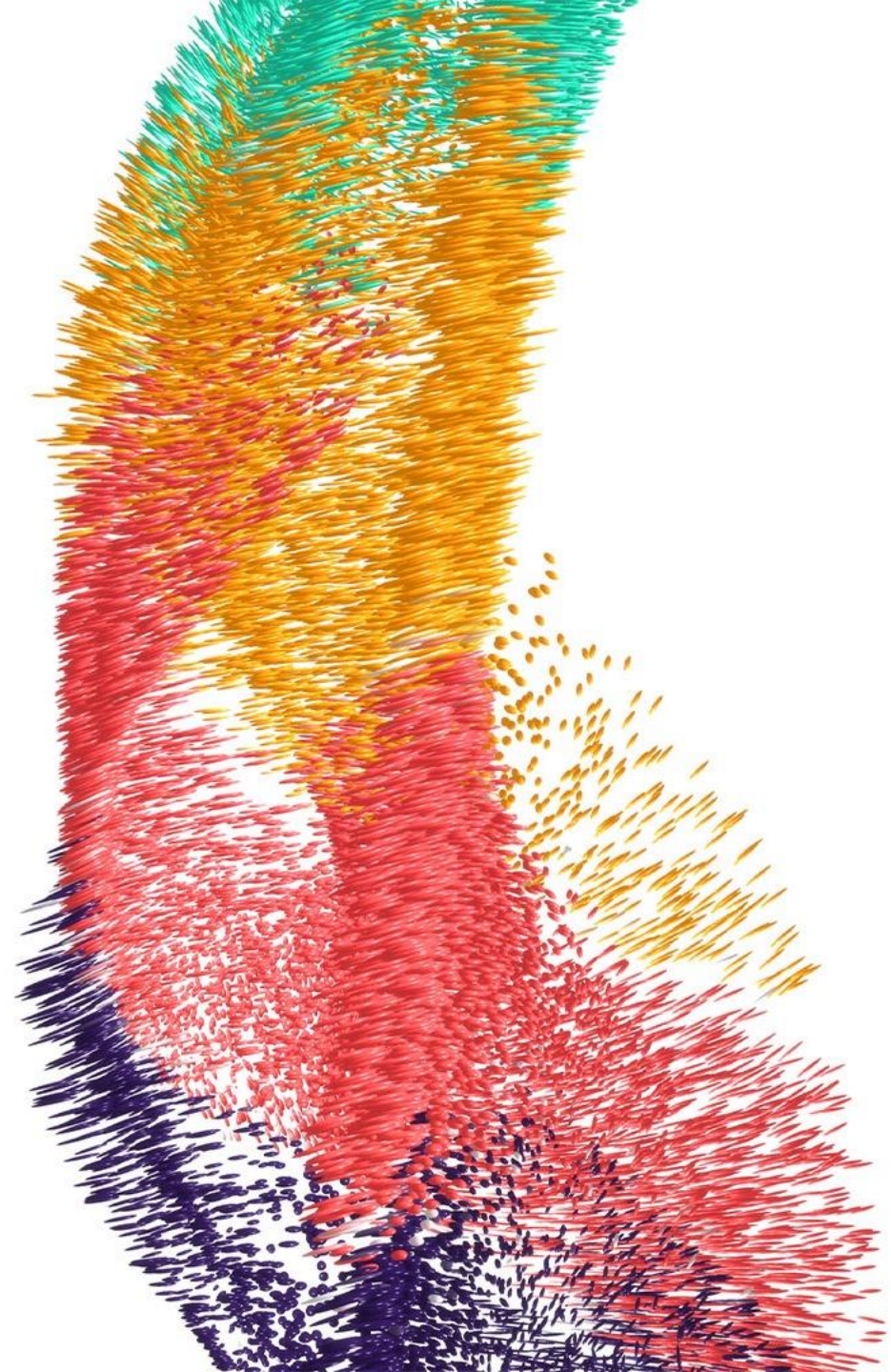


Balance & Pay Report

As of April 2021

A|M|S



Introduction

At AMS, we believe we are stronger together. Encouraging and respecting diverse perspectives, underpinned by a truly inclusive culture, is the cornerstone from which we will excel in our strategic priorities.

