

A group of seven EasyJet flight attendants, four men and three women, are walking towards the camera on an airport tarmac. They are dressed in professional uniforms: men in dark suits with ties and women in dark blazers and skirts. Some are carrying briefcases or rolling suitcases. In the background, a large EasyJet aircraft is visible, with its distinctive orange and white livery. The tail fin features the 'easyJet' logo in white on an orange background. The sky is blue with scattered white clouds.

easyJet plc

2024 GENDER PAY REPORT

April 2025

KENTON JARVIS, CHIEF EXECUTIVE OFFICER



easyJet's mission is to make travel easy and accessible for everyone and to be able to do that we need to have a truly representative team working at easyJet that reflects the communities we serve and operate in.

Building an inclusive culture is something we care about. That's why we continue to develop and drive our Diversity, Equity and Inclusion strategy which in turn helps us to create a workplace where our people can feel valued and empowered to perform at their best and to show up to work as themselves.

We know it is crucial to equip and empower our leaders with the skills they need to ensure we foster an inclusive culture because this means we can continue to attract diverse talent while also providing a pipeline of women into senior roles at the airline. I am pleased that we have increased the number of women at the highest levels of the airline including at our Airline Management Board, which is now 40% women.

Like all airlines, we know that the biggest single factor influencing our gender pay gap is the gender representation within our pilot community. The aviation sector continues to face a global challenge where gender stereotypes for pilots and cabin crew have stubbornly persisted, which has resulted in a much higher proportion of pilots who are men and more cabin crew who are women. And while easyJet is recruiting and retaining a higher proportion of female pilots than the industry average, this continues to have a significant impact on our gender pay gap numbers.

It is important to be clear that this is not about unequal pay, this is about unequal gender balance. 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 attracting even more diverse talent and ensuring we have the right environment to retain and develop this talent.

A handwritten signature in black ink, appearing to read 'Kenton Jarvis', located below the main text block.

Kenton Jarvis, Chief Executive Officer

GENDER PAY GAP – 2024

Our Gender Pay Gap explained

easyJet’s median gender pay gap is 46.4%, which reflects the middle point of men vs women’s pay.

The mean gender pay gap is 49.9%, 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, which remains a historical, global industry wide challenge.

Whilst more women receive a bonus than men (90% vs 85%), we have a higher proportion of men in the upper pay quartile who are predominantly pilots, and the variable pay opportunity (bonus) is greater 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 66% 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%*. We now have around 330 female pilots flying across our network today, a 10% increase compared to last year, with nearly 60 more in training or set to join in the coming years. This means that we are on track to triple the number of women flying with us since 2015.

