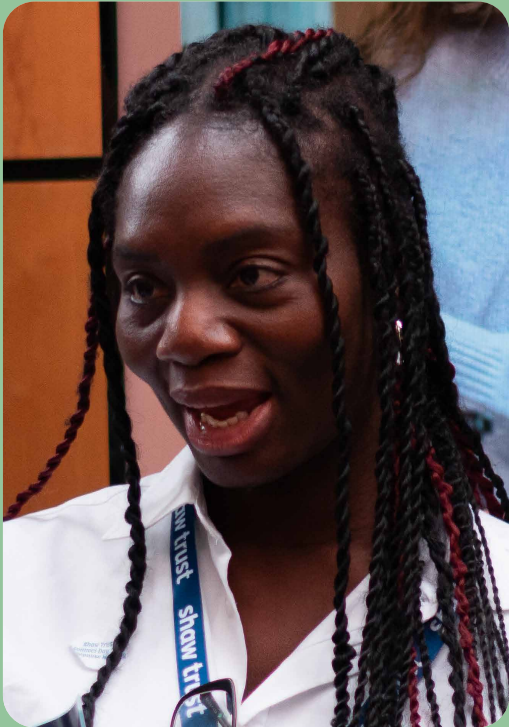


shaw trust



The Shaw Trust 2025
Pay Gap Data and
Action Plan

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Executive summary

At Shaw Trust, fairness, inclusion, and opportunity for all remain at the heart of everything we do. We are pleased to share that our 2025 pay gap figures have been broadly maintained from the previous year, demonstrating the effectiveness of our long-term commitment to equity which reinforces the strength of our culture and our people.

Our pay gaps remain well below national averages, reflecting the continued impact of our inclusive recruitment practices, targeted development initiatives, and our work to create a workplace where colleagues feel confident sharing their data and their lived experience.

In 2025, our data showed:

- Gender Pay Gap (Median): 4.2% – Below the national median of 6.9% for full-time employees and 12.8% for all employees
- Disability Pay Gap (Median): 1.1% – Significantly lower than the UK-wide gap of 15.5% reported by the TUC.
- Ethnicity Pay Gaps (Median): These figures remain stable and overall reflect a negative pay gap (which means that median pay is higher for ethnically diverse groups)

These demonstrate that our pay gaps remain consistently below national benchmarks year after year.

We are proud of this progress, but we know our work does not end here, requiring continuous attention and decisive action. **That is why we continue to invest in initiatives such as:**

- Diversity to the Top, supporting diverse talent into senior roles.
- Strengthened inclusive recruitment practices, including our NES-accredited approach.
- Expanded colleague networks and intersectional inclusion events, ensuring every colleague feels represented and heard.
- Ongoing analysis of workforce data, enabling us to act where it will have the most impact
- Investment in cross organisational career paths and our shadow development programme.

Our ambition is not simply to comply with statutory reporting, but to be transparent and report above and beyond our statutory requirements. We will continue to monitor our outcomes closely, refine our approach, and ensure that Shaw Trust remains a place where everyone, regardless of gender, ethnicity, disability or background, has equal opportunity to succeed.

Thank you to all colleagues across the organisation for your ongoing commitment. Together, we are building a fairer, more inclusive Shaw Trust.

About Shaw Trust:

Having grown from humble beginnings in 1982 in the village of Shaw in Wiltshire, finding jobs for disabled people, today we are a complex and diverse charity committed to employment as the core pathway to a better life. For us being part of the solution is about creating the conditions for this to happen, advocating and delivering services that make a real difference. Working in partnership not competition, we are part of an eco-system of purpose-led organisations, striving for a fairer, more equal society centred on opportunity for all. Shaw Trust was founded on these principles over 40 years ago, and for our 2,500 employees and around 600 volunteers across the UK, they remain true.



Foreword

At Shaw Trust, we deliver life changing opportunities for our participants, and we are proud of the dedicated and talented colleagues that achieve this. We are committed to rewarding talent, skills, experience, and hard work in contributing to Shaw Trust's mission. A key part of this is to close, as far as possible, 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 fair and consistent pay practices 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

1.1%

Disability pay gap



-1.9% Asian

-0.2% Black

-4.7% Multiple ethnicities

-2.4% Another ethnically diverse group

Ethnicity pay gaps

4.2%

Gender pay gap



Our Action Plans:

Our actions focus on four key areas that directly influence our pay gaps: recruitment and retention, development and progression, inclusion activities, and our data. Each area plays a critical role in creating a fair, equitable, and inclusive workplace.

1. Recruitment and Retention

Why this matters:

To reflect the communities we support and ensure equitable access to employment, it is essential that we promote ourselves as an inclusive organisation where everyone feels welcome to apply, join, and stay.

What we committed to:

Leverage the outcomes of the National Equality Standard (NES) assessment to strengthen our position as an employer of choice.

What we delivered:

We actively promoted our NES accreditation across our website and throughout our recruitment activities, reinforcing our commitment to inclusion.

Next steps:

We will analyse the impact of our anonymous application process on candidate diversity and identify further opportunities to embed inclusion at each stage of recruitment.



2. Development and Progression

Why this matters:

Inequities in access to development can lead to inequitable progression – which can create or widen pay gaps. We aim to understand any barriers colleagues may face and to put appropriate support in place, so everyone has the opportunity to grow and succeed.

What we committed to:

Continue evaluating and strengthening the effectiveness of our talent development initiatives to build a strong and diverse talent pipeline.

What we delivered:

We designed a 'Diversity at the Top' programme that aims to strengthen the diversity of our senior leadership pipeline by supporting colleagues from underrepresented groups to develop and advance into senior positions. We have continued to embed our existing talent management initiatives and have also launched training on managing diverse teams to support leaders in fostering equitable development.

Next steps:

We will launch and deliver the 'Diversity at the Top' programme and measure its impact to inform future actions that strengthen career progression and representation.



3. Inclusion Activities

Why this matters:

Creating spaces where colleagues feel able to share their experiences builds understanding, supports belonging, and strengthens inclusion — particularly for colleagues from underrepresented groups.

What we committed to:

Continue organising and hosting inclusion events that highlight intersectionality and promote dialogue across all groups.

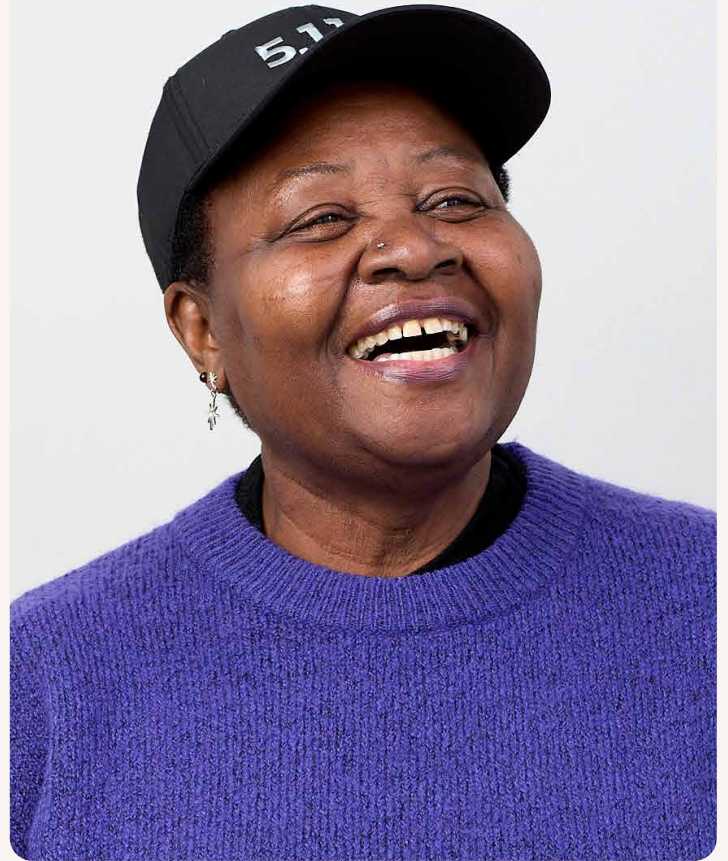
What we delivered:

We delivered a year-round programme of events that created space for colleagues to share lived experiences and deepen collective understanding across our organisation. This included:

- **Colleague Connect Day**, which brought together 10% of our workforce to collaborate and exchange best practice.
- **National Inclusion Week**, featuring 14 activities led by our colleague networks.
- **World Menopause Day**, where our Menopause Network's senior sponsor shared lived experience to increase awareness and reduce stigma.

