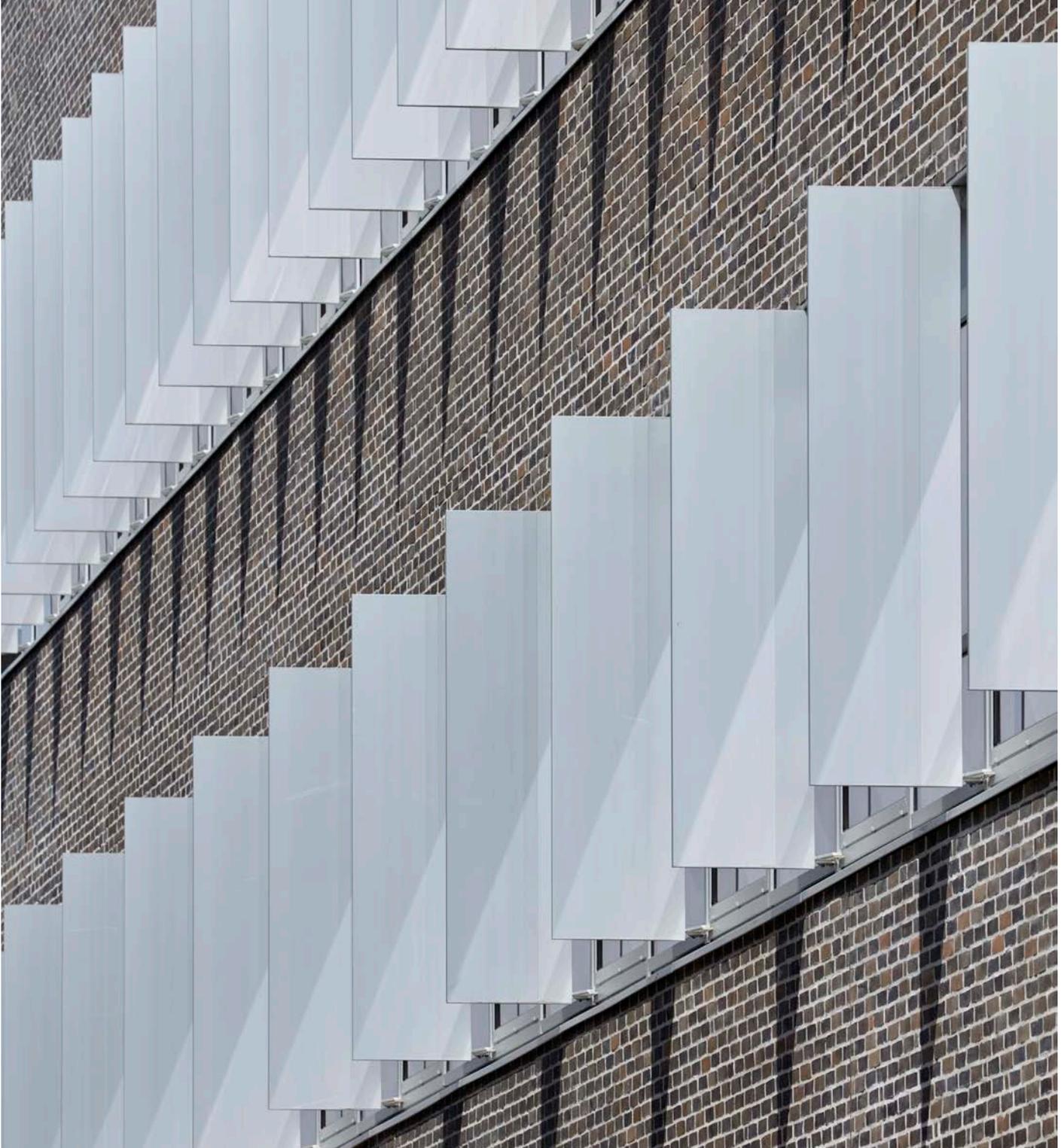


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Allford Hall Monaghan Morris  
**Gender Pay Gap Report 2019**



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## Introduction

In the 30 years since it was founded, Allford Hall Monaghan Morris has always recognised the importance of investing in and nurturing the diverse talent across all areas of the practice. We know that this is what enables us to thrive, to produce our best work and so to sustain our ambition. We are also clear that there is always space for improvement in all aspects of our business.