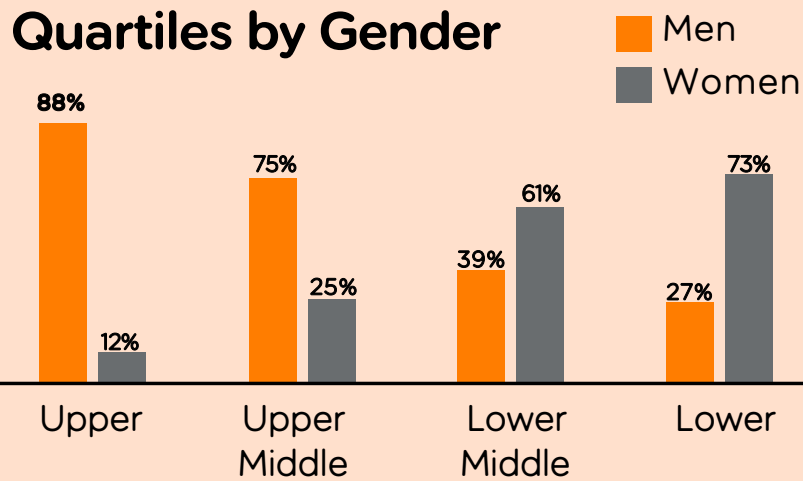
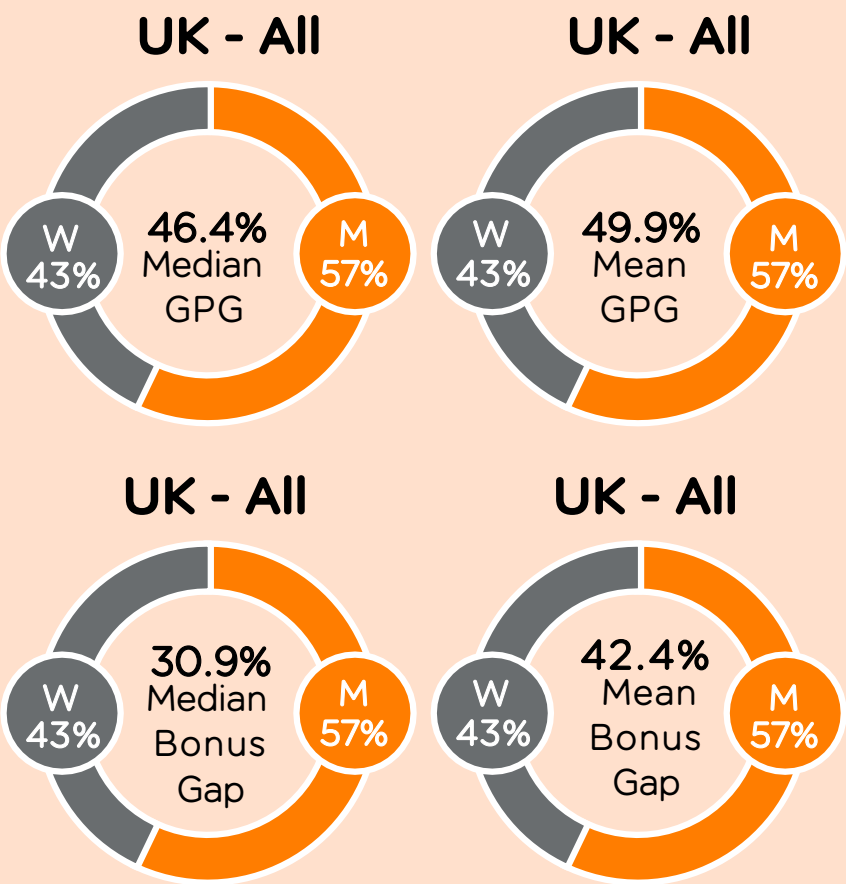
Our lower pay quartile is currently 73% women due to the large proportion of cabin crew who are women. In the UK in April 2024 27% of our cabin crew were men. We are also committed to achieve more of a balance in the gender diversity in these roles. Therefore, the main driver to improve our gender pay gap is addressing the gender imbalance in our biggest communities through a combination of attracting and training more pilots who are women, as well as recruiting more cabin crew who are men.

Alongside this, we continue to make strategically important improvements in our women leadership representation in line with the FTSE Women’s Leaders target of 40%, which we currently have on our Airline Management Board.

In summary, we continue to strive for gender balance whether that be in our operations, the flightdeck or boardroom.

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

Summary GPG figures as of 5 April 2024



DEVELOPING A GENUINELY INCLUSIVE CULTURE

We are building a safe and trusted environment focussed on learning and opportunities for listening and understanding, to create our culture of inclusion and belonging.

- > We have embedded six new colleague networks across the business, including our Gender Equality Network, to connect, educate and inspire colleagues on the gender related topics at work that matter to our people and foster peer-to-peer support.
- > Our 'You Matter' campaigns, including International Women's Day, International Men's Day, and World Menopause Day, to maintain the conversation on an inclusive workplace and culture. easyJet is the first airline to be recognised as a Menopause Friendly employer.
- > We have improved our data and insight on DEI through our colleague listening survey 'Your Voice Matters'.
- > We are a founding member of Diversity in Hospitality, Travel & Leisure (WiHTL) and an active member of DIAL Global, which helps us to continually learn and develop our approach to Diversity, Equity and Inclusion.





Over 80 women have undertaken our development programmes aimed at supporting female talent, including 'AccelerateHER' which has seen 25% of graduates gain a promotion.

40% of our Airline Management Board are women and we are aiming for 40% of our senior leadership roles to be held by women by October 2025.

CREATING A FAIR AND EQUITABLE ENVIRONMENT

Ensuring every touchpoint at easyJet feels inclusive and our people's experience is fair and impartial, underpinned by equitable policies, development opportunities and ways of working.

