

# 2022 TAP SUSTAINABILITY REPORT

Transportes Aéreos Portugueses, S.A.





**Transportes Aéreos Portugueses, S.A.**

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Nominal Capital 980.000.000€

Registration at the Commercial Registry Office of Lisbon and Legal Person no. 500 278 725

# TAP Sustainability Report 2022

Translation Note:

This document is a free translation of the original issued in the Portuguese language. In the event of discrepancies, the original version shall prevail.

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# On the Report

This report incorporates sustainability information on Transportes Aéreos Portugueses, S.A. (hereinafter designated as TAP), covering the reporting period from January 1 to December 31, 2022. Throughout the report, quantitative indicators are presented in respect of 2020, 2021 and 2022, for an evolutionary comparison of the topics, except for duly identified exceptions.

The TAP Sustainability Report was prepared in line with the rules of the Global Reporting Initiative (GRI Standards), an international model for transparent sustainability reporting focused on materially relevant topics. Throughout the report, TAP also assumes its commitment to contributing to the United Nations Sustainable Development Goals (SDGs), considered a priority for the prosperity of people and the planet, in the present and in the future.

The consolidation of the topics highlighted as the most significant in the environmental, social and corporate governance aspects, identified in this report, corresponds to an internal and external analysis of the topics, their impact on TAP and on the sector itself. The 2022 Sustainability Report is structured in accordance with the key topics identified for TAP in terms of sustainability, segmented into four major axes: the approach to sustainability and the governance model; the management of environmental issues; the management of people - employees and customers – and the community engagement management.

TAP also presents other reports where this information may be complemented:

- Corporate Governance Report
- Management Report



Questions related to the Sustainability Report or with the TAP approach to sustainability topics should be addressed to:

**Corporate Communications and External Relations / Media Relations**  
**corpcom@tap.pt**





# Message from the Executive Commission

Recognizing the key importance of sustainability for the aviation sector, both as a business performance driver, and also given its role on the planet and in society, TAP presents the Non-Financial Information Report for the year 2022, titled TAP Sustainability Report 2022.

Aware that we are in a decisive decade in terms of sustainability, TAP proceeded with the definition of a strategic plan for the coming years, setting objectives and indicators that will allow, with everyone's involvement, the improvement of its environmental, social and governance performance. In addition, TAP undertakes to communicate, regularly and transparently, the objectives and the progress achieved, convinced that this option will create added value for the Company and its stakeholders.

The year 2022 represented the resumption of activity in the aftermath of the COVID-19 pandemic and the long-awaited rapprochement between TAP and its customers. The fleet modernization, the transition to more sustainable fuels, safety in operations and employee satisfaction are topics that remain on the agenda for TAP.

During the year, TAP developed several initiatives in the area of sustainability, of note, in the environmental area, being the first flight in Portugal fueled with more sustainable fuel (Sustainable Aviation Fuel – "SAF") and the launch of campaigns such as Clean Office and Electrão Campaigns; in the social area, with the realization of community involvement initiatives that are already part of the Company's DNA, such as the TAP Donate Miles Programme, and the creation of a Ukraine support initiative; and, in the governance area, with the provision of an Ethical Conduct Channel for non-compliance reporting.

Maintaining the focus on implementing the best Environmental, Social and Governance - "ESG" practices, an 8.7% improvement, over 2019, in the energy and environmental efficiency of flight operations was achieved; new sustainable products were introduced on board; the IATA "25by2025" agreement was subscribed to, and 135 social organizations were supported.

In 2022, recognizing the importance of analyzing the most significant topics for the creation of value for the Company, TAP also identified the material topics, considering the main Sustainability trends.

Aware of the challenges the future poses and with the definition of the strategic plan, TAP intends to take solid steps, to respond to these challenges in the best possible manner and to contribute to a more sustainable world.

# Highlights

	2020	2021	2022	Change (2021/2022)
<b>Operation</b>				
Passengers (thousands)	4 627	5 827	13 759	136,1%
Revenue Passenger Kilometers - RPK (millions)	11 876	14 917	36 782	146,6%
Available Seat Kilometers - ASK (millions)	18 376	23 663	45 960	94,2%
Load Factor (%)	65	63	80	27,0%
Number of Departures	47 900	61 664	107 856	74,9%
Number of Aircraft	96	94	93	-1,1%
Number of Destinations <sup>(a)</sup>	88	88	90	2,3%

## Environment

<b>Fuels Consumed</b>				
Natural Gas (m <sup>3</sup> )	723 397	783 520	855 771	9,2%
Jet A1 - Test bench (tonnes)	325	200	223	11,5%
Gasoline (liters)	1 024	1 173	8 672	639,5%
Diesel (liters)	68 646	63 480	107 250	68,9%
Jet A1 - Flight Operations (tonnes)	396 543	494 744	986 685	99,4%
<b>Energy Consumed</b>				
Electricity (kWh)	15 064 835	14 878 201	15 121 180	1,6%
<b>Emissions</b>				
Total Scope 1 emissions (t CO <sub>2</sub> e)	3 009 027	3 438 705	5 283 024	53,6%
Total Scope 2 Emissions - Market-Based (t CO <sub>2</sub> e)	2 199	2 586	2 628	1,6%
Total Scope 2 Emissions - Location-Based (t CO <sub>2</sub> e)	2 441	1 994	2 072	3,9%
Total Emissions (tonnes)	3 011 226	3 441 290	5 285 652	53,6%
<b>Energetic and Environmental Efficiency</b>				
Jet Fuel Consumption per Passenger (l/100pkm)	4,19	4,16	3,38	-18,8%
CO <sub>2</sub> Emissions per Passenger (kg/100pkm)	10,51	10,45	8,45	-19,1%

## Our People

<b>Employees as at 31 December (number)</b>				
	8 253	6 803	7 312	7,5%
in Portugal	7 911	6 508	7 052	8,4%
in remaining countries of the TAP network	342	295	260	-11,9%
<b>Employees by Age Group (%)</b>				
< 30 years	12,7%	8,8%	9,8%	+1PP
From 30 to 50 years	66,9%	71,5%	69,8%	-1,7PP
> 50 years	20,4%	19,7%	20,4%	+0,07PP
<b>Employees by Gender (%)</b>				
Female	41,5%	40,7%	42,2%	+1,5PP
Male	58,5%	59,3%	57,8%	-1,5PP
Full-time Employees (%)	98,0%	52,9%	98,4%	+45,5PP
Part-time Employees (%)	2,3%	47,1%	1,6%	-45,5PP
Employee Salaries and Benefits (€ millions)	357,2	308,8	351,9	14,0%
Volume of Training Hours	316 800	167 349	237 613	42,0%

	2020	2021	2022	Change (2021/2022)
<b>Community Involvement</b>				
Organizations Supported	60	75	135	80%
Miles Donated by TAP and TAP Miles&Go Customers (millions)	6 000	8 000	14 000	75,0%
Donated Articles (units)	569 157	76 534	166 160	117,1%
Solidarity Cargo (kg)	1 504	1 173	19 919 <sup>(b)</sup>	1611%
Extra Baggage (volumes)	34	65	74	13,8%

<sup>(a)</sup> Destinations considered were Cities which TAP Operates.

<sup>(b)</sup> Includes Cargo transported under the TAP Embracing Ukraine initiative.



# 01

## About TAP



# About TAP

TAP is the leading Airline in Portugal and has been a member of Star Alliance since 2005. Flying since 1945, TAP Air Portugal has its hub in Lisbon, a privileged access platform in Europe, at the crossroads with Africa and North, Central and South America.

TAP Air Portugal is the world's leading Airline between Europe and Brazil. This summer, TAP offers more than 1 250 flights per week, through the Company's network of destinations, which includes seven airports in Portugal, 10 in North America, 13 in Central and South America, 14 in Africa and the Middle East and 43 in Europe (besides Portugal).

TAP has made a clear commitment to modernizing its fleet and offering the best product in the sector to its customers. The Portuguese Airline operates one of the newest fleets in the world, with all the neo aircraft models, Airbus' next generation: A320neo, A321neo, A321LR, and A330neo, with superior efficiency and reduced emission levels. TAP also operates 16 Embraer aircraft in its regional fleet (TAP Express).

TAP is considered the safest airline in Europe and the sixth safest in the world by AirlineRatings.

TAP Air Portugal is recognized as and has been awarded the distinction of Europe's Leading Airline to Africa, as well as Europe's Leading Airline to South America by the World Travel Awards from 2014 to 2022.



- EUROPE**
- Alicante
  - Amsterdam
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  - Dublin
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  - Florence
  - Frankfurt
  - Fuerteventura
  - Geneva
  - Gran Canaria
  - Hamburg
  - Ibiza
  - London (LGW)
  - London (LHR)
  - Luxembourg
  - Lion
  - Madrid
  - Malaga
  - Manchester
  - Marseille
  - Milan
  - Munich
  - Naples
  - Nice
  - Oslo
  - Paris
  - Prague
  - Rome
  - Seville
  - Stockholm
  - Tenerife
  - Toulouse
  - Valencia
  - Venice
  - Vienna
  - Warsaw
  - Zagreb
  - Zurich



# 02

## TAP Approach to Sustainability

- 2.1 Materiality in 2022
- 2.2 Stakeholder involvement
- 2.3 Governance



# TAP Approach to Sustainability

TAP recognizes the relevance of sustainability as a transversal axis to its performance and its competitive position in the market, defining its strategies with a focus on a responsible and conscious management of the natural and social resources. The TAP approach to sustainability is based on a holistic management model, which considers the importance of the environmental and social dimensions, as well as the need to guarantee the financial resilience of the business.

## Value Chain

### / Flight Operations

Main activity of TAP that involves **passenger and cargo transport services**, including flight management, airport operations and on-board services.

### / Fleet

Definition, management and optimization of the aircraft fleet, complying with the Company's commercial and operational requirements, maximizing on-board safety, passenger experience and ensuring high levels of energy efficiency.

### / Aircraft Maintenance and Repairs

Ensure maintenance services for aircraft, engines and components with high-quality standards.

### / Customer Support

Ensure service and support lines, providing a positive travel experience and managing customer queries, complaints and feedback.

### / Internal Support Activities

Management of human resources, management of infrastructure and of technological development/innovation.

### / Network and Partnerships Strategy

Definition and implementation of the network and partnerships strategy, through the development of efficient operating plans, ensuring the profitability of the activity.

### / Supply Chain Management

Management of the resources needed for services, including the acquisition of aircraft, fuel and other products essential for operations.

### / Training

TAP is a training entity certified by DGERT, by the IEFP (training of trainers), and is also an MTO (Maintenance Training Organization) and an ATO (Approved Training Organization).

### / Marketing

Development of marketing policies to attract and retain customers, including advertising, loyalty programmes, events and other efforts to ensure brand positioning and its valorization by customers.

## External Relations

### / Alliances of Airlines and other Entities

Promotion of better flight solutions and implementation of sector best practices.

### / Airport Partnerships

Ensure efficient operations including ground management, baggage handling and passenger services.

### / Supplier Relations

Suppliers provide resources and services necessary for operations, and include aircraft manufacturers, fuel suppliers, among others.

TAP presents several activities and interactions in its value chain, which are interconnected at the base of its business. The definition, management and optimization of the aircraft fleet is an essential process for TAP, with the objective of complying with commercial and operational requirements, maximizing safety on board and the passenger experience. Ensuring high energy efficiency by reducing the emission of greenhouse gases is an essential pillar during this process. This process includes aircraft selection and specification, as well as contract negotiation, management and optimization (aircraft, engines, financing and other aircraft equipment). Short- and long-term fleet planning, as well as phase-in and phase-out coordination of aircraft are part of the mission of the TAP Fleet area. Airline operations require aircraft maintenance and repair services to ensure these are safe and reliable for flights. To ensure the correct and efficient allocation of available resources, the Network and Partnerships Strategy area defines and implements the network and alliances strategy, developing operating plans (destinations to be served, frequencies, schedules, types of aircraft) and enhancing synergies with partners to ensure the profitability of the activity. Likewise, marketing activities drive customer demand for services, which, in turn, supports airline operations. TAP's main activity is passenger transport, providing a vast network of destinations and carrying out the management and planning of flights, airport operations and the provision of services on board, such as meals and entertainment.

The export and air transport of goods (pharmaceutical cargo, perishable cargo, air mail, temperature-sensitive cargo, valuable cargo, dangerous cargo and air transport of animals) service is also relevant in TAP's flight operations. This service is carried out by the TAP fleet, which includes a cargo plane, guaranteeing the direct and safe collection and delivery of goods.

Regarding commercial relations, TAP establishes various partnerships and collaborations that support its operations, including, for example, alliances with other Airlines, crucial for the Company's good performance.

The redefinition of the sustainability strategy, based on the multiplicity of activities, interactions and objectives of its value chain, constitutes the next challenge for TAP in this domain. Starting from the analysis of the most relevant topics to be considered, in the present and in the future, in the environmental, social and governance topics, the definition of the strategy will allow an action focused on consistent goals and objectives in the various hierarchical levels, operations and external relations, setting TAP a path in contributing to a more sustainable future.

# Materiality in 2022

TAP recognizes the importance of identifying the most significant topics for the creation of value at the Company, which affect its performance in the short, medium and long term, as well as its relationship with society and the planet. The identification of material topics for the reporting period was carried out through an extensive analysis of the market, starting from benchmarking with the main peers of TAP in the aviation sector to the most recent trends in sustainability, following benchmarks with information on Environmental, Social and Governance (ESG) materiality for the sector from S&P GLOBAL, the *Sustainability Accounting Standards Board (SASB)* for aviation, the *2022 Sustainability Yearbook*, among other references of sector good practices.

The aviation sector faces several sustainability challenges. Climate transition represents a significant material consideration, mainly due to carbon dioxide emissions associated with the air transport activity and the corresponding public and regulatory pressure. The potential financial impact of this topic is related to the investment in solutions that make it possible to reduce carbon dioxide emissions, as well as to the publication of specific regulations, which may increase the Company's costs.

Disease outbreaks, such as COVID-19, strongly affect the operations and the financial performance of Airlines, in addition to limiting passenger mobility, making health and safety a very relevant challenge for the sector. Accidents, while very rare, can seriously affect passengers and crew, and result in litigation and reputational damage for companies.

Labor practices are also relevant material considerations for stakeholders in this sector. Unstable working conditions during the COVID-19 pandemic, and the rapid growth in demand for flights as activity resumed, exacerbated these challenges in some markets. The definition of robust diversity and inclusion policies, the maintenance of occupational health and safety and the enhancement of human capital are imperative to enhance the commitment and well-being of employees and to face this challenge.

Based on this analysis, as well as on internal and external consultation with industry peers, ten material topics were identified for TAP in 2022, considered of high significance for the aviation sector, namely:



- Environmental
- Social
- Governance / Economic

The topic of sustainable aviation fuels reflects the promotion of the use of fuels with a lower environmental impact in the production and consumption chain, ensuring their efficient management. The recycling, reuse and upcycling of materials also stand out as topics of strong future concern, assuming the maximization of the useful life of objects and equipment and the proper management of waste.

On a social level, the topic of customer health and safety refers to prioritizing same at all phases of the processes, minimizing risks and accidents. Alongside this concern, the topic of occupational health and safety corresponds to promoting the well-being of employees, providing them with working conditions that preserve their physical and mental health and safety. The topic of customer satisfaction is also highlighted as material, referring to the promotion of customer satisfaction with the service provided, from the first moment of contact.

TAP also highlights diversity and inclusion as a material topic for the business, recognizing the promotion of respect and equal treatment for all individuals, in activities, operations and decision-making. Finally, community involvement presents itself as a topic of great importance and contribution for TAP, due to the promotion of initiatives for the development and integration of local communities.

Regarding governance topics, TAP understands ethical management as managing the business with the highest levels of integrity and compliance with the law, preventing the practice of illegal acts or those not in line with the Company's values and principles. The topic of performance and financial resilience corresponds to the way in which environmental, social and economic issues support investment decisions, acquisitions and business relationships.

# Stakeholder Involvement

TAP adopts a collaborative approach to face the challenges of sustainability, having as an objective the maintenance of a positive and transparent relationship with its stakeholders. The Company establishes diversified communication channels, such as meetings, discussion forums, online platforms and other initiatives, to listen and respond to the needs and concerns of its stakeholders.

To complement its strategy and continue the work carried out in the last stakeholder consultation process on materiality, realized in 2015, TAP undertakes to resume this consultation to assess the perception of stakeholders regarding the materiality of the defined topics. This commitment will allow the identification of the most relevant issues - based on the topics highlighted in 2022 and others considered important - and will ensure that the initiatives are aligned with the expectations and concerns of all stakeholders.



	Regulatory and Supervisory Entities	Suppliers and Partners	Financial Institutions and Debt Investors	Media and Influencers
TAP Positioning	Maintain an open and transparent dialogue with regulatory and supervisory bodies, to ensure compliance with relevant regulations and standards.	Maintain a transparent relationship and ensure the applicability of sustainability principles throughout its value chain.	Ensure compliance with financing contracts by monitoring the Company's ability to meet its commitments to these creditors.	Maintain an open and transparent dialogue with the media and influencers, recognizing their significant relevance in the public's perception and the possible impact on the Company's reputation.
Communication Channels	Opinions, comments, recommendations and reports; periodic meetings with relevant entities and European and international bodies; observation of Air Transport Agreement negotiations; assessment of the impact of proposed legislation on the industry.	Institutional website; flyTAP website; events with partners (TAP Awards); specialized fairs and conferences (BTL, Intermodal, SGALEXPO, TAP Air Cargo Awards, Aero-Engines Europe, Portugal Air Summit); email; meetings.	Investors area and annual reports on the flyTAP website; email; quarterly results presentation conference call; face-to-face meetings; road show with investors.	Press releases; media events; social media; interviews; flyTAP website.
	Shareholders	Customers	Employees	Community
TAP Positioning	Interact with shareholders to keep them informed of the Company's financial performance and results, listen to their feedback and address their concerns.	Offer a competitive and quality product, by providing several options and value solutions for their trips and a personalized contact with customers.	Inform, involve and recognize, reinforcing the employees' sense of belonging and the Company's culture.	Reaching more and more communities in the destinations where it operates and where it carries out its activity, assuming a relevant role in driving changes in the communities.
Communication Channels	FlyTAP website; investor relations department; shareholders' general meeting; annual reports; meetings; emails, press releases; social media.	FlyTAP website; TAP app + push app notification; marketing email, sms; contact center; events and fairs; social networks, products on the ground (shop and airport) and on board (IFE- Inflight Entertainment).	Intranet; myTAP internal application; TAP TV; DOV Portal; periodic newsletters; internal sessions (transmitted remotely, or in person, TAP Talks, for example).	FlyTAP website and TAP Miles&Go; myTAP internal application; Landing Page of the TAP Donate Miles Programme; Social Media; Press Releases; Newsletters; TAP Cargo and TAP Corporate websites;

# Governance

TAP establishes a governance model based on ethical management, ensuring that the financial performance and resilience of the business model can support the necessary investments to promote sustainability, and are adjusted to the nature of its activity and respective size.

To promote knowledge on sustainability topics, and to ensure a conscious and informed decision-making process by the Executive Commission (EC), clear and efficient communication is guaranteed on the activities, risks and concerns associated with these areas, in all phases of the process, involving different hierarchical levels of the Organization.

