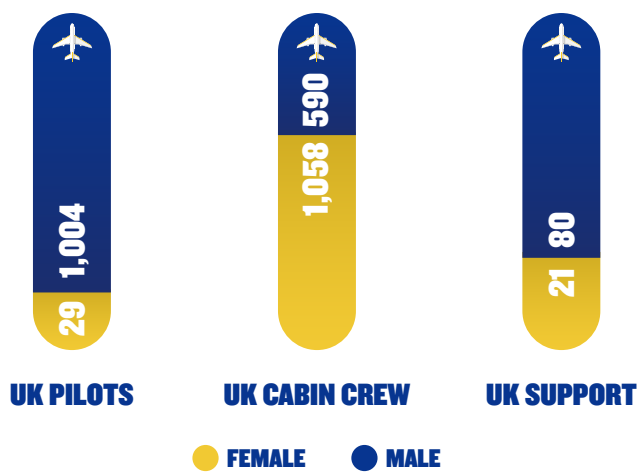


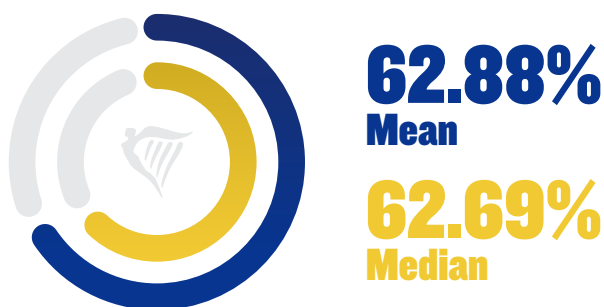
Ryanair is an equal opportunities employer and we are proud of the thousands of aviation professionals (both male and female) who deliver an outstanding service along with Europe's lowest fares to our customers. All our UK pilots and cabin crew are covered by collective agreements, under which our female pilots and cabin crew are paid exactly the same rates as their male colleagues.

Like all airlines, our gender pay in the UK is materially affected by the relatively low numbers of female pilots in the aviation industry. Ryanair's management and administration are based largely in Ireland, so the vast majority of our UK based colleagues are pilots or cabin crew.

HEADCOUNT ANALYSIS

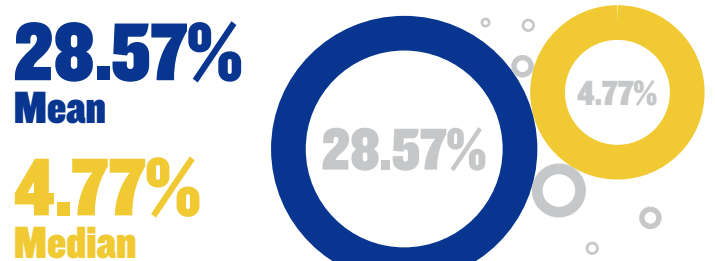


HOURLY PAY GAP (MEAN & MEDIAN)



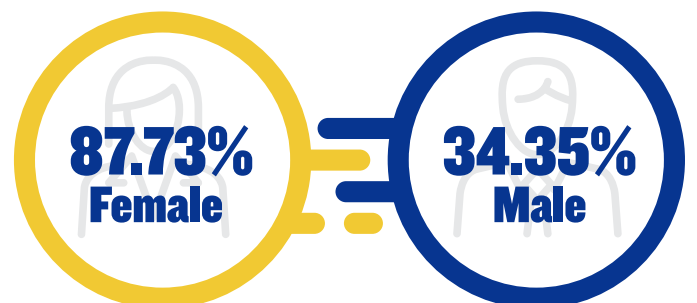
Because the majority of our UK pilots are male, on average the hourly pay rate for male employees is 62.88% higher than that for female employees is 62.69% higher than that for female employees. It is important to note that in Ryanair, females are paid identically to their male counterparts in each category.

BONUS PAY GAP (MEAN & MEDIAN)



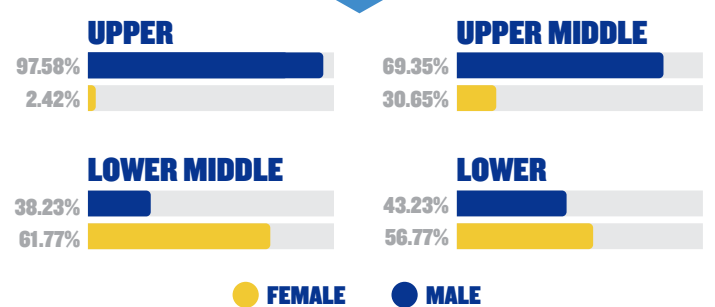
Because the majority of our UK pilots are male, on average, bonus payments to male employees are 28.57% higher than those paid to female employees (mostly cabin crew). The median bonus paid to male employees is 4.77% higher than the median bonus paid to female employees.

% MALE/FEMALE RECEIVING A BONUS



A far higher proportion of female colleagues receive bonus pay.

HOURLY QUARTILE BAND PROPORTIONS



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. In March 2023, Ryanair launched the "role models roadshow" promoting positive role models and mentoring young women to encourage female participation in the Pilot profession.



3. Inclusive Recruitment

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



2. Promote Diversity

In 2022, 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 colleagues.

I confirm the data reported is accurate.



Darrell Hughes, Chief People Officer, Ryanair