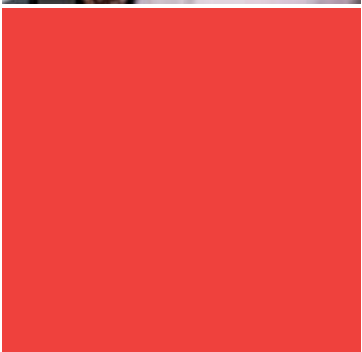
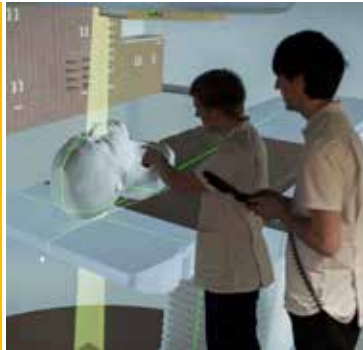


Pay Gap Report *2019*

This report details our results for 2019 and focus areas 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 third pay gap report. In addition to the mandatory reporting on gender, for the first 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 figures. I believe this is as a result of a number of actions we have taken over the past two years and acts as a starting point for continuous progress.

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.

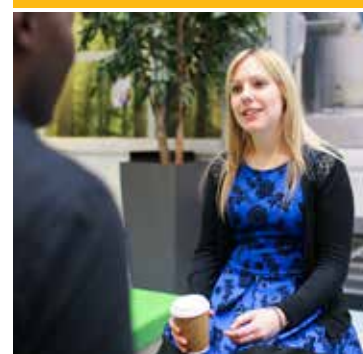
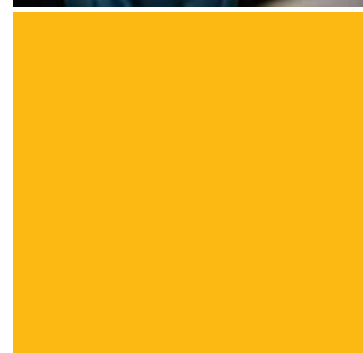
Gender Pay Gap legislation, introduced in April 2017, requires all employers with 250 or more employees to **publish** the gender pay gap of those in scope annually. The legislation requires employers to carry out seven calculations that show the difference between the average earnings of men and women 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 the gap. We anticipate that the impact of this will be more apparent when we report our figures based on March 2021. We are pleased in the meantime to report a modest drop in our headline figures this year which demonstrates incremental progression.

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 have therefore chosen to publish voluntarily our ethnicity and disability pay gap data from this year onwards 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.



