

Gender Pay Report 2026

Progress Through Representation

24 July 2026 3:54 pm

BENOY

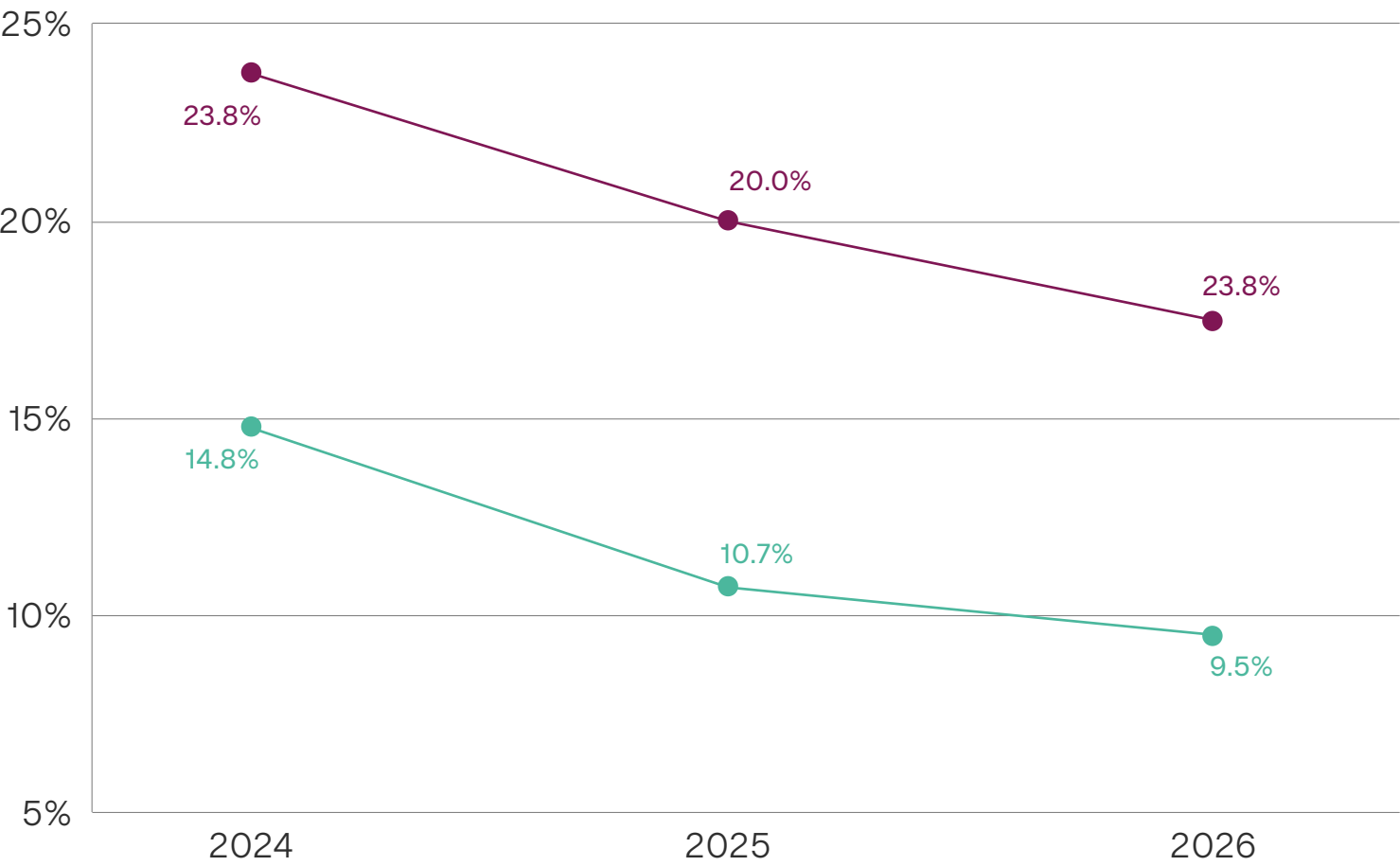
Executive Summary

Our 2026 results demonstrate continued improvement across all headline measures.

The mean gender pay gap has reduced from 23.8% in 2024 to 17.5% in 2026, equivalent to a reduction from £6.62 to £4.93 per hour. The median gender pay gap has reduced from 14.8% to 9.5% over the same period, equivalent to a reduction from £3.31 to £2.21 per hour. Improvements in both measures indicate progress across the organisation rather than isolated changes within a small number of roles.

