



CORPORATE SAFETY STRATEGY 2020 - 2024



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Foreword

We launch our new 4-year Safety Strategy amidst the biggest crisis to ever hit aviation and at a time of great uncertainty, not only for our business, but also for our people and families.

In March 2020 the world of aviation collapsed following the outbreak of the Covid-19 pandemic. For an industry that prides itself on taking a proactive approach to the management of safety, nothing could have prepared us for the devastating effect of this pandemic on our Group Airlines or our people.

As we return to 'normal' operations, we must take account of significant Covid-19 related travel restrictions and additional health measures aimed at preventing the spread of the virus. Our 2020-2024 Safety Strategy will ensure that, even in this new and challenging environment, safety and security remain at the heart of everything we do.

The Ryanair Group now comprises of five Airlines – Buzz, Lauda, Malta Air, Ryanair DAC and Ryanair UK; each with its own identity but sharing a common goal of safe, secure operations. Our new Safety Strategy builds on the significant achievements delivered during the period of our 2016-2019 Strategy, which include:

- The safe introduction of Buzz (April 2018), Laudamotion (December 2018), Ryanair UK (March 2019) and Malta Air (June 2019) into the Ryanair Group.
- Significant investment in infrastructure including expansion of our Ground Handling Operations in London Stansted, Spain and Poland, new Engineering Hangars in Madrid, Milan Bergamo, Seville and Wroclaw and a second cabin training device in our Bergamo Training Centre.
- Rollout of a new online Safety Reporting and Compliance Monitoring System, and business intelligence tools to further enhance our safety performance monitoring.
- Significant investment in safety promotion and communication including a 'One Mission' Flight Operations Safety Roadshow at all Ryanair Bases in 2018 and introduction of a Safety TV App.
- Continued investment in safety enhancing technology including next generation Electronic Flight Bags (EFBs).
- A 5th independent scientific study of Flight Time Limitations (FTLs) which confirm that "Ryanair's roster policies go beyond industry standards and represent an advanced approach for how the application of scientific principles can effectively minimize risks associated with fatigue".

Over the period of this Strategy, and conditional upon successful vaccines defeating the Covid-19 pandemic, we plan to grow our fleet to over 550 aircraft and grow traffic towards 200 million passengers. While this creates opportunities for our people, it also brings challenges and we all remain committed to not only maintaining but, where possible, improving our 35+ year safety and security practices.

We have some of the best people in the industry working in Ryanair and our 35+ year safety record is testament to their commitment and passion towards safety. With these safety professionals leading the way, I am confident that we will continue to fulfil our 'One Mission' objective to deliver safe and secure operations for all our people and our guests.

Michael O'Leary
Group CEO



Michael O'Leary
Group CEO





OUR SAFETY STRATEGY 2020–2024

Safety and Security remain our No 1 priority. As part of this unwavering commitment, we will continue to invest in, and develop, our Safety Management System (SMS) to ensure that it is robust and facilitates our goal of continuous improvement.

Ryanair is evolving, the Group now comprises five Airlines – Buzz, Lauda, Malta Air, Ryanair DAC and Ryanair UK. We will ensure that, so far as possible, our policy and procedures, developed over 35+ years of safe operations are rolled out in a standardised manner across all Ryanair Group Airlines.

This new Safety Strategy builds on our experience, acknowledges our past achievements and establishes safety targets for the future.

We have identified 5 Focus Areas and 14 Strategic Safety Goals which take account of:

- Management of Change
- Key Operational Risk Areas (KORAs)
- SMS Continuous Improvement
- Aviation Security
- Group Operations

We remain committed to keeping safety and security at the heart of everything we do.

MONITORING OUR PROGRESS

To achieve the Safety Goals set out in this strategy a number of actions have been identified. Detailed action plans will be developed and regularly updated.

Progress will be tracked at our Safety and Security Review Boards, and updates will continue to be presented at each Ryanair Holdings Board Meeting.



