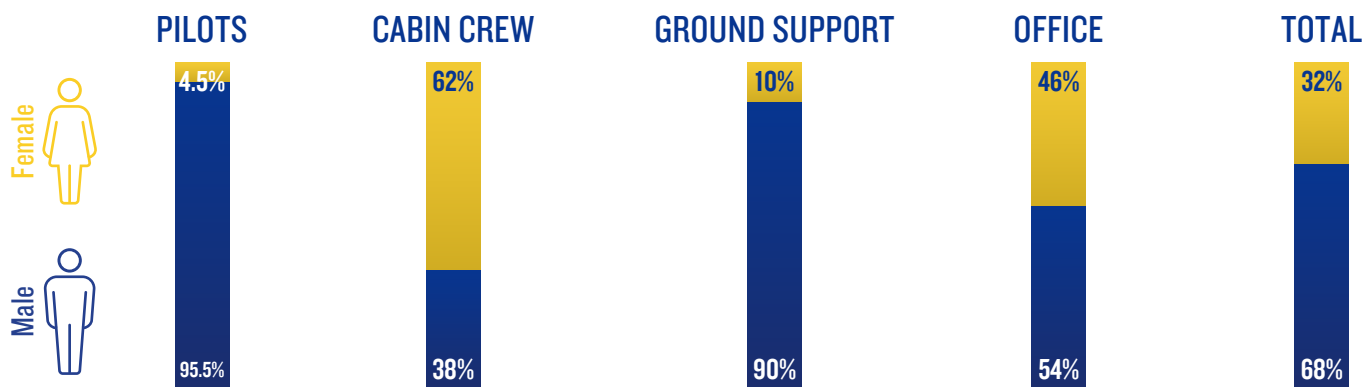


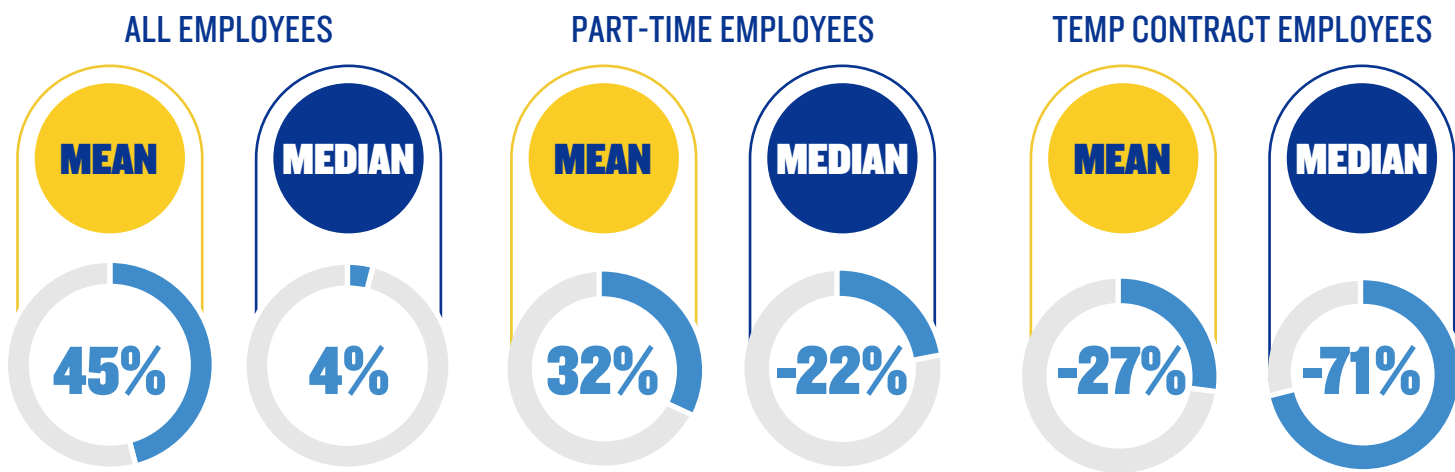
Ryanair continues to be an equal opportunity employer and we are proud of the thousands of aviation professionals (both male and female) who work hard to deliver exceptional service and Europe's lowest fares to our customers. Our Pilots, Cabin Crew and Ground Crew who represent over 95% of our total workforce are covered by negotiated agreements, under which our female employees are paid the same pay rates as their male colleagues.