Next steps:

We will support our colleague network chairs to facilitate intersectional discussions across networks, structured around a shared quarterly theme. We will also undertake a review of the women's network to understand member needs and conduct a skills assessment for all network chairs to inform and support their continued development.



4. Data

Why this matters:

We want colleagues to feel confident sharing their diversity and inclusion data so we can better understand our workforce, identify patterns, and focus our efforts where they will have the most meaningful impact.

What we committed to:

Encourage colleagues to voluntarily share their diversity and inclusion data.

What we delivered:

We created safe spaces and used our communication channels and HR platform to support colleagues in sharing their data, helping us build a more complete organisational picture.

Next steps:

We will set completion targets for operational leaders to help improve our diversity and inclusion data completeness across the organisation.



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.

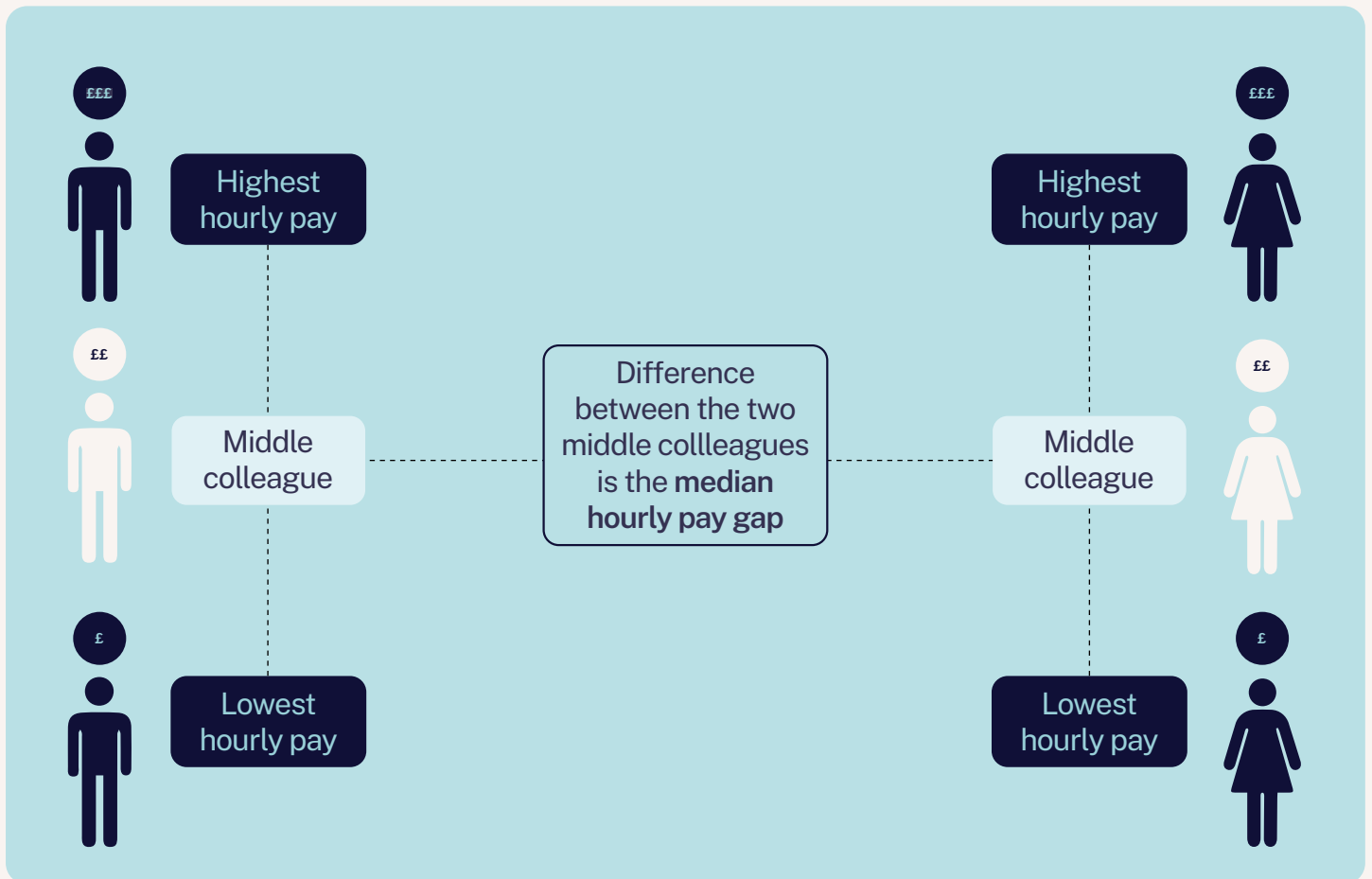
This report looks at the "pay gaps" at Shaw Trust. The "pay gap" is the difference in average earnings for colleagues. This report considers disability, ethnicity, and gender pay gaps.

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

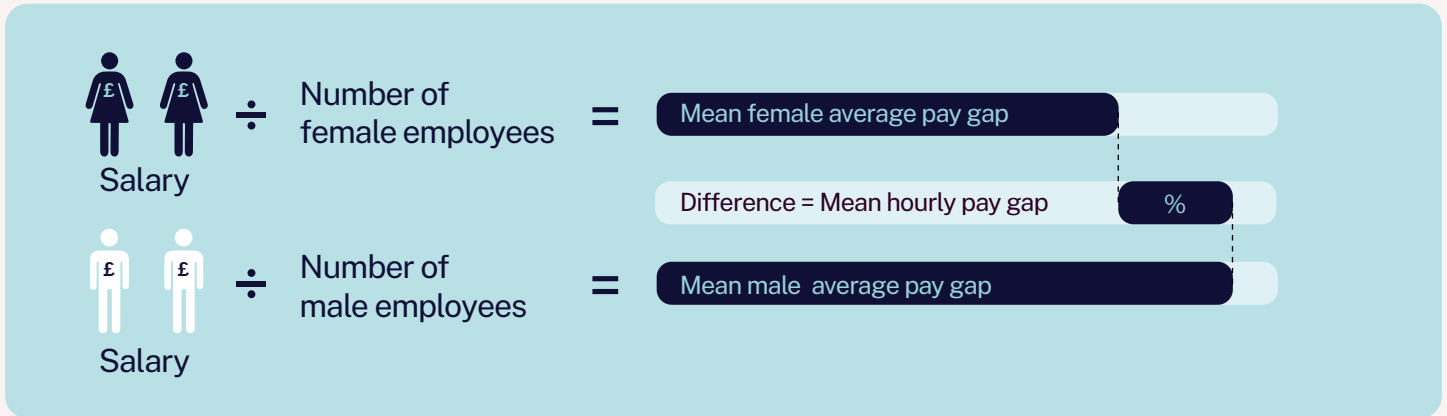
The median is the middle colleague when we have lined our colleagues in order from highest to lowest paid. The difference between the male colleagues and the female colleagues is represented as a percentage.



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 [22-24](#)

Feature section: Disability Pay Gap

Median: 1.1%

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).

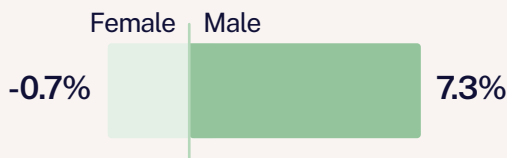
Mean: 3.6%

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.

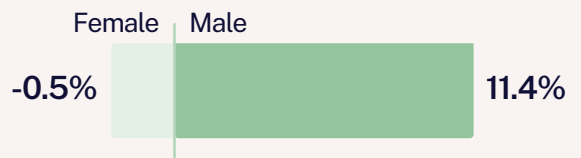
Averagely, for every £1 that a colleague without a disability earns a colleague with a disability earns 96p (to the nearest penny).

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.

Median salary by disability



Mean salary by disability



When gender and disability are considered together, there is no pay gap among female colleagues. For male colleagues, however, a gap is present: median earnings indicate that male colleagues with a disability receive approximately 93p for every £1 earned by those without a disability.

