



Gender Pay Gap Report 2023



A message from our CEO Lynne Embleton

At Aer Lingus, we are aware of the need to continuously invest in and promote Diversity & Inclusion in our workforce to increase gender equality and representation across the breadth of our organisation. In the last year, our airline made rapid progress towards a return to pre-pandemic levels of flying. This involved a significant increase in employment at Aer Lingus across all areas. Amidst this increased level of activity, our commitment to gender equality and representation for all, across our organisation, remains at the fore.

The ongoing challenge for the aviation industry universally is the under-representation of women in certain roles, specifically engineering and piloting, which account for large employee numbers in the airline. For the gender pay gap to be reduced in our company and across our industry, more females must be attracted to pursuing a career as a pilot or engineer. At Aer Lingus, we have increased our focus and efforts in this area, launching high profile campaigns this summer aimed at women, most notably for our Apprenticeship Programme and our Future Pilot Programme. Here at Aer Lingus, we want more women taking the captain's seat in the cockpit and leading technical functions across areas of maintenance and engineering. We are putting significant effort into making this happen by collaborating with schools and universities to promote careers in aviation for all students, while all the time running tailored communications and recruitment campaigns.

There are four key areas of focus for Aer Lingus to achieve this change:

Outreach – we will seek to broaden the pool of people eager to pursue a career in aviation with a particular focus on outreach to schools.

Recruitment – we will ensure equal opportunity in hiring and actively seek diversity in candidate panels.

Engagement – we will continue to provide a work culture within which all of our people feel supported.

Advancement – we will continue to promote diversity in the advancement of our people, encouraging more women to pursue career progression.

Our Gender Pay Gap, reflected in the hourly remuneration gap in this report, is 32.7% (mean) but reduces to 9.5% when the pilot cohort is not included, and 20.2% (median), falling to 3.3% when the pilot cohort is not included. The issue of Gender Pay Gap should not be confused with the issue equal pay. At Aer Lingus, we have strong pay equity principles in place, ensuring that all employees are paid equitably for the work they do, based on their experience and performance.

The gender pay gap however, primarily arises from lower numbers of women in pilot and engineering roles. We are very focused on changing this dynamic and this report outlines the measures we are taking to improve the situation and close this gap over time.

We are making significant progress and achievements in important areas. The proportion of women applying for pilot cadetship positions is rising – albeit from very low levels which are common across our industry globally. Our parent company, IAG, is very supportive of our DEI ambitions. IAG has set a target for at least 40% of senior positions across the group to be filled by women by 2025. Women at Aer Lingus have already achieved this proportion at executive level and are very close to it for Director and Head of Function positions.

Within Aer Lingus, we are committed to maintaining an inclusive environment. This year, from within the organisation, we appointed a new Diversity, Equity and Inclusion Programme Specialist to support our DEI ambitions. Aer Lingus already has a strong framework of support in place, including our DEI policy, our Proud Flies Employee Resource Group and our Leadership Development Programme. We are committed to creating a culture where every employee has equal opportunity for career advancement. Our DEI Programme Specialist is working with colleagues from across Aer Lingus to ensure all our people are heard and supported and to help us deliver on our DEI ambitions – including a reduction over time of our gender pay gap.

We are focused on our journey to become a market-leading global airline. Equity, inclusion and belonging will play a significant role in enabling and supporting the achievement of our vision.

Lynne Embleton

Lynne Embleton
CEO, Aer Lingus





The Difference between the Gender Pay Gap and Pay Equity

The **Gender Pay Gap** is a measure based on pay averages across an organisation. It takes no account of the different roles that people occupy.

Pay Equity is the principle that people doing the same work should receive the same pay, allowing for legitimate differences such as tenure and experience.

The existence of a Gender Pay Gap does not mean that there is an issue with Pay Equity. Aer Lingus has strong Pay Equity principles in place, ensuring that our men and women are paid equitably for the work they do, based on experience and performance.



Our Gender Pay Gap Results

We report below on the results for all Aer Lingus employing entities in Ireland collectively. In keeping with the legislation, we will publish as an appendix separate reports for the two sub-entities, Aer Lingus Ireland and Aer Lingus Limited.

We are reporting on 5,103 employees using a snapshot date of 30 June 2023 and a reference period of 1 July 2022-30 June 2023. Of those 5,103 employees, 2,722 were men and 2,381 were women. Part-time workers accounted for 988 of our people, while 1,016 are on temporary contracts. By the snapshot date, employment at Aer Lingus had increased by over 800 compared to the 2022 gender pay report, reflecting the return to more normal flying levels post pandemic. A majority of our new recruits were women hired into entry level positions.

