



 **NCI**
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GENDER PAY GAP REPORT
DECEMBER 2024

CONTENTS

National College of Ireland	2
What is the gender pay gap?	3
Context of NCI	4
The methodology employed to complete the report	4
Results and analysis	4
1. The mean and median pay gap in hourly pay between male and female employees.	5
2. The mean and median pay gap in hourly pay between part-time male and female employees.	9
3. The mean and median pay gap in hourly pay between temporary male and female employees.	10
4./5. The percentage of male and female employees who received bonuses	10
6. The percentage of male and female employees who received benefit in kind	11
7. The percentage of male and female employees in each of four pay band quartiles.	11
Summary	12
Strategic actions towards closing the gender pay gap	12

ABBREVIATIONS/ACRONYMS

APS	Academic, professional and support staff
AF	Associate faculty
ELI	Early Learning Initiative
GPG	Gender Pay Gap
NCI	National College of Ireland
STEM	Science, technology, engineering, and mathematics



NATIONAL COLLEGE OF IRELAND

National College of Ireland (NCI) has a clear mission 'to change lives through education.' An independent, not-for-profit, third-level institution, NCI has around 6,500 students across its key programme areas of business, computing, education, and psychology. NCI has its campus in the International Financial Services Centre in Dublin's North-East Inner City and has expanded its campus footprint through the acquisition of an additional building at Spencer Dock, 300 metres from our original building on Mayor Square, which opened for students and community use in October 2023.

The College was founded on an ethos of social justice with access to higher education a core value. Since moving to the IFSC in the 2000's, NCI has also provided a community-based programme, the Early Learning Initiative (ELI), which works to eliminate educational disadvantage in marginalised communities, from the College's nearest neighbours in the North-East Inner City, and nationally in areas of disadvantage throughout Ireland. This programme is a significant employer of local personnel and has a strong record of upskilling staff working in this critical area of early childhood education.

The College's internationally recognised programmes, from undergraduate to doctoral level, are delivered full-time and part-time, and accredited through QQI¹ and where appropriate, additional professional body accreditation, such as CIPD² and ACCA³. With over 70 years' experience of working with employers to identify skills gaps and delivering education and careers service, NCI students have a consistently high graduate employment rate post qualification.

NCI makes its courses accessible through innovative and flexible delivery mechanisms, including apprenticeships, online and blended learning, part-time delivery in the evening/weekend, accelerated degree programmes, structured progression pathways from further education, in addition to delivering government initiatives such as Springboard which is focused on upskilling those who are unemployed/under-employed. Recognition of Prior Experiential Learning (RPEL) may bridge entry requirements for applicants without minimum academic qualifications, to permit advanced entry or module exemptions.

At postgraduate level, NCI provides special purpose awards and postgraduate diplomas and masters in subjects ranging from human resources management, MBA, to emerging specialisations such as data analytics and artificial intelligence. NCI has recently renewed the Athena Swan award (April 2024), and the Autism Friendly Campus accreditation (September 2024), are an Age Friendly accredited campus, and a 5-Q star higher education institution. In association with the 30% Club, NCI has a scholarship to address the under-representation of women in postgraduate STEM education and operates the Aurora programme to encourage the progression of women who are academics and administrators. NCI has also recently undergone a CINNTE institutional review (site visit in December 2024).

NCI faculty, both full-time and associate, is drawn from academia and industry, and combines the best of practical and theoretical expertise. Research is highly valued at NCI, and best practice in pedagogy is underpinned by the Centre for Education and Lifelong Learning (CELL), which supports academic staff in their professional development in addition to delivering programmes to students.

There is strong collaboration between academic and non-academic staff, under the guidance of Executive Board, Academic Council, and Governing Body, led by NCI's President Professor Gina Quin and Chairman Brendan McGinty.

Current Director of HR, Mary Connelly, with her team, has drawn on NCI's core values to roll out a series of initiatives over the past four years, clarifying and extending the supports available to all staff, creating online and on campus spaces for communications and shared experiences, centring wellness at the heart of NCI's working life.

National College of Ireland is informed by the values of inclusion, community, integrity, dynamic innovation, the central role of the learner, and excellence, for both students and staff.

¹ [Quality and Qualifications Ireland](#)

² [The CIPD is the professional body for HR and people development.](#)

³ [Professional accountancy body.](#)

WHAT IS THE GENDER PAY GAP?

The Gender Pay Gap Information Act 2021, implemented in 2022, set out employers' obligations in relation to gender pay gap reporting. From 2024, this act, and subsequent regulations, specified that all employers with 150 or more employees report annually on their gender pay gap (GPG), taking a 'snapshot' date in June and reporting by the same day in December.

The Gender Pay Gap Information Act requires employers to provide the following specific information.

1. The mean and median pay gap in hourly pay between male and female employees.
2. The mean and median pay gap in hourly pay between part-time male and female employees.
3. The mean and median pay gap in hourly pay between temporary male and female employees.
4. The mean and median bonus pay gap between male and female employees.
5. The percentage of male and female employees who received bonus pay.
6. The percentage of male and female employees who received benefit in kind.
7. The percentage of male and female employees in each of four pay band quartiles.

NCI published our first GPG report in December 2022; this is the third GPG report completed by NCI.

In addition to the gender pay gap data, employers must publish on their website (or in a way that is accessible to the public and employees), a narrative that outlines the reasons for any gender pay gap as well as the actions proposed or being taken to reduce or eliminate the gap.

WHAT DOES THE GENDER PAY GAP MEAN?

The gender pay gap is the difference in the average hourly wage of men and women across a workforce – it compares the pay of all working men and all working women; not just those in same jobs, with the same working patterns or the same competencies, qualifications, or experience.

