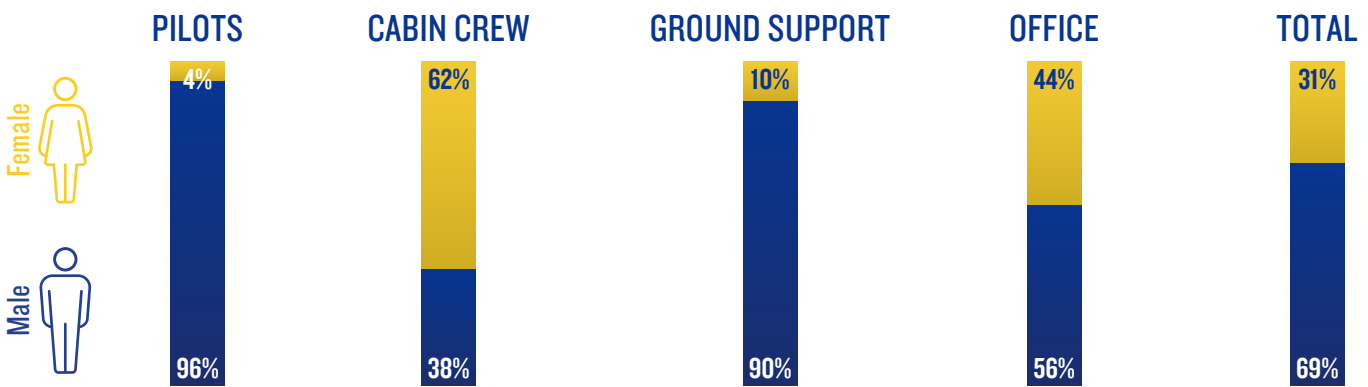


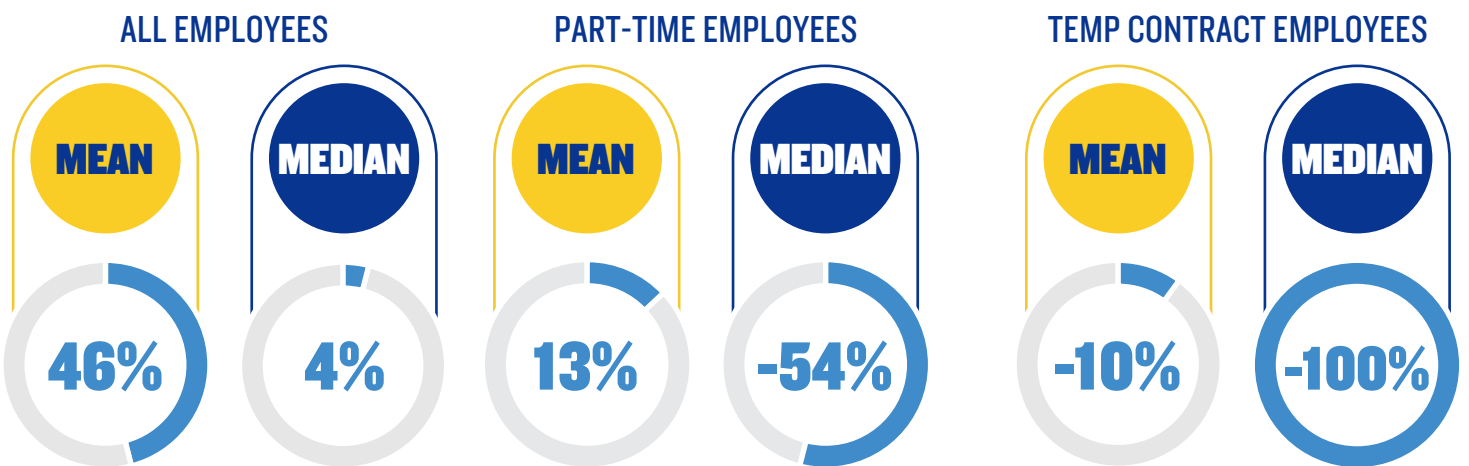
Ryanair is an equal opportunities employer and we are proud of the thousands of aviation professionals (both male and female) who deliver an outstanding service along with Europe's lowest fares to our customers. Our Pilots, Cabin Crew and Ground Crew (who represent over 90% of our total workforce) are covered by negotiated agreements, under which our female employees are paid exactly the same pay rates as their male colleagues.

