



Transport Infrastructure Ireland Gender Pay Gap Reporting (GPG) 2025

What is the Gender Pay Gap?

- Gender Pay Gap is the difference in the average gross hourly pay of women compared with men in a particular organisation expressed as a percentage of men's pay.
- The Gender Pay Gap captures whether women are represented evenly across an organisation.
- This should not be confused with Equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because of their gender.

The legal requirements

The Gender Pay Gap Information Act 2021 (and related Regulations) set out the statutory basis for Gender Pay Gap reporting in Ireland. The purpose of the legislation is to understand gender representation in the workplace.

Some of the key core obligations:

- Employers with 250+ employees
- "Snapshot date" in June 2025
- Report publication in November 2025

Employers will be required to report on the gender differences in respect of the:

- Mean and median hourly pay for full time, part-time and temporary employees
- Mean and median bonus pay
- Percentage of employees who have received a bonus and/or a benefit in kind
- Setting out the number of men and women across four quartile pay bands
- The report must explain the reason for the employer's Gender Pay Gap and what measures are proposed or being taken to reduce or eliminate any gender pay gap.



Gender Pay Gap reporting explained

Measuring the gap

To generate the Gender Pay Gap report, we look at all roles and all rates of pay across TII.

Mean gender pay gap: all salaries are converted to an hourly rate and added up for males and females respectively. The difference between the mean (average) pay for male and female colleagues is then calculated and expressed as a % of men's pay.

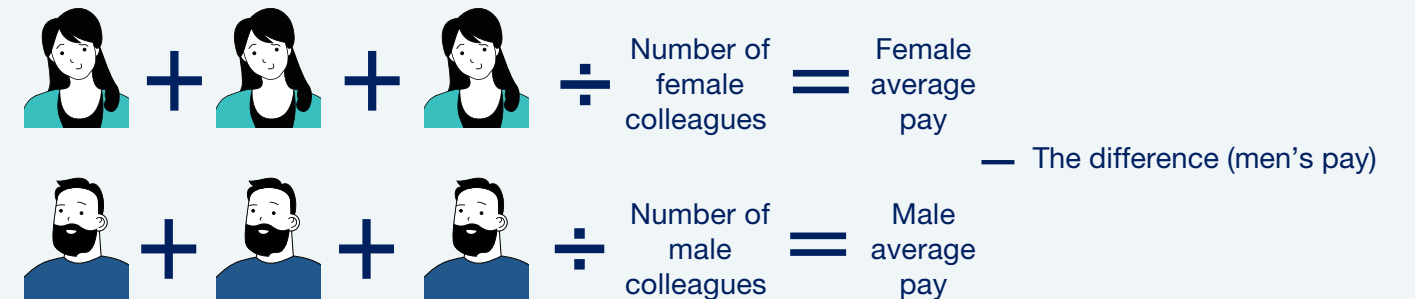
Median gender pay gap: all male and female salaries are converted to hourly rates and listed from the highest to lowest paid respectively. The difference between the median hourly rate of males and females is expressed as a % of men's median pay.

Pay per quartile: the percentage of male and female employees in four equal sized groups of employees based on their hourly pay.

