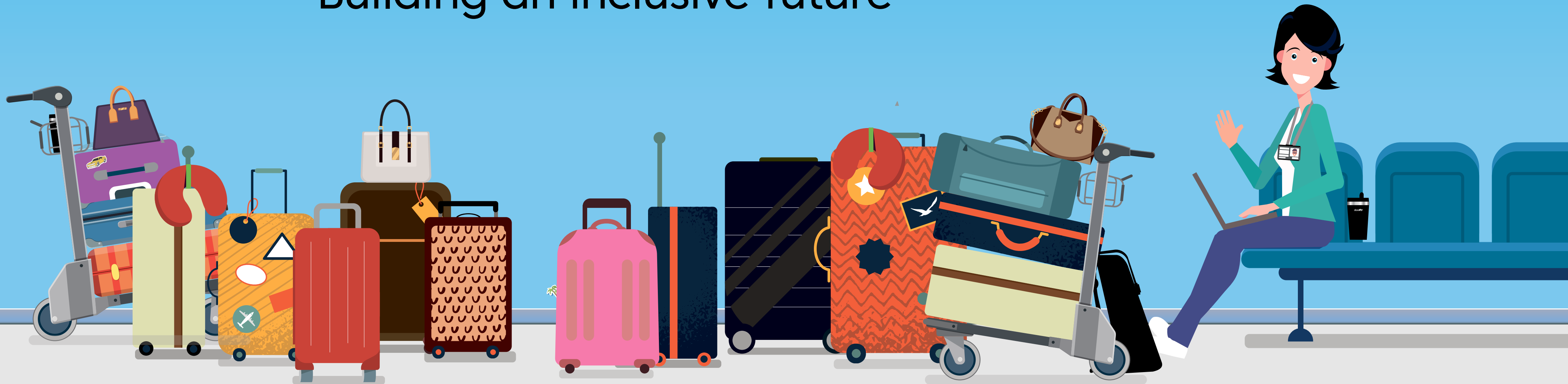




Gender Pay Gap Report 2024

Building an inclusive future



Our Gender Pay Gap Report 2024

A message from our Chief People Officer

Over the past two years, daa has restated its commitment to implementing solutions to address our gender pay gap. While we have made progress, the latest data still shows a gap, so we recognise that there is more work to be done.

Last year, we observed minimal changes in the headline figures for the overall mean and median pay gaps. However, this year, both figures showed movement. The mean gender pay gap increased from 12.2% to 12.9%. On the other hand, the median gender pay gap significantly improved, dropping from 13.1% to 10.3%. This improvement can be attributed to improved female representation in the upper pay quartiles, most notably in the upper middle quartile improved by 3%.

There are four factors driving our gender pay gap – 1) representation at senior levels; 2) tenure; 3) overtime and shift-based earnings, and 4) high-earning areas & positions.

In February we implemented a Gender Pay Gap

action plan based on four principles: 1) Recruitment & Selection; 2) Investment in Talent; 3) Support & Flexibility, and 4) Governance.

This plan outlines the steps we're taking to increase female representation at Board and senior management levels, improve diversity in our candidate pool, and establish enhanced mandatory inclusive recruitment interviewer training. It also includes the launch of two new development programs designed to foster and create future female leaders.

We have also focused on improving the experience of female employees with young families through the establishment of a working group led by mothers with young families, this group has already completed the review stage of the process and have identified a number of areas for improvement, and we are in the process of developing new offerings and enhancing current processes and policies. We have committed to specific targets to include a minimum of 40% female representation in the interview processes, a 50/50 gender balance for senior appointments,

a gender balance in executive succession planning, and overall gender parity in our annual pay review process.

I am pleased to share that many of the initiatives under this action plan have been successfully rolled out and we have already observed a positive impact. This includes enhanced controls ensuring continued equity and fairness in the annual pay process and several high-profile female appointments, particularly in traditionally underrepresented areas. While we have, and continue to make some progress, we remain committed to reducing our gender pay gap and advancing our efforts in the areas of Equity, Diversity, and Inclusion. We believe this report further reinforces daa's commitment these goals.



