

The easyJet EFFECT

30 YEARS OF MAKING
TRAVEL EASY



FOREWORD



Three decades ago, easyJet flew onto the scene and shook up the status quo. We made affordable international travel possible for millions for the first time – the easyJet generation – enabling them to connect with loved ones, experience new cultures and take advantage of life-enriching opportunities that were previously inaccessible to many.

From our first flight on 10 November 1995, EZY121 from London Luton to Glasgow, we have evolved from being the original challenger brand to a high-flying British success story – and the biggest UK airline.

Very few companies remain as close to their roots as easyJet and now, in our 30th year, our mission remains simple: to democratise travel.

Everything we do is with the aim of making flying easy and affordable. We operate efficiently to keep our costs low, which keeps our fares low. We famously launched offering tickets for the price of a pair of Levis jeans – and today our prices are considerably lower than those jeans and even lower in real terms than in 1995.

We are growing, opening new bases, employing more pilots, crew, engineers and apprentices across the whole of the UK, and flying to more places and further than ever before.

All of this supports UK economic growth by creating connectivity, consumer choice and jobs.

Our long heritage of highly efficient operations has not only kept fares low, but paved the way for our focus on sustainability, where we are championing innovative solutions to help lower our impact on the environment. It is also crucial we manage this transition effectively to ensure flying never reverts back to being the preserve of only the rich.

Democratisation and innovation are in our DNA, and now entering our 30th year we remain as committed as ever to breaking down barriers and championing equal access and opportunity.

I am proud of the significant contribution that easyJet's unwavering commitment to making travel easy and affordable has had - not just for the UK economy, jobs and skills but for our society as a whole. The UK is now better connected than ever, and flying is more affordable than it was 30 years ago. **In short, this is the easyJet effect.**

And this focus remains at the heart of the airline which will ensure many more people can reap the social and economic benefits that travel and tourism bring over the next 30 years and beyond.

Kenton Jarvis
CEO

easyJet IN NUMBERS

**easyJet IS THE
LARGEST UK AIRLINE
ANNUALLY FLYING**



**50M
CUSTOMERS
TO AND FROM
THE UK**

**100M
CUSTOMERS
IN TOTAL ACROSS
EUROPE**

**630+
ROUTES FROM 22
UK AIRPORTS**

**140+
DESTINATIONS
ACROSS UK,
EUROPE AND
NORTH AFRICA**

**UP TO
1000
FLIGHTS CARRYING
180,000
CUSTOMERS TO
AND FROM THE UK
EVERY DAY, 365
DAYS A YEAR**



SINCE LAUNCHING



**WE'VE FLOWN
1.2BN
CUSTOMERS
THAT'S ALMOST
TWICE THE ENTIRE
POPULATION OF
EUROPE**



**190+
UK BASED
AIRCRAFT AT 11
UK AIRPORTS**

**IN 2025 WE NOW EMPLOY
12,000**



**PEOPLE ACROSS EVERY NATION OF THE UK AND IN 96%
OF UK PARLIAMENTARY CONSTITUENCIES (625/650)
INCLUDING:**

**2500
MANAGEMENT AND
ADMINISTRATION**

**2700
PILOTS**

**5500
CABIN CREW**

**1000
ENGINEERING AND
MAINTENANCE**

**INCLUDING 130+ APPRENTICES ACROSS ENGINEERING AND
OPERATIONS, AI & DATA SCIENCE AND LEGAL**

In the last year, easyJet has enabled £21 billion GVA and 243,600 jobs for the UK economy.

Over the last 30 years, we've contributed materially to connectivity growth, operating on 170 net new routes between the UK and Europe, whilst making travel even more affordable and reducing real fares by over half.

The UK is better off not just financially, but UK society and culture is also much richer for British people, thanks to easyJet's continued mission to make low-cost travel easy and affordable.

WHEN AN easyJet FLIGHT TAKES OFF, SO DOES THE UK ECONOMY

Over the last three decades, easyJet has built up a substantial economic footprint across the UK, contributing meaningfully towards the UK's economic output, GDP, productivity, and employment.

Our low-cost, point-to-point model which challenged incumbent legacy airlines, our cost advantage and leading positions in major airports, provides low fares and make great value travel accessible for everyone.

