

Diversity & Inclusion Policy (D&I)

I. INTRODUCTION

THE DIVERSITY AND INCLUSION POLICY ("POLICY") AIMS TO DEMONSTRATE THAT DIVERSITY AND INCLUSION (D&I) IS PART OF TAP ESSENCE, HISTORY, AND CULTURE.

D&I IS CRUCIAL FOR TAP TO SAFEGUARD A CULTURE THAT RESPECTS EACH PERSON'S UNIQUENESS AND FOSTERS AND MAINTAINS A WORK ENVIRONMENT WHERE EVERYONE FEELS VALUED AND SUPPORTED. AS SUCH, THIS CULTURE MUST PREVAIL INDEPENDENTLY OF RACE, ETHNICITY, GENDER, SEXUAL ORIENTATION, SOCIO-ECONOMIC STATUS, AGE, PHYSICAL ABILITIES, RELIGIOUS BELIEFS, PROFESSIONAL, EDUCATIONAL, OR CULTURAL BACKGROUND, AND NATIONALITY.

FOR THESE REASONS, TAP'S COMMITMENT TO D&I IS TO CONTINUE TO INVEST IN CREATING AND ENFORCING AN INCLUSIVE, SAFE, AND ENGAGING WORK ENVIRONMENT WHERE EMPLOYEES CAN ACHIEVE THEIR PROFESSIONAL AMBITION AND FOCUS ON CLIENT SATISFACTION.

The most relevant priorities and TAP commitment rely on:

- **Gender Equality:** ensuring a fair balance between genders at all levels and the inclusion of all types of sexual orientation;
- **Age:** to guarantee the coexistence of different generations, promoting and recognizing the unique knowledge and skills of each generation;
- **Culture:** to guarantee the inclusion of different cultures, religions, beliefs, skills, and ways of thinking in the TAP Group, to meet the needs of our people and our customers;
- **Disability:** the removal of physical and mental barriers internally to guarantee the integration and mobility of disabled employees.

FOR THESE REASONS, TAP WANTS TO INCORPORATE D&I INTO THE STRATEGIC BUSINESS AGENDA TO ENSURE THAT LEADERS AND EMPLOYEES ARE PROMOTERS OF OUR SOCIAL ENGAGEMENT.

II. SCOPE

- 2.1.** TAP GROUP COMPANIES CONSIDER IT ESSENTIAL THAT THIS POLICY BE IMPLEMENTED IN ALL AREAS OF THEIR ACTIVITY AND TO ALL AGENTS THAT ARE RELATED, REGARDLESS OF THE FORMALIZED LEGAL RELATIONSHIP.
- 2.2.** THE POLICY IS APPLYING TO THE FOLLOWING COMPANIES OF TAP GROUP:
- TAP – Transportes Aéreos Portugueses, SGPS, S.A.
 - Transportes Aéreos Portugueses, S.A.
 - Portugália – Companhia Portuguesa de Transportes Aéreos, S.A.
 - TAPGER – Sociedade de Gestão e Serviços, S.A.
 - UCS – Cuidados Integrados de Saúde, S.A.
 - TAP Logistics Solutions, S.A.
 - Cateringpor – Catering de Portugal, S.A.

III. ORGANIZATION COMMITMENT

IT IS ESSENTIAL THAT THE PROGRESS OF SOCIETIES IS BASED ON EQUAL OPPORTUNITIES, ENSURING COMPLETE, FAIR, AND INTEGRATED SOCIAL DEVELOPMENT.

