



GENDER PAY GAP ANALYSIS: April 2023

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 2021 - 22 at 31 March 23. The results of the analysis are summarised in the table below:-

Average gender pay gap as a mean average	17.8%								
Average gender pay gap as a median average	16%								
Proportion of males and females when divided into 4 groups ordered from lowest to highest	<table> <tr> <td>Q1. 43% - Male</td> <td>57% - Female</td> </tr> <tr> <td>Q2. 56% - Male</td> <td>44% - Female</td> </tr> <tr> <td>Q3. 82% - Male</td> <td>18% - Female</td> </tr> <tr> <td>Q4. 77% - Male</td> <td>23% - Female</td> </tr> </table>	Q1. 43% - Male	57% - Female	Q2. 56% - Male	44% - Female	Q3. 82% - Male	18% - Female	Q4. 77% - Male	23% - Female
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Information on salary of the Managing Director 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 the results of this survey, when analysed, will inform future development of the Action Plan.

This will include work relating to the pay and grading review, which will be progressed during 2024-25.

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 new pay and grading model and negotiate an implementation plan with the trade union within the funding parameters set by the HIAL Board.

As part of this work the Company is in discussion with the trade unions to support the work which was agreed as part of the 2023-24 and 2024-25 pay award.

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HIAL recognises that not all the issues creating the gender pay gap originate from the pay and grading structure. In addition to the Pay and Grading Review a number of other initiatives will be progressed under the Equality, Diversity and Inclusion action plan.

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'. In addition to promoting and publicising events aimed at supporting women to develop within the industry, the Company has established a dedicated forum for women to support career development.

The Equality, Diversity, and Inclusion Strategy action plan for 2024-25 will focus on two key areas - supporting our people in employment; and providing excellent customer service to passengers, local residents, businesses, visitors, and others using our airports.