

# Gender Pay Gap 2025

We take people on holiday and are proud to be the UK's largest tour operator and the third largest airline.

In line with our **People, Service, Profits** philosophy, providing our customers with a VIP service is at the heart of everything we do. And it's thanks to our Colleagues' commitment to continually deliver an exceptional customer experience that we have been named a *Which? Recommended Provider* for the 10th year in a row.

As our most valuable asset, ensuring we offer our award-winning Colleagues fair and equitable pay is non-negotiable. We currently employ over 13,500 colleagues across the UK who help to deliver a friendly and trustworthy experience to both **Jet2.com** and **Jet2holidays** customers. However, as per the reporting guidelines, we have only analysed the snapshot data and therefore this report is based on 11,531 of those colleagues.

We are pleased to report that in 2025, the overall median gender pay gap for our **Jet2holidays** colleagues reduced to 5.24% (2024: 5.82%), which remains significantly below the national median gender pay gap of 12.8%. This reduction is driven by the application of our uniform % increase Annual Pay Review, which had a direct impact on the hourly rate for the highest earners, which are predominantly leadership roles now held by females. This is encouraging as the gender split across **Jet2holidays** has remained the same as the previous year.

Our median pay gap is at 31% (a 2% reduction on 2024) for **Jet2.com** and whilst it remains higher than the national gender pay gap average, it is reflective of the aviation industry. It is very important to recognise that there continues to be a national shortage of females working as Pilots, Engineers and in Ground Operations, which make up a large proportion of this workforce. The reduction

in the **Jet2.com** pay gap for 2025 is largely driven by an increase in the proportion of males in our Lower Pay Quartile roles of 37.9% male/62.1% female (versus 34.3% male/65.7% female in 2024). This reinforces how a more balanced workforce at all levels of the organisation can help to reduce the gender pay gap.

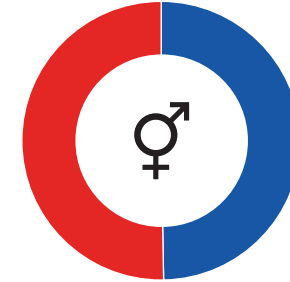
Our professional services colleagues in IT and Finance within Science, Technology, Engineering and Mathematics (STEM) are also employed within **Jet2.com**, and as with the key aviation roles, are also faced with the common gender bias challenges within STEM roles.

We remain committed to increasing female representation in our STEM roles and continue to invest in initiatives that broaden and diversify our talent pipeline such as incorporating a dedicated Women in Tech session into our Quarterly Work Experience Weeks. In addition, our work experience sessions with students at **Jet2** are designed to inspire and engage young people while highlighting opportunities for women in technology.

We are confident that our gender pay gap is not an equal pay issue and it is important to recognise that at **Jet2.com** and **Jet2holidays** colleague pay depends solely on the role they perform – regardless of gender. Nevertheless, we do strive to do more and are committed to further reducing our gender pay gaps by encouraging a balanced gender mix into roles that are typically underrepresented within the industry.

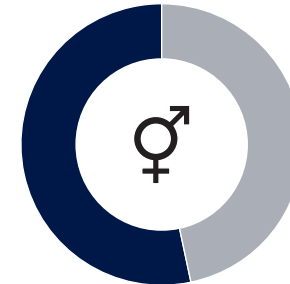
Although we know it will take time for **Jet2**, and the aviation industry more widely, to change the shape of gender representation in the workforce, we are pleased with the progress we are making on this journey.