Siobhán Griffin
Chief People Officer



What is the 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?

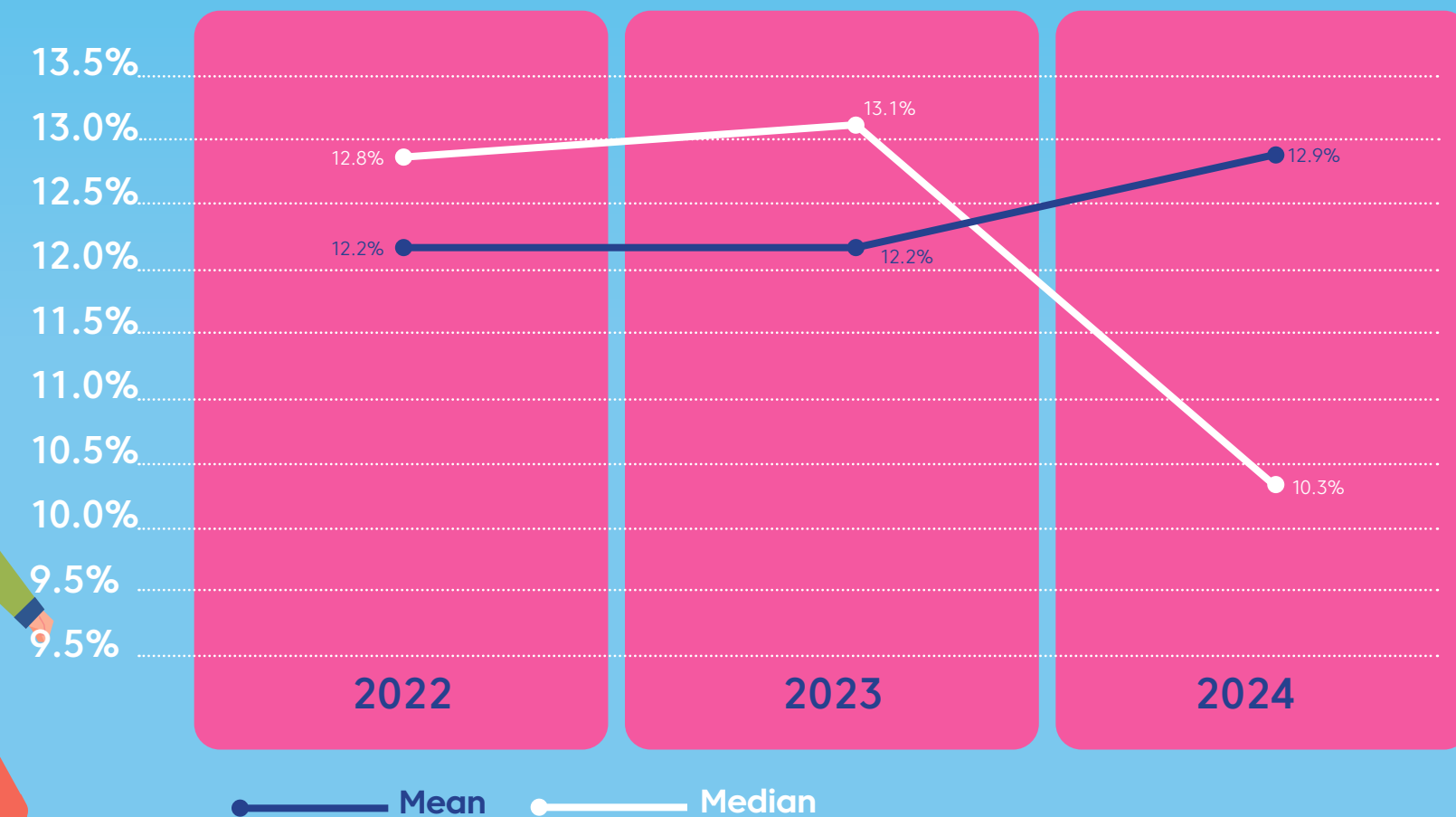
No, equal pay is about ensuring men and women in similar roles are paid the same amount, in line with their skills and experience. daa is committed to equal pay, and already take measures to ensure we pay all employees fairly and equitably..