- > We've introduced our AccelerateHER Programme to enable high potential women to further develop and support their career aspirations, with 25% of our graduates having gained a promotion.
- > So far over 80 women have undertaken our development programmes aimed at supporting women, with further programmes planned in 2025 and 2026.
- > Our bi-annual talent reviews identify interventions to accelerate the development opportunities for our high potential and high performing colleagues .
- > We continually review our family friendly policies to ensure they are fair and equitable and introduced initial enhancements in 2024 for our parental leave policies.
- > We have developed an enhanced inclusive hiring framework and principles to ensure that our recruitment processes are fair and equitable.



ASHLEIGH MORGAN,
Head of operational risk and resilience

"It has been a transformative experience, shaping my confidence, leadership approach, and career aspirations. It pushed me to step outside my comfort zone, embrace challenges, and lead with authenticity. The resources shared continue to guide my decision-making and leadership style. Post-programme, I am excited to be paired with a brilliant mentor, a partnership already proving to be invaluable. Overall, this experience has strengthened my resilience, deepened my self-awareness, and given me the tools to lead with conviction. I am grateful for the journey and excited for what's ahead."



SHANGITA CHOWDHURY,
Cyber architecture delivery lead

"The programme has provided me with a fresh perspective on my career trajectory and inspired me to take proactive steps toward my next stage of professional growth. The course provided a dynamic platform for sharing experiences, fostering collaboration, and exchanging valuable knowledge. I found this incredibly inspiring, and I am committed to applying these insights to drive meaningful and lasting impact. Equally important, we have received ongoing support after the course to ensure we can effectively apply our learnings—an opportunity for which I am truly grateful for."



ALEX BLACK,
Head of digital product, easyJet Holidays

"It has been an invaluable experience, teaching practical skills in communication, networking, presenting and so much more. It leant on real-world scenarios, so easily translated to my day-to-day, allowing me to get direct access to loads of advice and tools. It has offered structured learning in a safe and open environment with a brilliant cohort of colleagues. It was challenging - sometime pushing me out of my comfort zone - but left me feeling incredibly fortunate to have been part of such a great group of women! Practical support from my manager, like giving me the freedom to flex my work round studying, made all the difference. Plus, follow up contact, has ensured I have the tools I need to keep focusing on how I want to grow my career."

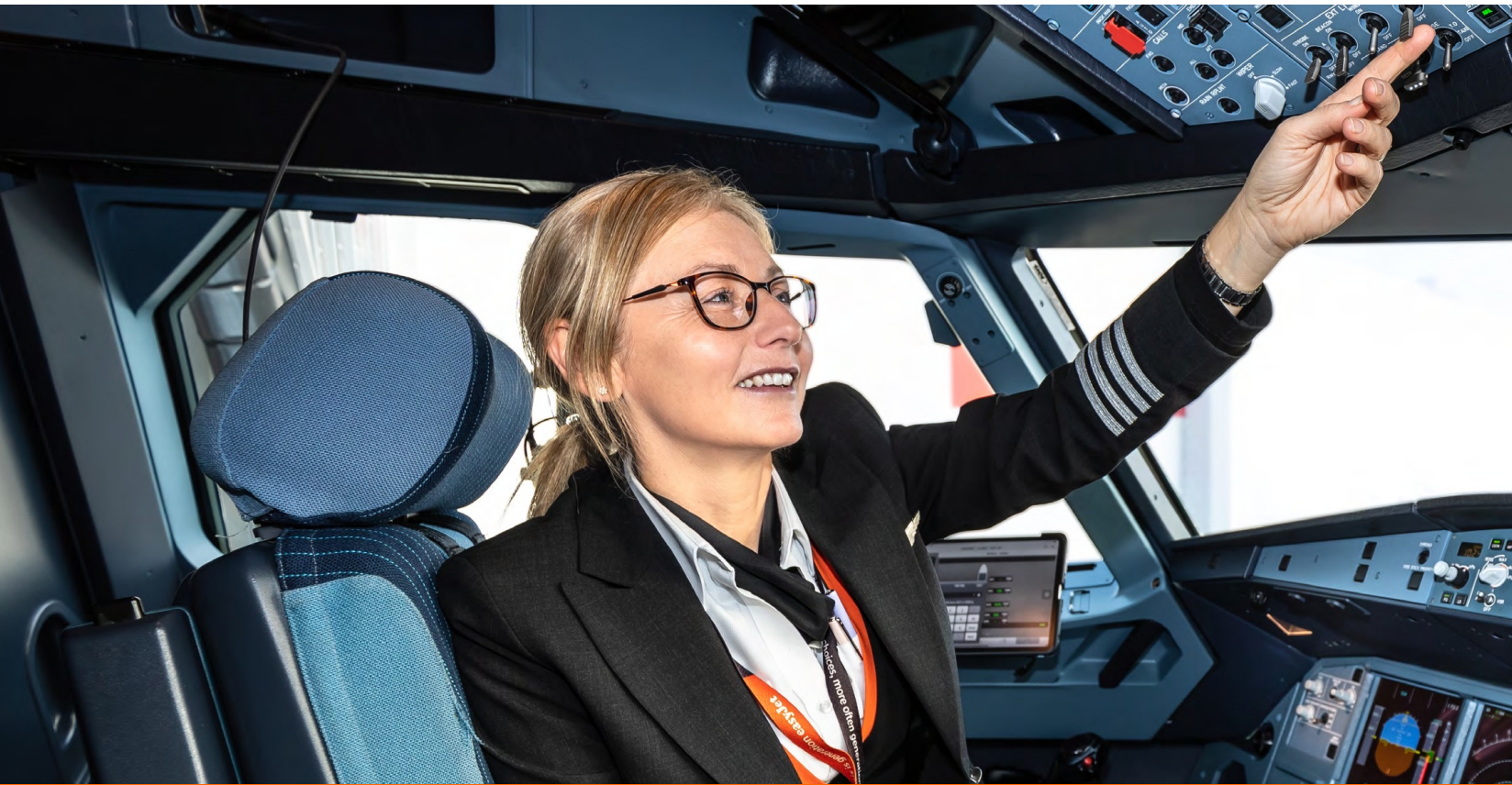
AccelerateHer – Women in Leadership Development Programme

