

# Gender pay gap 2024

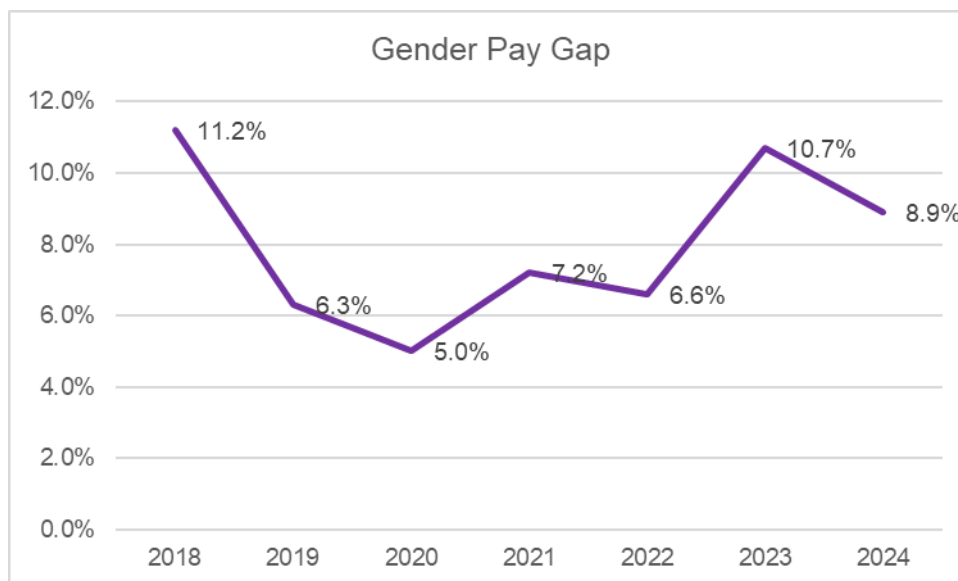


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## Summary

Our 2024 **median gender pay gap** is **8.9%** in favour of men, which is lower than 2023.



This is lower than the median gender pay gap for the whole of the UK (published by the Office of National Statistics in October 2024), which was 13.1% (for All Employees). Our median pay gap is slightly higher than the UK median gender pay gap for full time employees only (7%), although our data includes part time workers (26% of staff in 2024).

Our 2024 **median bonus gap** is 5.9% in favour of men.

## What is our gender pay gap?

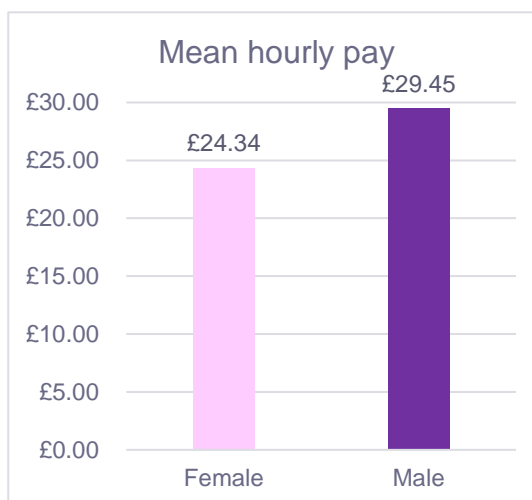
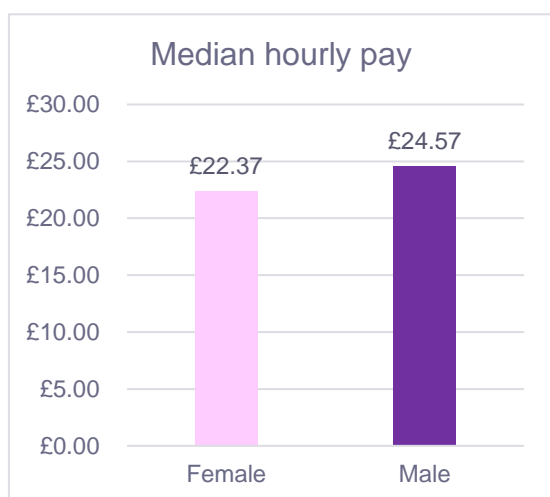
The gender pay gap calculations are based on our pay data on the snapshot date of 5 April 2024.

