

Shaw healthcare

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Gender Pay Gap Report 2023

Shaw healthcare Limited
Shaw healthcare (Group) Limited

We are the UK's largest employee-owned healthcare provider

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A message from **Russell Brown**, Chief Executive Officer.

All companies with a headcount of 250 or more employees must report annually how they pay men and women. Gender pay looks at the difference between average male and female earnings across a group of workers, regardless of the role they are in, expressed as a percentage of male earnings. Gender pay is different from equal pay. Equal pay looks at ensuring everyone, regardless of gender, is paid the same for the same work. Shaw healthcare has robust processes in place to make sure that men and women are paid equally for doing equivalent roles. This includes regular reviews of pay levels across the organisation.

We are a leading employer in the healthcare sector and offer fair, equitable pay to all our employees. We provide care for around 2,300 individuals in registered care homes, hospitals, supported living arrangements, retirement schemes and domiciliary care settings. We are unique as a major healthcare provider in being an Employee Ownership Trust. Our salaries and hourly rates are based on the role each person performs. No other factors, including gender, have any impact on pay. Legislation requires the relevant Shaw healthcare companies to publish details annually of their gender pay gap. These are Shaw healthcare Limited and Shaw healthcare (Group) Limited. This report is based on the pay data snapshot for these companies at 31st March 2023.

At Shaw our goal is to be a diverse, inclusive organisation that promotes a culture of gender equality which aligns with our core values of an Employee Ownership Trust. We offer all of our employee's genuine development opportunities within a positive, open and inclusive environment. We support and develop women to reach their potential.

We will continue to develop our workforce at all levels to represent the diversity of the areas in which we provide care.

We have a very strong female representation across our businesses and more women than men are also employed in a number of senior operational roles.



Measuring Our Gender Pay Gap.

The figures set out below have been calculated using the method set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. These require us to show the gender pay gap analysis individually for Shaw healthcare Limited and Shaw healthcare (Group) Limited.

Pay

Shaw healthcare Limited	
Mean gender pay gap	-3.38%
Median gender pay gap	-0.87%
Shaw healthcare (Group) Limited	
Mean gender pay gap	38.84%
Median gender pay gap	3.03%

The “Mean” GPG is the difference in the mean “full-pay” that all men receive divided by the number of men (the average) compared with the same for all women. So as most of our women are employed in direct roles, particularly as Care Support Workers, the average of their pay will be less than the average pay of men.

The “Median” GPG is simply the mid-point of the rates of “full-pay” that all women have compared to that of men.

The Mean and Median pay gap for Shaw healthcare is a “minus” number. This means that our women employees have a more favourable average pay than our male employees.

The Mean and Median pay gap for Shaw healthcare Group is reflective of the structure of our company, as this includes the members of our Board and Executive Team, and services including Finance, Commercial Services, Quality and Compliance, Property, Learning and Development, HR, Marketing, Payroll and Facilities Management.



Measuring Our Gender Pay Gap. continued

Bonus

Shaw healthcare Limited	
Mean bonus gender pay gap	-2.40%
Median bonus gender pay gap	7.64%
Male bonus percentage	80.92%
Female bonus percentage	69.83%
Shaw healthcare (Group) Limited	
Mean bonus gender pay gap	65.21%
Median bonus gender pay gap	14.28%
Male bonus percentage	76.82%
Female bonus percentage	71.58%

In this particular year, Shaw healthcare have provided bonus payments to all our staff. As an EOT, all employees at all levels in our care services may receive bonuses. That includes our Care Support Workers, Catering teams and Domestic Assistants. This is reflected in the favourable gap between men and women in Shaw healthcare Limited.

The mean (average) bonus gap for Shaw healthcare Group is due to the current higher proportion of males holding the executive levels and above positions that may receive an annual bonus depending on the success of our business.



Gender Pay Quartiles.

In this calculation, the range of pay that men and women get, from lowest to highest, is divided into four equal sections. This shows the percentage of males and females in each hourly pay quarter.

The tables show the proportion (out of 100%) of men and women in each section.