Continuing to prioritise equality across our business, and standing firm in our unwavering commitment to fair practices and process, is a priority for me personally and my extended leadership team. Beyond this, we must continue to foster an inclusive and supportive environment where each member of our business can excel knowing they can bring their true self and ideas to the table.

Pay Gap Reporting is an important part of understanding how we are performing against our diversity, equity, and inclusion goals, and contributes towards the identification of priorities. As an employer, we continue to attract and retain female talent, but we are acutely aware there are areas we need to focus on to ensure better balance across the business, and I am committed to ensuring these have my full attention.

I am really pleased to also be able to report on our ethnicity pay gap this year for the first time – even though this, unlike the gender pay gap, has not been mandated by the UK Government to publish. Ethnic diversity and equity has been a high priority item on our DE&I agenda over the past two years, and undertaking this pay gap exercise is an important element to continuing to drive this forward. We know we have room for improvement, but we believe it important to stand accountable so we can make demonstrable change.

Thank you to those employees that have disclosed their ethnicity in our confidential data gathering exercise, this has been instrumental in making this reporting possible and I am pleased to openly share this overview of our headline figures and priority areas.

David Leigh, CEO

A|M|S



Definitions

Gender pay is about measuring gender balance.

It is different to equal pay.

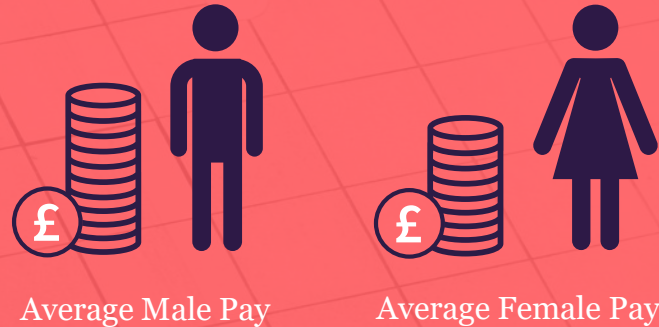
Equal pay is a measure of whether males and females are paid equally for the same work or that of equal value.

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.

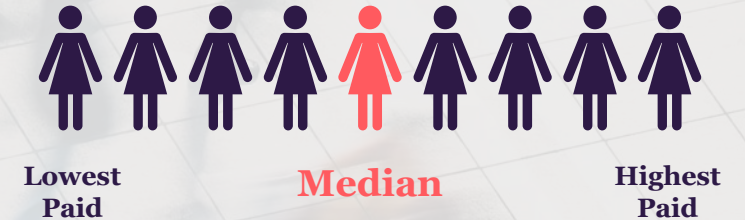
It is calculated by comparing the average paid to men with the average paid to women.



