

PANORAMA

From: Vivian White
Sent: 25 August 2009 15:44
To: Mcnamara, Stephen
Subject: From Vivian White, BBC-TV "Panorama."

Stephen McNamara
Press Office

Dear Stephen

As I said when I called this morning, Panorama is just starting to prepare a programme on Ryanair which we would presently intend to transmit at the beginning of October- that is as Ryanair goes over to an entirely on-line booking scheme - in other words to coincide with another public step by Ryanair, ahead, or out of line, with other companies in the same business.

We would very much like your help, cooperation, and participation in this film - in particular to have a research meeting early on, and to talk to Michael O'Leary on camera.

I am the reporter on the programme and my phone number is XXXXXX; the producer is Alan Holland; the assistant producer is Claire Dutfield-Onono.

We are just starting but I anticipate that the headline issues in the film will be these:

- 1) what is the secret of Ryanair's success- what is the business model - if Ryanair is doing well how come anyone else is doing badly
- 2) How come Ryanair is the airline (even the consumer company) which people seem to have the strongest feelings about (which we will reflect in the film) ... and
- 3) does Michael O'Leary mind about all that- and how vital is he to Ryanair?

Within these broad headings specific questions (which we would like to research further with you) that now occur to us include:

- How / is Ryanair surviving the recession
- How / is it affecting the company's operations- cutbacks.
- Going fully on-line. Risks? Road-tested?
- The low-cost business model. In the longer term will Ryanair (like Tesco's in the UK) - "mature" and start offering a range of products - not just pile-em high and sell 'em cheap..?
- Is the present customer proposition transparent - fair - how many passengers actually pay above the quoted price for extras - would a simpler "we'll carry you for x" model be fairer ?
- Does Ryanair mind about having provoked such furious on-line protests by very dissatisfied customers?
- Does Ryanair mind about PR and its own reputation ..and what does it do about it?
- Ryanair and advertising: why it doesn't or hardly does.
- What do its own customer surveys say about customer satisfaction/dissatisfaction.
- Has Ryanair got an "ideal" "target" customer in mind.

- Michael O'Leary's own anti-PR / shoot from the hip PR tactics.

As I say we may think of or come across more or other obvious questions later - or you may draw them to our attention - so the above is not a full and final menu but a good guide as to what we have in mind now.

I hope we'll talk again soon and I hope we'll meet you - and Michael O'Leary soon.

Yours sincerely

Vivian White
Reporter, Panorama

From: Mcnamara, Stephen
Sent: 26 August 2009 12:57
To: 'Vivian White'
Subject: RE: From Vivian White, BBC-TV "Panorama."

Dear Vivian,

Thank you for your email and your interest in Ryanair. Having reviewed your email I do not think it appropriate for Ryanair to actively be involved in the consultation, researching or making of yet another BBC programme which clearly looks to portray Ryanair negatively.

If we were to participate all we would end up doing is denying false and misleading claims by the BBC (as set out in your email) and/or unidentified and unrepresentative minority online groups about Ryanair.

In relation to your email, please note the following:

1. Ryanair moved to an entirely online booking system on 20th May last and the transition has been very successful – nothing new is happening in October.
2. Ryanair leads other airlines, we are not “*out of line*” – other airlines inevitably follow our lead (e.g. all economy flights, web bookings, avoidable baggage charges etc.). Even BA is now charging for checked in bags and is getting rid of ‘free’ catering on short-haul flights - the only area BA doesn’t follow is in matching Ryanair’s low fares and our no fuel surcharge guarantee.
3. We do not agree, nor is there any real evidence to suggest that Ryanair is the airline which people “*seem*” to have the strongest feelings about. In fact Ryanair is the airline which most people choose to fly over all other competitors, which is why we will carry 67 million passengers in the current year, almost three times BA’s traffic, and a growth rate of 15% (9 million new customers) over last year’s number.

We do not agree with your statement that Ryanair provokes “*furious online protests by very dissatisfied customers*” if this were true then why will we carry 67 million passengers this year and why do people choose/prefer to fly with Ryanair over all other airlines?

