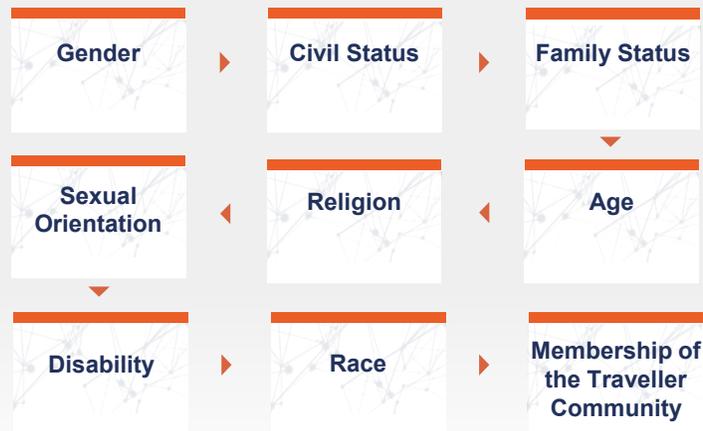


Non-Discrimination

We expect everyone at AerCap to work together with respect and dignity

Non-Discrimination Policies

- ▶ We align our non-discrimination policies with local laws in the locations where we operate
- ▶ For example, the Irish Employment Equality Acts 1998–2015 define discrimination as treating one person in a less favorable way than another person based on any of the following 9 grounds:¹



Recruitment

- ▶ We recruit, employ, and promote employees on the basis of qualifications and performance
- ▶ AerCap is an Equal Opportunities Employer and is committed to treating all applicants equally irrespective of race, religion, gender, marital status, family/civil status, sexual orientation, age, disability or any other characteristic protected by applicable laws and regulations
- ▶ Bias training is made available to hiring managers to support the fair treatment of all candidates during the recruitment process

Respect and Dignity at Work

- ▶ AerCap is committed to maintaining a productive working environment in which all employees are treated with mutual dignity and respect
- ▶ All employees have the right to work in an environment that is free from sexual harassment, harassment and bullying
- ▶ Our policies apply to employees both in the workplace and at work-associated events such as meetings, conferences and social events, whether on AerCap premises or off-site
- ▶ AerCap is committed to creating an environment where employees feel comfortable discussing any complaints
- ▶ A prompt and thorough investigation of all complaints will be undertaken, and appropriate disciplinary action taken

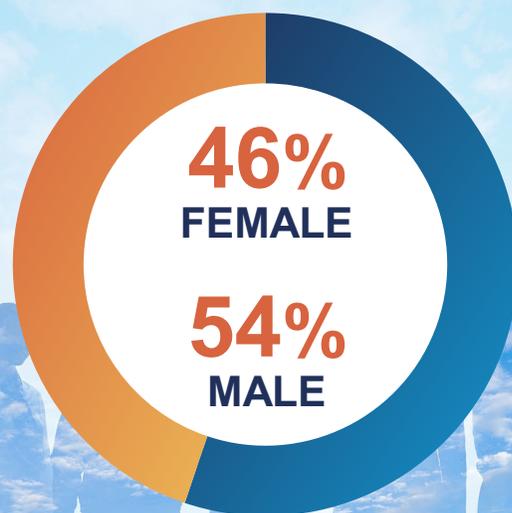
1. Source: https://www.citizensinformation.ie/en/employment/equality_in_work/equality_in_the_workplace.html

Diversity, Opportunity, and Inclusion

Our diverse work force is a key competitive advantage

Our Diversity Approach

- ▶ We see great value in the diversity of cultural, social and educational backgrounds as we serve customers in over 80 countries across the world
- ▶ We are immensely proud of our diverse work force, at a company wide-level



Global Reach

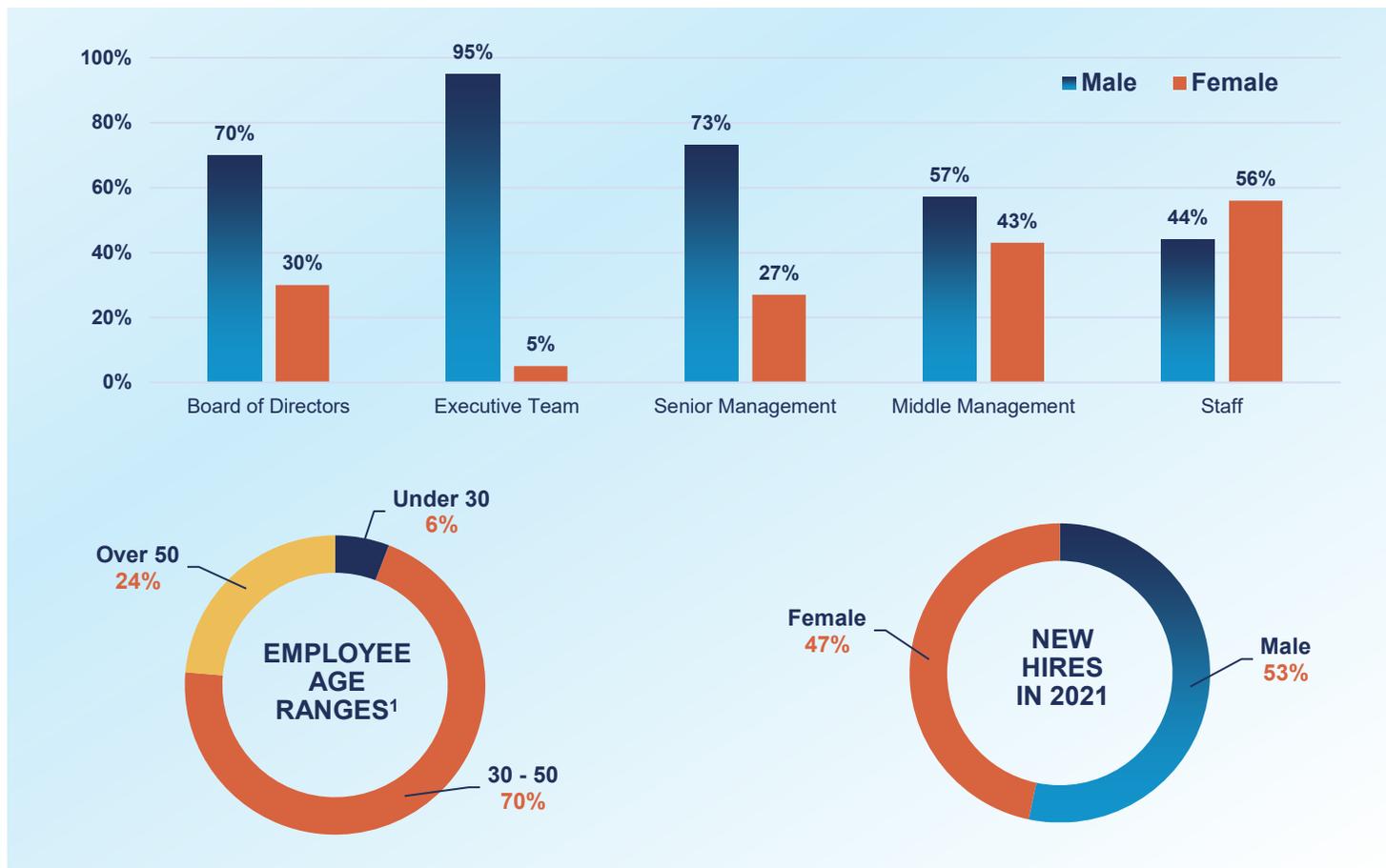
- ▶ Our offices are spread across the world, just like our customers, and having a diverse and localized work force enables us to better serve and understand their needs



1. Other office locations include China, Netherlands, France, and Italy.
Please note: All data is as of December 31, 2021, unless otherwise specified.

Diverse Work Force

We are pleased with how the diversity of the Board has increased and we continue to support a more even gender balance across the various levels at AerCap



Supporting Gender Diversity

- ▶ AerCap has been a long-term supporter of the Advancing Women in Aviation initiatives
- ▶ We have partnered with industry initiatives to further advance gender diversity and gender equality. In January 2021, we sponsored a virtual AWAR event which coincided with the virtual Airline Economics conference



Please note: All data is as of December 31, 2021 unless otherwise specified.

1. As of March 2021.

Employee Retention and Attraction

At AerCap, we believe our staff are one of the most important assets of the company

We actively seek to hire and retain the best talent in the industry and remunerate our employees with some of the most attractive packages in the industry. This includes not only competitive salaries and benefits, but also performance-based bonuses and employee share schemes

We strive to listen to our employee's feedback and create a positive culture and workplace environment



- ▶ We pay our employees competitive remuneration packages and benefits
- ▶ We have created a flat non-hierarchical structure that facilitates two-way communication and feedback
- ▶ We conduct regular performance reviews with all employees
- ▶ Employee turnover was low at ~7% in 2021^{1,2}



- ▶ We seek to attract the best in the industry for the long-term growth of the company
- ▶ New employees are given a tailored induction program upon joining
- ▶ Continuous learning and development programs are offered throughout the year



- ▶ We encourage our employees to recognize the best talent in the industry and we reward those employees who act as brand ambassadors for the company

1. Turnover refers to voluntary turnover which is defined as the proportion of employees who choose to leave an organization over a set period expressed as a % of the total employees.

