

Sustrans Pay Gap

Statement & action plan

Reporting years 2020 & 2021

05 October 2021

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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

Registered Charity No. 326550 (England and Wales) SC039263 (Scotland).



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Useful links

Link 1: [Gender pay gap reporting - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

Written Statement

Sustrans is committed to becoming a charity for everyone. This means that we want to be a charity where people feel properly included and able to make a difference. Part of this is about strengthening the diversity of colleagues and volunteers, in order to draw upon a wide range of lived experiences to inform and improve the work we do.

This is why we are reporting our pay gap for different diversity dimensions, in addition to gender. In this report, you will find our pay gap information for gender, ethnicity, sexual orientation, and disability, and for both 2020 and 2021 reporting years.

We have a relatively large proportion of LGBTQ+ people working across Sustrans, some of whom identify as non-binary, gender queer, or gender fluid. We recognise that gender is not a binary construct, but are unable to include non-binary colleagues in our gender pay gap calculation due to the limited binary nature of the methodology.

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

For 2021, Sustrans has a 4.3 % median gender pay gap, and a comparatively small mean gender pay gap relative to the national average, at 5.75%.

The data published is certified as accurate as at 5 April 2020 and 5 April 2021.

Harry Hayer,
Executive Director, People and Organisation Development.

Supporting Narrative

Pay Gap explained

Using gender as the example:

- the **median** pay gap shows the difference between the middle earning man and the middle earning woman when earnings are ranked in numerical order
- the **mean** is the difference between the 'average' earnings for men and the 'average' earnings for women and will be more influenced by outlying salaries (e.g. very high or very low earners)

Pay gaps are often more than zero, meaning that men are, on average, paid more than women. A pay gap of less than zero (a negative number), would mean that women were paid more, on average, than men in that organisation.

Pay gap reporting is distinct from equal pay. It does not relate to what men and women are paid for performing the same role, similar roles, or roles of equal value.

Bonus pay

We don't pay bonuses so we don't report on;

- the percentage of men and women receiving bonus pay
 - the mean (average) gender pay gap using bonus pay, and
 - the median gender pay gap using bonus pay.
-

Data we use in this report

Other than for gender, the data in this report is based on those who have chosen to disclose their diversity information on our HR system. As we don't have 100% reporting rates for ethnicity, disability, and sexual orientation, the figures we quote for the proportion of colleagues in each of these groups is higher than when we report on the make-up of our workforce. This is because we do not include those colleagues who have preferred not to say.

Ethnicity pay gap calculation

There is currently no government guidance on how to calculate an ethnicity pay gap. We have decided to calculate and publish the results from two methods, but note that they give differing results. Like all the data used in this report, the ethnicity data comes from our HR database, where the following categories are used:

Asian - British/Bangladeshi	Black - British/African	Chinese - British/Other	White - British
Asian - British/Indian	Black - British/Caribbean	Chinese - Other	White - Other
Asian - British/Other	Black - British/Other	Mixed Race	Prefer not to say
Asian - British/Pakistani	Black - Other	Other	
Asian - Other			

Method 1 – Voice4change

The methodology in the Acevo/Voice4change report [Home Truths](#) about racism in the charity sector calculates the difference between the average earnings of Black, Asian, and minoritised ethnic colleagues (including non-British white), expressed relative to earnings of white British men and women.

The authors of the Home Truths report use the term BAME, but recognise this isn't ideal language. Their preferred term is "racialized and minoritised" explained [here](#) in a special podcast about the report. Sustrans generally uses the term colleagues of colour, but this isn't appropriate where we are referring to minoritised groups that include white people. We've therefore also used the acronym BAME.

Method 2 - ONS

The second method uses the Office for National Statistics ethnic groups, and calculates the difference between the average earnings of colleagues of colour (Black, Asian, Chinese, Mixed Race, Other), expressed relative to earnings of white colleagues (white British, white Other).

Pay Gap Figures

Table 1. 2020

Report	Gender	Disability	Ethnicity: Method 1 – Voice4Change	Ethnicity: Method 2 - ONS	Sexual Orientation
Mean pay gap	6.67%	-1%	1.18%	-7.07%	2.4%
Median pay gap	4.49%	-1%	0%	1.26%	3.6%
Bonus pay	Sustrans has no system of staff bonuses				

Table 2. 2021

Report	Gender	Disability	Ethnicity: Method 1 – Voice4Change	Ethnicity: Method 2 - ONS	Sexual Orientation
Mean pay gap	5.75%	-5.9%	1.08%	-0.84%	4.2%
Median pay gap	4.30%	-6%	0%	0%	2.4%
Bonus pay	Sustrans has no system of staff bonuses				

Our Colleagues

Sustrans employs around 700 people, with the following diversity dimensions.



