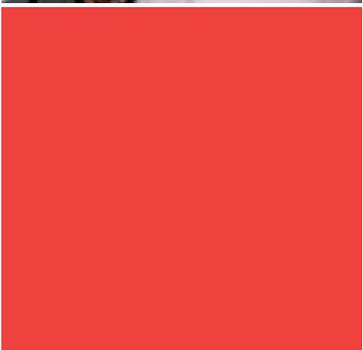
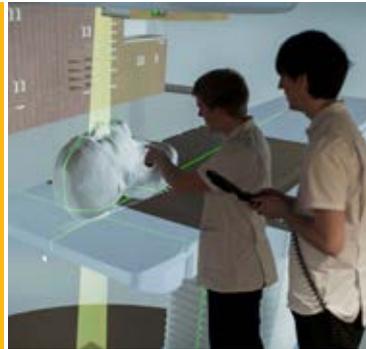


Pay Gap Report *2020*

This report details our results for 2020 and areas of focus to ensure equality across gender, race and disability



Foreword

As the lead for Equality, Diversity and Inclusion in the University I am pleased to introduce our fourth pay gap report. In addition to the mandatory reporting on gender, for the second time we are also including data around ethnicity and disability. Whilst we need to do more work in these areas, I hope that this demonstrates our commitment to pay equality for all staff, regardless of any protected characteristic.

I am pleased to report this year that there has been a reduction in our overall mean and median gender pay gap. We have also seen a reduction in our disability pay gap, although disappointingly there has been little change in our ethnicity pay gap. However, I believe the improvements in our gender pay gap are as the result of a number of actions we have taken over the past three years and act as a starting point for continuous progress across all areas.

Dr Sally Jackson
Chief People Officer

Introduction

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

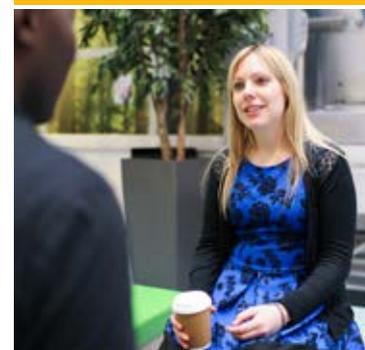
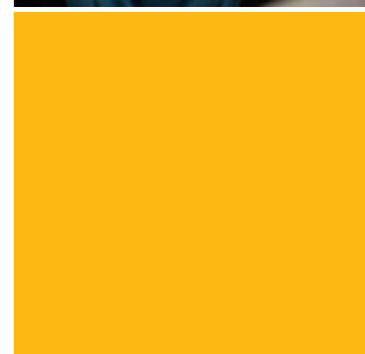
The gender pay gap is different from equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. The gender pay gap shows the difference in average pay between men and women.

Since reporting our initial pay gap in March 2018, we have been working across a number of fronts to reduce our gender pay gap. We are pleased to report a drop in our headline gender pay gap figures this year which demonstrates our continued progression in this area.

In January 2019 the UK government closed its consultation on ethnicity pay gap reporting and we anticipate this will become a new requirement alongside gender pay gap reporting in the future.

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.

We will therefore continue to voluntarily publish our ethnicity and disability pay gap data because we believe it's an important step towards ensuring our workforce is diverse, inclusive and fair for everyone. We are committed to transparency and want to identify and address the challenges for colleagues in BAME groups and our colleagues with disabilities.



