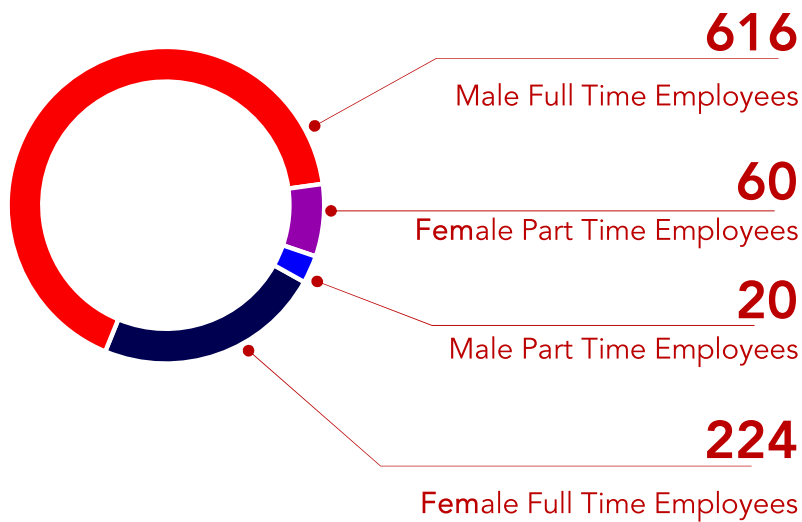
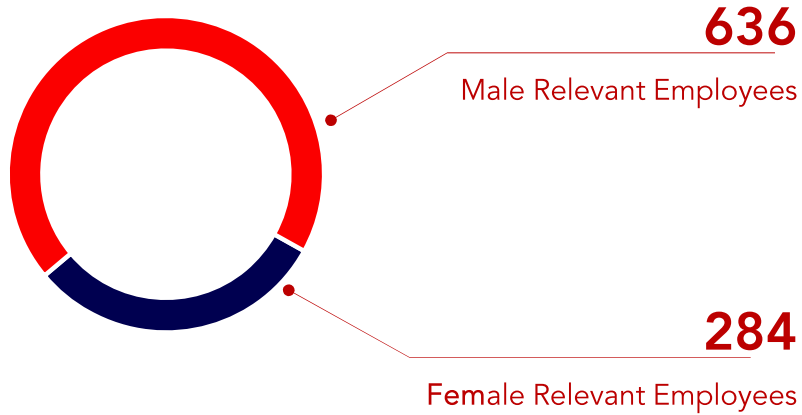


**EUROTUNNEL**  
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# Relevant employees

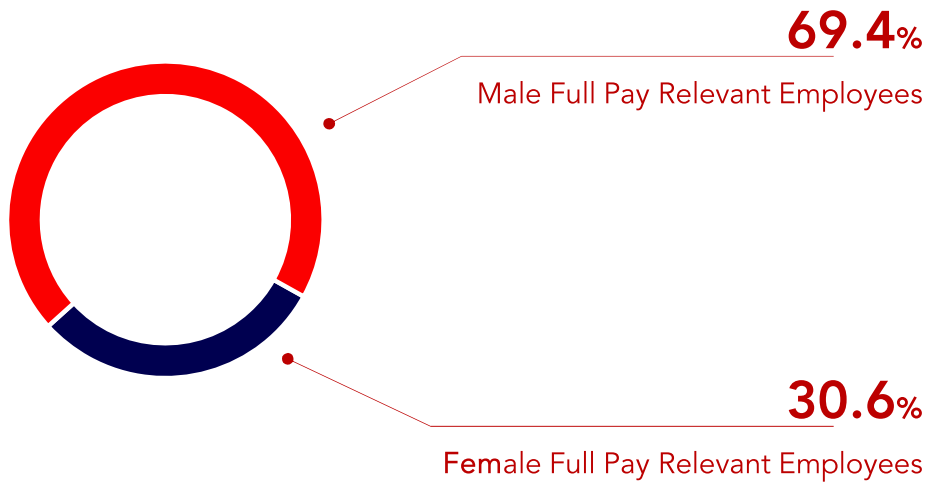


As at 5 April 2025, the relevant workforce comprised 636 male and 284 female employees.

The distribution of male and female employees across roles and levels within the organisation is reflected in the statutory gender pay calculation.

In addition, a higher proportion of female employees work part time, which is highlighted in the bonus pay calculation.

