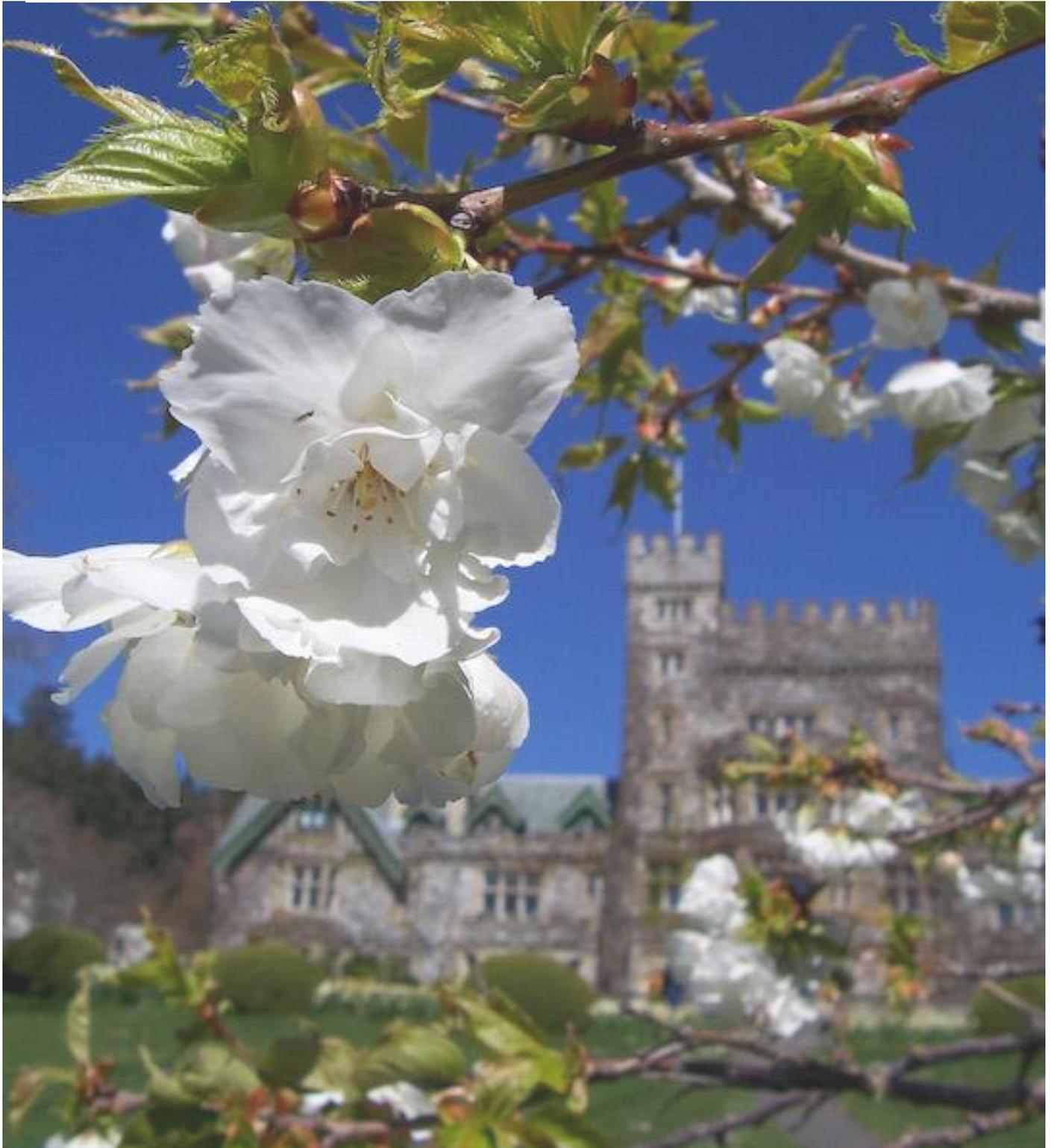




Royal Roads University

2024 PAY TRANSPARENCY REPORT



Royal Roads University

November 1, 2025 Pay Transparency Report

Employer Details

Employer:	Royal Roads University
Address:	2005 Sooke Rd, Victoria, BC
Reporting Year:	2024
Time Period:	January 1, 2024 - December 31, 2024
NAICS Code:	61 - Educational services
Number of Employees:	300-999

Introduction

Royal Roads University (RRU) is located on the traditional lands of the Lekwungen-speaking Peoples, the Songhees and Esquimalt Nations. With gratitude, we live, work, and learn here where the past, present and future of Indigenous and non-Indigenous students, faculty and staff come together.