Importantly, these improvements have been achieved whilst the business has continued to grow. Full-pay relevant headcount increased from 207 employees in 2024 to 251 employees in 2026. The workforce remains broadly balanced, with women representing 51.4% of employees and men representing 48.6%.

Mean gender pay gap reduced by 6.3 percentage points



17.5%
Mean pay gap

2024: 23.8%
2025: 20.0%



9.5%
Median pay gap

2024: 14.8%
2025: 10.7%



\$4.93
Mean pay gap

2024: £6.62
2025: £5.59



\$4.93
Mean pay gap

2024: £3.31
2025: £2.45



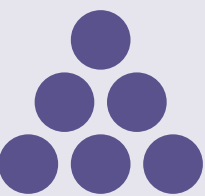
251 Employees

2024: 207
2025: 222



Bonus Pay

Benoy has grown by 21% since 2024 whilst maintaining progress in reducing the gender pay gap. The workforce remains broadly balanced, with women representing 51.4% of employees in 2026.



Understanding the Gender Pay Gap

Gender Pay Gap vs Equal Pay

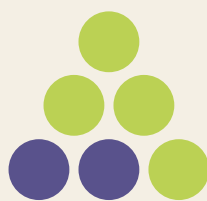
The gender pay gap and equal pay are often confused, but they measure different things.



Equal Pay

Men and women receive the same pay for the same or equivalent work.

Equal pay is about fairness for the same work.



Gender Pay Gap

The difference in average earnings between men and women across the organisation.

The pay gap is driven by the distribution of roles, grades and levels of seniority across the workforce.

Key Insight

Our analysis indicates that the gender pay gap is primarily influenced by workforce representation rather than differences in pay for equivalent work.



Understanding Our Workforce

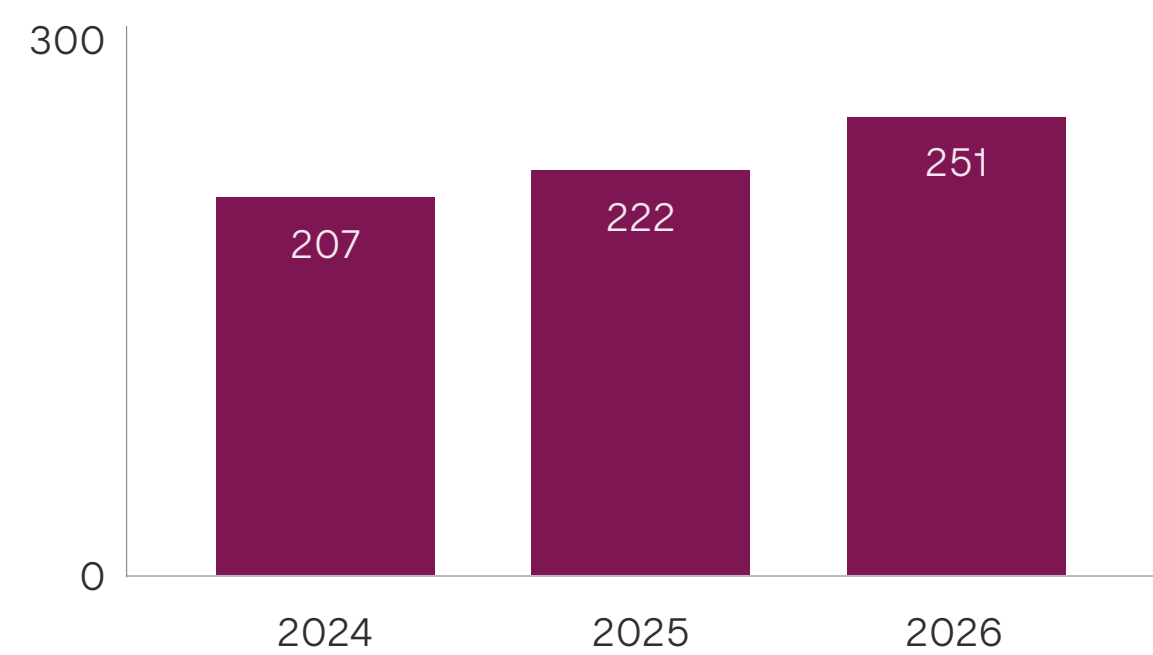
Growth and Representation

Benoy has continued to grow over the last three reporting periods, increasing from 207 employees in 2024 to 251 employees in 2026.