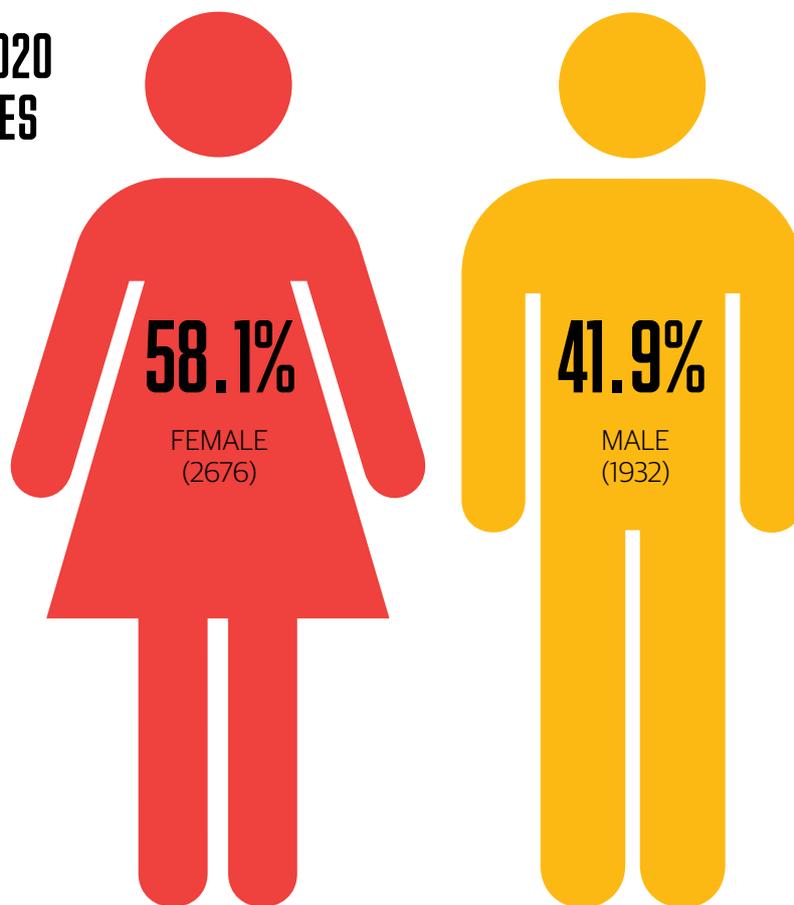
Our Workforce

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.

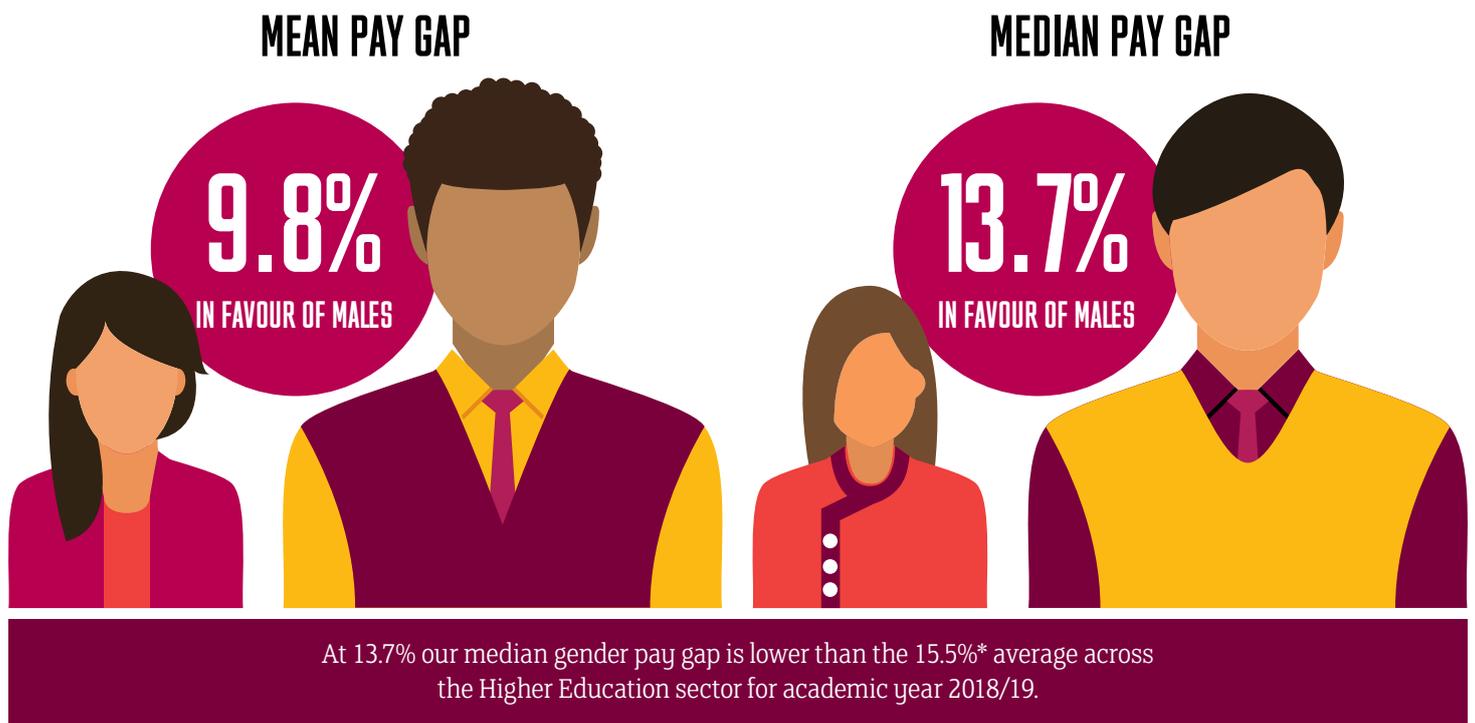
The percentages of female and male employees are similar to 2019 but the number of employees is lower (4608 employees). This is mainly due to the University undertaking restructuring activity.

**AT 31 MARCH 2020
4608 EMPLOYEES**



Gender Pay Gap

The gender pay gap calculation includes all employees who received their usual rate of pay in March 2020. This means that employees on reduced pay or unpaid leave for whatever reason in that month are excluded. The percentage figure shows the difference between the average hourly rates of pay that males and females received.



