



GENDER PAY REPORT 2018

26 March 2019

Allies and Morrison

2018 Gender Pay Report



‘The process of measuring and reporting this data is helping to inform how we operate as a practice.’

This year marks Allies and Morrison's second annual Gender Pay Report. As we did last year, this report is an addendum to the data we are required to submit as an employer with more than 250 employees; it provides a contextual understanding of our figures and sets out our strategies to be an inclusive workplace.

We are today a practice of 385 people. This year, we have reported a median gender pay gap of 7.0% and mean of 12.9%. This represents an improvement from last year's figures (2017 median: 10.5%; mean: 15.8%). The pay gap reflects the fact that we have a lower proportion of women than men in senior roles, a reality shared across the industry. Last year, the figures reported by Allies and Morrison were on the more equitable side of the industry spectrum.

We are establishing practice-wide community networks to encourage colleagues with similar experiences to learn from and advocate for one another. The first of these will be for women. This will be a forum for support, discussion and sharing among people at all stages of their career. The hope is that, early on, these forums can identify those areas where people may feel like they are falling behind in order that the practice can provide the needed support.

In the process of attracting and retaining new talent, we have set up a system of structured interviews whereby all interview panels (typically comprising two Partners or Directors from the practice) consist each of a man and a woman. We ensure that there is male/female balance in the pools of candidates we invite for interview.

There are also things which we continue to do as we have always done them, which we believe have long had a positive benefit, especially in terms of keeping people in the practice over the long-term.

Our practice mentoring for all helps to support personal growth and identify future leaders; and we are strengthening and diversifying the pool from which we grow our leadership. Allies and Morrison is also clear in that we do not encourage excessive working. We do our best to ensure the proper resourcing of projects to avoid the late nights and burnout that unfortunately is often associated with a career in architecture. Our time off in lieu (toil) policy ensures that on those occasions when long hours are necessary, time off afterwards can be taken for rest and recovery. We continue to promote equal opportunities for all, and all our men and women are paid equally for doing equivalent jobs. We recruit and promote based on individual talent and skills alone, which is why we are particularly glad to report that promotions in the past year were gender balanced.

The route to gender pay balance will be a long journey. There are no overnight solutions. While there are certain structural and generational barriers which may be outside our control, we are committed to doing what we can to close our own gap in considered and effective ways. The process of measuring and reporting this data is also helping to inform how we operate as a practice from promoting wellbeing and sustainability to expanding access to architecture for all.

A handwritten signature in black ink that reads 'Jo Bacon'.

Jo Bacon
Managing Partner

The numbers

Explainer

Gender pay reporting is different to equal pay. Equal pay deals with differences between men and women who carry the same or similar job or work of equal value. The gender pay gap illustrates differences in average hourly rates of pay between all men and women over a period of time in the workforce.

The median pay gap is the difference in pay between women and men at the mid point of the pay range within the practice, from the lowest hourly rate of pay to the highest.

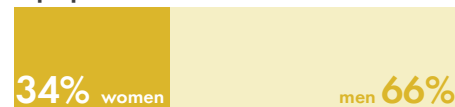
The mean pay gap shows the difference in the average hourly rate of pay between all women and men in the practice.

Figures are based on hourly pay rate as of 5 April 2018 and bonuses paid in the year 2017/18.

7.0% median pay gap | **12.9%** mean pay gap

Proportion of men and women in each pay quartile, ordered from lowest to highest pay:

top quartile



upper middle quartile



lower middle quartile



lower quartile



Bonuses At Allies and Morrison, all titled staff have access to discretionary bonuses. Directors of the practice are entitled to a share of net profit.

37% of men receive bonus pay

29% of women receive bonus pay

There is a median bonus pay gap of **34%**

There is a mean bonus pay gap of **29%**

Qualified Architects We employ more female Architects than the industry standard,¹ and of the largest ten practices in the country, we have the highest proportion.²

our practice



industry mean



¹ As defined by the 100 largest practices in the UK: Buxton, Pamela and Waite, Richard. AJ100: Women Now Make Up a Third of Architects at UK's Largest Practices, 13 June 2018. <https://www.architectsjournal.co.uk/news/aj100-women-now-make-up-a-third-of-architects-at-uks-largest-practices/10032067.article>

² As reflected in AJ100 data, 2018. Allies and Morrison's entry can be seen here: <http://aj100.architectsjournal.co.uk/firm/Allies-and-Morrison/firm.aspx>

Expanding access to architecture



Legacy Youth Voice event at Allies and Morrison with London Legacy Development Corporation, 25 Aug 2018



Young participants in the Dulwich Picture Gallery's Drawing in Schools programme, sponsored by Allies and Morrison, 4 Apr 2018.



Over the past year, we hosted a series of lectures for our studio on inspiring career journeys. Pictured above is the talk by Laura Lee, CEO of Maggie's Centres, 4 Jul 2018.

Other speakers in the series were Cathy Hawley (Architect, Citizens Design Bureau), Michèle Dix (Managing Director, Crossrail 2), Sowmya Parthasarathy (Associate Director, Arup), Yana Peel (CEO, Serpentine Galleries), Mary Duggan (Founder, Mary Duggan Architects), Eleanor Fawcett (Head of Design, Old Oak and Park Royal Development Corporation) and the practice's own Di Haigh and Hazel McGregor.

As a practice, we continue to welcome the requirement to publish annual gender pay comparisons. It has aided us in closing our gap somewhat from last year. As discussed elsewhere in this report, on the issue of gender pay and overall gender equality, we have adopted specific initiatives, from how we interview candidates to supporting the wellbeing of our people.

The process has also encouraged us to focus not just on pay equity but on how we run as a business in the round. We have taken the opportunity of gender pay to develop an inclusive strategy, and embrace the following principles:

- Leadership commitment to a more inclusive workplace;
- A tailored approach unique to our practice and profession;
- Gender pay reporting as a means to enable and gauge progress;
- Employee involvement in the shaping of solutions and the assessment of their impact.

Across the profession of architecture, we are helping to promote best practice in pay equity. We have been part of the RIBA Gender Pay Gap Core Group, which is chaired by our Jo Bacon. The Group is crafting guidance for practices of all sizes to help advance industry-wide change.

Another, and essential, focus of our practice is to do our part to expand access to architecture to all – to women and traditionally under-represented groups including those from all ethnic, economic and diverse backgrounds. Internally, we are engaged in a conscious effort to diversify our practice leadership. And looking outwards, we aim to have a joined-up approach to being

a responsible employer with the overarching goal of expanding access. This brings together a number of activities including:

We support the teaching of drawing skills in schools, which are key for a career in architecture. As part of this commitment, we sponsor, support and mentor participants in the Dulwich Picture Gallery's Drawing in Schools Programme with schools in our home borough of Southwark. We also participate in the Open City and RIBA schools' initiatives in which architects from the practice help lead learning sessions in primary and secondary schools where students typically are not exposed to architectural study.

Allies and Morrison has offered in the last year apprenticeships on major projects such as Stratford Waterfront, Harrow Civic Centre and the Canada Water Masterplan. These apprenticeships invite young people from the communities where these projects are located to learn from and work on the projects in our studio.

We aspire to be an open studio. This past year, we are hosting more events for more organisations to give more people insight into what we do, from the Better Bankside Skills Academy to the London School of Architecture. In the last year, more than 400 students have visited and spent time in our studios.

Our ambition is that all the activities described in this report will ensure that Allies and Morrison is not just a rewarding place to grow and nurture one's career, irrespective of gender or background, but that as a practice, we are also making a meaningful contribution towards a more inclusive society.

