

Gama Aviation Gender pay gap report 2026

Our Gender pay gap report

We are an international aviation company with locations worldwide. For purposes of gender pay reporting, there are 2 areas of our UK business that meet the number of people employed for us to report on our gender pay gap within these companies.

These areas of the UK business are Gama Aviation (UK) Ltd and Gama Aviation (Engineering) Ltd that have operations across England, Scotland and Wales.

This is our second year of Gender pay gap reporting and looks at pay data from 2025 (as of 5 April 2025) for both companies, who employed the following number of people at this time:

- **Gama Aviation (UK) Ltd** employed 254 people in the UK, of whom 84% were men and 16% women.
- **Gama Aviation (Engineering) Ltd** employed 301 people in the UK, of whom 85% were men and 15% women.

Our industry, in common with many businesses with a predominance of STEM skills, continues to employ more men than women. We recognise that diversity is a strength and helps us to create a more inclusive environment. We are actively focussing on improving the representation of women within our own business and the industry more widely. We value the skills, knowledge, experience, and ideas they, and all our people, bring.

The gender pay gap is an important measure for us, to help us understand how we are doing in this respect.

- **Gender pay:** The gender pay gap shows the difference between average hourly pay for women and men across all ages, roles, and levels within the company.
- **Equal pay:** Gender pay is different to equal pay, which is the right for women and men to be paid at the same rate of pay for work that is of an equal or equivalent value. We have robust job assessment processes and operate a framework of job grading and pay scales – **gender has no bearing on what employees are paid for the role they perform across Gama.**

In this report, we explain:

- our gender pay and bonus gaps
- why there is a pay and bonus gap
- and what we are doing about them

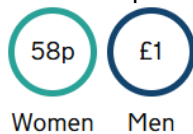
Our Gender pay gaps

The gender pay gap is the difference in the average hourly pay received by women and men on 5 April 2025. Of the 2 UK companies that we need to report on, we have the following pay gaps:

Gama Aviation (UK) Ltd

- Our mean gender pay gap is 35.7% in April 2025
- Our median pay gap is 41.9% in April 2025

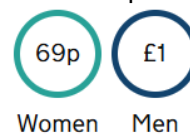
This pay gap means women earned 58p for every £1 a man earned (using median hourly pay) this is down from 72p in 2024



Gama Aviation (Engineering) Ltd

- Our mean gender pay gap is 25.6% in April 2025
- Our median pay gap is 30.7% in April 2025

This pay gap means women earned 69p for every £1 a man earned (using median hourly pay) this is down from 71p in 2024



○ What is the mean?

The mean gender pay gap is the difference in average hourly pay for men compared to women at all levels

○ What is the median?

The median represents the middle number point across a list of values. If we list all women and all men, the median is the middle number. The median pay gap is the percentage difference in average hourly pay for the middle man compared to the middle woman

Pay quarters by gender

The distribution of women and men is shown in hourly pay quarters – these are calculated by splitting the whole workforce into four equal parts based on hourly pay from highest to lowest. The percentage of women and men is then calculated for each quarter.

Gama Aviation (UK) Ltd

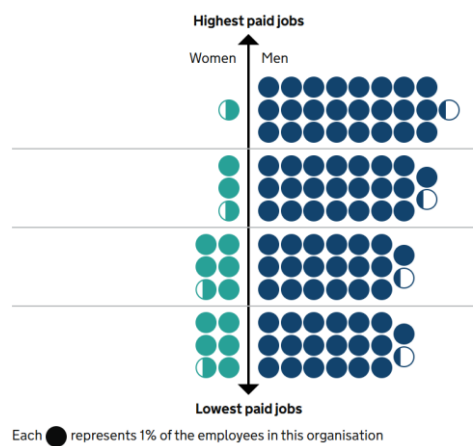
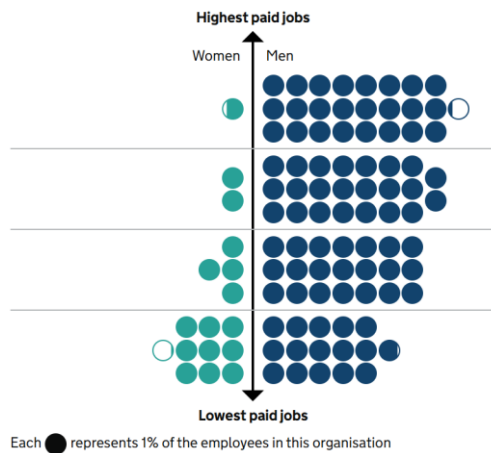
Women made up:

- 3.13% of people in the upper hourly pay quarter (highest paid jobs), which is down from 6.3% in 2024
- 7.81% of people in the upper middle hourly pay quarter, which is down from 10.1% in 2024
- 15.87% of employees in lower middle hourly pay quarter, which is down from 17.7% in 2024
- 36.5% of employees in the lower hourly pay quarter (lowest paid jobs), which is up from 26.6% in 2024

Gama Aviation (Engineering) Ltd

Women made up:

- 2.63% of people in the upper hourly pay quarter (highest paid jobs), which is up from 0% in 2024
- 10.67% of people in the upper middle hourly pay quarter, which is down from 12.7% in 2024
- 22.67% of employees in lower middle hourly pay quarter, which is up from 19.1% in 2024
- 22.67% of employees in the lower hourly pay quarter (lowest paid jobs), which is up slightly from 22.2% in 2024



Our workforce, including those in leadership roles, is heavily male dominated with 80% of our people being men. We have a higher percentage of women in the lower hourly pay quarter compared to the other hourly pay quarters, which is not uncommon for our industry. We believe that if our workforce was taken as a whole then our gender pay gap figures would be lower, however of the UK companies we report on the changes to our gender pay gaps are due to:

- The 10% increase in our GAL mean gender pay gap to 35.7% (up from 25.1% in 2024) is predominantly due to a number of commercial contract (and subsequent people) changes in 2025, which resulted in a c50% reduction in women from our upper and upper middle quartiles compared to 2024, alongside a 10% increase in women in the lower quartile
- Our GAEL mean gender pay gap has remained the same at 25.6%, despite our efforts which saw a 200% increase in women in the upper quartile for 2025, however this was offset by a c30% increase in women in the lower 2 quartiles

Our Gender bonus gap

We do not have a contractual bonus policy for all employees across Gama Aviation, however we have seen an increase in “bonuses” received this year for incentive schemes related to employee referrals, long service and commission, as well as discretionary bonuses; the results from these payments are below.

- The gender bonus gap is the difference in the average bonus payments received by women and men.

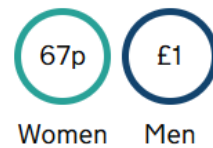
Gama Aviation (UK) Ltd

- Our mean bonus gap is -4.32% (down from 48.93% in 2024)
- Our median bonus gap is -17.09% (down from 42.86% in 2024)
- This means women earned £1.17 for every £1 that men earned (median bonus pay)

Gama Aviation (Engineering) Ltd

- Our mean bonus gap is 29.16% (up from 0% in 2024)
- Our median bonus gap is 33.3% (up from 0% in 2024)
- This means women earned 67p for every £1 that men earned (median bonus pay)

- The average bonus payment received by women in 2025 increased to equal that of the men
- The number of bonuses received in 2025 increased:
 - 12.5% of women received a bonus payment (up from 8.77% in 2024)
 - 14.5% of men received a bonus payment (up from 3.34% in 2024)
- The average bonus payment received by women increased in 2025, but not in line with the average increase for men
- The number of bonuses received in 2025 increased:
 - 6.82% of women received a bonus payment (up from 5.9% in 2024)
 - 14.79% of men received a bonus payment (up from 1.8% in 2024)



Understanding our gaps

Our gender pay differences are in line with our comparators in the industry we work in. On average more women are in roles in the lower pay quarters, and this has an impact on mean and median gender pay gap figures.

We believe our gender pay gaps are as a result of gender distribution in job role rather than any equal pay issues.

What are we doing about it?

We value the differences a diverse workforce brings and are committed to creating, and promoting, an inclusive workplace for our people and others who work with us as suppliers and contractors.

There is always more to do to address our pay gaps, but we have clear areas of focus that we believe help contribute to reducing them. Addressing the gap will take time, and we are committed to improving diversity and inclusion in all forms, to achieve a better gender distribution, particularly at a senior level. This will have a positive influence in reducing our gender pay gaps over time.

Areas of focus include:

- **Reflecting the community we serve:** We strive to have a workforce that reflects the community we serve, so that we can better understand their needs and in turn continue to provide our customers with excellent service. We are encouraging better diversity in all forms, not only gender but also ethnicity, race, disability, sexual orientation and social background.

We feel it's important that **our people can feel they are making a difference** by supporting local events, charities and be part of the local communities we serve. This included maintaining our sponsorship of a local girls football Team for 2024/2025

season and continuing to promote the option of 2 days paid volunteering a year to undertake a variety of voluntary activities.

- **Talent Pipeline:** We invest in growing our own talent across the business at all levels. This includes offering work experience, Industrial placements, STEM, training and development as well as further education for our people, which is enabling us to build a sustainable talent pipeline.
- **Apprenticeships:** We have seen our apprenticeship numbers rise again this year, across an increased number of locations and specialisms. It is essential that we continue to develop our talent, particularly in the sectors where we know there are skills shortages such as aviation and engineering. Apprenticeships are a key route to recruit, train and develop new talent, to provide exciting career opportunities and provide for our future business needs. We therefore continue to develop and grow our apprentice programmes and strive to increase the number of female apprentices.
- **Flexible and Hybrid working:** We provide a supportive culture that enables people to continue to work at all levels, as their lives progress and circumstances change, and we ensure that people have the support they require to adapt. Hybrid working continues to be a popular working arrangement where operationally feasible, and we strongly promote hybrid and flexible working as we seek to attract high quality candidates who wish to work part-time or flexibly, including in senior management roles. By offering flexible and part-time opportunities this improves our gender distribution across our workforce, which has a positive influence on our gender pay gaps.
- **Our Culture & Values:** We are making good progress with reinforcing the fundamental principles of our culture and values. Some of the highlights include:
 - **Proud signatories of Women in Aviation pledge** – with published targets to reach 30% of women across our workforce by 2030 [Women in Aviation - Gama Aviation](#)
 - **Celebration of our Gama Women in Aviation** for International Women’s Day 2025
 - **Our Menopause policy and workplace pledges**
 - **Our Neonatal care leave policy and procedure** introduced
 - **Our People’s wellbeing and Mental health** is at the heart of everything we do, which means we ensure we have trained Mental Health First Aiders across our sites
 - **Recognition linked to our Company Values** – we launched a peer to peer recognition scheme at the start of the year which put our company values at the heart of every recognition given
- **Improving our diversity and inclusion:** We are committed to ensuring that in addition to gender, all forms of diversity and inclusion, are being strengthened and further developed. We are building a workforce that reflects the diversity of the community we serve, and we will continue to focus on improving all areas of diversity and inclusion.

