

## 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

	2019		2020	
	Mean	Median	Mean	Median
<b>Gender pay gap</b>	35.2%	26.6%	35.3%	21.6%
<b>Gender bonus gap</b>	191.8%	0.0%	64.2%	0.0%
<b>Gender bonus gap (excluding shares)</b>	7.5%	0.0%	18.0%	0.0%

The above table shows our mean and median gender pay gap and bonus gap as at the snapshot date (i.e. 6 April 2020) based on 395 eligible employees within AMS Ltd.

Our disclosable mean pay gap of 35.3% (2019: 35.2%) is consistent with the previous year with limited change in the structural profile of employees within the Company.

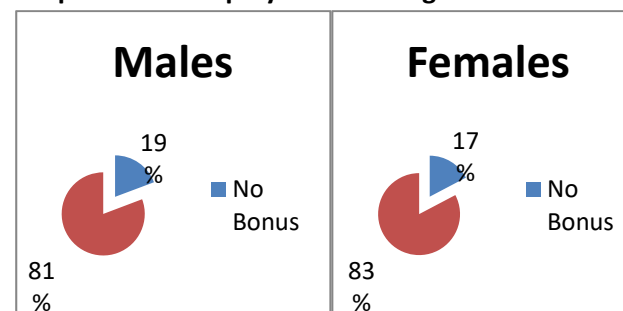
Our analysis of our gender gap tells us this gap is largely driven by the fact that women hold fewer senior positions than men. Women made up 45% (2019: 46%) of our overall workforce on the snapshot date, compared to 33% (2019: 32%) of women in the upper quartile for pay.

Our analysis suggests that when we adjust for this structural issue, our mean pay gap changes to 6.9% (2019: 5.0%), which can be explained by time in role or skill-set factors.

Our bonus gap has been reduced since the previous reporting period as the previous period included a number of high value share exercises made by men. The continuing difference in bonus gap relates to a higher proportion of senior positions held by men and a number of high value share exercises made by men. These exercises relate 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 mean bonus gap drops to 18.0% (2019: 26.7%).

All employees have an opportunity to partake in Company share ownership schemes.

### Proportion of employees receiving a bonus



This shows a 2% difference in the number of men and women who received a bonus in the reference period. The difference is mainly caused by the impact of new joiners and leavers in the relevant pay and bonus periods. 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	2019		2020	
	Male	Female	Male	Female
Upper	68%	32%	66%	34%
Upper Middle	54%	46%	56%	44%
Lower Middle	56%	44%	56%	44%
Lower	39%	61%	42%	58%

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**