**Gender Pay Report**

**Snapshot Date: 5 April 2024**

**Executive Summary**

The ACC Liverpool Group recognise the critical importance of gender equality and equity within business operations. We are committed to ensuring that our people policies are fair, transparent and free from discrimination or gender bias. We are passionate about fostering an inclusive workforce, understanding the significant benefits that a gender-diverse workforce brings to the organisation.

The report outlines The ACC Liverpool Group’s Gender Pay Gap Report for 2024, in compliance with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

This report confirms a negative mean gender pay gap of -8.99 in favour of women. While we are proud of this positive outcome, which deviates from national trends, we remain committed to continuous improvement. This outcome reflects the success of initiatives such as flexible and agile working policies, menopause policies, and enhanced family friendly policies. In addition, we are committed to raising awareness on Women’s history month by honouring and highlighting the contributions of women to The ACC Liverpool Group. These initiatives aim to empower women at all levels of our organisation.

The data and insights provided will serve as benchmarks for further analysis and will guide actions to address any arising gender pay gap. The Gender Pay Gap Report will also feed into the organisations’ wider Equality, Diversity, and Inclusion strategy, and detail areas where progress can be made to further enhance equity within our workplace.

**Definitions**

**Ordinary Pay** - which the mean and median is calculated from, is a calculation of the hourly income of an employee composed of their basic pay, after any reduction for a salary sacrifice scheme, but before statutory deductions such as tax and NI. Ordinary Pay is calculated from monies received in April 2024.

**Bonus Pay -** is any form of money, vouchers, securities, securities options, or interests received by an employee which is awarded as a result of profit-sharing arrangements, productivity, performance, incentives, or commission. Bonus Pay is calculated from monies received in the 12 months leading up to April 2024.

**Data Set at Snapshot Date**

The Statutory Pay Gap calculation includes all Full Pay Relevant Employees (FPRE) employed by The ACC Liverpool Group as of the snapshot date 5 April 2024. This includes:

* 76 FPR females (this includes 9 casual workers, 1 freelancer)
* 124 FPR males (this includes 17 casual workers, 11 freelancers)

From these figures, 162 employees were permanent staff, of which 66 were female.

It is important to note that, due to our relatively small headcount, even minor changes in workforce composition can significantly impact our gender pay gap figures, in comparison to larger organisations.

**Gender Pay Gap Figures 2024**

**Difference in mean and median pay between males and females**

**-8.99%**

**-12.44%**

Mean

Median

## Males are paid on average 8.99% lower than females The Median for males is -12.44% lower than females.

\* The National Average for the gender pay gap in April 2023 was 8.7% less for women according to office of national statistics.

The mean gender pay gap reflects the difference between average hourly earnings, while the median gap measures the midpoint in earnings distribution. Our negative pay gap highlights that, as of the snapshot date, female employees earn more on average than male employees.

## Pay Quartiles

Despite the overall negative gender pay gap, as one can see from the above graphs, males represent the majority in all pay quartiles apart from Upper Middle Quartile. Of the total workforce included in the analysis, 62% are male and 38% are female.

**Bonus Pay Gap**

**Difference in mean and median bonus pay between males and females**

**-15.48%**

**0%**

Mean

Median

The mean bonus pay gap of -15.48% reflects a higher average bonus for females. However, there is no median bonus gap, as the midpoints for both genders fall within the same bonus category. The company’s non-contractual "One Team Bonus," introduced in 2020, is based on overall company performance and ensures equal distribution among employees. Additionally, a sales bonus scheme was introduced in 2023, where 77% of recipients were female, influencing the mean bonus pay gap.

**Organisational Context**

It is imperative organisational context is provided to give insight to the 2024 figures.

The government has stated that the reason for a gender pay gap can be down to many factors, such as: age, occupation, industry, public and private sector, region, nation and pay.

The ACC Liverpool Group is a venue campus operating in the events industry, with diverse roles spanning event management, sales, ticketing, security, facilities management (FM), production, and centralised functions such as Finance and HR. Several functions including cleaning, IT, catering and stewarding, are outsourced to external service providers.

As of the snapshot date:

* The company is led by a female Chief Executive.
* The Senior Leadership team (SLT) is 57% female.
* The wider Senior Management Team (SMT) is 44% female.

Some of our larger departments, such as FM, Production, Venue Services and Security have roles that are predominantly filled by males. Some of these roles involve manual work, unsociable hours and despite fair and transparent recruitment processes, largely attract male applicants.

**Historical Trends and Key Influences**

This graph charts the company’s gender pay gap history. Since 2017, The ACC Liverpool Group has made significant strides in addressing gender pay disparities.

In 2017 the company had a positive gender pay gap, on average males were paid 10.7% higher than females. The company gradually reduced the gender pay gap over the next 3 years and in 2022 recorded its first negative gender pay gap in terms of mean pay. The first substantial negative median result was recorded in 2021, however this figure was greatly impacted by furloughed employees being excluded from the raw data, with many manual roles (which were largely occupied by males) furloughed, hence the results were not fully reflective of the overall company position.

Since 2022 both the mean and median pay gap have been negative. This can be attributed in part to manual roles within the business largely being filled by male employees and the two most senior roles (and therefore highest earners) being currently occupied by females.

