



**act:onaid**

Changing the world  
with women and girls

# Inclusion & Pay Gap Report

## 2024

An independent report in partnership with ImaginativeHR

# Contents

Foreword	03
Understanding the pay gap	04
Pay gap calculations	05
Minority representation	06
Pay gap overview	07
Gender	08
Our gender pay gap	09
Gender pay gap contribution	10
Ethnicity	11
Our ethnicity pay gap	12
Ethnicity pay gap contribution	13
Disability	14
Our disability pay gap	15
Disability pay gap contribution	16
Intersectionality	17
Benchmarking	21
Commitments	25

# Foreword

At ActionAid UK (AAUK), our commitment to diversity, equity, and inclusion is central to who we are and how we work. As we share our 2024 Pay Gap Report, we are proud to reflect on the progress we've made in fostering a fairer and more inclusive workplace while recognising the importance of sustaining this momentum.

The report provides data on AAUK's gender, ethnicity and disability pay gaps, as well as an intersectional analysis.

This year's report highlights significant achievements. Both our mean and median gender pay gaps have reduced substantially—by almost 50% and 75%, respectively—placing us in a very strong position compared to UK national averages.

These results reflect the positive impact of the work we are doing together, our shared values, and the continued focus on equitable practices across the organisation. Female representation remains strong, with AAUK maintaining one of the highest levels within our benchmarking group. Similarly, representation of People of Colour (POC) has

increased as a percentage of our workforce, and our disability pay gap continues to perform well, sitting close to zero on both mean and median measures.

We are proud of the progress we have made, and we also fully recognise that there is more to do and we remain committed to understanding and addressing any disparities with care and intention.

Our goal is to re-envision and create equitable ways of working where collective care is at the centre of what we do to ensure everyone feels valued, supported, and able to thrive at AAUK.

We thank all our colleagues for their contributions toward this shared mission and look forward to building on these successes in the year ahead.



**Shade Odupelu**

**Co-Chief Executive & Director People & Culture**

# Understanding the Pay Gap

In 2017 the UK government legislated to mandate organisations with 250 or more employees to report on the gender pay gap<sup>1</sup> each year. Due to the fast-moving nature of talent, this calculation is based on a snapshot date - a single point in time - which enables accurate, repeatable and comparable data. Whilst ActionAid UK does not meet the criteria for mandatory reporting, as an organisation committed to greater equity in representation and pay across all groups, we voluntarily report on this data. Further to Gender, in recent years AAUK has also conducted analysis in relation to Ethnicity and Disability; in 2024, we continue to report on this data with the addition of Age for the first time, alongside a range of intersectional measures. These intersectionality measures aim to assess the pay gap across a combination of these core groups i.e., gender and ethnicity, gender and disability, and ethnicity and disability.

Per the guidance, the core reporting measures include the following:

- Representation by Quartile
- Median Pay Gap
- Mean Pay Gap

In addition to these core measures, however, this report will also look at the pay gaps within each quartile for each measure. This helps us understand on a macro level what is contributing to the overall pay gap.<sup>2</sup>

Further to this, due to how AAUK's pay structure, we will look at pay gap within each pay band for the core measures. This also serves as an additional contextual measure, giving us a insight to micro contribution to the organisation-wide pay gaps.

Please note that whilst bonus data is typically a core measure, AAUK does not pay any bonuses and as such has no relevant data.

1. The UK government has created new legislation ([see here](#)) creating mandatory reporting for the disability pay gap, with plans to introduce the same for ethnicity for organisation meeting the same criteria i.e., 250 employees or more.
  2. Please refer to the below government guidance on how quartiles are calculated where the number of colleagues is not divisible into four equal groups.
  3. The analysis which all the data in this report relies upon has been conducted in alignment with guidance from the government website and the CIPD (Chartered Institute for Personnel & Development).
- Gender Pay Gap Guidance - [Government Website](#)
  - Ethnicity Pay Gap Guidance - [Government Website](#)
  - Ethnicity Pay Gap Guidance - [CIPD Website](#)

# Pay Gap Calculations

## Representation by Quartile

This process involves splitting the organisation into four quarters. Firstly, all relevant colleagues are ordered by their pay from the lowest to the higher hourly rate.

This is then split into four equal quarters, or quartiles, so that further analysis may be carried out i.e., lower, lower-middle, upper-middle and upper.

## Median

This process involves ordering all relevant colleagues in order of their hourly pay from lowest to highest. The median is then found by finding the middle value.

### EXAMPLE

If there are 15 colleagues in the group, the middle value would be the 8th value, resulting in 7 colleagues either side of the 8th value; if there are 20 colleagues in the group, the middle value would be calculated by averaging the 10th and 11th value, resulting in 9 colleagues either side of this average.

## Mean

This process involves adding together all of the hourly rates and dividing by the number of records in the data set.

### EXAMPLE

If there are 50 colleagues in the group, the mean can be calculated by adding the hourly rate of all 50 colleagues together and dividing that number by 50.

## Calculating The Pay Gap %

$$\frac{(\bar{x}A - \bar{x}B)}{\bar{x}A} \times 100 = \text{pay gap \%}$$

Average hourly pay of the majority group denoted is by ' $\bar{x}A$ ' and the average hourly pay of the minority group denoted by ' $\bar{x}B$ '.

A **positive** pay gap indicates a difference in pay in favour of colleagues who identify as part of the majority; a **negative** pay gap indicates a difference in pay in favour of colleagues who identify as part of the minority.<sup>1</sup>

1. Majority typically referring to male, white and non-disabled colleagues; minority typically referring to female, people of colour and disabled colleagues. It is important to note that all data is accurate insofar as it has been reported by the individual on their MyHR portal.

# Minority Representation

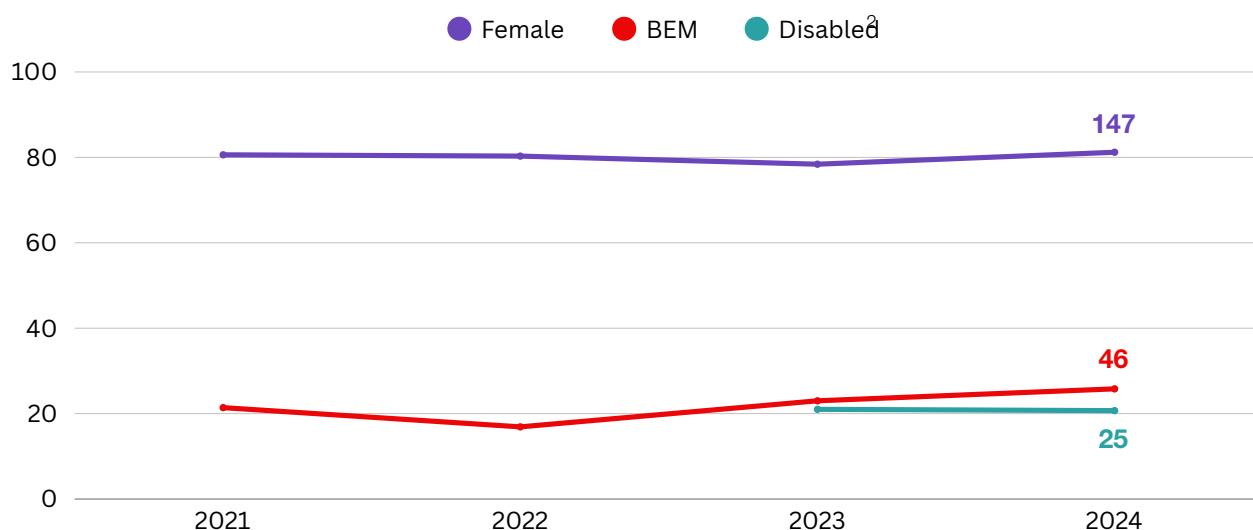
## Demographic Composition

Talent is and always has been fast-moving and ever evolving. AAUK has contracted significantly over the past 12 months, both as a result of ordinary talent transition<sup>1</sup> and via unavoidable redundancies. On balance, we observe a headcount reduction of 25 employees compared to April 2023, representing a net change of 12.4%. **The total number of colleagues employed on the snapshot date was 184.**

The number of women in the organisation has reduced by 16 from 163 to 147, though on balance, this represents a 2.8% increase in female representation from 78.4% in 2023 to 81.2% in 2024.

The number of People of Colour (POC) colleagues within the organisation has reduced by just 1, which against the backdrop of the wider organisational contraction, represents a 2.8% increase in representation from 23% in 2023 to 25.8% in 2024.

The number of colleagues who identify as disabled has reduced by 6 colleagues but due to the wider organisational contraction, this only represents a 0.3% decrease in representation to 20.7% for 2024. We note that of the 13 employees who parted company with AAUK, only 4 of those did so as part of the cost saving measures.



