

RYANAIR GROUP



AVIATION WITH PURPOSE

2022 SUSTAINABILITY REPORT



RYANAIR GROUP



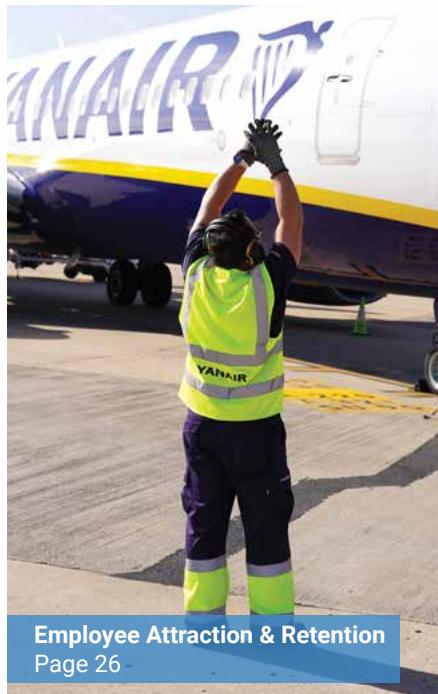
Pathway to Net Zero emissions by 2050

See page 12 for more details

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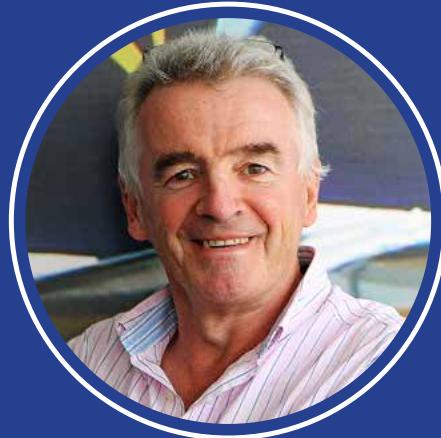
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OUR APPROACH TO SUSTAINABILITY

We support the 2015 Paris Agreement, Destination 2050, the United Nations Global Compact and the 17 UN Sustainable Development Goals. Our 2022 Sustainability Report, Aviation With Purpose, communicates our goals, targets and initiatives which support these agendas.



A MESSAGE FROM OUR GROUP CEO



“

LIFE IS NEVER BORING, OR EASY,
IN THE AIRLINE BUSINESS!

”

The signature of Michael O'Leary, written in cursive ink.

Michael O'Leary,
Group CEO

We are pleased to present our Sustainability Report for the year ended 31 March 2022 (FY22); the second year in a row that our business was devastated by the Covid-19 pandemic. Our recovery was badly disrupted by the Omicron variant in late November, and our Spring recovery was again disrupted by Russia's illegal invasion of Ukraine on 24 February.

We remain hopeful that the high rate of vaccination across the EU will allow the airline and tourism industry to finally put the Covid-19 pandemic behind us. However, we cannot ignore the risk of new variants emerging in Autumn 2022, but hopefully nothing emerges that is vaccine resistant. If there are no adverse Covid developments, then we expect short-haul intra-European air travel to recover strongly during Summer 2022, and that this recovery will be maintained through the remainder of FY23.

But our experience with Omicron, and the Ukraine invasion, shows how fragile the market remains, and the strength of any recovery will be hugely dependent upon there being no adverse or unexpected developments over the next fiscal year.

THE FUTURE

Thanks to the support of our people, and the leadership of our Board of Directors, we believe that Ryanair has negotiated the unprecedented Covid pandemic better than any other European airline.

For example, Ryanair is one of the few airlines in Europe that is fully crewed, despite the fact that we are operating at 115% of our pre-Covid capacity.

We must continue to work hard this year to earn the trust of our passengers, to improve our customer service, to maximise our punctuality and our reliability, while minimising our air fares, so that we can make air travel affordable for millions of Europeans and their families.

SUSTAINABILITY

Over the last year, under the leadership of Thomas Fowler, our Director of Sustainability & Finance, we have made significant progress on our sustainability ambitions. This was independently recognised by the CDP (Carbon Disclosure Project), giving us a B rating and Sustainalytics ranking us No.1 rated large cap. airline in the World and the No.1 rated airline in Europe.

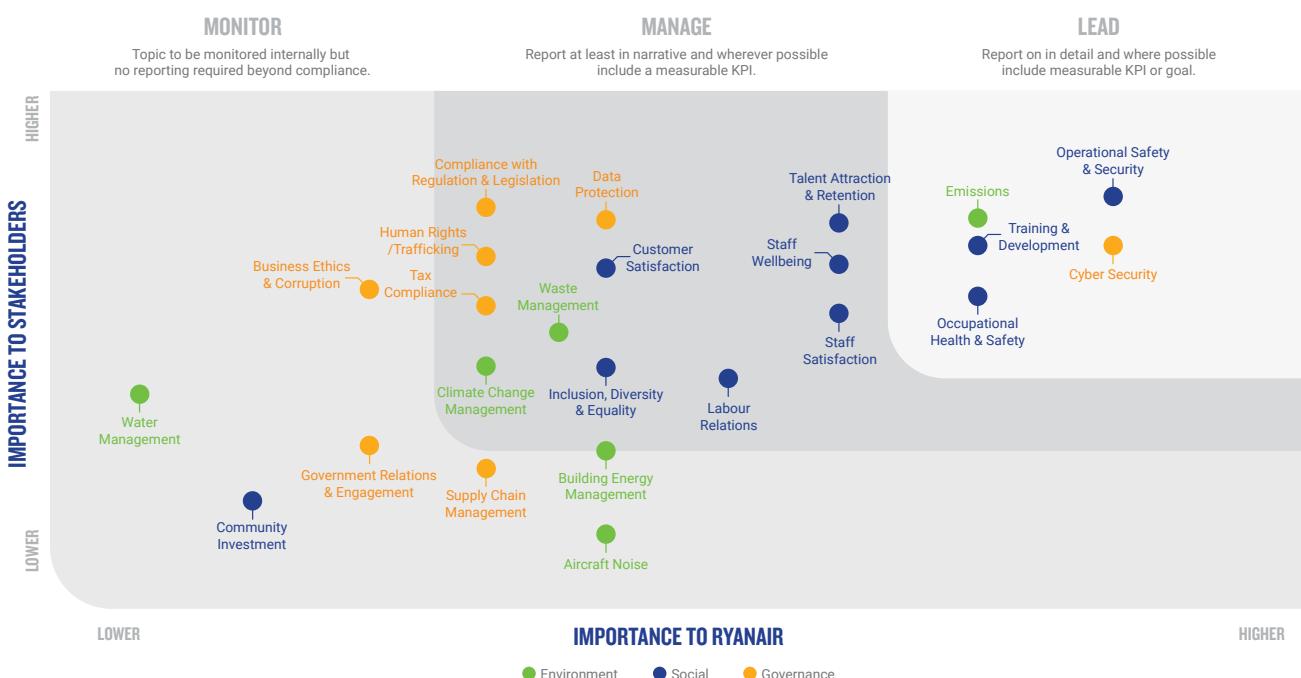
We will continue to invest heavily in new fuel efficient and environmentally friendly aircraft. We will continue to invest heavily in recruitment, training, and the safety of many thousands of highly skilled aviation professionals, and we will continue to expand at new and existing airports who wish to work with us.

MATERIALITY

In Fiscal Year ended 31 March 2022 ("FY22"), Ryanair conducted a materiality assessment. A well-established process was followed when producing it and we followed some clear steps:

- STEP 01** In order to identify the areas of most importance to the Ryanair Group ("Group") and its stakeholders, we completed a horizon scanning exercise to understand the key topics in this agenda. This was informed by competitor reviews, regulation – both existing and upcoming – media analysis and relevant industry research.
- STEP 02** These topics were then explored in a stakeholder engagement exercise which sought the views of customers, staff, suppliers and professional services.
- STEP 03** Ryanair's Enterprise Risk Management Register was used to plot the potential impact of the topics on the Group.
- STEP 04** The materiality matrix was presented to the Sustainability Committee for approval and sign off.
- STEP 05** We established key (where relevant, quantitative) indicators to help us track the success of initiatives. These indicators can be seen throughout this report.

MATERIALITY MATRIX



TOPICS WHERE WE WILL LEAD THE AVIATION INDUSTRY

This report is structured to tell our stakeholders how we are managing the issues that are most material to us.

Operational Safety & Security

Managing the safety of our customers and our people ([Page 22](#))

Cyber Security

Protecting our customer and company data ([Page 38](#))

Training & Development

Ensuring industry-leading training for pilots, cabin crews, engineers and the wider team ([Page 24](#))

Emissions

Reducing emissions across our entire value chain ([Page 12](#))

Occupational Health & Safety

Improving and maintaining workplace health & safety standards ([Page 22](#))

A MESSAGE FROM OUR DIRECTOR OF SUSTAINABILITY



“

WE WILL CONTINUE TO LEAD SUSTAINABLE AVIATION,
FOCUSING ON THE AREAS THAT MATTER MOST
TO OUR BUSINESS AND THE REGIONS WE SERVE.

”

Thomas Fowler,
Director of Sustainability & Finance

In November 2021 Ryanair published its first “[Aviation With Purpose](#)” report. It contained information on our Pathway to Net Zero, our environmental targets, our Safety Strategy and our customer initiatives, among other important topics.

In this 2022 update you will see an increase in our disclosures around these key topics. This takes account of increasing expectations around ESG reporting driven by the Sustainable Finance Disclosure Regulation (SFDR) and the upcoming Corporate Sustainability Reporting Directive (CSRD).

To ensure we are prepared for the CSRD, we conducted a [materiality assessment](#) and [scenario analysis](#) to understand what our key disclosures should be. This report focusses on these key issues. You will see throughout, Ryanair operates best-in-class management for each of its material issues. We have also set out the steps taken to deliver on our goals.

ENVIRONMENT

To date, we have taken delivery of 73 new Boeing 737-8200 “Gamechangers” aircraft ahead of peak summer 2022. These aircraft, which offer 4% more seats, yet burns 16% less fuel and reduce noise emissions by 40% have performed in line with (and frequently ahead of) expectations. In April 2022, we signed a contract with world leading Sustainable Aviation Fuel (SAF) provider, Neste, for a 40% SAF blend in Amsterdam.

Both of these initiatives, building on our already excellent operations, will help us deliver our 2030 carbon intensity goal of 60g CO₂ pax/km (10% reduction) by 2030 and our 2050 Net Zero goal.

SOCIAL

[Safety & Security](#) remains our number one priority. This year we completed the standardisation of all our safety procedures across all Group Airlines. This ensures sharing the knowledge and experience gathered over 37 years of safe flying.

We continued to deliver [best in class training](#) to our team members. This included training up to 1,000 cadets and almost 150 co-pilots being promoted to captain.

GOVERNANCE

We incorporated key ESG goals into our Remuneration Policy (setting both annual and long term targets), an action which demonstrates the importance of ESG to Ryanair.

We will continue to lead sustainable aviation, focussing on the areas that matter most to our business and the regions we serve.

Finally, I would like to thank my colleagues across the Ryanair Group whose hard work and commitment to sustainability has seen [CDP](#) upgrade Ryanair’s rating to B (from B-) and [Sustainalytics](#) rank Ryanair the No.1 rated large cap. airline in the World and the No.1 rated airline in Europe.

ESG RATINGS & MEMBERSHIPS

EURONEXT



As a leader in corporate sustainability, we recognise the importance of getting external recognition and being active participants in key forums.



CDP* awarded Ryanair an industry leading 'B' climate protection score in December 2021 (was 'B-' in 2020).

Aim to achieve an 'A' in the next 2 years.



In March 2022, Ryanair received an ESG Risk Rating of 23.8 and was assessed by Sustainalytics to be at medium risk of experiencing material financial impacts from ESG factors. This review made us the No.1 rated large cap. airline in the World and the No.1 rated airline in Europe**.

