

Gender Pay Gap  
March 2018  
Report & Action Plan

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## Introduction:

### What is Gender Pay Gap

In 2015 and 2016, the government carried out three consultations on proposals to increase transparency around the differences in pay between men and women.

The Equality Act 2010: 'Gender Pay Gap Information' and 'Specific Duties and Public Authorities' Regulations 2017 came into force on 31 March 2017.

The regulations enforce a duty to publish annual gender pay gap reports of public sector employers with over 250 employees. Multi-academy trusts are likely to have the required number of employees to trigger the duty and The Evolve Trust had 240 employees on the 31 March 2018 (Snapshot day).

The objective of the Equality Act 2010 is to ensure that consideration of equality issues forms part of the routine day-to-day decision making and operational delivery of public authorities. The aim is to ensure better performance of the public sector equality duty as well as increasing transparency and providing authorities with the data needed to target action more effectively.

Whilst both equal pay and the gender gap deal with the disparity of pay women receive in the workplace, they are two different issues:

1. Equal pay means that men and women in the same employment performing equal work must receive equal pay, as set out in the Equality Act 2010.
2. The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings.

Public sector employers are required to publish a 'snapshot' of pay information taken on the 31 March each year to include:

- Difference between the average hourly rate of pay paid to male and female employees
- Difference between the average bonus paid to male and female employees
- Proportions of male and female employees who receive bonuses
- Relative proportions of male and female employees in each quartile pay band of the workforce.

A report needs to be published in a way that is accessible to the public by no later than 30 March 2018, and at subsequent intervals of not greater than one year thereafter and to publish equality objectives at four-yearly intervals. The Evolve Trust will publish their second report on 29 March 2019 and on the 29 March each subsequent year

The information will assist authorities in considering where women are concentrated in terms of their remuneration and whether there are any blockages to their progression.

### Who should be Involved

To create the Gender Pay Gap information and action plan internally, there are benefits in including a range of people to help improve objectivity of the analysis. Useful members of the Gender Pay Gap team could include:

- HR Lead who can operate the staff database and has knowledge of relevant pay and grading arrangements and how these have changed over time and has access to payroll information needed.

- At least one member of the Trust Board with expertise on the topic of equality and diversity and with background information about patterns of gender inequality in your sector
- Outside Expertise: It may be helpful to use information from external bodies such as ACAS and trade unions if action plans require bringing pay systems up to date.

### Causes of the gender pay gap

The causes of the gender pay gap are complex and can be overlapping, but here are some of the factors:

- Girls often do well at school, but tend to end up concentrated in employment sectors that offer narrower scope for financial reward. On the other hand, many of the highest paying sectors are disproportionately made up of male employees.
- The difference in years of experience of full-time work - or the negative effect on wages of having previously worked part-time or of having taken time out of the labour market to look after family.
- Unconscious stereotyping, with assumptions about women not wanting to accept promotion, or not being in a position to do so, particularly where they have caring responsibilities. Women make up 47% of the workforce, but only 35% of managers, directors and senior officials.

### How will we calculate the Gender Pay Gap Data

#### Payroll data you need to calculate gender pay gap figures

Specific data about our employees and their pay, is needed to calculate the gender pay gap figures.

#### The 'snapshot date'

Gender pay gap calculations are based on figures drawn from a specific date each year. This is called the 'snapshot date'.

- 31 March is the snapshot date for public sector.

#### Who are the relevant employees, full-pay relevant employees and their gender

All employees employed by our organisation on the snapshot date – these are referred to as 'relevant employees'

All employees who were paid their usual full pay in their pay period that included the snapshot date - these are referred to as 'full-pay relevant employees'

Whether every relevant employee and full-pay relevant employee identifies as male or female

#### Define our full-pay relevant employees

To be included as a full-pay relevant employee, the employee must be paid their full usual pay during the pay period in which the snapshot date falls. If the employee is paid less than their usual rate because of being on leave for that period, they should not be counted as a full-pay relevant employee.

So, for example, if someone takes fully paid annual leave during the pay period, they are still a full-pay employee. But if they take some unpaid leave during the pay period – and therefore are paid less than their usual rate – they are not full-pay relevant employees. Examples include people on unpaid compassionate leave or unpaid sabbaticals.

