National Transport Authority

Gender Pay Gap Report

2026

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CEO Introduction

At the National Transport Authority (NTA), our role is to help shape a transport system that works for everyone. As a statutory body under the Department of Transport, we are responsible for planning, funding and supporting accessible, sustainable and integrated transport across Ireland. Our work has a direct impact on how people travel to work, education, healthcare and communities every day.

2026 has been an important year for the NTA, with significant progress across a number of major national transport programmes. The BusConnects programme has continued to move forward in Dublin and the regional cities, alongside progress on MetroLink and the DART+ Programme.

Alongside these major programmes, the NTA has continued to invest in active travel infrastructure, public transport capacity and the transition towards a lower-emission fleet. Investment in walking and cycling infrastructure has continued nationwide, while the rollout of zero-emission buses and supporting depot infrastructure is helping to create a cleaner and more sustainable public transport network.

Our progress in 2026 has not been limited to transport infrastructure. As the Authority grows and our responsibilities expand, we recognise the importance of building a workplace that is inclusive, representative and supportive of our people. Our new Statement of Strategy 2026–2030 reinforces this commitment, including our ambition to foster a workplace where staff can grow, develop and feel valued.

It is in this context that we are pleased to publish our 2026 Gender Pay Gap Report. The report gives us an opportunity to look openly at the gender profile of our organisation; recognise the progress we have made and understand where further action is needed.

For the NTA, addressing the gender pay gap is about more than the annual figures. It is about creating an environment where women and men have equitable opportunities to join the organisation, develop their careers, progress into leadership roles and contribute to the work we do. This requires sustained attention to recruitment, career development, leadership, talent management and inclusive workplace practices.

We are also conscious of the importance of engaging with future generations of talent. Through our internship, STEM and outreach initiatives, we are creating opportunities for young people to learn more about careers in transport and to see the range of professional opportunities available within our sector. Encouraging greater participation by women in STEM and transport-related careers is an important part of building a more balanced workforce for the future.

We recognise that meaningful change does not happen overnight. Closing the gender pay gap requires continued commitment, transparency and action across the

organisation. While there is more work to do, we are committed to learning from the findings of this report and using them to inform our priorities and actions.

As the NTA continues to deliver an ambitious programme of investment and change across Ireland's transport system, we will remain equally focused on the people who make that work possible. Our aim is to build an organisation where people are valued, respected and given the opportunity to reach their full potential.

Gender equality is an important part of our wider commitment to equality, diversity and inclusion, and we look forward to continuing this work across the NTA.

Organisational Context

Gender Representation and STEM

The nature of our work at the NTA means that a significant proportion of our roles are in engineering, technical and other science, technology, engineering and mathematics (STEM) related areas. Like many organisations across the transport and wider STEM sectors, we recognise that women continue to be underrepresented in some of these professions.
At the snapshot date, the NTA had 377 direct employees and 9 interns, bringing the total workforce to 386 with women representing 42.79% (165) of the workforce.

We recognise that there is more we can do to encourage women to consider and progress their careers in STEM and transport.

We are taking a number of steps to support this ambition. These include building awareness of unconscious bias, providing coaching and development opportunities, supporting flexible working arrangements and continuing to strengthen our graduate and early-career programmes. We are also engaging with young people through initiatives and partnerships that encourage greater awareness of careers in STEM and transport.

Our work with organisations such as Junior Achievement Ireland, Dublin City University and University College Dublin provides opportunities to engage with students and early-career talent and to give young people greater insight into the range of careers available within the transport sector. Our STEM outreach and internship initiatives are particularly important in helping young women see transport and STEM as sectors in which they can build successful and rewarding careers. During the reporting year, the NTA welcomed four Transition Year students, one female and three male, across various secondary schools during the 2025/2026 academic year to undertake work experience placements.

Students were assigned to different departments on different days, providing them with an opportunity to gain first-hand exposure to the workplace and learn about the diverse roles and career opportunities within the NTA. The programme supports students in developing their confidence, communication and professional skills, while helping them explore potential career paths and make more informed decisions about their future education and employment. It also provides the NTA with an opportunity to engage with young people, promote awareness of careers in the transport sector and encourage greater diversity in future talent pipelines

These initiatives form part of our wider commitment to equality, diversity and inclusion. We want our workforce to reflect the diversity of the communities we serve, and we are committed to creating an environment where people have fair opportunities to join the NTA, develop their skills and progress throughout their careers.

