



Gender Pay Gap Report 2023

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Introduction

This is the Technological University of the Shannon's (TUS) Gender Pay Gap Report for 2023 and represents the second year of publication.

The gender pay gap shows the difference between the average earnings of all men versus that of all women in an organisation. It compares the pay of all working men and women; not just those in similar jobs, with similar working pattern or with similar competencies, qualifications or experience. If an organisation reports a gender pay gap, it does not mean women are paid less than men for doing the same job, but it does show that, on average, men occupy higher-paying roles than women.

Reporting Gender Pay Gaps – An Overview

The Gender Pay Gap Information Act, 2021 requires organisations with over 250 employees to report on their Gender Pay Gap. Organisations are asked to select a 'snapshot' date in the month of June. The reporting period is the 12-month period immediately preceding and including the snapshot date.

This report uses a snapshot date of 30th June 2023. The hourly pay calculation is made of total earnings and total hours worked during this period.

Organisations are required to report on:

- Mean and median hourly pay differences between male and female employees;
- Mean and median hourly pay differences of male and female **part-time** employees;
- Mean and median hourly pay differences of male and female employees on **temporary contracts**;
- The percentages of male and female employees who fall into **quartile pay bands**.
- The percentage of male and female employees who were paid **bonus remuneration**;
- The percentage of male and female employees who **received benefits-in-kind**;

As there is no bonus remuneration or benefits in kind within the public service, these are excluded from this report.

TUS Gender Pay Gap Data

TUS adheres to nationally agreed salary ranges for all job roles. This ensures that everyone is paid fairly for undertaking the same or a similar role. The gender pay gap looks at the distribution of men and women across all job levels of the organisation and identifies how this translates into the average salary made as a result.

Employees included in the Report

An “employee”, for the purposes of these reporting obligations, is defined in section 2 of the Employment Equality Act 1998 and means a person who has entered into or works under (or, where the employment has ceased, entered into or worked under) a contract of employment and, where the context admits, includes a member or former member of a regulatory body.

The types of contracts workers are engaged on will determine whether they are ‘employees’ and if they must be included in an organisation’s headcount and gender pay gap calculations. The Workplace Relations Commission’s case law may be consulted for guidance.

All workers who are employees of TUS on our snapshot date must be included in our headcount, and in our gender pay gap calculations. This includes employees who were new recruits on the snapshot date, and employees who left the organisation after the snapshot date. Employees who left prior to the snapshot date are excluded from the Report.

This report analyses employee data based on the following:

- **All Categories:** all full-time, part-time and temporary employees paid on the 30th June, 2023.
- **Part-time:** all employees working less than full hours. Therefore, includes employees who are permanent part-time (both permanent and contracts of indefinite duration working less than full-time hours), temporary part-time (temporary part-time and academics on contracts less than full hours) and casual part-time positions.
- **Temporary:** all employees in temporary whole-time positions (full hours but contract is of a temporary nature). To avoid double counting, part time temporary staff are not included in this category but are included in previous category as outlined in bullet point above.

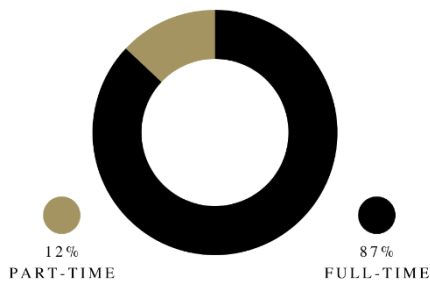
Workforce

Our gender pay gap data was collected on the snapshot date of 30th June 2023. The charts below show the breakdown of staff by gender and contract type.