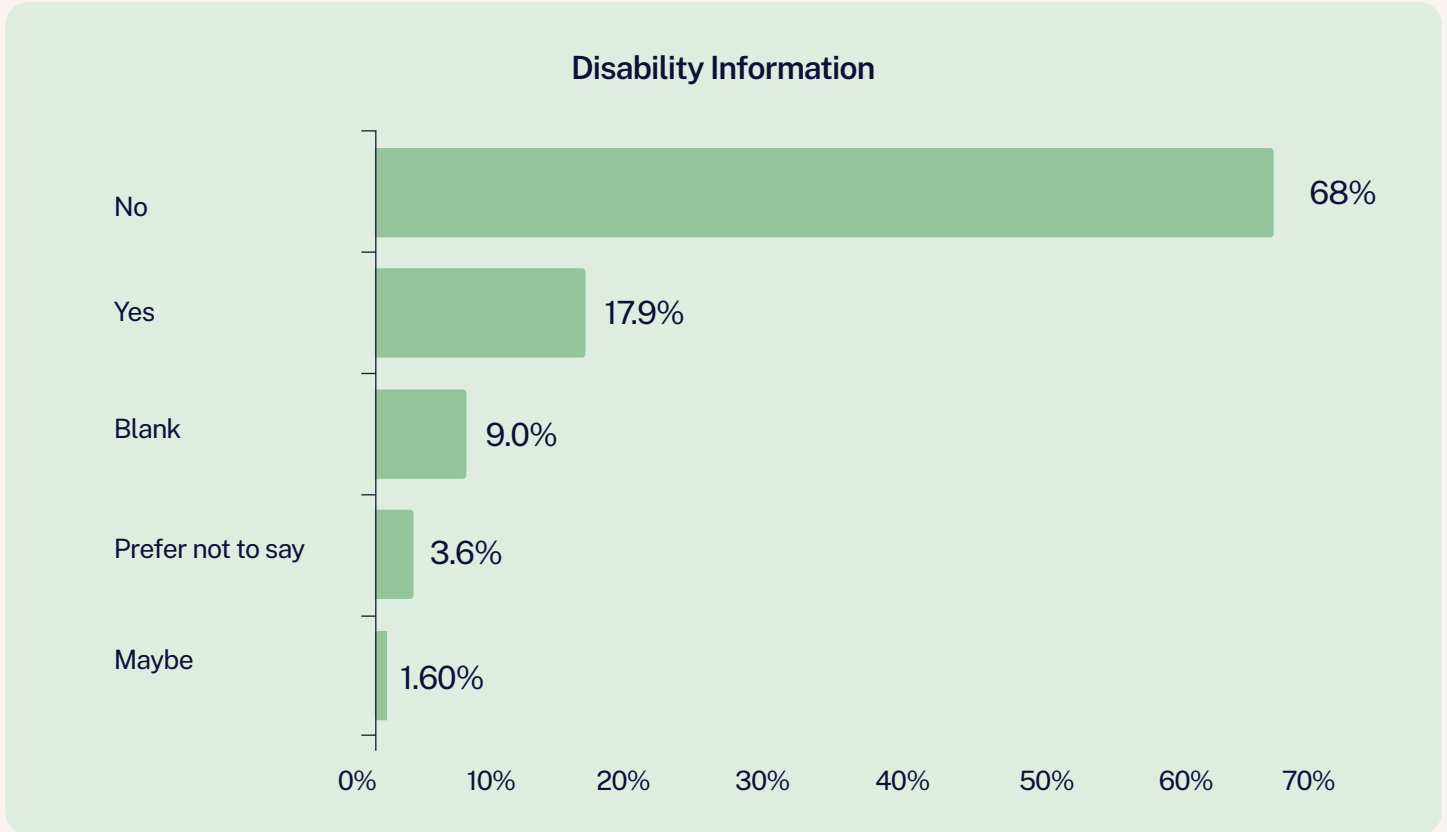
TUC analysis in 2025 reveals the median earnings gap between disabled and non-disabled workers is £2.24 an hour (a 15.5% pay gap). At Shaw Trust this is 1.1%. The gap is even wider for disabled women – as non-disabled men earn over a quarter (27.3%) more than disabled women.* [TUC – Disability pay gap means disabled workers effectively stop earning from today | TUC](#). At Shaw Trust our median pay gap is for our male colleagues.



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 year's data set who reported a disability has increased compared with the 2023 data set (16.0%) and is similar to the 2024 data set (18.8%). These data sets may include different colleagues each year.

Over the next year, we aim to increase the number of male colleagues who choose to share their disability and health information, with 9.7% of data currently missing.

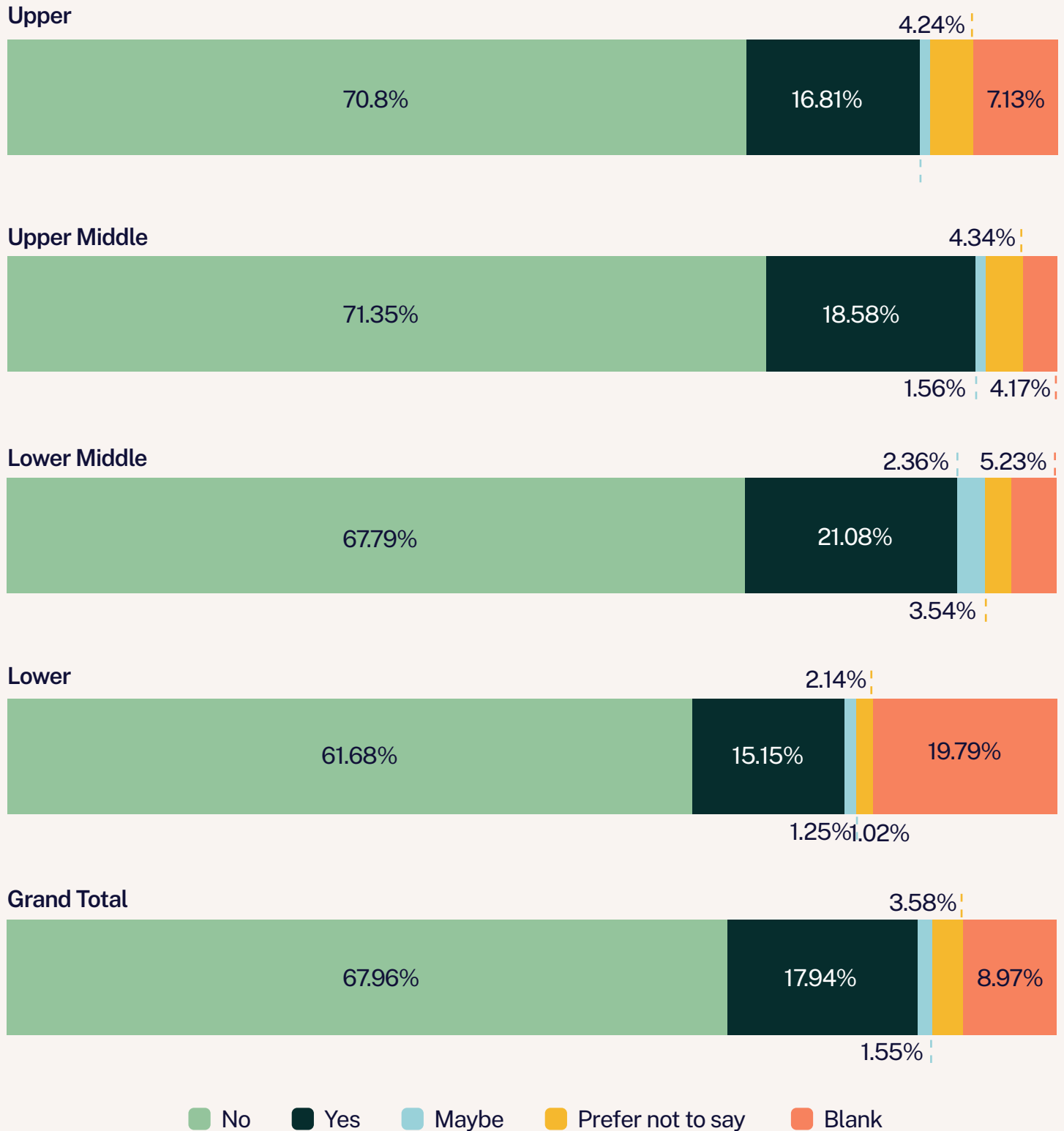
We will continue to promote our talent development initiatives for colleagues with disabilities, who are already well represented across most programmes. Performance data also indicates that colleagues with disabilities consistently achieve good and great scores.



