

# Acora Ltd

## Gender Pay Gap Report – 2024

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# Forward

I am pleased to publish our gender pay gap report for 2024, based on data from a snapshot date in April 2024.

Acora has always been a company enriched by a diverse and talented team, and one of our objectives is to pay all employees equitably regardless of an individual's gender, ability, age, race, religion or belief. It is also our aim to present a clear view of the pay disparity between male and female employees, while outlining the steps that we are taking to address any issues.

We are committed to ensuring there are equal opportunities within the workplace and during this year, we believe we have made considerable progress in promoting our employees, not only organically via our Career Framework, but also from acquisitions where we have gained a wealth of skilled and experienced employees. The integration of these employees has elevated learning and development within particular areas of our business.

We believe that we have made significant progress since last year's report was published and we continue to learn from the data which allows us to identify the measures that we need to put in place to drive improvement. We continue to focus on key areas which are realised not just by the data but also by engagement with our employees to understand the enablers and barriers to development and promotion.

Our employee population continues to be 83% male this year (2023 - 83%), but despite this, we are pleased to report that our gender pay gap of 14.41% (mean) / 0.39% (median) (2023 – 19.2% (mean) / 0.17% (median) has reduced and is now more in line with the ONS national average of 13.1% (14.2% in 2023). [Gender pay gap in the UK - Office for National Statistics](#)

We are also pleased to report that our median gender pay gap of 0.39% continues to stay at a similar level as last year with just a slight increase of 0.22% (0.17% - 2023).

Our strategy is centred around continuous improvement and development, characteristics which underpin what Acora stands for, particularly when it comes to our employees, so we are committed to an improvement plan that will continue to promote diversity, equity and inclusion within our workforce which is vital in driving our long-term business success and delivery of sustainable growth.

**Gary Page**

Chief Financial Officer

# What is the Gender Pay Gap?

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 requires all companies by law with more than 250 employees to carry out gender pay gap reporting on a snapshot date each year (5<sup>th</sup> April). On the snapshot date, 5<sup>th</sup> April 2024, Acora continues to meet the requirement to publicly report our gender pay gap analysis.

The gender pay gap is calculated as the difference between average hourly earnings (excluding overtime) of men and women as a proportion of men's average hourly earnings (excluding overtime). It is measured across all jobs and does not compare the difference in pay between men and women doing the same or equivalent job, known as equal pay.

## Acora's Gender Pay Gap

### Statutory Requirements

#### The Mean Pay Gap

The mean pay gap is the difference in the average hourly pay for women compared to men within an organisation.

Acora's overall gender pay gap by mean average is 14.41% (2023 – 19.2%) in favour of men. This means that across our total workforce, on average, men at Acora are paid 14.41% more than women, or for every £1 that a man earns, a woman will earn £0.86p (2023 - £0.81p).

#### The Median Pay Gap

The median pay gap represents the middle point of the hourly pay rates. The median figure is calculated by lining up all of the women's hourly pay and all of the men's hourly pay – the median pay gap is the difference between the hourly rate for the middle woman as compared to that of the middle man. The median figure is considered to be a better indicator of 'average' earnings or typical pay because the mean pay gap can sometimes be skewed by fewer individuals earning more in the upper ranges.