ALL TUS STAFF BY GENDER 2023



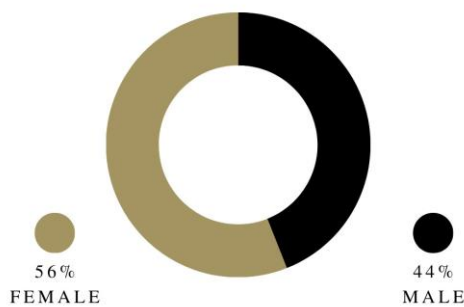
FULL-TIME / PART-TIME STAFF 2023



PART-TIME STAFF BY GENDER 2023



TEMPORARY STAFF BY GENDER 2023

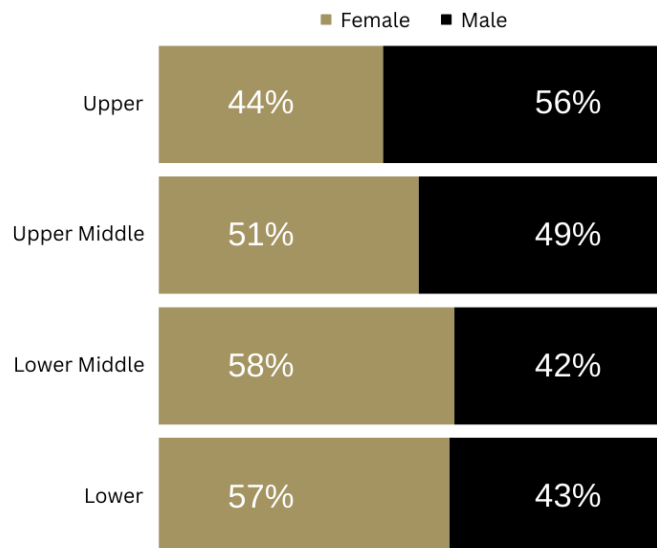


Our pay quartiles

Dividing employees into four equal groups (or quartiles) with pay graded from lowest to highest helps us assess pay across different levels of the organisation. Organisations must report on the percentage of employees who fall within the lower, lower middle, upper middle and upper quartile hourly pay bands.

In order to group employees into these Quartile Pay Bands, we listed all employees from lowest to highest, based on their hourly rates. The employees are then divided into four equal groups or quartiles based on this - lower, lower middle, upper middle and upper. We then showed the proportion of male and female employees in each quartile as a percentage e.g., percentage of male employees in the lower quartile and percentage of female employees in the lower quartile.

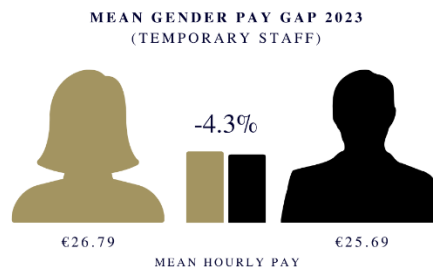
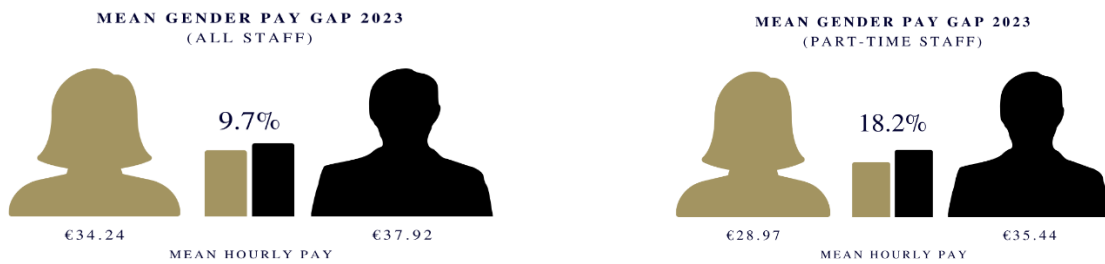
QUARTILE PAY BANDS 2023



As highlighted in the chart above, 44% (2022 41%) of those in the upper quartile are female yet 57% (2022 60%) of those in the lower quartile are female. These imbalances are contributing to our gender pay gap. In addition to this, 69% (2022 69%) of employees who work part time are female. This includes staff who avail of flexible working options such as shorter working year.

