

# Gender Pay Gap Report

CORPORATE





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# 1. Introduction

## Executive summary

As the world's largest professional body and trade union of nursing staff, the Royal College of Nursing (RCN) is committed to equality of opportunity. This means we are continually reviewing our policies and approach to ensure they are fair in their design and in practice.

At the time of writing this report, our workforce is 75% female and 25% male, and we are confident that both are paid equally for doing the same work here. Our pay structure rewards length of service, so any gender pay gaps we see within a pay grade are directly attributable to how long our staff have worked here, not their gender.

The higher proportion of men in more senior roles has created a gender pay gap for us, but I'm proud that this proportion has decreased substantially since 2010. Our mean pay gap has reduced by over two thirds in the last eight years and the median pay gap by 2% since we first reported it in 2017.

As a trade union we are determined to practice what we preach; as a professional body to setting standards; and as an employer, to making the RCN the best possible place to work for everyone that works here.

I confirm that the data contained within this report is accurate and meets the requirements of the Gender Pay Gap reporting regulations.

Dame Donna Kinnair



Acting Chief Executive & General Secretary

## 2. Summary

### a) The RCN'S Gender Pay Gap

The RCN's reportable gender pay gap is :

Table 1

	2017	2018
Mean pay gap	12.6%	7.8%
Median pay gap	13.7%	11.5%

We carried out internal equal pay audits in 2010 and 2016 - although the formula for calculating the hourly pay rate that underpins these reportable figures is slightly different from the one we used in our own equal pay audits.

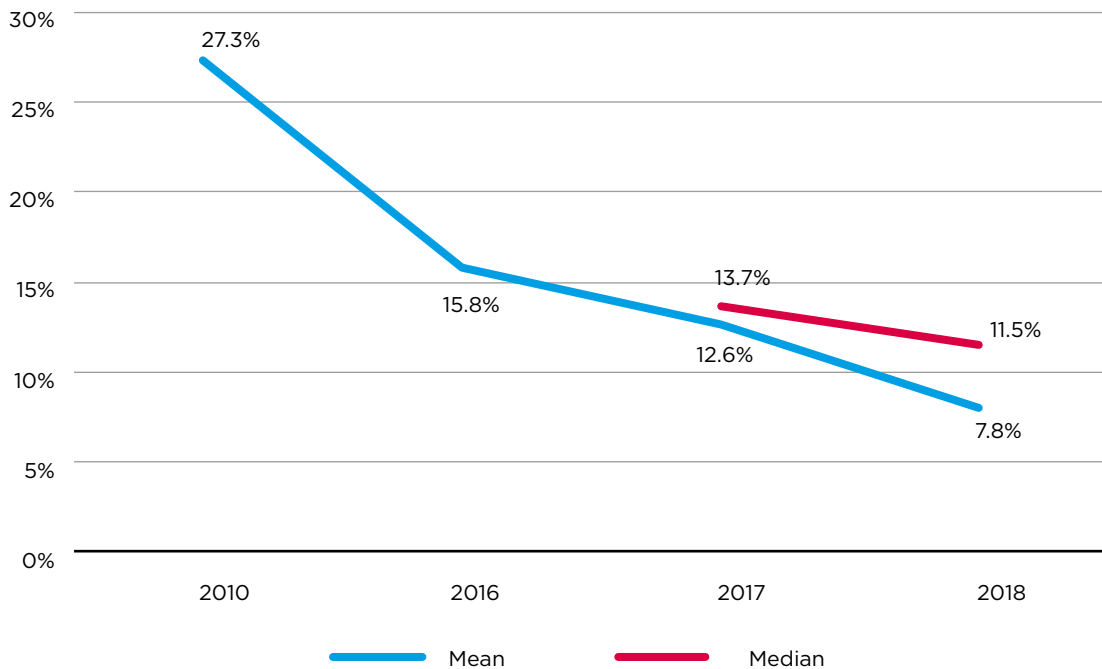
This means that comparison of our 2017 figures with our past equal pay audits is imperfect, although the differences are not significant enough to make comparison invalid.

Those historical figures are presented below for comparison (only the mean pay gap was calculated in our internal equal pay audits).

