

Amey

Life's better connected

Ethnicity Pay Gap Report 2024



Building on our vibrant culture and growing diverse representation to create a positive impact together

At Amey, we recognise the importance of having a workplace that reflects the diversity of society and gives everyone the opportunity to thrive. We are proud of our inclusive environment where everyone can learn, grow and bring their true selves to work.

In 2024, 89% of employees disclosed their ethnicity—up from 88% in 2023 and marking a 5% increase over two years. There was a promising increase in the number of ethnically diverse employees, from 8.8% in 2023 to 9.5% in 2024. This puts us in a strong position to achieve the targets outlined in our Wellbeing, Diversity and Inclusion (WD&I) strategy of 10% by 2026 and 14% by 2030.

We continue to demonstrate close pay parity between white and ethnically diverse employees. Our median ethnicity pay gap remains at a thin margin of 1.55%.

Notably, we have been actively working towards a significant decrease in the median gap in the upper quartile, going from 12.4% in 2023 to 9.1% in 2024.

These figures show our commitment to fairness and equal opportunity and have been driven by initiatives across the organisation.

Our Multicultural Leadership Development Programme (MLDP) is helping to increase representation in senior roles. The first cohort of the programme

saw great success, with 70% of participants progressing in their careers, and 96% reporting the programme met or exceeded expectations.

The Multicultural Affinity Network, now part of our Unity Group, continues to provide education, support and safe spaces for ethnically diverse employees, while promoting active allyship and intersectional awareness.

We remain a strategic partner of Race Equality Matters and continue to partner with 10,000 Black Interns to offer paid work experience to underrepresented groups.

We have numerous other initiatives, outlined in this report, to support our continued focus on attracting, developing and retaining top talent from the broadest possible pool.

I am personally committed to making sure everyone, regardless of background, is treated fairly and supporting the business to make sure we reach the goals set out in our WD&I strategy.