RRU focuses on applied and professional programs and research, delivered in a blended, on campus, or online format. For over 25 years the University has established a strong reputation as an institution that delivers high-quality, life changing education and research. RRU is publicly funded and was established in 1995. Through the Royal Roads University Act, RRU was created with a unique mandate and governance structure to:

- Offer certificate, diploma and degree programs at the undergraduate and graduate levels in the applied and professional fields;
- Provide continuing education in response to the needs of the local community;
- Deliver an educational experience through an online learning model that blends on-campus and distance learning to allow people to pursue education; and
- Maintain teaching excellence and research activities that support the university's programs in response to labour market need of British Columbia.

Commitment to Pay Equity

Royal Roads University is committed to fostering pay equity and transparency across our community. We believe that equitable compensation practices are fundamental to attracting, retaining, and supporting exceptional talent who advance our mission of life-changing education and research. Our workforce reflects the diversity and expertise that strengthen our university community, with approximately 64% women, 35% men, and 1% identifying as gender diverse among our employees. We continuously review our pay practices to ensure fairness and consistency, and we actively seek to reduce barriers that may contribute to pay gaps over time.

Data Used in this Report

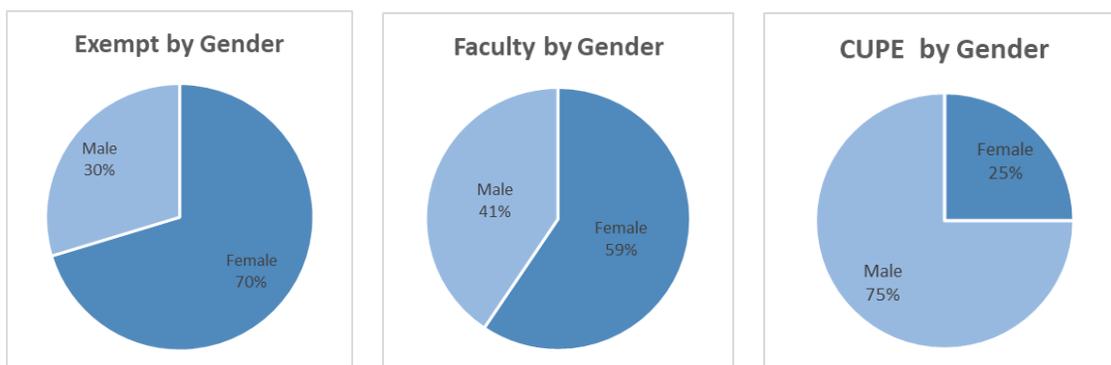
RRU used existing employee data for the purposes of this report. The data includes earnings and employees for the 2024 calendar year. In accordance with the Pay Transparency Act and reporting rules designed to protect the anonymity and privacy of respondents, one or more gender categories has been excluded due to insufficient numbers to meet disclosure requirements.

RRU Demographics

Employees by Gender

As of 2024, the gender distribution data for faculty and exempt staff at the university shows that across both groups, there is a higher proportion of female employees than male employees. A small number of individuals in each category are listed as having an undetermined gender; these have been excluded from visual reporting to maintain privacy due to the low counts.

With regards to compensation, at RRU, women earn on average 2% less than men in hourly wages, their average overtime pay is 54% lower, and they also receive, on average, 7% less in bonus pay than men. Women occupy both 63% of the highest paid positions and 63% of the lowest paid positions.



