

# Gender Pay Gap Report

## 2022



# Introduction

At Nua Healthcare Services ("Nua"), we are fully committed to ensuring the quality of pay rates between genders.

We are also committed to promoting and maintaining a workplace environment that celebrates diversity & inclusion. We pride ourselves on being a diverse-friendly workplace, a workplace that respects and values every team member equally.

Nua is culturally aware and is committed to equality. Our workforce is made up of a wide range of team members with diverse backgrounds. We recognise the existence of, and object to, discrimination in all its forms. We lead by example and take responsibility for creating a better workplace for everyone.

We encourage our team members to pursue their careers with us in the knowledge that, regardless of age, gender, sexual orientation, civil status, religion, disability or ethnicity, each team member is equal and entitled to the same opportunities and benefits as their peer, so their hard work and commitment ultimately leads to the opening of these opportunities.

The above is demonstrated in our Mission, Vision and Values, in which Diversity is one of our core values. The following is extracted directly from our Mission, Vision and Values; "We recognise our team members and Individuals we support have different ideas, strengths, interests and cultural backgrounds that enrich our service".



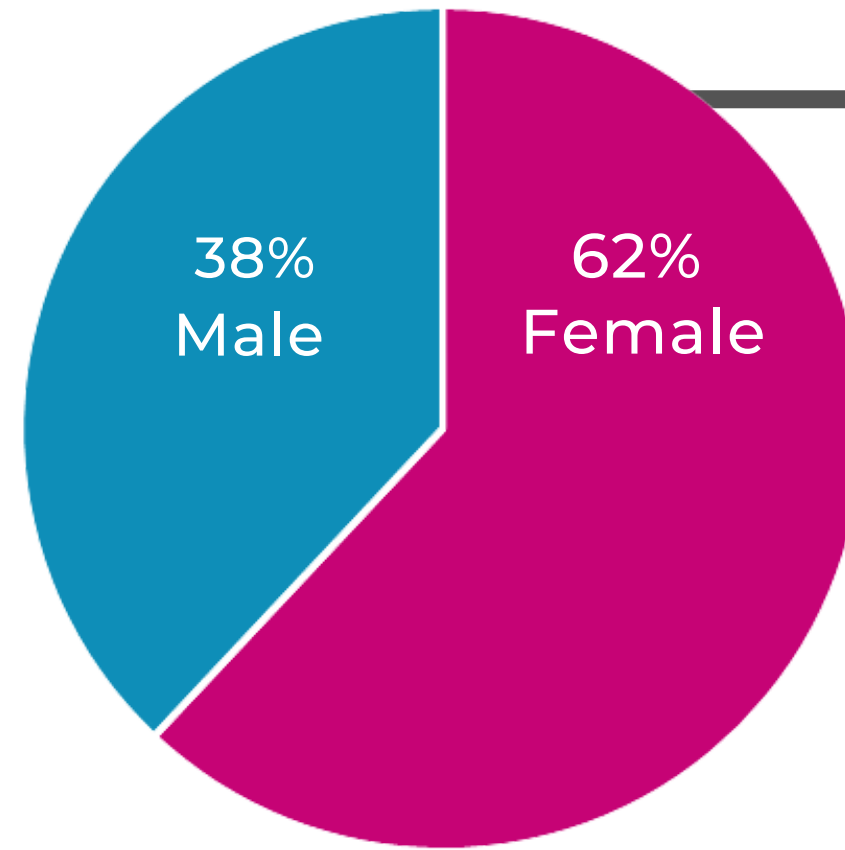
# Gender Pay Gap Report & Gender Representation 2022

This is our first Gender Pay Gap Report which supports transparency and reflects our focus on equality of genders.

The report is based on both hourly and salary rates of pay, covering the period of 1st July 2021 to 30th June 2022 inclusive.

All employees, including those absent from the service for reasons such as; long-term illness and/or authorised unpaid leave, are included in the report.

One of the most important principles of employment in Nua is that our pay rates provide for equal pay for equal work.



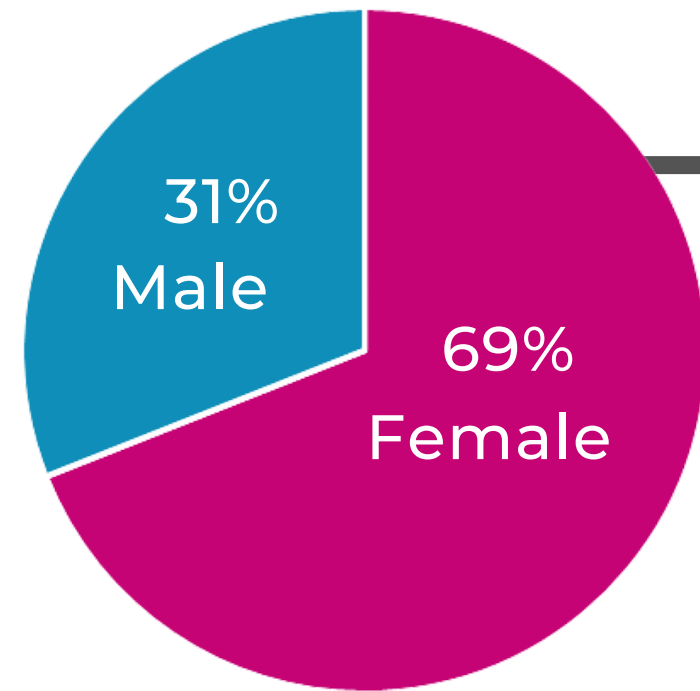
## Gender - All Employees

Traditionally, the Health and Social Care sector is pre-dominantly female-orientated in both academic settings and in practice.

