

# Gender Balance & Pay Report

As of April 2020

A|M|S



# Introduction

*Here at AMS we passionately believe in creating an inclusive and supportive working environment for our colleagues.*

We are proud to pioneer new and progressive ways of operating so flexible working patterns are not a barrier, and we continue to embrace values and behaviours which allow all of our people to reach their full potential.

We stand firm in our unwavering commitment to DE&I, and gender equality is integral to this. We work hard to remove the barriers that female professionals have historically faced in their careers, and we see our talent thrive as a result. As a global leader in talent acquisition and management, we take seriously our responsibility to promote a culture of inclusivity.

Gender pay gap reporting plays an important part in this and I am pleased to openly share this overview of our headline figures and what we are doing to progress gender balance.

**David Leigh, CEO**



# Definitions

*Gender pay is about measuring gender balance.*

**It is different to equal pay.**

*Equal pay* is a measure of whether males and females are paid equally for the same work or that of equal value.

*Gender pay* is not about measuring parity of pay for roles. It compares the average pay by gender for all roles collectively regardless of level or type.

It's a measure of how consistent a proportion of men and women are at all levels throughout an organisation.

*The mean pay gap is the difference in what males and females receive.*

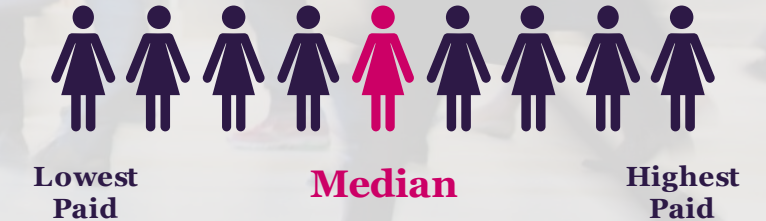
It is calculated by comparing the average paid to men with the average paid to women.



*The median pay gap is the difference in what the middle person receives.*

It is calculated by ordering employees from those paid the lowest, to those paid the most.

It then compares the pay of the middle person in the female line, with the pay of the middle person in the male line.





Our *mean* gender pay gap is

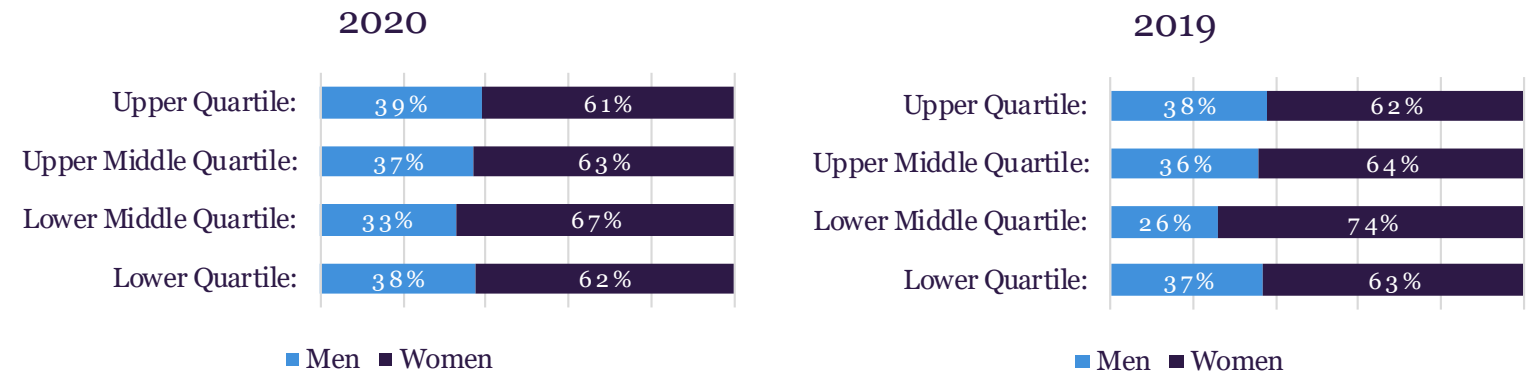


This is considerably lower than the UK gender pay gap of 15.5% (April 2020, ONS)

Our *median* gender pay gap is



Proportion of males and females in each pay quartile.



