



IAC GROUP

GENDER PAY GAP REPORT

2025



Introduction

IAC Group is pleased to publish its first **Gender Pay Gap** report as required under the [Gender Pay Gap Information Act 2021](#). This is our first year to publish a gender pay gap report. This report not only ensures our compliance with the requirements of the Gender Pay Gap Information Act 2021, it also underscores our firm dedication to cultivating a work environment characterised by fairness and inclusivity. This publication includes data for all of IAC Groups entities in Ireland.

In line with legislation by Government, IAC accessed its gender pay gap for the people we employed as of 30th June 2025, encompassing their pay and rewards over the period 1st July 2024 to 30th June 2025. During this reporting period we employed 241 people in Ireland, 206 men and 35 women.

The calculation of hourly pay includes all aspects of compensation including salary, bonus, and allowances. The data shows a mean gender pay gap of 7% in favour of male employees. The mean gender pay gap represents the difference between what men and women are paid irrespective of their role or tenure with the Company. The data also shows a median gender pay gap of 8% in favour of female employees.

Our path towards establishing a more equitable, balanced, and diverse workplace is an ongoing journey. We are continually learning, evolving, and implementing new strategies to ensure our workplace is not only compliant with legal standards but also a leading example of gender equality in action. I am optimistic about our future endeavours and firmly believe that through our collective efforts and commitment, we can forge a working environment that truly embodies the principles of inclusivity and equality for all our employees.



MARTIN O'CONNELL
GROUP CEO



JOHN CLARKE
GLOBAL HR Director

What is Gender Pay Gap?

The Gender Pay Gap is a measure based on pay averages between men and women across a company. It takes no account of the different roles that people occupy.

Pay Equity is the concept of compensating employees with equal pay for substantially similar duties and responsibilities, allowing for legitimate differences such as tenure and experience or qualifications.



Eirtech
Aviation Services

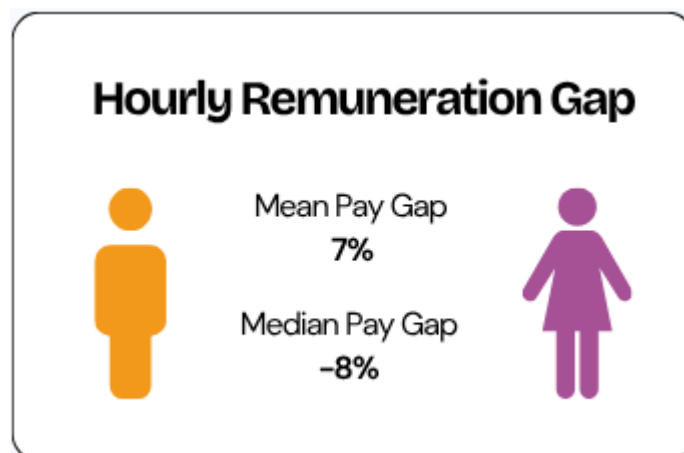
Our Gender Pay Gap Results

We report below on the results for all IAC Group employees in Ireland. We are reporting on 241 employees using a snapshot date of 30th June 2025 and a reference period of 1st July 2024 to 30th June 2025. Of those 241 employees, 206 were men and 35 were women. Part-time workers accounted for 10 of our people, while 7 were on temporary contracts.

Hourly Remuneration

Hourly remuneration refers to the difference in total earnings between men and women on a mean (average) and median (middle ranking) basis. It is important to note that this calculation includes everyone, not just those formally paid by the hour.

Hourly Remuneration Gap



Mean meaning

The mean Gender Pay Gap is the difference between men's average hourly remuneration and women's average hourly remuneration.

The mean gender hourly remuneration pay gap chart shows that the mean hourly pay for men is 7% higher than the mean hourly pay for women.



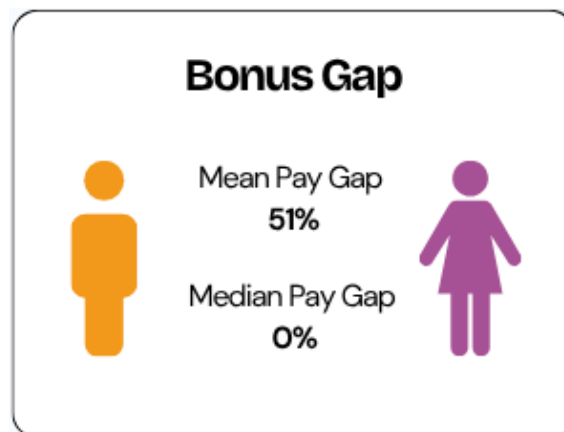
Median meaning

The median Gender Pay Gap is the difference between men's median hourly remuneration (the middle-paid man) and women's median hourly remuneration (the middle-paid woman).

