

UK
Pay Gap
Report
As of April 2024

A|M|S



Introduction

At AMS, we believe in harnessing the power of the collective. Encouraging and respecting diverse perspectives, underpinned by a truly inclusive culture, is the cornerstone of how we operate and, in turn, succeed.

As Interim CEO, I'm pleased to introduce our 2024 UK Pay Gap Report, which builds on our prior reports covering gender and ethnicity, expands on our 2023 Social Mobility Pay Gap Report, and, for the first time, includes data on our Disability Pay Gap.

Diversity, Equity, Inclusion, and Belonging (DEIB) remain central to our strategy—not just because it makes sound business sense, but because creating a culture of fairness and respect is fundamental to who we are. We are committed to open, transparent reporting to keep our employees and stakeholders informed of our progress.

While there is currently no legal requirement in the UK to report on pay gaps related to ethnicity, social mobility, or disability, we are proud to take the lead in this space. We are actively working with partners to advocate for broader reporting requirements across the UK, underscoring our belief in the importance of these issues.

We extend our thanks to our colleagues for sharing their information confidentially. The trust we've built together over recent years has enabled us to achieve impressively high disclosure rates, strengthening the quality of our reporting and our commitment to a more equitable future.

I can confirm that the pay gap information published within this document is a true and accurate representation of our UK&I employee community, on the snapshot date of 5th April 2024.

Gordon Stuart
Interim CEO

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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.



Average Male Pay



Average Female Pay

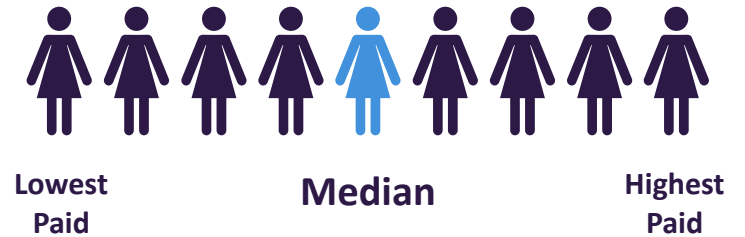


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The median pay gap is the difference between the midpoints in the ranges of men's and women's pay.

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



There is a clear difference here. It is though lower than the UK gender pay gap of 13.8% (November 2024, ONS)

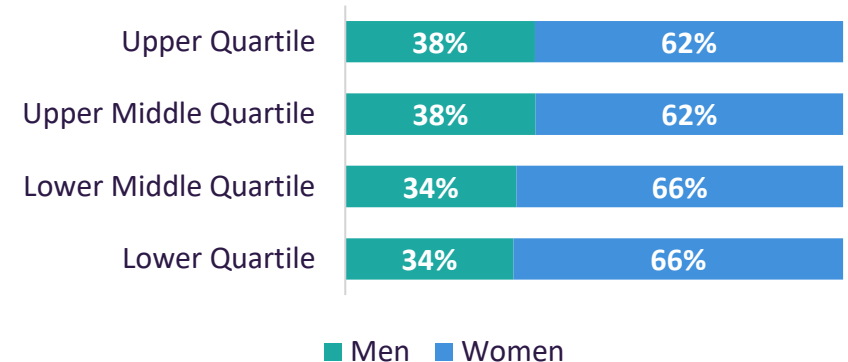
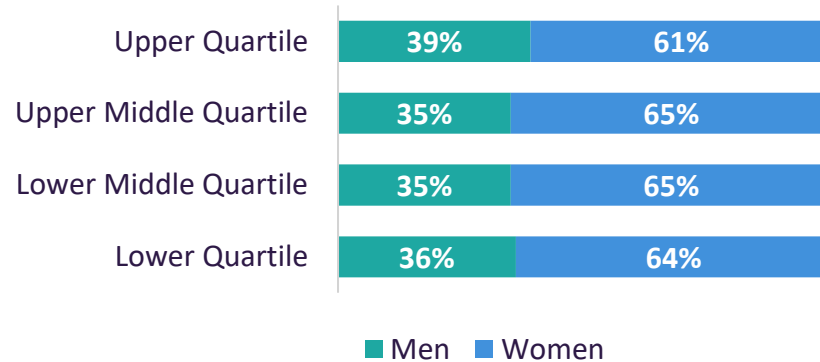
Our **median** gender pay gap is