# Ordinary pay



Eurotunnel adheres to the HAY evaluation process for setting pay rates within salary banded positions.

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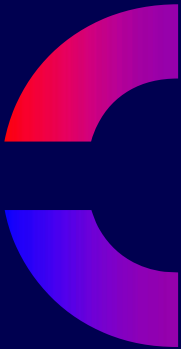
Since 2006, for all other positions, Eurotunnel operates a 'Rate for the Job' policy which ensures that all employees are paid the same salary for performing the same job.

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Eurotunnel operates an equal opportunities approach; however, workforce composition varies by role and function.

# Ordinary pay

## Gender pay gap



MEAN ORDINARY PAY GAP

16.1%



Eurotunnel's Mean Ordinary Pay Gap has increased from 15.6% as reported for 2024

Our median gender pay gap has reduced to 17.1% this year. The gap continues to reflect the distribution of male and female employees across roles and levels within the organisation, rather than gender pay inequality.

MEDIAN ORDINARY PAY GAP

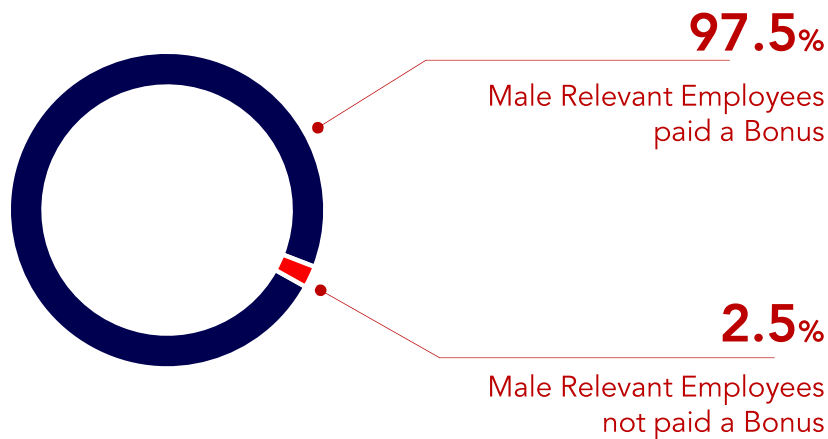
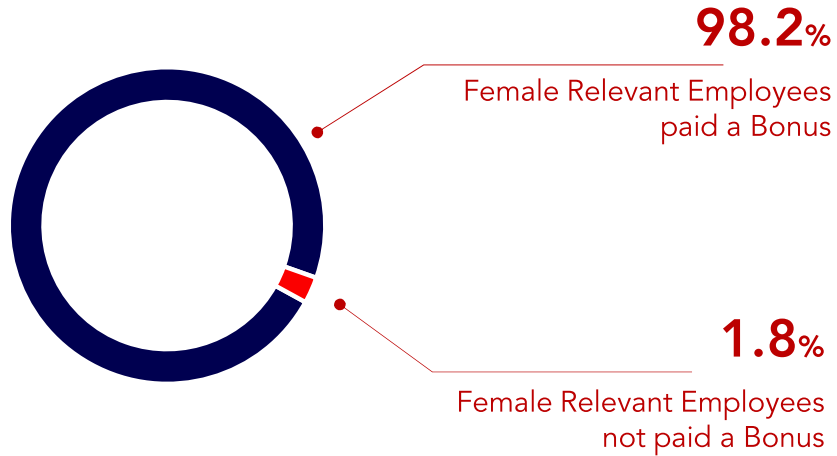
17.1%



Eurotunnel's Median Ordinary Pay Gap has decreased from 18.2% as reported for 2024

The Company remains focused on improving gender balance over time through fair recruitment, development and progression practices.

# Bonus payments



Eurotunnel offers our employees access to generous bonus schemes, in the form of an annual general bonus and a four-monthly quality of service bonus.

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Our bonus schemes are based on the Company's operating performance, financial results and delivery of a quality service to our customers.

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A similar percentage of male and female employees benefit from the Company bonus schemes

# Bonus payments

## Bonus pay gap



MEAN BONUS GAP

12.0%



Eurotunnel's Mean Bonus Gap has increased from 6.8% as reported for 2024

Eurotunnel believes that it offers fair bonus schemes to female and male colleagues alike, with gender parity in those receiving bonuses.

Our median Gender Bonus gap this year shows a reduction from the gap reported for 2024. The remaining Gender Bonus gap is due to:

(1) The difference in the part-time ratio between females and males: 21.1% of relevant females are part-time compared to 3.1% of relevant males. The gender gap for bonuses does not make allowances for this in the calculation.

(2) The salary related structure of the annual general bonus, combined with workforce distribution in certain departments, contributes to the bonus gap.

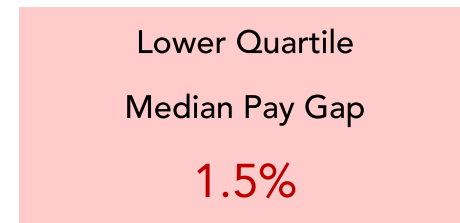
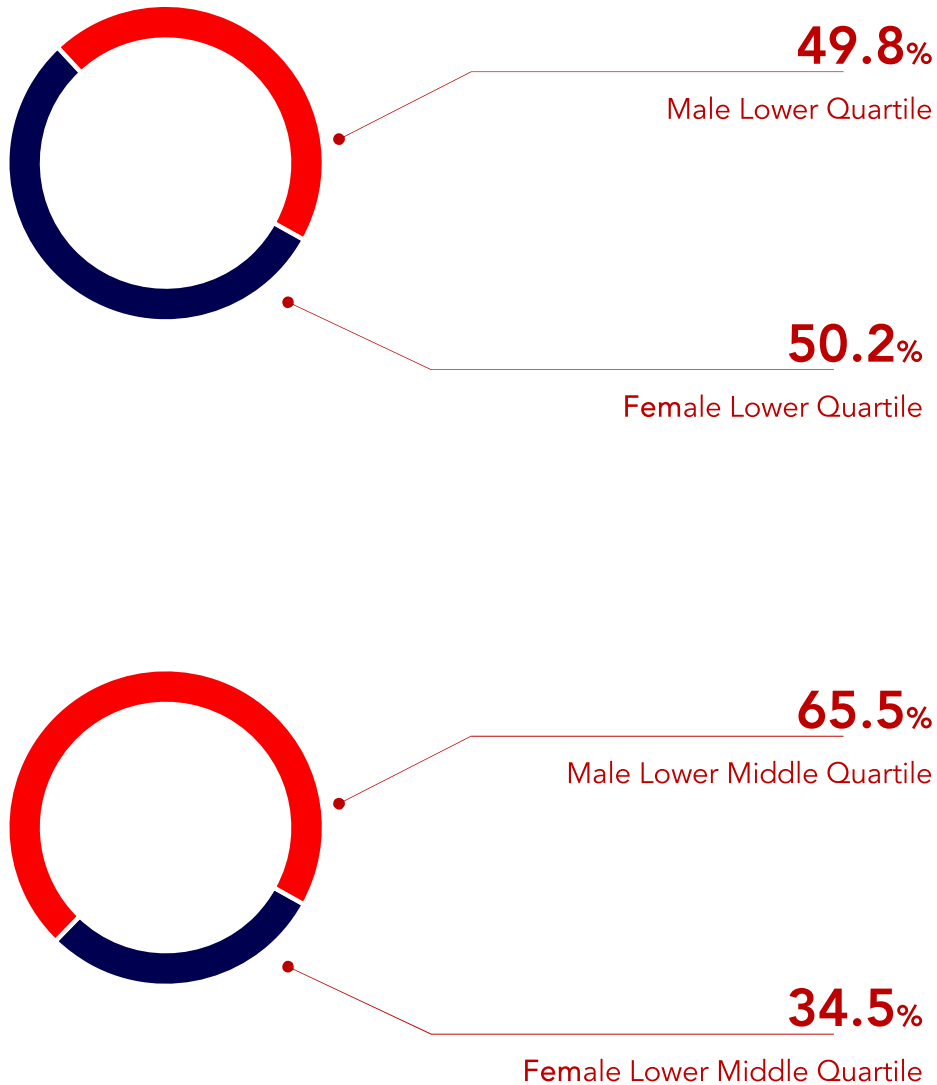
MEDIAN BONUS GAP