It does not indicate discrimination or bias, or even an absence of equal pay for equal value work – but it does report a gender representation gap and will capture whether women are equally represented across the organisation – so for example if women hold more of the lower paid jobs in the organisation than men, the gender pay gap is usually bigger.⁴

Most employers will have a gender pay gap. In more gendered industries, such as the airline industry and certain types of manufacturing, there are often significant gender pay gaps. According to an analysis by [Deloitte](#), financial services, technology, the media, and telecommunications sectors have the largest GPGs in Ireland. This analysis found an overall 13.3% mean gender pay gap and a median pay gap of 10.2% in Ireland.

According to the [CSO](#), the GPG in Ireland for 2022 was 9.6% i.e. the average man earned 9.6% more than the average woman. But there is a significant variation in the GPG when considering various characteristics such as the sector, company size, length of service, public/private status, full-time/part-time status, occupation, education, age, nationality, and region.

Figures from the [European Commission](#) estimate that in the EU, the GPG stood at 10.7% in 2022. According to Eurostat data the EU gender pay gap has closed by 1% over the last eight years. Based on these trends, women will be waiting for another 84 years, without the development of specific actions, for the GPG to close.

Therefore, the GPG is different to equal pay. The GPG is the difference between the average hourly wages of women and men, not about equal pay between two comparable individuals. A GPG will exist, for example, if lower-paid jobs in an organisation are carried out by women and the higher-paid roles are carried out by men.

It is also important to understand that gendered pay is just one area where gender inequality impacts, and factors and changes in this area will be mitigated and/or impacted on by external factors. Gender inequality exists in our society. There are a range of socio-economic factors at play; consider childcare, the share of domestic responsibilities, and generations of gendered education and its impact. As some of the causes of the GPG are beyond our organisation so are some of the solutions. Some can be addressed by employers, but others will require ongoing wider societal change.

Tackling a GPG alone will not eliminate gender inequality, but it is an issue to tackle. It also provides us with a tool, a way to measure and analyse where issues arise.

⁴ [Navigating the Gender Pay Gap IBEC](#)

CONTEXT OF NCI

NCI is a complex higher education institution with a range of staff and contract types. There are academic/teaching staff, support staff, administrators, managers, technical and facilities staff, as well as those who are working in specific programmes, such as the Early Learning Initiative (ELI). NCI also have a range of staff that are permanent, or on fixed term contracts, and full- and part-time staff.

Key staff categories and programmes include.

- Permanent fixed term academic, professional, and support staff. These are staff who are both academic and support staff and who work full- and part-time.
- Associate Faculty (AF), who work part-time for NCI, lecturing/teaching on specific modules/programmes. AF can be on either fixed term or permanent contracts. This pool of staff can change rapidly over time.
- The Early Learning Initiative (ELI). ELI was developed to address the problem of educational underachievement in marginalised communities. Building upon tried and tested models of early years’ intervention, ELI work with communities in areas of greatest need, to provide world-class parent and child learning support programmes. A significant proportion of NCI staff are working in this specialist programme. This is a strongly gendered area, 94% of ELI staff are women, the majority of whom work less than full-time hours.



Owen Delaney, Facilities Manager; Eamonn Jordan, Management Accountant; Dr Paul Stynes, Dean of School of Computing; Karen Jones, Registrar – at an all-staff coffee morning.

THE METHODOLOGY EMPLOYED TO COMPLETE THE REPORT

NCI established a working group in March 2022 to understand the requirements, gather the data, and work on the gender pay gap (GPG) report. This working group includes the HR Director, the Finance Director, the Management Account, the HR Manager, and the Equality, Diversity and Inclusion, and Training Manager.

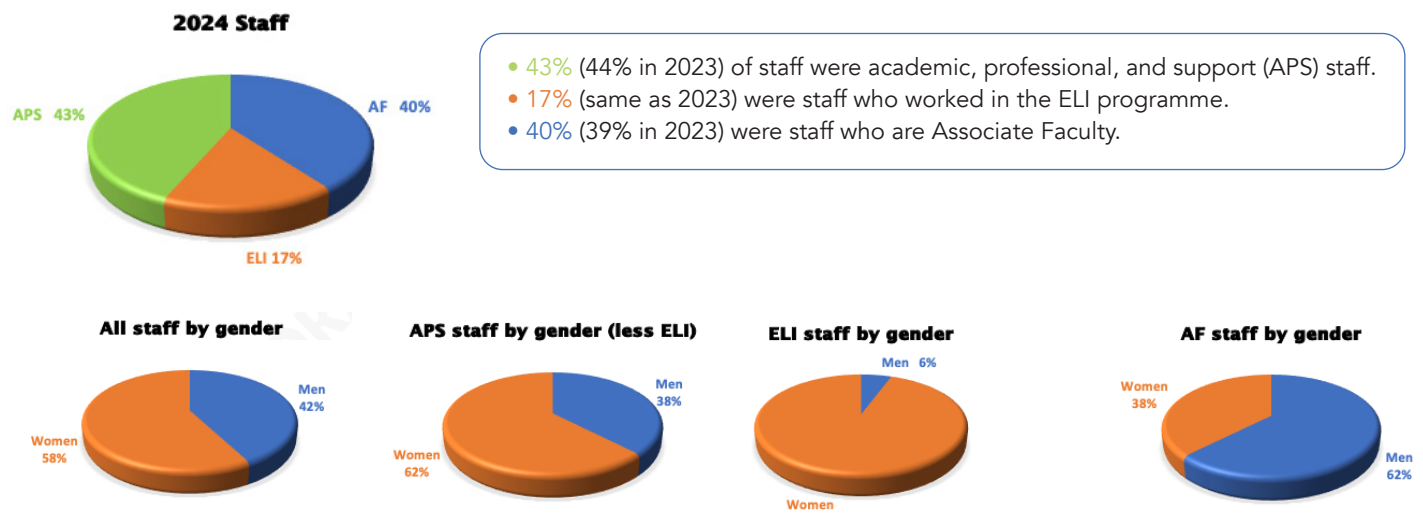
For 2024, NCI took the date of June 30th as the required snapshot for 2024 and reported in December 2024, which is the same June date taken in 2023 and 2022.

