

**GENDER
PAY / GAP
FIGURES
2026**

**UP TO 5TH
APRIL 2025**

We are an Equal Pay practice

We feel it is important to highlight at the start of this document that we are an Equal Pay practice with a gender-neutral salary policy. We have a strong culture, the bedrock of which is to create a fair, respectful environment where a diverse range of people build their careers.

In the 'Tackling wider issues' section on the next spread, we look to put the figures into context and consider the ways we are engaging with the wider challenges the built environment faces.

Understanding the figures

Please take into consideration the methodology behind the calculation of the figures presented in this document. We would like to emphasise that we continue to invest significantly in cultivating a fair and inclusive workplace, and we believe that recent figures do not provide a comprehensive overview of our progress.

We acknowledge that our industry faces significant challenges, particularly with regard to the under-representation of women in leadership positions. As a merit-based practice, progression at Sheppard Robson is not limited by gender.

Our commitment remains steadfast in creating an environment that enables each member of our team to flourish while also contributing to the betterment of society at large.

In terms of internal practice management, we continue to offer enhanced shared parental leave, increasing childcare options for our team. We also offer greater flexibility and more options of how our team can split the working week between home and office to aid work/life balance.

Q&A on the Gender Pay Gap figures

What is the Gender Pay Gap?

Companies that employ over 250 staff are required by government to publish the following:

- Gender pay gap (mean and median averages)
- Gender bonus gap (mean and median averages)
- Proportion of men and women receiving bonuses
- Proportion of men and women in each quartile of the organisation's pay structure

What is the difference between Equal Pay and the Gender Pay Gap?

EQUAL PAY means that men and women in the same employment performing equal work must receive equal pay, as set out in the Equality Act 2010.

GENDER PAY GAP is a measure of the difference between men's and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings.

Who does this apply to?

All staff are included, not just Architectural, Interior and Technical staff.

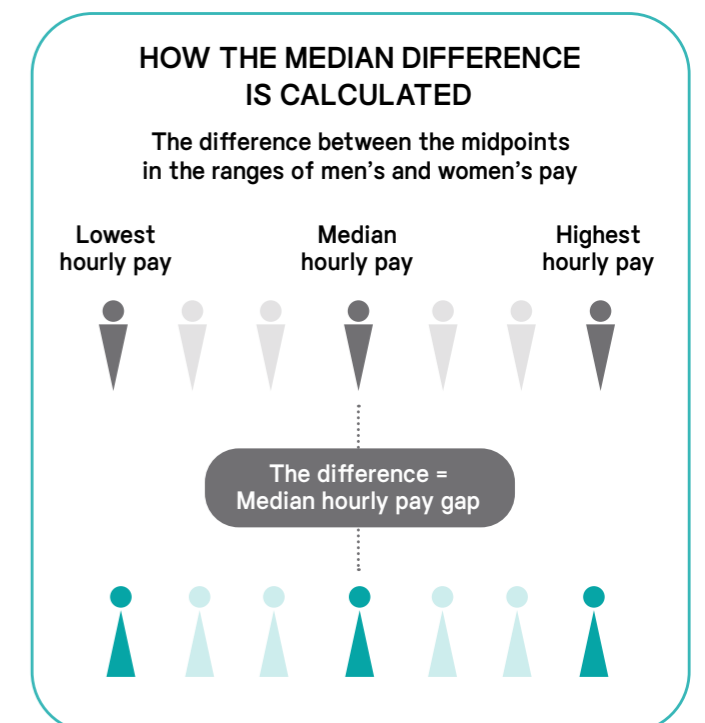
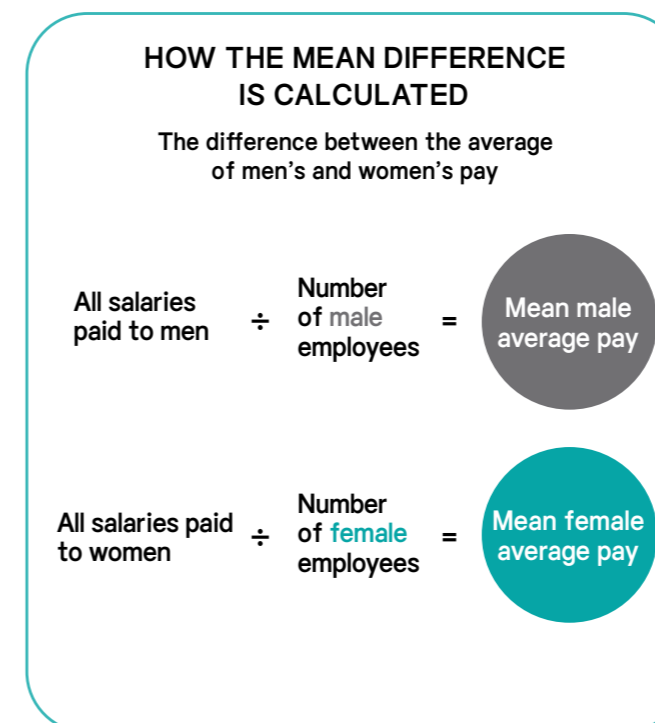
More on the Gender Pay Gap

