

Diversity,
Equity,
Inclusion &
Belonging
Annual
Report, 2023

A|M|S



Welcome to our AMS DEIB Annual Report 2023

We Are AMS

We are a talent solutions business. Working with clients across the globe we have learnt what it takes to build a high performing employer. It starts with talent: sourcing, selecting, and keeping the right people in the right jobs.

To do this well, you need unmatched expertise in digital innovation and a deep understanding of the complex needs of the talent you are seeking to engage – whether that talent is external to your business or already inside it. Taking a holistic approach to the HR value chain and to attracting and retaining a world class workforce enables business success.

8,000 experts, across **120+ countries**, speaking **50+ languages**, delivering projects for the world's most admired companies.

The world of talent is diverse. To truly enable business success and drive meaningful change, all communities must have equal access to progressing their future careers.

We are AMS. This is what we do. Talent is our world.



Reporting on DEIB:

Our vision is to foster a culture of inclusion and belonging.

We want AMS to be a place where everyone can succeed. We want to draw on the differences within our workforce to drive innovation and growth, and support the communities we operate in.

We're constantly making progress on Diversity, Equity, Inclusion & Belonging (DEIB), this year adding the 'B' for Belonging to how we refer to DEIB to bring this into the heart of how we operate.

But we know that we still have more work to do. This is our third year of reporting, allowing us to demonstrate the progress we are making each year and identify where there is still room to learn and improve.

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Keeping our
promise



*Click here
to play*



2023 DEIB Highlights

Delivering against our 2023 Promises



Make our workforce more closely representative of the communities in which we operate

- ✓ Increased ethnicity representation in our global leadership team from 4% to 16% via our 3 year Ethnicity Action Plan – with a new commitment for 2024-26
- ✓ Expanded diversity data capture across regions, including Canada, the USA, and EMEA
- ✓ Signed CEO Action for Diversity & Inclusion and joined Racial Equity Fellowship in the US

Leverage expertise

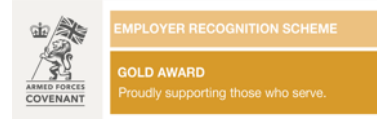
- ✓ Launched our AMS Diversity & Inclusion Alliance across Public Sector Resourcing (PSR) and our UK&I accounts – with a first win for the HM Land Registry
- ✓ Risen up the ranks to #39 on the Social Mobility Employer Index
- ✓ Renewed our ‘Gold Status’ for the Defence Employer Recognition Scheme for the next 5 years
- ✓ Progressed AMS Accessibility Roadmap – moving to an accessible business font

Celebrate and educate where it matters

- ✓ Celebrated 20 Milestone Moments across the year – including Disability Pride Month (over 3,000 colleagues participating) and South Asian Heritage Month for the first time
- ✓ Held DEIB & Citizenship Week on the topic of belonging in a global community
- ✓ Attended a record number of 10 Pride marches globally
- ✓ Added to our track record of DEIB awards

Cultivate inclusive leaders

- ✓ Developed refreshed DEIB global governance structure
- ✓ Launched plan to set ERG Leads up for success, including an agreed 10% time allocation
- ✓ Awarded LGBTQIA+ Great Place to Work Certification in Mexico
- ✓ Continued to see ERG growth – as high as 62% for our Disability ERG
- ✓ Strong DEIB training completion stats – including Passport to Hire (97%), Recruiter DEIB training (90%), Bias & Conscious Inclusion (81%), Allyship (81%) and Microaggressions (87%)



DEIB Awards & Accreditations 2023



Won ‘Outstanding Disability Network of the Year’ at the British Diversity Awards



Jamie Shields named on the **Shaw Trust Disability Power 100**



Gosia Lesniak recognised in the Involve list “**Top 100 Future Women Leaders**”



Paul Modley named as a **2023 Top 15 Champion of Diversity** awarded by Diversity Global Magazine



Disability / Neurodiversity and LGBTQ+ ERGs named in the **Global Diversity List 2023**



Lucy Evans and Luke Hollands shortlisted in the **British Ex-Forces in Business Awards**



Nominated for our **first joint DEIB Award** with a client Arup in the **CIPD People Management Awards**



Shortlisted for **Disability Network of the Year** at the **2023 European Diversity Awards**



Shortlisted for **LGBTQIA Network of the Year** in the **DIVA Awards** and **The Bank of London Rainbow Honours**



What progress did we make in 2023?

 *Click here to play*



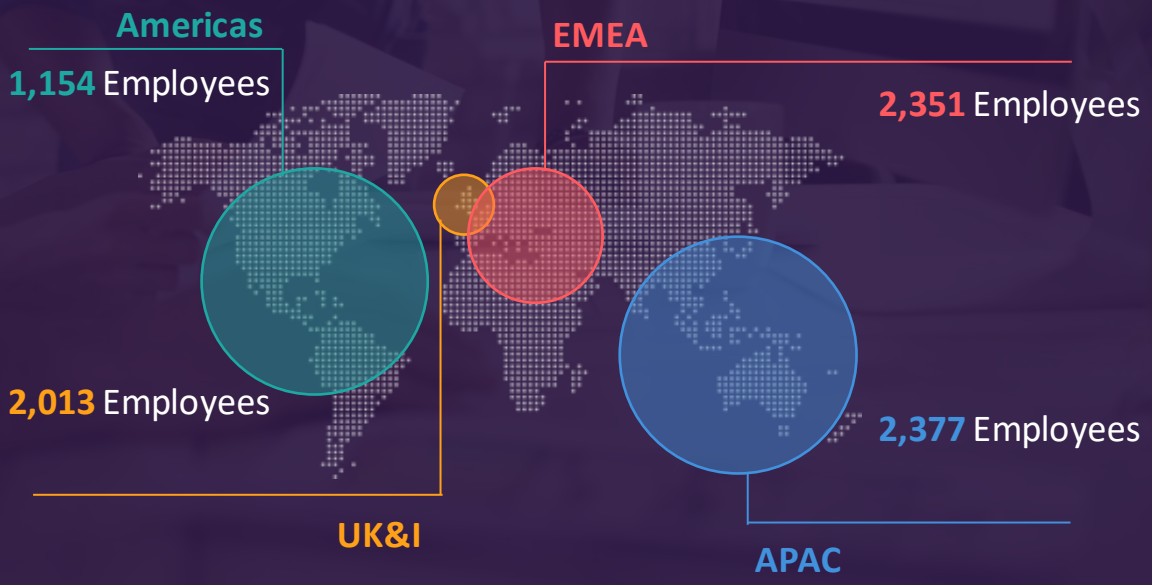


Diversity Data

Each year we report on our global diversity data as an important benchmark of progress, meaning we can hold ourselves to account through transparency, and agree targeted action plans to address where there may be barriers for underrepresented communities.

