

Ampa

Group

Pay Gap Report

2025



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Committed to transparency, we continue to take our pay gap reporting beyond the statutory requirements.

Alongside our gender pay gap reporting, we also publish our ethnicity pay gap and socio-economic background (social mobility) pay gap and include our self-employed owners – our members* – to provide a fuller and more open picture of our multi-brand group.

This year’s report reflects structural changes designed to strengthen how we deliver for our clients, with fee earners now reported under Shakespeare Martineau and our centralised group support services under Ampa Holdings.

Our snapshot indicates that several of our pay and bonus gap indicators have widened. In a growing group, changes in headcount, the mix of roles and the distribution of senior positions can influence headline gaps, even where pay decisions are made fairly and with appropriate oversight across our brands.

It is also important to remember that pay gap reporting reflects a single point in time. Since this reporting date (2025), we have continued to see progress in representation, including improving gender balance across our board and executive leadership team where female representation continues to grow.

As in many professional services businesses, a number of administrative and support roles have traditionally been held by women. Improving the overall pay gap therefore depends not only

on representation in senior roles, but also on achieving greater balance across all parts of the organisation. Encouragingly, we are beginning to see more men applying for these roles and expect this to continue over time.

Pay gap reporting gives us valuable insight, but it is only one measure of positive change. Measuring and monitoring our position across gender, ethnicity and social mobility remains a priority, alongside improving the quality and completeness of our data and acting on the experiences of our people. This includes supporting empowered working and collaboration across our office hubs, aligned to client needs rather than mandated attendance.

Our focus, as ever, is on turning insight into action improving progression into senior roles, maintaining robust reward governance, and broadening access to opportunity through initiatives such as internships, educational partnerships and a growing early careers programme with a CV-free application process.

Over the past year we have launched our Race Action Plan following an independent racial awareness survey, welcomed our first solicitor apprentices and entered the Social Mobility Employer Index, where we ranked 49th. At the same time, our people have continued to make a positive impact in their communities through increased volunteering and pro bono work.

We know that career choices and progression are shaped by many factors, both inside and outside our organisation. Our role as a responsible,

purpose-led business is to ensure everyone across our group has the opportunity to succeed and fulfil their potential.

By continuing to measure our progress, listen to our people and act on what we learn, we will keep building an inclusive and empowering place to work – unlocking potential for good and demonstrating the “power of &” in action.

*Members are the self-employed owners of the business, some of who work in client-facing roles and others in leadership.



Sarah Walker-Smith
Chief Executive
Ampa Group

At Ampa group, **Unlocking Potential** is central to how we develop our commitment to equity in access and progression. It means recognising that talent is widely distributed but opportunity is not and taking deliberate action to understand and work to remove structural barriers that limit opportunity.

Our focus is purposeful and long-term.

We invest in access, development and progression because pay gaps are shaped over time by who enters the profession, who progresses and who reaches senior roles. This is particularly important when gender intersects **with ethnicity, socio-economic background and caring responsibilities** - our social mobility strategy reflects this.

By addressing **intersectional barriers** not single characteristics in isolation, our aim is to expand entry to the profession and grow fair pipelines into senior roles across the group.

What we're celebrating

Fair progression

- 64% of promotions were awarded to women;
- 30% of promotions went to colleagues from ethnic minority backgrounds; and
- 28% of promoted colleagues were from a disadvantaged background.

All are in line with representation across the group.

Broadening entry into Ampa

- Over 25% of successful early careers candidates are from ethnic minority backgrounds and a majority female.
- 34% of all new hires are from ethnic minority backgrounds, strengthening future representation.

Social mobility progress

- Achieved 49th place in our first submission to the Social Mobility Index (June 2024), recognising improvement since our last impact report.

Inclusive development

- We have redesigned our award-winning Rethink programme for leaders to make it fully accessible, so that all colleagues, including those with caring responsibilities can engage in it.

“Our people practices are key enablers towards improving our gender, ethnicity and socio-economic profile across the group”

Broader routes into the profession – we have:

- increased graduate apprenticeships across our brands;
- introduced our first solicitor apprenticeships; and
- implemented CV-free recruitment in early careers to reduce bias at entry.