This is considerably lower than the UK gender pay gap of 13.1% (November 2024, 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 2300 employees in 2023, each of our quartiles are made up** of around 580 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 **2023**



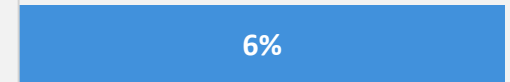
Our **mean** bonus pay gap is **-1.2%**

6% of females and **8.2%**

Our **median** bonus pay gap is **30.5%**

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

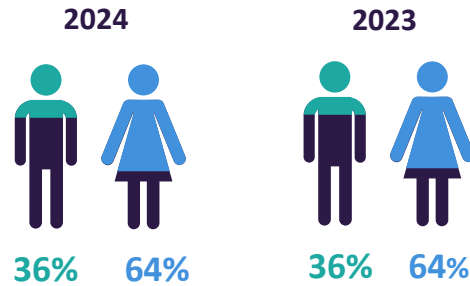


Why We Have a Gender Pay Gap

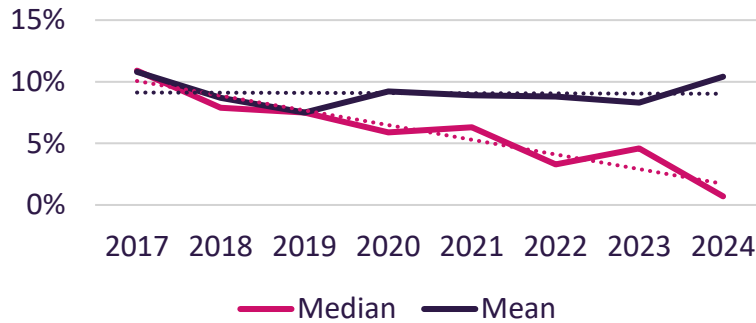
Our mean gender pay gap has increased to 10.4% (from 8.2%) after three consecutive years of decreases. We have reduced our headcount over this period, and this is likely to be the major contributing factor.

The median has decreased from 4.7% to 0.7% and it is the lowest since we began monitoring our pay gap in 2017.

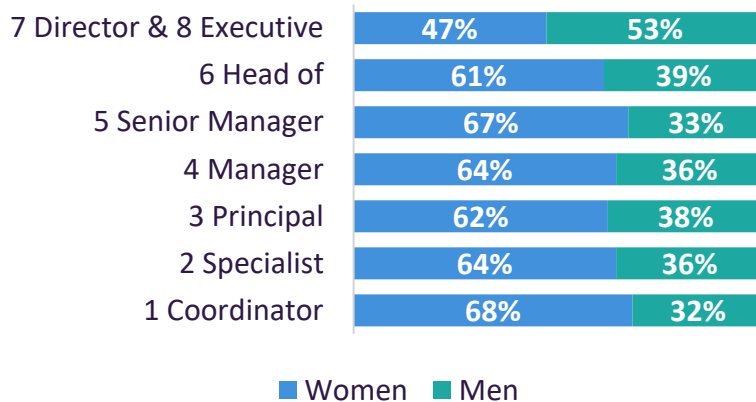
Our UK population has reduced overall since 2023, but our gender balance has been maintained. Whilst women continue to make up about two thirds of our total workforce, they make up less than half of roles at our most senior levels of **our Upper Quartile** (our highest paying roles) and this drives our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



