

Gender Pay Gap Report 2025

Newcastle International
Your Airport



Your Airport
A great place to work





About Your Airport

This Gender Pay Gap Report provides an overview of our gender pay gap data for both the Group and NIAL Services. During this reporting period, our workforce has continued to change, with an increase in overall headcount and varied levels of female representation across different areas of the business. These changes have influenced our gender pay gap results.

Our analysis shows movements in both mean and median hourly pay, as well as bonus pay gaps. These shifts reflect changes in workforce composition, organisational structure, and the distribution of roles across the business. While some measures show gradual improvement, others highlight continuing imbalances, particularly at senior levels.

This report presents our data transparently and outlines the steps we are taking to reduce our gender pay gap year on year.

Company Information

The consolidated group of NIAL Group Limited includes four trading subsidiary businesses:

- Newcastle International Airport Limited (NIAL)
- NIAL Services Limited
- Samson Aviation Services Limited
- Newcastle Park and Fly Limited





A Message from Alice Andreassen

**Chief Corporate Affairs Officer and Executive Sponsor of
the Women in Leadership Network**

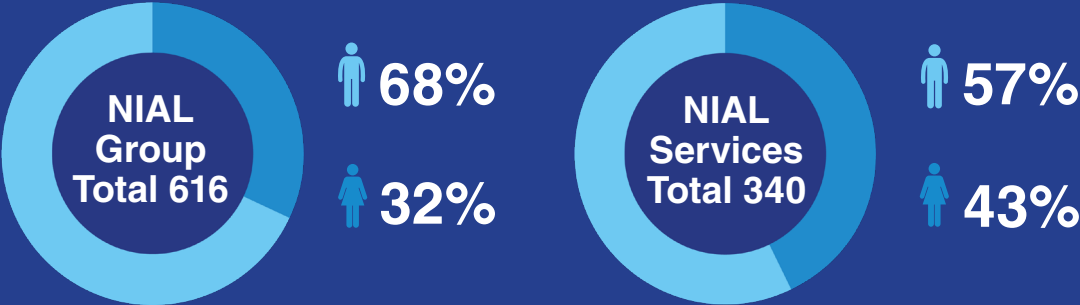
“The progress reflected in this year’s gender pay gap report demonstrates our commitment to creating a workplace where everyone can thrive. While our improvement in the mean pay gap is encouraging, we know there is more to do to ensure women have equitable access to development, progression and leadership opportunities.

At Newcastle Airport, we believe our people are our greatest asset. Through our Women in Leadership Network, our evolving Equality, Diversity and Inclusion (ED&I) Forum and ongoing investment in our people experience, we remain dedicated to building a culture where women are represented, heard and supported at every level.”

Our Results:

For the Group, women represented 32% of the workforce on the reporting snapshot date of 5 April 2025. This is a **3% increase** from last year's report.

Total Workforce



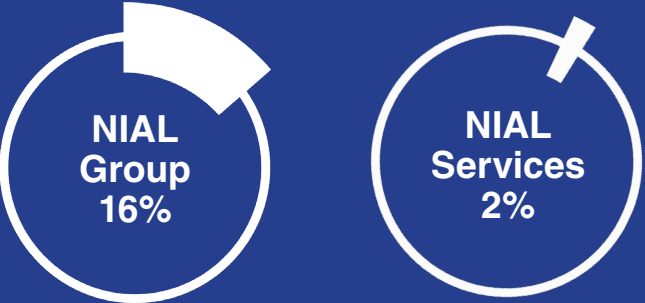
Our Pay Quartiles:

Percentage of women and men in each pay quartile. Quartiles are calculated by ranking pay for everyone in the workforce from lowest to highest and then splitting them into four equally sized groups.

Quartiles	NIAL Group		NIAL Services	
	Female	Male	Female	Male
Quartile 1 (lowest pay)	43%	57%	50%	50%
Quartile 2	36%	64%	33%	67%
Quartile 3	30%	70%	48%	52%
Quartile 4 (highest pay)	15%	85%	39%	61%

Mean 2025

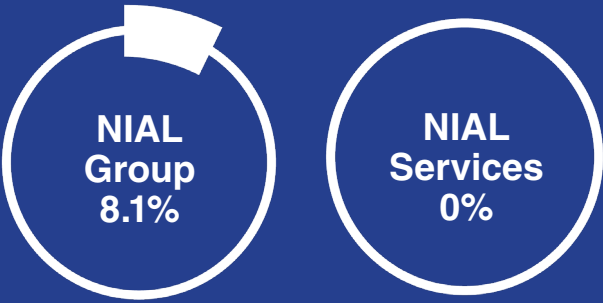
Percentage difference between women's and men's mean hourly pay.



