

## GENDER PAY GAP ANALYSIS: April 2022

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 as at 31 March 22. The results of the analysis is summarised in the table below:-

Average gender pay gap as a mean average	19.6%
Average gender pay gap as a median average	15%
Proportion of males and females when divided into 4 groups ordered from lowest to highest	Q1. 53% - Male    47% - Female Q2. 54% - Male    46% - Female Q3. 83% - Male    17% - Female Q4. 80% - Male    20% - Female

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

The HIAL Board approved a project for the development of a Equality, Diversity and Inclusion Strategy, which was included as an objective in the Corporate Operating Plan 2022-23. This Strategy has been approved by the Board and will be published in April 2023. The strategy will be supported by an action plan that will identify a number of areas for improvement. This will include work relating to the pay and grading review, which will be progressed during 2023-24.

The Company is on a journey to address equal pay. An Equal Pay analysis was commissioned in 2017-18 and a report produced at 31 March 2018 with a more detailed analysis of the Equal Pay issues. As a result, the HIAL Board approved a project to undertake a full pay and grading review. A full job evaluation exercise was completed in 2019-20 and this informed the development of a business case to implement a new pay and grading model. This business case was submitted to the Scottish Government in 2020 - at the height of the pandemic.

Approval of the business case and implementation of a new pay and grading model was severely impacted by the pandemic during 2020-21 and 2021-22. As a result, there was no scope within public sector pay policy to progress the pay and grading review. During 2022-23 the cost of living crisis impacted pay discussions and delayed any progress on the pay and grading review.

Moving the forward The Company is in discussion with the trade unions to support the work of updating the pay and grading business case and developing a road map for the delivery of pay reform over the next two to three years.

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 HIAL Senior Management team comprises seven individuals: four men and three women.

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 a 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 2023-24 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.