

Amey

Life's better connected

# Diversity Pay Gap Report Gender, Disability and Ethnicity

2024-25



# A note from CEO Andy Milner

At Amey, we know that maintaining a fair, inclusive and respectful workplace is fundamental to our long-term success. Our people are at the heart of everything we do, and we are committed to ensuring that everyone can thrive and feel a genuine sense of belonging.

This report brings together our gender, ethnicity and disability pay gap data for the first time. By presenting these insights in a single, integrated report, we aim to provide greater transparency and support more informed, data-led decision-making across the business.

The report reflects both the progress we have made in the past year and how we can build on that momentum. I was particularly encouraged to see that our median gender pay gap has reduced significantly, falling by 11.7% since 2022.

In relation to ethnicity, we continue to see well balanced pay across all quartiles, aside from the upper quartile. In our first year of disability pay gap reporting, there is a negative disability pay gap of -20.19%, indicating higher average hourly pay for employees who have disclosed a disability.

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

This includes the Women@Amey Leadership Development Programme which has supported 93 participants since its inception in 2017. It has proven to

be so successful that we are running two cohorts in 2026.

Similarly, the first cohort of our Multicultural Leadership Development Programme (MLDP) was a great success, with 76% of participants achieving career progression after completion. The second cohort is now underway, with early feedback proving positive.

The launch of the new Diversability Career Development Programme in collaboration with Disability Rights UK, with the first cohort to take place in 2026.

We invested in NeuroSight, an online assessment tool for early careers that provides detailed insights into an individual's strengths, weaknesses and potential areas for development, while reducing bias.

As detailed throughout this report, we continue to invest in a wide range of initiatives to attract, develop and retain the best talent from the broadest possible pool. I remain personally committed to ensuring that everyone at Amey is treated fairly and with respect, regardless of background or identity, and I look forward to continuing this important work.

**Andy Milner**  
Amey Chief Executive Officer



# About

This report marks the beginning of a more streamlined and considered approach to pay gap reporting at Amey.

While we have previously produced separate reports on gender and ethnicity pay gaps, this our first time including disability reporting.

Presenting these insights together allows us to take a holistic view of diversity and inclusion across the organisation. It will also ensure that our data reflects the full breadth of our workforce and brings together a clearer view of the diversity landscape at Amey.

Importantly, this combined report also acknowledges the role of intersectionality and recognises that experiences are shaped by multiple aspects of identity.

The results of this report will be essential for informed and impactful decision-making across the business.

# Unity at Amey

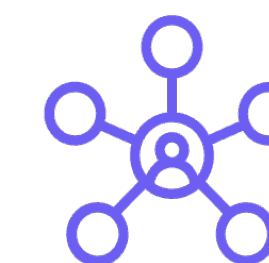
At Amey, we are committed to creating a workplace where everyone feels valued, respected and able to thrive.

The Unity Group plays a vital role in driving this ambition. By bringing together all our Affinity Networks under one coordinated structure, it strengthens our collective voice, increases visibility, and ensures alignment across our diversity and inclusion efforts.

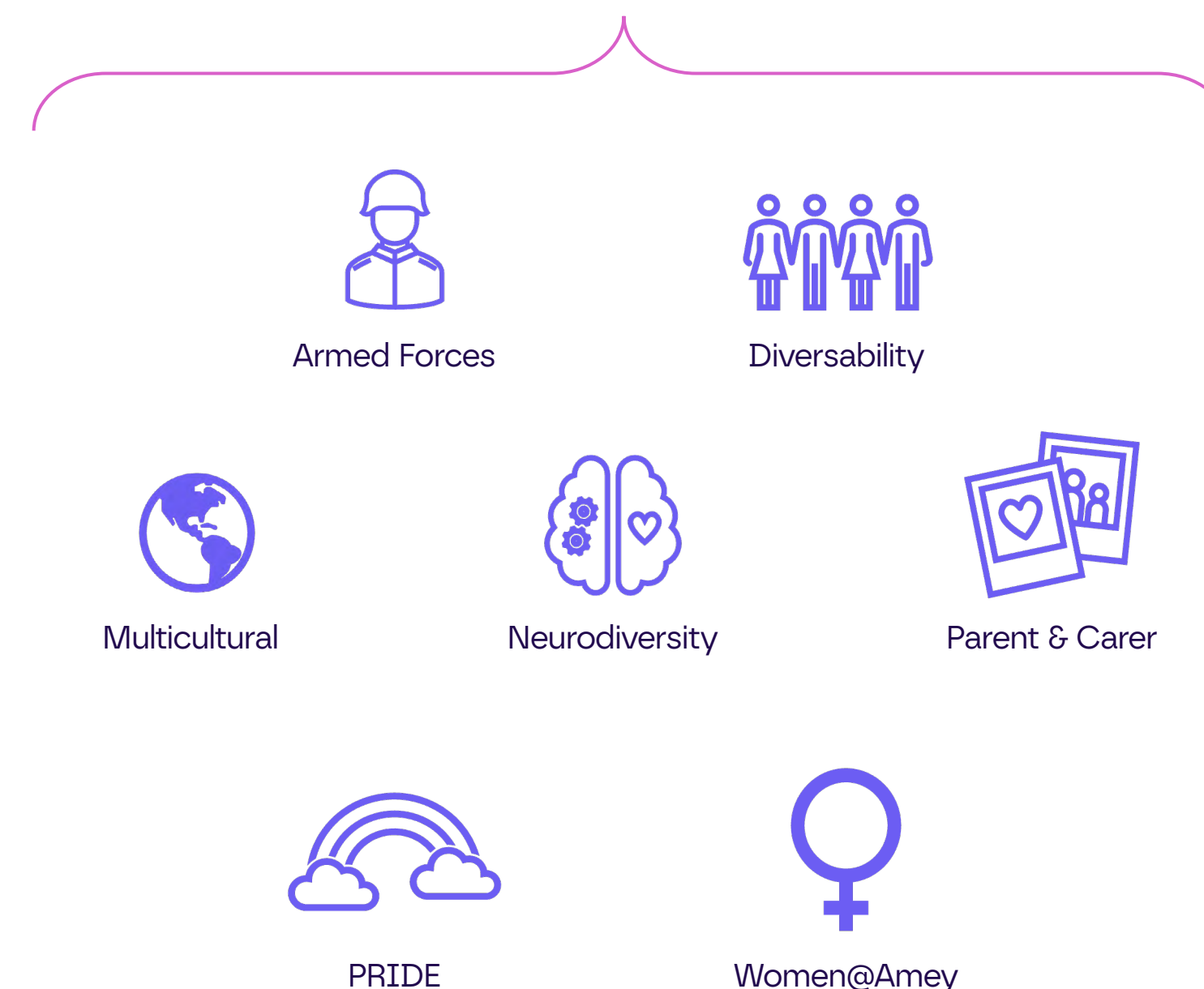
The Diversity Pay Gap Report marks an important milestone for us and reinforces the belief that we are stronger when we work together. It also deepens our understanding of intersectionality and equips us to make more informed, data-driven decisions across the business.

