

A STAR ALLIANCE MEMBER 

# 2023 Sustainability Report

Transportes Aéreos Portugueses, S.A.



 **AIR PORTUGAL**  
Embrace the World



# 2023 Sustainability Report



## Transportes Aéreos Portugueses, S.A.

Lisbon Airport, building 25, Street C | 1700-008 Lisbon, Portugal

Nominal Capital 980.000.000€

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

**TAP AIR PORTUGAL**  
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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 1 January to 31 December 2023. In this report, quantitative indicators are presented in respect of 2021, 2022 and 2023, allowing 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 as priority and fundamental for the development and prosperity of people and the planet, in the present and in the future.

The 2023 Sustainability Report is structured in accordance with the topics identified as key 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 management of the involvement with the community.

The identification of the most significant topics in the environmental, social and corporate governance aspects was carried out based on an internal and external analysis of the topics and their impact on the TAP business model, the environment and society.

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

- Corporate Governance Report
- Annual Report and Accounts



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

**Sustainability Department**  
sustentabilidade@tap.pt

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.



# Message from the Executive Committee

The year 2023 was one of great progress for TAP. Coming out of a difficult pandemic period, the industry then faced the challenges of an accelerated recovery. Thanks to the work and effort of its teams, the Company was able to respond promptly to these challenges, with the numbers showing just that: an increase of 15% in the number of passengers transported, 16% in revenue per passenger/kilometer and a load factor of 81%. Together, the employees proved that TAP is, in fact, a modern company, in line with the best and with all the potential to be a sustainable Company in the long term.

This is an ongoing process. Sustainability is, today, seen by TAP as a pillar of its strategic action. Committed to leading a sustainable aviation business, in 2023 it promoted this commitment and incorporated the value of Sustainability into its business priorities with ambition, basing its approach on a holistic management model that considers the importance of the environmental and social dimensions, as well as the need to guarantee the ethics and financial resilience of the business. The Company has truly assumed the Planet as one of the “Five Ps” that define its strategy, along with People, Punctuality, Passengers and the Restructuring Plan.

Recognizing in the United Nations Sustainable Development Goals (SDGs) the action plan for the implementation and operationalization of the 2030 Agenda, TAP values and seeks to actively contribute to the seventeen SDGs, which guide TAP’s sustainability journey in the foreseeable future.

In the year in which a global consensus for countries’ energy transition emerged from the 28th United Nations Climate Change conference (COP28), the aviation industry identified an opportunity to advance the production and use of sustainable aviation fuels (SAF) with

the necessary involvement of everyone, including decision-makers, investors, airlines and fuel producers at a global level.

This is the context that determines that TAP remains committed to ensuring compliance with IATA’s resolution to achieve zero carbon emissions by 2050. Promoting the use of sustainable fuels – alongside a continued commitment to fleet and operational efficiency – is one of the priority projects underway at the Company. The commitment to incorporate at least 10% SAF in all flights by 2030 reflects TAP’s ambition to play an active role in the energy transition, going beyond the minimums required by the European Union and reaffirming its commitment to building a more sustainable and responsible aviation sector.

Aware of the importance of an independent and rigorous external assessment of its ESG (Environmental, Social and Governance) performance and risks, in December 2023 TAP received an ESG Risk Rating of 24.4, having been assessed by Morningstar Sustainalytics as having a medium risk of suffering material financial impacts arising from ESG factors. This voluntary assessment placed the Company in second place in Europe and sixth worldwide, among the airlines analyzed. The demanding European sustainability reporting directives, which TAP sees as an opportunity to challenge the organization to do more and better to capture synergies and definitively incorporate the principles of sustainability in the business strategy and operation, are decisive in TAP’s sustainability journey during the year 2024.

At TAP, the commitment is clear and shared by all teams. For a more sustainable and fairer future for everyone, for an involved and responsible aviation industry, in which TAP continues, as always, to connect people and embrace the world.





# 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, 9 in North America, 12 in Central and South America, 14 in Africa and 42 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 most of its aircraft already being of Airbus' NEO (New Engine Option) generation: A320neo, A321neo, A321LR, and A330neo, with significant improvements in energetic and environmental efficiency. TAP also operates 19 Embraer aircraft in its regional fleet (TAP Express).

TAP was ranked by Airline Ratings amongst the 25 safest airlines in the world for 2024, having obtained a seven-star classification, out of seven possible, in the category Safety.

TAP Air Portugal is also 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 2023.

**TAP AIR PORTUGAL**  
**Abraça o Mundo**



# Highlights



## Operation

	2021	2022	2023	Change (2022/2023)
Passengers (thousands)	5,827	13,759	15,856	15.2%
Revenue Passenger Kilometers - RPK (millions)	14,917	36,782	42,673	16.0%
Available Seat Kilometers - ASK (millions)	23,663	45,960	52,797	14.9%
Load Factor (%)	63	80	81	1.0%
Number of Departures	61,664	107,856	118,878	10.2%
Number of Aircraft	94	93	98	5.4%
Number os Destinations <sup>(a)</sup>	88	90	88	-2.2%
Regularity	97.8%	97.6%	99.0%	1.4%

<sup>(a)</sup> Destinations considered were cities where TAP operates.



## Our People

Number of Employees (as at 31 December)	6,803	7,312	7,837	7.2%
in Portugal	6,508	7,052	7,562	7.2%
in remaining countries of operation	295	260	275	5.8%
Employees by age group (%)				
< 30 years	8.8%	9.8%	8.2%	-1.6pp
from 30 to 50 years	71.5%	69.8%	70.8%	+1pp
> 50 years	19.7%	20.4%	21.0%	+0.6pp
Employees by gender (%)				
Female	40.7%	42.2%	43.2%	+1pp
Male	59.3%	57.8%	56.8%	-1pp
Volume of Training hours	167,349	237,613	307,680	29.5%



## Environment

Fuel Consumed				
natural Gas (m³)	783,520	855,771	754,159	-11.9%
Jet A1 - Test Bench (tonnes)	200	223	343	53.8%
Gasoline (liters)	1,173	8,672	2,412	-72.2%
Diesel (liters)	63,480	107,250	78,815	-26.5%
Jet A1 - Flight Operations (tonnes)	494,744	986,685	1,137,542	15.3%
Energy Consumed				
Electricity (kWh)	14,878,201	15,121,180	15,610,432	3.2%
Emissions				
Total Scope 1 Emissions (t CO <sub>2</sub> e)	3,438,705	5,283,024	5,439,746	3.0%
Total Scope 2 Emissions - Market-Based (t CO <sub>2</sub> e)	2,586	2,628	2,377	-9.6%
Total Scope 2 Emissions - Location-Based (t CO <sub>2</sub> e)	1,994	2,072	2,139	3.3%
total Emissions (tonnes)	3,441,290	5,285,652	5,442,123	3.0%
Energetic and Environment Efficiency				
Jet Fuel consumption per passenger (l/pkm)	4.16	3.38	3.36	-0.6%
CO <sub>2</sub> emissions per passenger (g/pkm)	104.50	84.50	84.00	-0.6%



## Involvement with the Community

	2021	2022	2023	Change (2022/2023)
Organizations Supported	75	135	107	-21%
TAP and TAP Customer Miles&Go donated miles (millions)*	8,000	14,000	4,300	-69%
Articles Donated (units)	76,534	166,160	924,327	456%
Extra Baggage (volumes)	65	74	62	-16.2%

\* In 2023 only the three official partners integrated the Program, compared to nine in 2022, with no new entities adhering with the inherent initial donation of TAP miles, hence the total of 4,300,000 miles.





# 01

## TAP Approach to Sustainability

1.1 Materiality

1.2 Commitment to Sustainable Development

1.3 Involvement with Stakeholders

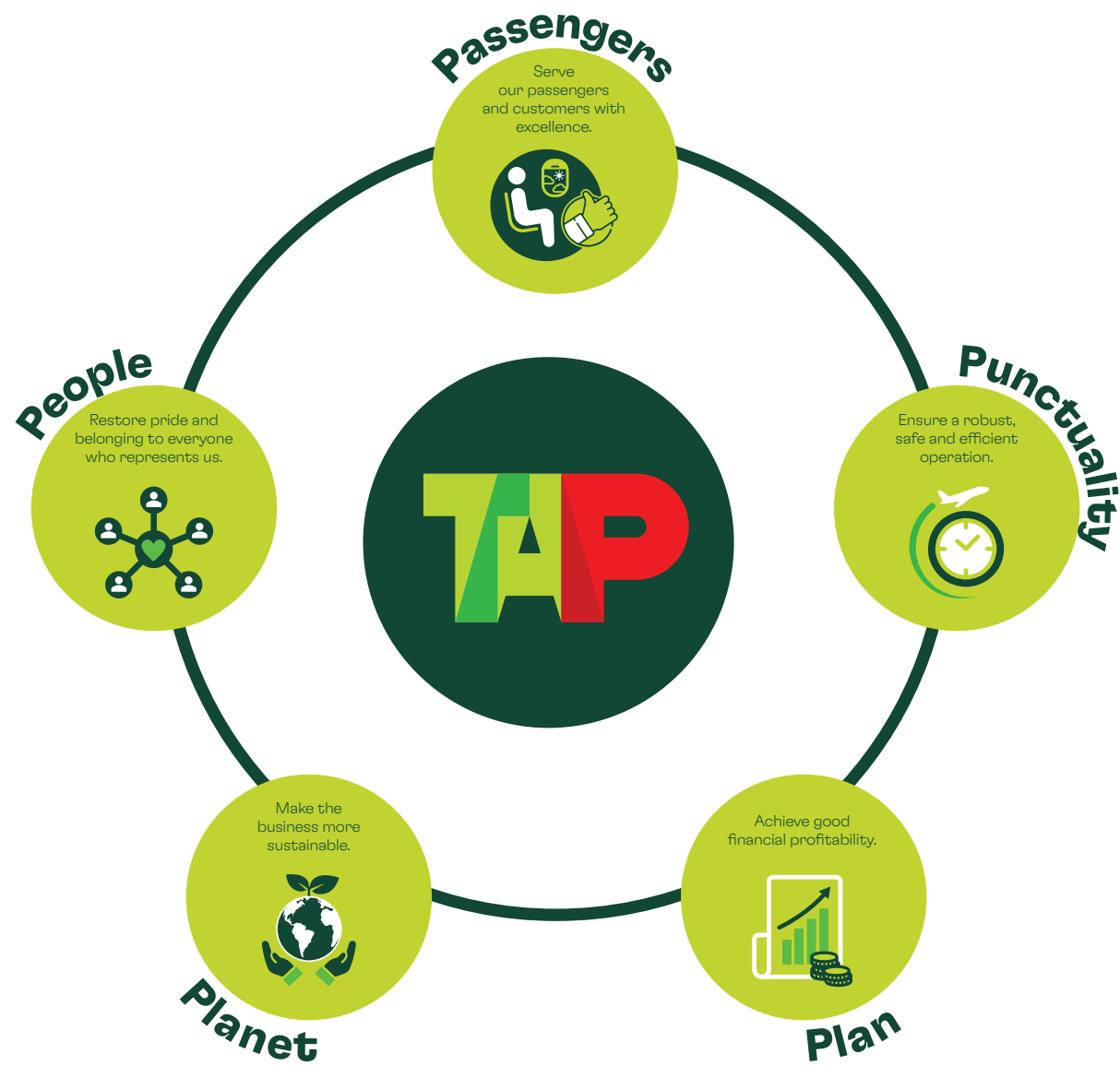
1.4 Governance





# TAP Approach to Sustainability

TAP assumes sustainability as a strategic pillar of transversal action to its business, operational performance and competitive position in the market, incorporating in its business processes the focus on a responsible, ethical and resilient management.



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, throughout the value chain.

## Value Chain

### 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.

### Aircraft Maintenance and Repairs

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

### Internal Support Activities

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

### Flight Operations

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

### Fleet

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

### 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.

### 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).

### Customer Support

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

## 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, including aircraft manufacturers, fuel suppliers, among others.



# Materiality

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.

In 2023, TAP consolidated its strategy around the material topics identified in 2022. This exercise 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 references 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.

However, as the concept of dual materiality is consolidated and operationalized in the international regulatory context and its integration into the Company's strategy and business processes becomes critical, TAP is taking care of the necessary adjustments to its methodology for identifying material topics in future reports, to meet the expectations of its stakeholders and fulfill its commitment to sustainable development.

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

### Environmental

- Emissions and Climate Change Management
- Sustainable Aviation Fuels
- Reduction, Recycling, Reuse and Upcycling of materials

### Social

- Customer Health and Safety
- Occupational Health and Safety
- Customer Satisfaction
- Diversity and Inclusion
- Involvement with the Community

### Governance/Economic

- Ethical Management
- Performance and Financial Resilience

## Strategic Axes



## Lines of Action

- |   |   |   |  |  |
|---|---|---|--|--|
| <ul style="list-style-type: none"> <li>Sustainable aviation fuels</li> <li>Emissions and climate change management</li> <li>Reduction, recyclign, reuse and upcycling of materials</li> </ul> | <ul style="list-style-type: none"> <li>Diversity and inclusion</li> <li>Occupational health and safety</li> </ul> | <ul style="list-style-type: none"> <li>Customer health and safety</li> <li>Customer satisfaction</li> </ul> | <ul style="list-style-type: none"> <li>Involvement with the community</li> </ul> | <ul style="list-style-type: none"> <li>Ethical management</li> <li>Financial performance and resilience</li> </ul> |
|---|---|---|--|--|

## Contributions to the 2030 Agenda (SDG)



## Environmental

**Emissions and climate change management** is a significant material topic due to the current dependence on fossil fuels in the air transport activity and the corresponding public and regulatory pressure. The potential financial impact of this topic is related to the significant investment in solutions that reduce carbon dioxide emissions, as well as compliance with specific regulations in this matter.

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 **reduction, recycling, reuse and upcycling** of materials and items, particularly on board, is also a priority topic for TAP, which aims to maximize the useful life of objects and equipment, promoting circularity and the appropriate management and recovery of waste.



# Commitment to Sustainable Development

## Social

The **health and safety** of passengers and employees is absolutely fundamental in the air transport industry. Exogenous events such as disease outbreaks and natural and social incidents strongly affect the operations and financial performance of airlines, as they significantly limit the mobility of people and cargo. Accidents, although very rare, can seriously affect passengers and crew and result in litigation and damage to companies' reputations.

Therefore, TAP adopts the highest standards in promoting health and safety throughout all processes in the value chain, minimizing risks and accidents, both from the perspective of passengers and its employees. 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.

Alongside the health and safety of passengers and employees, TAP also identifies **customer satisfaction** as material, i.e., promoting their satisfaction with the service provided and the development of its **human capital**.

The definition of robust diversity and inclusion policies and the management and development of human capital is imperative to enhance the well-being and commitment of employees. This is a very relevant material topic for all stakeholders, in a very challenging industry from the labor practices perspective, which was particularly impacted, first by the COVID-19 pandemic and then by the exponential and rapid recovery.

Emphasis is placed on **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, **involvement with the community** has revealed itself to be a topic of high importance for TAP, resulting from the promotion of development and integration initiatives for local communities, both in Portugal and in the geographies where it operates, involving, whenever possible, its employees and making the services it provides available to the communities.

## Governance

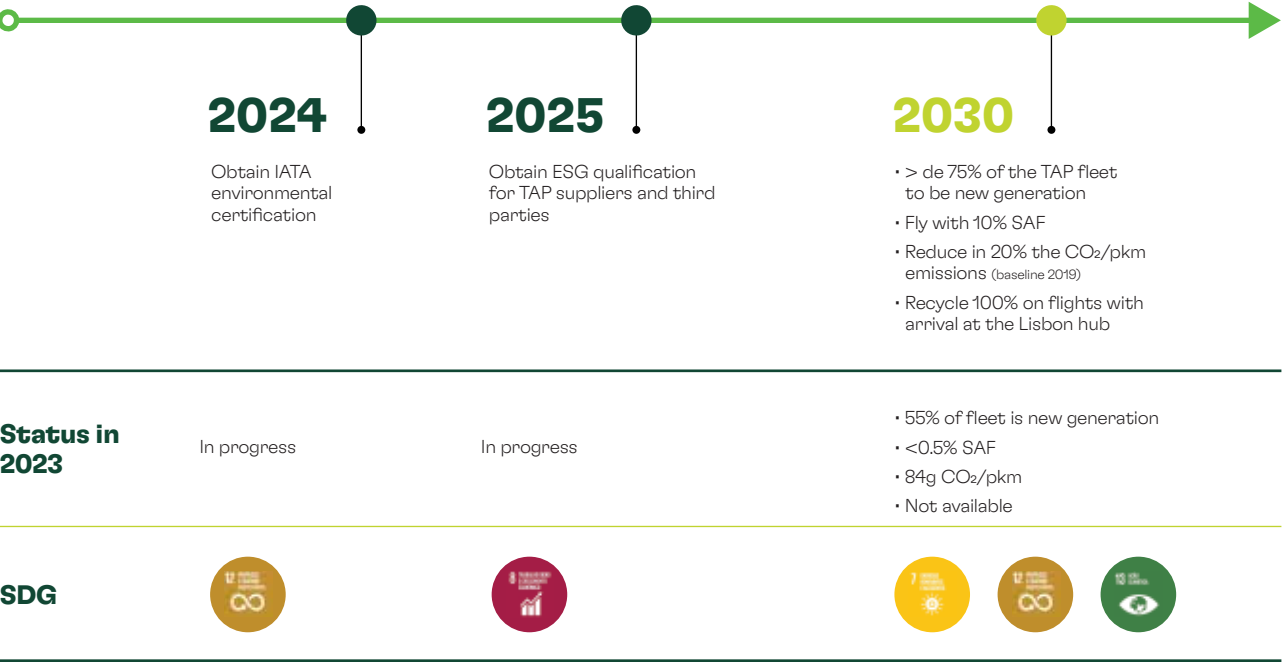
TAP elects **ethical management** and **performance and financial resilience** as material governance topics, promoting business management with the highest levels of integrity and compliance with the law, preventing the practice of illicit acts or those not aligned with values and principles of the Company, and supporting investment decisions, acquisitions and business relationships, on the analysis of environmental, social and economic impacts.

TAP recognizes in the United Nations Sustainable Development Goals (SDGs) the action plan for the implementation and operationalization of the 2030 Agenda, a collective agreement and a global ambition to preserve the planet and improve the lives of all citizens of the world, combating inequalities, stimulating economic growth, promoting access to better health and education, while combating climate change and preserving ecosystems.

In this sense, TAP values and seeks to actively contribute to the seventeen SDGs, with a special focus on the following: Renewable and Accessible Energy, Climate Action, Sustainable Production and Consumption, Decent Work and Economic Growth, and Partnerships for the Implementation of the Objectives, identified as the most relevant and material for the business, considering both the positive impact of its activity as well as the awareness of the negative impact that the Company has the responsibility to mitigate.

The analysis and identification of material topics, considering their impact on the various stakeholders and their contribution to the SDGs, are the basis of focused and consistent actions on goals and objectives, imprinted at the various hierarchical levels, of the operations and external relations, supporting TAP's path to a more sustainable future.

## Sustainable Development Commitment





Sustainability rating

In recent years, there has been a growing integration of ESG factors into investment strategies by investors, that have begun to demand from companies updated and transparent disclosure of their performance in these aspects. At the same time, customers are increasingly interested in obtaining information about companies' ESG strategies. This search reflects the growing awareness of sustainable business practices, contributing to more responsible consumption.

Sustainability indices are crucial instruments that allow one to quantify a company's sustainable performance, particularly through the identification of opportunities and the management of ESG risks. Sustainability indices are used as a tool to support investor decision-making, as these assessments are based on comprehensive information about companies' environmental, social and governance practices.

With the aim of having a recognized external assessment and a rigorous and independent diagnosis of its ESG practices, performance and risks, in 2023 TAP voluntarily carried out an assessment through which it measured its exposure to material ESG risks specific to the sector and the way they are managed. This assessment was carried out by Morningstar Sustainalytics, with TAP obtaining a score of 24.4 (medium risk).

This classification assessed TAP as being the 2nd best Airline in Europe and 6th at a global level, among the airlines analyzed in this rating.

In this assessment process, the following material topics were analyzed, in accordance with Sustainalytics' methodology:

- Carbon – Own operations
- Human Capital
- Product governance
- Corporate governance
- Occupational Health and Safety
- Emissions, effluents and waste
- Data privacy and safety
- Business ethics

For TAP, this assessment constituted an important milestone, given that it is the first time that the Company has been voluntarily assessed in terms of a sustainability rating. Committed to excellence and continuous improvement, TAP is focused on continuously improving its processes and practices, based on the results of this assessment. In addition, TAP aims to extend these assessments to other ratings, thus covering a variety of material topics, consolidating its commitment to corporate, social and environmental responsibility.



» Involvement with Stakeholders

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

This commitment has allowed the identification of the most relevant issues, starting from material topics and others considered important, and ensuring that the initiatives are aligned with the expectations and concerns of all stakeholders.

TAP Positioning

Regulatory and Supervisory Entities	Suppliers and Partners	Financial Institutions and debt Investors	Media and Influencers
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; compliance with 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; Aviation Festival); emails; meetings.	Investors' area and annual reports on the flyTAP website; emails; quarterly results presentation conference call; face-to-face meetings; road show with investors.	Press releases; media events; social media; interviews; flyTAP website.
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TAP Positioning

Shareholders	Customers	Employees	Community	Non-Governmental Organizations (NGO)	Trade Unions
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.	Maintain a permanent, open and transparent relationship with Environmental NGOs, with the aim of sharing projects and challenges, listening to positions and obtaining technical guidance.	Maintain a constructive relationship and social dialogue with trade union structures to ensure social peace and avoid potential collective labor conflicts.

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 emails, sms; contact center; events and fairs; social networks, products on land (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; Landing Page of the TAP Donate Miles Program; social media; press releases; newsletters; TAP Cargo and TAP Corporate websites.	Regular meetings; issuing and sharing opinions and positions.	Regular meetings; working groups; emails; letters; notices.
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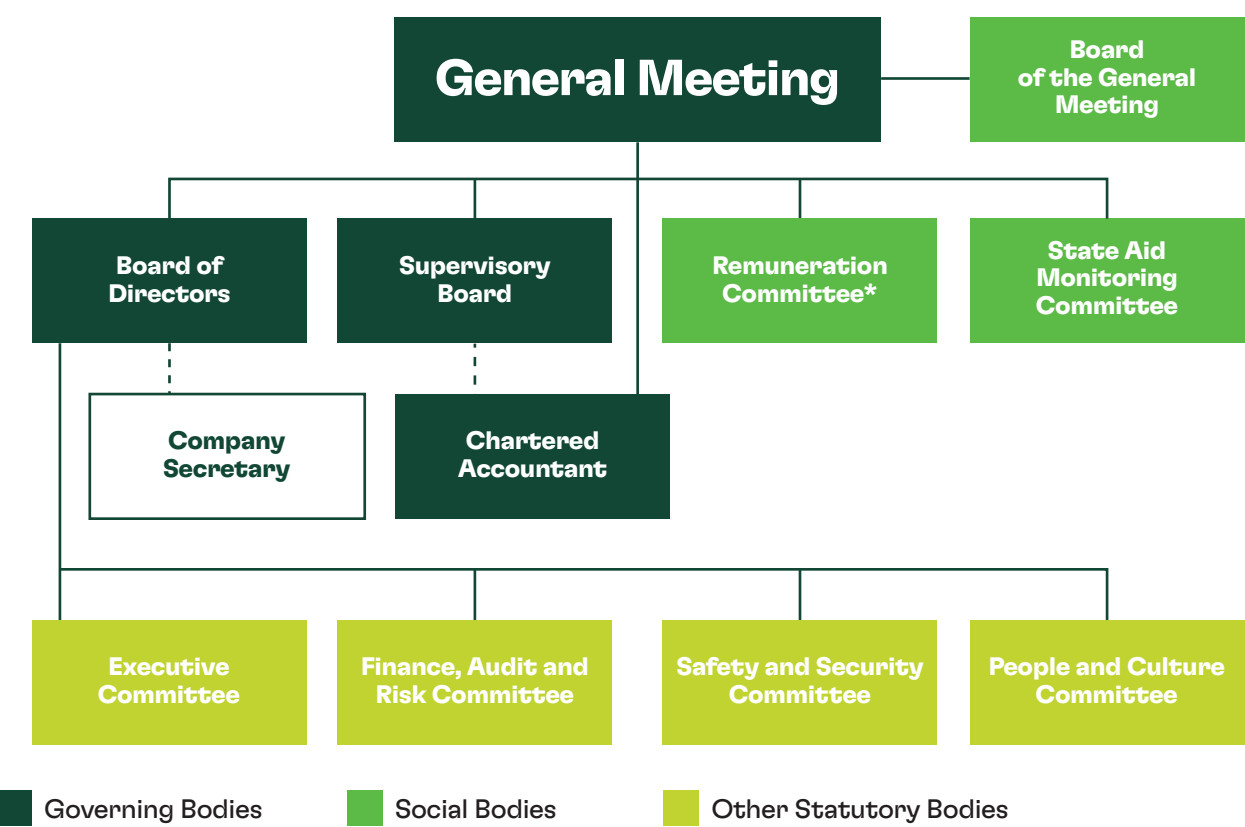
» Highlight

Cycle of workshops to define the sustainability strategy

In 2023, eight work teams, with transversal responsibilities at TAP, participated in a cycle of three workshops which focus was the preparation of a proposal for a sustainability strategy, for the 2025-2030 horizon, considering the material topics for the Company.



