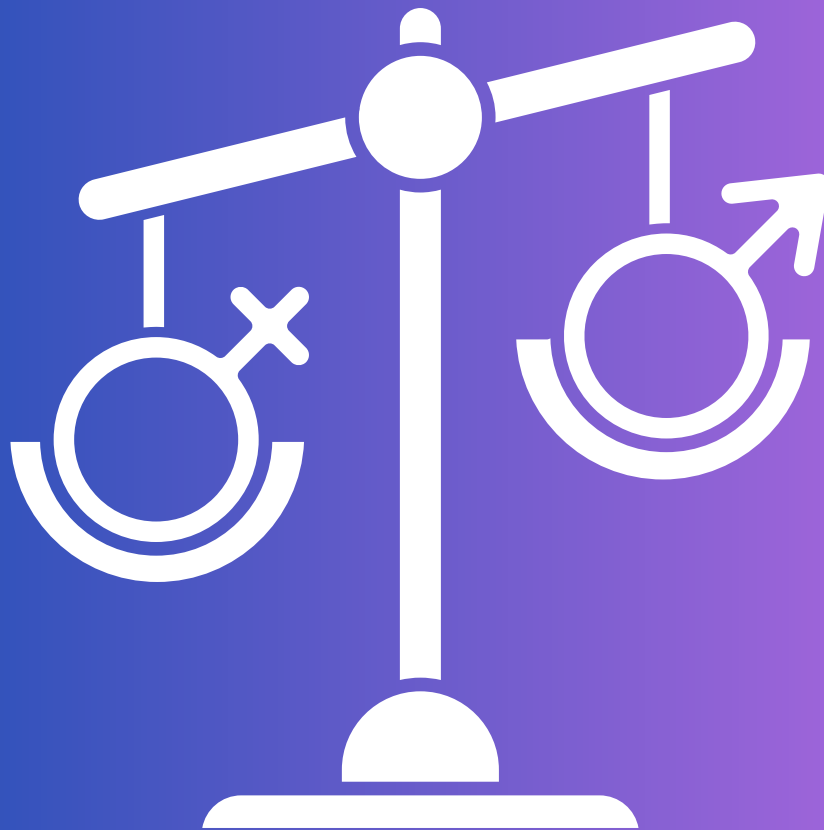


NOHC Gender Pay Gap Report 2023



As at 30.06.2023
Published 30.12.2023

Introduction



Ms Angela Lee
Chief Executive Officer

I am pleased to present the second Gender Pay Gap Report for the National Orthopaedic Hospital Cappagh (NOHC), based on the data collected on the 30th of June, 2023. Gender pay equality continues to be a priority for the hospital and we are making good progress towards a more equitable and inclusive workplace.

Recognised as a centre of excellence in orthopaedic and musculoskeletal care, the Hospital welcomes more than 26,000 patients annually. NOHC consistently ranks highest of 40 public hospitals for overall patient experience in the Health Information & Quality Authority's National Inpatient Experience Survey and is listed among Ireland's top 150 Best Employers by the Sunday Independent (2022, 2023).

The hospital's commitment to excellence in care is evident in its dedication to caring 'for all patients and staff with excellence, respecting the uniqueness of each person and treating each one with compassion and integrity'. NOHC recognises the importance of promoting critical thinking, research, and innovation in healthcare and encourages its staff to continuously advance their knowledge and skills to provide the highest level of care. This commitment to ongoing learning and development is reflected in the hospital's exceptional employee retention rates and low staff turnover. Furthermore, NOHC's culture of inclusivity and care creates a welcoming environment for all patients and staff. The hospital values diversity and strives to ensure everyone feels respected, valued, and supported.

At NOHC, we are dedicated to ensuring gender pay equity, and this report demonstrates our commitment to providing equal opportunities for all employees across the Hospital. I am confident that NOHC pays its staff fairly and in line with nationally recognised HSE pay structures, without gender discrimination.

