



Acora Ltd

Gender Pay Gap Report – 2025

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Forward

I am pleased to publish our gender pay gap report for 2025; this is based on data from a snapshot date in April 2025.

Acora has always been enriched by a diverse and highly talented workforce, and one of our objectives is to ensure that all employees are paid equitably, regardless of their gender, ability, age, race, religion or belief. We also aim to provide a transparent overview of the pay disparity between male and female employees whilst outlining the steps that we are taking to address any identified gaps.

We are committed to ensuring that there are equal opportunities across our organisation, but with our employee population split between men and women remaining static this year at 82% male and 18% female (2024 – 83% male 17% female), this can be challenging.

We believe that all our employees are paid fairly, including both new hires alongside employees who are promoted internally. Pay is determined by an individual's skills, experience, qualifications and knowledge, rather than their gender. As is common within our sector, many roles command highly specialised skill sets which, within our industry, is very male dominated. This male predominance continues to be one of the contributing factors towards our gender pay gap figure which increased this year to 17.98% (mean) / 7.64% (median) (2024 – 14.41% (mean) / 0.39% (median)). For context, the UK national average gender pay gap is 12.8% (13.1% in 2024 – revised from 13.2%). [Gender pay gap in the UK - Office for National Statistics](#)

Since last year's report, we have continued to analyse our data to better understand the factors contributing to this increase and our focus remains 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 recruitment, development and promotion.

Our strategy is centred around continuous improvement and development, characteristics which underpin Acora's values, particularly in relation to our employees. We will continue to prioritise diversity, equity and inclusion across our workforce and ensure pay parity wherever possible whilst striving to improve our gender pay gap.

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 conduct gender pay gap reporting on a snapshot date each year (5th April). On the snapshot date, 5th April 2025, 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 17.98% (2024 – 14.41%) in favour of men. This means that across our workforce, on average, men at Acora are paid 17.98% more than women, or for every £1 that a man earns, a woman will earn £0.82p (2024 - £0.86p). The mean is useful because it captures the effect of higher earners.

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 the women's hourly pay and all 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 7.64% (2024 – 0.39%) in favour of men. This means that men at Acora are paid 7.64% more than women, or for every £1 that a man earns, a woman will earn £0.92p per hour (2024 – women earned almost the same as men).

Comparing Median and Mean Gender Pay Gaps

The difference between the median and mean pay gap can provide valuable insight. The presence of very low earners can make the mean smaller than the median, and a group of very high earners can make the mean larger than the median.

Acora's Median and Mean Gender Pay Gaps – 2021 - 2025

	2021	2022	2023	2024	2025	% point change from 2024 to 2025
Mean gender pay gap by hourly rate	25.98%	21.5%	19.2%	14.41%	17.98%	3.57%
Median gender pay gap by hourly rate	42.44%	22.5%	0.17%	0.39%	7.64%	7.25%

Our Gender Representation

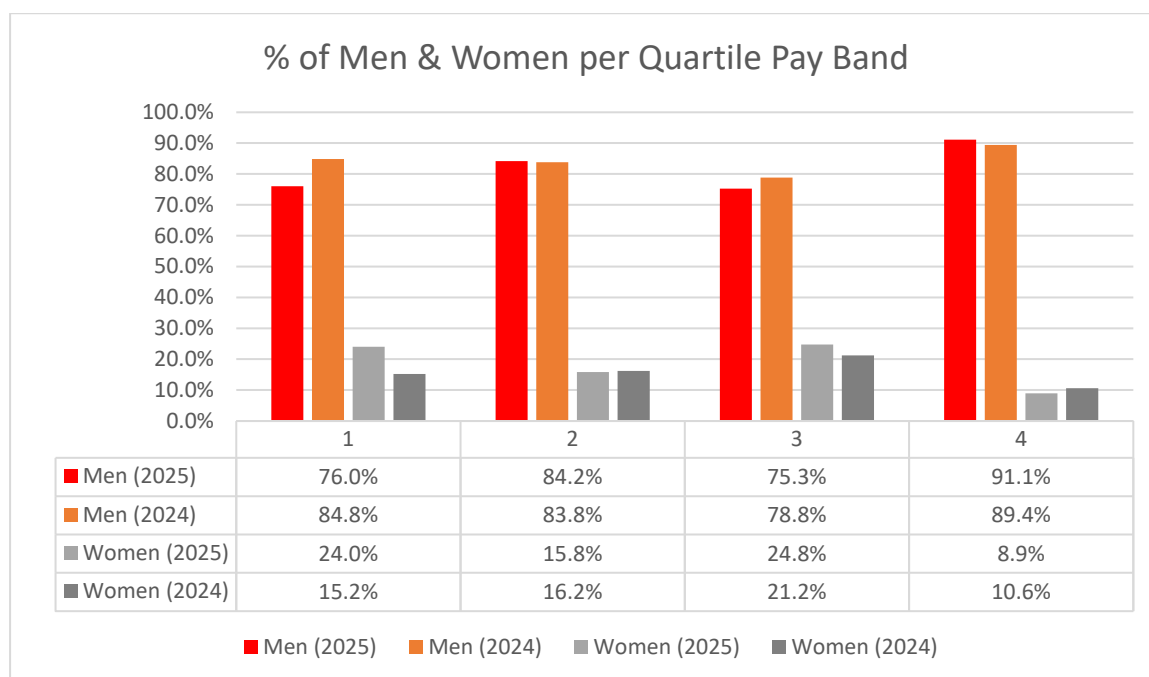
Our Gender Pay Gap figures are calculated on the snapshot date of 5th April 2025.

