

Amoria Group DE&I Report 2025

Gender Pay Report
Employee Diversity Data
Employee Inclusion, Engagement & Experience Insights
Policies & Governance
Awards, Affiliations & Accreditations



AMORIA GROUP
PROGRESSING LIVES EVERYWHERE

Diversity, Equality & Inclusion at Amoria Group

Progressing Lives Everywhere is a commitment to advancing the lives of our people, candidates, clients and wider global community. At its core is our belief that everyone deserves respect and equity of opportunity to thrive. Our award-winning, action-led Equity, Diversity & Inclusion (ED&I) strategy supports this purpose and our PROFES values, with four guiding goals:

- To create a diverse and inclusive workplace where everyone has equal opportunity to thrive
- To champion meaningful ED&I initiatives that drive lasting change in our industry
- To help clients achieve their own ED&I goals across Technology, Advanced Engineering and Energy
- To support our communities through the ABCT Charitable Trust, volunteering and social mobility partnerships

Embedding psychological safety and role-model leadership is essential to building an inclusive, feedback-led culture. We work hard to continuously educate, support and encourage one another, while holding ourselves accountable to the commitments we've made. Our Annual Gender Pay Report is one way we do that — providing valuable insights into the progress we've made and where we must do more. A key driver of that progress is ASCEND, our flagship programme launched in 2020 to attract, retain and progress more women across the business. Its impact is now clear, with tangible movement towards gender pay parity and increased female representation in higher-paid roles (see pages 2 to 4).

As proud signatories of the Charta der Vielfalt, we also recognise the importance of wellbeing in creating a culture of belonging. In FY25, we strengthened our mental health support through our Wellbeing Steering Committee and additional trained Mental Health First Aiders.

We are not perfect, but we are heading in the right direction and are in it for the long haul. We remain committed to collaboration, continuous improvement and transparency. I hope this report prompts honest conversations, encourages the sharing of best practice and supports positive change.

If you'd like to know more about any of our initiatives and progress, or explore how we can support you or your business and goals, please explore our DE&I pages or get in touch:

- ✉ amoriagroup.com/contactus/
- 🌐 amoriagroup.com/aboutus/csrdei/

I'm genuinely proud to be part of a business truly committed to this journey.

Natasha Crump
Chief People and ESG Officer



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Gender Pay Report 2025

Our 2025 Gender Pay Report shows a mixed picture, with improvements in some areas alongside widening gaps in others. The most notable positive shift was a 27.85 percentage point improvement in the median bonus gap, moving from women receiving 32.8% less than men in 2024 to just 5% less in 2025. Bonus eligibility also increased, with 86% of women receiving a bonus, up 17% from the previous year — largely due to improved outcomes in Group Services.

Across the Group, women made up 52% of new hires in 2025 to date, ahead of their 43% share of total headcount. This upward movement is beginning to drive positive structural change, particularly in Group Services, where women on average earn 11% more per hour than men and receive higher average bonuses. However, mean pay and bonus gaps remain widest in Sales, where men continue to dominate senior and high-earning commission roles. The mean hourly pay gap in Sales rose to 21%, and the mean bonus gap remains at 30%. These figures reflect persistent role-type and tenure-based disparities, rather than unequal pay for equal work.

It's important to note that we already achieve equal pay for equal work in like-for-like roles — supported by our transparent 10-Step Progression and Pay Structure and consistent bonus frameworks. To ensure we drive meaningful progress across all areas of the business, we also publish detailed regional reports for each of our offices. These provide deeper analysis and targeted action plans tailored to the needs and context of each location, recognising that a one-size-fits-all approach is neither effective nor equitable.

