ÚDARÁS EITLÍOCHTA NA hÉIREANN
IRISH AVIATION AUTHORITY

Gender Pay Gap Report 2025

November 2025

01 CEO FOREWORD

Declan Fitzpatrick

The IAA Gender Pay Gap Report for 2025 reflects our continued commitment to transparency, equity, and inclusion in the workplace. At the IAA we strive to foster an aviation culture that provides flexibility, embraces diversity, enables innovation, and builds on the success of aviation in Ireland.

The global aviation industry continues to face significant gender representation challenges in technical roles, particularly engineers and pilots. Currently, among Irish aviation licences issued, just 5.15% of all pilots are female, and only 1.82% of licensed aircraft maintenance engineers are female. These figures mirror global trends, where women represent 3.11% of aircraft maintenance engineer licenses and 4.69% of airline transport pilot licenses. As IAA flight operations inspectors and airworthiness inspectors are experienced pilots and aircraft maintenance engineers recruited from the broader community, and these roles make up a large proportion of the upper pay quartiles in the IAA, the lack of gender representation in the industry influences our gender pay gap figures. To close this gap, we are prioritising initiatives that attract, develop, and retain female talent across all levels of our organisation.

We have already seen encouraging signs of progress. Female representation in the upper quartiles has increased since last year, and our overall gender pay gap has improved. This progress is the result of deliberate actions: media campaigns, career development programmes, and policies that support flexibility and work-life balance.

We are also investing in outreach and education, strengthening career pathways, and ensuring every employment decision is based on merit and fairness. Through initiatives like the Programme for Women in Aviation, the establishment of an Equity, Diversity, and Inclusion Committee, and our wellbeing programmes, we are building an environment where diversity is embedded in how we work.

02 Definitions & Methodology

The Gender Pay Gap

Is the difference in the average hourly wage of men and women across an organisation.

Gender

For the purposes of this report and according to The Gender Pay Gap Information Act 2021, gender is categorised as male or female. Gender figures outlined in this report are included as reported to the IAA.

Pay Equity

Is the principle that people doing the same work should receive the same pay, allowing for legitimate differences such as tenure and experience. The existence of a Gender Pay Gap does not mean that there is an issue with Pay Equity.

Quartiles

Employees are grouped into lower, lower middle, upper middle and upper quartiles based on their hourly remuneration. Looking at the proportion of presumed males and females in each quartile gives an indication of the gender representation at different levels of the organisation. The number of male versus female employees in each quartile is calculated as a percentage.

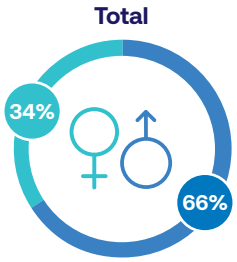
Company employee profile by gender

- Snapshot date: 30th June 2025
- Reporting period from: 1st July 2024
- Reporting period to: 30th June 2025

03 Data

The following data section demonstrates the overall gender distribution of IAA employees (including part-time and fixed-term employees) by the gender pay gap as mean and median figures, as depicted in **Table 1**.

Table 1: All employees[1]

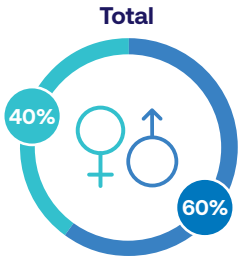


Gender Pay Gap

Mean **33.5%**
Median **47.8%**

Table 2 depicts the gender distribution of part-time IAA employees (i.e. any employee working fewer hours than a comparable full-time employee in the same role) by the gender pay gap as mean and median figures.

Table 2: Part-time employees[1]

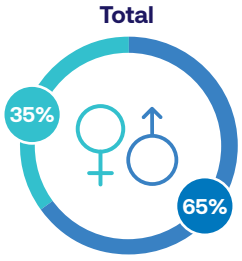


Gender Pay Gap

Mean **37.3%**
Median **66.1%**

Table 3 depicts the gender distribution of fixed-term IAA employees (i.e. not on a permanent contract, such as an internship) by gender pay gap as mean and median figures.

Table 3: Fixed-time employees



Gender Pay Gap

Mean **41.4%**
Median **0%**

1 Performance-related pay is applicable to one employee contract within the IAA, based on legacy terms of agreement. There is no benefit in kind recipient in the IAA.

Table 4 below depicts the gender distribution of all IAA employees within IAA grade cohorts.

Table 4: Gender Distribution within Grade Cohorts by Quartile

Technical					
Category	**Total**	**Upper Quartile**	**Middle Quartile**	**Middle lower Quartile**	**Lower Quartile**
Male	86%	31%	44%	11%	0%
Female	14%	2%	7%	5%	0%

Manager/Other					
Category	**Total**	**Upper Quartile**	**Middle Quartile**	**Middle lower Quartile**	**Lower Quartile**
Male	70%	48%	13%	9%	0%
Female	30%	7%	7%	17%	0%

Admin					
Category	**Total**	**Upper Quartile**	**Middle Quartile**	**Middle lower Quartile**	**Lower Quartile**
Male	41%	0%	0%	13%	28%
Female	59%	0%	0%	20%	39%

Table 5 below depicts the gender distribution of IAA Board Members by gender pay gap as mean and median figures.

