

# 2024 Sustainability Report



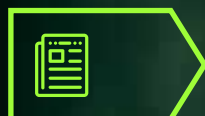




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# On the Report

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 2024. In this report, quantitative indicators are presented in respect of 2022, 2023 and 2024, 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 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 2024 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:

**Direção de Sustentabilidade**  
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This document is a free translation of the original issued in the Portuguese language. In the event of discrepancies or misinterpretations, the original version shall prevail.





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# Message from the Executive Committee

The year 2024 saw TAP maintain its recovery trajectory. Despite the pandemic looming in the recent past, the Company presented, for the third consecutive year, a positive net income, supported by the increase in revenue – operating revenue exceeded Euros 4.2 thousand million reaching a new historical record – and by the stabilization of operating results. The teams continued to give their best, being results-oriented and focused on the long-term stability of the Company, which aims to be sustainable in all its dimensions.

In 2024, TAP transported a total of 16.1 million passengers, an increase of 1.6% year-on-year, reaching 94% of the values achieved in 2019. Flight revenue remained positive, driven by the increase in capacity (+1.6%) and the improvement in the occupancy rate (load factor), which rose by 1.5 percentage points.

These results, together with the continuous improvement in punctuality and regularity, confirm a more robust and resilient operation, recognized by our customers through the important increase verified in the NPS (Customer Satisfaction Index) compared to 2023.

TAP has been consolidating Sustainability as a strategic pillar of action across its business, operational performance and competitive position in the market, incorporating a focus on responsible, ethical and resilient management into its business processes.

Aware that this ambition is only viable with the responsibility and commitment of the entire organization, the focus, in 2024, was on training internal teams and on the resilience of the governance model, including the creation of the Sustainability Committee, which meets quarterly and has as its main objective to evaluate the sustainability strategy and policies – and to ensure their execution – and the adherence by TAP teams to the “Manifesto 4theFuture” which expresses the commitment of employees to the Company’s goals for 2030, the commitment of TAP to future generations.

This positioning is particularly relevant in a year marked by significant disruptive events in the climate, geopolitical and geoeconomic spheres, which have shaped, and will continue to shape, the global scenario in which we operate and the sustainability of our business.

2024 was also a year in which we remained firm in our goal of contributing to the fulfillment of the IATA resolution to achieve zero carbon emissions by 2050. There is global consensus around the role of the aviation industry in this trajectory, a role that will involve a major commitment to the production and use of sustainable fuels (SAF) and the necessary involvement of everyone, including decision-makers, investors, air operators and fuel producers, at the global level.

It is in this context that TAP is a founding signatory of the Alliance for Sustainability in Aviation (Aliança para a Sustentabilidade na Aviação (“ASA”)), established within the scope of the National Roadmap for the Decarbonization of Aviation (Roteiro Nacional para a Descarbonização da Aviação (“RONDA”)), based on the principle of cooperation between the different stakeholders in the civil aviation system in Portugal, and has also signed up to “Destination 2050”, an international alliance representing players in the European aviation industry, members of A4E, ACI EUROPE, ASD, CANSO Europe and ERA.

Alongside promoting the use of sustainable fuels (SAF), a priority and critical project for the industry, 2024 was the year in which TAP designed and implemented its environmental management system, through the IEnvA – IATA Environmental Assessment certification, based on ISO 14001, and published its environmental policy, on which it bases its principles and commitments, with emphasis on the promotion of partnerships that allow the reduction of carbon dioxide emissions, the reduction of dependence on fossil fuels, the promotion of the circular economy and the improvement of energy efficiency and conservation of natural resources.

Committed to leading a sustainable aviation business, TAP recognizes in the United Nations Sustainable Development Goals (SDGs) the action plan for the achievement and operationalization of the 2030 Agenda. The Company values and seeks to actively contribute to the 17 SDGs, with a special focus on those related to Renewable and Affordable Energy, Climate Action, Sustainable Production and Consumption, Decent Work and Economic Growth, and Partnerships for the Implementation of the Goals, identified as the most relevant and material for the business, considering both the positive impact of its activity, and the awareness of the negative impact that the Company has the responsibility to mitigate.

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 to definitively place sustainability principles in the business strategy and operation, have also been and will continue to be equally decisive in TAP’s Sustainability journey during the year 2025, despite the reflections and adjustments that these may be subject to.

The aviation industry connects people, cultures and economies and, therefore, is fundamental to global progress. At TAP, the commitment is clear and shared by all teams: it is a commitment to future generations, a legacy of responsibility and prosperity. For a more sustainable and fairer future for all, for an engaged and responsible aviation industry, in which TAP continues, as always, to connect people. Embracing the world.





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# About TAP

TAP Air Portugal is the leading Airline connecting Europe and Brazil and is a member of Star Alliance since 2005. Operating 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.

This Summer, TAP offers more than 1 250 flights per week, through the Company's network of destinations, which includes 84 cities, 10 in North America, 14 in South America, 12 in Africa, seven in Portugal and 42 in the remaining countries of Europe.

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 youngest 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 is ranked by Airline Ratings as the safest in Europe and 11th in the world.

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







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# Highlights

	2022	2023	2024	(2023/2024)
 <b>Operation</b>				
Passengers (thousands)	13 759	15 856	16 108	1.6%
Revenue Passenger Kilometers - RPK (millions)	36 782	42 673	44 136	3.4%
Available Seat Kilometers - ASK (millions)	45 960	52 797	53 617	1.6%
Load Factor (%)	80.00%	80.80%	82.30%	+1.5pp
Number of departures	107 856	118 878	117 905	-1.8%
Number of aircraft	93	98	99	1.0%
Number of destinations <sup>(a)</sup>	90	88	86	-2.3%
Regularity (%) <sup>(b)</sup>	96.20%	98.70%	98.90%	+0.2pp

<sup>(a)</sup> Destinations considered were cities where TAP operates.  
<sup>(b)</sup> Since 2024, the indicator considers a window of 0-14 days instead of 3 days. The values reported in the periods 2022 through 2024 use the same indicator.

 <b>Our people</b>				
Number of employees (as at 31 December)	7 312	7 837	8 148	4.0%
in Portugal	7 052	7 562	7 876	4.2%
In remaining TAP network countries	260	275	272	-1.1%
Employees by age group (%)				
< 30 years	9.8%	8.2%	8.30%	0.1pp
from 30 to 50 years	69.8%	70.8%	69.20%	-1.6pp
> 50 years	20.4%	21.0%	22.50%	+1.5pp
Employees by gender (%)				
Female	42.2%	43.2%	42.80%	-0.4pp
Male	57.8%	56.8%	57.20%	-0.4pp
Volume of training hours	237 613	307 680	335 175	8.9%

 <b>Environment</b>				
Fuels consumed				
Natural Gas (m³)	855 771	754 159	713 759	-5.4%
Jet A1 - Test bench (tonnes)	223	343	342.70	-0.1%
Gasoline (liters)	8 672	2 412	741	-69.3%
Diesel (liters)	107 250	78 815	78 196	-0.8%
Jet A1 - Flight operations (tonnes)	988 685	1 137 542	1 166 625	2.6%
Energy consumed				
Electricity (kWh)	15 121 180	15 610 432	16 213 795	3.9%
Emissions				
Total scope 1 emissions (tCO <sub>2</sub> e)	5 283 024	5 439 746	5 448 884	0.2%
Total scope 2 emissions - market-based (tCO <sub>2</sub> e)	2 628	2 377	2 097	-11.8%
Total scope 2 emissions - location-based (tCO <sub>2</sub> e)	2 072	2 139	713	-66.6%
Total emissions (tonnes)	5 285 652	5 442 123	5 450 980	0.2%
Energetic and Environmental Efficiency				
Jet Fuel consumption per passenger (l/100pkm)	3.38	3.36	3.33	-0.9%
CO <sub>2</sub> emissions per passenger (g/pkm)	84.50	84.00	83.40	-0.7%

 <b>Involvement with the Community</b>				
Organizations supported	135	107	72	-33%
TAP and TAP Customer Miles&Go donated miles (millions)	14	4.3	7.50	74%
Articles donated (units)	166 160	924 327	73 044	-92%
Extra baggage (volumes)	74	62	73	18%





# 1.

## TAP approach to Sustainability

1.1 Materiality

1.2 Commitment to Sustainable Development

1.3 Involvement with Stakeholders

1.4 Sustainability Governance

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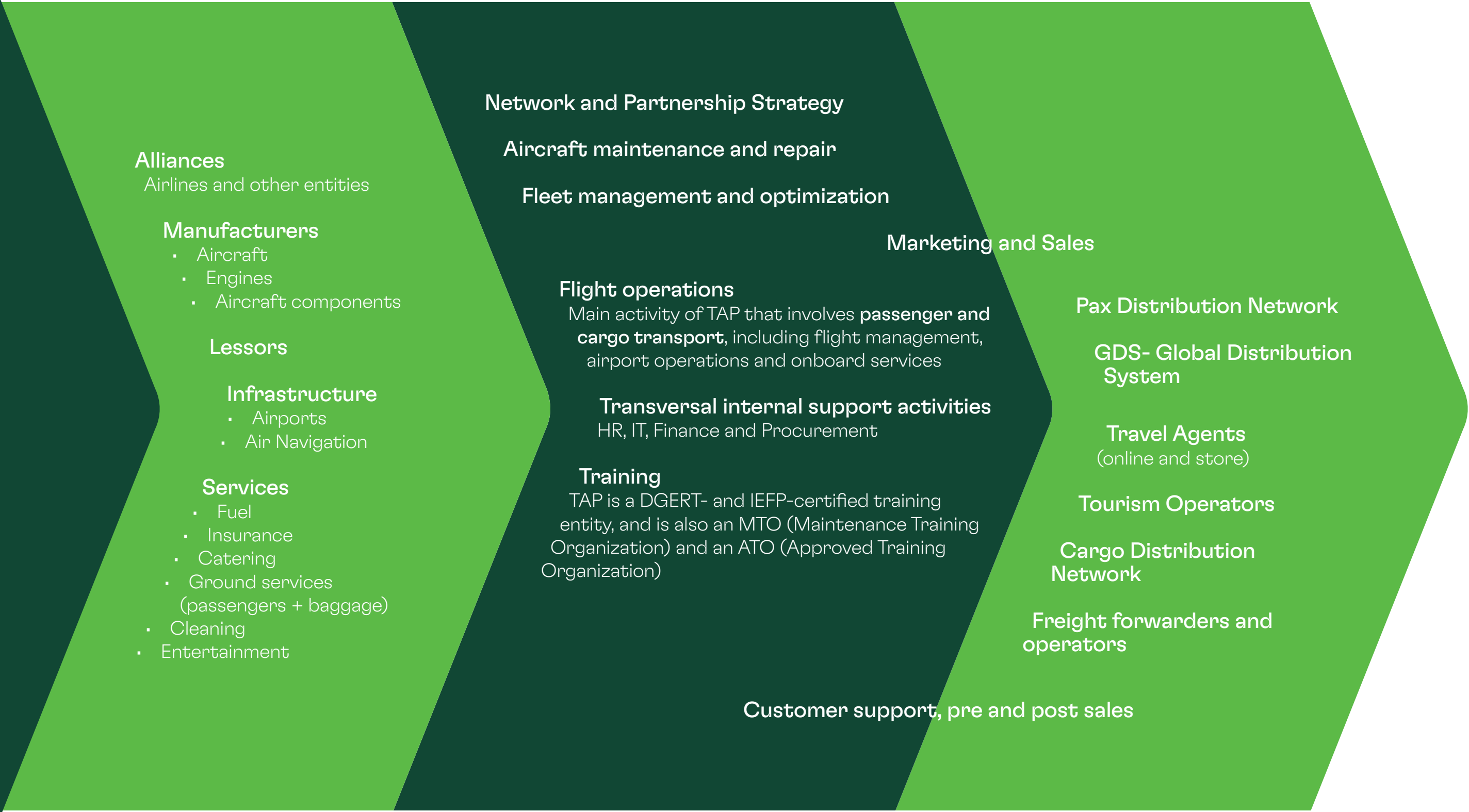
# TAP approach to Sustainability

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 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



## Own operations





# Materiality

TAP recognizes the importance of identifying the most significant topics for the creation of value at the Company, which affects its performance in the short, medium and long term, as well as its relationship with society and the planet.

In 2024, TAP began its journey towards reporting in line with the CSRD – Corporate Sustainability Reporting Directive, having carried out the Dual Materiality analysis exercise for the first time. It is currently preparing the processes and resources required for future reporting, in order to meet not only the regulation, but also the expectations of its stakeholders and its commitment to sustainable development. This analysis allowed for internal debates and broader reflections on the impact of its integration into the Company's strategy, business processes and sustainability policies.

Aware that it is not yet ready for reporting in line with the CSRD requirements, and that this is not yet mandatory, TAP chose to present this sustainability report in line with the material topics previously identified, around which TAP consolidated its strategy in 2024.

This exercise was carried out through an extensive analysis of the market, 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 practice.

Based on this analysis, ten material topics were identified for TAP, considered of high significance for the aviation sector, namely:

## Environmental

- Climate change – mitigation and adaptation
- Sustainable aviation fuels
- Use of resources and waste management

## 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

### Fly with environmental commitment (Environmental)



### Fly with our people (Social)



### Fly with the customer (Social)



### Fly through communities (Social)



### Fly with purpose (Governance)



## Lines of Action

- |   |                                  |                              |                                  |  |
|---|----------------------------------|------------------------------|----------------------------------|--|
| • Climate change; mitigation and adaptation | • Diversity and inclusion        | • Customer health and safety | • Involvement with the community | • Ethical management                   |
| • Sustainable aviation fuels                | • Occupational health and safety | • Customer satisfaction      |                                  | • Performance and financial resilience |
| • Use of resources and waste management     |                                  |                              |                                  |  |

## Contributions to the 2030 agenda (SDG)

### Environmental



### Social



### Governance



## Environmental

**Climate change** management, through mitigation and adaptation initiatives, is a significant material topic due to the current dependence on fossil fuels in air transport 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 in the **use of resources** and the appropriate management and recovery of **waste**.





## 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 as well as of its employees. The topic of occupational health and safety concerns 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, from the first moment of contact, 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 perspective of labor practices, which were particularly impacted, first by the COVID-19 pandemic and then by the exponential and rapid recovery.

Emphasis is also 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, against the backdrop of the recognition and defense of Human Rights.

Finally, **involvement with the community** has revealed itself to be a topic of high importance and contribution on the part of TAP, with the focus being placed on the promotion of development and integration initiatives for local communities, both in Portugal and in the geographies where it operates, and involving, whenever possible, its employees. TAP thus places itself at the service of the communities and continuously creates sustainable partnerships, through the sharing of knowledge and resources.

## Governance

TAP elects **ethical management** and **performance and financial resilience** as material governance topics, promoting a business management with the highest levels of integrity and compliance with the law, preventing the practice of illicit acts or those not aligned with the values and principles of the Company, and promoting responsible and ethical business that balances the development of our business with environmental preservation and social justice.

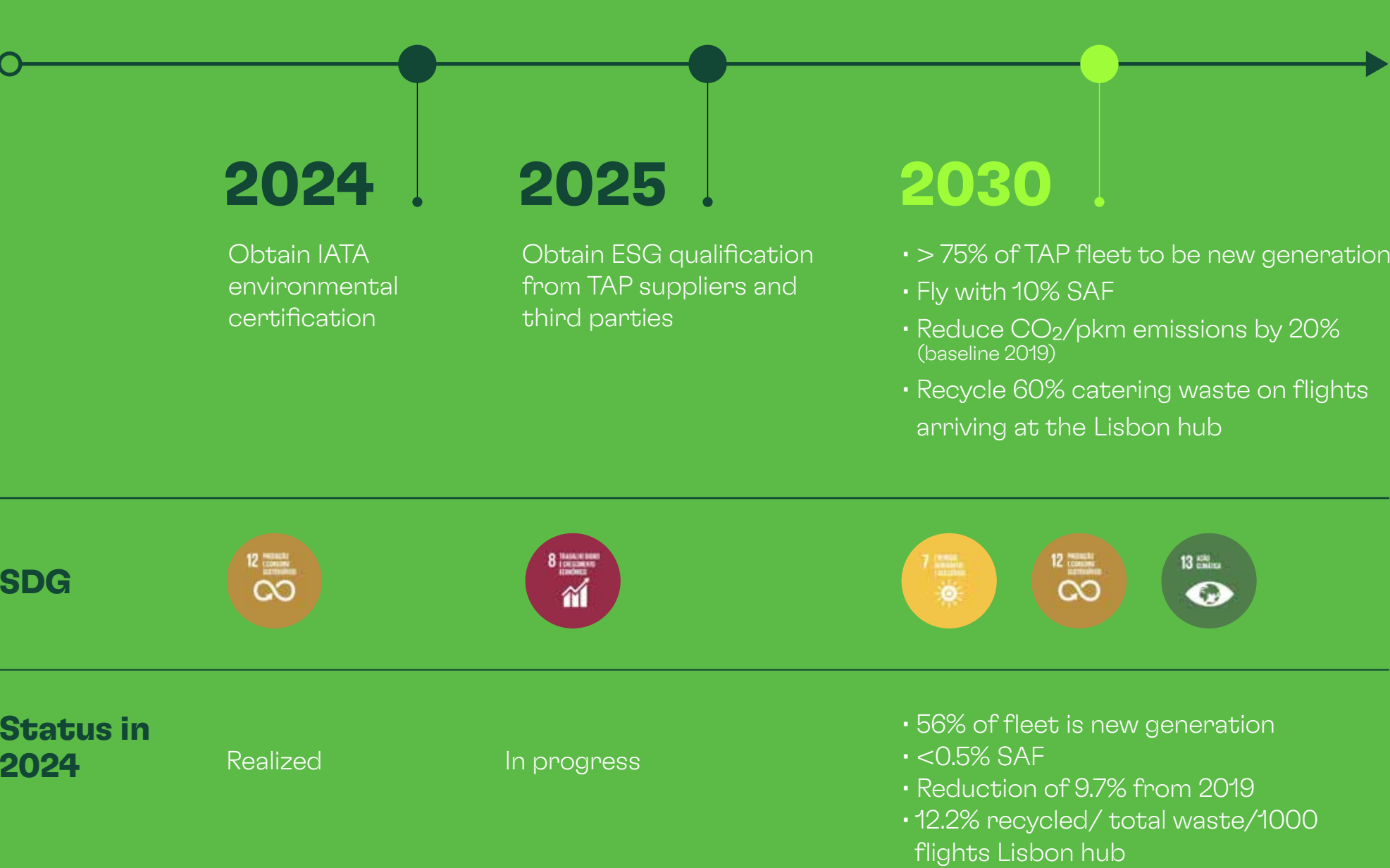
# Commitment to Sustainable Development

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 the world's citizens, 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 Affordable Energy, Climate Action, Sustainable Production and Consumption, Decent Work and Economic Growth, and Partnerships for the Implementation of the Goals, 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 action on goals and objectives, imprinted at the various hierarchical levels, of the various 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 and contributes 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 tools to support investor decision-making, as these assessments are based on comprehensive information about companies' environmental, social and governance practices.

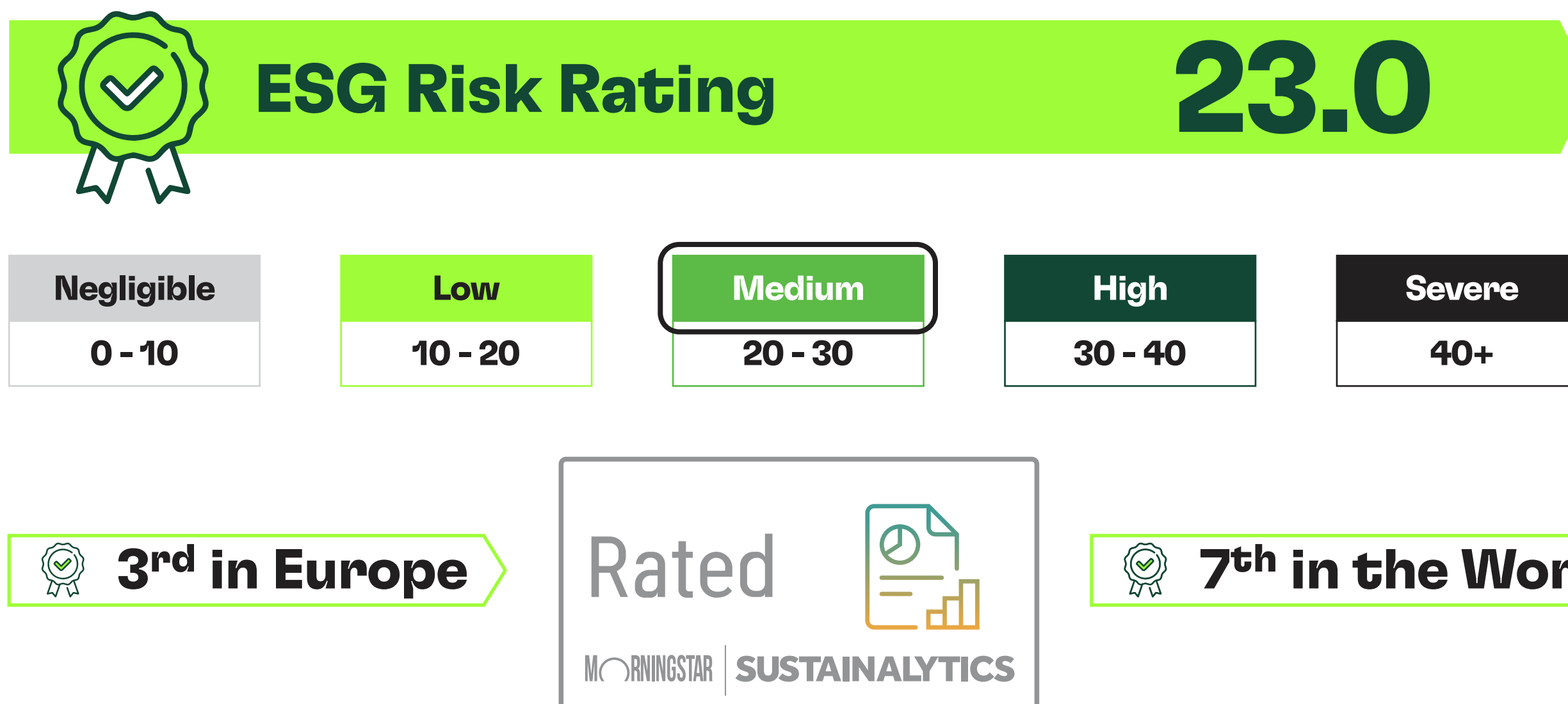
With the aim of obtaining a recognized external assessment and a rigorous and independent diagnosis of its ESG practices, performance and risks, in December 2023 TAP voluntarily carried out an assessment through which it measured its exposure to material ESG risks specific to the sector and the way they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

One year later, and considering the assessment carried out at the time, TAP maintains a medium risk score, now occupying the third position among European airlines and the seventh position at the global level, for all airlines analyzed in this rating, even though it has improved its risk to 23 points, due to a methodological review carried out by Sustainalytics.