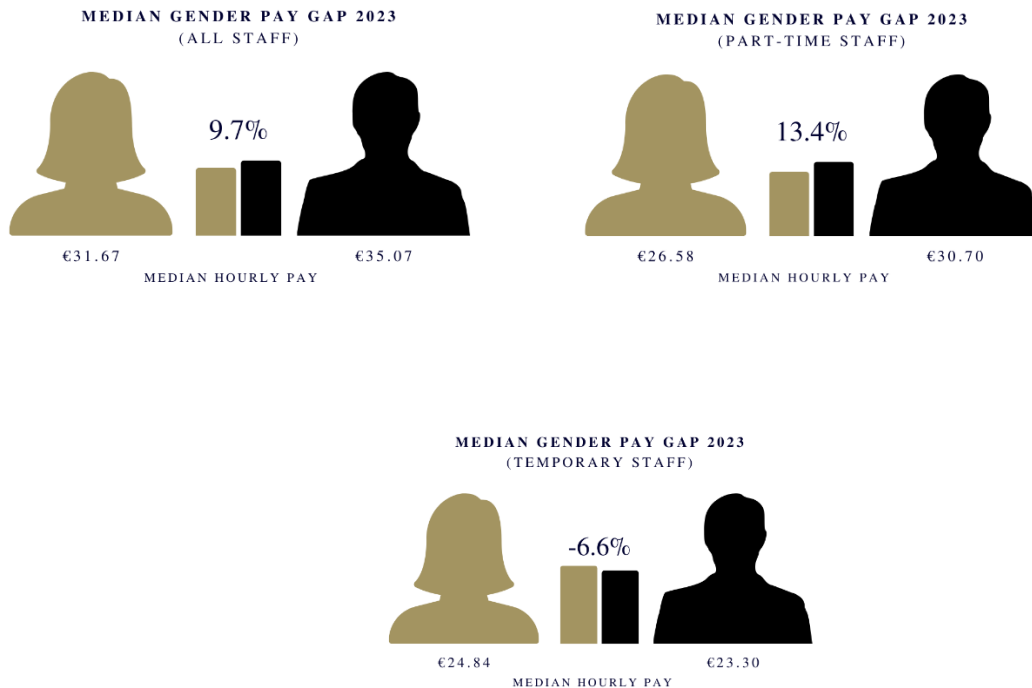
Our mean gender pay gap

To calculate the mean pay gap, we added together all the hourly pay rates that women received, divided by the number of women in our workforce. We then repeated this calculation for men. The difference between these figures is the mean gender pay gap.



Our median gender pay gap

To calculate our median gender pay gap, we ranked all staff by their hourly pay. We then compared what the woman in the middle of the female pay range received with what the man in the middle of the male pay range received. The difference between these figures is the median gender pay gap.



Comparing Median and Mean gender pay gaps

The median is less swayed by extreme values, particularly small numbers of people on high salaries. The mean captures the effect of a small number of high earners. The difference between an organisation's mean and median pay gap can provide valuable insight. The presence of low earners can make the mean smaller than the median. A group of very high earners can make the mean larger than the median.

This year, the mean and median for all staff in TUS is the same (9.7%), implying no employees on relatively high or low salaries. However, when we look specifically at part time staff the mean (18.2%) is larger than the median (13.4%) - reflecting wide range of categories of staff included in part-time category. Temporary staff mean and median values show a negative gender pay gap, indicating that there are more females on higher salaries than males in this category.

