
GENDER PAY GAP REPORT

Snapshot date 5 April 2018

Teach First is working towards a day when no child's educational success is limited by their background.

As a charity, having a diverse workforce is a key part of achieving that vision. Not only is this the right thing to do, but external research has consistently demonstrated that diverse teams outperform those teams that are not, across many performance indicators.

Our median gender pay gap is 5.39%, compared to the UK national median gender pay gap of 18.4% (Office for National Statistics). While Teach First's gender pay gap is significantly better than the UK average, we recognise that we can do more to address this in order to further increase the overall diversity of our employees.

Therefore, to tackle these issues, Teach First has developed an action plan to address all aspects of equality, diversity and inclusion, including the need to address our gender pay gap.

Darren Xiberras
Executive Director
Teach First



Note: trainee teachers on our Leadership Development Programme are employed directly by the schools they work in and are therefore not included in our statistics.

Teach First's gender pay gap at a glance

At Teach First, our snapshot date¹ median gender pay gap of 5.39% was significantly lower than the UK national median of 18.4%. Our mean gender pay gap was 11.97%, compared to the UK national mean of 17.4%. Although our current median figure is significantly lower than the UK national average, it is slightly higher than what we reported last year, when our median gender pay gap was 2.7%. The reason for the increase was because we included a high number of seasonal staff on the snapshot date last year, who have subsequently left our employment.

Women's hourly rate is	
11.97% LOWER (mean)	5.39% LOWER (median)
Women's bonus pay is	Who received bonus pay
N/A (mean/median)	N/A (of men/women)

Pay quartiles			
Top quartile		Upper-middle quartile	
31.25% Men	68.75% Women	24.4% Men	75.6% Women
Lower-middle quartile		Lower quartile	
24.6% Men	75.4% Women	20.6% Men	79.4% Women

While our staff population was 75% female and 25% male, our female employees were disproportionately clustered in the lowest quartile. We have identified improving gender diversity across all levels and including senior leadership as one of our three priorities for action – please see ‘What else will we do in the future?’ below for more information.

At Teach First, all our roles fit within six levels, creating a consistent basis for valuing performance across the organisation. Each level has clearly-defined expectations, and an associated salary band. The gender pay gap within each job level at Teach First is as follows:

Level	Mean pay gap
1	-1.54%
2	2.92%
3	0.44%
4	0.80%
5	9.75%
6	7.58%

Note: this table excludes employees of Teach First who do not fit within this level structure such as casual workers or Brand Managers. This group represents 15% of the total population included in the final gender pay gap calculation.

On the snapshot date we included mid-month starters and leavers in line with the legal framework for calculating the gender pay gap.

Teach First Equality, Diversity and Inclusion Goals

We aspire to have no gender pay gap at Teach First and strive to move the organisation closer towards this goal over our next strategic planning period, from 2018 to 2023.

These goals form part of our wider objectives for Equality, Diversity and Inclusion at Teach First.

The following are actions we have taken to close the gap in the last year:

We have updated our approach to reward.

We operate a performance-related pay system and the aim of this system is to ensure that pay reflects performance by rewarding strong performance and managing improvements where appropriate. Historically, reward practices at Teach First varied by department and role. With the introduction of our new career levels and reward framework in November 2017, we can be confident in the consistency and fairness of our reward practices. Performance-related increases are based on a robust performance management system, with performance ratings calibrated across teams, departments and levels.

We have introduced a new way to evaluate our roles.

We use an objective job evaluation tool and calibration process to ensure that all job roles and promotions are objectively assessed based on up-to-date job descriptions, and that the role is levelled and paid appropriately across the organisation.

We have conducted a pay equity analysis.

This involved 15 commonly-held roles and 262 employees, which showed that men and women at Teach First carrying out the same or similar roles are paid equitably.

Where differences in pay do exist, these are the result of performance or tenure. Similarly, we analysed the rate of performance increases between men and women, and found no significant gender difference in the rate of increases.

We provide transparent and equal access to internal vacancies.

Since December 2017, all permanent - and most temporary vacancies - are advertised internally for a minimum of two weeks, and are made visible to employees through a weekly digest on the intranet. The recruitment team has received training in copywriting for advertisements to remove jargon and make the vacancies more accessible to people from more diverse backgrounds.

We provide equal access to learning and development opportunities.

All staff have equal access to induction, personal and career development opportunities and facilities. Where possible, we offer multiple locations and times for formal development, and always seek to offer virtual options. Where it does not place undue strain on our financial resources, or presents safeguarding risks, we ensure all our employee events are offered on a family-friendly basis.

We have progressive people policies.

These include policies relating to flexible and agile working that provide all employees with formal and informal options about how, where and when they conduct their work. We have also updated our approach to shared parental leave which means that, from April 2018, Teach First offers shared parental leave to all employees on the same terms as we currently offer to women on maternity leave.

What else will we do in the future?

Improving gender diversity at all levels, and ensuring equal opportunities for internal progression to more senior roles, is one of three priorities agreed by the Teach First Equality, Diversity and Inclusion steering group, along with:

- increasing Black, Asian and minority ethnic (BAME) representation, especially at senior levels of the organisation
- improving access to opportunities for people from broader socio-economic backgrounds through our recruitment and attraction strategies.

To achieve these objectives, we expect to utilise several methods to improve the diversity of our workforce, including:

- developing and implementing unconscious bias training for our recruiting managers
- developing and implementing recruitment training for recruiting managers to ensure our values are embedded in our selection practices
- introducing a new Human Resource Information System (HRIS), which will enable us to achieve blind recruitment as part of our talent acquisition strategy

- identifying career development roles across the organisation and advertising these roles internally in the first instance
- targeted professional development opportunities, including coaching and mentoring programmes
- reviewing and monitoring the take-up of flexible working arrangements by gender and level within the organisation
- reviewing and revising our flexible and agile working practices and policy
- working with recruiting managers to increase the number of opportunities at all levels that are advertised as flexible, part-time or job shares
- learning from our data by actively reviewing our data and approaches, and making positive changes to our practices.
- the introduction of a new affinity group, led by staff, for staff, looking to develop women in leadership, with the full backing of the executive and a budget for self-directed activity which is under development.

We have incorporated these actions and initiatives to our 2018/19 organisational HR action plan.