

Liverpool John Lennon Airport Gender Pay Gap Report for FY25

Liverpool John Lennon Airport Limited, which includes Air Traffic Services Limited (ATCSL) and Liverpool Airport Services Limited (LASL), strives to ensure that people are treated equally at work across all levels, departments, and locations. Through our People Strategy, we focus on making sure that everyone has the same opportunities for reward, recognition, and career development, thereby achieving our goal of being an “Employer of Choice” and our GOLD Investors in People (IIP) accreditation.

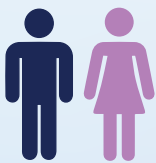
Improving diversity and inclusion is one of four key people strategic objectives designed to create a more open and inclusive culture, recognising that differences can lead to innovation, creativity and flexibility and it is this focus that drives our continued success.

Liverpool John Lennon Airport is confident that all our colleagues are paid equally for equivalent jobs and takes pride in the fact that we also have a neutral gender pay gap. We are committed to continue to work hard to sustain this positive position.



This is our 9th Gender Pay Gap Report and it has been published in accordance with the GPG reporting regulations under the Equality Act (2010) (Gender Pay Gap Information) Regulations 2017 which came into force on 6th April 2017. This report combines the data for Liverpool John Lennon Airport and relates to gender pay gap figures as of 1st April 2025. The gender pay gap is the difference in the average pay and bonuses of all men and all women in our organisation, irrespective of the role they perform.

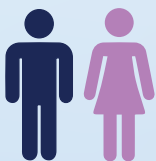
Pay Gap



Male employees earn an average (mean) **0.34%** less than female (compared to 0.32% less last year)

Male employees earn **1.35%** more than females (median) (compared to 2.49% more last year)

Bonuses



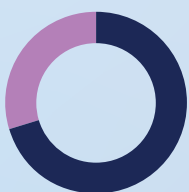
12% of all female employees received a bonus

9% of all male employees received a bonus.

Average (mean) male bonus earnings are **62.07%** higher than female bonus earnings.

Median male bonus earnings are **9.38%** higher than female bonus earnings.

Gender Breakdown Per Pay Quartile



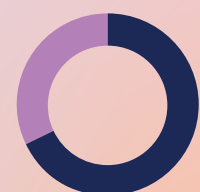
Lower Pay Q:
67.61% male **32.39%** female
(compared to 69.69% male & 30.30% female last year)



Lower middle Pay Q:
67.74% male **32.26%** female
(compared to 71.11% male & 28.89% female last year)



Upper middle Pay Q:
78.07% male **21.93%** female
(compared to 82.47% male & 17.53% female last year)



Upper Pay Q:
72.13% male **27.87%** female
(compared to 73.58% male & 26.42% female last year)

*All quartiles are overrepresented by males as overall we employ 3 times more males than females

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Liverpool John
Lennon Airport
Faster. Easier. Friendlier.



Our People

Our Results

76% Male

24% Female


Males have historically dominated the Airport sector, and this continues to be the case at LJLA where **76%** of our employees are male and **24%** are female. However, we are proud to report that we continue to maintain a neutral gender pay gap. Last year male employees earned on average **0.32%** less and **2.49%** more (median) than female employees. This year, we are continuing to report neutral figures with males earning on average **0.34%** less than female employees but **1.35%** more (median). This continues to be a great achievement in the aviation sector.

Our Approach To Equal Pay


LJLA is committed to providing equal pay for equal work as it is the right thing to do. We ensure this through our reward and recognition strategy and pay policies which are designed to control potential biases. For this we use a standardised approach to grading jobs through a formalised Job Evaluation process. In December 2023 we asked Korn Ferry to conduct an independent job evaluation review, which showed that all roles at Liverpool Airport are internally equitable to other similar sized roles within the business and that all roles of a similar size are paid appropriately and fairly for the size of role that they do.

Representation Of Women

Whilst the gender profile of LJLA is still significantly male, we have worked hard to ensure that women are represented at every level in the organisation. The Executive Management team is made up of **33%** females and the wider management team made up of **38%** of females (up from **37.5%** last year). We have continued to internally promote a number of women into senior operational roles which is again unusual in the aviation sector. This has been driven by our People Strategy which has focussed on internal development and progression, a coaching programme improving the quality of leadership and a culture of working flexibly. In addition, we launched a mentoring programme specifically for women (which has since been expanded to the wider business) that provides an opportunity for females to explore new ideas and specific issues in an open and unthreatening environment with someone who has had a similar experience or extensive knowledge of the topic. This also supports our Diversity and Inclusion goal of working towards 50% female representation at management level by 2028. Other initiatives that have led to these results include:


 Flexible working and Options scheme


 My Plan Performance Management

 Onboarding and Induction

 Women's Mentoring Scheme

 Leader Promise

 Health Programme including menopause awareness and women's health checks

 Diversity and Inclusion Action Plan and Strategy

All these initiatives continue to positively impact our Engagement score which is measured on an annual basis. Our employee engagement score for 2025 was **88%** which is **9%** above the average of companies surveyed by our survey provider, and we are proud to maintain Gold standard accreditation from Investors in People for good people management practices which is only achieved by **17%** of companies. We will continue to build on the success we have achieved so far and will continue to monitor and encourage gender diversity across LJLA. Through the People Strategy, we will focus on attracting, retaining, and developing a diverse range of talent and will ensure that our reward and recognition programme is fair and consistent to all our employees. We will also use our Diversity and Inclusion Strategy to ensure that we stay focussed on our objectives and everyone working at Liverpool Airport is aware of these and their responsibilities.

I can confirm that the data provided is true and accurate.

B. Dutton

Carol Dutton, HR and Community Director