

EQUITY, DIVERSITY AND INCLUSION

One of the NTMA's values is working in the National Interest for the sustainable, long-term interest of Ireland's citizens and this is central to its deliberations and decisions. To achieve the best results, the NTMA is continuously reflecting on its pursuit of individual and collective excellence to foster a culture where equity, diversity and inclusion (EDI) are embedded in its processes, behaviours and values. The NTMA recognises that a diverse workforce and an inclusive workplace inform better decision-making, creative thinking, innovation, and drive business performance. As an employer, the NTMA aims to ensure its workforce is representative of the community it serves and to attract and retain talented employees from a wide range of backgrounds, with diverse skillsets and experience.

The NTMA has continued to deepen its understanding of the evolving organisational and societal challenges regarding EDI. Through collaboration and engagement in external partnerships, such as the Open Doors Initiative, AHEAD, Irish Centre for Diversity and the 30%+ Club Ireland, the NTMA has gained further insight into industry best-practice and had the opportunity for knowledge-sharing. Internally, the NTMA has continued to gain an understanding of the evolving organisational and employee needs through various feedback forums including employee engagement surveys and Employee Resource Group (ERG) focus meetings and feedback.

The NTMA continues to develop policies and resources and facilitate training and workshops which enable and support an inclusive culture. In 2023, the NTMA focused on inclusive leadership training for leaders, unconscious bias training for all new joiners, and continued to offer female leadership development programmes, internally and externally.

The NTMA introduced enhanced policies that recognise the diverse needs of different types of families, including the introduction of surrogacy and fertility leave policies and a family leave guide. Further policies introduced to support employees included the NTMA's first mental health policy and a domestic violence leave policy, which incorporates relevant provisions of the *Work Life Balance and Miscellaneous Provisions Act 2023*. The NTMA also shared access to a menopause toolkit, providing information and support around menopause to employees and managers.

Our Commitment

The NTMA commits to embedding EDI within its people and business strategies. This ensures that the organisation is representative of our society and is an organisation where each person feels a true sense of belonging. The NTMA is proud to continue to be recognised for its commitment to EDI. This was reflected in the number of awards it received and was shortlisted for in 2023:

- The NTMA was selected as a finalist in the Chartered Institute of Personnel and Development (CIPD) Ireland HR Awards for Inclusion & Diversity and was shortlisted, and achieved 'Highly Commended', in the Wellbeing category.
- The NTMA was also shortlisted for Public Sector Organisation of the Year at the inaugural National Diversity & Inclusion Awards.
- The NTMA was awarded a Willing Able Mentoring (WAM) Leaders Award, to recognise its continued leadership in the employment of graduates with disabilities in 2022-2023.
- The NTMA was awarded the KeepWell Mark by Irish Business and Employers Confederation (IBEC) for 2023-2025, recognising its commitment to employee wellbeing.
- The NTMA maintained its Investors in Diversity Bronze accreditation with the Irish Centre for Diversity for 2023.

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*.

Other Developments

The NTMA continued to maintain a strong focus in 2023 on the influence and impact its business mandates have on external stakeholders.

ISIF

Details on ISIF's EDI initiatives and information on its ambition to invest a minimum of €50m in private equity firms that are majority owned by women, can be found on page 32 of the ISIF section.

NewERA

NewERA works in conjunction with relevant stakeholders with regard to appointments to the boards of the commercial State-owned companies designated to it. Further detail is available on page 46 of the NewERA section.

EQUITY, DIVERSITY AND INCLUSION (CONTINUED)

The Power of Belonging

The NTMA recognises that understanding the first-hand experiences of its employees and listening to employee voices helps build a true sense of belonging. The NTMA conducted an employee engagement survey in Q4 2023. With a response rate of 83%, the survey results were a strong representation of the employee voice. Overall, employee engagement is 80% and approximately 78% of employees experience positive aspects of EDI at the NTMA. Eighty per cent responded favourably that the NTMA has created an environment where people of diverse backgrounds can succeed and 81% feel a sense of belonging within their team.



83%

Response rate from the employee engagement survey in Q4 2023



80%

Overall, employee engagement



78%

Experience positive aspects of EDI at the NTMA



81%

Feel a sense of belonging within their team

Building Inclusive Communities

The NTMA's EDI programme is driven by voluntary communities of over 150 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.

NTMA Gender Pay Gap

The NTMA commitment to reducing its gender pay gap remains strong. In 2023, in line with statutory reporting obligations, the NTMA published the NTMA Gender Pay Gap Report 2023, reporting a median gender pay gap of 13.5% (down from 17% in 2022) and a mean gender pay gap of 17.2% (down from 20.5% in 2022). The full report can be found on the NTMA website.

Our Pay Quartiles

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

Lower	61.5%	38.5%
Middle lower	53.6%	46.4%
Middle upper	50.7%	49.3%
Upper	41.1%	58.9%

Female Male

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 minimum statutory employment target for persons with disabilities to be employed in the public sector is currently 4.5% and will increase to 6% by 2025. As at 31 December 2023, 4.9% of the NTMA's workforce has a disclosed disability.