The answer is because only Ryanair provides an unbeatable combination of the lowest fares (average of less than £30 one way – incl baggage charges this year), on a fleet of brand new aircraft, with the best punctuality, the fewest cancellations and the least lost bags of any major airline in Europe.

Ryanair can not spend time, yet again, defending our success to various BBC programmes. I wish you the very best of luck with your new programmes but decline your invitation to be involved.

Yours sincerely
Stephen McNamara
Head of Communications

PANORAMA

From: Vivian White
Sent: 04 September 2009 13:16
To: Mcnamara, Stephen
Subject: from Vivian White, BBC-TV Panorama.

Stephen McNamara Head of Communications Ryanair

Dear Stephen

I understand that the Annual General Meeting of Ryanair is on September 24th., 2009, and that this is open to the Press. Please may we attend ?

Yours sincerely

Vivian White
Reporter, Panorama



From: Mcnamara, Stephen

Sent: 04 September 2009 13:29

To: 'Vivian White'

Subject: RE: from Vivian White, BBC-TV Panorama.

No. We have no intention of facilitating yet another BBC hatchet job.

Regards

Stephen McNamara

TIMES ONLINE

September 23, 2009

Panorama turns the camera towards Ryanair

Martin Waller: City diary

Is *Panorama* planning a hatchet job on Michael O'Leary and Ryanair? The programme sent someone along to a recent press conference by Airbus with the sole purpose, it seemed, of extracting disobliging remarks about the Irish motormouth and his airline. John Leahy, the chief operating officer, was repeatedly asked by the *Panorama* man about possible bust-ups with O'Leary.

Was it true Ryanair had shaken hands on an order and then walked away? Yes, said Leahy, but "that's business". Would Airbus accept no more orders from Ryanair? Don't put words into my mouth, said Leahy, in no mind to badmouth an important potential customer. Eventually, he was forced to concede that "I think it's fair to say Michael O'Leary plays hardball".

The BBC man was obviously happy with that. Repeated calls to the BBC and the programme failed to elicit a response, so we must suspect something is in the pipeline, probably not favourable. I have some sympathy with Ryanair. Surely by now everyone knows its flights are a) going to cost more than it says on the tin, and b) not exactly going to be the height of luxury.

EMAIL TO PANORAMA FOLLOWING *TIMES* ARTICLE

-----Original Message-----

From: McNamara, Stephen

Sent: Thu 24/09/2009 1:21 PM

To: Vivian White

Subject: Ryanair

23rd September 2009

Dear Vivian,

I note in today's Times Online article that "Panorama is planning a hatchet job on Michael O'Leary and Ryanair". Since you seem determined to proceed with another biased and unbalanced piece on the UK's largest and favourite airline, Michael O'Leary is willing to appear on your programme, as long as you can facilitate either a live interview or agree to an uncut pre-recorded interview. As I am sure you are aware given the evident bias of Panorama and the BBC in this matter, we do not want any response or reply to be censored or editorially cut by your reporters.

Can you please contact me to see how we can facilitate Michael O'Leary's appearance on this programme, doubtless to rebut the false allegations and biased reportage which it will undoubtedly feature.

Yours sincerely

Stephen McNamara

LETTER TO PANORAMA – FOLLOWING AGM INTERVIEW

-----Original Message-----

From: Mcnamara, Stephen

Sent: Thu 24/09/2009 7:06 PM

To: Vivian White

Subject: Ryanair - for Michael

Re: BBC - TV "Panorama"

Dear Vivian,

It was a pleasure to meet you in Dublin this morning. I am sorry that the BBC and Panorama are unwilling to agree to an unedited or uncensored interview. May I repeat what Stephen said in his email yesterday, we would be delighted to defend Ryanair on Panorama's "hatchet job", but only if you allow us to respond to your false and misleading questions in an uncensored and uncut way.

