AAB

GENDER PAY GAP REPORT

2024 - 2025



As we publish our Gender Pay Gap Report for 2024–25, I want to reaffirm our ongoing commitment to building a fair, inclusive, and equitable organisation where everyone has the opportunity to succeed.

Over the past year, our business has continued to evolve at pace. Growth, including through strategic acquisitions, has brought increased scale and opportunity, but also greater complexity. We have welcomed colleagues from a range of organisations, each with their own structures, processes, and terms and conditions. While this diversity strengthens our business, it also presents challenges as we work to harmonise approaches and ensure consistency across our workforce.

Against this backdrop, I am pleased that we are continuing to make progress in addressing our gender pay gap. Our latest data shows positive movement in key areas, reflecting the impact of our focused efforts to improve representation, support progression, and embed more inclusive practices across the organisation. While there is more to do, these improvements demonstrate that our actions are making a difference.

We remain committed to building a diverse pipeline of talent, supporting the development of our people at every stage of their careers, and ensuring that our policies and practices enable equal opportunity for all. As we continue to integrate new parts of the business, we will maintain a strong focus on fairness, transparency, and consistency.



Closing the gender pay gap is not a short-term endeavour, particularly in a growing and changing business. However, we are confident that by maintaining our commitment and holding ourselves accountable, we will continue to make meaningful and sustained progress.

EMMA LANCASTER,
Chief Executive at AAB

OVERVIEW

The following Group companies are included in this report:

- **AAB Team Limited**
- **Anderson, Anderson & Brown LLP** (current legal entity name is AAB Business & Tax Advisory LLP)
- **A2+B LLP** (current legal entity name is AAB Employer Solutions LLP)
- **FPM Accountants Limited** (current legal entity name is AAB Group Accountants Limited)
- **May Figures Limited** (current legal entity name is AAB Innovation Taxes Limited)
- **AAB Investments Limited** (current legal entity name is AAB Professional Services Limited)
- **AAB People Consulting Limited**
- **French Duncan (Financial Controller) Limited** (current legal entity name is AAB Virtual Finance Limited)
- **Anderson Anderson & Brown Wealth Limited** (current legal entity name is AAB Wealth Limited)
- **Anderson, Anderson and Brown Consulting Limited**
- **French Duncan LLP**
- **Pioneer Bidco**
- **Sagars Accountants Ltd**
- **Think People Consulting Limited**



On the snapshot date of 05th April 2025, AAB Group (comprising of the above entities) has 1007 employees in total, 58.40% female and 41.60% male. The figures in this report include both our employees and partners.

Since last reporting, the Group has continued to grow and our figures this year include a further increased headcount of 143 individuals, and **we are delighted to see the gap has further reduced since 2023/2024.**





GENDER PAY GAP DEFINED

Mean Hourly Pay Gap

The Mean Hourly Pay Gap is measured by calculating the difference between the average hourly rate of pay of male employees and that paid to female employees.

Median Hourly Pay Gap

The Median Hourly Pay Gap is measured by calculating the difference between the mid-point hourly rate of pay of male employees and that paid to female employees.

Mean Bonus Pay Gap

The Mean Bonus Gap is the difference between the mean bonus pay paid to male employees and that paid to female employees.

Median Bonus Pay Gap

The Median Bonus Gap is the difference between the median bonus pay paid to male employees and that paid to female employees.

AAB GROUP GENDER PAY GAP

PAY COMPONENTS	2020/21	2021/22	2022/23	2023/24	2024/25
Gender Pay Gap - Mean	18.59%	26.99%	34.43%	24.98%	20.04%
Gender Pay Gap - Median	22.09%	13.33%	21.82%	13.10%	11.11.%
Gender Bonus Gap – Mean	47.09%	42.89%	34.67%	55.85%	68.74%
Gender Bonus Gap – Median	35.56%	26.43%	26.75%	57.20%	57.21%

What does this tell us?

As a growth-oriented business engaged in extensive mergers and acquisitions, we recognise the need for a consolidation period to fully understand our gender pay gap report figures. Over the past year, we have undergone significant changes, with further growth on the horizon, so it is crucial that we take the time to thoroughly comprehend the diverse businesses within our Group. This understanding will position us to effectively assess the opportunities and actions necessary for achieving sustainable improvements in our Gender Pay Gap as we move forward.

Throughout 2024, we have made substantial progress in advancing our integration plans and have identified numerous positive changes regarding our diversity and inclusion efforts. We are confident there is further potential for improvement in these areas as we continue our journey.

Upon reviewing this year's report, we are encouraged to note improvements in both the mean and median gender pay gaps. However, we will prioritise the successful integration of our Group composition before drawing definitive conclusions about the positive impacts of our internal actions at this stage.

We remain committed to identifying and acting on opportunities to make sustainable progress.





GENDER DISTRIBUTION IN QUARTILE BANDS

With our team structure consistently increasing in headcount, we would expect to see fluctuations across our distribution data. Again, we are encouraged with incremental improvements and note the challenge, and opportunity, our unique business offering presents by bringing together a diverse range of professionals. We are confident our long-term efforts will support our intention to improve the existing gender distribution and address any gaps that can be seen in the data.

The graph below shows the proportion of male and female employees according to quartile pay bands in the lower, lower-middle, upper middle and upper quartile pay bands.

Top Quartile

Female	Male
46.55%	53.45%

Second Quartile

Female	Male
64.22%	35.78%

Third Quartile

Female	Male
63.87%	36.13%

Female Male

AAB GROUP GENDER BONUS GAP

Bonus Pay

The proportion of male and female employees who received a bonus during the reference period was 3.45% of females and 3.58% of males.

What does this tell us?

As a Group, we have merged various businesses who take different approaches to paying bonus payments and part of our integration plan is to align our pay and reward strategy. We also recognise the challenges in calculating this data meaningfully to take into account such variables and, therefore, our focus moving forward is to consider where we are now, where we aspire to be and construct a plan that will allow us to get there.

ADDITIONAL NARRATIVE ON THE BONUS GAP TO BE ADDED HERE



WHAT'S NEXT?

There is more work to be done on our Gender Pay Gap, but we are dedicated to making sustainable improvements and **we have the following initiatives to help us do exactly that:**

- Align terms and conditions across the Group. Following multiple acquisitions in a short period of time, it is imperative we review the terms of employees and aim for alignment across the Group.
- Offer a flexible benefits package to all employees which means employees can decide what is important to them.
- The Group offers hybrid working and supports flexible working practices.
- Continue to review our recruitment practices to ensure we attract a wide pool of talent and take them through a fair and structured process.
- We have a Diversity, Equality and Inclusion working Group and will continue to train and develop our people on these key topics.

Our team is passionate about making AAB Group a diverse place to work, which empowers females to move into leadership roles within our business.

We continue to improve our reporting ability and will review the data again throughout the year to get a true reflection of our gender pay stance, allowing us to further plan targeted initiatives to improve our position in the coming years.

As a business focused on growth, we have no doubt that our mergers & acquisitions activity will continue in 2025 and the years ahead so there will undoubtedly be further change to the landscape of our people. We are dedicated however to ensuring this does not negatively impact on our gender pay gap, or commitment to championing diversity, equality and inclusion.

CLARE DYER,

Chief People Officer at AAB





CONTACT US

If you have any questions regarding our 2024/25 Gender Pay Gap Report, please don't hesitate to contact our Chief People Officer, Clare Dyer.

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