

Equity, Diversity, Inclusion and Wellbeing

One of the NTMA's core values is working in the national interest for the sustainable, long-term benefit of Ireland's citizens. This value continues to guide the NTMA's deliberations, decisions, and behaviours. To achieve the best outcomes for the State, the NTMA is committed to continually reflecting on how it pursues individual and collective excellence and to fostering a culture where equity, diversity, inclusion (EDI) and wellbeing are embedded across all processes, systems, and values.

The NTMA recognises that a diverse workforce and an inclusive workplace strengthen decision making, encourage creative thinking and innovation, and contribute to sustained performance. As an employer and State agency, the NTMA aims to ensure its workforce is reflective of the community it serves and to attract, develop, and retain talented colleagues from a wide range of backgrounds, skillsets, and experiences.

Our Commitment

Throughout 2025, the NTMA advanced its integrated approach to EDI and wellbeing. Creating an inclusive, positive and healthy working environment remains a priority, supporting the effective delivery of our mandates and enabling our people to reach their full potential.

Key Achievements

The NTMA continued to foster inclusivity and shared understanding in 2025 through training, communications, meaningful employee engagement, leadership accountability and activities led by our Employee Resource Groups (ERG).

- ▶ The NTMA's commitment to EDI and sustainability was recognised at the Business Post Women in Science, Technology, Engineering and Mathematics (STEM) Awards, where the organisation achieved success across multiple categories. The NTMA was awarded the Environmental Social and Governance (ESG) Award, and colleagues from across ISIF, NDFA and NewERA, were shortlisted in both the ESG and EDI Initiative of the Year categories.
- ▶ The NTMA's approach to EDI was recognised nationally, with the Agency shortlisted in three categories at the National Diversity & Inclusion Awards: Public Sector Organisation of the Year; Advancing Disability Inclusion; and Advancing LGBT+ Inclusion.
- ▶ The NTMA continued to invest in colleague development. In 2025, employees participated in workshops and training programmes including Irish Sign Language, disability inclusion, unconscious bias and inclusive leadership.

- ▶ The NTMA introduced a Reasonable Accommodations Policy during 2025, reinforcing its commitment to creating an inclusive and supportive workplace. This policy provides a clear framework for addressing individual needs and ensuring that colleagues have access to tailored accommodations, enabling them to thrive and perform at their best.
- ▶ The NTMA collaborated and engaged with external partners such as the Professional Women's Network Ireland, Ireland's Women in Finance Charter, the 30%+ Club Ireland and Ability Focus.
- ▶ The NTMA successfully maintained its Investors in Diversity Bronze accreditation, awarded by the Irish Centre for Diversity, recognising the strong systemic EDI foundations built through policy implementation and training.
- ▶ In 2025, the NTMA launched a Mental Health Allies (MHA) visibility campaign to strengthen awareness of workplace mental health supports and promote a culture of openness, psychological safety and early intervention.
- ▶ The NTMA welcomed an intern from the Dublin City University (DCU) STEM Teacher Internship Programme, which provides primary and post-primary teachers specialising in STEM with the opportunity to gain insight into how STEM concepts are applied outside the classroom. This initiative supports efforts to address the shortage of skilled engineers and promote diversity in STEM fields, aligning strongly with the NTMA's early careers and gender balance strategies.
- ▶ The NTMA continued its commitment to community support through fundraising initiatives. In 2025, the annual NTMA Charity Cycle raised over €16,000.

The NTMA continued to see a focus on EDI within its business mandates during 2025. Information on ISIF's EDI initiatives can be found on page 34 of ISIF's section and information on NewERA's work, assisting relevant stakeholders with regard to appointments to the boards of commercial State-owned companies designated to it, can be found on page 54 of the NewERA section.

Equity, Diversity, Inclusion and Wellbeing (continued)

Building Inclusive Communities

The NTMA's EDI and wellbeing programme is driven by the voluntary contribution of over 140 employees who work together to drive progress in EDI through four ERGs:

- ▶ Gender Matters: focuses on equality of gender at all levels in the NTMA and a culture of appreciation of gender differences in management and leadership styles.
- ▶ LGBT+ Network: acts as a visible and accessible LGBT+ presence in the NTMA, that continues to promote an inclusive and diverse working environment.
- ▶ Disability Advocacy Team (DAT): aims to make the NTMA a more inclusive, accessible and supportive workplace that embraces disabilities.
- ▶ International and Multicultural Awareness Team (IMAT): focuses on raising awareness and leveraging the power of cultural and ethnic diversity among the NTMA's increasingly diverse workforce and communities.

Gender Balance

A key objective for the NTMA included in the NTMA Corporate Strategy, is to become a recognised leader on gender balance in the financial sector. The NTMA aims to support equality of gender and balanced representation at all levels. In 2025, a wide range of activities were undertaken to enhance the professional growth of employees and to improve the NTMA's ability to attract and develop employees, while achieving its gender balance goals.

Our Commitment to Gender Balance

The NTMA takes action in a number of different ways in its approach to gender balance across recruitment and in its working environment. Initiatives include mentorship and women in leadership programmes, and recruitment strategies aimed at promoting gender balance at all levels. Promotion and reward processes are actively monitored to ensure the widest available pool of candidates is considered and that a diversity lens is applied to the process. Consideration of gender balance also forms part of succession planning for senior level roles.

NTMA Gender Pay Gap

The NTMA's Gender Pay Gap data over the past few years demonstrates a positive trend, with a noticeable reduction in the mean gender pay gap. The NTMA Gender Pay Gap Report 2025 is published on the NTMA website.

Employment of People with Disabilities

The NTMA is committed to supporting employees with disabilities and those requiring workplace accommodations, by addressing their needs, proactively improving accessibility, and reducing and removing barriers in their day-to-day working lives, where reasonably possible. The NTMA provides a number of supports for employees in this regard such as: a Disability Liaison Officer; accommodation supports; a Disability Advocacy Team; recruitment partnerships; and awareness programmes.

The minimum statutory employment target for persons with disabilities to be employed in the public sector is 6% by 2025. As at 31 December 2025, 9.8% of the NTMA's workforce has self-identified as having a disability, as defined in the Disability Act 2005.

The NTMA's commitment to EDI reflects the Public Service Duty requirement set out in Section 42 of the *Irish Human Rights and Equality Commission Act 2014, as amended*.