



ORIX

Answers,
Custom Fit.

Gender Pay Gap Report

November 2025

ORIX Aviation is an equal opportunities employer. We respect the diversity of our employees and provide opportunities and environments to maximise their professional development.

We have made great progress in diversity and inclusion however we also recognise that work still needs to be done. This report outlines the reasons for our gender pay gap and what we are doing to address it.

We remain committed to our employees and in creating opportunities that allow them to reach their full potential.

Gender Pay Gap Reporting

The Gender Pay Information Act requires Irish companies to report on the gender pay gap across a number of metrics. In 2025, for the first time, companies with 50 employees or more are required to publish a Gender Pay Gap Report.

In the enclosed report we have included:

- Reasons our Gender Pay Gap exist
- Our Gender Pay Gap Figures
- Actions for addressing our Gender Pay Gap

What is Gender Pay Gap Reporting?

As outlined in the Gender Pay Gap Information Act companies in Ireland are required to:

- Calculate the difference in mean and median earnings between men and women
- Highlight differences in pay and bonus levels between men and women
- Highlight the distribution of men and women across the company

The above calculations do not take into account individual roles or responsibilities in the company. They simply highlight pay averages across the entire company.

Gender Pay Gap vs. Equal Pay

Equal Pay means that people are paid the same for work of equal value, regardless of their gender or any other factors. Essentially, if two people complete the same job, they should be paid the same. The figures in this Report simply outline the information, as set out in gender pay gap legislation and are not a reflection of Equal Pay.

Reasons for the ORIX Aviation Gender Pay Gap

ORIX is fully committed to Equal Pay for our employees. The primary reasons for our Gender Pay Gap are:

- There is an uneven distribution of men and women across all levels and functions.
- There are a higher number of men than women in senior and leadership positions.
- There are also a higher number of women than men in the lower pay quartiles.

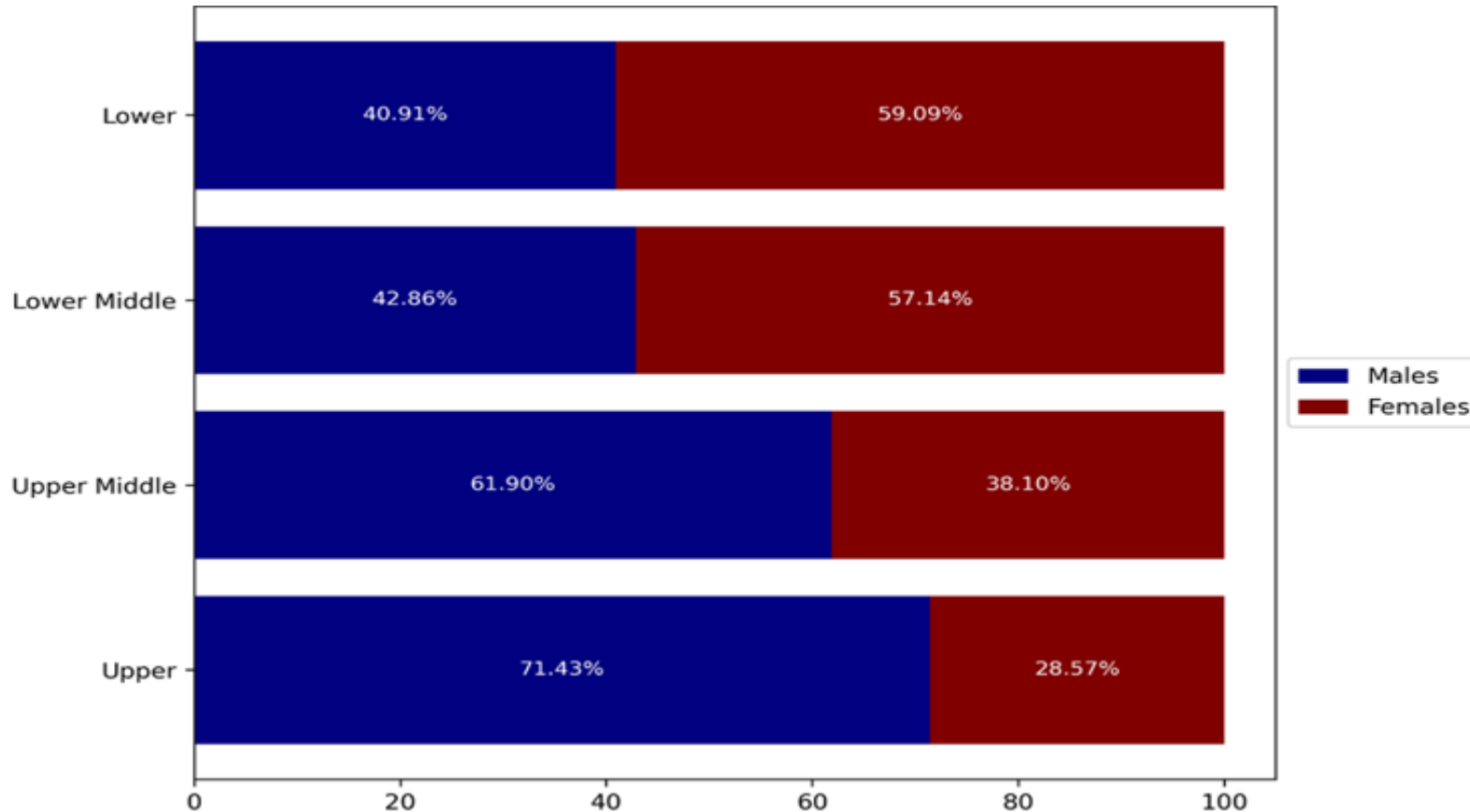
ORIX Aviation remains committed to addressing this disparity and in recent years we have seen a higher proportion of women than men joining ORIX. Due to the fact that the majority of our hires are at graduate or analyst level, it will take some time for these efforts to have a material impact at a senior level. We look forward to supporting these colleagues as they progress their careers with ORIX.