In a challenging business climate over the past year, we are unsurprised to see a dip in representation in some areas, but our DEIB COE ensures that equity remains a key focus. In 2024 we have committed to striving for bias free and equitable approaches across all core people processes - hiring, performance, promotion, and attrition.

Over 2023 we expanded our diversity data capture across regions where we are able to collect, including Mexico, Canada, Spain and Italy. This adds to previously reported regions of the UK, USA and The Philippines.



Diversity Data

Gender

Our global gender representation has remained steady over the past three years, with our female workforce continuing to make up around three quarters of all employees. We have seen a slight increase in the percentage of females in senior leadership roles.

Disability

In 2023 we were able to extend disability data reporting into Mexico, Spain, Italy, the US and Canada (no data yet for the latter).

In UK&I, we have seen an increase in the percentage of colleagues self-identifying as disabled to 15.7%, which is comparative to UK census data.

<i>All Company</i>	Gender	End 2021	End 2022	End 2023
	Female	72.8%	72.5%	73.4%
	Male	27.1%	27.4%	26.5%
	Trans*	0.1%	0.1%	0.2%

<i>Leadership roles</i>	Gender	End 2021	End 2022	End 2023
	Female	59.2%	59.2%	61.5%
	Male	40.8%	40.8%	38.5%

<i>All staff, UK&I</i>	Disability	End 2021	End 2022	End 2023
	Yes	14.5%	14.3%	15.7%
	No	81.7%	81.3%	84.6%

First time reporting																			
<i>All staff, Mexico</i>	Disability		End 2023		<i>All staff, Spain</i>	Disability		End 2023		<i>All staff, Italy</i>	Disability		End 2023		<i>All staff, USA</i>	Disability		End 2023	
	Yes	16.0%	Yes	11.1%		Yes	5.4%	Yes	20.3%										
	No	84.0%	No	88.9%		No	94.6%	No	79.7%										

Diversity Data

Ethnicity/ Race*

In 2020, AMS introduced our Ethnicity Action Plan, where we committed to doubling the representation in our global senior leadership by the end of 2023. We hit our target of 16% at end of 2023, and have re-committed to a new 3 year plan through to 2026 aiming to increase to 17% by the end of 2024 and 20% by the end of 2026.

We have unfortunately seen a decline in minoritised ethnicity representation in some areas; the current business climate requiring us to make tough decisions across our entire employee population may be a contributing factor to this. We have committed to action including the launch of our EmBue development programme (see page 22). We are pleased to report on ethnicity in Mexico, Canada, Spain and Italy for the first time, we are particularly pleased to see strong local talent/ minority ethnic representation in Mexico and Canada.

	Ethnicity/ Race	End 2021	End 2022	End 2023
All staff, UK&I	Asian	7.9%	10.1%	10.7%
	Black	2.9%	4.2%	3.5%
	White	86.9%	83.5%	84.0%
	Another race/ ethnicity	2.2%	2.3%	1.9%
	Ethnicity/ Race	End 2021	End 2022	End 2023
All staff, US	Asian	0.3%	7.0%	7.1%
	Black	31.8%	25.6%	17.6%
	Hispanic	5.4%	7.4%	8.6%
	White	59.5%	56.2%	61.7%
	Another race/ ethnicity	3.0%	3.8%	5.0%

First time reporting

	Ethnicity/ Race	End 2023
All staff, Mexico	Local talent	93.0%
	White	2.4%
	Another race/ ethnicity	4.7%

	Ethnicity/ Race	End 2023
All staff, Spain	Minoritised ethnic	30.2%
	White	69.8%

	Ethnicity/ Race	End 2023
All staff, Canada	Minoritised ethnic	67.7%
	White	32.3%

	Ethnicity/ Race	End 2023
All staff, Italy	Minoritised ethnic	16.4%
	White	83.6%

*We recognise that People of Colour (POC) represent 85% of the global population – yet we often refer to whiteness as the ‘majority’. We are continuing to evolve the language we use to describe representation against the global population and ethnicity groups that are minoritised in the workplace.

Diversity Data

Sexual Orientation

We extended diversity data reporting to capture sexual orientation in the US, Mexico, Spain, Canada and Italy for the first time in 2023.

We saw a slight decrease in gay representation in the Philippines. In the UK, LGBTQ+ representation is at 7%. We are proud that our representation is in excess of the latest England census data, 3.5%.

All staff, UK&I

Orientation	End 2021	End 2022	End 2023
Heterosexual / straight	93.7%	92.7%	93.1%
Gay/ Lesbian	4.3%	4.6%	4.5%
Bisexual	1.7%	2.3%	2.1%
Other	0.3%	0.5%	0.4%

All staff, Philippines

Orientation	End 2021	End 2022	End 2023
Heterosexual / straight	83.2%	83.9%	84.5%
Gay/ Lesbian	6.1%	5.2%	5.0%
Bisexual	6.7%	7.2%	5.9%
Other	3.9%	3.7%	4.6%

First time reporting

All staff, Mexico

Orientation	End 2023
Heterosexual / straight	89.9%
Gay/ Lesbian	5.1%
Bisexual	5.1%

All staff, Spain

Orientation	End 2023
Heterosexual / straight	94.7%
Gay/ Lesbian	2.1%
Bisexual	3.1%

All staff, Canada

Orientation	End 2023
Heterosexual / straight	95.0%
Gay/ Lesbian	5.0%

All staff, Italy

Orientation	End 2023
Heterosexual / straight	98.1%
Gay/ Lesbian	1.2%

All staff, USA

Orientation	End 2023
Heterosexual / straight	93.1%
Gay/ Lesbian	3.3%
Bisexual	2.3%
Other	1.0%

Diversity Data

Generation

2023 is the second time we have reported on age diversity in our business. We have seen an increase in Millennial, Gen Z and Baby Boomer representation, likely in part given we have an ageing population.

Veterans (US Only)

Veteran hiring is a focus globally and this is tracked in the US. Our Military ERG group helps to provide ongoing support and to help veterans find new vocations.

