

This report provides information pertaining to **Ryanair Group's Environmental Social Governance (ESG)** framework and performance.

Our ESG framework communicates valuable information to all of our stakeholders, providing a clear understanding of our company policy and the direction and coordination of our future endeavours.

ACTION BEYOND FLYING



LEADING AVIATION SUSTAINABILITY



RYANAIR GROUP

CONTENTS

4 INTRODUCTION

- 4 A message from our Group CEO
- 5 The Ryanair Group Fact Sheet
- 6 About the Ryanair Group

7 OUR APPROACH TO SUSTAINABILITY

- 8 Our Approach to Sustainability
- 9 Our Goals and our Sustainability Framework
- 11 Sustainability Oversight
- 12 Ratings, recognition and rewards

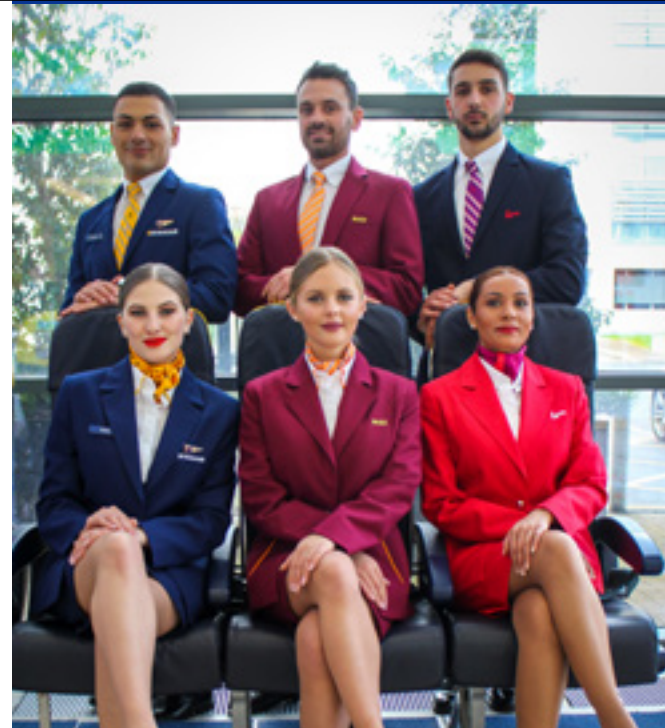
13 ENVIRONMENT

- 14 A Message from our Director of Sustainability
- 15 Aviation Impact
- 17 Competitor Landscape
- 19 Our Performance so far
- 21 Our Journey to 2050
- 23 Our Sustainability Framework – The 6 pillars
 - Invest in Innovative Aviation Technology
 - Invest in Sustainable Aviation Fuel
 - Decarbonise our Operations
 - Decarbonise Our Supply Chain
 - Participate in Carbon Offsetting
 - Government Policy and Reform

49 SOCIAL

- 50 Our People
- 51 Message from our Director of Workforce Engagement
- 52 Our People, Their Benefits
- 53 Our Goals, Now and in the Future
- 55 People Goals, and Progress
 - Engaging Our Teams
 - Succession Planning for Management
 - Gender Diversity
 - Training
 - Our Graduate Programme
 - Employee Representative Groups and Trade Unions
 - Ryanair's People Response to Covid-19
- 59 Our Customers
 - Customer Overview (design page)
 - Net Promoter Score
 - The Ryanair Customer Panel
 - Strengthening Our Product Offering
 - Our Customers and Covid-19
- 67 Safeguarding All Operations
 - Data Protection
 - Operational Safety
- 69 Boosting Economies
- 70 Our Charities and Partners

73 GOVERNANCE



A MESSAGE FROM OUR GROUP CEO

"We are pleased to present our Corporate Social Responsibility document for FY22. Focused on our post-Covid recovery, we're determined to reduce our impact on the environment and continuously improve our Customer Service."



The Covid-19 virus which spread across Europe from March 2020 had a profound and devastating impact on our business last year. However, by restoring our flights, rebuilding our schedules, welcoming back our very loyal customer base and prioritising our Customer Service we are set to recover.

This year, we invite all our customers to rate their trip within 24 hours of flying. We have set up a Customer Panel which will meet seasonally to recommend service improvements for Ryanair and we are working hard to enhance our day of travel experience, rolling out real-time flight status, boarding gate and Fast Track updates to our app users.

We are committed to growing our annual traffic from 150m to 200m customers over the next 5 years and are determined to carry individuals and their families in such a way that not only lowers the cost of air travel but reduces its impact on the environment.

We intend to cut our CO2 emissions per passenger by 10% over the next decade and we have committed to be plastic-free on board our aircraft within the next 4 years.

At the heart of Ryanair's environmental revolution will be our \$22bn investment in new technology aircraft which will deliver more seats per flight with more leg room for improved comfort, yet they will burn 16% less fuel and reduce noise emissions by up to 40%.

We are also very proud of the major strides our Airline Group has made in recent years in promoting diversity and inclusion. We're delighted to say that 40% of the Group Board are female leaders while over the course of the past 12 months, more than 60% of our promotions to middle and senior management teams have been female.

We are all working hard here in Ryanair to deliver on these exciting and ambitious challenges and look forward to what the future holds.

Michael O'Leary
Group CEO

MESSAGE FROM THE CEO

Action Beyond Flying - Leading Aviation Sustainability

RYANAIR GROUP FACT SHEET



149m guests

pre-Covid-19
(27.5m FY21)
200m p.a by FY26



15,000 +

Aviation Professionals

Choice & Coverage



2,000 +

Daily flights



86

Bases
Across Europe

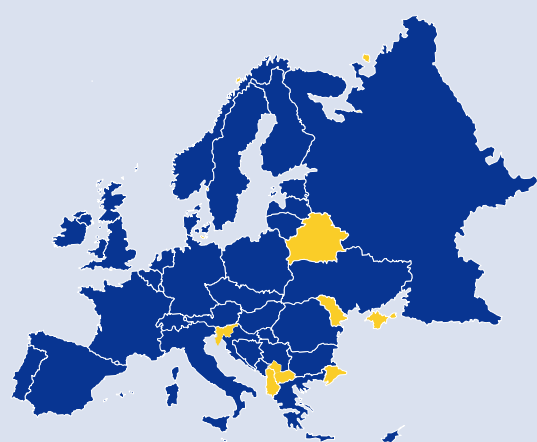


Service from

225

Airports

Unrivalled Footprint



Operates in

37

Countries



96%

On-time
performance



36 year

Safety
record



- 422 Boeing B737s
- 210 Gamechangers on order
- 29 A320s
- 87% unencumbered fleet



- 83g CO₂ emissions per pax/km
- (66g pre-covid-19 FY20 due to higher load factor)



CDP

Climate Protection Rating



S&P and Fitch

Credit Ratings

ABOUT RYANAIR GROUP

Led by Group CEO, Michael O'Leary, Ryanair Holdings plc is Europe's largest airline group and parent company of Ryanair DAC, Ryanair UK, Buzz, Lauda and Malta Air.

A world leader in aviation, we're Europe's largest and greenest airline group, carrying more international passengers than any other airline in the world.

We offer the lowest fares of any other airline on the European continent and carry 149m passengers p.a. (pre-Covid) on over more than 2,000 daily flights, from over 85 bases. We also serve over 200 airports, connect over 225 destinations within 37 countries, and operate a fleet of 450 aircraft that's about to get even bigger thanks to the arrival of our new Boeing B737-8200 aircraft deliveries. These 'Gamechanger' aircraft will reduce noise emissions by up to 40%, burn 16% less fuel and carry 4% more passengers, helping us to reduce our carbon footprint.

Our purpose is to make travel affordable and accessible by offering the lowest fares in Europe, with the best punctuality and network – while doing so in the most sustainable and environmentally friendly way possible.

Ryanair (Ryanair DAC), was founded in Ireland in 1985, our International campus is based in Swords, Co. Dublin, just 3km from Dublin Airport.



Buzz, our Polish subsidiary airline is based in Warsaw and operates scheduled flights as well as charter flights to holiday destinations. In 2019, Buzz increased its fleet of 45 Boeing B737s to a total number of 54 and expanded its base outside of Poland, into Prague and Budapest.



Lauda Europe began operating scheduled passenger flights in March 2018. The airline is based in Pietà, Malta, alongside our low-cost carrier, Malta Air.



Malta Air is a joint venture between Ryanair and the Maltese government. It's a fast-growing start-up that began operating in June 2019.

We believe our business depends on our ability to operate sustainably and so we hold ourselves accountable; engage with our shareholders, employees, customers, suppliers and communities taking them with us on our journey to achieve greater sustainable success, and to ensure transparency in each and every step we take.

Sustainability is embedded in every operation at Ryanair: we don't just aim to be responsible; we aim to lead the way.



OUR APPROACH TO SUSTAINABILITY

At Ryanair Group, sustainability has always been at the heart of everything we do. We support the 2015 Paris Agreement, ‘Destination 2050’, the United Nations Global Compact and the 17 UN Sustainable Development Goals (SDGs).

Our 2021 ESG Framework, ‘Action Beyond Flying’, contains goals, targets and initiatives hinged upon these agendas.



Sustainability is nothing new for Ryanair — we have always been persistent in our efforts to innovate and promote sustainability across our environmental and social sectors, as well as throughout all of aviation itself. Prior to official policies and agendas coming into play, sustainability was long on our radar.

The 2015 Paris Agreement is a legally-binding international treaty made up of EU member states, was adopted by 196 state representatives at the Conference of the Parties (COP), which is the decision-making body of the UN Climate Change convention. It aims to limit an increase in global warming and bring the planet's temperature to well below 2°C (preferably 1.5°C), compared to pre-industrial levels.

The aviation industry will align to the Paris Agreement goal, through IATA's Destination 2050 agenda, which shows that decarbonisation and an alignment of the aviation industry with the EU's climate target is possible without further significant cost increases on the sector.

The UN Global Compact is a voluntary corporate sustainability program which calls on the private sector and companies around the world to align their business goals and operations with its universal principles, set out across human rights, labour, the environment and anti-corruption.

Fast facts

- Our goal is net-zero carbon emissions by 2050
- We align to the 2015 Paris Agreement
- We support the UN Sustainable Development Goals

The Global Compact aims to support the 17 UN Sustainable Development Goals, or SDGs, creating a foundation for companies to achieve these. The SDGs aim to end all forms of poverty, fight inequality and tackle climate change by 2030. While SDGs are not legally binding, governments and businesses are encouraged to play their part in tackling any issues that stand in the way of achieving the goals, and at Ryanair Group our primary goal is to achieve net carbon emissions by 2050.

Together, these 3 agendas determine whether the world is on the right path to mitigate climate change.

Our ESG Framework aligns with the Paris Agreement, the UN Global Compact and while we support all 17 SDGs, we align to 14 of them; helping to offset the effects of climate change while improving people's lives and standard of living. These initiatives include, but are not limited to, the investment in our new and highly-advanced, greener, B737-8200 aircraft; our global sustainability projects in Malawi and Uganda; our partnerships with regional airports and tourist boards and our in-house Diversity, Equality and Inclusion programme.

We continue to lead through innovation and remain relentless in our efforts to accelerate our business growth alongside environmental excellence.

RYANAIR GROUP ALIGN TO 14 OUT OF THE 17 UN SUSTAINABLE DEVELOPMENT GOALS



OUR APPROACH TO SUSTAINABILITY

Action Beyond Flying - Leading Aviation Sustainability

ACTION BEYOND FLYING

Action Beyond Flying is Ryanair Group’s ESG Framework.

Each area – Environment, Social and Governance – has its own goal and each goal is supported by a number of strategic pillars and targets – creating our framework. We have 12 pillars in total – 6 environmental pillars, 3 social pillars and 3 governance pillars.

ENVIRONMENT PILLARS

1 	Invest in New Technology.	2 	Invest in Sustainable Aviation Fuel.	3 	Decarbonise Our Operations.
4 	Decarbonise our Supply Chain.	5 	Further Training and Career Development.	6 	Government Policy and Reform.

SOCIAL PILLARS

1 	Added Job Satisfaction.	2 	Further Training and Career Development.	3 	Inclusivity, Diversity and Equality.
---	-------------------------	--	--	---	--------------------------------------

GOVERNANCE PILLARS

1 	Maintain Independence of Board.	2 	Adhere to international reporting and accounting standards.	3 	Board oversight into specific areas such as sustainability, remuneration and employee engagement.
---	---------------------------------	--	---	---	---

GOALS AND TARGETS

You’ll find a snapshot of our key targets below. Later, we talk about these (along with others), in more detail.

GOAL

KEY TARGETS

ENVIRONMENT



Net Zero Carbon emissions by 2050

 210 new greener aircraft.

 SAF accounting for 12.5% fuel by 2030.

 20% reduction in CO2 emissions per pax by 2030.

SOCIAL



Improve People Training and Development Programmes

 Added job satisfaction.

 Inclusivity, diversity and equality.

 Establish gender committee and agree goals for future.

GOVERNANCE



Engage with External Independent Services to form Board

 Maintain board independence.

 Maintain monthly/quarterly meetings.

 Enhance reporting from executive from executive board members and non-executive board members.

SUSTAINABILITY OVERSIGHT

The Ryanair Group Board

To ensure our primary goal and targets, along with their corresponding objectives and tactics are always at the forefront of our actions, the Ryanair Group Board implemented Ryanair’s Sustainability Committee in 2008. The committee are accountable for our ESG performance and dedicate themselves to analysing and managing potential risks, maintaining progress and promoting our solutions-based sustainability strategies across the business.

The Sustainability Committee

This Sustainability Committee must maintain an effective and continuous dialogue with the Board and our stakeholders, ensuring our sustainable business priorities remain relevant to our people and our planet, as well as comply with board-level compliance, risk management, our annual budget and business policies.

The committee, which includes members from across our operations, covering all Group Airlines, integrates our purpose and sustainability goals with our product and our entire value chain, to ensure the smooth running of all business activity.



RECOGNITION AND RATINGS



Some of the external recognition we’re proud to have received for our sustainability work is below.

FY21 Ryanair was ranked as one of the highest-rated airlines in the world for environmental performance, receiving a ‘B-’ climate protection rating with an ‘A’ score

for environmental corporate governance and for emission reduction initiatives.



CDP awarded Ryanair a very strong (first time) “B-” climate protection score with an “A” score for environmental corporate governance and for emission reduction initiatives.



Ryanair are currently engaging Sustainalytics to obtain an ESG rating and performance analytics assessment which we believe will provide valuable insights as we seek to improve ESG performance.



While Ryanair doesn’t provide non-public information to MSCI, we are rated strongly for Corporate Governance and Carbon Emissions compared to peers.



A MESSAGE FROM OUR DIRECTOR OF SUSTAINABILITY



Aviation will play a crucial role in environmental sustainability over the next 30 years and Ryanair will continue to lead environmental innovation among airlines.

Tom Fowler
Director of Sustainability



ENVIRONMENT

While the Ryanair Group has achieved much to date, we’re determined to be the leader in aviation and remain the greenest, most innovative airline in Europe. To continue on our path of environmental excellence, we not only want to achieve our set goals and targets but push far beyond what is expected of us.

