



# OUR GENDER PAY GAP REPORT 2021

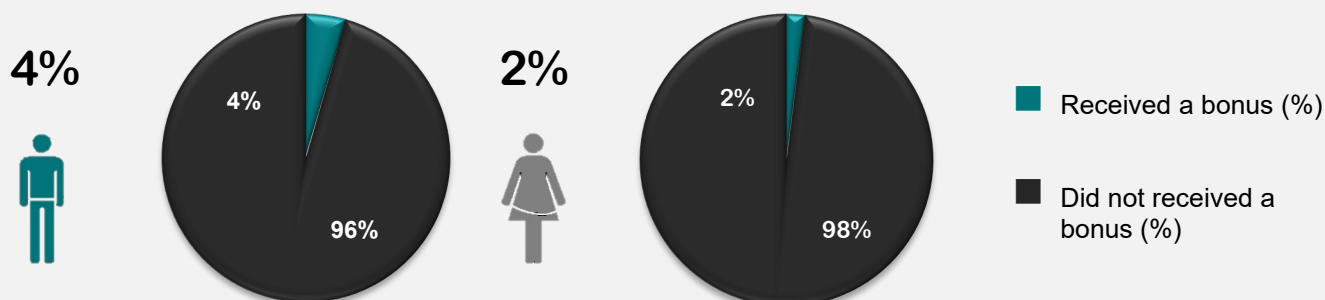
At the Harpur Trust we are committed to fairness, equality and inclusion and continuously review our policies in these areas to ensure their effectiveness.

## Pay & Bonus Gap

	Difference between men and women	
	Mean	Median
Hourly fixed pay	21.2%	30.4%
Bonus paid	6.0%	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 2021). It also captures the mean and median difference between bonuses paid to men and women in the year up to 5 April 2021.

## Proportion of colleagues awarded a bonus



This shows that 2% more men than women were paid a bonus in the year up to April 2021. In terms of headcount, 15 men and 18 women were awarded a bonus.





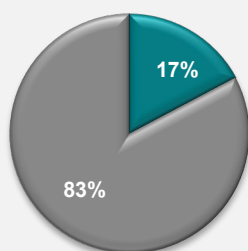
# OUR GENDER PAY GAP REPORT 2021

## 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 261 colleagues.

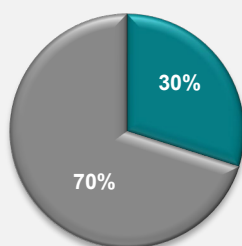


Lowest



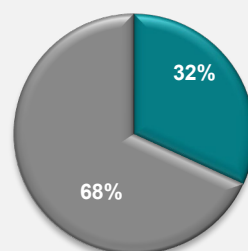
2.4% pay gap

Second



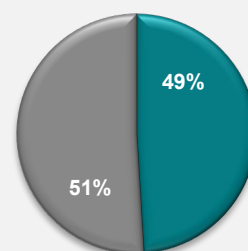
1.9% pay gap

Third



1.2% pay gap

Fourth



1.1% pay gap

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

15 March 2022



# The Harpur Trust's Gender Pay Report 2021

## 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 substantially lower than the overall gap. When compared to 2020, there has been a decrease in the gaps in the lower and second quartiles, and a slight increase in the gaps in the third and fourth quartiles. There has been a year on year decrease of 1% in the lowest quartile, a decrease of 7.7% in the second quartile, and the third and fourth quartiles have increased by 0.4% and 0.3% respectively.

Whilst the physical sample number of employees is lower compared to 2020, mainly due to the effect of furlough during the Covid-19 pandemic, the overall percentage split of females /males is the same. The percentage split has though slightly shifted in the first 3 quartiles.

In the lowest quartile there has been a year-on-year average increase in pay for males of 1% and for females of 3%. In the second quartile there has been a year-on-year average increase in pay for males of 3% compared to 12% for females. This could be attributed to the shift in quartiles due to the effect of furlough during the pandemic period. In the third and fourth quartiles the year-on-year increase for males and females is identical, at 3% and 5% respectively. Average pay increases in the third and fourth quartiles 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 17% male occupancy, a reduction of 1% compared to 2020) 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; the same as in 2020).



Compared to our 2020 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 Directors). 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 5%.

Our Trustee Board comprises of 8 women and 15 men and, whilst our current Chief Executive is male (thus contributing to our gender pay gap), his rate of pay is 3.3 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 2021, 24 employees (20 female and 4 male) made flexible working requests. This is a decrease in applications of 6 compared to 2020 which can be attributed to home working during the pandemic period. Flexible working arrangements have been agreed for 17 of the 24 applicants. The 7 requests which were declined were all because they weren't viable from an operational perspective.

To reinforce a culture of flexibility, we continually 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**.

In June 2020 the Chair of the Harpur Trust made a significant **public commitment to inclusion**, which can be accessed on our website at <https://www.harpurtrust.org.uk/our-inclusion-commitment>.

The Board asked each of its committees to oversee plans to identify and tackle any issues in equality, diversity and inclusion. Policy Committee was tasked with bringing all our plans together and overseeing progress across the whole Trust. A key part of this work is the development of an inclusion survey, the results of which will inform a plan of actions to be taken in response to that employee feedback.

Due to the impact of the Covid-19 pandemic, the third Harpur Trust's **Inspiring Leaders Programme** (ILP3) spanned 2 years rather than the usual 12 months, with female participation outweighing that of male employees 10:3. Despite the pandemic disruption, all but 2 (one male and one female) successfully completed the programme which is testament to the value it adds to the development of our leaders. The programme continues to build on its 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.



Our Inspiring Leaders Programme is accredited by the **Institute of Leadership and Management (ILM)** so that delegates can achieve a nationally recognised Level 5 Award in Leadership and Management. For those in the first, second and third delegate cohorts, completion of the assignments for the ILM Award was optional. For the fourth cohort (ILP4), the programme will be further enhanced in order to prepare delegates for Senior Leadership roles, and so the completion of assignments for this award will be mandatory. This is intended to further increase the impact of this programme on the promotional prospects of delegates within and beyond the Harpur Trust. Indicative Harpur Trust delegate numbers for ILP4 suggest that all places on this programme will be occupied by female colleagues.

To work in tandem with our Inspiring Leaders Programme, during the year to 5 April 2021 we have developed our **People Management Programme (PMP1)** which will launch in the autumn of 2021 and will support the development of our middle managers. This programme will include unconscious bias training, to be delivered by an external expert. Indicative delegate numbers for PMP1 are 17 women and 6 men.

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 role 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 to 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, once work resumed in April 2021, the original volunteers were contacted again for briefing and consultation on our education and community strategies and this group has, once again, had the opportunity to develop their strategic skills and to be involved in shaping the future of our organisation.

### Checklist of Continuing Actions

- ✓ Develop and launch inclusion plan.
- ✓ Develop the Inspiring Leaders Programme for the fourth cohort to further increase the impact of this programme on the promotional prospects of delegates.
- ✓ Launch People Management Programme to support the development of middle managers, and ensure high levels of female participation.
- ✓ Maintain awareness of Time Off and Family Friendly Policies.
- ✓ Continued scrutiny of recruitment selection panels.

