

Gender pay gap report

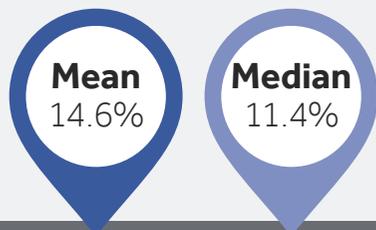
Introduction from our President

At H+S Aviation, our mission is to help ensure safe flights for our customers and their passengers everywhere. We do this by providing repair and overhaul services for small gas turbine and turbofan engines used in aviation. We are committed to delivering the highest levels of quality and personalised service to our customers around the globe.

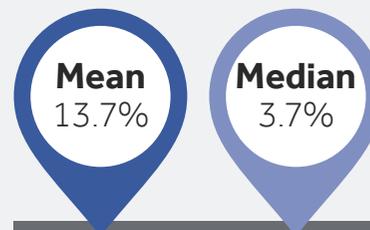
To be the best in class, our organisational structure must be reflective of the society in which we operate. This requires a fully inclusive approach to recruiting, rewarding and retaining our employees which enables every individual to perform to their full potential.

We continue to be supportive of the recent legislation which requires large employers to disclose information around their gender pay gap statistics. It is our ambition to lead the way within our sector by closing the gap and striving towards gender parity. There is much to do, but the legislation gives us the opportunity to report on the steps that we have taken and the measures that we will implement over the next 12 months as we seek to move closer to our goal.

Our gender pay and bonus gap



GROSS HOURLY PAY GAP



BONUS PAID GAP

PROPORTION
OF MALES
AND FEMALES
RECEIVING A BONUS

82.2%

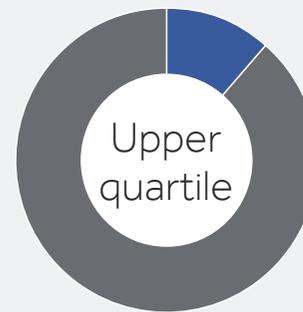
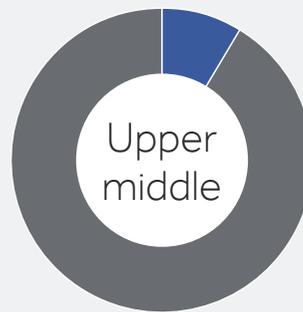
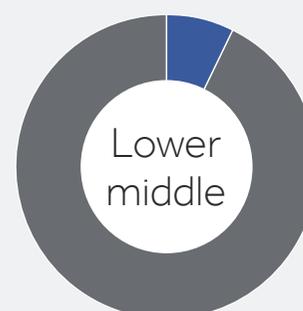
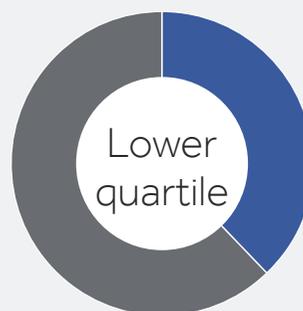


94.8%



PROPORTION OF MALES AND FEMALES IN EACH PAY QUARTILE

Pay Quartiles	Total	Female	Male
Lower quartile	68	25	43
Lower middle	68	5	63
Upper middle	68	6	62
Upper quartile	69	8	61



Our gender pay gap explained

Our gender pay gap continues to be driven by the fact that we employ a smaller proportion of women than men in our business, especially in senior roles.

This is currently normal in our sector, with a recent report – Engineering UK 2017 – finding that only 1 in 8 of the UK engineering workforce is female. With fewer women working in the sector, it is to some extent inevitable that there will be more men than women in senior roles which will lead to gender pay disparity.

However, just because it is normal does not mean that we should accept it. Therefore, we are committed to supporting any initiatives which both seek to promote the attractiveness of a career in engineering for women and support women with their career development. That said, because we have a low employee turnover rate, it will take time to redress the gender balance in our workforce.

