



UPMC GENDER PAY GAP REPORT 2022

UPMC
LIFE CHANGING MEDICINE

AS WE REIMAGINE

It gives me great pleasure to publish UPMC in Ireland's first Gender Pay Gap Report.

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.” In the spirit of shaping tomorrow’s health system, this report will serve a crucial starting point as we take our initial first steps to begin our diversity and inclusion journey.

UPMC is committed to delivering access to care to communities across Ireland and understands implicitly the need for our organisation to reflect the makeup of the communities we serve. I firmly believe that by nurturing different perspectives across our facilities, we will encourage a culture of open dialogue and new ideas that will benefit our organisation.

UPMC’s growth and success in recent years has proved that our biggest strength is our people. Without each and every 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 even the best medical technologies. We rely on our colleagues and respect the individuality and collectivity of people’s importance, from those who are patient facing on a day-to-day basis to those who may impact others from a distance. Every single person has a significant contribution to make to serve our patients. However, UPMC also has a duty to serve them too.

A core tenet of UPMC in our approach to pay and reward is that all of our colleagues, regardless of age, gender, religion or background are paid equally.

Gender Pay Gaps across Irish society are the consequence of various inequalities that women confront as they approach work, progression, and rewards. However, none of these inequalities are reasons why we should allow a gender pay gap to continue. I recognise that despite being an organisation that embraces diversity and inclusion, a gender pay gap exists in UPMC.

Addressing this and creating a culture of inclusion and belonging is a key priority for all of us. 2023 is a year for UPMC to deliver on our responsibilities for a more diverse and inclusive workforce.

We are therefore committing to:

- Establish a Diversity and Inclusion Steering Group
- Design and develop a Diversity and Inclusion strategy
- Launch our D&I strategy
- Establish Team Resource Groups across the organisation

I have no doubt that these objectives will act as catalysts for change in UPMC. We will embed actions that are aimed at improving our metrics and build further, with added impetus, a culture of inclusion, trust, and transparency across our facilities in Ireland.

The creation of a strong talent pipeline with a renewed focus on succession planning will, I have no doubt, lead to better outcomes for the organisation. We understand that this will take time to implement and that it is not something that can, or will be achieved overnight. However, I am fully confident that with our commitment in this area, our forthcoming Diversity and Inclusion strategy, along with changes we have already made in the areas of HR, as well as the appointment of a Director of Compensation and Benefits, will drive progress into the future.

It is recognised by our entire management team that a diverse and inclusive organisation delivers real and tangible business benefits. I am proud to lead an executive leadership group of 8 people that is made up of 5 women and 3 men. Full executive support will be given to delivering in this area, including the requirement of our management team to undergo inclusive leadership training, as well as my commitment to D&I as a standing item in our management meetings going forward.

As Managing Director of UPMC in Ireland, I am pleased to publish this report. Not because of the data contained within, but by understanding that by sharing it widely, it reflects the clear commitment to ensure we meet our stated objectives to address the findings and to demonstrate UPMC’s priority to being an inclusive, equal, and sustainable organisation.

Eamonn Fitzgerald

Managing Director
UPMC in Ireland

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

Mean

The mean Gender Pay Gap is calculated with reference to the average hourly wage in place across the entire organisation. To calculate the mean for female employees, the sum of all of the hourly rates paid to females was divided by the total number of men working in the organisation. The same calculation was conducted for male employees.

Median

The median is the midpoint hourly pay point of all female and male employees.

OUR FINDINGS

The scope of this report relates to all UPMC in Ireland employees in the 12 month period between 1 July 2021 to 30 June 2022.

In line with regulation, whereby legal entities with 250 or more employees must publish a Gender Pay Gap report, this report also includes information for both UPMC Whitfield Hospital and UPMC Aut Even Hospital. As this includes two out of our three hospitals we have also included UPMC Kildare Hospital.

For the purposes of this report, we chose the 30 June 2022 as our snapshot date



WHAT IS INFLUENCING THE RESULTS

UPMC in Ireland

UPMC's approach to pay and reward is that all colleagues, regardless of age, gender, religion or background, are paid equally.

The nature of operating in healthcare, and the need for highly specialised and skilled roles, poses many challenges in the talent attraction context. Whilst UPMC always strives to maintain as diverse a workforce as possible, this is not always possible with the talent pool available when recruiting. The data supports this position, 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.

