

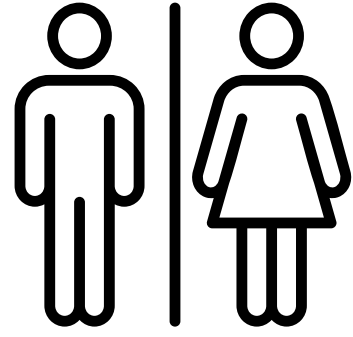
GENDER PAY GAP

2023

1 PAY GAP

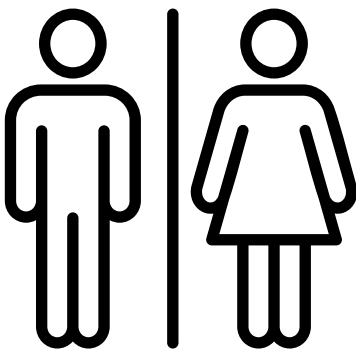
This is the average difference in hourly pay between men and women. Both of these figures have reduced since 2022 meaning the pay gap is getting smaller

Mean Hourly Rate Gap
8.7%



Median Hourly Rate Gap
16.7%

Mean Bonus Gap
22.2%



Median Bonus Gap
12.9%

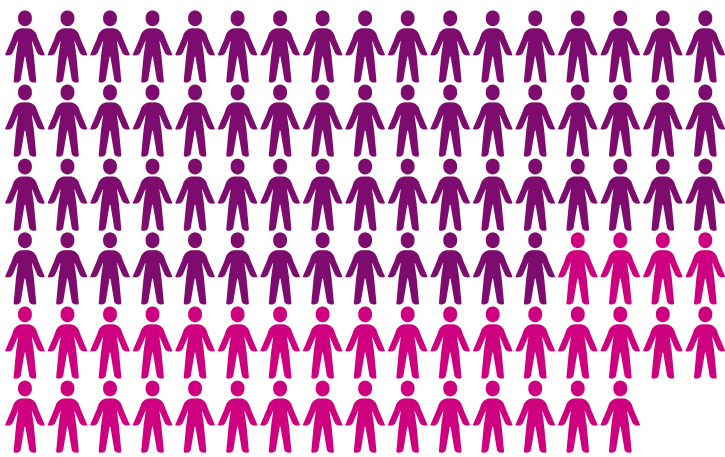
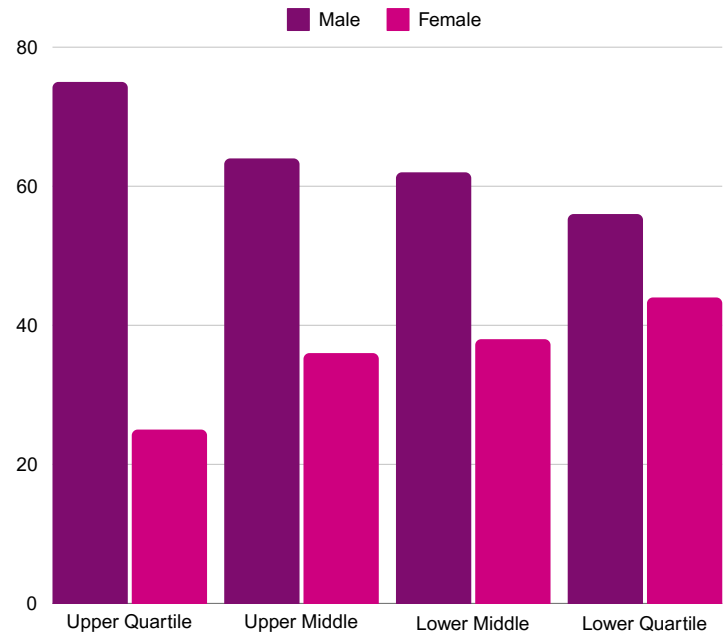
2 Bonus

91.8% of male and 89.2% of female employees received a bonus. All employees are eligible for bonus.

The main reason for the difference is that we recruited more female than male staff between bonus cut off and the reporting date.

3 Pay Quartiles

This shows the percentage of male and female staff in each pay banding

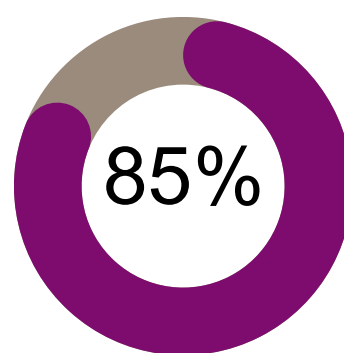


4 Gender Makeup

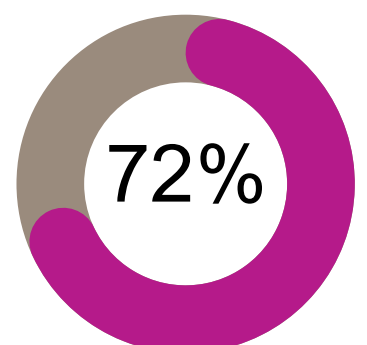
64% Male
36% Female

5 Part Time Workers

More female workers are part time than male



Female Full Time



KEY FACTORS

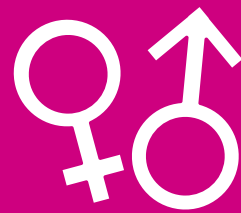
1. OCCUPATIONAL GENDER BIAS

Our highest paying operational roles (fire, airside, engineering) have a strong male occupational gender bias. This significantly impacts the gender pay gap



2. EQUAL PAY

We pay the same rate of pay for the job and use the same bonus calculation regardless of gender



3. PART TIME WORKERS

More female workers are part time. We offer flexible working to all staff regardless of gender. As the bonus pay gap is not prorated for part time hours, this impacts the bonus gap and makes it wider than the pay gap.



4. MANAGERIAL GRADES

There are still more male than female workers in our managerial grades. 66% are male.

Female inclusion in managerial grades has increased from 15% in 2017 to 34% in 2023



5. PAY GAP REDUCED

Our gender pay gap has reduced since 2022

Mean reduced from 10% to 8.7%

Median reduced from 17% to 16.7%



6. BONUS GAP REDUCED

Our average bonus gap has reduced from 47% in 2019 (the last year not impacted by covid) to 22%



ACTIVITIES

1. OCCUPATIONAL GENDER BIAS

We are working with schools and further education providers to encourage young people to consider aviation careers through STEM activities, mentoring and careers fairs with a focus on female engagement



2. PARTNERSHIPS

We are working with Work180 to improve our recruitment and retention of female workers and we have improved our ranking YOY.



3. RECRUITMENT

We have changed our recruitment process and website to highlight our equality commitment. We have introduced Nameblind to reduce unconscious bias and use a gender decoder to ensure adverts use female coded language with female images



4. DEVELOPMENT

We use our talent development programme to support internal promotion.

In 2023 there were more female than male participants



5. FLEXIBILITY

We support flexible working and hybrid working. In 2024 we have a company-wide review of all rosters with a plan to increase flexibilities



6. SOCIAL INCLUSION

We have participated in the Social Mobility Index in 2023 and have an action plan to improve our rating in 2024.