Women continue to represent a slight majority of employees, accounting for 51.4% of the workforce in 2026. Whilst female representation has reduced slightly as a proportion of the workforce, this reflects growth across both female and male populations, and the workforce remains broadly balanced.

The data suggests that organisational growth has not reversed the progress made in reducing the gender pay gap. Instead, improvements achieved in recent years have been maintained whilst the business has expanded.

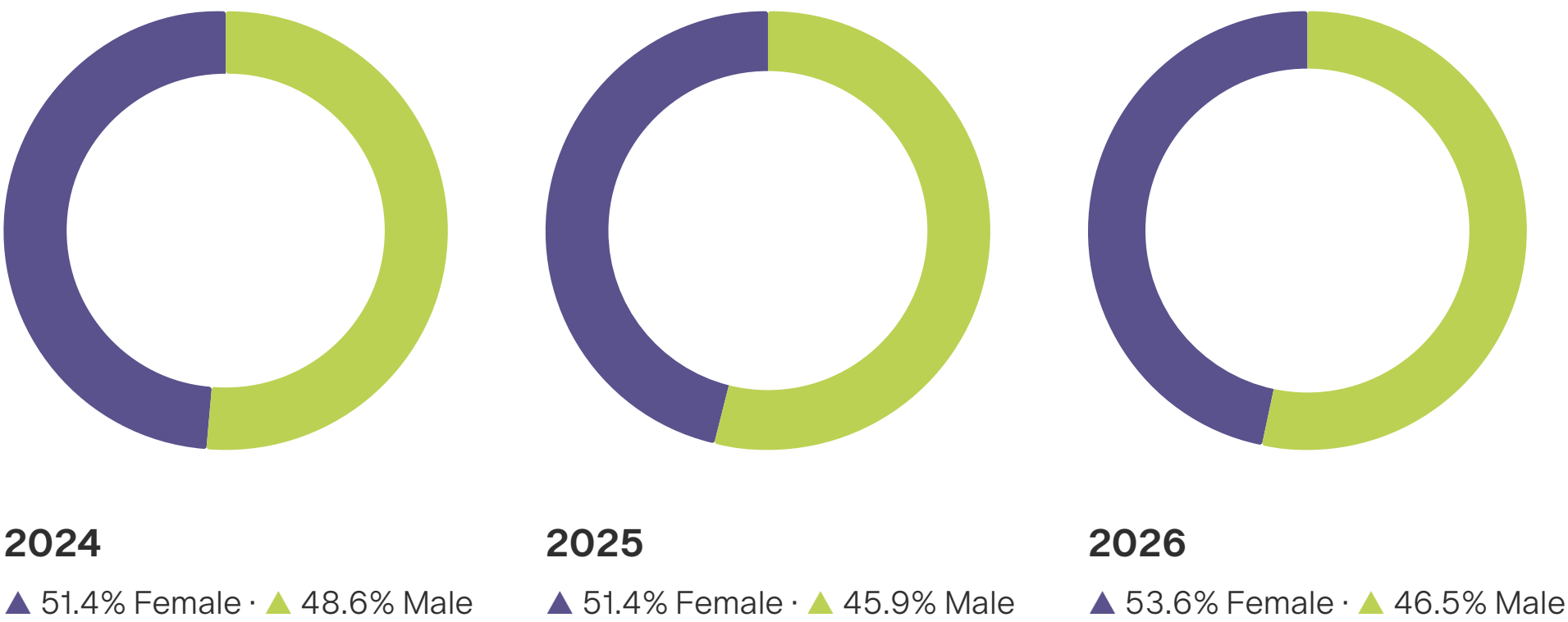
Workforce Growth



+21% workforce growth since 2024

Our People

Female and male representation by year



251 Employees



+21% Growth since 2024

2024: 207
2025: 222



Key Insight

Benoy has grown by 21% since 2024 whilst maintaining progress in reducing the gender pay gap. The workforce remains broadly balanced, with women representing 51.4% of employees in 2026.