HEADCOUNT ANALYSIS

This report includes all employees of Ryanair DAC as of 30th June 2022.



HOURLY PAY GAP ANALYSIS

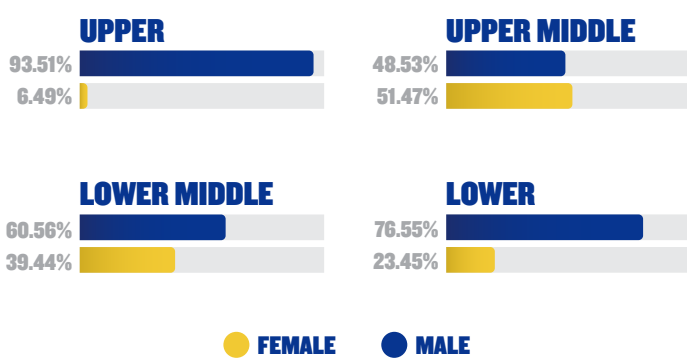


Why is the mean (average) hourly pay gap 46%?

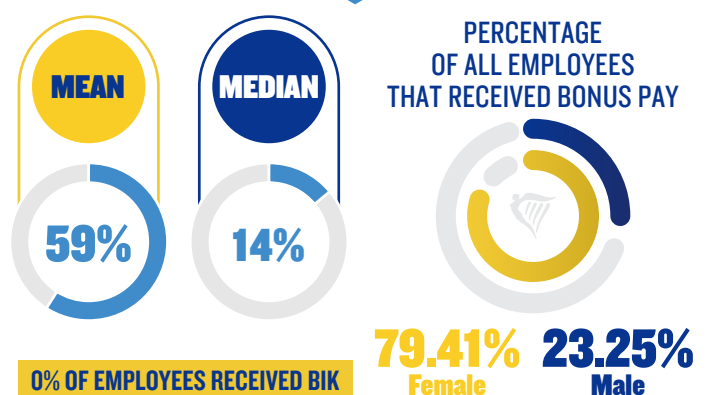
Pilot hourly pay is high and female Pilots are paid exactly the same rates as their male colleagues. However, currently only 4% of Pilots are female. If we were to remove this distortion from this analysis the pay gap flips from 46% to -9%.

Like all airlines, gender pay is materially effected by the relatively low proportion of female Pilots in the industry. Although it is a global feature of the aviation industry that more males than females traditionally have chosen to enter the Pilot profession, we continue to see a welcome increase in the number of female Pilot applications and new recruits.

HOURLY QUARTILE BAND PROPORTIONS



% MALE/FEMALE RECEIVING A BONUS



INITIATIVES TO IMPROVE GENDER PAY GAP



1. Hire More Female Pilots

The aviation industry traditionally experiences a lower proportion of female Pilots and male Cabin Crew, however over the past few years we have seen a gradual increase in female recruits in our Pilot cadet courses and a rebalancing of males entering the Cabin Crew profession.

Ryanair has actively increased the proportion of female Pilots through social media initiatives including interviews with female Pilots, female Pilots sharing their career journey's to attract female candidates to attend career events and inviting local female schools to attend Pilot career promotion events.



3. Inclusive Recruitment

We ensure all hiring practices are inclusive, promote diversity and are gender neutral.



2. Promote Diversity

In FY22, we established our Gender, Diversity & Inclusion Committee, who are responsible for promoting and supporting diversity in Ryanair.



4. Increase Proportion of Female Promotions

Ryanair is committed to building on the number of female employees in management and leadership positions.

More than 70% of management promotions in the past year have been taken up by female employees.