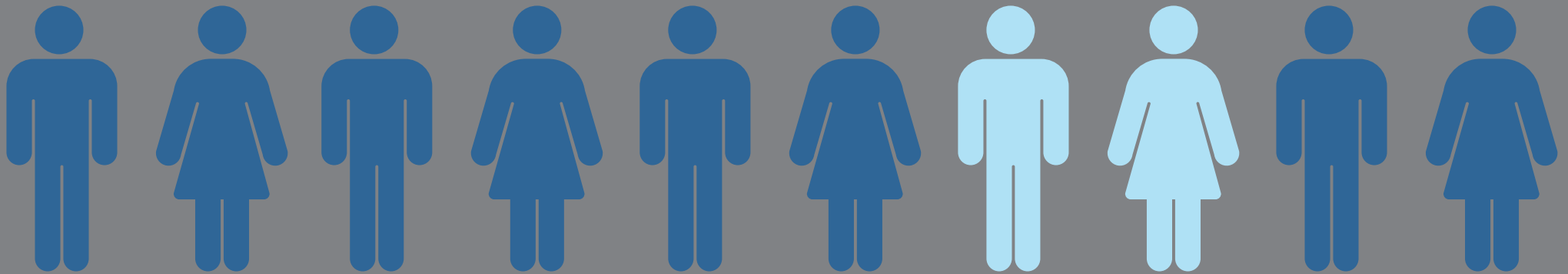


GENDER PAY GAP

Report 2020



INTRODUCTION

We believe in fair pay for our colleagues for the contribution they make, irrespective of gender.

"We want to ensure that all colleagues across MAG are treated fairly and equally. Over the past year, we have continued to work with colleagues across our business to build on our commitments to diversity and inclusion.

We have recently introduced a new pulse survey tool, which will enable us to respond to the issues impacting colleagues in an agile manner, including any related to gender. We have also launched a new network, dedicated to supporting the women of MAG, with a calendar of activity and mentoring scheme launching soon.

MAG celebrated National Inclusion Week this year, hearing from colleagues across the business about their unique experiences and sharing learning about how we could improve in this area.

Finally, we made some new appointments to the Executive team which added greater balance to the top team from a gender perspective.

All that said, we know we still have more work to do and we will continue to take action to reduce our gender pay gap and drive greater diversity within our business.

The results within our Gender Pay Gap Report have been carefully calculated and I can confirm they have been independently verified by an external organisation."



Charlie Cornish
Chief Executive Officer



MEASURING THE PAY GAP

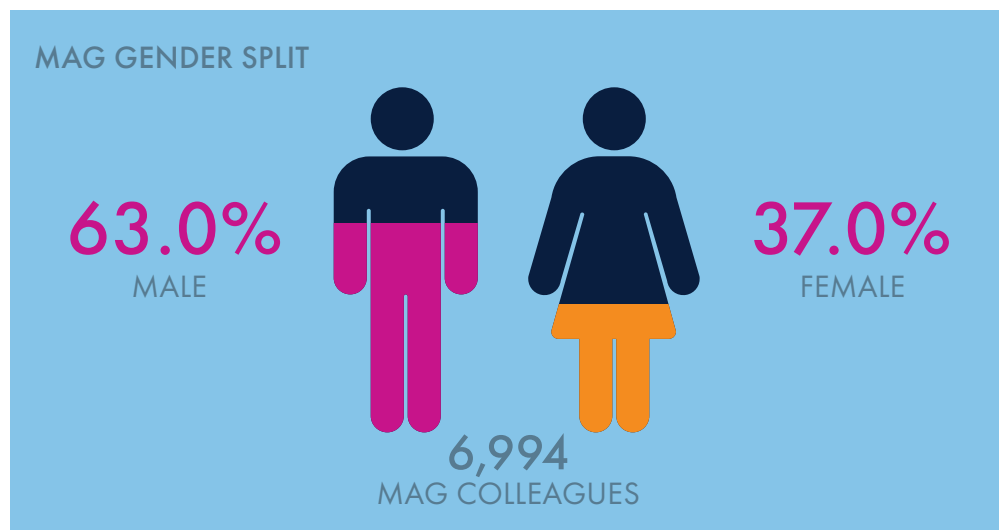
Under the UK Government's Gender Pay Gap Regulations, employers in Great Britain with more than 250 employees need to report their gender pay gap.

WHAT IS THE GENDER PAY GAP?

The Gender Pay Gap is different from Equal Pay. Equal Pay is about men and women receiving equal pay levels for the same work or work of equal value.

MAG believes in equal and fair pay and is committed to diversity and inclusion across our organisation.

The Gender Pay Gap measures the difference in average pay between men and women, expressed as a percentage of the average male earnings.



HOW IS IT CALCULATED?



1) MEDIAN PAY GAP

The median is the figure that falls in the middle of a range when the hourly rates of all relevant employees are lined up from smallest to largest. The median gender pay gap is calculated based on the difference between the middle employee in the range for males and the middle employee in the range for females.