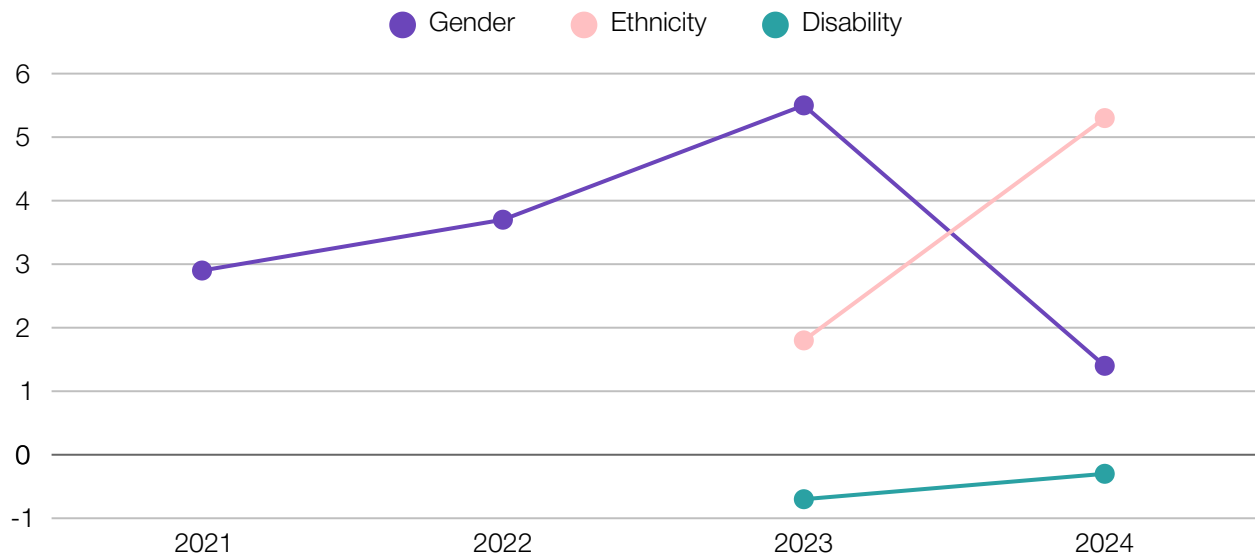
1. Referring to employees leaving the organisation on their own accord and not via any cost saving or other mandatory transition processes.

2. Disability pay gap reporting was conducted for the first time in 2023 and as a result, demographic data for this community is not available prior, as seen above.

# Pay Gap Overview

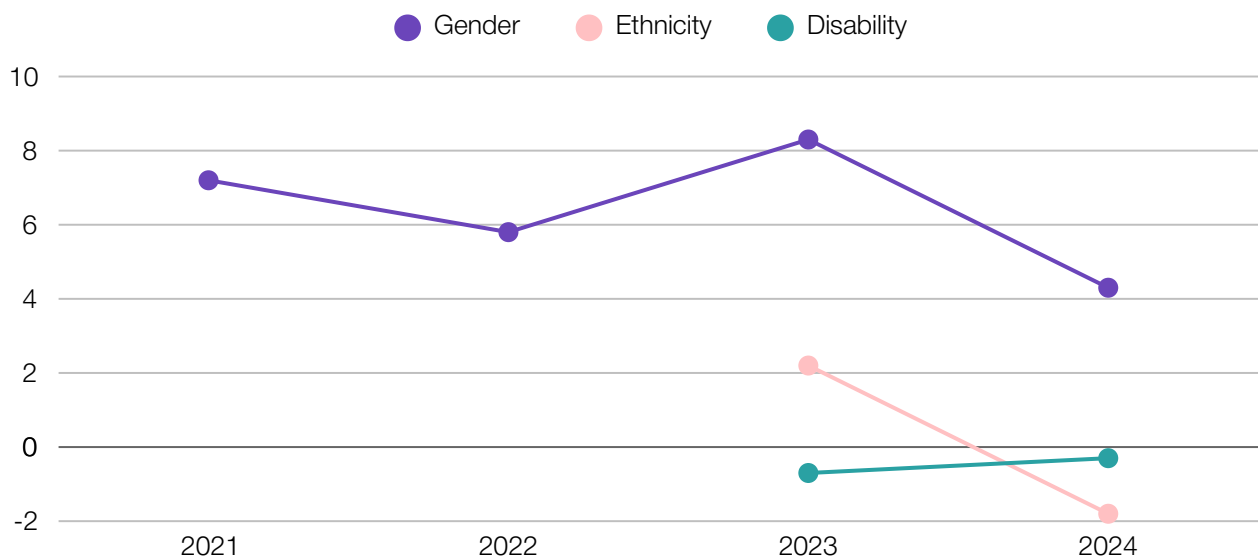
## Median Pay Gap Summary

The below graph shows how the year-on-year median pay gap shifts across all three core measures: gender, ethnicity and disability.



## Mean Pay Gap Summary

The below graph shows how the year-on-year mean pay gap shifts across the same three core measures.





# Gender

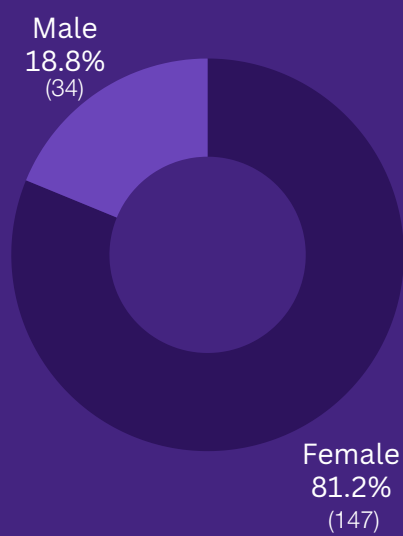
## Gender Pay Gap Summary

The gender pay gap is 1.4% on a median basis and 4.3% on a mean basis, which shows a marked improvement on last year’s 5.5% and 8.3% respectively. Whilst only the lower-middle quartile shows a pay gap in favour of male colleagues, it is the upper quartile that appears to have the largest

impact. Male representation is the greatest in the upper quartile – more than 35% of the total AAUK male population; this has a more significant impact on the net pay gap figures, as it brings up the average of the remaining 65% population of male colleagues considerably, as can be seen in the upper quartile median pay gap.

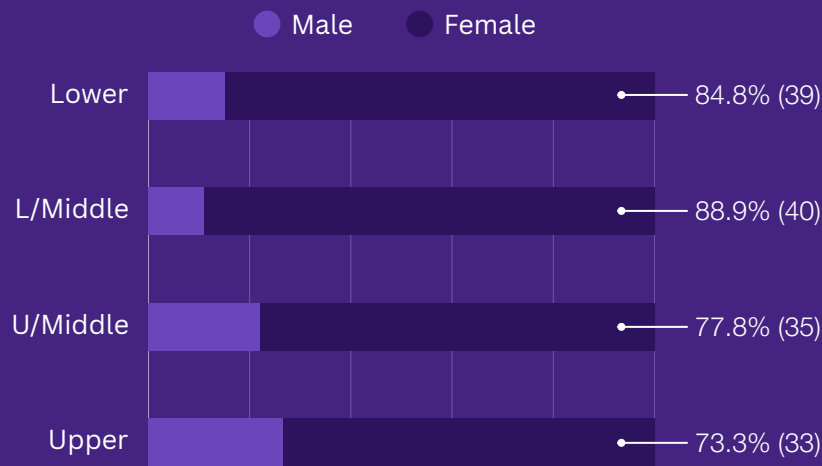
## Female Representation

The following chart shows the female representation across the entire organisation.<sup>1</sup>



## Representation by Quartile

The following chart shows the female representation across each quartile of the organization.



1. This calculation excludes 3 colleagues who did not disclose any gender on MyHR.



# Our Gender Pay Gap

## Median Pay Gap

As of April 5th 2024, the median pay gap for gender was **1.4%**. This represents a pay gap in favour of male colleagues, amounting to £0.37 per hour.

## Mean Pay Gap

As of April 5th 2024, the mean pay gap for gender was **4.3%**. This also represents a pay gap in favour of male colleagues, amounting to £1.14 per hour.

Whilst we continue to have a pay gap in favour of male colleagues, we have made considerable progress year on year. Since the last report, we have closed the median pay gap by almost 75% and the mean by just under 50%.

Moreover, we are proud to report that as an organisation AAUK is performing well against the national pay gaps of 7.3% (median) and 10.8% (mean).<sup>2</sup>

## Gender Pay Gap by Pay Band

	Female %	Median	Mean
A	71.4%	-2.79	-1.10
B	90.3%	-6.28	-0.75
C	87.8%	1.41	2.87
D	77.8%	-1.43	-0.56
E	70.0%	2.13	0.63
F	71.4%	4.99	2.01
G	100%	-	-

1. The gender pay gap for AAUK in 2023 was 5.5% (median) and 8.3% (mean).

2. The gender pay gap in the UK in 2024 is 7.3% for the median hourly rate and 10.8% for the mean hourly rate (see the full report [here](#)).

