

# AirTanker Services

## GENDER AND ETHNICITY PAY GAP REPORT 2025-2026

# CEO Foreword

At AirTanker, we are committed to creating a workplace where everyone has the opportunity to succeed. As a civilian airline supporting the UK defence environment, we recognise both the importance of our mission and our responsibility to build a fair and inclusive organisation.

Our gender and ethnicity pay gaps reflect long-standing industry-wide challenges, including low local ethnic diversity in West Oxfordshire, limited female representation in technical and aviation fields, and cultural barriers some communities face when considering defence-sector employment. While these factors shape our talent landscape, they do not define our ambition.

In 2026, we are laying the foundations for a comprehensive action plan that will become mandatory from 2027. This includes deeper analysis of our workforce, enhanced engagement with local and regional talent partners, and a renewed focus on inclusive recruitment and development practices. Our goal is to build long-term, sustainable pathways that strengthen representation across our organisation.

We are committed to transparency, progress, and creating opportunities that reach further and wider than ever before.

Mark Alexander

# Definitions

## **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 2025.

## **SNAPSHOT DATE**

The calculations are based on the snapshot date of 5 April 2025; 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 807 relevant employees on 5 April 2025.

# Gender Pay Gap Report

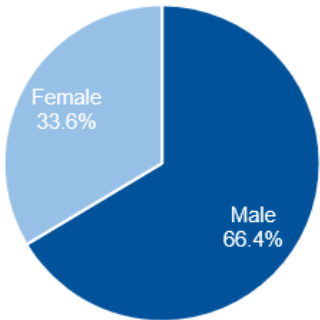
## AVIATION INDUSTRY

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 2025.

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.

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. 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. When pilots (male-dominated) and cabin crew (female-dominated) are excluded from our pay gap figures, our Mean gap reduces to 16.2% and Median, to 17.7%.

2025 is the second consecutive year that AirTanker’s Gender Pay Gap has increased; however, we remain confident that our ongoing commitment, including the improvement actions set out at the back of this report, will see progress over time. We are also extremely pleased to report continued positive progress in female gender representation within our engineering apprenticeship scheme.

