



ACS
INTERNATIONAL
SCHOOLS

ACS International Schools Limited

Gender Pay Gap Report

29 March 2018

This report is produced in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 as at the snapshot date of 5 April 2017.

About ACS International Schools

ACS International Schools is a leading provider of high quality international education, operating schools (day and boarding) for students between the ages of 2 to 18 from around the world at our campuses in the UK and Qatar.

Our vision and purpose - “through learning, inspire all to make a difference” - guides our decision-making and strategic development.

Our values guide us to perform and be our very best:

- We engage in community
- We drive positive change
- We promote excellence through learning
- We enrich the international experience

ACS International Schools is a truly international community of students. Our staff are equally diverse and this international ethos is an important element of our identity. Our schools have an inclusive student intake that comprises over 70 nationalities. Our policy is to help our students and staff achieve more than they think possible, through a child-centred, holistic approach to education.

Our strong conviction is that our “one organisation: four schools” structure means that ACS is strengthened both at individual school and group level. This is reinforced by the collective experience, talent and knowledge of ACS staff who collaborate across the group.

We currently enrol c. 3,500 students across our four schools and employ c.925 staff (c.780 UK, 145 Qatar), plus c.350 substitute/temporary staff, coaches, specialists and volunteers.

In line with our values, ACS is committed to equal opportunities and equal pay, and this is celebrated and embraced across our community of diverse nationalities, ethnicities and other characteristics. Gender equality is a significant part of this commitment to diversity and inclusion, which is why we welcome the implementation of mandatory gender pay gap reporting as one important step in terms of progression and transparency.

Further information about ACS is available on our website www.acs-schools.com

Pay and Benefits in ACS

This report covers staff employed in the UK. Pay for the purposes of this report is defined as ordinary pay, i.e. basic pay, allowances, pay for leave and shift premium pay, excluding overtime pay, pay in lieu and benefits in kind.

ACS invests in providing a progressive package of pay and benefits for staff, which includes:

- Basic salary
- Additional responsibility allowances
- Other allowances for special duties
- Pension – matched employer and employee contributions
- Private medical insurance
- Life assurance cover
- Training and development
- Subsidised benefits for travel and food
- Subsidised access to sport and leisure facilities
- Bursaries (for academic staff)

Overall, ACS provides the appropriate mix of pay elements and benefits that fit best with each job role.

Gender Pay Gap Reporting

All private sector and voluntary employers with 250 or more employees are now required to publish their gender pay gap under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (the “Regulations”) which came into force in April 2017. Employers have to publish the gap in pay between men and women on both a median basis (pay per hour based on the person ‘in the middle’ of the distribution of pay) and a mean basis (average hourly salary). In addition, employers are required to disclose the distribution of gender by pay quartile – in other words splitting the workforce into four groups based on their pay, and showing the proportion of men and women in each group. Employers are also required to disclose percentages of staff receiving bonuses by gender and the gender gap on bonuses.

In compiling this report we have included data for people on staff contracts (both permanent and fixed term contracts), substitute/temporary staff, self-employed coaches, freelance contract staff. Agency workers and other contractors employed by another company are excluded.

Terminology

Definitions of “gender pay gap” and “equal pay” together with an explanation of how “mean” and “median” are calculated are set out in the Appendix.

Our Gender Pay Gap Figures (UK Staff)

Hourly Rates of Pay

ACS is committed to equal opportunities and we have pay bands or pay rates for all job roles, which are benchmarked against similar job roles in the UK market, and all staff regardless of gender, progress through the pay bands in the same way.

	% Pay Gap
Mean hourly rate of pay	-4.6%
Median hourly rate of pay	-8.5%

(290 Male, 557 Female employees)

We are pleased to report that the overall percentage gap is relatively small when compared to the national average (18.1% Office of National Statistics (2016)). The pay gap shows that mean and median pay for female staff is higher than for male staff.

Pay Quartiles

The table below shows the proportion of male and female relevant employees in pay quartiles for all pay bands and pay rates. All staff regardless of gender, progress through the pay bands in the same way or are employed on the pay rate for their job role.