If an employee is on any kind of leave and not being paid their full usual amount in the pay period,

they are not full-pay relevant employees. For example, they are paid Statutory Sick Pay or Statutory Maternity Pay which is less than their usual pay.

If anyone was paid less than usual in the pay period for reasons other than leave, they are still counted as full-pay employees (for example, because they have been on strike during the pay period).

Once we have this information we need to make different calculations for relevant employees and full-pay relevant employees. Full-pay relevant employees are also relevant employees – so we will record their data in both lists.

So we need a list of:

- your full-pay relevant employees and their gender
- your relevant employees and their gender

### **Bonus Pay**

Staff within The Evolve Trust are not ordinarily paid bonuses due to restrictions in the Academies Financial Handbook therefore there is no bonus pay to report.

### **Ordinary pay**

We will record the amount of ordinary pay received by each full-pay relevant employee in our organisation's pay period that includes the snapshot date.

We don't need to record ordinary pay for relevant employees who aren't full-pay relevant employees.

### **How to define your ordinary pay**

Ordinary pay includes any monetary payment such as:

- basic pay
- allowances (such as payments for extra responsibilities, location-related payments, car allowances, recruitment or retention incentives)
- pay for piecework
- pay for leave
- shift premium pay

We must use gross figures:

- before tax and any deductions for employee pension contributions
- after any deductions for salary sacrifice

Don't include:

- overtime pay
- redundancy pay
- pay related to termination of employment
- any repayments of authorised expenses
- benefits in kind
- interest-free loans

### **Employees who don't get basic pay**

If we have employees who don't get basic pay but do get another form of ordinary pay, we will use the period that we most frequently pay them as their pay period.

If employees are paid irregularly, our gender pay gap figures will be more representative if we use a full year as a pay period for these employees.

Once we have established these staff we will need a list of:

- full-pay relevant employees, their gender and ordinary pay paid in their pay period that includes the snapshot date

### **Weekly working hours**

We need to record the weekly working hours for each full-pay relevant employee in the pay period that covers the snapshot date.

We won't include paid or unpaid overtime in weekly working hours figures.

There is no requirement to record weekly working hours for relevant employees who aren't full-pay relevant employees.

### **Employees with regular working hours**

If employees usually work the same number of hours every week, we will use the hours specified in their contract of employment, effective on the last day of the pay period that includes the snapshot date.

### **Employees with irregular working hours**

Where employees don't work the same number of hours each week, we will calculate an average over the 12-week period that ends with the last complete week of the pay period. Use the total number of hours worked by each employee and divide by 12.

If the 12-week period includes a week where no work was done, we will choose an earlier week where work was done and use this instead as part of the average calculation.

If we can't reasonably use the 12-week average (for example because the employee has not been at work for long enough), we will use a number which fairly represents the employee's weekly working hours.

### **New employees and changes in role**

Where a new employee joins or an existing employee changes role and they have worked less than 12 weeks in the new position, we must use a figure that fairly represents the hours worked.

For new employees, we can use an average over a shorter period if you believe it fairly represents their working hours. If they've replaced someone who was previously working longer or shorter hours, we can create a 12-week total by using a mixture of the old and new employees' hours.

For employees changing role, we will take a 12-week average, even if the period covers more than one role.

### **On-call arrangements**

If employees are on-call, awake and available, include these hours in their working hours.

We do not currently have staff who have sleeping arrangements as part of their work, therefore there is no requirement to record how we will calculate this.

Once we have decided this you'll need a list of:

- your full-pay relevant employees, their gender, ordinary pay paid and weekly working hours in their pay period that includes the snapshot date

### Hourly pay rate

We will record the hourly rate of pay for each full-pay relevant employee.

### Work out the hourly pay rate

There are 4 steps we need to do to work out each full-pay relevant employee's hourly rate.

1. Get the number of days in the employee's pay period and divide it by 7 – this gives you the 'appropriate multiplier'
2. Add together each employee's ordinary pay and bonus pay
3. Divide the total by the 'appropriate multiplier' – this gives you the employee's average weekly pay
4. Divide the result for each employee by the number of their weekly working hours – this gives you the employee's average hourly pay rate

### Specific 'appropriate multipliers' for monthly or annual pay periods

There are specific 'appropriate multipliers' for monthly and annual pay periods that we must use:

- If the pay period is a month, monthly pay x 7 divided by 30.44 divided by number of hours
- If the pay period is a year, use 52.18 (365.25 days divided by 7)

This is because the regulations are specific about how long a month and a year are when we are calculating gender pay gap data.

