



Gender Pay Gap Report 2025

Building an inclusive future



Our Gender Pay Gap Report 2025

A message from our Chief People Officer

Since publishing our first Gender Pay Gap report in 2022, daa has remained steadfast in our commitment to addressing gender imbalance across our organisation. We have adopted a long-term, strategic approach, investing in the development of female talent, enhancing gender representation in our recruitment and selection processes, expanding our support and flexibility for all colleagues, and strengthening our governance frameworks.

These actions are designed to build a sustainable pipeline of future female leaders, improve representation at senior levels, and ensure that all our people processes are fair, inclusive, and supportive, regardless of career stage or life circumstances.

I'm pleased to share that our efforts are delivering meaningful progress. Our mean gender pay gap has reduced from 12.2% in 2022 to 9.5% in 2025, while our median pay gap has more than halved, from 12.8% to 6.3%.

Three key drivers have contributed to this improvement:

Tenure: Overall tenure has increased across the workforce, with gains observed among both male and female employees. Male tenure rose by 2.8%, while female tenure increased by 4.5%, narrowing the overall tenure gap from 19.6% to 18.3%. This shift reflects greater retention and progression opportunities for women across daa.

Recruitment Focus on Shift Based Roles: Throughout 2024 and 2025, we maintained strong hiring activity, with a particular emphasis on frontline, shift based roles. During the snapshot period, the proportion of our workforce at Career Level 5 rose from 60.6% to 65.9%. This has reshaped our workforce composition and positively influenced our pay gap outcomes.

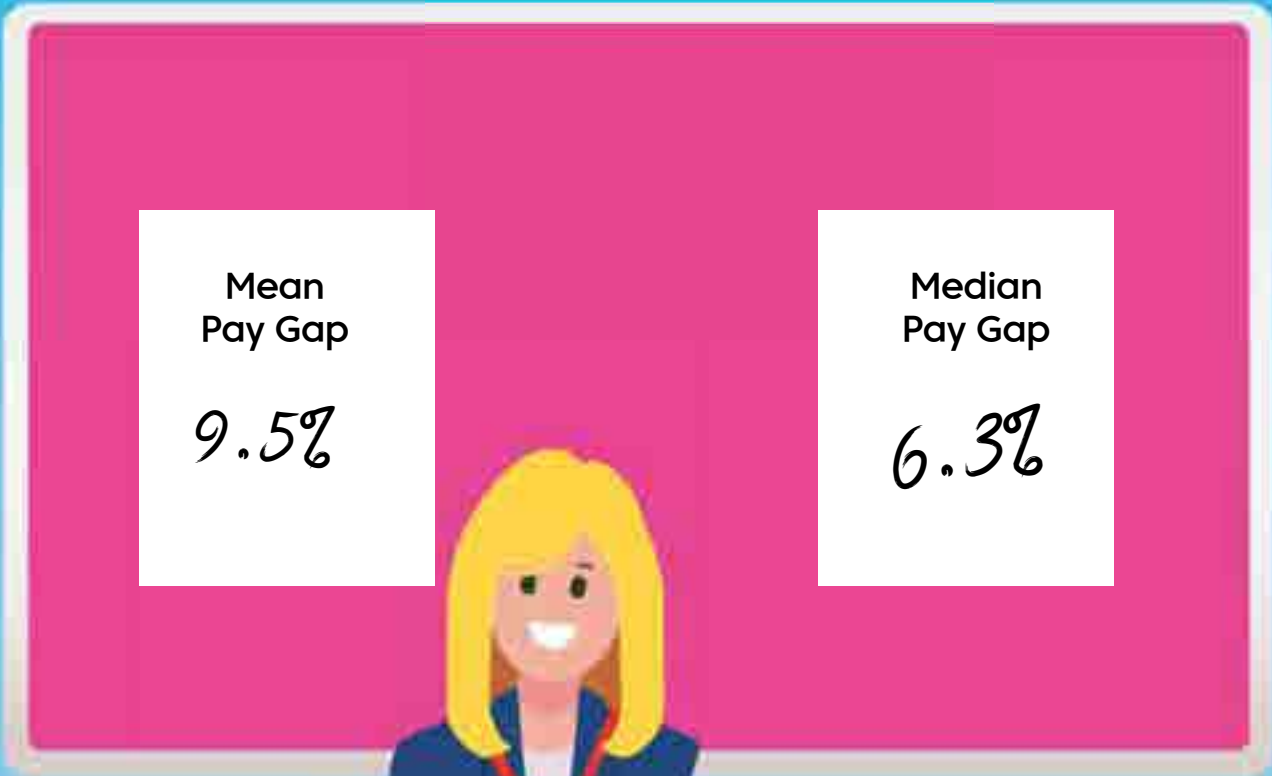
Shift and Overtime Payments: The impact of shift and overtime payments on our pay gap has continued to decline, from 2.1% (mean) and 4.7% (median) in the previous reporting period to 1.9% and 3.0% respectively.