Last year's Gender Pay Gap Report highlighted the predominance of women in NOHC's workforce, reporting modest gender pay disparities in Quartiles 1, 2 and 3. Quartile 4 showed the most significant inequality, with a mean of 14.658% and a median of 13.340% favouring male employees. The considerable gap was explained by the presence of long-serving, highly-paid male Consultants in this category.

In 2023, 75% of NOHC's workforce was female, and, once again, women were well-represented in Board and Executive positions and Senior Management roles. I am happy to announce that our efforts towards achieving better gender balance in 2023 have succeeded in Quartiles 1, 2 and 3 (Lower, Lower, Middle and Middle). However, there is an exception in Quartile 2, where the median gap has overcorrected by 1.91% to favour men with a median pay gap of 1.230%.

The gender pay gap in Quartile 4 (Upper) remains stubbornly wide, with a mean gap of 16.23% and a median gap of 7.09% in favour of male employees, however, the latter shows the most significant improvement on last year's figures, reducing by 6.25%. Progress towards gender pay parity in this Quartile will be slow-paced, and change will only come as more female medical students pursue higher surgical training in orthopaedics and join our staff.

We remain firmly committed to gender parity, treating employees equally and fairly, regardless of gender, and creating a workplace where everyone can excel. In the coming year, we will continue focusing on talent development, management training, performance management, succession planning and workplace well-being.

Workforce
At NOHC



575

Median Hourly
Pay Gap



-2.37%

Mean Hour
Pay Gap



18.54%

Median Bonus
Pay Gap



0.0%

Mean Bonus
Pay Gap



0.0%

Gender Pay Gap Reporting

ABOUT THE GENDER PAY GAP

The Gender Pay Gap Information Act 2021 introduced the legislative basis for gender pay gap reporting in Ireland. The Act requires organisations to report on their hourly gender pay gap across a range of metrics. The number of employees in an organisation will determine when reporting is required, details as follows:

- +250 employees 2022
- +150 employees 2024
- +50 employees 2025.

For the purposes of gender pay gap reporting, an employer is defined under section 2 of the Employment Equality Act 1998 and means, in relation to an employee, the person with whom the employee has entered into or for whom the employee works under a contract of employment.

Snapshot Date

The legislation requires employers to choose a 'snapshot' date - NOHC chose 30th June 2023. The reporting period is defined as twelve months immediately preceding and including the snapshot date. The reporting deadline is six months after the snapshot date which for the purpose of this report will be the 30th December 2023.

What must be reported

Employers are required to report the following seven key pieces of gender pay gap data on an annual basis:

1. Mean and median hourly remuneration for all employees (a percentage figure)
2. Mean and median hourly remuneration for part-time and temporary employees (a percentage figure)
3. Mean and median bonus remuneration of all employees (a percentage figure)
4. Proportion of male and female employees that received bonus remuneration (a percentage figure)
5. Proportion of male and female employees that received benefits-in-kind (a percentage figure)
6. Proportion of male and female employees in four equally divided quarters (i.e., expressed as each of the employer's lower, lower middle, upper middle and upper quartile pay bands).
7. Employer's written explanation on measures it is taking to address its gender pay gap.

NOHC is publishing the Gender Pay Gap Report on the Hospital's website, so the report is accessible to employees and members of the public.



Key Metrics Explained

The gender pay gap

The gender pay gap is the difference on average across a population between men's and women's pay. The gender pay gap is represented as the average difference in gross hourly earnings of men and of women, expressed as a percentage of men's average gross hourly earnings. A gender pay gap which is positive indicates that, on average across the employed population, women are in a less favourable position than men. Where the gender pay gap is negative, this indicates the reverse that, on average, men are in a less favourable position than women.

The Mean Pay Gap

The mean gender pay gap is the difference between women's mean hourly wage and men's mean hourly wage. The mean hourly wage is the average hourly wage across the entire Hospital.