TAP has a governance model based on ethical management, ensuring that the performance and financial 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.



\* TAP's Remuneration Committee was extinguished on 25 October 2023 by Written Unanimous Resolution of the sole shareholder of the Company, the Portuguese Republic, represented by the Direção-Geral do Tesouro e Finanças.

TAP issues a Corporate Governance Report that presents detailed information on the structure and composition of the corporate bodies and committees, bylaws and communications, risk management, remuneration, among other topics associated with its governance model. The information in this chapter can be complemented by reading the *Relatório de Governo Societário TAP 2023* (TAP Corporate Governance Report 2023).

» Highlight

TAP employees are represented on the Board of Directors, with direct election of a non-executive director in this corporate body.

Sustainability Governance

As sustainability is a strategic pillar of transversal action in the business and performance of TAP, the Sustainability directorate, autonomous in the year 2023, reports directly to an Executive Director, which allows this topic to be permanently on the agenda of the management and supervisory bodies.

In addition, to promote knowledge, ensure integration in the business processes and conscious and informed decision-making by the Executive Committee (ExCo), clear and efficient communication is guaranteed on the activities, risks and opportunities, in matters of sustainability, involving different hierarchical levels of the Organization.

Projects that have an impact on the environment, people and the economy are integrated in the annual activity plan of the different areas of the Company, being proposed to the member of the Executive Committee with responsibility for the respective corporate area ("Executive Director of the Corporate Area") to which the projects relate, and, subsequently, analyzed and evaluated by the ExCo.

The status of the projects is updated and monitored by the Executive Director of the Corporate Area, according to the defined periodicity.

Business and operational committees that look at material sustainability topics

Customer Committee

Monthly | The Customer Committee informs, monitors and decides on initiatives that impact the TAP customer. Its sponsor is the Chief Customer Officer who ensures the regular presence of other members of the Executive Committee, in accordance with the Committee's agenda.

Occupational Health and Safety Commission (OHSC)

Quarterly | TAP's OHSC aims to prevent work-derived accidents and illnesses. The OHSC is a body with powers and duties designated in the TAP Occupational Health and Safety Regulations in force. It is comprised of elements designated by the Company, with one of them assuming the presidency of the Commission, and effective and substitute members, 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.

Safety and Security Review Board (SSRB)

Half-yearly | The SSRB defines the Safety Management System strategy and monitors significant safety risks for TAP, its customers, employees and suppliers, which may result in or have an impact on the Company. The SSRB must ensure that appropriate resources are allocated to achieve established safety performance. The strategy is approved by the Executive Committee and members of this Committee join this Board to discuss and align subsequent actions.

Safety and Security Action Groups (SSAG)

Regularly | SSAGs implement the strategic guidance of the SSRB. The main objective of the SSAGs is to monitor and control the security risks of TAP, its customers, employees and suppliers, which may arise or have an impact on the respective area and/or remaining activities. SSAGs report to the Safety Manager, who reports to the Chief Executive Officer, accountable manager of TAP.

To ensure the alignment of all employees, as well as of the Board of Directors and Executive Committee, 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.

Ethical management and policies

TAP assumes ethical management as the critical principle for sustainable value creation. It promotes a conduct of excellence, integrity, responsibility and respect, guided by high ethical standards, far beyond strict compliance with the law, which results in a true complementarity between its activity and the community in which it operates, contributing significantly to the sustainability of TAP and of its stakeholders.

The Code of Ethics and Conduct defines the principles and rules that ensure that relationships with customers, shareholders, suppliers, service providers, business partners, competitors, employees and the surrounding community are always sustained by values of integrity, responsibility and respect for all individuals and entities, binding all employees to a commitment to ethical management and action.

In June 2022, TAP launched the new Ethical Conduct Channel for the reporting of disrespectful, inappropriate, fraudulent, unethical or illegal behavior. All employees are encouraged to report, always based on the principle of good faith and non-retaliation. Regardless of the reporting channel, all communication channels created for this purpose are safe, independent, transparent and guarantee confidentiality and anonymity throughout the entire process.

The Ethical Conduct Channel is an important tool in the development and implementation of a culture of ethical management and performance, being one of the main bases of an effective compliance program.

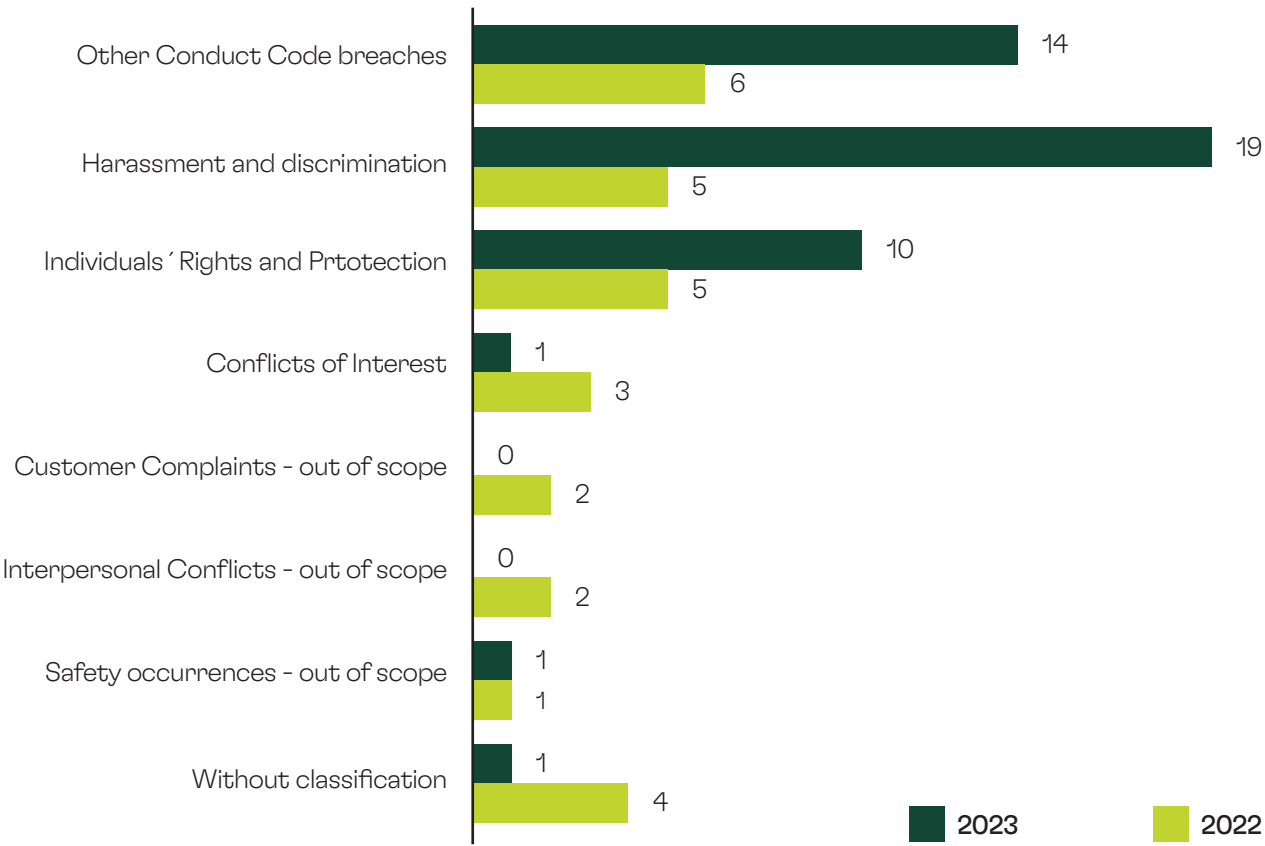
In this way, TAP strengthens its ethical dimension and positions itself as a socially responsible company that is simultaneously capable of prospering economically, in a sustainable way.

Of the 46 reports received during 2023, in the Ethical Conduct Channel, all were properly handled, leading to the opening of one (1) disciplinary proceeding, one (1) judicial proceeding, and three (3) originating changes in internal processes or policies.

There was an increase of 64% in reports received compared to the first 18 months of this channel's existence, which evidences the maturity and awareness of the Ethical Conduct Channel in TAP.

Ethical Conduct Channel

Classification of reported cases





Ethical Management – Initiatives in 2023

Aware that, in an increasingly complex and challenging world, it is necessary to reinforce the instruments and have robust practices to guarantee compliance with the principles of ethics and conduct to strengthen the ethical culture at TAP, in particular, and contribute to preventing corruption, strengthening the economy and promoting social equality in society in general, during 2023 the following policies were reviewed, developed and approved, and the following plans and reports were disclosed:

Business Integrity Policies

- Anti-Corruption Policy
- Courtesy Offer and Acceptance Policy
- Conflict of Interests Prevention and Management Policy
- Money Laundering and Terrorist Financing Prevention Policy
- Insider Trading Policy
- Investor Relations Policy

Policies available on the TAP internet and on [flytap.pt](https://flytap.pt)

**Plano de Prevenção de Riscos de Corrupção e Infrações Conexas (Corruption and Related Offenses Risk Prevention Plan)** (PPR), which identifies, analyzes and classifies the risks and situations that may expose TAP to acts of corruption and related offenses and includes preventive and corrective measures that allow reducing the probability of occurrence and impact of identified risks and situations.

The PPR is public and can be consulted on institutional websites, at **TAP - Plano de Prevenção o de Riscos de Corrupção e Infrações Conexas**

**Relatório de Avaliação Intercalar do Plano de Prevenção de Riscos de Corrupção e Infrações Conexas (Interim Assessment Report of the Plan for the Prevention of Risks of Corruption and Related Offenses)**, issued in October 2023 on the identified high-risk situations.

This Report is also public and can be consulted on institutional websites, at **Relatório de Avaliação Intercalar do PPR\_Outubro**.

As a way of deepening the ethical culture and, simultaneously, complying with legal provisions in the field of combating corruption, in May 2023 TAP appointed a Compliance Officer. The Compliance Officer guarantees and controls the application of TAP's regulatory compliance program, which includes, among others, the Corruption and Related Offenses Risk Prevention Plan, the Code of Ethics and Conduct, the Training Plan and the Ethical Conduct Channel.

As from this appointment, the Compliance Officer assumes leadership of the Legal Compliance department, which mission is to ensure that TAP Group companies comply with all external and internal rules, promoting a culture of integrity, with special focus on the areas corruption and related offences, money laundering and terrorism prevention, professional ethics, competition, capital markets and corporate governance.

## Performance and financial resilience

In the aviation sector, sustainability aligned 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 operation, and the use of more sustainable fuel (Sustainable Aviation Fuel – SAF), which seek, in the long term, to also result in a positive financial impact for the Company.

All the efforts made in terms of sustainability confer, in addition to the benefits for the environment and society, potential for reducing costs and waste, as well as an increased appreciation and awareness 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.





# 02

## Our People

2.1 Employee Profile – Highlights 2023

2.2 Diversity and Inclusion

2.3 Talent Management

2.4 Occupational Health and Safety



# Our People

Respect for life, dignity and Human Rights is the principle that guides the relationship between TAP and its employees. This commitment implies not only carrying out due diligence with regard to Human Rights and the principles enshrined in the Code of Ethics and Conduct, but also honoring its occupational health and safety responsibilities, promoting diversity, equity and equality within its potential and current workforce, and ensuring the professional development of its people and teams, so that they are able to embrace and overcome the constant challenges of the sector.

It is recognized that the management of people and their level of commitment to the Company is a strategic pillar of TAP's action, which motivates the ongoing cultural transformation and the promotion of policies and practices that allow experiencing a culture of appreciation and commitment to employees.

## Social peace

TAP maintains a constructive relationship and social dialogue with all organizations representing employees, aiming to ensure social peace and avoid potential collective labor conflicts.

Of note, in 2023, were the negotiation and full review of all Company Agreements, an essential process for the recovery of the remuneration cuts that were introduced by the Temporary Emergency Agreements in force at TAP since 2021, as well as the updating of other issues in matters of career progression, years of service, or organization of working time.

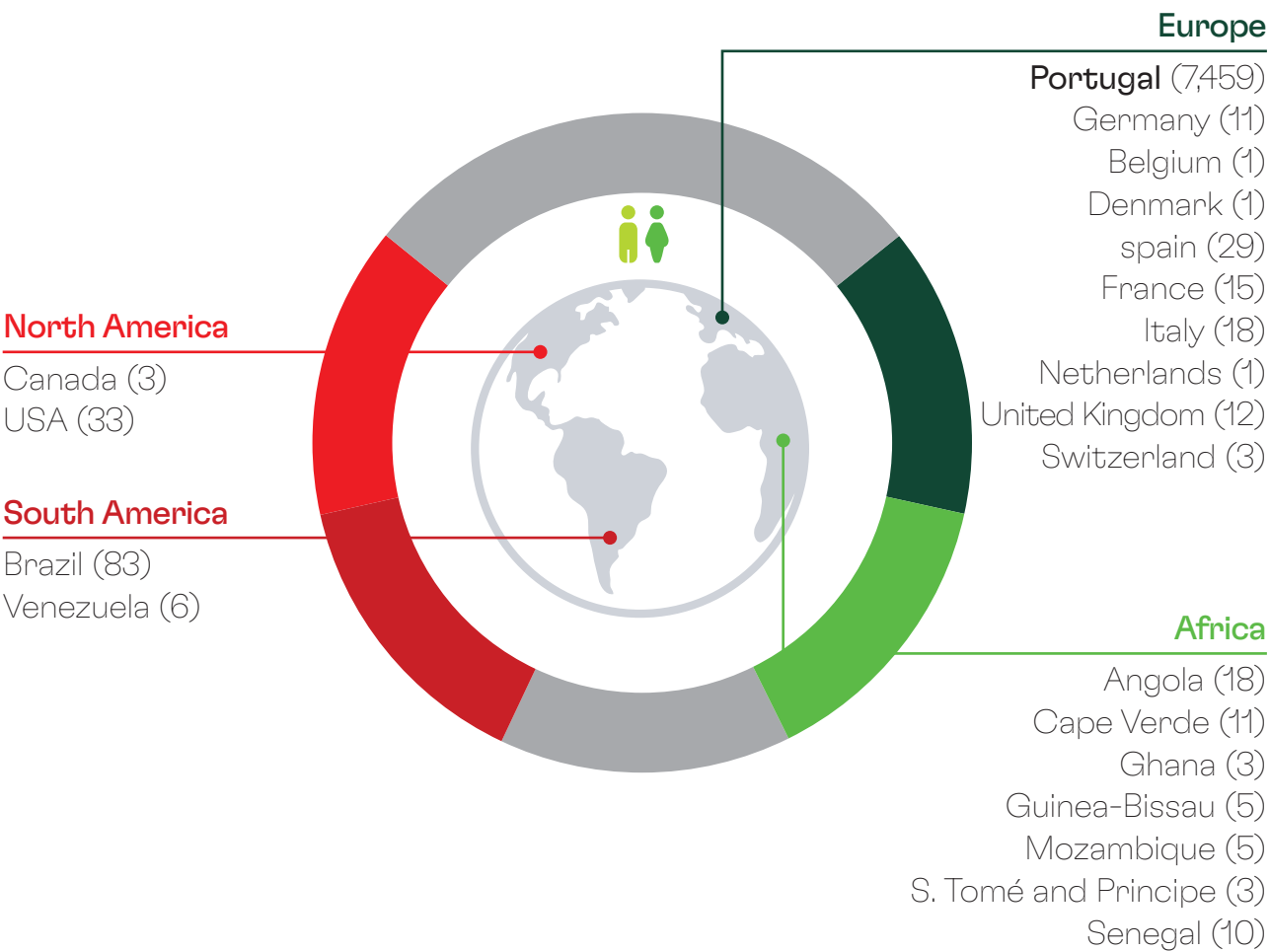
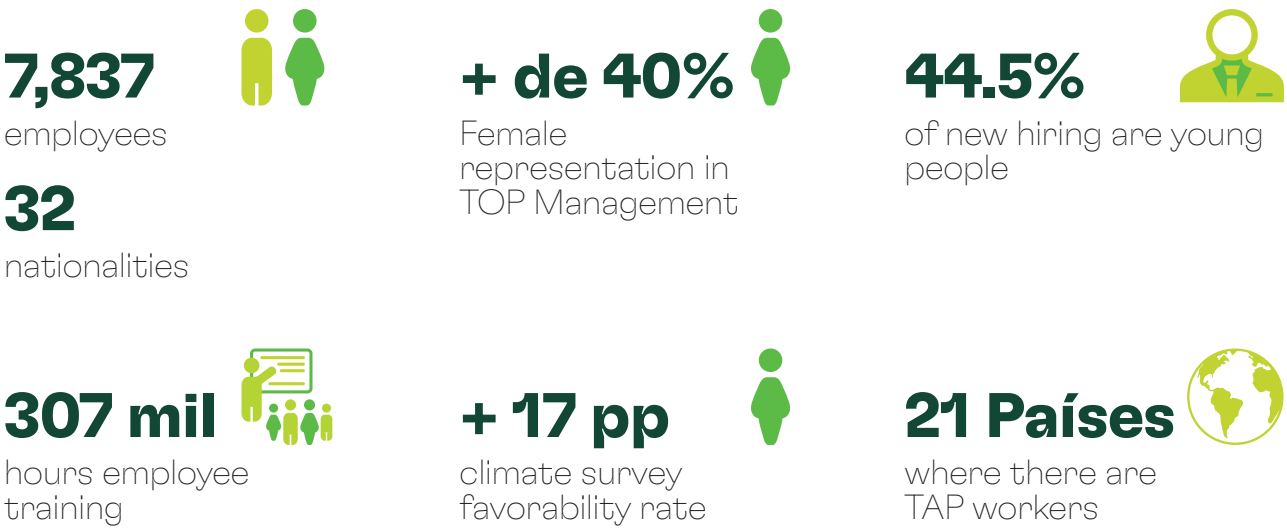
This process involved all trade unions representing ground and navigation employees, with the negotiation assumptions being:

- Adapting work regimes and conditions to the Company's current needs;
- Introducing productivity and flexibility measures, crucial to improving the Company's operations and sustainability;
- Positioning the Company in a recovery process that aims to involve all its employees.

Five Company Agreements were signed that regulate matters such as employees' duties and guarantees, work organization, career, remuneration and benefits.

Following this process, TAP also developed a set of initiatives with the aim of communicating and informing, in a simple and objective way, the main changes and benefits of these new Company Agreements, namely the creation of a dedicated channel on the Intranet.

## Employee Profile - Highlights 2023





# » Diversity and Inclusion

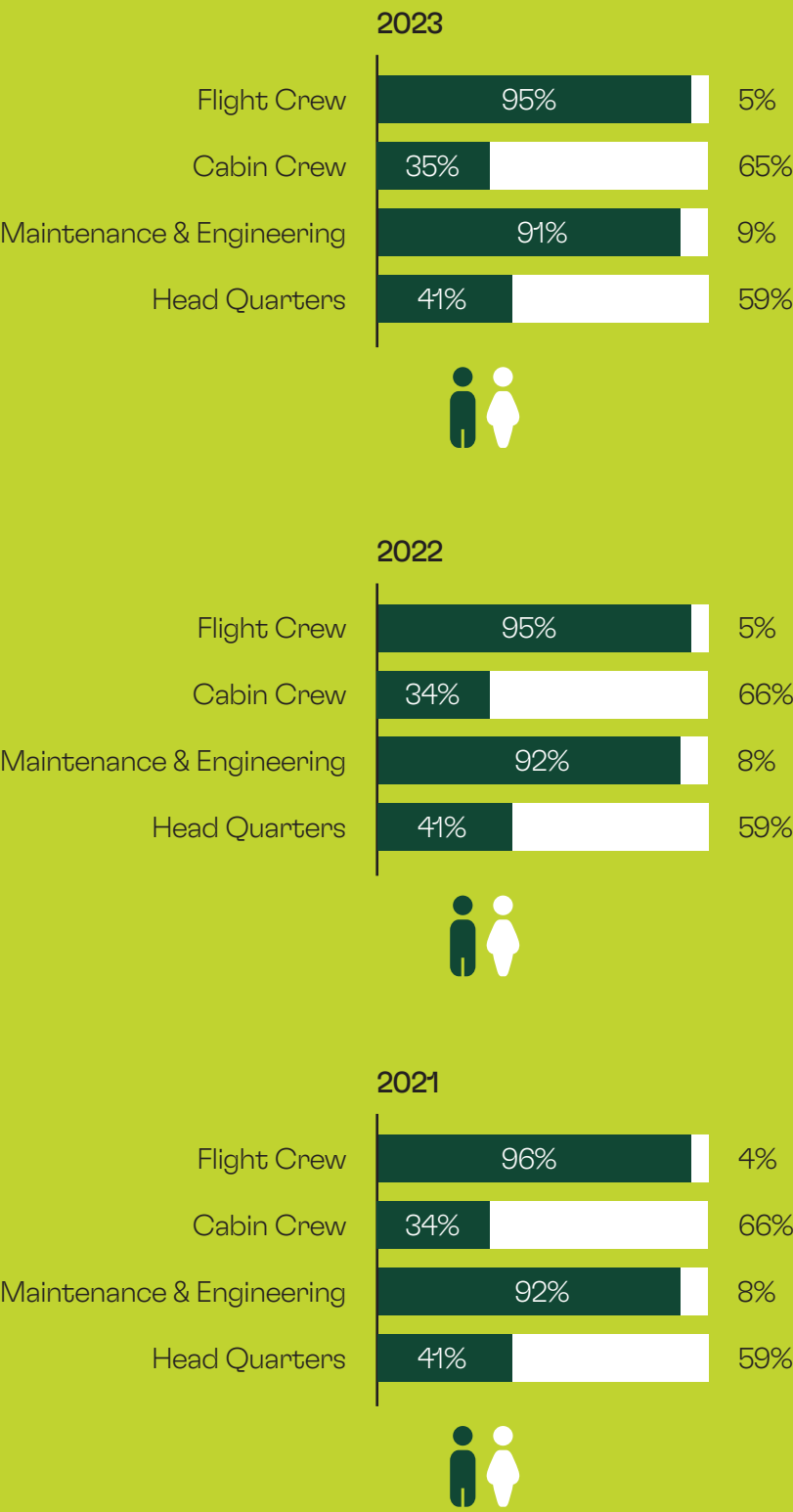
Diversity and inclusion are clearly defined priorities that promote the recognition of TAP as an inclusive Company that promotes equal opportunities and working conditions, without regard to gender, sexual orientation, age, nationality, culture or religion, specific skills and mentalities. Promoting diversity and inclusion facilitates the exchange of knowledge, promotes mutual learning and drives the generation of creative solutions, thus strengthening the Company's sustainability.

The TAP Diversity and Inclusion Policy, as well as its review and update, are important mechanisms for implementing the Company's diversity and inclusion values and of compatibility with the legislation. Inclusion, while protecting diversity, is part of the essence, history and culture of TAP.

