

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.

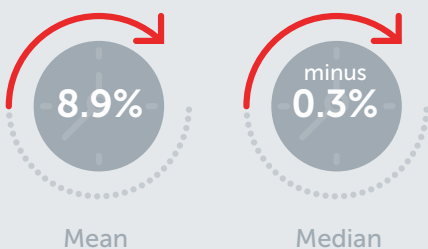
To support this objective, equal and fair treatment of all employees across the globe is paramount and we are committed to ongoing investment in diversity and inclusion activity.

Our results indicate that we do have a gender pay gap, but that the steps we took over the previous 12 months have reduced it from 13.7% to 8.9%.

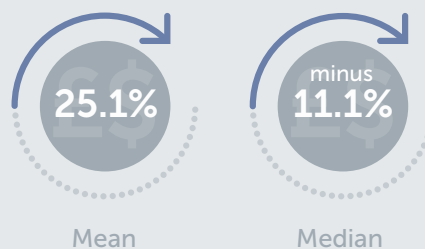
Overall, we remain confident that women and men are paid the same for doing the same job.

## Pay gap and bonus difference between male and female employees

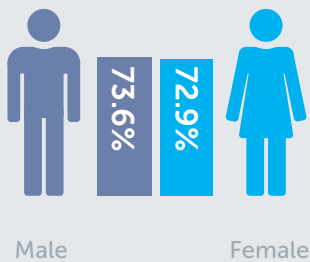
### Hourly rate of pay



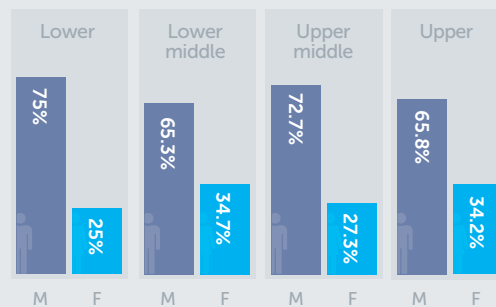
### Bonus pay



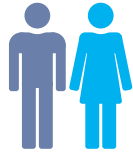
### Proportion of male and female employees receiving bonus pay\*



### 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;



In order to reduce the gender pay gap, our efforts are mainly focussed on improving the overall gender balance at our company.

There are three main levers that will generate change and our primary tactics for the year ahead are:

#### Recruiting more women

- Promote STEM careers for women in local schools and colleges
- Implement unconscious bias training as part of our induction programme and ensure all existing staff undertake this
- Continue to utilise increasingly sophisticated sourcing and selection methods that increase female applicants and ensure that the best candidate for the job is selected.

#### Promoting more women

- It is our intention to sign up to the Women in Aviation and Aerospace Charter
- We will establish targets and support for the progression of women into senior roles (succession planning)
- We plan to implement a suitable form of networking/mentoring programme for women

#### Retaining more women

- We will conduct an investigation to understand if there are any consistent themes affecting retention
- Review our flexible working arrangements to ensure our environment is supportive of parents
- Review our leave processes to ensure they adequately support parents.

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

\*\* Previously we considered technical or aviation experience an advantage for 49% of our roles

† Up from 7% last year. We advertised flexible working arrangements to encourage females but we do not anticipate a great deal of change.