

easyJet plc

2023 GENDER PAY REPORT

April 2024



Johan Lundgren, Chief Executive Officer



“We strongly believe that our people should reflect the diversity of our customers and the communities we serve and so everyone at easyJet is committed to building an inclusive culture where diversity can grow and thrive.”

Our destination is to be Europe’s most loved airline. To achieve this, it matters that we are creating an inclusive culture for all, where our colleagues can be their true selves and feel a sense of belonging.

In 2023, we relaunched our inclusion and diversity framework to keep us focused on what is important for creating the inclusive culture and diverse and authentic workforce that is key to our business success.

This means we have been equipping and empowering our leaders with the skills to sustain an inclusive culture, whilst supporting existing colleagues and continuing to attract diverse talent.

We know that in the aviation sector we face a global industry challenge where gender stereotypes for pilots and cabin crew have prevailed over time. This results in a much higher proportion of pilots who are men and cabin crew who are women.

While easyJet’s pilot community has a higher proportion of female pilots than other airlines, this historical gender imbalance in the aviation industry impacts our gender pay gap. It is important to be clear that this is not about

unequal pay, but the gender pay gap is caused by us having a lower proportion of women in our pilot community and a higher proportion in our cabin crew roles.

easyJet has been actively tackling this for a number of years through several initiatives which has resulted in significantly increasing the proportion of women pilots flying for us – now around 300 in total and 7.5% of our pilot population in the UK, ahead of the industry UK average.

We are committed to leading the change, knowing it will take time and require continuous and meaningful action and so we are re-doubling our efforts on this and investing more in inclusion and diversity than ever.

I am confident we have the right plans to continue building a brilliant, diverse workforce at every level in easyJet.

A handwritten signature in black ink, appearing to read 'Johan Lundgren'.

Johan Lundgren, Chief Executive Officer

Gender Pay Gap – 2023

Our Gender Pay Gap explained

easyJet's median gender pay gap is 47.1%, which reflects the middle point of men vs women's pay.

The mean gender pay gap is 51.6%, reflecting the gap between average pay for men vs women.

This is not the result of unequal pay but due to the gender imbalance in the pilot community.

Whilst more women receive a bonus than men (86% vs 84%), because we have a higher proportion of men in the upper pay quartile (predominantly pilots) and the variable pay opportunity (bonus) is higher at this level.

We understand our pay gap and what will improve it.

Our gender pay gap is predominantly due to the number of men in the upper pay quartile, of which around 74% are pilots who are men. With pay levels comparable to the industry and reflecting the nature of their role, our pilots make up the majority of higher paid positions in easyJet,. 92.5% of our UK pilots are men, 7.5% are women. Due to the progress, we have made in recent years, we have more than doubled the number of pilots who are women flying for us which means we employ a higher proportion than the UK average of 6.5%*.

