

# Gender Pay Gap Report 2021

Rebuilding lives after stroke

**Stroke**  
Association



# Gender Pay Gap Report 2021

We are committed to shaping a workplace that encourages diversity, values difference, and empowers our people. We are working hard to embed equality, diversity, and inclusion initiatives throughout everything we do. This report forms a small, but important, part of our journey in tackling inequality and exclusion in Stroke Association.

Our 2021 Gender Pay Gap Report follows similar reports that we have produced under legislation introduced in 2017. This law requires employers with more than 250 employees publish their gender pay gap information every year, and this will be our fourth annual Gender Pay Gap Report.

This report is a useful measure of the difference between average earnings for men and women and we use it to understand how we can improve our working practices to reduce our gender pay gap. It is also important that we go beyond this report in tackling inequality in the workplace. The current law and reporting tools fail to examine pay for non-binary people and, as a result, do not acknowledge how prejudice or unconscious bias might impact them. That's why, as we continue to put more focus on inclusion, we will explore how to accurately reflect the experiences, pay, and treatment of all our people.

## Details

This report has been prepared in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2018 and Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2018.

The report is published for the 5 April 2021 snapshot.

For the purpose of this report and the data we have used, there were a total of 723 employees and all 723 were categorised as "relevant employees" in the reporting of bonus pay

gap data. As we have no available data, because we do not award bonus pay, this analysis is not included.

Of the 723 total employees, 710 were categorised as "full-pay relevant employees" and this data was used in the reporting of our hourly pay gap statistics.

## What is our gender pay gap?

Our mean gender pay gap is 16.9% and our median gender pay gap is 13.9%. This pay gap is much higher than the UK average (14.4%), and is almost double the gap of other charities and organisations in the third sector (8.8%). But, it's not just our own sector, or the UK average, that matters. We shouldn't have a pay gap at all.

Since we began reporting in 2018, our gender pay gap has grown by almost 1%. This is despite our leadership and development opportunities, family friendly, and flexible working initiatives. Women make up the majority of our people at all levels of our organisation. In spite of this, there is still a difference in hourly rate of £3.06 because men are more likely to be represented in the upper quartile pay band.

We know that our more junior roles, and those with lower rates of pay, such as Stroke Coordinator or Administrator have a far higher proportion of women at almost 90% of post-holders. This difference reduces as the pay bands increase. So men are more likely to be earning more when they work with us.

Our mean gender pay gap is

**16.9%**

Higher than the UK average of

**14.4%**

Our median gender pay gap is

**13.9%**

Lower than the UK average of

**15.4%**

Our mean gender pay gap is 2.5% higher than the UK average and our median gender pay gap is 1.5% lower.

## What does this mean?

All of our paid colleagues are currently reported as either male or female and our current make up means that we have an overwhelmingly female workplace. 82.3% of our people are reported as female, and only 17.7% as male. Because our pay band quartile analysis shows higher numbers of men in higher paid roles, we know that pay is being distributed unevenly.

On our executive leadership team is 66.6% male, while 89.3% of our lowest paid colleagues are female. Stroke Association has a substantial pay gap because women are substantially over-represented in junior roles, but this level of over-representation does not continue through to our higher paid and senior roles.



## The Stroke Association pay quartiles, percentage in each band (number of employees in each band)

Band	Male	Female	Description
<b>D</b>	32.6% <b>(58)</b>	67.4% <b>(120)</b>	Includes all employees whose standard hourly rate places them <b>in the upper quartile</b>
<b>C</b>	15.3% <b>(27)</b>	84.7% <b>(150)</b>	Includes all employees whose standard hourly rate places them <b>in the upper middle quartile</b>
<b>B</b>	12.4% <b>(22)</b>	87.6% <b>(156)</b>	Includes all employees whose standard hourly rate places them <b>in the lower middle quartile</b>
<b>A</b>	10.7% <b>(19)</b>	89.3% <b>(158)</b>	Includes all employees whose standard hourly rate places them <b>in the lower quartile</b>
<b>All Bands</b>	17.7% <b>(126)</b>	82.3% <b>(584)</b>	All employees

The figures set out above using the standard methodologies set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2018.