53% Women



20% BAME of which **5.4% Colleagues of Colour**



13% LGBTQ+ Colleagues

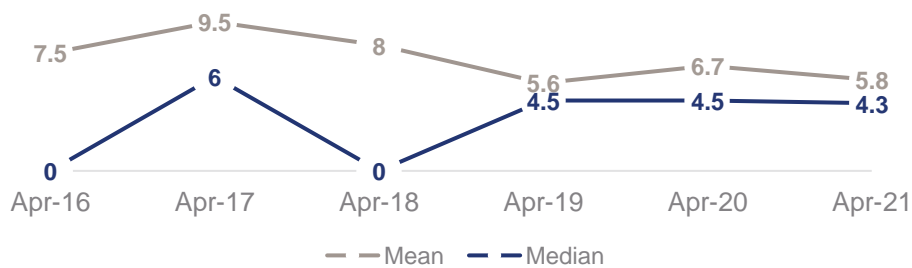


7% Disabled Colleagues

Gender

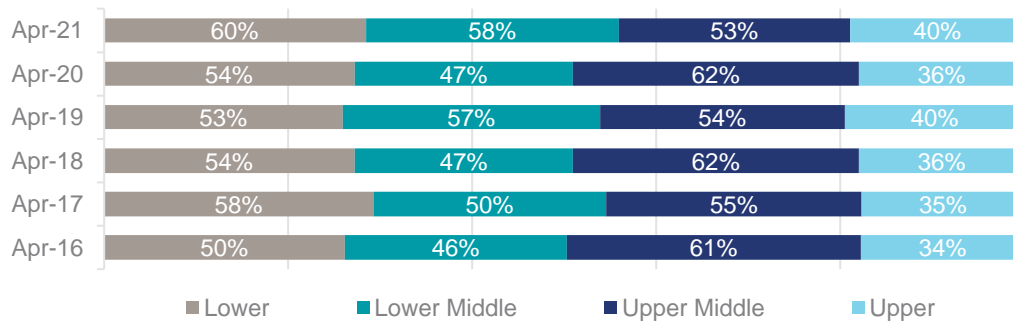
At Sustrans, women earn on average, 93p per hour less than men. This equates to a gender pay gap of **5.75%**. It is significantly lower than the average pay gap across organisations in the UK, but has remained approximately the same over the last three years since we undertook a pay review which reduced our pay gap significantly.

Figure 1. Gender pay gap over time



We have more women in lower paid roles (60%) than we do women at higher paid roles (40%). This is a slight increase on previous years for both highest and lowest paid roles, as the proportion of women working at Sustrans has increased.

Figure 2. Proportion of women in pay quartiles over time

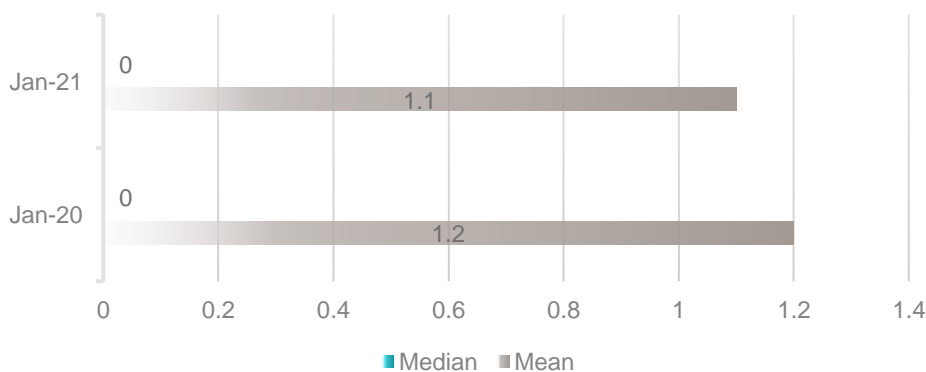


Ethnicity

As explained earlier, we have calculated our ethnicity pay gap in two different ways, which gives different results. Our ethnicity pay gap is very low whichever method is used.

Using the Voice4change method, we have a mean pay gap in favour of white British colleagues of **1.1%** for 2021 (17p per hour). This is a decrease from 1.2% in 2020. The mean being higher than the median (zero) shows the influence of outlier salaries at the upper and lower end of our grades.

