



AirTanker Services & AirTanker Limited

GENDER PAY GAP REPORT 2022-2023

2022-23

How is Gender Pay Calculated

MEAN PAY GAP

Mean pay gap is the difference between the average hourly rate of men and women. This is different from 'equal pay' which is the difference in pay between men and women who carry out the same, or similar roles.

MEDIAN PAY GAP

The median pay gap is the difference in pay between the median hourly rate of men and women when lined up from lowest to highest paid.

PAY QUANTILES

Quartiles are calculated by sorting all employees across the business from lowest to highest hourly rate and dividing the list into four equal sized groups. The percentage of males and females in each quartile is then calculated.

BONUS PAY GAP

The mean and median bonus gap are calculated in the same way as the pay gap, however it is based on the actual bonus paid in the year up to 5 April 2022.

SNAPSHOT DATE

The calculations are based on the snapshot date of 5 April 2022; the mean and median hourly rates of pay on the snapshot date and the bonus paid in the year up to the snapshot date.

Gender Pay Gap Report

In line with Government reporting requirements this is the Gender Pay Gap report produced for AirTanker Services and AirTanker Limited based upon 679 relevant employees on 5 April 2022.

As common within the aviation industry the gender pay gap is significantly influenced by the salaries and gender demographics of our Ground, Aircrew and Engineering departments who represented 83.5% of our total workforce in 2022. Salaries however for these departments and the associated roles within are collectively agreed with the basic salary and variable pay associated with them applied equally, irrespective of gender.

AirTanker are in a position to report that our mean and median Gender Pay Gap has shrunk over the last reporting year but disappointingly our overall gender demographics remained exactly the same. The Mean has moved from 33.8% to 31% and the Median from 35.6% to 32.6%. This means both have trended in the right direction for the past 3 years; small incremental changes but none the less it all reflects a positive direction.

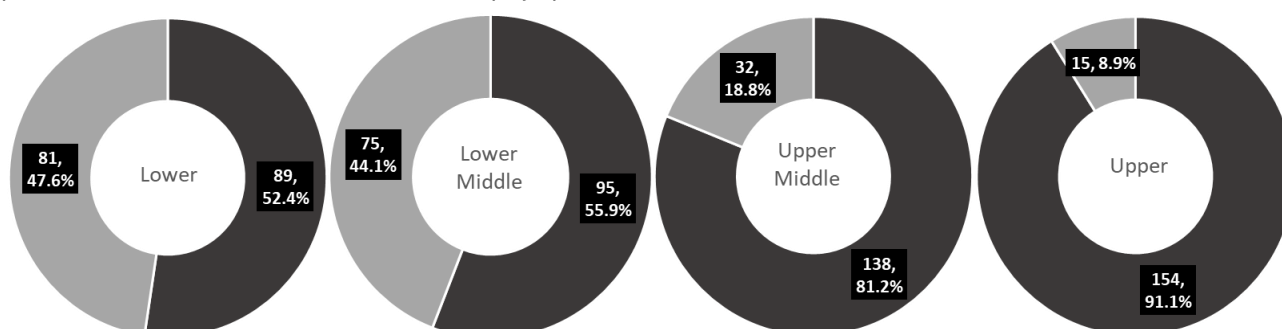
GENDER DEMOGRAPHICS	
FEMALE	MALE
30%	70%
30% in 2021	70% in 2021

GENDER PAY GAP	
Mean Pay Gap	Median Pay gap
31%	32.6%
In favour of Men	In favour of Men
33.8% in 2021	35.6% in 2021

Pay Quartiles for 2022–2023

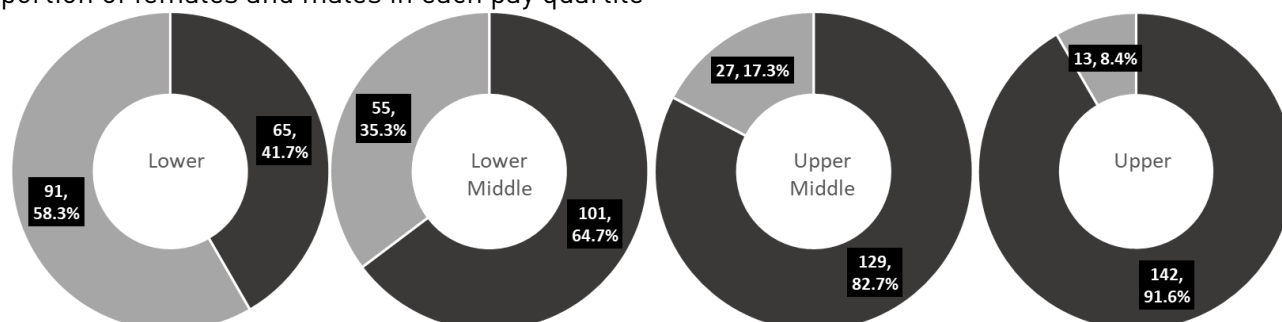
Proportion of females and males in each pay quartile