Since last year's Gender Pay Gap Report an independent cross-practice Working Group, set up through the practice's Employee Ownership Forum, has reported its findings to the Executive Board. As a result, a 16 point Action Plan has been approved by the Board and is now being implemented.

The Action Plan has been a catalyst for the practice to take a step back and to look at our processes at all phases of the employee life cycle - recruitment, development, progression and retention - recognising the things we are already doing that have a positive impact, but also where we can improve. The implementation of the plan will be continuously monitored to ensure that our actions lead to positive benefits in the professional and personal lives of all our employees and, in tandem with this, to further closing our gender pay gap.

Some initiatives have already been implemented within the recruitment process, including the way in which roles are advertised, as well as addressing the male/female balance both in our interview panel and in the pools of candidates we interview. Meanwhile other initiatives continue to be progressed, including the development of a formal mentoring scheme whose aim is to support career progression; a newly structured training and development programme whose focus will be on the creation of a more inclusive workforce and workplace culture; and a detailed review of our promotions process to ensure that transparent and objective procedures are in place.

These are complex matters which require a thorough and a well-considered approach to ensure they are executed successfully and have a long-lasting impact within the practice. This process will inevitably take time to get right, and some initiatives will deliver results more quickly than others. Nonetheless, we are committed to this course of action and confident that the measures being enacted will collectively count towards achieving the goal of reducing our gender pay gap.

### **Peter Morris**

Founder and Managing Director

February 2020

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## 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 2019 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 480, of which 207 (43.1%) were women and 273 (56.9%) 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 2018 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**).*

2019	Median	Mean
Hourly pay	14.9%	24.3%
Bonus	22.9%	35.3%

2018 Median	2018 Mean
16.7%	24.9%
22.5%	35.2%

The data shows that AHMM's gender pay gap has closed slightly in both median and mean figures, while the bonus gap has widened slightly.

### 2 Proportion of AHMM employees receiving a bonus

The table below shows the percentage of men and women who were eligible for a bonus during the relevant period. Again, our 2018 figures are shown to the right.

2019	Eligible for bonus	Not eligible for bonus
Men	70.3%	29.7%
Women	71.0%	29.0%

2018 Eligible	2018 Not eligible
79.4%	20.6%
72.4%	27.6%

At AHMM all employees are eligible for a bonus providing they have completed at least one month's service during the relevant financial year and, as a result, the reported figures will vary from year to year according to the degree of recruitment during that year.

In our 2017 and 2018 reports the percentage of employees eligible for a bonus fluctuated between 75% and 80%. The lower percentage of staff eligible for a bonus in this year's report is explained by the relatively high degree of recruitment in the period, which amounted to an increase in headcount of around 30%.

## 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 2018 quartile data is shown beneath for comparison.

2019 Quartiles	Lower	Lower Middle	Upper Middle	Top
Men	44.3%	51.3%	61.4%	75.7%
Women	55.7%	48.7%	38.6%	24.3%

2018 Quartiles	Lower	Lower Middle	Upper Middle	Top
Men	47.3%	53.3%	65.2%	76.1%
Women	52.7%	46.7%	34.8%	23.9%

This year's figures show an increasing proportion of women to men in all four quartiles with the biggest change being seen in the Upper Middle quartile, where the proportion of women shows an increase of 3.8%. This positive change is evidenced by the overall gender balance within the practice, where the proportion of women has grown from 39.6% to 43.1% since last year, a net rise of 3.5%.

#### 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 positive swing in the proportion of women in all four quartiles this year, it remains the case that there are significantly more men in higher paid senior roles and this is manifested in our gender pay gap.

This will only change if, through the actions we have defined, we sustain the proportion of women in the lower quartiles and simultaneously ensure that opportunities for progression exist equally for women and men through all stages of their career so that, over time, the proportion of women in the upper quartiles reflects the gender balance across the whole practice.