Our pay gaps figures versus 2023

GPG	GPG	GPG 2023	Variance from prior year
Mean Hourly Pay	12.90%	12.20%	-0.70%
Median Hourly Pay	10.30%	13.10%	2.80%
Mean Hourly Pay (Excl. Overtime)	10.80%	9.90%	-0.90%
Median Hourly Pay (Excl. Overtime)	5.60%	10%	4.40%
Mean Hourly Pay (Temp)	-3.90%	2.30%	6.20%
Median Hourly Pay (Temp)	-2.90%	3.20%	6.10%
Mean Hourly Pay (PT)	12.80%	-14.80%	-27.60%
Median Hourly Pay (PT)	-6.90%	-3.80%	3.10%
Mean New Hires	12.40%	5.10%	-7.30%
Median New Hires	2.40%	2.20%	-0.20%
Mean Bonus Gap	12.00%	11.20%	-0.80%
Median Bonus Gap	0.00%	0%	0.00%

daa's Gender Pay Gap Journey from 2022 to 2024.

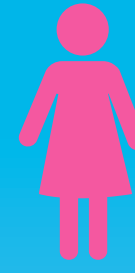
daa's Gender Pay Gap Journey from 2022 to 2024.



Causes of our gender pay gap

- Representation at Senior Management levels:** For the snapshot period, female representation at Executive level reduced due to the outgoing CFO being female and the replacement being male. However, there have been improvements of 1% and 4% in gender representation at Career Levels 2 and 3 which encompasses Middle Management to Heads of Function, improving the gender balance among senior talent.
- Tenure:** The average tenure for males remains 19% higher than that for females, with males having an average tenure of 9.2 years' service and females having an average tenure of 7.43 years' service. Given the nature of collectively bargained roles, compensation structures are aligned with tenure for two thirds of our employees and is therefore a material factor in results across our frontline population.
- Overtime and shift-based earnings:** The trend of males earning more from overtime and shift-based work has continued as positions in the company that attract a higher rate of pay including both base and shift premiums due to the nature of work and responsibility involved are more often held by males, examples of this include Trades, Fire and Police.
- Disciplines with low female representation:** Due to continuing societal norms, some high earning fields in the market e.g. construction and IT remain male-dominated due to limited female talent in the market for these positions. However, progress has been made, particularly in the most historically challenging areas of daa Labs and Infrastructure over the past year and since the snapshot date.

Pay Quartiles



Upper quartile



Upper middle quartile



Lower middle quartile



Lower quartile



Female Representation Vs Prior Year.

0.5%

3%

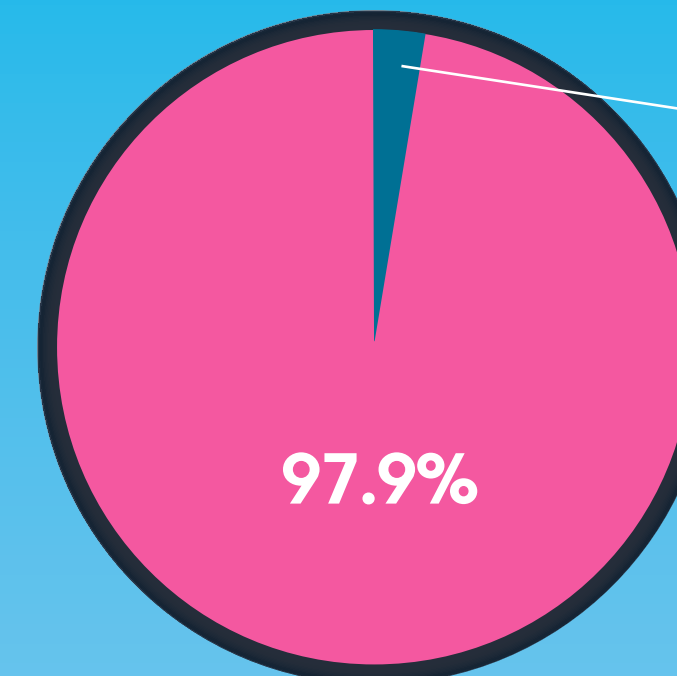
0.2%

-3.9%

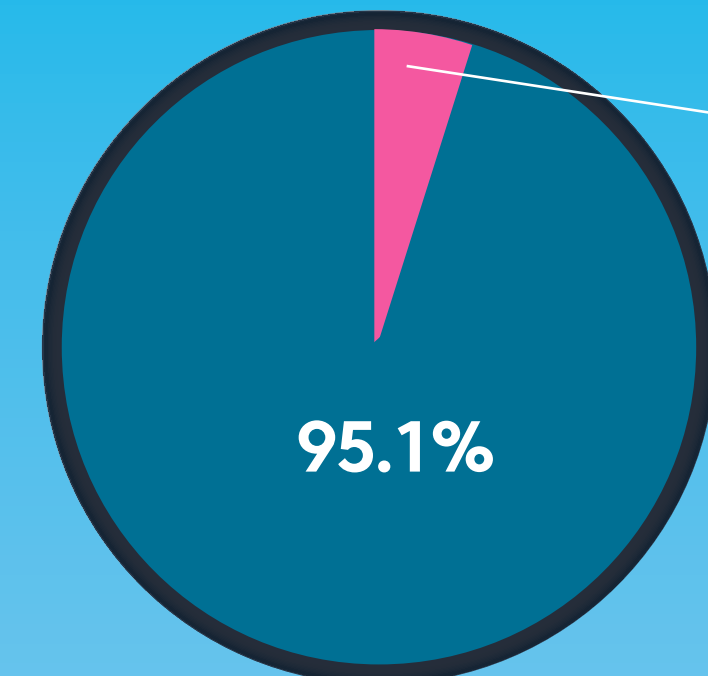
This year saw some notable improvements in the gender balance in our pay quartiles, most notably the gender representation for female improved by 3% in the Upper Middle Quartile.

Benefit in Kind

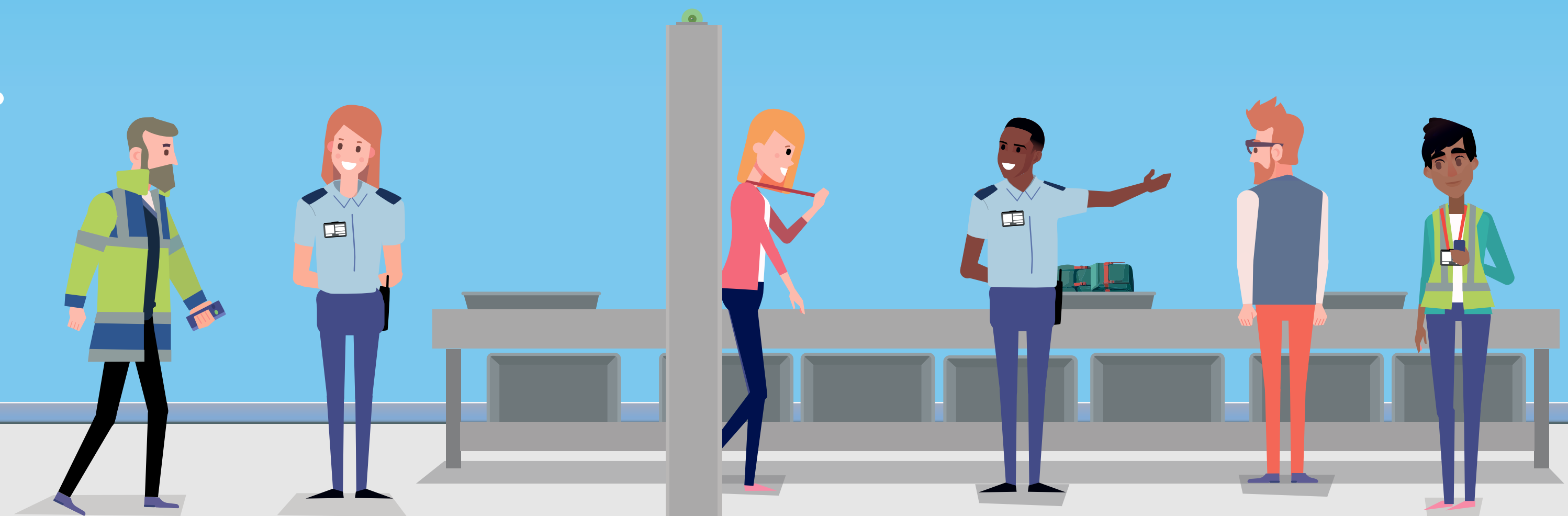
The total number of employees receiving benefit in kind has reduced over the last year and this is expected to continue as benefits in kind in daa are largely linked to legacy benefits which will reduce as longer serving employees retire.



Female



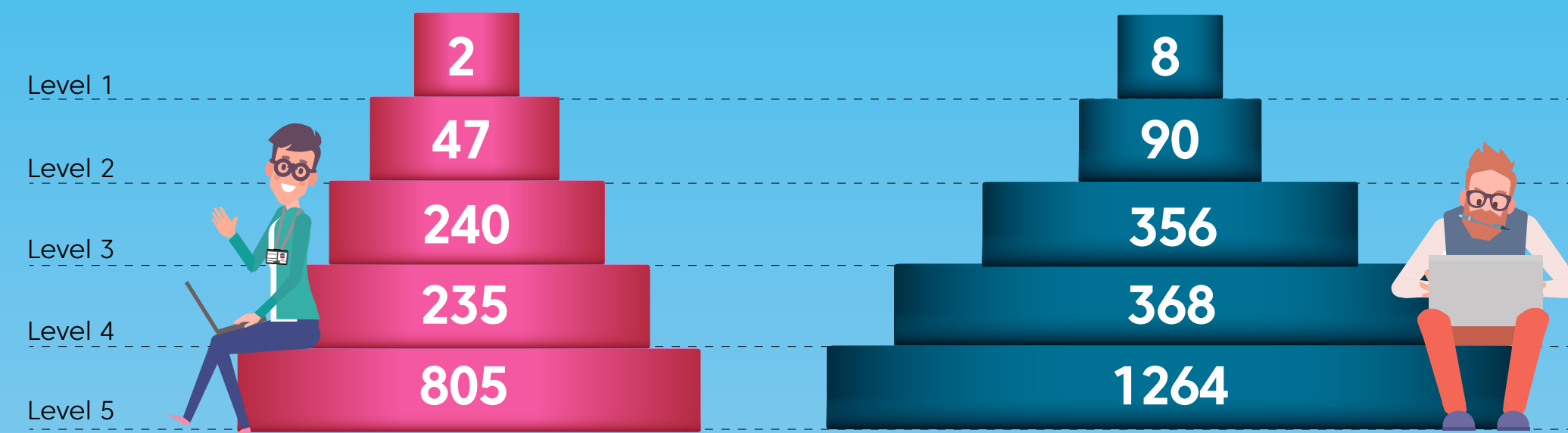
Male



Career Levels

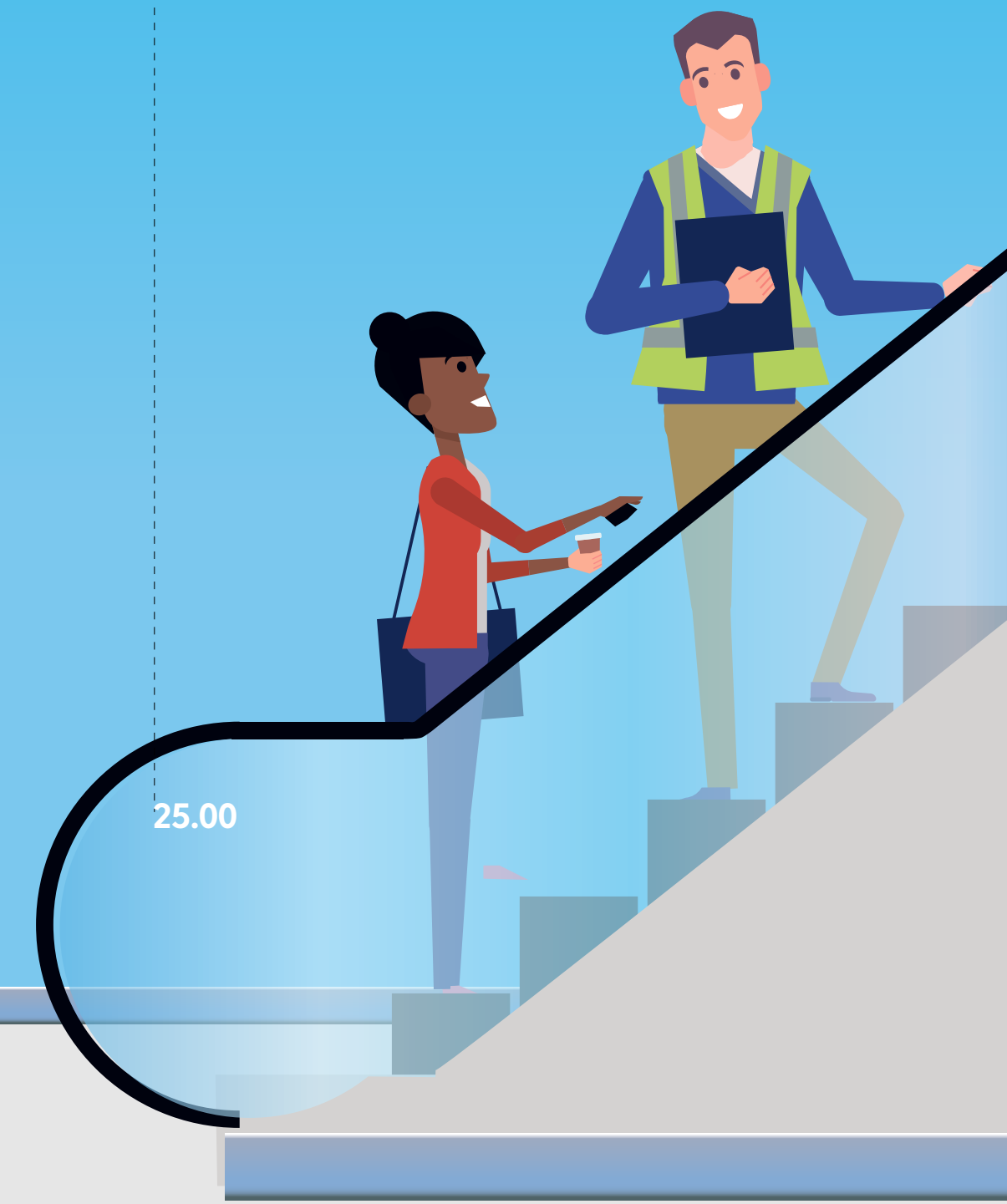
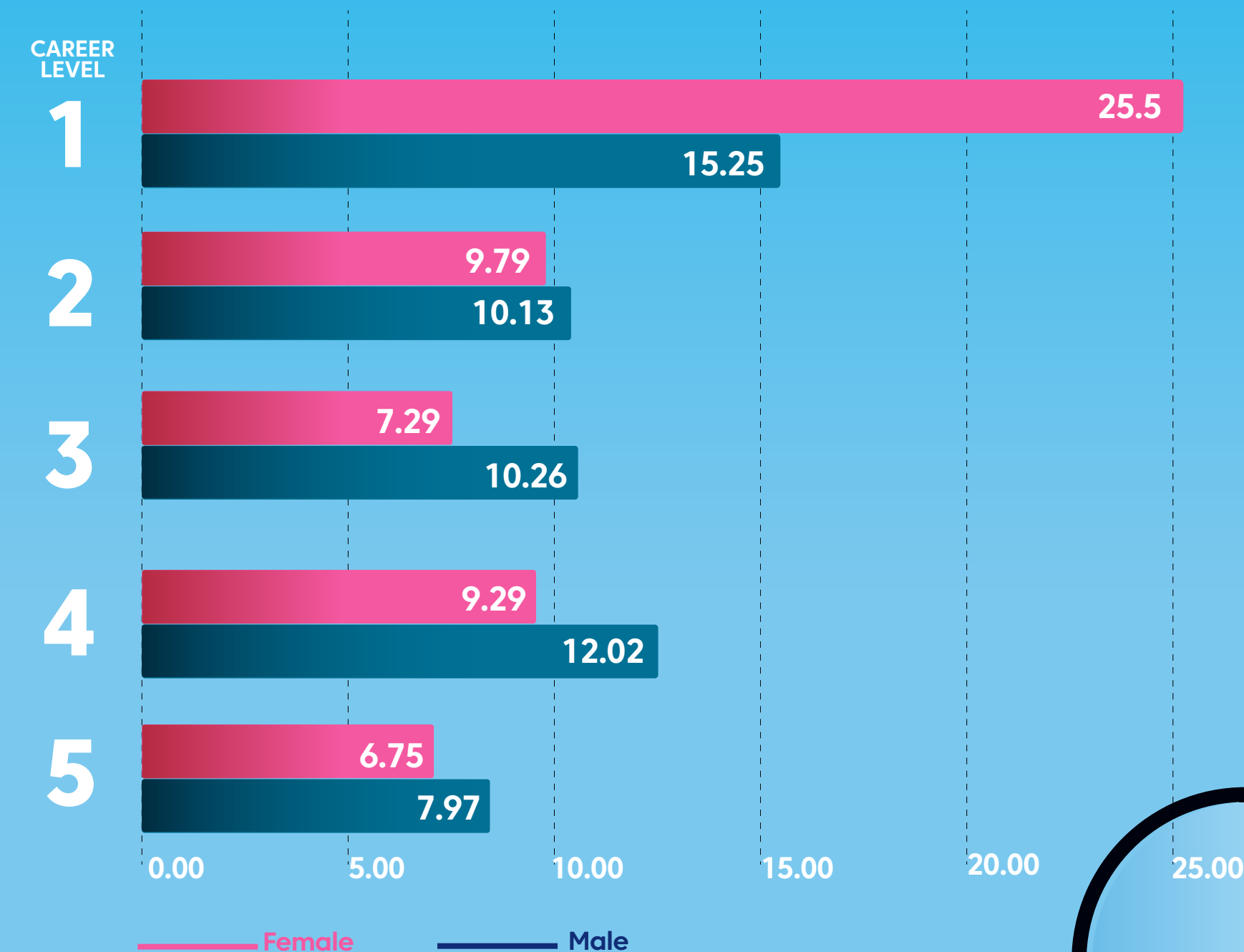
Gender Breakdown