# Gender Pay Gap - Contribution

## Contribution

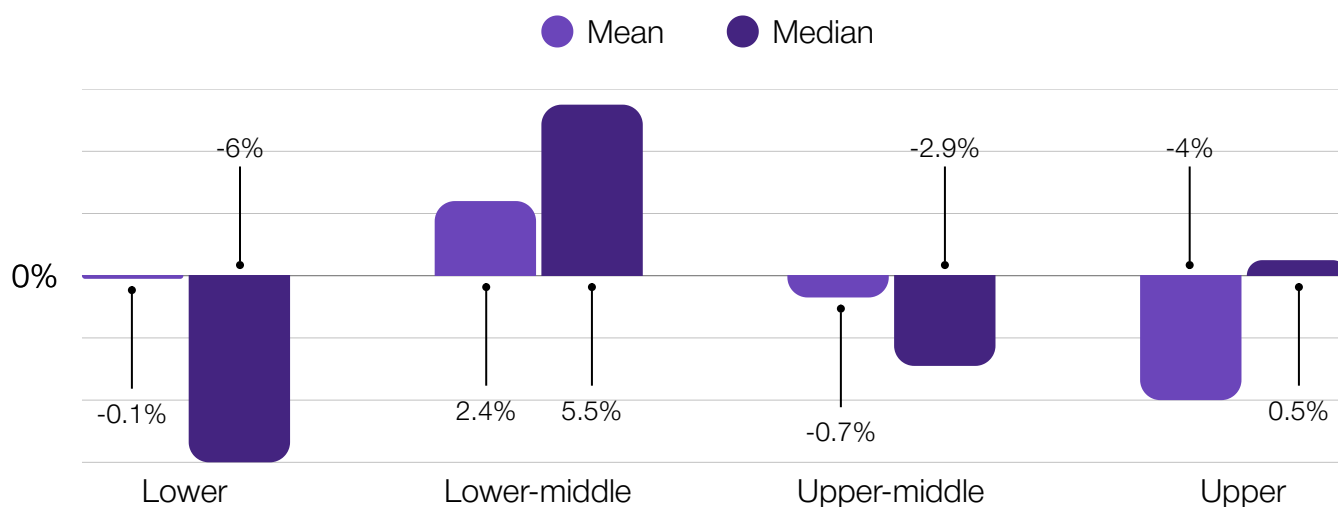
The above chart represents the gender pay gaps for each quartile of ActionAid UK. Due to the newly appointed Interim Co-CEOs - as well as other female colleagues acting in senior interim roles - and their collective impact on the gender data, we considered that the mean could be a more appropriate and representative measure of the entire organisation, since it accounts for the significance of our all-female leadership. That said, the median data helps us understand more about the net figures.

Of significance are the lower, lower-middle and upper quartiles. The lower quartile shows a considerable median pay gap of -6% (£1.09). This appears to be caused by the average tenure, with female colleagues in

this quartile having almost double<sup>1</sup> the service years of their male counterparts.

The lower-middle quartile shows a pay gap of 2.4% (£0.58) and 5.5% (£1.38) in favour of male colleagues. This can be attributed to a greater proportion of male employees occupying roles in Band D (40%) compared<sup>2</sup> to female employees (23%) within the LMQ.

Further, we note that the upper quartile shows a mean pay gap of 4% in favour of women. We know that the new all-female leadership team plays a significant role in this. The median figure of 0.5% further illustrates the impact of greater male representation at this level and validates our conclusion that these colleagues are having a significant impact on the net pay gap data.



1. Average female tenure in the lower quartile is 6.52 years, while the average male tenure is 3.36 years.

2. More male colleagues occupying Band D roles within the lower-middle quartile (LMQ) and on a percentage basis only.

# Ethnicity

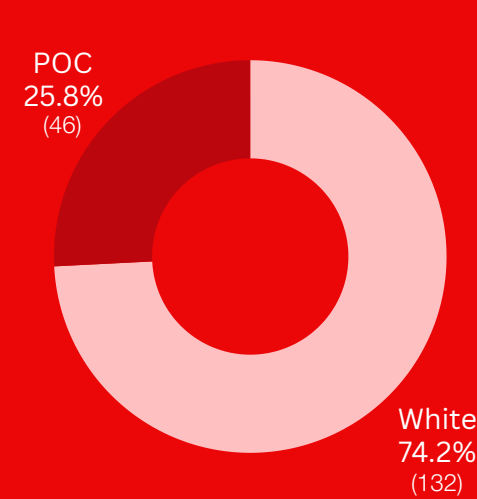
## Ethnicity Pay Gap Summary

The ethnicity pay gap is 5.3% on a median basis (in favour of white colleagues) and -1.8% on a mean basis (in favour of POC colleagues), which is an interesting shift from last year's 1.8% median and 2.2% mean. We observe a shift in both directions which suggests that changes in the composition of

our workforce and salary distribution have occurred at multiple - if not all - levels of the organisation. While there has been progress in increasing representation and pay equity for POC colleagues in the lower and upper salary levels, despite increased representation, disparities in the middle quartiles of the organisation have widened.<sup>1</sup>

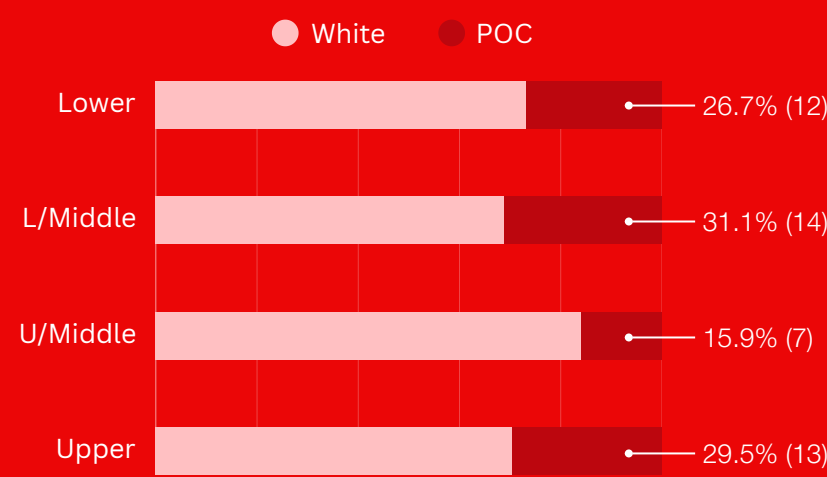
## People of Colour Representation

The following chart represents the people of colour representation across the entire organisation.<sup>2</sup>



## Representation by Quartile

The following chart represents the people of colour representation across each quartile.



1. The widened pay disparity in the middle two quartiles of the organisation appear to outweigh the more equitable pay gaps in the lower and upper quartiles, resulting in the multi-directional shift from 2023 to 2024.  
2. This calculation excludes 6 colleagues who did not disclose any ethnicity on their MyHR system.

# Our Ethnicity Pay Gap

## Median Pay Gap

As of April 5th 2024, the median pay gap for ethnicity was **5.3%**. This represents a pay gap in favour of white colleagues, amounting to £1.39 per hour.

## Mean Pay Gap

As of April 5th 2024, the mean pay gap for ethnicity was **-1.8%**. Conversely, this represents a pay gap in favour of colleagues of colour, amounting to £0.45 per hour.

Whilst we continue to have a median pay gap in favour of white colleagues, we are pleased that alongside increasing POC representation, we can report greater equity in pay on a mean basis, which accounts for all employees in the organisation.

Moreover, we are proud to report that as an organisation AAUK is performing well against the national pay gaps of 19% (median) and 14.8% (mean).<sup>2</sup>

## Ethnicity Pay Gap by Pay Band

	POC %	Median	Mean
A	57.1%	2.71	1.74
B	17.2%	-1.41	-4.03
C	36.6%	0.00	0.73
D	18.6%	-2.89	-1.99
E	19.0%	1.62	1.58
F <sup>3</sup>	42.9%	8.30	6.14
G <sup>4</sup>	NA	NA	NA

1. The ethnicity pay gap for AAUK in 2023 was 1.8% (median) and 2.2% (mean).

2. The ethnicity pay gap in the UK in 2024 is 19% for the median hourly rate and 14.8% for the mean hourly rate (see the full report [here](#)).

3. We observe significant pay gap in Band F. It is important to note that in addition to low data volumes, in this case, white colleagues have a mean tenure of 8.07 years, while POC colleagues have a mean tenure of 2.77 years.

