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**Ampa**

# Gender, Ethnicity and Social Mobility Pay Gap Report

2024

**coadax**

**CORCLAIM**

**css | assure**

**lime**  
SOLICITORS

**Mayo Wynne Baxter**  
Solicitors

**Marrons**

**SHAKESPEARE MARTINEAU**

## Message from our CEO

Committed to transparency, we take our pay gap reporting above and beyond the legal requirement.

Not only do we report at an Ampa group level, including members\*, giving a full picture of our seven brands, we continue to report on our ethnicity pay gap (recorded since 2020) and, for the second year-running, we have reported on our social mobility pay gap.

This wouldn't be possible if not for the openness of our people, who feel safe enough to share this personal information with us.

This year our employee median gender pay gap has remained the same (23%). However, we see this as an acceptable result in the context that our headcount has increased by 25% and we have been able to maintain our position. Our median social mobility gap for our employees has dropped by 10% and our biggest improvement can be seen in our employee median ethnicity pay gap, which has reduced from 12% to -1%.

There is still more to be done, which is why additional reporting, scrutinising trends in our internal surveys, proactively taking part in external benchmarking, and, importantly, listening to our people is helping to guide our actions and decision-making to promote increased cultural awareness, inclusion and equity for all.

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.

We welcome the introduction of the government's draft Equality (Race and Disability) Bill and see this as an important, albeit delayed, step in the right direction for shining a light on this important issue.

Together, we can provide safe, fair and empowering places to work, proving that you can be both purposeful and profitable.

\*members are the self-employed owners of the business some of who work in client facing roles and other in leadership



**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 shown as 'our people'.

All pay data covers 1,357 people (1,212 employees and 145 members) within the group as of 5 April 2024 and excludes people who were on maternity, paternity or sick leave on this date. The figures are based on gross pay after salary sacrifice deductions which includes pension, childcare vouchers and cycle to work contributions, so in some instances, hourly pay may be presented as being below the real living wage.

We believe that sharing pay gap data for our brands and members means we are able to be transparent across the group. In terms of our legal pay gap reporting requirement, data for Shakespeare Martineau LLP is shown separately in Appendix 1. This entity includes 1,010 employees and excludes members.

As part of our group pay gap reporting, we continue to include summaries of our gender and ethnicity pay gaps, and for the second year we also include the 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.

## What is a pay gap?

We show the percentage difference between the average and median hourly earnings between two groups of people within the same organisation. The data presented compares the advantaged population to the disadvantaged population. A positive number means the advantaged group has a higher average or median salary than the disadvantaged group. A negative number means the commonly disadvantaged group has a higher average or median salary than the advantaged group.

The pay gap allows us to look at the distribution of different demographics of our people irrespective of their role, location, experience or seniority.

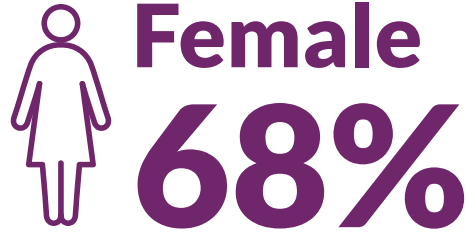
## How is this different to equal pay?

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. Our people practices, including hiring, promotion, annual pay and bonus reviews include measures to ensure this is adhered to.

## How are we doing?

### GENDER

**We continue to surpass our internal target (61%) and SRA benchmark (65%) to attract more women into the business. Women represent 68% of our roles across the group.** This includes our level one and two business services roles, as well as senior and managerial positions. The increase in quartile data points to more women in higher paid roles. 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 continue to look beyond the data at both existing and new initiatives to support women across all career stages. Our biannual promotion cycles together with regular development conversations, the checks and balances in our hiring and pay processes, including paying salaries above the Real Living Wage are practical ways in which we look to improve the distribution of women across all pay ranges.

This is further supported by surveying our people and collaborating with inclusion groups, which include Parents and Menopause when reviewing benefits and practices; along with our empowered working practices—widely recognised as an effective approach—we foster inclusivity and provide comprehensive support to all our employees.

As part of the Women in Law Pledge to promote gender equality we are performing well against our target that 40% of our members are women – our female membership has increased by 3% to 38%. Our progress against other recommendations is detailed within our annual impact report.

