



Gender Pay Gap Report 2024/25

June 2025

People. Passion. Pride. Since 1833.



Gender Pay Gap Report

At Menzies Aviation we believe our people are at the heart of our business and critical to our success. We are committed to being a leading employer within the aviation industry and making Menzies a great place for our people to work.

An important part of this is providing a diverse workplace where every employee is able to reach their full potential free from bias and discrimination. At Menzies, we are committed to equality, diversity and inclusion in everything we do.

2024/25 Reporting Overview

In 2025 we are reporting on our two main UK subsidiaries; Menzies Aviation (UK) Ltd and Menzies Aviation (ASIG) Ltd.

Our Menzies Aviation (UK) Ltd results show that our median pay gap of 10.8% is below the Gender Pay Gap of 13.1% in the UK (published by the Office for National Statistics (ONS)) and has maintained at this level since 2023. Our mean pay gap has decreased slightly during last 12 months period, from c. 6.6% to 6.2% whereas our bonus mean gap has increased from 7.6% to 42.6%. Our median bonus gap has increased from 16.7% in 2023 to 53.9% this year. The percentage of men and women receiving a bonus has decreased versus 2023, primarily driven by the large increase in employee numbers.

The Menzies Aviation (ASIG) Ltd results show an increase in the median pay gap to 38.8% in 2024. The mean pay gap has also increased slightly to 30.8% with the consistent with results in previous years. Our median bonus gap has moved to -432.4% compared to 0.0% in 2023, returning to a similar level to the 2022 result. Our mean bonus gap is -45.4%, compared to the 2023 figure of 31.6%. The outcomes relating to bonus in 2024 are driven by more payments being awarded in a male dominated workforce. Females received fewer awards, reflective of the fact that there are fewer females in this workforce, but the quantum was notably higher.



Looking ahead

Looking Ahead

We remain committed to our diversity agenda, and to reducing our Gender Pay Gap. Notable developments in this area include:

- Our Diversity and Inclusion Policy was updated in 2024 to include references to unconscious bias, which also feature in our updated Code of Conduct. We aim to raise awareness and reduce occurrences of bias that may influence workplace behaviours and outcomes in ways we may not intend.
- Continued participation in the United Nations Global Compact's Target Gender Equality initiative and alignment to the UN Sustainable Development Gender Equality Goal.
- A signatory of the UN Women's Empowerment Principles, committed to advancing gender equality and fostering business practices that empower women.
- Alignment to the International Air Transport Association's 25 by 2025 initiative, targeting 25% of our senior leadership roles to be held by females in 2025. We are proud to have achieved this in 2025.
- Commitment to 40% of our middle management roles to be held by women by 2033, our 200th anniversary, we are currently tracking at 29%.
- Launched our enhanced maternity, paternity and adoption policies and promote work-life balance through our Flexible Working Policy.
- Promoting Supporting our female employees with training to ensure they have the skills and confidence through our Thrive Women in Leadership programme with over 125+ participants. Delivering quality, diversity and inclusion training to all employees across the Group.
- Reducing barriers to entry for a diverse workforce, using anti-bias technology in our recruitment processes and providing accessibility tools across our careers site.
- A diversity lens continues to be applied to our annual Leadership Talent reviews and Succession Planning processes.
- Continuing to recognise and celebrate International Women's Day on a global scale, both internally and externally,
- Partnerships with Girls in Aviation, helping to inspire the next generation of women and promote gender representation in aviation.
- Driving our education campaign to Allyship, inspiring and empowering everyone at Menzies to show up as allies at work and drive positive change through supporting women and other underrepresented minorities in the workplace
- Organising all female aircraft turns and promoting this activity to demonstrate the range of career opportunities to all



2024/25 Reporting

Relevant Employees and Gender Split

The table below illustrates the total Relevant Employees in each Menzies entity along with the representation of both men and women.

	Men	Women	Total
Menzies Aviation (UK) Ltd	3,494	1709	5,203
Menzies Aviation (ASIG) Ltd	776	281	1,057

Reportable Pay Gaps

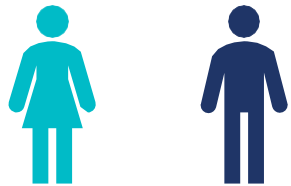
The table below illustrates the reportable mean and median gap in hourly pay and bonus pay within the two Menzies entities, and the percentage of employees receiving a bonus payment.

	Pay Gap %		Bonus Gap %		% Receiving Bonus	
	Mean	Median	Mean	Median	Men	Women
Menzies Aviation (UK) Ltd	6.2	10.8	42.6	53.9	2.4	2.5
Menzies Aviation (ASIG) Ltd	30.8	38.8	-45.39	-432.4	16.0	3.9



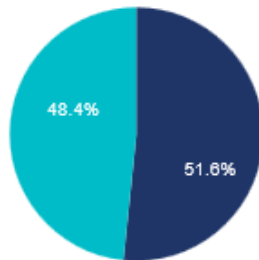
Pay Quarter Representation

These charts illustrate how men and women are represented in each pay quarter. An even distribution across the quartiles would minimise the pay gap.

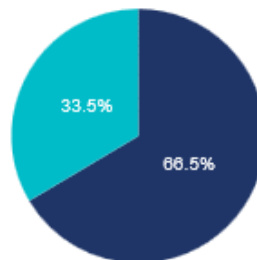


Menzies Aviation (UK) Ltd

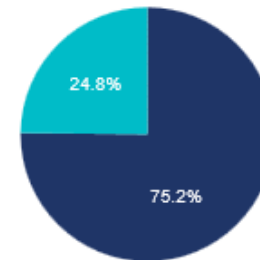
Lower Hourly Pay Quarter



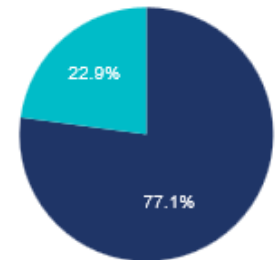
Lower Middle Hourly Pay Quarter



Upper Middle Hourly Pay Quarter

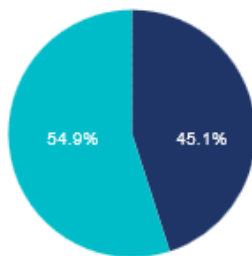


Upper Hourly Pay Quarter

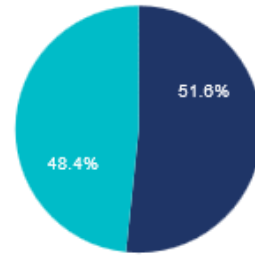


Menzies Aviation (ASIG) Ltd

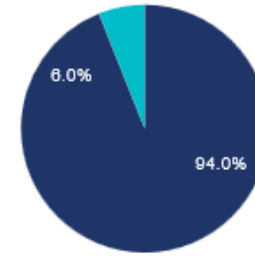
Lower Hourly Pay Quarter



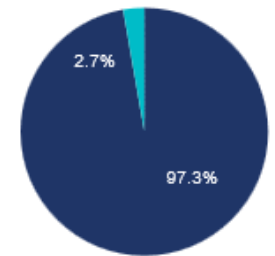
Lower Middle Hourly Pay Quarter



Upper Middle Hourly Pay Quarter



Upper Hourly Pay Quarter



People. Passion. Pride. Since 1833.