The reduction is consequent to recent pay decisions for shift based roles, which is beginning to rebalance pay structures and reduce disparities.

These results reflect the sustained focus and commitment of our people over the past several years. While we recognise there is still more to do, we are encouraged by the results achieved to date and remain dedicated to creating a more equitable and inclusive daa for all.



Siobhán Griffin
Chief People Officer



What is the Gender Pay Gap?

What is the Gender Pay Gap?

The gender pay gap compares the average pay of all women in an organisation with the average pay of all men. It's an indication of whether there's an even split of men and women across all role types and levels.

Is it linked to Equal Pay?

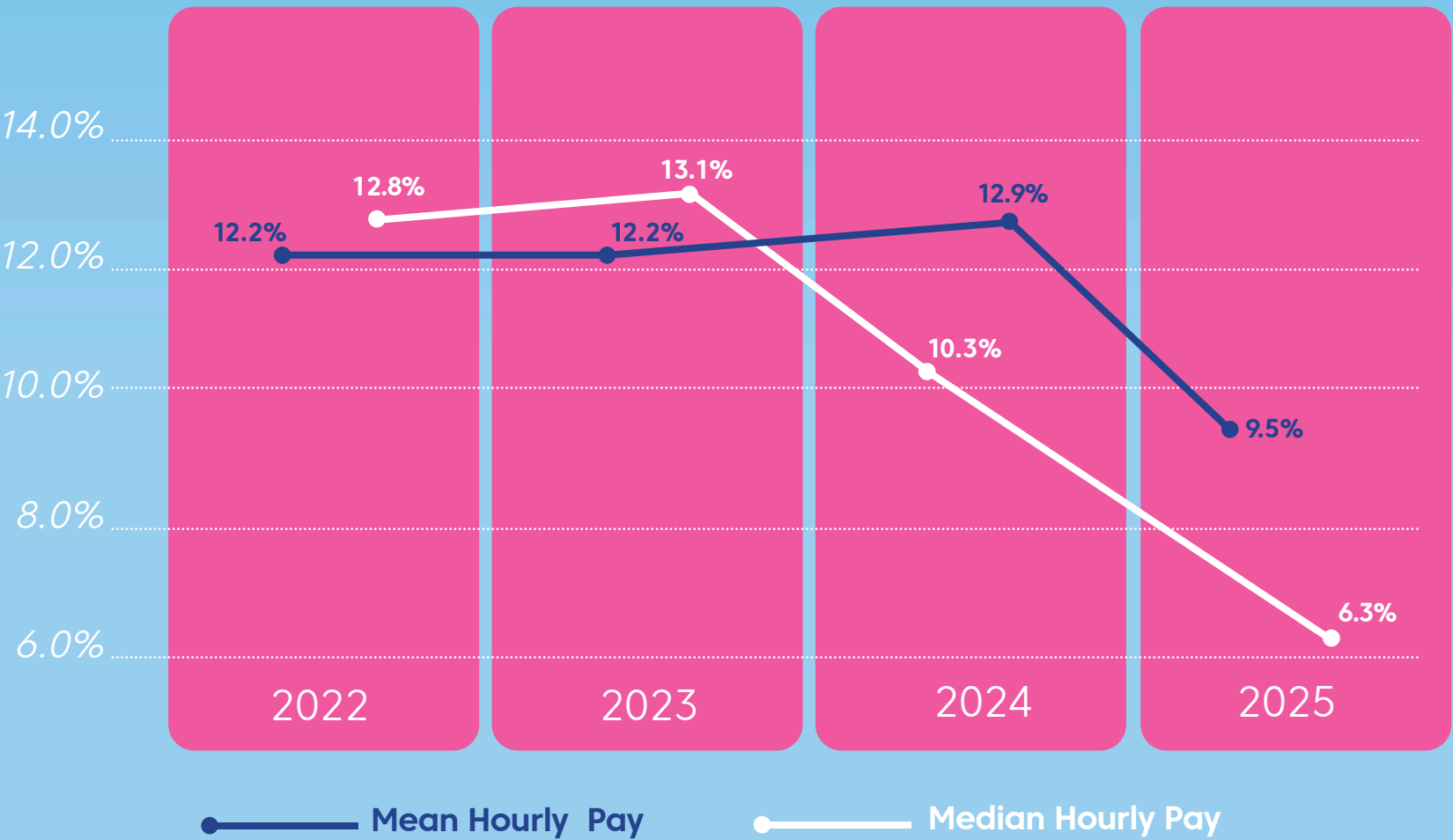
No, equal pay is about ensuring men and women in similar roles are paid the same amount, in line with their skills and experience. daa is committed to equal pay, and already take measures to ensure we pay all employees fairly and equitably.