All Company

Generation	End 2021	End 2022	End 2023
Gen Z: 25 and under	12.9%	17.4%	8%
Millennials: Age 26-42	67.5%	64.7%	73%
Gen X: Age 43-57	18.3%	16.6%	17%
Baby Boomers: Over 57	1.3%	1.3%	2%

All staff, US

Veterans	End 2021	End 2022	End 2023
Special Disabled Veterans	38.9%	34.3%	34%
Vietnam Era Veterans	5.6%	5.7%	8.3%
Newly Separated Veterans	0%	5.7%	3%
Other Protected Veterans	55.6%	54.4%	53.6%

Diversity Data

Social Mobility – UK&I Only

Our current social mobility data is benchmarked against national benchmarks as defined by The Social Mobility Foundation. An individual’s socio-economic background is defined by their highest earning parent’s occupation, according to the National Statistics Socio-economic Classification (NS-SEC).

As the table shows, we are relatively close to the national benchmark and are actively working to increase our representation of employees from lower socio-economic backgrounds. We will be using the data collected to understand our current situation, indicate opportunities for action and enable us to measure change. We will also be expanding our efforts into North America next year to promote social mobility/justice.

All staff, UK&I

Social Mobility Category	End 2022	End 2023	National benchmarks as defined by The Social Mobility Foundation
Working class or lower’ socio-economic backgrounds - Examples include receptionists, electricians, plumbers, butchers and van drivers	36%	34%	39%
Intermediate backgrounds - Examples include shopkeepers, paramedics, small business owners and police officers	16%	15%	24%
Professional or ‘higher’ socio-economic backgrounds - Examples include CEOs, senior police officers, doctors, journalists, barristers, solicitors, teachers and nurses	49%	51%	37%

Our Employee Resource Groups (ERGs)

Launched in 2022, our ten ERGs are a key enabler of our inclusive culture of belonging, creating communities amongst colleagues who are often underrepresented whilst acting as ‘critical friends’ to the business to drive meaningful change. They deliver a calendar of Milestone Moments each year.

Last year we refreshed our ERG governance structure to create global accountability and set ERG Leads up for success – including an agreed 10% role allocation, improved regional representation, and a two-year ERG Lead tenure to reduce burnout. Each have a dedicated budget and an ExCo Sponsor to ensure consistency of ERG strategy globally and accountability at leadership level.

Our ERGs continue to go from strength to strength – many are now award-winning, and spearheading tangible inclusive change.



Won ‘Outstanding Disability Network of the Year’ at the British Diversity Awards (pictured left). Shortlisted for Disability Network of the Year at the 2023 European Diversity Awards

ExCo Sponsor:

Maxine Pillinger, Regional Managing Director, EMEA

Our Disability & Neurodiversity ERGs, although structured as separate entities, collaborate closely and help foster a culture of belonging for our colleagues that self-identify as disabled and/or neurodivergent.

2023 Highlights

- ✔ Celebrating Disability Pride Month as a global milestone for the first time – with over 3,000 colleagues participating
- ✔ Marking Accessibility Awareness Day, with the launch of our Accessibility Roadmap, setting out our pathway to an accessible culture already making real impact (read more on [page 22](#))
- ✔ Winning at the British Diversity Awards, a joint recognition for the Disability & Neurodiversity ERGs



“Last year, our ERG focus was on taking action and eradicating barriers. In 2024, we’re cultivating cross-regional representation and taking a truly intersectional approach to champion engagement and foster a true sense of belonging in our group. We believe that by sharing our stories and experiences we can exponentially empower one another and continue to drive positive change, both within AMS and beyond.” –



Mel Nosworthy & Nathan Elout-Armstrong, Global Disability & Neurodiversity Leads

Our ERGs

Gosia Lesniak recognised in the Involve list “Top 100 Future Women Leaders”



“We continue to elevate women’s voices and support AMS’s diversity goals by promoting women in the workplace and constantly reminding of the importance of equity in the work and social environment. We are proud to collaborate with others including the Black Employee Network (BEN) to consider intersectional experiences.” –

Gosia Lesniak, Women’s ERG Lead



ExCo Sponsor:

Jo-Ann Feely, Global Managing Director, Innovation

We provide a safe space for all colleagues who identify as female to come together and share their voices. We offer opportunities for personal development, tools to improve wellbeing, and drive initiatives supporting our gender equity agenda.

2023 Highlights

- ✓ International Women’s Day: recognising AMS women heroines across the globe who have shown bravery in the face of social, economic and political challenges. Presented some portraits of Ukrainian Women that visit our AMS Careers Centre - a small testament of their heroism in the face of tragic war events and dealing with everyday challenges for the past year on refuge.
- ✓ We collaborated with the Black Employee Network (BEN) and the Health & Wellbeing ERG on World Menopause Awareness Day, celebrated during UK Black History Month. We invited Karen Arthur, a Black menopause advocate, to host a powerful ‘Menopause Whilst Black’ session, raising awareness of the inequities around support for Black women experiencing perimenopause and menopause.



Our ERGs

Ethnicity representation in our Global Leadership has risen from 4% to 16% in the past three years



“We have really worked on building those lines of communication with our members this year. We have created a greater sense of community that cuts across timezones. Our monthly calls have allowed us to put faces to names and address serious topics in a safe space. We have even had the opportunity to informally meet some of our members in-person. It’s feeling more and more like family.” – **Yvette Moncrieffe & Chioma Olaleye, BEN ERG Co-Leads**



