

# Gender pay gap report

2022





# Gender pay gap 2022

Each year Acis will publish information about our Gender Pay Gap. The Gender Pay Gap is the average difference in pay received by men and women that work for us.

The calculation shows the difference in average pay when calculated as a whole, and includes all jobs and salaries at all levels. It can be calculated by using both the mean and median hourly rate of pay. An example is a gender pay gap of 20%; this figure would mean that, on average, women are paid 20% lower than men.

The gender pay gap is different from equal pay, which looks at men and women being paid the same for doing the same job.

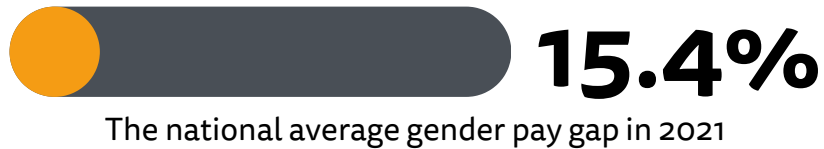
There are many reasons why a gender pay gap might exist. We need to understand those reasons, and make sure that our policies and procedures provide equal opportunity for all our people.



## What's happening nationally?

In the UK, in 2021 the national average gender pay gap increased to 15.4%, from 14.9% in 2020.

This means that, on average, women earn just over 15% less than men per hour. This is an overall decrease from 2017 where the gender pay gap was 17.4%.



## What's happening locally?

Data shows that in 2021 housing associations are below the national average. However, like the national trend, some have shown an increase from 2020 to 2021 and have indicated that this is due to a volatile and unpredictable labour market.

# Our gender pay gap

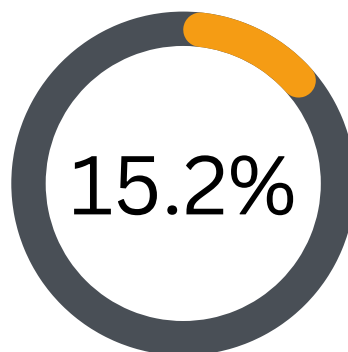
Looking at gender across the organisation, Acis has a relatively even split between men and women.

**43% of employees  
are women**



**56% of employees  
are men**

This has narrowed since 2021 (60% men, 40% women).



our gender pay gap in 2022

Whilst below the national average, this gap has increased from 13.79% in 2021.



There are different factors that may have caused this increase:

- The gender pay gap percentage is based on the mean calculation, which includes the impact of those at 'extreme' ends of the pay scale.
- Acis has a higher proportion of men in its highest paid roles (for example, the joint leadership team, and qualified trades).
- An organisation-wide 3% salary increase in 2022 had a greater impact on the highest paid, when looking at the mean across the organisation.
- Looking at the split in pay levels and the median pay of men and women can help us to understand why there is a difference in the Gender Pay Gap between 2021 and 2022.



# The median gender pay gap

	Gender differential				Mean Hourly Rate			Median Hourly rate			
	Men	Women	TOTAL	Men (%)	Women (%)	Men	Women	Difference	Men	Women	Difference
2022	148	113	261	56.70%	43.30%	£17.30	£14.55	15.90%	£14.51	£14.05	3.17%
2021	149	100	249	59.84%	40.16%	£16.46	£14.19	13.79%	£14.47	£13.26	8.36%

The median calculation gives a good reflection on our gender pay gap performance, excluding extreme figures.

The median gap for Acis has decreased from 8.36% in 2021 to 3.17% in 2022.

Contributing factors include:

- Female headcount has increased by 13%.
- We did a salary benchmarking exercise in 2021, mainly focused on non-trade position. This led to a number of gradual changes for those in mid-level non-trade roles, which contributed to the decrease.



# Analysing our gender pay gap by pay quartiles

## Upper quartile

	Upper Quartile				Mean Hourly Rate			Median Hourly rate			
	Men	Women	TOTAL	Men	Women	Men	Women	Difference	Men	Women	Difference
2022	46	19	65	70.77%	29.23%	£26.06	£23.86	8.44%	£21.41	£20.00	6.59%
2021	43	19	62	69.35%	30.65%	£24.36	£21.96	9.85%	£20.00	£18.85	5.75%

Our performance in the upper quartile has remained relatively consistent between 2021 and 2022 (less than a 2% shift), with 30% of the upper quartile roles held by women.

This is based upon:

- The whole of the executive leadership team is male.
- 40% of the senior management team is female.
- A substantial proportion of technical, specialist and trade management roles in the upper quartile are held by men, who have gained qualifications in traditional engineering or STEM (science, technology, engineering, and maths) related to their role. As per industry norms, these roles are filled by a higher proportion of male candidates.



# Upper middle quartile

	Upper Middle Quartile			Mean Hourly Rate			Median Hourly rate				
	Men	Women	TOTAL	Men	Women	Men	Women	Difference	Men	Women	Difference
2022	30	35	65	46.15%	53.85%	£15.55	£15.22	2.12%	£15.52	£14.85	4.32%
2021	38	24	62	61.29%	38.71%	£14.68	£14.25	2.93%	£14.47	£14.27	1.38%

The female split has improved here, with an increase of over 12% more women in the upper middle quartile in 2022.

This is a positive shift in the number of women earning higher rates of pay. And it potentially shows our fairness and ability to promote and support all employee development across the organisation.

When looking in more detail at the data, the impact of recruitment difficulties within the UK has also impacted this figure from 2021.