Members of:



*Carbon Disclosure Project

**As at 06 July 2022

GOVERNANCE HIGHLIGHTS



POLICIES

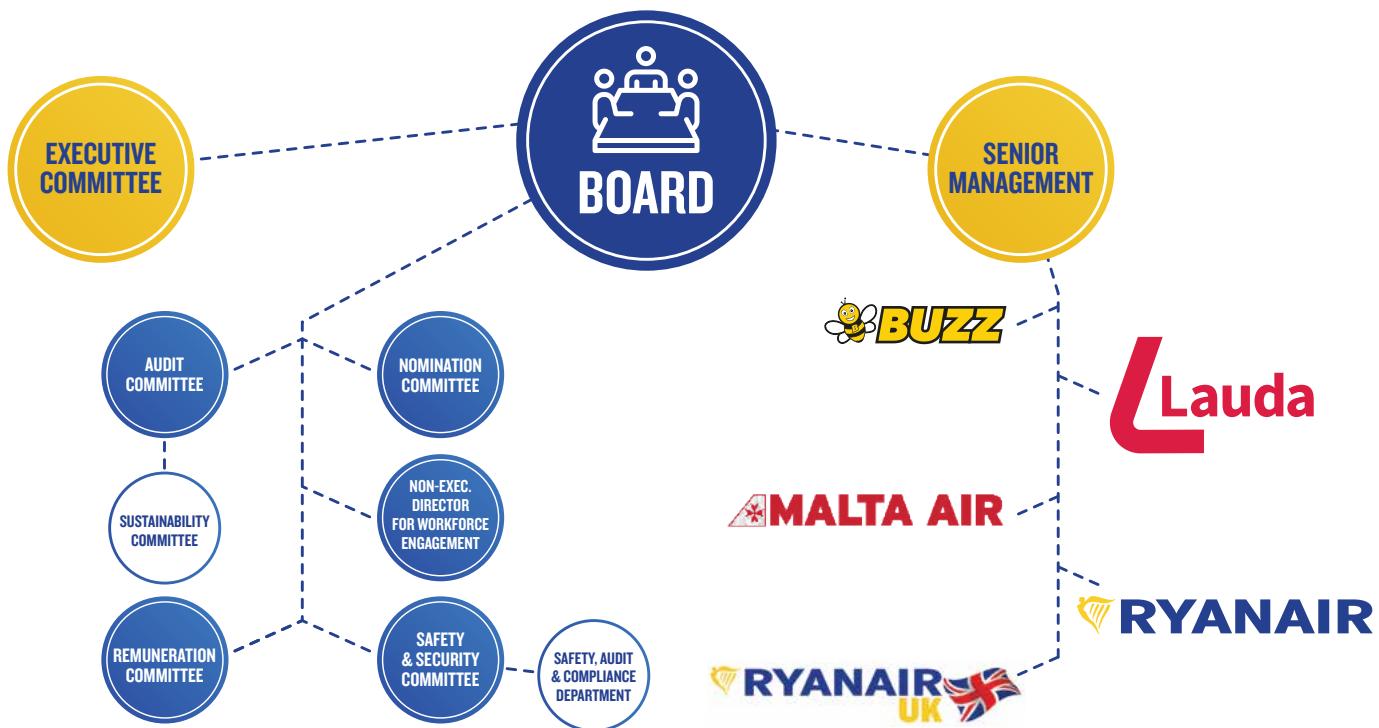
During FY22, the Ryanair Board approved the updated Code of Business Conduct and Ethics and Anti-Bribery & Anti-Corruption Policy. These updates ensure our policies continue to align to best practice and international standards.

We also published a range of new policies including a Freedom of Association Policy, Non-Discrimination Policy and Public Affairs Statement.

You can find all our policies on the [Group's website](#).

ESG TARGETS

To demonstrate the importance we are putting on ESG issues, management's short, and long-term variable pay is now linked to the Group's ESG performance. The current KPIs include key environmental targets (including the achievement of a CDP A rating) and improvements in [Customer Satisfaction \(CSAT\)](#) scores, which underpins the Group's ambitious sustainable traffic growth to 225m passengers p.a. by FY26.



For further information on Ryanair's corporate governance, please see page 15 of our Annual Report.

SUMMARY OF DIRECTOR COMPETENCIES



	Aviation & Transport ⁽¹⁾	Accounting, Internal Control & Financial Expertise ⁽²⁾	Safety & Sustainability (incl. climate) ⁽³⁾	Talent Mgt. ⁽⁴⁾	Consumer	Gov. & Reg. Relations ⁽⁵⁾	Governance	Supply Chain Mgt. ⁽⁶⁾	IT/Data/Cyber/Digital Marketing
Stan McCarthy		▲		▲	▲		▲	▲	
Louise Phelan			▲	▲		▲	▲	▲	▲
Róisín Brennan		▲	▲	▲	▲	▲	▲		
Michael Cawley	▲	▲	▲	▲	▲	▲	▲	▲	▲
Emer Daly		▲		▲	▲	▲	▲		
Geoff Doherty		▲	▲	▲			▲	▲	▲
Howard Millar	▲	▲	▲	▲	▲	▲	▲	▲	▲
Dick Milliken		▲		▲	▲	▲	▲		▲
Mike O'Brien	▲		▲	▲		▲	▲		
Michael O'Leary	▲	▲	▲	▲	▲	▲	▲	▲	▲
Julie O'Neill	▲	▲	▲	▲	▲	▲	▲		

1 Current/previous experience in the aviation or the wider transport industry

2 Qualified Accountant or extensive financial experience

3 Understanding of the risks, impacts and opportunities of climate change

4 Experience of industrial relations, employment law, talent attraction & retention or other staff issues

5 Experience of regulatory affairs and public policy

6 Experience of sourcing, logistics and procurement (Supply chain)

RYANAIR'S BOARD OF DIRECTORS



Independent: Yes
Board Tenure: 5 years
Citizenship: Irish/US
Committee:
E Executive
N Nomination (Chair)

STAN McCARTHY (NON-EXEC CHAIRMAN)



Independent: Yes
Board Tenure: 9 years
Citizenship: Irish
Committee:
E Executive (Chair)
N Nomination

LOUISE PHELAN (NON-EXEC-SID)



Independent: Yes
Board Tenure: 4 years
Citizenship: Irish
Committee:
A Audit
R Remuneration

RÓISÍN BRENNAN (NON-EXEC)



Independent: Yes
Board Tenure: 8 years
Citizenship: Irish
Committee:
E Executive
R Remuneration

MICHAEL CAWLEY (NON-EXEC)



Independent: Yes
Board Tenure: 4 years
Citizenship: Irish
Committee:
A Audit

EMER DALY (NON-EXEC)



Independent: Yes
Board Tenure: 1 year
Citizenship: Irish
Committee:
A Audit

GEOFF DOHERTY (NON-EXEC)



Independent: Yes
Board Tenure: 7 years
Citizenship: Irish
Committee:
E Executive
N Nomination

HOWARD MILLAR (NON-EXEC)



Independent: Yes
Board Tenure: 9 years
Citizenship: UK
Committee:
A Audit (Chair)

DICK MILLIKEN (NON-EXEC)



Independent: Yes
Board Tenure: 6 years
Citizenship: Irish
Committee:
S Safety & Security
(Co-Chair)

MIKE O'BRIEN (NON-EXEC)



Independent: No
Board Tenure: 26 years
Citizenship: Irish
Committee:
E Executive

MICHAEL O'LEARY (EXEC)



Independent: Yes
Board Tenure: 9 years
Citizenship: Irish
Committee:
R Remuneration (Chair)

JULIE O'NEILL (NON-EXEC)



Years: 13
Citizenship: Polish

JULIUSZ KOMOREK (COMPANY SECRETARY)

ENVIRONMENT

In 2021 we demonstrated our commitment to the Paris Agreement by developing a [Pathway to Net Zero](#) emissions by 2050. In FY22 we continued to build on our safe and efficient flying expertise.



CLIMATE CHANGE MANAGEMENT



In FY22, we enhanced our TCFD reporting by conducting a scenario analysis to identify some of the material risks that Ryanair faces as a result of Climate Change. These were further incorporated into the Group's risk management framework. Details can be seen in the Group's enhanced TCFD report on [page 42](#).

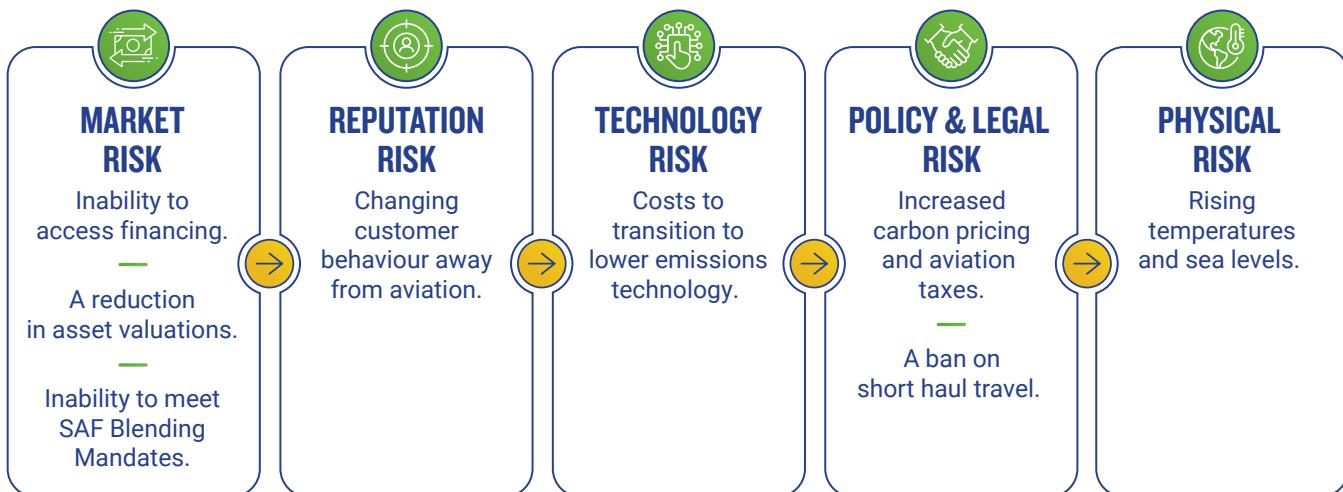
Ryanair has also identified some key opportunities that the Group can capitalise on. For example, every customer who switches to Ryanair from EU legacy airlines can cut their CO₂ by up to 50% per flight.

TCFD | TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES



50%

Customers who switch to Ryanair from EU legacy airlines can cut their CO₂ by up to 50% per flight



AIRCRAFT EMISSIONS

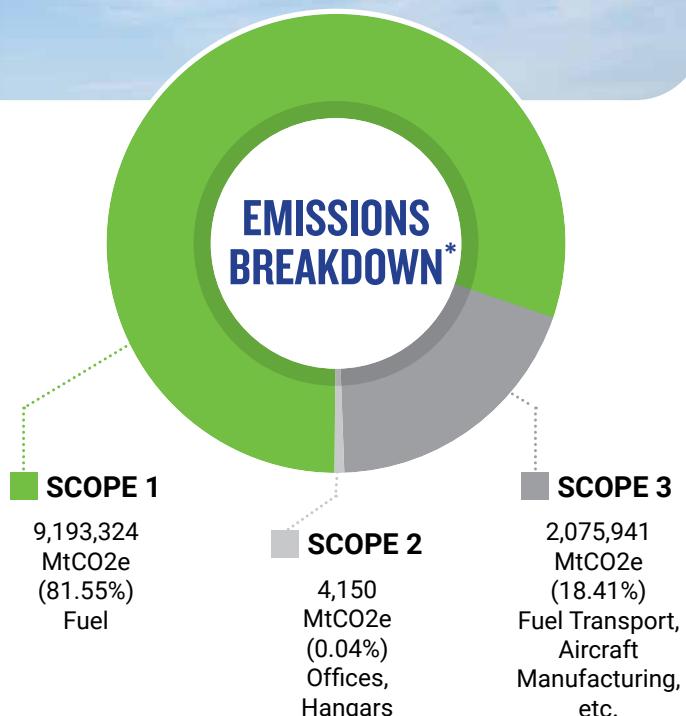
In FY22 we focussed on carbon intensity reduction. By reducing emissions we lower our environmental footprint. It also reduces our exposure to environmental/carbon taxes. We have committed to the Science Based Targets initiative (SBTi) to get our targets validated to their standards over the coming 2 years.



In FY22, Ryanair obtained independent verification of our emissions across the entire value chain. We worked with our partners to understand the full impact that Ryanair and its supply chain has on the environment. The work was independently audited and verified by independent environmental accredited verification, certification and auditing body, Verifavia (See [page 54](#)).

AIRCRAFT EMISSIONS

At almost 82% of total emissions, Scope 1 emissions are those that we can have most impact in addressing. That is why we published our [Pathway to Net Zero](#) in November 2021.



Update on our [Pathway to Net Zero](#)**

WE SAID:

- 32%** of emissions reductions will come from technological & operational improvement
- 34%** of carbon emission reduction targets will be delivered with increased use of Sustainable Aviation Fuel
- 10%** reduction in emissions will come from the introduction of the Single European Sky initiative
- 24%** of emission reduction target to occur with offsetting and other economic measures

IN FY22, WE:

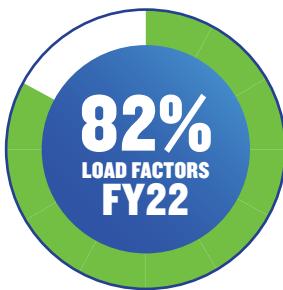
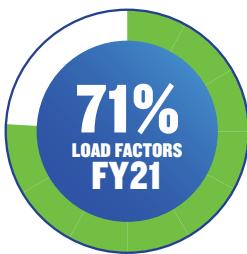
- 73** Took delivery of 73 new Boeing 737-8200s for peak summer 2022 which are 16% more fuel efficient than the previous generation and carry 4% more passengers
- 1ST** Entered our first SAF partnership with Neste
- Supported Trinity College Dublin in calculation of SAF Lifecycle Emissions
- Continued our engagement at EU level and with individual member states to make the case for Single European Sky
- Ryanair flights are covered by both ETS and CORSIA

*For a full breakdown of all emissions, please see the TCFD table on [page 48](#) of this report.