FOCUS AREAS AND STRATEGIC SAFETY GOALS

FOCUS AREA	STRATEGIC SAFETY GOAL
1. Management of Change	<p>Goal 1: We will, so far as possible, standardise the Management Systems across all Ryanair Group Airlines to ensure that we draw on the extensive operational experience of 35+ years of safe operations.</p> <p>Goal 2: We will manage the growth of Ryanair Group Airlines, to ensure that safety and security remain at the heart of everything we do.</p> <p>Goal 3: We will continue to integrate the Airbus A320 into our Approved Training Organisation (ATO).</p> <p>Goal 4: We will make the necessary arrangements for the safe introduction of the Boeing 737-8200 into our operations from 2021 onwards.</p> <p>Goal 5: We will remain vigilant to emerging threats and ensure that appropriate mitigations are in place.</p>
2. Key Operational Risk Areas (KORAs)	<p>Goal 6: We will carry out a Safety Survey with our people to ensure our KORAs remain appropriate.</p> <p>Goal 7: We will review our Safety Performance Indicators (SPIs) to ensure they remain effective in assessing our safety performance.</p> <p>Goal 8: We will ensure that our processes for the prevention of maintenance errors are robust and effective.</p>
3. SMS Continuous Improvement	<p>Goal 9: We will continue to invest in safety enhancing technology and manage its' safe introduction into our Group Airlines.</p> <p>Goal 10: We will ensure we have robust processes in place for safety and security promotion and communication.</p> <p>Goal 11: We will continue to work closely with European and National Regulators to ensure that safety and security is at the heart of rulemaking activity.</p>
4. Aviation Security	<p>Goal 12: We will review our Cyber Security Policies and Procedures to ensure they take account of regulatory requirements and are robust and effective in managing this developing risk.</p> <p>Goal 13: We will ensure that our Security Management System (SeMS) addresses the potential 'insider threat' and aviation security considerations as we continue our growth.</p>
5. Group Operations	<p>Goal 14: We will work with regulators to safely deliver Group Operations between our Boeing Airlines.</p>



FOCUS AREA 1: MANAGEMENT OF CHANGE

- Goal 1:** We will, so far as possible, standardise the Management Systems across all Ryanair Group Airlines to ensure that we draw on the extensive operational experience of 35+ years of safe operations.
- Goal 2:** We will manage the controlled growth of Ryanair Group Airlines, at all times to ensure that safety and security remain at the heart of everything we do.
- Goal 3:** We will continue to integrate the Airbus A320 into our Approved Training Organisation (ATO).
- Goal 4:** We will make the necessary arrangements for the safe introduction of the Boeing 737-8200 into our operations from 2021 onwards.
- Goal 5:** We will remain vigilant to emerging threats and ensure that appropriate mitigations are in place.



FOCUS AREA 1: MANAGEMENT OF CHANGE

1. We will, so far as possible, standardise the Management Systems across all Ryanair Group Airlines to ensure that we draw on the extensive operational experience of 35+ years of safe operations.

The Ryanair Group comprises of five Airlines - Buzz, Lauda, Malta Air, Ryanair DAC and Ryanair UK. It is imperative that all Group Airlines continue to focus on the shared goal of safe and secure operations and draw on the extensive operational experience that exists within the Group. We will focus on standardising the Management System policies and processes across Group Airlines.

- 1.1 We will review our Management of Change Process to ensure that it is robust and adequately addresses the new Ryanair Group structure.
- 1.2 We will ensure that any differences in the Management Systems of our Group Airlines are assessed and confirmed to be acceptable.
- 1.3 We will ensure that all Management System changes are subject to robust risk assessment.
- 1.4 We will continue to update the Ryanair Group Emergency Response Plan and conduct regular exercises to ensure that it is robust.

2. We will manage the controlled growth of Ryanair Group Airlines at all times to ensure that safety and security remain at the heart of everything we do.

Our planned growth represents exciting opportunities for Ryanair Group Airlines and our people however, we must ensure that growth is managed and safely delivered.

