

Gender Balance & Pay Report

As of April 2019



Here at Alexander Mann Solutions, we passionately believe in creating an inclusive, supportive working environment for our 4,500 colleagues across the globe. We are proud to pioneer new, progressive ways of operating so that non-traditional working patterns are not a barrier to professional success, 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 D&I, and gender equality is at the heart of that. We work hard to remove the barriers that female professionals have historically faced as they climb the career ladder - and we see our talent thrive as a result.

Through ensuring that our people are always supported back into work following an extended break, we are able to galvanise and protect talent pipelines. Thanks to the dexterity and dynamism of our business leaders, supported by our HR, internal mobility, reward and talent development teams, this flexible approach has been adopted throughout Alexander Mann Solutions, allowing everyone - including those working right up to director level - to excel in their careers working part-time, flexible hours and remotely.

As a global leader in talent acquisition and management, we have a responsibility to lead by example when it comes to promoting a culture of inclusivity - and I am delighted to share that, once again, we are able to report improvements in gender balance within our business. We have achieved this through building on previous successes, pushing boundaries through innovating new working models (including international job sharing) and unlocking potential through training and development.

This report provides an overview of our headline data as well as context surrounding the figures. While there is no question that we still have further to go until we achieve true pay parity at every level, I am pleased to report that the gap continues to narrow, thanks to the commitment and ingenuity of our talented people.

David Leigh

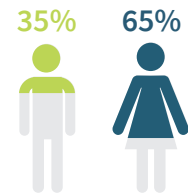
CEO, Alexander Mann Solutions



Equal pay vs gender pay

Equal pay is a measure of whether males and females are paid equally for the same work or that of equal value. Alexander Mann Solutions adheres to equal pay policies and our data confirms that we do not have an equal pay gap. The legal definition of gender pay is distinct from equal pay as it is not about measuring parity of pay for roles of the same level. Instead it compares the average pay by gender for all roles collectively regardless of level or type. Despite its name, the gender pay gap is more a measure of gender balance than remuneration. Its aim is to raise awareness of representation at all levels and encourage employers to take the necessary steps to ensure genuine gender parity across every level of the organisation.

UK population at
Alexander Mann
Solutions



What the data tells us

Mean gender pay

is the difference in average hourly rates of pay that males and females receive. This is calculated by taking all the hourly rates of pay and dividing it by the total number of employees in scope.

Median gender pay

is the difference in the mid-points of the ranges of males and females by ordering individual rates of pay from the lowest to highest and comparing the middle value.