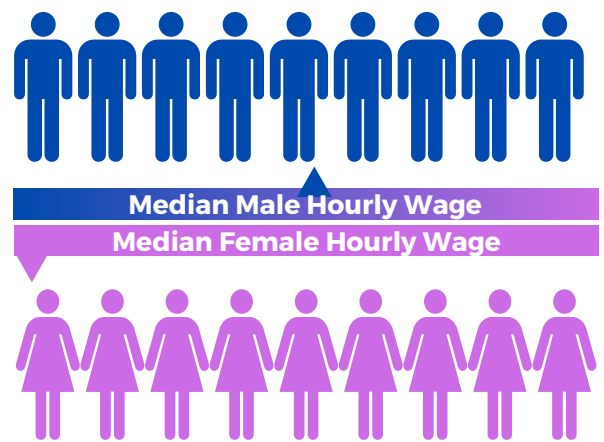
$$\begin{array}{c}
 \text{Male Salary} + \text{Male Salary} + \text{Male Salary} \div \text{\# Male Colleagues} = \text{Male Average Pay}
 \end{array}$$

$$\begin{array}{c}
 \text{Female Salary} + \text{Female Salary} + \text{Female Salary} \div \text{\# Female Colleagues} = \text{Female Average Pay}
 \end{array}$$

$$\begin{array}{l}
 \text{Male Average Pay} \\
 - \text{Female Average Pay} \\
 \hline
 = \text{Mean Gender Pay Gap}
 \end{array}$$

The Median Pay Gap

The median pay gap is the difference between women's median hourly wage (the middle paid woman) and men's median hourly wage (the middle paid man). The median hourly wage is calculated by ranking all employees from the highest paid to the lowest paid and taking the hourly wage of the person in the middle.



The Quartiles

Pay quartiles are calculated by splitting Hospital employees into four even groups according to their level of pay. Looking at the proportion of men and women in each quartile indicates the gender representation at different levels of the Hospital.

- Q1 Lower
- Q2 Lower Middle
- Q3 Upper Middle
- Q4 Upper

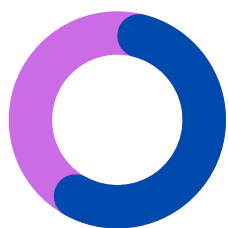


Leadership Teams

Gender Profile

NOHC Board of Directors

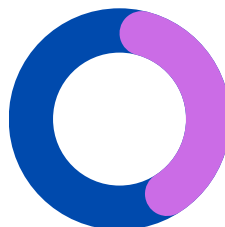
The Hospital's Board of Directors is made up of thirteen members, eight of whom are male and five female. These individuals are responsible for the strategic direction and governance of the Hospital. Four of the Board members hold ex-officio positions, while the other nine are non-executive Directors who do not receive a salary from the Hospital.



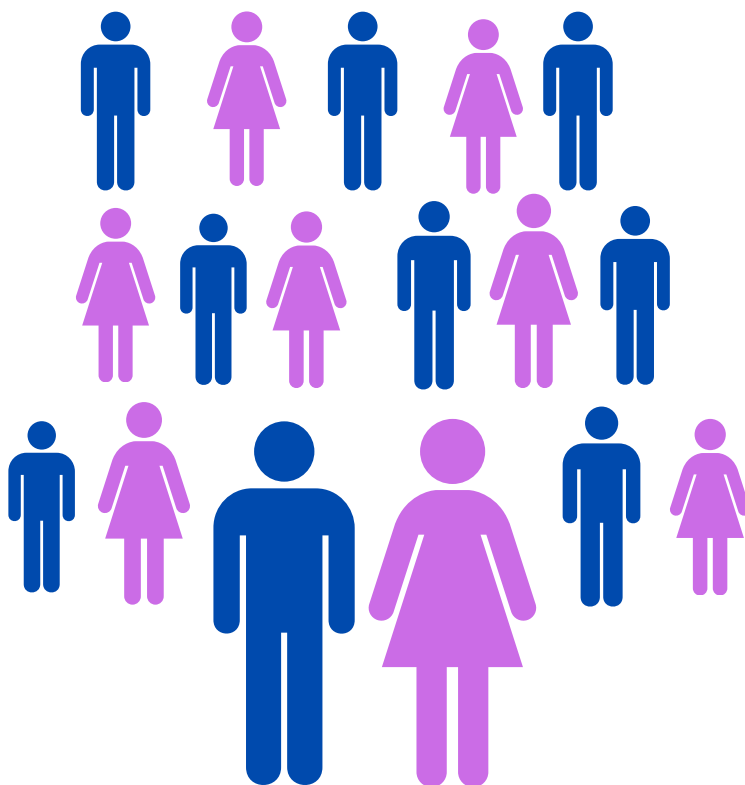
Male: 8 (62%)
Female: 5 (38%)