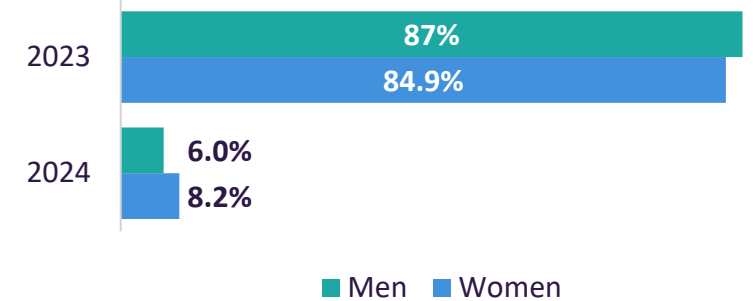
Mean and median gender pay gaps over time (2017-2024)



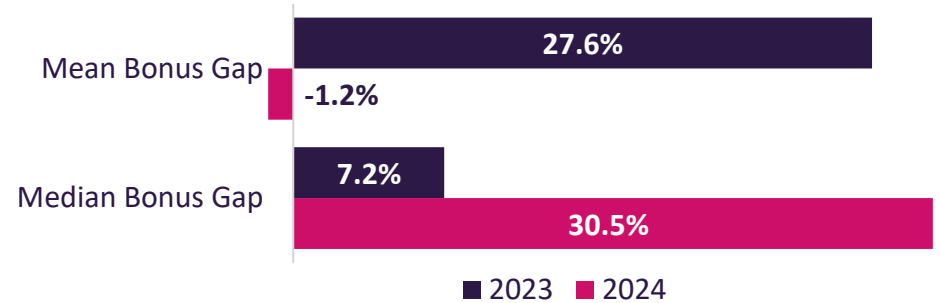
Proportion of women and men at each Career Level



In line with economic conditions the percentage of the population receiving bonus pay has decreased significantly, owing to our company bonus not paying out. A smaller population received other bonus awards such as sales incentive payments and referral bonuses.



Our mean bonus gap has decreased since 2023 and the average bonus pay this year is in favour of women. However, this is based on a limited number of incentive payments due to the absence of an annual bonus payout.



The median bonus gap has increased since 2023 however this is based on a much smaller set of payments and therefore it is difficult to make a meaningful comparison.

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 2024:

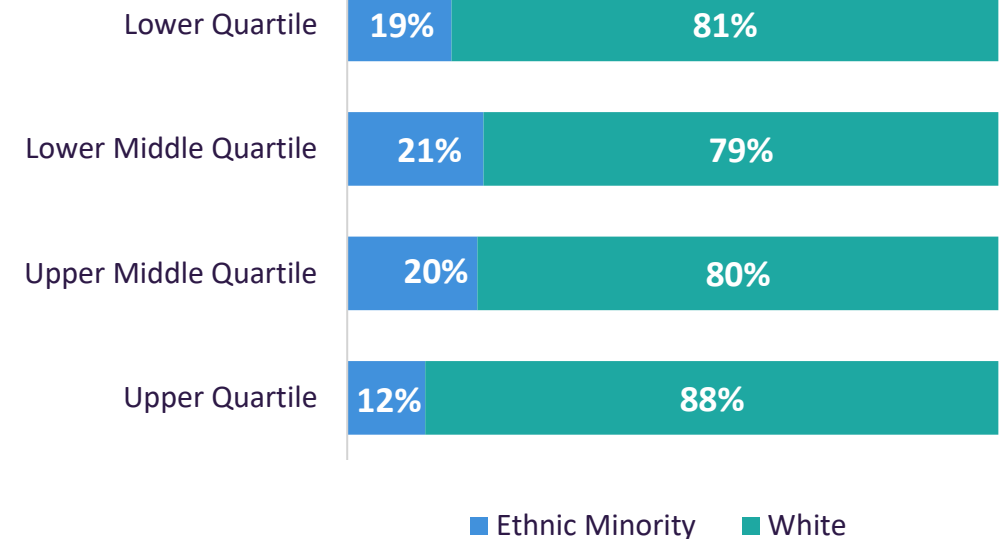
94%
of our employees disclosed their ethnicity
(a 7% improvement year on year)

16%
of them identified as being of minoritised Ethnicities
(+2% year on year).

