

Paying our people fairly: The Shaw Trust 2023 Pay Gap Data and Action Plan



About us

At Shaw Trust, we help more than 300,000 people every year by delivering services focused on care, education, work and wellbeing. As a charity, we put people at the centre of our services and focus on creating the best possible results for those we support. We invest in the people and communities we support, creating social value in everything we do. We believe in fairness, equality and opportunity.

Our people, both staff and volunteers, are our greatest strength. Each person at Shaw Trust helps us achieve our purpose, define our culture, live our values and deliver high-quality programmes, linking us to those we support. We treat our people well and strive to provide good and rewarding work opportunities.

Shaw Trust is committed to a fully diverse and representative workforce. We take positive action where appropriate to shape our workforce and create safe spaces for everyone – especially those with protected characteristics – and aim to remove barriers to advancement.

We pay the Real Living Wage, we are National Equality Standard certified, (the UK's leading Diversity, Equity and Inclusion standard), we are a Disability Confident Leader, and a Menopause Friendly employer. We offer a cross organisation career path to encourage colleagues to broaden and develop their skills.

Viewpoint of the CEO



“Shaw Trust colleagues strive every day to deliver excellence for our participants and our commissioners. To do this we need talented individuals who are focussed on delivering their respective outcomes, and we are committed to rewarding colleagues appropriately for what they do. A major part of that commitment is to close the pay gaps between gender, ethnicity, and disability and to do so transparently. We remain determined in ensuring not only equity in pay, but in removing barriers to opportunity, progress, and engagement for colleagues. I’m delighted that this report shows that Shaw Trust is delivering on its promise to work towards an inclusive workplace and that we are sharing this report ahead of statutory requirements.”

Chris Luck CB MBE DL, Group Chief Executive

Explanation of pay gaps

By law, colleagues must get equal pay for doing ‘equal work’. Shaw Trust pays colleagues equally for doing work of equal value. This is governed by our Pay and Reward procedure.

Equal pay and pay gap reporting are not the same thing.

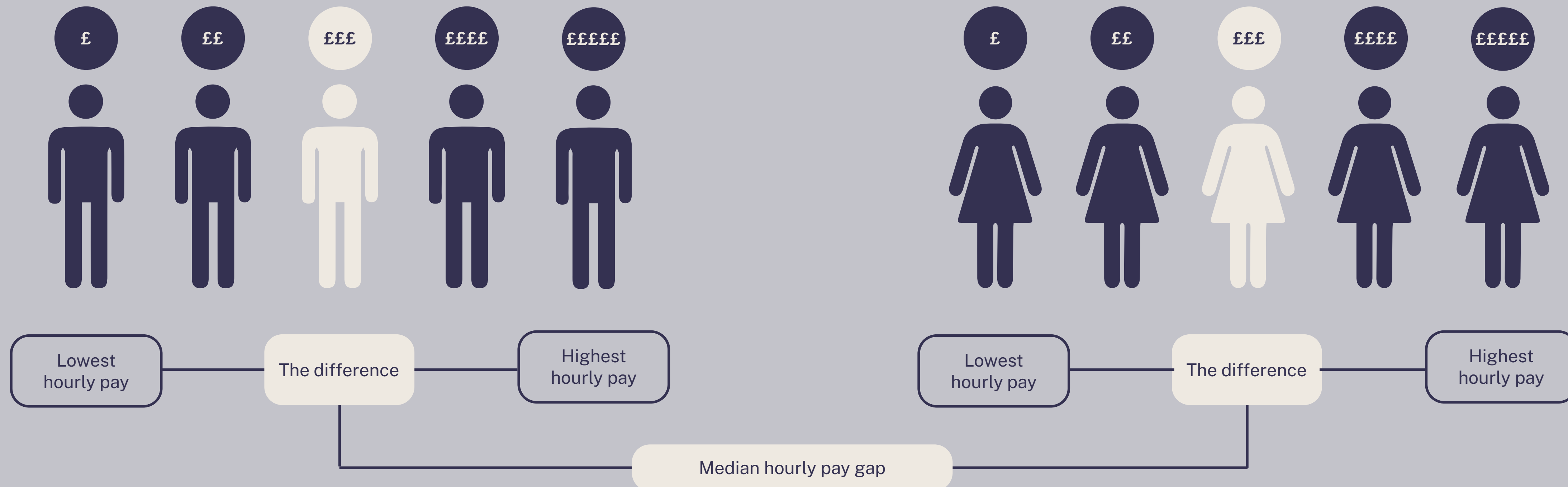
This report looks at the “pay gaps” at Shaw Trust. The “pay gap” is the difference in average earnings for colleagues. In this report, we will look at disability, ethnicity and gender pay gaps.

For disability pay gaps we look at colleagues without a disability in comparison to colleagues with a disability, ethnicity pay gaps is colleagues of a White ethnicity in comparison to colleagues of Asian, Black and Mixed/Multiple ethnicities and gender is female colleagues in comparison to male colleagues.

We report on the median and the mean pay gaps in this report. It is helpful to think about what this means in practice.

