



2020 Ethnicity Pay Gap Report

5 April 2020



We believe transparency drives equality through accountability. That's why, starting this year, we're going beyond statutory reporting requirements and voluntarily reporting our ethnicity pay gap. We're committing to doing this annually alongside our gender pay gap. We'd also like to see this be a statutory requirement for all employers.

We are committed to providing fair and competitive rewards to all our employees. And are confident that we pay our employees fairly for equivalent roles, regardless of their ethnic diversity.

We do have an ethnicity pay gap. This is driven by us having lower ethnic minority representation at management and senior leadership levels. We have worked to address this imbalance in recent years, but we have more to do as this report shows. As with gender, we continue to be clear on the fact that programmes alone aren't enough to achieve our inclusion ambitions. We are working to create a more diverse workforce, bringing strong representation of and connection to the communities we serve into the workplace. We want to ensure that every individual can perform, grow and contribute with the confidence to be themselves at Teach First.

Whilst we still have much to do, meaningful progress is being made in improving our ethnic diversity and our wider inclusion efforts. [You can read more about Diversity & Inclusion at Teach First here.](#)



Russell Hobby – Chief Executive Officer

A handwritten signature in cursive script that reads "Russell".



Jay Nash – Director of Human Resources

A handwritten signature in cursive script that reads "Jay Nash".

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

Ethnicity pay gap reporting explained

The ethnicity pay gap shows the difference in the average hourly rate of pay between BAME (Black, Asian and Minority Ethnic) and non-BAME individuals in the organisation, expressed as a percentage of the average non-BAME earnings. An ethnicity pay gap can be driven by several factors including, crucially, having lower BAME representation in senior positions.

It is important to note that this is different to the issue of equal pay – namely the legal requirement to pay two individuals the same for equal work – which is governed by the Equality Act.

We have chosen to use the same [calculation methodology](#) set out by the Government Equalities Office for gender pay gap reporting, for our mean and median ethnicity pay gap and distribution across pay quartiles. However, unlike gender, our ethnicity disclosure rate is not at 100% (currently it stands at 91%) thus, any individuals with undisclosed ethnicities (around a tenth of the organisation) are excluded from our calculations.

Distinguishing between median and mean

Median calculation	Mean calculation
<p>The median is the figure that falls in the middle of a range when the wages of all relevant employees are lined up from smallest to largest.</p> <p>The median ethnicity pay gap is calculated based on the difference between the employee in the middle of the range of BAME wages and the middle employee in the range of non-BAME wages.</p>	<p>The mean is calculated by adding up the wages of all relevant employees and dividing the figure by the number of employees.</p> <p>The mean ethnicity pay gap is calculated based on the difference between mean BAME pay and mean non-BAME pay.</p>

Who are we counting?

All reference to BAME people includes the following Census 2011 ethnic minority categories:

Black/Black British	Asian/Asian British	Mixed/Multiple Ethnic Groups	Other Ethnic Group
<ul style="list-style-type: none"> African Caribbean Other Black 	<ul style="list-style-type: none"> Indian Pakistani Bangladeshi Chinese Other Asian 	<ul style="list-style-type: none"> White and Black Caribbean White and Black African White and Asian Other Mixed 	<ul style="list-style-type: none"> Arab Other ethnic minorities

Reference to non-BAME people includes the following Census 2011 categories:

White
<ul style="list-style-type: none"> English/Welsh/Scottish/Northern Irish/British Irish Gypsy or Irish Traveller Other White

Our ethnicity pay gap

The tables below show our overall median and mean ethnicity pay and bonus gap based on hourly rates of pay as at the snapshot date of 5 April 2020. All calculations are based on an ethnicity disclosure rate of 91%. We do not pay bonuses at Teach First.

Gap	Median	Mean
Ethnicity pay gap	10.93%	7.04%
Ethnicity bonus gap	N/A	N/A

Proportion of BAME and non-BAME people in each quartile band		
Quartile	BAME	Non-BAME
Upper	18.57%	81.43%
Upper middle	6.43%	93.57%
Lower middle	8.51%	91.49%
Lower	30.00%	70.00%

Over the past year Teach First has become more ethnically diverse. In April 2019 12% of all employees identified as BAME. In April 2020 this had increased to 15% (+3%) of all employees. Whilst this compares favourably to the voluntary (9%) and private (11%) sectors, we know that our ethnicity pay gap is driven by us having lower ethnic minority representation at management and senior leadership levels.

We have more than doubled BAME representation across leadership (job level 4 and above) from 4.7% at April 2019 to 11% (+6.3%) at April 2020, but this is still not representative of the UK working age population (14% BAME), none of our Level 6 Executive Directors (the job level attracting the highest levels of remuneration) are BAME and there is also much progress to be made if we are to be representative of the communities we serve.

Ethnicity	Job Level						
	1	2	3	4	5	6	CEO
BAME	29%	19%	11%	10%	27%	0%	0%
Non-BAME	55%	71%	81%	81%	73%	89%	100%
Undisclosed / Prefer not to say	16%	10%	9%	9%	0%	11%	0%

We recognise that there's more to do. To make meaningful progress we need to ensure we increase our number of ethnic minority leaders through retention of those who join the charity at more junior levels and through recruitment (and then retention) at management and leadership levels.

Addressing the gap

We know that our ethnicity pay gap is driven by us having lower ethnic minority representation at management and senior levels and we are working to address this imbalance. This is how:

Ethnicity targets

We have committed to 20% of our leadership (job level 4 and above) being BAME by 2024. Within this we are committed to our Executive Committee and each of our Directorate leadership teams including at least one BAME member.