## Gender split



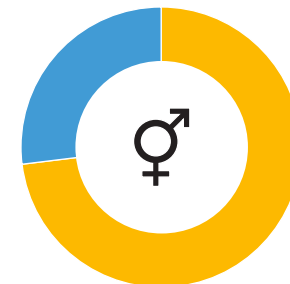
### Jet2.com and Jet2holidays

- Male - 51.3%
- Female - 48.7%



### Jet2.com

- Male - 54.0%
- Female - 46.0%



### Jet2holidays

- Male - 27.2%
- Female - 72.8%

### Gender pay and bonus gap

Jet2.com	Mean Average	Median (Centre point)
Gender Pay Gap	45.80%	31.16%
Gender Bonus Gap	34.58%	7.95%

### Basic salary of Female Pilots, Engineers and Cabin Crew is

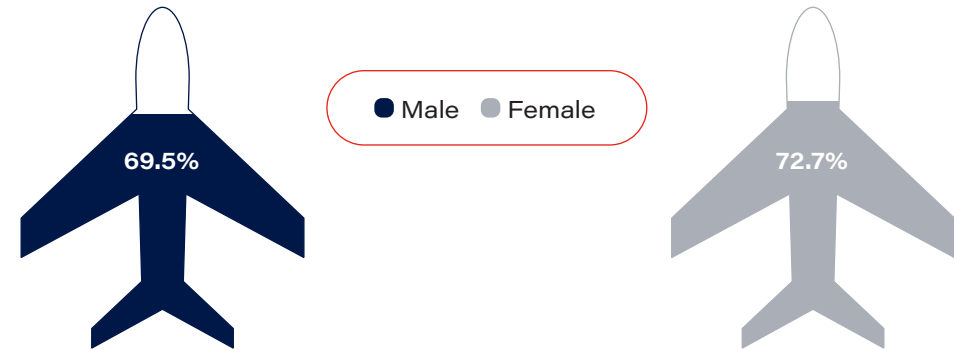
**100%**

**of that of their Male Equivalents**

### Mean pay

Jet2.com	2020	2021	2022	2023	2024	2025
Pay - Mean	41.21%	27.80%	44.10%	47.16%	47.29%	45.80%

### Proportion of Male & Female UK Colleagues Receiving Bonus Pay



### Proportion of male & female UK colleagues according to quartile pay bands



● Male ● Female

### Gender pay and bonus gap

Jet2holidays	Mean Average	Median (Centre point)
Gender Pay Gap	20.68%	5.24%
Gender Bonus Gap	69.15%	11.99%

### Mean pay

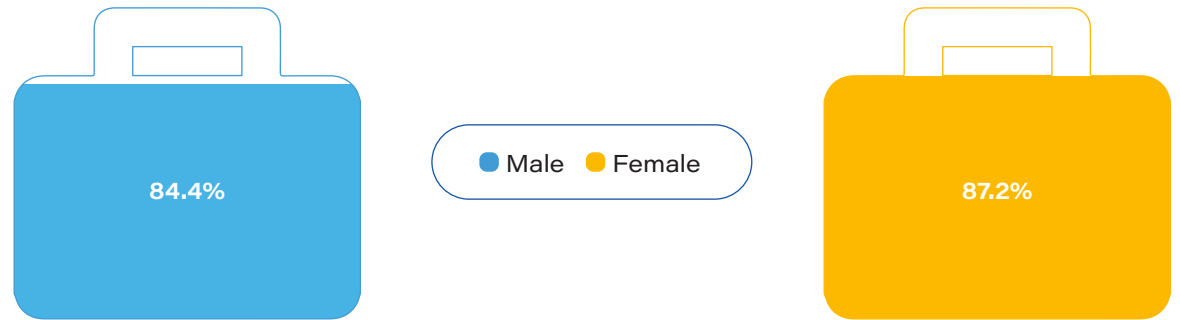
Jet2holidays	2020	2021	2022	2023	2024	2025
Pay - Mean	19.70%	23.00%	20.60%	21.99%	20.63%	20.68%

### Basic salary of Female Travel Advisors, Data Control and Customer Service is

100%

of that of their Male Equivalent

### Proportion of Male & Female UK Colleagues Receiving Bonus Pay



### Proportion of male & female UK colleagues according to quartile pay bands



Male Female

# Progressing our Gender Pay Gap

Our pay structure is gender-neutral and the majority of our business areas have pay scale roles, including Pilots, Cabin Crew, Engineers and Ground Operations colleagues. However, we are committed to continuing to close our gender pay gap.