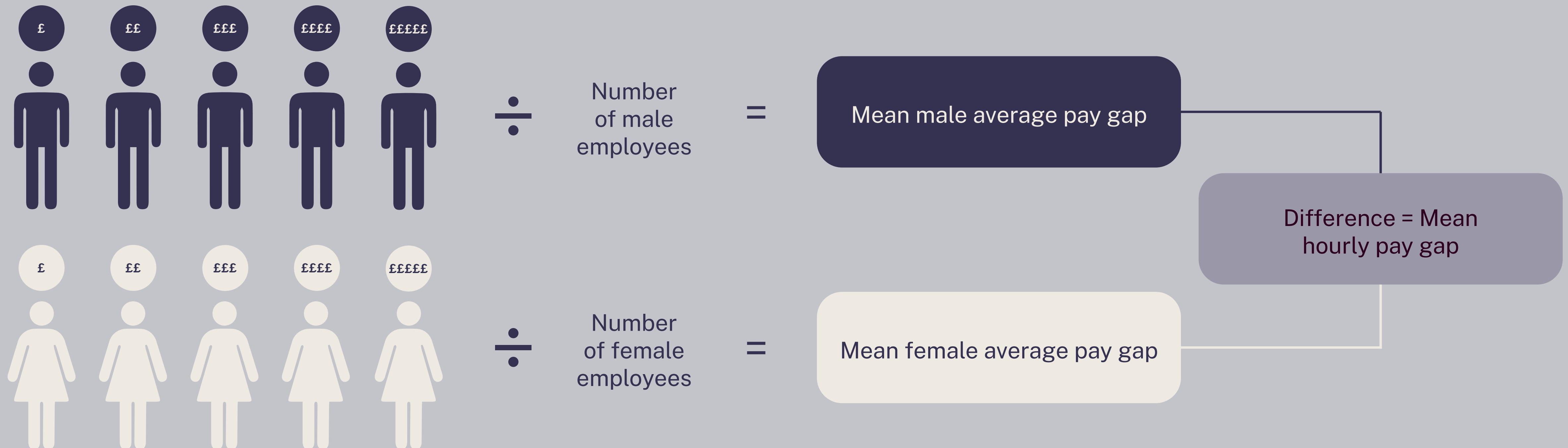
How we calculate the median gap

The median is the middle colleague when we have lined our colleagues in order from highest to lowest paid. The difference between the male colleagues and the female colleagues is represented as a percentage.



How we calculate the mean gap

The mean is calculated by adding up the rates of all our male or female colleagues and dividing this by the total number of colleagues. The difference is represented as a percentage.



Pay gaps can be negative or positive pay gaps. It is helpful to understand the difference between these. For example, a negative gender pay gap would show that female colleagues have an average hourly rate higher than male colleagues. Whereas a positive gender pay gap would show that male colleagues have an average hourly rate higher than female colleagues.

Please see also our definitions and methodology on [pages 27-30](#).



Key Metric: Disability pay gap

Median: -0.7%

Our data shows a negative pay gap for colleagues who have a disability, which means that the median colleague with a disability is paid slightly more than the median colleague without a disability.

For comparison, in the UK overall, the median disability pay gap was 13.8% in 2021. Source: [ONS, Disability pay gaps in the UK: 2021](#).



On average, for every £1 that a colleague without a disability earns...



1p

...a colleague with a disability earns £1.01 (to the nearest penny).

Please see feature section for more information on [pages 14-17](#).

As the Co-Chairs of the Disability Equality Network (DEN), we recognise the vital importance of the pay-gap report.

The data collected relies upon an accurate picture of any pay gaps that need addressing. It can evaluate the success of our diversity and inclusion strategy and be a key indicator to show what has worked and what change is still needed.

Furthermore, we want all individuals to feel confident in sharing their disability and declaring it through the organisation. The stigma of living with a disability can impact their decision to openly communicate what support they need as a valued employee.

The DEN's mission is to encourage all employees to talk openly about their individual needs and address the fears surrounding that decision, in a safe and supportive space.

Every individual brings a unique talent to Shaw Trust, and nothing should impact that person's value and their opportunity for further development.

Lee Ellery & Joanne Deakin (Disability Equality Network)

Key metric: Ethnicity Pay Gaps

Our data shows a negative pay gap for colleagues in Asian and Black ethnicities in comparison to colleagues of White ethnicities. Colleagues of “mixed or multiple” ethnicities have a small pay gap.

Averagely for every £1 that a colleague of a “white” ethnicity earns:

a colleague in an “Asian” ethnicity earns £1*

£1

this represents a -0.1% pay gap

a colleague in a “Black” ethnicity earns £1.01*

£1

this represents a -0.5% pay gap

a colleague in a “Mixed/Multiple” ethnicity earns 99p*

1p

99p

this represents a 1.3% pay gap

Other ethnicities not included due to small proportion of colleagues full pay relevant employees.

For comparison, in the UK in 2022, Black, African, Caribbean or Black British employees earned less (£13.53) median gross hourly pay than White employees (£14.35), which has been consistent since 2012. Source: [ONS, Ethnicity pay gaps, UK: 2012 to 2022](#).

It is encouraging to know that that our pay gap is notably smaller than the national average and helps us realise the strides that Shaw Trust are making to create an inclusive environment for all our colleagues. However despite the fact we are making great headway, the REN network and I want to work collaboratively with leaders to examine how we support and retain talented colleagues from all ethnic groups.

Shelley Winford, Chair of the Race Equality Network

Key metric: Gender pay gap

Median: 3.7%

For comparison, our results are under national median rates which were reported by ONS in 2023 as 7.7% for full time employees and over all employees is 14.3%.

It is reassuring to see the Shaw Trust Gender Pay Gap figure sitting well under the national figure, however as the gender pay gap has increased in the last year, as a network we want to support Shaw Trust in setting achievable targets to continue reducing the pay gap.

Siobhan Sharkey, Chair of the Women's Network

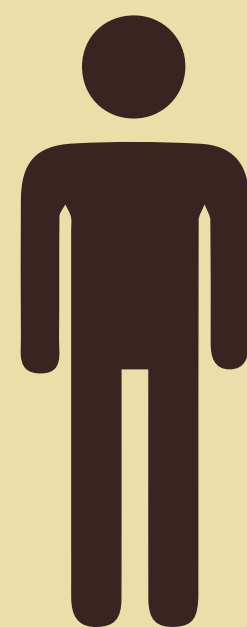
£1

On average, for every £1 that a male colleague earns...

96p

...a female colleague earns 96p*.

*to the nearest penny



Please see feature section for more information on [pages 23-26](#).

Action plan

Over the past year we have:

- Launched our first “Paying our people fairly report” which included disability and ethnicity pay gaps
- Improved our gender representation on the Senior Leadership Team with a 50/50 gender split
- Expanded our Future Leaders programme to include a Foundation leaders stage to support our pipeline of leaders
- Worked closely with our networks to improve policy development by creating a carers policy and procedure

We will continue to:

- Regularly review our pay gap data, considering intersectionality, and using the insights to make improvements
- Proactively put in place measures to reduce pay gaps
- Engage our colleagues at every level of the organisation in talent management and development
- Use our employee networks and peer groups to support HR policy development, ensuring our policies benefit from a range of voices and experiences so they’re the best they can be
- Embed inclusive recruitment practices, ensuring we are at the forefront of best practice
- Encourage colleagues to share their D&I data

Feature section: Disability Pay Gap

Our data shows that for colleagues with a disability there is a negative pay gap on the median basis but a pay gap is applicable on the mean figure.