Hourly Remuneration

Hourly remuneration refers to the difference in total earnings between men and women on a mean (average) and median (middle ranking) basis. It is important to realise that this calculation includes everyone, not just those formally paid by the hour.

mean meaning

The mean Gender Pay Gap is the difference between women's average hourly remuneration and men's average hourly remuneration.

median meaning

The median Gender Pay Gap is the difference between women's median hourly remuneration (the middle paid woman) and men's median hourly remuneration (the middle paid man). The median hourly remuneration is calculated by ranking all employees from the highest paid to the lowest paid, and taking the hourly remuneration of the person in the middle.

All employees

32.7%

20.2%

mean

median

Part-time employees

43.2%

9.8%

mean

median

Temporary employees

0.9%

-2.5%

mean

median

Hourly remuneration data without pilot cohort gives a very different outcome

- When we separate the pilot cohort out of the figures, the mean hourly remuneration gap reduces to 9.5% and the median to 3.3%. This is within or below national figures for the gender pay gap across Ireland.
- The fact that most of our pilots are male is the single biggest factor in creating our hourly remuneration gap.

9.5%

3.3%

mean

median

Bonus Recipients

We set out here the proportion of men and of women who receive any form of bonus. Under the requirements of gender pay gap reporting, Aer Lingus is required to include vouchers and commissions as well as performance bonuses, although these are very different employee payments.

31.5%

men

70.9%

women

Bonus Gap

Bonus Gap refers to the gap between men and women on the value of all items under the definition of bonus taken together.

65.3%

mean

41.2%

median

Important context to Aer Lingus Bonus data

- The high level of the reported bonus gap is due primarily to the reporting requirement that cabin crew inflight retail commissions must be assessed alongside performance related bonuses for managers. These are not comparable in terms of remuneration, and their inclusion significantly skews the figures, as the majority of cabin crew are women.
- A truer picture is presented by excluding cabin crew retail-based commissions and focusing on performance related bonuses only, which reduces the gender gap very significantly. Cabin crew commission is awarded on the same terms for all cabin crew and is driven solely by in-flight sales.
- However, there remains a significant bonus gap even after cabin crew are excluded as there is currently a higher proportion of men at more senior levels. We continue to work to address this gap and we are committed to increasing the representation of women in management and senior leadership roles.

Bonus Recipients – excluding cabin crew

20.1%

men

39.2%

women

Bonus Gap – excluding cabin crew

39.8%

mean

20.6%

median



Upper Quartile

The upper quartile sets out, in respect of the highest paid quarter of our people by hourly remuneration, what percentage are men and what percentage are women. This gap reflects the fact that there is currently a higher number of men at more senior levels, including the pilot cohort.

Lower Quartile

The lower quartile sets out, in respect of the lowest paid quarter of our people by hourly remuneration, what percentage are men and what percentage are women. The same logic applies to the lower middle quartile and the upper middle quartile.

Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Upper Quartile	
44.4%	55.6%	46.3%	53.7%	46.8%	53.2%	75.8%	24.2%
men	women	men	women	men	women	men	women

Benefits in Kind

Benefits in kind sets out the percentage of our people who are in receipt of non-cash benefits of monetary value. It should be noted that the vast majority of our people benefit from pension provision; however technically pension is not a benefit in kind and we have therefore not included it within these figures.

7.5%	2.5%
men	women

Addressing the Gender Pay Gap at Aer Lingus

The Gender Pay Gap at Aer Lingus exists because of the uneven gender split within different roles, particularly among the pilot and engineering cohort, especially at higher levels.

We acknowledge that there are broader societal issues that contribute to this type of imbalance across the airline industry and, in roles where STEM backgrounds are required, in more sectors than aviation. We want our own environment to be a fair, diverse and inclusive one – and we believe that we can make a valuable contribution to broader societal change. In this regard, we will set out our policies and plans in relation to outreach, hiring, environment and advancement.