4.8%

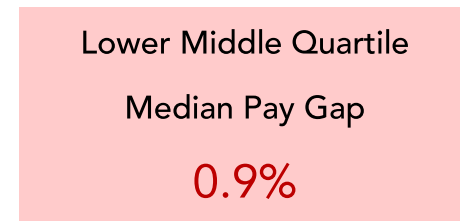


Eurotunnel's Median Bonus Gap has decreased from 5.2% as reported for 2024

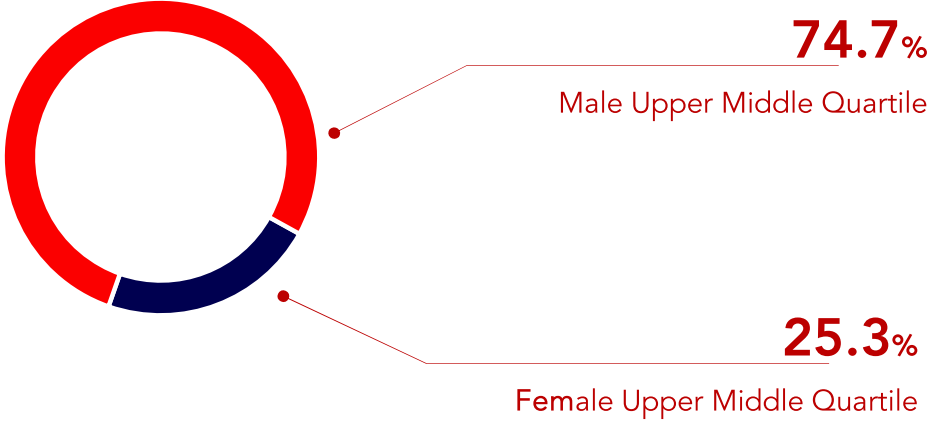
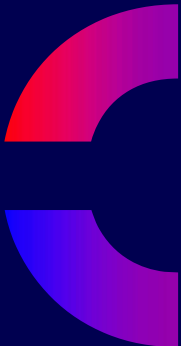
# Ordinary pay gap by quartiles



The small variance in median pay between male and female rates within each quartile, means that employees are paid equally for the types of roles that they fulfil within these quartiles.

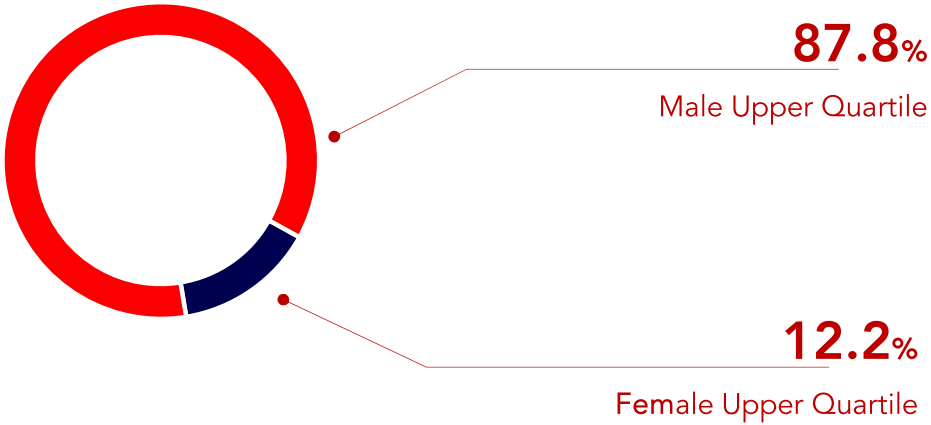


# Ordinary pay gap by quartiles



Upper Middle Quartile  
Median Pay Gap  
**1.2%**

The number of female to male employees decreases the higher the pay quartile. This reflects workforce distribution across roles and levels within the organisation.



Upper Quartile  
Median Pay Gap  
**1.7%**

# SUMMARY

## Key findings

- Our median gender pay gap reduced to 17.1% in April 2025, a positive downward change.
- The gap primarily reflects workforce distribution across roles and levels, rather than gender pay inequality.
- Bonus participation remains consistently high across genders, with a reduced median bonus gap of 4.8%.
- The Company remains committed to improving gender representation at all levels through fair recruitment, development and progression practices.



# Gender pay summary

## Company statement

Eurotunnel is committed to the principle of gender pay equality. A group wide Charter of gender equality was launched in the UK during 2020, focusing on four key topics; recruitment, career development, work-life balance and pay. The Company will continue to focus its efforts on these topics to improve the gender balance of our workforce at all levels, demonstrating our firm and ongoing commitment to diversity and inclusion.

Our 2025 gender pay gap report has been prepared in line with mandatory requirements.



Matthew Webb  
Eurotunnel Human Resources Director UK  
March 2026