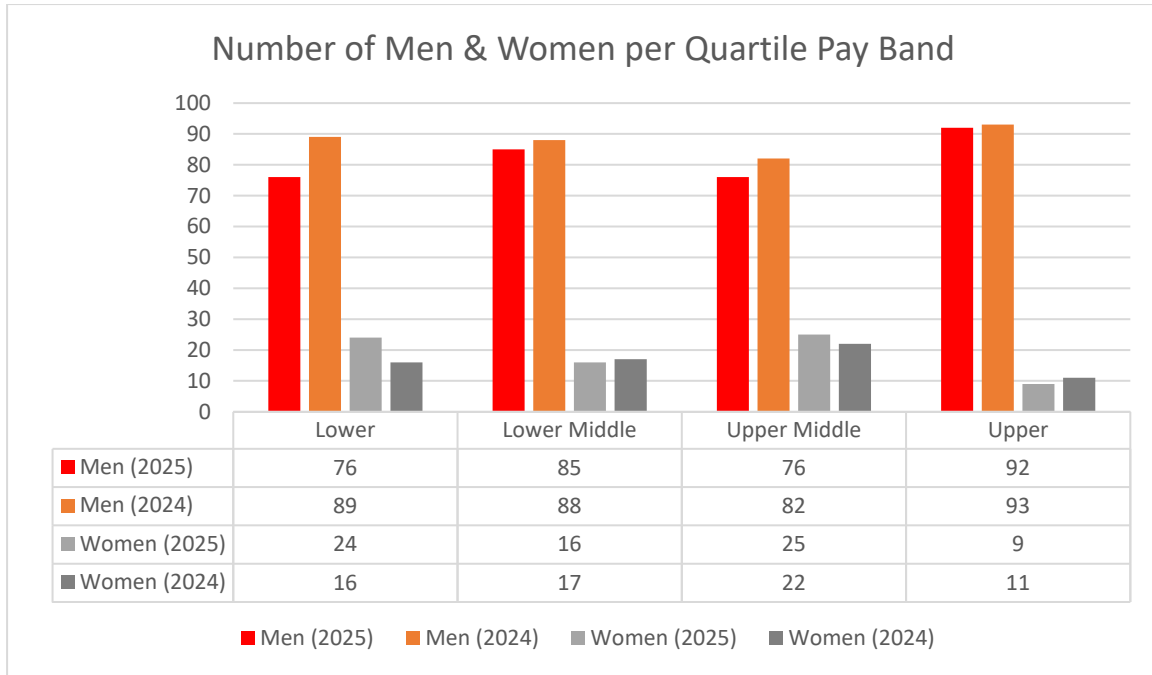
At this time, there were 403 employees within our UK workforce. Of those, 329 (82%) were male & 74 (18%) were female (2024 - 83% & 352 male and 17% & 66 female).

Our Pay Quartiles

Each pay quartile represents a quarter (25%) of our total workforce, ranked by pay.

They 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 remains predominantly male which continues to be a key contributing factor to our gender pay gap. As a Managed Service Provider (MSP) & Managed Security Service Provider (MSSP), we operate in a sector where it has always proven difficult to recruit women with specialised skill sets, our experience of this is reflected across the broader technology sector.

Within our organisation, women are more likely to work in support and administration roles with a proportion working on a part time basis. This is reflected in the Lower Hourly Pay Quartile data where female representation has increased to 24% (2024 – 15.24%).

Gender Bonus Gap

26.30% (2024 – 28.4%) of men were awarded a bonus

32.90% (2024 – 33.3%) of women were awarded a bonus

The mean bonus pay gap is **39.13% (2024 – 60.66%)** in favour of men, or in value terms, on average, for every £1 that a man receives in bonus pay, a woman receives £0.61p (2024 - £0.39p).

The median bonus pay gap is **-14.2% (2024 – 42.2%)** in favour of women, or in value terms, on average, for every £1 that a man receives in bonus pay, a woman receives £1.14p (2024 – £0.58p).

In general, bonuses are not paid at Acora as they do not form part of our standard employment terms, however, contractual bonuses were paid to certain employees and to

individuals who joined Acora through acquisitions under TUPE regulations, these employees received bonuses in line with their previous employment terms and conditions.

Our Actions to Support Gender Pay Equity

Ensure Fair and Consistent Pay Practices

- Regularly review and monitor pay across the organisation to identify and address any potential inequalities.
- Ensure that pay decisions, including those made at recruitment, are evidence-based, fair and consistently applied.
- Engage with a third-party Reward Consultancy to develop a Job Architecture and Pay & Progression Framework.

Reduce Bias in Hiring and Decision-Making

- Promote our employer brand and advertise vacancies as widely as possible using a range of job boards and sourcing approaches, with transparent salary bands shared with prospective candidates.
- Operate a structured, skills-based recruitment process for all internal and external candidates to support objective and fair decision-making.
- Deliver mandatory inclusive training for managers including unbiased hiring.

Support Flexible Working and Work–Life Balance

- Offer a mixture of working patterns including hybrid, part-time, job-share, and flexible hours across all levels.
- Normalise flexible working for both men and women to avoid stigma.
- Operate enhanced family-leave policies supporting those with family and caring responsibilities.

Build a Stronger Female Talent Pipeline and Retain Women at Acora

- Continue to partner with local schools and colleges to actively promote Early Career opportunities to students and advocate careers in the technology sector including a focus on women in technology.
- Create a new Women at Acora network to elevate voice and provide opportunities for mentoring, career development and peer support.
- Analysis of exit interview data by gender to understand themes and barriers within the workplace.