

**easyJet** plc

# 2019 GENDER PAY REPORT

April 2020



# Johan Lundgren,

CEO of easyJet plc



At easyJet we care about our people and believe that they set the airline apart by being the very best in the industry. By providing our customers with the warmest welcome in the sky, they enhance our customers' experience which means they will choose to fly with us, time and time again.

We strongly believe that our people should reflect the diversity of our customers and the communities in which we operate – we think that not only does this make good business sense, it is simply the right thing to do. easyJet's focus on creating an inclusive and energising environment continues to attract the best talent and enables our people to innovate and grow regardless of background, belief or preferences.

We are clear that our gender pay gap is not due to an issue with equal pay - we have collectively agreed pay scales which ensure all pilots and cabin crew are paid the same rate of pay per rank regardless of gender. It is largely influenced by the gender imbalance in our pilot community and that this is an industry-wide challenge that will take many

years to reverse. Improving the gender balance in the pilot community has been a real focus for easyJet and we believe that no other airline has been doing more on this issue. We are delighted that we achieved our 2020 ambition to increase the number of female applicants applying to fly for easyJet, and we have doubled the number of female pilots flying for us since 2015. Our aim is to continue to lead the way in helping to break down barriers for women who are interested in a career in aviation through providing support, information and role models. We do this through our outreach programmes such as apprenticeships, our Cadet initiative, ongoing work with schools to highlight the career to girls and young women and through the sponsorship of the Brownies Aviation Badge.

Our commitment to closing the gap is also highlighted by the increase in female representation across our senior leadership teams. We are proud that we have achieved the Hampton Alexander recommendation of 33% females in leadership roles, up by nearly 10% in the last year. Our Executive Board is industry-leading with a 50% gender split, following key female appointments into the Chief Information Officer and General Counsel positions in 2019.

## 2019 statement continued

We know there is more we need to do including extending our work to support wider diversity and inclusion which extends beyond gender. We are delighted that in the last year we received the Glassdoor Employees Choice award and the Most Admired Company award for the Transport sector along with Most Admired in the Diversity and Inclusion category.

We continue to focus on building firm foundations, embedding diversity and inclusion into our policies, processes and procedures and building an inclusive and energising environment all measured through our continuous listening portal.

In the past year we have established an internal community of Diversity & Inclusion Trailblazers across the business to help share relevant communication and events, we have delivered training and development to our employees, and supported cross industry partnerships such as Women in Hospitality, Travel and Leisure (WiHTL) and the International Women in Travel and Tourism Foundation. Looking forward, we aim to continue to develop expert partnerships, provide more support to our people throughout their career path with us and build more community activity supporting the Diversity, Inclusion and Sustainability agenda.



# Understanding our gender pay gap

As of April 2019, the overall median gender pay gap for UK employees in both of our entities across our business **was 46.8%**, an improvement of 1.1 percentage points on April 2018. There was a similar narrowing of the overall mean gap which in April 2019 **was 53.2%**. We attribute this narrowing to increases in female pilots, female senior managers and female cabin manager numbers relative to their male counterparts.

Our UK employee population is split relatively evenly between males and females, 78% work in the air (as either pilots or cabin crew) and 22% work in Management and Administration or Engineering Functions.

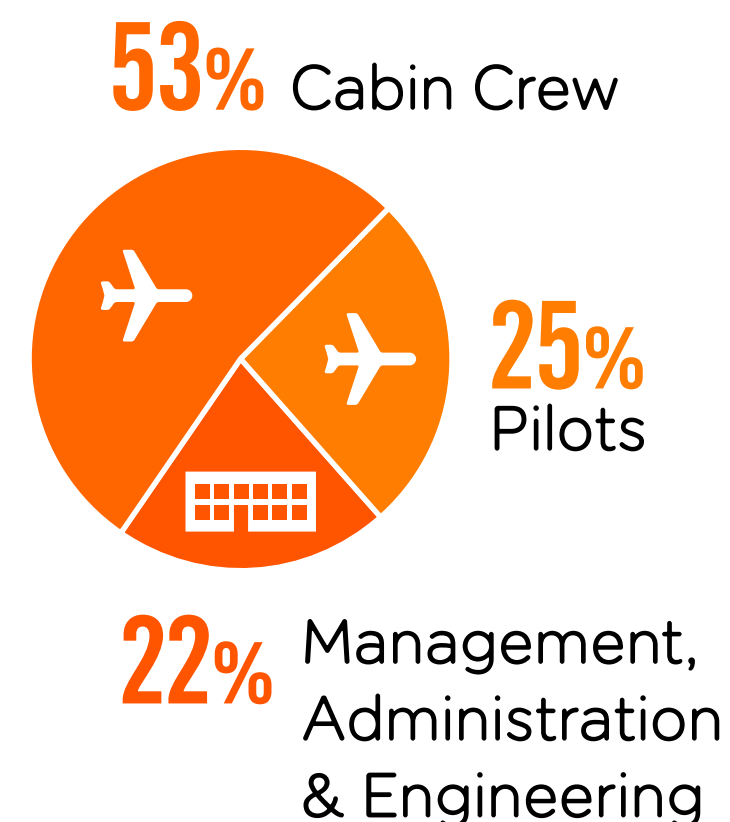
Pay rates for cabin crew and pilots (78% of total employees) are negotiated collectively which ensures all pilots and cabin crew are paid the same rate of pay per rank regardless of gender.