Median: -0.7%

which means that the median colleague with a disability is paid more than the median colleague without a disability.

Mean: 2.8%

which means that the mean colleague with a disability is paid less than the mean colleague without a disability.

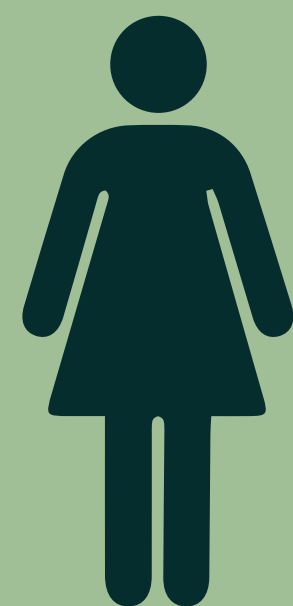
Our pay gaps have been further analysed using gender as an additional metric. The pay gap is presented against colleagues who state “no” to having a disability or a long term health condition

Median Salary By Disability

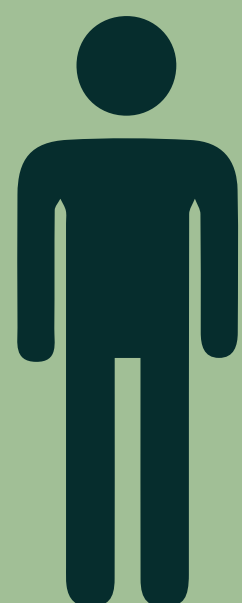


Non-Disabled Woman

The median disabled woman is paid 3.7% more than the median non-disabled woman

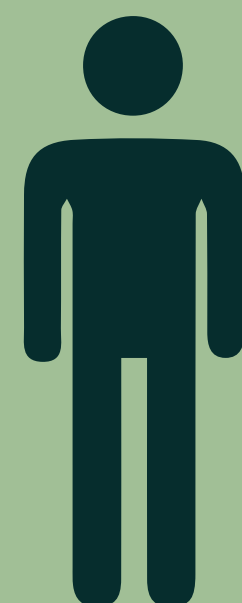


Disabled Woman



Non-Disabled Man

The median disabled man is paid 6.8% less than the median non-disabled man



Disabled Man

Mean Salary By Disability

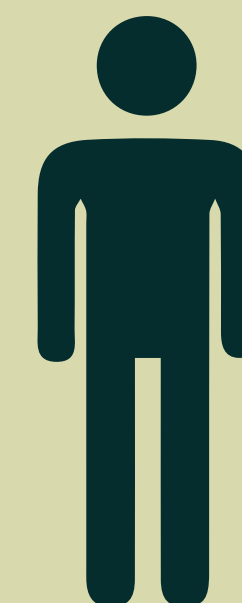


Non-Disabled Woman

The mean disabled woman is paid 1.4% more than the mean non-disabled woman

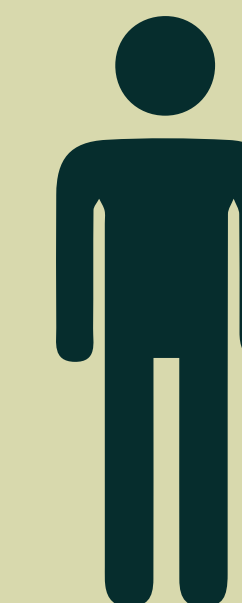


Disabled Woman



Non-Disabled Man

The mean disabled man is paid 11.5% less than the mean non-disabled man

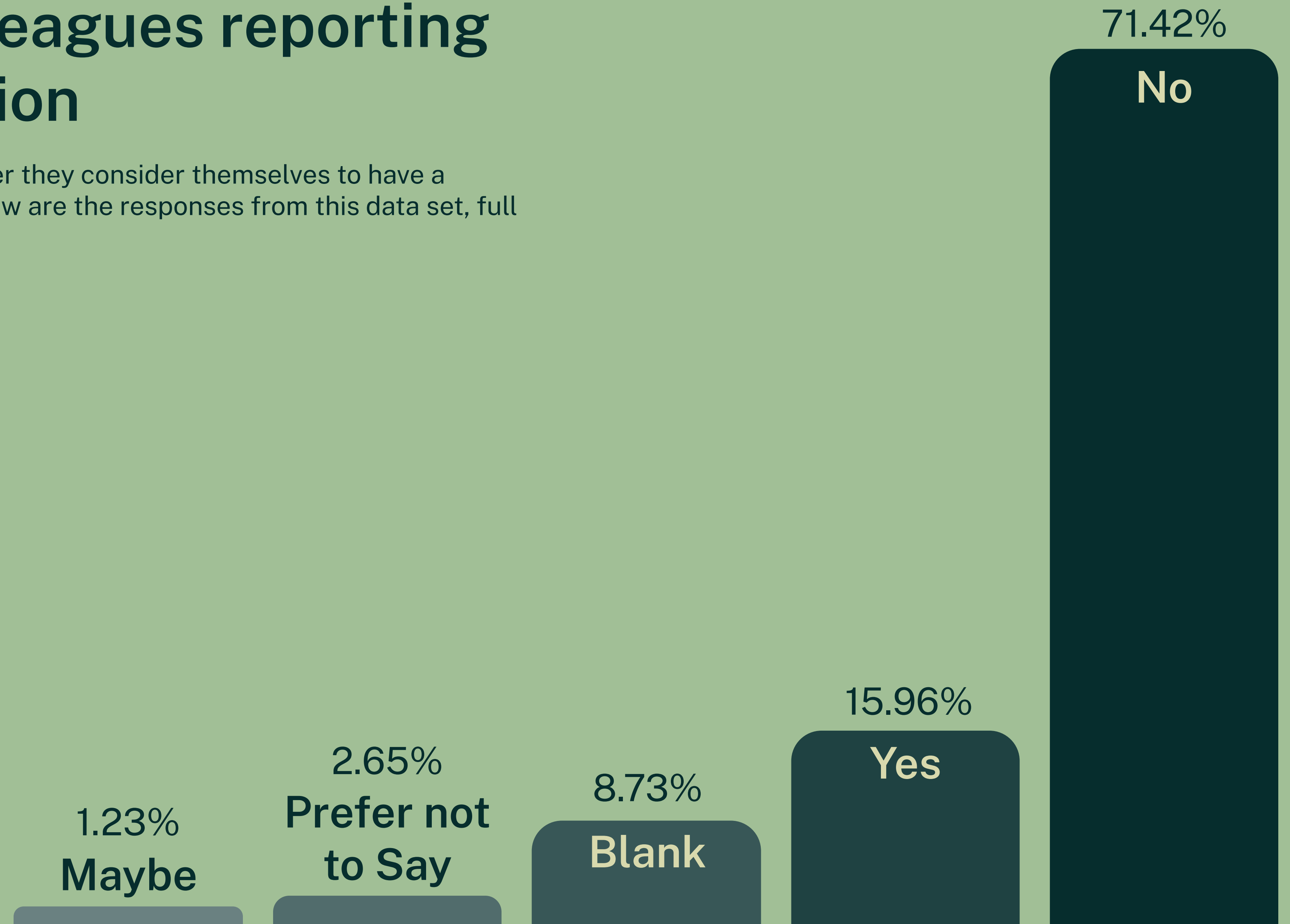


Disabled Man

The results are similar to our 2022 report. Including gender, we find the most significant pay gap for males who have a disability. From a median basis, for every £1 a male colleague without a disability earns, a male colleague with a disability earns 93 pence. On a mean basis this is 88 pence. At Shaw Trust, male colleagues have a higher proportion of gaps in self-reported disability data.

Proportions of colleagues reporting disability information