Table 2

	2010	2016	2017	2018
Mean pay gap	27.3%	15.8%	12.6%	7.8%

Figure 1



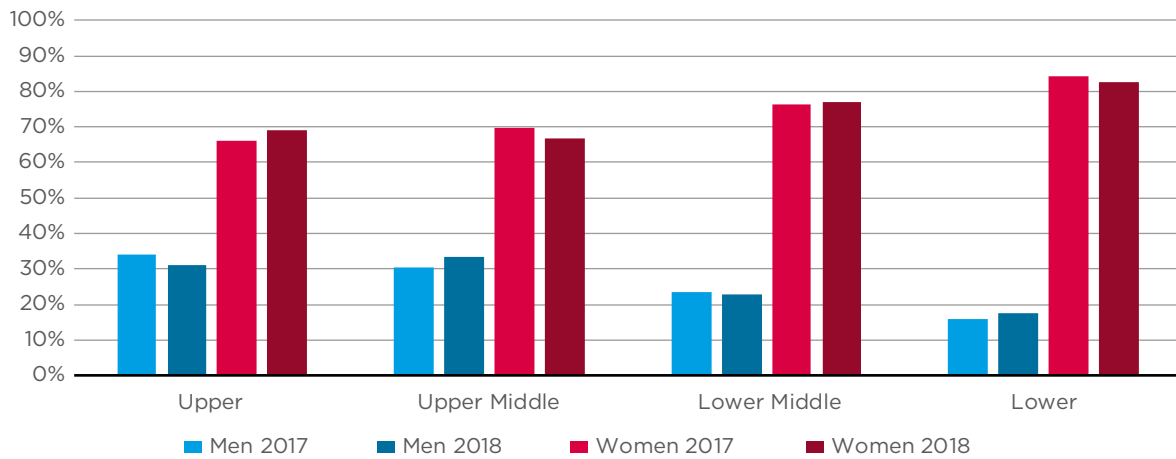
## b) Bonuses

Bonuses are not paid as part of the RCN’s reward package, so there are no reportable figures to include as part of this report.

## c) Pay Quartiles

This is the breakdown of men and women in the RCN’s four pay quartiles over the last two years.

Figure 2



The 2018 data reveals a lower proportion of men in the upper and lower middle pay quartiles, although there is a higher proportion of men in the upper middle and lower pay quartiles.

All of the changes we can see between 2017 and 2018 are relatively minor, although the most significant of the changes is the drop in the proportion of men in the upper pay quartile (3.2%).

## 3. Analysis

The RCN has a narrow graded pay structure with incremental pay points – with pay progression linked to length of service. All roles are graded using our bespoke job evaluation scheme and those evaluations are carried out by the HR team in partnership with our recognised trade union. When the scheme was designed, we brought in independent expertise to ensure that the criteria against which jobs are evaluated and graded are free of inherent bias and discrimination. All our past equal pay audits have revealed that when pay comparisons are made grade-by-grade (to take account of the principle of equal pay for work of equal value), the pay gap all but disappears.

The reportable 2018 data reveals this same pattern, as it did last year. None of our grades that include more than 25 staff in the sample have a gender pay gap of more than 2%.

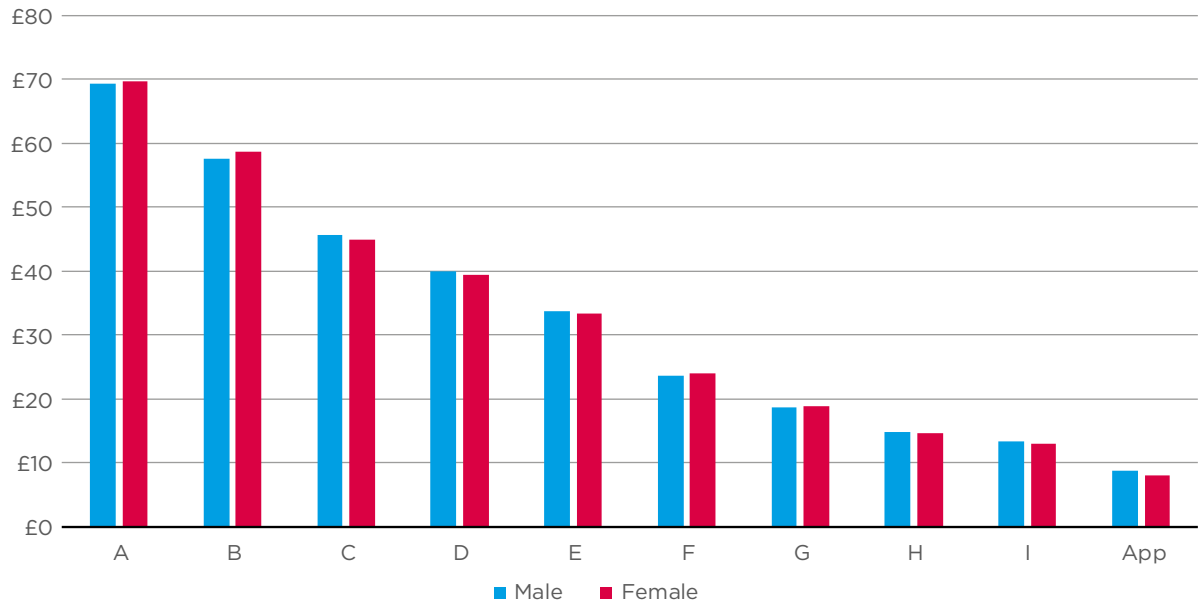
Within grades there will be a natural and inevitable difference in the distribution of men and women across the various incremental points, which accounts for in-grade gender pay gaps. This is because progression through the pay points in the grade is linked service, so men and women within the same grade will be distributed across the pay points depending on their length of service in the role.