AccelerateHER is a development programme which aims to support the development of our high-potential women, which also helps to build a sustainable pipeline of female talent to succeed in leadership roles. In 2024 we had 12 participants undertake the four-month programme.

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.

We work 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.

The programme includes a focus on impact and sponsorship in today's business environment, how to remove barriers to progression and to build a community of support through 'a pay it forward' culture.



BUILDING A TRULY DIVERSE TEAM

We need to experience the world as our customers do. This means having a truly representative team that reflects the customers we serve and the communities we operate in.

Case Study: Could you be a pilot?

- > We continue our relentless drive to tackle long-held and persistent stereotypes around pilots through campaigns targeting people from primary school children to those applying today, to encourage more people to consider the career including more women.
- > In April 2024 we launched a first-of-its-kind pilot recruitment campaign which offered a free, nationwide online pilot aptitude test for the general public to test their skills and see if they have the potential to become an airline pilot.
- > The interactive campaign aimed to debunk prevalent misconceptions about the job, after our research found that 57% of people believed that a university degree is required to become a pilot, and 80% think that 20/20 vision is a necessity, when neither are needed to apply.
- > The test was rolled out online targeting female audiences, in a bid to encourage more women to try the test and consider the job as more than half (59%) of British adults surveyed still believed there are misconceptions that a pilot is a job for a man and twice as many men than women have considered becoming a pilot.



HANNAH WELLS

**First Officer, Pilot Training
Manager & Co-Chair, Gender
Equality Network**



I have always had a long-standing passion and interest in aviation, initially sparked by joining the Air Training Corps and further ignited by being an active member of Cambridge University Air Squadron. However, I didn't consider a career as a commercial pilot until slightly later in life as I wasn't aware of this being a viable career route. After graduating from Cambridge University with my Engineering degree, I started my working life as a Manufacturing Engineer at Jaguar Land Rover. Although I enjoyed the challenges of this role, I decided to return to my true passion of aviation and embark on a career change to become a commercial pilot, once I had discovered more about the industry. Leonardo da Vinci's famous words certainly resonated with me back then and continue to do so to this day, "Once you have tasted flight, you will forever walk the earth with your eyes turned skyward, for there you have been, and there you will always long to return."