- 2.1 We will continue to invest heavily in our infrastructure to ensure that it meets the needs of our Group Airlines, including:
 - A new Group Training Centre in Dublin containing three full flight simulators, one fixed base simulator, a cabin trainer and classroom facilities.
 - Two additional full flight simulators will be added to our Training Centre in London Stansted.
 - Our Seville and Glasgow Prestwick Engineering Hangars will be extended to provide increased maintenance capability.
- 2.2 We will ensure the timely recruitment and training of personnel to sustain our operation.
- 2.3 We will ensure that robust and effective contracts and service level agreements are in place between Group Airlines as necessary including aircraft leasing arrangements.
- 2.4 We will ensure that third party providers are aware of, and comply with, Ryanair Group safety, security and data protection requirements.



FOCUS AREA 1: MANAGEMENT OF CHANGE

3. We will continue to integrate the Airbus A320 into our Approved Training Organisation (ATO).

In order to support Group Airlines, the Ryanair ATO has achieved Irish Aviation Authority Approval to conduct Airbus A320 pilot training.

In order to manage the introduction of a new aircraft type, the Ryanair ATO will implement the following:

- Transfer of Airbus knowledge, skills and personnel from Lauda to the Ryanair ATO.
- Appointment of a Chief Instructor – Airbus to ensure effective oversight of Airbus training and checking standards.
- Development of in-house Airbus ground school and simulator training and checking programmes.
- Integration of the Airbus A320 into the Ryanair ATO Safety Management System.

4. We will make the necessary arrangements for the safe introduction of the B737-8200 into our operations from 2021 onwards.

This Safety Goal was part of our 2016 – 2019 Safety Strategy and will remain as such for our 2020 – 2024 Strategy. While significant work has been done, we continue to focus on the safe introduction of the B737-8200 into our operations.

- 4.1 Ryanair is a founding member of the Joint European Max Operators Group (JEMOG). As part of this process we engage with all European operators of the Boeing Max, the Boeing, Safety Regulators and EASA to ensure that a unified position is communicated on all matters relating to operations, documentation and training programmes.
- 4.2 We will work with Boeing and Safety Regulators to implement appropriate procedures and training programmes.

- 4.3 We will clearly communicate with our people to ensure that they are provided with all necessary information and training to operate the B737-8200 in a safe and secure manner.

- 4.4 We will ensure that the introduction of the B737-8200 is adequately addressed in our Safety Management System.

5. We will remain vigilant to emerging threats and ensure that appropriate mitigations are in place.

We will continue to monitor our operations and the aviation industry and work closely with relevant Regulatory Authorities to ensure that emerging threats are captured and adequately addressed by our Management System.

The Covid-19 Pandemic has introduced significant new health measures aimed at protecting crew and passengers, these measures are subject to ongoing review and change. All such changes are subject to formal risk assessment to ensure that they do not negatively impact on our safety and security procedures.





FOCUS AREA 2: KEY OPERATIONAL RISK AREAS (KORAs)

- Goal 6:** We will carry out a Safety Survey with our people to ensure that our KORAs remain appropriate.
- Goal 7:** We will review our Safety Performance Indicators (SPIs) to ensure that they remain effective in assessing our safety performance.
- Goal 8:** We will ensure that our processes for the prevention of maintenance errors are robust and effective.

Key Operational Risk Areas (KORAs)

Based on extensive and continuous review of internal and external data, and consultation with key stakeholders, we have identified 10 KORAs which are as follows:

1. Aircraft Fire (F-NI)

The effect of a fire onboard an aircraft in flight range from inconsequential to catastrophic depending upon the type and severity of the event. The ongoing development of battery powered personal electronic devices and the associated threat of fire has led to continued inclusion of 'Aircraft Fire' in the Ryanair Group's KORAs.

2. Bird Strike (BIRD)

Bird Strikes may result in significant aircraft damage. This hazard is particularly prevalent during take-off, initial climb, approach and landing. We will continue to monitor and work with Airports to ensure that they have an effective Wildlife Control Programme in place.

3. Controlled Flight into Terrain (CFIT)

CFIT occurs when an airworthy aircraft under the complete control of the pilot is inadvertently flown into terrain, water or an obstacle. The installation of Enhanced Ground Proximity Warning Systems (EGPWS) has greatly reduced the risk of fatal CFIT accidents in recent years. However; ICAO, EASA and the Flight Safety Foundation have identified CFIT as one of the main causes of accidents across all sectors of civil aviation.

