



Shell in the UK

# Diversity Pay Gap

2024 Report



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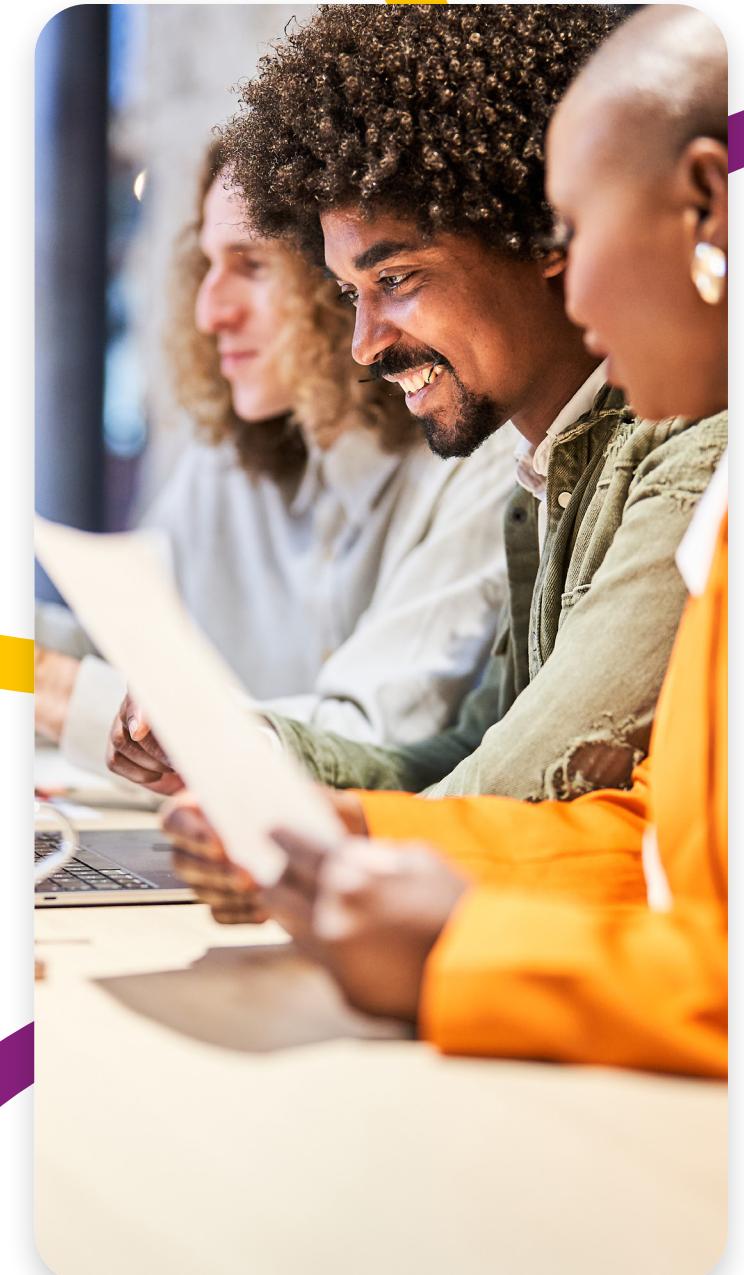
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# Foreword from Parminder Kohli

The 2024 Shell in the UK Diversity Pay Gap Report comprises our gender pay and bonus data, which we are required to publish, as well as our ethnicity pay and bonus data, which we have published voluntarily since 2020. Collecting and reporting gender and ethnicity pay data is an integral part of Shell UK's commitment to diversity, equity and inclusion (DE&I). In 2024, I started my role as UK Country Chair and have seen the steps we continue to take in DE&I. However, it's also worth reflecting on our longer-term achievements in this area.



**“Shell’s ambition is to become one of the most diverse and inclusive organisations in the world, a place where everyone feels valued and respected and has a strong sense of belonging.”**

I'm proud of our progress on our gender pay gap, which over the past eight years since reporting began, has shown a positive trend. We have reduced this to a range of between 2.7% to 12.8% in 2024 compared with 11.3% to 32.1% in 2017. We aim for a similar long-term trend for the ethnicity pay gap by specific ethnic group in the coming years.

In fact, taking action to address our gender and ethnicity pay gaps is a key part of [Shell's Powering Progress strategy](#). Powering lives is a pillar of this strategy and explains how we are working to make a positive impact on people around the world, including by championing inclusion.

For example, we've played a leading role in our industry through the voluntary publication of ethnicity pay data by specific ethnic group and being a founding signatory to the [Race at Work Charter](#).

Shell UK is helping contribute to a just and inclusive energy transition, and this includes our aim to help 15,000 people into jobs with a focus on the energy transition by 2035.

I feel proud of our achievements in the UK to support this and look forward to providing further updates on our progress in the future.

I confirm the gender pay gap data contained in this report for Shell Group Companies in the UK is accurate and has been produced in accordance with the guidance on managing gender pay developed by the Arbitration and Conciliation Service (ACAS).





# About this report



In our 2024 Diversity Pay Gap report, we set out the gender and ethnicity pay and bonus gaps for Shell companies in the UK, and outline the actions we are taking to close these gaps.

We report both on the basis of our six individual in-scope<sup>1</sup> UK employing companies for the gender and ethnicity pay gaps, and provide data for all of Shell in the UK for the ethnicity pay gap. We publish our data for the snapshot date of April 5, 2024 ([see our published data](#)).

In most instances, we share our diversity pay gap outcomes as a range. This range states the employing company with the lowest pay gap to the employing company with the highest pay gap. For pay gap information relating to each in scope employing company, [see our published data](#).

For example, in 2024, Shell International Trading and Shipping Company Limited employing company has the highest mean gender pay gap of 12.8% and Shell UK Oil Products Limited employing company has the lowest gender pay gap of 2.7%. This means that we share the gender pay gap across employing companies as a range of 2.7% to 12.8%.

<sup>1</sup> The companies in which Shell plc directly and indirectly owns investments are separate legal entities. In this Report, "Shell in the UK," "Shell UK", "Shell", "Shell Group", "Group", "company", "we", "us", "our" and similar terms are sometimes used for convenience where references are made to Shell plc and/or its subsidiaries in general. These expressions are also used where no useful purpose is served by identifying the particular company or companies.



# Shell in the UK pay gap outcomes

## Statutory disclosure

On April 5, 2024, Shell in the UK employed around 6,000 people, over one-third of whom were women, across nine UK employing companies. Six of these nine employing companies had 250 or more employees and we are therefore required to publish their gender pay gap data under UK law. The calculations include regular UK employees as well as expatriates where the employment relationship suggests a strong connection to the UK. [Jump to published data.](#)



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# Pay gap vs equal pay

**Gender pay gap: the difference in the average hourly pay and bonuses of all men and all women across an organisation.**

**Ethnicity pay gap: the difference in the average hourly pay and bonuses between different ethnic groups across an organisation.**

**Equal pay: equality of terms between men and women for performing equal work.**

Shell in the UK has provided equal pay for many years, and we monitor our pay by conducting regular pay equity analysis. We engage openly with our employees on the mechanisms in place to ensure non-discriminatory pay practices. In 2022, we published our [Fair Pay Principles](#). We commit to deliver fair and competitive pay through our annual performance assessment process and our pay policies to ensure all our employees are valued, respected, and recognised for the work that they do.

**The calculation:**

$$\frac{(A - B)}{A} \times 100 = \%$$

**A** is the mean hourly rate of pay of all majority group full-pay relevant employees.  
**B** is the mean hourly rate of pay of all minority group full-pay relevant employees.  
The result is expressed as a percentage.





# The gender pay gap





# Narrowing the gender pay gap

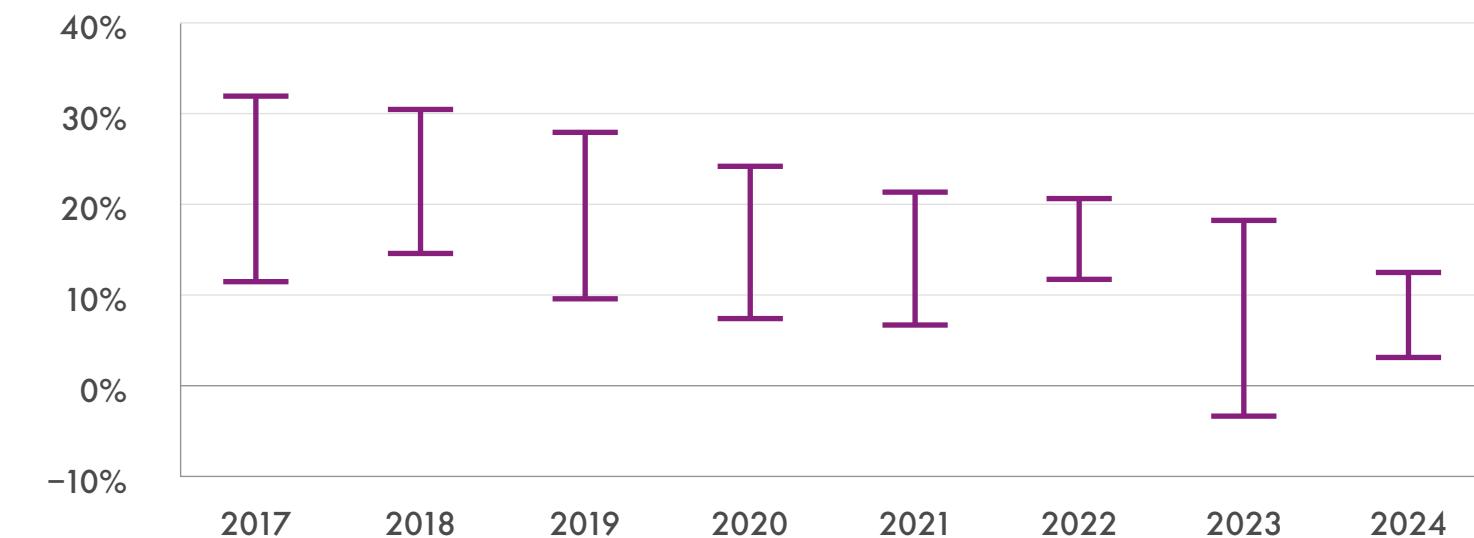


We see continued progress in narrowing our gender pay gap. For 2024, the mean gender pay gap across all in-scope Shell in the UK companies ranges from 2.7% to 12.8%, compared to -3.7% to 18.7% in 2023. Our mean bonus gap ranges from -0.5% to 56.3%. In 2023, this ranged between -11.3% to 57%.