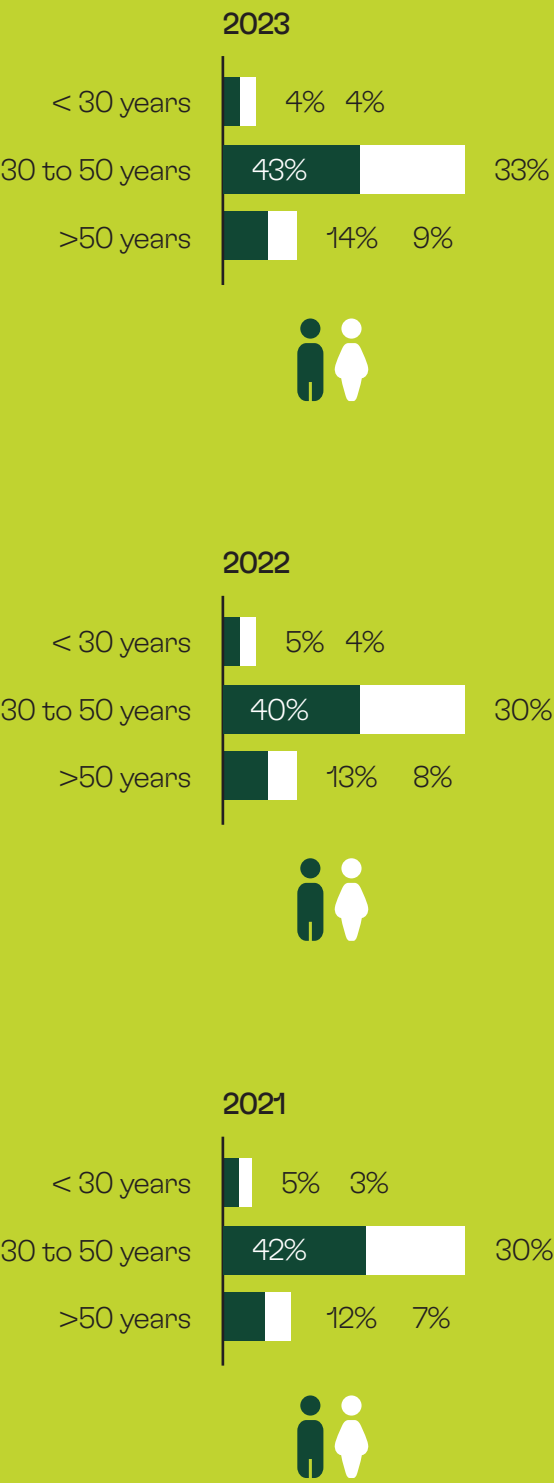
TAP's commitment is to promote:

- Gender equality: ensuring a fair balance between genders at all levels and functional areas, as well as the inclusion of all types of sexual orientation;
- Intergenerationality: ensuring the coexistence of different generations, promoting and recognizing the unique knowledge and skills of each generation;
- Multiculturalism: ensuring the inclusion of different cultures, religions, beliefs, skills and ways of thinking, to meet the needs of employees and customers;
- Disability: ensuring the integration and mobility of employees with a degree of disability equal to or greater than 60%, removing physical and cultural barriers.

Distribution of employees by gender and functional area



Distribution of employees by gender and age group



Gender equality

TAP has been seeking to mitigate the gender gap typical of the aviation industry in roles such as pilots, aircraft maintenance technicians and cabin crew. To this end, it is a signatory to the IATA initiative, "25by2025", which main objective is to increase the representation of women in management positions and underrepresented areas in its organizations by 25%, or up to a minimum of 25%, until 2025.

It is noteworthy that, at TAP, 41% of the Company's employees are women, this percentage being 33% in Governing Bodies, 44% in top management positions and 47% in management positions.

Multiculturality

By promoting the integration of employees of 32 different nationalities, working in 21 countries, spread across four continents, TAP benefits significantly from the wealth of multicultural knowledge and experience, which represents a very significant part of its culture and values.

Disability

TAP ensures a workplace accessible to all employees, regardless of their degree of disability. 98 Employees, 1.24% of the total number of TAP employees, have a degree of disability and/or chronic illness, with functions adapted to their special needs to guarantee the execution and valorization of their work. For example, more than half of the team at the TAP Correspondence and Digitization Centre have some type of disability and are essential elements in their function and for the proper functioning of the Company.

Intergenerationality

TAP recognizes that the integration of different generations is crucial to promoting a diverse and innovative environment. Each age group brings unique perspectives, skills and experiences, contributing to a richer, more dynamic and innovative organizational culture.

TAP has been promoting its attractiveness with a view to integrating young people up to 29 years of age into its personnel. Of note, in addition to adhering to the José Neves Foundation's "Pact for More and Better Jobs for Young People", is the promotion of initiatives to attract young talent in *Academia*, through a presence at job fairs and participation in master talks, open day and partnerships with platforms for interacting with young university students and *Academia*, such as Magma Studio, Talent Portugal and Networkme.

These initiatives allow TAP to be put on the map as a potential employer, increase the visibility of opportunities and the volume of job applications received. As a result, in 2023, 44.5% of new hirings were young people up to 29 years old.



# Talent Management

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. The concern with enhancing these themes, both in terms of the need to promote a greater balance between genders in the different functional areas, and in the balance between employees of different age groups, is bound to be one of the main challenges taken on by TAP for the coming years.

## Highlight

TAP adhered to the “Pact for More and Better Jobs for Young People”, having committed, by 2026, to reinforce its focus on various indicators, namely hiring and retaining young employees, guaranteeing quality employment, training, developing and giving voice to young people.

### Internships

The internships combine the training of new generations of professionals with a social responsibility component, positioning TAP as a relevant employer in the Lisbon region and a promoter of the integration of young people into the job market.

### Professional internships

17 Professional internships were completed during 2023, with a retention rate of 65%.

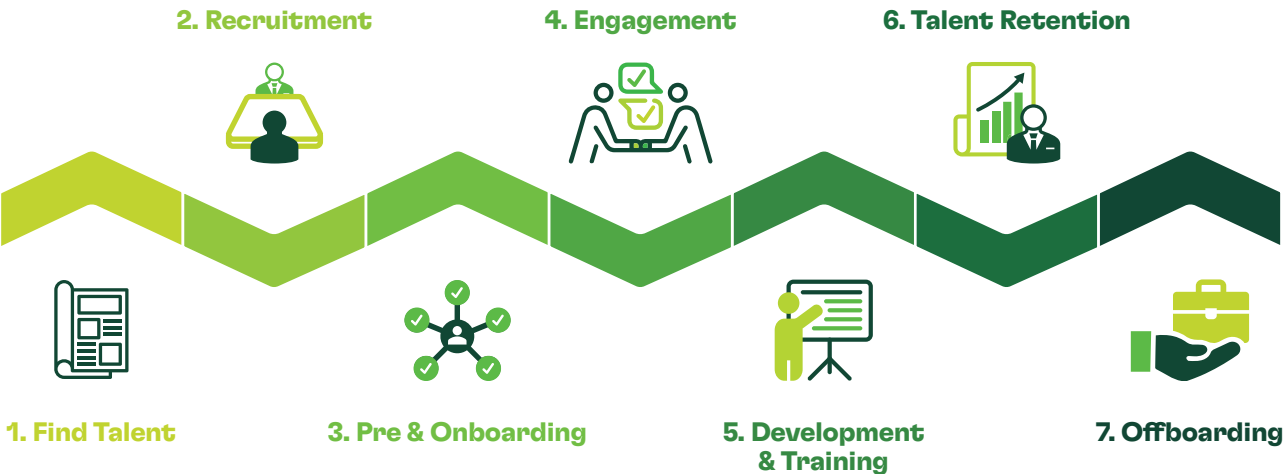
### Summer internships

15 Summer internships were provided, running between July and September.

### Curricular/Extracurricular internships

67 Curricular internships were carried out in various areas of the Company, which included welcoming five students to develop their theses/dissertations, and four extracurricular internships.

The definition of policies and implementation of robust practices for attracting, selecting and developing people are imperative to enhance the well-being, performance and commitment of employees. This is a very relevant material topic for all stakeholders, in a challenging industry from the point of view of labor practices, particularly impacted, first by the COVID-19 pandemic and then by the exponential and rapid recovery.



In 2023, TAP carried out 129 external recruitment processes, in the scope of which it recruited 725 people, with the vast majority (83%) being integrated into the flight operations, ground operations and maintenance and engineering areas. A number in line with the year 2022, in the context of the recovery of the Company's operational activity, and of the industry, after the years of pandemic.

Within the scope of internal mobility, 103 internal recruitment processes were carried out, with a success rate of 32%. Seen as a strategic pillar in TAP's people management, and one of the most important tools for the professional development of employees, this policy enables the mobility and retention of talent, according to the Company's needs, encourages internal communication and teamwork, and promotes the development and growth of employees.

Considering the volume of recruitment at the career base, in 2023 TAP resumed promotions in the Flight Crew career, with the promotion to commander of 29 new Commanders in the A320 fleet and 8 new Commanders in the A330 fleet.

Training

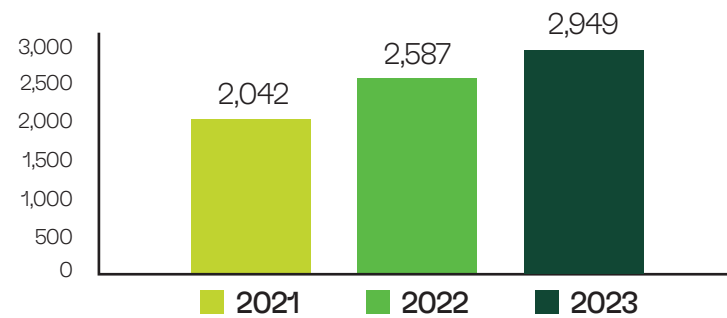
TAP is an entity certified by DGERT - Direção-Geral do Emprego e das Relações de Trabalho (General Directorate of Employment and Labor Relations), since 2016, in 16 areas of Education and Training. With this DGERT certification, TAP guarantees that it is a training entity that meets the standards required in Portugal, within the scope of professional training.

At the TAP Corporate University, the focus is on developing skills and generating knowledge on critical topics for the business, ensuring that professionals are prepared to perform their functions with quality and excellence, always keeping up to date with trends, challenges and regulations of the sector.

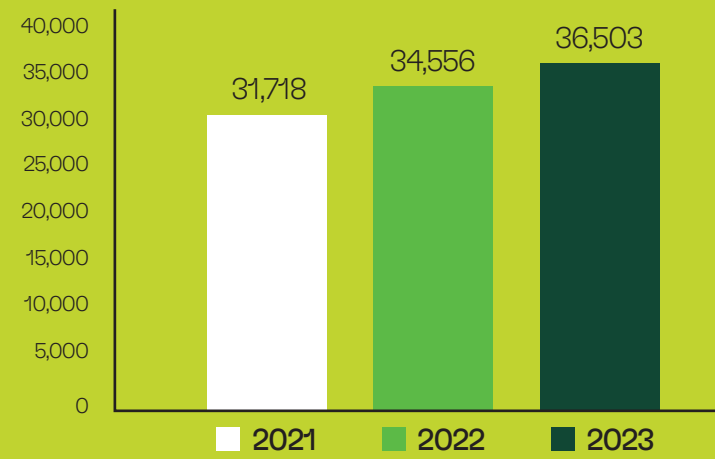
TAP is committed to a culture of continuous learning, so that people increasingly embrace the concept of lifelong learning and, as such, provides a range of essential training topics to meet the acquisition, maintenance and updating of skills needs, investing not only in specific training (mandatory technical training), but also in transversal training, aimed at the personal and professional development of employees.

In 2023, 307,680 hours of training were provided, covering 36,503 trainees, an additional 70,067 hours (+29%) and an additional 1,947 trainees (+6%) compared to 2022, with 362 more training actions (+14%) than in the same period of 2022.

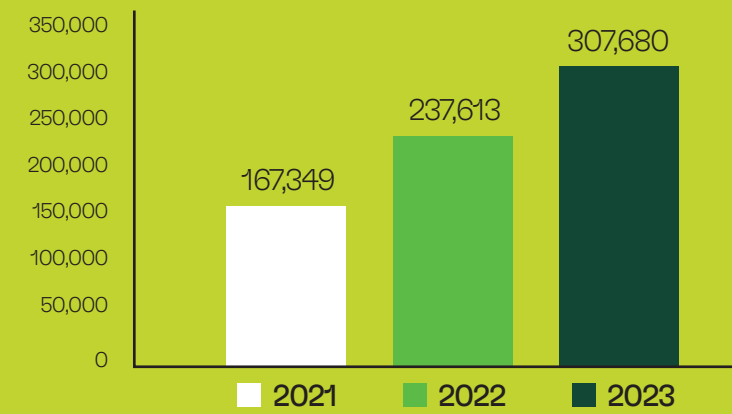
Number of Training Actions Carried



Number of Trainees



Volume de Hours

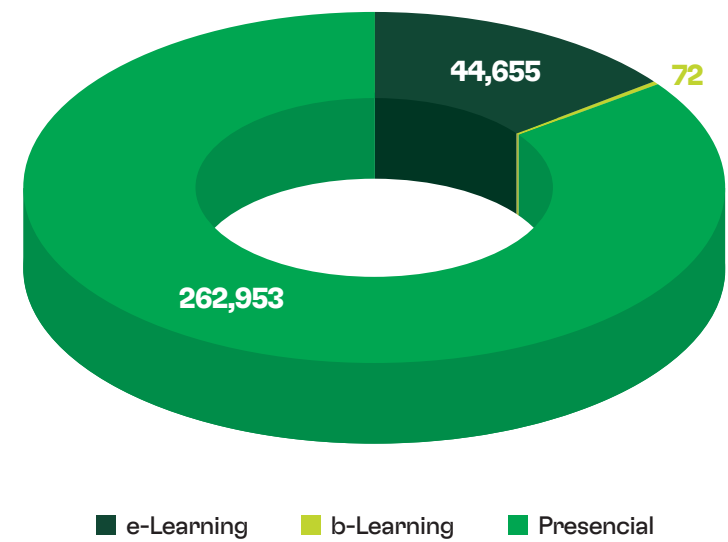


In 2023, a total of 4.91 training days per worker was carried out, whereas in 2022 this value was 4.01.

Online training continues to be one of the biggest focuses. 42 New e-Learning contents were developed, in addition to updating 150 contents, thus allowing 44,655 hours of e-Learning training to be carried out, +43% compared to the volume of hours taught in 2022. Even so, face-to-face training continues to have a great expression in TAP courses, with around 262,953 hours of training provided.

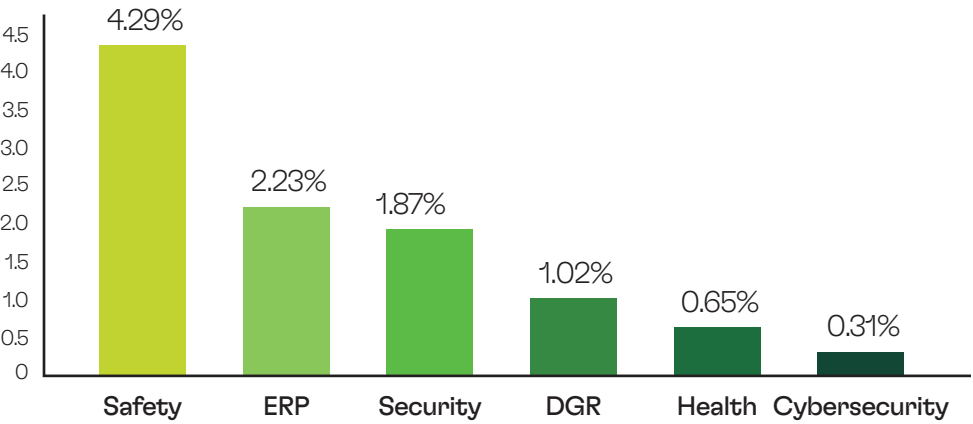


Volume of Training Hours



The topic of Safety continues to have a special relevance in the context of training, being fundamental for the performance of employees and representing 4.29% of total training hours, with around 5,187 trainees participating in awareness-raising and training actions.

Training on Security-Related Topics



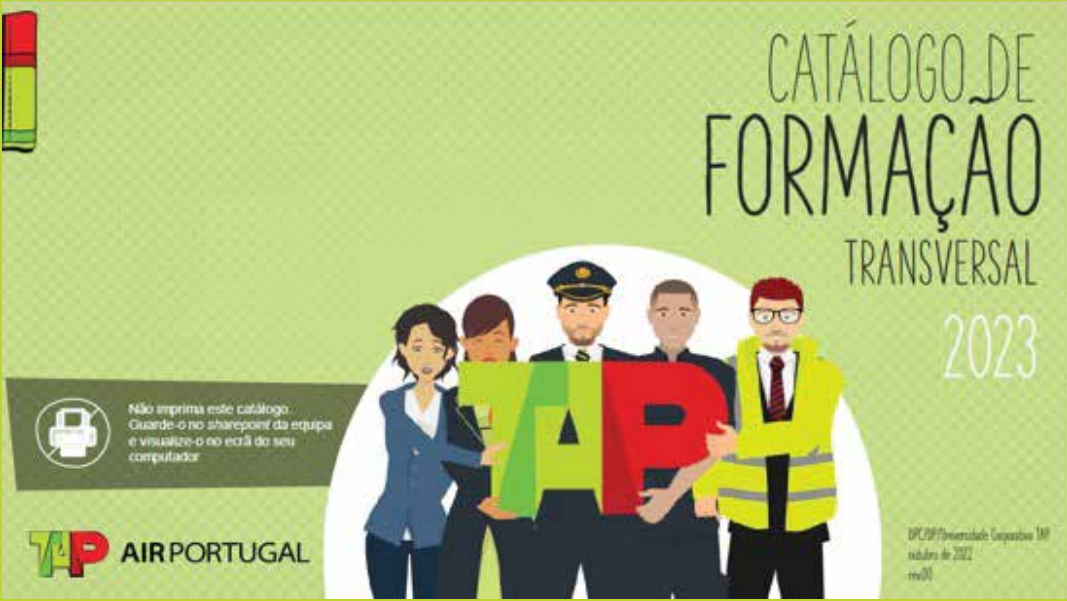
ERP – Emergency Response Plan  
DGR – Dangerous Goods Regulations

These training topics include courses such as:

- Training in basic health and safety principles at work
  - Ex.: Training to act safely
- Training in preventing workplace accidents
  - Ex.: Safety culture and prevention of workplace accidents
- First-aid training
  - Ex.: First-aid in the workplace (initial and refreshment)
- e-Learning Training
  - Ex.: Working safely with display screens
- Safety and health training for the TAP Occupational Health and Safety Commission
  - Ex.: Employees' representatives on the Occupational Health and Safety Commission
- Health promotion and disease prevention actions
  - Ex.: Prevention and control of the consumption of psychoactive substances
- Training on the internal emergency plan and firefighting
  - Ex.: Internal security plan

Other relevant initiatives:

Development and implementation of a Training Plan (Catalogue) which, in addition to meeting the specific and functional needs of the various areas – through the Training Needs Survey (TNS) process – also included a catalogue of transversal behavioral and technical-functional skills, eligible for all employees.



The training offer included more than 30 courses:

Power Skills	No. Topics
Personal Development	8
Finance	1
Management	1
Analytics	1
Languages	3
Pedagogy	2
Basic Skills	No. Topics
IT skills	4
Health	4 (2 e-Learning)
Cybersecurity	8 (e-Learning)
Environment	1 (e-Learning)
Legal	5 (e-Learning)

Training Needs Survey Process

Implemented across the board, it is one of the main critical success factors for the effective development of the Training Plan, which meets the real needs of employees and the Organization. Of the total number of training requests within the scope of this process, and with the aim of upskilling teams, 88% were identified in the training catalogue and 12% extra catalogue, i.e. specific training of the areas.

Leadership Take Off



Training dedicated to Directorate managers and Managers new to their functions. A total of 84.5 hours with the aim of training and empowering new leaders in their growth and development, particularly in management and leadership skills.

Two training actions were carried out, with 25 trainees each, in a total of 50 leaders in 2023, who completed this leadership development program in this population, considering that in 2022, 104 managers underwent this training.

- Permanence pact**  
In 2023, the applicability of permanence pacts began, particularly in technical training considered relevant and valued in the job market (e.g.: Specific Training within the scope of the Maintenance Training Organization – MTO).
- Relationship models**  
Maintenance and operationalization of relationship models already agreed between the TAP Corporate University and various Directorates/Areas of the Company (Maintenance and Engineering, Safety and Security (Safety area), Compliance Monitoring) and celebration of a new relationship model with the Safety and Security Directorate – Emergency Response Planning area. These models aim to optimize the training process through the detailed description of the functions and the degree of responsibility of each of the parties involved.
- Development of a Pedagogy course**  
The Trainer's Purpose – with this course, the aim is to highlight how the trainer's attitudes and behaviors in the human and pedagogical domain can improve the quality of training and provide an excellent learning experience. Identifying behaviors that can increase trainees' motivation and making the best use of teaching materials are some of the challenges proposed.



## Transformation Journey

The result of the organizational climate study carried out by Great Place to Work (GPTW) in 2022, the first in the post-pandemic period, together with the workshops carried out with all Directorates, seeking to involve the largest number of employees, was the driving force for defining TAP's transformation journey during 2023.

### GPTW Workshops in Numbers



### Objectives of TAP's Transformation Journey

- Align the strategy**  
Bring clarity and alignment to the Company's strategy and how each employee can impact results through a performance cycle.
- Develop leadership**  
Help leaders engage their teams, develop new skills and work more effectively.
- Develop teams and individuals**  
Promote the performance of teams and individuals through training, workplace support and alignment on a common working method.

### The initiatives in numbers



Of the various initiatives developed, those related to training stand out, as nine training topics were taught, covering approximately 1,861 trainees in 107 actions, totaling 4,686 hours of training.

## Great Place to Work 2023

Carried out in November 2023, the study made it possible to evaluate and validate the impact of the various initiatives, in different areas throughout the year, as well as identify areas for improvement for the year 2024.

With a participation rate of 47%, the study showed an increase of 17 percentage points in the overall favorability rate, which was 49%, in line with the industry. This increase was transversal to all dimensions evaluated. However, the following stand out:

- The most significant increase, from 17% in 2022 to 49% in 2023, in the Strategy and Future Perspectives dimension;
- The dimension with the best result, Growth and Development, with 58% in 2023, versus 43% in 2022;
- The dimension with the worst evaluation was Team Dynamics, despite a growth from 26% in 2022 to 39% in 2023.

The work carried out in 2023 continues throughout the present year, with the teams working on action plans to promote improvements throughout the Organization, both in operational and corporate areas, considering the results of the study carried out.<sup>a</sup>

## Benefits

In terms of benefits, access to the nursery and cafeteria with special prices for employees stand out, support that is highly valued within the scope of social support. The Company provides health insurance and life insurance, as well as a wide range of partnerships, namely with gyms and education and leisure services. The granting of travel facilities at special rates (conditional on the availability of unsold seats, for the employee, family members and companions) also constitutes an important benefit for TAP employees, whose opportunity to take advantage of the Company's services enhances their commitment to same and underpins the desire to provide the best air transport service.

Like many other organizations, TAP has been embracing the changes associated with new technologies and the evolution of a challenging global work environment, promoting the adoption of different ways of working that encourage collaboration, efficiency and a positive working experience. Smart working is a work model based on a flexible approach

to organizing work and management, among others, time worked and workplaces, based on digital technologies made available to employees. The implementation of the smart working policy at TAP allows all eligible employees to optimize the benefits of working, both remotely and in person.



## » Occupational Health and Safety

TAP ensures the constant reinforcement of the Occupational Health and Safety culture, with the involvement and commitment of all management levels and the contribution of all employees and other stakeholders, to consolidate and guarantee the necessary conditions for adapting to new job demands, namely responding to the challenges of an activity marked by the highest safety standards in the aeronautical industry.

Occupational Health and Safety plays a fundamental role in combating professional risks and promoting well-being at work, thus complying with applicable legislation. Its function is essentially preventive, and its mission is to create and maintain safe and healthy working environments, which promote the physical and mental health of its employees.

In this context, the specific objectives of TAP are to promote quality of life at work, prevent and reduce the number of work accidents, monitor the health of employees, identify, assess and control risk situations to which they are exposed in workplaces and reduce risk factors associated with occupational diseases, in a multidisciplinary way. Everyone's awareness of ensuring healthy work environments has an impact on employee productivity and satisfaction and on the Company's sustainability.

