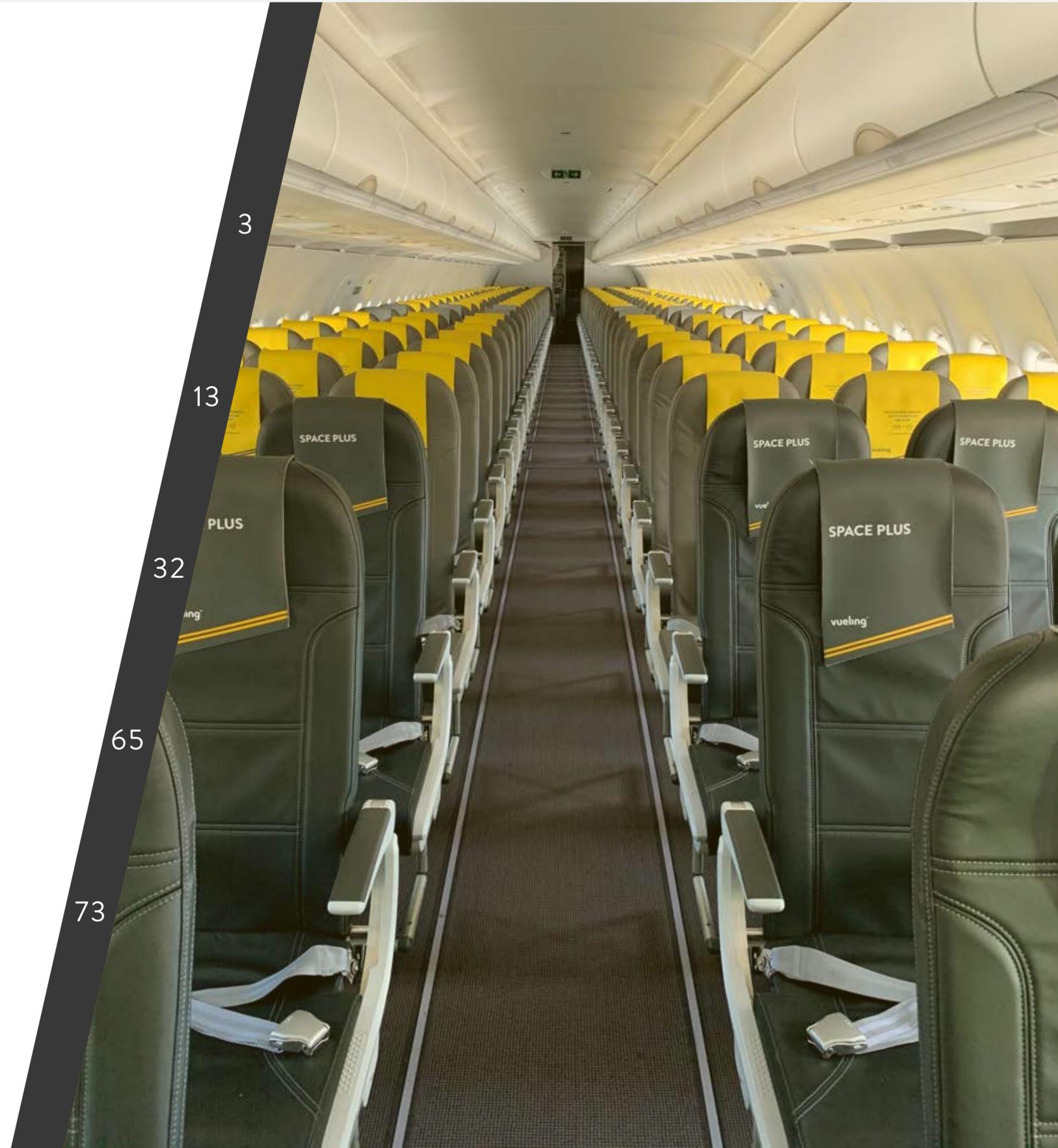


ESG REPORT  
2023

Building the aviation  
of the future

# CONTENTS





# VUELING IN PERSPECTIVE

# BUILDING THE VUELING OF THE FUTURE

It's a real honour for me to be able to write a few lines in Vueling's first ESG Report, where we express how all of us who make up this company aim to achieve a better future, through commitment, ambition and effort. At Vueling, we believe that each of our actions today significantly influences the world and society that future generations will encounter.

For the past four years, our airline has been immersed in an ambitious transformation plan –*Vueling Transform*– to prepare for the future in the best possible way. A future that must be more sustainable and equal and contribute to people's well-being.

Vueling's mission statement speaks to our passion for connecting people and places. In 2023, we did this more than ever: we carried 36.8 million passengers to more than 90 destinations in Europe, North Africa and the Middle East throughout the year.

This year, we have also achieved positive results thanks to the dedication and excellence of the entire Vueling team to implement our vision: Together we will be the leading low-cost airline in all the markets we choose to serve, unlocking our full potential through Vueling Transform; a tool that has helped us emerge stronger from the crisis caused by the COVID pandemic, the biggest ever faced by the aviation industry.



MARCO SANSAVINI  
chairman and CEO of Vueling

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## Our planet

As part of IAG, we have a strong commitment to decarbonising the industry and move towards a more sustainable aviation future.

In this scenario, and in order to reach the goal of Net Zero emissions by 2050, we're focusing on three key pillars of sustainability: the planning and efficiency of our operations –including the optimisation of our flight paths–, the efficiency of our aircraft and, as a priority for the coming years, a strong commitment to the use of sustainable aviation fuels (SAF).

At Vueling we're pioneers in the provision of SAF to our customers, an achievement of which we're very proud. Thanks to UK incentives, this year we delivered 2% SAF in the UK, ahead of the 2025 mandate.

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## Our social action

Social action is part of the company's DNA and the cornerstone of our commitment to society.

On this basis, we place our wings at the disposal of organisations and institutions that provide support to people in need and in places affected by emergencies, with the aim of facilitating the transfer of specialised personnel, relief materials and humanitarian aid. One example is the transport of materials and equipment to areas devastated by natural disasters, as we did in 2023 during the fires in Tenerife or after the earthquakes in Turkey and Morocco.

We work with organisations whose actions have a direct impact on improving the lives of people, especially vulnerable children, who are part of our environment and the communities in which we operate. In Spain, Vueling is the leading airline in the transport of organs for transplants. We've been working with the Spanish National Transplant Organisation for the past decade, helping to carry organs to the patients who need them most, in the shortest possible time, thus increasing the chances of successful outcomes.

We also work with organisations such as Make-A-Wish to fulfil the dreams of children suffering from serious illnesses, the Lovaas Foundation to provide transport for therapists for young people and adolescents with Autism Spectrum Disorder and Save The Children to help children affected by conflict and natural disasters.

WE BELIEVE THAT EACH  
OF OUR ACTIONS TODAY  
SIGNIFICANTLY INFLUENCES  
THE WORLD AND SOCIETY  
THAT FUTURE GENERATIONS  
WILL ENCOUNTER.



---

## Our teams

None of this would be possible without the efforts of more than 4 600 people who make up the Vueling family. They're dedicated to achieving excellence in our operations, completing the transformation and taking care of the smallest detail in customer service. We're a community that shares a vision: to build a more sustainable and equitable future.

Because, at Vueling, we not only connect destinations and people, we also create job opportunities. We foster talent and employability, offering an environment that promotes professional and personal growth. We believe in diversity of skills and perspectives as a driver of innovation and success, and each and every person in this company plays a crucial role in our contribution to society.

Reflecting the responsibility and care we have for our teams, and as part of our transformation plan, we continue to improve our working environment. For example, we launched a new program to promote health and wellness, which we call *Make it Healthy*, and organised events outside of work, including our first Family & Friends Day.

