

RCSI GENDER PAY GAP REPORT 2022



RCSI
UNIVERSITY
OF MEDICINE
AND HEALTH
SCIENCES



STATEMENT FROM VICE CHANCELLOR & CEO / REGISTRAR

Thank you for taking the time to read RCSI's inaugural Gender Pay Gap Report. Equality, Diversity and Inclusion is a key priority for us and we are committed to improving equality for staff and students and increasing our diversity as an institution.

RCSI has a strong values-based culture where respect, collaboration, scholarship and innovation are encouraged to thrive and these values are underpinned by our mission to educate, nurture and discover for the benefit of human health.

Our commitment to gender equality and the Athena Swan Charter, is a key strategic priority for the institution as outlined in our Strategic Plan.

Gender Pay Gap reporting forms part of a wider societal strategy to address female participation rates and employment gaps between genders in Ireland. It will not on its own address the underlying causes for these differences but it is an important driver for societal change.

Closing the gender pay gap is a positive step for individuals, organisations, society and the economy. It will lead to greater diversity of thought, experience, and leadership styles in decision-making processes, for benefit of both the university and the wider community as a whole.

We are on a journey, and while I am heartened to see the progress that has been made, we are very aware that there is more to do. In publishing this report, we are acknowledging that we have challenges, but that we now have the data to track our progress towards closing the Gender Pay Gap over time.

Professor Cathal Kelly

Vice Chancellor & CEO / Registrar
December 2022

KEY POINTS

- At RCSI, we are committed to creating, fostering and sustaining an inclusive culture where staff and students can flourish.
- RCSI is a single faculty medical and health sciences institution, with a strong focus on research. We are a not for profit institution and our operating model is unlike other Irish Universities
- Our Gender Pay Gap is caused by an over representation of females in administrative roles and under representation at the most senior levels in the institution
- Our Gender Pay Gap has fallen by 3% over past 5 years, while progress may not always be linear we are committed to continued improvement
- The true value of gender pay gap reporting will be in the further actions that will be taken to tackle the causes and influence change into the future

WHAT IS THE GENDER PAY GAP?

The Gender Pay Gap is the difference in the average hourly wage of men and women across an organisation's workforce at all levels. It compares the pay of all men and women; not just those in similar roles.

It does not indicate discrimination or bias in pay, or even an absence of equal pay for equal value work – but it does report a gender representation gap and will capture whether women are equally represented across the institution at all levels.

ABOUT RCSI

Founded in 1784, RCSI is a single faculty higher education, professional training and research institution focussed on medicine and health sciences.

Today, RCSI is an innovative, leading international health sciences institution with undergraduate schools and faculties across the health sciences spectrum. RCSI is home to a number of healthcare institutes and leading research centres driving pioneering breakthroughs in human health.

RCSI is an independent, not for profit institution whose operating model is primarily self-funded with a relatively small percentage of its revenue derived from public sources. This funding model would differ from other universities in the higher education sector in Ireland.

RCSI has a progressive and equal outcome culture where its values shape and drive the performance of the individuals and of the institution as a whole. Staff sentiment towards RCSI as an employer is measured periodically and in a most recent survey 92% of employees surveyed recommended RCSI as a great place to work. The actions which RCSI has taken to date highlighted in this report, reflect a work environment and culture where staff can excel regardless of gender however we recognise that there is more to be done.

RCSI has a dedicated Equality Diversity and Inclusion Unit in place since 2017. RCSI's wider infrastructure ensures that gender equality and other equality grounds are effectively supported and embedded in RCSI culture and practice.

