Transform Trust
Unit 11, Castlebridge Office Village,
Kirtley Drive,
Nottingham
NG7 1LD

Gender Pay Gap Reporting 2024-25

Introduction

This report shows the difference in the average pay between all men and women across our workforce. Transform Trust is an equal pay employer, subject to the requirements of TUPE transfers. The Trust's Gender Pay Gap is a high level, non-adjusted indicator of male and female earnings affected by workforce distribution and workforce make-up. The overall gender pay gap reflects workforce composition rather than pay inequalities.

The Board of Trustees are committed to the promotion of equality of opportunity and choice for employees and support the fair treatment of all staff irrespective of gender through our transparent recruitment processes, pay policy and professional development. All our posts are aligned to nationally agreed pay scales and our male and female staff are paid within the same pay band for the same job role.

The snapshot date for Transform Trust was 31st March 2025. Previous years' data is at Appendix 1. The data required under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 is as follows:

Transform Trust's gender profile

Within Transform Trust the high percentage of female staff (gender profile) at 89.2% is retained.

The results of the statutory gender pay calculations are:

2024-2025 Return		% of total	Median Average	Mean Average
Female Headcount	1154	89.2%	£15.11	£18.80
Male Headcount	139	10.8%	£21.04	£24.67
Total Employees	1293	100%		
Percentage Difference			**28.18%**	**23.80%**

1. Mean Gender Pay Gap

The difference in the 2024 mean hourly pay rate of pay that male and female full pay relevant employees receive is 23.80%. This difference means that female employees are paid 22.80% less as a mean average.

2. Median Gender Pay Gap

The difference in the 2025 median hourly rate of pay that male and female full pay relevant employees receive is 28.18%. This difference means that the median female employee is paid 28.18% less than the median male employee.

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3. Bonus

Transform Trust does not operate a bonus scheme.

4. The Proportion of males and females in each Quartile Pay Bands

2024-25 return				
Quartile Headcount	**1**	**2**	**3**	**4**
Female	313	295	284	262
Male	11	28	39	61
	324	323	323	323
Gender Proportions Per Quartile %				
F (89.25%)	**96.6%**	**91.3%**	**87.9%**	**81.1%**
M (10.75%)	**3.4%**	**8.67%**	**12.01%**	**18.9%**

Actions taken:

We are serious about reducing our gender pay gap and have followed the steps and actions recommended in research documentation currently available. We recognize there is still work to be done to reduce the gap further and have so far taken the following actions:

Analyse data and identify actions: committed financial resources to tools that will enable us to analyse our staffing, pay and recruitment data more effectively. The tools allow us to be proactive in widening our reach when recruiting. No personal data is available to recruiters when shortlisting.

We still have a much higher proportion of females than men applying for senior posts. The number of posts advertised at a more senior level are fewer in comparison to those lower down the organisational structure as are promotional opportunities. However, we have a clear process that ensures leadership posts are more widely advertised across the whole organisation and beyond. 55% of the applicants for the most recent Headteacher position advertised in the Trust were female. We operate a secondment system, including into senior leadership roles. We have developed a Leadership Talent Pool to promote shorter term leadership opportunities for our current workforce so they can develop skills to progress within our organisation. Applicants are assessed against the criteria for leadership roles and where necessary individual development plans are produced to enable the applicant to develop the required skills to enable them to move into a leadership role across the Trust when the opportunity arises.

We have reviewed the 'Evidence-based actions for employers' Report issued by the Government Equalities Office and have already implemented the following:

- Using skill-based assessment tasks in the recruitment for leadership roles, as well as formal interviews.
- Having standardised criteria to meet during the recruitment process, to ensure responses are comparable and reduce unconscious bias. In most cases, particularly for senior leadership roles, there are a significant number of skills-based activities that are used and measured. Standardised questions

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are always expected in interview situations, with clear scoring matrices required. All posts are appointed into a grade and this is transparently advertised.

- Ensuring there are transparent processes, policies and criteria in relation to pay awards and promotion, which are objective, and evidence based.
- Ensuring gender is removed from applications before shortlisting and kept in an anonymised format.
- We are open as an organization when discussing our gender pay. The Board of Trustees are required to sign off the figures and commentary along with the CEO. The gender figures are shared as part of an open dialogue with recognised Trade Unions through the Trust consultative committee forum. We have carried out an annual staff survey for the last 8 years and actively respond to the outcomes shared. We conduct effective exit processes for all leavers at all levels to determine reasons for leaving and act on feedback given.

Transform Trust continues to be committed to ensuring that all staff receive equal pay for equal work regardless of gender. Teaching staff are remunerated on an incremental pay scale that rewards them for their professional performance, wider contribution to the School and their level of experience. Support staff pay is determined via a process of job evaluation and is regularly reviewed and benchmarked on a national and local basis to ensure that pay correctly reflects the value and complexity of the work undertaken. Male and female staff at Transform Trust are treated equally on appointment and throughout their careers.

We have also undertaken research around comparability to other MAT's gender pay gap and are content we do not have an outlying mean and median rate in comparison to similar sized Trust's.

Taking action

We are committed to fair pay irrespective of gender and to improving our gender pay gap.

The tools we have available to us from 2025 will enable us to analyse our data in more detail. We will be able to create more evidence-based actions specifically for our organisation as a result. We will draw together a more formal action plan and allocate the responsibility to push on the completion of this.

We will continue to promote policies and initiatives to support equal opportunities for our entire workforce. We are developing employee voice forums for more direct influence on decision making. We are a Disability Confident Employer.

We will continue to support staff who have caring responsibilities through flexible working practices and procedures. This includes attracting new employees into the organization via advertising and making clear our intent. We have introduced Flexible Working from day one before it is formally introduced in law.

We will make sure that all staff, particularly females, continue to have the opportunity to progress in their careers through access to development opportunities supported by career conversations with their line manager. We will explore how we can attract more males into our workforce at the lower end of the pay scales to create a more even gender balance, given that we have more females at most levels of our organisation.

Signed: _____

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Name: _____

Date: _____

Appendix 1 – Previous Data

2023-24 return			Hourly Rate	Hourly Rate
		% of total	Mean Average	Median Average
Female Employee Headcount	966	88.7%	£ 13.18	£ 16.67
Male Employee Headcount	123	11.3%	£ 18.95	£ 22.27
Total Employees	1030	100%		
Percentage Difference			**30.5%**	**25.2%**

2022-23 return			Hourly Rate	Hourly Rate
		% of total	Mean Average	Median Average
Female Employee Headcount	912	89.4%	£ 13.16	£ 15.64
Male Employee Headcount	108	10.6%	£ 17.83	£ 21.01
Total Employees	1020	100%		
Percentage Difference			**26.20%**	**25.60%**