*Source UCEA June 2020

It is positive to be able to report that the mean and median pay gaps have both continued to decrease from March 2018 when the mean was 13.9% and the median was 18.6%. This is encouraging and reflects some of the progress we have made in addressing the gender pay gap.

MEAN PAY GAP



MEDIAN PAY GAP



One of the reasons for the decrease in the gap is because the University extended the decision to pay all employees the Real Living Wage to casual workers on 1 January 2020.

The report includes casual workers who were paid in March and this has the potential to affect 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 of casual workers are removed, the mean improves from 9.8% to 7.6% and the median decreases from 13.7% to 11.1%. 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 have received within the last 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 honoraria 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.

MEAN BONUS GAP



MEDIAN BONUS GAP



PROPORTION OF EMPLOYEES WHO WERE PAID A BONUS



The bonus gap has increased from March 2019 when the mean bonus gap was 6.5% in favour of males and the median gap was 1.3% in favour of females.

The main reason for this increase is that the senior staff pay review process did not take place in this 12 month period. We had previously made changes to this process intended to reduce the bonus pay gap which had improved the gap significantly in the last two years. In this 12 month period, the majority of bonus payments were paid through the contribution pay process which is still linked to salary. Unfortunately this has had a negative impact on the bonus pay gap, although it should be noted that the outcomes of the process were equitable from a gender perspective.

The proportion of female employees who received a bonus has decreased from 2.3% in March 2019 to 0.9% whilst the proportion of male employees who received a bonus has decreased from 2.9% to 0.9%. This was as a result of the senior staff pay review process not taking place.

This gap 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 within the relevant processes.

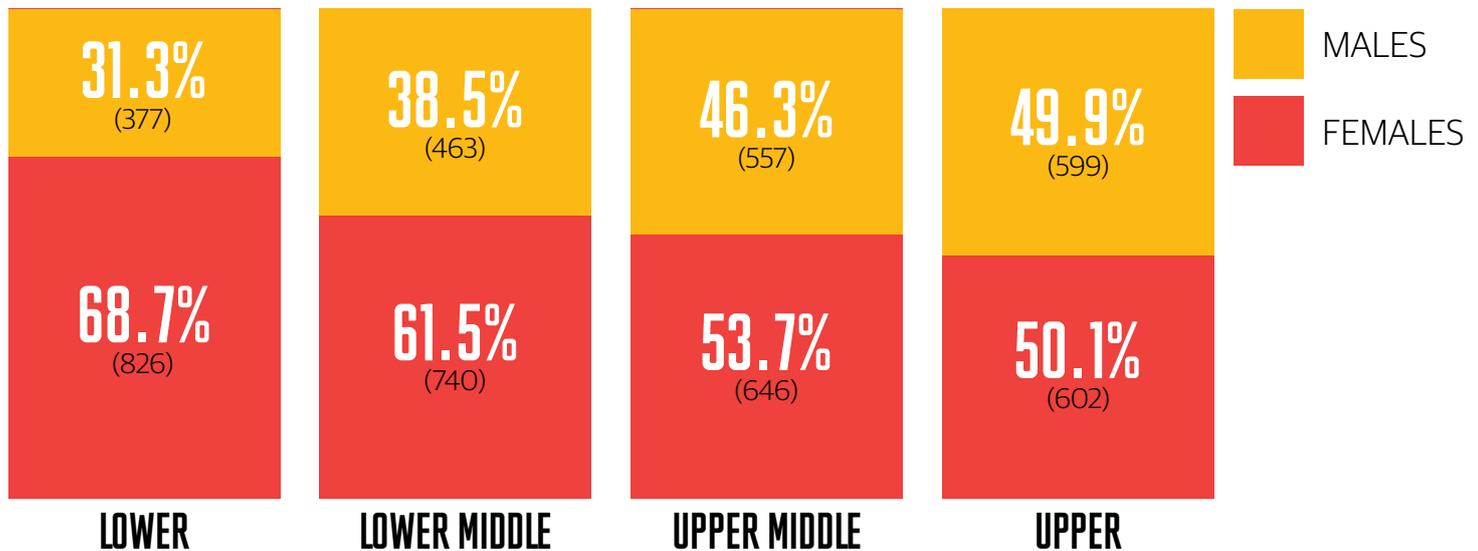
Pay Quartiles

The charts below show the proportion of male and female employees in four quartile pay bands; lower, lower middle, upper middle and upper.