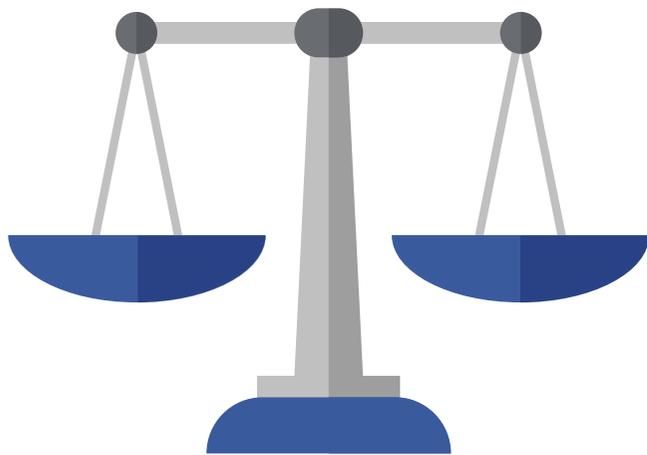
More specifically, we are disappointed to note that our mean pay gap has increased slightly

this year and now stands at 14.6% (which is a 2% increase). Having analysed the data, it is apparent that the reason for this increase is that we have successfully recruited more women into apprenticeship, entry level and developmental positions. This has resulted in a larger number of females being employed in our lower quartile. As these women progress within the organisation, we expect the pay gap to close.

Whilst the bonus figures tend to suggest a disparity in the bonus awards to men and women, the underlying reason for this is that new joiners to the organisation (most of whom have been women in this reporting period) were not eligible to receive a bonus because they did not have the necessary qualifying period of service. Within the population of employees who are eligible to receive a bonus, the adjusted figure is 100% for both men and women.

What we are doing to close the gap

Since our last report, we have made significant progress on several initiatives which are designed to help achieve pay parity:



- We have worked hard to attract, recruit and retain women in roles across our business. During this time, we have focused on where and how we advertise our roles to access broader talent pools and encouraging women to apply for developmental roles;
- Through building relationships and increasing our presence at some of our local colleges, we have been able to access a broader range of candidates for our 2018 apprenticeship scheme. As a result of this, and for the first time ever, we employed two female candidates as part of our intake. We have also arranged for a number of local college students to undertake work experience with us this year as part of their studies. This has been positive so far and we are confident that it will help us to increase the range and quality of applications that we receive for our scheme going forward;
- We have undertaken a comprehensive review of our family friendly policies. Our new policies were published in September 2018;
- We have launched a mentor programme within our apprentice population which has

resulted in our apprentices being mentored by more senior colleagues.

Whilst we are pleased with all of these initiatives, we are not prepared to rest on our laurels. Therefore, over the next 12 months we are committed to the following steps which should accelerate the pace of change within the business as we strive for pay parity:

- We intend to extend our mentoring programme to all of our female population. Our hope is that women will be inspired by their mentors to achieve their full potential whilst embracing the support and flexibility offered by the business;
- We intend to review and overhaul our website for a more diverse message. Our goal is to demonstrate that we offer an inclusive working environment in order to encourage more women to join our growing team;
- We intend to coach our managers to help them understand the benefits of flexible working practices. Our hope is to be able to offer various flexible working arrangements that meet the needs of our employees as well as the business.

What our female employees say about working for H+S Aviation

To put this report into context, we asked some of the women who work for us to share their experience of working for H+S Aviation.

"H+S is an amazing place to work and women are supported in all areas and in all job aspects. As an apprentice, I hope to further my career to become a fully licensed Aero Engine Technician. Being one of the few women on the shop floor might seem daunting, but the support and training that I'm receiving from everyone is astounding."

Amber Smith,
Apprentice



"I have worked at H+S for almost 18 years and I have been very fortunate to have had a number of different career opportunities in various parts of the business during this time. I have worked in Commercial, Quality and Operations and I feel that I have been supported by my colleagues and the Company throughout. I find H+S a great place to work where I feel supported with my career development and I have always felt that I have had equal consideration when new opportunities have arisen."

Shauna Hopkins,
Operations Manager



"Since joining H+S I have felt fully supported in every aspect of my job. There is a strong belief in progression within the Company and I trust that I would be considered for relevant promotional opportunities. I've seen an increase in women being appointed into management roles in recent months, and it's great to be part of a diverse team."

Claire Watson,
Materials Team Leader



"H+S is the best place I have ever worked! I have always felt encouraged by the senior management team and I feel that I have had fair and equal access to career opportunities. I also feel lucky to work for a Company that will recognise younger employees for new opportunities, and I feel proud to have achieved 4 promotions in 6 years. I genuinely believe that I will be supported in my next career move, whenever that will be, and that H+S will continue to invest in me wholeheartedly."

Alice Head,
Regional Sales Manager



I confirm the data in this report to be accurate.

Signed:

Name: Hugh McElroy

Position: President, BBA Aviation Global Engine Services

Date: 15 January 2019