There is a common misconception that confuses the Pay Gap with Equal Pay.

The Gender Pay Gap figure is the mean value of salaries paid for woman vs. the mean salaries paid to men.

The Gender Pay Gap figures add up all the salaries paid to women and divides this value by the number of women to get a mean score.

How is the Gender Pay Gap calculated?



Our results

Gender pay gap

MEAN	MEDIAN
Women's hourly rate is	Women's hourly rate is
7.5%	11.6%
LOWER	LOWER

Gender bonus gap

MEAN	MEDIAN
Women's bonus pay is	Women's bonus pay is
4.3%	12.5%
LOWER	HIGHER

Percentage of men and women receiving bonus

MEN	WOMEN
48.9%	35.3%

Quartile information

The quartiles are formed from listing everyone in a company in order of their salaries and then dividing this list into four. The values in each column represent the proportion of male and female employees in each quartile.

	Lower	Lower-Mid	Upper-Mid	Upper
Men	46.5%	38.6%	52.8%	60%
Women	53.5%	61.4%	47.2%	40%

Tackling wider issues

We acknowledge that promoting equality and diversity in our industry requires persistent and ongoing efforts. We also recognise the importance of intersectionality, defined as how multiple aspects of identity interact to shape experiences of inequality and opportunity.

SR's ED+I group

As we have stated in previous Gender Pay Gap reporting years, failing to tackle the challenges related to diversity and inclusivity would have adverse effects on our industry, cities, and communities.

To help us focus on how the practice can best support our people and the wider industry, we have an established ED+I group led by our ED+I and Social Value Lead, with support from the wider practice. This includes clear connections to HR and a dedicated Partner Champion to support and drive forward initiatives and establish a reporting structure within our business plan.

The group stimulates discussions, drives action on these crucial matters within our practice, and implements strategies to engage all team members in conversations about how we can further promote fairness in our practice.

The ED+I group is organised into three core pillars, allowing us to focus our efforts:

- **Workplace:** championing diversity across the workplace to support our staff, create safe spaces for discussions, and celebrate differences
- **Industry:** establishing cross-sector links to contribute to systemic change and championing equity within architectural education.
- **Design:** incorporating diverse perspectives and inclusive design principles into our projects to ensure we are creating informed and inclusive spaces.

Community and practice impact

We foster a culture of continuous learning through a series of annual events and dedicated inclusive design training sessions. These events and sessions are designed not only to highlight the importance of ED+I within our sector but also to provide safe spaces for team members to share their experiences.

Beyond our internal processes and as part of our commitment to promoting diversity in architecture, design, and the arts more broadly, we actively participate in various community and mentoring initiatives aimed at engaging young minds and championing diversity.

We work closely with organisations, such as Open City, to ensure opportunities are accessible to underrepresented students.

As a practice, we are well placed to connect a wide range of people to the power of creativity, and we believe every child should start life with as many open doors in front of them as possible.

Several of these initiatives are outlined in our publication, [Opening Doors, Opening Minds](#) and our annual Impact reports.

If you would like to talk to us about planning an inclusive design event or an initiative to engage young people in design, [please get in contact](#).

If you have any further questions about the issues discussed in this document, please contact Managing Partner [Andrew German](#).

SHEPPARD ROBSON

enquiries@sheppardrobson.com
www.sheppardrobson.com

77 Parkway
London NW1 7PU
+44 (0)20 7504 1700
+44 (0)20 7504 1701

City Tower
Piccadilly Plaza
Manchester M1 4BT
+44 (0)161 233 8900
+44 (0)161 233 8901

93 West George Street
Glasgow G2 1PB
+44 (0)141 285 3100
+44 (0)141 285 3101