The Unity Group is proud to support the development of this report. We hope it not only enhances transparency, but also sparks meaningful conversation, builds understanding, and drives continued progress to our commitment to a fair and inclusive Amey.

**Emma Charlton**  
Unity Group Chair



## Affinity Networks Unity Group



# Terms to note

All figures presented in this report relate to employees on full pay on 5 April 2025.

## Mean pay gap

The mean pay gap shows the percentage difference between the average hourly pay of employees in one group compared with another. It is calculated by adding all hourly pay for each group separately, dividing by the number of employees in each group, and comparing the two averages.

## Median pay gap

The median pay gap represents the percentage difference between the midpoint of hourly pay for one group and the midpoint of hourly pay for another. It is calculated by lining up all hourly pay amounts for each group from lowest to highest and comparing the middle value.

## Equal pay vs pay gap

Equal pay refers to paying people equally for the same or similar work. Pay gap reporting does not measure equal pay; instead, it looks at the overall distribution of employees across different roles and pay levels to identify structural differences between groups.

## Disclosure rates

Disclosure rates indicate the percentage of employees who have chosen to share information about their identity. Higher disclosure rates improve the accuracy and reliability of pay gap calculations.

- In the UK employers cannot compel employees to disclose their ethnicity or disability status.
- We are continuing to aim for a higher disclosure rate in future years to ensure greater accuracy in our reporting.



# Closing the Pay Gap

## Inclusion through initiatives

Throughout 2025, we continued to improve data quality and disclosure by encouraging colleagues to voluntarily update their personal information, supported by clear messaging on confidentiality and the importance of sharing this data.

### We have taken targeted action to strengthen diversity and inclusion in our workforce, including:

- There are 81 mentoring partnerships currently in place. Women represent 53% of all mentees, and employees from multicultural backgrounds account for 50% of mentees.
- We invested in SAP Success Factors to create alignment in our people systems and continue to improve our data capture
- We continue to support employees through our seven Affinity Networks.
- We hired 2,087 people during the year, 16% were social hires; individuals recruited through our inclusive employment pathways that support people facing barriers to work, such as care leavers, military service leavers, prison leavers and those who are long-term unemployed.
- In 2025, a total of £7,321,142 was invested in overall training and development of our people.
- 10% of employees take part in Amey-funded learning, doubling the benchmark set by the 5% Club platinum standard.
- More than 1,800 managers have completed Fairness, Inclusion and Respect (FIR) and anti-harassment training over 100 interactive workshops.
- Account-level sexual harassment risk assessments have been completed and will be reviewed annually.

## Awards and achievements

SHAW TRUST  
**DISABILITY  
POWER 100**

Highly Commended



Network of the Year

**INVESTORS  
IN PEOPLE®**

Platinum Award  
in January 2025



Winner of Best  
Equality, Diversity &  
Inclusion Initiatives

# Closing the Pay Gap

## Ethnicity

- The 2025 Race Equality Week Belonging or Bust session reached 295 attendees from 194 organisations, with Amey presenting to share insight and learning from our MLDP.
- As patrons of Race Equality Matters (REM), we work closely with the REM team to help shape priorities and event themes for the following year, using our insights and learning to inform the 2026 focus.
- 76% of participants in the first cohort of the MLDP achieved career progression after completion.
- We strengthened fairness in hiring by implementing NeuroSight, an online assessment tool for early careers that provides detailed insights into a candidate while reducing racial bias.
- We have continued our support and patronage to REM and the Multicultural Apprenticeship and Skills Alliance (MASA).
- We raised awareness during Black History Month in October by running Teabreaks focused on microaggressions, delivering face-to-face sessions across a number of our offices and seeing strong engagement throughout.

## Gender

- We continued to apply fair and consistent pay review processes, using structured and evidence-based approaches. This includes role benchmarking, performance evidence and internal comparisons, and oversight of pay decisions.
- The Women@Amey Leadership Development Programme has supported 93 participants since its inception in 2017. It has proven to be so successful that we are running two cohorts in 2026, totalling 65 females.
- The Women@Amey network has welcomed two new Chairs, bringing fresh perspectives, new ideas and valuable experiences that continue to strengthen and evolve the network.
- We participated in the 2025 Women's Festival, contributing to the event by sharing insight, learning and our commitment to advancing gender equality and inclusion.
- We hosted our annual We Solve It events for schoolgirls, giving them the opportunity to gain hands-on engineering experience. In 2025, the programme engaged over 550 students from 63 schools, with 90% of participants saying they would now consider a career in engineering.
- Hosted a women in business and infrastructure services networking lunch with the BSA and the Women@Amey network, providing an opportunity to hear from female leaders and their career journeys.

