

wria

Gender Pay Gap Report 2025

Willmore Iles Architects



1.0 INTRODUCTION

Our Commitment to Gender Equality

At Willmore Iles Architects, we acknowledge our gender pay gap and are committed to eliminating it. Gender equality is integral to our core values, and we are dedicated to creating a workplace that reflects the diverse society we serve. We believe that fairness, inclusivity, and diversity enhance our creativity, strengthen our teams, and improve our architectural practice.

We recognise there is work to do, but our mission is to eliminate the gender pay gap by supporting every person, nurturing a culture of inclusivity, equality, and diversity within our practice.

The Gender Pay Gap reporting regulations came into effect on 5 April 2017, requiring UK organisations with over 250 employees to publish their gender pay gap data annually. While we are a practice of just 18 employees and not legally required to report, we choose to do so voluntarily as part of our commitment to transparency and accountability.

The number of employees at Willmore Iles Architects as at the snapshot date was 18, of which 9 were women (50%) and 9 were men (50%).

2.0 GENDER PAY GAP REPORTING

Our 2025 Gender Pay Gap Data

This statement sets out the Gender Pay Gap Data for Willmore Iles Architects Ltd as of the snapshot date of 5 April 2025:

2025	Median	Mean	2024 Median	2024 Mean
Hourly Pay	19%	11%	25%	17%
Bonus	0%	-79%	11%	8%

Median: The median is the middle value within a range.



Mean: The mean is the average value of that same range.



Wider context:

- The UK-wide ONS data (April 2025) median gender pay gap for all employees is 12.8%
- The average median gender pay gap (April 2025) for UK architectural firms with employees over 250 narrowed slightly from 15.4% last year to 14.3% this year (Dezeen <https://www.dezeen.com/2025/04/07/gender-pay-gap-uk-architecture/>)

It's important to note that the gender pay gap is a measure of the difference in average earnings between men and women across our practice. It does not indicate unequal pay for equal work but rather reflects broader industry-wide challenges. Men and women are paid equally for performing equivalent jobs throughout WIA.

Understanding Our Gap

Our April 2025 data shows a decrease in our gender pay gap, marking a more positive year. Compared with the previous reporting period, this year has been more stable overall, with fewer fluctuations in global economic conditions, project activity, and staff levels. However, our senior leadership team remains predominantly male. While this has not driven an increase in the pay gap, it continues to influence the results, with only 25% female representation in the upper quartile.

Our data continues to highlight an imbalance in senior roles, with women under represented at the highest levels and forming the majority of the middle lower and lower quartiles.

All our permanent employees are eligible to receive a bonus as part of our EOT and profit-share scheme. This snapshot relates to December 2024, which fell within a more challenging financial year. As formal bonuses were not issued, we offered a Christmas voucher to colleagues outside the Senior Leadership Team as a gesture of appreciation for their contribution during the year. The Senior Leadership Team did not receive a bonus or voucher.

3.0 ADDRESSING THE GENDER PAY GAP

Our Action Plan

We remain committed to reducing the gender pay gap. Our analysis shows that the primary driver of our gap continues to be the higher percentage of men in senior positions. To address this, we continue to review, evaluate and adapt our action plan. This is a structured, evidence-based action plan aligned with RIBA's #CloseTheGap initiative and the UK Government's recommendations for reducing gender pay disparities.

Our Five-Point Gender Diversity Action Plan

1. Diversity Working Group
2. Transparency & Feedback
3. Inclusive Recruitment
4. Training & Mentorship
5. Retention & Career Progression

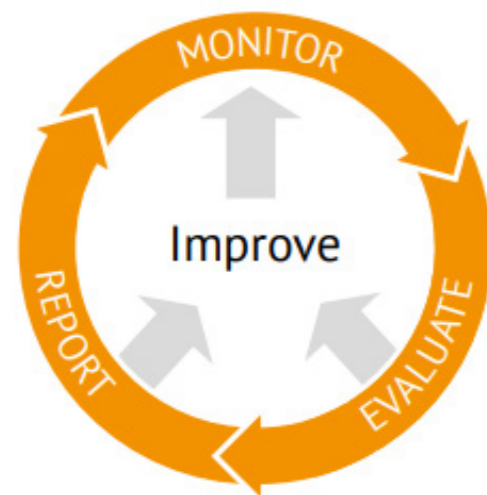
Progress and Future Actions

To date, we have made meaningful progress across several areas, with a continued focus on fostering a fair, inclusive, and supportive workplace.

- Continuation of our ED&I (Equity, Diversity & Inclusion) working group which reports at monthly meetings, and will report formally to the Executive Team quarterly meetings as part of our BCorp strategy.
- Ongoing review of our B Corp commitments, ensuring our processes continue to align with sustainable and inclusive practice standards. (<https://www.willmoreiles.com/wp-content/uploads/2025/11/WIA-Positive-Impact-Report-2025.pdf>)
- Continued commitment to the RIBA Inclusion Charter, reinforcing our long-term focus on fairness and representation within the profession.
- Developing and implementing a 'Return to Work' framework to support colleagues returning after

a long absence. Feedback from employees who have used the framework has been positive, particularly noting the flexible, individual-led approach.

- Regularly reviewing and updating our policies, identifying gaps and ensuring they remain responsive to employee needs. Upcoming updates include the introduction of a menstruation policy and a review of policies relating to fertility treatment.
- Providing ongoing training and support through 1:1s.
- Enhancing our staff survey and employee review process, including updates to the review structure to encourage more meaningful conversations around career development.
- We have reviewed the Fawcett Report "Build It Together" commissioned by RIBA, identifying the themes and recommendations most relevant to us as a practice. A number of the report's principles already align with our existing approach, for example our use of blind recruitment, and we have also highlighted additional areas that may benefit from further reflection and potential development. This work is at an early stage, but it offers a valuable opportunity to continue strengthening our processes in a considered, evidence based and meaningful way.
- Continuously monitoring, evaluating, and adapting our approach, ensuring we can make sustained and meaningful progress over time.
- Participating with focus group workshops facilitated by the Cabinet Office in relation to GPG reporting and upcoming 'action plans'.



4.0 LOOKING FORWARD

We recognise that progress on reducing the gender pay gap is not always linear, particularly within smaller practices where structural changes can take time to embed. However, the work we have undertaken over the past year has strengthened our foundations and provides a clear direction for continued improvement.

We remain committed to making steady, meaningful progress. The steps we have taken, from enhancing our internal frameworks and policies to reviewing recommendations from sector-wide research such as the Fawcett Report, reflect our intention to build a fair and inclusive environment in a thoughtful and sustainable way. While some initiatives are already well established, others are at an early stage of exploration, and we will continue to review and refine our approach as we learn more.

We recognise that broader societal and industry-wide factors influence the gender pay gap, and meaningful change requires ongoing effort, transparency, and collaboration. By continuing to monitor our data, listen to employee feedback, and build on the actions we have already put in place, we aim to make consistent progress toward narrowing our gender pay gap in the years ahead. Above all, our focus remains on creating a practice where everyone has the opportunity to develop, progress, and thrive.



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