



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

We are pleased to see that our Gender Pay Gap has closed, but there are plans to address areas, such as the bonus pay gap, where we feel there could be more parity.

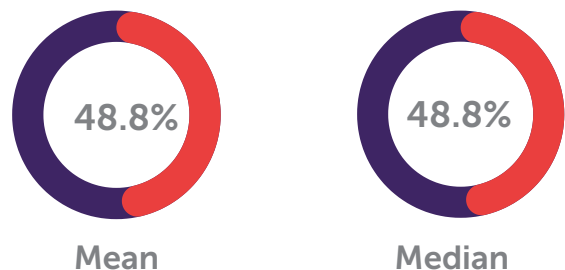


**Pay gap and bonus difference between male and female employees**

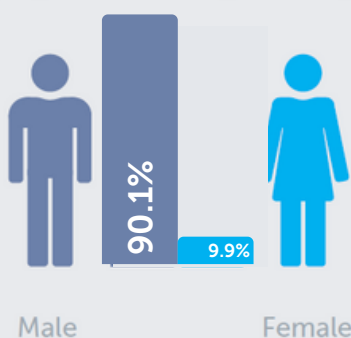
**Hourly rate of pay**



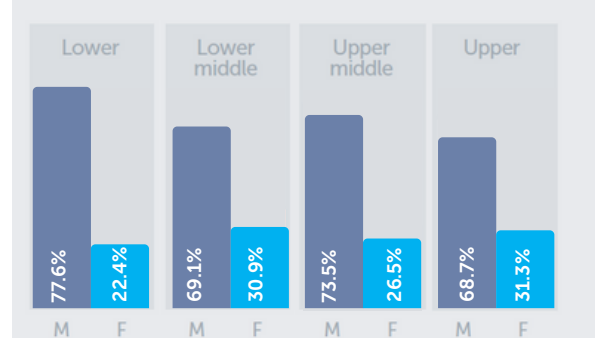
**Bonus pay**



**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:



Our overall Gender Pay Gap has closed, and our only area of disparity is in the bonus payments. We are confident that we pay men and women equally for the same or equivalent work. At AJW, men and women work in different roles and those roles have different salaries.

Due to the pandemic, contractual bonuses were paid to a small proportion of the workforce. Due to the make-up of the senior team and the ad hoc allocation of a small bonus payable only to women, the bonus figures were skewed for 2021. We are confident that the gap will close significantly in our next report as the discretionary bonus was awarded to all staff this year.

We are committed to gender parity, 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. We have also promoted our warehouse roles to women and have seen a greater presence as a result.

Furthermore, we have recently become a sponsor for the Women in Aerospace Canada mentoring scheme and opened the mentoring opportunities to UK colleagues. 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*

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CEO AJW Technique & Board Director

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