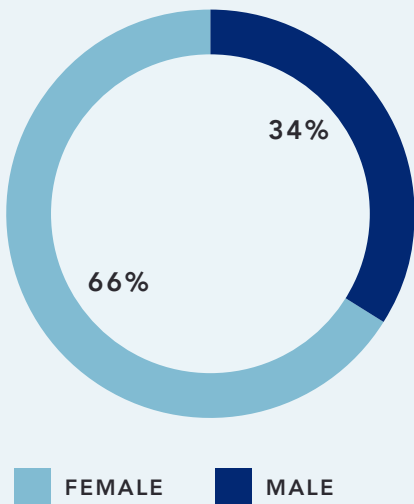
RCSI became a member of the Athena SWAN Charter in 2015 and we are proud to have achieved a Bronze Institutional Award in 2018 under the expanded charter. Established in 2005 to encourage and recognise commitment to advancing the careers of women in science, technology, engineering, maths and medicine (STEMM) employment, the Athena Swan Charter is now being used across the globe to address gender equality. We are currently applying to renew our Bronze Award in 2023 and aim to apply for a Silver Award in 2027.

RCSI STAFF PROFILE

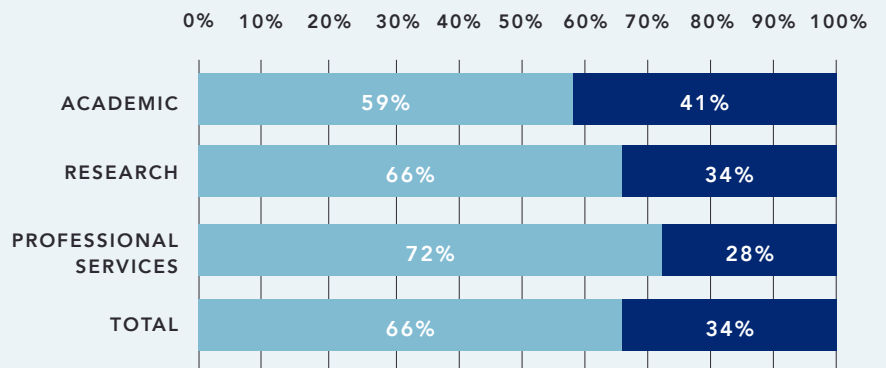
Our gender pay gap reporting is based on **1,235** staff employed with us in June 2022 across roles in Academia, Research & Professional Services.

Our staff gender profiles are as follows;

STAFF BY GENDER



STAFF BY CATEGORY



In accordance with the government instructions for Gender Pay Gap reporting in Ireland, RCSI will only be reporting on Female and Male staff.

RCSI'S GENDER PAY GAP

Based on pay in the 12 months up to June 2022 our gender pay gap is as follows;

	MEAN	MEDIAN
OVERALL HOURLY GENDER PAY GAP	16.3%	10.7%

The overall Hourly Gender Pay Gap is based on all earnings of all staff regardless of contract status or working hours.

The Mean hourly rate is calculated by calculating the average hourly rate of all males in RCSI and the average hourly rate of all females in RCSI.

The Median hourly rate is calculated by arranging the hourly rates of all males and all females in the data set in numerical order to identify the median (or middle) hourly rate.

The pay gaps are calculated as the difference in the mean and median hourly rates for men and women.

Our Gender Pay Gap figures for Part time and staff on Temporary Contracts are as follows;