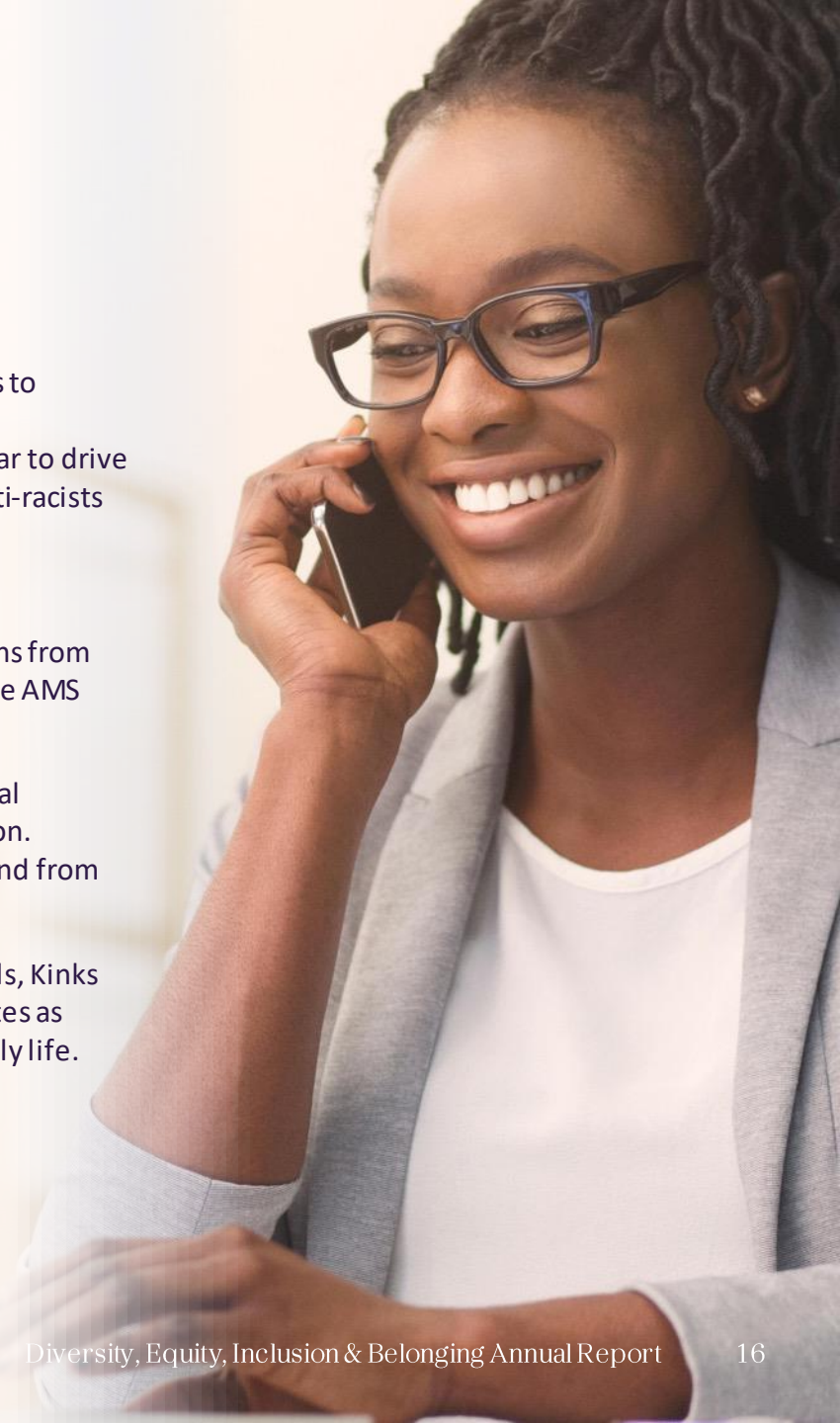
ExCo Sponsor:

Nicky Hancock, Regional Managing Director, Americas

The Black Employee Network (BEN) fosters a safe space for Black employees to network, share lived experiences, and learn how to navigate the corporate environment as a minoritised community. BEN work tirelessly across the year to drive our race equity agenda as a business, and educate colleagues to become anti-racists through important milestones such as US & UK Black History Month.

2023 Highlights

- ✔ We ran a Juneteenth King & Queen competition, asking for nominations from colleagues across all regions for those who stood out as embodying the AMS values and supporting our ERG.
- ✔ We celebrated Windrush Day in the UK, for the first time - raising global awareness of the impact of the Windrush generation in the UK&I region. Sessions were hosted by colleagues whose parents had come to England from the Caribbean as part of the Windrush generation.
- ✔ We launched a monthly BEN membership meeting, titled “Coffee, Curls, Kinks & Convo” – a space for members to come together and get ERG updates as well as chat about current affairs and issues affecting them in their daily life.



Our ERGs

AMS rank #39 in Social Mobility
Foundation Index Top 75 Employers



“We are promoting a safe space which allows our colleagues to feel empowered to share their own Social Mobility stories and lived experiences. Our community is rapidly growing, the conversations are flowing and through our successful DEIB Week, the power of connection is inspiring.” – **Marisa Baker & Fionuala Goritsas, Social Mobility ERG Co-Leads**



ExCo Sponsor:

Matthew Rodger, Chief Growth &
Commercial Officer

Our Social Mobility ERG provides support and offers learning opportunities to advocate for social justice. Social Mobility is the relationship between our social-class origins and future career success – usually in relation to income, occupation, and status. The ERG is dedicated to understanding these cultural differences and structural barriers that exist in the workplace.

2023 Highlights

- ✔ We continue to rise up the Top 75 Employers in the Social Mobility Foundation Employer Index, currently at no. 39.
- ✔ We reported on our Class Pay Gap for the first time in the UK&I.
- ✔ We celebrated the United Nations World Day of Social Justice, recognising the need to tackle issues such as poverty, exclusion, gender inequality, unemployment, human rights, and social protections, where we heard from our global colleagues on what social justice means to them.



Our ERGs

Military veterans Lucy Evans and Luke Hollands nominated in the British Ex-Forces in Business Awards



“This year we celebrated our second year of the ERG and it has been fantastic to see the continued support from the ERG members and AMS colleagues who join our sessions and take an interest in the Armed Forces Community, promoting veterans and spouses, which makes us proud to be able to co-lead this fantastic ERG.” – **Luke Hollands & Luciano Reyes, Military ERG Co-Leads**



ExCo Sponsor:

Gordon Bull, Managing Director,
Legal, Compliance & Risk

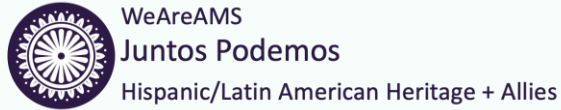
The Military ERG is a place for military veterans, spouses, close family members, and allies to gather and support one another. The group continues to identify and engage in community outreach endeavours and champion mental health.

2023 Highlights

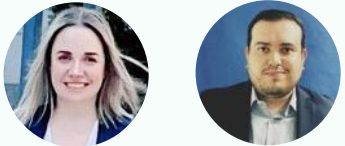
- ✔ We celebrated our second Week of Remembrance, which seen guest speakers from the Army Cadet Force about the amazing opportunities that are open to everyone. We also had Kathryn Jones who is working at AMS through Recruit For Spouses on her experiences of being a military spouse. The week ended with a Remembrance Service to remember all the fallen past and present.
- ✔ We were invited to a celebratory ceremony with Combat Stress for their fundraisers, where AMS were awarded Corporate Fundraiser of the Year, having raised £10,000 which goes to support life changing treatment for veterans and their families.

