

## AirTanker Services

# GENDER PAY GAP REPORT 2024-2025

# 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 QUARTILES**

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 2024.

## **SNAPSHOT DATE**

The calculations are based on the snapshot date of 5 April 2024; the mean and median hourly rates of pay on the snapshot date and the bonus paid in the year up to the snapshot date.

In line with Government reporting requirements, we present our Gender Pay Gap report produced for AirTanker Services based upon 765 relevant employees on 5 April 2024.

## **AVIATION INDUSTRY**

As common within the aviation industry the gender pay gap is significantly influenced by the salaries and gender demographics of our Ground Crew, Aircrew and Engineering departments who represented 82.21% of our total workforce in 2024. Our gender pay gap is largely driven by the under-representation of women in traditionally male dominated roles such as pilots and engineering, and overrepresented in cabin crew roles. Salaries however for these departments and associated roles, are generally represented by our recognised trade unions whereby contractual terms, including pay, are collectively agreed and pay equally applied irrespective of gender.

# Gender Pay Gap Report

AirTanker report that our mean and median Gender Pay Gap has increased over the last reporting year as we have experienced an increase in female representation in the lower quartiles which are representative of industry lower entry roles. In addition, we appointed a new CEO in 2023 and transitioned leadership from an external executive to a leader within the company. This has significantly influenced and increased the GPG and is therefore reflected in this report.

Our gender pay gap is largely driven by the under-representation of women in traditionally male-dominated areas and the over-representation of women in traditionally female-dominated areas. When pilots (male-dominated) and cabin crew (female-dominated) are excluded from our pay gap figures, our Mean gap reduces to 10.9% and Median, to 19.7%. These figures are below the national average.

We have experienced a downward trend since 2019/20, and 2024 is only the second year that AirTanker's GPG increased, therefore we are confident that our commitment, which is detailed in this report, will see an improvement in this new benchmark. Indeed, we are extremely pleased to report positive progress in the appointment and increase in female gender representation within our engineering apprenticeship scheme.

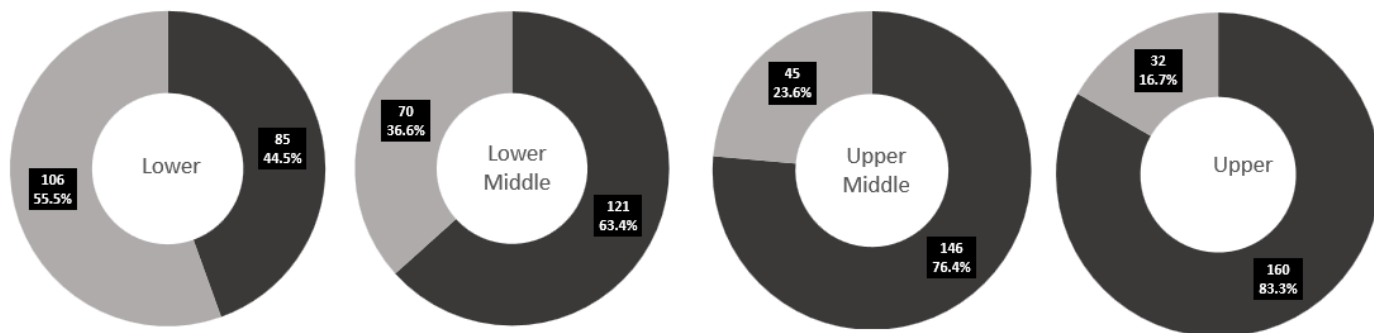
GENDER DEMOGRAPHICS	
FEMALE	MALE
<b>33.4%</b>	<b>66.6%</b>
33.5% in 2023 30% in 2022	66.5% in 2023 70% in 2022

GENDER PAY GAP	
Mean Pay Gap	Median Pay gap
<b>27.1%</b>	<b>36%</b>
In favour of Men 25.9% in 2023 31% in 2022	In favour of Men 25.6% in 2023 32.6% in 2022