**For more information on SAF, and our Pathway to net zero, please see our [website](#).

CARBON INTENSITY

Despite the continued impact of Covid-19, load factors increased to 82% in FY22 (71% in FY21). The introduction of 73 new Gamechanger aircraft, along with an increase in load factor led to a 9% improvement in carbon intensity to 76g CO₂ pax/km in FY22 (FY21: 83g CO₂ pax/km). We remain committed to reducing emission intensity by 10% from pre-pandemic levels (66g CO₂ pax/km) to 60g CO₂ pax/km by 2030.



73

Gamechanger aircraft (with 16% lower fuel burn) introduced, along with rising load factor, led to a reduction in carbon intensity

RYANAIR'S PARTNERSHIP WITH NESTE

In April 2022, Ryanair announced a partnership with Neste, the world leading sustainable aviation fuel (SAF) supplier, to power approx. one third of its flights at Amsterdam Airport Schiphol (AMS) with a 40% SAF blend.

This SAF will reduce greenhouse gas emissions by over 60%, supporting Ryanair's *Pathway to Net Zero by 2050* decarbonisation goals. Ryanair has already significantly advanced this commitment by partnering with Trinity College Dublin to open the *Ryanair Sustainable Aviation Research Centre* and investing approx. \$22bn in a new fleet of 210 B737 'Gamechangers', which offers 4% more seats but are 16% more fuel and CO₂ efficient and reduce noise emissions by 40%.

"We are delighted to announce this landmark deal with Neste which will see Ryanair uplift this new 40% SAF blend. SAF is a cornerstone of our Pathway to Net Zero by 2050 decarbonisation strategy and this new blend will power a third of Ryanair flights at Amsterdam (Schiphol) airport while reducing greenhouse gas emissions by over 60%. We look forward to growing our partnership with Neste as we work toward achieving our goal of operating 12.5% of Ryanair flights with SAF by 2030."

Ryanair's Director of Sustainability, Thomas Fowler



Ryanair Partners With Neste To Power Flights With 40% SAF Blend

FLEET
TOOK DELIVERY OF
73 BOEING
737
GAMECHANGERS

ONBOARD
DELIVERING
4%
MORE SEATS

FUEL
BURNING
16%
LESS FUEL

EMISSIONS
UP TO
40%
LESS NOISE

“
WE'RE EXCITED TO SUPPORT RYANAIR'S WORK TOWARDS ITS DECARBONISATION GOALS BY SUPPLYING OUR NESTE MY SUSTAINABLE AVIATION FUEL™. SAF IS A KEY ELEMENT IN ACHIEVING AVIATION'S EMISSION REDUCTION GOALS.
”

“
Jonathan Wood,
Neste's vice president Europe,
Renewable Aviation

BUILDING ENERGY MANAGEMENT

Ryanair's Scope 2 emissions relate to the energy use in our office buildings in Ireland, Malta and Poland. These emissions also include our hangars in Austria, Germany, Ireland, Italy, Lithuania, Poland, Spain and the UK.



Though our Scope 2 emissions only account for 0.04% of total emissions, it is still an area we are keen to reduce. That is why we have established a 2030 absolute Scope 2 emission reduction target of 35%. This target covers 100% of emissions from Ryanair's Dublin campus and support buildings (including training centres).



This target was established in FY22. We will engage our energy suppliers over the coming months and/or when their contracts are under review to put Power Purchase Agreements (PPAs) in place to guarantee renewable energy is used at Ryanair's head offices and support buildings.

The management of our Dublin campus and support buildings are certified with the ISO 14001, 45001 and 9001 standards.



Solar farm at Airside Green, Dublin



Airside Green, sustainable offices

SUPPLY CHAIN EMISSIONS

While we will have the greatest positive impact addressing our Scope 1 emissions, our analysis shows that we can also have a material positive impact on the environment through the reduction of our Scope 3 emissions. That is why the Group has set a Scope 3 absolute emissions reduction target. The main components of Ryanair's Scope 3 emissions when fuel (well-to-tank) is excluded relates to aircraft manufacturing, employee commuting, and ground handling. Our target is to reduce non-fuel Scope 3 absolute emissions by 50% by 2030. Ryanair will continue to work with our key suppliers and support their decarbonization plans. In FY22, we reduced this impact by focussing on two key areas:

GROUND HANDLING

The electrification of ground handling is underway. With our handling partner Azul, we have introduced electric turnarounds in a number of our locations including all airports in Spain. With our partners in Menzies Aviation we have also introduced electric turnarounds in Amsterdam Schiphol, Gothenburg-Landvetter and Oslo Airport. Collectively these E-Turnaround lead to emission savings of c.1,000 tonnes of CO₂ p.a.

We will look to expand on the number of airports where e-turnarounds are performed in coming years.

AIRPORTS

Over 70% of our flights go to airports that have set a net zero goal. We engage with our airport partners to ensure future aviation infrastructure demands will be met.



70%

of our flights go to airports that have set a net zero goal



WASTE MANAGEMENT

Ryanair is working to reduce its impact on the environment in all aspects including waste.



ON BOARD WASTE

On board our aircraft, we are working with our partners to reduce single use plastics. To date, we are ahead of our 5-year target having introduced recyclable plastics on over 80% of our product lines. We have a goal to be 100% single use plastic free by 2025.

Waste is managed locally by our airport partners and depending on the location, either fully incinerated or separated with eligible pieces recycled and the remainder disposed of through incineration or landfill.

TOTAL ONBOARD WASTE (KG)*

2022	2021	2020
2,980,768	811,242	6,884,813

WASTE PER PASSENGER (KG/PAX)**

2022	2021	2020
0.03	0.03	0.05

TYRES

We are working with our suppliers to reduce the waste that comes from our operations. With the introduction of the Boeing 737-8200 "Gamechangers" into our fleet in FY22 we began working with Michelin. In the past year, in partnership with Michelin, we recycled 3.5 tonnes*** of tyres.



WHAT HAPPENS TO THE TYRES WE NO LONGER USE?

When a tyre reaches the end of its first life, Michelin can give it several additional lives by retreading (recapping) it while preserving the same quality and safety levels.

In a second phase, when the tyre has reached its maximum life, Michelin has partnered with Aliapur, which collects used tyres throughout Europe, including those used by Ryanair, to recycle them.

These tyres are shredded so that the materials can be transformed into other uses, such as racetracks, household insulation or playgrounds.

All this work means that none of the tyres used by Ryanair end up in landfill.



80%

of our product lines, to date, have already introduced recyclable plastics

*Total onboard waste was calculated based on the average waste per pax generated from aircraft operations at Dublin Airport and was extrapolated using all passengers booked to estimate total waste generated onboard.

**Average generated waste per passenger was calculated based on the total waste generated from aircraft operations at Dublin Airport, for which data is available, and the number of arriving passengers.

***The Boeing 727-8200 Gamechangers was only introduced into Ryanair's fleet in FY22. This figure will increase over the coming years.

THE IMPACT OF FIT FOR 55

The “[Fit for 55](#)” package proposed by the European Commission in 2021 aims to reduce the EU’s net emissions by 55% by 2030, relative to 1990 levels. While this is a commendable goal, a review of the specific proposals that relate to aviation reveal they mainly apply to intra-EU flights and that, incredibly:

- the majority of EU’s aviation emissions, which are largely caused by long haul carriers, are exempt;
- the most environmentally efficient EU airlines, such as Ryanair, are punished by increased costs preventing investment in decarbonisation;
- EU peripheral regions will suffer from reduced air connectivity and significantly increased cost of air access.

Ryanair believes the European Union should take action to:

- Scrap the kerosene tax proposal, since it has no environmental benefits, but extremely negative impacts on connectivity, tourism and employment;
- Extend ETS to all flights departing from an EU/EEA airport, and honour free allowances at least until 2030 to facilitate investment in decarbonisation measures;
- Ring-fence any revenues generated by national or European fiscal measures to fund decarbonisation projects for aviation;
- Promote the production of SAF and make it available in the EU at competitive prices;
- Encourage the efficient point to point high load factor, low fare model to achieve a real and immediate reduction of aviation emissions.

- Regions not under threat
- Regions under medium threat
- Regions under heavy threat
- Non-EU Countries

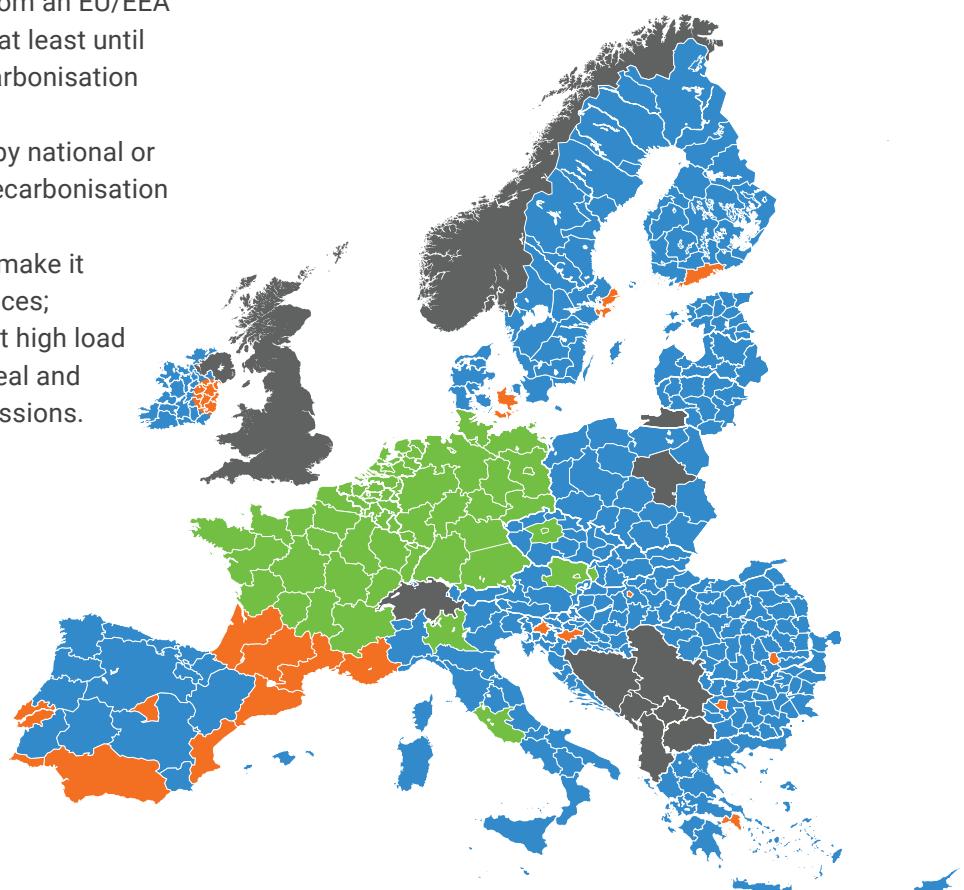
ENGAGEMENT ON FIT FOR 55

We engage with European decision makers to support a fair green transition of the aviation sector.

Among the measures included in the “Fit for 55” package, we welcomed the proposal to increase the use of SAF, and engaged relevant stakeholders to stress the importance of using sustainable fuels to cut the sector’s carbon footprint.

We have highlighted the limited environmental benefit and the harmful consequences for the EU economy and connectivity resulting from other elements of the package, e.g., a kerosene tax that applies only to intra-EU flights. We welcomed the European Parliament’s vote in June 2022 to include all flights departing from the EEA in the ETS, ending a legislative loophole which exempts long-haul flights from any contribution to decarbonisation.

REGIONS UNDER THREAT FROM FIT FOR 55



ENVIRONMENT KEY FACTS

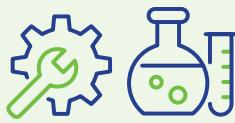
THE RYANAIR SUSTAINABLE AVIATION RESEARCH CENTRE, TRINITY COLLEGE DUBLIN

The [Ryanair Sustainable Aviation Research Centre](#) was launched in April 2021. The Centre has a team of 11 engineers and scientists focused on researching sustainable aviation fuels (SAF), zero carbon aircraft propulsion systems and noise mapping for low-noise aircraft fleets.



LAUNCHED

APRIL 2021



11
ENGINEERS/SCIENTISTS



RESEARCHING

SUSTAINABLE AVIATION



SAF Research Update: The team at Trinity is developing its calculation for the Life Cycle Assessment of the first types of SAFs to be used by Ryanair. This will culminate in a submission to the Gold Standard certification body, for independent verification. The team at Trinity are also on schedule to launch a fast-track test facility to certify new SAFs, by June 2023.

Noise Research Update: Results for the noise modelling of Ryanair's future fleet will be presented at the Internoise 2022 conference. In FY23, data from Dublin airport will be used to study Ryanair's reducing noise footprint and to investigate the impact new aircraft technology will have on the airport and surrounding communities. This will enable the Centre to model the noise emission beyond what is currently commercially available.

Propulsion Research Update: An aircraft design tool is to be validated for the first time using commercial flight data (based on Ryanair operational flight data). The validation will assess the accuracy of the model for predicting fuel burn.

For more information on the Centre's work, please see our website.