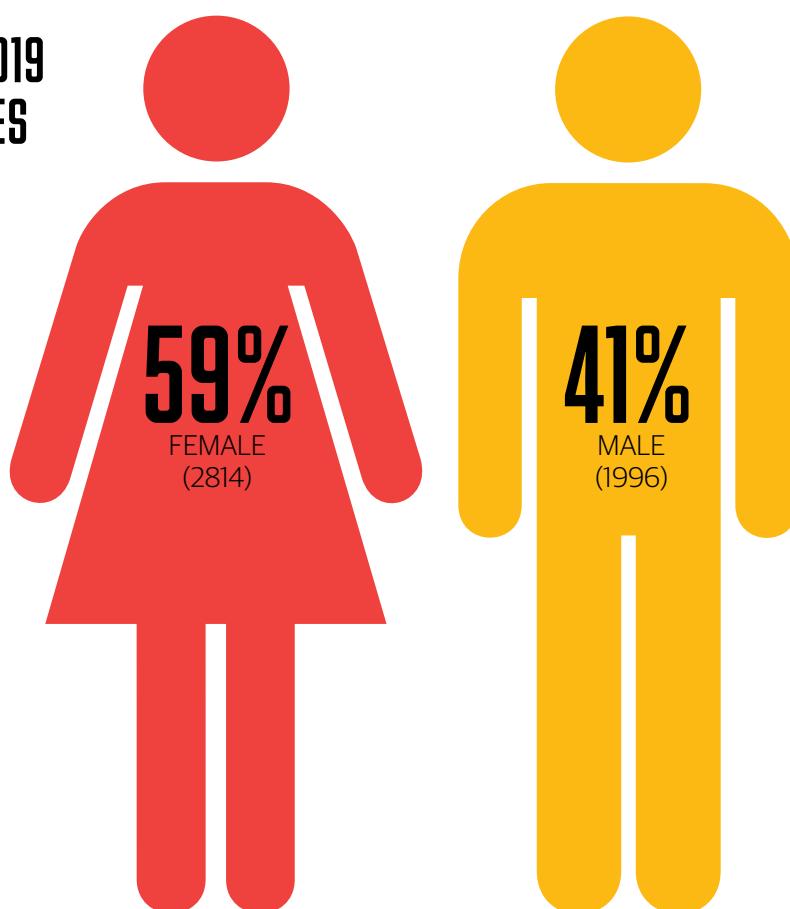
Our Workforce

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 the same as in 2018 but the number of employees is lower (4885 employees). This is mainly due to the University undertaking restructuring activity within Professional Services.

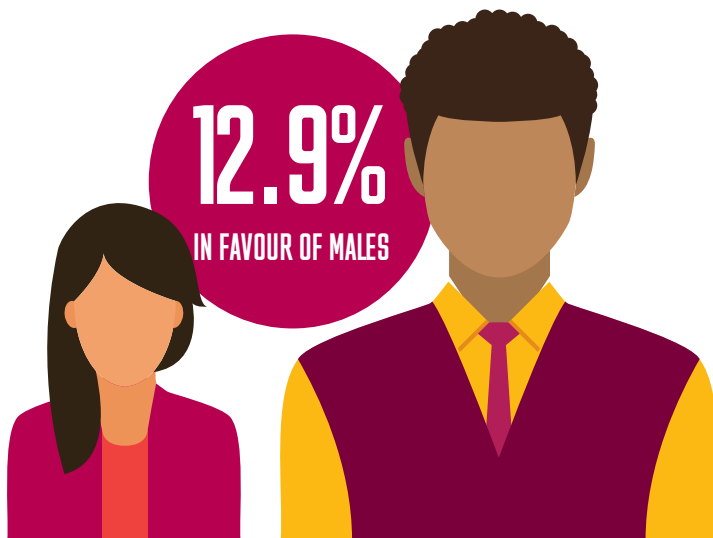
**AT 31 MARCH 2019
4810 EMPLOYEES**



Gender Pay Gap

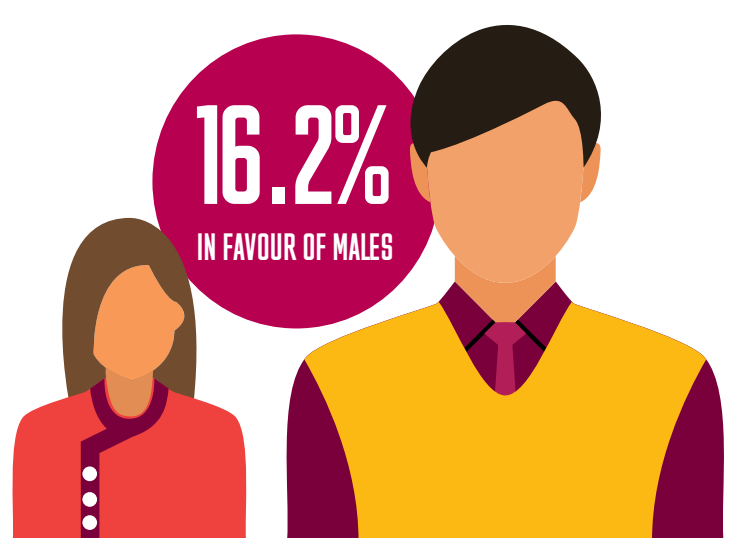
The gender pay gap calculation includes all employees who received their usual rate of pay in March 2019. This means that employees on reduced pay or unpaid leave for whatever reason in that month are excluded. The percentage figure shows the difference between the average hourly rates of pay that males and females received.

MEAN PAY GAP



The University's mean (average) gender pay gap is 12.9%. This is lower than the Higher Education sector average of 16.1%*.

MEDIAN PAY GAP



At 16.2% our median (middle) gender pay gap is higher than the 15.0%* average across the Higher Education sector.

*Source UCEA April 2018

The mean and median pay gaps have both decreased 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.

