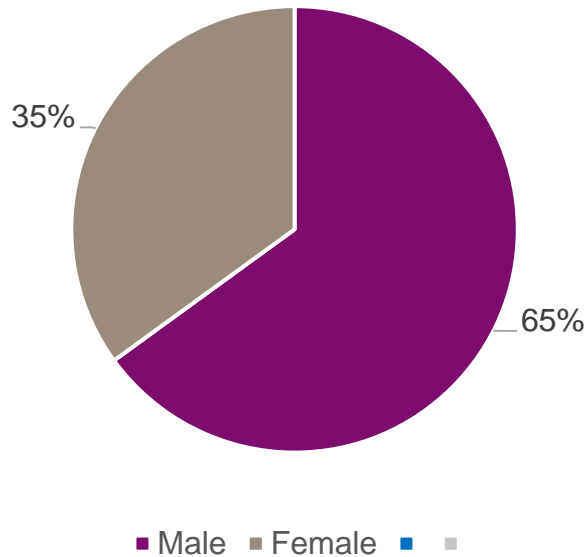


Gender Pay Gap 2022



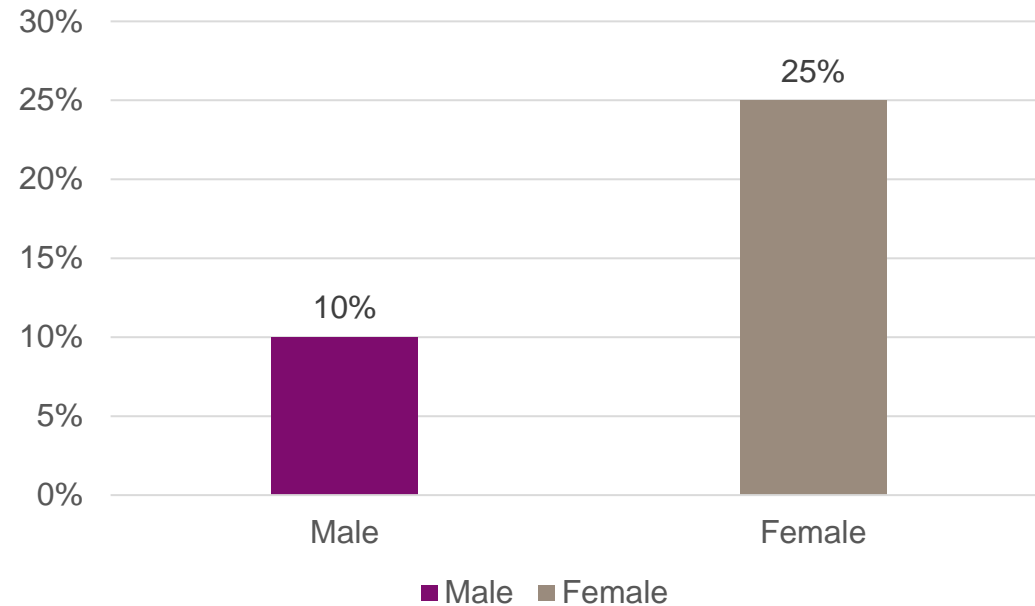
Our Workforce

Gender Profile



- **A greater proportion of our managers are women**
- The number of women in managerial roles has doubled from 15% to 30% since 2017

Part Time Workers



- **A greater proportion of our workforce are full time**
- This reflects the external labour market in 2022 and the demand for full time working



