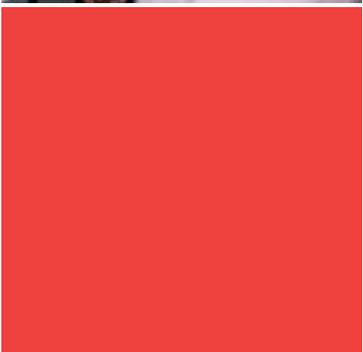
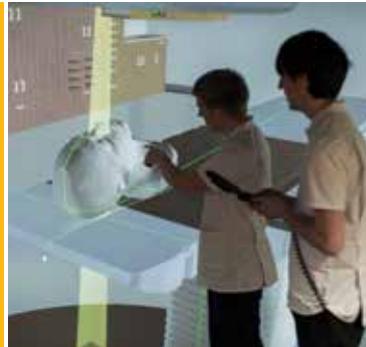


Gender Pay Gap *2018*

**This report details our results for 2018
and focus areas to ensure gender equality**



Introduction

Sheffield Hallam University is committed to building a great university by providing an outstanding environment in which to study, research and work.

Gender Pay Gap legislation, introduced in April 2017, requires all employers with 250 or more employees to **publish** the gender pay gap of those in scope annually. The legislation requires employers to carry out seven calculations that show the difference between the average earnings of men and women in the University.

The gender pay gap is different to equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. The gender pay gap shows the difference in average pay between men and women.

The University is committed to the principle of equal pay for work of equal value for all its employees. We believe that operating a fair, transparent and objective pay system is fundamental to sustaining wellbeing, success and organisational reputation.

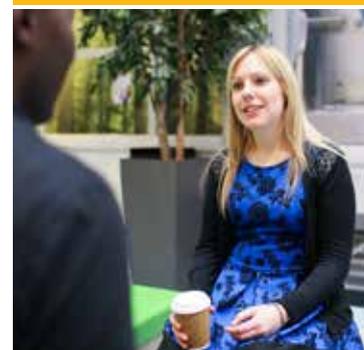
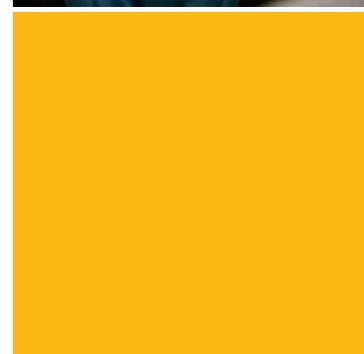
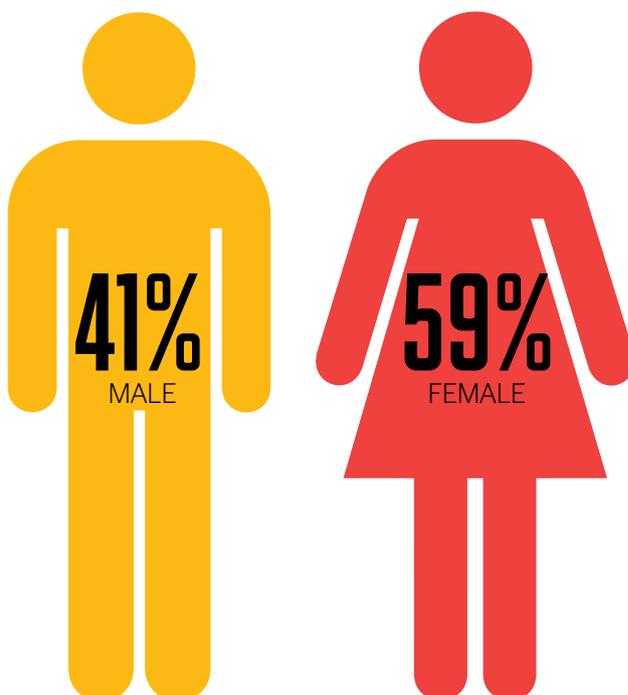
Our Workforce

Every job at the University is evaluated and placed within a grade. Grades vary by levels of responsibility and each grade has a specific pay range. Staff will progress through the grades and pay range as they develop their careers.

A proportion of employees are appointed on a fixed rate salary within casual or training roles.

The percentages of female and male employees are the same as in 2017. The number of employees is higher, mainly due to an increase in the number of casual workers who were paid in March 2018 when compared with March 2017.

