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PENDING



Gender and Ethnicity Pay Gap Report

2021



An opportunity for reflection

If we want to speed up economic recovery we must draw upon the expertise and experiences of people who reflect the communities we serve and be proactive in supporting under-represented groups.

For the third year running, we are publishing both our gender pay gap and ethnicity gap. Although our gender pay gap for employees has increased, it remains consistent with last year when all our people (employees and members with equity share) are taken into account. Our ethnicity gap is closing significantly and this is largely due to an improvement in the data we hold for our teams; our culture of inclusivity is encouraging more people to share their diversity data with us, which is enabling our group to make positive changes for our people.

However, we are acutely aware that the pace of change and improvement is not where we want it to be.

We're working hard on closing the gap; we've made a series of commitments via our Responsible Business agenda; including a number of ambitions that we hope will have a positive impact on our report next year, across gender, ethnicity and social mobility.

Feedback, so far, is positive: our group has grown by more than 100 people, with the majority of new starters being female, and the majority telling us Ampa is an attractive place to work for women, due to our flexibility and positive culture. However, it is important for us to aim for equal gender participation at all levels across the business.

We're also proud to share that in the last 12 months 68% of our internal promotions were female and 36% were from ethnic minority groups.

Part-time working can often be seen as a barrier to progression, we are proud to recognise that our part-time workers are equally represented across our business.

We're also aware of the importance of more men working part-time and the positive impact this will also have on reducing the gender pay gap.

At Ampa our purpose is to unlock the potential of our people, clients and communities. We look to do this without bias, ensuring everyone has an equal opportunity for fulfilment, progression and fair reward, regardless of gender, ethnicity or any other diverse characteristic.

We remain confident that all our people are paid equally for equivalent roles and that reward is based purely on skills and experience.



Sarah Walker-Smith

CEO

What is the gender and ethnicity pay gap?

The gender pay gap is the percentage difference between average hourly earnings for men and women, and those from ethnic minorities within an entire business. It does not consider job roles, location, experience or seniority of the individuals.

How is this different to equal pay?

Gender pay gap isn't the same as equal pay. Equal pay, as set out in the Equality Act 2010, is the legal requirement for employers to pay men and women performing equal work the same pay.

How we measure up

GENDER

Our mean gender pay gap is now 22.2%, an increase from 2020 (18.3%).

18.3% to **22.2%**
(2020) (2021)

During this time the median gender pay gap has decreased by 0.4% and our combined people gender pay gap (including members) has remained stationary at **44.3%**.

The average gross hourly rate of pay for females is now **£16.99** against male's rate of pay being **£21.85** or a take-home of £33,131pa vs £42,608pa.

ETHNICITY

Our mean ethnicity pay gap has fallen to 8.1% (2021) from 14.5% (2020).

14.5% to **8.1%**
(2020) (2021)

The proportion of people who have chosen to disclose their ethnicity has also risen – one of our goals from last year's report – and we have a greater understanding of why those who do not disclose ethnicity have chosen not to.

The average gross hourly rate of pay has risen to **£18.10** compared to **£16.34** in 2020, against white British employees £18.64 or £35,295pa vs £36,348pa.

In 2021 we launched our Responsible Business agenda, to help deliver our **30 Responsible Business Ambitions**. These Ambitions set ourselves challenging targets to further boost representation and inclusion across our employees and members for gender and ethnicity representation. These ambitions will also guide our on-going programmes and initiatives.

Although we are not required to show the data for our members* to aid transparency we continue to do so, and present a break-down of the data for our paid employees, members and a combined 'our people'.

*members are those who have an equity share in the firm and are therefore self-employed.


Gender Pay Gap at April 2021

Figures are expressed as a percentage of male employees' earnings. A positive number indicates that men earn more than women; a negative number indicates the reverse, zero means there is pay parity. Movement is in comparison to 2020 figure.

Hourly Rate	Mean (average)	Movement	Median (mid-point)	Movement
Employees	22.2%	3.9%	28.7%	-0.4%
Members	-4.2%	-3.9%	-1.3%	7.2%
Our people (combined)	44.3%	0.0%	42.4%	-1.7%

Our people (combined) figure is skewed by a high number of male members: **68.4%** of our members are male. Income for members is also significantly higher than the average for our salaried employees which means our people (combined) pay gap is high - at **44.3%**. This is the same as in 2020. During this time the median pay gap for our people has slightly improved, while the company increased in size by 111 people.


Bonus reporting (proportion of employees paid any amount of bonus)

 **Female**
16%

 **Male**
23%

Bonus Payments	2021
Mean	21.6%
Median	46.0%

Promotions

68.2%
internal promotions were female 

(April 2020 - April 2021)
(the business is 68.1% female)

Pay quartiles (calculated by dividing the workforce into four equal parts)

Headcount	Employees			Members			Our people (combined)		
	M	F	Diff	M	F	Diff	M	F	Diff
Q1	28.8%	71.2%	75	78.6%	21.4%	16	26.2%	73.8%	98
Q2	20.8%	79.2%	104	58.6%	41.4%	5	22.3%	77.7%	114
Q3	30.5%	69.5%	69	64.3%	35.7%	13	38.8%	61.2%	46
Q4	47.5%	52.5%	9	72.7%	27.3%	8	60.5%	39.5%	43

Hourly Salary	Employees			Members			Our people (combined)		
	M	F	Diff	M	F	Diff	M	F	Diff
Q1	£9.55	£9.58	-0.4%	£52.72	£53.20	-0.9%	£9.63	£9.83	-2.1%
Q2	£12.82	£12.41	3.2%	£65.42	£64.75	1.0%	£13.75	£13.57	1.3%
Q3	£19.09	£18.40	3.6%	£96.78	£95.33	1.5%	£23.12	£22.37	3.2%
Q4	£35.05	£35.10	8.4%	£176.79	£174.11	1.5%	£75.98	£65.71	13.5%

Ethnicity Pay Gap

Figures are expressed as a percentage of white British employees' earnings. A positive number indicates that white British people earn more than people from an ethnic minority group; a negative number indicates the reverse, zero means there is pay parity. Movement is in comparison to 2020 figure.