However, targets are an accountability mechanism, not a recruitment tool. Teach First will never make appointments based upon an individual's identity: we will always appoint based on knowledge and skills. We aim to reach these targets by continuing to embed an inclusive workplace culture. This includes reviewing and enhancing our recruitment processes (including where we advertise roles), providing training at regular intervals and matching our actions to our cultural principles.

Reaching these targets will not mean we have 'done' diversity: they are not a finish line but a commitment to do better and a mechanism to ensure that diversity and inclusion remains a priority on a long-term basis. If we keep making real changes in this area then we will move away from targets, and move towards a truly open Teach First, at all levels, that is truly representative of the communities we serve.

Recruitment

If Teach First is not representative of a particular group, it could indicate we're not attracting applications from all groups and communities, our recruitment procedures define talent too narrowly, or our recruitment processes are being influenced by implicit bias. None of this would be acceptable.

Diversity data forms are now coded and tracked through each stage of our recruitment process. Once we have enough data, we will be able to start identifying where our problems are in attracting and recruiting BAME people and addressing them. Using this data, we have already changed where we place our job adverts to better reflect the breadth of available talent.

We ask all job applicants to remove identifying information from their application. Regardless of what a candidate chooses to remove or include, we have a systematic solution that means applications are screened blind at the longlisting stage (completed by Human Resources). This means we don't see anyone's identifying information, including race, age or gender, when making decisions about who meets the criteria for going to the next stage of recruitment. Unfortunately, we do not yet have a systematic solution that allows shortlisting (completed by hiring managers) to be carried out blind where candidates have chosen not to remove identifying information. This is something we are working on.

For our senior roles (job level 4 and above) we insist that at least 30% of candidates invited to interview are from historically underrepresented groups. From 1 July 2020 we are increasing this to 50%.

Reward and progression

We continue to monitor all performance ratings and salary decisions from an ethnicity perspective to ensure that our processes are free from bias; all salary recommendations are reviewed through both an ethnicity and gender lens, and any discrepancies are challenged by both our Remuneration Committee and Executive Committee for final sign off. Improved disclosure will continue to help us with these decisions on an aggregated level to ensure we are removing any bias.

In November 2019 we updated our approach to reward. [We now advertise a single, non-negotiable starting salary for each job level.](#) For transparency, we have also adopted a process for a non-consolidated market supplement, agreed in advance by a committee of peers using external benchmark data (not the hiring

manager), for hard to recruit posts like technology specialists or former head teachers. And we have standardised our annual salary review process, removing discretion, so all employees deemed to be “on-track” receive a uniform increase.

Learning and development

We are investing in targeted professional development opportunities, including mentoring programmes to provide those from under-represented groups with greater access to our senior leaders and wider professional networks.

We also recognise that managers within the charity may not understand or be aware of the structural challenges experienced by BAME colleagues. Over the next 12 months we'll build on previous work to deliver a comprehensive employee training programme covering diversity and inclusion basics (including compliance training on our discrimination, harassment and bullying policy and procedures), being an active bystander (i.e. interrupting oppressive moments) and allyship. Alongside this our senior leaders will complete inclusive leadership training, with our Executive team participating in a reverse mentoring scheme to improve understanding about the challenges those from under-represented backgrounds face within and outside the workplace. Our aim is to increase commitment among senior managers to recruit, train and promote talented people from under-represented groups.

Monitoring and review

We continue to focus on improving the quality of our diversity data by encouraging all our people to disclose their ethnicity data. We know that this will not only improve the accuracy of our reporting but will enable us to ensure we are continuing to focus on the right things. We are also committed to publishing this annually in September.

Whilst measuring diversity is generally straightforward, apart from self-identification disclosures, measuring inclusion requires us to observe factors that go beyond employee demographic data. In January 2020 we established a standardised inclusion metric, that means we can now measure our ability to foster an inclusive work environment along seven key dimensions. It enables us to capture and track employee perceptions of organisational inclusion over time and can be used to assess the degree to which diversity and inclusion related changes enhance inclusion across the charity. As our response rate increases, we can monitor how different communities and groups experience Teach First and co-create initiatives to address anything that prevents our employees bringing their whole selves to work.

Appendix: Ethnicity breakdowns by job level

Ethnic Group	Job Level							
	1	2	3	4	5	6	CEO	Total
Undisclosed	9	18	27	5	0	1	0	60
White – English/Welsh/Scottish/Northern Irish/British	25	113	255	50	8	6	1	458
White – Irish	0	2	4	1	0	0	0	7
White – Other	6	14	17	4	0	2	0	43
Mixed/Multiple Ethnic Groups - White and Black Caribbean	0	2	3	0	0	0	0	5
Mixed/Multiple Ethnic Groups - White and Asian	1	2	2	1	0	0	0	6
Mixed/Multiple Ethnic Groups - Other	1	4	4	1	0	0	0	10
Asian/Asian British - Indian	5	10	12	2	2	0	0	31
Asian/Asian British - Pakistani	2	1	1	1	0	0	0	5
Asian/Asian British - Bangladeshi	1	3	0	1	0	0	0	5
Asian/Asian British - Chinese	0	3	0	0	0	0	0	3
Asian/Asian British - Other	1	2	5	1	1	0	0	10
Black/African/Caribbean/Black British - African	5	4	4	0	0	0	0	13
Black/African/Caribbean/Black British - Caribbean	0	3	3	0	0	0	0	6
Black/African/Caribbean/Black British - Other	0	0	2	0	0	0	0	2
Arab	0	1	0	0	0	0	0	1
Other	0	0	1	0	0	0	0	1
Prefer not to say	0	0	2	1	0	0	0	3
Grand Total	56	182	342	68	11	9	1	669

Data current as at 5 June 2020. Includes employees on family leave.