One of the reasons for the decrease in the gap is because the University began to pay the Real Living Wage to employees (excluding casual workers) from 1 August 2018. Of the employees whose pay has increased following this decision, 70% are female (68 females) which has had a positive impact on the gender pay gap.

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.

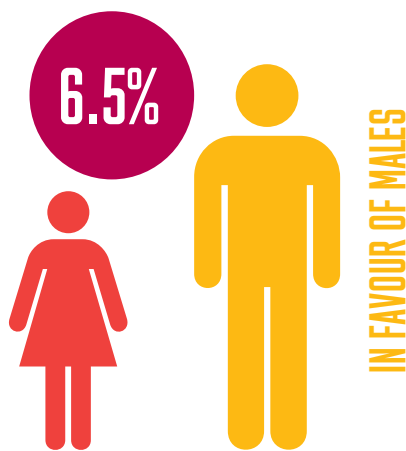
If this group of casual workers are removed, the mean improves from 12.9% to 10.5% and the median decreases from 16.2% to 13.7%. As the number of casual workers who are paid each March will vary, we will continue to monitor the gap excluding casual workers too.

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 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.

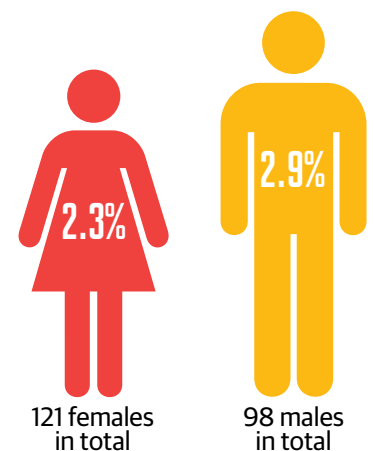
MEAN BONUS GAP



MEDIAN BONUS GAP



PROPORTION OF EMPLOYEES WHO WERE PAID A BONUS



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

The bonus gap has increased from March 2018 when the mean bonus gap was 3.7% in favour of males and the median gap was 3.4% in favour of females. The proportion of female employees who received a bonus has increased from 1.7% in March 2018 whilst the proportion of male employees who received a bonus has remained almost the same.

The mean and median bonus gaps have increased largely because of a number of small casual bonus payments which have been made this year (16 in total). It is unusual for casual workers to be paid a bonus and the group who received the payments were disproportionately female (11 in total) which is why it has affected the gap. In addition to the payments to casual workers, we also paid one royalty payment of £4,749.

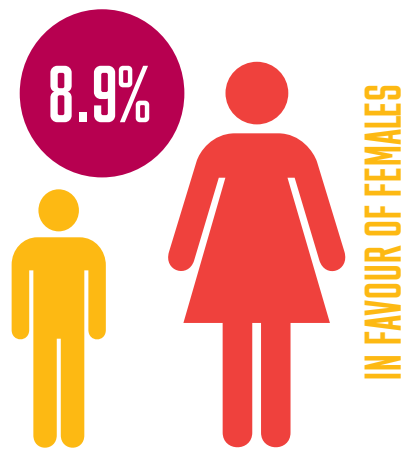
This gap could change again next year as only a small number of employees receive bonus payments meaning small changes have a greater impact. We will continue to monitor bonus payments to ensure fairness and equity. Excluding casuals, the mean bonus pay gap is 2.6% in favour of males. The median bonus pay gap is 8.9% in favour of females.

Bonus Gap (excluding casuals)

