



# Gender Pay Gap Report 2025



# INTRODUCTION

" I am pleased to present the MAG Gender Pay Report for 2025. This year's results demonstrate continued progress in narrowing the pay gap, reflecting the impact of our sustained efforts and commitment to equality.

Looking ahead we remain focused on driving measurable improvements through key performance indicators, fostering an inclusive and diverse environment where every colleague can thrive and contribute to making MAG an exceptional place to work".



**Ken O'Toole**  
Chief Executive Officer



# MEASURING THE PAY GAP

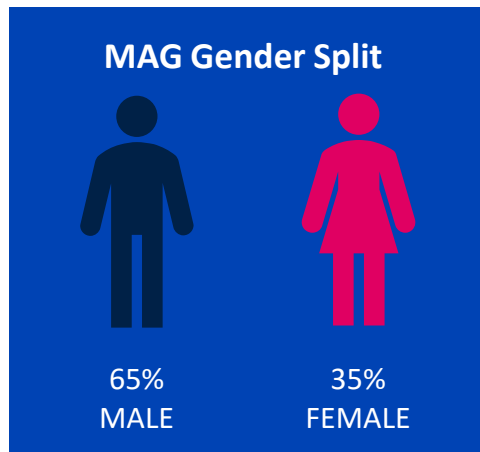
Under the UK Government's Gender Pay Gap Regulations, employers with more than 250 employees need to report their gender pay gap.

## WHAT IS THE GENDER PAY GAP?

The Gender Pay Gap measures the difference in average pay between men and women, expressed as a percentage of the average male earnings.

The Gender Pay Gap is different from Equal Pay. Equal Pay is about men and women receiving equal pay levels for the same work or work of equal value.

MAG believes in equal and fair pay and is committed to diversity and inclusion across our organisation.

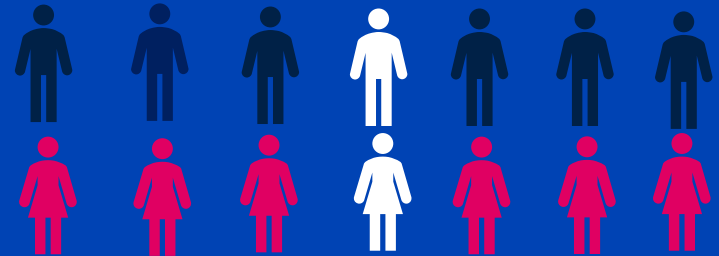


## HOW IS IT CALCULATED?



### 1) MEDIAN PAY GAP

The median is the figure that falls in the middle of a range when the hourly rates of all relevant employees are lined up from smallest to largest. The median gender pay gap is calculated based on the difference between the middle employee in the range for males and the middle employee in the range for females.



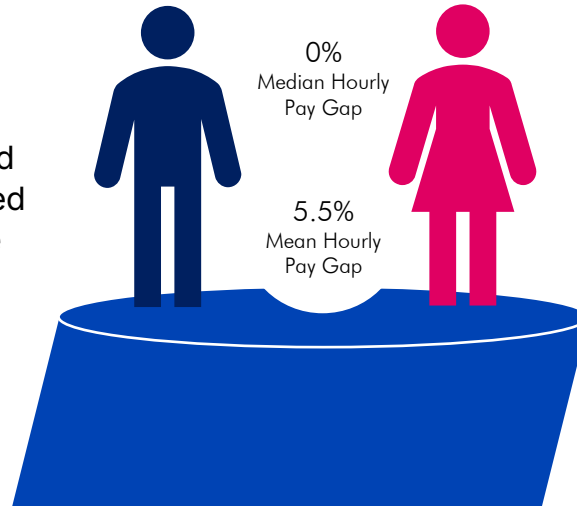
### 2) MEAN PAY GAP

The mean is calculated by adding up the hourly rates of all relevant employees and dividing the figure by the number of employees. The mean gender pay gap is calculated based on the difference between mean male pay and mean female pay.



# HOURLY PAY GAP

As a group, both the median and the mean pay gaps have reduced from the previous year, with the median gap at zero.