Targeted social mobility action

- We've launched a group-wide social mobility strategy, focused on removing barriers, fairness and long-term impact.
- Partnering with Zero Gravity and upReach we have:
 - Connected with 1,000+ students through structured engagement and learning pathways;
 - Delivered in-person work experience for inner-city year 12 and 13 students;
 - Offered internships to candidates from socially disadvantaged backgrounds, building genuine routes into the profession.

Empowered working

- is our approach to flexible working and gives people the freedom to manage when and how they work, balanced with business priorities, client needs and team collaboration;
- has increased our talent pool and removed barriers;
- contributed to stronger engagement in our communities through increased volunteering (+15%) and pro bono work (+8%).

Leadership that reflects our ambitions:

Promotion outcomes are representative across roles and levels, and our focus is on continuing this over time:

- We've exceeded our stated target of 40% of female representation in our membership, this now stands at 41%, reflecting sustained progress at the most senior level of the group.
- Our employee female gender balance of 71%, supports a broad talent pool for senior leadership and membership roles.
- Ethnic diversity within the membership is 11%, with a clear trajectory towards our 15% target, underpinned by increased representation in hiring and promotions.
- Visible leadership matters and representation at board, executive and senior management level signals that opportunity at Ampa is attainable and grounded in merit not background. Our board representation is currently 66% female and 33% are from an ethnically diverse background.

Working with Zero Gravity and upReach we have connected with more than a thousand students from socially disadvantaged backgrounds.



Where we've made progress

Listening and learning

- Following insights gained from our independent Flair Race Survey, we launched a Race Action Plan and are rolling out Inclusive Leadership sessions to increase leaders' awareness of fair progression, confidence in challenging bias and supporting colleagues to realise their potential.
- Ampa Assembly: We have broadened how we engage with our people through the launch of this new forum that contributes to all voices being heard and informs decision-making at group level:
 - The assembly brings together representatives across our office hubs alongside colleagues from social committees and inclusion groups, creating a varied perspective on the lived experience of working at Ampa.
 - By combining independent insight with open, representative dialogue, we are creating meaningful ways for our people's voices to shape the culture of the group.

We seek to promote inclusion in all our spheres of influence and we will continue to listen and engage towards our goal of inclusive leadership.



Shaping our future: sustaining action to continue progress

While pay gap reporting gives us a snapshot in time, our focus is on the sustained actions that shape long-term outcomes across our brands, reflecting who we are across our group; ambitious, inclusive and committed to empowering success so our people can thrive and progress.

Progression & inclusive leadership

- Strengthening promotion into senior leadership and membership through targeted development, sponsorship and succession planning.
- We continue to track promotion and pay outcomes to ensure opportunity keeps pace with talent across our group.
- Ampa is a committed signatory of Change the Race Ratio, actively working to increase ethnic minority representation across all levels of the group.

Capability & governance

- Maintain strong reward governance, including robust calibration and equal pay audits.
- Continue investing in leadership capability through our award-winning ReThink programme (100+ leaders developed), supporting confidence, building confidence in our existing and future leaders.

Access & pipelines

- We are growing our early-career partnerships to enhance entry into all areas of the business, encouraging diversity and helping to remove barriers to our sector.
- Deliver steady, year-on-year improvement in fostering broad representation in senior roles through internal pathways and responsive recruitment.
- Keep listening – with more than 25% of colleagues engaged in nine inclusion groups, use their voices to continue shaping culture, policy and practice.

Insight & accountability

- The vast majority of our people are comfortable in disclosing ethnicity and socio-economic data; we know we can do more to sharpen insight and action.
- We continue to work with external race and ethnicity experts to shape inclusive leadership capability and confidence across the group.

Scope of this report – understanding the pay gap

All pay data covers 1,356 people (1,218 employees and 138 members) within the group as of 5 April 2025 and excludes colleagues on maternity, paternity, or sick leave on this date.

Figures are based on gross pay after salary sacrifice deductions (e.g. pension, childcare vouchers, and cycle-to-work contributions).

A pay gap is the percentage difference between average (mean) and typical (median) hourly earnings between two groups. It reflects workforce distribution across roles and levels rather than like-for-like pay for the same work.

Equal pay is different: it is the legal requirement to pay people the same for equal work. Our recruitment and reward processes include checks and balances to support this.

In addition to our statutory reporting, we voluntarily include our self-employed LLP members. We also report ethnicity and socio-economic pay gap data.

Glossary

Full-pay relevant employee: an employee not on reduced pay at the snapshot date.