HR produced a comprehensive list of staff who were employed by the College on June 30th and had been paid over the previous 12-month period. This list was inclusive of all staff, full-time and part-time, permanent and contract staff. Finance calculated the hourly rate for each staff member, analysis was performed, and the report produced.

RESULTS AND ANALYSIS

The following are the results of NCI’s gender pay gap analysis under the required headings.

For the 12 months prior to June 30th, 2024, the reporting period, there were 535 staff overall. The proportion of staff in each of the key areas was very similar to 2023, and was as follows.



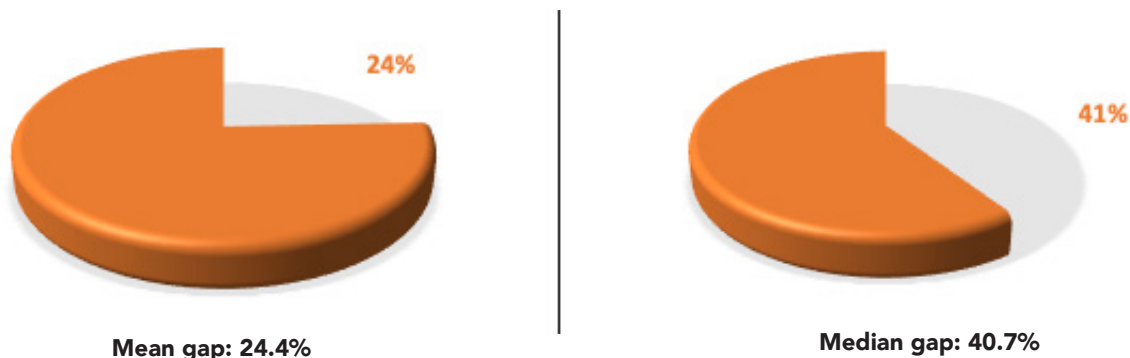
58% of NCI staff are women (59% in 2023), but this varies between each area of staff, in ELI 94% (96% in 2023) of staff are women, with AF staff 62% are men (65% in 2023).

⁸ Some assumptions had to be made in relation to how some hourly pay rates are calculated. In NCI this was particularly important in relation to our associate faculty staff, (AF). AF staff are paid per hour of teaching, this assumes some preparation time. AF may also be paid for each activity of work, i.e. exam setting, supervision etc or per project without exact definition of hours set out, an assumption was made here that their payrate is averaged in the same way as their teaching rate.

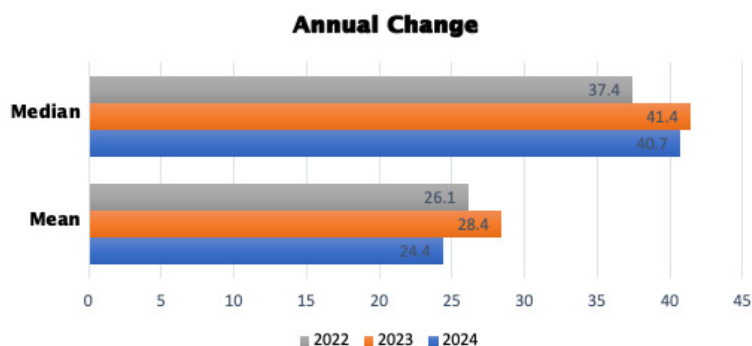
1. THE MEAN AND MEDIAN PAY GAP IN HOURLY PAY BETWEEN MALE AND FEMALE EMPLOYEES.

ALL STAFF IN NCI⁵

When all staff are accounted for NCI has a mean GPG of 24.4% and a median GPG of 40.7 %.



This is a small decrease in the mean from the 2023 and 2022 (28.4% in 2023, and 26.1% in 2022). It is a decrease on the median figure of 2023 which was 41.4% but not as low as the 2022 figure of 37.4%.



One factors for the small variance year on year is the pattern of joiners and leavers in NCI over the 12-month period. In 2024, the gender pay gap among joiners was low, at 3.8%, while leavers had a gap of 17.5%.

There is little change with the 'continuing' staff (i.e. neither a joiner nor leaver). The continuing staff have a gap of 22% (23% in 2023), therefore there is also some movement of women into higher paid roles/positions/promotions.

THE HIDDEN COMPLEX REALITY

NCI is a complex organisation and unless NCI analyse what is happening in different areas it is difficult to understand what is specifically driving the GPG within the College.

There are two specific areas/programmes of work which largely account for this GPG, Associate Faculty (AF) and the Early Learning Initiative (ELI). These two specific areas/programmes require specific examination.

Both of these areas are also predominantly part-time, 58% (57% in 2023) of staff in NCI are part-time. The GPG in our part-time staff is higher, which affects the overall rate. This is due to the gender segregated nature of our part-time staff. The majority of part-time staff, who are women, are in ELI and administration and the majority of part-time staff, who are men, are AF academic staff who are higher paid.

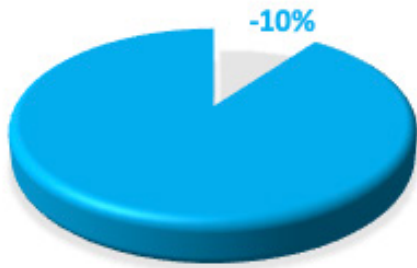
ASSOCIATE FACULTY (AF)

Associate Faculty (AF) are staff who work part-time for NCI, lecturing/teaching on particular modules/programmes. AF can be on either fixed term/temporary or permanent contracts and are paid an hourly rate which is based on level of the course they are teaching, i.e. postgraduate teaching staff are paid a higher rate than undergraduate teaching staff.

