

# GENDER PAY GAP

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Report 2022



# INTRODUCTION

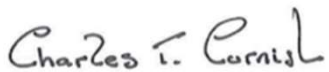
We believe in fair pay for our colleagues for the contribution they make, irrespective of gender.

From April 21 to April 22 we transitioned from a substantially furloughed workforce to becoming a fully operational airport once again.

A significant recruitment drive during this year has led to a greater proportion of women in our operations and we have continued to build on a number of initiatives we launched in the previous year to build strong foundations that focus on achieving greater gender parity across MAG.

Last year, due to our heavily furloughed workforce, we included voluntary analysis including our furloughed colleagues. This year we return to the traditional reporting format.

Going forward we will continue to build on our initiatives to increase our diversity across the organisation, and particularly in our leadership positions.



Charlie Cornish  
Chief Executive Officer



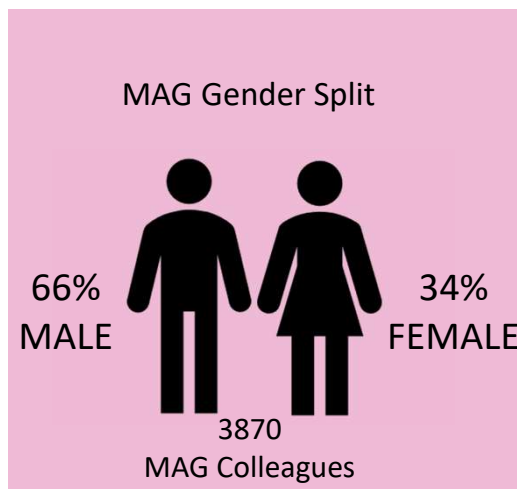
# MEASURING THE PAY GAP

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.



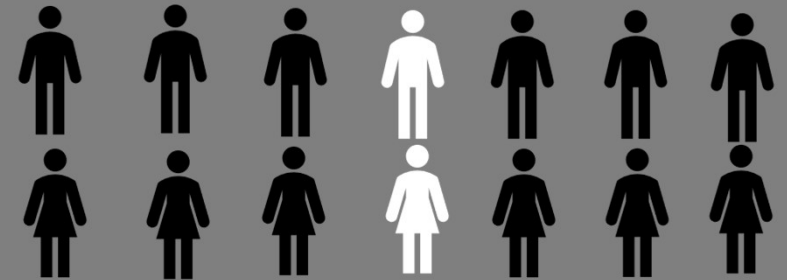
As we have returned to full strength, our reported workforce has shifted from 70%/30% to 66%/34%

## 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.



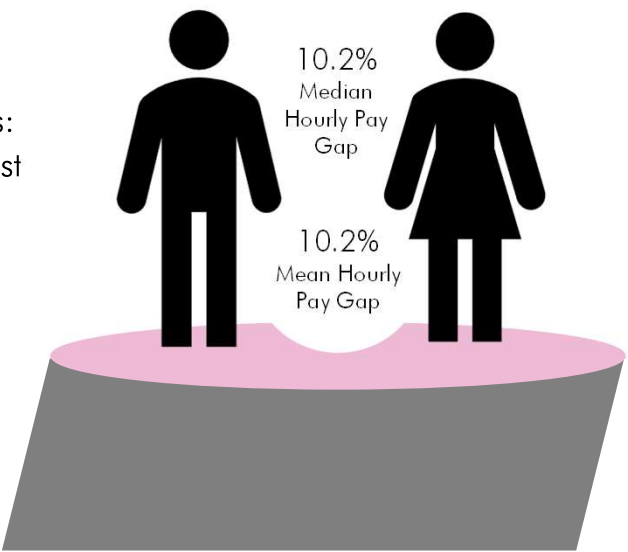
### 2) MEAN PAY GAP

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.



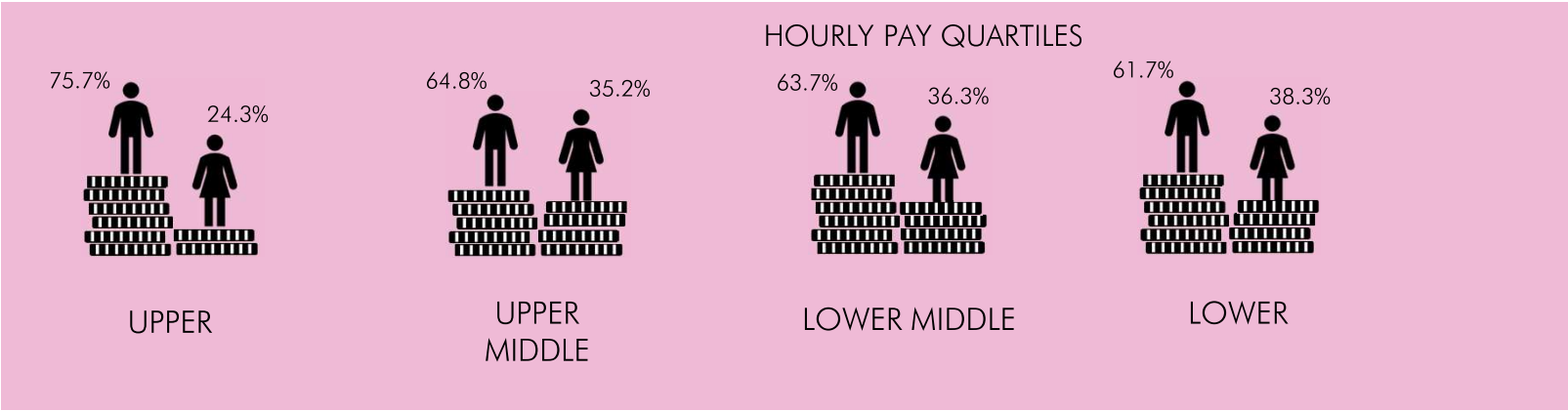
Comparing to prior year:

The median hourly pay gap has decreased from 25.2% to 10.2%

The mean hourly pay gap has decreased from 17.9% to 10.2%.