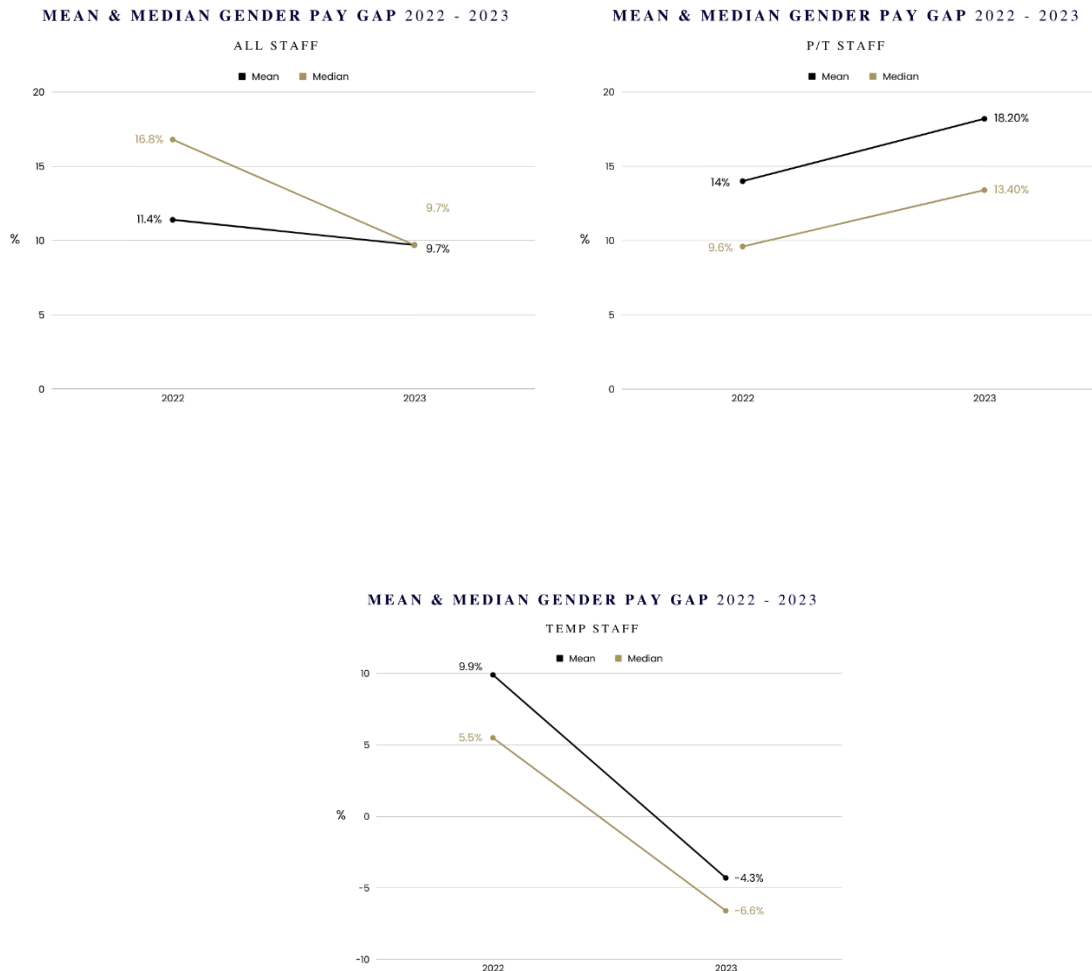
Factors impacting our gender pay gaps

We know that differences between what employees are paid can be impacted by a number of complex factors including:

- **Occupational segregation** – some job categories or occupations may have traditionally attracted more females than males or vice versa. For example, in TUS, 60.5% of core administration staff are female.
- **Working patterns** – full-time and part-time work. In TUS, more females than males seek flexible working arrangements. Although this does not impact on their hourly rate of pay, it may impact on choices around career progression.
- **Length of service** – incremental pay and 'new entrant' salary scales within the public service may mean that new joiners are paid less than those who have been working in public service for longer.
- **Gender breakdown of senior roles at higher salaries** – a small number of higher paid employees can affect the average figures. 72% of Vice Presidents and Deans within TUS were male, 28% female on 30th June 2023. However, female representation at this level due to improve to 32% as Dean of Graduate Studies (Senior Academic Leadership Initiative SALI Post) would commence employment with TUS in July 2023.
- **Gender breakdown of lower paid roles** – a large number of lower paid employees can affect the average figures. This is clear in our quartile categories shared above.
- **Societal factors** – Factors such as availability of child and/or elder care, how certain jobs or occupations are perceived may impact on career choices.