Colleagues voluntarily self-report on whether they consider themselves to have a disability or long-term health condition. Below are the responses from this data set, full pay employees only.



Proportions of colleagues with a disability across pay quartiles*:

The table below displays pay quartiles, delineating colleagues who have responded to the question regarding their self-identification with a disability. There is an even distribution of responses across each quartile. There is a slight difference in the lower quartile and less people in that quartile reported disability information.

Do you consider yourself to have a disability or long term health condition	Lower quartile	Lower Middle quartile	Upper Middle quartile	Upper quartile	Grand Total
Yes	4.08%	3.73%	4.23%	3.92%	15.96%
Maybe	0.27%	0.38%	0.31%	0.27%	1.23%
No	16.38%	18.96%	18.35%	17.73%	71.42%
Prefer not to Say	0.50%	0.54%	0.69%	0.92%	2.65%
Blank	3.85%	1.35%	1.42%	2.12%	8.73%
Grand Total	25.08%	24.96%	25.00%	24.96%	100.00%

*For a definition of pay quartiles please see methodology on [pages 27-30](#).

Feature section: Ethnicity Pay Gap

Median Pay Gap

From a median perspective, for every colleague in a “white” ethnicity...

a colleague in an “Asian” ethnicity earns £1*

£1

a colleague in a “Black” ethnicity earns £1.01*

£1

a colleague in a “Mixed/Multiple” ethnicity earns 99p*

1p

99p



Asian

this represents a -0.1% pay gap



Black

this represents a -0.5% pay gap



Mixed/Multiple

this represents a 1.3% pay gap

Other ethnicities not included due to small proportion of colleagues.

This data shows a negative or small pay gap for colleagues of grouped ethnicities other than white.

Feature section: Ethnicity Pay Gap

Mean Pay Gap

In terms of the mean, for each colleague of “white” ethnicity...

