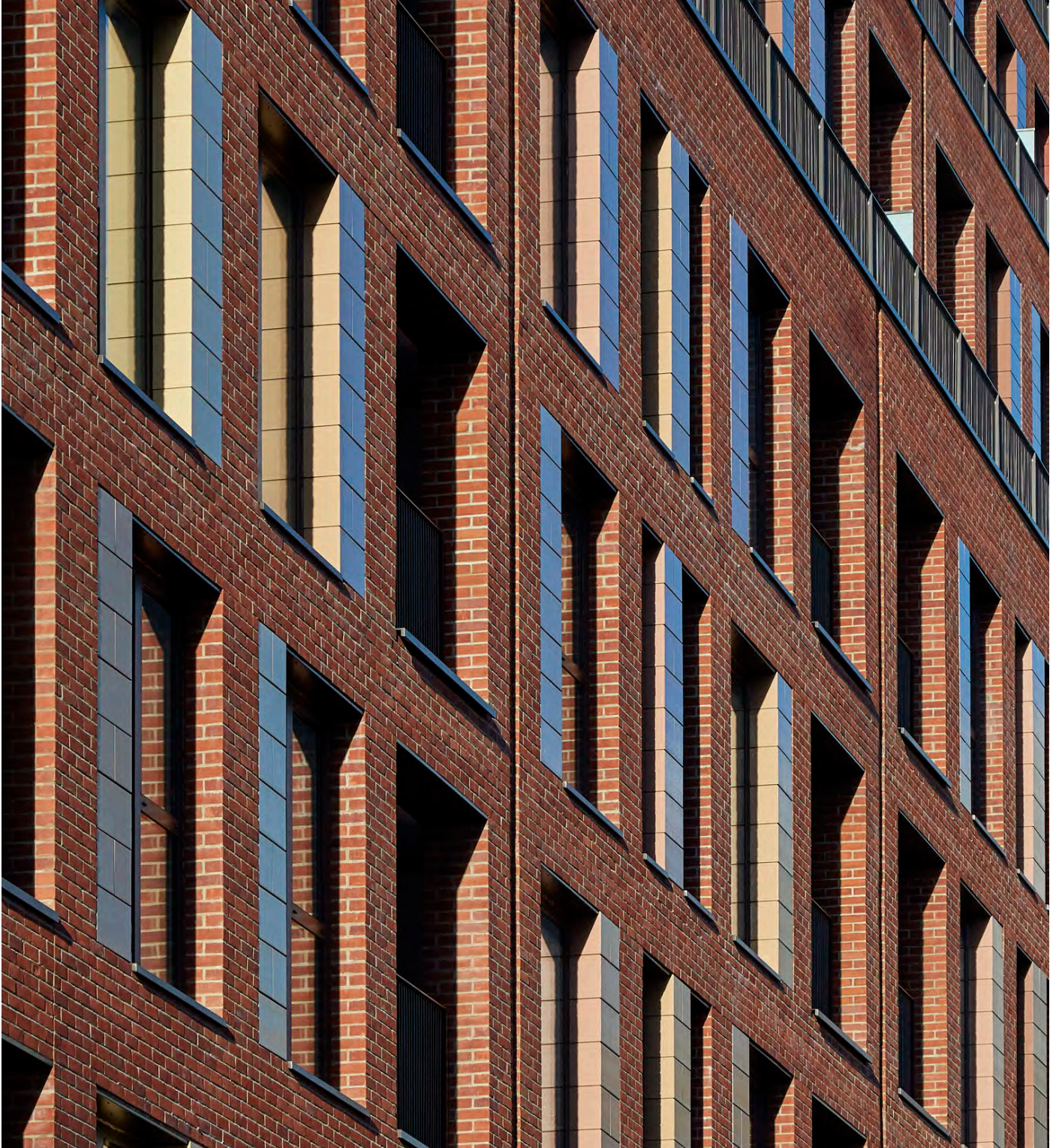


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Allford Hall Monaghan Morris  
Gender Pay Gap Report 2020



## Introduction

This report is based on data taken on the snapshot date of 5th April 2020, and is the fourth time we have reported on our gender pay gap.