This year we reflect on our sustained long-term progress. We are proud that we have narrowed the gender pay gap of a range of 2.7% to 12.8% in 2024 compared to 11.3% to 32.1% in 2017.

[View the full data set for the 2024 reporting year.](#)

## Mean gender pay gap over time





# Why do we continue to have a gender pay gap?

We continue to make progress towards gender balance across Shell in the UK but a gender pay gap still exists.

- We know that we currently have more men than women in the organisation and in senior leadership positions that attract higher levels of pay. Women are also under-represented in some specialist roles which attract a pay premium, such as our engineering, geoscience and trading roles.
- We see the highest bonus gap in Shell International Trading and Shipping Company Limited, where there is a higher representation of men in trading roles where variable pay (bonuses) makes up a

higher proportion of total remuneration. While we have seen positive change in more recent years, there has historically been a smaller proportion of women with Science, Technology, Engineering and Mathematics (STEM) qualifications and experience, which in turn impacts our talent pipeline into more senior roles.

- Through our ongoing partnership with Business in the Community (BITC), we understand that some of the gender-related barriers faced in the workplace can include a lack of flexible working opportunities to manage caring responsibilities, biased attitudes around suitability for roles, and workplace cultures that are not inclusive across genders.

Having a full understanding of why a gender pay gap exists helps us in our efforts to narrow the gap. We are fully committed to closing our gender pay gap at Shell in the UK; [read more about "The steps we are taking"](#). We strive to continue to increase the participation of women in areas where they are under-represented while hiring, retaining and promoting based on merit.



**“ Our progress continues, with an eight-year trend in narrowing the gender pay gap. While there's always more to do, it's great to see our unrelenting commitment to DE&I demonstrated not just in what we say, but what we can measure. ”**

Zoe Yujnovich, Integrated Gas & Upstream Director



# The ethnicity pay gap





# The ethnicity pay gap (1/2)

We voluntarily publish our ethnicity pay gap data. We also advocate for greater transparency externally by working in a cross-industry group with other FTSE 100 companies that publish their ethnicity pay gap data with the aim of encouraging and supporting other large companies to publish their data (Mind the Gap).

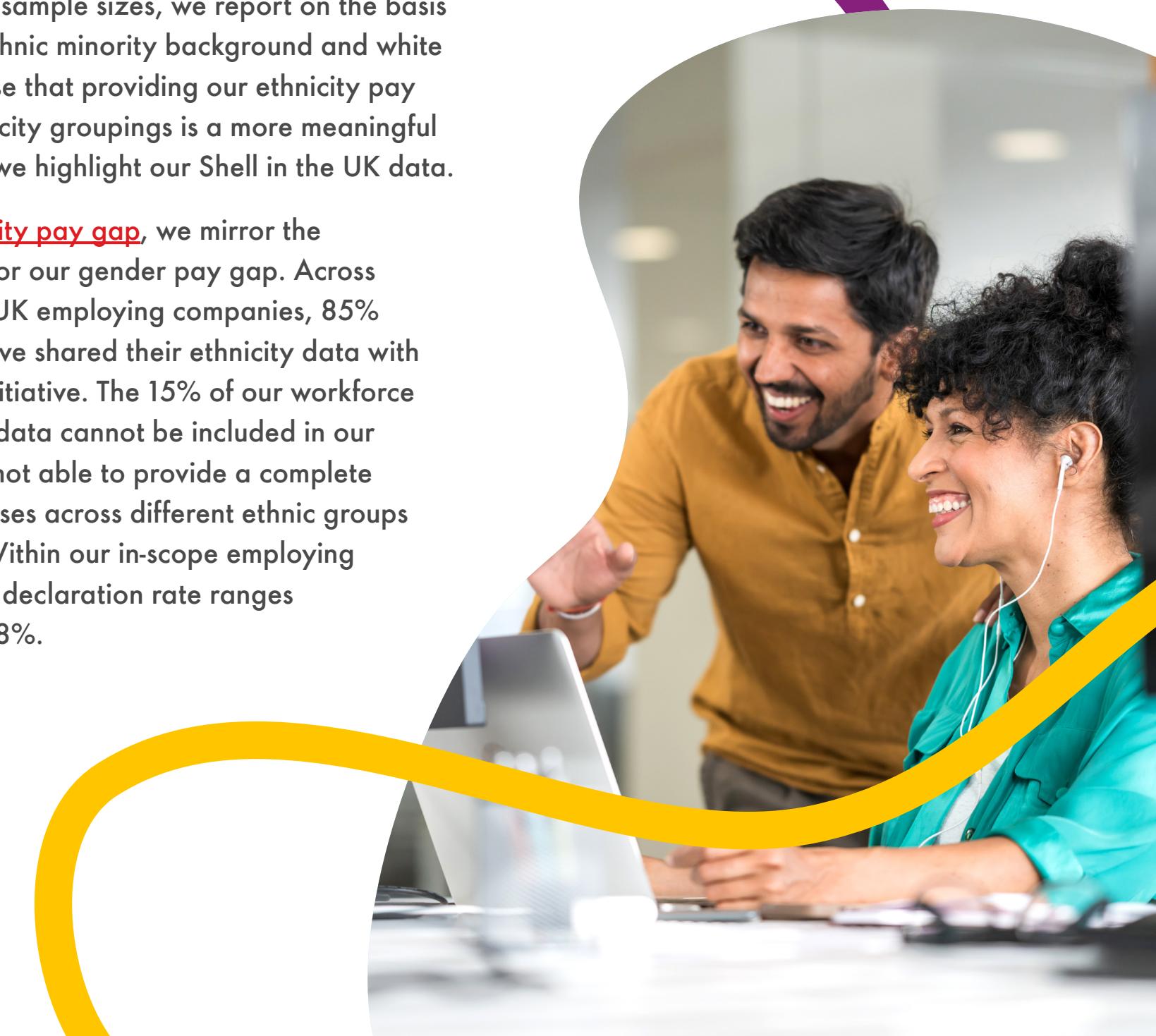
Our aim is to use ethnicity pay gap reporting to present a transparent and meaningful picture of the pay gap for different ethnic minority groups within Shell in the UK as at the snapshot date, and to track progress over time. We remain open to future external developments in ethnicity pay gap reporting. In 2024 we present our data in two ways.

We refer readers in the first instance to [view our Shell in the UK data](#), where we have shared our ethnicity pay and bonus gaps by ethnic background along with representation data across six different ethnicity groups.

We also continue to share the data of each of our six in-scope employing companies, as we have done for the previous four years. This allows us to hold ourselves accountable across our different businesses. Mindful of the importance of statistical

integrity and employee confidentiality, for this data set where there are smaller sample sizes, we report on the basis of employees from an ethnic minority background and white employees. We recognise that providing our ethnicity pay gap data for more ethnicity groupings is a more meaningful approach which is why we highlight our Shell in the UK data.

In calculating our [ethnicity pay gap](#), we mirror the methodology adopted for our gender pay gap. Across all in-scope Shell in the UK employing companies, 85% of our UK employees have shared their ethnicity data with us through our Self-ID initiative. The 15% of our workforce who have not provided data cannot be included in our calculations, so we are not able to provide a complete picture of pay and bonuses across different ethnic groups within Shell in the UK. Within our in-scope employing companies our ethnicity declaration rate ranges between 81.5% and 91.8%.





# The ethnicity pay gap (2/2)

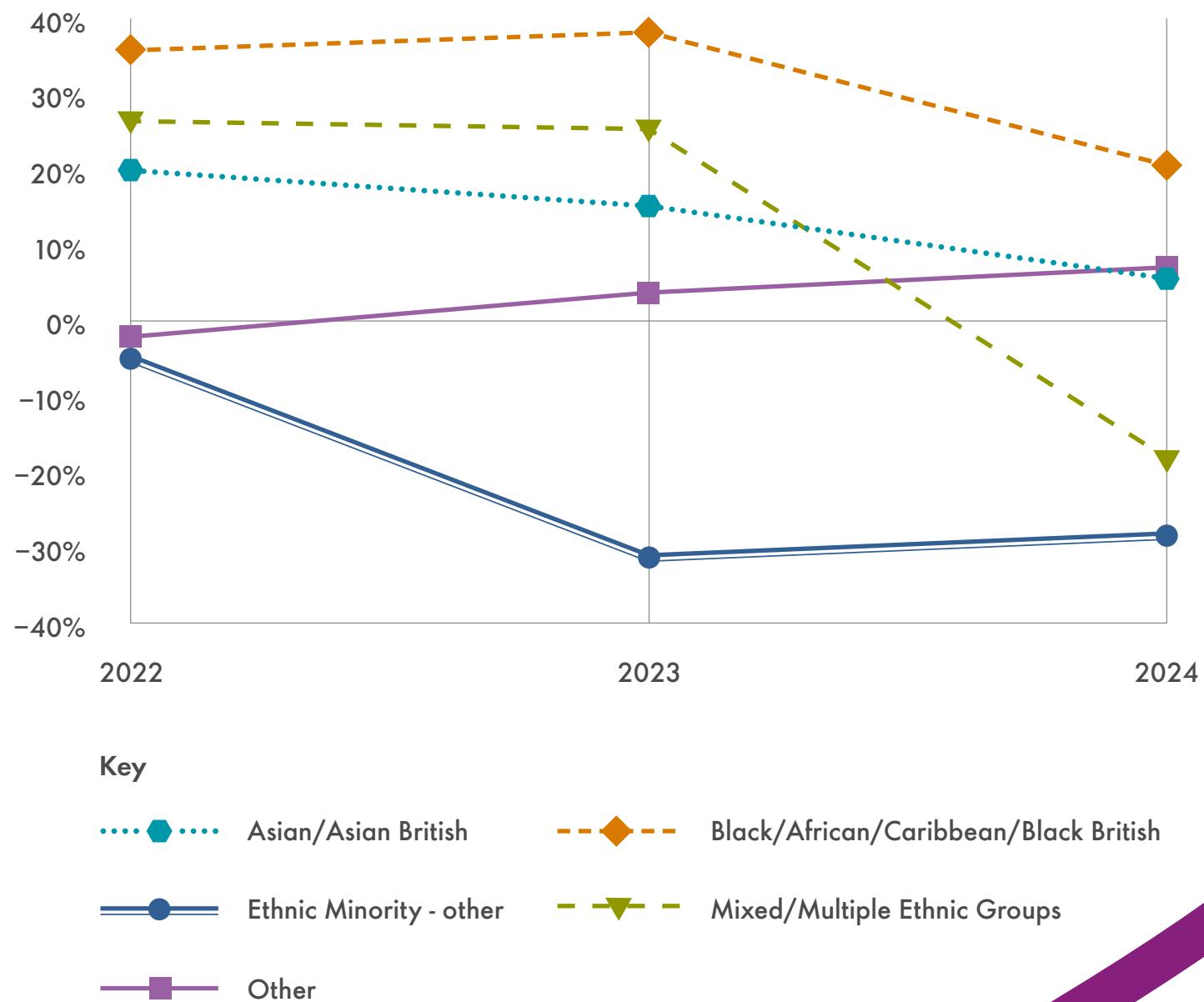
In 2022, we extended our Self-ID initiative so that our employees are now able to share data on ethnicity, disability, gender identity and sexual orientation. We continue to encourage all employees to voluntarily share their Self-ID data so that we can build a more complete workforce profile, better track trends, identify potential barriers to inclusion, take more targeted action, and create an environment where everyone can be proud of who they are.

