

Gender Pay Gap Report

2025



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Foreword

Signature Aviation is the world's largest network of private aviation terminals, handling business and private aircraft at more than 200 locations on five continents. Our worldwide network of Fixed Based Operations (FBOs) provides essential support services for business and private aviation, including refueling, hangarage, maintenance, repair and overhaul, all delivered with exceptional customer service. The company is a leader in its industry, renowned for making every second exceptional for its guests and for its commitment to sustainability and positive community impact.

Headquartered in Orlando, Florida in the U.S., Signature operates 12 bases throughout the U.K. which employ around 300 team members in a variety of positions, including front line, functional support and leadership roles. The U.K. falls under our EMEA region, which is led by a senior leadership team that is based predominantly in the U.K.

Our company vision is to be the most innovative aviation network that moves the world forward. It is our mission to connect the world through safe, seamless and exceptional experiences that help our guests, team members and communities soar.

Critical to how we lead, engage and support our team members are our Company values:

- Deliver Safety and Excellence
- Be One Team
- Lead with Trust
- Shape the Future

Our values are embedded into all that we do at Signature, and can be seen throughout our talent management, employee engagement and people development practices. We embrace key leadership behaviours and principles to foster a culture of openness, belonging and accountability starting from the top-down.

As part of our efforts to be an employer of choice in the communities in which we operate, we continually review and improve our team member experience. This effort starts with our recruitment process and continues through onboarding and beyond. Our average UK tenure is almost six years; however, we have many longer serving team members who have worked large parts of their career at Signature. We are constantly working to ensure all of our team members feel supported, valued and treated fairly, so they thrive and grow throughout their journey with us.

Foreword

We purposefully invest time and resources into our programs and practices that encourage diversity, inclusivity and belonging at Signature, including our approach to attraction and retention of talent, reward and recognition, and people development.

We aim to provide opportunities for all our team members, and we welcome this opportunity to report and comment on our Gender Pay Gap for 2024. Throughout this report, we will also share some of our successes and challenges, as we continue to strive to close the gap.

Successes

There are many positive steps we have taken in 2024 that are worth highlighting.

Increased Female Representation in Leadership Roles

In 2023, we had 20 Operational Leadership roles, within which there was a 50:50 split of males and females. As of November 2024, we have 18 operational leadership roles, of which 55.6% (10) are female and 44.4% (8) are male. This represents an improved gender split at this level, resulting in a meaningful increase in female representation among our leaders.

In our Head Office and Support functions, we have close to a 50:50 split in the number of leadership roles with 45% (18) of these roles being held by females and 55% (22) held by males. We are pleased to report that we have maintained female representation at the Senior Leadership / Director level across the EMEA region. We have also supported two of our female leaders in taking on interim cover positions at our flagship location at London Luton Airport (LTN), allowing them to broaden their experience and continue their development journey. Overall, we now have more women in senior roles at key locations, which will help drive long-term change in our pay gap.

Enhanced Maternity Pay

In 2024, we made significant enhancements to our Company maternity pay. Now eligible team members in the U.K. receive full pay for 18 weeks of their maternity leave. This is a welcome improvement to our family-friendly policies and enables our female team members to take their maternity leave in a more comfortable financial position. In addition, we have supported several Flexible Working Requests around adjusting start and end times of working days / shifts and compressed hours, ensuring team members have flexibility that allows them to meet their commitments outside of work, including caring and childcare responsibilities. Our goal is to reduce barriers for women progressing in their careers. These steps demonstrate our commitment from executive and senior leadership levels to support females continuing to grow and thrive in their careers at Signature.

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Successes

Restructuring and Diversification of Roles at our largest UK location

At our Tier 1, flagship location in LTN, we combined two large teams (Customer Service and Operations), which has resulted in better gender diversity within these teams, particularly in entry-level roles. This effort directly contributed to reducing the number of females in the lowest pay quartile. After the change, women made up 43% of the lowest paid team members, compared to 50% in 2023. The same is true for the second pay quartile, with a slight shift towards males in 2024 vs. 2023 (53% male in 2024, 51% male in 2023).

Recruitment and Retention Initiatives

We continue our focus on considered hiring, ensuring our job adverts are free from gender bias in the language and terminology used, and that our hiring managers prioritise diversity in our candidate pool. We have also continued our focus on promotion of talent from within the business into next level roles, which has helped us retain our key talent and has seen several females promoted into leadership positions. We are pleased to share that several female team members have received promotions within the reported period.



Successes

Inclusive Development Opportunities

We have continued to focus on diversity in our leadership development programs, as evidenced by the balanced ratio (50:50) of females to males participating in our General Manager in Training (GMiT) program in 2023, which was successfully completed in April 2024. The same balanced (50:50) ratio existed in our 2024/2025 cohort. In 2024, a female from the 2023/2024 GMiT cohort received a promotion into a leadership role at our LTN location.

