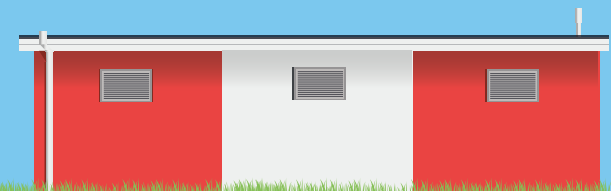




# Gender Pay Gap Report 2023

Building an inclusive future



# Our Gender Pay Gap Report 2023

## A message from our Chief People Officer

Last year we outlined our commitment to a long-term solution to close our Gender Pay Gap. While we have made progress, we recognise that we have more work to do. In this report we explain why a pay gap still exists in daa and set out initiatives that we have already introduced together with others that we're currently implementing to further reduce it.

The main driver of our gender pay gap is the lack of female representation across our senior career levels. Our priority continues to be to address this, with a focus on our leadership roles. This will enable us to have a robust talent pipeline to develop our future leaders of the business, in addition to creating

a more inclusive work environment by having greater gender balance throughout the organisation

This year we welcomed over 1,000 new employees which provided the opportunity to really focus on gender balance. Initiatives such as our flexible working arrangements in frontline roles, gender neutral job descriptions, diverse interview panels, and the Norris & Fay Executive Women in Leadership Programme, are examples of the work we have done, and will continue to do, to advance our Equity, Diversity, and Inclusion agenda.

In the year ahead, we will keep building on our Career Returners strategy to encourage

and support female employees returning to work and developing targeted diversity slates for open key roles with a minimum of 30% female representation for senior roles.

At daa, we are committed to lowering our gender pay gap and continuing our efforts in the area of Equity, Diversity, and Inclusion and believe this report once again reinforces our commitment towards gender parity.



Brian Drain  
Chief People Officer



# Understanding Gender Pay Gap Report

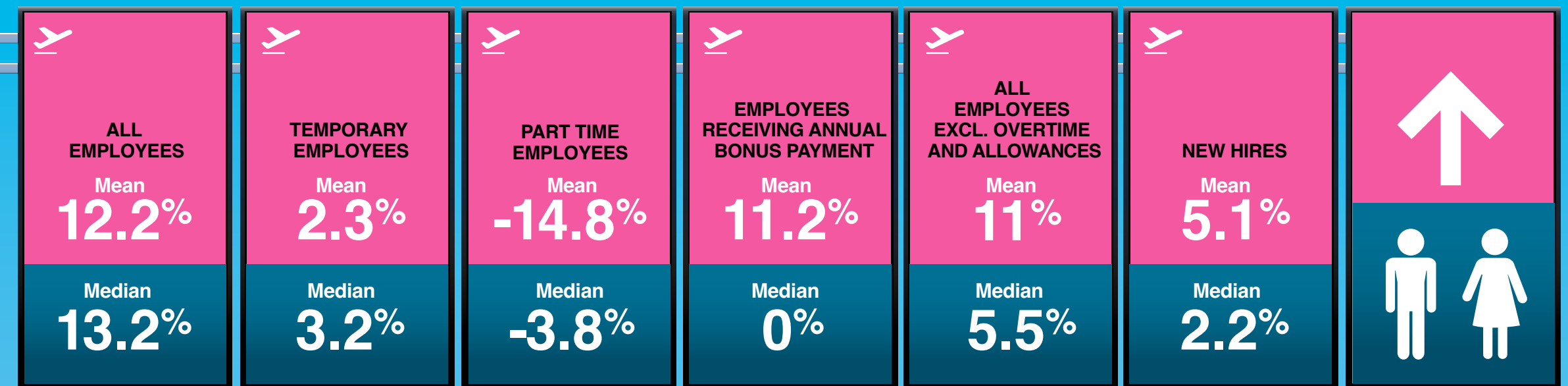
## What is the Gender Pay Gap?

The gender pay gap compares the average pay of all women in an organisation with the average pay of all men. It's an indication of whether there's an even split of men and women across all role types and levels.

## Is it linked to Equal Pay?

No, equal pay is about ensuring men and women in similar roles are paid the same amount, in line with their skills and experience. daa is committed to equal pay, and already take measures to ensure we pay all employees fairly and equitably.

## Our pay gap figures



We do not have as many employees employed on a temporary basis as we did last year and therefore the pay gaps in this category are not representative of our organisation. This is highlighted by the significant change in both the mean and median of temporary employees.

Just under 20% of employees work on a part time basis and the gender pay gap for this group is negative.

