

# shaw trust



## Paying our people fairly

The Shaw Trust 2024 Pay Gap  
Data and Action Plan



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# About Shaw Trust:

Shaw Trust is the largest employment charity in England and Wales. Our vision is a future where good employment is accessible to all in society irrespective of life circumstances. We're driving change by designing and delivering innovative programmes which support employment and social integration.

We believe in fairness, equality and opportunity. Our people, both colleagues 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. In our 2024 colleague survey, 87% of colleagues agreed that their line manager demonstrated a true commitment to equality, diversity and inclusion. 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.

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## View point of CEO:

At Shaw Trust, our colleagues deliver life-changing opportunities for our participants, while aiming to change the system that impacts them. To achieve this, we need dedicated and talented individuals. We are committed to appropriately rewarding our colleagues for their talent, skills, experience, and hard work in contributing to Shaw Trust's mission. A key part of this is to close any pay gaps related to gender, ethnicity, and disability, and to be transparent and honest in our reporting. We are determined to ensure not only pay equity but also removal of barriers to opportunity, progress, and engagement for all colleagues. This report demonstrates Shaw Trust's progress towards creating an inclusive workplace, and we are proud to release this report ahead of statutory requirements.

**Chris Luck CB MBE DL, Group Chief Executive**



Our key median metrics for April 2024:

**1%**

Disability pay gap



**-0.5%** Asian

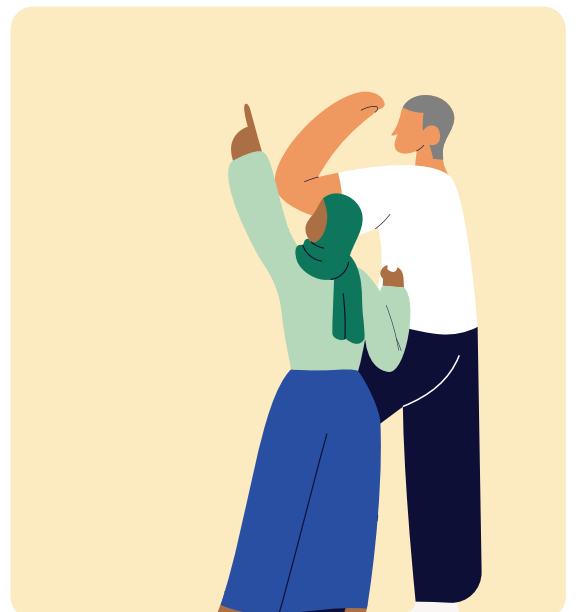
**-0.7%** Black

**-1.2%** Multiple

Ethnicity pay gaps

**4.1%**

Gender pay gap



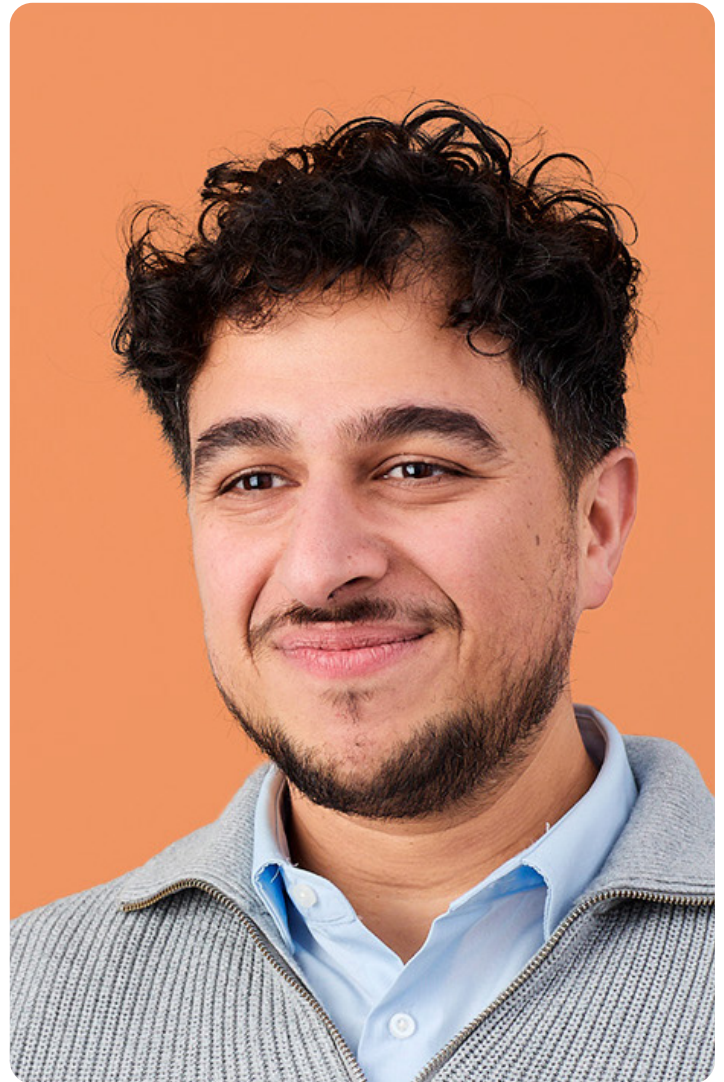


## Our action plans:

Since our last report:

### We have:

- Been working towards the National Equality Standard reaccreditation. This external review of our culture and practices enables us to establish where to target efforts to become an employer of choice and make progress towards our strategic directive.
- Focused our talent development initiatives to support female colleagues, colleagues from ethnic minority backgrounds, and colleagues with disabilities.
- Our Future Leaders Programme, which saw 90% attendance from women, successfully supported our colleagues in advancing to more senior positions, including the senior leadership team. Building on this success, we have commissioned a second programme to further enhance these efforts.
- Achieved a 50/50 gender balance on our senior leadership team.
- Engaged with our colleague networks, particularly our Race Equality Network, to gather insights on how we can better support career development.
- Used colleague data to inform and focus our efforts on addressing pay gaps.
- Continued to celebrate inclusion events by featuring various speakers and collaborating with internal network groups to raise awareness and empower colleagues to actively support an inclusive workplace.



### We want to:

- Leverage the outcomes of the National Equality Standard assessment to position ourselves as an employer of choice.
- Continue to evaluate and measure the effectiveness of our talent development initiatives to strengthen our talent pipeline.
- Continue to organise and host inclusion events that emphasise intersectionality, aiming to foster a more inclusive and diverse environment.
- Regularly review our colleague data, considering intersectionality, and use the insights to make improvements.
- Encourage colleagues to share their D&I data.



# Explanations of pay gaps

By law, colleagues must receive 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.

