

# GENDER PAY GAP REPORT 2019

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# Introduction

We are now in our third year of reporting the gender pay gap at Buro Happold and we are making progress in:

- the proportion of females in technical and senior roles
- recruiting a higher proportion of females than the number of female applicants and available talent pool
- achieving a 50/50 split in promotions for non-technical roles
- reducing the gender pay gap between men and women to less than 1% in some grades

However, we are clear that we must address and continue to improve in other areas.

In 2020 we are extending our view to this global report. Looking at the global picture, we are ensuring the necessary focus on ways to reduce our gender pay gap across the entire practice, even before mandatory reporting reaches countries beyond the UK.

This approach is very useful as it not only allows us to benchmark our progress but also prompts constructive questions throughout our pay reviews, promotion processes and in development and succession planning discussions.

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The data in this report is taken from a snap shot date of 5th April 2019, followed by a snap shot in December 2019, to provide a more current view, and indicating our likely situation for the next report.



Pay equity across the practice (i.e. being paid the same for doing the same job) is consistently achieved – we see very little discrepancy between salaries of males and females at the same grade, and differences that are observed are attributed to length of time in that grade.



We are making steady progress in increasing global female representation at senior grades in the business (Associate, Associate Director and Director) to **21%**, which yields a solid foundation to grow the number of females in our Partnership to achieve our 20% target.



In general, we have a greater proportion of females in technical roles than in the engineering populations of the countries in which we operate. We're pleased to say we have exceeded our predicted 2020 figures for females in technical roles in all regions. However, in order to achieve our strategy we must work harder to increase and maintain our representation of women at all grades and in all regions.



74% of our technical roles are held by males, and 58% of our non-technical roles by female employees. This negatively impacts our gender pay gap figures for regions as a whole. Reviewing our gender pay gap since the snapshot date of April 2019, we see that the gap continues to reduce within grade level and for some grades there is now less than a 1% difference.

# OUR RESULTS



# Mean and Median Hourly pay

## Hourly pay

DIFFERENCE BETWEEN MALES & FEMALES

### Mean

The mean shows the difference in the average pay of males and females.

### Median

The Median compares the earnings of the male and female in the middle of the data set, indicating the discrepancy in 'typical' pay between the genders.

	Mean				Median			
	Apr-18	Dec-18	Apr-19	Dec-19	Apr-18	Dec-18	Apr-19	Dec-19
UK	22.1%	21.2%	20.1%	18.0%	22.6%	22.9%	20.6%	19.6%
Global	-	-	20.6%	21.2%	-	-	19.5%	19.7%

There are some global commonalities across our regions which impact upon our gender pay gaps. In particular the representation of women at senior grades (i.e. Associate, Associate Director and Director) and that technical roles tend to pay higher than non-technical positions in engineering firms.

Our results illustrate a continual shift globally. If we view our smaller offices independently, we see larger pay gaps due to the impact one or two individuals can have on a small data set. Taking a global approach helps to

even out these gaps and presents a more holistic view. Building an internal talent pipeline is an essential lever of change however the recruitment of more females into junior roles such as graduate grade will temporarily lower the average female pay, making it harder to address the balance at the desired pace. Overcoming such fluctuations requires immediate actions in the areas of gender balanced recruitment, development and promotion activities.

**The gender pay gap is the measure of the difference in average pay between all men and all women across an organisation, regardless of their role, level, length of service or location and any other differentiating factors. It is expressed as a percentage of male earnings: i.e. females earn X% less than male employees, a minus symbol indicates where they earn more.**

# Bonus payments

## Bonus Paid

DIFFERENCE BETWEEN MALES & FEMALES

	Mean				Median			
	Apr-18	Dec-18	Apr-19	Dec-19	Apr-18	Dec-18	Apr-19	Dec-19
UK	25.3%	18.8%	20.0%	29.6%	20.0%	0.0%	0.0%	20.0%
Global	-	-	23.2%	27.8%	-	-	16.0%	20.9%

The table illustrates the mean and median bonus gaps for all employees who were paid a bonus in 2018 and 2019. Although the percentages of males and females receiving a bonus are similar, our bonus gap reflects the fact that there are more males in senior technical positions than females.

As the bonus is calculated as a percentage of salary and the average male salary in technical positions is mostly higher than female's, the mean bonus is in favour of this cohort. Statistically the mean is more susceptible to skewing by outliers than the median.

The calculations are taken from the 12 month period ending 5th April 2019; the Apr-19 figures are bonus payments paid in 2018. Due to the nature of our bonus payments being made in November 2019, we have also added data for December 2019 to provide a more current analysis.

# Bonuses paid in 2018 and 2019

## All people receiving a bonus

	Apr 19 (2018 bonus)		Dec 19 (2019 bonus)	
	Female	Male	Female	Male
UK	79%	81%	85%	83%
Global	67%	68%	77%	77%

The table shows the percentage of men and women who received a bonus for their performance.