**Variance refers to the absolute difference between men's and women's figures across each measure, expressed as a percentage. A + indicates where the variance is in favour of women, whilst a - indicates the reverse.*

	Variance*		
	Amoria Group	Group Services	Sales
Headcount	-14%	+15%	-32%
Mean Hourly Rate	-10%	+11%	-21%
Median Hourly Rate	-2%	+11.48%	-4.78%
% of men and women paid bonuses	+2% 84% of men, 86% of women	5%	-7%
Mean bonus pay includes all commissions and bonuses paid on top of base salary	-46.40%	+77%	-30.23%
Median bonus pay includes all commissions and bonuses paid on top of base salary	-39.77%	-16.46%	-58.15%
% employees per 1/4 pay band based on hourly rates of pay			
Quartile 1 (lower quartile)	+2.96%	-10.93%	+13.51%
Quartile 2 (lower-mid)	+1.41%	+9.21%	+6.37%
Quartile 3 (higher mid)	-1.10%	+1.72%	-2.68%
Quartile 4 (top quartile)	-3.27%	0	-4.46%

43%

of employees are women in YE April '25 maintained from prior year

28%

year-on-year improvement (reduction) in median bonus pay year-on-year across the Group

30%

year-on-year improvement in the mean bonus gap in Group Services - men were 77% lower v women in YE April'25 compared to 127% prior year

5%

year-on-year improvement (reduction) in mean bonus pay gap in our Sales Teams

86%

of women across the Group were paid bonuses in YE April '25; **+17% increase year-on-year**

50%

of **Sales Associate Directors** (Step 7) are women but no women in Sales Director roles (Steps 8-9)

Further details on our approach to improving the hiring, retention, and progression of women supporting our long-term commitment to full pay equity across all levels and functions can be found on the next page.

Progressing Gender Balance at Amoria Group

Progressing more women into higher-level roles remains a critical part of our strategy to improve gender representation and reduce the gender pay gap across the Group. While there are regional differences, our latest data shows an encouraging upward trend overall.

In FY24, women made up 45% of our global workforce and received 56.3% of all promotions. That positive momentum has continued into 2025, with women accounting for 43% of the workforce and 60.2% of promotions year-to-date — a strong indicator that more women are moving into higher-paying roles with greater responsibility and bonus potential.

Group Services continues to show consistently strong gender representation in promotions, with women receiving 75% of promotions in both FY24 and 2025 YTD. This reflects the high proportion of women working in GS, where our pay progression structures and bonus frameworks are more consistent and structured.

Meanwhile, business units like 200 DE have shown notable improvement — increasing female promotion share from 39.1% to 45.5%. However, other regions, including 300 UK and 300 US, saw a decline to 0% female promotions in 2025 YTD, underlining the need for greater focus on equity in progression across all locations.

While these figures suggest meaningful progress, they also highlight the importance of sustained and focused action to build a more balanced leadership pipeline. As we outline in the following pages, initiatives like ASCEND, inclusive leadership training and improved visibility of progression pathways are all supporting this goal.

2025 H1 (Dec 24-May 25)	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Total	
DE Promotions % women	3 33%	10 60%	3 33%	—	1 100%	—	1 0%	18 50%	47% of all promotions H1 '25 were women
NL Promotions % women	1 100%	3 33%	—	—	—	—	1 0%	5 40%	
UK Promotions % women	1 100%	2 50%	5 60%	—	—	1 0%	—	9 56%	46% of new employees hired in H1 2025 were women
Financial Year End Nov 2024	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Total	
DE Promotions % women	13 69%	7 14%	4 75%	2 50%	6 50%	1 0%	—	33 52%	40% leavers were women in H1 2025
NL Promotions % women	8 63%	8 50%	1 100%	1 100%	4 25%	1 0%	—	23 52%	
UK Promotions % women	2 50%	5 60%	4 50%	3 33%	3 33%	—	1 0%	18 44%	59% of senior Group Services promotions were women in 2024 & 2025
SG Promotions % women	2 100%	—	—	2 50%	2 100%	—	—	6 83%	

The Path To Pay Parity

We've made tangible progress in some key areas of our gender pay performance, particularly at the median level, where the gap is now just 2% in favour of men across the Group. However, our mean gender pay gap remains at 10%, driven by a continued concentration of men in senior, long-tenured and higher-commission Sales roles.