What Does the Gender Pay Gap Mean?

The gender pay gap is the difference between the average hourly earnings of men and women across an organisation. It is important to understand that a gender pay gap is not the same as unequal pay. Equal pay for equal work, or work of equal value, is a legal requirement. Gender pay gap reporting instead provides a broader picture of the representation of men and women across an organisation and the distribution of men and women across different roles, grades and levels of seniority.

The Gender Pay Gap Information Act 2021 requires employers within scope of the legislation to report their gender pay gap across a range of measures. Reporting was initially introduced for organisations with 250 or more employees, extended to organisations with more than 150 employees in 2024, and subsequently extended to employers with more than 50 employees.

The NTA's report includes both mean and median hourly gender pay gap figures, as well as information on the representation of men and women across the four remuneration quartiles. These measures help us understand not only the size of the gap, but also how gender is distributed across different levels of remuneration within the organisation.

Changes to Gender Pay Gap Reporting

There have been important developments in the reporting process for 2026. The Gender Pay Gap Portal, developed by the Department of Children, Disability and Equality, is moving from its voluntary launch to mandatory reporting for employers within the scope

of the legislation. This means that employers will submit their gender pay gap information through the centralised portal as part of the 2026 reporting cycle.

For the NTA, this reporting is an opportunity not only to meet our statutory obligations, but also to reflect on our workforce, understand where challenges remain and ensure that our actions continue to support greater gender equality across the organisation.

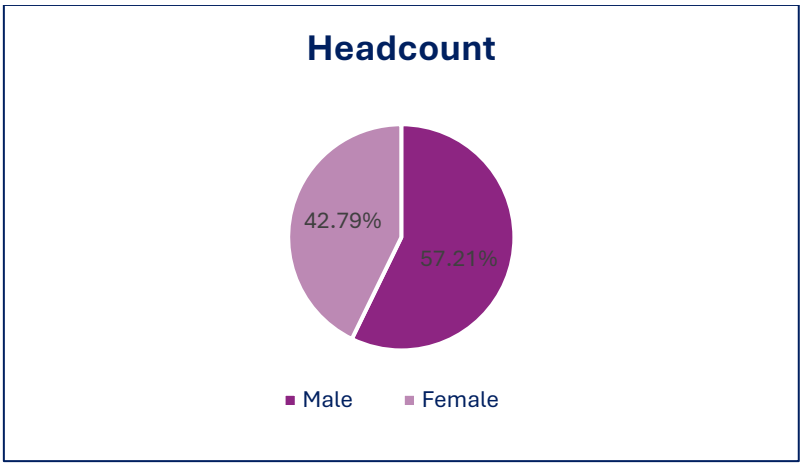
The Mean Gender Pay Gap is the difference between women's average hourly wage and men's average hourly wage. It is expressed as a percentage of men's pay.

The Median Gender Pay Gap is the difference between the middle-paid woman's hourly wage and the middle-paid man's hourly wage.

Our Gender Pay Gap

On the snapshot date for this report, 19 June 2026, the NTA had 386 employees, comprising 165 women and 221 men, including interns. Women represented 42.79% of employees and men represented 57.21%.

Between 20 June 2025 and 19 June 2026, 69 roles were filled, either through recruitment or promotion. Of these, 34 were filled by women and 35 by men, meaning that 49.28% were filled by women. This was lower than the previous year, when 58% of the 71 roles filled between June 2024 and June 2025 went to women. The NTA remains committed to fair representation and inclusive career development.



As of 19 June 2026, the NTA's mean gender pay gap stands at 15.37%, with a median gap of 7.55%. These figures represent a year-on-year increase of 2.58 percentage points in the mean gap and 1.54 percentage points in the median gap compared with 2025.