**Jet2holidays** median pay gap remains significantly below the national median gender pay gap. As the UK's largest tour operator there are less specialised STEM roles that adversely impact the pay gaps, and it is a true reflection of our attitude and culture towards pay when we have no restrictions in terms of availability of qualified resource within our recruitment processes.

**Jet2.com** median pay gap is reflective of the airline industry and we continually strive to encourage and attract new colleagues into key roles that are widely recognised as STEM and are traditionally male dominated. Our Pilots, Engineering and Information Technology departments are affected by the global issue of fewer women working in these areas. In addition, these areas encompass the higher paid technical roles that are critical to our business, and the shortage of qualified females continues to be a focus.

In the UK, women represent around 27 percent of the core STEM workforce in 2025\*\* and only c.6% of Pilots\*\*\* globally are females. Whilst we strive to improve, it is important to note that these industry-wide challenges impact the gender imbalance within key areas of our business.

Over the past 12 months we have continued to move forward on our journey towards rebalancing gender representation in our workforce. With the launch of our **Jet2FlightPath** programme in May 2025, 60 candidates from all social backgrounds are already working their way through a fully funded 18-month Airline Transport Pilot Licence (ATPL) training course on their way to becoming a pilot. The programme is already playing a positive role in boosting diversity within the pilot

community. To date, over 2,700 applications have been submitted by females, representing just over 15% of all applicants. Pleasingly, more than 20% of successful candidates enrolled in the first cohort were female.

**Jet2FlightPath** is a transformative initiative that not only democratises access to the flight deck but also delivers measurable progress against one of the global aviation sector's most entrenched inequalities. By removing financial barriers, increasing female representation in pilot roles, and building a stronger, more diverse leadership pipeline, **Jet2** is setting a new standard for inclusive growth and contributing towards reshaping the future of aviation.

We recently hosted our first **Women in Leadership** event, which brought together over 115 current and aspiring female leaders for an afternoon filled with connection, conversation and career wisdom. Our **Women in Leadership** initiative is designed to create a community where we champion women in the workplace and support the next generation of female leaders. All senior leaders nominated a female colleague with potential to attend the event which was designed to encourage mentorship and allyship. The event was attended by females from every area of the Company. This event will continue to evolve with sponsorship and attendance by a member of the **Jet2** Executive Board to demonstrate the level of commitment to such a worthwhile initiative.

We understand that to create lasting change to the gender profile in aviation, we need to inspire the next generation to think differently about the jobs in our sector and who can succeed in them. That is why we now have over 100 Brand Champions in each of our bases who visit local schools, colleges and universities to talk about the different roles we have at **Jet2** to help students make informed decisions about their career choices. This has supported us in engaging with over 30,000 students this year, a year-on-year increase of 20%.

Additionally, as part of our ongoing commitment to improving gender representation within our Tech and Digital teams, we are developing an internal series of "60 Seconds With..." videos that will be used in our work experience curriculum and show cased on our career pages and media sites. These short films will highlight the experiences of women working across a range of Tech and Digital roles, also focussing on those that have traditionally been male dominated, such as Data Testing, Data Science and Robotic Process Automation.

The aim of this campaign is to increase visibility of women within these career paths, showcase the breadth of opportunities available at **Jet2**, and promote the different routes into a career in technology. This work also supports our wider ambition to inspire future female talent and strengthen our engagement with STEM initiatives.

In conclusion, we remain committed to empowering and encouraging our Colleagues by providing a diverse and fair working environment that inspires and retains them as well as attracting others to join our exciting business and successful teams.

I confirm that the data reported is accurate.



**Miriam D'souli**  
HR Director **Jet2.com** and **Jet2holidays**