4. Ground Collision (GCOL)

GCOL includes collisions with an aircraft, person, ground vehicle, obstacle, building etc. while on a surface, other than the runway, used for landing or intended take-off. Our 2020-2024 Safety Strategy will also recognise the increased GCOL risk associated with the introduction of the Boeing 737-8200 with blended winglets.

FOCUS AREA 2: KEY OPERATIONAL RISK AREAS (KORAs)

5. High Energy Approach (HEA)

HEA describes a condition where the aircraft unintentionally ends up at a higher than normal airspeed or rate of descent when preparing for final approach. The risk is crystallised where a flight crew continues an approach and attempts to rectify the situation when the best option would in fact be to 'go-around'.

6. Loss of Control In-flight (LOC-I)

LOC-I usually occurs because an aircraft enters a flight regime outside its normal envelope, generally (but not always) without warning, thereby introducing an element of surprise for the flight crew. ICAO, EASA and the Flight Safety Foundation have identified LOC-I as the most frequent risk area for fatal accidents across many sectors of aviation.

7. Mid Air Collision (MAC)

MAC is where two or more aircraft come into contact with each other in the air. Loss of separation between aircraft occurs when specified separation minima are breached, it may be vertical, horizontal or both. Loss of separation occurrences are the 2nd most critical risk area for accidents and serious incidents in Europe.

8. Runway Excursion (RE)

A RE is a veer or overrun off the runway surface. RE events can happen during take-off or landing. Abnormal runway contact is often a precursor. RE events continue to occur throughout the commercial aviation industry and remain a focus for airlines. In 2019, Boeing 737 operators experienced 26 runway excursions.

9. Runway Incursion (RI)

A RI is any occurrence at an aerodrome involving the incorrect presence of an aircraft, vehicle or person on the protected areas of a surface designated for the landing and take-off of an aircraft. RI events continue to occur, regardless of the type of operation, and remain a focus for airlines.

10. Safety of Ground Operations

Ground Operations includes all aspects of aircraft handling at the airport including aircraft movements (except on active runways), aircraft loading and de-icing. Ryanair employ the services of numerous 3rd party ground handling service providers with added challenges during winter operations (de/anti-icing etc)

KORA Enhancements 2016 – 2019

During the lifetime of our 2016 – 2019 Safety Strategy, we continued to invest in our infrastructure, technology, training and procedures to ensure that appropriate and effective mitigations are in place for each of our KORAs.

FOCUS AREA 2: KEY OPERATIONAL RISK AREAS (KORAs)

Some highlights of the significant progress made during the course of our 2016 – 2019 Strategy are as follows:

- We made significant investment in developing our infrastructure to ensure that it is fit for the scale and scope of our operations including new Engineering Hangars in Madrid, Milan Bergamo, Seville and Wroclaw, a new Training Centre in Milan Bergamo which includes our 2nd cabin training device, and the introduction of fixed base simulators.
- We rolled out a new online safety reporting and compliance monitoring system which further enhanced our safety and security performance oversight.
- We carried out a comprehensive Safety Survey in 2016 which focused on communication, feedback, reporting and investigation. Safety recommendations arising were implemented during the course of our 2016 – 2019 Strategy.
- We invested heavily in safety and security communication and promotion, including a Flight Operations 'One Mission' Roadshow at all Bases and launch of our Safety TV App
- We also rolled out an extensive Ground Operations Safety Awareness Programme, expanded our Ground Handling operation to London Stansted, Spain and Poland to improve oversight, control and overall safety performance.
- We invested heavily in further enhancements to our Engineering System including a new Technical Standards Department and a new online Engineering Training Record System.
- We commissioned our 5th independent scientific study of Flight Time Limitations which concluded that our rosters are effective in minimizing the risks associated with fatigue.
- Where possible and relevant, we actively participated in regulatory and rulemaking processes.
- We further enhanced our Electronic Flight Bags (EFBs) to include electronic flight logs and an interactive duty planner for crew.
- We developed and rolled out a new Operational Flight Data Monitoring (OFDM) concept, MyOFDM which provides captains and first officers with individual approach, landing and taxi reports creating greater awareness of operational performance and exceedances.
- Based on OFDM data, we updated our Airfield Briefs to include KORA precursors and to highlight potential challenges associated with specific airports.
- We implemented enhanced crew training and onboard procedures for the prevention and handling of an aircraft fire.