I was very privileged to be awarded an Amy Johnson Scholarship with easyJet, an initiative set up to encourage more women to consider a career as a pilot. Having been a recipient of this diversity and inclusivity scholarship, aimed at tackling the gender imbalance, I have first-hand experience of the hugely positive impact such initiatives from easyJet can have.

As a Senior First Officer, based at London Gatwick, I am currently one of the 7.5% of female pilots at easyJet. During my aviation career so far, I have been very privileged to be a part of the industry-leading Training Department at easyJet as both a Training First Officer and Type Rating Instructor (TRI) in the simulator and I am currently undertaking a secondment as a Training Manager for Pilot Development, supporting our cadets.

In my roles as a Training Manager, Careers Enterprise Advisor and Aviation Ambassador for the Department for Transport, I've been very fortunate to engage with future generations to help inspire them to consider becoming a pilot. During this time, when interacting with young girls, and from my own personal experiences when younger, I have witnessed first-hand the concept of 'you can't be what you can't see', which is why it is so important for easyJet to continue to support gender-diversity initiatives encouraging women to consider a career path as a pilot. Valuing the differences of others is what ultimately brings us all together and is the secret to a successful, thriving workplace and a fair work culture.

Although initiatives that promote and support diversity are important to attract future talent, at easyJet we recognise that in order to retain this diverse talent there must be an inclusive working culture, which is why we have created our six Colleague Networks. As co-chair of the Gender Equality Network, I firmly believe that Diversity, Equity and Inclusion must encompass everybody at easyJet, whatever their role or level in the business. Not only do these networks aim to connect, educate and inspire colleagues but they also seek to give everyone a voice, providing a channel for their concerns, ideas and hopes for the future to be raised at the highest level. As easyJet continues to build an inclusive workplace, where everyone feels they can be their authentic selves, the organisation will, no doubt, continue to thrive in the future.

VANESSA SCHOCK,

Aeronautical Engineering Apprentice



Before I started my Aeronautical Engineering Apprenticeship, I didn't know much about apprenticeships but the idea of studying at no cost whilst working and earning a salary, seemed like a great idea!

I've always had a passion for planes, and it was a fantastic opportunity to join a leading airline and learn all about aircraft engineering.

I was lucky to complete my apprenticeship at the BAE Systems Aircraft Maintenance Academy at Humberside Airport, experiencing aircraft engineering from both a civil and military perspective and I got to work on some amazing aircraft.

During my five years at easyJet, I've had the pleasure of meeting a diverse range of fascinating people from all kinds of cultural backgrounds.

The apprenticeship is a great pathway, giving me the base knowledge and practical skills in aircraft engineering and maintenance, but my role is very much about 'learning on the job.'

I'm also a STEM ambassador and I often talk about aeronautical apprenticeships to young people who are unsure about what pathway to pursue.

EMMA BAILEY,

Apprentice Aircraft Engineer



Before beginning my apprenticeship, I had heard from several people who were working at easyJet about their positive experiences.

easyJet offered the most appealing apprenticeship package and I was keen to secure a place on the programme.

It was an intense nine months studying and completing the sixteen exams, but I was supported with different resources and everyone at easyJet helped with useful insights and pieces of information to help me learn and study.

I lived with my fellow apprentices who were all going through the same things as I was, so they were always there to help.

As well as working hard, we also had lots of fun and as well as being colleagues they will always be good friends.

I've now been with easyJet for 15 months and with the exams completed, I'm now focussing on learning to work directly on the aircraft.

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 2024 and bonus payments paid in the year prior to 5 April 2024 to all relevant employees.

The bonus pay gap

We are also required to calculate the bonus gap by using the actual bonus amounts 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?