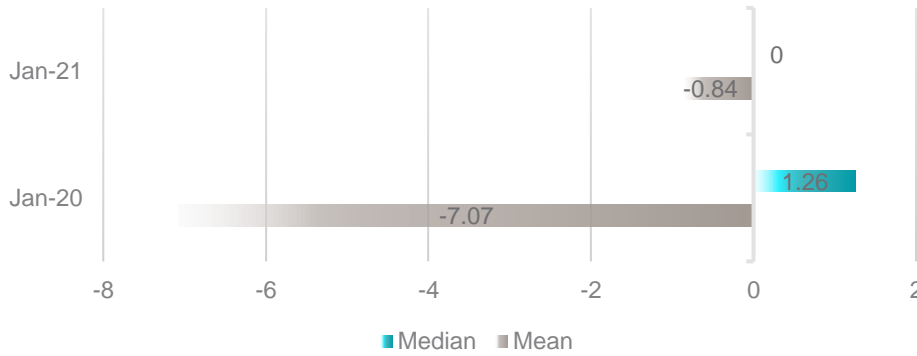
Figure 3. Ethnicity pay gap - BAME



Using method 2 (ONS), comparing people of colour relative to all our white colleagues, gives a marginal pay gap in favour of colleagues of colour for 2021 (**-0.84%** or 13p per hour). There was a more significant pay gap in 2020 in favour of colleagues of colour, of **-7.07%**. This demonstrates the sensitivity of pay gap analysis when dealing with small numbers of

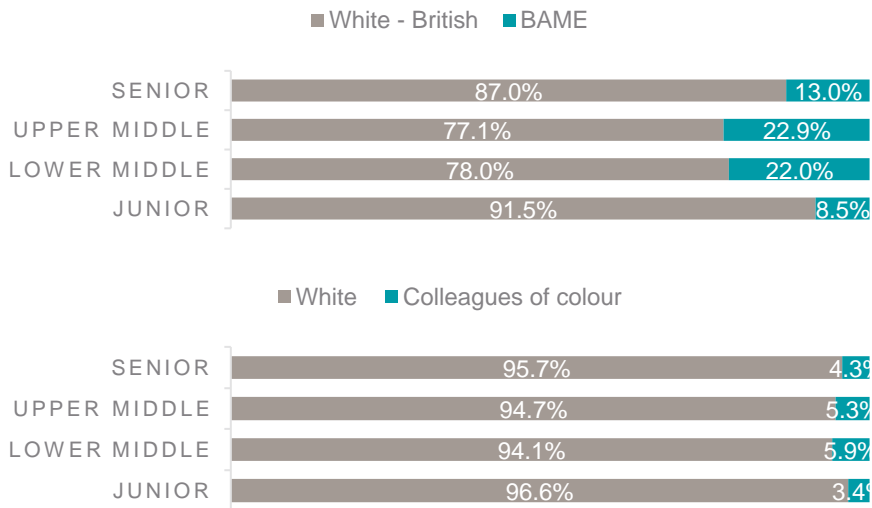
colleagues, particularly when they are at higher grades. We had three colleagues of colour at director and above in 2020 compared to two in 2021.

Figure 4. Ethnicity pay gap – colleagues of colour



We have a fairly even distribution of colleagues of colour across our pay grades, but we recognise that we have more to do to become more representative of the working population of the UK.

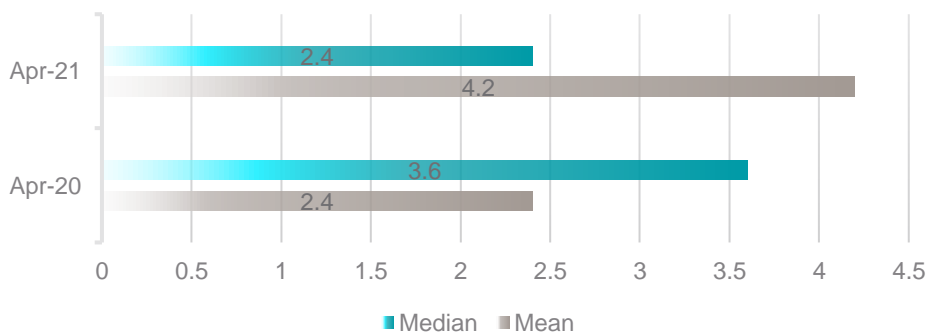
Figure 5. Ethnicity by grade (2021)



Sexual orientation

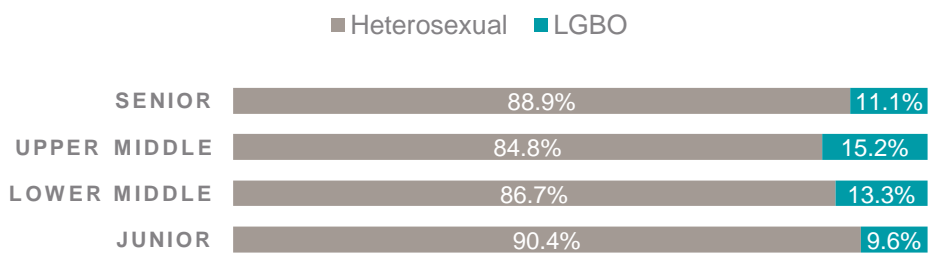
Our sexual orientation pay gap is **4.2%** (or 62p per hour), and with 13% of colleagues identifying as lesbian, gay, or bi, we can be relatively confident that this result is not as sensitive to small changes in staff numbers as other diversity dimensions with fewer colleagues. Our pay gap calculation is still likely to be responsive to movers and leavers at higher grades, and/or whether people complete their details on our HR database.

