



Gender Pay Gap Reporting 2018-19

Introduction

From April 2017, employers with 250 or more employees must publish information on their gender pay gap. The pay gap must be reported on in six different ways:

- the mean and median gender pay gaps
- the mean and median gender bonus gaps
- the proportion of men and women who received bonuses
- the proportion of men and women according to quartile pay bands.

The gender pay gap shows the difference in the average earnings between all men and women in an organisation. It is different to equal pay, which is about the difference in actual earnings of men and women doing equal work (or work of equal value).

The mean gender pay gap is the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

The median gender pay gap is the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

This report shows the difference in the average pay between all men and women across our workforce. Transform Trust is an equal pay employer, subject to the requirements of TUPE transfers.

We are committed to the promotion of equality of opportunity and choice for employees and support the fair treatment of all staff irrespective of gender through our transparent recruitment process, pay policy and professional development. All our posts are aligned to nationally agreed pay scales and our male and female staff are paid within the same pay band for the same job role.

The snapshot date for Transform Trust was 31st March 2019. The data required under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 is as follows:

Transform Trust's gender profile

Within Transform Trust the high percentage of female staff (gender profile) at 88% (88% 2018) is retained. Despite the increase in schools joining the Trust (14 to 16), the gender profile has barely changed.



2018-19 return			Hourly Rate	Hourly Rate
		% of total	Mean Average	Median Average
Female Employee Headcount	784	88%	18.49	12.37
Male Employee Headcount	103	12%	24.84	19.23
Total Employees	887	100%		
Percentage Difference			25.6%	35.7%

2017-18 return			Hourly Rate	Hourly Rate
		% of total	Mean Average	Median Average
Female Employee Headcount	741	88%	17.90	12.13
Male Employee Headcount	99	12%	25.45	23.06
Total Employees	840	100%		
Percentage Difference			29.7%	47.4%

2016-17 return			Hourly Rate	Hourly Rate
		% of total	Mean Average	Median Average
Female Employee Headcount	434	87%	17.74	11.63
Male Employee Headcount	63	13%	23.31	16.67
Total Employees	497	100%		
Percentage Difference			23.9%	30.2%

The results of the statutory gender pay calculations are:

1. Mean Gender Pay Gap

The difference in the 2019 mean hourly pay rate of pay that male and female full pay relevant employees receive is 25.6%. This difference means that female employees are paid 25.6% less as a mean average (In 2018 this difference was 29.7%).

2. Median Gender Pay Gap

The difference in the 2019 median hourly rate of pay that male and female full pay relevant employees receive is 35.7%. This difference means that the median female employee is paid 35.7% less than the median male employee (in 2018 this difference was 47.4%).

3. Bonus

Transform Trust does not operate a bonus scheme.



4. The Proportion of males and females in each Quartile Pay Bands

2018-19 return				
Quartile Headcount	1	2	3	4
F	211	200	184	189
M	10	22	38	33
	221	222	222	222
Gender Proportions Per Quartile %				
F (88%)	95%	90%	83%	85%
M (12%)	5%	10%	17%	15%

2017-18 return				
Quartile Headcount	1	2	3	4
F	202	192	171	176
M	8	18	39	34
	210	210	210	210
Gender Proportions Per Quartile %				
F (88%)	96%	91%	81%	84%
M (12%)	4%	9%	19%	16%

2016-17 return				
Quartile Headcount	1	2	3	4
F	120	115	93	106
M	4	9	31	19
Gender Proportions Per Quartile %				
F (87%)	97%	93%	75%	85%
M (13%)	3%	7%	25%	15%

Analysis of Transform Trust's Gender Pay Gap

Transform Trust's mean gender pay gap has decreased from 29.7% to 25.6%, showing on average, men continue to be paid more than women. Analysis shows that the main reason for this continues to be the proportion of male and female employees in different graded roles. There are proportionately more men in the upper pay quartile, where the pay is higher compared with the lower pay quartiles.

While the pay gap remains larger than average, this is contextualized by the demographic of employees. 88% of the workforce is female and proportionately skewed towards lower salaried jobs which have been historically predominantly occupied by females.

A significant number of female posts are support posts, which attract lower salaries. Females and males are paid at the same rate for the same work on their relevant pay scales. The fundamental reason therefore for the identified gender pay gap is the disparity in proportion between female and male in term-time only, part-time, and lower paid roles in schools such as lunchtime supervisors and teaching assistants.