In 2024, the mean ethnicity pay gap by **specific ethnic group within Shell in the UK** calculated on the basis of five separate ethnic minority groups comparing each to employees with a white ethnic background ranges from -28.1% to 20.5% compared with -31.4% to 38.9% in 2023. Our mean ethnicity bonus gap for 2024 ranges from -47.6% to 66.3%, compared with -55.4% to 71.5% in 2023. We also reflect on our three-year journey in sharing the ethnicity pay gap by specific ethnic group and are starting to see progress. We continue to monitor this to sustain efforts to narrow our ethnicity pay gap, as has been achieved for our gender pay gap.

In 2024, the mean ethnicity pay gap **across the six in-scope Shell in the UK companies** calculated on the basis of an ethnic minority background compared with a white background ranges from -10.2% to 12.7%. In 2023, the mean ethnicity pay gap ranged from -4.0% to 21.4%. Our mean ethnicity bonus gap in 2024 ranges from -14.8% to 30.7%, compared with -9.7% to 40.6% in 2023.

[View the full data set.](#)

**Mean ethnicity pay gap by specific ethnic group over time**





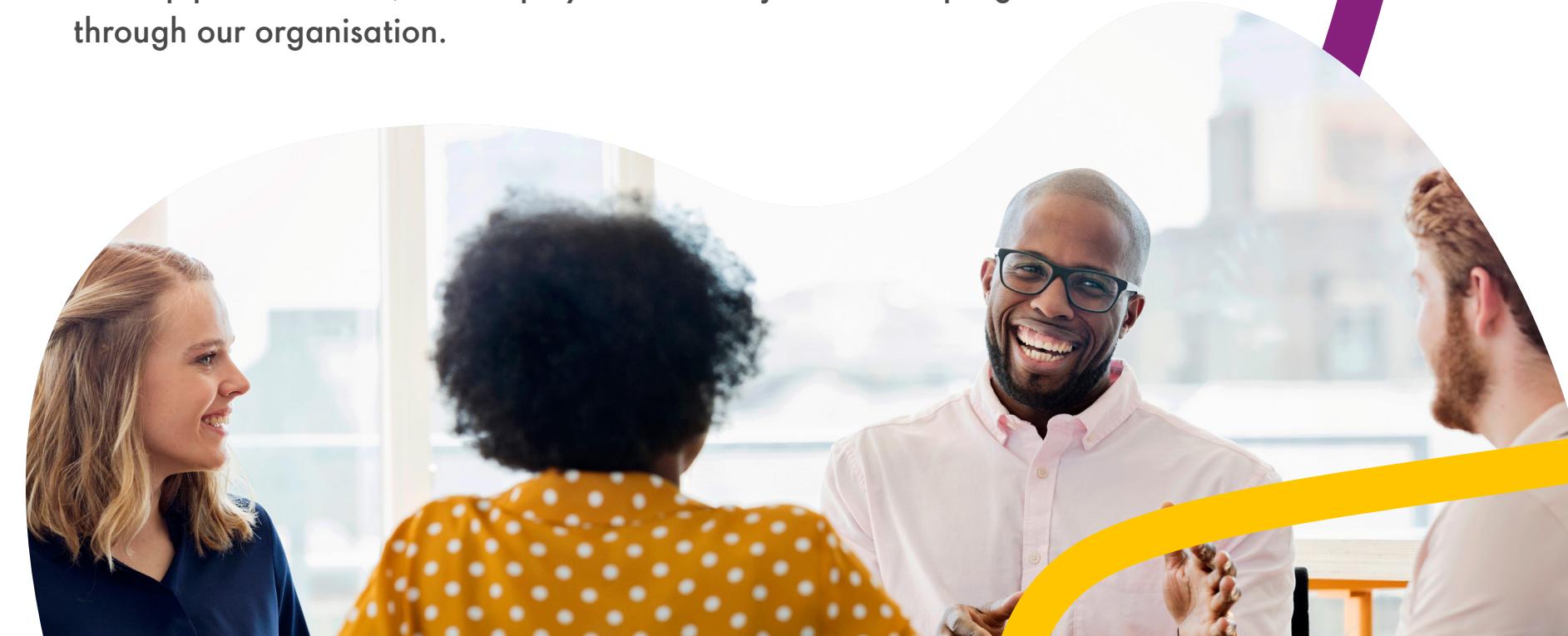
# Why do we continue to have an ethnicity pay gap? (1/2)

When we scrutinise our ethnicity pay gap data we are mindful that both the overall representation of ethnic minority employees and their Self ID completion rate can influence trends in the ethnicity pay gap, particularly given the relatively small number of employees in each of our individual employing companies. Nonetheless, we make the following observations:

- We have lower ethnic minority representation in senior leadership positions that attract a higher rate of pay, and in specialist roles that attract a pay premium, compared with white employee representation.
- We are particularly mindful that our largest mean ethnicity pay and bonus gaps across Shell in the UK is seen for our grouping of Black/African/Caribbean and Black British employees where we have relatively lower representation. We are working to fulfil our aspiration of more than doubling black representation in the UK.
- Business in the Community (BITC) has a [Race at Work Charter](#) which outlines seven key commitments, without which employees from an ethnic minority background can face potential barriers. As a founding signatory, we have considered these within the context of our own organisation. These commitments are: appointing an executive

sponsor for race equality; measuring progress with data on ethnicity; having zero tolerance for racial bullying and harassment; appointing managers who promote equity and inclusion; supporting progression in the workplace; building allyship support; and delivering diverse and inclusive supply chains.

- There is a higher representation of employees from ethnic minority backgrounds at more junior levels of the organisation. Generally, there are also higher ethnicity declaration rates at more junior levels. This in turn impacts our ethnicity pay gap. We expect our ethnicity pay gap to close as the actions we have taken to develop a diverse talent pipeline mature, and employees at more junior levels progress through our organisation.





# Why do we continue to have an ethnicity pay gap? (2/2)

Obtaining an in-depth understanding of why an ethnicity pay gap exists is key in supporting us in our work to narrow the gap. While we have demonstrated full commitment to closing our ethnicity pay gaps at Shell in the UK through the steps we have already taken, there is still more that we must do. [Read more about "The steps we are taking".](#)

We strive to continue to increase the participation of employees from ethnic minority backgrounds in areas where they are under-represented while hiring, retaining and promoting based on merit.



“

It's encouraging to see some improvement in the ethnicity pay gap data. However, I note that there is still a long way to go in closing this big pay gap especially within the Black/African/Caribbean/Black British ethnic group which has consistently had the biggest pay gap over the last three years.

**This requires the continued focus on attraction, retention and progression of ethnic minority staff to ensure we have full representation in senior level roles.**

I would encourage all staff to complete Self-ID confidentially to ensure the data used for tracking fully represents all groups. Complete data will enable transparency on the outcome of actions taken by the organisation to close the ethnic minority pay gap.

Cornelia Dibua, Finance Manager – UK Upstream



# Reflecting on our progress

While progress is not as fast as we would like to see, both our gender and ethnicity pay gap data shows we are taking steps to close our gaps, and we remain committed to driving change both within and outside our organisation.

We continue to take meaningful action towards closing our pay gaps, and contributing to greater DEI at Shell in the UK, and in the communities where we operate. We know we have more work to do and remain committed to evolving as an organisation to play our part in creating an inclusive environment for all, just as our customers, colleagues and the communities we serve rightly expect of us.

It is vital that our sector is able to tap into the talent and leadership that we need to deliver our strategy to become a net-zero emissions energy business by 2050. We continue to build our future talent through attracting and developing a diverse pipeline, and supporting the retention of this talent by providing meaningful opportunities for development and progression to further accelerate our employees' careers.





# The steps we are taking (1/6)

Shell is committed to becoming one of the most diverse and inclusive organisations in the world, a place where everyone feels valued, respected, and has a strong sense of belonging.

There are many actions that we have already taken (set out in the next section) and we will continue to adapt as an organisation and assess our progress, conscious that we can always improve.

We have achieved our global ambition of 30% female senior leadership representation and have an aspiration for 35% female senior leader representation by the end of 2025 and 40% by 2030 as set out in our DEI commitments.