Over those four years the practice has seen sustained growth of almost 35%, increasing from 341 to 522 employees, and alongside that growth the ratio of women employed by the practice has grown steadily from 39.6% to 44.6%, with all but the lower middle quartile seeing an increase in the ratio of women.

In that same period we have seen our median pay gap rise from 12.3% to 16.7% before dropping back to 14.9% the following year and, this year, remaining relatively stable at 15.0%.

So while we are yet to see a sustained reduction in our gender pay gap, we remain firm in our belief that it can be closed if we ensure that opportunities for progression exist equally for women and men through all stages of their career, through the actions identified in our 16 point Action Plan. In that way, over time, the proportion of women in the more senior, higher-paid positions will come to reflect the gender balance across the whole practice more closely.

To support this commitment, an Implementation Group was established around 12 months ago to develop and implement our Action Plan. The group has since met every month and has set up a number of sub-groups to drive forward specific projects, which have included:

- researching and piloting different approaches to providing mentoring, with the aim of supporting employees with their career development
- studying and seeking feedback on the different forms that flexible working can take, in order to understand how this can best work for the individual and the practice (accelerated by the impact of remote working in this same period)
- reviewing the practice's parental leave policy
- refreshing our existing appraisals process by developing a clear and simple set of guidance notes
- gathering and analysing data relating to recruitment, retention, learning and development to build up a coherent picture
- searching for and selecting a consultant to provide the practice with training in unconscious bias.

Over and above these various projects, others referred to in the Action Plan have been underway for much longer, the most significant of these being the review of our architectural grade structure, and with it the promotions process. These will give greater transparency and clarity regarding opportunities and pathways for progress through the practice.

In order to ensure they are relevant, purposeful and practicable, it is important that the measures we take are consulted upon within the practice, and that we seek advice and expertise to inform them; there are no 'quick fixes'. As we have acknowledged, many of these actions will take time to have an impact on our gender pay gap, and some are longer term initiatives, but regardless of timescale we remain committed to developing and implementing them.