The median is calculated by ranking all male employees from the highest paid to the lowest paid, and all female employees from the highest paid to the lowest paid and comparing the hourly remuneration of the person in the middle.

The median hourly remuneration gender pay gap chart shows that the median hourly pay for men is 8% lower than the median hourly pay for women.

Bonus Gap

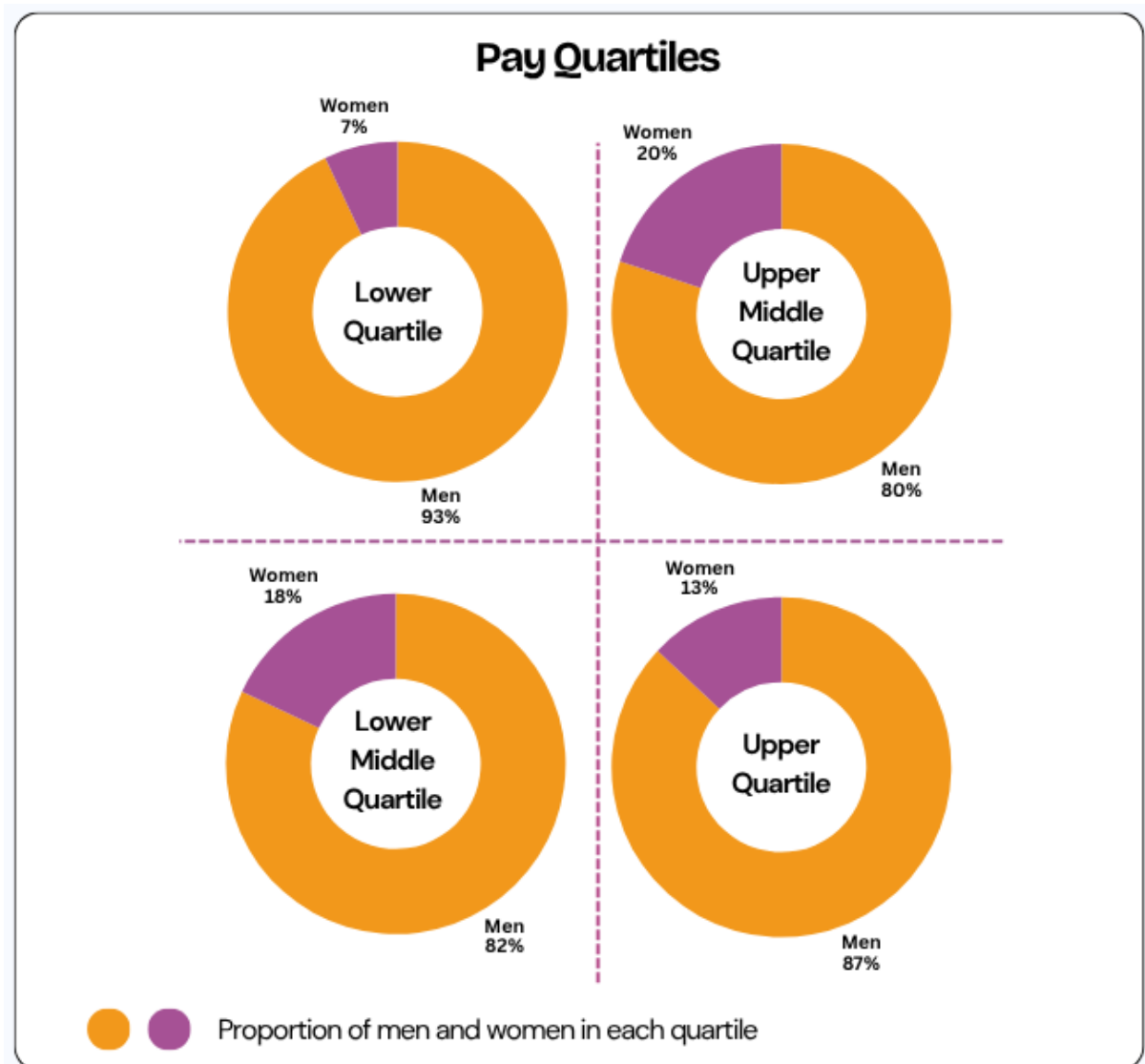


The mean gender pay gap chart shows that the mean bonus value for men is 51% higher than the mean bonus value for women.

