



2017 GENDER PAY GAP REPORT

CHC Scotia Ltd - UK Based Employees

Results as of April 5, 2017



About CHC Helicopter

CHC Scotia is proud to be one of the UK's leading rotary wing operators, part of the CHC Group employing 2,700 colleagues in our bases, operations and offices globally.

Across the commercial rotary wing industry, males fill the majority of positions. In addition, pilot pay, which is determined by collective bargaining, tends to be among the highest.

Like much of the industry, a lack of representation in specific roles is a greater factor in our gender pay gap than equal pay issues.

We believe in job opportunities for everyone irrelevant of gender and seek to have an inclusive and diverse workforce in all areas of our business. This is a priority focus area for the foreseeable future, as to be truly diverse and inclusive means facing into issues much broader than gender.

What is the Gender Pay Gap?

Gender Pay Gap vs Equal Pay

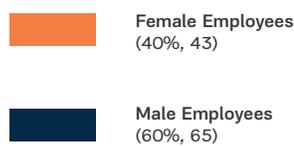
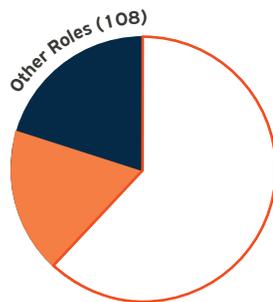
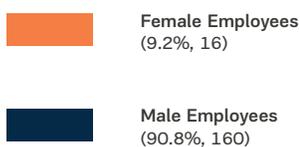
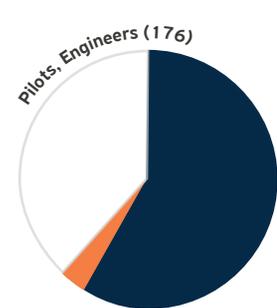
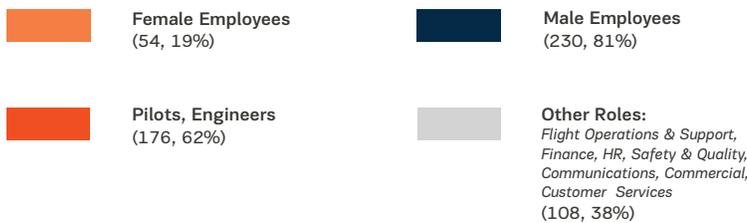
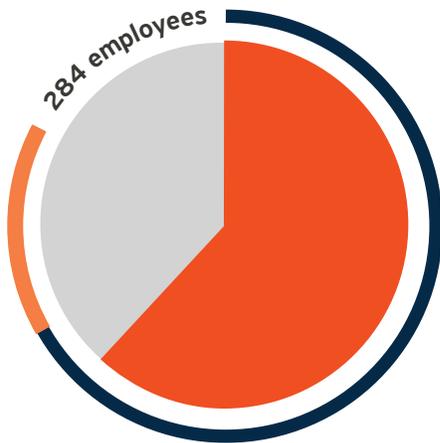
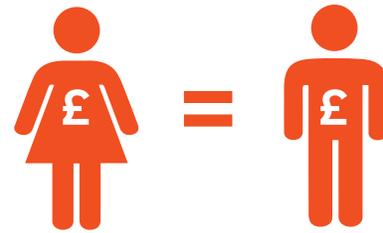
A gender pay gap is the difference between the average, hourly pay of men and women within an organization. The gap is a result of many factors, including a lack of representation in specific roles. A gender pay gap is not the same thing as equal pay, which compares how much men and women earn for the same position.

Understanding our Workforce



In the UK, CHC employs 284 employees, 54 of which are female.

62% of our workforce is made up of pilots and engineers. Salaries for all CHC pilots and engineers are collectively agreed and we operate transparent basic salary scales and a variable pay framework that is applied equally irrespective of gender.



Female employees currently make up 9.2% of our pilot population. This is significantly higher than the current UK commercial rotary wing population of 2.32%.

In addition, female employees accounted for 27% of our last intake of engineering apprentices.