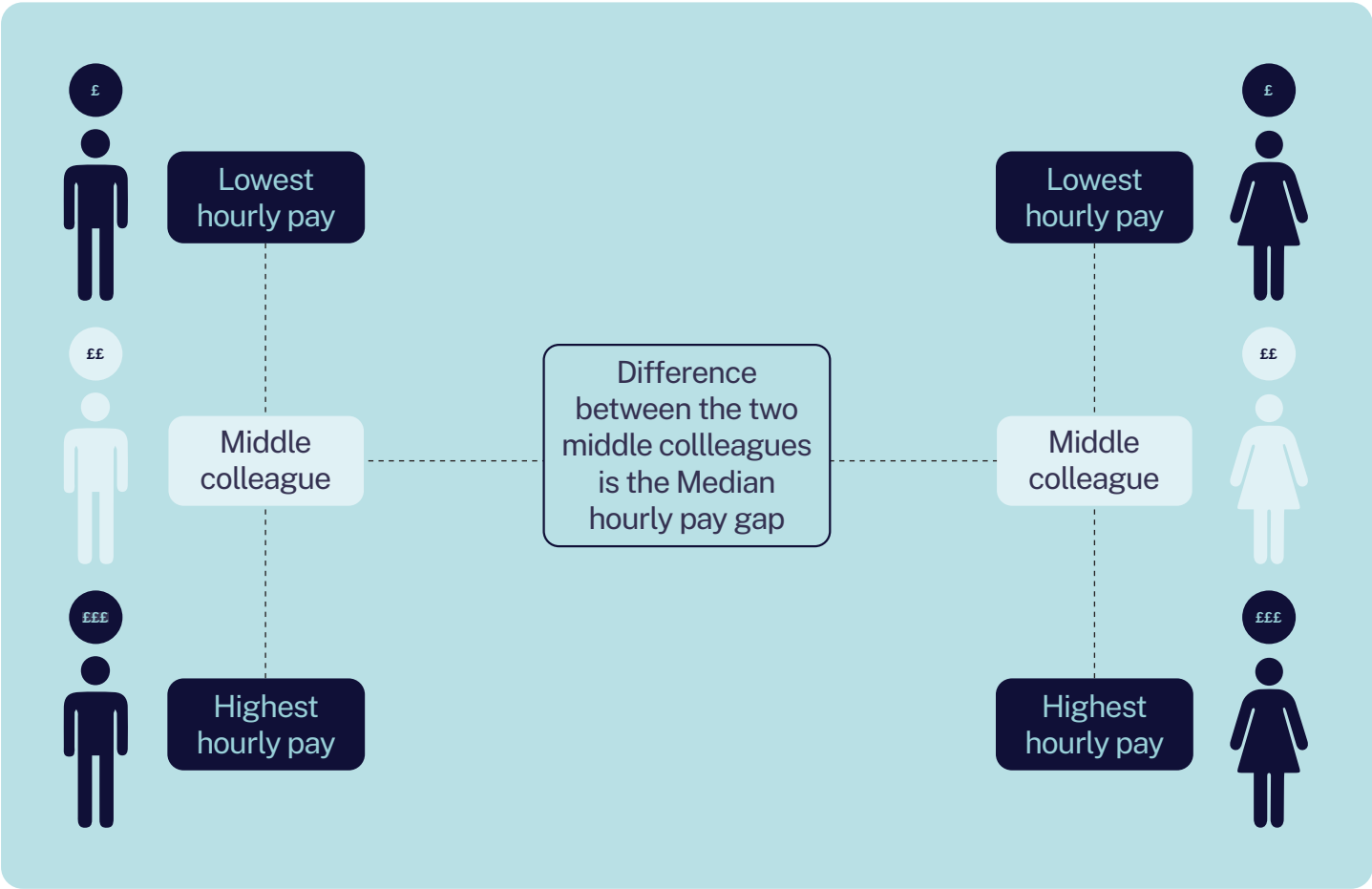
This report looks at the “pay gaps” at Shaw Trust. The “pay gap” is the difference in average earnings for colleagues. This report considers disability, ethnicity, and gender pay gaps.

For disability pay gaps, we compare colleagues with a disability to those without. For ethnicity pay gaps, we compare colleague from Asian, Black, and Mixed/Multiple ethnic backgrounds to those of White ethnicity. For gender pay gaps, we compare female colleagues to male colleagues.

We report on the median and the mean pay gaps in this report. We’ve explained below what this means in practice.

## How we calculate the median gap

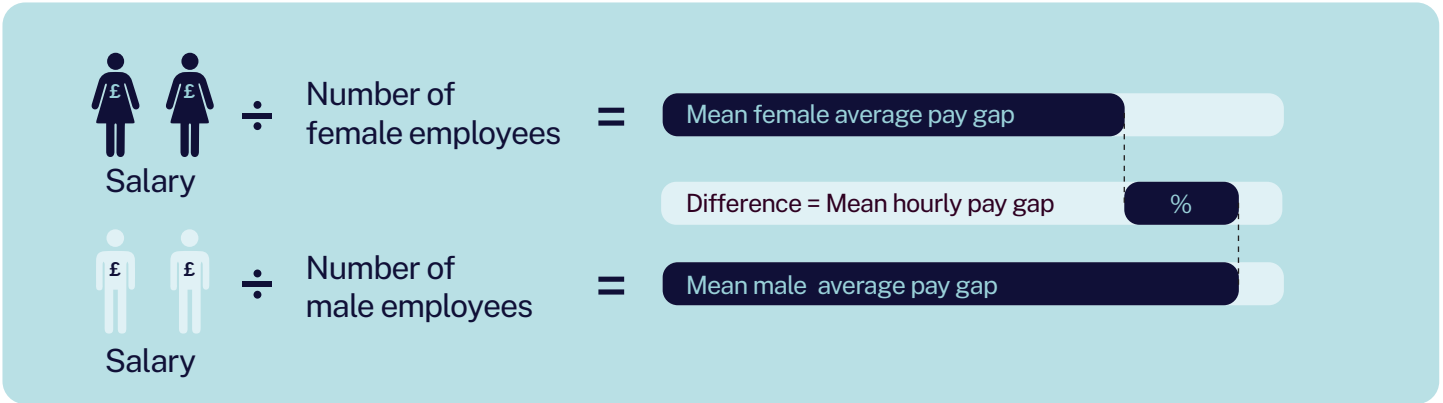
The median is the middle colleague when we have lined our colleagues in order from highest to lowest paid. The difference between the male colleagues and the female colleagues is represented as a percentage.



# How we calculate the mean gap

The mean is calculated by adding up the average earnings 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 [19-21](#)



# Feature section: Disability Pay Gap

## Median: 1.0%

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

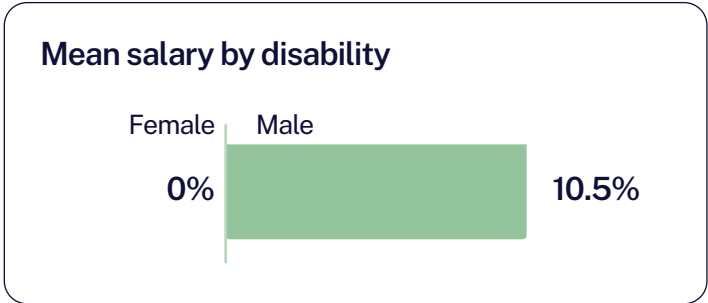
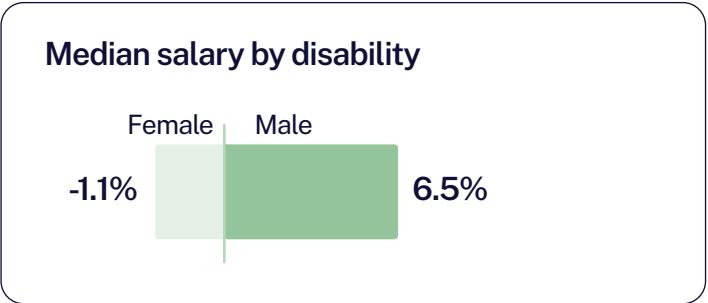
Averagely, for every £1 that a colleague without a disability earns a colleague with a disability earns 99p (to the nearest penny).