Our pay gaps figures versus 2022

GPG	GPG 2025	GPG 2022	VS 2022
Mean Hourly Pay	9.5%	12.2%	2.7%
Median Hourly Pay	6.3%	12.8%	6.5%
Mean Hourly Pay (Excl. Overtime)	7.6%	8.7%	1.1%
Median Hourly Pay (Excl. Overtime)	3.3%	10.2%	6.9%
Mean Hourly Pay (Temp)	15.4%	-22.5%	-37.9%
Median Hourly Pay (Temp)	0.3%	-12.5%	-12.8%
Mean Hourly Pay (PT)	-8.3%	-0.4%	7.9%
Median Hourly Pay (PT)	-3.0%	-1.2%	1.8%
Mean Bonus Gap	5.5%	0	-5.5%
Median Bonus Gap	0.0%	0	0%
Mean New Hires	-1.7%	Not reported	
Median New Hires	-1.1%	Not reported	

daa's Gender Pay Gap Journey from 2022 to 2025.

Progress Mean and Median Hourly Pay (2022-2025)



Our Gender Pay Gap Report 2025

Causes of our gender pay gap

The four primary drivers of our gap, representation at senior levels, tenure, overtime and shift-based earnings, and market dynamics in high-paying specialisms, remain unchanged. However, our compensation framework & processes, people strategy and DEI initiatives are now more targeted than ever, positioning daa to make continued and measurable progress.

Representation at senior levels:

During the snapshot period, female representation at our most senior career level remains unchanged. However, we continue to see encouraging progress among the next layer of roles, with gender balance improving for the second consecutive year by 2%. This upward trend reflects our ongoing efforts to build a more diverse leadership pipeline.

Tenure:

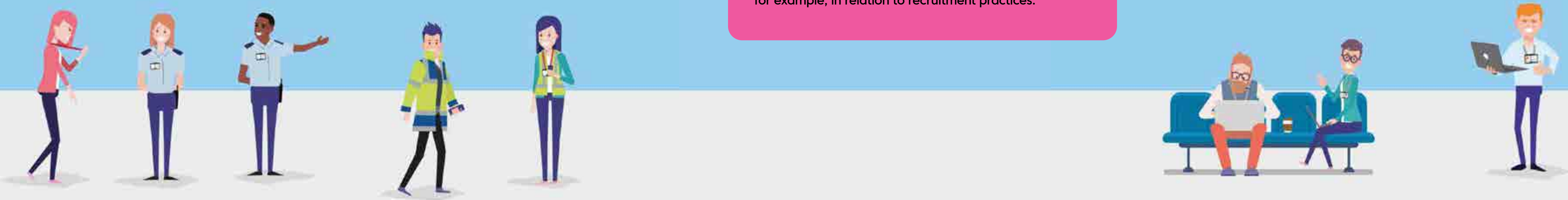
Overall company tenure has increased, following a decrease in last year's data. While the tenure gap has reduced year on year by 1% the average tenure of men remains 18% higher than that of females. Given the nature of our collectively bargained for roles, compensation structures are aligned with tenure for two thirds of our employees and is therefore a material factor in results across our frontline colleagues.

