

Gender Pay Gap

We remain committed to building a workplace where everyone has equal access to opportunity, development, and progression. Our Gender Pay Gap Report is an important part of that commitment, giving us a clear view of where we are making progress and where we must continue to focus our efforts. This year's results show encouraging movement in several key areas. We have seen:

- 3.8% reduction in the proportion of men in the upper quartile
- 1% reduction in the upper middle quartile

This demonstrates that more women are moving into higher-paid roles across our organisation. Our **mean hourly rate variance has reduced by 1.4%**, and we have achieved a **significant reduction in the mean bonus gap**, driven in part by changes to leadership bonus structures.

While these improvements reflect the positive impact of our ongoing initiatives, we recognise that progress is not uniform. The **lower middle and lower quartiles remain unchanged**, and our **median hourly rate variance has increased by 2%**, highlighting that there is still more work to do to ensure balanced representation and equitable pay across all levels of the business.

The **median bonus gap also remains unchanged**, reinforcing the need for continued focus on how reward structures operate in practice.

Our priorities for the year ahead include strengthening development pathways, improving gender balance in leadership and operational roles, and ensuring fairness and transparency in recruitment, promotion, and reward decisions.

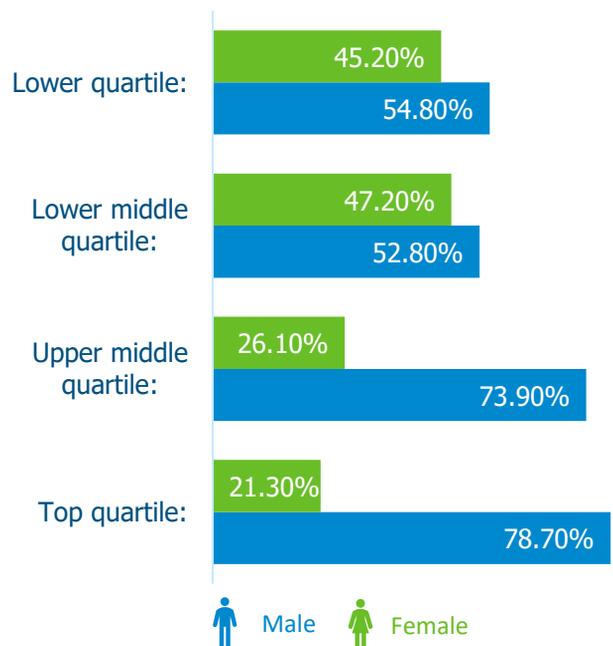
Creating a more inclusive and equitable workplace is a long-term journey, and we remain fully committed to driving meaningful and sustainable change.

Lynn McClelland CEO, dnata catering UK



Gender pay gap	
Mean	Median
6.8%	13.8%

Proportion of male and female employees in each pay quartile



Bonus gap	
Mean	Median
-63.2%	0%

Proportion of population in receipt of a bonus