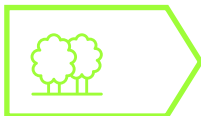
In this assessment process, the following material topics were analyzed, in accordance with Sustainalytics' methodology:

- Carbon – own operations
- Human capital
- Product governance
- Corporate governance
- Occupational health and safety
- Emissions, effluents and waste
- Data privacy and security
- Business ethics

For TAP, this assessment constituted an important milestone, given that it was the first time that the Company had been voluntarily assessed in terms of a sustainability rating. Committed to excellence and continuous improvement, TAP remains focused on continuously improving its processes and practices, based on the results of this assessment.







# 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 consult and respond 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.

	Regulatory and supervisory entities	Suppliers and partners	Financial institutions and debt investors	Media and influencers	Shareholders	Customers	Employees	Community	Non-Governmental Organizations (NGOs)	Trade Unions
TAP positioning	Maintain an open and transparent dialogue, 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.	Interact with shareholders to keep them informed of the Company's performance and financial results, listen to their feedback and address their concerns.	Offer a competitive, quality product, by providing several options and value solutions for their trips and personalized contact.	Inform, involve and recognize, reinforcing their 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	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; commercial website (FlyTAP); 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.	FlyTAP website; Investor Relations Department; Shareholders' General Meeting; annual reports; meetings; emails, press releases; social media.	FlyTAP website; TAP app + push app notification; email marketing, SMS; Contact Center; events and fairs; social media, products on land (store and airport) and on board (IFE– Inflight Entertainment); NPS survey.	Intranet; myTAP internal application; TAP TV; DOV Portal; periodic newsletters; internal sessions (transmitted remotely, or in person, such as TAP Talks); Great Place to Work survey.	FlyTAP website (which includes pages dedicated to TAP Miles&Go and to the TAP Donate Miles program); myTAP internal application; social media; press releases; newsletters; TAP Cargo, TAP Corporate and institutional websites.	Periodic meetings; issuing and sharing opinions and positions.	Periodic meetings; working groups; emails; letters; notices.





## Highlight

TAP shared internally its commitment for the future, in an event that was attended by the various teams that have been working closely with the Sustainability team, particularly in defining the sustainability strategy and goals.

### 4thefuture Commitment

Civil aviation is a fundamental pillar of global progress, connecting people, cultures and economies. We recognize the impact of our activity on the economy, communities and the environment. We are aware that the industry faces significant challenges in terms of environmental sustainability. It is our responsibility to recognize these challenges and take concrete actions to overcome them. Aviation has made the world accessible to everyone. We want to preserve this achievement for future generations.

We know how challenging it is to decarbonize the civil aviation industry, and we are committed to charting and following a path towards a more sustainable future, assuming the responsibility of reducing our environmental impact and promoting practices that respect the planet and people.

Based on the principles of responsibility, cooperation, respect for nature, social justice and sustainable economic development, we declare our commitment to:

#### Flying with environmental commitment

1. Reduce carbon dioxide emissions: implementing practices that reduce our carbon footprint.
2. Reduce dependence on fossil fuels: actively integrating the transition to cleaner, renewable and more sustainable energy sources.
3. Promote the circular economy: establishing operating and consumption processes that prioritize the reduction, reuse, recycling and minimization of waste.

#### Flying with our people, with customers and through communities

4. Defend Human Rights: ensuring that all operations along the value chain respect and promote Human Rights, establishing regular and transparent audits.
5. Create sustainable partnerships: Develop partnerships with other organizations, sharing knowledge and resources to enhance our performance. Sustainability must be a collective effort, involving all sectors of society in a network of cooperation and co-responsibility.

#### Flying with purpose

6. Promote responsible business: implementing responsible and ethical business practices that balance the development of our business with environmental preservation and social justice.

### A future for the next generations

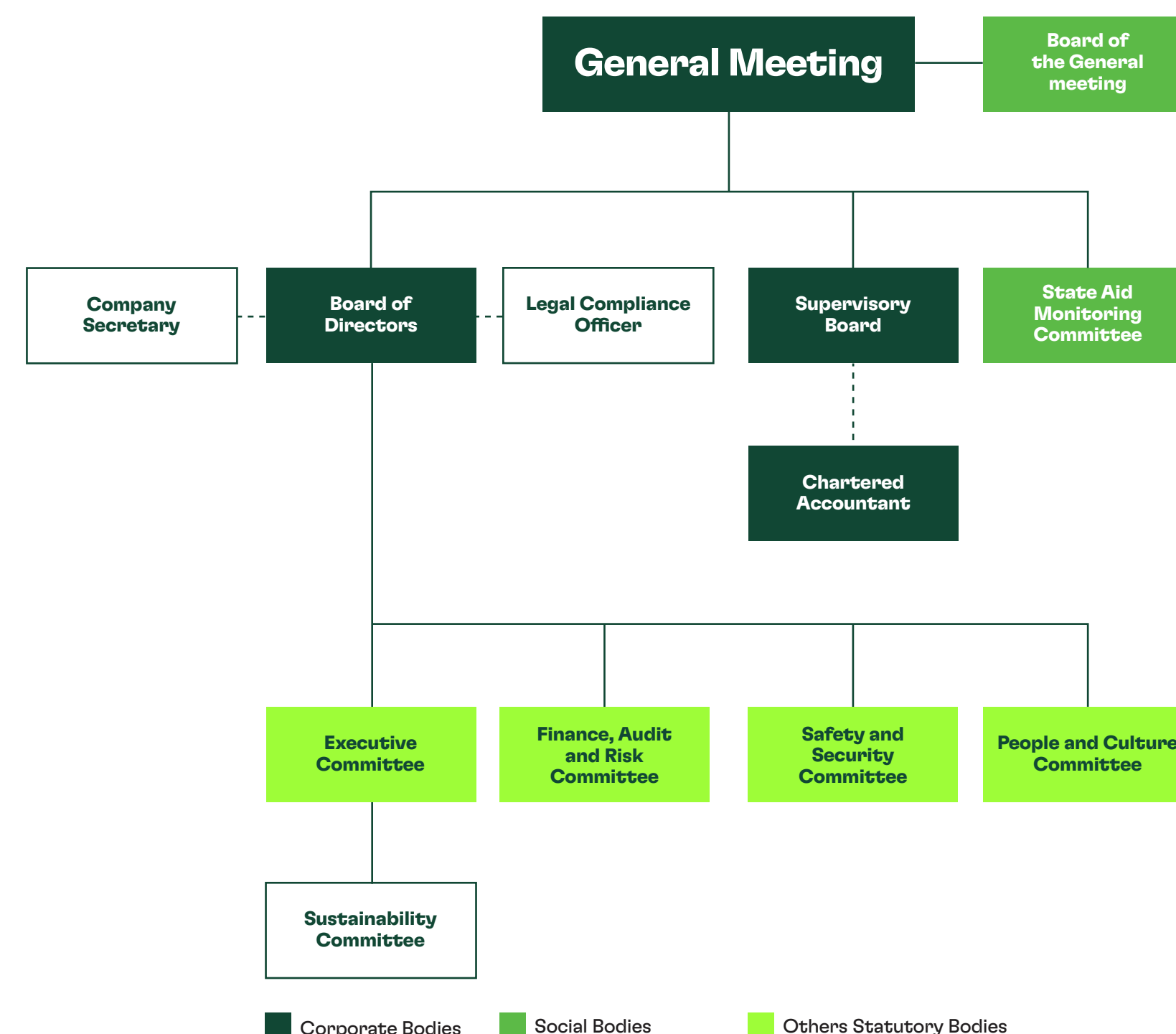
Our commitment to sustainability is a commitment for future generations. We want to leave a legacy of innovation, responsibility and prosperity. We want to leave our children a planet where they can live in safety and dignity.

We call on everyone to join us on this journey. Every action counts and, together, we can make the world more just and sustainable. This manifesto is a call to action for all who believe that a better future is possible. Our responsibility is collective, and our determination is unwavering. Let us act now on behalf of the present and future generations. Together, we can lead civil aviation towards a more sustainable future.

We are committed to integrating these guidelines into our strategic planning, our business processes and our day-to-day decisions.

# Sustainability Governance

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 issues a Corporate Governance Report that presents detailed information on the structure and composition of the corporate and social bodies and commission/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 2024** (TAP Corporate Governance Report 2024).





## Highlight

### Sustainability Committee

In 2024, the Sustainability Committee was created, overseeing and supervising the evaluation and execution of sustainability strategies and policies. The Committee is composed of three executive directors, one non-executive director and three managers. It meets quarterly and is chaired by the Chief Executive Officer (CEO) of TAP.

As sustainability is a strategic pillar of transversal action in the business and performance of TAP, the Sustainability Directorate, created in 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, the creation of the Sustainability Committee as a consultive and executive body of the Executive Commission not only aims to strengthen sustainability governance but also to promote greater knowledge of the topics, agility of execution, and ensure integration in the business processes and conscious and informed decision-making by the Executive Commission (EC).

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 Commission 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 EC.

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

In this way, clear and efficient communication is ensured about activities, risks and opportunities in sustainability matters, involving different hierarchical levels of the Organization.

## 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 Commission, in accordance with the Committee's agenda.

### Occupational Health and Safety Committee (OHSC)

Quarterly | TAP's OHSC aims to prevent work-related accidents and illnesses. The OHSC is a body with powers and duties designated in the TAP Occupational Health and Safety Regulation in force. It is comprised of elements designated by the Company, with one of them assuming the presidency of the Committee, and effective and alternate 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/security 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 Commission and members of this Commission join this Board to discuss and align subsequent actions.

### Safety and Security Action Groups (SSAG)

Regularly | The SSAGs implement the strategic guidance of the SSRB. The main objective of the SSAGs is to monitor and control the safety/security risks of TAP, its customers, employees and suppliers, which may arise or have an impact on the respective area and/or remaining activities. The 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 Commission, TAP provides training on sustainability topics, so that they can acquire the necessary knowledge to make responsible decisions on these topics. ´

The participation of the leaders in external forums, seminars and events is also encouraged to develop their knowledge and experience in these matters.

## Ethical management and policies

TAP assumes ethical management as the critical principle for sustainable value creation. It promotes 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 2024, TAP continued to strengthen its Ethical Conduct Channel, ensuring that all employees are fully informed about its importance and operation, aligning it with the organizational values and culture. Launched in June 2022, the Channel has proven to be an essential tool for ensuring that the work environment complies with the highest ethical, legal and social responsibility principles.

The Channel was widely promoted through internal communication channels, in various formats, and through e-learning training, which detailed how the Channel works and the principles that guide its use.

The Ethical Conduct Channel is secure, independent and guarantees total confidentiality and anonymity throughout the reporting process, creating an environment of trust in which employees feel safe to file reports without fear of retaliation.

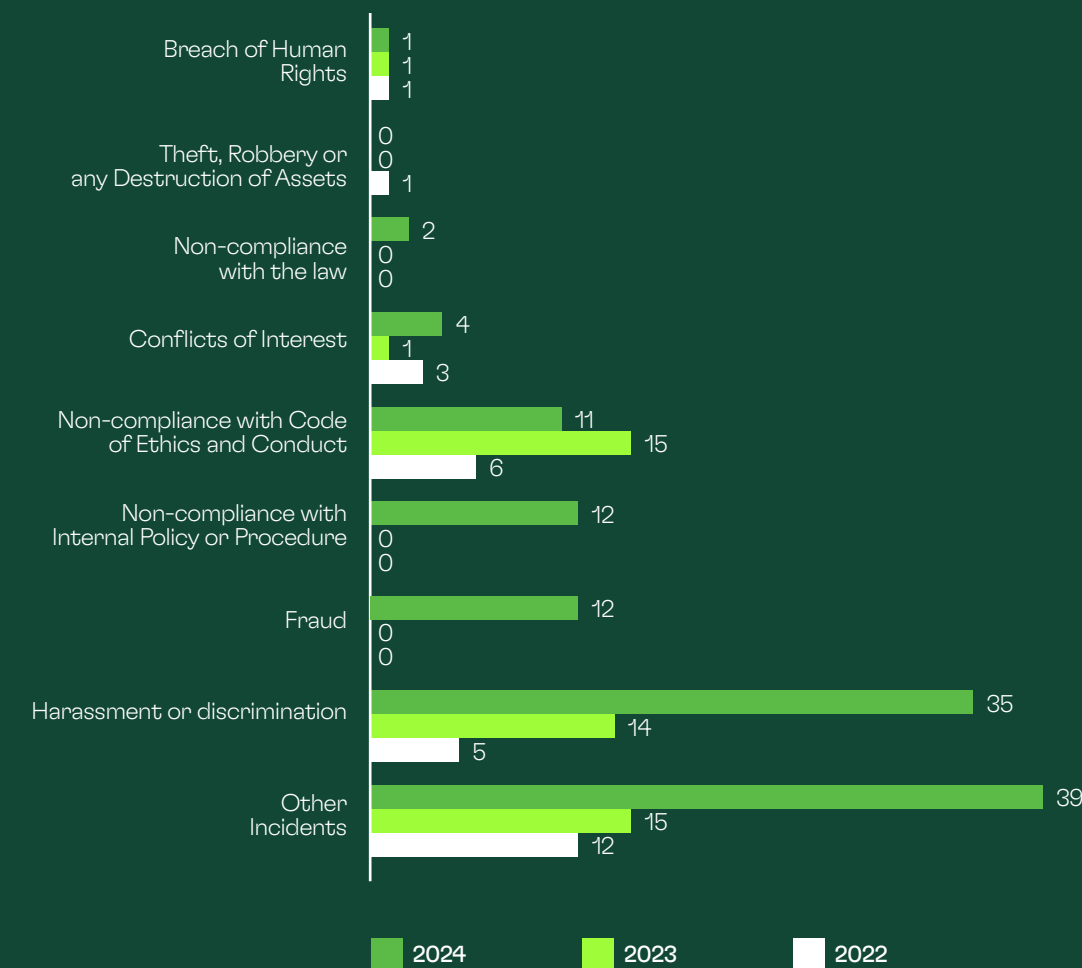
By ensuring that unethical practices are properly addressed, TAP reinforces the integrity of its internal processes and strengthens its ability to operate in a responsible and sustainable manner. In this way, it contributes to the creation of long-term value, benefiting both its employees and society in general, and consolidating the Company's commitment to ethics and social responsibility in its operations.

Of the 116 reports received through the TAP Group's Ethical Conduct Channel during 2024, 113 concern TAP. All complaints were appropriately dealt with, and the investigation of 97 was concluded. Of these, 49 were considered unfounded, 10 out of scope, 27 gave rise to changes in internal procedures or policies and 11 to disciplinary proceedings.

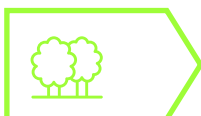
There was an increase of 154% in the number of reports received compared to the previous year, reflecting greater recognition of the Channel and increased confidence in its process, as well as in the effectiveness of its conclusions.

## Ethical Conduct Channel

### Classification of reported cases







## Ethical Management – Initiatives in 2024

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 2024 the following policies were reviewed, developed and approved, and the following reports were disclosed:

### Business Integrity Policies

- Code of Ethics and Conduct of the TAP Group
- Good Conduct Policy for Preventing and Combating Harassment at Work
- Supplier Code of Conduct
- Competition Policy
- Anti-Corruption Policy
- Code of Ethics and Conduct Policy

All Business Integrity Policies are available on the TAP Intranet

and some of them also on the [site institucional da empresa](#) (Company's institutional website).

Assessment Reports on the Plano de Prevenção de Riscos de Corrupção e Infrações Conexas (PPR) (Corruption and Related Offenses Risk Prevention Plan).

The PPR, which identifies, analyzes and classifies the risks and situations that may expose TAP Group companies 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, was presented to the employees in January 2024.

The PPR was subject to an annual assessment, in respect of the year 2023, which was carried out in April 2024, and an interim assessment, covering the higher risks, which was carried out in October 2024.

The PPR and respective assessment reports can be consulted on the Intranet and on the [site institucional da empresa](#).

## 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 notoriety for 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.





› TAP approach to Sustainability

› Our People

› Environment

› Our Customers

› Involvement with the Community

› Annexes

# 2.

## Our People

2.1 Employee Profile – Highlights

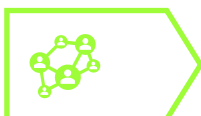
2.2 Diversity and Inclusion

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 future 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 of their level of commitment to the Company is a strategic pillar of TAP's operation, 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 2024, was the implementation 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, resulting in significant operational improvements, as well as very positive results in levels of satisfaction and commitment to the Company.

As part of this process, TAP also developed a set of initiatives with the aim of communicating, in a simple and objective way, the main changes and benefits of these new Company Agreements, namely clarification sessions, email communications, creation of individual remuneration forms and a FAQ section on the Intranet.

## Employee Profile - Highlights

**8 148**

Employees



**40%**

Female representation  
in Top Management



**49%**

Of new hiring are of  
young people



**35**

Nationalities

**335 thousand**

Hours of employee  
training



**+ 6 pp**

Climate survey  
favorability rate



**21 countries**

Distributed over



### North America

Canada (3)  
USA (33)

### South America

Brazil (80)  
Venezuela (6)

### Europe

Portugal (7 876)  
Germany (12)  
Belgium (1)  
Denmark (1)  
Spain (28)  
France (15)  
Italy (18)  
Netherlands (1)  
United Kingdom (12)  
Switzerland (4)

### Africa

Angola (19)  
Cape Verde (12)  
Ghana (4)  
Guinea-Bissau (5)  
Mozambique (6)  
S. Tomé and Príncipe (3)  
Senegal (9)







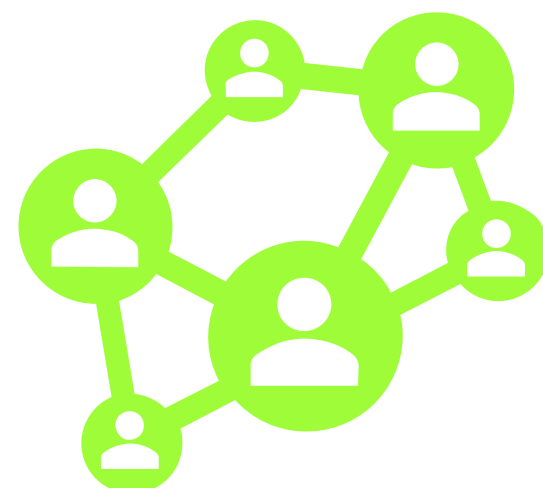
# Diversity and Inclusion

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.

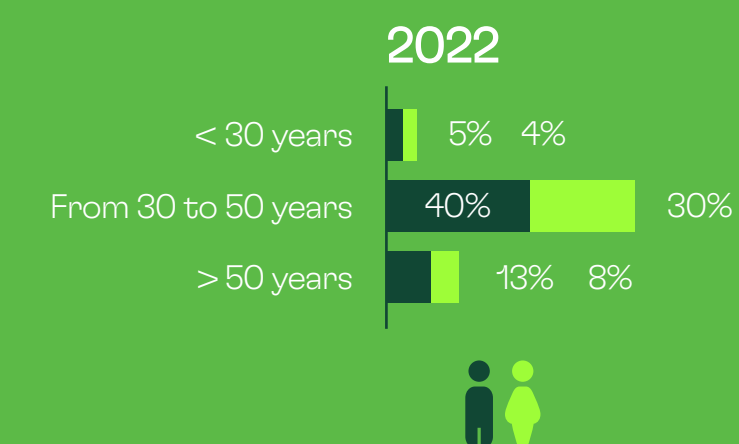
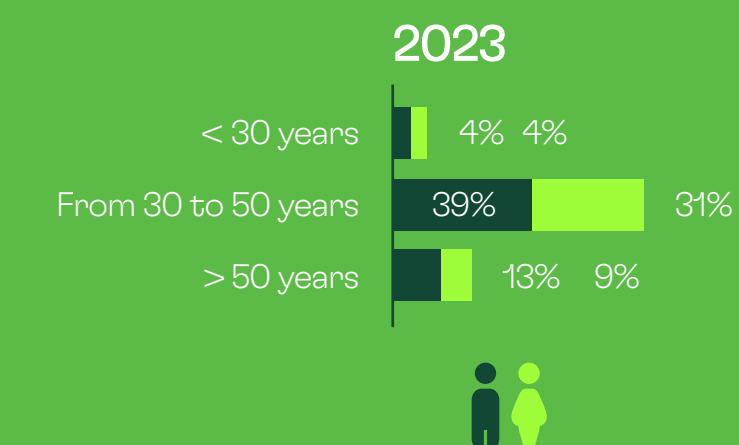
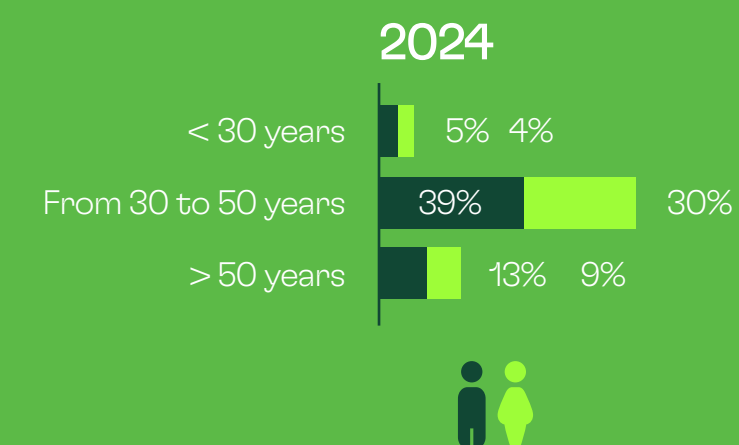
The TAP Diversity and Inclusion Policy, as well as its review and update, are important mechanisms for implementing the Company's diversity and inclusion values and compatibility with the legislation. Inclusiveness, while protecting diversity, is part of the essence, history and culture of TAP.