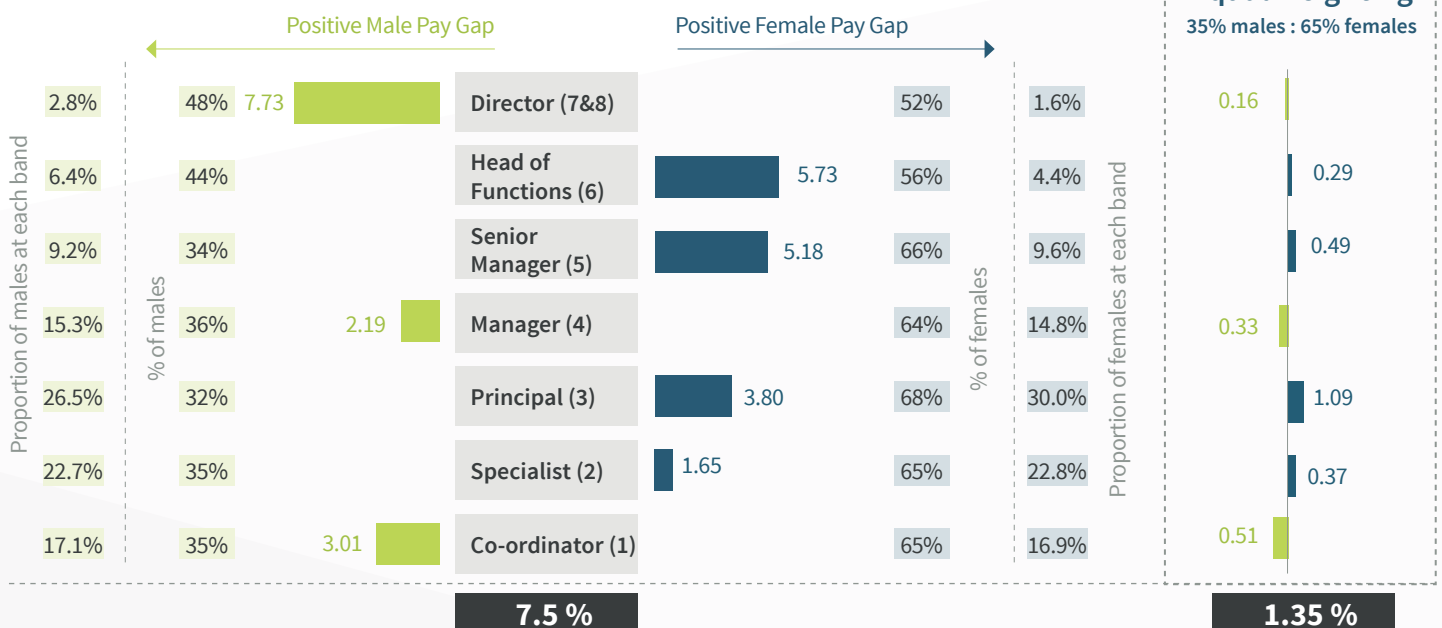
Mean



Median



Gender pay gap by band



2018 versus 2019: Why do we have a gap?

According to our data, the gap in mean and median gender pay dropped 1.2% and 0.4% respectively between the 2018 and 2019 reports. These figures remain significantly lower than the national average which, at the time these figures were collated, stood at 17.1% (mean) and 17.9% (median).

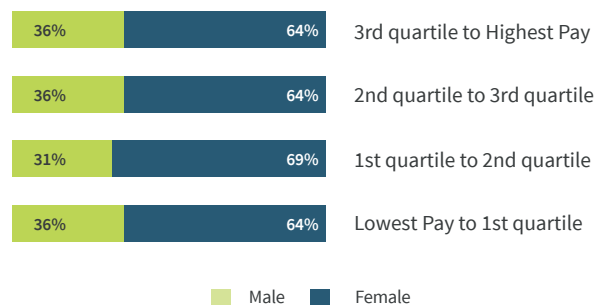
While in previous years the gap has been attributed to the fact that we have had proportionally fewer females in senior roles than males, gender representation across each pay band is becoming more balanced year-on-year as barriers to progression are removed and opportunities for agile working increase.

Our mean bonus gap has narrowed by 6.5% since last year's gender balance report. It is also worth noting that at 'senior manager' level, the gender bonus gap is now 9.2% in favour of women.

This can, in part, be attributed to ongoing changes to our incentive schemes; we anticipate potential movement in the bonus gap when the impact of these scheme changes between 2018 and 2019 are fully realised.

Proportion of men and women in quartile pay bands

The table opposite shows the distribution of gender across four equal quartiles of pay from the lowest 25% of earners to the highest 25%. Our data shows that the distribution of men and women across the pay quartiles closely reflects the total population distribution of 35% men and 65% women. Since 2018, there has been a marginal increase in the proportion of women in the top pay quartile (+2%) and fewer females in the lower middle quartile (-5%).



Mean gender bonus gap

The difference in average bonus pay that males and females receive

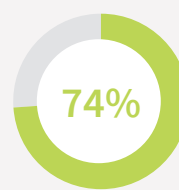
10.8%
↓ Vs 2018
17.3% (-6.5%)

Proportion of men and women receiving bonus pay in preceding 12 months

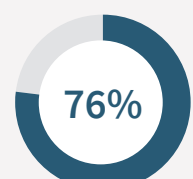
Median gender bonus gap

The difference in the mid-points of the ranges of bonus pay received by men and women

9.1%
↑ Vs 2018
7.6% (+1.5%)