Even as our passenger numbers grow, so too does our drive to lead climate action and mitigate climate change, ensuring our people and planet enjoy a bright, green future.

“ Ryanair is Europe’s most environmentally efficient major airline with the youngest fleet and the highest load factors. Our CO2 per passenger/km pre-Covid-19 was only 66 grams, which is approximately 50% less than the comparative figure for many EU flag carriers. Customers switching to Ryanair are choosing the “greener” option to fly.

At the heart of Ryanair’s environmental agenda will be our \$22bn investment in new technology Boeing B737- 8200 ‘Gamechanger’ aircraft which delivers 4% more seats per flight, but 16% less fuel burn, and 40% lower noise emissions.

We will maintain our industry-leading high load factors to ensure every flight maximises traffic while minimising emissions per passenger/km. Our investment in these new fuel-efficient ‘Gamechanger’ aircraft will help Ryanair deliver our target of cutting our CO2 emissions per passenger/km by a further 10% to just 60 grams (already reduced by 15% since 2010) by 2030.

Aviation will play a crucial role in environmental sustainability over the next 30 years and Ryanair will continue to lead environmental innovation among airlines and European aviation to meet our goal of achieving net-zero carbon emissions by 2050 with the main areas of focus being the following:

Work actively with the European Commission through Airlines for Europe’s (A4E) Fuelling Flight Initiative and with our fuel suppliers to incentivise the use of sustainable aviation fuel (SAF).

Work with A4E and the EU Commission to accelerate reform of the Single European Sky, so we can reduce ATM delays and fuel consumption along with CO2 emissions.

Last year, we signed a multi-year partnership with Trinity College Dublin (TCD) to establish a Sustainable Aviation Research Centre where we support best-in-class research in the areas of SAF, zero carbon aircraft propulsion systems and noise mapping. Through these efforts our goal is to power at least 12.5% of our flights with SAF by 2030.

Over the last decade, we have demonstrated that we can grow traffic, while reducing our impact on the environment. With our investments in new aircraft, new engine technology and SAF, we are determined to deliver this ambitious agenda over the next decade. ”

AVIATION IMPACT



Aviation is the most efficient form of mass point-to-point transport, accounting for just 2.8% of EU man-made CO2 emissions.

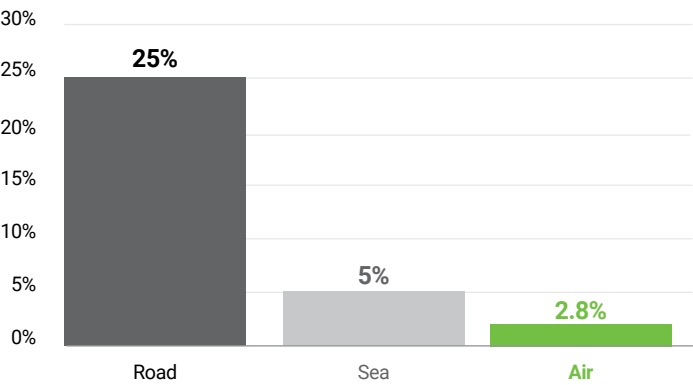
And, what's more is, of the EU CO2 emissions produced by aviation industry, long haul flights (flights over 4,000km) are responsible for over 50% of these, despite only accounting for 6% of flights.

In contrast, short-haul flights (flights which travel less than 500km) account for just 4% of EU aviation CO2 emissions, while 46% of emissions are caused by flights that travel over 500km but less than 4,000km in distance.

And, what's more is, of the EU CO2 emissions produced by aviation industry, long haul flights (flights over 4,000km) are responsible for over 50% of these, despite only accounting for 6% of flights. In contrast, short-haul flights (flights which travel less than 500km) account for just 4% of EU aviation CO2 emissions, while 46% of emissions are caused by flights that travel over 500km but less than 4,000km in distance.

Source Eurocontrol.

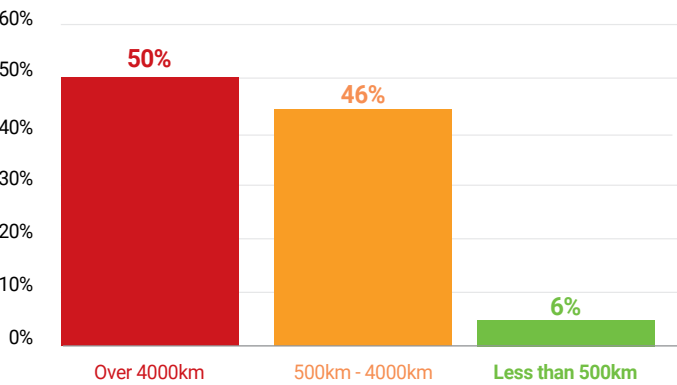
Aviation is more efficient than you think



EU Man-made CO2 Emissions

Source: Eurocontrol

Long haul vs. Short haul



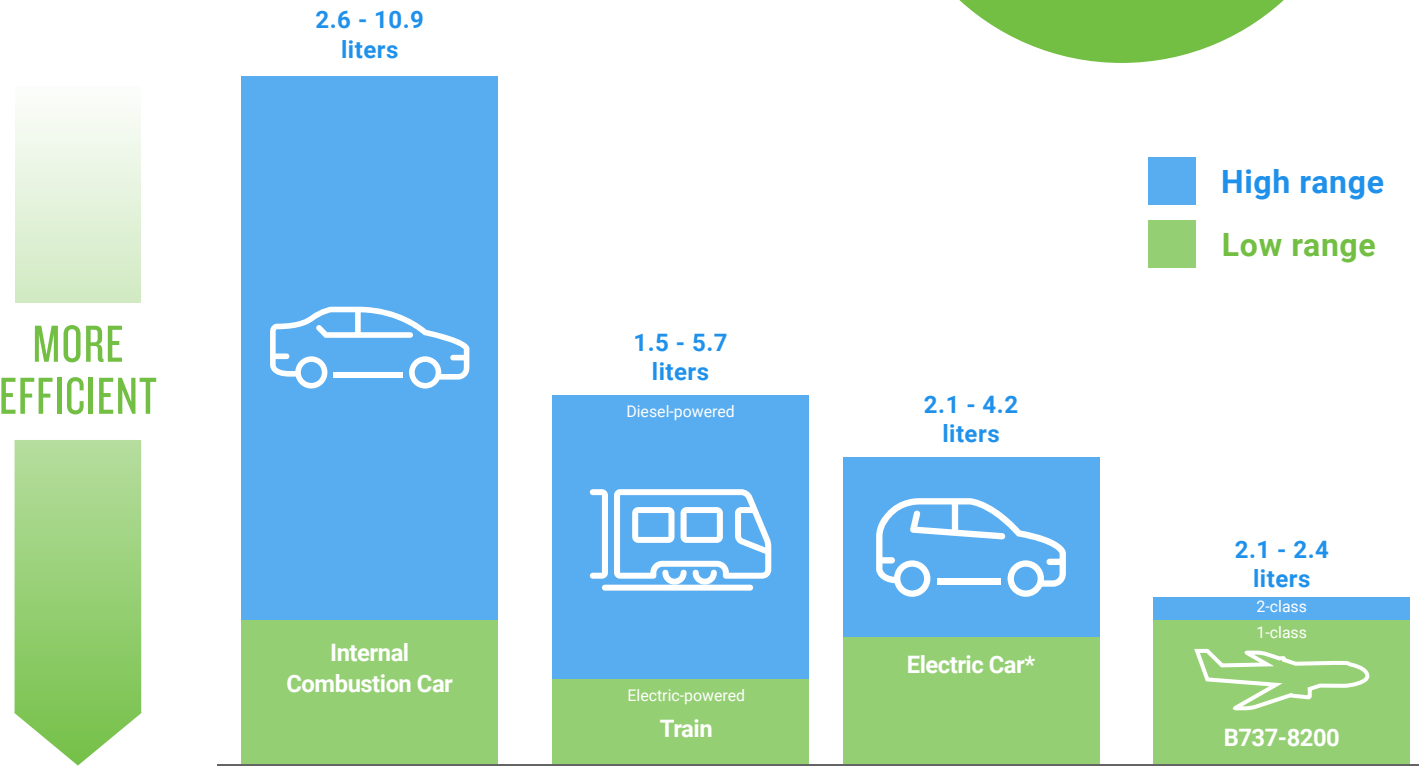
% share of CO2 Emissions by route length

Source: Eurocontrol

Fuel burn is more efficient as well

Our all-new B737-8200 aircraft is 15% more fuel efficient compared to B737-800 aircraft. With increased passenger capacity, new CFM International LEAP-1B engines and other aerodynamic improvements, the need for fuel is reduced. Boeing's advanced technology winglet even increases fuel efficiency by 1.8% compared to the current B737 winglet, resulting in less drag and greater performance.

Equivalent fuel consumed per 100 passenger kilometers



*Based on average energy power plant sources. Source: Boeing

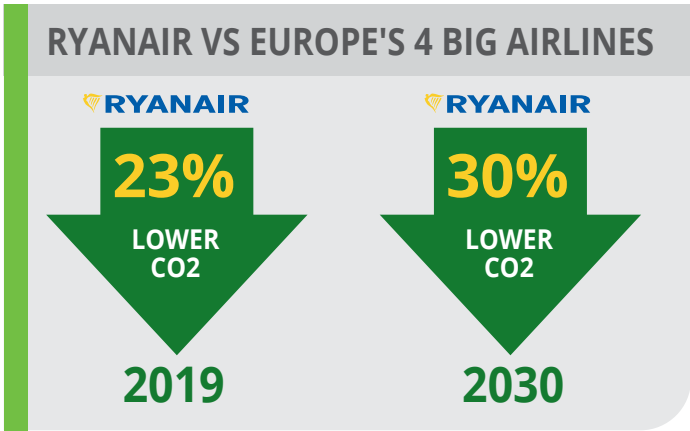
COMPETITOR LANDSCAPE



30%
LOWER CO2
THAN EUROPE'S
BIG 4

Our 2030 efficiency target level is 30% lower than the current average performance of Europe's 4 other large airlines. Ryanair will seek to achieve this target in advance of 2030.

Ryanair is the No.1 EU airline for traffic but only No. 5 for CO2 emissions. We produce the same level of CO2 emissions as the No.6 airline but we carry 4 times their annual traffic.



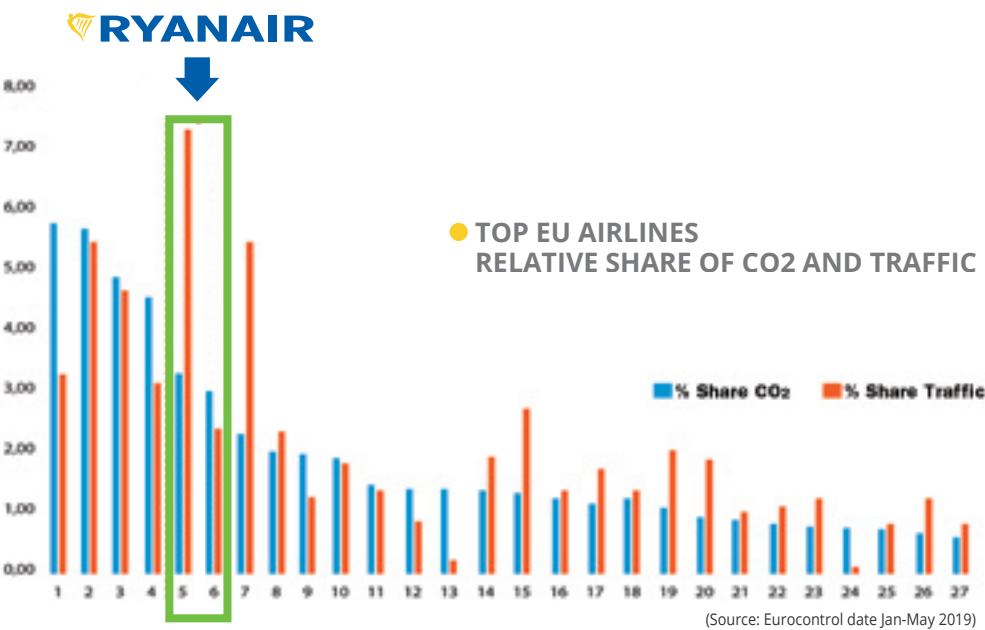
easyJet

IAG INTERNATIONAL AIRLINES GROUP

AIRFRANCEKLM GROUP

Lufthansa

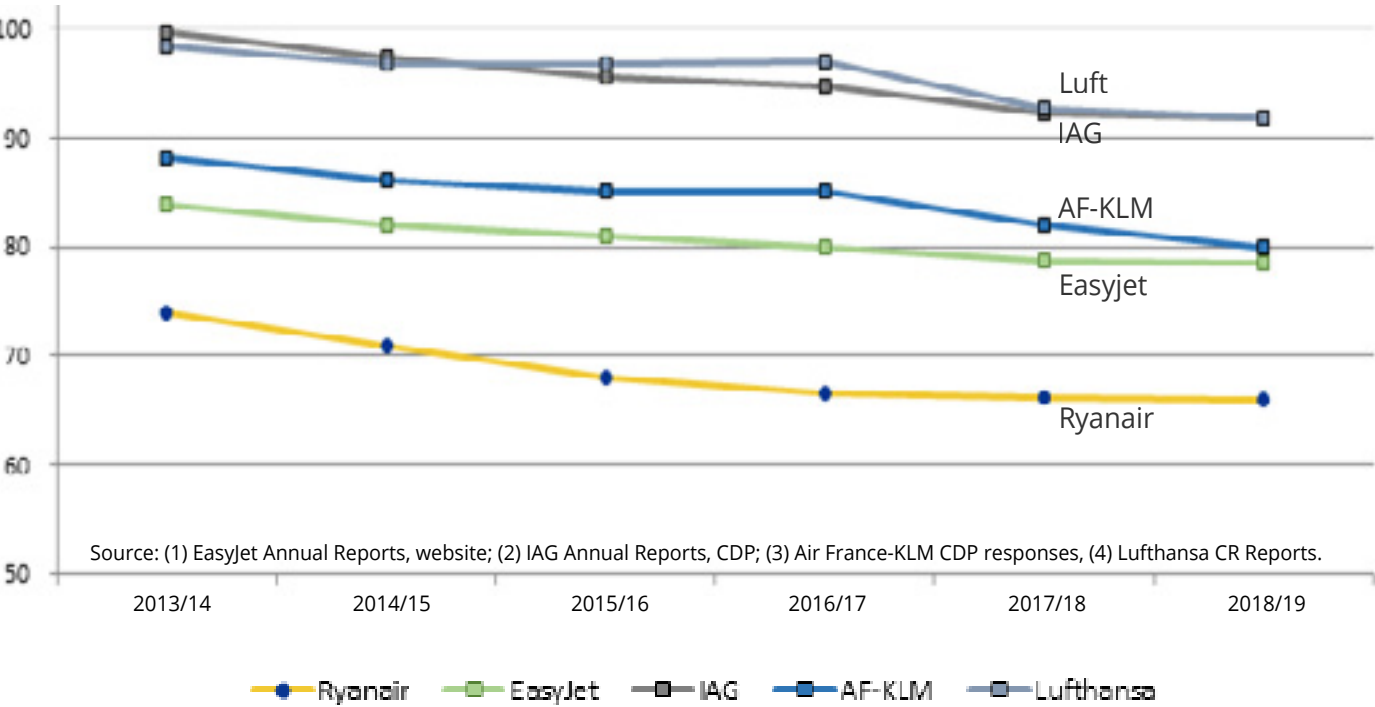
Top EU airlines relative share of CO2 and traffic



NO. 1
AIRLINE FOR TRAFFIC,
BUT ONLY
NO. 5
FOR CO2
EMISSIONS

Ryanair carries almost 4 times the passengers while producing similar levels of CO2 emissions

Carbon Efficiency Performance



Data sourced from (1) EasyJet Annual Reports, website; (2) IAG Annual Reports, CDP; (3) Air France-KLM CDP responses, (4) Lufthansa CR Reports.

