



AQUILA
DELIVERING CRITICAL SERVICES

Gender Pay Gap Report 2025



Foreword

The Gender Pay Gap Report is a valuable tool to ensure that we treat and pay our people equally. We want Aquila to be a place that attracts and retains diverse talent, and for all our employees to feel included and to be proud of their work environment and of the important work we do. That is why we continue to place a strong emphasis on creating an equitable place to work for all people in society, where everyone is paid fairly for the role they have in the team, as well as for their performance in that role.

As an Equal Pay employer, men and women performing equal work receive equal pay. We do have a Gender Pay Gap; however, I am pleased that we continue to move our business in the right direction. We are also committed to achieving equal pay and are taking proactive steps such as the creation of our Women and Allies Employee Resource Group. This group will ensure the business can benefit from diverse teams and voices that can bring a variety of ideas, skills, and experience.

The Mean Pay Gap has significantly decreased to 2.7% and I am pleased to report that the Median Pay Gap has reduced to 10%. We have 81% of female employees across our business now qualify for a bonus, which is similar to last year's report.

The overall figures are all encouraging but we do recognise there is more to be done. That is why we will continue to assess and evolve Aquila as a diverse and inclusive workplace.

Peter Hitchcock, CEO



Approach

Attracting and retaining diverse talent

We are committed to activity to attract and retain diverse talent and embed an inclusive culture throughout Aquila. This includes reviewing job adverts, providing equal opportunities and support for new and existing employees.

Flexibility at work

A flexible workplace is a huge benefit for employees and can often be a key driver for attracting diverse talent to an organisation. Following employee feedback, we undertook a flexible working feasibility study to make improvements, which led to us launching an updated Flexible Working policy with more options.

Women's Health and Wellbeing

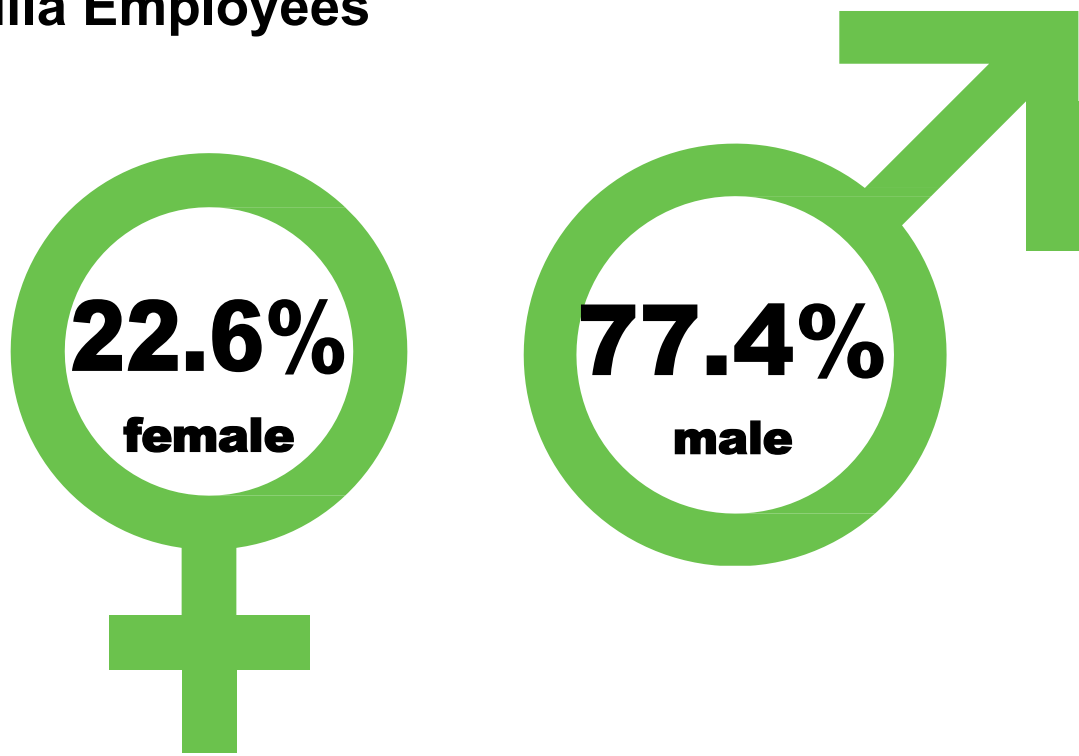
Our people are our business, and that's why we want to ensure that employees have all the support needed to stay healthy, mentally and physically. We actively promote our Employee Assistance Programme and Mental Health First Aiders.

