

Gender Pay Gap Report

2025-2026



Our Mission: ATT 2030

Our Values

ATT2030 sets a values-driven culture that is explicit about how we work and lead:

- **Belonging & Becoming:** we meet each child where they are, and refuse to leave them there – giving them both roots and wings.
- **Integrity & Excellence:** we act ethically, celebrate excellence, and pursue high standards in all that we do.
- **High Trust, High Accountability:** decision-making sits close to pupils and communities; principals are trusted as strategic leaders; the central team acts as expert partner; accountability is professional, dialogic, and focused on learning and improvement.

Our Three Goals

Everything in ATT2030 is organised around three interlinked goals that describe the kind of people – pupils and adults – that we are forming:

- **Capable:** equipped with the knowledge, skills, and emotional readiness to perform to a high standard, adapt to change, and contribute meaningfully.
- **Competent:** possessing the knowledge, habits, and judgement to get things done – well, reliably, and independently – handling setbacks and making steady progress.
- **Confident:** feeling safe, happy, and known – secure enough to take risks, speak up, and grow with purpose and integrity.

Our Nine Aims

These goals translate into nine aims that define success for ATT by 2030:

Capable	Competent	Confident
Professional Excellence	Purposeful, Knowledge-Rich Learning	Valued and Empowered Individuals
Fluent Learners and Thinkers	Unwavering Focus	Leading with Integrity, Celebrating Excellence
Multiple Pathways to Success	Strength Through Challenge	Moments That Shape Us

Our Approach to Working Together

We are building a **high-trust, high-accountability** organisation. Principals are empowered as strategic leaders of their academies; the central team provides expert challenge, support, tools, and evidence; accountability is reframed as professional dialogue aimed at continuous improvement, not blame. This is how we ensure that every child leaves us **capable, competent, and confident**.

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CEO Foreword

At Academy Transformation Trust, our purpose is clear. We exist to transform life chances and to ensure that every learner becomes more capable, more competent and more confident through a high quality, knowledge rich education. Achieving this ambition depends on the professionalism, talent and moral commitment of our colleagues. It is therefore essential that ATT is an organisation in which opportunity is genuinely open to all and where every member of staff can grow, succeed and lead.

Our Gender Pay Gap report is an important part of this commitment. It provides transparency about how our workforce is structured and how pay is distributed across roles. It also allows us to understand where societal patterns continue to shape the world of education and where we must act with greater clarity and purpose.

This year's data shows an increase in our mean gender pay gap, and it is important to explain this clearly and transparently. The change is not the result of widening pay differentials for comparable roles, but reflects a significant structural decision taken by the Trust to bring our catering, cleaning and estates teams in-house. These colleagues were previously employed by external contractors and are now directly employed by ATT, on our terms and as part of our core workforce. These roles are disproportionately occupied by women and sit within the lower pay quartiles, which has had a material impact on our overall gender pay figures. I am proud of this decision. Bringing these teams into ATT strengthens job security, professional belonging and long-term development, and aligns fully with our values and our commitment to being a responsible and ethical employer.

ATT2030 sets out our ambition to build a trust in which every colleague experiences belonging and growth. Reducing the gender pay gap is not separate from that vision. It is part of our work to build a culture rooted in equity, transparency and development. Through clearer progression pathways, rigorous recruitment practice, leadership development for all roles and a continued focus on fairness in pay structures, we will continue to strengthen ATT as an organisation where talent can flourish.

I am grateful to all colleagues across our academies and central team for the work they do every day for our pupils. As we continue our journey towards 2030, we will ensure that ATT remains a place where everyone has the opportunity to become the very best version of themselves.

Mark McCourt

Chief Executive Officer

Academy Transformation Trust

Introduction

This is Academy Transformation Trust's Gender Pay Gap Report for the snapshot date of 31st March 2025. This marks our ninth year of reporting and reflects our continued commitment to transparency, fairness, and unwavering integrity in how we reward our colleagues.

ATT is a large and diverse multi-academy trust serving communities across the Midlands, East and Southeast of England. Like much of the education sector, our workforce is predominantly female. This demographic pattern is reflected in our gender pay figures and underscores the importance of understanding the structural and societal factors that shape the composition of our teams.

At ATT, our purpose is to transform life chances by achieving the highest possible standards for every learner. Our ATT2030 strategy sets out a future in which every child becomes more capable, more competent, and more confident through an education that expands their horizons and deepens their sense of belonging. To deliver on this promise, we must also ensure that every colleague can see a pathway of growth and leadership, and that our organisation models the fairness we champion.

Our annual Gender Pay Gap report is therefore not simply a compliance exercise. It is an opportunity to reflect honestly on our progress, examine the patterns within our workforce, and take action to ensure that ATT remains a place where talent is recognised, developed, and rewarded without bias.

Headline Figures

As of 31 March	2021	2022	2023	2024	2025
Mean gender pay gap	22.0%	10.10%	16.40%	10.47%	22.34%
Median gender pay gap	33.0%	17.46%	35.97%	17.19%	41.70%
Mean gender bonus gap	n/a	n/a	n/a	n/a	n/a
Median gender bonus gap	n/a	n/a	n/a	n/a	n/a
Proportion of male employees receiving a bonus	n/a	n/a	n/a	n/a	n/a
Proportion of female employees receiving a bonus	n/a	n/a	n/a	n/a	n/a

The pay gap figures for all employees cover a very wide range of salaries within the data set. Further insight into the pay gender position within the organisation can be gained by examining the gender pay gaps for the two different groups of staff: support and teaching (figures in brackets denote previous year's data 2024).

