



# OUR GENDER PAY GAP REPORT 2023

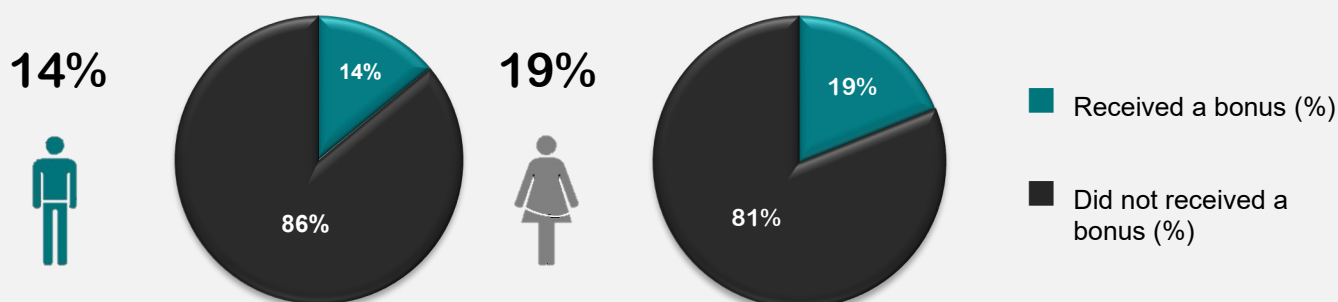
At the Harpur Trust we are committed to fairness, equality and inclusion and continuously review our policies in these areas to ensure their effectiveness.

## Pay & Bonus Gap

	Difference between men and women	
	Mean	Median
Hourly fixed pay	19.2%	29.2%
Bonus paid	63.9%	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 2023). It also captures the mean and median difference between bonuses paid to men and women in the year up to 5 April 2023.

## Proportion of colleagues awarded a bonus



This shows that the proportion of women paid a bonus is 5% higher than that for men in the year up to 5 April 2023. In terms of headcount, 55 men and 153 women were awarded a bonus, the majority of which were small Christmas bonuses.

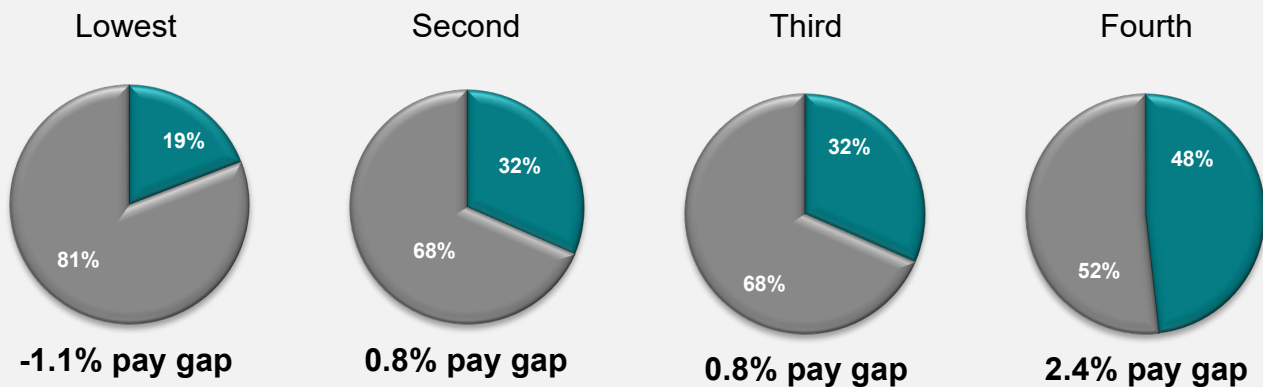




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## Pay Gap by Quartile

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, with all quartiles containing 282 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

26 March 2024



# The Harpur Trust's Gender Pay Report 2023

## 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 2022, gaps in all quartiles are identical to last year, the widest gap being 2.4% in the fourth quartile.

The number of full pay relevant employees has increased by 55 compared to the previous year. At 1,128 this number is now above the pre-pandemic April 2020 year which was 1,100. In the overall sample the percentage split between male and female is the same as the previous year. There are 3% more men and 3% fewer women in the lowest quartile, more women in the second quartile (+2%) and fourth quartile (+1%), while the percentage male/female split has remained the same in the third quartile.

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 2023, as was the case in 2022, we continue to see the largest ever gap in quartile four, which at 2.4% is double that of the previously highest gap in that quartile.

In the lowest quartile there has been a year-on-year average increase in pay for males of 10% and for females of 9%. In the second quartile there has been a year-on-year average increase in pay of 3% for males and females. In the third quartile the year-on-year increase for males is 5% and for females is 4%. In the fourth quartile there has been a year-on-year increase for males of 2% and for females a reduction of -3%. Average pay increases in the third and fourth quartiles are generally more consistent



between men and women due to the teachers' pay scale structure, but this has not been the case this year.