#### Ampa Group Summary

Gender	Mean	Median
Employees	20%	23%
Members	3%	2%
Our People (all combined)	40%	36%
Bonus	26%	0%
% who received a bonus	Women: 19.8%   Men: 27.2%	

## Brand Insight

Brand	Mean	Median
Shakespeare Martineau	19%	19%
Mayo Wynne Baxter	26%	38%
Marrons	13%	14%
Lime	35%	40%
Corclaim, CSS Assure & Coadax	1%	2%

Pay quartiles shared in appendix 2.



## ETHNICITY

Our people are asked to voluntarily share their ethnicity data with us and 97% have chosen to do so. Of these, **22% are from ethnic minorities** and the racial diversity of our membership is 10%.

### Actions & Initiatives

As signatories of Change the Race: Ratio we remain committed to increasing representation of ethnic minorities across all levels of our group and remain steadfast in increasing racial diversity across the group towards our internal 30% target by the end of 2025.

As part of our Summer Intern Programme, we are working with upReach and 10,000 Black Interns to enhance intersectionality across race and social mobility. Our goal is to expand access to our programmes, reaching a diverse audience to provide opportunities to those who may have believed a career in the legal sector was beyond their reach. Our early career pathways now include several non-traditional routes into a legal career, as well as a number of apprenticeships across business support functions. These initiatives, together with more flexible hiring practices will take time to translate into outcomes.

### Ampa Group Summary

Ethnicity	Mean	Median
Employees	10%	-1%
Members	11%	14%
Our People (all combined)	26%	5%
Bonus	40%	27%
% who received a bonus	Ethnic Minority: 24.1%   White: 21.8%	

### Brand Insight

Brand	Mean	Median
Shakespeare Martineau	8%	11%
Mayo Wynne Baxter	-18%	-48%
Marrons	-4%	5%
Lime	5%	-3%
Corclaim, CSS Assure & Coadax	17%	8%

Pay quartiles shared in appendix 3.

## SOCIAL MOBILITY

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As signatories of the Social Mobility Pledge, we are pleased to introduce greater transparency by sharing our pay gap relating to our peoples' 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. In addition, those from an intermediate background are also included in Appendix 4.

### Actions & Initiatives

We recognise that self-reporting has its limitations – approximately 28% of our people are excluded by the definitions. However, barriers and challenges within the workplace can present in different ways, separately to remuneration. To enhance this picture, we use results from an externally led Flair survey together with our internal anonymous snapshot survey that includes demographic data. The outputs help us spot trends and take action to promote increased cultural awareness. They also support the actions we take in relation to our Early Careers approach in offering opportunities for apprenticeships and internships to widen access to the legal sector as well as assessing the progression and opportunities for our internal talent pool.

We also participate in the Social Mobility Employer Index as a means to support and guide the actions we take as an organisation - our peoples' place in their communities is an important part of being able to live their authentic selves. In addition to our intern and work experience programs, one of our brands, Mayo Wynne Baxter offers professional experience visits to less advantaged students in conjunction with the Social Mobility Business Partnership as one way to enhance future work or placement applications.



## Ampa Group Summary

Social Mobility	Mean	Median
Employees	3%	2%
Members	1%	-1%
Our People (all combined)	19%	14%
Bonus	-39%	2%
% who received a bonus	Economically disadvantaged background: 23.3%   Professional Background: 22.2%	

## Brand Insight

Brand	Mean	Median
Shakespeare Martineau	4%	10%
Mayo Wynne Baxter	8%	3%
Marrons	-6%	-10%
Lime	-3%	-14%
Corclaim, CSS Assure & Coadax	-6%	4%

Pay quartiles shared in appendix 4.





## Update on our focus areas

Target Area	Action
<b>Empowered Working</b>	<p>The way we do business has changed. Our empowered working principles including normalising flexible working and role sharing are all compatible with providing excellent client service while recognising that needs are different and change in line with career and personal needs.</p> <p>This approach to the way we work also supports our peoples' wellbeing.</p>
<b>Open dialogue with our people</b>	<p>Our future actions and goals are supported by regular open communication including roadshows and surveys. We encourage direct feedback on the performance of leaders and the business as a learning opportunity.</p> <p>An extension of this is our nine inclusion groups with c.180 participants who are passionate about making a positive impact through a range of topical meetings and events that promote shared interests and support colleagues in the business.</p>
<b>Recognise the power of mentors</b>	<p>Our reverse mentoring scheme known as Connectors continues to be over-subscribed as our people recognise the value in the opportunity to build new relationships within the business and support individual learning and development.</p>
<b>Expand our people's horizons</b>	<p>We now have four early career pathways that provide a number of ways, including non-traditional journeys to promote new and unconsidered career opportunities.</p>
<b>Leadership</b>	<p>In line with our growth, we have expanded governance and senior leadership. Women are in 43% of these roles as we believe this allows for a varied and considered view on strategic initiatives.</p>
<b>Increasing our appeal</b>	<p>We encourage applications from as wide a talent pool as possible, looking to remove any unnecessary barriers. This has meant broadening the way we recruit to include social media platforms and direct hiring, excluding the criteria that are not needed for roles to be effective and utilising technology so that candidates have more flexibility when and how they interview with us.</p>