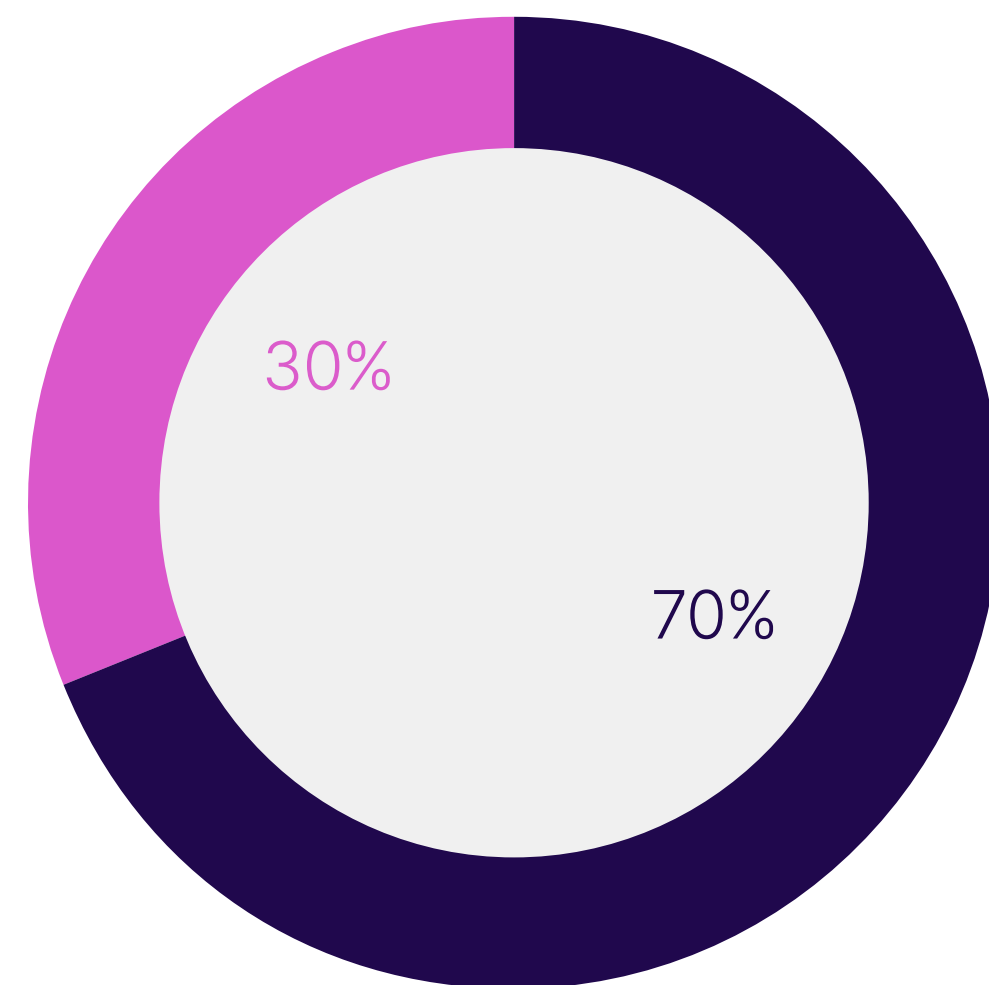
## Disability

- We have achieved Leader status with the UK Government's Disability Confident scheme.
- We have Visibly Better employment status with the Royal National Institution of Blind People.
- Launched applications for the Diversability Career Development Programme, co-designed with Disability Rights UK, to support disabled and neurodiverse colleagues.
- We continued to promote awareness of workplace adjustments, flexible working options and wellbeing support, encouraging open conversations about disability and health.
- We also continued to promote the Reasonable Adjustment Passport and expanded our wellbeing infrastructure, including 1,000+ app check-ins and onboarding 250+ Wellbeing Ambassadors.
- We extended our partnership with Ripple to provide immediate support for those experiencing moments of distress or needing instant guidance whilst online.

# Gender representation

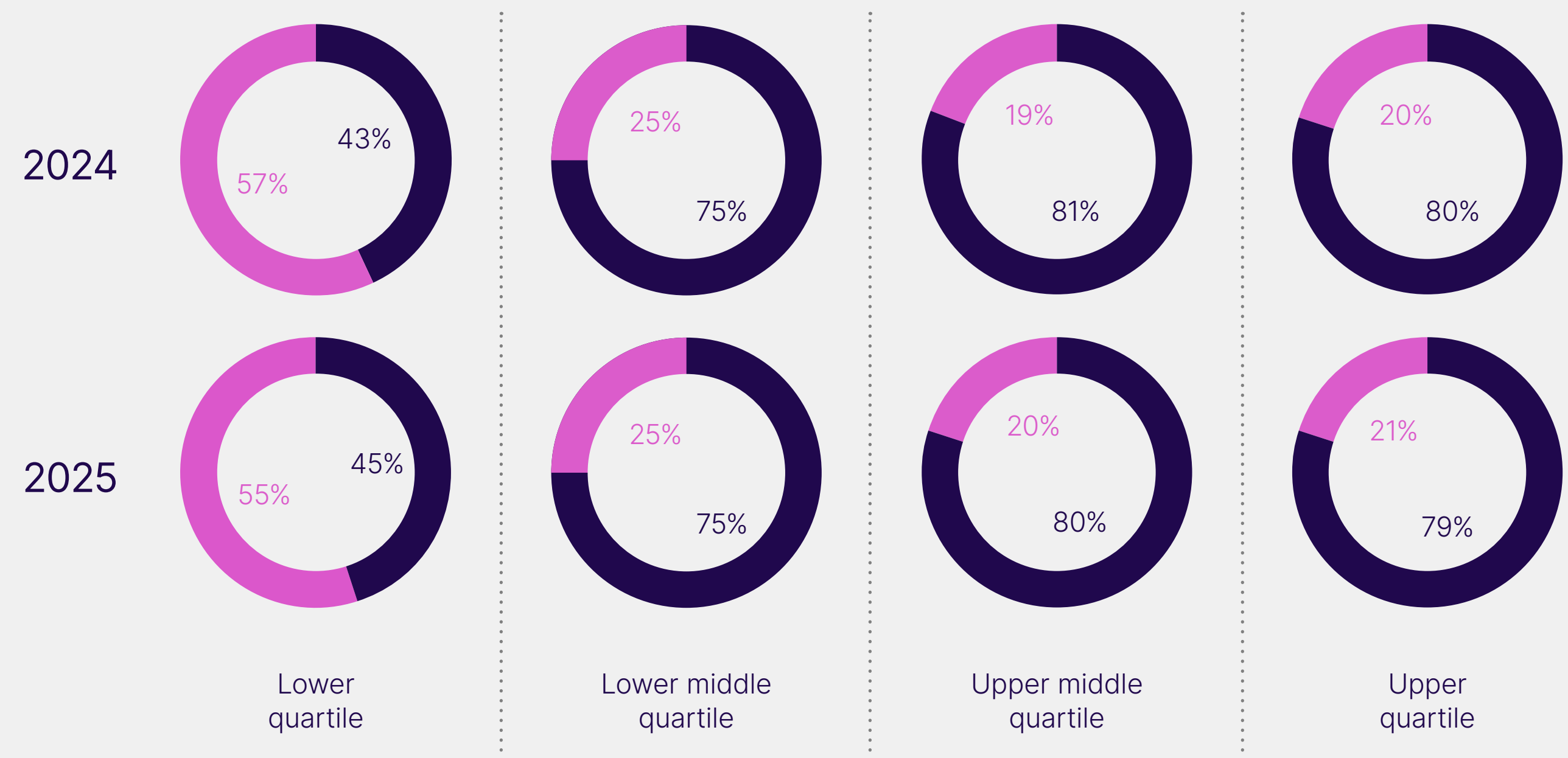
We have increased our female representation and are on track to reach our 2026 target of 33% female employees.

