

GENDER PAY REPORT 2021

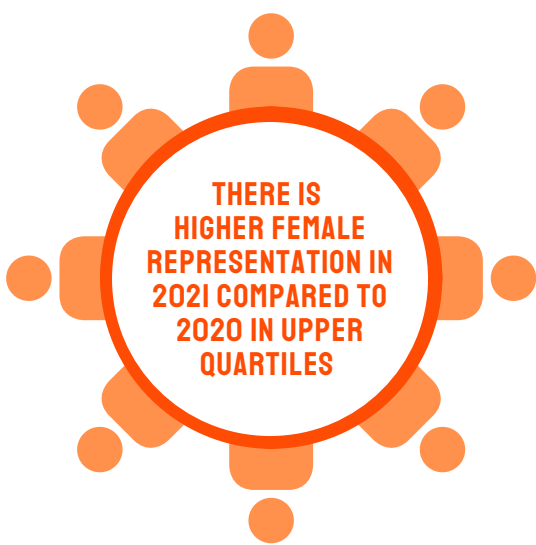


Draken Europe (FR Aviation Limited)

OVERVIEW



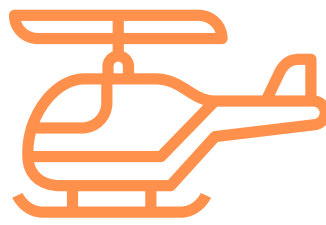
The Gender Pay Gap is different from Equal Pay in that it is an average of hourly pay levels of all female employees compared to all male employees. This does not account for their role and level. Draken Europe is committed to paying employees doing equivalent jobs in the organisation equally regardless of their gender or other characteristics. FR Aviation's Gender Pay Gap is above the UK average and analysis shows that the gap is driven by the fact that there are proportionally fewer women in senior and technical higher-paid roles within the businesses (such as pilots and engineers). Notwithstanding that dynamic within the work force, the pay gap has reduced compared to 2020 as more females have been recruited or promoted into higher-paid roles.



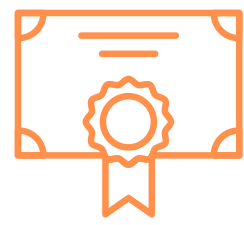
GENDER DIVERSITY INITIATIVES



Established an Equality, Diversity & Inclusion (EDI) Committee, chaired by the CEO



Celebrated our first all-female crew in curacao who are working with the Dutch Caribbean Coastguard



Became a signatory to the UK Women in Aviation & Aerospace Charter



Commissioned an independent company to conduct an Inclusion Audit Report, from which the findings have been incorporated into our EDI Action Plan



Established a Diversity Network, promoting networking opportunities & connections with employees throughout the company

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WORKFORCE GENDER %



WORKFORCE % IN RECEIPT OF BONUS



During the year ended 5 April 2021, a higher than normal number of employees received an exceptional bonus in lieu of a pay increase. Bonuses also include transaction related payments arising from the sale of the company to new shareholders during the period and subsequent transition activities.

HOURLY PAY MEAN PAY GAP



HOURLY PAY MEDIAN PAY GAP



A positive percentage gap indicates that male employees received higher pay or bonus on average than female employees, a negative percentage gap indicates female employees received higher pay or bonus on average than male employees.

BONUS MEAN PAY GAP



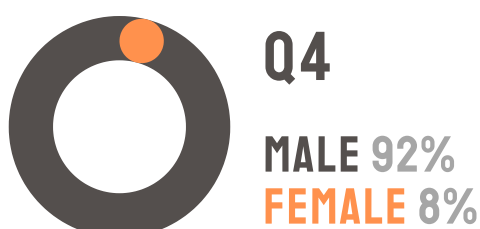
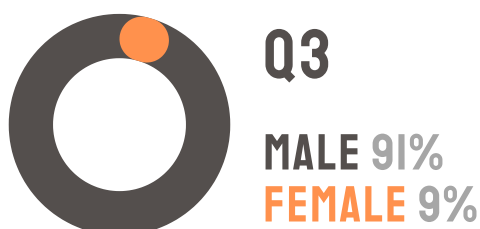
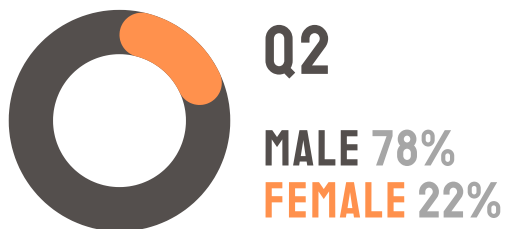
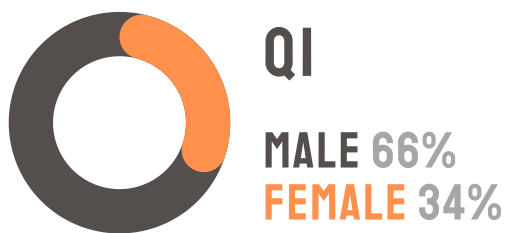
BONUS MEDIAN PAY GAP



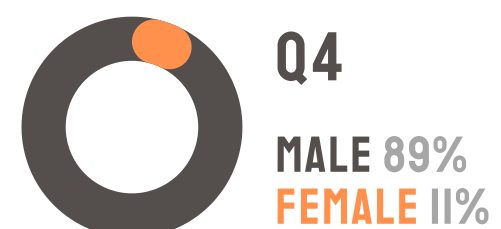
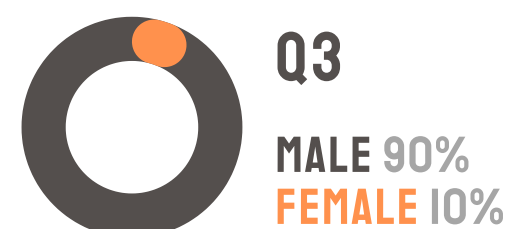
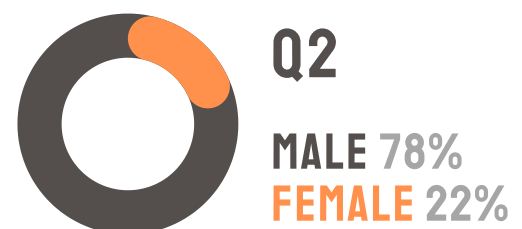
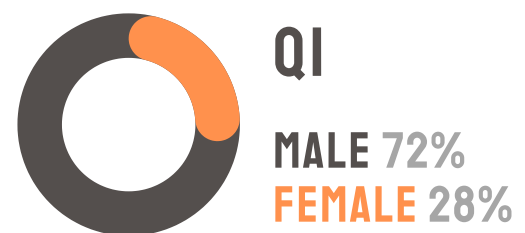
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GENDER SPLIT BY PAY BAND

2020



2021



-6%

0%

1%

3%

Quartile 1 (Q1) above represents the lower paid and Quartile 4 (Q4) the higher paid employees in the workforce respectively. Female representation has increased in the higher-paid quartiles during the past year. The snapshot date for this data was taken on 5 April 2021.