Since 2023 both the mean and median pay gap, although still negative has slightly reduced. This is largely attributed to the inclusion this year of freelancer data. In 2023 freelancer data was not included in the report. This has now been included in 2024 and of the 12 FPRE freelancers included in 2024, 11 of these are male with 10 freelancers included in the upper quartile pay range. In addition, the company has added two roles to its senior management team in 23/24 both have which has been filled by male employees. It is believed that these two factors have contributed to the change in gender pay gap.

Whilst the company are proud that we have been able to remove the historic pay gap which sat in favour of male employees, we remain committed to attracting both females and males into all levels of roles to balance the pay gap wherever possible.

In 2023 the ACC Liverpool Group had no gender bonus gap. In 2024 the mean gap is -15.48% in favour of women, although there remains no median pay gap. The ACC Liverpool Group have operated a non-contractual one team bonus since 2020. This scheme is based on overall Company performance and not individual performance, therefore all men and women in the business receive the same amount.

In 2023 the company also introduced a sales bonus, for specific roles based on commercial sales targets. Of the employees who received the sales bonus in 23/24, 77% were females. This has contributed to the change in the mean gender bonus pay gap.

There remains no median gender bonus pay gap, as both median for male and female employees falls on the One Team Bonus only.

**Equal Pay and Our Approach to Pay Determination**

It is essential to distinguish between a gender pay gap and equal pay. Equal pay requires that men and women receive equal remuneration for:

* the same or broadly similar work.
* work rated as equivalent under a job evaluation scheme; or
* work of equal value.

The ACC Liverpool Group is committed to equal opportunities and equal treatment of all employees, and for this reason we have a fair and transparent pay framework which ensures standardised pay rates.

In 2022, The ACC Liverpool Group undertook a comprehensive Job Evaluation and Benchmarking review to ensure equal and fair pay. Job evaluation measures the job role and not the individual in the role or their performance. Each job role now has 3 pay progression points, assessed objectively using an independent external reward specialist.

## Summary

The ACC Liverpool Group and its Senior Leadership Team are committed to ensuring fair pay practices irrespective of gender. We aim to do everything we can to ensure that our processes remain equitable and inclusive.

The company is focused on broadenings its recruitment reach to attract a diverse pool of candidates, regardless of gender. It will also continue to follow fair and non-discriminatory recruitment practices where possible to improve the gender balance across the organisation. This includes collaborating with recruitment agencies and executive search partners to identify skilled and experienced candidates for senior management positions. To enhance our reach, we actively advertise vacancies through **DI Jobs**, a Diversity, Inclusion, and Equality job board that connects us with underrepresented groups, including candidates from Black, Asian, ethnic minority backgrounds, the LGBTQIA+ community, and individuals with disabilities. Additionally, all job adverts are reviewed using a gender bias decoder to ensure language is inclusive and free from unintended bias. Our hiring managers are supported with tools and training to uphold robust recruitment practices aligned with The ACC Liverpool Group values, behaviours, and skills.

Through our apprenticeship programmes and partnerships with providers, we will continue to encourage applications for all our technical and administrative roles from all genders. Additionally, our management team will receive periodic recruitment training, alongside support and guidance from our qualified People department to maintain best practice and prevent gender bias.

As part of our broader commitment to creating a more inclusive workplace, we have implemented the following initiatives:

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* **Equality, Diversity, and Inclusion Strategy**: Launched in 2024 to ensure our workforce is reflective of the communities we serve and enables all employees to bring their authentic selves to work and feel respected, accepted, and included.
* **Equality Training and Dignity at Work Training**: Delivered company-wide to foster a respectful and inclusive culture.
* **Community Partnerships:** Partnered with Strawberry Fields, a local charitable foundation, to support their Steps to Work programme, helping neurodiverse young adults gain vital work experience.
* **Academic Partnerships:** Established a partnership with a local university to enhance opportunities for learning and development.
* **Living Wage Accreditation:** Recognised as a Real Living Wage employer and accredited under the Fair Employment Charter.
* **Staff Engagement Group:** Created to gather valuable feedback for continuous improvement.
* **Recruitment Outreach:** Expanded our recruitment efforts by supporting events both at our venue and within the wider community. Additionally, we have increased the number of platforms used to advertise vacancies, broadening our reach.
* **Enhanced Exit Interview Process:** Revised to help identify potential barriers contributing to staff turnover, particularly among employees with protected characteristics.
* **Induction Process:** Reviewed to ensure inclusivity is embedded from day one of employment, setting the foundation for a supportive and welcoming workplace.

## Next steps

In 2024/25, The ACC Liverpool Group will continue to build on its progress towards creating a more inclusive workplace by:

* Continuing the implementation of the Equality, Diversity and Inclusion Strategy.
* Introducing an Employer Accessibility Policy.
* Continue to collect and analyse our workforce diversity data to identify areas for improvement.
* Expanding recruitment outreach through partnerships, recruitment fairs and job sites.
* Promoting the company’s commitment to reasonable adjustments in job adverts.
* Reviewing family-friendly policies to ensure inclusivity.
* Analysing staff feedback to address barriers to inclusivity in the workplace.
* Continuing to build relationships across the city and in our community.