AIRCRAFT NOISE

In FY22, 100% of Ryanair aircraft complied with ICAO 10-decible criterion. The introduction of 73 new Boeing 737-8200's ahead of peak summer 2022 will maintain this high standard with operational noise emissions reductions by up to 40% compared to the Boeing 737-800NG.



100% OF AIRCRAFT
COMPLIED WITH ICAO 10-DECILE CRITERION



73 NEW
BOEING 737-8200s



40% REDUCTION
IN OPERATIONAL NOISE EMISSIONS

WATER MANAGEMENT

Following extensive internal and external engagement with our stakeholders, [water management is not a material issue for Ryanair](#). We monitor our usage and undertake a process of remediation if excessive water usage is identified in any of our locations.

RYANAIR



EI

SOCIAL

FY22 saw a return to air travel and our people were ready for it. From ground to air, our 19,000 + aviation professionals delivered exceptional service to our passengers.



LABOUR RELATIONS



Ryanair continues to invest in its relationships with our people and their trade unions throughout Europe. Almost 90% of our people are covered by collective bargaining agreements. We meet regularly with our union partners to negotiate on pay and conditions for our people, in addition to engaging on operational updates, procedures and policy updates. The remainder of our people not covered by a collective bargaining agreements include management, support teams and contractors.

Despite the setbacks this year of the Omicron variant and the Russian invasion of Ukraine, we are committed to restoring the pay cuts we agreed with our people during Covid. We are delivering the first tranche of the 3-year restoration plan as agreed in July 2022 and we are working on agreements with our union partners to accelerate years 2 and 3 into one restoration in April 2023 contingent on Ryanair returning to pre-Covid profitability during FY23. We are committed to the full pay restoration for all our people as our business recovers.



90%

Almost 90% of our people are covered by collective bargaining agreements

SECURE EMPLOYMENT

Given the seasonality of the aviation industry, we also offer seasonal/fixed term contracts in a number of holiday destinations across the network. Over 500 of our people operate on agreed part-time rosters or working arrangements across the network.

We also offer flexi rosters which allows our cabin crew and pilots to nominate if they wish to work only early shifts or late shifts. None of our 19,000 strong workforce are on zero hours contracts.

**NONE OF THE
19,000
WORKFORCE ARE ON
ZERO HOURS
CONTRACTS**

**OVER 500
OF OUR PEOPLE
OPERATE ON AGREED
PART-TIME ROSTERS OR
WORKING ARRANGEMENTS
ACROSS THE NETWORK**

OPERATIONAL SAFETY & SECURITY

The safety and security of our customers and people is Ryanair's No.1 priority.



Our safety commitment begins with the hiring and training of Ryanair's pilots, cabin crew, and maintenance teams. Ryanair has not had a single fatality in its 37+ year operating history.



We have some of the best people in the industry working across the Ryanair Group and our safety record is testament to their commitment to safety. With these safety professionals leading the way, we are confident that we will continue to fulfil our 'One Mission' objective to deliver safe, efficient operations for all our customers and people.

In FY21, we launched our [four-year safety strategy](#). As part of our unwavering commitment to safety, we continue to invest in and develop our Safety Management System.

We have an industry leading safety record and strive for continuous improvement, beyond compliance. FY22 was no different.



“
WE ARE VERY PROUD
OF OUR 37+ YEAR SAFETY RECORD.
THE SAFETY AND SECURITY OF OUR PEOPLE
AND OUR CUSTOMERS REMAINS
OUR NO.1 PRIORITY.
”

**Carol Sharkey,
Chief Risk Officer**



No.1

Safety and security of our customers and crew is the No.1 priority of Ryanair

COMMITMENT

Ryanair's commitment to safety and security is visible at all levels within the Group – from the Board and Senior Management Team to line personnel.

This year we completed the standardisation of all our safety procedures across Group airlines. This ensures sharing the knowledge and experience gathered over 37 years of safe flying. Safety performance is not only reviewed at individual airline level, a Group Safety Committee, comprised of the independent Board Director of Safety (Mike O'Brien), the Chief Risk Officer (Carol Sharkey), the Director of Flight Standards and the Accountable Managers of each of the Group Airlines has also been established.

MANAGEMENT SYSTEM

Ryanair Group Airlines are required to comply with applicable International and EU Aviation Safety & Security Regulations, including Regulation (EU) 2018/1139 (as amended).

As required by these Regulations, Ryanair Group Airlines have established and implemented a comprehensive Management System, integral elements of which are a Safety Management System and Compliance (Quality) Monitoring System.

All activity is carried out under the control and supervision of the Competent Authority (Irish Aviation Authority, Polish Civil Aviation Authority, Transport Malta – CAD and UK Civil Aviation Authority). Each Group Airline is subject to routine robust audit and inspection by their Competent Authority.

The Management System includes:

- I. Safety, and Compliance Policies endorsed by the Accountable Managers and Airline CEOs (where different)
- II. Objectives & Targets
- III. Managerial responsibility
- IV. Risk management
- V. Assurance
- VI. Promotion and communications
- VII. Training
- VIII. Emergency Response

METRICS & TARGETS

Safety performance is assessed against pre-determined safety objectives and safety performance indicators, both internal and external (as applicable).

SAFETY SURVEY

We carried out an extensive Safety Survey in FY22. Hundreds of our people across all Group Airlines provided feedback on our Safety Management System.

The feedback from this Safety Survey was encouraging. It confirmed that our safety and security policy, procedures and systems are well understood and embraced by our people.

COMPLIANCE MONITORING

We have robust internal Compliance Monitoring Programme in place across all Ryanair Group Airlines. This includes a comprehensive and extensive annual schedule of independent audits and inspections. Where necessary, action is taken to further reduce risk and to achieve our goal of continuous improvement.



TRAINING & DEVELOPMENT UPDATE

Training is at the forefront of the employee experience at Ryanair and our people have access to some of the best training facilities in the industry. Our pilot and cabin crew training facilities in Ireland, Italy and the U.K. are strategically located across the network and house state-of-the-art flight and cabin simulators.



TRAINING

Our people undergo extensive training throughout their careers in Ryanair. Our Training Department provide training to over 19,000 aviation professionals to ensure they maintain the highest safety standards and deliver the best service to our customers.

Pilots

Our [pilots](#) carry out 50 hours of recurrent training annually, including training and classes at our state-of-the-art Full Motion Simulators/Academy Centres in Ireland, Italy and the UK. In addition, pilots complete theoretical training and practical equipment training on a recurrent basis.

Cabin Crew

Our [cabin crew](#) undergo a 6-week initial training course when joining Ryanair. That training includes health and safety, aviation safety, passenger safety and crew resource management safety. As per EASA guidelines, cabin crew also undergo recurrent training of approximately 28 hours p.a.

Ground Operations

From check-in to loading bags on our aircraft, our [ground operations department](#) ("GOPs") undergo training on an ongoing basis of approximately 10 hours p.a. With entry requirements to countries changing due to Covid-19, our Ground Staff constantly undergo training on new local and government requirements.

Support Staff

Our [support staff](#) are provided with induction training along with recurrent training. This training is specific to the department in which the staff member is located. Mandatory training happens every year on topics such as GDPR, Cyber Security and Anti-Bribery & Anti-Corruption.

RECOGNISING TALENT

Flight Deck

During FY22, despite the reduction in our flying schedule, we promoted 5% of our pilots and over 10% of our cabin crew to more senior levels, including important new roles within our industry leading training department.



The weekly Wings Ceremony

Cabin Crew

With the delivery of 73 Boeing 737-8200 "Gamechanger" aircraft and the opening of 15 new bases, we promoted 10% of our cabin crew to senior positions in FY22.



1,037

Total Cabin Crew Promotions

ROUTE TO COMMAND

As we grow to 225m passenger p.a. by FY26 and continue to take delivery of the 210 Boeing 737-8200 "Gamechanger" aircraft order, our command upgrade programme has become more important than ever.

Ryanair has developed a unique and innovative approach to preparing its First Officers to advance their career through the command upgrade process. This approach called 'Route to Command' (RTC) is a three-year skills and knowledge based process.

Once the First Officer has successfully completed the RTC requirements, they become eligible to be assessed for the command upgrade course.

We promoted 144 First Officers to Captain in FY22. On average, it takes just over 5 years for a Co-Pilot to become a Captain within the Group Airlines.

GRADUATE PROGRAMME

Since commencing the [programme](#) in 2016, we have hired over 120 Graduates. Every year, we select high-achieving graduates looking for opportunities in Commercial, Engineering, Finance, Flight Operations, Ground Operations, HR, Legal, Maintenance, Management, Marketing and Safety & Security. Our graduates are given real responsibility from day one and get the opportunity to rotate through 4 areas of the business. Our Graduates develop skills and build relationships that allow them to make an impact on our business.



WHAT OUR GRADUATES HAD TO SAY ABOUT THE PROGRAMME:

"What I love about the graduate programme at Ryanair is that you are not treated as a graduate, but rather you are given responsibility and ownership of tasks from day one. In particular, the finance graduate programme is truly rewarding because I am gaining real world experience in aviation finance at Europe's Number One airline- while also completing the ACA exams, a globally recognised accountancy qualification that is funded by the company."



Mitiona,
Finance Graduate
2021 Programme

"Ryanair's graduate programme is a great opportunity for recent graduates to join an internationally recognised company and gain invaluable experience working in a fast-paced environment from the get-go! Not only do graduates instantly become an integral part of the business, the opportunities and progression offered to you along the way are endless. It's the perfect first step for anyone looking to start a successful career."



Louise,
Marketing Graduate
2021 Programme

EMPLOYEE ATTRACTION & RETENTION

Ryanair is an equal opportunities and equal pay employer.

Attracting and retaining aviation professionals to Ryanair throughout COVID-19 has had its challenges, however over the last year, we have increased our headcount by 18% (by investing in state of the art training centres) in line with our ambitious targets to carry 225m passengers p.a. by FY26. We expect to create over 6,000 new jobs for pilots, cabin crew and engineers over the next five years.

In FY22 we experienced a staff turnover rate of 15% (3% in flight operations). We closely monitor turnover and gather insights through exit interviews, employee engagement surveys and benchmarking to enable us to address any concerns and implement retention measures.

CADET RECRUITMENT

The [Ryanair cadet](#) course has been developed over many years and reflects not only industry best practice and learnings from Ryanair's Safety Management System, but also the experience gained by training in excess of 3,000 First Officers over the last 5 years. Due to the commitment of the students and the excellence of the training programme, the Ryanair command upgrade course success rate is currently at 99%. Ryanair is hiring up to 1,000 cadets p.a. through its flight academy partners.



CADET PROGRAMME - WHAT'S INVOLVED?

GROUND SCHOOL



5 Weeks



Including Distance Learning/
Virtual Classroom

SIMULATOR



5 Weeks (64 hours)



12 Fixed Base Sessions



8 Full Flight Sessions -
Including Final Simulator Check

LINE TRAINING



14 Weeks (82 Sectors)



Including Line Check

TOTAL



6 months from commencement to
Ryanair Co-Pilot

EMPLOYEE SATISFACTION



EMPLOYEE WELLBEING

The wellbeing of our people is a key priority for Ryanair. An excellent example of our focus on wellbeing is our Peer Support Programme. This is a confidential programme that assists and supports pilots and cabin crew in recognising, coping with and overcoming any issues which might negatively affect their ability to operate safely.

SICK DAYS

Our industry leading rosters and point to point model mean that our people enjoy a superior work life balance compared to our competitors.

In FY22, just over 2% of our overall working days accounted for sick days which equates to 4 days per employee.



80%

of survey respondents would recommend Ryanair as a good place to work



NON-EXECUTIVE DIRECTOR FOR WORKFORCE ENGAGEMENT



The role of the Workforce Engagement Non-Executive Director is to engage with employees and bring feedback to the Board so together, the Board can understand and consider these views in its decision making. The Board includes Workforce Engagement as an agenda item at least quarterly.

During the past year, Róisín Brennan, as Workforce Engagement Non-Executive Director, built upon previous panel engagements and hosted several panel discussions with our engineers, Labs team, cabin crew, pilots, and office support staff. With the easing of travel restrictions across Europe, engagements took place face-to-face in Bergamo, Stansted and Ryanair's Dublin office.

The mix of those in attendance at each of the panel discussions provided valuable insights into the working life of our people. Suggestions made at some of the panel discussions have subsequently been incorporated into our operations.

We have further engagements planned throughout the coming year and we look forward to engaging further with our people.

Róisín Brennan

Non-Executive Director of Workforce Engagement

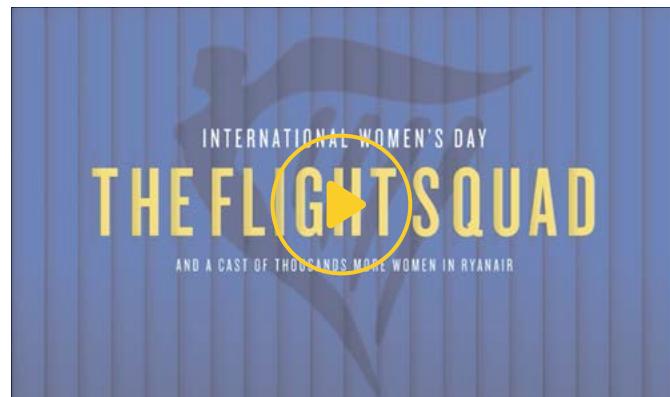
INCLUSION, DIVERSITY & EQUALITY

As Europe's largest airline group, with bases in 37 countries, operating at over 220 airports, we are proud to have a diverse workforce with over 71 nationalities speaking over 45 languages and an average age of 32 years old. Ryanair has positioned itself as a leading employer in Europe with a team of over 19,000 people.