Please note that these figures may split the allocation of flight emissions between passenger and freight activity or incorporate freight activity into the passenger-kilometre metric.

OUR PERFORMANCE SO FAR

We're very proud of our many sustainable achievements to date, but we're not stopping here!



KEY HIGHLIGHTS

We're investing heavily in areas that will not only help our business to achieve its goals but will transform all of aviation for the better.



\$22bn invested
In new aircraft

66g CO2 per passenger
Cut by 10% (to < 60g) by 2030



Launched the Ryanair and Trinity College Dublin Sustainable Aviation Research Centre



Committed to 12.5 SAF
by 2030



CDP B- Rating
One of the highest-rated airlines in the world



Launched new ESG framework
And document

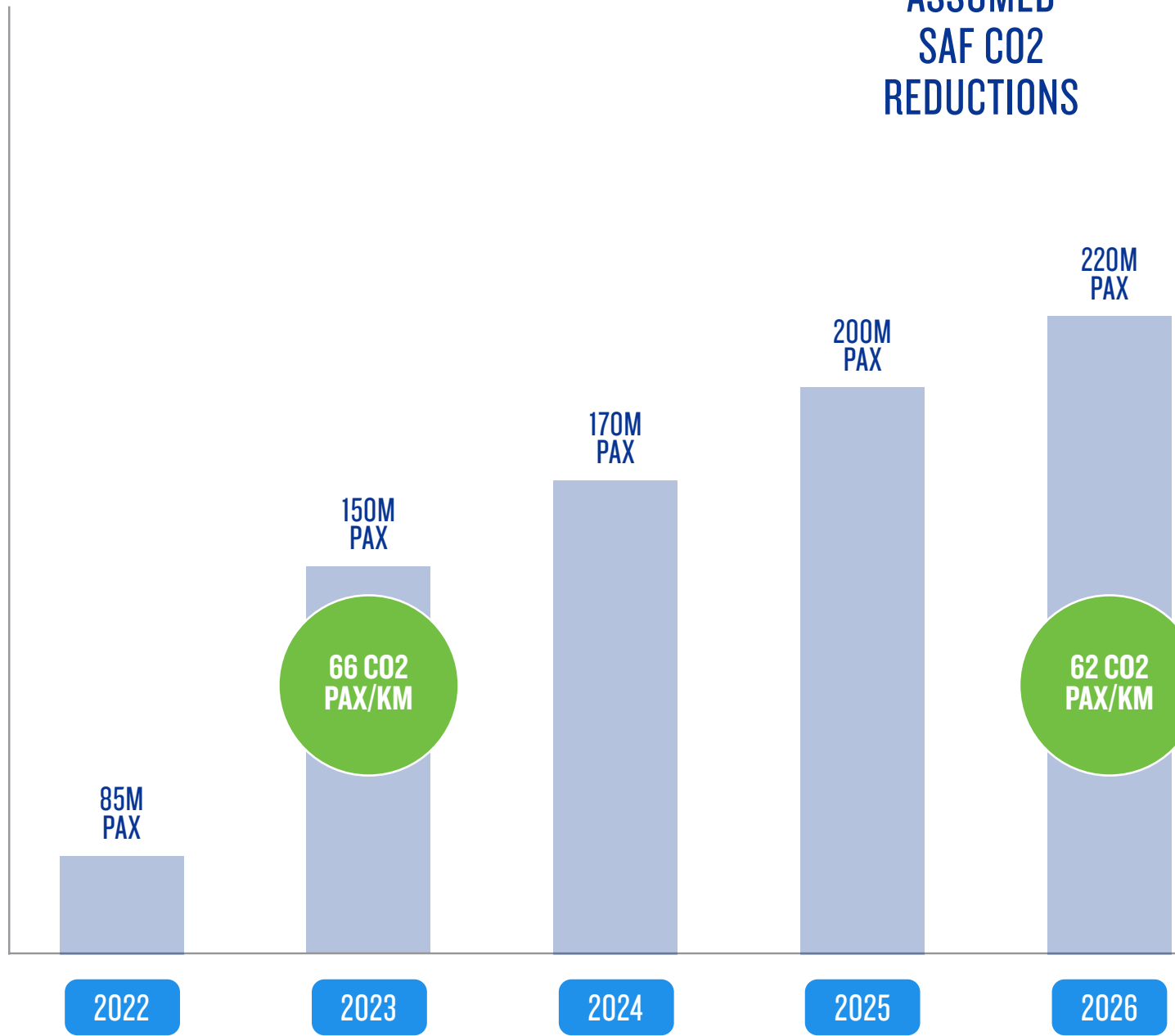


OUR JOURNEY TO 2050

With our customer base soaring, we remain determined to achieve our goals of net-zero carbon emissions by 2050 and ensure SAF accounts for 12.5% of our fuel by 2030.



60%
ASSUMED
SAF CO2
REDUCTIONS



INVESTING IN INNOVATIVE AVIATION TECHNOLOGY



At Ryanair Group, we have continually invested in our fleet. Cutting carbon emissions and aiming to lower GHGs is not something new to us. This continuous investment allows us to ensure that only the most fuel-efficient aircraft are flown.

Between 2000-2020 we took delivery of 531 new Boeing Next Generation aircraft, with improved fuel efficiencies compared to that our older B737-200 and B737-800 models, in turn disposing of 91 of our oldest and least fuel-efficient aircraft.

With an average age of 9 years, Ryanair Group now operates the youngest fleet of any major European Airline.

As part of an exciting venture to innovate our fleet and ensure we fly with the latest aircraft technology, we took delivery of our first Boeing B737-8200 'Gamechanger' aircraft in June 2021, following our 2014 contract to purchase 210 of the newest generation aircraft. This amounted to an overall investment of over \$22bn.

Fast facts

- Continuous investment in new aircraft
- Striving to lower emissions is not new to us
- Youngest fleet – average aircraft age 9 years
- 91 oldest and least fuel-efficient aircraft disposed of
- Invested over \$22bn in new, greener, aircraft
- B737-8200 deliveries commenced June '21

\$22bn
INVESTMENT
IN NEW
AIRCRAFT



Our investment in new Boeing B737-8200 'Gamechanger' aircraft

We're delighted that the deliveries of our new aircraft have commenced.

These new Boeing B737-8200s are fitted with CFM International LEAP -1B engines and Advanced Technology winglets as well as other aerodynamic improvements such as laminar flow nacelles, nacelle chevrons, more efficient seating options. The combinations of these new features, new engine technologies and low-impact operations reduces fuel consumption by up to 16% on a per-seat basis, as well as reducing operational noise emissions by approximately 40% compared to the Boeing B727-800

This medium range aircraft is ideal for Ryanair's point-to-point flight model, the more efficient seating configuration means we can carry 197 passengers — 8 more than our existing B737-800 fleet, significantly lowering CO2 per passenger, and it's new, comfy, light-weight and streamlined seats will save fuel by reducing weight.

With each new generation of aircraft, we will see a 15% to 20% improvement in fuel efficient, seeing us through to successfully achieving our carbon reductions targets.

We continue to advocate for the development of low-emission aircraft design from major manufacturers as part of our procurement process.

 **40% less noise emissions**
Compared to Boeing B737-800s

 **16% less fuel**
Per-seat

CO2 EMISSIONS
PER PAX-PER KM
WILL DROP FROM
66G TO 60G
BY 2030



Industry leading load factor and noise abatement compliance

Ryanair Group has always and continues to implement a high load factor of 96% across all flights, reducing unnecessary carbon emissions and enabling us to fly as sustainably and efficiently as possible.

Not only are we committed to reducing CO2 emissions, we are also committed to reducing noise pollution.

As new fuel efficient and quiet aircraft join our fleet, our impact on local noise and air quality continues to shrink.

The transition from Boeing B737-200 to B737-800 reduced our take-off noise footprint per pax by 86%.

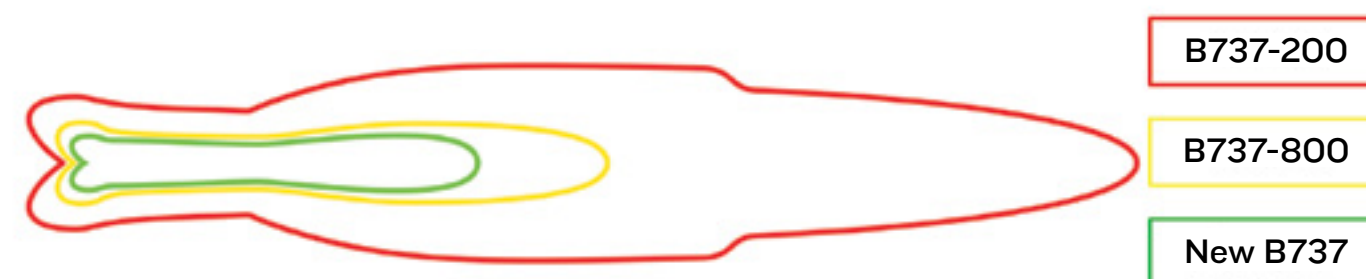
The new Boeing B737-8200 extends this reduction to 93% and reduces noise by up to 40% per seat.

 **Ranked #1 of 30 airlines**
For Noise Abatement Compliance
at London Stansted

Take-off noise footprint by aircraft type

The illustration below indicates the noise footprint of our new Boeing B737-8200 (green) compared to previous fleets (yellow and red).

Aircraft Type (Passengers)	Noise Reduction Per Pax
B737 - 200 (126)	BASELINE
B737 - 800 (189)	-86%
New B737 (197)	-93%



INVESTMENT IN SUSTAINABLE AVIATION FUEL (SAF)



12.5%
SAF
BY 2030



Right now, the vast majority of the fuel used in aviation is fossil jet fuel. Used globally for turbine engines and engine propulsion, this fuel is a refined petroleum known as kerosene.

Other kinds of fuel, however, like sustainable aviation fuel (SAF), give the industry an opportunity to reduce greenhouse emissions, cutting them by up to 80%. When we refer to SAFs 'lifecycle greenhouse emissions', we're referencing its overall 'lifecycle' impact on the

environment, from initial production to combustion. Its entire supply chain comes under the microscope, from cultivation, to harvesting, processing, transportation, conversion and finally, its combustion.

i Fast facts

- Ryanair group commit to 12.5% SAF usage by 2030
- SAF is blended with Jet Fuel without the need for engine modification
- Ryanair and Trinity College Dublin SAF Research Centre launched in 2021
- SAF will cut GHG by up to 80%

So, what is SAF and where does it come from?

SAF is a clean substitute for fossil jet fuels. Rather than being refined from petroleum, SAF is produced from sustainable sources like waste oils (from biological origin), agricultural residues or non-fossil CO₂.

SAF can be blended with fossil jet fuel where it requires no special infrastructure or changes to equipment. Once blended, this fuel can be fully certified and have the same specifications as that of fossil jet fuel.

Right now, sustainable aviation fuel in the EU has generally been dominated by biofuels or waste oils. At the moment these fuels have high sustainability risks and the question remains, are they actually reducing carbon, compared to fossil fuels? The production of these alternative fuels mean increased competition for land use, livestock feed, food production and carbon sequestration (the long term removal or capture of CO₂ from the atmosphere, for example, by planting trees) and although they're often referred to as 'waste', implying they've no other use, this isn't exactly accurate. Even waste has a market value. Therefore, an understanding of what methods that will truly reduce carbon emissions is essential so as we can then have a regulatory framework that works and that ensures the production of sustainable aviation fuel does

not dig into or hamper the use of dedicated cropland and its uses.

Waste oils and residues are likely to be the source of low-carbon or sustainable aviation fuels in the near future, giving the industry small improvements in lowering emissions, but they are not suitable for the long-term. Factoring in cost, availability and effectiveness, SAF will need to be made from agricultural residues, bio-waste and electro fuels separate to waste production from cropland or other uses.

Aviation is not the only industry that will want to implement more sustainable fuels so we must think outside the box and remain inventive to keep costs low by means of reduced competition for SAFs, but to ensure we're opting to use a fuel that can clearly demonstrate significant greenhouse gas (GHG) reductions. We want to future-proof the industry's SAF requirements, minimising the risk of capital loss and premature write downs due to environment-related risks.

The European Commission need to choose to implement higher sustainable standards than are currently in place with the Renewable Energy Directive before policy makers push for increased production of SAF.

THE RYANAIR AND TRINITY COLLEGE DUBLIN SUSTAINABLE AVIATION RESEARCH CENTRE



This year, in a landmark initiative, we teamed up with Trinity College Dublin to put in place a standardised framework for the production of SAF. By appointing the best-in-class researchers, we're on the way to seeing 12.5% of our flights powered by SAF, by the year 2030.

The aims of the Ryanair and Trinity College Dublin Sustainable Aviation Research Centre include:

- **To determine sustainability of SAF through lifecycle greenhouse gas emissions and analyse the amount of carbon emitted in producing it, or in other words, its embodied CO2.**

By doing this, we will have the methods to quantify the lifecycle savings gained from SAF, which is a huge stepping stone to implementing worldwide blending standards and sustainability criteria that can then be applied uniformly to all airlines and regulated by means of one set standard of global rules, which treat all airlines fairly and equally

- **To devise pre-screening tools for accelerated certification of early SAF candidates.**

This will remove unnecessary regulatory barriers for the approval of SAF, and therefore, make for an even further competitive marketplace.