As for the two issues you raised this morning, may I confirm as follows:

1. Ryanair has no hidden charges. All of our charges are brought to the attention of all passengers - and accepted by them - before they are allowed to make a booking on Ryanair. Any additional charges over and above our guaranteed lowest fare (with no fuel surcharges) are discretionary. All passengers can avoid these charges should they wish, by declining those services.
2. As for your false claim that Ryanair "shook hands" on a deal with Airbus back in January 2002. This claim, although repeated by Airbus, is not backed up by the correspondence at that time. I did meet with Senior people in Airbus on Friday 11th January 2002. We discussed terms for a large order for Airbus aircraft, which Airbus knew at the time would be subject to final negotiations and Ryanair Board approval. The fact that no final agreement was reached at the 11th January 2002 meeting was confirmed by a fax received from Noel Forregard (the then Chief Executive Officer of Airbus) some ten days later on 21st January 2002, offering further and better terms to Ryanair in order to beat Boeing to win the Ryanair order. The idea that I would commit billions of dollars of Ryanair shareholder funds to a multi-billion aircraft order on the basis of a "handshake", without the approval of the Board of Directors of Ryanair, is utterly absurd and Airbus know this claim is untrue. Airbus' claim that an agreement was reached at the 11th January 2002 meeting was clearly disproven by the improved terms they offered Ryanair ten days later on 21st January. These false claims are just sour grapes on the part of Airbus.

Having said that we have since had a number of discussions with Airbus about the possibility of acquiring Airbus aircraft and I remain hopeful and optimistic that at some time in the future if Airbus aircraft are cheaper than Boeing, then we will order Airbus aircraft. As with all things in Ryanair, we try to negotiate the best prices we can, so that we can continue to lower the cost of air travel for our 66 million passengers. This year while other airlines (such as British Airways) are losing passengers, cutting routes and jobs, Ryanair is cutting fares (to less than £30) adding routes, creating up to 1,000 new jobs and carrying 66 million passengers.

I realise that Panorama have an anti Ryanair bias in this case, but thankfully it is not

supported by the travelling public who continue to flock to Ryanair and fly with us in ever increasing numbers, not just in Britain, but indeed all over Europe.

Finally as an organisation funded by licence payers, shame on you for travelling to Dublin today with British Midland and wasting yet more licence fee income, when you could have flown on Ryanair through Gatwick, Stansted or Luton, at a fraction of the high fares charged by British Midland and with fewer delays or no lost bags either. Ryanair will keep on lowering the cost of air travel and who knows in time perhaps even Panorama and/or the BBC will stop wasting money flying high fare, frequently delayed airlines like BA and British Midland, and fly with Britain and Europe's biggest and favourite airline.

Finally, if you change your mind on an uncensored or unedited interview, please feel free to contact me and I would be delighted to answer any further misleading or inaccurate questions you might have.

Warmest regards

Michael O'Leary
Chief Executive

Stephen McNamara

Head of Communications

PANORAMA

REPLY FROM PANORAMA – FOLLOWING AGM INTERVIEW

From: Vivian White
Sent: 25 September 2009 18:25
To: Mcnamara, Stephen
Subject: RE: Ryanair - for Michael

Stephen McNamara
Head of Communications
Ryanair

September 25th., 2009

Dear Stephen

Thank you very much for the emails which you and Ryanair's Chief Executive Michael O'Leary sent us yesterday, in connection with the programme we are making about Ryanair. It was a pleasure to meet him, and yourself.

As I told you yesterday at the hotel (when you proposed it to us for the first time) we are unable to accede to the condition that Mr O'Leary would only be prepared to do an interview if we would agree to run it unedited in the final programme. We do not give undertakings of that kind as a matter of principle, and we cannot do so in practice in this case.

However, as we said yesterday, we certainly intend that our programme shall be fair and balanced.

We are very grateful for the points of information which Mr O'Leary raised in his email, and we shall take note of these. I anticipate that there may well be other points we should want to check with you, to learn your response, and we should certainly like to stay in touch with you, if we may.

Yours sincerely

Vivian White
Reporter, Panorama

Mr Vivian White
Panorama
BBC Television Centre

30th September, 2009

Dear Vivian,

I refer to your letter dated 25th September, and would appreciate if you would confirm what other issues or false claims Panorama proposes to cover in addition to the two you raised with me following our AGM, namely:

1. Hidden charges (of which there are none).
2. That Ryanair reached an agreement with Airbus at our meeting in Toulouse on 11 January 2002, which is another false claim, when Airbus were still improving their offer 10 days later on 21st January 2002. If you want sight of these confirmatory letters, we would be pleased to let you have a look at them, as they confirm that Airbus' claims are false.

