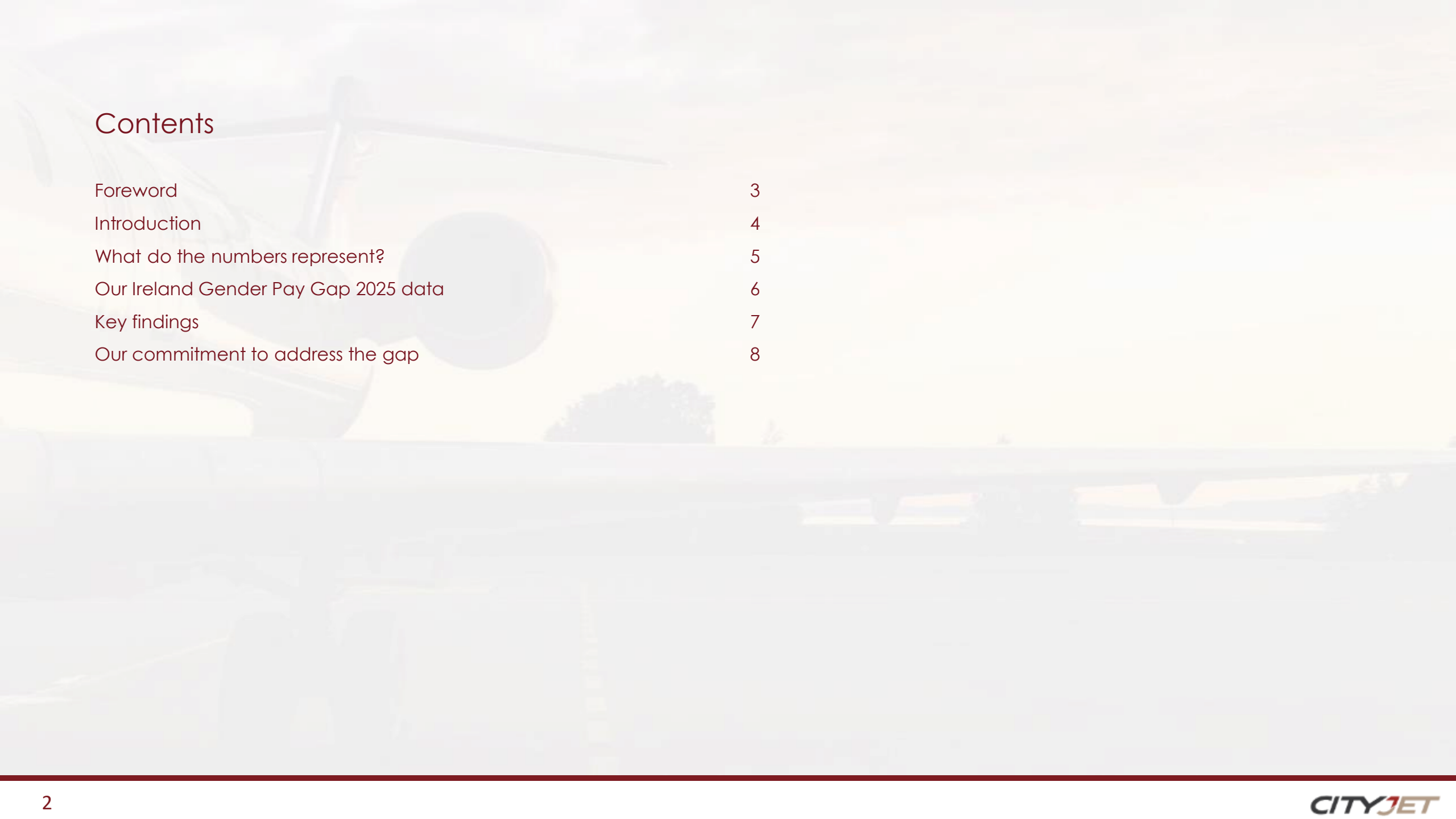




CITYJET

*Gender Pay Gap Report 2025
Ireland*



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Foreword

We are pleased to present our Gender Pay Gap Report for 2025, prepared in accordance with the *Gender Pay Gap Information Act 2021* and the *Employment Equality Act (Gender Pay Gap Information) Regulations 2022*. As this is our first report, it provides an important opportunity to reflect on where we stand today and to outline the actions we are taking to reduce our gender pay gap.