Our ERGs

Ethnicity representation in our Global Leadership has risen from 4% to 16% in the past three years



“We are very proud of our accomplishments with Juntos Podemos over the past year. As a community, we faced the challenges and opportunities of 2023 by learning, sharing, and growing together, further strengthening our ‘familia’.” – **Linda Castillo & Octavio Fast Martinez, Juntos Podemos ERG Co-Leads**



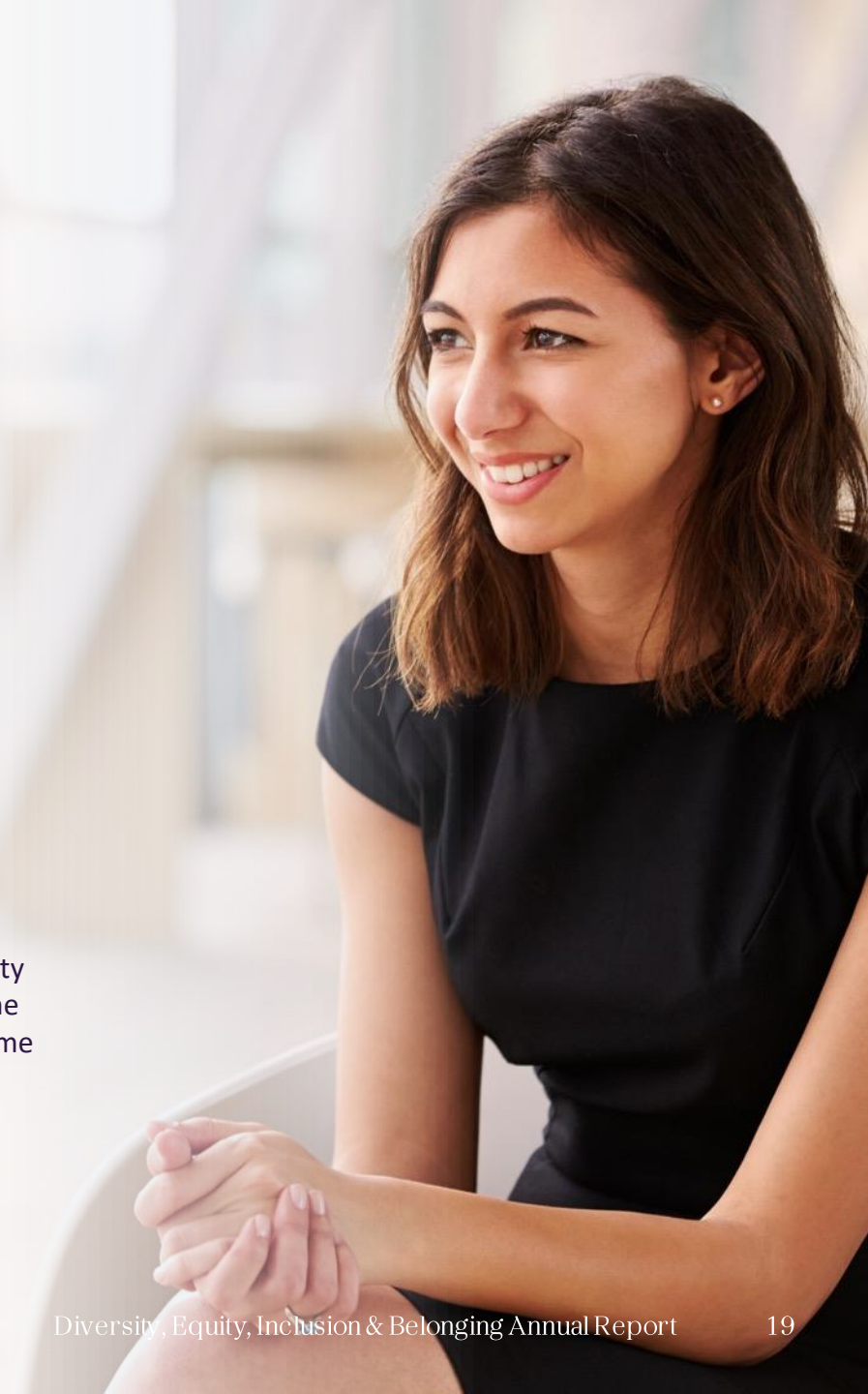
ExCo Sponsor:

Nicky Hancock, Regional Managing Director, Americas

The mission of Juntos Podemos is to engage, develop, and promote Hispanic/ Latin American talent within AMS. Our group is a safe place to join and celebrate cultural traditions, explore educational opportunities, and drive career growth.

2023 Highlights

- ✔ As part of our Hispanic Heritage Month in September, Juntos Podemos presented a session titled “Am I good enough? Overcoming Imposter Syndrome” with Aspira Consulting CEO, Oscar Garcia. Over 200 people attended.
- ✔ On November 1st we commemorated Dia de Los Muertos (Day of the Dead) which is observed across many LATAM countries. Dia de los Muertos honors and remembers our loved ones who have passed away.
- ✔ AMS third Annual La Sobremesa event. We enjoyed the opportunity to pause and reflect on our traditions along our colleagues from the Black Employee Network. It was a joy to have our communities come together.



Our ERGs

Shortlisted for LGBTQIA Network of the Year in the DIVA Awards and The Bank of London Rainbow Honours



“Our commitment to fostering an inclusive and supportive workplace for LGBTQ+ individuals is unwavering. Over the past year, we have intensified our efforts to enhance the sense of belonging within our organisation by focusing on the unique needs of specific communities under the LGBTQ+ umbrella.” – **Conor Breen, Edwin Perée, Bia de Vita & Joanne Emberton-Leveson, LGBTQ+ ERG Leads**



ExCo Sponsor:

Nikki Hall, Chief People Officer

Our LGBTQ+ ERG is committed to creating an environment where the LGBTQ+ community is visible, heard, and proud, with an enhanced focus on those who are often underrepresented. We celebrate Pride all year round, last year marching in a record number of 10 Pride Marches globally including London, Belfast, Monterrey, Warsaw, Sao Paulo, Cleveland, Rome and Berlin.

