

# Shaw healthcare

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# Gender Pay Gap Report 2025

Shaw healthcare Limited  
Shaw healthcare (Group) Limited

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

 shawhealthcare  [www.shaw.co.uk](http://www.shaw.co.uk)  @shawhealthcare



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

**All organisations with 250 or more employees are legally required to publish an annual report on how they pay men and women. Gender pay reporting looks at the difference between the average earnings of male and female employees across the organisation, regardless of role, and is expressed as a percentage of male earnings. Gender pay is not the same as equal pay. Equal pay focuses on ensuring that individuals are paid the same for performing the same or equivalent work, regardless of gender. Shaw healthcare has robust processes in place to ensure equal pay for men and women in equivalent roles, including regular reviews of pay levels across the organisation.**

We are a leading employer in the healthcare sector and are committed to providing fair and equitable pay to all our employees. We deliver care to approximately 2,300 individuals across registered care homes, hospitals, supported living arrangements, retirement schemes, and domiciliary care services.

We are unique among major healthcare providers as an Employee Ownership Trust. Our salaries and hourly rates are determined solely by the role each individual performs. No other factors, including gender, influence pay.

Legislation requires the relevant Shaw healthcare companies to publish annual gender pay gap information. These companies are Shaw healthcare Limited and Shaw healthcare (Group) Limited. This report is based on the pay data snapshot taken on 31 March 2025.

At Shaw, our ambition is to be a diverse and inclusive organisation that promotes a culture of gender equality, aligned with our core values as an Employee Ownership Trust. We offer all employees genuine development opportunities within a positive, open, and inclusive working environment, and we actively support and develop women to help them reach their full potential.

We remain committed to developing our workforce at all levels to reflect the diversity of the communities in which we provide care. We have strong female representation across our organisation, with women also holding 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

<b>Shaw healthcare Limited</b>	
Mean gender pay gap	<b>-1.10%</b>
Median gender pay gap	<b>-0.29%</b>
<b>Shaw healthcare (Group) Limited</b>	
Mean gender pay gap	<b>17.04%</b>
Median gender pay gap	<b>3.03%</b>

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. We’re proud of the progress we have made in narrowing our mean and median pay gap.

The mean gender pay gap for Shaw healthcare Limited is a ‘minus’ number indicating that, on average, women earn slightly more per hour than men. The median gender pay gap is 0.29%, showing that women earn marginally less than men at the midpoint of the pay distribution. These results indicate that overall pay levels between men and women are broadly balanced within the Shaw healthcare Limited.

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

<b>Shaw healthcare Limited</b>	
Mean bonus gender pay gap	<b>6.78%</b>
Median bonus gender pay gap	<b>16.67%</b>
Male bonus percentage	<b>49.80%</b>
Female bonus percentage	<b>49.75%</b>
<b>Shaw healthcare (Group) Limited</b>	
Mean bonus gender pay gap	<b>59.53%</b>
Median bonus gender pay gap	<b>14.28%</b>
Male bonus percentage	<b>60.83%</b>
Female bonus percentage	<b>52.92%</b>

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.



# 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.

<b>Shaw healthcare Limited</b>		
<b>Gender Pay Quartiles</b>	<b>Male</b>	<b>Female</b>
Lower quartile	16.59%	83.41%
Lower middle quartile	22.35%	77.65%
Upper middle quartile	20.35%	79.65%
Upper quartile	23.39%	76.61%
<b>Shaw healthcare (Group) Limited</b>		
<b>Gender Pay Quartiles</b>	<b>Male</b>	<b>Female</b>
Lower quartile	12.73%	87.27%
Lower middle quartile	16.18%	83.82%
Upper middle quartile	18.30%	81.70%
Upper quartile	21.87%	78.13%



## Analysing Our Data.

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 the overall pay gap between men and women is broadly balanced. 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 2.41% is significantly lower than the national average of 6.9%. 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 approach to reducing the gender pay gap

**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:**

We have invested heavily in improving our employee offer. 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.

## **Investment in frontline care roles**

We have continued to invest in colleagues in direct care roles by paying the Real Living Wage. This predominantly female workforce has, on average, received higher pay increases than colleagues in support office and management roles, where the gender profile—while still predominantly female—includes a higher proportion of male employees.

## **Flexible working**

We actively promote flexible working for both men and women, creating an accessible and inclusive environment for those with caring or other responsibilities. Flexible working options are promoted through our recruitment processes and supported via our flexible working policies and procedures.

## **Listening to our colleagues**

We regularly engage with colleagues through feedback forums with representation from across our services. This enables us to understand what matters most to our workforce and to involve employees in discussions relating to equality, inclusion, and reward.

## **Declaration**

I confirm that the information and data contained in this report is accurate as at the snapshot date of 31 March 2025.

## **Russell Brown**

Chief Executive Officer

## **Development and progression**

We have well-embedded development programmes that create a strong internal talent pipeline for management roles, where women are traditionally well represented. As a result, the majority of service manager roles are filled through internal promotion, and women have also been appointed into executive team roles.

We recognise that part-time working and caring responsibilities—more commonly undertaken by women across the health and social care sector—can influence gender pay gap outcomes. Our commitment to flexible working and fair access to progression helps mitigate these structural factors.

## **Monitoring and future focus**

Gender pay data is reviewed at senior leadership level and forms part of our wider workforce and equality monitoring, ensuring transparency and accountability across the organisation.

While our gender pay gap remains significantly better than the national average, we will continue to build on our progress. Over the coming year, we will:

- continue investment in frontline pay where possible
- support internal progression into senior and leadership roles
- review the impact of flexible working on career development
- maintain open dialogue with colleagues on pay and equality.