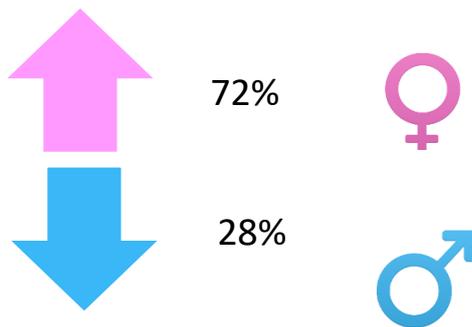


## Norfolk Academies

### GENDER PAY GAP REPORT 2017

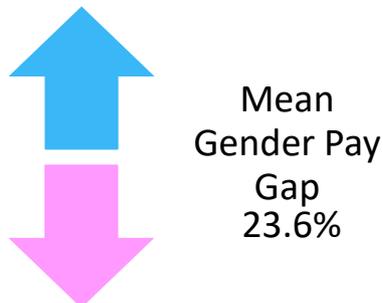
All organisations employing 250+ staff are required to publish statutory calculations each year which illustrate the pay gap between male and female employees. All the data in this report is based on the snapshot date of 31 March 2017 and calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

#### Gender Split



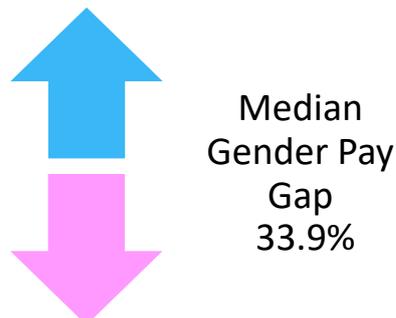
- There were 279 paid staff as at 31 March 2017.
- 201 were female.
- 78 were male.
- The lowest hourly rate for a female was £6.42, which was for a student Midday Supervisory Assistant aged 18.
- The lowest hourly rate for a male was £6.42, which was for a student Midday Supervisory Assistant aged 18.

#### Mean Gender Pay Gap



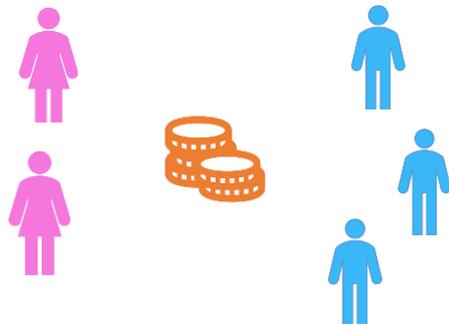
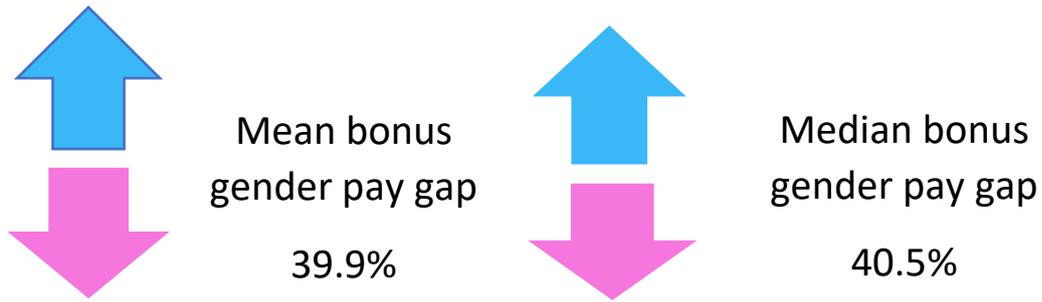
- Average hourly rate:
  - Male £19.99
  - Female £15.28

#### Median Gender Pay Gap



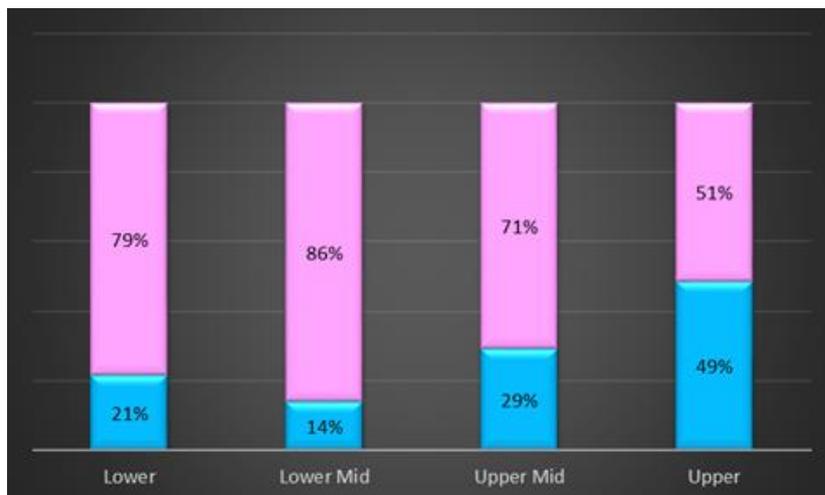
- Median hourly rate:
  - Male £21.38
  - Female £14.13