At Nua, this is also true, as demonstrated by the breakdown of our overall total team member profile shown in the pie chart on the left.

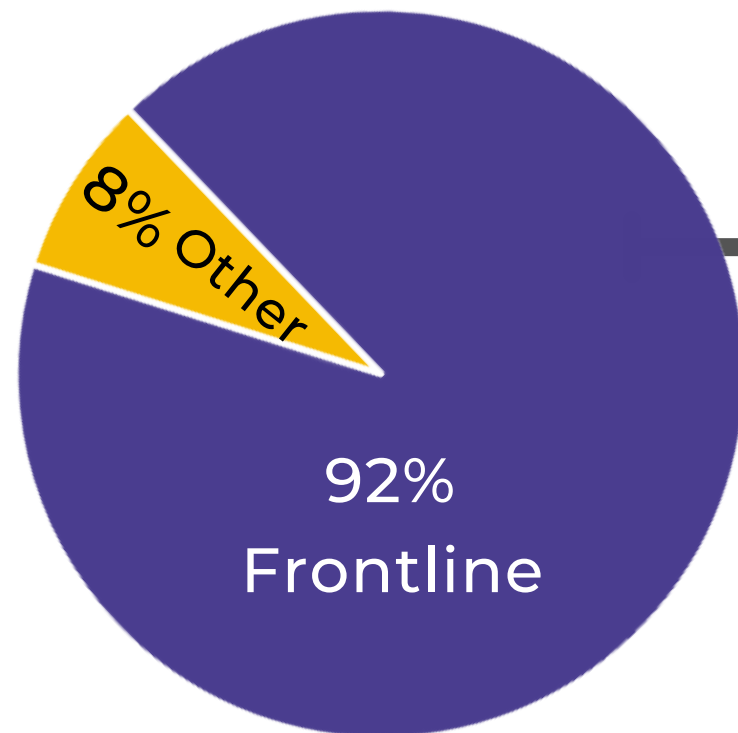


# Gender Pay Gap Report & Gender Representation 2022



## Gender - Management (All levels)

Nua is committed to the continuous development of our team members and we are proud that approximately 90% of our management team have been promoted from within the service. Across our entire service, our profile of management at all levels is 69% female and 31% male.



## Gender - Frontline Workforce

The vast majority of our workforce, approximately 92%, is comprised of frontline roles providing support to those Individuals we are privileged to support on a daily basis. Our frontline workforce is 62% female and 38% male.



# Gender Pay Gap Metrics

Before we explore our Gender Pay Gap Metrics, it is important to note the following;

- A plus percentage figure reveals that typically, or overall, employees who are women have lower pay or bonuses than employees who are men;
- A minus percentage figure reveals that typically, or overall, employees who are men have lower pay or bonuses than employees who are women;
- A zero percentage figure would reveal no gap between the pay or bonuses of employees who are men, and employees who are women, or that there is equal pay and bonuses overall.



# Our Analysis

The below table sets out the results of our gender pay gap analysis.

	Mean Pay Gap %	Median Pay Gap %
Hourly Rate	-2.05%	-1.38%
Bonus	-32.99%	-566.67%

- The Mean Pay Gap is the difference between the average pay rate for women and the average pay rate for men.
- The Median Pay Gap is the difference in pay between the middle placed woman and the middle placed man.

- The overall gender pay gap is -2.05% in favour of females.
- The overall gender bonus gap is -32.99% in favour of females.

It is worth noting, based on the profile of middle management, which includes a large proportion of frontline management, the bonus disparity is due to the large number of females in roles that have received a performance-related bonus.

# Gender Pay Gap Metrics

The analysis includes all rates paid including premium rates and also incorporates all pay elements.

In Nua, we are satisfied that men and women are paid equally for doing equivalent roles across the entirety of our service. Pay for roles within our service is equal for both males and females. However, it is based on the nature of the roles, hours worked at premium rate times, and individual entitlements will vary.

There are opportunities for pay progression within frontline roles and this is based on achieving higher levels of qualification and relevant post qualification work experience.



	Mean Pay Gap %	Median Pay Gap %
Hourly Rate	-2.05%	-1.38%
Bonus	-32.99%	-566.67%

# Gender Pay Gap Metrics

The pay quartile metrics below reflect the profiles of the headcount in the service as mentioned on the previous page.

Population by Pay Quartiles			
		Male	Female
Lower	Q1	35.11%	64.89%
Lower Middle	Q2	42.69%	57.31%
Upper Middle	Q3	36.49%	63.51%
Upper	Q4	30.24%	69.76%



# Bonus Paid Proportions

Of the population of both males and females who received any form of bonus, whether it be performance related, service related or award related, these bonuses were of the same proportion.