FOCUS AREA 2: KEY OPERATIONAL RISK AREAS (KORAs)

- We continue to monitor airport performance in the area of bird and wildlife management and where necessary, we work with the airports and regulators to ensure that effective wildlife management programmes are in place.
 - Ryanair was the first European Airline to introduce a Runway Awareness Alerting System (RAAS). This technology provides flight crew with aural warnings and alerts relating to take off and landing runway operations.
 - We rolled out extensive awareness programmes and additional guidance for pilots on KORA mitigations.
 - We will continue to focus on our KORAs to ensure they reflect our Group Airlines and mitigations remain effective, including:
- 6. We will carry out a Safety Survey with our people to ensure our KORAs remain appropriate.**
- A safety survey is a proactive indicator which can be used to identify latent system failures and weaknesses.
- 6.1 We will carry out a Safety Survey across all Group Airlines which will focus on our KORAs to ensure that they remain appropriate.
- The potential impact of Human Factors on all KORAs remains a focus which will be reflected in our survey.
- 6.2 Our 2020 – 2024 survey will play an integral part in the identification of hazards and, where necessary, recommend improvements to our Group Airlines Management Systems.
- 6.3 We will commission a 6th independent review of our Flight Time Limitations to ensure that they remain effective in managing the risks associated with fatigue.
- 7. We will review our Safety Performance Indicators (SPIs) to ensure they remain effective in assessing our safety performance.**
- SPIs have been developed for each of our KORAs and are subject to continuous review based on internal and external data.
- 7.1 In addition to ongoing review processes, on completion of the Safety Survey, we will carry out a review of all SPIs to ensure that they are appropriate and robust.
- 7.2 We will review our safety analysis Business Intelligence Tools to ensure that they are comprehensive and effective.
- 7.3 We will review our Corporate Review Processes, including our Safety Action Groups and Safety & Security Review Board Processes, to ensure that SPIs are adequately reviewed and, where applicable, enhanced.
- 8. We will ensure that our processes for the prevention of maintenance errors are robust and effective.**
- 8.1 We will review our investigation process to ensure that it remains effective in identifying the root cause of maintenance errors.
- 8.2 We will work with manufacturers (eg OEMs) to ensure that they have robust processes in place to prevent production/maintenance errors.
- 8.3 We will work with 3rd party maintenance providers to ensure that they have robust processes in place to prevent maintenance errors.

FOCUS AREA 3: SAFETY MANAGEMENT SYSTEM CONTINUOUS IMPROVEMENT

- Goal 9:** We will continue to invest in safety enhancing technology and manage its safe introduction into our Group Airlines.
- Goal 10:** We will ensure we have robust processes in place for safety and security promotion and communication.
- Goal 11:** We will continue to work closely with European and National Regulators to ensure that safety and security is at the heart of rulemaking activity.

While Ryanair has a 35+ year safety record, it is vital that we remain focussed on our goal of continuous improvement in our safety and security performance.

Ryanair Group Airline's Management Systems are designed to be flexible and efficient to safely meet the dynamic and fluid nature of the aviation industry, and to ensure that we achieve our goal of continuous improvement. Performance is subject to regular review at individual Airline, Group and Board level.

9. We will continue to invest in safety enhancing technology and manage its safe introduction into our Group Airlines.

The aviation system is in a constant state of change with new and emerging technologies, systems and procedures.

- 9.1 During the course of this Strategy, we plan to introduce a number of new/enhanced systems to facilitate and promote safe and efficient operations, including the following:
- **E-TechLog:** we will develop and implement an electronic Tech Log which will be integrated with existing Engineering and Flight Operations Systems, and will further enhance control, oversight and efficiency.