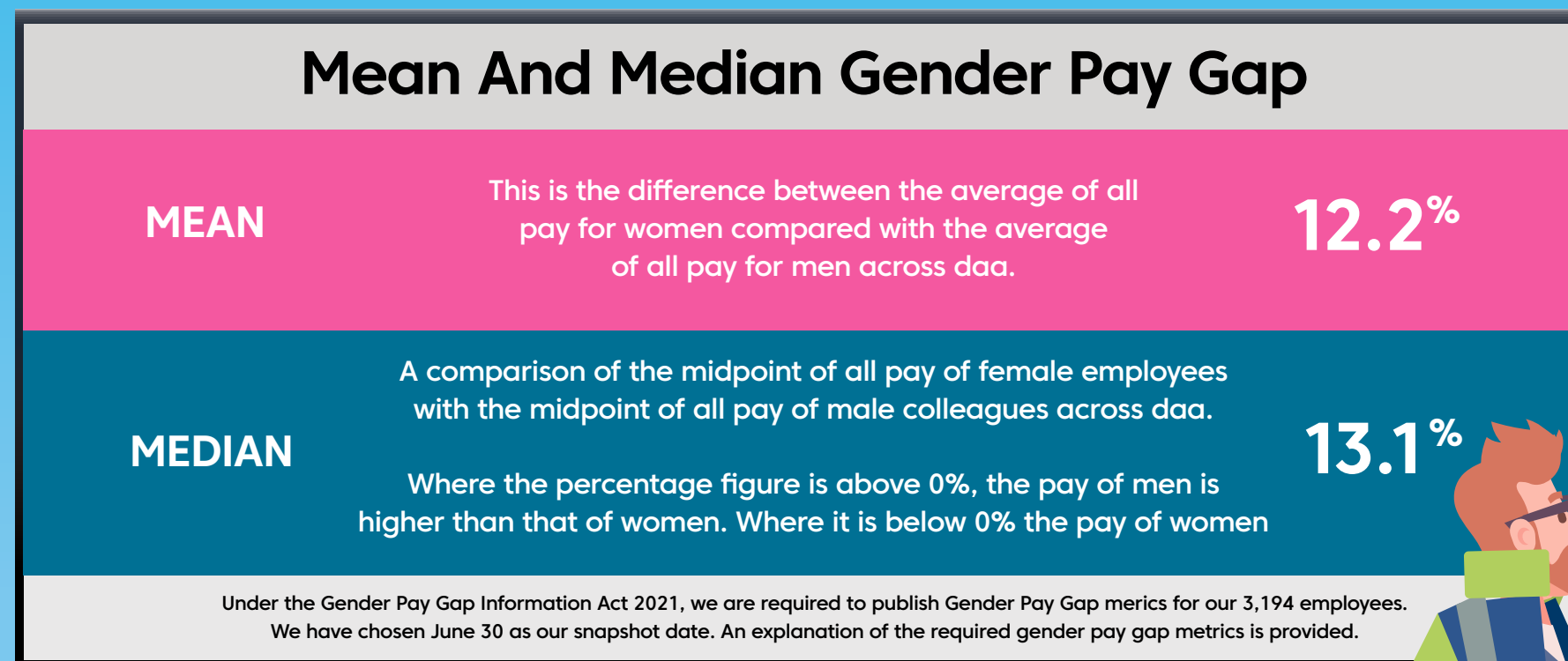
We recognise that flexible working arrangements offer many advantages for both males and females and will continue to explore facilitating this further.

Last year, our Bonus Pay Gap looked significantly different with the mean bonus pay gap sitting at 0%. We did not pay Performance Related Pay bonuses, Gainshare, or

Profitshare in 2020 and 2021 due to financial targets not being met so this year's results give a more accurate snapshot of our bonus pay. The overall mean and median pay gaps excluding overtime and allowances are 11% and 6%. This represents an increase of 2.9% in the mean and 5% decrease in the median from 2022.

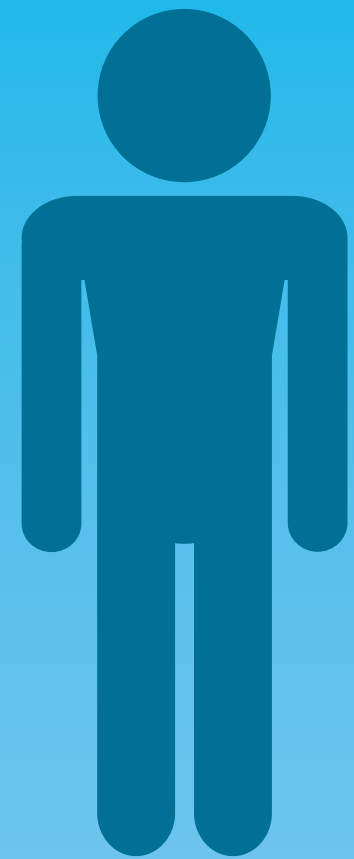
These results demonstrate the lack of female representation in roles that attract overtime and shift related pay elements. There are currently 68.6% more males in these roles. We calculate the median Gender Pay Gap by identifying the number of females who sit in the middle of the female workforce in terms of their hourly pay and comparing this with the number of males who sit in the middle of the male workforce in terms of their hourly pay.

