## Gender Pay Gap Snapshot Data

<table>
<thead>
<tr>
<th>Mandatory Gender Pay Gap Figures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Snapshot date</strong></td>
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<tr>
<td>Gender pay gap</td>
</tr>
<tr>
<td>1. Mean gender pay gap - Ordinary pay</td>
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<tr>
<td>2. Median gender pay gap - Ordinary pay</td>
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<tr>
<td>3. Mean gender pay gap - Bonus pay in the 12 months ending 31 March</td>
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<tr>
<td>4. Median gender pay gap - Bonus pay in the 12 months ending 31 March</td>
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</tbody>
</table>

5. The proportion of male and female employees paid a bonus in the 12 months ending 31 March:

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>88%</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>87%</td>
<td></td>
</tr>
</tbody>
</table>

6. Proportion of male and female employees in each quartile:

<table>
<thead>
<tr>
<th>Quartile</th>
<th>Female %</th>
<th>Male %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lower quartile</td>
<td>55.92%</td>
<td>44.08%</td>
</tr>
<tr>
<td>Lower middle quartile</td>
<td>59.72%</td>
<td>40.28%</td>
</tr>
<tr>
<td>Upper middle quartile</td>
<td>61.61%</td>
<td>38.39%</td>
</tr>
<tr>
<td>Upper quartile</td>
<td>57.08%</td>
<td>42.92%</td>
</tr>
</tbody>
</table>

### Gender pay gap narrative:

Gender Pay Gap legislation (developed by the Government Equalities Office) introduced in April 2017 requires all employers of 250 or more employees to publish their gender pay gap for workers in scope as of 31 March 2017. Acas’ pay approach supports the fair treatment and reward of all staff irrespective of gender.

Acas’ pay system covers Civil Service grades ranging from administrative to senior manager level. Grades vary according to the level of responsibility that staff have. Each grade has a set pay range with pay gaps in between grades. Staff have the opportunity to move through the pay range for their grade. The longer period of time that someone has been in a grade the more we would expect them to earn irrespective of their gender.

While Acas have delegated authority to use their pay budget to reward and recognise their staff in line with an agreed remit Senior Civil Servants in Acas are covered by pay arrangements which apply across the whole Civil Service.
As an organisation Acas has increased in size in the last reporting period, more so in our regional offices where we have also recruited more female staff. This has enabled us to:

- close the mean gender pay gap from 7.1% to 4.4%. (Civil service¹ mean gender pay gap for full time staff has dropped from 13.3% to 6.5%); and
- keep our median pay gap at 0%. (Civil service median from 15.1% to 8.6%.)

**Bonus pay**

As an organisation Acas have a blended approach to bonus payments. These are paid at the end of the reporting year to reward staff who met their performance objectives or throughout the year as part of our reward and recognition process. Acas also uses their non-consolidated pay to reward staff who are at the top of the pay range, where consolidated pay increases are limited. This has enabled us to:

- reduce the mean gender pay gap for bonus pay from -4.5 % to -3.6%; and
- The median gender pay gap has increased slightly for bonus pay from 0% to 0.5%.

**Key reasons for pay gap changes includes:**

- There has been an increase in female representation in senior managerial roles over the reporting period. As Acas has increased in size female representation in the upper quartile has increased from 48.28% to 57.08%
- In regards to bonus payments these were only paid to staff with an exceeded performance in 2017 but in 2018 this was also paid to staff who met their performance objectives

**Pay by quartiles: hourly pay quartiles**

The gender split in Acas is 58:42 in favour of females. This was very similar to last year but at that time there were 62% of females in the lower pay quartile and 48% in the upper quartile. This year’s report shows that females more closely represent the gender split of Acas across each quartile, especially in the more senior parts of the organisation and is almost proportionate to female representation within Acas as a whole.

This is as a result of an increase in female representation in senior managerial roles and a greater proportion of females recruited at a more junior level through open and fair competition.

**Work on eradicating the gender pay gap**

Acas and the senior leadership team are committed to fair pay irrespective of gender. We will continue to build on actions and initiatives including:

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• Support for women returning to work - through shared parental leave, job sharing, compressed hours, part-time, and term-time only opportunities. We have updated our guidance on supporting staff returning from maternity or adoption leave.

• In addition, Acas has signed up for the EHRC Working forward initiative this year. This scheme looks how we can better support new parents/pregnant women and parents on leave within the workplace.

• Helping women progress in their careers - through our new clear conversations course with their line managers. This new approach towards performance management encourages an ongoing dialogue with staff around this issue as well as career development and progression.

• In addition this year Acas have been onboared on to the Civil Service Jobshare website. This will enable more colleagues within the organisation to find potential roles and partners all across the wider Civil Service. Acas was the first agency to join this initiative outside of the main ministerial departments.

• Encouraging men to take advantage of arrangements which enable them to fulfil their caring responsibilities, such as shared parental leave, part time working and compressed hours.

• Monitoring pay - to identify pay differences and take targeted action where appropriate, within Civil Service pay controls.

• We are currently reviewing our recruitment process: Acas has anonymised the application process to reduce the potential for unconscious bias and ensures that all interviewers have undergone unconscious bias training. The organisation is developing a more flexible approach towards recruitment and selection through success profiles. This will be launched in 2019.

• In addition, Acas aspires to have to diverse by default approach towards our recruitment. Part of this process aims to have recruitment panels which are diverse in terms of gender and ethnicity.

Acas Gender Pay Gap

Pay Gap
Mean 4.4%
Median 0%

Bonus Pay Gap
Mean -3.6%
Median 0.5%

Hourly Pay Quartiles

56%
44%
Lower

60%
40%
Lower Middle

62%
38%
Upper Middle

57%
43%
Upper

Workforce Profile

60%
Women at Executive Board Level

58%
Women in Acas overall

42%

For help with working out your gender pay gap visit: www.acas.org.uk/genderpay