Gender Pay Gap 2025	Gender Pay Gap 2026
Mean: 12.79%	Mean: 15.37%
Median: 6.01%	Median: 7.55%

Gender Distribution Figures

The gender pay gap reflects, in part, how men and women are distributed across different roles and levels within the organisation. The mean pay gap can be particularly influenced by the gender balance at senior and higher-paid levels, where there is currently greater representation of men. The median figure provides a further perspective on the overall distribution of pay across the workforce.

These figures highlight areas where further progress is needed, particularly in supporting greater gender balance at senior levels. The NTA remains committed to addressing this through a continued focus on inclusive recruitment, career development, leadership opportunities and progression, with the aim of ensuring that women and men have equal opportunities to develop and succeed throughout the organisation.

Part-time Gender Pay Gap

As of 19 June 2026, there were no male part-time employees. As a result, a meaningful comparison of pay between male and female part-time employees cannot be made.

Temporary Contract Gender Pay Gap

As of 19 June 2026, the gender pay gap for temporary employees was 0% for both the mean and median, with all nine interns employed on the same pay arrangements. Of the nine interns, two were men and seven were women.

In 2025, the gender pay gap for temporary employees was also 0% for both the mean and median, with three employees on temporary contracts, comprising two men and one woman.

Salary Quartiles Distribution

The salary quartiles chart illustrates how male and female employees are distributed across four pay bands, each representing 25% of the workforce ranked by pay. The data reveals a clear trend: female representation is higher in the lower quartile, while male

representation increases across the lower-middle, upper-middle and upper quartiles. This pattern reflects the current gender imbalance in higher-paying roles and senior positions within the organisation.

Quartile	% Female	% Male
Lower	60.42%	39.58%
Lower-middle	41.67%	58.33%
Upper-middle	38.14%	61.86%
Upper	30.93%	69.07%

Understanding Our Gender Pay Gap

The NTA's gender pay gap is influenced by a combination of factors, including the distribution of men and women across different roles, grades and levels of seniority within the organisation. These factors are also reflective of wider trends across the transport, engineering and STEM sectors, where women continue to be underrepresented in some occupational areas.

We are committed to addressing these issues through practical and sustained action. This includes continuing to strengthen inclusive recruitment practices, providing development and career progression opportunities, supporting coaching and leadership development, and maintaining flexible working arrangements that enable employees to balance their work and personal commitments throughout their careers.

The gender balance at senior levels is an important part of this work. Changes within the senior leadership structure during the reporting period have also had an impact on this year's figures. While female representation across the NTA has continued to increase overall, women remain less represented at senior and higher-paid levels, which continues to influence the overall gender pay gap.

Our focus therefore remains on supporting career development and progression and improving gender balance across all levels of the organisation, particularly at senior levels.

Our Commitment in Action

At the NTA, we recognise that achieving greater gender balance requires more than setting objectives. It requires practical action that supports people throughout their careers and creates opportunities for women and men to develop, progress and

succeed. During 2026, we continued to build on a range of initiatives designed to support an inclusive and supportive workplace.

Supporting Work-Life Balance

Our flexible working arrangements are an important part of supporting employees to balance their work and personal commitments. This includes blended working arrangements, menopause support and flexible parental leave from day one. These measures are designed to support employees at different stages of their lives and careers and to help create an environment where people can progress professionally while managing their wider responsibilities.

Inclusive Recruitment

We continue to embed equality and inclusion throughout our recruitment processes. This includes the use of diverse and gender-balanced interview panels where possible, structured recruitment processes designed to reduce the potential for bias, and training and guidance for those involved in recruitment and selection. Our aim is to ensure that recruitment decisions are based on skills, experience and suitability for the role, while providing fair and consistent opportunities to all candidates.

Supporting Women in Leadership

Supporting women to progress into leadership roles remains an important part of our approach to addressing gender imbalance at senior levels. Our Women's PO Network provides a valuable forum for colleagues to connect, share experiences and support one another, while contributing to initiatives that encourage professional development, confidence and career progression. Supporting greater gender balance at senior levels remains an important focus, and we will continue to provide opportunities for women to develop their skills and experience and progress into more senior roles across the organisation.

