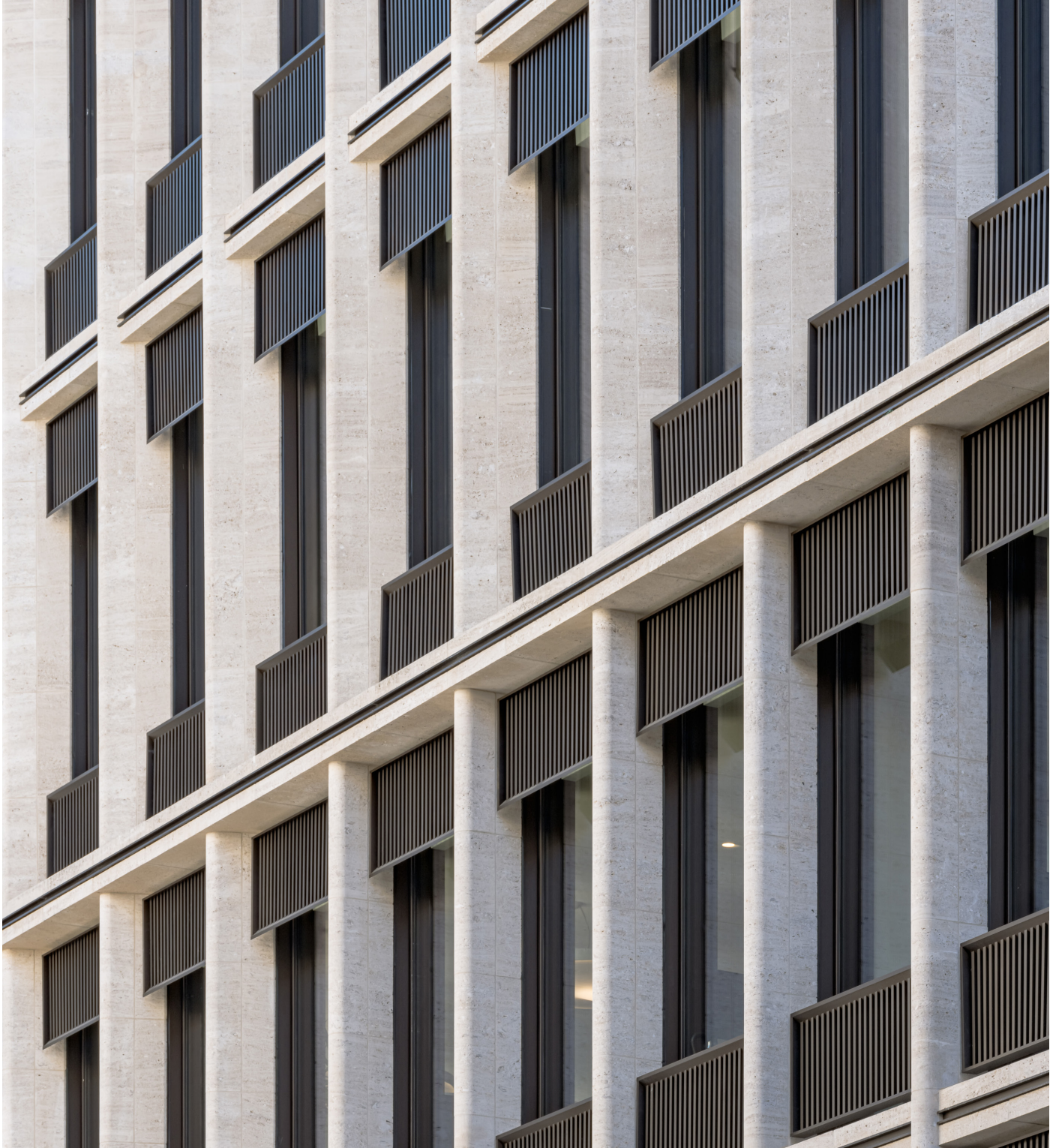

**Allford Hall Monaghan Morris
Gender Pay Gap Report 2023**



Introduction

This report is based on data taken on the snapshot date of 5 April 2023, and is the seventh time we have reported on our gender pay gap.

During the period referred to in this report, there was a net increase in headcount, with 138 new starters and 81 leavers. The majority of these new employees (65%) entered the practice at the lower quartile of the data.

We were pleased to see a further modest reduction in our gender pay gap over this period, the second year in a row. We believe that this reflects the many actions that have been implemented as a result of the Action Plan put in place by our Gender Pay Gap Working Group five years ago. These actions have had increased focus through our broader People Plan that is led by our Head of HR supported by representatives from across the practice.

