



easyJet plc

2025 GENDER PAY REPORT

April 2026



BY KENTON JARVIS, CHIEF EXECUTIVE OFFICER

In In easyJet's 30th year our mission remains, as it always has, to make travel easy and accessible for everyone - both for our customers and the brilliant people who work here.

To do this, our teams need to be truly representative of the communities we serve and operate in, so building an inclusive culture is always a priority for us. That's why we continue to develop our Inclusion and Wellbeing strategy and equip everyone to play a part in fostering our inclusive culture. We must continue to attract diverse talent while also building a pipeline for our leadership roles.

I am pleased to report that we have continued to increase the number of women at our airline's most senior levels. Our Airline Management Board is now 40% women, and we are proud to be aligned with the 25% of FTSE 100 companies with a female Chief Digital and Technology Officer.

We continue to make steady progress: notably we have decreased our median gender pay gap from last year. We continue to focus on year-on-year improvements, whilst recognising our gender pay gap is not about unequal pay, but due to an unequal gender balance in our crew communities. Like all airlines, the biggest single factor influencing our gender pay gap is the gender representation within our pilot community.

Gender stereotypes for pilots and cabin crew stubbornly persist, which results in a much higher proportion of pilots who are men and more cabin crew who are women.

easyJet has worked hard over the last decade to challenge these outdated stereotypes, which means we have more than tripled the number of women flying for us, with a higher proportion of female pilots than the industry average. However, this disparity continues to have a significant impact on our gender pay gap numbers and there remains work to do for the whole industry on this challenge.

At easyJet we remain committed to leading the change with meaningful action to attract even more diverse talent coupled with a focus on ensuring we have the right environment to retain and develop everyone for the next 30 years and beyond.

Kenton Jarvis, Chief Executive Officer

GENDER PAY GAP – 2025

Our Gender Pay Gap figures clarified

This year, easyJet has enhanced its approach to calculating the Gender Pay Gap. For both Crew and Pilot groups, actual hours worked replaced contractual hours, offering a more precise view of hourly pay rates for these employees.

As a result, for 2025, easyJet’s median gender pay gap stands at 28.8%, representing the difference in the midpoint pay between men and women in the dataset.

The mean gender pay gap is 52.9%, indicating the disparity between the average pay of men and women included.

This gap is not due to unequal pay but stems from the gender imbalance within the pilot workforce, which continues to be a longstanding, global industry issue.

Consistent with previous years, a higher percentage of women than men received bonuses (91% compared to 83%). The bonus gap is influenced by the larger number of men in the top pay quartile, mainly pilots, who have greater opportunities for variable pay (bonuses) at this level.

We understand our pay gap figure and what will change it

The gender pay gap figures in the UK are largely impacted by the high proportion of men in the upper pay quartile. Currently, 92.5% of our UK pilots are men. Whilst pilot salaries align with their job responsibilities and industry standards, these roles are heavily represented in the upper pay quartile, which is 68% male.

We have made significant strides by more than tripling our number of female pilots. Approximately 370 female pilots operate across our network, marking a 12% increase compared to last year. Additionally, over 60 women are currently in training or expected to join in the near future.

We are proud to have a higher proportion of female pilots than the UK average of 6.5%*. However, there is more progress to be made.

