

A photograph of several surgeons in an operating room, wearing blue scrubs, masks, and hairnets. They are focused on a task under bright surgical lights. The scene is dimly lit, with the primary light source being the overhead surgical lamps.

# UPMC Gender Pay Gap Report 2023

# UPMC

## IRELAND

Our mission at UPMC is to serve our community by providing outstanding patient care and to shape tomorrow's health system through clinical and technological innovation, research, and education.

UPMC is committed to delivering access to healthcare to communities across Ireland and understands implicitly the need for our organisation to reflect the makeup of those very communities we serve. We firmly believe that by nurturing and valuing different perspectives across our facilities, we will encourage a culture of open dialogue and innovation that will contribute to continued success.

UPMC Ireland continued to grow in 2023 and welcomed almost 500 new colleagues, supporting our position that our greatest strength is in our people. Without each one of the colleagues that underpin our organisation, we cannot deliver life changing medicine - no matter what type of infrastructure we have, whether it is buildings or the best medical technologies. We rely on all our colleagues, particularly those who are patient facing, to respect the individuality of all people with whom they have contact. Each colleague in the organisation has a significant contribution to make in serving our patients.

Our leadership team in Ireland, and internationally, is committed to actively promoting diversity and inclusion by ensuring equality of opportunity, fair treatment, and respect for all employees.

A core tenet of UPMC in our approach to pay and reward is that all our colleagues, regardless of age, gender, religion, or background are paid fairly and our structures are transparent. Each year we strengthen our employee value proposition through our approach to total rewards. We invested significantly in benefits for employees in 2023 which we will remain focused on in the coming year.

One of our key commitments in 2023 was to formalise our approach to DE&I and while UPMC recognises that gender pay is just one element of DE&I, it is an important one.

In 2023, we introduced the Talent Acquisition function at UPMC Ireland to support our focus on building a strong talent pipeline, supported by a robust process, which reduces the potential for bias, both conscious and unconscious, throughout the various recruitment stages.

It is recognised by our entire management team that embracing and celebrating diversity will create a stronger, more dynamic, organisation where everyone can thrive and together achieve our goals.

As per our commitments in 2022, full executive support has been given to the DE&I strategy and we commenced delivery of our plan with 20 of our key leaders attending inclusive leadership training in 2023. We will cascade this training through the organisation in 2024. We are pleased to publish this report again this year to sharpen our focus on this agenda and seek ways to ensure that we make a difference to it at every opportunity.

We will continue to actively seek diverse perspectives and ensure that everyone's voice is heard.

# WHAT IS THE GENDER PAY GAP?

The Gender Pay Gap (GPG) is the difference between the hourly wage of men and women regardless of the nature, experience or working pattern of their jobs. The Gender Pay Gap is expressed as a percentage of men's earnings.

## Calculating the Gender Pay Gap

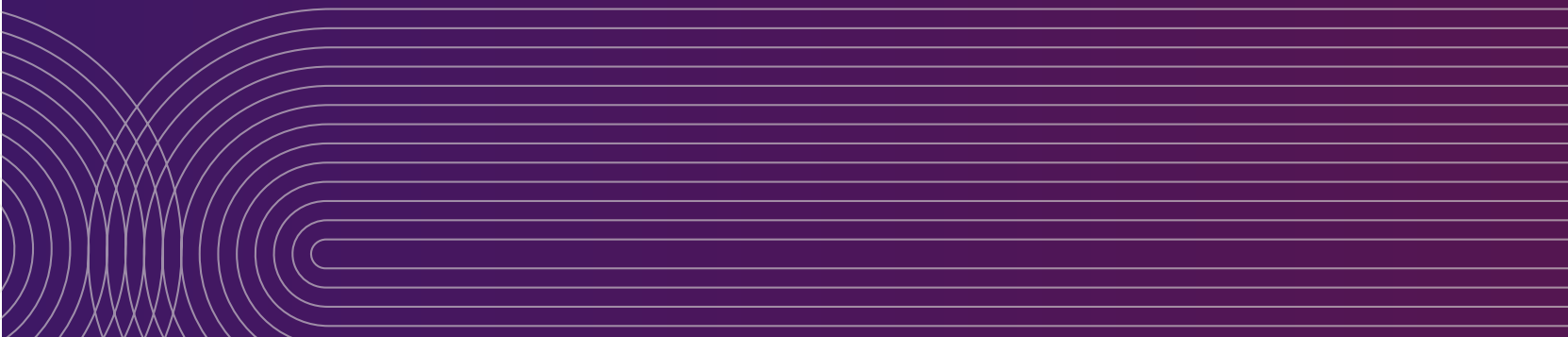
### Median

The median represents the middle point of a population. If you lined up all our women and all our men in order of the hourly rate at which they are paid, the median pay gap is the difference between the hourly rates for the middle woman compared to that of the middle man.

The mean and median are important metrics and need to be looked at together. It is important to remember that the mean can be skewed by fewer individuals earning more in the upper ranges.

### Mean

The mean pay gap is the difference in the arithmetic average hourly pay for women compared to men, within our organisation





# OUR FINDINGS

The scope of this report relates to all UPMC Ireland employees as at the snapshot date of 30 June 2023.