2. Ibec Employee Turnover Report 2021, for companies of 250+ employees the average turnover was 7.95% in 2020.

Planning for Our Employees' Future



Equity Incentive Plans

- ▶ First introduced in 2006 and subsequently renewed in 2012 and 2014, the AerCap Equity Plans are intended to incentivize superior performance over a prolonged period of time
- ▶ Equity awards under the equity incentive plan are determined by the Nomination and Compensation Committee in line with remuneration policies approved by AGM
- ▶ Equity awards usually vest after 3 to 5 years to align employee interests with those of shareholders



Employee Share Grants

- ▶ Since 2018, all AerCap employees have had the opportunity to become shareholders of AerCap
- ▶ Share grants are subject to permanent / continuous employment to reward employees' long-term commitment to the company



Retirement Savings Plan

- ▶ AerCap offers our employees retirement savings plans to help them invest in their future
- ▶ Retirement savings plans are based on the best international practices
- ▶ AerCap contributes to each employee's 401(k)/pension plan

Embracing the New “Normal” in the Workplace



AerCap also has to adapt, and we want to embrace this new way of working and make AerCap the preferred employer in the aircraft leasing industry. As such we have introduced a number of flexible working initiatives globally



Flexible working is the way forward and the last two years have shown us that when you have the right employees, productivity continues regardless of their physical location. AerCap is delighted to be able to offer this flexibility to its employees

AerCap acknowledges how difficult the last 2 years have been for employees; how well they adapted to a new way of working and the sacrifices they made to ensure the company was able to continue to achieve great things throughout the COVID-19 pandemic



Flexible Working Policy

Option to work from home every Friday

For a period of 20 days a year, AerCap employees can work from any location in the world



Continuous Development

We invest heavily in our people and provide opportunities for employees to move within the organization



Continuous Development Programs

We support a variety of continuous development programs (“CDP”) both internally and externally, including:

- ▶ Aviation Finance Programs
- ▶ Coaching Programs
- ▶ Change Management Programs
- ▶ Other courses specific to functions or departments



Industry Insights and Trainings

We work with our OEM partners to provide employees with the latest knowledge of the products that we offer

In 2021, this included:

- ▶ Market updates from Boeing and Airbus
- ▶ Presentations on the latest sustainability initiatives of the OEMs



Knowledge Sharing Sessions

Departments also host company-wide knowledge sharing sessions as part of continuous education program for our employees

Although these in-person events were curtailed due to COVID-19, we look forward to reintroducing these sessions in 2022

\$686

AVERAGE
TRAINING PER
EMPLOYEE
IN 2021

85

PROFESSIONAL
MEMBERSHIPS
SUPPORTED

Employee Well-Being Initiatives



SOCIAL CLUBS

- ▶ Tag Rugby
- ▶ Football
- ▶ Cycling
- ▶ Book Club (*continued virtually in 2021*)
- ▶ Golf Society

- ▶ As a result of the COVID-19 pandemic, many of our regular in-person Employee Well-Being Initiatives were forced to be put on hold as employees followed government health and safety advice and continued to work from home
- ▶ In Spring 2021, in conjunction with our health insurance partner VHI, AerCap ran a number of virtual wellness initiatives:
 - ▶ Goal Setting Workshop
 - ▶ Build Your Resilience Workshop
 - ▶ Nutrition for Stress
 - ▶ Yoga Classes
 - ▶ HIIT Classes
 - ▶ Financial Wellbeing Seminar
- ▶ We look forward to resuming our in-person wellness initiatives and social clubs in 2022, reconnecting with one another and continuing to support both the mental and physical health of our employees



Physical and Mental Health Supports



- ▶ All employees are offered a comprehensive medical and dental insurance policy for themselves and eligible dependents
- ▶ Optional flu shots for our employees are available through our health insurance partner
- ▶ On-site health assessment clinics are run in most office locations on an annual basis



- ▶ With our health insurance partner, we provide our employees with 24/7 access to mental health counselling
- ▶ We work with local charities such as Pieta House in Dublin to raise awareness of mental health issues in our communities and the workplace
- ▶ Flexible working has been shown to improve employee mental health and we are delighted to be able to support our employees in this way



- ▶ We provide on-site complimentary lunch catering to all employees in our Dublin and Shannon offices, with vegetarian options available
- ▶ Fruit is available in all offices, to encourage healthy snacking habits
- ▶ There are on-site gyms in our offices in Dublin and Shannon
- ▶ Our CSR initiatives are often focused on encouraging employees to have an active and healthy lifestyle