## Mean: 3.6%

Our data shows a pay gap for colleagues who have a disability, which means that the mean colleague with a disability is paid less than the mean colleague without a disability.

Averagely, for every £1 that a colleague without a disability earns a colleague with a disability earns 96p (to the nearest penny).

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.



Considering both gender and disability, the most significant pay gap is found among males with a disability. On a median basis, for every £1 earned by a male colleague without a disability, a male colleague with a disability earns approximately 93p.

Over the past two years, males have consistently experienced a pay gap in both median and mean earnings. ONS figures state that men experienced a wider disability pay gap (15.5%) than women (9.6%) in 2023. The median hourly pay for disabled men was £14.44, compared with £17.08 for non-disabled men\*.

Over the next year, we aim to enhance our data on male colleagues’ disability and health conditions, with blank data currently at 7.4% - an improvement of 2.8% since 2023.

We will continue to promote our talent development initiatives for colleagues with disabilities, who are already well represented in most programmes. Performance data also shows colleagues with disabilities positively represented in scoring good and great scores.

\*Disability pay gaps in the UK -Office for National Statistics

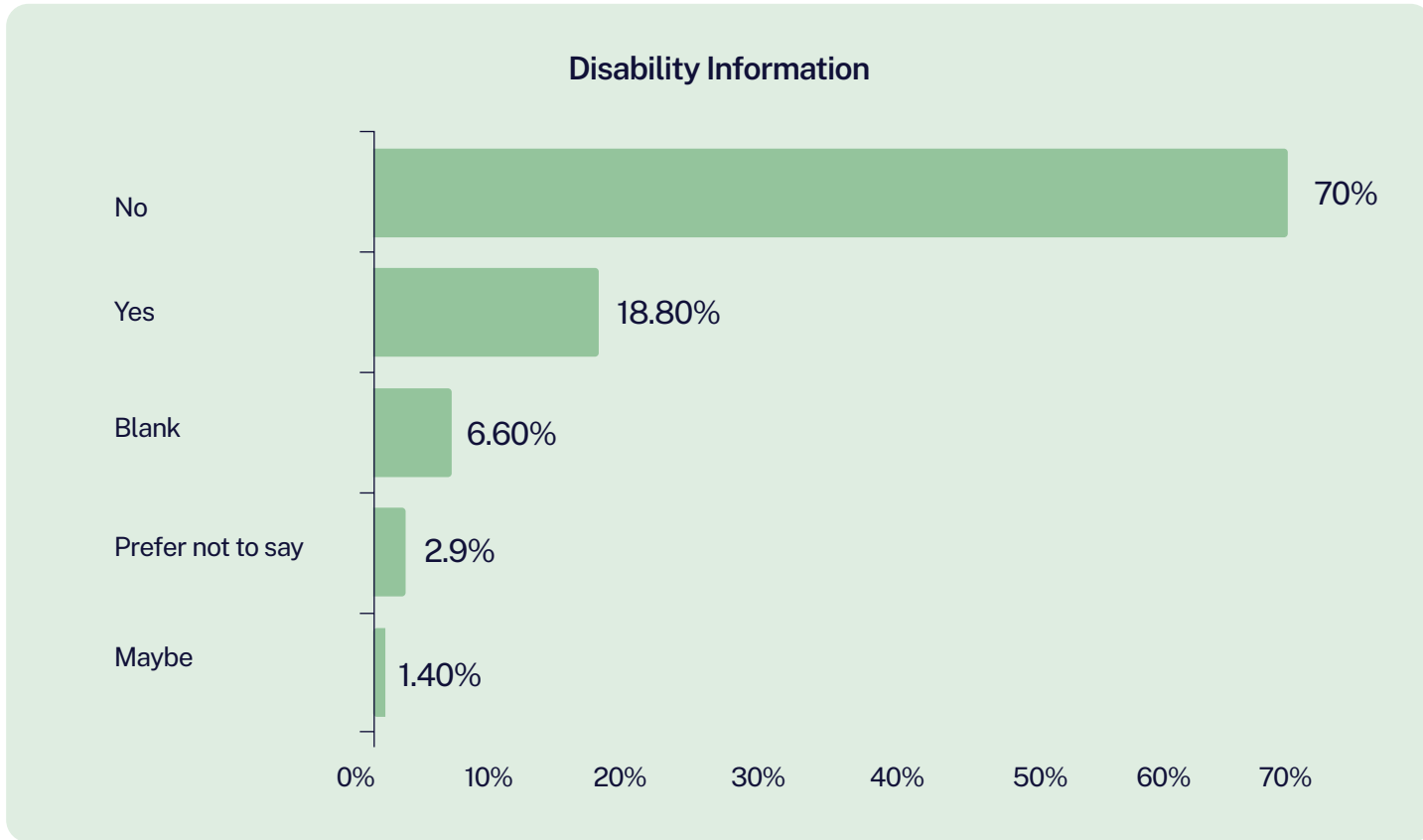




# Proportions of colleagues reporting disability information:

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.



The proportion of colleagues in this data set with a disability has increased from our previous data set in 2023 which was 16.0% as well as a reduction in the blank data from 8.7%.

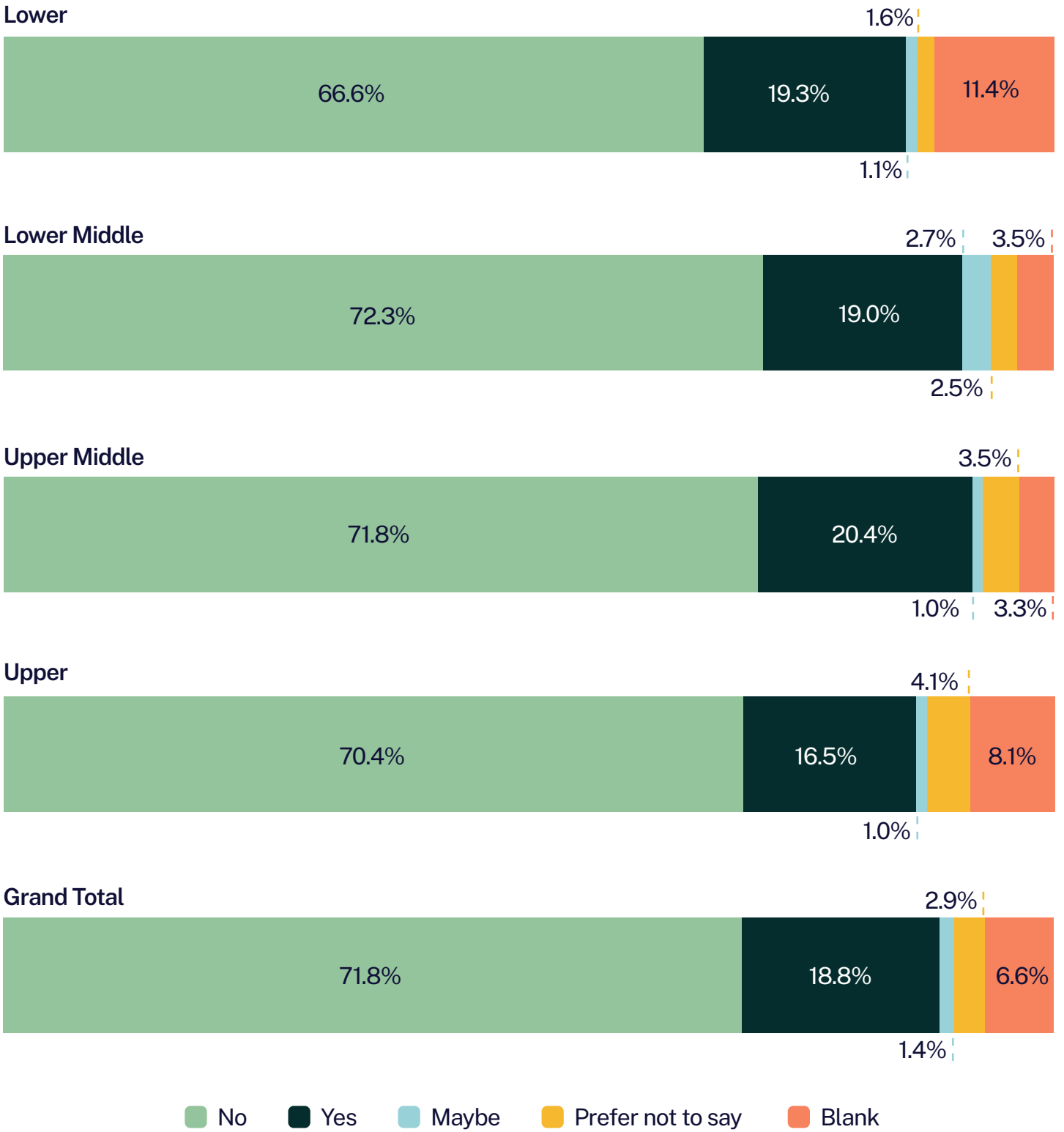
Encouraging colleagues to complete their disability data remains a priority, particularly addressing the higher proportion of missing data among male colleagues.