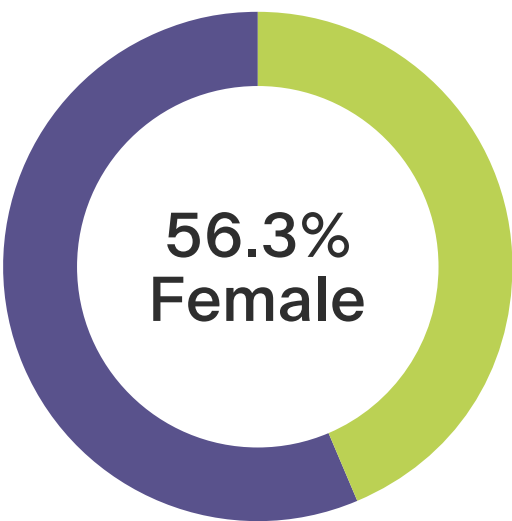
Representation Across the Pay Structure

Pay Quartiles

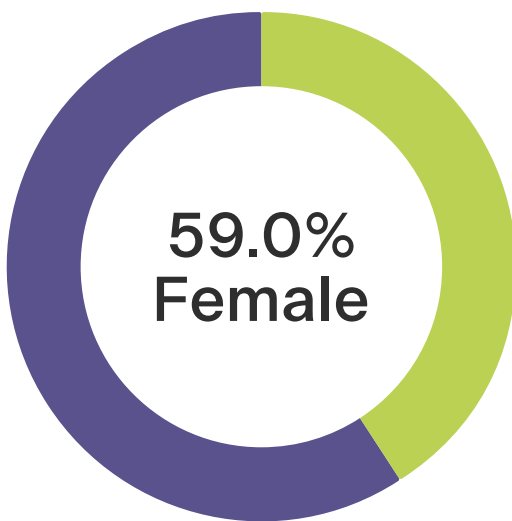
Pay quartiles divide employees into four equal groups based on hourly pay rates and provide insight into how men and women are distributed across the organisation.

Women represent more than half of employees within the lower, lower-middle and upper-middle quartiles. Representation reduces within the upper quartile, where women account for 38.1% of employees. Whilst this remains below overall workforce representation, it represents an improvement compared with earlier reporting periods.

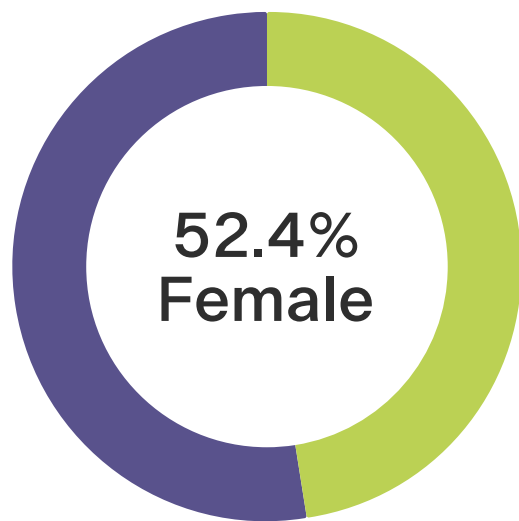
The distribution of employees across pay quartiles remains one of the key factors influencing the gender pay gap.



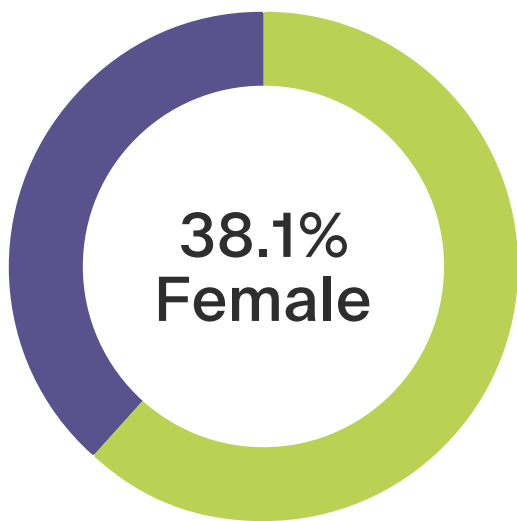
Lower Quartile
▲ 56.3% Female · ▲ 43.7% Male



Lower-Middle Quartile
▲ 59% Female · ▲ 41% Male



Upper-Middle Quartile
▲ 52.4% Female · ▲ 47.6% Male



Upper Quartile

**251
Employees**



**38.1%
Female Representation
Upper Quartile**



Key Insight

Female representation within the upper pay quartile has increased from 35.3% in 2024 to 38.1% in 2026, indicating gradual improvement in representation within higher-paid roles.



