

# Gender Pay Gap Report

## 2024



# 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, one 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".



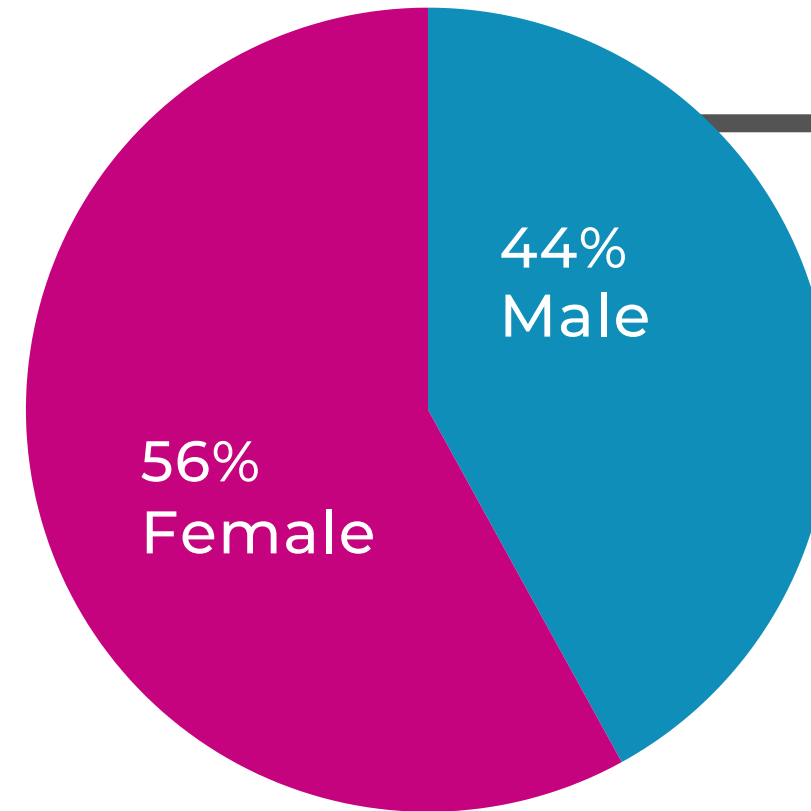
# Gender Pay Gap Report & Gender Representation 2024

This is our third annual 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 2023 to 30th June 2024 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.



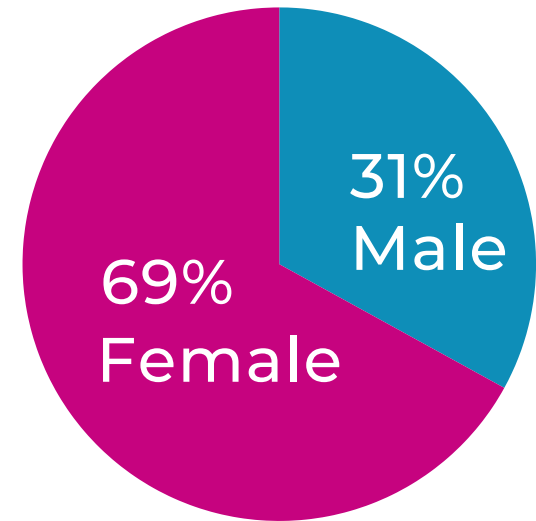
## Gender - All Employees

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

At Nua, although we see a slight increase in males in 2024 (up 2% on year), this is also true, as demonstrated by the breakdown of our overall total team member profile shown in the pie chart on the left.

