

Gender Pay Gap Report 2022

As at 5th April 2022, for period April 2021 – April 2022

Reportable by 5th April 2023

Introduction

In this report, we set out our gender pay gap statistics as at 5th April 2022.

Our Results

In this section we report our statistics.

We are voluntarily choosing to report figures for Esken Group, Esken Aviation Ltd and Star Handling Ltd. These entities had fewer than 250 employees on 5 April 2022 so are not legally obligated to report. We are also voluntarily reporting a consolidated figure combining all entities.

	Esken Group	Esken Aviation Ltd	Star Handling Ltd	Esken Renewables Ltd	All entities
Headcount	49	197	227	311	784
Male %	53.1%	70.1%	62.1%	87.1%	73.5%
Female %	46.9%	29.9%	37.9%	12.9%	26.5%
Mean pay gap	60.3%	14.1%	4.2%	14.4%	19.1%
Median pay gap	50.9%	20.5%	-2.4%	13.2%	13.7%
Mean bonus gap	n/a	n/a	-122.3%	-724.5%	-388.1%
Median bonus gap	n/a	n/a	-154.2%	-1036.1%	-487.1%
Proportion of men that received a bonus	0%	0%	8.5%	45.8%	23.6%
Proportion of women that received a bonus	0%	0%	19.8%	17.5%	11.5%
Lower quartile (Female %)	66.7%	46.9%	34.5%	20.0%	35.3%
Lower-mid quartile (Female %)	50.0%	25.0%	34.5%	17.6%	26.8%
Upper-mid quartile (Female %)	45.5%	20.4%	43.6%	1.4%	22.1%
Upper quartile (Female %)	16.7%	26.5%	38.2%	9.3%	20.0%

Explaining Our Statistics

In this section we set out what factors are affecting our statistics.

The causes of our gender pay gaps are demographic imbalances are set these out for each entity below.

Esken Group

Our gaps are calculated from relatively few people – just 26 men and 21 women. This entity includes a number of support roles that are all held by women. It also includes 7 directors, of which 6 are men. We have calculated that if just 2 of these support roles were held by men, and just 1 more woman held a Director role, our mean pay gap would be eliminated; it would be just -8.5%.

Esken Aviation Ltd

Our gaps are also caused by demographic imbalance. We have 34 employees in Fire, but all are men. Similarly, our Technical Services team has 11 employees but just 1 is a woman. Air Traffic Control is also another area with a demographic imbalance (19 men, 5 women) and, because it is a higher paying area, it makes a bigger contribution towards our pay gaps.

We need greater gender diversity in all areas of the business, but particularly these areas.

Star Handling Ltd

We are pleased that our gaps are low – we have essentially no gender pay gap.

Our low pay gaps disguise significant demographic imbalance in our workforce. For example, we have 59 front of house roles but just 11 of these are held by men. Similarly, we have 73 back of house roles but just 11 of these are held by women. Our pay gaps are low because these roles are similarly paid and any imbalance cancels each other out.

The small gap that remains is caused by more senior roles having a slightly higher representation of men.

Esken Renewables

This remains a very male dominated workforce within our operational roles; our gender pay gaps are calculated from 36 women.

We have a small number of women working in our operational roles as Drivers and Site Operations. We have a large number of Drivers, two of which are women, one Transport Manager and one within Site Operations, as a Team Leader. Because many of our Driver roles can be well paid, this affects the median pay gap. Although 22% of our female staff are Site Operations roles (and by comparison, 29.8% of men), many of the remaining female employees work in junior and mid level office roles. Within the Senior Leadership Team and Board 34% of the overall teams are female, within Department Head roles.

We said last year that we are recruiting more women into apprenticeship roles but unfortunately this was not achieved.

Over 74% of our drivers are Trampers, meaning they work away from home for the week, working, living and sleeping within their vehicles. We recognise that this is a less attractive proposition for female drivers when considering potential safety concerns and taking into account that females often have caring responsibilities.

Further Analysis

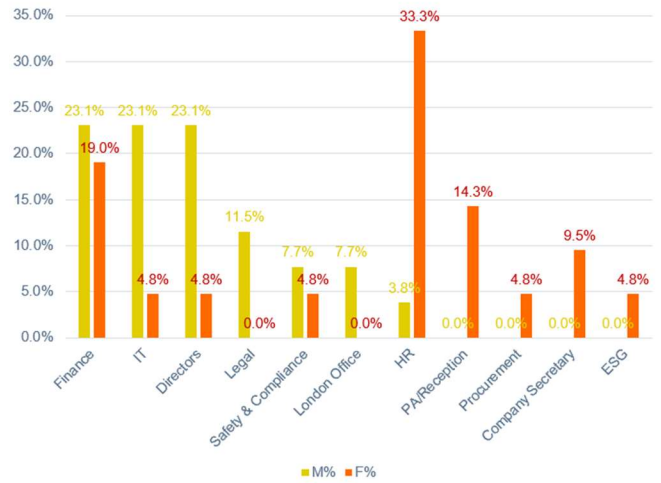
Esken Group

What matters for gender pay gaps is not the number of men and women, but where they are spread. A company can have a workforce of 90% men but have 0% pay gaps. Conversely a company with a perfect ratio of 50:50 men and women can have a very high gender pay gap.