# 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.

The lowest proportion of colleagues reporting a disability are in the upper quartile and the highest proportion of colleagues stating “prefer not to say”. We have the highest proportion of blank data in the lower quartile.

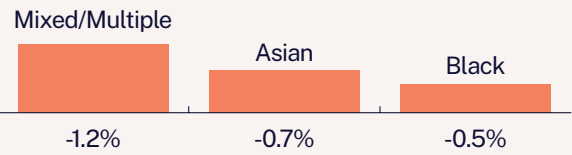


\*For a definition of pay quartiles please see methodology on pages [19-21](#)

# Feature section: ethnicity pay gaps

## Median Salary by Grouped Ethnicity

Median pay gap compared to colleagues of white ethnicity



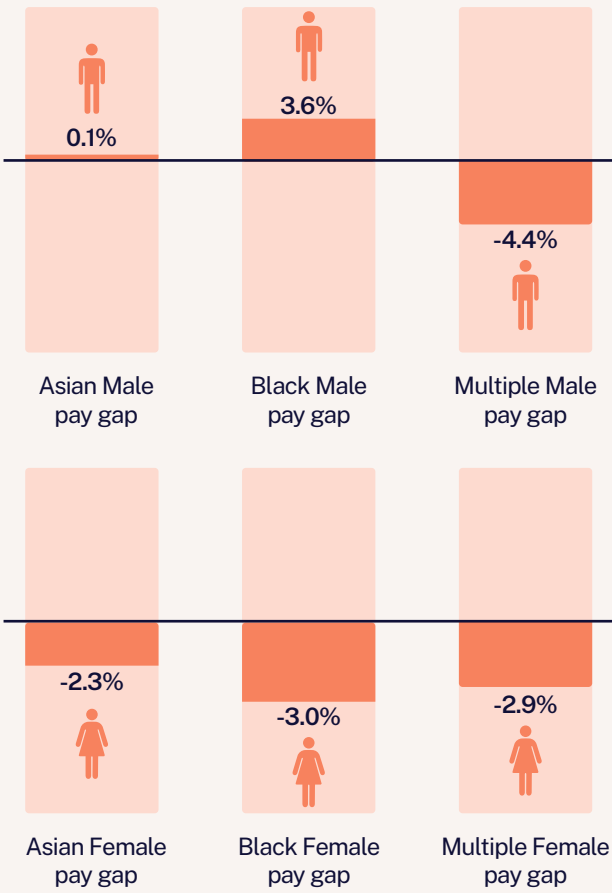
This data shows a negative pay gap for colleagues of grouped ethnicities other than white which means that the median colleague in Asian, Black or Mixed/Multiple ethnicities is paid more than the median colleague of a White ethnicity.

From a median perspective, for every £1 a colleague in a “white” ethnicity...



\*This is rounded to the nearest penny

## Median hourly rate by gender and ethnicity:

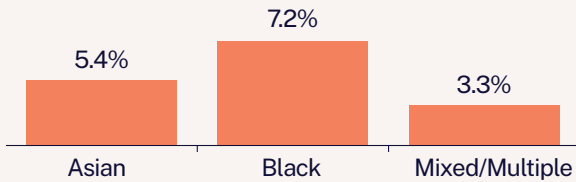


The largest gender difference is for Black males which represents a 3.6% pay gap. There are no pay gaps for female colleagues.





### Mean Salary by Ethnic Group

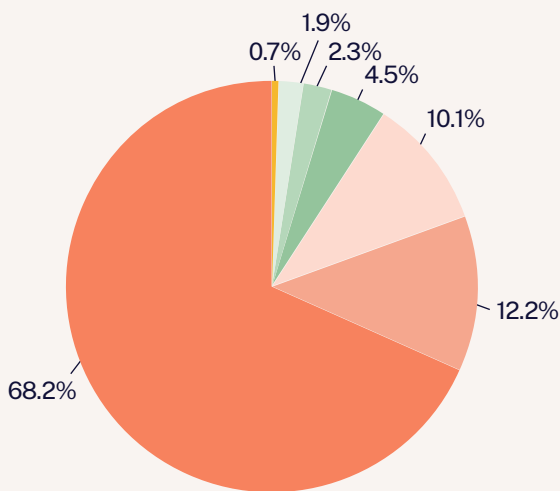


From a mean perspective the data shows a pay gap across all ethnic groups. Our priority is enhancing senior-level representation through targeted talent development initiatives.