Acis held a higher number of vacancies within some skilled trade roles (for example, gas engineers) that have historically been held by men. This has resulted in some management roles from the lower middle quartile being moved up (for example in income and service management roles) which are more female based.



# Lower middle quartile

	Lower Middle Quartile			Mean Hourly Rate			Median Hourly rate				
	Men	Women	TOTAL	Men	Women	Men	Women	Difference	Men	Women	Difference
2022	53	12	65	81.54%	18.46%	£13.19	£13.52	-2.50%	£12.94	£13.38	-3.40%
2021	46	16	62	74.19%	25.81%	£12.74	£13.24	-3.92%	£12.44	£13.26	-6.59%

In the lower middle quartile the number of men has increased from 74% in 2021 to just over 80% in 2022.

We have seen a 7% increase of men and a 25% decrease of women in this quartile.

Trades make up 25% to 30% of our workforce, and this quartile includes many of the non-qualified trade employees who are predominantly male.

Due to the number of vacancies in some skilled trade roles (for example, gas engineers) in the upper middle quartile, some women have moved from this quartile into the upper middle quartile.



# Lower quartile

	Lower Quartile			Mean Hourly Rate			Median Hourly rate				
	Men	Women	TOTAL	Men	Women	Men	Women	Difference	Men	Women	Difference
2022	19	47	66	28.79%	71.21%	£9.77	£10.71	-9.62%	£10.24	£11.24	-9.77%
2021	22	41	63	34.92%	65.08%	£11.13	£10.58	4.94%	£11.18	£10.81	3.31%

This quartile has seen the biggest change across the whole organisation, with a reduction in the number of male employees and an increase in the number of women in post in the lower quartile range.

There are several reasons for this as follows:

- Kickstart scheme: although our Kickstart programme, which encouraged young people into employment and is based around national minimum wage levels, is evenly matched between men and women, this increased headcount and pushed some positions into the lower middle quartile.
- The positions included in this quartile are lower skilled and not based on a qualification. They often have more flexibility of hours and patterns, and tend to attract a higher proportion of women. These roles are often administrative, or office based.



- Some of the semi-skilled administrative roles and lower skilled trade roles, held by men, have moved into the lower middle quartile. This would support the increase in percentage of men in the lower middle quartile range for 2022.
- The introduction of some new businesses (for example, Riverside Training) tends to attract more women to those learner support roles which, by their nature, tend to be paid at the lower end of the scale. This is normal when education and skills roles are funded externally.



# Bonus payments

	Bonus Payments					Mean Bonus Payment		
	Men	Women	TOTAL	Men (%)	Women (%)	Men	Women	Difference
2022	148	113	261	56.70%	43.30%	£276.63	£209.26	24.35%
2021	149	100	249	59.84%	40.16%	£427.43	£457.22	-6.97%

At Acis, bonus payments form part of our wider reward and recognition strategy. We offer awards and recognition (both financial and non-financial) for the excellent work our people do, nominated by their peers. We also pay bonuses for long-term service.

The highest bonus payment in the year was £1,000, which we paid as part of our gas engineer retention bonus. Men often hold these roles, so introducing this bonus scheme increased the mean bonus rate for men in 2022.



# 261

**the number of bonus  
payments made in 2022**

We have seen a decrease in the average value of bonus payments made in 2022.

This is due to additional bonuses being paid in 2021 to recognise our people during the pandemic.

Overall, the number of bonuses has increased in 2022 to 261 from 249.

Our gender balance of bonus payments between men and women has been broadly consistent since 2021. This reflects our gender split as an organisation.

# Understanding our gender pay gap

In the last year recruitment difficulties and the changing labour market have had an impact on the organisation. For example, the challenge to fill skilled trade roles impacted the number of upper median quartile roles. This created a shift within all of the gender pay gap statistics.

Acis has been a huge supporter of the Kickstart scheme, which brought in 33 young people to give them valuable work experience. Because they were paid at the national minimum wage, it increased the proportion of employees on the lower pay scale.

Whilst we can proudly say we had an almost 50/50 split of male to female Kickstart applicants, it was the volume of Kickstart placements that changed the split of men and women in the lower quartile range.



Our sector, as a whole, employs a large number of people within skilled, trade-based roles. Industry trends show that these roles are usually filled by men. This means that there are a much lower number of female applicants for these types of roles.

Linked to our housing and engineering background, several of our supervisory and first line management roles are technical specialist roles, which are more likely to be held by men.





# Acis commitments

We are committed to treating all employees fairly and to provide equal opportunities for all.

- We have adopted flexible and agile working that may suit carers or parents, as it removes the traditional barriers of childcare and attracts candidates from further afield.
- Our people strategy commits us to review salary benchmarking, assessing all roles across the organisation, every three years.
- Where we have core positions, which are not exposed to funding uncertainties or other commercial pressures, we operate to a minimum national living wage standard.
- We have an established Equality, Diversity and Inclusivity Group, which works with our managers and employees across Acis to understand what we can do to be a more inclusive employer and place to work. This is an active group representing all parts of the organisation. It is focused on building awareness, knowledge and practical considerations on how we can grow as an inclusive employer of choice.



- We are looking at ways to increase gender diversity in our under-represented trades roles. We are doing this by looking at the language on our advertisements and developing an apprenticeship scheme, which includes women.
- We offer all our people development opportunities, to provide them with work experience and skills to grow their careers at Acis. People within the lower quartile and lower middle quartile ranges can use these (women generally hold these roles) to improve their promotion opportunities.



**For more information:**

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