Our investment in growth in the UK has supported the development of major UK infrastructure that enables connectivity and trade, like airports and airspace.

As the impact of easyJet's UK operations cascade through the supply chain and into the wider economy, last year our overall contribution (taking into account direct, indirect and induced impacts):

- Reached £12.6 billion of economic output
- Added £6.4 billion of value to the economy (or 0.25% of the UK's GVA)
- Supported 30,000 full time equivalent UK jobs

Investing in UK manufacturing for the future

easyJet's multi-billion-pound investments in Airbus aircraft since 2003 have supported £13.3 billion in GVA for the UK economy, reflecting a substantial manufacturing footprint across UK sites like Filton in Bristol and Broughton in Wales, where wings for nearly half the world's air passengers are designed and manufactured.

easyJet operates a fleet of 350+ Airbus A320 family aircraft, including a growing number of more modern and fuel efficient neo aircraft, with 190+ aircraft based in the UK.

In its last financial year, easyJet facilitated a contribution of **£21BN** in Gross Value Add (GVA) and **243,600** Jobs for the UK economy

We have invested in a further

290 

modern and more fuel-efficient Airbus A320 family NEO aircraft which are being delivered up to 2034, providing further growth opportunities for the UK for the next decade to come



The easyJet Effect - 30 Years of Making Travel Easy

These new aircraft will deliver between a 13% -30% unit fuel efficiency improvement and are also significantly quieter, with half the noise footprint compared to the aircraft they replace.

The adoption of these more efficient new technology aircraft is also a core component of easyJet's Net Zero Roadmap, alongside investment in Sustainable Aviation Fuels and R&D partnerships with industry leaders including Airbus and Rolls-Royce, to develop zero carbon emissions technology like hydrogen, and Direct Air Carbon Capture.

Supporting a valuable visitor economy

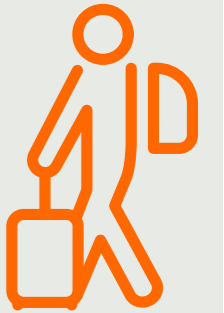
easyJet-enabled inbound and domestic tourism generated £13.6 billion in GVA and supported approximately 200,000 full time jobs in 2024.

15 MILLION

tourists (both international arrivals and domestic travellers) spent

£9.7 BILLION

across the UK economy in hotels, restaurants, retail and other sectors. This supported both the national and regional visitor economy, with 58% of inbound passengers landing outside of London



10 million international arrivals and 5 million domestic travellers visited destinations across the UK, spending up to £1,050 per trip.

- International tourists spent c. 20% on accommodation, 12% on restaurant services, and 68% on other activities such as shopping and entertainment.
- Domestic visitors spent c. 11% on accommodation, 30% on restaurants, and the rest on other activities such as shopping.

From Belfast to Bristol, easyJet isn't just flying planes – it's powering high streets, hotels, and jobs

This all means, in our last financial year alone, for every £1 in GVA and 100 jobs that easyJet's operations contributed to the UK, £3.86 in GVA and 298 jobs are supported across the broader economy, and when including Airbus investments and tourism contributions, this is equivalent to £300 in GVA for every UK resident



BROADENING HORIZONS RIGHT ACROSS THE UK

At easyJet, we've always believed that it's our people who set us apart. They drive efficiencies and innovation to ensure we're offering the best value for money, making travel even easier and they provide the warmest welcome onboard.

easyJet's operations deliver significant skilled employment opportunities including entry level jobs like apprenticeships across the whole of the UK, where we have grown to operate bases at 11 UK airports across England, Scotland and Northern Ireland - making us a truly nationwide airline.

We continue to grow, ensuring the benefits of our success are felt across the country, enabling critical economic growth and prosperity by creating choice, connectivity and jobs. Every UK based aircraft is estimated to support 400 jobs when considering direct, indirect and induced impacts.*

In 2025, we now directly employ c.12,000 people across every nation of the UK and in 96% of UK parliamentary constituencies (625/650).

As of last year, 87% lived across all nine English regions, with significant numbers living in Scotland (700+), Northern Ireland (410+) and Wales (150+).