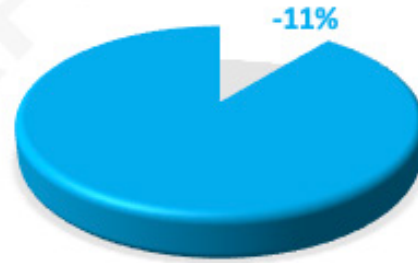
⁵To read the charts a gender pay gap (i.e. one that denotes women earning less than men) is in orange and negative gender pay gap (i.e. one that denotes women earning more than men) is in blue.

GENDER PAY GAP OF AF STAFF ONLY

When analysing the GPG of the AF staff alone, the gender pay gap is in the negative with women better paid than men.

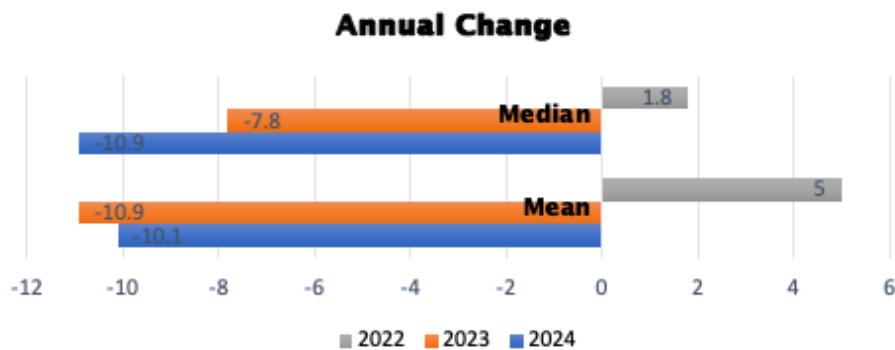


Mean gap: -10.1%



Median gap: -10.9%

These are very similar figures to 2023, where the gender pay gap was mean of -10.9% and median of -7.8%. In 2022, the GPG for AF staff was a mean of 5% and median of 1.8%.



The change over the last 24 months is largely as result of more women teaching on post graduate programmes which is a higher paid area. This is a significant improvement particularly when considering the College has two departments, one of which is a STEM⁶ subject, Computing, where a higher GPG would be expected given the dominance of men in STEM subjects.

ALL STAFF EXCLUDING AF

Below are the GPG figures for all staff in NCI less the AF.



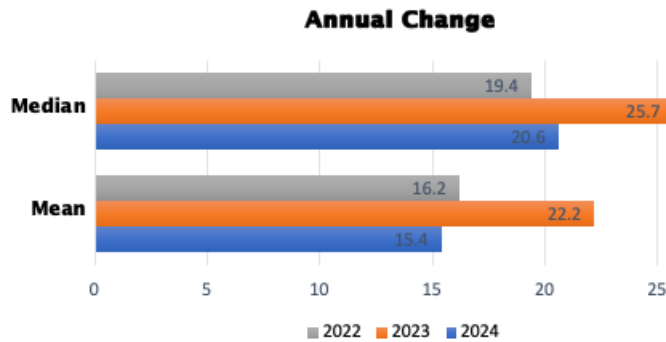
Mean gap: 15.4%



Median gap 20.6%

⁶ Science, technology, engineering, and mathematics

The mean gap is 15.4% and median is 20.6%, which is a decrease on both the 2023 and 2022 figures for the mean (22.2% 2023 and 16.2% in 2022) and a decrease on the median in 2023 (25.7%), with a slight increase on the 2022 mean of 19.4%.



Therefore, without AF staff, the gender pay gap has reduced, even though the AF staff GPG is lower.

ELI STAFF

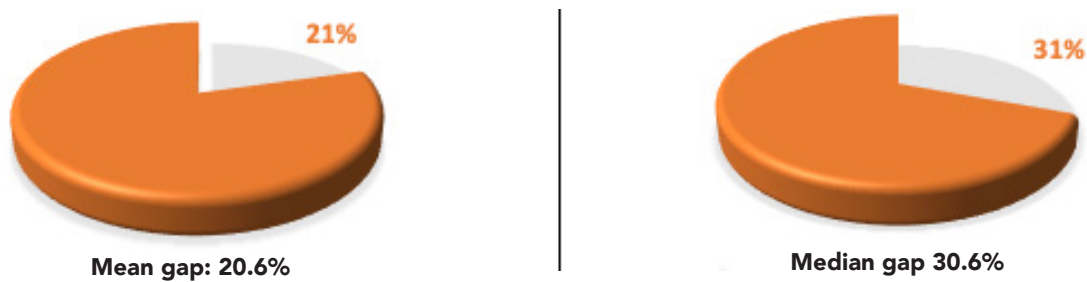
ELI is a specialist programme which is run by the College, focusing on early years education and family support. ELI staff make up 17% of NCI staff, and 28% of staff when excluding AF staff. This is a highly specific programme, unique in the higher education sector.

Within NCI this is a critical and valued programme supporting disadvantaged communities and families; but, how the GPG analysis is constructed also affects the College wide GPG.

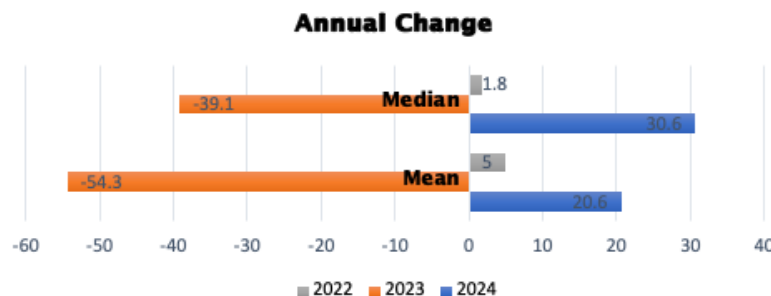
Within ELI, 94% of staff, (excluding lectures/teaching staff) are women, and most, by choice, are in part-time roles. Many of our ELI staff, particularly our Home Visitors⁷, which make up a significant proportion of the team, come from the communities that they serve and may have experienced educational exclusion early in their lives. Some started with a QQI level 5, others started without a level 5 qualification and were/are supported to gain this qualification. Importantly, some had joined after being participants on the programme themselves, which shows excellent progression.

