

# Shelter's Gender Pay Gap Report 2017

## Foreword

Shelter has a gender pay gap of 8%. Although this is below the national average, I am determined we will do better. I'm committed to bringing the pay gap down further by 2020, and in this report you'll find a series of measures we've already started taking.

There are some signs of encouragement in the report's findings, which show that Shelter has a majority of females in management positions. However a larger number of employees in lower level positions are also women which will have contributed to the disparity.

I've spent my life campaigning for equality, in particular for women's rights. I'm absolutely committed to identifying the underlying causes of the pay gap and working with everyone here to fix it.

At Shelter, we welcome the government's decision to make companies with over 250 employees reveal their gender pay gaps. It's only right that we're subject to public scrutiny. Now we need to lead the way in showing how a large organisation like ours can quickly turn things around.



**Polly Neate**  
Chief Executive

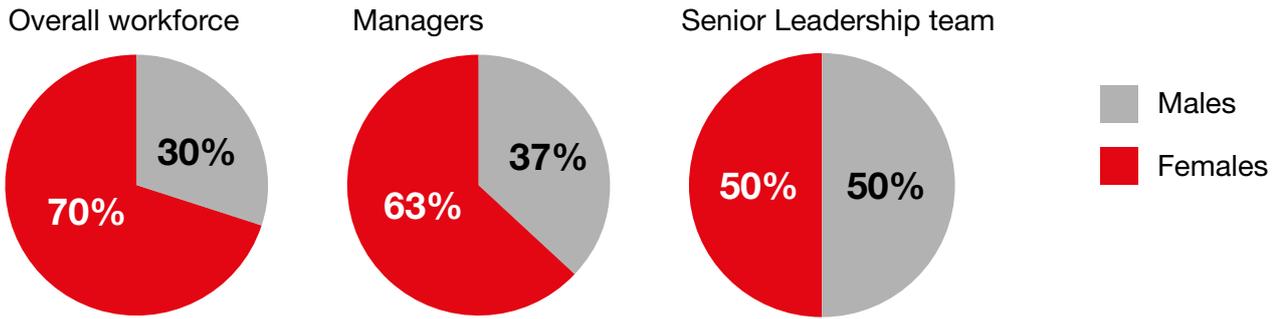
## The findings

This is our report for the snapshot date of 31 March 2017.

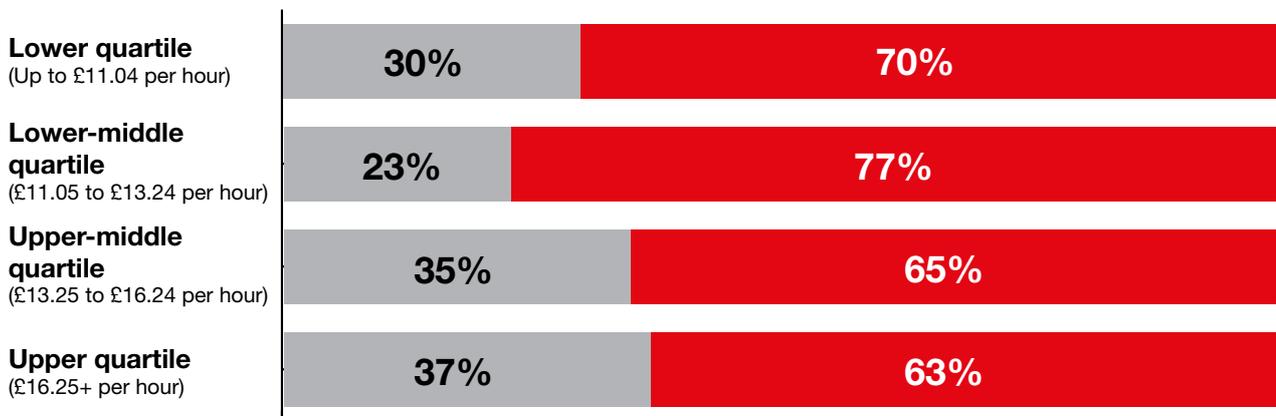
Mean gender pay gap	8.4%
Median* gender pay gap	7.4%
Mean bonus gender pay gap	Not applicable
Median bonus gender pay gap	Not applicable
Proportion of male employees who receive a bonus	Not applicable
Proportion of female employees who receive a bonus	Not applicable

\* In the UK, the median gender pay gap is 18.4% according to the Office for National Statistics (ONS) Annual Survey of Hours and Earnings 2017.