	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
Male	41%	34%	28%	34%
Female	59%	66%	72%	66%

There are some obvious differences between the proportions of male and female staff in the quartiles – it is noticeable that the proportion of male employees are underrepresented across the quartiles, whereas the proportion of female employees are overrepresented across the quartiles.

However, generally male and female staff progress through the pay bands for each job role in a consistent way and based on the same criteria as part of an annual pay review.

Bonus

As is the norm in similar organisations in the education sector ACS applies a performance bonus scheme for some senior staff. This is based on those staff achieving personal objectives, which are in addition to their operational responsibilities for the growth and development of ACS.

The ACS Bonus Scheme is limited to a small number of senior staff, of 290 male employees, 7 qualify for bonus; of the 557 female employees, 5 qualify for bonus; therefore the proportion of male employees who receive a bonus is 2.4% and the proportion of female employees who received a bonus is 0.9%.

The number of staff in senior roles is relatively small and this contributes to the gap in the bonus awards as individual awards have greater potential to impact on the average. The mean gap shows that bonus payments paid to male staff are 40.6% higher compared to female staff, and the median is 45.1% higher.

What we have learnt from producing this report

- ACS is committed to equal opportunities and although the current gender pay gap is relatively small, we will continue to work towards reducing any gender pay gap.
- ACS have pay bands or pay rates for all job roles, which are benchmarked against similar job roles in the UK market, and all staff regardless of gender, progress through the pay bands in the same way.
- Although there is a relatively small pay gap, i.e. on average female staff are paid more than male staff, we are confident that men and women are paid equally for doing the same job at ACS. We will therefore maintain our current pay principles and policies whilst continuing to monitor them for equal pay compliance and where possible minimise the pay gap.
- The relatively small number of people in very senior roles contributes to a gap when bonus is considered and this is an area we will consider and monitor further.
- We will continue to seek feedback from our staff about working at ACS and specifically pay and benefits, via our engagement surveys and forums.
- We will continue to work to ensure balance and equity for all staff, for example, inclusive and diverse recruitment, including diverse shortlists and interview panels, offering flexible working and fostering an inclusive culture
- ACS will continue our commitment to the London Living Wage (www.livingwage.org.uk/) and the basic benchmark for pay in the UK.
- The ACS Board and Leadership Team will continue to invest in developing all staff for career progression and succession regardless of gender or any other protected characteristic.

Tim Cagney
Chief Executive

Appendix - Terms and definitions

Gender pay gap

The gender pay gap is the difference between the hourly rate of pay of male employees and female employees (as set out in the Regulations), expressed as a percentage of the hourly pay rate of the male employees. The gender pay gap is reported on both a mean (average) and median (mid-point on a distribution) basis.

Equal pay

Men and women should be paid the same for equal work. UK law has, since the 1970s, prohibited paying different amounts to men and women who are doing 'like work', 'work of equal value' or 'work rated as equivalent' unless there is a 'genuine material factor' for the difference.

Gender Pay Gap and Equal Pay

A 'gender pay gap' is different to 'equal pay'. The Equality & Human Rights Commission outlines the differences as follows:

'Whilst both equal pay and the gender gap deal with the disparity of pay women receive in the workplace, they are two different issues:

- *Equal pay means that men and women in the same employment performing equal work must receive equal pay, as set out in the Equality Act 2010.*
- *The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings.'*

Mean vs. Median

The Regulations specifically require both the median and mean to be reported. These metrics are complementary, and illustrate different aspects of the distribution of pay across an organisation.

The median is a statistic commonly used in analysing both internal pay tendency and external market norms, because it looks at the central tendency of the market or sample, showing the middle-most salary of a sample. Calculating the median involves taking all salaries in a sample, lining them up in order from lowest to highest, and picking the middle-most salary.

The mean is the overall average of the whole sample and thus can be subject to the influences of any extremely high or low salaries at the top or bottom of the sample. In other words, the mean is much more subject to skewing by a small number of outliers.