In addition, we've set out in a manifesto our commitment to diversity, equity, and inclusion. This commitment is reflected in the Equality Plan we signed with our unions and in the Vueling Management Committee which, as of November 2023, has four women and three men.

**We're building the Vueling of the future and, through these pages, I would like to invite you to explore how we're doing it.** Everything we do today contributes to building a better world for future generations. It is not only about about connecting people, businesses and countries, but about doing so in a responsible way, as we seek to minimise our impact on the planet and contribute to a better society.

### MARCO SANSAVINI

*Chairman and CEO of Vueling*





# CONNECTING PEOPLE AND PLACES

Vueling is one of the leading short and medium range airlines in Europe, and we're key to connectivity within Spain, as well as with the rest of Europe, North Africa, and the Middle East.

Our mission is to connect people and places, and to create value for our shareholders, employees, customers, and society, while shaping our future in a sustainable way.

We're leaders in our main base, Josep Tarradellas Barcelona-El Prat airport, and in other important markets such as the city of Bilbao and the routes between the mainland and the Balearic and Canary Islands, making us a key player in the connectivity and economic revitalisation of these territories.

Internationally, we continue to consolidate our presence at bases including Paris-Orly, London-Gatwick, Amsterdam-Schiphol and Florence.

OUR MISSION IS TO **CONNECT PEOPLE AND PLACES, AND TO CREATE VALUE** FOR OUR SHAREHOLDERS, EMPLOYEES, CUSTOMERS AND SOCIETY, WHILE SHAPING OUR FUTURE IN A SUSTAINABLE WAY.



DO YOU WANT TO KNOW MORE ABOUT OUR COMPANY?  
THEN TAKE A LOOK AT OUR FIGURES FOR 2023

 **124**  
aircraft

 **30**  
countries

 **36.8 million**  
passengers

 **16**  
base airports

 **+250**  
routes

 **+4 600**  
professionals

 **215 619**  
flights

 **+90**  
airports

 **2<sup>nd</sup>**  
airline of the  
AENA network

## Airlines Group (IAG)

Our company belongs to the International Airlines Group (IAG), one of the world's largest airline groups, which also includes Aer Lingus, British Airways, Iberia, Level and IAG Cargo. In total, IAG operates 582 aircraft carrying more than 115 million passengers to more than 250 destinations.

In terms of sustainability, IAG has committed, through the *FlightPath Net Zero* strategy, to achieve Net Zero carbon emissions by 2050 and to operate 10 % of its flights on sustainable aviation fuel by 2030, among other targets. This is more than the 6 % established in the ReFuelEU Aviation regulation agreed by the European Union.



# OUR ROADMAP

At Vueling we're clear about the importance of environmental, social and governance issues (ESG). That is why we continue to work in an integrated way to manage, measure and report on initiatives in these areas.

During this process, the implementation of digital solutions and tools, in which our teams have been pioneers, has been vital. Thus, our digitised database is fed by the information provided by each department and allows us to optimise the flow within the company, ensuring that it's reliable.

WE'RE CLEAR ABOUT THE IMPORTANCE OF ENVIRONMENTAL, SOCIAL AND GOVERNANCE ISSUES.



## ENVIRONMENTAL

At Vueling we're aware that, today, aviation has a negative impact on the environment. We're therefore looking for alternatives and solutions to continually reduce this impact.



## SOCIAL

We help to create new jobs and boost the economy. We also strive to cultivate an inclusive and respectful environment that promotes equality, diversity, education and awareness. In addition, through our social action, we contribute to improving the lives of our team members and the communities we operate in.



## GOVERNANCE

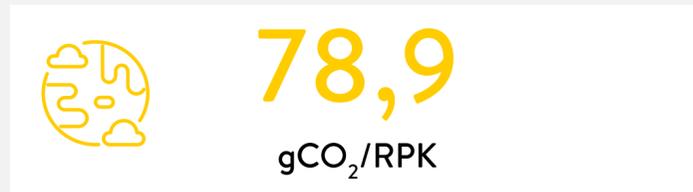
Our commitment to sustainable development, not only from an environmental perspective but also from an economic and social perspective, is part of our values and our corporate culture, making it possible for sustainability to be integrated into each and every one of our decision-making processes and the execution of our activity.



# OUR 2023 ESG MILESTONES

## ENVIRONMENTAL

### DESCARBONISATION



**-9.5 %**  
carbon intensity  
per passenger/km  
compared to 2019

**-2 100 t**  
of fuel saved  
thanks to  
efficiency measures

**1 285 t**  
of SAF<sup>1</sup> used

### WASTE

**-5.7 t**  
of cleanup plastic saved in our offices  
vs. 2020



**-59 %**  
waste on board compared to 2019

**-4.5 t**  
of office waste vs. 2020  
thanks to Eco Islands

### ENERGY CONSUMPTION

**100 %**  
renewable energy in our offices



<sup>1</sup>Any SAF used by us meets the criteria set by the ReFuelEU Aviation Regulation.

<sup>2</sup>Source: Study conducted by PWC on the socio-economic impact of Vueling.

## SOCIAL

### PEOPLE



**51.2 %**  
women in our  
teams

**94 333**  
Direct jobs

**50 420**  
Indirect jobs

**22 982**  
Induced jobs



**€10 741 million<sup>2</sup>**  
GDP contribution

### CLIENTS

**400**  
daily cases managed in social network



### COMMUNITY

**17**  
NGOs  
supported

**156**  
organs transported  
in emergency

**+ €83 000**  
in in-kind donations



## GOVERNANCE

### GOVERNING AND MANAGEMENT

**44 %**  
of senior management and  
leadership positions held by  
women



**57 %**  
of Management Committee  
positions held by women

### ETHICS AND COMPLIANCE

**100 %**  
of suppliers assessed on  
sustainability risks



**100 %**  
of staff have been trained  
in the Code of Conduct

# RECOGNITION OF OUR WORK

We're not the only ones who value what we do. In 2023 we received eight certifications and awards:



### IATA Environmental Assessment certified (IEnvA - ISO 14001 equivalent)

IEnvA is a program that certifies aviation's commitment to environmental sustainability. During the 2022 fiscal year we achieved Stage 2, the highest level of this certification updatable every two years.



### Top Employer Certification

Certifies the company's working environment, human resources policies and practices, seeking best practices.



### IATA Operational Safety Audit (IOSA)

Certifies excellence in our operational safety practices and is renewed bi-annually.



### 'A-' rating for risk disclosure in the Carbon Disclosure Project (CDP)

We applied IAG's CDP risk disclosure and IAG was rated 'A-'.



**Vueling is the first commercial airline in Europe and the first low-cost airline in the world to receive Top Employer certification.** This award is evidence of the progress of our cultural transformation and our commitment to best practice and excellence in supporting our team to reach their full potential."

**DANIELA CAMILLA TREMATORE**

*People Business Partner (Operations)*



### Solidarity Company Seal awarded by the Third Sector Platform

This distinction recognizes Vueling's social contribution through the financing of social projects aimed at guaranteeing the rights of citizens, the fight against poverty and social exclusion.



### Fest 2023 Award for Best Brand Activation

This award acknowledged Vueling's *Fly me to the Music* brand activation at the Cruïlla and Bilbao BBK Live music festivals.