2023 Highlights

- ✓ We successfully held a crossover session with the Military ERG on intersectionality, fostering a deeper understanding and collaboration between diverse groups within our organisation.
- ✓ We proudly hosted our first-ever Lesbian Lounge, providing a dedicated space for this specific community to connect, share experiences, and build a supportive network.
- ✓ We were honored to receive our first certification as the Best Place to Work for LGBTQ+ individuals in Mexico, recognising our ongoing efforts to create an inclusive and supportive work environment.



Our ERGs

Introducing our newest ERGs



WeAreAMS
South Asian Heritage

ExCo Sponsor:
Roop Kaistha, Regional
Managing Director, APAC

The South Asian Heritage ERG offers a safe space for people of South Asian Heritage (including India, Bangladesh, Nepal, Pakistan, Afghanistan, Bhutan, Sri Lanka and the Maldives) to share interests, challenges and promote their sense of belonging at AMS. Previously an Affinity Group driven by the hard work of a number of dedicated colleagues, the network progressed to a global ERG at the end of 2023.

Highlights so far

- ✓ Celebrated South Asian Heritage Month for the first time at AMS running from mid July to mid August 2023. We highlighted the diverse heritage and rich culture of the South Asian region, with weekly educational themes on arts, food, festivals and lived experiences.



“The South Asian Heritage ERG is a space to celebrate our rich culture and discuss challenges we may have faced and how we can overcome any barriers, it is an open place to get involved and make recommendations and find your belonging. As a new ERG we are building active membership, identifying key moments such as South Asian Heritage Month, and looking to intersect with other ERGs.” – **Darshan Shah & Priya Mehta, Global South Asian Heritage ERG Co-Leads**



WeAreAMS
Health & Wellbeing

ExCo Sponsor:
Sharon Bagshaw, Regional
Managing Director, UK&I

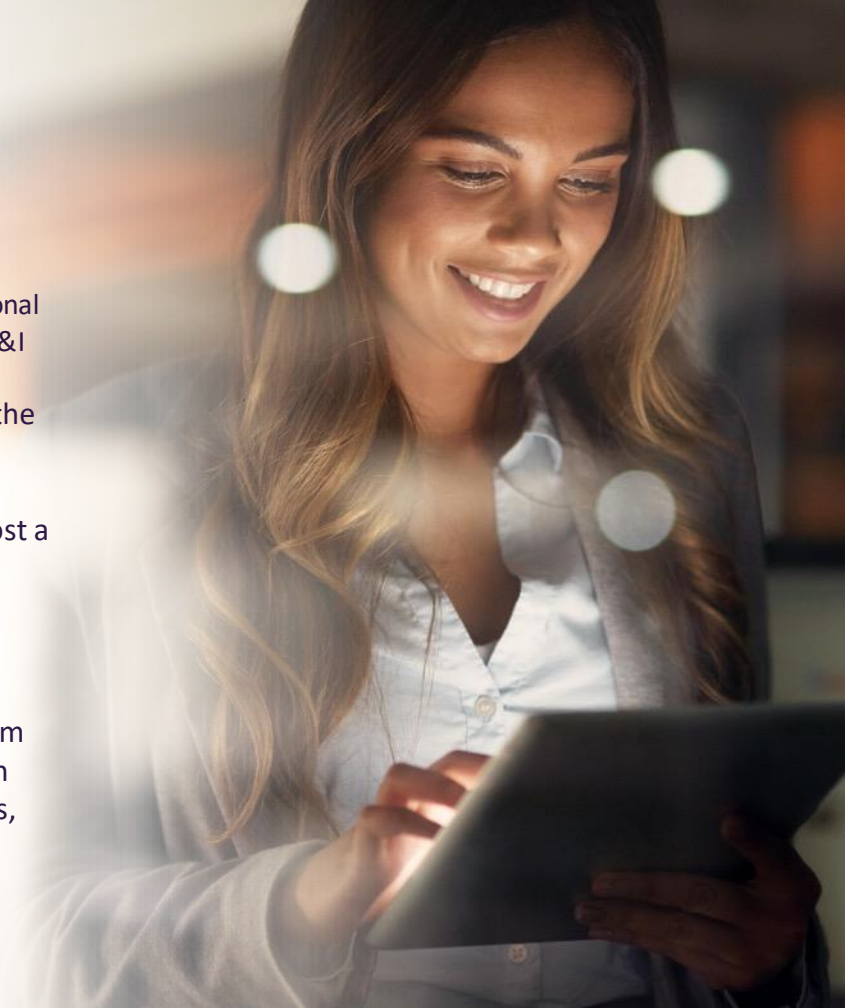
The purpose of the Health & Wellbeing ERG is to support the health, wellbeing, and quality of life of our people by empowering them to prioritise wellness and seek support where needed for their mental and physical health. We host a range of events and activities to promote this.

Highlights so far

- ✓ Marked Mental Health Awareness Week in May 2024; we were joined by Ravi Modha, an official Wim Hof Method Instructor to share how breathwork can help with stress, held Gong Bath mediation sessions, and a session on sleep and lifestyle habits.
- ✓ Built out a Wellbeing Hub on our intranet, which includes an enhanced Women’s Health/Menopause section and Domestic Violence Support section.



“Progress has been significant since we have taken a global approach to the structure of the Health & Wellbeing ERG with best practices being taken from all regions. We are so proud of the team, having quickly become one of the largest ERGs, and their passion for Health & Wellbeing is evident in their delivery.” – **Alessia Malinverni & Emma Gray, Global Health & Wellbeing ERG Co-Leads**



ERG Impact: Driving Inclusive Business Change

Beyond fostering belonging for underrepresented communities, we are proud to have ERGs that hold our business to account as ‘critical friends’ – who partner with key stakeholders to drive measurable change. Below are a few examples of driving real impact with tangible results.



AMS Accessibility Roadmap



In 2023, the Disability & Neurodiversity ERGs supported the launch of our internal AMS Accessibility Roadmap. This sets out a pathway to ensuring an inclusive culture through accessible digital practices, informed by disabled people with lived experience. Our ERGs and Disability & Accessibility Lead worked collaboratively with input from Marketing, Internal Comms, Talent Development, and Employee Relations.



A key achievement was moving to an accessible business font last summer, a small accessible step which is already making a difference to those who use assistive technology such as screen readers. We have a continued focus to review use of accessible features such as closed captioning on videos, colour contrast and addition of ALT text to imagery.