As shown on pages 2 and 3, women accounted for 52% of new hires and 56% of promotions in 2025 year-to-date, ahead of their 43% share of headcount. This shift is helping rebalance pay structures across the business and laying foundations for long-term equity.

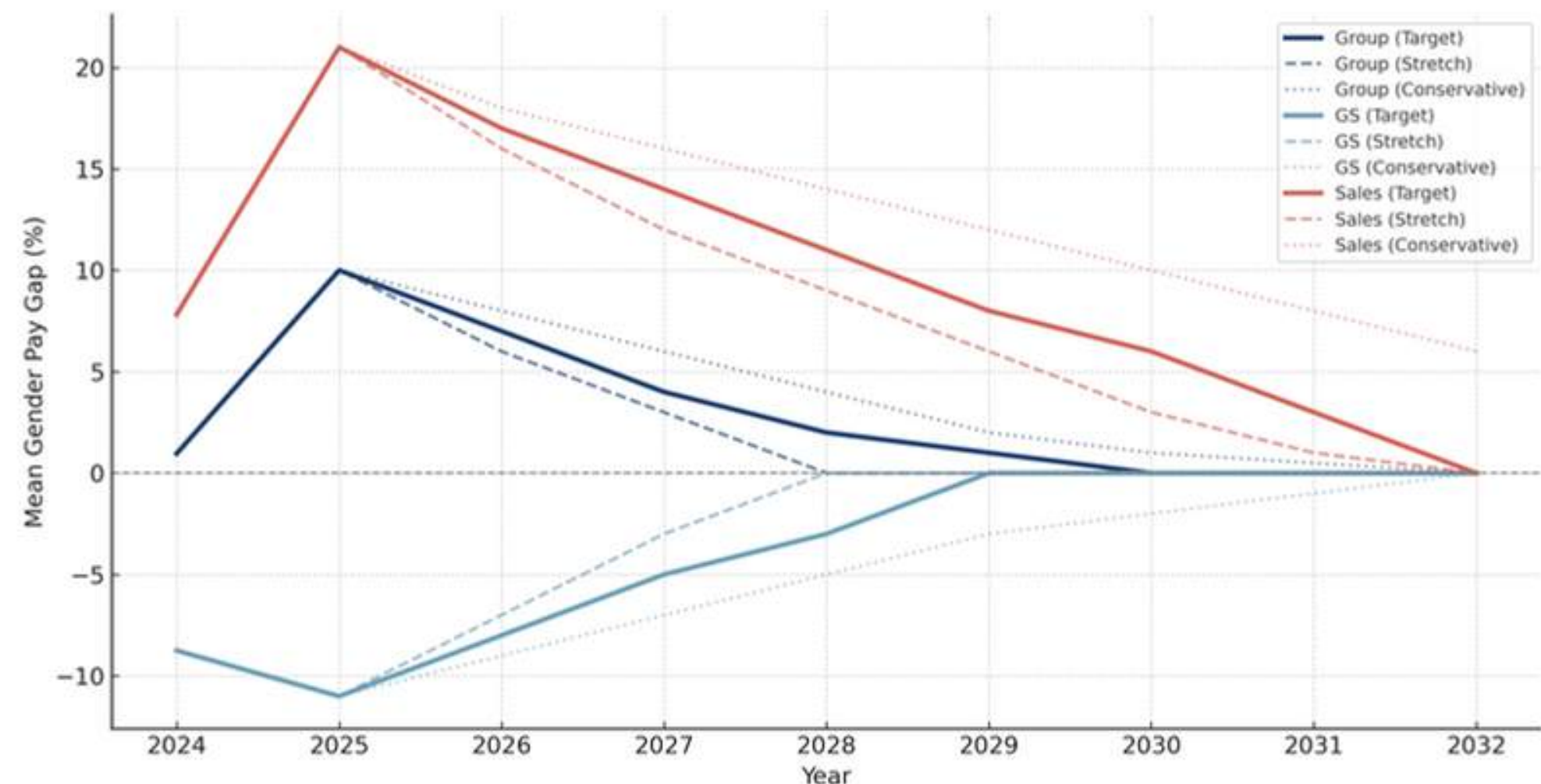
To measure and track our progress, we've modelled three trajectory scenarios based on internal data and current momentum:

