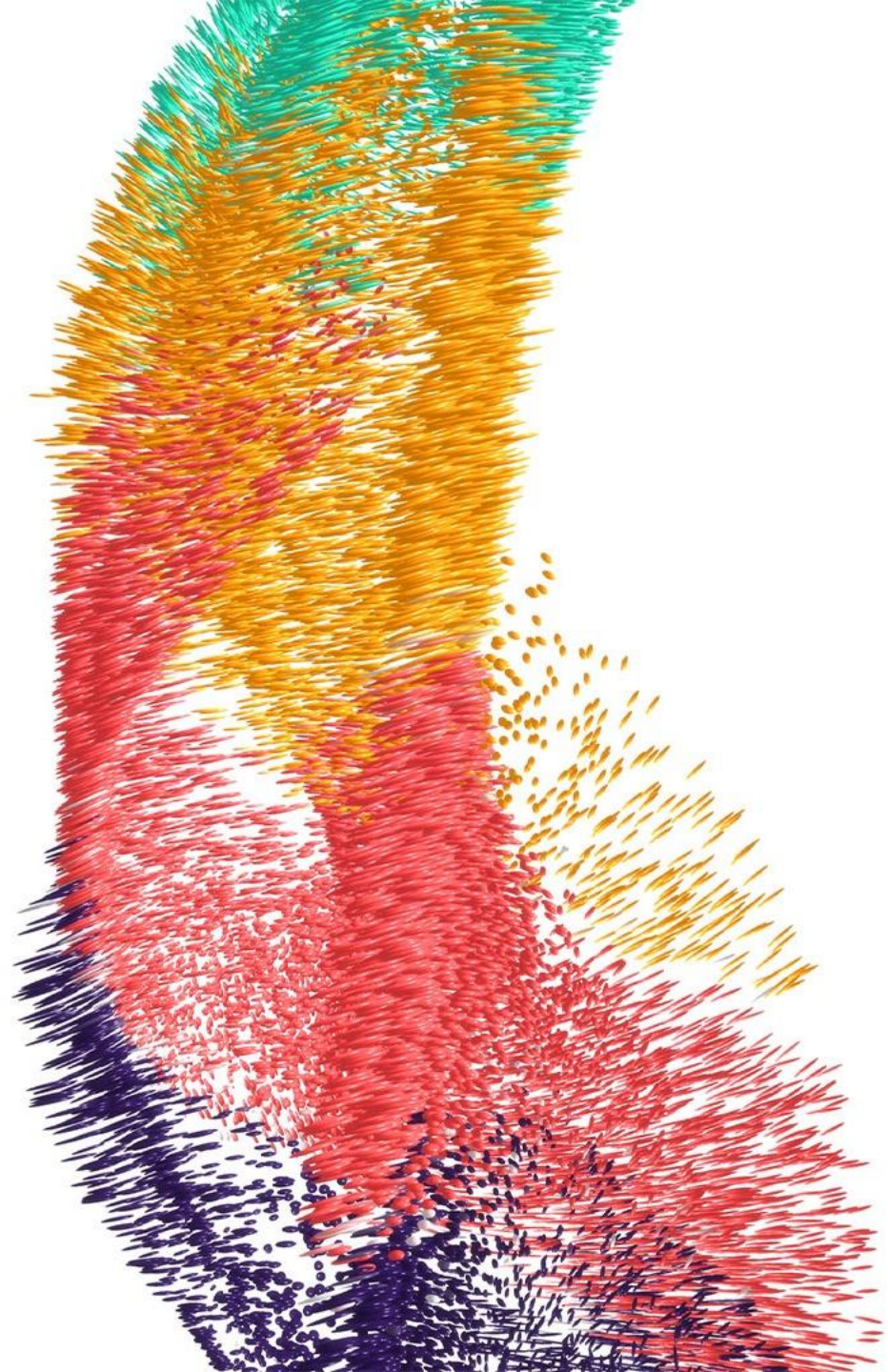


# Balance and Pay Report

*As of April 2022*

**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 processes for our current and future talent is a priority for me personally and my extended leadership team. And 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. *I'm pleased to share that our Gender Pay Gap has reduced since last year's report;* we continue to attract and retain female talent, and it is our continued focus area to increase female representation at our senior levels, both through supporting the progression of female talent within the business, and in our external hiring endeavours.