Our **mean** ethnicity pay gap has slightly **decreased** (from 14.7% to 14.6%) but **median** pay gap has **increased** year on year (from 4.7% to 11%).

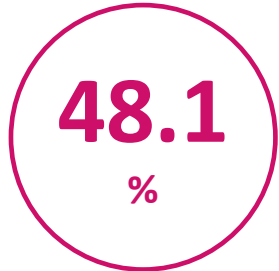
When we look at our UK&I employees across the four quartiles, we can identify that we have the **most ethnic diversity** in our lower and upper middle quartiles (spanning career levels 2 to 4), and the **least in our upper quartile** (levels 5 and above).

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



5% of employees of minoritised ethnicities and

Our **median** ethnicity bonus pay gap is

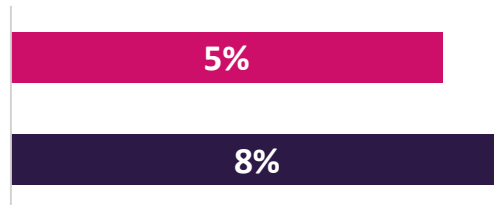


8% of white employees received a bonus in the year to April 2024.

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 bands 6-8 the proportion of staff of minoritised ethnicities is 3.5%, compared to almost 21% at Career Levels 1-3.

Percentage of ethnic minorities who received a bonus

Percentage of white employees who received a bonus



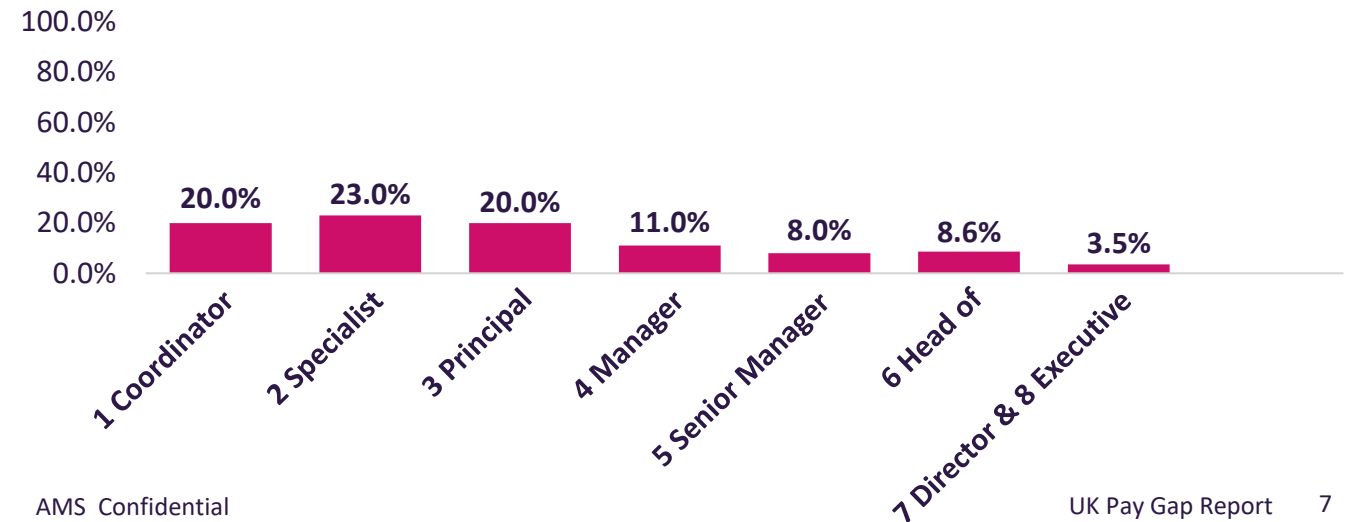
Our Ethnicity Pay Gap

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 8% 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 2% higher representation at all levels compared to 2023.

