

# RCN Gender Pay Gap





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# 1. Executive summary

As the world's largest professional body and trade union of nurses and health care support workers, the Royal College of Nursing (RCN) aspires to be a world-class champion of equality, diversity and human rights within the health, independent, voluntary and social care sectors.

The RCN strives to implement equality of opportunity and foster good relations between different groups across the scope of our functions in representing nurses and nursing, promoting excellence in practice and shaping health policy.

We see the diversity of our staff, membership and stakeholders as a source of intelligence and strength and therefore seek to adopt behaviours and values that make constructive use of difference in order to achieve our strategic and operational goals. This means that we will work creatively to find ways to utilise the unique experiences and perspectives of our people. Our goal is to be known as the place to develop and build a career, regardless of one's background, beliefs, gender, age or sexual orientation. Diversity, in all its dimensions, is a key element of our staff and customer care strategy, and we continue to invest in the area of diversity and inclusion knowing we will ultimately be measured on the progress we make.

We focus on diversity not just because it is the right thing to do but because we understand the links between diversity, inclusion, equality of opportunity and improvements in business performance. We see diversity, equality, inclusion and respecting human rights as organisational enablers that help to contour and define our success.

We are confident that men and women are paid equally for doing equivalent work across our organisation and continue to take action to address any gaps and to make sure our policies and practices are fair in their design and operation.

Our focus on diversity, inclusion and equality is about making the RCN a great place to work for all of our staff.

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



**Janet Davies**  
Chief Executive and General Secretary

## 2. RCN gender pay gap summary

The RCN's reportable gender pay gap is :

Mean Pay Gap	12.6 %
Median Pay Gap	13.7%

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).

Year	2010	2016	2017
Mean Pay Gap	27.3%	15.8%	12.6%

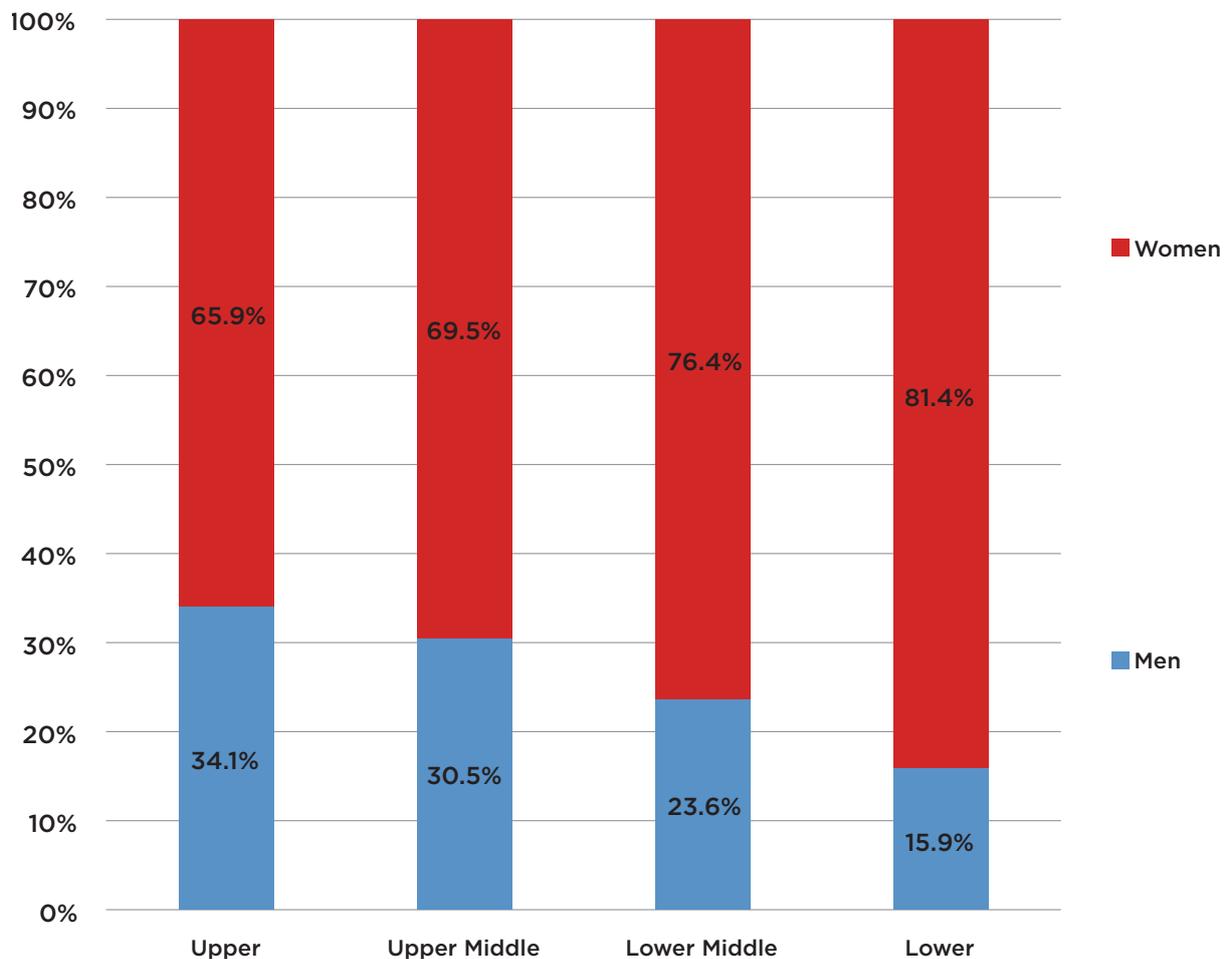
# 3. Bonuses, quartiles and analysis

## 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.

## Pay Quartiles

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



## Grade-by-grade 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. 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.