*Ethnic diversity and equity has been a high priority item on our DEI agenda over the past few years,* and this pay gap exercise is an important element to continuing to drive this forward. We are absolutely committed to increasing ethnicity representation across all of our business, with a particular focus on our senior levels. By initiating a programme of activities targeted specifically at supporting and progressing under-represented talent within our UK business, along with other initiatives, we are already on the right path to further reduce this gap.



# Definitions

*Gender pay is about measuring gender balance.*

**It is different to equal pay.**

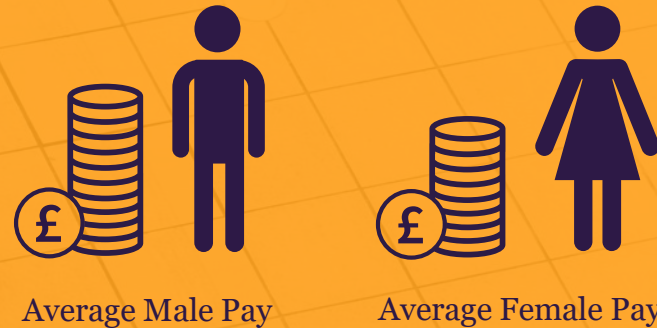
*Equal pay* is a measure of whether males and females are paid equally for the same work or that of equal value.

*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 males and females are, at all levels throughout an organisation.

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

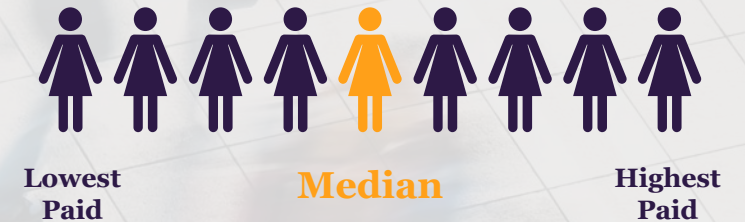
It is calculated by comparing the average paid to males with the average paid to females.



*The median pay gap is the difference between the midpoints (middle value) in the ranges of males and females' pay*

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



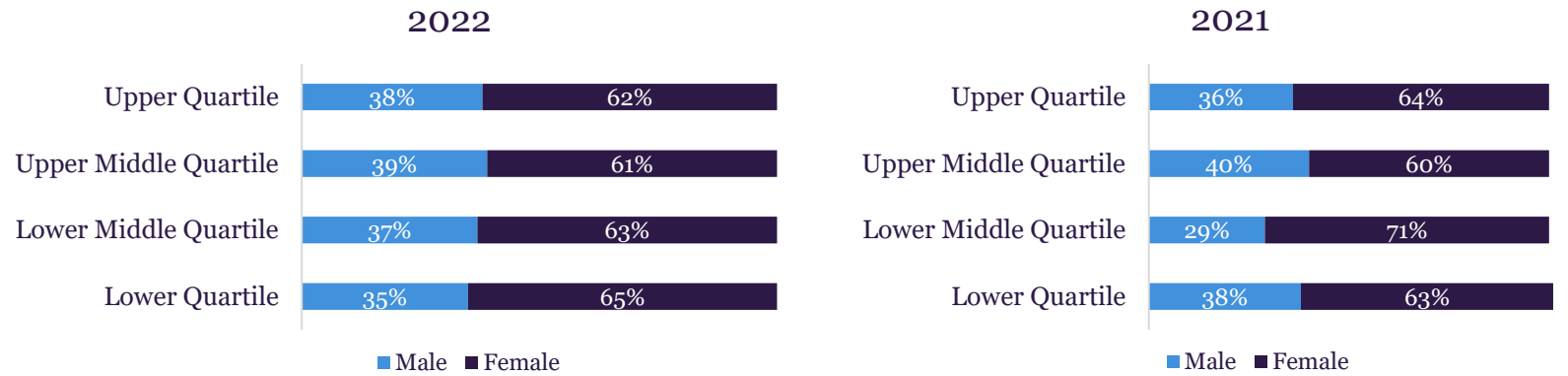
Compared to 8.9 % in 2021 and considerably lower than the UK gender pay gap of 15.4% (April 2021, ONS)

