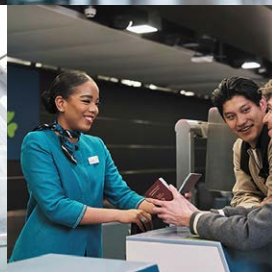


Aer Lingus



Gender Pay Gap Report 2024



A message from our CEO Lynne Embleton

At Aer Lingus, we strive to provide equity of opportunity for all employees, regardless of gender or any other factor.

When it comes to gender pay gap, it remains the case that at Aer Lingus, and in the airline industry worldwide, women are still under-represented in certain roles, particularly the traditionally male careers of engineers and pilots. This arises from the broader societal context which still makes it far more likely for young men to graduate with degrees in STEM than young women, further influencing their career paths and employment choices.

There is broad recognition that it will take time to make substantial progress in addressing the imbalance in female participation / employment in these specific areas. To make the progress that is needed on the gender pay gap in our company and across the airline industry globally, we will need more women entering careers as pilots and engineers. We are consciously and continuously working towards achieving this long-term change.

Our gender pay gap, reflected in the mean hourly remuneration gap in this report, is 32.2%, reducing to 10.9% when pilots are excluded.

In addition to intentionally attracting women into careers as engineers and pilots, during the last year we increased the representation of women in the senior management team from 36% to over 40%, and we relaunched our Women's Network to add impetus to mentoring and other supports for female colleagues.

During the year, we launched a new Diversity, Equity, Inclusion and Belonging (DEIB) policy to strengthen our culture. We are committed to creating a work environment and community for all employees that is diverse, equitable, and inclusive, reflecting our customer base and wider society. We are building a workplace where employees have a true sense of belonging and are respected for who they are. Every employee will have equal opportunity to reach their full potential and have a fantastic career at Aer Lingus.

Our new DEIB objectives deepen our commitment to the following:

Increasing Diversity: Actively recruiting and retaining employees from under-represented groups to build a more diverse workforce that reflects our customer base as well as the broader community.

Promoting Equity: Implementing policies and practices that level the playing field and provide fair opportunities for all employees, regardless of their background.

Fostering Inclusion: Cultivating a workplace culture where every individual feels welcomed and included.

Creating a Sense of Belonging: Building a company culture where employees feel a deep sense of connection and alignment with the company's values by celebrating diverse cultures and identities and recognising employee contributions.

During the year, we also launched a new Neurodiversity Employee Resource Group, and we gained our bronze award from the Irish Centre for Diversity. This award confirms that we are building strong foundations to embed DEIB across our organisation and are equipped for the journey to a deeper focus on fairness, respect, diversity, inclusion and engagement.

Aer Lingus pays its people fairly, equitably and without discrimination. We have a responsibility to contribute to efforts within the aviation industry and wider society to create the pathway for more women to consider careers where they remain under-represented at present – such as pilots and engineers. We take that responsibility seriously as we build a bigger, better Aer Lingus for the future.

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 men and women in the airline 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 publish in an appendix separate reports for the two sub-entities, Aer Lingus (Ireland) Limited and Aer Lingus Limited.

We are reporting on 5,470 employees using a snapshot date of 30 June 2024 and a reference period of 1 July 2023 – 30 June 2024. Of those 5,470 employees, 2,887 were men and 2,583 were women. Part-time workers accounted for 950 of our people, while 485 were on temporary contracts. Employment at Aer Lingus has continued to grow over the year since our previous gender pay gap report.

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 note 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 male employees from the highest paid to the lowest paid, and all female employees from the highest paid to the lowest paid, and comparing the hourly remuneration of the person in the middle.

All employees	32.2%	23.4%
	mean	median
Part-time employees	37.5%	8.7%
	mean	median
Temporary employees	5.6%	0.3%
	mean	median

Hourly remuneration data without the pilot cohort gives a very different outcome

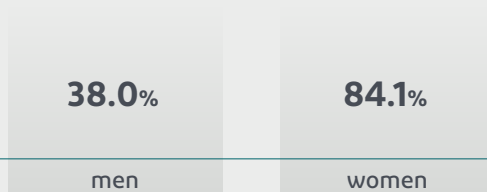
When we separate the pilot cohort out of the figures, the mean hourly remuneration gap reduces to 10.9% and the median to 1.7%. The mean is comparable with, and the median is significantly lower than, national figures for the gender pay gap across Ireland.

The fact that most of our current pilots are male is the single biggest factor in creating our hourly remuneration gap.