- Stretch Target: Full mean pay parity by 2030
- On-Target Scenario: Parity achieved by end FY2028
- Conservative Trajectory: Ongoing improvement with a remaining gap into FY2029

We've already made significant headway — and in like-for-like roles, pay parity is already being achieved across both base salary and bonus opportunity. The challenge now is closing the remaining structural gap by continuing to hire, retain and progress more women into senior, higher-paid roles across every part of the business.

As illustrated in the following pages, this journey is underpinned by targeted programmes such as ASCEND, and a wider DE&I strategy that's embedded across our leadership, learning and culture. Together, these efforts are helping drive sustained progress toward gender equity at every level.

“ I've seen first-hand the positive impact ASCEND has had in improving gender balance and supporting the progression of women in our business - myself included. Now a Senior Leader myself, it's great to be part of the Steering Committee and help shape the ongoing evolution of ASCEND for continued impact. — Jenny, Associate Director UK, US & APAC



Assumptions & Rationale Behind Gender Pay Gap Trajectory

- Increased representation of women in senior leadership roles, particularly in Sales and Executive-level positions, where historical underrepresentation drives the mean gap.
- Sustained hiring of women at or above 50% of all new starters across all business units, as seen in 2025 YTD.
- Ongoing promotions of women into mid- and senior-level roles, with progression aligned to higher earning potential (base, bonus and commission).
- Retention of high-performing women beyond early career levels — reducing the drop-off at mid-career stages.
- Greater balance in commission earnings, especially in Sales, through improved sales enablement and targeted initiatives (e.g. ASCEND).
- Structural adjustments to bonus eligibility and transparency, especially in GS, where bonus access has become more consistent and equitable.
- Reduction in pay distortion caused by extreme outliers, via internal pay equity audits and governance mechanisms.
- Embedding inclusive leadership training into core programmes, including hiring, progression and performance evaluation.
- Active monitoring, accountability and transparent reporting — including this Gender Pay Report — to course-correct and maintain progress.

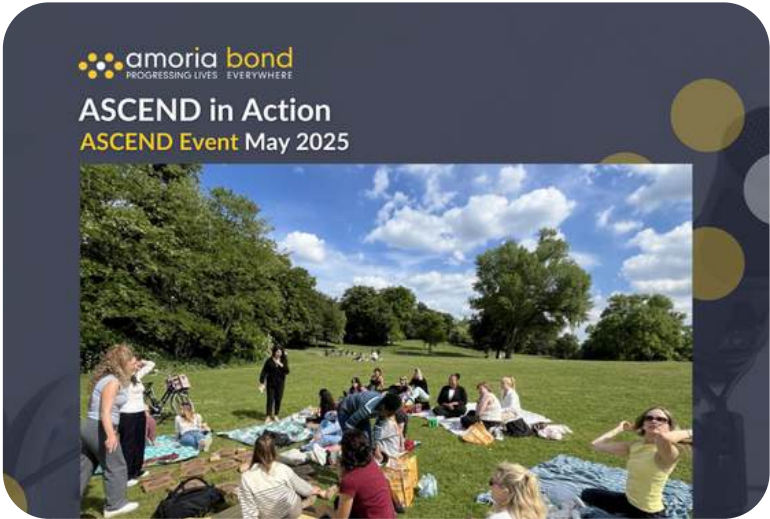
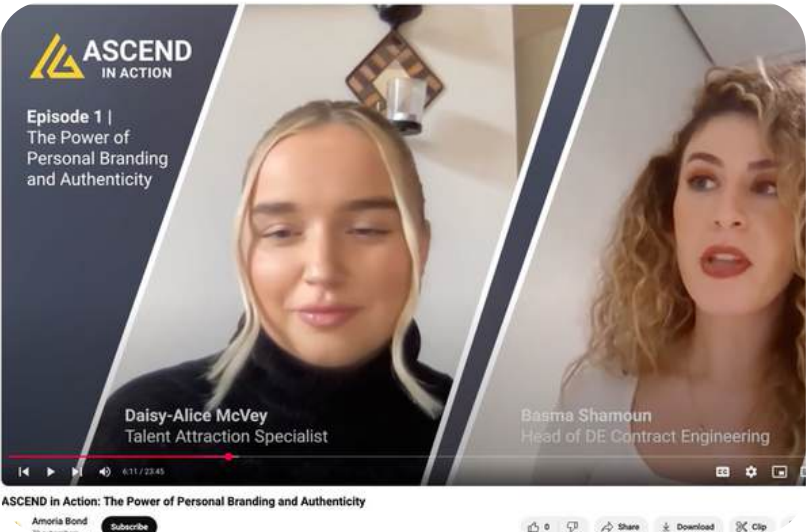
ASCEND and Other Gender Equality Initiatives