a colleague in an “Asian” ethnicity earns £1*

96p

a colleague in a “Black” ethnicity earns £1.01*

94p

a colleague in a “Mixed/Multiple” ethnicity earns 99p*

94p



Asian

this represents a 4.4% pay gap



Black

this represents a 6.2% pay gap



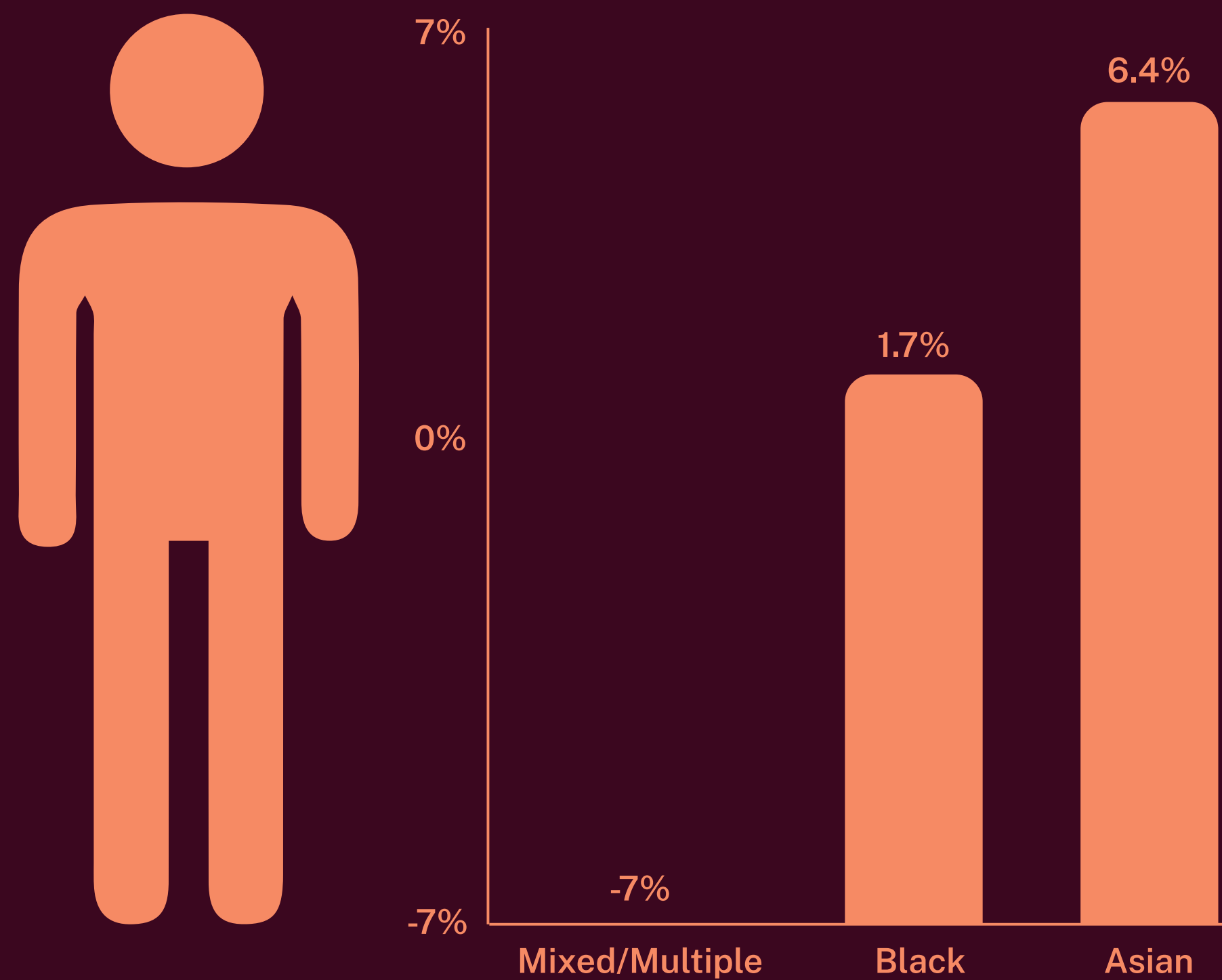
Mixed

this represents a 5.8% pay gap

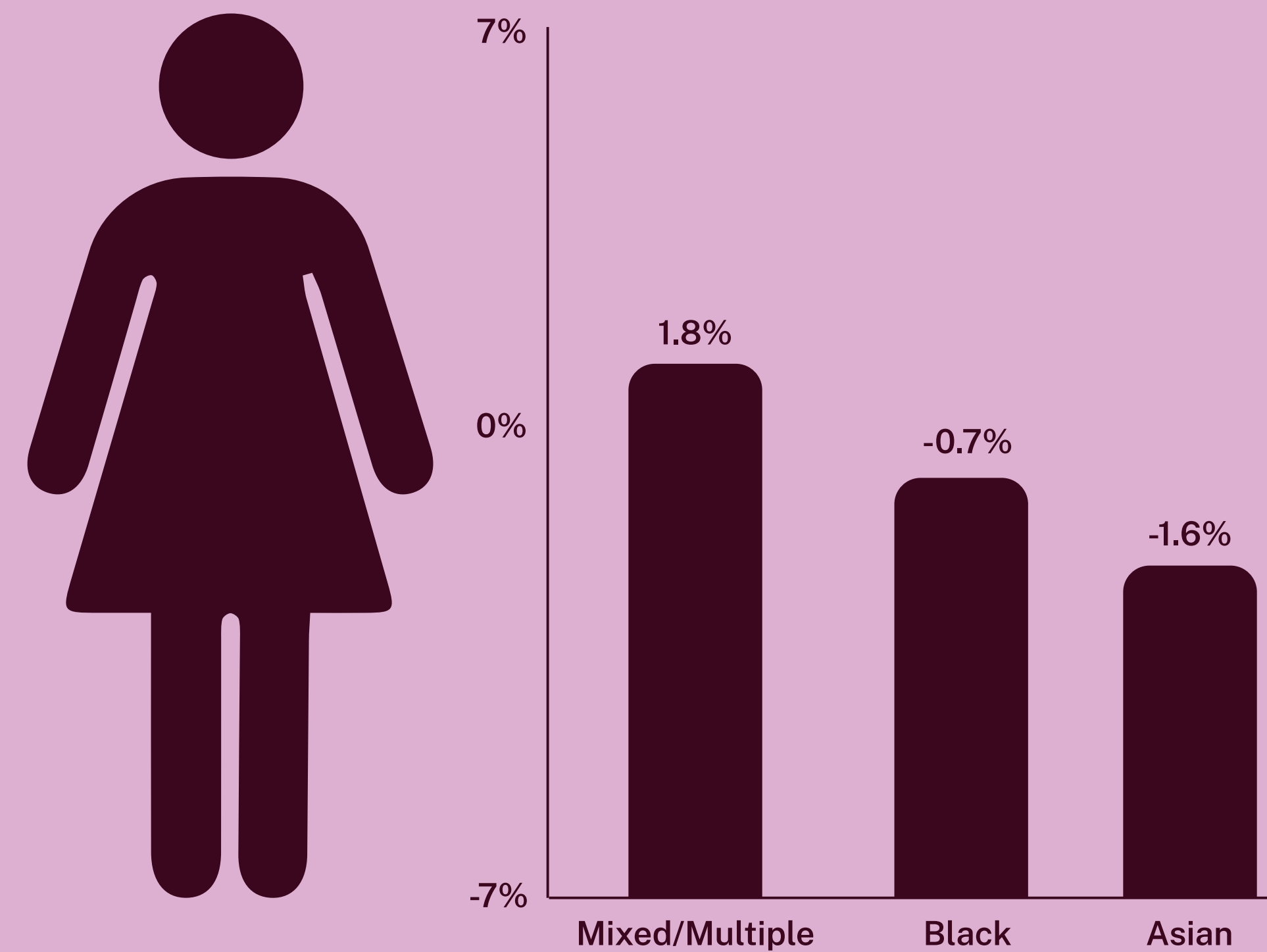
Other ethnicities not included due to small proportion of colleagues.

From a mean perspective the data shows a more significant pay gap across all ethnic groups. This is likely due to the proportion of colleagues in these ethnic groups at senior levels.

