



## Gender Pay Gap Report 2024

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## Our Commitment

Securing Our Future – [UCC Strategic Plan 2023 - 2028](#) ↗ is our roadmap to a vibrant, inclusive future. With over 3,500 dedicated staff members, we are fostering a culture where equality, diversity, and inclusion are at the heart of everything we do and where everyone at UCC belongs and thrives.

We believe that promoting equality, diversity, and inclusion is not just the right thing to do—it is essential. By valuing diverse backgrounds and perspectives, we create better outcomes for our people, our students, and society as a whole.

In November 2024, we communicated [Our Belonging at UCC - Strategic Framework and Action Plan for Equality Diversity and Inclusion](#) ↗. The Framework outlines our EDI vision and mission; our strategic objectives; and action plan.

We have made significant progress on our inclusion journey, however there is more to achieve. Our gender pay gap action plan is a key part of our commitment to building an inclusive culture and advancing gender equality.

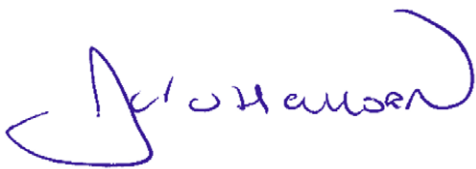
This is our third year of reporting on the Gender Pay Gap, and we are pleased to report continued improvement in 2024.

We are dedicated to ongoing efforts that support a more equal, diverse, and integrated UCC community.

Together, we are shaping a brighter, more inclusive future for everyone at UCC.



PROFESSOR  
JOHN O'HALLORAN

A handwritten signature in purple ink, which appears to read 'John O'Halloran', written in a cursive style.

Professor John O'Halloran

UCC President





### **EDI Vision**

To embed a commitment to and culture of equality, diversity, and inclusion across our university so that everyone feels a sense of belonging and can thrive.

## 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. It compares pay of all working men and women, not just those in similar jobs with similar working patterns or with similar competencies, qualifications, or experience.

The gender pay gap essentially is reporting on a gender representation gap rather than unequal pay as typically, when women hold more of the lower paid jobs in an organisation than men, the gender pay gap is usually wider.

Even when an employer has an effective equal pay policy, it could still have a gender pay gap if, for example, the majority of women are employed in lower-paid jobs. Many factors can contribute to the existence of gender pay gaps. These include differences between men and women in educational attainment and qualifications, occupations, career progression, prevalence of full-time and part-time working, and responsibility for caring roles.

At UCC our gender pay gap exists due to the balance of men and women working at different levels and there are fewer women in higher paid roles than men, and more women than men in our lower paid roles. This means our average salary for men is higher than the average salary for women within UCC.

## Our Data

The Gender Pay Gap Information Act 2021 was enacted on 31 May 2022 and provides the legal basis for gender pay reporting. The legislation requires all employers with greater than 150 employees to publish a report with prescribed information in relation to their gender pay gap.

The Gender Pay Gap Regulations 2022 set out the detail on how to calculate the hourly gender pay report across a range of metrics. For the purposes of gender pay gap regulations Employer PAYE and PRSI are excluded as are travel and subsistence payments.

*The Mean Pay Gap: is the difference between women's mean hourly wage and men's mean hourly wage. The mean hourly wage is the average hourly wage for the relevant group of employees.*

*The Median Pay Gap: is the difference between women's median hourly wage (the middle-paid woman) and the men's median hourly wage (the middle-paid man). The median hourly wage is calculated by ranking all employees from the highest paid to the lowest paid and taking the hourly wage rate of the person in the middle of the relevant group.*

The snapshot date for UCC is **30 June 2024** with a reporting requirement by 30 December 2024.

The snapshot date must be in June but may be any date in June and the reporting period is the 12-month period immediately preceding and including the snapshot date







## Quartiles: Gender Representation and Mean and Median Pay Gaps

Year Ended 30th June 2024, 2023 and 2022 published comparatives. Year Ended 30th June 2024,

2024 Quartiles: Gender Representation	Lower Quartile	Lower-Middle Quartile	Upper-Middle Quartile	Upper Quartile	Overall
Female	61.49%	61.65%	57.81%	44.47%	56.36%
Male	38.51%	38.35%	42.19%	55.53%	43.64%

2023 Quartiles: Gender Representation	Lower Quartile	Lower-Middle Quartile	Upper-Middle Quartile	Upper Quartile	Overall
Female	61.62%	62.71%	56.40%	44.61%	56.33%
Male	38.38%	37.29%	43.60%	55.39%	43.67%