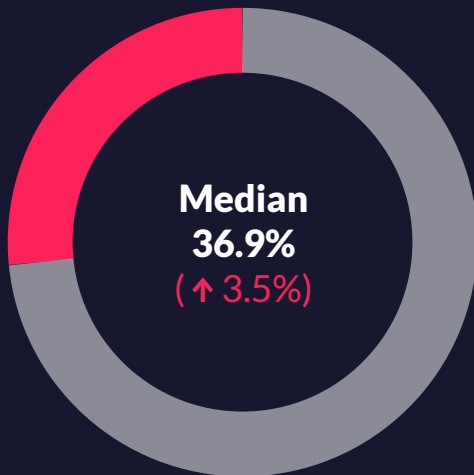
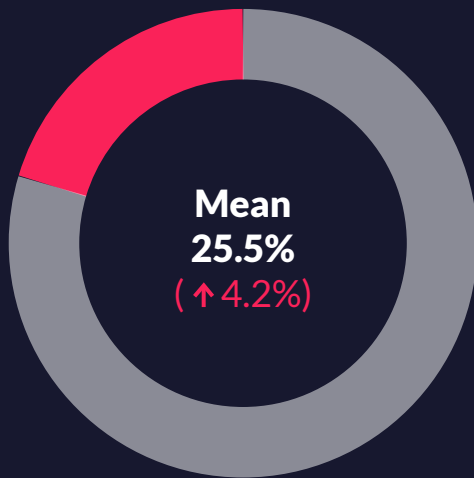
Members: self-employed equity partners included voluntarily.

Socio-economic background (SEB) categories: professional / intermediate / economically disadvantaged (based primarily on parental occupation).

Mean vs median pay gap: mean is the arithmetic average; median is the midpoint (50th percentile).

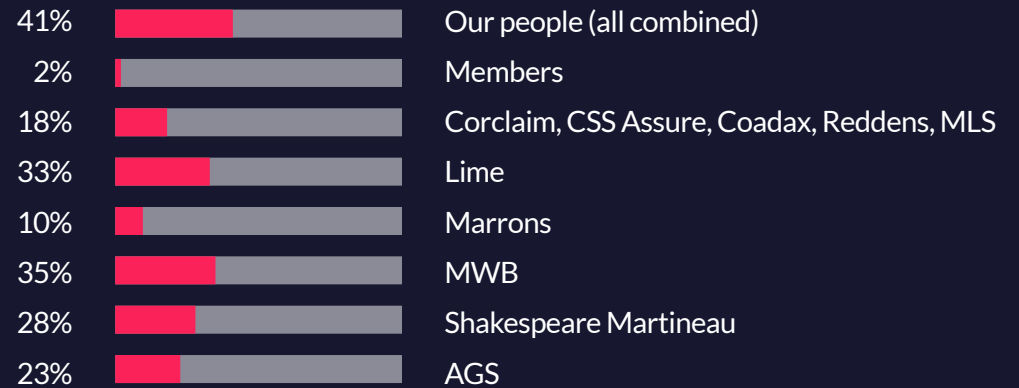


2025 hourly pay gender gap whole group employees excluding members.