### Occupational Health and Safety Management

The Company's occupational health and safety management is jointly managed by UCS and TAP, promoting integrated and comprehensive actions in various areas of occupational health and safety. UCS – Cuidados Integrados de Saúde is the TAP Group company responsible for the occupational health of its employees, being certified by NP ISO 45001:2019 for the Occupational Health and Safety service and accredited in Quality in Health by the Direção Geral de Saúde DGS (General Directorate of National Health).

TAP adopts a structured process for assessing hazards and risks to the health and safety of employees, arising from circumstances in which the hazard occurs in the workplace. Risk assessment aims to prevent work accidents and occupational diseases, implementing, to the effect, risk control measures.

Periodic assessments and audits are carried out to enable the proactive detection of non-conformities and the monitoring of implemented correction and mitigation actions, following a validated methodology and regularly applied by health and safety technicians.



In this matter, TAP's commitment defines the following priorities and actions:

- Promote and maintain the physical, mental and social well-being of employees;
- Identify predictable risks in all of the Company's activities, in work locations and processes, ensuring the adoption of appropriate measures to protect employees;
- Reduce accidents in order to reduce the number of incapacity situations, lost working days and the resulting economic and social costs;
- Provide working conditions that allow for the safety and health of employees;
- Ensure or monitor the implementation of prevention measures;
- Ensure that harmful factors in the work environment, namely agents of a chemical, physical and biological nature, do not exceed exposure levels that could put employees' health at risk;
- Promote information, training, consultation and participation of employees and their representatives;
- Apply and monitor European Union (EU) legislation in force in this matter;
- Evaluate and select Personal Protective Equipment (PPE) adapted to each employee, in order to reduce exposure to risk, as well as raise awareness among employees about compliance with rules in the matter of PPE.

Due to the resumption of the post-pandemic activity, the recording of accidents reported between 2021 and 2023 was not considered a warning sign. The main type of work accidents maintain a physical nature, with an emphasis on injuries caused by air pressure alterations during the flight, incorrect posture or excessive physical exertion.

Work accidents	2021	2022	2023
No. of deaths resulting from work accidents	0	0	0
No. of work accidents of mandatory communication to Autoridade para as Condições do Trabalho (ACT)	0	2	0
No. of work accidents reported	305	879	1,361

TAP provides several means for employees to report any problems or concerns related to occupational health and safety, including voluntary reporting tools - such as the Flight and Cabin Safety Report - or via the Occupational Health and Safety Commission, management, or occupational health and safety technicians of HCU.

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 disease statistics;
- Issue reports and recommendations to improve occupational health and safety conditions.

### Occupational Health

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 upon their return to work after an illness or a work accident. Alongside this, the ergonomic evaluation of workstations and working conditions is also carried out to reduce the risks of muscular-skeletal lesions and avoid partial or permanent incapacity arising from a combination of physical, psychosocial, organizational and individual factors.

These services also offer training in first aid for employees with duties on board or on the ground, provide health care to all employees at delegations and offer an opportunity for employees to receive psychological monitoring.

In the scope of health and well-being, TAP is also concerned with promoting a healthy life among its employees, with the initiatives *Programa Saúde Mais* - recognized and supported by the Direção Geral de Saúde, which includes awareness-raising actions, prevention and early diagnosis -, free screenings, traveler consultations or monitoring plans for several health conditions and chronic diseases, being highlighted.

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

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

### Employee training in Occupational Health and Safety

- Basic principles of OHS
- Prevention of workplace accidents
- First-aid for navigation and ground employees
- Medical First Aid and Health Safety (IATA – Crew)
- Working safely with display screens
- Internal emergency plan and firefighting
- Emergency plan simulation
- Seminars – Psychological self-care, Psychological first-aid, Aviation medicine, Psychosocial risks
- E-Learning training – *Programa Prevenir* / prevention and control program for the consumption of psychoactive substances in the workplace

### Employee-health promotion

- Emergency service available 24 hours a day, 365 days a year, at the clinic in Lisbon, from 08:00 to 00:00, and home assistance between 00:00 and 08:00
- At delegations, 24-hour medical monitoring is provided by service providers
- Access to more than 20 specialties and skills at the clinic in Lisbon, particularly aimed at TAP employees
- Ambulance to assist Lisbon Airport and TAP Campus employees every day, 24 hours a day
- Health and well-being programs for all employees
- UCS healthcare telephone support line for all employees
- UCS telephone support line – *Programa Prevenir*
- Random screenings within the scope of the prevention and control program for the consumption of psychoactive substances
- Integrated support and intervention program within the scope of addictive behaviors
- Safety Coach program – volunteering program by and for cabin crew, aiming to build a culture of health and safety at work and the empowerment of cabin crew

Ensuring occupational health and safety in addition to complying with standards and promoting the well-being of employees is fundamental to the sustainability of TAP's business and the sector itself.

# 03

## Environment

3.1 Emissions and Climate Change Management

3.2 Sustainable Aviation Fuels

3.3 Reduction, Recycling, Reuse and Upcycling

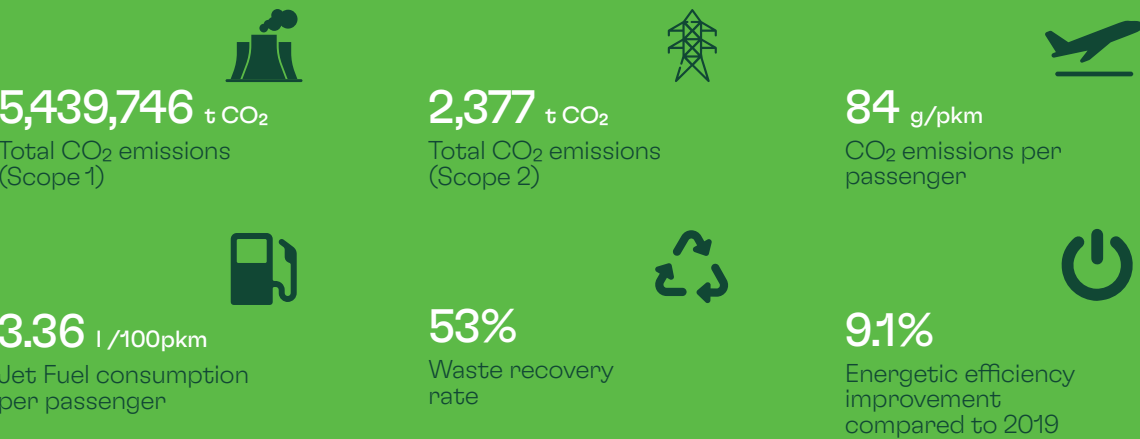
3.4 Other Initiatives



# Environment

In redefining its vision for the future, TAP identified five important pillars of strategic action, where the Planet assumes one of the prominent positions. 2023 will be marked as a year of deep and interdisciplinary reflection across the different areas of the Company, with the aim of defining a robust medium-term strategy aligned with relevant material topics, where the environment plays an essential role.

TAP is committed to ensuring compliance with IATA's resolution to achieve zero carbon emissions by 2050, which will only be possible with the involvement of all stakeholders.



To optimize the control of relevant environmental aspects of its activity through a structured and planned approach to environmental management, TAP established as a strategic objective for next year the implementation and certification of the IATA Environmental Assessment (IEnvA) program. This voluntary certification, based on the ISO 14001:2015 standard and adapted to the aviation sector by IATA, presupposes the implementation of environmental policies and procedures that will contribute to improving the Company's environmental performance, towards a more sustainable operation.

**Sustainable Development Commitment**  
**Obtain IATA environmental certification, in 2024**

## Emissions and Climate Change Management

For TAP, decarbonization represents the great challenge for a more sustainable mobility, as the aviation sector is still extremely dependent on fossil fuel and the solutions and technologies focused on the energy transition are not globally available. The Company continues to work on concrete projects and initiatives with a positive and measurable impact on reducing its carbon footprint.

In 2023, TAP's energy and environmental efficiency indicator improved by 0.6% compared to 2022 and 9.1% compared to 2019.

**Jet Fuel consumption per passenger (l/100pkm)**



**CO<sub>2</sub> emissions per passenger (g CO<sub>2</sub>/pkm)**



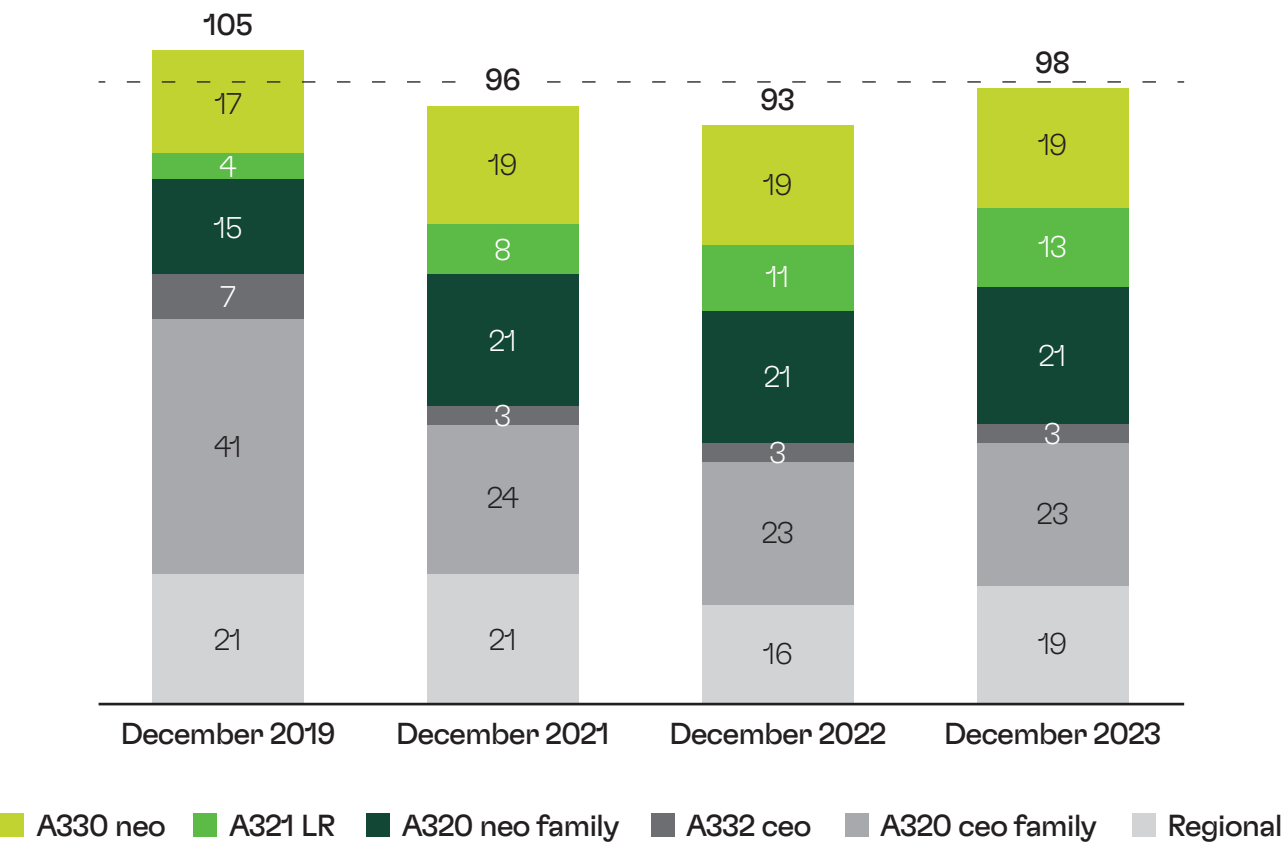
**Sustainable Development Commitment**  
**Reduce in 20% the CO<sub>2</sub>/pkm emissions by 2030**  
(baseline 2019)

Fleet

The fleet is one of the fundamental pillars of TAP's value chain, and the Company is continuously investing in innovative initiatives and technologies to improve operational efficiency and reduce carbon dioxide emissions.

At present, the Company has a robust aircraft modernization program underway that foresees the phase-out of operation of older and less efficient aircraft, gradually replacing them with aircraft with better energetic and environmental performance.

Evolution of TAP’s fleet renewal program:






In 2023, TAP's fleet was comprised of 98 aircraft, 54% of which were state-of-the-art (Airbus NEO), presenting an average age of 9.6 years.

Currently, TAP's NEO fleet is characterized as one of the most recent fleets in Europe (3.9 years).



TAP Neo fleet

				
	A330-900neo	A321-200LR	A321-200neo	A320-200neo
Number of aircraft	19	13	10	11
Avg. Fleet age (years)	4.6	2.8	4.9	3.8

TAP fleet

				
	A330-200	A321-200	A320-200	A319-100
Number of aircraft	3	3	15	5
Avg. Fleet age (years)	15.9	21.5	18	23.1

TAP Express

		
	Embraer 195	Embraer 190
Number of aircraft	7	12
Avg. Fleet age (years)	12.7	12.7

In addition to the integration of new aircraft, in 2023 TAP continued the Aircraft Weight Reduction project, which aims to identify and implement initiatives that allow reducing the weight transported on board its aircraft through the replacement and/or removal of items unrelated to its certification. Through this project, it was possible to implement 15 initiatives, including the updating of the trolleys used in the operation (replacing older ones with more modern, lighter ones), as well as the review of catering boarding plans. Overall, the measures identified within the scope of this project have the potential to reduce annual consumption by around 1700 tonnes of fuel, thus avoiding the emission of approximately 5,350 tonnes of CO<sub>2</sub>.



### Sustainable Development Commitment

**> 75% of the TAP fleet to be new generation by 2030**

## Operational efficiency programs

The efficient management of TAP's regular operations contributes positively to the Company's sustainability. Over the last decade, several projects have been implemented with very important results in terms of economizing resources and reducing consumption and emissions.

### Electronic Flight Bag system with new Controlled-Portable Electronic Device

In 2023, TAP obtained operational approval from the Autoridade Nacional da Aviação Civil (ANAC) (National Civil Aviation Authority) for a new controlled-Portable Electronic Device (c-PED) to replace the previous devices, already obsolete, which serve as support hardware for TAP's Electronic Flight Bag (EFB) system. The EFB, which takes the form of a tablet for its end users, allows pilots to carry out operational management of the flight plan during same, calculate take-off and landing performance in offline mode and consult operational documentation and navigation charts in digital format.

This system will enhance the Company's digital transformation and will allow, in the future, the elimination of the use of paper information, significantly reducing the weight on board and, consequently, fuel consumption and carbon dioxide emissions from the operation.

This new equipment will be gradually acquired and integrated into the refresh cycle, replacing previous models. The new c-PED will also significantly reduce the number of breakdowns, thus increasing the resilience/reliability and cybersecurity, and promoting an improvement in the sustainability of the operation.

### Availability of the application – MyfuelCoach

In the last quarter of 2023, the application MyfuelCoach was made available to the Airbus fleet's technical crew. This application uses the developments carried out in recent years in modernizing monitoring systems and identifying the best fuel saving opportunities, and completes the implementation of the tool Skybreathe. This application offers the pilot instant and personalized feedback on the flight's operational performance, identifying areas for improvement in fuel consumption.

### Implementation of the technological solution – OptiClimb

With the aim of optimizing fuel consumption and reducing emissions associated with the ascent phase of the flight, TAP is testing the implementation of the technological solution OptiClimb.

This innovative solution makes it possible to calculate optimized speed values for the different phases of the aircraft's ascent. These values are determined through an optimization algorithm developed by Safety Line, using machine learning models applied specifically to each aircraft and under real environmental conditions.

### SESAR17 – Implementation of SESAR solutions in the TAP fleet

In 2023, the project SESAR17 was continued, aiming to install on board aircraft solutions leading to the achievement of the objectives of the European Union modernization program – Single European Sky ATM Research (SESAR).

In general terms, this project aims to implement systems that promote flight safety and efficiency, namely:

- Required Navigation Performance – Authorization Required (RNP-AR APOH)
- Runway Overrun Prevention System (ROPS)
- Ground Based Augmentation System (GBAS) Landing System (GLS)



The successful implementation of these systems guarantees the modernization of the TAP fleet, with significant improvements in safety levels with the Runway Overrun Prevention System and the possibility of opening new routes, given the aircraft's ability to make Required Navigation Performance – Authorization Required and/or Ground Based Augmentation System approaches. In addition, important savings are expected in terms of fuel consumption, a reduction in carbon dioxide emissions, airport taxes and air navigation service fees, an increase in airspace capacity and a reduction in the number of flight cancellations due to poor visibility.

### Electric mobility program in the operational fleet

Committed to reducing its global Scope 1 emissions, TAP started a program to renew the Maintenance & Engineering operational fleet in 2023, with the aim of gradually replacing combustion vehicles with electric vehicles, contributing positively to the established environmental goals. Assuming the operational role of these vehicles, its integration also contributes to improving local air quality, with a positive impact on health.



The transition from the use of these combustion vehicles to electric vehicles will allow TAP savings of around 5,000 liters of fuel/year.

In addition to this initiative, TAP began installing an electric vehicle charging network in its facilities in Lisbon, allowing the charging of operational and employees' vehicles as well as visitors' vehicles.

This project is part of an investment plan that reinforces the Company's commitment to its employees and the planet.

### Modernization of facilities and workspaces

TAP recognizes the importance of creating modern, energy-efficient environments and workspaces for its employees across its extensive infrastructure, which includes corporate offices, support buildings, warehouses, hangars and maintenance workshops. As part of its commitment to sustainability and the well-being of its employees, TAP seeks to optimize workspaces to reduce energy consumption and increase productivity.

Currently, the facilities where the Headquarters of TAP – TAP Campus – are located are covered by an Energy Rationalization Agreement, for the period 2020-2027, approved by the Direção Geral de Energia e Geologia (DGEG) (General Directorate of Energy and Geology), which was based on an energy audit carried out of the facilities in 2020.

Some of the modernization interventions carried out in 2023 on the TAP facilities are highlighted below.

### TAP Premium Lounge Atlântico

In 2023, TAP began construction of a **new premium space** for TAP and Star Alliance passengers in the non-Schengen area of Lisbon Airport. This space, with capacity for around one hundred people, stands out for its celebration of Portugueseness in all its details.

During the construction process, sustainability and energy efficiency were priorities. LED (Light Emitting Diode) luminaires were selected, and a centralized intelligent system DALI (Digital Addressable Lighting Interface) was implemented, which allows individualized control of lighting, providing greater energy efficiency by significantly reducing energy consumption.

When choosing the decoration, TAP was inspired by the typical facades of Portuguese houses, seeking to incorporate characteristically Portuguese materials such as cork, burel (a kind of felt made up of wool and linen) and tiles. These choices reflect TAP's commitment to embracing its characteristic Portugueseness, offering premium experiences to its passengers and maintaining its values regarding sustainability.





### **Centralized energy technical management system**

In 2023, TAP continued the implementation of the centralized energy technical management system, with the aim of achieving a more efficient operation of the facilities with the lowest possible energy consumption and maintenance effort, ensuring a safe and comfortable environment for all employees. Once completed, the system will allow the monitoring of installations to identify areas for improvement from the point of view of energy savings, in addition to allowing the centralization of information, enabling control and intervention of all facilities.

### **Modernization of TAP's Maintenance & Engineering operational facilities**

Workshops and maintenance hangars are responsible for 59% of the TAP Campus' electricity consumption. In this sense, whenever interventions are carried out in these spaces, TAP seeks to implement the most energetically sustainable solutions, providing an improvement in the facilities' performance.

For example, in 2023, lighting was replaced in different operational spaces with LED luminaires (more than 900), which are more energy efficient. To reduce dependence on artificial lighting and promote a more efficient use of energy, approximately 70 old skylights were also replaced, allowing energy savings of 25%, compared to the use of luminaires.

### **Carbon dioxide emissions offset program**

In addition to the projects and studies that have been developed with the aim of decarbonizing its operations, TAP has been looking for solutions that can contribute to reducing the environmental impact.

The voluntary carbon dioxide emissions offset program, available at TAP since 2009, is an example of this. Although the Company recognizes that offsetting emissions is only a small contribution to tackle climate change, this program provides our customers with options for supporting climate action around the world by supporting certified projects to reduce CO<sub>2</sub> emissions in other areas of the world.

With the aim of offering more comprehensive solutions, TAP has, since October 2023, a new partner in the carbon dioxide emissions offset program – Chooose. With this change, it is TAP's objective to extend the program to other customers – Corporate and Cargo – giving them the possibility of voluntarily monitoring, controlling and offsetting emissions associated with their activity, supporting certified projects, through the provision of dedicated dashboards.

Since the beginning of the program, more than 145 thousand tonnes of carbon dioxide have been offset by passengers through certified projects.



## Environmental training of employees

Training employees in environmental matters is crucial to promoting a culture of sustainability within the Company and investing in their training on environmental issues provides them with a broader understanding of the challenges facing the sector. With this knowledge, employees become more involved and motivated to adopt sustainable practices, at work and in their personal lives.

## Highlight

In 2023 TAP maintained its environmental training plan – AGIR ECO – providing awareness-raising information on the environmental impact of air transport, focusing on various topics, such as the energy and environmental efficiency of the entire operation, the efficient management of resources and good environmental practices in terms of segregation of industrial waste in warehouses and industrial workshops.

## » Sustainable Aviation Fuels

Sustainable aviation fuels, better known as SAF, are an alternative to fossil fuels, as they reduce greenhouse gas emissions by between 70% and 80%.

Unlike conventional fuels, SAF is produced without relying on non-renewable natural resources. These fuels use diverse raw materials, such as used cooking oils (UCO), vegetable oils, municipal solid waste, among others. In addition to SAF, there is also e-SAF, a synthetic fuel, produced using cutting-edge technologies, such as carbon capture and hydrogen electrolysis, using renewable energy.

Focused on looking for solutions that allow the gradual decarbonization of its operation, in 2023 TAP started a SAF consultancy project with the aim of examining current regulations, availability and best practices. In this project, in addition to trying to anticipate changes in regulatory pressures on the aviation sector, TAP sought to understand the SAF production process, existing technologies, available and eligible raw materials for its production, as well as identify possible projects and/or partners at national level.

This goal reflects TAP's objective of playing an active role in the country's energy transition, through the adoption of more sustainable practices. The Company will thus exceed currently existing regulatory expectations, reaffirming its commitment to building a more sustainable and responsible aviation sector.

To achieve this goal, TAP has already started working on an action plan, through which it hopes to sign Offtake Agreements and Memoranda of Understanding (MoUs).

In the future, the demand for SAF and e-SAF will be significant, and it will be essential to increase the production of these fuels, to guarantee their availability to all airlines on a global scale. As such, TAP maintained its association with CoLAB BIOREF – Laboratório Colaborativo para as Biorrefinarias – and continued the partnership in the Move2LowC project, participating in two subprojects where it shared its operational and regulatory experience in the aeronautical industry:

- Refining autotrophic microalgae into biojetfuel – PPS1;
- Production of biomass by fermentation for refining into biojetfuel – PPS2.

This project was completed in 2023, and it was not possible to achieve the objective of producing biojetfuel in sufficient quantity to carry out tests on the engine bench. However, it proved to be an important forum for sharing knowledge and innovation, allowing the creation of new future partnerships at both national and European level.



**Sustainable Development Commitment**  
**Fly with 10% SAF by 2030**



# Reduction, Recycling, Reuse and Upcycling

## Sustainability on board - Sustainable Cabin

Currently, TAP has one of the youngest fleets in Europe, equipped with the latest state-of-the-art engines, which allows it to achieve important levels of efficiency. Aircraft cabins are made of lighter materials, with the aim of reducing weight on board, enabling savings in terms of fuel consumption and carbon dioxide emissions. In addition, the development of projects that promote efficient product management on board is critical to promoting a more sustainable operation.

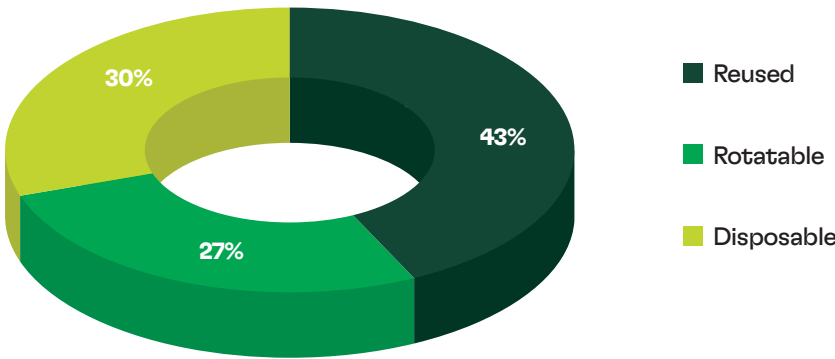
TAP's priority in this field has been the analysis of customer consumption and profiles, to not only meet their expectations, but also optimize boarding plans, this being the main way to avoid waste and maximize the recovery of reusable items.