Table 5: Board of Management – Non-Executive Directors

Board of Directors – Total 2025	
♀ 57%	♂ 43%

Mean **-17.9%**
Median **0%**

04 Results Analysis and Reasoning

It is important to note that the Authority's pay structure is aligned to salary pay grades, which provide for equal pay for equal work, irrespective of gender. The IAA has strong pay equity principles, ensuring all employees are paid equally for the work they do, with experience and performance being evaluated and considered.

Company employee profile by gender

Table 6 below depicts improvements in the IAA's gender pay gap figures from 2024 to 2025.

Table 6: Gender Pay Gap Comparison

Year	2024	2025	Change
Mean	**38%**	**33.5%**	**Decrease in pay gap by 4.5%**
Median	**54%**	**47.8%**	**Decrease in pay gap by 6.2%**

Overall, the mean and median pay gap figures for the IAA decreased by 4.5% and 6.2%, respectively. A recent Mason Hayes & Curren survey found that just 28% of aviation companies that undertook gender pay gap reporting reported their company's statistics improved from the previous year, and 68% reported the statistics stayed the same[2]. Our improvement is in part due to recruitment and selection, promotional, and workforce planning activity within the Authority.

The IAA continues to employ more males than females in our technical and manager grade cohorts, which is indicative of legacy gender distributions within the aviation industry. The recruitment pool of qualified inspector candidates to meet strict regulatory standards is currently more male-dominated[3], but continues to trend positively for increased female participation in pilot and engineering roles[4] in the aviation industry globally.

The IAA is committed to improving its gender diversity and reducing its gender pay gap in its technical and manager grades which spans the top three quartiles in the company. In 2025, female presence increased within the top three quartiles, and male presence decreased. In the lowest quartile, male presence increased, and female presence decreased.

2 *2025 SURVEY | 10th Edition Gender & Diversity in Aviation* (2025) mhc.ie. Available at: https://www.mhc.ie/uploads/documents/2025-Gender-and-Diversity-in-Aviation-Survey-Report.pdf.
3 *Gender in aviation celebrating progress while looking to the future* (2024) *iata.org*. Available at: https://www.iata.org/contentassets/cd7f1170cbf447c7824f63e8d138e5d0/gender-in-aviation-final.pdf.
4 *Regional Personnel By Gender Analysis* (2023) *Public.tableau.com*. Available at: https://public.tableau.com/app/profile/icaodataanalytics/viz/RegionalPersonnelByGenderAnalysis/PersonnelbyGender.

05 Our Commitment to DEI

The IAA is dedicated to cultivating a workplace culture that embraces diversity, prioritises equity, and fosters inclusion. We promote a positive work environment where all employees feel welcomed, valued and respected. The IAA also recognises the benefits[5] of having a diverse employee complement, not only for our people, but to successfully deliver our strategy for the benefit of all stakeholders.

5.1 Closing the Gap

Our action plan to address gender equality focuses on the following key areas:

- Outreach programmes to encourage females to enter STEM programmes and pursue aviation careers. The IAA hosts comprehensive transition year and internship programmes and maintains supportive partnerships.
- In 2025, the Authority established a Programme for Women in Aviation taking steps to improve its gender pay gap. A Steering Group comprising senior female leaders from the IAA, academia and industry has been formed. The Steering Group will ensure deliverables including a study and workshop are achieved. Other opportunities to promote aviation as a career, particularly for women, will also be identified over the course of the Programme.
- Coordinated media campaigns promoting careers in aviation, nationally and with EASA.
- Learning and Development programmes focusing on continuous development and support of our people through our managing performance development process, Learning & Development Plan, and training programmes.
- Employee Wellbeing programmes to cultivate a positive workplace environment through its people and organisation strategy.
- Recruitment programmes will continue to ensure equal opportunity of candidates in using best practise recruitment standards.
- Conditions of employment: We are committed to fostering transparent career development pathway, clearly defining progression opportunities from Administrative to Technical Grades administrative to technical grades for eligible employees. We commit to promoting and outlining career progression tracks within the IAA from administrative to technical grades where qualifiable. All employment related decisions will be based on merit, qualifications, skills, experience and the ability to perform the job effectively in line with IAA standards, ensuring equal opportunities for all.
- Engagement programmes with employees and other stakeholder groups to capture feedback to inform strategic thinking in policy and programme development.
- An Equity, Diversity, and Inclusion Committee was established to support EDI actions across the IAA including ongoing training, policy review and development, stakeholder engagement, and future EDI considerations.
- Policy Development that addresses the gender pay gap and promotes diversity and inclusion in line with legislation and best practise standards. The Authority institutes family-friendly and work/life balance policies.
- The Authority implemented a Menstruation and Menopause in the Workplace Policy with a supportive manager toolkit, resource guide, clinical supports, and training.

5 Dixon-Fyle, S. *et al.* (2023) *Diversity matters even more: The case for holistic impact, McKinsey & Company.* Available at: https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-matters-even-more-the-case-for-holistic-impact