Overtime and shift-based earnings:

The trend of higher overtime and shift-based earnings among male employees has persisted. This is largely driven by the nature of roles that attract premium pay, such as those in Trades, Fire Services, and Airport Police, which continue to be predominantly held by men. In addition, men are more likely to work additional hours within daa in roles that attract overtime and premium payments. When overtime and shift payments are excluded from the analysis, the gender pay gap narrows significantly, the mean gap reduces to 7.6%, and the median to just 3.3%. This highlights the importance of taking measures to increase gender balance, for example, in relation to recruitment practices.

Disciplines with low female representation:

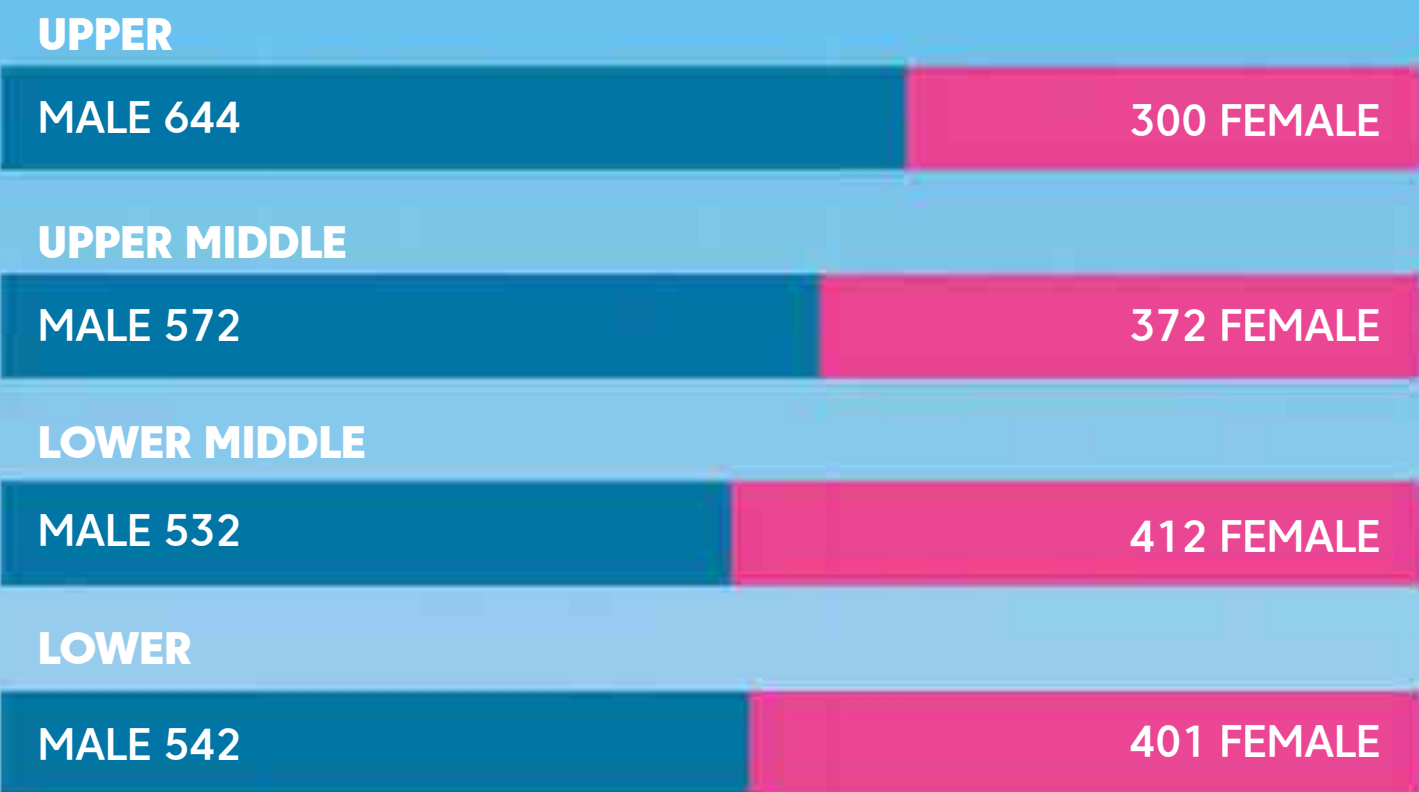
Certain high-earning sectors such as Infrastructure and IT continue to be male-dominated. This trend is reflected in our workforce demographics, where male representation remains significantly higher in these areas. For example, daa Labs (IT) currently comprises 71% male employees, while Infrastructure is 75% male.



