

WE'RE THE BUSINESS

The People of Ryanair





WHO WE ARE



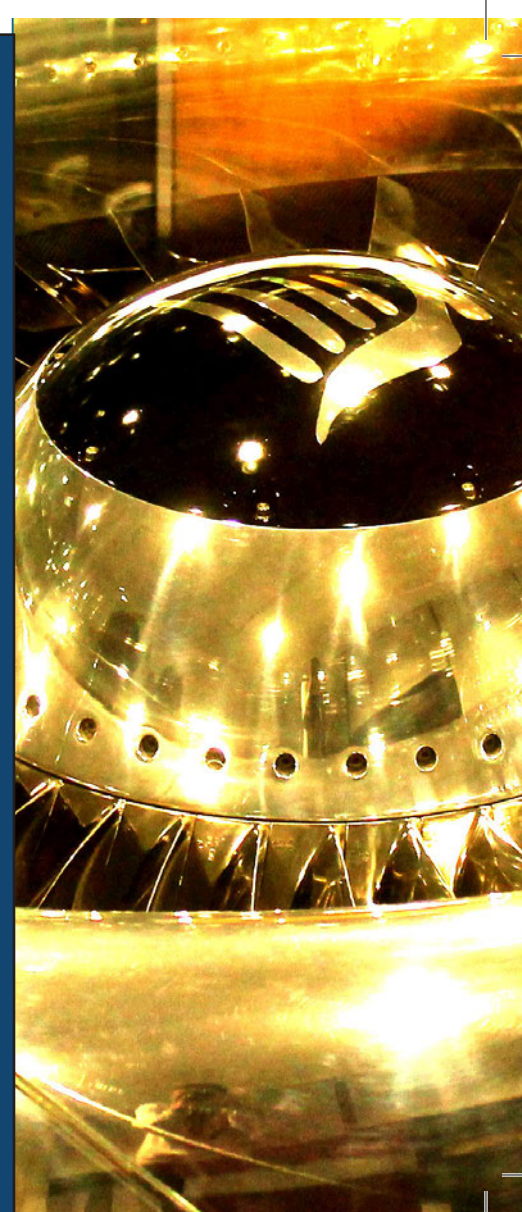
LARGEST

As Europe's largest airline we deliver:

- The lowest fares in Europe, making travel affordable for everyone.
- The best on-time performance and fewest misplaced bags.
- Over 1,800 daily flights.
- Over 80 bases throughout Europe.
- Over 200 airports in 31 countries.
- 350 new aircraft - 330 more on order.
- Over 106m customers p.a (with plans to grow to 180m customers p.a. by 2024).
- Over 12,000 skilled aviation professionals of over 40 different nationalities, a truly diverse workforce.

MOST EFFICIENT

At Ryanair we are focused and committed to delivering the best customer experience at the lowest fares with the most on-time flights in the business. We are more efficient than competitors and we consistently deliver better performance than any other airline. Our business model delivers for our people and our customers, revolutionising travel for ordinary EU citizens and enabling them to access cheap air travel, fly for the first time or travel more frequently to develop businesses, connect with their families and friends everywhere and promote integration across the EU as people travel more frequently.





WHO WE ARE



SAFE

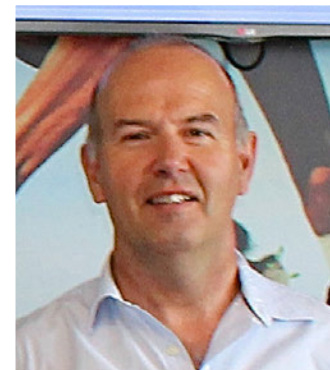
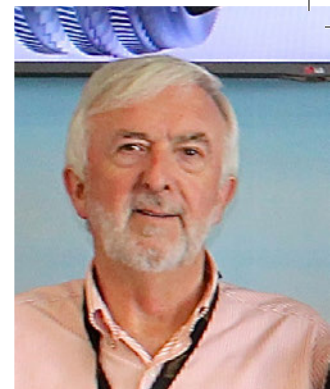
- At Ryanair we have an industry leading safety record of more than 30 years. Our investment in safety-related equipment, safety training and our internal confidential reporting systems keeps safety as our number 1 priority.

Ryanair has:

- The youngest, most modern fleet in Europe – average age less than five years.
- A world leading operational flight data monitoring system.
- State of the art Flight and Cabin simulator training centres in the UK, Germany and Italy.
- The industry's first full size Boeing Next Generation maintenance training aircraft, based at London Stansted.
- Industry leading fixed rosters allowing our people to plan their lives ensuring optimal work/life balance.
- 24 hour online access to Ryanair's Safety Office, training and reporting systems.
- Independent safety audits and reporting channels from front line to Board level.