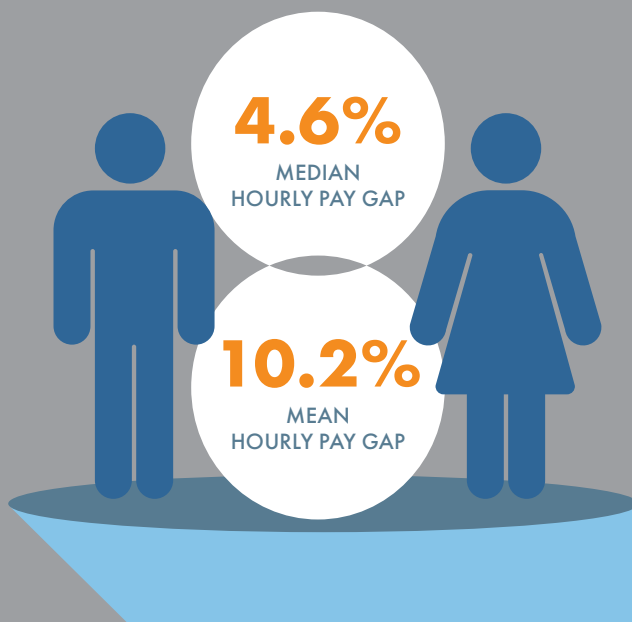
2) MEAN PAY GAP

The mean is calculated by adding up the hourly rates of all relevant employees and dividing the figure by the number of employees. The mean gender pay gap is calculated based on the difference between mean male pay and mean female pay.



HOURLY PAY GAP

MAG is a leading UK airport group that owns and operates three airports: Manchester, London Stansted and East Midlands. We believe in fair pay for the contribution made at work.



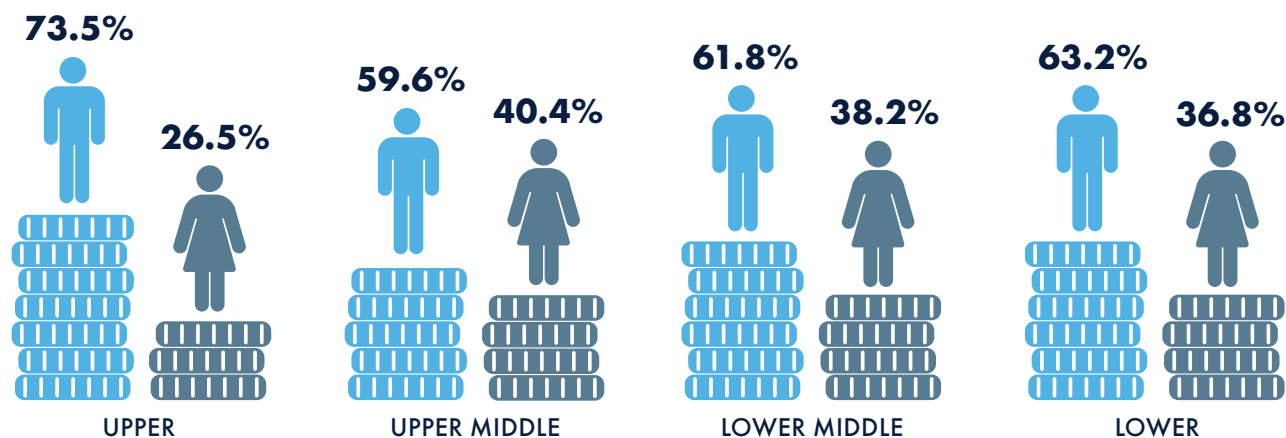
The median hourly pay gap has increased from -0.7% to 4.6%.

The mean hourly pay gap is 10.2%, this is an increase of 0.6% from last year.

HOURLY PAY QUANTILES

This calculation shows the proportions of men and women in four quartile pay bands. All men and women's hourly pay rates are ranked from the lowest to the highest to create four equal bands.

GENDER SPLIT PER QUARTILE PAY BAND



BONUS PAY GAP

The main drivers of the mean bonus pay gap continue to be the higher proportion of females working part-time and the greater prevalence of males in senior levels of the organisation. For part-time employees, bonus is reflective of a part-time contribution and a gap is created for those who work part-time when compared to those working on a full-time basis. Senior roles attract higher bonuses and the prevalence of males in these roles therefore contributes to the mean bonus gap.

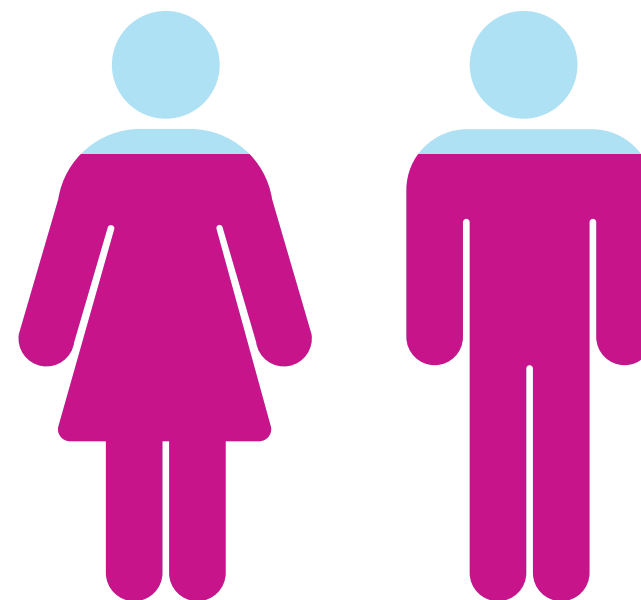
Proportion of
employees who
received bonus

