

# Gender

PAY GAP REPORT 2025



AJW®

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 continue to:

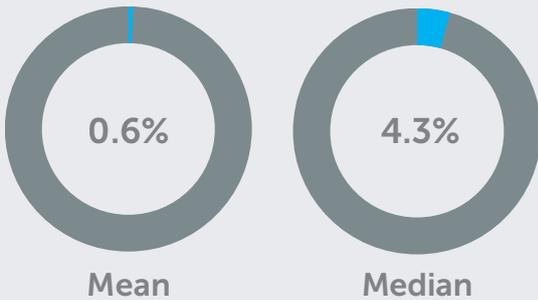
- Carry out regular pay and benefits reviews.
- Ensure policies support equity, diversity, and inclusion.
- Support flexibility in the workplace e.g. part time contracts.
- Evaluate job roles and grades to ensure fairness and consistency.
- Provide bespoke training support to promote female leadership and development.

Our commitment to the UN Global Compact will see us review and enhance our corporate responsibility approach, directly impacting people and parity.

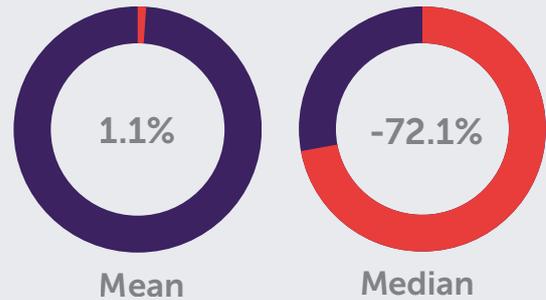


## Pay gap and bonus difference between male and female employees

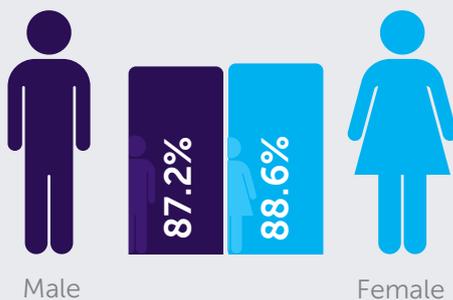
### Hourly rate of pay



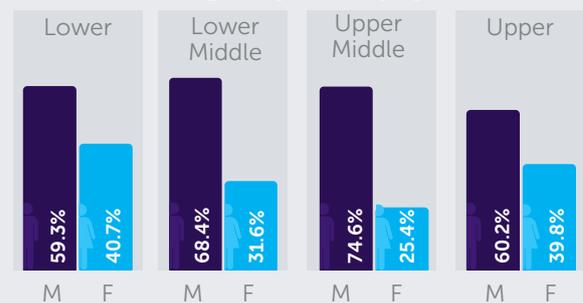
### Bonus pay



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



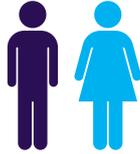
### Proportion of male and female employees according to quartile pay bands



\*Eligibility to bonus scheme is 12 months service.

# Gender

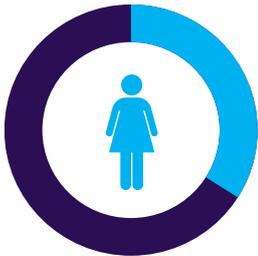
PAY GAP REPORT 2025



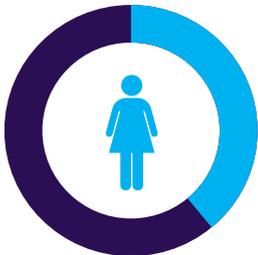
AJW<sup>®</sup>

We are confident that men and women are paid equally for the same or equivalent work across AJW. However, as with many organisations in our sector, our gender pay gap reflects the distribution of men and women across different roles and levels within the business, rather than unequal pay for equal work.

This year, our median gender pay gap is **4.3%**, compared to **-1.4%** last year. Our mean gender pay gap is **0.6%**, compared to **5.5%** last year. While improving, we recognise there is more to do.



**34% of our UK workforce is female**



**39% of our executive and senior leadership is female**

Women represent **34%** of our UK workforce. Representation varies across different parts of the organisation:

- Customer Service: 33.08% female
- Logistics: 10.81% female
- Commercial & Asset Management: 53.33% female
- Legal & Finance: 77.5% female

Female representation at executive and senior leadership level stands at **39%** which is broadly aligned with overall workforce representation. As in previous years, our pay gap is influenced by the gender distribution across operational and specialist roles, particularly in areas where industry-wide female representation remains lower.

Women represent **39.8%** of our upper pay quartile. Increasing female representation in this quartile remains a key focus area, as this has the most significant impact on closing the overall gender pay gap.

Please reach out to the People Team with any questions on this report.

AJW is supportive of contractual patterns that support work life balance, such as part time contracts and we review all flexible working requests on an individual basis recognising individual needs as well as business requirements.

We are 100% committed to the identification and development of our female talent pool. Our talent reviews programmes are designed to support leadership succession by creating bespoke development plans to upskill and offer industry exposure and opportunity. We offer Women in Leadership apprenticeships and are active members of Women in Aviation & Aerospace charter. In addition we host a monthly Women's Network group.

Over the next year, we will:

- Regularly review our internal policies to further support inclusivity.
- Continue to enhance our recruitment and selection methods to ensure the best candidate is selected for the job.
- Remain committed to enhancing our talent management approach to ensure employees of all genders and backgrounds have equal access to progression and development opportunities.
- Continue to build connections with local community and local educational providers to raise people's awareness of the different career opportunities available within the aviation sector.
- Annually review our pay and reward framework.
- Use our commitment to the UN Global Compact to further enhance CSR and connection.
- Continue to engage with surveys to gain feedback and act on this where possible.
- Promote and build awareness of our Diversity policies.

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.

**Clyde Buntrock**  
CEO AJW Aviation

ESTABLISHED  
**1932**