Hourly pay

Mean hourly pay gap¹



At RRU, women's average hourly wages are 2% less than men's. For every dollar men earn in average hourly wages, women earn 98 cents in average hourly wages. *

Median hourly pay gap²



At RRU, women's median hourly wages are 3% more than men's. For every dollar men earn in median hourly wages, women earn \$1.03 in median hourly wages. *

Explanatory notes

1. "Mean hourly pay gap" refers to the differences in pay between gender groups calculated by average pay. Hourly pay does not include bonuses and overtime.
2. "Median hourly pay gap" refers to the differences in pay between gender groups calculated by the mid-range of pay for each group. Hourly pay does not include bonuses and overtime.



Overtime pay

At RRU, trades and other specialized areas tend to receive overtime pay because of operational need or specific agreements. The gender composition of these job types and departments where overtime is regularly available influences our overall metrics.

Mean overtime pay ³



At RRU, women's average overtime pay is 54% less than men's. For every dollar men earn in average overtime pay, women earn 46 cents in average overtime pay. *

Median overtime pay ⁴



At RRU, women's median overtime pay is 50% less than men's. For every dollar men earn in median overtime pay, women earn 50 cents in median overtime pay. *

Mean overtime paid hours ⁵

Difference as compared to reference group (Men)

Women	-18
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At RRU, the average number of overtime hours worked by women was 18 less than by men. *

Median overtime paid hours ⁶

Difference as compared to reference group (Men)

Women	-9
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At RRU, the median number of overtime hours worked by women was 9 less than by men. *

Percentage of employees in each gender category receiving overtime pay



Explanatory notes

- "Mean overtime pay" refers to overtime pay when averaged for each group.
- "Median overtime pay" refers to the middle point of overtime pay for each group.
- "Mean overtime paid hours" refers to the average number of hours of overtime worked for each group.
- "Median overtime paid hours" refers to the middle point of number of overtime hours worked for each group.



Bonus pay

Bonus pay at RRU is part of the approved performance or merit- based compensation model at RRU. Merit pay increases are awarded within existing salary ranges, based on individual performance, and are carefully managed each year.

Mean bonus pay ⁷



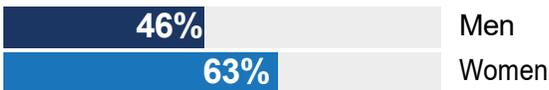
At RRU, women's average bonus pay is 7% less than men's. For every dollar men earn in average bonus pay, women earn 93 cents in average bonus pay. *

Median bonus pay ⁸



At RRU, women's median bonus pay is 10% less than men's. For every dollar men earn in median bonus pay, women earn 90 cents in median bonus pay. *

Percentage of employees in each gender category receiving bonus pay



Explanatory notes

7. "Mean bonus pay" refers to bonus pay when averaged for each group.
8. "Median bonus pay" refers to the middle point of bonus pay for each group.



Percentage of each gender in each pay quartile ⁹

Upper hourly pay quartile (highest paid) †



Upper middle hourly pay quartile †



■ Men
■ Women

Lower middle hourly pay quartile



Lowest hourly pay quartile (lowest paid) †



At RRU, women occupy 63% of the highest paid jobs and 63% of the lowest paid jobs.

† This pay quartile was reduced to suppress gender categories consisting of less than ten (10) employees.

Explanatory notes

9. "Pay quartile" refers to the percentage of each gender within four equal sized groups based on their hourly pay.

Conclusion

RRU is committed to ensuring fairness, equity, and transparency in all aspects of compensation. The data presented in this report demonstrates that while the overall pay gaps at RRU are relatively small, opportunities remain to further examine and understand the factors contributing to differences in overtime and bonus pay. RRU continues to prioritize equitable pay practices by reviewing policies, strengthening inclusive hiring and promotion processes, and fostering a workplace culture where all employees are valued and compensated fairly for their contributions as identified through initiatives outlined in our [RRU Three-Year Action Plan](#).

As RRU moves forward, it remains dedicated to continuous improvement and to upholding the principles of pay transparency and gender equity in alignment with the Pay Transparency Act and the university's broader commitment to diversity, equity, and inclusion.