\*The proportion of males receiving a bonus is 84.7% while the proportion of females is 83.5%



# Pay Quartiles

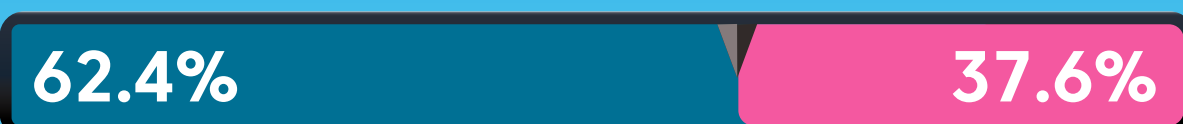
## Our Group Pay Split



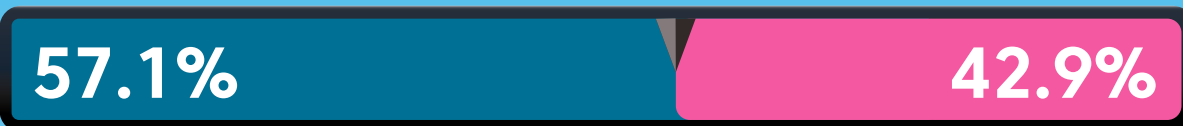
### Upper quartile



### Upper middle quartile



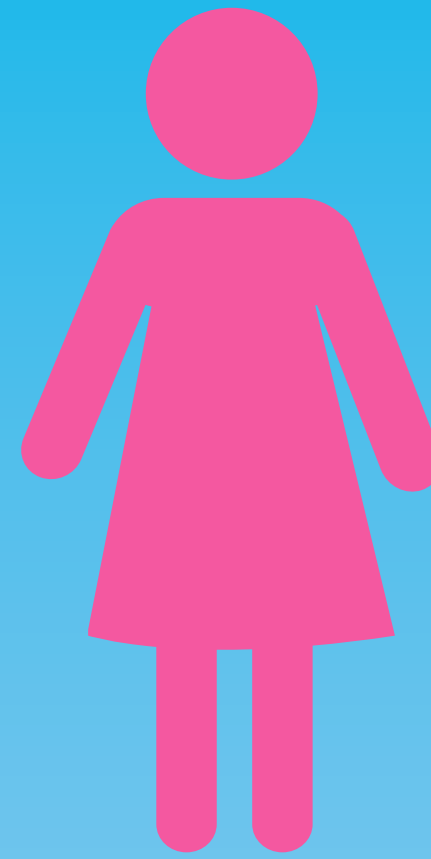
### Lower middle quartile



### Lower quartile



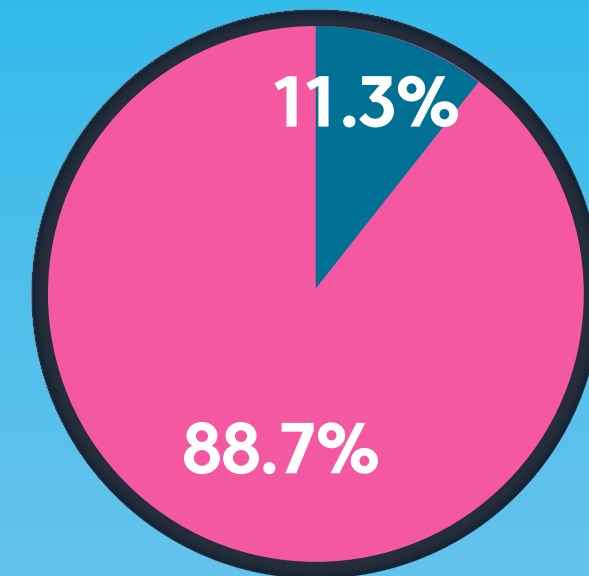
This year, we saw an increase of 8.2% in female representation in both the lower and upper middle pay quartiles. We can also see that the gap is also closing in the lower quartile with a change of 2%.