Our **median** gender pay gap is



Significantly reduced from 6.2% in 2021

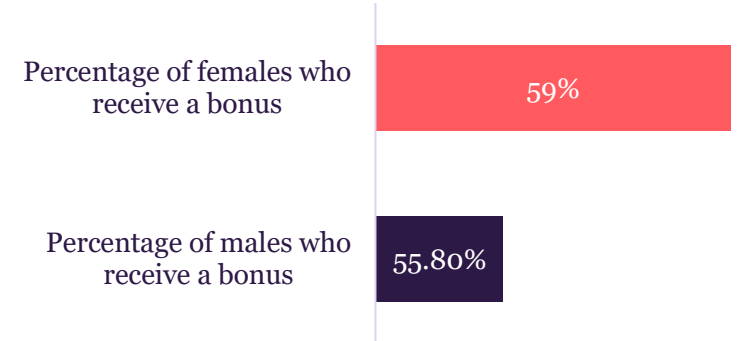
## Proportion of males and females in each pay quartile.



Our mean bonus pay gap is **34.1%**

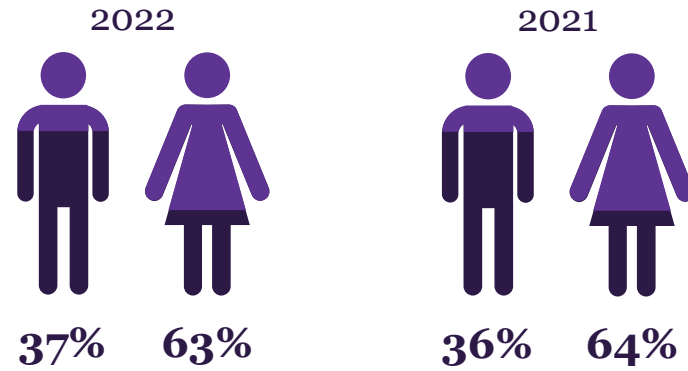
Our median bonus pay gap is **6.9%**

**59%** of females and **55.8%** of males received a bonus in the year to April 2022.



# Why we have a gender pay gap

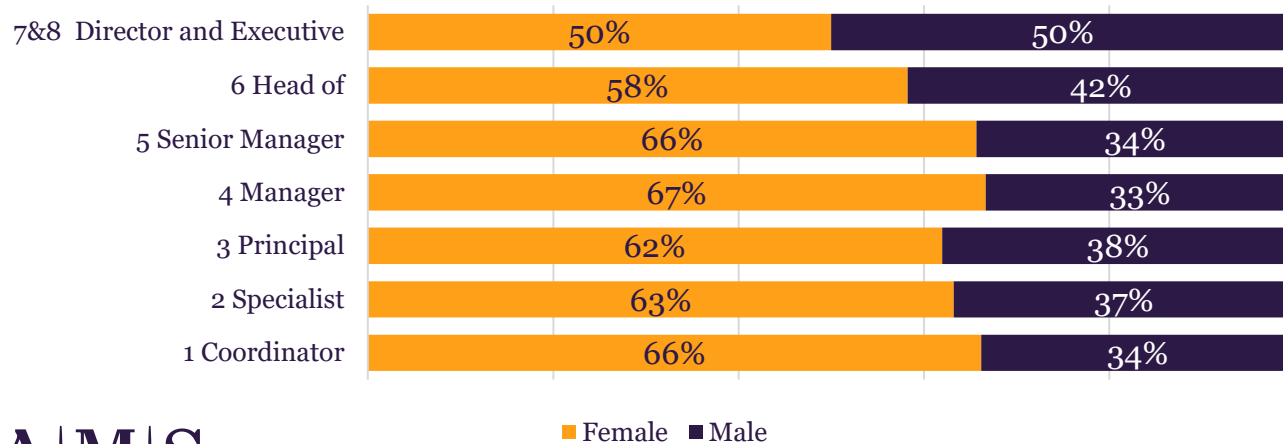
We have significantly increased our population during 2021 and females continue to make up around two thirds of our employees.



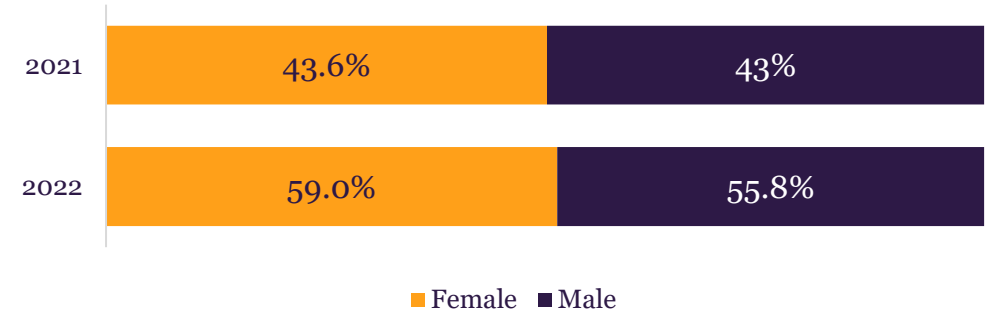
Mean gender pay gap has reduced for the 2nd consecutive year (from 8.9% to 8.8%) and median has reduced significantly (from 6.2% to 3.3%) and the median pay gap is our lowest on record due to increased representation of females at bands 4 and 6.

However, females make up less than two thirds of roles at our most senior levels and this contributes to our gender pay gap.

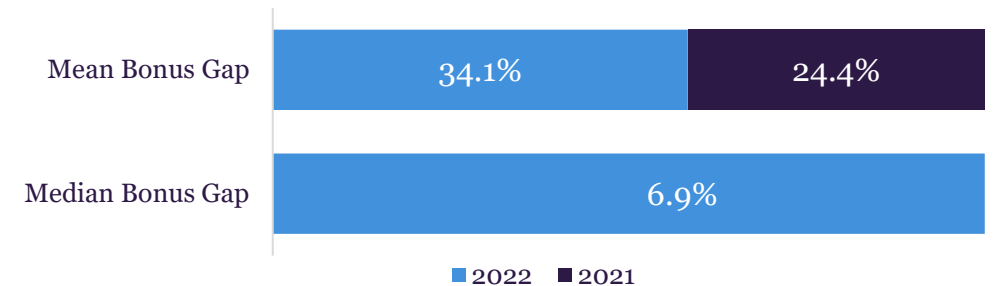
## Proportion of females and males at each band



The percentage of the population receiving bonus pay has increased. This is not as high as from 2017-2019, due to the percentage of new hires who were still in their bonus waiting period this year.



Bonus pay gap has widened year on year. Females remain under-represented at bands 6, 7 and 8 which continues to drive this bonus pay gap.



# Our ethnicity pay gap data



Our **mean** ethnicity pay gap is



Increased slightly from 12.5% last year

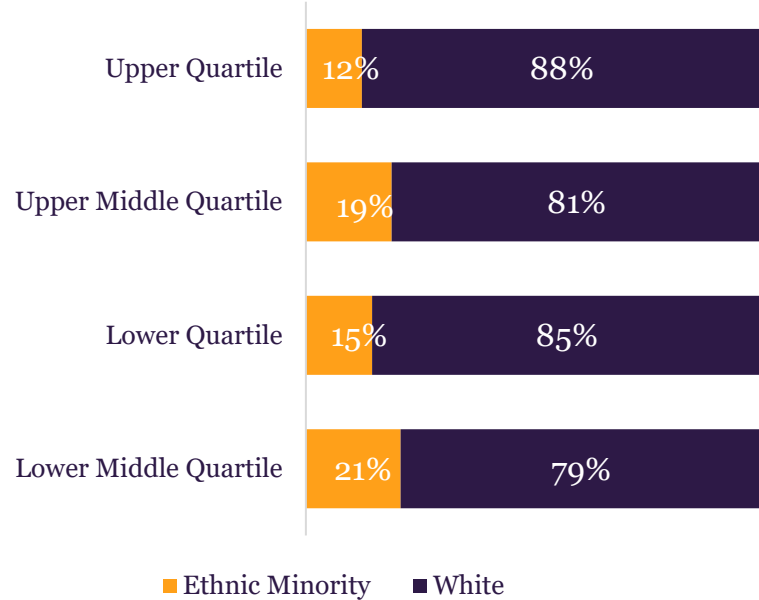
Our **median** ethnicity pay gap is



Reduced from 4.6% last year

In line with CIPD Guidelines, this compares pay between White and Ethnic Minority employees.