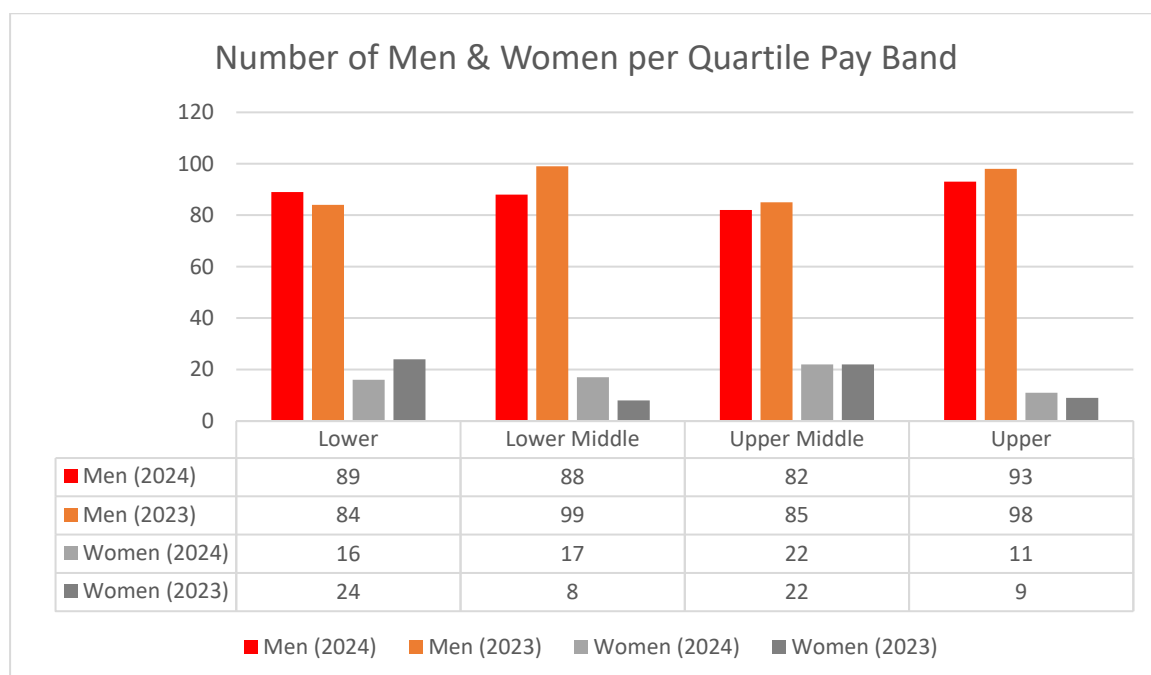
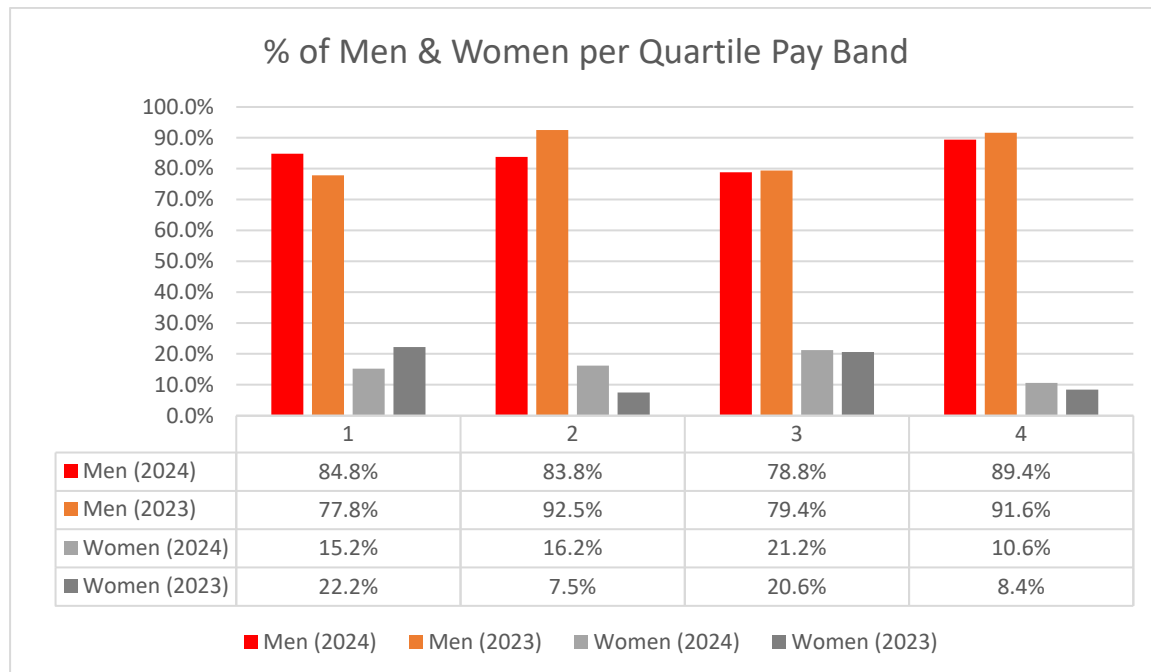
Acora's median gender pay gap using hourly rates is 0.39% (2023 – 0.17%) in favour of men. This means that men at Acora are paid 0.39% more than women, or for every £1 that a man earns, a woman will generally earn the same, just £0.08p per hour less (2023 – women earned £0.03p per hour less than men).

