



National Broadband Ireland

2025 Gender Pay Gap Report



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Introduction

The National Broadband Plan & National Broadband Ireland

The National Broadband Plan (NBP) is the Irish government’s initiative to deliver high speed broadband services to all premises in Ireland. It is the largest ever telecommunications project undertaken by the Irish State and is widely recognised as one of the biggest and most ambitious telecommunications infrastructure construction projects of its kind globally.

Taking on the challenge of delivering the project, National Broadband Ireland (NBI) is deploying fibre on approximately 1.5 million poles, many of them new, and through 15,000km of underground ducts. Construction of the network will utilise 142,000km of new cabling, running along 100,000km of the road network – all to deliver rural Ireland’s new fibre infrastructure.

Our promise to rural Ireland is that no-one will get left behind. We believe that better broadband networks promote social progress, equality and sustainability. With equal access to local, national and global opportunity, every person, community and organisation in Ireland will be empowered to achieve more.

Gender Pay Gap

NBI is a young company, having only been established in 2020, and while the unique demands of our commitments to deliver the NBP influenced our hiring strategy initially (highly experienced, senior staff with a proven track record); over time, this has evolved. As we mature and transition to a steady state organisation, we are managing natural attrition, employing a wider range of talent, as well as developing more “home grown” expertise. Ultimately, these changes impact upon our gender pay gap.

As such, NBI’s gender pay gap has fluctuated somewhat over these early years and, for this reporting period, stands at 16.03%.

Since the closure of the reporting period in question, we have had significant changes at executive level, including the appointment of a female CEO to our build organisation. Given the extent of transitional change over the next 2 years, there will be further fluctuation in the short-term, but we anticipate that the gap will stabilise post completion of the main deployment, as the business aligns to its long-term operating model.

“We anticipate that the gap will stabilise post completion of the main deployment”

Daragh O’Mahony
Chief People & Sustainability Officer





Business & Finance ESG Award
(Social Impact Award - Enterprise)

The Gender Pay Gap Information Act & NBI

The Gender Pay Gap Information Act 2021 (the Act) requires organisations to report on their hourly gender pay gap across a range of metrics, thus ensuring that any pay disparity between males and females in their workforce is reported.

The Gender Pay Gap captures whether females are equally represented at different levels of the organisation - it is not a measure of equal pay for equal work; nor is it an indicator of discrimination or bias.

The Act dictates that companies with more than 50 employees on their snapshot date (30th June 2025) must publish their report in line with the calculation methods detailed in Act.

It should be noted that while National Broadband Ireland have two employing entities, the focus of this report will be on a consolidated group view.

Closing the gender pay gap is a long-term plan and the report should be used as an opportunity to review what is working, where challenges exist and what actions are needed for change to create a more equitable workplace.

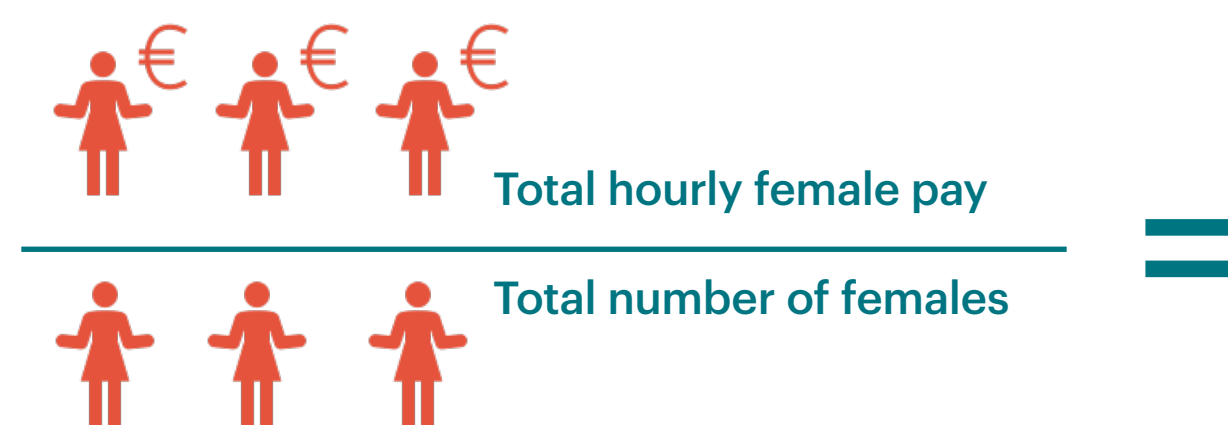
“Closing the gender pay gap is a long-term plan”