2022 Quartiles: Gender Representation	Lower Quartile	Lower-Middle Quartile	Upper-Middle Quartile	Upper Quartile	Overall
Female	62.47%	63.76%	55.59%	44.00%	56.50%
Male	37.53%	36.24%	44.41%	56.00%	43.50%

Gender Pay Gap 2024	Mean Gender Pay Gap	Median Gender Pay Gap
All	14.52%	11.56%
Part Time	32.94%	22.35%
Temporary	13.47%	4.34%

Gender Pay Gap 2023	Mean Gender Pay Gap	Median Gender Pay Gap
All	14.78%	12.04%
Part Time	33.68%	27.72%
Temporary	10.80%	9.57%

Gender Pay Gap 2022	Mean Gender Pay Gap	Median Gender Pay Gap
All	16.06%	17.37%
Part Time	14.61%	-3.43%
Temporary	10.03%	0.00%



UCC has a complex pay structure. The salary scales are regulated by public service pay policy and include salaries for academic, research, clinical, administrative, technical, and health services staff, with gender profiles attributable to those within the broader professions represented in these staff categories.

Increasingly we are aware of the influence of 'personal choice' in relation to seeking higher grades through promotion or recruitment competition, indirectly impacting gender distribution across our grades.

### What does our data tell us

We are pleased to report that our Mean and Median Gender Pay Gap for All Employees has decreased for a third year:

Year (all staff)	Mean Gender Pay Gap	Median Gender Pay Gap
2024	14.52%	11.56%
2023	14.78%	12.04%
2022	16.06%	17.37%

In the context of our transparent and equitable pay structures in UCC, our gender pay gap at UCC exists due to the balance of men and women colleagues working at different levels – there are fewer women in higher paid roles and more women than men in lower paid roles.

UCC is committed to closing the gender pay gap and our action plan focuses on removing barriers and creating opportunities for women to work in our higher paid roles.

## Belonging at UCC - Strategic Framework and Action Plan for Equality, Diversity and Inclusion

Belonging at UCC: A Strategic Framework for Equality, Diversity and Inclusion 2025 - 28 aligns with Securing Our Future: UCC Strategic Plan 2023-2028 [↗](#) and underpins UCC's commitment to equality, diversity and inclusion (EDI). It sets out clear objectives and actions to realise EDI in UCC over the next four years.

This Framework and Action Plan was informed by a comprehensive Values and Culture/EDI consultation process which took place in 2022 and again in 2024. This Framework seeks to address the need for culture change; increased transparency; embedding EDI in teaching, learning and research; transformation of our university systems; and a broadening of our institutional commitment to EDI to encompass all equality grounds.

### Our Vision

is to embed a commitment to, and culture of equality, diversity and inclusion across our university so that everyone feels a sense of belonging and can thrive.

### Our Mission

is to work together with the UCC community to promote, advance and progress the principles of equality, diversity, inclusion and belonging and embed it within our practice and culture in a meaningful way.

Our strategic objectives for EDI are to:

- build EDI leadership and organisational commitment;
- ensure an inclusive, respectful and safe environment;
- provide access to opportunity and achievement;
- enhance education, research and scholarship;
- understand and work with our community.

### Read more [↗](#)

about Belonging at UCC;  
A Strategic Framework  
and Action Plan for Equality,  
Diversity and Inclusion 2025-28





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## A closer look at some of the steps we are taking to support gender equality

### Recruitment Practices

At an early stage in the recruitment process, job descriptions are reviewed to determine if any elements can be eliminated or if the role can be restructured to attract a broader range of qualified candidates, and removes gender specific language.

Executive search firms used by UCC must have a commitment to EDI and be aware of our actions to reduce the gender pay gap.

### Talent Acquisition

We have undertaken a review of recruitment processes and are identifying measures to increase the number of (a) female applicants and (b) applicants from underrepresented cohorts for academic and research posts.

All UCC recruitment information includes an **Equal Opportunities Statement** encouraging applications from everybody and assuring applicants we are committed to supporting them with flexible working schemes, family friendly policies, training and development and staff networks.

Promotion can be a vehicle for accessing higher grades and therefore higher salary bands for our staff, which in turn creates potential movement towards closing the gender pay gap. Operating revised promotional schemes has shown positive impact in the gender distribution of applications to promotional schemes, success rates and resulting overall gender distribution of our staff across pay grades. Built into these schemes is a consideration of personal circumstance in addition to statutory leave, which has been shown internationally to positively impact gap closure, leading to evident positive impact since its introduction.

### Public Service Pay Policy

UCC has an equal pay policy, with salary scales regulated by public service pay policy. Pay on appointment (for new appointees to the public service) is generally at the first point of the relevant scale regardless of gender.