The Executive Management Team

The Executive Management Team comprising of senior members of the Hospital staff, the Executive Management Team is responsible for the successful implementation of strategic objectives, including the safe delivery of efficient and effective patient care and continuous improvements. The six male and five female members of the Executive Management Team receive a salary for their work at the Hospital.



Male: 6 (55%)
Female: 5 (45%)



Workforce Profile

Full-Time, Part-Time and Temporary Staff as at 30.06.2023

Staff numbers at the Hospital increased by 44 in response to new services and increased activity, particularly in the Radiology Department and Cappagh Kids. The hospital's staff gender profile reflects the dominance of women in national and global healthcare settings. 433 of the hospital's 575 staff members are female. Similarly, part-time and temporary staff are mainly female.

FULL TIME



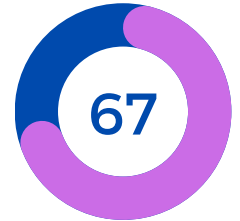
Male: 105 (33.71%)
Female: 249 (66.29%)

PART-TIME



Male: 14 (11.43%)
Female: 146 (88.57%)

TEMPORARY



Male: 25 (26.80%)
Female: 42 (73.20%)

NOHC Quartile

A quartile details the proportion of male and female employees in four equally divided quarters. The table below shows the gender percentage of each quartile and highlights a higher proportion of females in each quartile, minor gender pay disparities in Q1, 2 and 3 and significant mean and median disparities in Q4, favouring men.

	Male	Female	Hourly Remuneration Gender Pay Gap Mean	Hourly Remuneration Gender Pay Gap Median	Bonus Pay Gap Mean	Bonus Pay Gap Median
Quartile 1 Lower	30.56%	69.44%	-0.116% σ^2 -2.142%	-0.195% σ^2 -1.370%	0%	0%
Quartile 2 Lower Middle	21.53%	78.47%	+0.466% σ^2 +0.954%	+1.230% σ^2 +1.910%	0%	0%
Quartile 3 Upper Middle	11.81%	88.19%	-0.550% σ^2 -0.973%	-0.020% σ^2 -0.810%	0%	0%
Quartile 4 Upper	34.97%	65.03%	+16.23% σ^2 +1.572%	+7.090% σ^2 -6.250%	0%	0%

Negative percentages indicate a gender pay gap disparity in favour of women, and positive percentages indicate that women are in a less favourable position than male counterparts.

σ^2 denotes the variance between 2022 and 2023 figures.



Mean and Median Hourly Remuneration

Mean hourly remuneration for All Employees

The mean hourly and the median hourly rate of pay are calculated from a specific pay period; in this case, it is 30th June 2023. Each employee's hourly rate is calculated based on 'ordinary pay', including basic pay, allowances and shift premium pay. The median rate is calculated by selecting the average hourly rate at the mid-point for each gender group. The table below shows the hourly mean male and female pay and the gender pay gap.