Why the Gap Exists

Representation Through the Career Pipeline

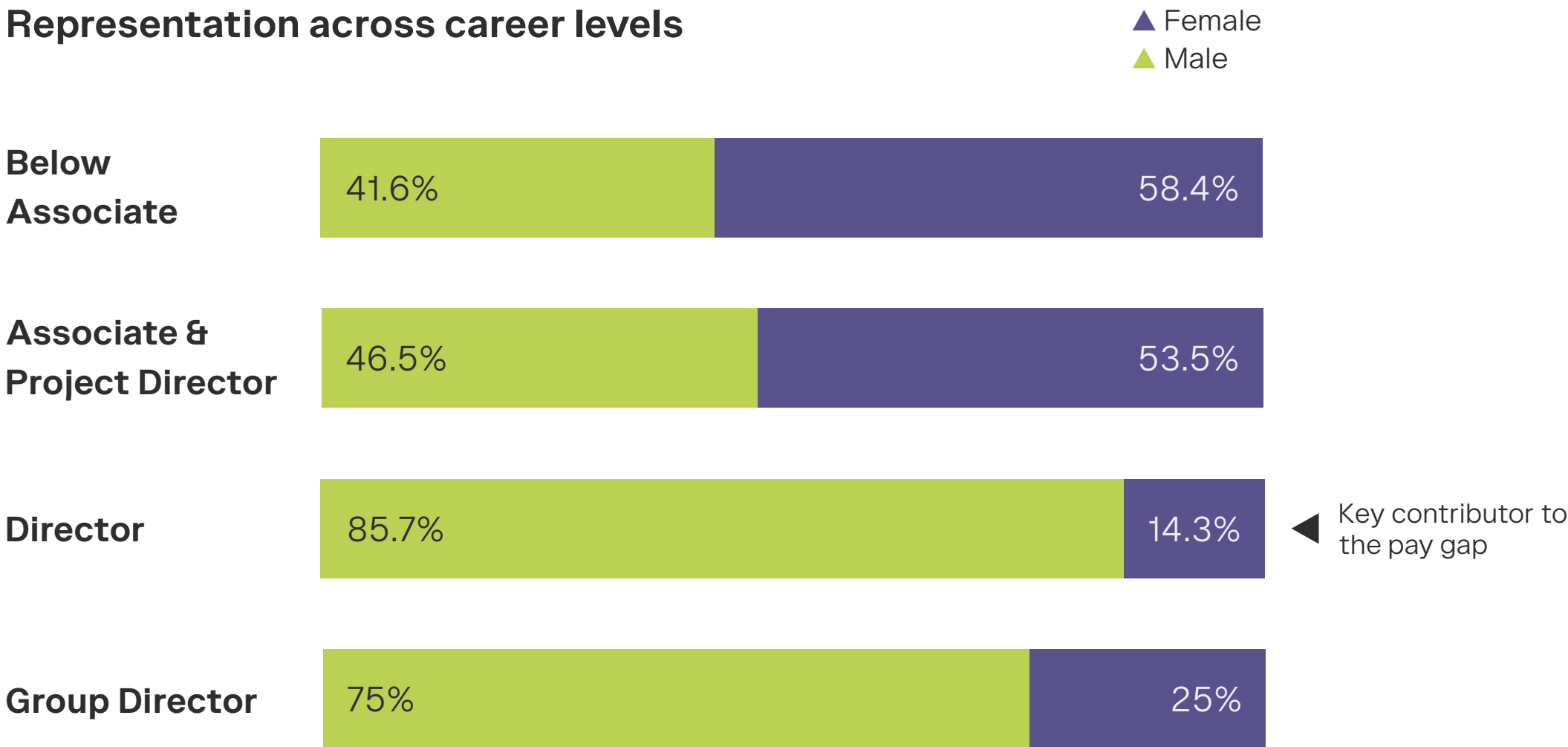
The data suggests that the gender pay gap is influenced more by representation at senior levels than by differences in pay for equivalent work.

Women account for 51.4% of the workforce overall and represent more than half of employees within both the Below Associate and Associate & Project Director populations.

However, representation reduces significantly at Director and Group Director level. As senior positions are generally associated with higher levels of remuneration, this continues to influence the overall gender pay gap.

This pattern is consistent with many organisations across the architecture, design and professional services sectors.