SUSTAINABLE

We are Europe's Greenest Airline, operating with a high-seat density of 189 seats complemented by the highest load factors, driving an environment friendly dividend of reduced fuel burn and lower emissions per seat-kilometre flown. We also operate a significant proportion of our flights from many secondary and regional airports, enhancing our environment friendly policy by avoiding the congestion, holding patterns and lengthy taxiing times associated with many major airports.





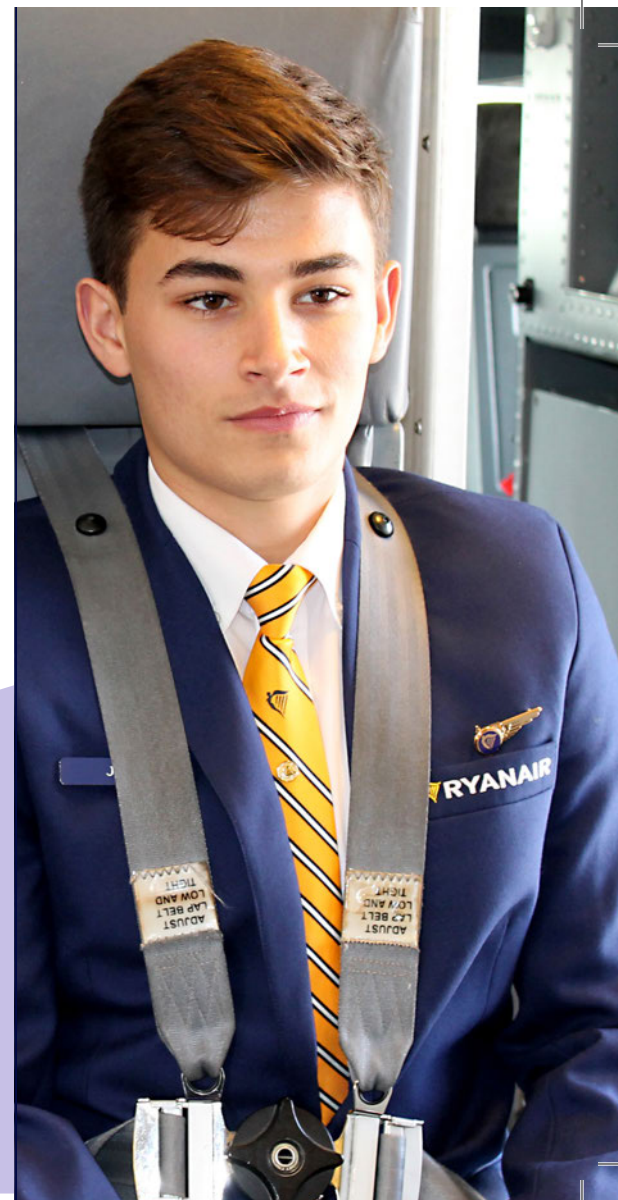
EMPLOYMENT/GROWTH

Over 30 years of low fares has spearheaded the growth of Ryanair from humble beginnings in 1985. Since then we have increased our aircraft fleet from 1 to over 350, grown our annual traffic from just 5,000 in 1985 to 106m in 2016, grown our people from 51 to over 12,000 and also created thousands of spin off jobs at airports and in the regions of the EU, long neglected by traditional airlines who continue to confine their growth to major hubs in a few select European capitals. By 2024 we aim to have over 560 aircraft carrying over 180m customers.

Ryanair is the people's airline driving growth and jobs in the regions, through lower fares, creating thousands of sustainable jobs in tourism at a time of unprecedented levels of youth unemployment in the EU.

OUR PEOPLE

Each year more than 850 of our people are promoted as our growth creates new opportunities for career progression and development. Last year we created over 800 new Pilot positions, with annual earnings of up to €160,000 for Captains and €75,000 for First Officers. We created over 1,500 new Cabin Crew positions with annual earnings of up to €40,000 for those promoted to supervisor positions. We have a diligent and diverse workforce with over 40 different nationalities employed throughout Europe.



OUR DUBLIN OFFICE



We moved to our new Dublin office in January 2014, creating an exciting and fun environment for our people. Our offices were recently ranked one of Ireland's ten coolest work places. We have also created Ryanair Labs, an industry leading digital innovation hub. We currently have over 150 innovative, enthusiastic engineers and designers, charged with developing Ryanair's digital platforms and improving the range of mobile and IT services we offer to customers. Our Labs team have delivered our new website and our new mobile app, and continue to add more features to deliver real personalisation and value for our customers.