	MEAN	MEDIAN
HOURLY GENDER PAY GAP FOR PART TIME STAFF	37.0%	37.6%

	MEAN	MEDIAN
HOURLY GENDER PAY GAP FOR TEMPORARY STAFF	13.4%	4.7%

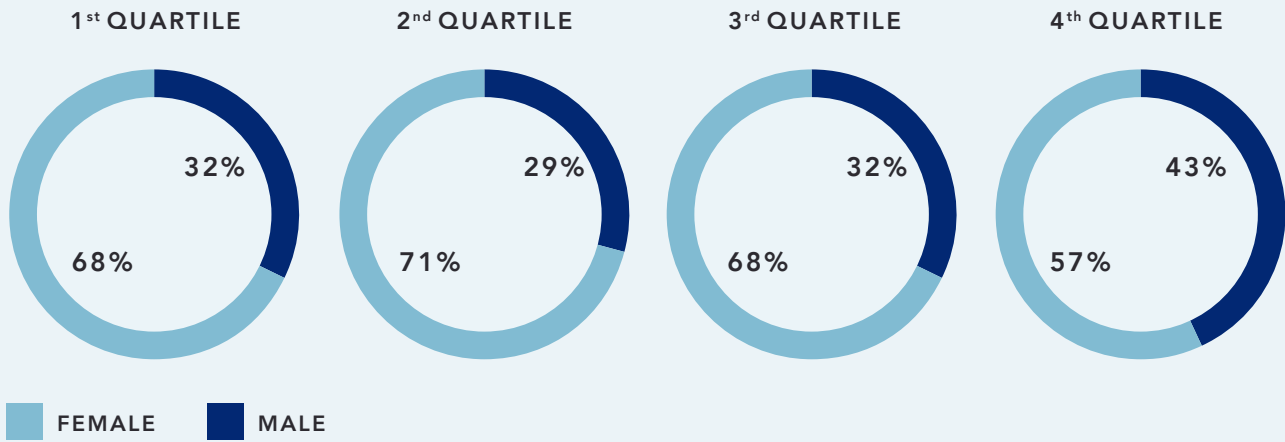
The Gender Pay Gap among our part time staff reflects the demographics of staff that are currently working part time.

The majority of our female staff who are currently working part time are early to mid career and often in professional services or research support roles. In contrast our male part time staff are predominantly senior academic staff.

KEY POINTS

- A gender pay gap does not indicate discrimination or an absence of equal pay for equal value work - it reports a gender representation gap.
- The gender pay gap is the difference in the average hourly wage of male and female employees across the full workforce.
- The mean is the average hourly pay point of all male and female employees.
- The median is the midpoint hourly pay point of all male and female employees.

The Gender Breakdown of our staff by earnings quartile is as follows;



For this metric males and females are ordered by their hourly rate and grouped into quartiles accordingly, with the 4th Quartile representing the top 25% of earners in RCSI.

We can see that there is a shift in gender representation in the fourth quartile, which is where our most senior staff and highest earners are included. As 66% of our overall workforce is female we should ideally see 66% females in our 4th quartile.

The details of our Bonus Pay Gap is as follows;

	MALE	FEMALE
% OF STAFF RECEIVING A BONUS	22%	23%
	MEAN	MEDIAN
BONUS PAY GAP	37.6%	30.3%

22% of staff in RCSI received a bonus payment in the 12 months up to June 2022. These bonus payments are predominantly annual PRP (Performance Related Pay) payments which are paid to permanent Professional Services staff who are not on an incremental pay scale.

While we can see that an equal proportion of male and female staff receive a bonus, the bonuses paid to senior leaders, more of whom who are male, are higher in value, which is resulting in our Bonus Pay Gap.

Staff Benefit in Kind;

	MALE	FEMALE
% OF STAFF RECEIVING A BIK	0%	0%

We do not have any BIK payments in operation in RCSI.

WHY DO WE HAVE A GENDER PAY GAP?

The reasons for our gender pay gap are multi factorial, caused by a combination of individual, organisational and societal factors. As such there is no single action that could be taken to close the gender pay gap. For sustained success a 'whole of society' approach will be required to address the complex, interlinked challenges that impact on gender balance and consequently the gender pay gap.

The gender pay gap is less about pay than it is about representation and therefore "paying women more money" will not impact it in the same way that having a balanced representation of men and women throughout the institution will.

Our Gender Pay Gap is mainly caused by the under representation of women in the most senior roles in RCSI.