Proportions of colleagues with a disability across pay quartiles*:

*For a definition of pay quartiles please see methodology. The table below displays pay quartiles, delineating colleagues who have responded to the question regarding their self-identification with a disability. The lower quartile

has the smallest proportion of colleagues reporting a disability, while the lowermiddle quartile has the highest. The lower quartile also contains the largest proportion of colleagues who have not provided disability information.

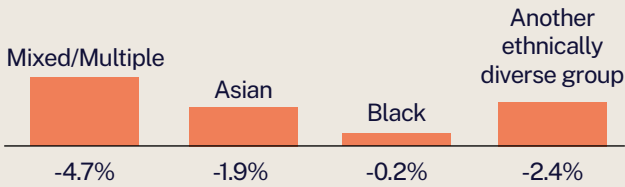


*For a definition of pay quartiles please see methodology on pages [22-24](#)

Feature section: ethnicity pay gaps

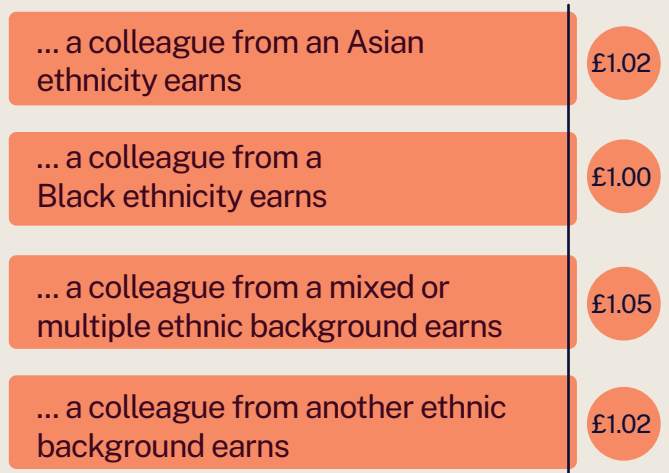
Median Salary by Ethnic Group

Median salary gap compared to colleagues of white ethnicity



This data shows a negative pay gap for all colleagues of all grouped ethnicities other than white which means that the median colleague in an ethnic diverse group is paid more than the median colleague of white ethnicity.

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



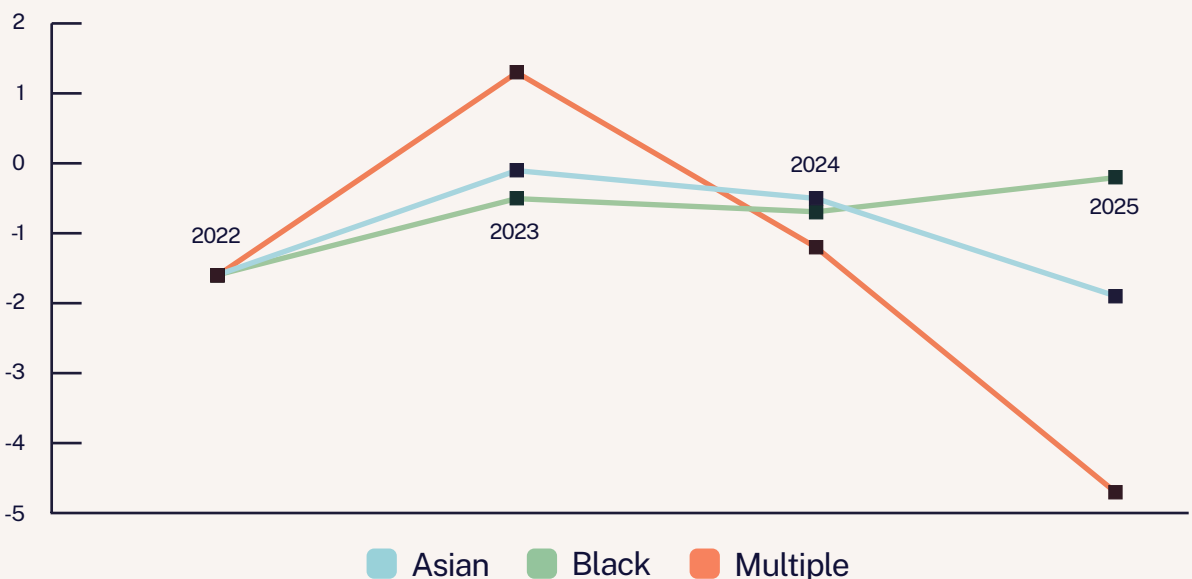
*This is rounded to the nearest penny

We have reported our ethnicity pay gaps since April 2022 and to date this has remained between -2% and +2% although this year multiple ethnicity group has reduced to -4.7%. This year we have also added the another ethnically diverse group to our data set.

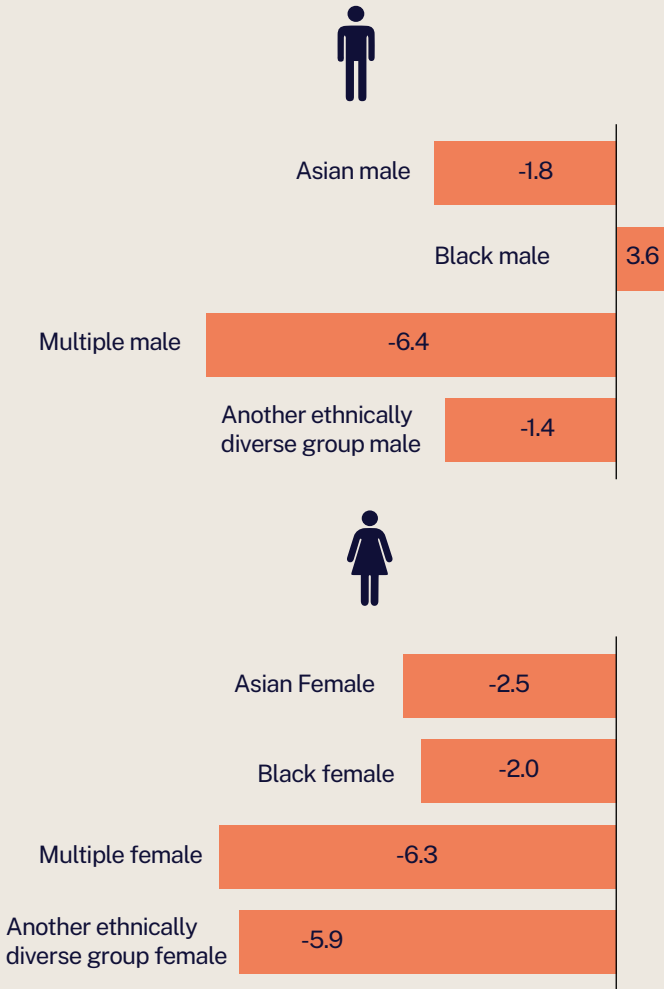
Median ethnicity pay gaps since 2022

Year	Asian	Black	Multiple
2022	-1.6	-1.6	-1.6
2023	-0.1	-0.5	-1.3
2024	-0.5	-0.7	-1.2
2025	-1.9	-0.2	-4.7