TAP's commitment is to promote:

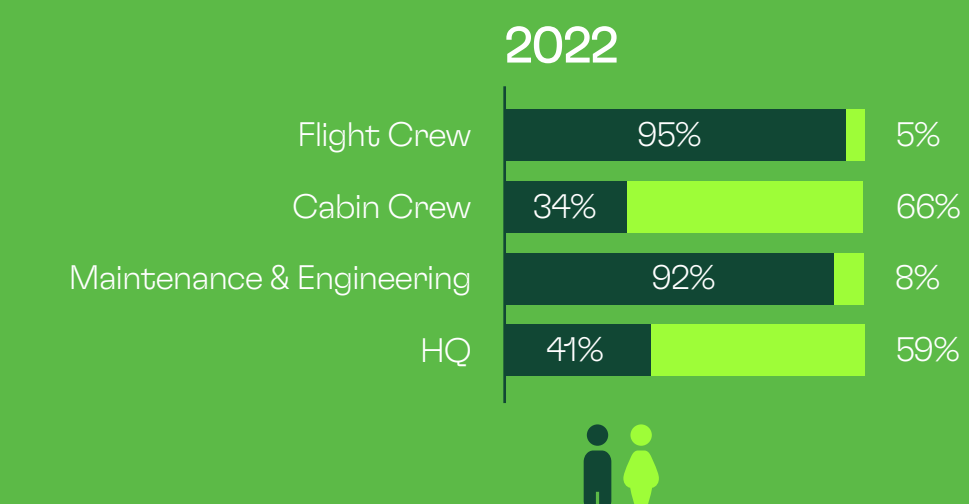
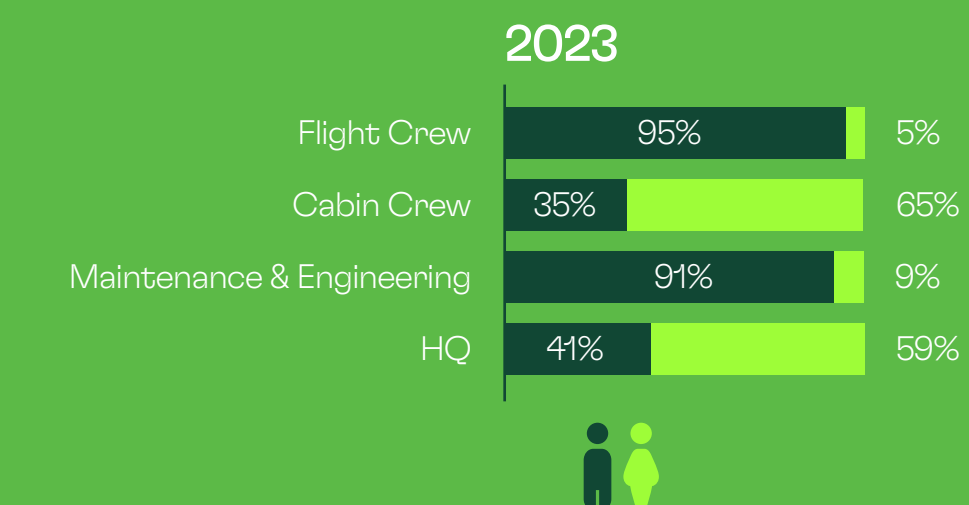
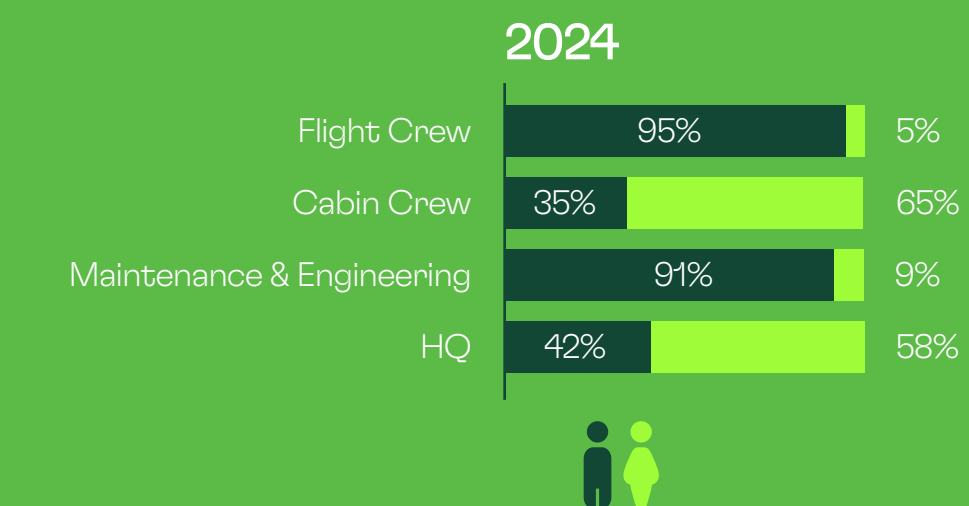
- **Gender equality:** ensuring a fair balance between genders at all levels and functional areas, as well as the inclusion of all types of sexual orientation;
- **Intergenerationality:** ensuring the coexistence of different generations, promoting and recognizing the unique knowledge and skills of each generation;
- **Multiculturality:** 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 age group



## Distribution of employees by gender and functional area





### 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.

TAP is an observer of the Comissão para a Igualdade do Trabalho e do Emprego (CITE) (Commission for Equality in Work and Employment), within the scope of the 12.<sup>a</sup> Edição do Ciclo de Laboratórios de Igualdade entre Mulheres e Homens no Trabalho e no Emprego (12th Edition of the Cycle of Laboratories on Equality between Women and Men in Work and Employment), the objective of which is to address the dimension of equality in work and employment, combat segregation in professions and eliminate labor discrimination.

It is noteworthy that, at TAP, 43% of the Company's employees are women, this percentage being 33% in Corporate Bodies, 40% in Directorate manager positions and 45% in Manager positions.

### Multiculturality

By promoting the integration of employees of 35 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 level of disability. 111 Employees, 1.36% of the total number of TAP employees, have a level of disability and/or chronic illness, and have 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 Digitalization Centre have some types of disability and are essential elements in their function and for the proper functioning of the Company.

### Intergenerationality

TAP recognizes that the integration of people of different generations in companies 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 workforce. Of note, besides its adherence to the “*Pacto Mais e Melhores Empregos para os Jovens*” (Pact for More and Better Jobs for Young People) promoted by Fundação José Neves (Foundation), 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 2024, 49% of new hirings were young people up to 29 years old.

Assuming the materiality of the 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 issues, 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

Significant investment was made in initiatives and resources that support the attraction and integration of young talent, both through participation in job fairs and by promoting campus visits and hosting professional and curricular internships.

### Open Day

The Open Day initiative welcomed 166 students in 2024.

### First Flight Professional internships

43 Professional internship positions were opened during 2024, under the trainee program TAP First Flight, redesigned with the purpose of improving the stay of young candidates, by fostering greater knowledge of TAP and greater proximity to the leaders of the various Directorates/Areas.

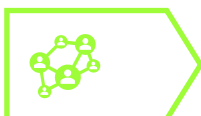
### Curricular internships

102 Curricular internships were carried out in various areas of the Company, with emphasis on the Maintenance & Engineering area, where eight students were welcomed to develop their theses/dissertations, and five observation internships.

### Vintage Aero Club internship

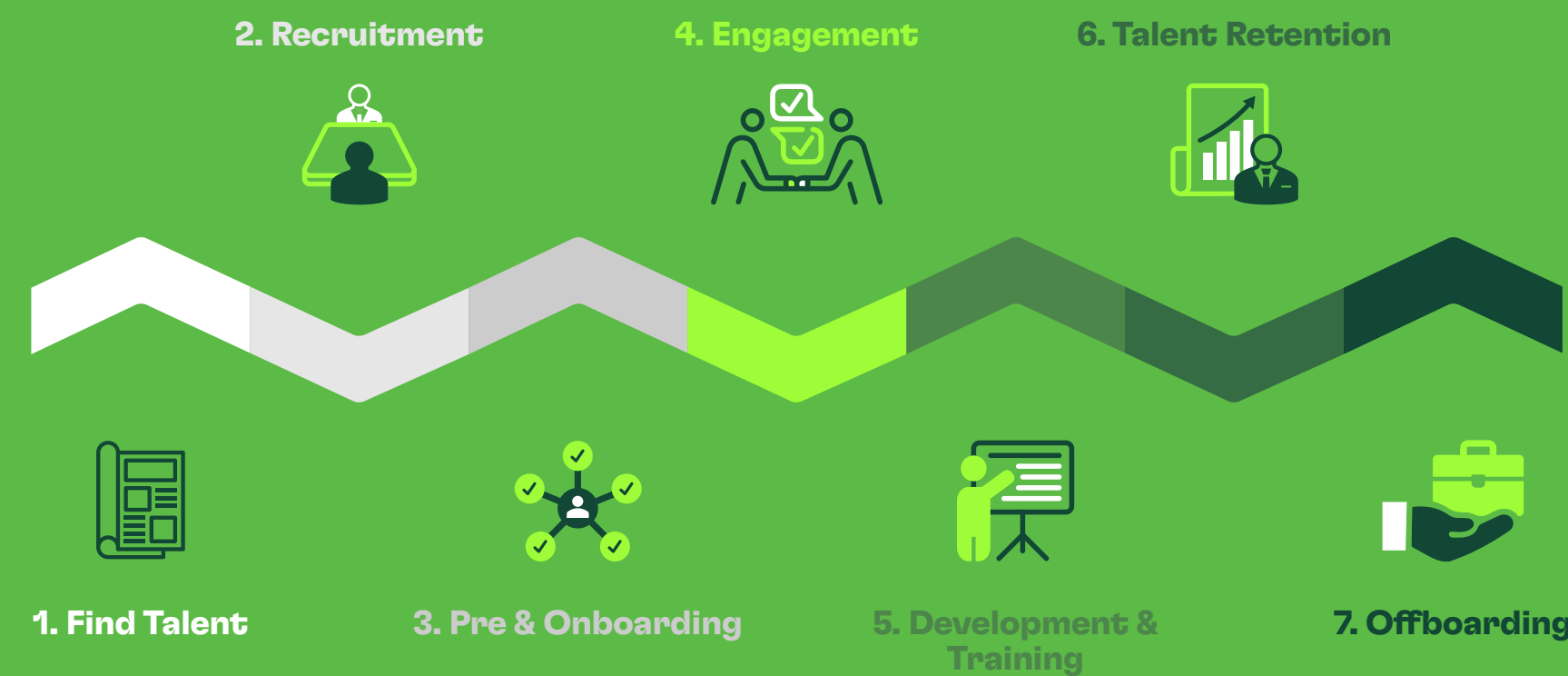
In 2024, TAP welcomed, for a week, eight young Aeronautical Engineering students to get to know TAP. This short “observation internship” resulted from a partnership with Vintage Aero Club, which this year offered, for the first time, the *Bolsa Aeronáutica Vintage* (Vintage Aeronautical Scholarship), associating itself with several companies linked to aviation in Portugal.





# Talent Management

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, which were particularly impacted, first by the COVID-19 pandemic and then by the exponential and rapid recovery.



## Attraction of Talent

In 2024, TAP carried out 118 external recruitment processes, in the scope of which it recruited 498 people, with the great majority (83%) being integrated into the flight operational, ground operations and maintenance and engineering areas. The admissions reflect the commitment to young talent, which translates into 49% of admissions being 29 or younger, and include 43 interns who joined the Company in 2024 under the TAP First Flight initiative, a professional internship program for attracting and developing young talent.

Within the scope of internal mobility, 65 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, the Internal Mobility policy was revised in 2024 to ensure talent mobility and retention, the Company's differentiation in the market and Management's commitment to providing all employees with the right skills, potential and performance and with opportunities for internal development.

2024 was also a year of continued development of Crew Members' careers. In the Flight Crew career, 16 Pilots were promoted to Commander, while in the Cabin Crew career, 27 Crew Members were promoted to Cabin Chiefs and 18 to Cabin Supervisors.

The commitment to continuous improvement of the talent acquisition process materialized in the design and implementation of the MAT – Manual de Aquisição de Talento (Talent Acquisition Manual), which documents the process and its implementation in alignment with the best practices in the sector, namely with the IOSA - IATA Operational Safety Audit - certification requirements. It also resulted in the introduction of significant improvements to the Success Factors recruitment platform, resulting in the redesign of the recruitment process workflow, with a focus on greater agility, enabling all stakeholders to use a common work platform that centralizes all recruitment information.

## Onboarding

All new employees ("New Fliers") are covered by the TAP Onboarding Program, the objective of which is to welcome, support and integrate. The program lasts one year, during which, together, the Human Resources team and the business areas support and improve the way in which new employees are welcomed, with a consequent impact on their motivation, commitment and delivery.

## Performance and Potential Management

The performance appraisal process is a fundamental tool for promoting a culture of feedback and a key element in the development of employees and the Organization. In order to achieve these objectives, this process was resumed, in full, in 2024 and allowed the performance appraisal of ground employees in relation to the year 2023.

This process, led by the Human Resources Directorate, had the involvement and participation of all its agents, namely the appraisers and those appraised, who assume a fundamental role in achieving the objectives of this process.

The results of the performance appraisal allow us to identify crucial information for managing the development process in the different Professional Careers, as enshrined in the applicable internal regulations.

## Offboarding

At the end of their stay, employees have the option to give their contribution to TAP, as part of their Offboarding plan; they can choose to share relevant inputs, such as the main reasons for their departure, what the Company could have done differently that would have made them stay and identify strengths and opportunities for improvement. This process is of the utmost importance to the Company, and is worked on by the HR team, with a view to improving TAP's Human Resources Management models and policies.



## Training

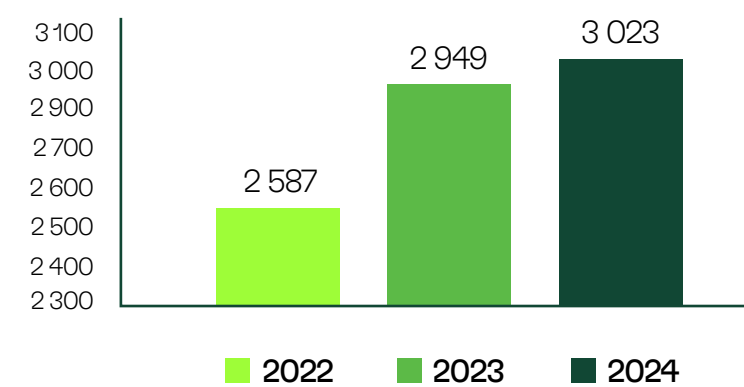
### UNIVERSIDADE TAP (UNIVERSITY)

Professional training plays a strategic role in the development of skills and, therefore, TAP offers, on the one hand, specific training necessary for its activity and, on the other, transversal training, aimed at the personal and professional development of its employees, thus promoting their individual growth and organizational competitiveness.

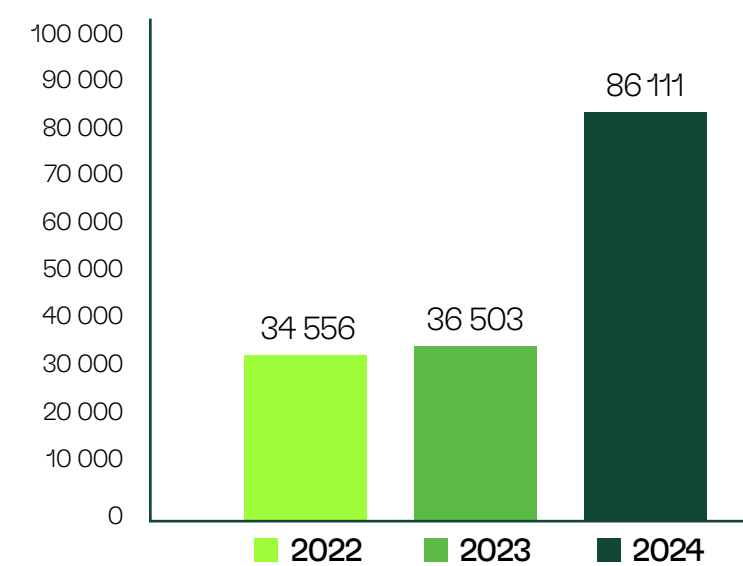
TAP University promotes technology-based learning in order to facilitate the transition from a training culture to a learning culture, considering that through continuous learning greater efficiency in the activities developed is ensured, the improvement in the quality of the services provided is enhanced and innovation is boosted.

In 2024, 335 175 hours of training were provided, covering 86 111 trainees (9 036 people), an additional 26 495 hours (+9%) and an additional 49 608 trainees (+136%) compared to 2023, with 74 more training actions (+3%) than in the same period of 2023.

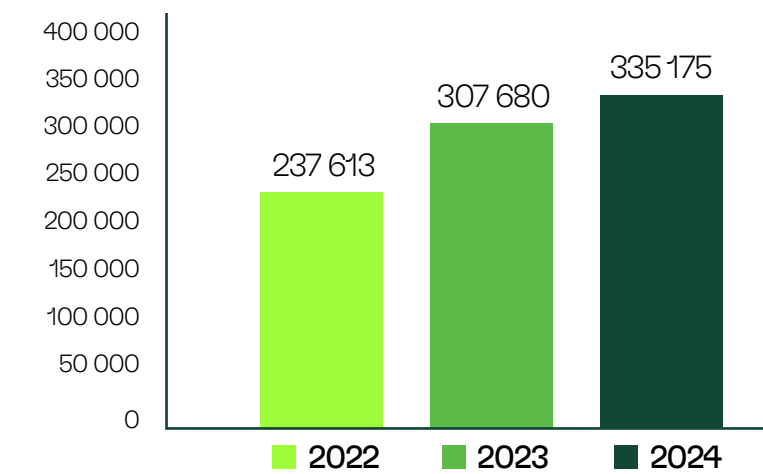
#### Training sessions



#### Trainees

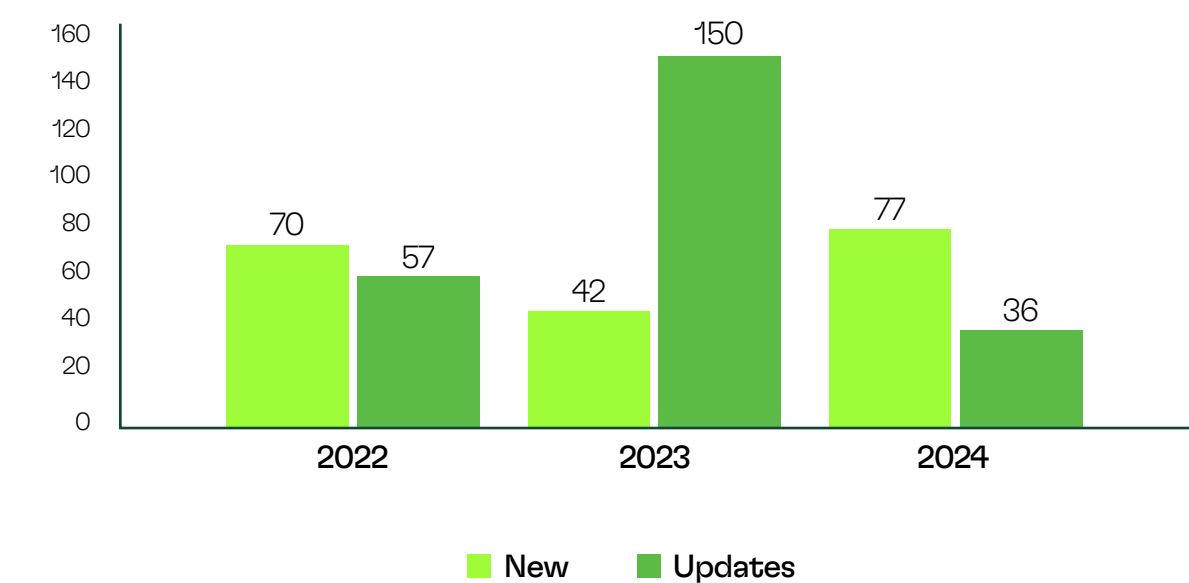


#### Training hours



In 2024, we highlight a significant increase in the creation and development of new e-learning content, namely 77 new contents (+83% compared to the same period of last year), thus reflecting a strategic approach aligned with the Organization's priorities and needs. There was also an update of 36 contents:

#### e-learning Contents

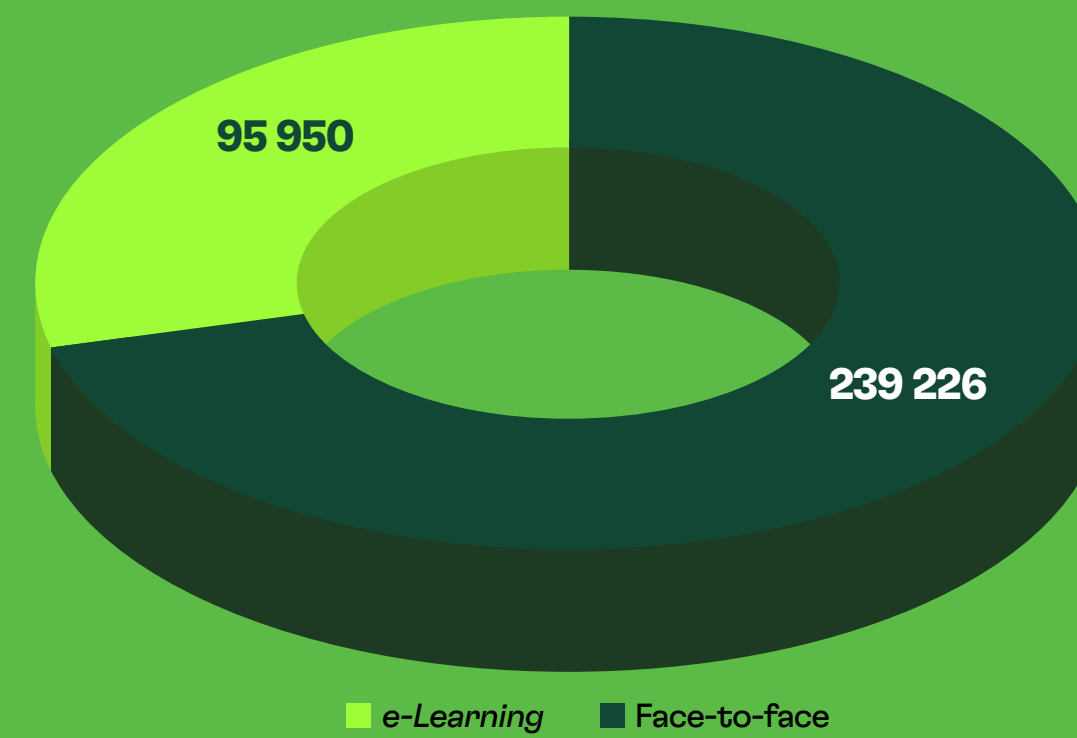






95 950 hours of e-learning training were carried out, +115% compared to the volume of hours in 2023. Face-to-face training continues, however, to be very important:

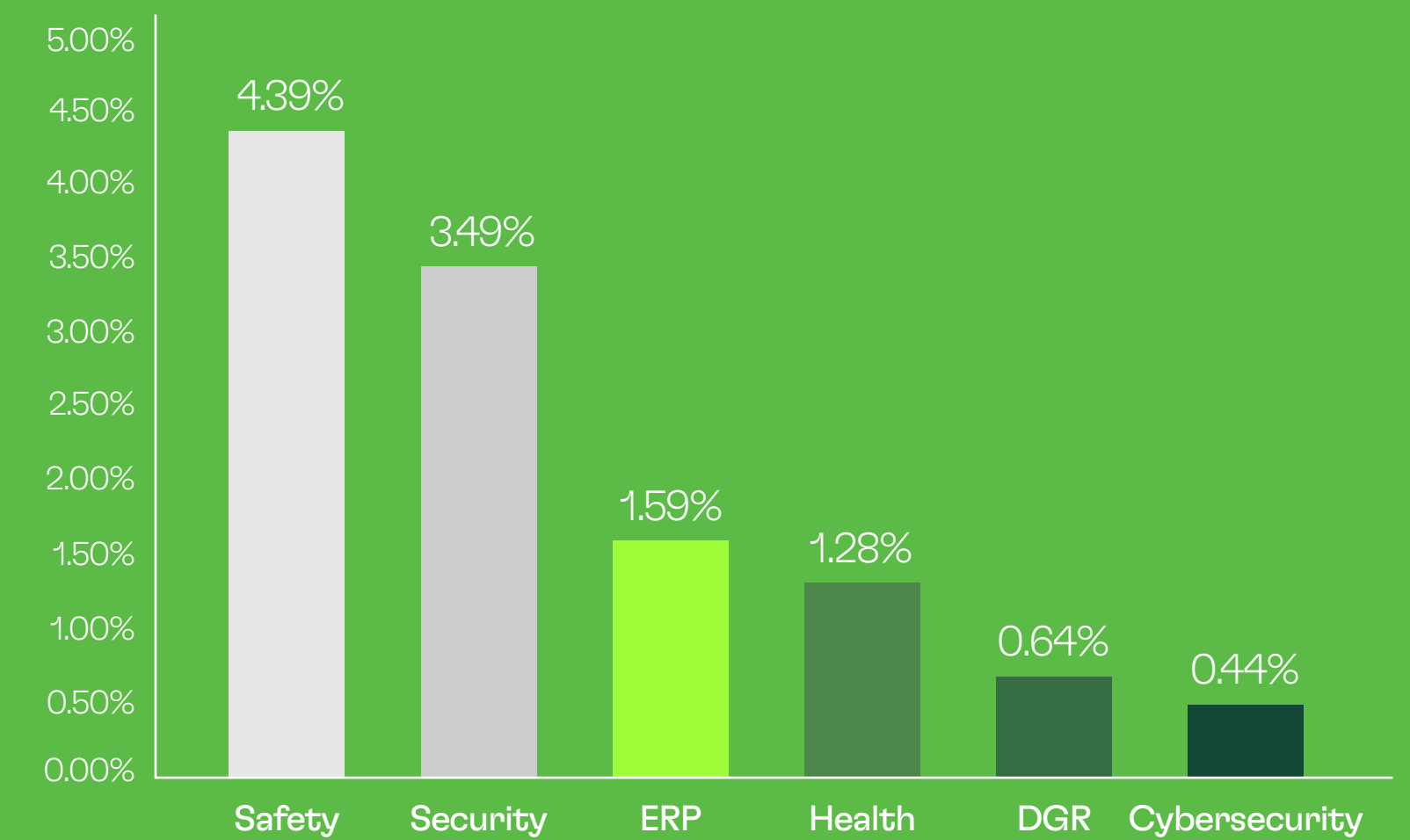
Training Hours Volume



Regarding the number of training days per employee, and using the standard value of 8h00/day, a value of 5.01 training days per employee was achieved, whereas in 2023 this value was 4.46.

Regarding the topic of Safety, and given its special relevance to our activity, 13 753.76 hours of training were provided, covering 5 089 trainees:

Training in Safety related topics





These training topics include courses such as:

- Training in basic health and safety principles at work
- Ex.: Training to Act Safely
- e-Learning Training
- Ex.: Working Safely with display screens  
Internal security plan  
Safety culture
- Occupational safety and health training
- Ex.: Occupational safety and health
- Health promotion and disease prevention actions
- Ex.: Prevention and Control of the consumption of Psychoactive substances
- Internal emergency plan and firefighting training
- Ex.: Internal Security Plan (M&E, Outstations, etc.)

In 2024, TAP University developed several initiatives, of note being:

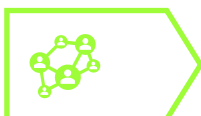
**Development and implementation of the Training Catalogue**, which serves as a guide to structure and define the development of employees, training and alignment in the standardization of knowledge, involvement and retention of talent, adaptation to the Company's strategy, compliance with legal requirements, and innovation and competitiveness.



The training offer included more than 40 courses:

Power Skills	No. Topics
Personal Development	14
Finance	1
Management	3
Analytics	1
Basic Skills	No. Topics
IT Skills	4 (1 e-Learning)
Health	2 (e-Learning)
Cybersecurity	8 (e-Learning)
Legal	8 (e-Learning)
Safety & Security	3 (e-Learning)
Languages	3
Pedagogy	2





**Development of the “Customer Experience Program”:** preparation of a training program to be implemented in 2025, with the aim of ensuring alignment with the new TAP Attendance Principles (Good DAYS (Greetings)), the ultimate goal of which is for teams to enhance their compulsion of delivering excellent service.

**Development of the “Diversity, Equity and Inclusion” (DEI) Program:** preparation of a training program to be implemented in 2025, with the aim of promoting inclusive work environments, alerting and raising awareness of unconscious biases and encouraging the appreciation of differences and respect for diversity.

**Implementation of the “Mãos que falam na TAP” (Hands that talk at TAP) Program:** Portuguese Sign Language program to promote inclusion and improve communication with deaf customers and colleagues.



**Teambuilding:** implementation of teambuilding programs with the aim of strengthening and improving communication between teams, collaboration, trust and engagement, while also stimulating motivation in teams.

**Implementation of the “TAP Management Challenge” Program:** as part of the partnership with SDG (Simuladores e Modelos de Gestão) (Simulators and Management Models) in the world’s largest management strategy competition – the Global Management Challenge – TAP had the opportunity to provide training consisting of an interactive business simulation, allowing participants to experience, in a practical and strategic way, the reality of managing a company.

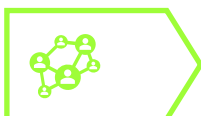


**Trainers’ Meeting:** As a training entity, TAP has a diverse pool of trainers and, in 2024, promoted a meeting with the aim of turning this into a special moment to bring together the body of TAP Trainers and share experiences, strengthen the contact network and explore practices that contribute to more innovative and effective knowledge. The meeting’s topic was: “Abraçar o Saber não ocupa lugar!” (Embracing Knowledge Doesn’t Take Up Space!).



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





## Great Place to Work 2024

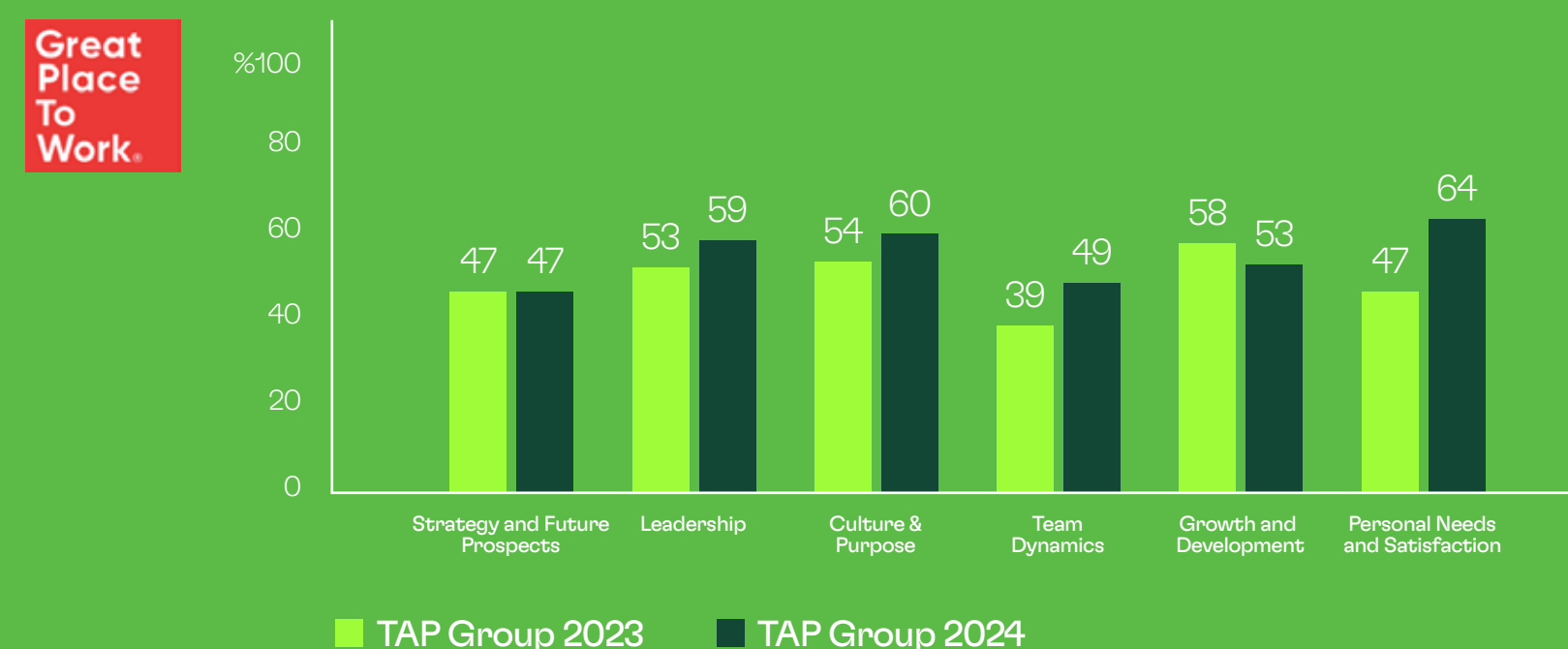
The 2024 Great Place to Work (“GPTW”) survey had a participation rate of 48%, meaning that 4200 Employees responded to the climate study (94 more than in 2023).

The Favorability Rate rose from 49 points in 2023 to 55 points in 2024, for the TAP Group as a whole (6 pp more).

This very significant increase occurs as follows, considering the dimensions evaluated:

- The most significant growth occurs in the Personal Needs and Satisfaction (“PNS”) dimension, which rises from 47% in 2023 to 64% in 2024, becoming the dimension with the best result;
- With an evolution of 10 pp, the Team Dynamics dimension follows, having obtained a favorability rate of 49% this year;
- With an increase of six pp, the dimensions Leadership (59% in 2024) and Culture and Purpose (60% in 2024) followed;
- The lowest rated dimension, even so still with 47%, was Strategy and Future Perspectives, maintaining the value of 2023;
- There was a decrease in the Growth and Development dimension, which went from 58% in 2023 to 53% in 2024.

### GPTW results: 2023 vs. 2024



- Within the TAP Group, TAP has a favorability rate of 56% (vs 50% in 2023), Portugália of 52% (vs 46% in 2023) and UCS of 40% (vs 52% in 2023).

The results obtained through additional questions about the follow-up of the 2023 survey results tell us that:

- 78% of respondents consider that “My team received feedback on the results of the 2023 GPTW satisfaction survey”, that is, there was work by managers to share the results obtained, which is particularly important for those teams that have individualized results as they have more than five respondents to the questionnaire;
- 41% of respondents consider that “My team used the results of the 2023 GPTW satisfaction survey to develop an action plan”, indicating that less than half of respondents took advantage of the results-sharing conversation to develop an improvement plan;
- 33% of respondents consider that “My team successfully implemented the designed action plan”, which leads us to believe that there are significant opportunities for improvement if teams commit to transforming conversations into actions and to periodically evaluating them, correcting their impact.

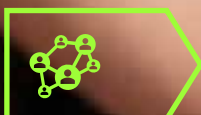
The TAP Group maintains its focus on People, seeking to contribute daily to their well-being in their respective companies and to their engagement with them. This is enhanced through a strong investment in the definition and implementation of HR Policies aligned with this objective and which serve as tools to support Leaders in managing their People.

## Benefits

In terms of benefits, access to the nursery and cafeteria with special prices for employees stands 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 air ticket 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 it 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 of time worked and work location, 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 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 in 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 good 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 to ensure 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, with integrated and comprehensive actions being promoted in various areas of occupational health and safety. UCS – Unidade de Cuidados 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) (Directorate-General of Health).

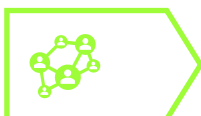
TAP adopts a structured process for assessing hazards and risks to the health and safety of employees, arising from circumstances in which the hazard occurs in the workplace. Risk assessment aims to prevent work accidents and occupational diseases, implementing, to the effect, risk control measures.

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, periodically 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 are other important measures adopted by the occupational health services, 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 activity post-pandemic, the recording of accidents reported was not considered a warning sign. The main type of work accidents continues to be of a physical nature, with an emphasis on injuries caused by air pressure fluctuations during the flight, incorrect posture or excessive physical exertion.

Work Accidents	2022	2023	2024
No. of deaths resulting from work accidents	0	0	0
No. of work accidents of mandatory communication to <i>Autoridade para as Condições do Trabalho</i> (ACT) (Authority for Working Conditions)	2	0	1
No. of work accidents reported	879	1 361	1 368

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 through the Occupational Health and Safety Committee, managers or occupational health and safety technicians of UCS.

This Committee, 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 in 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, of note being the initiatives *Programa Saúde Mais* (Health Plus Program) - recognized and supported by the *Direção Geral de Saúde* (Directorate-General of Health), which includes awareness-raising actions, prevention and early diagnosis -, free screenings, traveler consultations, or monitoring plans for several health conditions and chronic diseases.

Additionally, TAP has a program for the prevention and control of psychoactive substance consumption - *Programa Prevenir* (Prevention Program) -, 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 healthcare insurance with very beneficial conditions, extended to household members. Employees have access to UCS 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 flight 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, Aeronautical medicine, Psychosocial risks
- E-Learning training – *Programa Prevenir* (Prevention Program)/ prevention and control program for the consumption of psychoactive substances in the workplace

## Employee-health promotion

- Emergency services are 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* (Prevention Program)
- 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.





› TAP approach to Sustainability

› Our People

› Environment

› Our Customers

› Involvement with the Community

› Annexes

# 3.

## Environment

3.1 Climate Change Management

3.2 Sustainable Aviation Fuels

3.3 Use of Resources and Waste Management

3.4 Other Initiatives



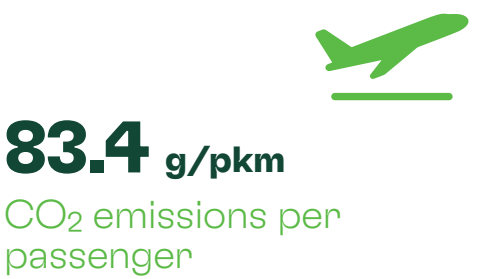
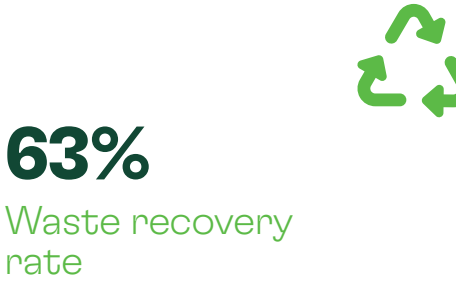
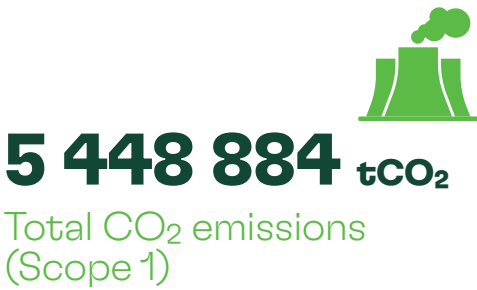




# Environment

At TAP, we generate value by transporting people and cargo to our destinations. We recognize, however, that these activities have an impact on the environment, especially regarding greenhouse gas emissions and noise generation. Finding a balance between these factors is essential to ensure that the benefits of aviation can be enjoyed without compromising the planet and future generations.

In 2024, the Roteiro Nacional para a Descarbonização da Aviação (“RONDA”) (National Roadmap for the Decarbonization of Aviation) was approved in Portugal, with the aim of promoting the innovation and adoption of more efficient technologies, towards the decarbonization of the aviation sector. Based on the principle of cooperation between the different stakeholders, the Aliança para a Sustentabilidade na Aviação (“ASA”) (Alliance for Sustainability in Aviation) was also created, which includes TAP as a founding signatory and which includes representatives not only from the aviation sector (operators and airports), but also from associations, representatives from institutions and academia, and companies operating in different capacities in the supply chain and in the transport and logistics sector in general, with a view to developing a transversal sustainable strategy.



# IEnvA Environmental Certification

As a reflection of their commitment to sustainability, in 2024 TAP and Portugália obtained the IEnvA (IATA Environmental Assessment) certification for their environmental management system. The implementation of this system allowed the Company to adopt new internal procedures focused on reducing the environmental impact associated with air transport operations and corporate activities.

## IEnvA Scope IATA Environmental Assessment

Flight Operations	
	Global activities to be considered shall include: <ul style="list-style-type: none"><li>• Aircraft taxi, take-off, cruise, approach and landing</li><li>• Cabin operations during flight</li><li>• Emergency and unforeseen situations related to flight operations</li></ul>
Corporate Buildings	
	Activities at local corporate buildings to be considered shall include: <ul style="list-style-type: none"><li>• Facilities Management</li><li>• Office Activities</li><li>• Procurement of aircraft and aircraft cabin products as well as products related to facilities management and office activities</li></ul>

This system is based on an environmental policy (**política ambiental**) with continuous improvement objectives, which are supported by transversal plans and projects, accompanied by evaluation and monitoring mechanisms.



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



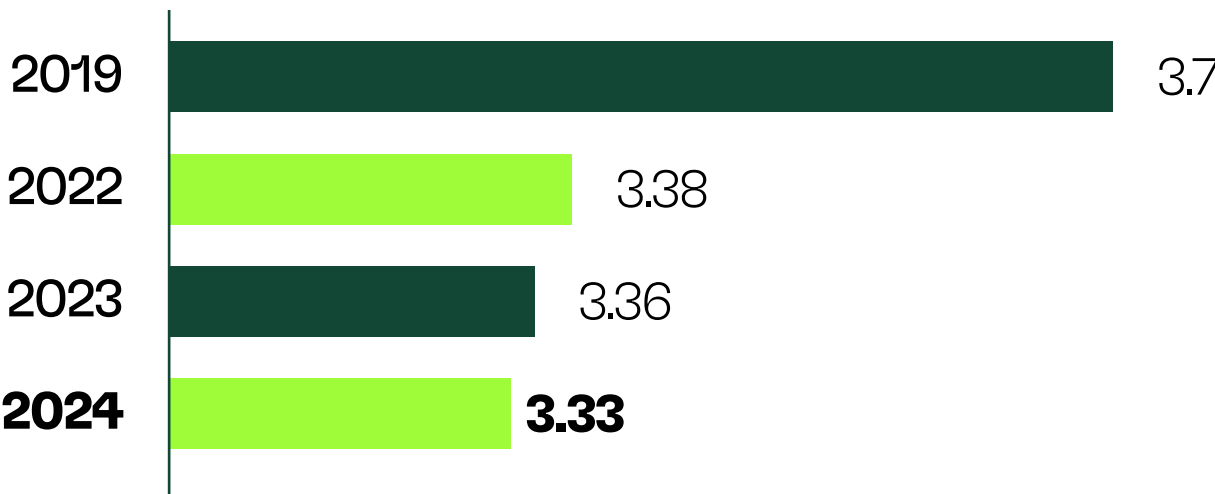
# Climate Change Management

The decarbonization of air transport is an absolute priority to ensure the development of the entire sector and citizens' access to mobility. Currently, aviation is responsible for circa 10% of emissions in the transport sector, around 2% of global emissions<sup>1</sup>. However, the aviation sector remains heavily dependent on fossil fuels, contributing to climate change. Recognizing this challenge, it is essential to adopt measures that improve environmental performance and contribute to the decarbonization of the sector.

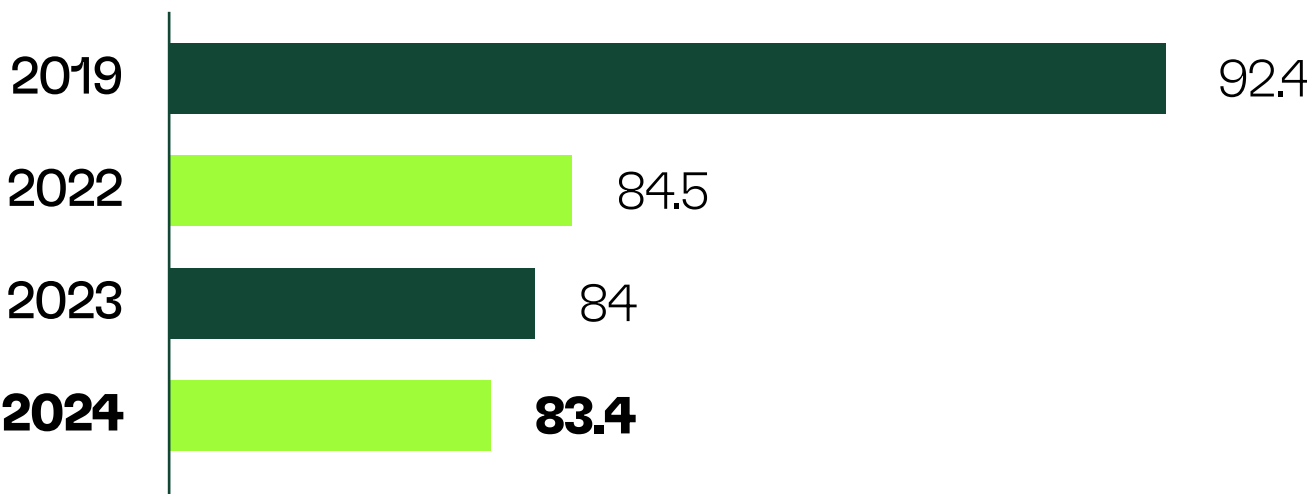
In this context, TAP's focus is on implementing initiatives that aim to reduce the environmental impact, with emphasis on the Airbus fleet modernization program, the gradual incorporation of sustainable aviation fuels in the operation and the continuous optimization of operational efficiency.

