



# OUR GENDER PAY GAP REPORT 2025

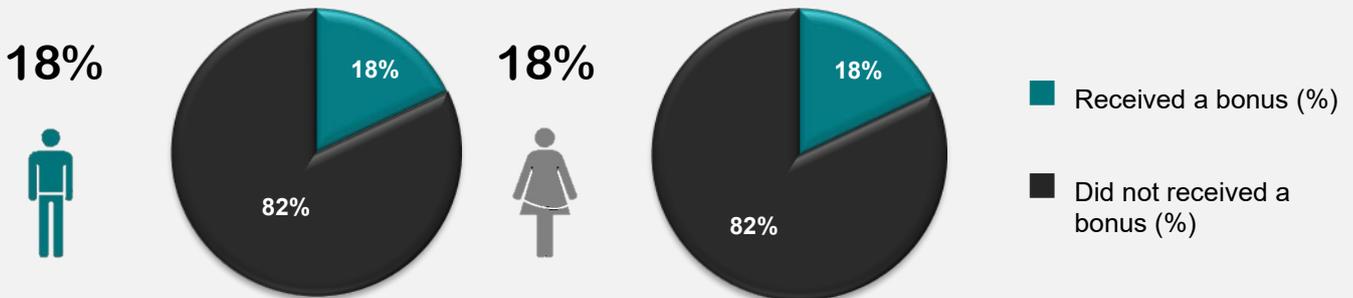
At the Harpur Trust we are committed to fairness, equality and inclusion and continuously review our policies in these areas to ensure their effectiveness.

## Pay & Bonus Gap

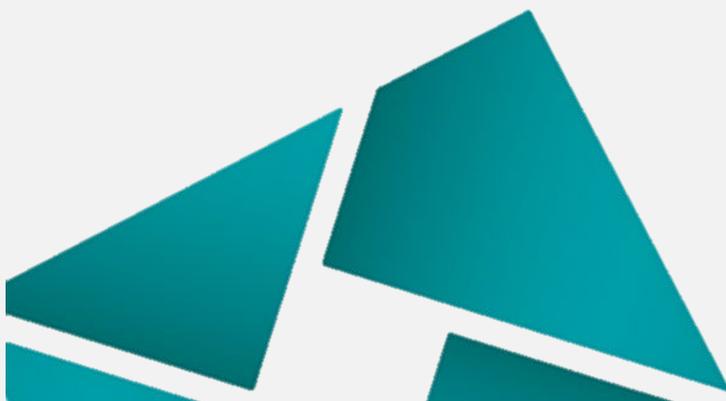
	Difference between men and women	
	Mean	Median
Hourly fixed pay	18.7%	23.5%
Bonus paid	84.8%	0.0%

The table above shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date (i.e. 5 April 2025). It also captures the mean and median difference between bonuses paid to men and women in the year up to 5 April 2025.

## Proportion of colleagues awarded a bonus



This shows that the proportion of women paid a bonus is equal to that for men in the year up to 5 April 2025. In terms of headcount, 66 men and 139 women were awarded a bonus, the majority of which were small Christmas bonuses.





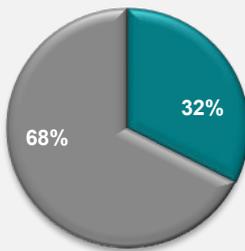
# OUR GENDER PAY GAP REPORT 2025

## Pay Gap by Quartile

Quartiles are calculated by listing the rates of pay for each employee across the organisation from lowest to highest, before splitting that list into four equal-sized groups and calculating the percentage of males and females in each. The image below illustrates the gender distribution at The Harpur Trust across the four quartiles, with each containing 271 colleagues.

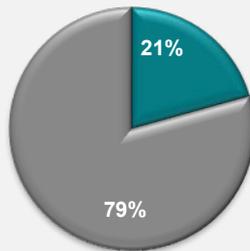


Lowest



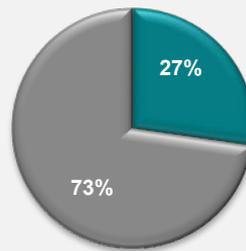
**4.4% pay gap**

Second



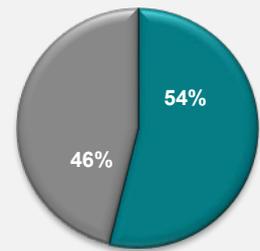
**10.7% pay gap**

Third



**4.4% pay gap**

Fourth

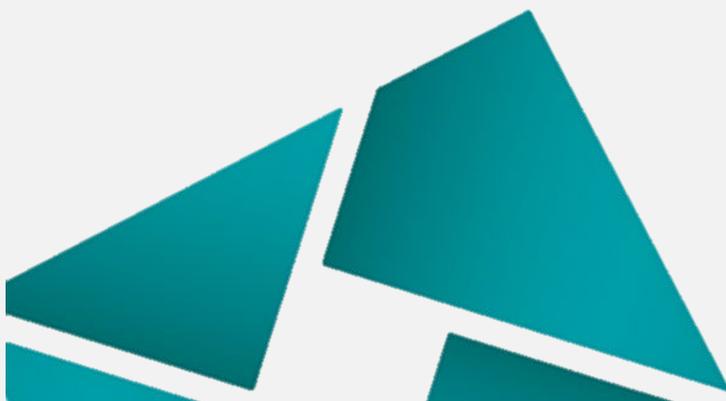


**6.1% pay gap**

Within each quartile we have calculated the pay gap based on hourly rates of pay of men and women.

