



OUR GENDER PAY GAP REPORT 2020

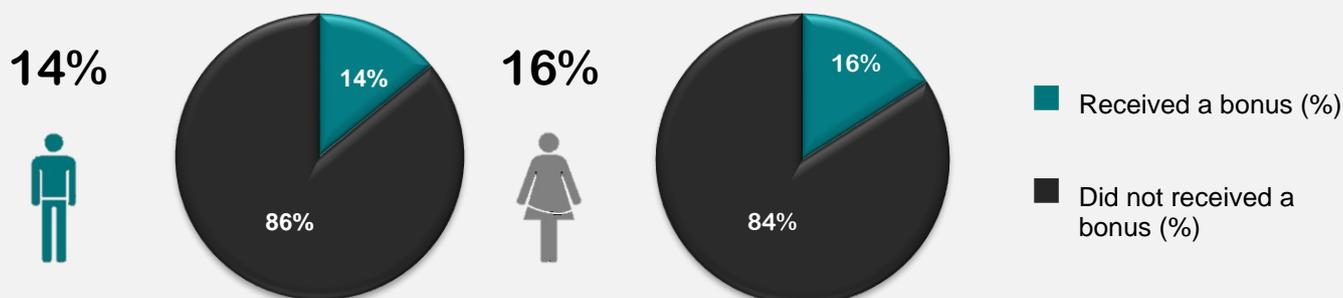
At the Harpur Trust we are committed to fairness, equality and inclusion and continuously review our policies in these areas to ensure their effectiveness.

Pay & Bonus Gap

Difference between men and women		
	Mean	Median
Hourly fixed pay	21.3%	33.2%
Bonus paid	-70.5%	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 2020). It also captures the mean and median difference between bonuses paid to men and women in the year up to 5 April 2020.

Proportion of colleagues awarded a bonus



This shows that 2% more women than men were paid a bonus in the year up to April 2020. The majority of bonuses were small Christmas gifts valued at £25 or less. Bonuses larger than £25 were awarded to only 5 employees in 2020; 1 male and 4 females.

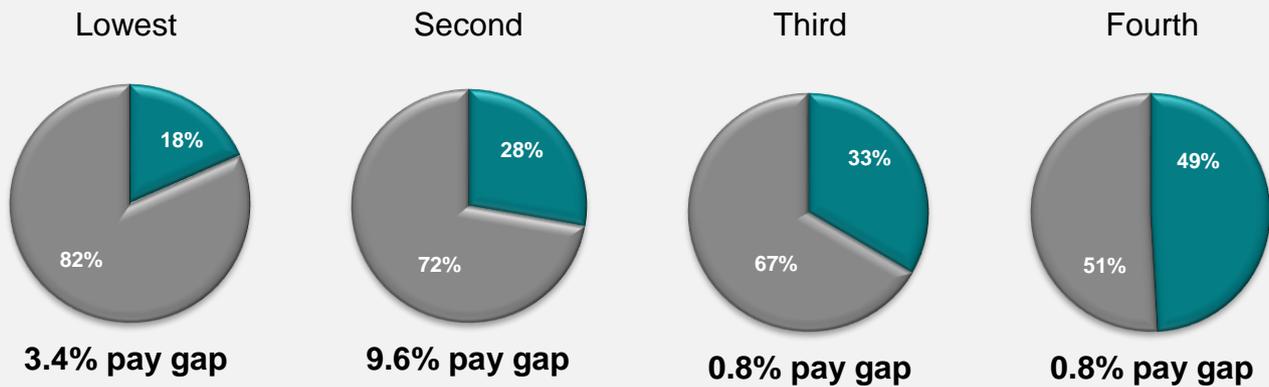




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Pay Gap by Quartile

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 quartiles, each containing either 277 or 278 colleagues.

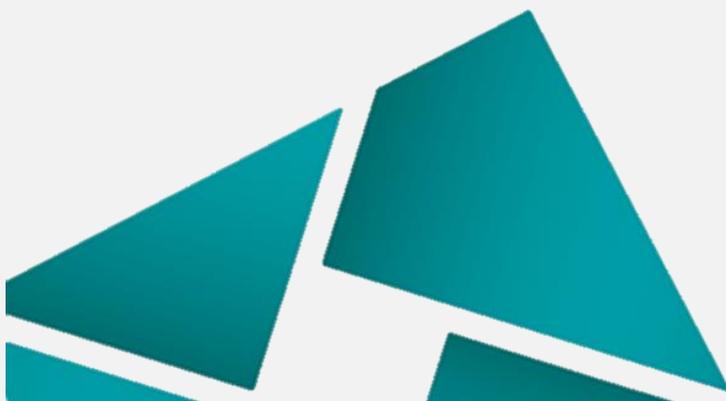


Within each quartile we have calculated the pay gap based on hourly rates of pay of men and women.

I confirm that the data reported is accurate.

David Steadman
Chief Executive

16 March 2021



The Harpur Trust's Gender Pay Report 2020

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 i.e. 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. When compared to 2019, there has been a slight increase in the gap in all but the third quartile. There has been an increase of 3.4% in the lowest quartile, a 3.5% increase in the second quartile, and the fourth quartile has increased by 0.4%. In the third quartile there has been a decrease year on year of 0.7%.