Outreach

Aer Lingus wants to attract the broadest possible pool of candidates for all roles, including pilot and engineering roles. We have worked with Red C Research to understand the barriers to this. We know that public understanding of what careers in aviation involve is poor, with exaggerated beliefs of poor work/life balance and unsociable hours. Knowledge of the training and qualification requirements for pilot careers is also lacking, with perceptions of very high cost and little understanding of the potential supports. **Aer Lingus will:**

- Arrange school events at aviation related premises
- Continue taking large numbers of transition year placements with an even gender split
- Send pilots to attend all career fairs at which Aer Lingus has a presence

- Leverage social media to widen perception of who can pursue an aviation career
- Train and remunerate some of our own people to act as ambassadors at outreach events
- Continue our support for the Aviation badges developed by the Girl Guides in partnership with us

Hiring

Aer Lingus has, and will always have, integrity of selection and high standards for recruitment. We further those high standards by ensuring that candidates are drawn from the broadest possible pool and that recruitment processes exclude bias. **Aer Lingus will:**

- Ensure that our interviewers have received unconscious bias training
- Use inclusive language in job advertisements that include our Diversity & Equality statement
- Seek diverse slates of candidates, assessed by diverse panels of interviewers
- Use data analytics to review our candidate pipeline with a diversity lens
- Educate hiring managers on the importance of diversity

Environment

Aer Lingus wants its people to feel safe and supported at work, with assistance offered where possible on individual challenges and circumstances. Aer Lingus will:

- Update and relaunch people policies on a range of leave types, ensuring that our people are aware of our policies on parents leave, medical care leave, parental leave, sick leave and the right to disconnect
- Update and relaunch our Respect & Dignity Policy, including the provision of mandatory training covering instances of bullying, sexual harassment and discrimination
- Continue to communicate our new domestic violence leave policy to all employees
- Develop policies on flexible working for those with caring responsibilities
- Host events and resources that help those of our people with caring responsibilities
- Host events and resources that support the needs of women, such as in 2023 our webinar on National Menopause Day and the 6-part series on women's health
- Through our partnership with Inclusive Jobs, ensure all our people can attend a virtual session aimed at fostering better understanding of neurodivergence
- Continue to facilitate part-time work where roles allow for it

Advancement

Aer Lingus needs its people to develop their careers with us to their fullest potential. We are proud of our Leadership Development Programme, which all people managers attend, and we want it to further our Diversity, Equity and Inclusion objectives. The programme:

- Brings together people from diverse teams and functional backgrounds
- Challenges our people to cultivate self-awareness
- Encourages respectful inquisitiveness towards others
- Facilitates feedback and effective collaboration

Aer Lingus conducts an annual Talent Review and Succession Planning exercise to identify, and increase awareness and visibility of, the talent across the company with the capability, aspirations, and potential to become senior leaders. We create succession plans to identify readiness gaps and accelerate development of named successors to minimise risk. We are pleased to see excellent gender diversity in our succession planning.

Appendix

The Results by Entity

The Aer Lingus Group contains two employing entities – Aer Lingus Limited and Aer Lingus Ireland. Most of our people think of themselves simply as Aer Lingus employees. The truer view of the position at Aer Lingus with regard to the Gender Pay Gap is obtained by looking at the group results as a whole. However, in keeping with the legislation, we publish in this appendix a breakdown of the results between the two entities.

It can be noted that the Gender Pay Gap at Aer Lingus Ireland (the smaller entity) is considerably lower than for the group as a whole. The primary reason for this is that there are no pilots within Aer Lingus Ireland. Within Aer Lingus Ltd there are no workers on temporary contracts.

Entity	Year	All employees															
		Hourly Remuneration		Bonus Recipients		Bonus Gap		Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Upper Quartile		Benefits in Kind	
		Mean	Median	M%	W%	Mean	Median	M%	W%	M%	W%	M%	W%	M%	W%	M%	W%
Aer Lingus (whole group)	2023	32.7%	20.1%	31.5%	70.9%	65.3%	41.2%	44.4%	55.6%	46.3%	53.7%	46.8%	53.2%	75.8%	24.2%	7.5%	2.5%
Aer Lingus Ireland	2023	11.3%	2.6%	43%	71.6%	46.8%	30.9%	48.3%	51.7%	44.3%	55.7%	33.7%	66.3%	63%	37%	4.9%	1.8%
Aer Lingus Ltd	2023	36.6%	18.9%	20.1%	69.9%	79.5%	76.7%	57.3%	42.7%	42.7%	57.3%	55.5%	44.5%	88.6%	11.4%	10.1%	3.8%

Entity	Year	Part-Time employees		Temporary Employees	
		Hourly Remuneration		Hourly Remuneration	
		Mean	Median	Mean	Median
Aer Lingus (whole group)	2023	43.2%	9.8%	0.9%	-2.5%
Aer Lingus Ireland	2023	-22.9%	-42.9%	0.9%	-2.5%
Aer Lingus Ltd	2023	53.7%	47.7%	--	--



Aer Lingus 