Are there any other false claims which you wish us to address, or is Panorama going to confine its remaining coverage to subjective claims about "strong feelings" or "furious online protests" from a tiny number of unidentified posters, who are totally unrepresentative of the 67 million passengers we will carry this year?

Since Panorama won't agree to either a live interview or an unedited pre-recorded interview, I want to make sure that no other false allegations are published by Panorama without affording us the right to respond factually to them.

I look forward to hearing from you.

Best wishes

Michael O'Leary
Chief Executive

PANORAMA

From: Vivian White
Sent: 01 October 2009 08:41
To: Mcnamara, Stephen
Subject: RE: Ryanair

Dear Stephen

I've received your email and the attached letter, thank you. We had taken note of the point you made about Airbus in your previous correspondence. We'll be in touch again before the end of this week.

Thank you

Yours sincerely

Vivian White

Mr Vivian White
Panorama
BBC Television Centre

1st October, 2009

Dear Vivian,

Your email of this morning to Stephen McNamara refers. You seem determined to avoid the issue raised in my previous letter.

If the only claims Panorama can come up with is that Ryanair levies “hidden charges” – when we don’t – or alternatively that Ryanair reached an agreement with Airbus at our meeting in Toulouse on 11th January 2002 – when we clearly didn’t, can you please explain why Panorama is wasting licence payers’ money making a programme on these two false claims?

You must surely have some more false claims to justify a half hour programme on BBC. Since you didn’t raise these with me at our meeting in Dublin on 24th September last, can you please now confirm what factual claims Panorama proposes to make, so that Ryanair has a right of reply to them.

This is particularly important, given Panorama’s refusal to offer Ryanair either a live interview or an unedited pre-recorded interview. As we will be publishing this correspondence, I want to ensure that Panorama has been given every opportunity to put your allegations to Ryanair, particularly when you seem so determined to prevent Ryanair having a fair, balanced or unedited right of reply on the programme.

Yours sincerely

Michael O’Leary
Chief Executive

PANORAMA

From: Vivian White
Sent: 01 October 2009 13:02
To: Mcnamara, Stephen
Subject: RE: Ryanair

Dear Stephen

Thanks for the e-mail and the attached letter from Michael O'Leary. I shall be replying to you substantively soon, and I hope that will cover the points you have raised.

But just to deal with a couple of matters now: we understand clearly and we will reflect in the film that Ryanair and Airbus did NOT close a deal for Ryanair to purchase Airbus; and we understand clearly that Ryanair insist they do not have any hidden charges.

We do not intend to make false claims about Ryanair but to describe and attempt to analyse its remarkable success, and to see whether some commonly made criticisms levelled at it stand up or not, which is why our working title is "Why Hate Ryanair?"

Yours sincerely

Vivian White
Reporter
Panorama

PANORAMA

Stephen Mcnamara
Ryanair

October 2nd., 2009

Dear Stephen,

Thank you very much for your and Michael O'Leary's recent correspondence.

We should like to check with you some points of fact, if we may, and also to ask for your comments, if any, on various points which, we anticipate, will be made in the programme, which is now scheduled for transmission on Monday week, October 12th.