In addition, we have expanded our leadership training opportunities to include an Accelerator program for managers and supervisors. The programs are open to all, irrespective of gender. These initiatives support career progression and address gender imbalances in higher-paying roles. There was an equal balance of male and female participants on the Accelerator for Manager programme for the UK in Spring 2024.

More broadly, we now have well-established Career Development Pathways meaning all team members, irrespective of role or tenure, have the opportunity to learn and develop, with no barriers to entry for immediate development. There are six Career Development Pathways to cover all roles. Each Pathway includes a blend of web-based classroom and in-person sessions covering modules aligned to competencies required at each specific career level.



Successes

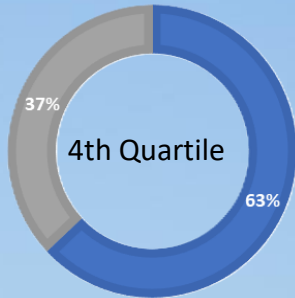
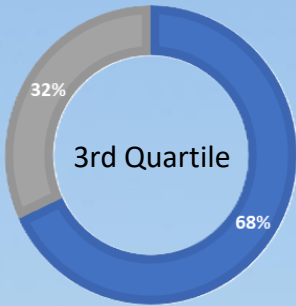
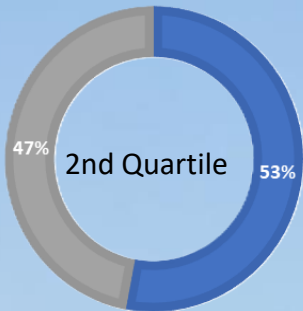
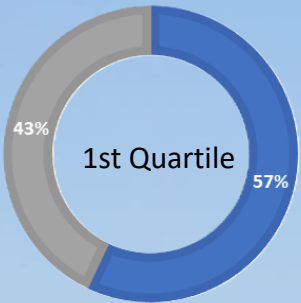
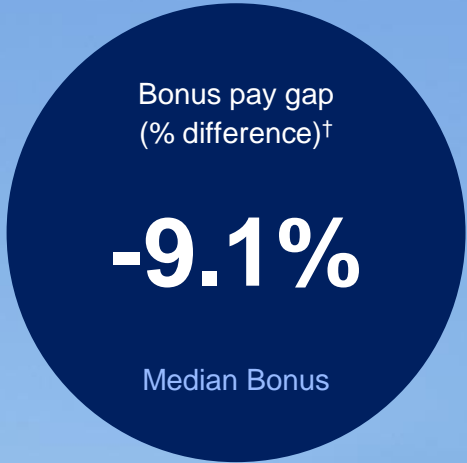
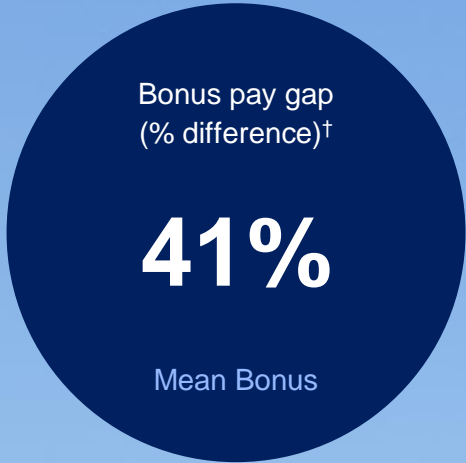
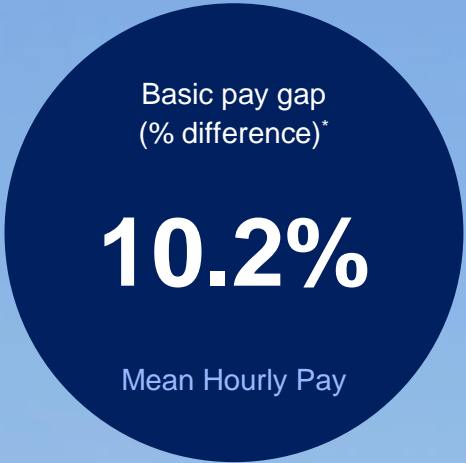


Commitment to Mentoring for Women

In 2023, we partnered with a mentoring platform specifically for women in aviation. This program is open to all women at all levels who work at our EMEA locations, giving them the opportunity to apply for a mentorship with an external mentor.

In 2024, we continued our commitment to mentoring programs with our Mindr Mentorship Exchange, which is open to all. The program matches pairs of team members who are uniquely positioned to drive forward each other's measurable short-term career goals. The program includes five mentor workshops led by Mindr facilitators. Globally, we have launched two mentoring cohorts in 2023 and a further two in 2024.

Gender Pay Gap



Female Male

*Data based on 291 employees at 6 April 2024.
†Data based on the 95 males and 75 females that received a bonus in 2023/2024.