ELI STAFF EXCLUDING AF

The gender pay gap within ELI has skewed hugely over the last three years, largely due to the very small percentage of men who work in this area, which results in a very disproportionate impact on the figures.



In 2023, men in ELI were in the lowest quartile and therefore there was a minus gender pay gap, but in 2024, this has changed quite dramatically, as the small percentage of men in ELI are in roles in the highest quadrant and the third quadrant.



⁷ The Early Years Home Visiting sector is a specialist area of Early Years Education.

ELI highlights the impact on percentages of small changes where the gender balance of staff is significantly skewed.

The strength of ELI is as a community employer, where staff are offered flexible working hours and progression. NCI/ELI support staff to move into employment and up the qualifications ladder with continued professional development through NCI. ELI staff are provided with specific training and support towards their roles. ELI provides tailored in-house staff training, short external courses from specialised groups and long-term courses, e.g. QQI Level 5, 6, 7, 8 and 9 qualifications. Many Home Visitors progress through ELI into Coordinator, Senior Coordinator, and Senior Specialist roles.

ELI works within the context of the wider early years sector. This sector is a highly gendered and often low paid; there is a process of professionalisation within the sector working towards standard minimum qualifications and pay. To date NCI has been ahead of the sector in terms of pay, conditions, progression, and supporting staff to gain qualifications. Traditionally, community and voluntary sector employment has been based on short term contracts with poorer terms and conditions than other sectors. NCI offers staff long term contracts, pay progression, positive terms, and conditions (paid maternity, paternity, and sick pay etc.)

Staff are also offered flexibility around working hours and contract type. ELI staff are often offered full-time positions; however, most have caring responsibilities and really appreciate and opt for the flexibility of family friendly, part-time roles, including accessing career breaks, parental leave, term time etc., all options which allow them to balance paid employment with their family/caring responsibilities. This has enabled them to stay in employment and progress their career and education. The work/life balance-friendly terms of working make ELI an attractive employer in the sector. The flexible working options are taken up by staff at all levels from Home Visitor to Assistant Director.

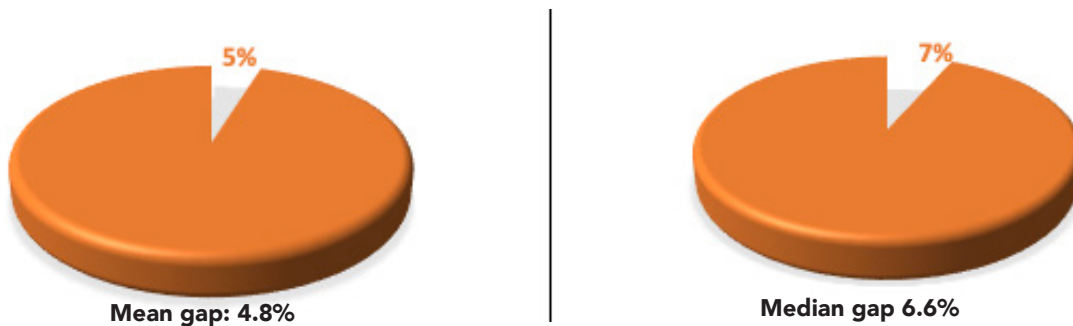
Therefore, ELI and the way ELI has been established and run by NCI is critical to the empowerment of women in the community, many of whom have been educationally and economically disadvantaged, but, because their hourly rate is being analysed alongside the institution's academic and professional staff in a gender pay analysis, there is a fundamental impact on the overall GPG figure.

Within ELI the GPG skews widely depending on the positions the small number of men hold, the impact of ELI on the overall NCI GPG is significant, because;

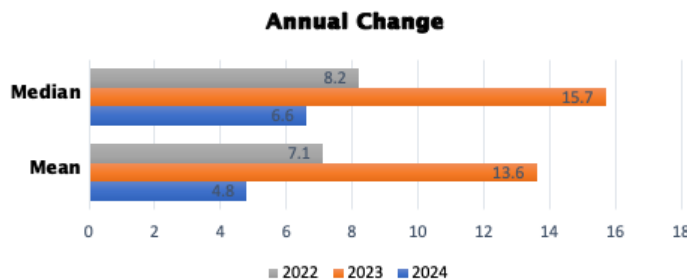
- 94% of ELI staff are women.
- ELI works in the context of a wider, heavily gendered sector (early years, family support, and community) that has been undervalued and underfunded, for generations, and has consequentially lower rates of pay than other areas within the education sector, in particular higher education.
- Some of the women employed within ELI, as the employment of women from the community that they serve is a key component of the values of ELI, are educationally/ economically disadvantaged, and at the early stages of their career.

ALL STAFF EXCLUDING AF AND ELI

When AF and ELI staff are excluded, there is a very different picture within NCI.



The gender pay gap is a mean of 4.8% and median of 6.6%, which is below the national average and a reduction on the GPG in recent years in NCI.

