



GENDER PAY GAP ANALYSIS: April 2024

Highlands and Islands Airports Limited has completed a gender pay gap analysis. This information has been published on the [government portal](#). The report is based on pay data for 2022 - 23 at 31 March 24. The results of the analysis are summarised in the table below:-

Average gender pay gap as a mean average	17.7%
Average gender pay gap as a median average	14.3%
Proportion of males and females when divided into 4 groups ordered from lowest to highest	Q1. 46% - Male 54% - Female Q2. 61% - Male 39% - Female Q3. 76% - Male 24% - Female Q4. 79% - Male 21% - Female

Information on salary of the Interim CEO has been published on the [HIAL website](#).

The HIAL Board published an Equality, Diversity and Inclusion Strategy in April 2023. This strategy is supported by an action plan that identifies a number of areas for improvement. The annual staff survey undertaken during January 2024 focused on the subject of Equality, Diversity and Inclusion and as a result we have:

- Promoted the importance to staff of recording Equality data to allow the Company to make informed decisions.
- Created a specific competency within our competency framework to provide all staff and managers with more guidance on expected standards in this area.
- Expanded our portfolio of on-line learning materials to support learners in the area of Equality, Diversity and Inclusion.

The Company is on a journey to address equal pay and as part of the annual Corporate Operating Plan 2024-25 has identified an objective to obtain Scottish Government approval for a new pay and grading model within the funding parameters set by the HIAL Board.

A business case has been developed and submitted to Scottish Government for approval to introduce a revised pay and grading structure.

The Company is committed to achieving 50:50 representation. The HIAL Board comprises five Non-Executive Directors; of whom one is male and four are female. The HIAL Board is chaired by a woman.

The Company has committed to an ongoing review of recruitment and attraction strategies to ensure there is no gender bias within specific campaigns; and that a broad range of potential applicants can be encouraged to apply for all roles. In particular, those that attract the highest salaries and where women are currently underrepresented.

The Company has expanded the opportunities for flexible working with initiatives such as hybrid working and in 2020 and has achieved 'Carer Positive' status.

The Company is a member of 'Women in Aviation' and a signatory to the 'Women in Aviation and Aerospace Charter'.