



2020 Gender Pay Gap Report

5 April 2020



We're committed to providing fair and competitive rewards to all our employees. We're confident we pay fairly for the same or equivalent work, regardless of gender.

We do have a gender pay gap (2.32% median and 12.14% mean). Our male/female balance or 'gender composition' is driven by very common 'gendered' roles within the education sector. For example, most programme delivery roles, where it is a requirement to be an experienced teacher, are carried out by female colleagues (teachers are 74% female¹). And, like many organisations, our gender pay gap is shaped by a small underrepresentation of women in senior and specialist management roles compared to entry level roles within the organisation.

We recognise the gender pay gap is a result of a wide range of economic, cultural, social and educational factors. We know these factors influence our internal culture, policies and practices. Our response to the gender pay gap is part of a larger, holistic approach to diversity and inclusion. [You can read more about Diversity & Inclusion at Teach First here.](#)



Russell Hobby – Chief Executive Officer

A handwritten signature in black ink that reads "Russell".



Jay Nash – Director of Human Resources

A handwritten signature in black ink 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.

¹ *School teacher workforce* (January 2020), Department for Education

Gender pay gap reporting explained

The gender pay gap shows the difference in the average hourly rate of pay between women and men in the organisation, expressed as a percentage of the average male earnings. A gender pay gap can be driven by a number of factors including, crucially, a lack of women in senior positions.

It is important to note that this is a different issue to equal pay – namely the legal requirement to pay men and women the same for equal work – which is governed by the Equality Act.

Organisations must follow the [calculation methodology](#) set out by the Government Equalities Office to report their mean and median gender pay, bonus gap, and distribution across pay quartiles.

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 gender pay gap is calculated based on the difference between the employee in the middle of the range of male wages and the middle employee in the range of female 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 gender pay gap is calculated based on the difference between mean male pay and mean female pay.</p>

Gender identity

Gender pay gap legislation expressly requires employers to report on binary genders, which fails to represent employees with non-binary identities.

Whilst this report examines differences in pay between men and women in line with legislation, we acknowledge the limitations of the government's current system. As an organisation we support a greater focus on trans issues and better recognition of non-binary genders, as well as the right to self-define one's gender without unnecessary medicalisation.

We accurately record and analyse all pay data, no matter the gender identity of our employees and work proactively to address any pay concerns.

Our gender pay gap

These tables show our median and mean gender pay gap based on hourly rates of pay as at the snapshot date of 5 April 2020.

Gap	Median	Mean
Gender pay gap	2.32%	12.14%
Gender bonus gap	N/A	N/A

Proportion of males and females in each quartile band		
Quartile	Male	Female
Upper	30.82%	69.18%
Upper middle	24.05%	75.95%
Lower middle	24.68%	75.32%
Lower	18.35%	81.65%

Analysis of our gender pay gap figures shows our gender pay gap as at April 2020 is because women continue to hold relatively fewer senior positions within the charity than men. As at April 2020, women made up 77% of our overall workforce but only 50% of our Level 5 Directors and 29% of our Level 6 Executive Directors (the job levels attracting the highest levels of remuneration).

Year on year change – comparing like for like

Whilst our mean pay gap increased by 11.76 percentage points from 0.38% last year, and our median pay gap has increased by 3.11 percentage points from -0.79% in the same period, this can largely be explained by the presence of our STEM Interns in our 2019 gender pay gap reporting. In April 2019 we were paying approximately 80 STEM Interns as part of our Insights Programme. As the gender composition of our interns was more balanced (59% female, 41% male) than our employee base, this had a significant impact on the make-up of our Lower Pay Quartile in 2019, increasing the male % from 23.93% to 33.15%.

Removing STEM Interns from our 2019 gender pay gap reporting would have seen the 2019 mean gender pay gap increase to 6.28% and the median increase to 2.00% (as a result of removing a significant proportion of the males from the Lower Pay Quartile). This year our STEM Internship programme was cancelled because of coronavirus and it is therefore these figures that make a more accurate comparison. (See Appendix: Year on year comparisons for data).

This means when comparing like for like statistics our mean pay gap has increased by 5.86 percentage points from last year, and our median pay gap has increased by 0.32 percentage points. This results from more women coming into entry level roles, whilst the proportion of women in the Upper Pay Quartile has also fallen, temporarily, for the first time in four years. This fall in female representation in our Upper Pay Quartile can be explained by family leave and temporary backfill arrangements in our senior leadership team.

