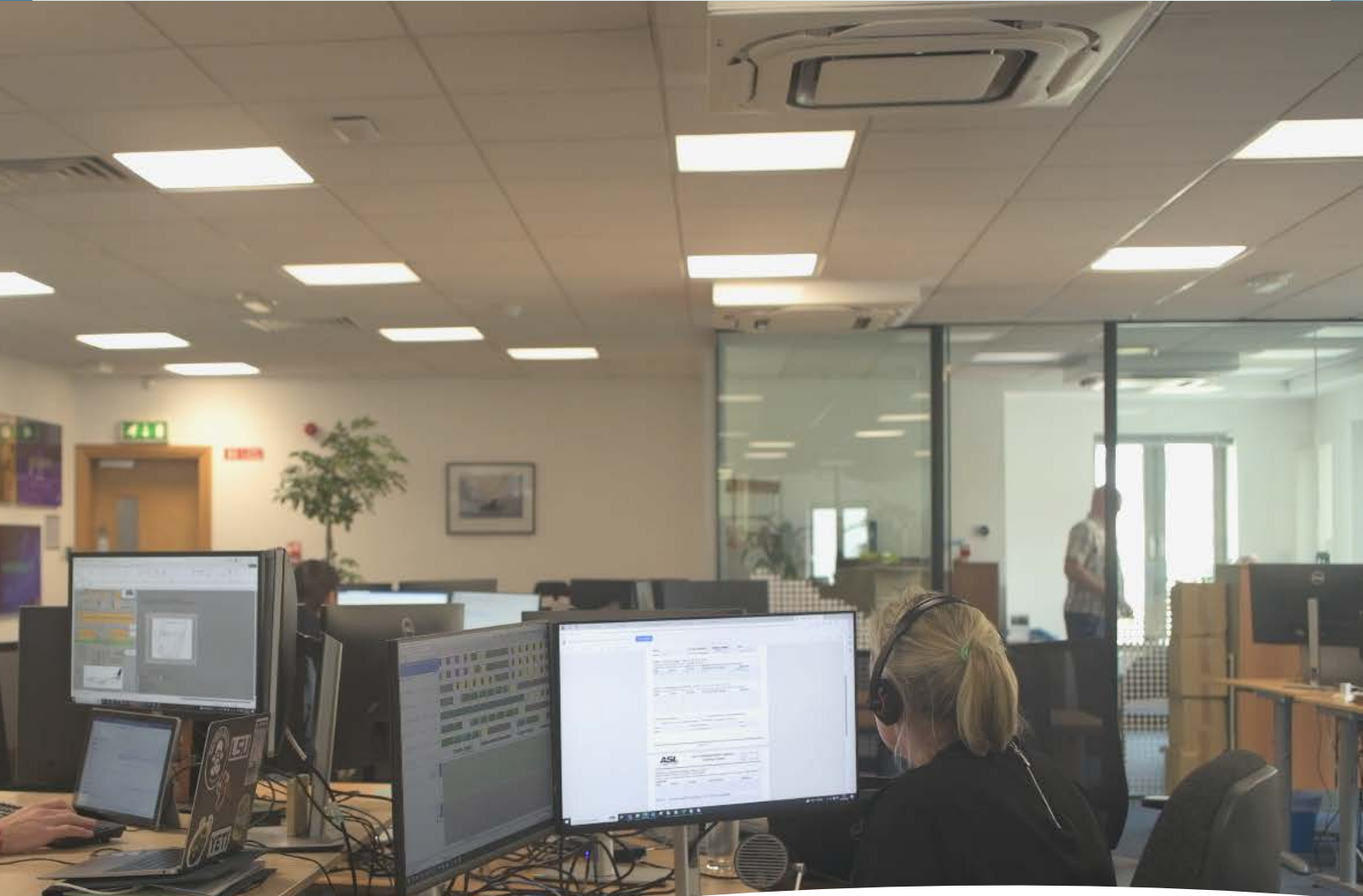




ASL Shared Services

GENDER PAY GAP REPORT

Reporting Period: 2025

What is the Gender Pay Gap?

The Gender Pay Gap refers to the average difference in gross hourly earnings between men and women, expressed as a percentage of men's earnings. A positive Gender Pay Gap means women, on average, earn less than men, while a negative gap indicates, men are earning less.

The Gender Pay Gap is not the same as equal pay. Equal pay compares the wages of men and women who are doing the same work. Historically, the Gender Pay Gap has favoured men. The Gender pay gap does not take account of the different roles that people occupy. It is possible that organisations who pay people fairly and equitably to have a gender pay gap.



What is required?

The Gender Pay Gap Information Act 2021 requires employers in Ireland to analyse and account for the difference in the average hourly pay of women compared to men in their organisation. The aim of the legislation is to enhance transparency by obligating organisations to measure and publish data on the gender pay gap annually. They must pick a snapshot date in June, look back over the preceding 12 months, and publish their report by November of that year ensuring consistency in how gender pay gaps are measured across organisations.

ASL Shared Services

Our gender pay gap results reflect the structure of our workforce and the distribution of roles across the organisation. Like many companies in the aviation sector, our employee demographics vary significantly between operational, engineering, and commercial functions. These variations influence bonus outcomes, benefits-in-kind (BIK) participation, and representation across pay quartiles.



Head Count

At the end of June 2025 we had **74 employees - 32 female** and **42 male** employees. This figure includes 9 female employees hired on a temporary basis as part of our Internship Programme, females accounted for 81% of the programme. At the beginning of June prior to the interns commencing we had **23 female** employees compared to **42 male** employees. Male employees represent **67%** of the workforce, this is unsurprising given the main roles in the organisation are Engineering and Logistics.