### Flexibility

We are committed to creating a working environment that provides flexibilities and wellbeing benefits for all our staff. Flexible working arrangements can take various forms and the greater the flexibility offered, the easier it becomes for parents and caregivers to balance their responsibilities with their work. This not only helps them meet both career and family needs but also enhances their contribution to the workplace.



UCC has a variety of work-life balance arrangements available as we know that people work best when they can balance their work responsibilities with their personal requirements.

UCC's revised Right to Request Remote Working Policy and The Right to Request Flexible Working Arrangements for Caring Policy will enhance and support a flexible work model for those with caring responsibilities.

The following policies were also introduced in 2024:

➤ **Fertility Treatment Leave Policy**

allowing up to 5 days paid leave for up to 3 cycles of fertility treatment;

➤ **Surrogacy Leave**

allowing 26 weeks paid leave for surrogacy arrangements;

➤ **Menopause Support Policy**

offering support for perimenopause, menopause and post menopause transitions;

➤ **Foster Care Leave**

allowing paid leave for Fostering arrangements;

Communicating these policies through information sessions for managers were delivered throughout 2024 and will continue in 2025.

### **Learning and Development:**

Access to development opportunities, particularly those involving cross functional projects, or in mission-critical roles, can significantly impact career advancement for women. UCC offers learning and development opportunities to all staff to gain experience which enables them to progress more rapidly and effectively in their careers.

Examples of some of our programmes include:

- Aurora – Women-only Leadership Ignition Programme;
- Mentoring for Women;
- Partner in ENGAGE Reverse Mentoring (Initiative funded by HEA Gender Equality Enhancement Fund, designed to explore and contest the gendered barriers faced by women staff in higher education.);
- Senior and Executive Assistant Career Development Information Sessions (Attendees predominantly women);
- Inner Critic, Imposter Syndrome & Building Confidence (Attendees predominantly women);
- First Steps into Management Digital Badge (targeted at lower & middle quartile staff);
- Continuing Steps into Management Digital Badge (targeted at lower & middle quartile staff).

### **Wellbeing support**

Our Staff Wellbeing Strategy and a Staff Wellbeing Policy is in development. This will foster a culture of wellbeing across the university. In 2024 Staff Wellbeing sessions were delivered monthly highlighting the range of staff supports available to all staff in UCC.

## Building An Inclusive Culture

### Governance

Between 2014-2024, the UCC Equality Committee, chaired by a member of Governing Authority, oversaw EDI in UCC.

Following a comprehensive governance review of EDI in 2022-23, a new EDI governance structure was established. The Governing Authority People, Culture, Equality, Diversity, Inclusion & Belonging Committee was established in August 2024 to advise and assist UCC Governing Authority on all matters relating to People and EDI.

A new People & Culture Forum, chaired by the Chief People & Culture Officer was also formed and works closely with a new dedicated Equality, Diversity, Inclusion & Belonging Sub-Committee of the University's Leadership Team, approved in August 2024. Chaired by the Director of EDI, the purpose of the Committee is to lead, promote and advance EDI across the university community and implement the Belonging at UCC: A Strategic Framework & Action Plan for EDI 2025-28. Membership includes key decision makers from functional areas and representatives from key staff and student EDI groups across the university.

The EDI Sub-Committee has five permanent sub-committees/working groups:

- Athena SWAN SAT;
- Ending Sexual Harassment and Violence;
- Race Equality;
- Disability & Neurodiversity;
- LGBTI+.

### Athena Swan

UCC holds a Bronze Institutional Athena Swan award and has recently applied for a Silver Institutional award. The university also holds 17 school/department level Athena Swan awards.







## Looking to the Future

– our commitment and actions to drive gender equality and reduce the pay gap



### EU Pay Transparency Directive

The EU Pay Transparency Directive came into force in June 2023 and Ireland has until June 2026 to implement the new rules. UCC will be focusing on a number of measures under this Directive in advance of the implementation date, which effectively bans pay secrecy and prohibits employers asking applicants about their pay history. In the future we will be reporting pay gaps by “categories of workers” (ie. employees carrying out the same work or work of equal value).



### Flexibility

We will continue to develop our approach to flexibility including our Remote Working Model to create an inclusive working environment.



### Learning and Development

We develop our people not only with equity, diversity and inclusion awareness training but also by offering learning opportunities and career pathways.

We continue to develop our talent and ensure we provide opportunities to positively address our gender gap at senior levels.

Increasing the number of participants on our Digital Badges listed above under ‘Learning & Development’ will be increased from three to four cohorts per annum.

