

## GENDER PAY GAP ANALYSIS: April 2018

Highlands and Islands airport has completed a gender pay gap analysis and has published this information on the government portal. The report is based on pay data for 2016 -17 at 31 March 17. The results of the analysis is summarised in the table below:-

|   |  |                |              |                |              |                |              |                |              |
|---|--|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|
| Average gender pay gap as a mean average  | 19.7%  |                |              |                |              |                |              |                |              |
| Average gender pay gap as a median average  | 16.1%  |                |              |                |              |                |              |                |              |
| Proportion of males and females when divided into 4 groups ordered from lowest to highest | <table> <tr> <td>Q1. 49% - Male</td> <td>51% - Female</td> </tr> <tr> <td>Q2. 63% - Male</td> <td>37% - Female</td> </tr> <tr> <td>Q3. 84% - Male</td> <td>16% - Female</td> </tr> <tr> <td>Q4. 88% - Male</td> <td>12% - Female</td> </tr> </table> | Q1. 49% - Male | 51% - Female | Q2. 63% - Male | 37% - Female | Q3. 84% - Male | 16% - Female | Q4. 88% - Male | 12% - Female |
| Q1. 49% - Male  | 51% - Female   |                |              |                |              |                |              |                |              |
| Q2. 63% - Male  | 37% - Female   |                |              |                |              |                |              |                |              |
| Q3. 84% - Male  | 16% - Female   |                |              |                |              |                |              |                |              |
| Q4. 88% - Male  | 12% - Female   |                |              |                |              |                |              |                |              |

Information on salary of the managing Director has been published on the HIAL website.

A more detailed Equal Pay analysis was commissioned in 2017 from the Grange Group and a report is expected by 31 March 2018 providing a further more detailed analysis of the Equal Pay issues. On receipt, this report will be considered by the Board and Senior Management team and a specific Equal Pay Action Plan developed to address all of the issues identified.

There is currently a project underway to complete a Job Evaluation exercise and to have all roles evaluated using a systematic, analytical approach. The second part of this project will be to align all roles into a new pay and grading structure. By doing this HIAL will increase the transparency of the pay structure and will eliminate any potential claims that people are being paid unequally for undertaking work of equal value.

HIAL recognises that not all of the issues creating the gender pay gap originate from the pay and grading structure. It will be important for the company to review its recruitment and attraction strategies to ensure there is no gender bias within specific campaigns and that as broad a range of potential applicants can be encouraged to apply for all roles but in particular those that attract the highest salaries. In the case of HIAL this will include

encouraging more women into management positions as well as into specialist roles such as Air Traffic Control which attract a higher salary.

HIAL will be launching a new 10 year strategy in August 2018. The strategy will focus on a number of key initiatives aimed at modernising our airports and the important services they provide. The strategy recognises that in order to achieve change there is a need to create an environment where individuals can flourish, feel valued, engaged and able to contribute in a meaningful way to the organisation. As part of that, there will be a review of policies relating to flexible, part-time working and home working to ensure we can recruit and retain a diverse workforce and create a positive working experience for all our staff.