## 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.

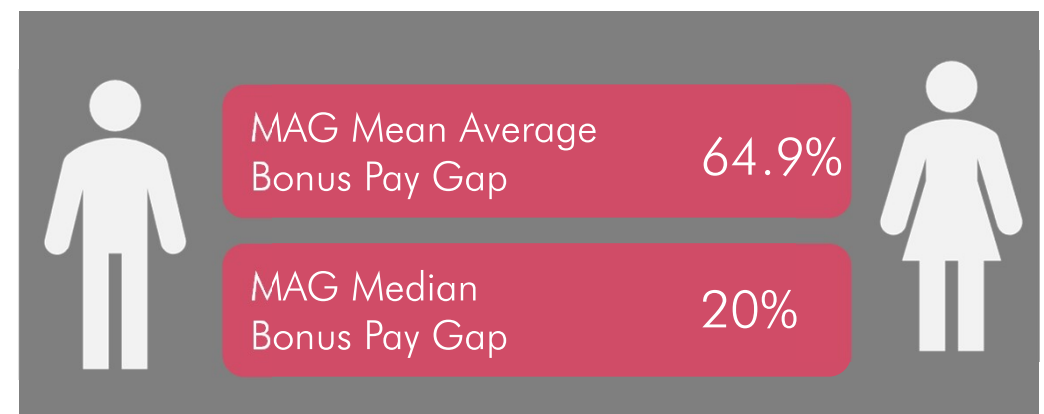


# BONUS PAY GAP

During the year a greater proportion of women than men received a bonus payment but there is still a bonus pay gap between males and females.



Bonus encompasses a broad definition which includes a number of one off payments, for example long service awards or deferred one off payments, So whilst no standard STIP or ACIP payments were made during the period due to COVID, the profile of recipients of one off payments during the period has contributed to the gap in this period.

Proportion of employees who received bonus





# AROUND OUR AIRPORTS





Mean Hourly Pay Gap	15.1%	
Median Hourly Pay Gap	23.4%	
Hourly Pay Quartiles	Male	Female
Upper	74.8%	25.2%
Upper Middle	63.1%	36.9%
Lower Middle	48.1%	51.9%
Lower	55.3%	44.7%
Portion of Employees who receive Bonus Pay	<div>Male  5.7%</div>	<div>Female  6.4%</div>
Mean Bonus Pay Gap	22.4%	
Median Bonus Gap	25%	



Mean Hourly Pay Gap	7.5%	
Median Hourly Pay Gap	8.8%	
Hourly Pay Quartiles	Male	Female
Upper	74.3%	25.7%
Upper Middle	56%	44%
Lower Middle	56.5%	43.5%
Lower	61.3%	38.7%
Portion of Employees who receive Bonus Pay	<div>Male  24.8%</div>	<div>Female  35.4%</div>
Mean Bonus Pay Gap	51.3%	
Median Bonus Gap	0%	



Mean Hourly Pay Gap	9.4%	
Median Hourly Pay Gap	11.5%	
Hourly Pay Quartiles	Male	Female
Upper	76.1%	23.9%
Upper Middle	70.4%	29.6%
Lower Middle	68.4%	31.6%
Lower	66.3%	33.7%
Portion of Employees who receive Bonus Pay	<div>Male  9.9%</div>	<div>Female  8.9%</div>
Mean Bonus Pay Gap	42.5%	
Median Bonus Gap	2.4%	

# KEY ACTIONS IN 2022

- Following the launch of the MAG Women's Network and the Equity Diversity and Inclusion (EDI) strategy an EDI forum has been established. This convenes each quarter, is sponsored by the Deputy CEO, and is attended by members of the Executive Committee and representatives from the Colleague Resource Groups. The purpose of the EDI Forum is to provide oversight and visibility of the goals at the most senior levels of the organisation, to track progress against the objectives, provide sponsorship, endorse appropriate resources and provide guidance and support in reaching our ambitions.
- Key actions this year under our EDI strategy have focused on:
  - Reviewing policy and processes to ensure they are unbiased and help drive delivery of diversity outcomes;
  - In relation to recruitment, the deployment of unconscious bias hiring manager training, mandatory representative shortlists, diverse recruitment panels, and diverse job boards;
  - The introduction of mandatory EDI training modules, Line Manager Diversity training, Allyship training and First Line leader training; and
  - Establishing further Colleague Resource Groups to represent under-represented groups, promoting an environment of inclusion
- Our recruitment shortlists mandate a 50/50 gender split and the 2022 Graduate programme intake was 50/50 gender split. We continue to work towards gender parity in all early talent programme recruitment (apprentices and graduate programme).
- Through the use of our new starter, exit and engagement surveys, we are improving our understanding of the views of different demographic groups within MAG which will inform us on future actions to improve our diversity representation in the business.
- We have introduced an Internal Talent Development Programme and through succession planning discussions have identified key female talent who are now on the programme to accelerate to senior positions in the organisation to improve the gender balance in more senior roles.