## Eligible people receiving a bonus

	Apr 19 (2018 bonus)		Dec 19 (2019 bonus)	
	Female	Male	Female	Male
UK	98%	98%	99%	98%
Global	87%	87%	95%	93%

The figures above do not account for bonus eligibility, for example new starters may not be eligible to be considered for a payment.

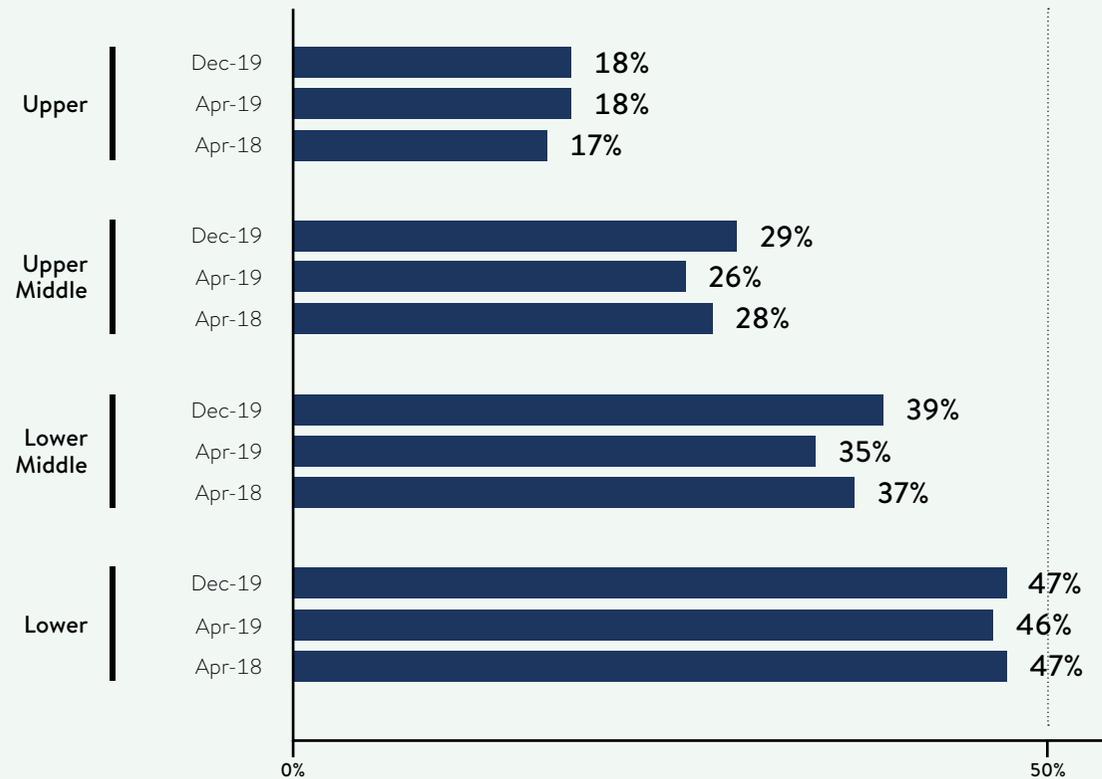
When we consider the figures for those who were eligible for a bonus globally, a more positive picture emerges.

# Pay Distribution

To help illustrate how men and women are represented across the organisation, employees are split into four separate pay groups known as 'quartiles'. These are calculated by arranging employees from the lowest hourly rate to the highest hourly rate of pay and dividing them into four equally-sized groups. Employees on the same hourly rate of pay were spread out evenly by gender where they crossed the boundary between quartiles.

Our pay quartiles are a visual reminder of how much work we have left to do in attaining the gender balance we desire. Ideally we would want to see a 50/50 split in each quartile.

