



**Ampa**

# Gender and Ethnicity Pay Gap Report

2022

**coadax**

css | assure

**Marrons**

**CORCLAIM**

**lime**  
Solicitors

**SHAKESPEARE  
MARTINEAU**

**We are pleased to see a decrease for both our mean gender and ethnicity pay gaps for our people, but appreciate that improvements still need to be made.**

We recognise that the roles that people choose, and their progression through their careers and our business can be impacted by a range of internal and external factors.

Reviewing pay gaps is just one of the ways we can better understand the roles that our people are taking and guide us to develop specific initiatives that open new career and development opportunities for all. In the future, we plan on taking these pay gap reviews one step further, to encompass other protected characteristics.

We are a Real Living Wage employer and are committed to paying above the Real Living Wage for all our roles. Taking a proactive approach to equity, diversity and fairness we recruit as widely as possible, regularly benchmark our salaries against competitors and peers in the market, review internal relativity during our pay reviews and take on both direct and anonymous feedback from our people to improve processes and transparency.

**Our commitment to fairness, transparency and inclusivity remains unchanged – and as a result of our efforts to meet the highest standards of societal and environmental performance Ampa, and all our brands across the group, achieved B Corporation status in January 2023.**

We believe you can be both purposeful and profitable. We know that having diversity of voice at all levels across our business is not only the right thing to do, but also the commercially astute thing to do – by better representing our communities, we better represent and understand our clients and investors, and we deliver better outcomes for all.



**Sarah Walker-Smith**

CEO

## Scope of this report

This report specifically relates to the reporting company Shakespeare Martineau LLP which includes the externally facing brands of Shakespeare Martineau, Marrons, Lime, Corclaim, CSS Assure and Coadax – these are all the brands that formed part of the group within the reporting period. In the future we will also include all the brands that are now part of Ampa.

Pay data is based on gross pay after salary sacrifice deductions and therefore hourly rates are affected by deductions for pension, childcare vouchers and cycle to work and excludes people who were on maternity, paternity or sick leave on April 4th 2022.

In addition to undertaking our required gender pay gap review of our employees, we continue to choose to include data for our members to ensure that we are able to better present the impact of our pay across our entire business. This is the fourth year that we have elected to publish our ethnicity pay data.

## What is a pay gap?

The pay gap is the percentage difference between the average hourly earnings between two groups of people within the same organisation. It does not consider job roles, location, experience or seniority of the individuals but instead allows us to look the distribution of different demographics of our people whose opportunities within all workplaces has historically been impacted.

All pay calculations are taken after any elective salary sacrifices so in some instances hourly pay is presented as being below the real living wage.

## How is this different to equal pay?

Equal pay, as set out in the Equality Act 2010, is the legal requirement for employers to pay all people performing equal work the same pay.

## How are we doing?

GENDER	MEAN	Percentage point movement from 2021	MEDIAN	Percentage point movement from 2021
Employees	19.7%	-2.5	27.4%	-1.4
Members	0.9%	5.1	3.4%	4.7
Our people (combined)	42.4%	-1.90	41.1%	-1.3
Bonus	37.3%	15.7	8.0%	-38.0
% who received a bonus	Female: 35%   Male: 43%			

% who received a bonus

 **Female**  
**35%**

 **Male**  
**43%**

**Our mean gender pay gap has decreased by -2.5% and is now 19.7%.**

Over the same period our median pay gap has continued to decrease, reducing by a further **-1.44pp**, to **27.4%**. This continues a four-year downward trend from **31.3% in 2018**. For our combined people the gender pay gaps has also fallen by **1.90%** (mean) and **-1.30%** (median). The average gross hourly pay rate for female employees is now **£18.33** while the average male salary is now **£22.82**, an annual take-home pay comparison of **£27,967** to **£33,921**.



Head Count	Employees		Members		Our people	
Row Labels	Female	Male	Female	Male	Female	Male
Q1	74.5%	25.5%	43.3%	56.7%	74.4%	25.6%
Q2	78.2%	21.8%	32.3%	67.7%	79.3%	20.7%
Q3	69.5%	30.5%	29.0%	71.0%	63.4%	36.6%
Q4	56.1%	43.9%	35.5%	64.5%	42.5%	57.5%
Total	69.6%	30.4%	35.0%	65.0%	64.9%	35.1%

Head Count	Employees		Members		Our people	
Row Labels	Female	Male	Female	Male	Female	Male
Q1	£10.79	£10.68	£56.37	£54.44	£10.95	£10.85
Q2	£13.27	£13.26	£67.19	£64.72	£14.33	£14.25
Q3	£19.85	£20.14	£95.99	£93.82	£24.21	£23.96
Q4	£33.55	£36.54	£178.01	£179.45	£65.36	£77.13
Mean	£18.33	£22.82	£98.30	£99.22	£24.16	£41.98



## Ethnicity

ETHNICITY	MEAN	Percentage point movement from 2021	MEDIAN	Percentage point movement from 2021
Employees	13.8%	5.7	17.2%	12.3
Member	1.6%	-2.6	10.3%	17.5
Our people (combined)	29.4%	-1.9	32.8%	13.5
Bonus	52.0%	32	65.9%	15.9
% who received a bonus	Ethnic minority 33.3%   White: 49.3%			

Our mean ethnicity pay gap for our members has reduced to **1.6%**, falling by **-2.6pp** which has contributed to the mean pay gap for all our people (combined) to also reduce, lowering by **-1.9pp** to **29.4%**. During the same period our ethnicity pay gap for our employees rose by **5.7pp** to **13.8%**. In all areas our median pay gaps increased.

