

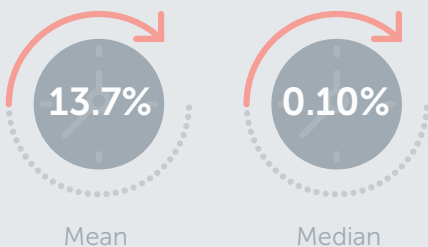
AJW recognises the importance of people at work and one of our four key business objectives is to enable and support our people to make a difference through collaboration, accountability and trust.

To support this objective, equal and fair treatment of all employees across the globe is paramount and we are committed to ongoing investment in diversity and inclusion activity.

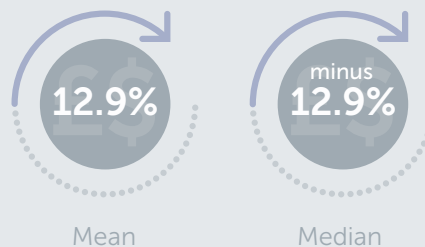
Our results indicate that we do have a gender pay gap. However, we are confident that women and men are paid the same for doing the same job. In order to reduce the gender pay gap our efforts are mainly focussed on improving our overall gender balance at our company.

Pay gap and bonus difference between male and female employees

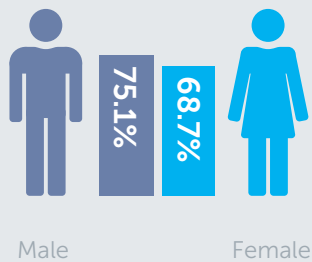
Hourly rate of pay



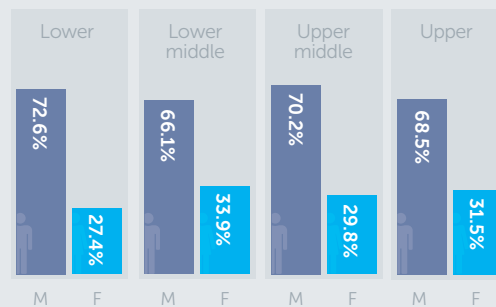
Bonus pay



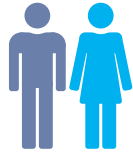
Proportion of male and female employees receiving bonus pay*



Proportion of male and female employees according to quartile pay bands



*Eligibility to bonus scheme is 12 months service.



We have taken a deeper look at where this imbalance is most significant and we found that;



This demonstrates that some areas of our business needs to change more than others to become more attractive to women.

We are committed to the attraction, promotion and retention of more women. However, we have decided not to introduce quotas or targets at this stage instead we will monitor representation figures and activities aimed at reducing bias and track our progress.

We have successfully introduced new processes aimed at reducing bias. For example when shortlisting CV's we remove any reference to gender, we utilise behavioural assessments and mixed recruitment panels in our decision making process. A further part of this will be challenging the requirement for aviation and technical experience which we know is a male dominated talent pool.

We are aspiring to improve work life balance by increasing flexible working and a results based view throughout the company; to provide unconscious bias and cross cultural training to help foster an inclusive culture.

To support this initiative we will introduce a mixed gender steering group to monitor and develop further initiatives to ensure our progress.

I confirm the gender pay gap data contained in this report is accurate and has been produced in accordance with the guidance on managing gender pay developed by the ACAS.

Christopher A. Whiteside
President and Chief Executive Officer
AJW Group



**When hiring employees we have previously considered technical and or aviation experience an advantage in these areas.