



**ATLANTIC
AVIATION
GROUP**

GENDER PAY GAP REPORT 2025 HANGAR 1

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ABOUT ATLANTIC AVIATION GROUP

Atlantic Aviation Group (AAG) is one of Europe's leading independent aviation solutions providers, headquartered in Shannon, Ireland. With over 60 years of experience, AAG delivers comprehensive services including aircraft maintenance, modifications, engineering, training, and aviation solutions to a global customer base.

Our team of skilled professionals operates across multiple hangars, providing world-class support to commercial and military customers alike. At the heart of our business is a commitment to safety, quality, and innovation, underpinned by a strong people-first culture.

As an Irish-owned company, AAG takes pride in developing talent, investing in our people, and supporting the communities in which we operate. Through our People & Culture strategy, we are focused on building a diverse, inclusive workplace where employees can thrive and contribute to our long-term growth.



WHAT IS GENDER PAY GAP VERSUS PAY EQUITY?

Gender Pay Gap.

Measures the difference in aggregate pay between men and women, regardless of level, throughout an organisation.

Pay Equity

The concept of compensating employees who have substantially similar job duties and responsibilities with comparably equal pay practices, regardless of protected characteristics like race, ethnicity or gender.

Background

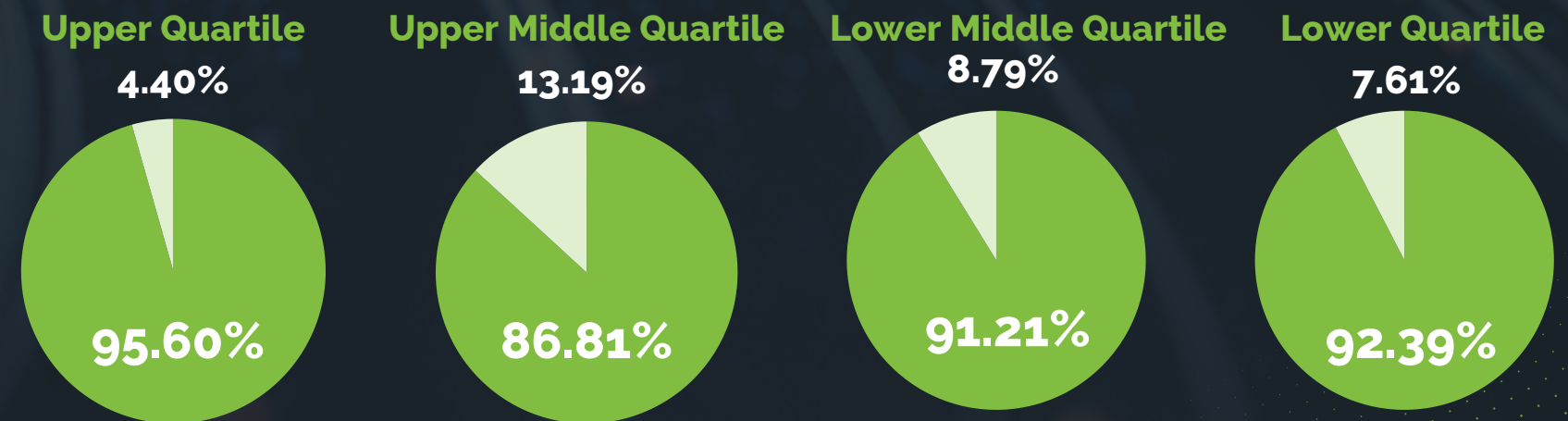
Under the Gender Pay Gap Information Act 2021, organisations with more than 250 employees are required to publish details on the differences in pay between male and female staff. The data must reflect employee numbers as of 30 June 2025.

At Atlantic Aviation Group (AAG) Hangar 1, a total of **385** employees were included in this reporting period. To assess pay distribution, employees were divided into four equal groups, known as quartiles, based on their hourly pay. These quartiles are the Lower Quartile, Lower Middle Quartile, Upper Middle Quartile, and Upper Quartile.