## Pay Quartiles for 2024–2025

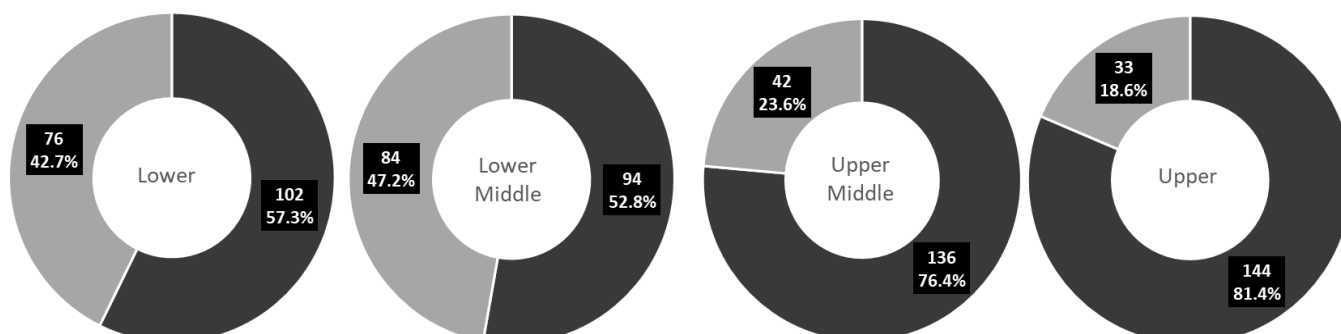
Proportion of females and males in each pay quartile

Females ●  
Males ●



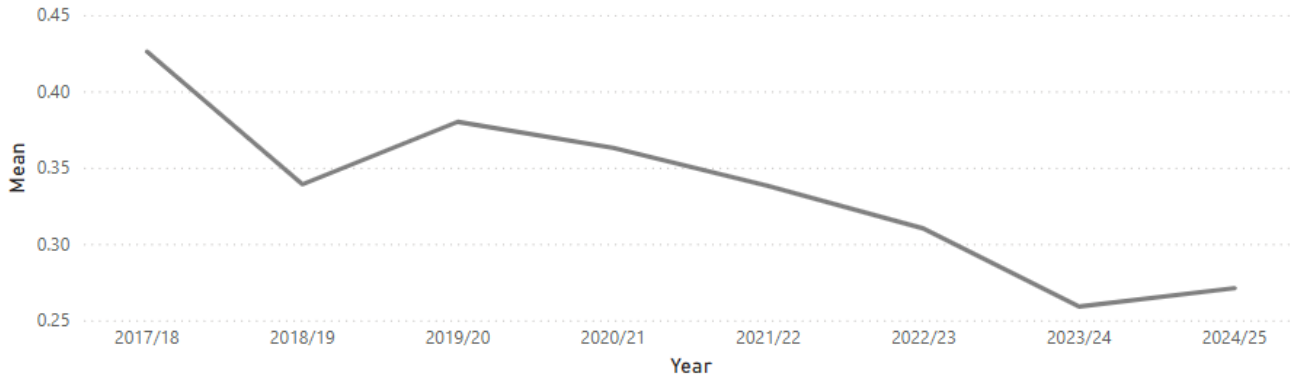
## Pay Quartiles for 2023–2024

Proportion of females and males in each pay quartile

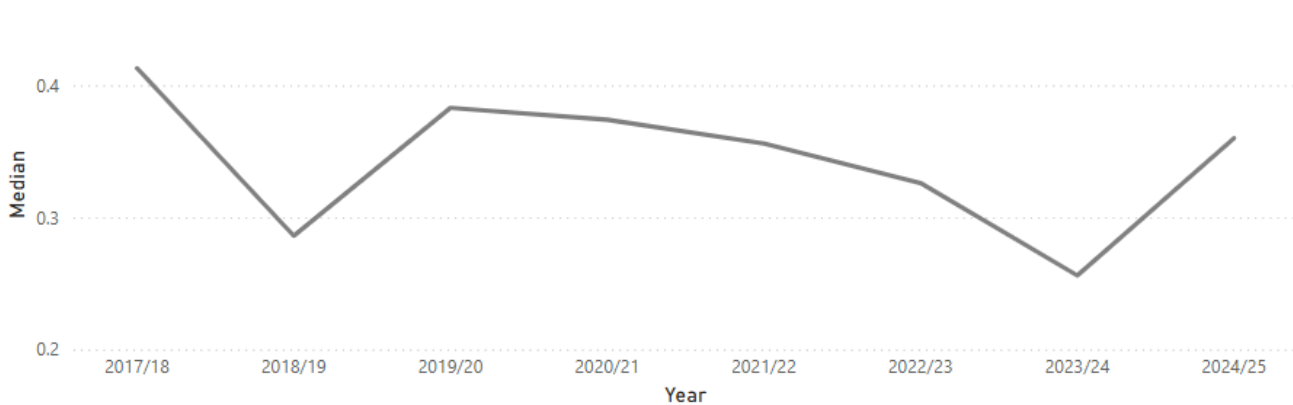


# Gender Pay Gap Report Line Graphs

AirTanker GPG - Mean by Reporting Year



AirTanker GPG - Median by Reporting Years



# Bonus Pay Gap

All employees at AirTanker are eligible for our discretionary bonus scheme which runs from January to December, usually paid in March the following year. The female / male split remains a constant due to the disproportionate representation of senior male positions in upper management.