We have also aspired to increase the number of employees from an ethnic minority background in senior leadership roles in the UK by 2025. This includes an overall aspiration to increase ethnic minority representation in senior leadership roles in the UK to 15% and within that, a specific aspiration to more than double Black representation, as this is where we have the largest representation gap.

You can find some of the actions we are taking to drive progress in the next sections.





# The steps we are taking (2/6)

## DEI awareness and communication

- In 2024, we were recognised in [The Times Top 50 Employers for Women](#) list. We have been included in the annual ranking in 14 of the last 16 years, demonstrating our continued commitment to gender equality and inclusion.
- We are proud that a number of visible ethnic minority, female and LGBT+ role model individuals at Shell have been recognised in the [EMpower](#), [HEROes](#) and [OUTstanding](#) Role Model Lists.
- We support our UK Employee Networks with executive sponsorship and a budget to continue to play a key role in growing the inclusion of different employee groups.





# The steps we are taking (3/6)

## Supporting an inclusive culture

We embed inclusion into all that we do, from recruitment and how teams work together, to our organisational culture which focuses on safety, care and leadership development.

- We provide external coaching sessions for employees on long-term leave (12+ weeks) to support a successful return to work.
- We offer 12 weeks' paid Partner Leave: an enhanced period for new parents who are not taking maternity, adoption or surrogacy leave.
- We support employees to balance different life choices and stages. This has included supporting employees experiencing menopausal symptoms by making advice readily accessible, through an internal support group and a menopause guide. In 2022, we enhanced our leading healthcare provision to include menopause and andropause, gender dysphoria and fertility support.
- In 2024, we held our second DE&I in Action week with the theme, "Do You See Me Now?" to explore conflict in the workplace and honest conversations in the spirit of learning and improvement.
- Each year we recognise UK Mental Health Awareness Week with a series of events (in 2024 a keynote speech was delivered by Professor James Davies) and global Mental Health Awareness Day (in 2024 the theme was "Working in Change").





# The steps we are taking (4/6)

## Our external partnerships

As part of our [Generation Net Zero](#) ambition we are seeking to support communities across the UK and help 15,000 people in the UK to gain employment with a focus on the energy transition. We are also seeking to establish energy transition skills programmes and centres to develop skills across communities in the UK and in our key energy locations. This programme will be used to help disadvantaged and under-represented groups and communities near where we operate and throughout the UK.

- We continue to work in partnership with [POWERful Women](#) and the Energy Leaders Coalition (ELC). The ELC comprises sixteen of the leading CEOs from the UK's energy sector who meet quarterly to drive progress within the sector. We also contribute to the [annual POWERful Women report](#) which identifies the barriers to gender balance in our sector and initiatives to overcome them.
- Our ongoing partnership with [Business in the Community](#) (BITC) helps us lead change in the wider UK business community. Two senior Shell UK leaders sit with senior executives from other companies on the BITC leadership teams for Gender and Race Equality and we have another senior leader on the BITC Leadership Council. These teams provide strategic guidance, share expertise and experience, and shape the agenda for action for businesses.



- We are also a founding signatory of the BITC [Race at Work Charter](#), which was launched in 2018 to help organisations take practical steps to help tackle ethnic-related disparities in the workplace.
- As part of our commitment to increase ethnic representation in our business, we also became a signatory and Steerco member of the [Change the Race Ratio campaign](#).



# The steps we are taking (5/6)

## Attracting and developing talent

We partner with a wide range of external organisations to help us attract and engage diverse talent from different backgrounds. For early career opportunities this includes the 10,000 Interns Foundation and upReach. We also partner with sector-specific organisations such as Colorintech and Association for Black Engineers to drive awareness of our experienced hire opportunities.

- We recently refreshed and relaunched our female development programme Powering Women in Mid-Career and our Senior Women's Connect programme which were redesigned and rolled out in 2023.
- We run quarterly Senior Women in Leadership sessions to build community, share experiences and learn, and share leadership dilemmas.
- We sponsor [Girls in Energy](#), a year-long engineering course for 14 to 17-year-old high school students delivered in partnership with North East Scotland College (NESCol) and Fife College. Girls in Energy has been specifically designed to encourage young women to engage in STEM, and consider a career in the energy sector as it transitions towards net zero. The course is a mix of classroom study, industry visits and workshops, and students gain a National 5 (SCQF Level 5) in Skills for Work: Energy. Since it launched in 2010, the number of students involved in the programme has expanded to reach more than 200 young women each year.





# The steps we are taking (6/6)

## Holding ourselves accountable

In 2023, we launched the Powering Lives dashboard, which allows our employees to see key DE&I metrics including representation. Monitoring trends in areas such as recruitment, senior female and ethnic minority representation and attrition allows us to measure the effectiveness of our plans, identify any barriers and take appropriate action.

To achieve this, we ensure our external hiring process encourages a diverse range of applicants. We check for bias and diversity skews in recruitment, performance calibration and assessments of leadership potential. We have access to enhanced data and analytics across the end-to-end recruitment process to measure the diversity of applicants at each recruitment stage, from application to final outcome.

During 2024, 54% of our incoming graduates were female and 52% were from ethnic minority backgrounds, of which 17% were Black. For our 2024 intern hiring, 56% are female and 44% are from ethnic minority groups, of which 24% are Black.

During 2024 to date, 34% of experienced professional hires were women and 30% were from an ethnic minority background, of which 10% were Black.



# Gender and Ethnicity Pay Gap Data



Definitions →

Equal pay vs  
gender pay gap →

Gender pay gap data →

Ethnicity pay gap data →

# Pay gap data



## Definitions



### Mean

The arithmetic average of a data set, found by summing all amounts in the data set together and then dividing this total sum by the number in the data set.



### Median

The middle value of a data set, when a sample of data points is sorted in ascending order.



### Quartile

The division of a number of data points into four parts, or quarters, of equal size.



### Negative pay gap

Where the difference in pay and/or bonus earnings is such that a minority group (on average) earns more than a majority group



### Proportion of males and females receiving a bonus

The proportion of male and female employees who were paid any amount of bonus pay.



### Proportion of males and females in each pay quartile band

The proportion of male and female employees in each of four hourly rate pay bands (quartiles) ranked from lowest hourly rate to the highest hourly rate.



# Equal pay vs gender pay gap

## Gender split of Shell employees



Reflects gender split across all Shell in the UK employing companies, gender representation will vary depending on individual employing company

**2024 mean  
gender pay  
gaps**

### Shell U.K. Limited (Upstream)

Employs upstream operations, offshore, wells, and projects and technology

**11.6%**

### Shell International Trading and Shipping Company Limited

Employs trading, trading operations, maritime and trading support functions such as legal and finance

**12.8%**

### Shell International Petroleum Company Limited

Employs research and development, new technologies and downstream

**6.9%**

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### Shell International Limited

Employs corporate relations, finance, legal, HR and new energies

**12.6%**

### Shell Information Technology International Limited

Employs IT functions

**8.2%**

### Shell U.K. Oil Products Limited

Employs those working in downstream, including mobility, aviation, lubricants and supporting functions such as finance and procurement

**2.7%**

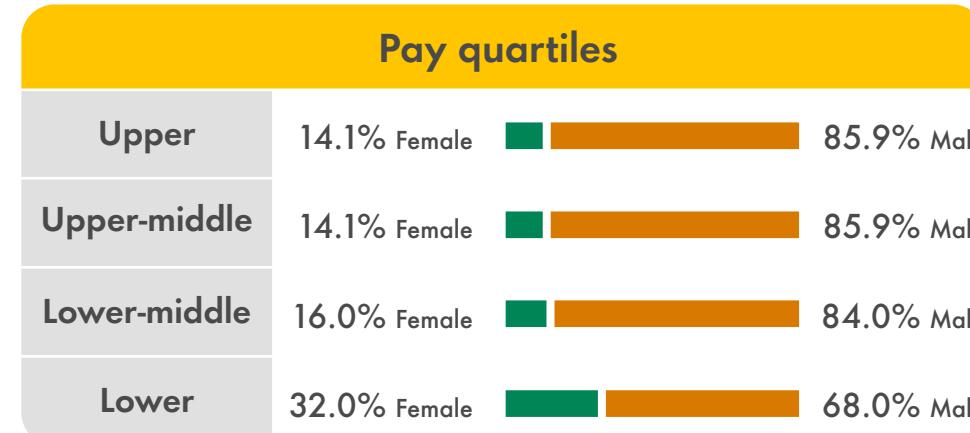
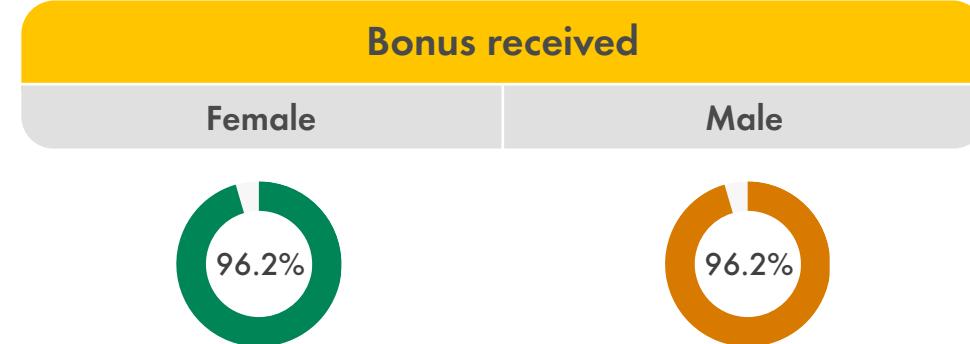


# The gender pay gap (1/2)

## Shell U.K. Limited (Upstream)

Employees : 1,341 (+3.1%)