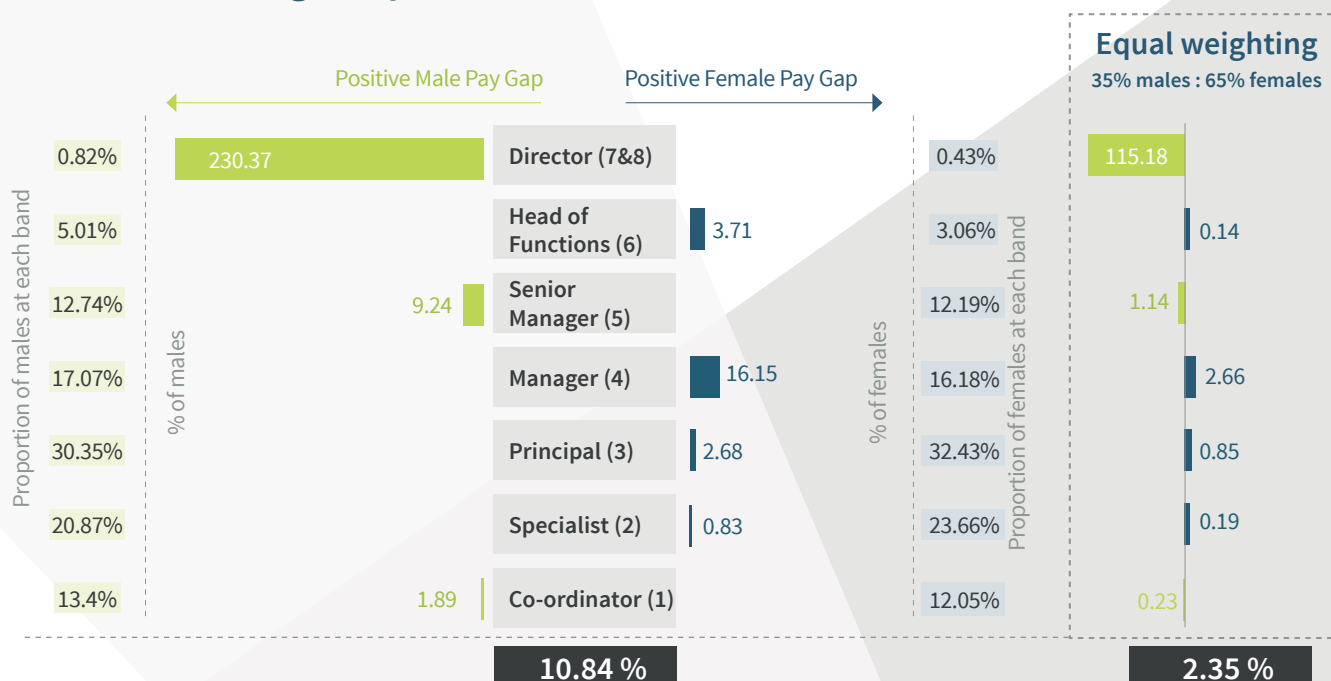


-1% 2018



Same as 2018

Gender bonus gap by band



Progressing gender balance: what we've achieved to date

We continue to champion, develop and build on a whole host of company initiatives which support our gender balance plan. Through updating and expanding our portfolio of policies, experimenting with innovative working models, and fostering a culture of continual professional development, we are making ongoing progress.

As a result of this approach, research has found that the vast majority of our people (84%) believe that AMS values diversity in our teams.

In recent years, we have made huge strides in improving gender equality across the business through ensuring that all our people are able to thrive professionally, and over the past 12 months we have bolstered and refined these strategies to guarantee that our talent are gifted every opportunity to fulfil their full potential.

Return to Work scheme

We are proud of the level of support we offer individuals returning to work after an extended break, enabling them to ease back into the workplace seamlessly and we have continued to build incrementally upon the changes and schemes implemented in recent years. Our experience in engaging with returners extends far beyond new parents, with parallel policies in place (and actively utilised) to help those returning after adoption leave, a period of ill health, or leave to fulfil caring responsibilities.

A focus on training and development

It is widely recognised that a 'seniority gap' is often a major contributor to firms' gender pay gaps. According to data from the Economist, on average, 30.8% of female employees are in the bottom quarter of their firms' payrolls, whereas just 20.2% make it to the top quarter. As such around 30% of the differences between the sizes of companies' gender pay imbalances can be explained by the share of their female workers in the best-compensated roles.