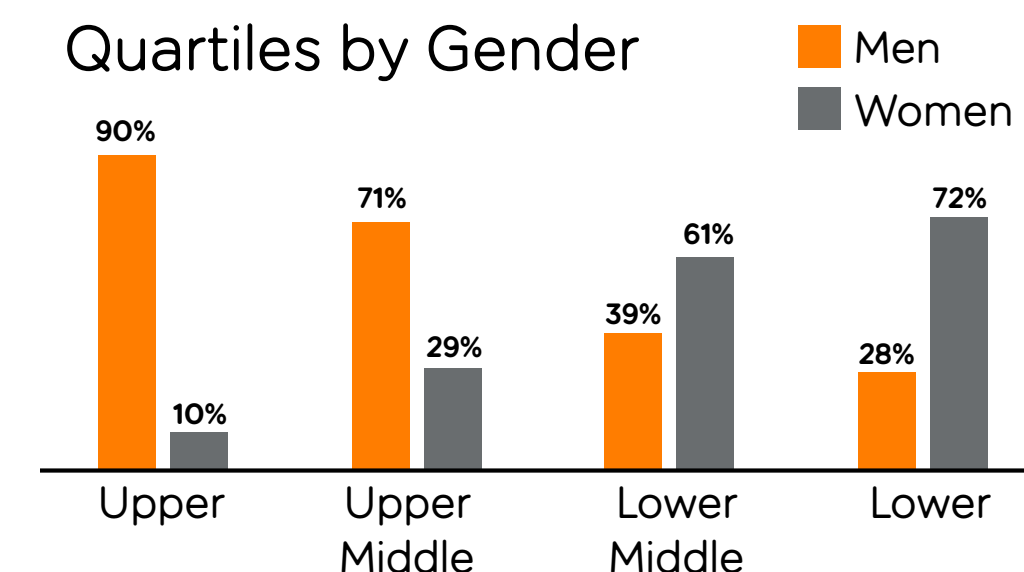
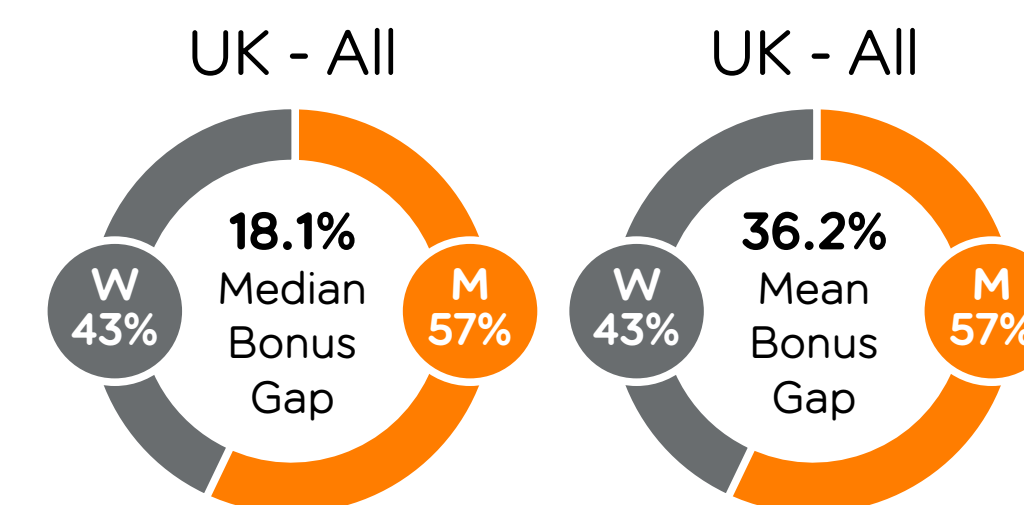
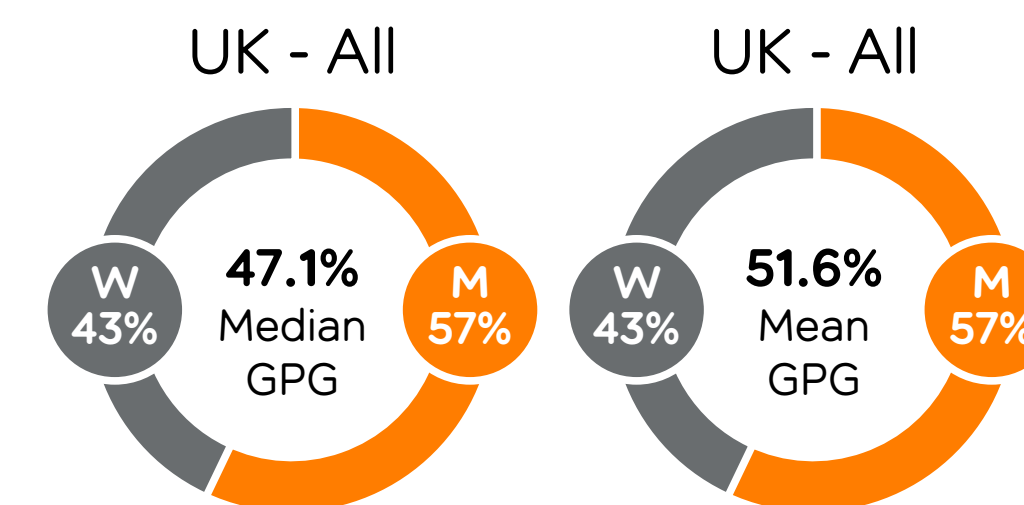
Our lower pay quartile is currently 72% women due to the large proportion of cabin crew who are women. In the UK in April 2023 only 30% of our cabin crew were men. We are also committed to achieve more of a balance in the gender diversity in these roles.