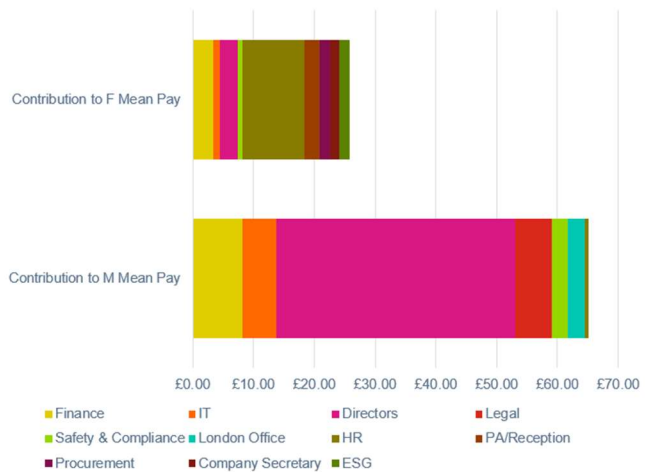
If there is an equal ratio of men and women in all roles, there would be no gap. This is what the adjacent chart shows: the spread of men and women. For example 33.3% of all women work in HR, but just 3.8% of all men.

All yellow lines sum to 100%. All orange lines sum to 100%.

Women are over represented in HR, PA, Procurement, Company Secretary and ESG roles. Men are over represented in IT, Directors and Legal roles.



This chart shows how the uneven spread of men and women contributes towards the mean pay gap. The chart shows that Directors contribute a very large part of mean pay for men and very little for women.

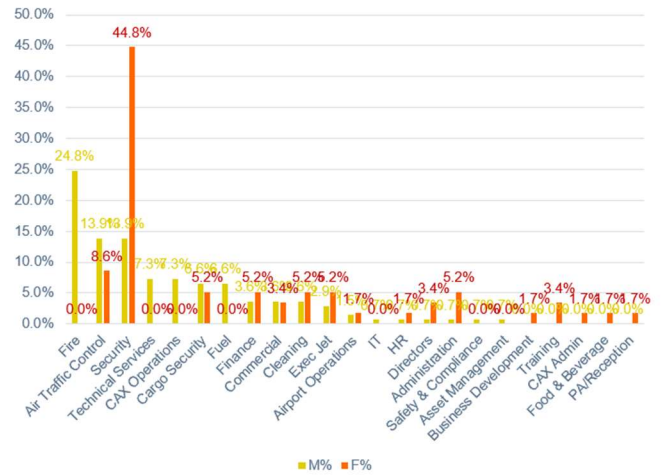


Esken Aviation Ltd

This chart shows spread in Aviation.

Men are over represented in Fire, Technical Services, CAX Operations and (to a lesser extent) Air Traffic Control.

Women are over represented mostly in Security.



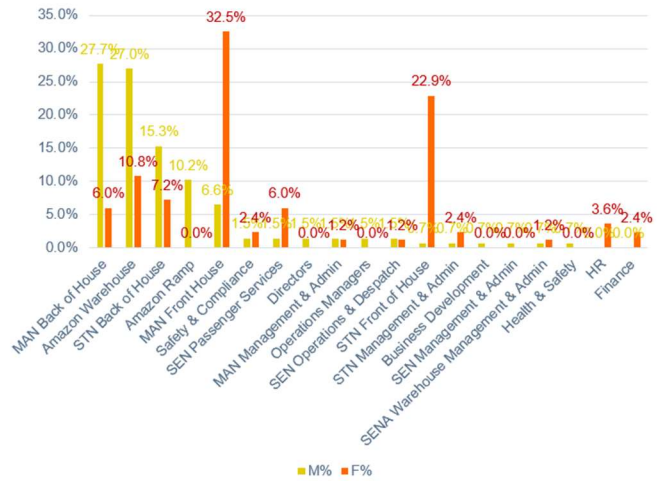
As before, this chart shows how the uneven spread of men and women contributes towards the mean pay gap.

The demographic imbalance in Air Traffic Control makes a larger difference to the mean pay gap because it is a more highly paid roles. The orange bar in the adjacent chart is nearly twice the size more men than women. It accounts for 21.2% of male mean pay but just 13.3% for women.



Star Handling Ltd

This chart shows spread in Aviation Services.
 Men are over represented in back of house roles and Amazon roles.
 Women are over represented in front of house roles.



As before, this chart shows how the uneven spread of men and women contributes towards the mean pay gap.

The imbalance in different roles is very clear in this graph. The back of house and Amazon roles (yellow, orange, pink and red) are much bigger for men than women. However, the front of house (green and dark green/turquoise) bars are much larger for women.

