

Gender Pay Report 2025

At a glance

- Overall gender profile: 24% men and 76% women
- Hourly pay gap (2025): median 14.2% lower for women; mean 7.6% lower for women
- Bonus pay gap (2025): median 16% lower for women; mean 48.4% lower for women
- Who received bonus pay (2025): 4.3% of women and 8.3% of men
- Our continued focus this year: supporting women's progression (Talent development programmes and Women at Work ERG), listening through Roundtables, enhancing our family friendly policies, and strengthening wellbeing support (including menopause guidance).

Introduction

At Teaching Personnel, we are committed to building a diverse and inclusive organisation where everyone can do their best work and reach their full potential.

We exist to help schools tackle some of the biggest challenges in education—supporting SEND, reducing exclusions, helping to manage budget pressures, and placing and developing great staff. To do that well, we need an engaged workforce that reflects a wide range of ideas, experience and skills, and we are committed to attracting, retaining and developing diverse talent.

Over the past year we have continued to invest in initiatives that strengthen inclusion across Teaching Personnel. We recognise that creating an inclusive workplace is ongoing work, and we will keep listening, learning and improving.

Closing the gender pay gap takes time and sustained, thoughtful action. We have made positive steps this year, but we know there is more to do.

Karen Rooney (Chief People Officer)

All about gender pay

Like many other UK employers, we are required to publish specific figures about our gender pay gap.

- The mean (average) is calculated when you add up the wages of all employees and divide it by the number of employees. The mean gender pay gap is the difference between mean male pay and mean female pay.
- The median is the figure that falls in the middle of a range when everyone's wages are lined up from smallest to largest. The median gender pay gap is the difference between the employee in the middle of the range of male wages and the employee in the middle of the range of female wages.

Gender pay and equal pay are not the same. Gender pay looks at the overall distribution of men and women across the organisation and how this affects average pay and bonuses. Equal pay relates to men and women being paid the same for doing equal work.

Explaining our results

Our Gender Ratio

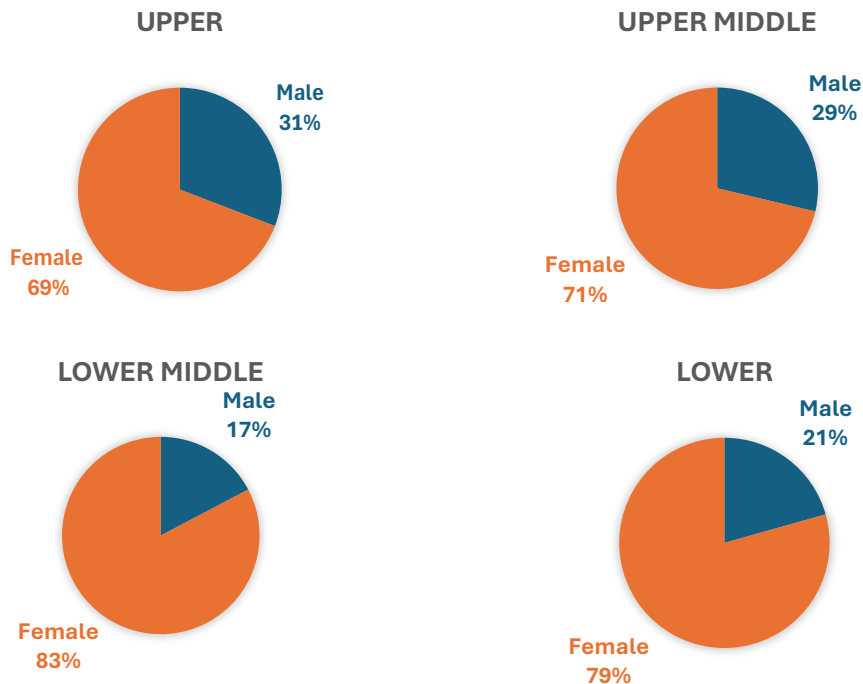
Teaching Personnel's gender profile is 24% male and 76% female.

Pay Hourly Rate

	2024		2025
Median-Middle	15.5% LOWER		14.2% LOWER
Mean- Average	10.2% LOWER		7.6% LOWER

PAY QUARTILES

This shows the proportion of men and women in each quartile of Teaching Personnel's payroll.



Quartile bands split the workforce into four equal groups based on hourly pay. The upper quartile shows the highest-paid 25% of employees, while the lower quartile shows the lowest-paid 25% of employees.

OUR GENDER PAY GAP

Our pay rates for supply teachers and teaching assistants are set to reflect the skills, qualifications and experience required for each role, as well as the activities undertaken during each booking.

Supply teachers and teaching assistants who have been in a booking for longer than 12 weeks are entitled to parity of pay with full-time teachers under the Agency Workers Regulations.

For our internal teams, we use a career framework and detailed job analysis to determine role level, grade and salary.

OUR BONUS PAY GAP

	2024		2025	
WOMEN'S BONUS PAY	17.5% LOWER Median	51.9% LOWER Mean	16.0% LOWER Median	48.4% LOWER Mean
WHO RECEIVED BONUS PAY	4.1% WOMEN	8.7% MEN	4.3% WOMEN	8.3% MEN

In 2025, our bonus gender pay gap improved, with 16.0% based on the median and 48.4% based on the mean.

The gap—particularly the mean—remains larger than we want it to be. Some of this reflects the wider education market; however, we also recognise the need to do more internally to support women's career progression at Teaching Personnel and to improve female representation at senior leadership level.

Our commitments

1. **Supporting women at Teaching Personnel:** We have established Employee Resource Groups (ERGs) to promote a supportive environment across our workforce. Our *Women at Work* group is building an influential and sustainable network of women across all levels, helping to create a workplace where women feel heard, confident and able to fulfil their potential.
2. **Listening to our people through employee Roundtables:** Over the past year, our Roundtables create a regular forum for:
 - a. Sharing business updates and ideas for discussion
 - b. Collaborating on people plans and proposals (e.g., engagement, wellbeing and recognition)
 - c. Sharing perspectives on business issues and how we address them
3. **Promoting wellbeing and work-life balance:**
 - a. Promoting flexible working options across Teaching Personnel and encouraging a healthy work-life balance
 - b. Offering a generous holiday entitlement (28 days per year, with the option to buy five additional days) to all full-time employees
 - c. Promoting our Mental Health First Aiders to provide wellbeing support
 - d. Menopause: We created a guide for managers to help ensure people feel supported and can continue to do their best work.