On that date, 39.8% of our employees were men, 59.4% were women and 0.8% were non-binary. The calculations have been run on those who identify as men or women only (40.2% men and 59.8% women).

Details explaining how the calculations are made and the complete pay gap calculations required by the regulations can be found in [Annex I](#) and [Annex II](#).

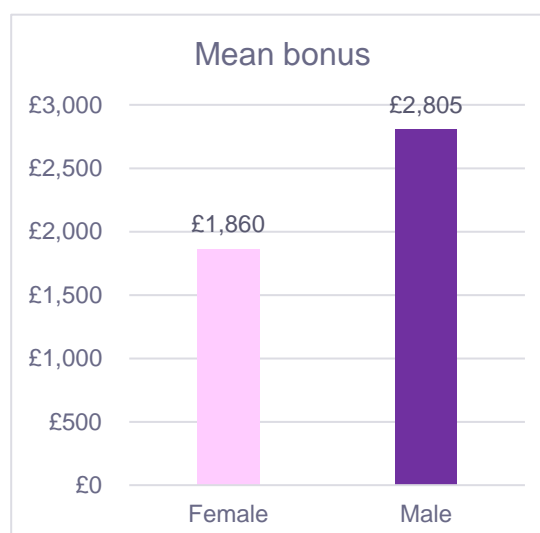
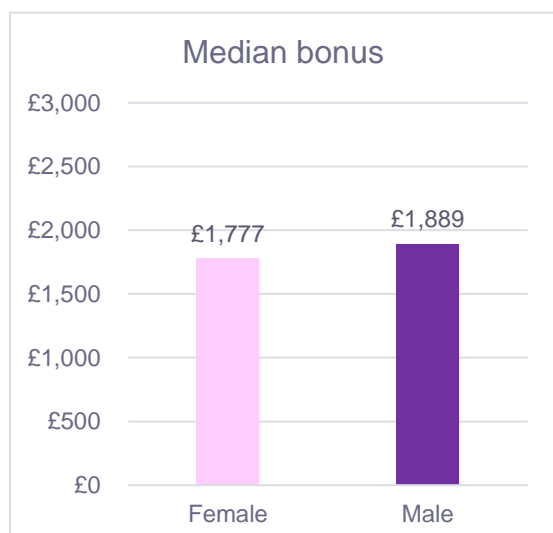
### Gender pay gap

The ASA's median gender pay gap for 2024 is **8.9%** and the mean gender pay gap is **17.3%** (both in favour of men).

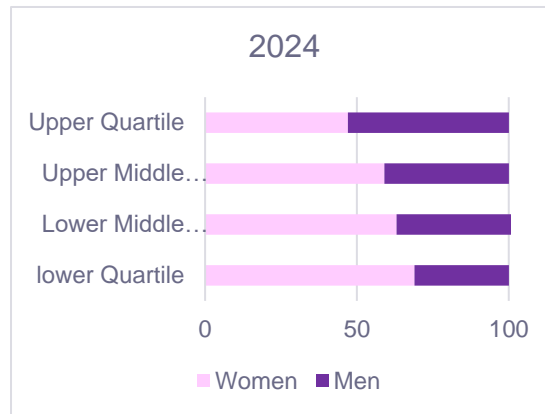


### Gender bonus gap

The median gender bonus gap for 2024 is **5.9%** and the mean gender bonus gap is **33.7%** (both in favour of men). 91% of women and 96% of men received a bonus.



## Pay quartiles



## Contributing factors

There has been a decrease in our median gender pay gap since 2023, from 10.7% to **8.9%** (in favour of men). An increase in the number of women who are managers has contributed to reducing the pay gap in the last year (76% of our managers were women in 2024, up from 59% in 2023).