### Ongoing Group targets and (% achieved)

By 2026 we aim to achieve

	% Women	% from ethnic minority
Employees	61% (71.2%)	30% (23.3%)
Members	40% (36.6%)	15% (10.3%)

### Appendix 1 - Statutory Disclosure

To comply with our legal reporting requirements, we include in Appendix 1 Shakespeare Martinueau LLP payroll data as of 5 April 2024, which covers 1,010 employees and excludes members.

	Mean	Median
Employees	18.1%	19.0%
Bonus	21%	0%

	2021		2022		2023	
	Mean	Median	Mean	Median	Mean	Median
Employees	22.2%	28.7%	19.7%	27.4%	18.5%	26.2%



Headcount by quartile	Shakespeare Martineau statutory disclosure	
Gender	Women	Men
Q1	72.2%	27.8%
Q2	77.5%	22.5%
Q3	69.6%	30.4%
Q4	59.1%	40.9%
<b>Total</b>	<b>69.6%</b>	<b>30.4%</b>

Hourly Pay by quartile	Shakespeare Martineau statutory disclosure	
Gender	Women	Men
Q1	£12.20	£12.29
Q2	£15.69	£15.95
Q3	£22.97	£23.63
Q4	£36.86	£41.93
<b>Total</b>	<b>£21.10</b>	<b>£25.76</b>



## Appendix 2 - All Group Data - Gender

Additional Group Tables: Gender

Headcount by quartile Employees	Women %age	Men %age
Q1	74.2%	25.8%
Q2	81.2%	18.8%
Q3	71.0%	29.0%
Q4	58.4%	41.6%
<b>Total</b>	<b>71.2%</b>	<b>28.8%</b>

Hourly pay by quartile Employees	Women	Men
Q1	£12.25	£12.30
Q2	£15.31	£15.25
Q3	£22.58	£22.86
Q4	£36.35	£40.91
<b>Median</b>	<b>£17.15</b>	<b>£22.22</b>
<b>Mean</b>	<b>£20.65</b>	<b>£25.77</b>

### Pay Quartile - Members

Headcount by quartile Members	Women	Men
Q1	41.7%	58.3%
Q2	33.3%	66.7%
Q3	36.1%	63.9%
Q4	35.1%	64.9%
<b>Total</b>	<b>36.6%</b>	<b>63.4%</b>

Hourly pay by quartile Members	Women	Men
Q1	£61.00	£59.22
Q2	£71.47	£71.07
Q3	£97.71	£99.54
Q4	£171.85	£175.58
Median	£76.50	£78.31
Mean	£99.57	£102.75

### Appendix 3 - All Group Data - Ethnicity

Additional Group Tables: Ethnicity

Headcount by quartile Employees	Ethnic Minority	White
Q1	29.7%	67.0%
Q2	17.2%	81.2%
Q3	28.4%	68.0%
Q4	17.8%	79.5%
<b>Total</b>	<b>23.3%</b>	<b>73.9%</b>

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

Hourly pay by quartile Employees	Ethnic Minority	White
Q1	£12.17	£12.30
Q2	£15.16	£15.35
Q3	£22.25	£22.78
Q4	£35.62	£38.76
Median	£18.48	£18.26
Mean	£20.28	£22.66

## Members

Headcount by quartile Members	Ethnic Minority	White
Q1	16.7%	77.8%
Q2	11.1%	88.9%
Q3	5.6%	94.4%
Q4	8.1%	86.5%
<b>Total</b>	<b>10.3%</b>	<b>86.9%</b>

Hourly pay by quartile Members	Ethnic Minority	White
Q1	£59.90	£59.96
Q2	£68.74	£71.51
Q3	£84.78	£99.71
Q4	£184.61	£170.96
<b>Median</b>	<b>£67.92</b>	<b>£78.66</b>
<b>Mean</b>	<b>£90.52</b>	<b>£101.81</b>