1. The on-line check-in charge: when was this initiated, please, and what was the original charge?
2. The £40 fee for failing to print off and bring with one's boarding pass: please could you tell us how this figure is arrived at?
3. The £5 card handling charge. What was this at when it was originally introduced?
4. Why do you charge separate card handling fees for simultaneous purchases of tickets by one person on behalf of a number, e.g. for their family, whereas Ryanair is only charged itself (e.g. by the bank) once for processing all these payments?
5. FYI: We will report that, as you say, Ryanair are clear that there are no "hidden charges."
6. We have spoken to a website usability specialist who points out some pitfalls within it: in particular, why is the option "no travel insurance required" between Latvia and Lithuania on the drop-down "country of origin" menu? Why is there no "Do you require travel insurance, yes/no?" box at this point?
7. What is the average level of fares being charged this year and the previous year?
8. How do you work out how to allocate fares at different levels for the same flight?
9. What market do you have in mind for the "Free" seats which you regularly offer?
10. Is there an "ideal" Ryanair customer?
11. Cabin staff: We have spoken to a number of cabin crew, including one, on the record; we understand that around 50% of cabin staff work on an agency basis for Ryanair. Is this correct; if not what is the correct figure?
12. Please can you confirm how much a cabin crew member has to pay to train; and what if any guarantees are they given about future employment and contract lengths with the company afterwards?
13. We understand that they are required to pay for their own uniform out of their own funds. What does it cost?
14. Pilots. Similarly we have spoken to a number, and one on the record. We understand that 45 minutes is allocated each day to flight preparation, which means that pilots

frequently have to do part of this work in their own time, as 45 minutes is often insufficient. Can you confirm and comment on this?

15. Similarly we understand that around 50% of pilots are employed on an agency basis; is this correct, please, and if not what is the correct figure?
16. A staff member says to us: “the company is, it will threaten to pull business and move business around as it sees fit and it will threaten your job when it sees fit.” Have you any comment, on this general assessment of the company?
17. Planes. We confirm that we clearly understand that Ryanair and Airbus did not reach an agreement to purchase aircraft in 2002, although we will report that they came close, in commercial negotiations. Airbus make no criticism of Ryanair.
18. FYI we will report that Ryanair are nimble in their choice of airports, and we have spoken on the record to Olle Sundin of Lfv, about Ryanair leaving Malmo airport, after the parties failed to reach agreement on terms for staying. He makes no criticism of Ryanair.
19. We will report in general terms during the programme, repeatedly, not necessarily in these words, that Ryanair drives hard bargains with those it deals with, just as was put to Michael O’Leary when we met in Dublin last week, and which he agreed was the case.
20. Consumer loyalty. It has been suggested to us that the nature of the complaints that are made against Ryanair has changed from those which essentially underline the company’s own business model- (e.g. customers not familiar with the low-cost model and complaining that were not offered, free, services which it never proposed to offer) – to complaints that are now being made from customers who feel that they are not being dealt with entirely fairly, e.g. “fines” if they get things wrong, and that these sorts of complaints threaten to undermine trust in the company. Have you any comment to make about this?
21. It is suggested to us that if the company should initiate a new transatlantic business with both premium and low-cost passengers this will be difficult to run in combination with the existing and very well known European low-cost model, and therefore presents a potential commercial difficulty. Have you any comment to make?

I repeat that we intend that the programme will be a fair and balanced representation of the company, and will reflect its importance and success. We may need raise with you other points which arise between now and transmission, which (as I have said is now scheduled for October 12th.)

Thank you,

Yours sincerely,

Vivian White.
Reporter, Panorama.

Mr Vivian White
Reporter
Panorama

5th October, 2009

Dear Vivian,

Thanks for your letter 2nd October. I will use your numbering for ease and clarity of reply.

1. The on-line check-in charge was introduced on 20th May last, when we first announced the closure of airport check-in desks. This charge only applies to passengers on our non promotional fares – which is currently less than 50% of our passengers – and represents a substantial saving over the previous £10 airport check-in fee.
2. The £40 penalty was designed to ensure that everybody would comply with their agreement at the time of booking that they would web check-in and bring the boarding pass to the airport.
3. The £5 handling charge was introduced in 2003, when Ryanair launched its partnership with Visa Electron to promote the use of Visa Electron cards which enables passengers to make free payments on Ryanair.com. More than 20 million passengers annually now use Visa Electron.
4. We charge a handling fee for each passenger segment. This is the way we sell our seats, price our fares, and this is the way we charge for all our fees.
5. Not alone are there no “hidden” charges on Ryanair, but all charges are agreed to by passengers before they are allowed to make a booking on Ryanair.
6. I am not sure I understand this point, but since travel insurance is now declined by more than 96% of passengers (i.e. less than 4% of passengers opt to buy it), it seems clear that the travelling public (unlike your so called expert) have no difficulty with our website usability.
7. This is publicly available information in our results, where we have guided that average fares this year will be 20% lower than last year, falling from just £36 to £29 this year.
8. We don’t “allocate” fares at different levels to the same flight as you suggest. The cheapest seats are sold on a first come, first served basis and its only as each percentage class of cheap seats is filled, that passengers move on to the next highest fare. What we manage is our load factors, not our fares.
9. Is this a trick question? The “market” we have in mind for free seats is any consumer in Europe who wants a free seat. Is this not blindingly obvious?