At UPMC, we provide an environment rich with flexible working opportunities across our facilities. According to IBEC, traditionally, women take on a much larger share of family caring responsibilities and unpaid work in the home and this is a contributing factor to significant pay disparity between women and men in Ireland. This is reflected in this report where a mean GPG of -19.7% and median of -51.6% in favour of females exists for part time workers.

The GPG for temporary contracts is 17.4% at the mean and 0.6% at the median. These figures are impacted by the relatively small number of temporary contractors in relation to permanent employees. The gap in this area is impacted by the ability to source healthcare workers that are typically available to fill these roles.

The median GPG of 7.0% highlights the close alignment that exists between male and female pay across UPMC in Ireland.

UPMC Whitfield Hospital

UPMC Whitfield Hospital has a mean gender pay gap of 17.5% and a median of 4.2% in favour of men. The hospital provides specialty services through provision of oncology, radiology, cardiology and sports medicine services and the GPG is driven by more male consultants currently employed by UPMC in this location delivering these specialties.

UPMC Aut Even Hospital

UPMC Aut Even Hospital has a mean 3.2% gender pay gap and a median of -0.3%, reflecting the current make up of the hospital. There are significantly more part time workers that are female, and this is reflected in the report where a mean GPG of -27.6% and median of -47.6% in favour of females exists for part time workers

UPMC Kildare Hospital

UPMC Kildare Hospital has a mean -14.5% gender pay gap and a median of -44.1% in favour of females which reflects the current structures at the hospital. The higher proportion of males in the lower quartile at UPMC Kildare Hospital is the key differentiator compared to the other two hospitals.

GPG RESULTS

UPMC in Ireland

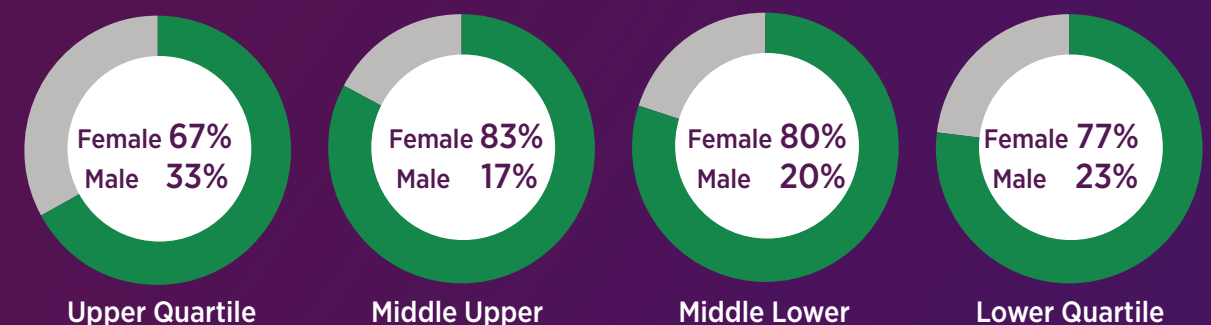


The scope of this report focuses on 1,029 employees who worked across UPMC in Ireland in the 12 months prior to the snapshot date of 30 June 2022.

Across UPMC the gender split is 77% female and 23% male.

All Employees		Part-Time Employees		Fixed Term	
GPG		GPG		GPG	
Mean	19.3%	Mean	-19.7%	Mean	17.4%
Median	7.0%	Median	-51.6%	Median	0.6%

Proportion of Employees per each pay quartile



Bonus and Benefit-in-Kind Gap

Bonus Gap		Bonus Recipients		BIK Recipients	
45.7%	Mean	4.6%	Male	2.5%	Male
9.6%	Median	2.0%	Female	1.3%	Female

GPG RESULTS

UPMC Whitfield Hospital

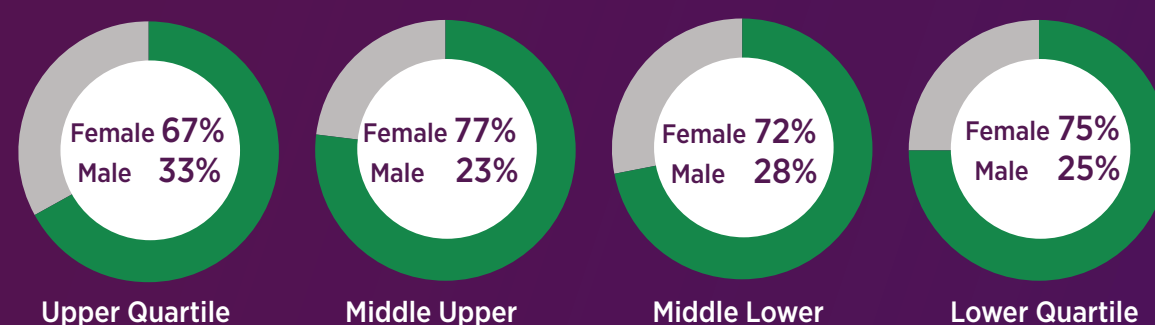


The section focuses on 531 employees who worked in UPMC Whitfield Hospital in the 12 months prior to the snapshot date of 30 June 2022.