GRADUATE PROGRAMMES

We have introduced a graduate programme at Ryanair Labs, which offers recent graduates the opportunity to develop an exciting tech career and be directly involved in work that will be seen and used by millions of Ryanair customers across Europe.

To meet the exciting challenges and demands of Ryanair's growth, we also recruit Graduates to work in our Operations team, responsible for Engineering, Maintenance, Materials Management, Flight Operations, Ground Operations, Safety & Security. These positions provide an opportunity to develop an exciting career in aviation and be part of Ryanair's continuing success in Europe.

New Ryanair Grad Programmes for business students and interns continue to open up new opportunities in Engineering, Finance, HR and Customer Service.



HOW DO WE DO IT?

THE RYANAIR EFFECT

We keep our business simple, we work smart, don't waste money, and we always look for new opportunities. We have hassle free online check-in and we minimise tasks that are not involved in the front-line operation. Our low fares allow ordinary people - who previously did not have the opportunity - to fly for the first time or to fly much more frequently.

We are committed to delivering a great customer experience at the lowest fares and the most on time flights. Ryanair, in its early years, primarily flew into secondary and regional airports, which were less congested than major airports and provide higher rates of on-time departures, faster turnaround times, and fewer terminal delays. As part of our recent development under our 'Always Getting Better' customer experience improvement programme, we have increased flights into primary airports such as Athens, Berlin, Bratislava, Brussels, Cologne, Gdansk, Glasgow, Hamburg, Lisbon, Rome, Thessaloniki, etc. These airports are incentivising Ryanair to open new routes and deliver growth particularly to new business customers. Our experience has shown that our low fares and attractive business schedules at primary airports allow us to win significant new traffic, facilitating free movement of people across Europe and driving economic development, while continuing to support the regions at secondary airports.





ALWAYS GETTING BETTER

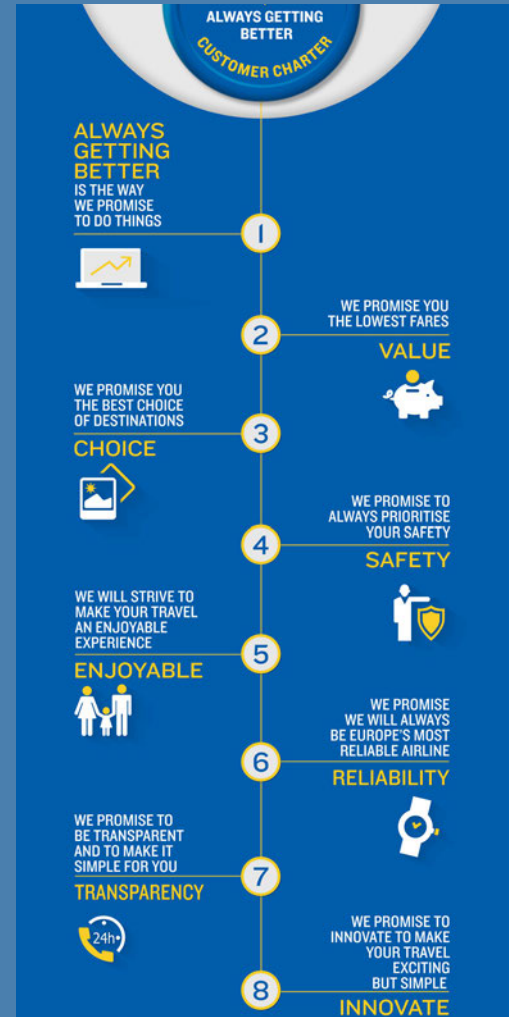
“THE RYANAIR BIBLE”

In September 2013, Ryanair announced our Always Getting Better (AGB) customer experience programme. This strategy committed the entire business from our board to our management team and over 12,000 aviation professionals, to listen to our customers, fix the things they don't like, improve the inflight experience, transform our digital platform and introduce new services. All without compromising our low fares and the on-time flights which our customers demand.



With 'AGB', we have made customer service our primary focus. Customers wanted allocated seating and a free second carry-on bag, so we introduced them. We cut airport and bag fees, improved our website, launched a new mobile app, designed a new Business Plus feature and Family Extra product, returned to GDS distribution and relationships with Corporate Travel Agents and we also opened a Groups travel department.

The rules we live by - our Customer Service Charter (diagram right)





GREAT REASONS TO WORK AT RYANAIR


JOB SECURITY

Ryanair creates on average 1,500 highly paid, high skilled jobs every year, offering amazing opportunities for promotion, career progression and development. Our growth over the past 30 years has taken place at a time when our competitors are making cuts to pay, pensions and jobs.

