

THE SHANNON AIRPORT GROUP

GENDER PAY GAP

REPORTING 2025

THE
shannon
AIRPORT GROUP





INTRODUCTION AND SUMMARY

The gender pay gap (GPG) is the difference in the average hourly salary of women and men across an organisation. The Gender Pay Gap Information Act 2021 obliges The Shannon Airport Group to report on our hourly gender pay gap across a range of metrics.

GPG is an average of all males and all females doing all jobs. It is a point in time snapshot, taken in June 2025 of the pay period in the previous 12 months to that date.

The GPG is not the same as unequal pay. Paying an individual less than a colleague for the same job based only on gender is prohibited under equality legislation. It does not indicate discrimination or bias, or even an absence of equal pay for equal value work. However, it does report a gender representation gap and shows up whether women are equally represented across the organisation.

In this report, we are sharing the key Gender Pay Gap results for The Shannon Airport Group. By sharing what we know, we are already working towards a better gender representation in our company.

Our Mean Gender Pay Gap on the 30th June 2025 was 8% and our Median Gender Pay Gap was 25%.



THE SHANNON AIRPORT GROUP

The Shannon Airport Group owns and operates Shannon Airport as well as a substantial commercial property business. The group is focused on the delivery of a vibrant, thriving economy by providing vital international connectivity for trade and tourism and an attractive location for businesses to develop and grow.

With our dedicated teams working in Aviation and Commercial Property, our history of innovation, and our commitment to sustainability across our Shannon Campus, The Shannon Airport Group leads the way towards a brighter future for our passengers, our employees and our communities.

OUR MANDATE

Promote and facilitate air transport and aviation services in and around Shannon Airport and to optimise the return on its land and property and its shareholding in any subsidiary company.





OUR VISION

To reach further to build a thriving connected place.

OUR MISSION

We are here to build sustainable livelihoods and a vibrant economy for our people and the region by shaping opportunities in aviation and property.

OUR VALUES



PEOPLE

Supporting and empowering our people is vital to our success as a Group. Our expertise, character and passion are who we are, and how we strive to stand out from the rest.



PARTNERSHIP

Partnership is about working together for the greater good. It's what allows us to reach new heights and deliver new opportunities that benefit our customers and colleagues.



PRIDE

We are inspired by our past achievements and the communities that we have built together. As a Group, we show our pride through our interactions with customers, and developing a sustainable strategy that ensures our region thrives.



PERSEVERANCE

We move forward together, uniting as one Group. Our can-do attitude and focus on the future, ensures we remain a key driving force in the success of our region.

Our snapshot date for the purposes of this report was the 30th of June 2025, with 63% male employees and 37% female employees.

Our company leadership team (Executive Management Team and their direct reports) comprised of 50% female employees and 50% male employees reflecting our progressive recruitment, training and development and promotional culture in the organisation.



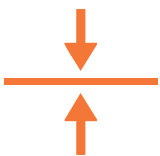
METHODOLOGY

To generate this Gender Pay Gap (GPG) report, we looked at rates of pay across The Shannon Airport Group. There are three measures used to provide the GPG that are applicable:



MEAN GENDER PAY GAP

All salaries are converted to an hourly rate and added up for males and females respectively. The difference between the mean (average) pay for male and female colleagues is then calculated and expressed as a % of men's pay.



MEDIAN GENDER PAY GAP

All male and female salaries are converted to hourly rates and listed from the highest to lowest paid respectively. The difference between the median hourly rate of males and females is expressed as a % of men's median pay.



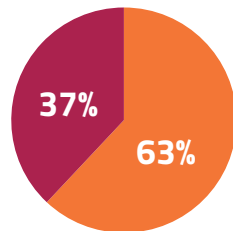
PAY PER QUARTILE

The percentage of male and female employees in four equal sized groups of employees based on their hourly pay. All employees are sorted in terms of their pay band and then divided into quartiles – i.e. a particular pay level under which 25% of all employees' falls would constitute the first or "lower" quartile.

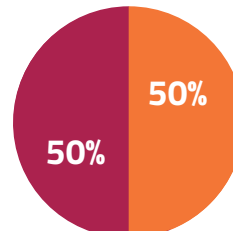


VISUALS AT A GLANCE

OVERALL GENDER BALANCE



LEADERSHIP TEAM GENDER BALANCE



% Male



% Female

PAY DIFFERENCE BETWEEN MEN AND WOMEN

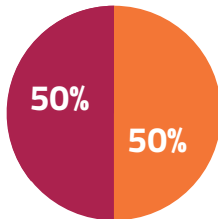
We are reporting a Gender Pay Gap of 8% for The Shannon Airport Group.

DATA	% DIFFERENCE
Mean Hourly Remuneration Gap	8%
Median Hourly Remuneration Gap	25%
Mean Bonus Remuneration Gap	2%
Median Bonus Remuneration Gap	-45%

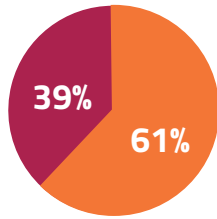


QUARTILE PAY BANDS

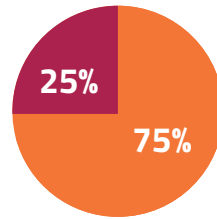
LOWER QUARTILE



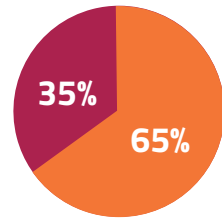
LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE



% Male



% Female

BONUS AND BENEFIT IN KIND % DIFFERENCE BETWEEN MEN AND WOMEN





WHAT THE DATA TELLS US

We know that we are a gender positive inclusive organisation. A majority of staff in The Shannon Airport Group are aligned to collectively negotiated pay grades and pay scales which provide for equal pay for equal work, irrespective of gender. We are confident that men and women are paid equally for doing equivalent jobs.