## Overall gender representation



Female Male

## Representation in each quartile of our pay structure



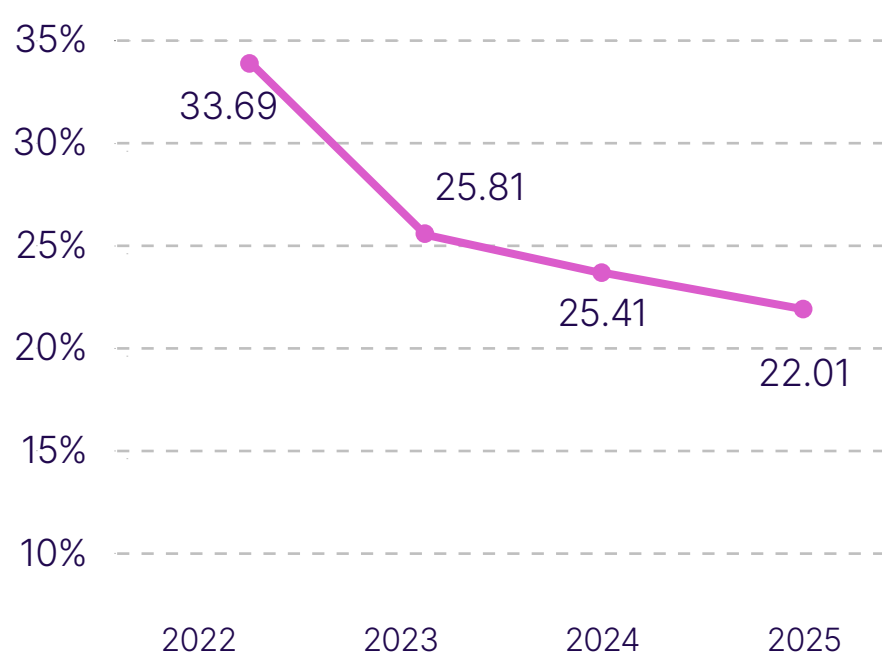
## Hourly pay rates

- Over the past four years, we have seen a significant reduction in both mean and median hourly pay gaps.
- Since 2022, the mean pay gap has decreased by 7.04%, while the median hourly rate has fallen by 11.68%.
- We continue to progress initiatives and programmes aimed at further closing the gap.