*Assessment of the strategic and economic importance of UK-based airlines commissioned by Airlines UK, July 2023 <https://airlinesuk.org/assessment-of-the-strategic-and-economic-importance-of-uk-based-airlines>

Generation(s) easyJet

We believe our people should reflect the customers we serve, from all walks of life. We continue to challenge outdated stereotypes to drive the next generation of talent and make our industry accessible, so everyone's included.

A HIGHLY PRODUCTIVE BUSINESS

easyJet's operations generate more than

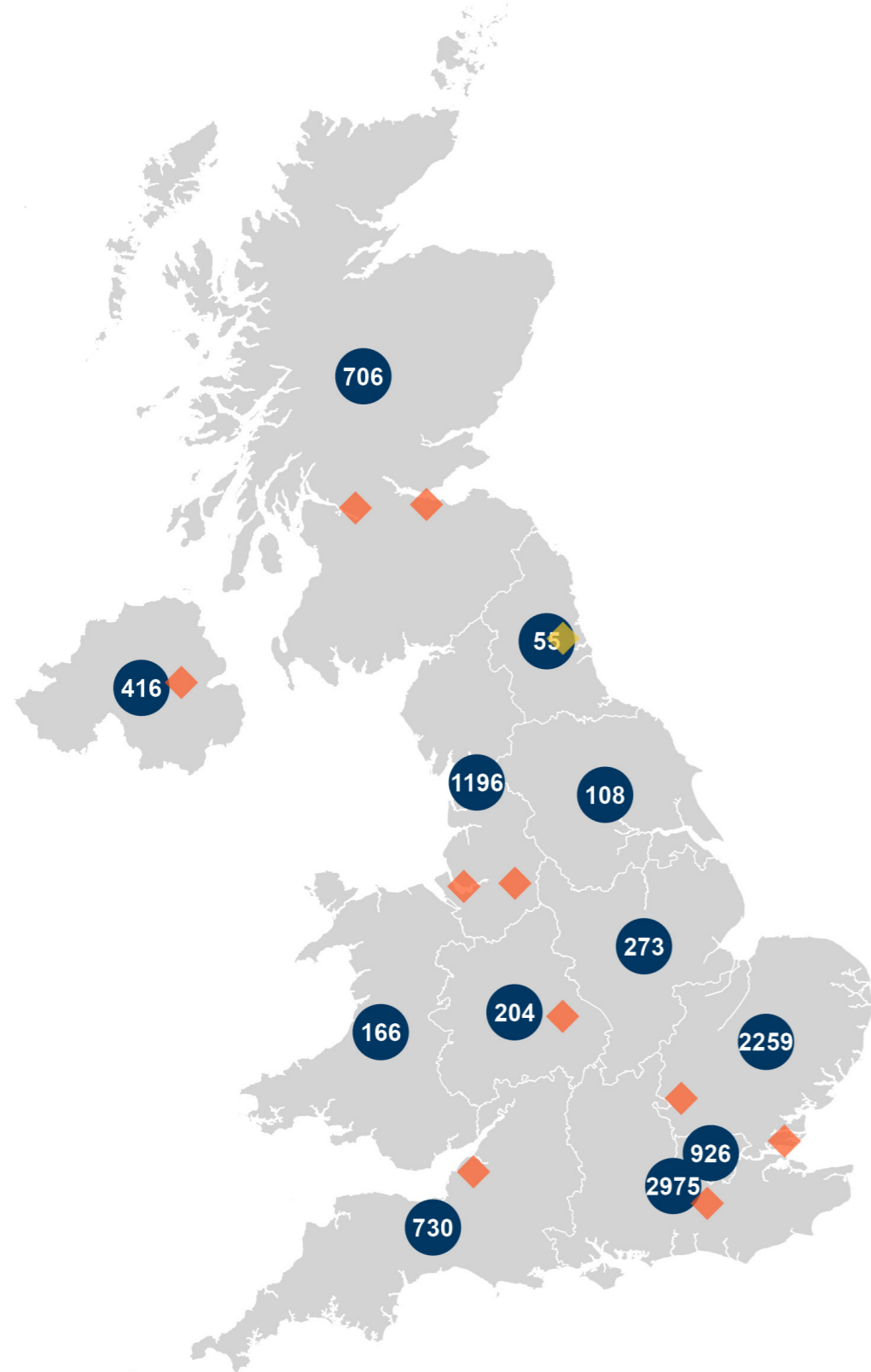
TWO TIMES

the UK average of economic value per employee, reflecting the high productivity of the business and our efficiency-driven business model