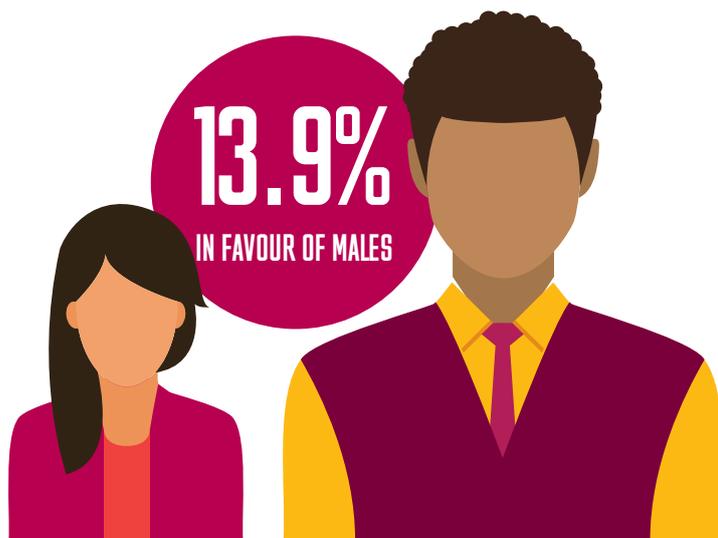
**AT 31 MARCH 2018
4885 EMPLOYEES**



Gender Pay Gap

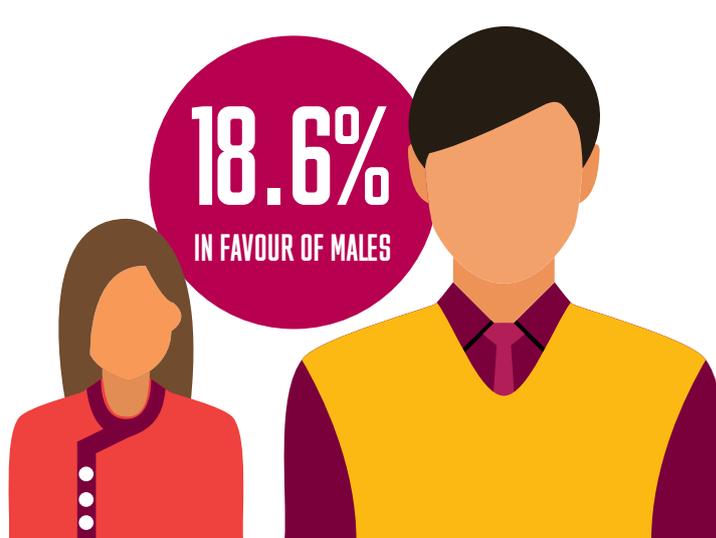
The gender pay gap calculation includes all employees who received their usual rate of pay in March 2018. This means that employees on reduced pay or unpaid leave in that month are excluded. The percentage figure shows the difference between the average hourly rates of pay that males and females received.

MEAN PAY GAP



The University's mean (average) gender pay gap is 13.9%. This is lower than the Higher Education sector average of 14.8%.

MEDIAN PAY GAP



At 18.6% our median (middle) gender pay gap is higher than the 15.6%* average across the Higher Education sector.

*as published by UCEA in April 2018

The mean and median pay gaps have both increased from March 2017 when the mean was 13.3% and the median was 16.2%. This is clearly disappointing. However we are in the early stages of our plan to address the gender pay gap.

The main reason for the increase is because the average hourly rate of pay for male employees has increased by a bigger percentage than the average hourly rate of pay for female employees. A significant contributor to this is the inclusion of the casual workers who were paid in March, which has the potential to skew the data.

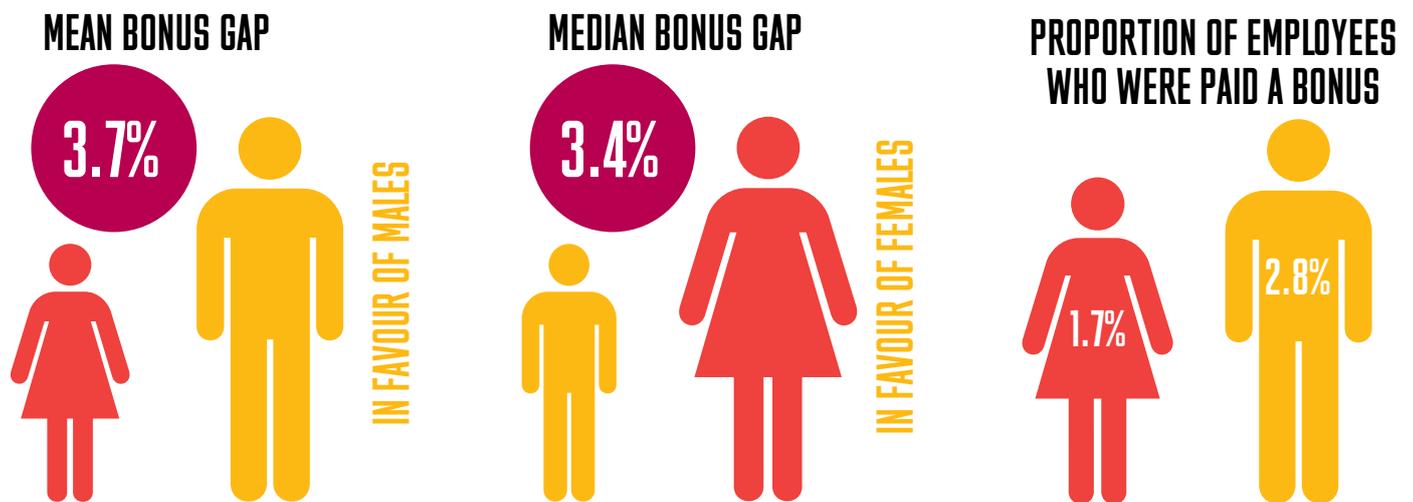
Casual workers are engaged on an irregular or flexible basis, often to meet a fluctuating demand for work. There is no agreement as to whether any work will be offered and the worker is not obliged to accept it. Roles typically undertaken by casual workers include Student Ambassadors and Exam Invigilators.

