

GENDER PAY GAP 2024



A Note from our President

In 2024, DBS continued to thrive as a diverse and vibrant community, welcoming new staff and students from around the world who have, in turn, brought unique perspectives to our College. Our community now represents over 37 nationalities among staff, with more than 70% of our student body coming from international backgrounds. This rich diversity underpins the importance of maintaining a strong focus on DEI initiatives.

Building on our commitment to fostering good citizenship, we've made measurable progress on the DEI goals set out in our 2023 gender pay gap report. These efforts align closely with our strategy, organizational structure, and our goal of delivering an exceptional student experience. Our approach to DEI is to educate, to embed and to embrace. Over the last year, we have focused on embedding DEI within the College. We have digitised our DEI protected criteria on our HRIS (Workday), we have run a number of workshops to educate our staff around topics like mental health, unconscious bias, inclusive leadership, and we are pleased to also announce we have set up our first LGBTQ+ employee resource group.

Whilst we have made strides, we acknowledge the need for further progress. Talent acquisition, succession planning and management development remain key areas where we must set clearer targets to ensure balanced gender representation across all levels. As we continue to evolve, it's crucial that we maintain a focus on gender balance, achieving a diverse range of specialized skills and experience across all roles.

We are grateful for the ongoing support from our parent company, Kaplan, whose global insights have enriched our DEI work. Our Board and Senior Leadership Team remain deeply engaged in these efforts.

Thank you to all our colleagues for their dedication and contributions over the past year. As we move into 2025, we remain fully committed to being an inclusive Higher Education Institution, fostering a culture that respects, celebrates, and thrives on the diversity within our community.

Sincerely, *TR Bicknell*



Tim Bicknell

President

Who we are

At Dublin Business School, our mission is to help individuals achieve their education and career goals, building futures one success story at a time. As an institution, we are committed to fostering a diverse, innovative, and collaborative environment, aligning with our vision to be globally recognised for excellence in teaching, learning, and career support.

DBS specialises in career-focused education across a wide range of disciplines, including Business, Law, Finance, Computing, Media, Arts, Psychology, Psychotherapy, and Social Science. Our strong partnerships with industry and professional bodies ensure that our programmes remain relevant and our graduates are equipped for impactful careers.

We are proud of our continued growth, with over 8,500 students and more than 100 accredited programmes. This success reflects our dedication to building a diverse institution that mirrors the communities we serve. At DBS, research plays a vital role in enhancing student learning, fostering faculty engagement, and strengthening connections with the academic and professional world.

Our commitment to diversity, innovation, and collaboration remains at the core of everything we do as we continue to shape the future of education and support every learner on their journey to success.

Our Values that Guide

We act with integrity

WHICH MEANS
we are straightforward



We empower and support

WHICH MEANS
we are nurturing



We create opportunities

WHICH MEANS
we are innovative



We grow knowledge

WHICH MEANS
we are inspiring



We drive results together

WHICH MEANS
we are agile



We Champion Diversity, Inclusion & Equity

WHICH MEANS
We work to create a more equitable world



+8500
Students

+470
Employees

+37
Nationalities

What is the Gender Pay Gap?