Launched in 2020, ASCEND is Amoria Group’s internal programme to attract, retain, empower and progress more women across the business. Led by a central Steering Committee of senior women from all global offices, the programme fosters cross-regional collaboration and learning. While at least four Group-wide events continue to run annually, ASCEND’s impact has grown through greater regional ownership, with local leaders driving tailored initiatives in their offices.

This has included one-to-one coaching and mentoring, internal and external networking events, and empowerment training. The programme’s focus has also expanded to include male allyship and inclusive leadership. Leading Women sessions have been delivered in person to every leader managing women, reinforcing the importance of active support and advocacy.

DE&I training is fully embedded into our core development programmes. All employees have completed Sexual Harassment Awareness training, and inclusive hiring is now a standard part of our Advance Hiring leadership development, alongside avoiding hiring bias. These changes reflect our commitment to making equity, diversity and inclusion a fundamental part of how we lead, hire and grow as a business – with the ASCEND programme playing a key role in identifying gaps and informing the solutions now embedded across our learning and development strategy.

Click on the video to learn more about ASCEND



Click images to access the blogs, posts and podcasts

Discover all our ASCEND podcast episodes

DE&I Policies and Governance



Creating a respectful, inclusive, and equitable workplace is fundamental to our culture and to the success of our business. Over the last year, we strengthened this commitment by updating and expanding our policies and procedures to ensure they not only meet legal obligations across our regions, but actively define and support what inclusion looks like across the organisation.

Key additions in 2024/25 include a new Menopause Support Policy, guidance for supporting neurodiverse colleagues, and a practical Pronouns Guide to encourage respectful communication and visibility. We’ve also enhanced our Family Forming Policy and benefits. These policies are designed to empower employees with clear expectations, accessible resources, and the support frameworks to thrive at every stage of their careers.

But policies alone are not enough. We recognise that building a truly inclusive working environment and culture requires ongoing effort, clear communication, and accountability. That’s why our DE&I policies are just one element of – and fully aligned with – a broader, joined-up strategy that includes practical tools, employee-led initiatives, and open dialogue.

This alignment is intentional. These inclusive policies form a critical foundation for our Gender Pay Gap strategy, helping us address the structural barriers that impact pay equity – such as progression, access to opportunities, and retention. Together with our hiring, development and reward practices, these policies contribute to a fairer, more balanced organisation.

Our People Team, along with employee-led committees and our Learning & Development team, play a central role in shaping and evolving this approach – ensuring policies are not only visible, but actively supported, embedded, and reflected in day-to-day behaviours. This authentic alignment between our policies and everyday practices ensures inclusion is not just a stated value, but a lived experience – supporting progress in representation, retention, and equity across the organisation. In the following pages, we showcase how we bring this to life through our DE&I initiatives, employee engagement programmes, and the ways we listen to and learn from our people to keep evolving our culture.

