

2025 Ethnicity pay gap report

AAT is strongly committed to diversity and inclusion (D&I) across our organisation and for our customers. Through our D&I initiatives, we aspire to be a workplace where all colleagues are empowered to bring their whole self to work, feel included and can reach their full potential.

AAT has been a leader on gender equality in the financial sector for many years. We were one of the first organisations to publish our gender pay data, which has led to an increased focus on strengthening diversity within our organisation and among our membership. We have also campaigned for compulsory ethnicity pay gap reporting and, in 2021, we published our ethnicity pay data for the first time, with the aim of effecting similar change in this area.

We're committed to reviewing and sharing our D&I data annually and maintain our commitment to support ethnicity equality in the workplace, including our job evaluation process which ensures equal pay for work of equal value.

This data sets a benchmark and gives us a goal to work towards to address our ethnicity pay gap. We recognise that publishing the data alone is not enough; we must back this up with action. We developed an action plan, which included a more in-depth analysis of D&I data. As part of this further analysis, it was identified that our ethnicity data was not consistently representative of London across our different grades of role.

An action plan was implemented in 2023/24 which included more consistent communications, some 'myth busting' sessions and D&I being embedded through policies and procedures. In 2023, AAT included D&I data on promotions for the first time and included D&I within the performance management training for managers. There's been an improvement in patterns of promotion when comparing ethnic minority colleagues with white colleagues from 2023-24 to 2024-25 with 21% more ethnic minority colleagues being promoted in 2024/2025 compared to the previous year. This gives us confidence that some of our actions are starting to have a positive impact, and we remain committed and focused on reducing our mean ethnicity pay gap, which while still higher than we would like, has reduced by 2% from April 2024 to April 2025.

Headline ethnicity pay gap figures

To calculate our ethnicity pay gap, we've followed the same approach as for the gender pay gap. The ethnicity pay gap is defined as the difference between the mean or median hourly rate of pay that white and ethnic minority colleagues receive.

The mean pay gap is the difference between average hourly earnings. The median pay gap is the difference between the midpoints in the ranges of hourly earnings.

It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle-most salary. These figures are provided opposite and are based on hourly rate of pay as of April 2025, paid at the snapshot date of 5 April 2025.

Mean pay gap  **26.1%**
Median pay gap  **25.5%**

For comparison, in 2024 the mean pay gap was 29.1% and the median pay gap was 28.6%.

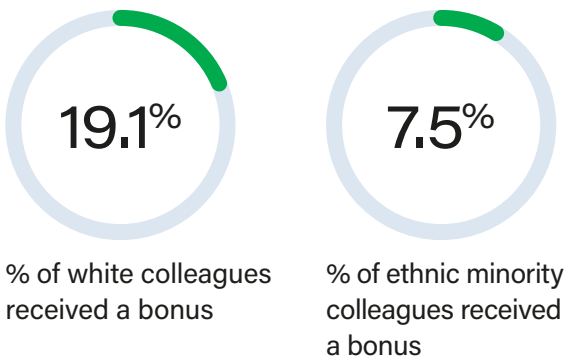
Bonuses

The only bonus scheme in operation is a single organisation wide bonus, applicable when AAT meets a set of pre-agreed targets. During this period that bonus was not paid. When applicable, the same fixed amount is paid to every qualifying colleague regardless seniority or demographics.

The bonus data for reporting purposes for 12 months prior to 05 April 2025 consisted of long service awards, commission payments (only applicable to a small proportion of AAT roles), and some retention payments that were put in place to provide some stability of critical roles as AAT went through a significant period of change. As a result, just 14.7% of colleagues received any 'bonus pay' during this period and the average payment was £1,600.

Mean ethnicity bonus gap ■ 58.1%
Median ethnicity bonus gap ■ 71.3%

Proportion of white and ethnic minority colleagues receiving a bonus payment:



Pay quartiles

The table below shows the split between white and ethnic minority staff when we order the hourly rate of pay from highest to lowest and group into four equal quartiles.

Quartile	1	2	3	4
Total	61	61	61	61
Ethnic minority	38	32	18	11
% Ethnic minority	62%	52%	30%	18%
White	21	27	36	49
% White	34%	44%	59%	80%
Undeclared	3	2	7	1
% Undeclared	5%	3%	11%	2%

Our next steps

We recognise that publishing this data is a useful step, but it must be supplemented by action.

- Our Diversity and Inclusion (D&I) champions are now part of our wider 'culture collective' group, made up of colleagues from across the organisation. The group lead on celebrating different events and initiatives that support our culture of inclusion. D&I is demonstrably embedded within AAT and this supports the *Charity Code of Governance Equality Diversity and Inclusion* pillar.
- We're further developing our approach to responsible business through assigning oversight responsibilities for D&I to the People and Nominations Committee. We're continuing to embed D&I and now have our Head of Development, Culture and Inclusion in place to ensure that this continues throughout AAT.
- We're committed to zero tolerance of bullying and harassment and provide mandatory training for colleagues and managers.
- We continue to focus on improving our data collection and analysis of the diversity profile of candidates through the recruitment process.
- As a member of ENEI, we carry out annual benchmarking to enable us to identify and take action on issues that need to be improved. We've improved our most recent score and achieved a silver TIDE award for our work in relation to staff, governance and procurement in 2025.
- We provide diversity and inclusion training for all staff and are making workplace equality the responsibility of all managers and building this into our training, policies and procedures.

For more information on our commitment to ensuring diversity and inclusion at all levels, visit aat.org.uk/paygap

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AAT is a registered charity. No. 1050724
 Information is accurate at the time of publication.