4. We do not disclose the pay gap in Band G to protect the confidentiality of the colleagues within that band.

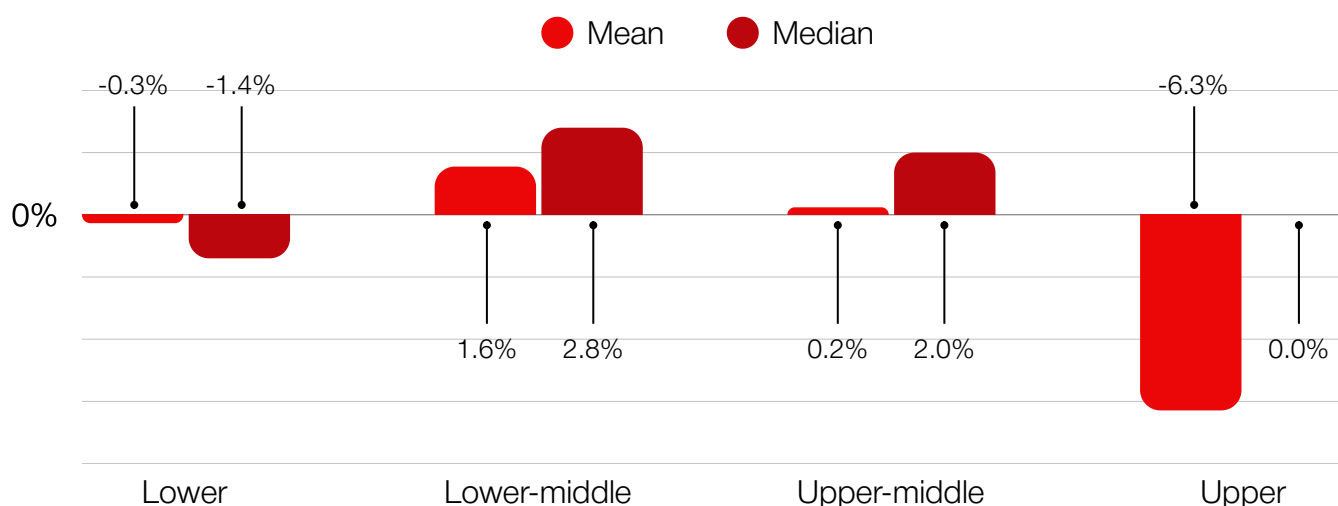
# Ethnicity Pay Gap - Contribution

## Contribution

The below chart represents the ethnicity pay gaps for each quartile of ActionAid UK. Given the scope for potentially misleading data,<sup>1</sup> we are exceptionally proud to report that across all quartiles and measures (barring lower-middle median and upper mean) pay gaps under 2% in either direction.

Of great significance, whilst we observe a -6.3% mean pay gap in the upper quartile, which we can - at least partially - attribute to the impact of senior leadership, we can

simultaneously observe a median pay gap of 0%. As such, we can say that the upper quartile does not play a contributing factor to the 5.3% median pay gap. Rather, we are drawn to the lower-middle (LM) and upper-middle (UM) quartiles. gaps of 2.8% and 2.0% respectively. Having assessed the data, we can see that in both quartiles, tenure is likely to be a contributing factor.<sup>2</sup> Given that these variances in pay occur across upper and middle pay bands, they outweigh the -1.4% reported in the lower quartile, resulting in the 5.3% net median pay gap.



1. Due to low data volume, there is scope for the data to show large variances in pay due to the random variation in the sample size; the addition/removal of a single employee can drastically alter the results.

2. For LM the average tenure for white colleagues is 1.97 years and 4.54 years for POC colleagues; similarly for UM, the average tenure for white colleagues is 1.55 years compared to 4.69 years for POC colleagues. In addition, we do not observe any notable long service for POC colleagues (6 years+) compared to more than 10 white colleagues with service spanning 6-30+ years of service.

# Disability

## Disability Pay Gap Summary<sup>1</sup>

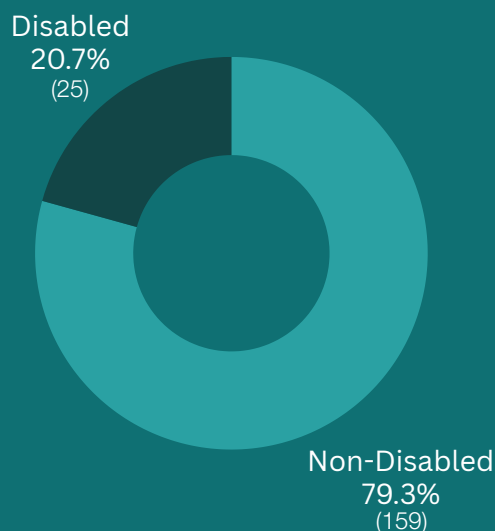
The disability pay gap is -0.28% on a median basis and -0.18 on a mean basis, which is a minor, but positive shift from last years' mean and median, both of which were -0.7%.

Although this transition demonstrates a small shift in favour of non-disabled colleagues, it demonstrates a greater equity in pay for all and this is something to celebrate. We note

that there have been some changes to this workforce over the past year, with 7 new hires and 13 leavers.<sup>2</sup> The roles that employees with disabilities were hired into sit predominantly in bands C and D, whilst those who left sat in roles more equally distributed between band C and D and bands E, F and G. Though slight, this may account for the small net pay gap increase.

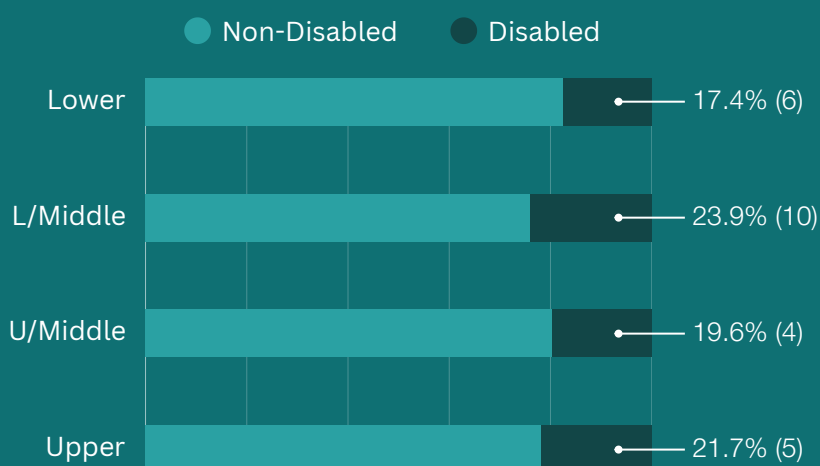
## Disability Representation

The following chart represents the disabled representation across the entire organisation.



## Representation by Quartile

The following chart represents the disabled representation across each quartile.



1. This data is collected via a self-reporting internal HR system and does not capture sufficient detail to accurately determine whether those reporting as having a disability meet the definition of such, as outlined in the Disability Discriminations Act 1995 (DDA). For more information on the DDA, please see [here](#). This data includes all colleagues who self-report as neurodivergent.

2. New hires spanning bands B, C, D and E, with more than 50% being in band C; of the 13 leavers, 9 left on a voluntary basis (spanning band C,D,E and G) and 4 left on an involuntary basis (spanning bands E and F).

# Our Disability Pay Gap

## Median Pay Gap

As of April 5th 2024, the median pay gap for disability was -0.28%. This represents a pay gap in favour of disabled colleagues, amounting to £0.07 per hour.

## Mean Pay Gap

As of April 5th 2024, the median pay gap for disability was -0.18%. This represents a pay gap in favour of disabled colleagues, amounting to £0.05 per hour.

2024 is only our second year of reporting on the disability pay gap. Year on year, we have reduced the median pay gap by 60% and the mean pay gap by almost 75%. This is a significant improvement and brings us a step closer to more equitable pay for all.

Moreover, we are proud to report that as an organisation AAUK is performing well against the national disability pay gap of 12.7%, which has remained relatively stable for the last decade.<sup>2</sup>

Disability Pay Gap by Pay Band			
	Disabled	Median	Mean
A <sup>3</sup>	28.6%	5.42	4.89
B	19.4%	-3.48	-0.10
C	24.4%	0.00	-0.79
D	14.9%	1.41	0.26
E	38.1%	0.10	-0.56
F	0.0%	-	-
G <sup>4</sup>	NA	NA	NA

1. The disability pay gap in 2023 was -0.7% (median) and -0.7% (mean).  
2. The latest data from the ONS shows that the median disability pay gap is 12.7%, with disabled colleagues earning £2.00 per hour less than their non-disabled count  
3. The tenure for disabled colleagues in Band A is 1.93 years, compared to 4.74 years for non-disabled colleagues.  
4. We do not disclose the pay gap in Band G to protect the confidentiality of the colleagues within that band.



# Disability Pay Gap - Contribution

## Contribution

The below chart represents the disability pay gaps for each quartile of ActionAid UK.<sup>1</sup> Given the scope for potentially misleading data, we observe very low pay gap figures - in many cases under 1% and in most under 2%.