“ I really appreciate that, as employees, we have the opportunity to engage directly and personally with the leadership team. The regular drop-in sessions with board members are a particularly valuable chance to raise matters in person. It’s motivating to see that not only is space created for feedback and ideas, but that these are also put into action in a tangible way.

— Franziska

Employee Diversity, Engagement and Experience

		2021	2023	2024
1	I enjoy working here.	98%	99%	98%
2	The company cares about the wellbeing of its employees.	97%	91%	89%
3	In my experience the company provides an inclusive working environment for all employees regardless of backgrounds and differences.	91%	98%	97%
4	Discrimination is effectively challenged and addressed by the company, such as racism, sexism, homophobia.	94%	95%	95%
5	There are good progression and career opportunities for me here to progress my life.	92%	90%	93%
6	I understand the company's purpose and PROFES values.	98%	98%	99%

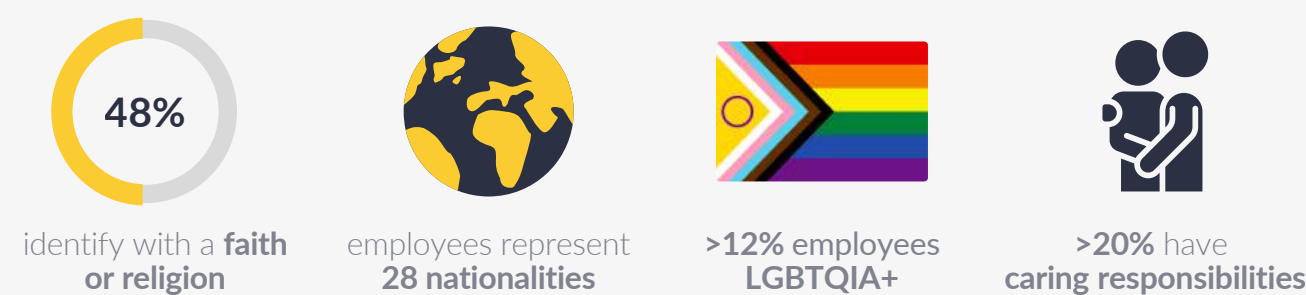
Source: Employee Engagement Multiplier and Diversity Dimensions Surveys

The results of our Employee Engagement and Diversity Dimension Surveys confirm our global workforce is more diverse than ever and that employees' experience of working here has improved and become increasingly more inclusive and equitable.

Our 2025 survey will be conducted in September and we will use the insights to identify further opportunities to improve. Our goal is 100% positive agreement across all employee experience and inclusion measures. We will continue to engage and collaborate with our teams to identify and implement relevant, positive actions and changes to achieve this.

Our CPO leads regular regional Culture Reviews across each of our offices, inviting *all* employees to 1-2-1 drop-ins. Their anonymised feedback is collated and used to shape focused and relevant regional culture improvement plans to drive continuous improvement and nurture engaged, empowered teams.

Additional Employee Diversity Dimensions



“ Thank you very much for your message and the support during Ramadan. I personally fast and thus appreciate your attitude towards it very much. 😊
— Hussein

Diversity, Equality & Inclusion Initiatives Inside Amoria Group

Local Culture Committee

Our Culture Committees in the various offices enable employees to help shape and influence the culture and working environment at their branch, as well as to organise social and sporting events, CSR initiatives, and much more.

ASCEND

ASCEND is designed to attract, retain and progress more women across the Amoria Group regardless of seniority, tenure or role. Now a global programme, ASCEND offers a range of events both locally and group-wide: Training, coaching, 1-to-1 mentoring, guest speakers, panel events and even external industry events.

Inclusion Advocates

Inclusion Advocates are passionate colleagues from across the Group committed to ensuring we provide a truly inclusive working environment for all employees, regardless of our backgrounds or differences. The team helps shape our DE&I strategy and Inclusion Calendar of local and company-wide events.

