



The LETTA Trust

Gender Pay Gap Report 2025

Snapshot date: 31 March 2025

Introduction

The LETTA Trust is committed to fairness, transparency and equality across all aspects of employment. Our staff are central to delivering excellent education across our family of schools, and we strive to create an inclusive working environment where all employees can thrive.

This report presents the Trust's gender pay gap data for the snapshot date of **31 March 2025**. The figures have been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations. In the context of this report, from the 320 relevant employees, there are 320 employees who are considered 'full pay relevant' (which refers to employees who are receiving their normal pay during the snapshot period) and who are included in the gender pay gap calculations.

This is the **first year** the Trust has been required to publish gender pay gap data. The report therefore establishes a baseline against which future progress will be measured.

The data in this report is based on payroll analysis and reflects the Trust's commitment to openness and accountability. As part of the gender pay gap analysis, the earnings typically included for the education sector are basic salary, bonuses, allowances, and benefits.

About The LETTA Trust

The LETTA Trust is a Multi-Academy Trust serving diverse communities through its five primary schools and its accredited teacher training and apprenticeship service:

- School Improvement & Training Team
- Bygrove
- Stebon
- Hermitage
- Columbia
- Virginia – Joined the Trust in July 2025 and not part of the analysis for the snapshot date.

The Trust provides education from early years through to Key Stage 2, and adult education ensuring high-quality learning and inclusive opportunities for all pupils and trainees.



Our workforce includes teaching staff, leadership teams, specialist professionals, and support staff who together deliver high standards of education and care.

Like many organisations in the education sector, our workforce is predominantly female, reflecting national patterns across teaching and support roles.

Purpose and Values

A core purpose of The LETTA Trust is to combat social inequality by providing equitable opportunities for pupils, staff and communities. Our work is guided by values of aspiration, equality, generosity and Ubuntu — recognising our shared humanity and responsibility to one another.

Understanding the Gender Pay Gap

The gender pay gap measures the difference in average hourly earnings between men and women across an organisation. It is **not** the same as equal pay.

Equal pay refers to men and women receiving the same pay for the same work. The Trust is confident that pay is determined by nationally agreed pay frameworks and objective job evaluation processes.

Gender pay gaps are often influenced by:

- workforce composition
- representation in leadership roles
- part-time working patterns
- occupational segregation across roles

Please see Appendix 1 for a mathematical example showing how equal pay can result in a gender pay gap.



Headline Results

Hourly Pay Gap (Full-Pay Relevant Employees)

Measure	Result
Mean gender pay gap	32.96%
Median gender pay gap	45.64%

The pay gap is expressed as the difference between male and female average hourly earnings.

Bonus Pay

The Trust does not operate bonus schemes.

Measure	Result
% receiving bonus (male)	0%
% receiving bonus (female)	0%
Mean bonus gap	0%
Median bonus gap	0%

This reflects standard practice within the education sector.

Workforce Distribution by Pay Quartile

Pay quartiles show the gender distribution across the organisation from lowest to highest hourly pay.

Quartile	Female	Male
Upper quartile	77.5%	22.5%
Upper middle	90.0%	10.0%
Lower middle	93.8%	6.2%
Lower quartile	97.5%	2.5%

Women represent the majority of employees in all quartiles.



Interpreting the Results

Gender Pay Quartile Benchmarking

Female Representation by Quartile (%)

Pay Quartile	LETTA Trust	Education Sector	Public Sector	Private Sector
Upper Quartile	77.5%	60–70%	40–50%	30–40%
Upper Middle	90.0%	65–75%	45–55%	35–45%
Lower Middle	93.8%	70–80%	55–65%	45–55%
Lower Quartile	97.5%	75–85%	60–70%	50–60%

Gender Pay Gap Benchmarking

Mean & Median Pay Gap Comparison

Measure	LETTA Trust	Education	Public Sector	UK Private	UK National
Mean pay gap	32.96%	12–18%	10–15%	15–25%	~13–14%
Median pay gap	45.64%	15–22%	12–16%	12–18%	~14%

Sources: ONS Annual Survey of Hours & Earnings and UK gender pay gap reporting trends.

The Trust's gender pay gap is primarily influenced by workforce structure, with a very high proportion of female workforce rather than unequal pay practices.

Key contributing factors include:

Workforce Composition

The education workforce nationally is predominantly female, particularly in:

- teaching assistant roles
- administrative roles
- pastoral and support functions
- part-time and term-time positions

These roles typically fall within lower pay ranges.

Leadership Representation

Senior leadership and specialist roles are fewer in number. Small changes in representation can significantly affect pay gap calculations.



Working Patterns

Flexible and part-time working arrangements — more commonly undertaken by women — can influence overall average earnings.

Sector Pay Frameworks

Pay structures are determined through national frameworks (STPCD and NJC), ensuring fairness and transparency across roles.

Context: Education Sector Patterns

Gender pay gaps are common across the education sector due to workforce composition and occupational segregation. MAT reports across the sector note similar structural drivers, including the high proportion of women in support roles and part-time positions.

Our Commitment to Equality, Diversity and Inclusion

The LETTA Trust is committed to fostering an inclusive workforce where everyone has equal opportunity to succeed.

We continue to promote:

- fair recruitment and selection processes
- transparent pay structures
- inclusive leadership development
- flexible working practices
- family-friendly policies
- staff wellbeing and retention initiatives

Actions and Priorities

As this is our first reporting year, we are focused on establishing strong foundations for monitoring and improvement.

1. Monitoring and Data Insight

- Regular review of workforce data and pay distribution
- Annual reporting to Trustees

2. Recruitment & Progression

- Encourage diverse applicant pools for leadership roles



- Support career progression pathways for all staff

3. Leadership Development

- Expand development opportunities for aspiring leaders
- Support internal progression

4. Flexible Working & Retention

- Continue supportive flexible working practices
- Maintain family-friendly policies

5. Workforce Planning

- Review role structures and career pathways
- Promote equity across roles and responsibilities

Looking Ahead

This first report establishes a baseline for future analysis.

The Trust will:

- monitor trends annually
- review workforce representation
- ensure equality and fairness remain central to workforce strategy

We are committed to building a workforce that reflects our values of equity, inclusion and opportunity for all.

Declaration

I confirm that the information contained in this report is accurate and has been prepared in accordance with statutory requirements.



Appendix 1 - Mathematical principles

Example calculations:

Everyone is paid equally within roles.

Role	Pay	Female Staff	Male Staff
Headteacher	£60/hr	1	0
Teacher	£35/hr	6	1
Teaching Assistant	£15/hr	10	0

Female average

$$\frac{(1 \times 60) + (6 \times 35) + (10 \times 15)}{17} = \frac{60 + 210 + 150}{17} = £24.71$$

Male average

$$\frac{(1 \times 35)}{1} = £35$$

Gender pay gap:

$$\frac{35 - 24.71}{35} \times 100 = 29.4\%$$