Median Ethnicity Pay Gaps

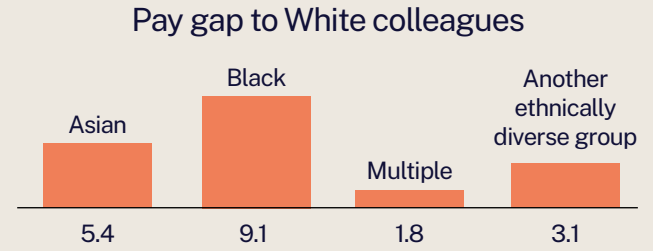


Median pay gap by gender and ethnicity



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



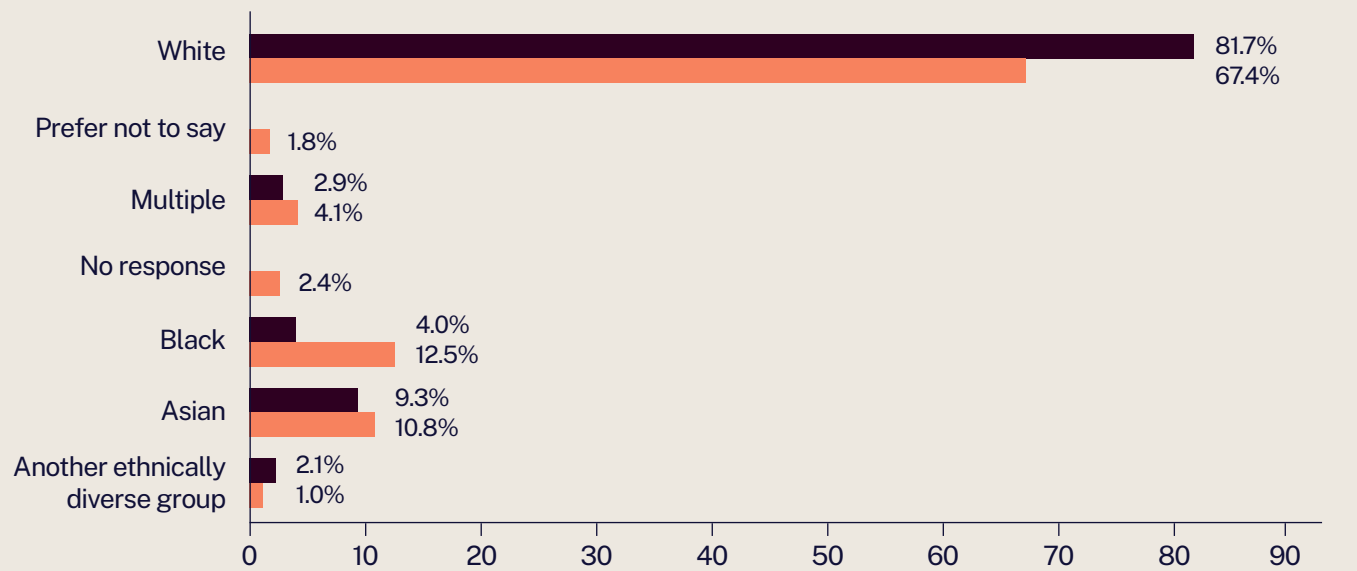
Our median data shows a pay gap that favours colleagues from minority ethnic groups, whereas the mean data shows a pay gap across all ethnicities, with the largest gap affecting colleagues from Black ethnic backgrounds.

ONS reported that 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. This represents a pay gap of 5.7%. [*Ethnicity pay gaps, UK - Office for National Statistics.](#) Shaw Trust has no median pay gaps for any ethnic group but we do have a mean pay gap.

In the next year, we want to continue supporting colleagues to access talent development programmes that strengthen representation at senior levels across the organisation. When we look at gender alongside ethnicity, we can see the gap is more pronounced for male colleagues from Black ethnic backgrounds.

Proportion of colleagues reporting ethnicity information in comparison to ONS data:

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



Our data shows that Shaw Trust has ethnic diversity above the ONS reported rates. ■ Shaw Trust ■ ONS

Proportion of colleagues in ethnic groups across pay quartiles*:

*For a definition of pay quartiles please see methodology on pages 22-24

Upper



Upper Middle



Lower Middle



Lower



Grand Total



- White
- Black
- Asian
- Multiple
- Another ethnically diverse group
- Do not wish to say
- Blank

The upper quartiles have the highest proportion of colleagues identifying as White. Colleagues from Black and Asian ethnic backgrounds are less well represented in the upper quartile compared with their overall representation in our workforce.



*For more information on ethnic groups please see our methodology

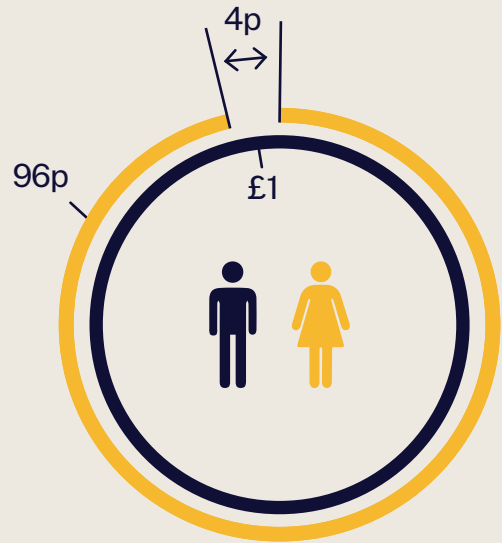
Feature section: Gender pay gap

Median: 4.2%

Based on median pay, for every £1 earned by a male colleague, a female colleague earns 96p.

*to the nearest penny

- male median earnings
- female median earnings

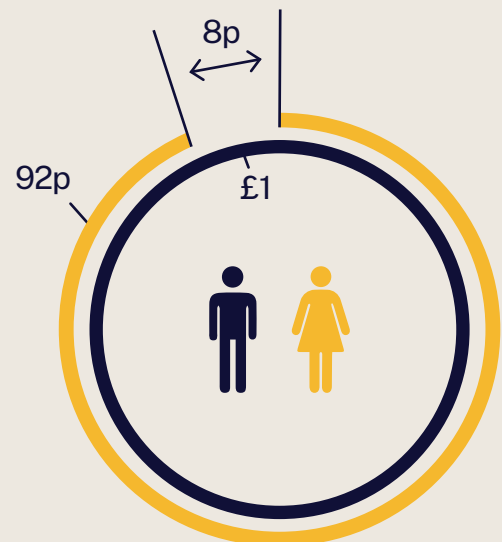


Mean: 7.8%

Based on mean pay, for every £1 earned by a male colleague, a female colleague earns 92p.

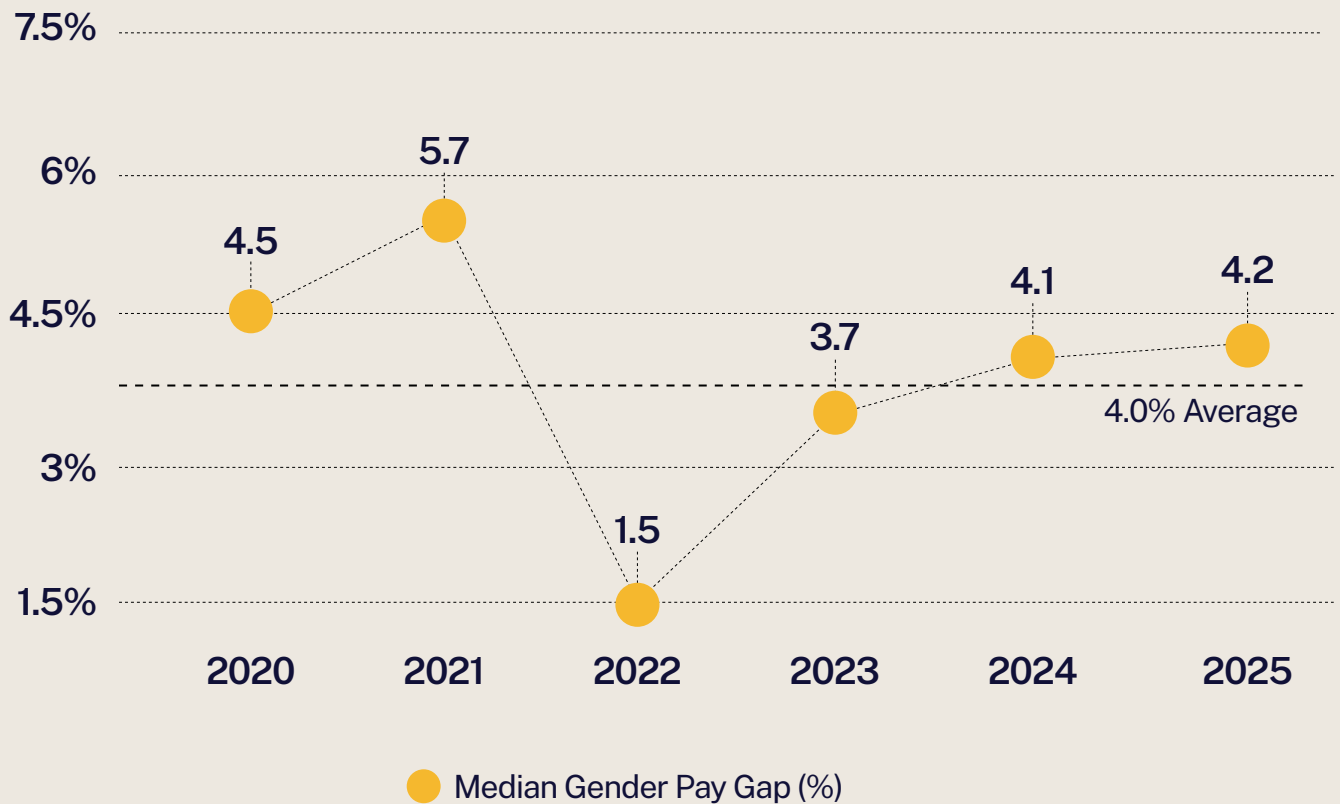
*to the nearest penny

- male mean earnings
- female mean earnings



Summary of Shaw Trust Gender Pay Gap since 2020:

Shaw Trust group - Median Gender Pay Gap (%)



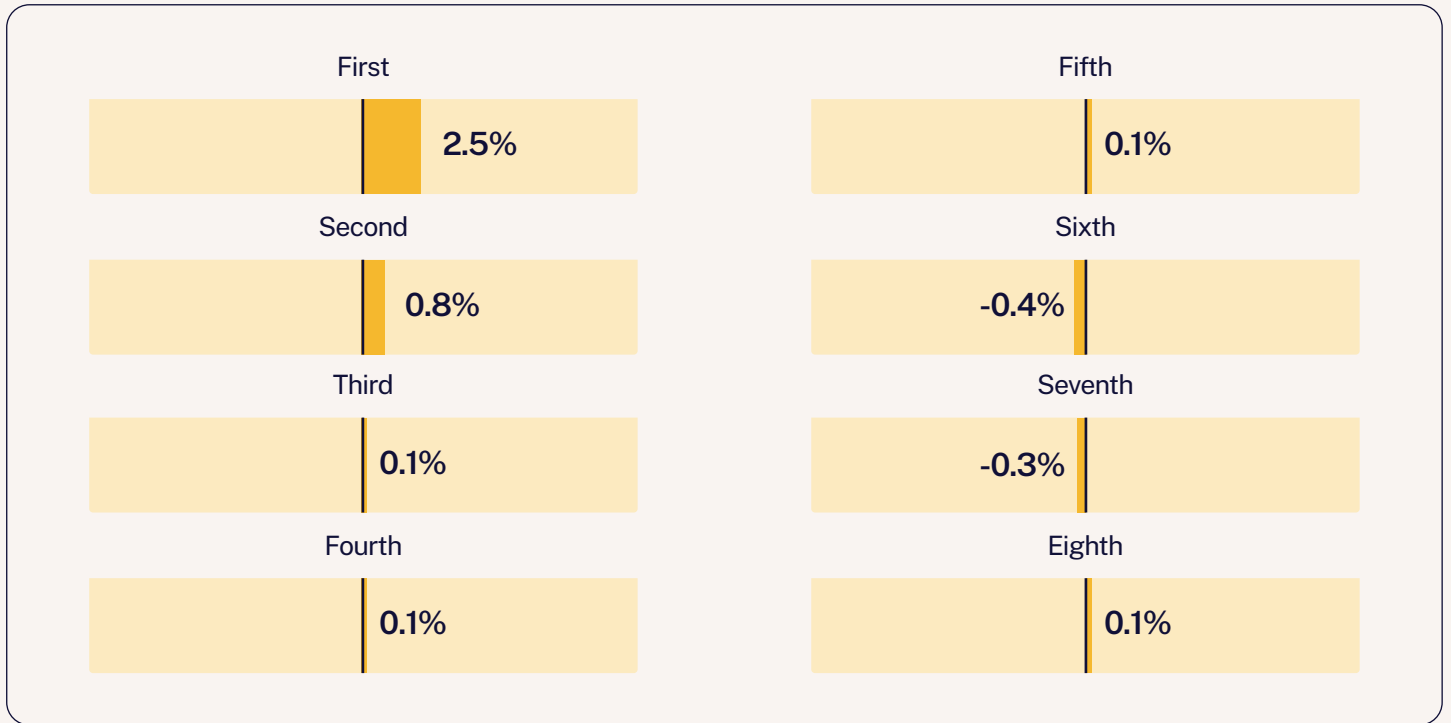
Most employers were affected by the impact of furlough on their gender pay gaps during the 2020 and 2021 reporting years. Our data shows an increase from our 2022 figure of 1.5%, but it remains below the national median gender pay gaps reported by the ONS in 2025: 6.9% for fulltime employees and 12.8% for all employees.

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

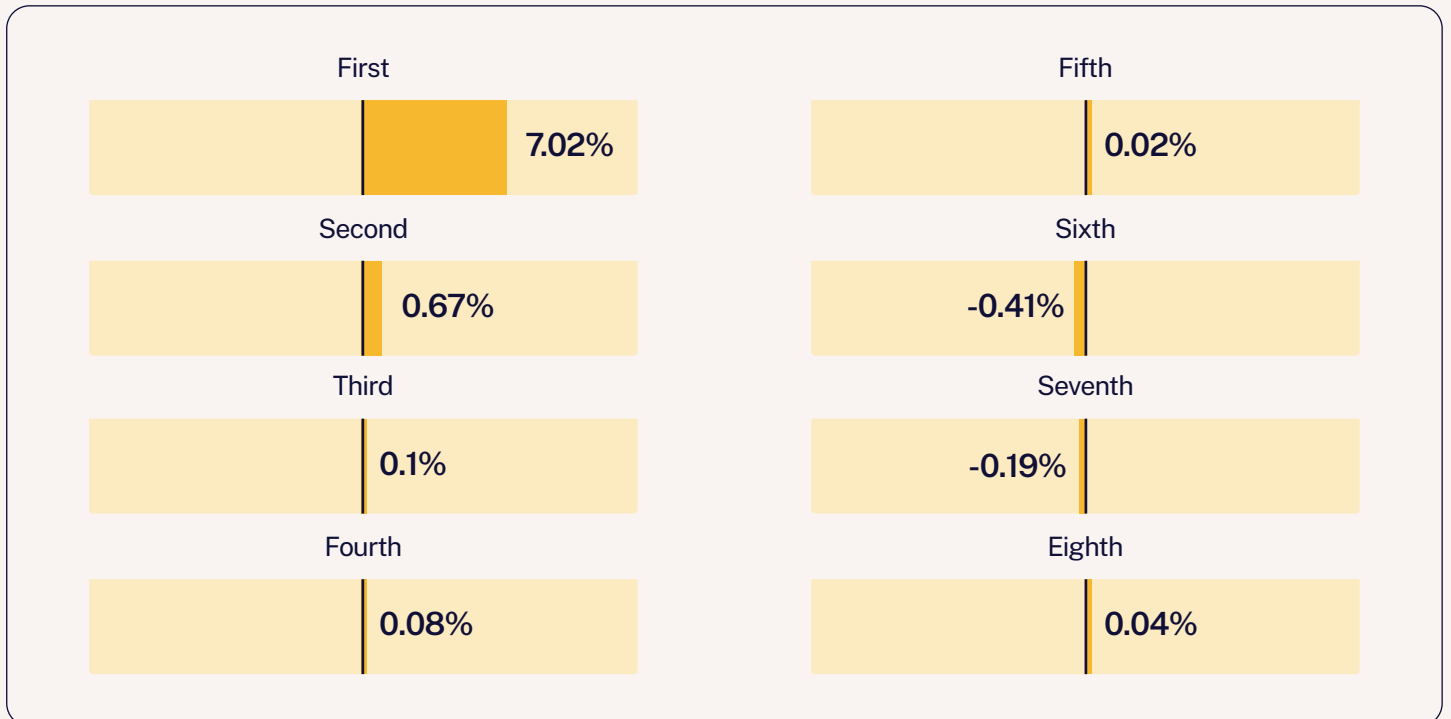


Splitting the data into octiles shows that the pay gap happens at the top octile of the organisation. We continue to have a focus on progression of women in our organisation.

