

Inclusion and Diversity

Continuing to Foster An Inclusive and Diverse Workforce

In 2021, the NTMA developed its first comprehensive Inclusion and Diversity Strategy. The purpose of the strategy is to embed inclusion and diversity holistically throughout the organisation. The three-year strategy demonstrates the importance of inclusion and diversity in the organisation.

The NTMA recognises that organisations that are diverse, inclusive and foster a sense of belonging are more innovative, creative and make better business decisions.

2021 was also another year of living with and through COVID-19 with many underrepresented groups being disproportionately impacted^{28 29} as the pandemic continued.

Throughout 2021 and despite the challenges presented by the pandemic, the NTMA continued to invest in its inclusion and diversity agenda. Its focus was to support, advocate, and fulfil the commitments made to drive progress across a number of key inclusion and diversity pillars.

An Equality Officer and an Equality Committee was established to enhance the governance structure of its Inclusion and Diversity Strategy. The NTMA Equality Committee comprises of all the Executive Sponsors of the NTMA Employee Resource Groups (Gender Matters, Disability Awareness Team, LGBT+ and the International and Multicultural Awareness Team (IMAT)) and acts in an advisory capacity to support the delivery of the NTMA Inclusion and Diversity Strategy.

The NTMA continued to invest in additional networks and reached outside the organisation for best practice advice regarding inclusion and diversity. The NTMA was awarded the 'Bronze' accreditation by Investors in Diversity, Ireland's only Inclusion and Diversity performance accreditation. The Investor's in Diversity framework guides and supports organisations on their journey of continuous improvement with inclusion and diversity.

While measuring the level of workplace inclusion can be challenging, statements from the NTMA's Employee Engagement Survey, conducted in Q4 2021, indicate that approximately 82% of employees experience positive aspects of inclusion and diversity at the NTMA, and 76% of employees responded favourably that the NTMA has created an environment where people of diverse backgrounds can succeed.

The development of the NTMA's hybrid working model was also a key focus throughout 2021. The NTMA's vision is to create a working environment that is purposeful, flexible and digital, that will successfully deliver on the NTMA mandates for the benefit of stakeholders and employees. The hybrid working model is guided by a set of six principles which were co-created with and by NTMA employees. One of the six hybrid working principles is 'Conscious Inclusion', which has been developed to ensure that equality and inclusion is viewed as essential as we navigate and shape the future of the organisation.

The NTMA will continue to focus on inclusion and diversity in the years ahead so that the organisation is reflective of society and to ensure that the organisation is one where each person has a true sense of belonging.

The NTMA's work in this area reflects the Public Service Duty requirement set out in section 42 of the Irish Human Rights and Equality Commission Act 2014.

28 *Women in the Workplace* | McKinsey.

29 *IHREC Submission: The Impact of COVID-19 on People with Disabilities.*

Inclusion and Diversity (continued)

Inclusion and Diversity (I&D) Journey

The NTMA's inclusion and diversity programme is led voluntarily by communities of employees (Employee Resource Groups) who work together to drive forward progress.



Gender Matters

Gender Pay Gap Figures

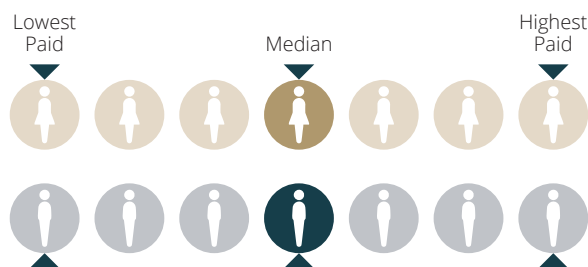
The gender pay gap analysis and profile is based on annual base pay effective 31 December 2021. The table below illustrates that overall at medium base pay there is a 19% pay gap in favour of male employees and at mean base pay there is a 24% pay gap in favour of male employees.

The overall median gender pay gap for the NTMA has decreased by 1% to 19% from last year with the mean pay gap increasing by 1%.

Gender Pay Gap	2020	2021
Median	20%	19%
Mean	23%	24%

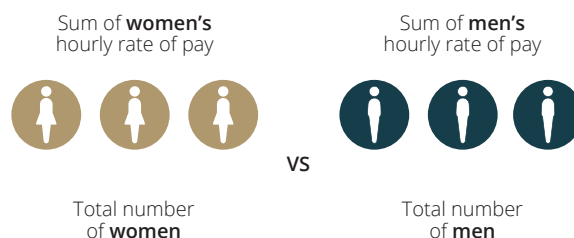
Distinguishing Between Median and Mean

Median Calculation



The median is the figure that falls in the middle of a range when the salary of all relevant employees are lined up from smallest to largest. The median gap is calculated based on the difference between the employee in the middle of the range of male salary and the middle employee in the range of female salaries.

Mean Calculation



The mean is calculated by adding up the salary of all relevant employees and dividing the figure by the number of employees.