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 gender pay gap data



Our *mean* gender pay gap is

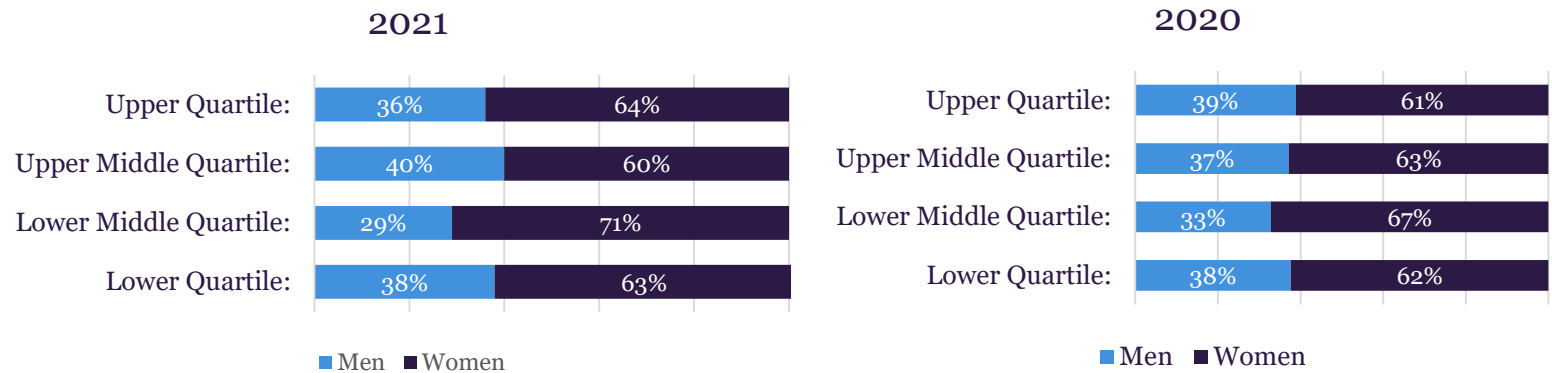


This is considerably lower than the UK gender pay gap of 15.4% (April 2021, ONS)

Our *median* gender pay gap is



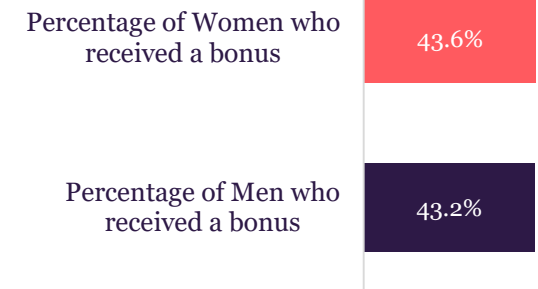
Proportion of males and females in each pay quartile.



Our mean bonus pay gap is **24.4%**

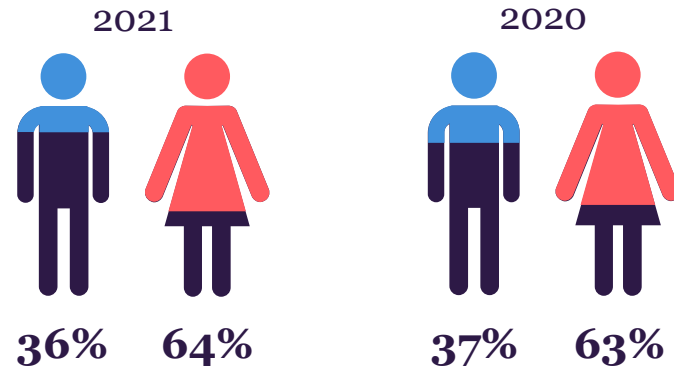
Our median bonus pay gap is **0%**

43.6% of females and **43.2%** of males received a bonus in the year to April 2021.



Why we have a gender pay gap

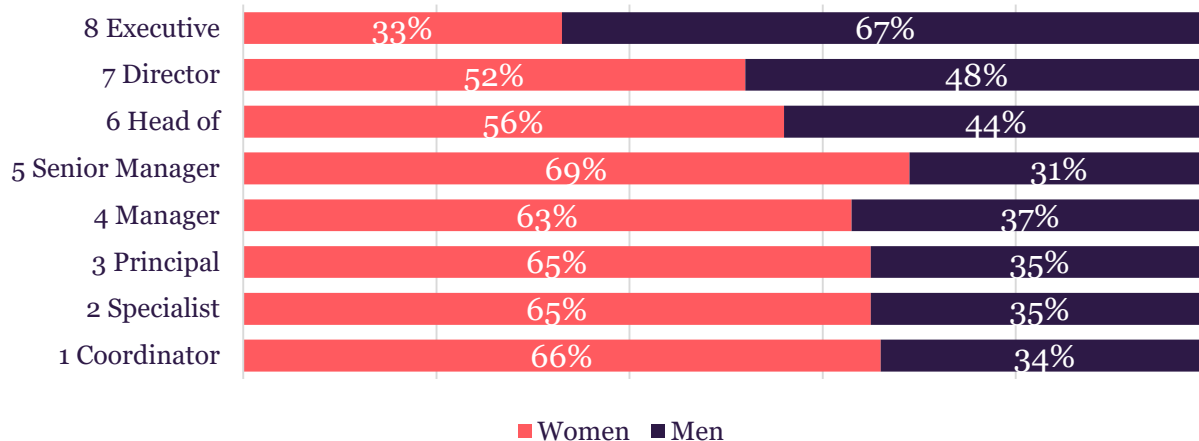
We have significantly increased our population between April 2020 and April 2021 and females continue to make up around two thirds of our employees.