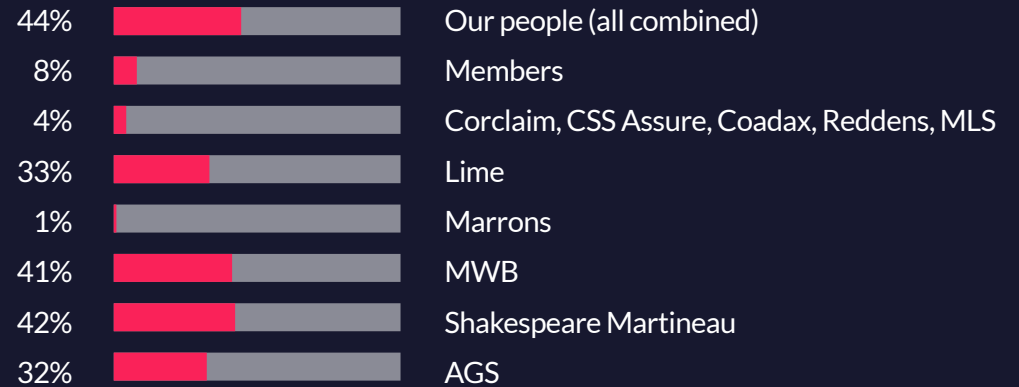


Group and brand insights

Mean



Median

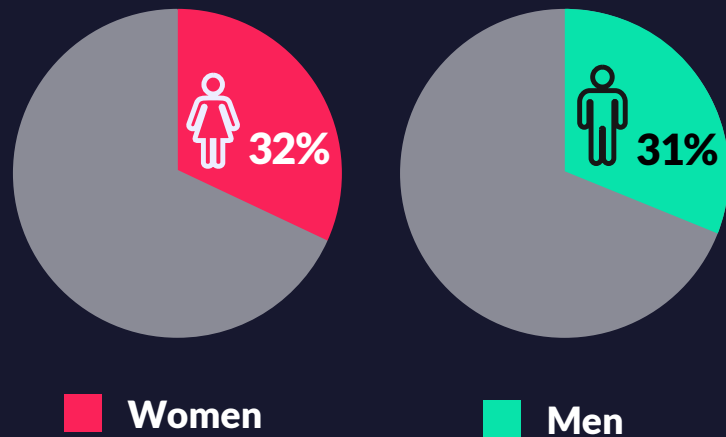


Our 2025 gender pay gap

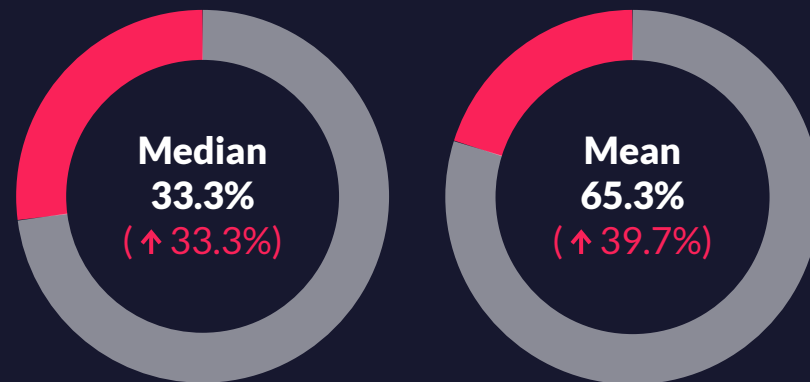
Quartile representation whole group employees excluding members



Proportion receiving a bonus

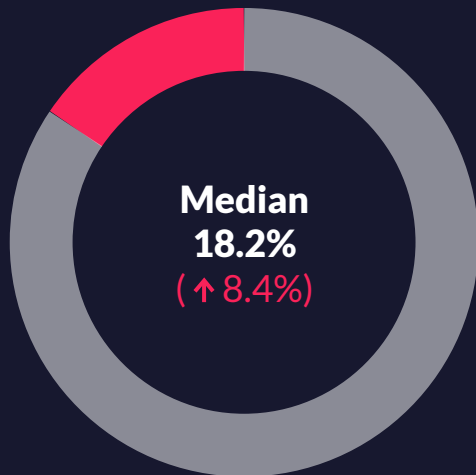
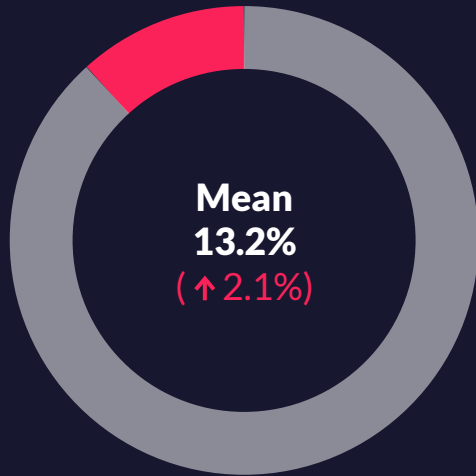