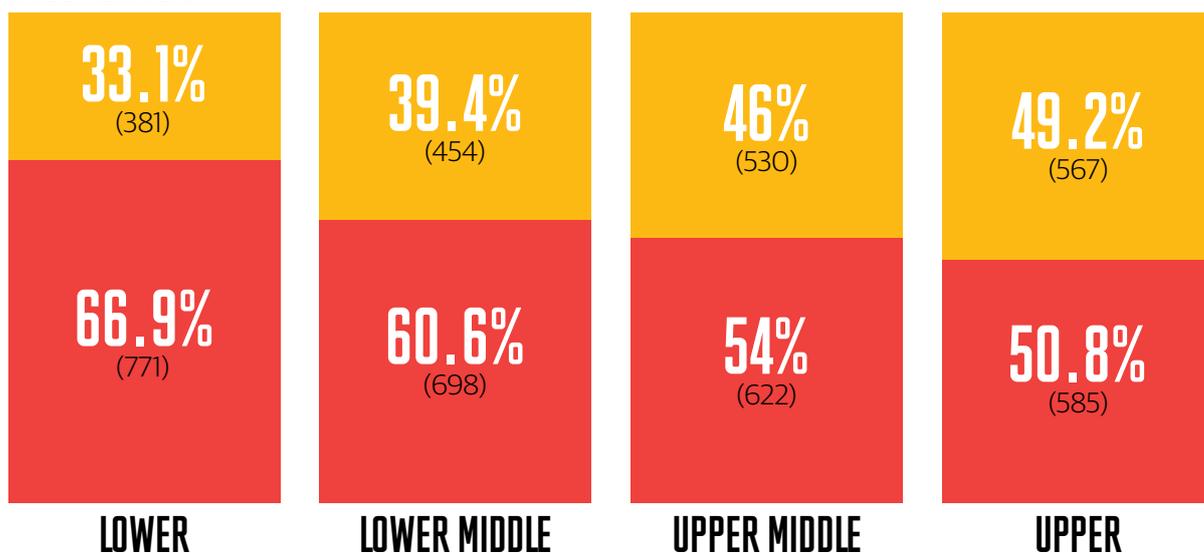
In order to complete the calculations the University is required to list all employees, along with their gender, in order of lowest hourly rate to highest hourly rate of pay. The list is then split into four equal sections, known as quartiles, with an equal number of employees in each section.

The pay quartiles are shown for 31 March 2020 and 31 March 2019 to provide a comparison. In 2020, 58% of the overall workforce were female and 42% were male. In 2019, 59% were female and 41% were male.

2019 RESULTS



2020 RESULTS



As with many organisations and the economy as a whole, a key factor behind Sheffield Hallam's gender pay gap is the imbalance of men and women across job levels. Whilst the quartiles haven't changed significantly, there are now a slightly higher proportion of females (50.8%) than males (49.2%) in the upper quartile. This suggests that the gender profile of staff between the various grades is slowly changing and becoming more balanced.

However, it is noted that 54.9% (1469) of the University's female employees are still within the lower and lower middle quartiles, as opposed to 43.2% (835) of male colleagues. Our longer term actions as detailed under 'Closing the Gap' are intended to address this.

Ethnicity

Due to our commitment in this area, although we are not required to report our ethnicity pay gap figures, we have again published these in advance of the requirement. The figures are based on the pay gap between white and Black, Asian and Minority Ethnic (BAME) employees which we recognise has limitations in identifying the differences between different ethnic groups. It is our intention to refine this analysis in future years, particularly when the outcomes of the government consultation are published.

PAY GAP DATA

Out of a total workforce of 4608 employees, we currently have 506 BAME employees and 3817 White employees. There are 285 employees whose ethnicity is unknown.

MEAN: 9.2% IN FAVOUR OF WHITE EMPLOYEES

MEDIAN: 3.6% IN FAVOUR OF WHITE EMPLOYEES

Excluding casual workers:

MEAN: 0.5% IN FAVOUR OF WHITE EMPLOYEES

MEDIAN: 1.5% IN FAVOUR OF BAME EMPLOYEES

The mean pay gap has decreased slightly from March 2019 when it was 9.8%, however there has been a small increase in the median from 2.9%. This suggests that overall there has been little change in the pay gap over the last 12 months which is disappointing. We have a number of actions identified which we anticipate will start to address this over the next few years.