Shaw healthcare Limited		
Gender Pay Quartiles	Male	Female
Lower quartile	13.41%	86.59%
Lower middle quartile	19.92%	80.08%
Upper middle quartile	17.24%	82.76%
Upper quartile	13.71%	86.29%
Shaw healthcare (Group) Limited		
Gender Pay Quartiles	Male	Female
Lower quartile	11.17%	88.83%
Lower middle quartile	14.72%	85.28%
Upper middle quartile	16.75%	83.25%
Upper quartile	13.27%	86.73%

In Shaw healthcare Limited, the proportion of women in the upper pay quartile is slightly higher than those in the lower quartile, showing a distribution by gender that is favourable to women.

In Shaw healthcare Group, the proportion of men in the higher quartile is higher than those in the lower quartile while for women the proportion of women in the higher quartile is slightly lower than those in the lower quartile, showing a slightly less favourable gender distribution.



Analysing Our Data.

The Government reports that the UK gender pay gap for all employees is at its lowest level ever – now 7.7%.

A positive value in the gender pay gap reporting reflects the percentage that men are paid more than women. A negative value indicates the percentage that women are paid more than men. As an example, if a gender pay gap is given as 6.4 per cent, this means that, on average, men earn 6.4 per cent more than women or if a gender pay gap is given as -6.4 per cent, this means that, on average, women earn 6.4 per cent more than men. The higher the number, the larger the gender pay gap.

In Shaw healthcare Limited there is a highly favourable mean and median pay gap for women. The average pay of women is higher than the average pay of men. Shaw healthcare Limited employs a significant number of our overall group's care staff whereas Shaw healthcare Group Limited employs our Executive Team, Board and other senior professionals. Shaw healthcare Limited is the employer of our Operations Managers, Service Managers, Deputy Managers and Team Leaders. These are predominantly women and being higher earners, this offsets the higher number of women who are Care Support Workers.

In Shaw healthcare Group Limited, our median gender pay gap of 3.03% is lower than the national average of 7.7%. The gender pay gap within Shaw healthcare Group Limited is mainly caused by the current gender structure of our workforce. In common with many large UK employers, we note that where a gender pay gap exists this is largely because there are more women in the lowest paying roles and fewer women in the highest paying roles. A greater proportion of our female employees are engaged in our direct care roles than for the male workforce. There is a higher proportion of male representation in higher paid and executive roles.

Our analysis suggests that gender stereotypes, held and reinforced by wider society, are part of the root cause for a gender pay gap. Some jobs are still seen as for women and others for men. In general, those seen as male roles are higher paid.

Shaw recognises the issue and is proactively encouraging more women and men to consider roles beyond the stereotypes that constrain their choices.

Our Action.

We are committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, nationality, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability.

While our gender pay gap is significantly better than the national average, we have continued to build on the following initiatives to promote gender diversity at Shaw:

- Over the last two years we have invested heavily in improving our employee offer and in doing so we have also improved our gender pay gap. Gender should never be a factor in deciding on pay, whether consciously or unconsciously, and having clear and consistent pay structures helps us to ensure this is never the case.
- We have continued to invest more into the pay of those in direct care positions by continuing to pay the Real Living Wage. This predominately female population have seen on average higher increases than those awarded to colleagues in our support office and management roles, where the gender makeup, whilst still predominately female, has a larger proportion of male colleagues.
- The company continues to promote flexible working for men and women. This creates an accessible and inclusive environment for those with caring and other responsibilities. We will continue to promote flexible working for men and women through our recruitment processes and facilitate requests via our flexible working policy and procedures.
- We regularly listen to our colleagues through feedback forums with representatives from all of our services, finding out what is important to them and engaging them in this topic.
- We have well embedded development programmes, creating a talent pipeline for management roles where women are traditionally overly represented. This has resulted in the majority of service manager roles being filled through internal promotions.
- Whilst our overall turnover is better than the industry average, we continue to work on retention overall.

I can confirm that the information and data contained in this report is accurate as at the snapshot date of 31st March 2023.

Russell Brown

Chief Executive Officer



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