PROMOTION

This is probably the single biggest reason for joining Ryanair.

People are promoted in this airline on ability and potential. Ryanair is teeming with people who have succeeded because they were given an opportunity to prove themselves - opportunities they would not normally be given in other organisations. Over 850 of our people are promoted each year.

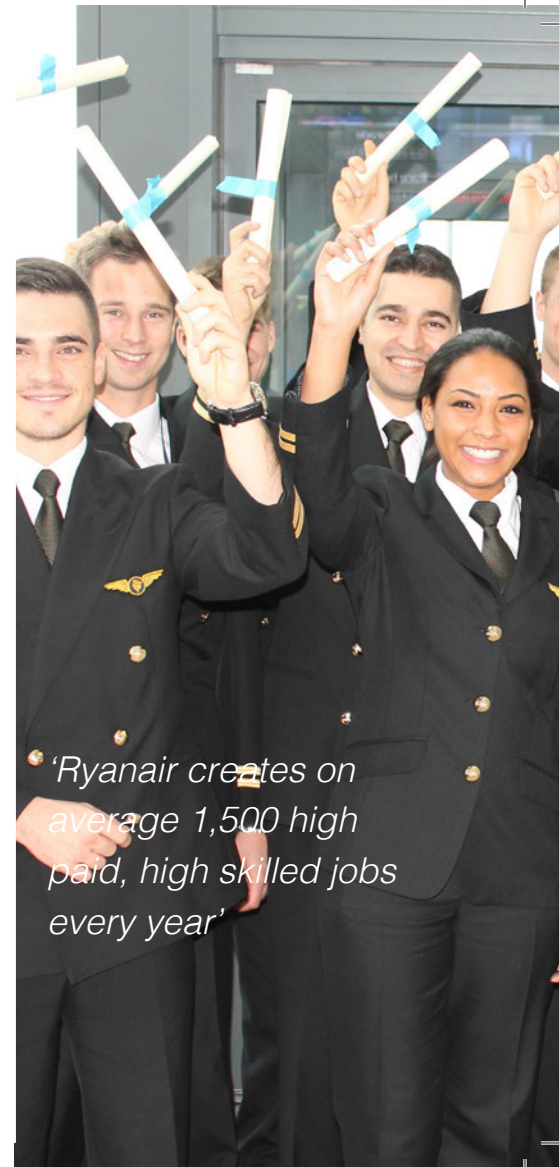


COMMAND UPGRADE

A huge attraction for newly qualified Pilots is the potential for promotion as Ryanair grows. Right from the initial interview we are looking for Pilots not just with the correct skills and qualifications but those who are most capable of becoming Captains in the future. We then train those successful applicants to Ryanair's exacting standards, promote them to First Officers, and if they excel in all their assessments they can expect promotion to Captain within 3 – 5 years.

This level and speed of promotion allows Pilots and their families to invest in their future with certainty. With over 80 separate bases and growing, we have probably the most diverse crew nationality mix of any EU airline with over 40 nationalities currently working as Pilots or Cabin Crew at Ryanair. Ryanair has developed a unique and innovative approach to preparing its First Officers to advance their career through the command upgrade process. This approach called Route to Command (RTC) is a three year skills and knowledge based, phased process. Once the First Officer has successfully completed the RTC requirements, they become eligible to be assessed for the command upgrade course.

Only those First Officers who are suitable to become safe and effective aircraft commanders are put forward for the command upgrade course. The Ryanair course has developed over many years and reflects not only industry best practice and lessons from Ryanair's Safety Management System, but also the experience gained by Ryanair in training approximately 2,000 First Officers in command training over the last 10 years. The course consists of; Ground school, Simulator training, Line training and checking. Due to the commitment of the students and the excellence of the training programme, the Ryanair command upgrade course success rate is currently at 94%.



'Ryanair creates on average 1,500 high paid, high skilled jobs every year'



COLLECTIVE BARGAINING

We believe that our employees know the business better and understand what works for them and the airline for its long term success. Ryanair conducts collective bargaining negotiations directly with its employees through Employee Representative Committees (ERC's). ERC's are employee representatives, selected by the employees themselves, who enter negotiations for the purpose of collective bargaining. Ryanair respects the right of its employees to be members of trade unions should they so choose.

ERC's meet regularly with the company and have concluded long term comprehensive written agreements on pay, allowances and rosters which are voted on by crew by secret ballot. Cabin Crew have recently negotiated a comprehensive agreement with the company on fixed rosters (5 days on, 3 days off), the best and most stable in the industry, along with annual pay increases over the next 4 years, increases in allowances, and new on-board technology facilitating a 20% increase in sales bonus payments. Pilots similarly have negotiated a fixed roster (5 days on, 4 days off), again the best in the industry, along with increases in basic pay, allowances and pension contributions.