### Proportions of colleagues reporting ethnicity information:

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

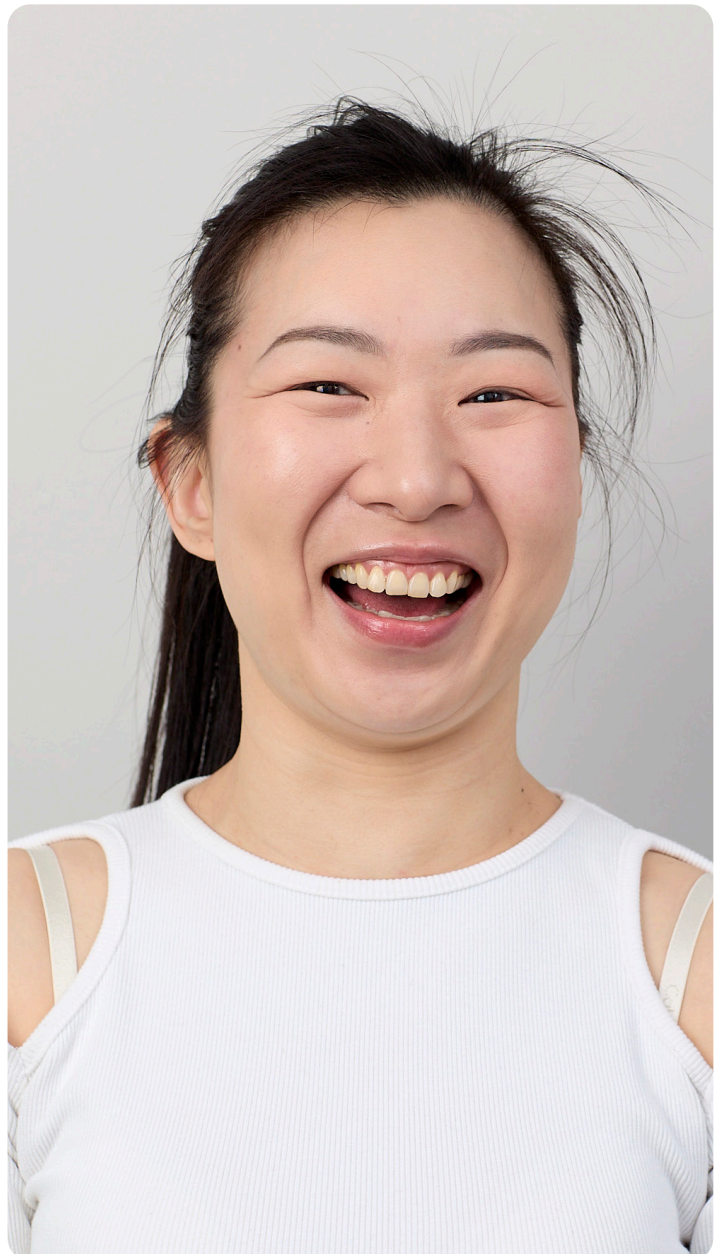


■ Other   
 ■ Do Not Wish to Say   
 ■ Blank   
 ■ Multiple   
 ■ Asian   
 ■ Black   
 ■ White

\*For more information on ethnic groups please see our methodology on pages [19-21](#)

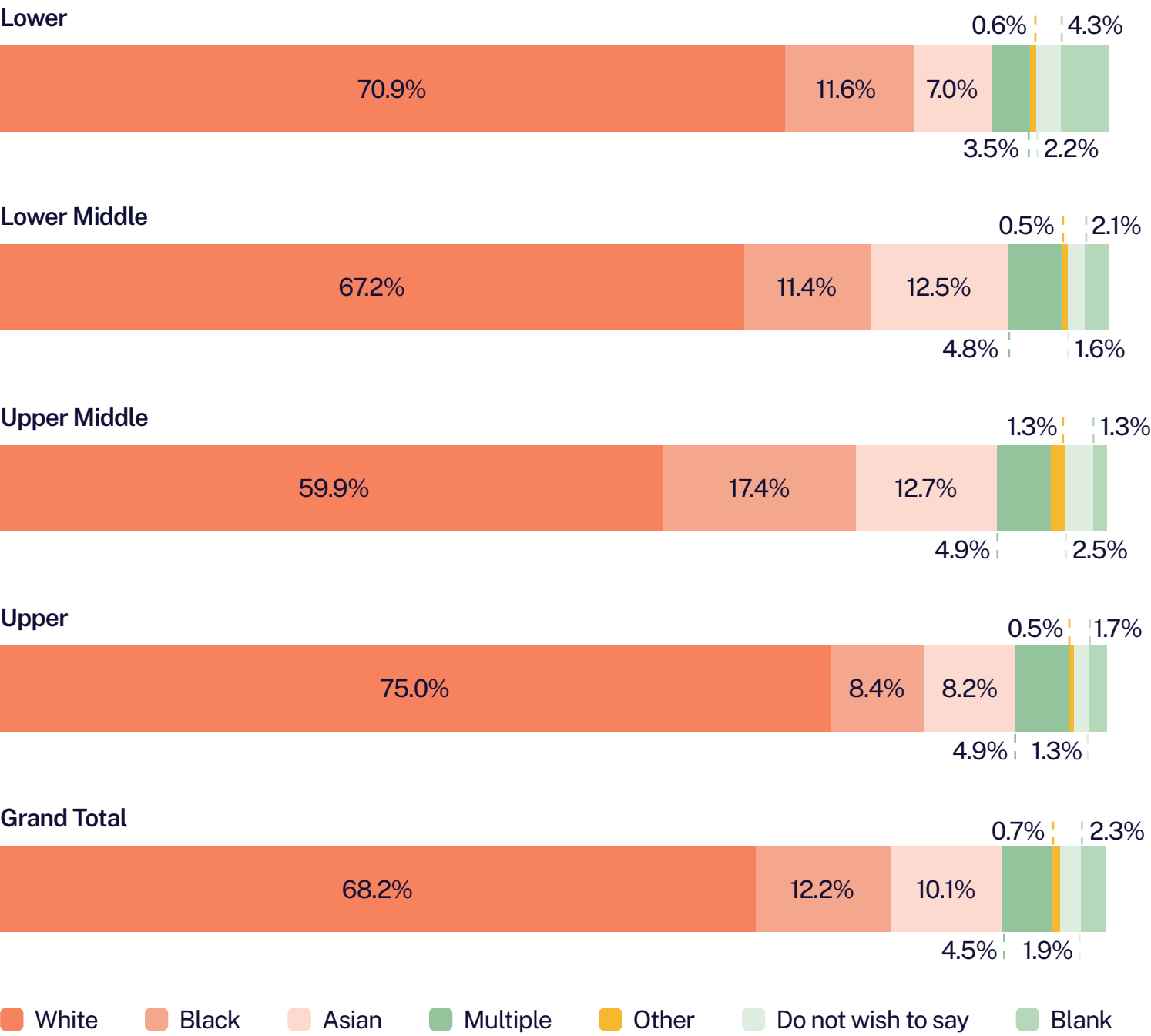
From a median perspective, our data shows a negative pay gap however the mean data shows a gap across all ethnicities, the highest for our colleagues in a black ethnicity. In the next year, we want to support colleagues to access talent development programmes to support the representation of colleagues at senior levels across the organisation.

Adding gender as an additional metric, we can see the gap is more pronounced among our male colleagues from a Black ethnic background. We aim to increase the representation of colleagues from ethnic backgrounds other than White in development opportunities - such as promotions and secondments - and complete a more detailed analysis of performance score data



# Proportions of colleagues in ethnic groups across pay quartiles\*:

\*For a definition of pay quartiles please see methodology on pages [19-21](#)



We have the highest proportion of colleagues who state their ethnicity as “Black” in the upper middle quartile and the lowest proportion of colleagues stating “Asian” or “Multiple” ethnicities in the lower quartile. The highest proportion of colleagues stating “White” ethnicity at the upper quartiles.



