

A|M|S

UK Pay Gap Report

As of April 2025





Introduction

At AMS, we believe our success is built on the power of diverse perspectives, supported by a genuinely inclusive culture. Creating an environment where people feel respected, valued, and able to perform at their best is central to how we operate and how we deliver value for our clients.

As CEO, I am pleased to introduce our 2025 UK Pay Gap Report. This report builds on our established gender and ethnicity pay gap reporting, continues our Social Mobility Pay Gap analysis, and further strengthens our focus on disability pay outcomes. Together, it reflects both our progress and our ongoing commitment to our employees.

Diversity, Equity, Inclusion, and Belonging (DEIB) remain core to our strategy, not only because they align with our values, but because they drive better business outcomes. While there is still no legal requirement in the UK to report on pay gaps related to ethnicity, disability, or social class, we are proud to remain at the forefront of organisations choosing to report openly and responsibly.

This year's data shows a reduction in our mean pay gaps across gender, ethnicity, and disability, demonstrating the impact of sustained focus and action. We recognise there is more to do, and we remain committed to using these insights to inform meaningful change.

I would like to thank our colleagues for continuing to share their information in confidence. Their trust enables us to report with accuracy and integrity. I confirm that the pay gap information published in this report is a true and accurate representation of our UK&I employee community as at the snapshot date of 5 April 2025.

Gordon Stuart

CEO

Definitions

Gender pay is about measuring gender balance throughout an organisation.

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 balanced the representation of men and women is throughout an organisation.

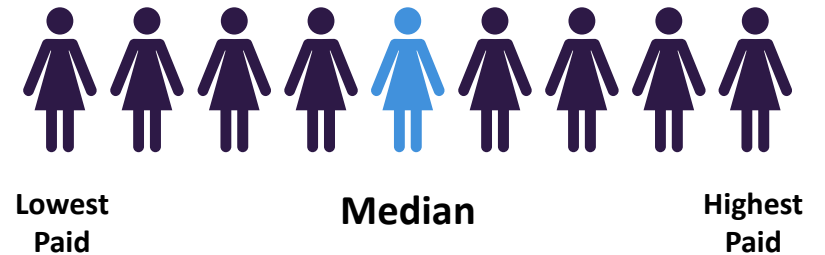
The mean pay gap is the difference between the average of men's and women's pay.



The median pay gap is the difference between the midpoints in the ranges of men's and women's 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

Our **mean** gender pay gap is



Our **median** gender pay gap is

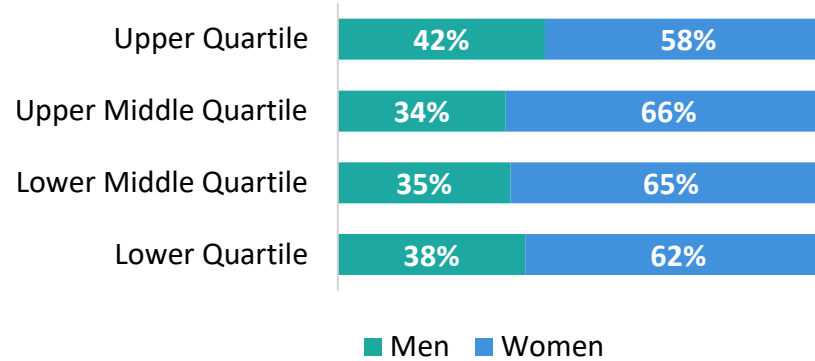


This is considerably lower than the UK gender pay gap of 12.8% (November 2025, ONS)

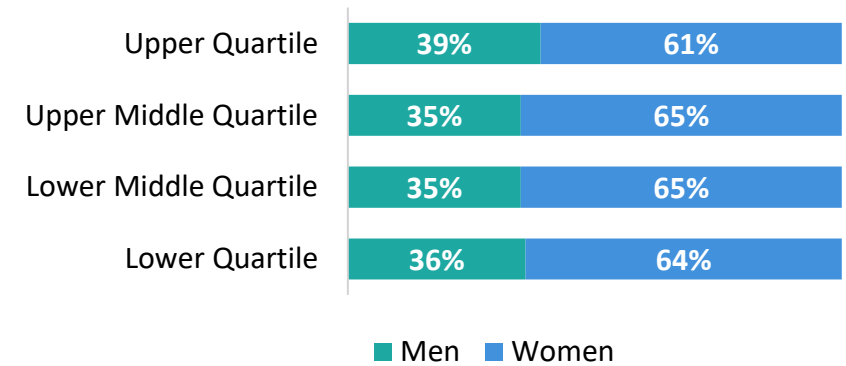
Distribution across Quartiles

Quartiles help us to look at the distribution of our colleagues (by gender) across four comparative groups. As we had approximately 1,661 employees in 2025, each of our quartiles are made up of around 415 people, ranked by hourly pay. Generally, the lower quartile spans Career Levels 1 and 2, the lower middle spans levels 2 to 3, the upper middle spans levels 3 to 4, and upper quartile contains levels 5 and above