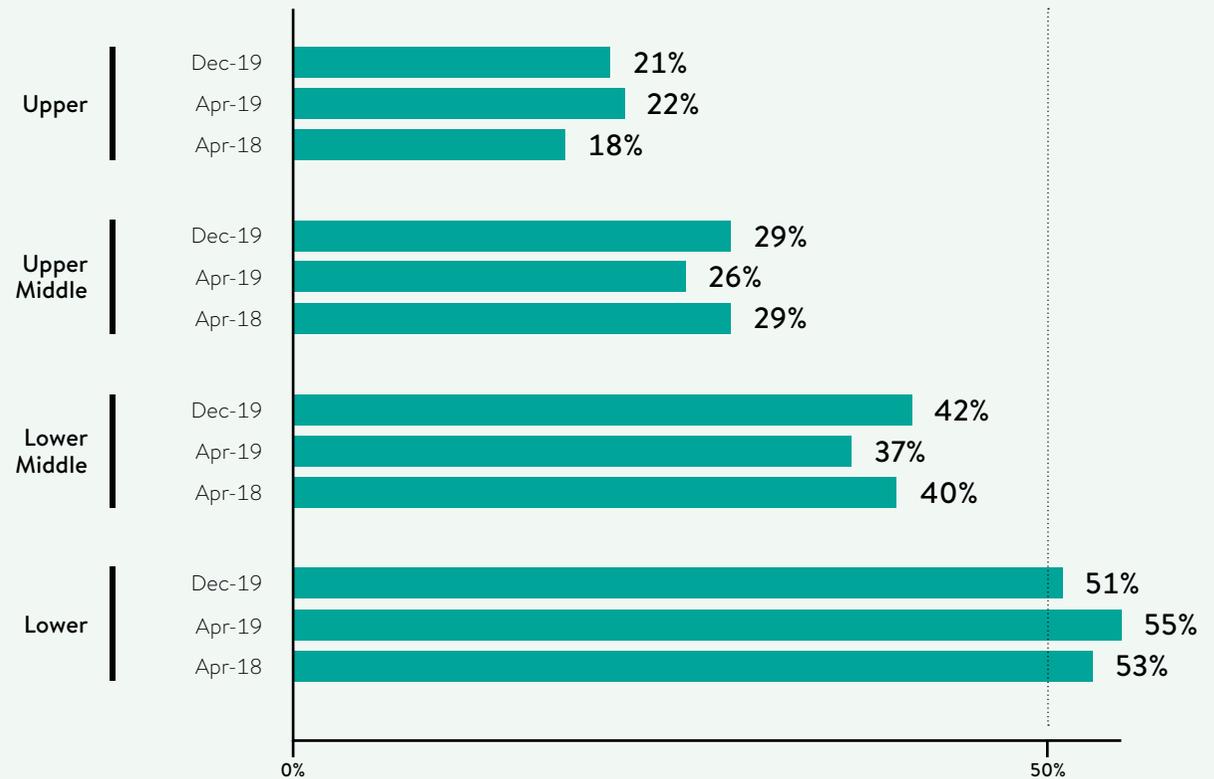
Females in quartiles – Global



There have been some improvements, for example our UK offices, shown here, have seen an increase of 5% in their Lower Middle quartile and a 3% increase in the Upper Middle Quartile, an important step for the pipeline of women for senior roles.

These results help highlight the issues we are seeing in our hourly rate of pay results on page 6, as we continue to see the proportion of female employees decreasing with each quartile, demonstrating the higher number of senior/technical male employees within the business.

### Females in quartiles – UK



# NEXT STEPS



# Making Progress – closing the gap

## Family-friendly leave

**We strive to achieve working arrangements which benefit the individual, our teams and meeting or exceeding our clients' expectations.**

We want to ensure our employees take advantage of leave options when starting a family: in 2019 48.5% of male employees who undertook Parental Leave in the UK also went on to take Shared Parental Leave, this is a 6% increase from 2018. We have gone beyond statutory requirements offering Fathers additional leave in a number of our global regions.

## Flexible working

**We are committed to supporting our employees to work flexibly through clarity of process and guidance on individual cases.** Flexible working options including working from home and flexing working hours, allowing employees to achieve a greater balance between work and home are available in most of our regions.

## Career Development

**Equality of opportunity remains key - career progression and personal development should be accessible to all.** Investment in Learning and Development means more employees have access to appropriate development programmes and adds clarity to career progression within Buro Happold.

# Making Progress – closing the gap

## Respect for all

**Ensuring Buro Happold is somewhere our employees feel they can be themselves and thrive is hugely important.** Creating a welcoming learning culture for all is essential. Whilst this report focusses on gender, many of the principles supporting our efforts to reduce our gender pay gap create a more inclusive culture for all our employees. Key to this is ensuring we respect one another in our daily working lives. Every office is developing guidance to their employees, examples include the Respect at Work training in the US, Fairness & Inclusion Workshops in the UK and the Prevention of Sexual Harassment training in Mumbai. Everyone should feel safe and respected at Buro Happold.

## Leadership Development

Since its inception, 25% of employees on our Leadership Development Programme have been female, which equates to 29% of the eligible population compared to 14% of males, highlighting our commitment to developing our female talent.

We have increased the proportion of female employees attending this programme year-on-year, with female delegates accounting for 44% of the 2018/19 cohort.

## Inclusive Culture

**We must all challenge ourselves to face our own biases and be open to learning more about how to create an inclusive culture.** Our Learning and Development programmes will include guidance on becoming an inclusive leader, elements of which will flow through all our management development modules. An Inclusion and Belonging learning playlist on LinkedIn learning has been developed for all graduates globally. Understanding how to ensure we are ‘consciously including’ will help address our own unconscious bias, which in turn creates an environment where all our people thrive and enables Buro Happold to achieve our Future Growth Strategy.

# Future Focus

Actively working to reduce the gender pay gap is a constant; this annual review enables us to summarise our progress and add clarity to what will continue to be a work in progress. Our ongoing work requires us to:



Further analyse the shape of our organisation, reviewing how our pay quartiles are populated.



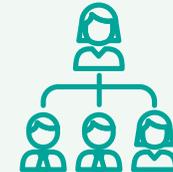
Continue to set hiring targets and achieve gender balanced recruiting at graduate level.



Critically assess salary reviews and checking pay parity.



Establish a promotions panel to monitor promotion nominations.



Ensure gender parity on our Leadership Development Programme.

# BURO HAPPOLD

*We confirm the information and data reported is accurate as of the snapshot date 5th April 2019.*



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