This document has been published in line with the Gender Pay Gap information Act 2021, whereby legal entities with 250 or more employees must publish a Gender Pay Gap report.

The findings herein refer to all staff in our hospitals and facilities within the UPMC Ireland Hospitals Group, excluding Joint Venture arrangements.



# WHAT IS INFLUENCING OUR RESULTS

UPMC's approach to pay and reward is that all colleagues, regardless of age, gender, religion or background, are paid equally for the roles they do. Across our workforce, we are committed to retaining and attracting talent to our organisation, as well as safeguarding and promoting flexibility throughout our multi-disciplinary teams.

Whilst UPMC always strives to maintain as diverse a workforce as possible, this is not always possible particularly in the context of some of the unique skills required in the clinical setting and a limited talent pool available globally in some disciplines. The data supports this position again this year, and the Gender Pay Gap (GPG) is largely driven by the fact that at the very highest consultant level (upper quartile), we currently have more males employed by UPMC delivering those specialties. Equally, we recognise that the structure of our employee base, in nursing and administration for example, is predominantly female, many of whom opt for flexible working opportunities.

The Gender Pay Gap Act 2021 seeks to foster conditions in which women and men can achieve promotion on an equitable basis. At UPMC, this equitable approach is taken from the recruitment stage, through to internal promotion, with vigilance prioritised in relation to unconscious bias.

The Gender Pay Gap at UPMC Ireland for all employees is 19.5% at the mean and 8.3% at the median. The median highlights the close alignment that exists between male and female pay across UPMC Ireland. For part-time workers, a mean of 20.4% and a median of 2.7% can be observed.

Some of the key influencers on our results, which are reflective of both our industry and our work conditions are outlined below:

- Of the consultants employed by UPMC (all situated in the upper pay quartile) approximately 90% are male.
- Although more females received a bonus than males in 2023, gender representation is higher for males than females (5% of males versus 2% of females) in that recipient population.
- Females are impacted by lower/reduced earnings due to part-paid/unpaid additional maternity leave, thereby increasing the female representation in the lower pay quartile.
- A greater amount of females had reduced earnings as a result of sick leave. Due to the fact that our female population is significantly larger than males in the organisation, this may be considered a correlation as illness benefit deductions from absent employees are not counted as earnings.

# UPMC IRELAND NETWORK RESULTS

As of June 30, 2023, there were 947 females and 362 males employed across our UPMC Ireland Hospitals Group.



Gender Representation  
n=1309

72%

28%



## Proportion of Employees per each pay quartile

### Upper Quartile

35% 65%

### Middle Upper

23% 77%

### Middle Lower

31% 69%

### Lower

21% 79%

## Gender Pay Gap per Work Status

All		Part time		Fixed term	
Mean	19.5%	Mean	20.4%	Mean	15.1%
Median	8.3%	Median	2.7%	Median	0.0%

## Bonus and Benefit in Kind

BIK Recipients		Bonus Recipients		Bonus GPG	
Male	2%	Male	5%	Mean	65%
Female	1%	Female	2%	Median	-32%

# WHAT HAVE WE DONE TO ADDRESS OUR GENDER PAY GAP IN 2023

Following the outputs of the UPMC Ireland Gender Pay Gap Report in December 2022, more focus was placed on initiatives to create an environment where all our employees can thrive and progress. Our accomplishments were as follows;

- A dedicated team led by a Talent Acquisition Specialist has been established with a key set of objectives and tasks to enable a bias-free external and internal recruitment approach through appropriate recruitment methodologies, processes, and policies.
- Launched our DE&I policy as a key starting point to set out our intent with our People Plan.
- Held a workshop during one of our Leadership Development sessions with 120 leaders to seek their inputs. This contribution to our workplans has ensured that we have taken an inclusive approach to ensure DE&I is a key component of the roles of our people leaders and managers.
- Provided Diverse Leadership Training with our Executive Team and extended leadership team.
- Engaged with the Bronze Accreditation Programme with our Accrediting partner.
- Implemented new enhanced maternity and paternity and adoptive leave provisions for our colleagues, commenced on April 1, 2023.
- Introduced a formal Remote Working policy to enhance flexibility in location of work.
- Introduced the Domestic Violence policy in August 2023.



## IN 2024, UPMC WILL

- Review gender representation across the four separate pay quartiles to seek opportunities for programmes to develop talent.
- Communicate our Diversity and Inclusion Strategy and associated plans.
- Launch our new Recruitment and Selection policy to ensure that all recruitment initiatives, where practicable, particularly external searches, have a gender quota of 50/50 applied to them in line with our policy.
- Include our DE&I training as part of our on-boarding for all employees.
- Extend Diverse Leadership Training to 100 People Managers in the organisation.
- Deliver Unconscious Bias training to all colleagues in the organisation with a completion goal of the end of 2024.
- Complete Bronze Accreditation in February 2024.
- Continue to review all HR and people related policies to incorporate ways of working that will encourage equity and inclusion.
- Introduce our Champions Awards and pledge to recognise those who exemplify inclusion and our UPMC Values of Dignity & Respect in their daily interactions.
- Pilot an Inclusive Employment Programme at one of our UPMC hospitals in partnership with local services.
- Introduce the role of Learning and Development to UPMC Ireland with an objective to develop partnerships with our Universities, enabling career progression and personal growth through further education.

