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**Absence**

[REDACTED]  
[REDACTED]  
C/o Flight Operations Department  
Ryanair DAC

*Sent via crewdock*

[REDACTED]

**Strictly Private & Confidential**

Dear [REDACTED]

As part of our ongoing review of pilot absenteeism we note that you have been absent from work on 4 occasions over the past 12 months.

Whilst we appreciate that our people will be absent from work from time to time and some absence is unavoidable, excessive absence disrupts our customers and places unfair pressure on your colleagues who must cover your duties, in most cases at short notice.

Pilots in Ryanair enjoy a stable 5 day on 4 day off roster and accordingly we expect all Pilots to fulfil the most basic element of any employment contract, which is to report for duties on time and in accordance with the issued roster.

Your Flight Ops Base Manager will continue to monitor your absences. We expect to see an immediate and significant improvement in your attendance at work, otherwise disciplinary action may be necessary. Haphazard attendance places unfair pressure on your colleagues and our operation, pilots with a high level or frequency of absence are placing their contracts and ongoing employment at risk.

If I can assist you in any way with improving your attendance please contact your flight ops base manager via Zendesk.

Yours sincerely,

Bernard McSweeney  
General Manager  
Flight Operations