## Bonus Gender Pay Gap



- There were 3 male members of staff receiving a bonus and 2 females.
- The proportion of males receiving a bonus is 3.4% and of females 1%.
- The mean gender pay gap in bonus payments was 39.9%
- The median gender pay gap in bonus payments was 40.5%
- Men are more likely to receive a bonus based on this split, although the bonus is based on personal performance and not guaranteed.

## Gender Pay Gap Quartiles



### **Underlying reasons for Norfolk Academies' Gender Pay Gap.**

Norfolk Academies is confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather its gender pay gap is the result of the roles in which men and women work within the organisation and the salaries that these roles attract. Norfolk Academies pays all its staff the Foundation Living Wage.

The quartile table shows Norfolk Academies' workforce divided into four equal-sized groups based on hourly pay rates, with the lower band including the lowest-paid 25% of employees and the upper band including the highest-paid 25% of employees. For there to be no gender pay gap, there would need to be an equal ratio of men to women in each band.

Norfolk Academies is made up of 3 secondary academies and 1 junior academy. In the junior academy there was only one male member of staff as at 31 March 2017. All non-teaching facing support services are provided by a shared services organisation.

Within Norfolk Academies, 79% of employees in the lower band are women and 21 % of men and there are more women than men in each of the bands, including the upper band.

Looking at the posts in the lower and lower-middle quartiles, these include Midday Supervisory Assistants and Student Support Assistants – roles that are largely part-time and/or term-time only and attract generally only female applicants. In one of Norfolk Academies' academies, the role of Midday Supervisory Assistant is undertaken by Sixth Form students of both genders and innovative ways such as this of attracting both genders to all roles needs to be extended. Recently, greater use has been made of attending careers events and holding open days enabling discussion regarding roles to take place.

### **Actions to address Norfolk Academies' Gender Pay Gap.**

From the information published by other organisations in the same sector to date, Norfolk Academies compares with many similar organisations, although the Gender Pay Gap data available is currently limited for Multi-Academy Trusts. Norfolk Academies is committed to doing everything it can to reduce the gap but recognises that its scope to act in some areas is limited, e.g. it has no direct control over the career choices that individuals make.

To date, the steps the organisation has taken to promote gender diversity in all areas of the workforce including the following, which will be built on in the coming year:

- **Regular monitoring of data from its HR System, including:**
  - the proportion of men and women applying for jobs and being shortlisted and recruited
  - the proportions of men and women applying for and obtaining promotions
  - the proportions of men and women leaving the organisation and reasons for leaving
  - the numbers of men and women in each role and pay band
  - take-up of flexible working arrangements by gender and role
  - the proportion of men and women who return to work after a period of maternity or other parental leave

Currently, workforce reports are produced monthly for each Academy within Norfolk Academies and going forward an Annual Report for Norfolk Academies as a whole will be produced for the Governors.

- **Reviewing Recruitment Sources**
  - Maximising the opportunities to attend careers events
  - Holding open days and evenings on site
  - Advertising in a variety of media, including Vercida jobs website
  - Considering alternative ways to recruit to posts, particularly in the lower quartiles to make these more appealing to males
  
- **Promoting Flexible Working and Family Friendly Policies**
  - Norfolk Academies offers a range of Flexible Working and Family Friendly Policies to assist staff in their childcare commitments and general worklife balance. These will continue to be promoted on the organisation's website and in recruitment literature.
  
- **Use of 'On-Boarding'**
  - Norfolk Academies uses an on-line On-Boarding survey for all staff in their first 6 months of employment through Great With Talent. A report highlighting where there are areas for concern, e.g. staff considering leaving, unsatisfactory induction experience, etc is generated when there have been more than 5 new starts completing it (to maintain anonymity).

Norfolk Academies recognises that none of these initiatives alone will remove the gender pay gap and it may be several years before some have any impact at all. However, the organisation is committed to reporting on an annual basis on what it is doing to reduce the gender pay gap and the progress that it is making.

I confirm that the information in this statement is accurate.

Signed: