



Gender Pay Report 2020

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A message from our CEO

At Pattonair, our best asset is our people and attracting, retaining and developing top talent is important to us. Creating a diverse workplace will ensure we have the right people in place to drive our business forward. A strong workforce that has a variety of different perspectives, can make better decisions and has increased creativity and innovation.

We will always be equal in our approach to recruitment and will provide opportunities regardless of gender, ethnicity, race, socio-economic status or sexual orientation.

We have grown our staff since last year, including a small number of new recruits to my Executive senior leadership team. As a result of the change in the senior leadership team it has meant our mean pay gap has increased since last year, although the recruits were male, they were selected based on their expertise and fit for the role. We are aware that male dominance is an industry trend and we'd like to challenge and hope to see more females in senior roles over the next 5 years, plans are underway as part of our emerging talent strategy to address this.

We have an extensive talent search and recruitment process in place to ensure there is no gender bias. This includes a multistage interview process, initially based on skill vs job profile match and company culture fit which is conducted by our in-house recruitment team.

I am pleased to report that our median pay gap has reduced, I feel this is a more of an accurate measure by not being influenced by the small number of outliers. We have placed several women in senior roles that will provide a huge contribution to our business strategy.

In January 2020 Pattonair merged with the US company, Wesco Aircraft and became Incora. As part of our integration strategy between our two companies we will place a focus on Diversity & Inclusion, promoting talent within to help us strive for a strong and sustainable future.

I can confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) regulations 2017.

A handwritten signature in white ink, appearing to read "Wayne Hollinshead".

Wayne Hollinshead
CHIEF EXECUTIVE OFFICER

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Our commitment

It is welcoming to see that over the 3-year period since publishing our first report, we have overall reduced the gender pay gap.

In the past 12 months, I am pleased to see us make several key female hires in senior roles with many of which were internal promotions. Our future leaders are important to us and these are great examples of us identifying and nurturing great talent to be successful in their roles.

We know that to address gender balance, we need to focus on attracting future female talent to our industry. To help inspire more diversity in our sector, we have forged a relationship with Nottingham Trent University to give a group of students a project, allowing them to learn about our business and provide recommendations on how they would make improvements. We have also relaunched our graduate scheme that will see us develop technical and leadership skills for the future.

In 2019, we were proud to sponsor and take part in a 'This Girl Can' event to celebrate women in the region and leading female sport talent. It was a fantastic opportunity for 170 women from Pattonair and across the county to come together and network, as well as hearing from Sharron Davies MBE who gave a truly inspirational speech. We will continue to support this initiative and others in the future at grass roots level and beyond, where we can bring our female network together and support them to be the best that they can be.

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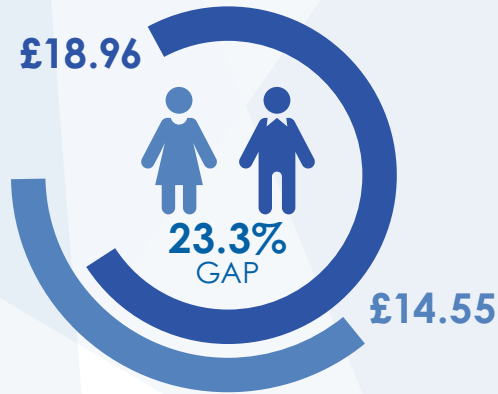
The Data