GENDER DIVERSITY

In FY22, we established our Gender, Diversity & Inclusion Committee made up of employees from across the network including Senior Leaders such as Ryanair DAC's Chief Financial Officer (Tracey McCann) and Chief Risk Officer (Carol Sharkey). This committee is responsible for promoting and supporting diversity in the workforce.

Ryanair is committed to building on the number of female employees in management and leadership positions. More than 70% of management promotions in the past year have been taken up by female workers. The airline industry traditionally experiences a lack of female pilots and male cabin crew, however over the past few years we have seen a gradual increase in female recruits for our cadet courses.



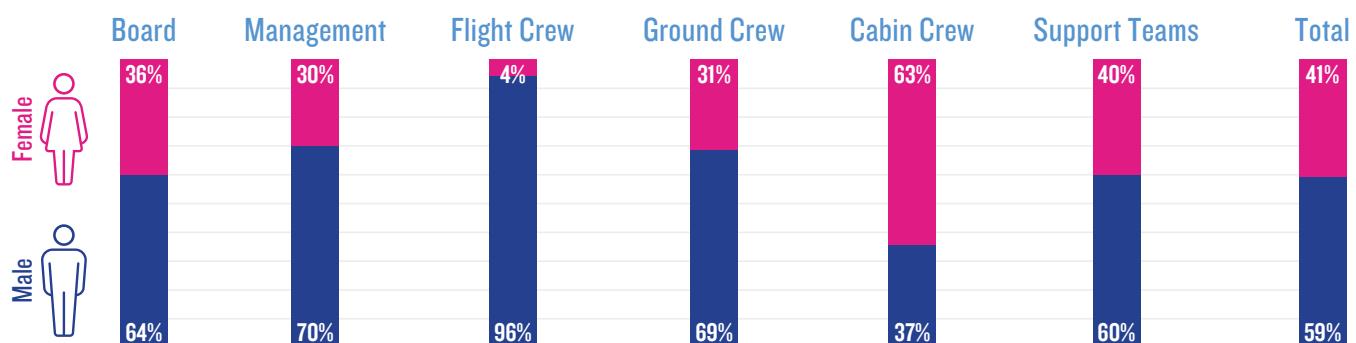
The Flight Squad – Celebrating International Women's Day

Our pilots and cabin crew (representing almost 90% of our total workforce) are covered by negotiated collective agreements or set pay rates, under which our female pilots and cabin crew are paid the same basic salary and the same variable pay rates as their male colleagues.

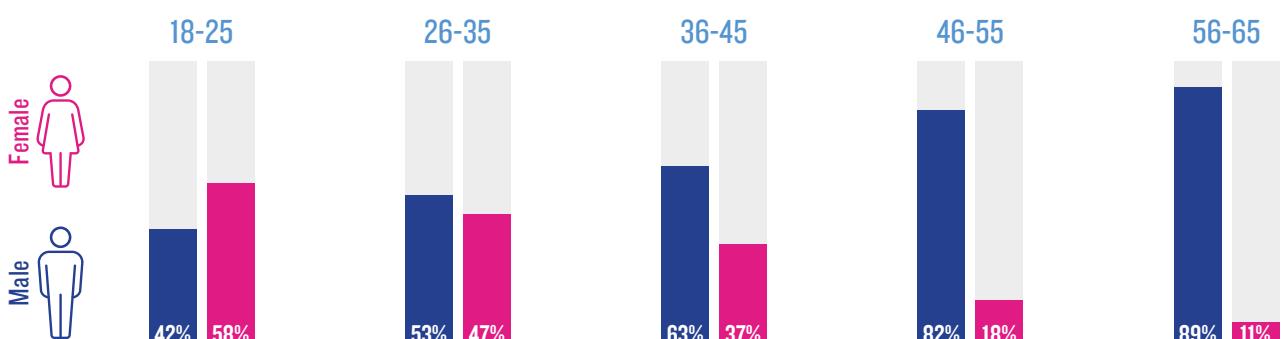


70%

of management promotions in the past year have been taken up by female workers



Below is a Gender breakdown based on age.





20 AÑOS DE CRECIMIENTO E INVERSIÓN

AIR



20
AÑOS

CRECIMIENTO E INVERSIÓN



BOOSTING ECONOMIES



BOOSTING LOCAL, REGIONAL AND NATIONAL ECONOMIES

Ryanair has generated (both directly and indirectly) tens of thousands of jobs in Europe. With our customer base set to grow to 225m p.a. by FY26, our contribution to the European economy and regional development will grow even further.

In FY22, on the 20th anniversary of Ryanair's arrival in Spain, we partnered with PwC to study the Group's track record and quantify its contribution to the Spanish economy and society. The study found the main areas of Ryanair's socio-economic contribution in Spain was boosting corporate activity, tourism and employment.

Overall, Ryanair's total annual impact in terms of GDP including corporate and tourism impact is more than €15bn.

The total annual impact in terms of employment, including corporate activities and tourism, exceeds 300,000 FTE jobs which represents 1.7% of employed people in Spain in 2019.



FOR EVERY
€1 OF GDP
 GENERATED DIRECTLY
 BY RYANAIR ACTIVITY
€2.20 OF GDP
 IS CREATED IN SPAIN INDIRECTLY

FOR EVERY EMPLOYEE
 HIRED BY RYANAIR
2.4 FURTHER
FTE JOBS
 ARE CREATED IN SPAIN

EVERY TOURIST
 ARRIVING IN SPAIN WITH
 RYANAIR CONTRIBUTES
€811 TO
SPANISH GDP

OUR CUSTOMERS

Constantly improving our customer experience remains one of our biggest priorities, as we grow to 225m passengers p.a. by FY26. This year, thanks to direct feedback from our customer panel and surveys, we're launching even more new developments, all designed to make our customer's experience with us even better.



CUSTOMER PANEL



Our customer panel, representing our key markets, underpins Ryanair's commitment to deliver what matters most to our customers.



Thanks to feedback from our five panellists at our very first Customer Panel event in Dublin in September 2021, we launched a whole new range of Customer Initiatives including a Day of Travel App, Wallet and Digital Self Service Hub.

Following on from this success, in April 2022, we held a further Customer Panel event, in Ryanair Labs, Madrid.

Based on our panellists' insight, this Autumn we'll launch a range of new initiatives, all designed to improve our customers travel experience.

As we grow, we want to ensure we're constantly enhancing our customer experience. That's why, this Summer, we'll be announcing that we're adding to our Customer Panel, to include participants from our Top 12 markets. Our new panellists will be recruited ahead of our next panel event which takes place in October 2022, in Buzz's HQ in Wroclaw, Poland.

CUSTOMER IMPROVEMENTS

LAUNCHED OCTOBER 2021

RYANAIR WALLET

All credit requests are now processed to the myRyanair Wallet within 24 hours. It makes it easy to book new flights or get a refund within 5 working days.



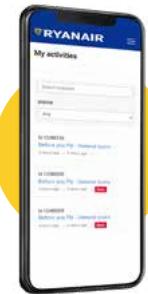
SELF SERVICE HUB

Passengers can easily make changes to their booking, including flight changes, passenger details, baggage, seats and much more through the Self-Service Hub.



DAY OF TRAVEL ASSISTANT

Our Day of Travel Assistant gives customers updates on terminal, flight information, bag drop and gate number. In the case of a (rare) major disruption, we post live videos updates.



CHAT

Our chatbot handles 80% of customer queries and our customers can reply in more languages than ever before. We've added video content too, as visual aids can be much easier to follow.

FARE FINDER

Customers can filter options by country, region, airport, trip type and tourist attraction making for a faster, more efficient booking process that's catered to them.



AUTUMN 2022

DEPOSIT BOOKINGS

 Pay 50% deposit and the balance 60 days pre-departure.

AIRPORT EXPRESS

 Avoid airport queues! Scan a QR code to add products, change flights, browse inflight magazine and more.

MULTI AIRPORT BOOKING

 Fly in and out of different airports with one booking, instead of booking two one-way flights.

CUSTOMER SELF-SERVICE

 Voice activation function via Alexa for customers to confirm booking details, access flight info & any required help conveniently on the Ryanair website or app.

CUSTOMER SATISFACTION



Alongside our Customer Panel, feedback from our [monthly CSAT survey](#) is our biggest measure of how satisfied customers are with their travel experience (details of which are published on our website). Every customer who flies with us each month is invited to rate their trip based on the below measures.

We have a very strong satisfaction rate of 89%*, up 2% from last year's score. In FY22 we recorded a significantly improved CSAT Score. This was largely as a result of less flights and less Air Traffic Control (ATC) delays which meant the biggest determinant of our CSAT score, On Time Performance (OTP), was at its highest in years.

Our customers rate our Crew amongst the friendliest in the skies, with a CSAT score of 96%.

Our Net Promoter Score (NPS), a metric whereby we ask customers if they would recommend us to a friend, has remained consistent at 11 during FY22. Ryanair's NPS has grown by 20% over the past three years.

CUSTOMER EXPERIENCE FORUM

We also recently established a Customer Experience Forum, made up of senior stakeholders from across the business. The forum meets monthly to review feedback from our CSAT survey and identify meaningful actions, to improve our customer's experience.

Customer Satisfaction score out of 100:

89%	Overall Customer Satisfaction
89%	Reliability
90%	Inflight experience
92%	Punctuality
96%	Crew friendliness
90%	Choice of destinations
4/5	App rating

*to FY22 Year End

ACCESSIBLE TRANSPORT



We have a dedicated [special assistance team](#) in Ryanair (via live calls and chat) who are available 7 days a week, 364 days a year, supporting passengers in 7 languages: English, French, German, Italian, Polish, Portuguese and Spanish.

This year we expect to support at least 3.5m passengers who need special assistance with their travel and we always achieve a very high CSAT score (+90%) for this assistance.

We recently launched an [Alexa voice recognition overlay](#) on our website. It is a resource for passengers (especially those who are visually impaired) to access our FAQ's, check flight times and explore all of their travel options. Our Alexa overlay has been accredited by the [National Council for the Blind of Ireland \(NCBI\)](#).

The NCBI are also working with us to ensure our website reaches the highest standards of digital accessibility for people with disabilities. Passengers will benefit from these changes as they are rolled out over the coming months.

SUNSHINE LANYARD

Not all disabilities are visible – some are not immediately obvious.

They include autism, chronic pain, and learning difficulties as well as mental health conditions, mobility, speech impairments, and sensory loss such as speech, sight loss, hearing loss, or deafness. The Sunflower is a globally recognised symbol for hidden disabilities. Some people choose to wear the Sunflower lanyard to discreetly identify that they may need support, help, or just a little more time in shops, transport, or public spaces.



In Ryanair we transport up to 500,000 passengers every day and some of these have hidden disabilities. We have rolled out "Hidden Disabilities" training to all of our pilots, cabin crew and ground support teams teaching them to recognise the Sunflower lanyard and that the person wearing it might just need a little more time or support with their travel journey.

“ TECHNOLOGY IS A KEY ENABLER FOR PEOPLE WITH SIGHT LOSS AND BROADER DISABILITIES AND THIS NEW INITIATIVE FROM RYANAIR IS A GREAT NEW INNOVATION SUPPORTING THOSE WITH DISABILITIES.

Kyran O'Mahoney, CTO,
National Council for the Blind
of Ireland



Tristan Casson-Rennie,
Regional Director,
Hidden Disabilities Sunflower

“ WE ARE DELIGHTED THAT RYANAIR HAS JOINED THE GLOBAL HIDDEN DISABILITIES SUNFLOWER NETWORK. PASSENGERS WITH HIDDEN DISABILITIES CAN FLY KNOWING THAT THEY WILL BE SUPPORTED.

CUSTOMER CHARTER



We are available to talk to our customers between 6am and 9pm (GMT) 7 days a week. We support 7 languages across live call and chat. For issues including claims for refunds, lost or damaged bags or compensation, we provide the option to raise service requests through our [Help Centre](#).

In the unlikely event we cancel or reschedule a flight, we will always advise customers of their rights by providing the necessary links to request a flight change, refund or free move. Passenger rights will also be advised as they apply to cancellations ([EU261 Passenger rights legislation](#)). All reimbursement requests will be processed to the Ryanair customer wallet (in "[My Ryanair](#)") within 24 hours and cash refund requests processed within 5 days.

If a claim for compensation is made or luggage is damaged, we will respond within 14 days.

We use customer feedback as an opportunity to improve our service. If a customer wants to give us feedback it is possible to do so through our Help Centre and we will respond to all complaints within 28 days.

Customers can track service requests through our Help Centre. In instances where customers disagree with service request outcomes we provide Alternative Dispute Resolution (ADR). This is an independent and objective platform for escalation of issues across our European network.