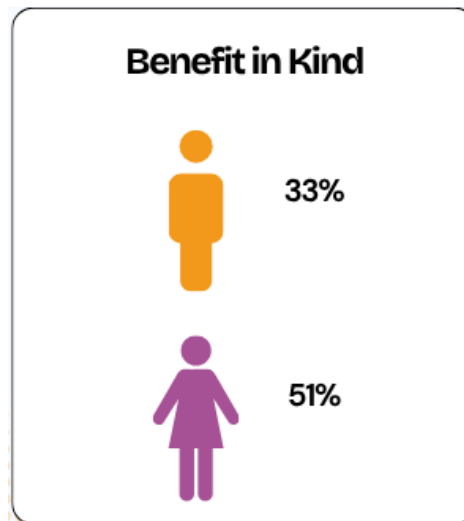
The median gender pay gap chart shows that the median bonus value for men and women is the same.

Pay Quartiles

When we split our employees into four equal parts based on their average total hourly pay we can see the gender distribution within each pay quartile.

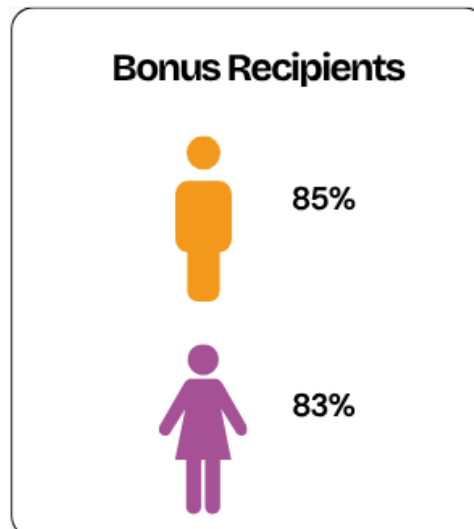


Benefits in Kind



100% of our permanent employees (men and women) are eligible for benefit in kind. Interns who joined during the reporting period did not receive any benefits in kind. The Benefit in Kind (BIK) chart shows of all the men in the group 33% incurred BIK while of all the women 51% incurred BIK.

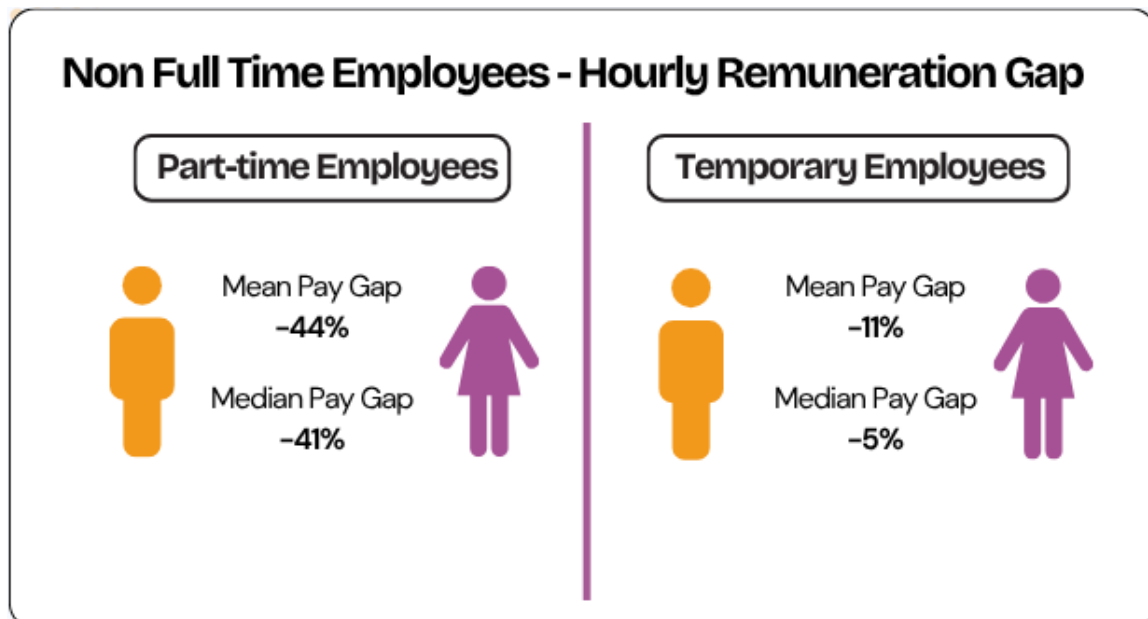
Bonus Recipients



All permanent employees at IAC Group's Irish operations are eligible to receive a bonus. The difference in the percentage of men versus women receiving a bonus is simply down to the timing of joiners and leavers during the financial year.

