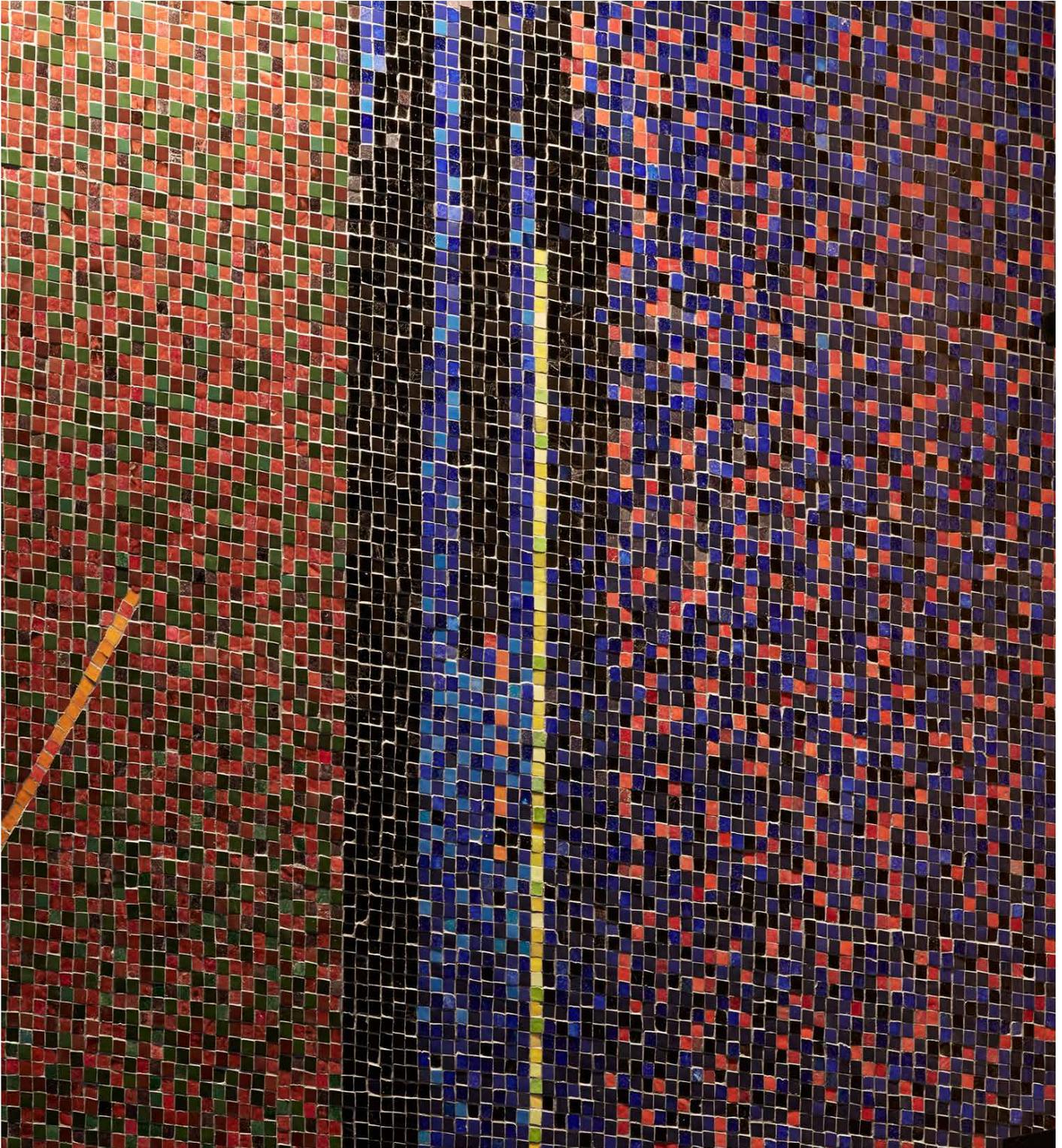


Allford Hall Monaghan Morris  
**Gender Pay Gap  
Report 2017**



## Introduction

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 mean and median pay gap.

The figures in items 1 to 3 below are based on data as at the snapshot date of 5 April 2017 and on bonus data in the 12 month reference period up to that date.

The number of employees at AHMM as at the snapshot date was 341, of which 135 (39.6%) were women and 206 (60.4%) 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.

*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**).*

	Median	Mean
Hourly pay	12.3%	23.6%
Bonus	20.5%	34.6%

### 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.

	Eligible for bonus	Not eligible for bonus
Men	77.1%	22.9%
Women	76.8%	23.2%

At AHMM all employees are eligible for a bonus (profit share) provided they have completed a minimum of six months service during the relevant financial year.

Regular recruitment means that, on average, the percentage of employees eligible for a bonus at any one time has hovered between 75% and 80%.

## 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.

Quartile →	Lower	Lower Middle	Upper	Top
Men	51.2%	56.5%	55.3%	78.8%
Women	48.8%	43.5%	44.7%	21.2%

#### 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 doing equivalent jobs throughout AHMM: this is a legal obligation.

##### The gender pay gap is an indication of gender distribution across the organisation

The gender distribution across the lower three quartiles is relatively similar, with roughly nine women employees for every 11 men, while in the top quartile this ratio reduces to one woman employee for every four men.

It is evident, therefore, that we have significantly more men in senior higher-paid roles, and this manifests itself in our gender pay gap.

## The bigger picture

### Does the gender pay gap report give the complete picture?

The ratio of 21.2% women to 78.8% men within the upper quartile of employees at AHMM is in contrast to the average ratio of 46% women to 54% men across the other three quartiles. It is this difference which clearly manifests itself in our gender pay gap with more men in more senior roles being paid higher salaries.

Over and above this, however, we are also aware that the overall gender split across the practice of 39.6% women to 60.4% men published within this report is distorted by the relatively high proportion of women in non-architectural roles at roughly 65%, with men at 35%, while the underlying split between women and men within architectural roles is closer to 35% and 65% respectively.

So the underlying picture is more complex than the data we are required to publish by the Gender Pay Gap reporting regulations might suggest: and if we are to make change which enables the pay gap between women and men to be closed we must address the finer detail of the practice's composition within all areas of practice.

### Looking ahead

AHMM is, and has always been, an equal opportunities employer, following recruitment and career progression policies which are based solely on merit, and while we believe that our commitment to achieving a representative workforce can be demonstrated, it also remains clear that there is a need to close the gap between men and women at all levels of seniority within the business.

Achieving this change is not something which can happen overnight, but the better balance between women and men that exists within the lower three quartiles of the practice and which is further evident in our recruitment figures for architectural staff (41.4% women to 58.6% men in the last 12 months), gives us reason to be optimistic about making this change - providing that we continue to actively support women through all stages of their lives, both professionally and personally as they develop their careers and advance through the office.

To underpin this commitment, one further change since this snapshot date is the practice's recent move to majority Employee Ownership. Amongst other things, this move allows the opportunity for increased employee engagement and representation through a range of employee forums. In addition, that women were recently elected to both of the two positions of Employee Director on the EOT's Board of Trustees can only bring greater focus to the matter of representative gender balance as one important component of the practice's continued evolution.

### Peter Morris

Managing Director, Allford Hall Monaghan Morris  
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