Male Mean Hourly Rate	Female Mean Hourly Rate	Mean Gender Pay Gap
38.611	31.451	18.54%

The percentage variance for the mean hourly rate of pay is 18.54%, a reduction of 4.47%. This calculation is based on the mean hourly rate of 433 female staff compared to 142 male staff.

Figures for part-time employees include Consultant Orthopaedic Surgeons with sessional commitments at NOHC and other hospitals.

Median hourly remuneration for All Employees

Male Median Hourly Rate	Female Median Hourly Rate	Median Gender Pay Gap
29.12	26.94	-2.37%

Mean and median hourly remuneration for Part-Time Employees

Total Part-Time Employees

Male Employees	Female Employees	Total Employees
14	146	160

Mean Part-Time Employees

Male Mean Hourly Rate	Female Mean Hourly Rate	Mean Gender Pay Gap
73.736	29.839	59.53%

Median Part-Time Employees

Male Median Hourly Rate	Female Median Hourly Rate	Median Gender Pay Gap
60.325	29.960	50.34%



Mean and Median Hourly Remuneration

Mean Hourly Remuneration for Temporary Employees

Total Temporary Employees

Male Employees	Female Employees	Total Employees
29	42	67

Mean Temporary Employees

Male Mean Hourly Rate	Female Mean Hourly Rate	Mean Gender Pay Gap
36.838	35.395	3.92%

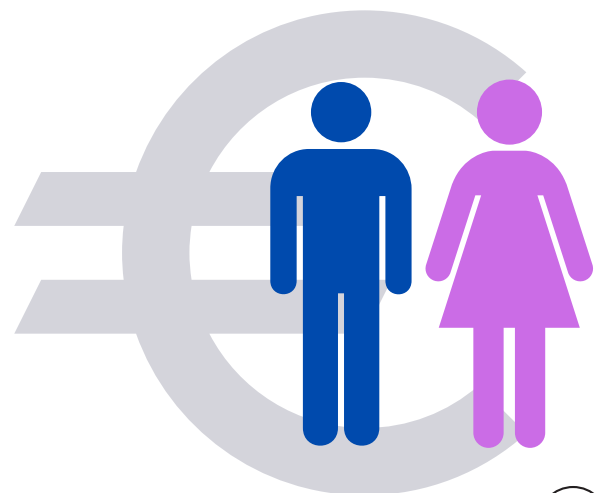
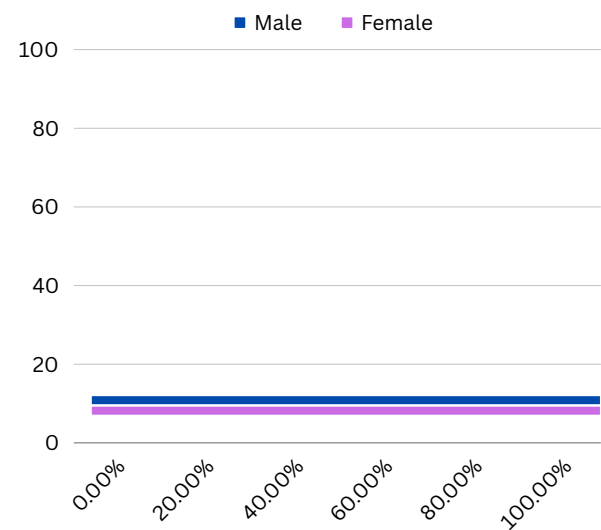
Median Temporary Employees

Male Median Hourly Rate	Female Median Hourly Rate	Median Gender Pay Gap
36.96	30.845	16.54%

Mean and Median Bonus Remuneration

Mean and Median bonus remuneration of all employees and the proportion of male and female employees that received bonus remuneration and benefits-in-kind.

The graph below shows the mean and median bonus gender pay gap and the percentage and number of males and females receiving.