2025



2024

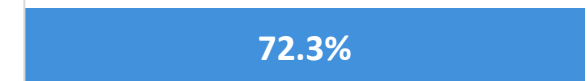


Our **mean bonus pay gap** is **38.5%**

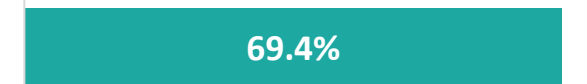
Our **median bonus pay gap** is **14.1%**

72.3% of females and **69.4%** of males received a bonus in the year to April 2024.

Percentage of Women who received a bonus



Percentage of Men who received a bonus

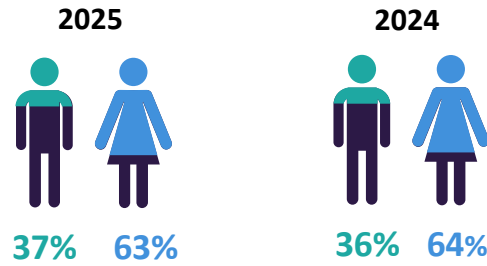


Why We Have a Gender Pay Gap

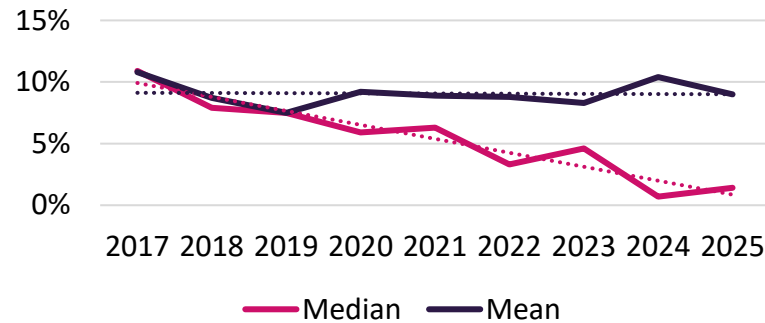
Our mean gender pay gap has decreased to 9.01% (from 10.4%). The pay gap has remained stable for the last few years.

The median has increased from **0.7% to 1.41%**, but it is still lower than in previous years.

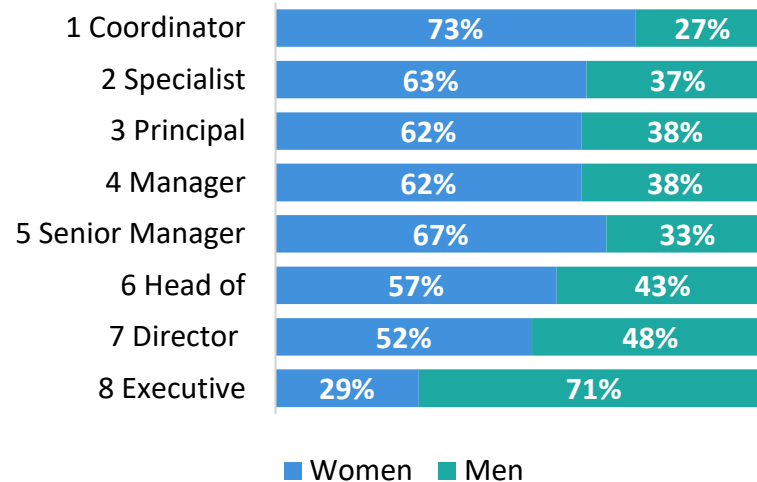
Our UK population has reduced overall since 2023, but our gender balance has been maintained. Whilst women continue to make up about two thirds of our total workforce, they make up less than half of roles at our most senior levels **of our Upper Quartile** (our highest paying roles) and this drives our gender pay gap.