This includes having a published **Equality, diversity and inclusion employee policy** and action plan, alongside employee policies related to Equal opportunities and discrimination and Transgender Employment. Our mandatory Equality, Diversity & Inclusion training for all continues with “**Unconscious bias**” training having been rolled out across the business in 2025, and a refresher on all things E & D & I is due in 2026.

We are signatories of the **Race at Work charter**, and silver members of the **MOD Employer recognition scheme** and have signed the **Armed Forces Covenant**. We are a members of the government’s **Disability committed scheme** and a passionate **equal**

opportunities' employer; we respect and value everyone’s contribution. We are committed to providing an environment that supports and encourages the many skills, interests, backgrounds and experiences that people from different social groups can bring. We strive to provide a workplace which is free from discrimination, harassment and bullying, and where everyone is treated with dignity and respect

We aim to be a place where everyone feels they belong and enjoys working and that they are treated fairly and given every opportunity to further their career.

The continued success of Gama Aviation depends on us attracting and retaining the very best talent. To do this we need to be a business that appeals to the widest and most diverse range of potential employees.

Our Assurance statement

I confirm that the published information has been appropriately assured and is accurate.

L.A.Gardiner

Louisa Gardiner
Chief People Officer
Gama Aviation

Our published Gender pay results for 2025-2026 are available on the government website:

- [GAMA AVIATION \(UK\) LIMITED gender pay gap report for 2025-26 reporting year](#)
- [GAMA AVIATION \(ENGINEERING\) LIMITED gender pay gap report for 2025-26 reporting year](#)

Our Action plan for 2026

Area of Focus	Action	Some 2025 achievements
Reflecting the community, we serve	<ul style="list-style-type: none"> ○ Further promote and encourage our people to support our local communities and charities ○ Continue to promote awareness of paid volunteering days available each year 	<ul style="list-style-type: none"> ○ Each month we saw different charities and local campaigns celebrated by our people ○ Over 50 days paid volunteering used in 2025 ○ We saw positive increases in the declared numbers of Women and Ethnic minorities in the business (to 20% & 15% respectively)
Talent pipeline	<ul style="list-style-type: none"> ○ Continue to build our Employer brand to help attract and retain Talent 	<ul style="list-style-type: none"> ○ Employee referral as means of attraction increased to 14% this year, which is up from 12% in 2024

	<ul style="list-style-type: none"> ○ Continue to attend local careers fairs and events ○ Continue to build and promote our social media presence ○ Promote career progression within and across the business using “home grown talent stories” 	<ul style="list-style-type: none"> ○ Our promotion of internal mobility continued with 38 internal career moves during 2025, up from 31 in 2024 ○ 4 careers fairs attended in 2025 ○ Our social media presence worldwide increased, and we celebrated good news stories
Apprentices	<ul style="list-style-type: none"> ○ Continue to build on our year on year improvements in attracting and retaining the best apprentices to our industry ○ Further develop our attraction campaigns ○ Build on our early careers retention strategy, have clear line of sight for development 	<ul style="list-style-type: none"> ○ We have 19 early career apprentices across 7 locations within 5 different specialisms ○ 4 senior managers achieved leadership apprenticeships, 3 with distinctions
Flexible & hybrid working	<ul style="list-style-type: none"> ○ Continue to promote this as part of our Talent Acquisition strategy ○ Promote good news stories 	<ul style="list-style-type: none"> ○ Hybrid working reviewed and updated to ensure fit for purpose across our business where appropriate
Our Culture & Values	<ul style="list-style-type: none"> ○ Continue to ensure our values are used and linked to all we do ○ Establish a network of Culture Champions across the business ○ Champion Women in our Business and establish a Women’s mentoring group 	<ul style="list-style-type: none"> ○ Companywide “High performance culture” initiative implemented in 2025 by the Leadership Team, which placed our company values at its heart ○ Peer to peer recognition scheme introduced which has our company values at the heart of every award given. c700 recognitions awarded in 2025
Improving our Diversity & Inclusion	<ul style="list-style-type: none"> ○ Continue to champion all things E,D & I and further promote our mandatory training programme for all 	<ul style="list-style-type: none"> ○ “Unconscious bias” training rolled out for all, and received positive feedback