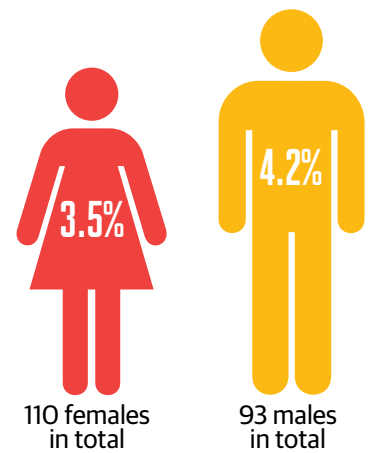
MEAN BONUS GAP



MEDIAN BONUS GAP



PROPORTION OF EMPLOYEES (EXCLUDING CASUALS) WHO WERE PAID A BONUS

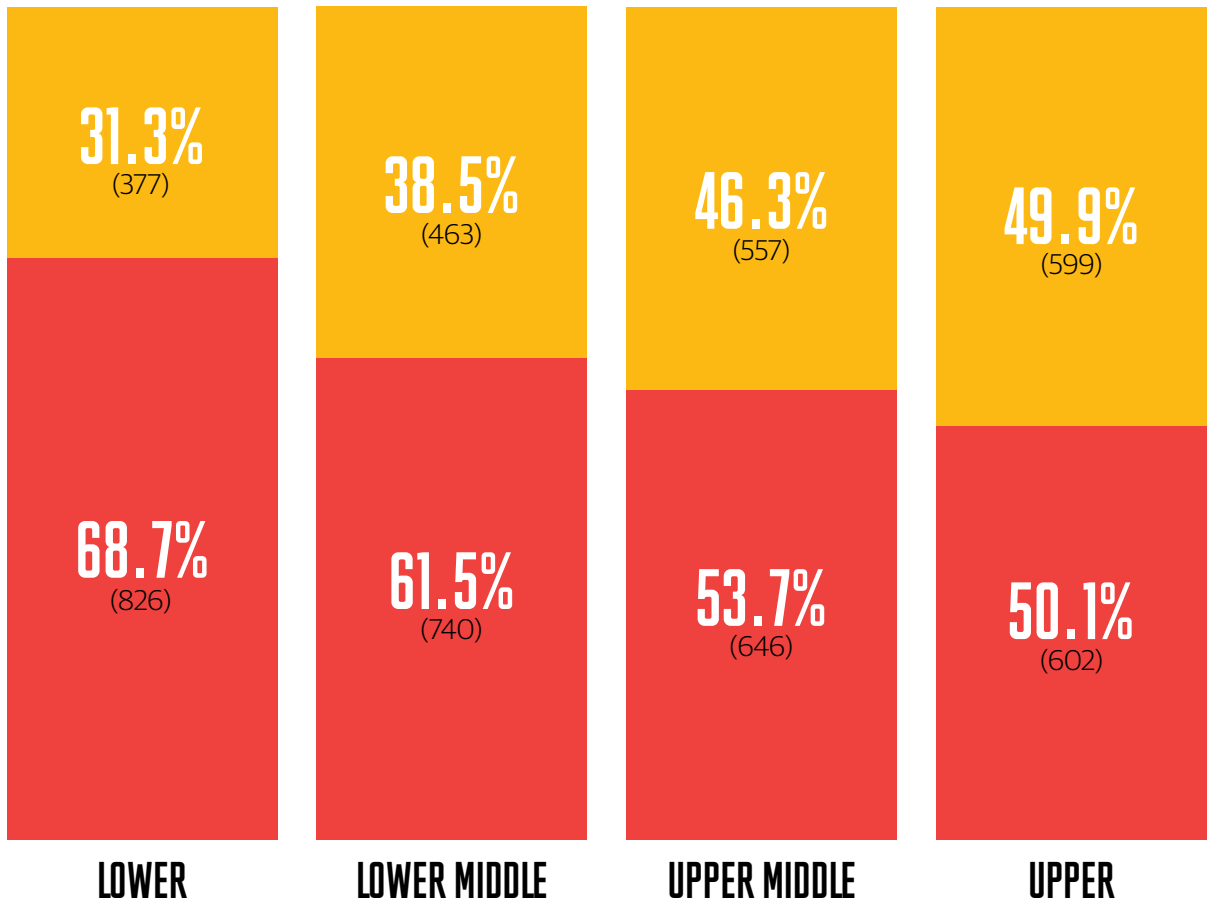


Pay Quartiles

The chart below shows the proportion of male and female employees as at 31 March 2019 in four quartile pay bands; lower, lower middle, upper middle and upper.

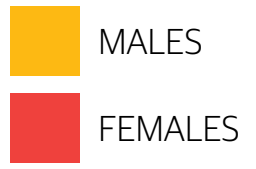
In order to complete the calculations the University is required to list all employees, along with their gender, in order of lowest hourly rate to highest hourly rate of pay.

