



NON-DISCRIMINATION POLICY

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As Ryanair has grown and expanded throughout Europe and Africa, our workforce has become more diverse. With up to 100 nationalities, we recognise the talents and new ideas that our diverse workforce brings to the Group. We value each individual's contribution and the benefit from different perspectives, experiences and cultures. We strive to attract employees from a wide range of backgrounds which is an important feature of our business.

In line with Article 1 of the Universal Declaration of Human Rights, all of our people are born free and equal in dignity and rights. At Ryanair, we provide all employees with a safe, flexible and respectful environment to work in, which is free from discriminatory practices including harassments (sexual, physical or verbal). Ryanair adheres to the International Labour Organisation conventions on anti-discrimination.

Our people must treat everyone fairly, equally and without discrimination irrespective of gender, age, disability, ethnic or racial origin, religion, belief or sexual orientation. We adhere to these principles in all aspects of employment, including recruitment, promotions, compensation and benefits, training and discipline. All employees share the responsibility of fulfilling Ryanair's commitment to fair and equal employment practises.

Our people have the right to raise issues or to make an enquiry or complaint in a reasonable and respectful manner without being victimised. Reports can be made in confidence to the Equality Officer who will investigate the allegation in full and take corrective action as it deems warranted under the circumstances.

Dublin, Ireland
March 2025



