Gender Pay Gap

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Gender Pay Gap Analysis | Air Business 2026 - 27

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 2026, 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.

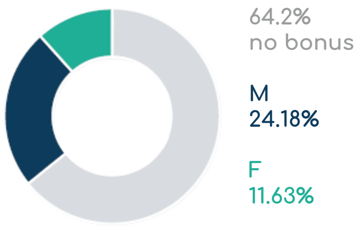
MALE TO FEMALE SPLIT THROUGHOUT WHOLE COMPANY

MEAN PAY GAP
21.22%

MEDIAN PAY GAP
12.25%

Hourly Pay | Women earned 88p for every £1 that men earned
(comparing median hourly pay, 12p less)

MALE TO FEMALE BONUS SPLIT THROUGHOUT WHOLE COMPANY



MEAN BONUS GAP
40.18%

MEDIAN BONUS GAP
26.47%

Women earned 74p for every £1 that men earned
(comparing median bonus pay, 26p less).

MALE TO FEMALE SPLIT FOR INDIVIDUAL QUARTILES

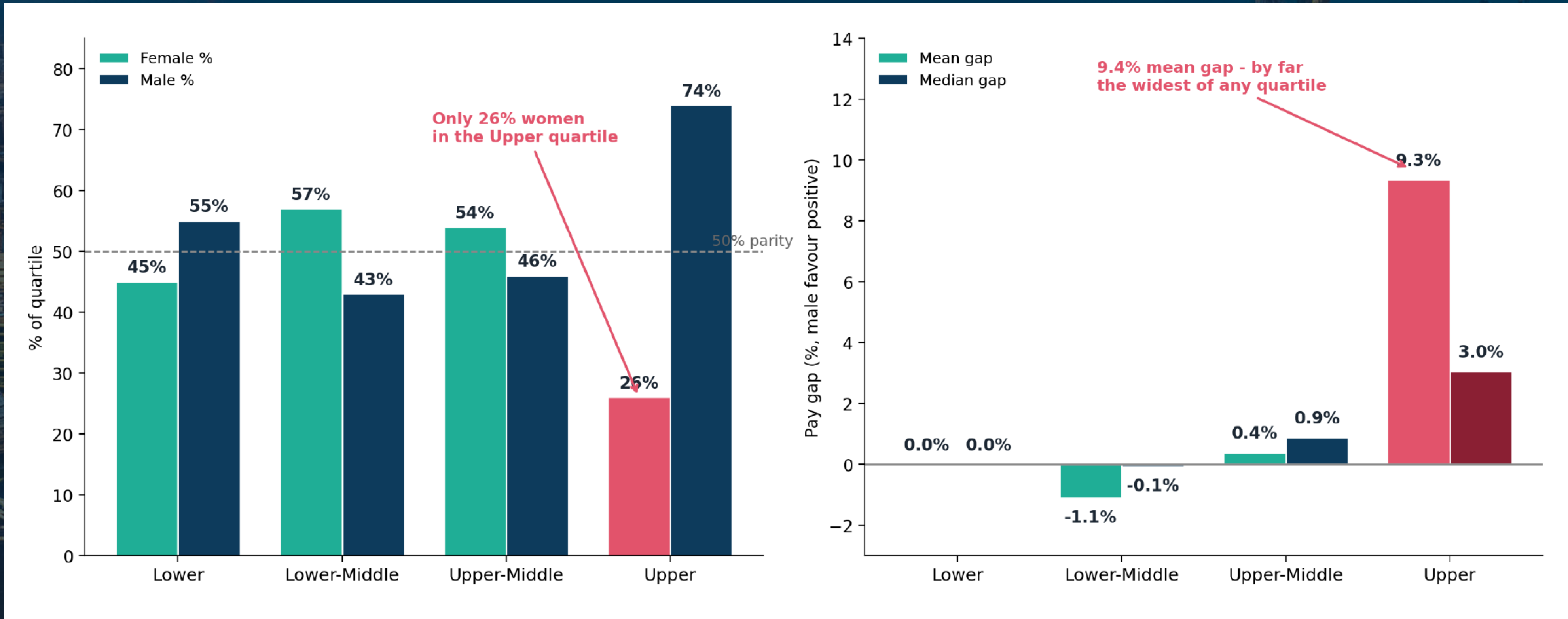
Highest paid jobs

Lowest paid jobs

each ● represents 1% of employees in the organisation

Quartile Analysis | Air Business 2026 - 27

Breaking the pay gap down by quartile shows the Lower, Lower-Middle and Upper-Middle bands are close to parity on both representation and pay – the National Minimum Wage uplift has removed the gap entirely at the lowest level. The **Upper quartile** is a clear outlier on both measures, and it is this combination – low female representation and the widest within-band pay gap – that drives almost all of our organisational result.



LOWER / LOWER-MIDDLE / UPPER-MIDDLE

Representation is within a few points of 50/50, and the pay gap in each band is under 1% – effectively at parity. These bands are not contributing meaningfully to our overall gap.

UPPER QUARTILE

Only 26% of Upper quartile roles are held by women, and men in this band are paid 9.4% more on average. This is the single largest driver of our 21.22% mean and 12.25% median organisational gap.

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. This year's quartile-level analysis confirms that in the Lower, Lower-Middle and Upper-Middle quartiles – where men and women are more evenly represented – the pay gap is minimal or effectively zero, following the National Minimum Wage uplift applied in April. Our focus remains on the Upper quartile, where women hold only 26% of roles and where the within-band pay gap (9.4% mean) is the widest of any quartile – this is the primary driver of our overall organisational gap, which has widened compared with last year.

Bonus

The distribution of bonuses continues to reflect workforce hierarchy. While a slightly higher proportion of women received a bonus in 2026 than in 2025, men's higher representation in senior management – where bonus values are highest – has widened the gap in both mean and median bonus pay compared with last year.

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. This year's results show that action at the lower and middle levels of the organisation, while important, is not sufficient on its own to move our headline figures – sustained focus on senior-level pay and representation is required. Below are the steps we are taking:

- **Recruitment and Selection:** We will review our recruitment processes for senior roles to ensure they are inclusive and designed to attract a diverse range of candidates, helping toimprove the representation of women in higher-paid roles.

- **Development and Empowerment:** We will ensure that women across our business can access the development tools, training, and stretch opportunities available to them, so career progression is a genuine and visible option at every level.

- **Flexible Working:** We will continue to support flexible working arrangements – including flexible hours and job shares – to accommodate diverse needs, recognising that these are currently taken up predominantly by women.

- **Family Leave Support:** We will continue to support women before, during, and after periods of family leave, so they feel valued and able to balance family commitments with their career ambitions.

- **Succession Planning:** We will build a stronger pipeline of female talent for senior management, embedding this into our long-• term succession planning.

- **Senior Pay Review:** We will carry out a formal review of pay and bonus structures within our Upper quartile roles, to ensure remuneration decisions at this level are consistent, transparent, and free from bias.

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