Sara Lynn
Chief Legal & Administration Officer, NBI

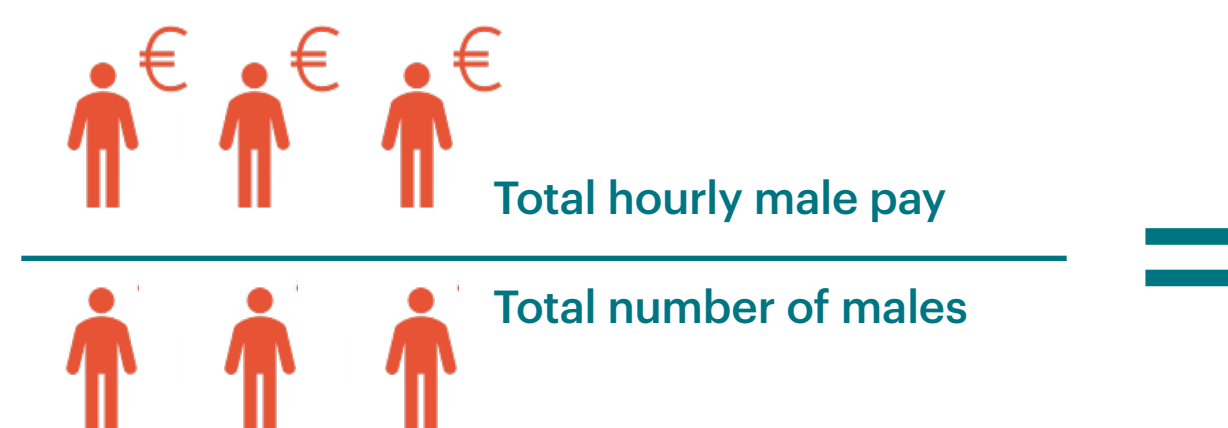


Interpreting The Data

Calculating The Mean Gender Pay Gap



Adding the total hourly female pay, then dividing by the total number of females, give us the **“mean female average pay”**.

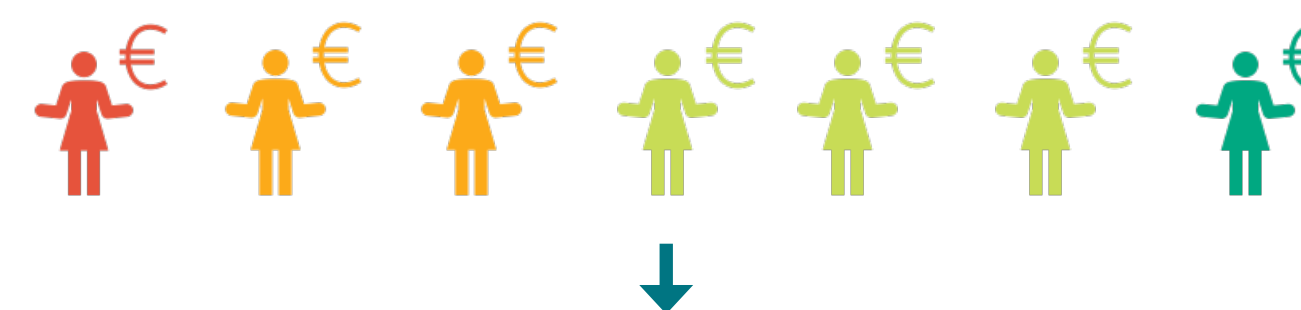


Adding the total hourly male pay, then dividing by the total number of males, give us the **“mean male average pay”**.

Mean female average pay — **Mean male average pay** =

The difference between the two figures is the **“mean gender pay gap”** – and for NBI this is reported in Point 1 on the following page.

Calculating The Median Gender Pay Gap



The **“median female pay”** is the value that splits an ordered list of female pay data values in half – its right in the middle of the data set.



The **“median male pay”** is the value that splits an ordered list of male pay data values in half – its right in the middle of the data set.

Median female pay — **Median male pay** =

The **“median gender pay gap”** is the % difference between the two figures – and is reported in Point 2 on the following page.

* “Average pay” includes all elements of pay (salary, bonus, shift, on call payments, BIK, PRP etc.) paid within the twelve-month reporting cycle divided by the number of hours worked.

Gender Pay Gap Reporting

NBI's underlying gender pay gap of 16.03% is primarily a representation issue dating back to the formation of the company in 2020, when a high proportion of experienced personnel with a proven track record in delivery of telecoms infrastructure were hired into management positions; this led to there being more senior men in the organisation.

In the last two years, 42% of new hires have been female, which has increased our female participation in the workforce, however, as many of these roles are more junior in nature, this limits our ability to fully close the gender pay gap. That being said, since the closure of the reporting period in question, we have had significant changes at executive level, including the appointment of a female CEO to our build organisation.

Notes:

1. Mean Gender Pay Gap: If the average male earns €100, then the average female earns €16.03% less.
6. Median Hourly Remuneration Gap Part-Time Employees: In this case, part-time females earn more than part-time males.