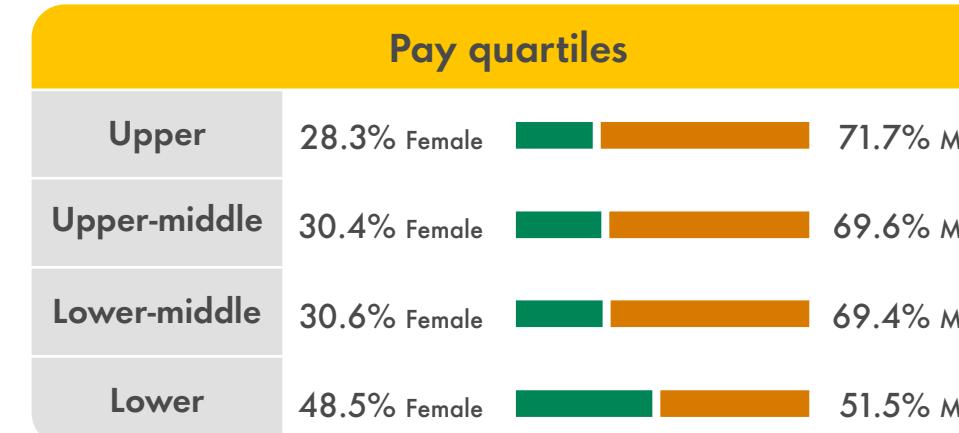
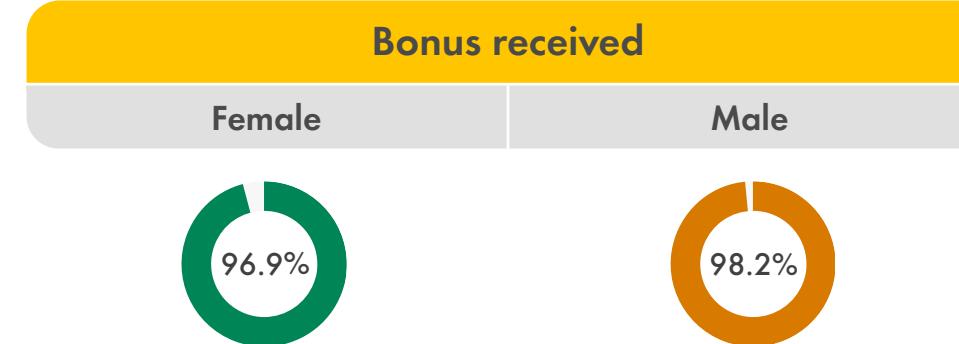
Mean and median pay and bonus		
	Mean	Median
Hourly pay gap	11.6% (-0.2%)	10.3% (-3.1%)
Bonus gap	5.3% (+5.1%)	-3.2% (-3.2%)



## Shell International Trading and Shipping Company Limited

Employees : 1,215 (+7.0%)

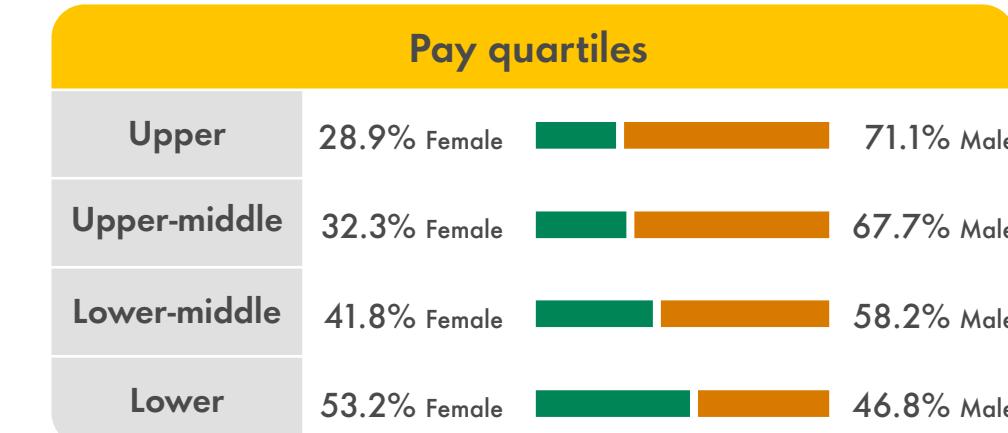
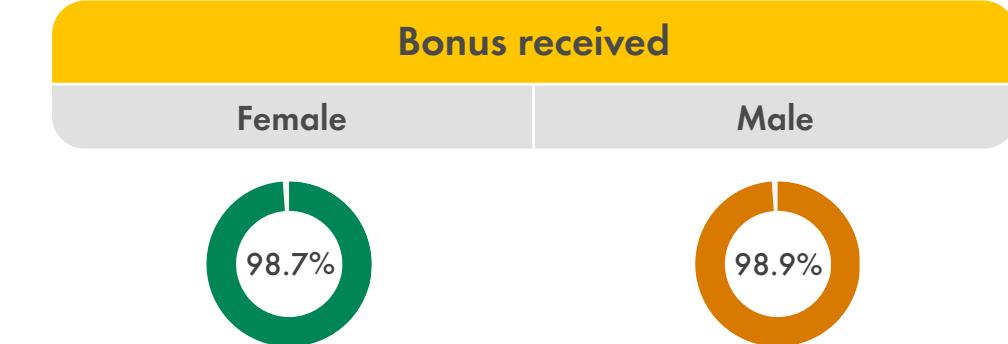
Mean and median pay and bonus		
	Mean	Median
Hourly pay gap	12.8% (+2.4%)	13.6% (-1.0%)
Bonus gap	56.3% (-0.7%)	42.1% (+5.2%)



## Shell International Petroleum Company Limited

Employees : 1,094 (-5.8%)

Mean and median pay and bonus		
	Mean	Median
Hourly pay gap	6.9% (-9.7%)	14.1% (-2.5%)
Bonus gap	17.5% (-4.1%)	31.5% (+1.3%)



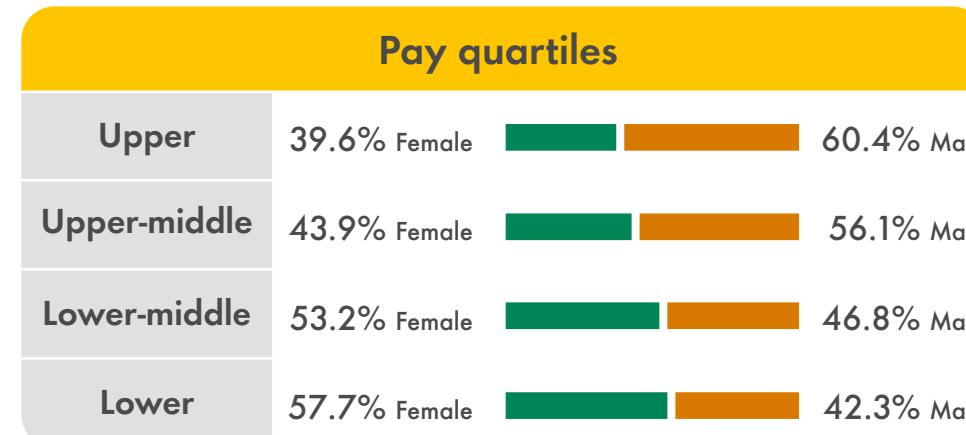
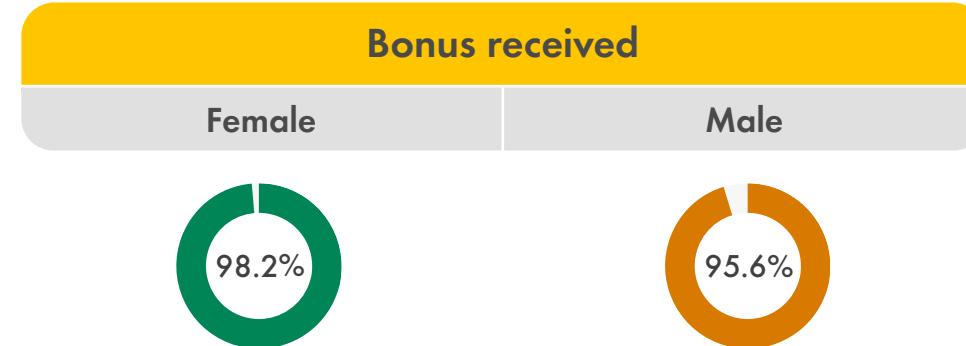


# The gender pay gap (2/2)

## Shell International Limited

Employees : 1,118 (+16.8%)

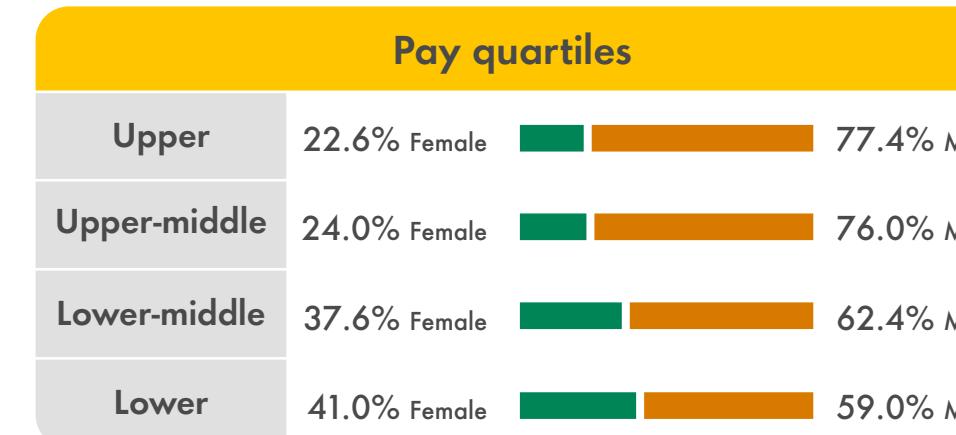
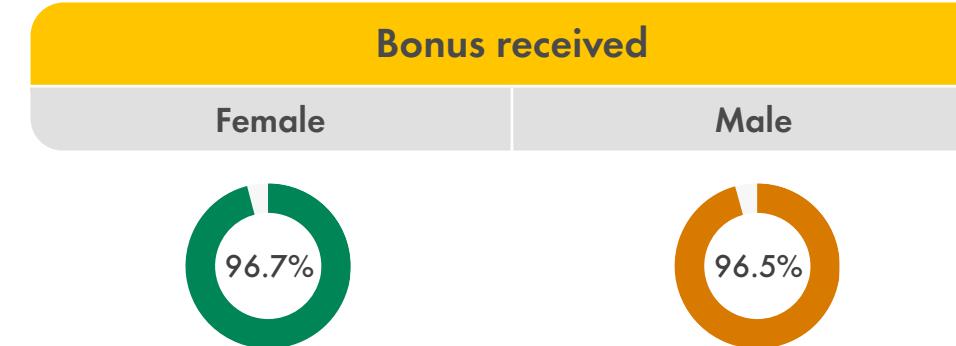
Mean and median pay and bonus		
	Mean	Median
Hourly pay gap	12.6% (-6.1%)	10.9% (-4.9%)
Bonus gap	27.9% (-7.1%)	37.5% (-6.6%)