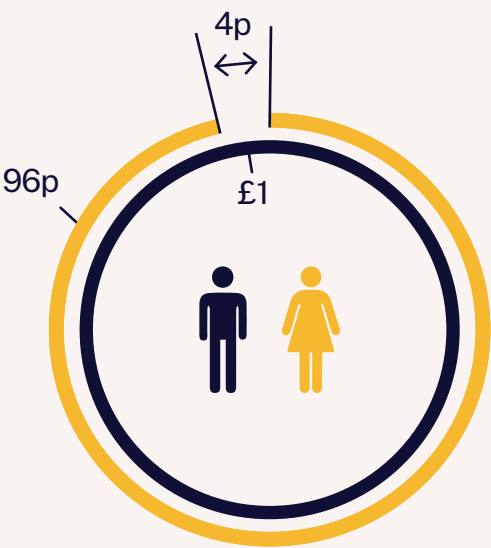
# Feature section: Gender pay gap

## Median: 4.1%

From a median perspective, for every £1 that a male colleague earns a female colleague earns 96p\*. This is an increase from our 2023 figure of 3.7%.

\*to the nearest penny

- male median earnings
- female median earning

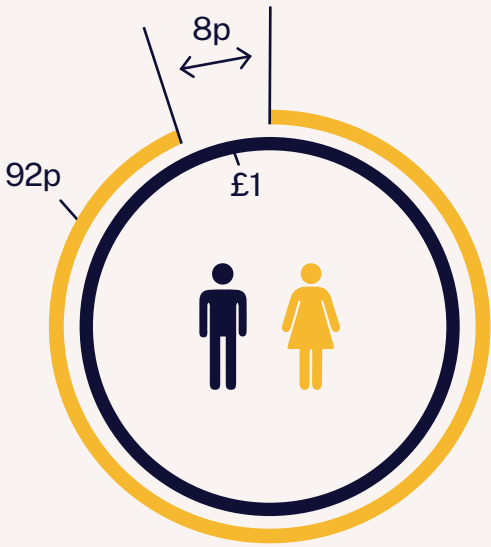


## Mean: 7.6%

From a mean perspective, for every £1 that a male colleague earns a female colleague earns 92p\*. This is a reduction from our 2023 figure of 8.3%.

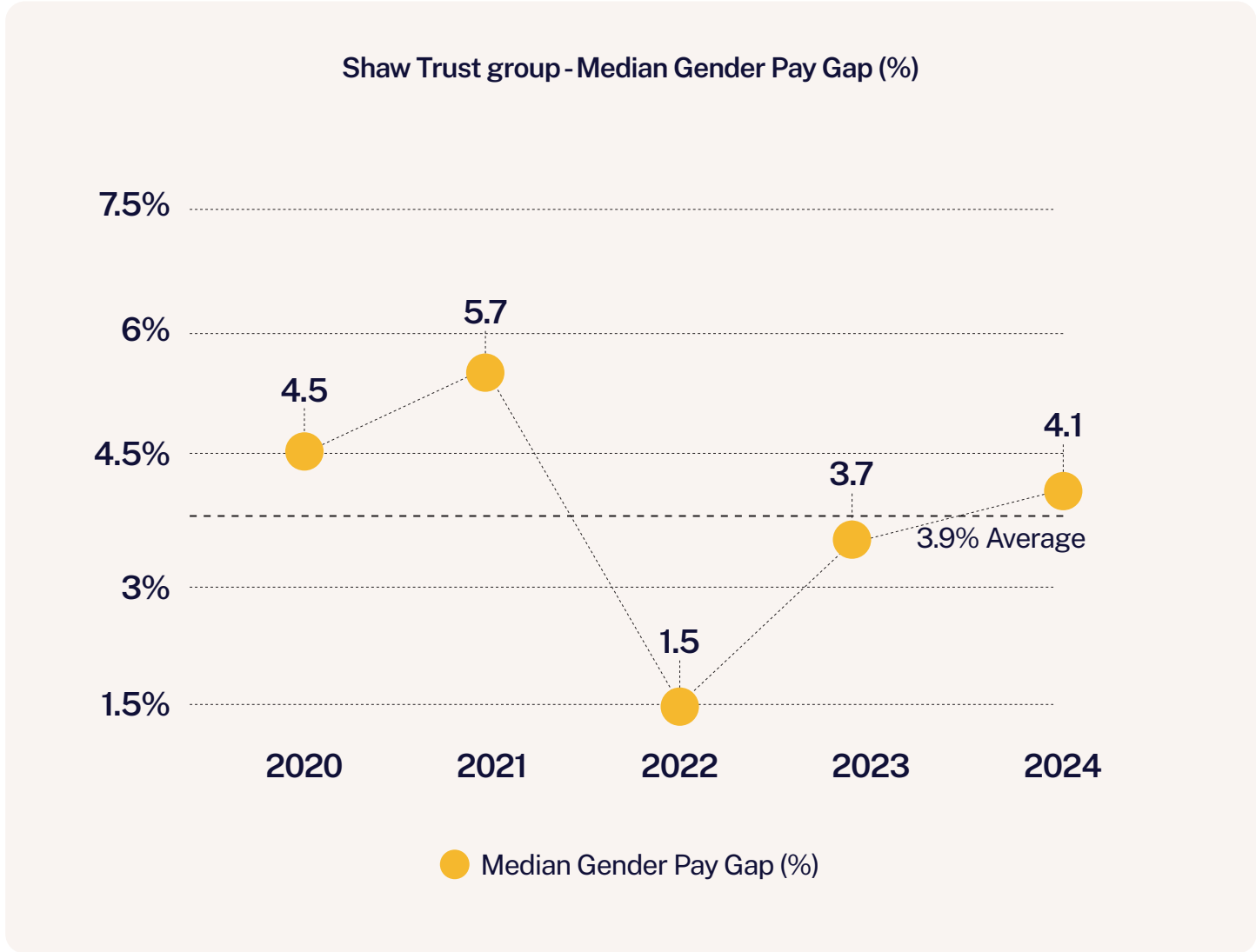
\*to the nearest penny

- male mean earnings
- female mean earnings





# Summary of Shaw Trust Gender Pay Gap since 2020:



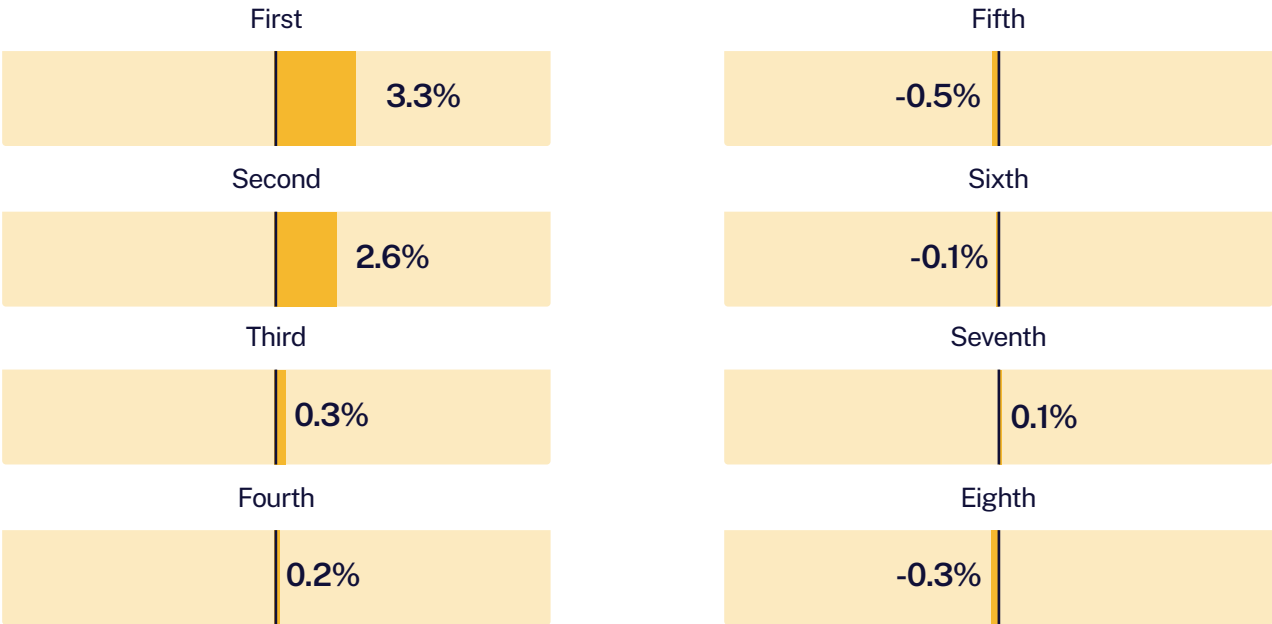
Most employers were affected by the impact of furlough on their gender pay gap for the reporting years in 2020 and 2021. Our data shows an increase from our 2022 figure of 1.5% however, still under national median rates which are were reported by ONS in 2024 as 7.0%\*.