In 2024, TAP's energy and environmental efficiency indicator improved by 0.7% compared to 2023 and 9.7% compared to 2019.

Jet Fuel consumption per passenger (l/100pkm)



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



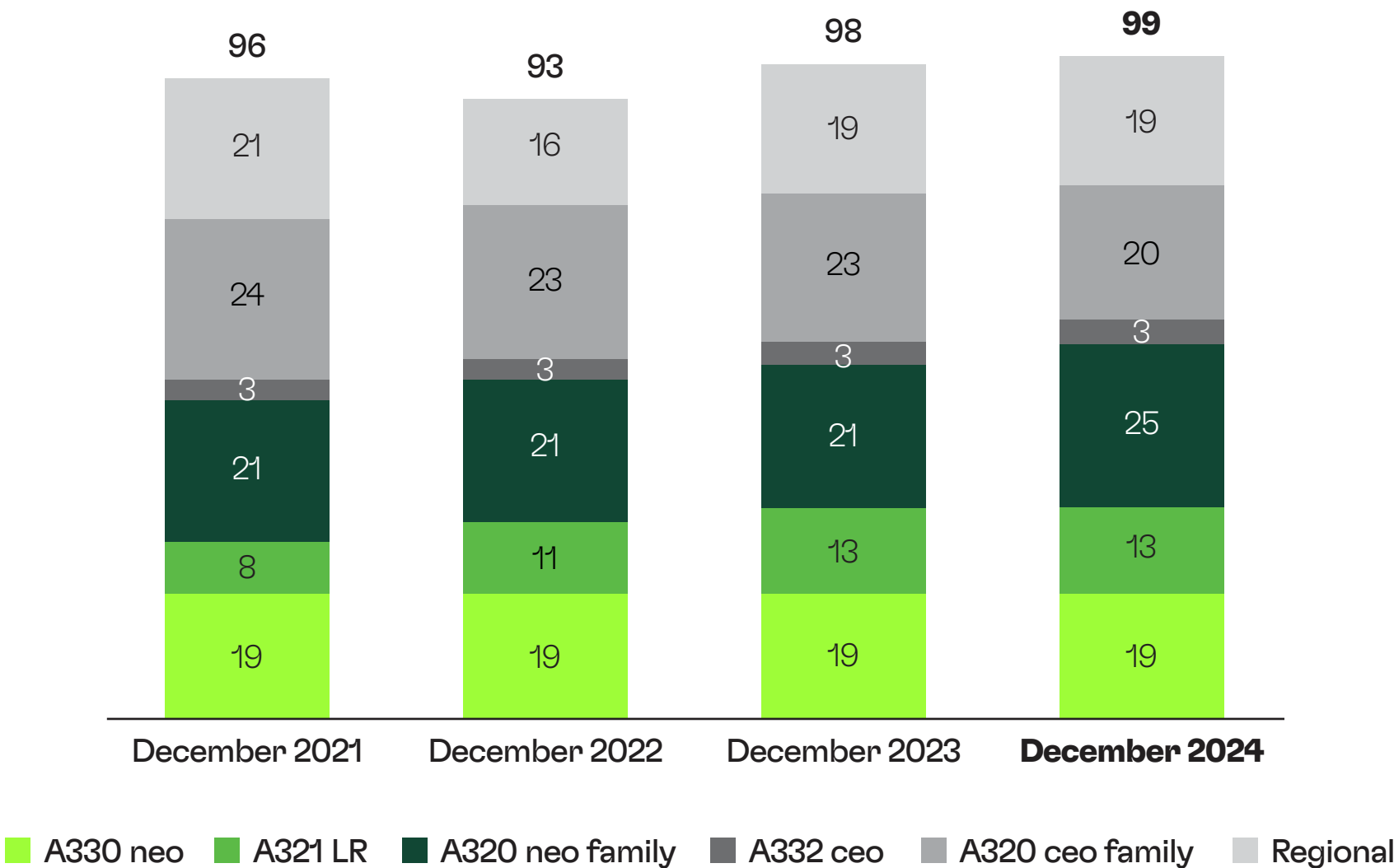
<sup>1</sup> Resolution of the Council of Ministers no. 147/2024, of 28 October

## 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, having received three Airbus A320neo in 2024.

### Evolution of TAP's fleet renewal program:



In 2024, TAP's fleet was comprised of 99 aircraft, 56% of which were state-of-the-art (Airbus NEO), presenting an average age of 9 years and 10 months.

Currently, TAP's NEO fleet is characterized as one of the youngest fleets in Europe (4 years and 8 months).











#### TAP Neo fleet

	 A330-900neo	 A321-200LR	 A321-200neo	 A320-200neo
Number of aircraft	19	13	10	15
Fleet age	5 years and 6 months	3 years and 9 months	5 years and 9 months	3 years and 9 months

#### TAP fleet

	 A330-200	 A321-200	 A320-200	 A319-100
Number of aircraft	3	3	14	3
Fleet age	16 years and 9 months	22 years and 5 months	18 years and 8 months	23 years and 4 months

#### TAP Express fleet

	 Embraer 195	 Embraer 190
Number of aircraft	7	12
Fleet age	13 years and 7 months	13 years and 7 months

### Flight operations efficiency programs

#### Reducing weight on board

Reducing weight on board translates into reduced fuel consumption. TAP is committed to this goal and has implemented several initiatives in recent years. Of note is the upgrade of operational trolleys to more modern and lighter models, in addition to the revision of catering loading plans. These measures have the potential to reduce annual consumption by around 1 700 tonnes of fuel, thus avoiding the emission of approximately 5 350 tonnes of CO<sub>2</sub>.

#### Fuel consumption optimization

TAP operates in a competitive environment where operational excellence and cost control are of the utmost importance. As fuel is one of the main components of operating costs, and its environmental impact is high when used, it requires particular attention and careful management.

**Skybreathe Platform:** As part of the modernization of fuel monitoring and management processes, TAP has implemented the SkyBreathe platform, an automated solution that simplifies the collection, processing and analysis of operational data. This system integrates information from various sources, including flight records, operational plans and data from the Operations Control Center (IOC), providing a more detailed view of the operation.

The platform allows opportunities to be identified for optimizing fuel consumption, analyzing best practices in use and recommending measures with the greatest potential for efficiency, contributing to reducing the environmental impact and increasing operational efficiency.

**Fuel Management Policy:** TAP has implemented a fuel management policy based on the detailed analysis of operational and safety data, the performance of its aircraft and the Company's accumulated experience. Based on scientific principles and methodologies, this policy ensures efficient and safe operations.

This approach ensures that each aircraft always carries the amount of usable fuel necessary to safely complete the flight plan, while also allowing for the management of any operational deviations. The calculation of the required fuel is based on updated and specific data for each aircraft, extracted from a fuel consumption monitoring system.

Flight planning considers several factors, including the aircraft's performance factor, weight, weather conditions, planned routes, departure and arrival runways, delays, airspace restrictions, among others.

### Carbon dioxide emissions offsetting program

Since 2009, TAP's voluntary carbon dioxide (CO<sub>2</sub>) emissions offsetting program has offered passengers the opportunity to learn about the CO<sub>2</sub> emissions associated with their travel.



In 2024, this program was expanded to include corporate and cargo customers, responding to a growing need for a more detailed understanding of the emissions associated with their activities. With the new features, customers have access to detailed reports on the estimated greenhouse gas emissions – including CO<sub>2</sub> – associated with their flights, promoting greater transparency and understanding of their environmental impact. Based on this information, each customer can make informed decisions and voluntarily support certified projects, developed globally, that aim to reduce or remove carbon.

### Atmospheric emissions management program

The Maintenance and Engineering industrial processes carried out at the TAP Campus generate emissions of atmospheric pollutants, which are periodically controlled and monitored. Every year, TAP reports the results of this monitoring to the official entities.

This measure promotes effective pollution control and compliance with the legal requirements established under the environmental permit issued for the facility.

### Liquid effluent management program

In order to control and monitor the impact of its industrial activities, TAP has implemented a liquid effluent management program, through which these effluents are regularly monitored at the Company's general collector outlet, through a composite analysis carried out over 24 hours.

In addition, whenever possible, TAP has sought to integrate means of prior effluent treatment into its infrastructure interventions, as a way of minimizing the environmental risks associated with the Maintenance and Engineering activities. An example of this effort is the recent modernization of the facilities of the Component Maintenance area (hydraulic and pneumatic area), which incorporated technologies and equipment to mitigate the environmental impacts (water, soil and air emissions), as well as reducing of energy and water consumption.

At the TAP Campus, there is an industrial Wastewater Treatment Plant (iWWTP), dedicated to the treatment of liquid effluent resulting from the activity carried out in the Electrolytic Treatment Workshop. This iWWTP is regularly controlled and monitored, and the results are communicated annually to the official entities.

### Efficiency programs in ground operations

At the TAP Campus, an industrial activity of aircraft, engines, and component maintenance is developed. This activity is carried out in compliance with strict maintenance programs with a potential environmental impact.

Focused on improving the environmental performance of its air transport support facilities, TAP has several management programs with the aim of promoting a more adequate control of its energy and water consumption.

#### Energy consumption management system

The main sources of energy consumed at the TAP Campus are natural gas, electricity and jet fuel for Maintenance and Engineering activities, both for the TAP fleet and for third-party customers.

The electricity consumed at the TAP's facilities is associated with practically all processes, including lighting, driving pumps and motors and producing compressed air. Natural gas, in turn, is used in heat generators to produce steam and hot water, essential for air conditioning buildings and heating some industrial process tanks. Additionally, there is also jet fuel consumption on the ground, associated with testing of serviced engines.

As the industrial area of TAP is classified as an energy-intensive facility, the Company is strongly committed to complying with its *Plano de Racionalização de Energia* (Energy Rationalization Plan) (2020-2027), approved by the *Direção Geral de Energia e Geologia* (Directorate-General of Energy and Geology). This plan, subject to external verification every two years, has demonstrated that the measures implemented have contributed to a significant improvement in efficiency. Despite the increase in energy consumption, this has occurred at a slower rate than the growth in industrial activity, reflecting the efficiency gains achieved.

In order to improve control of energy consumption of its facilities, TAP is implementing a new building management system. This advanced system will allow real-time data to be obtained on the energy performance of the various facilities, covering the different types of energy.

#### Operational fleet renewal program

TAP has increased its investment in the renewal of its operational motor vehicle fleet, as part of its commitment to decarbonizing its ground operations. This initiative foresees the progressive replacement of combustion vehicles with electric vehicles, allowing an estimated saving of around 5 000 liters of fuel per year and contributing to the reduction of carbon emissions associated with operational travel.

In 2025, 25 new motor vehicles are expected to come into operation to support the Maintenance and Engineering activities, which will replace older and less energy-efficient ones.

In addition, the charging infrastructure for electric vehicles is being reinforced at the TAP Campus, ensuring the charging not only of operational motor vehicles, but also of employees' and visitors' motor vehicles.

#### Modernization of infrastructure

In 2024, TAP continued its infrastructure renovation program, seeking to equip the facilities with more efficient technologies, which contribute to reducing the environmental impact of its activity.

The replacement of lighting in the workplaces – a transversal measure across the Company – has allowed consumption to be reduced by around 50% when compared to the models previously used.

Replacing the old aircraft material robot in the TAP M&E Logistics warehouse with the new Kardex equipment resulted in cost reductions and energy savings of approximately 56% and 88%, respectively, compared to the previous equipment. In addition, the new system offers greater flexibility, allowing it to accommodate parts of different weights and dimensions.

In the Campus common facilities, such as toilets and changing rooms, efforts have been made to adopt equipment that is more efficient in terms of water and energy consumption.







# Sustainable Aviation Fuels

Sustainable aviation fuels, better known as SAF (Sustainable Aviation Fuel), 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 various 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 energies.

TAP remains focused on actively contributing to the country's energy transition and, in 2024, continued to analyze potential projects and/or partners at the national level, also exploring partnerships that enable cost sharing and reduce carbon footprint.

The goal guiding TAP's actions in the matter of SAF reflects its objective of surpassing currently existing regulatory expectations, reaffirming its commitment to building a more sustainable and responsible aviation sector.



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

# Use of Resources and Waste Management

## Sustainability on Board - Sustainable Cabin

TAP recognizes the importance of reducing, reusing and recycling cabin waste from its flight operations to reduce its environmental footprint, alongside owning one of the youngest fleets in Europe, equipped with state-of-the-art engines and cabins made from lighter materials, with a view to greater operational efficiency and reduced fuel consumption and carbon dioxide emissions.

TAP's priority has been the systematic analysis of customer consumption and profiles, through the observation of quality measurement indicators (Net Promotor Score (NPS)), internal reports (cabin reports) and feedback from areas that are close to the customer, as well as monthly Supply Chain audits of caterers, in order to not only meet customer expectations, but also optimize loading plans, this being the main way to avoid food waste and maximize the use of reusable items.

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

## Recycling on Board

In 2024, the focus was on creating conditions on board to enhance the separation of waste for subsequent recycling (converting safety and waste trolleys into recycling trolleys), on training and engaging crew members with communication actions and making the Sustainability Guide available on board, and on working together with the main caterer at the Lisbon hub for the appropriate segregation, auditing and monitoring of waste, in order to consolidate a viable metric to measure TAP's ambition to recycle 60% catering waste on flights arriving at the Lisbon hub by 2030.

The crew members and the main caterer were the main stakeholders in this initiative, having participated in workshops that allowed for the identification of procedures. These were tested, in the first phase, on nine medium and long-haul flights. Subsequently, the newly defined practices were applied to all flights during a week of load testing in order to test the caterer's capacity and identify appropriate procedural and resource adjustments.

The program had a full-scale release in October 2024.



**Sustainable Development Commitment**  
**Recycle 60% catering waste on flights arriving at the Lisbon hub by 2030**



**From disposable to rotatable, with a focus on national production**

67.5% of non-food items on board are already rotatable (equipment, comfort kits, non-consumable materials), which represents practically all items that are viable for this purpose, in the context of on-board service to 16.1 million passengers during the year 2024, without causing an increase in emissions, caused by factors such as weight on board or consumption of water resources due to washing items, for example.

In 2023, TAP took an important step by introducing rotatable and recyclable tableware in economy class on long-haul flights. From a circular economy perspective, materials, when damaged or at end of life, are reintroduced into the production process of new units through a closed-loop recycling circuit.

**Reusable tableware on long-haul flights**

In this manner, the focus is to promote, whenever possible, the use of recycled and recyclable materials, when it comes to single-use and disposable items, as well as to prioritize and recognize, whenever possible, the exceptional quality of products and services of national suppliers. 75% of products on board come from national suppliers. This measure also makes it possible to reduce carbon dioxide emissions associated with the transportation of the products supplied.



**Minimize food waste**

In January 2024, a working team was created, involving several areas, for a monthly analysis of over-catering on medium-haul double catering flights, which allows the adjustment of the on-board meal load considering the history of “no shows”, upgrades and last-minute reservations, by origin destination. This initiative made it possible to reduce by 18% the waste of extra meals taken on return flights.

This initiative, together with the pre-booking of meals, as well as the permanent monitoring and adjustment of the type of meal and quantity to different geographies and time slots, makes it possible to adjust the quantity of products loaded onto the TAP aircraft, reducing the food waste, but also contributing to a more efficient management of resources on board, by optimizing the reuse of materials. With these initiatives, it is also possible to reduce weight on board, reducing fuel consumption and CO2 emissions associated with the transport of unconsumed products.

**Waste management**

TAP focuses its efforts on managing the waste it produces, considering this practice a priority in its operations. Whenever technically possible and economically viable, and in collaboration with service providers, priority is given to sending waste for recovery rather than opting for disposal. The aim is to reduce the environmental impact and optimize the use of resources.

In 2024, 63% of the waste produced by TAP in the national territory was directed to recovery operations.

In the Maintenance industrial activity, priority is given to the repair of parts and components whenever possible, with the aim of extending their useful life and promoting the circular economy. However, Maintenance actions generate different types of industrial waste, which are segregated and sent for treatment or recovery through licensed management operators.

In addition, waste management also covers on-board operations, where various types of common waste are generated, with major challenges being faced due to current regulatory and operational restrictions. To ensure its management, TAP relies on cleaning and catering partners that ensure, whenever possible, that waste is sent for recycling and recovery.

**On-board recycling program**

In 2024, TAP launched an on-board recycling project with the aim of increasing the recycling rate of waste produced on European flights. This project has two phases: Phase 1 – catering waste (started in 2024) and Phase 2 – aircraft cleaning waste (starting in 2025). The success of this project requires not only the commitment of cabin crew members, but also that of catering and cleaning service providers.

**Recicla+ program**

With the aim of increasing the amount of waste sent for recycling (paper/cardboard and plastic/metal packaging) and reducing the amount of unsorted waste, the second phase of the Recicla+ project was launched in 2024, focusing on industrial areas. To this end, a new survey of containerization needs (ecopoints) in industrial areas was carried out, to guarantee new collection points and increase the recycling rate.

**Organic waste collection program**

At TAP, leftovers from meals prepared and served in the cafeteria, as well as organic waste from meal preparation, are sent to Varsul’s *Estação de Tratamento de Valorização Orgânica* (Organic Recovery Treatment Plant) daily. At this plant, organic waste is transformed into compost, and electricity is generated from the biogas produced by the decomposition of organic matter.

**Digital acceleration projects – more efficiency, less waste**

**TransforME project:** The TransforME project aims to simplify and streamline the Maintenance and Engineering processes at TAP through the implementation of the AMOS software, allowing all users to quickly access the same information in real time. At the same time, it aims to dematerialize most processes, minimizing the use of paper.

The first steps in this digital transformation occurred at the end of 2023, with the distribution of 600 tablets to employees. As a result, in 2024, the aircraft manuals used in maintenance work began to be consulted digitally, eliminating the need to print around 500 thousand sheets of paper.

**Electronic waybills:** The progressive adoption of electronic waybills (e-AWB) by TAP Air Cargo’s customers is one of the main initiatives aimed at reducing paper use. The regular and close monitoring of customers by the TAP Air Cargo team has resulted in a 50% increase in the use of e-AWB in 2024.





## Other Initiatives

### Chemical product replacement program in TAP M&E's activities

Replacing chemical products with less environmentally harmful alternatives that comply with strict aeronautical requirements is a constant challenge. Adopting the best available techniques (BAT) and introducing less harmful products into operations requires continuous effort, ensuring the transition to more efficient processes without compromising the quality of the maintenance work carried out.

In 2024, TAP implemented a change in the composition of a bath in its Electrolytic Treatment Workshop, replacing Chromium VI (substance subject to authorization under the REACH Regulation – Annex XIV) in the anode removal bath with an alternative substance that is less harmful to the environment.

### Environmental control program – audits

TAP has implemented robust measures to ensure legal compliance with the strict environmental requirements applicable to its activity, such as the environmental management system (EMS).

In addition to being subject to internal audits, the EMS was subject to an external assessment by an independent auditor in November 2024, which resulted in the IEnvA certification of TAP and Portugália.

TAP M&E also carries out environmental legal compliance audits that allow verification of the application of environmental regulations, covering areas such as waste management, atmospheric emissions and other relevant aspects, which are an essential tool for promoting environmental awareness among employees.

### Biodiversity

TAP complies strictly with 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 Resolution, which denounces illegal wildlife trafficking and commits to collaborating with government authorities and conservation organizations in the fight against trafficking of protected species.





# 4.

## Our Customers

4.1 Health and Safety

4.2 Data Protection and Cybersecurity

4.3 Customer Satisfaction







# Our Customers

To achieve the mission of ensuring a regular, efficient and safe air transport service for passengers and cargo, it is central to TAP's activity to protect the health and safety of customers, as well as their personal data. Likewise, ensuring the well-being and satisfaction of customers is an absolute priority for the Company, reflecting its main purpose.

**IOSA**

Certified since 2003



**2.5 Million**

Customers consulted  
in the NPS survey  
+8 pp / 2023



**87%**

Contact center  
attendance rate



**7.4 Million**

TAP Miles&Go members



**Safest Airline  
in Europe**

Airline Ratings



**162 Thousand**

Special meals on board



# Health and Safety

TAP is committed to delivering the highest level of operational safety performance in all its activities, complying rigorously with industry regulations, standards and best practice, 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 maintained up to date and aligned with the latest safety standards and operational procedures.

Likewise, a proactive approach to safety is also maintained, through the implementation of advanced monitoring and preventive maintenance systems, to allow us to identify and mitigate, whenever possible, potential problems before they can affect the operation. This constant concern with safety reflects not only TAP's commitment to its customers, but also to employees, partners and its 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.

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 and external inspections.

Through these combined practices, the Company not only complies, but seeks 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 intertwined 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 establish effective risk identification and management;
- The **Security** area covers security and protection measures for customers, employees and all relevant parties, preserving the security of facilities, aircraft and other assets.



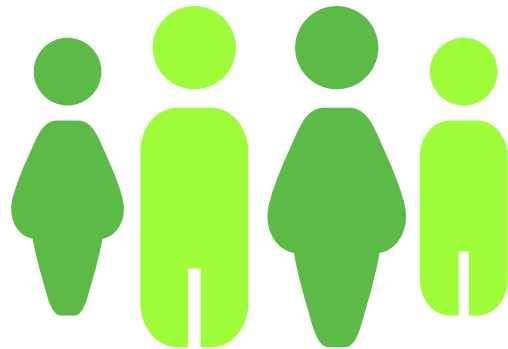
## Safety in operations

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

The commitment to safety is reflected in the structured integration of the Safety Management System (SMS), an organized, predictive and proactive system that guides safety management and comprises a central pillar in the formulation of the Company's strategic plan and objectives. All operations with potential impact on safety are carried out in accordance with applicable national and international regulations. TAP ensures 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). Additionally, the Company holds, since 2003, the IOSA (IATA Operational Safety Audit) certification, attributed by IATA, and subject to biannual revalidation audits, the last one having been carried out in July 2024.

