
**Allford Hall Monaghan Morris
Gender Pay Gap Report 2022**



**ALLFORD
HALL
MONAGHAN
MORRIS**

Introduction

This report is based on data taken on the snapshot date of 5 April 2022, and is the sixth time we have reported on our gender pay gap.

During the period referred to in this report, which was again affected by the pandemic, there was a net reduction in headcount, with 85 leavers and 50 new starters. The majority of these new employees (84%) entered the practice at the lower quartile of the data.

As noted in this report, the practice did not make a bonus payment to employees in the relevant period and so data relating to this is not applicable; however, the principle remains that when a bonus is paid, all employees who have completed at least one month of service in the relevant financial year are eligible for it.

While there was a small reduction in our gender pay gap over this period, our commitment to actions that will sustain this reduction remains steadfast. Our Gender Pay Gap Working Group, which was formed to develop and implement an Action Plan around our pay gap, is now part of our Equity, Diversity and Inclusion Working Group. As well as having strategic oversight of these groups, a newly appointed Head of HR has brought renewed focus to relevant initiatives including the development of a People Plan and the creation of a People Board drawn from across the practice to advise on and facilitate it.

As of the date of this report all but one of the initiatives set out in our original Action Plan have been implemented. These include the publication of a salary guidance document in the past 12 months which builds on the greater transparency introduced by the revised Architectural Grade System published in the previous year. Between them, these two documents have enabled our employees to have better informed and more open discussions about their career progress and the basis on which they are rewarded. The next important phase in this continuing work is to review the grade system for our support functions, which our data has shown have a particular influence on our gender pay gap.

In spring 2022 we published our first Equity, Diversity and Inclusion (ED&I) Report, which set out priority actions towards a model for supporting ED&I that is ingrained in our practice culture and directly related to the way we design and deliver architecture for the cities, places and people we serve. These actions included the appointment of the practice's first Equity, Diversity and Inclusion Lead. Further information about our ED&I activities is available on our website at www.ahmm.co.uk/practice/equity-diversity-and-inclusion/.

With the majority of our original Action Plan now implemented, the coming year will see us setting new objectives to consolidate and build upon the work completed to date. Meaningful change rarely happens overnight, and we recognise that effective initiatives for improvement require sustained effort, continuous monitoring and effective collaboration. The above actions have been taken with a holistic view of equity, diversity and inclusion in mind, and have cause to believe that in time they will have a positive impact on closing our gender pay gap.

Peter Morris

Founder and Managing Director

March 2023

Cover image: The Rowe, London, designed by AHMM and including artwork by Yinka Ilori
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 2022 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 464, of which 203 (43.8%) were women and 261 (56.2%) 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**).*

2022	Median	Mean
Hourly pay	18.6%	26.6%
Bonus	0%	0%

2021 Median	2021 Mean
20.3%	27.5%
17.4%	39.0%

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.

2022	Eligible for bonus	Not eligible for bonus
Men	N/A	N/A
Women	N/A	N/A

2021 Eligible	2021 Not eligible
96.4%	3.6%
93.3%	6.7%

At AHMM all employees are eligible for a bonus providing they have completed at least one month's service during the relevant financial year, as reflected by the 2021 figures, shown on the right for context.

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 2021 quartile data is shown beneath for comparison.

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%

2021 Quartiles	Lower	Lower Middle	Upper Middle	Top
Men	39.3%	55.2%	57.8%	75.2%
Women	60.7%	44.8%	42.2%	24.8%

While the overall gender balance within the practice has remained fairly stable at 43.8% women and 56.2% men (compared to 44.7% women and 55.3% men in 2021), the gender distribution across all four quartiles has changed, reflecting the impact of a substantial number of leavers and new starters in the year. With 84% of new starters having entered the lower quartile, the percentage of women in the lower and top quartiles has increased, while conversely, the percentage of women in the lower and upper middle quartiles has decreased.

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.