Trends in our Median and Mean gender pay gaps

The graphs below compare the mean and medium pay gaps for 2023 to last year.



However, comparing figures from 2023 with 2022 needs to be reviewed with caution for two reasons:

Firstly, 2022 figures are based on average earnings of employees from 1st October 2021 (when TUS was formed) to 30th June 2022, over a 35-week average. 2023 figures are based on staff average earnings for a full calendar year to 30th June 2023, over a 52-week average.

Secondly, greater alignment in the categorisation of staff across different campuses has occurred from 2022 to 2023. Table 1 below provides detail of different staff cohorts on 30th June 2022 and 2023. Overall, 90 additional staff were included in the gender pay gap analysis for this year. This is not necessarily an indication of increased recruitment over the year since 30th June 2022, but merely an indication of staff who were on payroll on the snapshot date. As can be seen from Table 1, there is a decrease in staff within the part time

category between 30th June 2022 and 2023, whereas there is an increase of staff in the temporary category as at the snapshot date.

Year	Category	Number Male	Number Female	Total	% Male	% Female
2023	All staff	719	789	1,508	48%	52%
2022	All Staff	662	756	1,418	47%	53%
2023	Part time staff	58	131	189	31%	69%
2022	Part time staff	73	160	233	31%	69%
2023	Temporary	151	192	343	44%	56%
2022	Temporary	90	131	221	41%	59%

Therefore, figures from 2023 should be considered a more accurate baseline year for future comparisons.

Addressing our gender pay differences

TUS has put in place a range of actions to support gender equality: from commitment to the Athena Swan Ireland initiative, high-level steering groups, gender equality action plans, policies, and involvement in Higher Education Authority (HEA) research projects on gender equality.

TUS is a signatory of the Athena Swan Ireland Charter Principles. TUS currently has a *legacy* Athena Swan Bronze Award, stemming from our previous AIT and LIT Athena Swan Bronze Awards, which recognises our commitment to advancing gender equality. Our TUS Gender Equality Action Plan to 2024 serves to provide helpful benchmarks against which progress is tracked in our gender equality work.

As part of the process of applying for its own Athena Swan Bronze Award, TUS is undertaking a year-long critical self-assessment gathering quantitative and qualitative data, surveying, and consulting with staff, and researching best practice nationally and internationally. We are currently in the process of creating a new Gender Equality Action Plan 2024-2028, which will include evidence informed actions and targets tailored to our university under the following areas with the aim of improving gender balance at all grades for both academic and professional, management and support (PMS) staff:

- Institutional leadership.
- Policies and procedures.
- Decision making processes.
- Supportive, inclusive, and welcoming culture.
- Inform and educate.
- Innovative practices.

This action plan will also assist in delivering Strategic Priority 2: People and Organisation in TUS Strategic Plan 2023-2026 which is to *operate as an integrated organisation, where everyone's potential can be realised, and where all individuals are provide with equal opportunities.*

Strategic oversight to our gender equality work is being provided by Equality, Diversity & Inclusion (EDI) Steering Committee, chaired by TUS President, and Governing Body EDI committee. Regular progress updates are provided by VP People, Culture and EDI to the University Vice President/Deans Council.

In 2022, the HEA convened an Expert Group to conduct a second gender equality review of Irish higher education institutions and the findings and recommendations have now been published. This report's recommendations will guide the strategic direction for gender equality in Irish higher education over the next couple of years.

The HEA's Gender Equality and Enhancement Fund has supported a project submitted by Athena Swan Practitioner Network, of which TUS is a member, to examine the barriers to male engagement in gender equality work.