To promote continuous improvement, TAP's Safety Policy and the SMS were developed and implemented proactively so as to make viable the effective identification and management of risks. All employees play a preponderant role in promoting the culture of safety, being responsible for acting in accordance with applicable laws, standards and best practice. Their participation in the compliance and safety monitoring processes is indispensable to ensure the implementation of and compliance with the Company's policies and procedures.

The responsibility for safety in operations is shared by 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. During these meetings, different Safety performance indicators from various operational areas are analyzed and, subsequently, presented to members of the Company's Executive Commission. Establishing, measuring and regularly reviewing safety indicators and objectives is core to the continuous progress of TAP's safety performance.



Different intervening entities in TAP's Safety topic

### Emergency Response Planning

To provide adequate training and preparation in terms of crisis and emergency response management, TAP has, within its SMS, Emergency Response Planning (ERP). This program prepares the Company to manage crises or emergencies in an effective, coordinated, responsible and humanitarian manner, while ensuring the preservation of the Company's image, reputation and the continuity of operations. The plan, defined and implemented in accordance with industry requirements and current legislation, aims to protect everyone involved - including customers, crews, family members and other employees - while safeguarding the safety of the operation and the Company's resilience.

In 2024, 241 hours of corporate training were carried out within the scope of ERP, involving teams specializing in crisis and emergency response. Currently, TAP has 295 volunteers distributed across two support teams – Care Team and Disruption Team. The first provides assistance in humanitarian situations, while the second acts in scenarios of operational disruption. Four emergency response exercises were also conducted, reinforcing the Company's preparedness and ability to act in critical scenarios.

The tables below present the evolution of the number of accidents recorded and the number of emergency response exercises carried out between 2022 and 2024.

### Number of accidents in the scope of safety occurring between 2022 and 2024



\*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 2022 and 2024



### 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

Since 2023, TAP integrates the voluntary partnership program Data4Safety, led by EASA, demonstrating its dedication to excellence in the management of flight data. 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 more effective proactive management.

### Reporting culture | Integrated Quality and Safety Management System

By encouraging a reporting culture in which everyone feels encouraged to share their concerns with operational safety, be they related to processes or human factors - including Fatigue - or to report risks, occurrences and any other issues associated with organizational or individual performance, TAP reinforces its permanent engagement in the development of a fair and just 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 has been investing in updating and improving 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, as well as a significant reduction in the use of paper. The implementation of this platform was an important achievement for TAP, as it allows us to analyze the effectiveness of the areas, while simultaneously 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 2024, by the website AirlineRatings, with a 7/7-star rating in the Safety category.

TAP Safety studies are featured at international and national conferences, including the International Society of Air Safety Investigators (ISASI), SAFTE-FAST User Conference, the Portuguese Order of Engineers and the Portuguese Air Force.

## Safety communication

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





## Security

As already established, the Security area is linked to the Security of People and Assets, covering security and protection measures for customers, employees and all relevant parties, besides preserving the security of facilities, aircraft and other Company assets.

TAP's Security Management System (SeMS) is a structured, predictive and proactive aviation security management system that plays a fundamental role in managing the Company's daily operations. From the perspective of continuous improvement, a Security Policy has been defined, approved by the CEO, as well as a set of processes and procedures, constantly updated, for its implementation.

Training is one of the pillars of SeMS. In this sense, TAP's Security Training Program, approved by ANAC, facilitates the capacitation of employees in accordance with the functions carried out, promoting the acquisition, maintenance and continuous development of the necessary skills to achieve the highest security standards.

In line with regulations in force, training in Security is mandatory in the exercise of civil aviation functions carried out, 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 regulatory standards.

One example of the efforts to improve flight safety is the training provided to crew members, which includes initial training and annual refresher courses. In addition, every three years, in partnership with the Polícia de Segurança Pública (PSP), specific training is provided to enable crews to deal with passengers who display disorderly behavior and other situations that may compromise flight safety.

Throughout 2024, TAP evaluated 2 485 risk analyses carried out by the Authorities, relating to potentially disorderly passengers. These risk analyses aimed to identify and mitigate possible threats to tranquility on board and flight safety. This active cooperation with the Authorities allowed preventive measures to be implemented, contributing to a safe flying experience and to a decrease in the number of fines applied.

Another fundamental pillar is quality control, a system that allows proactively assessing the correct implementation of security processes. During 2024, 209 quality control actions were carried out, under the continuous monitoring in place with a view to the continuous improvement of security standards, with an emphasis on preventing illicit interference acts.

The performance of security risk analyses is essential, covering airports and countries to 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 possible risk level changes, protecting the integrity of the operation.

To disseminate the security culture transversally at the Company, or aimed at specific employees, 233 documents were produced disclosing alerts, changes to procedures and risk levels, or simply to reinforce the importance of strict compliance with defined procedures.

In 2024, TAP further strengthened its risk and security management capabilities with the implementation of two new systems:

- Osprey Flight Solutions – Global Aviation Risk Intelligence – an advanced risk analysis tool that provides detailed, specialized and near real-time information on incidents that could compromise the TAP/TAP EXPRESS operation, aligning the Company with the best practices in global aviation.
- Vertex – an advanced security and protection management software, which combines prevention/mitigation and management of security-related incidents, ensuring rapid responses when necessary. Combining proactive threat identification with rapid response capabilities allows TAP to protect its people.

The *Vertex PRO* app, made available to all crew members, provides immediate access to risk analyses and relevant information on TAP stopovers, alternative airports, hotels and transport used during the crew's stay, contributing to a greater sense of security. It also allows crews, in any country where the Company operates, to communicate in real time with Headquarters and Security whenever necessary, making communication more agile and effective. The application also includes 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 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.

## Data Protection

The protection of personal data remained one of TAP's priorities during 2024, and it is worth highlighting that there were no relevant incidents in this context.

Reinforcing the commitment to full compliance with the GDPR and the protection of the personal data of its customers, employees and all those who, in some way, have relationships with TAP, the Manual de Regras e Procedimentos em Matéria de Tratamento de Dados Pessoais (Manual of Rules and Procedures on the Handling of Personal Data) was approved and published, and implementation of the One Trust system, market leader in privacy management, began in the Company, aiming, in this manner, at a transversal and integrated management of personal data protection.

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 vis-à-vis supervisory authorities and data owners, continued to be the contact for exercising rights or providing information regarding privacy, ensuring responses within the legal deadline.

Privacy and data leakage	2022	2023	2024
No. of complaints received from external entities and validated by the Organization	0	0	0
No. of complaints received from regulatory authorities	0	1	0
No. of cases of leaks, theft or loss of customer data	2	0	0

## Cybersecurity

The widespread use of technology poses risks to business processes, in terms of the availability, confidentiality and integrity of information. Such risks cannot, ultimately, be completely eliminated, given the increasing number and sophistication of cyberattacks. These risks are mainly caused by criminal actors acting for financial gain, but also by state-sponsored actors with geopolitical motivations, among others, and they pose a permanent threat that TAP constantly assesses and adapts to.

Due to their potential impacts, cybersecurity risks must be monitored by senior management. In this regard, TAP has implemented a cybersecurity and information security governance structure, led by a manager who reports to a member of the Executive Commission (C-Level). In addition, cybersecurity risk is also reported and discussed in a specific committee of the Board of Directors. The rules for managing information security and cybersecurity are described in the policies that make up the Information Security Management System, which is aligned with the ISO 27001 standard.

Threats in cyberspace are constantly evolving, which requires a continuous assessment of exposure to these risks. For this reason, TAP maintains a comprehensive vulnerability management process, supported by several services and tools, with a mix of automated analyses and analyses produced by specialized personnel. TAP also compares its external cybersecurity rating with the industry average and with some of its peers, in order to have, at all times, an accurate assessment of its cybersecurity posture, in relation to the context of evolving threats.

Another result of the risk management process is the definition of objectives for the state of cybersecurity, which guide the continuous improvement program.

The ability to detect and react to cybersecurity incidents as quickly as possible is crucial to contain and mitigate their potential negative impacts. For this reason, TAP maintains a cybersecurity incident management system and a 24-hour operation, with appropriately trained resources. The responsibilities of this team also include the continuous improvement of event monitoring, correlation and automation, in both detection and response areas.

With a strong focus on process and technology security, people are also at the heart of the Information Security program. TAP maintains training and awareness programs aimed at its employees, to improve their knowledge of best practices and to increase their resilience to threats such as phishing.

Legal obligations in the field of cybersecurity have been expanding since 2016, when the first version of the European Network and Information Security Directive was published. TAP, which is an Essential Service Operator within the context of this legislation, complies with its obligations in close coordination with the authority – Centro Nacional de Cibersegurança (National Cybersecurity Centre), and has closely followed the legislative process, in order to ensure that it will continue to comply with the legislation that will replace the current Directive, in 2025.

Ensuring compliance with the GDPR and implementing a robust set of proactive measures to strengthen cybersecurity highlights TAP's ethical commitment and demonstrates the assumption of 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 customer experience, with the aim of consistently promoting high levels of satisfaction for all its customers throughout their journey.

Besides training its employees to offer a personalized and quality service to customers and 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, whose monitoring and analysis results in a better understanding of customer needs and expectations.

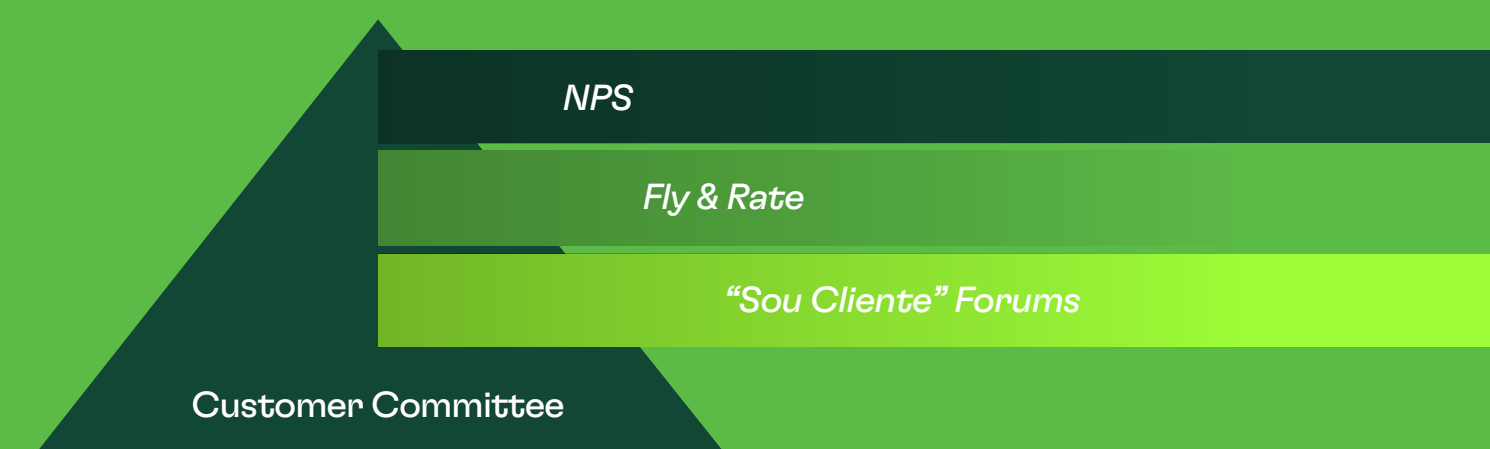
## Engage and listen to act

In 2024, 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-, made to its customers, which has exceeded two and a half million responses since it implemented this consultation metric, in 2016.

As a result of the review of airport processes, such as transfer and boarding processes, as well as improvements to the product offered on board, both in terms of connectivity and entertainment as well as beverages and meals, there was an increase of 8 pp in the NPS, compared to 2023.

Likewise, in 2024, TAP maintained its focus on listening to the front line with the interdepartmental forums “*Somos Cliente*”, “*Eu sou Cliente*”, “*Fórum Tripulantes*” and “*Comité do Cliente*” (respectively, “We are Customers”, “I am a Customer”, “Crew Forum” and “Customer Committee”). These forums bring together employees who have direct contact with customers – at airports, on board, or through various customer service channels – with area managers, as well as senior management, to identify the main customer complaints, opportunities for improvement and plans for initiatives to be implemented.

Additionally, the **Fly & Rate** internal program, available on the TAP Intranet, allows all employees to make suggestions for improving the service, based on their own experiences. The high level of adherence and participation in these initiatives allows for constant qualitative monitoring of the customer experience, as well as the identification of aspects to be improved. In total, 66% of the suggestions and initiatives have already 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 chaired by the Company's Chief Customer Officer.

## Customer journey – NPS assessment



The NPS results related to Wi-Fi on board and the TAP Miles&Go loyalty program were those that recorded the biggest increases. Aircraft cleanliness, check-in process 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 customer experience, but also to increase internal efficiency and achieve a competitive advantage in the market.

In 2024, the results of the initiatives implemented in recent post-pandemic years were observed, with the highlight being the best Contact Center performance results in the last 10 years, with an attendance rate of 87% during 2024 and consistently above 90% during the second half of the year; response times to complaints above the industry standard, ending the year with no backlog and with a result never achieved before of 4.53 (on a scale of 1 to 5) in the Contact Center contacts' satisfaction survey.

In addition, TAP has invested in the development and launch, in December 2024, of a new commercial website and application **FlyTAP**, providing a better digital experience to our customers.





Likewise, in 2024, and with the aim of enhancing the clarity of written communication, particularly in complaints management, the manual of good practice for written communication and the “*Sorriso na Escrita*” (“Smile through the Writing”) training program were created, and the process of fully reviewing the texts responding to customers also began.

Regarding managing disruption in passenger transport, meriting note was the implementation of new operational disruption management processes, which allow for greater advance notice and clearer and more relevant communication to the customer, significantly minimizing the impact of the disruption on their experience.

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 74 million members and continually seeks to adapt to the needs of its customers, in line with best practices of the industry.

In 2024, we highlight the celebration of the global partnership with Revolut, which allows the transfer and conversion of “REV points” into TAP Miles&Go Bonus Miles, the launch of a co-branded TAP Miles&Go card with Banco BTG, in Brazil, consolidating the network of partners in this geography, and the new partnership with the Bilt Rewards program, in the USA market, allowing the possibility of transferring points into TAP Miles&Go Bonus Miles and expanding the network of partners in this market that is so relevant to the Company.



## Products 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.

Meriting note is the continued commitment to the initiative TAP Local Stars, a project that resulted from a partnership between the Company and The Art of Tasting Portugal, with the aim of promoting Portuguese identity through gastronomy, giving visibility to the various regions of the country and their products and simultaneously boosting tourism and local economies.

This initiative embodies the commitment to seek to acquire local products – 75% of the suppliers of products on board TAP flights are national –, made from recycled and recyclable materials, in addition to promoting the use of rotatable items, such as the economy-class gear, which marks TAP’s adherence to closed loop recycling.

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 rigour, 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-salt or low-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 2024, more than 162 thousand special meals were served on board.

## TAP Air Cargo

At the beginning of 2024, listening to TAP Air Cargo’s customers was implemented in a structured and consistent manner, through quarterly measurement of NPS and CSAT (Customer Satisfaction Score), which has allowed us to identify opportunities for improvement and customization of the commercial offer, in addition to demonstrating our commitment to customer experience.

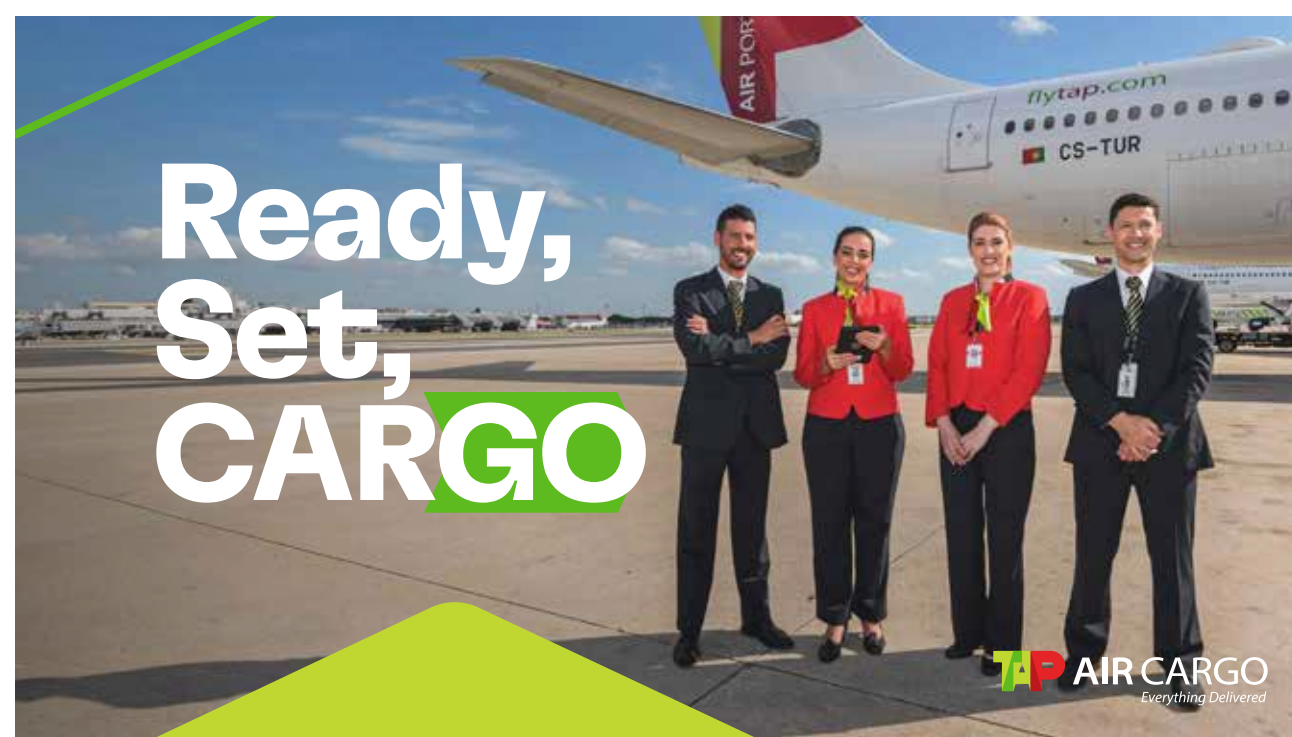
Also noteworthy is the continued commitment to operational excellence and the contribution to a more efficient and economical logistics chain, with the implementation of solutions and processes such as the complete integration of the system Cargospot with Skypallet, which not only optimizes available capacity but also reduces 15 to 20 minutes in the planning of each flight; the implementation of AFMS (automatic load measurement system) at the Lisbon Hub, to automate the process of validating the dimensions of all goods shipped; the provision of a Prooftrainer solution for temperature control compatible with Narrow Body aircraft, which enhances the optimization of the capacity of this type of aircraft and improves the offer to the customer through an air-to-air service for the transport of pharma and other temperature-sensitive products; and the progressive adoption of Electronic Waybills (e-AWB), whose use grew 50% in 2024.



Joining TIACA (The International Air Cargo Association) in 2024 is in line with TAP Air Cargo's commitment to actively contribute to the development of the air cargo industry, through collaboration, innovation and knowledge sharing, with a focus on continuous improvement in Digitalization, Sustainability, Safety and Security.

In this context, it is worth highlighting the program BlueSky, promoted by TIACA, which aims to support and accelerate a sustainable transformation of the sector and provides this tool for evaluating, validating and verifying progress in Sustainability, both for each individual operator and for the sector.

Customer satisfaction continues, in this manner, to be a high-importance topic for TAP, considering its materiality for the business. In 2024, 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 2024

#### 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.

#### APEX Four Star Global Airline Award

The Airline Passenger Experience Association (APEX) has presented TAP with the "Four Star Global Airline Award", in recognition of the Company's dedication to excellence and continuous improvement, which has resulted in remarkable growth and demonstrated an unwavering commitment to customer satisfaction.

#### Skytrax World Airline Awards

Star Alliance has once again been recognized as the "World's Best Airline Alliance" at the prestigious Skytrax World Airline Awards. The Alliance's newly launched lounge at Paris Charles de Gaulle Airport also took home the title of World's Best Airline Alliance Lounge.

#### Logistics Efficiency Awards

TAP Air Cargo came first in the "Airline" segment of the Prémios de Eficiência Logística (PEL), (Logistics Efficiency Awards), granted by RIOgaleão, Tom Jobim International Airport, in Rio de Janeiro. In Portugal, it also won three awards at the annual T&N Cargo Awards ceremony, in the categories of Best Airline for Europe, Africa and the Americas.







› TAP approach to Sustainability

› Our People

› Environment

› Our Customers

› Involvement with the Community

› Annexes

# 5.

## 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

**72**  
organizations  
supported



**7.5 Million**  
miles donated  
TAP Donate Miles



**73 Thousand**  
items donated  
to 9 entities



TAP has been establishing a strong relationship with the different organizations of the social sector that it has supported over the years, and whose 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 2024, it was possible to support 72 social organizations, through initiatives associated with the TAP Donate Miles program, support with extra baggage, the humanitarian initiative “*Abraçamos a Ucrânia*”, the TAP Cooperation Protocol with the IPO (Portuguese Institute of Oncology) Lisbon Pediatrics Service 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.



Social Responsibility highlights in 2024 – infographics made available on the TAP Intranet, website and social media





# 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 2024, the three official partners of this Program, **AMI – Assistência Médica Internacional**, **Helpo** and **Terra dos Sonhos**, completed their third and final year of partnership with TAP, established for the three-year period 2022-2024.

New partners joined the program in 2024, selected from more than 100 applications, with the new TAP Donate Miles partners for the three-year period 2024-2026 being **Apoiar**, **Orbis** and **Sol Sem Fronteiras**.

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





### TAP Donate Miles Special Campaigns

Initiative	Beneficiary entities	Project
International Women's Day	Mulheres Sem Fronteiras	Promotion and defense of equal human rights for girls and women
Christmas	START.SOCIAL	Support for vulnerable groups, especially children, young people and the elderly, with a view to improving their quality of life

Special TAP Donate Miles raising campaigns

Considering the program's partner entities and the two special campaigns carried out in 2024, 103 tickets were issued for twelve TAP destinations, with 7.5 million miles having been donated by TAP Miles&Go customers and by TAP, for the benefit of eight entities.