## Shell Information Technology International Limited

Employees : 855 (+36.8%)

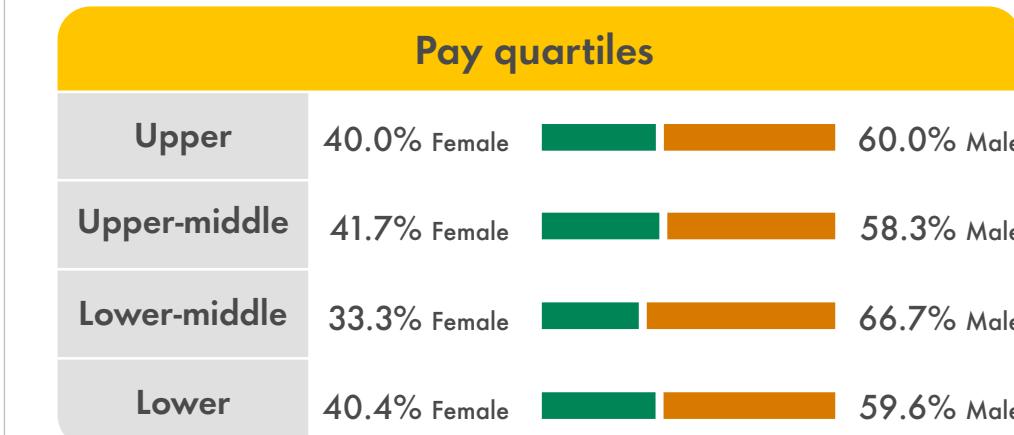
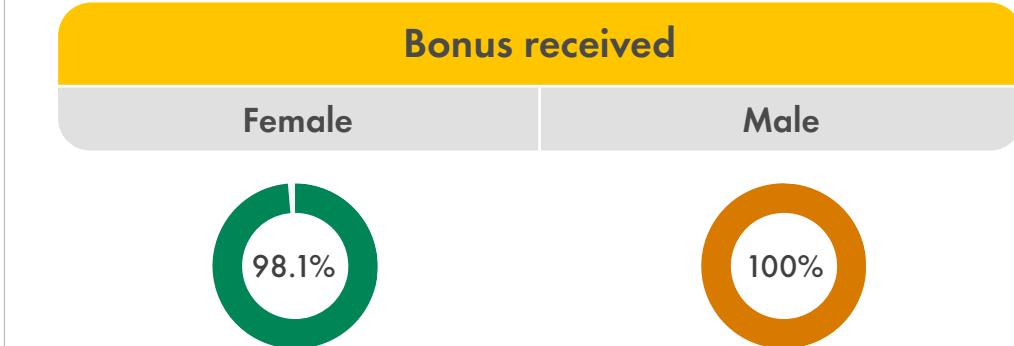
Mean and median pay and bonus		
	Mean	Median
Hourly pay gap	8.2% (-1.5%)	12.9% (+0.1%)
Bonus gap	18.3% (+2.4%)	14.5% (-1.8%)



## Shell UK Oil Products Limited

Employees : 269 (+5.9%)

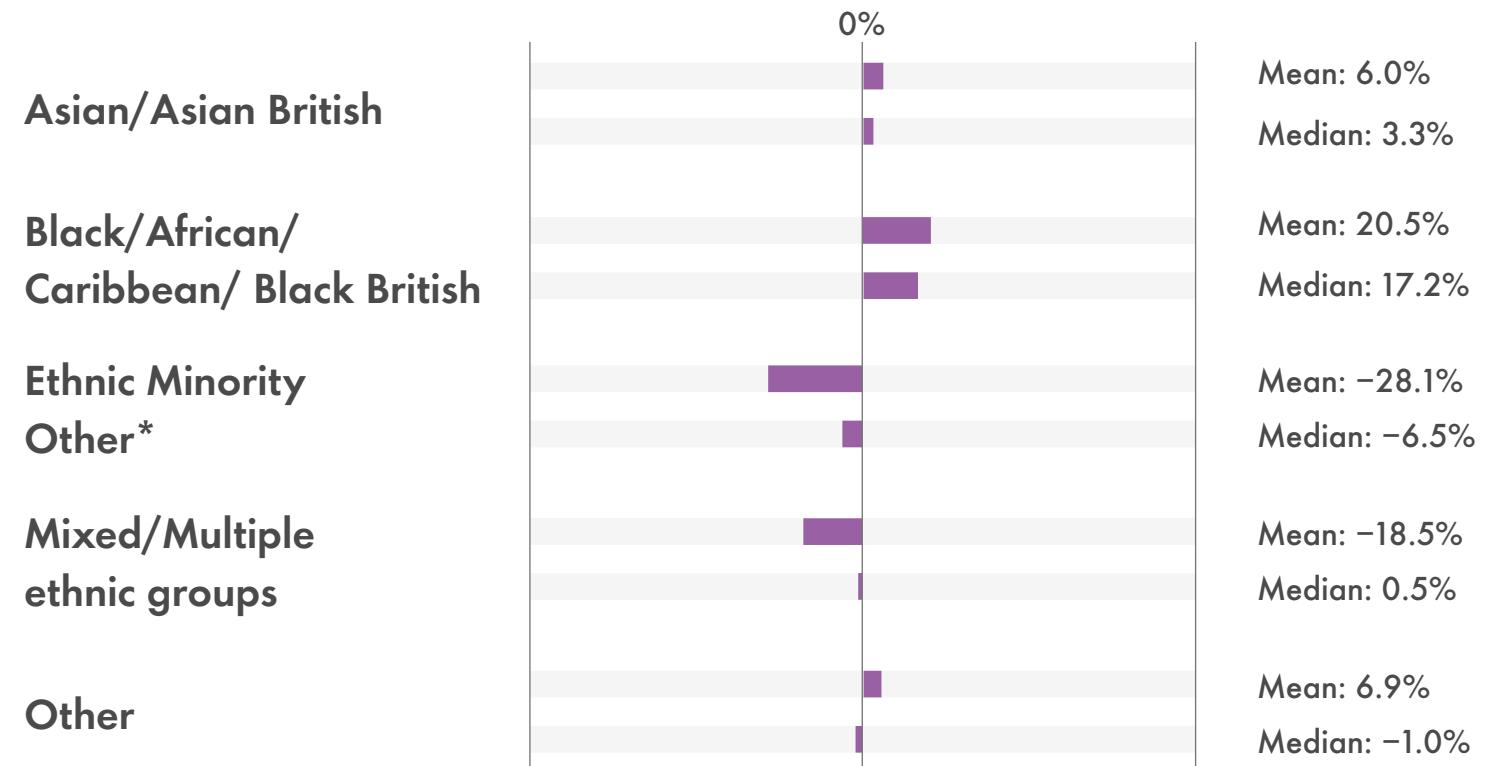
Mean and median pay and bonus		
	Mean	Median
Hourly pay gap	2.7% (+6.4%)	4.9% (+4.9%)
Bonus gap	-0.5% (+10.9%)	8.1% (-5.9%)