Projects that have an impact on the environment, people and the economy are, in a first phase, integrated into the annual activity plan of the different areas of the Company, being proposed to the member of the Executive Commission with responsibility for the respective corporate area (Executive Director of the Corporate Area) to which the projects relate, and, in a second phase, analyzed and the intention to realize same is approved by the Executive Commission).

The status of the projects is updated and monitored by the Executive Director of the Corporate Area, according to the defined periodicity, except for projects that include TAP's transformational agenda, which are regularly monitored in the Transformation Steering.

To ensure the alignment of all employees, as well as the Board of Directors and Executive Commission, TAP provides training on sustainability topics, so that they can acquire the necessary knowledge to make responsible decisions on these topics. The participation of the leaders in external forums, seminars and events is also encouraged, to develop their knowledge and experience in these matters.

## COMMUNICATION WITH THE EXECUTIVE COMMISSION ON SUSTAINABILITY TOPICS

### Ethical Conduct Channel

Regularly | Managed by Internal Audit, it sends a regular summary, to the members of the Executive Commission, of the complaints made by employees and received in TAP's Ethical Conduct Channel. Depending on the type of risk associated, complaints can be immediately reported to the CEO or at C-level, and an investigation is subsequently carried out.

### Finance, Audit and Risk Commission

Quarterly | Meets quarterly and, extraordinarily, whenever convened by its Chair or by two of its members. This Commission is set up to support the Board of Directors in matters that are specifically referred to it considering the alignment with good market practices, namely, the necessary impartiality and independence of internal audit work.

### Fuel Committee

Bimonthly | Meets with representatives from various departments who oversee and monitor projects related to fuel saving.

### Customer Committee

Monthly | Informs, monitors and decides on initiatives with an impact on the TAP customer. Its sponsor is the Chief Commercial & Revenue Officer (CCRO), who invites the Chief Operating Officer (COO) and the Chief Strategy Officer (CSO) with their areas.

### Absenteeism Committee

Monthly | Realizes a presentation and analysis of indicators on the combatting of absenteeism and on occupational health and safety and defines and implements measures. This committee includes management, namely the COO and the CSO, as well as their respective areas.

### Transformation Steering

Bimonthly | Monitoring of the projects in the transformation agenda 2023-25. Led by the Transformation Office and with the presence of the various members of the Executive Commission and leaders of the projects under discussion.

### Occupational Health and Safety Commission (OHSC)

Quarterly | The purpose of TAP's OHSC is to prevent occupational accidents and illnesses. It is made up of elements designated by the Company, one of them assuming the presidency of the Commission, and effective and alternate elements designated by the Associations representing the employees, signatories of the Company Agreements, with representation in the Company, within the framework of national and community legislation on the matter. Elements of the Entity providing the Company's Occupational Health and Safety services and an element of the Company's Employees Commission participate in the capacity of advisors, without voting rights. The OHSC is a body with the powers and duties designated in TAP's Occupational Health and Safety Regulation in force.

### Safety and Security Review Board (SSRB)

Annually | The main objective of the SSRB is to define the Safety Management System strategy and monitor significant safety risks for TAP, its customers, employees and suppliers, which may result in or have an impact on the Airline. The SSRB must ensure that appropriate resources are allocated to achieve established security performance. The CEO and the COO are also part of this Board to discuss and align the subsequent actions.

### Safety and Security Action Groups (SSAG)

Regularly | The SSAG are presided over by the Safety and Security Director, implementing the strategic guidelines of the SSRB. The main objective of the SSRB is to monitor and control the security risks of TAP, its customers, employees and suppliers, that may occur or have an impact on the respective area and/or remaining activity.

### Safety & Security Commission (SSC)

Quarterly | To support the Board of Directors in matters specifically entrusted to it, with a view to the alignment with good market practices. The Safety & Security Commission monitors the activity of the Executive Commission, ensuring compliance with legal and regulatory provisions, monitoring the evolution of performance and the Company's safety and protection culture, and monitoring the internal systems of safety and protection management, compliance, and risk management.



TAP prepares a Corporate Governance Report that presents detailed information on the structure and composition of the corporate bodies and commissions, by-laws and communications, risk management, remuneration, among other topics associated with its governance model. The information in this chapter can be complemented by reading the [TAP Corporate Governance Report for 2022](#).

### Ethical Management

To ensure an ethical and fair management, TAP supports a management model that promotes transparency, responsibility towards its internal and external stakeholders, and compliance with applicable regulations. This model includes the definition of policies and practices that guarantee integrity in decision-making, risk management and the promotion of business ethics. Through the TAP Code of Conduct, the Company promotes the implementation of ethical and transparent practices that ensure its reputation with stakeholders and increase its trustworthiness and credibility.

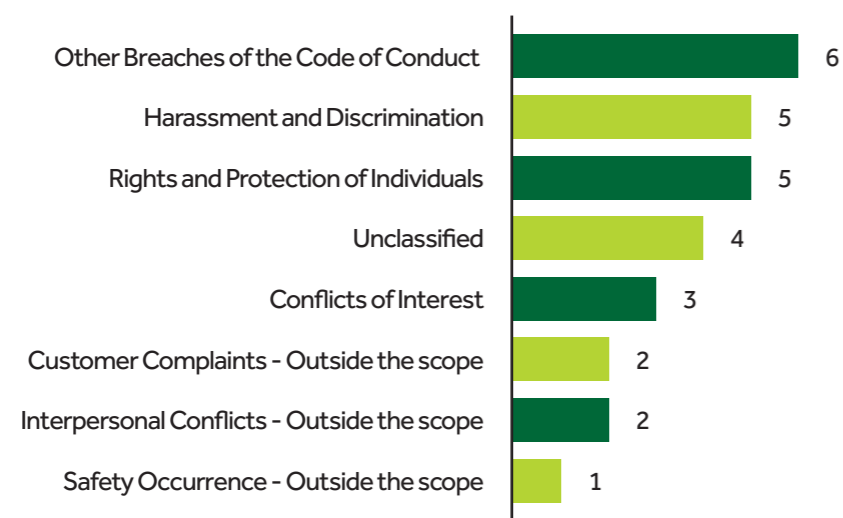
TAP's Code of Conduct was revised and approved by the Executive Commission and the Board of Directors in 2022, in line with the Company's values and guiding principles. An Anti-Corruption Policy was also drawn up and approved, in line with Decree-Law no. 109/2021. During 2022, other policies were also prepared for 2023, with the objective of guaranteeing a set of guidelines aligned with good practices that will reinforce the Compliance programme and culture.

Additionally, the new Ethical Conduct Channel was launched on June 1st 2022, for the reporting of complaints in this scope, which complies with the legal requirements defined in Law no. 93/2021 and which is currently managed by the Finance, Audit and Risk Directorate with the sponsorship of the Chair of the Audit Committee. Since its launch, 28 communications have been received on the Ethical Conduct Channel. Of the communications received, three led to the opening of disciplinary proceedings and one (1) to changes in processes or policies.

With the aim of promoting and publicizing this new channel, a communication campaign was carried out at the time of its launch, and a survey on same was made available at the end of the year, revealing that there is still reduced familiarity with the channel. Training on this subject in e-learning format and new communication actions are planned for 2023.

## ETHICAL CONDUCT CHANNEL

Classification by type of case reported



## ETHICAL MANAGEMENT

Initiatives in 2022

Development, approval and publication of the new [Code of Conduct](#) and of the Anti-Corruption Policy.

Development and implementation of the new reporting channel – Ethical Conduct Channel, as well as of the respective Policy.

Preparation and development of various policies to be approved during 2023, namely:

- Money laundering and terrorist financing prevention policy
- Conflicts of interest prevention and management policy
- Revision of the offer and acceptance of courtesies policy
- Investor relations policy
- Insider trading policy
- Privacy policy

## Performance and Financial Resilience

In the aviation sector, sustainability combined with the resilience of the business model is particularly important, as the industry faces significant challenges related to carbon emissions and other environmental impacts.

TAP has implemented measures to reduce its environmental footprint, such as optimizing the aircraft fleet, promoting the use of more efficient aircraft and withdrawing older aircraft from the operation, and the use of more sustainable fuel (Sustainable Aviation Fuel – SAF), which seek, in the long term, to result in positive financial impacts for the Company. All the efforts made in terms of sustainability confer, in addition to the benefits for the environment and society, a great potential for reducing costs and waste, as well as an increased appreciation and notoriety of TAP in these areas.

By ensuring a more solid financial performance, the Company can invest in more efficient technologies and practices, enabling it to significantly contribute to a more sustainable future in the aviation sector.

# 03

## Environment

- 3.1 Environmental Impact – Highlights 2022
- 3.2 Climate Change
- 3.3 Sustainable Aviation Fuels
- 3.4 Sustainable Products on Board
- 3.5 Environmental Awareness





# Environment

Environmental sustainability is, for TAP, an action priority, with the opportunity of being an active agent in contributing to a common cause and in the ability to involve its customers, employees and stakeholders, promoting a transversal mission spirit. Thus, TAP has defined as its **environmental commitment** the promotion of energy efficiency and the protection of the environment. In 2022, investment in eight new environmental sustainability initiatives made it possible to reinforce this commitment and contribute to improving the environmental performance of TAP.

## Environmental Impact Highlights 2022



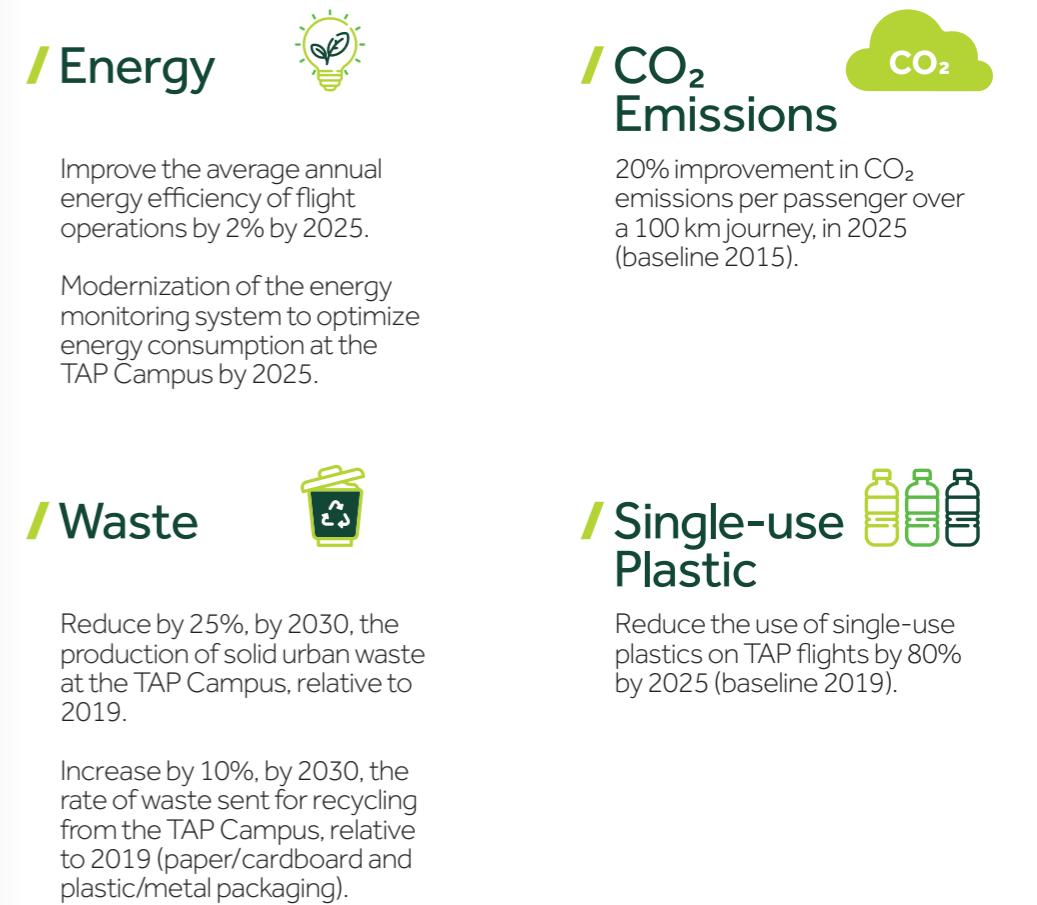
<sup>1</sup> First flight fueled with SAF; Clean Office Project; Electrão Campaigns; Fuel Conservation Programme; Partnership with AccesRail; SESAR Joint Undertaking and Clean Sky Joint Undertaking; SkyBreathe@ Application; Electronic Technical Logbook



# Climate Change

Aware of the impact of climate change on the planet, the challenges posed to companies, and the urgency of reducing Greenhouse Gas emissions (GHG), TAP developed a set of environmental responsibility initiatives associated with its air transport operations and industrial activity of aircraft, engine and component maintenance.

Since TAP's main objective is to ensure and encourage growth and a sustainable future, goals have been established that aim to contribute to the common mission of combating climate change.



In 2021, TAP supported the Resolution of the International Air Transport Association (IATA) and made it its collective commitment to achieve zero carbon emissions by 2050. This demanding objective meets the guidelines defined in the Paris Agreement and reaffirms the support of Airlines to the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) of the International Civil Aviation Organization (ICAO), as a measure to stabilize emissions from international aviation at levels of 2019, in the short and medium term.

## VOLUNTARY CO<sub>2</sub> EMISSIONS COMPENSATION PROGRAMME

The **carbon dioxide (CO<sub>2</sub>) emissions compensation programme**, launched in 2009, is a voluntary mechanism for neutralizing emissions that the Company makes available to its passengers through its online booking portal ([www.flytap.com](http://www.flytap.com)).

Developed in partnership with IATA, it uses the ICAO standard methodology customized to TAP's operations, considering criteria such as distance traveled, booking class and average CO<sub>2</sub> emissions of the aircraft that make the route.

TAP passengers, by opting for the compensation, offset the equivalent of the carbon emissions in other regions of the planet through projects certified by the United Nations.

It should be noted that this is a programme subject to **external audit**, thus guaranteeing the transparency and reliability of the method for determining CO<sub>2</sub> emissions, and an **explanatory document**, prepared by IATA, on the respective programme is also available for consultation.

The certified projects already supported under this programme are available on TAP's **Corporate website**, with the emphasis being placed on the following in 2022:

- **GYAPA Efficient Cookstoves Project:** a project in Ghana, which consisted of providing efficient stoves, the GYAPA, which allow food to be cooked more quickly, promoting a 50% reduction in fuel consumption and a minimization of the exposure to toxic fumes. Training sessions were also organized for local metallurgists and potters to manufacture the stoves, promoting the development of local communities.
- **"ECOMAPUÁ" Project:** a project in the State of Pará, Brazil, which contributes to the conservation of around 90 thousand hectares of the Amazon Forest, prohibiting logging, one of the main causes of deforestation in the region. The project focuses on training local communities, encouraging more sustainable agricultural practices and promoting other livelihoods such as, for example, the creation of aviaries, fishponds and apiaries.

TAP believes that the success of this commitment is all the greater the involvement of all its stakeholders. Thus, it has been reinforcing its partnerships for the development and implementation of projects and actions, which, among other aspects, also place the customer as an active agent in this mission.

### Highlight

**/ Partnership with AccesRail** which aims to offer passengers combined travel options in several European countries, allowing the expansion of the Company's network of destinations, and providing European citizens with the option of purchasing an integrated and more sustainable product.

In terms of environmental performance indicators, TAP calculates its energy consumption and the respective associated emissions. This exercise makes it possible to assess the result of the efforts made in this area and to outline the next steps.

**/ Energy Consumption**   
42 528 542 GJ

**/ Scope 1 Emissions**   
5 283 024 tCO<sub>2</sub>e

**/ Scope 2 Emissions**   
2 072 tCO<sub>2</sub>e  
(Location-Based)

**/ Total Emissions**   
5 285 095 tCO<sub>2</sub>e

Notwithstanding a significant increase in the total value of emissions, due to the lifting of circulation restrictions arising from the pandemic, there was a reduction in specific indicators associated with air transport, revealing an improvement in the efficiency of the consumption and associated emissions.

## JET FUEL CONSUMPTION PER PASSENGER (l/100pkm)



## CO<sub>2</sub> EMISSIONS PER PASSENGER (Kg/100pkm)



The reduction verified in these specific indicators is essentially due to the work carried out in terms of fleet modernization, energy efficiency measures, fuel management, and the commitment to new technologies, platforms and software, namely through the Fuel Conservation Programme, collaborations with the Single European Sky ATM Research (SESAR) Joint Undertaking and the Clean Sky Joint Undertaking and the Sky Breathe® application.

The air transport sector, over the last few decades, has sought to reduce the noise produced by aircraft. From an operational point of view, TAP has adopted measures to minimize the noise levels of its operation. For example, on landing, the use of engine forces to brake the aircraft (reverse thrust) is avoided, with the use of the wheel brakes being preferred.

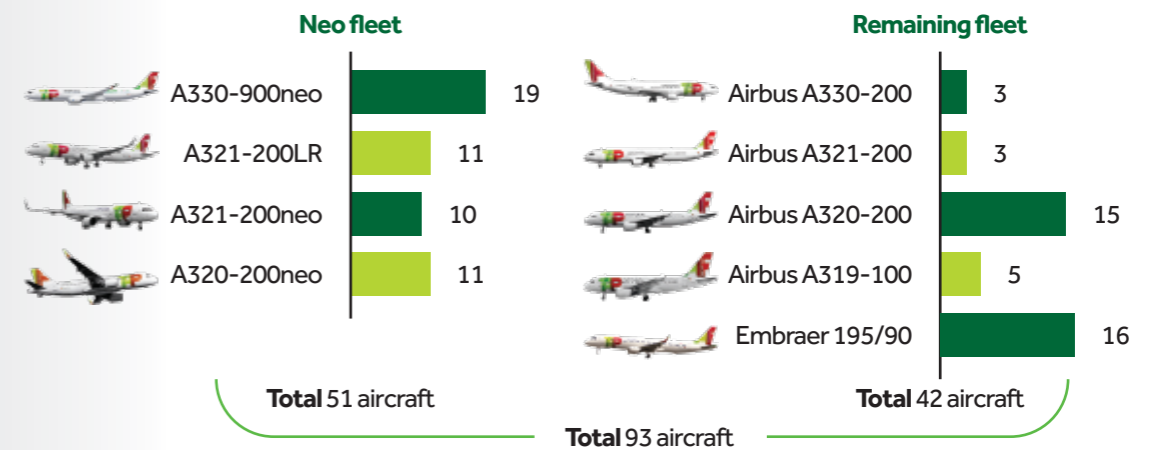
## ENERGY EFFICIENCY IMPROVEMENT PROGRAMMES

### Fleet Modernization

The TAP fleet modernization aims to invest in more recent and efficient aircraft models, benefiting the environment, customers and the Company's operational and economic performance:

- **Upgauging** | Replacement of aircraft with less capacity by aircraft with greater capacity, allowing the transport of a greater number of passengers on the same flights. This change results in lower CO<sub>2</sub> emissions per transported passenger and improved operational and financial results.
- **Customer Satisfaction** | The modernization of the fleet prioritizes the customer experience, with a focus on increasing safety, comfort and satisfaction. The new aircraft are equipped with the most advanced technology available on the market (the latest generation of avionics and in-flight entertainment, quieter and less polluting engines, more comfortable seats and options for passengers).
- **Modernization** | The new models in the TAP fleet are more efficient in terms of fuel consumption and greenhouse gas emissions, being equipped with the latest generation of engines and lighter composite materials.
- **Reliability** | The new aircraft benefit from higher levels of reliability, increasing fleet availability and reducing delays and operational/financial impacts. TAP's fleet in December 2022 was 66% made up of Airbus neo aircraft.