We are proud to be able to support our talent through investment in senior female leadership, providing access to a wide-variety of tailored training programmes, both in-company and via third parties. These help women to stay in top level roles and push through the glass ceiling.

At senior level, transformational leadership programmes - such as Walk the Tightrope in partnership with the Centre for Synchronous Leadership (CSL) – provide practical training while enabling our people to attain a greater level of self-awareness. While not designed specifically for women, in the past year, this course has been attended by a small cohort of Alexander Mann Solutions's females working at 'director' and 'head of' level. Feedback from those who completed the intensive programme was extremely positive.

At the other end of the spectrum, our Talent Advisor platform, designed for our recruiter and sourcer population, is an open, accessible, on-demand resource. Our Ignite programme is available for our dispersed, global workforce to access any time, early morning or late at night, through a dedicated mobile app.

Our Leading with Resilience programme, meanwhile, focuses on soft skills and is delivered virtually to anyone who feels they could benefit from support in this area.

A commitment to flexibility

We have made a commitment that every single role has the potential to 'flex' to some degree. The initiative seems to be succeeding: in 2015 just 48% of our UK based team worked flexibly, today, almost all of our colleagues choose to work in an agile way to some extent, whether that be through working remotely, job sharing or choosing flexible hours.

This is a strategy we are also implementing across the globe. In Manila, for example, we have managed to reduce attrition from 38% to 12% among our (predominantly female) workforce simply by introducing the option to work from home – a welcome step for a talent pool where daily commutes can be upwards of four hours.

Maximising underutilised talent pools

Recruit for Spouses is an independent social enterprise dedicated to supporting, championing and finding gainful employment for an untapped talent pool of spouses and partners to members of the UK's Armed Forces. Through our partnership with the organisation, we have trained a 'liquid workforce' of 40 individuals who deliver value to the company remotely from across the globe.

At the same time, the initiative is helping women and men back into employment who may otherwise find work difficult, by providing meaningful roles that are flexible enough to allow them to continue to follow their partner's latest post.



What they say: feedback from our colleagues



Rachel Bowers
HR Systems Manager
based in EMEA

"I have worked for Alexander Mann Solutions for 15 years in various roles, including working from home and part-time to flex around family commitments. After injuring my back in a riding accident last year, I was no longer able to physically sit at a desk five days a week – however, a HR Systems manager can't be a part time role.

That said, I really didn't want to leave the company and look for a job with fewer hours elsewhere. So I put together a business case for job sharing and worked with the Internal Mobility team to make it happen.

I was really impressed with the level of support I was offered by my manager and the business in finding a solution. Sue Dauer was sourced externally and came on board in August last year. She was such a great find and I was surprised by how quickly everything fell into place. But, then again, finding exceptional talent is what AMS does best.

There are many benefits to job-sharing, particularly internationally. Sue and I essentially provide two brains for the price of one: while our outlook and values are similar, our skill-sets and experiences are different yet complementary and together we are able to cover a broader time zone to support colleagues across the world. On a personal level, this job-share provides a great work-life balance, while enabling me to continue my career in a senior role with an employer I love.

Ultimately, our arrangement is a great example of several types of flexibility that Alexander Mann Solutions offers its people: I work non-typical hours, remotely, as part of an international job share."



Sue Dauer
HR Systems Manager
based in the
Americas

"I joined AMS in 2019 after being approached by one of the company's sourcers. I had worked at my previous company for 20 years when it was acquired and I walked away with severance. This offered me a great opportunity to work out what I really wanted to do with my career and, although I wasn't actively seeking a new opportunity, I had updated my LinkedIn profile.

Ideally, I was looking to work remotely, in a part-time role, in the talent management sector – so when this opportunity presented itself it was almost too good to be true: I had to re-read the job-spec three times because it was so perfect.

I felt very fortunate that I was able to not only re-enter the workforce, but also step into a role that hit all three of my criteria. The benefits associated with joining a new company in a job-share role should not be underestimated. In Rachel, I essentially had a built-in mentor from day one, so I was able to get up to speed and deliver value incredibly quickly.

