



Gender Pay Gap Report 2024

Foreword

At Shelter and Shelter Scotland, we have a gender pay gap of 2.4%, a slight increase on 1.6% reported for the previous year.

I am pleased that we are continuing to maintain a low gender pay gap that is well below the sector benchmark.

We continue to be 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 focus and effort this will require. At April 2024, we continued to maintain female representation at 57% of Shelter's Executive Leadership Team and whilst we decreased from 74% to 60% of our Assistant Director team since our last pay gap report, we are continuing to maintain accessibility in our recruitment process and offer flexibility with role design to make these roles as accessible as we can.

Our Equity, Inclusion and Culture Directorate is at the forefront of ensuring that equity, inclusion, and diversity flourish in our organisation. 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. Succession planning, our We Will Not Tolerate policy and affinity groups are all contribution to an inclusive culture.

We continue to work hard to ensure women and non-binary colleagues at Shelter and Shelter Scotland 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. The establishment of the Menopause Group by a group of passionate employees has been a great achievement and we have benefitted from excellent resources and learning sessions to better support people experiencing peri-menopause and menopause symptoms in the workplace.

At Shelter and Shelter Scotland, 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.

Tim Gutteridge
Chief Executive Officer (Interim)

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The findings

This is our report for the snapshot date of 5 April 2024.

Mean gender pay gap

Median gender pay gap

Mean bonus gender pay gap

Median bonus gender pay gap

Proportion of male employees who receive a bonus

Proportion of female employees who receive a bonus

2.4%

2.3%

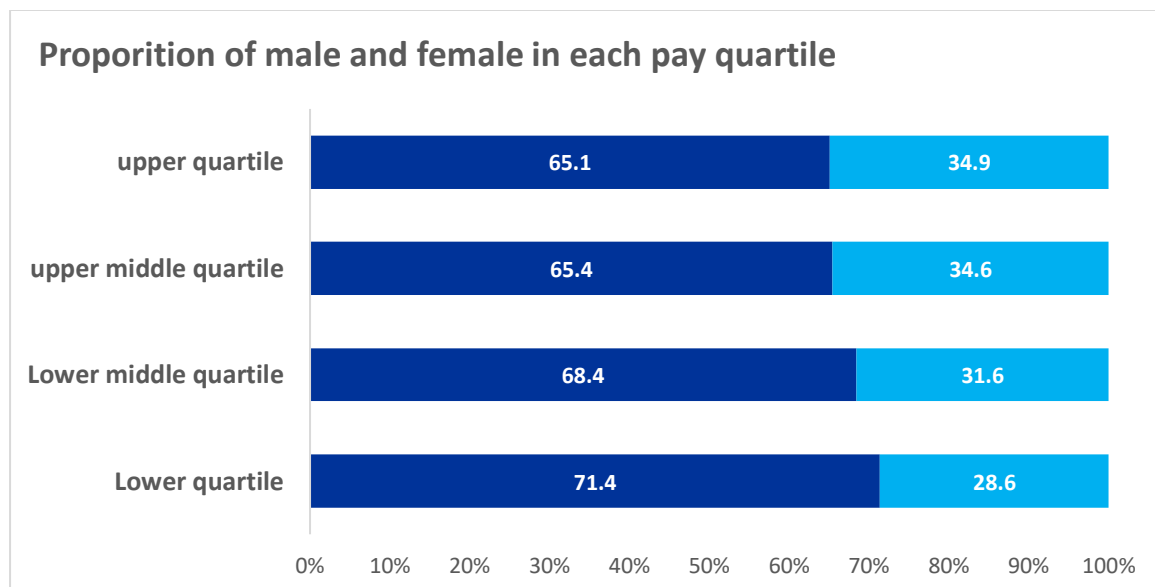
Not applicable

Not applicable

Not applicable

Not applicable

Pay quartiles by gender



Recommendations

The following are recommendations from the 2024 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 maintain the gender pay gap.
2. Shelter and Shelter Scotland 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.

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5. Continue supporting and 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.
9. Continue to drive development that aims to remove barriers for identified successors with protected characteristics.