## Benefit in Kind

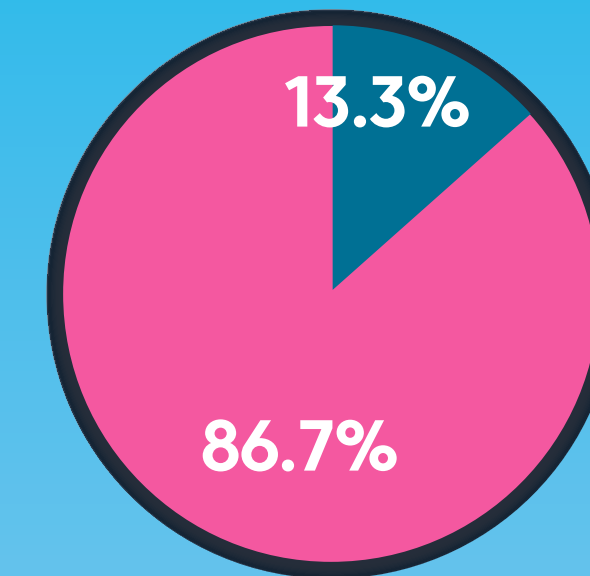
The table below shows the percentage of males and females receiving benefits in kind.

### Benefit In Kind Male Employees

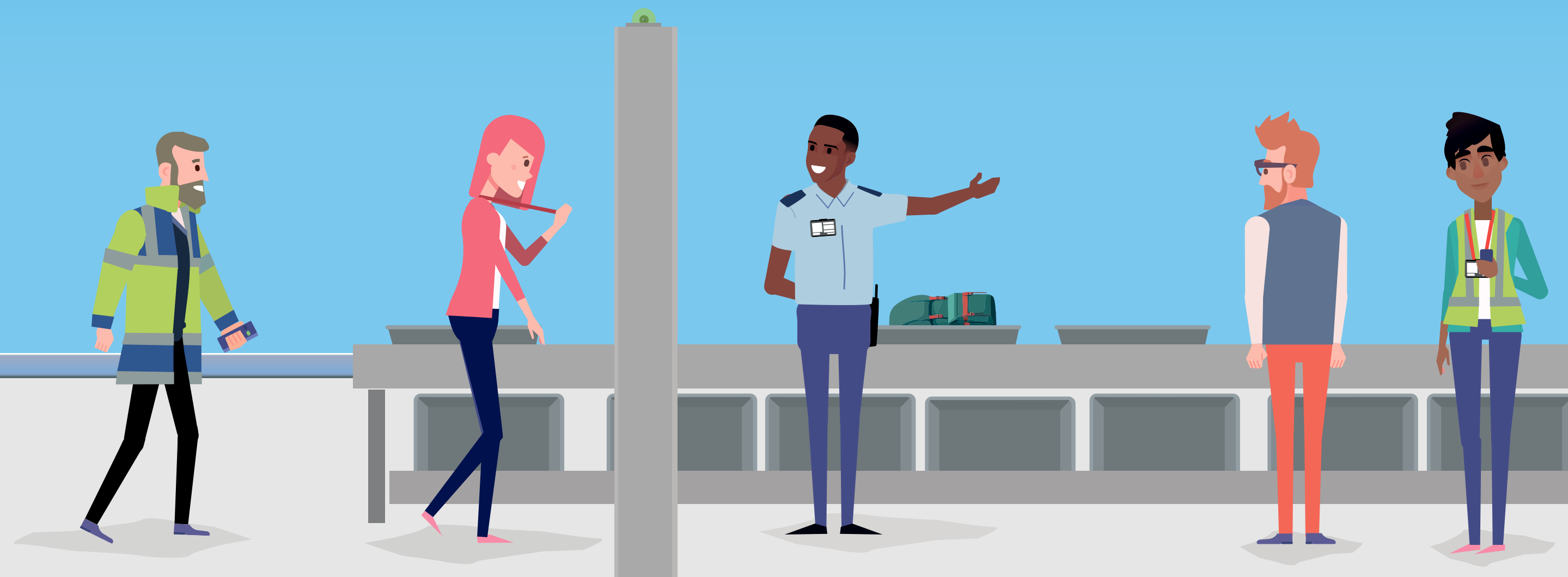


Receive benefit in kind  
Do not receive benefit in kind

### Benefit In Kind Female Employees



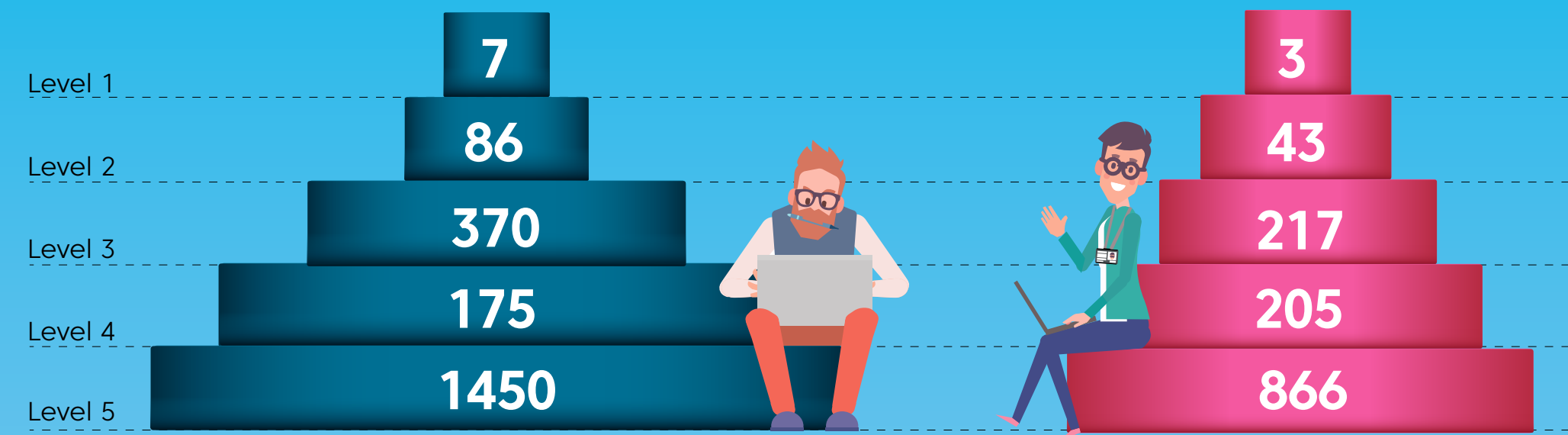
Receive benefit in kind  
Do not receive benefit in kind



# Career Levels

## Gender Breakdown

This table shows the breakdown of males and females across our 5 career levels, with 1 being the most senior.

