

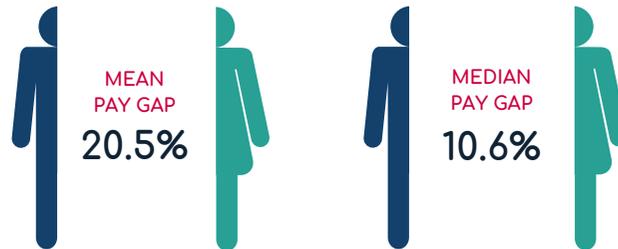
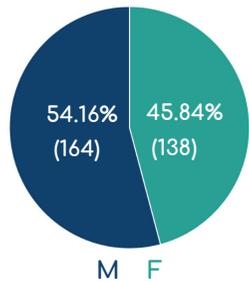
Gender Pay Gap

Gender Pay Gap Analysis | Air Business 2025

At Air Business, we remain committed to advancing our approach to Equality, Diversity, and Inclusion (ED&I). This report presents our gender pay gap data based on the statutory snapshot date of 5 April 2025, in line with UK reporting requirements, and forms part of our ongoing review of pay outcomes across the organisation.

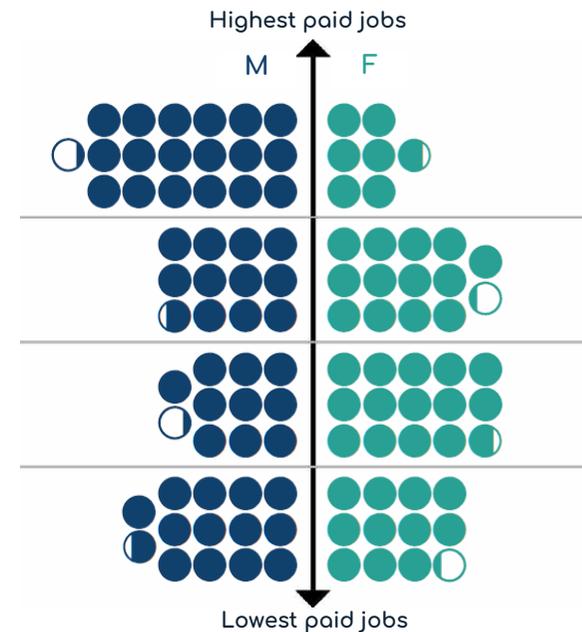
Our annual analysis helps us understand how workforce composition and decisions relating to recruitment, reward, and career progression influence pay outcomes for men and women, enabling us to track progress over time and identify areas requiring continued focus.

MALE TO FEMALE SPLIT THROUGHOUT WHOLE COMPANY



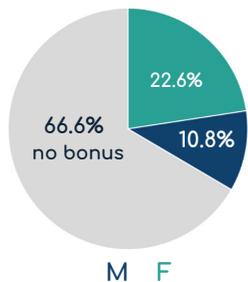
Women earned 89p for every £1 that men earned (comparing median hourly pay, 11p less)

MALE TO FEMALE SPLIT FOR INDIVIDUAL QUARTILES



each ● represents 1% of employees in the organisation

MALE TO FEMALE BONUS SPLIT THROUGHOUT WHOLE COMPANY



Women earned 87p for every £1 that men earned (comparing median bonus pay, 13p less)

Gender Pay Gap

While our entry level roles show a fairly equal gender split, female representation decreases as you ascend the hierarchy. This underrepresentation in senior management plays a significant role in the gender pay gap, as these positions typically offer higher salaries. In the lower quartiles, where men and women are equally represented, the pay gap is minimal. Our focus, however, is on the upper quartiles, where gender representation has a greater impact on the gap.

Bonus

The distribution of bonuses continues to reflect workforce hierarchy. While more women received bonuses in 2025, men's higher representation in senior management maintains a gap in mean bonus pay.

Our Commitment

We acknowledge that there is ongoing work to be done in terms of equality, diversity, and inclusion in addressing our gender pay gap. We remain committed to taking meaningful action. Below are some of the steps we are taking:

- **Recruitment and Selection:** We are addressing bias in recruitment to improve female representation, particularly in senior roles, while ensuring the required skills align with the hire.
- **Development and Empowerment:** We are ensuring that women in our business feel empowered to access the development tools and training opportunities available to them.
- **Flexible Working:** We continue to support flexible working arrangements, including working hours and job shares, to accommodate diverse needs. Something predominantly taken up by women.
- **Family Leave Support:** Women approaching, taking, and returning from periods of family leave are continued to be supported to feel valued and empowered in balancing their family commitments with their career aspirations.
- **Succession Planning:** We are committed to preparing our female colleagues for future senior management roles as part of our focus on long-term succession planning.

I confirm that all the data within this report is accurate and calculated in accordance with legislative requirements for the snapshot date.

Sarah Manlow

Chief People & Sustainability Officer