

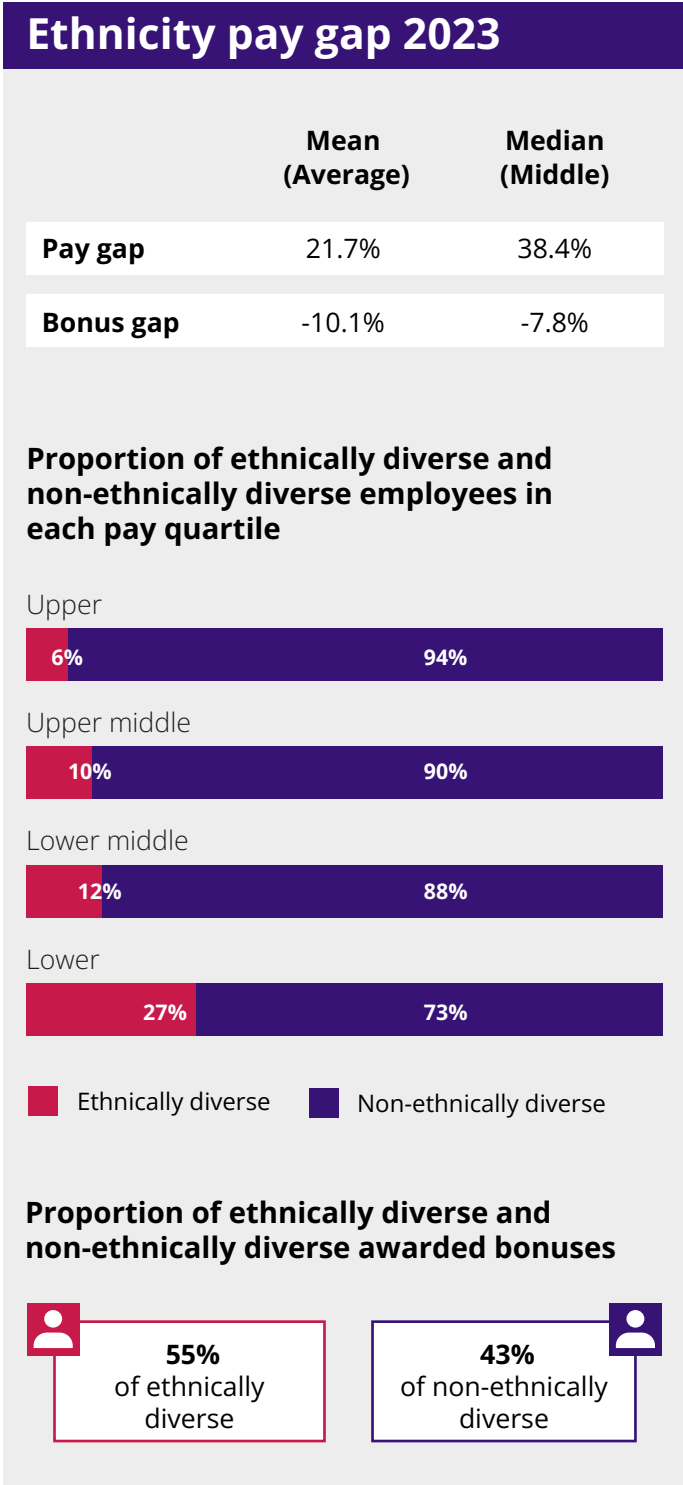
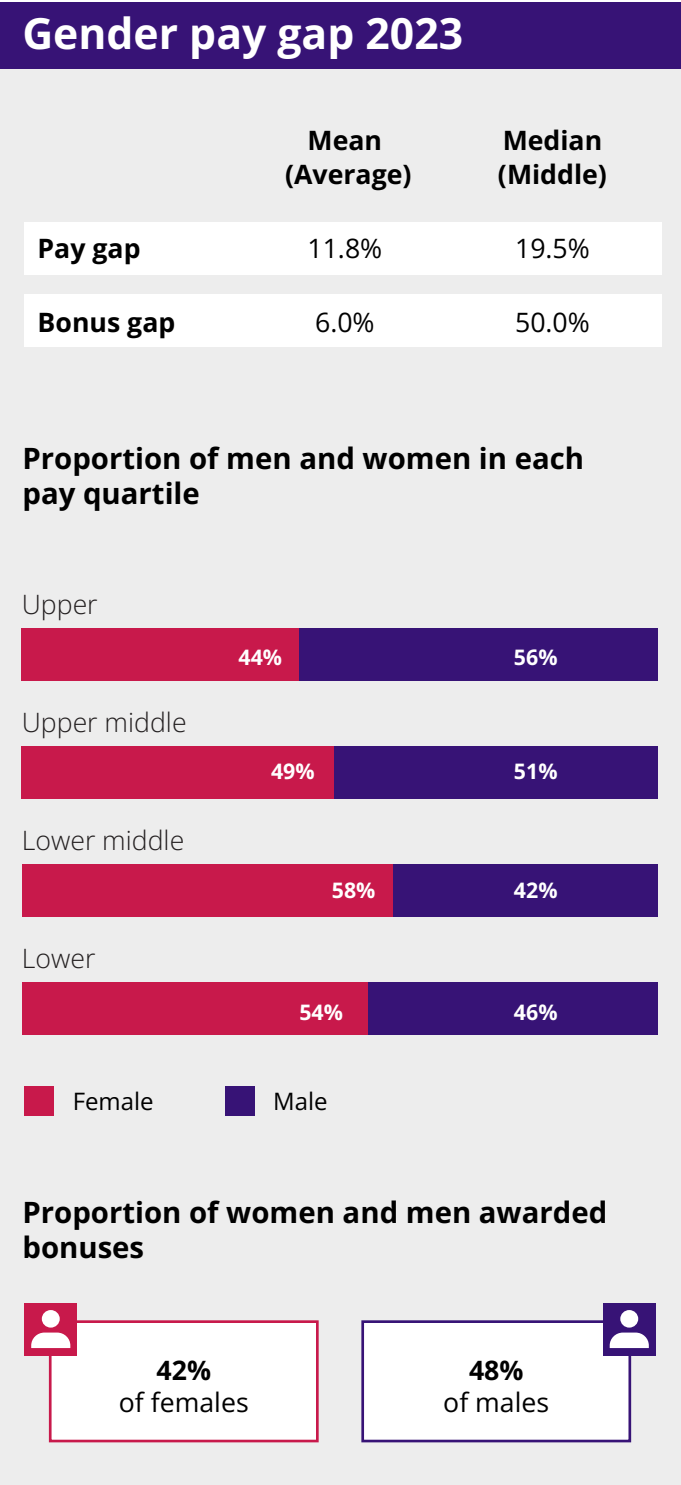
Gender and Ethnicity Pay Gap Report 2023