Median pay gap of male colleagues in comparison to male colleagues of white ethnicity:



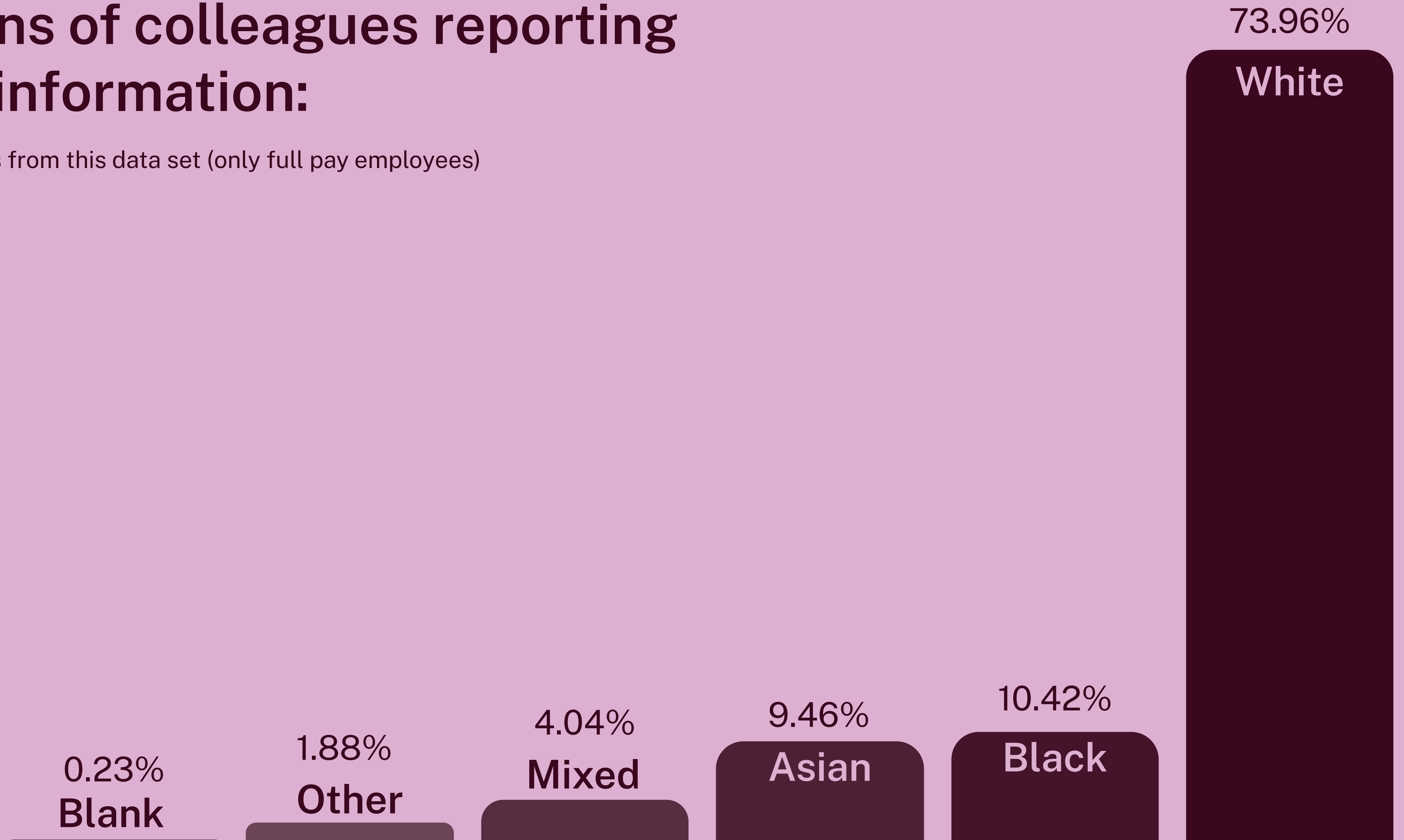
Median pay gap of female colleagues in comparison to female colleagues of white ethnicity:



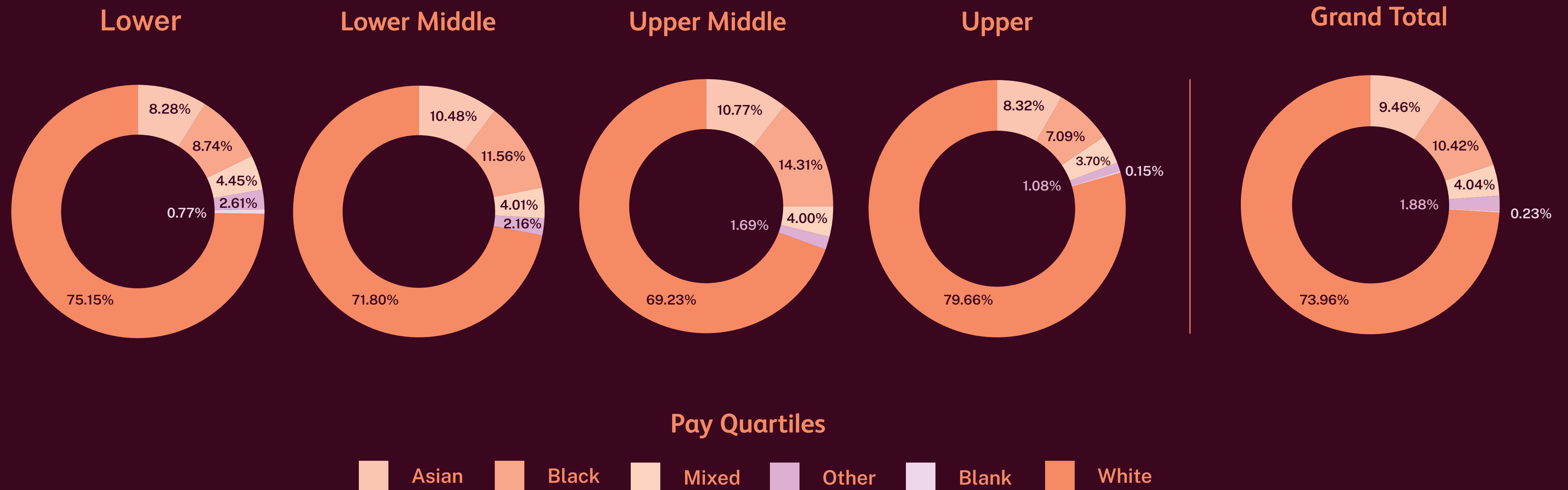
The largest gender difference is for Asian males which represents a 6.4% pay gap and for women of mixed ethnicity which is a 1.8%. In addition, there is no pay gap for male colleagues in a “Mixed/Multiple” ethnicities and female colleagues in “Black” and “Asian” ethnicities.