## NUMBER OF TAP PASSENGER AIRCRAFT AS AT DEC. 31, 2022:





### Fuel Conservation Programme

Programme transversal to the entire Company, which aims to control energy efficiency measures resulting from changes in operating procedures, reducing weight on board, improving aerodynamic performance or modernizing the fleet operated. It is a programme that has been implemented at the Company for several years, and involves the Flight Operations, Maintenance and Engineering, Fleet Planning, Airport Services, Marketing and Catering teams.

### SESAR Joint Undertaking and Clean Sky Joint Undertaking

Projects to improve energy efficiency with reduced fuel consumption, by identifying areas for improvement, namely:

- Ascent after take-off - optimization of power reduction and acceleration altitudes;
- Cruise - lateral and longitudinal vertical optimizations, as well as in-flight route updates;
- Approach and landing – a study on new precision landing procedures called RNP-AR (Required Navigation Performance – Authorization Required), through which it is possible to optimize the approach route and reduce the number of diversions to alternative airports, caused by reduced visibility conditions.

### SkyBreathe® Application

Application for the control and optimization of procedures in flight and fuel management, which is still in the implementation phase but has already confirmed the good performance in improving the Company's energy efficiency indicators, with the consequent CO<sub>2</sub> emission reduction per passenger, using digital technologies such as Big Data and Machine Learning.

# Sustainable Aviation Fuels

The search for alternative and sustainable solutions is a key factor in achieving the commitment assumed by TAP of zero carbon emissions by 2050, as well as a way of positioning itself positively with its customers, shareholders and other stakeholders.

In this sense, TAP has been reinforcing its commitment to replacing fossil fuels with sustainable aviation fuels, the SAFs – Sustainable Aviation Fuels. The transition to this type of fuel can represent a reduction in carbon emissions of up to 80% over its life cycle.

Complementarily, the SAFs make it possible to boost the circular economy, increase energy independence and security of supply, becoming an engine of the economy ensuring the maintenance and creation of jobs. In addition, these fuels can be used immediately, since the existing supply infrastructure remains unchanged and there is no need to adapt the fleet.

However, the current production of this type of fuel is too small for the real needs of the aviation sector. Thus, TAP established a partnership agreement with GALP and ANA Aeroportos de Portugal to promote the development, production, supply and use of SAFs on a large scale.

TAP has a partnership in a project called Move2LowC, participating in the subprojects PPS1 (refining of autotrophic microalgae in biojet fuel) and PPS2 (biomass production through fermentation for refining in biojet fuel) through the sharing of operational and regulatory experiences in the aeronautical industry, such as, aspects to be considered when storing fuel, concerns to be had at the airport, aircraft fueling methodologies/standards and the carrying out of tests on the aircraft test bench.



First flight in Portugal fueled with SAF (CEO of ANA, Thierry Ligonnière (left), CEO of TAP, Christine Ourmières-Widener (center) and CEO of Galp, Andy Brown (right))

## Highlight

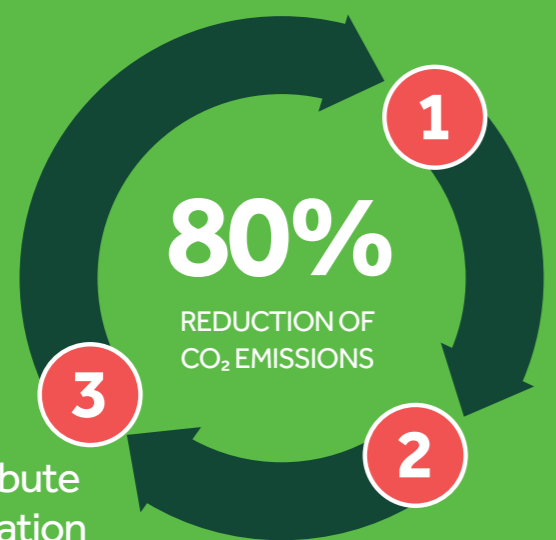
/ TAP carries out its **first flight fueled with SAF**.

In July 2022, TAP carried out the first flight in Portugal fueled with SAF, operating an A321neo on the route Lisbon-Ponta Delgada. The fuel incorporated 39% of renewable origin material, allowing a reduction of 35% of the total carbon dioxide emissions (production and consumption chain).

## 1° FLIGHT Portuguese Airline with sustainable fuel

### ? What's SAF?

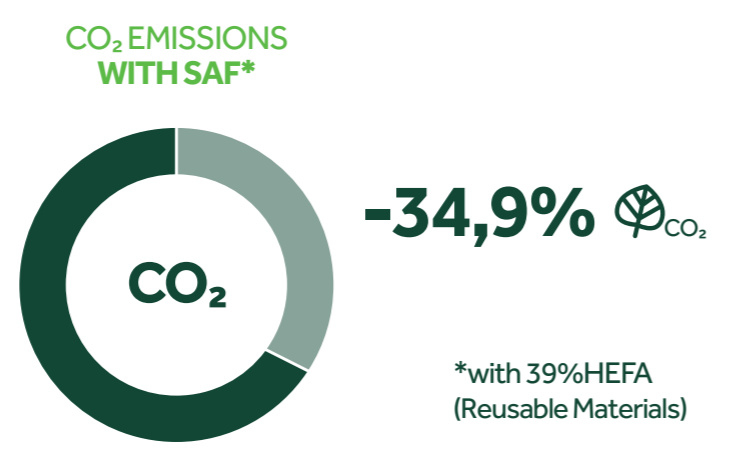
It's going to contribute for the decarbonisation of air transport sector.



**1** SAF is the sustainable fuel for aviation.

**2** Produced from sustainable fuel sources.

### Flight Lisbon ✈️ Ponta Delgada



More sustainable TAP amenity kits

# Sustainable Products on Board

TAP remains committed to identifying new sustainable solutions that meet the strict requirements of the food and health standards and the needs of passengers, without losing focus on the excellence of the service provided.

In terms of the use of plastic packaging on board aircraft, TAP's main action has been to move from plastic components to reusable, recycled, and more sustainable materials, namely:

- Change from plastic food-ware products to more sustainable materials: wooden cutlery and paper packaging, wooden mixers, paper straws, paper cups, wet-towel paper packaging, bread bags available in business class in oven-safe paper, creamer offered in paper packaging, onboard retail sandwiches in kraft paper packaging and food-ware supports made from recycled materials.
- Change of the materials of the amenity kits offered to business class passengers: use of a lock instead of plastic casing the kit.
- Placement of a seal indicating the handset is disinfected instead of using a plastic wrapper and change to paper cups and placement of a filtered water machine in the lounge instead of individual water bottles.



At the same time, TAP has been developing other transition projects towards more ecological responses, in terms of the management of its operations, which aim to improve the efficiency of internal processes, mainly by investing in new technologies and innovative solutions.

## ELECTRONIC TECHNICAL LOGBOOK

Project for the acquisition and implementation of the Electronic Technical Logbook (eTLB) – which aims to replace paper manuals (technical logbooks, cabin logbooks and Hold Item Lists (HIL)), where technical occurrences in the air and on the ground are recorded.

This change makes it possible to improve the quality and transparency of data, communication and collaboration between the flight crew and the maintenance team, optimizing aircraft turnaround times.

In terms of environmental benefits, it is estimated that more than 300 000 sheets of A4 paper are no longer used per year.

# Environmental Awareness

TAP considers that the involvement of its employees, customers and other stakeholders is essential for the continuous improvement of the Company's performance in terms of sustainability.

In this sense, TAP has been reinforcing environmental awareness campaigns among its employees, namely in terms of reducing the use of materials, such as plastics, and through a more efficient management of consumption, such as water and energy.

In addition, TAP actively promotes the involvement of its employees in environmental sustainability projects such as, for example, the Clean Office initiative.

## CLEAN OFFICE

Between September and December 2022, the Clean Office initiative took place at the TAP Campus, which aimed to make the workspace more functional, free of objects and equipment not used in the employees' daily lives.

All teams were asked to separate equipment and materials used daily, from those that they do not use.

This initiative resulted in the collection of materials (about 17 950), which were sent to a company duly licensed by the Ministério do Ambiente (Ministry of the Environment):

- 7 720 kg of recycled paper
- 7 282 kg of confidential documents
- 1 280 kg of large obsolete furniture and equipment items
- 1 665 kg of electrical and electronic equipment waste for the Electrão Campaigns

This initiative also included a social responsibility component with the donation of 3 912 items to seven institutions of a social nature - ASASTAP Associação de Solidariedade e Apoio Social do Pessoal da TAP, BUS - Bens de Utilidade Social, ENTRAJUDA, Mundo a Sorrir, Noor'Fatima, AHBV - Associação Humanitária de Bombeiros Voluntários de Moscavide e Portela and Terra dos Sonhos -, allowing them to be reused.

In 2022, TAP continued the *RECICLA+* Project, which main objective is to increase the rate of waste sent for recycling (paper/cardboard and plastic/metal packaging), reducing the amount of undifferentiated waste. This project, which is transversal to the Company, focuses on three major types of waste produced: ordinary industrial waste produced at the Campus, waste produced in Maintenance and Engineering activities carried out at the Campus and waste produced on board aircraft.

In this scope, TAP regularly monitors the amount of waste produced, as well as the type of destination given to this waste, promoting, in the first instance, its recovery, through processes of reuse, recycling and upcycling of materials.

**Waste Produced**



1 867 t

**Waste Recovery Rate**



57%

Finally, it should be noted that TAP's actions in matters of responsibility and environmental awareness go beyond the monitoring of performance indicators. The Company believes that a holistic approach is the key factor for the success of its environmental commitment. In this context, TAP developed socio-environmental campaigns, which aim not only to contribute to the fulfillment of its environmental goals, but also to the development of its employees, customers and communities.

## ELECTRÃO CAMPAIGNS

The *Electrão Quarter* action, implemented by *Electrão*, is a social project of civic support for the *Associações Humanitárias de Bombeiros Voluntários* (AHBV) and aims to involve the AHBV in the global effort to raise awareness of their communities and of the general population regarding the proper routing of electrical and electronic equipment and batteries for recycling and recovery.

The material collected by the AHBV is accounted for and prizes are subsequently awarded to the Associations that manage to collect and deliver a greater quantity of waste to *Electrão*. The first prize corresponds to a light forest fire-fighting vehicle and the remaining prizes to cash for the acquisition of forest protection material.

TAP joined this campaign by including collection points for these materials in its infrastructure, sponsoring the *Associação Humanitária dos Bombeiros Voluntários de Moscavide e Portela*.



# 04

## Our People

- 4.1 Employee Profile – Highlights 2022
- 4.2 Diversity and Inclusion
- 4.3 Occupational Health and Safety
- 4.4 Talent Development and Management



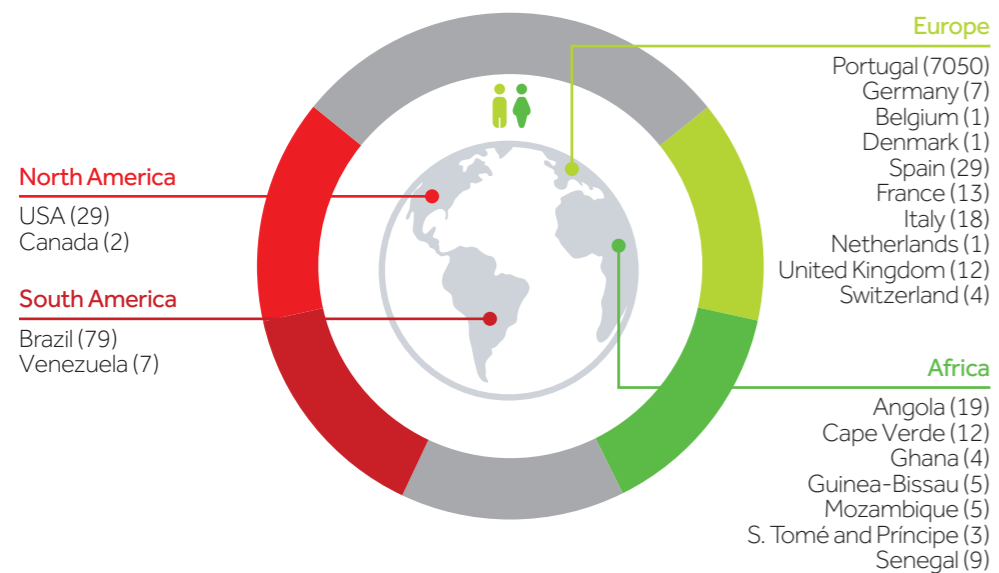
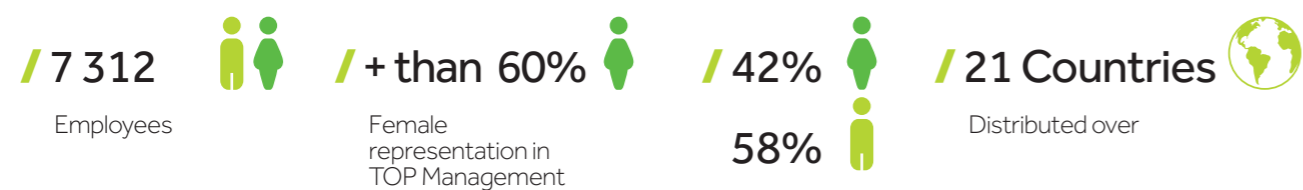
# Our People

Employees represent a vital resource for the sustainability and success of TAP, namely in a sector as competitive and volatile as aviation. Professional development plays an essential role for the Company, allowing employees to acquire the necessary skills to embrace the constant changes and evolution of the sector.

At TAP, it is recognized that diversity and inclusion are fundamental for a dynamic and innovative workforce, capable of responding to the Company's challenges and needs.

Recognizing the importance of these issues, TAP promotes policies and practices that encourage inclusion, safety and continuous learning, allowing the creation of a culture of appreciation of and commitment to employees.

## Employee Profile Highlights 2022



# Diversity and Inclusion

TAP promotes an organizational culture based on mutual respect and recognition of talent, difference and individual merit, creating conditions for the implementation of these values and recognizing their importance for the Company's own strategy and management.

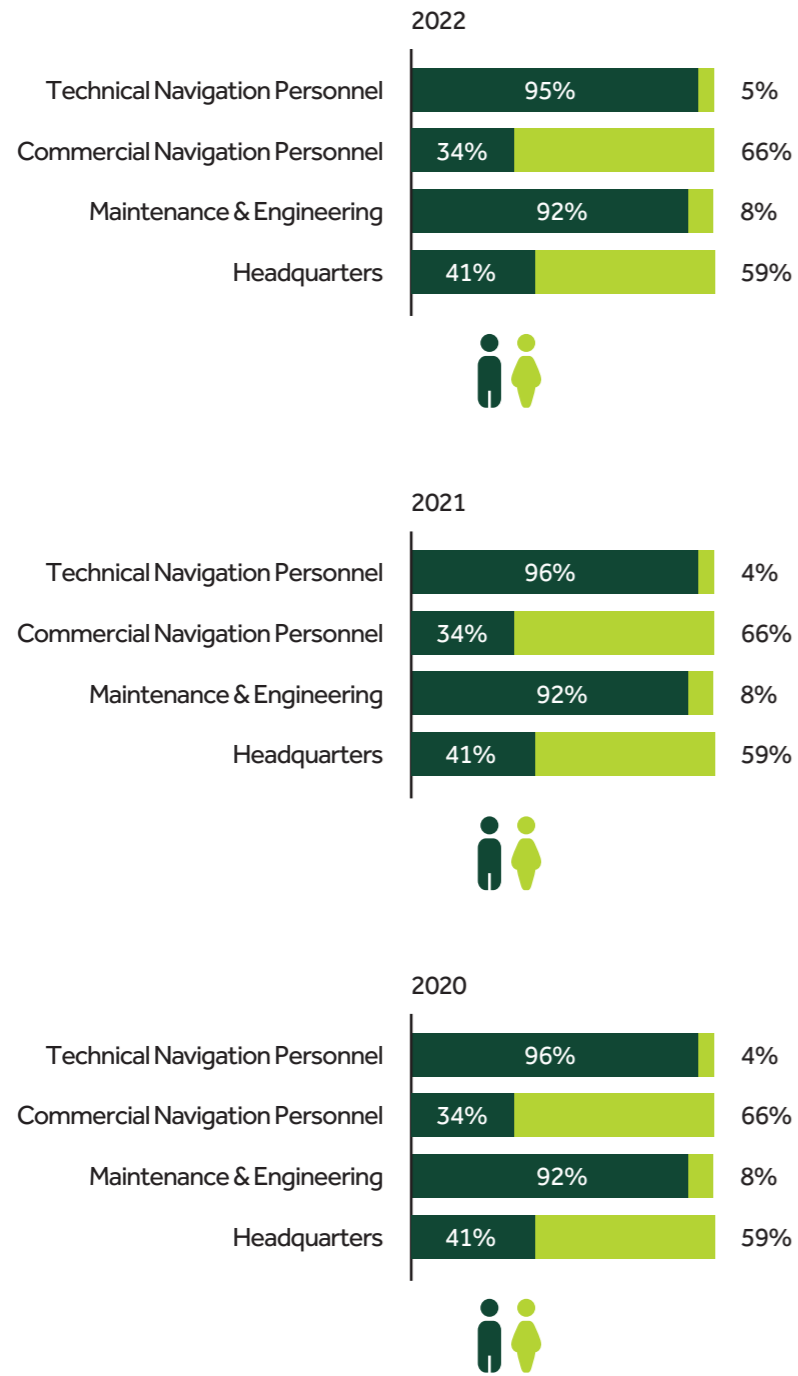
In parallel, the Company prohibits any form of discrimination or harassment and promotes respect and equal opportunities for all employees and potential employees, adopting internal and community awareness measures.

It promotes equal opportunities in recruitment, ensuring that gender, sexual orientation, age, nationality, culture or religion are not determining factors in the selection of candidates. Regarding the distribution of employees by gender, professional category and age group, distribution consistency is maintained between the years 2020, 2021 and 2022.