Gender Pay Gap

1. Mean

16.03%

2. Median

20.20%

Bonus Remuneration Gap

3. Mean

25.97%

4. Median

46.05%

Hourly Remuneration Gap Part-Time Employees*

5. Mean

0.61%

6. Median

-0.02%

Hourly Remuneration Gap Temporary Contract Employees*

7. Mean

59.49%

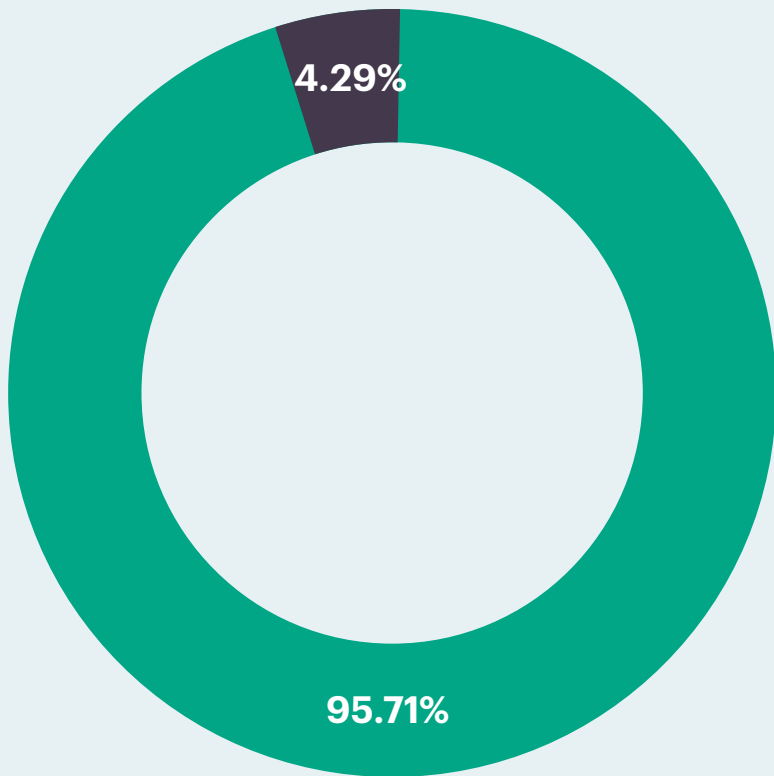
8. Median

58.01%

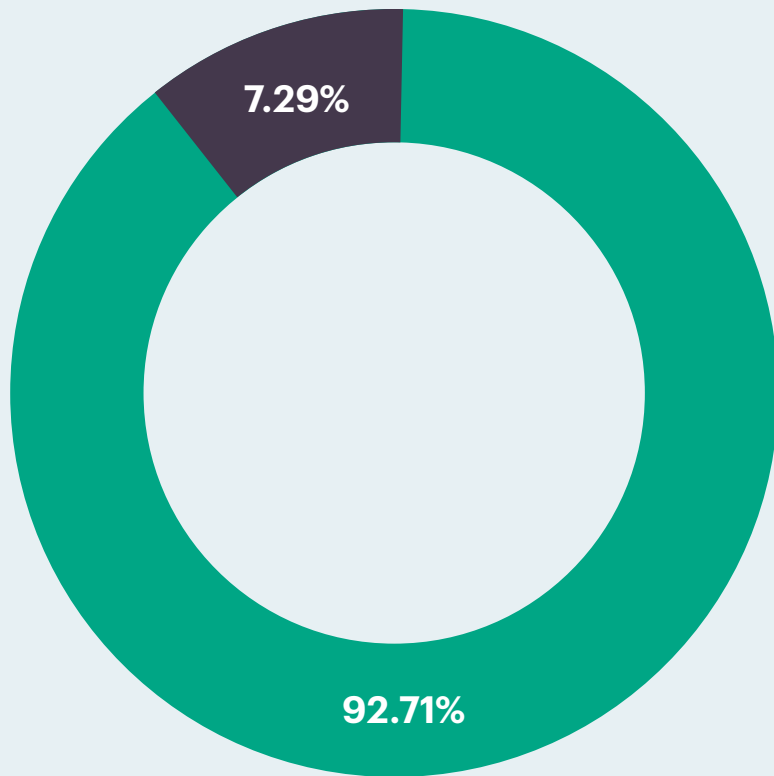
Gender Pay Gap Reporting

Proportion of a Gender Receiving Bonus

9. Males



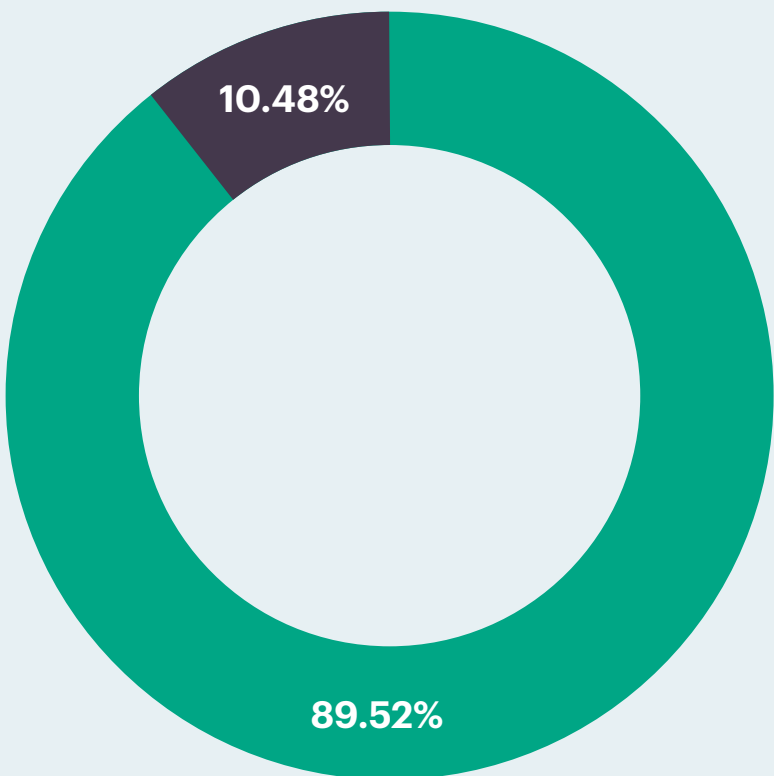
9. Females



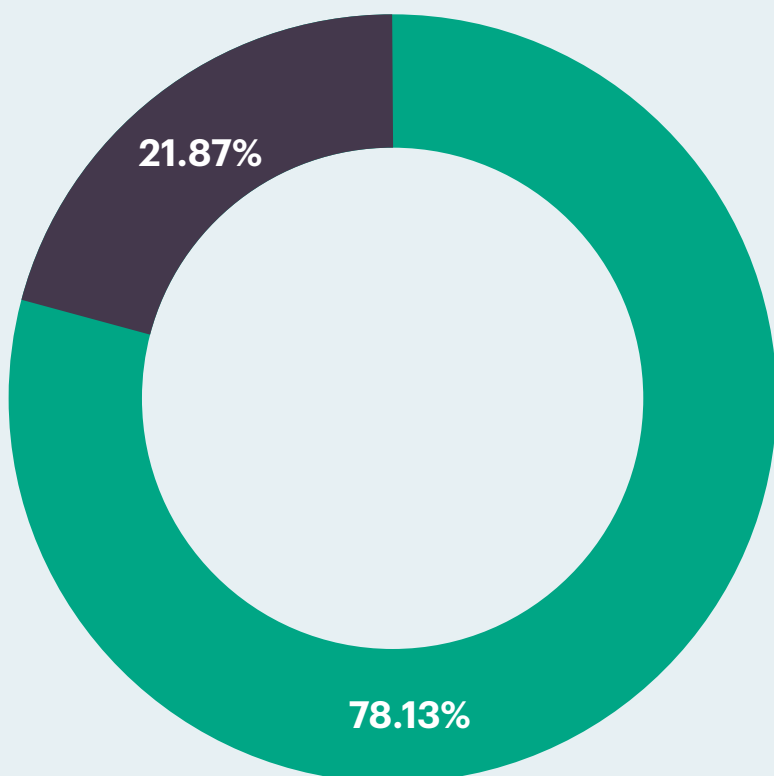
● Receiving Bonus ● Not Receiving Bonus

Proportion of a Gender Receiving Benefits In Kind (BIK)

10. Males



10. Females



● Receiving BIK ● Not Receiving BIK

Notes:

9. Proportion Receiving Bonus: In real terms, this should be 100%, however, for colleagues who joined from Jan to June 2025, no bonus was paid therefore, the calculation derives an answer less than 100%.

10. Proportion Receiving Benefits In Kind: All employees are eligible for BIK related benefits, such as private medical insurance. Figures below 100% indicate new starters or employees that have opted out of the company private medical insurance scheme.