**Table 3**

Grade	Average male salary (per hour)	Average female salary (per hour)	Gender pay gap 2017	Gender pay gap 2018	Sample size 2018
A	£69.31	£69.76	2.5%	- 0.65%	4
B	£57.54	£58.62	- 1.9%	-1.87%	6
C	£45.60	£44.94	2.0%	1.46%	16
D	£39.94	£39.44	0.3%	1.24%	40
E	£33.66	£33.28	- 0.1%	1.13%	167
F	£23.72	£23.96	0.1%	-1.01%	250
G	£18.76	£18.87	- 0.4%	-0.61%	187
H	£14.77	£14.67	2.1%	0.63%	179
I	£13.42	£12.91	8.8%	3.82%	27
Apprentices	£8.77	£8.10	13.3%	7.65%	12

The chart below shows the average hourly pay for men and women in each of our pay grades.

**Figure 3**

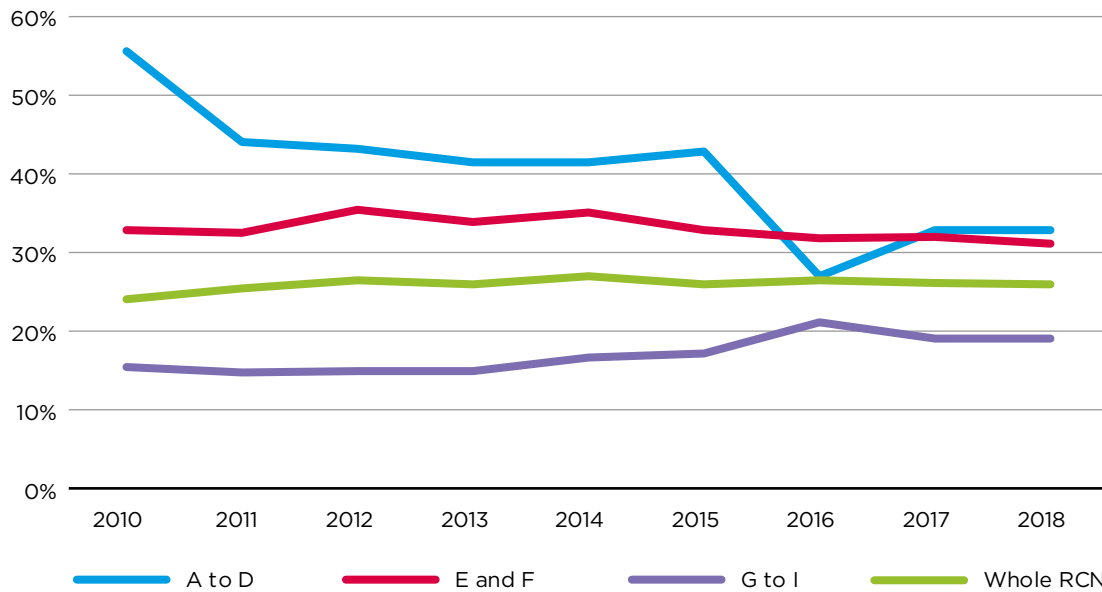


We know, therefore, that the main driver behind our gender pay gap is not related to the rates of pay for men and women doing similar work, instead it is caused by the greater proportion of men in more senior roles compared to less senior roles.



This chart shows the percentage of men in each group of grades since 2010. The gender profile in our higher-paid grades (A to D) is becoming more consistent with our overall workforce profile, where the proportion of women is increasing towards the overall workforce profile. The same is true in the lower-paid grades (G to I), where the proportion of men is increasing towards the overall workforce profile.