Proportion of females in upper and lower quartile bands (excluding STEM Interns)				
Quartile	FY17	FY18	FY19	FY20
Upper	66.90%	68.75%	71.95%	69.18%
Lower	75.00%	79.40%	76.07%	81.65%

We recognise that there's more to do. If we are to continue to make meaningful progress, we need to retain and develop future female leaders who join the charity at more junior levels and increase recruitment (and

then retention) at more senior levels. We also need to reverse the trend of declining male representation in our entry level roles.

Addressing the gap

We know our gender pay gap is driven by us having lower female representation at senior levels and we're working to address this imbalance. This is how:

Recruitment

We continue to review our recruitment and selection processes, with the aim of removing barriers to underrepresented groups.

From May 2020 all interviews must be carried out by at least two people including the hiring manager. Under no circumstance is a one-person panel permitted, regardless of grade, responsibilities or contract type. Diversity of panellists should be considered when deciding who will be part of an interview panel. This helps begin to tackle unconscious bias and demonstrates our commitment to diversity. We now insist on a gender diverse panel.

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 don't 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 5 and above) we insist that at least 30% of candidates invited to interview are from historically underrepresented groups, this includes women. From 1 July 2020 we are increasing this to 50%.

Agile and flexible working

All our employees can flex their hours and location to make their responsibilities work alongside their life under our agile working arrangements. We judge performance based on outcomes and impact. Not hours worked in an office.

While agile gives flexibility, some families need a pattern that's protected to give security and peace of mind. For example, always being able to work from home on a certain day, part-time working or a job share. Our flexible working policy provides this as a day one right.

We now have over 100 employees with formal flexible working agreements, including over 70 different working patterns. This is role modelled at all levels of the charity and all our job specifications include a clear statement of our support for agile and flexible working.

And we know this flexible approach helps us retain talent. Our retention rates for part time workers are 17 percentage points higher than for full time workers. And for those two years after returning from maternity leave, Shared Parental Leave or adoption leave, retention rates are 9 percentage points higher than our general employee population.

Family friendly policies

We pride ourselves on being a family friendly employer. We offer a portfolio of support to parents and carers to enable them to effectively balance their work and home life including paid emergency leave for dependents, paid carers leave, paid premature birth and neonatal care leave, childcare vouchers and much more.

Recognising that the gender pay gap will only really be addressed if parental duties are shared equitably, we offer two weeks fully paid leave and continue to encourage the use of Shared Parental Leave (which we match to our enhanced maternity leave) and flexible working.

And acknowledging that returning from parental leave is a key transition period, that it can present career and other challenges, we provide training for returning employees and their managers to ensure awareness and support.

Reward and progression

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. 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.

Monitoring and review

We continue to focus on improving the quality of the diversity data by encouraging all our people to disclose their demographic data. This will enable us to both promote and address ‘intersectionality’ across the organisation, for example by focusing on the experiences of Black, Asian and ethnic minority (BAME) females and across other identities.

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 D&I 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: Year on year comparisons

Including STEM Interns

Gap	Median		Mean	
	FY19	FY20	FY19	FY20
Gender pay gap	-0.79%	2.32%	0.38%	12.14%
Gender bonus gap	N/A	N/A	N/A	N/A

Proportion of males and females in each quartile band				
Quartile	Male		Female	
	FY19	FY20	FY19	FY20
Upper	28.65%	30.82%	71.35%	69.18%
Upper middle	24.46%	24.05%	75.54%	75.95%
Lower middle	21.20%	24.68%	78.80%	75.32%
Lower	33.15%	18.35%	66.85%	81.65%

Excluding STEM Interns

Gap	Median		Mean	
	FY19	FY20	FY19	FY20
Gender pay gap	2.00%	2.32%	6.28%	12.14%
Gender bonus gap	N/A	N/A	N/A	N/A

Proportion of males and females in each quartile band				
Quartile	Male		Female	
	FY19	FY20	FY19	FY20
Upper	28.05%	30.82%	71.95%	69.18%
Upper middle	26.99%	24.05%	73.01%	75.95%
Lower middle	21.47%	24.68%	78.53%	75.32%
Lower	23.93%	18.35%	76.07%	81.65%

Appendix: Gender breakdown by job level and business area

By job level

Gender	Job Level							Total
	1	2	3	4	5	6	CEO	
Female	51	143	267	47	6	4	0	518
Male	5	39	75	21	5	5	1	151
Grand Total	56	182	342	68	11	9	1	669

Data current as at 20 June 2020. Includes employees on family leave.

By business area

Directorate	Headcount	Female	Male
Charity Services	54	22	32
Engagement	66	51	15
Executive Office	39	30	9
Network Development	9	9	0
Programme Delivery	331	267	64
Programme Development	57	51	6
Recruitment	94	76	18
Strategy, Research and Performance	20	12	8
Grand Total	669	518	151

Data current as at 20 June 2020. Includes employees on family leave.