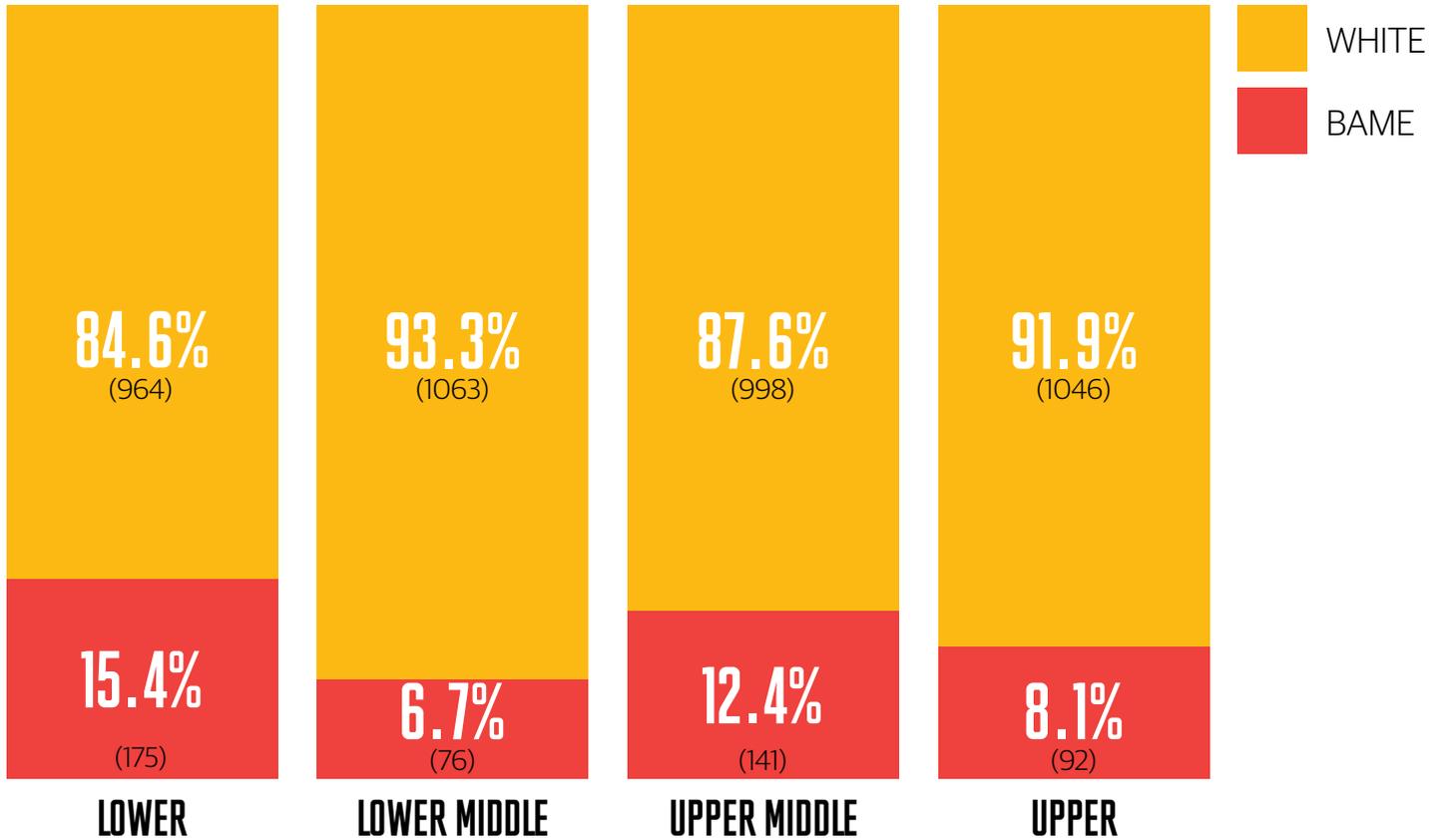
The improvement in the pay gap once casual workers are removed occurs because BAME employees are more likely to be academic staff who have a higher average salary than Professional Services staff.

Despite this gap being relatively small, this does not mean that we do not have an issue that needs to be addressed. As reflected in the quartiles below, the representation of BAME staff in senior leadership roles is low. One of the actions we are putting in place to start to address this, the Leading into the Future programme, is mentioned in the Closing the Gap section.