Currently while 66% of staff overall are female, only 34% of Professors are female, 36% of the

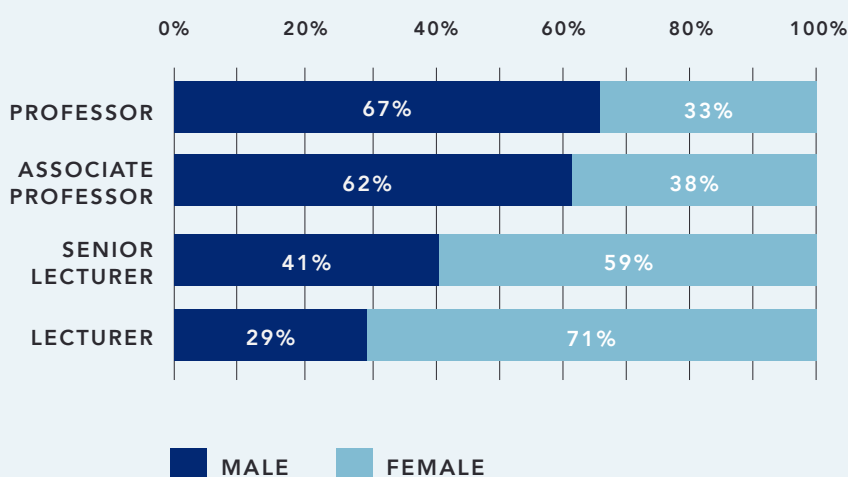
Senior Management Team are female, 50% of Heads of School are female and 22% of Heads of Academic departments are female.

The under-representation of women at senior levels in higher education is a recognised problem nationally and internationally. The work undertaken as part of the Athena Swan charter is helping to address this. The Gender Pay Gap will only be resolved when we have equal numbers of staff at all levels in the institution.

We have been focussed on improving female representation in RCSI for many years and through improved Recruitment and Promotions processes we have increased the number of female Professors by 50% in the past 5 years and the number of female academic Heads of School by 50% in the past 3 years. These represent steps in the right direction but we acknowledge that we have a way to travel.

Focussing on our academic staff for example, we can see that we do have a strong pipeline of highly skilled female staff progressing through RCSI and this is true in all areas of the institution.

ACADEMIC STAFF BY GENDER



WHAT ARE WE DOING TO REDUCE THE GENDER PAY GAP?

In seeking to reduce our Gender Pay Gap, we have been actively listening to our staff as well as learning from the experience of others.

Gender Pay Gap reporting alone will not identify or solve the myriad of structural, cultural and policy causes for the differences in participation rates and the significant employment gaps between the genders embedded in the socio-economic makeup of the country.

Some causes which contribute to the gender pay gap are embedded in the economic, social and cultural makeup of the country, and largely beyond our scope. They include areas such as the cost and availability of childcare; the unequal division of unpaid work; the education system and career guidance; and stereotypes around jobs, careers and care.

Our focus will be on actions and solutions that are within our ability to influence.

We know that the key to reducing the Gender Pay Gap is increasing representation of women in more senior roles and this aligns with much of the work that is being done under the Athena Swan Action Plan. We have a strong pool of female candidates who are being mentored and encouraged to take the next step in their careers. We have amended our recruitment policies to encourage more diverse applicant pools and we also launched a robust set of family friendly policies in an effort to tackle some of the societal barriers with respect to family caring that hinder women progressing.

Our Action Plan is focussed on 3 key areas of the employee life cycle, Recruitment, Policies and Promotions;

1. RECRUITMENT

Our key recruitment objective is to ensure we attract, select and retain the best people to work at RCSI.

RCSI is an equal opportunities employer and our Recruitment and Selection policy outlines our ongoing commitment to have an open, transparent and merit-based recruitment process.

Our policy is reviewed on an annual basis with staff input to ensure fairness and transparency are retained.

We have ensured that all job descriptions use gender neutral language, to appeal to as broad a range of applicants as possible.

All staff complete Unconscious Bias training on an annual basis and the same training is available for external panel members.

Each job description now also includes the sentence "We are all too aware that imposter syndrome and the confidence gap can sometimes stop fantastic candidates putting themselves forward, so please do apply — we would love to hear from you". This is something we have received consistent positive feedback from candidates on.