The Gender Distribution of our Employees:

Column1	Lower	Lower Middle	Upper Middle	Top
Female	22.58%	25.81%	38.71%	12.90%
Male	25.45%	24.85%	23.65%	26.05%

Employee Quartiles



Summary

Upper Quartile: While progress has been made at the very top level, change remains slow. Targeted efforts are needed to ensure women are represented in senior and higher-paying roles.

Upper Middle Quartile: The presence of women in this band is a positive sign, indicating that more women are moving into higher salary brackets and suggesting potential pipeline growth into the upper quartile in future years.

Lower Middle and Lower Quartiles: The reduction in female representation is partly due to women progressing into the upper middle quartile. It is also influenced by a high volume of recruitment in a still predominantly male-dominated profession. The decrease in female representation in the lower middle quartile is influenced by continued high levels of recruitment, highlighting the fact that the aviation industry remains heavily male dominated.





HOURLY RENUMERATION

Hourly Remuneration reflects the difference in overall earnings between men and women, shown on both a mean (average) and median (middle point) basis. It's important to note that this calculation covers all employees, not just those who are paid by the hour.

What does 'mean' mean?

The mean gender pay gap shows the difference between the average hourly pay of women and the average hourly pay of men.

What does 'median' mean?

The median gender pay gap represents the difference between the median hourly pay of women and the median hourly pay of men. The median is found by ranking all employees from the highest to the lowest paid and identifying the pay of the person in the middle of each group.

ALL EMPLOYEES

MEAN 8.96%

MEDIAN -0.03%

SIGNIFICANT CHANGES

MEDIAN 10.8% (2024) -0.03% (2025)

MEAN 14.43% (2024) 8.96% (2025)

Our gender pay gap has reduced significantly this year, reflecting progress in pay equity as well as the effects of recent recruitment patterns. This shift demonstrates that women are increasingly represented in higher-paid roles, contributing to a year-on-year narrowing of the overall gap.

At Atlantic Aviation Group Hangar 1, there are currently 5 female employees working part-time, with no male employees in part-time roles. In addition, 2 female employees are employed on temporary fixed-term contracts



INITIATIVES TO CLOSE THE GENDER PAY GAP

FOSTERING GROWTH AND DEVELOPMENT

We remain committed to ensuring all employees have access to the information, support, and resources they need to succeed. Through our Educational Supports programme, employees are connected to opportunities for learning, growth, and career development.

All educational assistance and professional development initiatives, from in-house training to QQI Level 6 certificates, are open to all employees. In recent years, many women have taken part in these programmes and pursued further education as part of their professional development.

ATTRACTING DIVERSE TALENT

A key strategic priority at AAG is to set clear goals to increase the representation of women in aviation. We actively support the Women in Aviation forum, which provides opportunities for networking, shared learning, and mentoring to help women develop and progress in their careers.



WHY DOES AAG HAVE A GENDER PAY GAP?

At AAG, men and women in the same roles are paid impartially. Our data shows that, in line with gender pay statistics across Ireland, the gap we report is due to the underrepresentation of women in the aviation industry. Put simply, fewer women in certain roles results in a gender pay gap. If men and women were represented equally at all levels across AAG, the gap would close.

Our long-term strategy and continued focus on creating opportunities and supporting career development for women are designed to increase female representation over time. Compared to last year, we have seen a positive shift, with fewer women in the lower quartile and more progressing into the lower-middle quartile.

This progress highlights the impact of initiatives aimed at narrowing the gender gap. However, because women remain underrepresented within both AAG and the wider aviation sector, when female employees leave the organisation it has a noticeable effect on our quartile distribution.

INITIATIVES TO CLOSE THE GENDER PAY GAP

As part of our strategy and our People and Culture Pillar, we ensure that pay is managed fairly and equitably across all departments, regardless of gender. Pay equity is a central element of building a diverse and inclusive workforce, where all employees have access to growth and development opportunities.