If this group are removed, the mean improves from 13.2% to 12.0% although the median still increases from 13.7% to 16.2%. As the number of casual workers who are paid each March will vary, we will continue to monitor the gap excluding casual workers too.

Bonus Gap

The figures below show the difference between the bonus payments that male and female employees received within the previous 12 months. This calculation includes all one-off payments made as a result of an individual's performance. It also includes ad hoc, one-off payments such as honorariums and royalty payments.

The University operates two key bonus schemes. The pay for all senior staff is performance related. All other employees are eligible to apply for a bonus through an annual process.



89 female and 92 male employees received a bonus payment within the 12 month reporting period.

The bonus gap has reduced significantly from March 2017 when the mean bonus gap was 30.8% and the median bonus gap was 23.5%. The proportion of female employees who received a bonus has remained the same whilst the proportion of male employees has increased slightly from 2.4%.

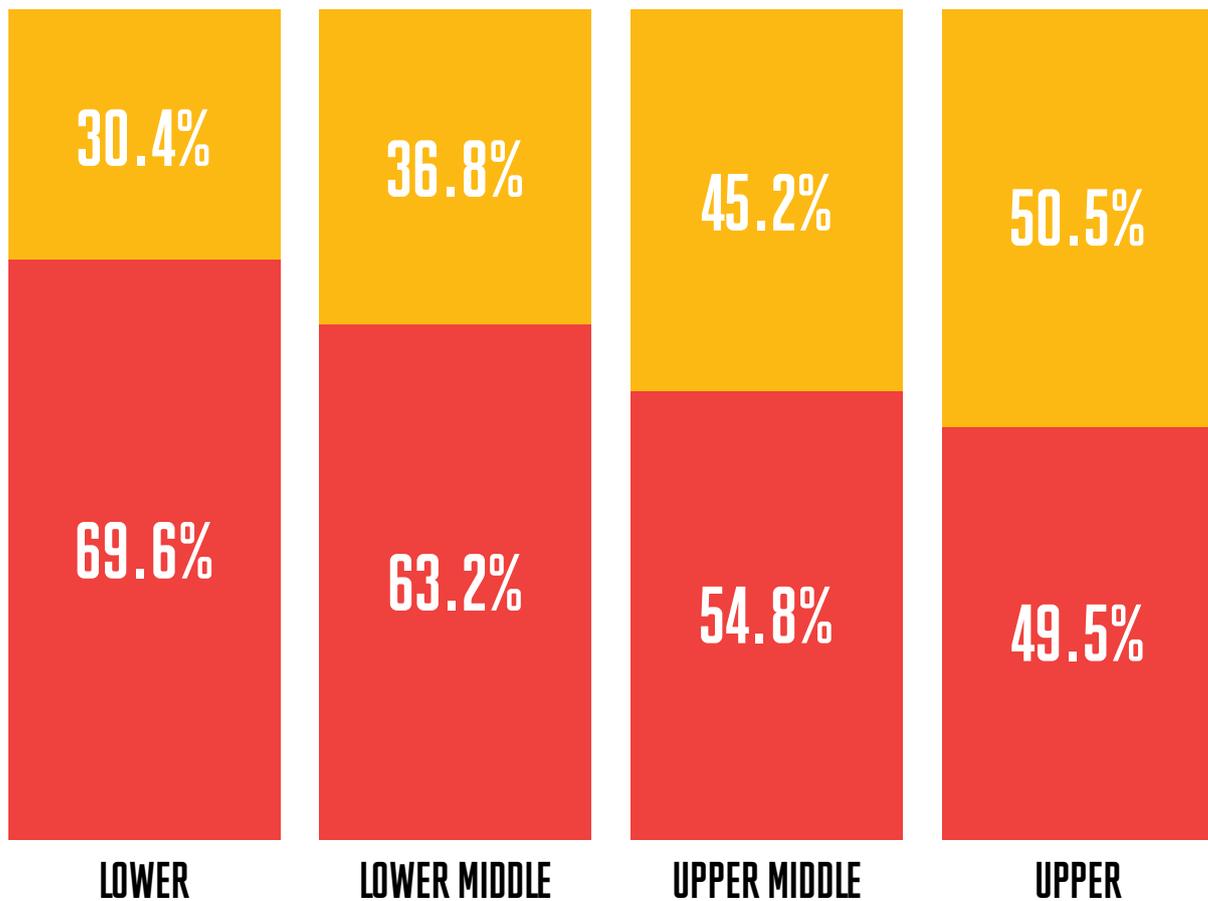
The bonus gap has primarily reduced because the range of payment amounts was smaller in 2018 than it was in 2017. This could change again next year as only a small number of employees receive bonus payments meaning small changes have a greater impact. We will continue to monitor bonus payments to ensure fairness and equity.

