

Gender Pay Gap Report
as at 30th June 2025

MIND THE GAP

The Gender Pay Gap Information Act 2021 requires the National Orthopaedic Hospital Cappagh to publish an annual report on the Hospital's hourly gender pay gap. This legislation mandates that organisations disclose both the mean and median hourly rates, explain any identified gender pay gaps, and detail the actions they are taking to rectify pay disparities.

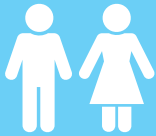
The information contained within this report complies with NOHC's legal reporting obligations. It should be noted that bonus and benefits-in-kind payments are not permitted in the public sector and are therefore not included in this publication.

WORKFORCE AT NOHC



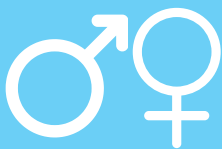
604

MEAN HOUR PAY GAP



22.10%

MEDIAN HOURLY PAY GAP



-6.59%

The National Orthopaedic Hospital Cappagh is recognised for its exceptional orthopaedic and musculoskeletal services. Treating over 30,000 patients annually, it ranks second among 40 public hospitals for overall patient experience, as per the 2024 National Inpatient Experience Survey by the Health Information & Quality Authority (HIQA). Our mission is centred around creating a positive workplace environment: We empower our teams to deliver the highest quality of care by fostering a supportive, transparent, and equitable workplace where our staff can thrive, learn, and excel.

The gender pay gap poses a challenge at the National Orthopaedic Hospital Cappagh, primarily due to the underrepresentation of women in surgical positions. This issue has a considerable impact on the fourth quartile, which is largely filled by long-serving, high-earning male consultant orthopaedic surgeons. As of June 30, 2025, only five out of 38 Consultant Orthopaedic Surgeons at NOHC were women.

To tackle this challenge at a local level, we aim to encourage more women to join our surgical team by offering greater workplace flexibility, mentorship programmes, and enhanced support systems for maternity leave. We recognise that we cannot resolve this issue alone. It requires substantial efforts to overcome societal and cultural barriers, as well as challenging the gender stereotypes and lifestyle factors that deter women from pursuing medical studies and advancing to higher surgical training.

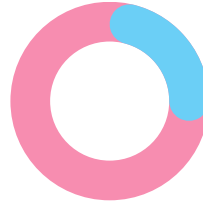


Board of Directors and Workforce Profile

The Hospital operates with a workforce that is significantly female-dominated, a common feature of the healthcare sector.

The Board of Directors

The NOHC Board of Directors oversee the Hospital's strategic direction and governance. They do not receive a salary for their work.



Male: 2 (29%)
Female: 5 (71%)

The Executive Management Team

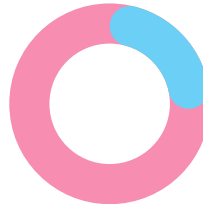
The Executive Management Team is responsible for implementing strategic objectives, ensuring efficient patient care, and driving continuous improvements. They receive salaries for their roles.



Male: 4 (44%)
Female: 5 (56%)

Full-time Employees

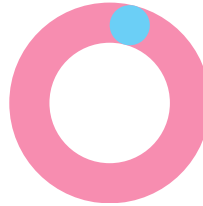
The Hospital's staff gender profile reflects the dominance of women in national and global healthcare settings.



Male: 109 (27%)
Female: 297 (73%)

Part-time Staff

Women also dominate the hospital's part-time workforce, accounting for 92% of staff.



Male: 13 (8%)
Female: 143 (92%)

Temporary Staff

Male temporary employees account for the majority of temporary staff.



Male: 26 (62%)
Female: 16 (38%)

Measuring the Gender Pay Gap

The gender pay gap is the difference in the average hourly pay of men and women across the workforce as at the 30th June 2025. We use mean and media calculations to measure gender pay inequality.

The **mean** is the average hourly pay point of all men and women.

The **median** is the midpoint hourly pay point for all men and women.

Calculations are provided for full-time, part-time and temporary staff.

Employees are divided into **quartiles** (four categories) according to their income as follows:

- Lower
- Lower/Middle
- Upper/Middle
- Upper

Calculations include basic pay, allowances and shift premium pay. The Hospital does not pay bonuses.

Since reporting began in 2022, the hospital has significantly grown its workforce. The majority of staff are female, and women are represented on the Board, Executive Management Teams and in senior roles.

Year	Workforce	Median Hourly Pay Gap	Mean Hourly Pay Gap
2025	604	-6.59%	22.10%
2024	599	-1.48%	23.08%
2023	575	-2.37%	18.54%

Workforce Mean and Median Pay Gaps

Mean and median hourly pay rates are calculated based on ordinary pay including basic pay, allowances and shift premium pay.