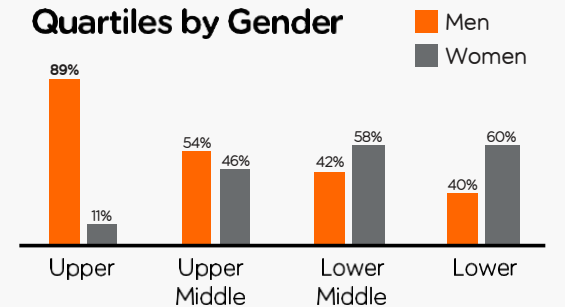
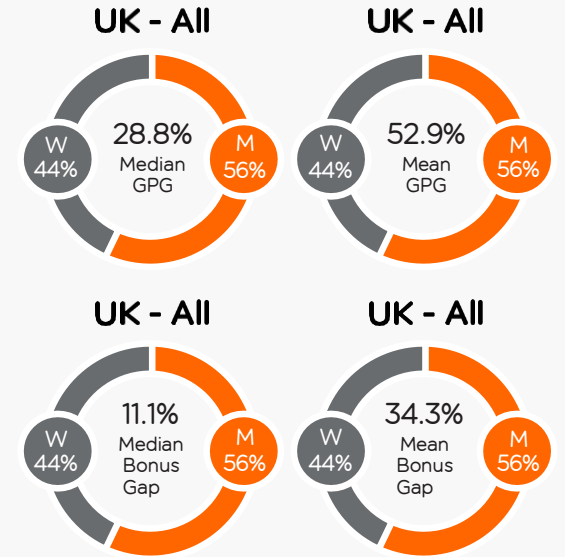
The lower pay quartile consists of about 60% women, largely due to the high number of female cabin crew in the UK. As of April 2025, only 26% of our cabin crew were men.

The primary factor in reducing our gender pay gap is tackling the gender disparity within our largest groups of pilots and cabin crew. This involves attracting more female pilots, as well as hiring more male cabin crew through targeted recruitment throughout the year

At the same time, we remain focused on increasing women’s representation in leadership roles, aligning with the FTSE Women Leaders target of 40%, which is reflected in the composition of our Airline Management Board (AMB). Across our Management and Administration (M&A) teams, we are pleased to see the gender pay gap reduce by more than 5% year-on-year, demonstrating continued progress.

In summary, we remain committed to encouraging more women to pursue careers in aviation and aim to achieve gender balance across all areas, including operations, the flight deck, and executive leadership.

Summary GPG figures as of 5 April 2025



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

A STRATEGIC APPROACH TO INCLUSION

Building a culture of belonging and a foundation of care, where people feel supported, valued, and seen, contributing at their best, remains a priority at easyJet. Our approach starts with our people; it grows through culture and shows up in everything we do. Inclusion and Wellbeing work when everyone brings them to life. In every conversation and every decision, every day.

We have continued to evolve our approach to our Inclusion and Wellbeing strategy, with three key areas of focus:

- 1. Empower Potential** – by removing barriers and unlocking confidence
- 2. Build Belonging** – by fostering psychological safety and inclusive communities
- 3. Create Lasting Impact** – by building inclusion and wellbeing into our DNA

As a founding member of Women in Hospitality, Travel and Leisure (WiHTL), we engaged them to undertake a review of our progress against their Inclusion maturity curve. This is a leading benchmarking framework used to assess the approach to DEI and how deeply inclusion is embedded. It measures maturity across Leadership, Recruitment, Culture, Wellbeing, Supply Chain and Impact.

Our 2025 report placed us at the “Strategic” level where organisations are recognised for:

- Embedding inclusion into strategy and governance
- Equipping leaders with inclusive capabilities
- Using data to track progress and inform interventions
- Maintaining CEO and Executive-level awareness / accountability

This is something we are committed to maturing further, at all levels of the business. This year our CEO Kenton Jarvis was ranked #1 on the Involve Outstanding Advocates Role Model List 2025, which recognises individuals using their positions to foster equitable workplaces and communities. Kenton and the entire management board remain focused on embedding these values at the heart of how easyJet operates, empowering all teams to shape an environment where everyone can thrive and continue to champion a culture that values people for who they are.



EMPOWER POTENTIAL

Menopause in the Workplace

We recognize that fostering diverse workplaces begins with understanding the everyday experiences and choices that influence careers.

We prioritise implementing policies that support our colleagues throughout every stage of their careers and personal lives.

In 2025, easyJet became the first airline to receive Menopause Friendly Accreditation from Henpicked: Menopause in the Workplace, a leading organisation that sets standards and provides guidance to help companies offer appropriate menopause support to their employees.

