

# Gender pay gap report

2023



# Executive summary

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.

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.

Our people strategy commits us to review salary benchmarking every three years.

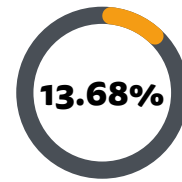
Where we have core positions we operate to a minimum national living wage standard.

We have an established Equality, Diversity and Inclusivity Group, which aims to understand what we can do to be a more inclusive employer and place to work.

We are 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.

Our gender pay gap in 2023



This has decreased from 15.9% in 2022, which is below the national average.



**47.16% of employees  
are women**

**52.84% of employees  
are men**

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

This has narrowed since 2022 (56.7% men, 43.3% women).

There are different factors that may have caused the decrease in our gender pay gap:

The female head count has increased by roughly 25%, due to CLIP and Acis Students joining the Acis family.

There has been an increase in the number of women holding increasingly senior roles as a proportion of our organisation.

Salary increases provided to our colleagues in 2023 to support them during periods of financial difficulty.



# Gender pay gap 2023

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 colleagues.



## What's happening nationally?

In the UK, in 2023 the national average gender pay gap decreased to 14.3%, from 14.4% in 2022.

This means that, on average, women earn just over 14% less than men per hour.



The national average gender pay gap  
in 2023

## What's happening locally?

Data shows that in 2023 local housing associations are below the national average and have seen a decrease in their gender pay gap.



# Our gender pay gap

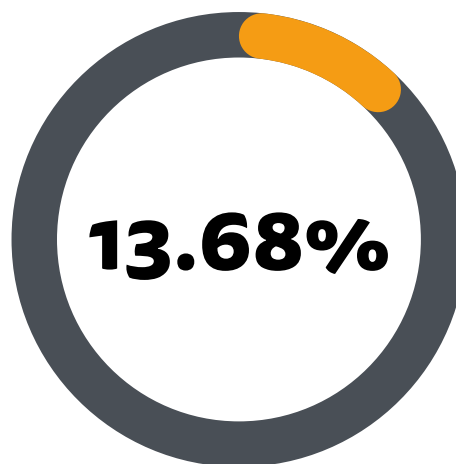
When looking at gender across the organisation, Acis has a positive story to tell. We have a relatively even split between men and women.

**47.16% of employees  
are women**



**52.84% of  
employees are men**

This has narrowed since 2022 (56.7% men, 43.3% women).



our gender pay gap in 2023

Our gender pay in 2023 is 13.68% and has decreased from 15.9% in 2022, which is below the national average. This decrease is partially due to the increase in the number of women holding increasingly senior roles as a proportion of our organisation.



# The median gender pay gap

	Gender differential					Mean Hourly Rate			Median Hourly Rate		
	Men	Women	TOTAL	Men (%)	Women (%)	Men	Women	Difference	Men	Women	Difference
2023	158	141	299	52.84%	47.16%	£17.69	£15.27	13.68%	£14.23	£13.84	2.74%
2022	148	113	261	56.70%	43.30%	£17.30	£14.55	15.90%	£14.51	£14.05	3.17%

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

The median gap for Acis has decreased from 3.17% in 2022 to 2.74% in 2023.

One of the contributing factors to this is that the female head count had increased by roughly 25%, due to CLIP and Acis Students joining the Acis family.



A further contributing factor towards this decrease is the salary increases provided to our colleagues in 2023 to support them during periods of financial difficulty. These included:

- offering a 5% increase on base salary to all employees;
- offering a one off cost of living payment to those employees at the lower end of the pay scale;
- those employees on the National Living Wage receiving the appropriate legislative increase, at just under 10%.



# 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
2023	45	29	74	60.81%	39.19%	£27.95	£23.59	15.62%	£22.48	£21.31	5.20%
2022	46	19	65	70.77%	29.23%	£26.06	£23.86	8.44%	£21.41	£20.00	6.59%

The female split has improved here, with an increase of 50% in the number of women in the upper quartile in 2023, compared to 2022.

This is a positive shift in the number of females on higher rates of pay and is reflective of the promotion opportunities available for our colleagues.

This increase is also attributable to the increase in headcount since two new organisations (CLIP and Riverside) joined the Acis family, as they tend to have more women paid at the lower levels, which in turn affects the averages above that. Specifically, some roles held by females now in the upper quartile range were, in 2022, classified within the upper middle range.



However, the upper quartile has seen our biggest pay gap increase between 2022 and 2023 (more than a 7% shift), the contributing factors include:

- The gender pay gap percentage is based on the mean calculation, which includes impact of those at 'extreme' ends of the pay scale.
- Acis have a higher proportion of men in its highest paid roles (joint leadership team, qualified trades and management professional managers) which would contribute towards the differential.
- The whole of the executive leadership team are male.
- 33% of the senior management team are female.
- An organisation-wide 5% salary increase has a greater impact on the highest paid when looking at the mean across the organisation, despite the cost of living supplement paid to those at the lower pay scales.