The mean gender pay gap is calculated based on the difference between mean male pay and mean female pay.

Gender Pay Gap Reporting Explained

It is important to note that this is different to the issue of equal pay – namely the legal requirement to pay men and women the same for equal work – which is governed by the Employment Equality Act.s

The gender pay gap refers to the difference between what is earned, on average by women and men, based on average hourly earnings of all NTMA employees – not just people doing the same job or at the same level or working pattern.

The NTMA's gender pay gap continues to be influenced by the fact there are more men than women in senior roles across the organisation, and at the same time there are more women than men in less senior roles.

As at 31 December 2021, women made up 53% of the overall workforce with 22% of the NTMA Executive Management Team (EMT) and 30% of the NTMA Senior Leadership Team (SLT) being women. Due to the small numbers in the Executive Management Team and the Senior Leadership Team, any change to the structure of the Team or movement across the Agency can have a relatively significant impact in percentage changes overall.

At senior level there is approximately a 70% male / 30% female split while administration and support roles are represented by a 70% female / 30% male split.






Addressing the Gap

Whilst the NTMA is making improvements, progress is slow when it comes to increasing the number of women in more senior, higher-paid positions. The NTMA continue to strengthen and develop the culture of inclusion and diversity, not just at the top of the organisation but throughout the Agency through awareness, education, leadership and action. The NTMA remains committed to closing the gender pay gap and is particularly encouraged by the noticeable and positive cultural change towards gender parity that is evident within the organisation.

The NTMA's Gender Balance Strategy agreed by the NTMA Board, Chief Executive and Executive Management Team continued to be implemented throughout 2021. While it is challenging to achieve gender parity at all levels and it will take time, the NTMA aims to have equality of gender at all levels with a culture of appreciation of gender differences in management and leadership styles.

Over the past year, a wide range of activities have been undertaken to enhance the professional growth of employees and to improve the NTMA's ability to attract and develop employees in a way which allows it to achieve its gender balance goals.

Inclusion and Diversity (continued)

Effective Activity	NTMA Approach
Recruitment 	<ul style="list-style-type: none"> Actively work with recruitment partners to try and identify at least 30% representation of each gender for interviews. Recruitment advertisements are entered into a job description decoder which ensures gender neutral language. Fielding mixed interview panels.
Reporting 	<ul style="list-style-type: none"> Regular reporting of recruitment statistics to the NTMA Executive Management Team.
Monitoring on Pay Promotion and Reward Processes 	<ul style="list-style-type: none"> Actively monitor promotion and reward processes to ensure that the widest available pool of candidates is considered.
Flexibility 	<ul style="list-style-type: none"> The NTMA operates a hybrid working model which aims to provide flexibility to the greatest extent possible. In the NTMA's 2021 Employee Engagement Survey, 92% of NTMA employees said that they had the flexibility needed to be effective and productive.
Supporting Policies 	<ul style="list-style-type: none"> Encourage the uptake of paternity and family leave among new fathers and partners.
Engaging Men 	<ul style="list-style-type: none"> The NTMA celebrated International Men's Day in November with a series of online events.
External Partnerships 	<ul style="list-style-type: none"> 24 employees of both genders participated in 30% Club Ireland cross company mentoring programme. The NTMA expanded its partnership relationships to include the Open Doors Initiative and continues to partner with Professional Women's Network (PWN), The Executive Institute, Network Ireland and the 30% Club Ireland. The NTMA partnered with the 30% Club Ireland to support 'A Career Less Ordinary', an Ireland for Finance project.
Learning & Development 	<ul style="list-style-type: none"> Women from across the Agency participated in several female leadership programmes. The NTMA Thrive Programme has been developed to support new parents managing the transition of a significant phase in their life. The NTMA participated in the 30% Club Deloitte Board Ready Programme.

Other Developments

The NTMA continued to maintain a strong focus in 2021 on the influence and impact our business mandates have on external stakeholders.

Ireland Strategic Investment Fund (ISIF)

The gender diversity action plan, which sets a minimum target of 30% female representation on the boards of ISIF investee companies across the Irish Portfolio, continued to make progress. In 2021, ISIF's internal director nominations increased from 0% to 33% female. While there is still room for improvement, progress in this and other areas is expected to continue in 2022.

NewERA

As set out in the annex to the Code of Practice for the Governance of State Bodies which deals with Gender, Balance, Diversity and Inclusion, the Government target is to achieve 40% representation of each gender in the membership of all State Boards.

NewERA is working in conjunction with relevant stakeholders to seek to improve gender diversity in relation to board appointments for commercial State bodies within its remit.





NewERA also reports on gender balance statistics and this extends beyond the boards to also consider gender balance at the Chairperson and CEO levels as well as for the executive management teams of each body.