10. Yes. Any human being with a brain, a pulse and a credit card, who doesn't want to be ripped off with BA or Easyjet's high fares and frequently delayed flights.
11. Yes. There is an approx 50/50 split between direct employees and agency staff in cabin crew.
12. No Ryanair cabin crew member has to pay for training which they receive on an annual basis entirely free of charge. People who wish to be trained as pilots or cabin crew pay for their own training themselves and then apply to work for Ryanair when they have qualified. I presume you paid for your journalism degree and not the BBC. Nobody receives any guarantees about future employment from Ryanair unless or until they are offered employment by Ryanair once they are appropriately qualified as pilots or cabin crew.
13. Cabin crew are required to pay £300 for their uniform during their first year working for the company. This is reimbursed to them after 12 months, when they receive an annual uniform allowance of £250. This is designed to encourage cabin crew to stay with us for at least 12 months and means we don't waste money on giving uniforms out to people who decide after a week, a month, or 3 months that they don't like flying and quit.
14. Complete rubbish. 45 minutes is more than sufficient for 2 pilots (Captain and First Officer) to complete flight preparations for their flights. Remember these people are flying on the same aircraft every day, on routes they know very well, where the only variable will be weather and passenger loads. We would be happy to show you what's involved in such flight preparation which can easily be completed within 15 minutes. This is an example of Panorama clearly straying into industrial relations, rather than focusing on facts.
15. Yes the 50/50 split of direct employees and agency is correct.
16. Rubbish. As a company which is creating up to 1,000 new jobs each year, we don't respond to false and subjective claims which are clearly motivated by an industrial relations agenda, rather than fact. No employee can be "threatened". Any employee that is so threatened has the full panoply of legal rights and considerable employment protection law to defend them.
17. Noted.
18. Noted.
19. Ryanair guarantees the lowest air fares in every route we operate. Since we deliver the largest passenger volumes, like other large organisations including Ikea, Tesco or McDonalds, we expect to obtain the best prices from all suppliers we deal with on behalf of our consumers.
20. Consumer loyalty is clearly demonstrated by our continuing rapid traffic growth. 66m passengers this year prove our consumer loyalty. Ryanair receives far fewer customer complaints than any other airline. Fines only arise when passengers fail to honour our policies and procedures which they agree to on the internet before they are allowed to make a booking on Ryanair.
21. Ryanair has repeatedly confirmed that it will not enter a transatlantic business model.

Finally, if Panorama intended this programme to be a fair and balanced representation of Ryanair, you would have agreed to a live or uncut pre-recorded interview with Michael O'Leary, something we have repeatedly offered, but you have repeatedly refused. Even the above questions demonstrate that this programme is neither fair, nor balanced, relying as it does on a series of subjective and factually inaccurate claims from a tiny number of disgruntled employees, suppliers and/or customers. Panorama cannot detract from Ryanair's astonishing growth, and extraordinary popularity with the travelling public of Europe, which this year will see Ryanair – during one of the worst downturns in airline history – grow by another 8 million plus passengers annually from 58m last year to over 66m this year. This at a time when other self professed “service” airlines like British Airways, Air France and Lufthansa are suffering passenger declines as their customers switch to Ryanair.

Yours sincerely

Stephen McNamara
Head of Communications

PANORAMA

From: Vivian White
Sent: 06 October 2009 11:42
To: Mcnamara, Stephen
Subject: RE: Ryanair

Dear Stephen

Please may I check another thing with you. A number of people have told us that Michael O'Leary once said of his staff that they are "lemons.... we cut them in half, we squeeze the juice and then we throw them away..."