# Upper middle quartile

	Upper Middle Quartile					Mean Hourly Rate			Median Hourly Rate		
	Men	Women	TOTAL	Men (%)	Women (%)	Men	Women	Difference	Men	Women	Difference
2023	37	38	75	49.33%	50.67%	£15.85	£15.77	0.46%	£15.81	£15.77	0.25%
2022	30	35	65	46.15%	53.85%	£15.55	£15.22	2.12%	£15.52	£14.85	4.32%

This quartile has seen the smallest change between 2022 and 2023, but is also our most consistent in terms of gender split, having 49.3% men and 50.67% woman.

These roles include skilled trade roles (e.g. gas engineers and electricians) that are predominantly held by men. These roles also include middle management and specialist roles within our industry 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
2023	46	29	75	61.33%	38.67%	£13.69	£13.02	4.84%	£13.59	£13.33	1.91%
2022	53	12	65	81.54%	18.46%	£13.19	£13.52	-2.50%	£12.94	£13.38	-3.40%

It is within the lower middle quartile where we see the highest proportion of men compared to women. However, this has decreased from just over 80% in 2022 to just over 60% in 2023; this is a positive step for gender pay.

We have seen a 20% decrease of men and a 20% increase in women in this quartile. Trades make up just over 20% of our workforce, this is a decrease from 29% in 2022. This quartile does include many non-qualified trade colleagues who are predominantly male.



The impact of CLIP and Acis Students joining the Acis family can be seen in this quartile through two ways:

- Several of the posts are held by women and are captured within this quartile.
- The increasing number of lower quartile roles within CLIP and Acis Students has dominated that range, meaning other roles previously in lower quartiles are now in the lower middle quartile, such as advisory and officer roles.



# Lower quartile

	Lower Quartile					Mean Hourly Rate			Median Hourly Rate		
	Men	Women	TOTAL	Men (%)	Women (%)	Men	Women	Difference	Men	Women	Difference
2023	30	45	75	40.00%	60.00%	£10.73	£10.94	-1.99%	£10.75	£10.82	-0.65%
2022	19	47	66	28.79%	71.21%	£9.77	£10.71	-9.62%	£10.24	£11.24	-9.77%

This quartile has seen a large change with a reduction in the number of female employees and an increase in the number of men in positions.

One of the reasons for this is due to Acis Students joining the Acis family, which has seen an increase in the number of men that are in the lower skilled or non-qualification dependent positions.

Our commitment to developing others is also evidenced in this quartile:

- In 2022 we had several kickstart roles within Acis, which are work experience and development led which have since concluded.
- We have grown our apprenticeship scheme and in-post training opportunity roles within our support services, meaning the number of positions within this quartile has increased.



# Bonus payments

	Bonus Payments					Mean Bonus Payments		
	Men	Women	TOTAL	Men (%)	Women (%)	Men	Women	Difference
<b>2023</b>	144	118	262	91.14%	83.69%	£514.31	£565.68	-9.99%
<b>2022</b>	32	30	62	21.62%	26.55%	£276.83	£209.26	24.36%

At Acis, we offer rewards both financial and non financial which form part of our wider reward and recognition strategy, whereby we offer awards and recognition (both financial and non-financial) for the excellent work done by our employees.

We recognise that reward and recognition at Acis is broader than just pay, and in 2023 have made every effort to proactively promote our benefits offerings, our flexible way of working (known as the Acis Way) and creating an exceptional employee experience.



# 262

**the number of reward  
payments made in 2023**

Our financial rewards in excess of salary are based on three predominant areas:

- **Employee Star Awards:** this is where we recognise and give thanks for outstanding work demonstrated by employees, nominated by their peers.
- **Long Service:** we make reward payments relating to long service, to reward and give thanks to the loyalty of our people.
- **Retention payment:** due to operational issues in 2022 we introduced a non-contractual retention payment for our gas engineers.

In 2023 we also, as part of our annual pay review, made a one-off cost of living payment to all employees whose salary was below the £40,000 threshold. This meant that just over 87% of our workforce received an additional cost of living payment.



Our gender pay gap for reward payments has shifted in favour of women with a difference of -9.99%, this is predominantly due to more women receiving the highest paid cost of living payments. However, the Gas Engineer retention payments that were made has balanced this, as these roles are predominantly held by men.

We'll continue to encourage the nomination and recognition of our peers through our star award process in the 2023/2024 financial year.





# Understanding our gender pay gap

- CLIP and Acis Students joining the Acis family has seen an increase in both the number of male and female employees, the majority of which are at the lower end of the pay scale. This has impacted the number and type of roles captured within the lower quartile range, and subsequently those above them have moved into the higher quartiles.
- Our sector employs a large number of workers within skilled, trade- based roles. Industry trends show that these areas are within skills that are predominantly populated by men; this systemic issue 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 and supervisory roles, both of which are more likely to be held by men.
- Several of our other valued roles, which do not attract as high a salary due to lack of qualification requirement are often held by women.



# Acis commitments

We're 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 that otherwise may have not applied.
- Our people strategy commits us to review salary benchmarking, assessing all roles across the organisation, every three years.
- 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 colleagues 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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