We have made great improvements in diversity in our Graduate Programme and in 2025, 60% of all graduates hired were female. Our Graduate Programme is one of our primary recruitment and retention tools, with 25% of all ORIX employees joining the company as part of this programme over the last number of years.

In this reporting period:

- 71% of new joiners have been female
- 100% of senior hires have been female

Gender Distribution Across Pay Quartiles



Pay Quartiles: When we divide the company into four equal sections, in order of hourly earnings, we can see the gender distribution in each quartile.

In this graph each quartile is calculated in respect of hourly pay and outlines what percentage in each pay quartile are men and women.

A key reason for our Gender Pay Gap is that the higher pay quartiles have a higher proportion of men.

ORIX Aviation Figures

The figures in this report are based on a snapshot of all employees at ORIX Aviation Systems Limited (85 employees) as of 30 June 2025 and look back over the previous 12 months. On the snapshot date we employed 46 men and 39 women.

Our results indicate that a gender pay gap exists. Our figures are broadly in line with our aviation lessor competitors. The results indicate that the gaps are primarily driven by a higher representation of men in senior positions across the company.

Gender Breakdown

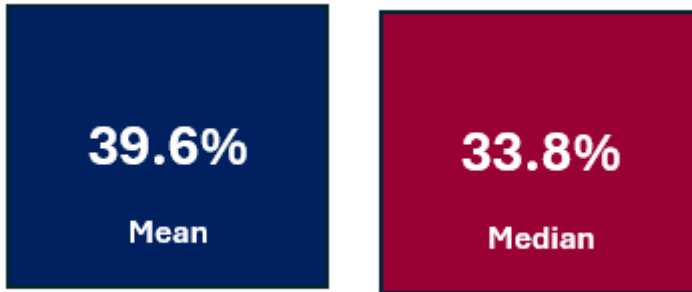


46%



54%

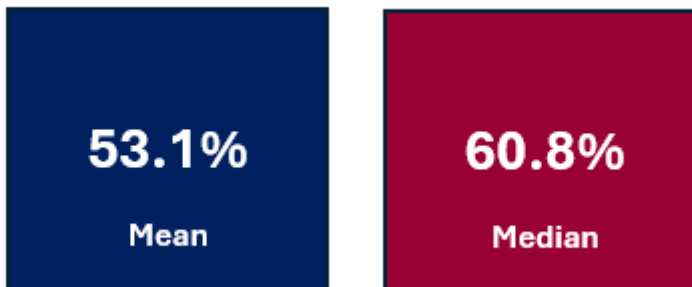
Total Gender Pay Gap*



Mean Gender Pay Gap: The difference between average earnings of men and women. Our mean gap shows that the mean hourly pay for men is 39.6% higher than the mean hourly pay for women.

Median Gender Pay Gap: The difference between mid-point earnings of men and women. Our median gap shows that the median hourly pay for men is 33.8% higher than the median hourly pay for women.

