



**Ambition  
Institute**

# **Gender pay gap report 2023**



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Challenging inequality is at the core of Ambition Institute's work. Our mission is to tackle educational disadvantage, and we believe that every child deserves access to a great education, regardless of their background or circumstances.

We are deeply committed to taking action that will strengthen equality, diversity and inclusion in the education workforce, for the pupils they teach, and in our own organisation.

We are therefore pleased to share a positive outcome in our very first gender pay gap report, for 2023. This has particular personal resonance for me as chief executive as, before joining Ambition, I was the Director of the Government Equalities Office, which implemented the introduction of gender pay gap reporting in 2017. The principles of transparency and fairness which underpin it remain equally important to me in my current role.

In the last few years at Ambition, we have focused on taking action which is led by the evidence on what has an impact in reducing inequality. We have driven consistency and transparency on pay in a number of ways: introducing pay bands so we can clearly communicate and track pay within a published framework; ensuring every role at Ambition is advertised with a clear salary; and completing a pay equality review annually to address any unintended consequences of pay changes in different parts of the organisation.

Our mean pay gap at Ambition is 0.62% and our median pay gap is 0.13%. This means that averaging across the whole of Ambition, women were paid very slightly less than men.

There will always be more we want to do to achieve equity for our staff and for the education sector more widely – on gender, but also on other factors and characteristics including race and ethnicity, disability, neurodivergence, and socioeconomic background. We are not complacent, but are pleased with a positive overall picture for our first gender pay gap report.



A handwritten signature in black ink that reads "Hilary Spencer". The signature is fluid and cursive.

Hilary Spencer, Chief Executive

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## What is gender pay gap reporting?

Put simply, the gender pay gap is the difference between the average pay of men and women in an organisation. Employers with more than 250 staff must comply with government regulations on gender pay gap reporting. Gender pay gap calculations are based on a 'snapshot date' of 5 April with numbers drawn from employer payroll data on this date.

The gender pay gap shows the difference between the average hourly pay of female and male employees, expressed as a percentage of the male earnings. A gender pay gap can be driven by several factors including a large proportion of female employees in lower positions or a lack of female employees in senior positions.

Organisations are required to report on the following six measures:

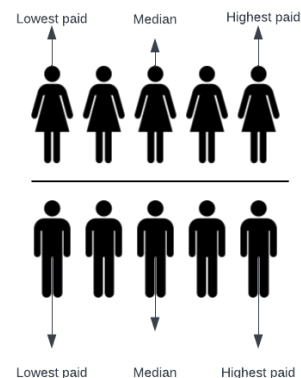
- > the mean (average) gender pay gap in hourly pay.
- > the median gender pay gap using hourly pay.
- > the percentage of men and women receiving bonus pay.
- > the mean gender gap in bonus pay.
- > the median gap in bonus pay.
- > the percentage of men and women in each hourly pay quarter in a ranking of employees from lowest- to highest-paid per hour (CIPD, 2022, p6).

## How do we calculate our gender pay gap?

We follow the Government Equalities Office [guidance](#) on how the gender pay gap should be calculated and reported.

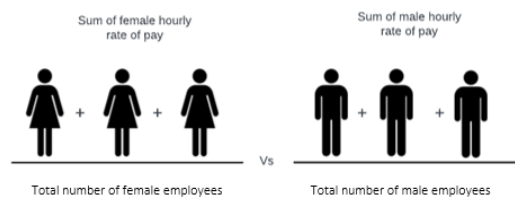
Our reporting focuses on the median and mean pay gaps and the percentage of men and women in each pay quarter. As an organisation we do not offer bonus pay and as such do not report on this.

**Median pay gap** is the difference between the midpoints in the ranges of hourly earnings of men and women. If you lined all the men and women in the organisation up in order of rate of pay from low to high, this is the middle person. The pay gap is calculated based on the difference between the employee in the middle of each range, male and female.



**Mean pay gap** is calculated by adding up the hourly rate of pay.

**The proportion of male and female staff in each quartile band** is calculated by dividing the workforce into four equal parts. To do this we list the hourly rates of all men and women in numerical order from lowest to highest then divide the list into four sections with an equal number of employees in each. By comparing results between the quartiles, we can analyse the distribution of male and female employees across the organisation and identify the proportion of males and females in each quartile band.



n.b. The gender pay gap is different from equal pay, which is the requirement to pay men and women the same for work of equal value, starting with the Equal Pay Act in 1970 and now covered by the Equality Act 2010.

