



NTMA

Gender Pay Gap Report 2025



"This year's results reflect further progress in narrowing the gender pay gap, driven by sustained efforts across the Agency. While there is still work to be done, we remain committed to building a workplace where opportunity is equitable and diverse talent can thrive."

Frank O'Connor, NTMA Chief Executive

What is a Gender Pay Gap?

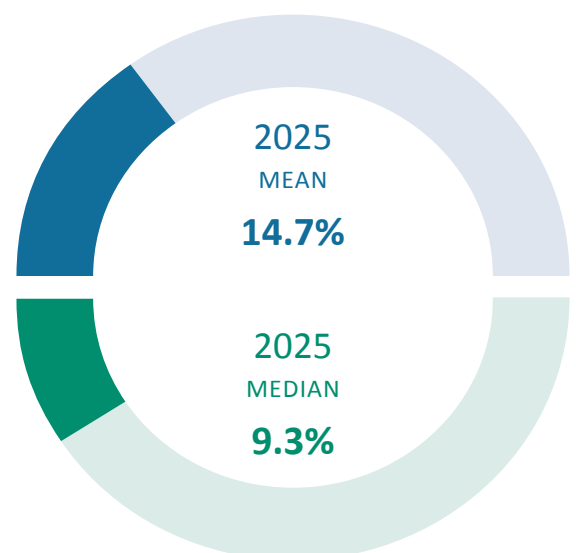
A gender pay gap shows the difference in the average pay between all men and women in a workforce, irrespective of their role and level in the organisation. A gender pay gap indicates a gender representation gap. We regularly publish information on the wider diversity of our workforce, including in the NTMA Annual Report & Financial Statements which can be found here.

A gender gap report is not an equal pay gap report. An equal pay gap would refer to any pay differences between men and women who carry out the same jobs, similar jobs, or work of equal value. A gender pay gap tends to exist in organisations where there are more men than women in senior, higher-paying roles.

The NTMA figures include businesses managed by the NTMA and those to which the NTMA provides staff and business support services namely NAMA, SBCI and HBFI.

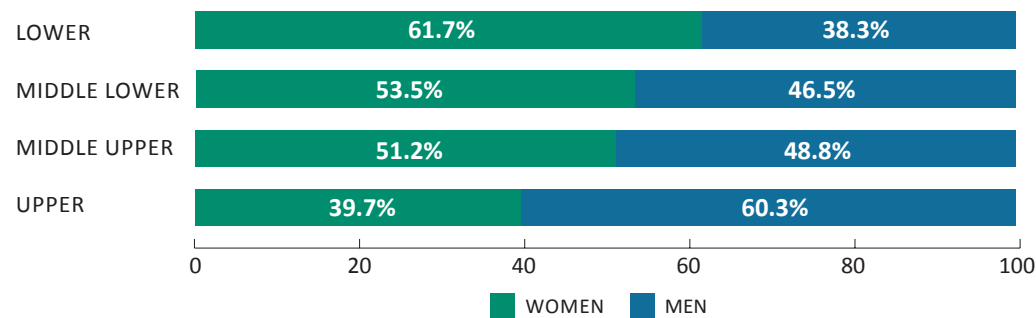
As of 30 June 2025, women made up 51.5% of the overall workforce of the NTMA.

Our Gender Pay Gap



Pay Quartiles

Each pay quartile represents a quarter, or 25%, of our total workforce ranked by pay.



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.

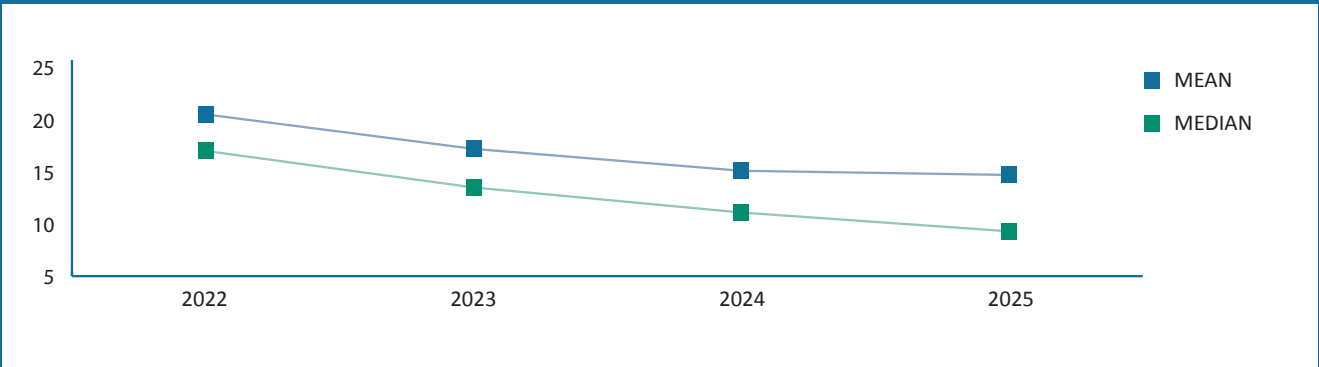
Our Progress

In 2025, the NTMA recorded a reduction in its gender pay gap, with the mean gap decreasing by **0.4%** points to **14.7%**. While incremental, this movement reflects the early impact of targeted interventions aimed at improving gender representation at senior levels.