### Pay gap

- More of our specialist roles (which typically pay more) are filled by men than by women. This includes our Data Science team which remains fully staffed by men. Applicants are still predominantly men, so this is likely to be a persistent issue.
- Our administrative roles are filled predominately by women (69% in 2024).
- Representation of women remains highest in the lower quartile (69%), although has decreased slightly from 71% in 2023.
- Representation of women remains lowest in the upper quartile (47%), although this has increased from 43% in 2023.
- Representation of men remains highest in the upper quartile (53%), driven by higher representation of men at SMT level and in specialist roles, although this has reduced from 57% in 2023.
- On the snapshot date, a higher percentage of women had worked at the ASA for under a year and so would be on the starting salary (19% of women compared to 15% of men).
- 91% of our part time employees are women. It is possible that wanting to work part time deters some women from applying for more senior roles, which can contribute to having a pay gap. At the ASA, in 2024, 22% of employees at Executive level and below worked part time, and 13% of employees at Senior Executive level and above worked part time. The highest percentage of part time employees is at the Admin level (67%) and the lowest is at SMT (0%).

### Bonus gap

There has been a decrease in our median bonus gap, from 7.8% in 2023 to 5.9% in 2024, driven by a higher percentage of women in more senior roles receiving an 'Excellent' pay award compared to last year (86% of women who received Excellent awards worked in more senior or specialist roles, compared to 50% in the previous year).

- Five employees (four women and one man) received a long service recognition award of £50 each. Long service awards vary based on length of service (£50 for 10, 15, 20 and 25 years and £250 for 30 years' service).
- Eight recognition awards were given to women and six recognition awards were given to men, and the average recognition award was similar across men (£33) and women (£34).
- Our performance awards are percentage based, and with more women in the lower quartile and more men in the upper quartile, as well as more men in SMT, this contributes to the bonus gaps.
- We also continue to see a bonus gap due to having more women working part time – of the 26% of employees who work part time at the ASA, 91% of those are women (2024). The bonus calculation is based on actual pay received, and part time

employees receive a pro-rata Christmas bonus and performance award. This has an impact on both the mean and median bonus gap.

## How are we addressing our pay gap?

- **Our recently launched People Strategy outlines our priorities around recruitment and retention, learning and development, culture and diversity and inclusion.**

Particularly, we will prioritise the professional development and hiring of internal staff (where possible) to retain and progress our existing talent and will place a high value on diversity and potential during the selection process.

- **Our soon-to-be launched EDIB Strategy includes objectives around understanding and celebrating our differences**

In our EDIB Strategy we include ambitions for underrepresented groups to be reflected throughout our workforce – this includes achieving or maintaining female representation at all levels of our workforce. We have also committed to better understanding our diversity through improved diversity monitoring, including performance awards and employee lifecycle and being able to track and report on the diversity of our project teams and working groups. Participating in projects and working groups can help to support progression.

- **We review Employee recognition awards to enable checks on any imbalance of awards.**

We had a good gender balance of awards given during the relevant pay gap period (May 2023 to April 2024). Managers awarded eight recognition awards to women (10.5% of women) and six recognition awards to men (11.5% of men) in the relevant period, with an average award of £34 for women and £33 for men.

- **We review the performance awards by gender to identify if there are any unintentional inequalities.**

We monitor our performance awards by gender and ethnicity each year. The reported-on performance awards (reported up to Manager level) showed that the distribution by gender remains broadly close to the overall distribution of performance awards.

Performance Award	Female	Male	Total
Under performing	0%	2.2%	0.9%
EIMA	12.5%	11.1%	11.8%
Fully Effective	65.6%	60%	63.6%
Excellent	21.9%	26.7%	23.6%

A slightly higher percentage of women continue to receive a Fully Effective award, and a slightly higher percentage of men continue to receive an Excellent award.

Ensuring equality across performance awards is an important tool for addressing the gender pay gap as performance awards are consolidated for those who are not at the top of their pay level.

- **We will re-launch our mentoring programme**

We are re-launching our mentoring programme, after a brief pause in 2024 during which the 2023 mentees continued to be mentored. Our mentors are selected from the ASA's Council, SMT and Managers and the programme is open to all employees, with an emphasis on suitably matching mentors according to the mentees needs.

- **We committed to carry out horizontal checks across similar roles to ensure equality of pay offers, to document reasons for offering a role at above or below an advertised salary, and to monitor and record the gender of applicants who negotiate their salary.**

Of our new joiners and internal promotions in 2024, 18% of men and 15% of women negotiated their salaries of which 50% of men and 67% of women were successful. Please note, the number of those who negotiated was low.