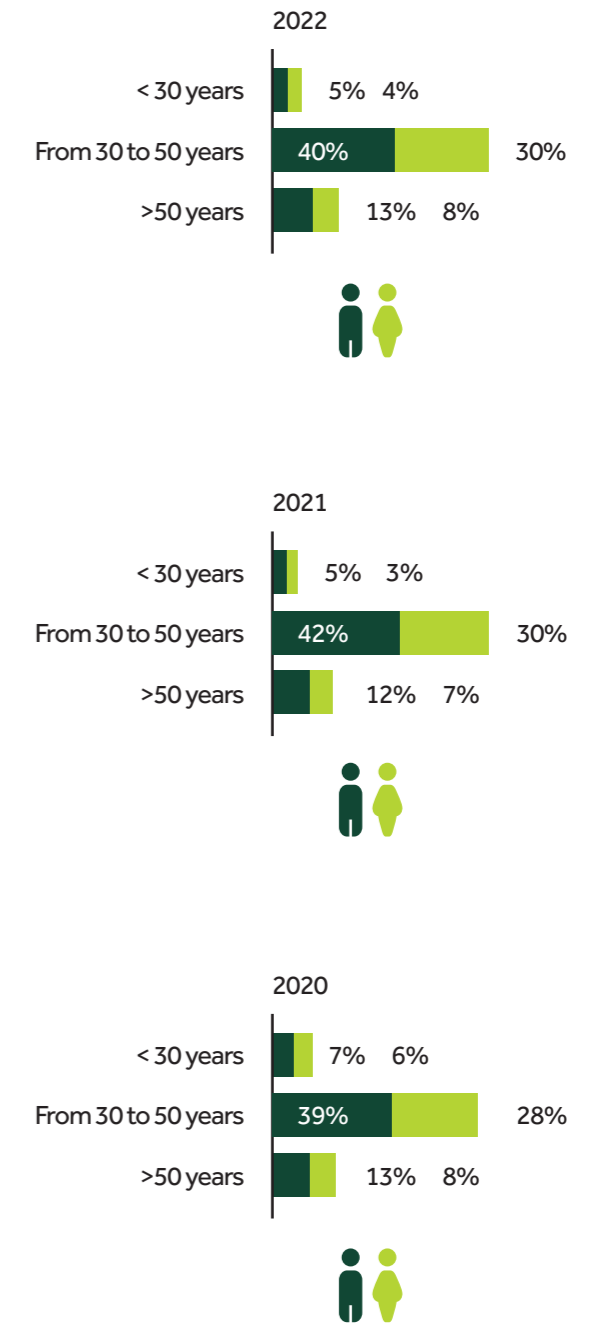
It ensures equal working conditions, including the adaptation of workplaces and common spaces for people with mobility difficulties. The TAP Diversity and Inclusion Policy, as well as its revision and updating, are important mechanisms for implementing the Company's values of diversity and inclusion and for the compatibility with legislative updates.



## DISTRIBUTION OF EMPLOYEES BY GENDER AND PROFESSIONAL CATEGORY



## DISTRIBUTION OF EMPLOYEES BY GENDER AND AGE GROUP



As part of its commitment to diversity and inclusion, TAP promotes:

- **Multiculturality:** by encompassing employees from 21 countries, distributed across four continents, the wealth of knowledge and experience represents a significant part of TAP's culture and values;
- **Gender equality:** this topic is of great importance to TAP, contributing, for example, to the fostering of a diversity of opinions and to the Company's competitive advantage. In leadership positions, TAP has a female representation of 60% (top management);
- **Inclusion:** TAP ensures a workplace accessible to all employees, regardless of their degree of incapacity/disability. TAP has 100 employees with some degree of incapacity/disability, with functions adapted to their special needs in order to guarantee the performance and appreciation of their work and, as an example, more than half of the team at the TAP Correspondence and Digitalization Center has some type of incapacity/disability and are essential elements in their function and for the proper functioning of the Company.

Highlighting the importance of the LGBT+ Agenda, TAP marked the International LGBT+ Pride Day with several actions promoting diversity and inclusion. In 2022, employees were invited to attend a TAP Talk- *"Importância do segmento LGBT+ para o Turismo"* – Associação de Comércio e Turismo LGBT+ de Portugal. Content dedicated to this topic was also made available on the website and social networks, as was a special Newsletter for customers.

On board the aircraft, passengers had the opportunity to watch a special speech highlighting the values of diversity and inclusion. During the month of June, a selection of films and series related to LGBT+ culture was also made available on board, as well as a [special playlist dedicated to Pride](#).

Assuming the materiality of diversity and inclusion issues, TAP is committed to treating its internal and external resources with respect for the differences that unite them. When operating in countries with cultures, religions and customs as characteristic and differentiated, diversity and multiculturalism are key factors for business performance and for a close relationship between employees and customers. The concern to address these issues, both in terms of the need to promote a greater balance between genders, in the different professional categories, and in the balance between employees of different age groups, has been revealed to be one of the main challenges assumed by TAP for the coming years.

TAP website banner for the LGBT+ friendly TAP Air Portugal Route (flytap.com)



Multidestination

## LGBT+ Itinerary friendly

TAP joins in the celebration of International LGBT+ Pride Day that celebrates diversity and inclusion

## Highlight

/ At the **Annual General Meeting & World Air Transport Summit of IATA**, in Qatar, TAP signed the agreement “25by2025”. The CEO added TAP’s name to the list of signatories that intend to increase the representation of women in leadership positions and underrepresented areas in their organizations by 25%, or up to a minimum of 25%, by 2025.

# Occupational Health and Safety

Occupational health and safety of employees at TAP is a management priority, making the Company more competitive by preventing accidents at work and occupational disease, identifying and controlling existing risk factors, promoting the improvement of work and health conditions of its employees, responding to the challenges of an activity marked by the highest safety standards in the aeronautical industry.

Internal services dedicated to these topics are provided by the *Unidade de Cuidados de Saúde* (UCS) (Healthcare Unit), certified by ISO45001 for occupational health and safety and accredited in quality in Health by the *Direção Geral de Saúde* (DGS) (Directorate General of Health). The Company’s occupational health and safety management is jointly managed by the UCS and the TAP areas, promoting integrated and comprehensive actions in various areas of occupational health and safety.

TAP adopts a structured hazard and risk assessment process, as evidenced in the Professional Risks Identification and Assessment Manual (PRIAM) and carried out by occupational health and safety technicians, who share the results with the Company’s areas. Periodic assessments and audits are carried out to resolve non-conformities and monitor correction and mitigation actions, following a validated methodology that is regularly applied by health and safety technicians. In the event of a work incident or accident, the technicians carry out a careful analysis, considering the material agent, form, location and nature of the injury and the risk assessment of the location. Based on this analysis, recommendations are made for preventive and corrective actions and opportunities for improvement. Workplace assessments also take incidents and accidents into account, prioritizing management interventions and improvements.

Due to the resumption of the post-pandemic activity, the evolution of accidents reported between 2020 and 2022 was not considered a warning sign. The main type of work accidents maintains the physical character, with emphasis on injuries caused by an increase in air pressure during the flight, incorrect posture or excessive physical exertion.



## Work Accidents

	/ 2020	/ 2021	/ 2022
No. of deaths resulting from work accidents	0	0	0
No. of work accidents with serious consequences (excluding fatalities)	22	13	18
No. of work accidents of mandatory communication	510	305	879

Work accidents between 2020 and 2022

## Main types of Work Accidents

- / Barotrauma
- / Excessive physical exertion
- / Incorrect posture
- / Collision against or by objects
- / Stumbling
- / Slipping
- / Imbalances
- / Falls

TAP provides several means for employees to report any problems or concerns related to occupational health and safety, including voluntary reporting tools, the Flight and Cabin Safety Report, or through the Occupational Health and Safety Commission, managers or occupational health and safety technicians of the UCS.

This Commission, established as a communication body, holds quarterly meetings and assumes various responsibilities, namely:

- Ensure compliance with laws and regulations related to occupational health and safety;
- Receive suggestions from employees;
- Recommend safety measures;
- Analyze work accident and professional illness statistics;
- Issue reports and recommendations to improve occupational health and safety conditions;
- Evaluate training programmes and prepare annual plans and reports.

Occupational health services play a key role at TAP, contributing to the identification and elimination of hazards and the minimization of risks in the work environment. Among the functions carried out by these services, emphasis is placed on monitoring employee health through medical examinations, within the scope of occupational medicine, and carrying out medical examinations on their returning to work after an illness or a work accident. Alongside this, the ergonomic evaluation of workstations and working conditions, as well as the evaluation and selection of personal protective equipment adjusted to each employee, are other important measures adopted by the occupational health services to guarantee employee safety and health.

These occupational health services also offer training in first aid for employees with duties on board or on land, provide health care to all employees at delegations and carry out psychological monitoring of employees.

In the scope of health and well-being, TAP is also concerned with promoting a healthy life among its employees, with the following initiatives being highlighted: *Programa Saúde Mais*, recognized and supported by the DGS, which includes awareness-raising actions, prevention and early diagnosis, free screenings, pregnancy monitoring plans, etc.

Additionally, TAP has a programme for the prevention and control of psychoactive substance consumption - *Programa Prevenir*, as well as a tobacco withdrawal programme, among other health promotion programmes, aimed at employee health and the safety of people and goods.

TAP also provides its employees with health insurance with favorable conditions, extended to the household. Employees have access to the UCS where, in addition to occupational health services, various medical specialties and other valences are available.

## EMPLOYEE-HEALTH PROMOTION SERVICES

- Possibility of receiving emergency medical assistance at the clinic in Lisbon, every day of the year, from 08:00 to 24:00, in addition to a complementary homecare service outside these hours.
- Medical follow-up at delegations carried out by other healthcare providers.
- More than 20 specialties and valences available at the clinic in Lisbon especially directed to TAP employees.
- Ambulance available 24 hours a day, 7 days a week, to assist employees at the Lisbon Airport and at the TAP Campus.
- Availability of teleconsultations during the pandemic, including psychological and psychiatric services.

- Specific programmes for health promotion and disease prevention, with a focus on COVID-19.
- Support line available for employees.
- Health promotion and disease prevention actions.
- Resumption of the programme for the prevention and control of psychoactive substance consumption – *Programa Prevenir*.
- Resumption of the calendar of actions to promote health and well-being, including nutrition, mental health and physical activity.

All these services and measures are focused on ensuring TAP employees' safety and health, contributing to their well-being. TAP recurrently invests in preventive measures to minimize the risks of accidents and incidents related to occupational health and safety, revealing the transversal materiality of this topic for the business and for the sector itself.



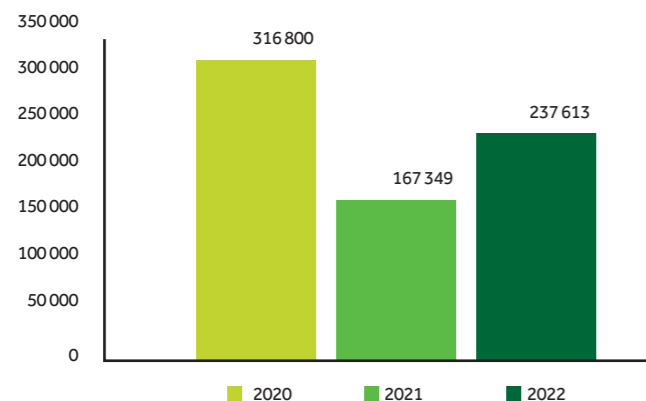
# Talent Development and Management

Talent management at TAP is a priority transversal to the entire Company, where the training and competence of employees are crucial to guarantee the safety and quality of the service provided.

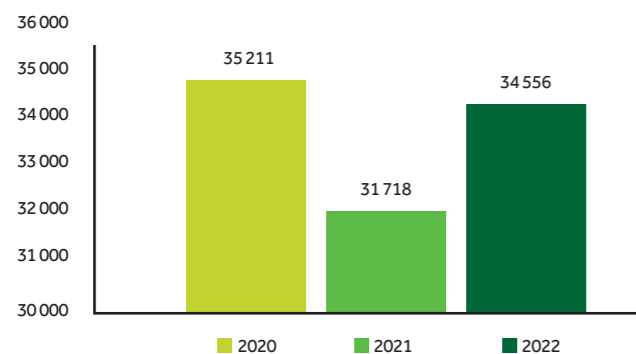
The Company has a culture of continuous learning, encouraging the training of employees and the updating of their knowledge and skills, so that they can always be up to date with the trends and challenges of the sector.

In 2022, TAP provided 237 613 hours of training, covering close to 35 thousand trainees. Investment in training represented 70 264 hours and 2 838 trainees more than in 2021, with 545 more actions being provided than in the previous year.

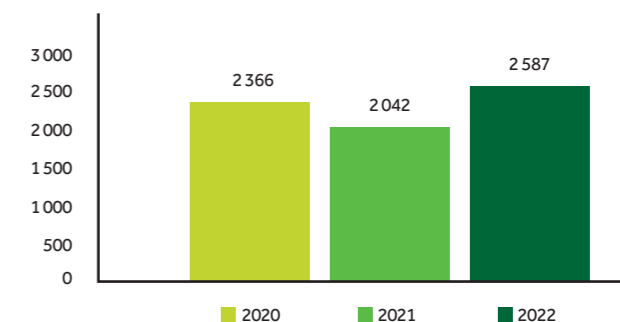
## VOLUME OF TRAINING HOURS



## NO. OF TRAINEES



## NO. OF ACTIONS PERFORMED



Training and Qualifying are the main mottos of the TAP University, assuming itself as an activator of a technology-based learning and a facilitator in the transition from a training culture to a learning culture (focus on learning), in a shared responsibility between the TAP University, employees, leaders and teams.

The transition to the virtual format continues to be one of TAP's biggest investments in training, assuming its importance for reinforcing and motivating employees in their quest for self-development. In 2022, 70 new e-learning contents were developed, in addition to the updating of 57 contents, allowing 31 229 hours of e-learning training to be carried out. Despite the focus on the digitalization of training, face-to-face training continues to have a great expression in TAP courses, with 150 896 hours of face-to-face training and 55 488 hours in the b-learning format realized.

By supporting a culture of information and learning as part of the decision-making process at the Company, alongside individual accountability, the topic of occupational safety is one of the most important topics in the scope of training. This topic is ensured as a priority for the development of employees, resulting in periodic awareness and training actions in accident prevention and management.



## Safety Training

	/ 2020	/ 2021	/ 2022
Hours of Safety Training	564	683	802
Employees Trained	4 644	4 035	4 937

No. of hours and employees trained in Safety between 2020 and 2022

## SAFETY TRAINING TOPICS IN 2022

- Training in basic principles of occupational health and safety
- Work accident prevention training
- First aid training for employees with functions on board or land
- Specific face-to-face training
- E-learning training on the use of display screens
- Training in safety and health for TAP's Occupational Health and Safety Commission
- Health promotion and disease prevention actions
- Training on the internal emergency plan and firefighting

In 2022, TAP University developed several initiatives of strategic importance for the development of employees, among which the following stand out:

### Training Needs Assessment Process (TNA)

Implemented for the first time in a transversal way and which resulted in one of the main critical success factors for the development of a Training Plan aligned with the real needs of employees and the Company.

## Development and Implementation of a Training Plan (Catalogue)

Included a catalogue of transversal behavioral and technical-functional skills, along with the specific and functional needs of the various areas. 2 473 Training requests (Catalogue and extra Catalogue) were received, and 45% of them were met. The reasons that made it impossible to meet all requests were related to the absence of trainees, operational unavailability or the short period of time to implement the actions, which took place between September and December 2022.



Training Catalogue for 2022

	/ Thematic Area	/ No. Courses
Face-to-face	Personal development	5
	Finance	1
	Tax	1
	Management	6
	Micro IT / Analytics	10
	Languages	3
	Pedagogy	1
	Health	2
	Safety	2
	IT	1
E-learning	Security / Cybersecurity	9
	Environment	1
	Star Alliance	1

## Development and Implementation of Leadership Development Programmes

Such as Leadership Boost, a 13h course aimed at Senior Directors and Directors that involved 63 TAP leaders, and Leadership Take Off, a total of two actions with 26 trainees each, aimed at Senior Directors, Directors and Managers, with the objective of providing new leaders with management and leadership skills to carry out their function at TAP;

## Rethinking Training

A joint process with the various areas in order to rethink training and pedagogical innovation;

## Development of a Permanence Pact Policy

Commitment by the employee not to terminate the employment contract during the period established in the agreement, due to the expenses incurred by the Company with professional training;

## Consolidation of Relationship Models between Universidade Corporativa TAP and the different Departments/Areas of the Company

Through a detailed description of the functions and the degree of responsibility of each of the intervening parties, to optimize the training process.

One of the challenges of the TAP People and Culture area is to attract young talent to meet the needs of different areas of the Company. To achieve this goal, the Company has identified a set of initiatives, one of which is strengthening the TAP presence, as an employer, at higher education institutions. Hosting curricular and summer internships is one of the ways to cement this relationship. These initiatives aim, above all, to identify talented young people during their academic journey for future hires, awakening the student community's interest in TAP as a potential employer and contributing to the practical training of young people. They are also important to achieve recognition and visibility in the market and to enjoy the benefits that a young profile brings to teams, such as willingness to learn, creativity, innovation and a digital mindset. In 2022, 36 internships were realized in various areas of the Company – curricular, master's theses, extracurricular and observation.

As with many other organizations, TAP has been welcoming the changes associated with new technologies and the evolution of a challenging global environment, promoting the adoption of different ways of working that encourage collaboration, efficiency and a positive work experience. Smart Working is an innovative work model based on a flexible approach to work organization and management, among others, of time and workplaces, based on digital technologies made available to employees. The implementation of the Smart Working policy allows all eligible employees to optimize the advantages of working, both remotely and in person, at TAP.

To assess the level of involvement and commitment of employees with the Company, TAP carried out the Great Place to Work study in the month of September. This study sought to assess employees' perception of organizational culture, strategy and leadership, and had a participation rate of 56%. With the results of this study, TAP identified the strengths and points to be improved in its organizational culture and is outlining an action plan to materialize the employees' feedback in actions of real transformation in the Company.

TAP's new Internal Mobility Policy, launched in January 2022, allowed employees to look for new opportunities and challenges and for the Company to find resources, internally, to meet current needs. Regarded as a strategic pillar in TAP people management and one of the most important tools for the professional development of employees, this policy enables talent mobility and retention, in accordance with the Company's needs, fosters internal communication and teamwork, and promotes the development and growth of TAP employees.

In terms of benefits, TAP provides access to a kindergarten, cafeteria and gym with special rates for employees, aid that is highly valued in the context of social support. The concession of airline tickets at special rates (subject to the availability of unsold seats, for the employee, family members and companions) is also an important benefit for TAP employees, whose opportunity to enjoy the Company's services enhances the commitment to same and strengthens the will to provide the best air transport service.

# 05

## Our Customers

- 5.1 Customer Health and Safety
- 5.2 Customer Satisfaction



# Our Customers

Concern for customers, namely in terms of satisfaction, safety and data privacy, is crucial for the Company, so customer data must be stored and processed safely and confidentially.

Customer satisfaction is crucial. Satisfied customers are more likely to use the services again, and to recommend them, making TAP their Company of choice. With this objective, TAP implements measures that guarantee the safety of its services, their reliability and high quality, investing in customer support and monitoring throughout the entire travel experience, from ticket purchase, check-in process, boarding, onboard (with a wide range of services during the flight), disembarking and baggage collection.

Customer health and safety is an absolute priority for the Company, which complies strictly with national and international aviation safety regulations and implements additional measures to ensure that its customers are protected at all stages of the trip.

TAP recognizes that its responsibility goes far beyond providing an air transportation service. It is imperative to ensure that all customers are treated with respect, safety and privacy, enhancing their satisfaction and assuming health and safety as a priority.

## Customer Health and Safety

Safety is a top priority for TAP at all stages of the trip, strictly adhering to safety regulations and industry standards to ensure that all aircraft and equipment are in safe operating condition.

To ensure the health of passengers, TAP implements measures to prevent the spread of infectious diseases on board aircraft. The Company follows the health, safety and hygiene guidelines of the World Health Organization (WHO) and local governments, to ensure, within the limits of its reach, that passengers are protected against the spread of diseases during the trip.

TAP also implements safety and health measures to protect customers during the trip, carrying out the necessary security inspections of passengers and luggage before boarding. The security teams at the airports, duly trained and experienced, and the on-board teams, ensure compliance with regulations and the safety of passengers.