This accreditation reflects our dedication to cultivating an inclusive culture and delivering meaningful assistance to colleagues, including:

- Conducting a thorough review and collaborating with expert partners such as Bupa to ensure that the appropriate systems, structures, processes, and personnel are in place to support our workforce.
- Launching targeted menopause awareness campaigns, eLearning programs for both colleagues and managers, and creating a centralized hub with resources and guides on obtaining support.

These efforts aim to enhance understanding of menopause and provide valuable assistance to our employees.



FEDERICA ZAVA

Cabin Crew

'I am 54 and last year started having some menopause symptoms. At first, I ignored them and didn't think much of them, neither did my doctor. I then came to the events and saw the page on our You Matter hub, with tools and guides and now understand more about menopause, so I have got the right treatment and the right support from my doctor and HR manager. Thank you very much.'

BUILD BELONGING

We are fostering inclusive leadership, building strong networks, and cultivating vibrant communities to promote cultural progress. Our seven colleague networks continue to expand with an intersectional focus - including our Gender Equality Network.

The Gender Equality Network seeks to educate and motivate colleagues by providing a space for connection and peer support. It strives to promote ongoing improvements on issues important to our colleagues and offers a safe environment for those wishing to become allies to gender-related causes by:

- Bringing colleagues together in a positive and supportive setting to share experiences and aspirations, ensuring everyone feels heard and included.
- Providing educational opportunities in a welcoming space where members feel comfortable asking questions and learning from one another within a community that encourages peer support and allyship.
- Inspiring people to join our network as a place they can thrive, be their authentic selves and be active allies to advocate for one another.



REBECCA MILLS

Group General Counsel and Company Secretary

Gender Equality Network

To mark International Women's Day 2025, our Gender Equality Network hosted Group General Counsel Rebecca to discuss the year's theme 'Accelerating Action'. This includes what positive action has helped advance equal opportunity for women and how we can all take action to contribute towards creating an equal and equitable environment for everyone.

"As well as it being the right thing to do to create an environment of equity and opportunity for women, it's necessary to attract the right talent to easyJet. I'm very motivated by making sure that easyJet is a place where people want to work, and that we are creating the environment for them to succeed when they join."



CHARLOTTE CRAIG

Gender Equality Network Co-chair
Property & Change Manager

"As a mum of two boys and someone who is passionate and outspoken about fairness, being part of the Gender Equality Network really matters to me. I want my sons to grow up seeing that ambition and parenthood aren't at odds – for women or for men. I joined the committee because I believe in challenging the status quo, having honest conversations, and pushing for meaningful change. I care deeply about building a culture at easyJet where having a family and having a career are not competing choices, but equally supported realities."



GEMMA SMITH

Business Resilience Executive
Gender Equality Network Community
Engagement Lead

"For me, having a Gender Equality Network at work is about creating a space where everyone feels supported, included, and able to thrive. I joined the committee because I genuinely feel it's important to break down barriers to opportunities and I want to play a part in continuing to make our workplace an inclusive and welcoming environment for all."

CREATING LASTING IMPACT

Women in Data®

Data plays an increasingly vital role in the airline industry and is expected to become even more important for organisations in the years ahead. For easyJet to stay competitive in a constantly changing environment, it is crucial to have a thorough understanding of our operational performance, market dynamics, customer behaviours, supply chains, and workforce. A key element of this success is cultivating a skilled and diverse team proficient in data, capable of supporting both our customers and employees.

This year, easyJet joined forces with Women in Data® to create new opportunities for women in technology by raising awareness about career paths and offering mentorship and educational programs for women pursuing roles in data and technology.

By promoting women's participation in data science, analytics, and technology fields, we aim to break down barriers, expand the pool of diverse talent, and ensure women feel encouraged and supported to join, develop, and excel at easyJet.

The partnership will feature various joint efforts, including recruitment drives, events at easyJet locations, and mentoring programs, alongside the airline's own Women in Tech Affinity Network, a group of easyJet employees dedicated to advancing women in tech roles throughout the company.

