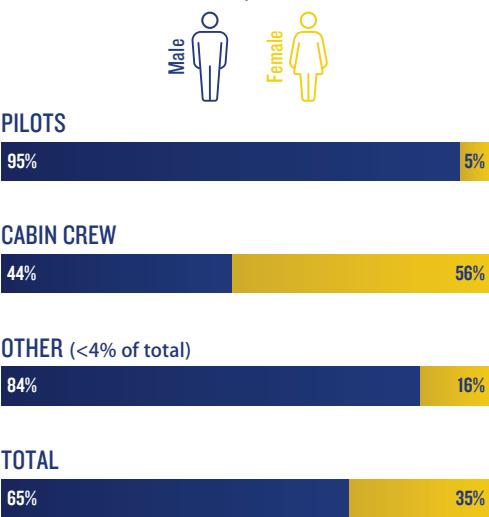


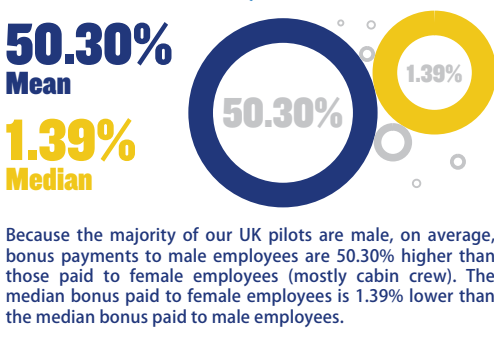
Ryanair proudly continues to be an equal opportunity employer and we are honoured to employ the thousands of aviation professionals (both male and female) who work hard to deliver exceptional service and Europe's lowest fares to our customers. Our Pilots and Cabin Crew who represent over 96% of our total UK workforce are covered by negotiated 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 number 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.

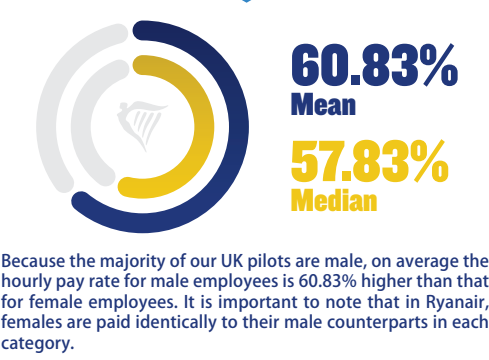
HEADCOUNT ANALYSIS



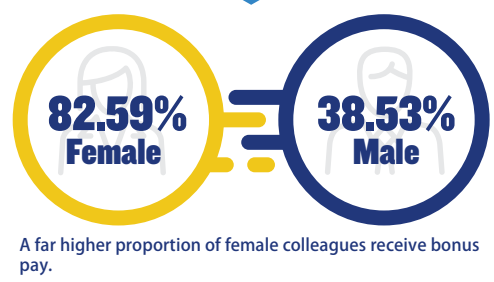
BONUS PAY GAP (MEAN & MEDIAN)



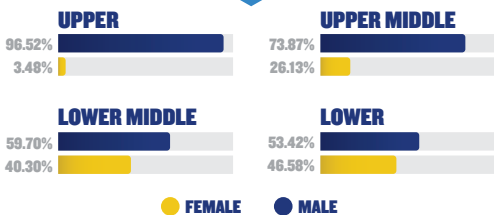
HOURLY PAY GAP (MEAN & MEDIAN)



% MALE/FEMALE RECEIVING A BONUS



HOURLY QUARTILE BAND PROPORTIONS



INITIATIVES TO IMPROVE GENDER PAY GAP

1. Continue to hire more female pilots

We continue in our commitment to gradually increase the proportion of female pilots in the aviation industry through our social media campaigns and numerous initiatives including female representation at Pilot career promotion and recruitment events.

We have seen a welcomed increase in female pilots and female pilot applications which increased to 10.5% of all applications received in 2024 (up from 8% in 2023).

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