Uniquely in the airline industry, Ryanair people continue to negotiate pay increases and roster improvements throughout the 'austerity' period when many of our competitors were negotiating pay cuts, job cuts and pension cuts.

EUROPEAN WORKS COUNCIL (EWC)

The Ryanair European Works Council is an annual forum where the airline and employee representatives discuss the transnational affairs of the business. This annual meeting commenced in 1999 and has taken place every year since with the last EWC taking place in Dublin last November. The EWC offers further opportunity for employee representatives from all departments and bases across our network to engage with the company regarding financial results, company growth, new customer initiatives and all other relevant areas of the business. This meeting also offers an open forum with our CEO and senior management to deal with Works Council questions that employees may have. Minutes of the council meeting are posted online for all employees within 14 days.

PAY

Pilots at all of our bases are covered by 4 or 5 year collective agreements on pay, allowances and rosters which fall due for negotiation at various dates between 2017 and 2019. Cabin crew at all of Ryanair's bases are also party to long term collective agreements on pay, allowances and rosters which run from 2016 for 5 years. During a time when many airlines continue to implement austerity policies, cutting jobs and pay, Ryanair continues to expand with over 50 aircraft due to arrive this year, creating a further 1,500 Pilot and Cabin Crew jobs.



LOCATION, LOCATION, LOCATION

RYANAIR CREATES EMPLOYMENT THROUGHOUT EUROPE

Direct jobs created by Ryanair: 12,363



Indirect jobs created by Ryanair: 141,882

Airport Council International confirms up to 750 'on-site' jobs are created per 1 million passengers, of the 141,882 indirect jobs created by Ryanair over 13,000 are in less developed regions and a further 15,000 in transitional regions.

12,363 DIRECT JOBS CREATED BY RYANAIR



RYANAIR INVESTS IN THE REGIONS

Regional investment is a strategic policy, targeting all EU regions and cities to boost their economic growth and improve people's quality of life. EU regional policy accounts for the single largest part of the EU budget. These resources are used to finance strategic transport infrastructures (among others) in becoming more innovative and more competitive, to create new and lasting job opportunities.

Low fare airlines complement that strategy by offering employment opportunities for Europe's aviation professionals, particularly in the regions. Ryanair enables growth and job creation across the air transport value chain, in line with EU policy.

Less Developed Regions, where per capita GDP is less than 75% of the EU average, account for 20% of Ryanair bases (located at Zadar, Thessaloniki, Bari, Brindisi, Catania, Lamezia, Palermo, Trapani, Kaunas, Gdansk, Krakow, Wroclaw, Azores, Porto) creating 860 direct jobs and 13,445 indirect jobs.

Transitional Regions, where GDP per capita falls between 75% and 90% of the EU average, account for a further 16% of Ryanair bases (located at Chania, Cagliari, Malta, Faro, Malaga, Seville, Lanzarote, Tenerife, Gran Canaria and Liverpool) creating 1,119 direct and 15,352 indirect jobs.



WHAT DO WE CONTRIBUTE AS EU CITIZENS?

JOBS, INVESTMENT IN THE REGIONS, SOCIAL INSURANCE & TAX PAID IN 18 COUNTRIES

Jobs - Ryanair's growth is generating thousands of new jobs in Europe's tourism industry and much needed income for local economies. We plan to grow from 106m to 180m customers per year over the next 8 years creating over 66,000 new jobs in European tourism. All Ryanair employees, agency and contract crew must have an EU passport and the right to work in the EU. We do not employ or engage anyone from outside the EU.

Social Insurance - All Ryanair employees pay social taxes in accordance with EU Regulation 465/12, which requires air crew to pay their social taxes locally in the country of their homebase. In 2015 we paid a total of €63.5m in social insurance contributions in 18 countries throughout Europe.

Tax - In accordance with International tax treaties, income taxes for income earned for international flights are payable in Ireland. Income earned for domestic flights is paid to the relevant national tax authority, we currently operate domestic flights in Germany, Greece, Italy, Poland, Portugal, UK and Spain. All Ryanair employees, agency personnel and contractors must register for tax in their country of tax residence.