- **CEFA Aviation video replay:** this system allows pilots to watch a video replay of their flights thus providing an ongoing opportunity for positive training. A comprehensive trial will be undertaken to ensure the system is effective, is embraced by line pilots and delivers the desired safety enhancement.
- **Controller-Pilot Data Link Communications (CPDLC):** we will install and rollout CPDLC on our aircraft to improve situational awareness for ATC and provide for improved surveillance of aircraft.
- **Runway Awareness and Advisory System (RAAS):** we will develop and rollout a new Operational Flight Data Monitoring (OFDM) event that will give us greater visibility of landing speeds and further enhance our ability to oversee compliance with mitigations in place to prevent runway excursions.
- **Online Safety and Compliance System:** we will review and, if necessary, further enhance our online safety and compliance system to ensure that it continues to be fit for purpose, efficient and effective.

FOCUS AREA 3: SAFETY MANAGEMENT SYSTEM CONTINUOUS IMPROVEMENT

- **Operations Control Centre:** we will review and, as necessary, further enhance our Operations Control, Crew Rostering and Crew Control Systems.
- **Electronic Flight Plan (EFP):** we will develop and rollout an EFP to complement the suite of applications already available in our Electronic Flight Bag.
- **Ground Operations self-auditing tool:** we will develop an online self-auditing tool for 3rd party ground operations providers to further enhance oversight and supervision.

10. We will ensure we have robust processes in place for safety and security promotion and communication.

Effective communication is an essential component of a Management System. Ryanair is at the forefront in this area including the development of real time safety communication processes and an online platform dedicated to safety and security, 'Safety TV'.

- 10.1 We will review current systems to ensure that robust processes are in place for the effective safety and security communication across all Ryanair Group Airlines.
- 10.2 We will review and, as applicable, further enhance the Safety TV App to ensure that it is effective in delivering real time safety and security information to front line personnel across all Ryanair Group Airlines.
- 10.3 Subject to Covid-19 restrictions, we will carry out annual Winter Operations Roadshows to ensure that personnel are fully briefed in advance of each winter season.

- 10.4 Subject to Covid-19 restrictions, we will carry out a 'One Mission' Flight Operations Roadshow across all Ryanair Group Airlines.

11. We will continue to work closely with European and National Regulators to ensure that safety and security is at the heart of rulemaking activity.

- 11.1 Ryanair Group Airlines will continue to invest time and resources to National, European and International collaborative and rulemaking groups.
- 11.2 Ryanair was a founding member of the EASA Data4Safety (D4S) Project which commenced in 2016. D4S aims to provide Airlines with an overarching view of the European aviation system from a systemic safety perspective. The vast amount of data available through D4S will further enhance our ability to identify less obvious and possibly latent systemic issues, by fusing all the data sources to build a complete safety picture of commercial operations. We remain committed to this important safety initiative.



FOCUS AREA 4: AVIATION SECURITY

Goal 12: We will review our Cyber Security Policies and Procedures to ensure they take account of regulatory requirements and are robust and effective in managing this developing risk.

Goal 13: We will ensure that our Security Management System (SeMS) addresses the potential 'insider threat' and aviation security considerations as we continue our growth.

12. Cyber Security

We will review our Cyber Security Policies and Procedures to ensure they take account of regulatory requirements and are robust and effective in managing this developing risk.

Ryanair Labs has implemented significant measures to protect the Group against cyber attack, and will continue to invest in technology, training and processes to further strengthen our defences and preparedness.

- 12.1 We will ensure that Cyber Security is fully integrated into our SMS including hazard identification and risk assessment, reporting and performance monitoring.
- 12.2 We will ensure that our Cyber Security policies and procedures take account of EU Aviation Regulations and are robust and effective in managing this emerging risk in aviation.
- 12.3 We will work with 3rd party providers to ensure they deliver systems and services that meet relevant regulatory and Ryanair Group requirements.
- 12.4 We will continue to strengthen our contingency and disaster recovery safeguards and plans to ensure minimal operational disruption in the event of a system outage.