## Our gender pay gap

Gap	Median	Mean
Gender pay gap	0.13%	0.62%
Gender bonus gap	n/a	n/a

The gender pay gap figures in the table show the disparity in earnings between men and women. A figure of 0.13% for the median gap, indicates that women, on average, earn slightly less than men at the median level. The mean gender pay gap of 0.62% suggests a small average pay advantage for men across all salaries. However, it is important to note that these figures only represent the average differences in pay and may not reflect individual experiences or specific job roles. Additionally, the "n/a" entries for the gender bonus gap indicate that there are no bonuses given here and therefore no data available.

Proportion of males and female employees in each quartile band		
Quartile	Male	Female
Upper	38%	62%
Upper middle	28%	72%
Lower middle	32%	68%
Lower	34%	66%

The quartile breakdown reflects the gender distribution across different levels of the organisation, highlighting potential gender imbalances in various tiers of employment.

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## **Gender identity**

Gender pay gap legislation is solely focused on binary sexes and does not represent employees with non-binary identities.

Whilst this report is in line with legislation, we acknowledge the importance of being able to self-define gender and the limitations of the current reporting method.

We accurately record and analyse pay data no matter the gender identity of employees and work proactively with staff to address any pay concerns.

## **Work to date**

As this is our first gender pay gap report, we are pleased to see that some of the actions we have taken over previous years, such as our pay equality reviews and introduction of salary banding as well as some of the actions outlined below, have had a positive impact. However, we are not complacent, and we know there is still more to do.

### **Recruitment**

We have a strong focus on the quality of our recruitment processes to ensure that we get the right people for the right role in the most fair and equitable way possible. We use a blind recruitment process to ensure equality and fairness in our hiring, by removing as much potential for bias as possible.

### **Pay**

We pay competitively for the charity sector and all job adverts indicate the salary on offer. We benchmark our salaries regularly with others in the education sector, the charity sector, local government and the Civil Service. In 2023 we introduced a clear and transparent salary framework, designed to help all staff locate their role within an overarching structure, which is applied consistently across all parts of the organisation. Salaries are determined by the complexity and scope of a job, internal relativity, and the external market for those skills. We review salaries annually to ensure equal pay for equal work, working with our leadership team to identify and address any anomalies.

### **Agile and flexible working**

We have a very strong culture of agile working and flexible working. We allow our staff to take responsibility for managing their hours and location of work to deliver in their roles to the best of their ability, in a way that helps them manage their own workload, wellbeing and personal commitments.

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## Affinity networks

We have five staff-led affinity networks that provide opportunities for colleagues to meet and share experiences, and help shape the organisation's work around equality, diversity and inclusion. These networks are:

- > LGBTQ+ Network
- > Mental Health and Wellbeing Network
- > Parents' Network
- > Race Equality Network
- > Women's Network

## Our programmes and the wider sector

We also take a proactive and evidence-led approach to embedding equality, diversity and inclusion (EDI) in our programmes, and supporting work to improve equality in the teacher workforce.

- > Ambition is one of 14 organisations to sign up an [annual commitment to furthering EDI in the education sector](#), led by the school leadership union, NAHT. We are focused this year on actions including collaborating across the sector to highlight and share best practice and further knowledge.
- > Working with organisations that are specifically focused on improving racial equality in the education sector.
- > Continuing to develop our Initial Teacher Training programme with diversity and inclusion at the core of recruitment processes and its programme design.
- > Focusing on accessibility and inclusivity at the heart of all our outputs, including communications, events, programme design and materials.
- > Reviewing our eligibility criteria for our programmes, to ensure people from all backgrounds are encouraged to apply.
- > Expanding our evidence base and utilising our data and insights to understand and tackle disadvantage both across the education sector and within Ambition.

We are pleased to share a positive outcome in our very first gender pay gap report for 2023, and that our commitment to EDI principles was recognised in our recent Ofsted inspection, which reported that "Equality sits at the heart of Ambition Institute". Again, there will always be more we want to do to achieve equity for our staff and for the education sector more widely – on gender, but also on other factors and characteristics including race and ethnicity, disability, neurodivergence, and socioeconomic background. We look forward to working on this over the coming year.