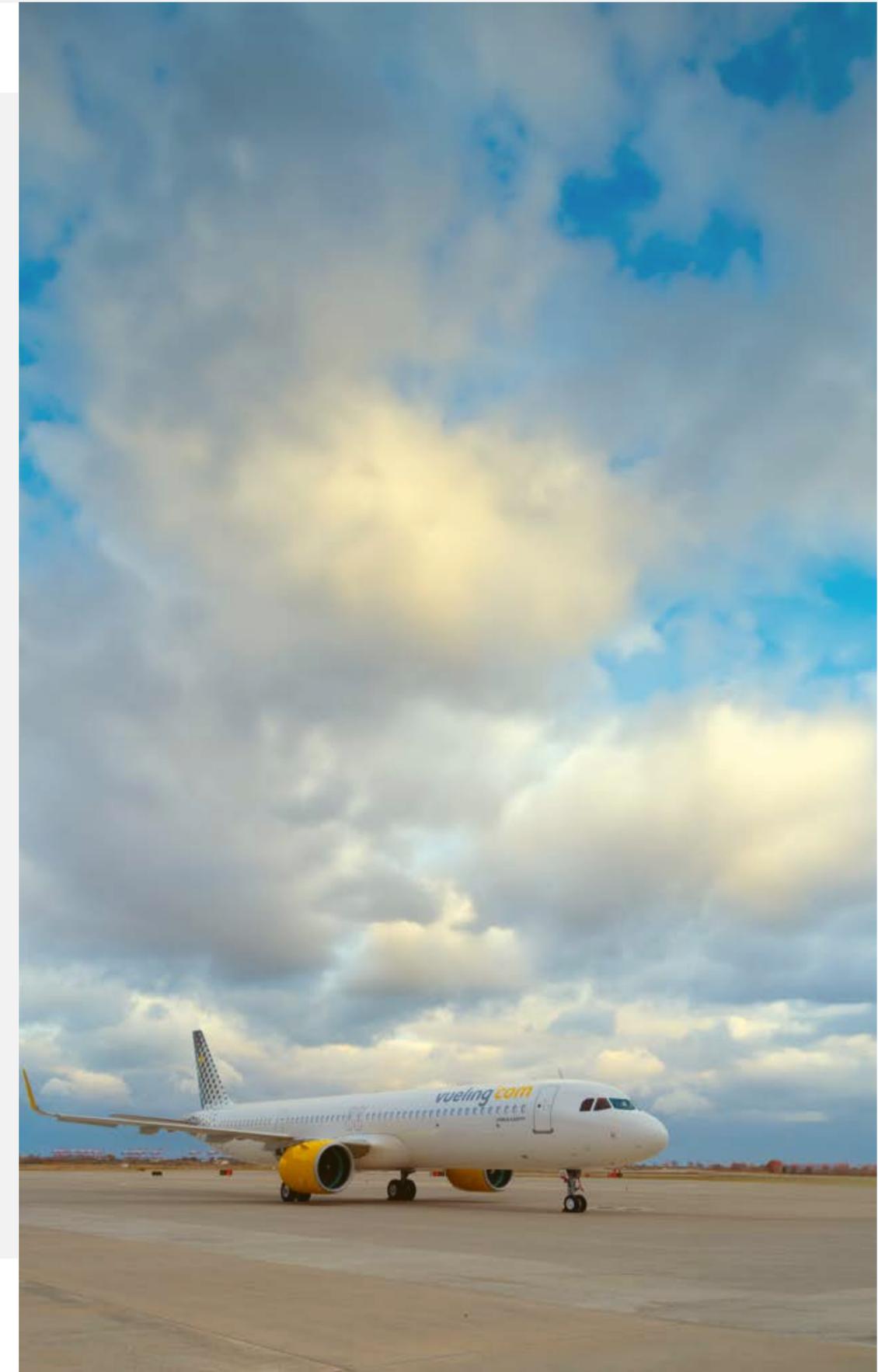


### Best Airline in the 2023 Routes World Awards



### Bronze Award at the Premis Impacte, awarded by the Col·legi del Màrqueting i la Comunicació de Catalunya

This award recognizes the Early check campaign, carried out in collaboration with the Spanish Association Against Cancer, which, through the concept of an airline's own check in, seeks to help in the early detection of breast cancer by raising awareness of the importance of prevention and regular check-ups.





# OUR COMMITMENT TO THE ENVIRONMENT

## DID YOU KNOW THAT...



... we were pioneers in offering our customers the option to have **sustainable aviation fuels (SAF) delivered** on the day of their flight? In addition, we match these contributions to double the reduction of CO<sub>2</sub> emissions?



... we've reduced our **emissions intensity** by

**9.5 %**

compared to 2019?



... we've reduced **waste on board** by

**59 %**

since 2019?



... we were the first low-cost airline to have an **Environmental Management System (IEnvA)**?

# DECARBONISATION

We want to continue to provide the best connectivity, both within Spain and with the rest of Europe, but we know that we can only continue to do so if we seek solutions that help reduce global warming.

That is why we strive to minimise the carbon footprint of our activities through the commitment of those who make up Vueling: teams, suppliers, customers and shareholders.



**A**ddressing climate change is one of the great challenges facing our society.

We must be more committed than ever to minimising our environmental impact and promoting sustainable development”.

**SANDRA HORS**

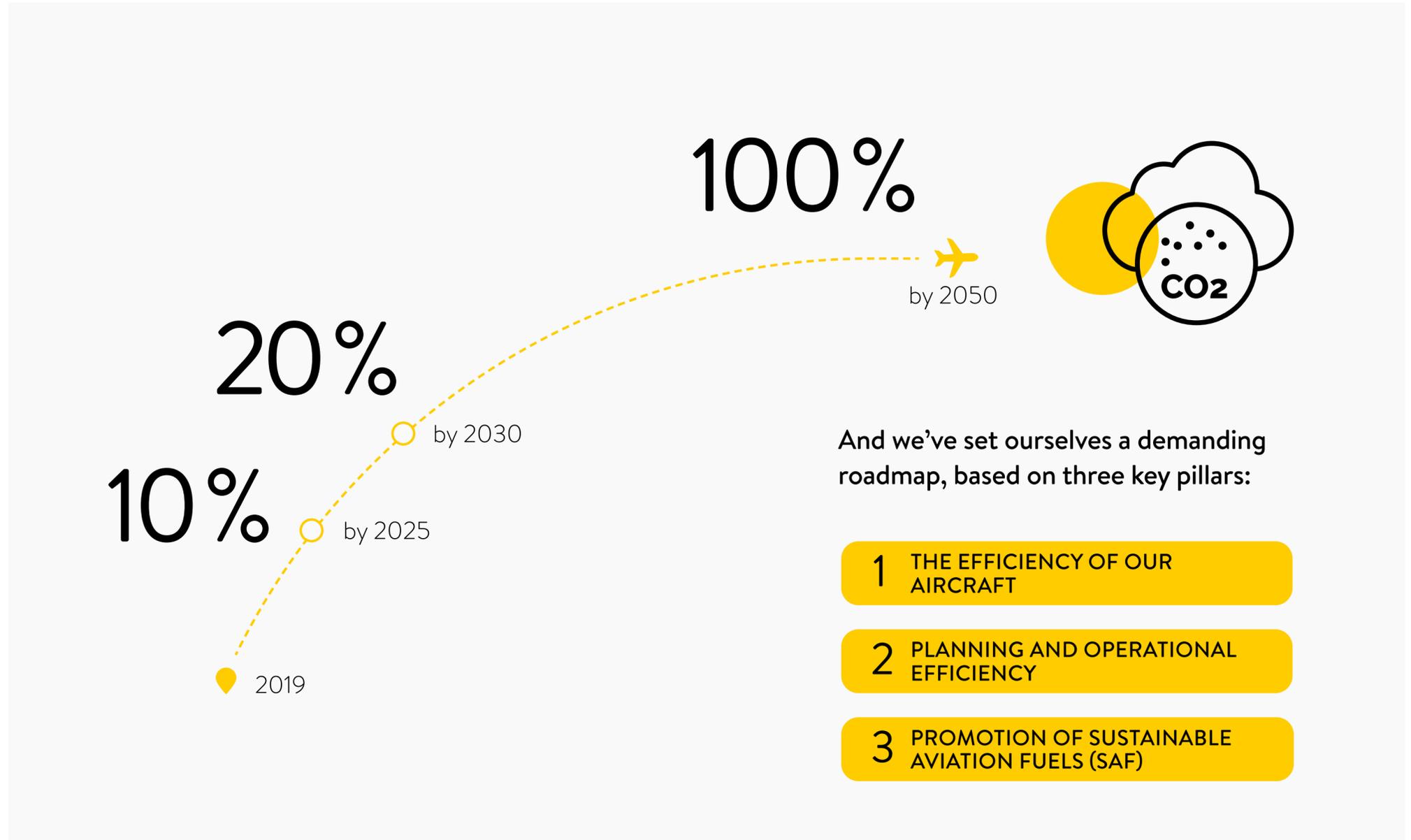
*Chief Communications, Sustainability  
& Public Affairs Officer*