We Pay Social Insurance Contributions to the Following EU Countries

IRELAND	GERMANY	NETHERLANDS	NORWAY	CROATIA	PORTUGAL
UK	BELGIUM	SLOVAKIA	CYPRUS	MALTA	HUNGARY
SWEDEN	SPAIN	POLAND	ITALY	LITHUANIA	GREECE



*FANTASTIC TIME OFF
BETTER WORK/LIFE BALANCE*

ROSTERS

Pilots have a fixed 5/4 roster, which consists of 5 days of early duty followed by 4 days off and 5 days of late duty followed by 4 days off. Pilot rosters are published 1 month in advance. This is the best roster in the aviation industry and uniquely our Pilots start and finish at the same base every day allowing our Pilots to return home every night promoting an excellent work life balance. As pilots only operate a maximum of 900 hours per year, they fly on average 18 hours per week.

Cabin Crew have a fixed 5/3 roster which consists of 5 days of early duty followed by 3 days off and 5 days of late duty followed by 3 days off, some of the duty days will be standby days. As Cabin Crew are limited to flying 900 hours per year they typically fly 10 – 12 days per month. With a stable roster, promotional prospects and the likelihood of being based at their home location, a Cabin Crew job at Ryanair is a very attractive proposition for job seekers.

What Our People Say

Javier, Pilot Cadet, Stansted



"My experience in Ryanair started back in 2007, I was offered a Crewlink Cabin Crew (agency) contract and I could be based in any of Ryanair's bases, the idea of living in a new place, meeting new people, discovering a new profession sounded good to me, but especially that job was going to bring me closer to the flight deck, which was my target since I was a kid.

At the end of the training I was told I was going to be based in London Stansted, the biggest base, it was perfect to start to get to know the job and the company, I was highly motivated and received a promotion to Customer Service Agent within 7 months. I transferred to Madrid base in February 2008 and I started to look for flight schools to start my pilot training.

By summer 2008 I had started to become a pilot. In July 2009 I was promoted to Customer Service Supervisor and at the same time I finished my Pilot training. Ryanair were very accommodating with granting me annual leave when needed for Pilot exams.

I became Deputy Base Supervisor in Madrid base in October 2012, it was a very challenging job, Madrid was already a quite big base, about 13 aircraft, and more than 300 Cabin Crew! My Cabin Crew career was already above my expectations. I heard about Ryanair buying the first Engineering Support Jet and I knew it would be a fantastic start for my pilot career.

While operating from Madrid base I completed the Multi-Engine and Instrument Rating, the Commercial Pilot License and the Multi Crew Coordination, Ryanair once again always granted me the leave when I needed it. By summer 2013 I finished the pilot training and I was finally ready to apply for pilot jobs.

My last day as Cabin Crew was 26th June 2014, I went to East Midlands to start the Type Rating Pilot training. When I finished the Type Rating I was based in Stansted again for Line Training, I went back to the start point of my career in Ryanair, and when I finished Line Training I got assigned Stansted again as a permanent base, the perfect place to start, and I was really happy finally doing what I wanted to do, flying airplanes. I was given many opportunities for progression within Ryanair, I chose to

train and operate as a Pilot however, there are many other ways to progress in Ryanair and I have met people who have progressed in many different departments.

A few months later there was a position available to fly the Engineering Support Jet, I interviewed for the position and I was successful! When flying the Engineering Support Jet we transport equipment, engineers, crew or whatever is needed to reduce delays and support the airline operation. Everything is possible in Ryanair. Ryanair has no limits".

Celia, Cabin Crew, The Azores



"I began operating onboard Ryanair aircraft in April 2012 as a Customer Service Agent employed by Workforce International Contractors based in Dublin Airport. Less

What Our People Say

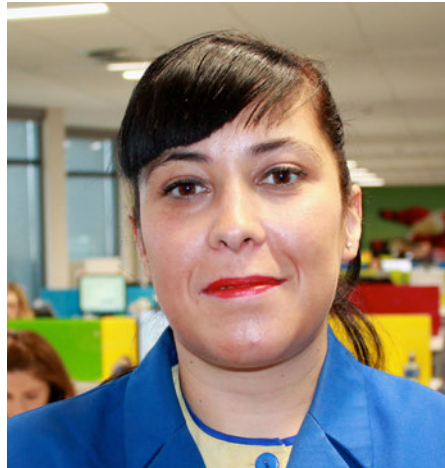
Anabel, Cabin Crew, Lamezia

than 1 year later (March 2013) I received a Ryanair contract and was promoted to a Junior Customer Service Supervisor. The benefits of receiving a Ryanair contract include a competitive basic salary, per flight sector pay and increased staff travel benefits for family members and friends. 7 months after my promotion, I received a temporary transfer to Tenerife South for a new Ryanair trial on the Scandinavian winter routes, which was a success. I then returned to Dublin in January 2014.