Therefore, the main driver to improve our gender pay gap is addressing the gender imbalance in our biggest communities through a combination of attracting and training more pilots who are women and captains as well as more cabin crew who are men. We have already made progress on this, In 2024 we now have around 300 pilots who are women flying across our network today, this is up from 128 In 2015 with another 50 either in training or due to start training imminently.

Alongside this, we will continue to make strategically important improvements in our women leadership representation in line with our FTSE Women's Leaders target of 40%, which is important for our inclusive culture.

In summary, we will continue to do all we can to attract more women into a career in aviation and strive for gender balance whether that be in the airport, cockpit or boardroom.

Summary GPG figures as of 5 April 2023



* source: UK CAA Q4 2023, based on the UK AOC of airlines that have reported to the CAA

Kate West, Training Captain

I wanted to become a pilot because my Headteacher told me that I couldn't - which simply made me more determined to do so. I joined easyJet in May 2011 as a growing airline with exciting opportunities for career progression and with a fantastic reputation for training. 13 years later, this is as true now as it was back then, we're still growing and have great opportunities to progress.

Data shows that diversity brings greater business success due to the benefit of a broader perspective of ideas. The training to become a pilot focuses on

skills such as teamwork, communication and problem-solving skills, when working as a team to solve problems in the flight deck, diversity is a valuable thing.

I'm now a Training Manager which allows me to train and support our 4000 pilots from new entrants to new captains and the best part of my job is getting to work with so many different people across the business. The satisfaction that I get from giving something back after having experienced such fantastic training early on in my career is a great feeling.



Lindsay Llewellyn, Captain

I wanted to become a pilot because I have always loved the idea of having an office in the sky, as well as being able to travel and see the world and so, I joined easyJet in April 2009 and progressed to become a Captain in 2015.

During my career, I have found that flexible working makes a massive difference to our home life and being able to work part-time means I haven't had to consider giving up doing what I love. I feel I have the work-life balance that suits me and my family which is invaluable in a profession like this.

It is still not uncommon to be told that you are the first female pilot someone has known, so it is very clear that this gender stereotype continues to exist and will be passed on to future generations until more women are seen and heard in the flightdeck which is why it's so important to continue challenging this and is something that options like part-time and flexible options can support.



Rachelle Rogers, First Officer

I came from a background in elite sport, competing at the inaugural Winter Youth Olympic Games and holding multiple national and international podiums. But when dealing with an injury and a dilemma regarding my path forward in my sport, I discovered flying. I warmed to the idea of it and took a leap of faith and turn my pursuits towards the sky. Training towards my commercial licence attracted me because the outcome was a clear goal: to become an airline pilot - that's the athlete for you! I was born in 1995 like easyJet and I have grown up as it has grown. Once I started pilot training, my heart was set on easyJet and I joined the airline in November 2017.

I love seeing the diversity of experiences people have had prior to their flying careers and having more women adds greater value to our skilled pilot community by diversifying the pilot demographic. I believe life is all about finding the balance in things that optimises outcomes; by attracting more women into the pilot role, we are adding to the diversity of the pilot demographic which can help balance and optimise the workplace and adding to the depth of skills we use every day like problem solving, decision making, communication and teamwork.

To grow the number of female pilots, it's critical we not only work on attracting more women into the career, but also invest in keeping them in their role. By helping set them up for success through nurturing their confidence and competence, we create visible role models and future leaders within the pilot community. This helps empower future generations of women considering flying as a career because it makes the goal of being a pilot and eventually a Captain, more attainable and more tangible. Having taken inspiration from the Pilot Peer Support Programme, alongside flying I co-created and now lead a peer support programme for women and girls in sport connecting athletes to athlete mentors. It has helped me understand the importance of connecting females with other females who understand an individual's lifestyle and how that empowers an individual to work through an issues they may be facing to then grow through it and succeed. I believe the key to empowering female pilots to succeed in their flying careers lies in this kind of support.