In our second and third pay quartiles, the percentage of women is approximately twice that of men. Roles in our lowest quartile (in which this year there has been an increase of 3 percentage points in male occupancy from 16% to 19% compared to 2022) 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 (4% higher; an increase of 1% since 2022).

Compared to our 2022 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 5% higher in the fourth quartile compared to females.

Our Trustee Board comprises of 7 women and 17 men (an increase of 2 men since 2022) 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 the same as 2022 and is 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 2023, 26 employees (21 female and 5 male) made flexible working requests. This is an increase in applications of 6 compared to 2022. **Flexible working arrangements** have been agreed for 17 of the 26 applicants (60% of male applications and 67% of female applications). The 9 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 all 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 **online recruitment system** was fully adopted at all locations during the year to 5 April 2023. Through this we monitor the **gender balance of job applicants** as they move through the selection and appointment process. This data continues to be 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. For Trust-wide senior appointments we also work to ensure gender balance on the selection panels.

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 ensure that those who are entitled to apply each year are notified and encouraged to do so wherever possible.

Our ILM accredited **Inspiring Leaders Programme (ILP)** continues to be one of the key methods by which we support the development of our employees. This was supplemented during the year to 5 April 2022 with our **People Management Programme (PMP)** to support the development of middle managers. In February 2023 we launched our **Management Essentials Programme (MEP)** which is mandatory for all line managers. Training all line managers in the Trust's policies, procedures and best practice ensures that delegates are properly equipped to undertake their responsibilities and supports the development of a culture that prioritises inclusivity and high standards of people leadership and management. **Unconscious bias training**, which blends external expertise with practical implementation guided by in-house professionals, is a key feature of all our training programmes.

The bespoke and flexible nature of our Inspiring Leaders Programme meant that in the year to 5 April 2023 we were able to welcome female delegates back to the training who had previously started but been unable to complete the programme due to caring responsibilities. A female People Management Programme delegate had also been able to continue her participation using Keeping In Touch Days while on maternity leave. These programmes are a significant part of our ongoing commitment to employee development, ensuring that the Trust and its schools are inclusive places to work. They continue to positively impact the promotional prospects of delegates. Since the launch 2017, there has been **73% female participation in our leadership and management programmes**, which is higher than the 5 April 2023 female representation of 67% across the organisation. To date, of the 58 ILP delegates, 12 have been promoted, 10 of whom are female. Meanwhile, of the 47 PMP delegates, 5 have been promoted, 4 of whom are female.

The CIPD reported in 2023 that over a quarter of women (27%) aged 40-60 in the UK, who were in employment and had experienced menopause symptoms – an estimated 1.2 million – said that menopause had a negative impact on their career progression. The Harpur Trust introduced its **Menopause Policy** in March 2022. Our policy recognises that the menopause is an equality and occupational health and safety issue and that women may need flexibility, support and adjustments during the time of change before, during and after the menopause. The Trust is committed to ensuring that women feel confident in discussing menopausal symptoms openly and are able to ask for support and adjustments. For that reason, menopause at work is an issue for men as well as women and, to supplement the launch of this policy, we have since made **menopause awareness training** available to all staff at all our schools and the Harpur Trust Office.

A key part of our work in the year to 5 April 2023 to tackle any issues in equality, diversity and inclusion was our **employee inclusion survey**. Our Truthsayers® Implicit Reaction Time survey ran in September 2022, the results from which have informed action plans. Developed by neuroscientists, this neurotech approach focuses on what staff actually believe, rather than on the consciously thought-out answers that often result of tradition survey methods. The Implicit Reaction Time method can't be faked as it works before conscious thought processing occurs. As a result, the survey provides a much more accurate picture which means that actions plans can focus on the most important areas. Examples of those actions include a more inclusive approach to the recruitment of Trustees and Committee members, development of staff committees to improve communication and to ensure inclusion issues



are raised and dealt with, and using frameworks and accreditations to provide structure to our inclusion work. To ensure a focus on impact rather than activity, a method of reporting measurable outcomes has been developed and is overseen by our Policy Committee. To help assess our progress, the employee inclusion survey will be repeated in autumn term 2024. To support the sharing of best practice across the Trust, an Inclusion Leads Group is being established which will work to ensure that the impact of action plans is appropriately measured and developed as required.

### Checklist of Continuing Actions

- ✓ Maintain awareness of Time Off and Family Friendly Policies, including enhanced payments
- ✓ Maintain termly monitoring of candidate gender balance in the recruitment process
- ✓ Continued scrutiny of recruitment selection panels to ensure gender balance and appropriate unconscious bias and interview skills training
- ✓ Encourage threshold applications each year from those eligible to apply
- ✓ Maintain the flexibility of our leadership and management training offering to maximise accessibility
- ✓ Maintain awareness of our Menopause Policy and associated training for line managers
- ✓ Repeat the Employee Inclusion Survey in autumn term 2024 to help measure progress
- ✓ Establish Inclusion Leads Group to ensure effective outcomes from our equality, diversity and inclusion work