# ROUTE TO NET ZERO

We're working to achieve Net Zero CO<sub>2</sub> emissions by 2050, in line with the targets set out in the Paris Agreement. To this end, we have two intermediate objectives:

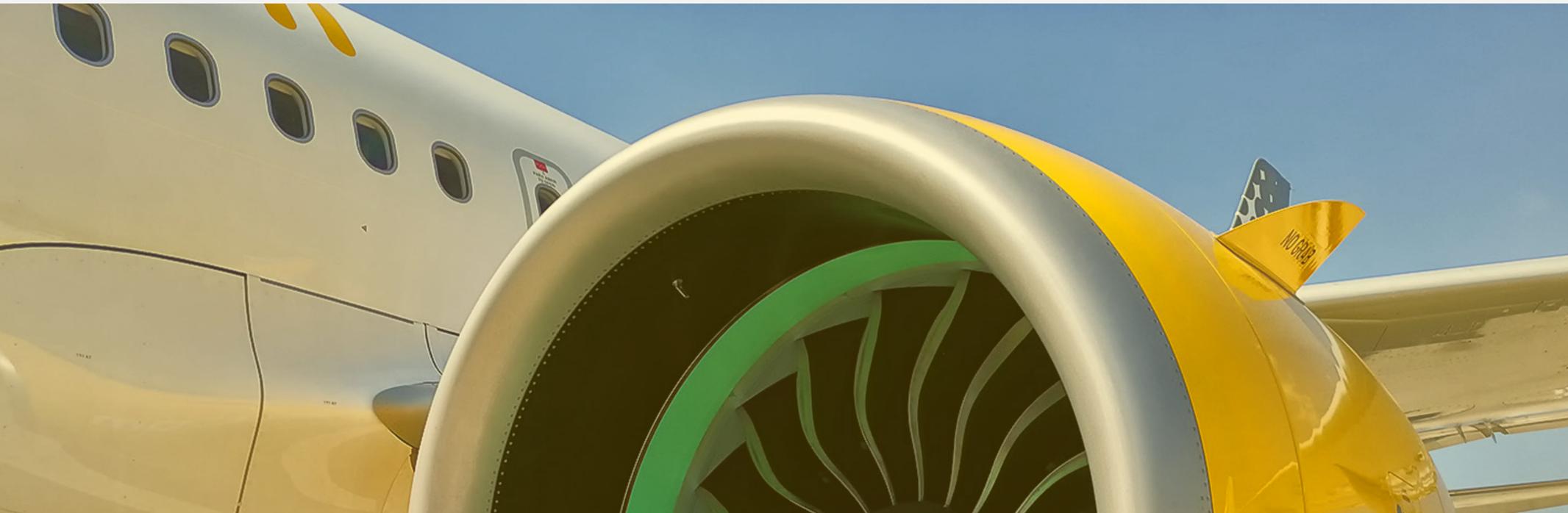
- 2025. Reduce CO<sub>2</sub> emissions per passenger and kilometer by 10 % compared to 2019.
- 2030. Use 10 % of sustainable fuel and reduce net CO<sub>2</sub> emissions by 20 % compared to 2019.

WE AIM TO ACHIEVE  
NET ZERO EMISSIONS  
BY 2050.

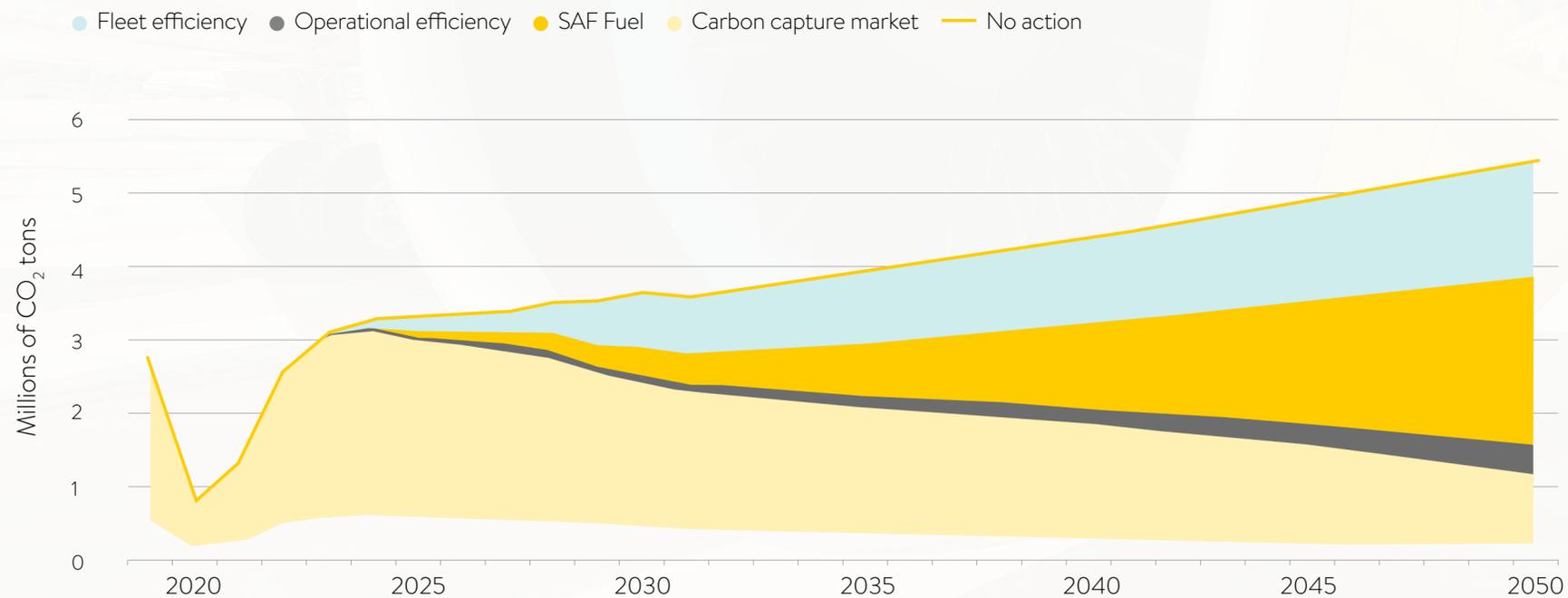


And we've set ourselves a demanding roadmap, based on three key pillars:

- 1 THE EFFICIENCY OF OUR AIRCRAFT
- 2 PLANNING AND OPERATIONAL EFFICIENCY
- 3 PROMOTION OF SUSTAINABLE AVIATION FUELS (SAF)



### Route to Net Zero



We, as part of IAG, were the first airline group in the world to commit to net zero emissions and have been publishing the latest roadmap to this goal every year since 2019 ([+info IAG website](#)). Our CO<sub>2</sub> Roadmap is validated through Transition Pathway Initiative (TPI) in which we hold the highest ranking -Level 4-.

