

# Gender Pay Gap and Pay Ratio Data Report

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Sustrans Staff 2018



5 April 2018

## **Introduction**

This paper summarises data on the Sustrans gender pay gap and its pay ratio as at 5 April 2018.

The gender pay gap data is published in line with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Sustrans has a 0% median gender pay gap, and a comparatively small mean gender pay gap relative to the national average, at 7.97%.

The data itself is provide below alongside a detailed commentary. The data published below is certified as accurate as at 5 April 2018.

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Director of HR and Support Services

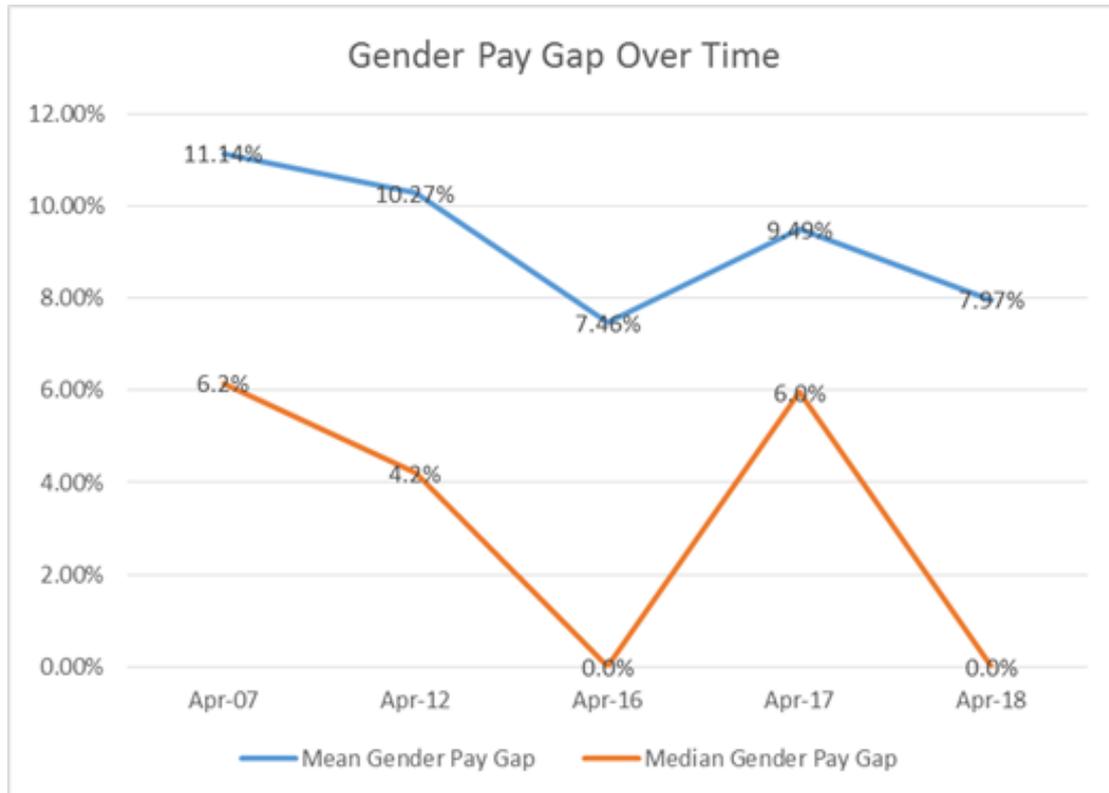
## Gender Pay Gap Data

Report	Data	Commentary
Mean gender pay gap	7.97%	Sustrans continues to show a mean gender pay gap. This has reduced since 2017 by about 1.5% (from 9.49%) as a consequence of an internal pay review, and the promotion or appointment of three female Directors. The figure continues to be exaggerated by the salary of the Chief Executive who is male, and also the temporary appointment of a Finance Director on a salary above the top of the pay scale.
Median gender pay gap	0%	The Sustrans median gender pay gap has reduced to 0% in 2018. This is the result of a comprehensive review of pay resulting in a universal increase in starting salaries of 10%. This was calculated to maximise the impact on closing the gender pay gap whilst treating all staff, regardless of gender, the same way.
Mean Bonus (Male/Female)	N/A	Sustrans has no system of staff bonuses
Median Bonus (Male/Female)	N/A	Sustrans has no system of staff bonuses
Bonuses paid (Male/Female)	N/A	Sustrans has no system of staff bonuses

Report		Lower Quartile	Middle Quartile 1	Middle Quartile 2	Upper Quartile	Commentary
Gender pay distribution by quartile	Male	46	53	38	64	Sustrans employs more female staff than male staff at the lowest and upper middle quartiles. This represents a change on 2017 caused largely by the pay review, but also by recruitment of female staff to management roles. If patterns of internal promotion and recruitment continue, we should see the upper middle quartile figures begin to lead to changes in the upper quartile over the coming years.
	Female	54	47	62	36	

## Improvements since 2017

The improvement in the mean and median gender pay gap compared to 2017 represents a return to trend following the large scale cuts in funding and consequent redundancies in 2016 which impacted behaviour change work in England which was dominated by female staff. This can be seen in the graph below.



