



Building a
fairer future

Gender Pay Gap Report 2025

This is the Land Development Agency's (LDA) first Gender Pay Gap Report. We welcome the opportunity to share openly where we stand today, and to set out the actions we are taking to build a fairer future.

The report shows that we currently have a mean gender pay gap of 15.33%. This reflects the fact that women are under-represented across our workforce, particularly in senior and higher paid roles. These challenges are not unique to our organisation or the construction sector, but they are ours to address.

We have already begun to take action. Initiatives such as our Gender Balance Community, the introduction of a Job Architecture framework with transparent pay bands, and the appointment of three senior female leaders to our Executive team since 2024 are important steps forward. But we know there is more to do.

Our mandate is to deliver affordable and social homes, and to build thriving communities across Ireland. Fairness and inclusivity are at the heart of that mission. By tackling the gender pay gap, we strengthen our organisation by harnessing the skills of more women in our sector and ensuring diversity of thought in all we do. This will help support the culture of the LDA which is built on equality and opportunity.

This report marks the first step in an important journey for the LDA. We are committed to building a fairer future for our colleagues, for our industry, and for the communities we serve.



John Coleman
CEO, The Land Development Agency

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We are committed to taking meaningful action to ensure greater representation, equity, and opportunity for all colleagues.



Introduction

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The LDA, established under the Land Development Agency Act 2021, is the State's affordable housing delivery body. Its main role is to acquire and develop State-owned and other land to deliver affordable purchase and cost rental homes aimed at middle-income households.

Since our inception in 2022, we have focused on strengthening our organisational framework by scaling our structures and resources at an accelerated pace to ensure we deliver on our mandate.

With stronger structures and a larger workforce in place, the LDA is well positioned to continue addressing the gender pay gap. The sector the Agency works within has traditionally attracted male colleagues to the roles we hire for. We have already taken steps to improve gender balance and are committed to building on this progress through new initiatives and strategies.

What is a Gender Pay Gap?

A gender pay gap is the difference in average pay between men and women across an organisation, regardless of role or seniority. It reflects a gap in gender representation.

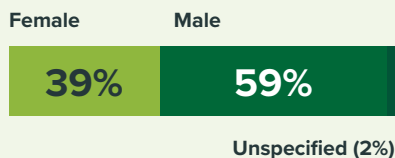
It is important to understand that the gender pay gap is not the same as equal pay. Equal pay means men and women are paid the same for the same work.

A gender pay gap often arises in organisations where more men than women hold senior, higher-paying roles.

Calculating Our Figures

The gender pay gap is calculated by comparing the average hourly pay of men and women across the organisation. The figures are shown as both mean and median percentages, giving an overall picture of pay differences.

In Ireland, organisations with 50 or more employees must publish their gender pay gap figures each year, based on a set snapshot date. Our figures cover the period of 1 July 2024 – 30 June 2025. As of 30 June 2025, the LDA workforce* was 39% female, 59% male, and 2% unspecified. This contributes to the gender pay gap we see within the LDA.



*Our gender pay gap figures are calculated based on the male and female colleagues making up 98% of our workforce.

Measuring the Mean and the Median Gender Pay Gap

The mean gender pay gap is calculated by adding up all employees' hourly pay and dividing by the number of employees, then comparing the average for male and female employees.

The median gender pay gap is calculated by lining up all employees' hourly pay from lowest to highest and comparing the middle value for male and female employees.

What's Influencing the LDA's Gender Pay Gap

Our gender pay gap is influenced by several factors. It primarily arises from these three main drivers:

1. There is a notable gender representation disparity across the organisation. This imbalance indicates that there are fewer women in the workforce compared to men, which in turn affects the overall pay distribution.
2. There are more male employees in higher paid or senior positions. These roles typically come with higher salaries and are predominantly occupied by men, thereby exacerbating the pay gap between genders.
3. Certain roles and skill sets are traditionally associated with one gender more than the other, reflecting broader industry trends that influence internal pay gap dynamics.

Reducing the gender pay gap will take time, but we are making progress.

Through flexible working, leadership development, and transparent pay structures, we are building an environment where opportunity is accessible to all. Our commitment is clear: fair remuneration, meaningful development, and a culture of inclusivity.