**Figure 4**



Significant progress over recent the past seven years is clear, which is borne out by the reduction of our gender pay gap. Currently 71% of our managers are women and although 26% of all RCN staff are male, at the most senior grades the proportion has historically been much higher – 32.8% this year, although this was as high as 55.6% in 2009/10.

The progress we have made in addressing our gender pay gap since 2010 is primarily attributable to the improving diversity profile of our more senior and junior grades.

# 3. What Have We Done Already?

## 1) Developed our evidence base

For a number of years we have routinely reported on:

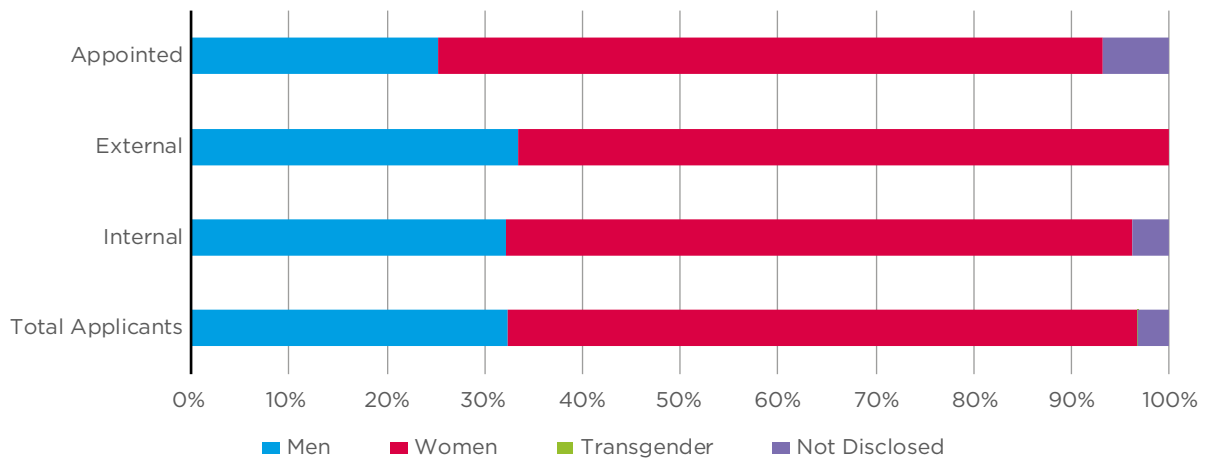
- a) The proportion of men and women progressing through the various stages of our recruitment and selection process
- b) The number of women and men in each pay grade

Part of our commitment in last year’s Gender Pay Gap Report was to begin measuring a number of other metrics:

- The number of men and women who apply for jobs and the number who are successful
- The numbers of men and women who apply externally compared to internally

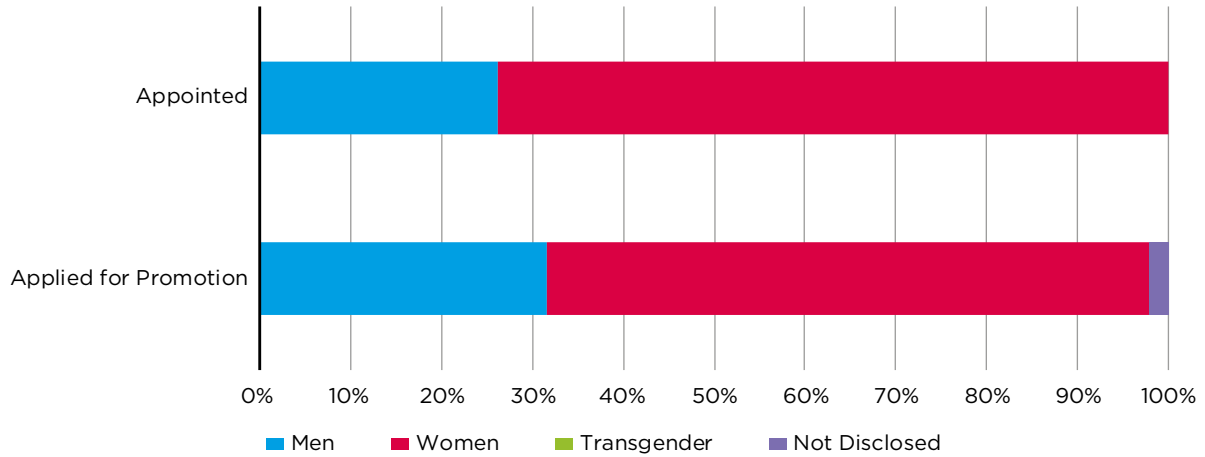
32.4% of our job applicants are men, but the proportion of successful applications is 25% men and 75% women, consistent with our overall workforce profile. The picture is similar for both internal and external job applicants.

