



# Shelter's Gender Pay Gap Report - 2022

## Foreword

At Shelter we have a gender pay gap of 4%.

This year we have narrowed the gap from 7.1% down to 3.9%. This is a quarter of the national average of 15.5% and our best result to date.

I am extremely pleased that Shelter has the lowest gap since the introduction of the requirement to report the gender pay gap and year on year our pay gap is getting smaller.

In the last year we have realigned pay in all our operational service and retail areas across the organisation improving the position of colleagues on the lowest incomes. Significant work has taken place to address pay inequalities focused on ensuring transparency and pay parity for staff on our lower pay grades with a strong commitment to paying the Living Wage. Our emphasis on open communication with staff helps us to understand the relevant issues and continuously improve our working environment for everyone.

However, we still have a way to go in achieving the eradication of 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 61% of our Assistant Director team.

Our Equity, Inclusion and Culture Department, created in the last year, is at the forefront of ensuring that diversity flourishes within the organisation and addressing gender inequalities is a key area of progress for us. Shelter has joined 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 working towards achieving accreditation later this year.

Our passion for equity remains a core focus, strengthened with more intersectional awareness and combining our insights on 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. A particular high point from this year were celebrations for International Women's Day and sharing inspiring stories and experiences from our employees for a wider Shelter audience.

At Shelter we are building a culture which visibly values diversity and allows all staff to reach their potential using the combined compassion and courage of all our colleagues, 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**

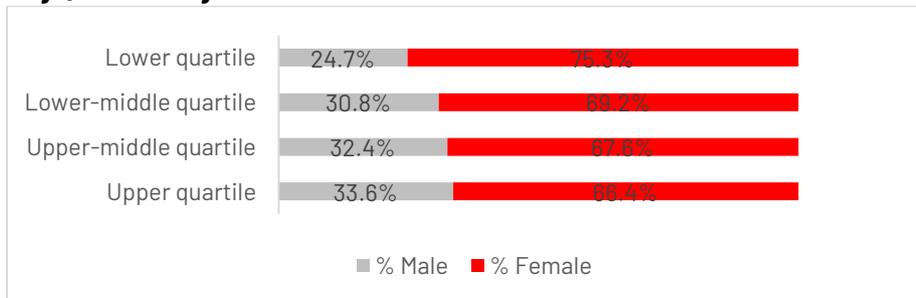


## The findings

This is our report for the snapshot date of 5 April 2022.

<b>Mean gender pay gap</b>	<b>3.9%</b>
Median gender pay gap	2.6%
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. Achieve accreditation of Inclusive Employers as part of the Equity & Inclusion Plan.
6. Continue working in partnership with Shelter affinity groups together with the support and direction of the Equity Inclusion & Culture Department.
7. Continue the development of recruitment good practices.
8. Development of robust data reports including equality reports to enable HR to identify trends, making recommendations to senior management to address concerns.

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