### **Peter Morris**

Founder and Managing Director  
February 2021

## Gender Pay Gap reporting

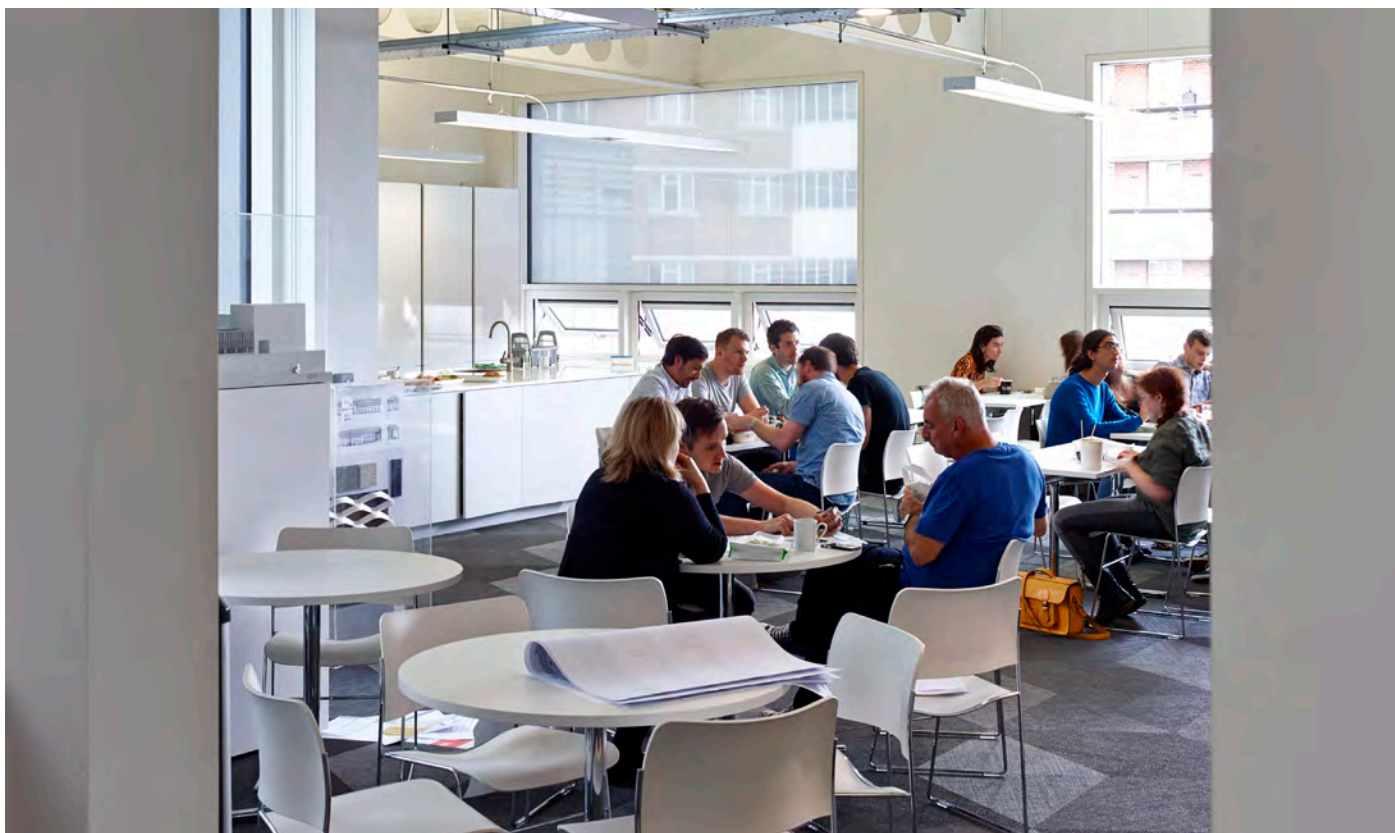
The Gender Pay Gap reporting regulations came into effect on 5 April 2017, requiring UK organisations with over 250 employees to publish their Gender Pay Gap results annually.

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 2020 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 522, of which 233 (44.6%) were women and 289 (55.4%) 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 2019 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**).*

2020	Median	Mean
Hourly pay	15.0%	24.5%
Bonus	27.1%	40.2%

2019 Median	2019 Mean
14.9%	24.3%
22.9%	35.3%

The data shows that AHMM's gender pay gap has widened, albeit marginally, in both median and mean figures, and the bonus gap has also widened.

### 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 2019 figures are shown to the right.

2020	Eligible for bonus	Not eligible for bonus
Men	67.5%	32.5%
Women	67.8%	32.2%

2019 Eligible	2019 Not eligible
70.3%	29.7%
71.0%	29.0%

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 2019 and again in this year's report is explained by the relatively high degree of recruitment in the period.

## 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 2019 quartile data is shown beneath for comparison.

2020 Quartiles	Lower	Lower Middle	Upper Middle	Top
Men	42.4%	57.6%	53.6%	74.4%
Women	57.6%	42.4%	46.4%	25.6%

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%

This year's figures show an increasing proportion of women to men in three quartiles with the biggest change being seen for the second year running in the Upper Middle quartile, where the proportion of women shows an increase of 7.8%. This positive change is evidenced by the overall gender balance within the practice, where the proportion of women has continued to grow from 43.1% to 44.6% since last year, a net rise of 1.5%.

#### 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 three out of 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.

In order to address this, we are committed to a plan of action that we are confident will help to increase 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.