As seen in the graph above, by 2050 we expect the use of SAF to be the main measure implemented to reach the target, contributing to almost half of this improvement, followed by the efficiency of our aircraft. In addition, the work stream based on planning and operational efficiency will also play an essential role in contributing to approximately 10 % of the reduction of European air transport emissions according to EUROCONTROL data.

However, it's important to understand that we'll need the help of all actors in the value chain to make progress in the decarbonisation of the sector. Achieving these goals will only be possible if we combine the three levers mentioned above with the use of available technological tools and public-private collaboration.



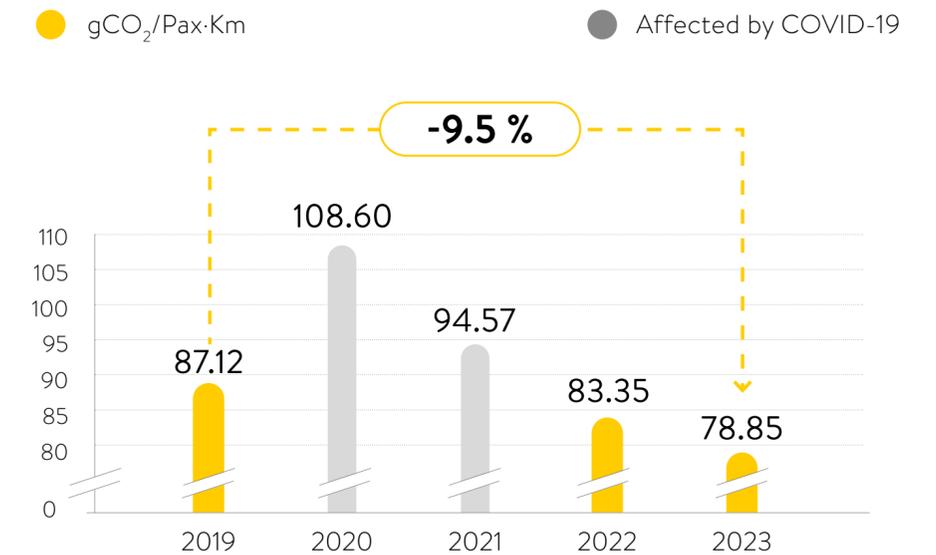
# PROGRESS ON EMISSION REDUCTIONS

We have now succeeded in reducing our emissions intensity: the ratio of our greenhouse gas (GHG) emissions to seat passenger and kilometer (RPK), by 9.5% compared to 2019.

WE'VE REDUCED OUR EMISSIONS INTENSITY BY **9.5 % COMPARED TO 2019.**



## Evolution of our emissions intensity (2019-2023)



Despite this reduction, in 2020 and 2021 COVID-19 affected our emissions intensity. During the pandemic, the number of kilometres flown fell by a smaller proportion than the number of passengers: 68 % compared to 75 %.

## LIGHTER AIRCRAFT TO REDUCE EMISSIONS

This is because, although there was a reduction in the mobility of people, Vueling undertook to maintain connectivity, ensuring minimum services for those who needed to return home, as well as for the transfer of medical material and health care professionals. We also continued with the work of transferring organs for transplants, in collaboration with the ONT (Spanish National Transplant Organisation).

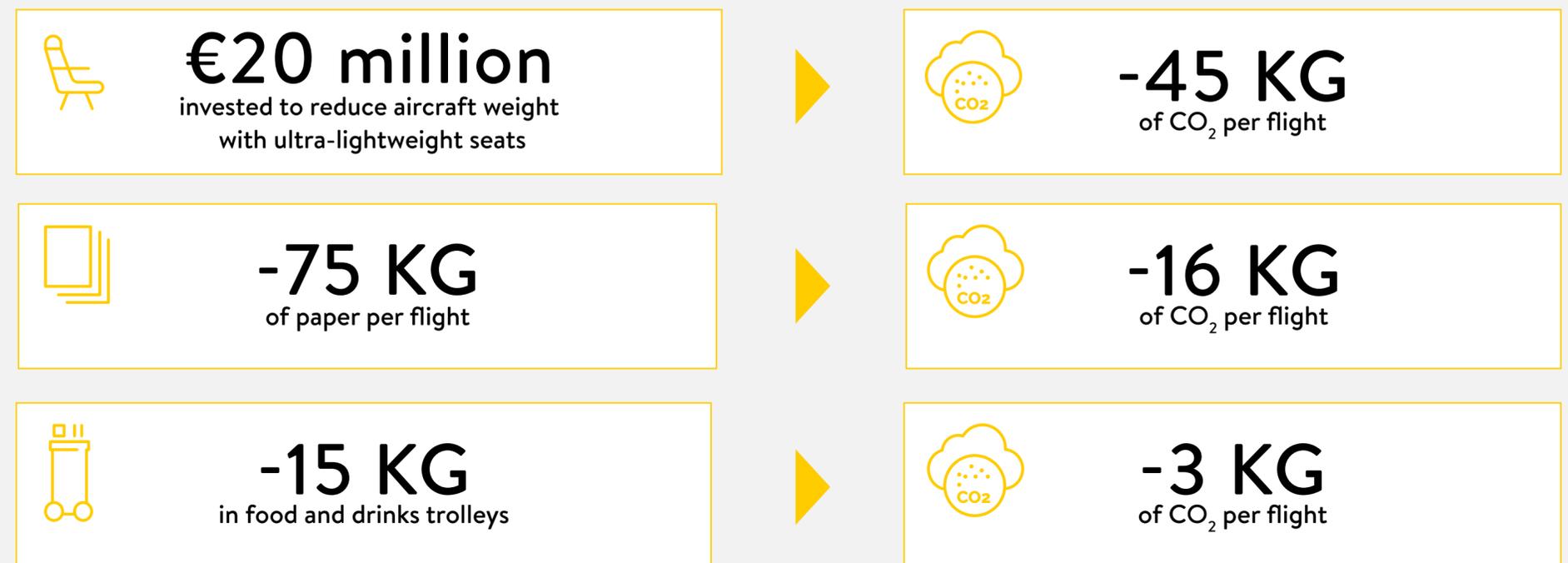
In this regard, it's important to note that the carbon intensity of our operations is influenced by factors such as the type and weight of an aircraft, its occupancy and operational efficiency procedures.

### A) Improvements in our Aircraft

In 2023 we introduced the A320Neo and A321Neo models, which, with their more fuel-efficient new-generation engines and larger number of seats, reduce the level of GHGs we emit into the atmosphere.

In fact, the Airbus 320Neo has enabled us to reduce CO2 emissions by 20 % compared to its predecessor, the A320Ceo, as well as reducing the noise footprint by 50 %.

**MINIMISING AIRCRAFT WEIGHT HELPS US TO REDUCE EMISSIONS. THIS IS HOW WE DID IT:**



We also continue to work on measures to lighten the weight inside the aircraft by digitalising documentation and incorporating lighter food and drinks trolleys, and

slim seats, while also carrying out maintenance work that allows us to improve the performance of our engines.

## A NEW LIFE FOR DISUSED COMPONENTS

**W**e currently have an initiative to sell or recertify aircraft materials in storage that were to be disposed, such as seats, tyres or trolleys. This action, led by the logistics and maintenance team, will prevent the incineration of more than 75 000 kg of items and reduce pressure on new resources.

## B) Progress in the Planning and Efficiency of our Operations

One of our objectives is the fuel efficiency program.

The Operations department has taken initiatives to reduce fuel consumption, such as optimising flight paths and manoeuvres during taxiing, take-off and landing. **In 2023 we saved 2 100 tons of fuel compared to 2022** by introducing new projects and improving existing initiatives, thereby reducing our emissions.