In collaboration with our UCC ENGAGE Reverse Mentoring partners, following the conclusion of the inter-institutional pilot in January 2025, discussions will be underway on implementing a UCC Reverse Mentoring Staff programme. This initiative, one of the first in the Irish higher education sector, targets early career women in academic, research, professional, and technical roles. It aims to provide opportunities to develop leadership skills, enhance roles, and contribute more effectively to teams and the university.”

All other listed initiatives will be continued with particular emphasis on increasing participation of our lower & middle quartile women staff by working closely with our HR Business Managers to identify and encourage even greater participation by women.





### **Inclusive Policies**

Our Staff Wellbeing & Development Strategy and Policy will be launched

- An Early Pregnancy Loss Leave Policy is in development;
- Further supports are under development for women returning from maternity leave;
- A Network of Mental Health First Aiders will be introduced in 2025 providing support to staff at different life transitions.



### **Increasing participation in training through our EDI Training Hub**

The Hub functions as a one-stop shop for EDI-themed training available in UCC and from external sources (e.g. 'Trans 101' training by TENI). The content ranges from short informational videos and text, to links to information sessions and specific topic training modules.

## DEFINITIONS

### Employees

The definition of employee within the Regulations defines for the purposes of gender pay reporting an employee as a person who is an employee for the purposes of the Employment Equality Act 1998 and who is employed by the organisation on its snapshot date.

The guidelines are based on headcount regardless of whether an employee has worked for an hour a day, an hour a week, an hour a month or full time for the year under review. Each employee has equal weight in the outturn if falling within the definition of an employee on the snapshot date.

UCC has a unique complexity in that it incorporates the payroll of clinical, administrative and technical staff within its Dental Hospital in its reporting, no other Higher Education Institution has such a comparative. In addition, temporary part time work is a complex blend of not only hourly pay but also of tutors, demonstrators, clinicians, exam invigilation, visiting and evening lecturers etc.

### UCC Gender Pay Gap Statistics for the twelve months ended 30th June 2024

#### For all employees:

- Difference between the mean hourly remuneration of employees of the male gender and that of employees of the female gender expressed as a percentage of the mean hourly remuneration of employees of the male gender;
- Difference between the median hourly remuneration of employees of the male gender and that of employees of the female gender expressed as a percentage of the median hourly remuneration of employees of the male gender.

#### For Part Time Employees:

- The difference between the mean hourly remuneration of part-time employees of the male gender and that of part-time employees of the female gender expressed as a percentage of the mean hourly remuneration of part-time employees of the male gender;
- The difference between the median hourly remuneration of part-time employees of the male gender and that of part-time employees of the female gender expressed as a percentage of the median hourly remuneration of part-time employees of the male gender;

### For Temporary Employees:

- The difference between the mean hourly remuneration of employees of the male gender on temporary contracts and that of employees of the female gender on such contracts expressed as a percentage of the mean hourly remuneration of employees of the male gender;
- The difference between the median hourly remuneration of employees of the male gender on temporary contracts and that of employees of the female gender on such contracts expressed as a percentage of the median hourly remuneration of employees of the male gender;

### Reporting

The Regulations do not require organisations to provide any information on job classifications at this time in reporting on their gender pay gaps.

The legislation notes that employers must publish the mean and median gender pay gap for employees, part time employees and temporary employees. In addition, Bonus and Benefit in Kind information is to be published, this section is not relevant to UCC reporting.

Quartile information on the hourly remuneration of staff is to be published whereby an employer must create a ranking of employees based on their hourly remuneration of lowest to highest which is then divided into quartiles: lower, lower middle, upper middle and upper.

Quartile reporting looks at the proportion of men and women in each quartile and given an indication of the gender representation at different levels of the organisation.



*The legislation requires information on Bonus and Benefit in Kind payments made to staff to be published.*

UCC confirms:

#### **Bonus Scheme**

There is no bonus scheme in operation in UCC.

#### **Share or Share Option Schemes**

There is no share or share option schemes in UCC.

#### **Benefit-In-Kind (BIK)**

There are no “benefits in kind”/ non-cash benefit of monetary value provided to an employee such as a company car, voluntary health insurance, stock options or share purchase schemes in UCC.

#### **Other Payment Types**

The legislation excludes the following payment types from the payroll calculation:

- Redundancy payments;
- Travel and Subsistence for the reimbursement for expenses, such as travel and subsistence. It does not include reimbursement of expenditure wholly and necessarily incurred in the course of employment, for example, reimbursement for travel expenses related to their work.

#### **Salary Top Ups**

Salary tops up for statutory leave like maternity/paternity/illness benefit are to be included.

#### **PRSI and Pension**

Employer PRSI and Pension are not to be included.



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