[Gender pay gap in the UK - Office for National Statistics](#)

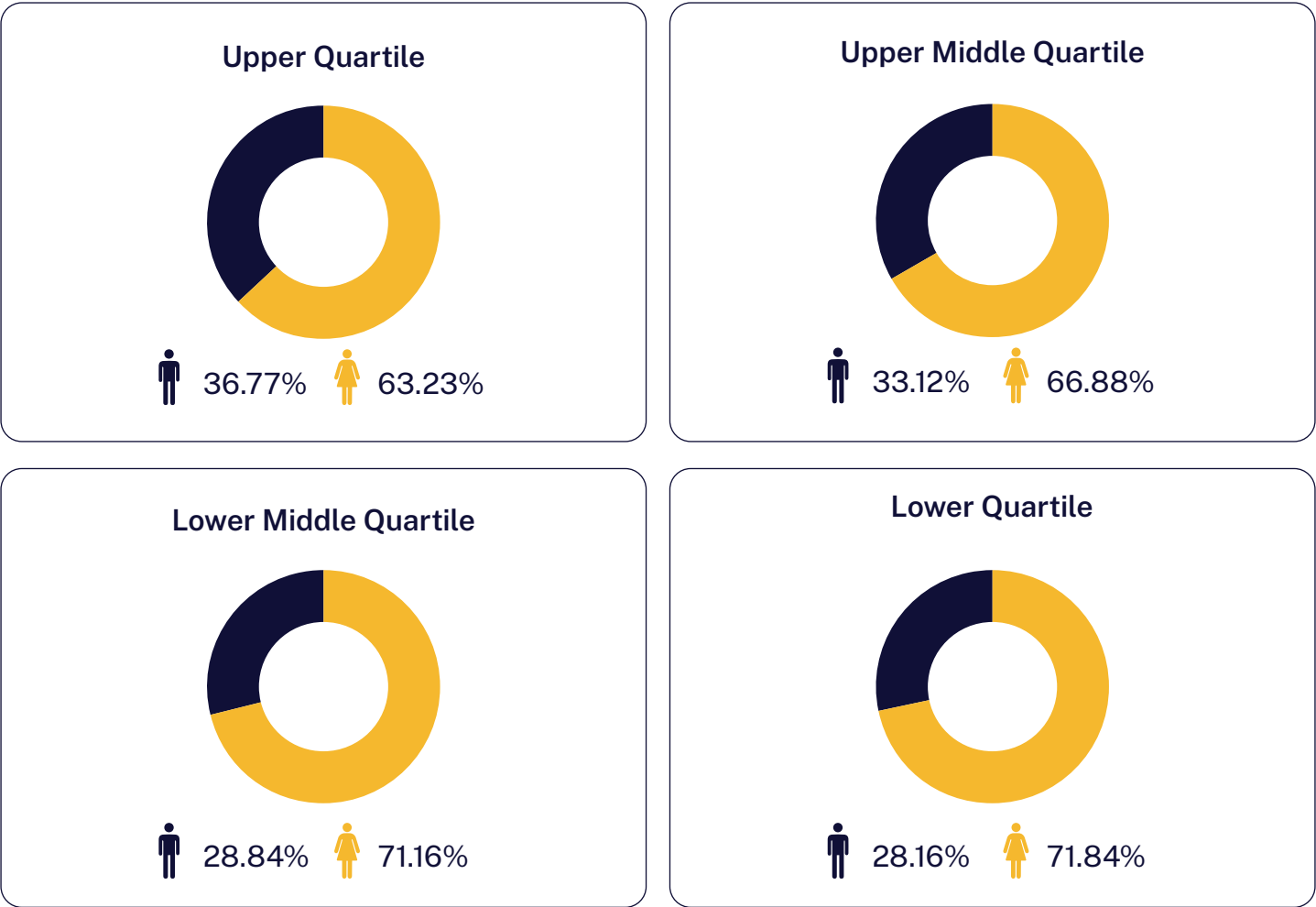


Splitting the data into octiles indicates that the pay gap occurs at the top two octiles of the organisation. We continue to have a focus on progression of women in our organisation. We know that our female colleagues are achieving development opportunities (such as promotions or secondments) at a positive rate and achieve good performance scores at a proportional rate to male colleagues. We will continue to support female colleagues to access talent development programmes.