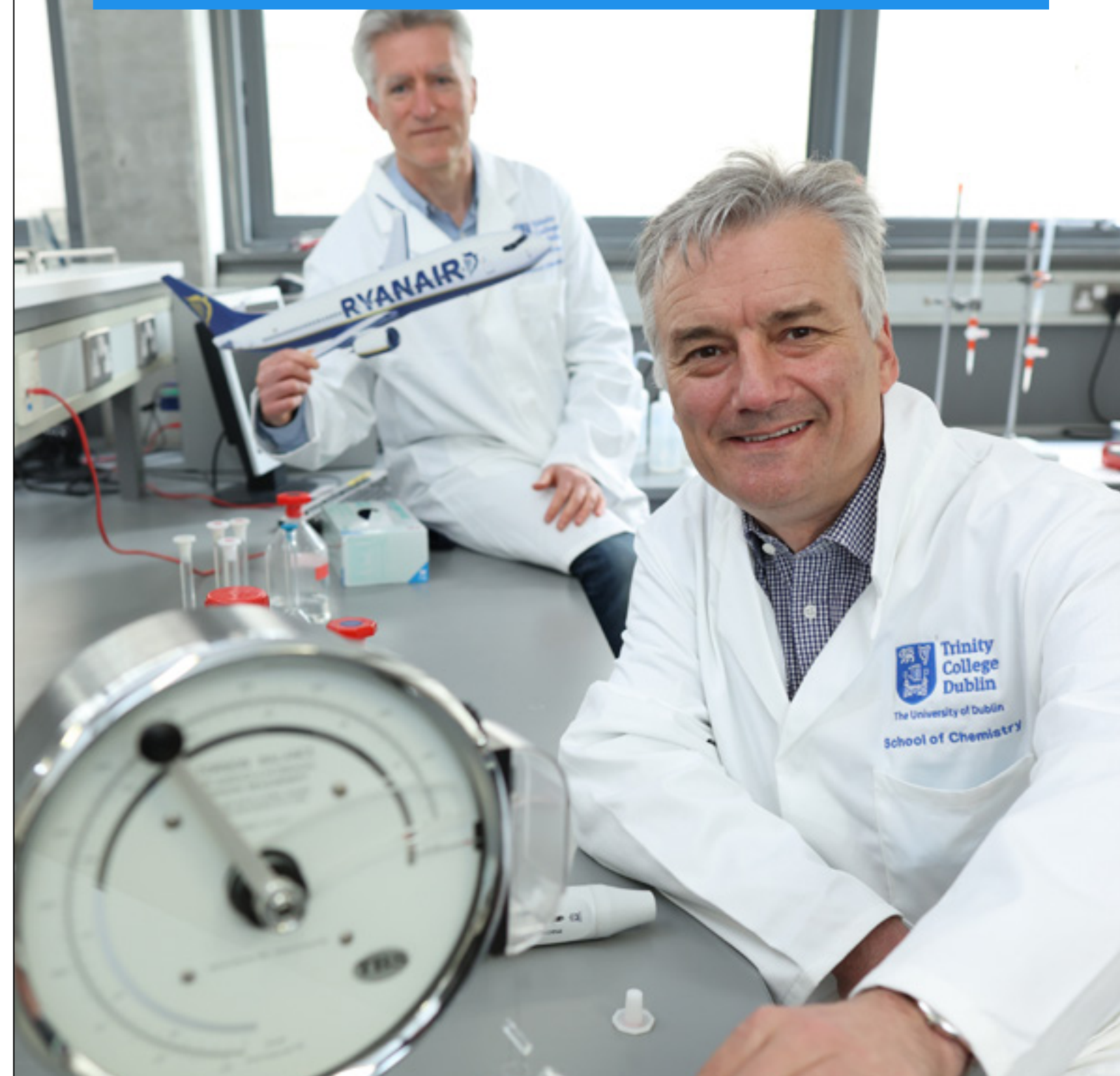
We call on European and national policy makers to support SAF initiatives such as the creation of additional SAF production and to bring forward the availability of raw materials needed to support mechanisms that can cover additional costs for products delivered to market.

As it stands, no one is entirely able to identify the precise benefits of SAF, and its success is dependent on its price and availability, which is why further research and consideration is absolutely necessary. Part of our work with Trinity College Dublin is to ensure that the carbon reductions being claimed across the industry are indeed valid.

Ryanair is committed to going 100% SAF when cost-competitive alternatives, which meet globally-agreed sustainability criteria, become available, and where we can then follow through on our promise to reduce carbon emissions.

i Fast facts

- Ryanair group commit to 12.5% SAF usage by 2030
- SAF is blended with Jet Fuel without the need for engine modification
- Ryanair and Trinity College Dublin SAF Research Centre launched in 2021
- SAF will cut GHG by up to 80%



DECARBONISE OUR OPERATIONS

Ryanair is committed to a climate-smart future and therefore a company-wide decarbonisation programme across all flights and operations.

The implementation of additional decarbonising measures is not only good for business and moves us closer to achieving our 2050 goal, but it's also in response to the wants and desires of our team, our customers and our investors.

We, along with our stakeholders, want to see Ryanair continue to reduce emissions and unite in the same goal as we push for better technology and improved flight operations across the board.



i Fast facts

- 25,000 tonnes of fuel saved through Ryanair Group GPU policy
- 80,000 tonnes of fuel saved through continuous descent operations
- 90% of flights perform single engine taxi – saves approx. 68,000 tonnes of fuel
- Paperless cockpits cut 15kg of paper manuals per cockpit, per flight
- 100% of Ryanair Group operation is point to point with industry leading load factors



New and Dynamic Flight Planning System

Our pilots will receive up-to-date data-driven flight plans, therefore reducing any unnecessary flying and minimising excess fuel requirements. This digitisation of flight plans will bring greater, more efficient connectivity of routes within Europe and will offer pilots real-time information like weather and air traffic data.

This will not only lower our costs and having us continue to be the No.1 on-time airline, but help to reduce carbon emissions with each flight.



Digitisation of flight plans

For more efficient connectivity of routes



Implementation of GPU

The implementation of an electric ground power unit (GPU) policy across the entire Ryanair Group (wherever possible) will help us save 9kg of fuel per flight or 25,000 tonnes p.a. Usually, an aircraft will use its own aircraft power units (APU) onboard but with ground-based electric power, our aircraft can reduce fuel consumption during start up, shutdown and taxiing stages.



9kg fuel saved

Per flight through the use of electric Ground Powered Units



Implementation of Electronic Flight Bags

The implementation of electronic flight bags and paperless cockpits, cuts 15kg of paper manuals per cockpit, per flight, resulting in fuel-burn savings of approx. 600,000kg p.a. helping us to fulfill our mission of reducing carbon emissions in the atmosphere.

Pilots also receive the latest flight plans sooner which minimises the amount of excess fuel that needs to be carried.



15kg reduction of paper manuals

Per flight, through use of paperless cockpits



Continuous Decent Operations

With a continuous decent operation, rather than a stepped descent approach, our aircraft can remain at higher altitude for longer, requiring less fuel.

Last year, we saved 80,000 tonnes of fuel through our continuous decent operations. Added to this, with our continuous decent approach (CDA), we set the highest standard for others to aspire to in terms of Environmental Noise Abatement Compliance. In April 2019, we achieved our target of 100% CDA from over 1,500 arrivals to runway 22 at London's Stansted.



Ranked #1 for Continual Descent Arrival

At 7 UK airports



Single-engine Taxi Policy

Close to 90% of our flights now perform single-engine taxi operations, between the runway and terminal, saving approx. 68,000 tonnes of fuel.



68,000 tonnes fuel saved

P.a. through single-engine taxi policy



Point to Point to fixing Air Traffic Control

Ryanair Group operate a highly efficient point-to-point flying model which means we burn less fuel by flying direct to destinations. This model, combined with industry-leading load factors is a big contributor to our winning CO2 emissions-reducing formula.



Point to point routes

With industry leading load factors (96% pa)

GREEN CAMPUS

Our newest and most energy-efficient building is our Ryanair Head Quarters, located at Airside Green, Swords, in Dublin. It is BER certified with a score of A3 and has over 100 solar panels, uses motion sensor lighting, so our lights are never left on when not in use, and they even dim when natural light floods through our office space.

Our HQ is home to a recycling centre, 8 e-charging points and 200 sheltered bicycle spaces to help promote a greener commute to work for our team. Then there's also the Irish Government's Cycle to Work scheme that we proudly participate in. This scheme helps our employees to avail of a brand-new bike and safety equipment worth up to €1,250, or safety equipment and a brand-new electric bike, up to the value of €1,500.

All teams and departments are supplied with recycling bins and we're working hard to phase out the use of all non-recyclable plastics from our operations within the next five years — and our canteen is no different, we've incentivised all our team to bring reusable cups.



A3 BER certified

Energy-efficient Head Quarters



8

e-charging points



200

Sheltered bicycle spaces



HIGH-TECH HANGARS

We have invested over €500,000 in all-LED lighting projects across all our office and hangar sites.

We have invested over €500,000 in all LED lighting projects across all our office and hangar sites - using motion sensor LED lighting so the lights are never left on at home-time, and our new technology goes one step further by

automatically dimming the lights as natural sunlight floods into our modern working spaces. We also use LED lighting in our hangars across Europe.



€500k investment

In all-LED lighting



DECARBONISING OUR SUPPLY CHAIN



Ryanair's supply chain is based around our aircraft and supporting operations with our key suppliers being:

- ✓ Airports and ground handling
- ✓ Aircraft and engine makers
- ✓ Fuel providers
- ✓ In flight catering service providers

As part of our procurement processes, the environmental footprint of the vendor plays a key role in the purchasing decision.

We are making progress with our vendors to reduce waste and more to more sustainable methods of production.

Ground Handling

Our ground handling partner, Azul, have invested €7.3m in 248 pieces of electronic ground handling equipment through 8 locations in Spain. These "e-turnarounds" reduce greenhouse gas emissions and the consumption of diesel fuel.

Using electronic equipment also reduces NOx emissions. We aim to achieve 10% of turnarounds using electronic equipment this year in Spain.



Airports

A key part of our selection criteria when looking at route development is ensuring that we partner with environmentally efficient airports.

Fast facts

- Invested €7.3m in electric ground handling
- We partner with environmentally efficient airports
- Plastic free on-board flights by 2025



Inflight catering

We are increasing our recycling onboard our aircraft and throughout our operations. We are already using 80%

recyclable plastics on-board our flights and plan on being 100% free from single use plastics in the next 4 years.



PARTICIPATE IN CARBON OFFSETTING

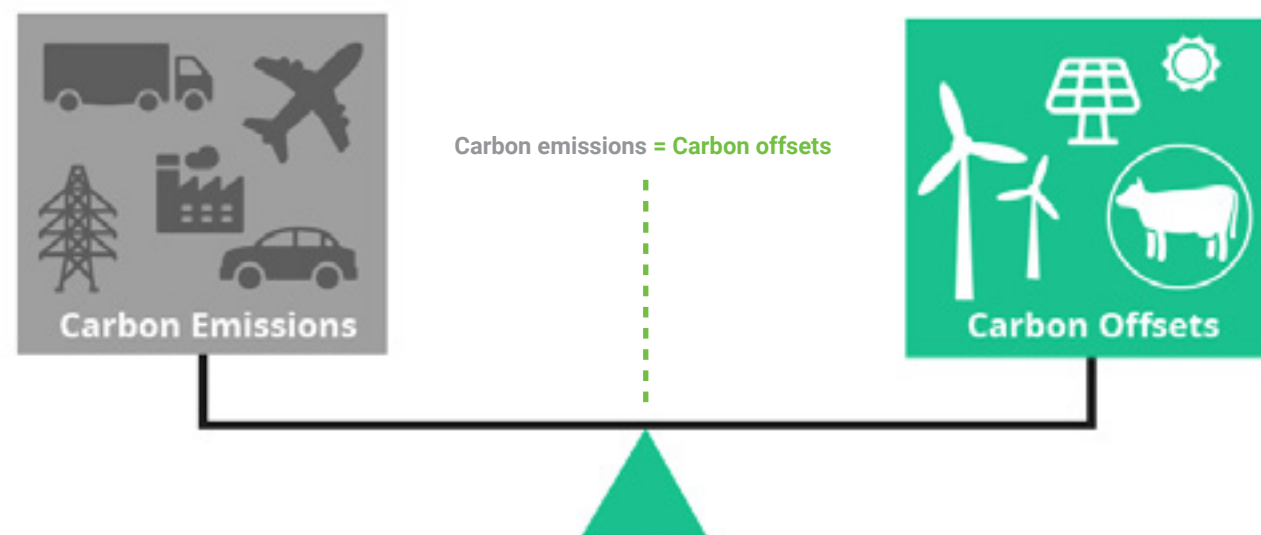


Fast facts

- Customers can offset their carbon footprint in 2 ways
- €3.5m used so far
- 100% of contributions used on Ryanair Group climate projects

Carbon offsetting is a way to compensate for carbon dioxide or other greenhouse gas emissions. It's an effective way of neutralising carbon emissions from a global perspective. It is cost-effective and conscious of the fact that industries need time to get around barriers and make a shift to being able to reduce carbon directly.

Carbon offsetting also keeps us in line with our own aims and the UN Sustainable Development Goals, the Paris Agreement and the UN Global Compact.

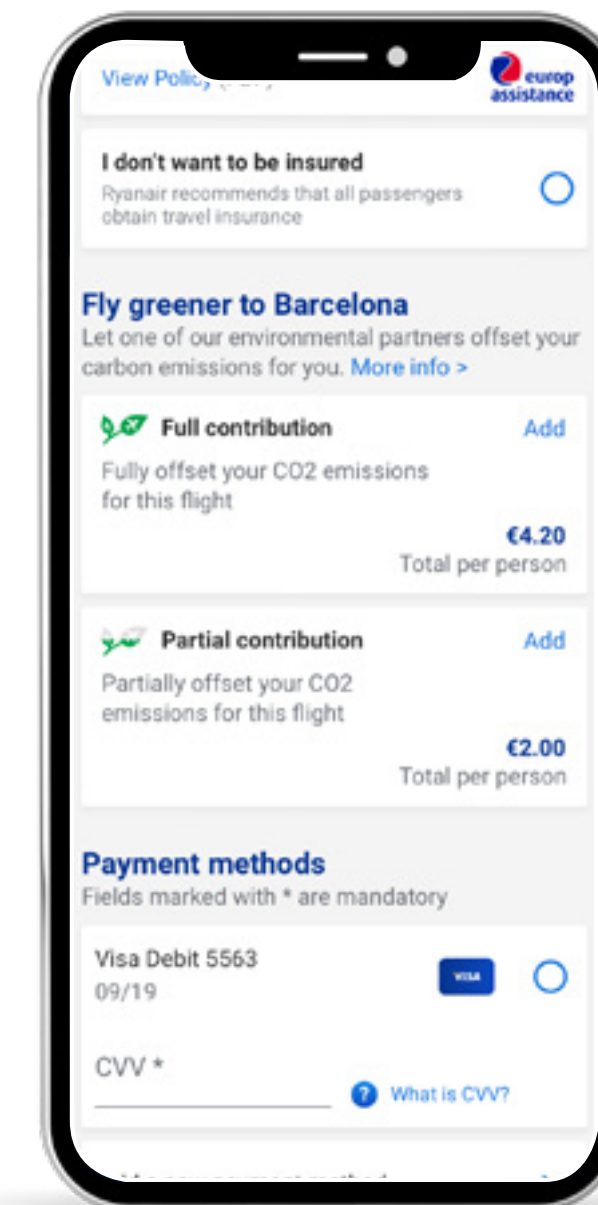


CUSTOMER CARBON OFFSET

Every customer has the option to offset their CO2 emissions through the Ryanair Group Carbon Offset Scheme.

Customers can offset their emissions in two ways. The first, by contributing €2. The second by using our new Carbon Calculator which, based on a number of different trip criteria, provides each customer with the total cost of offsetting their carbon footprint. Both options are available at the time of the booking.

100% of customer contributions are used towards the Ryanair Group climate projects and in 2019, 3% of customers chose to go greener, supporting the environment by making contributions at the time of booking, raising €3.5m.