I confirm that the data reported is accurate.

**David Steadman**  
Chief Executive  
25 March 2026



# The Harpur Trust's Gender Pay Report 2025

## Introduction

The Equality Act 2010 (Gender Pay Gap Information) Regulations require employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees.

The gender pay gap shows the difference between the mean and median earnings of men and women, regardless of the nature of their work. This is expressed as a percentage of men's earnings i.e. women earn X% less than men. For differences in rates of pay and bonuses, a positive percentage indicates that men in an organisation receive a higher rate than women in an organisation. A negative percentage indicates that men in an organisation receive a lower rate than women in an organisation.

A gender pay gap is different from an equal pay comparison, which would involve direct comparison of two people or groups of people carrying out work of equal value.

## Our Results

We are confident that men and women are paid equally for doing equivalent jobs across our organisation.

Our median pay gap has reduced by 1.9 percentage points since 2024, and is at its lowest since gender pay reporting began in 2018. This is likely to be due to the significant increase in the National Living Wage which has reduced the gap between the lowest pay and the highest pay.

Our overall gender pay gap is influenced significantly by the broad range of roles within our organisation. The gender pay gaps in each quartile are substantially lower than the overall gap.

Whilst gaps in each quartile have fluctuated over the years, and they have always been significantly lower than the overall gap, the gaps in all but the fourth quartile for 2025 are at their highest since reporting began. In the fourth quartile the gap is at its second highest ever, the highest being in 2023 (previous gaps ranging from 0.4% to 7.3%). The gap in the second quartile, where there is also the highest proportion of women, is higher than any gap in any quartile in all reporting years, and this is therefore an area for particular scrutiny. The key areas of change in this reporting year were the National Living Wage increase (and the Trust's additional enhancement of that hourly rate), and the Trust's changes to teachers' pension schemes, both of which will have had an impact on the quartile gaps.

The number of full pay relevant employees has decreased by 73 compared to the previous year, which was 1,157. In the sample, the percentage split between male and female is the same as in 2024. In the lowest quartile, compared to 2024, the number of men has increased by 8 percentage points and the number of women has decreased by 8 percentage points, and these are in areas such as early years provision, catering, and cleaning, with many of these roles being part-time or sessional. There are fewer men in the second quartile (minus 12 percentage points) compared to 2024, where there are approximately three times more women than men, and where there is the highest ever quartile gap. In



the third quartile the number of women has increased by 1 percentage point and the number of men has decreased by 1 percentage point compared to last year, and there has been a shift of 2 percentage points in the male/female balance in the fourth quartile in favour of men. 60% of men are in the top 50% of earnings.

Compared to our 2024 report, representation in our Senior Leadership roles remains unchanged – 5 women (2 School Heads, Chief Financial Officer, HR Director and Community Programmes Director) and 6 men (Chief Executive, 2 School Heads and 3 Operations Directors). Women are not significantly under-represented in these senior roles, although within the Senior Leadership group there is a gender pay gap of 6.98%.

In 2024 our median average bonus was higher than the usual level of 0%. This year, that level has returned to 0%. However, at 84.8%, our mean average is the highest on record. This is due to a very small number of higher than usual, one-off bonuses for particular projects. These bonuses do not form part of any routine bonus scheme, such as the Christmas bonuses, and will rarely be repeated. We are confident that the value of bonuses paid to men and women are consistent, despite the reported gap, and we closely monitor bonus awards to maintain consistency between genders.

As at 5 April 2025 our Trustee Board was comprised of 4 women and 13 men and, whilst our current Chief Executive is male (thus contributing to our gender pay gap), his rate of pay is 3.6 times the median, which is lower than it was in 2024 (likely due to the increase in National Living Wage and the Trust's additional enhancement of that hourly rate), when it was 4 times the median, but is still a considerably lower ratio than that of many organisations.

### Our Continued Commitment to Improvement

As reported in previous years, there is a significant number of part-time, term-time only, and job share opportunities available within the organisation, and our culture of flexibility helps to attract women to our Senior Leadership roles.

In the year to 5 April 2025, 36 employees (28 female and 8 male) made flexible working requests. This is a decrease in applications of 1 compared to 2024. Compared to 2024, the number of men making an application has increased and the number of women making an application has decreased. **Flexible working arrangements** have been agreed for 30 of the 36 applicants (75% of male applications and 86% of female applications). The 6 requests which were declined were all because they weren't viable from an operational perspective.

