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Corporation



Ampa

Gender and Ethnicity Pay Gap Report

2023

coadax

CORCLAIM

css | assure

lime
SOLICITORS

Mayo
Wynne
Baxter
Solicitors

Marrons

SHAKESPEARE
MARTINEAU

Message from our CEO

For the fifth year running, we are reporting on both our gender pay gap and ethnicity pay gap. And for the second year running we are reporting at an Ampa group level, giving a full picture of our seven brands, going above and beyond our legal requirement to report for Shakespeare Martineau. We also continue to include our membership data as well as that of our employees, for full transparency.

New for this year, we have been able to incorporate Mayo Wynne Baxter and have extended our reporting to include the 'social mobility pay gap,' as part of our commitment to expand the characteristics that we report against.

We are pleased to see another decrease in our employee median gender pay gap (27.4 - 23%) and employee mean and median ethnicity pay gap (13.8 - 12% and 17.2 - 12%) but appreciate that improvements still need to be made. The social mobility gap for all our people is 19%.

As well as committing to additional reporting and paying above a Real Living Wage, we have also met our promise to grow our people inclusion networks across disability, ethnicity, religion and experience such as carer groups, menopause and parents, including baby loss. And, to ensure clear accountability and action, we have appointed designated members for race, gender, social mobility and wellbeing as we continue to foster a culture of authenticity and transparency, at all levels.

We recognise that the roles people choose, and their progression through their careers and our group can be impacted by a range of factors, both internal and external. But it's our job, as a responsible business, to ensure our people have every opportunity to succeed, achieving not only financial fulfilment but personal fulfilment in their roles.

Through trusted relationships, authenticity, collaboration, and bravery, we work towards better outcomes for our people, our planet, our communities, our clients and our investors.



Sarah Walker-Smith

CEO

Scope of this report

This report covers all brands within the Ampa Group, which includes Shakespeare Martineau, Mayo Wynne Baxter, Marrons and Lime. Corclaim, CSS Assure and Coadax have been combined for reporting ease. We also include the data for our employees, members*, and a combined total marked as 'our people'.

All pay data is based on our people within the group as of 4 April 2023. This excludes people who were on maternity, paternity or sick leave on this date. As such, 1,085 people are covered by this report. The figures are based on gross pay after salary sacrifice deductions which includes pension, childcare vouchers and cycle to work contribution, so in some instances hourly pay may be presented as being below the real living wage.

We choose to share our pay gap data for our brands and members to ensure that we are able to better present the impact of our pay across our entire group. Separate figures for Shakespeare Martineau LLP are provided independently within the appendix to meet the legal pay gap reporting requirement.

As part of our group pay gap reporting, we continue to include summaries of our gender and ethnicity pay gaps. For the first time, we also include socio-economic background pay gap as we recognise barriers which can be present for people with different household experiences.

Although we are not required to show the data for our members*, we choose to do so to aid transparency.

* A member is an equity owner of Ampa Holdings LLP.

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. The figures presented are the comparison between the commonly advantaged population compared to the disadvantaged population. A positive number means the commonly advantaged group has a higher average salary than the disadvantaged group. A negative number means the commonly disadvantaged group has a higher average salary than the advantaged group. It does not consider job roles, location, experience or seniority of the individuals. It instead allows us to look the distribution of different demographics of our people whose opportunities within all workplaces has historically been impacted.

How is this different to equal pay?

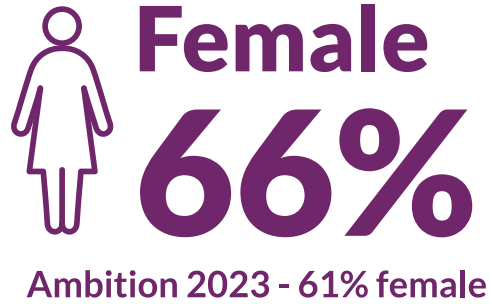
Equal pay, as set out in the Equality Act 2010, is the legal requirement for employers to pay all people performing equal work the same pay and our annual pay review helps to ensure this.



How are we doing?

GENDER

66% of our people are women exceeding our 2023 ambition. Women make up the majority of our roles across the group. This includes our junior business services roles, but also our senior and managerial positions. The pay gap is created by the disproportionate weighting of women in our lower paid positions and higher average pay for men in our highest pay quartile, which is the only quartile where women are not the majority.



Actions & Initiatives

We have introduced two new inclusion groups, Parents and Menopause for information sharing and support. These groups have held events across several of our hub spaces and have several engagement events planned for this year.

We provide a broad range of benefits and reward initiatives which includes enhanced maternity leave and our parent, menopause and baby-loss support provided within our More in Common Network.

We have pledged to promote gender equality as part of the Women in Law Pledge including setting group targets within our membership. Our progress against their other recommendations are further mapped within our annual impact report.