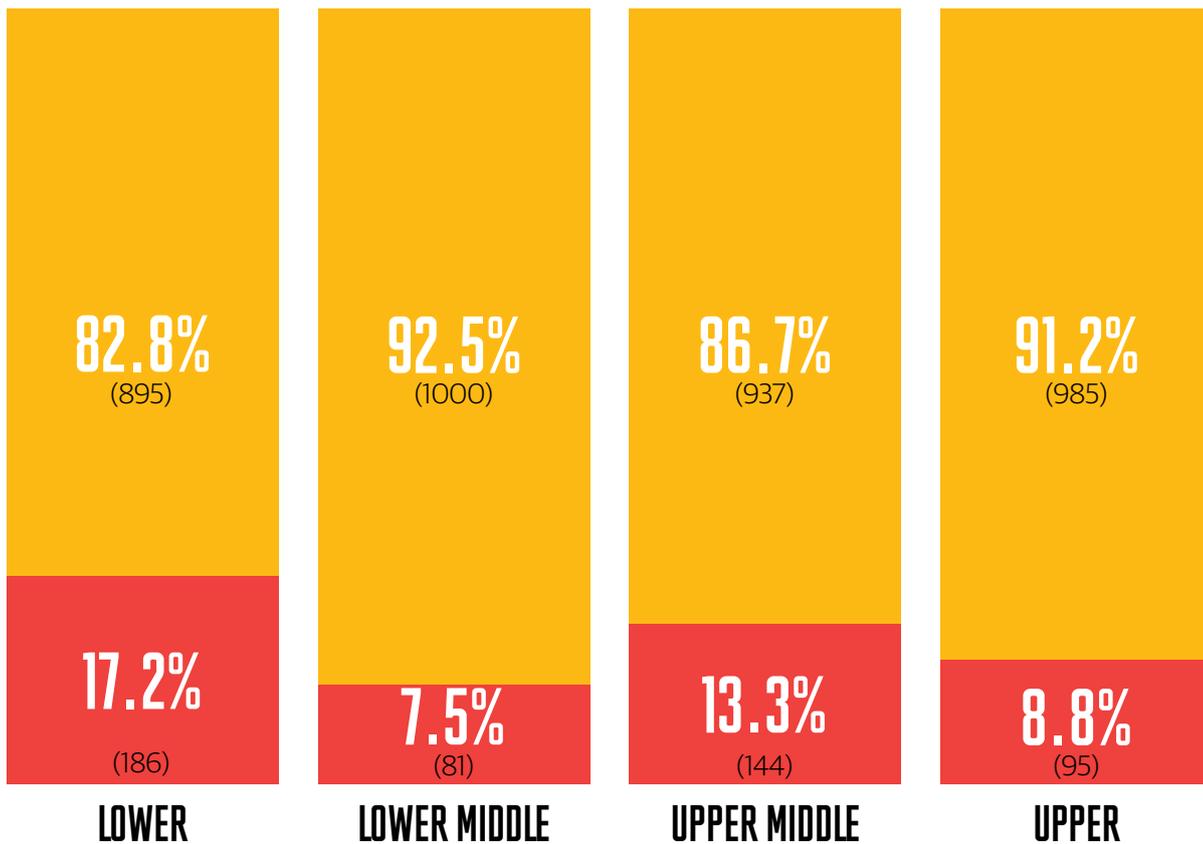
As the numbers are so small (9 BAME staff received bonus pay) we are not including the mean and median bonus gap figures for BAME staff this year.

PROPORTION OF WHITE AND BAME STAFF IN PAY QUARTILES

2019 RESULTS



2020 RESULTS

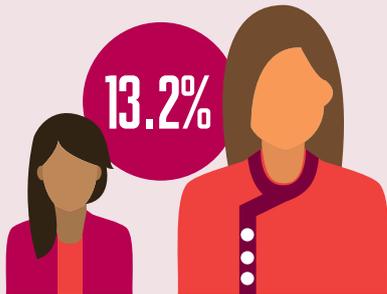


Intersectionality

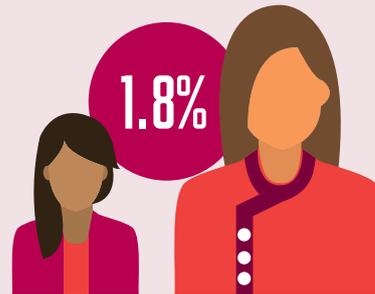
Intersectionality recognises that employees belong to several different groupings and aims to identify how these different groupings interrelate. These figures indicate that the gaps for BAME female staff are larger than for BAME males and white females so this is a group we should consider specifically in terms of actions.

DIFFERENCE IN MEAN HOURLY RATE OF PAY

MEAN PAY GAP BETWEEN BAME FEMALE AND WHITE FEMALE STAFF



BAME FEMALE – WHITE FEMALE EXC. CASUALS



MEAN PAY GAP BETWEEN BAME FEMALE STAFF AND WHITE MALE STAFF



BAME FEMALE – WHITE MALE EXC. CASUALS



MEAN PAY GAP BETWEEN BAME FEMALE AND BAME MALE STAFF



BAME FEMALE – BAME MALE EXC. CASUALS



MEAN PAY GAP BETWEEN BAME MALE AND WHITE MALE STAFF

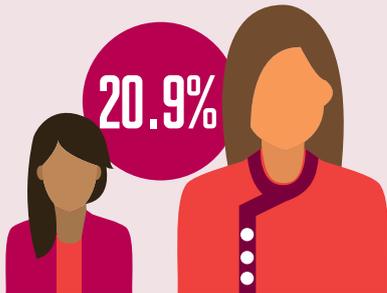


BAME MALE – WHITE MALE EXC. CASUALS



DIFFERENCE IN MEDIAN HOURLY RATE OF PAY

MEDIAN PAY GAP BETWEEN BAME FEMALE AND WHITE FEMALE STAFF



BAME FEMALE - WHITE FEMALE EXC. CASUALS



MEDIAN PAY GAP BETWEEN BAME FEMALE STAFF AND WHITE MALE STAFF



BAME FEMALE - WHITE MALE EXC. CASUALS



MEAN PAY GAP BETWEEN BAME FEMALE AND BAME MALE STAFF



BAME FEMALE - BAME MALE EXC. CASUALS



MEAN PAY GAP BETWEEN BAME MALE AND WHITE MALE STAFF



BAME MALE - WHITE MALE EXC. CASUALS



The figures including casual workers can fluctuate due to nature of workforce however there is a general reduction excluding casual workers since 2019.