In 2022, an example of the action in favor of flight safety was the training provided, together with the *Polícia de Segurança Pública* (PSP) (Public Security Police), to the crews, to understand how to act in the event of passengers with disorderly behavior and/or other issues that jeopardize the safety of the trip.

When it comes to cybersecurity, data privacy is a critical issue for TAP, which understands the importance of protecting its passengers' personal data. TAP carefully complies with data protection laws and regulations and uses security and encryption systems to protect its passengers' data during processing and storage.

The care that only authorized employees have access to the data and that same is used only for the purposes specified is crucial for information security, which is why the Company also carries out regular data security audits. TAP implements cybersecurity measures to protect its customers' data from third parties and other digital threats. Even so, in 2022, two data breach incidents were reported to the *Comissão Nacional de Proteção de Dados* (CNPd) (National Data Protection Commission), pursuant to art. 33 of the *Regulamento Geral de Proteção de Dados* (RGPD) (General Data Protection Regulation), which merited the closest evaluation and consideration by TAP. These incidents, represented in the following table, corresponded to cases of leakage, theft or loss of customer data, with no reported cases of complaints received from regulatory authorities or external entities and validated by the Organization.

## Privacy and Data Leakage

	/ 2020	/ 2021	/ 2022
No. of complaints received from external entities and validated by the Organization	0	0	0
No. of complaints received from regulatory authorities	3	0	0
No. of cases of leakage, theft or loss of customer data	1	0	2

Cybersecurity complaints between 2020 and 2022

TAP has a comprehensive approach to data protection and privacy, having published clear policies regarding customer and employee data processing, outsourcing, information security and the use of electronic resources. To ensure compliance with regulations, procedures are also defined for responding to the exercise of rights by data subjects, for preparing privacy impact assessments, for managing access to systems, for managing vulnerabilities and for the reporting of incidents. In addition, employee training on RGPD, Phishing and Information Security, is provided every three years and audits are conducted to ensure ongoing compliance. To ensure the compliance of contracts entered into with subcontractors, in terms of data protection, the Company enters into subcontracting agreements with all of them pursuant to art. 28 of the RGPD and signs European Union (EU) standard contractual clauses for international data transfers.

### CYBERSECURITY INITIATIVES IN 2022

- Provision of e-learning training on Phishing and Information Security;

- Conducting internal audits to the CCTV system of TAP, *Portugália Airlines* (PGA) and the UCS;
- Conducting of an external audit of human resources processes, under the responsibility of the People and Culture Directorate, in matters of privacy;
- Introduction of MFA (Multi-Factor Authentication) for changes to online bookings;
- Introduction of MFA for remote access to information systems;
- Adoption of new standard contractual clauses for international data transfers;
- Incident reporting integration in the IT Service Management tool.

All measures, initiatives and tools listed demonstrate TAP's commitment to customer health and safety, reflecting the material importance of these issues for the Company's sustainability and performance. The concern with these topics, although transversal to the sector, assumes a very special relevance for TAP.

Internally, Operational Safety (Safety) and Security of people and goods (Security) are two closely related areas, consisting of different business processes and of management in synergy by teams with different specialty knowhows.

- The Safety area focuses on the management of risks associated with aviation, related activities or with direct support to the operation of aircraft, ensuring their control and reduction.
- The Security area covers security and protection measures for customers, employees and all relevant parties, ensuring the security of facilities, aircraft and other assets.

With a view to complying with the standards of the different countries where it operates, TAP puts into practice the quality control processes required by the authorities, such as planned audits and unplanned, internal or external, inspections. Observing the regulations in force, training in Security is mandatory in the exercise of the functions, with the aim of reducing the risk of threats related to the security of civil aviation. In this sense, TAP assumes the target of 100% of the training required by the regulatory standards.

## Safety in Operations

TAP adopts the highest safety standards in its operation. Safety is the basic operational norm and a constant domain, which is at the base of all operations, and which must be considered under any circumstance.

TAP's Safety Management System (SMS) is an organized, predictive and proactive safety management system. This system is one of the main elements considered in the formulation of the Company's strategic plan and objectives, and all operations that may have an impact on safety are carried out in accordance with applicable national and international regulations. Compliance with the regulations established by the International Civil Aviation Organization (ICAO), the European Union Aviation Safety Agency (EASA) and the Autoridade Nacional da Aviação Civil (ANAC) (National Civil Aviation Authority) is ensured and, in addition, TAP is IATA Operational Safety Audit (IOSA) certified since 2003 by the International Air Transport Association (IATA), which revalidation was carried out in June 2022.

With the objective of continuously improving safety, the TAP Safety Policy and the SMS were proactively developed and implemented, covering strategies, processes, procedures and human factor principles to ensure the identification and effective management of risks. All TAP employees have a responsibility to act in compliance with applicable laws, regulations and good practices, and must cooperate with compliance and safety monitoring processes in order to understand and apply the Company's policies and procedures.

The sharing of the responsibility for Safety in operations was established by all levels of management. The Safety & Security Review Board (SSRB), the different Safety and Security Action Groups (SSAG) and the Departmental Safety Action Groups (DSAG), outlined in the image below, meet regularly to assess the effectiveness of risk mitigation measures implemented in the operation. In these meetings, different Safety performance indicators from various operational areas are analyzed, being subsequently presented to members of the Executive Commission. Establishing, measuring and regularly reviewing Safety indicators and objectives is essential for the continuous progress of TAP's performance in terms of safety.



To provide adequate training and preparation in terms of emergency management, TAP also develops, within the SMS, the Emergency Response Planning (ERP), a programme that prepares the Company to manage crises or emergencies in an effective, coordinated, responsible and humanitarian manner, ensuring the preservation of the Company's image and continuity. This plan is defined and implemented in accordance with industry requirements and current legislation, with the aim of protecting everyone involved, including customers, crew, family members and employees, while maintaining the reputation and safety of the operation.

In 2022, an accident occurred during a landing in Conakry, resulting from an unauthorized entry of a motor vehicle on the runway. Operations at that destination were resumed after the accident, as soon as the safety conditions required by local authorities, including airport management and air traffic control, were guaranteed. After the accident, all employees involved in the operation - including technical crew, cabin crew and maintenance technicians - were accompanied by the support programmes provided by the Company to guarantee and support their emotional well-being after the event. The tables below show the number of accidents that occurred in this area and the number of emergency response exercises carried out between 2020 and 2022, reflecting the resumption of activity by TAP in the post-pandemic period.

### Number of Accidents

/ 2020	/ 2021	/ 2022
0	0	1

Number of accidents in the scope of Safety between 2020 and 2022

### Emergency Response Exercises

/ 2020	/ 2021	/ 2022
3	12	23

Number of Emergency Response exercises between 2020 and 2022

The daily monitoring of flight data is one of the main action vectors when it comes to managing Safety performance. Flight data provide valuable information to identify hazards for the operation, which is why TAP is committed to quality and efficiency in the use of this data in risk management processes. Technological solutions were adopted that allow data to be transmitted quickly to different areas of the Company, with an emphasis on monitoring exceedances during the operation, the Fuel Conservation Project and the monitoring of aircraft engine performance. To ensure more effective risk management processes, TAP adopts a flight data recording rate of 95%, above the minimum value defined by the authority.

By continuously seeking to promote a reporting culture in which everyone feels encouraged to address their concerns with operational safety, related to processes or human factors, and to report risks, occurrences or concerns resulting from organizational or individual performance, the Company is permanently committed to the development of a just culture that supports its SMS. With the aim of facilitating the integration and efficiency of processes associated with safety risk management, where the occurrence reporting scheme is crucial, TAP invested in updating the Safety management reporting system.

## Highlight

/ TAP received the Safest Airline in Europe and the sixth Safest Airline in the World awards in 2022, by the site AirlineRatings.

TAP was the host airline of the Cabin Ops Safety Conference (COSC) in 2022, organized by IATA, in Lisbon.



Safety communication ensures the development and maintenance of a positive safety culture. Through the Safety&Security website and in various communication formats, such as Safety Bulletins, Safety Alerts, transversal campaigns and campaigns dedicated to specific operational areas, the disclosures of Safety at TAP contribute to the transmission of safety information in a clear and motivating way to operational and non-operational areas, across the expansive network of the operation.



### Últimos Vídeos



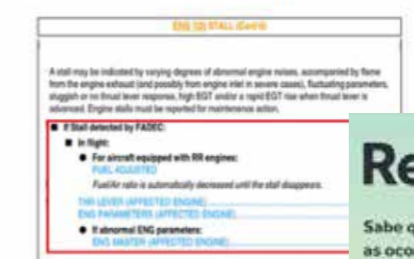
**Caros Pilotos,**

Durante o mês de junho num dos nossos voos LIS CUN tivemos um *inflight return* devido a um problema técnico no motor #1.

Durante a subida, após o FL310, foi ouvido um barulho forte e sentida uma guinada/movimento lateral na trajetória da aeronave, seguido de perda de potência acompanhada de vibrações, surgindo o ECAM ENG#1 Stall.

A tripulação avaliou a situação e aplicou os procedimentos, com parâmetros estabilizados em idle e verificada a impossibilidade de utilização do motor nos regimes de potência normais ao voo, foi tomada a decisão de regressar a Lisboa, com decisão inicial para a altitude engine out.

Já nivelado e passados alguns minutos, com a potência do motor a permanecer em idle, foram observadas variações na indicação de vibrações N1 e N3, acompanhadas novamente do ECAM de Engine Stall, tendo os Pilotos designado o ENG#1, como requerido por ECAM.



## Reporting criteria

Sabe que tipos de ocorrências tem que reportar? Conheça as ocorrências que são de reporte obrigatório no âmbito da sua função?



Conheça-as no site da Safety & Security. Mais informação sobre os Reporting Criteria no QR Code abaixo.




# Customer Satisfaction

TAP implements various measures with a view to obtaining high levels of customer satisfaction, from training its employees to provide a personalized and quality service, to continuous investment in the customer experience at all points of contact with the Company. TAP is also constantly evolving to provide services that meet the needs of all customers, ensuring accessible and inclusive services that respect special needs or limitations. These measures reflect the commitment to provide a service that exceeds customer expectations, promoting their satisfaction and preference.

Customer satisfaction, particularly measured through a survey using the Net Promoter Score (NPS) – a metric that calculates the probability of recommending the Company – and customer satisfaction at each touch-point of the trip, is impacted by various factors, including external factors unrelated to the Company, namely, airport infrastructure, weather conditions, air traffic, airspace restrictions, strikes outside the Company, among other factors. Even so, the satisfaction target for PGA Flight Attendants in business class (60) was surpassed in 2022.

Besides the NPS survey, other specific satisfaction surveys were carried out in 2022 that highlight the path taken in this matter.

## SPORADIC SATISFACTION SURVEYS IN 2022

- Comfort on board
- Post-pandemic travel behavior
- Customer interviews for selection of new Amenity Kits

The performance of service structures and channels is increasingly relevant for customer satisfaction, especially in a digital age where immediate support and speed of response are demanding factors. TAP's focus on these channels aims not only to improve the customer experience, but also to increase internal efficiency and achieve a competitive advantage in the market.

TAP maintains clear and open communication channels for customer feedback and suggestions, which monitoring and analysis results in a better understanding of customer needs and expectations. During 2022, the level of service at the contact center underwent major improvements, be it in terms of capacity and partners but also of processes. These improvements made it possible to continuously improve the operational performance of the call center during the year, reaching good service levels during the summer peak. To reach levels of excellence and regain customer confidence, TAP began a market survey in 2022 in search of a new partner for the contact center activity, having concluded this process and signed an important contract with Teleperformance in December 2022. This contract marks the beginning of a partnership with a world leader in its activity and with extensive experience in the aviation industry. This partnership will allow TAP not only to have the capacity to serve its customers with the quality they deserve, but also to improve its processes and gain efficiency, following the best practices in the market. The investment in customer contact points resulted in improved contact center performance indicators, which efficiency grew by 38% compared to 2021.

Customer satisfaction is thus revealed to be a topic of high importance for TAP, considering its materiality for the business. In 2022, the customer satisfaction awards were a valuable recognition of the work done by TAP to meet the needs and expectations of its customers. This recognition reflects the work carried out by the Company during the year and is an indicator of the quality of the service provided, highlighting one of the points most valued by TAP: the offer of a service designed and executed for people, satisfying them and inviting them to return on their next trip.



## Highlight

/ TAP awards in 2022

World Travel Awards 2022 - World's Leading Airline for Africa and World's Leading Airline for South America

Outstanding Food Service by a Carrier in Europe, attributed by the readers of the magazine PAX International

Freddie Awards 2022 – The TAP Miles&Go loyalty programme won all the categories of the competition, relating to Airlines of the Europe and Africa regions, namely Programme of the Year, Best Elite Programme, Best Promotion, Best Customer Service and Best Redemption Capacity

Marketeer Awards – TAP was elected the Best Airline of the Year, for the work carried out in the areas of Marketing, Advertising and Communication for the year 2021. It should be noted that TAP also received this award in the 2011, 2012, 2014, 2015, 2017, 2018, 2019 and 2020 editions

Air Transport Awards 2022 - Star Alliance, the global aviation alliance of which TAP is a member, received the Airline Alliance of the Year award for the fourth consecutive year, recognizing its excellence and innovation in several categories in the aviation sector



# 06

## Community Involvement

- 6.1 TAP Donate Miles Programme
- 6.2 Extra Baggage and Solidarity Cargo
- 6.3 Embracing Ukraine Initiative
- 6.4 Solidarity Campaigns
- 6.5 Other Social Initiatives
- 6.6 Volunteering
- 6.7 Corporate Social Responsibility Management



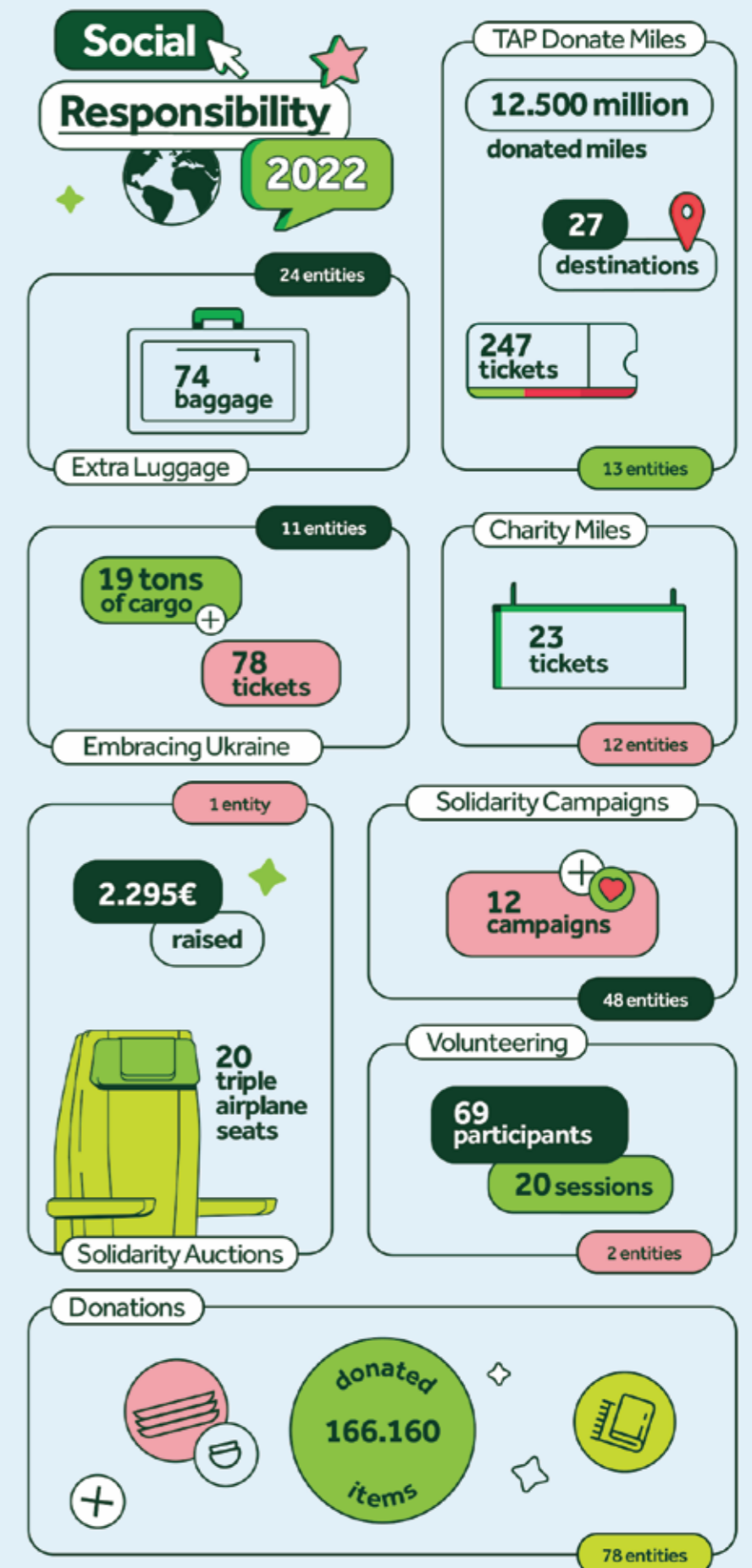
# Community Involvement

For TAP, corporate social responsibility is aligned with fulfilling its commitment to the planet and society, simultaneously generating added value for employees, customers and different partners. Connecting people and communities is the key point of involvement with partners and represents one of the most relevant strategic pillars for the Company.

TAP has been establishing a strong relationship with the different organizations of the social sector that it has supported over the years, which areas of action are quite diversified, from vulnerable families, homeless people, people with special needs, the elderly, children and young people with chronic diseases, needy communities, associations supporting animal causes, among others. Considering that the credibility and transparency of entities can constitute a risk in the realization of partnerships, a robust analysis is established for all entities with which TAP associates on a lasting or sporadic basis.

The Company's social responsibility management enabled the implementation of several activities with relevant positive impacts in 2022. It was possible to support 135 social organizations and celebrate different special dates, as well as respond in a planned manner to critical events that required support or a quick response, due to health, social and economic crises, war or natural disaster. Initiatives such as donations, auctions and solidarity campaigns also made it possible to reduce waste production and contribute to the circular economy.

All the work carried out together with TAP's internal areas, and the active participation of employees in the different social responsibility initiatives, reveal the interest and the possibility of expanding this topic in the Company.



# TAP Donate Miles Programme

TAP Donate Miles, associated with the TAP Miles&Go Programme, is one of TAP's most important initiatives in terms of its social responsibility. This programme allows customers to support social organizations and donate miles to TAP's partner organizations, which can later be exchanged for travel. Acting mainly in the areas of health, nutrition and education, the donation of miles to TAP partners represents crucial support in helping thousands of children, young people and adults in vulnerable situations.

## Highlight

Besides the partners of the TAP Donate Miles Programme for the period 2019-2022 (APAV - Associação Portuguesa de Apoio à Vítima, Estímulo, Médicos do Mundo, Mundo a Sorrir, SIM – Solidariedade Internacional a Moçambique and WACT – We Are Changing Together), TAP integrated three new partners in 2022 that will remain until 2024: AMI - Assistência Médica Internacional, Helpo and Terra dos Sonhos. The annual donation ceiling is 1 000 000 miles per partner, and these three new entities received an initial donation from TAP of 500 000 miles.

TAP also promoted special campaigns to raise miles throughout the year, to make TAP Miles&Go customers aware of emerging humanitarian, social and economic situations or to mark specific dates.