Hourly Rate	Mean (average)	Movement	Median (mid-point)	Movement
Employees	14.5%	-3.2%	12.6%	-4.2%
Members	3.3%	1.2%	17.3%	-1.7%
Our people (combined)	44.3%	0.0%	42.4%	-1.7%

Bonus reporting
(proportion of employees
paid any amount of bonus)

Ethnic minority
18.4%

White British
18%

Bonus Amount	Mean	Median
Bonus Paid	20.0%	50.00%

Promotions

36.4%
internal promotions
were by ethnic
minority employees

(April 2020 - April 2021)

(20% of our employees are from ethnic minorities)

A small proportion of people chose not to disclose their ethnicity which may have some impact on the data reported.

Our People, Our Ambition

To support our commitment for improvement, in 2021 we launched our Responsible Business agenda to deliver against our 30 Responsible Business Ambitions by December 2022. Nine of which specifically focus on targeting gender and ethnicity inclusion and a tenth, to become a B Corporation, allows us to better demonstrate our commitment to good governance and transparency. “

1. We maintain our firm's (all people) gender balance of **61% female** (SRA benchmark is 49%).
2. We have increased female membership representation by **5% to 38%**.
3. Elect a member/senior leader to be accountable for gender diversity & inclusion.
4. We have increased the firm's representation of racial diversity by **2%** to align with the **SRA benchmark of 21%**.
5. We have increased racial diversity membership representation by **2% to 10%**.
6. Appoint at least one racially diverse board member, as well as appoint a member/senior leader for race.
7. Continue to understand the reasons for people choosing 'prefer not to say' across the different protected characteristics.
8. Collect data and understand the diversity portfolio of our people pipeline: unsuccessful/declined candidates, people progression (promotion), and leavers.
9. Strengthen and expand our internal people led network '**More In Common**' which works to engage and educate the firm through an intersectional approach to diversity and inclusion.
10. To become a certified B Corporation.



To support these ambitions we also launched the following initiatives:

- Launched our **Empowered Working Principles**, which gives our people the flexibility of where and how they work, balancing their needs with those of our clients and colleagues.
- Grew our **More In Common** Committee to provide more resource and capacity to address a wider variety of topics.
- Created a **Carers Group** as a peer support network for all people involved in care to share resources and gain support from others and to better utilise the knowledge within the business.

It is important that we continue to provide and build further opportunities for growth, development and career pathways that allow for upward pay mobility for all roles within the firm irrespective of people's chosen careers: As such we:

- Have expanded our **Connectors Programme**, our award-winning reverse mentoring scheme, which now gives even more people the opportunity to build new relationships within the firm and support individual learning and development.
- Regularly showcase non-traditional career journeys of some of our people to highlight new and unconsidered opportunities.
- Increased membership of our award winning Shadow Board, which is 50% female and 25% from ethnic minorities. The board provides an additional firm-wide view on strategic initiatives.
- We recognise that past experience is only a small part of someone's present capabilities and so have removed the minimum qualifications criteria for trainees to ensure that we are not creating additional barriers prior to assessment.

We also recognise the importance of education, representation and awareness raising. As such we have:

- Continued our commitment to a **50:50 gender split** in the images used across our communications and content, we also ensure hosted panels and events portray a fair mix of gender and ethnicity.
- Hosted internal and external panels addressing core topics. For example, Sarah Walker-Smith, our CEO, hosted a [Shed Life](#) video discussing the impact of the menopause while working.
- Continued to provide our allies reading list and resources, supporting individuals to build their own knowledge.

It is important that our senior leaders help to create our culture and to lead by example. To support them we:

- Ensured unconscious bias training is undertaken regularly across the business at all levels and woven into our recruitment process for all hiring managers.

Our Continued Commitment:

- We will seek to understand further how we can help our people to progress in their careers, or if any factors are believed to affect their salary and progression, assess for trends regarding ethnicity and gender.
- We will continue to provide greater transparency around pay, for all our people, including greater understanding over differentiations within salary bands.
- We will continue to review and improve our recruitment processes to ensure any previously experienced bias or restriction is not inadvertently continued.
- We will continue to promote our Empowered Working principles, normalise flexible working, including job-sharing in senior roles and support the adoption of shared parental leave.
- We will continue to build on our culture of trust and understanding to disclose ethnicity through promotion of events and celebrations that reflect the values of our employees.
- In addition to EDI training, all leaders will undertake wellbeing training, elevating their partnership with our mental health first aiders and the accessibility of our wellbeing services.
- We are thrilled that our questions around wellbeing, recently introduced into our internal pulse surveys, are among our highest scoring for achievement. We commit to continuing to offer opportunities for our people to feedback on our performance to guide our future action and goals.





Think before you print

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