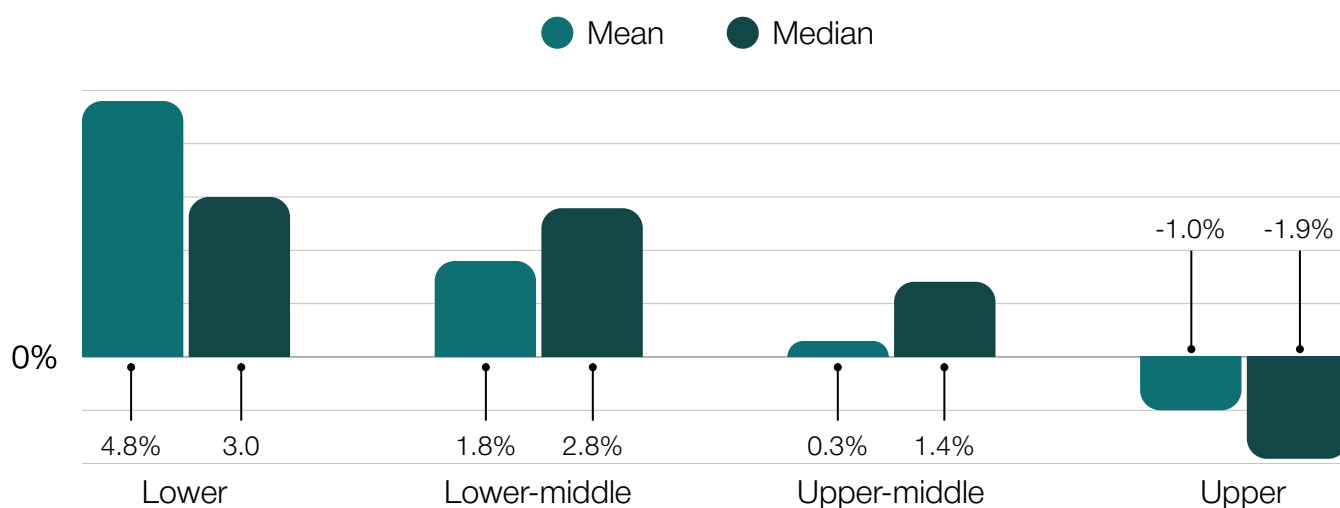
We note a small number of larger pay gaps at a band and quartile level which we feel can be explained by a combination of both low sample size and tenure.

The lower quartile shows a median pay gap

of 3.0% and a mean pay gap of 4.8%.

Notably, non-disabled colleagues in this quartile have an average of more than 4.5 years tenure, more than those in the disabled community. This is similarly the case for the lower-middle quartile.<sup>2</sup>

It's worthwhile to then consider the upper quartile - the only quartile showing a negative pay gap.<sup>3</sup> This plays a significant role in averaging out the rest of the organisation and can be attributed to the impact of Band G, lack of contributory impact in Band F and mean impact of Band E, however slight.<sup>4</sup>



1. Due to low data volume, there is scope for the data to show large variances in pay due to the random variation in the sample size; the addition/removal of a single employee can drastically alter the results.

2. For LM the average tenure for disabled colleagues is 2.43 years while their non-disabled counterparts have an average tenure of 6.23 years.

3. In favour of disabled colleagues.

4. There is a more significant impact on the net pay gap data at higher pay bands and in the upper quartiles.

# Intersectionality

## Introduction

Intersectionality highlights how various forms of social stratification, such as race, gender, and disability, do not exist separately but are interwoven. By applying an intersectional lens to our pay gap analysis (for the first time), we aim to uncover the compounded effects of these identities on employees' earnings and career progression. This approach aligns with ActionAid's commitment to feminist principles and the dismantling of structural inequalities

## Methodology

To create meaningful and comprehensive insight, we consider intersectionality in two ways.

Firstly, we will use the least disadvantaged<sup>1</sup> group as a baseline, for which several other groups can be compared.

Further to this, we will consider how the most disadvantaged<sup>2</sup> group stacks up against the rest of the organisation.

## Data Limitations

It is crucial to acknowledge that certain categories within our analysis contain limited data - as in previous sections of this report. This sparsity can significantly impact analysis findings, potentially skewing results or obscuring trends. We are committed to addressing these limitations by continuously refining our data collection methods and ensuring that all voices are represented in our research. Whilst this analysis may reveal significant disparities in pay between the various categories, we do not endeavour to establish any cause or justification for pay gaps in this analysis, save for where it may be obvious. Instead, this data will serve as a valuable benchmark for future reporting, where further analysis may be conducted.

This intersectional analysis will include:

- Gender / Ethnicity
- Ethnicity / Disability
- Disability / Gender

1. As would be ordinarily perceived i.e., White and Male, Non-Disabled and White, Non-Disabled and Male.

2. As would be ordinarily perceived i.e., POC and Female, POC and Disabled, Disabled and Female.

# Gender & Ethnicity

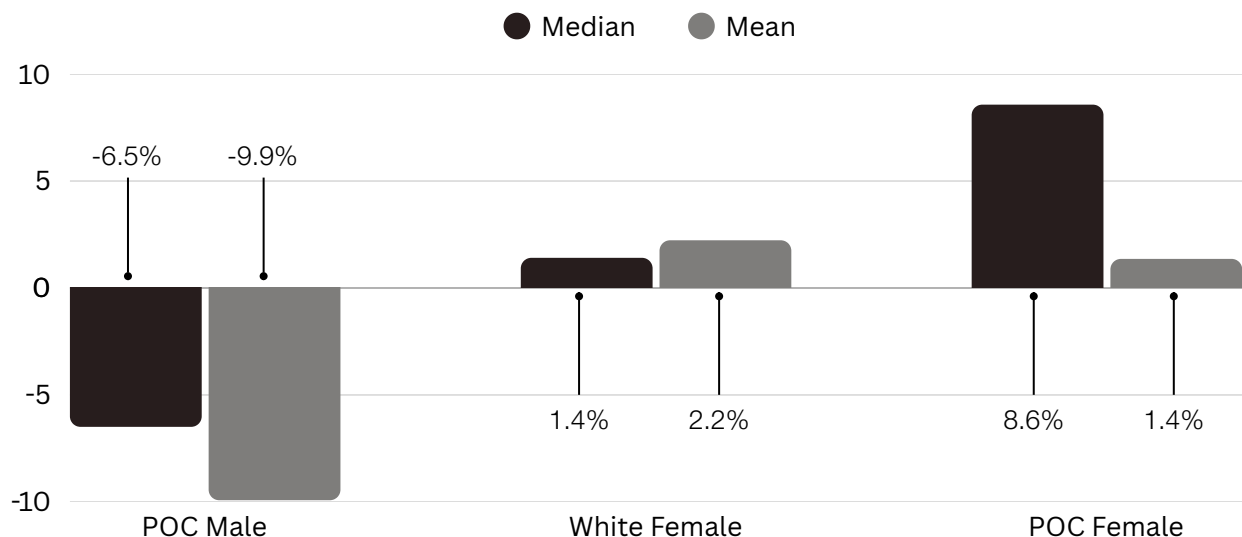
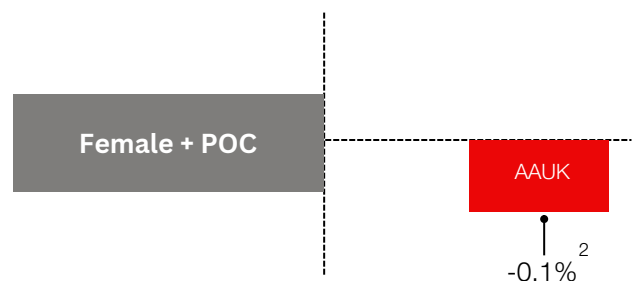
## Gender & Ethnicity

Using white male colleagues as the baseline i.e., the least disadvantaged on face value the following groups are impacted as follows:

Of all groups, male colleagues from POC backgrounds are paid most favourably.<sup>1</sup>

Conversely, on a median basis, female colleagues from POC backgrounds are paid the least; though on on a mean basis (which accounts for every relevant employee), this pay gap is much smaller, at only 1.4%.

Interestingly, however, if we look at the most disadvantaged group i.e., female colleagues from POC backgrounds, and compare that against the rest of the organisation, we find a much more balanced equity in pay.



1. It must be noted that there are only 6 colleagues in this group and there is significant scope for extremity in either direction.

2. This is the mean calculation; on a median basis, the pay gap for Female POC colleagues against the rest of AAUK is -8.6%.

