

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

We promote a global mindset and actively welcome different viewpoints and backgrounds, recruiting from a wide range of sectors and cultures. We value our employees and are committed to equal opportunities and inclusion for all.

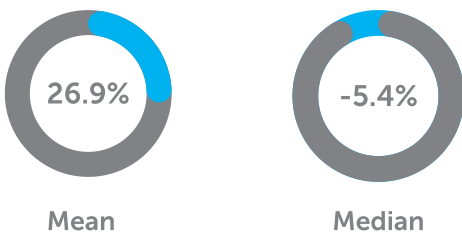
We consistently:

- carry out regular pay and benefits reviews;
- evaluate job roles and grades to ensure fairness and consistency; and
- provide tools and guidance for staff members involved in pay reviews

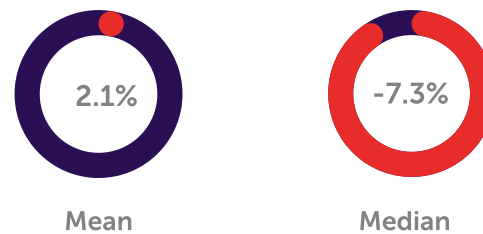
Our results for 2020 indicate that we do have a mean gender pay gap, but that the mean bonus pay gap has reduced significantly, so there are encouraging signs of progress.

Pay gap and bonus difference between male and female employees

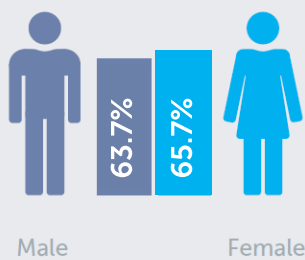
Hourly rate of pay



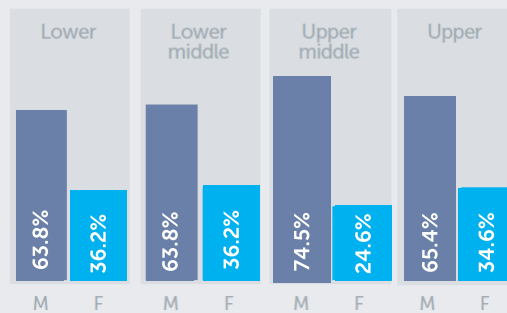
Bonus pay



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.

Gender

PAY GAP REPORT 2020



AJW

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



We are confident that our gender pay gap is not because we pay men and women differently for the same or equivalent work. Instead, our gender pay gap is because men and women work in different roles and those roles have different salaries.

The unique circumstances caused by the global pandemic in 2020 have hindered our progress. In response to the changing landscape and to ensure we remain at the forefront of our industry, digitisation and technology has become a key strategic focus. This has altered the types of roles within our business. However, we remain committed to setting out actions to ensure positive work can continue on closing our gender pay gap.

We are committed to reducing the gap, while acknowledging that it is a difficult task. For example, we have no control over what people choose to study or the career choices they make but we can take an active role in promoting STEM subjects so that the genders are more proportionately represented in the marketplace for roles such as Engineering and IT.

Furthermore, we signed up to the Women in Aviation and Aerospace Charter in 2019 and will continue to be an active participant, working alongside others in the industry to drive gender balance.

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.

Sajedah Rustom

Sajedah Rustom
Chief Executive Officer, AJW Technique
Director, AJW Aviation

Over the next year, we will:

- Work with the local community and local educational providers to raise people's awareness of the different career opportunities available within the aviation sector, and to help promote STEM careers.
- Continue to enhance our recruitment and selection methods to ensure the best candidate for the job is selected.
- Remain committed to enhancing our talent management approach to ensure employees of all genders and backgrounds have equal access to progression and development opportunities
- Review our flexible working arrangements to ensure our environment is supportive and inclusive.
- Continue to enhance our pay and reward framework