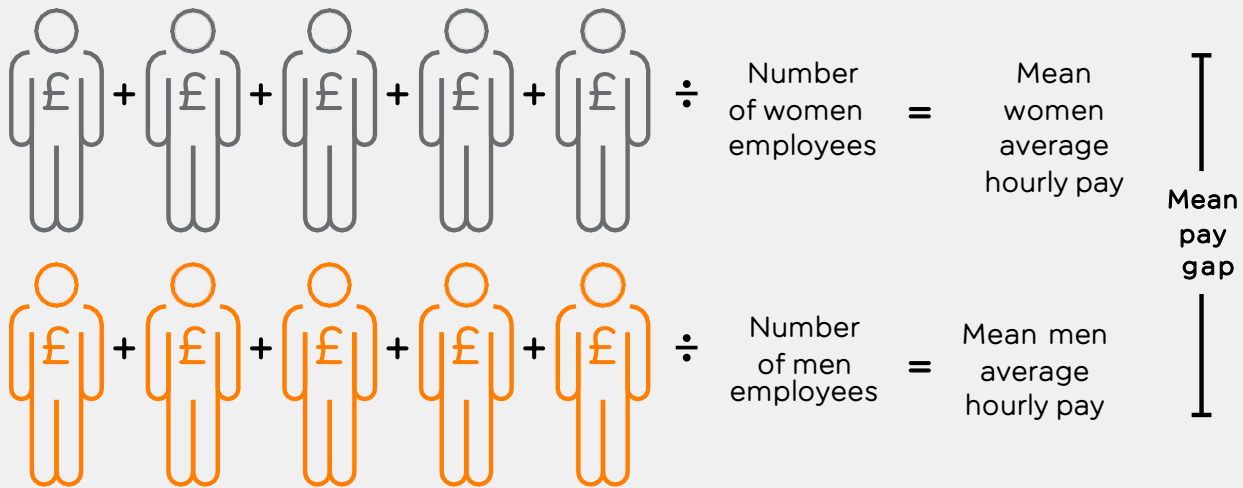
In line with the UK government’s reporting criteria, this includes all employees in England and Scotland except those who are on long term leave (for example who are on parental leave) as on the snapshot date. As a result, over 22% of our employee’ pay data has not been captured when the snapshot was 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.

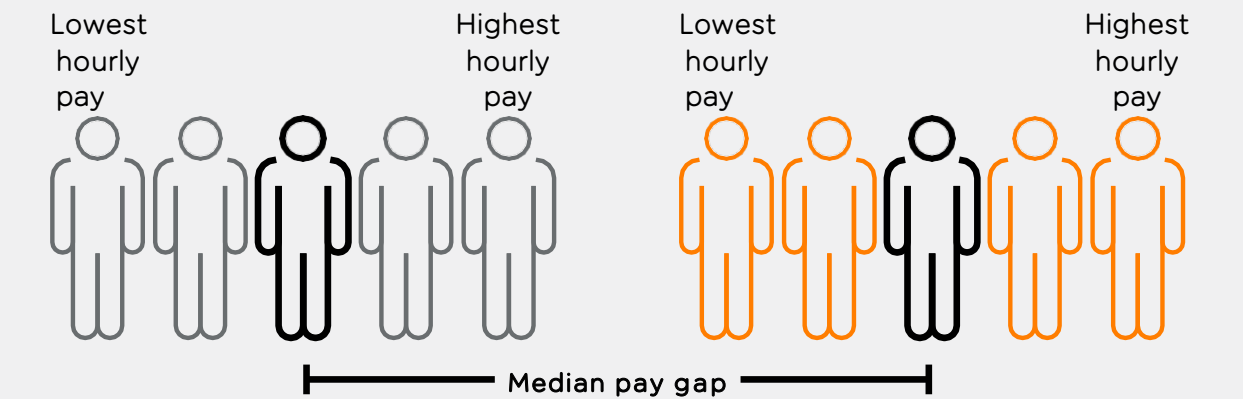
We pay our employees according to their role, regardless of their gender or ethnicity. For example, all cabin crew and pilots are paid the same basic salary for their role, which is negotiated and agreed with their respective unions. It’s important to know that the way the government asks us to report 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 2024 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	49.9%	46.4%	W 12%	W 25%	W 61%	W 73%	42.4%	30.9%	W 90%
			M 88%	M 75%	M 39%	M 27%			M 85%

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	52.1%	47.1%	W 12%	W 33%	W 65%	W 74%	42.3%	27.9%	W 89%	 Kenton Jarvis Chief Executive Officer
			M 88%	M 67%	M 35%	M 26%			M 87%	
easyJet UK Limited	23.6%	23.5%	W 3%	W 4%	W 12%	W 27%	17.3%	16.4%	W 81%	 Kenton Jarvis Chief Executive Officer
			M 97%	M 96%	M 88%	M 73%			M 84%	