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



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. The proportion of females has decreased marginally across all pay levels, aside from the upper quartile where the percentage of females has increased. There are now equal numbers of female and males in the upper quartile. This suggests that the gender profile of staff between the various grades is slowly changing and becoming more balanced.

It is noted that 56.0% (1566) of the University's female employees are within the lower and lower middle quartiles, as opposed to 42.0% (840) of male colleagues. This was the same as in March 2019. 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 this year, we have published these in advance of the requirement. The figures are based on the pay gap between white and 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 4810 employees, we currently have 484 BAME employees and 4326 White employees.

MEAN: 9.8% IN FAVOUR OF WHITE EMPLOYEES

MEDIAN: 2.9% IN FAVOUR OF WHITE EMPLOYEES

Excluding casual workers:

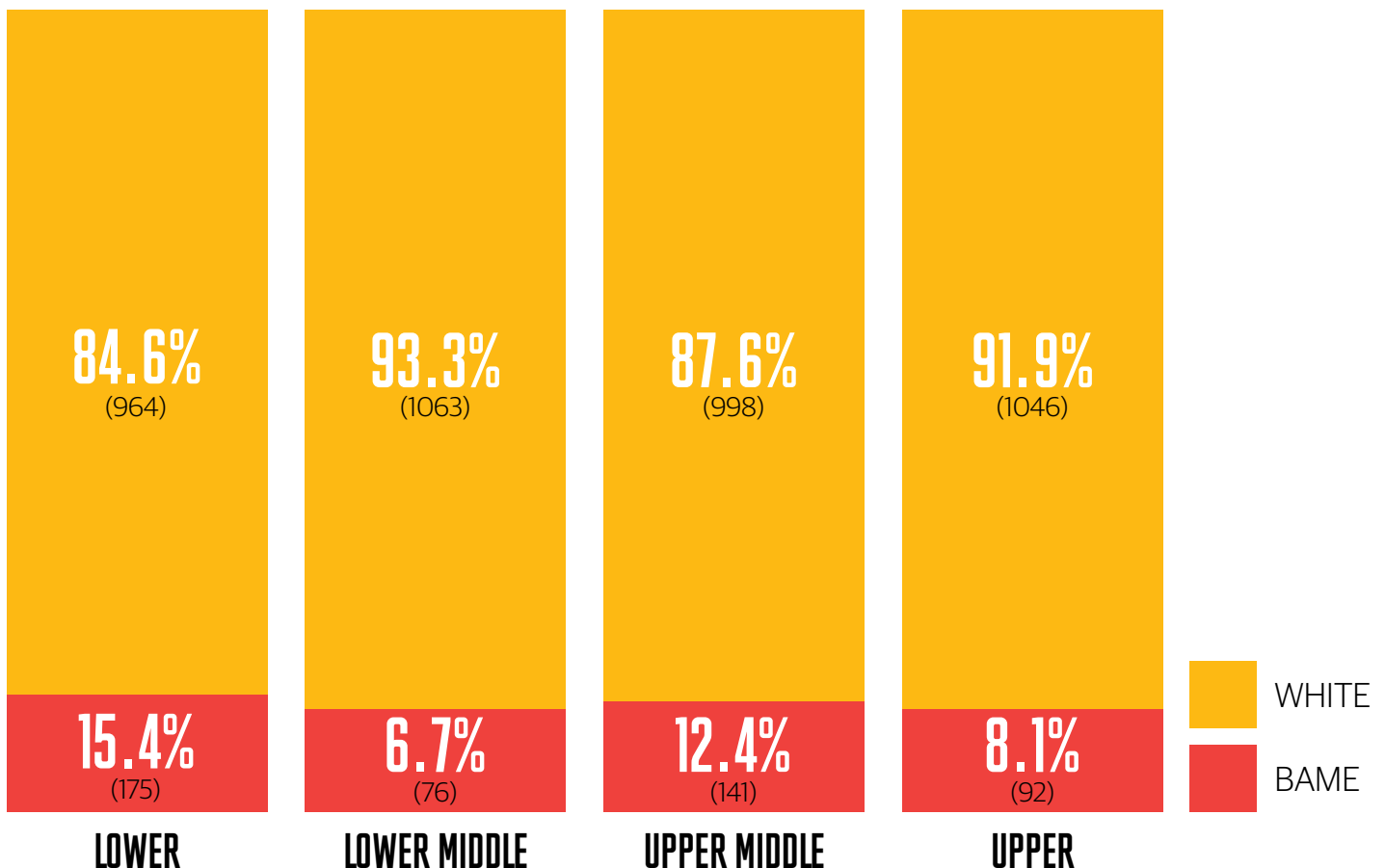
MEAN: 0.2% IN FAVOUR OF BAME EMPLOYEES

MEDIAN: 4.1% IN FAVOUR OF BAME EMPLOYEES

The positive pay gap in favour of BAME employees 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.

As the numbers are so small (12 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 QUANTILES

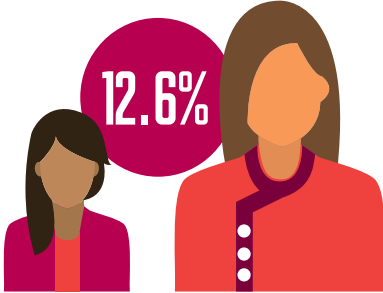


Intersectionality

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 AND WHITE FEMALE STAFF



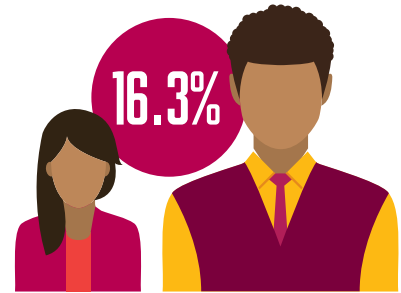
BAME FEMALE - WHITE FEMALE EXC. CASUALS

MEAN PAY GAP BETWEEN BAME FEMALE STAFF AND WHITE MALE STAFF

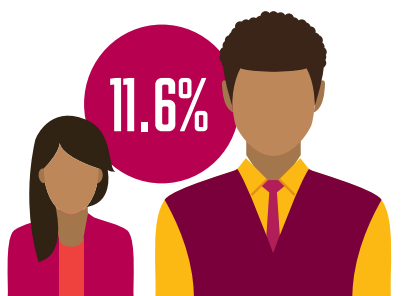
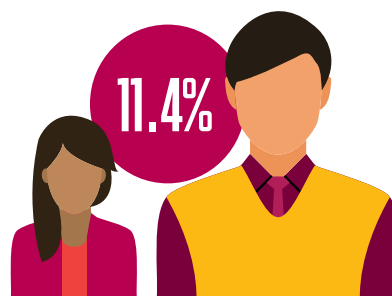
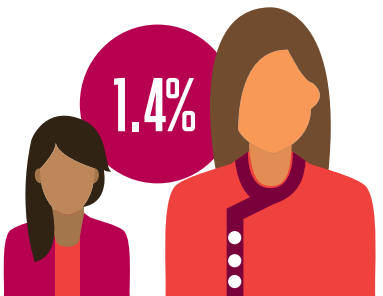