To reinforce a culture of flexibility, we continually ensure that all prospective, new and current staff are aware of our Time Off and Family Friendly Policies, which include **enhanced maternity pay and additional paid emergency days**.

The Harpur Trust introduced its **Menopause Policy** in March 2022, supported by **menopause awareness training**. Our Menopause Policy recognises that the menopause is an equality and occupational health and safety issue and that women may need flexibility, support and adjustments during the time of change before, during and after the menopause to guard against a negative impact on career progression. Our policy is widely publicised across the organisation.



Through our **online recruitment system**, which we upgraded in the year to 5 April 2025, we monitor the **gender balance of job applicants** as they move through the selection and appointment process. This data continues to be scrutinised at termly school governor meetings to ensure that, wherever possible, there is a balance of male and female candidates who progress to interview, particularly for senior roles. For Trust-wide senior appointments we also work to ensure **gender balance on the selection panels**.

There are pay scales in place for teaching staff across the Harpur Trust. Until teachers reach point 6 of the scale they are normally eligible for automatic annual progression to the next point on the Pay Scale. However, to **progress to Threshold Points 1, 2 and 3**, teachers are required to submit an application. To be successful a teacher must demonstrate and produce evidence of competence in all elements of the relevant standards at each level, as well as be able to demonstrate and produce evidence that their achievements and contribution to the school are substantial and sustainable. To ensure that all teaching employees are aware of the requirements for accessing those higher pay scales, we ensure that those who are entitled to apply each year are notified and encouraged to do so wherever possible.

Until January 2025, operational HR teams were based in each of our schools. We have now established a centralised, HR Services team which is better able to ensure **consistency of pay benchmarking** across the Trust. Recruitment requests are also more carefully scrutinised, with senior leaders having greater visibility of pay ranges. This adds greater rigour to pay decisions and helps to guard against bias.

Our ILM accredited **Inspiring Leaders Programme (ILP)** continues to be one of the key methods by which we support the development of our employees. Through this programme, 80% of those who have achieved the ILM Level 5 Award in Leadership and Management are female. Our flexible approach to the delivery of this in-house programme has provided delegates with the opportunity to undertake the training during maternity leave (attending modules on their Keeping In Touch Days). Delegates who have taken a break for maternity leave or caring responsibilities have been able to return to the programmes at a later date.

The ILP is supplemented by our **People Management Programme (PMP)** for middle leaders, and our Management Essentials Programme (**MEP**) which is mandatory for all line managers. Not only do these programmes support the development of female managers and leaders, but they also ensure that all line managers are trained in the Trust's policies, procedures and best practice, and are properly equipped to undertake their responsibilities. This supports the development of a culture that prioritises inclusivity and high standards of people leadership and management. **Unconscious bias training**, which blends external expertise with practical implementation guided by in-house professionals, is a key feature of all our training programmes, as is **Behavioural Event Interviewing training** which ensures that hiring managers recruit team members based on demonstrable competency.

Equality, diversity and inclusion (EDI) is overseen by our Schools Committee. Our **EDI reporting framework** was introduced in 2023, and is designed to focus on both activity and impact in this area. Features of this reporting include the work of staff committees, and the frameworks and accreditations being used to provide structure to our inclusion work.

Also referenced in our EDI reporting framework are results from staff surveys. We undertook our second Truthsayers® Implicit Reaction Time **Inclusion Survey** in September 2024 and were able to compare



results from that survey with those of 2022 to drive action plans that make meaningful changes based on staff feedback.

With **Inclusion Leads** assigned in each school, we have now established a cross-Trust knowledge sharing group which is supporting the sharing of best practise across our organisation.

We ran an **open and inclusive trustee recruitment process** in 2024. However, with fewer female applicants we currently have a gender imbalance on the Board, which we are working to address in future recruitment processes. We have introduced **Committee Self Evaluation** to assess effectiveness, and we are pleased that Committee members have responded positively to the statement 'the Committee acts in an inclusive and respectful manner' as this helps to create a culture in which all decision-makers are able to participate equally.

### Checklist of Continuing Actions

- ✓ Maintain awareness of Time Off and Family Friendly Policies, including enhanced payments
- ✓ Maintain awareness of our Menopause Policy and associated training for line managers
- ✓ Maintain termly monitoring of candidate gender balance in the recruitment process
- ✓ Continued scrutiny of recruitment selection panels to ensure gender balance and appropriate unconscious bias and interview skills training
- ✓ Encourage threshold applications each year from those eligible to apply
- ✓ Maintain rigour in pay benchmarking and senior leadership approval of remuneration
- ✓ Maintain the flexibility of our in-house leadership and management training offering to maximise accessibility
- ✓ Create impactful action plans using our Employee Inclusion Survey data
- ✓ Ensure that our newly-established Inclusion Leads Group is working effectively to drive positive outcomes from our equality, diversity and inclusion work
- ✓ Ensure that future trustee recruitment processes help to address the gender imbalance on the Board