Attract

We continue to focus on the attraction and recruitment of female talent as part of our broader approach to diversity

- > Refreshed strategy on pilot attraction, including new educational video on captain bias 'this is your captain speaking'. Conducted more than 500 pilot school visits since 2017.
- > Partnership with Fantasy Wings to support and inspire young women and young people from Black, Asian and Minority ethnic backgrounds into aviation, especially pilots and engineering.
- > Graduate programmes across easyJet, finance and engineering provide targeted opportunities to attract more women, with 45% of our graduate roles being women.
- > Evolved Employee Value Proposition (EVP) and new Careers Website to deliver a much-improved candidate experience to convert recruitment to applications.



Retain

Creating an inclusive culture

- > Partnered with The Centre for Inclusive Leadership (TCfIL) on creating an inclusive culture and mindset. Together created and launched training for all senior leaders.
- > Embedded important messaging into recurring training for Pilots and Cabin Crew and added inclusive culture discussions and activities to offsite meetings and town hall events.
- > Introduction in 2024 of 6 new colleague networks. Each network looks at different parts of the diversity spectrum. The principles of the networks are to Connect, Educate and Inspire.
- > Introduction of 'You matter moments', with an inclusion calendar of events and information to support colleagues, including International Women's Day, Race Equality Week and Pride Month.
- > Improved data and insight on DEI through our colleague listening survey.
- > Active members of Diversity in Hospitality, Travel & Leisure (WiHTL), Employers Network for Equality and Inclusion (ENEI), Business Disability Forum (BDF) and DIAL Global to learn and develop our approach to Inclusion, Diversity & Equity.

In 2023 our aggregated colleague survey 'Your Voice Matters' Equality score was 8.8 which is 0.4 above the benchmark of all other participating companies.



Thrive

We are taking action to enable more female leaders to progress

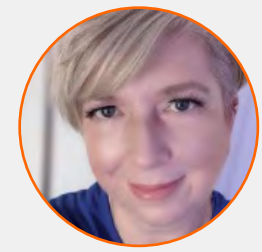
- > Introduced our Accelerate Programme in partnership with EDIT Development to enable women from various levels to further develop and support their career aspirations.
- > Continue to nominate women to be part of the WiHTL Women's development programme annually.
- > Bi-annual review of talent, identifying interventions to accelerate the development in our talent pools.

So far 70 women have undertaken our Accelerate development programme with further programmes planned for 2024 and 2025

We are targeting 40% women senior leadership by October 2025



Example of action we have been taking now and for the long term



Lisa Matheson,
Finance Manager & Accelerate participant

“The Accelerate course has given me the opportunity to think about my key strengths, identify my development areas, particularly in how I come across to others, and the direction I want my career to go in. Specific insights for me have been looking at how to build on my network and evaluate my career success factors. It has been inspirational to share our insights with one another on the course and learn from each other’s experiences. I look forward to the upcoming sessions and continuing my journey towards my career aspirations.”



ACCELERATE – WOMEN'S DEVELOPMENT FLIGHT PATH

The Accelerate Flightpath: Women's Development Programme is the first of a series of progressive programmes aimed at addressing the imbalance of representation in our under-represented communities. It is designed to develop women at all levels, with the wider goal of increasing the number of women at a senior level.

We worked with EDIT Development to support and embed the programme. EDIT works with organisations globally to create diverse and inclusive cultures, bringing the latest thinking to individual and organisational development. It encourages women at easyJet to look back at what has influenced who they are and explore the present for areas of growth and opportunity. It inspires them to remove their 'boundaries' and discover the art of the possible. EDIT and easyJet believe such programmes create long-lasting communities who can lift, support and challenge each other now and in the future.

To ensure that each participant is successful, line managers are engaged from the outset, so that they understand the fundamentals of the programme and how they can play their part in continually developing their direct report.

Measuring the gap

Under the UK Government's Gender Pay Gap Information Regulations, all legal entities in Great Britain with more than 250 employees are required to report their gender pay gap. Our UK operation is made up of two companies that employ more than the legal threshold of 250 staff for reporting gender pay - easyJet Airline Company Ltd and easyJet UK Ltd. This report has set out consolidated pay information for the two employing companies.

The data is based on hourly rates of pay as at the snapshot date of 5 April 2023 and bonus payments paid in the year prior to 5 April 2023 to all relevant employees.

The bonus pay gap

We are also required to calculate the bonus gap by using the actual bonus that are paid to employees. Therefore, no account is made for prorating (for example for part-time employees).