Disability

For the second time we are also reporting our disability pay gap figures. Whether casuals are included or excluded, there is a gap in favour of non-disabled employees because disabled employees are more likely to be in lower graded roles.

Out of a total workforce of 4608 employees, we currently have 289 who have declared a disability (6.3%), 3938 who have not declared a disability and 381 whose disability status is unknown. The percentage of staff with a disability is unchanged from 2019.

PAY GAP DATA

THE UNIVERSITY'S OVERALL MEAN DISABILITY PAY GAP IS 10.5%

THE UNIVERSITY'S OVERALL MEDIAN DISABILITY PAY GAP IS 16.2%

Excluding casuals:

THE UNIVERSITY'S OVERALL MEAN DISABILITY PAY GAP IS 7.4%

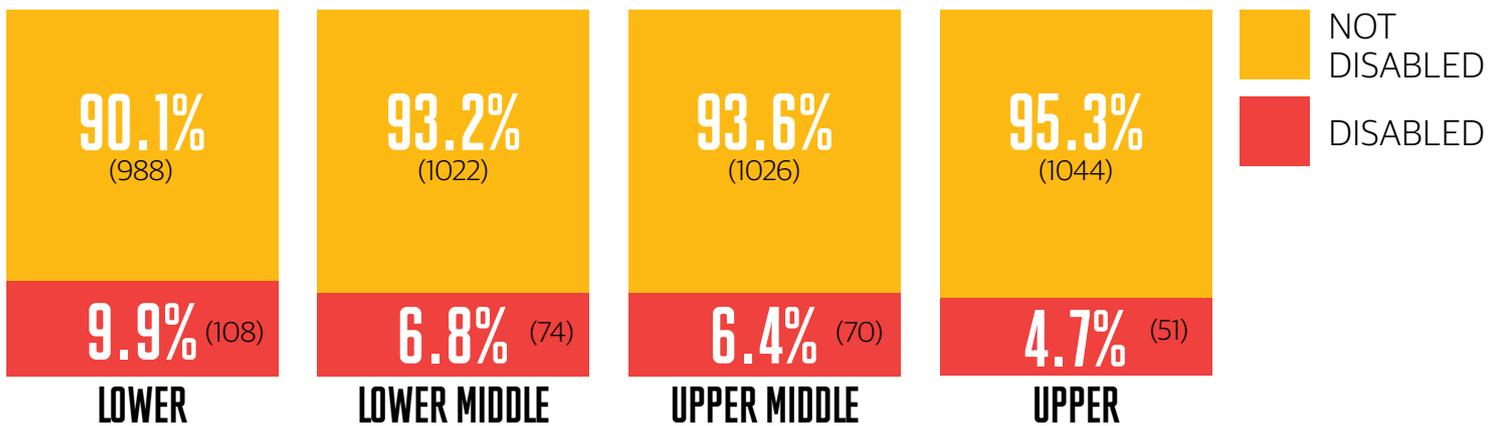
THE UNIVERSITY'S OVERALL MEDIAN DISABILITY PAY GAP IS 11.1%

The mean and median pay gaps have both decreased from March 2019 when the mean was 13.6% and the median was 17.3%. This is encouraging and reflects some of the progress we have made in addressing the pay gap.

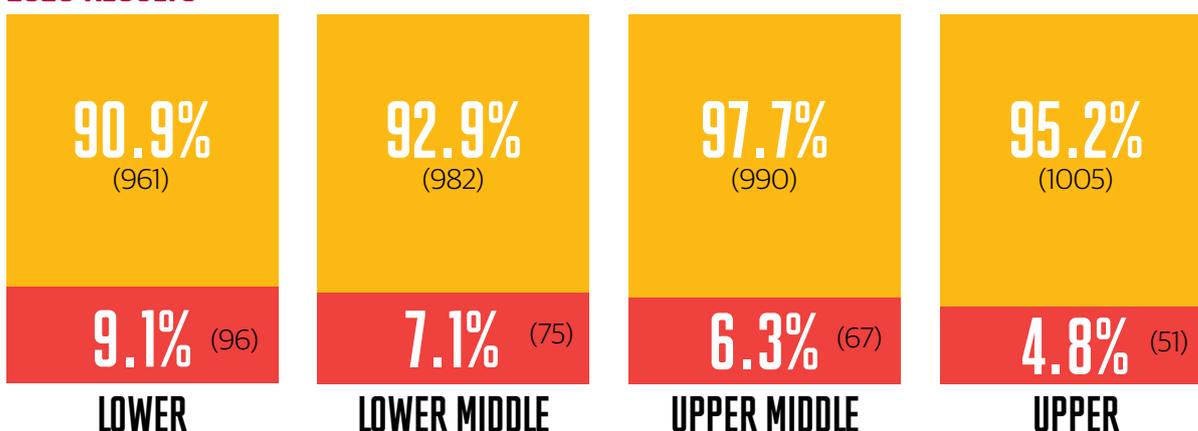
As the numbers are so small (6 Disabled staff received bonus pay) we are not including the mean and median bonus gap figures for Disabled staff.

