



OUR GENDER PAY GAP REPORT 2022

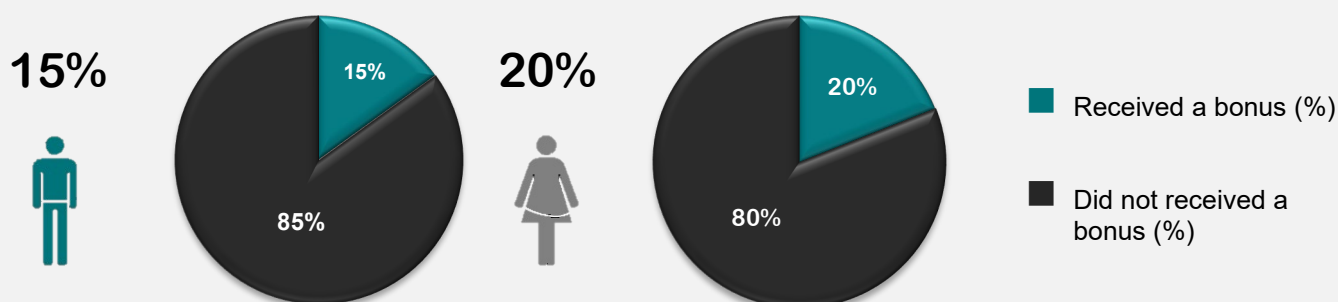
At the Harpur Trust we are committed to fairness, equality and inclusion and continuously review our policies in these areas to ensure their effectiveness.

Pay & Bonus Gap

Difference between men and women		
	Mean	Median
Hourly fixed pay	20.2%	30.3%
Bonus paid	13.5%	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 2022). It also captures the mean and median difference between bonuses paid to men and women in the year up to 5 April 2022.

Proportion of colleagues awarded a bonus



This shows that 5% more women than men were paid a bonus in the year up to 5 April 2022. In terms of headcount, 61 men and 157 women were awarded a bonus, many of which were small Christmas bonuses.

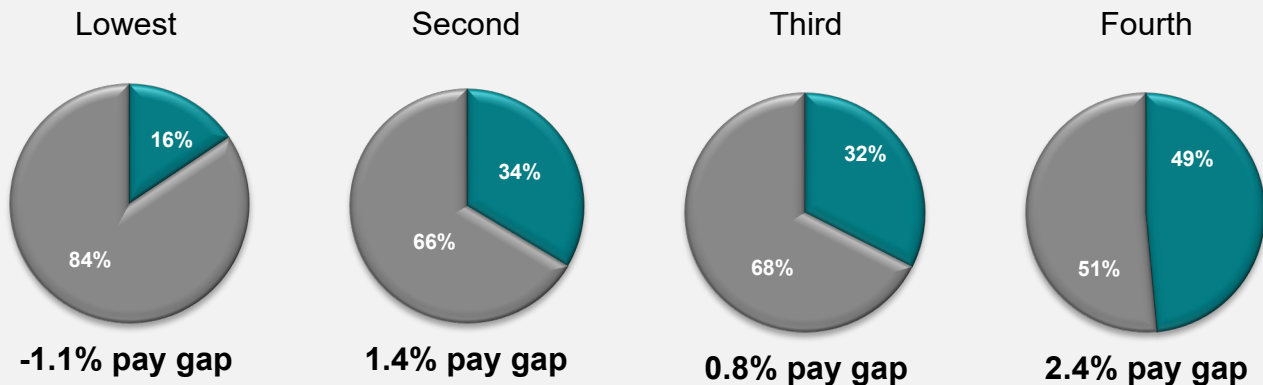




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Pay Gap by Quartile

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, the lowest quartile containing 269 employees and the second, third and fourth quartile each containing 268 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

14 March 2023



The Harpur Trust's Gender Pay Report 2022

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 2021, there has been a decrease in all gaps except that of the fourth quartile. There has been a year on year decrease of 3.5% in the lowest quartile, a decrease of 0.5% in the second quartile, a decrease of 0.4% in the third quartile, and a 1.3% increase in the fourth quartile.

The number of full pay relevant employees has increased by 29 compared to the previous year. This would be expected as employees on 80% furlough were excluded in the previous year. The number is not back to the April 2020 year which was 1,100. In the overall sample the percentage split between male and female shifted by 1% compared to the previous year – there are 1% fewer women. The biggest percentile change is in quartile 2.