BAME FEMALE - WHITE MALE EXC. CASUALS

MEAN PAY GAP BETWEEN BAME FEMALE AND BAME MALE STAFF

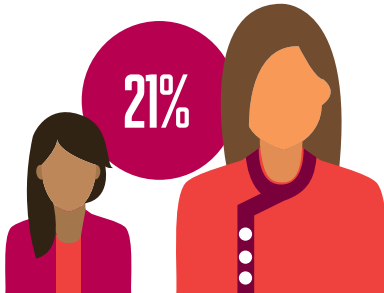


BAME FEMALE - BAME MALE EXC. CASUALS



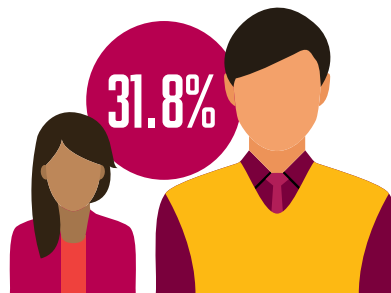
DIFFERENCE IN MEDIAN HOURLY RATE OF PAY

MEDIAN PAY GAP BETWEEN BAME AND WHITE FEMALE STAFF



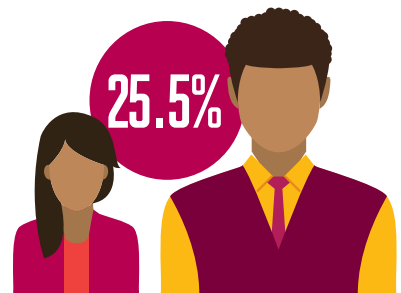
BAME FEMALE - WHITE FEMALE EXC. CASUALS

MEDIAN PAY GAP BETWEEN BAME FEMALE STAFF AND WHITE MALE STAFF

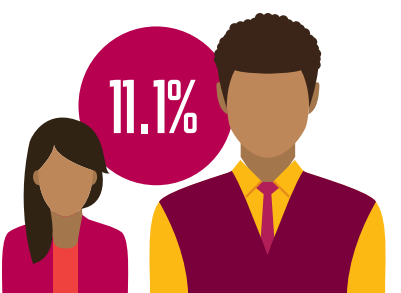
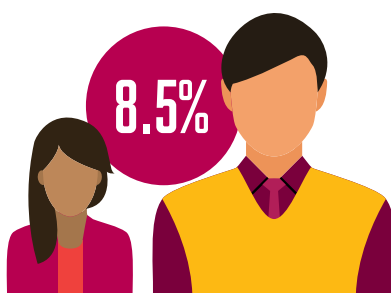
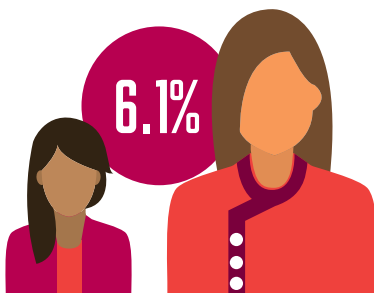


BAME FEMALE - WHITE MALE EXC. CASUALS

MEAN PAY GAP BETWEEN BAME FEMALE AND BAME MALE STAFF



BAME FEMALE - BAME MALE EXC. CASUALS



Disability

For the first time we are also reporting our disability pay gap figures this year. 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.

PAY GAP DATA

Out of a total workforce of 4810 employees, we currently have 303 Disabled employees (6.3%).