# What are we **doing** about it?

We have seen the way we work change dramatically over the past 2 years. The Covid 19 pandemic forced us to think differently about how we support our people to thrive at work. Safety and wellbeing was the focus of our response to this crisis, with emphasis placed on making sure we could support people affected by stroke while enabling our colleagues to work in new and different ways. But, the pandemic wasn't the only major change to the way we work.

In 2021, we also committed to a restructure so that we could make our charity more effective and sustainable. For a significant period of time during the last year, we put all recruitment on hold while we went through this process. This added challenge made it more difficult for us to deliver change during the past year.

Our 2022 equal pay audit confirmed that we don't have individual equal pay issues in our charity. This is important, because it means we need to tackle the structural gender pay gap. We made decision, following a review, to make increases to the pay for all levels and roles in our charity.

Part of this decision included an additional, small, increase for our lower paid roles. Although this won't solve the gender pay gap, we know it will make a difference for our lower earners.

A big part of this organisational change is understanding how we can be a great place for people to work, volunteer, and grow. As we move into 2022, we are investing in our people by changing our culture.

## Development and succession planning

We are determined to provide a culture that enables, and actively supports, our people to stay with us as they develop through their careers. We have been working to encourage high representation of women in our professional development initiatives, and to ensure they feel enabled to participate and to take advantage of the progression and development opportunities in our charity.

In the last 12 months we have delivered our Leadership development programme to 63 colleagues, and 51 of these participants were women. This initiative is going to continue to be delivered to majority-women participant groups in the next three months. In addition to our Leadership development programme, we are currently supporting a group of 21 colleagues to achieve a formal level 3 or 5 management qualification as part of our 'Realising Potential' programme. 17 of these participants are women

## Understanding our people

We are exploring new systems and tools that will help us to better identify ways to make a difference for our people. We want to improve the way we capture data, and the types of information we capture, so we can use it to shape our recruitment process and reach more diverse candidate pools. This will help us to shape our job adverts and recruitment packs, and to change the way we recruit so that applicants feel supported

throughout the process. We'll make use of our data to improve the way we work so that our colleagues feel supported and empowered. By recognising where development opportunities are targeted, and how our leadership and training programmes can better support women to progress in our charity, we can tackle some of the barriers that currently exist.

We are still determined to 'make your week work for you'. This initiative has helped many of our people address the challenges around finding a 'work-life' balance and it will continue to be a priority.

## Diversity and inclusion

In 2022, now that we have dedicated diversity and inclusion resource, we are embarking on a new change programme that will help to shape the way we work and create our new equality, diversity, and inclusion strategy. This project will be co-developed with our people, ensuring all of our colleagues have a voice in agreeing our vision and setting our priorities.

We will use this as an opportunity to review our policy and practice, and to set ambitious targets for ourselves in the future. This approach will aim to go further than we have before in addressing inequality and exclusion and we are embedding gender equality and pay gap action-planning into the design of this programme. We will be developing new metrics and transparent targets in our 2022 strategic approach, with clear actions, to address our gender imbalance

and reduce our gender pay gap as part of our work to become accessible, inclusive, and empowering.

## Looking forward

We have been through significant changes over the past few years. These changes have helped to put our charity in the position it needs to be to make a real impact in our cultural change programme. Developing an approach that is co-produced by our people, including the voices of stroke survivors and lived experience, will enable us to get to work tackling internal exclusion and addressing health inequalities for those impacted by stroke.

We have a very long way to go. But, we are determined to make our charity a better place to work, volunteer, and grow.

## When stroke strikes, part of your brain shuts down.

And so does a part of you. That's because a stroke happens in the brain, the control centre for who we are and what we can do. It happens every five minutes in the UK and changes lives instantly. Recovery is tough, but with the right specialist support and a ton of courage and determination, the brain can adapt. Our specialist support, research and campaigning are only possible with the courage and determination of the stroke community. With more donations and support from you, we can rebuild even more lives.

Donate or find out more at [stroke.org.uk](https://stroke.org.uk)

## Contact us

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We're here for you. Contact us for expert information and support by phone, email and online.

Stroke Helpline: **0303 3033 100**

From a textphone: **18001 0303 3033 100**

Email: [helpline@stroke.org.uk](mailto:helpline@stroke.org.uk)

Website: [stroke.org.uk](https://stroke.org.uk)

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