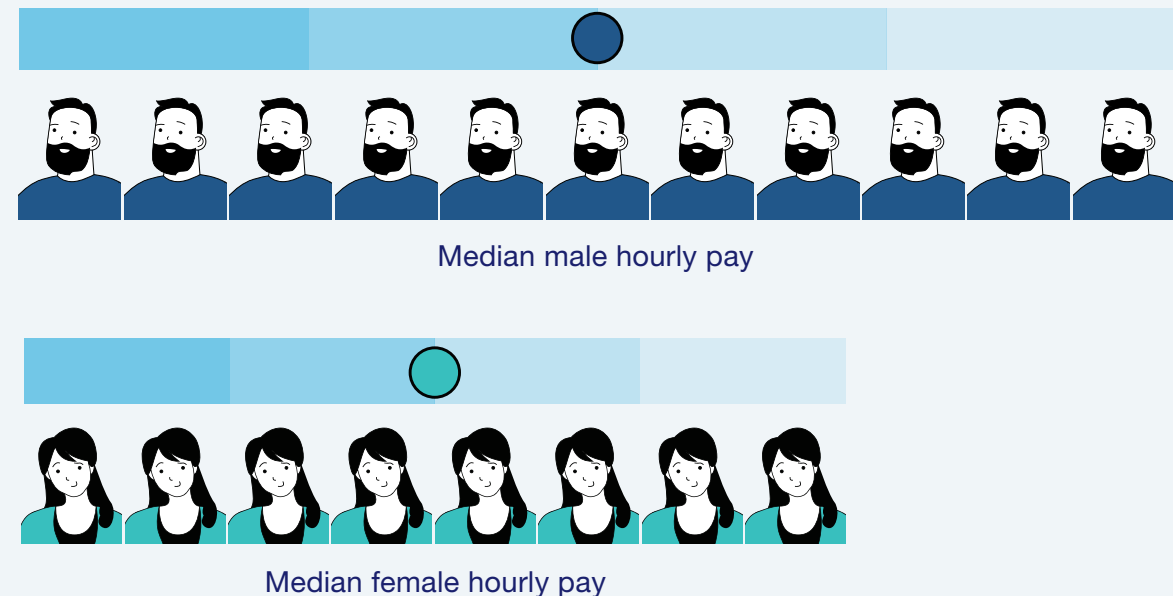
Generating the report

The reporting period is from 17th June 2024 to 8th June 2025. The snapshot date of the pay data for all colleagues employed on the 8th June 2025 was used.

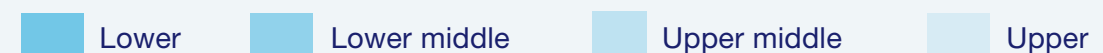
How we measure the mean gender pay gap



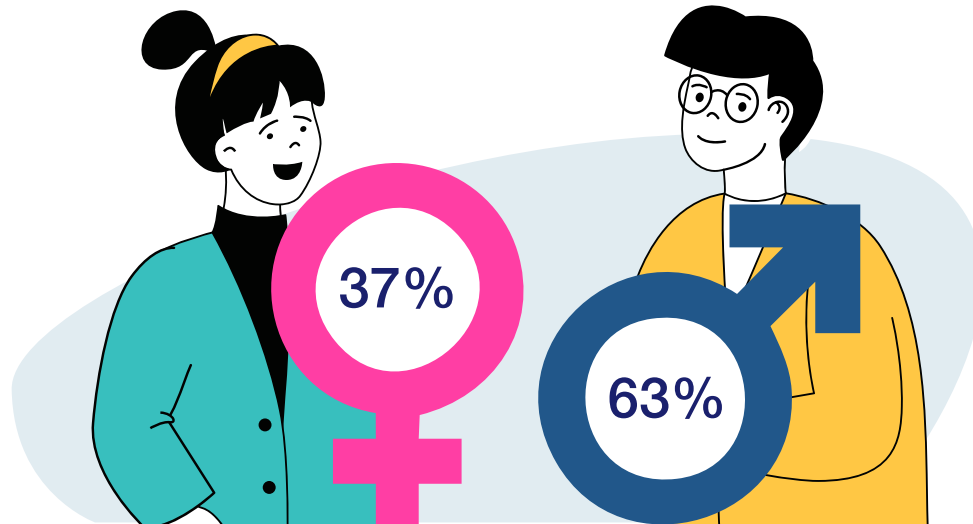
How we measure the median gender pay gap