In April 2014, I was promoted again to the position of 'Temporary Customer Service Supervisor' and was given increased responsibility of supervising 3 Junior Crew members while operating. In September 2014, I was promoted to the position of Permanent 'Customer Service Supervisor'.

In February 2015, I interviewed for and was successfully appointed as 'Base Supervisor' at Ryanair's new Ponta Delgada base in S. Miguel island- Azores (my hometown), which opened in April 2015. In Ryanair you are rewarded for how well and hard you work. If you carry the right attitude, you will definitely progress in this airline. If you work with passion and do your best, Ryanair will reward you for that...

Thank you so much for believing in me".



"I joined the company in April 2012 as a contract Customer Service Agent employed by Workforce International contract agency. I did my training course in Porto and my first base was Prestwick. To start in one of the company's oldest bases was amazing it gave me all the tools I needed for my development as a Cabin Crew in Ryanair. All the crew and staff were always very helpful and most importantly a lot of them were very experienced so I took all the good things they could pass onto me and went on to see what was the next challenge. I applied for a temporary summer transfer to Marseille which I

got in March 2013 and was also promoted to a Ryanair Junior Customer Service Supervisor. I can honestly say that Marseille was an amazing experience and the group of people that I met and lived with for those summer months were amazing.

After Marseille I went back to Prestwick, and there were three new bases opening at the time, one of them was Lamezia. I saw another challenge that I was willing to take so I applied for the position of Base Supervisor. In December 2013 I was promoted to the position of Base Supervisor in Lamezia. I have been in Lamezia for almost two years now, and I have to say it has been a very fulfilling experience. As a Base Supervisor we get a different perspective of what Ryanair is all about and understand how the company works and the group of people working with us to ensure base is up and running from ground ops to rostering and many, many others make you think every day that this is a company you want to work for.

After three and a half years I have to say that I am very happy to be a part of this company and I'm looking forward to the future. Ryanair has exceeded my expectations and all my hard work has been acknowledged. I am ready for the next challenge that might come my way. It has been an amazing experience since the start and I can honestly say that there is nowhere else I would rather be".

What Our People Say

Andrea, Head of Inflight, Dublin HQ



"Hi, my name is Andrea. I have always loved learning languages and travelling to discover new places, so after completing a degree in French and German I moved to Dublin to work for a translation agency. I quickly discovered that this work was not for me – it wasn't particularly challenging and there was little interaction with colleagues or customers. I decided to turn to the travel industry which I felt would be a better fit for me and was successful in securing a position as a Reservations Sales Agent in Ryanair Direct, Ryanair's Call Centre based in Dublin city centre. I remember my training

involving marking all of Ryanair's routes on a blank map of Europe and labelling the airports – I can't imagine completing this now with our 1600 routes! Whilst working in Ryanair Direct I was given the opportunity to assist Sales & Marketing with a new airport we were starting to operate from, Frankfurt Hahn, which is now one of our key bases. This gave me the opportunity to use my language skills, to travel and also insight into other departments in the company.

I therefore seized the opportunity in late 1999 to apply for Ryanair's inaugural Management Trainee Programme. I was lucky enough to be selected onto this programme which gave me the opportunity to work in a number of different departments including Ground Operations, Sales & Marketing, Operations and Customer Service. I found the Management Trainee Programme invaluable to understand Ryanair's operation from a number of angles and why we did things in the way we did. When Ryanair opened its first base outside Ireland and the UK in Brussels Charleroi, I was asked to assist with the set up. It was incredibly hard work for a few months putting into practice everything I had learnt on the Management Trainee Programme, however the sense of pride was immense on the first day of based operations when 100% of flights departed on time. After the Management Trainee Programme I was appointed Customer Services

Training Manager, where I conducted Customer Services Training for our cabin crew, pilots and ground staff. From there I moved into Ground Operations as Deputy General Manager in our Dublin base where I gained my first experience of managing staff directly. I loved this time in my career as I found there was a real buzz about ensuring Ryanair maintained its number one status in punctuality.

Since 2007 I have been in my current role as Head of Inflight. The position has certainly been my biggest challenge to date – I went from managing 200 staff in Ground Operations to over 6,000 cabin crew today. I love my job – no two days are the same and I love meeting with crew across our ever expanding network of bases.

To me, Ryanair is the best place you could ever look if you want to progress your career. There are so many opportunities arising all the time – every time a new aircraft arrives, these opportunities multiply. It's a dynamic environment to work in, where you can be inspired daily by some very talented people all working together for a common goal".