Last year, each easyJet employee in the UK contributed an average of

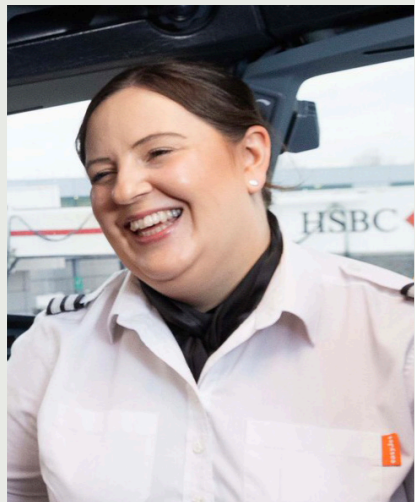
£159,000

in GVA per annum, more than twice the UK average of £74,000 (based on full time equivalent figures)



PILOTS: REDRESSING THE BALANCE

We know that in the aviation sector we face a global industry challenge where gender stereotypes for pilots have prevailed over time. easyJet has been actively tackling this for the last decade through a number of initiatives, which has tripled the number of women flying for us. While this is ahead of the industry UK average, we remain committed to leading this change which will require continuous and meaningful action.



Hannah Wells,
First Officer at London Gatwick,
Pilot Training Manager, Co-Chair
of the Gender Equality Network
and DfT Aviation Ambassador



I have always had a long-standing passion and interest in aviation; however I didn't consider a career as a commercial pilot until slightly later in life as I wasn't aware of this being a viable career route. I was very privileged to be awarded an Amy Johnson Scholarship with easyJet, an initiative set up to encourage more women to consider a career as a pilot.

I have first-hand experience of the hugely positive impact such initiatives from easyJet can have. During my aviation career so far, I have been very privileged to be a part of the industry-leading Training Department at easyJet as both a Training First Officer and Type Rating Instructor (TRI) in the simulator and a Training Manager for Pilot Development, supporting our cadets. In these roles and as a DfT Aviation Ambassador, I've been very fortunate to engage with future generations to help inspire them to consider becoming a pilot.

I have witnessed first-hand the concept of 'you can't be what you can't see', which is why it is so important for easyJet to continue to support gender-diversity initiatives encouraging women to consider a career path as a pilot. At easyJet we also recognise that in order to retain this diverse talent there must be an inclusive working culture, which is why we have created our six Colleague Networks. As co-chair of the Gender Equality Network, I firmly believe that Diversity, Equity and Inclusion must encompass everybody at easyJet, whatever their role or level in the business. Not only do these networks aim to connect, educate and inspire colleagues but they also seek to give everyone a voice.



CABIN CREW: AGE IS JUST A NUMBER

Our "Returnships" scheme, encouraging older workers to consider a career as cabin crew, was launched following research that revealed 74% of over-50s felt that it was the perfect time for a new career, but many believed cabin crew was a profession only for younger people.

Recruiting older workers is a huge win-win - not just for the aspirations and livelihoods of those individuals, but also to drive economic growth. According to the Centre for Ageing Better, closing the employment gap for workers over the age of 50 could increase GDP by at least £9bn a year, and boost income tax and National Insurance contributions by £1.6bn a year.

It is important employers bust misconceptions about age, as there are numerous benefits of an age-inclusive workforce. Multigenerational teams bring a diverse range of skills and experiences. Older people bring valuable insight and experience, which is often valued by the youngest employees.

And we know it works for them and for us. Since first launching a campaign targeted at older workers in 2022, our airline has seen the number of new hires over the age of 50 more than double, while the number of over-60s joining as cabin crew has increased fourfold, and we hope to see this grow.



Francesca Hicks, 63
Attended easyJet's Returnship
open days



I was drawn to easyJet's Returnship programme as a way to re-enter the workforce in a supportive environment that recognises the life experience that older workers can bring, so it didn't feel like starting over. I've experienced age bias myself in the past when looking for jobs but easyJet's Returnship scheme stood out as one that truly invests in helping us transition back to work with confidence and challenges stereotypes in showing that being cabin crew can be a job for anyone with the right skills, no matter their age.



Neil Brown, 62
Followed in the footsteps of
daughter Holly, to become
easyJet cabin crew in 2019
having previously worked in
engineering and sales.



I decided I needed a new challenge and wanted a job I could enjoy and would look forward to work each day. Knowing how much Holly loved the job and with her encouragement I applied and found myself in Luton academy for training and I have loved it ever since.



APPRENTICES: SHAPING THE FUTURE OF OUR INDUSTRY

Today's young people are motivated by purpose – they want to solve problems, travel, innovate and play their part in building a more sustainable future. Our engineering apprenticeships provide valuable experience working on our state-of-the-art fleet of aircraft while helping to deliver on aviation's commitment to decarbonisation. This programme not only provides a pathway to grow professionally but also allows apprentices to make a meaningful contribution to the success of our operations throughout our network.



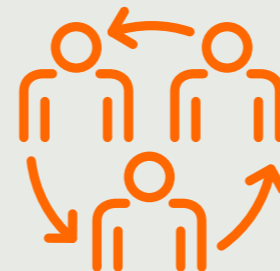
Vanessa Schock,
Aeronautical Engineering
Apprentice



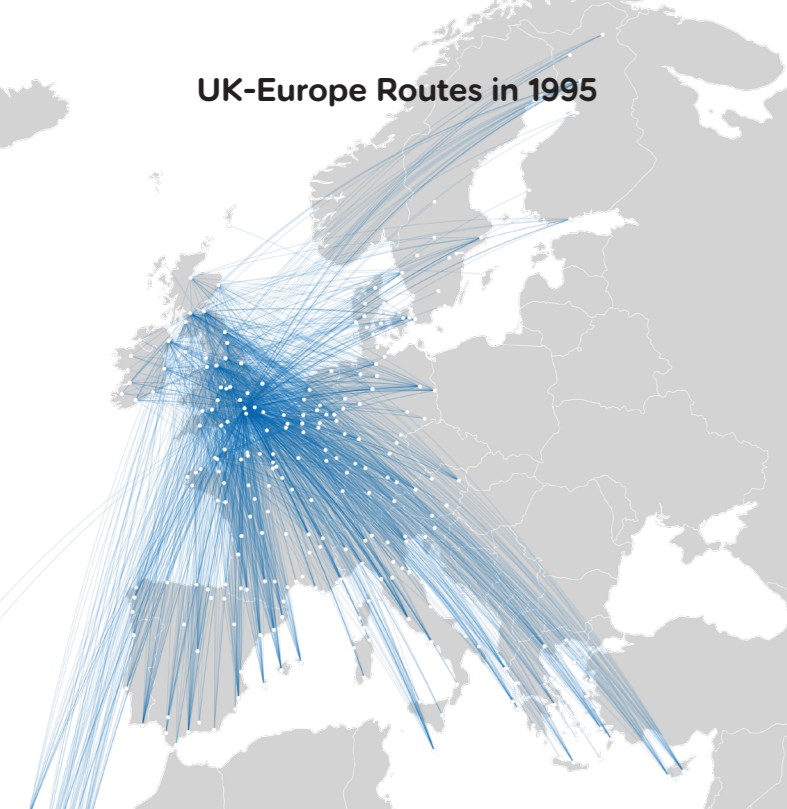
Before I started my Aeronautical Engineering Apprenticeship, I didn't know much about apprenticeships but the idea of studying at no cost whilst working and earning a salary, seemed like a great idea! I've always had a passion for planes, and it was a fantastic opportunity to join a leading airline and learn all about aircraft engineering.

During my five years at easyJet, I've had the pleasure of meeting a diverse range of fascinating people from all kinds of cultural backgrounds. The apprenticeship is a great pathway, giving me the base knowledge and practical skills in aircraft engineering and maintenance, but my role is very much about 'learning on the job'.

