



Gender Pay Gap Action Plan

Introduction

The Cam Academy Trust aims to attract and retain a diverse workforce that reflects the community that we serve. To support this, our approach to pay is gender neutral by design.

As an organisation we believe in fairness, equality and inclusion, and are committed to reducing our gender pay gap and improving gender equality.

New efforts to improve transparency include a requirement for UK companies with over 250 employees to report publicly on their gender pay gap.

Data shows that in this respect The Cam Academy Trust, which employs over 800 staff, performs as well – and sometimes better - than many similar sized organisations but we appreciate that we can and must do better.

Education employers must take steps to stop and reverse the gender pay gap. They must ensure that women have fair access to pay progression and promotion. This can be achieved by:

- ensuring that recruitment panellists have equality and diversity training;
- making sure gender bias plays no part in pay progression and promotion decisions;
- being open to flexible working and job-sharing in schools, including for promoted posts;
- ending discrimination in pay decisions, such as refusing pay progression to teachers who have been on maternity leave;
- monitoring and regulating pay decisions, particularly at academy CEO and headship levels;

In analysing and understanding our organisations gender pay data we have been able to identify the necessary actions to develop a meaningful action plan that will have a real impact on closing the gender pay gap. Stakeholder involvement will help to deliver a plan that will be innovative, fit for purpose and well supported. We will monitor and evaluate our action plan, changing and adapting as required in order to drive forward a plan that can be embedded into daily working practices.

Action Plan

- Support employees returning to work and with young families – Introduction of a trust wide Flexible Working Policy that reinforces our commitment to equality of opportunity and improves workplace flexibility for men and women.
- Consider the most diverse shortlists for recruitment and promotion. The Trust is committed to ensuring that the best talents are sought regardless of gender.
- Talent management – It is recognised that there may be a number of good, qualified people taking lower paid positions to suit their hours and needs - We will conduct a review of employee skills and qualifications to ensure that we draw on existing talent within the organisation, with a view to creating opportunities that reduce the gender pay gap.
- Use of skill-based assessment tasks in recruitment rather than relying only on interviews - We will ask candidates to perform tasks they would be expected to perform in the role they are



applying for. We will use their performance in these tasks to assess their suitability for the role. Standardised tasks and scoring will ensure fairness across candidates.

- Structured interviews for recruitment and promotions – All candidates will be asked the same questions in a predetermined order and format that are graded using pre-specified, standardised criteria. Structured and unstructured interviews both have strengths and weaknesses, but unstructured interviews are more likely to allow unfair bias to creep in and influence decisions.
- Transparency to promotion and pay processes - We will ensure that we are open about processes, policies and criteria for decision making. This means employees are clear on what is involved, and that managers understand that their decisions need to be objective and evidence-based because those decisions can be reviewed by others. Introducing transparency to promotion and pay and reward processes can reduce pay inequalities.
- Senior leaders as diversity managers – We will ensure that we monitor talent management processes (such as recruitment or promotions) and diversity within the organisation. This can reduce biased decisions in recruitment and promotion because people who make decisions know that their decision may be reviewed. This accountability can improve the representation of women in our organisation.
- Shared Parental Leave - Inform future fathers of their legal right to request this leave and provide guidance to understand the scheme. The gender pay gap widens dramatically after women have children, but this could be reduced if men and women were able to share childcare more equally.

As an employer in education, we must endeavour to remove gender bias, work harder to retain talented teaching professionals and demonstrate to women in the sector that they are valued. The state of the education sector is that of a pyramid, with lower paid women at the bottom supporting a small number of male senior employees at the top. As an organisation, it is our responsibility to contribute to a change in this model by reducing the gender pay gap and improving gender equality within The Cam Academy Trust.

GENDER PAY GAP 2018 - 19

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PAY DATA

DIFFERENCE IN HOURLY RATE

MEAN	MEDIAN
Women's mean hourly rate is 19.21% lower than men's	Women's median hourly rate is 33.33% lower than men's

When comparing mean hourly rates, women earn **80.79p for every £1** men earn

When comparing median hourly rates, women earn **66.67p for every £1** men earn

PAY QUARTILES

The image below shows the gender distribution at The CAM Academy Trust when colleagues are placed into four equally sized quartiles based on pay



MALE



FEMALE



Proportion of male and female staff in quartiles

BONUS DATA

BONUS PAY GAP

MEAN	MEDIAN
Women's mean bonus pay is 79.15% lower than men's	Women's median bonus pay is 79.15% lower than men's

PROPORTION OF STAFF RECEIVING A BONUS PAYMENT



Proportion of men receiving a bonus payment



Proportion of women receiving a bonus payment



A message from **Stephen Munday**, CEO of The CAM Academy Trust

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S. Munday

Stephen Munday | CEO | The CAM Academy Trust

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We confirm the data reported is accurate. In accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, [Company Name] is required to carry out Gender Pay Gap Reporting