There has been an improvement of representation of ethnic minorities at all quartiles, but we know we still have work to do.



77% of our employees disclosed their ethnicity (an 18% improvement year on year), and 13% of them identified as Ethnic Minority (+2% year on year).

The mean ethnicity pay gap has slightly widened (from 12.5% 2021 to 13.2% in 2022) but the median gap has slightly reduced year on year (from 4.6% to 3.6%).

44% of Ethnic Minority employees and 62.6% of White employees received a bonus in the year to April 2022.



Our mean ethnicity bonus pay gap is **63.6%**

Our median ethnicity bonus pay gap is **42.7%**

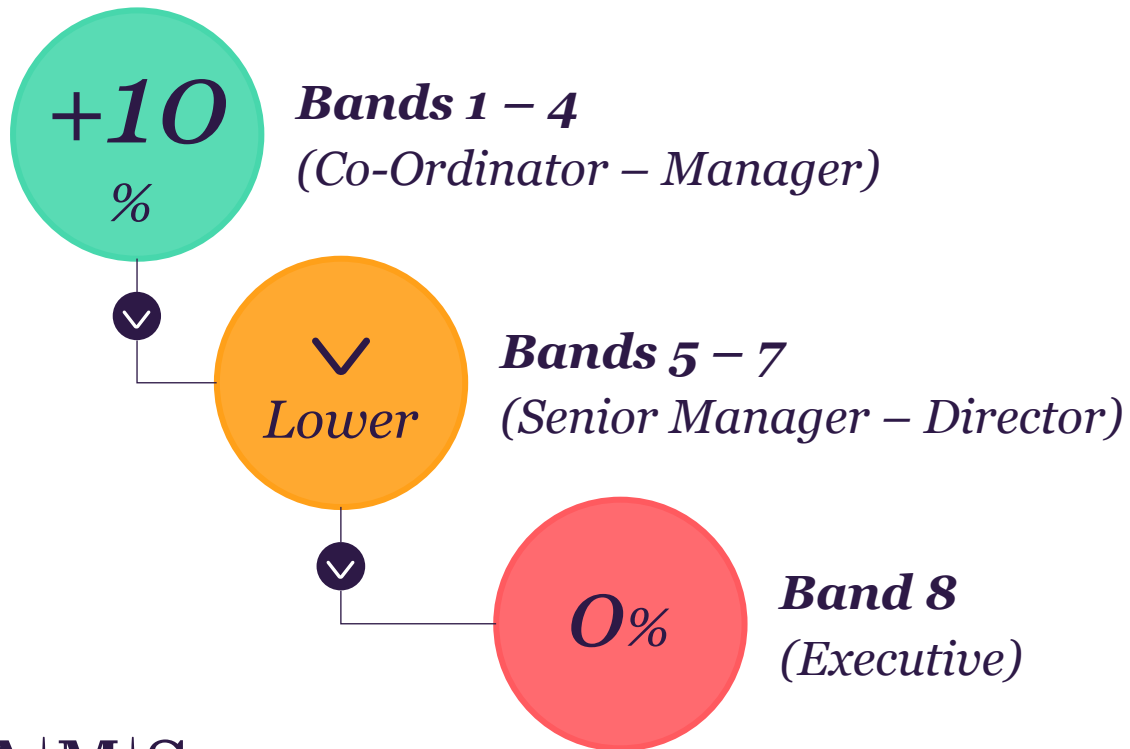
The ethnicity pay and bonus gaps do not begin to form until bands 6 and higher, in direct correlation with the reduced proportion of ethnic minority staff at these levels in the business. At bands 6-8 the proportion of ethnic minority staff is below 3%, compared to almost 15% at bands 1-3.

# Why we have an ethnicity pay gap

The primary reason for our ethnicity pay gap relates to the reduced proportion of the ethnic minority population at higher bands.

The proportion of ethnic minority staff is over 10% at bands 1-4, but continually shrinks below this at bands 5 and above, to 0% at band 8. This affects both the bonus and pay gaps.