#### Gender Representation

Our Gender Pay Gap figures are calculated on a workforce that has a split of 83% male & 17% female (2023 - 83% male and 17% female).

## Pay Quartiles

The pay quartiles below show the percentage of male and female employees in each hourly pay quarter - lower (Q1), lower middle (Q2), upper middle (Q3), and upper (Q4).



Acora's workforce is predominantly male and is the main reason for our gender pay gap. With Acora being a Managed IT & Cyber Solutions provider, it has always proven difficult to recruit women and our experience is reflective of this within the broader Technology sector. Women within our organisation are more likely to work in support and administration roles,

many on a part time basis, but it is encouraging to see that this year the number of women in the Lower Quartile has decreased and has increased slightly in the Upper Quartile.

## Gender Bonus Gap

**28.4% (2023 – 78.2%)** of men were awarded a bonus

**33.3% (2023 – 85.1%)** of women were awarded a bonus

The mean bonus pay gap is **60.66% (2023 – 42.76%)** in favour of men, or in value terms, on average, for every £1 that a man receives in bonus pay, a woman receives £0.39p (2023 - £0.58p).

The median bonus pay gap is **42.2% (2023 – 0%)** in favour of men, or in value terms, on average, for every £1 that a man receives in bonus pay, a woman receives £0.58p (2023 – an equal amount).

In general, at Acora bonuses are not regularly paid, in this reporting year though, contractual bonuses were paid to employees that came to Acora through acquisition and performance bonuses were also paid to members of our Professional Services team.

As the median bonus pay gap gives a better indication of the 'average' bonus pay, the figure increased from 0% in 2022/23 to 42.2% in 2023/24, this was because fixed Cost of Living bonuses were paid to every eligible employee in the previous year, the 0% figure signifying that the same bonus was paid to both men and women. In 2023/24, apart from the contractual bonuses and those paid to the Professional Services team, the figures reported were based purely on commissions, long service awards and Refer a Friend bonuses, hence the substantial difference in the comparable figures.

# Closing the Gender Pay Gap

## Engagement & Transparency

- Continue to regularly review and monitor pay across Acora and address any inequalities
- Ensure pay decisions on recruitment are evidence based, fair and equitable
- Regular review of our workplace strategy with hybrid working that promotes flexibility for all, including those with family and caring commitments
- Continue to build an environment where aptitude and ability, not background or birth, determine how far people progress, and educate this through our Management Development Programme

## Recruitment

- Continue to develop our brand and ensure that all job vacancies are advertised to as wide an audience as possible using a range of job boards and sourcing approaches, also ensure that salary bands are transparent to prospective candidates
- Continue to operate skills-based assessments and a structured recruitment approach for all internal and external candidates
- Full transparency of all vacancies across Acora for employees to apply for internally
- Continue to partner with local schools, colleges and universities to actively promote Early Career opportunities to students and advocate careers in the technology sector

## Career Development & Learning

- Continue to embed a learning and development culture to ensure all employees have access to learning and development opportunities regardless of their gender, background or other characteristics
- Embed our technical pathway via internal and external learning systems that are easily accessible to all employees from our internal portal (Acora Knowledge Hub)
- Continue to drive our one-to-one KPI to ensure that all employees have a minimum of ten development conversations with their line manager via our Clear Review system
- Regularly conduct talent evaluation and succession workshops with Senior Managers and Leaders to identify and create development pathways to support career progression
- Active promotion of Women in Tech to demonstrate our commitment to driving change in the number of women working within the technology sector and create an internal community and peer-monitoring