

Lisbon, 8th March 2022

Safety Policy

Safety is at our Organization's core and it is an ever-present value we all share.

As Chief Executive Officer and Accountable Manager, I am fully committed to deliver the highest level of safety performance regarding all of our activities.

Achieving the highest level of safety performance will require that our entire management team provides an environment for a just and positively encouraged safety culture. All levels of our management, including myself, will be held accountable for performance below standards within their departments. Safety is and will remain a primary responsibility of every member of the TAP team.

My engagement and continued commitment to support the proactive management of safety will be enabled by the provision of all the appropriate resources necessary to improve, maintain and address the efficient implementation and management of our Safety Management System.

Our Safety Management System is proactive and systematically developed, implemented and continuously improved. It encompasses strategies, processes, procedures and human factor principles necessary to guarantee effective hazard identification and risk management.

All employees across the entire TAP Organization share in the responsibility to act in accordance with all applicable legislation, standards, best practices and must cooperate with compliance monitoring and Safety processes in order to have a complete understanding and be able to execute the Organization's policies and procedures.

By supporting a learning and informed culture as part of our decision making, along with personal responsibility and accountability, we will ensure that all employees are fully aware and trained regarding safety. We will openly encourage the ongoing and permanent development of a culture where everyone is encouraged to report safety concerns related to processes or human factors, to report hazards, report occurrences or report apprehensions resulting from organizational or individual performance.

We are committed to develop a Safety and just culture to support our Safety Management System. Our Organisation must not take punitive action or reprisal against any employee for reporting a Safety occurrence or hazard. The only exception to this is where wilful misconduct is present or where there has been a clear, severe and serious disregard with respect to an obvious risk and profound failure of professional responsibility. Such failure as is evidently required by the circumstances, causing foreseeable damage to a person or to property, or seriously compromising the level of aviation safety.

Continuous improvement of our safety performance will be supported by establishing, measuring and reviewing our safety performance indicators and targets on a regular basis.

This statement is based upon our pledge to foster a safer aviation environment and to build a sound safety culture.



CHRISTINE OURMIÈRES-WIDENER

CEO / Accountable Manager



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