Median Gender Pay Gap Across Organisational Octiles



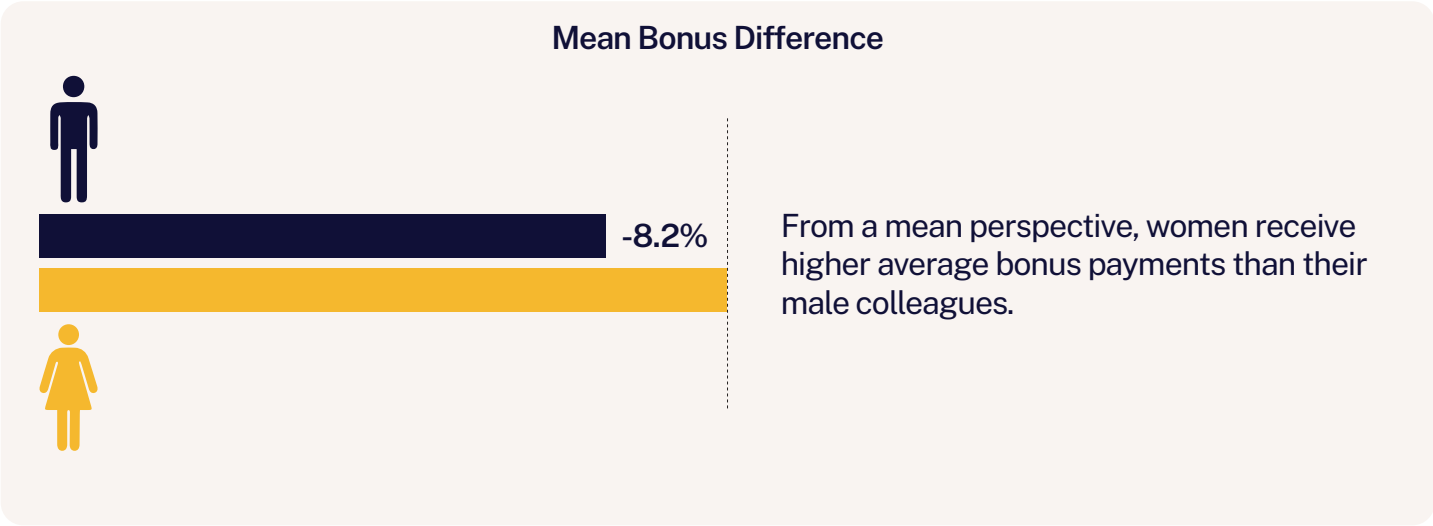
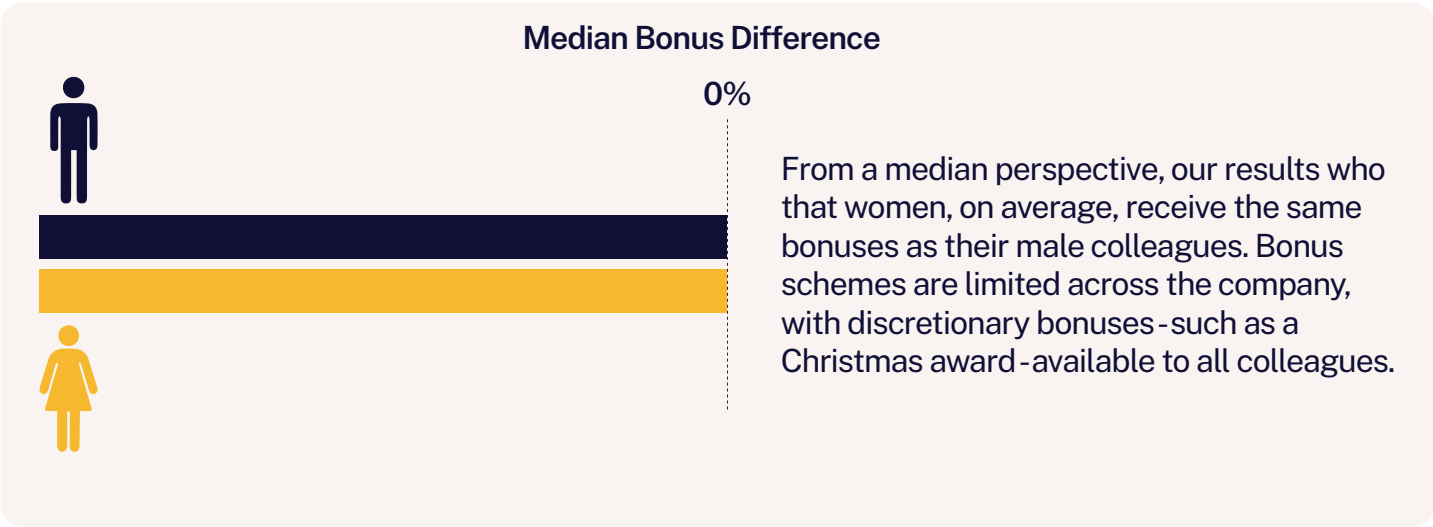
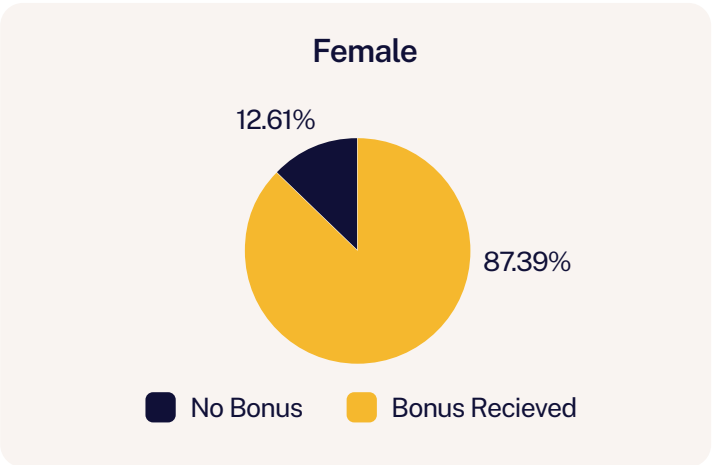
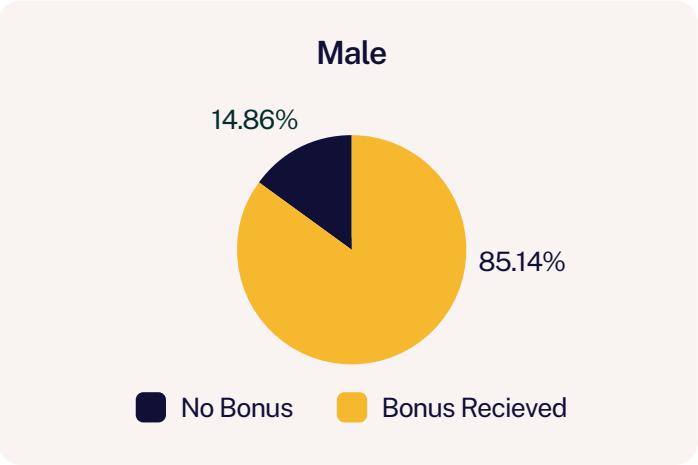
Proportion of Male and Female Employees in Quartile Bands



\*For a definition of pay quartiles please see methodology on pages [19-21](#)

# Bonus metrics

Proportion of colleagues receiving a bonus:





# Gender pay gaps across Shaw Trust Group:

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		H2I		Prospects	
Number of employees	2889		1785		641		322	
	(% )		(% )		(% )		(% )	
Median Pay Difference	4.1		4.2		0.3		4.6	
Mean Pay Difference	7.6		7.1		2.7		10.3	
Median Bonus Difference	0		0		0		0	
Mean Bonus Difference	-8.2		29.1		-9.1		-1011.5	
Proportion Receiving a Bonus (%)								
Male	85.14		84.92		74.86		98.92	
Female	87.39		86.59		81.44		81.44	
Gender split for each quartile band (%)								
Quartile Bands	Male	Female	Male	Female	Male	Female	Male	Female
Upper Quartile	36.77	63.23	37.98	62.02	31.47	68.53	36.36	63.64
Upper Middle Quartile	33.12	66.88	36.21	63.79	27.97	72.03	25.97	74.03
Lower Middle Quartile	28.84	71.16	26.62	73.38	23.61	76.39	24.36	75.64
Lower Quartile	28.16	71.84	28.47	71.53	28.47	71.53	32.05	67.95



# Definitions

## Mean or average pay:

This is calculated by adding the pay rates of all full-pay relevant employees within a specific group (e.g., females or a particular ethnic group) and dividing it by the total number of employees.

## Median pay:

This is calculated by ranking the hourly rate of full pay relevant employees in particular group (e.g., females or a particular ethnic group) and finding the middle point.

## Pay quartiles:

These are created by ranking the hourly rate of full pay relevant employees in particular group (e.g., females or a particular ethnic group). 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 top 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 the 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 Gaps:

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

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**shaw trust**

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