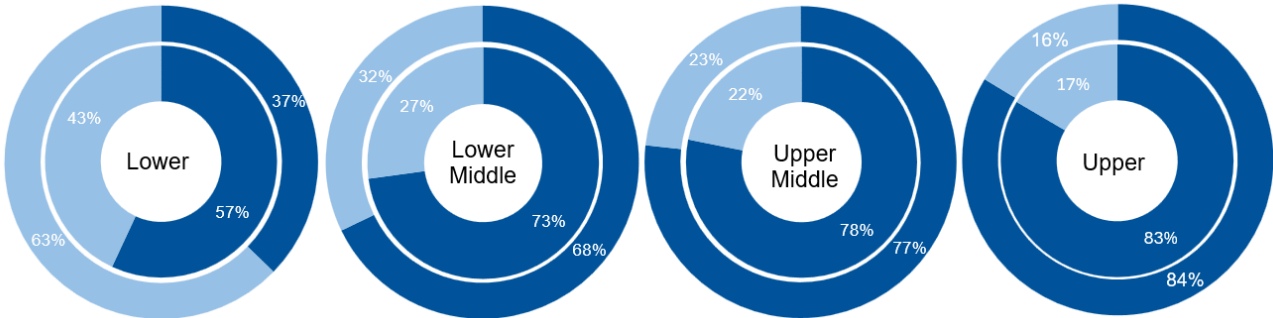


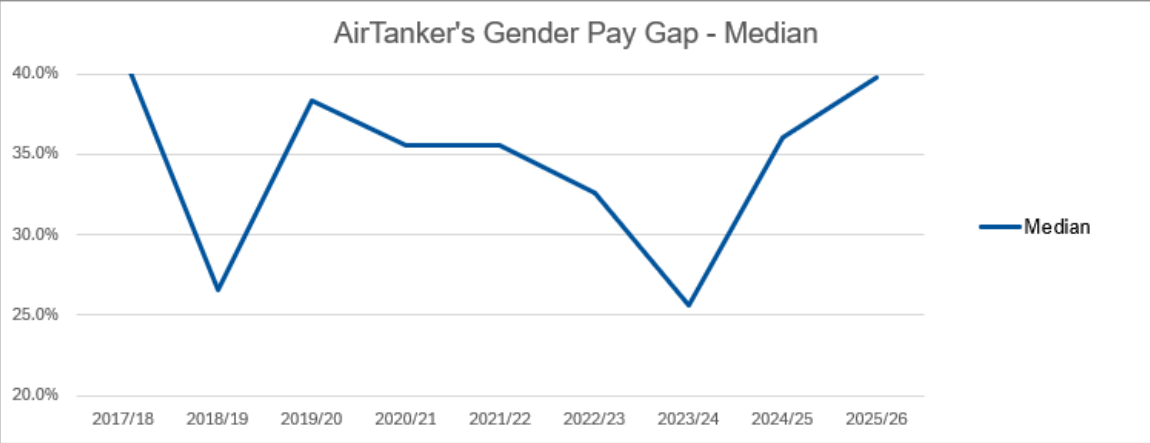
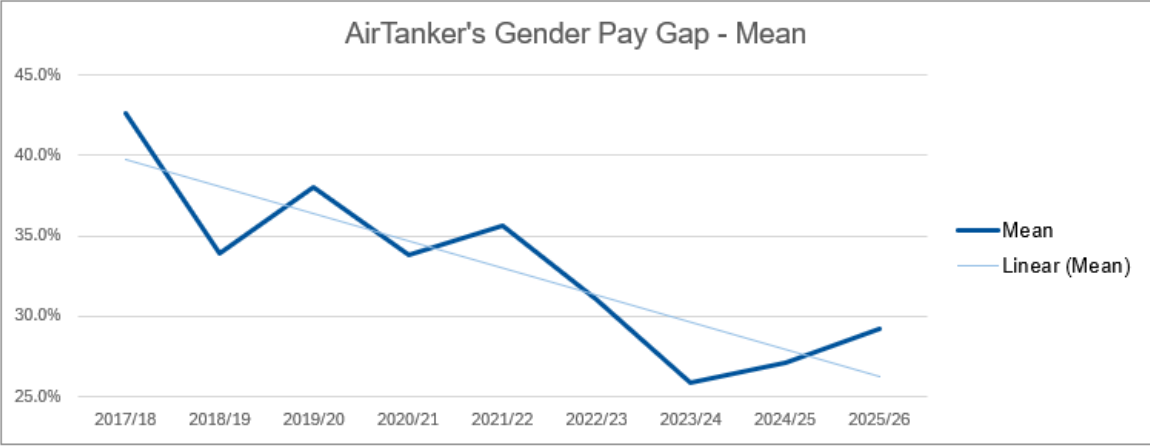
AirTanker Pay Gap				
	Mean		Median	
	2024	2025	2024	2025
Gender Pay Gap	27.1%	29.3%	36%	39.8%
Gender Pay Gap (Excluding Pilots & Cabin Crew)	10.9%	16.2%	19.7%	17.7%

### Pay Quartiles for 2025–2026

The charts show the proportion of women and men across each pay quartile. The outer ring represents all employees, while the inner ring shows the distribution with Aircrew (Pilots and Cabin Crew) removed. A notable gap remains in the upper quartiles, driven primarily by the higher concentration of men in engineering roles and their continued over-representation in senior leadership positions, even after excluding Aircrew.

Females ●  
Males ●





# Bonus Pay Gap

All employees are eligible to participate in our discretionary bonus scheme, which operates from January to December and is typically paid the following March. The distribution of bonuses between female and male colleagues has remained consistent, largely due to the higher proportion of men in senior leadership roles.

In 2024, we introduced new bonus tables that replaced the previous flat percentage approach (such as a standard percentage for our All Employee Bonus) with a structure that varies bonus awards based on individual Performance Development Review ratings, in addition to company performance.

GENDER BONUS PAY GAP	
FEMALE	MALE
<b>95.94%</b>	<b>96.83%</b>
<small>received a bonus 96.8% in 2024 95.3% in 2023 92.6% in 2022</small>	<small>received a bonus 96.9% in 2024 95.6% in 2023 92.6% in 2022</small>

AirTanker Bonus Pay Gap				
	Mean		Median	
	2024	2025	2024	2025
Gender Pay Gap	53.5%	58.2%	36.7%	52.1%
Gender Pay Gap (Excluding Pilots & Cabin Crew)	39.4%	42.4%	27.4%	32.3%

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# Ethnicity Pay and Bonus Gap

We have calculated our EPG White vs Ethnic Minority (excluding prefer not to say / no data).