WORKING WITH OUR PARTNERS

In recent years, Ryanair has made a conscious effort to partner with credible, change-making sustainability projects.

Funded by our customer Carbon Offset Scheme, the majority of projects in which we have invested meet the Verified Carbon Standard (VCS) and Gold Standard benchmarks.

VCS is a not-for-profit organization that sets the standard for certifying carbon emissions reductions while the Gold Standard sets requirements to help design projects that result in the maximum positive impact on climate and development. It also sets requirements to measure and report on outcomes in the most credible and efficient way.



Renature Monchique was established by Ryanair in 2019 as part of our environmental commitment to reducing our CO2 emissions. It was founded in partnership with GEOTA, ICNF, the Algarve Tourism Board and The Municipality of Monchique to help with the Algarve region's reforestation following the largest wildfire in 2018 to have ever hit Europe.

Thousands of hectares were destroyed and millions of euros lost. In the last 2 years, over 135,000 trees have been planted with the help of over 150 local volunteers from the community. The project has helped 43 landowners and their families to date while ecological restoration was initiated covering an area of 584 hectares. All of this would have been impossible without the support of our customers through our Carbon Offset Scheme.



Ryanair has worked with **First Climate**, the international emissions reduction project organisation, to support its Ugandan Cookstove Project since 2019.

With funds raised through our Carbon Offset Scheme, we have been able to help distribute energy-efficient cookstoves to households within Uganda's Kampala region. This has meant families can significantly lower charcoal use and save on the cost of fuel, reducing greenhouse gas emissions and conserving the area's native woodland. Furthermore, the improved design of the stoves leads to a much higher combustion temperature which helps shrink indoor pollution, therefore preventing associated health problems like respiratory infections, cardiovascular disease and ocular disease.



SHELL

Since 2020, Ryanair has partnered with Shell in both Malawi and Turkey, to support the Gold Standard's offsetting initiatives, further developed by CO2balance and Enerjisa Enerji.



Improved Kitchen Regimes Multi-Country Poa, Malawi

This Gold Standard project, developed by CO2balance, supports the Dowa and Kasungu Districts of Malawi, where there is limited access to clean water.

To disinfect the water here, it must be boiled, requiring timber as a source of fuel. By rehabilitating boreholes, the water is clean and there is no longer a need to boil it, therefore saving firewood and cutting carbon emissions. Our Carbon Offset Scheme continues to provide funds to support the long-term maintenance of these boreholes.

To date, our involvement in the project has helped save 245,000 tonnes of CO2 emissions from going into the atmosphere.



Balikesir 142.5 MW Wind Power Plant project, Turkey

This Gold Standard project, developed by Enerjisa Enerji Üretim A.S., aims to reduce greenhouse gas emissions in Turkey by stimulating growth in the wind power industry. Consequently, this will boost employment and reduce the country's dependency on fossil fuel power generation, helping to lower Turkey's increasing energy deficit, as well as diversify the power generation mix and reduce the country's dependency on imports.

Our involvement in the project has helped save 330,000 tonnes of CO2 emissions from entering the atmosphere so far.

GOVERNMENT POLICY AND REFORM

Despite our own progress to date and our robust roadmap of initiatives to becoming carbon neutral by 2050, the EU and local governments have their part to play as well and at Ryanair Group, we again call on them to act now.

Air traffic management (ATM) reform

Ryanair, together with other European airlines and through Airlines for Europe (A4E), fully supports the reformation of the European airspace and the competition of the Single European Sky.

When aircraft fly from country to country, they cross over different airspace. The primary role of Air Traffic Management (ATM) is to ensure the safe separation of aircraft during travel. ATM impacts how high, low, fast and slow an aircraft flies and therefore the amount of fuel used.

A standard, more efficient, ATM process would result in a **10% reduction in carbon emissions** and bring us closer to our goal of net-zero carbon emissions.

Airlines for Europe was created in January 2016 by Europe's five largest airline carriers who together, make up 70% of European air traffic: Ryanair, International Airlines Group (IAG), Air France-KLM, easyJet and Lufthansa.

The CEOs of these top five came together to bring into effect a cost-effective and emissions-reducing framework for European aviation. To date, companies such as Boeing, Airbus, Embraer, GE and Thales, plus holiday, cargo firms and bigger industries have come to join A4E.

Where this united voice comes into play, and where it's necessary, is in policy decisions and regulations that determine the flow of air traffic and therefore the aviation industry's value and efficiency. ATM is heavily influenced by government and so we see a lack of competition within the industry, causing flight delays and higher prices for us and our customers.

EU member states and the aviation industry are encouraged to challenge ATM monopolies, to achieve better and more streamlined integration of European airspace in a push that would undoubtedly improve airspace efficiencies, allow for shorter flight paths, and reduce aviation's environmental impact by 10%.

CURRENT ATC +10% CO₂



BETTER ATC -10% CO₂



IMPROVED ATM
WOULD RESULT IN
10%
REDUCTION IN CARBON
EMISSIONS



The Fuelling Flight Initiative

Ryanair is actively working with the European Commission through Airlines for Europe (A4E) and the Fuelling Flight Project plus industry fuel suppliers, to call on governments to support our industry investment in SAF and to incentivise its use.

We proudly support the **Fuelling Flight Project** and want to bring about policies that promote only the most sustainable fuels to reduce aviation's impact on the climate but which will also help us to reach our net-zero carbon emissions target by 2050.

The Fuelling Flight Project is a stakeholder group formed by the European Climate Foundation and the ClimateWorks Foundation. It includes industry and civil society representatives, with technical support from the International Council on Clean Transportation and its mission is to find ways to reduce greenhouse gas emissions, guide the growth of a European SAF industry, as well as encourage the market uptake for it.

Through the European Climate Foundation, Ryanair is a proud supporter of, and has signed up to, the Fuelling

Flight Initiative to bring about future policies that will only promote the most sustainable fuels, reduce the industry's impact on climate and make sure the scaling-up of SAF is informed by an impact assessment of EU resources, such as excluding any biofuels produced from dedicated cropland, so as to avoid the competition for limited and already dedicated resources used in agriculture.

Investment certainty for the production of SAF in Europe is dependent on long-term EU policies and we are dedicated to helping to ensure these policies bring about the most sustainable fuels available and in the most sustainable way possible, creating a positive and impactful reduction in emissions. such as excluding any biofuels produced from dedicated cropland, so as to avoid the competition for limited and already dedicated resources used in agriculture.

Investment certainty for the production of SAF in Europe is dependent on long-term EU policies and we are dedicated to helping to ensure these policies bring about the most sustainable fuels available and in the most sustainable way possible, creating a positive and impactful reduction in emissions.

Tax schemes

Through the EU Emissions Trading System (ETS), Ryanair paid over €540m in environmental taxes in FY19 and €630m in FY20, and has fully complied with this scheme since 2012.

Taxes on aviation, however, are not a solution. They deliver no environmental benefits, favour high-fare inefficient airlines and hurt low-fare efficient ones.

We believe that a regional emissions trading system would be more efficient in emissions reduction rather than an additional passenger tax under the guise of 'environmental tax'.

Not only do these taxes make it much more difficult for us to achieve climate gains, as extra costs incurred for the airline business hinder further investment in climate-friendly solutions, but they also disproportionately impact peripheral regions and economies, and lower income citizens. These areas rely heavily on air connectivity for economic growth, tourism and jobs.

We believe that a single global market-based mechanism is the best way to govern emissions across the entire aviation industry and we are therefore encouraging regulators to carry out the following:

- Prioritise the refinement of existing carbon pricing mechanisms before creating new pricing schemes, like 'environmental taxes' that overlap with existing regulations.
- Earmark any revenue raised from auctioning emission allowances to finance the technological transition towards lower-emitting aircraft which generate higher load factors.

We at Ryanair are very keen to see development in this area.



Ryanair Environmental Taxes (€m)	FY19	FY20
UK APD	330	383
GERMAN APD	88	85
SCANDINAVIA APD	5	5
AUSTRIAN APD	5	6
BCN TAX	1	1
EU-ETS PAYMENTS	115	150
TOTAL	544	630
COST PER GUEST (% of ave ticket)	€3.82 10%	€4.12 11%

11% OF THE COST OF THE AVERAGE TICKET IS ENVIRONMENTAL TAXES



DID YOU KNOW?

In 2019, Ryanair was the first airline to release monthly CO2 emission statistics, detailing an average of 66g of CO2 per passenger/km.



Fit for 55

This summer (2021), the European Commission published the 'Fit for 55' package which includes several proposals which will significantly impact European airlines in the years to come

For aviation, future European policies are crucial to ensure investment in new fleet, Sustainable Aviation Fuels (SAFs), new technologies -- such as electric and hydrogen aircraft, and to achieve more efficient air traffic management via an updated Single European Sky. Europe's airlines have ambitious targets in line with the COP21 Paris Agreement. The sector is committed to accelerating its emissions reductions to reach net zero

CO2 emissions by 2050 for all flights within and departing Europe, and to significantly reduce emissions by 2030 as per the sector's Destination 2050 roadmap. Aviation is responsible for around 3% of global emissions.

Relevant policies for aviation in Fit for 55 include:

- A SAF blending mandate under the ReFuel EU Aviation initiative;
- The review of the Energy Taxation Directive (ETD);
- The proposals on EU ETS and CORSIA;
- The review of the Renewable Energy Directive (RED) and the alternative fuels infrastructure Directive.



“The proposals unveiled today will have a transformative impact on the sector. We look forward to working with policy-makers to ensure airlines can deliver on our commitments, while at the same time making sure regulators also play their part. In the end we must keep air transport affordable and accessible to all citizens”

“We re-affirm our position, however, that climate policy regulation can be ecologically and economically counterproductive.

In this regard, unilateral and double pricing of CO2 under several market-based measures would be economically counterproductive.

If airlines pay for their CO2 under the EU ETS, for instance, they should not have to pay for it again elsewhere. Inefficient policies leading to a disproportionate cost burden hamper aviation’s decarbonisation plans.

As one of the sectors hardest hit by the pandemic and with an essential role in kick-starting societal and economic recovery – future EU policies must guarantee and support the sector’s competitiveness. The Fit for 55 policies risk affecting this competitiveness and that of the entire aviation ecosystem, Europe’s tourism industry and the wider EU economy. Carbon leakage will need to be mitigated through appropriate measures, such as uniform regulations, carbon border adjustment or designated

Badly designed European taxes will not reduce emissions. By making flying more expensive, it may shift demand globally and reduce traffic locally. But it will not tackle the source of the emissions. We need to invest in solutions that offer real reductions in CO2 emissions per aircraft. Increasing costs reduces our capacity to make these investments whilst CO2 emissions are potentially shifted to other regions”

- Thomas Reynaert, Managing Director, A4E



Destination 2050 showed that decarbonisation and an alignment of the aviation industry with the EU’s climate targets is possible without further significant cost increases on the sector. The European aviation sector’s pathway would guarantee that air transport can decarbonise without compromising its ability to continue delivering social and economic benefits globally.

Any further taxes on aviation must also take into account the overarching costs which are unique to airlines in Europe, and how these relate to decarbonisation efforts. This includes, among others: ticket taxes, solidarity taxes, air traffic control charges, airport charges and security costs – the latter of which is paid for by the State in other sectors. These costs are unevenly carried by other modes of transport and should be better considered when designing future economic policies.

A4E call on the The European Commission to ensure the ‘Fit for 55’ package drives decarbonisation while ensuring a level playing field for EU airlines.

- Fit for 55 (FF55) policies should support future industry investments in new aircraft technologies and SAFs – two key tools to decarbonise aviation by 2050.
- Unilateral and double pricing of CO2 under several market-based mechanisms is economically and ecologically counter-productive and could distort competition within the EU and globally.
- Sector’s Destination 2050 decarbonisation roadmap shows alignment with EU climate goals without the need for further cost increases.
- Carbon leakage and competitive distortion within and outside Europe will need to be mitigated.



OUR PEOPLE

Behind every operation at Ryanair is a dedicated team of professionals. From the cockpit to our engineering hangars and our HQ — our people are the key to our success.

The Ryanair Group is an equal opportunities employer, employing over 15,000 people from 66 countries across the world that speak 42 languages, including our working language of English. We're very lucky that we all get to work in a multi-cultural and diverse environment.

OVER
15,000
PEOPLE FROM 66
COUNTRIES

The Group is also fully compliant with the Employment Equality Act 2015 and the Equal Status Act 2018.

SOCIAL

This section shines a light on our organisational policies and practices, diversity and inclusion and the impacts we have on our customers and our people. We want to continue to provide for our communities, support our people and not only show strong leadership in terms of our environmental strategy, but across the board.

We're actively engaging with our people and have implemented new initiatives to help us further identify the needs of our customer base and ways that our business can be an even greater force for good.



OUR PEOPLE AND CULTURE

Ryanair Corporate Social Responsibility, 2021

A MESSAGE FROM OUR DIRECTOR OF WORKFORCE ENGAGEMENT



“I am grateful to our crews and people who have given their time and shared their views in our engagements to date, and I look forward to meeting more of our 17,000 aviation professionals whose hard work, dedication to safety and customer service are key to our Group’s success.”

Ms Róisín Brennan
Director of Workforce Engagement

“ This year the Group built on its well-established workforce communication and engagement mechanisms with my appointment as Workforce Engagement Director. My role is to engage with employees and bring feedback to the Board so together we can understand and consider these views in our decision making. The Board includes Workforce Engagement as an agenda item at least quarterly.

This is a new role which we look forward to developing in the year ahead. This year, we established Colleague Contribution Panels to gather feedback from key business areas.

We conducted a series of virtual consultations including with pilot and cabin crew colleagues from a range of Group airline bases, as well as colleagues from our Airside Ryanair Labs and Engineering Department.

Although the Covid pandemic has restricted my ability to travel and meet staff groups, we have had very positive engagement in our online panel discussions, and I look forward to building on this early success with more engagement next year, including face-to-face meetings.

”



OUR PEOPLE, THEIR BENEFITS

At the Ryanair Group, we want to retain the best talent and so we invest in our people and their future.

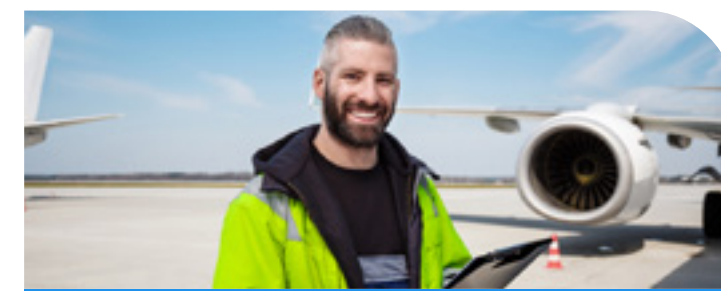
Job Security

With our sustainable and proven business model, we’ve negotiated agreements on job security and have created thousands of highly paid, high skilled jobs each year.



