

Gender Pay Gap Report 2025

November 2025

AirNav Ireland Gender Pay Gap Report 2025

Foreword from the Chief Executive

As Chief Executive of AirNav Ireland, I am proud to present our Gender Pay Gap Report 2025. Transparency and fairness are core to our values, and this report reflects our commitment to both. We have no pay inequality – men and women in the same roles are paid equally on the same scales – but like many organisations, we do have a gender pay gap driven by workforce demographics.

The results show areas where we've made progress and areas that need continued focus. I am encouraged that our targeted initiatives are starting to bear fruit, and I remain fully committed to building an inclusive, high-performing

workplace where everyone can thrive. We will continue to invest in our people, promote equal opportunities for all, and strive each year to narrow the gap.

AirNav Ireland prides itself on being an equal opportunities employer, treating all employees with fairness and respect, and this report is another step in our journey to ensure that principle is upheld in practice. Together, we will keep working toward a more balanced and equitable future for our Company.

Gerald Caffrey

Chief Executive, AirNav Ireland





Introduction & Context

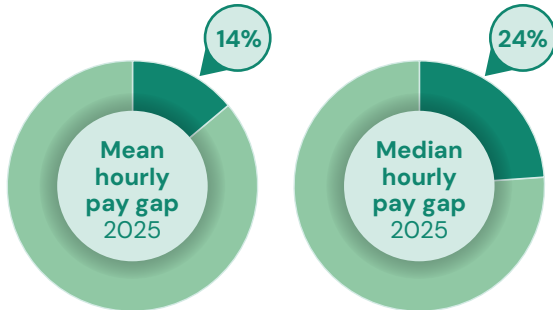
In line with the Gender Pay Gap Information Act 2021 (Ireland), AirNav Ireland reports its gender pay gap annually, based on a snapshot of employee data in June 2025. The gender pay gap represents the difference in average hourly earnings between men and women, expressed as a percentage of men's earnings.

It is important to note that this is distinct from equal pay. AirNav Ireland has no gender-based pay inequality – all staff are paid on the same salary scales for the same grades, regardless of gender. Our gender pay gap therefore reflects the distribution of men and women across different roles and seniority levels in the company, rather than unequal pay for the same work.



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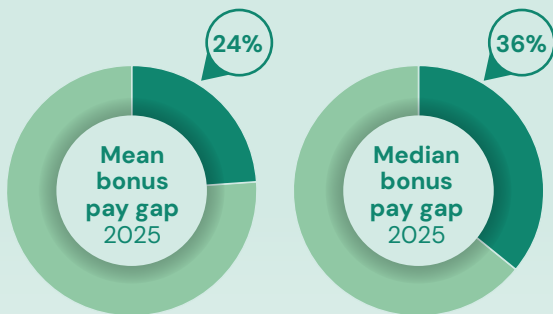
Key Pay Gap Metrics (Hourly Pay)



The mean hourly pay gap has improved slightly from 15.0% in 2024 to 14% in 2025 whereas the median pay gap has increased by 3% to 24% in 2025. The gender pay gap here is driven by the Company's workforce composition which is predominantly male (74% male vs 26% female).

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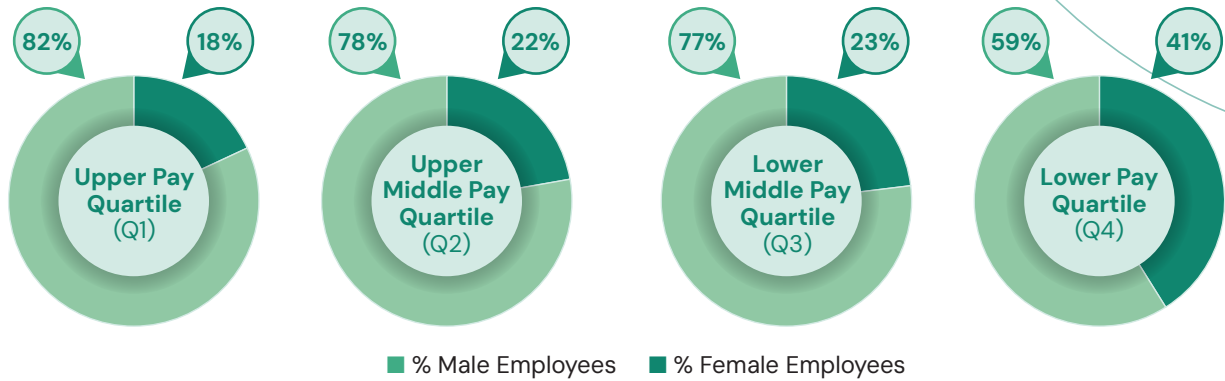
Bonus Pay Gap and Participation



