AERCAP 50

AERCAP GENDER PAY GAP REPORT

2025

Gender Pay Gap Report 2025 for AerCap in Ireland

FOREWORD

At AerCap, we are proud of our culture, which is built on the values of **Ambition, Excellence and Respect.** These values act as a flight path for our people, guiding us towards shared success and sustainable growth.

We believe true success is built upon a foundation of **trust and integrity.** Our commitment goes beyond business performance – it is about creating an environment where our people feel **included, valued, and empowered** to do their best work and reach their full potential.

This Gender Pay Gap Report reflects our ongoing efforts to foster equality and transparency. While progress has been made, we recognise that there is more to do. We remain dedicated to implementing meaningful actions that promote diversity, equity, and inclusion across all levels of our organisation.

Together, we will continue to build a workplace where ambition thrives, excellence is celebrated, and respect is at the heart of everything we do.

This marks the fourth consecutive year that we have published a gender pay gap report. As in previous years, we have opted to disclose data for all of AerCap's Irish employment entities even though we were previously only obliged to report on AerCap Ireland Limited. For 2025, we are also reporting separately for Celestial Aviation Services Limited, as this entity now falls under the scope of the legislation. The gender pay gap data for Celestial Aviation Services Limited and AerCap Ireland Limited is provided in the Appendix.

In accordance with Government guidelines, AerCap assessed its gender pay gap based on the pay and rewards of employees as of 30 June 2025, covering the period from 1 July 2024 to 30 June 2025. During this reporting period, we employed 473 people in Ireland, comprising 256 (54%) men and 217 (46%) women.

The calculation of hourly pay includes all elements of compensation, such as salary, bonuses, allowances, and equity-based remuneration. The data reveals a mean gender pay gap across all AerCap's Irish employment entities of 68% in favour of male employees, representing a 1% reduction compared to last year. This gap is primarily attributed to the volume of equity awards that vested during the reporting period. The mean gender pay gap reflects the overall difference in pay between men and women, regardless of role or length of service with the Company.

The data also indicates a median gender pay gap of 29% in favour of male employees, representing a 2% reduction from the previous year's figures.

THE FIGURES

Hourly Remuneration Gap

Mean Pay Gap:

68%

Median Pay Gap:

29%

Benefits in Kind*

Men

98%

Women

97%

***Benefits in Kind**

100% of our permanent employees (men and women) are eligible for benefit in kind. Several interns were hired during the reporting period; however, they did not receive any benefits in kind.

Bonus Gap

Mean Bonus Gap:

83%

Median Bonus Gap:

40%

Bonus Recipients*

Men

97%

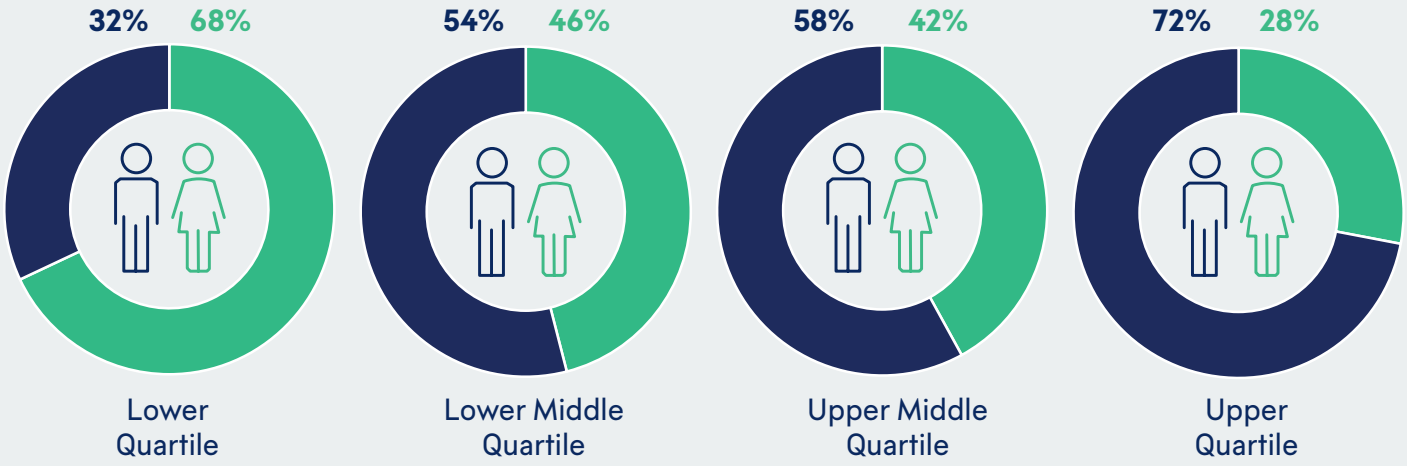
Women

95%

***Bonus Recipients**

All permanent employees at AerCap are eligible to receive a bonus. The difference in the percentage of men versus women receiving a bonus is simply down to the timing of joiners and leavers during the financial year.

Proportion of men and women in each quartile



THE FIGURES EXPLAINED

Hourly Remuneration refers to the difference in total earnings between men and women on a mean (average) and median (middle ranking) basis.

Bonus Recipients sets out the proportion of men and of women who receive any form of bonus. Bonuses for this purpose includes share awards as well as regular performance bonuses.

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

The lower quartile represents the lowest paid quarter of our people by hourly remuneration, and the percentage that are men and the percentage that are women.

The upper quartile represents the highest paid quarter of our people by hourly remuneration, and the percentage that are men and the percentage that are women. The same logic applies to the lower middle quartile and the upper middle quartile.

Benefits in Kind sets out the percentage of our people who are in receipt of non-cash benefits, e.g., health and dental insurance.

THE REASON AERCAP HAS A GENDER PAY GAP IN IRELAND

AerCap's gender pay gap is a reflection of the fact that there is an uneven distribution of men and women across different levels and functions within the organisation, and should not be mistaken for the principle of equal pay. There is a higher proportion of men in the most senior roles within the Company, while women are disproportionately represented in early career and junior positions. This is evident in the quartile data: 68% of employees in the lowest quartile are women, whereas 28% of employees in the upper quartile are women.

Our results also reflect a significant number of equity awards that vested and/or were replaced during the reporting period. Under the Gender Pay Gap Information Act 2021, compensation derived from shares is classified as bonus pay. Since equity compensation is included in the calculation of hourly pay, it directly influences the mean gender pay gap.

As a global organisation headquartered in Ireland, our most senior executives are based here. Equity forms a substantial part of the total compensation for our executive team and is the primary contributor to the gender pay gap. Most of our highly-compensated roles, i.e., those roles that create the most value for the Company are held by men, which is another key contributor to our overall gender pay gap.

Almost all of our senior executives and those in highly-compensated roles are employed by AerCap Ireland Limited, resulting in a mean pay gap of 69%. In stark contrast, Celestial Aviation Services Limited has a mean pay gap of 4%, primarily driven by the fact that none of our executive team are employed by that entity. There is also a higher proportion of women in the upper quartile in Celestial Aviation Services Limited (42%) versus 29% in AerCap Ireland Limited.

Our attrition rate during the reporting period was one of the lowest levels we have experienced in several years. As a result, the level of hiring, both internally and externally, was lower than in prior years, and is one of the reasons why the representation of men and women in each quartile remains broadly unchanged across all of our employment entities.

OUR COMMITMENT TO AN INCLUSIVE WORKPLACE

Women are underrepresented in senior roles in the aviation industry. Changing this will take time and requires ongoing commitment from all stakeholders. AerCap will continue to play its part in addressing this disparity.

ACTIONS WE ARE TAKING TO REDUCE THE GENDER PAY GAP

ALIGNING OUR ACTIONS WITH THE UN'S SDGS

We have identified Gender Equality as one of our SDGs. 43% of our employees, 26% of our senior management, and 40% of our board are female. AerCap continues to support the development of the next generation of female talent through several educational and industry-led initiatives.