Compensation at AAG is based on the responsibilities and level of each role, alongside factors such as prior experience, tenure, time in role, and education.

To strengthen female representation across the organisation, AAG is focusing on six key areas which can be found in the next three pages:



INITIATIVES TO CLOSE THE GENDER PAY GAP

FOSTERING GROWTH AND DEVELOPMENT

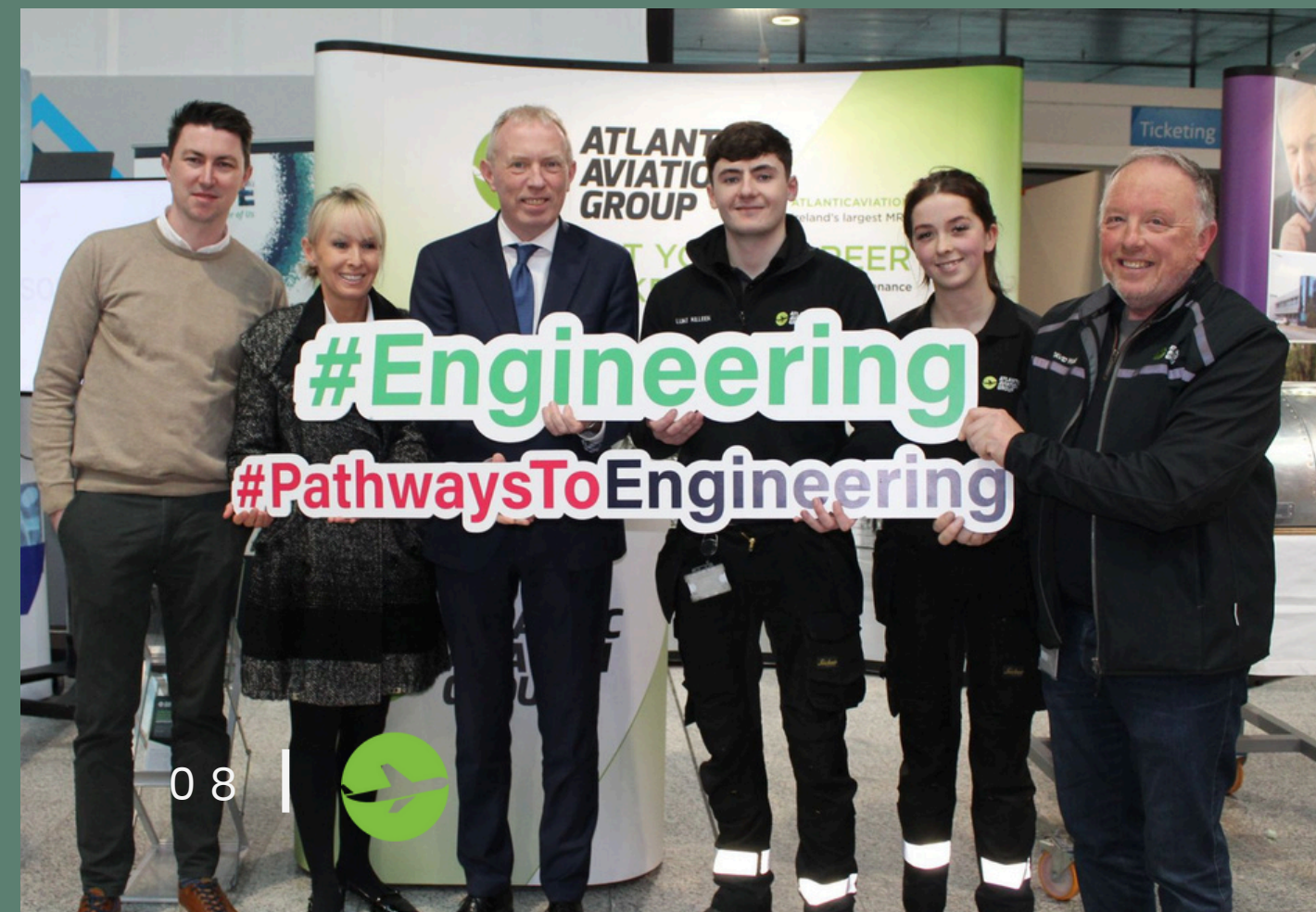
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ATTRACTING DIVERSE TALENT

A strategic priority for AAG is to set and measure progress against clear goals to increase the representation of women in aviation. We actively support the Women in Aviation forum, which provides opportunities for networking, shared learning, and mentoring to help women develop and advance in their careers.