The organisation has grown in size from 8 schools in 2017 to 14 schools in 2018 and 16 schools during the year. Focusing only on staff employed at both March 2017 and March 2018, the mean hourly rate increase is the same for both genders (+4% to 2018 and +3% to 2019). Transform can therefore show the pay gap has not widened for those staff – their growth in pay is the same.

Having therefore shown the mean pay gap for Transform staff in both periods is the same, and also shown that the new schools joining the Trust have a similar gender pay profile to the current Trust, our analysis shows the narrowing of the mean is due to the balance of starters and leavers during the year. Simply put, female leavers earned less per hour than the new female starters over the year – mean earnings increased 3% as a result [there were 157 female leavers, 122 female starters - the pay levels varied as a result of 31 lower paid staff leaving the organization and not being replaced].

By contrast, 27 male leavers were replaced by 22 male starters, of which there were 2 apprentices. The impact of these small changes in male staffing was that male starters earned 20% less than male leavers.

Actions taken:

We are serious about reducing our gender pay gap and as a result have over a short period of time followed the steps and actions recommended in the research documentation currently available. We recognize there is still work to be done to reduce the gap further. Through this research we have taken the following actions:

Analyse data and identify actions: this is starting to happen in our organization but the data is not easily accessible currently to allow effective close scrutiny. However, we have started to try and drill into some areas around recruitment; analyzing the numbers of adverts v's applicant numbers and making changes where necessary. Currently some of our adverts include statements about flexibility of working and wellbeing considerations and we will look to try and improve on this moving forward. We've created a more in-depth and informative whole Trust on-boarding process for all new appointees so that flexible working options are shared at a very early stage.

We do not have a higher proportion of men applying for senior posts than female employees. The number of posts advertised at a more senior level, including secondments, are fewer in comparison to those lower down the organizational structure as are promotional opportunities w. Of those appointed during this period to senior leadership roles, 100% were female. With regard to recruitment into posts the following comments are made:

Include multiple women in shortlists for recruitment and promotions: we do not have an issue with shortlisting female prospective candidates. Proportionately, they make up at least 80% of the shortlist made.

Use skill-based assessment tasks in recruitment / structured interviews: this is standard across our organization. In most cases, particularly for senior leadership roles, there are a significant number of skills based activities that are used and measured. Standardised questions are always expected in interview situations, with clear scoring matrices required. All posts are appointed into a grade and this is transparently advertised.



Consult and engage – we are open as an organization when discussing our gender pay. The Board of Trustees are required to sign off the figures and commentary along with the CEO. The gender figures are shared as part of an open dialogue with recognised Trade Unions through the Trust consultative committee forum. Further development of this will occur once the data analysis systems are more effective. We have carried out a staff survey for the last 4 years and actively respond to the outcomes shared. We now conduct effective exit processes for all leavers at all levels to determine reasons for leaving and act on feedback given.

Transform Trust continues to be committed to ensuring that all staff receive equal pay for equal work regardless of gender. Teaching staff are remunerated on an incremental pay scale that rewards them for their professional performance, wider contribution to the School and their level of experience. Support staff pay is determined via a process of job evaluation and is regularly reviewed and benchmarked on a national and local basis to ensure that pay correctly reflects the value and complexity of the work undertaken. Male and female staff at Transform Trust are treated equally on appointment and throughout their careers.

We have also undertaken research around comparability to other MAT's gender pay gap and are content we do not have an outlying mean and median rate in comparison to similar sized Trust's.

Taking action

We are committed to fair pay irrespective of gender and to improving our gender pay gap.

We need to analyse our data in more detail. We are hindered a little in the way our people data is collated but through an effective system being introduced, we will be able to create more evidence based actions specifically for our organization.

We will draw together a more formal action plan and allocate the responsibility to push on the completion of this to a diversity officer.

We will continue to promote policies and initiatives to support equal opportunities for our entire workforce.

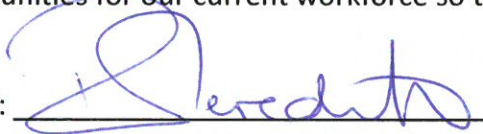
We will continue to support staff who have caring responsibilities through flexible working practices and procedures. This includes attracting new employees into the organization via advertising and making clear our intent.

We will make sure that all staff, particularly females, continue to have the opportunity to progress in their careers through access to development opportunities supported by career conversations with their line manager.

We will explore how we can attract more males into our workforce at the lower end of the pay scales to create a more even gender balance, given that we have more females at most levels of our organisation.



We operate a secondment system, including into senior leadership roles, to promote shorter term leadership opportunities for our current workforce so they can develop skills to progress within our organisation.

Signed: 

Name: R. MERGOITH

Date: 17/3/20