Today, Rachel and I work collaboratively, bouncing ideas off one another. Two minds are better than one, and we are able to bring two different perspectives and learn from one another, sharing the workload to reduce stress levels. Here I feel valued. The team at Alexander Mann Solutions are so supportive and I am able to work in a wonderful environment in a job which also fits with my home life and caring responsibilities."

International Job Share



Jane Mackridge
Head of Client
Services

“Following my mum’s cancer diagnosis I needed to take some time off work to look after her. At the time we had no idea what the future held and it was a very difficult and stressful time. However it was made so much easier knowing that I worked for such an understanding and supportive company. I requested unpaid leave not knowing how long I would need and without hesitation this was approved. I was so grateful to AMS for the flexibility they offered me at a time I needed it most. It also made such a difference to Mum knowing I could be there to support her and was a huge relief to my wider family knowing that she was being cared for 24/7.

Despite being a big company, Alexander Mann Solutions still retains that personal caring touch and at no time did I feel my position at the company was compromised by my decision to take time off. Once Mum’s condition improved I had a phased return to work so I could continue to provide care. I’m now back working four days a week. There are still times that I need to work flexibly and I feel very fortunate to work for an employer that truly puts the wellbeing of its employees and their families first. Without the compassion and flexibility that I was shown by Alexander Mann Solutions, the last year would have been very different and my family and I are very grateful.”

Return to work



Mel Davies
Resource Specialist

“I was one of the first cohort to go through the Liquid Workforce Academy in April 2018, and then six months later had my first contract working on the BAE Systems account. I took a five-year career break to have my two daughters, and also to follow my husband on an international posting, which was fabulous – but made it difficult to find work. When I returned to the UK I decided it was time to start my career again, that why I chose to work through Recruit for Spouses and take part in the Liquid Workforce Academy.

The training was very professional and very useful for me. Although I have a background in recruitment, it was a big refresher as I hadn’t worked in a few years. However, you absolutely don’t have to have a recruitment background when you go through the programme as it provides everything you need.

I now have a permanent contract working for Alexander Mann Solutions. I’m really proud of that, really happy and want to continue my career with the company and see how far I go. I’m really enjoying the flexibility of working part-time hours from home as well as working with the wider team, who are all remote-based. It’s been a real eye opener realising that a lot of companies now support this agile way of working. I’m really proud to be part of the company and thankful for the opportunity offered by Alexander Mann Solutions and Recruit for Spouses.”

Recruit for Spouses Liquid Workforce



Rachel Arter
Client Services
Director - Investment
Banking

"I was selected by Alexander Mann Solutions to take part in the Walk the Tightrope leadership development programme after expressing an interest in furthering my career. I have been hugely supported from a professional development perspective by the company, having previously benefited from other initiatives including executive coaching.

As I became more senior, I found myself at a crossroads: I had ambition to progress to the next level – but I didn't want it 'at all costs'. Walk the Tightrope is designed to support executives who feel they have to choose between career success and staying true to their values, helping professionals to maintain balance as they elevate within an organisation.

The two-and-a-half day intensive course was really valuable. It enabled me to meet with a whole host of individuals with different backgrounds and perspectives. It also provided a platform to explore the reasons behind my default behaviours, peeling back the layers to reveal why I work in the way I do.

Both the executive coaching sessions and the Walk the Tightrope programme have enabled me to understand and change my mind-set when needed, and shift my frame of reference and perspective, whilst also teaching me different techniques to deal with challenging situations. Thanks to this support, today I am able to better compartmentalise my work and home life, focus on the positives of every situation and be the best version of me. I understand that, while I can certainly influence others, I can only really control what I do – and this has had a significant impact on the way I work.

My ambition hasn't wavered, I'm clear and confident about what I want professionally – and I'm not going to compromise on that. The training has also encouraged me to use my influence and voice more broadly. Since completing the programme I have joined AMS's D&I board and I now lead our ethnicity initiative globally - recognising that I have a responsibility to be a good role model, and that if I don't do anything I can't hope to drive change and a positive outcome.

I am fortunate to work for an employer which understands my personal ambitions and is prepared to invest in me. It is also a great organisation for supporting work life balance, and through providing opportunities for professional development I am able to become the best leader I can be without compromising myself."

Leadership Development

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