

## Ensuring opportunities for All

AMS believes in being an inclusive and diverse employer, where individuals are provided opportunities to develop and reach their full potential.

### Pay and Bonus Gap

	2017		2018	
	Mean	Median	Mean	Median
<b>Gender pay gap</b>	11.2%	6.1%	11.6%	-0.4%
<b>Gender bonus gap</b>	60.3%	0.0%	59.0%	0.0%
<b>Gender bonus gap (excluding shares)</b>	8.7%	0.0%	7.5%	0.0%

The above table shows our mean and median gender pay gap and bonus gap as at the snapshot date (i.e. 5 April 2018) based on 374 eligible employees within AMS Ltd

Our disclosable mean pay gap of 11.6% (2017: 11.2%) is below the reported national average of 14.3%<sup>1</sup>. The increase from prior year is driven by the implementation of a skills grid matrix which normalises pay for employees with the same skill set and experience. We are pleased to report however that we have all but abolished our median pay gap which now stands at -0.4% (women paid more than men) compared to 6.1% (men paid more than women) last year.

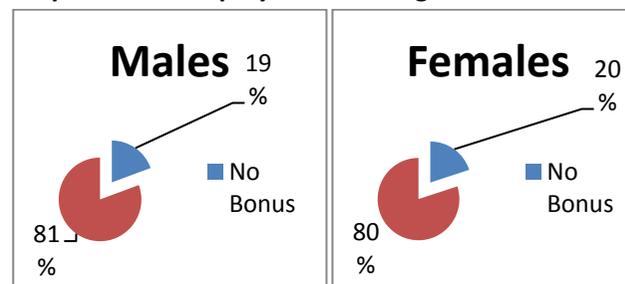
<sup>1</sup> Based on average (mean) of 10,520 employers Gender Pay Gap as at 5 April 2017: <https://gender-pay-gap.service.gov.uk/viewing>

Our analysis of our gender gap tells us this is largely driven by the fact that women hold fewer senior positions than men. Women made up 42% (2017: 41%) of our overall workforce on the snapshot date, compared to 34% (2017: 32%) of women in upper quartile for pay.

Our analysis suggests that when we adjust for this structural issue, our pay gap changes to -2.4% (2017: -2.4%) (women paid more than men), which can be explained by time in role or skill-set factors.

Our bonus gap has been driven by a number of high value share exercises in the year to 5 April 2018, 72% of which were made by men. The exercise of these shares relates to options granted over a number of previous years and, as such, is not representative of the bonus earned in the year. Individuals have discretion on the timing as to when to exercise their share incentives. Any share incentives that vested but were not exercised are not included in this calculation. When we adjust for this factor, and exclude the impact of share exercises, our bonus gap drops to 7.5% (2017: 8.7%).

### Proportion of employees receiving a bonus



This shows a 1% difference in the number of men and women who received a bonus in the reference period. We are confident that men and women have an equal opportunity to earn a bonus.

## Pay Quartiles

The below chart illustrates the gender distribution across AMS Ltd in four equally sized quartiles.

Quartile	2017		2018	
	Male	Female	Male	Female
Upper	68%	32%	66%	34%
Upper Middle	55%	45%	49%	51%
Lower Middle	57%	43%	59%	41%
Lower	57%	43%	57%	43%

As a responsible employer we are committed to addressing diversity and are approaching this in a number of ways to promote and attract more senior candidates. This includes flexible working (including job sharing, part-time working, flexitime, career break, home working), development opportunities (sponsorship of further education, coaching and mentoring, personal development plans) and our recruitment processes (attraction of diverse talent pools).

We are confident that men and women are paid equally for doing equivalent jobs across the business.

Our Gender Pay Gap figures have been calculated using the methodology provided in the gender pay gap reporting legislation; The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. I confirm that these figures have been verified and checked to ensure accuracy.

**Eddie Johnson, Chief Financial Officer**