Initiatives currently underway and in development include:

Fair and transparent recruitment practices

- We are committed to objective, transparent and merit-based recruitment, and selection processes to attract more diverse candidates and improve candidate experience.
- TUS Recruitment, Selection & Appointment Policy was approved by Governing Body in May 2023. This policy was developed following review of existing recruitment practices and examining best practice.
- TUS Management is currently undertaking training on revised recruitment procedures, including training on interview questioning and unconscious bias.
- All interview boards will be briefed on policies and practices related to inclusivity and equal opportunities. Each board will be inducted by a member of Human Resources Office on the day regarding correct procedure and conduct.
- Each interview board must have fair representation of gender.
- Our job descriptions and job advertisements are gender neutral – we use gender decoder software to analyse them.

- Employees are paid according to an Incremental salary scale, as set out by the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS).
- All job advertisements have a comprehensive Equal Opportunities Statement.
- Newly recruited members of staff participate in an intensive induction programme delivered by HR Office. This induction programme is currently delivered at start of academic year, and in recognition of continued support requested by new staff members, the programme will be extended beyond initial week.

Health and Wellbeing

- We offer a comprehensive Employee Wellbeing programme included an Employee Assistance Programme and wellbeing webinars through Spectrum Life.

Work life balance

- To assist staff with an improved work-life balance, TUS offers a range of formal flexible working options as set out in public service / higher education circulars. These include Career Break, Job Share and Work Share schemes; in addition, a Shorter Working Year scheme is available to PMS staff. Staff can also formally request a reduction in their working hours. HR and line managers seek to accommodate employees who wish to move to part time hours wherever possible.
- We offer a range of family leave options, which are available to all employees including carer's leave, paid maternity, and adoptive leave, paid paternity leave, parent's leave.
- We will review the profile of our part-time and temporary employee cohorts as part of our work in preparation an application for Athena Swan Bronze Award.
- We are currently in the process of developing a Blended Working Policy for PMS Staff based on the success of such arrangements throughout the COVID-19 pandemic.
- We have established a Parents and Carers Network to facilitate a safe space for staff with parental or caring duties to support each other, to highlight the pressures associated with this in a work context and to help inform TUS policies and supports for parents and carers.

Women Leadership / Career Development

- TUS participates in the Advance HE Aurora Programme. Aurora is Advance HE's leadership development initiative for women. It is run as a unique partnership bringing together leadership experts, higher education providers and research institutes to take positive action to address the under-representation of women in leadership positions in the sector. The programme is aimed at women in particular grades who wish to develop and explore issues relating to leadership roles and responsibilities. To date, 47 women in TUS have completed the Aurora programme and 13 colleagues are currently participating in the 2023/2024 programme. TUS ensures that Academic and PMS staff have equal opportunity to participate in Aurora each year.
- There is a strong mentoring scheme in place for staff who participate in the Aurora Leadership programme. Learning from this and discussions through the national Staff

Development Network will inform development of a broader mentoring scheme for TUS staff.

- We have developed a Women's Network to bring together academic, professional services and research staff across TUS and aims to empower, inspire and amplify voices of all women across the TUS Community.
- We currently have one Senior Academic in Leadership Initiative (SALI) post, funded by DFHERIS and will continue to engage in similar initiatives in the future.
- Supported by HEA's Gender Equality and Enhancement Fund, TUS, TUD, ATU, SETU, MTU, IADT and Dundalk IT are partnering to develop and pilot an accredited, tailored Leadership Development Programme, which incorporates a strong intersectional lens and aims to build leadership capability in equality, diversity and inclusion.
- We are establishing a Learning and Development Committee to examine how the TU can support the issue of career development for all staff.
- An all-staff survey has been conducted under National Technological University Transformation for Recovery and Resilience (N-TUTORR) Project to enable a staff training needs analysis to be conducted. The results of this survey will feed into the development of a Learning and Development Plan by HR Office to develop staff capabilities.
- TUS Researcher Career Development Framework has been approved and in operation.