2025 bonus gender gap whole group employees excluding members



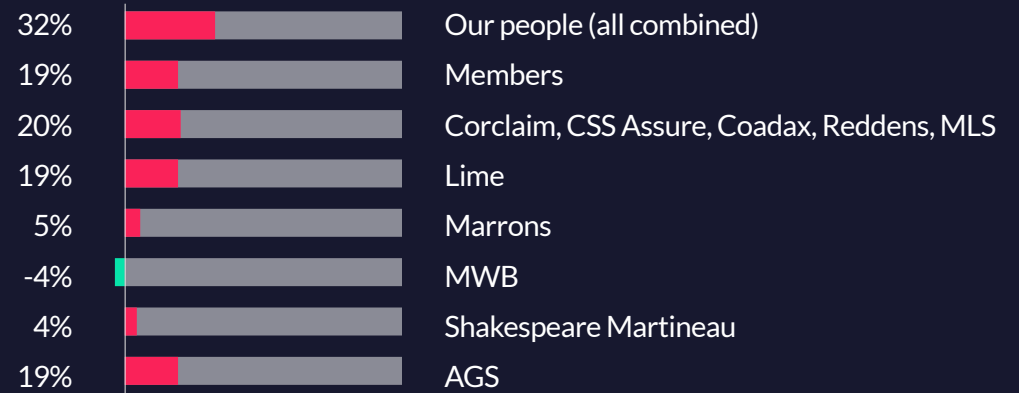
Our 2025 ethnicity pay gap

2025 hourly pay ethnicity gap whole group employees excluding members

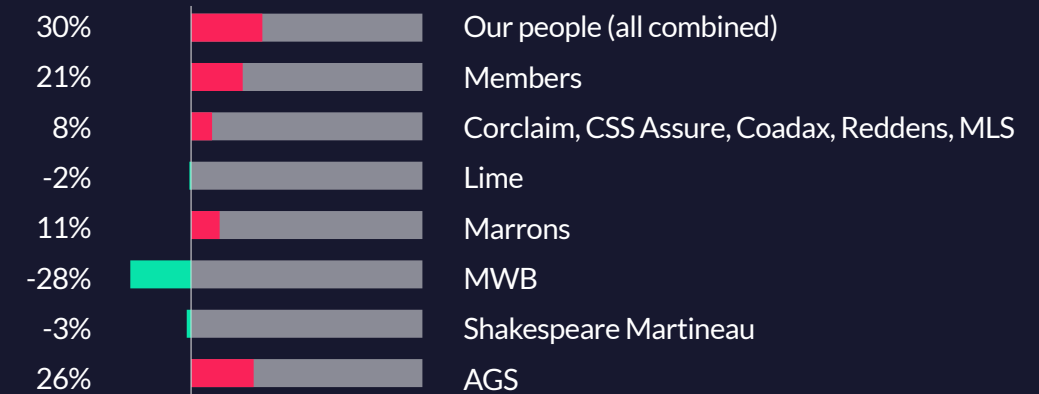


Group and brand insights

Mean

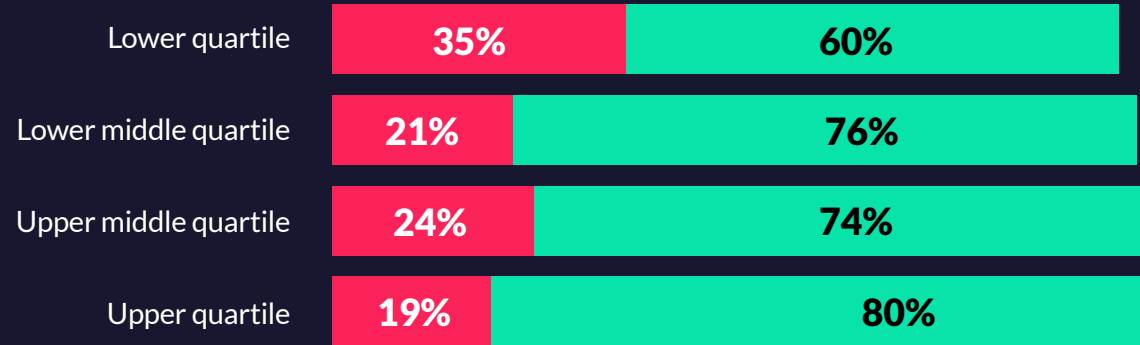


Median