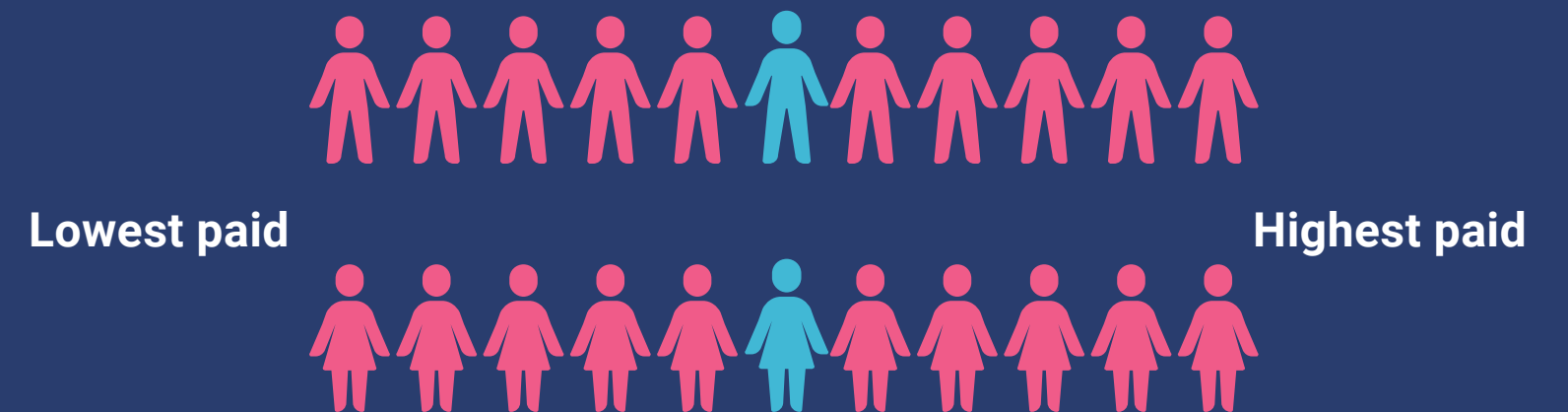
The gender pay gap is the difference in the average hourly wage of men and women across the workforce.

The gender pay gap is not only about equal pay for equal work or work of equal value, which is required under the Employment Equality Act, but it is also about gender representation.

These are two different ways the gender gap is reported:

The Median Difference

The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all relevant income in the sample lines them up in order from lowest to highest and picks the middle rate.



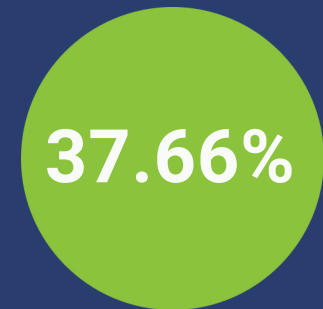
The Mean Difference

The mean gender pay gap is the difference between the average hourly earnings by gender.

Gender Pay Gap

Mean (average)

Median (middle)



	All	Full-time	Part-Time	Temporary
Mean	3.75%	11.75%	-0.95%	13.05%
Median	37.66%	14.2%	1.82%	-29.45%

Information relating to bonus remuneration and benefits in kind as at the 27th March 2024.

% Staff receiving Bonus: 1.65%

Bonus % of all employees	Benefit in Kind (BIK)
Female 42.86%	3.21%
Male 57.14%	4.59%

Gender Bonus Gap

Mean

Median



This is our third DBS Gender Pay Gap report. **We are pleased to see an improvement in the mean gender pay gap calculation from last year.** This improvement reflects our targeted recruitment efforts aimed at balancing gender distribution. Quartile 2 has shown a significant improvement of 7.6% increase in female representation, driven by a combination of promotions, focused recruitment campaigns and a thorough analysis of recruitment data over the past three years. We continue to see balanced representation in Quartile 4, while Quartile 1 shows a slight decrease in female dominance compared to last year.

Our median gender pay gap shows no material change from last year's results. There is a slight disimprovement due to a higher proportion of males participating in additional remunerated activities, such as dissertations, exam corrections and supervision activities.

We acknowledge the challenges posed by the median gender pay gap and remain committed to addressing the underlying factors. Specifically, we are analysing the allocation of additional remunerated activities and identifying strategies to ensure equitable access for both genders.