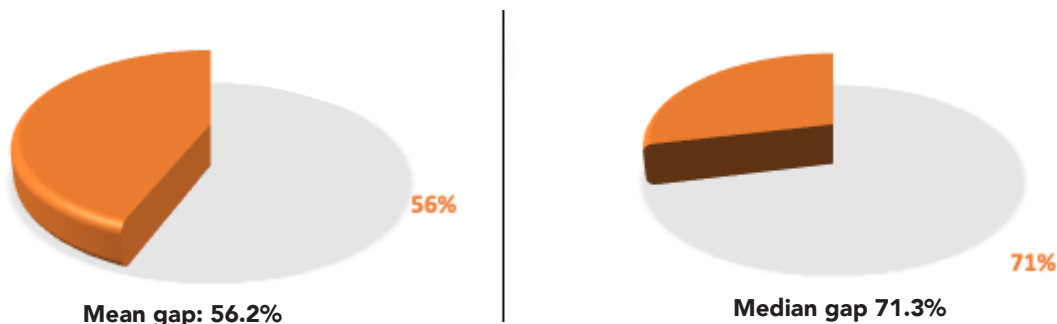


Therefore, ELI and AF have a significant impact on the GPG of NCI because of the segregated nature of the labour market, where women are primarily in early years education and there are more men in the AF area.

2. THE MEAN AND MEDIAN PAY GAP IN HOURLY PAY BETWEEN PART-TIME MALE AND FEMALE EMPLOYEES

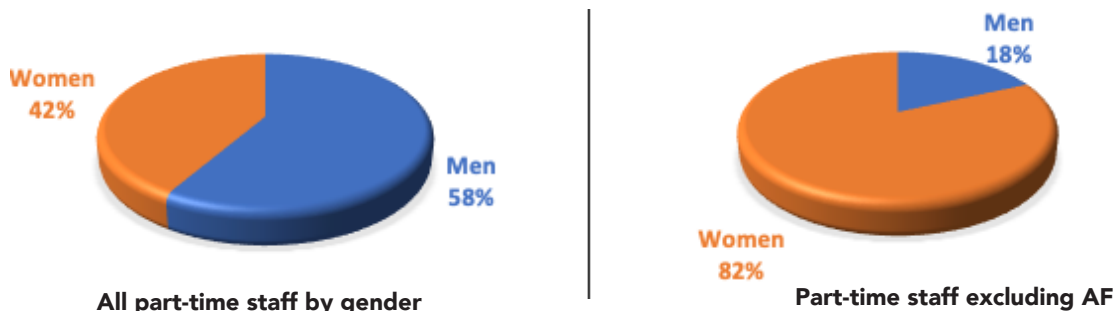
ALL PART-TIME STAFF

The analysis was performed on part-time permanent staff, this excludes temporary, fixed term staff that are part-time as these are reported separately.



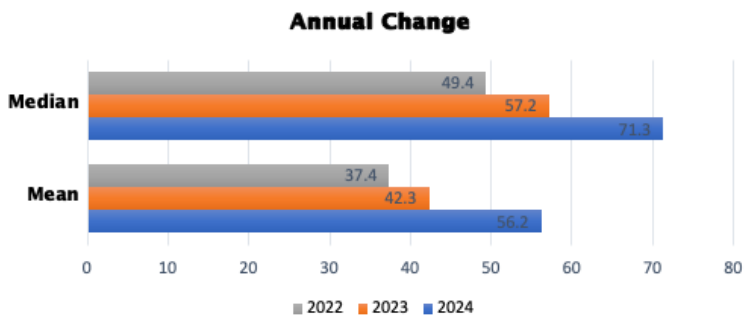
The GPG of part-time staff is significantly higher than all staff. It stands at a mean of 56.2% and a median of 71.3%. In 2023, it was 42.3% and 57.2% and in 2022, it was 37.4% and 49.4%. So, it has grown in recent years.

PART-TIME STAFF BY GENDER



This is because both AF and ELI dominate part-time staff figures and because part-time staff (excluding AF) are more likely to be women. 82% (96% in 2023) of non-AF part-time staff are women. This is largely driven by the predominance of part-time roles within ELI to accommodate the ethos of family friendly models for work for women who are often in caring roles within their family and/or are returning to employment and/or education.

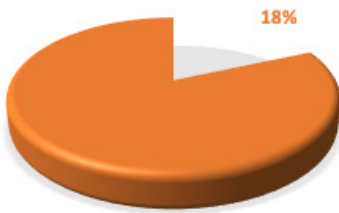
Therefore, the higher wage gap is driven by AF staff (more of whom are men), while the lower wage is driven by part-time staff in ELI, who are mainly women.



3. THE MEAN AND MEDIAN PAY GAP IN HOURLY PAY BETWEEN TEMPORARY MALE AND FEMALE EMPLOYEES

ALL TEMPORARY STAFF

This includes individuals on fixed term contracts.



Mean gap: 18.4%



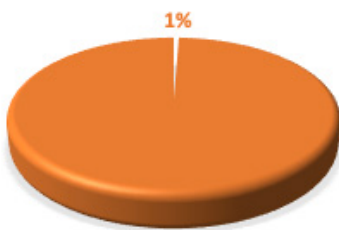
Median gap: 50.8%

The mean gap is 18.4% (28.3 in 2023) while the medium gap is 50.8 (60% in 2023)

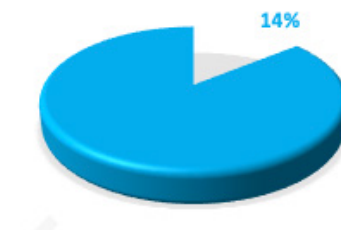
This gap is again mainly due to AF. Of the temporary positions in NCI, 66% are AF, and within the temporary AF positions women have a higher mean pay. Factoring in non-AF temporary staff the position changes, this is driven by lower paid women which make up most of the non-AF temporary staff.

TEMPORARY STAFF, EXCLUDING AF

If AF is excluded the mean gap becomes negative and the median gap is very small.



Mean gap: 0.6%

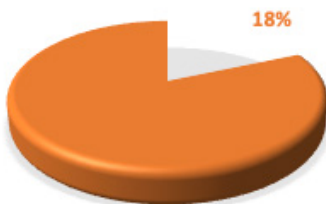


Median gap: -14.3%

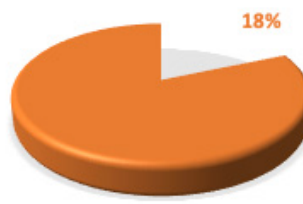
In 2024, it is a mean of 0.6% and median of -14.3%, in 2023, this was a means of -1.1% and median of 0%.