13. Security Management System (SeMS)

We will ensure that our Security Management System (SeMS) addresses the potential 'insider threat' and aviation security considerations as we continue our growth.

An effective SeMS provides a means for ensuring that aviation security risks are identified, prioritised and mitigated, thus delivering effective management of aviation security.

- 13.1 We will ensure that a robust SeMS is in place in each of the Ryanair Group Airlines.
- 13.2 As our operation expands, we will continue to liaise with appropriate authorities and agencies with the aim of having access to the most up to date information for the areas within which we operate/plan to operate.
- 13.3 We will engage the services of a 3rd party organisation which specialises in aviation security risk management and will provide real-time security threat and risk information relevant to the Ryanair Group's area of operation.

FOCUS AREA 5: GROUP OPERATIONS

Goal 14: We will work with Regulators to safely deliver Group Operations between our Boeing Airlines.

14. We will work with Regulators to safely deliver Group Operations between our Boeing Airlines.

Ryanair is actively working with the Irish Aviation Authority and Maltese Civil Aviation to agree the rollout of Group Operations between Ryanair DAC and Malta Air, this limited 'interoperability' process will allow pilots and cabin crew from each airline to operate on the other airlines aircraft.

In preparation, significant work has been done to standardise training, policy and procedures in both airlines, and to develop robust processes for control, supervision and oversight.

14.1 We will, so far as possible, standardise operational documentation and rollout a robust document control process to ensure as little deviation as possible between Boeing Group Airlines.

14.2 We will develop and rollout a Group Operations Manual which describes the policy and processes necessary to achieve safe, effective and efficient Group Operations.

14.3 We will amend our Operations, Engineering, Training, Safety Management and Compliance Systems to ensure that they adequately address Group Operations.

14.4 We understand that EASA will commence rule making activity in the area of Airline Group Operations. We will actively participate in this process to ensure that our operational experience will result in informed safety-based rule making.



FINAL WORD - BOARD DIRECTOR OF SAFETY

The Board of Ryanair is fully committed to supporting and developing our Safety Management System (SMS) to ensure that safety and security are at the heart of our operation at all times.

We must never become complacent with safety and security just because of our strong track record. In fact, this further underpins the need for constant awareness of, and desire to improve, our safety and security processes and procedures. This continued focus on our safety and security processes is especially important as we navigate through the Covid-19 crisis and we return to normal operation across the Ryanair Group.

It is important to support the contributions of all those involved in continuously improving our Safety and Security Standards. Across the Ryanair Group network we have competent and dedicated safety professionals and we thank you all for your continued commitment and passion for delivering the highest standards of safety and security in the industry.

We wish you all a safe path through the current crisis and safe flying in the coming years.



Mike O'Brien
Board Director of Safety

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Board Director of Safety



EUROPE'S NO.1 MAJOR AIRLINE FOR CARBON EFFICIENCY



AVE. 8 YEARS
operating the youngest
fleet of aircraft



LOAD FACTOR
highest at 95%



NOISE EMISSIONS
cut to 40% by 2030



LOWER CO₂
than other major airlines
just 66g/km

AS EUROPE'S LARGEST AND LOWEST FARES AIRLINE we are working hard to cut our carbon footprint and our impact on the environment. While aviation is responsible for just 2% of carbon emissions, our industry is determined to play a leading role in reducing emissions. Aviation already pays significant environmental taxes – this year Ryanair will pay €630m in environmental taxes across Europe.

Ryanair has the lowest carbon emissions of any major airline – 66g CO₂ for every passenger kilometre flown. This is because we have the youngest fleet of aircraft (avg. age 8 years), the highest load factors (95% of seats filled) and the newest most fuel efficient engines.

Ryanair is committed to cutting our carbon emissions further which is why we are investing over \$20 billion in new technology aircraft that will further cut our carbon emissions by 10% by 2030 and lower noise emissions by a further 40%. Many of our customers are now choosing to offset the carbon cost of their flight each time they book with us. We support them making that choice and we thank them for contributing to the valuable work of our environmental partners.

Find out more at www.ryanair.com/environment



'ONE MISSION'

SAFETY