DELAYS

In Ryanair we are very proud of our industry leading [On Time Performance \(OTP\)](#) of over 90% and we are also industry leading in how we manage on-the-day delays and disruptions.

Through the [Day of Travel Assistant](#) on the Ryanair app we will advise you of your new Estimated Time of Departure (ETD) every 30 mins, we will send you a delay notification at 60 minutes and every 30 minutes after that. If the delay exceeds two hours we will send you an email notifying you of your rights, we will also send you a refreshment voucher and this is redeemable in the airport for drinks and snacks.

We will also keep our customers informed as to the reason for the delay and what we are proactively doing to get them on board and to their destination.

If your flight is delayed overnight (which is a very rare thing in Ryanair), we will arrange your hotel accommodation and ground transportation and pay you out of pocket meal expenses.



90%

We are very proud of our industry leading On Time Performance (OTP) of over 90%

CYBER SECURITY & DATA PROTECTION

Cyber Security is a challenge faced by all businesses. A severe cyber attack has the potential to impact Ryanair's operations and put our customers data at risk. That is why we have such a focus on cyber security and have best in class practices and policies.



CYBER SECURITY STRATEGY

Ryanair's Chief Technology Officer (CTO) reports on our cyber security strategy to the Ryanair Audit Committee and the Ryanair Board at least annually. Updates on the strategy are provided quarterly to the Board and monthly to Ryanair's Technology Leadership team.

To ensure robust controls are in place, we are audited by independent third parties to ensure compliance with the [National Institute of Standards and Technology \(NIST\) Framework](#).



Ryanair also has a Cyber Security Policy in place that is reviewed at least annually. This policy is aligned to high quality frameworks including ISO 27001, PCI Data Security Standards, Open Web Application Security Project® (OWASP) and more. For an abridged version of this policy, please see our [Information Security Policy](#).

PERFORMANCE AND PRIORITIES

An external, independent cyber security audit takes place biannually. This review analyses over 200 data points and the security controls in place to defend them.

Under NIST, Ryanair is currently the highest ranked airline with a score of 3.5, substantially above the industry average of 3.2. However, to keep ahead of the curve we recognise that we must have an ethos of continuous improvement. Therefore we have identified an ambitious goal of 3.7 in our next review.

We also undertake constant internal security audits. We use the Security Scorecard rating to benchmark our audits against industry peers. We are constantly tracking ahead of the industry.



3.7

We recognise that we must have an ethos of continuous improvement. Therefore we have identified an ambitious goal of 3.7 in our next NIST review.

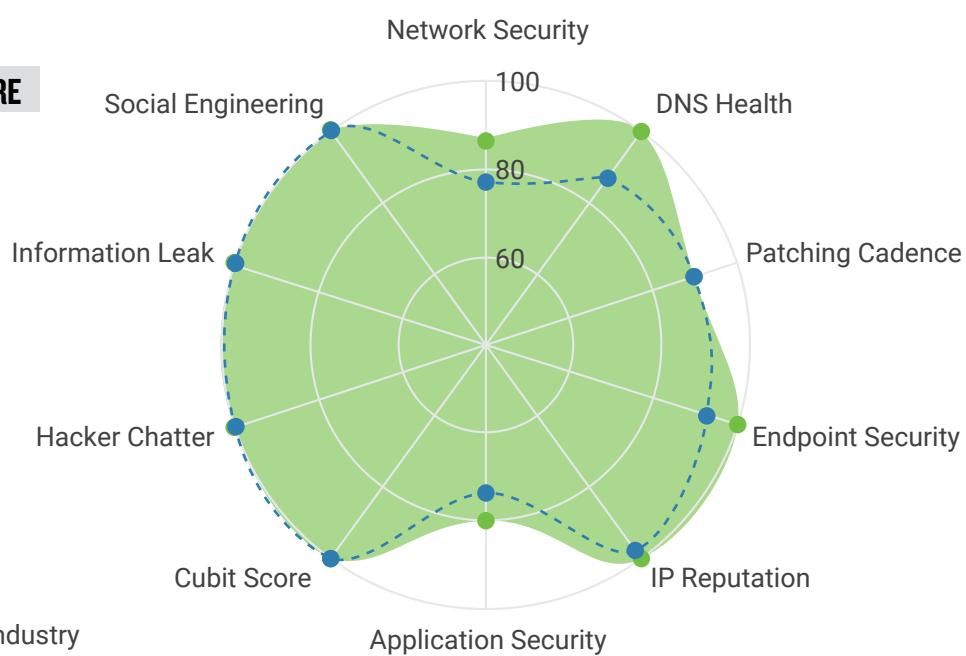
Ryanair's Security Scorecard

BOARD SUMMARY FOR RYANAIR.COM

PREPARED ON 04 JULY, 2022

OUR CURRENT SECURITY SCORE

A **93**



Source: Security Scorecard and Bitsight

Team

A multi-disciplinary team with a working knowledge of all systems is a requirement to ensure we are defended against a cyber-attack.

Ryanair's Cyber Security team is made up of skilled professionals with extensive experience in the field. The team focuses on testing – both defensive and offensive – risk and compliance, vulnerability assessment, security operations and app development.

Training

We recognise any form of security is just as strong as your weakest link. With that in mind, all our colleagues with access to Ryanair's systems undertake annual mandatory training in cyber security. This is on top of mandatory training for new starters. Bespoke training is offered as required, both at a team and individual level.

We also carry out frequent phishing tests – which is the most likely form of attack. If any of our people fail these tests, they are required to complete additional training.

PROTECTING DATA

In FY22, Ryanair updated its Privacy Policy to ensure it is in compliance with recent case law and in line with best practice. The updated Policy includes additional information on: periods for which we retain data, our service providers and other third parties with whom we share data, the legal bases on which we rely for any international transfers of data, our optional online verification, and how we process documents required to comply with public health requirements. We also made our online data request processes more user friendly.

Governance

The Board of Directors has ultimate responsibility for the Company Data Protection Policy. At management level, the Data Protection Committee is tasked with review and approval of data protection procedures and departmental or topic-specific policies. The members of the Committee include Ryanair's Data Protection Officer, Group Chief Legal Officer, CTO, Director of Digital & Marketing and Director of People.

APPENDIX



SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB)

Greenhouse Gas Emissions

Accounting Metric	Metric	FY22	FY21	FY20	Code
Gross global Scope 1 emissions	Metric tons (t) CO2e (Millions)	9.1	2.9	12.7	TR-AL-110a.1
Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Page 12				TR-AL-110a.2
Total fuel consumed	USG (Millions)	952	307	1,339	TR-AL-110a.3

Labour Practices

Accounting Metric	Metric	FY22	FY21	FY20	Code
Percentage of active workforce covered under collective bargaining agreements	%	89	88	88	TR-AL-310a.1
Number of work stoppages	#	0	0	0	TR-AL-310a.2
Total days idle	Days	0	0	0	TR-AL-310a.2

Competitive Behaviour

Accounting Metric	Metric	FY22	FY21	FY20	Code
Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	Euro (millions)	0	0	9.2	TR-AL-520a.1

Activity Metric

	Metric	FY22	FY21	FY20	Code
Available seat kilometers	ASK (millions)	147,028	49,271	192,165	TR-AL-000.A
Passenger load factor	%	82	71	95	TR-AL-000.B
Revenue passenger kilometers	RPK (millions)	120,563	34,982	182,556	TR-AL-000.C
Number of departures	#	620,524	204,828	823,897	TR-AL-000.E
Average age of fleet	Years	8	9	8	TR-AL-000.F

TASKFORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

GOVERNANCE

Board & Audit Committee

Ryanair's Board has ultimate oversight of the Group's climate strategy, sustainability goals and climate-related risks and opportunities. The Board and Audit Committee receive quarterly updates on Ryanair's climate related risks and performance from the Group CFO and the Director of Sustainability & Finance.

Sustainability Committee

The Sustainability Committee is an Executive/Management level committee that meets monthly. The Sustainability Committee is responsible for the day-to-day identification, assessment and management of climate-related risks and opportunities.

The Sustainability Committee covers all airlines within the Ryanair Group and includes members from multiple departments. Together, members integrate Ryanair's sustainability goals with our business' demands. These initiatives are then communicated to the wider organisation.

The Sustainability Committee maintains an effective and continual dialogue with the Board and stakeholders (via the Group CFO and the Director of Sustainability & Finance).

Sustainability Team

Ryanair's Sustainability Team is responsible for the day-to-day management and delivery of the sustainability strategy and targets. The team reports to the Group CFO with a dotted line to the Board and Audit Committee.

Enterprise Risk Register

Key risks, including climate related risks, are analysed as part of bi-yearly review of the Group Enterprise Risk Register. Climate-related risks, along with associated plans to mitigate such risk, are assessed, scored and highlighted to the Audit Committee and the Board.

Climate related risks are identified through scenario analysis, horizon scanning and ongoing industry scrutiny.

STRATEGY

The Ryanair Group's long-term strategy identifies climate change as a key area that will impact the business going forward. Short and medium-term risks and opportunities are addressed on an ongoing basis by the Ryanair Sustainability Committee and Sustainability team who report upwards to the Board.

In FY22, the Ryanair Group published its Pathway to Net Zero – a detailed plan on where it aims to achieve its emissions reductions. This pathway forms a key pillar of our ongoing Group strategy. Emission reductions will come from:

- 32% technological and operational improvements,
- 34% Sustainable Aviation Fuel (SAF),
- 10% Single European Sky initiative and
- 24% carbon offsetting.

TASKFORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

STRATEGY CONTD.

Transition Risk: Market

Inability to meet mandated SAF blending

Medium term **Long term**

Trend

Stable

Climate-Related Risk description

Currently SAF represents less than 1% of the aviation industry's needs. The cost of SAF, depending on the feedstock and country of uplift, can be two to four times the cost of normal jet kerosene. There is a risk through prohibitive pricing or lack of availability that the Group cannot meet mandated SAF blending requirements.

Potential strategic/Financial impacts

Increased costs for SAF or potential non-compliance penalties resulting in lower earnings.

Mitigating actions/Opportunities

Ryanair has signed up to the Fuelling Flight Initiative through the European Climate Foundation which calls on Europe to ensure future fuel policy only promotes the most sustainable fuels for reducing the climate impact of aviation.

Ryanair and Trinity College Dublin - Sustainable Aviation Research Centre partnership looks to put in place a number of innovative actions to accelerate the use of SAF.

By using SAF, GHG reductions will decrease which will reduce ETS and CORSIA compliance costs.

Ryanair has a strong relationship with multiple fuel suppliers which will help the Group procure SAF and meet its goal of 12.5% by 2030.

Changing customer behaviour away from aviation

Long term

Trend

Stable

Climate-Related Risk description

There is a reduced demand for flights with customers switching to rail or holidaying at home.

Potential strategic/Financial impacts

Potential loss of revenue.

Mitigating actions/Opportunities

By Ryanair positioning itself as a leader in the climate change agenda for aviation there is an opportunity that passengers will switch to flying with Ryanair as they reduce their carbon footprint.

Inability to access financing

Long term

Trend

Low

Climate-Related Risk description

With the EU taxonomy classifying what sustainable activities are and directing financing towards them, the aviation industry may find it difficult to attract funding for investments.

Potential strategic/Financial impacts

Potential for higher financial costs or inability to fund major capital expenditure effectively.

Mitigating actions/Opportunities

The Group has a strong balance sheet with a BBB (stable) credit rating with S&P and Fitch, relatively low net debt by European airline standards and 90% unencumbered assets which can ease funding activities.

Long term = 5+ years

Medium Term = 3 - 5 years

Short Term = 0 - 3 years

TASKFORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

STRATEGY CONTD.

Transition Risk: Market

A reduction in asset valuations	Trend
Climate-Related Risk description The resale valuation of the Ryanair fleet decreases due to fuel efficiency expectations.	Stable
Potential strategic/Financial impacts Reduction in asset valuations / accelerated depreciation resulting in lower earnings.	Mitigating actions/Opportunities Ryanair maintains a young fuel-efficient fleet and closely monitors external valuations to optimise sales. Reflecting B737-400 retirements and similar sales by cargo operations means that the B737-800 NGs are the logical choice for the industry to reflect and reduce their carbon footprint with more efficient CFM 7B engines, keeping valuations up.
Long term	

Transition Risk: Technology Shifts

Costs to transition to lower emissions technology	Trend
Climate-Related Risk description The Group has set the goal of reaching net zero emissions by 2050. The pathway to reaching net zero requires certain enhancements in new technologies which will reduce emissions. There is a risk that the cost of this new technology may be prohibitive.	Low
Potential strategic/Financial impacts Higher capital expenditure and lower earnings.	Mitigating actions/Opportunities Ryanair has a long-standing strategy for fleet modernisation supported with strong cashflows and access to capital markets.
Long term	
Today Ryanair's average fleet age is just 8 years and will drop in 2024 when we take final delivery of our 210 new "Gamechanger" (Boeing 737-8200) aircraft. New technologies will be more fuel efficient delivering ongoing operational cost savings. Ryanair has partnered with Trinity College Dublin to form the Ryanair Sustainable Aviation Research Centre to research improved aircraft technology for the future.	