Bonus Pay

In the most recent reporting period, **60% of male employees received a bonus**, compared with **36.36% of female employees**. This disparity is driven largely by the higher proportion of men working in roles that are bonus-eligible, particularly in senior operational and technical positions. By contrast, women remain more heavily represented in administrative and customer-service roles, where bonus schemes are less prevalent.



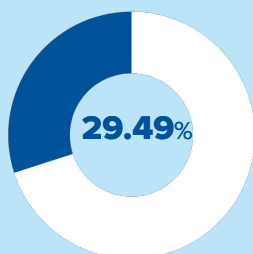
Benefits in Kind (BIK)

65% of male employees received benefits-in-kind, compared with **36.36% of female employees**. This pattern reflects similar structural factors to the bonus gap, with BIK packages more commonly associated with senior management & engineering areas in which male employees are more represented.

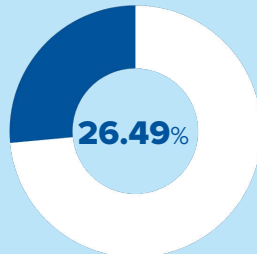


KEY METRICS

A. HOURLY DIFFERENCE

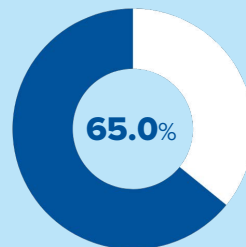


Mean Hourly Difference

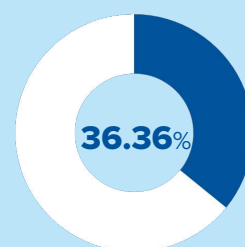


Median Hourly Difference

B. BENEFITS IN KIND (BIK)

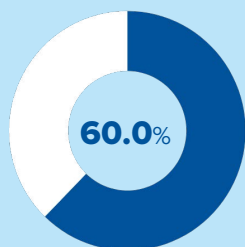


Male Employees

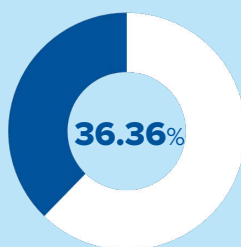


Female Employees

C. BONUS METRICS



Male Employees



Female Employees

D. PAY QUANTILES

An examination of our pay quartiles demonstrates a clear gender imbalance as seniority increases

Quartile:



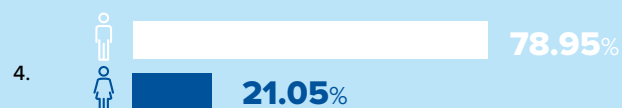
Women are strongly represented in entry-level more administrative roles.



Female representation remains high in mid-level support and services roles.

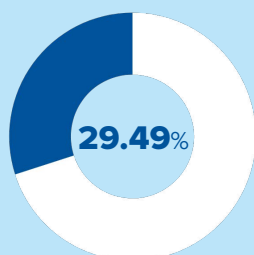


At this level, representation begins to shift toward male-dominant technical and operational roles.

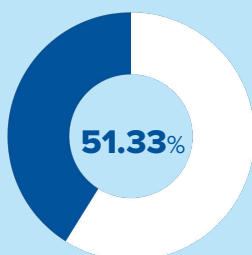


Senior leadership and specialised technical roles are predominantly held by men, significantly influencing the overall gender pay gap.

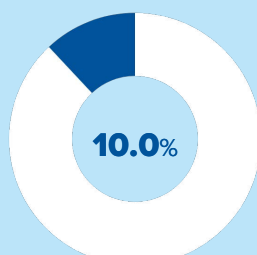
E. OVERALL PAY GAP



F. BONUS DIFFERENCE



Male Employees



Female Employees

G. HEADCOUNT



TOTAL: 74

What does this mean?

The data shows that our gender pay gap is driven primarily by occupational segregation—the differing types of roles held by men and women—and underrepresentation of women in higher-paid technical and leadership positions.

How are we addressing the gap?

We are committed to addressing these disparities by encouraging greater gender diversity in technical, operational, and senior roles; expanding development pathways for women. Our long-term goal is to create a workforce where opportunity and progression are accessible to all employees, regardless of gender.



ASL SHARED SERVICES HAVE -

Group Head of DEI

A Group Head of DEI in place since the end of 2024 to lead on our diversity, inclusion and belonging strategy

DEI

Have ensured that DEI and employment engagement are driven by our leaders by including them as key objectives

Flexibility

Support flexible working option requests

Opportunities

Promote the organisation and career opportunities across schools, universities and employment fairs to encourage female students to think about careers in the aviation industry

IATA 25 by 2025

ASL are members of the IATA 25 by 2025 initiative

ACTIONS TO ADDRESS THE GENDER PAY GAP



A. PROMOTING GENDER DIVERSITY IN KEY ROLES

- Develop female talent across our organisation
- Continue to showcase the opportunities in the airline industry to schools and universities
- Spotlight female talent in technical and senior roles



B. LEADERSHIP DEVELOPMENT

- Roll out unconscious bias training amongst our 'People Leaders'



C. FLEXIBLE WORK OPTIONS

- Ensure we remain a flexible working organisation



D. RECRUITMENT

- Work toward gender balanced short lists as part of our recruitment processes
- Continue to work towards attracting female talent as part of our Internship programmes, this year we had an 81% female participation rate.



STATEMENT OF COMMITMENT

We are proud to serve as a connector of people and cultures across the globe.

A diverse and inclusive workforce is essential to delivering on that mission. While we recognise that eliminating the gender pay gap will take time, we are committed to transparency, progress, and creating opportunities for all.



Publication Details

Website: This report is available at: <https://www.aslaviationholdings.com>

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