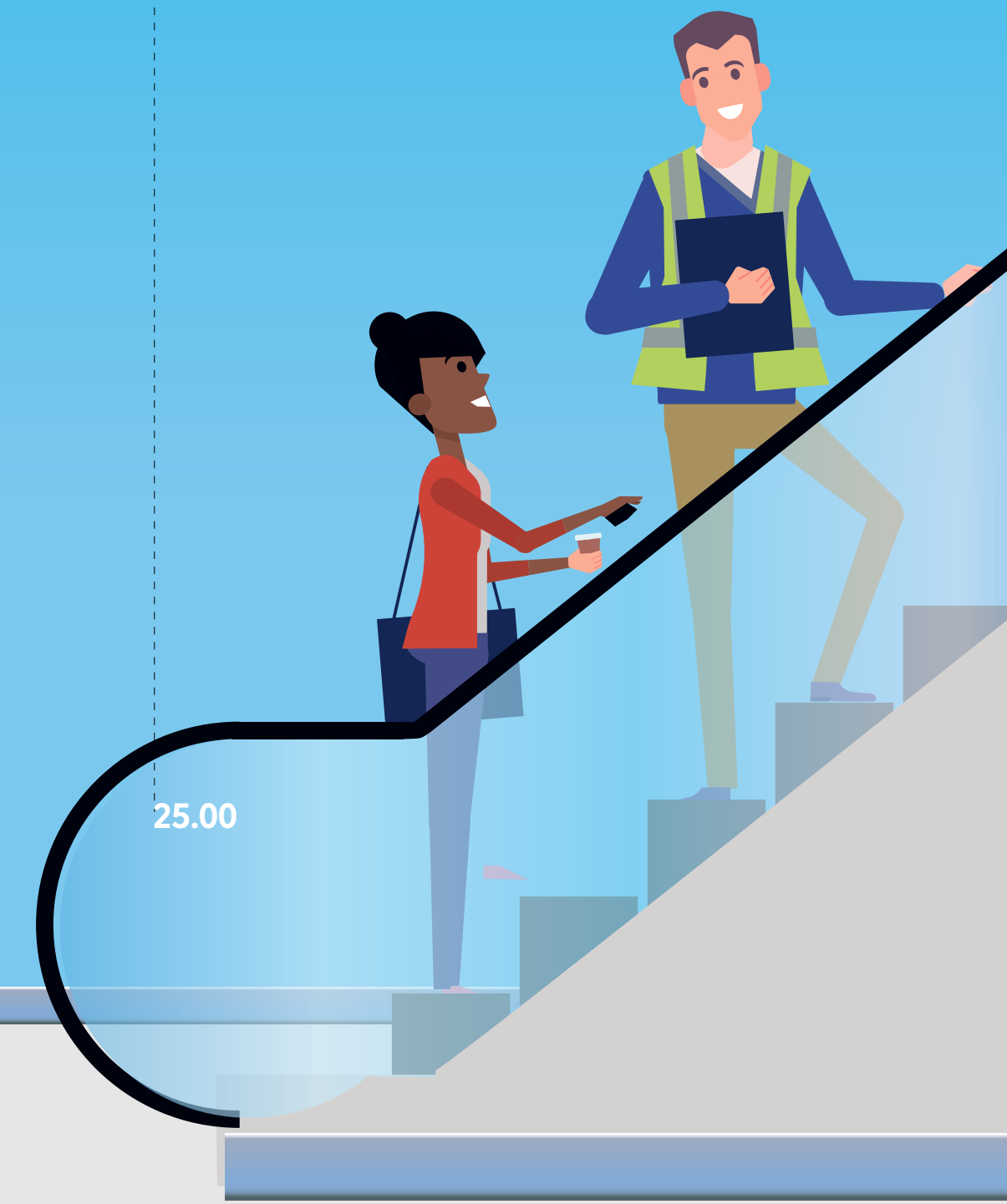
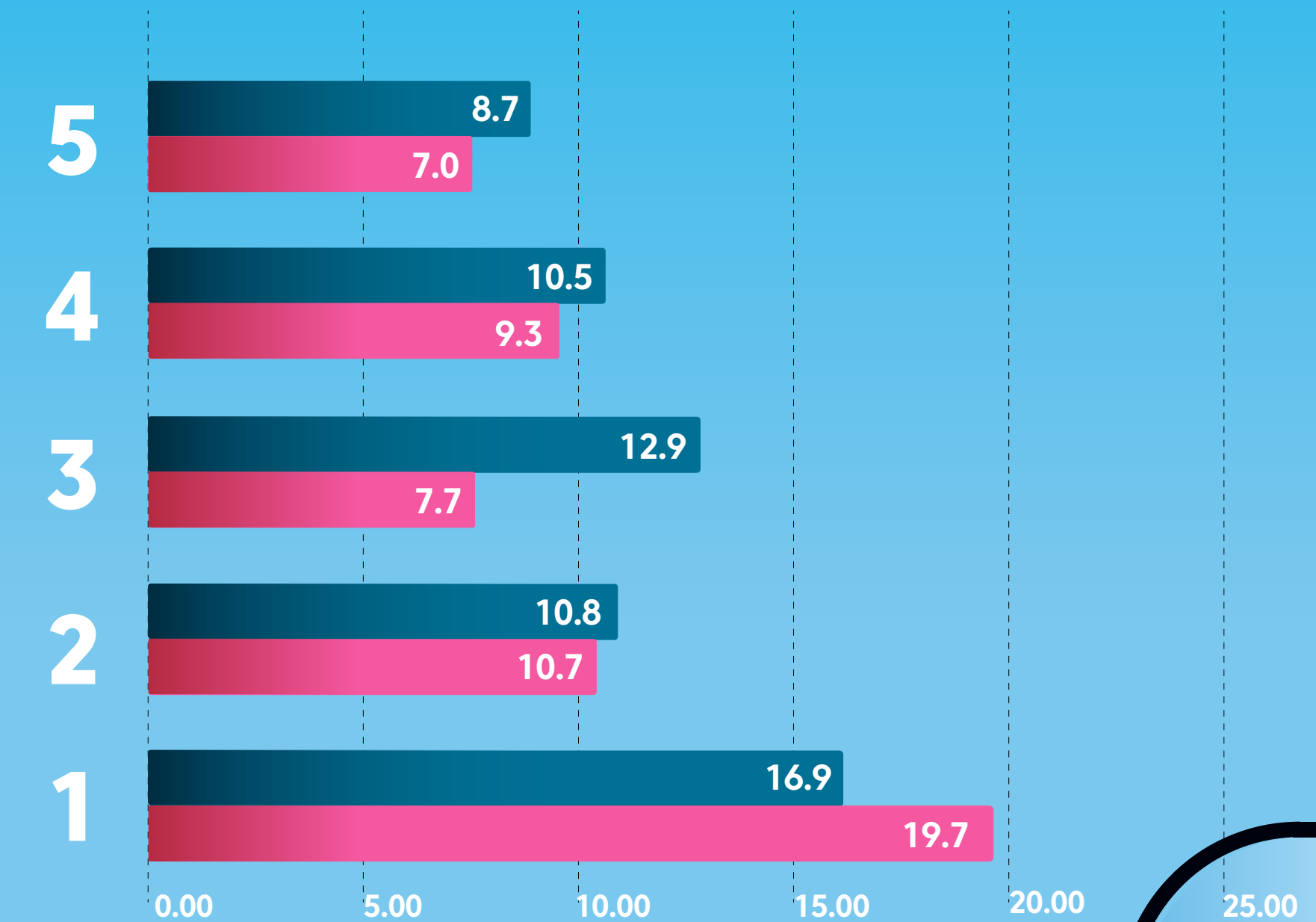


Males continue to outnumber females in all career levels except for level 4, this includes roles within the entry level profession and frontline supervisory which has seen a 40% increase in females since June 2022. This is supported by a move from 35% female to 37% female at level 3.