83.9%

Female

84.3%

Male



MAG Mean Average
Bonus Pay Gap

40.8%





MAG Median
Bonus Pay Gap





14.9%







AROUND OUR AIRPORTS



MAN Mean Hourly Pay Gap	8.8%	
MAN Median Hourly Pay Gap	2.4%	
MAN Hourly Pay Quartiles		
Upper:	74.3%	25.7%
Upper Middle:	63.0%	37.0%
Lower Middle:	67.4%	32.6%
Lower:	68.3%	31.7%
Portion of MAN Employees who Receive Bonus Pay		
	83.6%	82.4%
MAN Mean Bonus Gap	55.0%	
MAN Median Bonus Gap	11.3%	

EMA Mean Hourly Pay Gap	15.0%	
EMA Median Hourly Pay Gap	11.7%	
EMA Hourly Pay Quartiles		
Upper:	77.7%	22.3%
Upper Middle:	54.2%	45.8%
Lower Middle:	55.0%	45.0%
Lower:	57.3%	42.7%
Portion of EMA Employees who Receive Bonus Pay		
	81.1%	78.1%
EMA Mean Bonus Gap	72.3%	
EMA Median Bonus Gap	16.4%	

STN Mean Hourly Pay Gap	9.9%	
STN Median Hourly Pay Gap	6.5%	
STN Hourly Pay Quartiles		
Upper:	72.4%	27.6%
Upper Middle:	55.1%	44.9%
Lower Middle:	47.5%	52.5%
Lower:	60.8%	39.2%
Portion of STN Employees who Receive Bonus Pay		
	87.0%	87.9%
STN Mean Bonus Gap	0.8%	
STN Median Bonus Gap	13.4%	

CLOSING THE GAP

Diversity and Inclusion at MAG is a journey, it's one of everyday inclusion and agreed action that will engage and involve everyone to truly make a difference in how we feel, behave and perform at work. In 2020 we strengthened our commitment with an updated strategy based on three pillars of Everyday Inclusion, Diversity in Action and a focussed activity on BAME experience and retention.

The effects of Covid-19 hampered our efforts meaning we couldn't drive forward our all of our commitments as planned with the resulting business effects requiring a further future review as part of our business recovery planning.

Despite this however during 2020 we remained committed to Everyday Inclusion across our workforce by celebrating various events from our annual inclusivity calendar such as International Womens Day. We took part in National Inclusion Week in September 2020 for the second time and continued to engage colleagues in inclusion topics and discussion through our online Inclusivity Forum.

Throughout the Pandemic we focussed heavily on colleague wellbeing communications and advice with the launch of an updated wellbeing area and a dedicated Diversity and Inclusion page on our intranet.

We were also highly commended in the 'Getting Started' category of the 2020 RIDI (Recruitment Industry Disability Initiative) Awards recognising our efforts in supporting people with disabilities in the workplace.

"A place to belong and feel valued where you can be your best and true self".

CLOSING THE GAP

Inclusive leadership

Work has continued on inclusive leadership, developing awareness across the leadership population regarding unconscious bias and providing leaders with tools to enable them to drive diversity in their departments/divisions. Diversity has been a key focus of our executive committee, who have sponsored a number of development cohorts to develop future senior leaders, with women represented in each cohort.

We also sponsored the Northern Power Women awards which celebrate individuals working towards creating gender balance in organisations across the entire Northern Powerhouse and we continue to support the Women in Aviation and Aerospace Charter.

Creating an inclusive working environment

We have progressed our D&I agenda through further embedding diversity and inclusion into our processes and delivering a range of initiatives.

Following the appointment of a permanent Organisational Development (OD) Director last year, we restructured the OD team to include the appointment of a Head of Talent Acquisition and Employee Experience with clear accountability for the attraction and retention of a more diverse workforce.

We launched an inclusivity forum and listened to colleagues to understand what they wanted us to focus on, the outputs of which we are continuing to work on. We have also developed an inclusivity calendar of events throughout the year where we celebrate aspects of diversity and inclusion.

Career progression opportunities & support for all employees

We implemented a new framework supplier process through which suppliers were required to demonstrate D&I commitments and diversity data to support the promotion of equality, diversity and inclusion in our recruitment processes. We also joined Inclusive Employers, a membership organisation for employers looking to build inclusive workplaces, to bring advice and expertise on how we can continue to build a more diverse and inclusive workplace.

We completed work on our recruitment technology systems that allows easier access to information regarding our roles and simplifies the candidate application experience making it quicker and easier for people to interact with us regarding our vacancies.

This year we will implement goals across recruitment and leadership development and have commissioned a whitepaper into black, Asian and minority ethnic (BAME) colleague experience to further support our efforts to close the gap.



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