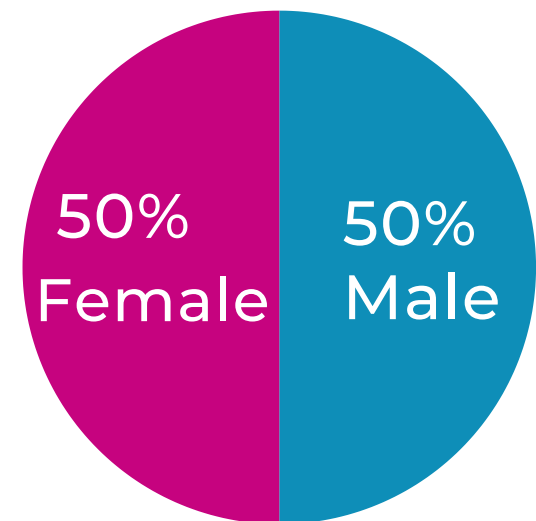


# Gender Pay Gap Report & Gender Representation 2024



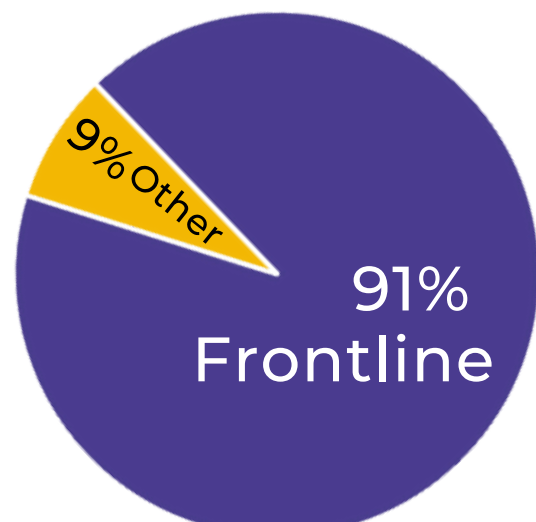
## Gender - Management

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 - Executive & Senior Management

We are also proud that we reached parity with 50% of our Executive and Senior management being female and 50% being male.



## Frontline Workforce

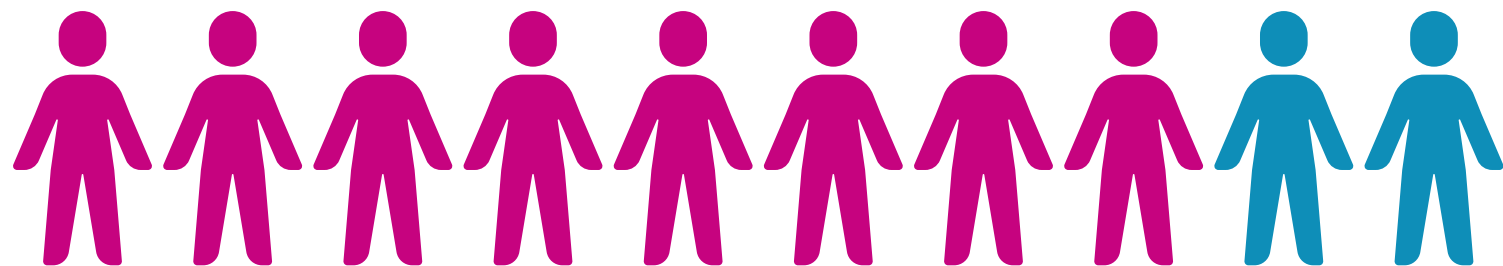
The vast majority of our workforce, approximately 91%, is comprised of frontline roles providing support to those Individuals we are privileged to support on a daily basis.



# Gender Pay Gap Metrics

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

- A minus percentage figure reveals that typically, or overall, employees who are men have lower pay or bonuses than employees who are women;
- A plus percentage figure reveals that typically, or overall, employees who are women have lower pay or bonuses than employees who are men;
- 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 chart sets out the results of our gender pay gap analysis.

	Mean Pay Gap %	Median Pay Gap %
Hourly Rate	-6.16% (females earn more)	-2.48% (females earn more)
Bonus	+18.83% (males earn more)	0.00% (equal)

• 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.

It is worth noting, having previously commuted Performance Related Bonus to salary for frontline management roles, we have now eliminated any disparity in bonus payments to this cohort of middle management. The Median Pay Gap relating to bonus payments is 0.00%, showing a balanced & equalised approach relating to payments of bonuses.