At CityJet, we are fully committed to ensuring equitable and fair pay for all employees. It is important to distinguish between the *gender pay gap* and *equal pay*. Equal pay refers to paying men and women the same for performing the same or similar work, with any pay differences based on objective factors such as skills, experience, or performance. The gender pay gap, by contrast, reflects the overall difference in average earnings between men and women across our organisation. We welcome the transparency that gender pay gap reporting brings. It enables us to have open and honest conversations about diversity, equity and inclusion and to

focus on the practical steps needed to make meaningful progress.

Our commitment is clear: we will continue to attract, develop and retain talented women across all levels of CityJet. We recognise there is more work to do to achieve a better gender balance, particularly in certain areas of our business, but we are building on strong foundations. Through targeted recruitment, career development initiatives and a culture that supports all employees to thrive, we are determined to close the gap and create a workplace where everyone feels valued, supported and empowered.

Konstantinos Bitsiaras
HR Director

Introduction

On 31st of May 2022, the Irish Government enacted new gender pay gap reporting requirements through amendments to the *Employment Equality Act 1998*. Since 2025, this regulations requires organisations with more than 50 employees to publish their Gender Pay Gap (GPG) data annually.

CityJet DAC is an Irish-based regional airline specialising in wet lease operations for our customers. We employ over 580 people across Europe, including 112 employees based in Ireland.

In line with the legislation, organisations must select a 'snapshot date' in June 2025. CityJet has chosen 29th of June 2025 as our snapshot date. The reporting period for pay data covers the 12 months preceding this date.

Our analysis shows that, on average, female employees earn 35.8% less than their male colleagues, with a median difference of 28.5%.

Several factors contribute to this pay gap, including job grade, seniority and market demand for specific skill sets. Different roles naturally attract different pay levels for example, higher-graded or senior positions typically command higher salaries and technical or specialist roles in high-demand areas can also influence overall pay distribution.

Within CityJet, women are well represented in lower-paid roles, particularly in part-time positions, while gender representation is more balanced in the lower-middle pay range. Men are more prevalent in the upper-middle and upper quartiles, reflecting a lower proportion of women in senior, technical and leadership positions. This distribution mirrors historical patterns across the aviation industry, where pilot, engineering and management roles have traditionally been male-dominated.

What do the numbers represent?

What does the Gender Pay Gap measure? It measures the difference between the average pay of all males in the workforce and the average pay of all females in the workforce, regardless of the nature or level of the role. It's a group comparison that highlights any differences in the distribution of males and females across the workforce.

What is the Mean Pay Gap? The mean pay gap is the difference between the hourly pay of all male and female employees when added up separately and divided by the total number of males and females in the workforce.

What is the Median Pay Gap? The median pay gap is the difference between the pay of the middle male and middle female when all employees are listed from the highest to the lowest paid.

What do the four Quartiles represent? It is a split of our Irish workforce into four quartiles based on hourly pay and shown proportion of male and female employees in each quartile.

- The lower quartile is the quarter of employees who earn the least.
- The lower-middle quartile is the next quartile up in pay.
- The upper-middle quartile is the next higher quarter.
- The upper quartile is the highest-paid quarter of our workforce

The Gender Pay Gap "measures the difference between the average pay of all males in the workforce and the average pay of all females in the workforce, regardless of the nature or level of the role".