The overall improvement in both mean and median gender pay gaps in 2018 primarily results from the implementation of a wholesale pay review which accelerated staff on the lowest salary points of each grade up to a new salary start point, bringing them closer to longer serving, higher paid colleagues.

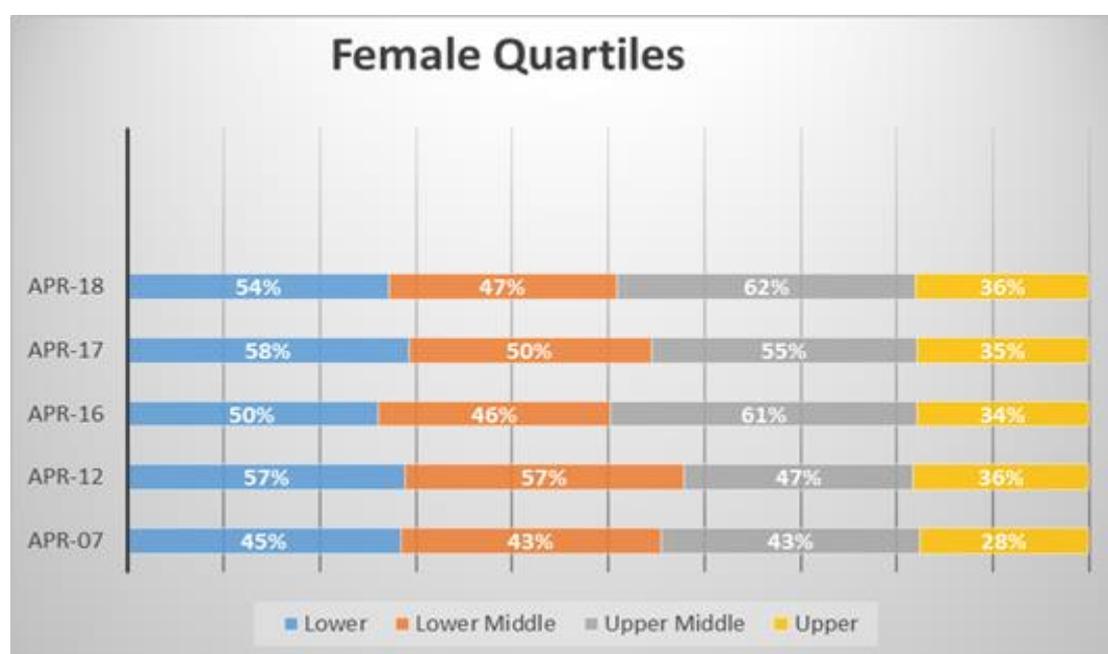
As Sustrans recruitment patterns have favoured more female new starters in recent years, the majority of staff who saw the largest pay increases were female. This means that although the pay review itself was applied equally to all genders, the changes made had the effect of bringing the median salary for men and women in to alignment and reducing the difference in mean salaries.

## Anticipated future trends

Capturing information on gender is more complex than it might first appear. For example, best practice requires that we provide for staff to record data against trans-male and trans-female categories. In addition, there are staff who choose to use other terms not covered by the male/female options such as 'non-binary'. Setting aside these variations, Sustrans has an approximately equal distribution of staff by gender (Male/Female).

Over the last 12 months, through improvements to our recruitment processes and practice we have recruited more women than men to roles at management grades and above (61% of new starters at management level are female). At the same time 63% of leavers at those grades were male. This is gradually shifting the gender balance of roles at management level towards a more even representation of male and female staff.

The trend in salary quartiles shows a significant shift toward increased female participation at the middle management level (upper middle quartile below). As yet the change in the upper quartile remains limited, but this should begin to change if the trend of female staff being appointed and promoted continues to rise.



Assuming that this trend holds then the aggregate effect will be the desired year on year increase in female staff at senior levels, although the pace of change is not as rapid as we might like. The reason that this does not necessarily reflect in our gender pay gap quartiles is the overlap in salaries between different grades, and the fact that new starters join at the bottom of their grade. It will therefore take some time for the increase in female staff in management roles to appreciably reduce our mean gender pay gap.

## Maintaining and improving the gender pay gap

In 2018 our overall approach to pay has also been revised to ensure parity of pay for all. In particular, Sustrans no longer negotiates on pay for new starters – all new starters are appointed at the start of the pay scale for their role. Managers are also restricted from offering of one-off pay increases to individuals, so any pay increases will be applied consistently, and only as part of the annual pay review process or as a result of job promotion.

These changes sit alongside existing processes which help to remove potential for unconscious bias in recruitment. Roles at Sustrans continue to be rigorously evaluated to ensure they are appropriately graded. We continue to use anonymised recruitment processes, where biographical and sensitive personal data is not visible to managers during the shortlisting process, and we aim to have a gender balance on all recruitment panels.

The closure of the mean salary gender pay gap will require further improvements in representation of female staff at senior levels. We are working hard on this, and making use of external agencies to help us search out the best candidates, regardless of gender, for all of our senior roles. In addition to plans held locally by regions and nations, an annual Sustrans-wide action plan is in place which addresses such areas as inclusivity in job design and a further improvements to the recruitment process.

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