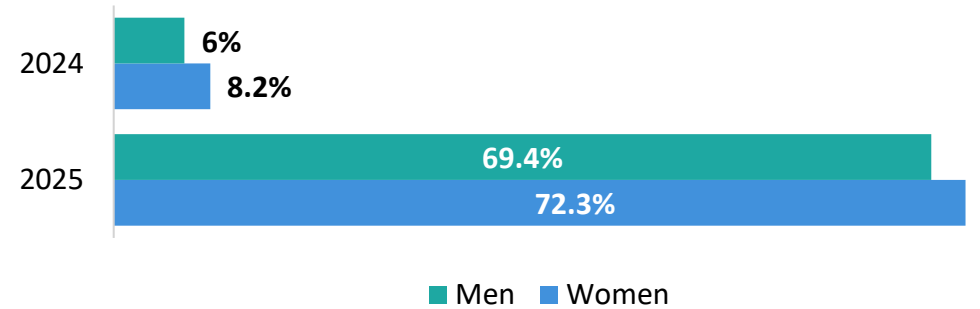
Mean and median gender pay gaps over time (2017-2025)



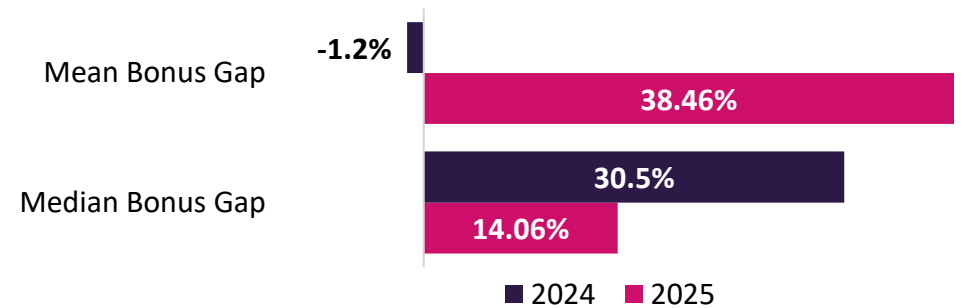
Proportion of women and men at each Career Level



The percentage of the population receiving bonus pay has increased significantly, owing to our company bonus paying out. A smaller population received other bonus awards such as sales incentive payments and referral bonuses.



Our mean bonus gap has increased since 2024 and the average bonus pay this year is in favour of men. It reflects the fact that the proportion of men increases significantly at a more senior level, who receive higher bonuses. However, we did not pay bonuses in the previous year so the bonuses between 2024 and 2025 are not comparable.



This year we paid bonuses to a much larger proportion of the population, compared to the population in 2024.

Our Ethnicity Pay Gap

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.

On the snapshot date of 5th April 2025:

87%

of our employees disclosed their ethnicity
(a 7% decrease compared to 2024)

17%

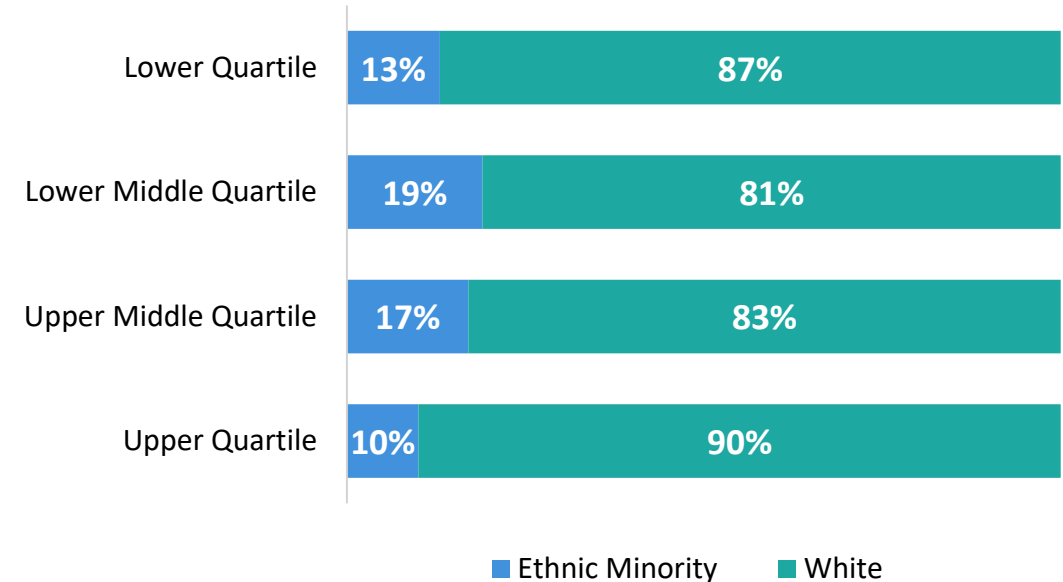
of them identified as being of minoritised Ethnicities
(+1% year on year).