# Gender Pay Gap Metrics

- The **Mean Pay Gap** favours females due to several service restructures this year:
  - Administrative Department: Salary increases for 32 of 35 female administrators and 5 female Administration Managers.
  - Quality & Safety Department: Salary increases for 6 female auditors in a team of 10.
  - CLaD Hubs: Salary increases for 4 of 5 female facilitators after the rebranding of Day Services.
  - Frontline Managers: Salary increases for 49 females in a team of 63.
- The **Mean Bonus Pay Gap** favours males, primarily due to several males being promoted to senior management roles with higher bonus entitlements.
- The **Median Bonus Pay Gap** remains at 0.00% (2023: 0.00%), reflecting an equal approach to bonus payments.



# Gender Pay Gap Metrics

The analysis includes all rates paid including premium rates and 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.



# Gender Pay Gap Metrics

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

		Population by Pay Quartiles	
		Male	Female
Lower	Q1	47.19%	52.81%
Lower Middle	Q2	51.48%	48.52%
Upper Middle	Q3	43.20%	56.80%
Upper	Q4	33.48%	66.52%





# 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**  
**12.83%**

**Female**  
**17.92%**

- The Bonus Paid proportion favours females, largely due to 85% more females receiving the 2023 100% Attendance Award.



# 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**  
**11.73%**

**Female**  
**11.20%**

- 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.
- Furthermore, in 2022, 2023 and up to June 2024, Nua conducted an overseas recruitment campaign, hiring team members from African, Asian, and European nations, hiring a mix of males (33%) and females (67%). As part of this campaign, financial assistance was offered in employee loan format to this cohort of team members. Transport in the form of company vehicles, accommodation and/or expenses, was also made available for a short-term period to support their commencement of employment. These supports resulted in increased BIK charges in females (10.09% 2023) and remained similar for males (11.82% in 2023).

# Actions Taken So Far...

## 2016

In August 2016, Nua introduced pay rates for frontline roles (the largest cohort of team members), 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 seven years, we have remained consistent in our approach to all and any amendments to rates of pay for our frontline roles and used the same approach for our most recent pay review in May 2023.

## 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, when 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 and the market rates at the time.

# Actions Taken So Far...



## 2021

In 2021, we removed a performance-related bonus for salary-paid frontline management teams, with the gross value of the performance bonus incorporated into the base salary rate for frontline management roles. Non-frontline support and administrative roles have set salary rates. However, these can vary depending on each individual's experience based on the advertised role and the market rate, which is reviewed against national salary guides.

Non-frontline management, role-dependent, receives performance-related bonuses of equal value regardless of gender.

Nua introduced a Diversity & Inclusion Group aimed at promoting diversity and inclusion within the service through internal communication channels.

## 2022

In 2022, 2023 and up to June 2024, Nua completed overseas recruitment campaigns attracting team members from Europe, Africa and Asia to the service and provided them with transport, financial assistance, and accommodation, if required, to support their commencement of employment.

## 2023

In 2023, Nua completed a review of the frontline structure removing one layer of management, bringing about further equality in management.

# Actions Taken So Far...



## 2024

In 2024, we introduced the role of Director of Engagement, Diversity & Inclusion to enhance our organisational structure. This role will play a key part in our service development plan, support the growth of a high-performing, quality-driven team, and lead Employee Engagement and Diversity & Inclusion forums. By fostering collaboration and positive relationships, this role will strengthen connections across the service.

Also, in 2024, we have achieved 50:50 gender split on Executive and Senior Management (45% females and 55% males in 2023) as mentioned on page 4.

# Looking Ahead

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

Nua Healthcare continues to review rates of pay on an ongoing basis to ensure rates are competitive in the market.

Succession planning is key to the 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 planning within the service, both genders have equal opportunities to progress in their careers, for which they meet the relevant criteria for any role.



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