There are 5 and 11 more females in the lowest and second quartiles respectively, compared to 2019. In the lowest quartile there has been a year on year average increase in pay for males of 10% and for females of 6%. This could be attributed to more new starters joining on lower 'entry' salaries being female than male, and a high turnover in the lowest paid roles. There are 4 fewer females each in the third and fourth quartiles compared to 2019. In the third quartile, average pay for males has increased by 2%, with a 3% average pay increase for females. Average pay increases in the third quartile are more consistent between men and women due to the teachers' pay scale structure.

In our second and third pay quartiles, the percentage of women is more than twice that of men. Roles in our lowest quartile (in which there is only 18% male occupancy, a reduction of 2% compared to 2019) are typically those in areas such as Early Years Provision, catering and cleaning, and many of these roles are part-time or sessional. In our fourth quartile, there is a slightly higher rate of female occupancy (2% higher), although this is 2% lower than 2019.



Compared to our 2019 report, representation in our Senior Leadership roles remains unchanged – 5 women (2 School Heads, Finance Director, HR Director and Community Programmes Director) and 6 men (Chief Executive, 2 School Heads and 3 Operations Director). However, women are not significantly under-represented in these senior roles, and average pay increases for males and females are identical in the fourth quartile, each at 2%.

Our Trustee Board comprises of 9 women and 14 men and, whilst our current Chief Executive is male (thus contributing to our gender pay gap), his rate of pay is 3.5 times the median, which is a considerably lower ratio than that of many organisations.

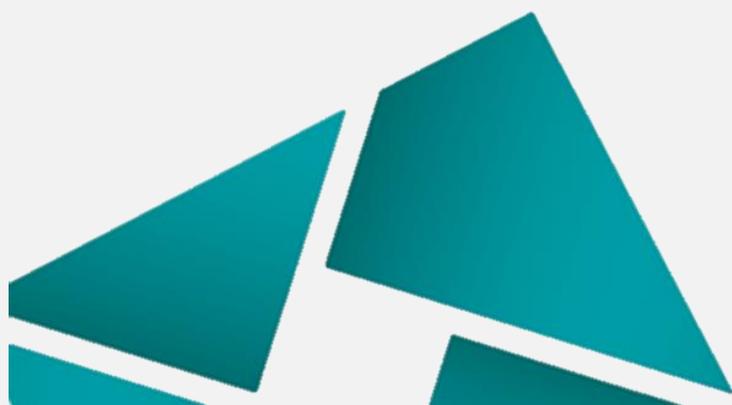
Our Continued Commitment to Improvement

As reported in previous years, there is 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. In the year to 5 April 2020, 30 employees (25 female and 5 male) made flexible working requests, an increase of 18 compared to 2019. Flexible working arrangements have been agreed for 27 of the 30 applicants. One request was declined as a request had already been granted to the employee in the preceding 12-month period. Two other applications were declined because the reduction in hours requested was not viable from an operational perspective.

To continuously reinforce a culture of flexibility, we ensure that prospective, new and current staff are aware of our Time Off and Family Friendly Policies, which include enhanced maternity pay and additional paid emergency days.

We use as broad a range of recruitment channels as possible, including advertising internally and on social media platforms, and we strive to improve our use of welcoming and gender-neutral language in recruitment literature. Where possible we state in recruitment adverts that flexible/part-time hours will be considered for roles. Interviews are conducted by selection panels, thereby ensuring that decisions are not left to individuals, and the Harpur Trust makes Behavioural Event Interviewing training available to all employees who are involved in recruitment and selection. Plans are in place to broaden the delivery of this training, with the potential to extend it to Trustees and Governors. We seek to ensure continued scrutiny of the balance of selection panels to guard against bias. This potentially has 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.

Now in its third year, the Harpur Trust's Inspiring Leaders Programme continues to support employees who aspire to leadership roles within the organisation. 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. As was the case in the first two years, female participation in this third cohort outweighs that of male employees by 10:3. Competition for places was strong, especially now that the programme has been accredited by the Institute of Leadership and Management (ILM) so that delegates



can achieve a nationally recognised Level 5 Award in Leadership and Management. The programme is establishing a good track record of delegates going on to either promotional roles within the organisation or taking on broader responsibility for projects within their current roles to help embed the skills acquired during the training. Despite the impact of Covid-19, the ILP has continued via online delivery.

Building on our diversity and inclusion work in the previous year, Respectful Workplace training was delivered at INSET in September 2019. *The Role of Diversity in High Performing Teams* continues to be available to all staff as part of our in-house training offering, and is a compulsory module on our Inspiring Leaders Programme. All of this is with the intention of continuing to build a culture that is inclusive, promotes employee wellbeing, and creates an environment in which all our people can reach their potential.

In January 2020 work commenced on the Harpur Trust's strategic plan. With the intention that the planning process should be highly participative, all staff were invited to apply for a voluntary roles on one of the project teams. 13 women and 8 men joined the strategic planning teams, 8 of whom were also either current or previous ILP delegates. Unfortunately, due the onset of the Covid-19 pandemic shortly after its launch, the project was put on hold while the organisation responded to the demands of the unfolding crisis. However, when it resumes, the opportunity will remain for the same group of volunteers to develop their strategic skills and to be involved in shaping the future of the organisation.

Checklist of Continuing Actions

- ✓ Continued scrutiny of recruitment selection panels
- ✓ Continue to encourage greater participation in the Harpur Trust's Behavioural Event Interview training, considering its extension to Trustees and Governors
- ✓ On-going assessment of the impact of the Inspiring Leaders Programme on female promotional opportunities
- ✓ When the strategic planning process re-starts, ensure that original volunteers remain involved in the project to shape the future of our organisation

