SES

Fly Certain



2026

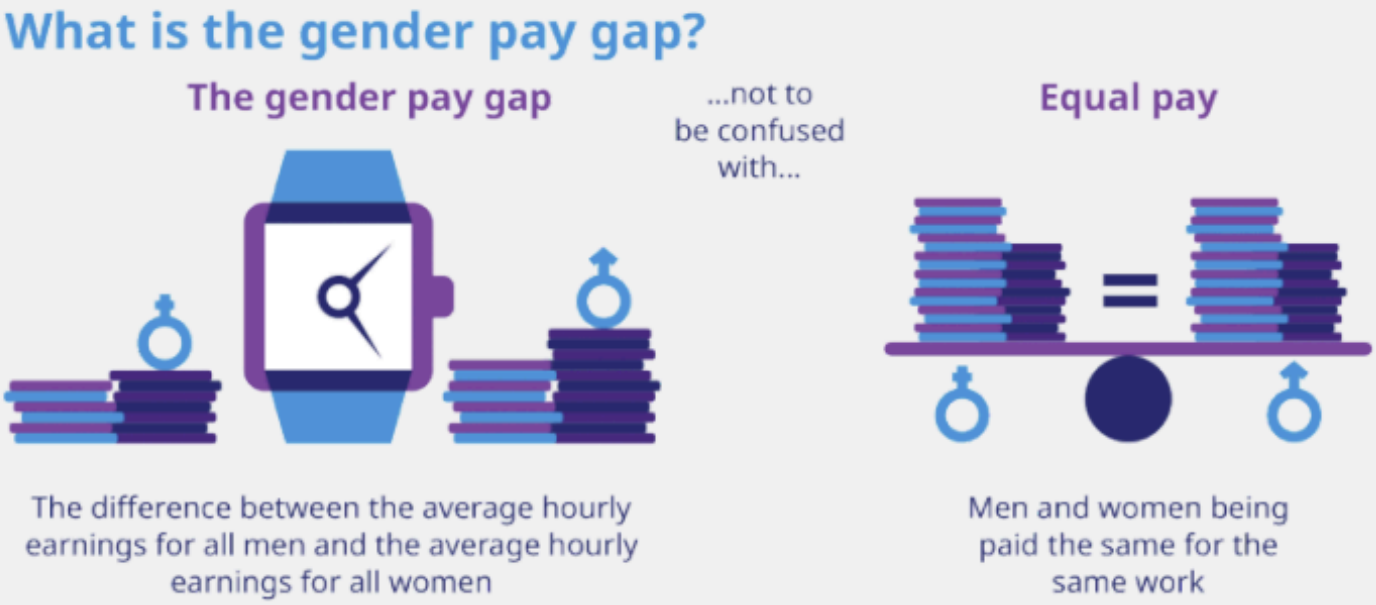
GENDER PAY GAP REPORT

SES
Fly Certain

The Reason for the Gender Pay Gap at SES

The gender pay gap at SES arises from imbalances in the representation of men and women across specific roles and levels within the organisation.

There are two main reasons why this has arisen. First, while there is gradual change, there are still more men than women in senior levels of the aviation industry. This affects the pool from which we can recruit at senior level. Second, our industry relies to a considerable degree on engineers, and it remains the case that there are many more men than women amongst those holding engineering qualifications.



SES
Fly Certain

The difference between Equal Pay and Gender Pay Gap

The Gender Pay Gap is not a measure of **Pay Equity**.

Pay Equity simply means there is no differentiation in employee remuneration because of gender or other illegitimate discriminatoryfactors. The application of **Pay Equity** ensures that women and men doingthe same or comparable work are paid equitably, all other things beingequal. SES is running periodic **Pay Equity** checks.

Under Irish government rules, the **Gender Pay Gap** measures the broad average and median of pay for men and for women across the organisation. The **Gender Pay Gap** takes no account of the different roles that may be occupied by men and women.

An organisation applying **Pay Equity** principles can still have a **Gender Pay Gap**. This is because **Pay Equity** requires equitable treatment within roles and positions, while the **Gender Pay Gap** does not take account of different roles and positions.

Understanding the gender pay gap metrics

Hourly Remuneration refers to the difference in total earnings between men and women on a mean (average) and median (middle ranking) basis across all our employees. A positive percentage indicates a gap in favour of men. A negative percentage (as for example for the mean hourly remuneration gap for our temporary workers) indicates a gap in favour of women.

Bonus Receivers sets out the proportion of men and of women who receive any form of bonus. 'Bonus' for this purpose included annual bonus and voucher awards.