Quartiles



TII's pay gap



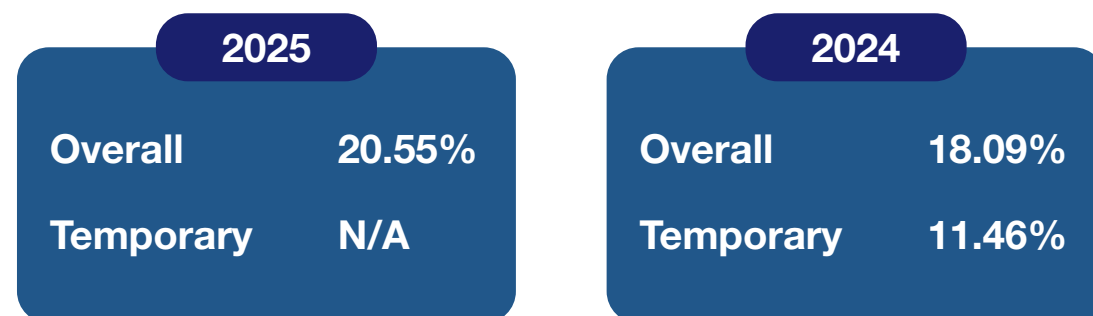
At the snapshot date of the 8th June 2025, TII had 314 employees across Ireland. This was made up of 37% (116) females and 63% (198) males.

TII's Gender Pay Gap results show that, on average, females in TII earn **20.55%** less than males in our workforce. The median salary for females is **15.89%** lower when compared to males for our workforce. The mean and median temporary pay gap is not applicable as TII currently only has one male temporary staff member.

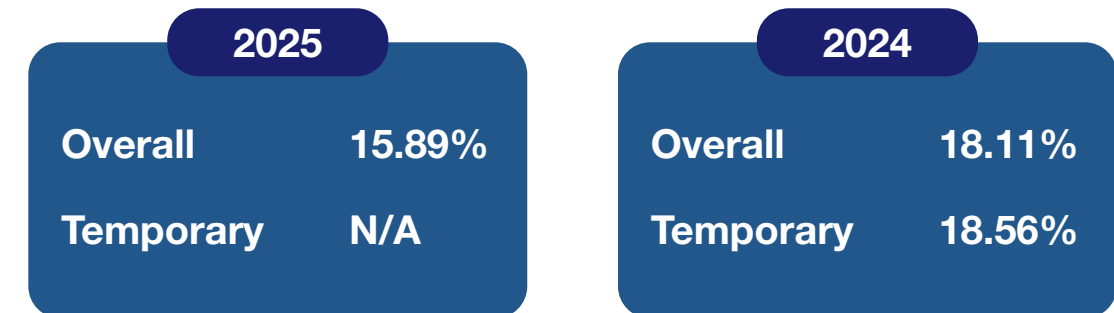
In 2025, the increase in the mean gender pay gap compared to 2024 is primarily driven by a **higher proportion of male employees occupying senior leadership roles**, which significantly influences the overall average due to elevated salary levels at this tier.

Conversely, the **continued reduction in the median gender pay gap** is a positive indicator for the organisation. The median figure is **less affected by extreme values**, particularly those in the upper quartile, and therefore provides a more stable and representative measure of progress toward pay equity.

Gender pay gap mean



Gender pay gap median



The mean and median **bonus pay gap** and the percentage of staff receiving bonuses by gender is **not applicable** as TII does not have a bonus scheme. There are also no male part-time employees which does not allow us to draw comparisons.

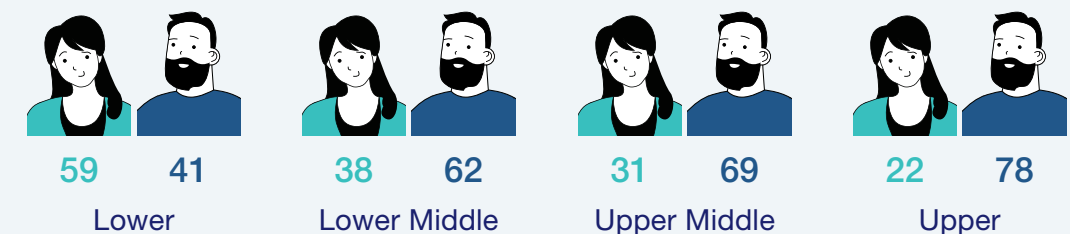
Salary quartiles 2025

Looking at salary quartiles by gender, there is a clear imbalance, particularly in the upper salary bands. While women make up the majority in the lower quartile (**59%**), their representation decreases significantly in higher pay bands, accounting for just **22%** of employees in the upper quartile. In contrast male representation increases progressively with each quartile, making **78%** of the upper quartile.