Mean hourly rate pay gap %



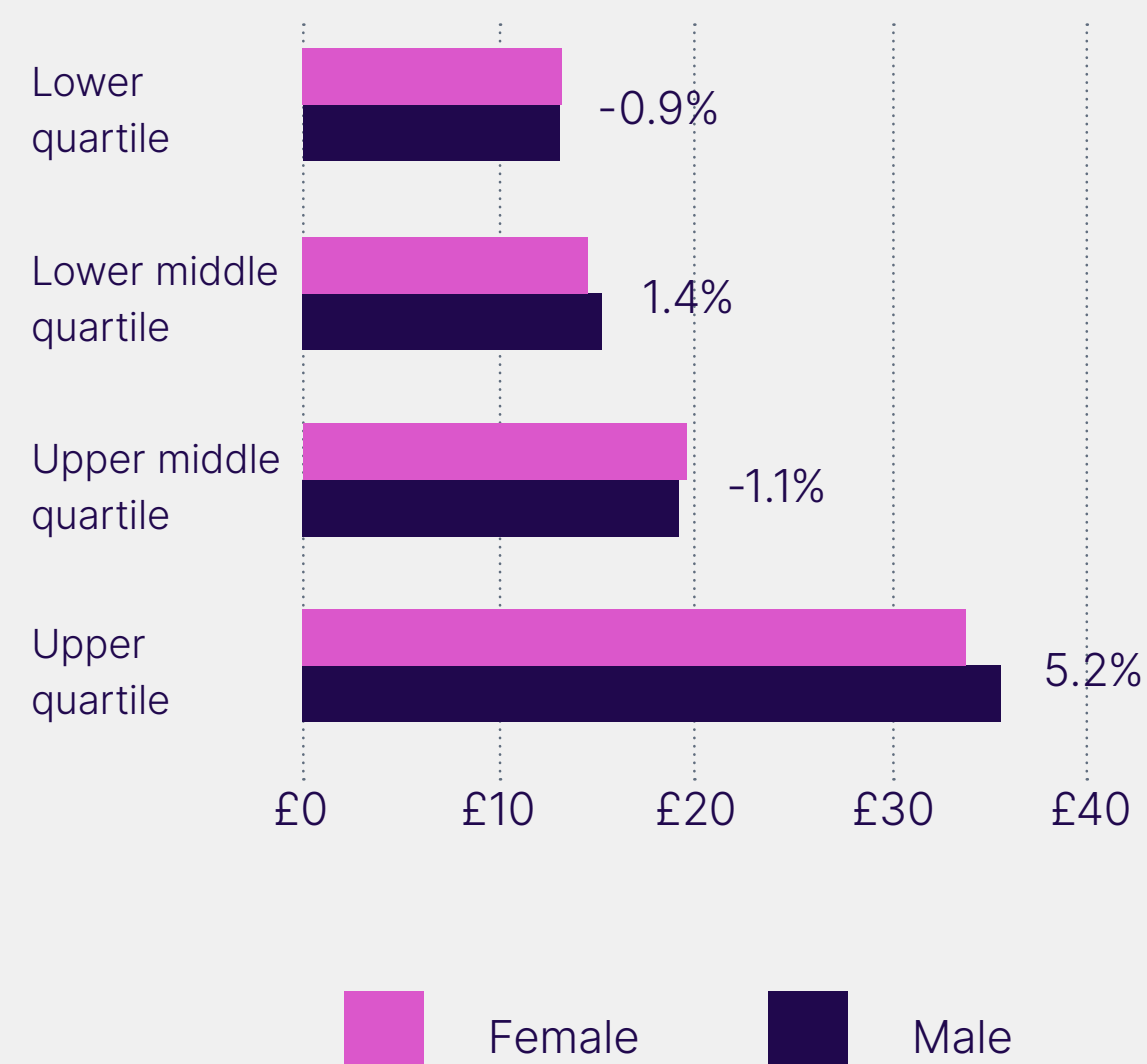
Median hourly rate pay gap %



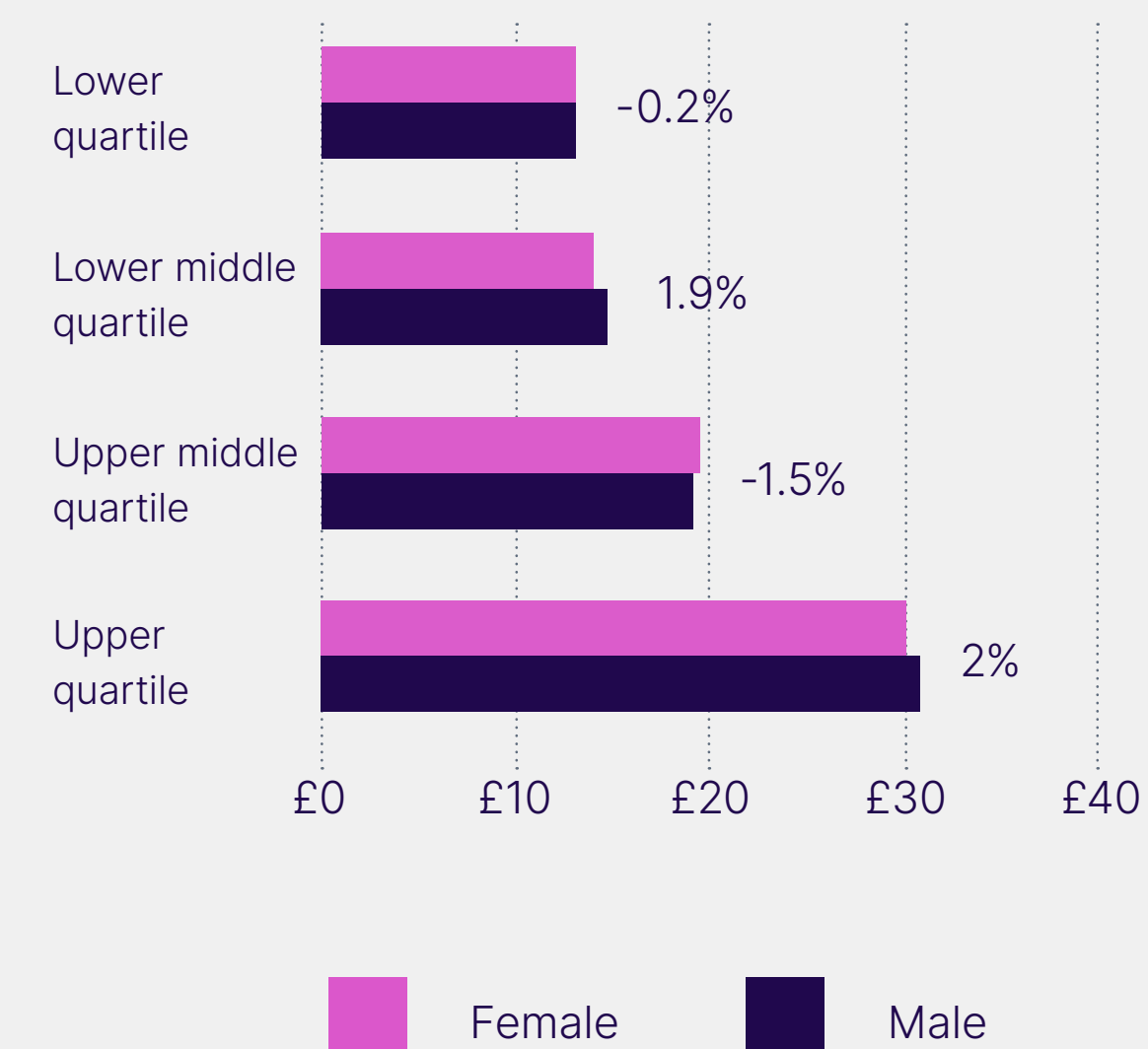
## Hourly rates by quartile

- The pay gap remains small in the lower and middle quartiles across both mean and median hourly rates.
- Women earn more than men in the lower and upper-middle quartiles.
- The upper quartile gap signals where we can make the greatest impact - by increasing representation in senior roles and further strengthening diversity at the top of the organisation.