Ampa Group Summary

Gender	Mean	Median
Employees	20%	23%
Members	-2.4%	0.3%
Our People (all combined)	43%	35%
Bonus	38.6%	41%
% who received a bonus	Women: 38.6% Men: 47%	

Brand Insight

Brand	Mean	Median
Shakespeare Martineau	18.5%	26.2%
Mayo Wynne Baxter	25%	32%
Marrons	52%	5%
Lime	58%	29%
Corclaim, CSS Assure & Coadax	39%	14%

Pay quartiles shared in appendix 2.



ETHNICITY

Our people are asked to voluntarily share their ethnicity data with us and 95.8% of our people have chosen to do so. Of these, **23% of our people are from ethnic minorities.**

Actions & Initiatives

We are signatories of Change the Race: Ratio and are committed to increasing representation of ethnic minorities across all levels of our group. During our 2023/24 promotions window the diversity of our partnership increased to 11.5%.

Amal Kaur, our member representative for race, and co-chair of our More in Common network, has supported the setting up and promotion of our Muslim and Sikh Networks and Thrive, our network celebrating diverse race, ethnicities and cultures.

To support the legal sector's diversity and access to junior roles for ethnic minorities we partnered for the second year with the 10,000 Black Interns initiative and were pleased to host 10 interns in 2023.

Ampa Group Summary

Ethnicity	Mean	Median
Employees	12%	12%
Members	5%	12%
Our People (all combined)	27%	20%
Bonus	41%	43%
% who received a bonus	Ethnic Minority: 31% White: 47%	

Brand Insight

Brand	Mean	Median
Shakespeare Martineau	29%	20%
Mayo Wynne Baxter	-46%	-6%
Marrons	33%	7%
Lime	46%	26%
Corclaim, CSS Assure & Coadax	49%	14%

Pay quartiles shared in appendix 3.

SOCIAL MOBILITY

As signatories of the Social Mobility Pledge we are pleased to introduce greater transparency by sharing our pay gap relating to our people’s economic background.

We use the self-reported metric of parents’ profession and compare between those from the most economically disadvantaged background against those from a professional background. Those from an intermediate background are included for additional reference. (appendix 4)

Ampa Group Summary

Social Mobility	Mean	Median
Employees	2%	12%
Members	5%	9%
Our People (all combined)	19%	22%
Bonus	-39%	22%
% who received a bonus	Economically disadvantaged background: 38.6% Professional Background: 41%	

Brand Insight

Brand	Mean	Median
Shakespeare Martineau	33%	34%
Mayo Wynne Baxter	1%	2%
Marrons	-6%	-52%
Lime	1%	-17%
Corclaim, CSS Assure & Coadax	-18%	0%

Pay quartiles shared in appendix 4.

ACHIEVEMENTS

In 2023 we expanded our responsible business ambitions to 17 objectives to achieve by 2026, and 32 actions to achieve by the end 2023 financial year, 11 of which relate to our people, diversity and inclusion, and wellbeing. These targets are overseen by Mark Beesley, Managing Director.

Diversity across our boards is important to us and we are committed to ensuring our senior management teams reflect our group and the communities within which we operate.

Board	% female	% from ethnic minority	% from low socio-economic background	Movement
Ampa	22%	0%	22%	-4.2%
Members'	29%	14%	0%	-1.7%
Shadow board	65.2%	8.7%	13%	-1.7%

Our Shadow Board is made up of some of our talented people from across the business who regularly challenge the main board and help provide a firm-wide view on strategic initiatives.

We recognise that barriers and challenges within the workplace can present in different ways, separately to remuneration. As such, our internal reporting, including our anonymous snapshot survey also includes demographic breakdown to help us spot trends within the data.





Review of focus areas

Target Area	Action	Result
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.	Our Muslim, Sikh and Thrive inclusion groups have over 120 members and have hosted several internal and externally facing meetings and collaborative events.
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).	We have reviewed new job boards and will explore new partnerships to better share our job roles so that they can be better found and accessed by a wider demographic of potential candidates.
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.	Achieved
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.	Achieved
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.	Achieved
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.	Continuing
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.	Continuing
Recognise the power of mentors	We will further embed our Connectors Programme, our reverse mentoring scheme, which now gives even more people the opportunity to build new relationships within the firm and support individual learning and development.	33 connectors for the 2023/2024 cohort
Expand our people's horizons	Highlight our people's non-traditional career journeys to promote new and unconsidered opportunities.	Continuing
Showcase our leadership	We will increasingly share the work of our Shadow Board, which is 50% female and 25% from ethnic minorities. The board provides an additional firm-wide view on strategic initiatives.	Continuing
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.	Continuing

Ongoing targets

By 2026 we aim to achieve

	% female	% from ethnic minority
Employees	61%	30%
Members	40%	15%

Appendix 1

To comply with our legal reporting requirements, we separately include gender pay data for Shakespeare Martineau LLP.