While we recognise that we are on a journey, our ongoing Accessibility Roadmap helps to keep disability at the heart of design rather than an afterthought, and address barriers faced by disabled people.



Ethnicity Action Plan & Launch of EmBue



In partnership with our ethnicity ERGs – the Black Employee Network, Juntos Podemos and South Asian Heritage – we developed our AMS Ethnicity Action Plan in 2020 to drive greater ethnicity representation across our business. This is now overseen by our Ethnicity Board, ensuring that racial equity remains a priority for our leadership team.

In addition to increasing ethnic representation in our global leadership, this year we also launched our EmBue development programme (Empowering Black and Underrepresented Ethnicities), specifically designed to support the leadership and career growth ambitions of mid-management level colleagues from underrepresented, minoritised ethnic backgrounds in the UK&I region. We aim to expand similar opportunities to our other regions after a successful pilot in UK&I.

“This programme is particularly important to me as a Black professional in the UK. It was born out of a conversation among a small group of us who saw the story the data was telling us about the career progression of people who look like me, and wanted to change that narrative” – **Chioma Olaleye, BEN ERG Co-Lead & Senior DEIB Manager**



DEIB & Citizenship Week 2023

Belonging in a Global Community



During September 2023 we held our annual DEIB & Citizenship Week, with the theme of ‘Belonging in a Global Community’. Key highlights included:

- › Held impactful live sessions on topics including ‘Belonging—A Leadership Perspective’ hosted by CEO David Leigh and other leaders, gender identity, and stories from AMS women, as well as a panel event with guests from [LinkedIn](#), [BP](#) and [Sanofi](#) to share an external perspective
- › Cross-ERG activities to explore intersectionality – including a joint BEN /Juntos Podemos session on DEIB in the Americas region, and BEN/ the South Asian Affinity Group on the impact of heritage
- › Actively engaged remote-based colleagues and those on client accounts
- › Released our ‘[Guide to Inclusion in a Global Workforce](#)’ – a resource with useful tips to make remote working as inclusive as possible
- › Held interactive sessions using [Natter](#) technology to promote networking and cross-team engagement
- › Supported global opportunities for [Citizenship](#), including World Clean Up Day, with colleagues supporting local beach and countryside clean ups

“

‘[DEIB Week...] is extremely enriching and something that I love about AMS! THANK YOU!’

‘Keep up the hard work and I appreciate the openness and the keenness to obtain feedback from employees, it really hones in on the whole belonging for me!’

‘I appreciated the transparency and accountability from senior leadership, specifically how open senior leaders had been towards difficult questions’

”



AMS DEIB Knowledge Exchange Webinar Series 2023

The AMS DEIB Knowledge Exchange 2023 series tackled critical DEIB topics across three expert-led webinars with the theme ‘DEIB Impact, from Awareness to Action’. We brought clients, colleagues and partners together to explore the power of the C-Suite in DEIB, embracing multi-generational workforces, and an honest reflection on how much organisations have progressed the race & ethnicity agenda over the past three years.

Summary:

Social impressions

400,803

Registrations

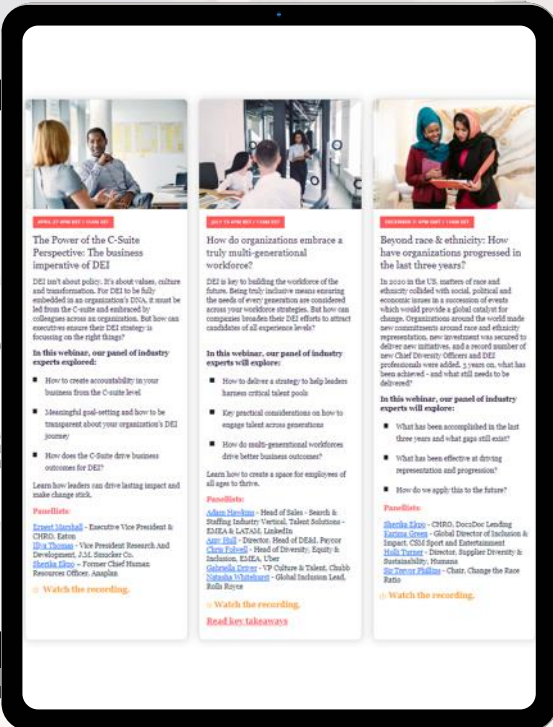
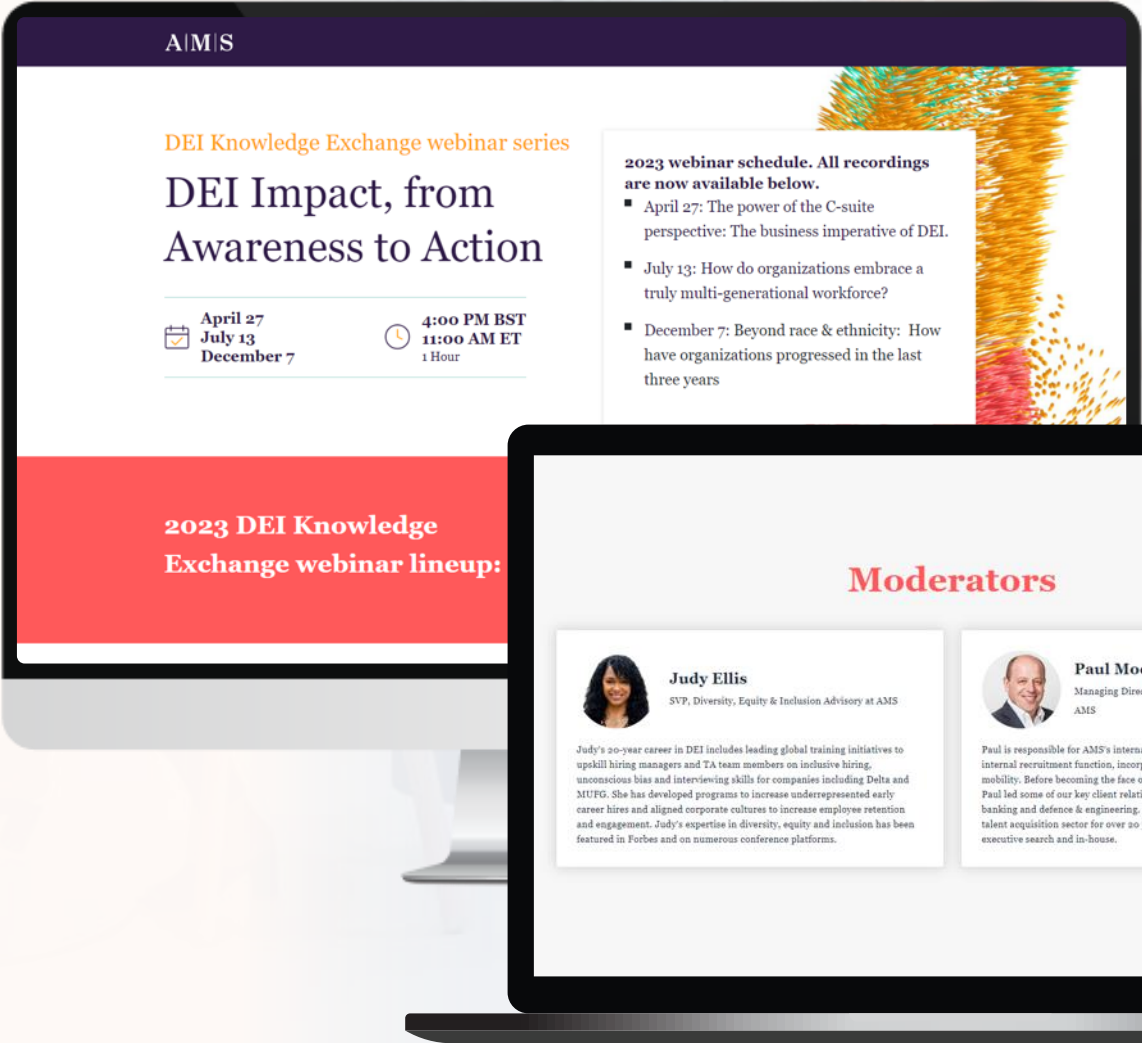
1,078