Figure 6. Sexual orientation pay gap



We have proportionately more lesbian, gay, bi colleagues, and colleagues that describe their sexual orientation as other, at middle and senior grades.

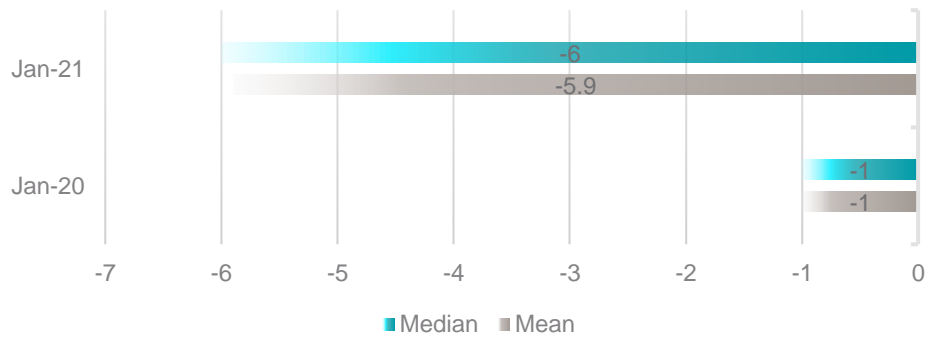
Figure 7. Sexual orientation by grade (2021)



Disability

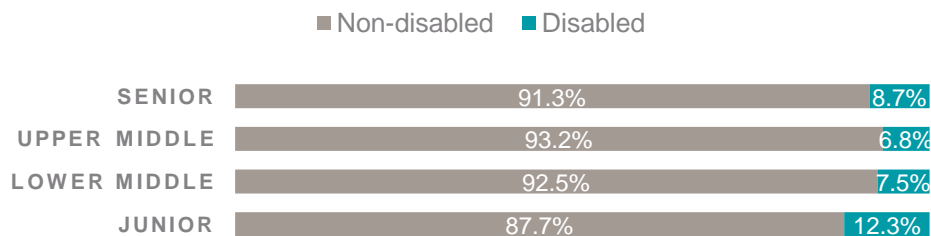
We have a relatively large pay gap in favour of disabled colleagues, at **-6%**, which means that on average, non-disabled colleagues earn £1.67 per hour less than disabled colleagues.

Figure 8. Disability pay gap



We have more disabled colleagues in the lower grades than any other pay quartile. We not only need to attract more disabled colleagues into Sustrans, we need to retain and help them to progress through our organisation.

Figure 9. Disability by grade (2021)



Actions we will take to reduce our pay gaps.

We are committed to closing our pay gaps, and have set an aspirational target through our Accelerating for Everyone programme¹ to have zero pay gaps by end 2025.

There are four main things that are known to contribute to a pay gap:

- Starting salaries
- Annual pay remit
- Exit rates
- Part time work and parental leave and impact on progression

In 2018, we implemented a full pay review, and instigated strict controls on starting salaries at each grade. This had a positive impact on our gender pay gap almost immediately. Through our annual pay remit, if we are able to offer a salary increment, then all colleagues receive one, so this will not contribute to pay differences. We are therefore focussing our actions on the last two.

Exit Rates

As our turnover has increased throughout 2021, we have analysed starters and leavers during the first half of this financial year (2021/22), and more women, colleagues of colour, and disabled people are leaving than are starting. This could impact our pay gap for these

¹ This is our equity, diversity, and inclusion work to progress us on our journey to becoming a charity for everyone.

demographics, creating disparity in pay between those that stay and subsequent new starters.

We will take action to further analyse and understand why people leave Sustrans by:

- 1 analysing any trends in the starting/leaving data for colleagues with different diversity dimensions; and
- 2 implementing a thorough exit interview process.

Support of flexible working and its impact on progression

14.5% of female colleagues are on fixed term contracts, yet only 9.1% of male colleagues. We also offer flexible working conditions, and have just implemented a policy that all of our jobs can be done on a flexible basis (part time, job share, etc). Currently, 35% of female colleagues work part time, compared to 24% of male colleagues. This doesn't include colleagues who benefit from other flexible working, such as compressed hours.

We will:

- 3 undertake some analysis of how flexible working is taken up by the different demographics within our workforce, and across different pay grades, and whether this impacts on pay and progression.

We are also in the process of updating our leave policies, including our shared parental leave policy. These policy updates will ensure that leave entitlements are equitable for all. We will:

- 4 monitor the uptake of shared parental leave by the different demographics in our workforce, so that we can understand the impact of these policy changes.