Representation across career levels



14.3%
Female Representation
Director Level



Key Insight

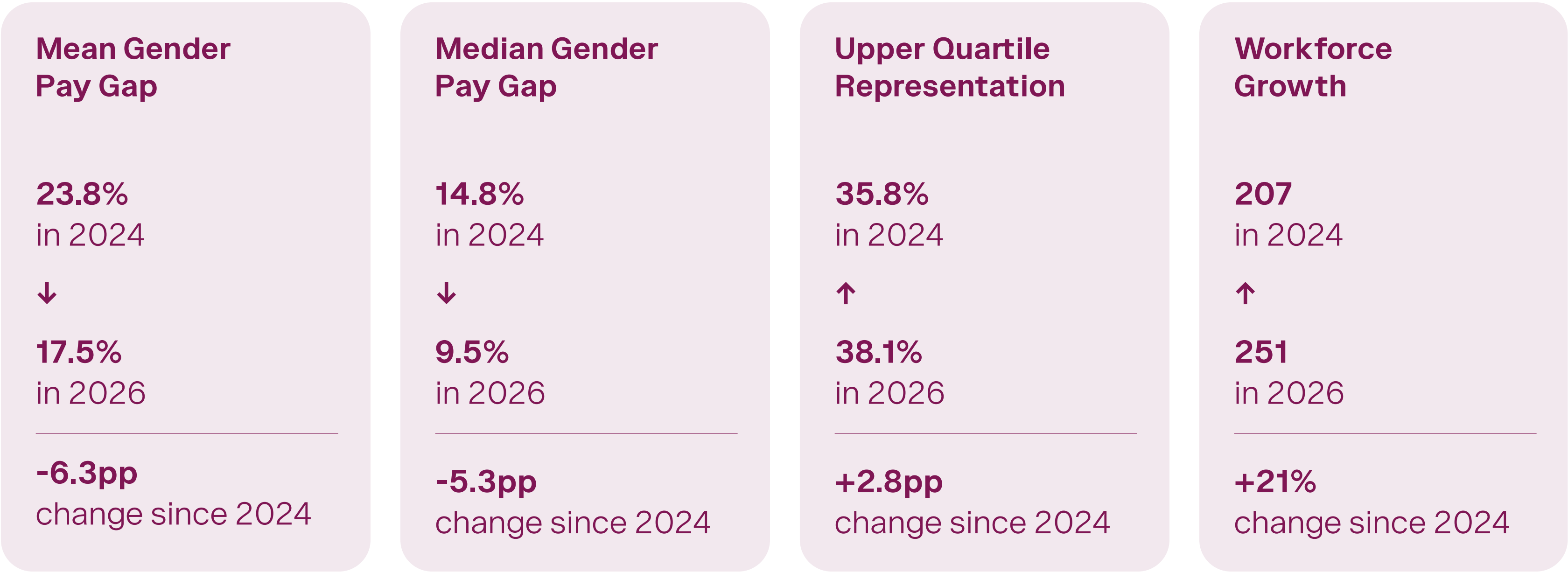
Women represent 53.5% of the Associate & Project Director population but only 14.3% of Directors, highlighting senior leadership representation as a key contributor to the gender pay gap.



Progress Since 2024

Sustained Improvement

The last three reporting periods demonstrate a positive direction of travel. Since 2024, both the mean and median gender pay gap have reduced, female representation within the upper pay quartile has increased, and workforce growth has exceeded 20%.



Key Insight

Since 2024, Benoy has reduced both the mean and median gender pay gap whilst increasing female representation within the upper pay quartile and growing the workforce by more than 20%. These results suggest that actions supporting recruitment, development and progression are beginning to have a measurable impact on workforce representation.



Looking Ahead

Our Priorities

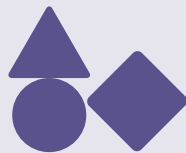
Whilst progress has been made, further improvements will depend on increasing representation within senior leadership roles.

Our focus is on creating an inclusive environment where everyone has the opportunity to develop, progress and achieve their potential.

Our priorities focus on developing future leaders, supporting fair and transparent career progression, and monitoring workforce representation over time.

Our Commitment

We remain committed to fostering an inclusive workplace where everyone can contribute, develop and progress. We will continue to monitor workforce representation, review our progress and take evidence-based action to support sustainable improvement over time.



1

Developing Future Leaders

We will continue to support the development of talent across the organisation, ensuring employees have access to the experience, skills and opportunities needed to progress into senior and leadership positions.

2

Succession Planning

We will ensure diverse talent is considered within succession planning and leadership discussions, helping to build a balanced and sustainable leadership pipeline.

3

Career Development

We will provide access to learning, development and progression opportunities that enable employees to build successful and rewarding careers.

4

Inclusive Recruitment

We remain committed to attracting talent from a broad range of backgrounds through inclusive recruitment practices and diverse candidate pipelines.

5

Measuring Progress

We will continue to review workforce data, monitor progress and use evidence-based insights to inform decision-making and future priorities.

Thank You

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