Who and who isn't included in the report?

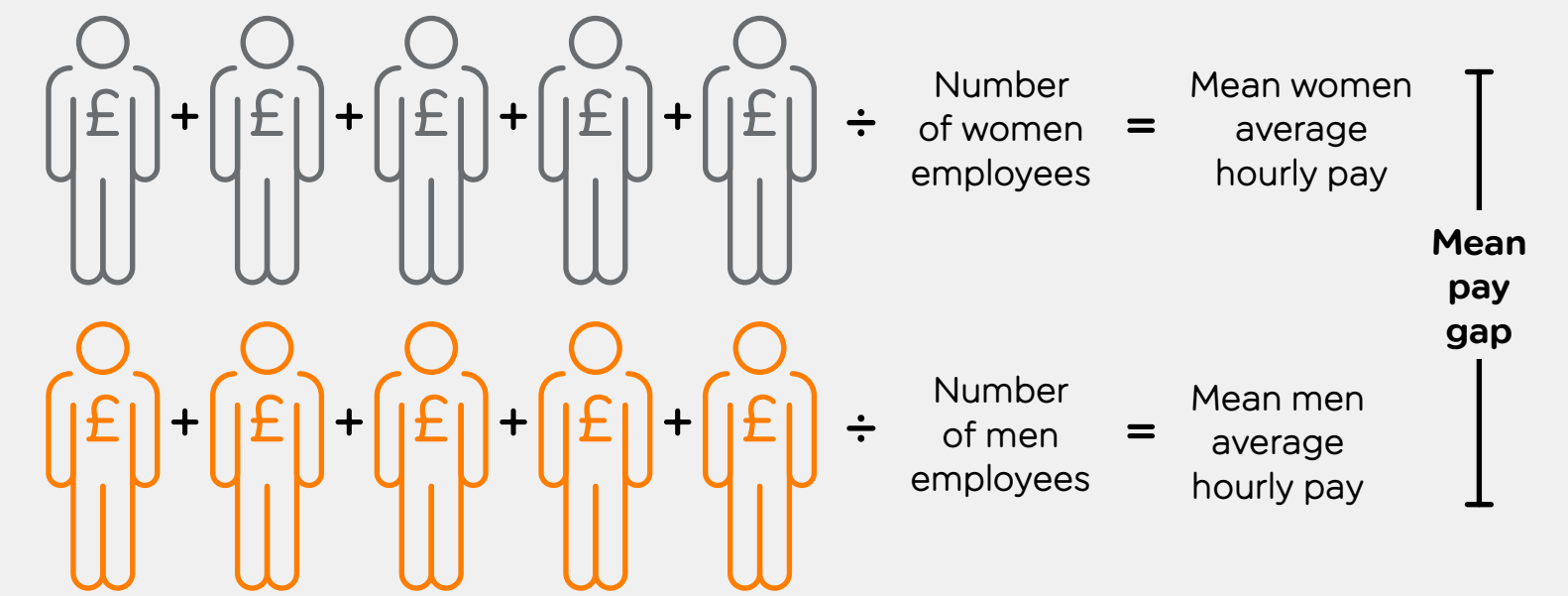
In line with the UK government's reporting criteria, this includes all employees in England and Scotland except those who are on long term leave (for example who are on parental leave) as on the snapshot date. As a result, over 16% of our employee's pay data has not been captured when the snapshot was taken.

The difference between gender pay and equal pay

Equal Pay is different from the pay gaps that are reported in line with the government's criteria. Equal pay is paying men and women equally for the same or similar role or work that's considered of equal value. There has been legislation outlining equal pay obligations in the UK for over 50 years, which we ensure we meet.