HEADCOUNT ANALYSIS

This report includes all employees of Ryanair DAC as of 30th June 2023.

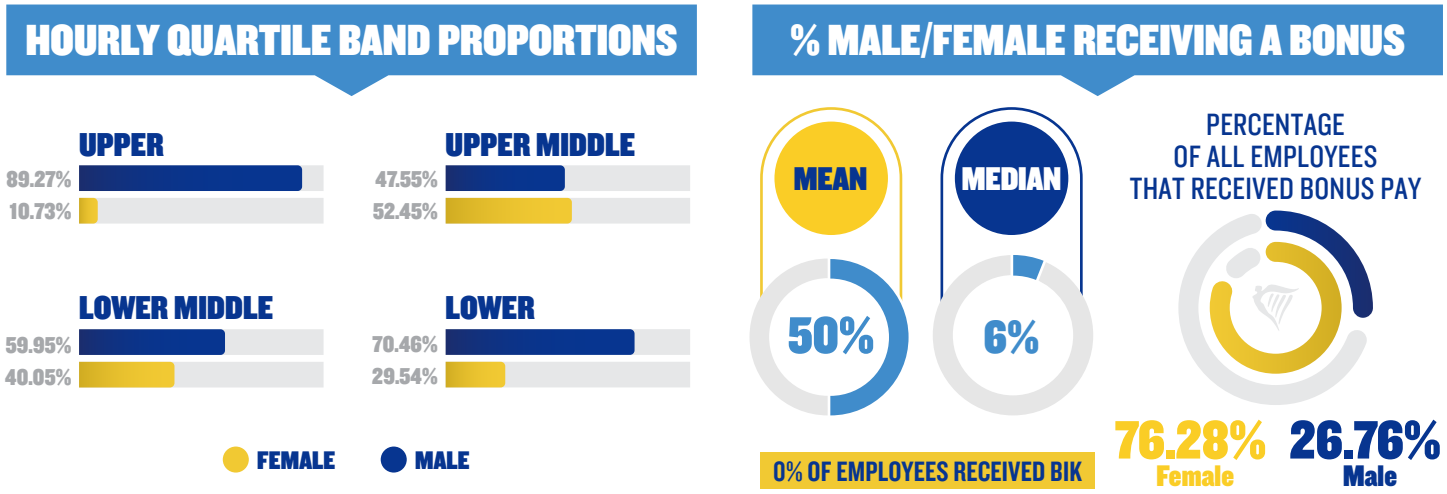


HOURLY PAY GAP ANALYSIS



Why is the mean (average) hourly pay gap 45%?
Pilot hourly pay is high and female pilots are paid exactly the same rates as their male colleagues. These figures do not represent unequal pay but rather gender imbalance, all airlines are materially affected by the low proportion of females who choose to enter into the Pilot profession. If we were to remove this distortion from the analysis the pay gap would flip from 45% to 0%.

We continue to see a welcome increase in female pilot applications and new recruits.



INITIATIVES TO IMPROVE GENDER PAY GAP



1. Continue to hire more female pilots.

Whilst the aviation industry continues to see a lower proportion of female Pilots we are committed to continue actively promoting the recruitment of female pilots, which we have seen a gradual increase in over the past few years.

Over the last year, we have continued to promote female participation in the pilot workforce, including through the 'Zero Limits' campaign to help promote pilot careers to female candidates.



2. Inclusive Recruitment

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



3. Promote Diversity

Our Gender, Diversity & Inclusion Committee continue to promote and support diversity in Ryanair.