Prayer Rooms & Religious Holiday Swaps

Employees can swap two religious national holidays for days with significant meaning to their own personal faith or religion. We also provide multi-faith prayer and meditation rooms.

Inclusive Family-Forming Policies & Benefits

We offer expert 1-to-1 coaching for new mothers returning to work to make the transition as easy as possible for new parents, as well as suitable rest facilities for nursing mothers. We host events to support employees achieve a healthy work-life balance and to normalise conversations about parenting and caring in work.

Mental Health & Wellbeing

Employees can get personalised support through our annual Personal Development & Wellbeing Allowance. Our LMS homes a dedicated Wellbeing Zone resources accessible 24/7 and our certified Mental Health First-Aiders are on-hand for colleagues across the business. Plus we run regular workshops and webinars hosted by external experts and our own internal RTTP & NLP qualified Wellbeing leaders.

Gender Pay Review

People of all genders have the right to be paid and rewarded equally for doing the same work. That's why we conduct voluntary equal pay reviews. A true meritocracy, we're proud of our proven track record of equal pay.

Coaching & Development

DE&I training is embedded in our 3-Tier Leadership Development Programme including modules like Inclusive Hiring and Leading Women. All employees attend Sexual Harrasment workshops, and our dedicated DE&I Zone on our online LMS offers employees a range of multi-language curated playlists. This is complemented by a blend of mandatory DE&I training, guest speakers and office-based coaching.

Supporting DE&I in Our Sectors

Based on our award-winning DE&I blueprint, we are able to support clients in achieving their DE&I ambitions. We regularly publish insights on a range of DE&I topics for clients and candidates, and host panel events and expert-led webinars and podcasts to share knowledge and best practise as we strive to accelerate positive, sustainable change across our specialist STEM sectors.



● DEI

Promoting Religious Diversity in the Workplace: What Can Businesses Do?



● DEI, Wellbeing

How Can You Promote Well-Being As An Employer?



● Client Insights, DEI

Age Discrimination at Work: Is Age Really just a Number?

[Click the images to read the articles](#)

Our Awards, Accolades and Affiliations

TIARA

We are proud to have won “The QDOS Growth Recruitment Company Of The Year” in 2024. In the same year we won “The Blackwood Capital Best Large Recruitment Company To Work For” in 2024, having previously also won this in 2021 and 2020.

Leading Employers

We have been recognised for two years running (2022 and 2023) as one of the UK’s top 1% of employers in a meta-study of businesses and their approach to ED&I, CSR, Family Flexibility, Wellbeing and more.

REC Awards

Our work in Peru with the ABCT and commitment to Helping The Community through meaningful action was recognised by REC who awarded us “Community Impact Of The Year” in 2022. We also won REC’s “Best People Development” in 2021.

APSCo Award

Proud to have been amongst the founding members of APSCo Deutschland – We were delighted to have been recognised as their winner of the “Enterprise Staffing Company of the Year” award in 2024, and to be shortlisted for the “Best ED&I” award, which we had won the prior year in 2023.

Global Recruiter Awards

In 2024 the strength of our international business was recognised by Global Recruiter with the “Best Large Recruitment Business” award. In prior recent years we were also named Best Overseas Recruitment Company in 2023, and “Best Equity, Diversity & Inclusion Strategy In A Recruitment Business” winners in 2022.

UN Sustainable Development Goals

We proactively track and report on our actions and progress against our commitment to the UN SDGs including SDG 10 to Reduce Inequality and SDG 5 to Accelerate Gender Equality

UN Global Compact

We have signed the world’s largest corporate sustainability initiative committed to building a sustainable future by accelerating action on human rights, labour, environment and anti-corruption.

Charta Der Vielfalt

Signing the Charta Der Vielfalt in 2021 was a an important milestone and public commitment to fulfilling our DE&I strategy and creating a truly inclusive workplace where all employees have equity of opportunity to succeed and progress.





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