Our Gender Pay Gap Splits

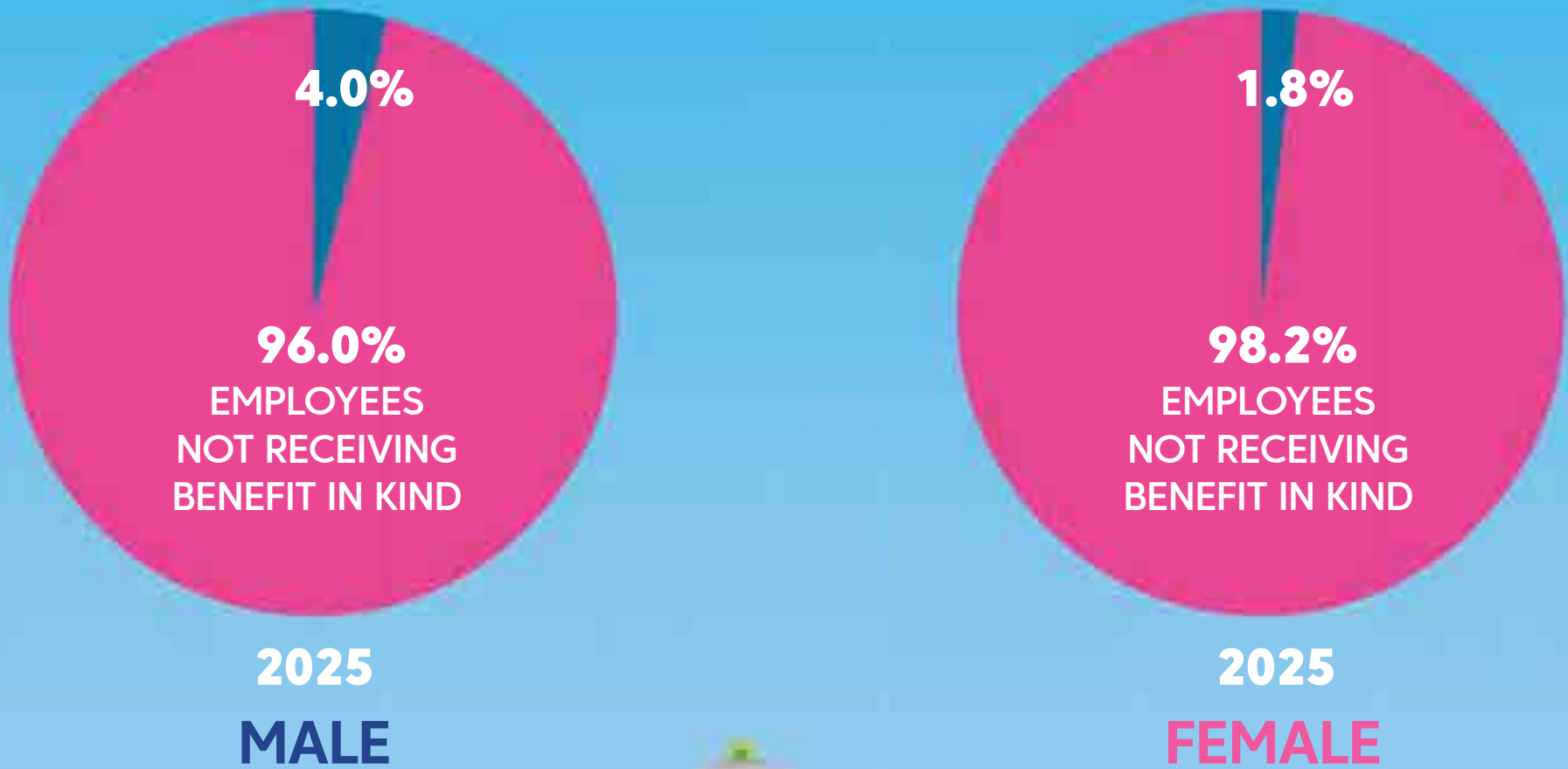
Pay Quartiles

This year’s results show broadly positive movement in gender representation across the pay quartiles. The most notable shift is in the upper pay quartile, where female representation has increased to 31.8% from 29.4%. While this is a step in the right direction, it remains 7.5% below the overall organisational gender representation.