IN THIS CONTEXT, COMPANIES IN THE TAP GROUP CARRY A COMPREHENSIVE AND PLURAL VISION, PRIORITIZING AND VALUING A CULTURE OF DIVERSITY, MULTICULTURAL, TRANSGENERATIONAL AND WHICH, EXCEPT WITH REGARD TO IMPERATIVE MEASURES ARISING FROM THE LEGAL FRAMEWORK, REJECTS ANY FORM OF DISCRIMINATION, DIRECT OR INDIRECT, BASED ON ANCESTRY, AGE, SEX, SEXUAL ORIENTATION, GENDER IDENTITY, MARITAL STATUS, FAMILY SITUATION, SOCIO-ECONOMIC STATUS, EDUCATION, ORIGIN OR SOCIAL CONDITION, GENETIC HERITAGE, REDUCED WORK CAPACITY, DISABILITY, CHRONIC ILLNESS, NATIONALITY, ETHNIC ORIGIN OR RACE, PLACE OF BIRTH, LANGUAGE, RELIGIOUS, POLITICAL OR IDEOLOGICAL BELIEFS, AND UNION MEMBERSHIP.

THE NEED TO IMPLEMENT A D&I POLICY, WHICH ACHIEVES SUPPORTS RESPONSIBILITY OBJECTIVES, PROMOTES EQUALITY AND NON-DISCRIMINATION INVESTING IN PROFESSIONAL DEVELOPMENT, UNDER PRINCIPLES OF LEGALITY AND BUSINESS ETHICS, IS IMPERATIVE, DUE TO THE PUBLIC NATURE OF THE COMPANIES THAT MAKE UP THE TAP GROUP, FOLLOWING THE PROVISIONS OF ARTICLES 49 AND 50 OF DECREE-LAW NO. 133/2013, OF OCTOBER 3RD, IN ITS CURRENT TERMINOLOGY. FURTHERMORE, THE FULFILLMENT OF THE OBJECTIVES AND COMMITMENTS TO BE ASSUMED BY COMPANIES IN THE TAP GROUP, WITHIN THE SCOPE OF THIS POLICY, ENSURES COMPLIANCE WITH THE APPLICABLE RULES AND LEGISLATION IN MATTERS OF PREVENTING

DISCRIMINATION IN A PROFESSIONAL CONTEXT, IMPOSED BY INTERNATIONAL, EUROPEAN, AND NATIONAL INSTRUMENTS.

EQUALITY PROMOTION ALSO REFLECTS ONE OF THE FUNDAMENTAL RESPONSIBILITIES OF THE PORTUGUESE STATE AND IS EXPRESSED IN ARTICLE 13 OF THE PORTUGUESE REPUBLIC CONSTITUTION ("CRP"). THE PREVENTION OF DISCRIMINATION IS ALSO PARTICULARLY RELEVANT IN THE PROFESSIONAL CONTEXT TO GUARANTEE ARTICLE 58 OF THE CRP COMPLIANCE, IMPLEMENTED IN ARTICLES 23 AND AFTER OF THE LABOR CODE.

IT IS ALSO VITAL TO COMPLY WITH THE FUNDAMENTAL PRINCIPLES THAT ENSURE EQUAL TREATMENT BETWEEN WOMEN AND MEN, PARTICULARLY IN TERMS OF REMUNERATION PARITY, IN COMPLIANCE WITH LAW NO. 60/2018, OF AUGUST 21ST. CONSIDERING THAT TAP GROUP COMPANIES BELONG TO THE PUBLIC BUSINESS SECTOR, IT IS STILL IMPERATIVE TO ENSURE A BALANCED REPRESENTATION BETWEEN WOMEN AND MEN IN ITS BOARD, ADMINISTRATIVE AND SUPERVISORY BODIES, ACCORDING TO LAW NO. 62/2017 OF AUGUST 1ST.

NON-DISCRIMINATION SHOULD ALSO CONSIDER THE EXISTENCE OF VULNERABLE PEOPLE, SUCH AS EMPLOYEES WITH REDUCED WORKING CAPACITY, DISABILITIES, OR CHRONIC ILLNESS, THAT REQUIRE SPECIAL PROTECTION, ACCORDING TO ARTICLES 84 TO 88 OF THE LABOR CODE.