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We believe building a culture of inclusivity, fairness and trust is the right thing to do and will lead to better outcomes for customers, colleagues, and our organisation. That’s why Equality, Diversity and Inclusion (ED&I) is one of AQA’s strategic priorities, with progress reported to our Executive Board and Board of Trustees on a quarterly basis.

Given our commitment to ED&I, in addition to the mandatory gender pay gap figures, we also voluntarily publish our ethnicity pay gap trends. We are committed to reducing our gender and ethnicity pay gaps and have set an ambitious target significantly to reduce both by 2026¹.



1 vs 2023 pay gaps

Understanding our gaps

Proportionally, we have more men and non-ethnically diverse employees in senior roles, which is the main driver of our pay gaps. For example, if we had 50:50 gender and ethnicity distributions across all roles our mean gender and ethnicity pay gaps would reduce to 3.0% and 1.2% respectively.

Gender gaps			Ethnicity gaps		
Pay gaps show the differences in the average pay of different groups, no matter their role or seniority					
PAY	Mean	Median	PAY	Mean	Median
2022	10.8%	10.1%	2022	21.6%	38.3%
2023	11.8% ↑	19.5% ↑	2023	21.7% ↑	38.4% ↑
<p>In comparison to last year’s report – both the median and mean gender pay gap have increased.</p> <p>This is because a number of colleagues were TUPE'd into AQA education, increasing the proportion of male colleagues in the upper pay quartile, adversely affecting our 2023 pay gap.</p>			<p>With a large representation of non-ethnically diverse employees in the lower middle to upper pay quartiles of our organisation, we have a median ethnic pay gap of 38.4% and a mean of 21.7%. This is in line with last year’s figures.</p> <p>Reducing this pay gap is a key focus of our ED&I priorities.</p>		
At AQA bonus payments are through our peer-to-peer recognition scheme Recognising the Best.					
BONUS	Mean	Median	BONUS	Mean	Median
2022	10.1%	0.0%	2022	33.3%	0.0%
2023	6.0% ↓	50.0% ↑	2023	-10.1% ↓	-7.8% ↓
<p>Whilst the mean has decreased vs. last year, the median has increased. This is due to a combination of factors affecting the TUPE'd population, including a higher proportion of male colleagues, and a historical higher bonus arrangement.</p> <p>In 2023 the percentage of colleagues receiving a bonus increased. The percentage of men continues to be higher than that of women, although the difference has reduced vs 2022.</p> <p>A new recognition framework due in 2024 will improve consistency.</p>			<p>In 2023 the median and mean bonus gap decreased and are now negative (ethnically diverse colleagues received a higher bonus award). This is driven by a higher proportion of ethnically diverse colleagues within the TUPE'd population vs that of AQA Education.</p> <p>The percentage of ethnically diverse colleagues receiving a bonus has increased from 40% in 2022, to 55% in 2023.</p> <p>A new recognition framework due in 2024 will improve consistency.</p>		

Pay gaps are different to equal pay. Equal pay looks at how colleagues are paid for doing the same or similar work. AQA regularly monitors pay to ensure parity for all.

Looking ahead - what we're doing

AQA is following the 'roadmap to success' framework set out in the UK government's McGregor-Smith Review. Our plans focus on gathering data, being accountable, raising awareness, examining recruitment and changing processes¹.



Closely monitor a clear and data-driven ED&I plan with challenging targets

- Capture and review accurate data and analytics to drive action
- Significantly reduce the gender and ethnicity pay gaps by 2026, by having more women and ethnically diverse colleagues in senior leadership positions



Build accountable leadership and allyship within our organisation

- Appointment of dedicated ED&I role to accelerate our ED&I plans
- Targeted business area leadership objectives to improve ED&I performance
- Development of affinity networks



Leverage strategic channels to support and promote ED&I

- Accelerated development programmes targeted at ethnically diverse groups
- Diverse attraction and hiring practices – community outreach, networks, blind CVs
- Identify and retain talent within the temporary workforce

“At AQA, we are working to create an inclusive work environment, where everyone can learn and thrive, and where all our people feel valued and a sense of belonging. We do this not only for our colleagues, but because we believe this is how we will best serve our customers and learners. As the Sponsor for ED&I, I am proud that we are leading the way by voluntarily reporting our ethnicity pay gap, alongside our gender pay gap, in this report. We recognise that we have much work to do to close our pay gaps and to be more diverse at all levels of the organisation. In line with our values, we are committing to ‘stepping up’ and to holding ourselves accountable for making meaningful progress through our actions and words.”

Isabelle Perrett
Director of People



¹ <https://www.gov.uk/government/publications/race-in-the-workplace-the-mcgregor-smith-review>