Figure 5



Last year we also committed to measuring the number of men and women who apply for promotion and the number who are successful. 31.7% of the people who applied for promotion were men. The proportion of those successfully promoted who were men was 26.1%.

Figure 6



The other metrics we committed to begin measuring were:

**The proportion of women and men who return to work after maternity, paternity, adoption or shared parental leave to resume their original jobs.**

In the last 12 months, 100% of our staff who have taken maternity, paternity, adoption or shared parental leave have returned to their original jobs.

**Separate gender pay gap figures for full-time and part-time employees.**

Analysis of this year's data shows very small gaps across all groups apart from the median for part-time staff. The sample of men for this calculation is very small, at just 18. Had the median point been one line lower in the sample, the median pay figure would have been £18.37 and the gender pay gap for that group would have been zero, so the very small sample size is a significant factor in this figure, given that the mean gap for this group is 4.2%.

Table 4

		Male salary (per hour)	Female salary (per hour)	Gender pay gap 2018	Sample size
Mean	Full-time	25.63	24.64	3.8%	666 218 men 448 women
	Part-time	21.32	20.43	4.2%	223 18 men 205 women
Median	Full-time	23.89	23.40	2%	666 218 men 448 women
	Part-time	20.62	18.37	10.9%	223 18 men 205 women

**The proportion of women and men still in post a year after a return to work from maternity, paternity, adoption or shared parental leave.**

In the past twelve months the data on those staff is as follows:

Table 5

Leave type	Staff	Still in post one year after return	Notes
Maternity	20	90%	One person (5%) was not in their original role as they had gained promotion to a more senior role. One person (5%) had moved to a different role at the same grade.
Paternity	5	60%	Two of the five staff (40%) had left the organisation within a year of returning from paternity leave.
Adoption	1	100%	
Shared Parental Leave	2	100%	

**The proportion of women who work part-time and flexibly compared to men, and at what level such arrangements are found.**

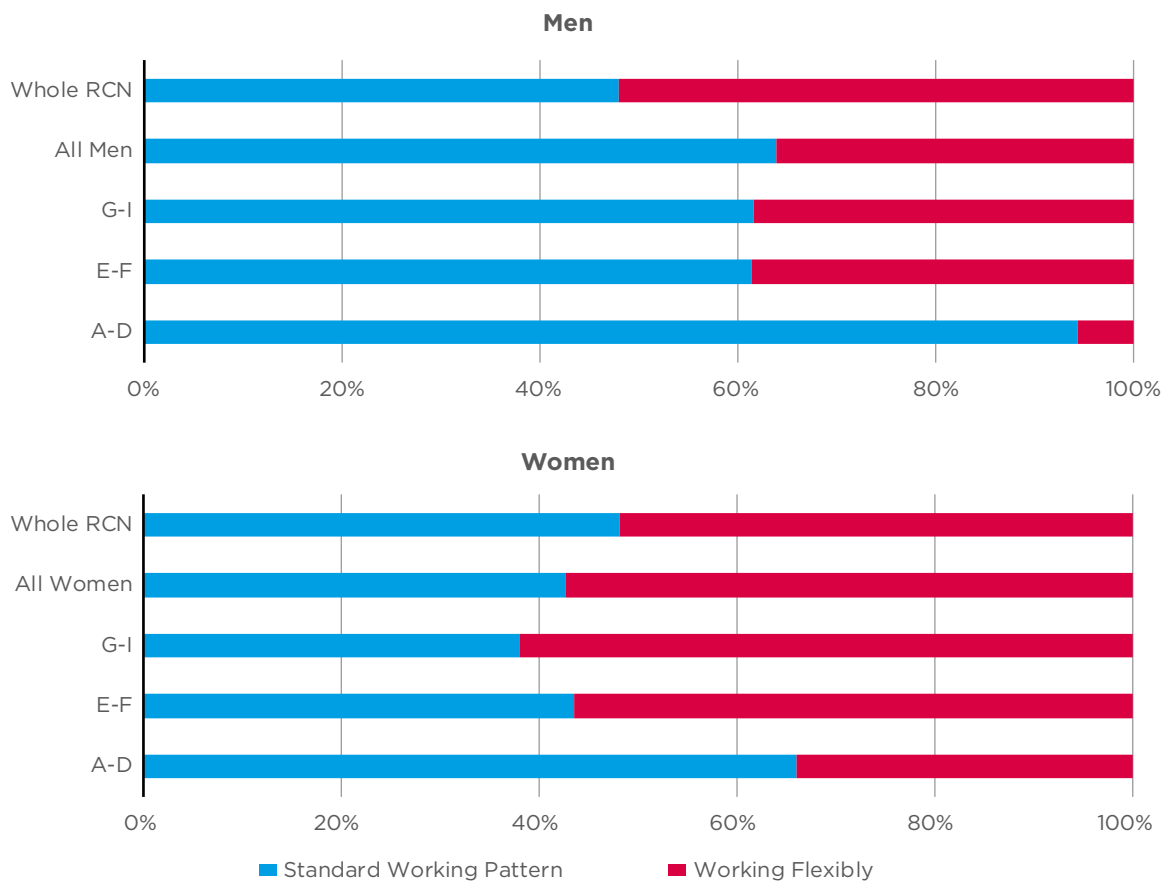
The proportion of men and women who work part-time or flexibly is shown in the table below.