THE POLICY IS BASED ON THE EQUALITY AND NON-DISCRIMINATION 2018-2030 PORTUGAL + EQUAL NATIONAL STRATEGY (APPROVED BY RESOLUTION OF THE COUNCIL OF MINISTERS NO. 61/2018, OF MAY 21ST), ENSURING THAT EQUALITY, NON-DISCRIMINATION AND INCLUSION CONSTITUTE AN ESSENTIAL CONDITION FOR SUSTAINABLE DEVELOPMENT AND THE DEFENSE OF HUMAN RIGHTS.

IV. GENERAL PRINCIPALS AND STRATEGIC GOALS

a) GENERAL PRINCIPAL

This Policy is based on the following general principles, included in the Code of Ethics and Good Business Conduct:

- Compliance with the applicable international, European and national legislation on equality and diversity;
- Equal opportunities, non-discrimination, and promotion of inclusion;
- Promote internal diversity as an enabler of performance, rigor, individual responsibility, integrity, and teamwork;

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- A vertical decorative bar on the left side of the page, consisting of four colored segments: red at the top, yellow, green, and blue at the bottom.
- Correctness, urbanity, friendliness, and professionalism in relations with customers and suppliers, as well as respect for their rights and different sensibilities
 - Recognition from the international community that human rights are fundamentals and universals, based on Conventions, Agreements, and international initiatives, such as the Declaration of Human Rights from the United Nations, the Charter of Fundamental Rights of the European Union, the Organization of International Labor and the Global Compact.

b) STRATEGIC GOALS

The TAP group companies promote, in all their internal relations, towards society and stakeholders, as an expression of the established commitment, in terms of diversity and inclusion:

- Development of an organizational culture based on mutual respect, recognition, and appreciation of talent, acceptance of difference and individual merit, creating conditions for its implementation;
- Recognizing people difference as a way to strengthen human potential and enhance diversity in the organization, in the leadership and in the implementation of the strategy;
- Adoption of internal and community awareness measures;
- Prohibiting of any form of discrimination or harassment, in strict compliance with the "CRP" and law principles;
- Promoting respect for equal opportunities for all workers or potential workers. All labor practices, policies and procedures must be managed in order to prevent discrimination and differentiated treatment due to the above-mentioned factors;
- Ensuring equal working conditions, namely through the adaptation of workplaces and shared spaces for professionals with limited mobility;
- Ensuring greater diversity at different organization levels, promoting equal representation of genders;
- Encourage best practices and diversity and inclusion training to all stakeholders;
- Implementing and monitoring D&I strategic plans;
- Ensuring professional training on equality and non-discrimination subjects;
- The development of an internal supervisory and monitoring mechanism for any potentially discriminatory situation;
- Reviewing company's policies and strategic documents to ensure global adoption of inclusive language;
- The constant updating of this Policy, to ensure its compatibility with the legislative updates that may occur.



V. RESPONSIBILITY

5.1. It is TAP Group employees' responsibility to comply with this Policy.

5.2. Situations of an offensive nature or that imply discrimination due to any factors mentioned above constitute a violation of the principles of this Policy.

5.3. The non-compliance with the policy principles is punishable in labor, civil, and criminal terms, under the legal sanctions applicable.

5.4. It is the Culture and People area responsibility to promote activities and monitor the priorities of the D&I Plan by measuring the main indicators such as:

- Distribution of the Organization by Gender and its distribution by functional levels;
- Distribution by Age and Seniority;
- Distribution by Generation and By Gender;
- Evolution of the different Nationalities;
- Evolution of the population with physical and mental disabilities.
- Others relevant to comply with the "Policy".

VI. APPROVAL, PUBLICATION AND VALIDITY

6.1. The Policy was approved by the Executive Committee in December 15th, entering into force on the same date, being made available to members of corporate bodies and published on the Intranet for the acknowledged of all TAP Companies employees.

6.2. In the event of a contradiction between the Policy disposals and other TAP Group internal rules, prior to the date of entry in force of this Policy, these disposals shall prevail.