Andy Milner
Amey Chief Executive Officer

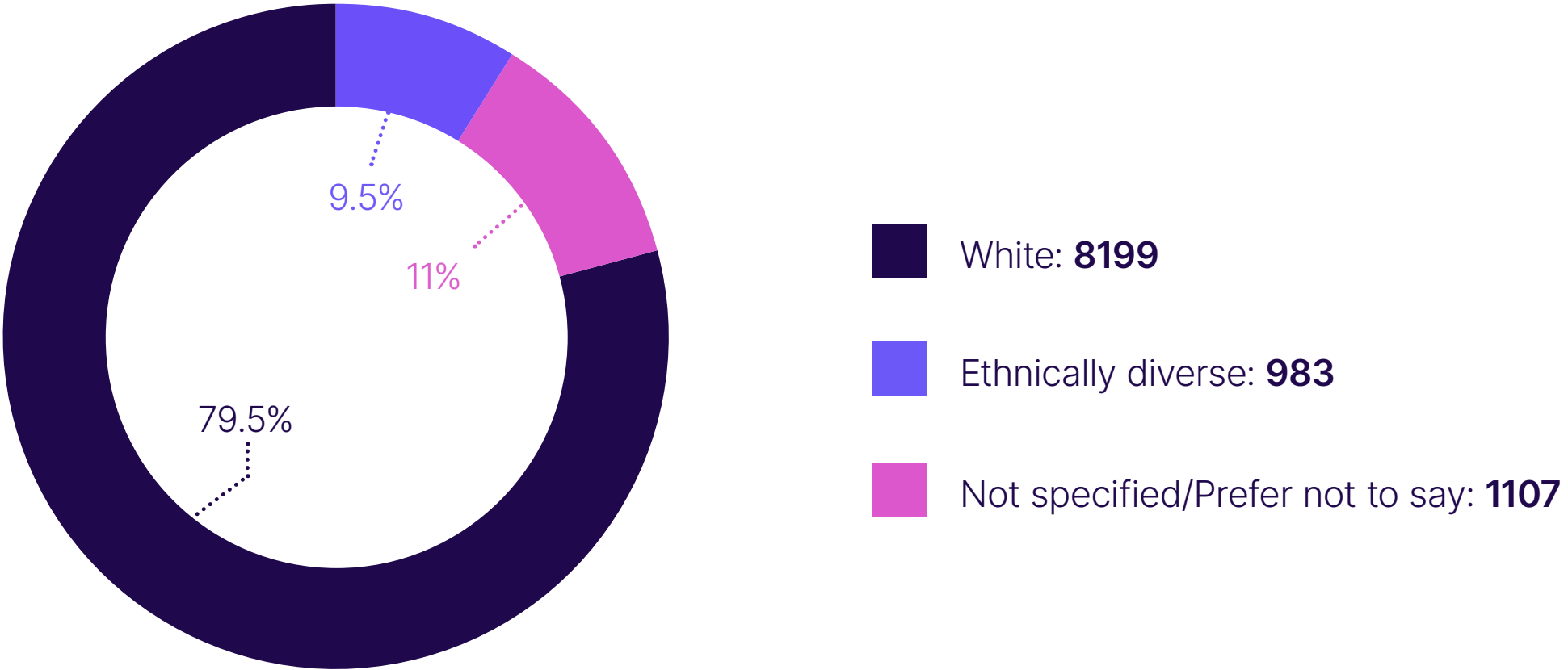


The Amey Ethnicity Pay Gap

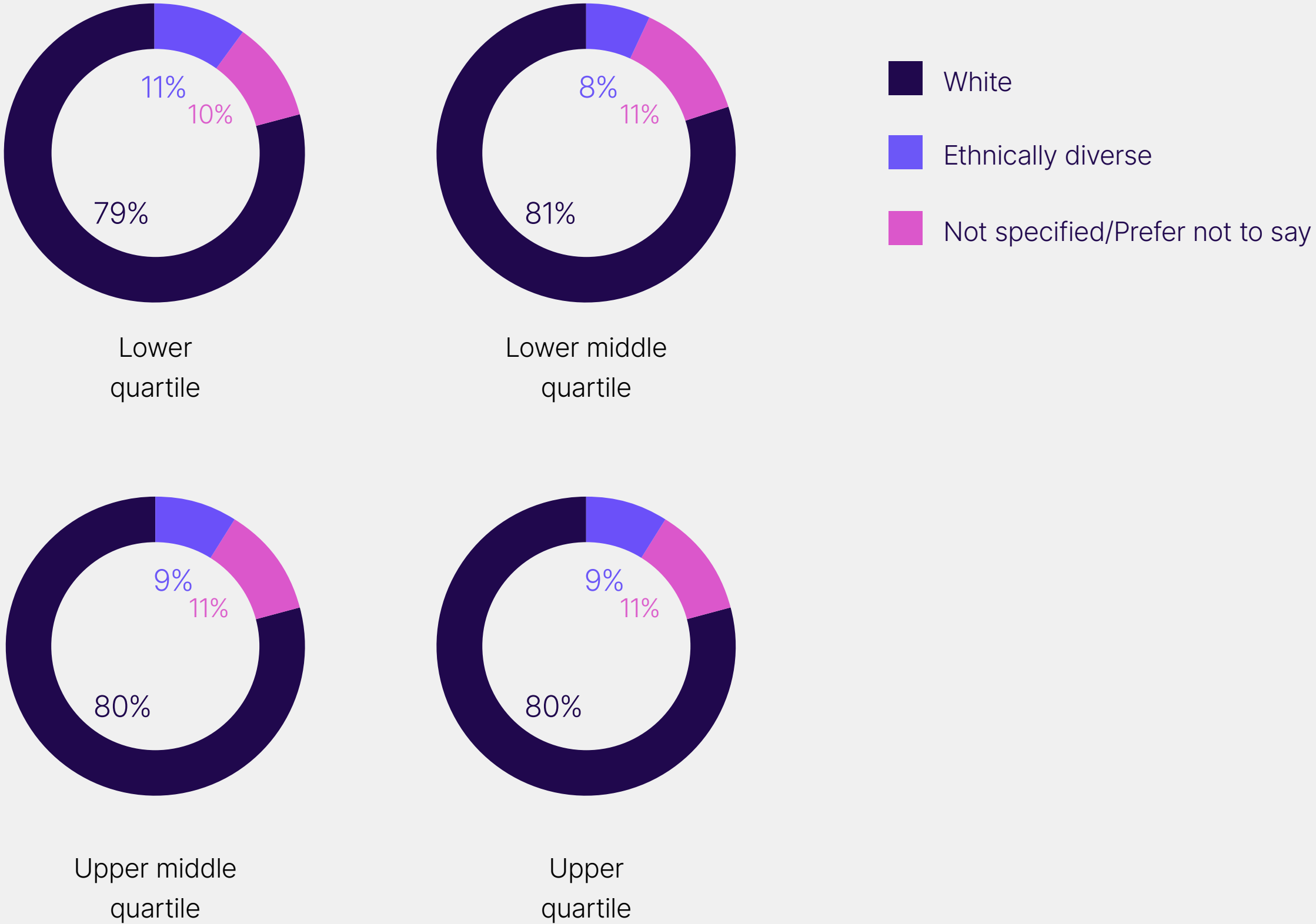
The Ethnicity Pay Gap should not be confused with equal pay. Equal pay is the practice of paying individuals from any ethnic group equally for performing the same or similar work of equal value. The ethnicity pay gap is the percentage difference in the average hourly rate of pay of white and ethnically diverse employees. At Amey we look at mean and median measures when calculating our pay gap.