PROPORTION OF DISABLED AND NON-DISABLED STAFF IN PAY QUARTILES

2019 RESULTS



2020 RESULTS



Closing the Gap

Equality, diversity and inclusion are a priority for the University and we will continue to work towards closing the gender pay gap alongside other initiatives to improve equality for students and staff. We will continue to prioritise activity that helps attract, retain and develop female, BAME and disabled employees, particularly in those areas where there is the greatest need.

To support this work, the University Leadership Team has a champion for each of the protected characteristics who promotes each group and leads activity to raise awareness and improve outcomes in their areas. The Champions are active in leading steering groups for gender, race, disability and LGBT+. Development for the ULT Champions is currently being designed and is due to be delivered before the end of the year. This role will continue to be a priority area in 2021.

We are committed to closing the pay gap for all groups. To achieve this, the actions we outlined in our previous Pay Gap reports continue to be our key priorities:

Previous 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 female, BAME and disabled employees to progress in their careers so that the proportion of these groups in senior grades increases by offering targeted development as well as ensuring their participation in other leadership development programmes.
- 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.
- Complete regular Equal Pay Audits to provide analysis and insight into gender pay issues and track our progress.
- 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 pay.
- Consider a development programme for Grade 2/3 staff in order to support them with their future personal and career development.

In addition we will:

- Recruit using the equal merit principles for all vacancies where the department has a low number of BAME staff.
- Launch Leading Into the Future in the autumn of 2020, a targeted leadership development programme to support minority ethnic staff aspiring to progress into senior roles.
- Commit to including our LGBT+ pay gap in the 2021 pay gap report.
- Review the leadership and management development offer, ensuring it fully supports all staff
- Review our approach to flexible working in the context of the Covid-19 pandemic.
- Improve our systems for monitoring the progression of staff with protected characteristics who have been supported in their development.

In terms of progress we have:

- Extended the recommended Living Wage Foundation hourly rate to all casual workers from 1 January 2020.
- Continued to discuss the diversity profile of their area with each recruiting manager to identify areas of disparity and considered attraction strategies that will address them.
- Redesigned and relaunched our Equality Impact Assessment process and guidance to ensure that all of our activities are inclusive and do not directly or indirectly discriminate against any protected characteristics.
- Continued to deliver mandatory equality essentials training for staff, which has been completed by 2735 employees.
- Continued to deliver mandatory unconscious bias training. Level 1 (for all staff) has been completed by 3201 employees and Level 2 (for managers) has been completed by 1960 employees.
- Supported another 36 female employees in attending the sector-wide Aurora programme, which provides development for female employees who want to progress into leadership and management roles in HE.
- Supported 23 female academics on the Aspire mentoring scheme which ran from 2018-2020, a local programme aimed at addressing the gender imbalance at senior academic and leadership levels.
- Committed to submitting for the Race Equality Charter (REC) in 2021.
- Committed to submitting for Institutional Athena Swan Bronze for 2022.
- Developed plans to submit for the Stonewall Workplace Equality index in 2021.
- Committed to resubmitting for the Disability Confident employer scheme in 2021.
- Supported 5 staff in attending the Stellar HE leadership programme, and a further 6 staff on Advance HE's Diversifying Leadership programme, both programmes specifically aimed at BAME staff.
- Set up cross university steering groups for LGBT+ and disability.
- Strengthened the staff networks and set up a networks co-chair meeting to support the networks and consider intersectionality.



Glossary

PAY

Pay includes basic pay, allowances, paid leave and shift premium pay. It does not include overtime, redundancy payments or expenses. Bonus pay includes cash, vouchers and any remuneration which relates to productivity, performance, incentive or commission.

PAY GAP

The pay gap is the difference in hourly pay between two groups of employees in an organisation. It is expressed as a percentage of the group who are usually paid more e.g. the gender pay gap is a percentage of the hourly pay of male employees. A positive number means male employees earn more than female employees and a negative number means the reverse.

EQUAL PAY

As set out in the Equality Act 2010, male and female employees in the same employment performing equal work must receive equal pay. This is different to the pay gap which looks at all employees, not just those performing equal work.

MEAN PAY

The mean is the sum of all the hourly pay rates for a group of employees added together and then divided by the number of employees in that group. Due to the way in which it is calculated, the mean is affected by hourly pay rates that are very low or very high in comparison to other pay rates.

MEDIAN PAY

The median is the hourly pay rate that falls in the middle of a group of pay rates when they are ordered from smallest to largest. Due to the way in which it is calculated, the median is not affected by hourly pay rates that are very low or very high in comparison to other pay rates.

QUARTILES

Quartiles divide employees into four groups, depending on their pay rate, when these are ordered from smallest to largest. Each quartile is then analysed to establish the percentage of employees in each quartile who are from each group.