The average gross hourly pay rate for an ethnic minority employee is now **£17.49** while the average for a white employee is **£20.30**, an annual take-home pay comparison of **£26,853** to **£30,579**.

Head Count	Employees		Members		Our people	
Row Labels	Ethnic minorities	White	Ethnic minorities	White	Ethnic minorities	White
Q1	35.9%	64.1%	17.9%	82.1%	35.0%	65.0%
Q2	22.2%	77.8%	3.4%	96.6%	22.4%	77.6%
Q3	24.7%	75.3%	6.5%	93.5%	21.4%	78.6%
Q4	17.4%	82.6%	10.3%	89.7%	12.9%	87.1%
Total	25.1%	74.9%	9.4%	90.6%	23.0%	77.0%

Head Count	Employees		Members		Our people	
	Ethnic minorities	White	Ethnic minorities	White	Ethnic minorities	White
Q1	£10.78	£10.74	£52.3	£55.9	£10.92	£10.92
Q2	£13.21	£13.29	£66.0	£65.3	£14.42	£14.29
Q3	£20.00	£19.95	£76.7	£93.2	£24.19	£24.13
Q4	£33.46	£34.86	£193.3	£175.8	£60.82	£73.03
Mean	£17.49	£20.30	£96.43	£98.03	£21.75	£32.36

## Achievements

In 2021 we set ourselves 30 responsible business ambitions to achieve 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.

We are delighted to reflect that our group is over 64% female, exceeding the SRA benchmark of 49%. Our membership is 35% female, just missing our target of 38%. To help progress the gender balance within the membership and senior roles within the group further we have selected Justine Ball to act as our senior leader accountable for gender diversity and inclusion (this is part of our commitment to the Women in Law pledge).

Our firm's racial diversity is over 23%, again exceeding the Solicitors Regulation Authority's benchmark by 2%, while the diversity of our membership has increased to 11.5%, beating our ambition of 10%. Amal Kaur is one of the co-chairs of More in Common, our internal inclusion network, and the board level spokesperson on ethnicity for Shakespeare Martineau LLP.

Diversity across our boards is important to us and we are committed to ensuring our senior management teams reflect our business and the communities within which we operate. The first step is being transparent to their make-up.

Board	% female	% from ethnic minority
Ampa	22%	0%
Shakespeare Martineau LLP	37.5%	13%
Members'	25%	13%

Our award-winning shadow board allows us to gather additional input from our people at all levels of our group to provide broader perspectives and insight.

	% female	% from ethnic minority
Shadow board	56%	17%

As part of the Ampa group, Shakespeare Martineau continues to monitor and review our culture and people's views through a snapshot pulse survey; a set of 20 questions asked to our people each quarter. Our brands work collaboratively with their teams to openly discuss their pulse results and build action plans to address areas requiring improvement.

Examples of actions include;

- Provide transparency to our group salary review process and introduce additional guidance and briefings for all line managers.
- Increase the transparency of our member and people promotions process to include board level promotions to increase understanding and accountability for our people's progression.
- Introduce Hybrid to Hibernation – leadership learning events to support teams in evolving their hybrid empowered working practices which includes working remotely and flexibly.

All initiatives within our People Responsible Business programme are overseen by Mark Beesley, Managing Director, and the Group board receive a direct update every 12 weeks.

TARGET AREA	ACTION	ACCOUNTABILITY
Data to drive change	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.	Responsible Business Team
Pro-active Recruitment	We will review recruitment practices to better address imbalances in demographic representation through additional use of specific job boards and active engagement of potential candidates (e.g. job fairs, skill sessions)	Talent Acquisition & Lateral Hiring Team
More timely interventions	We will move pay gap data analysis and report preparation to Summer 2023 to better align with salary reviews and to give us a more timely understanding of our progress and better able to deploy relevant interventions	Reward Team
Understanding of reasons people leave	We will update exit interview process to better record reasons for leaving which can be mapped against leavers' demographics to spot any issues or challenges	People Advisors
Broader breadth and depth of pay gap analysis	Our future pay gap reports will include all Ampa's brands, regardless of size and reporting requirements and we will explore the inclusion of additional under-represented groups.	Responsible Business Team
Empowered Working	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.	Culture and Sustainability Team
Open dialogue with our people	We commit to continuing to offer opportunities for our people to feedback on our performance to guide our future action and goals.	Culture and Sustainability Team
Recognise the power of mentors	We will further embed 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.	Culture and Sustainability Team
Expand our people's horizons	Highlight our people's non-traditional career journeys to promote new and unconsidered opportunities.	Culture and Sustainability Team
Showcase our leadership	We will increasingly share the work 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.	Culture and Sustainability Team
Increasing our appeal	We will communicate our minimum qualifications criteria for trainees to ensure that we are not creating additional barriers prior to assessment as we recognise that past experience is only a small part of someone's present capabilities.	Culture and Sustainability & Digital Marketing Teams





**Think before you print**

This data is maintained by Julie Tromans  
- Head of Member Services.

This report was prepared by Nick Roberts  
- Responsible Business Executive.

Registered address:

**Ampa Holdings LLP**  
No.1 Colmore Square  
Birmingham  
B4 6AA

**Certified**



**Corporation**

**Ampa**