Whilst gaps in each quartile have fluctuated over the years, the second quartile has seen the most significant decrease since 2018. In the same period, quartile three has remained steady with a gap of no more than 1.5%. The gap in the lowest quartile has gradually decreased to the current position in which men in that quartile receive a lower rate than women. In 2022, we see the largest ever gap in quartile four, which at 2.4% is double that of the previously highest gap.

In the lowest quartile there has been a year-on-year average increase in pay for males of 4% and for females of 7%. In the second quartile there has been a year-on-year average increase in pay of 2% for males and females. In the third quartile the year-on-year increase for males and females is also identical at 2%. In the fourth quartile there has been a year-on-year increase for males of 7% and for females of 6%. The pattern for this year is therefore consistent with those longer-term trends. Average pay



increases in the third and fourth quartiles are generally 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 approximately twice that of men. Roles in our lowest quartile (in which there is only 16% male occupancy, a reduction of 1% compared to 2021) 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 the previous 2 years).

Compared to our 2021 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). Women are not significantly under-represented in these senior roles, although this year average pay increases for males is 1% higher in the fourth quartile compared to females.

Our Trustee Board comprises of 7 women and 15 men (a reduction of one female since 2021) and, whilst our current Chief Executive is male (thus contributing to our gender pay gap), his rate of pay is 3.6 times the median, which is 0.3 times higher than in 2021 but still 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 2022, 20 employees (19 female and 1 male) made flexible working requests. This is a slight decrease in applications of 4 compared to 2021 which can be attributed to a level of continued home working and other informal flexibility follow the pandemic period. **Flexible working arrangements** have been agreed for 16 of the 20 applicants. The 4 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**.

Our Institute of Leadership and Management (ILM) accredited **Inspiring Leaders Programme** continues to be one of the key methods by which we support the development of our employees. We further developed the programme for the fourth cohort, which ran during the 2021/2022 academic year, to continue to positively impact the promotional prospects of delegates. In that fourth year, the entire cohort was female and the content of the programme was enhanced to be more relevant to those aspiring to Senior Leadership Team positions. We also made the completion of ILM assignments mandatory to ensure that the delegates' learning is recognised and formally acknowledged to support future career development.



To work in tandem with our Inspiring Leaders Programme, during the year to 5 April 2022 we delivered our first **People Management Programme** to support the development of our middle managers. As with the Inspiring Leaders Programme, female participation exceeded two-thirds (17 females and 6 males) which is slightly higher than the approximate two-thirds/one-third female/male split across the organisation as a whole. This is consistent with our commitment to ensuring high levels of female participation in our leadership and management development programmes.

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 style and content of this employee inclusion survey was developed for launch in September 2022, the results of which will inform action plans. To ensure that we focus on impact rather than activity, a method of reporting measurable outcomes from action plans across the Trust is also being developed.

As part of our ongoing commitment to employee development and to ensuring that the Trust and its schools are inclusive places to work, we plan to develop another **training programme which would be mandatory for all line managers**. Training all line managers in the Trust's policies, procedures and best practice would not only ensure that delegates are properly equipped to undertake their responsibilities, but will support the development of a culture that prioritises high standards of people management. As is the case with the existing ILP and PMP, this programme will include **unconscious bias training** which blends external expertise with practical implementation guided by in-house professionals.

With the introduction of our **online recruitment system** we are better able to monitor the **gender balance of job applicants** as they move through the selection and appointment process. This data is being scrutinised at termly school governor meetings to ensure that, wherever possible, there is a balance of male and female candidates who progress to interview, particularly for senior roles.

There are pay scales in place for teaching staff across the Harpur Trust. Until teachers reach point 6 of the scale they are normally eligible for automatic annual progression to the next point on the Pay Scale. However, to **progress to Threshold Points 1, 2 and 3**, teachers are required to submit an application. To be successful a teacher must demonstrate and produce evidence of competence in all elements of the relevant standards at each level as well as be able to demonstrate and produce evidence that their achievements and contribution to the school are substantial and sustainable. To ensure that all teaching employees are aware of the requirements for accessing those higher pay scales, we will ensure that those who are entitled to apply each year are notified and encouraged to do so wherever possible.



Checklist of Continuing Actions

- ✓ Launch Employee Inclusion Survey and prepare action plans based on the data
- ✓ Develop inclusion survey action plan impact reporting
- ✓ Develop mandatory line manager training
- ✓ Termly monitoring of candidate gender balance in the recruitment process
- ✓ Encourage threshold applications each year from those eligible to apply
- ✓ Maintain awareness of Time Off and Family Friendly Policies
- ✓ Continued scrutiny of recruitment selection panels to ensure gender balance and appropriate unconscious bias and interview skills training