### 2024 TAP Donate Miles Program

Miles donated	Beneficiary entities	Tickets issued	Destinations flown
 7 500 000	 8	 103	 12

Main numbers of this TAP social responsibility program in 2024

The ceilings attributed both to the official partners of the three-year period 2022-2024 and of the three-year period 2024-2026 (one million miles for each entity) and, also, to the special campaigns associated with the program, allowed for the raising of 7.5 million miles, revealing the solidary involvement of customers and the strength of this program. TAP also made an initial 1 million miles donation to each one of the three new partner entities for the three-year period 2024-2026.



### Your contribution made a difference

In 2023, we donated 7.5 million miles and made 103 trips to 12 TAP destinations to carry out the operations of the Programme 's official partners.

Communication to TAP Miles&Go customers about the missions of the TAP Donate Miles partners on the page [Causas com asas](#)





## TAP Donate Miles supports new “Causas com Asas” (Causes with Wings)

Created in 2007, TAP Donate Miles has already helped more than 60 entities that have benefited from millions of donated miles and made solidarity trips possible in the TAP network of destinations.

In 2024, pursuing its objective of supporting more missions and more organizations, the Company renewed and expanded the program, opening applications to support three more partner entities and offer even more miles. From 2 May to 31 May 2024, more than 100 applications from social entities were received. Applications were open to non-profit social entities, legally constituted in Portugal, with social responsibility initiatives in Portugal and in other countries in the TAP network.



Communication of the application process to the TAP Donate Miles 2024-2026 program

The selected entities receive, in the first year of membership, one million miles offered by TAP. In addition to this donation, each entity has the opportunity to raise up to one million more miles for each year of partnership, in donations made by customers of the TAP Miles&Go Program.

The following were selected for the three-year period 2024-2026: Apoiar – Associação Portuguesa de Apoio a África (Portuguese Association for Support to Africa), Orbis – Cooperação e Desenvolvimento (Cooperation and Development) and Sol Sem Fronteiras – Associação de Solidariedade Jovem (Youth Solidarity Association.)



Representatives of Apoiar, Orbis and Sol sem Fronteiras with the TAP teams responsible for the operationalization of the TAP Donate Miles program

## Extra Hold 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 2024, TAP transported gratis 73 baggage pieces, corresponding to 1 679 kg, sent to nine TAP destinations, supporting 28 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” (Embracing Ukraine) initiative

Sensitive to the topic of the war in Ukraine, TAP maintained, in 2024, the support for organizations that provide humanitarian aid to the Ukrainian people, by transporting 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 ( Humanitarian Support Office of the Portuguese Medical Order) , Help Together and Ukrainian Refugees UAPT – 27 airline tickets were issued between January and December 2024.





# Solidarity Campaigns

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

In 2024, solidarity campaigns were promoted within the scope of the following initiatives:

- IRS Consignment
- “Abrace a Solidariedade TAP” (Embrace TAP Solidarity)
- Special Days

## IRS Consignment

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

The three partners of the TAP Donate Miles Program for the three-year period 2024-2026 - AMI, Helpo and Terra dos Sonhos were also included in this awareness campaign.



Banner alluding to the IRS assignment campaign in 2024, disclosed on the TAP Intranet

## “Embrace TAP Solidarity”

In an action proposed by Company employees, essential goods were collected – non-perishable food, blankets, underwear, hygiene items and animal rations – for five CASA –Centro de Apoio ao Sem-Abrigo (Homeless Support Center) Delegations: Lisbon, Porto, Albufeira, Funchal and Cascais. TAP, the Company's employees and entities linked to the aeronautical sector, contributed to this collection.



Communication to the TAP employee universe about the collection of goods for CASA

## Special Days

TAP also develops transversal campaigns to celebrate special dates to benefit social organizations, promoting and supporting various initiatives.

On **International Women's Day**, and through a special TAP Donate Miles campaign, the project of the Associação Mulheres Sem Fronteiras (Women Without Borders Association) was supported. AMUSEF is a women's association dedicated to promoting and defending equal human rights for girls and women, with special concern for those who find themselves in situations of discrimination and subject to different forms of violence simply because they are women, which is aggravated when other characteristics such as poverty, functional diversity, belonging to a certain ethnic-racial class or the fact of being migrants, among other circumstances that result in their social exclusion, are superimposed. 500,000 miles were raised, which provided travel for girls and women from vulnerable backgrounds, supported by the Association.

To celebrate **World Generosity Day**, TAP joined the 6th edition of Giving Tuesday Portugal, with two initiatives alluding to this global movement – the donation of 6 600 discontinued blankets from the TAP operation to CASA and the special TAP Donate Miles campaign in partnership with the TAP Store.

During the Christmas season, a special TAP Donate Miles campaign was promoted in partnership with the TAP Store, and 136 gifts were offered to children and young people supported by START.SOCIAL. This association has developed its activity by supporting vulnerable groups, especially children, young people and the elderly, and socially disadvantaged families and communities, with a view to improving their quality of life and socioeconomic inclusion, developing support programs aimed at groups in situations of risk, sickness, old age and serious economic hardship, promoting access to education, training, and professional integration of socially disadvantaged groups and supporting social and community development.



Offer of TAP Store gifts in the scope of the TAP Donate Miles Christmas campaign

Driven by a strong spirit of mutual help, TAP also took Christmas to 10 destinations operated by the Company – Maputo, Bissau, São Vicente, Sal, Acra, Dakar, São Tomé, Santiago, Banjul and Luanda – in an internal solidarity action that reached 1 100 children of 13 local entities, where hundreds of gifts, school materials and other goods 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 time of year.



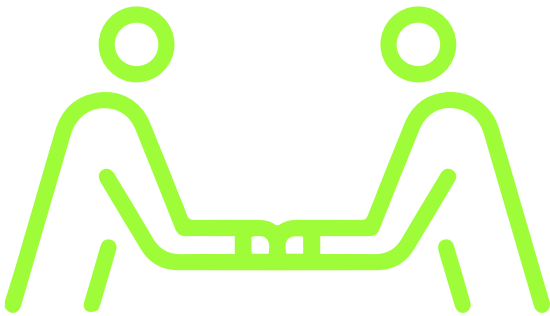
Banner allusive to the Christmas Solidarity campaign, disclosed on the TAP Intranet

Below, in summary, are the solidarity campaigns realized by TAP:

Solidarity Campaigns

Initiative	No. of beneficiary entities	Activity
IRS Consignment	5	Awareness-raising among the employee universe
“Embrace TAP Solidarity”	5	Solidarity initiative to collect essential goods
International Women's Day	1	Special TAP Donate Miles campaign to raise miles
World Generosity Day	3	Giving Tuesday Portugal – donation of blankets discontinued from the operation and the TAP Donate Miles special campaign with the TAP Store
Christmas Day	14	Offer of TAP Store gifts to children and young people and internal collection of gifts for needy children on TAP stopovers in Africa

Solidarity campaigns promoted in 2024







# Other Initiatives

## TAP-IPO Pediatrics Cooperation Protocol

To diversify its portfolio of initiatives within the scope of social responsibility and reach the greatest possible number of beneficiaries, TAP has other relevant initiatives for the surrounding community. An example of this is the Cooperation Protocol established between TAP and the Instituto Português de Oncologia (IPO- Portuguese Oncology Institute of Lisbon), regarding the travel of children and young people from the PALOPs – Países Africanos de Língua Oficial Portuguesa (Portuguese-speaking African Countries) undergoing treatment at this hospital. Under this protocol, two tickets were issued, to São Vicente.

## Donations

In the same line of recurring initiatives, TAP continues the donation of discontinued or surplus material from the operation to various entities, both for the benefit of organizations, as well as for distribution by its beneficiaries. In 2024, more than 73 thousand items were donated to nine entities, including blankets, office furniture, IT equipment, discontinued service motor vehicles, among others, allowing their reuse and recovery and fully embracing the concept of the circular economy and the Sustainable Production and Consumption SDG.

### Donations

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

**73 044**  **Items**      **9**  **Entities**

Donations made by TAP in 2024

## Volunteering

TAP encourages employees to make their time and help available in support of organizations and social causes. Volunteering goes beyond the benefit for 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 of its employees, creating opportunities for involvement with the community and enhancing the satisfaction and recognition of the Company's employees.

In 2024, Maria Droste Foundation, Movimento Claro and Start.Social benefited from the TAP volunteers' actions, in activities such as supporting the cleaning of forests, the renovation of spaces and the wrapping and offering of TAP Store gifts to children and young people from neighborhoods considered to be in need of priority intervention, involving 54 participants in a total of five volunteering sessions.

### Auction channels funds to causes important to TAP

TAP employees also supported a charitable cause that raised 5,000 euros for ASASTAP Associação de Solidariedade e Apoio Social dos Trabalhadores da TAP (Association for Solidarity and Social Support of TAP employees), through participation in an internal auction to acquire discontinued service motor vehicles.

In this way, it was possible to contribute to the project to enhance the event and therapeutic activities rooms of its Social Complex, with an impact on users, family members and employees of the Association.



Banner disclosed on the TAP Intranet about this internal initiative





# 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 communicates its sustainability initiatives on the commercial – **FlyTAP** – and **TAP Institutional** websites. The Company's topic Sustainability | **Social Commitment** and **Environmental Commitment** 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 on FlyTAP, highlighting the different causes, initiatives 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 on the DOV Portal (Flight Operations Department Portal), with the publication of news, take note information, challenges and banner highlights. Through the internal TAP newsletter “TAP News”, sent monthly via email, the solidarity 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 2024, TAP employees were, once again, an active part in solidarity initiatives to support entities, such as the collection of essential goods and gifts for children on stopovers in Africa, the acquisition of discontinued service motor vehicles and participation in volunteering initiatives. TAP thus reinforces its social commitment, as a responsible and solidary company.

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 of 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: embrace communities and the world.







# 6.

## Annexes

I. TAP Partnerships

II. Taxonomy

III. GRI Indicators

IV. Glossary of Acronyms, Abbreviations  
and Units of Measurement

› TAP approach to  
Sustainability

› Our People

› Environment

› Our Customers

› Involvement with  
the Community

› Annexes





# I. TAP Partnerships

## Participation in sector or other entities, in 2024

### Star Alliance

TAP has been a member of Star Alliance since 2005. Constituted in 1997, this is the largest global aviation alliance. Comprising 25 member companies, it 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 decision-making and strategy-defining meetings of Star Alliance.

### IATA

International Air Transport Association

TAP contributed, whenever possible, to the development of the global business standards to which IATA 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.

### A4E

Airlines for Europe

TAP is an effective member of A4E – an European airlines association, which represents more than 80% of European air traffic – since May 2016 and actively participated, in 2024, in the regular meetings of the association, contributing, whenever relevant, to its action vis-à-vis 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.

### ALTA

Associação de Transporte Aéreo da América Latina e Caraíbas

ALTA is a private, non-profit organization serving the airline industry, the mission of which 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.

### ENAA

European Network Airlines Association

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 to monitor the evolution of these agreements. TAP actively participates in regular meetings and specific forums of the European Network Airlines Association (ENAA), former ACP (Airline Coordination Platform).

### AIRMES XR5.0

Within the scope of AIRMES – a European consortium for incubating projects focused on optimizing maintenance activities, in the 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.

### CoLAB BIOREF

Partnership with Laboratório Colaborativo para as Biorrefinarias

TAP is a member of BioRef, having participated in projects such as Move2LowC, with an emphasis on the production of biojetfuel, as well as through the sharing of operational and regulatory experience in the aeronautical industry.

### EFB

Users Forum

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

### Star Alliance EFB

e-enablement Best Practice Exchange Group

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

### DLK

Users Forum

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

### EATIN

EUROCONTROL Air Transport Innovation Network

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 air transport sector's innovation ecosystem.





#### IATA JURG

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.

#### STARTICAL (ENAIRE + INDRA)

ECHOES project

STARTICAL is a consortium that is implementing a satellite network that will enhance and improve air traffic management.

The overall objective of the ECHOES Digital Sky Demonstrator is to confirm the viability of a space-based solution for VHF (very high frequency) communications (voice and data link) in air traffic management. The ECHOES project investigates some key functionalities, such as inter-satellite links, data processing on board the satellite and simultaneous transmission and reception of VHF communications with aircraft.

#### COSTF

IATA Cabin Operations Safety Task Force

COSTF is responsible for updating the IOSA standards and the IATA-orienting materials, besides identifying and analyzing emerging security risks. In addition, it contributes actively to industry risk assessment processes and to the development of the World Safety and Operations Conference (WSOC), supporting the continuous improvement of operational safety in aviation.

#### Data4Safety

European Union Aviation Safety Agency (EASA)

TAP joined the Data4Safety program in 2023, led by EASA, 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 initiative allows for the definition and implementation of new Safety Performance Indicators (SPI), allowing comparisons with other participating operators.

#### IATA

Flight Data eXchange (FDX)

Through the IATA Flight Data eXchange (FDX), TAP contributes to the safety and operational efficiency of the industry by sharing anonymized flight data. This collaboration makes it possible to identify trends, predict risks and optimize air navigation procedures, reinforcing data-driven safety analysis. It also facilitates the implementation of operational improvements and contributes to the reduction of incidents.

#### IATA

Incident Data eXchange (IDX)

In the IATA Incident Data eXchange (IDX), TAP shares anonymized incident data, helping to identify trends, analyze risks and implement preventive measures to avoid future occurrences. This commitment enables airlines, manufacturers and regulators to adopt more effective practices in mitigating operational risks.

#### EOFD

European Operators Flight Data Monitoring Forum

TAP is part of Working Group B of this forum, a partnership between EASA and European air operators, dedicated to improving Flight Data Monitoring (FDM) analysis. In this group, TAP provides technical and specialist knowledge for the development of best practice guides, helping to define more effective methodologies for flight data monitoring. This contribution aims to strengthen operational safety by promoting more advanced and accurate standards in the analysis of events and trends, in line with EASA's objectives.

#### Airbus Destination 10X Together (D10X)

This is a collaborative project between Airbus and airlines, including TAP, with the aim of enhancing air transport safety. The initiative promotes the sharing of experience and best practice, as well as developing promotional materials that can be used by operators. Through meetings and workshops, participants discuss relevant topics and exchange best practice, strengthening the collaboration between Airbus and its clients.

#### Together4Safety

Conversation Aviation (EASA)

Conversation Aviation is a collaborative initiative to promote safety, led by EASA, as part of the Together4Safety project. It has a dedicated working group to foster positive discussions on the most effective way to promote safe operations in the aviation sector. As a result, a magazine is published to which TAP, together with several industry stakeholders, contributes Safety content, including lessons learned and good practice. The aim is to provide practical and accessible information to the aviation community, promoting a safety culture based on knowledge sharing.

#### SKYbrary

EUROCONTROL

SKYbrary is an electronic platform launched by EUROCONTROL dedicated to aviation safety, which provides a variety of educational and informative resources. Among them are "SKYclips", short animations, which address specific topics related to safety. TAP participates in the working groups responsible for developing these animations, the objective of which is to raise awareness of operational risks and promote best safety practices in the sector.



#### IATA 25by2025

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 practice on diversity and inclusion and compiles industry metrics, updated annually.

#### ANA

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 practice, defining measures to reduce greenhouse gas emissions and aligning efforts to mitigate the impact of activities in the context of climate change.

#### ASASTAP

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

#### Clube TAP

TAP has 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. Through the granting of an annual subsidy, it enables the continuation of sports activities and events that dignify the good name of TAP, both nationally and internationally. All of this is 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.

#### GRACE

Empresas Responsáveis

In 2023, TAP rejoined GRACE (Grupo de Reflexão e Apoio à Cidadania Empresarial), the largest movement of Portuguese companies the main mission of which 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 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.

#### Plataforma Lisboa Sustentável Empresas

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 (ANAC)**, **Direção-Geral de Política Externa**, **Direção-Geral dos Assuntos Europeus do Ministério dos Negócios Estrangeiros** and **Directorates-General of the European Commission** (particularly Direção-Geral Mobilidade e Transportes), 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.







## II. European Taxonomy Regulation

### 1. 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. 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 Taxonomy.

Since 2023, the six environmental objectives are regulated. Indeed, on 21 November 2023, the European Taxonomy Regulation adopted the Delegated Act 2023/2485, of 27 June 2023, which corrects EU Delegated Act 2021/2139, which includes 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.).

### 2. 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 as from the year 2023. 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 considered these economic activities as eligible in its taxonomy report for the year 2023, and maintained the criteria for 2024 but did not, however, carry out the technical alignment in the 2024 exercise and report; with this being in preparation for the current 2025 financial year, to be reported upon in 2026, in accordance with the provisions of European regulations on the sustainability declaration.

In the report for the year 2024, the eligible activities are as follows:

- 3.21** Aircraft manufacturing that includes manufacturing, repairing, maintenance, overhauling, refitting, designing and modernizing aircraft and aircraft parts and equipment
- 6.19** Air transport of passengers and cargo
- 7.4** Installation, maintenance and repair of building-installed electric vehicle charging stations (and parking spaces associated with buildings)
- 7.5** Installation, maintenance and repair of instruments and devices for measuring, regulating and monitoring the energetic performance of buildings
- 7.7** Acquisition and ownership of buildings

### 3. 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. The TAP Group conducts itself with full respect for the rules of competition law and the functioning of a market economy.

In terms of corruption, TAP signed the UN Global Compact’s Anti-Corruption Call to Action, which encourages the public and private sectors to promote transparency, integrity and good governance measures by governments, thus encouraging the adoption of its principle 10, according to which “organizations should combat corruption in all its forms, including extortion and bribery”. In its Code of Ethics, the Group adopts a zero-tolerance stance towards any type of fraud, corruption, bribery, money laundering, terrorist financing and any other criminal offenses, committing to maintain internal control procedures appropriate to the prevention and detection of non-conformities. Any irregularity identified can be reported through the **Ethical Conduct Channel**.

Aware that, in an increasingly complex and challenging world, it is necessary to reinforce robust instruments and practices to ensure compliance with the principles of ethics and conduct to strengthen the ethical culture in TAP, in particular, and contribute to preventing corruption, strengthening the economy and promoting social equality in society, in general, during 2024 the following policies were reviewed, developed and approved, and the following reports were published:



Business Integrity Policies

- TAP Group's Code of Ethics and Conduct
- Good Conduct Policy for Preventing and Combating Harassment at Work
- Supplier Code of Conduct
- Competition Policy
- Anti-Corruption Policy
- Ethical Conduct Channel Policy
- Assessment Reports of the Corruption and Related Offenses Risk Prevention Plan (PPR)

All Business Integrity Policies and Reports are available on TAP's Intranet and some of them also on the Company's [institutional site](#).

4. Disclosure of KPIs

Within the scope of the applicability of the Taxonomy Regulation, TAP, S.A. discloses below the proportion of 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	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) (A.1)		0%												
A.2. Taxonomy-eligible but not environmentally sustainable activities (activities not taxonomy aligned) (A2)														
3.21 Aircraft manufacturing		236,918,247	6%											
6.19 Air transport of passengers and cargo		3,983,381,872	94%											
Turnover of taxonomy-eligible but not environmentally sustainable activities (activities not taxonomy aligned) (A.2)		4,220,300,119	99%											
Total (A.1 + A.2)		4,220,300,119	99%											
B. Taxonomy - non-eligible activities														
Turnover of taxonomy - non-eligible activities (B)		34,768,643	1%											
Total (A + B)		4,255,068,762	100%											

Consolidated accounts of TAP SA and TAP Logistics

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 2024, 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 2.25 to the consolidated financial statements.





CapEx

Economic activities	Absolute CapEx	Proportion of CapEx	Substantial contribution criteria	“Does Not Significantly Harm” Criteria										Minimum Safeguards	Taxonomy-aligned proportion of CapEx, year N	Category (enabling activity)
			Climate change	Adaptation to climate change	Climate change mitigation	Water and marine resources	Circular economy	Pollution prevention and control	Biodiversity and ecosystems	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(%)	(C)
(euros)		(%)	(%)	(%)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(%)	(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	5,046,057	1%														
6.19 Air transport of passengers and cargo	420,755,031	95%														
7.5 Installation, maintenance and repair of instruments and devices for measuring, regulating and monitoring the energetic performance of buildings	63,460	0.01%														
7.7 Acquisition and ownership of buildings	2,642,652	1%														
CapEx of taxonomy-eligible but not environmentally sustainable activities (activities not taxonomy aligned) (A.2)	428,507,200	97%														
Total (A.1 + A.2)	428,507,200	97%													0%	
B. Taxonomy - non-eligible activities																
CapEx of taxonomy - non-eligible activities (B)	12,470,929	3%														
Total (A + B)	440,978,130	100%														

Consolidated accounts of TAP SA and TAP Logistics

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 2024, 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

Economic activities	Absolute CapEx	Proportion of CapEx	Substantial contribution criteria	“Does Not Significantly Harm” Criteria										Minimum Safeguards	Taxonomy-aligned proportion of CapEx, year N	Category (enabling activity)
			Climate change	Adaptation to climate change	Climate change mitigation	Water and marine resources	Circular economy	Pollution prevention and control	Biodiversity and ecosystems	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(%)	(C)
(euros)		(%)	(%)	(%)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(%)	(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) (2)																
3.21 Aircraft manufacturing	12,775,651	5%														
6.19 Air transport of passengers and cargo	245,557,584	89%														
7.4 Installation, maintenance and repair of building-installed electric vehicle charging stations (and parking spaces associated with buildings)	19,331	0.01%														
7.7 Acquisition and ownership of buildings	14,818,239	5%														
OpEx of taxonomy-eligible but not environmentally sustainable activities (activities not taxonomy aligned) (A.2)	273,170,805	99%														
Total (A.1 + A.2)	273,170,805	99%													0%	
B. Taxonomy - non-eligible activities																
OpEx of taxonomy - non-eligible activities (B)	3,238,995	1%														
Total (A + B)	276,409,799	100%														

Consolidated accounts of TAP SA and TAP Logistics

Consolidated accounts of TAP SA and TAP LogisticsTheoperating 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 2024, 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.



