

Gender and ethnicity **pay gap** report 2024.

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At ACCA, inclusion remains a fundamental core value that shapes how we operate and advance the accountancy profession. We believe that embracing diversity and ensuring equitable opportunities are the right things to do and essential for driving innovation, resilience, and sustainable growth.

As part of this commitment, we continue to monitor our UK gender and ethnicity pay gaps to ensure that fairness and equality remain at the heart of everything we do.

The gender pay gap, which reflects the difference in average earnings between men and women, is a key measure of workforce equality in the UK. Our 2024 data indicates that we are performing better than national averages. However, despite this positive standing, our pay gap has widened for the last two years. This is largely due to an increase in women hired at lower grades and a higher proportion of men in senior roles. As a relatively small organisation, even slight shifts in headcount and pay progression can significantly impact our figures.

This is also reflected in our bonus gap, which indicates a more even distribution of discretionary pay across ACCA. However, men receive higher discretionary pay on average due to their greater representation in senior roles.

We continue to have a positive ethnicity pay gap. Our results indicate that employees from ethnic minority backgrounds earn more on average across our grades than white employees. More people have declared their ethnicity in the last year which is pleasing, so the accuracy of our data has improved.

To ensure we remain focused on creating an encouraging, confident and forward-thinking environment where everyone can flourish, we are committed to:

- Ensuring transparency around pay and progression opportunities. We communicate clear pay structures, standardise salary reviews and bonuses and explain how pay decisions are made. We also conduct regular pay audits using local and global benchmarks.
- Supporting part-time work and flexible working patterns to enable our people to balance professional aspirations with personal responsibilities.
- Investing in development programmes that empower all employees to grow and advance in their careers.
- Continuing to listen, learn and take action to foster an inclusive culture. We use our bi-annual survey and people can ask questions about pay and progression at any time to their manager or HR business partner.

Our ongoing efforts to cultivate an inclusive culture reflect our dedication to building a profession that truly represents and serves a diverse global community.

Our gender pay gap.



9.12%

Median gender pay gap as of April 2024

Increased by 1.70% from 2023 (7.42%)



9.70%

Mean gender pay gap as of April 2024

Increased by 0.38% from 2023 (9.32%)

What is the gender pay gap?

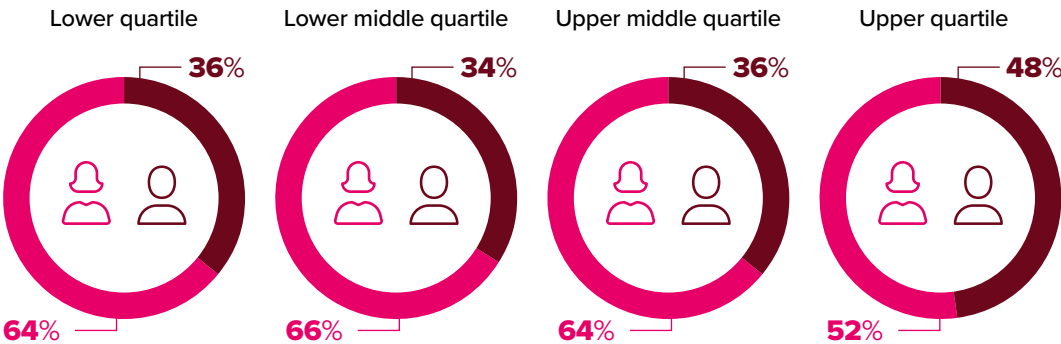
The gender pay gap measures the difference in average pay between all men and all women, regardless of role, grade, length of service and any other differentiating factors. Our latest report is based on the hourly pay taken on the snapshot date of 5 April 2024 and bonuses paid up to the period 5 April 2024.

Since our last report, there has been a marginal increase of 0.38% in our mean gender pay and 1.70% in our median gender pay. The differential change relates to the greater number of females in our lower grades, which has impacted our overall results again and continues to be a key driver to our gender pay gap.

Despite this, we are pleased to continue attracting and employing more females than males at almost all levels within the organisation, with female-to-male recruitment at a ratio of nearly 3:1 across the workforce. We observe a larger number of females joining at our lower grades, which we recognise as building long-term capability for the future, although it impacts our short-term results. Senior female role models play a crucial role in inspiring and empowering women across ACCA. They are vital in shaping the landscape of leadership and success, demonstrating resilience, and ensuring that diverse perspectives are represented within the organisation. While we report a marginal increase, it is important to note that ACCA remains ahead of the national averages at the time of reporting, with a median of 13.1% and a mean of 11.3%.