In line with our recruitment policy and EDI commitments, we endeavour to keep interview panels gender balanced.

We can see that we are making good progress with this, there is a strong female representation through all levels of the recruitment process with females representing 59% of applicants and 70% of successful candidates.

Recruitment at the most senior levels of RCSI is also progressing. In 2017 RCSI's Senior Management team was 30% female and today that stands at 36%.

In RCSI the best candidate will always be the successful one but we are working to ensure there is greater female representation in every recruitment campaign.

In 2023 it is our intention to appoint Equality Advisors on all Interview Panels.

2. POLICIES

Recognising that a significant barrier to progress is the uneven divide in caring responsibilities across society, RCSI has a broad suite of family friendly policies which are in place to provide guidance, support and benefits for staff. In 2019, our Human Resources Department established an Annual Policy Review Consultation Group. The Consultation Group is representative of our staff cohorts and the purpose of the process is:

- For HR to share proposed changes to HR policies;
- To engage, consult, and receive feedback on our HR policies in a structured way from this cross section of staff;
- To ensure RCSI policies remain relevant and are compliant with legislation, best practice and in line with RCSI's commitment to equality, diversity and inclusion.

Some key changes and developments include:

- RCSI has removed all tenure related qualifying criteria which, in practice, ensures that all staff can avail of benefits from the date of their commencement, including maternity, paternity, parents and adoptive leave;
- In addition to paying salary for maternity and paternity leave, RCSI now also pays for the first 2 weeks of Parents Leave;
- The provision of 6 months protected time for academics to focus exclusively on research activities following a period of maternity leave;
- The development of Fertility, Parents Leave, Right to Disconnect and Domestic Abuse & Violence Policies;
- By way of additional support, the provision of additional leave through our Fertility Policy and Domestic Abuse and Violence Policy.

We understand that one of the most effective ways to improve female representation in leadership roles in RCSI is to support our female staff through leadership development programmes, mentoring and having policies in place that support women in the workplace.

Female leadership development is supported through the Aurora Women's Leadership

Development Programme. In the past 7 years 87 Female staff have participated in the Aurora programme. 55% have advanced into a more senior role within 3 years of completing the programme.

RCSI has a clear focus on supporting our people-managers through the six-month 'Managing through People' programme – 45 managers have now completed the programme. 64% of participants were female.

In 2022 we launched a new mentoring programme called Positive Connections. The aim of this programme is to promote academic and professional development amongst colleagues at lecturer/honorary lecturer level by connecting them with more senior colleagues who can advise, guide and share insights and experience with them particularly in relation to academic career progression.

Staff are paired with a mentor as part of a range of programmes including Aurora, Managing through People and Positive Connections. Additional coaching and mentoring is also provided to individual staff, where appropriate and is supported by psychometric profiling and 360 feedback. We have had 166 mentoring partnerships in the past 4 years, overall 65% of participants were female and 74% of mentees were female.

We continue to expand our mentoring opportunities, in 2022 we introduced mentoring for all our Clinical Educators pairing them with a senior consultant in their field. 29 of the 48 mentees are female (60%).

This year we also introduced the Collaborate Inter University Peer Mentoring programme to give staff exposure to peers in other universities and thus expand their professional networks - 60% female attendance on this (6 out of 10 participants).

RCSI has six staff equality networks. These are championed by Senior Management Team sponsors and driven by staff themselves with rotating staff chairs. Staff networks include the Age Friendly Network, Multicultural Network, Men's Shed, Parents and Carers Network, Pride Network and our Women's Network.

RCSI's Women's Network was re-launched in 2020 and is open to all staff members who are interested in women's leadership at RCSI, it provides training and networking opportunities and a platform to share best practices and experience, and to ensure women's voices are heard.

