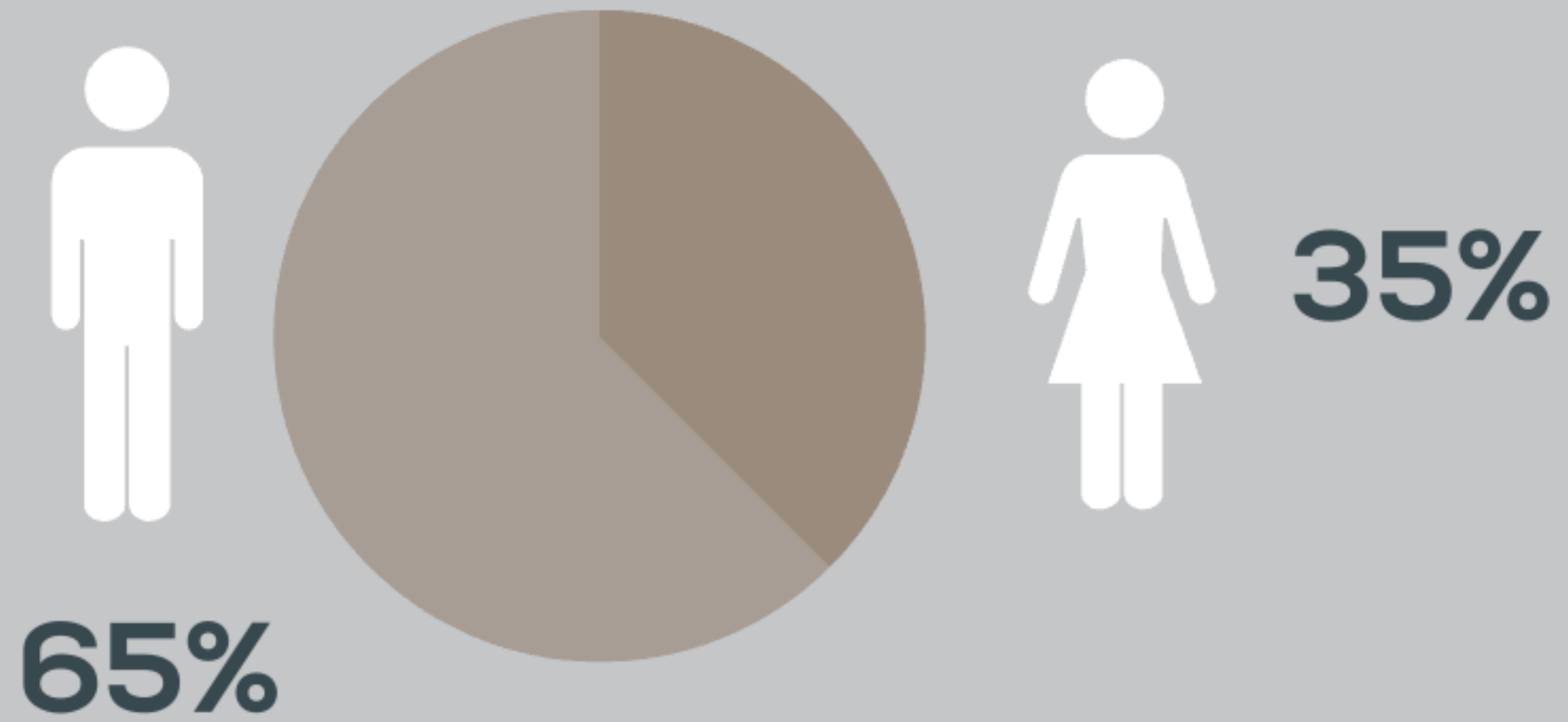




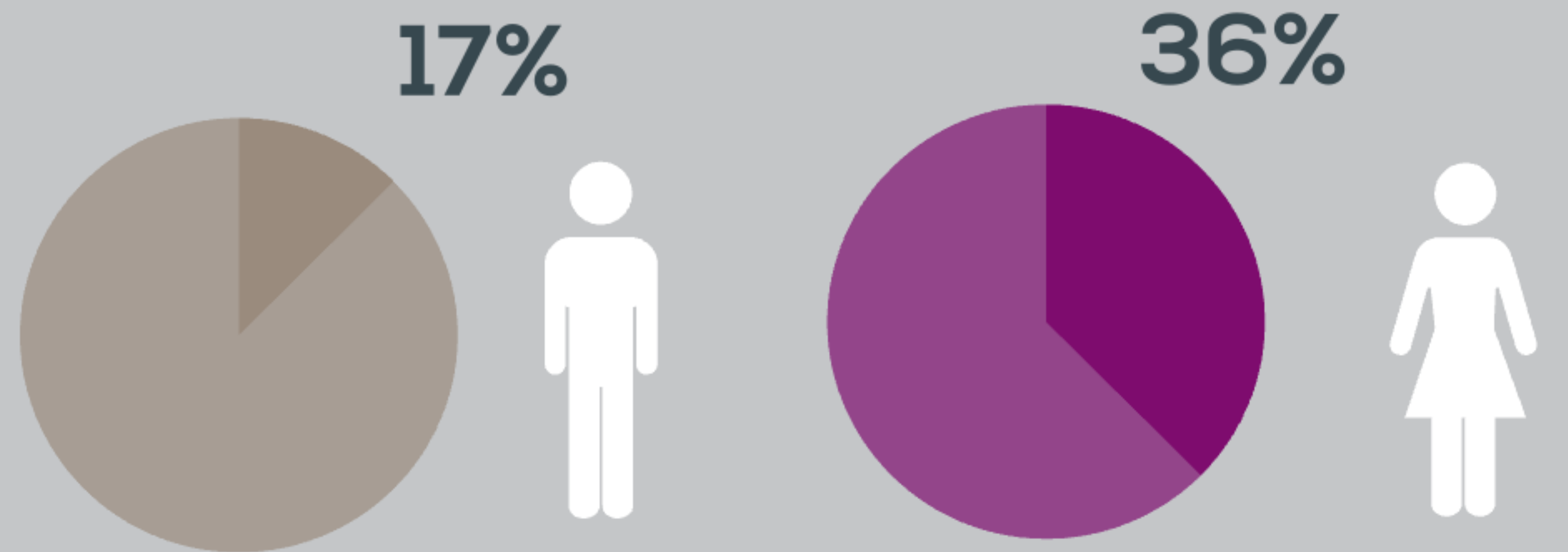
Gender
Pay Gap
2021



Gender Profile



Part Time Working



Median Pay Gap
27%

Mean Pay Gap
23%

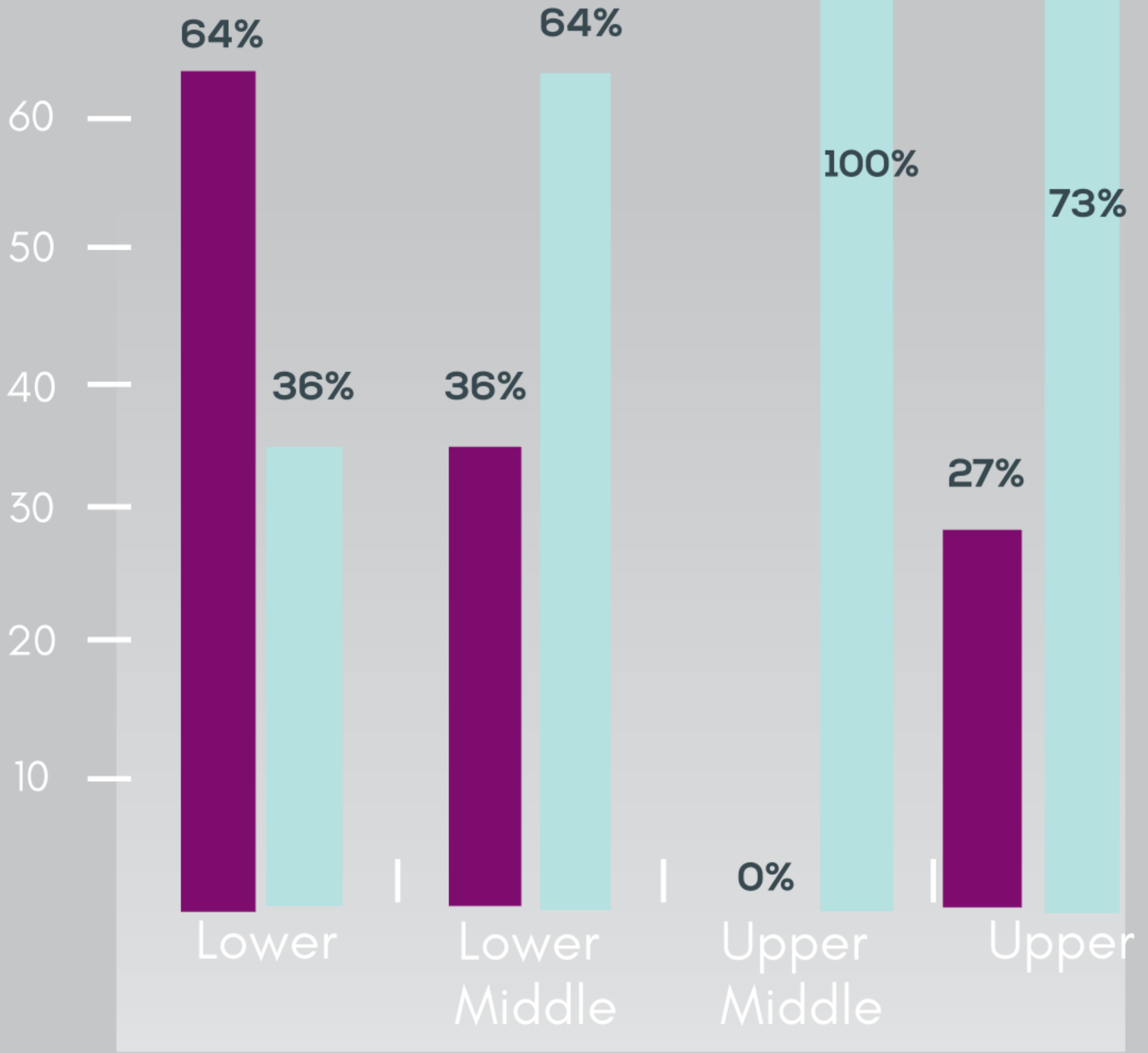


These calculations are based on only 10% of the workforce

All other staff were wholly or partly furloughed at the relevant time

Pay Band Quartile Data

Female
Male



Median Bonus Gap
0%

Mean Bonus Gap
-9%



Due to the impact of Covid, the majority of staff did not receive a bonus in the relevant pay period. These figures cannot be compared with previous years

Proportion of employees receiving a bonus



Reasons for the Gap

The Gender Pay Gap is not the same as Equal Pay and we are satisfied that where men and women are carrying out the same role, their rates of pay are also the same.

Our pay gap in 2021 was driven principally by our extensive use of furlough due to the impact of travel restrictions on our business. Only 10% of our workforce were therefore included in the full pay relevant employee calculations and this significantly impacted the results.

Only Snow bonus and long service awards were included in the bonus calculation

What Are We Doing?

Engaging with young people through schools, further education providers, DYW and STEM to promote careers in the aviation industry.

Using female role models in our recruitment advertising.

Building on our successful development programmes to nurture talent across all levels of our business, regardless of gender.

Encouraging and supporting women to take up more senior roles.

Conclusions



Covid has impacted on the calculations for 2021



More women in senior roles



Good progress considering the difficult circumstances but more work to do