**Table 6**

	Men	Women	All staff
Part-time	7.6%	31.4%	25%
Working Flexibly	36%	57%	52%

Across the organisation the pattern of take-up of flexible working options is reasonably consistent for both men and women. Flexible working is generally less common in our more senior grades (A to D).

**Figure 7**



**The number of successful flexible working requests by gender**

In the last year, 100% of men and 98% of women had their requests for flexible working accepted. For both men and women, 81% of the applications for flexible working were accepted with some agreed amendments to the originally requested working pattern.

## 2) Ensured related policies and practices are up to date

We operate a structured policy review schedule and work in close partnership with our recognised trade unions when reviewing our policies and procedures.

We also consult our various staff networks (LGBT, Race & Culture, Access & Inclusion) when making policy changes.

We carry out comprehensive Equality Impact Assessments on any changes to ensure that no groups are disproportionately affected.

We ensure that all policy changes are clearly and comprehensively communicated.

In 2018 we equalised our occupational shared parental pay with maternity pay, which helps us both encourage and enable men to share responsibility for childcare, tackling the “parenthood penalty” that has traditionally been paid by women who have paused their careers to raise children.

## 3) Trained and supported line managers

We provide recruitment and selection training to ensure fair, non-discriminatory and consistent processes are followed.

We also provide support to managers when policies change to ensure they are implemented fairly, consistently and effectively.

## 4) Managed family-friendly leave successfully

We go further than the legal family-friendly rights and actively encourage the use of these rights to all staff. We have recently joined the Working Families employer network.

In 2018 we introduced transitional support for staff going on and returning from long-term parental leave to help support a successful and sustained return to work.

## 5) Made the most of flexible working

We actively encourage the use of flexible working across the organisation and offer a range of flexible working opportunities to support all our working parents.

## 6) Encouraged and reviewed career and talent development

We endeavour to arrange learning and development events via webinar and/or locally to support staff with childcare arrangements.

Where possible, we avoid running long development events that can create problems for people with childcare responsibilities.

We invite job-sharing proposals from employees and offer flexibility in job hours, working time and location.

Our job descriptions, person specifications and recruitment adverts are always gender neutral.

In the recruitment and selection process, we use panel interviews and multiple assessments to support robust and objective decision-making.

In 2013 we made significant changes to our recruitment and selection criteria, moving to a competency-based model that has improved career development pathways for staff.

## 7) Minimised negative impact from pay systems

We operate one transparent pay system for all staff.

We undertake regular job evaluation to objectively assess the demands of each job and our job evaluation criteria have been independently assessed to ensure there is no inherent discrimination in the factors against which we evaluate our roles.

We ensure that staff and managers have clear channels to communicate any suggestions or concerns.

We routinely review all aspects of pay to ensure that all parts of our organisation are operating fairly and consistently.

## 4. What More Will We Do?

To further address our gender gap, we will need to make even greater progress in balancing the male/female workforce profile across our various grades and allow more time for the measures taken in recent years to have greater effect.

Having only recently expanded our reporting as part of our commitment in our 2017 Gender Pay Gap Report, we will continue to monitor these new measures as it is too early to draw robust conclusions from the data we have.

The RCN represents nurses and nursing, promotes  
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