Long term = 5+ years

Medium Term = 3 - 5 years

Short Term = 0 - 3 years

TASKFORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

STRATEGY CONTD.

Transition Risk: Reputation

Increased consumer concern

Medium term Long term

Trend

Stable

Climate-Related Risk description

Public concern about climate change may lead to reputational risks to Ryanair. If Ryanair is not perceived (regardless of whether it is) to be addressing its role in addressing climate change customers may choose to book with other airlines/other forms of transport that are perceived to be more proactive. These risks are identified by the Sustainability Department and Marketing Department by monitoring consumer opinion to climate change.

Potential strategic/Financial impacts

Reluctance to fly results in lower revenue.

Mitigating actions/Opportunities

There is an opportunity to enhance the Group reputation and brand value as a carbon efficient airline. With a pre-Covid fuel efficiency of 66grams of CO₂ per pax/km, the Group is a leader in the industry for fuel efficiency where switching to Ryanair from a legacy carrier reduces a passenger's carbon footprint by 50%.

By offering customers the opportunity to offset their emissions through the Ryanair Customer Offset Scheme, carbon conscious customers can fully offset their emissions when they fly. Our offsetting programmes include the distribution of energy-efficient cookstoves in Uganda by First Climate; Balikesir's Wind Power Plant Project in Turkey and Improved Kitchen Regimes in Malawi.

Transition Risk: Policy and Legal

Increased carbon pricing and aviation taxes

Long term

Trend

Increasing

Climate-Related Risk description

There is a risk that the increased cost of compliance with Fit for 55 regulation including carbon pricing and aviation taxes will make travelling by air prohibitively expensive.

Potential strategic/Financial impacts

Increased operating costs and lower passenger revenues.

Mitigating actions/Opportunities

As a fuel-efficient airline, the change in legislation should be less impactful on the Group than on other airlines. This presents a competitive advantage. Ryanair has the lowest cost per pax (ex-fuel) of any other major European airline, giving it a competitive advantage. This, coupled with its leadership in carbon reduction, ensures that fares will be the lowest in the market, a key competitive advantage over high cost airlines.

Long term = 5+ years

Medium Term = 3 - 5 years

Short Term = 0 - 3 years

TASKFORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

STRATEGY CONTD.

Transition Risk: Policy and Legal

A ban on short haul travel

Medium term

Trend

Low

Climate-Related Risk description

There is a risk that legislation is passed in certain jurisdictions that places a ban on sectors below a certain distance.

Potential strategic/Financial impacts

Potential loss of revenue on short haul.

Mitigating actions/Opportunities

The Group has very little exposure to sectors that can be easily replaced by other modes of transport. Ryanair operates on routes with an average sector length of over 1,300km and also connects outer regions and islands, etc. which means switching to ground transport is not viable.

Highly mobile assets that can serve other markets (peripheral regions/ islands).

Lowest cost producer of a seat (cost per pax.)

Physical Risk: Chronic

Rising temperatures and sea levels

Long term

Trend

Stable

Climate-Related Risk description

Chronic physical risks such as higher average temperature could potentially lead to lower load factors due to performance restrictions. As some of the airports Ryanair flies to are on coastal areas, a rise in sea level due to higher temperatures could make the risk of flooding higher. If these airports closed due to flooding, it may result in Ryanair cancelling flights/closing bases and as a consequence change public willingness to travel to these locations

Potential strategic/Financial impacts

Lower revenue as a result of cancelled flights.

Mitigating actions/Opportunities

The Group predominantly flies within Europe which even under extreme weather conditions should not result in significant performance restrictions.

Long term = 5+ years

Medium Term = 3 - 5 years

Short Term = 0 - 3 years

TASKFORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

STRATEGY CONTD.

Physical Risk: Acute

Increased severity of extreme weather events such as wild-fires, cyclones and floods.

Trend

Long term

Stable

Climate-Related Risk description

The occurrence of extreme weather events and the resulting cancellations due to the closure of airports could have a material adverse effect on the Group's financial performance indirectly, as a consequence of changes in the public's willingness to travel within Europe due to the risk of flight disruptions. Local impacts such as fires / drought impact on the attractiveness of the Group network.

Potential strategic/Financial impacts

Operational disruption and potential revenue loss. Costs of delays and operational disruption including turbulence.

Mitigating actions/Opportunities

The Group uses dynamic flight plans to respond rapidly in order to avoid potential weather events.

Group assets are highly mobile (aircraft) so are not subject to acute risks associated with coastal flooding or tropical cyclones.

Inability to source key supplies due to climate change.

Trend

Long term

Stable

Climate-Related Risk description

Value chains are exposed to acute climate change from higher temperatures or a reliance on fresh water (inadequate supply).

Potential strategic/Financial impacts

The cost of key supplies increases resulting in lower earnings.

Mitigating actions/Opportunities

The Group engages a wide range of suppliers and can manage developments by switching should constraints / disruptions arise.

Lowest cost operator which is a key competitive advantage over higher cost airlines/ forms of transport.

Long term = 5+ years
 Medium Term = 3 - 5 years
 Short Term = 0 - 3 years

TASKFORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

RISK MANAGEMENT

In FY22, Ryanair conducted a scenario analysis to assess the potential impact in 2030 and 2050 based on the IEA Net Zero Emissions (NZE) Scenario and also on a high emission scenario. This analysis helped Ryanair Group identify short, medium and long-term climate-related physical and transition risks. These risks are an inherent part of operating in the airline industry with their impact being assessed through the Enterprise Risk Register. Upstream climate risks are also raised with the sustainability committee. The potential financial impact is assessed using forecasting scenario analysis.

All risks including those related to climate change are identified through the Group's Enterprise Risk Management Register. The register highlights the risks, their likelihood of occurring and impact with associated risk mitigation.

Ryanair has used standard industry risk terminology when identifying its risks. However, the upcoming EU Taxonomy and Corporate Sustainability Reporting Directive (CSRD) will ensure a consistent approach across industries.

METRICS & TARGETS

Metrics

In FY22, we conducted a verified audit of the emissions across the entire* value chain.

Scope 1	<ul style="list-style-type: none"> - 9,193,324 MtCO2e - 9,099,611 MtCO2 - 5,663 MtCH4 - 86,112 MtN2O
Scope 2	- 4,150 MtCO2e
Scope 3	- 2,075,941 MtCO2e

Targets

In FY21, Ryanair set out key targets that will help deliver its Pathway to Net Zero.

Target	FY22	FY21
Net Zero emissions by 2050 (Scope 1 MtCO2e)	9.2m MtCO2e	2.9m MtCO2e
60g CO ₂ pax/km by 2030	76g CO ₂ pax/km	83g CO ₂ pax/km
12.5% Sustainable Aviation Fuel by 2030	NA	NA
CDP 'A' rating in next two years	B	B-

Since then, we have established two new emissions targets to reduce impact.

Target	FY22
Scope 2 absolute emission reduction of 35% by 2030	4,150 MtCO2e
Non-fuel scope 3 absolute emission reduction of 50% by 2030	172,882 MtCO2e

CONSOLIDATED DISCLOSURES PURSUANT TO ARTICLE 8 TAXONOMY REGULATION

The EU Taxonomy is a classification system for environmentally sustainable economic activities. The purpose of which is to direct investments towards sustainable projects and activities and to provide companies, investors and policymakers with appropriate definitions for which economic activities can be considered environmentally sustainable.

Article 8 of Regulation (EU) 2020/852 (the “**Taxonomy Regulation**”) establishes a framework to facilitate sustainable investing. As part of the Taxonomy Regulation, Ryanair is required to disclose how and to what extent the Group’s activities are associated with economic activities that qualify as environmentally sustainable under Articles 3 and 9 of the Taxonomy Regulation and Article 10 (2) of Commission Delegated Regulation (EU) 2021/2178 (the “**Delegated Disclosures Act**”).

First Time Application

Article 8 disclosure requirements are applicable for reporting periods from January 1, 2022. As such, fiscal year 2022 is the first period for reporting the share of taxonomy-eligible economic activities in terms of turnover, capital expenditures (Capex) and operating expenditures (Opex). Only taxonomy-eligible economic activities related to the first two environmental objectives (climate change mitigation and climate change adaptation) in accordance with Article 9 of the Taxonomy Regulation and Article 10 (2) of the Delegated Disclosures Act are required to be reported for Ryanair’s financial year 2022.

Ryanair Approach

The economic activities listed in Annex 1 and Annex 2 of Commission Delegated Regulation (EU) 2021/2139 (the “**Climate Delegated Act**”) were analysed by management. The main economic activity of the Group is the air transport of passengers. This activity is not one of the sectors covered by the Climate Delegated Act in the reporting year. It is expected to be included within the second climate delegated act, which is expected to be published in 2022. However, it is expected that in the future, the Group’s use of sustainable aviation fuel (SAF) and the best in class engine technology will be taxonomy-aligned. There were no other material activities identified as taxonomy eligible.

KPI

With Aviation not yet one of the sectors covered by the Climate Delegated Act, the share of taxonomy-eligible economic activities in Turnover, Capex and Opex was 0% in fiscal year 2022.

	Total €'m	Proportion taxonomy eligible economic activities (in %)	Proportion taxonomy non-eligible economic activities (in %)	Calculation	Explanation
Turnover	4,801	0%	100%	<p>Revenue derived from taxonomy-eligible economic activities (numerator) divided by the net turnover (denominator).</p> <p>With regard to the numerator, we have not identified any Taxonomy-eligible activities as Group revenue is primarily derived from the air transport of passengers (by the Climate Delegated Act).</p>	The Group did not generate any revenues from taxonomy-eligible products and services during FY22. The Group's carbon offset offering does not generate any profits.
Capex	1,533	0%	100%	Taxonomy-eligible Capex (numerator) divided by our total Capex (denominator).	With regard to the numerator, the largest proportion of Capex is in relation to aircraft purchases. These are not currently covered by the Climate Delegated Act. As such, the proportion of taxonomy eligible spend was 0%.
Opex	5,141	0%	100%	Taxonomy-eligible Opex (numerator) -determined against the eligible economic activities described in the Climate Delegated Act divided by our total Opex (denominator).	While the Group uses SAF on certain routes and the latest engine technology this is not currently covered by the Climate Delegated Act. As such, the proportion of taxonomy eligible Opex was 0%.

Turnover

Turnover consists of Total operating revenues. See Consolidated Income Statement per page 156 of our Annual Report alongside note 17 for details of the Groups revenue generation. The associated critical accounting policies are set out on pages 163 to 174 of our Annual Report.

Capex

Capex consists of additions to fixed assets, intangible assets (net of supplier reimbursements), maintenance prepayments greater than one year, intangible assets and right-of-use assets. See note 17 of the Consolidated financial statements.

Opex

Opex consists of Total operating expenses. See Consolidated Income Statement per page 156 of our Annual Report. The associated critical accounting policies are set out on pages 163 to 174 of our Annual Report.

GLOBAL REPORTING INITIATIVE (GRI)

Statement of use	Ryanair Holdings plc has reported the information cited in this GRI content index for the period 01 April 2021 to 31 March 2022 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
GRI STANDARD	
DISCLOSURE	LOCATION
GRI 2: General Disclosures	
2-1 Organizational details	Ryanair Holdings plc Airside Business Park, Swords, Co Dublin, K67 NY94, Ireland
2-2 Entities included in the organization's sustainability reporting	Buzz Lauda Europe Malta Air Ryanair DAC Ryanair UK
2-3 Reporting period, frequency and contact point	Reporting Period: Fiscal Year 2022 ("FY22") (01 Apr 2021 - 31 Mar 2022) Frequency: Annual Date of Publication: 25 July 2022 Contact: sustainability@ryanair.com
2-4 Restatements of information	N/A
2-5 External assurance	This report has been reviewed and approved by Ryanair Holding plc's Senior Management and the Audit Committee (A Board subcommittee). Emissions data received third party verification from Verifavia. See page 54.
2-6 Activities, value chain and other business relationships	Airlines
2-7 Employees	19,116
2-8 Workers who are not employees	See page 21 of this report
2-9 Governance structure and composition	See page 7 of this report.
2-10 Nomination and selection of the highest governance body	See Governance section of Group Website
2-11 Chair of the highest governance body	Stan McCarthy, Non-Executive Chair
2-12 Role of the highest governance body in overseeing the management of impacts	See Governance section of Group Website
2-13 Delegation of responsibility for managing impacts	The Sustainability Committee is responsible for identifying, assessing and making recommendations for addressing climate-related risks and opportunities. The Committee covers all airlines within the Group and includes members from across multiple departments. Together, members integrate Ryanair's sustainability goals with our business' demands. Ryanair's Sustainability Committee maintains an effective and continual dialogue with the Board and stakeholders (via the Group CFO and the Director of Sustainability & Finance).
2-14 Role of the highest governance body in sustainability reporting	The Board has ultimate oversight of our sustainability goals including climate-related issues and the Group's climate strategy. The Board and Audit Committee receive quarterly updates on climate related risks and our performance from the Director of Sustainability & Finance.
2-15 Conflicts of interest	Ryanair Code of Business Conduct & Ethics – Page 6
2-16 Communication of critical concerns	Ryanair Code of Business Conduct & Ethics – Page 9