Our mean bonus pay gap is **48.7%**

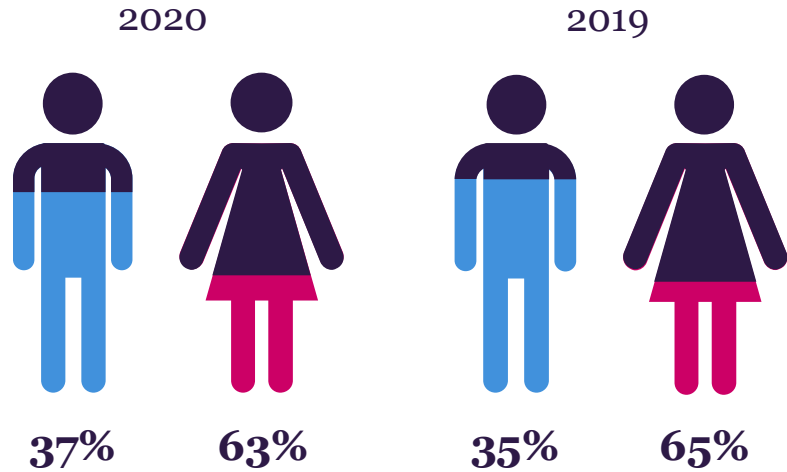
Our median bonus pay gap is **15.2%**

**20.9%** of females and **19.0%** of males received a bonus in the year to April 2020.



# Why we have a gap

Overall, our UK population is becoming more gender balanced year-on-year. Male employees now make up 37% of our employees.



We have a pay gap because there are proportionally fewer women in senior roles compared to the proportion of women in the rest of the organisation. This is a consistent trend over the last three years of reporting.

Our pay gap remains low and compares favourably to the other organisations across the UK.

At 9.1%, our mean gender pay gap has increased slightly year on year.



As a relatively small business at the time of reporting with c1,000 UK employees, small changes in our most senior roles can have a material impact on our mean pay gap figure. For example, our previous CEO was female and this year we hired a new male CEO.

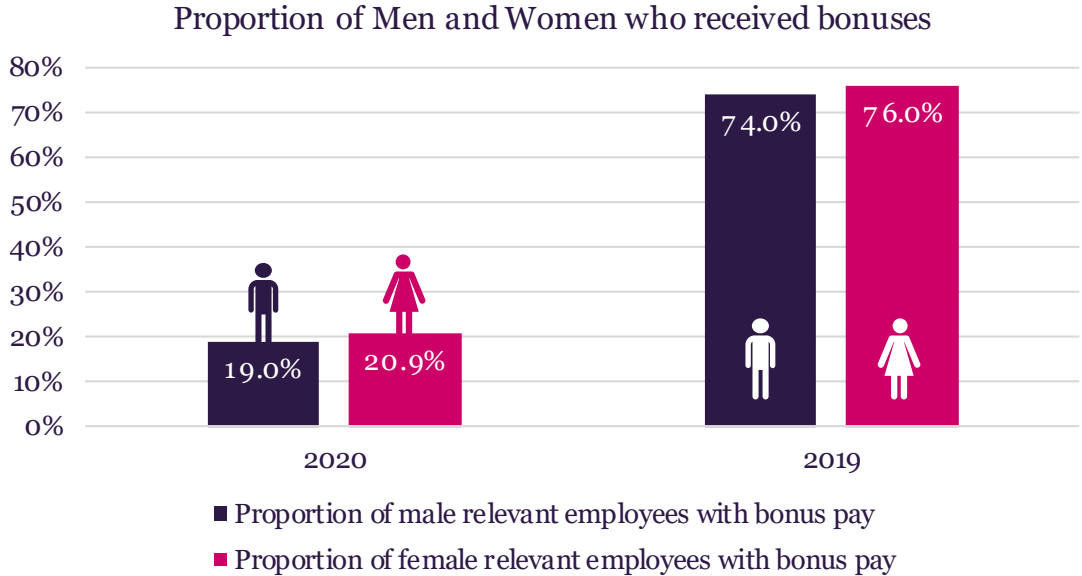
Conversely the median pay gap is less subject to fluctuation and has improved slightly year on year.



# Why we have a gap

A similar proportion of men and women received a bonus.

