

2018 GENDER PAY GAP REPORT

At AAT we are proud of our diverse workforce and this is reflected in our gender representation with just over half of our workforce being female. We are committed to improving gender diversity at senior levels, and in support of this commitment we have set a target of 40% females in senior management by 2022, under the Women in Finance Charter. We have also recently signed up to the Tech Talent Charter which addresses the severe gender representation imbalance in the technology sector, with only 17% of roles in this field being filled by females.

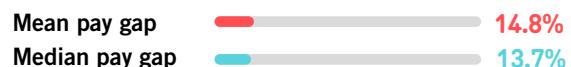
We also support equality through fair pay, and our job evaluation framework has ensured that males and females at AAT receive equal pay for work of equal value. However, an increase in the proportion of males at senior levels throughout 2017/2018 has created a slightly bigger gender pay gap. AAT is a 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 below and are based on hourly rate of pay as at April 2018 paid at the snapshot date of 5 April 2018.



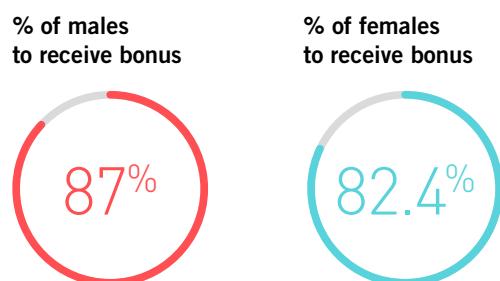
Bonuses

At AAT we have an organisation wide bonus which everyone is eligible to receive, if the majority of our targets are met. All eligible staff receive the same amount, however it is pro rata'd for part time workers and for those who joined throughout the year with a minimum of three 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 any 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 percentage of males and females who received a 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
Lower	25	37	62
	40%	60%	
Lower middle	31	31	62
	50%	50%	
Upper middle	29	33	62
	47%	53%	
Upper	38	24	62
	61%	39%	

Why our gap has changed

As mentioned at the outset of this report, AAT is a medium size organisation, and as such small changes have a big impact on our pay gap results. Between April 2017 and April 2018 there are three more males in the upper quartile and one less female. This has resulted in an increase of 3% more males in the upper quartile and has contributed to the 1.8% increase in the mean pay gap. It is important to note that we have a job evaluation process which ensures that we have equal pay for work of equal value, but that it is the lower representation of females in senior positions, and higher proportion of females in more entry level positions, which has increased our 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 now have an active group of Equality, Diversity and Inclusion champions who are having a positive impact on the culture at AAT and we will continue to embed this throughout the organisation. We have delivered unconscious bias training to all AAT colleagues and this now forms part of our standard induction process. Unconscious bias workshops specifically tailored to recruitment have also been delivered to recruiting managers at AAT, and we will be monitoring and measuring our performance against our targets as we move forward.
- We are expecting to see some positive movements in this area during the next reporting period, as our initiatives will have had time to demonstrate some positive results.
- 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