Gender breakdown by quartile

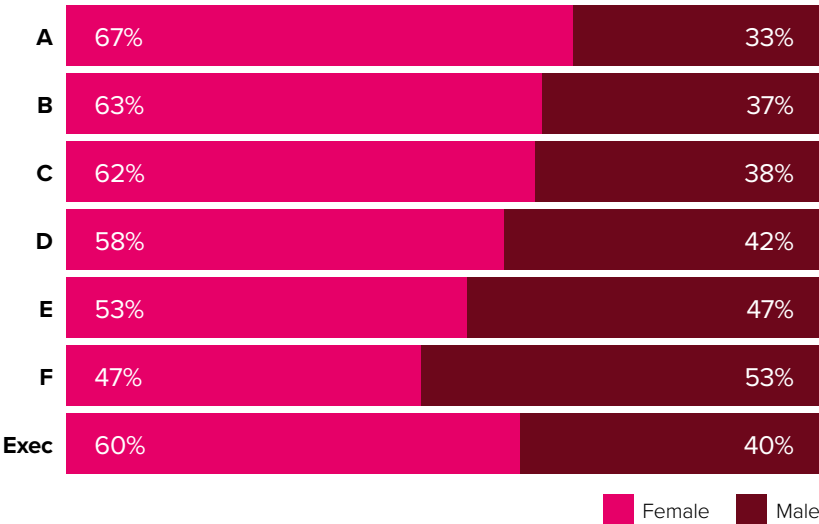
Analysing our pay quartiles helps us ensure that we remain a competitive employer and track progress on our gender balance while actively working to close our pay gap. Employees' hourly rates of pay are used to determine their positions within quartiles, ranging from lowest to highest, and allocating employees into four equal bands.



Gender breakdown by grade

Our Executive Board is committed to a fair, competitive, and performance-driven reward approach that recognises individual contributions and helps us retain talent to drive our bold ambitions. Compensation is a key part of our broader commitment to fostering an environment where every team member feels supported, valued, and empowered to grow and thrive.

External benchmarking is integral to our reward processes. ACCA partners with globally renowned compensation consultancies to access trusted data, ensuring we remain a competitive employer. This exercise is conducted annually as part of our salary review process.



Our bonus gaps.

In line with our compensation philosophy, our discretionary payment approach reflects our appreciation and commitment to our people.

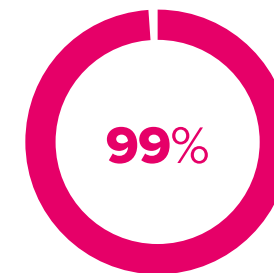
This flexibility allows us to provide inclusive payments to a large proportion of employees. A key factor influencing changes in our discretionary payments is the timing of payments, with two payments awarded during the reporting period for this report.



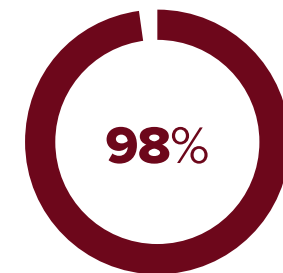
Median bonus gap
(8.28% in 2023)



Mean bonus gap
(-5.90% in 2023)

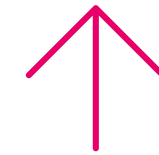


Females receiving a bonus



Males receiving a bonus

The ethnicity pay gap.



-8.07%

Median ethnicity pay gap as of April 2024
(-14.71% in 2023)



-0.54%

Mean ethnicity pay gap as of April 2024
(-4.39% in 2023)

The ethnicity pay gap measures the difference in average pay between White, Black, Asian and individuals of other ethnic groups at ACCA (in the UK), regardless of their role, grade, length of service and any other differentiating factors.

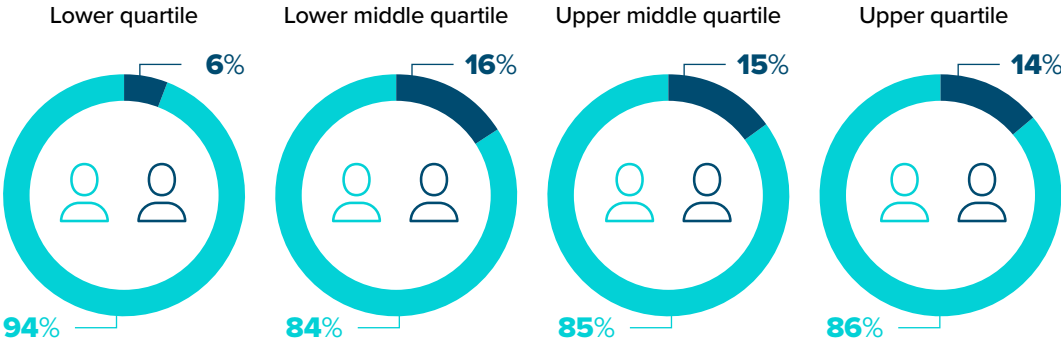
We report our ethnicity pay gap voluntarily, using the same methodology as the gender pay gap process.