## TAP Donate Miles Special Campaigns

/ Initiative	/ Beneficiary Entities	/ Project
<b>Embracing Ukraine</b>	NGO Médicos do Mundo and Associação Ukrainian Refugees UAPT	Humanitarian support for refugees on the borders of Ukraine and for Ukrainian families hosted in Portugal
<b>World Children's Day</b>	Associação Corações Com Coroa	Education for gender equality and eradication of violence, in the Azores and Madeira
<b>World Day of Generosity</b>	Associação A Avó Veio Trabalhar	Contribution to the expansion of the craft production project to the Azores and increase the Association's participation in international fairs
<b>TAP Store's Christmas Action</b>	Associação Renovar a Mouraria	Offer of TAP Store gifts to children and young people from migrant families supported by the Association

Table 1 – TAP 2022 initiatives to raise miles from TAP Miles&Go customers for specific social projects

Considering the programmes nine partner entities and the four special campaigns carried out in 2022, 247 tickets were issued for 27 TAP destinations, with 12 500 000 miles having been donated by TAP Miles&Go customers, for the benefit of 13 entities. The ceilings attributed, both to the nine official partners – 1 000 000 miles for each entity – and to the special campaigns associated with the programme – 1 000 000 miles for each of the two entities of the Embracing Ukraine campaign and 500 000 miles for each of the beneficiaries of the remaining campaigns – were proudly achieved, revealing the solidary involvement of customers and the strength of this programme.

## 2022 TAP Donate Miles Programme



Table 2 - Main numbers of this TAP social responsibility programme

Image alluding to the entry of the three new partners to the TAP Donate Miles programme



Mile by mile we give wings to solidarity causes



## Extra baggage and Solidarity Cargo

TAP continues its commitment to the community by providing support for some requests for extra baggage and the transport of solidary cargo to social organizations. Often, the support needed by communities translates into the transport of essential goods, donations in kind and equipment, and the Extra baggage initiative facilitates the transport of different materials on solidarity missions by social entities. Additionally, and in partnership with TAP Air Cargo, the Solidarity cargo initiative provides cargo transport within the scope of social, humanitarian and development projects in support of social entities.

Through the Extra baggage initiative, TAP provided the free transport of 74 suitcases, corresponding to 1 702kg sent to seven TAP destinations, in support of 24 entities. Cargo transport through the Solidarity cargo initiative supported five entities with 36 volumes, representing a total of 1 075kg to four TAP network destinations.



## Embracing Ukraine Initiative

Sensitive to the theme of the war in Ukraine, TAP implemented an initiative to support organizations that provide humanitarian aid to the Ukrainian people, translating into the transport of passengers and cargo on the Lisbon-Warsaw route.

As part of this initiative, launched in March 2022, support was provided with tickets and cargo transport, as well as an internal campaign to raise essential goods. These actions were complemented by the TAP Donate Miles Programme special mileage raising campaign, mentioned above.

The implementation and maintenance of this initiative allowed the issuance of 78 tickets and the transport of 19 tonnes of cargo, supporting the humanitarian action of 11 entities.

<https://www.tapairportugal.com/en/responsability/social-commitment>



# Embracing Ukraine

# Solidarity Campaigns

TAP's social responsibility is guided by concern for different areas of society, supported by several awareness campaigns run on the Company's different communication channels. In 2022, solidarity campaigns were promoted within the scope of the following initiatives:

- Special Days
- Giving Tuesday
- IRS (Personal Income Tax) consignment
- Solidarity Internal Sales

TAP develops transversal campaigns to celebrate special dates and, in 2022, the Special Days initiative resulted in various activities for employees for the benefit of social organizations, always representing days outside the routine and that promote awareness of various topics. On World Food Day, for example, two initiatives were carried out: the CCRA – *Consumo Consciente, Respeita o Ambiente* campaign with Eurest which, with the participation of the Company's employees, made it possible to donate 45kg of non-perishable food to AANL – *Associação dos Albergues Noturnos de Lisboa*; and a campaign with Delta, in which 144 units of nectar juices were offered to children and young people supported by START.SOCIAL, with recourse to the My Break solidarity vending.

## “Consumo Consciente, Respeita o Ambiente”

De 24 a 30 de outubro, participe nesta campanha TAP e Eurest e junte a sua refeição a uma ação social.

Saiba mais



Banner allusive to the *Consumo Consciente, Respeita o Ambiente* campaign, promoted on the TAP Intranet

With TAP's participation in the 4th edition of the Giving Tuesday Portugal initiative and in celebration of the World Day of Generosity, 19 social organizations were benefited. Alongside the TAP Donate Miles Programme special campaign in favor of the *Associação A Avó Veio Trabalhar*, previously mentioned, the donation of 6 245 items discontinued from the operation and an internal solidarity challenge promoting the organizations *Apoiar* and *Animais de Rua* are to be highlighted.

As in previous years, awareness was promoted regarding the assignment of 0.5% of the IRS among TAP employees, for the benefit of six entities. Among these entities three stand out with activities in support of the Ukrainian people (*Cruz Vermelha Portuguesa*, *Caritas Portuguesa* and JRS Portugal - Jesuit Refugees Service) and three associated with TAP (*ASASTAP – Associação de Solidariedade e Apoio Social do Pessoal da TAP*, *Take C'Air Crew Volunteers* and *Handling With Care*).

Finally, and still within the scope of campaigns and solidarity actions, three editions of internal sales to TAP employees: two editions of the sale of discontinued tableware and an edition of the sale of TAP commemorative medals, were carried out. The two editions of the sale of tableware benefited three entities – *Oikos*, *I Help Ukraine* and *Associação dos Ucrânios em Portugal* – chosen considering their work with refugee Ukrainian people and families in our country. The internal sale of celebratory medals supported the future response of the *Associação Humanitária dos Bombeiros Voluntários do Fundão* (AHBV) to the combat of forest fires, through the acquisition of new personal protective equipment.

## Other Social Initiatives

To complement its portfolio of initiatives within the scope of social responsibility and reach the greatest possible number of beneficiaries, TAP has other initiatives of relevance to the surrounding community. In terms of support made available throughout the year, the Cooperation Protocol established between TAP and the *Instituto Português de Oncologia* (IPO) of Lisbon regarding the travel of children and young people from the PALOPs – *Países Africanos de Língua Oficial Portuguesa* (Portuguese-speaking African countries) – undergoing treatment at this hospital stands out. Under this protocol, two tickets were issued, for Maputo, in 2022.

With a view to raising funds for specific projects presented by social entities, auctions of discontinued aeronautical material are organized, in partnership with the online platform *eSolidar*. *Associação Portuguesa de Deficientes* (APD) was the beneficiary of the 17th TAP solidarity auction, with support for the acquisition of a van to transport wheelchair-bound basketball team athletes.



Banner allusive to the 17th TAP auction, promoted on the TAP Intranet, website and social media

Regarding more specific initiatives, we highlight the offer of solidarity flight baptisms to beneficiaries of social organizations belonging to vulnerable groups and/or with special needs. In 2022, and in celebration of World Children's Day, 18 tickets on the route Lisbon – Funchal were issued for the first flight experience of beneficiaries of two Associations: ANFR – *Associação Nacional de Futebol de Rua*, in Lisbon, and APPDA – *Associação Portuguesa para as Perturbações do Desenvolvimento e Autismo*, in Madeira. These flight baptisms allow the sharing of good times among the beneficiaries and a first flight experience, certainly to be remembered.

In the same vein as specific initiatives, donations of surplus and/or discontinued material from TAP's operations are made to various organizations, both for use by the organization and for distribution to its beneficiaries. In 2022, 166 thousand discontinued items were donated to 78 entities, including blankets, serviettes, furniture, crockery, computer equipment, office supplies, children's kits, aircraft wheelchairs, and other materials. In this scope is also included the Clean Office project, which resulted in the donation of 3 912 items to seven entities, as previously mentioned.

# Volunteering

TAP encourages employees to make their time and help available in support of organizations and social causes. Volunteering goes beyond the benefit to social organizations, representing a form of motivation and commitment of TAP employees and contributing to the development of skills, such as problem-solving, teamwork and leadership. The will to make a difference is reflected in the values of the Company and its employees, creating opportunities for involvement with the community and enhancing the satisfaction and recognition of TAP employees.

Some indicators related to volunteering actions carried out in 2022 are systematized in the following table:

## 2022 TAP Volunteering




/ Participants	/ Beneficiary Entities	/ Sessions Held	/ Volunteering Hours
			
69	2	20	145

Table 3 – Participation of TAP employees and their families in volunteering actions



Banners allusive to corporate volunteering initiatives, promoted on the TAP Intranet

# Corporate Social Responsibility Management

The management of corporate social responsibility initiatives includes not only the implementation of TAP's various activities in this area, but also their approval, maintenance, communication and impact assessment. Aware of the importance of these activities for the business and for its role in society and the planet, TAP treats this management as one of its strategic priorities, involving and informing the different hierarchical levels of the Company, operations, partners and organizations.

Externally, favoring institutional communication channels, TAP broadcasts its social and environmental initiatives on the flyTAP and TAP Miles&Go websites. The Company's [Social and Environmental Commitment](#) is updated on the Company's official website, with reference to the main initiatives, partners and results achieved. The TAP Donate Miles Programme is presented in the Customer Loyalty Programme website, highlighting the different causes and partners supported. Using other external channels of the Company, namely social networks, press releases, newsletters and specific corporate websites (such as [TAP Air Cargo](#) and [TAP Corporate](#)) it has also been possible to communicate different social and environmental responsibility actions to the community.

The role of TAP's Internal Communication area is crucial for disseminating social responsibility initiatives to employees. Within the scope of digital communication, several initiatives are disclosed internally through the Sustainability channel | Corporate Social Responsibility, on the Intranet and in the DOV Portal (Flight Operations Department Portal), with the publication of the columns News, take note and with highlights on Banners. Through TAP News, sent monthly via e-mail, the initiatives that took place throughout the month are also highlighted.

Physical communication at the TAP Campus and at the TTA – *Terminal de Tripulações do Areeiro* (Areeiro Crew Terminal) involves the dissemination of posters about the initiatives, and information on the TAP TV screens, promoting these initiatives in the daily lives of employees.

In a logic of publicizing projects and sharing with and involving employees, TAP also launches various social responsibility challenges throughout the year, in which prizes are offered by social organizations.

The management of corporate social responsibility is fundamental for the coordination and implementation of initiatives that aim to make TAP more sustainable, environmentally and socially. By assuming the responsibility of contributing to sustainable development and minimizing the negative impacts of its activities, TAP sees in the management and communication of these initiatives a clear and responsible way of fulfilling its social commitment: connecting people and communities.





# 07

## Annexes

- 7.1 TAP Partnerships in 2022
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- 7.3 GRI Indicators
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# Annexes

## TAP Partnerships in 2022

### Sector Associations, or other Associations, in which TAP participated or to which it belonged to in 2022

#### A4E (Airlines for Europe)

TAP has been an effective member since May 2016 and participated regularly, last year, in the periodic meetings of the Association, contributing, when relevant, to its action with European (community) Bodies, directly related to the industry, both via data communication, issue of opinions, among others, with the TAP CEO integrating the Steering Board.

#### IATA (International Air Transport Association)

TAP contributed, whenever possible, to the development of the global business standards to which this Association is dedicated, responding to questionnaires and requests for specific information, with the CEO being part of the Board of Governors. In 2022, TAP maintained a strong presence on the advisory committees.

#### ACP (Airline Coordination Platform)

The air services agreements established between the European Commission (EC) and other countries are the backbone of airline operations, making it vital for them to be part of the negotiations and monitor the evolution of these agreements. TAP is always very participatory; however, in 2022, and given the vicissitudes related to the COVID-19 pandemic, the EC's own action, in this matter, was more moderate.

#### CoLAB BIOREF (Partnership with *Laboratório Colaborativo para as Biorrefinarias*)

TAP has a partnership in a project called Move2LowC, participating in the subprojects PPS1 (refining of autotrophic microalgae into biojet fuel) and PPS2 (production of biomass by fermentation for refining into biojet fuel) through the sharing of operational and regulatory experience in the aeronautical industry, such as aspects to be considered when storing fuel, concerns to be had at the airport, methodologies/standards for fueling aircraft and the conduct of tests on the engine test bench.

#### EFB Users Forum

The EFB (Electronic Flight Bag) Users Forum is a joint activity with IATA that allows Airlines and other aircraft operators to state their preferences in the evolution of EFB hardware, software applications and ground connectivity. This guarantees the operational benefit for the cockpit crew and the economic benefit for the Airlines.

#### Star Alliance

TAP has been a member of Star Alliance since 2005. Set up Founded in 1997, this is the first and largest global aviation alliance. It comprises 26 Member airlines and aims to provide the best travel experience to customers of all members, including integration of digital services, Frequent Flyer Programmes (FFP), among others. In all its activities, it seeks to accelerate, develop and promote profound changes in terms of sustainability in aviation. TAP is represented on all Boards, Committees and Work Groups of the Alliance, actively contributing to all meetings for decision-making and strategy definition of the Star Alliance.

#### Star Alliance EFB / e-enablement Best Practice Exchange Group

Annual sharing of each Star Alliance member's current EFB status and future plans in this area.

#### DLK Users Forum

Coordination activity between Airlines and cargo carriers, data link (DLK) service providers, aircraft manufacturers, among others. Discussions lead to the identification and resolution of several issues that collectively improve data link performance.

#### IATA Cabin Operations Safety Task Force (COSTF)

TAP's Cabin Safety Officer was nominated Vice-President of IATA's Cabin Operations Safety Task Force (COSTF) in May 2021. COSTF is responsible for updating the IOSA standards and guidance materials, besides identifying emerging security risks, contributing to risk assessment processes and contributing to the Global Safety&Operations Conference (GSOC).

In 2022, TAP maintained its partnership with international organizations, sharing Safety data, to provide the sector with a comprehensive and cross-cutting database analysis that facilitates advanced trend analysis and predictive risk mitigation.

TAP's Safety participation includes the European Operators Flight Data Monitoring Forum (EOFD), IATA Safety Trend Evaluation, Analysis and Data Exchange System (STEADES), IATA Flight Data eXchange (FDX) and Ground Damage Database (GDDB).

#### IATA 25 by 2025 Advancing Gender Balance by 2025

This forum is committed to increasing female representation in senior roles within the Organization and in areas where women are, traditionally, underrepresented. TAP participates in this forum, where it shares best practices on diversity and inclusion and compiles industry metrics, updated annually.

#### ANA AEROPORTOS, S.A.

TAP has a partnership plan with *Aerportos de Portugal* (ANA) where it participates in the aviation Work Group, with the objective of establishing a joint strategy for reducing emissions in the sector.

## Sector Associations, or other Associations, in which TAP participated or to which it belonged to in 2022

### PETROGAL, S.A.

TAP established a Memorandum of Understanding with Petrogal, with the objective of analyzing and implementing measures that allow the adoption of sustainable fuels for aviation, seeking to accelerate its production and the introduction of low carbon fuels in this sector. Within the scope of this Memorandum, the parties also intend to implement complementary decarbonization measures, which can be applied to TAP's activity, in terms of assistance to aircraft, mobility, energy efficiency of buildings and alternative energies such as, for example, hydrogen.

### ASASTAP

TAP continues to support the *Associação de Solidariedade e Apoio Social do Pessoal da TAP (ASASTAP)*, *Instituição Particular de Solidariedade Social (IPSS)* (Social Solidarity Private Institution) set up in 1984. This Association has a social complex, located in Várzea de Sintra, and its main objective is to contribute to the support of retired TAP employees.

### Clube TAP

TAP has an active participation in *Clube TAP*, since its foundation, in 1955, which is reflected through the representativeness and definition of objectives for the development of support actions of a social nature; through financial support with an annual subsidy enabling the continuation of sports activities and events that dignify the good name of TAP, nationally and internationally, aligned with its commercial strategy; and through support for the presence and representativeness of the Club in the Airline Sports and Cultural Association (ASCA), an international association aimed at sharing and promoting social and sports well-being for all Commercial Airline employees.

Also noteworthy is TAP's contribution with opinions, comments, recommendations and reports to the **Autoridade Nacional da Aviação Civil, Direção-Geral de Política Externa and Direção-Geral dos Assuntos Europeus do Ministério dos Negócios Estrangeiros and Directorates-General of the European Commission** (particularly the Directorate General for Mobility and Transport), regarding proposals for legislation/regulation that affect the sector and negotiations of Air Services Agreements between the Portuguese State (or the European Commission, when mandated by the Council) and Third Countries (with the aim of securing or expanding traffic rights and other preponderant elements for the activity).



# Taxonomy

## A. Framework

The European Taxonomy Regulation (Regulation (EU) 2020/852) was introduced in 2020 by the European Parliament and the Council, as part of a scheme to promote sustainable investments in line with the European Green Deal. The Taxonomy allows classifying the economic activities considered environmentally sustainable, and its main objective is to direct investments towards this type of activity. For an activity to be considered environmentally sustainable:

1. It must substantially contribute to 1 of the 6 environmental objectives: Climate change mitigation; Adaptation to climate change; Protection of water and water resources; Transition to circular economy; Pollution prevention and control; Protection and restoration of biodiversity and ecosystems. So far, only the first two environmental objectives are regulated (the mitigation of and adaptation to climate change).
2. It must not significantly harm any of the other environmental objectives.
3. It must comply with minimum social safeguards.

Regulation (EU) 2020/852 also defines a set of indicators that non-financial companies must report to achieve an alignment with the Taxonomy. These indicators include the turnover, capital expenditures (CapEx) and operating expenses (OpEx) of activities considered eligible and/or aligned with the Taxonomy.

## B. Eligibility Analysis and Technical Alignment

For an economic activity to be considered eligible for the Taxonomy, it must be part of the Climate Delegated Act or the Complementary Delegated Act (the latter relating to certain fossil gas and nuclear energy activities). The main economic activity of TAP, S.A., air transport, is not yet included in the Delegated Acts of the EU Taxonomy, and, therefore, is considered an ineligible activity.

TAP, S.A. analyzed other economic activities present in the Delegated Acts of the Taxonomy, having identified the existence of eligible operating expenses for activity 7.7 (Acquisition and ownership of buildings) that occurred during the year 2022. The technical alignment criteria were also analyzed, it being concluded that the activity is not aligned with the Taxonomy.

## C. Minimum Safeguards

The Taxonomy Regulation defines minimum safeguards as the "alignment with the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises, the United Nations Guiding Principles on Business and Human Rights, including the principles and rights set out in the eight core conventions identified in the Declaration of the International Labor Organization relating to Fundamental Principles and Rights at Work and the International Bill of Human Rights". To assess this alignment, and in accordance with the Final Report on Minimum Safeguards published by the European Commission's Sustainable Finance Platform, companies must assess the topics of Human Rights, Corruption, Taxation and Fair Competition.

TAP is guided by respect for the fundamental principles of Human Rights and Labor Practices of the UN Global Compact, enshrining them in its values. In its Diversity and Inclusion Policy (D&I), TAP undertakes to prioritize and value a culture of diversity, repudiating any form of discrimination. We also highlight TAP's Code of Conduct, which defines ethically correct values, principles and practices, which must be observed, defended and complied with by all. TAP conducts itself with full respect for the rules of the competition law and the functioning of a market economy.