At UPMC Whitfield Hospital the gender split is 73% female and 27% male.

All Employees		Part-Time Employees		Fixed Term	
GPG		GPG		GPG	
Mean	17.5%	Mean	-32.4%	Mean	24.0%
Median	4.2%	Median	-64.3%	Median	-8.2%

Proportion of Employees per each pay quartile



Bonus and Benefit-in-Kind Gap

Bonus Gap		Bonus Recipients		BIK Recipients	
41.2%	Mean	4.2%	Male	4.2%	Male
57.1%	Median	2.1%	Female	2.1%	Female

GPG RESULTS

UPMC Aut Even Hospital

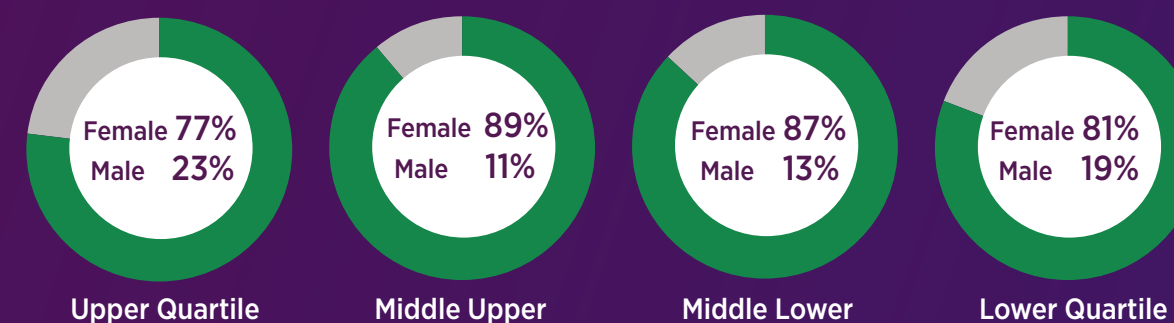


This section focuses on 283 employees who worked in UPMC Aut Even Hospital in the 12 months prior to the snapshot date of 30 June 2022.

At UPMC Aut Even Hospital the gender split is 83% female and 17% male.

All Employees		Part-Time Employees		Fixed Term	
GPG		GPG		GPG	
Mean	3.2%	Mean	-27.6%	Mean	-23.4%
Median	-0.3%	Median	-47.6%	Median	21.2%

Proportion of Employees per each pay quartile



Bonus and Benefit-in-Kind Gap

Bonus Gap		Bonus Recipients		BIK Recipients	
0%	Mean	0%	Male	0%	Male
0%	Median	0%	Female	0.8%	Female

GPG RESULTS

UPMC Kildare Hospital

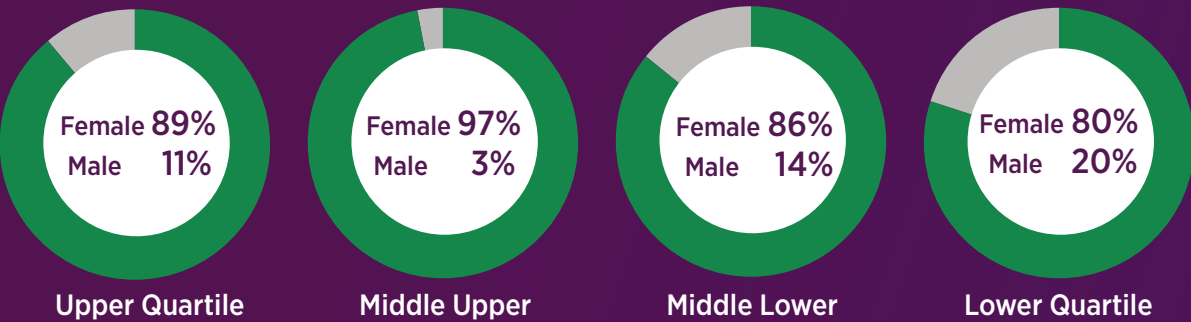


The section focuses on 142 employees who worked in UPMC Kildare Hospital in the 12 months prior to the snapshot date of 30 June 2022.