Melissa Sheedy

Director of Human Resources,
The Land Development Agency



Our Gender Pay Gap Figures



Hourly Mean Difference



Hourly Median Difference



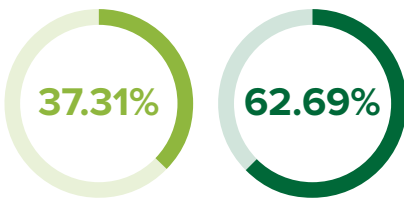
Head Count

Female

Male



Headcount Overview



Gender Split by Salary Quartile

UPPER QUARTILE



UPPER MIDDLE QUARTILE



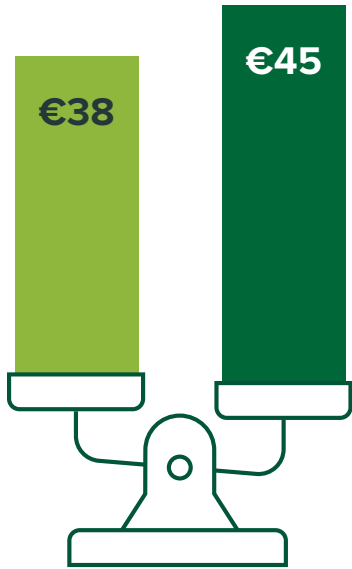
LOWER MIDDLE QUARTILE



LOWER QUARTILE



Average Hourly Pay



Addressing the Gap



Our goal is to gradually reduce our gender pay gap. The details of some of our actions to date are outlined below.

Transparent Job Architecture

A grading structure with salary pay bands was introduced in the LDA in 2025. This ensures that we fulfil our obligations under the EU Pay Transparency Directive. This will provide further clarity and fairness to all recruitment competitions across all roles.

Inclusive Workplace Strategy

Equality, diversity and inclusion are embedded in the LDA People and Culture Strategy. We are working towards our Investors in Diversity Bronze Award from the Irish Centre for Diversity. This accreditation recognises the work undertaken by Irish organisations who have proactive diversity and inclusion policies in place.

Recruitment and Internal Mobility

We support equal pay for equal roles through a comprehensive recruitment process. Our strategies are designed to attract diverse candidates and reduce bias in hiring. In addition, all hiring managers receive training on gender bias as part of our recruitment process, ensuring fairness and consistency in decision-making.

LDA Communities

In 2025, we launched LDA Communities, a series of employee resource groups

(ERG) designed to foster an inclusive, supportive, and conscious workplace. The Gender Balance Community was the first ERG launched and focuses on celebrating people of all genders, bringing awareness to gender-related issues, with a particular focus on the representation of women at leadership level. We then launched our Wellbeing Community, which reinforces our commitment to creating a safe and healthy environment for all colleagues. This community focuses on two pillars: mental wellbeing and physical wellbeing. The LDA Communities initiative provides events, training, coaching, and mentorship to support female colleagues in their wellbeing and career development.

Developing Our People

We invest in our people through coaching, mentorship, and leadership training programmes that enable professional growth at all career stages. A key priority is building pathways for future female leaders, ensuring that talent is recognised, developed, and supported equitably.

Learning and Development

Our Learning and Development team provides a wide range of technical training to help colleagues perform their roles effectively. Modular management

development programmes equip both new and experienced managers with the skills needed to succeed, while bespoke team-building and one-to-one coaching reinforce our commitment to continuous personal and career development.

Succession Planning

In 2026, the Agency will place additional focus on succession planning. The introduction of a Performance Management Process in 2025 has enabled the creation of individual training plans and targeted development opportunities to support career growth and progression. Evidence of this approach is already visible through the many examples of internal mobility and promotion.

Leadership Representation

Female representation on the Executive Leadership Team increased with appointments of our Chief Financial Officer and Director of HR in 2024 and our Chief of Staff in early 2025. Additional senior female appointments across business units indicate ongoing efforts to strengthen diversity in leadership.

Leave Benefits

We are fully supportive of our colleagues' family commitments and recognise the challenge of balancing work and home life. We respect and encourage all colleagues to avail of the various Parents' Leave entitlements available to them.

Outreach Programmes

We host events throughout the year to support charitable organisations and local community initiatives. Through our Gender Balance Community, we prioritise programmes that empower women and promote gender equality. Our collaborations have included WorkEqual, Belong To, and The Hygiene Hub, reflecting our commitment to positive impact both within the workplace and in wider society.

Gender Inclusion

For the purposes of this report, gender pay gap calculations are presented using male and female categories, in line with current legislative requirements. We recognise that gender is not limited to this binary framework and remain committed to fostering an inclusive workplace that values and respects all gender identities.

The Land Development Agency

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