Once we have this information we will need a list of:

- your full-pay relevant employees, their gender, bonuses, ordinary pay paid, weekly working hours, average weekly pay and hourly pay in their pay period that includes the snapshot date

## The Evolve Trust Gender Pay Gap Results

### Whole Staff reporting

Whole Staff	M	F	%
Mean Gender Gap Hourly Pay	£24.77	£19.47	21.4%
Median Gender Pay Gap in Hourly Pay	£24.30	£13.71	43.6%
Mean Gender Pay Gap in Bonus Pay	£0.00	£0.00	0.0%
Median Gender Pay Gap in Bonus Pay	£0.00	£0.00	0.0%

% of M and F in Upper Quartile	33.3%	21.4%
% of M and F in Upper Middle Quartile	27.7%	23.8%
% of M and F in Lower Middle Quartile	27.7%	23.8%
% of M and F in Lower Quartile	11.1%	30.9%

### Breakdown of Associate and Teaching Staff

Once reporting period is over, the Trust will review both nationally and within the education sector. From 2017 to 2018, the Trust has seen a reduction in the gender gap from 27.1% to 21.4%.

When focusing on Teaching Staff only the Evolve Trust would be reporting a 3.4% gender pay gap and 5.6% for Associate Staff.

Associate Staff	M	F	%
Mean Gender Gap Hourly Pay	£10.69	£10.09	5.6%
Median Gender Pay Gap in Hourly Pay	£10.95	£8.91	18.6%
Mean Gender Pay Gap in Bonus Pay	£0.00	£0.00	0.0%
Median Gender Pay Gap in Bonus Pay	£0.00	£0.00	0.0%

% of M and F in Upper Quartile	29.2%	23.3%
% of M and F in Upper Middle Quartile	41.7%	20.0%
% of M and F in Lower Middle Quartile	16.7%	27.8%
% of M and F in Lower Quartile	12.5%	28.9%

Teaching Staff	M	F	%
Mean Gender Gap Hourly Pay	£32.06	£30.97	3.4%
Median Gender Pay Gap in Hourly Pay	£30.52	£30.52	0.0%
Mean Gender Pay Gap in Bonus Pay	£0.00	£0.00	0.0%
Median Gender Pay Gap in Bonus Pay	£0.00	£0.00	0.0%

% of M and F in Upper Quartile	29.2%	21.8%
% of M and F in Upper Middle Quartile	20.8%	26.9%
% of M and F in Lower Middle Quartile	25.0%	25.6%
% of M and F in Lower Quartile	25.0%	25.6%

## Gender % split for The Evolve Trust

	Whole Staff			Teaching Staff			Associate Staff		
	F%	M%	No. in Q	F%	M%	No. in Q	F%	M%	No. in Q
Upper Quartile	60%	40%	60	55%	45%	31	75%	25%	28
Upper Middle Quartile	67%	33%	60	68%	32%	31	64%	36%	28
Lower Middle Quartile	67%	33%	60	62%	38%	32	86%	14%	29
Lower Quartile	87%	13%	60	62%	38%	32	90%	10%	29

## Setting expectations and dealing with outcomes

It's important to recognise that a Gender Pay Gap analysis is not simply a data collection exercise. It includes a commitment to action if unjustified pay gaps between women and men are found.

### Expect some pay gaps

It's rare to emerge from a properly conducted Gender Pay Gap analysis without some gender gaps that may need to be addressed or reasons established as to why this has occurred. It is important to take one step at a time in the analysis and explanation of pay gaps and remain objective.

If gaps are found in the data that doesn't mean that pay discrimination has occurred, or if it has that it has been deliberate. Gender Pay Gap differences between women and men may have been caused by the impact of historical factors, such as length of service. Some differences may be justified and may simply be down to imbalance in ratio between male and female staff in each quartile.

Under the equal pay provisions of the Equality Act 2010, men and women in the same employment who are performing equal work should receive equal pay. Therefore if there was a 50/50 ratio split in a particular role and both men and women were truly paid equally the gender pay gap would be zero.

## How are Staff in The Evolve Trust Paid?

### Associate Staff

Associate Staff within The Evolve Trust are paid in line with NJC salary bands and these are evaluated and set prior to advertisement and recruitment.