Talent Pipeline

- Continuing the **AerCap Women in Aviation Scholarship** programme in partnership with the University of Limerick, supporting students in Aeronautical Engineering through mentoring and internship opportunities.
- Supporting several events, such as **Girls in Aviation Day** Ireland and Singapore, which aim to inspire young girls to explore careers in aviation and aerospace. We also welcomed a delegation of over 50 members of the **International Aviation Women's Association (IAWA),** to our Dublin office for a networking reception followed by a series of presentations. IAWA's mission is to foster and promote women leaders in the aviation and aerospace sectors through a global network.
- Maintaining our collaboration with **Chulalongkorn University** in Thailand, facilitating workshops, scholarships, and internships for students enrolled in the Aerospace Engineering degree programme.
- For many years, **Celestial Aviation Services Limited** has partnered with **Shannon Aviation Museum**, to sponsor a **Transition Year programme** that provides students with invaluable insight into the world of aviation and the diverse career pathways it presents. Over the past 3 years, the **AerCap Ireland Limited Transition Year programme** has provided students with an introduction to aircraft leasing, and inspiration to explore future careers in engineering and aerospace.
- In partnership with the **ISTAT Foundation,** we established the AerCap Scholarship Fund for students pursuing an undergraduate or graduate degree in an aviation-related field in a university in the United States. This initiative further demonstrates our commitment to fostering the continued growth and innovation of the aviation industry.

Diversity and Inclusion

- We continue to support women on their return to work following maternity leave by partnering with an external coach who specialises in **Maternity Leave Coaching**. We offer support sessions to expectant mothers and reintegration support to returning employees.
- We maintained our efforts to raise awareness of the importance of D&I. We delivered the Diversity & Inclusion (D&I) awareness session **"Ignite Inclusion"** again in 2025. The content focuses on the actions that we can all take to strengthen inclusiveness and belonging at AerCap.

Learning and Development

We continue to invest in a variety of learning and development initiatives to support the advancement and progression of employees in the Company.

- We recently implemented an **Executive Coaching** programme, and most participants in 2025 were female.
- We continued the roll-out of a targeted leadership development programme for our People Managers. The **AerCap Leadership Academy** covers topics such as inclusive leadership, motivation, engagement, and communicating with impact.
- We continued with our **Mentoring Programme** in 2025. The programme supports a culture of self-reflection and continuous development and provides opportunities for feedback, skill development, and networking to support both male and female employees in continuing to grow their careers at AerCap.

APPENDIX 1:
GENDER PAY GAP RESULTS FOR AERCAP IRELAND LIMITED

AerCap owns several employment entities in Ireland, and this report includes data for all of them. Legally, we are only required to report on Irish entities with more than 50 employees. AerCap Ireland Limited meets this threshold, and as such, we have provided specific data for this entity below.

For employees on temporary contracts within AerCap Ireland Limited, the mean gender pay gap stands at 12% in favour of male employees, while the median gender pay gap is 26% in favour of male employees.