INITIATIVES TO CLOSE THE GENDER PAY GAP

INSTILLING AN EARLY LOVE OF AVIATION

To make the greatest impact on the gender pay gap, we need to inspire more girls to consider careers in aviation from an early age.

We support this by working closely with schools and universities, sponsoring events with the Shannon Aviation Museum (SAM), and running tailored communications and recruitment campaigns to promote aviation careers for all students. AAG is proud to be a supporter of this year's 11th Anniversary of Girls in Aviation Day 2025, in partnership with Women in Aviation and hosted by SAM.

Since 2010, AAG has partnered with SAM to ensure that every 6th class student in Shannon's primary schools can attend an Engineers Week event. Over 4,200 local students have been directly introduced to aviation and engineering through this initiative.

Our Apprenticeship programme provides women with a clear pathway into the aviation industry, offering support through placements, mentoring, and awards. The 2025 apprentice cohort includes 30 participants, with 4 female among them. 15 apprentices began in September 2025, of which 2 are female, and another 15 will join in January, also with 2 are female. A positive step in growing female representation.



INITIATIVES TO CLOSE THE GENDER PAY GAP

SUPPORTING EACH EMPLOYEE

At AAG, our goal is to embed diversity, equity, and inclusion in everything we do, making it an integral part of our workplace culture. We believe that diversity drives innovation. From recruitment and hiring to talent management and coaching, having a workforce that reflects the customers we serve brings clear benefits.

We value the unique perspectives and ideas each employee brings, and our aim is to ensure that everyone feels welcomed, respected, valued, and heard. We place strong emphasis on creating a positive environment that embraces differences and enables all employees to thrive and reach their full potential.

These principles are reflected in our policies, practices, and procedures across all operations. While closing the gender pay gap will take time, AAG is committed to this challenge and dedicated to fostering meaningful change.

FLEXIBILITY AND FAMILY SUPPORT

Our flexible working arrangements are designed to give employees the support and flexibility they need to balance work, family, and personal commitments. We also provide a comprehensive suite of Family Friendly Policies.

Support includes maternity leave, flexible parental leave, and paternity leave, offering families options to manage their responsibilities during key stages of family life.

Our benefits package further supports employees and their families, with contributions towards private health insurance, death in service cover, long-term disability protection, and access to an Employee Assistance Programme.

EMPLOYEE WELLBEING

We are proud of our well-being programme, which provides ongoing support to employees through initiatives such as subsidised sports classes and mental health and well-being resources.

Each year, we host a Health and Wellness Week, offering a variety of programmes including flu vaccinations, health screenings, guest speakers, and other activities designed to support employee health and overall well-being.



CONCLUSION

Over the past year, AAG has seen a reduction in the number of women in the lower quartile, with many moving into the lower-middle quartile. This progress reflects the ongoing impact of initiatives aimed at narrowing the gender pay gap.

Our efforts to address the Gender Pay Gap are guided by the key pillars of our People & Culture strategy. We are committed to ensuring that pay is fair and equitable across all departments, regardless of gender, while fostering a diverse and inclusive workforce that provides opportunities for all employees to grow and contribute. Compensation at AAG is determined by the role's level, experience, tenure, and education.

Closing the gender pay gap remains a priority. While men and women are paid equally for comparable roles, the lower representation of women in upper-middle and senior positions continues to influence the overall gap. Our long-term strategy focuses on recruiting and developing a diverse workforce and applying our DEI framework to reduce this gap over time.