- In the UK employers cannot compel employees to disclose their ethnicity. The disclosure rate in Amey is 89%.
- It is important that our calculations are reflective of our whole organisation so we can better track year-on-year trends. We are continuing to aim for a higher disclosure rate in future years to ensure greater accuracy in our reporting.

Ethnicity representation across Amey



Ethnicity representation in each pay quartile

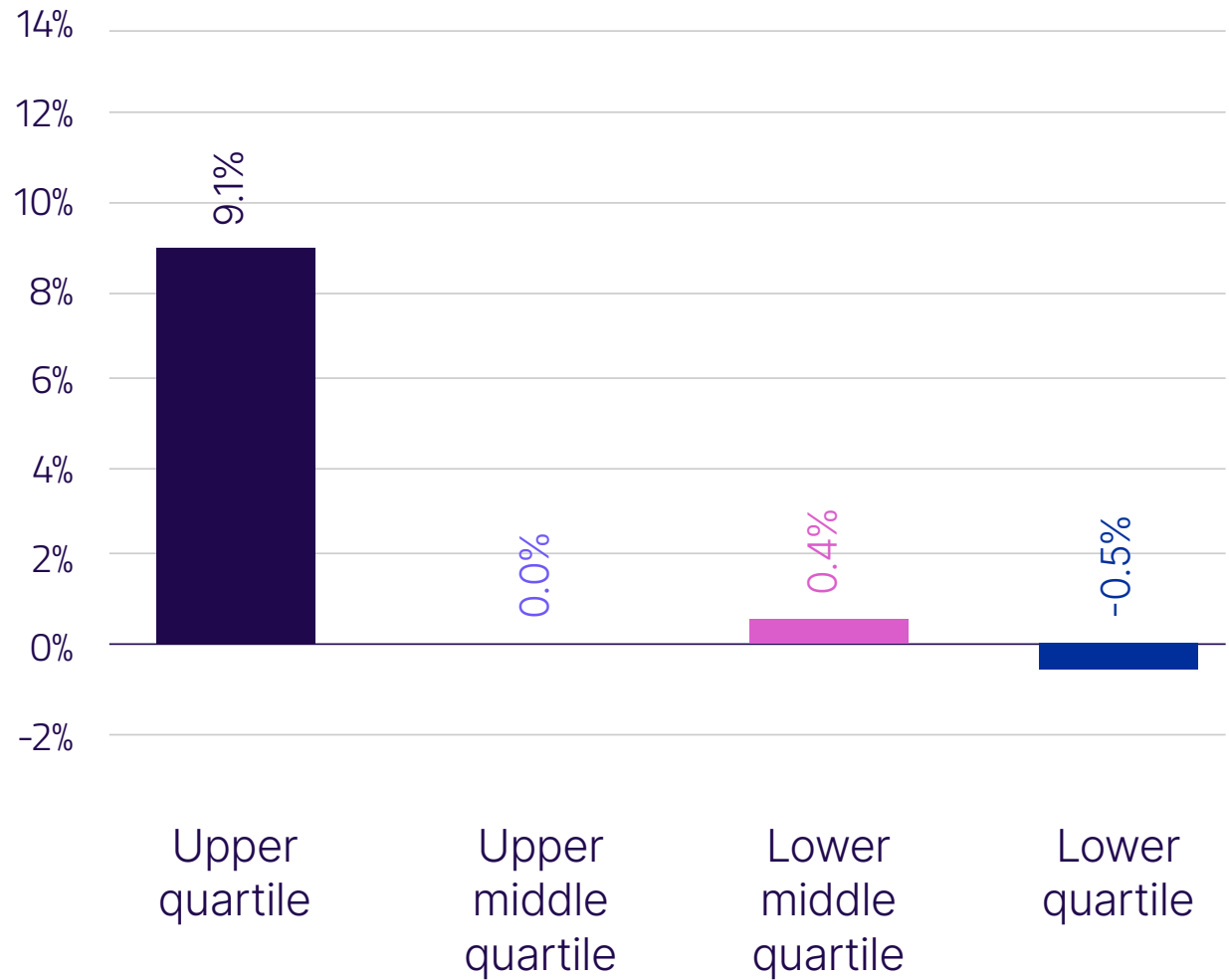




Mean pay gap

This is calculated by adding the white employees' hourly pay and dividing by the number of white employees in the organisation. Then adding all ethnically diverse employees hourly pay and dividing by the number of ethnically diverse employees in the organisation. The mean Ethnicity Pay Gap is the difference between these two numbers as a percentage. The Amey mean Ethnicity Pay Gap for 2024 is 4.99%.