Non-Full Time Employees

Hourly Remuneration Gap



The mean gender pay gap chart for Part Time Employees shows that the mean hourly pay for men is 44% lower than the mean hourly pay for women.

The median gender pay gap chart for Part Time Employees shows that the median hourly pay for men is 41% lower than the median hourly pay for women.

The mean gender pay gap chart for Temporary Employees shows that the mean hourly pay for men is 11% lower than the mean hourly pay for women.

The median gender pay gap chart for Temporary Employees shows that the median hourly pay for men is 5% lower than the median hourly pay for women.

Our actions at IAC

At IAC, we are committed to continuing to take proactive steps to ensure greater gender balance across all levels of our organisation. Some of the gender pay initiatives already undertaken and to be advanced, include:

1. Salary Transparency

IAC Group has established standardised pay rates for its paid employees based on defined competency levels. In alignment with the EU Pay Transparency Directive, we are extending this approach across the business. IAC Group will introduce clear and transparent salary bands for all EU based operational, support and management roles, ensuring consistency, fairness and full visibility for our people.

2. Recruitment

In alignment with the EU Pay Transparency Directive, IAC Group will publish salary ranges on all EU job postings. When advertising vacancies, we will design our campaigns to attract a diverse range of applicants and to support broader participation in our industry. This includes the use of inclusive and neutral language, diverse advertising channels, partnerships with schools, colleges and universities, and the consistent use of inclusive branding.

3. Merit Based Pay

Merit-based pay ensures that employees are rewarded according to their demonstrated performance, skills, and contributions, rather than factors such as tenure or job title. At IAC Group merit-based pay will be applied consistently and without bias through transparent criteria and objective performance measures. These standards apply equally to all employees, regardless of gender or any other personal characteristic, helping to ensure fairness, equity, and gender pay balance across the organisation.

4. Foster an Inclusive Workplace Culture

IAC Group is an inclusive workplace where diverse perspectives are valued, and everyone is treated with dignity and respect. We support equality for all employees and are committed to creating a culture of empathy, openness and fairness, regardless of background or personal characteristics. We will continue to drive and promote an inclusive culture through our communications, behaviours, by educating our leaders and through and other programs and initiatives.



Diversity, Equity & Inclusion

At IAC Group we actively listen, seek and embrace diverse perspectives and backgrounds, we care for each other and our stakeholders, we treat each other as we would like to be treated, with dignity, respect, empathy, openness, generosity and helpfulness. We support diversity equality and inclusion in all its forms. We

IAC is dedicated to fostering an inclusive environment where every employee has equal opportunities to grow their career and have their voice heard.

Equal Opportunity Policy:

IAC firmly believes in **equal employment opportunity** for all and the importance of each employee as an individual. It is the policy of IAC that there will be no discrimination against any employee or applicant for employment on the basis of race, religion, creed, colour, citizenship, marital status, sex, age, sexual orientation, gender identity, ancestry, the presence of any physical, sensory, or mental disabilities, or other legally protected status. This policy pertains to all personnel related activities, including selection, hiring, benefits, work schedules, promotions, demotions, transfers, recruiting, advertising, reductions in force, terminations, and all forms of compensation and training. A strong commitment by each employee is necessary to ensure equal employment opportunity of all.

Any employee who believes that he or she has been discriminated against or has suffered from harassment or retaliation for reporting discrimination or harassment should report it to their manager, or to any member of management at IAC, or to Human Resources. Upon receipt of the complaint, the company will conduct a prompt investigation and will take appropriate corrective action as may be warranted. IAC will not tolerate or permit any employee to suffer retaliation of any kind or to suffer any adverse employment action as a result of reporting an unlawful discrimination or harassment claim.

IAC adheres to:

- Gender-neutral language in job descriptions

- Actively sourcing candidates to diversify our prospective employees



Appendix

Company Background

International Aerospace Coatings is comprised of 3 newly merged legacy companies: Leading Edge Aviation Services, Inc, Associated Painters, Inc. and Eirtech Aviation Ltd. The group is wholly owned by Tiger Infrastructure.