At the same time, a consistent effort has been made to replace disposable items with rotatable materials, and to promote, whenever possible, the use of recycled and recyclable items to replace disposable items.

**Sustainable Development Commitment**  
**Recycle 100% in flights with arrivals at the Lisbon hub by 2030**

In 2023, TAP presented a total of 292 products on board (meal complements, amenity kits, hygiene and disinfection products, non-consumable materials, gear), of which 43% are recovered for new flights (whenever closed and not made available to passengers), 27% are rotatable and 30% are disposable.

### Typology of products on board



TAP recognizes the exceptional quality of products and services of national suppliers. Thus, of all 292 products, 75% come from national suppliers and 25% from foreign suppliers. This measure also makes it possible to significantly reduce carbon dioxide emissions associated with the road transport of the products supplied.

## Towards smarter regulation of international catering waste (category 1) in aviation

TAP signed, in 2023, the IATA declaration requesting an update to the regulations regarding international catering waste. In the current regulatory context, waste from the European Union is allowed to be processed and recycled, while waste generated on flights from outside the EU must be incinerated or sent to a landfill.

Although these regulations are intended to prevent disease outbreaks, recent studies have shown that there is no evidence that catering waste actually increases this risk.

### Towards Smarter Regulation of International Catering Waste (Category 1) in Aviation

European Union (EU) animal health rules undermine the ability of the aviation sector to make a positive contribution to the circular economy through cabin waste prevention, reuse and recycling initiatives.

While waste generated on flights operating within the EU can be efficiently processed, recycled and reused, the same is not true for waste from international flights, originating outside the EU.

Back in 2002, the EU introduced the Animal By-Products legislation (Reg. 1774/2002) which classified international catering waste (ICW) as a biohazardous waste (Category 1). The current EU legislation (Regulation (EU) 1069/2009) requires that ICW is subject to strict control and treatment by incineration or disposal by deep burial in an authorized landfill. Given the sector's robust food hygiene controls, that ensure airline meals are safe for human consumption, this biohazardous classification seems disproportionate. Food safety is a critical concern for airlines with meals being prepared in accordance with the Hazard Analysis and Critical Control Point (HACCP) food safety protocols, developed by National Aeronautics and Space Administration (NASA) as part of the outer space exploration program. It is understood that bio-waste from households, restaurants and workplace canteens was deemed low risk (Category 3) due to the application of the same food safety regulations and HACCP procedures.

In response to an EU parliamentary question in October 2022, the EU Commissioner for Health and Food Safety confirmed that the "Commission has not undertaken a quantitative risk assessment concerning health risk that international catering waste represents to animal health (Category 1)". (E-003319/2022; 23 November 2022). Although the sector fully supports the aim of the regulation in minimising the spread of animal diseases the Commission has been unable to demonstrate the scientific basis for this classification.

The sector estimates that 400,000-450,000 tonnes of ICW Category 1 is generated each year, which could be reduced by up to 40% if uncontaminated waste could be reused or recycled, according to an IATA study.

In order to determine the potential risks to animal health posed by ICW, IATA commissioned a study from a food safety and animal health consultancy and the key findings include:

- Animal disease outbreak: There is no evidence that ICW from airlines has caused an animal disease outbreak, even prior to the implementation of prescriptive legislation not in countries with no legislation.
- Risk assessment: There is no evidence that quantitative risk assessments of animal disease outbreaks from ICW were undertaken prior to the implementation.
- Regulatory impact assessment: There is no evidence that regulatory impact assessments including airline industry consultations were undertaken prior to the implementation of ICW legislation. It is unclear if regulators are aware of the environmental, social and economic impacts of this legislation, including international implications.

\*This target considers the [ICW study](#) data of 1.42 kg per passenger (from approximately 200 million passengers in total in 2019) according to [ICW study](#).

- Milk and milk products: Milk and milk products served in-flight that have been subjected to heat treatment do not represent a risk to animal or human health, and there appears to be no scientific justification for them being classified as Category 1.
- Illegal import of meat: The report indicates that the concealed smuggling of meat products in passenger baggage represents a more significant risk to the introduction of animal disease than that posed by catering waste from international flights.

This legislation prevents airlines from making a positive contribution to the EU's ambitions for a circular economy. For example, Directive (EU) 2019/804 encourages the replacement of single use plastics (SUPs) with sustainable alternative materials but the ICW Category 1 classification means that these products cannot be recycled and bio-based alternatives cannot be biotreated. Surprisingly, research indicates that biotreatment is a biosecure and safe means of carcass disposal during animal disease outbreaks with a US enforcement agency report concluding that "thermal inactivation and biological decay eliminates foot and mouth disease virus before composting is complete".

In line with the EU's own better regulation principles, it would seem only appropriate to assess whether this 20-year-old Regulation is still fit for purpose and takes the EU's targets for moving towards a fully circular economy properly into consideration.

### OUR JOINT RECOMMENDATION

In the above context, the undersigned therefore:

- Request that the European Commission **reclassifies ICW as a Category 3 waste**, given the robust food safety protocols that ensure airlines meals are safe for human consumption.
- If this immediate reclassification is not possible it is strongly advised that the European Commission undertakes a **quantitative risk assessment of ICW** and its threat to animal health.
- The quantitative risk assessment results should be used as the basis for the **revision of the ICW provisions of Regulation (EU) 1069/2009**, so the aviation sector can make a positive contribution to the EU's circular economy and meet its own ambitions and passenger expectations on sustainability, whilst maintaining appropriate animal health controls.
- While the risk assessment is carried out and Regulation (EU) 1069/2009 is under regulatory review, it is critical that, in the interim, **EU Member States have access to harmonized guidance on the reuse and recycling of waste for international flights**. The sector stands ready to contribute towards the drafting of this guidance.

The adoption of smarter International Catering Waste (ICW) regulations will result in less cabin waste, more material recovery, financial benefits and improved customer satisfaction whilst supporting policymakers in maintaining high animal health status and contributing to the EU's ambitious circular economy goals. We urge the Commission to work with the sector to adopt mutually beneficial and risk-based smarter regulation of ICW.

\*[https://www.ec.europa.eu/food/policies/food-safety/food-safety-policy/food-safety-policy\\_en](https://www.ec.europa.eu/food/policies/food-safety/food-safety-policy/food-safety-policy_en)  
\*[https://www.ec.europa.eu/food/policies/food-safety/food-safety-policy/food-safety-policy\\_en](https://www.ec.europa.eu/food/policies/food-safety/food-safety-policy/food-safety-policy_en)  
\*[https://www.ec.europa.eu/food/policies/food-safety/food-safety-policy/food-safety-policy\\_en](https://www.ec.europa.eu/food/policies/food-safety/food-safety-policy/food-safety-policy_en)

Introduction of reusable tableware on long-haul flights

TAP is committed to identifying and implementing initiatives that allow the reduction of consumption and reuse of materials, ensuring, whenever possible, recycling.

As part of the onboard plastic reduction project implemented at TAP since 2018, the Company has been looking for solutions that allow for the gradual replacement of single-use plastics with recyclable materials.

In 2023, TAP took an important step by introducing reusable and recyclable tableware in economy class on long-haul flights. From a circular economy perspective, plastic materials used in meal trays, such as salad bowls and base plates, when damaged, are collected and reintroduced into the production process of new units through a closed-loop recycling circuit. By reintroducing these materials into the manufacturing process, the environmental impact associated with waste production is significantly reduced. Made from 25% recycled material, the new reusable tableware highlights TAP's ongoing commitment to innovation and sustainability across its operation.



Pre-ordered meal

TAP has expanded the meal pre-ordering service to business class on all routes operated by the Company.

By adjusting the quantity of products boarded on TAP planes, it is possible to reduce food waste, but also to contribute to a more efficient management of resources on board. Through this initiative, it is also possible to reduce weight on board, reducing fuel consumption and CO<sub>2</sub> emissions associated with the transport of products not consumed.

With this new service, TAP is committed to providing a more sustainable and personalized travel experience to its passengers. This practice is in line with the aviation industry's efforts to promote more responsible and environmentally conscious practices, ensuring quality service to its customers.

Meal orders can be placed in advance, between 30 days and up to 24 hours before flight departure, via the TAP website, on a dedicated page, using the customer's reservation code and surname. The pre-ordering service is available for business class passengers and on flights lasting more than two hours, with possible restrictions due to equipment and route, as well as flight time.





More sustainable new amenity kits

In September 2023, TAP launched a line of new, more sustainable amenity kits for business class, demonstrating not only a commitment to reducing environmental impact, but also a commitment to promoting responsible and environmentally friendly business practices.

These new amenity kits were developed in partnership with the historic Portuguese brand Benamôr, with both companies having sustainability as a concern and priority. The material used in the manufacturing process is rPET made from recycled plastic bottles and other PET waste, promoting the circular economy by giving previously discarded materials a second life. Additionally, the rPET manufacturing process is more efficient, requiring up to 60% less energy and reducing CO2 emissions by up to 30% compared to conventional production methods.

These kits promote Portugueseness, are more sustainable and are available in four colors inspired by Portuguese tradition and the brand's iconic ranges: *Laranjinha*, *Nata*, *Gordíssimo* and *Alecrim*.



The new amenity kit consists of a bag (made of rPET), hand cream (recycled plastic), dental kit with toothbrush (bamboo brush and paper packaging), ear plugs (paper packaging), blindfolds (recyclable material) and socks (made from rPET).

TAP firmly believes that these small changes can have a big impact and remains committed to continuing to implement initiatives that make its operation more responsible.

Materials upcycling and reuse project

Aircraft

TAP has sought to develop the concept of upcycling in its activity as a good practice within the scope of the circular economy. Having as its main objective the recovery of materials derived from the periodic replacement of aircraft parts and based on the creative reuse of materials considered waste (products with no usability on our aircraft), the TAP upcycling project gives life to unique and exclusive pieces, while simultaneously reducing the environmental impact.

The first pieces created in 2018, namely “*Luz Sentada*”, “*Luz em Pé*” and “*Tempo Voa*”, resulted from a combined effort between TAP Air Portugal, Vargas Joalheiros S.A. and the plastic artist ZÉVI (José Victor), to make exclusive and artistic pieces available to the public, signed in a numbered edition limited to 50 units, with a recycled materials content of between 90% and 95%.

After a longer break due to the pandemic, in 2023 this project was resumed, under the name Aircraft, launching new pieces with the interpretation and work of an in-house talent from TAP Maintenance & Engineering. Thanks to this collaboration, trolleys, airplane window panels and seat belt parts, among other materials, have already been reused.



Minibar



Watch



Keyholder



This project continues to grow, with the establishment of partnerships in 2024 that will allow the reuse of TAP uniform fabrics, chair leathers and other discontinued pieces.

These new products are on sale at the [TAP Store](#).

**Christmas Decoration 2023**

During Christmas 2023, responding to a challenge to standardize the image of Christmas tree decorations, we resorted to upcycling disused materials and the experience of the Portuguese start-up United to Remake, specialized in using waste to give life to new pieces.

In this work, 22 meters of fabric previously used to cover old airplane seats, and around 280 parts (blades) from end-of-life engines were recovered.

In the images below, are two examples of the final result of this partnership – Christmas trees - entrance to the TAP Campus and TAP Premium Lounge at the Lisbon Airport.



**Projects to reduce plastic and paper consumption**

**Electronic waybills at TAP Air Cargo**

TAP continues on its path towards a progressive reduction in the use of paper and the development of self-service tools.

In this context, the progressive adoption of e-AWB Air Waybill by TAP Air Cargo customers appears as one of the main initiatives aimed at reducing paper. In 2023, awareness and outreach work were carried out with the main customers in this business area of TAP, to facilitate the transition to digital and, as a result, the e-AWB penetration at the end of 2023 exceeded 60%.

In addition, TAP continued to focus on the development of sales on the digital platforms cargo.one, Webcargo and CargoAi, expanding its offer to pharma cargo reservation and opening these platforms to new geographies, resulting in an increase of 60% in digital sales in 2023.

**Project TransforME – AMOS**

The pace of change in the aviation sector has been accelerating in recent years, challenging companies to constantly evolve and adapt.

With the aim of increasing the efficiency, quality and safety of the operation and, at the same time, reducing the environmental impact, TAP continually seeks innovative solutions, particularly in the Maintenance, Repair and Overhaul (MRO) processes.

In this way, TAP invested in the digital transformation of the Maintenance & Engineering business unit, through the implementation of the software AMOS (developed and marketed by Swiss-AS), which will promote a thorough review and standardization of the Company's business processes, minimize operational risk, reduce costs and paper use, and increase efficiency.

This new solution also offers flexibility to the Maintenance & Engineering area, as it can be quickly adjusted to the rapidly changing demands and trends of the MRO sector, ensuring that AMOS remains a truly directed product that can manage the complex requirements of aviation maintenance.

In 2023, the project continued to be developed, with a scheduled go-live date in 2024, demonstrating a high level of commitment and collaboration between the parties involved. During the year, the focus of the project was the definition of the business requirements and respective processes, migration of data from legacy systems, development of interfaces and respective tests, as well as the component of training and communication between TAP employees.

As part of this transformation, TAP acquired 600 tablets for the Maintenance & Engineering professionals, who are now able to consult manuals electronically, with a resulting reduction in the consumption of around 500 thousand sheets of paper/year, equivalent to 2.5 tonnes/year, being estimated. This transition, in addition to allowing TAP to fly towards a paperless future, also allows for cost reduction and increases the efficiency of operations, by reducing employees' travel time.



**Implementation of a pneumatic tube materials transport system in Maintenance & Engineering**

TAP has a broad infrastructure, covering buildings, hangars and aircraft workshops. To minimize the transport of materials between hangar warehouses via road transport and reduce the use of plastic associated with this transport, TAP implemented a pneumatic tube transport system between hangars.

In 2023, this system was expanded to other hangars, providing fast and safe transport of materials and eliminating fuel consumption associated with transportation vehicles and the use of plastic bags to group materials.

**Improvement of the packaging of products and materials in Maintenance & Engineering**

With the aim of reducing plastic consumption and improving the packaging of products and materials that are made available by the Logistics area to the different Maintenance & Engineering areas, a card punching machine was acquired in 2023, which allows the recovery of obsolete boxes to produce mats, instead of being sent for recycling.

These cardboard mats will replace plastic-based padding materials during packaging, such as small and large bubble films, foam boards and Styrofoam chips.

With this measure, a reduction of 46% is estimated in the annual volume of plastic used in packaging in Maintenance & Engineering.





## Other Initiatives

### Innovation projects

#### Augmented reality in the training of Aircraft Maintenance Technicians

The industry faces significant challenges regarding knowledge retention and dissemination. In recent years, several innovative tools have emerged for the learning and viewing of maintenance instructions.

Through its participation in the European project **AIRMES**, TAP had the opportunity to carry out tests on Virtual Reality and Augmented Reality devices, deepening its knowledge in this field.

In 2023, the Company joined a consortium for the project “**Human-Centric AI-Enabled Extended Reality Applications for the Industry 5.0 Era (XR5.0)**” within the scope of **Horizonte Europa** (Horizon Europe) on Extended Reality (XR), improved with Artificial Intelligence. XR appears as an improvement to Augmented Reality and, in this project, TAP will contribute by sharing information about operational experience and regulations in the aeronautical maintenance industry, collaborating in the development and testing of an XR prototype improved with Artificial Intelligence. For the development of this prototype, the knowledge of TAP’s experienced Aircraft Maintenance Technicians (AMTs) will be used, in that they will train the algorithm on maintenance procedures, which can later be carried out by other less experienced technicians. The objective is to evaluate the viability of XR powered by Artificial Intelligence in training AMTs and helping to carry out maintenance tasks.

This project will begin in 2024 and will last approximately 36 months.

#### TAP Air Cargo – Development of the “BuildUP” and “Automated Freight Measurement System” Projects

During 2023, TAP Air Cargo reinforced its commitment to achieving improvements in operational efficiency through the consolidation and development of efficiency projects such as BuildUp and Automated Freight Measurement System (AFMS) that aim to optimize space management in air cargo transport.

Buildup is a digital tool that optimizes cargo loading on aircraft, allowing a more efficient and balanced distribution of cargo weight, which results in space savings and increased capacity and allows maximizing the quantity of cargo transported per route.

AFMS consists of the implementation of an automatic system for capturing the dimensions of all cargo moved at the Cargo Terminal of the Lisbon hub, allowing the reading and recording of the precise dimensions of the goods to be automated without any need for manual intervention, as well as ensuring greater rigor in the quality of the information in the cargo management system and, consequently, greater efficiency in managing the operation. Increased data reliability (rigorous freight dimensions) makes the loading process more agile and with shorter execution times, enhancing loading optimization.

Both projects, by optimizing the process of loading and transporting goods, contribute to a more efficient, safe and sustainable operation.

### Animal transport

TAP complies strictly with all the requirements established in the IATA Regulation for the air transport of live animals, as well as the protocols of the Convention on International Trade in Endangered Species.

Since 2015, TAP prohibits the shipping of animal trophies, laboratory animals and any parts of species listed as “Endangered Animals” as cargo.

In 2017, TAP signed the Buckingham Palace Declaration, committing to combat the illegal wildlife trade, following the 2016 IATA AGM (Annual General Meeting) Resolution, which denounces illegal wildlife trafficking and commits to collaborating with government authorities and conservation organizations in the fight against trafficking in protected species.

In 2023, TAP Air Cargo ensured the transport of several live animals through important species preservation programs, such as a sea turtle rescued in Scotland – returned to its natural habitat – or a koala that is now residing in Lisbon Zoo, within the scope of the Endangered Species Convention program.





# 04

## Our Customers

4.1 Health and Safety

4.2 Data Protection and Cybersecurity

4.3 Customer Satisfaction



# Our Customers

TAP recognizes that its responsibility goes beyond ensuring a regular, efficient and safe air transport service for passengers and cargo. Ensuring the health and safety of customers and of their personal data is central to its activity, as ensuring the well-being and satisfaction of customers is an absolute priority for the Company, its reason for being.



## » Health and Safety

TAP is committed to delivering the highest level of operational safety performance in all activities, complying with industry regulations, standards and best practices, to ensure that all aircraft and equipment are in safe operating condition.

Through training and developing the skills of its teams, the Company ensures that all professionals involved in the operation are up to date on the latest safety standards and operational procedures.

A proactive approach to safety is also maintained, through the implementation of advanced monitoring and preventive maintenance systems, to identify and resolve, whenever possible, potential problems before they can affect the operation. The constant concern with safety reflects not only TAP's commitment to passengers, but also to employees, partners and the entire business network.

Following the guidelines of the World Health Organization (WHO) and local governments, TAP also adopts preventive measures against the spread of infectious diseases on board, aiming to guarantee the health of passengers. Comprehensive health and safety measures are also implemented to protect customers during their journey and appropriate security inspections of passengers and baggage are carried out before boarding. The security teams at airports, duly trained and experienced, as well as the teams on board, guarantee compliance with standards, ensuring the safety of passengers.

An example of a flight security action is the three-yearly training provided, in conjunction with the Polícia de Segurança Pública (PSP) (Public Security Police), to the crews, such that these understand how to act in the face of passengers with disorderly behavior and/or other situations that jeopardize the safety of the flight.

In addition, 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.

Through these combined practices, the Company seeks not only to comply, but to meet and exceed all security requirements, aiming to provide a reliable and safe experience for all its customers.

Operational Safety and Security of people and assets are two closely related internal organizational areas, which operate in different business processes, ensuring synergy between teams with different knowledge specialties.

- The Safety area covers the necessary human factor strategies, processes, procedures and principles, including fatigue, to ensure effective risk identification and management;
- The Security area covers security and protection measures for customers, employees and all relevant parties, ensuring the security of facilities, aircraft and other assets.

In line with regulations in force, training in Security is mandatory in the exercise of civil aviation functions, with the aim of reducing the risk of security-related threats. In this sense, TAP assumes the target of 100% of the training required by the regulatory standards.

### Safety in operations

Safety is the fundamental operational standard and a constant, being at the base of all operations, and of essential consideration in all circumstances.

TAP's Safety Management System (SMS) is an organized, predictive and proactive safety management system and is one of the main elements considered in the formulation of the Company's strategic plan and objectives. 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) is ensured. Additionally, TAP is IOSA (IATA Operational Safety Audit) certified since 2003, attributed by IATA, subject to biannual revalidations, the last one being carried out in June 2022.

With the aim of continually improving safety, TAP's Safety Policy and the SMS were developed and implemented proactively to ensure the effective identification and management of risks. All TAP employees have the responsibility to act in accordance with applicable laws, standards and best 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 responsibility for Safety in operations was established for all management levels. The Safety & Security Review Board (SSRB), the different Safety and Security Action Groups (SSAG) and the Departmental Safety Action Groups (DSAG), shown in the image below, meet regularly to evaluate the effectiveness of the 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 Company's Executive Commission. Establishing, measuring and regularly reviewing Safety indicators and objectives is fundamental to the continuous progress of TAP's performance in terms of safety.



Different intervening entities in TAP's Safety topic

### Emergency Response Planning

To provide adequate training and preparation in terms of emergency management, TAP also develops, within the SMS, the Emergency Response Planning (ERP), a program 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, crews, family members and other workers, while maintaining the Company's reputation and operational safety.

The tables below report the number of accidents occurring in this context and the number of emergency response exercises carried out between 2021 and 2023.

Number of accidents in the scope of Safety occurring between 2021 and 2023

No. of accidents	2021	2022	2023
	0	1*	0

\*accident occurring during a landing in Conacri, due to the unauthorized entry of a motorized vehicle on the runway.

Number of Emergency Response exercises carried out between 2021 and 2023

No. of exercises	2021	2022	2023
	12	23	27



Safety Performance

Daily monitoring of flight data is one of the main vectors of action when it comes to managing Safety performance. Flight data provides 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, highlighting the monitoring of exceedances during operation, the Fuel Conservation project, the OptiClimb model and the monitoring of the performance of aircraft engines, with data confidentiality always being guaranteed. To ensure more effective risk management processes, TAP aims to have a flight data recording rate greater than 95%, above the minimum value defined by the authorities.

Data4Safety

The dedication to excellence in flight data management served, in 2023, as the basis for TAP joining the voluntary partnership program Data4Safety, led by EASA. This program aims to facilitate the sharing and analysis of data to identify and manage aviation safety risks, promising to bring substantial benefits to European aviation by strengthening safety intelligence capabilities. For TAP, this enables the definition and implementation of new Safety Performance Indicators (SPIs), allowing comparisons with other operators participating in the program. Additionally, the Company intends to actively integrate the knowledge acquired in identifying and managing risks, contributing to a more effective proactive management.

Reporting culture | Integrated Quality and Safety Management System

By continuously promoting a reporting culture in which everyone feels encouraged to address their concerns with operational safety, related to processes or human factors, including fatigue, and to report risks, occurrences or any issues resulting from organizational or individual performance, TAP is permanently engaged in the development of a fair culture of reporting. With the aim of facilitating the integration and efficiency of processes associated with safety risk management, where the occurrence reporting scheme is crucial, the Company invested in updating the Safety management reporting system.

Successfully implemented at the beginning of 2023, the Integrated Quality and Safety Management System (IQSMS) made it possible to integrate the reporting and risk management modules and control the issuance of recommendations, as well as the monitoring of the reporting and compliance culture, all in one solution. This system update simultaneously promotes the integration of processes between the Operator, Maintenance & Engineering and Compliance Monitoring areas, and a significant reduction in the use of paper. The implementation of this platform was an important achievement for TAP, as it made it possible to analyze the effectiveness of the areas, while serving as a basis for taking the necessary actions to correct occurrences.

Highlight

- TAP included in the ranking of the 25 safest airlines in the world in 2023, by the website AirlineRatings, with a 7/7-star rating in the Safety category.
- Data4Safety's 1<sup>st</sup> General Meeting marked TAP's adherence to this program of the European Union Aviation Safety Agency, in Cologne, Germany.
- TAP's Implementation of the new Safety reporting system, called Integrated Quality and Safety Management System.