## Split by level

Tenure continues to be heavily connected to earnings and this table reflects the notable difference in average tenure between males and females. The gender gap in level 3 of 13% is in part due to the tenure difference in this level. Annual pay reviews, although reflective of performance, are often also impacted by length of service and time in a role. Level 2 has a very similar average tenure between males and females, The Gender Pay Gap is on a par with the national average at this level.





# Initiatives and Case Studies



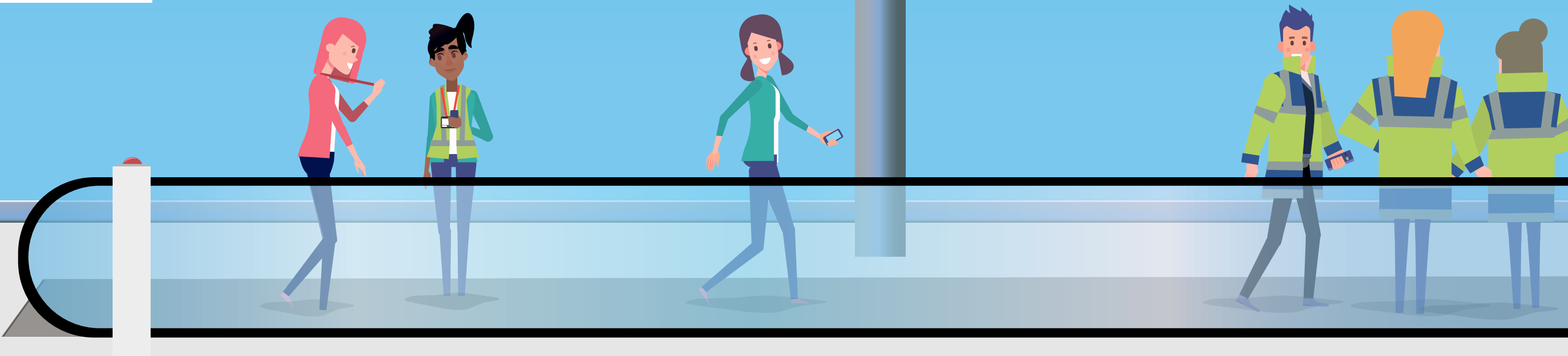
1

Hire more female talent into the organisation for functions and levels which have historically been underrepresented

<p><b>Role Descriptions and Job Titles that are Gender Neutral</b></p>	<p>We continue to ensure that all role descriptions and job titles are gender neutral and do not incorporate language that promotes unconscious bias.</p>
<p><b>Diverse Candidate Panel Parameters</b></p>	<p>Through the ongoing use of diverse candidate panel parameters, we are ensuring that a wide selection of candidates are being considered for roles</p>
<p><b>Gender Balance at Entry Level and Across Recruitment Campaigns</b></p>	<p>We acknowledge the critical role that our entry level recruitment plays in building the talent pipeline. We have continued to work to attain gender balance at entry level to including a consistent gender balance in our graduate programme.</p>

## Graduate Programme

Our Graduate Programme is a key part of our strategy to deliver future leaders and closing our gender pay gap. Between the 2022 and 2023 intake there were 19 females out of a class of 35. 4 out of 7 of our current graduates who are in specialist skills roles such as Civil Engineering and IT are female. Historically these are areas which have been underrepresented by females in daa.