Both our mean and median pay gap figures are similar to last year and we are pleased that women also make up around two thirds of those in our upper pay quartile.

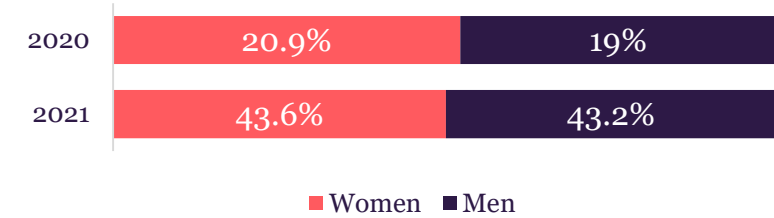
However, women make up less than two thirds of roles at our most senior levels and this is why we have a gender pay gap.

Proportion of women and men at each Band Level

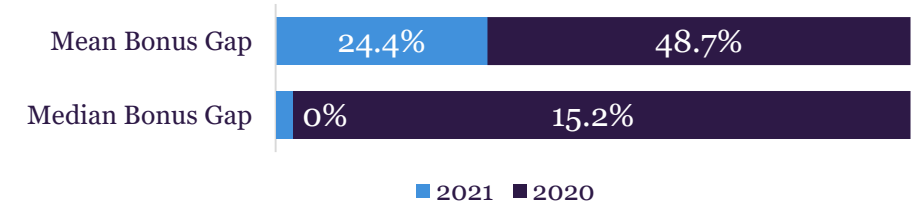


Covid has impacted business performance and we did not pay an annual bonus for the 2020 financial year.

The awards made were largely discretionary and a similar proportion of men and women received these awards.



Our mean and median bonus gap has decreased year on year, but we are mindful that this is based on limited awards due to the absence of an annual bonus.



The 24.4% mean bonus gap is due to a limited number of large commission payments directly related to sales targets. Our UK-based sales team is predominantly male.

The median bonus gap is 0% as a large majority of the discretionary awards were a fixed £80. This was as a gesture of goodwill for the closure of our Bracknell and Belfast offices due to Covid.

Our ethnicity pay gap data

We are pleased to voluntarily report our ethnicity pay gap for the first time this year.



Our **mean** ethnicity pay gap is

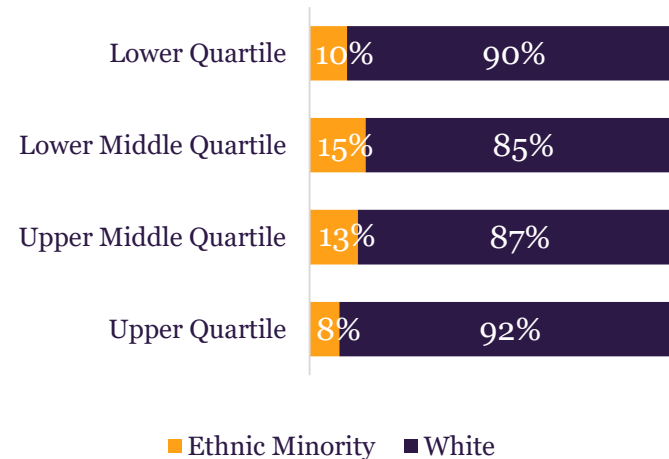


Our **median** ethnicity pay gap is



In line with CIPD Guidelines, this compares pay between white and ethnic minority employees.