Attendees + recording views

404

Social engagements

3,703



Spotlight on AMS Diversity & Inclusion Alliance

The AMS Diversity & Inclusion Alliance is a collaboration hub of DEIB focused partners to improve diverse representation across our clients' total workforces and bring market leading DEIB expertise and insight to inform talent strategies. We have launched initially to our Public Sector Resourcing Business and are now rolling out across our UK&I and global client accounts.

Our founding partners:

55/REDEFINED

How have we embedded the Alliance with Public Sector Resourcing (PSR)?

Customer Engagement Day to launch the Alliance with our PSR customers and Crown Commercial Services



Launch of "INFormed" Alliance insights newsletter for PSR customer base, and [Alliance predictions for 2024 video](#)

Deployed AMS developed tool **OMNIS** to support diversity data capture for contingent hiring, and produced our first benchmarking report to help target our efforts



PSR have teamed up with **Bridge of Hope** to provide access to candidates from marginalised backgrounds through their inclusive job board - *in June 2023 PSR made the **first candidate placement**, an SC Cleared Programme Manager*

We consulted with **Recruit for Spouses** during the build of our Guaranteed Interview Scheme, resulting in the scheme's opening to military spouses. We have made **18 offers** through the scheme to disabled, veteran and military spouse candidates

We've created a pathway through **auticon** which was called out in the 2024 Civil Service People Plan

We have invested in **Evenbreak** job board to provide access to disabled talent

Introducing myGwork to the HM Land Registry



Following a 'virtual roadshow' for our PSR customers in October 2023, the HM Land Registry joined forces with myGwork, the largest talent and networking platform for LGBTQ+ professionals and inclusive employers.

"myGwork is proud to be part of the AMS Diversity & Inclusion Alliance, through which we have been introduced to HM Land Registry. We are delighted to be working alongside HM Land Registry to help promote and support their workplace equality initiatives." - **Adrien and Pierre Gaubert, myGwork Co-Founders**

"We're excited to be working closely with myGwork to promote workplace diversity, equality and inclusion and create a safe and inclusive workplace for all our staff. We believe our people are our most valuable assets and that everyone should be able to bring their whole selves to work." - **Karen Harvey, Resourcing Team Manager, HM Land Registry**



Nationwide Skills Academy via Talent Lab

Promoting Social Impact through every element of what we do

Embedding Ethical Skilling through Talent Lab

AMS Talent Lab provide expert training to help organisations turn people with the right potential and aptitude into people with the right skills. We are **committed** to building a **diverse, equitable, and inclusive workforce**, fostering an environment where everyone can **thrive** and **succeed**. In 2023 we embedded our Ethical Skilling practices across every element of Talent Lab. This foundation for our DEIB value proposition centres on creating Social mobility and offers unparalleled opportunities for underrepresented groups.

How do we do this?

Diverse attraction channels

Partnering with market leading organisations, promoting opportunity to underrepresented and disadvantaged groups

Inclusive Hiring Practices

Fair and equitable assessment and selection processes focusing on aptitude and potential rather than experience.

Ethical Training

Our trainees are paid on day 1 of training, ensuring equity in opportunity for all. We do not have punitive exit fees or clauses in our contracts.

Talent Lab Associate Community

Each member of the community plays an integral role in fostering a culture of inclusivity, continuous learning & development.



AMS Talent Lab working in partnership



Looking Ahead: Our 2024 DEIB Promises

Developing Belonging

We will continue to develop our inclusive culture, **building a sense of Belonging** across AMS, working to involve and engage all colleagues, irrespective of where they are based. We will work hard to ensure that we reach as many colleagues as we can via a range of different methods, with a focus on intersectionality.

Drive Representation

We will work towards becoming **representative of the communities** where we are based, with a particular priority on improving the ethnicity/ race representation globally at a senior level. We will continue to promote transparency around where we are making progress and where we have more work to do.



Promises

Enable ERGs

We will **set our Employee Resource Groups up for success**, uplifting underrepresented voices and creating moments that matter as we continue our DEIB journey. We will partner, together with the business, to educate, develop communities and ally groups, and embed global governance to hold ourselves and our leaders accountable.

Embed Equity

We will strive for **bias free and equitable approaches** across our core people processes - hiring, performance, promotion, and attrition. We will utilise the employee diversity data we collect (where we are able to) to identify barriers and potential bias impacting underrepresented groups, and then agree actions to address and remove.

Thank you

Document Control

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For any questions regarding our report, please contact us:
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