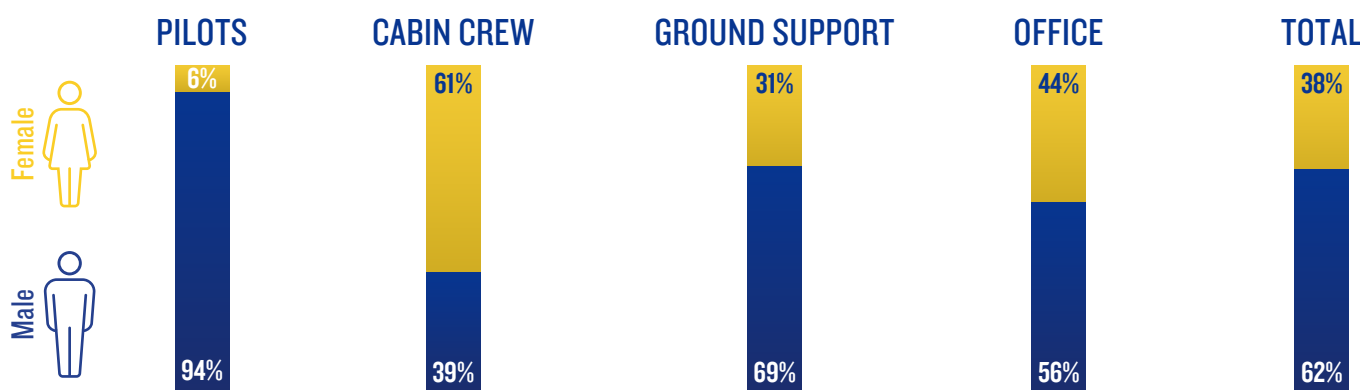


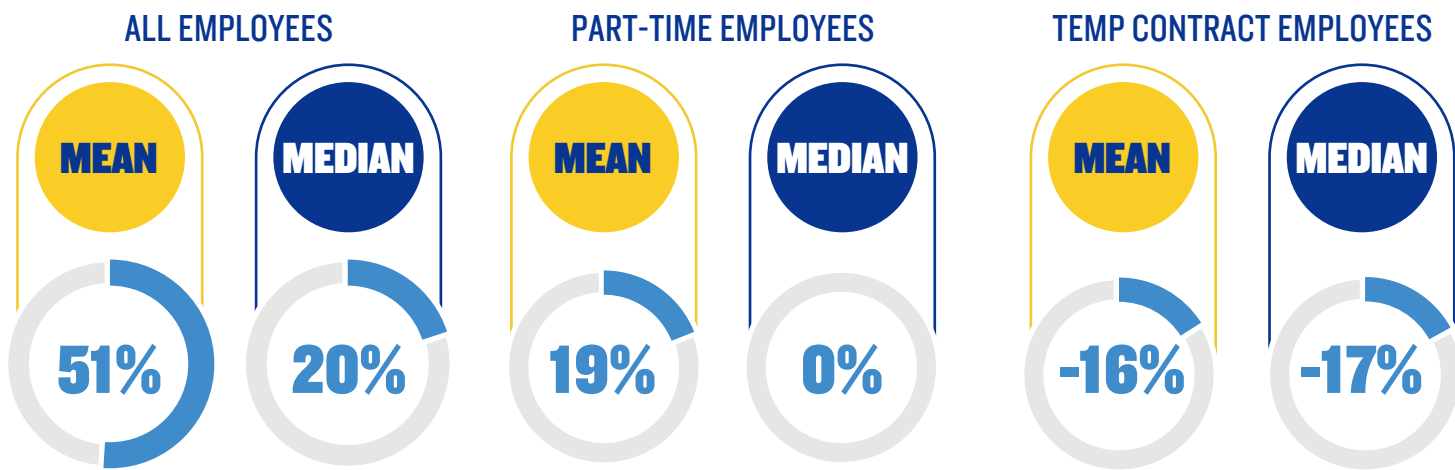
Ryanair continues to be an equal opportunity employer and we are honored to employ thousands of aviation professionals (both male and female) who work hard to deliver exceptional service and Europe’s lowest fares to our customers. Our Pilots, Cabin Crew and Ground Crew who represent over 94% of our total 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, Ryanair LABS Limited & Azul Handling Spain Limited as of 30th June 2025.



