

# Aer Lingus



## Gender Pay Gap Report 2025





A message from our CEO

## Lynne Embleton

At Aer Lingus, we are committed to fostering an inclusive and fair workplace where every employee can thrive, regardless of gender. We are committed to a workplace culture that values and supports all our employees.

The airline industry has traditionally had limited representation from women in technical, pilot and senior leadership roles. A lot has changed since 1977, when Grainne Cronin became Aer Lingus' first female pilot, and the second female commercial pilot in any airline in Europe. In executive and director roles, Aer Lingus is now close to numerical parity between men and women, better reflecting the breadth of talent within the business and the local community.

However significant differences in male and female representation in particular roles in aviation remain. This is the key factor in our gender pay gap. Men are still a significant numerical majority amongst pilots and engineers, while 77% of our cabin crew are women.

Virtually all airlines experience the same dynamic. Globally, the proportion of female pilots is estimated to be in the 4-6% range by the Centre for Aviation. It is apparent to us that our efforts

to attract more women into the careers of pilot and engineer are making a difference, and also that wider societal norms are changing over time in this regard. We know it will take time to foster change in the proportions of men and women in these areas of our business, and we will continue to focus on encouraging women to consider careers as pilots and engineers.

Our outreach to schools and universities will continue, as will our support for organisations such as the Irish Girl Guides and the Shona Project, which educates, empowers, and inspires young girls to develop confidence, resilience, and leadership skills. For our existing employees, we are creating an environment where everyone feels supported and empowered to reach their full potential in whatever role or career path they choose. We will continue to recruit, pay and promote fairly and on merit, as a fundamental element of creating a workplace where our employees thrive.

*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 experience and tenure.

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 employees are paid equitably for the work they do, regardless of gender, based on their experience, tenure and performance.



# Our Gender Pay Gap Results

We report below on the results for Aer Lingus Limited.<sup>2</sup>

We are reporting on 5,644 employees using a snapshot date of 30 June 2025 and a reference period of 1 July 2024 – 30 June 2025. Of those 5,644 employees, 2,994 are men and 2,650 are women. Part-time workers account for 1,083 of our people, while 498 are on temporary contracts.

## 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 hourly remuneration gap is the difference between women's median hourly remuneration and men's median hourly remuneration. Median hourly remuneration is calculated by ranking all female employees from the highest paid to the lowest paid, and all male employees from the highest paid to the lowest paid, and comparing the hourly remuneration of those who are paid at the mid point. The negative figure for the median gap in hourly remuneration for temporary employees indicates a gap in favour of women.

All employees	35.0%	22.4%
	mean	median
Part-time employees	40.2%	10.3%
	mean	median
Temporary employees	3.1%	-3.3%
	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 11.0% and the median to 1.1%. The mean is comparable with, and the median is significantly lower than, national figures for the gender pay gap across Ireland.

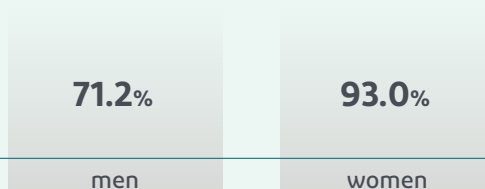
**The fact that most of our current pilots are male is the single biggest factor in creating our hourly remuneration gap.**

11.0%	1.1%
mean	median

<sup>2</sup> Separate figures for Aer Lingus (Ireland) Limited are no longer needed, as all employees of that entity have now had their contracts of employment moved to Aer Lingus Limited.

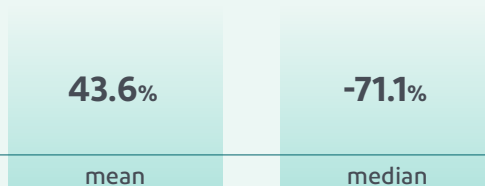
## Bonus Recipients

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 payments as outlined here.