Our Gender Pay Gap 2025 data

CityJet in Ireland - Gender Pay Gap 2025			
Remuneration	Mean %	Median %	
Hourly Remuneration (all employees)	35.8%	28.5%	← The mean and median pay gap in hourly pay between male and female employees.
Bonus Remuneration	-6.1%	0.0%	← The mean and median bonus pay gap between male and female employees.
Hourly Remuneration (part-time employees)	0.0%	0.0%	← The mean and median pay gap in hourly pay between part- time male and female employees.
Hourly Remuneration (temporary employees)	66.9%	66.9%	← The mean and median pay gap in hourly pay between temporary male and female employees.
% of employees:	Male %	Female %	
% of employees paid bonus remuneration *Tax free vouchers given in July & Nov 2024	95.7%	100.0%	← The percentage of male and female employees who received bonus pay.
% of employees paid benefit-in-kind	4.4%	2.3%	← The percentage of male and female employees who received benefit in kind.
% of employees who fall within :	Male	Female	
Lower quartile pay band	35.7%	64.3%	} The percentage of male and female employees in each pay band quartile.
Lower middle quartile pay band	50.0%	50.0%	
Upper middle quartile pay band	67.9%	32.1%	
Upper quartile pay band	92.9%	7.1%	

The snapshot date for this data is 29 June 2025. The reporting period covers the 12 months prior, running from 29 June 2024 to 29 June 2025

Key findings

The primary reason for CityJet's gender pay gap is the higher representation of men in senior and technical roles, which typically attract higher levels of compensation. This structural imbalance results in a higher average pay for men compared to women across the organisation.

Our analysis for 2025 shows the following:

Mean gender pay gap: 35.8% (in favour of men)

Median gender pay gap: 28.5% (in favour of men)

The proportion of employees receiving a bonus is similar for both genders, with female employees 4.3 percentage points more likely to receive a bonus than male employees.

To further understand the composition of our workforce and the factors influencing the gender pay gap, we have divided our employees into four equal pay quartiles:

Lower quartile: Represents the 25% of employees with the lowest hourly pay. Of this group, 35.7% are male and 64.3% are female, indicating that women are more highly represented in lower-paid and part-time roles.

Lower-middle quartile: Represents the next 25% of employees by pay level. Here, the gender balance is 50% male and 50% female, showing equal representation at this pay range.

Upper-middle quartile: Consists of 67.9% male and 32.1% female employees, showing a clear underrepresentation of women in higher-paid roles.

Upper quartile: Reflects our most senior positions. This group remains predominantly male with 92.9% men and 7.1% women, highlighting the ongoing gender imbalance at the top levels of the organisation.

These findings are consistent with broader trends across the aviation industry, where technical, pilot, and senior management roles have historically been male-dominated.

Our commitment to closing the gap

At CityJet, we are committed to addressing and closing the gender pay gap. We believe that equality, diversity and inclusion are essential to our culture, our success and our future growth. We will continue to review and strengthen our policies and practices to ensure that every colleague has equal opportunity to thrive and progress in their career.

Supporting an inclusive and family-centered culture: We are proud to take a family-centered approach to leave, supporting colleagues through all stages of their family journey. We design our policies with the intention of recognising and supporting all types of families, in all their forms.

Recognising excellence: In 2025, we launched our Spotlight Awards, giving employees the opportunity to recognise colleagues who go above and beyond in their roles. This initiative celebrates the diverse talents and dedication that make our company stronger.

Recruitment and career development: Recruitment and onboarding: We are committed to ensuring our recruitment and onboarding practices promote diversity and inclusion at every stage. We will continue to focus on attracting more women into aviation careers from those starting out, to those returning to the workforce or seeking career advancement

Health, wellbeing and employee support: Through our partnership with Spectrum Life, we provide employees with access to a comprehensive Wellness Hub and Employee Assistance Programme. This offers immediate access to counselling and wellbeing services, as well as legal, financial, and consumer advice, mediation information, career guidance, life coaching and support for non-nationals and their families. In 2026, we will continue this partnership, expanding our programme of online seminars and wellbeing initiatives.

Our commitment to closing the gap (continued)

Dignity at Work: We are committed to maintaining a respectful and inclusive workplace where everyone feels safe and valued. Employees are encouraged to raise concerns about any form of conflict or discrimination. Our HR team listens actively and addresses all concerns seriously, promptly, and confidentially.

Flexible Working: We offer flexible working arrangements including core working hours and remote-working options where operationally feasible, to help employees balance work and life

Looking Ahead: Closing the gender pay gap is an ongoing journey. We will continue to analyse our data, listen to our employees and take meaningful action to ensure fairness and opportunity across our organisation. Our commitment is not only to compliance, but to creating a workplace where everyone can reach their full potential.



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