



Signature[®]
FLIGHT SUPPORT

Gender Pay Gap Report

"We are a values-led organisation and an equal opportunity employer. We work hard to ensure we take a fully inclusive approach to all people-related matters, including our recruiting and onboarding processes, our compensation and benefits strategy, and our talent and leadership development programs."

Signature Flight Support handles business and private jets at VIP terminals around the world and has the world's largest network of Fixed Based Operations (FBOs). We deliver world-class essential support services to our customers, including refuelling, hangarage, maintenance and repair. Signature operates in over 200 locations globally, 12 of which are based in the UK.

We are a values-led organisation and an equal opportunity employer. We work hard to ensure we take a fully inclusive approach to all people-related matters, including our recruiting and onboarding processes, our compensation and benefits strategy, and our talent and leadership development programs. We strive to provide an environment in which our team members are supported and cared about and have ample development opportunities available to them.

This is our second Gender Pay Gap Report, and we once again welcome the opportunity to provide

transparency regarding gender pay gaps in our business, as well as progress we have made and continue to strive for. We are excited to provide an update on the diversity and inclusion work that we have undertaken to date and to share some of the new and exciting initiatives that we will be focusing on this year, as we work towards closing the gap.

Note regarding data comparisons to 2021

It is worth highlighting that the gender pay gap data which was shared in our first report was somewhat unrepresentative due to a large proportion of the employee population being on furlough leave at the time and therefore excluded from the calculations. As a result, our 2020/21 data was based on just 90 employees out of a possible 248.

As this was not reflective of our entire workforce, we feel that comparisons between last year's figures and this year's may not provide a true reflection of what has changed between the two periods.





36%

64%

Of 11 UK FBO management and area management positions, 7 are held by females



Our global gender pay gap

5.4%

Global mean

2%

Global median

Successes in the reporting period

As of September 2022, in the UK we are pleased to report that we have 11 FBO management and area management positions, of which 36% are held by males and 64% by females. Furthermore, we have several females in our senior leadership roles across the UK and the EMEA region.

Globally, which includes the US, Canada, Latin America and the Caribbean, the mean gender pay gap of our 5,226 employees is just 5.4%, and the median gender pay gap is currently 2%. Furthermore, there is just a 0.7% difference in our mean bonus payments and a -0.6% gap in our median bonus payments, with slightly more females than males receiving a bonus across the organisation. We are also proud to report that the mean and median bonus gaps across our EMEA region, are -16.4% and -3.3% respectively, despite there being fewer women than men receiving a bonus.

In addition, some of the steps we have been taking to address the challenge presented by airside roles at Luton, our largest UK FBO, being traditionally male

dominated have resulted in an increase in males taking on non-airside roles and females taking on airside roles. We continue to work to ensure our recruitment campaigns are free from gender bias and encourage applications from a diverse mix of candidates.

Since our last report, we have also provided mentoring opportunities to our new-to-role General Managers and those who had expressed an interest and had potential to progress. Mentees were paired with experienced managers internally and encouraged to arrange regular mentor meetings both virtually and in person where possible. More specifically focusing on female development, we arranged external group coaching with JMS Creative Leadership Solutions for high potential female team members across the organisation, to support their development for leadership positions. 12 female team members attended, 3 of whom were UK based. The coaching was delivered virtually over 6 sessions and focused on Inspirational Leadership, Executive Presence, Communication, Strategic Thinking, Team Building and Inclusive Leadership.

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Globally, our Diversity and Inclusion group ran a speaker series event as part of our Q3 2021 focus on women in aviation. The event was hosted by one of our senior female leaders and featured an external speaker, Chief Diversity Officer at Workday, Carin Taylor. The presentation is featured on our D&I intranet site. Other initiatives that took place as part of our focus on women in aviation included communications about gender equality and why it matters to us at Signature and a team member spotlight on a female Line Service Technician at one of our bases.

Finally, focus on gender diversity in our leadership and talent development programs has resulted in us achieving an almost 50/50 split of males and females in those programs, with 29 out of 64 global participants being female. In the UK specifically, we have 9 graduates of our Emerging Leaders program,

of whom 8 are female, and 2 graduates from our Leading Leaders program, of whom 1 is female.