## HOURLY PAY GAP ANALYSIS

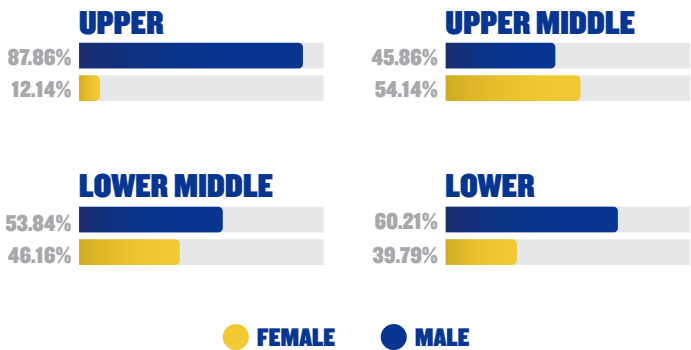


**Why is the mean (average) hourly pay gap 51%?**  
Pilot hourly pay remains high and female pilots are paid the same rates as their male colleagues. These figures do not represent unequal pay but rather gender imbalance, and all airlines are materially affected by the low proportion of females who choose to enter the Pilot profession. We have seen a welcomed increase in female pilots and female pilot applications which increased to 11% of all applications received in 2025 (up from 8% in 2023 and 10.5% in 2024).

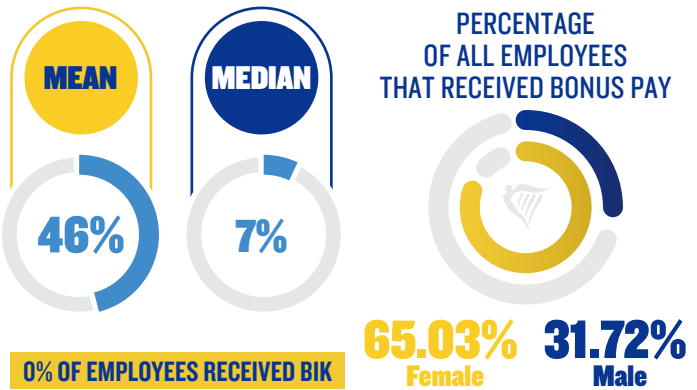
If we were to remove this distortion from the analysis the pay gap would fall from 51% to 4%.

This year’s report has been impacted by the inclusion of our IT function which is within the scope of gender pay reporting and is affected by the low proportion of females entering STEM professions.

## HOURLY QUARTILE BAND PROPORTIONS



## % MALE/FEMALE RECEIVING A BONUS



## 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.



### 2. Inclusive Recruitment

We ensure that all hiring practices are inclusive, gender neutral and promote diversity particularly towards STEM related careers which was the focus of our International Women’s Day campaign 2025.



### 3. Promote Diversity

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

RYANAIR DAC

As disclosed in our pay gap report, the figures do not represent unequal pay but rather gender imbalance, due to the low proportion of female pilots. We are committed to encouraging females entering the pilot profession with the number of applications increasing (11% in 2025).

REQUIREMENT	REGULATION	MALE	FEMALE
Difference between mean hourly remuneration for all employees	Regulation 7(1)(a)	€1.00	€0.44
Difference between mean hourly remuneration for part-time employees	Regulation 7(1)(b)	€1.00	€0.65
Difference between mean hourly remuneration for temporary contract employees	Regulation 7(1)(c)	€1.00	€1.37
Difference between median hourly remuneration for all employees	Regulation 8(1)(a)	€1.00	€0.70
Difference between median hourly remuneration for part-time employees	Regulation 8(1)(b)	€1.00	€1.04
Difference between median hourly remuneration for temporary contract employees	Regulation 8(1)(c)	€1.00	€2.03
Difference between mean bonus remuneration for all employees	Regulation 9(1)(a)	€1.00	€0.59
Difference between median bonus remuneration for all employees	Regulation 9(1)(b)	€1.00	€0.95
Percentage of all employees that received bonus pay	Regulation 9(1)(c)	43.82%	87.70%
Percentage of all employees that received benefit in kind pay	Regulation 9(1)(d)	0.00%	0.00%
Percentage of staff in upper quartile by hourly pay	Regulation 10(1)(a)	94.09%	5.91%
Percentage of staff in upper middle quartile by hourly pay	Regulation 10(1)(b)	54.41%	45.59%
Percentage of staff in lower middle quartile by hourly pay	Regulation 10(1)(c)	45.69%	54.31%
Percentage of staff in lower quartile by hourly pay	Regulation 10(1)(d)	49.31%	50.69%
Written statement of the employers opinion as to the reasons for the differences to remuneration	Regulation 4(a)	As per report	As per report
Written statement of the measures (if any) being taken, or proposed to be taken, by the relevant employer to eliminate or reduce the differences	Regulation 4(a)	As per report	As per report