Gender Pay Gap Reporting

NBI Group Gender Pay Gap Calculations			
11.	Quartile Remuneration - %	2025 % Males	2025 % Females
D	Lower Remuneration Quartile Pay Band	49.35%	50.65%
C	Lower Middle Remuneration Quartile Pay Band	69.74%	30.26%
B	Upper Middle Remuneration Quartile Pay Band	80.26%	19.74%
A	Upper Remuneration Quartile Pay Band	75.32%	24.68%
12.	Quartile Remuneration - Figures	2025 No. of Males	2025 No. of Females
D	Lower Remuneration Quartile Pay Band	38	39
C	Lower Middle Remuneration Quartile Pay Band	53	23
B	Upper Middle Remuneration Quartile Pay Band	61	15
A	Upper Remuneration Quartile Pay Band	58	19

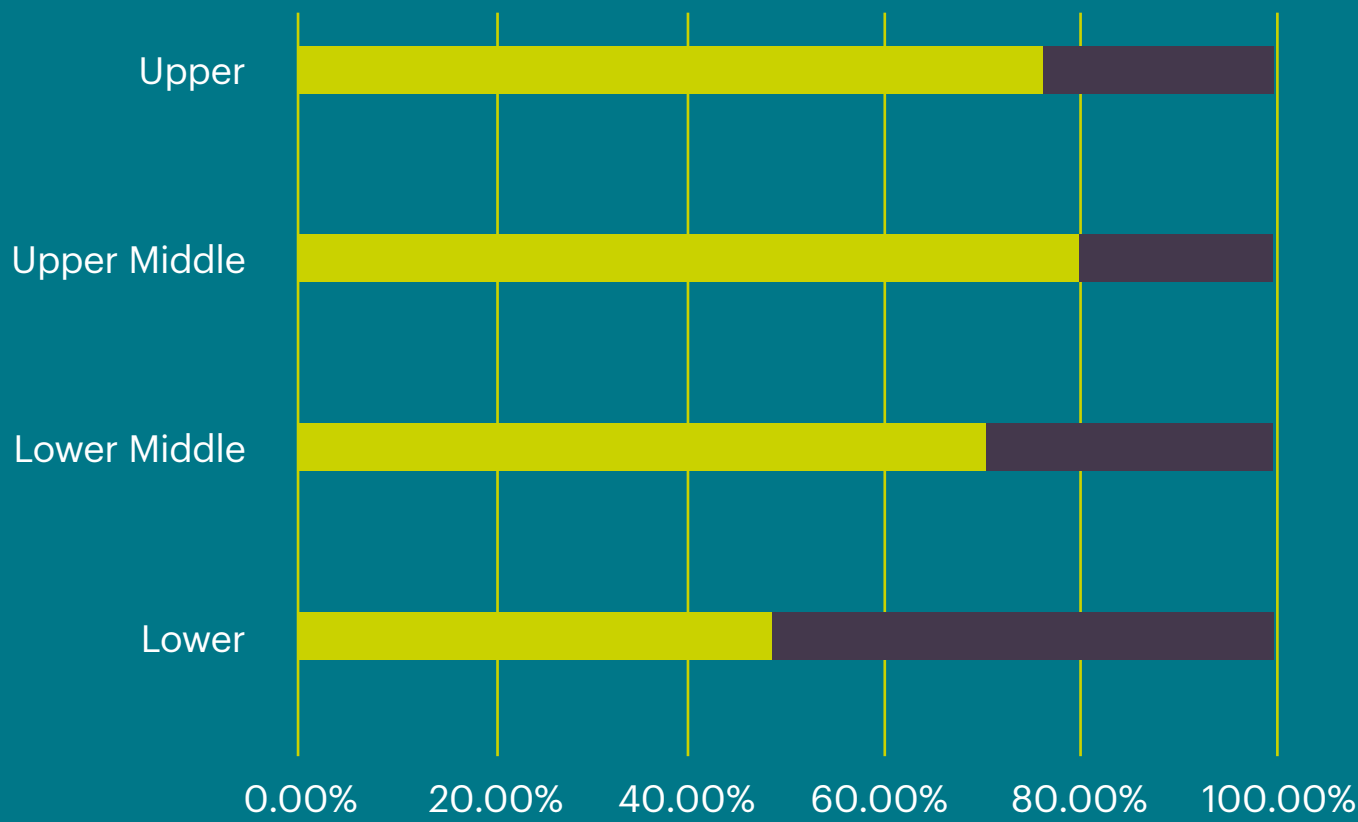
Notes:

This table shows how the pay is distributed across employees in the NBI Group.