In terms of corruption, TAP subscribed to the UN Global Compact's Anti-Corruption Call to Action, which encourages the public and private sectors to promote transparency, integrity and good governance measures by Governments, thus encouraging the adoption of its Principle 10, according to which "organizations shall combat corruption in all its forms, including extortion and bribery". In its Code of Conduct, TAP assumes a zero-tolerance attitude towards any type of fraud, corruption, bribery, money laundering, terrorist financing and any other criminal offenses, committing itself to maintain adequate internal control procedures for the prevention and detection of nonconformities. The communication of any identified irregularity can be done through the [Ethical Conduct Channel](#).

## D. Disclosure of Key Performance Indicators (KPIs)

Within the scope of the applicability of the Taxonomy Regulation, TAP, S.A. discloses below the proportion of aligned, eligible and non-eligible economic activities in relation to total turnover, capital expenditure (CapEx) and operating expenses (OpEx).

## Turnover

Economic Activities	Code	Absolute Turnover	Proportion of Turnover	Substantial Contribution Criteria		"Does Not Significantly Harm" Criteria							Taxonomy-aligned Proportion of Turnover, year N	Category (Enabling Activity)	Category (Transitional Activity)
				Climate Change Mitigation	Climate Change Adaptation	Climate Change Mitigation	Climate Change Adaptation	Water and Marine Resources	Circular Economy	Pollution	Biodiversity and Ecosystems	Minimum Safeguards			
		(euros)	(%)	(%)	(%)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(%)	(C)	(T)
<b>A. Taxonomy – Eligible Activities</b>															
<b>A.1. Environmentally Sustainable Activities (taxonomy- aligned)</b>															
Turnover of environmentally sustainable activities (taxonomy- aligned) (A.1)			0%												
<b>A.2. Taxonomy-Eligible but not Environmentally Sustainable Activities (not Taxonomy-aligned activities)</b>															
Turnover of Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)			0%												
Total (A.1 + A.2)			0%										0%		
<b>B. Taxonomy - Non-Eligible Activities</b>															
Turnover of Taxonomy - non-eligible activities (B)		3 462 769 927€	100%												
Total (A + B)		3 462 769 927€	100%										0%		

The turnover ratio is calculated as the portion of the annual net turnover resulting from products or services, including intangibles, associated with economic activities in line with the taxonomy (numerator) divided by the net turnover (denominator), within the meaning of the art. 2(5) of Directive 2013/34/EU. Net turnover includes income recognized under International Accounting Standard (IAS) 1, paragraph 82 (a), as adopted by Regulation (EU) no. 1126/2008 of the Commission.

In 2022, the denominator corresponds to total revenue from Tickets, Maintenance and Cargo and Mail as shown in the consolidated income statement and which information and accounting policy are detailed in Notes 24 and 2.26 to the consolidated financial statements.

## CapEx

Economic Activities	Code	Absolute CapEx	Proportion of CapEx	Substantial Contribution Criteria		"Does Not Significantly Harm" Criteria							Taxonomy-aligned Proportion of CapEx, year N	Category (Enabling Activity)	Category (Transitional Activity)
				Climate Change Mitigation	Climate Change Adaptation	Climate Change Mitigation	Climate Change Adaptation	Water and Marine Resources	Circular Economy	Pollution	Biodiversity and Ecosystems	Minimum Safeguards			
		(euros)	(%)	(%)	(%)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(%)	(C)	(T)
<b>A. Taxonomy – Eligible Activities</b>															
<b>A.1. Environmentally Sustainable Activities (taxonomy- aligned)</b>															
CapEx of environmentally sustainable activities (taxonomy- aligned) (A.1)			0%												
<b>A.2. Taxonomy-Eligible but not Environmentally Sustainable Activities (not Taxonomy-aligned activities)</b>															
CapEx of Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)			0%												
Total (A.1 + A.2)			0%										0%		
<b>B. Taxonomy - Non-Eligible Activities</b>															
CapEx of Taxonomy - non-eligible activities (B)		573 153 990€	100%												
Total (A + B)		573 153 990€	100%												

The capital expenditure ratio is defined as the taxonomy-aligned CapEx (numerator) divided by total CapEx (denominator). Under the terms of the Delegated Act of Article 8 of the Taxonomy, total CapEx consists of the value of the additions to tangible and intangible assets during the year, including business combinations, before considering depreciation, amortization and any remeasurements, namely resulting from revaluations and impairment, and excluding changes in fair value.

In 2022, the denominator corresponds to the total acquisitions of tangible fixed assets including rights to use assets and intangible assets presented in Notes 4 and 6 to the consolidated financial statements. The respective accounting policies are detailed in Notes 2.6, 2.8 and 2.24 to the consolidated financial statements.

## OpEx

Economic Activities	Code	Absolute OpEx (euros)	Proportion of OpEx (%)	"Does Not Significantly Harm" Criteria										Taxonomy-aligned Proportion of OpEx, year N (%)	Category (Enabling Activity) (C)	Category (Transitional Activity) (T)	
				Substantial Contribution Criteria	"Does Not Significantly Harm" Criteria												
				Climate Change Mitigation (%)	Climate Change Adaptation (%)	Climate Change Mitigation (Y/N)	Climate Change Adaptation (Y/N)	Water and Marine Resources (Y/N)	Circular Economy (Y/N)	Pollution (Y/N)	Biodiversity and Ecosystems (Y/N)	Minimum Safeguards (Y/N)					
<b>A. Taxonomy – Eligible Activities</b>																	
<b>A.1. Environmentally Sustainable Activities (taxonomy- aligned)</b>																	
OpEx of environmentally sustainable activities (taxonomy- aligned) (A.1)			0%														
<b>A.2. Taxonomy-Eligible but not Environmentally Sustainable Activities (not Taxonomy-aligned activities)</b>																	
7.7. Acquisition and ownership of buildings		L68	3 921 221€	8%													
OpEx of Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)			3 921 221€	8%													
Total (A.1 + A.2)			3 921 221€	8%													0%
<b>B. Taxonomy - non-eligible activities</b>																	
OpEx of Taxonomy - non-eligible activities (B)			45 109 292€	92%													
Total (A + B)			49 030 513€	100%													

The operating expense ratio is defined as the taxonomy-aligned OpEx (numerator) divided by total OpEx (denominator). Pursuant to the Delegated Act of Article 8 of the Taxonomy, total OpEx consists of direct costs not capitalized during the year related to research and development, building renovation measures, short-term leases, maintenance and repair, and other direct expenses related to the daily maintenance of the tangible fixed assets necessary to ensure their operation.

In 2022, the denominator corresponds to the sum of the amounts included under the caption Expenses with aircraft maintenance and Expenses with short-term leases, respectively detailed in Notes 26 and 29 to the consolidated financial statements. The respective accounting policies are detailed in Notes 2.6 and 2.24 to the consolidated financial statements. Personnel costs were not included in the denominator since the costs of renovation and maintenance activities carried out by TAP employees are capitalized and included in CapEx.

### E. Next Steps

The application of the EU Taxonomy Regulation will continue to evolve in the coming years, and it is expected that new sectors and activities can be added to the scope of application. In the coming years, TAP will monitor all updates and reformulations to the Delegated Acts, to keep its framework up to date in terms of eligibility and alignment with the European environmental Taxonomy.



# GRI Indicators

## GRI Table

### Declaration of Use

TAP reported in accordance with the GRI Standards for the period between January 1 and December 31, 2022.

### GRI 1 Used

GRI 1: Foundation 2021.

### Applicable Sectoral Standard

Up to the date of publication of the results sector standards applicable to the Organization had not been disclosed.

GRI Content	Location / Description	Omission			Ref. no. of the sector Standard
		Omitted Requirements	Reason	Explanation	

### GRI 2: General contents 2021

GRI Content	Location / Description	Omission			Ref. no. of the sector Standard
		Omitted Requirements	Reason	Explanation	
2.1 Organizational Details	About TAP TAP Sustainability Report 2022 TAP Corporate Governance Report for 2022	-	-	-	-
2.2 Entities included in the Organization's Sustainability Report	On the Report	-	-	-	-
2.3 Reporting Period, Frequency and Contact Point	On the Report	-	-	-	-
2.4 Restatements of Information	On the Report	-	-	-	-
2.5 External Assurance	The sustainability report was not subject to external verification	-	-	-	-
2.6 Activities, Value Chain and other Business Relationships	TAP Approach to Sustainability	-	-	-	-
2.7 Employees	Our people – Employee Profile - Highlights of 2022 Complementary Information – Table 1	-	-	-	-
2.8 Workers who are not Employees	-	Total number of non-employee workers whose work is controlled by the Organization	Information Unavailable	On the date of publication of the report, it was not possible to determine internally the number of non-employees rendering services.	-
2.9 Governance structure and composition	TAP Corporate Governance Report for 2022	-	-	-	-

GRI Content	Location / Description	Omission			Ref. no. of the sector Standard
		Omitted Requirements	Reason	Explanation	
2.10 Nomination and selection for the highest Governance body	TAP Corporate Governance Report for 2022	-	-	-	-
2.11 Chair of the highest Governance body	TAP Corporate Governance Report for 2022	-	-	-	-
2.12 Role of the highest Governance body in overseeing the management of impacts	TAP approach to sustainability - Governance	-	-	-	-
2.13 Delegation of responsibility for managing impacts	TAP approach to sustainability - Governance	-	-	-	-
2.14 Role of the Highest Governance body in sustainability reporting	The sustainability report is reviewed and approved by the Executive Commission	-	-	-	-
2.15 Conflicts of interest	TAP Corporate Governance Report for 2022	-	-	-	-
2.16 Communication of critical concerns	TAP approach to Sustainability - Governance – Ethical Management	-	-	-	-
2.17 Collective knowledge of the highest Governance body	TAP approach to Sustainability - Governance	-	-	-	-
2.18 Evaluation of the performance of the highest Governance body	TAP Corporate Governance Report for 2022	-	-	-	-
2.19 Remuneration Policies	TAP has a Remuneration Commission with the following responsibilities:  • Design a remuneration (fixed, variable and incentives) model that serves as a reference for the annual setting of remuneration for the members of the Board of Directors; • Articulate with the Board of Directors the selection of reference indicators and their correspondence with the annual performance of directors;	-	-	-	-

GRI Content	Location / Description	Omission			Ref. no. of the sector Standard
		Omitted Requirements	Reason	Explanation	
	<ul style="list-style-type: none"> <li>Define the annual indicators that will serve to appraise the performance of the management team and that will affect their incentives;</li> <li>Periodically encourage the development of comparative analyses at national and international level, to determine adequate levels of remuneration and structure of the package for the members of the Board of Directors;</li> <li>Report the remuneration policy of the members of the Board of Directors to the stakeholders;</li> <li>Set the amounts due to the other members elected or designated to exercise functions in governing bodies or specialized commissions, when they are so entitled.</li> </ul>				
2.20 Process to determine Remuneration	The same answer applies as for the previous indicator <a href="#">TAP Corporate Governance Report for 2022</a>	-	-	-	-
2.21 Annual Total Compensation Ratio	Complementary Information - Table 2	-	-	-	-
2.22 Statement on Sustainable development Strategy	Message from the Executive Commission	-	-	-	-
2.23 Policy Commitments	TAP approach to Sustainability - Governance – Ethical Management  <a href="#">TAP website - Manuals</a>	-	-	-	-
2.24 Embedding Policy Commitments	TAP approach to Sustainability - Governance – Ethical Management  <a href="#">TAP Code of Conduct</a>	-	-	-	-
2.25 Processes to Repair Negative Impacts	TAP approach to Sustainability - Governance – Ethical Management  <a href="#">TAP Code of Conduct</a>	-	-	-	-

GRI Content	Location / Description	Omission			Ref. no. of the sector Standard
		Omitted Requirements	Reason	Explanation	
2.26 Mechanisms for seeking advice and raising concerns	TAP approach to sustainability - Governance – Ethical Management  <a href="#">TAP Code of Conduct</a>	-	-	-	-
2.27 Compliance with Laws and Regulations	Complementary Information - Table 3	-	-	-	-
2.28 Membership Associations	Annexes – TAP Partnerships in 2022	-	-	-	-
2.29 Approach to Stakeholder Engagement	Stakeholder Involvement	-	-	-	-
2.30 Collective Bargaining Agreements	Employees Covered by Collective Bargaining Agreements in 2022: 7 312 (100%)	-	-	-	-
<b>GRI 3: Material Topics 2021</b>					
3.1 Process to Determine Material Topics	TAP approach to Sustainability - Materiality	-	-	-	-
3.2 List of Material Topics	TAP approach to Sustainability - Materiality	-	-	-	-
<b>Ethical Management</b>					
3.3 Management of Material Topics	TAP approach to Sustainability - Governance – Ethical Management	-	-	-	-
<b>Performance and Financial Resilience</b>					
3.3 Management of material topics	TAP approach to Sustainability - Governance – Ethical Management	-	-	-	-
<b>Emissions and Climate Change Management</b>					
3.3 Management of Material Topics	Environment – Climate Change	-	-	-	-



GRI Content	Location / Description	Omission			Ref. no. of the sector Standard
		Omitted Requirements	Reason	Explanation	
<b>Sustainable Aviation Fuels</b>					
3.3 Management of Material Topics	Environment – Sustainable Aviation Fuels	-	-	-	-
<b>Recycling, Reuse and Upcycling of Materials</b>					
3.3 Management of Material Topics	Environment – Sustainable Products on Board	-	-	-	-
<b>Customer Health and Safety</b>					
3.3 Management of Material Topics	Our customers – Customer Health and Safety	-	-	-	-
<b>Occupational Health and Safety</b>					
3.3 Management of Material Topics	Our People – Customer Health and Safety	-	-	-	-
<b>Customer Satisfaction</b>					
3.3 Management of Material Topics	Our customers – Customer Satisfaction	-	-	-	-
<b>Diversity and Inclusion</b>					
3.3 Management of Material Topics	Our people – Diversity and Inclusion	-	-	-	-
<b>Community Involvement</b>					
3.3 Management of Material Topics	Community Involvement	-	-	-	-
<b>Standards by Topic</b>					
<b>GRI 201: Economic Performance 2016</b>					
201.1 Direct Economic Value Generated and Distributed	Complementary Information - Table 4	-	-	-	-
<b>GRI 302: Energy 2016</b>					
302-1 Energy consumption within the Organization	Complementary Information - Table 5	-	-	-	-

GRI Content	Location / Description	Omission			Ref. no. of the sector Standard
		Omitted Requirements	Reason	Explanation	
<b>GRI 303: Water and Effluents 2018</b>					
303.1 Interactions with water as a shared resource	Water for human consumption is supplied by the EPAL network. In addition, TAP has a borehole, using the extracted water for secondary purposes, namely, washing floors and the irrigation system.  TAP is responsible for monitoring consumption through meters and measuring the quality of the EPAL network water and that of the borehole.	-	-	-	-
303.2 Management of water discharge-related impacts	TAP has a liquid effluent monitoring programme where it performs (every six months) a 24-hour composite analysis at the point of connection to the Lisbon Airport collector network. This analysis is carried out by a laboratory accredited by the Instituto Português de Acreditação (IPAC).  The results obtained are compared with the Public Notice issued by the Lisbon City Hall for the discharge of industrial effluents into the municipal collector.	-	-	-	-
303.5 Water Consumption	Complementary Information - Table 6	-	-	-	-
<b>GRI 305: Emissions 2016</b>					
305.1 Direct (Scope 1) GHG Emissions	Environment – Climate Change  Complementary information - Table 7	-	-	-	-
305-2 Energy Indirect (Scope 2) GHG Emissions	Environment – Climate Change  Complementary Information - Table 8	-	-	-	-
305.4 GHG Emissions Intensity	Environment – Climate Change	-	-	-	-

GRI Content	Location / Description	Omission			Ref. no. of the sector Standard
		Omitted Requirements	Reason	Explanation	
<b>GRI 306: Waste 2020</b>					
306.1 Waste Generation and Significant Waste-related Impacts	Environment – Sustainable Products on board and Environmental Awareness	-	-	-	-
306.2 Management of Significant waste-related Impacts	Waste produced at the TAP facilities is forwarded through waste management operators licensed by the Ministério do Ambiente.  TAP registers all eGARs issued, comparing/confirming the annual quantity produced for each type of waste through the Mapa Integrado de Registo de Resíduos (MIRR) pre-populated automatically on the platform of the Ministério do Ambiente. (SILIAMB).	-	-	-	-
306.3 Waste Generated	Complementary Information - Table 9	-	-	-	-
<b>GRI 403: Occupational Health and Safety 2018</b>					
403.1 Occupational Health and Safety Management System	Our people – Occupational Health and Safety	-	-	-	-
403.2 Hazard Identification, Risk Assessment and Incident Investigation	Our people – Occupational Health and Safety	-	-	-	-
403.3 Occupational Health Services	Our people – Occupational Health and Safety	-	-	-	-
403.4 Worker Participation, Consultation, and Communication on Occupational Health and Safety	Our people – Occupational Health and Safety	-	-	-	-
403.5 Worker Training on Occupational Health and Safety	Our people – Occupational Health and Safety Our people – Talent Development and Management	-	-	-	-

GRI Content	Location / Description	Omission			Ref. no. of the sector Standard
		Omitted Requirements	Reason	Explanation	
403.6 Promotion of Worker Health	Our people – Occupational Health and Safety	-	-	-	-
403.7 Prevention and Mitigation of Occupational Health and Safety impacts directly linked by Business Relationships	Our people – Occupational Health and Safety	-	-	-	-
403.9 Work-related Injuries	Our people – Occupational Health and Safety	-	-	-	-
<b>GRI 405: Diversity and Equal Opportunities 2016</b>					
405.1 Diversity of Governance Bodies and Employees	Our people – Diversity and Inclusion	-	-	-	-
405.2 Ratio of Basic salary the Remuneration of Men and Women	Complementary Information - Table 10	-	-	-	-
<b>GRI 406: Non-Discrimination 2016</b>					
406.1 Incidents of Discrimination and Corrective Actions Taken	The reception of complaints started having a dedicated channel in August 2021, and it is not possible to obtain data prior to this. Only one (1) case in 2021 in this scope and one (1) case in 2022 were reported.  The case that existed in 2021 resulted in the definition and publication of the diversity and inclusion policy currently in force.  The case that occurred in 2022 ended up being disregarded because there were no other complaints related to the topic.	-	-	-	-
<b>GRI 416: Customer Health and Safety 2016</b>					
416.1 Assessment of the Health and Safety Impacts of Product and Service Categories	Our Customers – Customer Health and Safety	-	-	-	-

GRI Content	Location / Description	Omission			Ref. no. of the sector Standard
		Omitted Requirements	Reason	Explanation	
416.2 Incidents of non-compliance concerning the Health and Safety impacts of Products and Services	Our Customers – Customer Health and Safety	-	-	-	-
<b>GRI 418: Customer Privacy 2016</b>					
418-1 Substantiated complaints concerning breaches of Customer privacy and losses of Customer data	Our Customers – Customer Health and Safety	-	-	-	-

## Complementary Information

Table 1 – Employee Profile

Number of employees	2020	2021	2022
Men	4 831	4 035	4 227
Women	3 422	2 768	3 085
<b>TOTAL EMPLOYEES (no.)</b>	<b>8 253</b>	<b>6 803</b>	<b>7 312</b>

Number of Permanent Employees	2020	2021	2022
<b>Germany</b>			
Men	6	3	2
Women	13	11	5
<b>Angola</b>			
Men	12	11	10
Women	8	8	8
<b>Belgium</b>			
Men	1	-	1

