

# 2024

## Gender pay gap report

**AAT has a strong commitment to diversity and inclusion (D&I) within our organisation and for our customers. Through our D&I strategy, we aspire to be a workplace where all our 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 the first accountancy body to sign up to the *Women in Finance Charter*, and published our gender pay data when not legally required to. We have an established hybrid working model and support broad flexible working arrangements where possible.

As of 5 April 2024, over half our workforce (53%) is female, and we have a female Chief Executive Officer,

Sarah Beale. Having reported a mean gender pay gap in 2023 of 3.1% (a pay gap in favour of men), we have seen an increase in the mean gap to 4.2% and a decrease in the median pay gap from 17.3% to 13.4%. 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 a decrease in the number of females within the upper quartile reducing from 52% in 2023 to 46% in 2024. 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) strategy will continue to support the progression and development of all staff across the business, regardless of gender or any other protected characteristic. We are also continuing our programme of annual benchmarking through the Employers Network for Equality and Inclusion (ENEI), and having received a bronze award for our work on this in 2023, we have continued to progress and received a silver award for our work in 2024.

### 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 at April 2024, paid at the snapshot date of 5 April 2024.

Mean pay gap  4.2%  
Median pay gap  13.4%

The mean pay gap increased by around 1% between 2023 and 2024. The median pay gap decreased by around 4%.

### Bonuses

At AAT we have an organisation wide bonus which everyone is eligible to receive if they perform to (at least) the expected standard as agreed during the annual performance process if certain targets are met. The organisation wide bonus is the same financial amount for all colleagues. However, it is pro-rated for part-time workers and for those who joined throughout the year with a minimum of three months in post. This factor impacted on the percentage of male and female colleagues who received a bonus.

In addition to the organisation wide bonus, the Executive team were eligible for an individual performance bonus. This was removed during the financial year 2023/2024, with only a proportion being paid for the first four months of the year. Due to the higher proportion of females on the Executive team at the time, this has resulted in a negative mean bonus gap in favour of females.

**Mean bonus gap** **-9.7%**

**Median bonus gap** **0%**

Proportion of male and female colleagues receiving a bonus (performance award) payment:



% of males  
to receive bonus



% of females  
to receive bonus

## 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   |
|-----------------|-----|-----|-----|-----|
| <b>Total</b>    | 65  | 65  | 65  | 65  |
| <b>Female</b>   | 39  | 36  | 32  | 30  |
| <b>% Female</b> | 60% | 55% | 49% | 46% |
| <b>Male</b>     | 26  | 29  | 33  | 35  |
| <b>% Male</b>   | 40% | 45% | 51% | 54% |

## Our next steps

- Our Diversity and Inclusion (D&I) champions, made up of employees throughout the organisation, have produced a strategy to engage greater inclusivity within our working environment. This strategy is under consistent review to ensure this is achieved.
- 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 two years early. We recommit every five years, and our target from September 2022 is that the percentage of women in senior management does not drop below 45% by March 2027.

- Our new HR system implemented in 2023 has allowed us to introduce name-blind recruitment for the first time and we will be reviewing the impact of this during 2025. This will enable greater data collection and analysis of the diversity profile of candidates throughout the recruitment process.

- We are further developing our approach to responsible business through assigning oversight responsibilities for D&I to the newly formed People and Nominations Committee. We are continuing to embed D&I and have recently appointed a Head of Development, Culture and Inclusion to ensure that this continues throughout AAT and this supports the *Charity Code of Governance Equality Diversity and Inclusion* pillar.

- We are committed to zero tolerance of bullying and harassment and have recently run mandatory training sessions for colleagues and managers.

- 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 have improved our most recent score and achieved a silver TIDE award for our work in relation to colleagues, governance and procurement in 2024.

- We provide equality and diversity training for all colleagues, and are building making workplace equality the responsibility of all managers through our training, policies and procedures. For more information on our commitment to ensuring diversity and inclusion at all levels, visit [aat.org.uk/paygap](http://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*

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People Director, AAT  
January 2025