Benefit In Kind

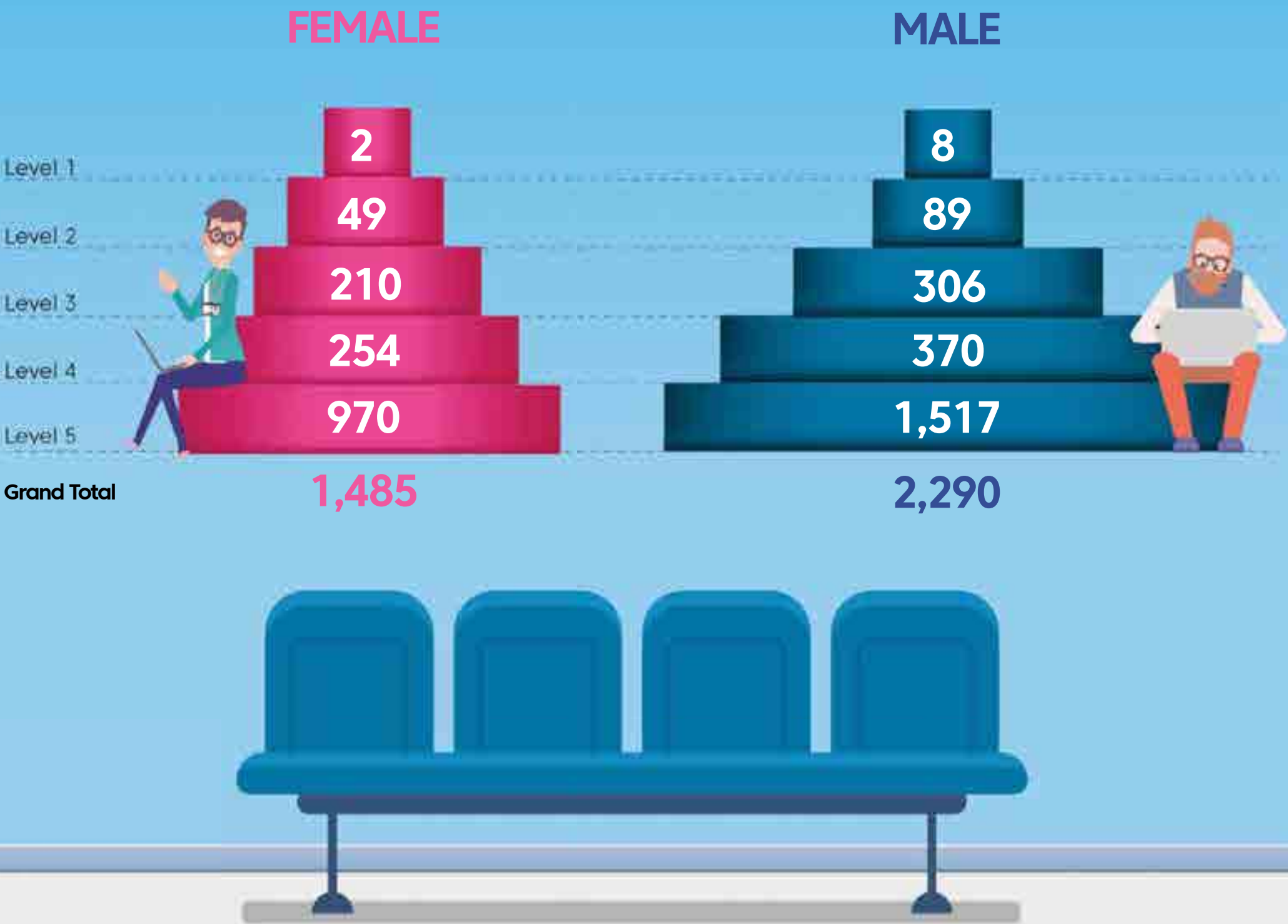
The total number of employees receiving benefit in kind continues to reduce and this is expected to continue due to the type of benefits currently offered as part of daa’s Reward Framework.