Proportions of colleagues reporting ethnicity information:

Note: this is colleagues from this data set (only full pay employees)



Proportions of colleagues reporting ethnicity information:

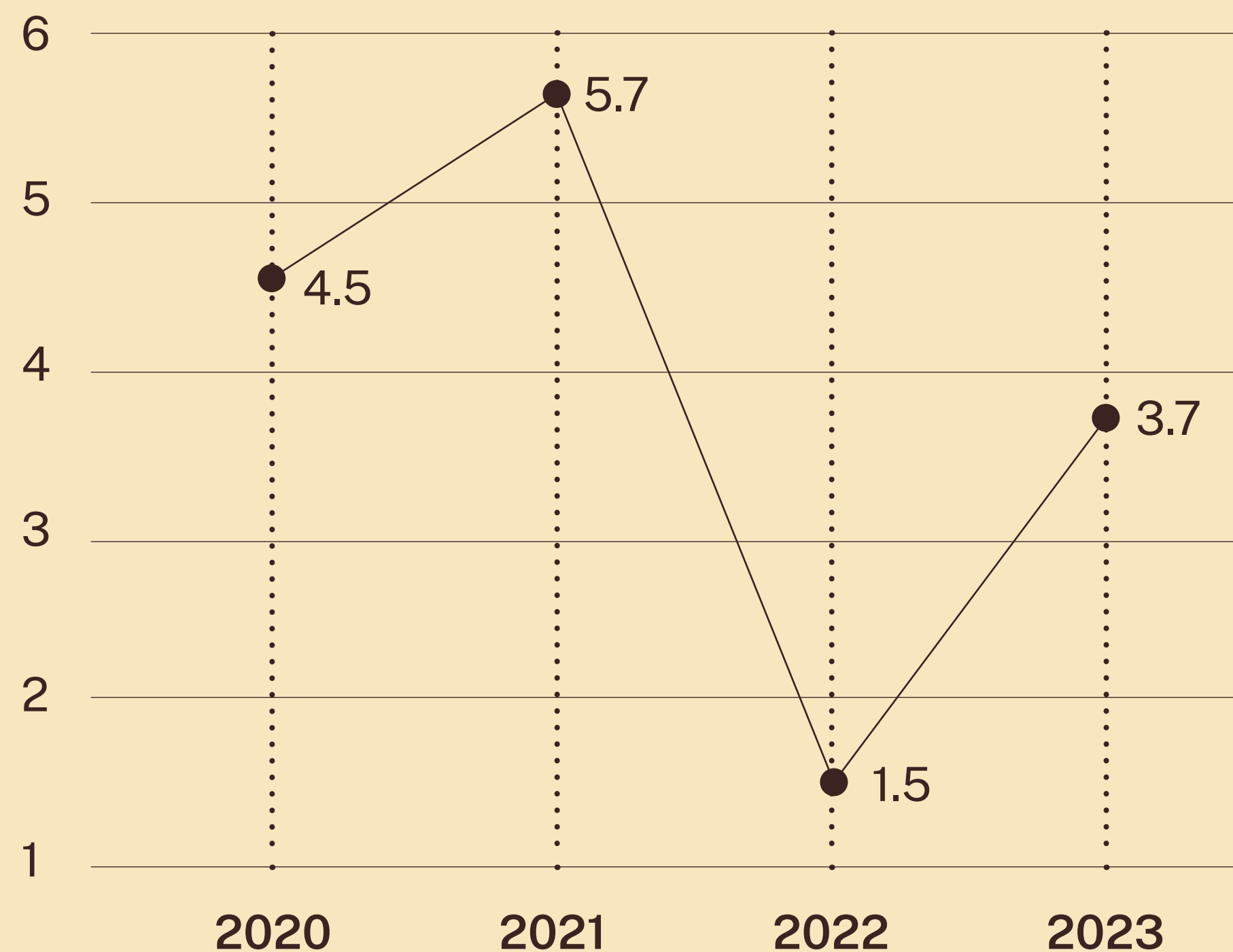


Colleagues from all other ethnicities except white are less well represented at the upper pay quartile...

*For a definition of pay quartiles please see methodology on [pages 27-30](#).

Feature section: GPG

Summary of Shaw Trust Gender Pay Gap since 2020:



Most employers were affected by the impact of furlough on their gender pay gap for the reporting years in 2020 and 2021. Our data shows an increase from our 2022 figure of 1.5% however, still under national median rates which are were reported by ONS in 2023 as 7.7% for full time employees and over all employees is 14.3%.

Splitting the data into octiles shows that the pay gap happens at the top octile of the organisation as well as the lower sixth octile. This is where we will focus our attention over the next year.

Median Hourly Rate by Octile (upper to lower)	Median difference
First	1.82%
Second	-2.30%
Third	0.00%
Fourth	0.21%
Fifth	-0.22%
Sixth	1.72%
Seventh	-1.07%
Eighth	-6.43%


Our mean gender pay gap is 8.3%.

A higher mean pay gap would also indicate that it would be beneficial to focus efforts on supporting women in our organisation to grow in their careers.

Proportion of Male and Female Employees in Pay Quartile Bands*



Upper Quartile

 36.67%

 63.33%




Upper Middle Quartile

 30.00%

 70.00%




Lower Middle Quartile

 27.43%

 72.57%



Lower Quartile

 29.45%

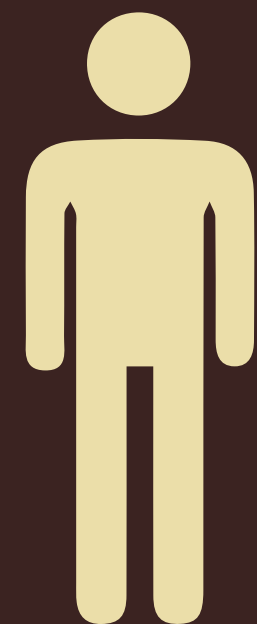
 70.55%

Within each quartile approximately two thirds of our workforce are female.

*For a definition of pay quartiles please see methodology on [pages 27-30](#).