This collaboration not only drives innovation and bolsters our ambitious data transformation plans but also highlights the remarkable women currently shaping technology's future, inspiring the next generation to explore what's achievable.



ROISIN MCCARTHY

Founder, Women in Data®

"This collaboration is a powerful step toward dismantling systemic barriers and driving meaningful change across the industry. With the ratio of men to women at 4:1 in data and tech, our growing network of ambassadors and partners helps amplify underrepresented voices and create a more inclusive future for Data and AI professionals. We are proud to welcome easyJet as our first airline to partner with us."



RUIFAN LIU

Senior Data Scientist

"Being part of Women in Data® is incredibly empowering, as it provides a platform to connect with other women in the industry, share experiences, and continue developing both professionally and personally. At easyJet, data plays a vital role in innovating to enhance our customers' experience, and it's exciting to be part of a team where innovation is encouraged and diverse perspectives are truly valued."



OPAL PERRY

Chief Data and Technology Officer

"Data is central to how we innovate and deliver for our customers, and so our partnership with Women in Data® will play an important part of our focus on raising awareness of the fantastic career opportunities in data and technology at easyJet and support even more women to become the next generation leaders, who will help shape the future of aviation."

LEADING THE CHANGE FOR THE LONG TERM

We continue our drive to tackle long-held and persistent gendered stereotypes through our recruitment activity - all the way from primary school children through to those ready to apply for their first roles, including a focus on encouraging more women to become pilots and engineers.

- As part of our Pilot Visits Initiative which we have been running since 2017, this year we introduced Pilot Outreach Ambassadors to build on our work inspiring the next generation of pilots and tackling stereotypes about the job. This year easyJet pilots visited over 100 school and community groups across the UK and Europe, to continue creating meaningful opportunities for young people to gain real insight into life as a pilot and encourage more, including more women, to consider the career.
 - Our dedicated early careers team participate in events throughout the year including Royal International Air Tattoo (RIAT) and the Big Bang Fair which reach more than 40,000 young people from across the UK. At the Big Bang Fair, gender data showed a balanced split: 47% female, 48% male, and 5% identifying as other,
- reinforcing the broad and diverse reach of our early careers engagement.
- In our 2025 financial year, our dedicated Early Careers team attended more than 70 school, college, and university events across the UK, delivering assemblies, mock interviews, supporting careers fairs and hosting classroom sessions, to build awareness that aviation careers are for all.
 - Our school outreach has driven increased applications for apprenticeship and entry-level roles across our Engineering businesses. For the April 2026 Aircraft Engineering Apprenticeship intake, we've seen an increase of offers accepted by female candidates up from 20% to 35% when compared to the previous year, demonstrating continued progress within our engineering pipeline.

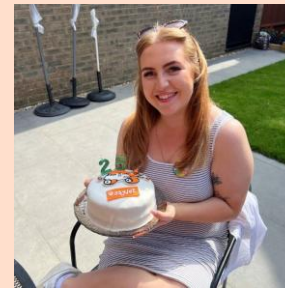
While we're making progress, there is always more work to do which is why we continue to focus our early careers efforts on driving a sustainable, more diverse pipeline of talent for the long term.



NADIA ISMAIL

First Officer

"I love the variety of my job, and no two days are the same. Each flight brings new challenges, and the views are better than any office. I enjoy meeting different people every day, from crew to passengers, and creating contingency plans for factors like weather keeps the job dynamic and rewarding. It's important to advocate for women in aviation. I want people to see that this is a career women can and do thrive in."



SOPHIE CHILDS

Aeronautical Engineering Apprentice

"Knowing I'm setting myself up for an amazing career and being able to say I'm a female in engineering is a huge motivator – I like knowing I'm breaking the norm and showing other girls that anything is possible."



BETHANY SYMONS

Aircraft Engineering Apprentice

"This apprenticeship is setting me up for an incredible lifelong career – knowing I'll go into work every day and love what I do keeps me motivated."