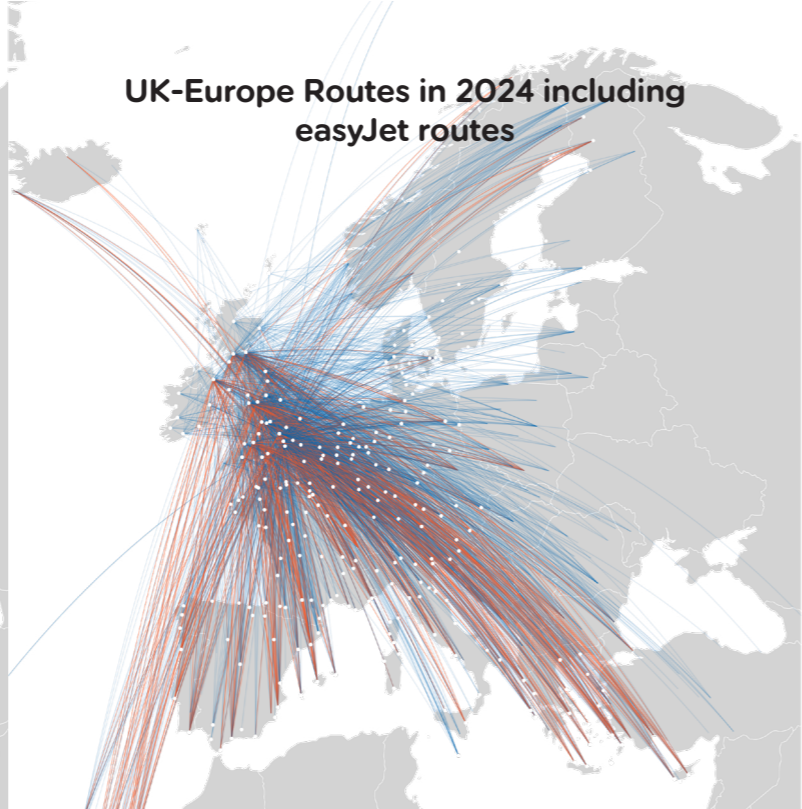
I'm also a STEM ambassador and I often talk about aeronautical apprenticeships to young people who are unsure about what pathway to pursue.



UK-Europe Routes in 1995



UK-Europe Routes in 2024 including easyJet routes



The easyJet Effect - 30 Years of Making Travel Easy

BUILDING THE UK'S BEST NETWORK

Connectivity is crucial for our island nation. It enriches society by providing greater opportunity to experience new cultures, brings us closer to loved ones, and helps us do business more effectively. Direct flight routes are a clear measure of UK connectivity.

Over the last 30 years, easyJet has built a distinctive UK network offering frequent, convenient flights from Europe's major airports, delivering more choice and competitive low fares for consumers.

Not only has easyJet increased connectivity from the UK, more importantly, it has significantly increased connectivity from across the UK.

Since our very first flight EZY121 to Glasgow departed at 07.00am on 10 November 1995 operated by Captain Fred Rivett, easyJet has grown to operate over 630 routes from 22 airports across the UK.

We operate to almost all of the top 50 major airports across the UK and Europe, with the notable exception of London Heathrow. Our entry into these markets has created more competition on existing key routes between the UK and the continent and provided more unique direct connections to new destinations from the UK. This has directly created more choice and lower fares for UK consumers.

UK-Europe passenger volumes tripled from 64.9m in 1995 to 192.2m in 2024 - an increase of almost 200%, reinforcing substantial connectivity improvements across the UK.

UK-Europe connectivity connectivity has grown

61%

since 1995, with 987 more unique UK-Europe airline routes - up from 1,628 to 2,615 in the last year

easyJet operated

170

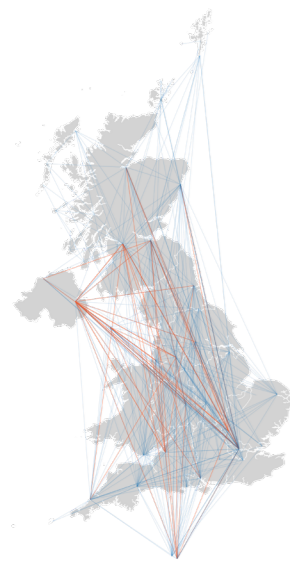
of these net new direct routes and nearly one fifth (18%) of all UK-European routes last year



Most significantly, this was not just driven by London routes: it was supported by material increases in the North, Northern Ireland and Scotland.