The demographic imbalance largely cancels each other out with just a small mean pay gap remaining.

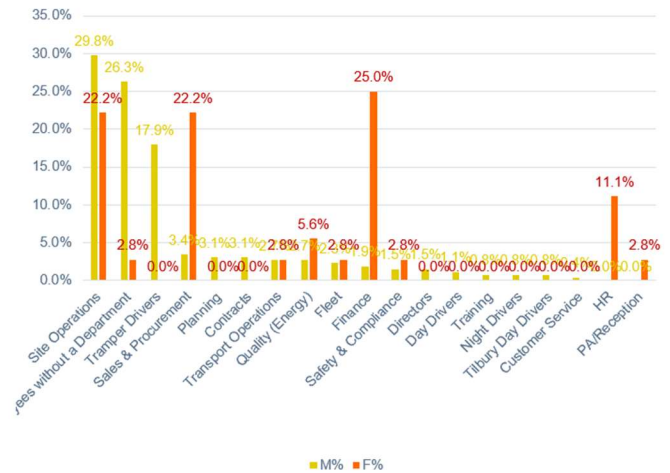


Esken Renewables

This chart shows spread in Renewables.

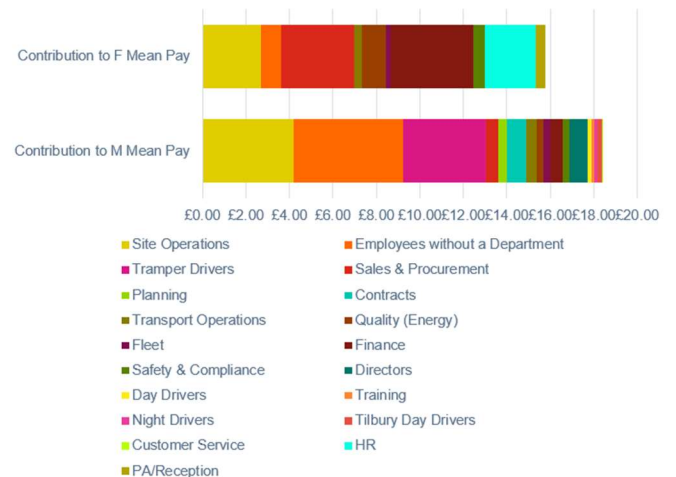
Men are over represented in Driver roles.

Women are over represented in Sales & Procurement, Finance and HR.



As before, this chart shows how the uneven spread of men and women contributes towards the mean pay gap.

“Employees without a department” contribute a lot more towards mean male pay than women. Besides this, Tramper Drivers contributes 20.8% of mean male pay but 0% of mean female pay.



What we are doing

In this section we explain what measures we are taking to reduce our gender pay gaps.

Esken Group

Due to a number of planned organisational changes within the business, we intend for this to be the final year that Esken Group reports on divisional Gender Pay Gap matters and the baton will now be passed to individual areas to report on this individually from April 2024.

Esken Aviation Ltd

Last year we committed to focussing our recovery recruitment campaign to targeting female candidates in our fire team and facilities engineering with the express aim to diversify the lower middle and middle quartile and attract females traditionally male roles. Despite our best endeavours, we were unable to attract a greater percentage of female colleagues to our predominantly male sectors. This is an activity that we will continue to work on over the coming years, using new, innovative recruitment methods to attract new, diverse talent. We recognise that to achieve true pay equity we need to have a holistic approach to inclusion centred not just around gender but also intersectionality.

We are confident that men and women are paid the same salary for fulfilling the same job roles within our organisation. We support women throughout our organisation and will continue to evolve our policies and processes to expand our cross-training and promote or develop women into leadership roles, or into under-represented areas within the business. We are developing new training embedding inclusive leadership, mentorship and development within our Leadership Teams and organisation to allow us to make strides in creating meaningful change for our colleagues. This will allow us to remove potential barriers to employment when it comes to employment by offering hybrid and agile working, job shares and flexible working practices to as many roles as practicable within our organisation. This in turn could make these roles more accessible to female applicants or applicants with caring responsibilities.

Star Handling Ltd

We were pleased to report that for all intents and purposes, Star Handling doesn't have a Gender Pay Gap issue. We will continue to actively monitor like-for-like roles, as well as roles of equal value to ensure that this is maintained.

Esken Renewables

Last year we committed, in line with our Talent & Recruitment Strategy, that we would be actively working to attract more female apprentices into what are seen as more traditionally male roles. The YOY figures are as follows:-

FY 22 - Male 12, Female 5

FY 23 - Male 3, Female 1

Over the coming year we will continue to focus on recruiting women into our day driver and site operational roles recognising, as previously discussed that our Trumper Driver roles aren't attractive to many women. We will continue to focus on the development of women within our existing business, through succession planning and as recruitment opportunities allow.

I confirm that these statistics are accurate

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[insert signatures of a statutory director from each entity]