*Proportion of ethnic minority staff:*



# Progressing balance

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

## *This year we have:*

- ✓ Improved our ethnicity disclosure rates for ethnicity from 71% to 81% through quarterly awareness campaigns. More robust data will enable more meaningful analysis
- ✓ Increased the completion rates of our newly implemented core DEI training course (Unconscious Bias and Conscious Inclusion) from 19% to 56%, supporting our focus on developing our inclusive culture
- ✓ Expanded the intake of our Trainee Recruiter programme, a key route for hiring future under-represented talent – over 12 months, 16% ethnic minorities and 59% females were hired
- ✓ Further explored our data at all key stages of the employee life cycle. By seeing trends emerging we can identify blockers in our talent pipeline funnel and take action, this is helping to ensure wider representation on development programmes
- ✓ Launched our refreshed Employer Value Proposition aligned to our new brand, ensuring that we promote our values-led culture in a clear way to as wide a pool of diverse talent as possible
- ✓ Integrated our renewed behaviours into our policies and processes at key employee touch-points, this has helped us to further analyse the mid year and end of year ratings and how they link to gender and ethnicity

---

## *Next year we will:*

- ⊕ Continue to focus on the progression of female talent from Band 5 in to Band 6 roles
- ⊕ Ongoing monitoring of senior level hiring to ensure we achieve the right balance of female hires
- ⊕ Ongoing benchmarking of our family policies with recommendations to improve provision
- ⊕ Plan to increase the number of ethnically diverse colleagues at Bands 6 and above – considering hiring and promotion
- ⊕ Launch new development programme “Step Ahead” to support our under-represented talent, as well as introducing a sponsorship programme for our Senior Leaders to advocate on behalf of our ethnic minority and female colleagues
- ⊕ Continue to focus on maintaining and increasing higher levels of disclosure rates for ethnicity data from employees



# What our people say

*“I have been with AMS 14 years and reduced my hours to part time about 7 years ago. I have also been fortunate enough to take 2 extended leaves of absences with the most recent being this summer to support childcare. I am always truly grateful for the flexibility I have with AMS and the support that comes with it”*

**Sheree Dochniak, Senior Performance Manager**

*“Over the past 11 years AMS has encouraged and nurtured my professional development from Recruiter to my current role as Client Director. I put much of this progress down to the culture of AMS which has empowered me to be my truest self at work, embraces my differences and values my efforts. It is this very culture that drew me to AMS in the first place, a culture which as a leader of AMS I am now privileged to share with teams”*

**Roberto Magliocco, Client Director**

*“I have worked for AMS for 8 years and have had the pleasure of experiencing a varied career across Advisory. I had my first child at the beginning of 2021, starting my maternity leave early enabled me to take the time for myself to mentally and physically prepare for my next chapter. I felt supported prior to, during and post my return from maternity leave. I returned to work with a promotion. I chose to come back to work part-time and my choice could not have better received. At no point have I felt that part-time has impaired my work or held me back from achieving more career goals and aspirations”*

**Nicola Thomas, PMO Manager**

*I originally worked for AMS between 2001 and 2008 and I re-joined the business following a period of time to focus on family and caring responsibilities. Initially working full time, I had the flexibility to work at home a couple of days per week to support with my continued caring responsibilities. Last year I took the decision that I needed to reduce my working days to 4 days per week, whilst still maintaining my role as a leader of a global insights function. AMS have been supportive, and I have successfully managed this transition with the support of my management team and my Senior Leaders*

**Kim Bryan, Global Head of Insights**

*Two years ago I was TUPE'd over to AMS. From the day I found out that I would be transferring I was made to feel so welcome. The communication during the transfer process was absolutely faultless – there was regular meetings and I was kept informed and I was excited to make the move. I have now worked for AMS for 2 years and feel that I am a person in my own right and not just a person that looks after the account and here to just work. I have a development plan in place for my future career aspirations and on a personal note the company looked after me when my mother fell ill and sadly passed away*

**Anisah Allen, Recruiter**

# Thank you.

***Document Control***

*Copyright Statement*

*Copyright © 2022 Alexander Mann Solutions Limited  
hereafter referred to as AMS. All rights reserved.*

*This is a copyright document and AMS reserve all  
rights to both the form and content of this document.*

**A|M|S**

