



# OUR GENDER PAY GAP REPORT 2017

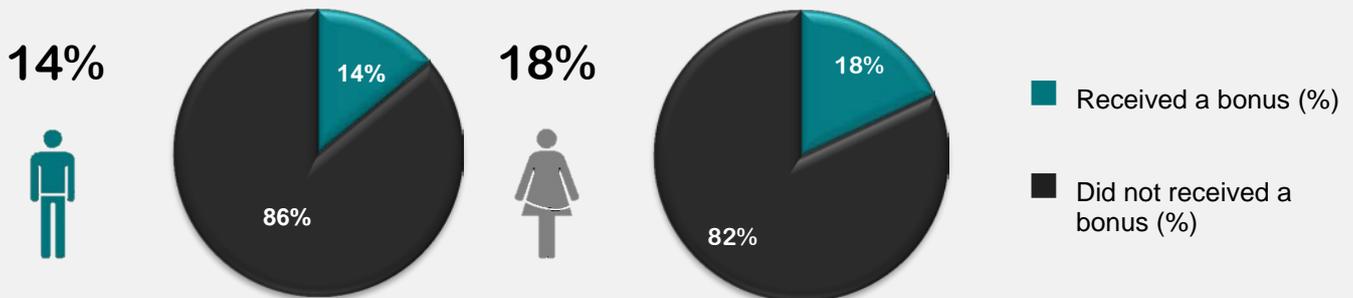
At the Harpur Trust we are committed to fairness, equality and inclusion and continuously review our policies in these areas to ensure their effectiveness.

## Pay & Bonus Gap

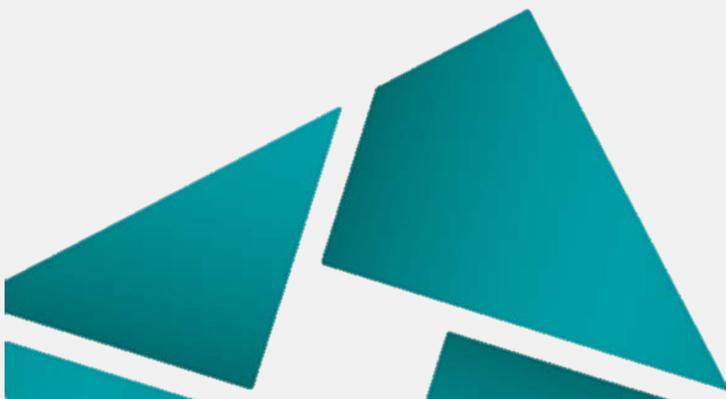
	Difference between men and women	
	Mean	Median
Hourly fixed pay	16.9%	25.6%
Bonus paid	-38%	0.0%

The table above shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date (i.e. 5 April 2017). It also captures the mean and median difference between bonuses paid to men and women in the year up to 5 April 2017.

## Proportion of colleagues awarded a bonus



This shows that 4% more women than men were paid a bonus in the year up to April 2017. The majority of bonuses were small Christmas gifts valued at £25 or less.

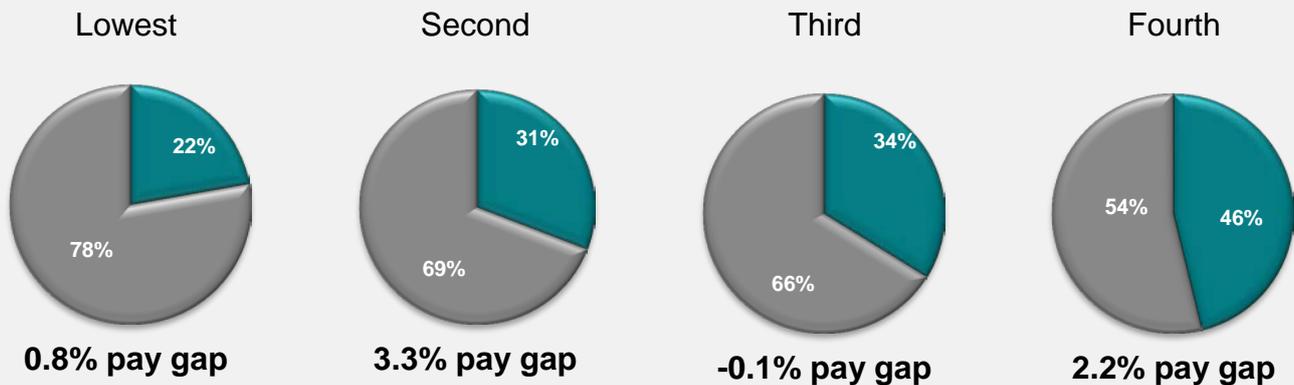




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## Pay Gap By Quartile

Quartiles are calculated by listing the rates of pay for each employee across the organisation from lowest to highest, before splitting that list into four equal-sized groups and calculating the percentage of males and females in each. The image below illustrates the gender distribution at The Harpur Trust across the four equally sized quartiles, each containing 266 colleagues.