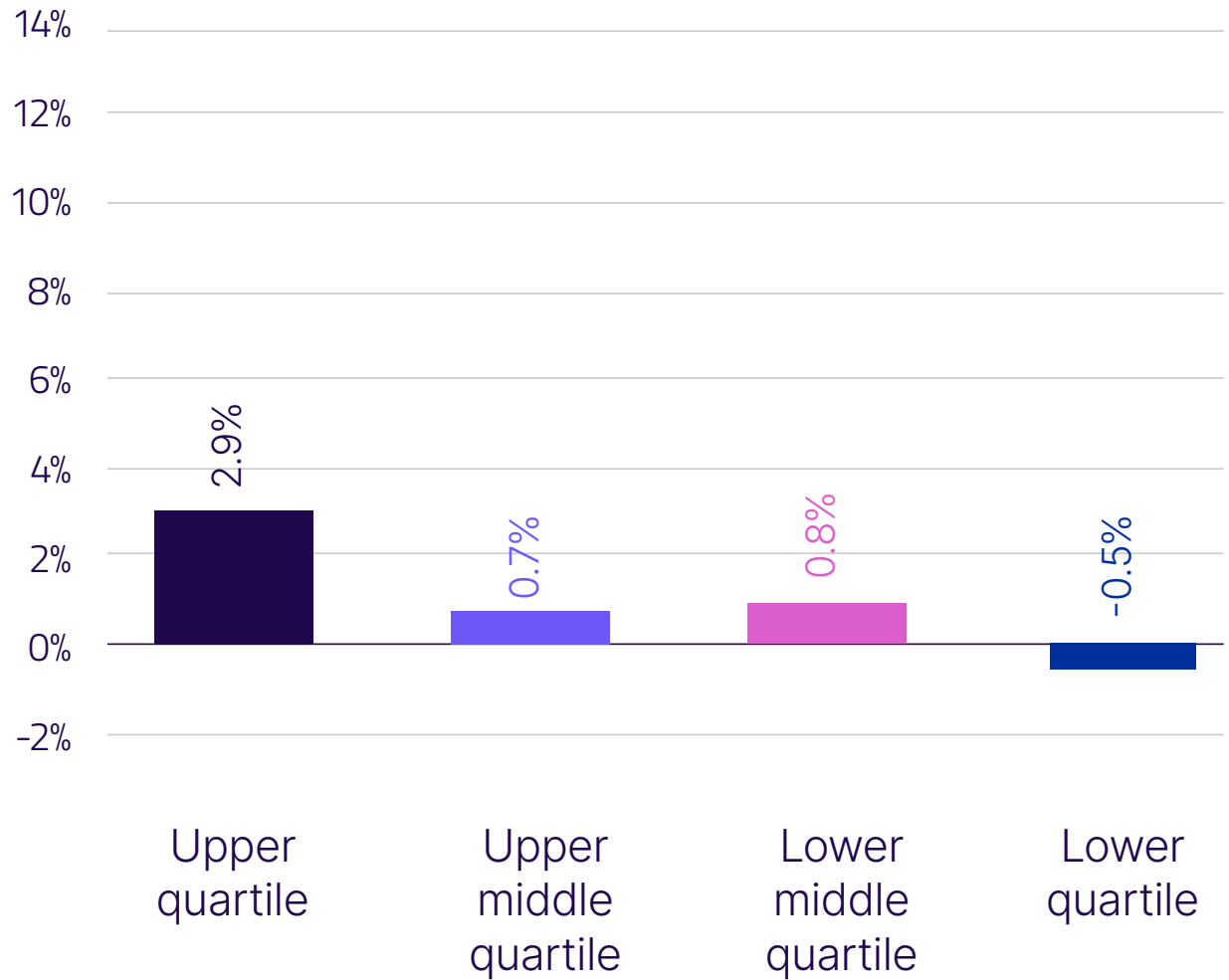
Ethnicity mean pay gap per quartile



Median pay gap

This is calculated by sorting all the white employees hourly pay by size and selecting the middle salary. Then sorting all the ethnically diverse employees hourly pay by size and selecting the middle salary. The median Ethnicity Pay Gap is the difference between these two numbers as a percentage. The Amey median Ethnicity Pay Gap for 2024 is 1.55%.

Ethnicity median pay gap per quartile



Closing the Ethnicity Pay Gap

Leadership

- We believe wellbeing, diversity and inclusion are all intrinsically linked. In 2024 we launched our Wellbeing, Diversity and Inclusion Strategy, which sets out a clear framework for us to work in an inclusive way. It actively promotes positive wellbeing and embraces difference so that everyone is confident to be themselves, feels valued and is empowered to add value.
- Our Chief Operating Officer, John Faulkner, is the Executive sponsor of the Multicultural Affinity Network. As part of this role, John provides strategic guidance to ensure the network is aligned with our business strategy.
- We continue to be a strategic partner of Race Equality Matters, a UK-wide collaboration of thousands of organisations and millions of employees creating change to achieve equality in workplaces. We also help shape their focus areas by sharing insights from our Affinity Network.
- For five years now, we have been a signatory to the Business in the Community (BITC) Race at Work Charter, where businesses make a public commitment to improving equality of opportunity in the workplace.
- Our Unity Group, which consists of all Amey's affinity networks, including the Multicultural Affinity Network, has celebrated its first anniversary.
- The Unity Group ensures collaboration across all our affinity networks, sharing best practice knowledge and support among our networks. We recognise the importance of understanding intersectionality, and the Unity group provides a platform to explore how we support our employees with an intersectional lens.