By effectively integrating Safety communication, TAP reinforces its commitment to safety through a holistic approach. Through the internal channel on the Intranet dedicated to the topic of Safety & Security and in various communication formats, such as Safety Bulletins, Safety Alerts, transversal campaigns and campaigns aimed at specific operational areas, TAP's Safety disclosures ensure the development and maintenance of a positive safety culture and contribute to ensuring that safety information is transmitted in a clear and motivating way to operational and non-operational areas, throughout the operation network.



## Security

As already established, the Security area is linked to the Security of people and assets and covers security and protection measures for customers, employees and all relevant parties, ensuring the security of facilities, aircraft and other assets.

TAP's Security Management System (SeMS) is an organized, predictive and proactive aviation security management system, and plays a fundamental role in managing the Company's daily operations. From a perspective of continuous improvement, a Security Policy has been defined, approved by the President of the Company, as well as a set of processes and procedures, constantly updated, which aim to implement same.

With training as one of the pillars of SeMS, TAP has its Security Training Program approved by ANAC, being certified to provide training to different groups of employees in accordance with the functions carried out, thus guaranteeing the acquisition and maintenance of new skills, to achieve the highest security standards.

### In 2023, the training provided was divided into

Ground Personnel	
Training actions	104
Trainees	936
Training volume (h)	4,144
Navigation Personnel	
Training actions	338
Trainees	4,933
Training volume (h)	8,296

Throughout 2023, TAP evaluated 1,123 risk analyses carried out by the authorities, relating to potentially disorderly passengers. These risk analyses, guided by strict security criteria, aim to identify and mitigate possible threats to peace of mind on board and flight safety. Active cooperation with authorities strengthens security standards, allowing preventive measures to be implemented. This commitment reinforces TAP's dedication to providing a secure flying experience while upholding the highest standards of aviation security.

Another fundamental pillar for TAP is quality control, which allows proactively assessing the correct implementation of Security processes and enables the continuous monitoring and improvement of security standards, with an emphasis on preventing illicit interference acts. During 2023, 148 quality control actions were carried out, helping to ensure a secure flight experience for all passengers. This focus highlights TAP's unwavering dedication to ensuring exceptional security standards at every stage of its operation.

To provide the highest security standards to passengers, carrying out Security risk analyses is essential, covering airports and countries where TAP operates, as well as the airspace of countries flown over. These risk analyses are carried out regularly and whenever security conditions change, or when there is information that indicates the possibility of risk level changes. This process reflects TAP's focus on maintaining exceptional operational standards, ensuring the continued security of its operation. As a way of disseminating the security culture throughout the Company, transversally or aimed at specific employees, 420 documents were produced disclosing alerts, changes to procedures and risk levels, or simply, to remind them of the importance of strict compliance with defined procedures, to guarantee the security of the operation.

At the end of the year, the testing phase of a new and innovative application began. In the first phase of implementing this tool, the target audience is made up of crew members, with the aim of promoting a greater feeling of security, allowing real-time access to the risk analyses necessary to carry out the flight, as well as of the hotels used for crew stays, and consultation of Security Alerts or Procedures. It also allows crews on stay, in the different countries in which the Company operates, to communicate in real time with Headquarters and Security whenever necessary. It also has a collection of specific documentation for each TAP destination.

# » Data Protection and Cybersecurity

Adopting strict data protection measures is a priority for TAP. While complying with the legal requirements arising from the General Data Protection Regulation (GDPR), TAP strengthens relationships of trust with customers and partners, considering that privacy and data protection are rights that shape a modern society, increasingly more digital and, consequently, global, where the focus on people and the protection of their rights, freedoms and guarantees must be permanently ensured.

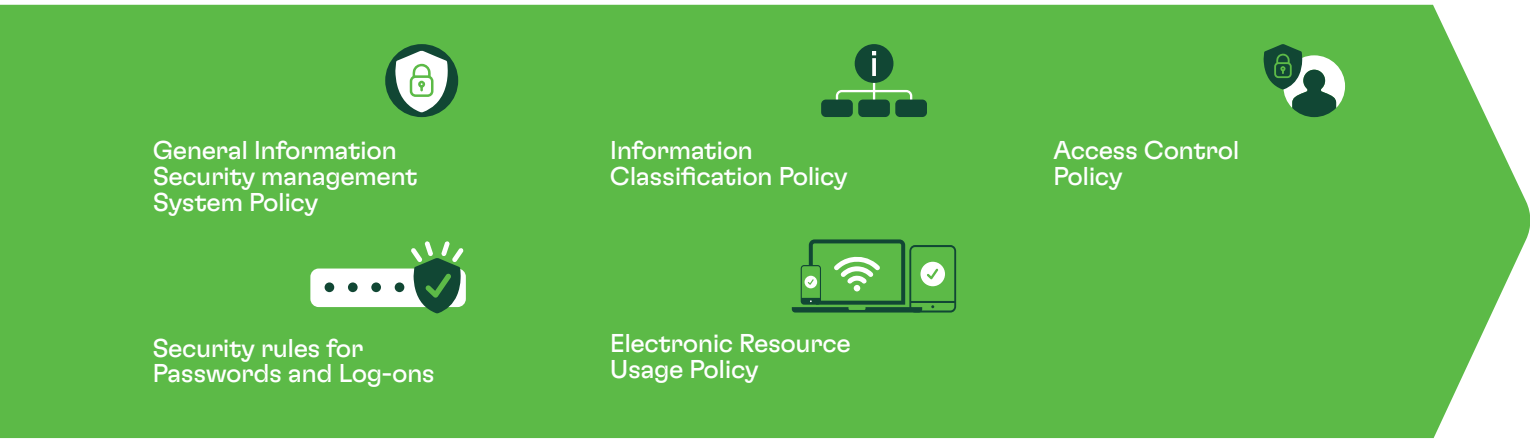
The implementation of the GDPR represents a significant milestone in the cybersecurity landscape, aligning with the principles of responsibility and transparency. The incorporation of cybersecurity practices within the scope of the GDPR not only protects sensitive data, safeguarding personal information, mitigating risks related to privacy and preventing potential violations, but also safeguards the Company's reputation.

## Governance

During 2023, TAP updated policies and reviewed processes regarding the processing and protection of customer and employee data, subcontracting, information security and the use of electronic resources. The general rules that bind the entire Company are reflected in the Information Security policies, aligned with the requirements of the ISO 27001:2022 standard.

These internal policies and processes guarantee the principle that the protection of personal data is everyone's responsibility, regardless of the functions carried out.

### Information Security



In all procurement from the aviation industry, in different areas of specialization, and in the subcontracting of services, no contract was signed without a subcontracting agreement on data protection, with TAP requiring of its service providers to process personal data in

strict compliance with the applicable legislation and with security measures appropriate to the risk involved.

To ensure compliance with regulations, procedures are also defined for responding to the exercise of data owner rights, for preparing privacy impact assessments, for managing access to systems, for managing vulnerabilities and for reporting incidents.

The Data Protection Officer, the liaison between supervisory authorities and data owners, continued to be the contact for exercising rights or providing information regarding privacy, ensuring responses within the legal deadline.

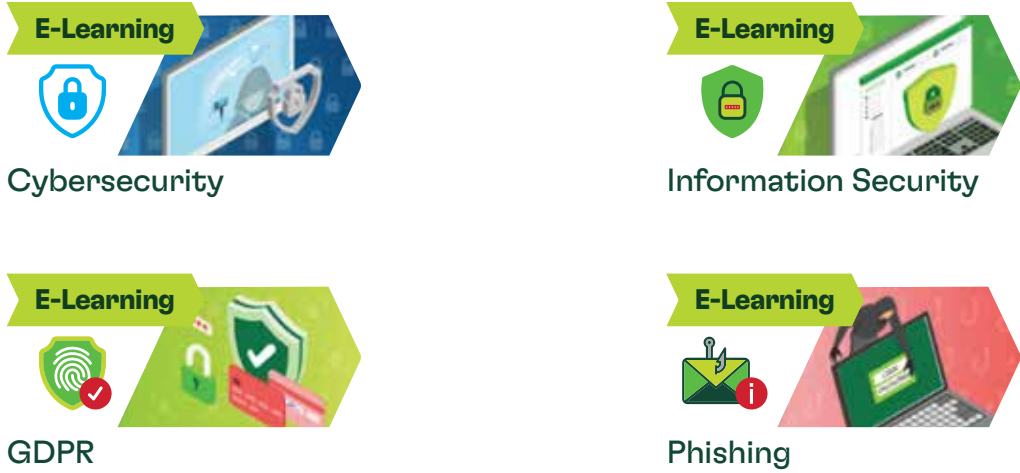
The governance of the TAP Cybersecurity area is ensured by a Directorate structure, created in 2022, reporting directly to an Executive Director, which allows this topic to be regularly on the agenda of the management and supervisory bodies, particularly of the Safety & Security Committee.

## Training and Communication

Information security policies are not only communicated to the various stakeholders, but they are also the basis of mandatory e-Learning training for all employees, which aims to reinforce the rules, good practices and awareness of the main cybersecurity threats.

The employee training plan is complemented with a robust awareness and communication plan, through the Company's digital channels, including the phishing simulation program directed at employees, which aims to increase their ability to recognize this threat.

### Information Security





## Prevention, audit and monitoring

TAP regularly carries out vulnerability analyses on all the Company's assets, either through automated tools or through technicians specialized in intrusion testing. These analyses are carried out by independent entities, the results are classified and reported in the context of risk recording and their resolution or mitigation is monitored.

TAP also monitors its exposure to cybersecurity risk through independent assessments and audits, as well as through market tools. The first allow one to obtain a detailed and focused view of certain areas, while the second allows one to measure TAP's overall cybersecurity performance, compare it with other industry peers and even assess the risk level of partners and other stakeholders with an impact on TAP's risk.

The ability to detect cybersecurity incidents early and react promptly to same is fundamental to containing incidents and their potential damage. TAP has been continuously improving these capabilities, improving the monitoring of cybersecurity events, the comprehensiveness of information and the correlation between events, as well as the automation of the analysis and the creation of alerts. The management and operation of the cybersecurity incident management process is carried out by specialized teams, on a continuous basis.

In 2023, a complaint was reported, received from regulatory entities, which merited the best evaluation and consideration by TAP, with no incidents of breach, leakage, theft or loss of customer data having occurred.

Privacy and data leakage	2021	2022	2023
No. of complaints received from external entities and validated by the Organization	0	0	0
No. of complaints received from regulatory authorities	0	0	1
No. of cases of leaks, theft or loss of customer data	0	2	0

During 2023, several transformation and continuous cybersecurity improvement activities were developed. Among these, activities to reduce exposure to external and internal risk are highlighted.

- Externally, TAP restricted the quantity of assets published on the Internet and increased the scope of the application of MFA (Multiple Factor Authentication), for access to both platforms and applications.
- In terms of reducing internal risk, the program to combat obsolescence was continued, which covers all types of assets (such as applications, operating systems and platforms), a stricter identity review process was implemented, and the hardening of the security settings of assets continued to progressively increase.

Ensuring compliance with the GDPR and implementing a robust set of proactive measures to strengthen cybersecurity highlights TAP's ethical commitment and demonstrates responsibility in the management of information and data, contributing to a safer and more resilient digital environment.



# Customer Satisfaction

TAP implements several initiatives to monitor the customer experience, with the aim of consistently promoting high levels of satisfaction for all its customers throughout their journey.

Along with training its employees to offer a personalized and quality service to customers, investing in technological solutions for massive attendance, on the one hand, and hyper-personalized attendance on the other, with interfaces that are increasingly accessible, intuitive and tailored to each customer, TAP invests significantly in actively listening to its customers, providing communication and feedback channels, the monitoring and analysis of which results in a better understanding of customer needs and expectations.

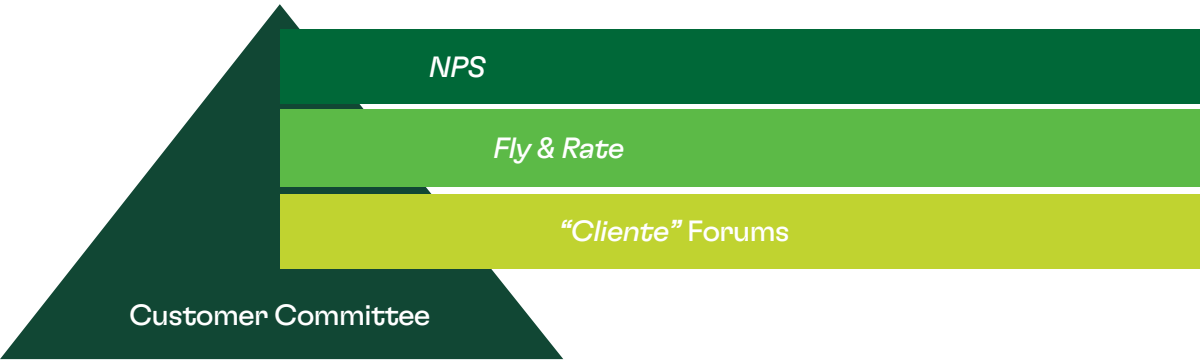
## Net Promoter Score | Listen to act

In 2023, TAP continued to listen in a structured way, through an NPS (Net Promoter Score) survey - a reference metric that calculates the probability of the Company's recommendation-, to its customers, which has exceeded two million responses since its implementation.

Likewise, the Company listens to its employees, particularly those who manage customers daily, at airports, on board and on customer support lines, with the aim of identifying issues that may cause customer dissatisfaction and, together, implement and monitor initiatives to address them.

To this end, in 2023 two interdepartmental forums were created; “*Eu sou Cliente*” (“I am a Customer”), focused on the back office – customer service, disruption management, communication and loyalty – and “*Somos Cliente*” (“We are Customers”), with emphasis on the front office – airport services and onboard service. The internal Fly & Rate program was also launched, available on the TAP Intranet, which allows all employees to make suggestions for improving the service, based on their own experiences.

In total, 78% of the Fly & Rate suggestions have already received feedback and 98% of initiatives in the “*Cliente*” forums have been addressed.



All these initiatives and suggestions, as well as structuring projects with a high impact on the customer experience, are monitored in the Customer Committee, where those responsible for all areas linked to the customer experience come together to make decisions. These meetings are held monthly and are led by the Company's Chief Customer Officer.

## Customer journey – NPS assessment



In 2023, the global NPS increased 11 points compared to 2022, having surpassed pre-pandemic values in December. The NPS of online reservations, check-in and transfer processes recorded the biggest increases. Aircraft cleanliness and the professionalism and friendliness of our crews are the best rated points of contact.

## Customer Service

The availability and performance of service structures and channels is absolutely relevant to customer satisfaction, especially in an era in which immediate and multichannel response is the norm. 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.

During 2023, the Company consolidated its partnership with Teleperformance for the management of contact center services, leveraging its capacity to serve its customers with more efficient and resilient processes and following the best market practices, which translated into a strong improvement in performance indicators, achieving 93% efficiency in December 2023.

Likewise, it invested in implementing improvements to **FlyTAP** – the Company's commercial website – resulting in a simpler experience in the main self-care activities, such as refund requests and information on tariff conditions, among others, having significantly contributed to improving the NPS.

Regarding the management of disruptions in passenger transport, it is worth highlighting the implementation of a new market-leading tool in operational notifications, with the aim of improving the customer experience in a disruption situation. This tool – 15below – facilitates the sending of ad-hoc notifications that allow customers to be informed, in a simple and timely manner, when they are affected during their journey by exceptional operational circumstances, such as strikes or bad weather.

Customer communication is a point of differentiation and competitive advantage in the aviation industry, as it promotes customer satisfaction and loyalty. To this end, TAP created, in 2023, a new Customer Communication area, which main objective is to guarantee identity, clarity and consistency in all communications directed to the customer, about TAP products and services, in the different channels in which the communication happens – through customer service teams, website, app, social networks, emails and text messages.

TAP is also constantly evolving when it comes to providing services that meet the needs of all customers, ensuring that they are accessible and inclusive and respect limitations or special needs. These measures reflect the Company's commitment to exceeding customer expectations, promoting their satisfaction and preference.

## TAP Miles&Go | TAP Loyalty Program

With great representation in the markets of Portugal, Brazil and the United States of America (USA), TAP's loyalty program has more than seven million members and continually seeks to adapt to the needs of its customers, in line with best practices of the industry.

In 2023, the launch of the most exclusive Navigator tier while public status symbol stands out, with the additional offer of unlimited free Wi-Fi on board and two free upgrades per year. Initially accessed by invitation – based on business criteria and merit – the Navigator status became open, with new benefits offered to customers who most choose TAP to travel. It was also the year in which all TAP

customers began to enjoy the accumulation of miles, regardless of the fare they booked, with the offer of accumulating miles also available on the Discount tariff.

TAP, in partnership with American Express, launched its first co-branded credit card TAP Miles&Go in the USA, expanding the network of partners in this market that is so relevant to the Company.

## Product on board

The definition of the products on board fulfils the double premise of offering the best flavors and sensations of Portugal, in a sustainable way.

Of particular note is the new economy class gear, which marks TAP's adherence to closed-loop recycling – through which end-of-life plastic materials used in meal trays – salad bowls and base plates – will be used to produce new units, later reintroduced into inflight service, and the Benamôr amenity kits. With this partnership between TAP and Benamôr, the Portugueseness that the two companies are proud to promote around the world is reinforced, with both having sustainability as a concern and priority. The material used to manufacture this bag is rPET, produced from recycled plastic bottles and other PET waste.

Also worth mentioning is the TAP Local Stars initiative, a project that results from a partnership between TAP and The Art of Tasting Portugal, with the aim of valorizing Portugal through gastronomy, as well as the various regions of the country and their products, simultaneously boosting tourism and local economies. The stars are the local products from the various regions of the country. It should also be noted that 75% of product suppliers on board TAP flights are national.

Considering the current change in consumption habits and, consequently, the growth in the offer of special diet products on the market, TAP's special meals have been adapted so that they have more flavor and nutritional rigor, maintaining the quality of the offer. These options are designed to respond to customer needs regarding dietary options or restrictions and cultural and religious specificities and include vegan and vegetarian meals (including Hindu vegetarian), gluten-free, lactose-free, low in salt or calories, halal and kosher, the last two following, respectively, Muslim and Jewish dietary guidelines. TAP's special meals must be booked at least 24 hours in advance before departure.

In 2023, more than 150 thousand special meals were served on board.



## TAP Air Cargo

In addition to joint initiatives with the passenger transport business, TAP Air Cargo's initiatives to offer a competitive service, boost operational efficiency and customer satisfaction stand out.

In 2023, TAP Fast Track was launched, TAP Air Cargo's new priority service, designed for cargo requiring high priority and premium service.

Mail scanners were also implemented at all outstations to read and communicate electronically with all postal authorities, ensuring operational efficiency and contributing to a more efficient and cost-effective logistics chain. Also noteworthy the extension of Envirotainer certification for cold chain operations at the Lisbon, Madrid, Barcelona, Basel and Miami stations. This certification aims to strengthen TAP Air Cargo's ability to guarantee the integrity and safety of products throughout the transportation process, which is essential to meet the needs of customers who require controlled cargo handling, especially in sectors such as pharmaceuticals.



Customer satisfaction is thus revealed to be a high-importance topic for TAP, considering its materiality for the business. In 2023, 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 2023

**World Travel Awards 2023**  
Leading European and World Airline for Africa and South America.

**Freddie Awards 2023**  
The TAP Miles&Go loyalty program won four of the seven categories of the competition, relating to Airlines of the Europe and Africa regions: Best Elite Program, Best Usage Capacity, 210 Award for Growth Potential (aimed at distinguishing a program in ascension) and Best Loyalty Program Credit Card –TAP Business Millennium BCP.

**Marketeer Awards**  
TAP was elected the Best Airline of the Year, an award attributed consecutively since 2016. The Marketeer Awards, of recognized national relevance, distinguish annually the prominent brands, companies and personalities in the last year and that make a difference in Portugal.

**Air Transport Awards 2023**  
Star Alliance, the global aviation alliance of which TAP is a member, reinforced its status as the Best Airline Alliance of the Year, on winning for the fourth time the award in this category, recognizing its excellence and innovation in several categories in the aviation sector.





# 05

## Involvement with the Community

5.1 Passenger and Cargo Transport at the service of the Communities

5.2 Solidarity Campaigns

5.3 Other Initiatives

5.4 Corporate Social Responsibility Management





# Involvement with the Community



**+100**  
Organizations supported



**4.3** million  
Miles donated



**924** thousand  
Items donated to 75 entities

TAP has been establishing a strong relationship with the different organizations of the social sector that it has supported over the years, and 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, animal causes, among others, meeting the objectives it sets in the support of communities. Considering that the credibility and transparency of entities can constitute risks for the realization of partnerships, a robust analysis is established for all entities with which TAP associates, be these on a lasting or sporadic basis.

TAP considers its involvement with the community as a continuous process of strengthening its relationships, both internally with its employees and externally with its customers and partners.

TAP thus contributes to the 2030 Agenda and the United Nations Sustainable Development Goals, through social partnerships focused on improving the lives of citizens around the world, combating inequalities, promoting economic growth and promoting access to better health and education.

In this sense, in 2023, it was possible to support 107 social organizations, through initiatives associated with the TAP Donate Miles program, support with extra baggage, the humanitarian initiative “*Abraçamos a Ucrânia*”, the Cooperation Protocol TAP -IPO Pediatrics (IPO - Oncological Portuguese Institute) and, also, volunteering actions within the community.

Initiatives such as donations and solidarity campaigns also enabled significant reuse and recovery of items, fully embracing the concept of the circular economy and the Sustainable Production and Consumption SDG.

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

## 2023 Social Responsibility

In 2023, we embraced **107 social organizations**, keeping our commitment to sustainability and empowering those who need wings to fly.

### TAP Donate Miles

With the mileage donation program we were able to get several missions off the ground



› **4,300,000 Miles**

Donated by TAP Miles&Go Clients

› **94 Tickets**

Issued to members of partner organizations

› **10 Destinations**

Lisbon, Ponta Delgada, Funchal, Terceira, Madrid, Paris, Dakar, Bissau, Newark, and Maputo

### Donations

We have adopted circular economy practices by donating discontinued or surplus material from the TAP operation

› **924,327 Items**

› **75 Entities**



### Extra Baggage

With the solidarity transportation of extra baggage, we made social projects possible across borders

› **62 Bagages**

› **26 Entities**



### Solidarity Campaigns

Mantivemos o nosso compromisso social promovendo diversas campanhas solidárias

› **11 Initiatives** › **63 Entities**

### Embracing Ukraine

We supported humanitarian organizations on the Lisbon-Warsaw route

› **40 Tickets**

› **3 Entities**



### Volunteering

› **16 Sessions**

› **2 Entities**

### Cooperation Protocol with IPO Lisbon - Pediatrics Service



› **8 Tickets**

For children and companions from the PALOP countries undergoing hospital treatment



# Passenger and Cargo Transport at the service of the Communities

## TAP Donate Miles Program

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

### Highlight

In 2023, the three official partners of this program (**AMI – Assistência Médica Internacional, Helpo** and **Terra dos Sonhos**) completed their second year of partnership with TAP, established for the three-year period 2022-2024, with the three entities achieving an annual donation ceiling of one million miles donated by TAP Miles&Go customers.

TAP also promoted special campaigns to raise miles to make TAP Miles&Go customers aware of social, educational and leisure issues, marking specific dates throughout the year.





### TAP Donate Miles Special Campaigns

Initiative	Beneficiary entities	Project
International Women's Day	Girl MOVE Academy	Female leadership Academy for young Mozambican girls
World Children's Day	APPACDM Lisboa – Associação Portuguesa de Pais e Amigos do Cidadão Deficiente Mental	"Aprender e Partilhar", "Sonhos Realizados" and "Abraçar"
Christmas	Casa da Juventude do Beato	Offer of TAP Store gifts to children and young people supported by the Association

Special campaigns to collect TAP Donate Miles

Considering the program's three partner entities and the three special campaigns carried out in 2023, 94 tickets were issued, for ten TAP destinations, with 4,3 million miles having been donated by TAP Miles&Go customers, for the benefit of six entities.