4./5. THE PERCENTAGE OF MALE AND FEMALE EMPLOYEES WHO RECEIVED BONUS PAY

Within NCI a very small proportion of staff (1%), receive a bonus. Slightly more men than women receive a bonus, 0.3% of women (in 2023 it was 0.4%) and 0.9% of men (in 2023 it was 1%).

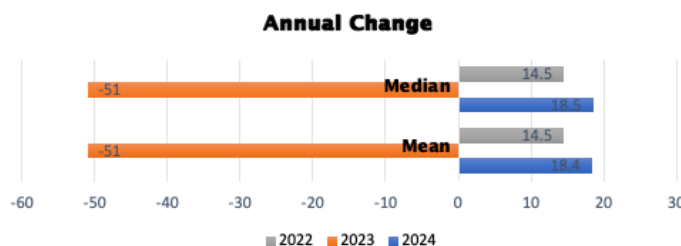


Mean gap 18.5%



Mean gap 18.5%

In 2024, both the mean and median gap for bonuses was 18.5% in 2023, both were a minus gap of 51% and in 2022 gaps mean and median were 14.5%.



As the number of staff that receive a bonus is so small, even very small changes have a vast impact the GPG results.

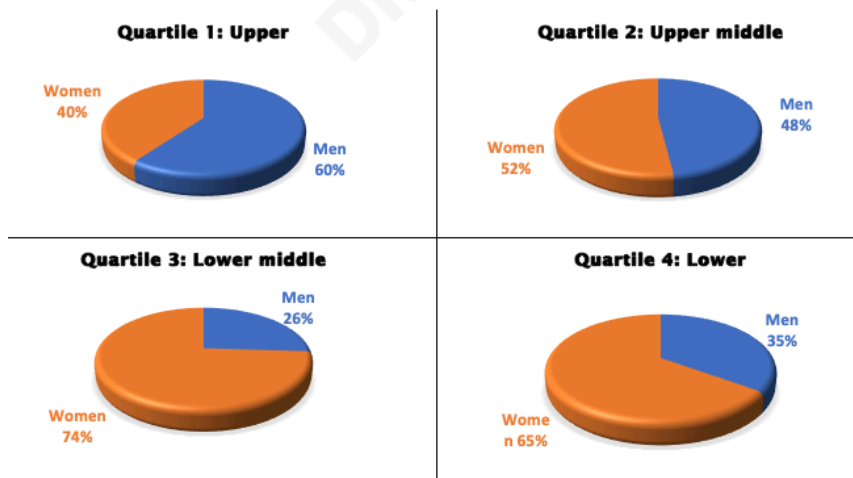
6. THE PERCENTAGE OF MALE AND FEMALE EMPLOYEES WHO RECEIVED BENEFIT IN KIND

NCI does not provide benefit in kind; therefore, this measure is not applicable.

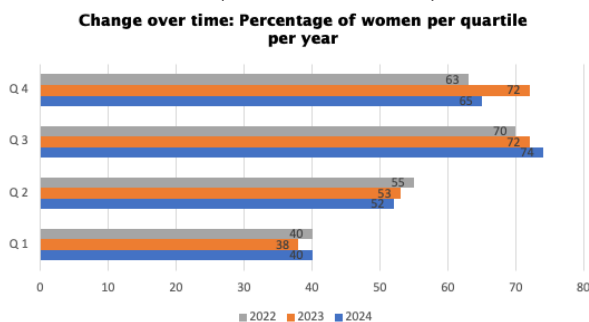
7. THE PERCENTAGE OF MALE AND FEMALE EMPLOYEES IN EACH OF FOUR PAY BAND QUARTILES

Within the highest quartile of staff there is a 40/60 breakdown of men to women in the highest paid roles. In the second quartile, there are slightly more women, with a breakdown of 52/48 breakdown of women to men.

PERCENTAGE OF ALL STAFF BY MEN AND WOMEN IN EACH QUARTILE 2024



In the lower percentiles, women dominate, making up 74% of the third quartile and 65% of the fourth quartile roles.

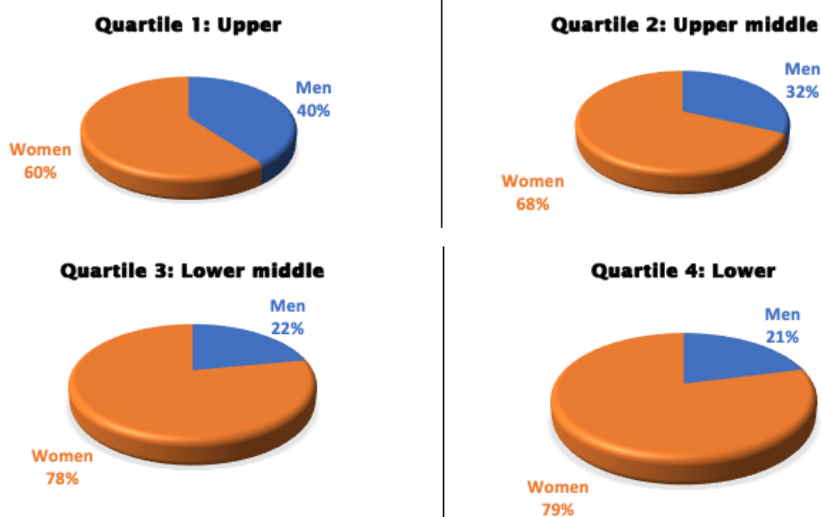


The figures have remained similar over recent years. Women are overrepresented in those roles that are the lowest paid.

This profile is heavily impacted upon by AF staff. Excluding AF women are in majority in all quartiles.

