Bonneagar Iompair Éireann
Transport Infrastructure Ireland

Transport Infrastructure Ireland

Gender Pay Gap Reporting (GPG) 2026







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.
- 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 the associated Regulations provide the statutory framework for gender pay gap reporting in Ireland. The legislation aims to increase transparency around pay differences between women and men and to encourage organisations to examine the factors that contribute to any gaps in representation and remuneration across the workforce.

Under the legislation, organisations with 250 or more employees are required to publish information on their gender pay gap across a range of prescribed metrics, including mean and median hourly pay, bonus remuneration, and the distribution of male and female employees across pay quartiles. Gender pay gap reporting is based on a specified snapshot date in June each year, with the resulting report published in November. Through this process, organisations can better understand workforce composition, monitor progress over time, and identify opportunities to promote greater gender balance and equality in the workplace.

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.

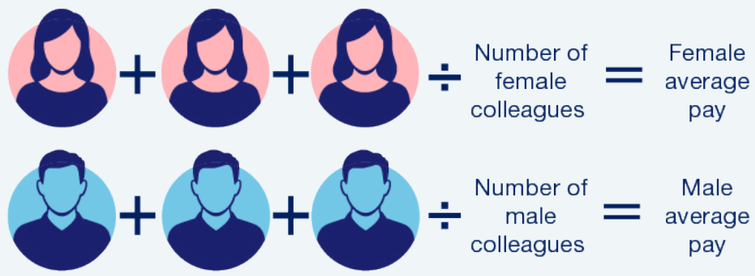
Median gender pay gap: all male and female salaries are converted to hourly rates and listed from the highest to lowest paid respectively. The difference between the median hourly rate of males and females is expressed as a % of men's median pay.

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

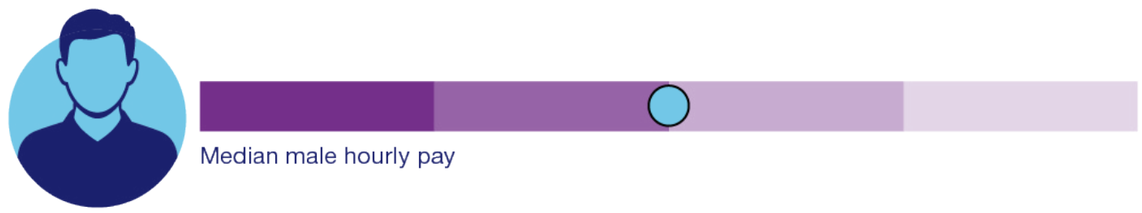
The reporting period is from 9th June 2025 - 7th June 2026. The snapshot date of the pay data for all colleagues employed on the 7th June 2026 was used.

How we measure the mean gender pay gap



The difference ÷ men's pay x 100

How we measure the median gender pay gap



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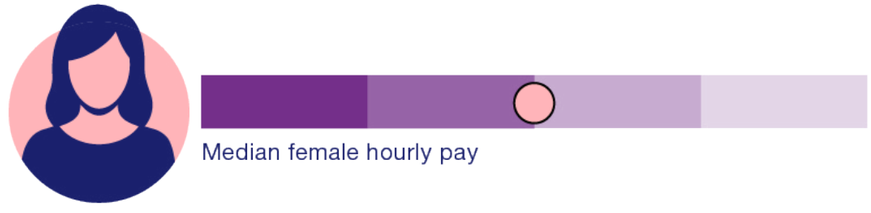


Quartiles

Lower | Lower middle | Upper middle | Upper

TII's pay gap

At the snapshot date of the 7th June 2026, TII had 374 employees across Ireland. This was made up of 40% (151) females and 60% (223) males.

TII's Gender Pay Gap results show that, on average, females in TII earn **18.92%** less than males in our workforce. The median salary for females is **15.64%** lower when compared to males for our workforce. The pay gap for Temporary employees is **29.09%** on a mean basis and **-7.29%** on a median basis.

The 2026 mean gender pay gap decreased to **18.92%**, compared with **20.55%** in 2025. This reduction reflects ongoing progress in improving gender balance across the organisation.

Gender pay gap mean

	2026	2025
Overall	18.92%	20.55%
Temporary	29.09%	N/A%

In addition, the **continued reduction in the median gender pay gap** from 15.89% to 15.64% 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 median

	2026	2025
Overall	15.64%	15.89%
Temporary	-7.29%	N/A

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.