Our **mean** ethnicity pay gap has **decreased** (from 14.6% to 11%) and **median** pay gap has **decreased** year on year (from 11% to 5.9%).

When we look at our UK&I employees across the four quartiles, we can identify that we have the **most ethnic diversity** in our lower and upper middle quartiles (spanning career levels 2 to 4), and the **least in our upper quartile** (levels 5 and above).

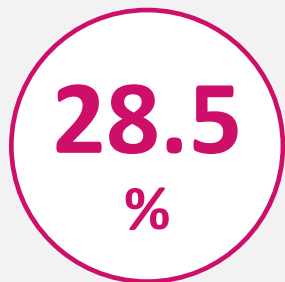
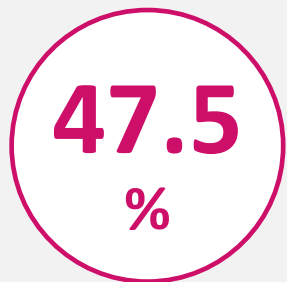
The ethnicity pay gap continues to be driven by the reduced representation of people of minoritised ethnicities at higher levels within the organisation.



Our Ethnicity Pay Gap

Our **mean** ethnicity bonus pay gap is

Our **median** ethnicity bonus pay gap is



71%

of employees of minoritised ethnicities and

The ethnicity pay and bonus gaps do not begin to form until Career Levels 6 and higher, in direct correlation with the reduced proportion of staff of minoritised ethnicities at these levels in the business. At career level 6 and 7-8, the proportion of staff of minoritised ethnicities is 7% and 0% respectively, compared to almost 23% at Career Levels 1-3.

Percentage of ethnic minorities who received a bonus



Percentage of white employees who received a bonus

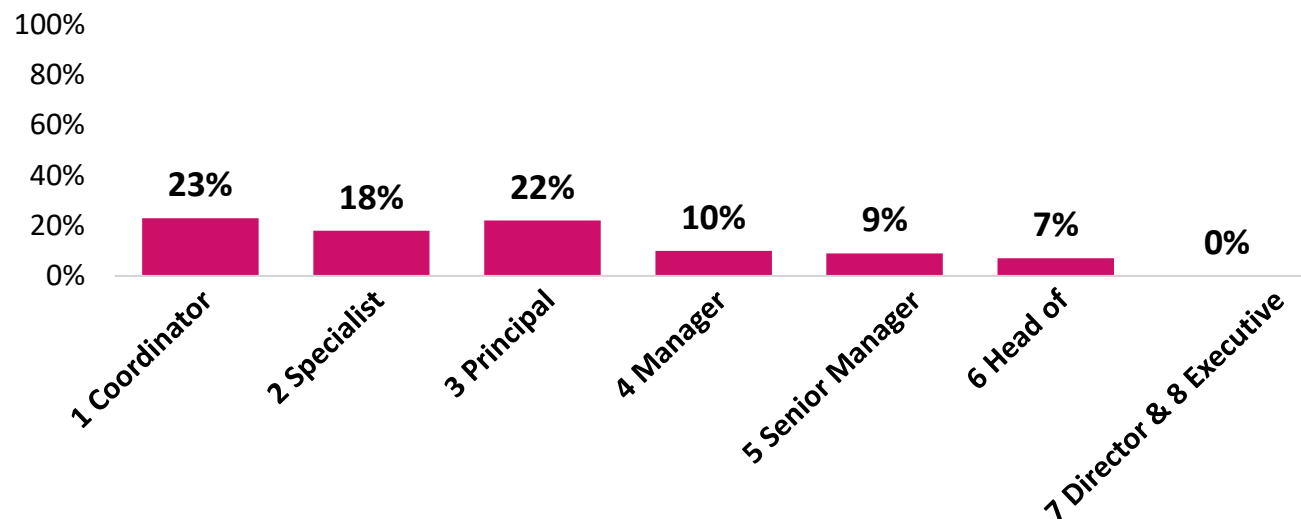


The primary reason for our Ethnicity Pay Gap relates to the reduced proportion of the ethnic minority population at higher Career Levels. The proportion of staff of minoritised ethnicities is 9% or higher at Career levels 1-5, but continually shrinks below this at levels 6 and above, to 0% at Career Level 8. This contributes to both the bonus and pay gaps.