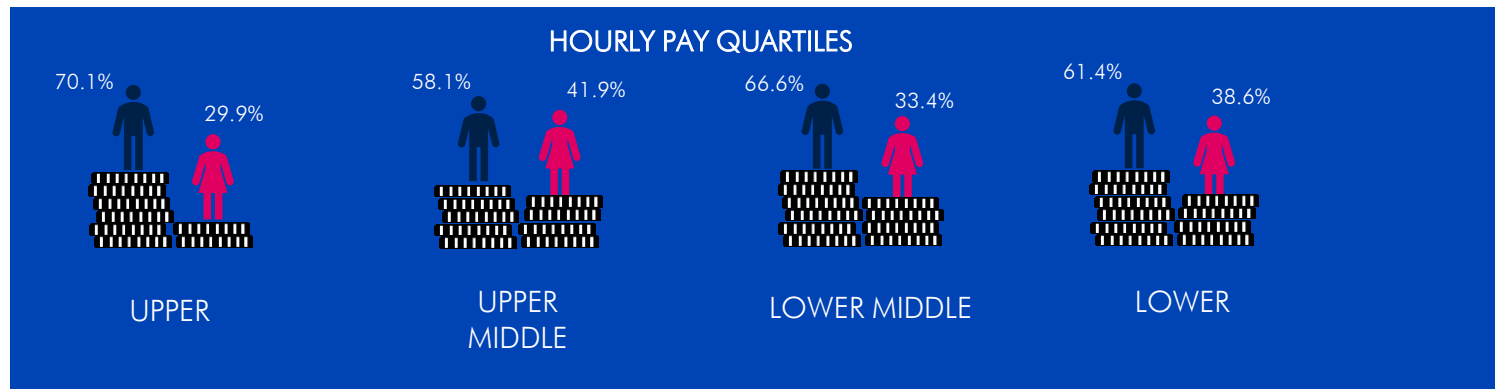
## Comparing to prior year:

The median hourly pay gap remains at 0%

The mean hourly pay gap has decreased from 5.8% to 5.5%.

# HOURLY PAY QUANTILES

This shows the proportions of men and women in four quartile pay bands. All men and women's hourly pay rate are ranked from the lowest to the highest to create four equal bands. The proportion of women in upper and upper middle roles has increased this year.



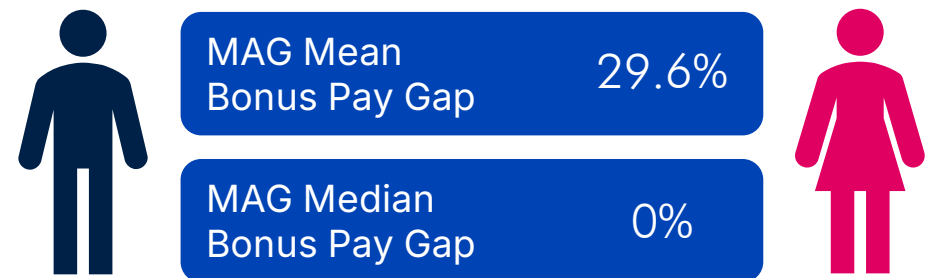
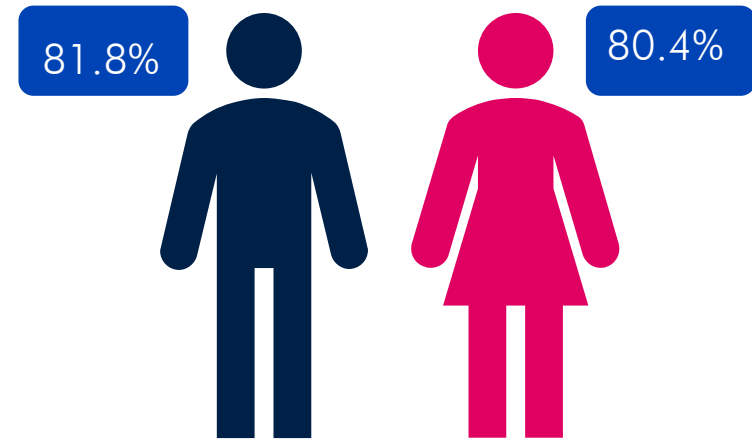
# BONUS PAY GAP

Bonus encompasses a broad definition which includes a number of payments, for example long service awards, group incentives and any local incentive payments.

During the year, a slightly greater proportion of men than women received a bonus payment (1%) with over 80% of both men and women in the organisation receiving a bonus payment.



The median bonus gap remains at zero. The mean gap in this period is reflective of the fact that some of the higher paid roles in the organisation are held by men, rather than women which does influence the gap. MAG continues to put initiatives in place to address this which are set out later in this report and the outcomes of ongoing initiatives are the greater representation of women in roles above the median pay rate this year compared to 2024.