Within each quartile we have calculated the pay gap based on hourly rates of pay of men and women.

I confirm that the data reported is accurate.

**David Russell**  
Chief Executive

27 March 2018



## The Harpur Trust's Gender Pay Report 2017

### Introduction

The Equality Act 2010 (Gender Pay Gap Information) Regulations require employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees.

The gender pay gap shows the difference between the mean and median earnings of men and women, regardless of the nature of their work. This is expressed as a percentage of men's earnings ie. women earn X% less than men. For differences in rates of pay and bonuses, a positive percentage indicates that men in an organisation receive a higher rate than women in an organisation. A negative percentage indicates that men in an organisation receive a lower rate than women in an organisation.

A gender pay gap is different from an equal pay comparison, which would involve direct comparison of two people or groups of people carrying out work of equal value.

### Our Results

We are confident that men and women are paid equally for doing equivalent jobs across our organisation.

Our overall gender pay gap is influenced significantly by the broad range of roles within our organisation. However, the gender pay gaps in each quartile are significantly lower than the overall gap. In our lowest and second pay quartiles, the percentage of women is twice that of men and they are typically working in areas such as Early Years provision, catering and cleaning. Many of these roles are part-time or sessional and, as is the case on a national scale, have higher female occupancy.

We are pleased to report that we have higher female representation in our Senior Leadership roles – 7 women (2 School Heads, 2 Bursars, Finance Director, HR Director and Community Programmes Director) and 5 men (Chief Executive, 2 School Heads and 2 Bursars), so women are not under-represented in those positions.

Comprising of 10 women and 14 men, our Trustee Board also demonstrates a more broadly balanced gender representation and, whilst our current Chief Executive is male (thus contributing to our gender pay gap), his rate of pay is 4.8 times the median, which is a considerably lower ratio than that of many organisations.



## Our Continued Commitment to Improvement

There are already a significant number of part-time, term-time only and job share opportunities available within the organisation, and our culture of flexibility helps to attract women to our Senior Leadership roles. However, to reinforce that culture, we will ensure that our family friendly policies, which include enhanced maternity pay and additional paid emergency days, are more widely promoted.

We already use a broad range of recruitment channels, including advertising internally and on social media platforms, and we will continue to improve our use of gender-neutral language. Interviews are conducted by selection panels, thereby ensuring that decisions are not left to individuals. However, we will seek to ensure greater scrutiny of the balance of those selection panels to guard against bias. This would potentially have the dual effect of improving access for women into more senior roles, as well as providing men with more access into traditionally female roles such as Early Years provision.

2017 saw the launch of the Harpur Trust's Inspiring Leaders Programme. Designed to equip delegates with essential leadership skills, the 12-month programme includes 360 degree review and Myers Briggs Type Indicator (MBTI) reports to assist with the identification of development goals, a leadership workshop and coaching session with external consultants to support the achievement of those goals, and a series of practical Focus On Sessions to help build leadership and management skills. The first year's cohort consists of 8 women and 4 men and it is anticipated that each year this programme will contribute significantly to the development of our leadership capability and will support our succession planning.

Recognising that there is more that can be done to improve our inclusive culture, plans are in place for the delivery of training sessions for our Trustee Board and senior leaders. Diversity and inclusion training is also a mandatory module on our Inspiring Leaders Programme and is available to all our employees, details of which are communicated and promoted across the organisation through our Training Directory.

## Checklist of Actions

- ✓ Wider promotion of family friendly policies (including Time Off Policy)
- ✓ Greater use of gender-neutral language in recruitment advertising
- ✓ Greater scrutiny of recruitment selection panels
- ✓ Assessment of the impact of the Inspiring Leaders Programme on female promotional opportunities
- ✓ Delivery of inclusion training across the organisation