RCSI's Parents & Carers Network was established in 2019 to provide a platform where staff can gather, share experiences and foster a supportive peer community for those managing parenting and caring responsibilities alongside work.

Going forward we will continue to build on our role modelling and mentoring initiatives and will launch a "Spotlight" campaign on successful senior women telling their career stories and highlighting caring related absences and non-linear career paths along the way.

We will actively encourage more men to take Family Leave with the aim of normalising leave at all levels of staff.

We will work with managers via Performance Development Planning and Manager training to highlight the importance of the role the manager plays in the 70/20/10 model for learning (70% experiences, 20% exposure and 10% education). We need those closest to the women in their teams to think about how they can signpost and facilitate the right types of developmental opportunities both on the job and through connecting them to the right people.

3. PROMOTIONS

We are actively working on encouraging more women to apply for internal promotions and endeavouring to equip them with the skills needed to succeed with their applications through our Interview Skills Programmes and coaching sessions.

We run annual Academic Promotions Information Sessions which takes potential applicants through all steps of the process and the committee structure. This session provides additional guidance on how best to approach applications and where further supports are available.

We offer to link applicants with past promotees to provide guidance and support on the process.

We also take into account applicants working status, so that if they are or were part time, or have taken family leave, their evaluation is based on their achievement relative to their opportunity to contribute.

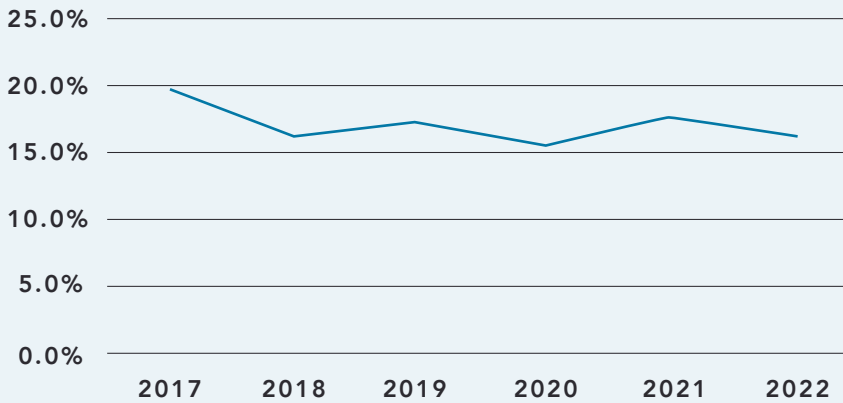
Initial indications suggest that this has been successful, in 2022 we had a record breaking 18 female academic staff applying for promotion. Looking at academic promotions over the last 5 years we have a success rate of 74% for females who apply for promotion.

In 2022 there were a total of 79 promotions across our 3 pillars; 26 academic promotions, 28 researcher promotions and 25 professional services promotions. 70% of staff promoted were female.

We are aware that at different stages in a woman's career, there are pressure points that can drive decisions of either stepping back or even stepping out. By setting out clear ambitions, it demonstrates RCSI's commitment to giving other options at these pivotal moments. We are seeking to create an environment where these conversations can occur and practical solutions can be found that are right for both individual and the institution. This will greatly assist in both the strategic attraction and retention of the diverse talent pool that we will need to be successful in delivering our ambitious plans.

As a result of the actions we have been taking we have reduced our Gender Pay Gap over the last 5 years and are working hard to ensure the downward trajectory continues.

MEAN GENDER PAY GAP 2017 - 2022



All of the actions identified are on-going and it may be several years before some have any impact on the gender pay gap. In the meantime the University is committed to reporting on an annual basis on the progress it is making.

Our strong commitment to gender equality is evidenced by the actions taken to promote women to leadership positions in RCSI. Women

have been less represented at the most senior roles in RCSI, but this is changing, we are making progress and will continue to do so.

Gender equality is just one area of focus in our broader equality and diversity agenda with actions also underway to promote LGBTI+ representation, race equality and disability access.



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