Mean hourly rate by quartile



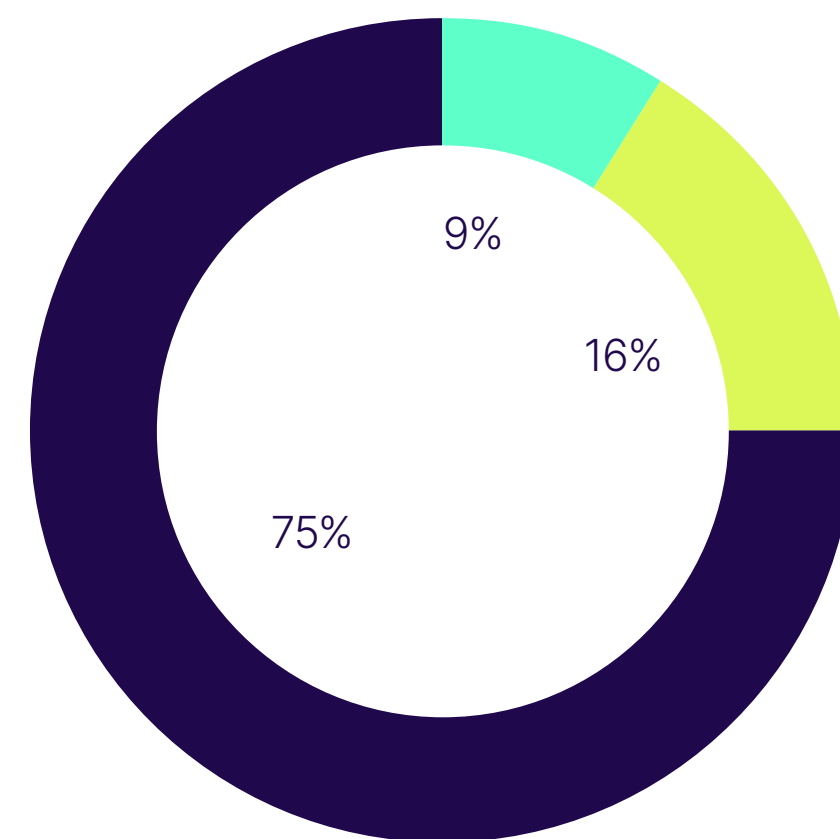
Median hourly rate by quartile



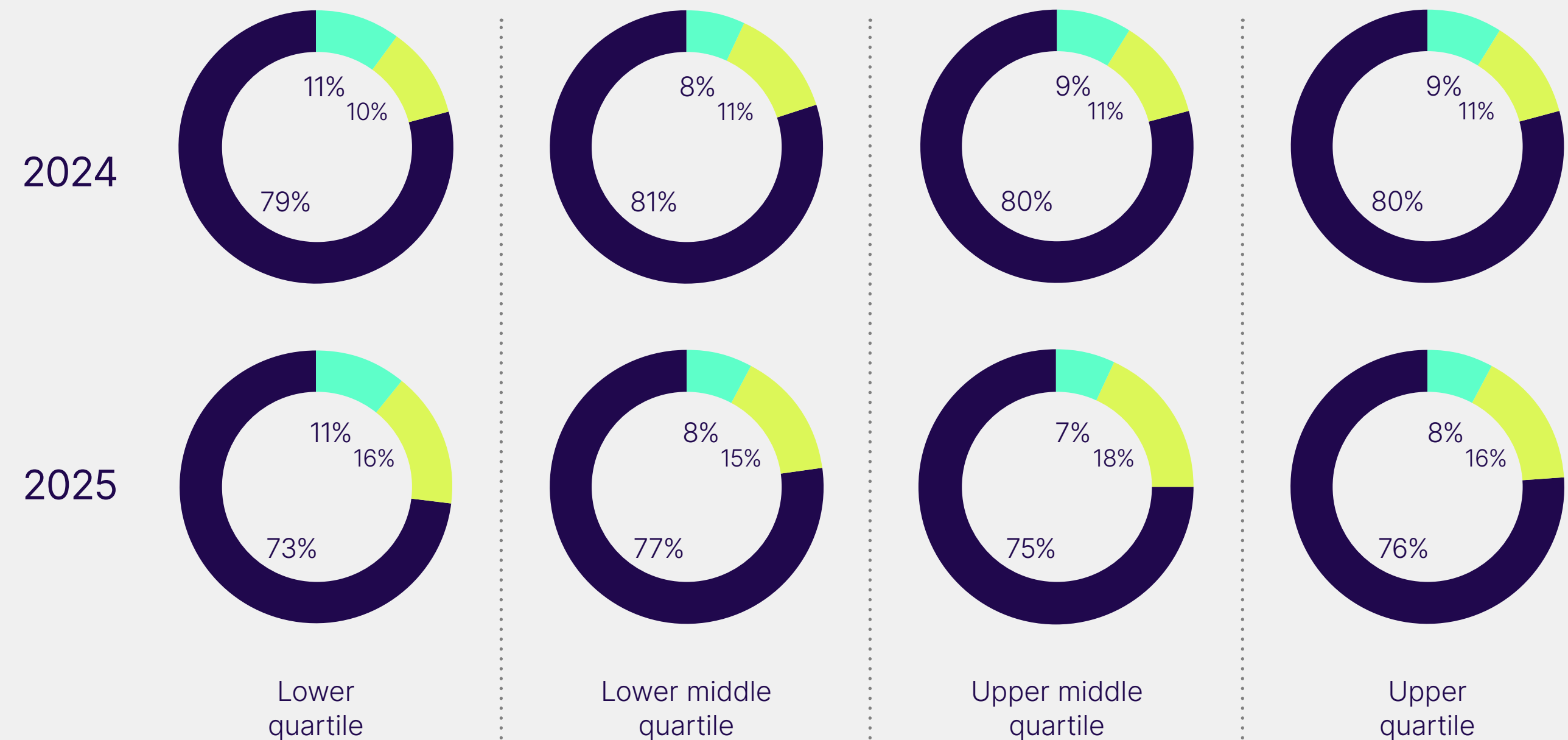
# Ethnicity representation

- Across all four quartiles, the workforce composition remains broadly consistent, and there is no clear evidence of a concentration of ethnically diverse employees at either the lower or upper end of the pay distribution.
- In line with UK law, employees cannot be compelled to disclose their ethnicity, and choosing to do so is entirely voluntary.

## Overall ethnicity representation



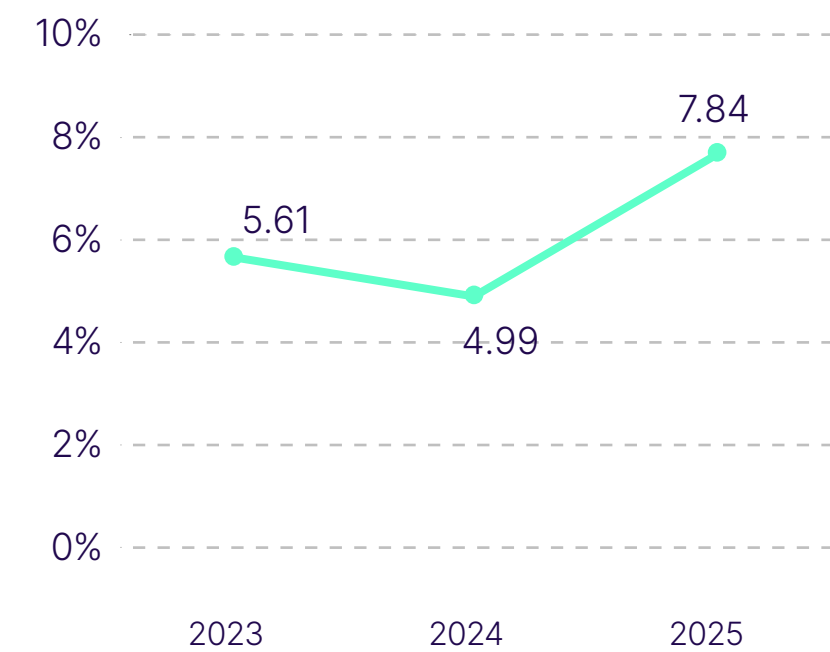
## Representation in each quartile of our pay structure



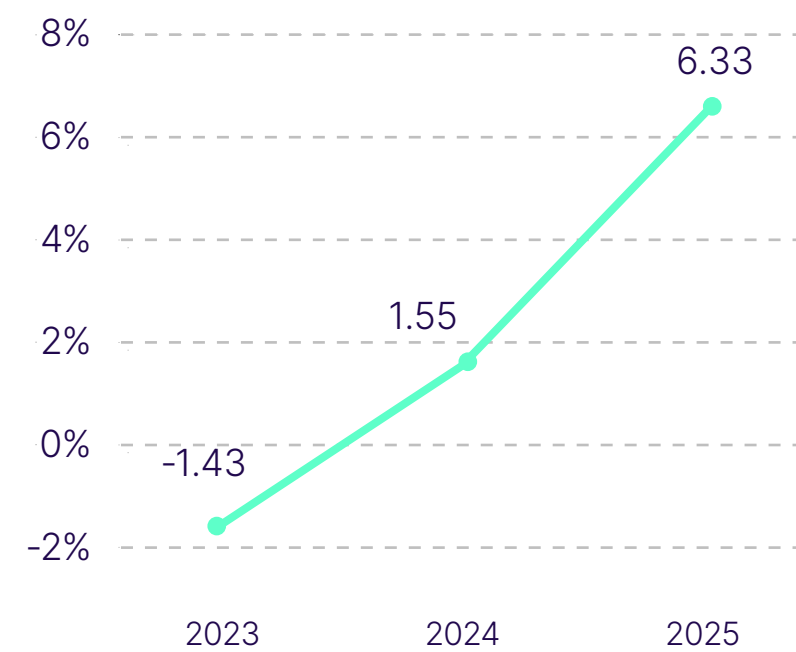
## Hourly pay rates

- The mean hourly ethnicity pay gap has varied over the past three years, narrowing between 2023 and 2024 before widening again in 2025.
- The median ethnicity pay gap has increased over the same period, rising from -1.43% to 6.33%, when benchmarked against other organisations, this pattern aligns with national averages of around 6%.
- Increasing voluntary disclosure will enable us to report more robust and accurate results in the future.