Number of Permanent Employees	2020	2021	2022
<b>Brazil</b>			
Men	52	44	44
Women	47	35	35
<b>Cape Verde</b>			
Men	4	4	3
Women	8	8	8
<b>Canada</b>			
Men	1	1	1
Women	2	1	1
<b>Ivory Coast</b>			
Men	1	1	-
Women	1	1	-
<b>Denmark</b>			
Men	1	1	1
<b>Spain</b>			
Men	17	18	14
Women	15	16	15
<b>USA</b>			
Men	15	13	10
Women	25	22	19
<b>France</b>			
Men	8	8	7
Women	12	12	6
<b>Ghana</b>			
Men	1	1	2
Women	1	1	2

Number of Permanent Employees	2020	2021	2022
<b>Guinea-Bissau</b>			
Men	3	4	4
Women	1	1	1
<b>Italy</b>			
Men	9	9	7
Women	14	13	11
<b>Mozambique</b>			
Men	3	2	2
Women	5	3	3
<b>Netherlands</b>			
Men	1	1	1
<b>Portugal</b>			
Men	4 503	3 870	4 034
Women	3 014	2 584	2 826
<b>United Kingdom</b>			
Men	11	8	5
Women	10	6	7
<b>Russia</b>			
Men	1	-	-
<b>São Tomé and Príncipe</b>			
Men	1	1	1
Women	2	2	2
<b>Senegal</b>			
Men	4	3	3
Women	4	6	6

Number of Permanent Employees	2020	2021	2022
<b>Switzerland</b>			
Men	3	3	3
Women	1	1	1
<b>Venezuela</b>			
Men	3	3	3
Women	4	4	4
<b>Number of Permanent Employees</b>			
Men	4 661	4 009	4 158
Women	3 187	2 735	2 960
<b>TOTAL PERMANENT EMPLOYEES</b>	<b>7 848</b>	<b>6 744</b>	<b>7 118</b>
Number of Temporary Employees	2020	2021	2022
<b>Angola</b>			
Women	1	1	1
<b>Cape Verde</b>			
Men	1	1	1
<b>Ivory Coast</b>			
Men	-	1	-
Women	1	-	-
<b>Spain</b>			
Men	1	-	-
Women	1	-	-
<b>Ghana</b>			
Men	-	-	-
Women	3	2	-

Number of Temporary Employees	2020	2021	2022
<b>Guinea-Bissau</b>			
Men	1	-	-
<b>Portugal</b>			
Men	164	21	66
Women	227	30	124
<b>Senegal</b>			
Women	2	-	-
<b>Number of Temporary Employees</b>			
Men	167	23	67
Women	235	33	125
<b>TOTAL TEMPORARY EMPLOYEES</b>	<b>402</b>	<b>56</b>	<b>192</b>
<b>Number of Employees without Guaranteed Working Hours</b>			
Men	3	3	2
<b>TOTAL EMPLOYEES WITHOUT GUARANTEED WORKING HOURS</b>	<b>3</b>	<b>3</b>	<b>2</b>

Number of Full-time Employees	2020	2021	2022
<b>Germany</b>			
Men	6	3	2
Women	13	11	5
<b>Angola</b>			
Men	12	11	10
Women	9	9	9
<b>Belgium</b>			
Men	1	-	1

Number of Full-time Employees	2020	2021	2022
<b>Brazil</b>			
Men	52	44	44
Women	47	35	35
<b>Cape Verde</b>			
Men	5	5	4
Women	8	8	8
<b>Canada</b>			
Men	1	1	1
Women	2	1	1
<b>Ivory Coast</b>			
Men	1	2	-
Women	2	1	-
<b>Denmark</b>			
Men	1	1	1
<b>Spain</b>			
Men	17	18	14
Women	13	16	15
<b>USA</b>			
Men	15	13	10
Women	25	22	19
<b>France</b>			
Men	8	8	7
Women	12	12	6
<b>Ghana</b>			
Men	1	1	2
Women	4	3	2

Number of Full-time Employees	2020	2021	2022
<b>Guinea-Bissau</b>			
Men	4	4	4
Women	1	1	1
<b>Italy</b>			
Men	9	9	7
Women	14	13	11
<b>Mozambique</b>			
Men	3	2	2
Women	5	3	3
<b>Netherlands</b>			
Men	1	1	1
<b>Portugal</b>			
Men	4 641	2 352	4 055
Women	3 112	953	2 881
<b>United Kingdom</b>			
Men	11	8	5
Women	10	6	7
<b>Russia</b>			
Men	1	-	-
<b>São Tomé and Príncipe</b>			
Men	1	1	-
Women	2	2	2
<b>Senegal</b>			
Men	4	3	3
Women	6	6	6

Number of Full-time Employees	2020	2021	2022
<b>Switzerland</b>			
Men	-	3	3
Women	-	1	1
<b>Venezuela</b>			
Men	3	3	3
Women	4	4	4
<b>Full-time Employees</b>			
Men	4 798	2 493	4 179
Women	3 289	1 107	3 016
<b>TOTAL FULL-TIME EMPLOYEES</b>	<b>8 087</b>	<b>3 600</b>	<b>7 195</b>

Number of Part-time Employees	2020	2021	2022
<b>Spain</b>			
Men	1	-	-
Women	3	-	-
<b>Portugal</b>			
Men	29	1 542	47
Women	129	1 661	69
<b>São Tomé and Príncipe</b>			
Men	-	-	1
<b>Switzerland</b>			
Men	3	-	-
Women	1	-	-
<b>Part-time Employees</b>			
Men	33	1 542	48
Women	133	1 661	69
<b>TOTAL PART-TIME EMPLOYEES</b>	<b>166</b>	<b>3 203</b>	<b>117</b>

## Complementary Information

**Table 2 – Proportion of the Total Annual Remuneration**

	2020	2021	2022
Ratio of total annual remuneration of the highest paid individual in the Organization and average total annual remuneration of employees (excluding the highest paid).	6,40	6,19	10,83
Ratio of the percentage increase in total annual remuneration of the Organization's highest paid individual to the average percentage increase in total annual remuneration of all employees (excluding the highest paid).	-	0,10	-13,24

**Table 3 – Compliance with Laws and Regulations**

	2020	2021	2022
Total no. of significant cases of non-compliance with laws and regulations in which fines were applied.	-	1	2
Total no. of significant cases of non-compliance with laws and regulations in which non-monetary sanctions were applied.	-	-	-
Total no. of fines for cases of non-compliance with laws and regulations.	-	1	2
Monetary value of fines in cases of non-compliance with laws and regulations.	-	220 000€	1 099 278€
Description of significant cases of non-compliance.	-	ANAC Case - TAP was condemned by the <i>Tribunal da Concorrência, Regulação e Supervisão</i> (Competition Regulation and Supervision Court) for violating slots and for restrictions on movement at night. The fine was suspended for a period of 2 years, on the condition that TAP does not commit another civil aeronautical administrative offense.	DOT Case – TAP entered an agreement with the USA Department of Transportation (DOT) under which it paid \$ 550 000 in exchange for the closure of the sanctioning process for violation of the rules for refunding tickets for flights canceled during the COVID-19 pandemic; AESA Case - TAP was ordered by the Agência Estatal de Seguridad Aerea (AESA) of Spain to pay a fine of € 564 000, for non-compliance.
Description of how significant cases of non-compliance were defined	-	Judicial or administrative proceedings in which monetary sanctions greater than € 100 000 or equivalent in foreign currency have been definitively applied.	Judicial or administrative proceedings in which monetary sanctions greater than € 100 000 or equivalent in foreign currency have been definitively applied.

**Table 4 – Direct Economic Value Generated and Distributed**

	2020	2021	2022
<b>Direct Economic Value Generated (€)</b>	<b>1 060 184 366€</b>	<b>1 388 542 492€</b>	<b>3 484 967 485€</b>
Revenue	1 060 184 366€	1 388 542 492€	3 484 967 485€
<b>Economic Value Distributed (€)</b>	<b>2 331 314 710€</b>	<b>3 180 087 486€</b>	<b>3 469 530 715€</b>
Operating Expenses	1 667 739 806€	2 568 362 568€	2 864 796 355€
Employee Salaries and Benefits	357 200 144€	308 840 162€	351 932 185€
Payments to Investors	86 570 333€	129 218 196€	84 129 029€
Payments to the State	219 797 540€	173 656 129€	168 651 433€
Donations to and other Investments in the Community	6 887€	10 431€	21 712€
<b>Accumulated Economic Value (€)</b>	<b>-1 271 130 344€</b>	<b>-1 791 544 994€</b>	<b>15 436 771€</b>

**Table 5 – Energy Consumption**

	2020	2021	2022
<b>Stationary Equipment Fuels (GJ)</b>	<b>41 782</b>	<b>38 719</b>	<b>42 485</b>
Natural gas (GJ)	27 807	30 119	32 896
Jet A1 – Test bench (GJ)	13 975	8 600	9 589
Jet A1 – Test bench (tonnes)	325	200	223
<b>Mobile Equipment Fuels (GJ)</b>	<b>17 053 866</b>	<b>21 276 327</b>	<b>42 431 621</b>
Gasoline (GJ)	34	39	286
Diesel (GJ)	2 484	2 297	3 880
Jet A1 – Flight Operations (GJ)	17 051 349	21 273 992	42 427 455
Jet A1 – Flight Operations (tonnes)	396 543	494 744	986 685
<b>Electrical Energy Consumption (GJ)</b>	<b>54 233</b>	<b>53 562</b>	<b>54 436</b>
<b>Total Energy Consumption (GJ)</b>	<b>17 149 882</b>	<b>21 368 607</b>	<b>42 528 542</b>

## Complementary Information

**Table 6 – Water Consumption**

	2020	2021	2022
<b>Total water consumption (m³)*</b>	<b>112 672</b>	<b>97 372</b>	<b>102 899</b>
Total EPAL water consumption (m³)	83 732	71 422	77 470
Total borehole catchment water consumption (m³)	28 940	25 951	25 429

\*Water consumption corresponds to water collection.

**Table 7 – Scope 1 Emissions**

	2020	2021	2022
<b>Stationary Equipment Emissions (tCO<sub>2</sub>e)</b>	<b>1 570 456</b>	<b>1 704 073</b>	<b>1 861 225</b>
Natural gas (tCO <sub>2</sub> e)	1 569 432	1 703 443	1 860 523
Jet A1 – Test bench (tCO <sub>2</sub> e)	1 024	630	702
<b>Mobile equipment emissions (tCO<sub>2</sub>e)</b>	<b>1 438 571</b>	<b>1 734 631</b>	<b>3 421 799</b>
Gasoline (tCO <sub>2</sub> e)	2 438	2 817	20 833
Diesel (tCO <sub>2</sub> e)	187 022	173 371	292 908
Jet A1 – Flight operations (tCO <sub>2</sub> e)	1 249 110	1 558 444	3 108 058
<b>Scope 1 emissions (tCO<sub>2</sub>e)</b>	<b>3 009 027</b>	<b>3 438 705</b>	<b>5 283 024</b>

Source emission factors: APA, National Inventory Report, 2022

Source Jet A1: 1 tonne Jet A1 corresponds to 3.15 tonnes of CO<sub>2</sub> according to Implementing Regulation (EU) 2018/2066

**Table 8 – Scope 2 Emissions**

	2020	2021	2022
<b>Scope 2 emissions – Market-Based (tCO<sub>2</sub>e)</b>	<b>2 199</b>	<b>2 586</b>	<b>2 628</b>
<b>Scope 2 emissions – Location-Based (tCO<sub>2</sub>e)</b>	<b>2 441</b>	<b>1 994</b>	<b>2 072</b>

Market-based factor: Iberdrola

Location-based factor: APREN

**Table 9 – Waste Produced**

	2020	2021	2022
<b>Total Waste Produced (t)</b>	<b>1 510</b>	<b>1 241</b>	<b>1 867</b>
Total Waste Recovered (t)	985	828	1 063
Total Waste Disposed of (t)	524	413	804
<b>Hazardous Waste (t)</b>	<b>218</b>	<b>180</b>	<b>228</b>
Hazardous Waste Recovered (t)	158	133	196
Hazardous Waste Disposed of (t)	59	47	33
<b>Non-hazardous Waste (t)</b>	<b>1 292</b>	<b>1 061</b>	<b>1 638</b>
Non-hazardous Waste Recovered (t)	827	696	867
Non-hazardous Waste Disposed of (t)	465	366	771

**Table 10 – Ratio between Base Salary and Remuneration of Women and Men**

	2020	2021	2022
<b>Average Base Salary by Functional Category and by Gender</b>	<b>Ratio F / M</b>	<b>Ratio F / M</b>	<b>Ratio F / M</b>
Technical Navigation Personnel	0,92	0,91	0,91
Commercial Navigation Personnel	1,02	1,02	1,03
Maintenance & Engineering	1,17	1,17	1,20
Headquarters	0,92	0,92	0,92
<b>TOTAL</b>	<b>0,64</b>	<b>0,63</b>	<b>0,62</b>
<b>Average Remuneration by Functional Category and by Gender</b>	<b>Ratio F / M</b>	<b>Ratio F / M</b>	<b>Ratio F / M</b>
Technical Navigation Personnel	0,84	0,83	0,83
Commercial Navigation Personnel	1,02	1,02	1,03
Maintenance & Engineering	1,10	1,10	1,14
Headquarters	0,90	0,91	0,91
<b>TOTAL</b>	<b>0,57</b>	<b>0,57</b>	<b>0,56</b>



# Glossary of Acronyms, Abbreviations and Units of Measurement

## Acronyms

A4E	Airlines for Europe
AANL	Associação dos Albergues Noturnos de Lisboa
ACP	Airline Coordination Platform
AESA	Agencia Estatal de Seguridad Aerea de Espanha
AHBV	Associação Humanitária de Bombeiros Voluntários
AMI	Assistência Médica Internacional
ANA	ANA Aeroportos de Portugal
ANAC	Autoridade Nacional da Aviação Civil
ANFR	Associação Nacional de Futebol de Rua
APA	Agência Portuguesa do Ambiente
APAV	Associação Portuguesa de Apoio à Vítima
APD	Associação Portuguesa de Deficientes
APPDA	Associação Portuguesa para as Perturbações do Desenvolvimento e Autismo
APREN	Associação Portuguesa de Energias Renováveis
ASASTAP	Associação de Solidariedade e Apoio Social do Pessoal da TAP
ASCA	Airline Sports and Cultural Association
ATO	Approved Training Organization
BTL	Bolsa de Turismo de Lisboa
BUS	Bens de Utilidade Social
CapEx	Capital expenditure
CCC	Corações Com Coroa
CCRA	Consumo Consciente, Respeita o Ambiente
CCRO	Chief Commercial & Revenue Officer
CCTV	Closed Circuit Television
CEO	Chief Executive Officer
CFO	Chief Financial Officer
C-level	TAP Executive Team
CNPD	Comissão Nacional de Proteção de Dados
CoLAB BIOREF	Laboratório Colaborativo para as Biorrefinarias
COO	Chief Operating Officer
CORSIA	Carbon Offsetting and Reduction Scheme for International Aviation
COSC	Cabin Ops Safety Conference
COSTF	Cabin Operations Safety Task Force
CSO	Chief Strategy Officer
D&I	Diversity & Inclusion
DGERT	Direção Geral do Emprego e das Relações de Trabalho
DGS	Direção Geral de Saúde
DLK	Data Link
DOT	Department of Transportation (USA)

## Acronyms

DOV	Direção de Operações de Voo
EASA	European Aviation Safety Agency
EC	Executive Commission
EFB	Electronic Flight Bag
eGAR	Guia de Acompanhamento de Resíduos eletrónica
EOFDM	European Operators Flight Data Monitoring Forum
EPAL	Empresa Portuguesa de Águas Livres
ERP	Emergency Response Plan
ESG	Environmental, Social and Governance
eTLB	Electronic Technical Logbook
EU	European Union
FDX	IATA Flight Data eXchange
FFP	Frequent-flyer Programme
GDDB	Ground Damage Database
GEE	Gases com Efeito de Estufa
GRI	Global Reporting Initiative
GSOC	Global Safety & Operations Conference
HEFA	Hydroprocessed Esters and Fatty Acids
HIL	Hold Item List
HQ	Headquarters
IAS	International Accounting Standard
IATA	International Air Transport Association
ICAO	International Civil Aviation Organization
IEFP	Instituto do Emprego e Formação Profissional
IFE	Inflight Entertainment
Intermodal	Feira internacional de transporte de carga, logística e comércio internacional
IOSA	IATA Operational Safety Audit
IPAC	Instituto Português de Acreditação
IPO	Instituto Português de Oncologia
IRS	Imposto sobre o Rendimento de Pessoas Singulares
ISO	International Organization for Standardization
IT	Information Technology
JET A-1	Combustível fóssil utilizado no setor da aviação
JRS	Jesuit Refugee Service
KPIs	Key Performance Indicators
LGBT+	Lésbicas, Gays, Bissexuais, Transexual e outros
LR	Long Range
MFA	Multi-Factor Authentication
MIRR	Mapa Integrado de Registo de Resíduos

## Acronyms

MTO	Maintenance Training Organization
neo	New Engine Option
NGO	Non-Governmental Organization
NPS	Net Promoter Score
ODS	Objetivos de Desenvolvimento Sustentável
OHSC	Occupational Health and Safety Commission
OECD	Organisation for Economic Co-operation and Development
OpEx	Operating expenditure
PALOP	País Africano de Língua Oficial Portuguesa
PGA	Portugália Airlines
PP	Percentage Points
PRIAM	Professional Risks Identification and Assessment Manual
PSP	Polícia de Segurança Pública
RGPD	Regulamento Geral de Proteção de Dados
RNP- AR	Required Navigation Performance - Authorization Required
S&P Global	Standard and Poor's Global incorporated
SAF	Sustainable Aviation Fuel
SAGALEXPO	Feira de Exportação dos Sabores de Portugal
SASB	Sustainability Accounting Standards Board
SESAR	Single European Sky ATM Research
SILIAMB	Sistema Integrado do Licenciamento de Ambiente
SIM	Solidariedade Internacional a Moçambique
SMS	Safety Management System
SSAG	Safety and Security Action Groups
SSC	Safety & Security Commission
SSRB	Safety & Security Review Board
STEADES	Safety Trend Evaluation, Analysis and Data Exchange System
TAP	Transportes Aéreos Portugueses
TNA	Training Needs Assessment
TTA	Terminal de Tripulações do Areeiro
UCS	Unidade de Cuidados de Saúde
USA	United States of America
VARIAÇÕES	Associação de Comércio e Turismo LGBT+
WACT	We Are Changing Together
WHO	World Health Organization

## Abbreviations

art.	article
E	Enabling Activity
F/M	Female/Male
no.	number
ref.	reference
rev.	revision
T	Transitioning Activity
Y	Year
Y/N	Yes/No

## Units of measure

%	percentage
CO2	carbon dioxide
e	equivalent
Eur (or €)	Euro
GJ	gigajoules
h	hour
kg	kilogram
kg/100pkm	carbon dioxide emissions (in kilograms) per passenger per 100 kilometers travelled
Km	kilometers
l/100pkm	fuel consumption (in liters) per passenger per 100 kilometers travelled
m <sup>3</sup>	cubic meters
tCO <sub>2</sub> e	tonnes of CO <sub>2</sub> equivalent
t	tonnes
USD (or \$)	United States Dollar

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