In particular, **representation of minoritised ethnicity colleagues at the upper middle quartile increased from 13% in 2021 and is now 20% in 2024.** This is extremely positive and indicates that we are developing a **strong pipeline** of employees of minoritised ethnicities for **future** leadership opportunities.

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?

78% of employees provided a response that allowed us to classify their background into one of these groups (an increase from 68% 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 **0.8%** higher than mean pay for the middle-income group, and nearly 10% 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	£26.62	-	£22.99	-
Middle Income Background	£26.41	+0.8%	£22.70	+1.3%
Higher Income Background	£29.23	-9.6%	£24.86	-8.7%



Action we have taken to improve social mobility within our UK communities has resulted in us being ranked as a **Top 75 Employer for Social Mobility** (actual ranking 12)

*These calculations have been developed in line with recommendations from the [Social Mobility Foundation](#)

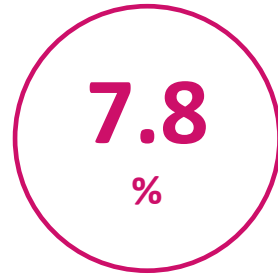
Our Disability Pay Gap Report

We are reporting on this for the first time.

Our **mean** disability pay gap is



Our **median** disability pay gap is



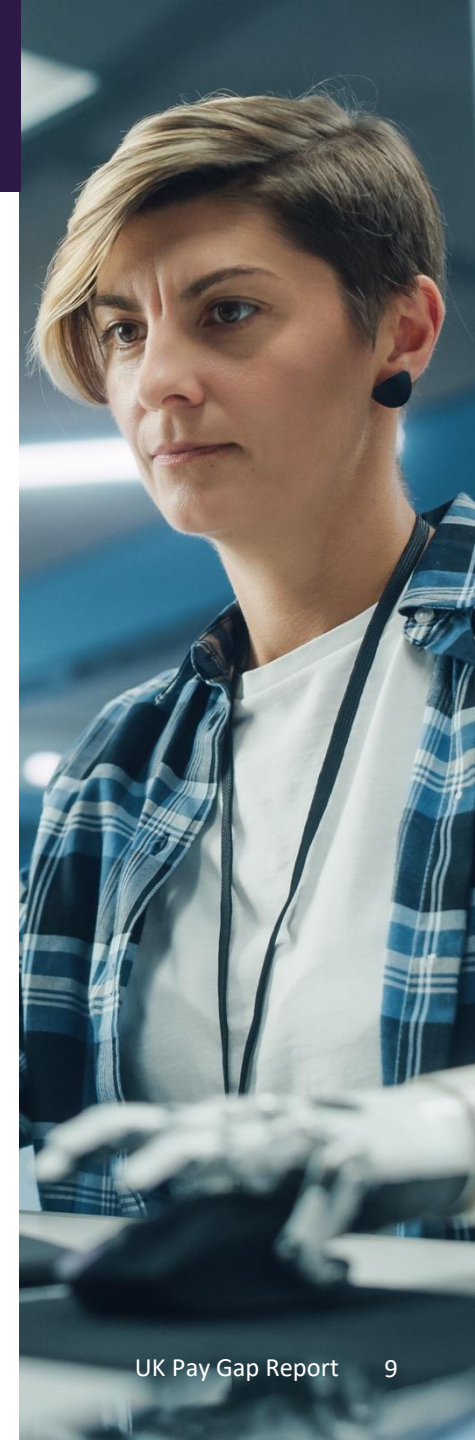
89%

of colleagues disclosed their disability information

15.25%

disclosed that they have a disability

- We are proud of our 89% disclosure rate, the result of a well-planned communications and engagement campaign over the last three years
- The 15.25% representation of disabled colleagues is lower than the 23% of working age adults with a disability (ref. 2023 Government Statistical Service). 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 begins at CL5
- The pay gap increases significantly at CL7&8 levels, where the % of those with a disability reduces
- At this stage it is too early to draw any conclusions from this pay gap report, but we look forward to reporting 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