### 2023 TAP Donate Miles Program

Miles donated	Beneficiary entities	Tickets issued	Destinations flown
			
4,300,000	6	94	10

Main numbers of TAP's social responsibility program in 2023

The ceilings attributed, both to the three official partners in the three-year period 2022-2024 (one million miles for each entity) and to the special campaigns associated with the program – 500 thousand miles for Girl MOVE Academy and for APPACDM Lisboa, and 300 thousand miles for Casa da Juventude do Beato – were achieved, revealing the solidary involvement of customers and the strength of this program.



### TAP Donate Miles

#### Contribute to empowerment on women's day

Donate your miles and help Girl Move Academy pave the way for gender equality!

Communication to TAP Miles&Go customers on the missions of the partners AMI, Helpo and Terra dos Sonhos on the page [Causas com Asas](#)

## 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, received from social organizations. Often, the support needed by communities translates into the transport of essential goods, donations in kind and equipment, and this initiative facilitates the transport of the materials associated with the entities' missions. In 2023, TAP transported gratis 62 baggage pieces, corresponding to 1,462kg, sent to seven TAP destinations, supporting 26 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.

### “Abraçamos a Ucrânia” initiative

Sensitive to the theme of the war in Ukraine, TAP maintained, in 2023, the support for 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 and enabling the travel of volunteers and professionals from three humanitarian aid organizations – Gabinete de Apoio Humanitário da Ordem dos Médicos (GAHOM), I Help Ukraine Portugal and Ukrainian Refugees UAPT – 40 airline tickets were issued between January and December 2023.



## » Solidarity Campaigns

TAP's social responsibility is guided by its concern for different areas of the community, supported by several awareness campaigns run on the Company's different, internal and external, communication channels.

- IRS assignment
- Special Days
- Christmas

### IRS assignment

With the IRS (Personal tax) assignment awareness campaign, seven social organizations were considered, two belonging to the TAP Group – ASASTAP, the Associação de Solidariedade e Apoio Social dos Trabalhadores da TAP (Association for Solidarity and Social Support of TAP employees) and Take C'Air Crew Volunteers – in support of its action with vulnerable communities.

The CVP – Cruz Vermelha Portuguesa (Portuguese Red Cross) and UNICEF Portugal were also included in this awareness campaign, in support of their action among the Turkish and Syrian people, following the natural disasters that occurred in these two countries.

This disclosure also considered the three partners of the TAP Donate Miles program – AMI, Helpo and Terra dos Sonhos.



Banner alluding to the IRS assignment campaign in 2023, disclosed on the TAP Intranet

### Special Days

TAP also develops transversal campaigns to celebrate special dates and, in 2023, the Special Days initiative resulted in various activities for employees for the benefit of social organizations, always representing days extra-routine, promoting awareness for various topics.

On **International Women's Day**, and through a special campaign of the TAP Donate Miles program, the project Girl MOVE Academy, a female leadership academy, which aims to train a new generation of change-makers, women leaders in Mozambique and, also, keep younger girls at school, was supported.

In connection with **World Children's Day**, APPACDM Lisboa, an entity that seeks to respond to the needs, potential and expectations of people with intellectual incapacities and disabilities and their families, was invited to take advantage of a special campaign to earn miles within the scope of TAP Donate Miles. This campaign made it possible to support the projects “Aprender e Partilhar”, “Sonhos Realizados” and “Abraçar” (“Learn and Share”, “Dreams Realized” and “Embrace”).

On **World Family Day**, an internal volunteering initiative was launched with Comunidade Vida e Paz, aimed at TAP employees and their families, in support of this entity's action in preparing dinners for homeless people in the city of Lisbon.

To mark **World Food Day**, TAP joined forces with Celeiro, reinforcing among its employees the importance of breakfast as the first meal of the day, with the “Healthy Breakfast” initiative, which consisted of tasting various foods and nutritious and healthy drinks.

On the **International Day of Persons with Disabilities**, TAP embraced the artists of APPACDM Lisboa and, with the help of Artificial Intelligence, turned their drawings into reality, revealing the creativity of those who participated.



Work published on the TAP social media, in connection with the International Day of Persons with Disabilities

To celebrate **World Generosity Day**, TAP joined the 5th edition of Giving Tuesday Portugal, having launched two activities alluding to this global movement – an internal challenge and an initiative to donate 15 thousand blankets discontinued from the TAP operation. With the participation of the Company's employees in indicating possible entities to benefit from these blankets, 31 organizations were supported, from the north to the south of the country, mainland and islands, which missions are to support homeless people and animal causes.

## Christmas

During the Christmas season, a special TAP Donate Miles campaign was promoted with TAP Store, offering 70 gifts to children and young people supported by Casa da Juventude do Beato, an association that works in neighborhoods considered to be a priority for intervention in the Chelas valley, in Lisbon.

Driven by a strong spirit of mutual help, TAP also took Christmas to 11 destinations operated by the Company – Lisbon, Porto, Casablanca, Dakar, Praia, São Vicente, Bissau, Maputo, Luanda, Accra and São Tomé – in an internal solidarity action that reached 900 children, 16 institutions and 11 schools, where hundreds of gifts were handed out as a result of an internal collection and the collaboration of everyone who helped to promote many smiles during this very special season.

### Solidarity campaigns

Initiative	No. of beneficiary entities	Activity
IRS Assignment	7	Awareness-raising among the employee universe
International Women's Day	1	Special TAP Donate Miles Campaign to raise miles
World Children's Day	1	Special TAP Donate Miles Campaign to raise miles
International Family Day	1	Volunteering initiative involving employees and their families
World Food Day	1	Healthy breakfast
World Generosity Day	33	Giving Tuesday Portugal – donation of blankets discontinued from the TAP operation
Christmas Day	1	Offer of TAP Store toys to children and young people
Christmas at TAP	16	Collection of gifts for needy children on TAP layovers in Portugal and Africa

Solidarity campaigns promoted in 2023



# Others Initiatives

## Cooperation Protocol TAP-IPO Pediatrics

To diversify 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. An example of this is the Cooperation Protocol established between TAP and the Instituto Português de Oncologia (IPO- Oncological Portuguese Institute) of Lisbon regarding the travel of children and young people of the PALOPs – Países Africanos de Língua Oficial Portuguesa (Portuguese-speaking African country) – undergoing treatment at this hospital. Under this protocol, eight tickets were issued, to children and their respective escorts, from and to Guinea-Bissau, Mozambique and São Tomé e Príncipe, in 2023.

## Donations

In the same line of recurring initiatives, TAP ensures the donation of discontinued or surplus material from the operation to various entities, both for use by the Organization and for distribution to its beneficiaries. In 2023, more than 924 thousand items were donated to 75 entities, including blankets, office furniture, onboard tableware, office supplies, medical kit, personal protective material, among others, allowing their reuse and recovery and fully embracing the concept of the circular economy and the Sustainable Production and Consumption SDG.



Donations made by TAP in 2023

## Volunteering

TAP encourages employees and their families to make their time and help available in support of organizations and social causes. Volunteering goes beyond the benefit to the organizations, representing a form of motivation and commitment of TAP employees and contributing to the development of skills, such as planning and organization, 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 the recognition of the Company’s employees.

In 2023, the beneficiaries of the action of TAP volunteers and their families were Comunidade Vida e Paz, in support with the preparation of dinners for homeless people in the city of Lisbon, and Casa da Juventude do Beato, in wrapping and delivering gifts to children and young people supported by this entity, involving 33 participants in a total of 16 volunteering sessions.

The volunteering initiative launched together with Comunidade Vida e Paz was associated with the celebration of International Family Day and the action carried out with Casa da Juventude do Beato was related to the Christmas season.



Banners alluding to the volunteering initiatives, disclosed 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 the community and the planet, TAP involves the different hierarchical levels of the Company, partners and social organizations, through regular communication channels.

Externally, favoring institutional communication channels, TAP broadcasts its social and environmental initiatives on the commercial – [FlyTAP](#) – and [TAP institucional](#) websites. The Company's Sustainability | [Social](#) and [Environmental Commitment](#) topic is updated on the Company's institutional website, with reference to the main initiatives, partners and results achieved. The [TAP Donate Miles](#) Program is presented in FlyTAP, 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 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 | Corporate Social Responsibility channel, on the Intranet and in the DOV Portal (Flight Operations Department Portal), with the publication of news, “*Tome Nota*” information, challenges and banner highlights. Through the internal TAP newsletter “TAP News”, sent monthly via email, the initiatives that took place throughout the month are highlighted.

Physical communication at the TAP Campus and at the TTA – Terminal de Tripulações de Lisboa (Lisbon Crew Terminal) involves the dissemination of posters about the different initiatives, and information on the TAP TV screens, communicating these actions to the employees.

### Highlight

In 2023, TAP employees were, once again, an active part in several solidarity initiatives to support entities, such as the acquisition of commemorative plates celebrating the 70 years of the Company, the indication of entities to benefit from the donation of discontinued blankets, the collection of gifts for children in Portugal and Africa and participation in volunteering initiatives. TAP thus reinforces its social commitment, as a responsible and supportive company.

TAP employees supported a solidarity cause that allowed them to raise Euros 1,100, through the symbolic sale of commemorative dishes celebrating the 70th anniversary of the Company and, in this way, contributed to CRESCER – Associação de Intervenção Comunitária's “*É uma casa*” (“It's a House”) project, which aims to reintegrate homeless people in decent homes.



Banner disclosed on the TAP Intranet on this internal solidarity initiative

In a logic of publicizing projects and sharing with and involving employees, TAP also launches various social responsibility challenges throughout the year, which prizes are intrinsically linked to social organizations, promoting their activity.

TAP seeks to act with responsibility and transparency, be it in the roll-out of the activities, initiatives and campaigns it promotes, be it through the disclosure in this report. 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 the Sustainable Development Goals and minimizing the negative impact 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, communities and the world.



# 06

## Annexes

6.1 TAP Partnerships in 2023

6.2 Taxonomy

6.3 GRI Indicators

6.4 Glossary of Acronyms, Abbreviations  
and Units of Measurement





## TAP Partnerships in 2023

### Participation in sector Associations, or other Associations, in 2023

<b>Star Alliance</b>	TAP has been a member of Star Alliance since 2005. Constituted in 1997, this is the first and largest global aviation alliance. It comprises 26 Member Companies and aims to provide the best travel experience to customers of all members, including integration of digital services, Frequent Flyer programs, among others. It seeks in all its activities to accelerate, develop and promote profound changes in terms of sustainability in aviation. TAP is represented on all Alliance Boards, Committees and Working Groups, actively contributing to all meetings for decision-making and defining Star Alliance's strategy.
<b>IATA</b> 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. It is also a member of several committees, thus assisting in the Association's actions, as well as in the creation of the Company's own policies.
<b>A4E</b> Airlines for Europe	TAP has been an effective member since May 2016 and actively participated, in 2023, in the regular meetings of the Association, contributing, when relevant, to its action with European (community) bodies directly related to the industry, both through the sharing of data, production of opinions, among others. The President of TAP is a member of the Steering Board.
<b>ALTA</b> Associação Latino-Americana e do Caribe de Transporte	ALTA is a private, non-profit organization serving the airline industry, which mission is to develop safer, more efficient and environmentally responsible air transport in Latin America and the Caribbean. ALTA coordinates collaborative efforts along the entire value chain, maximizing the impact that aviation has on the economic and social development of the region, to the benefit of its members, industry, nations and people served by air transport.
<b>ACP</b> Airlines Coordination Platform	Air services agreements established between the European Commission and other countries are the backbone of aviation companies' operations, so it is vital for them to be part of the negotiations and monitor the evolution of these agreements. TAP actively participates in regular meetings and specific forums.

<b>AIRMES XR5.0</b>	Within the scope of AIRMES – a European consortium for incubating projects focused on optimizing maintenance activities, in an operator context – TAP joined a consortium for a project within the scope of Horizon Europe on Extended Reality (XR), improved with Artificial Intelligence (AI). TAP's participation focuses on sharing operational and regulatory experience in the aircraft maintenance industry, to collaborate in the development and testing of an AI-enhanced XR prototype, the aim of which is to validate the viability of this technology in training AMT and assisting in the performance of aircraft maintenance tasks.
<b>CoLAB BIOREF</b> Partnership with the Laboratório Colaborativo para as Biorrefinarias	TAP is a member of BioRef, having completed, in 2023, the project Move2LowC, participating in the subprojects PPS1 (refining autotrophic microalgae into biojet fuel) and PPS2 (production of biomass through fermentation for refining into biojetfuel) through the sharing of operational and regulation experience in the aeronautical industry.
<b>EFB</b> 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.
<b>Star Alliance</b> EFB/e-enablement Best Practice Exchange group	Annual sharing of each Star Alliance member's current Electronic Flight Bag status and of the future plans in this area.
<b>DLK</b> 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.
<b>EUROCONTROL</b> Air Transport Innovation Network (EATIN)	EUROCONTROL Air Transport Innovation Network is an organization dedicated to supporting and promoting an innovation network in the European air transport sector. Through different mechanisms, such as meetings, hub, laboratories and digital innovation factories, it provides a common platform for sharing processes and experiences, and for identifying synergies and new partnerships in the European innovation ecosystem in the air transport sector.

## Participation in sector Associations, or other Associations, in 2023

<b>IATA JURG</b> Joint User Requirements Group	In this forum, issues of Communications, Navigation and Surveillance (CNS) in civil aviation are discussed, under the joint auspices of A4E and IATA with the aim of coordinating the positions of airspace users and implementing projects and developing research in this field.
<b>IATA</b> Cabin Operations Safety Task Force (COSTF)	<p>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 &amp; Operations Conference (GSOC). In 2023, 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 Safety collaborates actively with the following work groups:</p> <p>European Operators Flight Data Monitoring Forum (EOFDM), IATA Flight Data eXchange (FDX), Incident Data eXchange (IDX) and Airbus' Destination 10X Together (D10X).</p>
<b>Data4Safety</b> European Union Aviation Safety Agency (EASA)	TAP joined the Data4Safety program in 2023, led by the European Union Aviation Safety Agency, which aims to facilitate the sharing and analysis of data to identify and manage aviation safety risks, promising to bring substantial benefits to European aviation by strengthening the safety intelligence capacity. This allows the definition and implementation of new Safety Performance Indicators (SPI), allowing comparisons with other operators of the initiative.
<b>IATA 25by2025</b> 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.
<b>ANA</b> Aeroportos de Portugal	TAP has an active participation in the Aviation Working Group, in partnership with ANA – Aeroportos de Portugal, with the aim of sharing best practices, defining measures to reduce greenhouse gas emissions and aligning efforts to mitigate the impact of activities in the context of climate change.

<b>ASASTAP</b>	TAP continues to support the Associação de Solidariedade e Apoio Social do Pessoal da TAP (ASASTAP), Instituição Particular de Solidariedade Social 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.
<b>Clube TAP</b>	TAP has had 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, cultural and sports nature. Specifically, through the attribution of an annual subsidy enabling the continuation of sports activities and events that dignify the good name of TAP, both nationally and internationally. All this aligned with its commercial and support strategy, which allows the presence and representation 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.
<b>GRACE</b> Empresas Responsáveis	In 2023, TAP rejoined GRACE (Grupo de Reflexão e Apoio à Cidadania Empresarial), the largest movement of Portuguese companies which main mission is to promote and develop a sustainable business culture, with a focus on active and responsible citizenship. GRACE – Empresas Responsáveis is part of the EVPA (European Venture Philanthropy Association) and the CSR Europe (Corporate Social Responsibility) European networks, leaders in sustainability and corporate responsibility, supporting industry sectors and companies at a global level, in the transformation and search for practical solutions for sustainable growth.
<b>Plataforma Lisboa Sustentável Empresas</b>	TAP integrates Plataforma Lisboa Sustentável Empresas, committing, within the scope of its activity, to adopt measures that contribute to achieving ESG sustainability goals for the 20-30 decade in the city of Lisbon.

Also noteworthy is TAP's contribution with opinions, comments, recommendations and reports to the **Autoridade Nacional da Aviação Civil, Direção-Geral de Política Externa, 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.

## Framework

The European Taxonomy Regulation (Regulation (EU) 2020/852) was introduced in 2020 by the European Parliament and the Council, as part of a regime 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 goals:
  - i. Climate change mitigation;
  - ii. Adaptation to climate change;
  - iii. Protection of water and water resources;
  - iv. Transition to a circular economy;
  - v. Pollution prevention and control;
  - vi. Protection and restoration of biodiversity and ecosystems.
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.

With reference to the year 2023, for the first time, the six environmental objectives are regulated. Indeed, on 21 November 2023 the European Taxonomy Regulation adopted Delegated Act 2023/2485, of 27 June 2023, which corrects EU Delegated Act 2021/2139, including a new set of EU taxonomy criteria applicable to economic activities that contribute substantially to one or more non-climate environmental objectives, namely the sustainable use and protection of water and water resources, transition to a circular economy, pollution prevention and control and protection and restoration of biodiversity and ecosystems (goals iii. to vi.).

## 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).

Delegated Act 2023/2485, of 27 June 2023, included 13 new economic activities for which the eligibility assessment must be carried out in the year 2023 and the alignment assessment in the year 2024. Among these new economic activities are the activities associated with the manufacture and maintenance of aircraft (3.21) and the air transport of passengers and cargo (6.19), activities of great relevance to TAP. In this context, TAP incorporated these additional economic activities in its taxonomy report for the year 2023, without having as yet presented their alignment, only required for 2024.

In the report for the year 2023, the eligible activities are as follows:

- 3.21** Aircraft manufacturing that includes manufacturing, repairing, maintaining, overhauling, refitting, designing and modernizing aircraft and aircraft parts and equipment
- 6.19** Air transport of passengers and cargo
- 7.7** Acquisition and ownership of buildings

## Minimum Safeguards

The Taxonomy Regulation defines minimum safeguards as the “alignment with the 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 Ethics and 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 competition law and the functioning of a market economy.

In terms of corruption, TAP promotes transparency, integrity and good governance measures, thus encouraging the adoption of Principle 10 of the Anticorruption Call to Action of the UN Global Compact according to which “organizations shall combat corruption in all its forms, including extortion and bribery”.



In this context, several initiatives have been developed with the aim of preventing the occurrence of acts of corruption within the organization and simultaneously strengthening the ethical culture of the Group - and of all interacting with it -, based on the principles of integrity, responsibility and transparency. Meriting note is the publication of the Business Integrity Policies, the Corruption and Related Offenses Risk Prevention Plan and the Interim Assessment Report of the Corruption and Related Offenses Risk Prevention Plan, all available on the [site institucional](#).

In its Code of Ethics, 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 no-conformities. The communication of any identified irregularity can be made through the [Canal de Conduta Ética](#).

More detail on this topic in the chapter Ethical Management and Policies in this report.

## Disclosure of Key Performance Indicators (KPIs)

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

## Turnover

				Substantial contribution criteria	“Does Not Significantly Harm” Criteria													
Economic activities	Code	Absolute turnover	Proportion of turnover	Climate change mitigation	Adaptation to climate change	Climate change mitigation	Adaptation to climate change	Water and marine resources	Circular economy	Pollution prevention and control	Biodiversity and ecosystems	Minimum Safeguards	Taxonomy-aligned proportion of turnover, year N	Category (enabling activity)	Category (transitional activity)			
		(euros)	(%)	(%)	(%)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(%)	(E)	(T)			
A. Taxonomy – eligible activities																		
A.1. Environmentally sustainable activities (taxonomy aligned)																		
Turnover of environmentally sustainable activities (taxonomy-aligned) (A1)			0%															
A.2. Taxonomy-eligible but not environmentally sustainable activities (activities not taxonomy aligned) (A2)																		
3.21 Aircraft manufacturing	C30.3, C33.16	163,732,236€	4%															
6.19 Air transport of passengers and cargo	H51.1, H51.21	4,024,702,054€	95%															
Turnover of taxonomy-eligible but not environmentally sustainable activities (activities not taxonomy aligned) (A2)		4,188,434,289€	99%															
Total (A1 + A.2)		4,188,434,289€	99%	0%														
B. Taxonomy - non-eligible activities																		
Turnover of taxonomy - non-eligible activities (B)		26,383,921€	1%															
Total (A + B)		4,214,818,210€	100%															

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 art. 2(5) of Directive 2013/34/EU. Net turnover includes income recognized under International Accounting Standard (IAS) 1, (82)a), as adopted by Regulation (EC) no. 1126/2008 of the Commission.

In 2023, 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

				Substantial contribution criteria	“Does Not Significantly Harm” Criteria										
Economic activities	Code	Absolute CapEx	Proportion of CapEx	Climate change mitigation	Adaptation to climate change	Climate change mitigation	Adaptation to climate change	Water and marine resources	Circular economy	Pollution prevention and control	Biodiversity and ecosystems	Minimum Safeguards	Taxonomy-aligned proportion of CapEx, year N	Category (enabling activity)	Category (transitional activity)
		(euros)	(%)	(%)	(%)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(%)	(E)	(T)
A. Taxonomy – eligible activities															
A.1. Environmentally sustainable activities (taxonomy-aligned)															
CapEx of environmentally sustainable activities (taxonomy-aligned) (A.1)			0%												
A.2. Taxonomy-eligible but not environmentally sustainable activities (activities not taxonomy aligned) (A2)															
3.21 Aircraft manufacturing	C30.3, C33.16	6,857,173€	1.4%												
6.19 Air transport of passengers and cargo	H51.1, H51.21	473,563,206€	95.2%												
7.7 Acquisition and ownership of buildings	L68	2,233,138€	0.4%												
CapEx of taxonomy-eligible but not environmentally sustainable activities (activities not taxonomy aligned) (A.2)		482,653,517€	97.1%												
Total (A.1 + A.2)		482,653,517€	97.1%	0%											
B. Taxonomy - non-eligible activities															
CapEx of taxonomy - non-eligible activities (B)		14,580,637€	2.9%												
Total (A + B)		497,234,154€	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 through 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 additions of tangible fixed assets including right-of-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

				Substantial contribution criteria	“Does Not Significantly Harm” Criteria										
Economic activities	Code	Absolute OpEx	Proportion of OpEx	Climate change mitigation	Adaptation to climate change	Climate change mitigation	Adaptation to climate change	Water and marine resources	Circular economy	Pollution prevention and control	Biodiversity and ecosystems	Minimum Safeguards	Taxonomy-aligned proportion of OpEx, year N	Category (enabling activity)	Category (transitional activity)
		(euros)	(%)	(%)	(%)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(%)	(E)	(T)
A. Taxonomy – eligible activities															
A.1. Environmentally sustainable activities (taxonomy-aligned)															
OpEx of environmentally sustainable activities (taxonomy-aligned) (A.1)			0%												
A.2. Taxonomy-eligible but not environmentally sustainable activities (activities not taxonomy aligned) (A2)															
3.21 Aircraft manufacturing	C30.3, C33.16	9,237,905€	4%												
6.19 Air transport of passengers and cargo	H51.1, H51.21	222,582,854€	90%												
7.7 Acquisition and ownership of buildings	L68	10,179,661€	4%												
OpEx of taxonomy-eligible but not environmentally sustainable activities (activities not taxonomy aligned) (A.2)		242,000,420€	98%												
Total (A.1 + A.2)		242,000,420€	98%	0%											
B. Taxonomy - non-eligible activities															
OpEx of taxonomy - non-eligible activities (B)		4,774,098€	2%												
Total (A + B)		246,774,518€	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 2023, 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 Group employees are capitalized and included in CapEx.