Gender	Mean	Median
Employees	18.5%	26.2%
Members	-2.4%	0.30%
Our People (all combined)	42.20%	41.10%
Bonus	38.6%	41.0%
% who received a bonus	Women: 31% Men: 47%	

	2022		2021	
	Mean	Median	Mean	Median
Employees	19.7%	27.4%	22.2%	28.7%
Members	0.9%	3.4%	-4.2%	-1.3%
Our People (Combined)	42.4%	41.1%	44.3%	42.4%



Headcount by quartile	Employees		Members		Our People (Combined)	
	Female	Male	Female	Male	Female	Male
Q1	74.04%	25.96%	35.1%	64.9%	74.45%	25.55%
Q2	77.45%	22.55%	29.7%	70.3%	79.30%	20.70%
Q3	67.23%	32.77%	31.6%	68.4%	63.44%	36.56%
Q4	56.17%	43.83%	32.4%	67.6%	42.54%	57.46%
Total	68.72%	31.28%	32.2%	67.8%	64.91%	35.09%

Hourly pay by quartile	Employees		Members		Our People (Combined)	
	Female	Male	Female	Male	Female	Male
Q1	£11.64	£11.52	£57.25	£55.23	£10.95	£10.85
Q2	£14.24	£13.94	£65.16	£65.04	£14.33	£14.25
Q3	£21.80	£21.83	£83.47	£79.32	£24.21	£23.96
Q4	£35.36	£38.74	£152.25	£149.32	£65.36	£77.13
Total	£19.70	£24.19	£89.37	£87.24	£24.16	£41.98



Appendix 2

Additional Group Tables: Gender

Headcount per quartile	Male %age	Female %age
Q1	25.1%	74.9%
Q2	17.1%	82.9%
Q3	28.3%	71.7%
Q4	41.4%	58.6%

Hourly pay by quartile	Male	Female
Q1	£10.83	£10.90
Q2	£13.36	£13.30
Q3	£19.89	£19.42
Q4	£36.31	£33.19
Median	£19.75	£15.12
Mean	£22.88	£18.21

Pay Quartile - Members

Headcount per quartile	Our People	
	Female	Male
Q1	13	24
Q2	11	26
Q3	12	26
Q4	12	25

Hourly pay by quartile	Our People	
Gender	Female	Male
Q1	£57.25	£55.23
Q2	£65.16	£65.04
Q3	£83.47	£79.32
Q4	£152.25	£149.32
Median	£69.02	£69.20
Mean	£89.37	£87.24

Appendix 3

Additional Group Tables: Ethnicity

Headcount per quartile	Employees	
Gender	Ethnic Minority	White
Q1	30.5%	67.9%
Q2	17.5%	81.3%
Q3	21.9%	77.3%
Q4	14.6%	82.1%

*Values do not add up to 100% due to prefer not to say given as option

Headcount per quartile	Employees	
Gender	Ethnic Minority	White
Q1	£10.84	67.9%
Q2	£13.24	81.3%
Q3	£19.98	77.3%
Q4	£33.30	82.1%
Median	£13.46	£15.32
Mean	£17.56	£19.93

Members

Headcount per Quartile	Members	
Ethnicity	Ethnic Minority	White
Q1	16%	74%
Q2	7%	93%
Q3	6%	94%
Q4	10%	86%

Hourly pay by quartile	Members	
Ethnicity	Ethnic Minority	White
Q1	£52.30	£56.05
Q2	£64.76	£65.75
Q3	£76.69	£95.67
Q4	£193.29	£179.29
Median	£64.75	£73.73
Mean	£93.69	£99.05

Appendix 4

Additional Group Tables: Socio-economic background

Headcount per quartile	Professional Background %age	Intermediate Background %age	Economically Disadvantaged background %age
Q1	34.2%	8.2	22.6
Q2	31.3%	8.3	26.3
Q3	41.7%	6.2	22.3
Q4	42.9%	8.3	26.7

Values do not total 100% as prefer not to answer given as an option, or response did not match the Social Mobility Commission's guidelines for categorisation.

Headcount per quartile	Professional Backgrounds	Intermediate Backgrounds	Economically Disadvantaged Backgrounds
Q1	£11.06	£10.97	£11.03
Q2	£14.16	£13.53	£14.04
Q3	£23.28	£22.28	£23.21
Q4	£66.90	£75.31	£54.96
Median	£20.59	£19.75	£16.07
Mean	£30.82	£33.27	£25.09

Members

Headcount per quartile	Professional Background %age	Intermediate Background %age	Economically Disadvantaged background %age
Q1	42%	13%	16%
Q2	60%	7%	23%
Q3	55%	6%	13%
Q4	40%	17%	10%

Values do not total 100% as prefer not to answer given as an option, or response did not match the Social Mobility Commission's guidelines for categorisation.

Headcount per quartile	Professional Backgrounds	Intermediate Backgrounds	Economically Disadvantaged Backgrounds
Q1	£55.20	£57.23	£52.62
Q2	£65.91	£66.01	£64.88
Q3	£95.19	£112.40	£99.64
Q4	£177.48	£178.37	£192.60
Median	£71.46	£82.13	£65.32
Mean	£94.20	£113.66	£89.14



Think before you print

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