

# 2017 GENDER PAY GAP REPORT

At AAT we are proud of our diverse workforce and this is reflected in our gender representation with over half of our workforce being female. We have a commitment to improving our gender diversity at senior levels of the organisation and in support of this commitment we have signed up to the Women in Finance Charter and set a target of 40% females in senior management by 2022.

We also support equality through fair pay and our job evaluation framework has ensured that males and females at AAT receive equal pay for work of equal value. However, an increase in the proportion of males at senior levels throughout 2016/2017 has created a bigger gender pay gap. AAT is a small to medium size organisation and small changes at senior management levels have a big impact on our gap.

## 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.

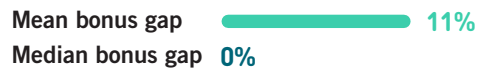
The mean pay gap is the difference between average hourly earnings of men and women. The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle-most salary.

These figures are provided in the charts opposite based on hourly rate of pay as at April 2017 paid in the year to 5 April 2017.



## Bonuses

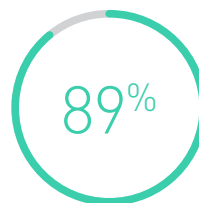
At AAT we have an organisation wide bonus which everyone is eligible to receive, if the majority of our targets are met. The organisation wide bonus is the same financial amount for all staff, however it is pro rata'd for part time workers and for those who joined throughout the year with a minimum of 3 months in post. The bonus gap figures do not take account of the pro-rata amounts, and as the majority of our part time workers are female, this impacts on the bonus gap.



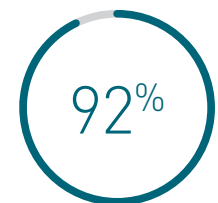
## Proportion of male and female colleagues receiving a bonus (performance award) payment

Anyone who was underperforming did not receive a bonus, and as mentioned above only colleagues with less than three months service at the end of the financial year did not receive a bonus. Both of these factors impact on the % of males and females who received a bonus.

**% of males to receive bonus**



**% of females to receive bonus**



## Pay Quartiles

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

Quartile	Male	Female	Total
<b>Lower</b>	25 41%	36 59%	<b>61</b>
<b>Lower middle</b>	29 48%	32 52%	<b>61</b>
<b>Upper middle</b>	30 49%	31 51%	<b>61</b>
<b>Upper</b>	35 58%	25 42%	<b>60</b>

## Why we have a gap

As mentioned at the outset of this report, we have a job evaluation process which ensures that we have equal pay for work of equal value, it is the lower representation of females in senior positions, and higher proportion of females in more entry level positions which has created this gap.

## Next steps

- We recognise that we can improve on our gender pay gap, and that we need to ensure females working at AAT have as much opportunity to move into senior positions as their male colleagues. We are working towards creating and embedding a more diverse and inclusive culture within AAT and have run some sessions on unconscious bias, as well as set up a group of Equality, Diversity and Inclusion champions from different areas of the business. We will be rolling out more unconscious bias training in 2018, with a priority on recruiting managers, and will be monitoring and measuring our performance against our targets as we move forward.
- One priority area of unconscious bias training will be recruiting managers as this is where any changes in the diversity of our staff take place. Workshops are planned for early 2018 for all recruiting managers to update their skills and knowledge, in addition to this we will be regularly reviewing diversity at each stage of our process to identify any potential areas for improvement.
- We were an early adopter of flexible working practices and continue to remain committed to accommodating requests from all staff where possible, and recognise this is key to enabling women to return to work following maternity leave.

### Declaration

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**  
Chief HR Officer, AAT