



Gender Pay Gap Report

Forward

At Shelter we have a gender pay gap of 1.6%, a further year of reduction, down from 3.99% last year.

I am extremely pleased that Shelter has the lowest gender pay gap since the introduction of this measure, and that year on year our pay gap is continuing to reduce.

We are committed to ensuring transparency and pay parity for people on our lower pay grades with a continuing strong commitment to paying the Real Living Wage. Our emphasis on open communication with colleagues helps us to understand the issues that concern them and continuously improve our working environment for everyone.

However, we still have a way to go in eradicating any gap in pay and I am not underestimating the continued effort this will require. I am pleased we continue to make progress with more women in senior roles which includes female representation at 57% of Shelter's Executive Leadership Team and 74% of our Assistant Director team.

Our Equity, Inclusion and Culture Department is at the forefront of ensuring that equity, inclusion, and diversity flourish in our organisation and addressing gender inequalities is a key area of progress for us. Shelter is a member of the Inclusive Employers organisation enabling us to access information and resources supporting the promotion of equity, inclusion and anti-racism work across our teams. We are proud to have achieved our Silver Inclusive Employers accreditation in September 2023 and feedback from our audit earlier in the year recognised this as a strength because of our work addressing the gender pay gap through an open, constructive and positive approach, with activity clearly linked to results in pay analysis/audits.

Our passion for equity remains a core focus, strengthened with more intersectional awareness and our insights into the ways in which colleagues experience marginalisation and disadvantage. We continue to work hard to ensure women and non-binary colleagues at Shelter are fully supported in the workplace. I would especially like to thank the Shelter Women and Non-Binary Network co-chairs and members for their continued commitment, support and voice in the organisation. A particular high point from this year was National Inclusion Week, when we heard about the pledges from our Executive Leadership Team, sharing inspiring stories and experiences from our employees for a Shelter wide audience.

At Shelter we are building a culture which genuinely values inclusion, equity and diversity and allows all colleagues to reach their potential using the combined compassion and courage of all of us, united behind our purpose: to defend the right to a safe home. Reducing and ultimately eliminating the gender pay gap is an essential part of this and I look forward to updating on further positive progress next year.

Polly Neate
CEO

SHELTER



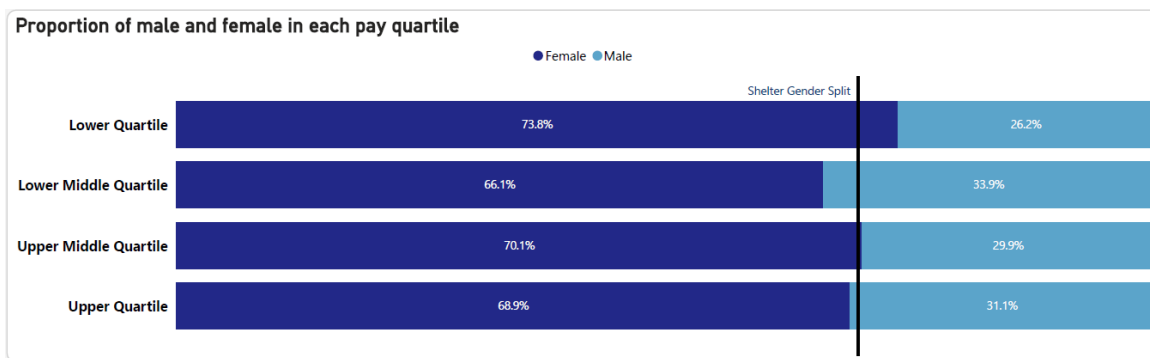
The findings

This is our report for the snapshot date of 5 April 2023.

Mean gender pay gap

Mean gender pay gap	1.6%
Median gender pay gap	1.1%
Mean bonus gender pay gap	Not applicable
Median bonus gender pay gap	Not applicable
Proportion of male employees who receive a bonus	Not applicable
Proportion of female employees who receive a bonus	Not applicable

Pay quartiles by gender



Recommendations

The following are recommendations from the Gender Pay Gap analysis above:

1. To monitor both the mean and the median pay gap over the next reporting cycle to ensure that we continue to reduce the gender pay gap.
2. Shelter will continue to pay the Living Wage as a Living Wage Employer honouring our commitment to fair minimum pay for all our employees. The Real Living Wage is an hourly rate set independently and updated annually and is calculated according to the real cost of living.
3. Continue to promote flexible working for all employees. This will ensure that all employees can develop their career in higher level roles regardless of their caring responsibilities and can work in these roles on a part-time/flexible basis.
4. Continue to develop, review, and evaluate equality data to inform action planning at an organisational and operational level.
5. Continue working in partnership with Shelter affinity groups together with the support and direction of the Equity, Inclusion & Culture Directorate.
6. Continue the development of the best recruitment practices to attract applicants from all backgrounds.
7. Development of robust data reports including equality reports to enable the identifying of trends and making recommendations to senior management to address concerns.
8. Implement specific organisational development initiatives including succession planning and enhanced coaching, mentoring and leadership programmes.

SHELTER