Our GPG results show, that on average, female staff members earn 8% less than their male counterparts, which is a 1% improvement on 2024.

The median salary for female staff members is 25% lower when compared to the median salary for male staff members.

To calculate pay per quartile, the staff cohort was divided into four quarters ranked in order by hourly pay. These quarters are:

	LOWER QUARTILE	LOWER MIDDLE QUARTILE	UPPER MIDDLE QUARTILE	UPPER QUARTILE
 % Male	50%	61%	75%	65%
 % Female	50%	39%	25%	35%
GPG	1%	-2%	5%	-5%

37% of staff are female and 63% are male, therefore, it is expected that there would be lower female representation in the quartiles. There are less female staff represented in the upper middle quartile than the other quartiles. The gender pay gap is positive in the lower middle and upper quartiles.

The number of female staff members receiving BIK is 20.40% lower than their male counterparts. However, if we remove BIK in the form of travel flight concessions then female members receiving BIK is 0.16% higher than their male counterparts. The Flight Concession benefit is a closed scheme and is not available to new hires since 2008. The NP (Notional Pay) value is currently €7.84 per fortnight.

The percentage of male and female staff members receiving a bonus is similar, with female staff members being 2.41% lower than male staff members in this regard.

The mean bonus remuneration gap for female staff members is 2% lower when compared to the mean bonus remuneration for male staff members, which is 4% lower than 2024. Whereas the median bonus remuneration gap for female staff members is 45% higher when compared to the median bonus remuneration for male staff members, which is 3% lower than 2024.



SUCCESSFUL POSITIVE ACTIONS

Our unwavering focus remains on attracting, developing, and nurturing a diverse workforce where everyone feels valued

By developing a more inclusive workforce, focusing on our recruitment, people development and internal staff job movements, we will work towards a better gender pay balance. We will also look to learn from other similar employments to identify best practice and new ideas to help reduce the gap.



Our actions have resulted in an equal representation of male and female employees in the lower quartile and a positive gender pay gap in the upper quartile.



Our workplace policies are progressive, supportive, inclusive and well communicated.



We are creating a more balanced and diverse talent pipeline through our focused recruitment and selection efforts, which includes the recruitment to new positions of responsibility in various departments.



We support women in Leadership through programmes such as the American Chamber of Commerce Women in Global Organisations Peer Mentoring Programme. The course provides leadership development, peer mentoring, and networking opportunities to empower our female leaders.



We have a strong commitment to gender balance in our recruitment processes from short listing to the interview process.



We are increasing our knowledge of unconscious bias and training people to understand this topic better.



Through the delivery of our tailor-made Leadership and Communications programme we have developed our current and future leaders. The programme focused on diversity, equality and inclusion.



We provide flexible working where possible, through our Remote and Flexible Work policy.



Our Graduate Programme which commenced in 2023 plays an important part in delivering our future leaders and improving our gender pay gap. Graduates have a fresh and innovative perspective which is invaluable. Diversity in the workplace is important for our company to obtain different perspectives, attitudes and qualities. We acknowledge the critical role that this recruitment plays in building the talent pipeline.



We continue to ensure that our job descriptions are gender neutral and do not incorporate language that promotes unconscious bias. Through the ongoing use of gender balanced interview panels, we are ensuring that a wide selection of candidates are being considered for roles.



CONTRIBUTING FACTORS

We know some of the challenges. While our voluntary staff turnover is low, we ensure that our recruitment at entry level is balanced, which is visible in our lower quartile of 50% male and 50% female. Our low turnover means that we have less opportunity to correct gender representation through recruitment than some comparable workplaces.

Gender representation in our front-line operations has developed over decades and the data shows us which areas have an unequal representation. We know from the data that some roles with a higher male representation have an ability to enhance earnings with allowances and overtime and we will work to improve gender representation in these areas.





ADDRESSING THE GAP

Our commitment to closing the gender pay gap is part of a broader strategy to create a workplace where everyone feels valued, supported, and empowered to thrive.

We are collecting the data and using this information to inform what we do. Understanding what is driving our Gender Pay Gap allows us to plan for what changes are needed to address it.

We will continue to invest in our people through the delivery of development training programmes. We will evaluate the effectiveness of training and adjust programmes as required.

We will strengthen our Leadership and Communications Programme by delivering enhanced training in areas such as inclusive leadership and recruitment.

We will continually review our recruitment processes and language, ensuring that access and widening participation are promoted and supported.

Our Employee Value Proposition (EVP) which is available on our website highlights our commitment to fairness, inclusion, and equal opportunity. Our EVP helps us to attract candidates who value fairness, transparency, and diversity.

We will focus on improving female participation, particularly in certain operational roles/departments where gender representation is unequal. We are committed to increasing female participation in our organisation and providing employees with the necessary developmental opportunities to succeed in achieving their full potential.



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