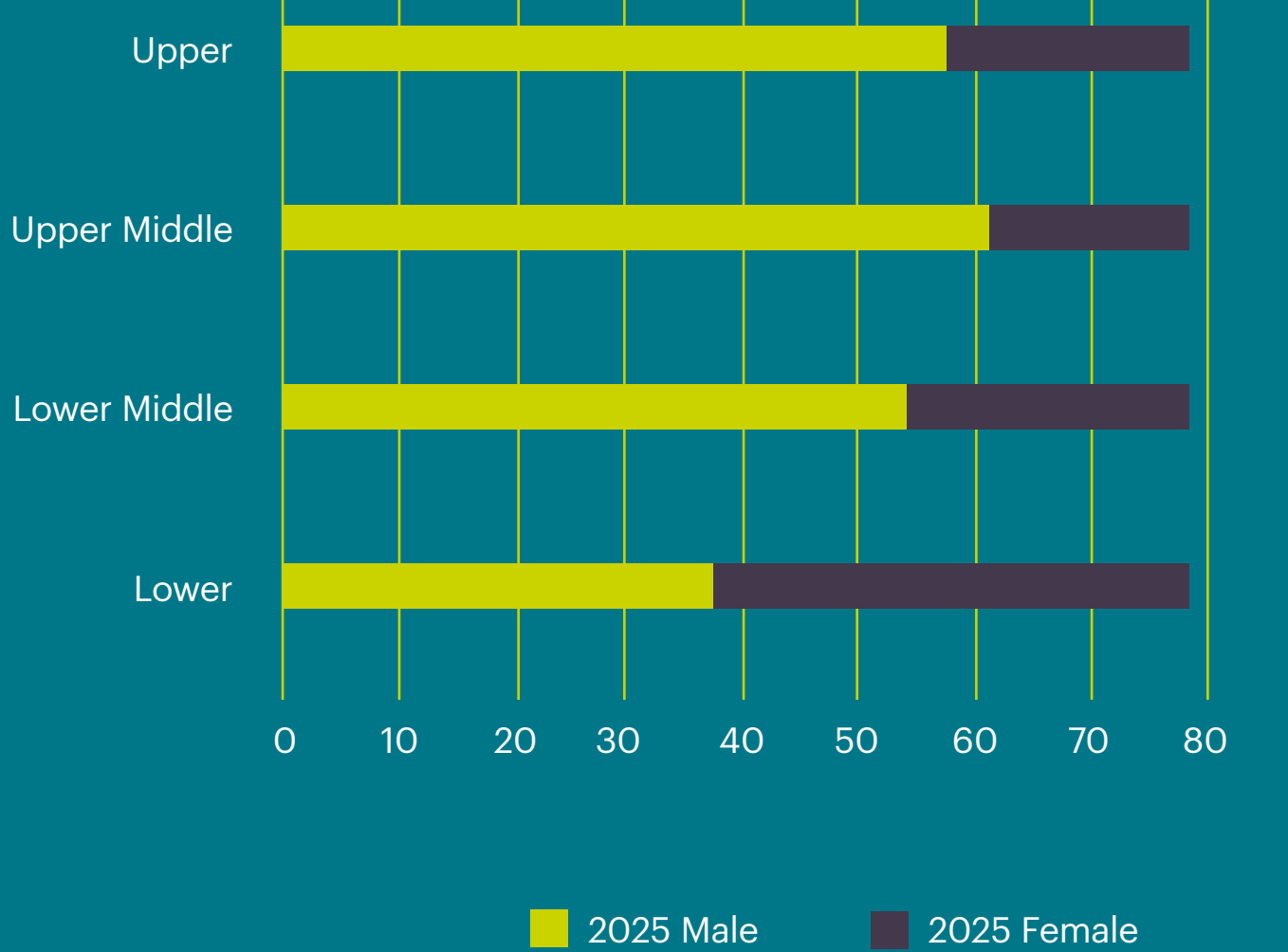
NBI has been tracking the data since 2022, and there is a trend for more women in all quartile pay bands, which reflects a higher proportion of women across the wider organisation (up from 28% to 31% in the last 2 years). To note that 41% of new hires in the last 2 years are female.

Newer roles have tended to be more junior in nature which naturally negatively impacts on gender pay.

