



ITF House
49-60 Borough Rd
London
SE1 1DR

+44(0)2074032733

ETF
Rue du Marché
aux Herbes 105
B-1000, Bruxelles

+32(0)22854660



Mr Michael O'Leary
Ryanair Holdings PLC
Corporate Head Office
Airside Business Park
Swords
Co. Dublin
Ireland

Via email: olearym@ryanair.com

Our ref: OGS/SMC/sz

26 July 2019

Dear Mr O'Leary,

As you know, the ITF is a global trade union federation of 670 trade unions in 147 countries, representing 18.5 million workers. Our European arm, the European Transport Workers' Federation, represents 5 million of these transport workers in 41 countries. To date our affiliated unions - representing a large proportion of Ryanair air and ground crew - have negotiated labour agreements covering two thirds of the total Ryanair workforce.

We would like to take this opportunity to recognise the efforts Ryanair has made to improve its industrial relations by recognising trade unions. However, we would like to remind you that many issues remain unresolved and require ongoing negotiation with workforce representatives.

The recently announced restructuring of Ryanair has raised a number of questions for our unions and the Ryanair workers they represent.

Firstly, cabin crew are concerned that the division of Ryanair into 5 airlines - Ryanair DAC, Ryanair UK, Buzz, Laudamotion, and Malta Air (the Ryanair Group) - will impede their ability to transfer between bases across Europe. Their concern is that transfers will be limited to bases solely of the airline to which they are assigned, rather than the broader Ryanair network.

Secondly, cabin crew members are concerned about differences in the commission system between different airlines in the Ryanair Group.

Given these concerns, we request guarantees from you that a) transfers between bases will not be affected by the recent restructuring, and b) that this restructuring will not impede workers' ability to access their commissions in a fair and transparent way. We also ask that you disclose the mechanisms Ryanair Holdings PLC is using to manage these issues.



In addition, you will be aware of the 2018 revisions to the UK Corporate Governance Code, which is applicable to Ryanair Holdings PLC as per the 1995 Irish Stock Exchange Act. Chapter 1 of the Code contains a requirement that Boards engage with their workforce through either appointing a worker to the Board, and/or a formal workforce advisory panel, and/or a designated non-executive director.

Ryanair's recent history is notable for its troubled industrial relations, and many of these issues remain unresolved. We believe that Ryanair Holdings PLC should appoint a minimum of three worker-elected, non-executive directors to its Board.

Appointing directors, which have been elected by workers, would enable Ryanair to take an important step to healing its troubled industrial relations, while also bringing it in line with governance requirements. It would have the added advantage of potentially increasing the international diversity of Ryanair's Board, where currently 10 of the 12 members are Irish citizens.

Our offer to meet with you about how to build a sustainable industrial relations environment remains open.

Yours faithfully,



Stephen Cotton
ITF General Secretary



Livia Spera
ETF General Secretary

Cc:

wilsone@ryanair.com; coughans@ryanair.com; press@ryanair.com; media@ryanair.com