In early 2025, we launched an organisation-wide initiative encouraging employees to update their equality information, which led to a marked improvement in data completeness. Declaration rates rose from 52% in 2024 to 85% in 2025, demonstrating a significant increase in workforce engagement and accuracy of the data.

	All AirTanker						
	White	Prefer not to say	No data	Asian / Asian British	Mixed / Multiple Ethnic Groups	Black / African / Caribbean / Black British	Other Ethnic Group
2025	81%	10%	6%	1%	1%	4	3
2024	50%	2%	47%	7	3	2	1

Our ethnicity pay gap figures also showed substantial movement between 2024 and 2025 across both the mean and median measures. The mean increased from 0.77% in 2024 to 7.9% in 2025, while the median shifted from -8.3% to 39.8% over the same period. These results must be viewed in the context of improved data quality: the higher declaration rate in 2025 provides a far more robust and representative dataset. The enhanced participation driven by the early 2025 equality-information campaign contributed directly to the more accurate, and therefore markedly different, pay gap outcomes in 2025.

AirTanker Pay Gap				
	Mean		Median	
	2024	2025	2024	2025
Ethnicity Pay Gap	0.77%	7.9%	-8.3%	39.8%

Our bonus pay gap also changed between 2024 and 2025. The mean bonus gap decreased from 52.7% in 2024 to 44.6% in 2025, indicating that the overall difference in average bonus amounts narrowed year-on-year. However, the median bonus gap increased from 18.4% in 2024 to 24% in 2025, showing that at the midpoint of the distribution, the typical bonus values moved further apart. Together, these shifts suggest that while the average difference reduced, the middle of the bonus distribution became more uneven.

AirTanker Bonus Pay Gap				
	Mean		Median	
	2024	2025	2024	2025
Ethnicity Bonus Pay Gap	52.7%	44.6%	18.4%	24.0%

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

## Understanding Legislative Requirements

From April 2026, large UK employers may begin publishing voluntary equality action plans alongside their gender pay gap data. These plans become mandatory from 2027 as part of annual reporting requirements under the Employment Rights Act 2025.

## Our Local and Sector Context

We operate primarily in West Oxfordshire, where:

- Ethnic diversity is significantly lower than national averages.
- Women remain under-represented in technical, engineering, and aviation pathways.
- Some cultural groups face barriers to working within defence-aligned organisations.

These dynamics influence the composition of our workforce today and are key drivers of our current pay gaps. They are structural and long-standing, but understanding them clearly allows us to build targeted, realistic actions.

## Our 2026–2027 Priorities: Building the Full Action Plan

### 1. Workforce & Pay Analysis

To meet future legislative requirements, we will undertake detailed analysis of our:

- pay gaps (gender and ethnicity)
- representation by quartile and job family
- progression and tenure trends
- recruitment pathways, especially into high-skill operational roles

### 2. Labour Market Mapping & Talent Pipeline Assessment

We will map:

- the availability of diverse and female technical talent across West Oxfordshire and neighbouring regions
- STEM and aviation pathways feeding into civil and defence-aligned roles
- community and educational partners who can support long-term talent development

### 3. Strengthening Inclusive Recruitment Foundations

We will review and improve:

- job description neutrality
- visibility of flexible working
- recruitment sourcing into more diverse geographic regions
- outreach into schools, colleges, and community groups

#### **4. Progression & Development Review**

We will review:

- progression pathways
- criteria for promotions
- access to training, coaching, and sponsorship opportunities
- internal mobility across technical and operational roles

#### **5. Designing Evidence-Led Targets for 2027–2028**

We will set:

- gender representation levels of ambition in technical and leadership roles
- ethnicity representation goals where feasible according to regional labour availability
- recruitment and progression goals for under-represented groups

#### **Our Commitment to Transparency and Progress**

Beginning in 2027:

- We will publish a formal action plan alongside our gender pay gap report.
- We will report progress annually on the specific actions and KPIs set in 2027.
- We will continue to engage with our communities and educational partners to broaden participation.

This work is a long-term investment, not a one-year initiative, and reflects our belief that diversity strengthens capability, innovation, and operational resilience.

We will provide an update on the progress of each of these initiatives in the 2026-27 Pay Gap Report.

# Chief Executive Officer Statement



**Mark Alexander**  
Chief Executive Officer  
**AirTanker Services Ltd**

## **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, appearing to be 'Mark Alexander', written over a faint, light blue oval shape.