11. Quartile Remuneration - %



12. Quartile Remuneration - Figures





Progress To Date

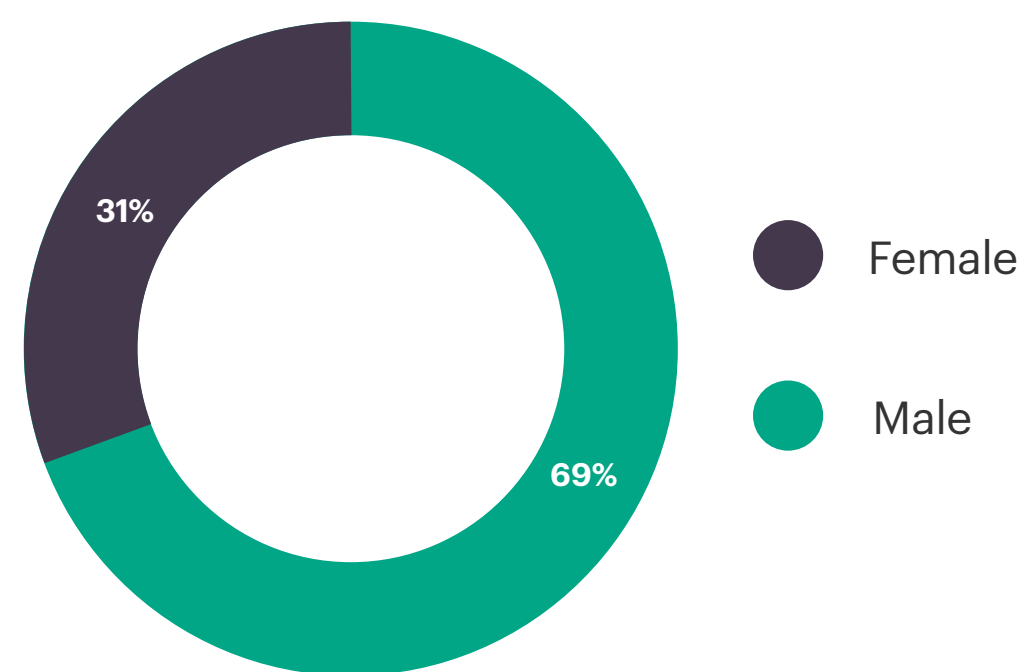
Gender Diversity

When the organisation was establishing in the period 2020 to 2022, our gender split was 80% (M) : 20% (F).

In the past 2 years, 98 individuals have joined the NBI team, 41% of which have been female as we have endeavoured to improve diversity in our team. This has helped increase female participation in our workforce up to 31%.

Therefore, our gender diversity now stands at 69% (M) : 31% (F). Considering during establishment of NBI, the equivalent rate was 76% (M) : 24% (F); the upwards trend on this metric underlines our commitment to female participation in the organisation.

In line with our membership and commitments to The 30% Club, we set ourselves a target to get our Senior Management Team (SMT) gender diversity up to at least 30%; which we have achieved in 2025, with 36%* of our SMT now being female.



Assessment & Analysis

Conducting Pay Audit: We regularly review and analyse pay data to identify any gender pay disparities.

Benchmarking: We compare our pay with industry standards to ensure competitiveness and fairness.

Accountability

UNSDGs: We are committed to the United Nations' Sustainable Development Goals.

Leadership Commitment: Our Senior management team is committed to and accountable for closing the gender pay gap over the long term.

Training & Awareness

Bias Training: We provide unconscious bias training to leaders and employees, to recognise and mitigate bias in decision making.

Dignity At Work Training: We invest annually in Dignity at Work Training for all levels within the organisation.

*36% was correct at snapshot date (30th June 2025), however, at time of report writing, this has further increased to 42%.

Progress To Date

Recruitment and Promotion

Diverse Hiring Practices: Our recruitment process is inclusive and attracts a diverse pool of candidates. In 2025, women represented 42% of new hires despite only comprising 28% of applicants. This over-indexing of female new hires again underlines our commitment to female participation in the organisation.

Promotion Criteria: We have a standardised recruitment and selection process to aid with fairness and transparency.

Monitoring and Reporting

Regular Reporting: We publish regular reports on gender pay gap statistics and progress towards closing the gap.

Feedback Mechanisms: We have a number of channels for employees to provide feedback on pay equity issues.

Continuous Improvement

Review and Adjust: We regularly review the effectiveness of implemented measures and make necessary adjustments.

Stay Informed: We keep up-to-date with best practices and legal requirements related to pay equity and align our policies to these.

People Development & Career Progression

Equal Opportunities: Equal opportunities remains at the forefront at NBI, and all employees have equal access to internal vacancies and a fair opportunity to apply for a promotion.

LinkedIn Learning: Every employee has LinkedIn Learning which allows them access to over 13,000 industry-leading courses that are developed by experts from all over the world.

Further Education: Our Further Education Sponsorship programme provides equal learning opportunities for employees and we continue to sponsor and pay for level 7, 8 and level 9 qualifications for employees.

Leadership Development Programme: We continue to invest in the learning and development of our employees. Over the last 24 months we have launched and completed a Leadership Development Programme to enhance the capability of our current diverse people leaders.

Emerging Leaders Programme: Most recently, we have launched an Emerging Leaders Programme for non people managers across our business to develop future leaders which will positively contribute to career development and aid leadership succession. The attendee selection process ensured an appropriate number of female participants.



Progress To Date

Employee Engagement

Masterclass: Our Colleague Engagement Programme (Connected) hosted a virtual masterclass on Successfully Returning from Family Leave to support our employees.

Policy Development

Pay Structures: We have a Board approved criteria for salary decisions and performance related pay to remove potential bias from the process.

Family Friendly Policies: We have a number of family friendly policies such as company days and family leave options.

Hybrid Working: Our Senior Management Team advocate a hybrid working environment to support employee welfare and aid working parents.

Industry Participation

WIN: The Women's Infrastructure Network (WIN) is a female-led, inclusive global network operating in Canada, the USA, New Zealand, Australia, the UK and now Ireland – with NBI supporting its establishment.