Mean hourly rate pay gap %



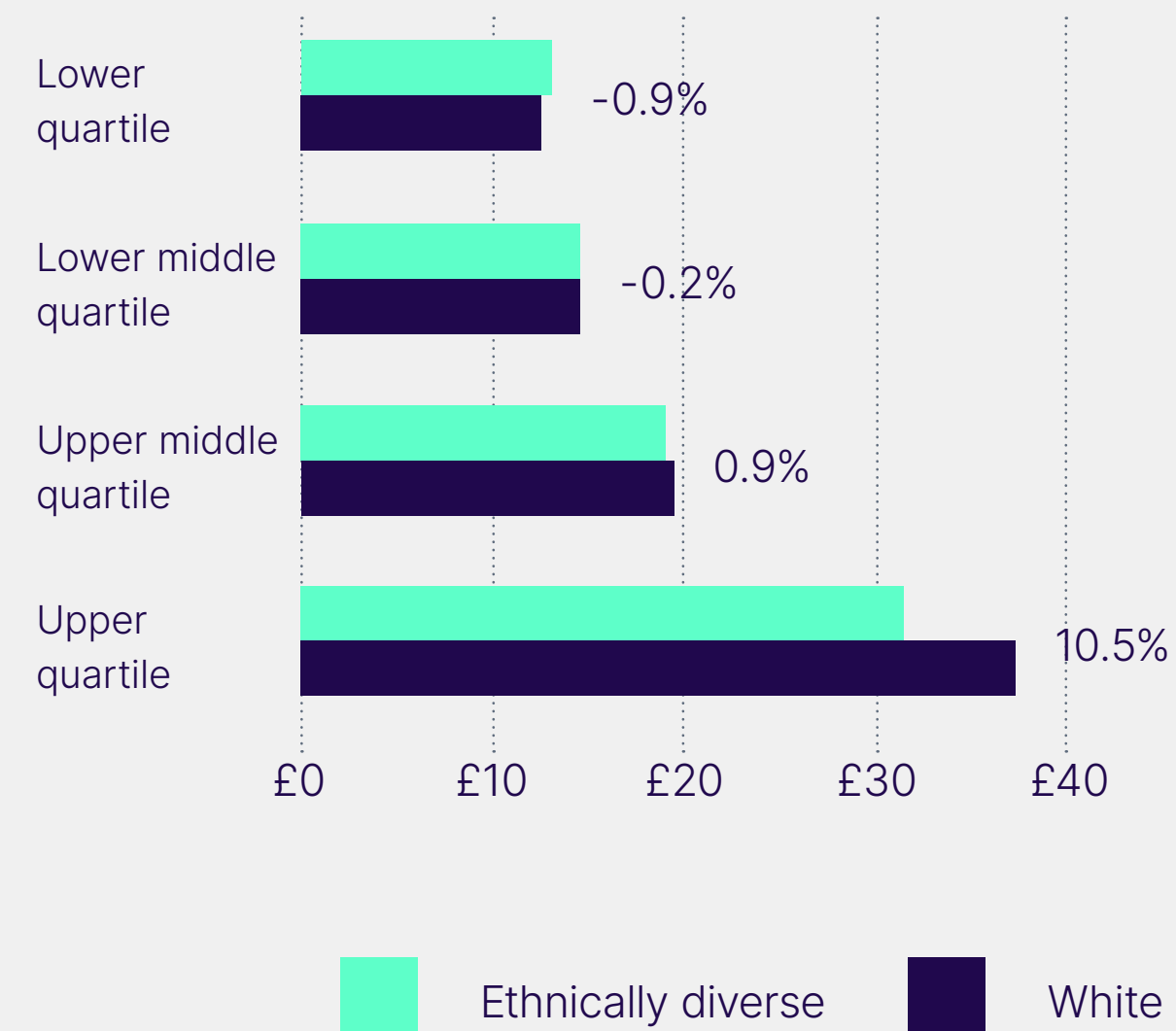
Median hourly rate pay gap %



## Hourly rates by quartile

- Across both the mean and median measures, pay differences remain relatively small in the lower and middle quartiles.
- While a larger gap appears in the upper quartile, it highlights a clear opportunity to strengthen ethnic diversity within senior roles and continue building a more representative leadership pipeline.
- Maintaining our focus on progression, representation and disclosure will help us accelerate this progress and continue narrowing the gap over time.

Mean hourly rate by quartile



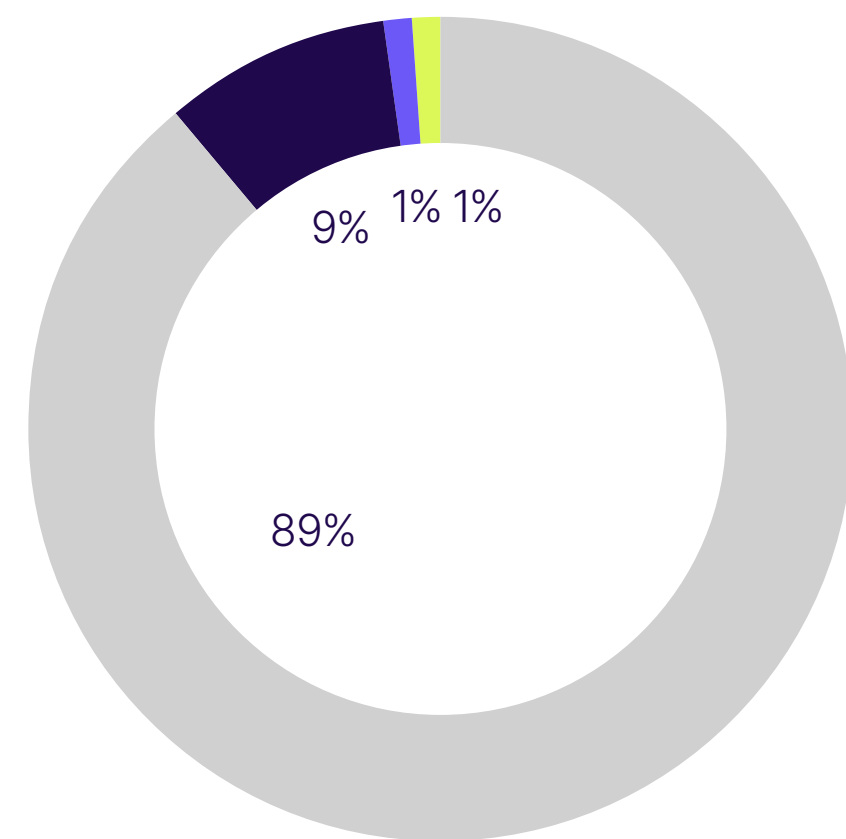
Median hourly rate by quartile



# Disability disclosure rates

- This is the first time Amey has reported on the disability pay gap.
- 92 employees have reported having a disability.
- Ongoing engagement to strengthen self identification rates will play an important role in enhancing data quality over time.