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 2025 and bonus payments paid in the year prior to 5 April 2025 to all relevant employees.

The bonus pay gap

We calculate the bonus gap by using the actual bonus 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.

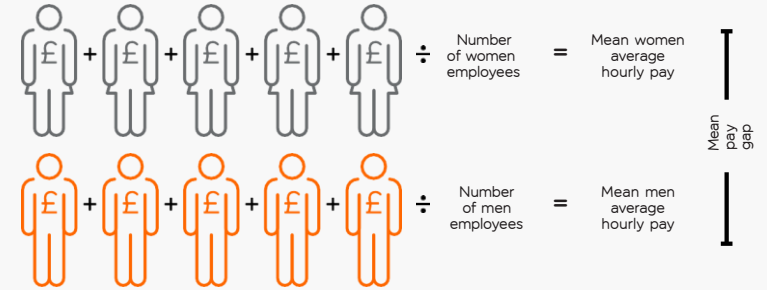
As a result, over 20% of our employee pay data has not been captured when the snapshot was taken.

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.

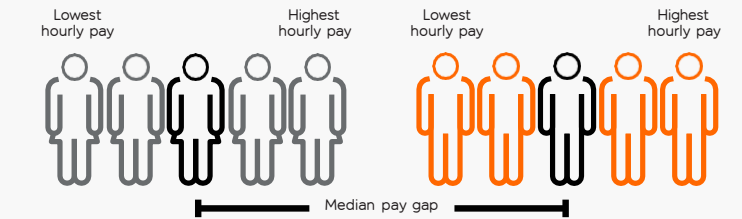
We pay our employees according to their role, regardless of their gender or ethnicity. For example, all cabin crew and pilots are paid the same basic salary for their role, which is negotiated and agreed with their respective unions. It's important to know that the way the government asks us to report 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 2025 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.

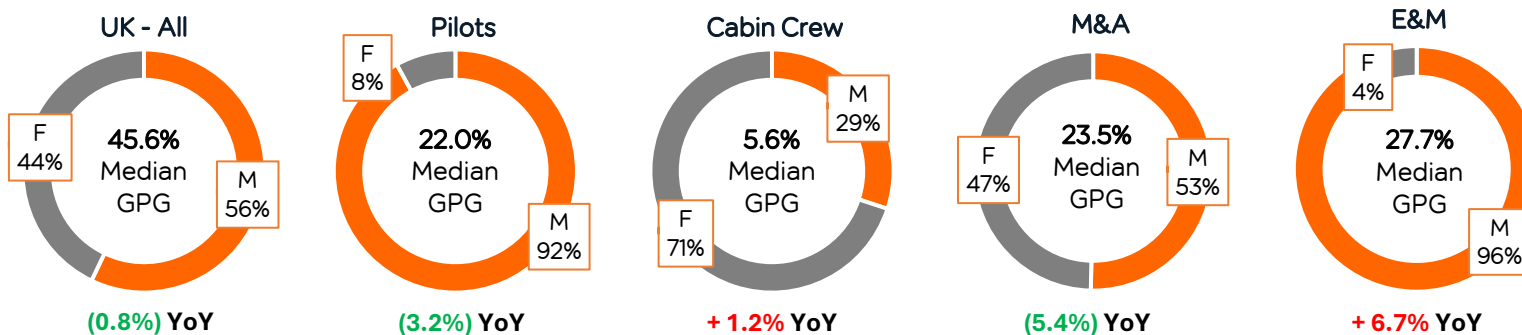
	Hourly pay difference between W & M employees		Proportion of employees in quartiles				Bonus payment difference between W & M employees		% of employees receiving a bonus
	Mean	Median	Upper (A)	Upper Middle (B)	Lower Middle (C)	Lower (D)	Mean	Median	
easyJet overall	52.9%	28.8%	W 11%	W 46%	W 58%	W 60%	34.3%	11.1%	W 91%
			M 89%	M 54%	M 42%	M 40%			M 83%

