



EMERALD AIRLINES

GENDER PAY GAP REPORT 2025

Emerald Airlines Ireland Ltd.

The Gender Pay Gap Information Act 2021 requires organisations to report on their hourly gender pay gap across a range of metrics.

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

At Emerald Airlines, Inclusion and Diversity is at the heart of everything we do, we know that diverse teams create better results.

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.

It is important to distinguish between the gender pay gap and pay equity. Pay equity ensures that employees performing the same role are paid equally, allowing for legitimate factors such as tenure, experience, and performance. An organisation can maintain strong pay equity practices and still report a gender pay gap, as the gap reflects the overall distribution of roles across the workforce rather than unequal pay for equal work.

Emerald Airlines maintains strong pay equity principles, ensuring that employees are compensated fairly and equitably for the work they perform, with remuneration aligned to experience, responsibilities, and performance.

This report is based on a headcount of 429 employees as of the snapshot date of 30 June 2025. At that time, 306 employees (71%) were men, and 123 employees (29%) were women. Part-time employees represented 28 individuals within the total workforce.



At Emerald Airlines, we are committed to creating a diverse and inclusive work environment where people are valued for their skills, experiences, and unique perspectives. Integrated into our core values is our commitment to diversity and inclusion. We believe that a diverse workforce is central to our success.

Executive summary

We are pleased to have advanced positively on multiple Gender Pay Gap metrics throughout this year. Our intentional actions to increase and balance female representation across the organisation has led to the following progress:

Metric	Last Year	This Year
Mean Gap	32%	26%
Median Gap	31%	18%

The mean gender pay gap has been reduced by 6.44 percent year-on-year, reflecting tangible and encouraging progress in narrowing the overall disparity in average earnings across the organisation. This shift indicates that the relative position of women within our pay structure has strengthened compared to the previous reporting period.

Even more notably, the median gender pay gap has reduced by 12.87 percent, representing a substantial year-on-year improvement and bringing the gap close to half of its previous level.

What is our Gender Pay Gap?

Difference Between Male and Female	Mean (average)	Median (middle)
Gender Hourly Pay Gap	24%	20%
Part-Time Gender Hourly Pay Gap	40%	33%

The mean gender pay gap is the difference between women’s average hourly remuneration and men’s average hourly remuneration.

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.

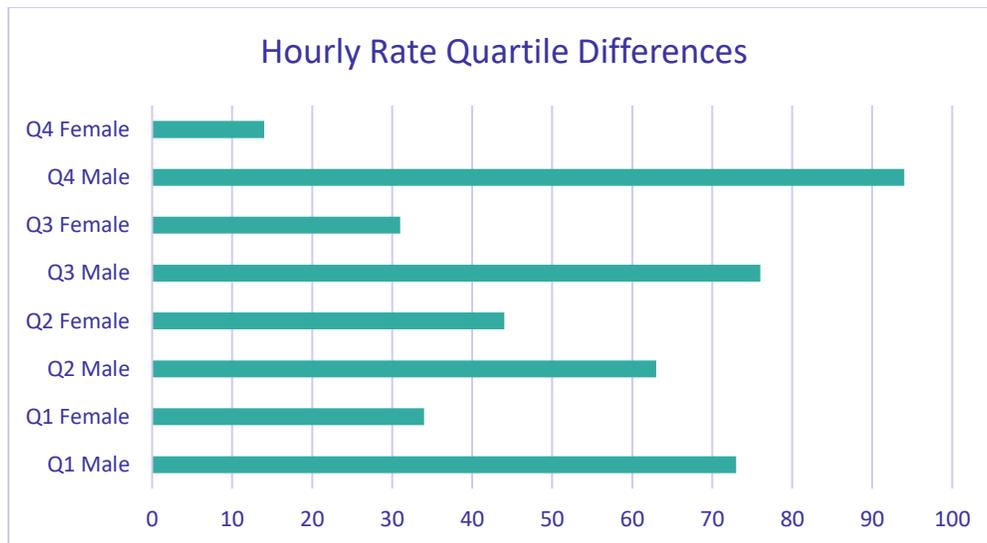
In 2025, we had a mean gender pay gap of 24%. This figure is primarily driven by the lower proportion of women in our pilot population. Notably, our Dublin base has achieved its target of 10% female pilot representation, up from 6.5% the previous year — a meaningful step toward a more balanced workforce.

The elevated part-time pay gap is explained by a difference in role composition: male part-time employees are predominantly flight crew, while female part-time employees are entirely cabin crew — two groups with significantly different pay scales.

Our Engineers, Pilots, Cabin Crew and Ground Crew represent 85% of our total workforce and are paid in accordance with negotiated agreements, under which female employees are paid the same pay rates as their male colleagues.

Note: we have not reported on Bonus payments this year, as outside of commission payments to Cabin Crew, the numbers receiving a bonus payment are too small to make it a significant sample. No Benefits in Kind were received by staff during the reporting period.

Proportion of males and females in each pay quartile



Comment

Quartile analysis highlights that the pay gap is most pronounced at the upper quartile, reflecting the composition of our pilot population.

The part-time pay gap is similarly explained by role distribution rather than unequal pay. The part-time cohort is small and broadly balanced (13 women, 15 men), however male part-time employees are predominantly pilots while female part-time employees are predominantly cabin crew — two roles with materially different pay scales.

Overall, our pay gap is a function of workforce composition rather than unequal pay. Women are underrepresented across our workforce, particularly in senior and technical roles. This is compounded by a

well-documented global shortage of women entering pilot and engineering careers, constraining the available talent pipeline and contributing to the imbalance we continue to work to address.

Closing our Gender Pay Gap

Closing the gender pay gap at Emerald Airlines is an ongoing, long-term commitment that goes beyond any single initiative or annual reporting cycle. This year's outcomes underscore the importance of maintaining a clear focus on the structural drivers of the gap — particularly workforce composition across operational, shift-based, and senior roles — and reaffirm the need for coordinated sustained action across the organisation. Looking ahead, our priority is to integrate gender balance throughout the entire employee lifecycle, from early talent attraction through to development, advancement, and leadership representation. To support this, we will continue to enhance the enabling frameworks and processes that underpin progress, including:

- Focused recruitment initiatives designed to broaden candidate pipelines and strengthen female representation in technical, operational, and leadership positions where possible.
- Clearly defined development pathways, underpinned by robust talent management and succession planning processes that proactively identify and mitigate barriers to career progression.