**AZUL HANDLING SPAIN**

There is no material pay gap for Azul. The company will continue to monitor and highlight any future changes that arise.

REQUIREMENT	REGULATION	MALE	FEMALE
Difference between mean hourly remuneration for all employees	Regulation 7(1) (a)	€1.00	€0.99
Difference between mean hourly remuneration for part-time employees	Regulation 7(1) (b)	€1.00	€0.98
Difference between mean hourly remuneration for temporary contract employees	Regulation 7(1) (c)	€1.00	€0.98
Difference between median hourly remuneration for all employees	Regulation 8(1) (a)	€1.00	€0.98
Difference between median hourly remuneration for part-time employees	Regulation 8(1) (b)	€1.00	€0.98
Difference between median hourly remuneration for temporary contract employees	Regulation 8(1) (c)	€1.00	-
Difference between mean bonus remuneration for all employees	Regulation 9(1) (a)	€1.00	-
Difference between median bonus remuneration for all employees	Regulation 9(1) (b)	€1.00	-
Percentage of all employees that received bonus pay	Regulation 9(1) (c)	-	-
Percentage of all employees that received benefit in kind pay	Regulation 9(1) (d)	0.00%	0.00%
Percentage of staff in upper quartile by hourly pay	Regulation 10(1) (a)	66.14%	33.86%
Percentage of staff in upper middle quartile by hourly pay	Regulation 10(1) (b)	66.97%	33.03%
Percentage of staff in lower middle quartile by hourly pay	Regulation 10(1) (c)	62.34%	37.66%
Percentage of staff in lower quartile by hourly pay	Regulation 10(1) (d)	61.96%	38.04%
Written statement of the employers opinion as to the reasons for the differences to remuneration	Regulation 4(a)	No material pay gap	No material pay gap
Written statement of the measures (if any) being taken, or proposed to be taken, by the relevant employer to eliminate or reduce the differences	Regulation 4(a)	No material pay gap	No material pay gap

RYANAIR LABS LIMITED

Requirement	Regulation	Male	Female
Difference between mean hourly remuneration for all employees	Regulation 7(1) (a)	€1.00	€0.70
Difference between mean hourly remuneration for part-time employees	Regulation 7(1) (b)	€1.00	€0.66
Difference between mean hourly remuneration for temporary contract employees	Regulation 7(1) (c)	€1.00	€0.78
Difference between median hourly remuneration for all employees	Regulation 8(1) (a)	€1.00	€0.85
Difference between median hourly remuneration for part-time employees	Regulation 8(1) (b)	€1.00	€0.73
Difference between median hourly remuneration for temporary contract employees	Regulation 8(1) (c)	€1.00	€0.84
Difference between mean bonus remuneration for all employees	Regulation 9(1) (a)	€1.00	€0.59
Difference between median bonus remuneration for all employees	Regulation 9(1) (b)	€1.00	€0.99
Percentage of all employees that received bonus pay	Regulation 9(1) (c)	92.00%	81.82%
Percentage of all employees that received benefit in kind pay	Regulation 9(1) (d)	0.00%	0.00%
Percentage of staff in upper quartile by hourly pay	Regulation 10(1) (a)	66.14%	11.76%
Percentage of staff in upper middle quartile by hourly pay	Regulation 10(1) (b)	66.97%	27.27%
Percentage of staff in lower middle quartile by hourly pay	Regulation 10(1) (c)	62.34%	27.27%
Percentage of staff in lower quartile by hourly pay	Regulation 10(1) (d)	61.96%	33.33%
Written statement of the employers opinion as to the reasons for the differences to remuneration	Regulation 4(a)	As per report	As per report
Written statement of the measures (if any) being taken, or proposed to be taken, by the relevant employer to eliminate or reduce the differences	Regulation 4(a)	As per report	As per report