Our latest results indicate a slight change in our ethnicity pay gap, although the gap remains positive. Each year, we recognise the potential for volatility in these results, and this year is no exception.



Ethnicity data by quartile

We continue to enhance the accuracy of our ethnicity pay data as the overall number of employees declaring their ethnicity has increased from 79.31% (2022) to 80.84% (2023) and most recently to 82.4% (2024).



Ethnicity breakdown by grade 2023

Based on the disclosed data, employees who are Black, Asian, and of other ethnicities continue to earn more, on average, across our grades. Enhancing transparency through increased data disclosure gives us continued confidence that we pay employees equitably, regardless of their ethnicity. The recruitment of non-white employees has improved positively, helping to enhance our representation across various roles and grades.



White



Non-white

Employees who are Black, Asian and of another ethnicity receiving a discretionary payment has increased from 82% in 2023 to 100% in 2024.

Empowering our people: action plan, culture, and growth at ACCA.

Action plan to reduce our pay gap:

We are the world's most forward-thinking professional accountancy body, committed to championing inclusion as a global priority. In our last report, we announced our cultural theme focused on inclusion and are pleased to share the progress we have made since then. We lead the global accountancy profession by creating opportunities and proudly supporting a diverse community of over 252,500 members and 526,000 future members across 180 countries. As a global organisation, we embrace diversity by understanding cultural differences and nuances, which are fundamental to our success.



Culture at ACCA:

We have been focusing on key areas to promote our inclusive working environment and culture. These include:

■ The launch of refreshed behaviours for ACCA:

These behaviours are the cornerstone of our daily interactions, guiding our decision-making and supporting our ability to deliver on our strategic ambitions. They reflect our unwavering commitment to creating a positive, dynamic, and resilient workplace culture at ACCA.

■ **Developing and recognising leaders:** We focus on nurturing leaders who are adaptive, self-aware, value diversity, and build interpersonal trust.

■ **Embedding our commitment to fairness and equality:** Through our policies and processes, we aim to remove bias and ensure that everyone, regardless of their background, identity, or experiences, is treated fairly and has equal opportunities.

■ **Cultivating a collaborative, flexible, and fair culture:** We strive to enable all employees to reach their full potential while bringing their true selves to work.

■ **Supporting employee-led communities:** We harness the passion and enthusiasm of our open-to-all, employee-led communities to create safe spaces for connecting with others who share similar interests and experiences.

Wellbeing at ACCA:

- We offer a comprehensive range of benefits to support our employees' physical, mental, and financial health and wellbeing. Additionally, we provide various activities and groups to foster connections across our organisation.
- Employee wellbeing is central to our culture and the way we work at ACCA. We are committed to providing a caring and supportive working environment that enables everyone to develop to their full potential. As part of our global benefits, employees now have access to Champion Health, known as 'the Netflix of wellbeing'. This online platform offers digital health assessments, personalised and confidential health reports, and a comprehensive library of content to support every aspect of wellbeing.

Ways of working:

We have championed flexible working for several years, recognising its role in enabling our employees to thrive. We are pleased to confirm that this practice remains in place, reflecting our high level of trust. While many organisations are altering their approaches, ACCA remains committed to offering a hybrid model of flexible working, which is highly valued by our employees.

Career development and continuous learning:

- Continuous learning and personal growth are integral to our employee value proposition at ACCA. We aspire to cultivate a culture of continuous learning, providing an environment where all our people are motivated, supported, and given development opportunities to unlock their potential.
- We conduct a series of core skills workshops designed to help employees understand and apply behaviours such as inclusion, innovation, and integrity in their daily work. The workshop themes are updated quarterly, with the most recent theme focusing on 'Relating.' This included training on emotional intelligence, creating a trusting environment, and engaging in courageous conversations.
- Additionally, an employee-led initiative called 'Aspire to Inspire' has been developed by our Empowerment and Support Group. This initiative explores stories of leadership, with a focus on female leaders across the organisation. The goal is to hear from our female leaders at various stages of their career journeys, sharing insights on what has inspired them, how they manage work-life balance, and the life lessons they have learned along the way.
- A core learning module at ACCA focuses on Inclusion. This module covers all aspects of Inclusion, including our policies and values. It also addresses microaggressions and explains unconscious bias. All employees complete this module as part of their induction.

Reward and Resourcing at ACCA:

As global pay transparency rules evolve, we are continually reviewing and updating our practices. We openly share our reward philosophy, which emphasises fair, consistent, and competitive compensation for our employees. Educating our leaders and managers is crucial to this process, ensuring they are equipped to have meaningful conversations about reward. Since our last report, we have introduced new guidelines to our shortlisting process for senior-level positions to ensure maximum inclusivity.

ACCA is committed to pay equity, it is integral to our values and essential for creating a diverse and inclusive environment where all employees can thrive.





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THINK AHEAD