10.9%	1.7%
mean	median

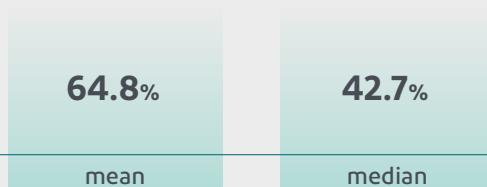
Bonus Recipients

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



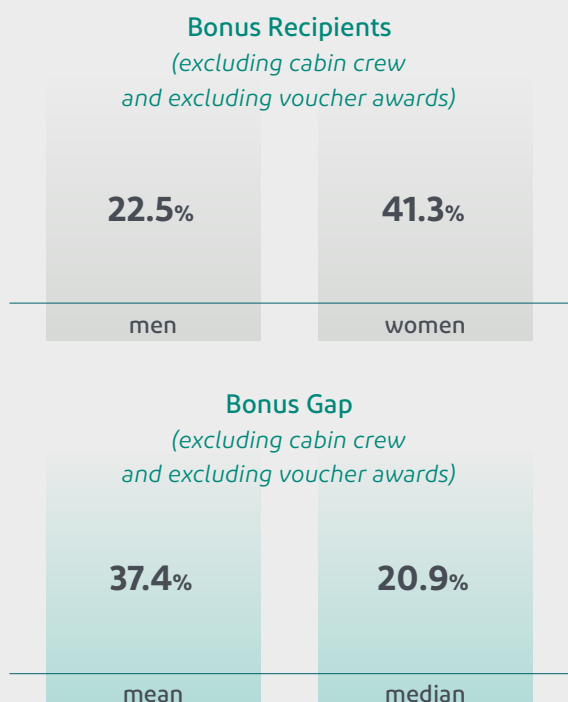
Bonus Gap

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



Important context to Aer Lingus Bonus data

- Our 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 vouchers and focusing on performance related bonuses only, which reduces the gender bonus gap very significantly. Cabin crew commission is awarded on the same terms for all cabin crew and is driven solely by inflight sales.
- However, there remains a bonus gap even after cabin crew are excluded as there is currently a higher proportion of men at more senior levels. We continue to focus on a dedicated programme of work to address this seniority gap and we are committed to increasing the representation of women in management and senior leadership roles.





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.

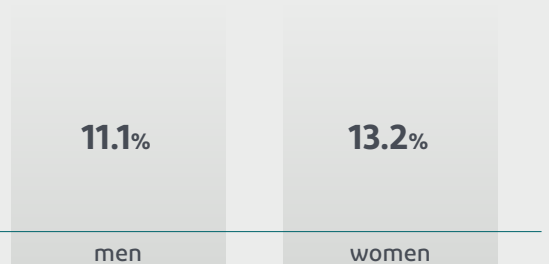
Lower Quartile

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	
46.9%	53.1%	43.7%	56.3%	46.9%	53.1%	73.7%	26.3%
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.



Advancing DEIB and addressing the Gender Pay Gap at Aer Lingus

The gender pay gap at Aer Lingus exists primarily because of the uneven gender split within a number of key roles, particularly among the pilot and engineering cohort.

This in turn arises from the broader societal context in which choices made in school and university make it far more likely for boys to graduate with degrees in STEM (Science, Technology, Engineering and Mathematics) subjects. Through our DEIB strategy and principles, we continue to contribute as far as we can to broader societal change by encouraging women to consider careers as engineers or pilots.

Our DEIB Strategy

Aer Lingus has in the last year developed a new Diversity, Equality, Inclusion and Belonging Strategy. This has three main strands:

Data: Develop and implement a structured approach for gathering and utilising comprehensive diversity data, ensuring broader representation of demographic factors including, but going far beyond, gender.

Awareness: Design and implement consistent communication strategies to enhance awareness of DEIB initiatives throughout Aer Lingus.

Employee Life Cycle: Integrate specific DEIB considerations into recruitment processes, targeted training programmes, and plans for diversity-focused development.

This DEIB strategy is in the early stages of implementation and considerable progress is being made. The strategy was considered by the Irish Centre for Diversity during the assessment process that led to our Bronze Award.

Outreach

We want a broad mix of people to consider careers in aviation. We would like to see more young females considering an aviation career in particular in Aer Lingus, and specifically into roles where they are currently under-represented, such as pilots and aircraft engineers.

In partnership with our friends at Simtech Aviation, we marked Girls in Aviation Day in 2024 by inviting young women to their first ever aviation programme experience. Highlights included use of a professional flight training simulator, along with a view of aviation engineering and the opportunity to talk to some of our female pilot and engineering employees. All participants left the programme expressing interest in an aviation career.

Other initiatives that we are focusing on include recruiting more females into our aircraft maintenance and engineering apprenticeship programme. During the year, 35% of our new apprentices were female. To achieve this and help break down the barriers to women entering these professions, we have consciously involved more females in our recruitment advertising, and we outreach directly to secondary schools in our locality to promote these careers to young women.