## 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

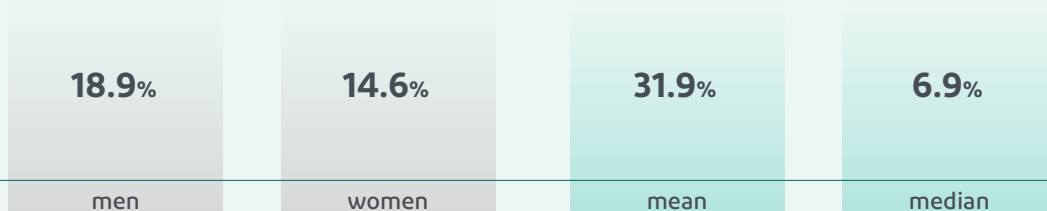
- Our bonus gap, which favours men on a mean basis and women on a median basis, is due primarily to the reporting requirement that cabin crew inflight retail commissions and vouchers must be included alongside performance related bonuses for managers.
 

These payments are not in reality comparable, and their inclusion together significantly skews the figures, as the majority of cabin crew are women. The mean bonus gap in favour of men arises because performance related bonuses tend to be larger than cabin crew commissions. The median bonus gap in favour of women arises because many cabin crew in the relevant year received both commissions and vouchers.
- A truer picture is presented by excluding cabin crew retail-based commissions and vouchers and focusing on performance related bonuses only, which moves the gender bonus gap very significantly towards parity in the case of the median (to 6.9% in favour of men). 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 of our organisation. 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.

### Bonus Recipients

### Bonus Gap

*(excluding cabin crew commission and excluding voucher awards)*





## 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.

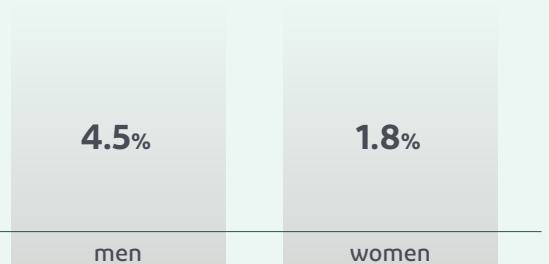
## Lower Quartile

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	
<b>51.0%</b>	<b>49.0%</b>	<b>39.8%</b>	<b>60.2%</b>	<b>44.9%</b>	<b>55.1%</b>	<b>76.5%</b>	<b>23.5%</b>
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.





# 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 career choices are made in school and university. It remains the case, according to the Higher Education Authority, that men outnumber women significantly amongst graduates with degrees in STEM (Science, Technology, Engineering and Mathematics) subjects. Through our Diversity, Equity, Inclusion and Belonging (DEIB) strategy and principles, we continue to contribute to broader societal change by encouraging women to consider careers in aviation in general, and in roles as maintenance engineers and pilots specifically.

## Our Employee Journey – Talent Attraction, Recruitment and Development

### Talent Attraction: Promoting Careers in Aviation to Girls

Aer Lingus is encouraging girls of school age, and those who advise them, to consider a range of careers in aviation through a variety of targeted initiatives. 300 guidance counsellors attended an event held on March 4th 2025, showcasing the potential for better female representation in underrepresented roles such as pilots and aircraft maintenance technicians. The event featured a flight over Dublin operated entirely by female crew members, a careers fair in Aer Lingus Hangar 6 at Dublin Airport, and inspirational talks showcasing diverse aviation careers.

Aer Lingus actively partners with organisations like The Shona Project and the Irish Girl Guides to inspire and empower young girls across Ireland. Through our partnership with The Shona Project, we support mentoring programmes where female colleagues share their personal journeys and advice, helping teenage girls build confidence and resilience. Within the Irish Girl Guides, girls work towards earning their Aviation Badge. In 2025 we also provided support for the Girl Guides in organising their Orbit Camp, which brought together Guides from around Ireland and the world.

Our apprentice programme recruits directly from schools. We have engaged directly with female secondary schools and STEM groups to encourage more female applications. Since 2024, Aer Lingus has run an internal competition for employees' daughters aged 11-17, encouraging them to explore aviation careers. The winners participate in a half-day workshop about aviation careers, including a simulator session with a female Captain.

## Fair Recruitment

At Aer Lingus, recruitment decisions will always be based strictly on merit. It is important to the organisation to attract 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. Hiring managers and interviewers are trained on inclusive hiring practices and on techniques for evaluating candidates based on skills and qualifications rather than unconscious biases.