Gender Data Analysis

- The overall **mean gender pay gap is 18.54%** (the difference between women's and men's mean hourly wage). This constitutes a **reduction of 4.47%** in NOHC's mean gender pay gap.
- The overall **median gender pay gap is -2.37%** (the difference between middle-paid women and middle-paid men). There is a **notable difference of 6.72%** on last year's figures of +4.35%.
- The **part-time mean gender pay gap is 59.55%** (the difference between women's and men's mean hourly wage), which is a modest change from last year's figure of 57.57%. The overall **median gender pay gap for part-time staff is 50.34%** (the difference between middle-paid women and middle-paid men), **an increase of 6.84%**. There are 146 female part-time workers and 14 male part-time workers.
- The **temporary staff mean gender pay gap is 3.92%** (the difference between women's and men's mean hourly wage), a **significant reduction of 14.77%** on 2022 figures, and the **temporary staff median gender pay gap is 16.54%** (the difference between middle-paid women and middle-paid men), **almost 10% below last years figures**. There are 42 temporary female workers and 29 male temporary workers.
- **No bonus or benefit is paid** to any National Orthopaedic Hospital Cappagh staff member.
- **Quartiles 1, 2, and 3 show a negligible pay gap for men and women, with mean gaps in quartiles 1 and 3 favouring women. The greatest disparity in favour of men can be seen in Quartile 4. Median pay gaps in quartiles 1 and 3 favour women, quartile 2 marginally favours men, and quartile 4 reports a substantial decrease in the gender gap median of 6.74% to 7.09% in favour of men.**



Addressing NOHC's Gender Pay Gap

Equality, Diversity and Inclusion

In 2023, NOHC took a significant step forward by launching its Equality, Diversity and Inclusion (EDI) Strategy and Action Plan to develop a workplace environment where all employees are valued and respected and can realise their full potential.

Several key initiatives were implemented throughout the year, focusing on critical areas such as menopause, pride, and mental health and well-being. The hospital appointed Menopause, Dignity & Respect, Diversity and Inclusion, and Mental Health Champions to support these areas.

2024 Objectives

Conducting Policy Reviews

We will continue to review the Hospital's policies to ensure they represent all staff.

Fostering Respect & Understanding

We also intend to foster greater respect and understanding of minority groups and celebrate the unique contributions of all team members.

Celebrating Long Service

We will introduce a tiered system in 2024 to celebrate the loyalty and dedication of our long-serving staff members at NOHC.

Learning & Development

During the year, NOHC implemented a Learning and Development Strategy embedding continuous education into the Hospital's culture. We introduced the strategy to staff members and discussed the implications of performance management. We also provided unconscious bias training and learning pathways for an inclusive mindset.

2024 Objectives:

Creating Personalised Learning and Development Plans

We recognise that hiring, onboarding, and learning and development are interconnected, and personalised Learning and Development plans will benefit our people and patients. We hope to introduce these in the coming months.

Enhancing Leadership Competencies

In the new year, we will enhance leadership competencies for effective staff development and personalised learning plans.

Performing a Resource Gap Analysis

NOHC is changing rapidly to meet growing demand and continuously improve services. In 2024, a Resource Gap Analysis will ensure that the organisation has the required skills and expertise to meet future needs.

Introducing Innovative Training Equipment

The hospital is introducing a high-fidelity surgical training manikin for multidisciplinary and student training and complex surgical case planning.



Addressing NOHC's Gender Pay Gap in 2023

Recruitment

Recruitment moratoriums introduced in Q4 2023 prevents the organisation from recruiting for new positions. The recruitment freeze applies to all categories of staff except consultants, doctors in training and 2023 graduate nurses.

The residual effects of the COVID-19 pandemic have resulted in a decrease in the number of healthcare workers and a reduction in the number of school leavers interested in pursuing a healthcare career. The public healthcare sector is struggling to compete with the more attractive remuneration packages offered by private hospitals. This has resulted in difficulties in recruiting clinical staff, and the hospital is also facing challenges in attracting candidates for critical positions that have recently become vacant.