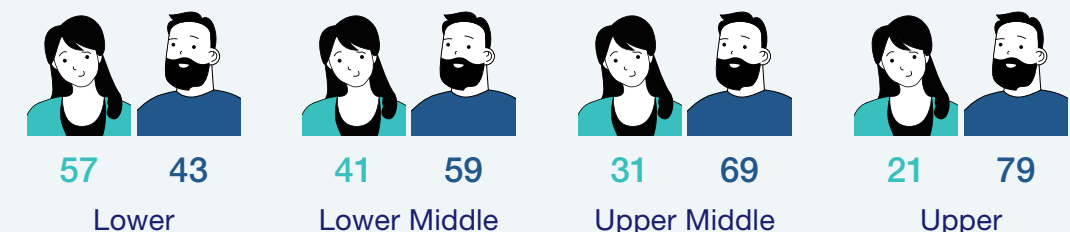
This trend shows there are more men represented in higher paid roles, while women are more concentrated in lower paid positions. Addressing this imbalance is a key focus area as we work to close the gender gap.

1% of TII's male population received a Benefit in Kind (BIK) compared to no females receiving a BIK.

Quartiles 2025



Quartiles 2024



Our organisational context

Transport Infrastructure Ireland (TII) operates within the Rail and Roads Engineering sector, a field historically and currently dominated by men. According to a recent Engineers Ireland report*, fewer than 25% of the 120,000+ professionals working in STEM-related roles in Ireland are women. Female engineers continue to face significant challenges around career progression and pay equity, with male engineers nearly twice as likely to hold senior management positions.

While there has been a modest 3% increase in female students pursuing STEM subjects at second level over the past five years, gender imbalance persists at third level, where women account for just 18% of engineering graduates — a figure that has remained unchanged in recent years. Despite public perceptions that gender is no longer a barrier to opportunity, these statistics highlight the need for continued action.

As a key employer in this sector, TII acknowledges its responsibility to help drive change. We are committed to strengthening our strategies, policies, and practices to support the recruitment, development, and retention of women in engineering, and to foster a more diverse and inclusive workplace across all levels of the organisation.

Why do we have a gap?

Given TII's organisational context, the Gender Pay Gap can be attributed to:

- Significantly lower levels of female participation in technical and engineering roles (out of 99 registered engineers in TII, 15 are female)
- Higher number of males in senior management and senior technical roles across all disciplines
- More women in administrative and lower paying roles

It is important to note that even though there is a pay gap at TII, this does not mean that men and women are paid unequally. Paying an individual less than a colleague for the same job, purely on account of their gender, is prohibited under equality legislation. All employees are aligned to pay grades which provide for **equal pay for equal work irrespective of gender**, in line with the Employment Equality Act of 1998-2015. Paying our staff members fairly and equitably relative to their grade, experience, skills and performance is a fundamental principle of TII's approach to determining pay.

*Gender imbalance in engineering – a report - Engineers Ireland (2023)

** Engineering 2023: A barometer of the profession in Ireland



What we already do to promote an inclusive workplace

We understand the importance of having a diverse workforce and the resulting benefits such as improved decision making, innovation, problem solving, talent attraction and retention, increased employee satisfaction and much more. TII provides the following in an effort to create a more inclusive environment:



Our Benefit Package

- Equal pay for similar roles
- Transparent salary scales publicly available
- Annual increment salary progression
- Attractive pension schemes
- Paid sick leave
- Dignity at Work Policy
- Confidential health checks
- EAP
- Taxsaver employer
- Healthcare benefits include: VDU assessments, Wellbeing Programme, Annual flu vaccination



Flexible Working Arrangements

- Blended working arrangements facilitating a better Work/Life Balance
- Flexi time (available for certain grades)
- Part-time hours available
- Shorter working year
- Career break
- Family friendly employer offering a number of supports for both female and male employees including: paid maternity and adoptive leave, paid paternity leave, paid parents leave, parental leave, breastfeeding breaks, carers leave, force majeure etc.