Proportion of employees who received bonus





# AROUND OUR AIRPORTS



Mean Hourly Pay Gap	10.2%	
Median Hourly Pay Gap	6.4%	
Hourly Pay Quartiles	Male	Female
Upper	70.6%	29.4%
Upper Middle	52.9%	47.1%
Lower Middle	55.6%	44.4%
Lower	56.1%	43.9%
Portion of Employees who receive Bonus Pay	Male  77.5%	Female  73.7%
Mean Bonus Pay Gap	36.0%	
Median Bonus Gap	7.9%	



Mean Hourly Pay Gap	8.1%	
Median Hourly Pay Gap	2.9%	
Hourly Pay Quartiles	Male	Female
Upper	70.6%	29.4%
Upper Middle	55.2%	44.8%
Lower Middle	49.1%	50.9%
Lower	59.4%	40.6%
Portion of Employees who receive Bonus Pay	Male  95.5%	Female  95.7%
Mean Bonus Pay Gap	24.6%	
Median Bonus Gap	19.3%	

Mean Hourly Pay Gap	0.6%	
Median Hourly Pay Gap	-0.4%	
Hourly Pay Quartiles	Male	Female
Upper	70.9%	29.1%
Upper Middle	69.5%	30.5%
Lower Middle	72.8%	27.2%
Lower	68.7%	31.3%
Portion of Employees who receive Bonus Pay	Male  71.8%	Female  74.6%
Mean Bonus Pay Gap	22.5%	
Median Bonus Gap	0%	



# CAVU Experiences

# CAVU Group Ltd

## CAVU

Mean Hourly Pay Gap	-1.1%	
Median Hourly Pay Gap	0.3%	
Hourly Pay Quartiles	Male	Female
Upper	33.3%	66.7%
Upper Middle	48.5%	51.5%
Lower Middle	39.7%	60.3%
Lower	38.2%	61.8%
Portion of Employees who receive Bonus Pay	Male  47.7%	Female  65.9%
Mean Bonus Pay Gap	9.0%	
Median Bonus Gap	7.8%	

## CAVU

Mean Hourly Pay Gap	10.9%	
Median Hourly Pay Gap	6.4%	
Hourly Pay Quartiles	Male	Female
Upper	62.8%	37.2%
Upper Middle	72.4%	27.6%
Lower Middle	56.6%	43.4%
Lower	47.4%	52.6%
Portion of Employees who receive Bonus Pay	Male  65.6%	Female  52.0%
Mean Bonus Pay Gap	4.7%	
Median Bonus Gap	72.6%	

# KEY ACTIONS IN 2025

Our data shows a greater female representation in higher paid roles in MAG than in 2024, and our focus on recruitment of female leaders is evidenced in our key metrics. We continue to embed and develop our initiatives to address the gender pay gap. Key actions are outlined below:

**EDI strategy:** This year, we launched *Every Journey Matters*, MAG's enterprise-wide EDI strategy, shaped by colleague insight from across the business. Grounded in pre-launch benchmarking of organisational effectiveness, the strategy reflects our commitment and opportunity to helping every journey maker reach their full potential, whatever that looks like for them. With a clear five-year roadmap, we are focused on embedding inclusive excellence into every colleague and passenger experience, enabling us to achieve our ambition of *'becoming leaders of inclusive excellence in aviation'*.

**Colleague Communities:** We've rebranded our Colleague Resource Groups to Colleague Community Groups (CCs) to reflect their role as strategic partners in driving inclusion, at MAG. Each CC now operates under a charter framework with defined objectives and a maturity scale to benchmark impact annually. Membership of the Women's Network has also grown by 35%, from 650 to 877 colleagues (Nov 2024–Nov 2025), and we've partnered with We Are Power to accelerate gender equity at MAG and beyond. To build further capability across our women's network, CC Chairs and Co-Chairs have been supported to obtain their CMI Level 4 in Promoting EDI in the Workplace.

**Recruitment:** We've strengthened our inclusive recruitment approach by utilising diverse job boards and worked on refreshing our EVP to better reflect our commitment to equity and attract a broader range of talent. A full recruitment audit across the end-to-end talent lifecycle has helped us identify opportunities to enhance the candidate experience, particularly for underrepresented groups including women. In partnership with CAVU, we've redefined our EDI jobs board statement to ensure candidates receive consistent messaging and pre-interview support aligned with our inclusive values.