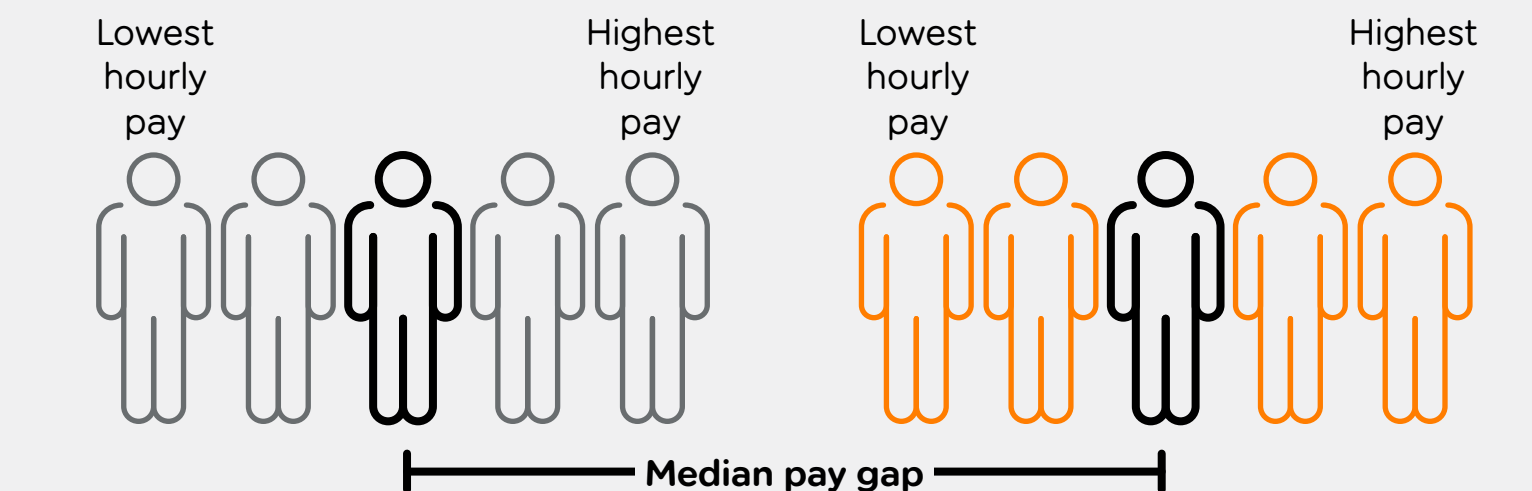
We pay our employees according to their role, regardless of their gender or ethnicity. For example, all cabin crew and pilots are paid the same basic salary for their role, which is negotiated and agreed with their respective unions. It's important to know that the way the government asks us to report on the gender pay gap means that, even when pay is equal, there may still be a gap.

How the Mean pay gap is calculated



The mean pay gap is the difference between the hourly pay of all men and women colleagues when added up and divided by the total number of the men and women employees.

How the Median pay gap is calculated





If all women employees are lined up from lowest hourly pay to highest hourly pay and the same is done with all men employees. The median pay gap is the difference between the middle hourly rate figure for women and men. The median gives a clearer representation of the gender pay gap.

■ Women ■ Men

Statutory results for our legal entities

Our statutory results for 2023 reflect that we have reporting obligations across two separate legal entities. Our UK engineering workforce is employed by easyJet UK Limited and all other employees are employed by easyJet Airline Company Limited.

	Hourly pay difference between W & M employees		Proportion of employees in quartiles				Bonus payment difference between W & M employees		% of employees receiving a bonus
	Mean	Median	Upper (A)	Upper Middle (B)	Lower Middle (C)	Lower (D)	Mean	Median	
easyJet overall	51.6%	47.1%	W 10%	W 29%	W 61%	W 72%	36.2%	18.1%	W 88%
			M 90%	M 71%	M 39%	M 28%			M 86%

Entity with > 250 employees	Hourly pay difference between W & M employees		Proportion of employees in quartiles				Bonus payment difference between W& M employees		% of employees receiving a bonus	The directors listed below have confirmed that this report is accurate for the respective entities
	Mean	Median	Upper (A)	Upper Middle (B)	Lower Middle (C)	Lower (D)	Mean	Median		
easyJet Airline Company Limited	53.9%	48.9%	W 9%	W 37%	W 65%	W 73%	35.3%	15.4%	W 89%	 Johan Lundgren, Chief Executive Officer
			M 91%	M 63%	M 35%	M 27%			M 87%	
easyJet UK Limited	24.5%	28.3%	W 2%	W 3%	W 14%	W 22%	16.9%	26.6%	W 75%	 Johan Lundgren, Chief Executive Officer
			M 98%	M 97%	M 86%	M 78%			M 85%	