Bonus metrics

Our median bonus gap is -27.4% and the mean bonus gap is 0.4%. We operate a bonus scheme within Homes2Inspire and our Retail division which both have a higher percentage of female colleagues.



£1

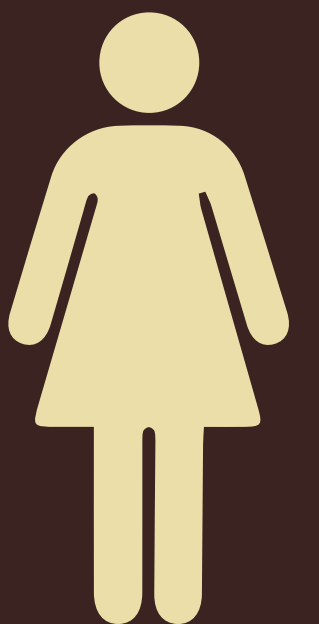
On a median basis for every £1 that a male colleague earns...

£1

27p

...a female colleague earns £1.27 in bonus*.

*to the nearest penny



Gender Pay gaps for different legal entities:

Below we've outlined our pay gap data based on the legal entities that make up the Shaw Trust Group of companies.

	Shaw Trust Group (Total)		Shaw Trust		Prospects		H2I	
Number of employees	3018		1901		388		495	
Mean Pay Difference	8.28%		6.76%		5.72%		11.70%	
Median Pay Difference	3.71%		3.70%		3.24%		8.68%	
Mean Bonus Difference	0.47%		18.07%		-87.71%		-35.29%	
Median Bonus Difference	-27.4%		-155.03%		-169.25%		-77.78%	
Proportion Receiving a Bonus								
Male	5.69%		3.02%		12.73%		5.80%	
Female	8.10%		4.98%		15.83%		11.20%	
Gender split for each quartile band								
Quartile Bands	Male	Female	Male	Female	Male	Female	Male	Female
Upper Quartile	36.67%	63.33%	36.72%	63.28%	31.87%	68.13%	34.31%	65.69%
Upper Middle Quartile	30.00%	70.00%	32.42%	67.58%	27.17%	72.83%	31.07%	68.93%
Lower Middle Quartile	27.43%	72.57%	27.83%	72.17%	26.09%	73.91%	29.13%	70.87%
Lower Quartile	29.45%	70.55%	29.21%	70.79%	29.35%	70.65%	13.59%	86.41%

Definitions

Mean pay:

This is calculated by adding the rate of pay for everyone working at Shaw Trust together and dividing it by the total number of employees.

Median pay:

This is calculated by ranking everyone working at Shaw Trust's rate of pay and finding the middle point.

Pay Quartiles:

These are created by ranking everyone's rate of pay. The first 25% with the lowest rate of pay is the lower quartile, the lower middle quartile is between 26% and 50%, the upper middle quartile is 51% and 75% and the upper quartile is the 25% of highest earners.

Full-pay relevant employees:

- Full-pay relevant employees are all employees employed on our snapshot date who are either:
- paid their usual full basic pay –including paid leave –or paid for piecework during the pay period in which your snapshot date falls
- paid less than their usual basic pay or piecework rate, but not because of leave (for example, because they have irregular working hours)

Methodology - Gender Pay Gap:

The data included in this report has been calculated using statutory reporting guidance.

Employers must report six different measures, based on a snapshot of pay data on a set date set out by the Government Equalities Office.

Our gender pay gap has been calculated on the basis of:

- **mean gender pay gap** – the difference between the mean hourly rate of pay of male full-pay relevant colleagues and that of female full-pay relevant colleagues
- **median gender pay gap** – the difference between the median hourly rate of pay of male full-pay relevant colleagues and that of female full-pay relevant colleagues
- **mean and median bonus gap** - the difference between the mean and median bonus pay of male full-pay relevant colleagues and to that of female full-pay relevant colleagues
- **quartile pay bands** – the proportions of male and female full-pay relevant colleagues in the lower, lower middle, upper middle and upper quartile pay bands

Methodology - Disability Pay gap:

The disability pay gap has been calculated on the same basis as gender pay gap reporting.

The following calculations are included in this report:

- disability information across the organisation as a whole
- proportion of employees that did not disclose their disability information
- mean and median pay gaps that measure the difference between average earnings in an organisation for different groups
- pay quarters that measure the representation of employees with disabilities at different levels of pay

Our colleagues have the option to complete personal information which includes the question “Do you consider yourself to have a disability or long-term condition (such as dyslexia, diabetes, arthritis, a heart condition, or a mental health condition, for example)?”. Colleagues can report any of the following options:

- Yes
- Maybe
- No
- Prefer not to say
- Leave blank

Methodology - Ethnicity Pay Gap:

The government introduced Ethnicity Pay reporting guidance for employers in April 2023 and this report follows this guidance and advice available from the Chartered Institute of Personnel and Development (CIPD).

Our colleagues can report their ethnicity in the below categories:

- Arab
- Asian or Asian British – Bangladeshi
- Asian or Asian British – Chinese
- Asian or Asian British – Indian
- Asian or Asian British – None of the backgrounds above
- Asian or Asian British – Pakistani
- Black, African, Caribbean or Black British – African
- Black, African, Caribbean or Black British – Caribbean
- Black, African, Caribbean or Black British – None of the backgrounds above
- Do not wish to say
- Mixed or Multiple ethnic groups – None of the backgrounds above
- Mixed or Multiple ethnic groups – White and Asian
- Mixed or Multiple ethnic groups – White and Black African
- Mixed or Multiple ethnic groups – White and Black Caribbean
- None of the backgrounds listed

- White – English, Welsh, Scottish, Northern Irish or British
- White – Gypsy or Irish Traveller
- White – Irish
- White – none of the others listed above

However, grouped ethnicities have been used to support analysis. This is in keeping with high level ethnic groups used in the 2021 census of the following categories:

- Asian
- Black
- Mixed
- White
- Other ethnic group

The following calculations are included in this report:

- representation of ethnic groups across the organisation as a whole
- proportion of employees that did not disclose their ethnicity
- mean and median pay gaps that measure the difference between average earnings for different groups
- pay quartiles that measure the representation of employees in different ethnic groups