Challenges in the reporting period

Analysis of the UK Government's gender pay gap reporting service for businesses in the same sector as Signature Flight Support (SIC 52230, services incidental to air transportation) reveals that the sector as a whole faces challenges with its gender pay gap. Across 21 employers, the average mean gender pay gap of those who reported was 12.4% in 2018/19, 14.2% in 2019/20 and 11.9% in 2021/22. This gender pay gap appears to be a by-product of the fact that fewer women tend to hold senior (and therefore better paid) roles in the sector, as is apparent from the fact that there are fewer women than men in the upper middle and upper hourly pay quartiles within these organisations. The figures show that 22.8% of the upper middle pay quartiles are posts held by



Industry average mean
gender pay gap

11.9%

2021/22

14.2%

2019/20

12.4%

2018/19

*UK Government's gender pay gap reporting service for businesses in the same sector as Signature Flight Support



Signature Flight Support gender pay gap

16.1%

Mean gender pay gap

10.3%

Median gender pay gap

"Our median gender pay gap (which removes any anomalies caused by statistical outliers) is a more encouraging 10.3%, against a comparative figure for the 21 employers in the same sector where the median figure is 12.4%."

women and this reduces to 22.1% for those posts in the highest upper pay quartile.

This trend is reflected in our organisation, where the mean gender pay gap is 16.1%. Notably, however, our median gender pay gap (which removes any anomalies caused by statistical outliers) is a more encouraging 10.3%, against a comparative figure for the 21 employers in the same sector where the median figure is 12.4%. Whilst our median figure represents a slight increase since we last reported (9.4%), as mentioned on page 1, our 2021 report was not fully reflective of our full workforce, being based on just 90 employees. This year's data includes 310 employees.

As with last year's report, the gap can be explained in part by looking at the pay quartiles. In the lower pay quartile, 57.7% of the workforce are females; however, this drops to 48.1%, 24.7% and 37.2% as we move up the quartiles. While it is encouraging that the highest quartile is at 37.2% and the amount of women in the highest quartile at Signature is higher than the sector average, fewer women in general are employed in senior, well-paid roles compared to those in junior, less well paid roles in our organisation.

Our mean gender bonus gap this year is 48%; however, several females in management and senior leadership positions, who did receive a bonus during this period, were excluded from the calculation this year due to maternity leave. Therefore, we feel the more representative figure to consider is the median bonus award, which has a gap of 6.3%, significantly lower than the national median figure for the comparative 21 organisations which paid a bonus in 2021/22 of 18.4%.

Factors driving our gender pay gap

Upon analysis of the data and our workforce, we believe several factors are driving our gender pay gap:

- Traditionally (both within our business and across the sector as a whole) airside roles (for example ramp operations and fuelling) have been carried out by a predominately male workforce;
- At our largest operation, Luton, roles are split into non-airside and airside, mainly due to the size of the operation and facility. In the UK, 45% of our team members are based out of our Luton operation, and the societal trend for male dominated airside roles remains present at Luton;
- The male dominated airside roles are making a significant contribution to our gender pay gap.





Basic pay gap (% difference)*

16.1% 10.3%

Mean Hourly Pay

Median Hourly Pay

Bonus pay gap (% difference)**

48.0% 6.3%

Mean Bonus

Median Bonus



Pay quartiles



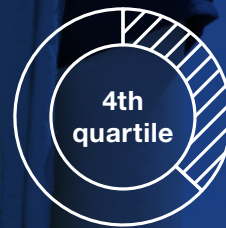
Female 45 / 57.7%
Male 33 / 42.3%



Female 37 / 48.1%
Male 40 / 51.9%



Female 19 / 24.7%
Male 58 / 75.3%



Female 29 / 37.2%
Male 49 / 62.8%

*Data based on 310 employees at 6 April 2022.

**Data based on the 85 males and 69 females that received a bonus in 2022.

The way forward

Despite seeing some positive movement in our data and having had some success with attracting more gender diversity into our typically single gender dominated roles, there is room for improvement in reducing our gender pay gap in the UK. Some areas which we will focus on to achieve this include:

- We are in the process of forming an EMEA-based Diversity and Inclusion (D&I) group, linked to our global D&I group. The EMEA-based group will be made up of a range of representatives from our UK and European workforce, with the aim of creating a more local focus on D&I through a series of initiatives, communications and awareness campaigns.
- We will launch a new mentoring platform for women in aviation. The platform is run by Alta and will be open to all women in our business, at all levels, to apply for a mentorship with an external mentor with whom they have been matched.
- We are relaunching several of our recruitment marketing materials with a renewed focus on challenging gender stereotypes by displaying current team members, both male and female, performing both airside and non-airside roles.
- We have ensured that we will have a diverse range of employee representatives in attendance at upcoming recruitment fairs in Luton. We will be using our newly created recruitment marketing materials at such fairs.
- We will be creating a regular D&I feature in our EMEA-wide monthly newsletter, spotlighting team members working in roles typically dominated by those of a different gender.

We are hopeful that the outcome of these initiatives and focus will have a positive impact on our gender pay gap and will result in the gap continuing to close.

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