

# Gender Pay Gap and Pay Ratio Data Report

---

Sustrans Staff 2017



April 2017

## **Introduction**

This paper summarises data on Sustrans gender pay gap and its pay ratio as at 5<sup>th</sup> April 2017.

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 relatively small gender pay gap relative to the national average. The gender pay gap we do have is explained by the balance of male and female staff at senior levels (Grade H and above), which whilst currently in line with the national average remains an area of focus for improvement. It is also affected by recent large scale redundancies resulting from cuts in project funding in England.

The data itself is provide below alongside a detailed commentary.

The data published below is certified as accurate as at 5<sup>th</sup> April 2017.

James Bigwood  
Director of HR and Support Services

## Gender Pay Gap Data

	Data	Commentary															
<b>Mean gender pay gap</b>	9.49%	Our mean gender pay gap is influenced strongly by the distribution of gender at senior levels. It is currently better than the national average for all employees (full and part-time) of 18.1% in 2016 <sup>1</sup> . It should be noted that if Sustrans had a female Chief Executive, then the mean gender pay gap for the organisation would be calculated at around 1%.															
<b>Median gender pay gap</b>	6%	<p>Our median gender pay gap is 6%. This means that there is a 6% difference in the middle salary point in the organisation for each gender. This makes sense in light of the gender distribution by pay quartile (see next section) which shows that there are more men than women in senior roles. Over the last 10 years Sustrans has seen consistent improvement in its median gender pay gap figure, reaching 0% in April 2016.</p> <div data-bbox="635 741 1430 1211" data-label="Figure"> <table border="1"> <caption>Gender Pay Gap Over Time</caption> <thead> <tr> <th>Date</th> <th>Mean Gender Pay Gap</th> <th>Median Gender Pay Gap</th> </tr> </thead> <tbody> <tr> <td>Apr-07</td> <td>11.14%</td> <td>6.2%</td> </tr> <tr> <td>Apr-12</td> <td>10.27%</td> <td>4.2%</td> </tr> <tr> <td>Apr-16</td> <td>7.46%</td> <td>0.0%</td> </tr> <tr> <td>Apr-17</td> <td>9.49%</td> <td>6.0%</td> </tr> </tbody> </table> </div> <p>However last year Sustrans experienced significant funding cuts to its behaviour change work in England. This led to significant redundancies amongst our staff working on behaviour change projects, who were mostly female. This pushed up our median gender pay gap.</p> <p>Up until that point we had seen a consistent improvement year on year in our gender pay gap. We expect to see this trend reassert itself as the organisation stabilises, and we are optimistic about moving back towards a 0% median gender pay gap in 3 to 4 years. In the last year since the redundancies took place the majority of internal promotions have been of female staff. This, along with other measures we are taking to review our recruitment systems and evolve our leadership development programme, should encourage a return to the previous trend.</p> <p>Sustrans is consistent in ensuring equal pay for work of equal value through application of a job evaluation process that assigns all our roles to a grade structure.</p>	Date	Mean Gender Pay Gap	Median Gender Pay Gap	Apr-07	11.14%	6.2%	Apr-12	10.27%	4.2%	Apr-16	7.46%	0.0%	Apr-17	9.49%	6.0%
Date	Mean Gender Pay Gap	Median Gender Pay Gap															
Apr-07	11.14%	6.2%															
Apr-12	10.27%	4.2%															
Apr-16	7.46%	0.0%															
Apr-17	9.49%	6.0%															
<b>Bonus (Male/Female)</b>	N/A	Sustrans has no system of staff bonuses															

		Lower Quartile	Middle Quartile 1	Middle Quartile 2	Upper Quartile
Gender pay distribution by quartile	Male	42%	50%	45%	65%
	Female	58%	50%	55%	35%

**Commentary**

Sustrans employs broadly similar levels of female and male staff at all levels, except at the highest salary quartile where males outnumber females. At time of writing this closely matches the most recently published data for the UK as a whole where women account for 33% of managers and senior officials<sup>ii</sup>.

We have implemented a range of measures to encourage applications from female candidates for senior roles to begin to address this imbalance. Director level roles are advertised externally, and directed search is used alongside open advertising to attract the most diverse field of candidates possible. We also ensure that internal and external recruitment panels include a mix of genders, and our process for shortlisting applications separates diversity data from application forms.

The chart below shows how female staff have made up an increasingly large part of our workforce over the last 10 years:

### Female Staff by Pay Quartile

Date	Lower	Lower Middle	Upper Middle	Upper
APR-17	58%	50%	55%	35%
APR-16	50%	46%	61%	34%
APR-12	57%	57%	47%	36%
APR-07	45%	43%	43%	28%

## **Pay Ratio**

Sustrans monitors its pay ratio to ensure that the salaries of the highest paid staff are not disproportionately out of line with the median salary for all staff.

The Hutton Review of Fair Pay in the Public Sector (2011) examined models of pay ratio calculation and recommended that the most appropriate ratio to track is that of top executive earnings to the median earnings of each organisation's workforce. This is because:

- Median earnings are more representative of the pay of the whole of an organisation's employees, so a median-based multiple would be a more appropriate mechanism for linking executive pay to that of the wider workforce.
- A multiple based upon median earnings would be less sensitive to changes in the bottom of the workforce structure, and so would be less susceptible to manipulation, for example through the outsourcing of low-paid workers.
- Such a measure would be more consistent with international practice in monitoring pay dispersion, notably that from 2011 listed companies in the United States will have to publish the multiple of their chief executive to median earnings.

**Sustrans has a pay ratio of 4.59 (or 1:4.59) using the median calculation above.**

**If our Chief Executive were excluded from this calculation then the pay ratio would be 2.87 (or 1:2.87)**

Data for other organisations can be found at [www.paycompare.org.uk](http://www.paycompare.org.uk) and [www.equalitytrust.org.uk](http://www.equalitytrust.org.uk)

---

<sup>i</sup> **Office of National Statistics, 2016** <http://visual.ons.gov.uk/the-gender-pay-gap-what-is-it-and-what-affects-it/>

<sup>ii</sup> **Office of National Statistics 2013,**  
<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/articles/womeninthelabourmarket/2013-09-25>

.....

Sustrans is the charity making it easier for people to walk and cycle. We connect people and places, create liveable neighbourhoods, transform the school run and deliver a happier, healthier commute.

**Join us on our journey. [www.sustrans.org.uk](http://www.sustrans.org.uk)**

© Sustrans July, 2017  
Registered Charity No. 326550 (England and Wales) SC039263 (Scotland)  
VAT Registration No. 416740656