38% of our workforce includes roles in Flight Operations & Support, Finance, HR, Safety & Quality, Communications, Commercial and Customer Services. These positions are not represented by collective bargaining agreements.

Female employees make up 40 percent of this group.

Our goal is to pay our employees competitively for both individual and company performance based on business conditions and local external labor market rates.

In 2017, we completed a comprehensive market review of the external labour market and what other organizations pay for similar jobs across our non-represented workforce.

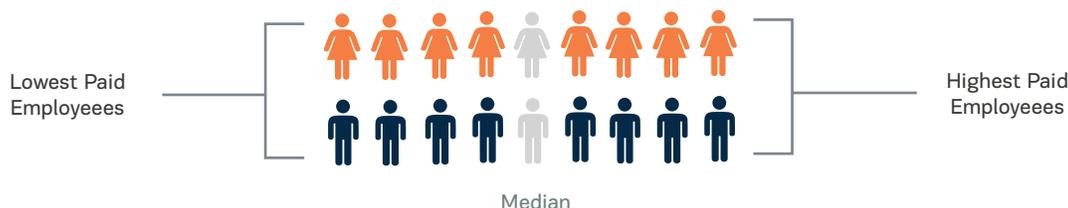
We used external salary data and benchmark studies to compare our compensation to other companies – including general industry, oilfield services and aviation – by position and by city. Based on this review, we have updated our salary ranges to ensure we offer competitive compensation in every location and made salary adjustments by individual where warranted.

Our 2017 Results



How to Calculate the Gender Pay Gap

Under the UK Government's new Gender Pay Gap regulation, companies with more than 250 employees are required to report their gender pay gap data on all permanent and temporary employees. All information published in this report is as of April 5, 2017.



Median Gender Pay

When ranking all male and female employees separately from the lowest to highest paid, the employee in the middle would be the median. We calculated the median gender gap by finding the difference between the male and female median. A positive percentage indicates a pay gap with male employees earning more than female employees do.

44.4%

Median Gender Pay Gap

Mean Gender Pay

This calculation shows the difference between the mean, or **average, hourly** pay between male and female employees across CHC. A positive percentage also indicates a pay gap with men earning more than women do.

35.6%

Mean Gender Pay Gap

Overall, men earn more because the industry – pilot and engineering roles in particular – is predominantly male.

Bonus pay difference between men and women:

34.8%

Mean Bonus Gender Pay Gap

-5.6%

Median Bonus Gender Pay Gap

Percentage of females and males receiving a bonus:

9.3%

Female Bonus Eligible

10.8%

Male Bonus Eligible

The regulations also require us to provide calculations for the mean and median bonus gap by using bonuses paid for men and women within the organization. The percentage of men and women receiving a bonus were also included in our results. A negative percentage indicates a pay gap that favours women.

The average female bonus is higher than male.



How will we create a diverse and inclusive workforce and culture?

Across the global CHC business we strive to be a diverse and inclusive business.

Diversity is broad and complex; it includes everyone and we consider both visible and non-visible differences. At CHC being inclusive means valuing and encouraging a workplace and culture where every employee is supported and able to thrive.

To continue building a diverse and inclusive workforce, we will:

- Ensure diversity and inclusion remains the focus of attention through regular reviews and updates to our Senior Leadership Team.
- Continue to review pay and reward practices to ensure that they remain gender neutral.
- Maintain our commitment to recruiting a diverse workforce for the future.
- Continue to review recruitment methods to ensure they contain no bias in style, tone and language and are implementing unconscious bias training for our hiring managers. We believe that this will not only help us address any gender bias in recruitment, but any other bias that impacts diversity and inclusion in the broadest sense.
- Maintaining focus within CHC and awareness within our industry, on all aspects of diversity and inclusion, as well as embracing change within our business.

As Senior Vice President of Human Resources at CHC Helicopter, I can confirm the data reported is accurate.

Dave Lisabeth

SVP, Human Resources
CHC Helicopter



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