Average mean gender pay gap %

Median 2025

Percentage difference between women's and men's median hourly pay.

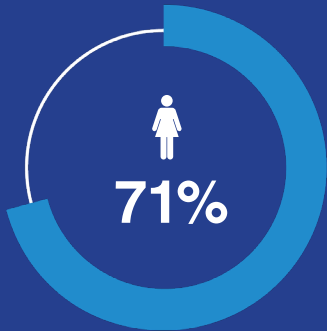
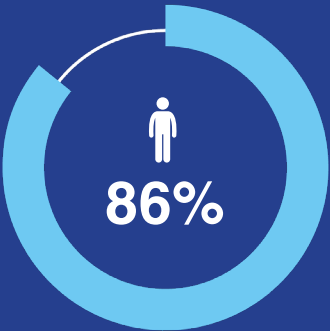


Average median gender pay gap %

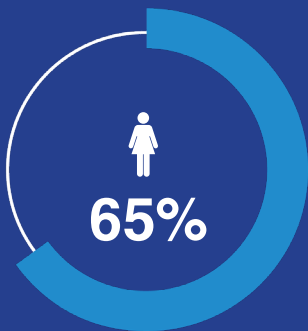
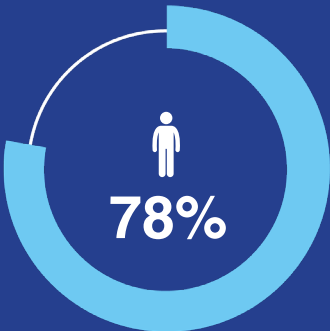
Our Gender Bonus Gap

Percentage of women and men who received a bonus.

NIAL Group



NIAL Services



Mean 2025

Percentage difference between women’s and men’s mean bonus pay.
Average mean gender bonus pay gap %



Median 2025

Percentage difference between women’s and men’s median bonus pay.
Average median gender bonus pay gap %



Equality, Diversity and Inclusion (ED&I)

1. ED&I Forum

In 2025, we strengthened our ED&I Forum through enhanced governance and structure.

The Forum now has:

- Clear strategic accountability
- Formalised channels for people feedback
- Representation from all network communities
- Executive Sponsors assigned to each network
- An annual ED&I Calendar that is created by our people

This structure ensures ED&I activity is aligned to our organisational priorities and increases senior leadership awareness of the lived experiences of people across the organisation.

2. Women in Leadership Network

Our Women in Leadership Network has continued to grow, offering a thriving supportive space for women across the Airport and beyond.

During 2025:

- Four quarterly events were held, each featuring inspirational female speakers from across the North East.
- Sessions focused on career journeys, overcoming barriers, and practical advice for progression.
- Network events were opened to Airport business partners, supporting wider community learning and development.
- The Network has strengthened connections across the organisation and encouraged open dialogue around career confidence and development.



3. Training and Awareness

We enhanced awareness and understanding of key issues affecting women at work, including:

Menopause Support

- Partnered with Henpicked to deliver menopause awareness training to more than 50 people across the organisation.
- Signed the Menopause Workplace Pledge.
- Updated our menopause policy and created new guidance for managers and our people.

Sexual Harassment Training

- Provided refresher online training to over 470 across the organisation.
- Feedback indicated:
 - o Increased understanding of what constitutes sexual harassment.
 - o Greater confidence to speak up or report concerns.
 - o Improved awareness of reporting routes.

These initiatives demonstrate our commitment to creating a safe, respectful and inclusive environment for everyone.



Domestic Abuse Awareness and Support

We also expanded our focus on safety and wellbeing through work on domestic abuse awareness.

- We invited Impact Family Services to deliver a dedicated session for women and allies. Creating a safe space to learn about the realities of domestic abuse, how to recognise signs, and what support services are available within our region.
- Two females completed Domestic Abuse Champion training, equipping them with the skills to identify potential signs of domestic abuse and provide informed, confidential support to those who may be experiencing harm either inside or outside the workplace.

This work reinforces our commitment to ensuring everyone feels safe, supported and able to seek help without judgement.

Workforce Engagement

The implementation of our new HR and engagement platforms has enabled us to better understand the demographics and experiences of our workforce. This data now helps us target solutions that positively impact underrepresented groups, including women.

Feedback shows that women at the Airport generally feel positive about inclusion and opportunity. 72% of women agree that they “truly belong here”. The perceptions of fairness are also strong, with 82% of women feeling that their background or circumstances do not limit their opportunities, closely aligned with 86% of men.