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	57.2%	42.5%	W 10%	W 49%	W 58%	W 63%	34.5%	6.3%	W 91%	 Kenton Jarvis Chief Executive Officer
			M 90%	M 51%	M 42%	M 37%			M 82%	
easyJet UK Limited	24.4%	23.3%	W 2%	W 4%	W 11%	W 24%	20.0%	14.0%	W 88%	 Kenton Jarvis Chief Executive Officer
			M 98%	M 96%	M 89%	M 76%			M 88%	

APPENDIX

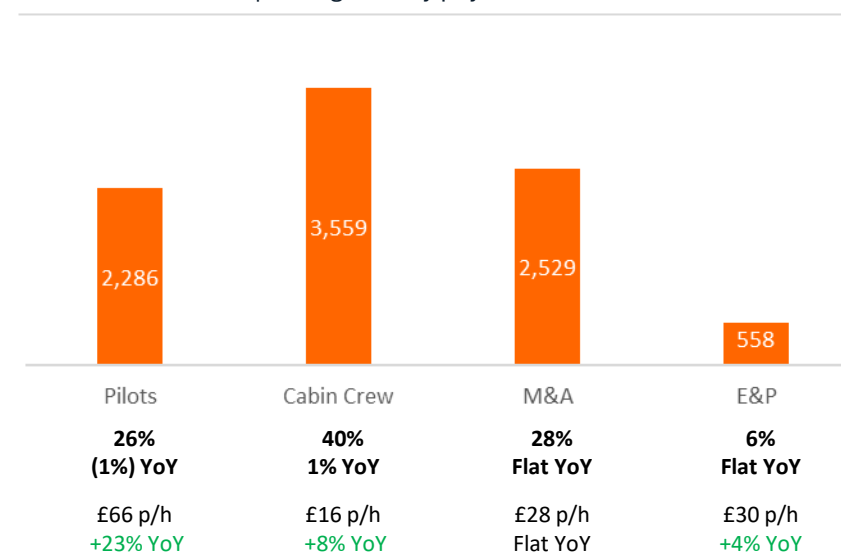
APRIL 25 UK GENDER PAY GAP – SNAPSHOT BASED ON PREVIOUS METHODOLOGY

Median gender pay gap – using the original contracted hours methodology for comparison purposes



COHORT mix

% mix of cohort YoY | average hourly pay YoY



Quartile Distribution	Upper	Female %	Upper Middle	Female %	Lower Middle	Female %	Lower	Female %
Pilots	2,034	7%	243	1%	7	0%	2	0%
Cabin Crew	85	3%	1,150	35%	1,571	49%	753	27%
M&A	114	1%	597	9%	493	9%	1,325	33%
E&P	0	0%	244	0%	161	0%	153	1%
Total UK	2,233	11%	2,234	46%	2,232	58%	2,233	61%

- Whilst the overall Gender Pay Gap has improved year-on-year, using contractual hours for all communities does not give an accurate representation of hourly pay for roles with variable or irregular working patterns - particularly Cabin Crew and Pilot communities.
- In April 2025, the median male colleague is a Second Officer on an hourly rate of £30.48, whilst the median female colleague is Cabin Crew on £16.56/hr.
- Cohort mix and rate have a significant impact on this. Pilots represent 26% of the total population and have a mean wage of £132/hr (only 8% female), compared to cabin crew that represent 40% of the population and have a mean wage of £29/hr (71% female).
- M&A gender pay gap of 23.5% is driven by an over-representation of females in lower paid TLS & C&A roles (53% of lower quartile), as well as an under-representation at AMB direct reports level (27% in FY'25). However, this has improved 5.4% from April 2024. We will continue to focus on closing the gap through our inclusive hiring processes.
- easyJet is positioned higher than the sector average. Competitors with lower GPG's tend to either have a higher proportion of legacy cabin crew contracts (BA & Virgin), or a greater proportion of predominantly male low paid ground handling cohorts (Jet2), versus easyJet which outsources these ground handling roles and therefore increases the average male pay.