At UPMC Kildare Hospital the gender split is 88% female and 12% male.

All Employees		Part-Time Employees		Fixed Term	
GPG		GPG		GPG	
Mean	-14.5%	Mean	-10.8%	Mean	1.6%
Median	-44.1%	Median	-50.7%	Median	8.1%

Proportion of Employees per each pay quartile



Bonus and Benefit-in-Kind Gap

Bonus Gap		Bonus Recipients		BIK Recipients	
0%	Mean	0%	Male	0%	Male
0%	Median	0%	Female	0%	Female



WHAT ARE WE DOING TO ADDRESS OUR GENDER PAY GAP

Using the outputs of the UPMC Gender Pay Gap Report, this will add a specific lens to areas where UPMC can encourage greater gender balance in all roles, where possible considering the current healthcare operating environment.

UPMC will focus on:

Talent Attraction

Through a newly appointed Director of HR and also a Director of Compensation and Benefits, reviewing our processes to ensure, where possible, we try to attract a more balanced applicant pool for all vacancies.

Learning and Development

Reviewing all our internal training processes to encourage open access for all as part of career progression to more senior roles.

Career Opportunities

Examining our internal progression processes to ensure there are no barriers to progression based on gender.

IN 2023, UPMC WILL

Establish a Diversity and Inclusion Steering Group

This will be chaired by the Managing Director and consist of colleagues from across the organisation. The purpose will be to track and manage progress of Diversity and Inclusion across UPMC in Ireland.

Design and develop a Diversity and Inclusion Strategy

Through the steering group, UPMC will publish a multi-annual strategy that provides a shared direction and commitment for the organisation so we can work together to respect and value our diverse workforce and build a more inclusive workplace.

Launch our D&I strategy

We commit to launching our D&I strategy and communicating this to every member of our team. The roll-out will be overseen by the steering group.

Establish Team Resource Groups across the organisation

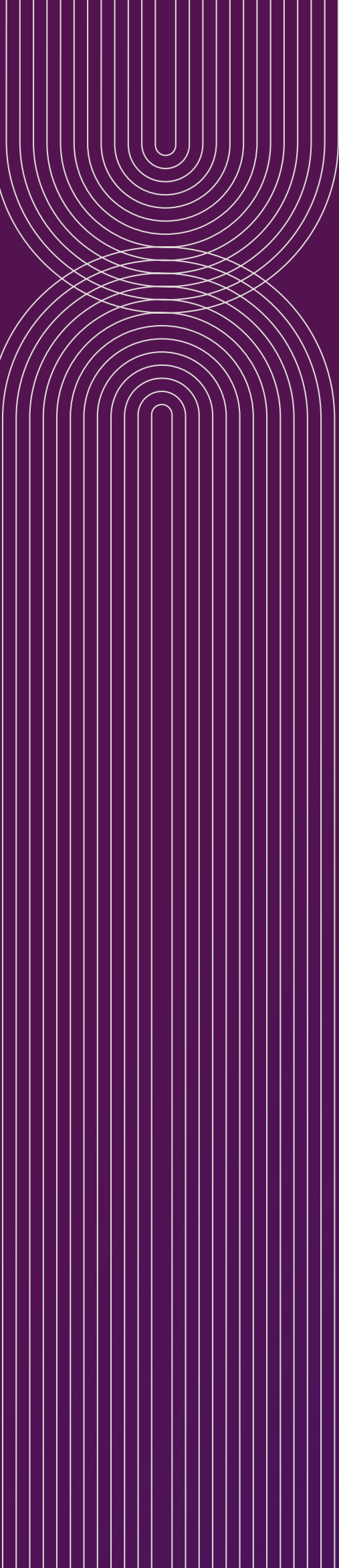
Team Resource Groups are voluntary, employee-led groups whose aim is to foster a diverse, inclusive workplace aligned with UPMC. With support to establish, these will be led by team members who share a characteristic, whether it's gender, ethnicity, religious affiliation, lifestyle, or interest.

Provide training on Diversity and Inclusion

Our executive leadership group will undergo inclusive leadership training, as well as the inclusion of training on D&I, Unconscious Bias and other areas to the members of our UPMC Leadership Development Programme that forms part of the UPMC Experience.



OUR COMMITMENT



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