

2022

# Gender pay gap report

AAT has a strong commitment to equality and diversity both within the organisation and amongst our wider membership. We aspire to develop a workplace where all colleagues feel supported, included and enabled to achieve their full potential.

AAT has been a leader in the financial sector on gender equality for many years, including being the first accountancy body to sign up to the Women in Finance Charter and through publishing our gender pay data. Additionally, we have now moved to a hybrid working model, supporting ongoing work-life balance for staff.

As of 5 April 2022, over half our workforce (51 per cent) is female, and since we published our last report we have welcomed our new Chief Executive Sarah Beale. We are also pleased to report that our mean gender pay gap has declined further since 2021. However, this does not mean we can rest on our laurels, and having seen an increase in the median pay gap, we will analyse the data further to understand what is driving that increase and establish if there are any actions we can take to reduce this.

AAT's Diversity and Inclusion (D&I) strategy will continue to support the progression and development of all staff across the business, regardless of gender. We are also continuing our programme of annual benchmarking through the Employers Network for Equality and Inclusion (ENEI) and have launched an e-learning module on inclusion for our staff.

## 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 2022 paid at the snapshot date of 5 April 2022.



The mean pay gap decreased from 3.5% in 2021 to -0.2% in 2022, meaning a mean gender pay gap slightly in favour of women. The median pay gap increased from 7.4% in 2021, meaning when you order the salaries of males and females from lowest to highest and compare the middle salaries for both this is the difference in those middle salaries.

## 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 staff. 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 staff who received a bonus.

In addition, the Executive Team are eligible for a separate bonus scheme based on individual performance.



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



# Pay quartiles

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

Quartile	Male	Female	Total
Lower	40%	60%	55
Lower middle	53%	47%	55
Upper middle	56%	44%	55
Upper	52%	48%	54

# Our next steps

- We recognise that publishing this data is a useful step, but there are improvements that can be made through further action. 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.
- We have a Head of Responsible Business and Policy, who is accountable for Responsible Business activity. This includes partnering with the D&I group and developing a decision making framework. D&I is demonstrably embedded within AAT and this supports the Charity Code of Governance D&I pillar.
- When we signed up to the Women in Finance Charter we set a target of 40% females in senior management positions by 2022. We achieved this target two years early and will be increasing this target to 45% for our 2022 submission.
- We are in the process of implementing a new HR system which will enable greater data collection and analysis.
- We are committed to zero tolerance of bullying and harassment.
- We have been at the forefront of the campaign to ensure compulsory ethnicity pay reporting, and will continue to push on this issue to secure further political, media and stakeholder support.
- AAT is a member of the Employers Network for Equality and Inclusion (ENEI), through which we carry out annual benchmarking to enable us to identify and take action on issues that need to be improved. ENEI also deliver our unconscious bias induction training for new starters.
- We provide equality and diversity training annually for all staff, and we are building making workplace equality the responsibility of all managers into our training, policies and procedures.

## 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**  
Director of HR, AAT  
October 2022