	Males	Females	Male Mean Hourly Rate	Female Mean Hourly Rate	Mean %	Male Median Hourly Rate	Female Median Hourly Rate	Median %
Full-time Employees	109	297	42.66	35.13	17.65	30.65	31.83	-3.82
Part-time staff	13	143	73.38	32.39	55.85	27.96	31.97	-14.34
Temporary staff	26	16	38.66	29.95	22.52	28.61	29.51	-3.14

Quartiles

Earnings	Male %	Female %
Quartile 1 Lower	24.83	76.51
Quartile 2 Lower Middle	24.66	76.00
Quartile 3 Upper Middle	24.50	75.49
Quartile 4 Upper	24.18	74.50

Conclusion

While women occupy the vast majority of roles at all levels (as seen in the quartiles), the mean data shows that the highest individual earners in the company are predominantly male. However, the negative median gap suggests that the "typical" female employee is actually paid slightly better than the "typical" male employee, indicating strong female representation in solid, mid-to-high-tier professional roles.

Addressing the Gender Gap

Here are some of the initiatives underway at NOHC to ensure gender parity at all levels of the organisation.

Encouraging more women to pursue higher surgical training

In a bid to encourage more women to pursue a career in orthopaedic and musculoskeletal surgery, NOHC will continue to:

- run Transition Year (TY) programmes for secondary school students interested in healthcare, fueling young people's passion for a surgical career.
- celebrate our female expertise at the hospital in the mainstream and specialist media, inspiring the next generation of female surgeons.
- support medical students in developing their surgical skills and pursuing research programmes.
- partner with UCD and the Royal College of Surgeons in Ireland to enhance third-level promotion of female representation in surgical fields.
- develop mentorship programmes, connecting female medical students with female surgical role models.
- engage with the female consultants to better understand how we can improve conditions, support women in surgery and attract more female applicants for surgical posts at the Hospital.
- develop supports for Registrars and Senior House Officers interested in pursuing surgical careers.
- innovate by introducing new technologies and techniques while attracting pioneering people to our consultant panel.
- embracing the many possibilities AI offers healthcare.

Equitable Candidate Selection

To ensure an equitable candidate selection, NOHC remains dedicated to:

- choosing the best candidate for roles advertised using transparent and open recruitment processes.
- ensuring that interview panels participate in training aimed at promoting inclusivity and achieving gender balance in the recruitment process.
- using gender-neutral language in job descriptions.
- awarding promotions based on merit.

Enhancing career development opportunities for talented employees at NOHC

We remain firmly committed to developing our people to start and build their careers at NOHC

- ensure that men and women have equal opportunities for career advancement.
- adhere to the 2023 Equality, Diversity, and Inclusion (EDI) Strategy and Action Plan and ensure that employees are supported, accepted, valued, and respected.
- create personalised Learning and Development Plans to benefit our team, equipping staff with the skills and knowledge necessary to provide exceptional patient care and excel in their careers.
- enhance leadership competencies for effective staff development.

