



GENDER PAY REPORT 2017

15 March 2018

Allies and Morrison

2017 Gender Pay Report

From this year, legislation requires employers with 250 or more employees to disclose their gender pay gap annually. This is Allies and Morrison's first annual Gender Pay Report. It supplements the data we are required to submit, providing a contextual understanding of our figures whilst restating our commitment to foster an inclusive workplace.

Our calculations show that we have a median gender pay gap of 10.5% and mean of 15.8%. This pay gap exists because we have a lower proportion of women than men in senior roles. Though this is a gap broadly consistent with the demographic within the profession, we are proudly committed to playing our part in closing it. We are an equal opportunities employer and all our men and women are paid equally for doing equivalent jobs. We recruit and promote based on individual talent and skills.

We are pleased that our promotions over the last several years have become more balanced by gender. This reflects the broader changes in the composition of our profession. Today, more women than ever before are developing careers in Architecture, Construction and Planning. That wasn't always the case. When I began my Part 2 in 1984, just under 17% of my fellow Part 2s were women.¹ In the time period between 1979 and 2015, the percentage of female architecture students at university has increased from 18% to 49%.²

When I joined Allies and Morrison, we were a team of four. Today we are a team of 330. We have become one of the ten largest architectural practices in the country and, of those, we have the highest percentage of female qualified architects (43%).³ Of the one hundred largest architectural firms in the world, we are one of a handful to have a female qualified Architect in the top practice management position.⁴

Over my career, the composition of the architectural profession has changed considerably and, in the years ahead, we confidently expect that more women will rise into more senior positions. Our own hiring and promotion patterns suggest a converging balance. At Allies and Morrison, we have always thrived on design excellence, an inclusive and relaxed workplace, and the opportunity for all who join us to shape their own career paths.



Jo Bacon
Managing Partner



¹ Education Department, Royal Institute of British Architects. RIBA Education Statistics, 1984, Reported May 1985, p3.
² RIBA Education 1984, p2; and Mizra & Nacey Research on behalf of the Royal Institute of British Architects. RIBA Education Statistics, 2015-2016, April 2017, p6.
³ The Architects' Journal. 2017 AJ100. Online dataset.
⁴ Analysis based on Building Design's 2017 World Architects WA100 list and website survey done by Dezeen in November 2017.

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.

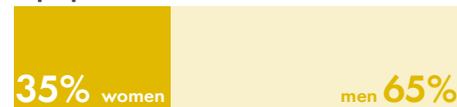
The mean pay gap shows the difference in the average hourly rate of pay between all women and men in the practice.

Figures are based on hourly pay rate as of 5 April 2017 and bonuses paid in the year 2016/17.

10.5% | **15.8%**
median pay gap | **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.

33%
of men receive bonus pay

23%
of women receive bonus pay

There is a median bonus pay gap of 33%

There is a mean bonus pay gap of 33%

Qualified Architects We employ more female Architects than the industry standard - and of the largest ten practices in the country, we have the highest proportion.⁵

our practice



industry mean



⁵ AJ100 figure: 30%. Tether, Bruce. AJ100: Has Brexit Put the Brakes on the Profession's Recovery? The Architects' Journal, 15 June 2017, 'Diversity'.



Who we are today

330
people

40
nationalities represented

20
languages spoken

Allies and Morrison welcomes the requirement to publish annual gender pay comparisons. It is a chance to reinforce our commitment to fostering a workplace reflective of the communities in which we work – creating opportunities to review our current practices and explore new initiatives. We are a fair employer, recruiting the best talent that happens to have achieved no less than 40% female balance over the last five years at least. Our focus in the years ahead will be on increasing the diversity of our talent pools, particularly at more senior levels. We recruit and train our people on the basis of abilities and qualifications and we support each and every member of the practice through mentoring, training and encouraging our staff to seek support, to build confidence and to make connections.

We are proud of the diversity of our team. There is gender balance in our emerging talent group, we speak more than 20 languages and have our roots from more than 40 countries around the globe. We thrive on good communication, a collaborative environment and we strive to be a friendly workplace – one which is welcoming to all.

Growing access to architecture

We take a particular interest in expanding access to architecture, believing that in doing so our sector will attract graduates from a wider

circle of future talent, of all genders, ethnic and economic backgrounds. This is why we work with and support charities that instil drawing and architectural skills in the next generation. We sponsor and actively participate in Dulwich Picture Gallery's Southwark Schools Drawing Project, supporting young people in our home borough. Designers from Allies and Morrison lead workshops in Open City's Architecture in Schools Programme, introducing to students, the practice of design at an early age. We are hosting a growing number of apprenticeships for those within the communities we work, and our annual bursaries support the studies of our own Part 2s and 3s.

How we are structured

The practice strategy and design leadership is set by our eighteen Partners. Our practice management is led by a management team of Partners and Directors chaired by the Managing Partner. The management team guides studio resources and management, information and communications, IT, health & safety, sustainability, training, social and cultural events. This work is supported by teams each for Administration, Finance, HR, Submissions and Communications, Graphics, Legal, Technical, Workshop, 3D Visualisation and BIM; each of these teams is typically led by a Partner, Director or Associate Director. Allies and Morrison became a Limited Liability Partnership in 2017.