Analysis & Challenges

It remains important to note that the gender pay gap measures the difference between the average pay of males and females across the workforce. This is different from equal pay, which is our legal requirement to pay equal pay for equal work. At Signature, our pay ranges are determined based on the role requirements, and we have a pay for performance philosophy. Therefore, our gender pay gap is not caused by pay inequality.

In 2024, we have seen continued improvements in our mean gender pay gap (10.2% vs 11% in 2023 and 16.1% in 2022), and in our bonus gender pay gap (41% mean in 2024, vs 49% in 2023). Additionally, we can see a significant improvement in our median bonus pay gap (-9.1%, vs. +5% in 2023), indicating some females receiving a higher bonus than males. Furthermore, the proportion of females receiving bonuses in 2024 increased from 27% in 2023, to 62.5% in 2024. The payment of a two-part retention bonus to all team members at our location in LTN is likely a key contributing factor to this.

Unfortunately, we have seen a slight increase in our median gender pay gap from 4% in 2023 to 6.9% in 2024; however, this remains favourable to our 2022 position of 10.3%.

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Analysis & Challenges

If we look more broadly at the sector, analysis of the U.K. Government's gender pay gap reporting service for businesses in the same sector as Signature Aviation (SIC 52230, services incidental to air transportation) reveals that the sector as a whole has continued to see some improvement with its gender pay gap in the 2023/2024 reporting year. Across 17 employers who reported in this sector, the average mean gender pay gap was 12.4% in 2018/19, 14.2% in 2019/20, 11.9% in 2021/22 and 10.78% in 2022/23 and 9.24% in 2023/2024. By comparison, Signature also made improvements in our mean gender pay gap from 11% to 10.2%.

The gender pay gap in the sector may be explained by the fact that there are still fewer females in roles within this sector. More specifically, at the upper middle and top quartiles within these organisations, there are significantly more males than females employed. Roles in these quartiles tend to be more senior and therefore better paid than in the lower quartiles.

However, when comparing our median gender pay gap to those that have reported within this sector in 2023/2024, our current report shows a much more encouraging picture, with Signature having a 6.9% median pay gap versus the average for the industry being at 11.5%. Even though this is a slightly less favorable position for Signature compared to last year, we are still pleased to report that we are significantly below the average for other companies within this sector.

Moving Forward

We believe we are moving in the right direction with our gender pay gap, and we aim to continue to improve our position with these continued initiatives, along with new commitments.

As we move forward into 2025 and beyond, we aim to narrow the gap further by focusing our efforts on the following areas.

Moving Forward

'Airside' Roles at Key Locations

Whilst we have had some success in this space with the recruitment of a female Facilities Assistant (historically a male-dominated role), we continue to face the challenge of the higher paid Airside roles at our largest UK location being male dominated. We aim to shift this dynamic in 2025 by renewing our focus on recruitment, selection, training and development opportunities to ensure these are inclusive and to consider more creative and proactive ways to attract females into these roles. In addition, we are focusing our efforts on recruiting part-time positions, which may appeal more broadly to women and those with caring responsibilities. Underpinning this is a need to continue our focus on manager training and education around the benefits of diverse teams, developing their awareness and supporting efforts to shift our culture to support belonging for all. In doing this, we hope to continue to attract and recruit more females into the organisation at all levels.

Comprehensive Global Role Pricing

In 2024 we have begun to undertake a project to revise our global compensation strategy to create a global grading structure for all roles across the business. This project will include an annual exercise to price all UK job roles fairly within the market and continued, regular reviews to ensure we remain competitive and even-handed. This allows us to ensure we are paying fairly for each and every role, irrespective of gender, and is helping us to build and sustain a fair pay structure for all.

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Moving Forward

Continued Commitment to Inclusive Development, Benefits and Family-Friendly Policies

We will continue our commitment to ensuring all team members have access to learning and development at their fingertips with the Career Development Pathways, an integral part of the broader learning catalogue, which we continue to work to improve to ensure their effectiveness for our team members. We will also continue to offer our mentoring programs, ensuring all team members are aware of their eligibility to participate.

We commit to working toward improving our benefits offering, ensuring our benefits are suitable for a broad range of demographics and focused on what our team members value, including health, retirement and support during times of difficulty and critical life events. This includes keeping our family-friendly policies under review to ensure working parents and carers are supported at Signature.

A Renewed Focus on DEIB

Globally, we will renew our focus on diversity, equity, inclusion and belonging with our new Belonging Council, which is setting a company-wide strategy for 2024 and beyond. The Council is made up of representatives from across the organisation. The group has already launched a Belonging at Signature speaker series that will cover a diverse range of topics.

In addition to this, work has begun on our 2025 People Campaign, which will include new wellbeing and communications strategies that are designed to elevate and improve our team member experience in areas of development, mental and physical health, and financial wellbeing. This will be a fully inclusive program aimed at all team members from across the organisation and will be designed to enhance the Signature culture of belonging and thriving.

We believe we are continuing to improve our gender pay gap and remain committed to making the enhancements outlined above to further advance our position for the coming year.