Our transition year programme is in high demand amongst students. The students experience all areas of the business including flight operations, ground operations, our cabin crew training academy and engineering areas. We seek gender balance among the participants each year.

It remains challenging, for ourselves and for other airlines, to achieve the same degree of gender balance in applications for entry to pilot training. We continue to see improvements in our female candidate applicant numbers and were delighted to have female cadet pilots from our current

Future Pilot Programme giving enthusiastic endorsements in our advertisement of the programme this year.

We will continue to encourage more young women to apply for STEM careers in Aer Lingus.

Fair Recruitment and Inclusive Onboarding

At Aer Lingus, recruitment will always be strictly based on merit. We place importance on attracting a wide pool of diverse applicants to be assessed fairly and without bias.

We review and update job descriptions to ensure they use inclusive language and attract diverse candidates. Blind CV screening mitigates unconscious bias during the initial selection process. Hiring managers and interviewers are trained on inclusive hiring practices and techniques for evaluating candidates based on skills and qualifications rather than unconscious biases.

When new colleagues join us, we want them to benefit from, and contribute to, an inclusive culture from day one. DEIB training has been incorporated into the onboarding process to familiarise new employees with the company's commitment to diversity, equity, inclusion and belonging. We ensure that all employees have access to resources and support networks, including our Employee Resource Groups (ERGs), to foster a sense of belonging from day one.

An environment in which everyone can thrive

Inclusion in Aer Lingus means embracing all our people irrespective of their background, characteristics, or personal circumstances. Inclusion is about creating a collaborative work environment that values and involves others, and that encourages open participation, irrespective of how we differ.

We have recently updated and reissued both our Code of Conduct and our Respect & Dignity policy. Online training on each of these is mandatory for all staff. In addition, our Executive Team have taken Inclusive Leadership Training.

Our Employee Resource Groups (ERGs) are playing an increasingly vital role in bringing our DEIB strategy to life. Three have been launched or reignited since the end of the pandemic:

- Our Women's Network ERG is dedicated to addressing challenges, advocating for needs, and building a strong network of allies for women within our business.
- Our Proud Flies ERG supports our LGBTQ+ community, helping members feel they can be their authentic selves at work.
- Our Neurodiversity ERG partners with the autism charity As I Am and focuses on supporting colleagues who may need additional assistance to participate in, and benefit from various environments, services, and opportunities, regardless of physical, sensory, cognitive, or other differences.

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.

Career Progression at Aer Lingus

Aer Lingus is proud to foster a culture where employment opportunities and career progression are based on merit. We are committed to providing fair employment practices that help employees to advance their careers on an equitable basis.

Access to learning and development opportunities is available to all employees, as appropriate to their current or future roles at Aer Lingus.

Leave of absence for maternity, paternity, parental, parent's leave, carers, adoptive and other forms of statutory leave are fully supported.

Aer Lingus' Succession Planning practices, implemented through an annual Talent Review and Succession Planning exercise, continue to showcase excellent gender diversity. So far as our senior management and executive teams are concerned, gender diversity has been improving significantly over a sustained period. Both our senior management team and our executive team are now at least 40% female, achieving the target set within IAG, our parent company.

Appendix

The Results by Entity

The Aer Lingus Group contains two employing entities – Aer Lingus Limited and Aer Lingus (Ireland) Limited. 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) Limited (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) Limited. Within Aer Lingus Limited there are no workers on temporary contracts.

Entity	Year	All employees															
		Hourly Remuneration		Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Upper Quartile		Bonus Proportion		Bonus Gap		Benefits in Kind	
		Mean	Median	M%	W%	M%	W%	M%	W%	M%	W%	M%	W%	Mean	Median	M%	W%
Aer Lingus Overall	2024	32.2%	23.4%	46.9%	53.1%	43.7%	56.3%	46.9%	53.1%	73.7%	26.3%	38.0%	84.1%	64.8%	42.7%	11.1%	13.2%
Aer Lingus (Ireland) Limited	2024	12.6%	2.2%	46.2%	53.8%	44.0%	56.0%	34.7%	65.3%	63.2%	36.8%	49.9%	84.4%	42.8%	34.1%	6.9%	11.8%
Aer Lingus Limited	2024	33.5%	19.4%	55.3%	44.7%	45.7%	54.3%	55.5%	44.5%	87.3%	12.7%	25.0%	83.5%	75.0%	69.7%	15.6%	16.1%

Entity	Year	Part-Time employees		Temporary Contracts	
		Hourly Remuneration		Hourly Remuneration	
		Mean	Median	Mean	Median
Aer Lingus Overall	2024	37.5%	8.7%	5.6%	0.3%
Aer Lingus (Ireland) Limited	2024	-16.9%	-31.6%	-0.8%	0.0%
Aer Lingus Limited	2024	46.8%	37.7%	29.7%	31.2%



Aer Lingus 