Pay Quartiles

The chart below shows the proportion of male and female employees as at 31 March 2018 in four quartile pay bands; lower, lower middle, upper middle and upper.

In order to complete the calculations the University is required to list all employees, along with their gender, in order of lowest hourly rate to highest hourly rate of pay.

The list is then split into four equal sections, known as quartiles, with an equal number of employees in each section.



It is noted that 56.0% of the University's female employees are within the lower and lower middle quartiles, as opposed to 41.5% of male colleagues.

The pay quartiles have not changed between March 2017 and March 2018. This is one of reasons why there has not been a reduction in the overall gender pay gap.



Closing the Gap

Equality, diversity and inclusion are a priority for the University and we will continue to work to close the gender pay gap alongside other initiatives to improve equality for students and staff. We need to work to attract, retain and develop female employees. The University Leadership Team has a gender champion who promotes gender equality and leads activity to raise awareness and improve outcomes for female employees.

We are committed to closing the gender pay gap. To achieve this, the actions we outlined in our previous Gender Pay Gap report continue to be our key priorities:

- Aim for a workforce with an equal balance of male and female employees at each grade;
- Investigate the barriers to part-time working at a senior level;
- Continue to support women to progress in their careers so that the proportion of women in senior grades increases by offering targeted development as well as ensuring female participation in other leadership development programmes;
- Continue to monitor, and where necessary adapt our reward policies and processes annually to ensure that decisions on bonuses and pay are fair, transparent and consistent;
- Review the University's promotion processes to ensure that opportunities to progress are equal;
- Deliver mandatory unconscious bias training for managers who are involved in decision making within recruitment and reward processes with effect from 1 April 2018; and
- Complete regular Equal Pay Audits to provide analysis and insight into gender pay issues and track our progress.

In addition we will:

- Undertake further analysis of the impact of starting salary recommendations, revising the guidance to managers as appropriate;
- Embed equality analysis in our decision making and processes, ensuring they are completed for all aspects that affect gender pay; and
- Consider a development programme for Grade 2/3 staff in order to support them with their future personal and career development.

In terms of progress we have:

- Undertaken a workshop with the Parents & Carers Network to understand some of the barriers to part-time working;
- Supported 12 female employees in attending the Heads of Department programme and 18 female employees in attending Aurora;
- Undertaken annual reviews of our contribution pay and SSG pay review processes which demonstrate that female employees are being treated fairly;
- Started to build an annual report which will help us to monitor our reward policies and processes better in the future;
- Reviewed the University's bonus processes and made changes to the payment amounts in the SSG pay review process as a result;
- Started to deliver mandatory equality essentials and unconscious bias training for all staff, which has been completed by 1050 employees so far;
- Started to deliver additional mandatory unconscious bias training for managers to enable them to participate in recruitment and selection panels, which has so far been completed by 360 managers;
- Started to deliver mandatory training for staff to enable them to chair recruitment and selection panels, which has so far been attended by 530 employees;
- Given panel members responsibility for guaranteeing that there is a gender balance on all recruitment and selection panels, and the spot checks we have made since the introduction of the chairs training have not identified any panels that were unbalanced;
- Started to discuss the diversity profile of their area with each recruiting manager to identify areas of disparity and consider attraction strategies that will address them; and
- Applied the recommended Living Wage Foundation hourly rate to all employees, including those in training roles, from 1 August 2018.