	Support Staff	Teachers
Gender pay gap mean of 31 March 2025	11.34% (6.20%)	3.08% (3.09%)
Gender pay gap median of 31 March 2025	12.06% (0.00%)	1.79% (-1.81%)

The proportion of males and females in each quartile band:

	M: Male F: Female	M % 2021	F % 2021	M % 2022	F % 2022	M%2 2023	F% 2023	M % 2024	F % 2024	M % 2025	F % 2025
A	Lower (0-25% of full-pay relevant employees)	12.76	87.24	21.5	78.5	17.46	82.54	19.84	80.16	9.79	90.21
B	Lower middle (25-50% of full-pay relevant employees)	16.93	83.07	25.4	74.6	17.03	82.97	15.10	84.90	16.38	83.62
C	Upper middle (50-75% of full-pay relevant employees)	10.78	89.22	27.6	72.4	27.80	72.20	25.33	74.67	28.09	71.91
D	Upper (75-100% of full-pay relevant employees)	50.0	50.0	32.4	67.6	31.32	68.68	29.69	70.31	32.55	67.45

Pay Structures

ATT uses established national frameworks to determine pay. Teachers' pay aligns with the minima and maxima of the School Teachers' Pay and Conditions Document, while support staff salaries follow the National Joint Council for Local Government Services scales. Movement through pay ranges is governed by robust processes and grounded in clear expectations of performance and professional growth.

These frameworks support fairness and consistency, yet they interact with the wider gendered patterns that characterise the education workforce. This interaction is one of the central drivers of ATT's gender pay profile and is a key focus of our ongoing analysis.

How Does ATT's Gender Pay Gap Compare with That of Other Organisations?

According to the Office for National Statistics, median hourly pay for full-time employees was 6.9 percent lower for women than for men in April 2025. ATT's data should be viewed in the context of the national picture and the education sector, where women are disproportionately represented in lower-paid, term-time roles. Understanding this context helps us interpret our figures and informs our strategic approach to workforce development.

Commentary

The March 2025 data show a mean gender pay gap of 22.34 percent, an increase from last year's 10.47 percent and a positive movement since our first report in 2017 of 28.3 percent. The overall direction of travel continues to be positive. This year's increase is driven by decreased female representation in our upper middle and upper quartiles and an increase in female representation in the lower quartile. These movements are due to the Trust onboarding its own cleaning operatives, site management teams and catering teams, which, while it has impacted our overall Gender reporting, is a significant step towards our ATT2030 vision. We are committed to continue to focus on career development and leadership pathways which will continue to reshape the structure of our workforce.

It remains important to state clearly that gender pay reporting is a snapshot rather than a like-for-like comparison year-on-year. Workforce changes, recruitment cycles, and role distribution all influence the data and must be understood within the broader strategic picture.

Our total workforce continues to be around three-quarters female, 78.30 percent. This reflects deeply ingrained, long-standing societal patterns in the education sector, particularly in roles such as Teaching Assistants and Lunchtime Supervisors, which often attract women due to term-time working arrangements. These patterns are not unique to ATT, but they remain a significant contributor to the national gender pay gap.

We are encouraged by the stabilised and consistent figures for teaching roles, and understand the increase median support staff figure is due to onboarding the aforementioned roles. These outcomes point to the impact of consistent pay structures, transparent expectations, and the development of clearer pathways for leadership. Yet, we recognise that the gender distribution across quartiles still does not fully reflect our organisational demographic, and further work is required to ensure all colleagues have equal access to progression and opportunity.

ATT2030 sets out our belief that every member of staff should experience belonging, growth, and high expectations. Reducing structural inequities such as the gender pay gap is therefore not peripheral to our strategy, but central to our moral purpose.

How Are We Supporting Gender Equality in ATT?

We are committed to being an organisation in which every colleague is valued, respected, and supported to become more skilled and more confident in their role. ATT does not discriminate in any aspect of recruitment, performance development or progression. The Equalities Act 2010 provides the legal framework, but our commitment goes beyond legal compliance. It is rooted in our values of hard work, integrity, and teamwork.

Our work to reduce the gender pay gap aligns with our ATT2030 aims and is focused on long-term, systemic improvement. We continue to:

- Strengthen the role of DEI Allies in every academy, ensuring our culture promotes fairness, openness and respect.
- Provide training on bias and robust recruitment practice to ensure fairness at every stage of hiring.
- Build accessible learning and development pathways for all colleagues through the ATT Institute, including bespoke routes for Teaching Assistants, Exams Officers, Office Administrators and other support roles.
- Expand our leadership development programmes so that more colleagues, including those working part-time, can prepare for middle and senior leadership roles.
- Ensure our pay policy reflects fairness, including full TLR payments for colleagues undertaking full responsibilities regardless of working pattern.
- Continue benchmarking roles across the Trust to ensure equity and transparency.
- Increase transparency in recruitment, including publishing salary bands for all roles, up to and including Principal level.
- Actively encourage applications from underrepresented groups, including men in lower-quartile roles, to address long-standing sector imbalances.
- Analyse pay data regularly to identify areas of imbalance and set clear action plans for improvement.

Our commitment is ongoing. The reduction of the gender pay gap is part of a wider programme of continuous improvement that sits at the heart of ATT2030. It reflects our belief that fairness is not achieved by accident. It requires intention, clarity, and effort.

CEO Declaration

I can confirm that the information collated in the report has been drawn from our payroll providers and is an accurate reflection of the position relating to gender pay in our academies.

Signature



Name

Mark McCourt

Role

Chief Executive Officer, Academy Transformation Trust

Date

6 January 2026



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