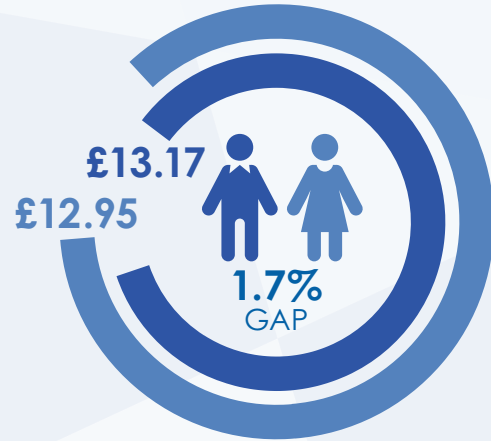
Keep the world flying

Pay between Men & Women, mean & median hourly rates

Mean gender hourly rate gap

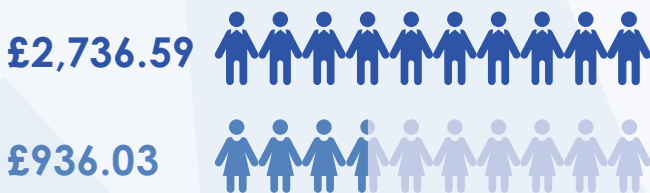


Median gender hourly rate gap



Mean & median gender bonus gap

Mean gender bonus gap



65.8% GAP

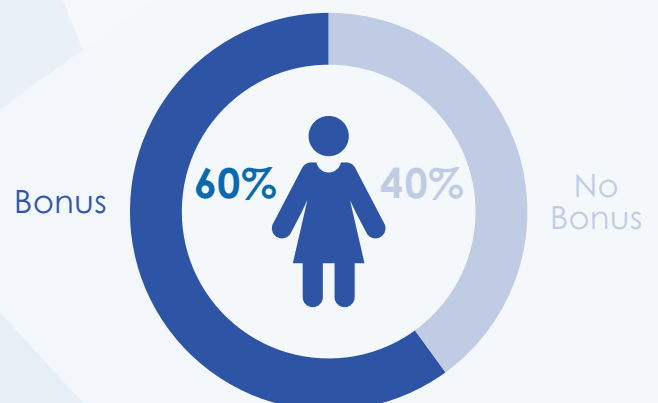
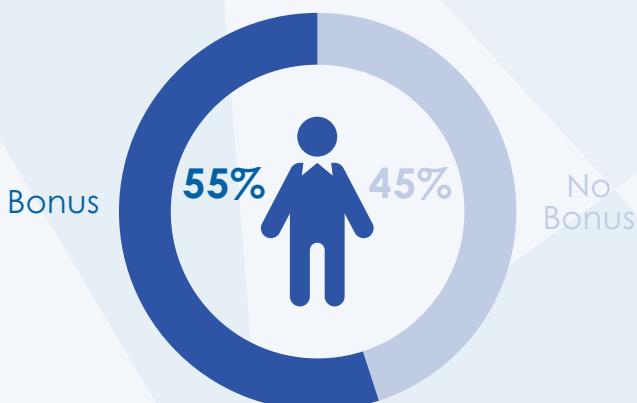
Median gender bonus gap



84.5% GAP

Who received a bonus?

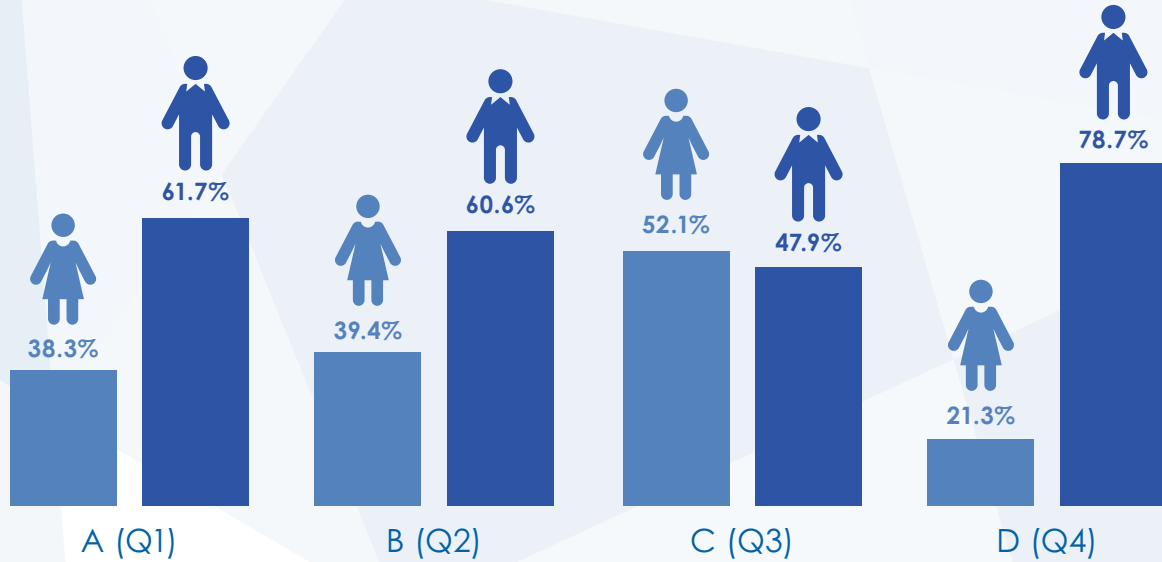
Bonus Participation



The Data

Proportion of men and women employees in each quartile of the total pay distribution

Gender Distribution by Pay Quartiles



	2017	2018	2019	2019 vs 2018
Mean Gender Pay gap	24.30%	19.70%	23.28%	↑ 3.6% ↑
Median Gender Pay gap	7.00%	3.00%	1.70%	↓ -1.3% ↓
Mean Gender Bonus gap	45.30%	28.70%	65.80%	↑ 37.1% ↑
Median Gender Bonus gap	-50.00%	-0.90%	84.53%	↑ 85.4% ↑
Males Receiving Bonus	40.90%	92.30%	55.32%	↓ -37.0% ↓
Females Receiving Bonus	42.90%	92.30%	60.14%	↓ -32.2% ↓

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Becoming more transparent

We want to create an environment where our people are comfortable having pay and career development conversations. They need to trust that we are making fair and consistent decisions.

To achieve this, we needed to simplify our grading framework and change our approach to setting pay scales for roles. If employees do not understand the way we do things, how are they supposed to have great conversations?

Our new grading framework allows employees to focus on career development rather than chasing the next job levels. We believe this is important so that we are setting up employees for success by utilising their strengths, whilst developing their skills required to be great in their role.

Our approach to pay has changed too. We have increased our focus on external labour market trends for individual roles. Utilising data we have, we are ensuring that we remain competitive by adapting to market changes. Our employees will now know the salary scale for their individual role and understand why their pay is set where it is. Importantly, they will also understand how the pay scales are set. This includes knowing where the data comes from and the factors involved in decisions when setting pay. By doing this, our leaders can have good quality pay conversations with confidence, whilst linking it to individuals career development.

We have spent a lot of time working with our management teams by running workshops that give them the knowledge and skills to have great conversations. They are the ones who have the trusted relationship with their teams, so will be having these conversations as part of their role.

The new grading structure is just the start and will enable us to further support development, thus creating a high-performance culture.



Head Office

One Pride Park View,
Victoria Way, Pride Park,
Derby DE24 8AN
UK

+44 (0)1332 886 200
www.pattonair.com

Sales Office

Unit C5, Octimum
Kingswey Business Park,
Woking GU21 5SF
UK

+44 (0)1483 774 600
sales@pattonair.com