What Our People Say

Joe, Aircraft Delivery Manager, Seattle



"I joined Ryanair in 2011 through the Engineering Graduate programme after completing a degree in Aeronautical Engineering at the University of Limerick. My first job was as a Reliability Engineer in the Technical Services Department. This involved compiling a lot of day to day reports to monitor the performance, reliability and safety of the fleet. This was a good introduction to the industry and I learned a lot about the airline and the aircraft.

After a few months I applied for an opening for Maintenance Programme Engineer in the same department. While in this role I got to work closely with Boeing over 2 years on a large scale Optimisation of our fleet's Maintenance Programme. As part of the

project I got the opportunity to travel to Boeing in Seattle for a 3 month period.

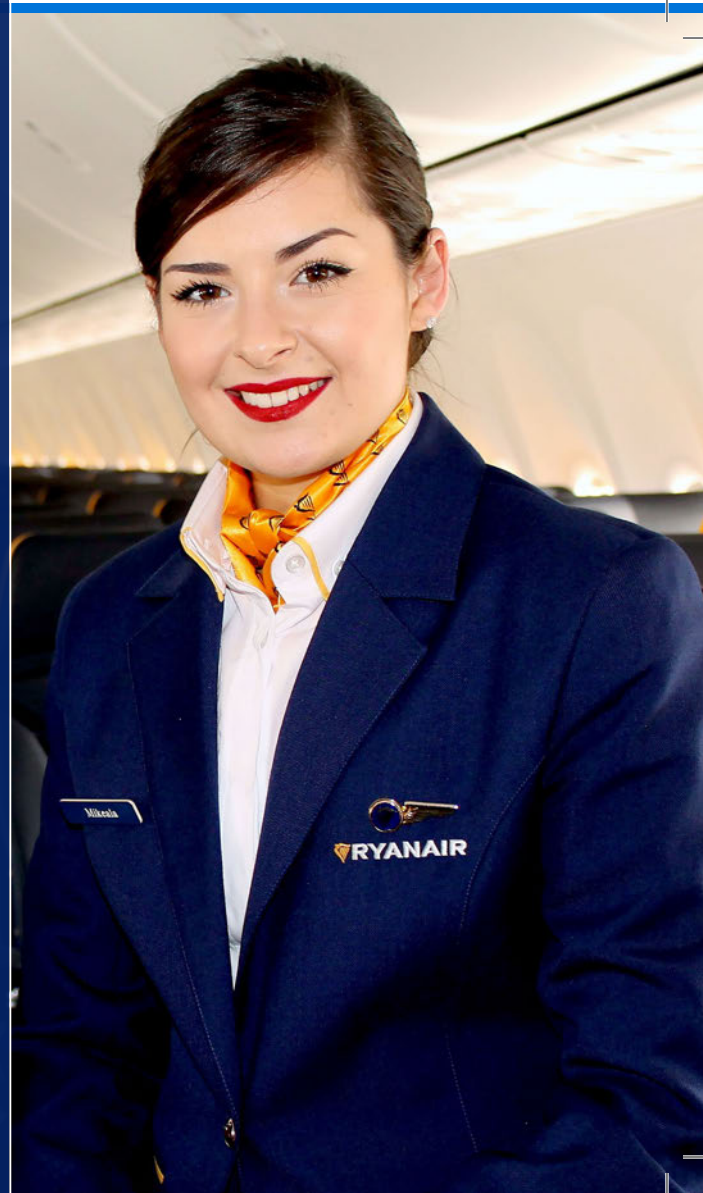
As I enjoyed my time in Seattle I applied for my current role of Aircraft Delivery Manager at Boeing. Here I'm responsible for overseeing the production and delivery of Ryanair's latest order of 180 737-800s. Working in Seattle is a great opportunity as I get to be involved with many different sides of the industry, such as design, production/manufacturing and finance. Getting to see an aircraft built in front of your eyes in just 9 days is also pretty incredible!

Overall, I've gained a huge amount of experience in Ryanair over a relatively short time. If I could give any advice to newcomers I'd say not to be afraid to go for new opportunities here, even if they're out of your comfort zone. Any new experience is good experience and you never know, you might like it!"



The Story Continues

Ryanair people are the business. It's what makes us special. We have grown from a tiny regional airline on a small island in the north Atlantic to become the largest and fastest growing airline in Europe. We have a winning formula for our customers and our people. Our customers receive the lowest fares, widest route network, the best on time performance and best of all they get to meet an outstanding group of people who work at Ryanair delivering great service every day. Equally our people know what works at Ryanair doesn't work everywhere, they know they work harder, they know they must be flexible but they also know what it takes to have job security, well paid employment and limitless promotional opportunities. Ryanair works because its people do, and they above anyone know the business.



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 **RYANAIR**
LOW FARES. MADE SIMPLE.