GLOBAL REPORTING INITIATIVE (GRI)

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures		
2-17 Collective knowledge of the highest governance body		See page 8 for the Summary of Directors Competencies.
2-18 Evaluation of the performance of the highest governance body		See page 26 of the Annual Report.
2-19 Remuneration policies		Ryanair Remuneration Policy
2-20 Process to determine remuneration		Ryanair Remuneration Policy
2-21 Annual total compensation ratio		See page 26 of the Annual Report.
2-22 Statement on sustainable development strategy		See page 2 of this report.
2-23 Policy commitments		Ryanair Code of Business Conducts & Ethics
2-24 Embedding policy commitments		Ryanair Code of Business Conducts & Ethics
2-25 Processes to remediate negative impacts		Ryanair Code of Business Conducts & Ethics
2-26 Mechanisms for seeking advice and raising concerns		Ryanair Code of Business Conducts & Ethics
2-27 Compliance with laws and regulations		Ryanair Code of Business Conducts & Ethics
2-28 Membership associations		See page 6 of this report.
2-29 Approach to stakeholder engagement		See page 4 of this report.
2-30 Collective bargaining agreements		See page 21 of this report.
GRI 3: Material Topics		
3-1 Process to determine material topics		See page 4 of this report.
3-2 List of material topics		See page 4 of this report.
3-3 Management of material topics		See page 4 of this report.
GRI 305: Emissions		
305-1 Direct (Scope 1) GHG emissions		See page 12 of this report.
305-2 Energy indirect (Scope 2) GHG emissions		See page 14 of this report.
305-3 Other indirect (Scope 3) GHG emissions		See page 15 of this report.
305-4 GHG emissions intensity		See page 13 of this report.
305-5 Reduction of GHG emissions		See page 12 of this report.
305-6 Emissions of ozone-depleting substances (ODS)		See page 12 of this report.
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		See page 48 of this report.
GRI 401: Employment		
401-1 New employee hires and employee turnover		See page 26 of this report.
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees		See Ryanair's Career's page
401-3 Parental leave		See Ryanair's Career's page

GLOBAL REPORTING INITIATIVE (GRI)

GRI STANDARD	
DISCLOSURE	LOCATION
GRI 402: Labor/Management Relations	
402-1 Minimum notice periods regarding operational changes	See page 21 of this report.
GRI 403: Occupational Health and Safety	
403-1 Occupational health and safety management system	See page 22 of this report.
403-2 Hazard identification, risk assessment, and incident investigation	See page 22 and 23 of this report.
403-3 Occupational health services	See page 22 of this report.
403-4 Worker participation, consultation, and communication on occupational health and safety	See page 22 of this report.
403-5 Worker training on occupational health and safety	See page 22 and 24 of this report.
403-6 Promotion of worker health	See page 22 of this report.
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	See page 22 of this report.
403-8 Workers covered by an occupational health and safety management system	See page 22 and 23 of this report.
403-9 Work-related injuries	See page 22 and 23 of this report.
403-10 Work-related ill health	See page 27 of this report.
GRI 404: Training and Education	
404-1 Average hours of training per year per employee	See page 24 of this report.
404-2 Programs for upgrading employee skills and transition assistance programs	See page 24 of this report.
404-3 Percentage of employees receiving regular performance and career development reviews	See page 24 of this report.
GRI 416: Customer Health and Safety	
416-1 Assessment of the health and safety impacts of product and service categories	See page 22 and 23 of this report.
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	See page 22 and 23 of this report.
GRI 418: Customer Privacy	
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	See page 38 of this report.

ASSURANCE STATEMENT



GOVERNANCE

VERIFAVIA SAS ('VERIFAVIA') has been engaged by Ryanair to perform an independent verification with limited assurance of the scope 1, 2 and some scope 3 carbon inventory data for the fiscal year 2022 (01 April, 2021 – 31 March, 2022) as presented in the Ryanair's Carbon Footprint report. Scope 2 emissions were calculated using location-based emission factors. Scope 3 emissions consisted of Ground Support Equipment, catering, aircraft manufacturing, jet fuel (well-to-tank), employee commuting, and aircraft tyres.

Scope	Activity	Emissions (tCO2e)	% of total emissions
Scope 1	Fuel Emissions	9,193,324	81.55%
	Total Scope 1 Emissions	9,193,324	81.55%
Scope 2	Head Office Buildings	1,001	0.01%
	Support Office Buildings	557	0.01%
	Hangars	2,592	0.02%
	Total Scope 2 Emissions	4,150	0.04%
Scope 3	Ground Traffic	8,788	0.08%
	Catering	160	0.00%
	Well to Tank	1,903,059	16.88%
	Aircraft Manufacturing	151,635	1.35%
	Employee Commuting	9,991	0.09%
	Tyre Manufacturing	2,308	0.02%
	Total Scope 3 Emissions	2,075,941	18.41%
Total Emissions (all Scopes)		11,273,415	100.00%

All other information in Ryanair's Carbon Footprint report is not subject to our assurance engagement and we do not report and do not opine on this information.

The Sustainability Team of Ryanair is responsible for the preparation and presentation of Ryanair's Carbon Footprint report, including the reported annual environmental data and information presented therein. We are responsible for providing an Assurance Statement on the reported annual environmental data presented in the Report. VERIFAVIA disclaims any liability or responsibility to a third party for decisions, whether an investment or otherwise, based on this Assurance Statement.

CRITERIA

We conducted the independent audit based on the following verification criteria:

- ISO 14065:2013 – Greenhouse gases – requirements for greenhouse gas validation and verification bodies for use in accreditation or other forms of recognition
- ISO 14064-3:2019 – Greenhouse Gases – Specification with guidance for the validation and verification of greenhouse gas emissions and removals
- Chapter 10 of the Greenhouse Gas Protocol – "A Corporate Accounting and Reporting Standard" (Revised Edition)

ASSURANCE STATEMENT

RESPONSIBILITIES

Ryanair is solely responsible for the preparation and reporting of its carbon inventory data, for any information and assessments that support the reported data, for determining the company's objectives in relation to carbon information and management, and for establishing and maintaining appropriate performance management and internal control systems from which reported information is derived.

In accordance with the verification contract, it is our responsibility to form an independent opinion, based on the examination of information and data presented in the Carbon Footprint report, and to report that opinion to Ryanair. We also report if, in our opinion:

- the carbon inventory data is or may be associated with misstatements (omissions, misrepresentations, or errors) or non-conformities; or
- the verification team/verifier has not received all the information and explanations that it requires to conduct its examination; or
- improvements can be made to the company's performance in monitoring and reporting carbon inventory data.

We conducted our examination having regard to the verification criteria documents listed above. This involved a virtual site visit on 8 March 2022, to interview the staff responsible to give us reasonable assurance that the amounts and disclosures relating to the data have been properly prepared in accordance with the requirements of the Greenhouse Gas Protocol in terms of relevance, completeness, consistency, transparency, and accuracy. This also involved assessing where necessary estimates and judgements were made by Ryanair in preparing the data and considering the overall adequacy of the presentation of the data in the Carbon Footprint report.

INDEPENDENCE STATEMENT

We confirm that VERIFAVIA and the verification team are independent of Ryanair and have not assisted in any way with the development of the carbon inventory or in the preparation of any text or data provided in the Carbon Footprint report, except for this Assurance Statement.

OPINION

We conducted a verification of the carbon inventory data reported by Ryanair in its Carbon Footprint report and presented above. Based on the verification work undertaken to reasonable assurance, these data are fairly stated and contain no material misstatements or material non-conformities.



Paris, 01 June 2022
Mathias Grossmann, Aviation & Airports Director, VERIFAVIA SAS

RYANAIR GROUP



Our Climate Goals



01 EFFICIENCY

Highest standards of fuel efficiency (Ryanair's SOPs).



02 FUEL

Work with suppliers to increase sustainable aviation fuel (SAF) with industry-leading SAF goals >10% by 2030.



03 TECHNOLOGY

Invest in innovative aviation technology.



04 REGULATION

Work with policy makers to develop smarter regulation to support ambitious climate targets.



05 REDUCTION

Prioritise carbon reduction over carbon offsetting.

06 INSIGHTS

Work with industry to share insights that help achieve ambitious climate goals.



KEY STATS YEAR END MARCH 2022



97M GUESTS
149M PRE-COVID
225M BY FY26



19,000+
HIGH SKILLED
AVIATION PROFESSIONALS

CHOICE & COVERAGE



UP TO
3,000
DAILY FLIGHTS



FLIGHTS TO/FROM
c.225
AIRPORTS



90
BASE
AIRPORTS

UNRIValed CUSTOMER SERVICES



SERVES
36 COUNTRIES



90%
ON-TIME
PERFORMANCE



37 YEAR
SAFETY RECORD



471 B737s
29 A320s
90% FLEET DEBT FREE



NO.1 EUROPE AIRLINE
NO.2 GLOBAL AIRLINE

SUSTAINALYTICS

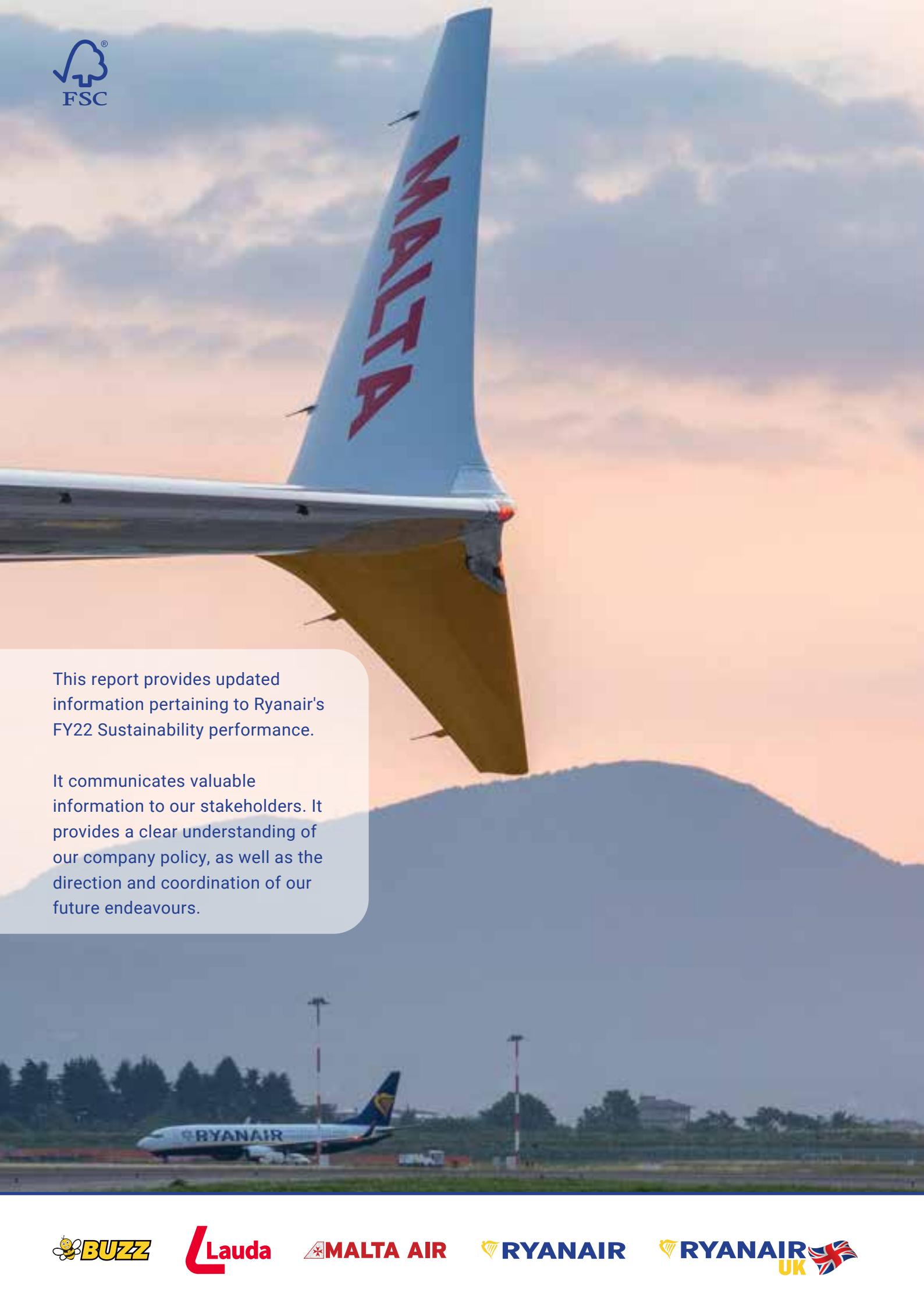
B
CDP

CLIMATE RATING

BBB
(STABLE)

S&P AND FITCH
CREDIT RATING

RYANAIR GROUP



This report provides updated information pertaining to Ryanair's FY22 Sustainability performance.

It communicates valuable information to our stakeholders. It provides a clear understanding of our company policy, as well as the direction and coordination of our future endeavours.