Career Levels

Career Level by Gender:

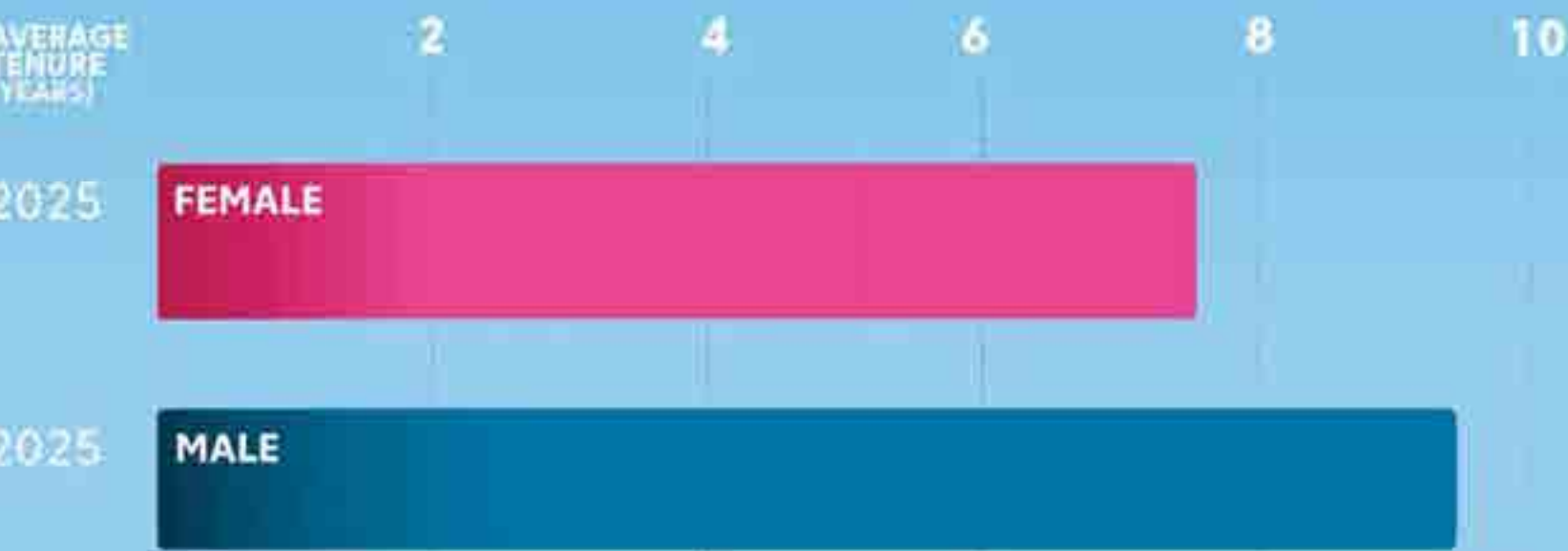
We have seen significant headcount growth in the snapshot period, with a total of 588 new hires. This headcount growth was primarily focused on frontline roles, which are predominantly Career Level 5. There are 418 additional employees at this career level compared to last year, with all other career levels largely remaining unchanged or reduced. This has had an impact on the makeup of our workforce which has had an impact on our results.



Tenure

Tenure remains a key driver of earnings, particularly within collectively bargained roles and senior airport management positions, where specific experience is essential and external talent availability in the Irish market remains limited.

During the snapshot period, overall workforce tenure increased for both male and female employees, narrowing the tenure gap from 19.6% to 18.3% as male tenure rose by 2.8% and female tenure by 4.5%. The most significant tenure growth occurred in the lower quartile of earners, where tenure is typically shortest. Here, even a modest increase in years of service has a pronounced impact, particularly among male employees, whose average tenure in this quartile rose by 72.2%.