EDI strategy

- EDI Policy
- Menopause Policy
- Line management training in supporting women in Menopause
- Disability awareness training
- TII is a member of the IMI 30% club which looks to increase gender diversity on boards and senior management teams.
- Reasonable accommodation available to support staff with ill health or disabilities
- Ongoing review of policies to ensure EDI best practice including Recruitment & Selection Policy, EDI Policy and Learning & Development Policy.



Talent Development

- Learning & Development Strategy
- Mentoring Programme
- Third level advance of fees
- Training in unconscious bias
- Interview skills training
- Senior Leadership Programme

Graduate Programme – Our Graduate Programme has developed over the years and is now offering permanent graduate roles to a wide range of professional, administrative and technical disciplines. The programme is designed to support graduates with their personal and professional growth by providing them with structured training plans and connecting them with experienced colleagues who can provide guidance, share insights and help them navigate their early career journey. The Graduate Programme and various support helps ensure equal opportunities for progression and development, regardless of gender, and contribute to long term equity across TII.



Support societal change

- Research on women's mobility choices to support the gender data gap in the design of future transport solutions.
- Working with Engineers Ireland on the "Steps Programme" to be part of their mission to encourage and educate the future generations of engineers in all communities across Ireland.

STEPS Engineering Your Future – This programme is designed to inspire Transition Year students to study engineering. It is designed to give Transition Year students a comprehensive insight into the engineering profession. TII take up to 10 students into our offices – together – for a period of 3 days, showing them what we do and running certain engaging talks and activities. Engineers Ireland assist TII in the preparation of the programme, which includes a mix of workshops, interactive activities and presentations that cover various engineering disciplines including civil engineering.

Our action plan

Our actions to date show that we are serious about positive change. There is more to do and our journey is underway. Looking ahead, we will take the following long and short term actions in an attempt to close the Gender Pay Gap at TII and work towards a more inclusive and diverse working environment.



Our equity, diversity and inclusion strategy

Our ambition is to be a thriving organisation demonstrating equitable and inclusive practices and systems, energised by the contribution of a network of diverse employees and stakeholders. We will continue to further develop our Equity, Diversity and Inclusion Programme and the accompanying actions and work towards creating a more inclusive and diverse working environment for all our staff.



Recruitment & retention strategy

We will continue to review our Recruitment and Retention strategy to identify how we can attract more women and a broader diversity of talent into TII and retain and develop their careers in TII. In pursuance of this aim, we will further examine our current policies and practices and identify how they can be enhanced to make TII more accessible to and supportive of all staff.



Talent management and succession planning

We will continue to enhance our approach to talent management and succession planning to include a focus on the diversity of our talent pipeline. In order to support the professional development of all our staff, TII will continue to offer a comprehensive range of learning & development opportunities including targeted training to provide further support to women and their professional development such as access to mentoring opportunities and leadership training programmes.



Employee engagement & culture

We will continue to investigate gender differences in employee experience in our Employee Engagement Surveys and our wider engagement initiatives. This data will guide us to develop an action plan to address any problem areas, capitalise on the things we are already doing well and seek to engage with gender specific issues such as menopause. We are also developing a three-year Employee Engagement Strategy that sets out at a high level what employee engagement at TII should look like, how we will get there, when and how. We will continue to work towards building a positive, inclusive culture in TII and facilitate the improvement of our organisational delivery, performance, and attractiveness of our organisation as a place of work.



Conclusion

In conclusion, TII's gender pay gap results reflect a combination of internal and external factors that influence pay equity across the organisation. Internally, the distribution of roles, career progression pathways, and representation of women in senior leadership positions continue to shape the overall pay gap. Externally, broader societal trends such as gendered career choices, industry-wide imbalances in STEM fields, and historical patterns of workforce participation also contribute to the disparity. TII remains committed to addressing these challenges through targeted initiatives and inclusive recruitment practices.



