



**Ambition
Institute**

Gender pay gap report 2024



Equality, diversity and inclusion are at the very heart of our charitable mission – supporting teachers and school leaders to keep getting better, to give every child the best start in life.

Central to our values is the use of evidence, data and research. These help us to make sure we target action in the right areas and therefore make the biggest difference possible for those in the education workforce and for the pupils they teach.

We apply the same evidence-led approach to making sure that we foster a genuinely diverse and inclusive place to work for the committed and talented colleagues who make up Ambition’s workforce.

Last year, our mean pay gap at Ambition was 0.62% and our median pay gap was 0.13. This year, our mean pay gap at Ambition is 4.8% and our median pay gap is 10.2%. Whilst 4.8% and 10.2% compare favourably with recent national averages, we are not content with this being the position at Ambition.

In line with the value we place on being led by evidence and data, in Autumn 2024 we introduced quarterly internal reporting on our gender pay gap, so we can track and address the impact of any workforce changes on our pay gap – and take steps to reduce it.

This now sits alongside our existing, evidence-based practices, which include: an open and transparent pay framework; advertising all roles with clear salaries; using blind recruitment processes; benchmarking our salaries regularly against relevant organisations; and conducting an annual equal pay review, to ensure equal pay for equal work.

We want to ensure all staff can thrive at Ambition, regardless of their background or characteristics, and that we have a diverse spectrum of people and perspectives. We will always strive to do more to achieve equity for our staff and for the education sector more widely, on gender, race and ethnicity, disability, neurodivergence, and socioeconomic background.

A handwritten signature in black ink, appearing to read 'Hilary Spencer', written in a cursive style.

Hilary Spencer, Chief Executive

Calculating the gap

The gender pay gap is the difference between the average pay of men and women in an organisation. It is different from equal pay, which is the requirement to pay men and women the same for work of equal value, enshrined in the Equality Act 2010.

Ambition follows the Government Equalities Office [guidance](#) on calculating and reporting the gender pay gap.

Our gender pay gap in 2024

Factors affecting our pay gap

On the snapshot date, we employed 317 'relevant employees'. Of those 317 relevant employees, 69% (or 220) were women and 31% (or 97) were men, which is typical of the education and third sectors.

Notes on our reporting:

- > **Bonuses:** As a charity, Ambition Institute does not award bonuses, so our reporting focuses on the median and mean pay gaps and the percentage of men and women in each pay quartile.
- > **Gender identity:** Gender pay gap legislation focuses on binary sexes, excluding non-binary identities. Whilst this report follows legal requirements, we acknowledge the importance of self-defined gender and the limitations of current reporting. We record and analyse pay data for all gender identities at Ambition and work proactively to address any pay concerns.

Table 1: Mean pay gap

Mean pay gap	2024	
	Women	Men
Mean hourly pay	£22.55	£23.68
Mean gender pay gap	4.8%	

The mean (average) pay gap is calculated by adding up the hourly rate of pay for female and male employees.

This year the mean pay for women was 4.8% less per hour than the average pay for men. This means that for every £1 a man received, a woman received 95p.

Table 2: Median pay gap

Median pay gap	2024	
	Women	Men
Median hourly pay	£19.96	£22.22
Median gender pay gap	10.2%	

The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women.

On this measure therefore, a woman in the middle of the female pay range received 10.2% less than a man in the middle of the male pay range.

Table 3: Distribution of pay

Pay quartiles	2024	
	Women	Men
Distribution of pay by quartile		
Upper hourly pay quartile	59%	41%
Upper middle hourly pay quartile	71%	29%
Lower middle hourly pay quartile	75%	25%
Lower hourly pay quartile	73%	28%

The proportion of male and female staff in each quartile band is calculated by dividing the workforce into four equal parts.

What this tells us

This year there is a bigger difference between our mean (4.8%) and median (10.2%) pay gaps, compared to last year: 0.62% and 0.13% respectively. This difference highlights the influence of salaries in the lowest and highest earning roles and reflects a change in our staffing mix.

This year we have seen an increase in the number and proportion of women in entry level roles, alongside a small number of departures of women in the highest quartile, including on family leave or promotion elsewhere. In comparison, the proportion of men in middle and higher earning roles has increased.

Due to the small sample size a single departure, new appointment, or period of unpaid leave at the most junior or most senior pay band of the organisation can affect our overall pay gap by as much as half a percentage point.

Whilst these factors account for the shift in our pay gap this year and our figures compare favourably with recent national averages, we are not content with this being the position at Ambition.

Addressing our gender pay gap

Pay

We pay competitively for the charity sector and benchmark our salaries regularly with others in the education sector, the charity sector, local government and the Civil Service.

We have a clear and transparent salary framework, which is applied consistently across the organisation. We review salaries annually to ensure equal pay for equal work.

Now in our second year of reporting on our gender pay gap, we have introduced more regular reporting, so we can track and address the impact of any workforce changes on our pay gap – and take steps to reduce it.

Recruitment

Our recruitment processes are designed to be as fair and equitable as possible. We have made changes to how and where we advertise roles, to ensure we reach a diverse pool of potential candidates and all job adverts indicate the salary on offer. We also use a blind recruitment process, which helps to remove the potential for bias in shortlisting candidates.

Agile and flexible working

Ambition champions agile and flexible working, empowering our staff to take responsibility for managing how they work. We do this in a way that helps them manage their own workload, wellbeing and personal commitments.

Affinity networks

We have six staff-led affinity networks that provide opportunities for colleagues to meet and share experiences and which help shape Ambition's equality, diversity and inclusion work.

These networks are:

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

Equality, diversity and inclusion on our programmes and in the wider sector

Our equality, diversity and inclusion strategy aims to make a difference within the education sector, through our programmes and wider work. We seek to:

1. Collaborate on diversity and inclusion initiatives across the sector to promote equality, equity and belonging within the system.
2. Provide an inclusive programme experience for all, from programme design and throughout the complete programme journey.

Our work to achieve these aims includes:

- > Being one of 14 organisations to sign up to annual commitment to furthering EDI in the education sector led by the school leadership union, the National Association of Head Teachers.
- > 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.