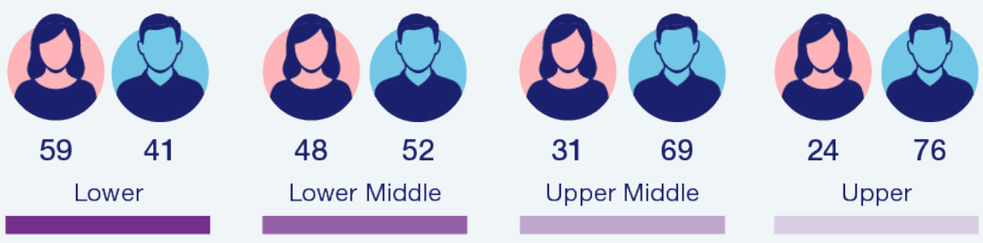
Salary quartiles 2026

Analysis of the salary quartiles continues to highlight a gender imbalance across the organisation, particularly within the highest earning roles. While women represent the majority of employees in the lower pay quartile **(59%)**, their representation decreases steadily across the higher salary bands, accounting for **24%** of employees in the upper quartile. This represents a modest improvement of **2%** compared to 2025, indicating some progress in female representation at higher salary levels. Conversely, male representation increases progressively across each pay quartile, reaching **76%** in the upper quartile. Although this has decreased by **2%** since 2025, men continue to be significantly overrepresented in the highest paid.

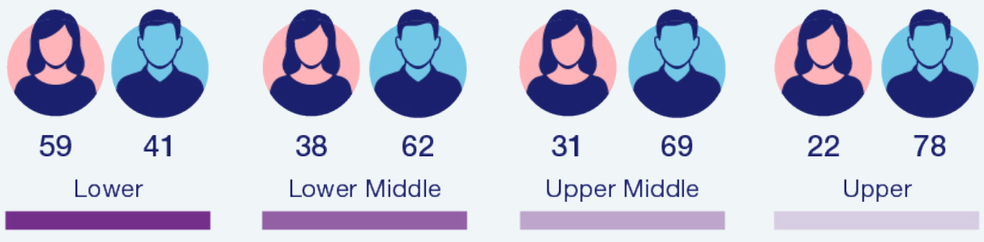
This trend shows there are more men represented in higher paid roles, while women are more concentrated in lower paid positions. Addressing this imbalance is a key focus area as we work to close the gender gap.

10% of TII's male population received a Benefit in Kind (BIK) compared to **7%** females receiving a BIK.

Quartiles 2026

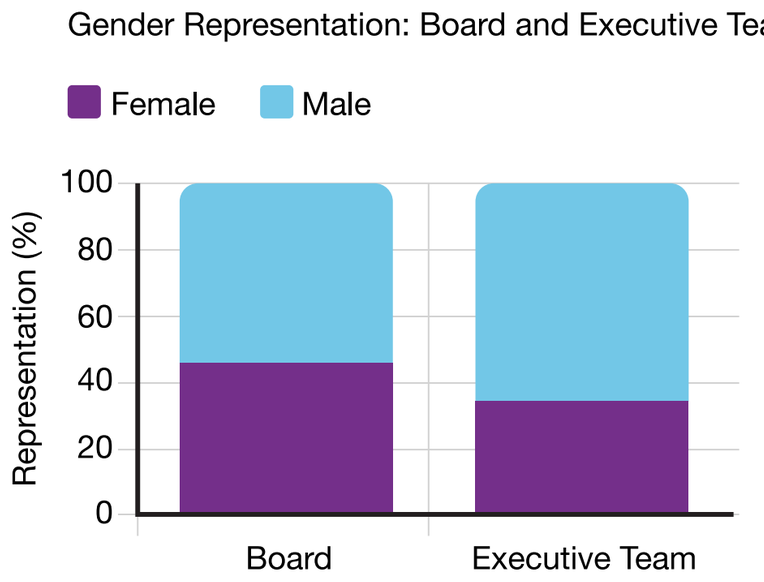


Quartiles 2025



TII Board and Executive Gender Representation

TII is committed to promoting gender diversity and inclusion across all levels of leadership. At Board level, women represented 45.5% of membership (5 of 11 members) in 2026, reflecting a strong level of gender balance in governance and oversight. Female representation on the Executive Team was 30% (3 of 10 members), demonstrating continued progress while also highlighting the challenges associated with achieving gender parity in senior leadership within the transport infrastructure and engineering sectors.



Our organisational context

Transport Infrastructure Ireland (TII) operates within the transport infrastructure and engineering sector, an industry that continues to experience significant gender imbalance. Across Ireland, women remain underrepresented in both engineering education and the engineering workforce. Research highlighted by Engineers Ireland*and the Higher Education Authority (HEA) ** found that women account for just 18% of engineering graduates, a figure that has remained largely unchanged in recent years. The same research estimated that women represent only around one-quarter of STEM-related jobs and remain significantly underrepresented in senior management and executive positions.