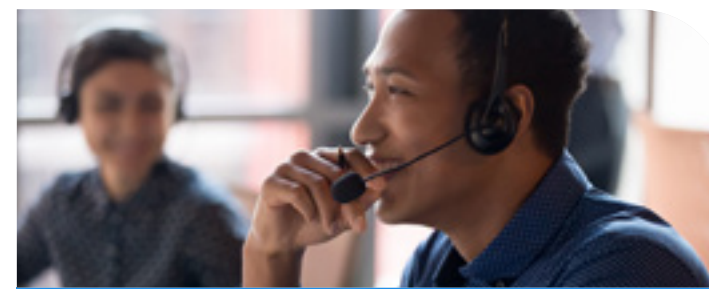
Career Progression

We provide our people with the opportunity to prove themselves, promote hundreds of employees each year, resulting in long-term careers at the Ryanair Group.



Best Pay

We always reward hard work. Our market-leading earnings are driven by productivity.



World-class Training

Comprehensive, industry-leading training for our pilots, engineers and wider team.



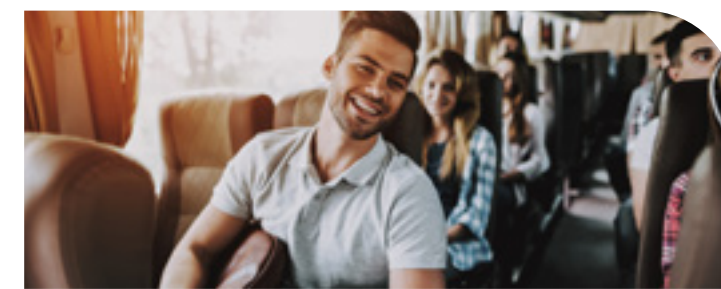
Best Roster

Our crew don’t stay in hotels, they go home each and every night. Our new work/life balance policies encourage our office teams to adopt a mix of working from home and from the office.



Discount Travel

Our staff get discounted flight travel and discounted rates with our hotel partners.



OUR GOALS, NOW AND IN THE FUTURE



Our goals, outlined below, are incredibly important to us, as they provide much-needed clarity, security and opportunity for employees, as well as a brighter future for the entire Ryanair Group.



Added Job Satisfaction



Further Training and Career Development



Inclusivity, Diversity and Equality

TO ACHIEVE THESE GOALS WE WILL



Formalise Our Freedom of Association Policy

Guaranteeing a person's rights to form associations and unions, we will draft our Freedom of Association Policy and publish this on our employee intranet as well as on our corporate website.



Review and Improve Discrimination Prevention Policy

To help promote greater equal opportunities in the area of employment, we will review our existing Discrimination Prevention Policy, ensure it is up to date and fit for purpose.



Disclose Collective Bargaining Arrangements within the Network

We will be drafting a document which generally outlines the deals we have made across our network, what we have achieved in carrying out these deals and when they are due to be negotiated again.



Review and Improve Training and Career Development Programmes

We will carry out an analysis of office staff training, make improvements, if any, and implement these with revised training requirements documents, for all new joiners across our office network.



Refresh Bribery and Corruption Policy

We will review our existing policy and update it to include the UN Sustainable Development Goals. We will review vendor's policies to ensure this is also included. This updated policy will be published on our intranet and corporate website.



Establish Gender Committee and Agree on Future Goals

We will also be implementing a roadshow for attendance at all-girls secondary schools to promote more females becoming pilots.

PEOPLE GOALS, AND PROGRESS

The Group's people management philosophy rewards hard work and gives our people opportunities to fast track their careers within a supportive environment that prioritises and encourages development and promotion.

Our focus on people development applies across all areas of our business, from growing junior cabin crew into supervisors, to promoting first officers to captains, to developing IT graduates into skilled developers, and much more.

Ryanair's open culture, world-class training and focus on developing internal talent, allows our people to develop their confidence and skillset quickly, so they're well positioned to develop their careers and secure promotions.



Engaging Our Teams

Throughout the Ryanair Group, team participation and engagement in regular every day operations, as well as new initiatives, is hugely important to us.

Our philosophy is to always have open and direct communications with our people and keep all teams engaged with matters that concern our business.

We use our Ryanair Labs technology centres to develop our industry-leading suite of internal communication tools including a digital helpdesk, Ryanair TV, Safety TV and Fleet Tweet (SMS) for our employees. This proved especially useful during Covid-19 restrictions when we were able to leverage these digital systems to keep our people networking and informed.



Succession Planning for Management

This year, we enhanced our succession management processes to identify and develop future business leaders and give high-potential people ownership of their career paths. All senior management roles have a succession plan including development goals and strategies for the next generation of leaders.



All senior management roles

Have a succession plan



40% of the Group Board

Are female leaders



60% of our promotions

To middle and senior management teams have been female



7.5%
INCREASE IN FEMALE
CADET POSITIONS
APPLICATIONS

Gender Diversity

At the Ryanair Group, as part of our Diversity, Equality and Inclusion programme, we are committed to building on the number of female employees in management and leadership positions.

We're very pleased that right now, 40% of the Group Board are female leaders while over the past 12 months, more than 60% of our promotions to middle and senior management teams have been female.

The airline industry has traditionally suffered from a lack of female pilots and male cabin crew applicants, but recent increases in female applications for cadet positions have shown great promise and now sit at over 7.5% of applications in the last 12 months, representing a steady increase year-on-year.

Over the next few months, we plan to undertake a review of our Diversity, Equality and Inclusion programmes to ensure they are fit for purpose, are up to date with the latest industry standards and are aligned with the UN Sustainable Development Goals.



Training

Training is at the forefront of everything we do at Ryanair and our people have access to the best training facilities in the industry. For example, our pilot and cabin crew training facilities in Ireland, the UK, Germany and Italy are strategically fitted with state-of-the-art flight simulators and cabin facilities.

We also have a partnership with Airline Flight Academy (AFA) in Dublin, where our crew can make use of Boeing Max and Airbus flight simulators, as well as other training facilities. Our cadets, first officers and pilots undergo extensive training to qualify and operate from the flight deck.

We operate in a highly regulated industry with EASA (European Union Aviation Safety Agency) stipulating what training our flight deck crew must undergo before being certified to operate on both our Boeing and Airbus fleet.

Once licenced to operate, each member of the flight deck crew must undergo training in excess of 50 hours p.a. This includes simulator training, line check training and classroom lectures.

Our Graduate Programme

Ryanair offers graduate programmes and internships ranging from one to four years across all key areas of the business: Engineering, Maintenance, Materials Management, Flight Operations, Ground Operations, Safety & Security, Finance, Legal, Marketing and much more.

Graduates are a vital part of our talent pipeline with 70% of each intake moving into permanent positions within the Group. High performers are fast-tracked into management positions, made possible by our track-record growth across the entire airline Group and our strong belief in promoting from within.



70% of of Graduates

Move into permanent positions



Employee Representative Groups and Trade Unions

The Ryanair Group continues to engage with trade unions and our people throughout Europe. We regularly meet with our pilot and cabin crew unions to negotiate on pay and conditions.

Since recognising trade unions in December, 2017, we have concluded long-term collective labour agreements with our employees in all of our major markets throughout Europe.



Concluded long-term agreements

With trade unions and employees in all major EU markets

Ryanair's People Response to Covid-19

Early, during the Covid-19 restrictions, we prioritised the safety and wellbeing of our crew and protected the maximum number of jobs.

We provided our people with regular updates and were able to communicate the range of health protection measures implemented on board our aircraft, our administration facilities and our offices.

In March 2020, we opened discussions with trade unions and employee representative groups throughout Europe on Emergency Agreements which included modest short-term pay cuts (to be fully restored over the life of the agreements) plus productivity improvements and job protection. These agreements gave our people the reassurance that we would protect their jobs at a time when our competitors were letting go of thousands.

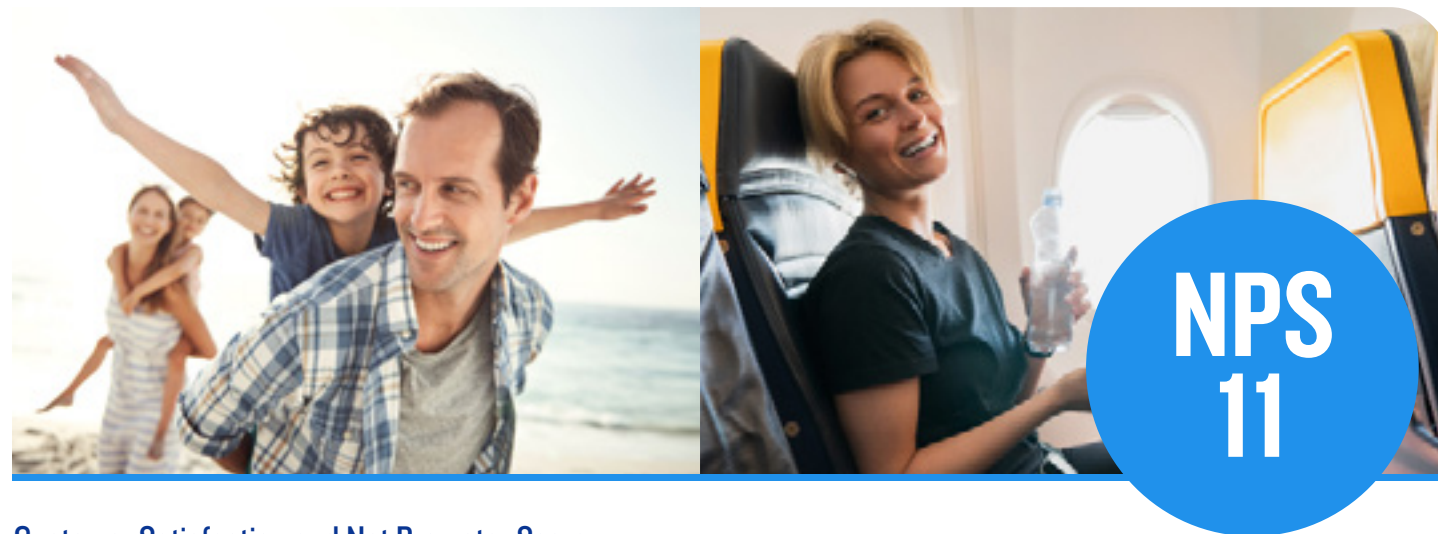


OUR CUSTOMERS

The Ryanair Group's customers are at the centre of everything we do. Customers love flying with Ryanair thanks to our low fares and no-frills policy, but we want to do even better for our guests and remain Europe's favourite airline.

With our customer numbers only set to grow, from 149m to 200m by 2024, this year, we've made significant improvements to our customer services, setting further

ambitious plans and targets to develop systems that will enhance communication and ensure our customers, we're listening.



Customer Satisfaction and Net Promoter Score

The Net Promoter Score (NPS) is a measurement of a consumer's willingness to recommend a company's product or service to others.

With our customer surveys, we track our NPS. These surveys include Rate My Trip, received by all customers one day post-trip; Rate My Airport, received by selected customers who have departed from some of our higher capacity airports, such as London Stansted and Milan Bergamo; Ryanair Brand Sentiment, received by selected customers who have travelled with us on at least one occasion in a 12 month period, and Web and App usability, shared with customers post-booking.

We ask customers to give feedback and rank aspects of their trip, from their satisfaction with their food and drink, crew friendliness, to value for money, punctuality and choice vs. our European competitors.

Overall, eighty-seven per cent of our customers were happy with the fare they paid, 80% were happy with the punctuality of their trip and 73% felt Ryanair was reliable.

We find that scores given immediately post flight are very strong and are heavily linked to our No.1 on-time performance, whereas our bi-monthly survey results proved not as strong as those immediately post-flight. We know that external noise in the media can create negative connotations with flying with Ryanair.

Overall, Ryanair customers are very pleased with their flight experience, providing it is not disrupted. Our low fares, reliability and punctuality remain the key factors for our customers.

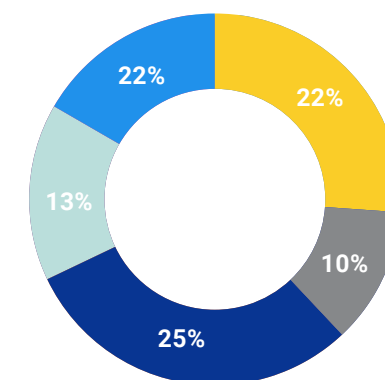
OUR CUSTOMERS IN NUMBERS

While Ryanair cannot be beaten for low fares, choice and on-time flights, as we grow to 200m passengers pa, we are determined to keep listening to our customers and improving our service.



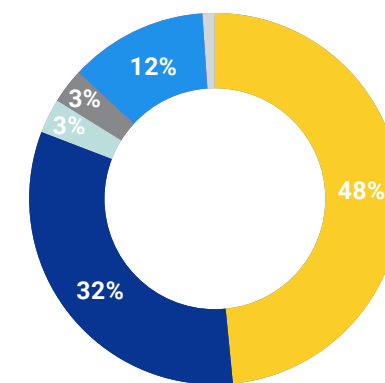
43.6m

Customers in 2021



19-25 26-35 36-45 56+ Unknown

Age demography



1 2 3 4+ Family

Number of PAX per booking



22%
UK



14%
Italy



10%
Germany



10%
Spain



7%
France



4%
Poland



4%
Ireland



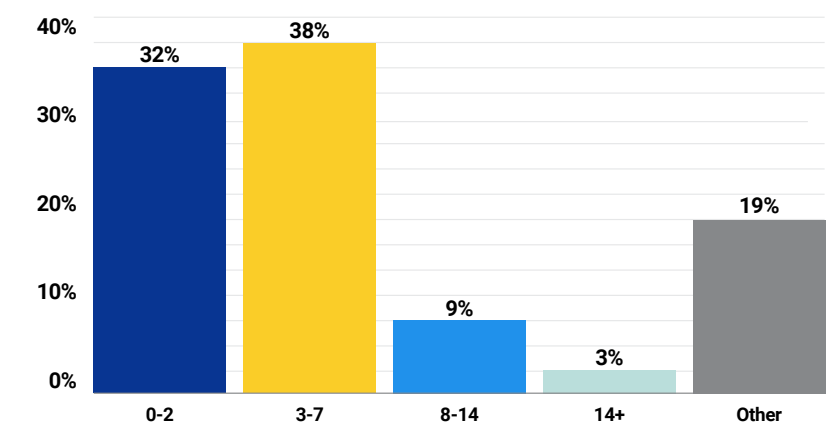
2%
Belgium



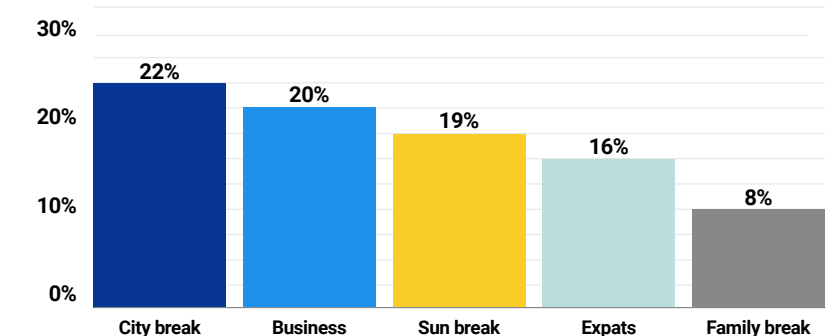
2%
Netherlands



22%
Other



Average trip length



Trip types

THE RYANAIR CUSTOMER PANEL



The Ryanair Customer Panel initiative will see Ryanair customers come from all over Europe to provide us with their honest feedback and recommendations, helping us to improve our services.