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.

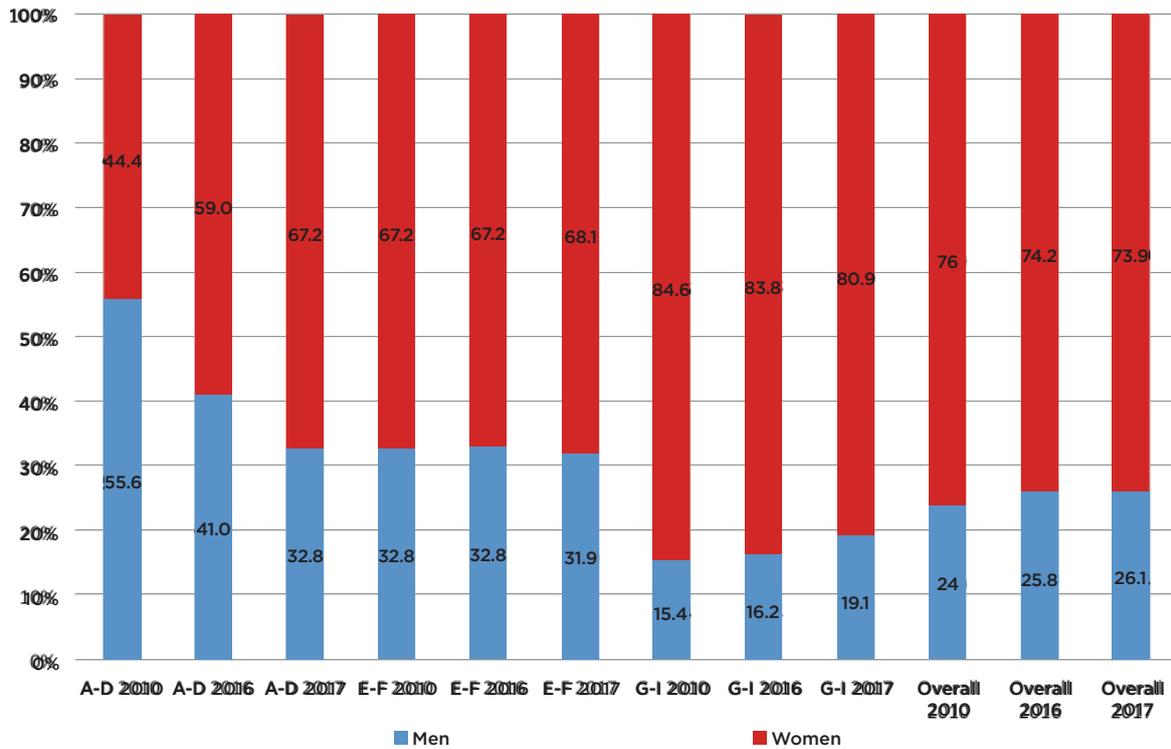
The reportable 2017 data reveals exactly the same pattern. None of our grades that include more than 25 staff in the sample have a gender pay gap of more than 2.1%

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.

Grade	Average salary per hour (male)	Average salary per hour (female)	Gender pay gap	Sample size
A	£66.41	£64.77	2.5%	4
B	£56.00	£57.05	-1.9%	6
C	£44.64	£43.76	2.0%	17
D	£38.39	£38.27	0.3%	37
E	£32.51	£32.54	-0.1%	168
F	£23.32	£23.30	0.1%	239
G	£18.20	£18.28	-0.4%	185
H	£14.53	£14.23	2.1%	183
I	£13.69	£12.49	8.8%	25
Apprentices	£8.76	£7.60	13.3%	12

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.

This chart shows the percentage of men and women in each group of grades, comparing 2010 and 2016 with 2017.



Significant progress over recent the past seven years is clear, which is borne out by the reduction of our gender pay gap. Currently 70% 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.

## 4. What have we already done?

### Developed our evidence base

We routinely report on:

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

### 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.

### 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.

### 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

### 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.

### 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. In 2017, 36% of all advertised roles were filled by internal candidates, including 53% of all management roles.

### 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

## 5. What more will we do?

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

We will further develop our evidence base by expanding our routine reporting to seek out more relevant data where possible. We will look at :

- the number of men and women who apply for jobs or promotion and the number who are successful
- the numbers of men and women who apply externally compared to internally
- the proportion of women and men who return to work after maternity, paternity, adoption or shared parental leave to resume their original jobs
- separate gender pay gap figures for full-time and part-time employees
- the proportion of women and men still in post a year after a return to work from maternity, paternity, adoption or shared parental leave
- the proportion of women who work part-time and flexibly compared to men, and at what level such arrangements are found
- the number of successful flexible working requests by gender.

We will be equalising our occupational shared parental pay with maternity pay, which will help 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.

We are also introducing transitional support for staff going on and returning from long-term parental leave to help support a successful and sustained return to work.



The RCN represents nurses and nursing, promotes  
excellence in practice and shapes health policies

RCN Online  
[www.rcn.org.uk](http://www.rcn.org.uk)

RCN Direct  
[www.rcn.org.uk/direct](http://www.rcn.org.uk/direct)  
0345 772 6100

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