Despite these challenges, NOHC continues to observe gender-equitable recruitment practices and does not discriminate based on gender or other biases.

2024 Objectives

Rethinking Recruitment

NOHC will rethink its recruitment process and adopt new tactics to broaden its reach and enhance its appeal to potential employees.

Introducing Succession Planning

We will also review our recruitment policy and introduce succession planning to ensure the uninterrupted delivery of safe and effective healthcare.

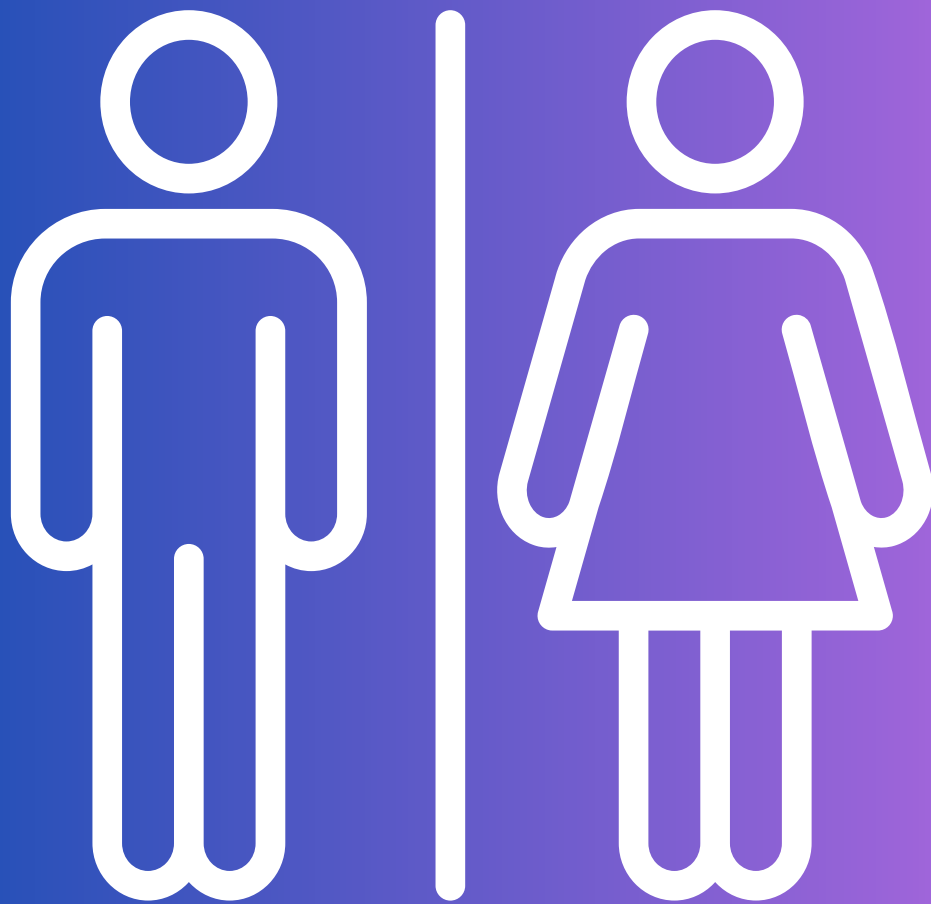
Caring for Our People

NOHC is supporting staff to implement the Workplace Health & Wellbeing Strategy 2022-2025. This strategy aims to promote a positive work environment by integrating health and well-being into day-to-day activities at the hospital.

Summary and Conclusion

Encouraged by our progress to date, we will continue to explore all opportunities to reduce NOHC's gender pay gap by improving female participation across all levels of our organisation. In addition, we will provide all employees with the necessary developmental opportunities to achieve their full potential.





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