## Appendix 4 All Group Data – Socio-economic background

Additional Group Tables: Socio-economic background

Headcount by quartile Employees	Professional Background %age	Intermediate Background %age	Economically Disadvantaged background %age
Q1	27.7%	10.6%	24.4%
Q2	37.3%	9.2%	27.4%
Q3	39.3%	9.2%	25.7%
Q4	41.6%	9.2%	27.4%
<b>Total</b>	<b>36.5%</b>	<b>9.6%</b>	<b>26.2%</b>

Values do not total 100% because some employees are either unable or prefer not to respond, or their answers did not conform to the Social Mobility Commission’s categorization guidelines.

Hourly Pay by quartile Employees	Professional Backgrounds	Intermediate Backgrounds	Economically Disadvantaged Backgrounds
Q1	£12.29	£12.25	£12.28
Q2	£15.65	£14.97	£15.20
Q3	£22.65	£22.13	£22.79
Q4	£38.30	£37.19	£38.80
<b>Median</b>	£19.26	£17.78	£18.83
<b>Mean</b>	£23.35	£21.31	£22.54

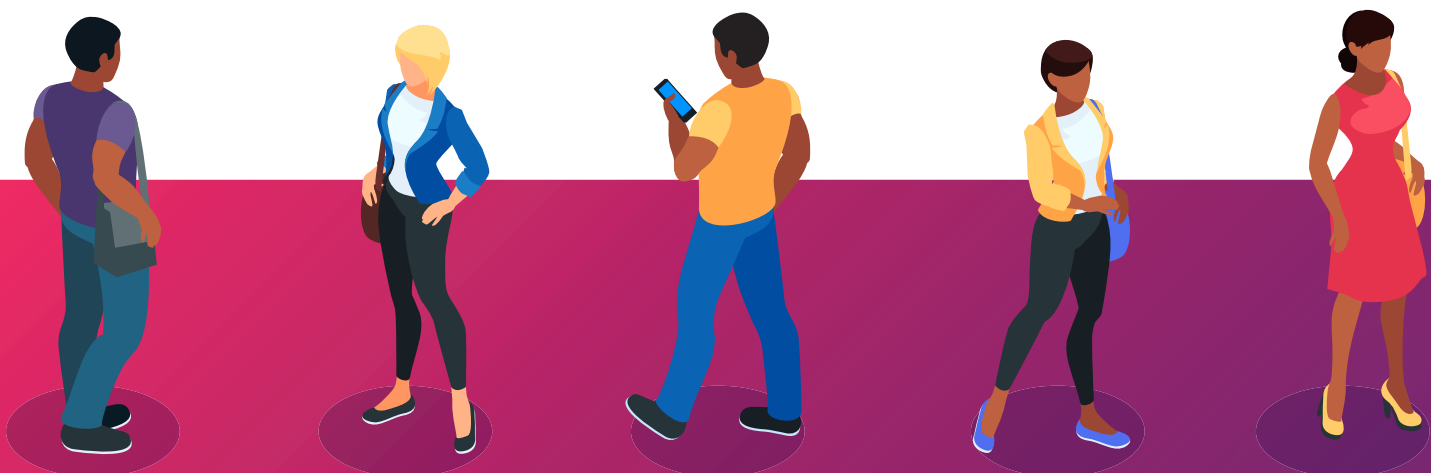


## Members

Headcount by quartile Members	Professional Background %age	Intermediate Background %age	Economically Disadvantaged background %age
Q1	52.8%	5.6%	19.4%
Q2	47.2%	11.1%	13.9%
Q3	47.2%	16.7%	16.7%
Q4	48.6%	18.9%	10.8%
<b>Total</b>	<b>49.0%</b>	<b>13.1%</b>	<b>15.2%</b>

Values do not total 100% because some members are either unable or prefer not to respond, or their answers did not conform to the Social Mobility Commission’s categorization guidelines

Hourly pay by quartile Members	Professional Backgrounds	Intermediate Backgrounds	Economically Disadvantaged Backgrounds
Q1	£59.34	£61.65	£59.28
Q2	£70.64	£70.61	£72.05
Q3	£95.22	£95.47	£105.35
Q4	£168.62	£178.40	£181.05
<b>Median</b>	<b>£75.73</b>	<b>£106.44</b>	<b>£76.28</b>
<b>Mean</b>	<b>£98.34</b>	<b>£117.23</b>	<b>£96.89</b>







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