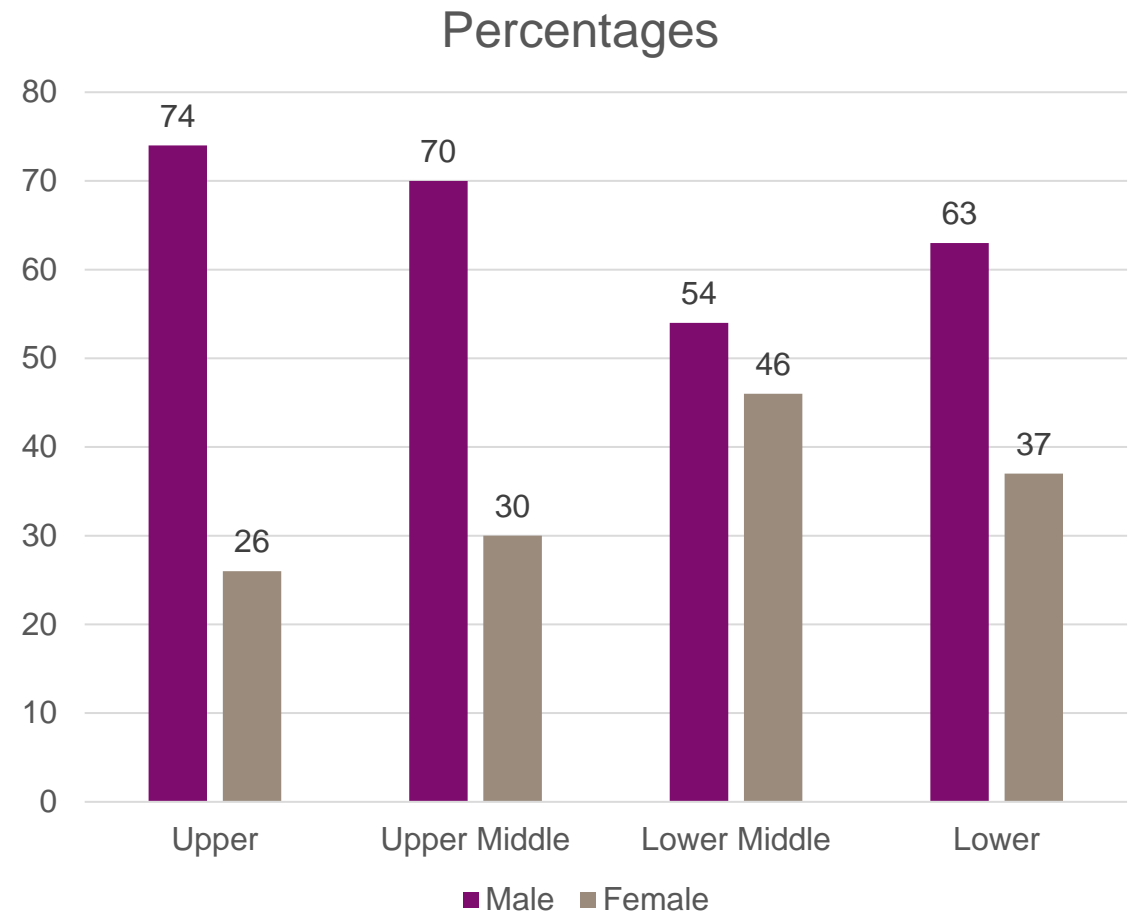
Data

- **Median Gender Pay Gap**
 - 17%
- **Mean Gender Pay Gap**
 - 10%
- Our Mean Gender Pay Gap has reduced from 14% in 2019
- 2019 is the last report which contained data unaffected by furlough
- The Median Gender Pay Gap reflects the larger proportion of male staff in the upper and upper middle quartiles, this has increased since 2019 as the makeup of our workforce changed.
- **85% of male employees and 89% of female employees received a bonus**
- **Median Bonus Pay Gap**
 - 8.5%
- **Mean Bonus Pay Gap**
 - 44%
- Our bonus pay gap remains impacted by covid therefor is difficult to measure against previous years.
- The majority of bonus paid out is deferred bonus pay from 2019
- Only staff employed in 2019 were eligible for this deferred bonus, normally all staff are eligible.
- Bonus calculation, for the purposes of this report, does not take into account where the amount is prorated for part time working.



Pay Band Quartile Data

- 55% of male staff and 40% of female staff are in the top half of the graph
- A higher % of female staff are in the Upper Quartile in 2022 vs 2019
- These changes are reflective of the wider workforce changes which occurred during 2020 and 2021 as a result of covid.





What are we doing to address this?

- 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 2022 was impacted by the changes to the workforce during covid where a third of our staff left the business.
- The majority of bonus paid in this report was 2019 bonus which had been deferred until we were back into profit. Newer staff members therefor did not receive a bonus payment as no 2021 bonus was payable.
- No furlough was in use at this time.
- Our pay gap is largely driven by the proportion of male and female workers in the highest paid operational roles - fire, engineering and airside operations.
- These are traditionally male dominated sectors and we believe that more needs to be done nationally to address workplace gender stereotypes and occupational segregation.
- We will continue to work with relevant partner organisations to assess our progress and improve workplace diversity.
- We engage with young people through schools, further education providers, DYW and STEM to promote careers in the aviation industry.
- During 2020, 21 and 22 this was heavily impacted by school closure and limitations on engagement other than online.
- We focus on using female role models in our recruitment advertising where appropriate and have a dedicated recruitment website, LinkedIn and Facebook page.
- 2020/21 and Q1 of 2022 saw extremely limited recruitment as we focused on managing our business during the global downturn in aviation.
- Our talent development programmes were also halted during 2020/21 and H1 of 2022.
- These have recommenced with a focus on developing and promoting talent throughout our business.
- We introduced a new Smart Working Policy for relevant roles which has helped to recruit and retain staff through offering increased flexible working/homeworking options.