Hourly Remuneration Gap

Mean Pay Gap:
69%

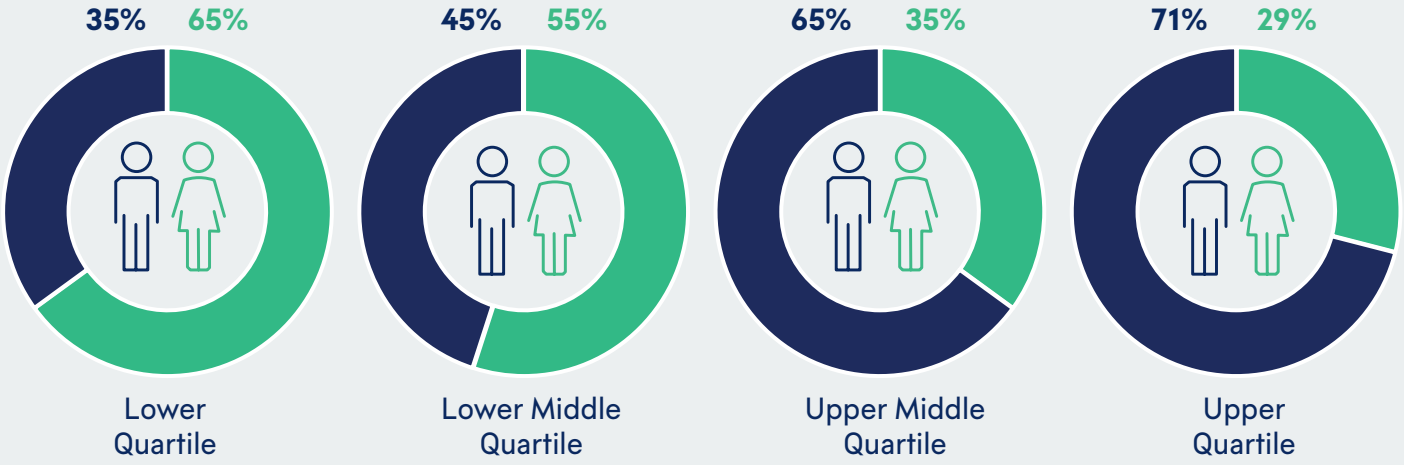
Median Pay Gap:
33%

Bonus Gap

Mean Pay Gap:
84%

Median Pay Gap:
42%

Proportion of men and women in each quartile



APPENDIX 2:
GENDER PAY GAP RESULTS FOR CELESTIAL AVIATION SERVICES LIMITED

AerCap owns several employment entities in Ireland, and this report includes data for all of them. From a legal perspective, reporting is only required for Irish entities with more than 50 employees. Celestial Aviation Services Limited meets this requirement, and we have therefore provided specific data for this entity below.

Hourly Remuneration Gap

Mean Pay Gap:
4%

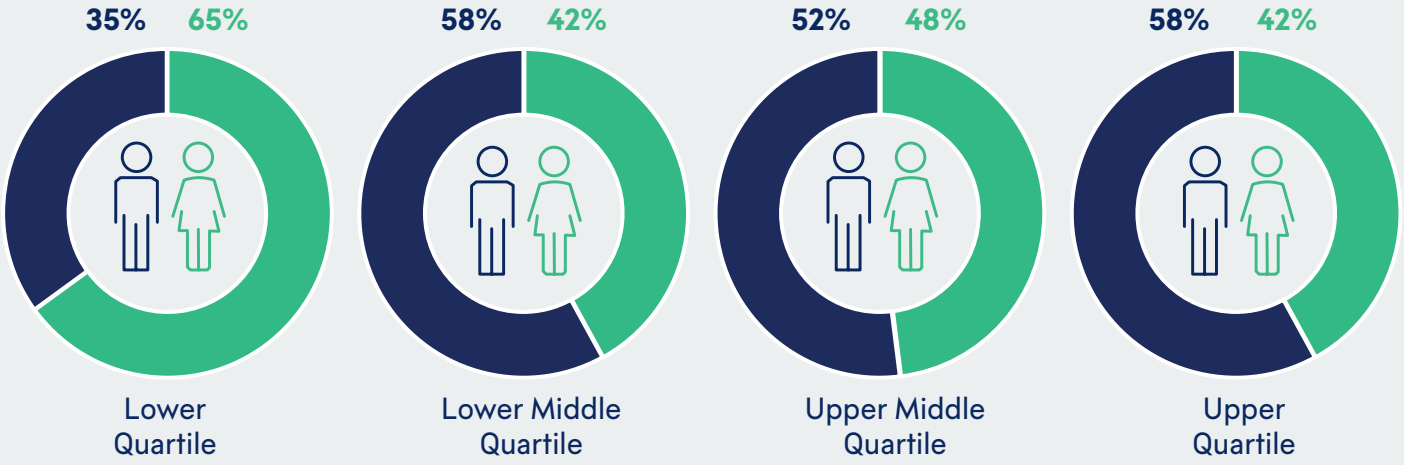
Median Pay Gap:
10%

Bonus Gap

Mean Pay Gap:
1%

Median Pay Gap:
20%

Proportion of men and women in each quartile



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