

## Gender pay gap analysis

As an employer of over 250 staff, the Girls' Day School Trust (GDST) is required to carry out gender pay gap reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, and to publish the results on the organisation's and on the Government's websites ([www.gov.uk](http://www.gov.uk)) within one calendar year of 4th April 2017. This report sets out our gender pay gap position and our intended approach for the future.

### About us

The GDST is the UK's leading network of independent girls' schools, with 23 schools, of which 12 are in London, and the rest spread throughout England and Wales. We also have two academies under another charitable company whose results are reported separately. The GDST Trust Office provides a range of central services and is based in London.

### Shaping the future of girls' education

We have one vision: to be pioneers in, and shapers of the future of, girls' education; and one purpose: to help every one of our students to fulfil her potential and her dreams.

The academic results we achieve are among the best in the country, and we aim to ensure that the young women leaving our schools for university and the world beyond have the confidence and courage to thrive wherever their futures take them, and the commitment to challenge inequalities wherever they find them. As an organisation, the GDST has worked continuously to address the gender imbalances in society and continues to do so through the work we do in our schools. We give our pupils the passion, inspiration and courage to break through gender barriers and stereotypes, for example, by encouraging involvement in science, technology, engineering and maths and by dispelling some of the myths that surround these areas of study and work. We also develop leadership skills in our students and imbue them with the ambition and drive to reach the highest levels.

### Understanding the gap

The gender pay gap and equal pay are not the same thing.

Equal pay is about ensuring that people have the same pay or range of pay for work deemed of equal value. The GDST operates a strong role evaluation procedure that recruits in a fair and appropriate way. As an employer, we will continue to ensure the most equal participation of women and men in all areas of work that we can, at all levels, and continue to ensure equal access to the same career progression.

The gender pay gap is much more influenced by the distribution of roles held by men and women across different areas of work. Gender pay analysis seeks to understand the causes of any gaps that arise.

An organisation can have completely fair pay processes, but still have a pay gap one way or the other because men and women are unevenly distributed in jobs across the workplace.

## Our gender pay gap results

The GDST has a gender pay gap of 4.5% mean and 1.1% median in favour of men.

This is considerably lower than the national (17.4% mean, 18.4% median)\* and education sector (18.3% mean and 26.4% median)\* averages. However, given who we are and what we do, it is regrettable that this gender pay gap exists at all.

## What do the results mean?

Having analysed the results (see tables below) we acknowledge that men are represented to a slightly higher degree in the upper quartile pay range compared to the average across the organisation. This is why we show a small gender pay gap in favour of men.

## What can we do?

We recognise that resolving the small gender pay gap is not something we are going to be able to achieve quickly. To make improvements, we must seek steady change through effective long-term strategies.

We do not believe there is a need for dramatic reinvention of our pay structures or processes; this is not where the problem lies. Rather, we will engage in processes designed to help women within the organisation develop and grow so they can begin to erode the male dominance displayed in certain areas at certain grades.

Specifically, this will include:

- Using the data we have gathered in the process of reporting on gender pay differences to identify as accurately as possible where this exists, to inform our future strategy on reducing the gap.
- Continuing our programmes of mentoring, coaching and development for aspiring leaders, especially women in the upper middle quartile.
- Reviewing our family friendly policies, to ensure that women returners are not disadvantaged in career prospects or progression.
- Reviewing our recruitment processes and training to ensure unconscious and affinity bias are eliminated.

**Viv Chartres**  
Director of Human Resources  
March 2018

*\*(ASHE 2017)*

## Mandatory metrics

### Difference in hourly rate between men and women

**4.5%**

Mean gender pay gap

**1.1%**

Median gender pay gap

The GDST has a 4.5% mean gender pay gap in favour of men. This is significantly lower than the education sector average of 18.3%\*. The 1.1% median in favour of men is considerably lower than the education sector median gap of 26.4%\*.

\*Office of National Statistics 2017

### Difference in bonus between men and women

**-2.5%**

Mean gender bonus gap

**4.5%**

Median gender bonus gap

The mean average bonus pay for women employees is 2.5% higher than their male counterparts at the GDST. The bonus scheme is limited to head teachers, who are predominately women. The median average bonus paid to women is 4.5% lower than their male counterparts, reflecting the statistical predominance of women in this group. As the pool is statistically very small, a reasonable variance in the distribution of bonuses is to be expected.