In addition, **our Operations and Sustainability departments collaborate on several flight operations optimisation initiatives**, including:

 **Wheel Tug.** We're the first European low-cost airline to collaborate with Wheel Tug, a Canadian company that is developing an electric towing system for aircraft, which will enable their use on the ground and reduce emissions and noise, as well as improve ground operations.

 **Pilot App.** In 2023 we introduced the Honeywell Pilot App program. This application provides monitoring of the CO<sub>2</sub> emissions saved by pilots, as well as statistical data on consumption and Vueling's operations, which helps decision-making during flight dispatching. It also includes comparative analyses of fuel-saving initiatives for each route.

 **Pioneer working group.** Together with the Spanish airspace manager (ENAI) we've established a standard for measuring the efficiency of current air routes and their environmental impact, representing a paradigm shift and a turning point for more efficient planning of air routes. An initiative that will contribute to saving 18 million tons of CO<sub>2</sub> per year, the equivalent of ten trips a day from the earth to the moon.

 **Wind updates during descents.** NAVlink is a company participating in the Hangar51 start-up accelerator, driven by IAG. In collaboration with British Airways, we proposed a wind update project to this start-up. The use of in-flight wind data updates, with more accurate meteorological information, allows a more efficient descent trajectory to be planned.

IN 2023 **WE SAVED**  
**2 100 TONS OF FUEL**  
THROUGH EFFICIENCY  
INITIATIVES.



It has been shown to reduce around 22 kg of CO<sub>2</sub> emissions per descent. This year we've implemented the service in 50 % of our network. During 2024, we aim to improve service to reach 75 % of routes covered.

 **Contrail assessment tests with SATAVIA.** In 2023, we worked with SATAVIA on several tests to analyse the formation of persistent contrails and measure the improvements achieved through in-flight adjustments. We continue to work on analysing the impact and mitigating these persistent trails, as we believe more research is needed to quantify their impact on the environment.

 **Route analysis.** Each year our operations team identifies optimal flight routes and updates them in our flight dispatch system. This ensures that we fly more fuel-efficient routes.

 **Idle adjustment.** By adjusting the idle speed for the Airbus A320/320XLR fleet, we reduce consumption on the ground and in-flight phases where the power required is low, such as during descent.



**We're working to achieve our commitment to reduce CO<sub>2</sub> emissions one flight at a time.**

While preparing for a flight, the optimal flight level is planned with up-to-date and accurate data such as weight, weather conditions and wind component. We delay engine start by using only one engine to taxi to the runway, where we take off without stopping on the runway or use an optimised flap configuration.

Once in the air we look for both the optimum flight level and speeds, as well as any route adjustments in

coordination with air traffic control. During descent we aim for a continuous descent with the engines at idle. If runway conditions permit, we use idle reversals, automatic braking and an optimised flap setting. With the latter alone we reduce our CO<sub>2</sub> emissions by 40 kg per landing.

Small decisions taken at different flight phases result in tons of savings per year”.

**MARTA SENSO**  
First Officer

## C) Progress in the use of Sustainable Aviation Fuels

### LEARN ABOUT SUSTAINABLE AVIATION FUELS

#### What is SAF?

SAF is an alternative fuel to paraffin or fossil fuels, which can be used in modern aircraft engines and is made from materials such as municipal, forestry or agricultural waste, waste oil or green hydrogen, as well as CO<sub>2</sub> captured from the air.

Compared to conventional fuel, CO<sub>2</sub> emissions are reduced by around 80% on a LCA basis.

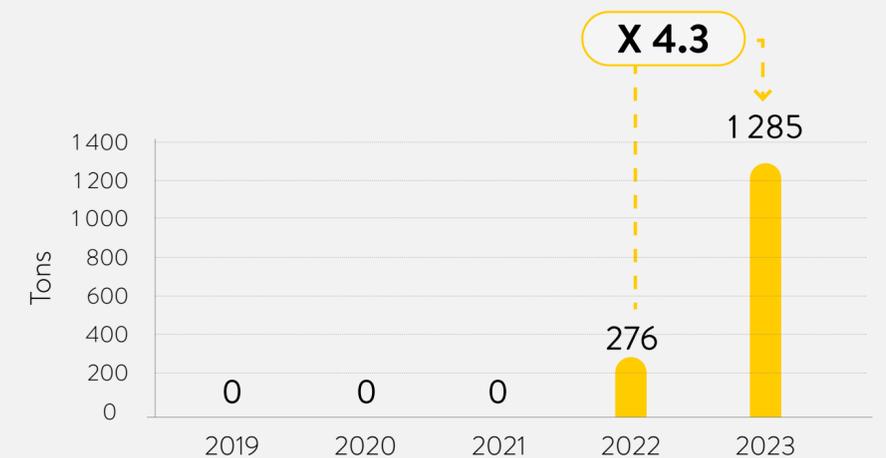
There is also synthetic SAF, which is produced from CO<sub>2</sub> captured from the air and green hydrogen. This type of SAF is estimated to reduce emissions by 100% on a LCA basis.

#### How do we ensure that SAF meets our sustainability requirements?

The International Civil Aviation Organisation (ICAO) developed a set of sustainability requirements for SAF, including indicators on minimum emission reductions and considerations for land use and food security. Furthermore, SAF cannot be obtained from crops that compete with human food or from forest destruction, nor can its manufacturing process be water-intensive.

These requirements are verified by two ICAO-approved bodies: the International Sustainability & Carbon Certification (ISCC) and the Roundtable on Sustainable Biomaterials (RSB). The SAF we used in 2023 was ISCC certified.

#### Evolution of the volume of SAF supplied (2019-2023)



IN 2023, WE SUPPLIED  
**1 285 TONS OF SAF,**  
 MULTIPLYING THE  
**SUSTAINABLE FUEL**  
 USED BY 4.3 TIMES.

In this regard, **partnering with companies** is key to accelerating our decarbonisation efforts with SAF\*:

- **Repsol and Cepsa.** We're collaborating in the development of advanced biofuels to ensure sufficient supply in the short and medium term.
- **Mediterránea.** Thanks to the management of the *Meditarránea Group*, we send the oil used in Vueling's canteen to two refineries in Spain and Portugal to manufacture biofuel.
- From 2023 we offer our customers the option to calculate their flight's carbon footprint. Individuals can choose a combination of percentages to fund carbon capture projects, including the US Biochar project and SAF. Once they've made their purchase, they can download a carbon certificate with information about the supported initiatives.

WE'RE PART OF THE IAG GROUP, WHICH **HAS COMMITTED TO OPERATE 10 % OF ITS FLIGHTS ON SUSTAINABLE AVIATION FUEL BY 2030, ALMOST DOUBLE THE EU REQUIREMENT.**