Bonus Gap

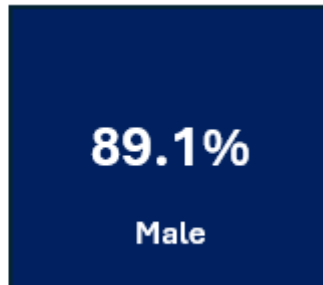
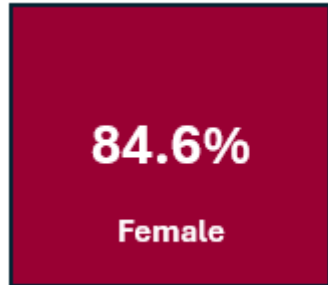


Mean Bonus Gap: The difference between average bonuses of men and women. Our mean bonus gap shows that the mean bonus for men is 53.1% higher than the mean bonus for women.

Median Bonus Gap: The difference between mid-point bonuses of men and women. Our median gap shows that the median bonus for men is 60.8% higher than the median bonus for women.

**We have not included gender pay gap figures for part-time or fixed term employees due to the small sample size and associated data privacy risks.*

Bonus Proportion



Bonus Proportion: outlines the proportion of men and women who received a bonus in the previous 12 months. This means that as of the snapshot date in the previous 12-month period, 84.6% of women received a bonus and 89.1% of men received a bonus.

In ORIX Aviation all permanent employees are or will be eligible to receive a bonus. The reason for differences in bonus entitlement are due to timing differences of new joiners as outlined below:

- New joiners between 1 January 2025 and our FY ended 31 March 2025 are not eligible to receive a bonus payment until the following financial year. For the period 1 January to 31 March 2025, a higher proportion of new joiners were female.
- The 2024/2025 Graduate Program members would not have completed sufficient length of service to become eligible for a bonus in March 25. 60% of graduates in 2025 were female.

Benefit in Kind



Benefit in Kind: outlines the proportion of men and women who receive a non-cash benefit such as health insurance. This means that as of the snapshot date in the previous 12-month period, 64.1% of women received benefit in kind and 82.6% of men received benefit in kind.

All permanent employees are eligible to receive BIK benefits as part of an annual benefit allowance. However, instead of BIK benefits, some employees choose to avail of a cash benefit allowance of equivalent value, which explains why this gap exists.

Talent Pipeline/Recruitment

In FY25 we conducted a review of our recruitment process from a diversity perspective. As a result, we have rolled out a number of new initiatives within our recruitment process including:

- New job description templates which are clear and inclusive
- Tracking applicants by gender and ensuring an equal representation are put forward to interview stage
- Development of recruitment guides
- Roll out of Equality, Diversity and Inclusion training for all interviewers

Talent Pipeline/Recruitment

In addition we have also engaged with a number of universities and student societies to assist with our Talent Pipeline including:

- We continued our Fiachra Treacy Scholarship programme with the University of Limerick which is targeted at aeronautical engineering students
- We developed a partnership with the Irish Aviation Student Association ('IASA') where we participated in a number of their events and ran a bespoke CV clinic for students.

Learning and Development

To ensure all employees are equipped with the skills and tools to succeed in their roles, ORIX Aviation has continued to invest in a number of learning and development initiatives including:

- We have partnered with an executive leadership company to roll out bespoke Leadership and Development Programmes to our Directors and Department Heads.
- We have rolled out an Executive Coaching Programme.
- We have partnered with a number of providers to deliver targeted training in areas including communication, presentation and people management .

Promotions

In FY24 we established the Promotions Assessment Team and revised Promotions Policy to enhance the use of objective criteria across all promotions. In FY25, all females put forward for promotion were promoted, meaning 29% of females in ORIX were promoted.

Benefits

At ORIX Aviation we try and ensure employees have a competitive benefits package which ensures they can work in a flexible manner to support their needs. These benefits include:

- A flexible working policy, which allows employees to work from home on Thursdays and Fridays and allows flexible working hours on office days.
- Our 'Work From Anywhere' initiative allows employees to work remotely for up to three weeks in June, July and August.
- Summer hours - early finish on a Friday and a late start on a Monday for June, July and August
- Generous paid maternity and paternity leave
- Options for parental leave

E,D&I Committee

Our Equality, Diversity and Inclusion Committee is committed to raising awareness of diversity in our workplace. They have rolled out a number of initiatives including:

- Awareness talks on several diversity related topics including Pride, Disability and Gender.
- Our first TY Work Experience Programme. This week-long programme was run in partnership with the National College of Ireland and the Northeast Inner-City Initiative. It gave TY students an overview of the aircraft leasing industry and an insight into the type of career they can develop in an aircraft leasing company .
- In FY25 we also made charitable donations to a number of women focused charities including the Dublin Rape Crisis Centre, Saoirse Domestic Violence Services and Work Equal.