### Who received bonus pay

**0.5%**

Of Women

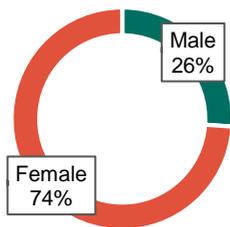
**0.2%**

Of Men

0.2% of men and 0.5% of women received bonuses at the GDST. The GDST only pays a bonus to head teachers, a small population within the GDST, which is predominately female.

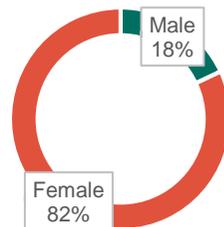
### Gender distribution by pay quartiles

Top quartile



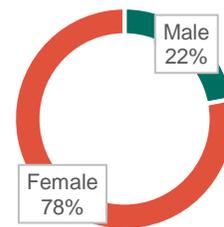
■ Male ■ Female

Upper middle quartile



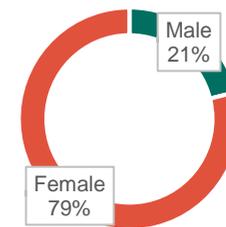
■ Male ■ Female

Lower middle quartile



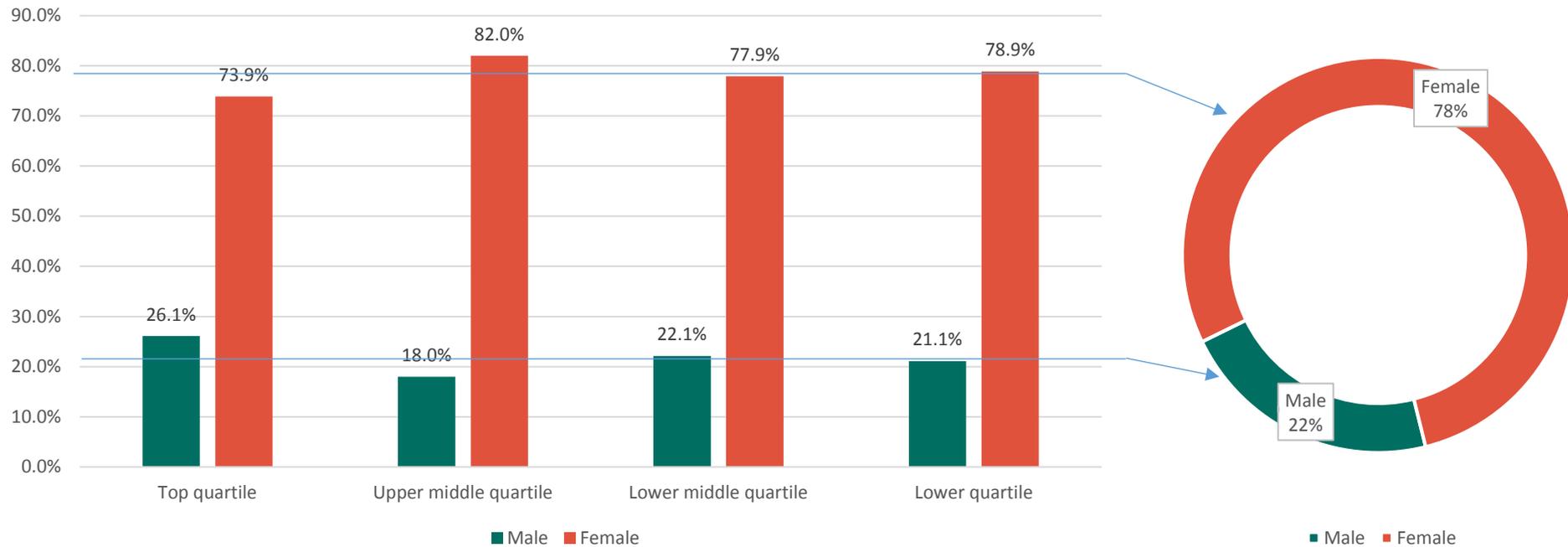
■ Male ■ Female

Lower quartile



■ Male ■ Female

## Quartiles and male/female split



The GDST workforce included in the survey as of 5<sup>th</sup> April 2017 was made up of 3,396 (78%) female employees and 947 (22%) male employees; 85 female employees were excluded from the data due to maternity leave.

We have more men in the top quartile, and this is the main cause of our pay gap. This quartile includes a number of school-based senior level support roles which are occupied by a higher number of men than women. There are also fewer women in roles in the upper quartile in areas such as Estates and Finance.