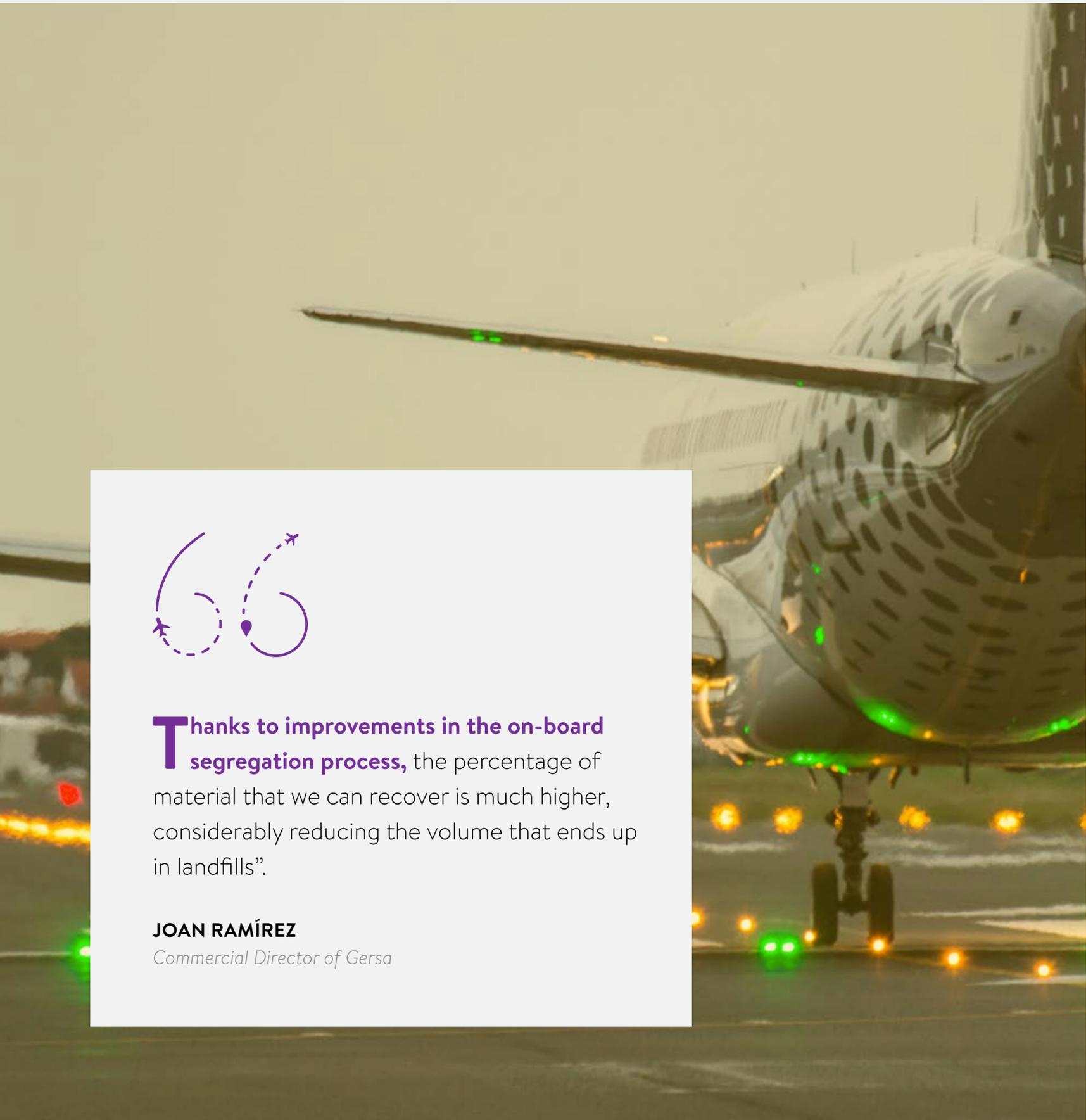
## OUR CUSTOMERS: KEY TO TRANSFORMATION

**W**e were the first low-cost airline to offer our customers the option to contribute towards supplying 2 % sustainable fuel on the day of their flight. We then matched this amount, allowing us to reduce our CO<sub>2</sub> emissions.

Since June 2022, more than 197 000 customers have contributed 246 tons of SAF on their journeys, resulting in a reduction of 614.7 tons of CO<sub>2</sub>. This is the equivalent of approximately 157 flights between Barcelona and Palma de Mallorca.

In addition, through our collaboration with the company CHOOOSE, people traveling with our airline can calculate the emissions of their flights and collaborate with carbon capture projects. These projects are a first step in raising awareness that an effort is needed from all actors in the value chain to achieve net-zero emissions by 2050.

\*Any SAF used by us meet the criteria set by the ReFuelEU Aviation Regulation.



**T**hanks to improvements in the on-board segregation process, the percentage of material that we can recover is much higher, considerably reducing the volume that ends up in landfills”.

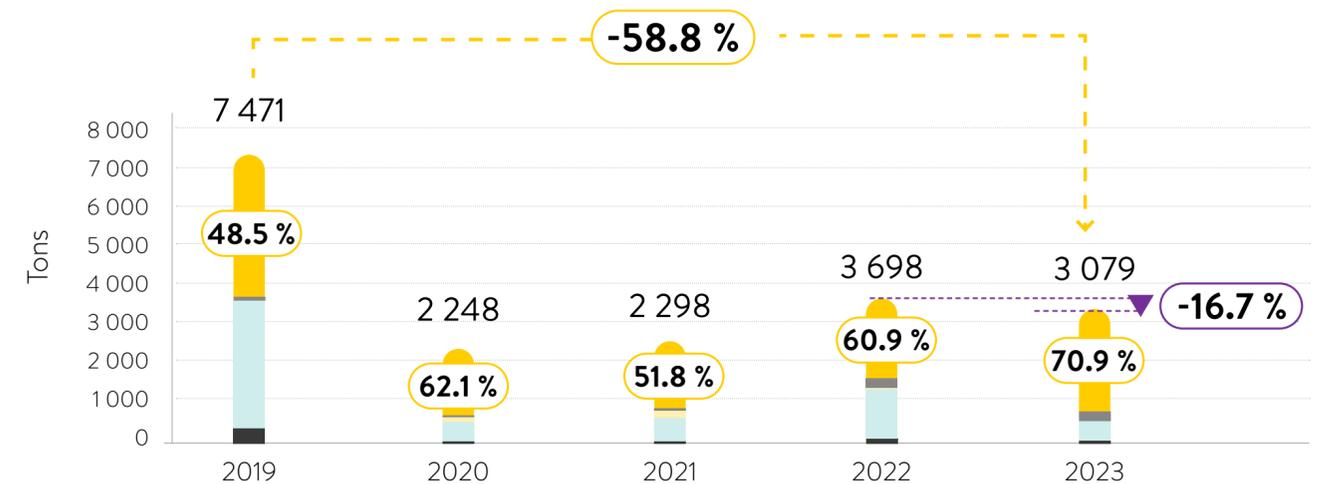
**JOAN RAMÍREZ**  
Commercial Director of Gersa

# WASTE REDUCTION

At Vueling we continue to make progress in responsible waste management both on-board and in our offices.

## Evolution of the quantity and destination of waste on board (2019-2023)

- Recycled
- No recycled
- Special COVID-19 Treatment
- Incineration With Energy Recovery
- Incineration on Without Energy Recovery

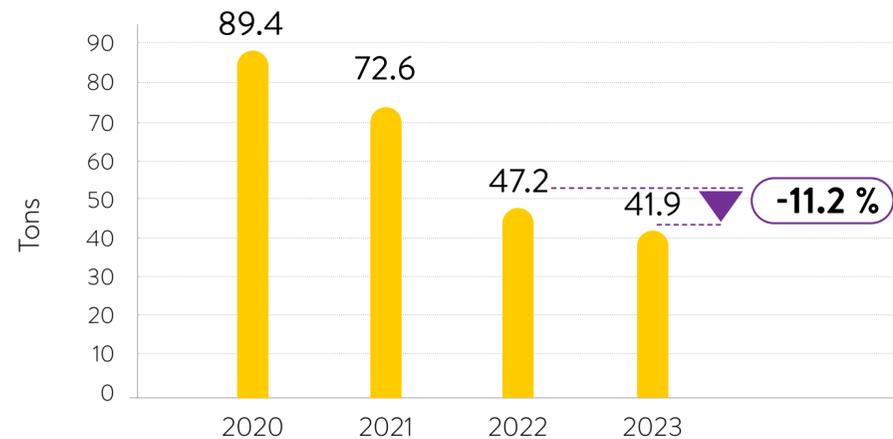


In addition, with the opening of our new headquarters in April 2023, we reinforce our commitment to sustainability through waste management initiatives.

These include an annual review of all materials and products that haven't reached the end of their useful life, allowing them to be reused, and implementing central waste collection points. This hasn't only efficiently optimised our use of resources but it has also allowed the correct separation and disposal of waste materials.

