

Our Commitment to Pay Equity

Our latest gender pay gap analysis shows that pay across our organisation remains broadly equitable. In Aviation, the mean gender pay gap is 0.01% and the median gap is 1.32%. In Facilities, the mean gap stands at 1% with a median of 0%, reinforcing that men and women are paid equally for the same or equivalent roles.

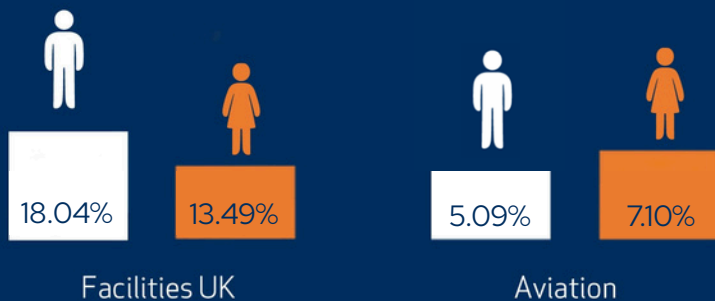
These figures are driven by the distribution of roles across the business rather than differences in pay for comparable work. Women are represented across all pay quartiles, with particularly strong representation in the middle and lower-middle bands, while men continue to be more represented in the upper quartile.

Bonus outcomes vary by division, reflecting the structure of bonus-eligible roles. In Aviation, a higher proportion of women received bonuses and, on average, women received higher bonus payments than men. In Facilities, bonus participation was higher among men, aligned with role distribution.

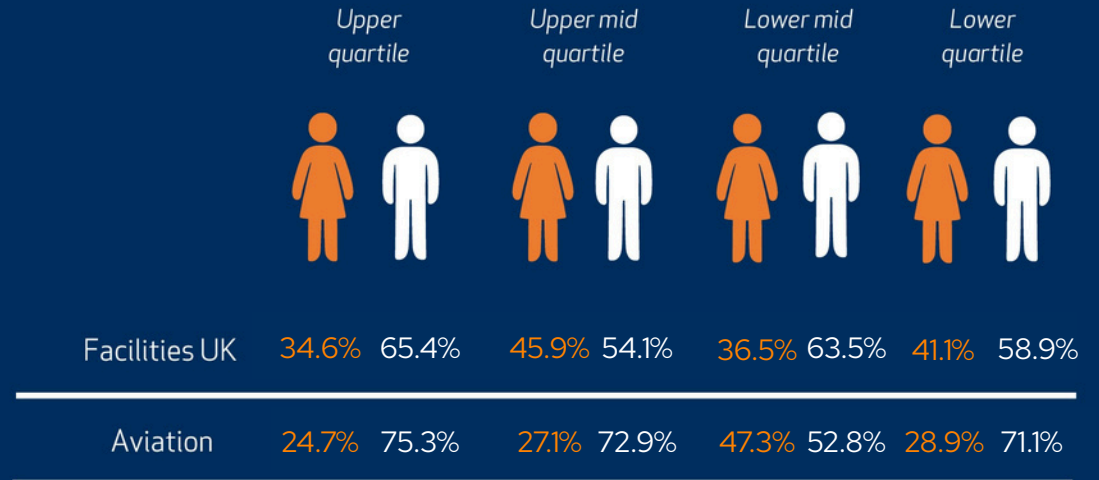
“We recognise that closing the gender pay gap is an ongoing process. Our focus remains on improving representation at senior levels, increasing access to progression opportunities, and maintaining transparency in how we reward our people. We are committed to building a more balanced workforce and ensuring fair outcomes for everyone, now and in the future.”

Charlene Ryan, Vice President, HR - UK and Ireland

Percentage of men & women who received bonus pay



Men and women in each pay quartile



Difference between men and women

	Pay Gap		Bonus Payment	
	Mean	Median	Mean	Median
Facilities UK	1.0%	0.0%	27.2%	37.3%
Aviation	0.01%	1.32%	-22.2%	19.3%