## Annex I

### How is the gender pay gap calculated?

The regulations require that organisations with 250 or more employees calculate and publish their gender pay gap and gender bonus gap each year. Although we have fewer than 250 employees, we have agreed to publish our gender pay gap internally.

Gender pay gap is a measure of the difference in average pay of men and women within an organisation, regardless of their role. It is different to equal pay, which looks at whether men and women performing in the same or similar roles (taking into account factors such as experience, qualifications etc) are being paid equally. An organisation can have a gender pay gap despite paying men and women in the same or similar roles equally.

The gender pay gap regulations require us to identify our colleagues as men or women. We know that some of our colleagues may not identify with either gender, therefore they have to be excluded from the calculation.

The gender pay gap calculations have been run on our pay data from 5 April 2024. Of our employees, 39.8% were men and 59.4% were women and 0.8% were non-binary. The calculations have been run on those who identify as men or women only (40.2% men and 59.8% women).

Pay is expressed as an hourly rate and is used to calculate both the median (mid-point) and mean (average) pay gap.

Pay includes:

- Basic pay
- Any bonus pay (e.g. performance awards), and allowances (e.g. fire warden, first aider and EDO allowance) but **only** if they have been paid during the relevant pay period. For the ASA this is April, where we may pay allowances, but we do **not** pay performance awards
- Holiday sold as part of our benefits offer.

Pay deducts:

- Salary sacrifice benefits - these are benefits purchased through our flexible benefits scheme and paid for by salary sacrifice, saving either both tax and NI, or just NI. This includes salary exchange pension and bought holiday.
- Net pension payments are not deducted.

Only those in receipt of their normal monthly pay in the relevant pay period are included (called Full Pay Relevant employees) – those who are on maternity leave and not in receipt of full pay, or those who take unpaid leave, or those who do not receive full pay due to sick leave, are not included.

The **Bonus gap** is calculated for all employees who received a bonus (including those not in receipt of full pay in April) using only the bonus payments received in the 12 months preceding the snapshot date (for the ASA this is in April) – these include:

- Christmas bonus
- Long service awards
- Performance awards (both non-consolidated and consolidated)
- Recognition awards
- Directors' bonus.

The bonus gap is calculated on the actual amount of money received. We calculate our bonus gap based on the amount of the performance award, whether that is consolidated or non-consolidated, which is communicated in February each year. This allows us to consistently track our gender bonus gap. For this report, the reported-on performance awards are those received in January 2024, for performance in 2023. The calculation is made by subtracting the average bonus payment of men from the average bonus payment of women and dividing by the average bonus payment of men then multiplying by 100 to get the percentage.

The gender pay gap has been calculated up to Chief Executive Level. The Chairs and members of the ASA Council and Advertising Advisory Committee are not included as the roles are non-executive; the Chair of the Committees of Advertising Practice and the Independent Reviewer are not remunerated by the ASA.

## Annex II

### 2024 Gender pay gap calculations

#### Median and mean gender pay gap

Median gender pay gap		Mean gender pay gap	
2024	8.9%	2024	17.3%
2023	10.7%	2023	18.3%
2022	6.6%	2022	19.5%
2021	7.6%	2021	16%
2020	5%	2020	17.9%
2019	6.3%	2019	19.3%
2018	11.2%	2018	19.8%

#### Median and mean gender bonus gap

Median gender bonus gap		Mean gender bonus gap	
2024	5.9%	2024	33.7%
2023	7.8%	2023	37.2%
2022	5%	2022	41.1%
2021	9%	2021	25.6%
2020	26.11%	2020	53.2%
2019	2.9%	2019	63.9%
2018	21%	2018	64%

## Median hourly pay

Median hourly pay for women		Median hourly pay for men	
2024	£22.37	2024	£24.57
2023	£21.55	2023	£24.13
2022	£19.97	2022	£21.38
2021	£19.71	2021	£21.32
2020	£19.30	2020	£20.30
2019	£19.04	2019	£20.31