Please would you confirm that Michael O'leary has made a remark broadly in these terms?

Thank you

Yours sincerely

Vivian White

RYANAIR.COM
THE LOW FARES AIRLINE

6th October, 2009

Mr Vivan White
Panorama
BBC

Dear Vivian,

Sadly it appears your research is becoming ever more bizarre and desperate. No I have never described our people in the terms alleged in your email this morning – or anything even remotely similar. Why don't you ask the "number of people" you have to give you any evidence of such a quote. Given that I am generally so widely reported, I think you'll find it doesn't exist. Why not google the many quotes I have made over the years, and you will equally find that this and many of the other claims you make are simply manufactured and untrue.

Yours sincerely



Michael O'Leary
Chief Executive

PANORAMA

From: Vivian White
Sent: 06 October 2009 14:36
To: Mcnamara, Stephen
Subject: RE: Ryanair

Dear Stephen

May I make sure I have correctly understood your point 13, as it applies to agency staff. Is it the case that someonee still employed as cabin crew on agency terms would have paid £300 for their uniform but would not be reimbursed for this (for the reasons you have set out) until and unless they were taken on as staff members and then employed for a year?

thank you

Yours sincerely

Vivian White



From: Mcnamara, Stephen
Sent: 06 October 2009 15:02
To: 'Vivian White'
Subject: RE: Ryanair

Vivian

Agency staff also qualify for the £250 allowance on the occasion of their first anniversary of commencing work with their agency.

As we are now playing email 'table tennis' I ask that you compile any remaining questions and forward them to me in one document – this will make both our lives a lot easier.

Regards

Stephen

PANORAMA

From: Vivian White
Sent: 08 October 2009 14:04
To: Mcnamara, Stephen
Subject: RE: Ryanair

Dear Stephen

Here are a few further points that we should like to check with you. thank you
Vivian

Re your answer to our question 3. What was the card handling charge when it was originally introduced please, (when it was not £5) and when did it rise and by what steps to its present level? (n.b. Dublin Airport in a press release on July 30th stated that Ryanair's card handling charge had increased by 285% since 2006)

Fyi we are aware and shall state that there is no card handling charge if you use Visa Electron. But fyi the UK Cards Association have told us that this card is only issued to 8% of UK debit card holders. How do you calculate that 20 million passengers (almost a third of your passenger journeys?) use Visa Electron, please?

Re our follow-up enquiry about point 13: You have told us that "Agency staff also qualify for the £250 allowance on the occasion of their first anniversary of commencing work with their agency." But our question is: if you were employed on an agency basis, is it the case that the £300 cost of the uniform will not be repaid to you unless and until you have been on the staff for a year?



Mr Vivien White
Panorama

Dear Vivien,

I can't remember when the handling charge was originally introduced, but as the take up of Visa Electron cards has increased, we have continued to raise the non Visa Electron handling charge, to encourage more and more people to switch to using the free of charge Visa Electron. This year more than 25 million passengers will use Visa Electron and we hope to get the take up above 50% of all passengers within the next 18 months.

There are currently over 100 million Visa Electron cards in issue across Europe. In the last 12 months more than 20 million passengers paid for their Ryanair tickets using Visa Electron. This is a factual number taken from our bookings system. As I am sure you will appreciate, many UK citizens hold Visa Electron cards through UK and non-UK financial institutions.

All agency staff receive their full annual uniform allowance once they have been working for the agency/flying for Ryanair for a 12 month period. In effect all a cabin crew member has to do to recover the cost of their uniform is to fly here for 12 months. After that they receive this annual uniform allowance as a yearly supplement, despite not needing to replace the uniform on an annual basis.

I trust this answers all outstanding questions and I look forward to seeing the programme next Monday, even if sadly it won't have an unedited interview with Michael O'Leary, because Panorama have repeatedly refused our offer of a live or an unedited pre-recorded interview. Clearly Panorama's rejection of a Ryanair interview will undermine the false claims in your "investigation".

Best wishes

Stephen McNamara
Head of Communications