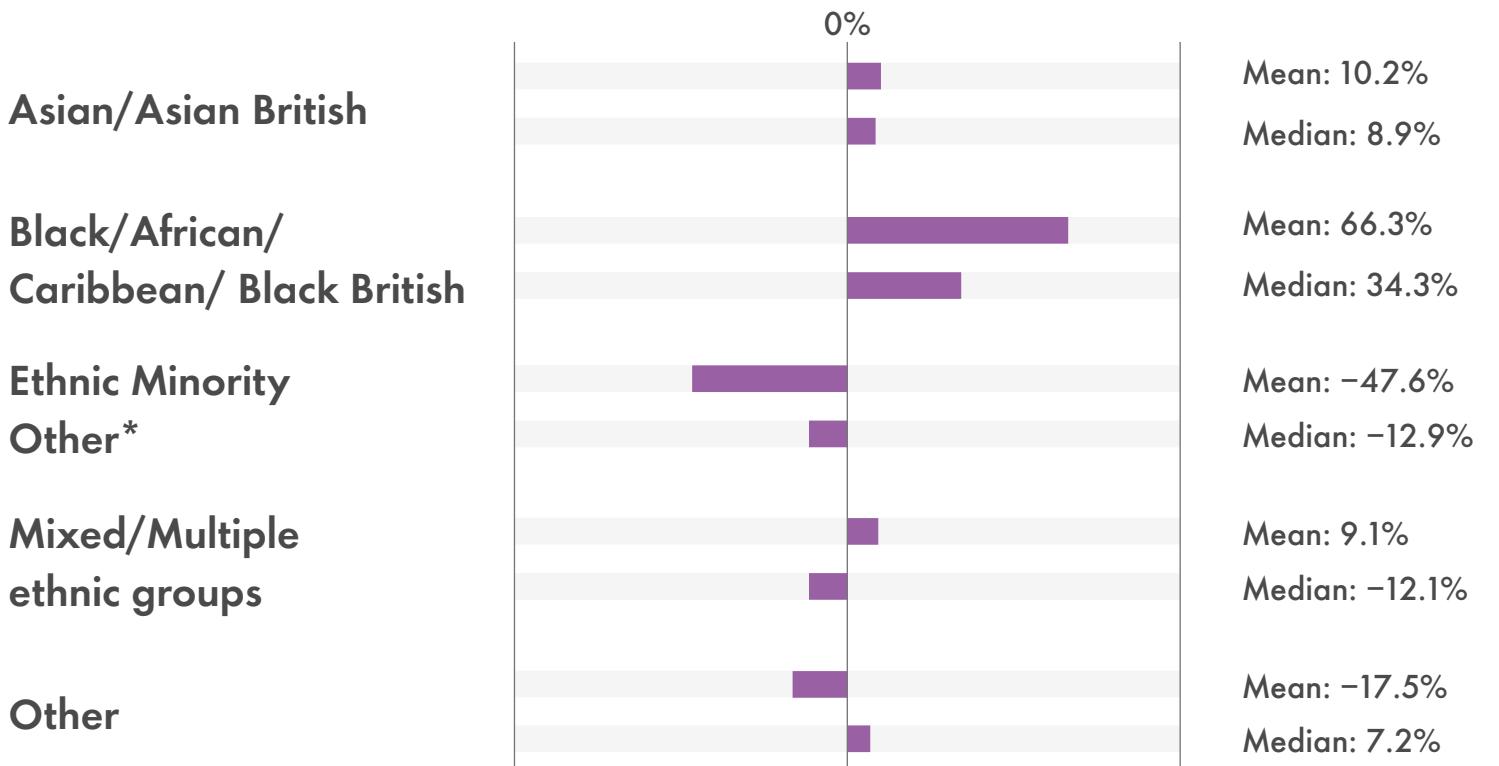


# The ethnicity pay gap (1/3)

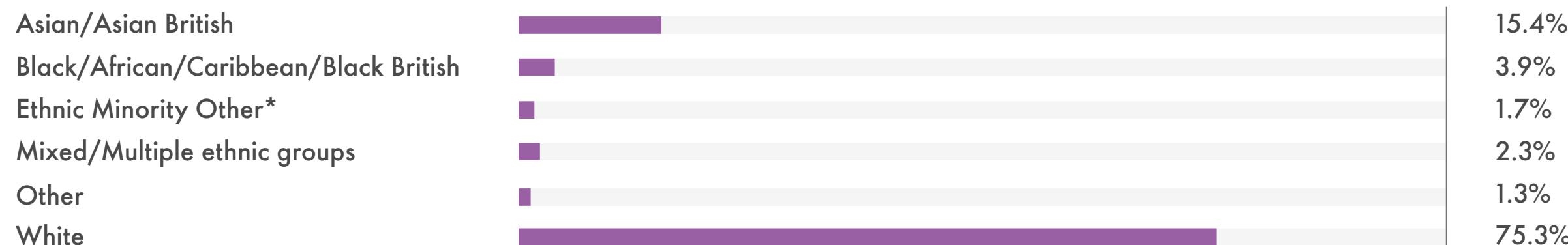
Mean and median of Ethnicity (breakdown) Pay Gap



Mean and median of Ethnicity (breakdown) Bonus Gap



Ethnicity representation – data reflects employees who have shared their data with us:



\* "Ethnic Minority Other" includes Arab and Hispanic. These have been amalgamated here as to avoid reporting smaller numbers that could impact on confidentiality within the report, however, we appreciate that combining these group provides a less meaningful data point.

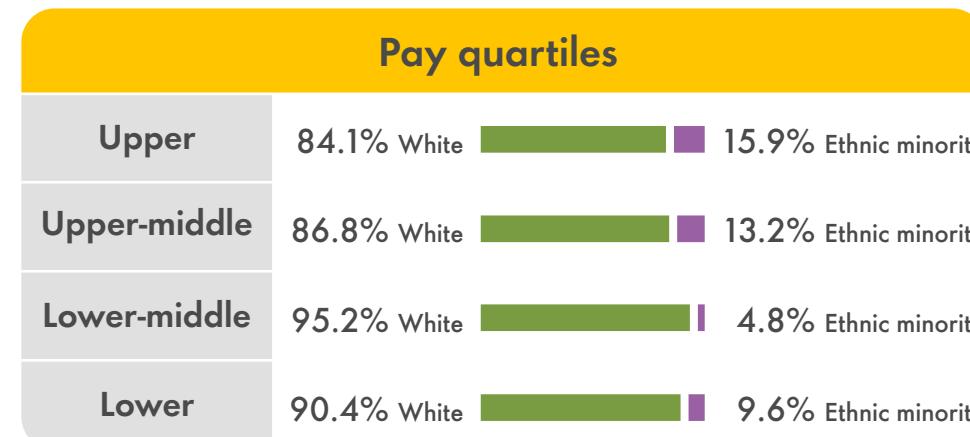
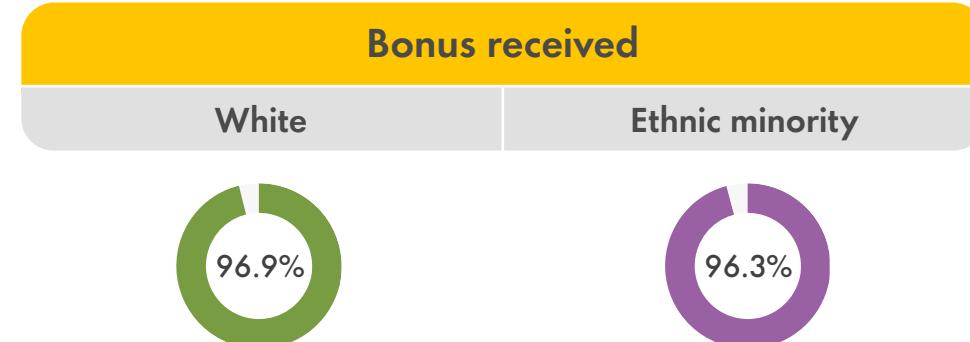


# The ethnicity pay gap (2/3)

## Shell U.K. Limited (Upstream)

Employees : 1,341 (+3.1%)

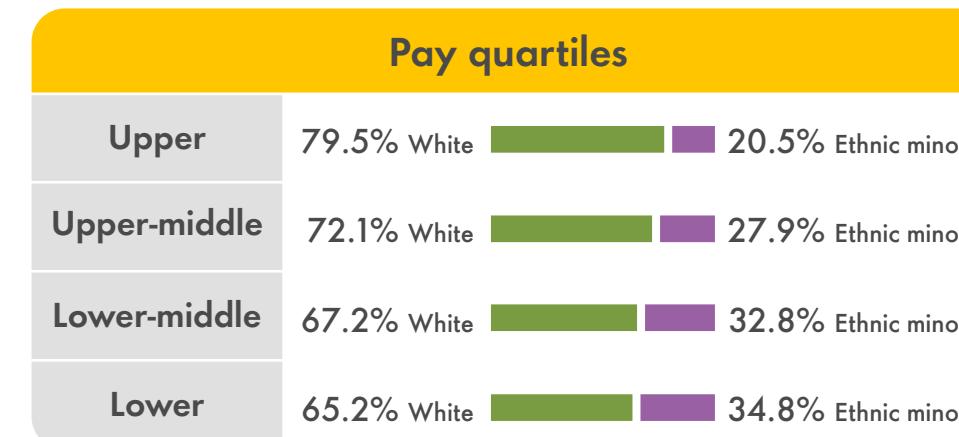
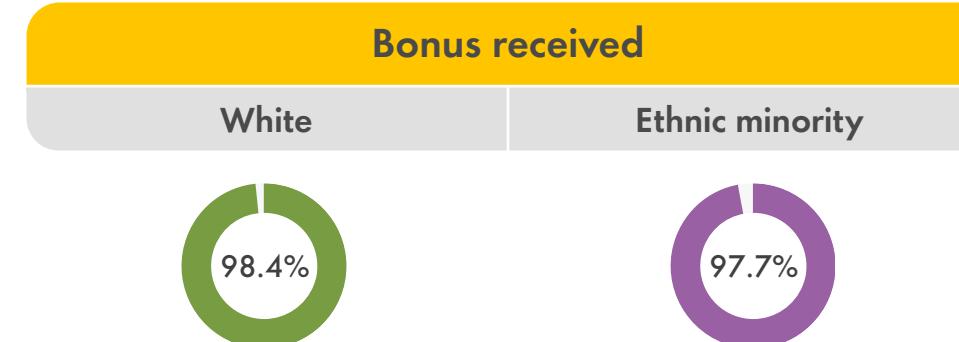
Mean and median pay and bonus		
	Mean	Median
Hourly pay gap	-10.2% (-6.2%)	-15.9% (-13.9%)
Bonus gap	-14.8% (-5.1%)	-31.9% (-7.3%)



## Shell International Trading and Shipping Company Limited

Employees : 1,215 (+7.0%)

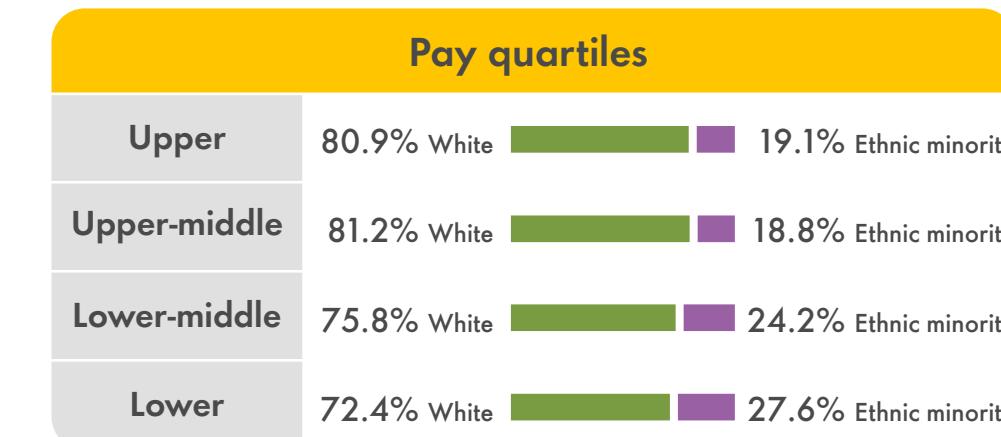
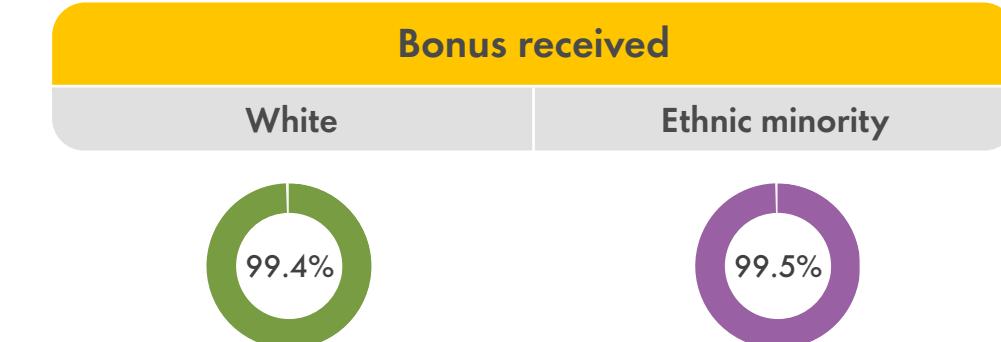
Mean and median pay and bonus		
	Mean	Median
Hourly pay gap	12.7% (+3.7%)	10.5% (+4.3%)
Bonus gap	30.7% (+2.0%)	32.0% (+3.5%)