70%

of participants in our Multicultural Leadership Development Programme experienced career advancement after completing the programme.

295

people across 194 organisations attended our Belonging or Bust session in partnership with Race Equality Matters.

Closing the Ethnicity Pay Gap

Driving inclusion through various initiatives

- Throughout Race Equality Week (REW), we delivered multiple sessions and activities. This included Lunch & Learn sessions exploring intersectionality and privilege, conversations around inclusive language, code-switching, and masking, as well as events that celebrated and promoted diversity and inclusion. The executive team unveiled new commitments to race equality and acts of allyship.
- We have completed our first cohort of the Multicultural Leadership Development Programme (MLDP). The programme has had a measurable impact, with 70% of participants experiencing career advancement and 80% expressing a desire to continue mentoring partnerships. Participants reported increased confidence and growth in both personal and professional areas. They also highlighted mentoring, emotional intelligence workshops, and leadership skills as the most valuable elements. The end of programme celebration was attended by several members of the executive team, including our CEO.
- Our REW Belonging or Bust session in partnership with Race Equality Matters attracted attendance from 295 people across 194 organisations. Attendees were surveyed, and 93% said they learned something to help their organisation take more impactful action.
- We continue to partner with the Department for Work and Pensions (DWP) on their Sector-Based Work Academy Programme (SWAP), which provides work experience to ethnically diverse candidates in our Public Estates business.
- We implemented Neurosight, an advanced online assessment tool designed to evaluate and understand the cognitive and emotional profiles of early careers candidates. By leveraging neuroscience principles, it provides detailed insights into an individual's strengths, weaknesses, and potential areas for development, while removing bias. Results showed that Black candidates score very similarly to White candidates (61.14, vs. 61.79 respectively), and Mixed candidates are scoring even higher than White candidates (64.96, vs. 61.79).
- We support the 10,000 Interns Foundation – an organisation that champions underrepresented talent to secure paid internships. Over 2023–24 we have had eight interns join us in Consulting and Transport Infrastructure.
- We are continuing to provide support to those facing non-inclusive behaviour through our Multicultural Affinity Network, which offers a safe space for employees to discuss race and learn about the diverse backgrounds and cultures of Amey employees.
- We facilitate Active Allyship workshops across the business to demonstrate how to be an ally and encourage honest reflection and open conversation.

Looking ahead

- In 2025 we became a patron of the Multicultural Apprenticeship & Skills Alliance (MASA).
- We have launched the second cohort of the Multicultural Leadership Development Programme (MLDP), with 32 people taking part.
- We are on track to achieve our target of 14% ethnically diverse employees by 2030, as outlined in our Wellbeing, Diversity, and Inclusion Strategy.
- We will continue to focus on hiring ethnically diverse talent, particularly graduates and apprentices, to bring fresh perspectives to our early careers cohort.
- An ongoing programme of inclusion campaigns is in place to make sure everyone feels welcome and valued, whatever their background, identity, or circumstances.



Amey

We are a leading provider of full life-cycle engineering, operations and decarbonisation solutions, for transport infrastructure and complex facilities.

Our purpose is to deliver sustainable infrastructure that enhances life and protects our shared future.

We combine exceptional expertise in Consulting & Design, Advisory & Analytics, Transport Infrastructure and Complex Facilities to design, manage, and maintain clients' assets throughout their lifetime

Our leading data and analytics solutions enable us to create transformative solutions that strengthen resilience and drive sustainable improvements.

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