As we can see when AF are excluded, which is a figure that measures pay rates rather than roles, women are in the majority in both senior management and middle management roles. At the same time, the percentage of women also continues to increase in the lower paid percentiles.

PERCENTAGE OF STAFF, EXCLUDING AF STAFF BY MEN AND WOMEN IN EACH QUARTILE



SUMMARY

NCI has a gender pay gap, but the measure required by the legislation is a little blunt within the context of a complex organisation such as NCI.

When all staff are taken together there is a GPG of 24.1% and 40.7% mean and median, a small decrease from 2023, where it was 28.4% mean and 41.4% median.

This GPG is being driven by several factors.

- There is an element of horizontal gender segregation within the College, particularly within ELI and AF.
- The gendered nature of ELI is a significant influence, where women are often in roles focused on early years education, family support, and community engagement. Ironically, not having ELI would improve the GPG in NCI, but be a huge loss to NCI as an institution and its mission to 'change lives through education.' It would also be a loss to the many women who work in ELI. In this instance, the tool is not a good measure of the inclusion and empowerment of women, particularly women from and/or working in disadvantaged communities.
- Some vertical occupational segregation. There are more women in the lower paid, more junior roles within the College.

NCI is a multifaceted institution with a range of staff and programmes in place, which have different experiences. So, without proper analysis of what is happening in different areas, the picture is not clear.

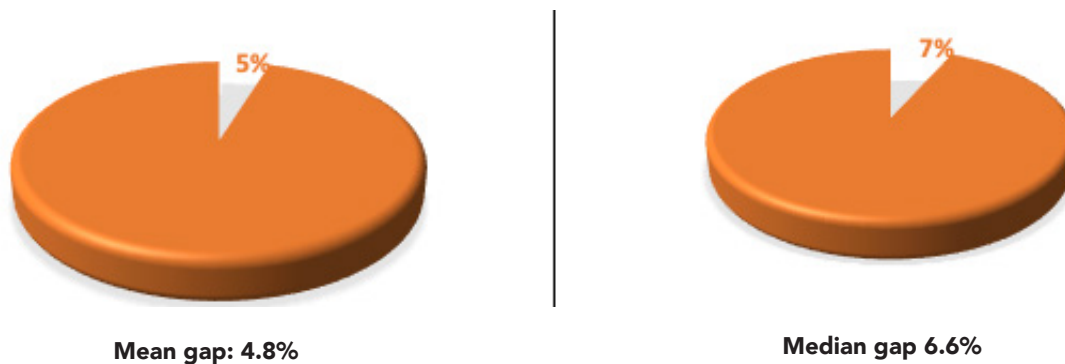
It is critical to note that the ELI programme, which is of immeasurable value to NCI, will continue to be managed and developed to further support the communities it serves. This includes the employment of women from the local communities who have been participants on the programme, to support them to access employment and education through the programme.

ELI will also continue to focus on family friendly employment models to ensure their staff are supported in their caring roles, which is also critical to ensure that disadvantaged women can gain meaningful employment and education.

Therefore, as this programme is being measured alongside the traditional academic structure of a higher education institution, the GPG will always look artificially high in NCI.

When these two specific and specialised areas are excluded (AF and ELI), a truer picture emerges. The gender pay gap is a mean of 4.8% and median of 6.6%, which is below the national average, and a reduction from 2023, where it was a mean of 15.7% and median of 13.6%.

ALL STAFF EXCLUDING AF AND ELI



STRATEGIC ACTIONS TOWARDS CLOSING THE GENDER PAY GAP

NCI is engaged in several strategies aimed at improving the position of women in the College overall, which will have an impact on the GPG. As noted above, NCI remains committed to the model and work of ELI, therefore, as this programme is analysed within an academic institution, the GPG will be unlikely to ever reach zero for the institution as a whole.

ATHENA SWAN

NCI is a proud Athena Swan Bronze Award holder, renewed in April 2024. Athena Swan is committed to advancing the careers of women in employment in higher education and research. The cornerstone to NCI's Athena Swan Bronze Award is the 2024–2029 Gender Equality Action Plan, which outlines measurable and impactful actions the College is taking in relation to striving for gender equality within NCI. Actions will be taken in key areas such as in leadership and accountability, data capture, analysis and reporting,

positive culture, and eliminating discrimination and unfair treatment, including sexual violence and harassment, staffing and recruitment, teaching and research, community, outreach, and intersectionality.

Our plans are ambitious and touch on the experiences of staff and students at every stage of their journey with NCI.



NCI is very proud to have achieved an Athena Swan award and will work to retain it and to progress.

AURORA

In the academic year of 2024/25, NCI has placed eight women on the Aurora leadership 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.

HYBRID WORKING POLICY

After extensive consultation with staff, and research in 2022, and following from the experience of Covid, NCI has implemented a hybrid working policy to support a sustainable work/life balance.

POLICY SUPPORT

NCI pays to avail of Parents' Leave as research suggests that men will only take paid leave. The aim is to encourage more men to engage in family friendly leave options.

NCI also has a Flexible Working policy which recognises that an improved work-life balance can enhance employee motivation, performance, and productivity.

PROMOTIONS POLICY

Launched in 2022, the new promotion policy aims to support the career paths for academics, including those who do not have a PhD. The first round of academic promotions under this policy took place in March 2023, with the second round taking place in December 2024.

RECRUITMENT AND PROMOTION PRACTICES

NCI commits to an objective, transparent, and merit-based recruitment and selection process which complies with Employment Equality Act 2015, Equality Acts and Disability Act 2005. To achieve this, NCI apply the following practices:

- I. Degendered language in applications
- II. Unconscious bias training for all interview panel members
- III. Gender balance on all interview panels
- IV. Targeting women for applicants in senior roles
- V. Gender balancing shortlist for senior roles
- VI. Targeting men for the ELI programme

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