THE UNIVERSITY'S OVERALL MEAN DISABILITY PAY GAP IS 13.6%

THE UNIVERSITY'S OVERALL MEDIAN DISABILITY PAY GAP IS 17.3%

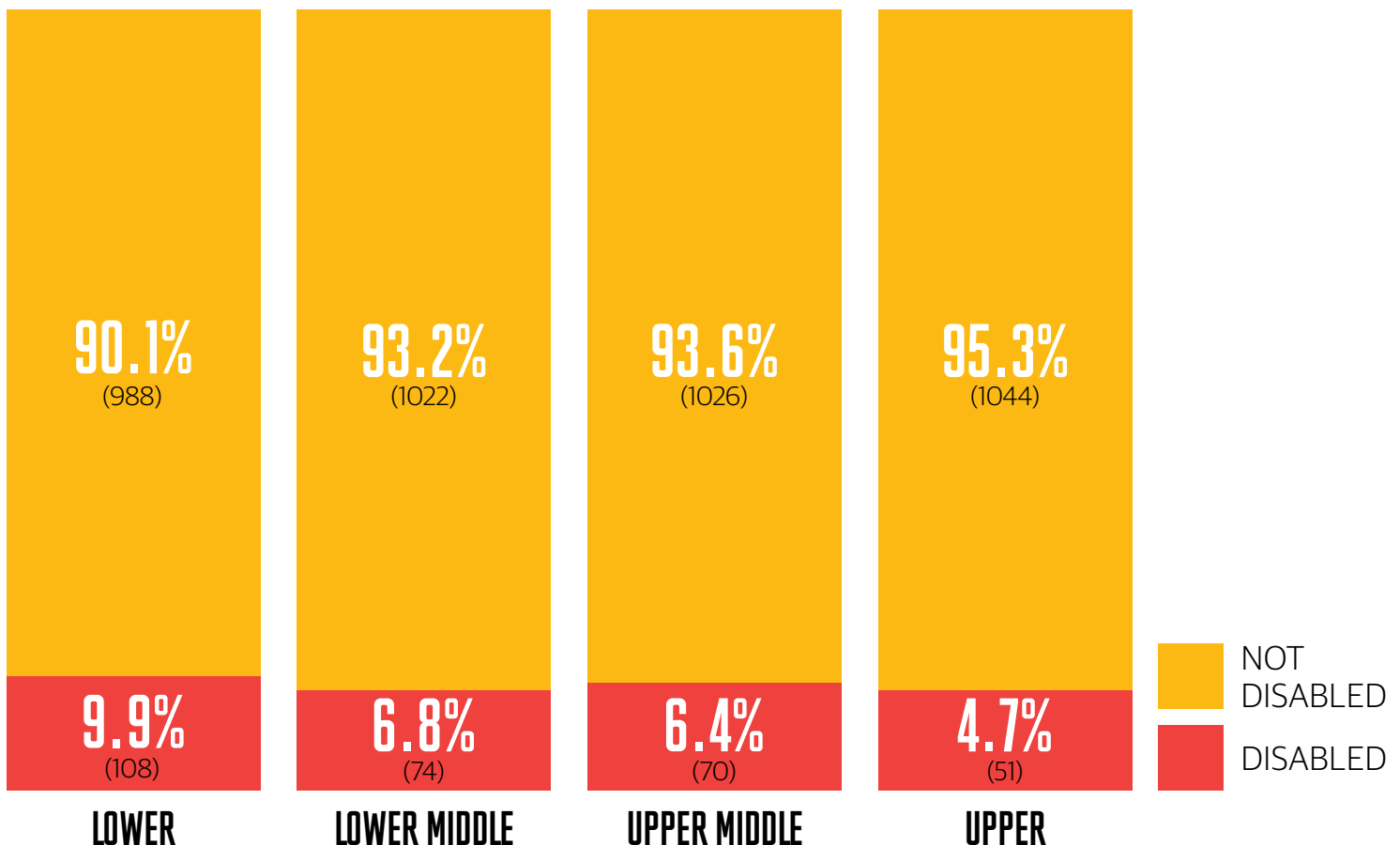
Excluding casuals:

THE UNIVERSITY'S OVERALL MEAN DISABILITY PAY GAP IS 8.3%

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

As the numbers are so small (14 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 QUANTILES



Closing the Gap

Equality, diversity and inclusion are a priority for the university and we will continue to endeavour 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, BAME and disabled employees. The University Leadership Team has a champion who promotes each group and leads activity to raise awareness and improve outcomes in their areas. Further work is needed here to develop these Champions and to raise their profile both within and outside the University. This is a priority for us in 2020.

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

- Review the equal merit pilot for race currently being undertaken for recruitment and consider the application to promotion and progression where this can be justified.
- Deliver and implement a plan of community and outreach engagement activity to ensure that SHU is seen as an employer of choice in the BAME community.
- Apply the recommended Living Wage Foundation hourly rates to all casual workers from 1 January 2020

In terms of progress we have:

- Applied the recommended Living Wage Foundation hourly rate to all employees, including those in training roles, from 1 August 2018.
- Designed and published an online Inclusive Decision Making Toolkit and guidance to ensure that all of our activities are inclusive and do not directly or indirectly discriminate against any protected characteristics.
- Delivered a Diversity Disclosure campaign to encourage staff to disclose diversity information.
- Implemented the Academic Careers Framework and the Professional Services Capability Framework to give staff more support and structure in terms of progression.
- Delivered mandatory equality essentials training for staff, which has been completed by 2472 employees.
- Delivered mandatory unconscious bias training for all staff. Level 1 (for all staff) has been completed by 2866 employees and Level 2 (for managers) has been completed by 1634 employees.
- Continued 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.
- Supported 77 women and 38 men on our three Leadership Development programmes.
- Agreed and implemented a career break policy.
- Supported another 43 female employees in attending the Aurora and Aspire programs.
- Committed to the Race Equality Charter (REC).
- Set up a working group to look at advancing race equality and improve BAME diversity through recruitment practices resulting in a pilot to use positive action in recruitment.
- Supported 3 female and 2 male staff in attending the Stellar HE leadership programme specifically aimed at BAME staff.
- Maintained our Disability Confident Leader status