GRI Table

Declaration of use

TAP reported in accordance with the GRI Standards for the period between 1 January and 31 December 2023

GRI 1 used

GRI 1: Fundamentals 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

2.1 Organizational Details	About TAP TAP Sustainability Report 2023, Relatório de Governo Societário TAP 2023	-	-	-	-
2.2 Entities included in the Organization's sustainability report	On the Report	-	-	-	-
2.3 Reporting period, frequency and contacts	On the Report	-	-	-	-
2.4 Reformulation 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 2023 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	Relatório de Governo Societário TAP 2023 (TAP Corporate Governance Report for 2023)	-	-	-	-

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	Relatório de Governo Societário TAP 2023	-	-	-	-
2.11 President of the highest governance body	Relatório de Governo Societário TAP 2023	-	-	-	-
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 the management of impacts	TAP approach to sustainability - Governance - 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	Relatório de Governo Societário TAP 2023	-	-	-	-
2.16 Communication of critical concerns	TAP approach to sustainability - Governance - Ethical Management and Policies TAP approach to sustainability - Governance - Ethical Conduct Channel	-	-	-	-
2.17 Collective knowledge of the highest governance body	TAP approach to sustainability - Governance	-	-	-	-
2.18 Appraisal of the performance of the highest governance body	Relatório de Governo Societário TAP 2023	-	-	-	-
2.19 Remuneration policies	Relatório de Governo Societário TAP 2023	-	-	-	-
2.20 Remuneration determination process	Relatório de Governo Societário TAP 2023	-	-	-	-
2.21 Annual total remuneration ratio	Complementary information - Table 2	-	-	-	-



GRI Content	Location/Description	Omission			Ref no. of the sector standard
		Omitted requirements	Reason	Explanation	
2.22 Statement on sustainable development strategy	Message from the Executive Committee	-	-	-	-
2.23 Policies	TAP approach to sustainability - Governance – Ethical Management and Policies TAP website - <a href="#">Manuais</a>	-	-	-	-
2.24 Incorporation of policies	TAP approach to sustainability - Governance – Ethical Management and Policies <a href="#">Código de Ética e Conduta da TAP</a> (TAP's Code of Ethics and conduct)	-	-	-	-
2.25 Processes to repair negative impacts	TAP approach to sustainability - Governance – Ethical Management and Policies <a href="#">Código de Ética e Conduta da TAP</a>	-	-	-	-
2.26 Mechanisms for seeking advice and raising concerns	TAP approach to sustainability - Governance – Ethical Management and Policies <a href="#">Código de Ética e Conduta da TAP</a>	-	-	-	-
2.27 Compliance with laws and regulations	Complementary information - Table 3	-	-	-	-
2.28 Participation in associations	Annexes – TAP partnerships in 2023	-	-	-	-
2.29 Approach to stakeholder engagement	TAP approach to sustainability – Involvement with stakeholders	-	-	-	-
2.30 Collective bargaining agreements	Employees covered by collective bargaining agreements in 2023: 7,837 (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	-	-	-	-

GRI Content	Location/Description	Omission			Ref no. of the sector standard
		Omitted requirements	Reason	Explanation	
Ethical Management					
3.3 Management of material topics	TAP approach to sustainability - Governance – Ethical Management and Policies	-	-	-	-
Performance and financial resilience					
3.3 Management of material topics	TAP approach to sustainability - Governance – Performance and Financial Resilience	-	-	-	-
Emissions and climate change management					
3.3 Management of material topics	Environment – Emissions and Climate Change management	-	-	-	-
Sustainable aviation fuels					
3.3 Management of material topics	Environment – Sustainable Aviation Fuels	-	-	-	-
Reduction, recycling, reuse and upcycling of materials					
3.3 Management of material topics	Environment - Reduction, Recycling, Reuse and Upcycling	-	-	-	-
Customer health and safety					
3.3 Management of material topics	Our customers – Health and Safety Our customers - Data Protection and Cybersecurity	-	-	-	-
Occupational health and safety					
3.3 Management of material topics	Our people – Occupational Health and Safety	-	-	-	-
Customer satisfaction					
3.3 Management of material topics	Our customers – Customer Satisfaction	-	-	-	-
Diversity and inclusion					
3.3 Management of material topics	Our people – Diversity and Inclusion	-	-	-	-

GRI Content	Location/Description	Omission			Ref no. of the sector standard
		Omitted requirements	Reason	Explanation	
Involvement with the community					
3.3 Management of material topics	Involvement with the community	-	-	-	-
Standards by topic					
GRI 201: Economic Performance 2016					
201.1 Direct economic value generated and distributed	Complementary information - Table 4	-	-	-	-
GRI 302: Energy 2016					
302.1 Energy consumption within the Organization	Complementary information - Table 5	-	-	-	-
GRI 303: Water and Effluents 2018					
303.1 Interactions with water as a shared resource	Water for human consumption at the TAP Campus is supplied by the EPAL (Empresa Portuguesa das Águas Livres) network. To complement this, TAP has a licensed borehole, using the extracted water for secondary purposes, namely, washing floors and the irrigation system. TAP is responsible for monitoring consumption through water meters of the EPAL network and of the borehole.	-	-	-	-
303.2 Management of water discharge-related impacts	TAP has a liquid effluent monitoring program where it performs (half-yearly) 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.	-	-	-	-

GRI Content	Location/Description	Omission			Ref no. of the sector standard
		Omitted requirements	Reason	Explanation	
303.5 Total water consumption	Complementary information - Table 6	-	-	-	-
<b>GRI 305: Emissions 2016</b>					
305.1 Direct (Scope 1) GHG emissions	Environment – Emissions and Climate Change management Environment – Sustainable aviation fuels  Complementary information - Table 7	-	-	-	-
305.2 Indirect (Scope 2) GHG emissions resulting from acquisition of energy	Environment – Emissions and Climate Change management  Complementary information - Table 8	-	-	-	-
305.4 GHG emissions intensity	Environment - Reduction, Recycling, Reuse and Upcycling	-	-	-	-
<b>GRI 306: Waste 2020</b>					
306.1 Waste generation and significant waste-related impacts	Environment - Reduction, Recycling, Reuse and Upcycling	-	-	-	-
306.2 Management of significant waste-related impacts	During TAP's operational activity, two types of waste are produced: environmental-ly non-hazardous and hazardous waste. Currently, TAP is strongly committed to reducing, whenever possible, the consumption of products and materials with the aim of reducing waste and waste production.  To ensure the correct routing of waste produced, TAP has a service provision contract for global waste management with a management operator licensed by the Ministério do Ambiente (Ministry of the Environment). From a contractual point of view, it is established that, whenever possible, the recovery/recycling of waste	-	-	-	-

GRI Content	Location/Description	Omission			Ref no. of the sector standard
		Omitted requirements	Reason	Explanation	
	(instead of its disposal) should be privileged.  Waste produced at the TAP facilities is forwarded through waste management operators licensed by the Ministry of the Environment. TAP registers all eGARs (Guia Eletrónica de Acompanhamento de Resíduos) 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 Ministry of the Environment, Sistema Integrado de Licenciamento do Ambiente (SILIAMB).				
306.3 Waste generated	Complementary information - Table 9	-	-	-	-

#### GRI 403: Occupational health and safety 2018

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 Employee participation, consultation, and communication on occupational health and safety	TAP approach to sustainability – Governance  Our people – Occupational Health and Safety	-	-	-	-
403.5 Employee training in occupational health and safety	Our people – Occupational Health and Safety Our people – Talent management	-	-	-	-

GRI Content	Location/Description	Omission			Ref no. of the sector standard
		Omitted requirements	Reason	Explanation	
403.6 Promotion of employee health	Our people – Occupational Health and Safety	-	-	-	-
403.7 Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	Our people – Occupational Health and Safety  All employees and workplaces, totaling 100%, are controlled by the organization and are represented on joint health and safety committees.	-	-	-	-
403.9 Work accidents	Our people – Occupational Health and Safety  Hazards were identified through risk assessment methods, audits and frequent visits to workplaces, analysis of employee reports, and analysis of work accidents and occupational diseases. Hazards that contributed to serious accidents include pressure alterations in the aircraft, handling of cargo, equipment and tools, working at height, inadequate infrastructure and handling of substances. To mitigate these risks, actions were implemented such as preventive and corrective maintenance of equipment and infrastructure, acquisition of modernized equipment, training in occupational safety and development of awareness videos, among other measures.	-	-	-	-

#### GRI 405: Diversity and Equal Opportunities 2016

405.1 Diversity in governance bodies and of employees	Our people – Diversity and Inclusion	-	-	-	-
405.2 Ratio between the base salary and the remuneration received by women and that received by men	Complementary information - Table 10	-	-	-	-



GRI Content	Location/Description	Omission			Ref no. of the sector standard
		Omitted requirements	Reason	Explanation	

GRI 406: Non-Discrimination 2016

406.1 Incidents of discrimination and corrective actions taken	In 2023, two (2) cases were reported in this context. The cases were analyzed, and corrective plans were made, with same having been resolved during the period. The increase in the number of cases does not necessarily reflect an increase in discrimination, given that in 2023 only 2 cases were identified. This increase may be related to the greater exposure, knowledge and awareness of the reporting channel.	-	-	-	-
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GRI 416: Customer Health and Safety 2016

416.1 Assessment of the health and safety impacts of product and service categories	Our customers – Health and Safety	-	-	-	-
416.2 Incidents of non-compliance concerning the health and safety impacts of products and services	Our customers – Health and Safety	-	-	-	-

GRI 418: Customer Privacy 2016

418.1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Our customers - Data Protection and Cybersecurity	-	-	-	-
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Complementary information

Table 1 – Employee profile

Number of employees	2021	2022	2023
Men	4,035	4,227	4,454
Women	2,768	3,085	3,383
<b>TOTAL EMPLOYEES (no.)</b>	<b>6,803</b>	<b>7,312</b>	<b>7,837</b>

Number of permanent employees	2021	2022	2023
-------------------------------	------	------	------

Germany

Men	3	2	6
Women	11	5	5

Angola

Men	11	10	10
Women	8	8	8

Belgium

Men	-	1	1
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Brazil

Men	44	44	42
Women	35	35	41

Cape Verde

Men	4	3	3
Women	8	8	8

Canada

Men	1	1	1
Women	1	1	2

Ivory Coast

Men	1	-	-
Women	1	-	-

Denmark

Men	1	1	1
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Spain

Men	18	14	14
Women	16	15	15

Number of permanent employees	2021	2022	2023
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USA

Men	13	10	11
Women	22	19	22

France

Men	8	7	8
Women	12	6	7

Ghana

Men	1	2	2
Women	1	2	1

Guinea-Bissau

Men	4	4	4
Women	1	1	1

Italy

Men	9	7	7
Women	13	11	11

Mozambique

Men	2	2	2
Women	3	3	3

Netherlands

Men	1	1	1
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Portugal

Men	3,870	4,034	4,287
Women	2,584	2,826	3,172

United Kingdom

Men	8	5	5
Women	6	7	7

Number of permanent employees	2021	2022	2023
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São Tomé and Príncipe

Men	1	1	1
Women	2	2	2

Senegal

Men	3	3	4
Women	6	6	6

Switzerland

Men	3	3	2
Women	1	1	1

Venezuela

Men	3	3	2
Women	4	4	4

Number of permanent employees

Men	4,009	4,158	4,414
Women	2,735	2,960	3,316
<b>TOTAL PERMANENT EMPLOYEES</b>	<b>6,744</b>	<b>7,118</b>	<b>7,730</b>

Number of temporary employees	2021	2022	2023
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Angola

Women	1	1	1
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Cape Verde

Men	1	1	1
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Ivory Coast

Men	1	-	-
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Ghana

Women	2	-	1
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Number of temporary employees	2021	2022	2023
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Portugal

Men	21	66	39
Women	30	124	65

Number of temporary employees

Men	23	67	40
Women	33	125	67
<b>TOTAL TEMPORARY EMPLOYEES</b>	<b>56</b>	<b>192</b>	<b>107</b>

Number of employees without guaranteed working hours	2021	2022	2023
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Men	3	2	-
<b>TOTAL EMPLOYEES WITHOUT GUARANTEED WORKING HOURS</b>	<b>3</b>	<b>2</b>	<b>-</b>

Number of full-time employees	2021	2022	2023
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Germany

Men	3	2	5
Women	11	5	6

Angola

Men	11	10	10
Women	9	9	3

Belgium

Men	-	1	1
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Brazil

Men	44	44	42
Women	35	35	41

Number of full-time employees	2021	2022	2023
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Cape Verde

Men	5	4	4
Women	8	8	8

Canada

Men	1	1	1
Women	1	1	2

Ivory Coast

Men	2	-	-
Women	1	-	-

Denmark

Men	1	1	1
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Spain

Men	18	14	13
Women	16	15	15

USA

Men	13	10	10
Women	22	19	21

France

Men	8	7	8
Women	12	6	6

Ghana

Men	1	2	2
Women	3	2	2

Guinea-Bissau

Men	4	4	4
Women	1	1	1



Number of full-time employees	2021	2022	2023
-------------------------------	------	------	------

Italy

Men	9	7	7
Women	13	11	11

Mozambique

Men	2	2	2
Women	3	3	3

Netherlands

Men	1	1	1
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Portugal

Men	2,352	4,055	4,290
Women	953	2,881	3,173

United Kingdom

Men	8	5	5
Women	6	7	7

São Tomé and Príncipe

Men	1	-	1
Women	2	2	2

Senegal

Men	3	3	4
Women	6	6	6

Switzerland

Men	3	3	2
Women	1	1	1

Venezuela

Men	3	3	2
Women	4	4	4

Number of full-time employees	2021	2022	2023
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Full-time employees

Men	2,493	4,179	4,416
Women	1,107	3,016	3,317
TOTAL FULL-TIME EMPLOYEES	3,600	7,195	7,733

Number of part-time employees	2021	2022	2023
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Spain

Men	-	-	1
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Portugal

Men	1,542	47	1
Women	1,661	69	1

São Tomé and Príncipe

Men	-	1	-
Women	-	-	1

Switzerland

Men	-	-	36
Women	-	-	64

Part-time employees

Men	1,542	48	38
Women	1,661	69	66
TOTAL PART-TIME EMPLOYEES	3,203	117	104

Complementary information

Table 2 – Proportion of the total annual remuneration

	2021	2022	2023
Ratio of total annual remuneration of the highest paid individual in the Organization and average total annual remuneration of employees (excluding the highest paid)	6.19	10.83	10.11
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	0.00

Table 3 – Compliance with laws and regulations

	2021	2022	2023
Total no. of significant cases of non-compliance with laws and regulations in which fines were applied	1	2	1
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	1
Monetary value of fines in cases of non-compliance with laws and regulations	220,000€	1,099,278€	535,500€
Description of significant cases of non-compliance	ANAC Case - TAP was condemned by the Tribunal da Concorrência, Regulação e Supervisão 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 US 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 cancelled 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.	AESA (Agencia Estatal de Seguridad Aerea de Espanha) case - TAP was sentenced by the Spanish Court that confirmed the practice of the offense imputed by AESA, corresponding to the non-payment of refunds within 7 days
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.	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

	2021	2022	2023
Direct Economic Value Generated (€)	1,388,542,492€	3,484,967,485€	4,214,818,210€
Revenue	1,388,542,492€	3,484,967,485€	4,214,818,210€
Economic Value Distributed (€)	3,180,087,486€	3,469,530,715€	4,202,100,521€
Operating expenses	2,568,362,568€	2,864,796,355€	3,188,179,384€
Employee Salaries and Benefits	308,840,162€	351,932,185€	679,644,679€
Payments to Investors	129,218,196€	84,129,029€	90,676,070€
Payments to the State	173,656,129€	168,651,433€	243,334,767€
Donations to and other Investments in the Community	10,431€	21,712€	265,621€
Accumulated Economic Value (€)	-1,791,544,994€	15,436,771€	12,717,689€

Table 5 – Energy consumption

	2021	2022	2023
Stationary equipment fuels (GJ)	38,719	42,485	43,739
Natural gas (GJ)	30,119	32,896	28,990
Jet A1 – Test bench (GJ)	8,600	9,589	14,749
Jet A1 – Test bench (tonnes)	200	223	343
Mobile equipment fuels (GJ)	21,276,327	42 431 621	48,917,212
Gasoline (GJ)	39	286	79
Diesel (GJ)	2,297	3,880	2,827
Jet A1 – Flight operations (GJ)	21,273,992	42,427,455	48,914,306
Jet A1 – Flight operations (tonnes)	494,744	986,685	1,137,542
Electrical energy consumption (GJ)	53,562	54,436	56,198
Total energy consumption (GJ)	21,368,607	42,528,542	49,017,149

Complementary information

Table 6 – Water consumption

	2021	2022	2023
Total water consumption (m³)	97,372	102,899	119,810
Total EPAL water consumption (m³)	71,422	77,470	84,356
Total borehole catchment water consumption (m³)	25,951	25,429	35,454

Table 7 – Scope 1 emissions

	2021	2022	2023
Stationary equipment emissions (tCO <sub>2</sub> e)	1,704,073	1,861,225	1,637,250
Natural gas (tCO <sub>2</sub> e)	1,703,443	1,860,523	1,636,170
Jet A1 – Test bench (tCO <sub>2</sub> e)	630	702	1,080
Mobile equipment emissions (tCO <sub>2</sub> e)	1,734,631	3,421,799	3 802 496
Gasoline (tCO <sub>2</sub> e)	2,817	20,833	5,839
Diesel (tCO <sub>2</sub> e)	173,371	292,908	213,400
Jet A1 – Flight operations (tCO <sub>2</sub> e)	1,558,444	3,108,058	3,583,257
Scope 1 emissions (tCO <sub>2</sub> e)	3,438,705	5,283,024	5,439,746

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

	2021	2022	2023
Scope 2 emissions – market-based (tCO <sub>2</sub> e)	2,586	2,628	2,377
Scope 2 emissions – location-based (tCO <sub>2</sub> e)	1,994	2,072	2,139

Market-based factor: Iberdrola  
Location-based factor: APREN

Table 9 – Waste produced

	2021	2022	2023
Total waste produced (t)	1,241	1,867	2,310
Total waste recovered (t)	828	1,063	1,216
Total waste disposed of (t)	413	804	1,094
Hazardous waste (t)	180	228	342
Hazardous waste recovered (t)	133	196	249
Hazardous waste disposed of (t)	47	33	93
Non-hazardous waste (t)	1,061	1,638	1,968
Non-hazardous waste recovered (t)	696	867	967
Non-hazardous waste disposed of (t)	366	771	1,001

Table 10 – Ratio between base salary and remuneration of women and of men

	2021	2022	2023
Average base salary by functional area and by gender	Ratio F / M	Ratio F / M	Ratio F / M
Technical Navigation Personnel	0.91	0.91	0.92
Commercial Navigation Personnel	1.02	1.03	1.04
Maintenance & Engineering	1.17	1.20	1.11
Headquarters	0.92	0.92	0.89
TOTAL	0.63	0.62	0.56
Average remuneration by functional area and by gender	Ratio F / M	Ratio F / M	Ratio F / M
Technical Navigation Personnel	0.83	0.83	0.81
Commercial Navigation Personnel	1.02	1.03	1.04
Maintenance & Engineering	1.10	1.14	1.03
Headquarters	0.91	0.91	0.88
TOTAL	0.57	0.56	0.49



# » Glossary of Acronyms, Abbreviations and Units of Measurement

## Acronyms

A4E	Airlines for Europe
ACP	Airline Coordination Platform
ACT	Autoridade para as Condições do Trabalho
AESA	Agência Estatal de Seguridad Aerea
AFMS	Automated Freight Measurement System
AGM	Annual General Meeting
AMT	Aircraft Maintenance Technicians
ALTA	Associação de Transporte Aéreo da América Latina e Caraíbas
AMI	Assistência Médica Internacional
ANA	Aeroportos e Navegação Aérea
ANAC	Autoridade Nacional da Aviação Civil
APPACDM	Associação Portuguesa de Pais e Amigos do Cidadão Deficiente Mental
APREN	Associação Portuguesa de Energias Renováveis
ASASTAP	Associação de Solidariedade e Apoio Social do Pessoal da TAP
ASCA	Airline Sports and Cultural Association
ASK	Available Seat per Kilometer
BTL	Bolsa de Turismo de Lisboa
CapEx	Capital Expenditure
CEO	Chief Executive Officer
CNS	Communications, Navigation and Surveillance
CoLAB BIOREF	Laboratório Colaborativo para as Biorrefinarias
COSTF	Cabin Operations Safety Task Force
c-PED	Controlled-Portable Electronic Device
CSR	Corporate Social Responsibility
CVP	Cruz Vermelha Portuguesa
D&I	Diversity & Inclusion
D10X	Destination 10X Together
DALI	Digital Addressable Lighting Interface
DGERT	Direção Geral do Emprego e das Relações de Trabalho
DGR	Dangerous Goods Regulations
DGS	Direção Geral de Saúde
DLK	Data Link
DOV	Direção de Operações de Voo
DSAG	Departmental Safety Action Groups
EASA	European Union Aviation Safety Agency
EATIN	EUROCONTROL Air Transport Innovation Network
e-AWB	Eletronic Air Waybill
EC	Executive Commission
EFB	Electronic Flight Bag

## Acronyms

e-GAR	Guia Eletrónica de Acompanhamento de Resíduos
EOFDM	European Operators Flight Data Monitoring Forum
EPAL	Empresa Portuguesa de Águas Livres
ERP	Emergency Response Planning
e-SAF	synthetic Sustainable Aviation Fuel derived from renewable energy
ESG	Environmental, Social and Governance
EU	European Union
EVPA	European Venture Philanthropy Association
FDX	Flight Data eXchange
GBAS	Ground Based Augmentation System
GDPR	General Data Protection Regulation
GLS	Ground Landing System
GPTW	Great Place to Work
GRACE	Grupo de Reflexão e Apoio à Cidadania Empresarial
GRI	Global Reporting Initiative
GSOC	Global Safety & Operations Conference
IATA	International Air Transport Association
ICAO	International Civil Aviation Organization
IDX	Incident Data eXchange
IFE	Inflight Entertainment
IOSA	IATA Operational Safety Audit
IPAC	Instituto Português de Acreditação
IPO	Instituto Português de Oncologia
IQSMS	Integrated Quality and Safety Management System
IRS	Imposto sobre os Rendimentos de Pessoas Singulares
ISO	International Organization for Standardization
JURG	Joint User Requirements Group
KPIs	Key Performance Indicators
LED	Light-Emitting Diode
MIRR	Mapa Integrado de Registo de Resíduos
MAF	Multiple Authentication Factor
MoUs	Memorandum of Understanding
MTO	Maintenance Training Organization
NEO	New Engine Option
NEO LR	New Engine Option Long-Range variant
NGO	Non-Governmental Organization
NPS	Net Promoter Score
OECD	Organisation for Economic Co-operation and Development
OHS	Occupational Health and Safety

Acronyms

OHSC	Occupational Health and Safety Commission
OpEx	Operational Expenditure
PALOP	Países Africanos de Língua Oficial Portuguesa
PET	Polyethylene Terephthalate
PPE	Personal Protective Equipment
PPR	Plano de Prevenção de Riscos de Corrupção e Infrações Conexas
PPS1	Produtos, Processos ou Serviços (Refinação de microalgas autotróficas em biojetfuel)
PPS2	Produtos, Processos ou Serviços (Produção de biomassa por fermentação para refinação em biojetfuel)
PSP	Polícia de Segurança Pública
RNP-AR APCH	Required Navigation Performance – Authorization Required
ROPS	Runway Overrun Prevention System
rPET	recycled Polyethylene Terephthalate
RPK	Revenue Passenger Kilometer
S&P Global	Standard and Poor’s Global incorporated
SAF	Sustainable Aviation Fuel
SAGALEXPO	Feira de Exportação dos Sabores de Portugal
SDG	Sustainable Development Goals
SeMS	Security Management System
SESAR	Single European Sky ATM Research
SILIAMB	Sistema Integrado de Licenciamento do Ambiente
SMS	Safety Management System
SPIs	Safety Performance Indicators
SSAG	Safety and Security Action Groups
SSRB	Safety and Security Review Board
TAP	Transportes Aéreos Portugueses
TNP	Technical Navigational Personnel
TNS	Training Needs Survey
TTA	Terminal de Tripulações de Lisboa
TV	Television
UCO	Used Cooking Oil
UCS	Unidade de Cuidados de Saúde
UAPT	Ukrainian Refugees Portugal
UNICEF	United Nations Children`s Fund
UN	United Nations
USA	United States of America
WHO	World Health Organization
XR	Extended Reality

Abbreviations

E	Enabling Activity
F/M	Female/ Male
Y	Year
no.	number
ref.	reference
Y/N	Yes/No
T	Transitional Activity

Units of Measurement

%	percentage
CO <sub>2</sub>	carbon dioxide
e	equivalent
Eur (or €)	Euro
g/pkm	carbon dioxide emissions (in grams) per passenger per kilometer travelled
GJ	gigajoules
h	hour
kg	kilogram
KWh	Kilowatt-hour
l	liters
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 CO2 equivalent
t	tonne
USD (\$)	United States Dollar
pp	percentage point



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