71% of our employees disclosed their ethnicity, and 11% of them identified as ethnic minority. This early data indicates that the proportion of Ethnic Minorities may reduce in our upper pay quartile.



We are working hard to improve our disclosure rates so that we can better interrogate and understand our data. This will enable us to draw informed conclusions and tailor our action plans.

We did not pay an annual bonus this year. Our ethnicity bonus gap has therefore been affected by small sample sizes, in a similar way to our gender bonus gap.

37.4% of ethnic minority employees and **45.6%** of white employees received a bonus in the year to April 2021.



Our mean ethnicity bonus pay gap is **40.9%**

Our median ethnicity bonus pay gap is **-70.2+**

The proportion of employees who received a fixed £80 bonus is largely white. This has resulted in slightly different distribution rates, and a median bonus in favour of ethnic minority employees.

The mean bonus gap is largely due to the commission payments amongst the sales team.

Progressing balance

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



This year we have:

- Re-launched our Values of Passionate, Authentic and Bold. These fit well with our inclusive culture where everyone can thrive.
- Presented diverse candidate shortlists wherever possible for our senior roles. Our aim is one female or ethnically diverse candidate on each list.
- Improved the data we collect on gender, ethnicity and social mobility. This includes all new starters.
- Looked closely at our TA roles to help inform our Diversity, Equity & Inclusion plans. So far we have used this to target specific locations for our Trainee Recruiter hiring programme.
- Calculated and reported on our ethnicity pay gap for April 2021.

Next year we will:

- Improve our ethnicity disclosure rates across all demographics through quarterly awareness campaigns. More robust data will enable more meaningful analysis.
- Further explore our data at all key stages of the employee life cycle. This will help us to understand issues and target our actions.
- Launch our refreshed employer value proposition aligned to 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.
- Integrate our renewed behaviours into our policies and processes at key employee touch-points e.g. recruitment interviews and promotions.
- Benchmark our approach to maternity, paternity and parental leave. From this, we will seek opportunities to follow positive market trends.

What our people say



“For the last six years, I worked as a freelance Consultant and always said it would take a special company to entice me back to the world of permanent employment. I was on maternity leave when the opportunity to join AMS came about. The flexibility, autonomy and (importantly) the ambition of the business to make a difference, made the decision to join AMS an easy one.”

Kelly, Global Head of Internal Communications



“Our culture of transparency, honesty and openness is demonstrated by Leadership. I feel listened to, trusted and valued at work. In turn, I adopt a transparent and open approach with my team. I see the AMS value of Authentic in action every day.”

Catherine, Client Operations Director



“AMS are great at hiring and promoting people based on their potential; they do their best to be inclusive in hiring people from unusual, diverse backgrounds and developing them into unexpected career paths. These inclusive practices are bolstered by AMS’s generous culture where requests for support and mentoring are seldom turned down; I had several allies on my journey to promotion.”

Sampurna, Talent Development Manager



“My twin sons were born prematurely, so I took six months extended leave to support my wife with looking after them and our two year old. It meant I could be there for the important moments like hospital appointments, a luxury that I may not normally have had. My manager was really supportive and I didn’t need to worry about my job. I’d definitely encourage others to take increased paternity leave where possible.”

Pratik, Client Services Manager



“I took extended parental leave with my first child. It gave me a greater understanding of what female colleagues go through when they take maternity leave. I appreciated the time to bond with my son and am looking forward to being able to do the same when my second child is born later this year.”

Michael, Global Facilities Senior Manager



“I have worked for AMS in a variety of roles on client accounts, project management, implementation, strategic projects and my current role is heading up a new central PMO for our Exco. I was promoted to Senior Manager this year and at the end of the year I’m taking my first maternity leave. I have been fortunate to work with some incredible people at AMS who have supported me. AMS offers me development, challenge and variety and I love it!”

Vanita, Senior Manager Project Management

Thank you.

Document Control

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