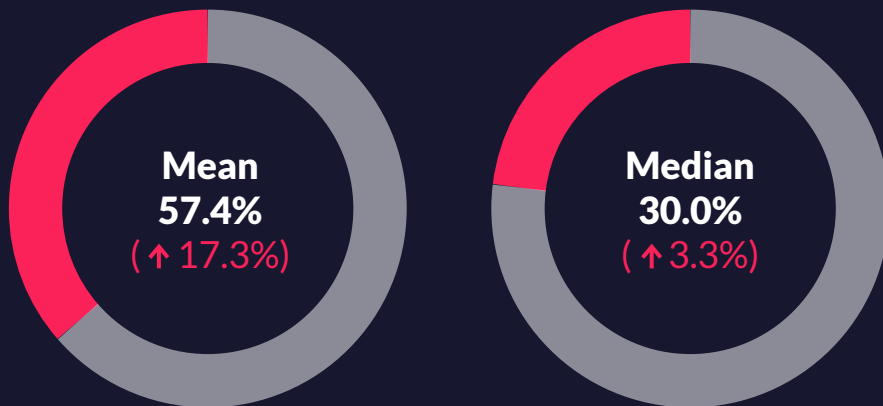


Quartile representation whole group employees excluding members

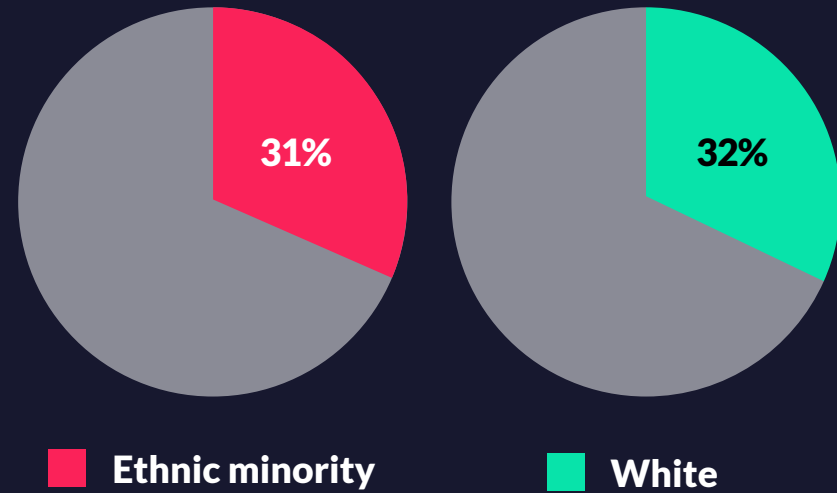
- Ethnic minority population
- White ethnicity population



2025 bonus ethnicity gap whole group employees excluding members

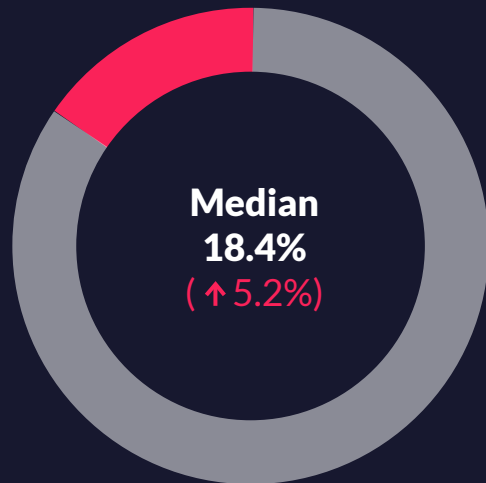
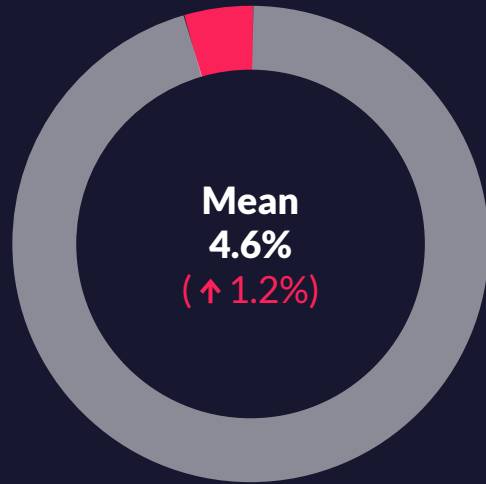