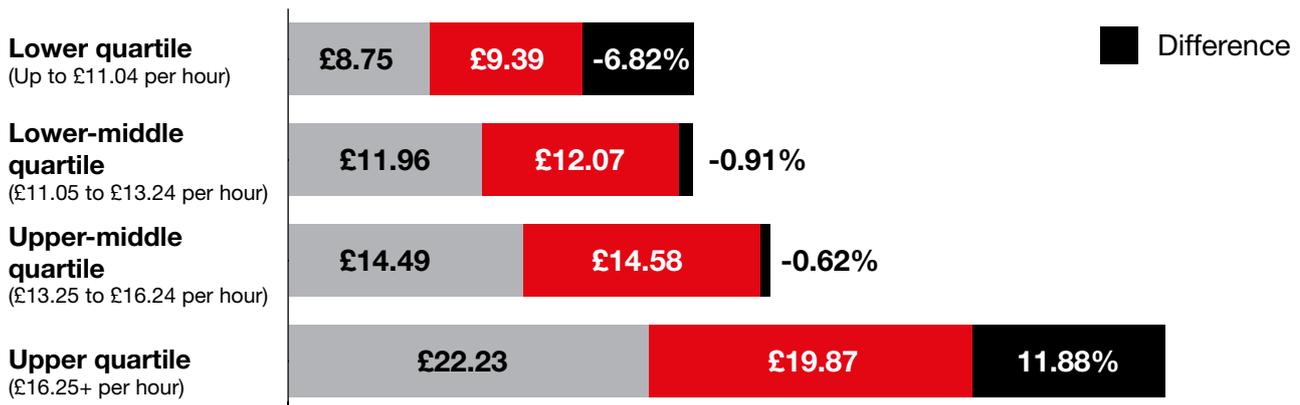
## Gender of staff



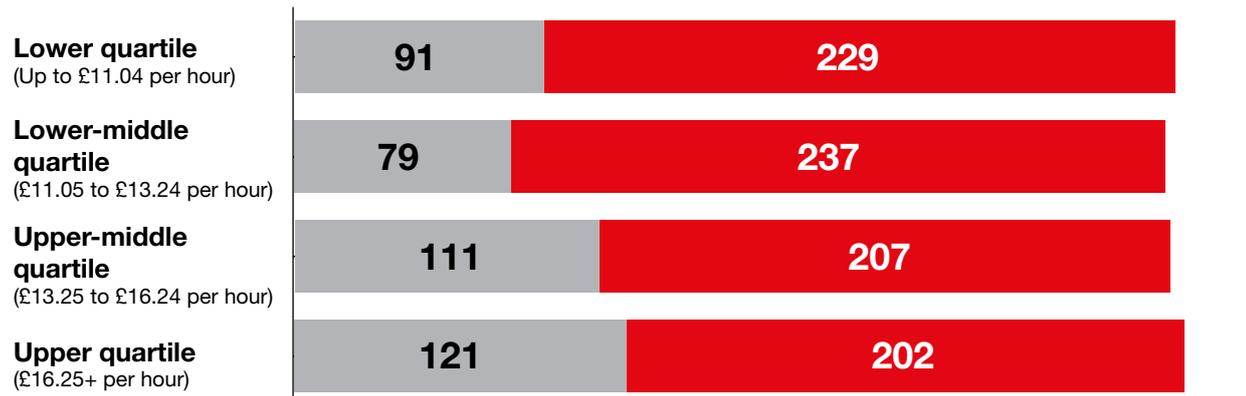
## Pay quartiles by gender



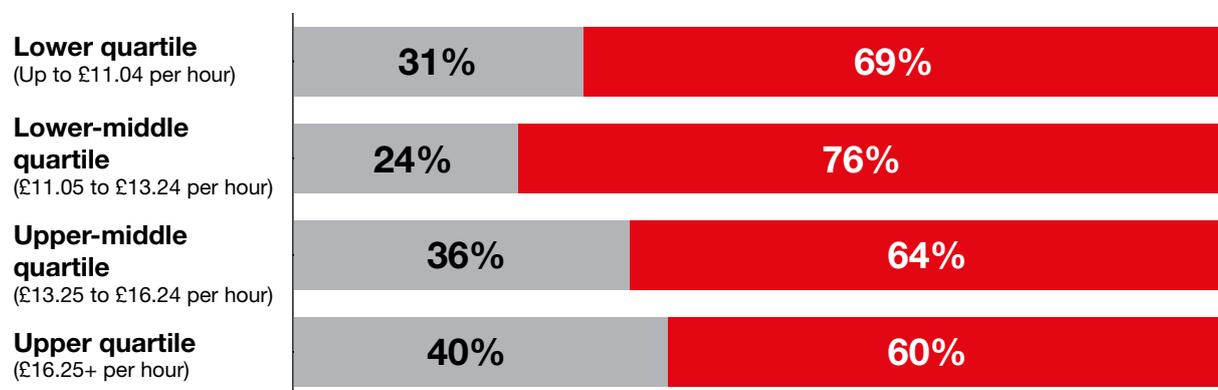
## Average hourly pay



## Number of staff



## Gender of job applicants (2016/17)



## How we'll put it right

Let us be clear – a gender pay gap, however small, is wrong. There are no excuses. We're committed to doing everything we can to eliminate any sort of gender inequality.

Over the next year, we will:

- carry out an equal pay audit to identify and address the causes of any differences in pay
- review our return-to-work initiatives and the support we provide our employees
- promote the flexible working arrangements we offer, like job-sharing, part-time positions and working from home
- review our recruitment processes so that we encourage and hire more male applicants at lower levels and more female applicants at senior levels
- set up a working group to identify and address the barriers facing employees at different levels
- develop our mentoring, coaching and succession planning to ensure we are supporting women at junior levels to move into senior positions

At the end of the year, we will review the effectiveness of these measures and identify new steps that need to be taken to ensure we continue to address the issue. This will be reported in early 2019 as part of our responsibility to annually publish information on the gender pay gap.

## Promoting equality and diversity

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At Shelter, we have a very strong commitment to equality and diversity.

Our existing measures include:

- recruiting people on a points based system. This ensures we only hire candidates who best meet the essential skills, knowledge, experience and behaviours needed for a role
- giving people access to excellent learning and development opportunities, including internal and external secondments, as well as sabbaticals
- making equality and diversity training mandatory for all staff, with tailored training for managers and anyone recruiting
- offering lots of flexible working arrangements, including home-working, part-time hours, job shares and term-time hours
- being transparent about our pay-structure, with salaries determined by objectively looking at the criteria of a role
- carrying out performance reviews based on the objectives of a role and supporting all staff with individual training plans
- reporting to the board of trustees on how the profile of our workforce compares against the protected characteristics outlined in the Equality Act
- assessing staff's views on issues including inclusivity