As the global leader in aircraft painting, interiors and graphics along with engineering and technical services, the IAC group provides critical services to key players in the aviation ecosystem. IAC's painting and coatings capabilities combined with Eirtech Aviation Services engineering and technical services offerings create a "one-stop shop" provider of critical aviation services from aircraft purchase to owner transitions and end of life. IAC are proud to hold Part 145 Maintenance Organisation A1 Rating Base & Line Maintenance Approval from the Irish Aviation Authority (IAA) to offer maintenance services as part of the aircraft painting services. Across the group's 10 locations worldwide, with 19 aircraft hangars we complete 800+ painting events per year and 1000+ engineering & technical service projects per year.

- ✂ Founded in 1980 and headquartered in Shannon (Ireland) and Irvine, California (USA)
- ✂ IAC Group (the "Company" or "IAC") operates through two subsidiaries:
 - **International Aerospace Coatings** (IAC), a global leader in aircraft painting capabilities for airlines/operators, aircraft manufacturers ("OEMs") and MROs¹
 - **Eirtech Aviation Services** (EAS) which provides engineering and technical services
- ✂ 2024 Winner '**MRO Achievement Award**' by Aviation Industry Awards
- ✂ Capacity to paint 38 aircraft simultaneously.
- ✂ IAC can now offer a range of **EASA** and **FAA Part 145** support to **Boeing** and **Airbus** aircraft at our facilities.
- ✂ 2023 & 2024 Winner '**Apprenticeship Programme Award**' by Aviation Industry Awards.

Our Vision & Values

OUR VISION

“Be the global leader in aircraft painting, design engineering, product development and technical services, providing critical services that ensures we are the trusted partner to all customer sets within the aviation ecosystem”



OUR VALUES

INTEGRITY & RESPECT

We actively listen, seek and embrace diverse perspectives and backgrounds, we care for each other and our stakeholders, we treat each other as we would like to be treated, with dignity, respect, empathy, openness, generosity and helpfulness.



ACCOUNTABILITY

We are committed to excellence in everything we do, including quality, safety, environment, compliance, performance and continuous improvement, we do things right the first time, we are accountable to each other and to our stakeholders.



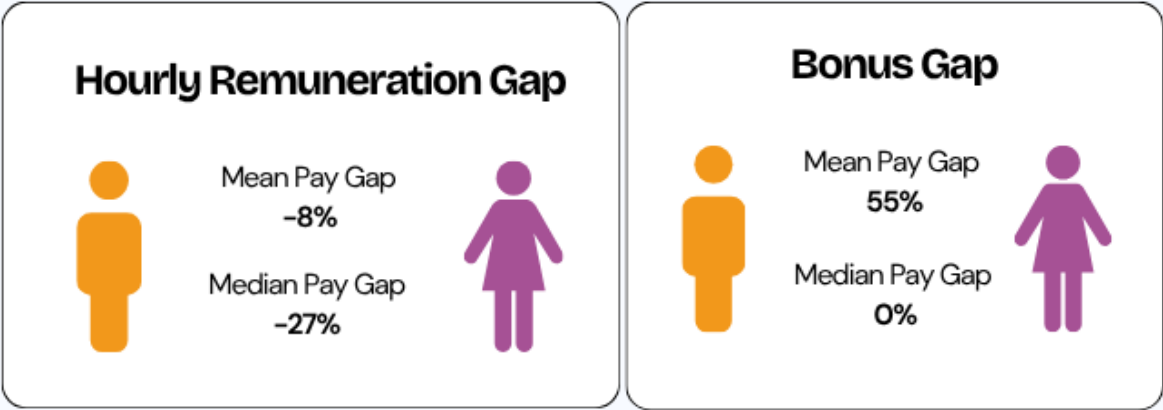
COMMITMENT

We demand the best from ourselves and each other, we do what is right for each other and our stakeholders, we encourage and support each other, we deliver for each other and our stakeholders.



International Aerospace Coatings Ltd.

We report below on the results for all International Aerospace Coatings Ltd employees in Ireland. We are reporting on 146 employees using a snapshot date of 30th June 2025 and a reference period of 1st July 2024 to 30th June 2025. Of those 146 employees, 127 were men and 19 were women.