Furthermore, male STEM graduates are twice as likely as their female counterparts to hold a job title containing the term “engineer” within nine months of graduation, demonstrating that gender disparities can emerge at the earliest stages of career progression.

These sector wide challenges have a direct impact on the talent pipeline available to organisations such as TII. While women are represented across all areas of the organisation, they remain less represented in engineering, technical and senior leadership roles, which are typically associated with higher rates of remuneration. As a result, TII’s gender pay gap is primarily influenced by the distribution of men and women across different occupations, grades and levels of seniority, rather than by differences in pay for equal work. TII remains committed to increasing diversity across all levels of the organisation and recognises that addressing occupational and leadership representation is critical to narrowing the gender pay gap over the longer term.

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 106 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.

* Female shortage in engineering will have long-term implications for sector - Engineers Ireland (2024)

** Women in STEM Statistics | Higher Education Authority (2023)

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



EDI Strategy

- EDI Policy
- Menopause Policy
- Provision of Period Products
- 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.



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 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.

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.

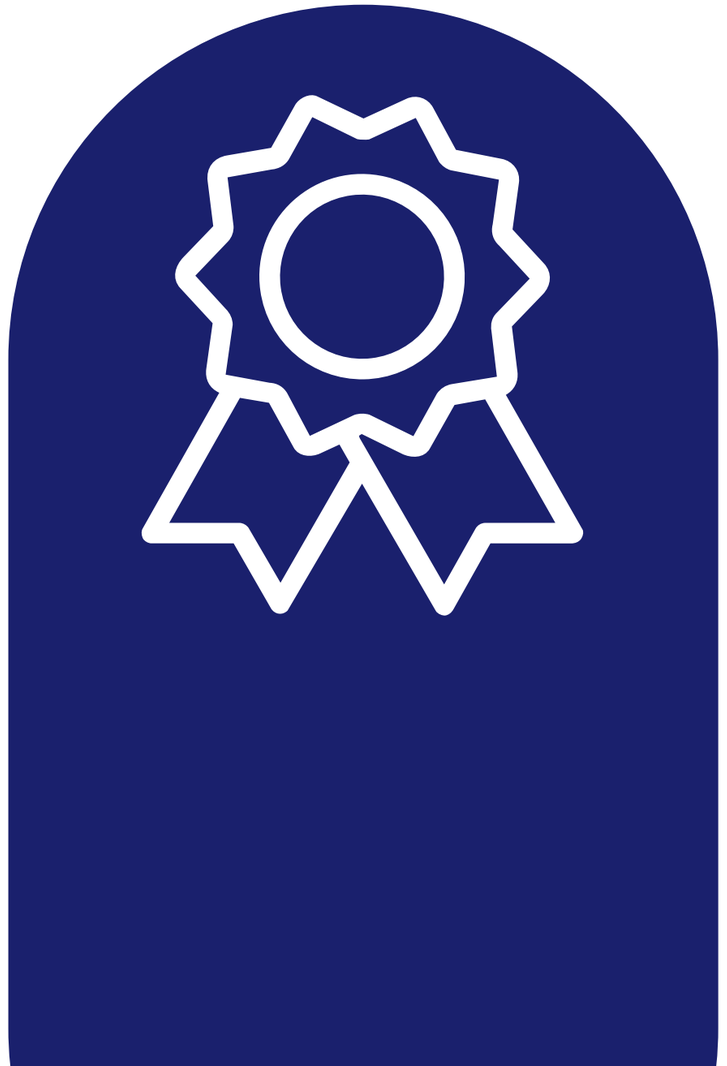
Support societal change

- 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.

Bronze Accreditation ICFD

TII has achieved the Investors in Diversity Bronze Accreditation from the Irish Centre for Diversity, recognising the organisation's commitment to fostering an inclusive, equitable and supportive workplace. Building on this achievement, TII is actively progressing its diversity and inclusion agenda and is working towards achieving the Investors in Diversity Silver Accreditation within the next 12 months. This commitment forms an important part of TII's broader strategy to attract, develop and retain a diverse workforce and to improve gender representation at all levels of the organisation.



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 identity 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

TII remains committed to understanding and improving the employee experience through ongoing engagement and consultation with staff. During 2025 and 2026, significant progress was made against the actions identified through the Employee Engagement Survey, with the majority of actions now substantially complete. In addition, TII has developed and launched a three-year Employee Engagement Strategy, providing a clear framework for how employee engagement will be embedded and strengthened across the organisation.

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.

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