### III. Indicators GRI

#### Declaration of use

TAP reported in accordance with the GRI Standards for the period between 1 January and 31 December 2024

#### 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 Organization Details	About TAP Sustainability Report 2024, <a href="#">TAP Corporate Governance Report 2024</a>	-	-	-	-
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 2024 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 Estrutura de governança e sua composição	<a href="#">TAP Corporate Governance Report 2024</a>	-	-	-	-

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	<a href="#">TAP Corporate Governance Report 2024</a>	-	-	-	-
2-11 President of the highest governance body	<a href="#">TAP Corporate Governance Report 2024</a>	-	-	-	-
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	<a href="#">TAP Corporate Governance Report 2024</a>	-	-	-	-
2-16 Communication of critical concerns	TAP approach to sustainability - Governance – Ethical Management and Policies TAP approach to sustainability - Governance – Ethical	-	-	-	-
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	<a href="#">TAP Corporate Governance Report 2024</a>	-	-	-	-
2-19 Remuneration policies	<a href="#">TAP Corporate Governance Report 2024</a>	-	-	-	-
2-20 Remuneration determination process	<a href="#">TAP Corporate Governance Report 2024</a>	-	-	-	-
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 Commission	-	-	-	-
2-23 Policies	TAP approach to sustainability - Governance – Ethical Management and Policies TAP website - <b>Manuais</b> (Manuals)	-	-	-	-
2-24 Incorporation of Policies	TAP approach to sustainability - Governance – Ethical Management and Policies <b>Código de Conduta da TAP</b> (TAP's Code of Ethics and conduct)	-	-	-	-
2-25 Processes to repair negative impacts	TAP approach to sustainability - Governance – Ethical Management and Policies <b>Código de Conduta da TAP</b>	-	-	-	-
2-26 Mechanisms for seeking advice and raising concerns	TAP approach to sustainability - Governance – Ethical Management and Policies <b>Código de Conduta da TAP</b>	-	-	-	-
2-27 Compliance with laws and regulations	Complementary information - Table 3	-	-	-	-
2-28 Participation in associations	Annexes – TAP partnerships	-	-	-	-
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 2024: 8,148 (100%)	-	-	-	-
GRI 3: Material topics 2021					
3-1 Process to define 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 – Climate change management	-	-	-	-
Sustainable aviation fuels					
3-3 Management of material topics	Environment – Sustainable aviation fuels	-	-	-	-
Use of Resources and Waste management					
3-3 Management of material topics	Environment – Use of Resources and Waste management	-	-	-	-
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	Relatório de Gestão e Contas	-	-	-	-
GRI 302: Energy 2016					
302-1 Energy consumption within the Organization	Complementary information - Table 4	-	-	-	-
GRI 303: Water and Effluents 2018					
303-1 Interactions with water as a shared resource	<p>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 pavements and the irrigation system.</p> <p>TAP is responsible for monitoring consumption through water meters of the EPAL network and of the borehole.</p>	-	-	-	-
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 connection point 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 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 5	-	-	-	-
GRI 305: Emissions 2016					
305-1 Direct (Scope 1) GHG emissions	<p>Environment – Climate change management</p> <p>Environment – Sustainable aviation fuels</p> <p>Complementary information - Table 6</p>	-	-	-	-
305-2 Indirect (Scope 2) GHG emissions resulting from acquisition of energy	<p>Environment – Climate change management</p> <p>Complementary information - Table 7</p>	-	-	-	-
305-4 GHG emissions intensity	Environment – Climate change management	-	-	-	-
GRI 306: Waste 2020					
306-1 Waste generation and significant waste-related impacts	Environment – Use of resources and Waste management	-	-	-	-
306-2 Management of significant waste-related impacts	<p>During TAP's operational activity, two types of waste are produced: environmentally 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.</p> <p>In the industrial activity of aircraft maintenance, priority is given to repairing parts and components whenever possible, with the aim of extending their useful life and promoting the circular economy. However, maintenance actions generate different types of industrial waste, which are segregated and sent for treatment or recovery through licensed management operators.</p> <p>To ensure the correct routing of waste produced, TAP has a service</p>	-	-	-	-





GRI Content	Location/Description	Omission			Ref no. of the sector standard
		Omitted requirements	Reason	Explanation	
	<p>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 (instead of its disposal) shall be privileged.</p> <p>Waste produced at the TAP facilities is forwarded through waste management operators licensed by the Ministry of the Environment.</p> <p>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).</p>				
306-3 Waste generated	Complementary information - Table 8	-	-	-	-
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	<p>TAP approach to sustainability – Governance</p> <p>Our people – Occupational health and safety</p>	-	-	-	-
403-5 Employee training in occupational health and safety	<p>Our people – Occupational health and safety</p> <p>Our people – Talent management</p>	-	-	-	-

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	<p>Our people – Occupational health and safety</p> <p>All employees and workplaces, totaling 100%, are controlled by the organization and are represented on joint health and safety committees.</p>	-	-	-	-
403-9 Work accidents	<p>Our people – Occupational health and safety</p> <p>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 fluctuations 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 connective maintenance of equipment and infrastructure, acquisition of modernized equipment, training in occupational safety and development of awareness videos, among other measures.</p>	-	-	-	-
GRI 405: Diversity and Equal Opportunities 2016					
405-1 Diversity in governance bodies and 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 9	-	-	-	-



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 2024, six (6) cases were considered in this context. The six (6) cases were received and analyzed by the team responsible for the TAP Group's Ethical Conduct Channel, with three (3) already analyzed and three (3) still under analysis. Of the three (3) closed cases, two (2) cases were subject to corrective plans and respective monitoring. The increase in the number of cases does not necessarily reflect an increase in discrimination, given that in 2023 only two (2) cases were identified. This increase may be related to the greater exposure, knowledge and notoriety of the Ethical Conduct Channel of the TAP Group.	-	-	-	-
GRI 416: Consumer Health and Safety 2016					
416-1 Assessment of health and safety impacts of product	Our customers – Health and safety	-	-	-	-
416-2 Incidents of non-compliance concerning 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	-	-	-	-

## Complementary information

Table 1 – Employee profile

Number of employees	2022	2023	2024
Men	4,227	4,454	4,657
Women	3,085	3,383	3,491
TOTAL EMPLOYEES (no.)	7,312	7,837	8,148

Number of permanent employees	2022	2023	2024
Germany			
Men	2	6	6
Women	5	5	6
Angola			
Men	10	10	9
Women	8	8	9
Belgium			
Men	1	1	1
Brazil			
Men	44	42	46
Women	35	41	34
Cape Verde			
Men	3	3	3
Women	8	8	8
Canada			
Men	1	1	1
Women	1	2	2
Denmark			
Men	1	1	1
Spain			
Men	14	14	13
Women	15	15	15





Number of permanent employees	2022	2023	2024
USA			
Men	10	11	11
Women	19	22	22
France			
Men	7	8	8
Women	6	7	7
Ghana			
Men	2	2	2
Women	2	1	2
Guinea-Bissau			
Men	4	4	4
Women	1	1	1
Italy			
Men	7	7	7
Women	11	11	11
Mozambique			
Men	2	2	2
Women	3	3	3
Netherlands			
Men	1	1	1
Portugal			
Men	4,034	4,287	4,496
Women	2,826	3,172	3,325

Number of permanent employees	2022	2023	2024
United Kingdom			
Men	5	5	5
Women	7	7	7
São Tomé and Príncipe			
Men	1	1	1
Women	2	2	2
Senegal			
Men	3	4	4
Women	6	6	5
Switzerland			
Men	3	2	3
Women	1	1	1
Venezuela			
Men	3	2	2
Women	4	4	4
Number of permanent employees			
Men	4,158	4,414	4,626
Women	2,960	3,316	3,464
TOTAL PERMANENT EMPLOYEES	7,118	7,730	8,090

Number of temporary employees	2022	2023	2024
ANGOLA			
Men	-	-	1
Women	1	1	-



Number of temporary employees	2022	2023	2024
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Cape Verde

Men	1	1	1
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Ghana

Women	2	1	-
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Mozambique

Women	-	-	1
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Portugal

Men	66	39	29
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Women	124	65	26
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Number of temporary employees

Men	67	40	31
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Women	125	67	27
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TOTAL TEMPORARY EMPLOYEES	192	107	58
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Number of employees without guaranteed working hours	2022	2023	2024
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Men	2	0	0
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TOTAL EMPLOYEES WITHOUT GUARANTEED WORKING	2	0	0
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Number of full-time employees	2022	2023	2024
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Germany

Men	2	6	6
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Women	5	5	6
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Number of full-time employees	2022	2023	2024
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Angola

Men	10	10	10
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Women	9	9	9
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Belgium

Men	1	1	1
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Brazil

Men	44	42	46
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Women	35	41	34
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Cape Verde

Men	4	4	4
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Women	8	8	8
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Canada

Men	1	1	1
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Women	1	1	2
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Denmark

Men	1	1	1
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Spain

Men	14	13	13
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Women	15	15	15
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USA

Men	10	10	11
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Women	19	21	22
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France

Men	7	8	8
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Women	6	6	7
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Number of full-time employees	2022	2023	2024
Ghana			
Men	2	2	2
Women	2	2	2
Guinea-Bissau			
Men	4	4	4
Women	1	1	1
Italy			
Men	7	7	7
Women	11	11	11
Mozambique			
Men	2	2	2
Women	3	3	4
Netherlands			
Men	1	1	1
Portugal			
Men	4,055	4,290	4,512
Women	2,881	3,173	3,329
United Kingdom			
Men	5	5	5
Women	7	7	7
São Tomé and Príncipe			
Men	-	1	1
Women	2	2	2

Number of full-time employees	2022	2023	2024
Senegal			
Men	3	4	4
Women	6	6	6
Switzerland			
Men	3	2	3
Women	1	1	1
Venezuela			
Men	3	2	2
Women	4	4	4
Number of full-time employees			
Men	4,179	4,416	4,644
Women	3,016	3,317	3,469
TOTAL FULL-TIME EMPLOYEES	7,195	7,733	8,113
Number of part-time employees	2022	2023	2024
Spain			
Men	-	1	-
Portugal			
Men	47	1	13
Women	69	1	22
São Tomé and Príncipe			
Men	1	-	-
Women	-	1	-



Number of part-time employees	2022	2023	2024
Switzerland			
Men	-	36	-
Women	-	64	-
Part-time employees			
Men	48	38	13
Women	69	66	22
TOTAL PART-TIME EMPLOYEES	117	104	35

Table 2 – Proportion of the total annual remuneration

	2022	2023	2024
Ratio of total annual remuneration of the highest paid individual in the Organization and average total annual remuneration of employees (excluding the highest paid)	10.83	10.11	6.54
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)	-13.24	0.00	0.00

Table 3 – Compliance with laws and regulations

	2022	2023	2024
Total no. of significant cases of non-compliance with laws and regulations in which fines were applied	2	1	0
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	2	1	0
Monetary value of fines in cases of non-compliance with laws and regulations	1,099,278€	535,500€	-
Description of significant cases of non-compliance	DOT Case - TAP reached an agreement with the US Department of Transportation (DOT) under which it paid \$ 550,000 in exchange for the filing of the sanctioning proceedings for violation of the rules on refunds of tickets for flights cancelled during the COVID-19 pandemic; AESA Case - TAP was ordered by Agência Estatal de Seguridad Aerea de España (AESA) to pay a fine of € 564,000, for non-compliance.	AESA Case (Agencia Estatal de Seguridad Aerea de España) - TAP was ordered by the Spanish Court, which confirmed the practice of the infraction alleged by AESA, corresponding to the failure to pay 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.em





Table 4 – Energy consumption

	2022	2023	2024
Stationary equipment fuels (GJ)	42,485	43,739	42,173
Natural gas (GJ)	32,896	28,990	27,437
Jet A1 – Test bench (GJ)	9,589	14,749	14,736
Jet A1 – Test bench (tonnes)	223	343	343
Mobile equipment fuels (GJ)	42,431,621	48,917,212	51,413,266
Gasoline (GJ)	286	79	24
Diesel (GJ)	3,880	2,827	2,305
Jet A1 – Flight operations (GJ)	42,427,455	48,914,306	50,164,875
Jet A1 – Flight operations (tonnes)	986,685	1,137,542	1,166,625
Electrical energy consumption (GJ)	54,436	56,198	58,370
Total energy consumption (GJ)	42,528,542	49,017,149	51,513,809

Table 5 – Water consumption

	2022	2023	2024
Total water consumption (m3)	102,899	119,810	114,571
Total EPAL water consumption (m3)	77,470	84,356	76,295
Total borehole catchment water consumption (m3)	25,429	35,454	38,276

Table 6 – Scope 1 emissions

	2022	2023	2024
Stationary equipment emissions (tCO2e)	1,861,225	1,637,250	1,549,604
Natural gas (tCO2e)	1,860,523	1,636,170	1,548,521
Jet A1 – Test bench (tCO2e)	702	1,080	1,083
Mobile equipment emissions (tCO2e)	3,421,799	3,802,496	3,899,280
Gasoline (tCO2e)	20,833	5,839	1,795
Diesel (tCO2e)	292,908	213,400	211,724
Jet A1 – Flight operations (tCO2e)	3,108,058	3,583,257	3,685,761
Scope 1 emissions (tCO2e)	5,283,024	5,439,746	5,448,884

Source emission factors: **APA, National Inventory Report, 2022**  
Source Jet A1: 1 tonne Jet A1 corresponds to 3.15 tonnes of CO2 according to Implementing Regulation (EU) 2018/2066

Table 7 – Scope 2 emissions

	2022	2023	2024
Scope 2 emissions – market-based (tCO2e)	2,628	2,377	2,097
Scope 2 emissions – location-based (tCO2e)	2,072	2,139	713

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



Table 8 – Waste produced

	2022	2023	2024
Total waste produced (t)	1,867	2,310	2,343
Total waste recovered (t)	1,063	1,216	1,483
Total waste disposed of (t)	804	1,094	860
Hazardous waste (t)	228	342	272
Hazardous waste recovered (t)	196	249	221
Hazardous waste disposed of (t)	33	93	51
Non-hazardous waste (t)	1,638	1,968	2,071
Non-hazardous waste recovered (t)	867	967	1,262
Non-hazardous waste disposed of (t)	771	1,001	809

Table 9 – Ratio between base salary and remuneration of women and of men

	2022	2023	2024
Average base salary by functional area and by gender	RÁCIO F/M	RÁCIO F/M	RÁCIO F/M
Flight Crew	0.91	0.92	0.92
Cabin Crew	1.03	1.04	1.04
Maintenance & Engineering	1.20	1.11	1.08
Headquarters	0.92	0.89	0.92
TOTAL	0.62	0.56	0.81
Average remuneration by functional area and by gender	RÁCIO F/M	RÁCIO F/M	RÁCIO F/M
Flight Crew	0.83	0.81	0.82
Cabin Crew	1.03	1.04	1.05
Maintenance & Engineering	1.14	1.03	0.99
Headquarters	0.91	0.88	0.99
TOTAL	0.56	0.49	0.53





# IV. Glossary of Acronyms, Abbreviations and Units of Measurement

## Acronyms

<b>A4E</b>	Airlines for Europe	<b>e-GAR</b>	Guia Eletrónica de Acompanhamento de Resíduos
<b>ACP</b>	Airline Coordination Platform	<b>EOFD</b>	European Operators Flight Data Monitoring Forum
<b>ACT</b>	Autoridade para as Condições do Trabalho	<b>EPAL</b>	Empresa Portuguesa de Águas Livres
<b>AESA</b>	Agência Estatal de Seguridad Aerea	<b>EPI</b>	Equipamento de Proteção Individual
<b>AFMS</b>	Automated Freight Measurement System	<b>ERP</b>	Emergency Response Planning
<b>AGM</b>	Annual General Meeting	<b>e-SAF</b>	Synthetic Sustainable Aviation Fuel derived from renewable energy
<b>ALTA</b>	Associação de Transporte Aéreo da América Latina e Caraíbas	<b>ESG</b>	Environmental, Social and Governance
<b>AMI</b>	Assistência Médica Internacional	<b>EUA</b>	Estados Unidos da América
<b>ANA</b>	Aeroportos e Navegação Aérea	<b>EVPA</b>	European Venture Philanthropy Association
<b>ANAC</b>	Autoridade Nacional da Aviação Civil	<b>FDX</b>	Flight Data eXchange
<b>APPACDM</b>	Associação Portuguesa de Pais e Amigos do Cidadão Deficiente Mental	<b>GBAS</b>	Ground Based Augmentation System
<b>APREN</b>	Associação Portuguesa de Energias Renováveis	<b>GLS</b>	Ground Landing System
<b>ASASTAP</b>	Associação de Solidariedade e Apoio Social do Pessoal da TAP	<b>GPW</b>	Great Place to Work
<b>ASCA</b>	Airline Sports and Cultural Association	<b>GRACE</b>	Grupo de Reflexão e Apoio à Cidadania Empresarial
<b>ASK</b>	Available Seat per Kilometre	<b>GRI</b>	Global Reporting Initiative
<b>BTL</b>	Bolsa de Turismo de Lisboa	<b>GSOC</b>	Global Safety & Operations Conference
<b>CapEx</b>	Capital Expenditure	<b>IATA</b>	International Air Transport Association
<b>CE</b>	Comissão Executiva	<b>ICAO</b>	International Civil Aviation Organization
<b>CEO</b>	Chief Executive Officer	<b>IDX</b>	Incident Data eXchange
<b>CNS</b>	Communications, Navigation and Surveillance	<b>IFE</b>	Inflight Entertainment
<b>CoLAB BIOREF</b>	Laboratório Colaborativo para as Biorrefinarias	<b>IOSA</b>	IATA Operational Safety Audit
<b>COSTF</b>	Cabin Operations Safety Task Force	<b>IPAC</b>	Instituto Português de Acreditação
<b>c-PED</b>	Controlled-Portable Electronic Device	<b>IPO</b>	Instituto Português de Oncologia
<b>CSR</b>	Corporate Social Responsibility	<b>IQSMS</b>	Integrated Quality and Safety Management System
<b>CSST</b>	Comissão de Segurança e Saúde no Trabalho	<b>IRS</b>	Imposto sobre os Rendimentos de Pessoas Singulares
<b>CVP</b>	Cruz Vermelha Portuguesa	<b>ISO</b>	International Organization for Standardization
<b>D&amp;I</b>	Diversidade e Inclusão	<b>JURG</b>	Joint User Requirements Group
<b>D10X</b>	Destination 10X Together	<b>KPIs</b>	Key Performance Indicators
<b>DALI</b>	Digital Addressable Lighting Interface	<b>LED</b>	Light-Emitting Diode
<b>DGERT</b>	Direção Geral do Emprego e das Relações de Trabalho	<b>LNF</b>	Levantamento de Necessidades de Formação
<b>DGR</b>	Dangerous Goods Regulations	<b>MIRR</b>	Mapa Integrado de Registo de Resíduos
<b>DGS</b>	Direção Geral de Saúde	<b>MFA</b>	Múltiplo Fator de Autenticação
<b>DLK</b>	Data Link	<b>MoUs</b>	Memorandum of Understanding
<b>DOV</b>	Direção de Operações de Voo	<b>MTO</b>	Maintenance Training Organization
<b>DSAG</b>	Departmental Safety Action Groups	<b>NEO</b>	New Engine Option
<b>EASA</b>	European Union Aviation Safety Agency	<b>NEO LR</b>	New Engine Option Long-Range variant
<b>EATIN</b>	EUROCONTROL Air Transport Innovation Network	<b>OCDE</b>	Organização para a Cooperação e Desenvolvimento Económico
<b>e-AWB</b>	Electronic Air Waybill	<b>ODS</b>	Objetivos de Desenvolvimento Sustentável
<b>EFB</b>	Electronic Flight Bag	<b>OMS</b>	Organização Mundial de Saúde



## Acronyms

<b>ONG</b>	Organização Não Governamental
<b>OpEx</b>	Operational Expenditure
<b>PALOP</b>	Países Africanos de Língua Oficial Portuguesa
<b>PET</b>	Polyethylene Terephthalate
<b>PNT</b>	Pessoal Navegante Técnico
<b>PPR</b>	Plano de Prevenção de Riscos de Corrupção e Infrações Conexas
<b>PPS1</b>	Produtos, Processos ou Serviços (Refinação de microalgas autotróficas em biojetfuel)
<b>PPS2</b>	Produtos, Processos ou Serviços (Produção de biomassa por fermentação para refinação em biojetfuel)
<b>PSP</b>	Polícia de Segurança Pública
<b>RGPD</b>	Regulamento Geral da Proteção de Dados
<b>RNP-AR APCH</b>	Required Navigation Performance – Authorization Required
<b>ROPS</b>	Runway Overrun Prevention System
<b>rPET</b>	recycled Polyethylene Terephthalate
<b>RPK</b>	Revenue Passenger Kilometre
<b>S&amp;P Global</b>	Standard and Poor's Global incorporated
<b>SAF</b>	Sustainable Aviation Fuel
<b>SAGALEXPO</b>	Feira de Exportação dos Sabores de Portugal
<b>SeMS</b>	Security Management System
<b>SESAR</b>	Single European Sky ATM Research
<b>SILIAMB</b>	Sistema Integrado de Licenciamento do Ambiente
<b>SMS</b>	Safety Management System
<b>SPIs</b>	Safety Performance Indicators
<b>SSAG</b>	Safety and Security Action Groups
<b>SSRB</b>	Safety and Security Review Board
<b>SST</b>	Saúde e Segurança no Trabalho
<b>TAP</b>	Transportes Aéreos Portugueses
<b>TMA</b>	Técnico de Manutenção de Aeronaves
<b>TTA</b>	Terminal de Tripulações de Lisboa
<b>TV</b>	Televisão
<b>UCO</b>	Used Cooking Oil
<b>UCS</b>	Unidade de Cuidados de Saúde
<b>UE</b>	União Europeia
<b>UAPT</b>	Ukrainian Refugees Portugal
<b>UNICEF</b>	United Nations Children `s Fund
<b>UN</b>	United Nations
<b>XR</b>	Extended Reality

## Abbreviations

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

## Units of measure

<b>%</b>	percentage
<b>CO<sub>2</sub></b>	carbon dioxide
<b>e</b>	equivalent
<b>Eur (€)</b>	Euro
<b>g/pkm</b>	carbon dioxide emissions (in grams) per passenger per kilometer travelled
<b>GJ</b>	gigajoules
<b>h</b>	hour
<b>Kg</b>	kilogram
<b>KWh</b>	Kilowatt-hour
<b>l</b>	liters
<b>l/100pkm</b>	fuel consumption (in liters) per passenger per 100 kilometers travelled
<b>m<sup>3</sup></b>	cubic meters
<b>tCO<sub>2</sub>e</b>	tonnes of CO <sub>2</sub> equivalent
<b>t</b>	tonne
<b>USD (\$)</b>	United States Dollar
<b>pp</b>	percentage point



# Transportes Aéreos Portugueses, S.A.

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**TAP AIR PORTUGAL**  
**Embrace the World**