### Teaching Staff

Teaching staff within The Evolve Trust are paid in line with the Standard Teachers Pay and Conditions Document (for the relevant year) and salary is paid dependent upon length of service and experience and is also set in a range prior to appointment.

## Are Men and Women in The Evolve Trust receiving equal pay?

Firstly we must determine where men and women in The Evolve Trust are doing equal work

There are three kinds of equal work that need to be considered and some key issues to look out for.

### Like work

Like work means work that involves similar tasks requiring similar skills, and where any differences in the work are not of practical importance.

Job titles are the most common indicator of like work, but they can also be misleading. There may be a need to review job titles to ensure that the same, or very similar, titles really do indicate like work.

### Work rated as equivalent

Work rated as equivalent is work that has been rated under a fair job evaluation scheme as being of equal value in terms of how demanding it is. Employees are likely to be doing work rated as equivalent where they have similar, but not necessarily the same, job evaluation scores and are in the same grade. If an equal pay review is needed using NJC and Teacher pay grading could be used as a starting point for comparing the pay of men and women.

Gender pay gaps may occur if jobs are just above and below grade boundaries, especially if they're dominated by women or men. These could easily be rated as equivalent, even though they're in different grades.

### Work of equal value

Work of equal value is work which is not the same and is not rated as equivalent, but is of equal value in terms of factors such as effort, skill and decision-making.

## Causes of gender pay differences

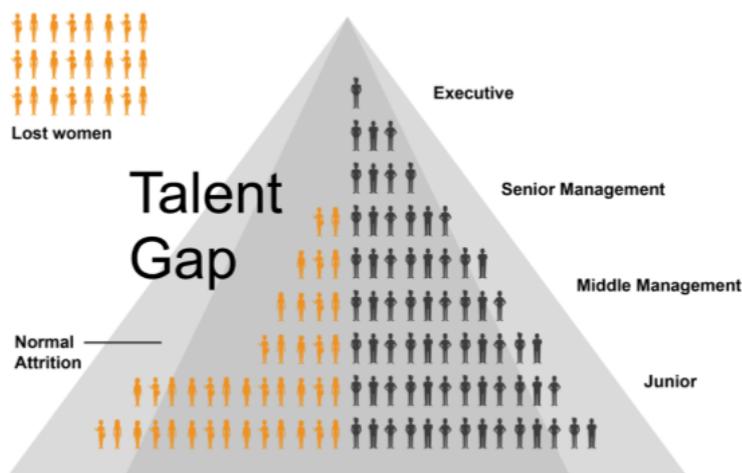
Establishing the causes of any significant gender pay gaps and assess the justifications for them.

The Gender Pay Gap analysis might reveal significant gaps between the pay of men and women doing equal work. If this is the case, you need to identify which aspects of your employment are causing the gaps – and why. At The Evolve Trust when pay is broken down into Associate Staff and Teaching Staff there is a gap of between 6.6% and 4.2%. According to [equalityhumanrights.com](http://equalityhumanrights.com), as a general rule, a pay gap of 5% or more would merit further investigation. They do stated that this is not definitive and does not mean that other differences are not significant or that you are protected from equal pay cases being taken against you. However, such patterns are a good starting place for us to consider.

We will then need to find out if there are any genuine reasons for the difference in the gender pay gap that have nothing to do with the sex of the employees in question.

## Action Plan

The Government Equalities Office recently ran a webinar on Gender Pay Gaps in the Education Sector. It said that the reasons for what causes the gender pay gap are:



Women are of **much more likely than men to take time out of the labour market** to start a family, look after children or other family members

Fewer women get to the top

Women are concentrated in lower paying roles and occupations (e.g. cleaning, catering, caring, cashiering and clerical) and **lower paid** part-time jobs

Fewer women work in the more lucrative science, technology, engineering and maths (STEM) based sectors

Stereotypes and workplace culture

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And specified that workforce issues in the education sector were:

### Schools

- Overall, 80% of all school staff are female
- Almost three out of four school teachers in England are female and four out of five school employees are female
- 74% of FTE teachers are female
- 91% of teaching assistants and 82% of school associate staff are female
- 67% of head teachers in state funded schools are female with 35%-40% of these from secondary schools.

