

2025 Gender 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 every colleague feels empowered to bring their whole self to work, feels included, and can reach their full potential.

AAT has long been a leader in promoting gender equality within the financial sector. We were the first accountancy body to sign up to the *Women in Finance Charter* and published our gender pay data before it was a legal requirement. As of 5 April 2025, over half our workforce (54%) is female, and we have a female Chief Executive Officer, Sarah Beale.

Having reported a mean gender pay gap in 2024 of 4.2% (a pay gap in favour of men), we've seen a decrease to 3.2% and a decrease in the median pay gap from 13.4% to 12.6%. Whilst we ensure all recruitment, promotion and pay decisions are based on fair processes there are several factors that have contributed to this change including an increase in the number of females within the upper quartile from 46% in 2024 to 52% in 2025.

We maintain our commitment to support ongoing gender equality in the workplace, including our job evaluation process, which ensures equal pay for work of equal value. Our Diversity and Inclusion (D&I) plan will continue to support the progression and development of all staff across the organisation, regardless of gender or any other protected characteristic. We also maintain our annual benchmarking programme through the Employers Network for Equality and Inclusion (ENEI) and were proud to receive a silver award for our work in 2025.

Headline gender pay gap figures

The gender pay gap is defined as the difference between the mean or median hourly rate of pay that male and female 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 below and are based on hourly rate of pay as of April 2025, paid at the snapshot date of 5 April 2025.



Mean pay gap  3.2%
Median pay gap  12.6%

The mean pay gap decreased by 1% between 2024 and 2025. The median pay gap decreased by 0.8%.

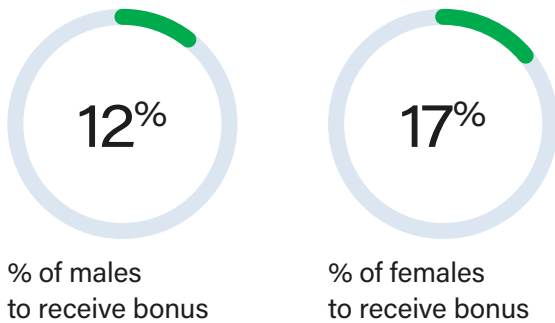
Bonuses

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 gender bonus gap  15.8%
Median gender bonus gap  55.0%

Proportion of male and female colleagues receiving a bonus payment:



Pay quartiles

The table below shows the split between male and female colleagues when we order hourly rate of pay from highest to lowest and group into four equal quartiles.

Quartile	1	2	3	4
Total	61	61	61	61
Female	41	29	29	32
% Female	67%	48%	48%	52%
Male	20	32	32	29
% Male	33%	52%	52%	48%

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.

- When we signed up to the *Women in Finance Charter*, we set a target of 40% females in senior management positions by 2022, and we achieved this target in 2020. We recommit every five years, and our current target, set in September 2022, is to ensure that the percentage of women in senior management remains at or above 45% by March 2027. We are on track to meet this goal. We continue to focus on improving our data collection and analysis of the diversity profile of candidates through the recruitment process.
- 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.
- As a member of ENEI, we carry out annual benchmarking to enable us to identify and act 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, 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.

I confirm that our data has been calculated according to the requirements of the *Equality Act 2010 (Gender Pay Gap Information) Regulations 2017*.

Olivia Hill

Olivia Hill
People Director, AAT
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AAT is a registered charity. No. 1050724
Information is accurate at the time of publication.