- N. Ireland (+2m, or 363% increase),
- Scotland (+12.6m, or 404% increase),
- North-West England (+17.9m, or 183% increase)
- North-East England (+2.4m, or 145% increase).

When it comes to where we now travel, 92% say they try and visit different European destinations when going on holiday compared to when they were younger, while 83% say they are more likely to consider flying to destinations further afield like North Africa than 10, 20 or 30 years ago, with most saying this is thanks to greater affordability (56%), more direct routes (52%) and availability of flights to these destinations (43%).*



UK domestic routes 2024

easyJet's expansion from two to 53 UK domestic routes over the last three decades has significantly improved availability and choice on existing routes for leisure and business customers alike. We focus on providing services where no road or rail alternatives are available in under three hours - or at all. This is particularly important for supporting connectivity to and from islands like Jersey and the Isle of Man, as well as Northern Ireland and Scotland.

We continue to invest in opportunities to serve demand for UK domestic flights.

Our recent consumer survey revealed nearly three quarters

73%

of Brits say opportunities fly to Europe from their local airport have increased over the past three decades*



Following the reduction of domestic Air Passenger Duty (APD) for UK passengers from April 2023, we increased capacity by 17% with nearly 2 million more seats on 37 routes including Bristol to Edinburgh, Liverpool to Belfast City and Edinburgh to Birmingham and launched brand new routes from Belfast and Glasgow to Southampton, Edinburgh to Jersey, and London Luton and Manchester to Belfast City - providing increased choice and more low fares

From Luton to Liverpool - easyJet keeps UK workers moving

Over five million UK businesspeople and workers, including in the public sector, education, building and construction, finance, IT, and healthcare sectors among those who we enable to travel for business each year.

We're not just the airline of choice for holidaymakers - we provide mobility for students, and access to European markets for UK SMEs and exporters, who choose to fly with us for the value for money, frequency and convenient schedules. Bristol to Edinburgh, Glasgow to Gatwick and Belfast to Birmingham, as well as Manchester to Amsterdam and London Gatwick to Milan are among the most in demand routes for UK business travellers, and we provide more weekly connectivity from Scotland and Northern Ireland to London than any other UK airline.



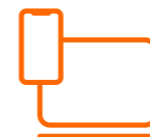
According to our recent UK consumer survey,

40%

of people think flying is essential for their business.*

* Survey of 2,000 British adults conducted by 3Gem in October 2025

SECTORS WE SUPPORT FOR BUSINESS TRAVEL



IT



Public



Healthcare



Education



Building and Construction



Finance



STILL MORE AFFORDABLE THAN A PAIR OF JEANS

Everything we do is with the aim of making flying easy and affordable. We operate efficiently to keep our costs low which keeps our fares low and have remained committed to making air travel accessible to the many, not just the few.

We launched flights in 1995 for just the price of a pair of jeans and our starting fares since first launching some of the key routes we still operate today have fallen by over 50% in real terms.



easyJet fares are now cheaper in real terms, compared to 1995

Route	Starting fare when launched	1990's price in real terms*	Starting fare 2024	Change in real price
1995				
Luton to Glasgow	£29	£58	£26	-55%
Luton to Edinburgh	£29	£58	£27	-52%
1996				
Luton to Aberdeen	£29	£56	£26	-53%
Luton to Inverness	£29	£56	£27	-51%
Luton to Amsterdam	£35	£68	£33	-52%
Luton to Milan Malpensa	£29 - £35	£58 - £68	£25	-63% to -56%
Luton to Nice	£29 - £49	£56 - £95	£30	-69% to -47%
Luton to Barcelona	£29 - £49	£56 - £95	£26	-72% to -53%
Luton to Geneva	£29	£56	£33	-42%
Luton to Malaga	£29 - £49	£56 - £95	£31	-67% to -44%
Luton to Palma de Mallorca	£29 - £49	£56 - £95	£32	-66% to -43%
1998				
Belfast International to Luton	£29	£55	£25	-53%
1999				
Belfast International to Liverpool	£29	£54	£23	-57%

*This is the starting fare when the route was launched in the 1990s, adjusted for inflation to be expressed in real (2024) terms.