## Shell International Petroleum Company Limited

Employees : 1,094 (-5.8%)

Mean and median pay and bonus		
	Mean	Median
Hourly pay gap	-4.6% (-8.0%)	6.4% (+2.7%)
Bonus gap	15.9% (+1.5%)	29.7% (+11.6%)



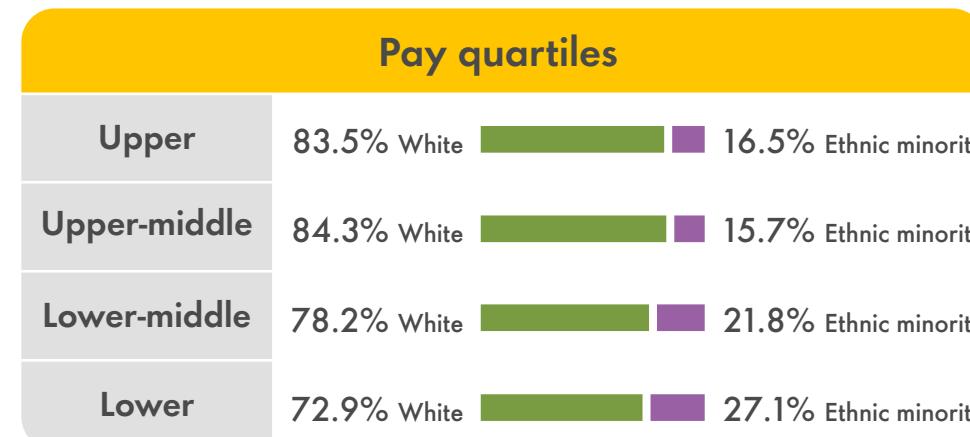
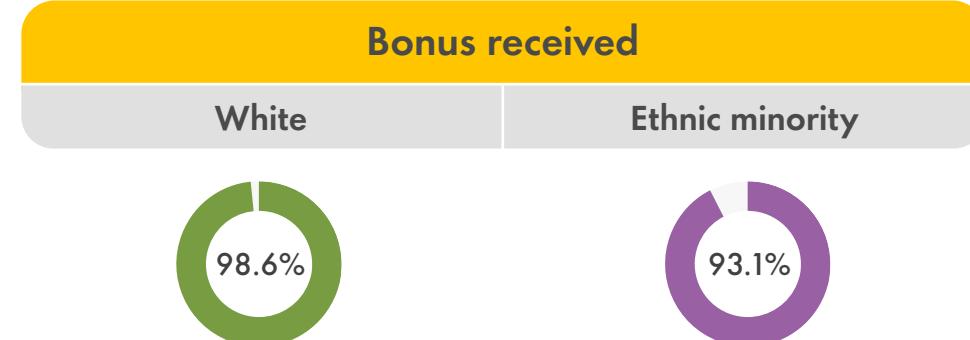


# The ethnicity pay gap (3/3)

## Shell International Limited

Employees : 1,118 (+16.8%)

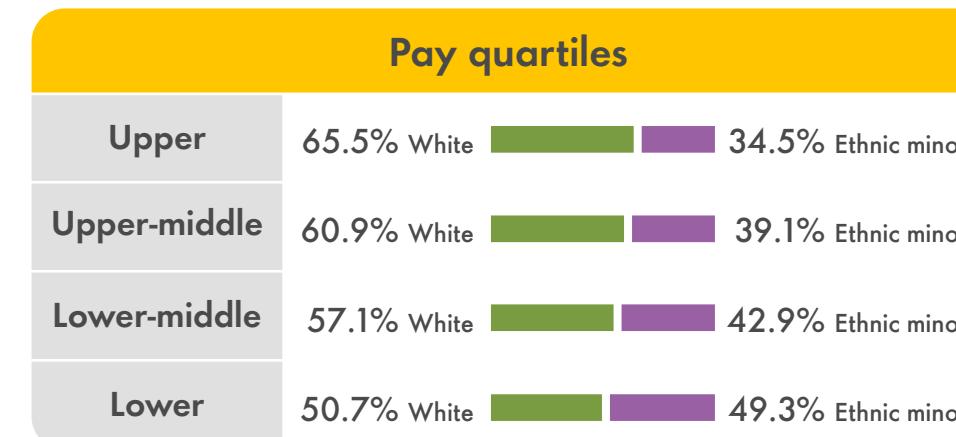
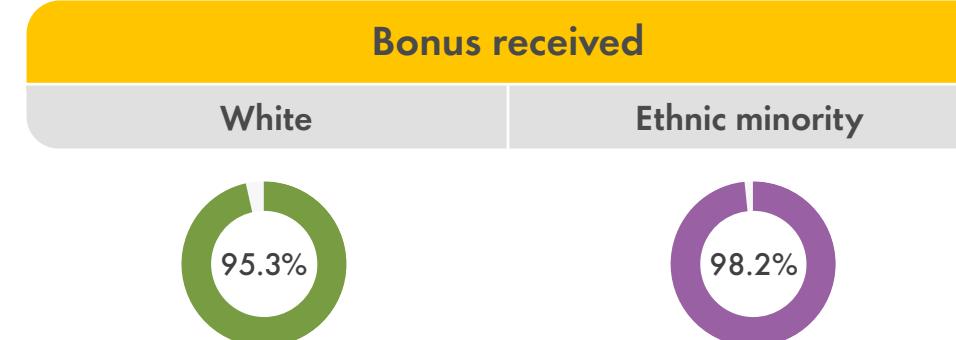
Mean and median pay and bonus		
	Mean	Median
Hourly pay gap	7.8% (+4.2%)	11.0% (+2.8%)
Bonus gap	4.1% (-21.4%)	25.7% (-1.5%)



## Shell Information Technology International Limited

Employees : 855 (+36.8%)

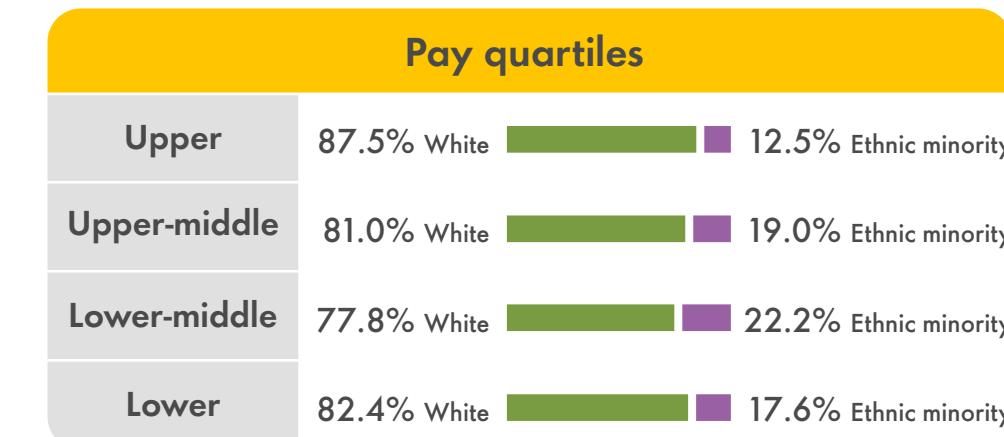
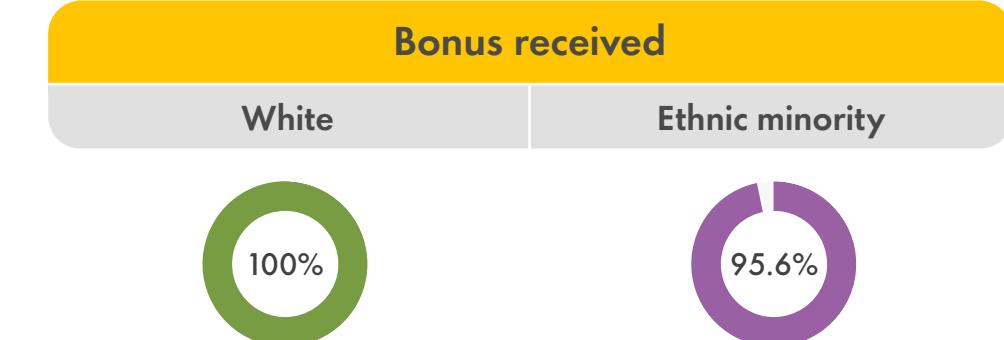
Mean and median pay and bonus		
	Mean	Median
Hourly pay gap	7.2% (-1.5%)	7.4% (-5.6%)
Bonus gap	25.7% (+1.7%)	12.7% (-15.7%)



## Shell UK Oil Products Limited

Employees : 269 (+5.9%)

Mean and median pay and bonus		
	Mean	Median
Hourly pay gap	-1.6% (-3.0%)	2.1% (-1.9%)
Bonus gap	7.7% (-4.1%)	16.6% (-1.5%)





[www.shell.co.uk/diversitypay](http://www.shell.co.uk/diversitypay)

