

## Context

Action Sustainability is a small business established in 2006 with a mission to inspire sustainable business. We are a values-led business, we donate 2.5% of our turnover to our not for profit sister company, Action Sustainability Community Interest Company Ltd whose mission is to build the body of knowledge around sustainable procurement.

## Employment

On 5<sup>th</sup> April 2020, we employed 21 people, of which all were full or part time salaried employees. 7 of our staff were male and 14 were female. 3 out of our 5 highest salary earners were female. In the past 12 months, 5 new staff were recruited (all female) and 2 people were promoted to higher paid roles (both female).

## Mean/Median gender pay gap

The number of female employees is double the number of male employees and they are evenly spread across the pay ranges. Our **mean gender pay gap is 12%** compared to 13% last year. Our **median gender pay gap is 14%** compared to 14% last year. This is primarily driven by 100% of the people currently in our lowest paid role are females, primarily in our highly skilled events and marketing team.

We also look to promote from within to give our lower earners the opportunity to grow their careers. We recruit both recent graduates into our business and apprentices with the aim of helping them to develop their careers to higher paid positions.

## Bonus

Our gender bonus gap is 90% compared to 95% last year. We have changed our bonus policy to offer all our staff the opportunity to earn bonus. However, the two owners of the business (both male) pay themselves salaries in the Upper-Mid Quartile to de-risk the businesses and reduce overheads but they can earn significant bonuses if the business goes well. We expect this figure to reduce slightly as the new bonus scheme benefits all our staff but whilst the ownership structure remains unchanged we do not expect significant changes.

## Quartiles

Our pay by quartiles is shown in the table below. The majority of our highest earners are female and the majority of our lowest earners are also female. The mean pay gap is distorted by the fact that we have a higher number of people in our lower earnings bracket. The high number of females in our business lead to all but one of the quartiles being female dominated.

Quartile	% Male	% Female
Lower	0%	100%
Lower Middle	20%	80%
Upper Middle	67%	33%
Upper	33%	67%

## Actions for 2021/22

- Enhance our talent strategy to grow talent and promote from within
- Focus on a better mix of talent in entry roles
- Review the bonus policy to ensure incentives are equitable for relevant roles

Shaun McCarthy OBE , Director