GENDER BONUS PAY GAP			
FEMALE	MALES	Mean Bonus Pay Gap	Median Bonus Pay gap
<p><b>96.8%</b> received a bonus 95.3% in 2023 92.6% in 2022</p>	<p><b>96.9%</b> received a bonus 95.6% in 2023 92.6% in 2022</p>	<p><b>53.5%</b> In favour of <u>Men</u> 61.4% in 2023 67.2% in 2022</p>	<p><b>36.7%</b> In favour of <u>Men</u> 35.8% in 2023 54.3% in 2022</p>

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# What is AirTanker doing to address its Gender Pay Gap?

AirTanker recognises that our data, while improving, is still progressing towards a more equitable and balanced gender pay ratio and that the nature of our industry and our geographical location, present a challenge. However, we commit to research, review, and implement positive initiatives and practices to address our gender ratios and gender pay imbalance.

AirTanker have committed to develop and implement company objectives that recognise and reflect the importance of Equity, Diversity, and Inclusion and 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 our people and understand the positive benefits a wide range of perspectives and backgrounds can bring to our business.

We continue to invest in our Sustainable Workforce and Healthy & Inclusive Company Programmes, to and female employees in the following ways:

1. Our Business Strategy puts Environmental Social and Governance (ESG), Health, Wellbeing, and Inclusion at the core of what we do to create a sustainable and equitable workforce.
2. We employ a dedicated Wellbeing & Inclusion (W&I) Lead who is committed to working with, and supporting, our employees, network groups, and partners to address inequities.
3. The W&I Lead aims to embed inclusion into all aspects of AirTanker, use robust reliable data to determine W&I activities, and to influence how we attract, retain, and develop a diverse workforce, providing evidence of progress and areas for action.
4. Continuing our work with our Reward Partner 'Innecto', our Reward and Benefits Lead aims to ensure equity and parity in all aspects of our pay and reward.
5. Through a continuous improvement lens, we actively review our marketing strategy to ensure our ED&I and progressive employer initiatives are communicated so we are recognised as an equal opportunity's employer.
6. Working with our chosen partner, [Women in Defence](#), we continue to be committed as a Charter Signatory and Fawcett Partner, to accelerate Gender Equity within Defence.
7. We support our female employees to realise their full potential by offering attendance at an [Empowered Women's Development Programme](#), delivered by [Emerge UK](#). This programme aims to create a safe environment for women to overcome their biggest challenges, in a supportive community that fosters [resilient, influential, strong, and empowered](#) women.
8. Working with the Rewards and Benefits Lead and Women's Network, the W&I Lead will initiate a project to determine the most effective method to reduce the Gender Pay Gap at our earliest opportunity.

9. Research conducted in 2024 to explore appropriate partnerships with key industry professional bodies, will lead to partnering opportunities with for example, Women in Engineering Society and Women in Aviation International, furthering our approach to provide the most effective support to our community.
10. As part of AirTanker's continuing commitment to gender equality and supporting women in the workplace, our Women's Employee Network has been re-formed. Our Women's Network is led by [Jenny Brunsdon](#), executively sponsored by Kerry Norman, and supported by the company and the Executive Leadership Team.

The Women's Network is underpinned by a shared passion for raising the profile of women at AirTanker, creating confidence and empowerment to challenge the status quo, ensure equitable practices, whilst in a supportive, inspirational, and motivational space available for female staff, and allies, at all stages of their careers.

The Women's Network will:

1. **Promote:** campaigns that drive meaningful change and provide a platform for the voice and views of women to be represented
2. **Inspire:** organise talks and events to inspire women and help career development and fulfilment
3. **Support:** create a safe space for female staff to get together to discuss and share experiences and interests of working at AirTanker in a supportive environment
4. **Empower:** empower members to participate in meaningful change across the business

### 2025 Plan

Working with the Women's Network we aim to create strategy that commits to:

- Enabling and encouraging Women into AirTanker's workforce
- Support Women's wellbeing & professional development.
- Ensure equitable pay.
- Ensure changes in legislation are incorporated.
- Review internal processes in support of pay gap reporting.
- Support Sustainable Workforce Plan.

# Chief Executive Officer Statement



## Chief Executive Officer Statement

I, Mark Alexander, Chief Executive Officer, 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.

A handwritten signature in blue ink, which appears to be 'Mark Alexander', written over a faint, light blue oval-shaped background.

**Mark Alexander**  
Chief Executive Officer  
AirTanker