However, like most airlines around the world 94% of our UK pilots are male and 6% are female (from 5% last year). Some 71% of our UK cabin crew are female, with average pay rates for pilots significantly greater than those paid to cabin crew. It is therefore the gender imbalance across these two communities, which continues to have the biggest impact on our gender pay gap.

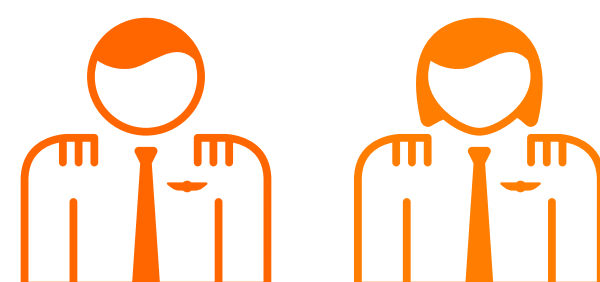
## Total UK employees



Male **53%** Female **47%**



## Pilots



**94% vs 6%**

94% of Pilots are male **vs** 6% female

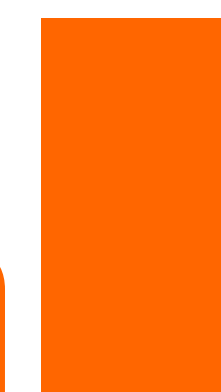
## Cabin Crew



**71% vs 29%**

whereas 71% of Cabin Crew are female **vs** 29% male

## Pilots



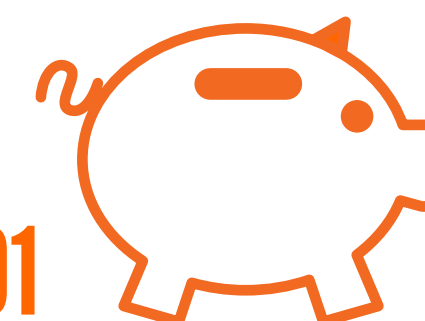
## Cabin Crew



Whilst pay for all air crew is negotiated collectively (ensuring gender is not a factor) the rate of pay for pilots is higher than the rate paid to cabin crew.

## Male

**£24.91**



vs



## Female

**£13.26**

Based on the high proportion of male pilots and female cabin crew, respectively, the median total hourly rate of pay for all UK males is £24.91 vs £13.26 for females