Representation of people of minoritised ethnicities throughout the business has **continued to improve** – around 1% higher representation at all levels compared to 2024.

In line with a reduction in employees in our UK business in the last 12 months, we have seen a reduction in the **representation of minoritised ethnicity colleagues in all quartiles**. We are continuing to drive further applications from minoritised ethnicities when hiring externally as well as further investing in our development programmes to support minoritised ethnicities.

Proportion of Employees of Minoritised Ethnicities within each Career Level



Our Social Mobility Pay Gap

What do we mean by ‘Social Mobility’?

Social mobility is the link between a person’s occupation or income, and the occupation or income of their parents. Social mobility is measured by comparing employee salary against their socioeconomic background, based on responses to one key question:

“What was the occupation of your main household earner when you were aged about 14?”

Depending on the answer, employees are classified as belonging to either Lower, Middle, or Higher-Income background as shown in the table below:

Social Group	Occupation of main household earner at age 14
Lower Income	Long-term unemployed (claimed Jobseeker’s Allowance or unemployment benefit for more than a year).
	Manual & Service Work
	Technical and Craft Occupations
Middle Income	Clerical/Intermediate Occupations
	Small Business Owner Employing <25 People
Higher Income	Modern & Traditional Professional Occupations
	Senior, Middle or Junior Managers or Administrators

What is the social mobility pay gap?

80% of employees provided a response that allowed us to classify their background into one of these groups (an increase from 78% last year). Shown below are the mean/median hourly rates of these groups and the pay gap when comparing mean/median pay for those from a Lower Income Background against those from Middle/Higher Income Backgrounds. As shown below, mean pay for those from a lower income background is 1% higher than mean pay for the middle-income group, and over 11% lower than the higher income group*.

Income Group of main Household Earner at Age 14	Mean Hourly Rate	Mean Pay Gap	Median Hourly Rate	Median Pay Gap
Lower Income Background	£26.92	-	£23.66	-
Middle Income Background	£26.78	+1%	£22.51	+-5%
Higher Income Background	£30.15	-11%	£26.04	-14%

The mean pay gap has increased in the last 12 months, when comparing lower income to higher income, from 9% to 11%.

Our Disability Pay Gap Report

This is the second year of reporting our disability pay gap.

Our **mean** disability pay gap is



Our **median** disability pay gap is



81%
of colleagues disclosed their disability information

16%
disclosed that they have a disability

- The mean pay gap has reduced from 11.2% to **7.9%** and the median pay gap has reduced from 7.8% to **3.5%**
- We have seen an increase in the representation of disabled colleagues (to 16%), but this is still lower than the 24% of working age adults with a disability (ref. latest ONS data). We will continue to encourage colleagues to disclose if they are disabled as well as seeking to hire more disabled colleagues
- There is almost no pay gap at our CL1-4 levels
- The pay gap has reduced at a Senior Level, at CL7, which has helped to reduced the overall pay gap
- Whilst it is encouraging to see the reductions in both the mean and median pay gaps, we will continue to report in future years to provide us with more robust trend data



Activity to address our Pay Gaps

We're committed to progressing women, people of minoritised ethnicities, disabled and those from lower socio-economic backgrounds at all levels of our business



This year we have:

- Prioritised our **Ethnicity Action Plan 2024-26**, to increase representation at a senior level, in particular (18% at end of 2025)
- Ran another **EmBue cohort** – development programme for our minoritised ethnicities colleagues at CL3&4
- Supported our **employee resource groups** to continue serving as critical partners in developing new policies, processes, and evolving our inclusive culture
- Prioritised **the promotion and recruitment of women** into our CL 6&7 levels
- **Strengthened our partnerships** with Valuable 500, Change the Race Ratio, Social Mobility Foundation, and D&I Alliance to ensure we adopt the latest thinking on gender, disability, social mobility, and ethnicity
- Continued to benchmark our approach to **flexible working and lifestyle policies**, to support our continued business growth



Next year we will:

- Deliver the commitment to increase our representation at our CL6&7 levels to 20% as outlined in our **Ethnicity Action Plan**
- Run another **EmBue cohort** – to increase the talent pipeline of our minoritised ethnicities colleagues at CL3&4
- Ensure our **employee resource groups** continue to support our under-represented colleagues and build inclusion and belonging across our business
- Fair and inclusive **promotion and recruitment of underrepresented talent** into our CL 6&7 levels
- Continue to benchmark our approach to **flexible working and lifestyle policies**, to support our continued business growth
- Continue to lead with **Social Mobility** across our business, particularly in conjunction with our Skills Creation team
- Collaborate more closely with partners including Fertility Matters at Work to uncover and address any hidden barriers which may be impacting our pay gaps

Hear from our colleagues...