## Mean hourly pay

Mean hourly pay for women		Mean hourly pay for men	
2024	£24.34	2024	£29.45
2023	£23.61	2023	£28.89
2022	£21.41	2022	£26.60
2021	£21.33	2021	£25.27
2020	£20.40	2020	£24.84
2019	£20.03	2019	£24.82

## Median bonus pay

Median bonus pay for women		Median bonus pay for men	
2024	£1777	2024	£1889
2023	£1503	2023	£1631
2022	£1409	2022	£1484
2021	£516	2021	£568
2020	£801	2020	£1084
2019	£631	2019	£650

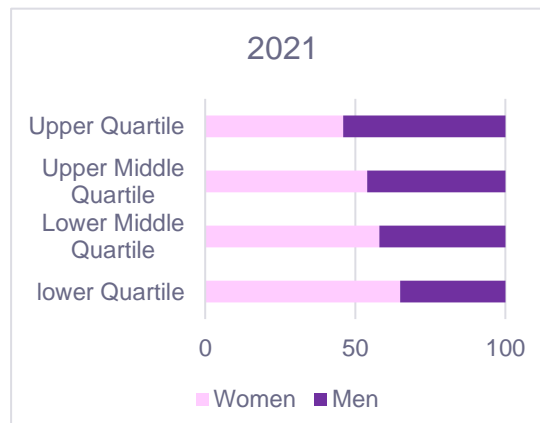
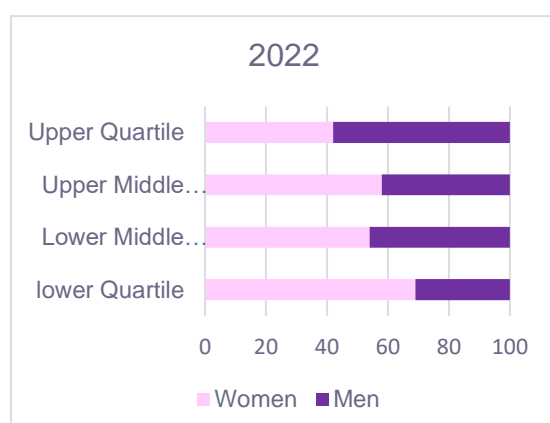
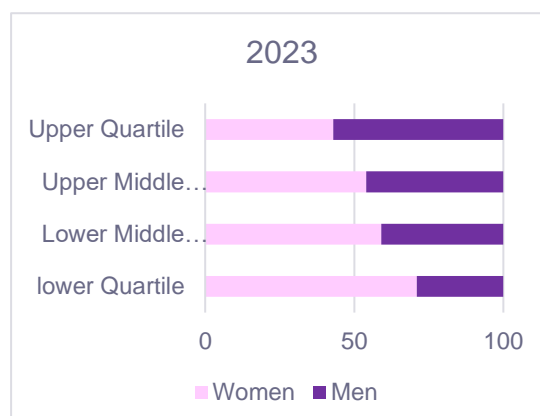
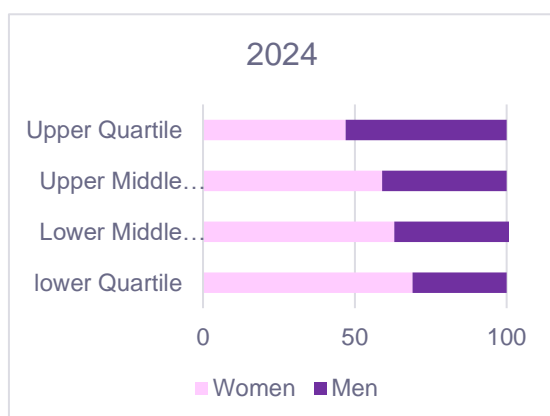
## Mean bonus pay

Mean bonus pay for women		Mean bonus pay for men	
2024	£1860	2024	£2805
2023	£1583	2023	£2521
2022	£1313	2022	£2241
2021	£496	2021	£666
2020	£868	2020	£1856
2019	£625	2019	£1732

91% of women and 96% of men received a bonus. Those who did not receive a bonus were not eligible due to length of service.

## Pay quartiles

Pay quartiles, in which pay is split into four equal sized groups and the percentage of women and men in each is calculated, is also reported:



## Contact us

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