**This results in a gender pay gap of 46.8% as at April 2019 (down from 47.9% in 2018)**

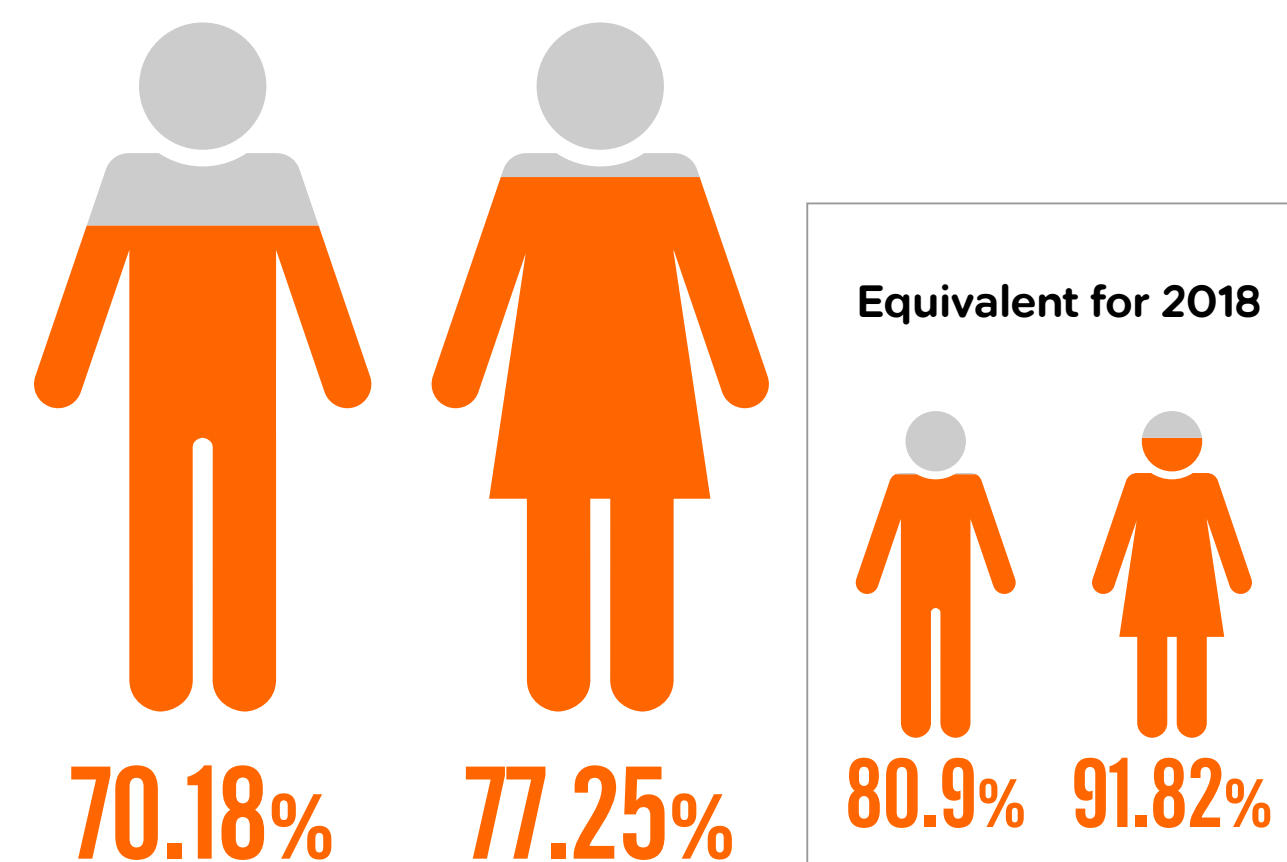
**Note:** "Median" means the middle ranked person in each community e.g. if easyJet has 3,398 male employees in the UK, it is the pay of the individual ranked 1,699th on that list.