Proportion receiving a bonus



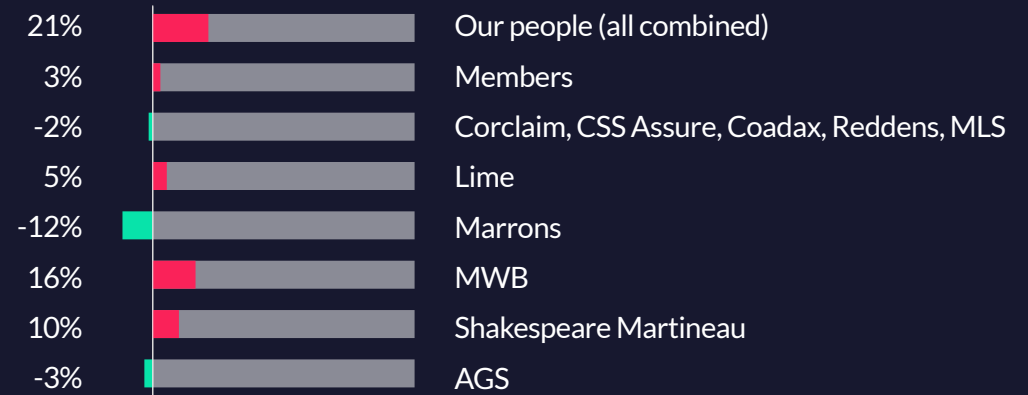
Our 2025 social mobility pay gap

2025 hourly pay social mobility gap whole group employees excluding members

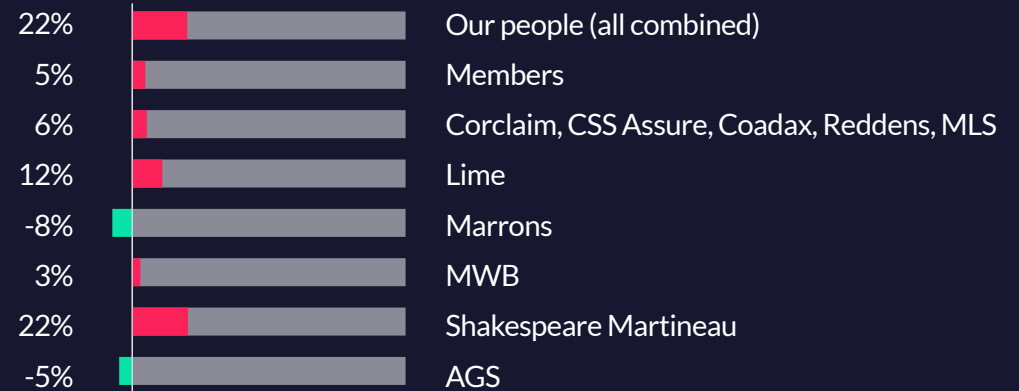


Group and brand insights

Mean



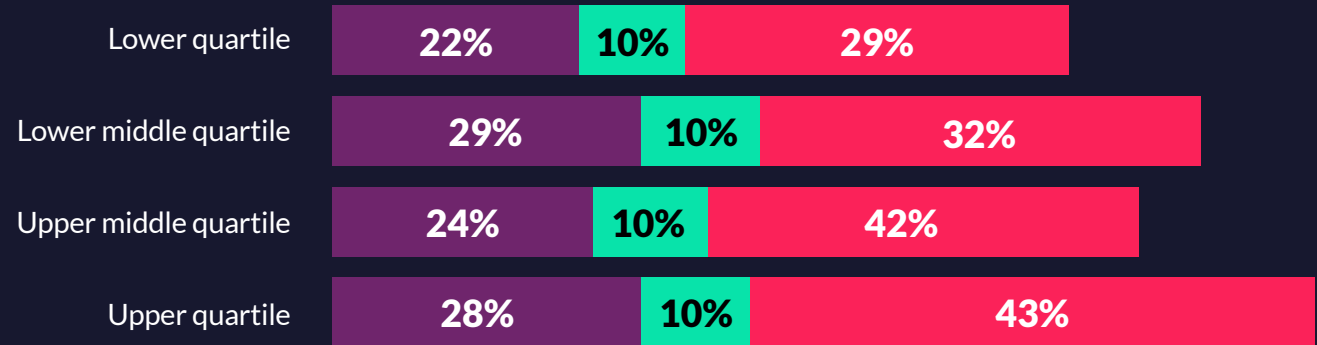
Median



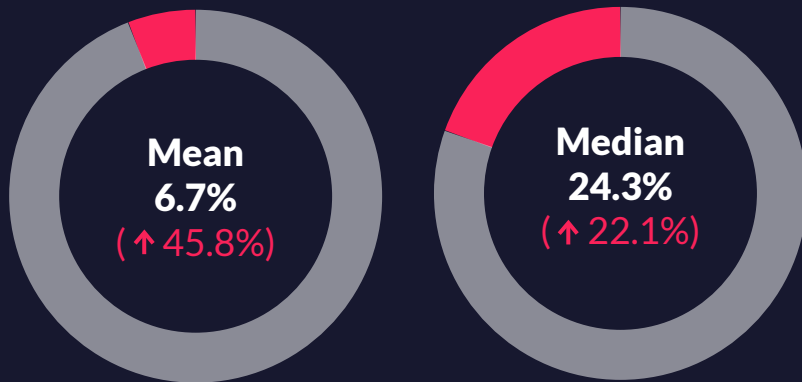
Our 2025 social mobility pay gap

Quartile representation whole group employees excluding members

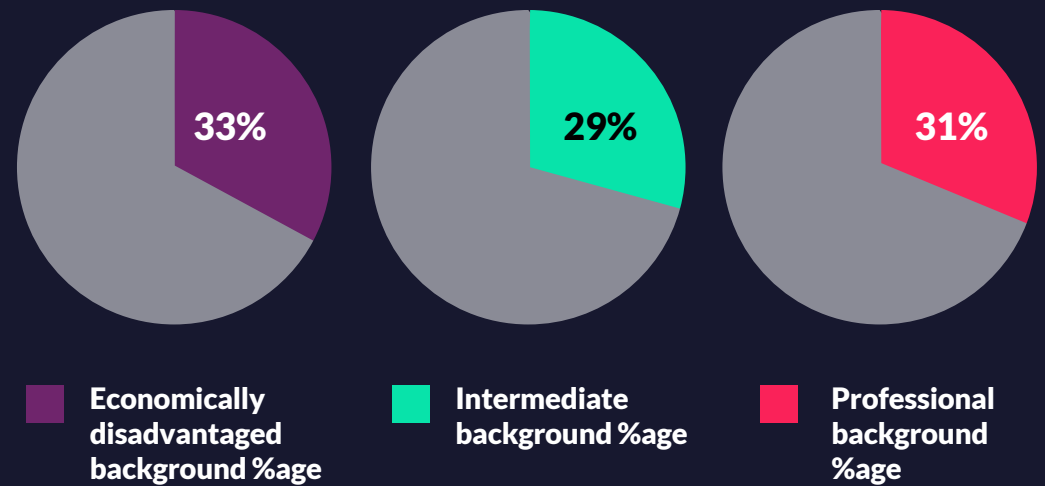
- Economically disadvantaged background
- Intermediate background
- Professional background



2025 bonus social mobility gap whole group employees excluding members



Proportion receiving a bonus



Mean and median hourly pay gap

	2025		2024		2023	
	Ampa Holdings %		Shakespeare Martineau %		Shakespeare Martineau %	
Mean hourly pay gap	24.8	25.8	19.7	18.5		
Median hourly pay gap	34.3	37.8	31.2	26.2		

Mean and median bonus pay gap

	2025		2024		2023	
	Ampa Holdings %		Shakespeare Martineau %		Shakespeare Martineau %	
Mean bonus gap	79.0	57.7	24.8	38.6		
Median bonus gap	42.9	33.3	1.96	41		

Proportion of employees in each pay band, by quartile

	2025		2024		2023			
	Ampa Holdings %		Shakespeare Martineau %		Shakespeare Martineau %			
	Women	Men	Women	Men	Women	Men		
Lower	79	21	80	20	74	26	74	26
Lower Middle	80	20	82	18	78	22	77	23
Upper Middle	66	34	70	30	68	32	67	33
Upper	55	45	57	43	58	42	56	44

Percentage of employees receiving a bonus

	2025		2024		2023	
	Ampa Holdings %	Shakespeare Martineau %	Shakespeare Martineau %	Shakespeare Martineau %	Shakespeare Martineau %	Shakespeare Martineau %
Women	23	36	24	31		
Men	20	38	31	37		

From 2025 our statutory disclosure covers two entities: Shakespeare Martineau LLP (814 employees) and Ampa Holdings LLP (398 employees) in its first year of reporting. Previous years data available on our website: <https://www.shma.co.uk/gender-pay-gap-report/>

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Certified



Corporation