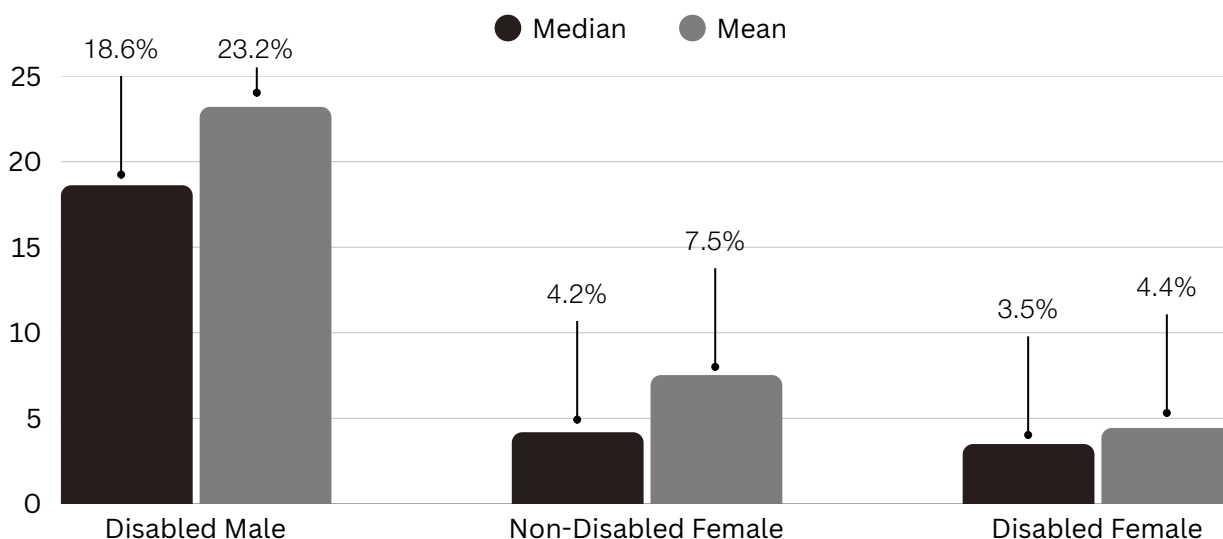
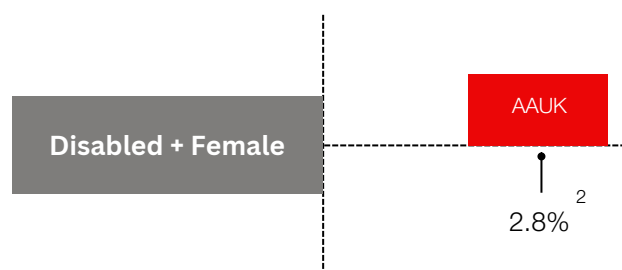
# Gender & Disability

## Gender & Disability

Using disabled male colleagues as the baseline i.e., the least disadvantaged on face value the following groups are impacted as follows:

Of all groups, non-disabled male colleagues are paid most favourably, though the pay gaps in respect of all other female colleagues remains modest, given the number of colleagues in the data. Conversely, disabled male colleagues are impacted the most, with a pay gap 18.6% and 23.2%, as below.<sup>1</sup>

If we look at the most disadvantaged group i.e., female colleagues who are also disabled, and compare that against the rest of the organisation, we find a pay gap in favour of this minority group.



1. It must be noted that there are only 5 colleagues in this group and there is significant scope for extremity in either direction.

2. This is the mean calculation; on a median basis, the pay gap for disabled female colleagues against the rest of AAUK is 11.8%.

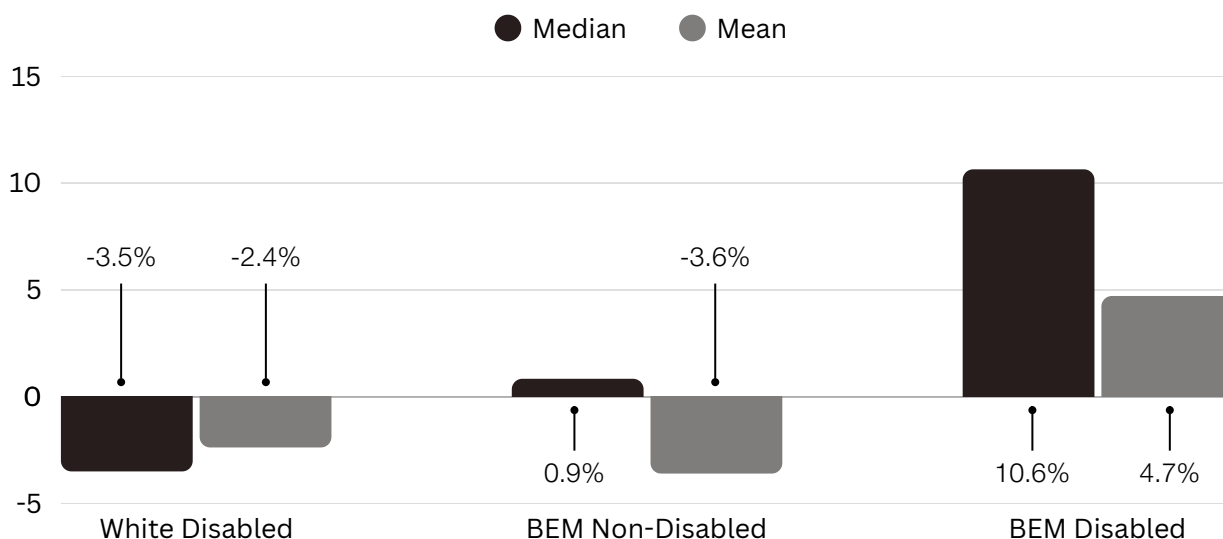
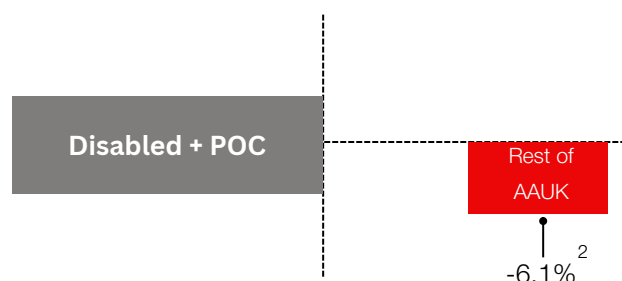
# Ethnicity & Disability

## Ethnicity & Disability

Using non-disabled white colleagues as the baseline i.e., the least disadvantaged on face value the following groups are impacted as follows:

Of all groups, disabled colleagues from POC backgrounds are impacted the most, with a pay gap up to 10.6%. For all other groups, the pay gap remains relatively modest and in most cases, is in favour of the minority group.

If we look at the most disadvantaged group i.e., disabled colleagues of POC origin, and compare that against the rest of the organisation, we find a pay gap in favour of the rest of AAUK. Though, again, we acknowledge that the number of colleagues in this minority group is small.



1. It must be noted that there are only 7 colleagues in this group and there is significant scope for extremity in either direction.

2. This is the mean calculation; on a median basis, the pay gap for disabled POC colleagues against the rest of AAUK is -12.5%.

# Benchmarking

## Introduction

The benchmarking of ActionAid UK against other prominent organisations in the sector is a crucial step in understanding our position and identifying areas for improvement. This selection was carried out in 2023 and was guided by the alignment in mission, employee size, and sector relevance, ensuring a meaningful comparison and insightful analysis. That said, the quality of data available at the time of writing this report was not consistent with 2023 so there are gaps in the data. It is also noteworthy that due to publishing guidelines, comparisons made are based on 2023 reports which assesses data based on the 2023 snapshot date of 5th April 2023.

This introduction provides an overview of the organisations included in this benchmarking exercise: UNICEF UK, Refuge, The Children's Society, Plan International UK, and Wellcome Trust.

## UNICEF UK

UNICEF UK is part of the global UNICEF network focused on children's rights and welfare.

## Refuge

Refuge is a leading charity providing support for women and children experiencing domestic violence.

## The Children's Society

The Children's Society is a national charity that supports vulnerable children and young people in England and Wales.

## Plan International UK

Plan International UK is part of a global development organisation that promotes children's rights and equality for girls.

## Wellcome Trust

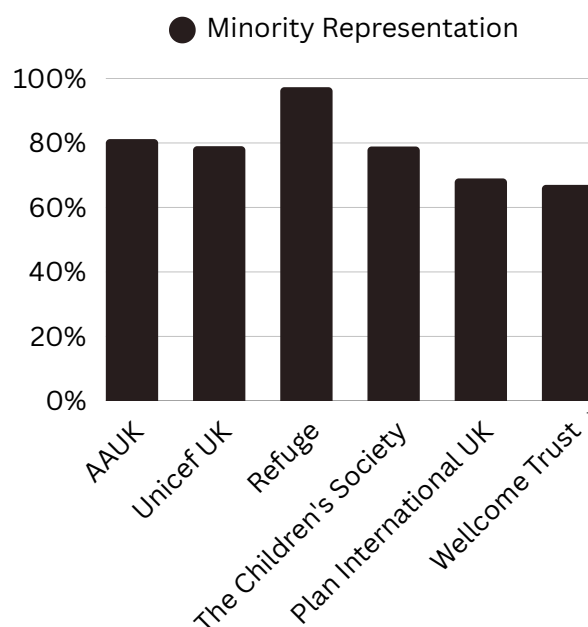
The Wellcome Trust is a global charitable foundation that supports scientific research to improve health.