Our employee Net Promoter Score (eNPS) further reflects women’s positive experience. While the Airport’s overall is +13, women report a higher score of +16, indicating strong advocacy and a broadly supportive working environment.

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with 86% of men. 9**



Development and Opportunity

We have reinforced our commitment to developing current and future female leaders by providing access to a range of development programmes, including:

- A Level 5 Women in Leadership apprenticeship (currently undertaken by one participant).
- Level 5 Operational Manager apprenticeships, undertaken by four females across the organisation.
- Investment in leadership development through the introduction of clear leadership behaviours, coaching, and the creation of a connected leadership community.

This investment reflects our continued commitment to supporting women's career progression and strengthening pipelines into leadership roles. In our previous report, based on snapshot data from April 2024, women represented 24% of our management population. One year on, the April 2025 snapshot shows this figure has increased by 35% of women in management roles, representing meaningful progress in improving gender representation across our leadership. In addition, over the past 12 months, women account for 38% of all promotions across the Airport.



Our Commitments for the Year Ahead

To continue driving meaningful and sustained progress in reducing our gender pay gap, we will focus on the following priorities over the coming year:

Strengthening Leadership Representation

We will implement a targeted mentoring and reverse-mentoring programme to support the development, visibility, and progression of women into management and senior roles.

Expanding Career Development Pathways

We will increase access to training and development opportunities, including expanding our apprenticeship programmes, to create clear entry points and progression routes for everyone at all levels.

Investing in Manager Capability

We will design and deliver a comprehensive Manager Development Programme, ensuring all managers are equipped with the skills, confidence, and behaviours needed to lead inclusive and high-performing teams.

Reinforcing an Inclusive and Respectful Culture

We will provide refresher training for all managers on recognising, preventing, and addressing bullying, harassment, and sexual harassment. This training will also be embedded into our induction programme for all new starters to set clear expectations from day one.

Supporting Women's Health and Wellbeing at Work

We will introduce enhanced healthcare provisions from day one of employment, with a particular focus on supporting women's health and wellbeing throughout their careers.



Future Ambitions

Building on our year one actions to drive meaningful and lasting change, we have developed the aspirations below to provide direction for our future goals.

Build a Sustainable and Diverse Leadership Pipeline

- Establish a formal succession pipeline for critical roles, ensuring gender-balanced shortlists for all leadership and specialist pathways.
- Introduce a Women in Leadership Accelerated Development Programme, targeting emerging talent with structured learning, sponsorship, and targeted stretch opportunities.

Develop Manager Capability into Inclusive Leadership Excellence

- Embed inclusive-leadership capability as part of the core manager competency framework.
- Create a long-term People Manager Licence to Operate, requiring managers to maintain skills through mandatory refreshers every 18–24 months.

Strengthen Policies and Working Practices that Support Women at All Life Stages

- Implement a comprehensive Women's Health Strategy, covering fertility, pregnancy loss, menopause, long-term conditions, and caring responsibilities.
- Analyse retention and absence trends related to women's health and create targeted interventions to reduce avoidable loss of talent.

Use Data, Transparency and Accountability to Drive Systematic Change

- Develop a Gender Equity Dashboard, tracking recruitment, promotion, pay, voluntary turnover, bonus distribution and representation trends.
- Conduct periodic independent equal pay audits to ensure reward structures remain fair and aligned with best practice.

Future Ambitions

Partner with our Industry and Community to Broaden the Future Talent Pool

- Build partnerships with schools, colleges, and community groups to encourage more women into aviation, engineering, digital, and operational careers.
- Create an early-careers outreach programme showcasing female role models across the organisation.
- Expand internships, return-to-work schemes, and mid-career reskilling initiatives aimed at women returning from career breaks or seeking sector transitions.

A Message from Lynn Perry



Chief People Officer

“This year’s report shows continued progress in improving gender representation and reducing our mean gender pay gap. We have seen a slight increase in our median gender pay gap as a result of recruiting women into operation roles. We are seeing increased diversity in leadership, alongside stronger engagement and greater access to development opportunities for women. While this progress is encouraging, we know it must be sustained. Continued focus on targeted development, inclusive leadership practices, and supportive policies will be essential to delivering lasting change.

Looking ahead, our long-term priorities reflect a clear commitment to embedding gender equity into how we work, lead and grow as an organisation. By strengthening our leadership pipeline, ensuring fairness at every stage of the talent lifecycle, continuing to develop inclusive leadership capability, and supporting women at every stage of life and career, we are laying the foundations for a workplace where everyone can thrive”.