Over the past few years, we have seen a consistent and encouraging decline in mean gender pay gap, reflecting the impact of our sustained efforts to build a more inclusive workplace. Since 2022, the gap has narrowed by **5.8%**, a testament to the effectiveness of our initiatives

across recruitment, reward, promotion, performance, wellbeing, and learning and development. These targeted actions have helped strengthen the pipeline of future female leaders and reinforce our commitment to gender balance at every level of the organisation.

This year’s data reinforces the importance of sustained, systemic action. The NTMA remains committed to transparency, continuous improvement, and embedding equity into its talent and organisational development frameworks.



“As Chief People Officer at the NTMA, I’m proud to recognise the continued progress we’ve made in building a more representative and inclusive workplace.

This is our fourth year of gender pay gap reporting, and the results show continued improvement, driven by the collective actions of our talented employees to foster equity and inclusion across the organisation.”

Oonagh Kelly, NTMA Chief People Officer

Addressing The Gap



Access to Opportunities

- ▶ In 2025, we updated the NTMA Recruitment Policy, reinforcing our commitment to fairness and equality of opportunity.
- ▶ We continue to actively work with recruitment partners to identify gender balanced shortlists.
- ▶ Recruitment advertisements are reviewed to avoid gender biased language.
- ▶ We ensure gender balanced interview panels.
- ▶ We seek gender balance in our graduate associate programme, GROW, to build a balanced future talent pipeline.
- ▶ We host initiatives such as the NTMA Schools Partnership Programme, to raise awareness about future career opportunities among girls.
- ▶ In 2025, the NTMA welcomed an intern from the DCU STEM Teacher Internship Programme to promote diversity in STEM fields.



Inclusive Working Environment

- ▶ We continue to develop policies that enable and support our inclusive culture and encourage the uptake of paternity leave and other family supports among new fathers and partners. Our suite of policies was enhanced further in 2025 with the introduction of the NTMA Reasonable Accommodation policy.
- ▶ We operate a hybrid working model which aims to provide flexible working arrangements to support employees in balancing their professional and personal commitments.
- ▶ We offer paid leave benefits including 26 weeks' maternity leave, 24 weeks' adoptive leave and 2 weeks' paternity leave.
- ▶ We offer 9 weeks' fully paid parent's leave to parents on the birth or adoption of a child.



Developing and Celebrating Our People

- ▶ We actively monitor promotion and reward processes to ensure the widest available pool of candidates is considered and that a diversity lens is applied to the process.
- ▶ We actively track gender balance in our succession planning for senior level roles.
- ▶ Women from across the organisation participated in internal and external female leadership and mentoring programmes in 2025.
- ▶ We have strong working relationships with external partners including PWN, 30%+ Club Ireland, and the Executive Forum.
- ▶ In 2025, the NTMA was reaccredited with the 'Bronze' Investors in Diversity accreditation which recognises the strong systemic foundations of equity, diversity and inclusion that the NTMA has built through policy implementation and training.
- ▶ In 2025, four colleagues were shortlisted for the Business Post Women in STEM Awards, across multiple categories. We are proud to have won an award for excellence in the field of ESG.
- ▶ In 2025, the NTMA Gender Matters team celebrated International Women's Day and aligned to the United Nations Theme of 'ALL women and girls: Rights. Equality. Empowerment'.

We seek gender balance in our graduate associate programme, GROW, to build a balanced future talent pipeline.



Appendix:

Gender Pay Gap Requirements	Percentage	
Mean hourly gender pay gap	14.7%	
Median hourly gender pay gap	9.3%	
Mean hourly gender bonus gap	17.5%	
Median hourly gender bonus gap	25.0%	
Percentage of employees per gender who received bonus	38.6% (F)	44.4% (M)
Percentage of employees per gender who received BIK	31.1% (F)	44.0% (M)
Mean hourly gender pay gap (Temporary)	3.4%	
Median hourly gender pay gap (Temporary)	3.6%	
Mean hourly gender pay gap (Part-time)	13.4%	
Median hourly gender pay gap (Part-time)	-42.3%	
Percentage of employees per gender in the lower quartile	61.7% (F)	38.3% (M)
Percentage of employees per gender in the lower middle quartile	53.5% (F)	46.5% (M)
Percentage of employees per gender in the middle upper quartile	51.2% (F)	48.8% (M)
Percentage of employees per gender in the upper quartile	39.7% (F)	60.3% (M)