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# Gender Pay Gap Report 2020

Shaw healthcare Limited  
Shaw healthcare (Group) Limited

# A message from Jeremy Nixey, Chief Executive Officer.



Under government requirements introduced in 2017, UK employers with 250+ employees have to report their gender pay gap. The gender pay gap shows the difference in average pay and bonus between women and men, regardless of their role. This is different to equal pay, which requires that women and men who do the same or similar jobs, or work of equal value, are paid equally. It has, since the 1970s, been unlawful in the UK to pay men and women unequally for the same jobs. We completely comply with this.

We are a leading employer in the healthcare sector and offer fair, equitable pay to all our employees. We provide care for over 3,000 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 majority owned by its employees. 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 31<sup>st</sup> March 2020.

As a national employer, we are committed to promoting diversity and we have a positive culture of gender equality which aligns with our core values of Wellness, Happiness and Kindness. We offer all of our employees 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 employed in a number of senior roles.

# Company Percentages 2019 - 2020.\*

\* Data for Shaw Healthcare Limited & Shaw Healthcare Group Limited employees only.

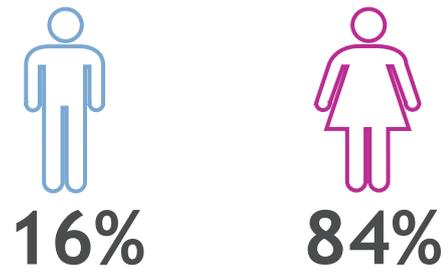
## Men and Women



### Operations Managers



### Service Managers



### Deputy Managers



### Service Administrators



### Nurse Team Leaders



### Care Support Workers



# 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	-7.74%
Median gender pay gap	-6.8%
Shaw healthcare (Group) Limited	
Mean gender pay gap	28.5%
Median gender pay gap	5.0%

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. This has significantly reduced from the previous year.



## Bonus



Shaw healthcare Limited	
Mean gender pay gap	16.0%
Median gender pay gap	21.6%
Male bonus proportions	17.2%
Female bonus proportions	24.7%
Shaw healthcare (Group) Limited	
Mean gender pay gap	53.9%
Median gender pay gap	7.1%
Male bonus proportions	13.1%
Female bonus proportions	17.8%

In this particular year, Shaw healthcare have had an inclusive bonus scheme. 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 % of women receiving bonus has increased since the 2019 data report.

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. The difference in the proportion of men that receive a bonus to that of women has decreased since the 2019 data, with a higher % of women in Shaw Group receiving bonuses. These percentages remain exceptionally high compared to other large UK employers.

# 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.

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	14.8%	85.2%
Lower middle quartile	13.9%	86.1%
Upper middle quartile	11.5%	88.5%
Upper quartile	8.7%	91.3%
Shaw healthcare (Group) Limited		
Gender Pay Quartiles	Male	Female
Lower quartile	14.2%	85.8%
Lower middle quartile	11.2%	88.8%
Upper middle quartile	12.7%	87.3%
Upper quartile	18.8%	81.2%

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

# What Does This Mean.



The Government reports that the UK gender pay gap for all employees is at its lowest level ever - now 15.5%.

In Shaw healthcare Limited there is a highly favourable mean and median pay gap for women. So 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 5% is reduced from 9.2% last year and is significantly lower than the national average of 15.5%

The gender pay gap within Shaw healthcare Group Limited is mainly caused by the current gender structure of our workforce. A greater proportion of our female employees are engaged in our direct care roles than for the male workforce. So there is a higher proportion of male representation in higher paid and executive roles. This is also a national issue and reflects historical trends that will take time to correct. There is however an improvement in our 2018 and 2019 data.

Across the UK economy as a whole, and particularly in the Care Sector, men are currently more likely than women to be in executive level roles, while women are more likely than men to be in front-line roles. Women are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children.

However, our engaging approach is not reflective of this. Women have equal access to roles and to bonus payments as men do including those who work part-time hours and the proportion of our workforce who can receive a bonus is extremely high.

# Our Action.



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

There is still work to do to close the gender pay gap nationally and within Shaw healthcare Group. We are committed to developing our long term plans to implement appropriate action to help us make positive changes. Significant work has been undertaken and continues to be done to promote career pathways particularly in our professional roles.

We carry out regular pay and benefits audits and develop our management and leadership programmes so that we can achieve a position where the women in management and senior positions reflect the gender balance of the workforce as a whole.

We have been working steadily to change and our success can be seen in the high proportion of women in senior operational roles such as Service and Operations Managers. Women are more likely to work part time which reflects their wishes and care responsibilities. A higher proportion of our female direct care staff work more part time hours than men and we are looking to employ more men to work in the care roles in our services.

I confirm that the information and data reported is accurate as of the snapshot date 31<sup>st</sup> March 2020.

**Jeremy Nixey**  
Chief Executive