Benefit in Kind



23%



37%

Bonus Recipients



83%



89%

Non Full Time Employees - Hourly Remuneration Gap

Part-time Employees



Mean Pay Gap
N/A

Median Pay Gap
N/A



Temporary Employees



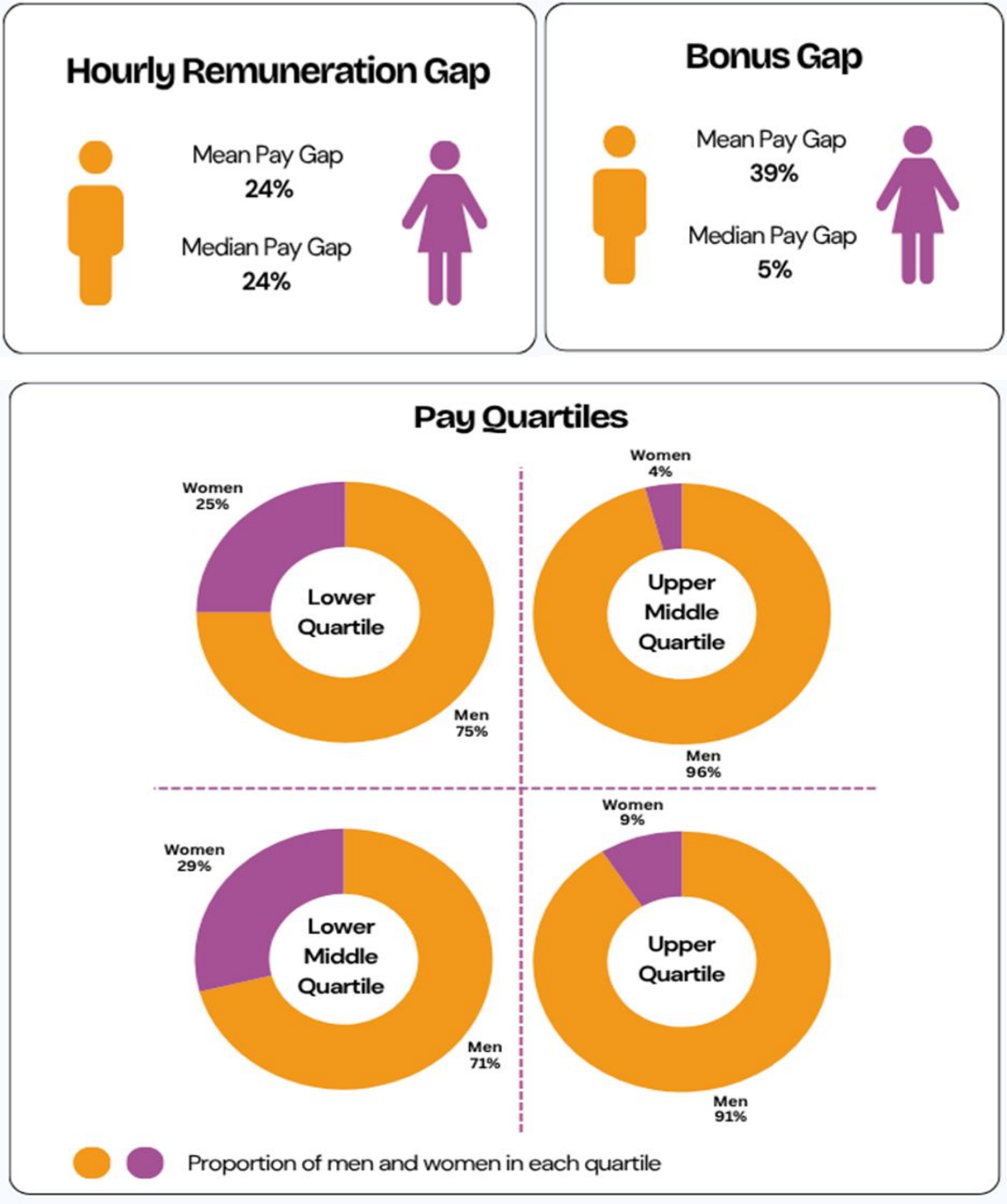
Mean Pay Gap
N/A

Median Pay Gap
N/A



Eirtech Aviation Services Ltd.

We report below on the results for all Eirtech Aviation Services Ltd employees in Ireland. We are reporting on 95 employees using a snapshot date of 30th June 2025 and a reference period of 1st July 2024 to 30th June 2025. Of those 95 employees, 79 were men and 16 were women.



Benefit in Kind



Bonus Recipients



Non Full Time Employees - Hourly Remuneration Gap

Part-time Employees



Temporary Employees