Our career levels are ranked by seniority, with Level 1 representing the most senior roles within the organization. At the highest level, the only change has been the appointment of a new CFO. In the next two senior levels, we've seen positive progress in gender diversity, with female representation increasing by 1% and 3.3% respectively. The most significant shift occurred at Level 4 (consisting of our frontline supervisors and entry level professionals), where male representation increased by 15%, driven by large-scale recruitment in our front-line operations. We're committed to continually evolving our workforce to reflect the diversity of talent across all levels of the business.



Tenure

As in previous years, tenure remains a key factor influencing our gender pay gap. While the average tenure of our workforce has decreased overall, the gap in tenure between male and female colleagues has seen only a slight improvement, narrowing by just 0.3 years compared to 2023. This highlights the ongoing importance of addressing tenure-related disparities as part of our broader efforts to close the gender pay gap and ensure equitable opportunities for all employees.



Gender Pay Gap Action Plan

Recruitment & Selection:

Board Representation	We have committed to working towards a gender balance at board level with 50% female representation in Non-Exec Directors & increased representation in Worker Directors.
Senior Leadership Appointments	A minimum of 50% Female appointments to Senior Leadership positions.
Interviewer Training	Our Talent Acquisition Department have launched a new mandatory inclusive hiring training program for all hiring managers.
Interview Panel Balance	All of our interview panels must now have gender balance as a compulsory requirement.
Candidate Diversity	To ensure increased gender representation at interview process all interview processes must now have at least 40% female representation.

In 2024, we've worked hard at creating a more balanced and diverse talent pipeline through our focused recruitment and selection efforts. In the first half of the year, we achieved gender balance in all senior appointments, marking a milestone in areas that have traditionally been underrepresented, such as daa Labs (IT) and Infrastructure. More recently we have seen the appointment of a female CPO im-

proving our representation at the most senior level of the organisation. This success is driven by our unwavering commitment to gender balance in short-listing and interview processes. Additionally, we've rolled out a new mandatory Inclusive Recruitment Training Program for all hiring managers, further reinforcing our dedication to fostering a more inclusive workplace.



Gender Pay Gap Action Plan

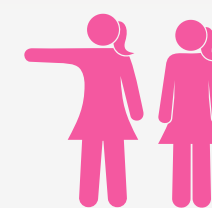
Investment in Talent

Our employees are the heart of our success, and in 2024, we've placed an even greater emphasis on nurturing their growth and potential. A stand-out initiative this year is the launch of our Aviation Operations Female Development Program, introduced in September. This exciting program, featuring 14 exceptional female leaders, is helping us build a stronger and more diverse talent pipeline for our airport operations, shaping the future of our industry.



Reverse Mentoring

Starting in 2025, each of our Executive leaders will be matched with a junior female employee identified through our talent programs to provide perspective on what it's like as a female in daa and what could be done differently to support female talent throughout their career.



Role Modelling - 30% Club

daa has recommitted to the 30% club and will host events and participate in programs to champion the promotion of women in leadership in aviation.



Women in Leadership Program

Throughout the course of 2024 a review has been undertaken to evaluate the effectiveness of our existing programs supporting the development of female leaders.



Aviation Operations Female Development Talent Program

In 2024 a new program aimed at developing senior female leaders in our operational areas was designed and launched. This program aims to bridge the gap in representation in our operational roles, which have historically been male dominated.



Exec Succession Planning

We have committed to identify and develop potential successors to a minimum of 50% gender representation by Q1 2025 for all our executive leadership roles.



Gender Pay Gap Action Plan

Support & Flexibility

In 2024, we took a necessary step forward by launching an initiative led by mothers to better understand their experiences at daa. This dedicated working group has produced an insightful report and is now developing proposals to enhance our support for working mothers. Their focus spans improvements in “The Basics”—including systems, processes, and policies—as well as expanding our Wellness and Benefits offerings. We’re committed to creating a workplace where mothers can thrive and their careers flourish.

Support & Flexibility for mothers with young families

Review the flexibility and supports available in daa & each operational area through working groups aimed at balancing work and personal commitments.



What's next?

This year, we've made strides in addressing our gender pay gap by improving representation across the organization. However, despite these efforts, the overall median gender pay gap has increased. In response, 2024 marked the launch of our groundbreaking Gender Pay Gap Action Plan—a transformative initiative we believe will drive meaningful change both in the short and long term. This plan has already seen the appointment of many senior female colleagues including at executive level.

Our unwavering focus remains on attracting, developing, and nurturing a diverse and equitable workforce. Through our Gender Pay Gap Action Plan, we aim to set a new standard in the aviation industry, ushering in a new era of gender representation and pay equity.