Bonus Gap refers to the gap between men and women on the value of all bonus items taken together, across all employees who received a bonus.

The lower quartile sets out, in respect of the lowest paid quarter of our people by hourly remuneration, what percentage are men and what percentage are women.

The upper quartile sets out, in respect of the highest paid quarter of our people by hourly remuneration, what percentage are men and what percentage are women. The same logic applies to the lower middle quartile and the upper middle quartile.

Benefits in kind sets out the percentage of our people who are in receipt of non-cash benefits of monetary value, including for SES provision of a company car, dental and health insurance.

SES cannot publish an hourly remuneration gap for part-time workers, as we have no male part-time workers at the present time. All part-time workers are included within the overall figures.

The Reason for the Gender Pay Gap at SES

The gender pay gap at SES arises from imbalances in the representation of men and women across specific roles and levels within the organisation.

There are two main reasons why this has arisen. First, while there is gradual change, there are still more men than women in senior levels of the aviation industry. This affects the pool from which we can recruit at senior level. Second, our industry relies to a considerable degree on engineers, and it remains the case that there are many more men than women amongst those holding engineering qualifications.

Our Gender Pay Gap Metrics

The results below set out the gender pay gap metrics for SES in Ireland with a snapshot date of June 1st 2026 and a reference period of June 2nd 2025 to June 1st 2026. In the period under consideration, our headcount was 112, of whom 58 were women and 54 were men. The organisation had 2 part-time and 10 temporary employees at the snapshot date. No part-time hourly remuneration gap can be calculated, as both of our part-time people are of the same gender.

Our Gender Pay Gap Metrics are set out in the table below.

Hourly Remuneration	
Mean	Median
39.9%	29.5%

Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Upper Quartile	
Male%	Female%	Male%	Female%	Male%	Female%	Male%	Female%
39.9%	60.7%	42.9%	57.1%	53.6%	48.4%	71.4%	28.6%

Bonus Gap		Benefits in Kind	
Mean	Median	Male%	Female%
55.8%	54.9%	89.7%	85.2%

Temporary Contracts SES – 2025-6	
Hourly Remuneration	
Mean	Median
23.7%	0.0%

SES
Fly Certain

The Reason for the Gender Pay Gap at SES.

The gender pay gap at SES primarily stems from imbalances in the representation of men and women across specific roles and levels within the organization. Specifically, the current gap is driven by a higher concentration of men in engineering and senior management positions. There are two main reasons why this has arisen. First, the predominance of men in senior levels of the aviation industry is changing only gradually: this affects the pool from which we can recruit at senior level. Second, our industry relies to a considerable degree on engineers, and it remains the case that there are many more men than women amongst those obtaining engineering qualifications.

Our Intentions

Future generations of SES leaders will almost certainly be drawn from a broader range of backgrounds and experiences than in the past, reflecting the diversity of our workforce today. In Ireland, our employee population is almost evenly split between men and women, and we have seen a similarly balanced gender representation across our intern programmes in recent years. This is a positive indicator of the talent pipeline developing within our industry and organisation.

SES has a strong track record of female leadership. In 2025, Denise Mangan-Fahy succeeded Julie Dickerson as CEO, continuing the tradition of women leading the organisation. While Denise is not contractually an SES employee and is therefore not included in our gender pay gap reporting figures, her appointment reflects the depth of female leadership within SES. Prior to this, Julie Dickerson made history when she became CEO in 2013, becoming the first female CEO of an aircraft leasing company.

We are committed to creating opportunities for talented individuals to develop and progress their careers. Our Women in Leadership Development Programme, which ran from 2025 to 2026, was highly successful and provided participants with valuable opportunities to enhance their leadership capabilities, build networks, and prepare for future leadership roles.

Developing future talent remains a key focus. We work closely with the University of Limerick through our co-op programme, giving students practical industry experience while helping us identify and support future leaders, including promising female talent. We also partner with Junior Achievement Ireland to inspire young people and promote awareness of career opportunities across our industry. In addition, SES proudly sponsors IASA, the Irish Aviation Students Association, helping to strengthen engagement with the next generation of aviation professionals.

We recognise the importance of fostering an inclusive and supportive working environment. Through flexible working arrangements, family-friendly policies, our DEI committee and competitive benefits, we aim to enable all employees to achieve their full potential. We provide fully paid maternity leave for 26 weeks and continue to invest in initiatives that support career development and long-term success.

The future is bright for talented people at SES, regardless of gender or background, and we remain committed to attracting, developing, and retaining the very best talent from the widest possible pool.