## Employees by disability disclosure status

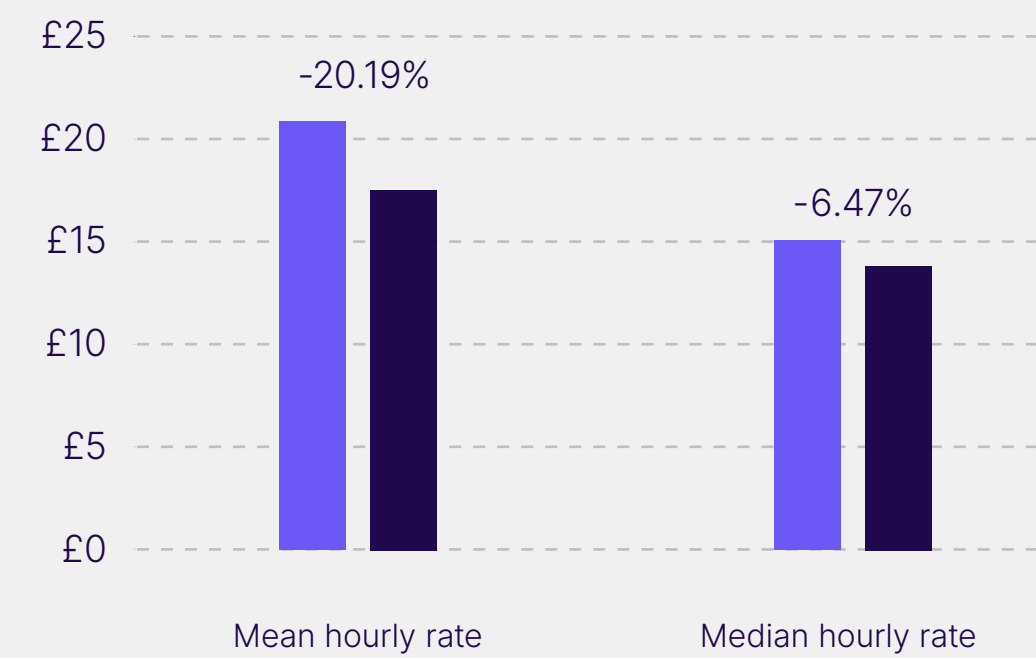


- Nothing disclosed
- No I do not have a disability
- Yes I have a disability
- Prefer not to say

## Hourly rates

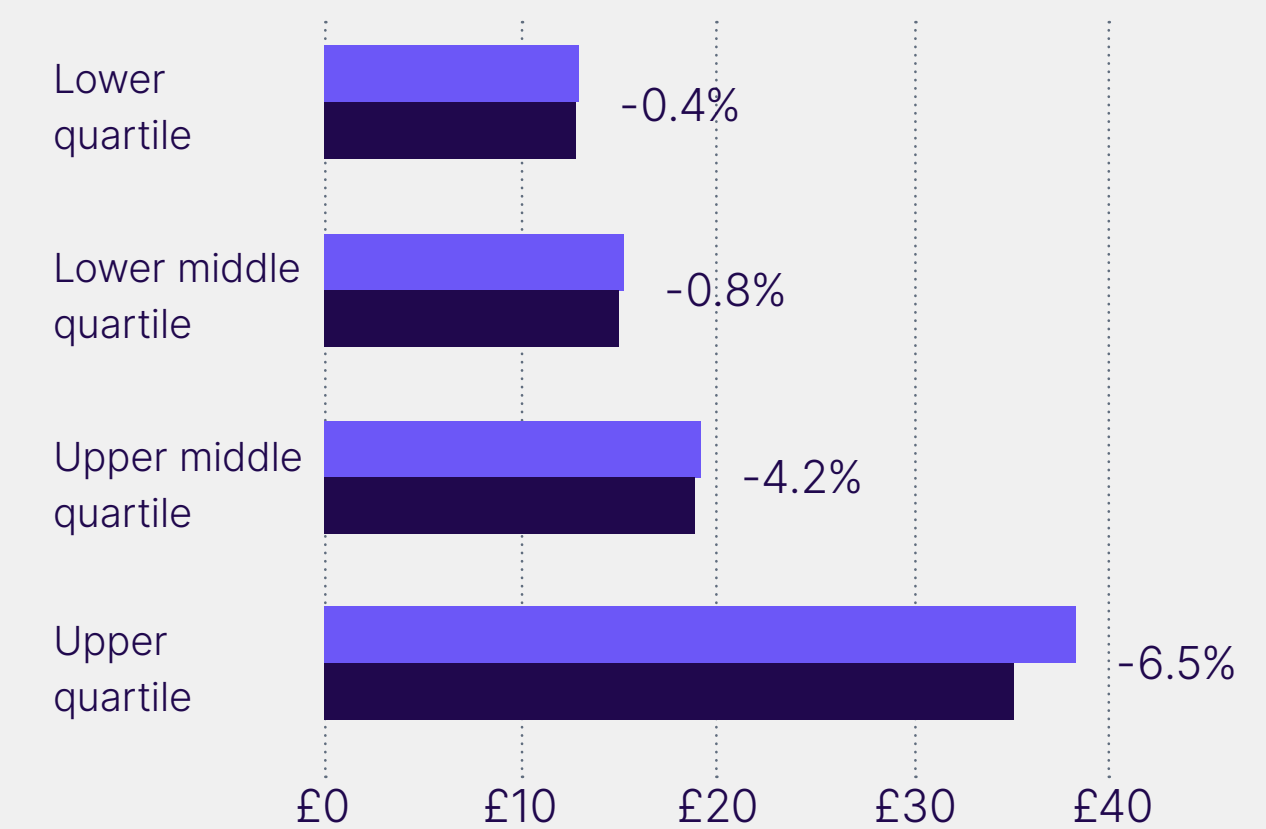
Amey has a negative disability pay gap of -20.19%, indicating higher average hourly pay for employees who have disclosed a disability.

### Mean and Median hourly rate pay gaps



- Yes I have a disability
- No I do not have a disability

### Mean hourly rate by quartile



- Yes I have a disability
- No I do not have a disability

# Looking ahead

- The Diversability Career Development Programme was launched in partnership with Disability Rights UK for employees who are disabled or neurodiverse. Delivery is scheduled for 2026 and will include tailored development plans, 1:1 mentoring, skills workshops, and manager toolkits.
- The Women@Amey Leadership Development Programme received a record number of successful applicants and, as a result, will run two cohorts in 2026.
- Two new leadership programmes for Band E employees will be launched in 2026, in partnership with Hult Ashridge and People Create.
- We appointed a new chair for the Parents and Carers Network, placing renewed emphasis on the Parents focus. In April, we will be supporting Parents Week, featuring a range of planned activities and newly developed resources.
- We will maintain our position as a Patron of Race Equality Matters, continuing to support their work while also contributing to the shaping of their thinking and strategic priorities.
- We have established a new partnership with STEMazing, an organisation that amplifies the voice of women in Science, Technology, Engineering and Maths by delivering sessions to primary school children to inspire the next generation.
- 2026 will mark 10 years of our We Solve It programme, an initiative designed to challenge school students and spark interest in engineering. To celebrate this milestone, the 2026 programme will feature a brand-new challenge for students to compete in, alongside a finals event hosted at two of our major office hubs, with senior leaders and inspirational role models to attend.



# Amey

Amey is a global, integrated infrastructure consultancy and operations partner, designing, delivering, protecting, and maintaining critical assets and systems. We advise, design, finance, deliver and enhance critical civic, transport and defence systems and assets.

With deep operational knowledge underpinning advanced consulting, we work across the lifecycles of new and legacy assets to create secure, resilient, compliant and high-value outcomes over the long term.

By connecting strategic intelligence, engineering and infrastructure finance with expert operational capability, we enable informed, responsible decisions and sustain the complex systems upon which our societies, economies and environments depend.

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The Prince's  
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