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This year we have:

- Worked with our UK&I Asian and Black employees to understand their **workplace experience** in greater depth
- Progressed our **Ethnicity Action Plan 2024-26**
- Benchmarked our approach to **maternity, paternity and parental leave**. From this, we will seek opportunities to follow positive market trends.
- Elevated the profiles of our **senior female leaders** both internally and externally
- Increased external awareness of AMS as a **flexible workplace of choice**
- Continued our membership of **Change the Race Ratio** campaign
- Continued to scale our Step Ahead, Sponsorship and Reverse Mentoring programmes to support the **development of our under-represented talent**
- Increased **collaboration with our ERGs** to spotlight development and promotion opportunities available to colleagues from underrepresented backgrounds.

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Next year we will:

- Continue to prioritise our **Ethnicity Action Plan 2024-26**, to increase representation at a senior level, in particular (20% by end of 2026)
- Run another **EmBue cohort** – development programme for our minoritised ethnicities colleagues at CL3&4
- Support our **employee resource groups** to continue serving as critical partners in developing new policies, processes, and evolving our inclusive culture
- Aim to **increase the promotion and recruitment of women** into our CL 6&7 levels
- **Strengthen 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
- Continue to benchmark our approach to **flexible working and lifestyle policies**, to support our continued business growth

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Hear from our colleagues...



“Joining the GRTP programme provided me with the essential training and experience to transition into my current role as Senior Sourcer. This training was crucial for understanding my role, gaining necessary skills, and learning about AMS and its values. The opportunity allowed me to enter a new field and expand my career prospects. My mentors were extremely helpful and attentive, making the training process engaging and insightful. I am grateful for the GRTP programme, as it enabled me to perform my role effectively and can benefit others new to recruitment.”

Hannah Milliken-Convery
Talent Acquisition Specialist

“Embue presented an incredible opportunity for targeted career coaching and connecting with colleagues who share similar aspirations and backgrounds. Being part of the first cohort of this programme, I feel privileged to have been given this chance. The programme provided me with a clear focus on the next steps in my career and has significantly boosted my confidence, both personally and in public speaking. I am immensely proud to work for a company that takes positive action to address gaps and elevate the platform for individuals like myself.

Samitra Iswaran
Principal, Digital Product Governance

“I feel proud to be a woman in a management role, I am grateful to work for an organisation that champions diversity and authenticity as a core value, this culture has allowed me to develop & grow and now gives me the opportunity to empower the next generation of female talent..”

Celia Pereira
Manager, Client Services

“As a Disabled man, I felt at sea in a world that wasn't designed for me. Medical professionals assumed I could drop everything to make appointments, and employers presented inflexible working styles and in-office attendance requirements that made it impossible to foster self-worth and grow a meaningful career. At AMS, my potential was recognised and now I'm not only more financially secure, I'm also helping others achieve their goals

Nathan Elout-Armstrong
Talent Intelligence Consultant

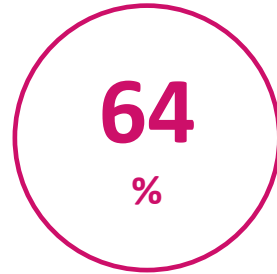
Appendix

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

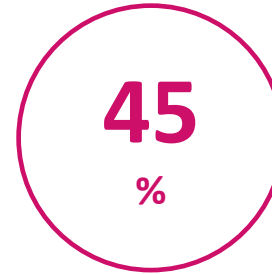
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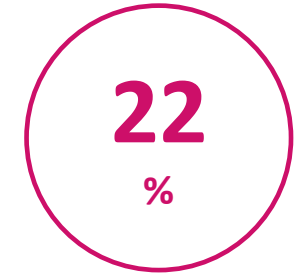
Female Representation across the organisation



Female Representation in our top executive positions*



Female Representation on our Board of Directors



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

Appendix

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

- 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](#).

15%

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

14%

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



Thank You.

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