Both through traditional means and via social media, we are trying to encourage better gender diversity in applications. The approach is even-handed. When publicising the Future Pilot Programme and the Maintenance & Engineering Apprenticeship Programme (where usually men outnumber women) and Cabin Crew recruitment (where usually women outnumber men), the content will exhibit images and examples showcasing both men and women prominently.

## Career Development

**Everyone at Aer Lingus has equal opportunities to develop their career.**

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. We are pleased to see excellent gender diversity in our succession planning.

Access to learning and development opportunities is available to all employees, as appropriate to their current or future roles at Aer Lingus. Our careers site details a wide range of opportunities for internal and external applicants to consider.

Both men and women are well represented at the senior executive and managerial levels of Aer Lingus. At present no one gender accounts for more than 60% of positions at either executive or director level.

## Diversity, Equity, Inclusion and Belonging at Aer Lingus

Aer Lingus has a Diversity, Equity, Inclusion and Belonging strategy in place. We will foster a workplace where diversity thrives, inclusion is a standard and belonging is felt deeply by every individual. In 2025, we have been:

- Expanding networks and establishing new Employee Resource Groups open to all, including Men's and Cultural groups, to complement existing groups such as the Aer Lingus Women's Network and Proud Flies group
- Empowering the Employee Resource Groups as partners in designing initiatives, providing feedback and promoting awareness programmes
- Creating opportunities for open dialogue through forums, listening sessions and safe spaces for sharing
- Strengthening partnerships with external stakeholders to support Diversity, Equity, Inclusion and Belonging strategies
- Increasing awareness through impactful events and initiatives
- Integrating Diversity, Equity, Inclusion and Belonging into core business processes such as recruitment, onboarding, performance management and leadership development
- Developing role specific and advanced training on diversity, equity, inclusion and belonging for specific roles such as managers, recruiters and senior leaders
- Fostering cultural understanding through podcasts and campaigns

## Inclusion

Aer Lingus is actively implementing a range of measures to foster an inclusive workplace environment. These initiatives focus on creating safe spaces for dialogue, supporting our people through various life stages, and developing our policies to support the different life stages experienced by our staff.

Key measures include:

### 1. Women's Network Engagement:

During the period covered by our gender pay gap report, the EIWN Women's Network hosted a successful



event that brought together 70 women from across the business. The event featured personal stories from colleagues at different levels and departments, sharing their challenges, achievements, and journeys. This fostered open, honest conversations and created a supportive environment, strengthening the network's community and encouraging ongoing dialogue around women's experiences in the workplace.

## 2. Mentor Circles:

Aer Lingus has introduced Mentor Circles—small, peer-led groups that facilitate connections among women over shared experiences and career topics such as leadership and personal development. These circles promote open conversation and mutual support, aiming organically to develop mentorship relationships and empower women in their career progression.

## 3. Supporting Menopause and Life Stage Transitions:

In partnership with the Menopause Hub, Aer Lingus conducted its first Menopause Survey, gathering valuable feedback to improve support for colleagues experiencing menopause or perimenopause. Based on insights, the company has been developing its first Menopause Policy, including manager and employee support guides and toolkits. We have in October 2025 held an information event for staff.

## 4. Breastfeeding Support Policy:

To support working mothers, Aer Lingus has established a policy to create a workplace environment conducive to continuing breastfeeding upon their return to work.

## 5. Fertility Treatment Support Policy:

Recognising the sensitive and bespoke nature of fertility treatments, Aer Lingus has implemented a policy outlining available support for employees undergoing

or planning fertility treatments, as well as those whose partners or spouses are receiving such treatment.

## 6. Flexible Work for Caring Responsibilities:

The Flexible Work for Caring policy allows employees to request flexible working arrangements to support caring responsibilities. Each request is considered individually based on objective criteria and business requirements. This policy complements existing arrangements where subject to business need various types of workplace flexibilities may be offered.

## Our Ongoing Commitment

The gender pay gap in aviation exists in a broader societal context. It is directly attributable to the structural makeup of certain core roles within airlines. At Aer Lingus, we will continue to address the underlying causes of the gap to the best of our ability. We will actively seek to encourage diversity, including gender diversity, in all roles in our company. Our efforts in this space include outreach programmes, inclusive recruitment practices, comprehensive support policies, and active employee resource groups. Aer Lingus provides an inclusive and equitable workplace for all our people.



Aer Lingus 