Gender Pay Gap Action Plan

Recruitment & Selection:

Senior Leadership Appointments	We have set ourselves a minimum target of 50% Female appointments to Leadership Positions. Progress is evident in senior roles, with 52% female representation at Career Level 3 and strong female hiring during the snapshot period
Interviewer Training	Our Talent Acquisition Department have launched a new mandatory inclusive hiring training program for all hiring managers, and now embedded in onboarding.
Interview Panel Balance	All daa interview processes now contain at least one female interviewer as part of the interview process.
Candidate Diversity	To ensure increased gender representation at interview process all interview processes must now have at least 40% female representation. In H1 2025, 86% of processes included female candidates, showing progress in this area



Gender Pay Gap Action Plan

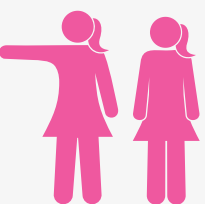
Investment in Talent

In 2024, we launched two targeted talent development programmes to support the advancement of female employees, with a focus on increasing representation in operational aviation management roles. Both programmes concluded successfully within the snapshot period, and based on strong engagement and outcomes, will relaunch in November 2025 in a broader, cross-functional format. These initiatives form a key part of our Gender Action Plan, driving long-term cultural and structural change in leadership development.



Senior Leader Mentoring

High potential female talent at all levels identified during our annual talent management process are matched with senior leaders to provide mentoring and coaching.



Women in Leadership Program

Following successful completion of 2 female leadership development programmes over the past 2 years, we are launching another programme in Q4 2025 focused on early female talent across the organisation.



Executive Leadership Programme

Following successful completion of 2 Executive Leadership Development programmes, we have launched a further programme in Q4 2025 with 50/50 gender representation.



Executive Succession Planning

Through our annual Talent Management process, we are committed to identifying and developing female leaders with the aim of achieving an even gender balance of potential Executive successors.



Gender Pay Gap Action Plan

Support & Flexibility

In 2025, in partnership with a dedicated working group, we introduced a series of progressive policies and resources designed to support employees through key life stages, reinforcing our commitment to a workplace culture rooted in diversity, equity and inclusion.

1. In April, we launched a Fertility Treatment Leave Policy alongside a Fertility Treatment Supports Information Guide. These initiatives were developed with direct input from employees who had experienced fertility treatment, ensuring the policy reflects real needs and challenges. This policy is inclusive of all genders, recognising that fertility journeys impact both individuals undergoing treatment and their partners. It provides up to 10 days of paid leave for employees undergoing active fertility treatment, allowing time for medical appointments that cannot be scheduled outside working hours.	3. Earlier in the year, daa published its Menopause in the Workplace Guide. This resource aims to foster understanding and open dialogue around menopause, helping managers and colleagues support those experiencing symptoms. The guide includes a Menopause Symptom Checker, encouraging employees to monitor their wellbeing and seek support when needed. In partnership with VHI and Henpicked, the company have run a series of interactive online seminars for both employees and managers to provide additional guidance and support on this topic that have been greatly received. These supports will continue to evolve and be a key part of daa’s Wellbeing programme in 2026.
2. Also in April 2025, we updated our Adoptive Leave Policy to include Surrogacy Leave. This ensures that employees welcoming a child through surrogacy are entitled to 24 consecutive weeks of paid leave from the date of birth, aligning with our commitment to equitable family support.	4. We recently published a Maternity Leave Handbook which is designed to offer a short, simple, and practical guide to explain the different steps involved and supports available to employees in the run up to Maternity Leave, various additional leave available, and when preparing for their return to work.

Together, these initiatives reflect our ongoing efforts to create a workplace where all employees feel seen, supported, and empowered to thrive - no matter where they are in life’s journey.



What's next?

In 2025, daa made strong and measurable progress in reducing our gender pay gap, driven by improved representation across the organisation and the continued implementation of our Gender Pay Gap Action Plan, launched in 2024. Our focus and commitment has driven increased female representation at senior levels, contributing to a more balanced leadership pipeline. The plan includes targeted actions across recruitment, career development, policy reform and data transparency, all designed to address structural barriers and accelerate change. Our focus remains on attracting, developing, and retaining a diverse and equitable workforce. By embedding inclusive practices and setting clear accountability measures, we aim to lead the way in gender representation and pay equity within the aviation industry.