1. [UNICEF UK Pay Gap Report 2023](#)
2. [Refuge Pay Gap Report 2023](#)
3. [The Children's Society Pay Gap Report 2023](#)
4. [Plan International UK Pay Gap Report 2023](#)
5. Wellcome Trust: [Gender Pay Gap Report 2023](#); [Ethnicity Pay Gap Report 2023](#)

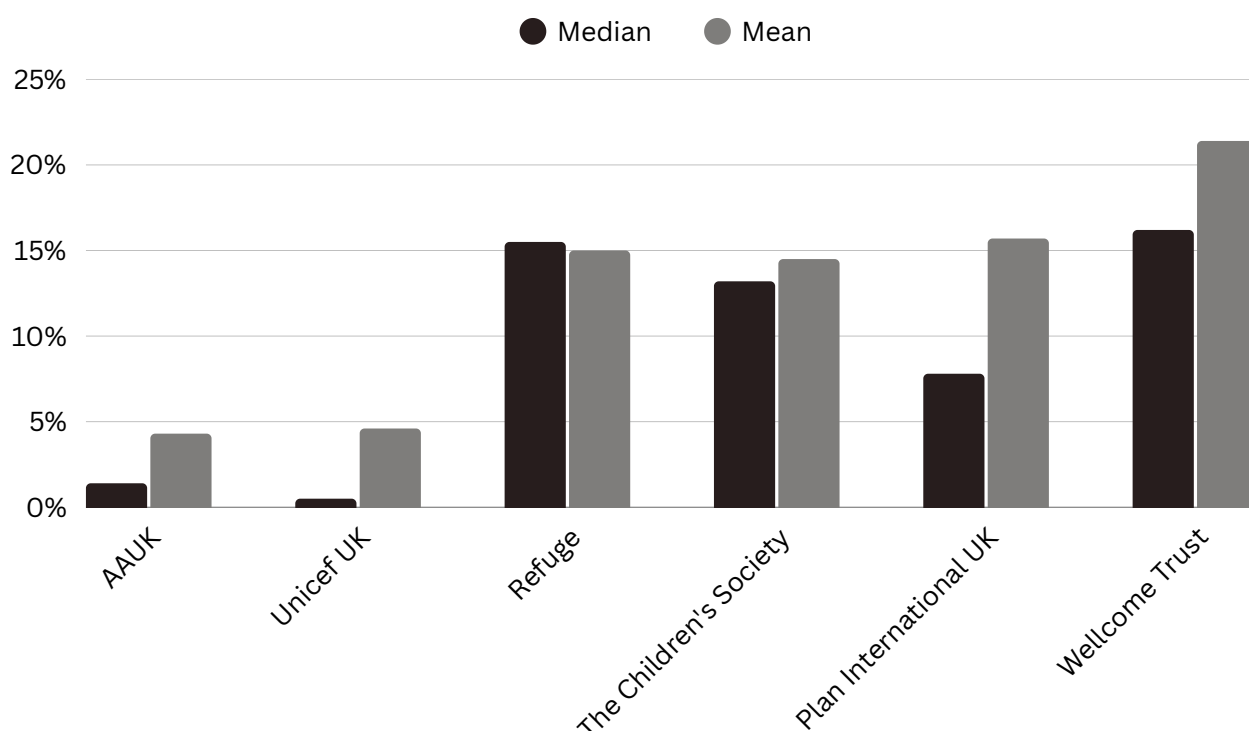
# Benchmarking - Gender

We know that the sector is well represented from a gender perspective, with female colleagues often making up the majority of the organisation. AAUK has the second largest female representation in this group.

The below graph shows the mean and median gender pay gaps across each of the benchmarking organisations. Again, we see that with the exception of Unicef UK, who reported a median gender pay gap of 0.5%, AAUK is a front runner.



**A graph showing the gender pay gap across each benchmarking organisation to illustrate how AAUK compares.**



1. This data was not explicitly available and has been calculated as a mean average of each of the quartiles represented in their report.

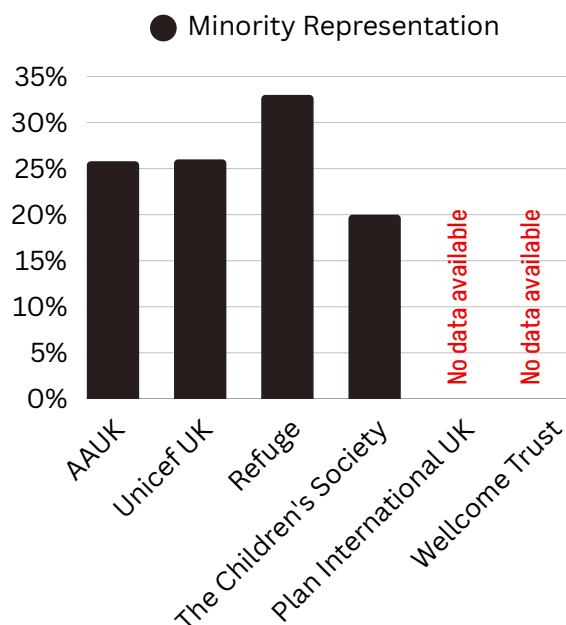


# Benchmarking - Ethnicity

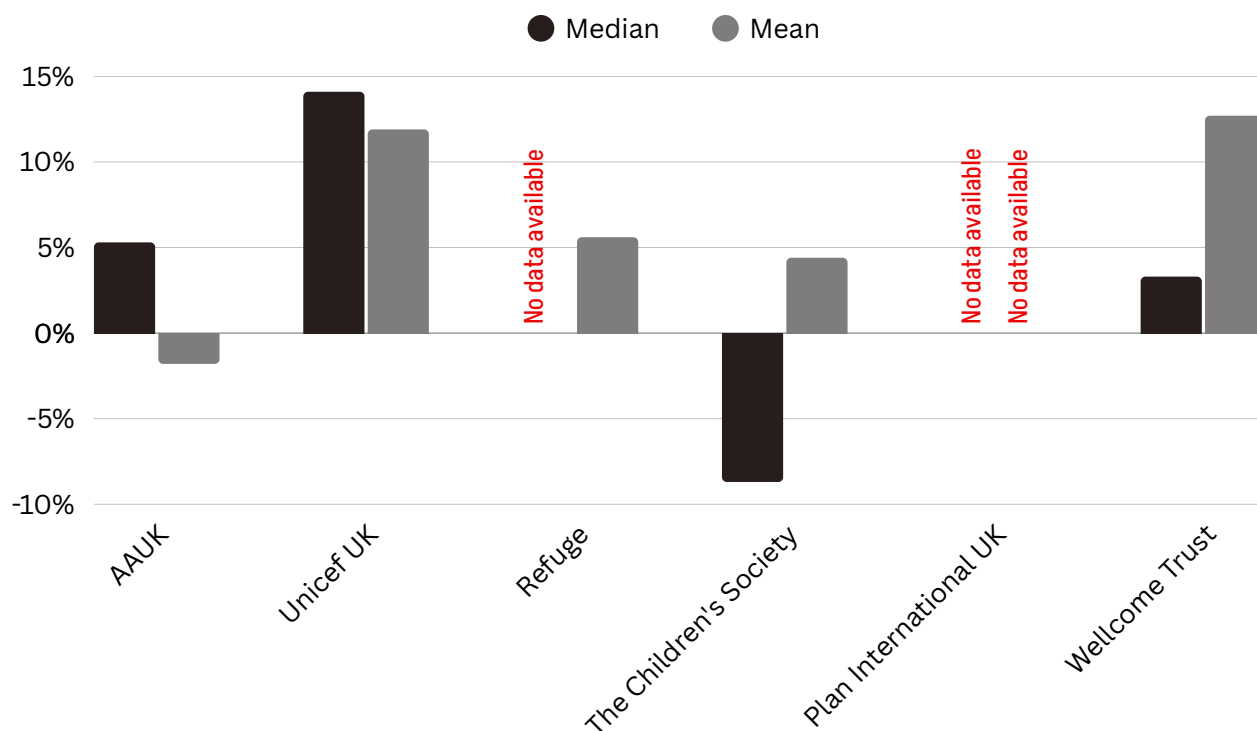
With ethnicity data not being a mandatory reporting measure, the availability of data is not complete.<sup>1</sup>

From a representation perspective, AAUK is respectfully middle of the pack, but we acknowledge that improvements can be made.

AAUK is proudly in the lower end of ethnicity pay gaps, with a modest median and negative mean pay gap.



A graph showing the gender pay gap across each benchmarking organisation to illustrate how AAUK compares.



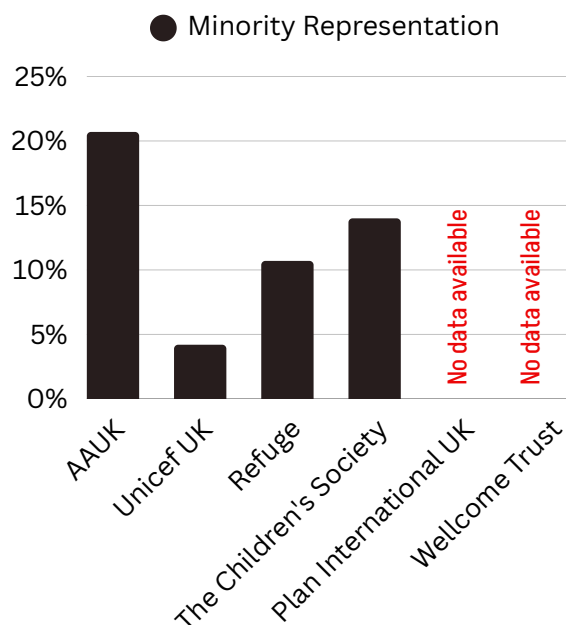
1. As regulations continue to develop in the diversity pay gap reporting space, we anticipate more complete data for comparison in future years.