Females ●
Males ●



Pay Quartiles for 2021–2022

Proportion of females and males in each pay quartile



2022-23

All employees at AirTanker are eligible for our discretionary bonus scheme which runs from January to December, paid in March the following year. The female / male split remains a constant but disappointingly the bonus gap still remains heavily in favour of men. This challenge will be a key focus of the 2023 reward objectives.

GENDER BONUS PAY GAP			
FEMALE	MALES	Mean Bonus Pay Gap	Median Bonus Pay gap
92.6% received a bonus 95.2% in 2021	92.6% received a bonus 98.6% in 2021	67.2% In favour of Men 62% in 2021	54.3% In favour of Men 39.1% in 2020

What is AirTanker doing to address its Gender Pay Gap?

AirTanker recognises that our data, while improving, is still not where we would want it to be and that our journey to a more equitable and balanced gender pay ratio is significant though we have taken steps this year to reduce our Gender Pay Gap. The nature of our industry and our location, although a challenge, will not be used as an excuse. 2023 will see us continue to prioritise to our Wellbeing and Inclusion agenda and build on the positive steps we have taken to continue the journey to redress both our gender ratios and our gender pay balance.

At AirTanker we strongly believe in fostering and developing equal opportunity programmes under the mantra of Equality, Diversity and Inclusion. We aim to select and promote our staff solely on merit regardless of age, gender reassignment, being married or in a civil partnership, being pregnant or on maternity leave, disability, race including colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation. We value all of our people and understand the positive benefits a wide range of perspectives and backgrounds can bring to our business.

We are continuing to invest in our people plan for 2023/2024 in the following ways:

1. We have refreshed our Business Strategy putting ESG and therefore Inclusivity at the core of what we do to look to be a more diverse and inclusive workforce
2. Addressing the gender pay gap, addressing gender balance continues to be a core business objective for 2023.
3. We will continue to employ the best people for the roles that we have available, while ensuring that we continue to be an equal opportunities employer. However, we are taking some positive action in the way we market ourselves to attract new, diverse talent.
4. A reinforcement of our relationship with Women in Engineering and Women in Defence and looking to join Women in Aviation and Women in Aerospace in 2023.
5. 30% Club – The World's Largest Cross Company Mentoring Programme:
AirTanker recognise that the 30% Club Mentoring Scheme enables leaders and managers of all genders to play a vital role in addressing GPG imbalances by supporting those who identify themselves as female, through mentorship, to aid their professional development and to help them to realise their maximum potential. Our Women's Network will also be instrumental in having oversight of and ensuring that the 30% Club is implemented effectively.
6. Our internal Inclusive Culture Incubator (ICI) Team 2023 will launch a number of company-wide objectives focused on actively rebalancing our gender ratios. Our ICI is chaired by our CEO and will reach out across all of AirTanker's business areas, ensuring that all our people are engaged towards diversity, equity and inclusion. Our ICI goals are: to embed inclusion into all aspects of AirTanker; use robust reliable data to target our W&I activities, to attract, retain, develop and support an excellent diverse workforce and finally to provide evidence of progress and clear

measurable action in inclusion

7. The Women's Network will be re-invigorated in 2023 to foster excellence in women by; prioritising the development of female talent across the business to provide support to women at AirTanker with the aim to remove barriers and improve working conditions and attracting and retaining new women. The Women's Network aims to identify challenges, to create opportunities, to coordinate activities, to empower women by increasing the number of women in senior positions to 25% and hence, improve the Gender Pay Gap Report to meet industry average by 2030
8. We will continue to work with our Reward Partner 'Innecto' during 2023 to ensure there is equity and parity in all aspects of our pay and reward.
9. Positive action to recruit a 50% / 50% male / female ratio in our Apprenticeship schemes.
10. The implementation of our new policies around working practices will help to guide fair ways of working in our new "hybrid" and "dynamic working" environment thereby making us more attractive to a broader pool of candidates.

I, Jim Plumstead, Director of People & Culture, confirm the data reported is accurate and the figures have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Jim Plumstead
Director of People & Culture
AirTanker Services Ltd