Disability Advocacy Team (DAT)

During 2021, the DAT was renamed the Disability Advocacy Team (previously the Disability Awareness Team) to recognise the move from awareness to advocacy on behalf of those with a disability. The DAT aims to make the NTMA an inclusive and supportive workplace that embraces disabilities, and to assist the NTMA to meet its statutory obligation to have employees with a disability comprise at least 3% of its workforce. The most recent return to the National Disability Authority (NDA) in December 2021 reported that 4.1% of the NTMA's workforce has a disclosed disability. 2021 also saw a strategic review of

the DAT's mission, aims and objectives. DAT's revised strategy focuses on the pillars of Awareness, Engagement and Progression with an overarching Communications pillar. The new strategy was launched over a week of events to coincide with the International Day of Persons with a Disability on 3 December 2021 and included an event hosted by the NTMA Chief Executive.

Over the past year the DAT has continued to undertake advocacy within the organisation for employees with a disability, particularly in the area of accessible communications, building internal and external networks to leverage best practice, increasing participation across the business units of the NTMA and providing support to employees and managers.

Effective Activity	NTMA Approach
Recruitment 	<ul style="list-style-type: none"> The NTMA was awarded a Willing Able Mentoring (WAM) Leadership Award for promoting the employment of graduates with a disability in 2021. The DAT works actively with business units to identify possible roles for persons with a disability. The DAT worked with by AHEAD and the Trinity Centre for People with Intellectual Disability to recruit employees for its Graduate and Internship programme. All candidates recruited through DAT partners are assigned a mentor from the DAT.
Communication & Events 	<ul style="list-style-type: none"> The DAT hosted various events throughout 2021 to celebrate achievements and raise awareness across the organisation. The DAT in partnership with ICT have been active in supporting employees with a disability in the remote working environment by promoting accessible technology features, such as captioning on Zoom.
External Partnerships 	<ul style="list-style-type: none"> The DAT is actively partnering with other organisations that can assist in expanding and advancing its objectives. The DAT continued its engagement in 2021 with AHEAD, TCPID, Specialisterne Ireland, the Blue Diamond Theatre Group, the National Council for the Blind of Ireland and Down Syndrome Ireland. The NTMA is a founder member of the Companies Accessibility Network (CAN) with Bank of Ireland, Vodafone, DELL, ESB, RTÉ and Enterprise Rent A Car and continues to strengthen and leverage these relationships.
The Impact of COVID-19 on Disability in the Workplace 	<ul style="list-style-type: none"> COVID-19 has presented additional challenges for persons with a disability³⁰. DAT mentors engaged regularly with employees recruited through DAT partners to provide additional support, especially for those who due to health reasons could not attend the workplace.

30 IHREC Submission: The Impact of COVID-19 on People with Disabilities.




Inclusion and Diversity (continued)



LGBT+

The NTMA LGBT+ initiative is now into its second three-year strategy. It continues to provide opportunities for education while raising awareness and encouraging conversations on LGBT+ topics at all levels in the organisation. During 2021, faced with the challenges of the pandemic, the LGBT+ Committee worked to leverage hybrid capabilities to connect with external partners, ensuring that an awareness of LGBT+ issues and opportunities remained prevalent at all levels across the NTMA.

The LGBT+ Committee has developed a supporting infrastructure in terms of an overarching strategy, annual targets and deliverables and access to corporate resources.

Effective Activity	NTMA Approach
<p>Pride 2021</p> 	<p>Pride month in June is the focal point in the LGBT+ calendar. Pride 2021 saw a significant number of events including, the illumination of Treasury Dock in Rainbow colours, and the production of a Pride video. Throughout June, NTMA employees participated in charity events such as an online quiz, and a (virtual) 5km Fun Run. An LGBT+ history podcast was produced with the National Museum of Ireland, and an online discussion was hosted by the Chief Executive with a panel of guests from the LGBT+ sporting world. This event explored LGBT+ challenges and opportunities in sport. A total of €2,500 was raised for LGBT+ charities through the committee's various Pride month events.</p>
<p>Training & Awareness</p> 	<p>Following the publication of the NTMA's Gender Identity and Expression Policy and Workplace Gender Transition Guidelines, the LGBT+ Committee provided training and awareness sessions for employees and bespoke sessions for the HR Team. These sessions focused on developing an awareness of trans related issues and on the development of an increasingly supportive environment.</p>
<p>Supporting Commitments</p> 	<p>The LGBT+ Committee supports the NTMA as a public sector body ensuring that it meets its obligations as contained in the National LGBTI+ Inclusion Strategy and the Public Sector Equality and Human Rights Duty, published by the Department of Justice.</p>

Growing and Investing in Internal Communities

International and Multicultural Awareness Team (IMAT)

IMAT is a new initiative under the NTMA's inclusion and diversity programme. Its aim is to highlight and improve cultural integration in an increasingly diverse workforce. One of the key objectives is to raise awareness and leverage the power of cultural and ethnic diversity among the NTMA workforce and community. IMAT believe that to enable employees to deliver on the NTMA's mandates and strategic goals, it is important to reflect the diversity of the society within which we operate, live and work.