# Benchmarking - Disability

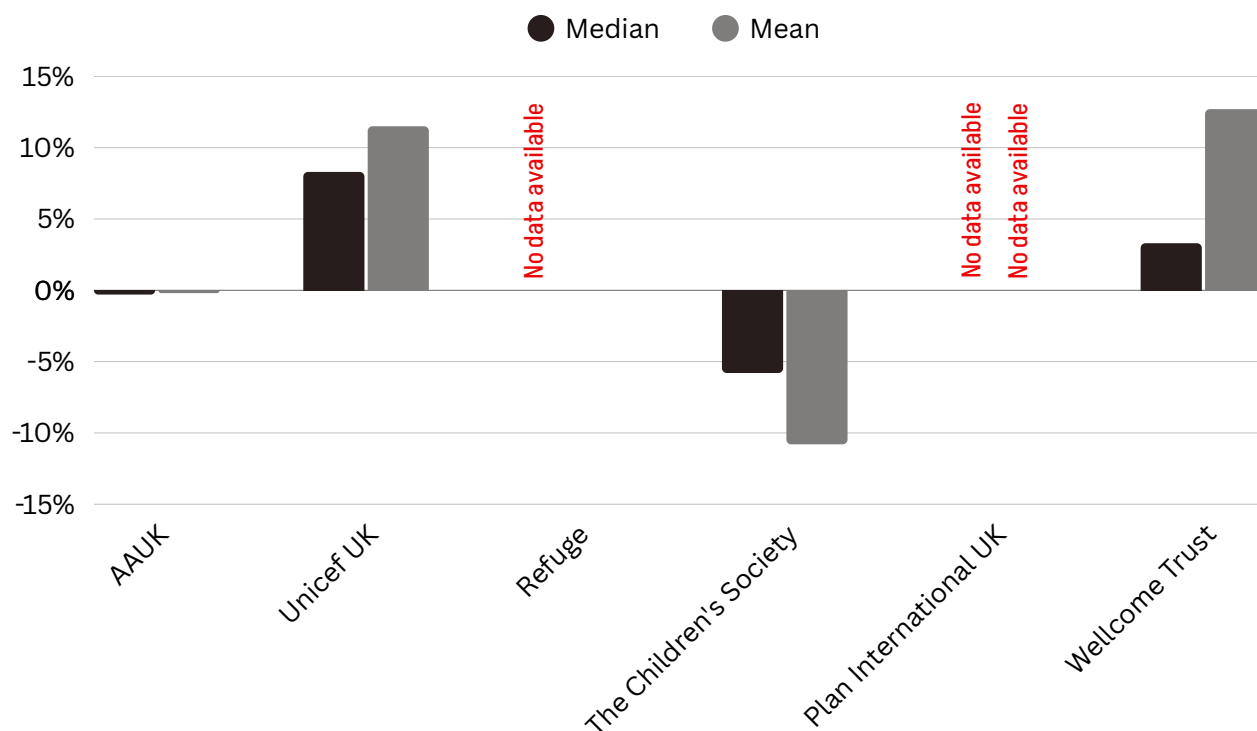
With disability data not being a mandatory reporting measure, the availability of data is inconsistent.<sup>1</sup>

From a representation perspective, AAUK is pleased to report a leading representation in the disabled community.

AAUK is proudly in a leading position with regards to the disability pay gap, save for Refuge who reports a mean disability pay gap of 0%.



A graph showing the gender pay gap across each benchmarking organisation to illustrate how AAUK compares.



1. As regulations continue to develop in the diversity pay gap reporting space, we anticipate more complete data for comparison in future years.

# Commitments

As we reflect on the progress made over the past year, we are proud of the strides AAUK has taken to address pay disparities and foster a more inclusive workplace. Our efforts have led to improved statistics in gender and disability pay gaps, demonstrating the impact of our initiatives. However, we must acknowledge that challenges remain. While ethnicity pay gap data shows mixed results—an increase in the median but a decrease in the mean—and there is still an overall pay gap favouring men across the organisation, these figures underscore the need for continued action.

In 2024, AAUK implemented a range of initiatives designed to promote equity and inclusion. From enhancing recruitment practices to embedding feminist principles into our processes, we have sought to create a fairer workplace. We introduced tools like redacted CVs and diverse interview panels to reduce bias, expanded internal career development opportunities through the My Career Hub, and launched mentoring programs to support professional growth. Additionally, our commitment to transparency is evident in our ongoing pay review, which aims to establish a fair and sustainable pay structure aligned with our values.

Despite these efforts, we recognise that there is still work to do. Addressing systemic inequities requires sustained focus, innovative solutions, and accountability. The commitments outlined in this section build upon our progress while addressing areas where improvement is needed. They reflect our determination to close pay gaps across all demographics and uphold our values of equality, diversity, and inclusion.

We remain steadfast in our goal of creating a workplace where every colleague feels valued and supported. By continuing to listen, learn, and act, we aim to drive meaningful change that benefits all employees at AAUK.

# 2025/26 Commitments

## **Talent Management**

We continue to build on our recruitment and selection approach and constantly review our end-to-end recruitment processes to mitigate any potential bias, and we introduced a process where at least two managers from diverse backgrounds will review the CVs before candidates are selected for interview.

As part of our disability confident commitment status, any candidate that declares a disability and meets our essential criteria (within the job description) will be invited to interview for the role.

Further, we systematically review exit interview feedback to identify trends or concerns related to gender and diversity and will use these insights to inform the development of retention strategies. In addition, we are drafting and will communicate clear Employee Retention Guidelines, outlining our approach to supporting and retaining staff, with a focus on inclusivity and equal opportunity.

## **Career Development & Internal Promotions Opportunities**

We continue to encourage career advocacy and mentoring initiatives throughout the organisation to support the continued growth and professional development of all AAUK colleagues, regardless of background.

We continue to leverage coaching as a means to optimise individual and team performance to promote the continued development of all colleagues within AAUK, regardless of their background.

Career progression for staff is a priority, and to increase the number of internal moves and promotion, we reviewed our internal Secondment and Acting Up Policy to make sure its transparent, fair and allows staff to progress internally.

# 2025/26 Commitments

## **Paying Our Staff & Pay Gap Reporting**

We commit to reviewing our pay and grading system to ensure our staff are paid in a fair, consistent and transparent way. To help us develop and implement this system, we have pulled together a working group of colleagues across AAUK who are working with us to develop the new pay and grading system.

In 2024, we produced and published the Diversity Pay Gap Report 2023, comprising gender, ethnicity and disability. We committed then, to further develop in this area and expand reporting in the future. For this 2024 report, we did that by including intersectionality analysis of each of the three core measures. For next report, we're committed to broadening MyHR data capture for characteristics such as sexual orientation and socio-economic background, so they may be reasonably considered for inclusion in future reports.

## **Family Friendly Policies & Flexible Working**

We are proud of our family friendly policies and commit to continue to offer our parents and carers options to enable staff to effectively balance their work and home life with benefits such as carers leave, childcare leave, paid leave for family leave, fertility appointments, neonatal care, miscarriage and stillborn leave and much more to support our staff.

Our flexible working policy provides day-one rights, enabling staff to request flexible arrangements from the start of their employment. We offer a range of flexible working patterns to support employees in fulfilling the requirements of their roles, while also giving them peace of mind.

# 2025/26 Commitments

## Employee Voice

We also continue to honour our commitment to proactively seek feedback from staff via a range of methods. We have five employee support networks and have a recognition agreement in place with Unite. These groups are critical to our commitment to creating a culture of collective care and are afforded dedicated paid time to complete their role and meet with the leadership team who provide key support to facilitate events and safe meeting spaces. We also run an annual all-staff engagement survey and analyse the findings to identify what we are doing well and where improvements can be made. Feedback from the survey will be used to develop an action plan that will drive forward improvements across the organisation. We are also continuing to engage with staff through other means, for example through monthly staff briefings, staff away days, other all-staff events, the Hub, staff emails, and weekly stand ups.

## Internal Culture

Through our anti-racism, decolonisation and feminist work we are committed to being a role model in all we do, to represent the cultures, people and demographics of the communities we are here to support. We recognise the structural inequalities and the power imbalances that still exists in society, and we are committed to providing our staff with learning and development opportunities to help drive and embed our anti-racism, feminist leadership, intersectionality and allyship in our workplace.



**act:onaid**

Changing the world  
with women and girls



ActionAid UK staff event in May 2024.  
(Photo credit - ImaginativeHR)

An independent report in  
partnership with **ImaginativeHR**