**Male**  
**32.1%**

**Female**  
**31.1%**



# BIK Paid Proportions

Of the population of both males and females who paid Benefit-in-Kind, largely for the full access and use of Company Vehicles and related fuel cards, rates were based on the Original Market Value (OMV) and mileage on either Commercial or Private Vehicles.

**Male**  
**6.01%**

**Female**  
**2.01%**

- Typically, Commercial Vehicles are issued to all maintenance technicians, and all other Company Vehicles are provided to team members where the category of vehicle is dependent on the role and / or grade irrespective of gender.
- In this instance, the discrepancy in favour of males is primarily attributable to our large maintenance team, which is 100% male orientated.



# Actions Taken So Far...

## 2016

In August 2016, Nua introduced pay rates for frontline roles (the largest cohort of the headcount), with the guiding principles of equality of the genders. To date we continue to show transparency, fairness and equality.

Also in 2016, we took our first steps to review any gender pay gap, introducing pay rates based on social healthcare qualifications.

Over the last five years, we have remained consistent in our approach to all and any amendments to rates of pay for our frontline roles. These amendments have been based on level of qualifications achieved by the team member.

## 2018

In 2018 we introduced set rates of pay for all frontline management roles. Generally, these roles are filled internally through succession planning and promotion. However, in the case where there is no suitable internal candidate and the role is filled with an external candidate, these rates can vary depending on the external candidate's experience as well as the market rates at the time.

## 2021

In our most recent review of rates of pay for our frontline roles in November 2021, our approach to recognise level of qualifications and relevant post qualification experience has continued this consistent approach. In 2021, we processed our last performance-related bonus for salary paid frontline management teams, and from January 2022, the gross value of the performance bonus was incorporated into the base salary rate for these roles, ensuring further equality.



# Actions Taken So Far...



## 2021

Our non-frontline support and administrative roles have set salary rates. However, these can be variable depending on each individual's experience for the advertised role, as well as the market rate, which is reviewed against national salary guides. Non-frontline management continue to receive performance related bonus, and these are of equal value depending on the role.

During 2021, Nua established the Nua Healthcare Diversity & Inclusion Group ("D&I Group"), which is made up of representatives from across all levels of the service. The D&I Group promotes diversity & inclusion within the service, and drives engagement through promoting our diversity, inclusion and equality through internal communication channels.

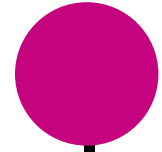
Nua introduced supplementary top-up payments for statutory (Maternity, Adoptive and Paternity) leave and offers flexible arrangements for Parental leave.

Through collaboration with Training & Development, Human Resources and Operations functions, we introduced a Management Development Programme for those who are developing and / or who wish to develop and progress internally in the service.

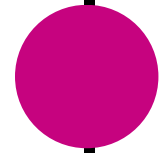
In 2021, Nua developed partnerships with non-governmental organisations, in an effort to not only bridge the economic and social inequalities of ethnic groups, but to also offer recruitment opportunities to join our diverse workforce, with training skills analysis and supports put in place for success.



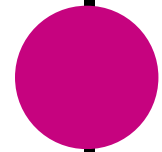
# Looking Ahead



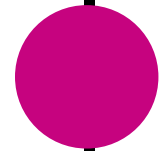
Nua Healthcare continues to support transparency and focus on equality of genders.



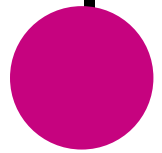
Succession planning is key to our continued development of our team members, with a clear management structure on the frontline, and deputies in place in both frontline and non-frontline support roles. We will continue to develop this talent and ensure we have a gender balanced approach and inclusive mix, included in and attending development programmes.



We are committed to equality at all levels within the service, and based on the continued expansion of the service, and succession within the service, both genders will have equal opportunities to progress to management roles for which they have the necessary qualifications to carry out.



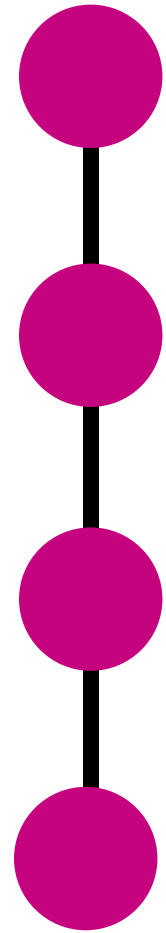
We are committed to enhancing our approach to all aspects of diversity, inclusion and equality.



Nua has signed up to the workplace wellbeing programme to seek accreditation for the IBEC “KeepWell Mark”.



# Looking Ahead



Continue to develop an annual calendar of events, which promote the values of the diversity, inclusion & equality, as well as wellbeing and fun events.

Review the opportunity to gain recognition through the Irish Centre of Diversity Awards taking part in the three stages of the “Investors in Diversity EDI Mark” in 2023.

Continue to ensure our recruitment processes are open and attractive to all.

Link with educational facilities and apprentice programmes to attract females to traditionally male oriented roles and areas within the service.



## CONTACT DETAILS



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