

GENDER PAY GAP REPORT

OCTOBER 2021



INTRODUCTION

We're happy to take this opportunity to publish our report and to further focus on our equality and diversity agenda, specifically relating to the gender pay gap. We believe that every person is entitled to equality of opportunity regardless of their gender and we're seeking to lead the way in creating a workplace where everybody can be their true selves.

This year is the third time we are publishing a Gender Pay Gap Report, having published for the first time in 2019.

We want our workforce to reflect the diversity of our customers and for every employee, regardless of any characteristic, to be treated with dignity and respect.

We are required by law to carry out Gender Pay Gap Reporting under the Equality Act and embrace this chance to do so.

I, David Walters, Chief Financial Officer, can confirm that the information provided in this report is accurate.

A handwritten signature in black ink, appearing to read 'David Walters', with a long horizontal flourish extending to the right.

David Walters
Chief Financial Officer

RESULTS

OVERALL PROFILE



69% of our employees are male and 31% are female. This is more balanced than the “Transportation and Storage” industry, which is 80% male and 20% female in the UK. Our male representation has increased by 4% this year, the national comparator for the industry has decreased by 1%¹.

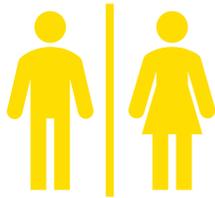
¹ONS (February 2021), EMP13: Employment by industry

GENDER PAY GAP

Gender Pay Gap isn't the same thing as Equal Pay. Gender Pay Gap is the difference between average pay for men and women. Equal Pay ensures that men and women who do the same work, or work of equal value, receive the same pay.

All data included in this report is based on the "snapshot date" of 5th April 2021.