The 30% Club: NBI are actively involved with The 30% Club and live up to their core ethos, with 36%* of our SMT now being female.

*36% was correct at snapshot date (30th June 2025), however, at time of report writing, this has further increased to 42%.



Tara Collins
Chief Marketing Officer, NBI



FAQs

What is the Gender Pay Gap?

The Gender Pay Gap is not the same as Equal Pay. The Gender Pay Gap shows the difference in the average hourly pay of men and women across the workforce.

It compares the pay of all men and all women - regardless of job role, seniority, qualifications or experience.

In line with the legislation, "Average hourly pay" includes all elements of pay (salary, bonus, shift, on call payments, BIK, PRP etc.) paid within the twelve-month reporting cycle divided by the number of hours worked.

How is it Different to Equal Pay?

Equal pay deals with differences between people in a workforce who carry out equal work. Effectively, it regards equal pay for equal work.

Individuals can earn different amounts for the same work once there is a legitimate justification for the difference (e.g. length of service, experience, qualifications).

The Employment Equality Acts 1998 to 2015 legislation prohibits discrimination in relation to equal pay for equal work.

Appendices

Gender Pay Gap Reporting NBI Infrastructure Only

NBII Gender Pay Gap Calculations		2025 NBII % Gap
1	Mean Gender Pay Gap	10.36%
2	Median Gender Pay Gap	20.51%
3	Mean Bonus Remuneration Gap	15.75%
4	Median Bonus Remuneration Gap	26.34%
5	Mean Hourly Remuneration Gap Part-Time Employees	18.45%
6	Median Hourly Remuneration Gap Part-Time Employees	0.86%
7	Mean Hourly Remuneration Gap Temporary Contract Employees	62.68%
8	Median Hourly Remuneration Gap Temporary Contract Employees	65.70%
9	Proportion Receiving Bonus	
	Male	94.17%
	Female	91.07%
10	Proportion Receiving Benefits In Kind	
	Male	87.50%
	Female	67.86%

NBII Gender Pay Gap Calculations			
11.	Quartile Remuneration - %	2025 % Males	2025 % Females
D	Lower Remuneration Quartile Pay Band	54.55%	45.45%
C	Lower Middle Remuneration Quartile Pay Band	70.45%	29.55%
B	Upper Middle Remuneration Quartile Pay Band	77.27%	22.73%
A	Upper Remuneration Quartile Pay Band	70.45%	29.55%
12.	Quartile Remuneration - Figures	2025 No. of Males	2025 No. of Females
D	Lower Remuneration Quartile Pay Band	24	20
C	Lower Middle Remuneration Quartile Pay Band	31	13
B	Upper Middle Remuneration Quartile Pay Band	34	10
A	Upper Remuneration Quartile Pay Band	31	13

It should be noted that while National Broadband Ireland have two employing entities, the focus of this report has been be on a consolidated group view.

The detail presented on this page summarises the gender pay calculations for NBI Infrastructure (NBII).

Appendices

Gender Pay Gap Reporting NBI Deployment Only

NBID Gender Pay Gap Calculations		2025 NBID % Gap
1	Mean Gender Pay Gap	24.44%
2	Median Gender Pay Gap	17.77%
3	Mean Bonus Remuneration Gap	41.13%
4	Median Bonus Remuneration Gap	48.45%
5	Mean Hourly Remuneration Gap Part-Time Employees	-1.61%
6	Median Hourly Remuneration Gap Part-Time Employees	-1.61%
7	Mean Hourly Remuneration Gap Temporary Contract Employees	0.00%
8	Median Hourly Remuneration Gap Temporary Contract Employees	0.00%
9	Proportion Receiving Bonus	
	Male	97.78%
	Female	95.00%
10	Proportion Receiving Benefits In Kind	
	Male	92.22%
	Female	92.50%

NBID Gender Pay Gap Calculations			
11.	Quartile Remuneration - %	2025 % Males	2025 % Females
D	Lower Remuneration Quartile Pay Band	45.45%	54.55%
C	Lower Middle Remuneration Quartile Pay Band	81.25%	18.75%
B	Upper Middle Remuneration Quartile Pay Band	68.75%	31.25%
A	Upper Remuneration Quartile Pay Band	81.82%	18.18%
12.	Quartile Remuneration - Figures	2025 No. of Males	2025 No. of Females
D	Lower Remuneration Quartile Pay Band	15	18
C	Lower Middle Remuneration Quartile Pay Band	26	6
B	Upper Middle Remuneration Quartile Pay Band	22	10
A	Upper Remuneration Quartile Pay Band	27	6

It should be noted that while National Broadband Ireland have two employing entities, the focus of this report has been be on a consolidated group view.

The detail presented on this page summarises the gender pay calculations for NBI Deployment (NBID).



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Tionscadal Éireann
Project Ireland
2040