Kicking off in autumn, 2021, our first customer panellists are set to fly with Ryanair to Dublin, where they'll participate in a two-day event of workshops, discussion and specialised sessions. We want to hear, straight from the horse's mouth, how we can best improve our customer services strategy and make Europe's No.1 airline even greater.



A full awareness campaign was launched



Candidate applied online via a dedicated Customer Advisory Panel Application form



Applications were reviewed



Short listed candidates were contacted via video call then selected



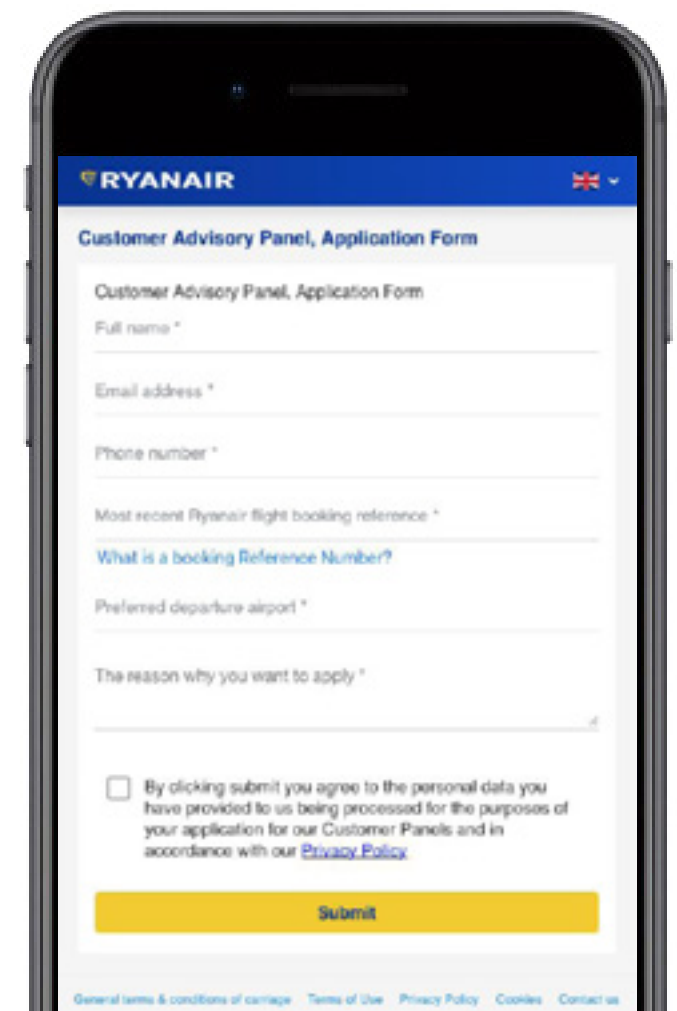
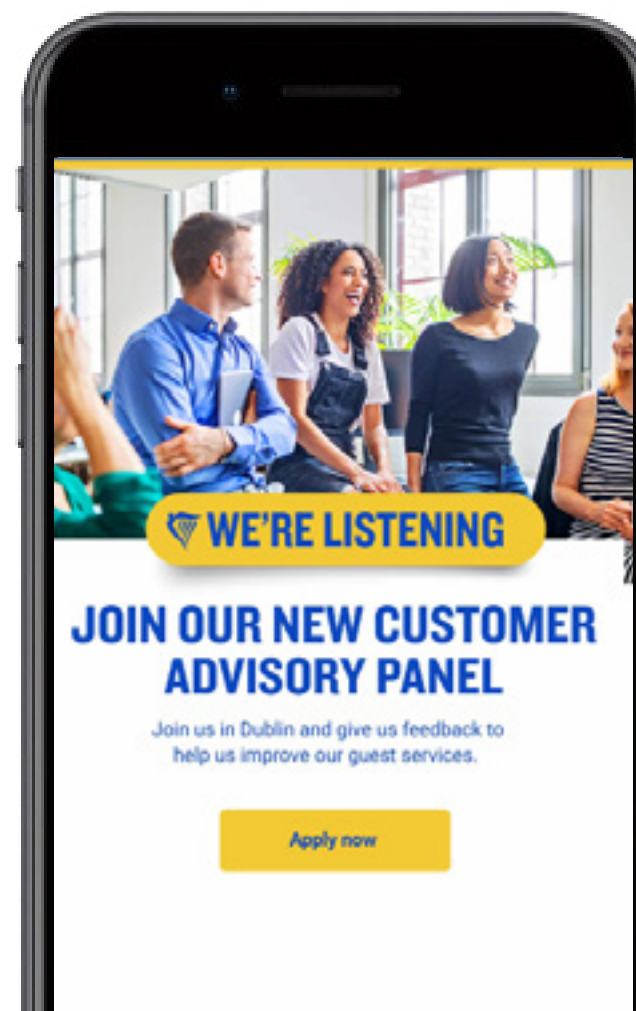
WE'RE LISTENING

LAST CHANCE TO ENTER

JOIN OUR NEW CUSTOMER ADVISORY PANEL

Join us in Dublin and give us feedback to help us improve our guest services.

Find out more



STRENGTHENING OUR PRODUCT OFFERING



Web and App

Our new customer web and app experience includes all-new products like our Flight Hub, Flight Assistant, MyWallet and more, helping to make each and every journey with Ryanair a seamless one.



AskRyanair

AskRyanair is the name of our Customer Care Twitter profile and with this, Ryanair customers can contact us when and wherever they need. In the near future, we'll be extending this service to Whatsapp, making for an even more efficient and direct messaging service.



ChatBot

Our new and improved ChatBot can handle 80% of our customer queries to a satisfactory degree. ChatBot is trained to answer more queries in more languages than ever before and we've added the use of video/visual content too, as we know from our customer feedback, visual aids can be much easier to follow.



Zero Change Fee

If Ryanair customers need to change their flight plans or even decide not to travel, they can avail of our Zero Change Fee. No fee, no strings attached.

INNOVATIVE AND UPCOMING INITIATIVES

At Ryanair, we learned a lot during Covid-19. Managing flight cancellations, and at unprecedented levels, highlighted some areas where we could enhance our Customer Care services.

Since then, we've been transforming the kind of support we offer and have created a roadmap of key customer improvements, where we hope to revolutionise, our self-service offering and management of customer queries.

We're aiming for an agent call and chat reduction of up to 60% as we encourage customers to move to more highly effective self-service options. We'll also continue to work towards a 35% reduction in Customer Care OPEX costs compared to that of 2019.



Manage Hub

Today, 40% of all our customer contacts can relate to making simple changes to their booking. With Ryanair's online Manage Hub, customers can see their booking overview, can self-manage, cancel or amend their bookings, and get access to helpful information, including FAQs, all in one neat, consolidated interface.



My Wallet

MyWallet, our new wallet functionality, automates the end-to-end refund process, making voucher and refund accessibility easier than ever. Customers will be able to view their voucher status, get a refund or redeem their vouchers and put them towards Ryanair flights and travel.



Day of travel assistant

Available with the Ryanair app, the Day of Travel Assistant aims to make travel easier and hassle-free for our customers, providing their real-time flight status, boarding gate and Fast Track updates. Customers will have access to inflight shopping and our pre-order service. There's also a dedicated Day of Travel Assistant team for customers who need further help during flight disruptions.



My Activities

We're also launching a new MyActivities portal where customers can track and see the status of all their Customer Care requests and email communications right in one place, with real-time status updates using software by Zendesk.



OUR CUSTOMERS AND COVID-19



SUPPORTED
GOVERNMENTS AND
BUSINESSES WITH
**REPATRIATION
FLIGHTS**

Covid-19 has seen Ryanair and other airlines around the world mapping uncharted territories to an unprecedented extent.

When other airlines were grounded in the spring of 2020, Ryanair continued to operate a limited flight schedule across Europe to offer connectivity to our customers who needed to travel for essential purposes, and as borders closed around the continent, we proudly supported governments and businesses across Europe with a number of repatriation flights.

With the health of our customers being absolutely paramount, we have also set new Healthy Flying Guidelines.



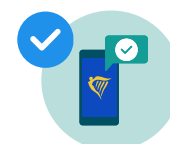
Mandatory face masks for passengers and crew at all times



Cashless flights



Limited inflight service



Online inflight menu only



No gathering at the galley



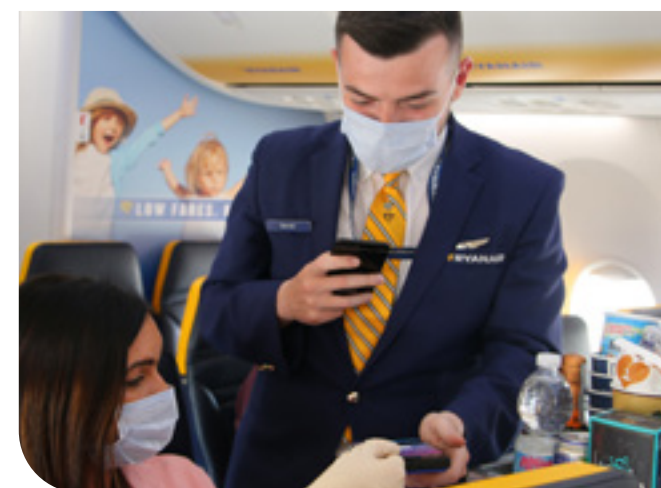
Aircraft are disinfected daily



Fast Track encouraged to limit time queueing at security



State-of-the-art filtration systems, removing 99% of airborne particles



SAFEGUARDING ALL OPERATIONS

Cyber Control

The Ryanair Group's Chief Technology Officer (CTO) reports our cyber security strategy to the Ryanair Board on an annual basis. The strategy is also reviewed quarterly by the Board and monthly by the Ryanair Tech Leadership team.

Audits by independent third parties ensure that the **National Institute of Standards and Technology (NIST) Framework** is being complied with. As we are an essential services provider, the Irish Government conducts annual security audits to assess our system software, system configuration and information handling practices, ensuring we are compliant in these areas.

Implementation of GPU

The Group's dedicated Information Security team provide assurance over third parties, proactively monitor threats, and respond to incidents.

The Ryanair Group's SOC (Security Operations Centre) team monitors intelligence feeds from the Security Information and Event Management (SIEM) team.

Vulnerability management and scanning

The Ryanair Group's Red Team conduct regular Penetration Testing on our key systems and network to ensure data control and protection is in place throughout all IT projects.



Regular Penetration Testing

On our key systems and network

GDPR SAFEGUARDS OUR CUSTOMER DATA



Protecting Our Customer's Data

Carrying approx. 149m customers p.a. we take the safety of our customer's personal data very seriously and are committed to protecting their privacy and ensuring transparency around how data is obtained, gathered, stored and used.

The data provided to us by customers is protected using SSL (Secure Socket Layer) technology. SSL is an industry standard encryption method for personal information and credit card details. All payment details are transmitted over SSL across a dedicated network infrastructure

(Multiprotocol Label Switching/MPLS) and are stored in compliance with Payment Card Industry Data Security Standards (PCI DSS).

GDPR, as well as other data protection legislation, safeguards our customer data and individuals' specific rights to their personal information. All personal data is collected and processed in accordance with Irish, EU and UK data protection laws as applicable. As an Irish data controller, the Irish Data Protection Commissioner is the lead data protection supervisory authority for Ryanair.

Operational Safety

Ryanair is very proud of its industry-leading 36-year safety record. This is thanks to our investment in safety related equipment and training, and our internal confidential reporting systems that prioritise the safety of our people and customers above all else.

Our Ryanair Air Safety and Security Committee evaluates air safety and security related issues on an ongoing basis. The Committee reports to the Board of Directors quarterly and includes Carol Sharkey, Ryanair's Chief Risk Officer (who acts as chair) and the Managers of each of the Ryanair Group airlines. This council facilitates the sharing of best safety and security practices across the Group.

As well as this, we have the youngest fleet in Europe, a world-leading operations flight data monitoring system and state-of-the-art flight and cabin simulator training centres in the UK, Germany and Italy. We also have the industry's first full-size Boeing Next Generation maintenance training aircraft based in London, Stansted, and to ensure best practise, our crew has 24-hour online access to Ryanair's Safety Office, training and reporting systems.



36-year safety record

Industry-leading



BOOSTING ECONOMIES

The Ryanair Group does not only stand to ensure financial success for our company and stakeholders, but we take massive pride in bringing more wealth and prosperity to the economies and regions in which we operate; to the people who fly with us and to those who supply and partner with Ryanair.

Ryanair has generated thousands of jobs in Europe's tourism industry, both directly and indirectly. With our customer base only set to grow, we'll be boosting local European economies, creating approx. 66,000 new jobs in European tourism alone and creating wealth for many more years to come.

In our early days, we primarily flew into secondary and regional airports, with higher rates of on-time departures and faster turnaround times, not only providing our customers with more choice but communities with opportunity and wealth creation.

For the last number of years, we've increased flights into primary airports such as Athens, Berlin, Bratislava, Brussels, Cologne Frankfurt, Gdansk, Rome, Thessaloniki and many more.

We continue to open up new routes and bring growth and success to different regions, new business owners and all those working in the travel industry, driving economic development and promoting the free movement of people throughout Europe.

66,000
NEW JOBS
FOR EUROPEAN
TOURISM

Bergamo, Italy



OUR CHARITIES AND PARTNERS

As Europe's largest airline, the Ryanair Group is committed to giving back to charities and organisations that truly make an impact in the countries and communities in which they operate.

Ryanair's Erasmus Student Network

Ryanair has been the exclusive partner of the Erasmus Student Network since 2017, offering Erasmus students across Europe huge savings, with fare discounts, free bags and tailored travel offers. Ryanair has done more than any other company or institution to make the movement of people a reality within Europe.

Our role in bringing Europe together made Ryanair a natural partner for the Erasmus programme and it has proved to be a huge success since it launched four years ago.

The partnership offers students with an ESN card the following:

- 15% discount on Ryanair flights
- A free 20kg check-in bag
- Community forum to share travel hints and tips
- Weekly travel offers to enable erasmus students to travel easily across Europe
- Tailored Ryanair in-journey offers on the mobile app



Ryanair and the ISPCC

The ISPCC directly provides a range of services to children and families, and advocates for change to enhance the lives of children in Ireland. Ryanair commenced its partnership with ISPCC Childline five years ago and has fundraised more than €500,000 to date. Over the years, Ryanair has engaged in a number of initiatives to support the work of the charity, ensuring that Childline can continue listening to children 24 hours a day, every day.

ISPCC and Ryanair work in collaboration on a number of campaigns and competitions to help their mission of making the protection of children everybody's priority.



€500K in 5 years

Raised for ISPCC. Continuation of ISPCC's essential Childline service, now also online thanks to Ryanair funds.



€400k in 5 years

Raised for Pequeño Deseo.