“I grew up in a single parent family, feeling depended upon as the oldest of three boys, with a short period of being unhoused. As the first one to go to university and then break into the corporate world, I know all too well the challenges of building a career without access to the right contacts, mentors or role models – and the imposter syndrome that often comes with increasing seniority. I feel lucky in my role at AMS to help close the Social Mobility gap – breaking down barriers and building confidence so that talent from all backgrounds can succeed.”

Michael Caley-Cook
Senior Manager, DEIB COE

“Over the past year I was promoted to an Insights & Intelligence Partner, which was a shift toward greater ownership and deeper stakeholder engagement. AMS supported this growth through the I&I transformation, strong day-to-day support from my manager and team, and participation in the EmBue programme, which was particularly valuable in shaping how I think about long-term career development. I also benefited from the unique opportunity to work with both a mentor and a sponsor, whose shared experiences and perspectives helped me navigate challenges more confidently during my role transition.”

Andrew Ho
Insights & Intelligence Partner

“This year I found out I have a rare hearing loss, AMS has been fantastic in supporting me navigate work and provided the tools I need to carry out my role. I was also promoted into a new role, allowing me to support and champion other women in progressing in their chosen career. I’m now also the Co Lead of the Health and Wellbeing ERG, this is particularly close to my heart as I navigate my menopausal journey”

Kim Black
Senior Manager, Insights & Intelligence

“In 2025, I broadened reach with beyond my team more so than ever. I have partnered with colleagues across AMS to pitch and present an idea for AMS Innovate to Exco. Moved pilots into delivery by driving continuous improvement in CWS private sector that earned a Champion Technology Award nomination. Drawing on my ADHD diagnosis and my new Neurodiversity Co-Lead position, I have supported neurodivergent employees as well as their managers through practical guides and coaching, and advice. I have also spent time assisting in US and UK CWS implementation and UAT testing to ensure gaps in process are addressed by drawing on my experience.”

Laura Horner
Sourcing Manager

Appendix

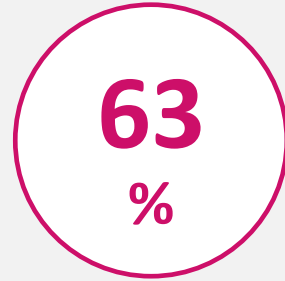
Overview of Global
Executive and Board
level Gender and Ethnic
Minority Representation



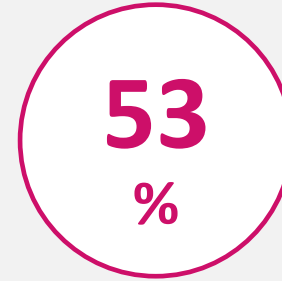
Appendix

Overview of Global Executive and Board level Gender and Ethnic Minority Representation

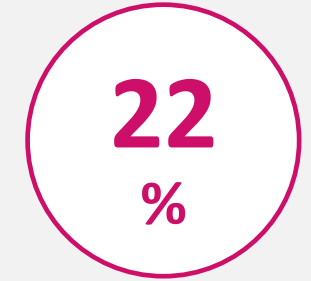
Female Representation across the organisation



Female Representation in our top executive positions*



Female Representation on our Board of Directors



**Does not include members of our Board of Directors*

- This is data on our global workforce
- We do not currently collect ethnicity data across our global community, due to local legislation and limitations, therefore the data reported here only reflects those colleagues who have been both able to, and have chosen to, disclose this data confidentially via Workday.
- We continue to work to improve our diversity data capturing processes.
- You can find out more about our Board of Directors [here](#), and our Executive Leadership team [here](#).

16%

Representation of **minoritised ethnicity colleagues in our organisation**

14%

Representation of **minoritised ethnicity colleagues on our Board of Directors**

A|M|S

Thank you.

Document Control

Copyright Statement

Copyright © 2026 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.