Results

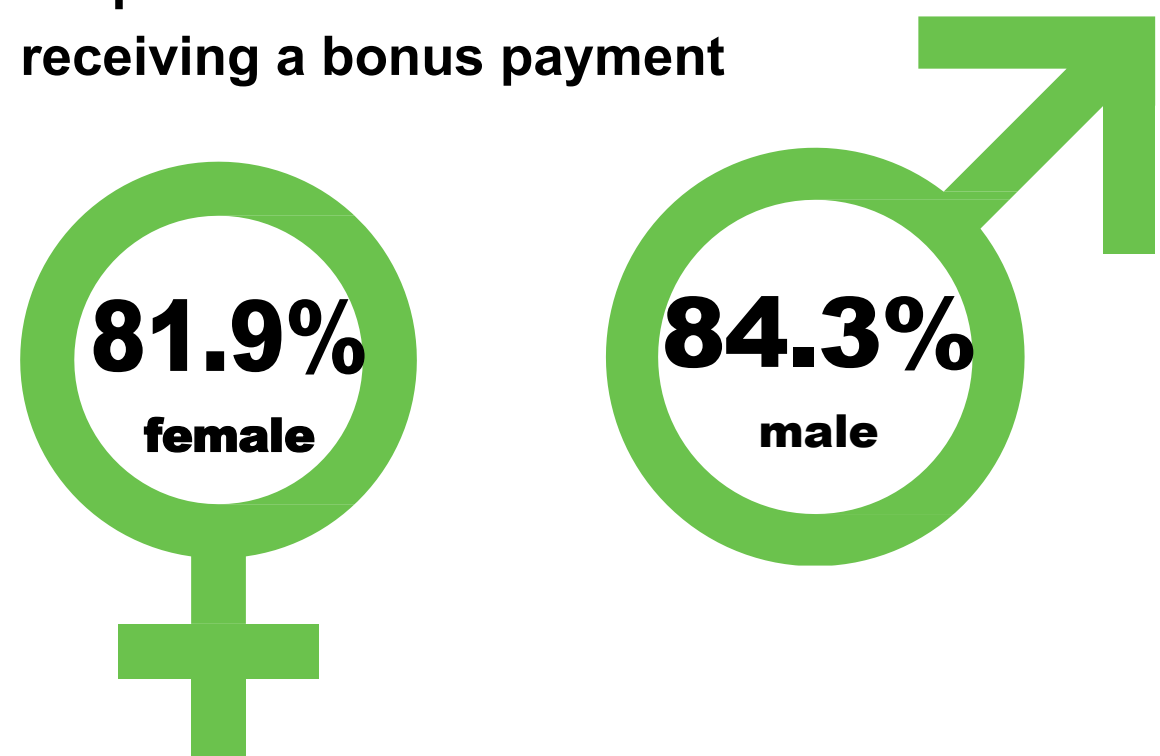
The data in this report includes 318 employees across Aquila based within the UK and overseas in Cyprus, Gibraltar and the Falkland Islands. We have 246 male employees and 72 female employees.

When we recruit we look at the talent available within the recruitment market and match it to the roles we have available.

Aquila Employees



Proportion of males and females receiving a bonus payment



Gender Pay Gap

Mean Gender Pay Gap	2.74%
Median Gender Pay Gap	10.65%

Proportion of males and females in each quartile pay band

Pay Quartile	Male	Female
Lower	63.8%	36.2%
Lower Middle	86.0%	14.0%
Upper Middle	80.0%	20.0%
Upper	79.8%	20.2%

Proportion of males and females in each quartile pay band

Mean Gender Bonus Gap	22.1%
Median Gender Bonus Gap	69%

Gender Pay Gap Explanation

The gender pay gap is the difference between the average (mean and median) earnings of men and women, expressed as a percentage of earnings.

The gender pay gap is not the same as equal pay, which refers to paying men and women the same amount for the same, or similar, work. Equal pay is a legal requirement under the Equality Act and is something we care passionately about.

We are reporting our Gender Pay Gap in five ways:

1. Mean Gender Pay Gap: The mean gender pay gap shows the difference in the average pay and bonus earnings of men and women in the Aquila workforce.

2. Median Gender Pay Gap: If we were to split our female employees and our male employees into two lines, arranging them in order of pay from highest to lowest, the median pay gap compares the pay of the women in the middle of the female line with the pay of the men in the middle of the male line. The most common reason for a gap is that there are more men in senior roles than women.

3. Gender Bonus Gap: We are also using the median and mean calculations to compare individual and company performance-based bonus payments received over the 12-month period.

4. Bonus proportions: In this report we are comparing the number of male and female employees who were paid any amount of bonus pay. In Aquila, all employees are entitled to receive a bonus after 3 months service, the difference here reflects the fact that more of our recent recruits are women.

5. Pay Quartiles across the organisation: We have divided the workforce into 4 equal groups based on their level of pay and then made a comparison of male percentages versus female percentages.



A view from our team

In terms of gender equality, let's hear from some of our team members.

**Heather
Marchbank
Commercial &
Service Delivery
Director**



Throughout my career, I have worked in environments where women were often under-represented, particularly in technical, operational, and leadership roles. My progression has been shaped by both the opportunities I was given and the barriers I had to navigate, challenging assumptions, proving my capability, and pushing through obstacles that my male peers did not always face. These experiences reinforced the importance of ensuring that progression is driven by talent, contribution, and potential. I have seen first-hand the difference that strong advocacy, fair policies, and visible role models can make in enabling women to advance and thrive.

As Executive Lead for Equality, Diversity and Inclusion at Aquila, this is not simply part of my role; it is something I care deeply about. Gender pay gap reporting provides the transparency we need to challenge inequity and hold ourselves to account. I am personally committed to creating a workplace where women are fully represented, valued, and supported at every level, and where everyone has the opportunity to achieve their potential.

**Lucy Free
Head of Projects**



Closing the gender pay gap is essential because women in the UK still earn significantly less than men on average, positive steps such as increasing female participation strengthens decision-making and improves overall organisational performance.

Male allies are also critical to closing the gap because progress accelerates when men challenge biased behaviours, support transparent pay and promotion processes and use their influence to remove barriers.

Equality requires collective responsibility, and male allyship helps turn policy ambition into practical change. I am really excited to help with the new Women and Allies Network Employee Resource Group and hope that many men and women will join to help us create a fairer world, starting right here in Aquila!

**Fatima Uddin
Commercial Manager**

It's important to celebrate women's achievements, but also to recognise that the fight for equality, inclusion and representation isn't over. Women still face barriers in pay, leadership, and opportunities – it's a reminder of the progress made but also the challenges that still exist.



True equality means breaking down all barriers – gender, race, religion, sexuality, and ability, so all women can thrive. Change happens when we speak up, challenge bias, and support each other, not just today but everyday.

