Allford Hall Monaghan Morris

Gender Pay Gap Report 2025

ALLFORD
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Introduction

This report is based on data taken on the snapshot date of 5 April 2025 and is the ninth time we have reported on our Gender Pay Gap.

In contrast to the previous reporting year, our 2025 data shows a significant reduction in our median Gender Pay Gap, which has fallen to its lowest level since 2017. Our mean Gender Pay Gap has also reduced since last year. This improvement in the hourly pay gap represents a meaningful step forward in the context of a cautious recovery from an extended period of challenge.

The 2024/25 year was one of stabilisation and careful cost management. While we continued to take a prudent approach, business conditions improved sufficiently to allow for a limited pay review intentionally targeting those on lower salaries and applied across both our architectural and support teams. With a higher proportion of women especially in the lowest quartile, we believe this will have contributed to the reduction in our median Gender Pay Gap, although it is difficult to be conclusive about this.

Alongside this, we continued to focus on learning and reflection on our experiences. During the year, we worked closely with peer practices to listen, learn and share insight on initiatives that support inclusive cultures and enable women to progress in their careers. Internally, we established a working group to revisit the original Gender Pay Gap Action Plan developed in 2018. The group assessed progress to date and brought forward recommendations for the future, which were presented to and endorsed by AHMM's Executive Board. This included recognising that most actions from the original plan have now been completed and have helped embed the nurturing and supportive culture that exists across the practice today, while also looking ahead to the role that future discretionary promotions can play in addressing structural imbalance at senior levels.

During the year, we also piloted a series of workshops for those returning from maternity leave, focused on rebuilding confidence and supporting the transition back to work while balancing competing priorities at home and in the workplace. These sessions were very positively received, and further workshops have since taken place.

Despite the encouraging progress reflected in this year's data, we remain clear that our Gender Pay Gap is still primarily driven by the under-representation of women in higher-paid roles and greater representation in lower-paid roles. Addressing this relies on sustained effort over time, and so the working group will continue its work, developing further actions that build on past progress and focus on long-term structural change.

Meaningful and lasting progress requires commitment, collaboration and consistency. With the continued engagement of our employees and the support of the Board, we remain determined to build on the momentum of this year and take further steps towards reducing our Gender Pay Gap in the years ahead.

Peter Morris
Founder and Managing Director
February 2026

Cover image: 1 Broadgate, London
photographed by Tim 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 2025 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 360, of which 153 (42.5%) were women and 207 (57.5%) 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 2024 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****).*

2025	Median	Mean
Hourly pay	**12.1%**	**22.0%**
Bonus	**0%**	**0%**

2024 Median	2024 Mean
17.0%	24.5%
0%	0%

The data shows that AHMM's gender pay gap has decreased in both the median and the 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 in the relevant period.

2025	Eligible for bonus	Not eligible for bonus
Men	**N/A**	**N/A**
Women	**N/A**	**N/A**

2024 Eligible	2024 Not eligible
N/A	N/A
N/A	N/A

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 2024 quartile data is shown beneath for comparison.

2025 Quartiles	Lower	Lower Middle	Upper Middle	Top
Men	**41.1%**	**57.8%**	**58.4%**	**72.2%**
Women	**58.9%**	**42.2%**	**41.6%**	**27.8%**

2024 Quartiles	Lower	Lower Middle	Upper Middle	Top
Men	39.1%	58.2%	59.3%	73.9%
Women	60.9%	41.8%	40.7%	26.1%

The overall gender balance within the practice has remained consistent with last year's report with 42.6% being women and 57.4% men (2024 figures: 42.3% women and 57.7% men). The percentage of women in the Lower Middle, Upper Middle and Top quartiles has increased, and in the Lower quartile it has decreased.

Given the limited degree of change in the employee population in the relevant year, it is difficult to draw any definitive conclusions from these variations. However, we believe that the pay review focused on those on lower salaries in combination with a number of men leaving senior positions may have contributed to the increase in the percentage of women in the respective quartiles.

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.