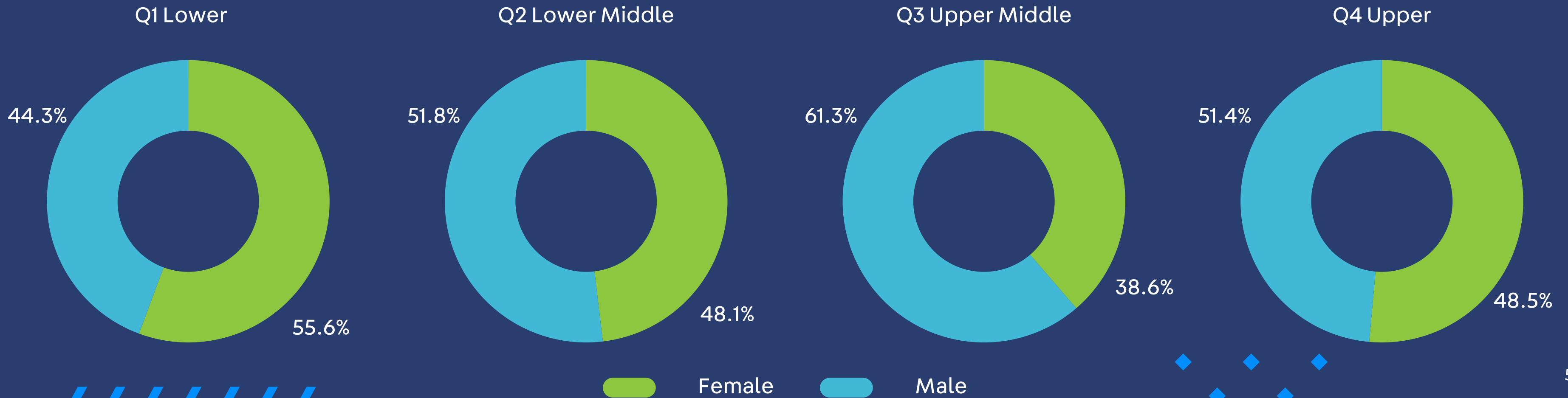
In our academic teams, we are pleased to report a **positive mean gender pay gap of -3.42%**. Additionally, we continue to have a **positive gender bonus gap** in both mean and median calculations, with a **mean bonus gap of -31.6%** and a **median bonus gap of -2.59%**.

Moving forward, we remain committed to **closing the gender pay gap** through continued focus on **targeted talent acquisition strategies, succession planning, and management development**, ensuring gender balance is a key consideration in all our strategic decisions. We are also actively reflecting on ways to promote equitable access to additional remunerated activities and will implement strategies to address this.

GENDER PAY GAP BY QUARTILE

The percentages displayed illustrate the gender balance within each quartile.

In Quartile 1, female representation continued to dominate in 2024 however this gap has decreased over the year from 63.8% to 55.6%. Quartile 2 has shown the most improvement, resulting in a relatively balanced gender representation split, with male representation decreasing by 7.7% compared to 2023 (from 59.5% to 51.8%). Quartile 3 resulted in an increase of male representation of 8.8% compared to 2023 (from 52.5% to 61.3%). There were no material changes in Quartile 4 with a relatively balanced gender distribution similar to last year.



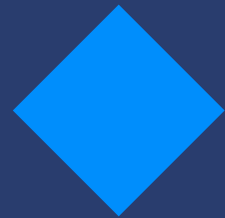


Educate, Embed and Embrace to Reduce the Gap

Our overall ambition for DBS is to **Educate, Embed and Embrace** a culture of Diversity, Equity, and Inclusion throughout DBS, which facilitates an environment where staff can bring their whole selves to work.

Our goals remain the same and are focused on

1. Equal Treatment
2. Equal Opportunity
3. Safety as a High Priority
4. Data and Governance
5. Inclusive Leadership
6. Knowledge
7. Accountability
8. Collaboration



Investors in
Diversity

SILVER



Our Progress Against Our Commitments

Data and Governance:

Ensuring a comprehensive and reliable data collection, in order to monitor DEI progress across our DBS principles and vision.

Throughout 2024, we analysed and interrogated the data collated in 2023, which included a recruitment analysis spanning the last three years, gender distribution within senior leadership and DBS committees, and gender representation within academic and professional units, as well as non-faculty units. In addition, we looked at our gender representation in relation to contractual arrangements, flexible working conditions and succession planning and promotions. We also undertook an in-depth analysis of gender representation compared to benchmark within the education industry. This data has been invaluable in analysing our gender balance and any gender disparity within the College.

We also completed a comprehensive audit of all our current HR processes, policies, and contracts to ensure fair and equitable treatment in accordance with our DEI principles. Currently, DBS has a total of 46 policies, of which one is specifically focused on males (paternity leave) while two are focused on females: maternity leave, menopause. The College has also introduced three new DEI policies, namely, Fertility Treatment, pregnancy loss and Gender Identity and Expression Policy that are focused on both male and female employees.

