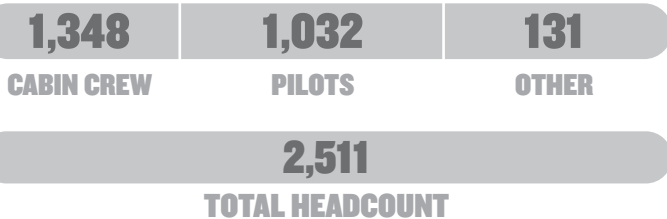
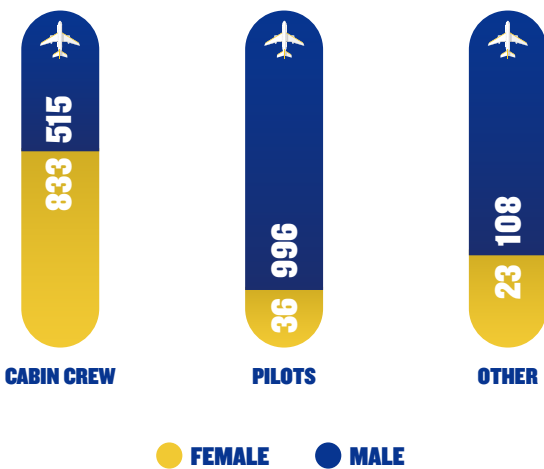


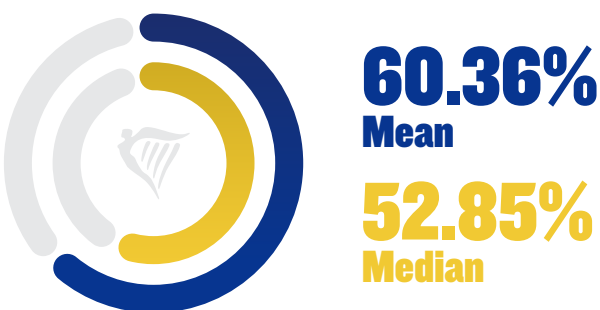
Ryanair is an equal opportunity employer and we are proud of the thousands of aviation professionals (both male and female) who work hard to deliver exceptional service and Europe's lowest fares to our customers. Our Pilots and Cabin Crew who represent over 95% of our total UK workforce are covered by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

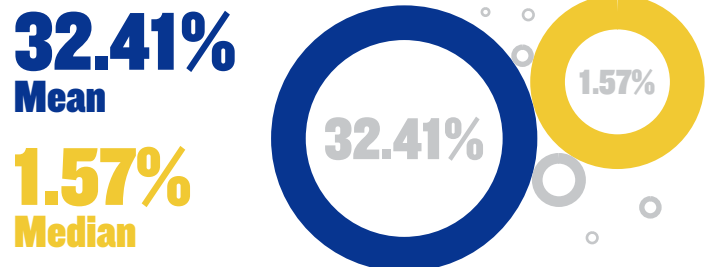


## HOURLY PAY GAP (MEAN & MEDIAN)



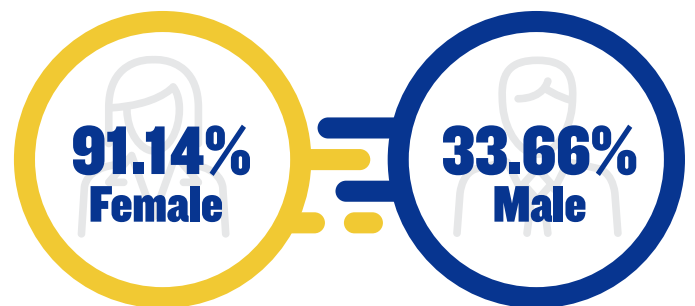
Because the majority of our UK pilots are male, on average the hourly pay rate for male employees is 60.36% higher than that for female employees. It is important to note that in Ryanair, females are paid identically to their male counterparts in each category.

## BONUS PAY GAP (MEAN & MEDIAN)



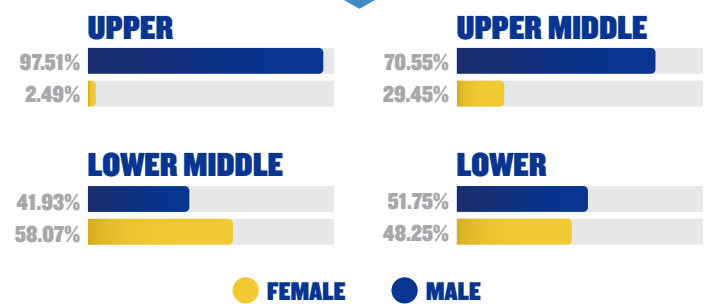
Because the majority of our UK pilots are male, on average, bonus payments to male employees are 32.41% higher than those paid to female employees (mostly cabin crew). The median bonus paid to female employees is 1.57% higher than the median bonus paid to male employees.

## % 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. Continue to hire more female pilots

Whilst the aviation industry continues to see a lower proportion of female Pilots, we continue to actively promote the recruitment of female pilots and have seen the proportion of female pilots grow this year.

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.

I confirm the data reported is accurate.



Darrell Hughes, Chief People Officer, Ryanair