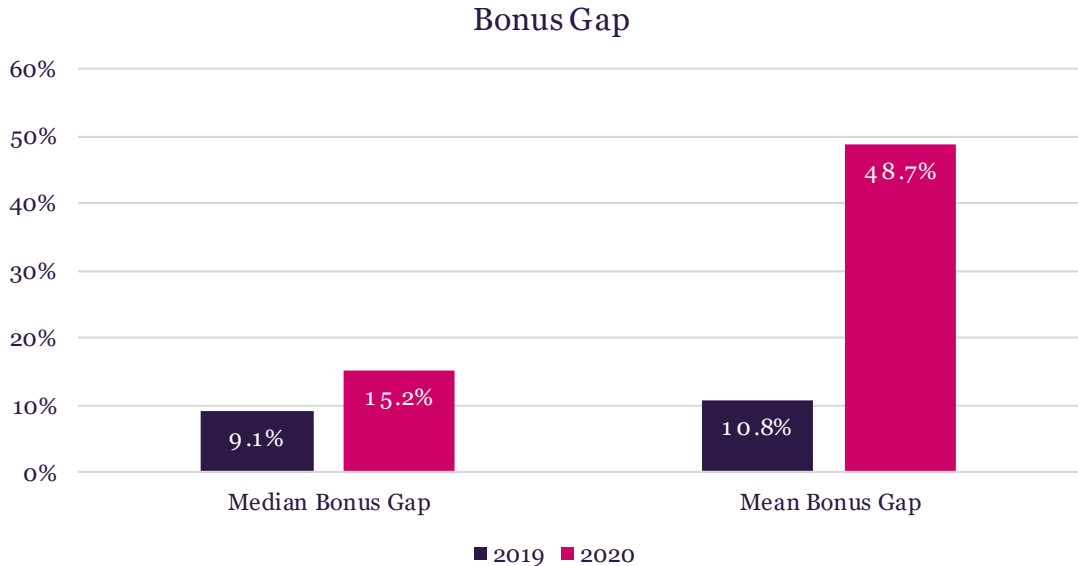
However, the numbers who received a bonus significantly decreased from last year. This is because we did not pay an annual bonus for 2019.



Any bonus type payments made were largely discretionary awards such as our Recruiter and Sourcer Incentive.

The bonus gap figure does not take into account the fact that bonuses may be pro-rata for part-time workers. This has a material impact on AMS's bonus gap as 16% of women work part-time compared to only 1.7% of men.

In addition, our small Sales team are eligible for commission which relates directly to sales targets. As this team has more males than females, this has impacted our bonus pay gap this year.



# Progressing gender balance

*We're committed to progressing our gender balance at all levels of our business*



## **This year we have:**

- Launched a new learning management system called Cornerstone. This will improve accessibility for all at a point in time to suit differing working styles.
- Undertook a diagnostic of our TA process to determine improvements to invest in to enhance our processes. A key recommendation is to invest in a new Applicant Tracking System to provide enhanced diversity reporting.
- Continued to encourage a truly agile working culture. This has been particularly helpful for adjusting to working from home as part of the response to the pandemic.
- Run targeted development programmes including one for senior leaders on building trusted relationships.

## **Next year we will:**

- Re-launch our Values of Authentic, Passionate and Bold. These fit well with our inclusive culture where all genders can thrive.
- Refresh our employer value proposition in line with our new brand. This will ensure we promote our values-led culture in a clear way to as wide a pool of diverse talent as possible.
- Present diverse candidate shortlists wherever possible for our senior roles. Our aim is one female or ethnically diverse candidate on each list.
- Look closely at our TA roles in particular to inform our Diversity, Equity & Inclusion plans. So far we have used this to target specific locations for our Trainee Recruiter Hiring Programme.
- Improve the data we collect on gender, ethnicity and social mobility. We will use it to understand our issues and target our actions. This will include investing in our systems and people.
- Calculate and report our ethnicity pay gap in 2021.

# What our people say about progressing gender balance

## Positive Leadership of Gender Balance



*“I champion gender equality with our clients. As an advocate of flexible working, I sometimes need to challenge hiring managers to consider a wider variety of working options to attract candidates. I promote flexibility and trust my own team to manage their diaries and personal commitments autonomously”*

**Jamie, Senior Client Services Manager**



*“Flexibility is important to me personally as it ensures we can attract colleagues from a wide pool of talent. By adopting a “trust first approach”, all team members have accountability for managing their time. Supporting flexible working has helped me to drive engagement and enables me to recruit high performing individuals”*

**Justin, Client Operations Director**



*“I find it inspiring working in an organisation who’s Founder and Chair is female and where we have 63% female representation. Having this representation at all levels ensures different perspectives and ideas are brought to bear, and enhances creativity of thought. It’s 2021 and there is no place for gender, or other, inequality in today’s society”*

**Rachel, Managing Director**

## Flexible Working helps us achieve greater gender balance



*“By working 10am – 3pm each day I balance keeping projects running with my life outside work. I can spend time with my children before and after school, and fit in time for exercise. Leadership have always been supportive with my flexible working. The key is to setting clear boundaries around my working hours, as well as the spirit of ‘give and take”*

**Carmel, Project Manager**



*“I’ve worked flexibly for four years. My non-work day is a Friday and I’ve found it means I come back to work each Monday feeling refreshed, with an greater impetus and higher motivation levels. My leaders have always been supportive. I’m trusted and empowered to deliver within my flexible working pattern”*

**Lynne, Sector Managing Director**



*“By working part-time I can pursue my other interests as Co-founder of both the Irish International Business Network (IIBN) and Blockchain Ten, and dedicate time to my family. Working flexibly offers me a healthier mindset as well as bringing in learnings from the other activities that I’m involved in”*

**Fionuala, Head of Client Engagement Marketing**



Thank you.



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