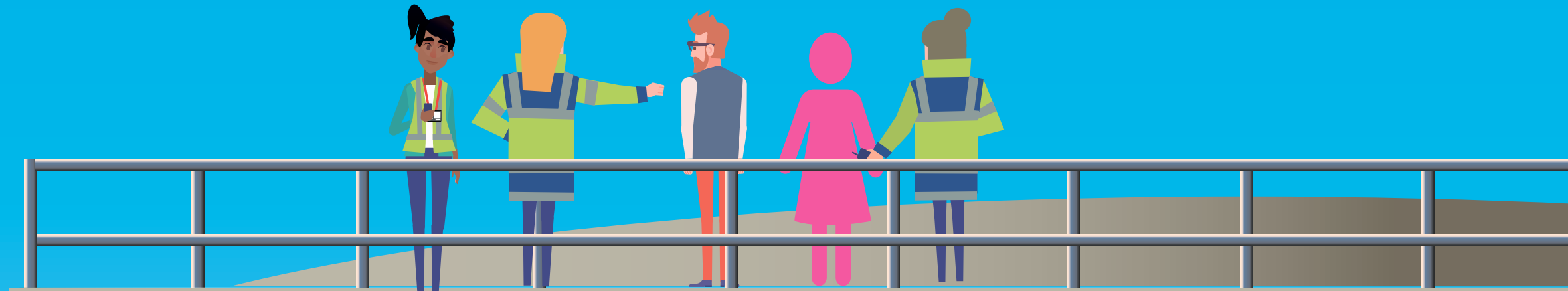




# Initiatives and Case Studies

2

## Building the talent pipeline for leadership / senior management career levels

<p>Female Talent Development Programme</p>	<p>This programme is designed to support females as they progress into senior roles and includes our Executive Women in Leadership Programme which is delivered by Norris &amp; Fay.</p>
<p>Unconscious Bias Training for Leadership Team</p>	<p>Our Leadership Team and Managers take part in Unconscious Bias Training to understand how it affects females and their development in the organisation. This topic is also part of our induction programme for all new hires.</p>
<p>Coaching for Senior Leaders on creating an inclusive culture</p>	<p>Coaching is provided to all our senior leaders to help them understand the issues and roadblocks faced by females and position them to better support our female talent and help nurture their career.</p>



## Executive Women in Leadership Programme

Our Executive Women in Leadership Programme is a four-day programme for our senior female leaders. At its heart is the development of individual and collective leadership skills through personal development, personal change, team development and developing a deeper understanding of the organisational system on leadership effectiveness. It comprises four non-consecutive group coaching days and three individual coaching sessions. 13 of our high performing senior females completed the programme this year. It will run again in early 2024 and will target the next level of females using the inaugural participants as programme mentors.

Below is the testimonial of a senior leader who completed the course and attained her qualification.

*“First of all I felt like it was a strong acknowledgement from my Exec that I was considered for it. I think it also bolstered the idea that we are conscious of our responsibilities as an inclusive employer in that we support women in leadership roles / aspiring to be in those roles. I’m developing relationships. The 1:1 coaching has also been very useful. It also gave me access to a peer group, some of which I wouldn’t have known before, which I have already seen the benefit of in my working day.”*

# Initiatives and Case Studies

3

Ensuring we retain female talent in the organisation and identifying opportunities for their growth and development.

<p><b>Flexibility and Hybrid Working</b></p>	<p>We continue to support and promote flexibility across our business where practicable. This year we implemented a formal hybrid working policy/framework which we had committed to in 2022. We accommodate flexible start and end times to support childcare commitments, caring responsibilities and other personal needs. We also have multiple roster patterns and regularly provide the opportunity to change roster patterns which provides much needed level flexibility for our frontline teams</p>
<p><b>Wellbeing</b></p>	<p>All new policies are looked at through a family friendly lens to ensure we continue to attract, support, retain and developing our female employees. We have introduced and will continue to rollout wellbeing initiatives and partner with specialist providers to create awareness and understanding of new legislative rights and signpost employees to valuable supports available to them both inside and outside their working environment</p>
<p><b>Equality, Diversity, and Inclusion (EDI) Policy and Training</b></p>	<p>Diversity training has been rolled out to encourage employees to embrace people with diverse cultures and backgrounds to include race, colour, ethnicity, language, nationality, sexual orientation, religion, gender, and socio-economic status. We have included EDI training for all new employees and provided EDI master classes to people leaders to ensure they're equipped to understand EDI.</p>



## You Belong Programme

EDI Case Study. With the support of our external training partner we introduced a 4-part mini-programme designed to help individuals and the organisation increase their awareness and understanding of the importance of acceptance and inclusivity. Its aim was to create a safe and welcoming environment where everyone feels valued and included. As part of the programme, participants engaged in interactive learning activities that explored topics such as dignity and respect and diversity and inclusion. The programme was promoted throughout the year and highlighted especially with our Pride celebrations.



# What's next?

Progress has been slow, but we remain committed to improving the balance of gender representation in daa. In line with last year's report female representation in the most senior and high paying career levels remains a challenge.

By employing initiatives such as our flexible working arrangements and our Women in Leadership Programme we hope to continue to be able to build an effective talent pipeline that will help us achieve a gender balance at the most senior levels of our organisation.

daa will continue to report our gender pay data and implement initiatives which will allow us to make real progress in lowering our organisation's gender pay gap.