Learning and Development

We recognise that access to learning and development plays an important role in career progression. The NTA continues to provide opportunities for employees to develop their skills, broaden their experience and prepare for future career opportunities. During 2026, Disability Awareness and Neurodiversity training formed part of our learning and development programme, reinforcing the NTA's commitment to Equality, Diversity and Inclusion (EDI). The training focused on increasing awareness, challenging unconscious bias, promoting understanding of different abilities and working styles, and supporting a more inclusive workplace where everyone has opportunities to contribute and progress.

As part of Wellness Month, the NTA also delivered a range of wellbeing initiatives, including sessions on nutrition, sleep management, mindfulness, mental health awareness, inclusion and belonging, hidden disabilities and menopause awareness. Together, these learning, wellbeing and inclusion initiatives support a workplace where employees feel supported to develop and progress throughout their careers. They form part of our wider commitment to creating an inclusive culture and addressing potential barriers to career development and progression.

Promoting Internal Mobility and Equitable Career Progression

We are strengthening our focus on internal mobility and equitable career progression by promoting access to development opportunities, career guidance and active support from managers. Managers play an important role in identifying and nurturing talent, supporting employees to explore career pathways and facilitating access to stretch assignments, leadership development and promotion opportunities. This approach aims to address potential barriers to progression, improve female representation at senior levels and contribute to reducing the NTA's gender pay gap.

Graduate Programme

Our Graduate Programme, launched in 2024, continues to support the development of early-career talent within the NTA. The three graduates who joined the programme in 2024 have successfully completed the programme and are now NTA employees. This is a positive outcome, and we intend to continue developing the programme to create further opportunities for graduates to gain valuable experience and build their careers within the organisation.

STEM Internships and University Partnerships

Our partnership with Dublin City University (DCU) has provided opportunities to promote STEM education and career pathways. Through our STEM internship initiatives, we have continued to engage with students and educators and encourage greater participation in STEM-related careers. We also continue to welcome interns from University College Dublin (UCD), with gender balance forming part of our approach to providing inclusive early-career opportunities.

These partnerships are important because increasing diversity in the transport and STEM sectors starts well before people enter the workplace. By engaging with students and educators at an early stage, we can help young people understand the range of careers available within transport and demonstrate that these opportunities are open to everyone.

Junior Achievement Ireland – Encouraging the Next Generation

During 2026, the NTA continued its engagement with Junior Achievement Ireland (JAI) to encourage young people to explore STEM subjects and consider future career opportunities in the sector. As part of this work, we encouraged NTA employees to volunteer with the programme during the 2026/2027 academic year, supporting initiatives that give young people greater exposure to STEM and potential education and career pathways.

STEM Workshop – "Power of Design"

We also welcomed 15 sixth-class pupils from a local primary school to the NTA office for an interactive STEM workshop delivered in partnership with Junior Achievement Ireland. The workshop, entitled "Power of Design," provided students with a practical and engaging opportunity to explore STEM concepts and see how they can be applied to real-world challenges.

During the session, students were encouraged to think creatively, work collaboratively and learn more about future opportunities in science, technology, engineering and mathematics. They also heard from two members of the NTA Senior Management Team about their professional experience and career journeys. This type of engagement helps young people gain a greater understanding of the range of career opportunities available in STEM and the transport sector and forms part of our longer-term commitment to developing a diverse pipeline of future talent.

Looking Ahead

These initiatives are part of a broader and ongoing programme of work to create a more inclusive NTA. We recognise that improving gender balance, particularly at senior levels and in areas where women remain underrepresented, will take sustained effort. Our focus will therefore remain on creating opportunities, supporting career progression and ensuring that our recruitment, development and workplace practices enable people to reach their full potential.

Through continued collaboration with our employees, educational partners and organisations such as Junior Achievement Ireland, we will encourage greater participation in STEM and transport careers and build a stronger and more diverse talent pipeline for the future. This work also supports the People and Organisation objectives

set out in the NTA Statement of Strategy 2026–2030 and our wider commitment to equality, diversity and inclusion.

We will continue to monitor our gender pay gap and the factors contributing to it, including gender representation across different grades and levels of seniority. We will use these insights to review the effectiveness of our actions, identify where further focus may be required and inform our priorities in the years ahead. Through continued monitoring, transparency and sustained action, we will work towards achieving greater gender balance across all levels of the organisation.

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