

**Tech Talent Charter (TTC) Signatory Spotlight: Shell**  
**Open Playbook Chapter: Diversity and Inclusion Enablers > [Transparent pay and reward](#)**

### **The Problem**

Shell set out to ensure they have globally consistent pay and reward policies.

### **Overview**

Potential bias in annual performance ratings is mitigated by asking managers to have documented evidence for their decisions. Managers are then asked to review outcomes on an aggregated basis with a diversity lens to ensure any potential skew owing to gender, seniority or working patterns. Since the start of the COVID-19 pandemic, specific guidance has also been provided to managers for year-end performance ratings to ensure individuals are not disproportionately impacted. For example, managers were recommended to have an open discussion with their employee(s) to align on the highest business priorities and agree on a set of individual goals and outcomes that are achievable and considerate of the adjusted personal circumstances and availability of working time

- Undertaking objective job evaluations to determine the relative worth of different jobs within the organisation and eliminate wage inequalities.
- Cultivating a strong culture of pay process fairness, with no negotiation on pay after joining the company.
- Addressing pay discrepancy at the point of recruitment, with total remuneration offered to a candidate actively compared to that of existing equivalent employees, and the starting salaries of new joiners analysed on an annual basis to monitor equity.
- Application of an annual merit process, where salary progression is determined by an employee's performance rating, position in salary range, and merit budget using a salary progression matrix.
- The publication of all pay policies internally for full transparency.

To ensure ongoing fairness in Shell's pay processes, pay equity is monitored annually and globally with external validation from the Institute for Compensation Studies at Cornell University. Any 'Special Recognition Awards' (one-off bonuses) are also analysed through a gender lens. In a year where the UK Government relaxed gender pay gap reporting regulations, Shell also continued to report its gender pay gap data to remain transparent and keep gender balance in focus.

### **Method:**

Here's how businesses can follow Applied in building fairer hiring processes:

To make [CV screening](#) as fair as possible, use a peer-review system and set criteria to keep the focus on candidates' abilities. Criteria could look at what candidates have achieved in past roles, for example, rather than their previous job titles. Then, have three different people assess these criteria so that final scores average out individual biases.

**Result**

The result of robust, transparent, nondiscriminatory, and globally consistent pay and reward policies at Shell has meant there is little difference in gender pay equity