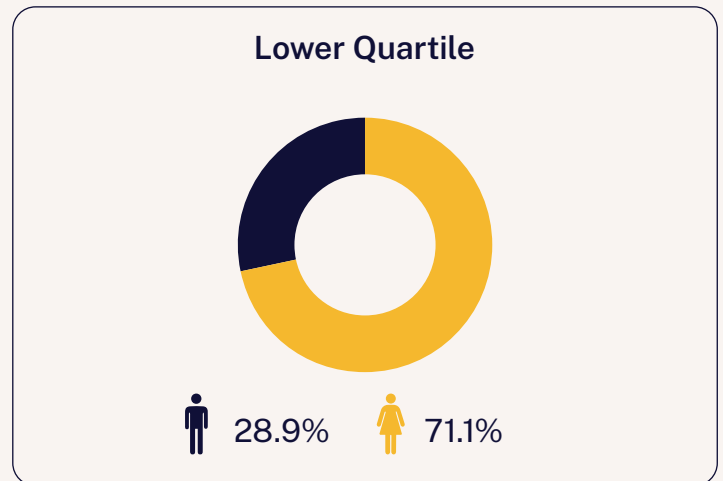
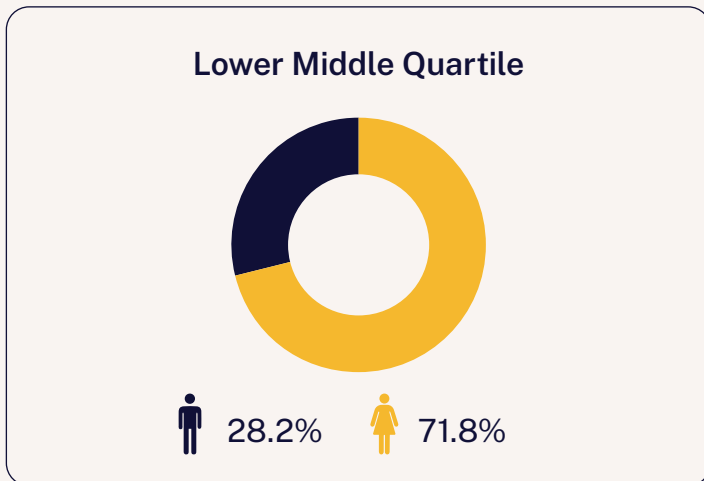
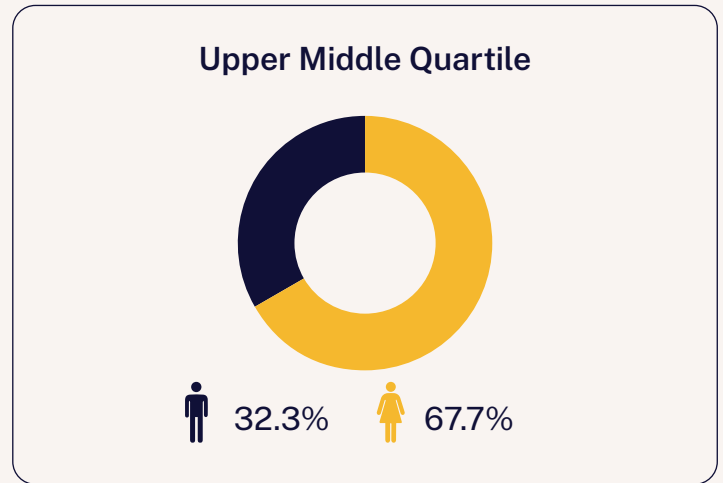
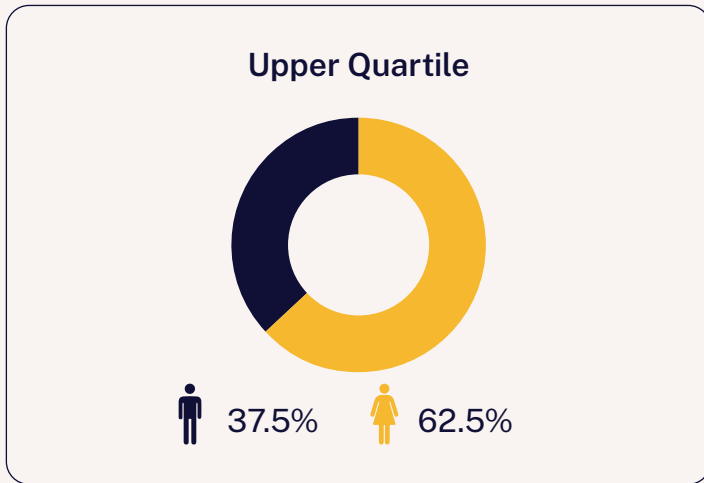
Median Hourly Rate by Octile



Mean Hourly Rate by Octile



Proportions of colleagues by gender across pay quartiles



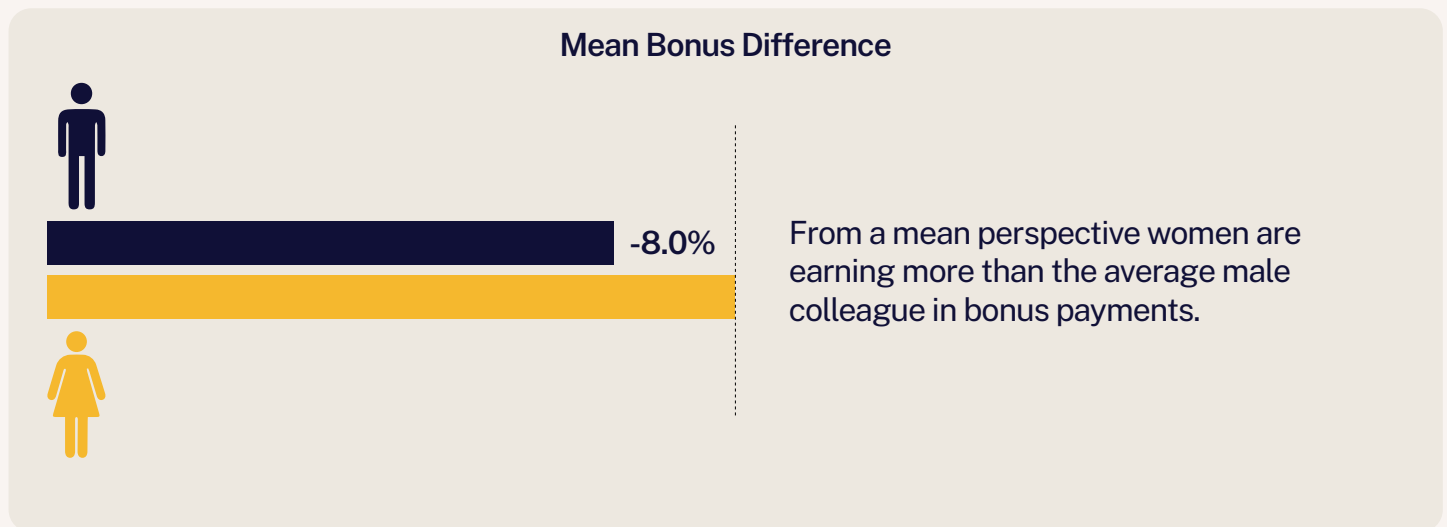
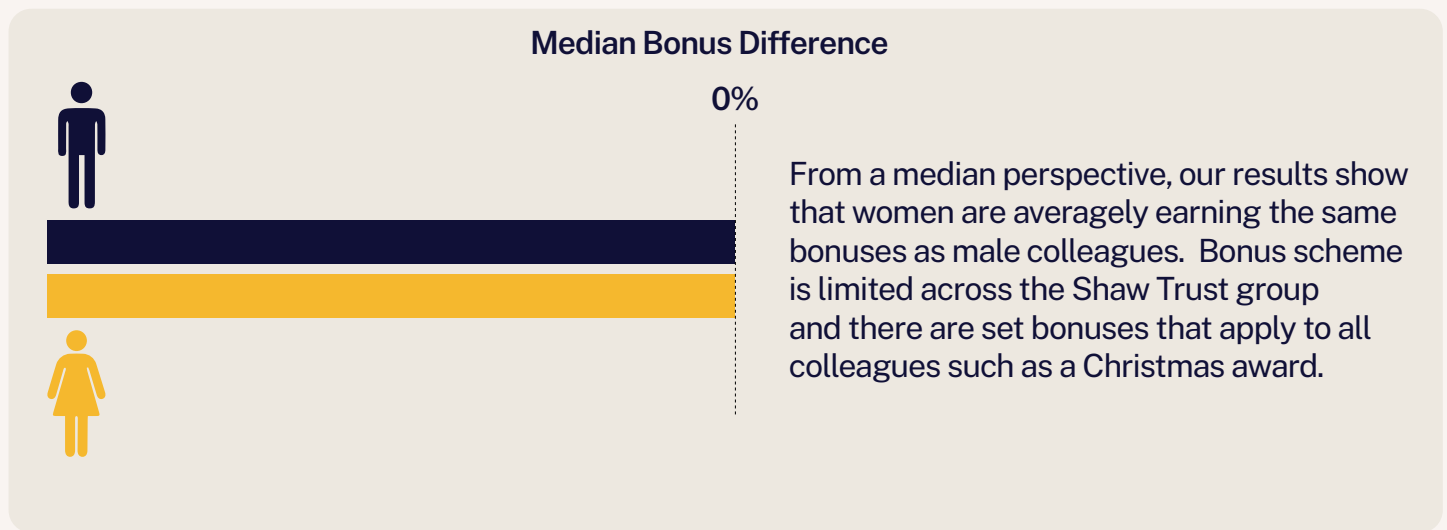
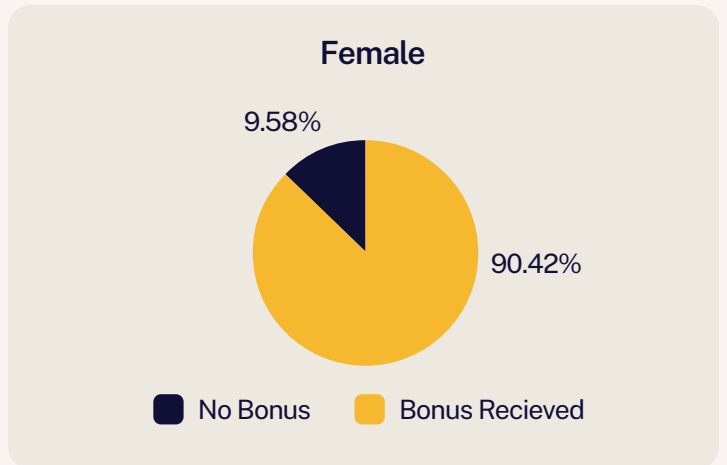
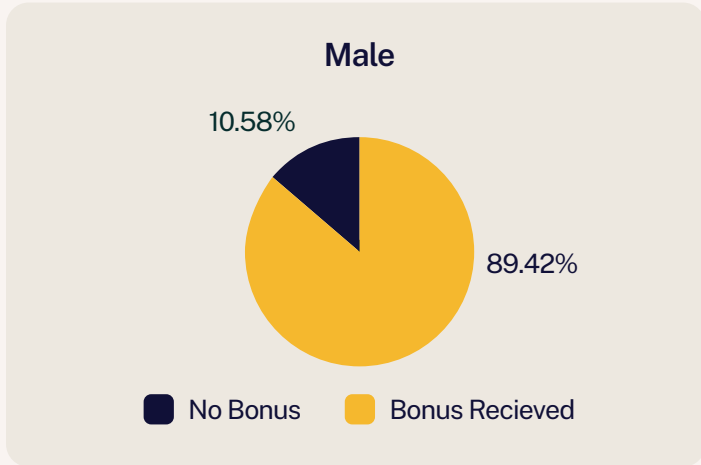
*For a definition of pay quartiles please see methodology on pages [22-24](#)