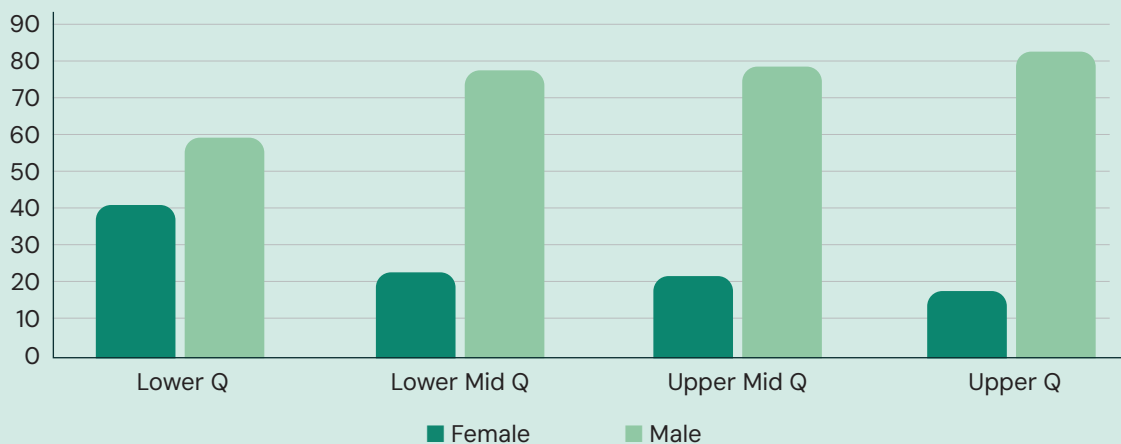
A small number of senior management positions are eligible for a performance related pay award, and during this reporting period, 27 senior managers received bonus payments.

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Pay Quartiles – Gender Distribution



Pay Quartiles Gender Distribution



A core driver of the pay gap is the representation of women in different pay quartiles. AirNav Ireland's workforce remains predominantly male (74% male vs 26% female).

It should be emphasised that **there is no evidence of unequal pay for the same role** at AirNav Ireland. Men and women in the company are paid the same rates for equivalent positions (the company operates clear grade-based pay scales). The gender pay gap therefore **reflects occupational distribution** within the Company. AirNav Ireland's front-line operational roles (Air Traffic Controllers, Engineers, Radio Officers,

etc.) have historically been male dominated, resulting in a higher concentration of men at the top of the salary scale. AirNav Ireland's overall workforce in the snapshot period was 74% male. This is the primary reason the statistics show a pay gap.

In some workforce segments, like part-time staff, women earn more per hour than men because most female part-timers hold operational roles. The overall pay gap is largely due to women's under-representation in operational roles, which is receiving attention.

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Steps to Close the Gap

AirNav Ireland is actively pursuing a range of initiatives to reduce the gender pay gap, focusing on improving gender balance in recruitment, career development, and workplace culture. Increasing the number of women in higher-paying operational and leadership roles is a key priority of the company's **HR Strategy 2024–2028**, which includes a dedicated focus on **Diversity, Equality and Inclusion**. Below is an overview of some measures in place or forthcoming:

- **Developing Female Leadership:** The company launched a targeted Women in Leadership programme in partnership with the Irish Management Institute, aimed at preparing more women for senior roles. To date, 32 female employees have completed this program, and a further 6 will participate in 2026. This initiative is building a pipeline of women ready to advance into higher-level positions, which over time should help rebalance gender representation at the top.
- **Expanding the Talent Pipeline:** AirNav Ireland has been investing in attracting more women into technical and operational careers. There are extensive outreach and recruitment efforts focused on female candidates. For example, the company's staff (including female Air Traffic Controllers) frequently participate in events like the "Girls in Aviation" day and visit secondary schools to promote careers in air traffic control and engineering to young women. AirNav Ireland also attends university career fairs and runs a structured internship programme.
- **Fostering an Inclusive Workplace:** Internally, the Company continues to enhance a culture that supports women's careers. All managers undergo training in unconscious bias and inclusive leadership – an important deliverable in the HR strategy – to ensure fair hiring and promotion practices. Flexible working options and supportive policies have been improved; for instance, remote/blended work arrangements, and even a dedicated menopause support programme have been implemented to improve work-life balance for everyone.



- **AirNav Women's Network:** The Women's Network is an established group providing mentoring, peer support, and advocacy for female employees, facilitating professional growth within the company. Its initiatives are designed to foster a workplace where more women can advance into higher-paying positions over time. Additionally, the Women's Network organises targeted events aimed at encouraging careers in Air Traffic Control among transition year students and college students, with a primary focus on women.
- **Formation of a Diversity & Inclusion Team:** In 2025, AirNav Ireland formed a dedicated Diversity & Inclusion Team committed to fostering a more inclusive and supportive workplace. All team members received targeted training through UCD Professional Academy.

- **Mentoring Programme:** In 2025, AirNav Ireland launched a new Mentoring Programme, offering specialised training that equips professionals with the necessary skills, tools, and mindset to create successful mentoring relationships.

These initiatives reflect a comprehensive, long-term approach to addressing the underlying factors contributing to the gender pay gap. The Company acknowledges that meaningful change requires time—such as increasing the recruitment of women into entry-level air traffic control and engineering positions, which may initially widen pay gap statistics while these employees progress to more senior roles. Nevertheless, AirNav Ireland remains dedicated to these efforts, recognising that they will enhance female representation across all levels of the Company. By both attracting more women to join the company and fostering internal advancement, the gender pay gap is expected to decrease progressively over time.



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Conclusion

The 2025 Gender Pay Gap Report for AirNav Ireland demonstrates the Company's ongoing commitment to transparency, fairness, and equal opportunities. While there is no evidence of unequal pay for the same roles – men and women are paid equally on the same salary scales – the overall gender pay gap persists, primarily due to the distribution of men and women across different roles. The workforce remains predominantly male, especially in operational roles, which is the main driver of the pay gap.

Meaningful change will take time, especially as more women are recruited into entry-level operational roles. However, AirNav Ireland's sustained efforts and strategic focus on diversity, equality and inclusion are expected to gradually reduce the gender pay gap and enhance female representation at all levels in the Company.