Among the specific actions taken this year that we believe will have further impact on our gender pay gap in the longer term, we have thoroughly reviewed and updated our recruitment process. Working alongside our Equity, Diversity and Inclusion (ED&I) working group we have redesigned our recruitment material, our assessor training, and our approach to reviewing applications and prospective candidates. This work helps to ensure that we have gender balanced shortlists and interview panels, and aims to remove any unconscious bias in our selection decisions.

In addition, our summer recruitment drive in the relevant year for apprentices, newly qualified architecture graduates and those applying for year out placements was closely managed by a diverse group of people to ensure our candidate and interview pools were balanced from both a gender and ethnicity perspective.

For our existing employees we introduced a mentoring scheme enabling people to partner with more experienced colleagues to share skills, knowledge, and expertise through developmental conversations, experience sharing, and role modelling. Participants in this programme included a significant number of non-architectural staff, of whom a larger proportion tend to be women.

In the year ahead we will continue to develop the mentoring scheme; launch a new and more flexible way of employees having access to training; continue to promote the enhanced benefits of our maternity and paternity leave policies to encourage equity in leave and childcare; support flexibility of working through continued hybrid and core hours working; and deliver a programme of allyship training enabling employees to recognise and understand their privileges, which can then be used to support others.

Finally, as all but one of the initiatives set out in our original Action Plan have now been implemented, the focus is moving to developing a new plan, which will be informed by feedback, ideas and experiences gathered from our employees. Meaningful progress takes time, and requires collaboration, consensus, effort and concerted focus to produce cultural and behavioural change, but with the continued engagement and determination of our employees, we believe that we can build on previous actions to further close our gender pay gap.

Peter Morris

Founder and Managing Director

February 2024

Cover image: Berkeley Street, London
photographed by Timothy Soar

Gender Pay Gap reporting

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 results annually.

The legislation sets out a precise method by which the gender pay gap should be calculated as well as specifying which figures each company is required to publish. These are set out in this report under items 1 to 3.

The gender pay gap is determined through sorting employees by their hourly pay, based on their earnings and standard hours as at the snapshot date, and calculating the median and mean pay gap.

The figures in items 1 to 3 are based on data as at the snapshot date of 5 April 2023 and on bonus data in the 12 month reference period up to that date.

The number of employees at Allford Hall Monaghan Morris as at the snapshot date was 497, of which 205 (41.2%) were women and 292 (58.8%) were men.



Key figures

1 AHMM's gender pay gap figures

The table below shows our median and mean hourly gender pay gap and bonus gap at the snapshot date and the 12 month reference period. Our 2021 figures are shown to the right for comparison.

*The median is the middle value within a range (eg 1 2 2 3 **4** 4 5 6 6), while the mean is the average value of that same range (eg **3.7**).*

2023	Median	Mean
Hourly pay	16.5%	24.9%
Bonus	0%	0%

2022 Median	2022 Mean
18.6%	26.6%
0%	0%

The data shows that AHMM's gender pay gap has reduced for both the median and mean figures. There is a zero bonus gap this year as a profit share bonus was not awarded.

2 Proportion of AHMM employees receiving a bonus

The table below reflects that a profit share bonus was not awarded this year.

2023	Eligible for bonus	Not eligible for bonus
Men	N/A	N/A
Women	N/A	N/A

2022 Eligible	2022 Not eligible
N/A	N/A
N/A	N/A

Key figures

3 Pay quartiles

The table below shows the practice's gender distribution across the four quartiles arranged in order of hourly pay, from lowest to highest. Our 2022 quartile data is shown beneath for comparison.

2023 Quartiles	Lower	Lower Middle	Upper Middle	Top
Men	40.8%	54.8%	68.5%	71%
Women	59.2%	45.2%	31.5%	29%

2022 Quartiles	Lower	Lower Middle	Upper Middle	Top
Men	37.3%	60.9%	60.9%	72.7%
Women	62.7%	39.1%	39.1%	27.3%

After being fairly stable over the past couple of years, the overall gender balance within the practice has changed slightly in this year's report with 41.2% being women and 58.8% men (2022 figures: 43.8% women and 56.2% men). With 65% of new starters having entered the lower quartile, this has had an impact on gender distribution across all four quartiles, with the percentage of women in the Lower and Upper Middle quartiles having reduced, and in the Lower Middle and Top quartiles having increased.

Given the degree of change in the employee population in the relevant year, it is difficult to draw any definitive conclusions from these variations.

What does AHMM's gender pay gap data indicate?

The gender pay gap is not an indication of unequal pay between men and women.
Men and women are paid equally for performing equivalent jobs throughout AHMM.

The gender pay gap is a manifestation of gender distribution across the practice.
Despite the actions we have taken to date, it remains the case that there are more men in higher paid senior roles than women and this is manifested in our gender pay gap.

We remain committed to a plan of action that we believe will help to improve the gender balance across all quartiles by ensuring that opportunity and support is equally available for all, so leading to a more representative proportion of women in senior roles over time.