

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 99% 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



### PILOTS



### CABIN CREW



### OTHER (<1% TOTAL)



### TOTAL



## HOURLY PAY GAP (MEAN & MEDIAN)



**62.89%**  
Mean

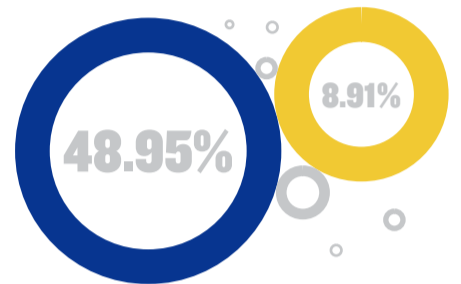
**62.70%**  
Median

Because the majority of our UK pilots are male, on average the hourly pay rate for male employees is 62.89% 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)

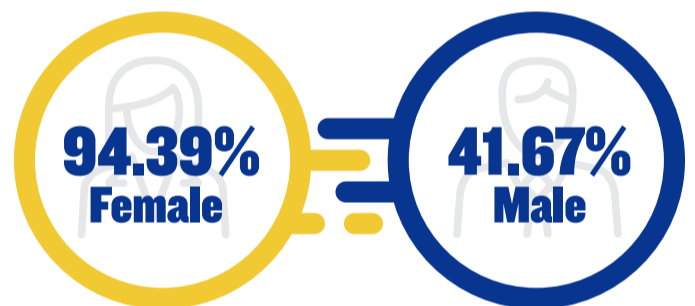
**48.95%**  
Mean

**8.91%**  
Median



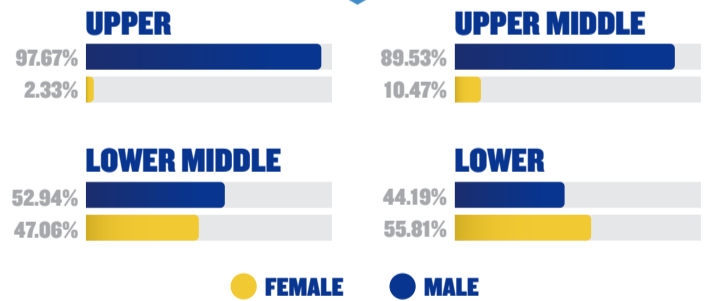
Because the majority of our UK pilots are male, on average, bonus payments to male employees are 48.95% higher than those paid to female employees (mostly cabin crew). The median bonus paid to female employees is 8.91% lower than the median bonus paid to male employees.

## % 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

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, 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