# Our overall results

## 1. Gender pay and bonus gap

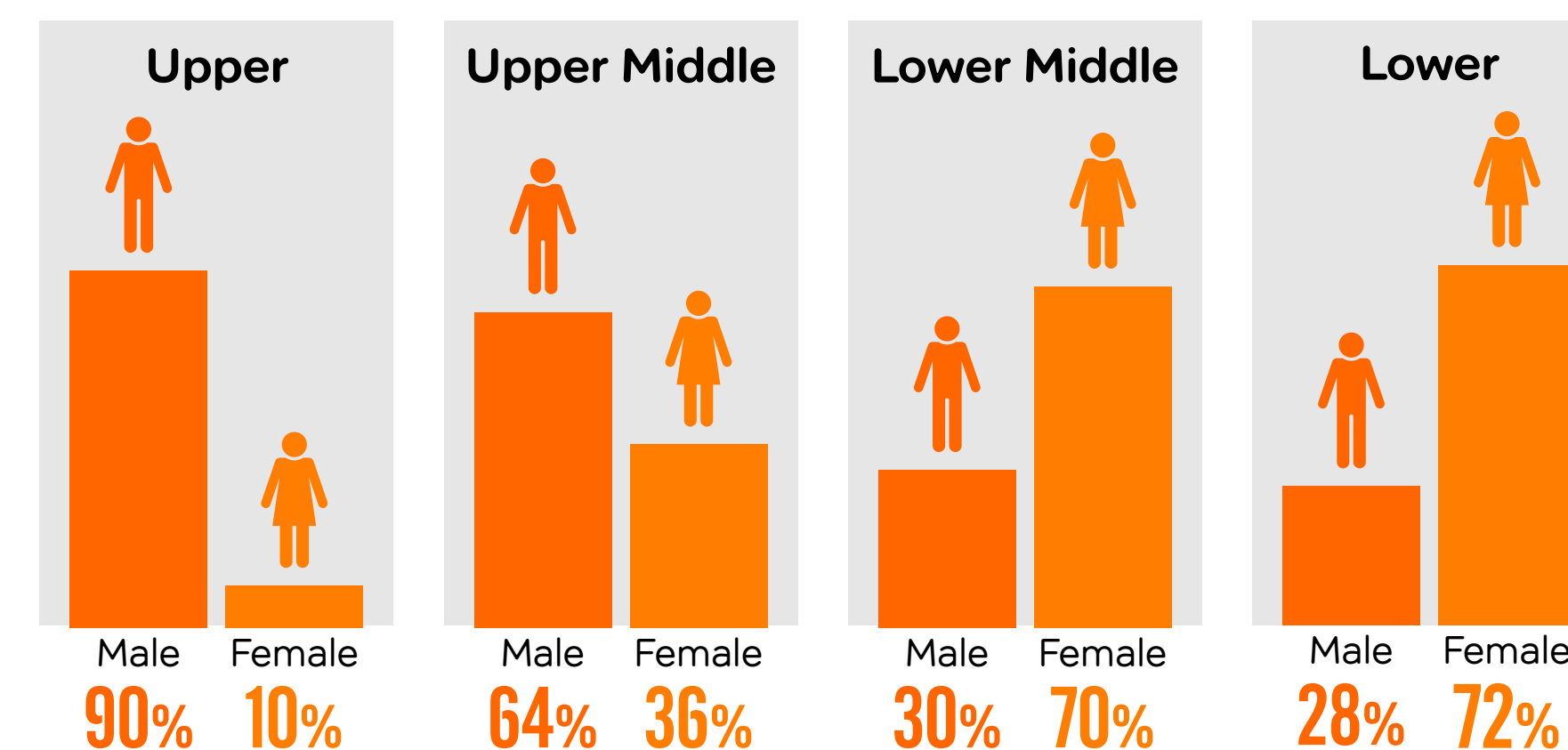
Gender Pay Gap	overall 2019	overall 2018
Total employees	7,247	6,405
Median gap	46.8%	47.9%
Mean gap	53.2%	54.1%
Bonus Gap	overall 2019	overall 2018
Median gap	38.6%	40.9%
Mean gap	56.8%	57.8%

## 2. Proportion of employees who received a bonus:



Actual bonus payments for UK employees made in the 12 months prior to the 5th April 2019, as specified by the UK regulations. The bonus calculations are based on the total company bonus, loyalty bonus, commission, or share payments made in the 12 months to 5 April 2019 and are not FTE adjusted.

## 3. Proportion of male and female UK employees according to quartile pay bands:





### Note on our Upper and Upper Middle quartiles

The gender split within our upper and upper middle quartile populations predominantly reflect our Captains (who sit in the Upper quartile, significantly outnumbering our senior management team) and our Senior First Officers and First Officers (who predominantly sit in the Upper Middle quartile). As male pilots make up 94% of total pilots, male employees therefore make up the majority of the top two quartiles.

# Statutory results for our legal entities:

Our statutory results for 2019 reflect that we now have reporting obligations across two separate legal entities. Our UK engineering workforce which, like our pilot community is predominantly male, is employed by easyJet UK Limited and all other employees are employed by easyJet Airline Company Limited. Our main gender pay gap report looks, and always has looked, at the consolidated gender pay gap for both employing companies but we have set out the statutory result by entity below.

Entity with > 250 employees	Hourly pay difference between M & F employees		Proportion of employees in quartiles				Bonus payment difference between M & F 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	54.7%	47.2%	M 89.8%	M 55.3%	M 28.3%	M 27.7%	58.1%	38.0%	M 71.3%	 Maaïke De Bie, Group General Counsel & Company Secretary
			F 10.2%	F 44.7%	F 71.7%	F 72.3%			F 77.2%	
easyJet UK Limited	21.2%	31.3%	M 97.3%	M 98.2%	M 90.9%	M 80.7%	8.9%	18.9%	M 59.8%	 Maaïke De Bie, Group General Counsel & Company Secretary
			F 2.7%	F 1.8%	F 9.1%	F 19.3%			F 82.1%	