### Further Education

- In 2016, close to two-thirds of FE staff were female
- 53% of FTE senior management in FE colleges are female

### Higher Education

- In 2016/17, 48% of full-time staff and 68% of part-time staff were female
- 25% of professors in academic staff were female

- 36% of senior academic contracts were female
- 42% of managers, directors and senior officials on academic contracts were female. This increases to 54% of those on non-academic contracts

## What is key to reducing the gender pay gap in the Education Sector and The Evolve Trust?

### 1. Flexible Working

An increasing number of teachers want to be able to work flexibly and the majority of those are women returning from a maternity leave or a career break. Therefore, The Evolve Trust will:

- Use the Trust Flexible Working Policy to help to recruit, retain and motivate employees.
- Utilise the Shared Parental leave policy to ensure more flexible arrangements in sharing the care of children in the first year after birth.
- Think creatively about how work is organised and think about the different potential arrangements and if and when we are able to offer the following:
  - o Part-time working: the most common form of flexible working across all professions, including teaching.
  - o Job sharing: increasingly popular option for teachers and schools, particularly where individuals are able to organise and propose their own job-sharing arrangements.
  - o Compressed hours: Not always easy to accommodate but a useful option when it may not be financially convenient for staff to take on a reduced number of hours.
  - o Staggered hours: useful for staff with caring/childcare responsibilities who may need to drop off or collect children but who don't want or need to work less than five days a week
- Although regular home-working may pose a bigger challenge for teachers, The Evolve Trust will consider the options and opportunities for ad hoc working from home, including for non-contact staff, but make no guarantee this will be a viable flexible working option for all staff.

### 2. Recruitment and retention

- By utilising the Flexible Working Policy and arrangements, The Evolve Trust will consider advertising, where appropriate, posts as flexible working opportunities.
- Update job adverts confirming that “as a trust we are committed to supporting flexible working for all roles and will welcome applications from those who wish to work flexibly.”
- Consider recruiting people returning from caring breaks by putting in place returner programmes with ongoing support and offering meaningful work at all levels.
- Encourage job sharing to improve female representation at all levels of the organisation
- Remove bias from our processes by using gender neutral language in job adverts, structured scoring systems and skill-based tests.
- Review performance management process and template
- Encourage take-up of shared parental leave by sharing the policy, simple guidance and employee examples with all our staff.
- Maintain regular contact with staff on parental leave or career breaks and promote the use of ‘keep in touch’ days
- Standard exit interviews to be carried out to enable better understanding of why staff move/leave.

### 3. Career Progression and Talent Management

- Encourage career progression through the Evolve Teacher Journey – “Your Ambition,

their journey” – this highly individualised and award winning professional development available to all staff and includes bespoke, accredited training, personal coaching, mentoring as well as exceptional shadowing and deployment opportunities across the Trust.

- Opportunities for rotation of roles across the trust.
- The Evolve Trust offers bespoke training and development programme for newly qualified teachers who have attained qualified teacher status. This professional learning and development is accessed in addition to an on-going school-based induction and underpinned by the very latest education research and practice.
- The Mastery teaching programme is for classroom practitioners who want to further enhance their classroom practice. They may be considering a career as Lead Practitioner or as a Teaching and Learning Leader.
- Research Fellowship Programme – the Mastery Teacher forms part of the research fellowship programme, which upon completion gives masters credits.
- Leadership pathways, Today’s Leaders, Tomorrow’s Heads programme to equip leaders with skills, knowledge and behaviours to be an effective headteacher.
- All associate staff to have a clear development pathway using formal, informal training.
- Encourage the uptake of formal CPD and on the job training opportunities for all staff including part time staff.
- Use the talent management grid model to plot each member of staff to understand their development needs in relation to their current performance. Consider using to drive succession planning, ensuring that those with potential are given training and development for their next move.
- Ensure there is fair access to developmental opportunities.
- Recognise achievements e.g. Extra Mile Award, Thank a Teacher, Thank an Associate Staff and Annual Trust Vision Awards

#### 4. Promotion of Diversity

- Inclusivity is one of the Evolve Trust’s values and diversity within the trust should continue to be encouraged and promoted. The Trust continues to create a culture which fully supports diversity and inclusion, led from the senior management and embraced by all.

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<sup>1</sup> Gender Pay Gap: Closing it together. Gender Pay Gap Reporting in the Education Sector – Closing it Together Webinar – 06 March 2018. Government Equalities Office. Jisha Hales and Edward Donkor.