



Gender Pay Gap Report 2025/26

March 2026

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.

2025/26 Reporting Overview

In 2026 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 10.7% has decreased slightly from 10.8% last year and has maintained at this level since 2022. Our mean pay gap has increased slightly during last 12 months period, from 6.2% to 6.9% and our bonus mean gap has increased from 42.6% to 46.9%. Our median bonus gap has increased from 54.0% in 2024 to 80.3% this year. The percentage of men and women receiving a bonus is very similar for 2025 with 2.2% of Men receiving a bonus and 2.1% for women.

The Menzies Aviation (ASIG) Ltd results show a decrease in the median pay gap to 35.0% in 2025. The mean pay gap has also decreased slightly to 29.1% consistent with results in previous years. Our median bonus gap has moved to 0.0% compared to -432.4% in 2024, returning to a similar level to the 2023 result. Our mean bonus gap is -68.1%, compared to the 2024 figure of -45.4%. The outcomes relating to bonus in 2025 show that a higher percentage of both Men and Women are receiving a bonus. The results 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 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.
- 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 28%.
- Launched our enhanced maternity, paternity and adoption policies and promote work-life balance through our Flexible Working Policy. Of employees who are part time, 45% are female compared to full time employees where 26% are female.
- Promoting Supporting our female employees with training to ensure they have the skills and confidence through our Thrive Women in Leadership programme with over 180+ participants including 65 participants during 2025. 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. In 2025, across the globe including London, Lisbon, Entebbe, Islamabad and Salt Lake City, students from local schools and colleges visited the operations to gain a first hand look at the exciting world of 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.



2025/26 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.

	Male	Female	Total
Menzies Aviation (UK) Ltd	2171	1004	3175
Menzies Aviation (ASIG) Ltd	615	237	852

Reportable Pay Gaps

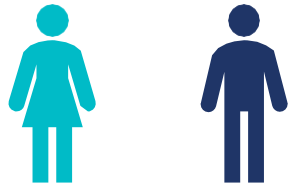
The table below illustrates the reportable mean and median gap in hourly pay and bonus pay within the two Menzies entities, and the percentage of employees receiving a bonus payment.

	Pay Gap %		Bonus Gap %		% Receiving Bonus	
	Mean	Median	Mean	Median	Men	Woman
Menzies Aviation (UK) Ltd	6.9	10.7	46.9	80.3	2.2	2.1
Menzies Aviation (ASIG) Ltd	29.1	35.0	-0.7	0.0	21.5	5.9

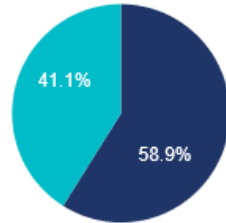
Pay Quarter Representation

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

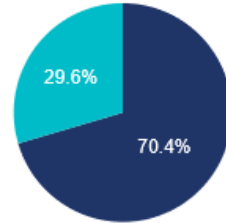
Menzies Aviation (UK) Ltd



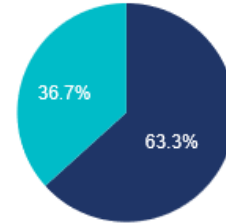
Lower Hourly Pay Quarter



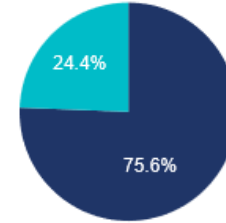
Lower Middle Hourly Pay Quarter



Upper Middle Hourly Pay Quarter

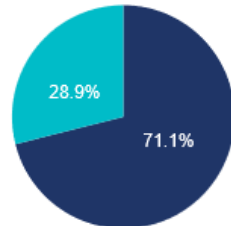


Upper Hourly Pay Quarter

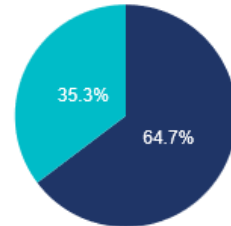


Menzies Aviation (ASIG) Ltd

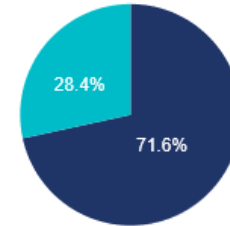
Lower Hourly Pay Quarter



Lower Middle Hourly Pay Quarter



Upper Middle Hourly Pay Quarter



Upper Hourly Pay Quarter