Our data analysis further revealed the following: seven females and two males took “Parent Benefit and Leave”, with females accounting for 141 days and males accounting for 50 days. In addition, ten females took “Maternity Leave” in the last 24 months, totaling 2,021 days.

Additionally, DEI progress has been tracked through the annual Kaplan Group Employee Engagement Survey. Our overall DEI score showed an improvement of 2.6%, increasing from 77% to 79.6%. Notably, the question regarding the sense of belonging saw a significant boost, surging from 59.6% to 67.2% (an improvement of 7.6%).

Our Progress Against Our Commitments

Collaboration:

Engaging with external stakeholders and staff on DEI will enable DBS to build DEI best practices and strengthen the development of our DEI Strategy.

We have established a strong partnership with the Irish Centre for Diversity, collaborating with external stakeholders to deliver impactful DEI events and training initiatives. Our commitment to fostering an inclusive environment is further demonstrated by achieving the Investors in Diversity Silver accreditation.

In addition, we are actively engaged with Athena Swan, a prestigious framework and accreditation scheme launched by the UK Equality Challenge Unit in 2005. This initiative recognizes and celebrates best practices in advancing gender equality across higher education and research institutions, focusing on representation, progression, and success. We have submitted our application for the Bronze Award and expect to receive feedback by the end of 2024.

Our Progress Against Our Commitments

Equal Treatment: Ensuring that all individuals who come into contact with DBS, whether as employees, students or in other capacities, are treated with dignity and respect.

Throughout 2024, we organized a series of events and initiatives at DBS aimed at fostering an inclusive and welcoming culture. We introduced a DEI annual calendar featuring key observances such as Chinese New Year, International Women's Day, and Diversity Awareness Month. These initiatives were highlighted through our DEI Monthly Newsletter and staff communications, reinforcing our commitment to equality for all members of the DBS community.

Our commitment to equitable access is further supported by dedicated roles, including a Disability & Inclusion Officer for staff and one for students. We also have a dedicated Student Experience Officer for Wellbeing, who provides personalized support to students facing challenges and actively promotes well-being through workshops and partnerships with the Student Union.

The Student Union's Vice President for Wellbeing also plays a vital role in advocating for diversity, inclusion, and mental health, demonstrating our dedication to these critical aspects of student life.

In 2024, we also launched our first LGBTQ+ Employee Resource Group (ERG), which has hosted events, coffee mornings, and talks to support the community and to raise awareness. Plans are underway to establish additional ERG's in the coming year.

Continuing our focus on equity, DBS maintains scholarship programs for local schools and disadvantaged communities. We also participate in the Ireland Fellows Programme, offering full scholarships to international students from developing countries, further promoting access to education and opportunities.

Our Progress Against Our Commitments

Equal Opportunity: Ensuring that the opportunities DBS provides for learning, personal development and employment are made available on a non-discriminatory basis.

We conducted a comprehensive, college-wide Training Needs Analysis to address individual, team, and institutional development needs. This led to the launch of targeted training programs designed to enhance key competencies and foster an inclusive environment. These programs focused on Unconscious Bias, Inclusive Leadership, Conflict Resolution, Critical Thinking, and Diversity, Equity, and Inclusion (DEI) for Managers.

Over the course of 2024 we continued to analyse our recruitment process. During this period, we received 5,175 applications, with 46.48% submitted by female candidates and 53.52% by male candidates. Our recruitment process, guided by a focus on skills and experience, resulted in 125 job offers. Of these, 58% were extended to female candidates and 42% to male candidates, reflecting our commitment to equitable hiring practices.

Internal career progression and succession planning was also a priority, with 34 promotions awarded. 65% of these promotions went to female employees (22), while 35% went to male employees (12). This emphasis on internal growth highlights our dedication to fostering talent and supporting career advancement across the College.

As we look ahead to 2025, promoting diversity, equity, and professional development will remain a key focus, driving continued progress and success for all members of our community.