The easyJet Effect - 30 Years of Making Travel Easy

Compared to other goods, easyJet flights have beaten inflationary rises in prices, as other everyday items and experiences have become more expensive.

Item	Starting fare when launched	1995 price in real terms	2024 Price	Change in real price
easyJet starting fare	£29	£58	£26	-55%
Pair of Levi's Original jeans	£32	£63.76	£100	57%
First class stamp	£0.25	£0.50	£1.65	231%
Glastonbury ticket	£65	£129	£360	178%
Average house	£51,529	£102,675	£260,826	154%
Arsenal ticket	£12.50	£24.91	£61.54	147%
Loaf of bread	£0.53	£1.06	£1.68	59%
Big mac	£1.74	£3.47	£5.39	55%
Pint of lager	£1.60	£3.19	£4.43	39%
Petrol (unleaded litre)	£0.52	£1.04	£1.29	24%
Cinema ticket	£3.48	£6.93	£7.71	11%

With a relentless focus on efficiency and innovation to keep costs and our fares low, easyJet has ensured air travel remains accessible so that UK consumers can continue to reap the social and economic benefits that travel and tourism provide.



According to a survey of 2000 British adults, almost all

96%

agree that easyJet has made air travel more accessible to more people over the past three decades with low fares and choice of destinations.

94%

agree that going on family holidays to Europe is much easier than when

83%

say they travel abroad to Europe more regularly with their family compared to the previous generation.**

**Survey of 2,000 British adults conducted by 3Gem in October 2025

APPENDIX

Methodology

1. This report has been prepared by easyJet drawing on the results of economic impact analysis commissioned from a team of professional economists at FTI Consulting. The analysis is produced using a standard economic impact modelling framework, based on well-established and widely-accepted input-output modelling methods, to quantify easyJet's contribution to the UK economy.
2. Focusing on FY 2024 (year ending September 2024), the analysis examines three distinct channels through which easyJet generates economic benefits: the company's day-to-day airline and holiday operations in the UK; the UK economic impact of easyJet's capital investment in Airbus aircraft; and the catalytic effects of inbound and domestic tourism spending facilitated by easyJet's connectivity. The economic footprint is measured in terms of: (a) economic output (a gross measure of economic activity, representing the total value of goods and services produced), (b) Gross Value Added ("GVA", or the value of goods and services produced, less the cost of any inputs used up in that production process, which is a standard measure of an organisation's contribution to a country's Gross Domestic Product, or "GDP"), and (c) employment (measured in full-time equivalent jobs). The methodology captures not only the 'direct' impacts of easyJet's own activities, but also the rounds of 'indirect' impacts generated through the company's UK supply chain, and the 'induced' impacts arising from the spending of employees of easyJet and suppliers.
3. The analysis draws on economic, financial and operational data from both public and non-public sources. Public sources include the UK's official Input-Output tables published by the Office for National Statistics, tourist surveys conducted by the ONS and VisitBritain, and data on routes and passenger numbers published by the Civil Aviation Authority. Non-public data has been provided to FTI Consulting by easyJet; the accuracy of this data has not been independently verified by FTI Consulting.



This report has been prepared by easyJet drawing on the results of economic impact analysis commissioned from a team of professional economists at FTI Consulting LLP. While we believe the analysis provided by us presented is reliable, we make no warranty regarding its completeness or accuracy. FTI Consulting LLP, along with its partners, employees, directors, members and collaborators, expressly disclaim any responsibility or duty of care regarding consequences arising from: (i) any action or omission taken by themselves or any third party based on the contents of this document, or (ii) any decision made in relation this document. This document may not be relied upon by any third party.

Research data in the report was from a survey of 2,000 British adults, commissioned by easyJet via 3Gem in October 2025.

easyJet