Female colleagues make up around two thirds of the workforce at every quartile.



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 colleagues	2506		1576		673		204	
	(%)		(%)		(%)		(%)	
Median Pay Difference	4.2		5.6		0.0		8.0	
Mean Pay Difference	7.8		7.7		2.3		17.2	
Median Bonus Difference	0		4.8		0		34.1	
Mean Bonus Difference	-8.0		0.3		-19.7		-29.1	
Proportion Receiving a Bonus (%)								
Male	89.4		89.4		84.8		100.00	
Female	90.4		90.6		86.3		100.00	
Proportion of Male and Female Colleagues in Quartile Bands (%)								
Quartile Bands	Male	Female	Male	Female	Male	Female	Male	Female
Upper Quartile	37.52	62.48	37.19	62.81	31.65	68.35	36.71	63.29
Upper Middle Quartile	32.29	67.71	35.49	64.51	24.00	76.00	20.00	80.00
Lower Middle Quartile	28.16	71.84	27.63	72.37	30.84	69.16	20.00	80.00
Lower Quartile	28.88	71.12	26.63	73.37	29.35	70.65	66.67	33.33



Definitions and Methodology

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:

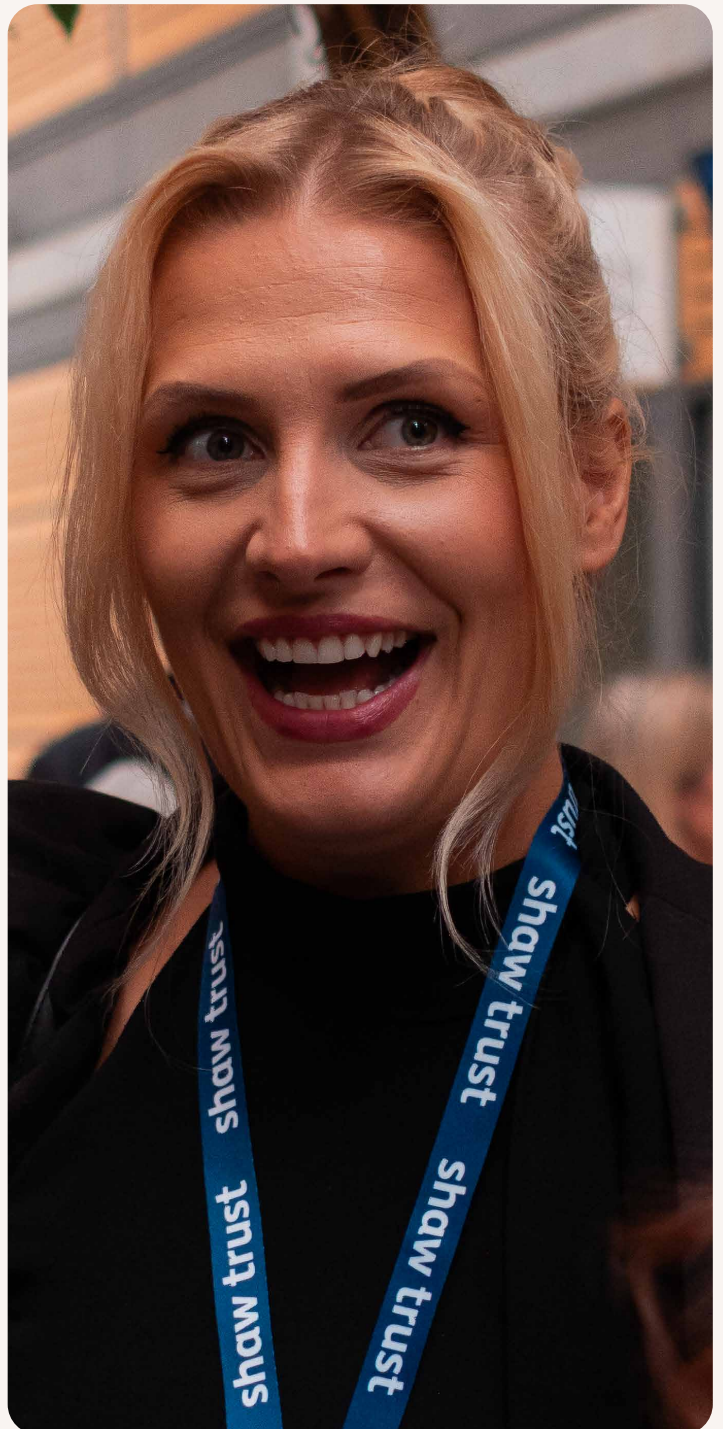
These are created by ranking the hourly rate of full pay relevant employees in particular group (e.g., females or a particular ethnic group). The first 25% with the lowest rate of pay is the lower quartile, the lower middle quartile is between 26% and 50%, the upper middle quartile is 51% and 75% and 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 for full pay relevant employees only
- 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 diversity and inclusion data 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
- Another ethnically diverse group

The following calculations are included in this report:

- Full pay relevant employees by ethnic groups
- 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

Find out more about Shaw Trust.

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shaw trust

Shaw Trust Registered Charity No.
England & Wales: 287785. Scotland: SC039856