Mean Pay Gap



7.3%

Median Pay Gap

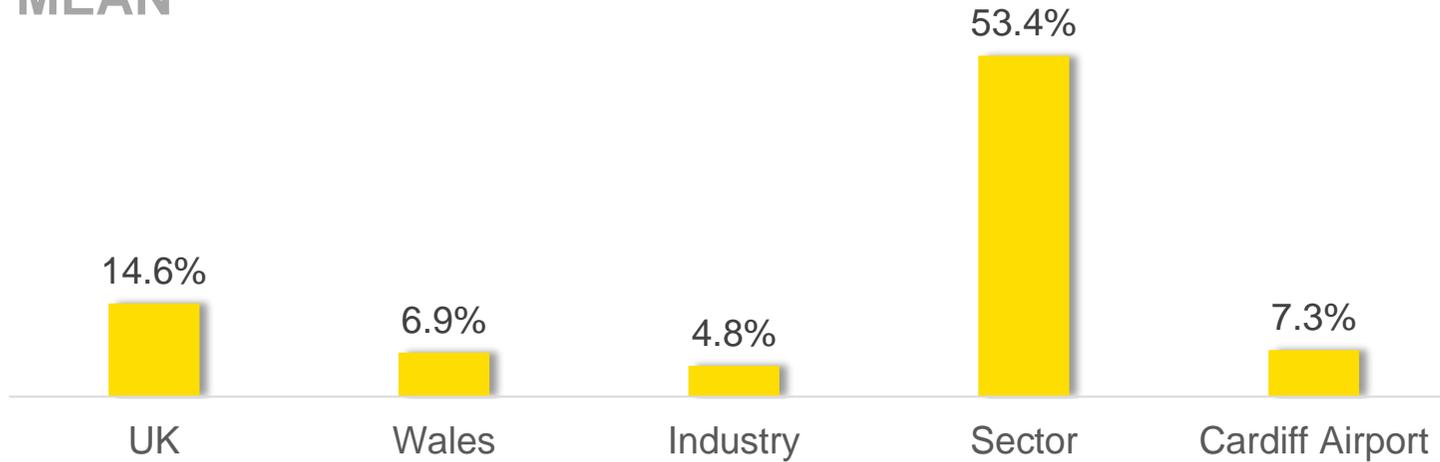


6.2%

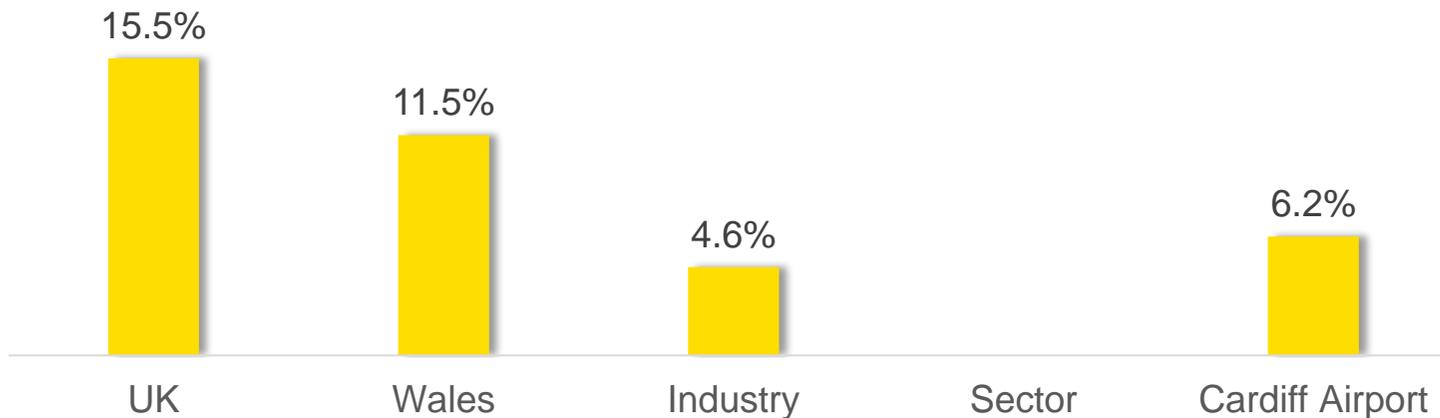
The Mean is calculated by adding all hourly pay rates together and dividing the total by the number of employees. The Median is calculated by identifying the middle value of hourly rates when ranked from lowest to highest. To calculate the Gender Pay Gap, we subtract the Male Mean from the Female Mean and divide this by the Male Mean, the same calculation is done for the Median. Bonus Pay Gap calculations haven't been included as no bonuses were awarded.

GENDER PAY GAP - BENCHMARKING

MEAN



MEDIAN



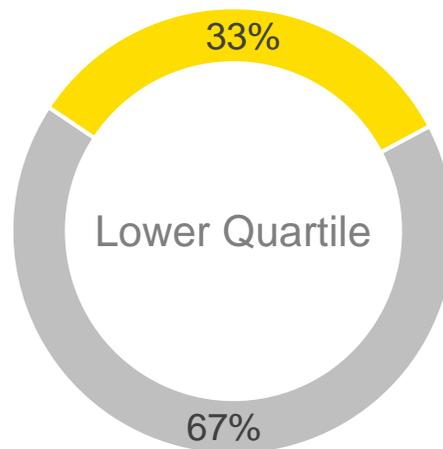
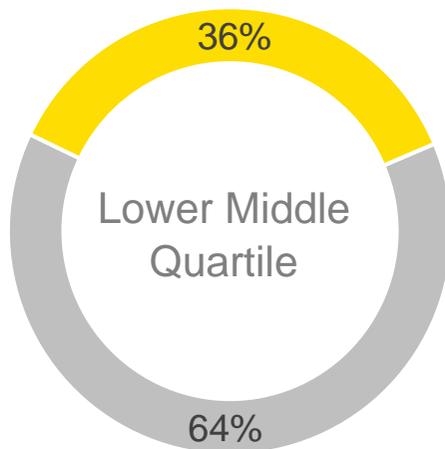
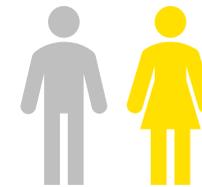
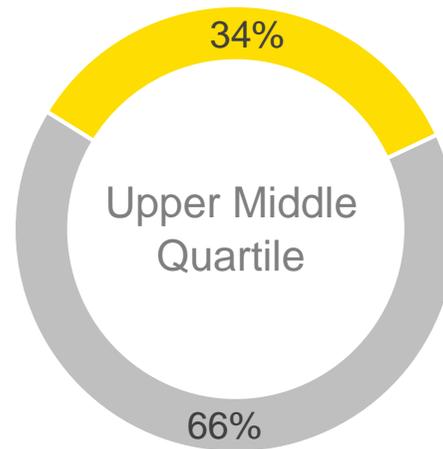
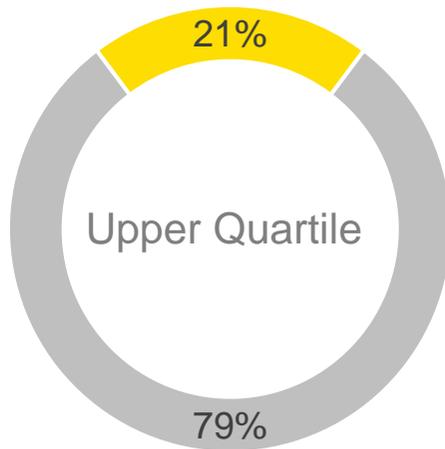
In the chart above, we've compared our Pay Gap data with the UK, Wales, Industry (Transportation and Storage), and Sector (Air Transport)² averages. Last year, the Mean Average Pay Gap for those in our sector was 43.4%³.

²ONS (2020), Gender pay gap

³ONS (October 2019), Gender pay gap

QUARTILE ANALYSIS

Quartile analysis is calculated by arranging all employees ranked from highest to lowest hourly rates of pay and splitting this into four “quartiles” of equal size.



RESPONSIBILITY ANALYSIS

Responsibility analysis is calculated by arranging all employees into four categories and presenting the proportion of male and female employees in each category: Directors, Managers, Supervisors and Staff.