Ryanair and Pequeño Deseo

Ryanair has worked with Pequeño Deseo for more than five years, first as one of our scratch card charity partners and since 2019, as our chosen European charity partner. Ryanair believes that it has a responsibility to give back to organisations in need of funding and awareness and is proud to help the charity bring a smile to sick children throughout Spain. The Ryanair Group and its customers will support key awareness initiatives throughout the year across Spain and Europe.



Ryanair's FAI Cerebral Palsy Football Team Sponsorship

In 2019, Ryanair nominated the FAI's Cerebral Palsy Football Team as a charity partner as well as flying the Irish team to Seville for the World Cup tournament through our scratch card charity partnership fund.

The FAI's Football for All programme provided opportunities for over 3,500 players to play football in their local community, and Ireland's CP team was one of nine international disability player pathways that ensured players of all abilities would have the chance to don the green jersey.



Scratch Cards

Ryanair also has a number of nominated scratch card charity partners. Ryanair scratch cards, which are available to buy on board our flights, not only offer

customers the opportunity to win prizes, but help our charities across Europe. To date, €Xm has been donated to our worthy causes.

Our scratch card charity partners include:





GOVERNANCE

Our corporate governance structure is designed to ensure the lengthy success of the Ryanair Group. Success to us, however, is not only about creating wealth for our people and shareholders. It means we must also be hugely responsible in terms of our sustainability goals and ensure our socio-enviro-related aims remain at the forefront of our business strategy.

Our Board spearheads the efforts being made in these areas, guaranteeing our achievements, now and in the future.

BOARD ROLE

RESPONSIBLE FOR
LEADERSHIP,
STRATEGIC
DIRECTION AND
OVERSIGHT
OF THE GROUP

The Board of Ryanair is responsible for the leadership, strategic direction and oversight of the management of the Group.

The Board has a formal schedule of matters reserved for its attention, including the approval of our annual budget and large capital expenditure.

Other matters include treasury policy and procedure, internal control, audit and risk management, and remuneration of the Non-Executive Director, executive management and corporate governance.



THE BOARD



LEADERSHIP



STRATEGIC
DIRECTION



OVERSIGHT OF
MANAGEMENT

RYANAIR GROUP



GOVERNANCE GOALS, ONGOING AND FUTURE-PROOF

To support our ongoing initiatives and goals for the healthy functioning of our governance and Board, we must:



Maintain
Independence of Board



Continue to Adhere to
International Reporting
and Accounting
Standards



Board Oversight
in Specific Areas
(sustainability,
remuneration and
employee engagement)

Here's how we continue to achieve our governance goals and plan to advance them further in FY22:



Engage with external independent professional services firm regarding Board makeup to ensure those nominated by the Nomination Committee hold the relevant expertise, quality and experience, and are independent of the Board.



Continue to keep up to date and comply with international reporting and accounting standards.



Maintain monthly/quarterly meetings between the Board, Board Committees and Executive Board as well as enhance reporting from Executive Board members and non-executive Board Members to Board Members and Specialist Committees.

BOARD MEMBERSHIP

The Board consists of one executive and nine non-executive directors. It is common practice at the Ryanair Group that the Chairman is non-executive and to see a majority of the Board comprised of non-executives, each considered to be independent.

The Board, with the assistance of the Nomination Committee, keeps Board composition under review to ensure it includes the necessary mix of skills and experience, including international and/or aviation experience necessary to lead the Group.



Stan McCarthy (Non Exec Chairman)



Independent: Yes
Years: 4
Committee:
E Executive
N Nomination (Chair)

Louise Phelan (Non Exec-SID)



Independent: Yes
Years: 8
Committee:
E Executive (Chair)
N Nomination

Róisín Brennan (Non Exec)



Independent: Yes
Years: 3
Committee:
A Audit
R Remuneration

Michael Cawley (Non Exec)



Independent: Yes
Years: 7
Committee:
E Executive
R Remuneration

Emer Daly (Non Exec)



Independent: Yes
Years: 3
Committee:
A Audit

Howard Millar (Non Exec)



Independent: Yes
Years: 6
Committee:
E Executive
N Nomination

Dick Milliken (Non Exec)



Independent: Yes
Years: 8
Committee:
A Audit (Chair)

Mike O'Brien (Non Exec)



Independent: Yes
Years: 5
Committee:
S Safety & Security (Co-Chair)

Michael O'Leary (Exec)



Independent: No
Years: 25
Committee:
E Executive

Julie O'Neill (Non Exec)



Independent: Yes
Years: 8
Committee:
R Remuneration (Chair)



1 executive
Director



9 non-executive
Directors

CHAIRMAN OF THE BOARD

“I wish to personally thank our dedicated team of over 15,000 aviation professionals and my Board colleagues who worked tirelessly throughout the past year to ensure that the Ryanair Group emerges strongly from the Covid-19 crisis”.

Stan McCarthy
Chairman of the Board



Mr Stan McCarthy has served as Chairman of the Board since June 2020. Previously Deputy Chairman in April 2019 and appointed a director in May 2017, Mr McCarthy serves as the link between Board and Company. He is responsible for establishing and maintaining an effective working relationship with the Group CEO, keeping a clear division of responsibilities between both, and for ensuring effective and appropriate communications with shareholders.



Senior Independent Director
The Board has appointed Ms Louise Phelan as Senior Independent Director (SID). She leads the annual Board review of the performance of the Chairman and is available to shareholders who may have concerns, which cannot be brought to the Chairman, Group CEO or Group CFO.



Company Secretary
All directors have access to the advice and services of the Company Secretary, Mr Juliusz Komorek, who is responsible for ensuring that Board procedures are complied with. The appointment and removal of the Company Secretary is a matter for the Board.

APPOINTMENT TO THE BOARD

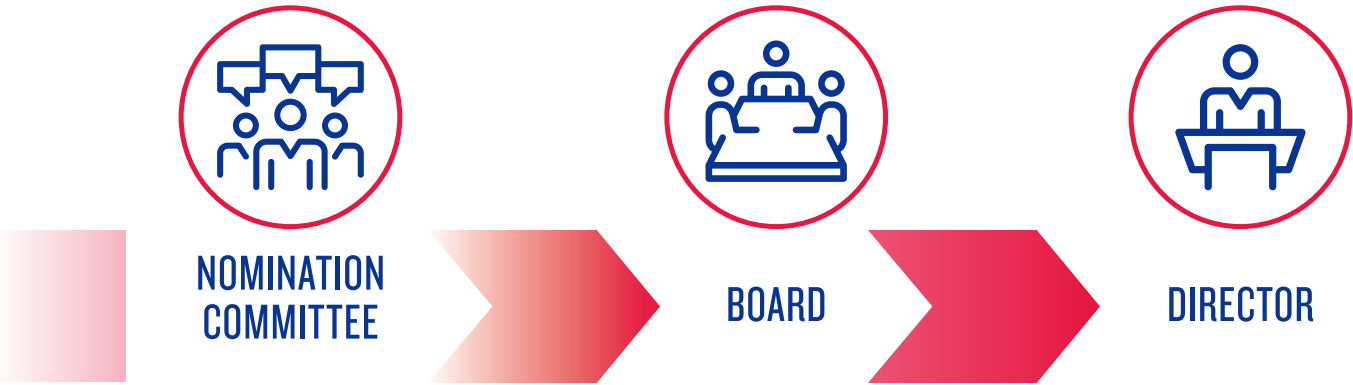
Directors are appointed following selection by the Nomination Committee and approval by the Board. They must be elected by the shareholders at the following Annual General Meeting. The focus of the Board, through the Nomination Committee, is to maintain a Board with the relevant expertise, quality and experience required by Ryanair to advance the Company and its shareholder value.

Ryanair has adopted a policy whereby all directors retire on an annual basis and being eligible for re-election, put themselves forward, giving Ryanair shareholders an annual opportunity to vote on the suitability of each director.

Dick Milliken is Chair of the Audit Committee, Stan McCarthy is Chair of the Nomination Committee (Nomco), while Julie O'Neill is Chair of the Remuneration Committee (Remco).

DIRECTORS RETIRE ON ANNUAL BASIS
GIVING SHAREHOLDERS AN OPPORTUNITY TO VOTE NEW DIRECTORS

Senior Management regularly briefs the Board, including new members, in relation to operating, financial, environmental and strategic issues concerning the Ryanair Group. The Board also has direct access to senior management, as required, in relation to any issues concerning the operation of the Company. The terms and conditions of appointment of non-executive directors are set out in their letters of appointment, which are available for inspection at the company's registered office during normal office hours and at our Annual General Meeting.



Board Independence

The Board has carried out its annual independence evaluation of each of its non-executive directors, taking account of the relevant provisions of the 2018 Code, namely, whether each director is independent in character and judgement and free from relationships or

circumstances which are likely to affect, or could appear to affect, the Director's judgement. The Board regards all non-executive directors, at the date of publication of this report, as independent, and has concluded that no one individual or group exerts an undue influence over others.

BOARD SUCCESSION AND STRUCTURE

The Board plans for its own succession with guidance from the Nomination Committee.

The Nomination Committee regularly reviews the structure, size and composition, including the skills, knowledge and experience required of the Board, compared to its current position, with regard to the strategic needs of Ryanair.

For the appointment of new directors to the Board, the Nomination Committee identifies and selects candidates on merit against objective criteria, ensuring the Board has the skills, knowledge and expertise required.

The Nomination Committee also has access to external advisors/recruiters as required and during the past year, engaged PwC to assist with Board succession planning.

Ryanair considers that all directors fulfil their duties with the objectivity and impartiality they have demonstrated since commencing their respective roles and has determined that each of the non-executive directors is independent. In reaching that conclusion, Ryanair considered and had due regard for the 2018 Code.



All senior management roles

Have a succession plan



BOARD DIVERSITY

The Board is supportive of the target that women should represent 33% of boards and is pleased that 40% of our company's directors are female.

Diversity is a key criterion for the Board as part of its renewal and succession plans, and the Board appoints

members based on merit without discriminating on age, gender, race, colour, religious or social beliefs, sexual orientation, disability or any other factors.



33% of the Group Board

are female



40% of our directors

are female

OTHER RELEVANT FACTORS

Non-executive directors hold share options over a small quantity of Ryanair shares. While the 2018 Code notes that the remuneration of non-executive directors should not ordinarily include share options, the Group has a NASDAQ listing and has a substantial U.S. shareholder base.

The granting of share options to non-executive directors is meant to align the interests of shareholders and directors. It is an established market practice in the U.S. and is generally encouraged by U.S. investors. The Ryanair Group, in accordance with the 2018 Code sought and received shareholder approval to make these share option grants to its non-executive directors and the Board believes the modest number of options granted does not impair independence of judgement and character.

Following consultation with key shareholders and the approval of a new Long Term Incentive Plan (LTIP 2019) by shareholders at the 2019 AGM, which replaced the previous 2013 Share Options Plan for all future share-based payments, non-executive directors will not receive any further share option grants or performance-based shares.

With the exception of the historic modest grant of share options, there were no relationships or circumstances of relevance under the 2018 Code that impacted non-executive directors' independence.



BOARD PROCEDURES

ALL DIRECTORS
HAVE ACCESS
TO THE COMPANY
SECRETARY



All Directors have access to the advice and services of the Company Secretary and the Board has established a procedure whereby directors wishing to obtain advice in furtherance of their duties may take independent professional advice at the Company's expense.

Directors meet with key executives, with a particular focus on ensuring non-executive directors are fully informed on relevant issues to Ryanair and its operations. Extensive papers on key business issues are provided to all directors in connection with the Board and Committee meetings. All directors are encouraged to update and refresh their skills and knowledge, for example, through attending courses on technical areas or external briefings for non-executive directors.

The Group has director and officer liability insurance in case any legal action is taken against the directors in the course of exercising their duties. New non-executive directors are encouraged to meet the Executive Director and senior management for briefing on the Group's developments and plans.

BOARD MEETINGS

The Board meets at least quarterly. Throughout the year ending March 31, 2021, the Board convened on 23 occasions.

Detailed Board papers are circulated in advance so that Board members have adequate time and information to be able to effectively participate.

The holding of detailed Board meetings and the fact that many matters require Board approval, demonstrates that the running of the Company is firmly in the hands of the Board.

The Non-Executive Directors meet periodically without Executives being present.

Led by the Senior Independent Director, the Non-Executive Directors meet without the Chairman present at least annually to appraise the Chairman’s performance and on such other occasions, as are deemed appropriate.



IN FY21,
THE BOARD
CONVENED ON
23 OCCASIONS

CODE OF BUSINESS CONDUCT



Ryanair’s standards of integrity and ethical values have been established and are documented in Ryanair’s Code of Business Conduct, which incorporates the Group’s Anti-Bribery & Corruption Policy.

This code is applicable to all Ryanair Group employees and there are established channels for reporting code violations and other concerns in a confidential manner.

The Personnel Department investigates any instances and the Head of Internal Audit reports findings directly to the Audit Committee.

The Code is available on the Ryanair Group website:
<https://investor.ryanair.com>

PERFORMANCE EVALUATION

The Board has established a formal process to annually evaluate the performance of the Board, that of its principal committees: Audit, Nomination and Remuneration; and that of the Group CEO, the Chairman and individual non-executive directors. Based on the evaluation process completed, the Board considers the principal committees to have performed effectively throughout the year.

BOARD
ESTABLISHED
NEW PROCESS
TO EVALUATE
PERFORMANCE

1

The Chairman, on behalf of the Board, reviews the performance evaluations of the non-executive directors on an annual basis.

2

The non-executive directors, led by the Senior Independent Director, meet annually, without the Chairman present, to evaluate his performance, having taken into account the views of the Executive Director.

3

The non-executive directors also evaluate the performance of the Executive Director.

These evaluations are designed to determine whether each director continues to demonstrate commitment to their role.

The Board considers the results of the evaluation process as well as any issues. The May 2021 evaluations will be presented to the Board at the September 2021 Board meeting.



OUR SHAREHOLDERS

The Ryanair Group recognises the significance of having strong communications with its shareholders. Following the release of quarterly and annual results, the Group communicates with shareholders directly via roadshows, recorded results (made available on the investor relations section of our website: www.investor.ryanair.com), investor days, conferences and/or by analyst calls.

The Group CEO, Group CFO, Director of Sustainability, Head of Investor Relations, and other senior managers participate in these events.

During the year ended March 31, 2021, the Group held discussions with a substantial number of institutional investors and analysts; The Investor Forum; ESG advisors including MSCI and Sustainalytics; and proxy advisor firms like Institutional Shareholder Services (ISS), Glass Lewis and PIRC (Responsible Investment Advisors).

The Board is kept informed of shareholder views through the Executive Director and senior management including the Group CFO and Director of Sustainability. Furthermore, broker feedback from roadshow meetings and investor relations analyst reports are provided to the entire Board on a regular basis.



ANNUAL GENERAL MEETING

All shareholders are given adequate notice of the Annual General Meeting (AGM) at which a director reviews the results and comments on current business activity.

Financial, operational and other information on the Group is provided on our corporate website:

<https://investor.ryanair.com>

Ryanair will continue to propose a separate resolution at the AGM on each substantially separate issue, including a separate resolution relating to the Directors' Report and financial statements. The Board Chair and the Chair of the Audit and Remuneration Committees are available to answer questions from all shareholders.