Caring for and supporting staff

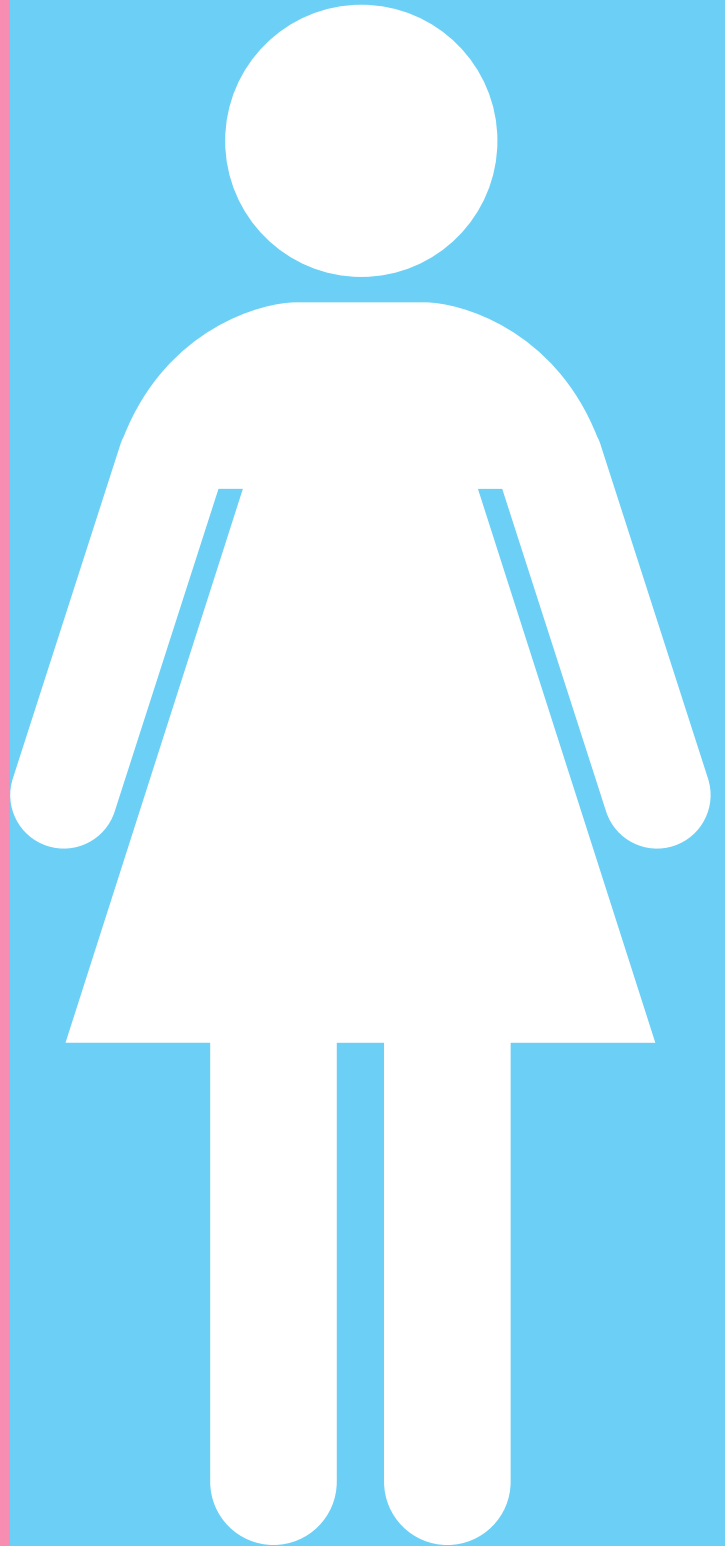
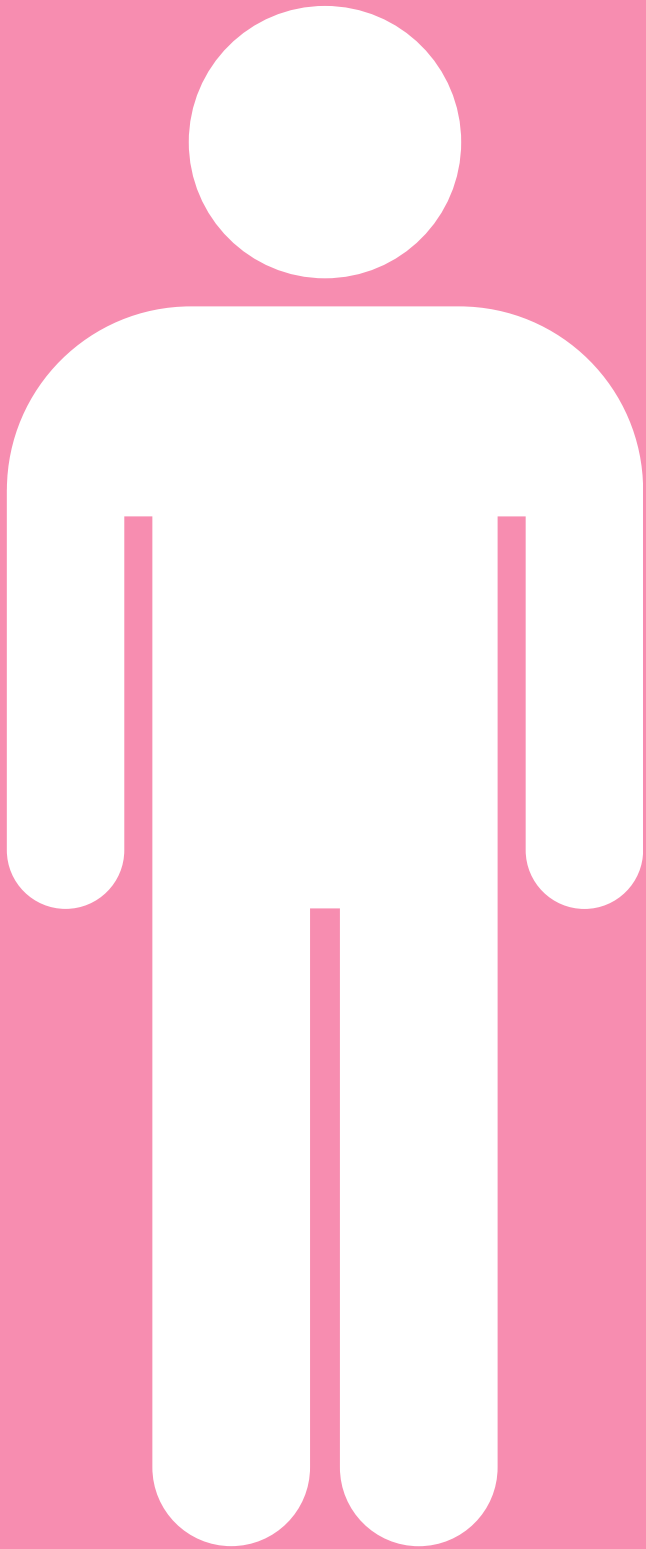
We will continue to safeguard the well-being of our employees by:

- promoting work-life balance and well-being initiatives that empower employees to take charge of their health and wellness.
- providing Men's Health, Menopause, and Mental Health support for staff and promoting HSE health and wellbeing resources.
- engaging with staff to identify and address opportunities to improve diversity and inclusion and address the gender pay gap.

Diversity for Gender Inclusion

We will continue to embed inclusion and diversity into our policies, practices, and platforms.

- ensuring that key projects that lead and drive strategic initiatives for the organisation are carefully staffed through a strong mix of women and men.
- creating an accessible and welcoming workplace for all.



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