Despite this progress, we're aware of the need for continuous improvement in waste management. That is why we're working on a new comprehensive waste management project to be launched in 2024.

Evolution of the quantity and type of waste in offices (2019-2023)



### HOW WE REDUCE WASTE IN OUR OFFICES



**-5.7 t**  
of cleanup plastic vs. 2020



**-4.5 t**  
of waste compared to 2020 thanks to the Eco Islands





# RESPONSIBLE CONSUMPTION IN THE NEW OFFICES

As part of our transformation plan, which aims to prepare Vueling for the challenges of the future, in **April 2023 we opened the airline's new headquarters in Viladecans**, located 15 minutes from Barcelona and Josep Tarradellas Barcelona-El Prat Airport.

Around 700 professionals work in these new facilities, which have a surface area of more than 12 000 m<sup>2</sup> distributed over three floors. For the first time, the Vueling Tech training, innovation and digitalisation centres and the company's operations centre are both in the same space, enabling the development of synergies between teams. And pilots, cabin crew, maintenance and ground personnel, who work outside headquarters, have a space in the new offices where they can complete their training.

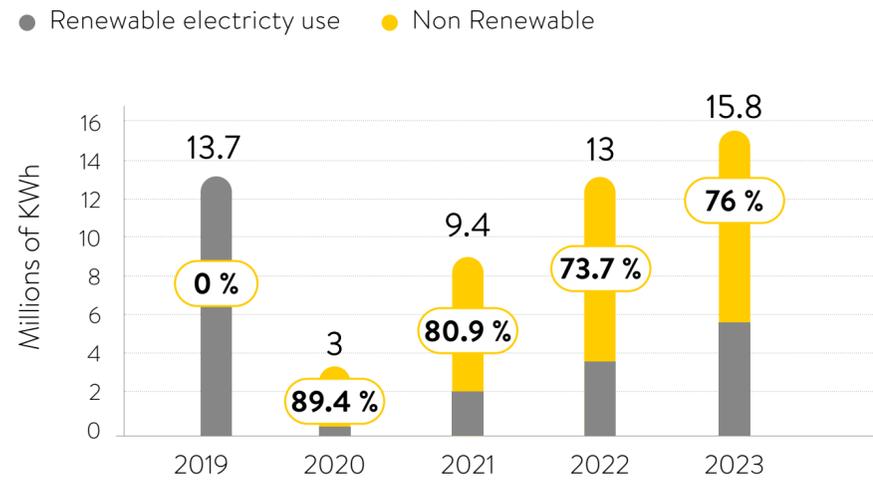
In terms of sustainability, **our new building is Building Research Establishment Environmental Assessment Method (BREEAM) certified**, which distinguishes buildings that promote comfort and health, and reduce environmental impact.

In this regard, **our facilities are designed to take care of the health and well-being of our teams**. This is why there is also a space that provides medical services, nutritional advice and physiotherapy, and a gym.

In addition, during the process of moving to our new headquarters, we implemented an **intelligent Building Management System (BMS)** which aims to promote environmental sustainability by controlling electricity, gas and water consumption.

- **Electricity.** The system monitors energy parameters and external light to regulate lighting. It also sets operating hours from 07:00 to 20:00. If the light needs to be switched on after 20:00, each floor has a button that allows an additional 30 minutes.
- **Gas.** We've implemented an integrated system that controls the temperature for each floor, optimising electricity and gas consumption in the boilers.
- **Water.** We've optimised water consumption in offices by installing proximity sensors in the sinks, our largest sources of water consumption.

### Evolution of the amount and type of electricity used in offices and other buildings



IT'S IMPORTANT TO NOTE THAT **100 % OF OUR OFFICE ELECTRICITY COMES FROM RENEWABLE SOURCES.**



# OUTREACH ON SUSTAINABILITY IN AVIATION

In 2023, we're working on promoting the actions that put us on track towards Net Zero emissions by 2050.

We've therefore participated in public forums and events, where we've presented the challenges and needs of the aviation sector, as well as the solutions we're exploring to overcome them. Some of the most noteworthy actions include the following:

- **Report on the opportunity of SAF in Spain.** Together with Iberia we presented the report *Socio-economic*

*Impact of Sustainable Fuels Development in Spain.* At a national level, the new SAF industry would generate 270 000 new jobs and contribute 56 billion euros to GDP.

- **Report on the opportunity for SAF in Catalonia.** We presented the report *Socio-economic Impact of Sustainable Fuels Development in Catalonia*, which we drafted in collaboration with Iberia and PwC, at the headquarters of the organisation *Foment del Treball*, in Barcelona. At the event we highlighted our role

in driving and promoting sustainable aviation fuels. According to this report, the industry in Catalonia has the potential to create four new production plants by 2050. The overall impact of these plants would generate 10.64 billion euros in GDP and would create 41 619 new jobs.

- **FITUR.** Our presence at this major event in the tourism sector was an opportunity for us to raise awareness of sustainable fuels and to highlight their importance in accelerating the decarbonisation of aviation.

Through gamification, visitors to our stand were able to participate in an activity where they could collect materials from which they could produce SAF. Once obtained, this sustainable fuel was ‘loaded’ into the tanks of a flight simulator set up in the same space, so that they could enjoy the piloting experience. It also conveyed the idea that this type of fuel can be used without the need to make any changes to engines or current aircraft.

As well as teaching people about SAF, our spokespersons also highlighted the importance of promoting the production of this type of fuel in Spain in their speeches.

- **4YFN, Mobile World Congress.** In 2023 we were once again present at 4YFN, organised as part of the Mobile World Congress, one of the biggest technology events in the world. This time we had our own stand, where we showcased a prototype of the Wheel Tug device for the electric towing of airplanes.

- **Tourism Innovation Summit.** In October, we also participated in the Tourism Innovation Summit (TIS) in Seville to present SAF development and explain our commitment to sustainability and responsible aviation practices.



- **Sustainability Roadshow.** Our presence at the congress was complemented by a citizen awareness action where our commitment was seen in the streets

of Seville with an interactive action in Plaza de La Encarnación. Through a game, people had to collect organic waste to produce sustainable aviation fuel, load it into a plane and experience flying through a flight simulator. Here we kicked off a project that will continue in 2024 and with which we'll take this educational action to different cities in Spain.

As well as the aforementioned forums, we were also present at other events such as the Sustainable Aviation Futures in Amsterdam, the eMobility Expo World Congress in Valencia and the Mobility Forums organised by leading media in Spain, such as La Vanguardia, where we explained the work we're carrying out in terms of sustainability and educating people about SAF. We also participated in awareness-raising activities such as a hackathon with students and sessions at universities and schools.



Internally, we aim to involve Vueling personnel in the company’s environmental commitments. We’ve therefore taken the following actions:

- **Sustainability workshops.** We held two sustainability workshops in which 280 people participated.

- **Do Good.** We work with the Do Good program to raise awareness among our teams about actions they can take in their day-to-day work to be more sustainable, as well as to showcase progress made internally. To do this, we suggest challenges that people have to complete through the app.



**S**preading the word about the future of sustainable aviation is key for our company, as the decarbonisation of aviation, a key sector in the economy, requires the effort and commitment of all actors in society”.

**FRANC SANMARTÍ**  
Sustainability Director

# BIODIVERSITY



We align with the IAG Group's commitment to address our impact on biodiversity.

In particular, we ensure that our sustainable aviation fuel projects adhere to the principles outlined by RSB and ISCC standards.

We've also signed the Buckingham Palace Declaration on Preventing Global Animal Trafficking.

[See the Buckingham Palace Declaration.](#)

# ANALYSIS AND MANAGEMENT OF CLIMATE CHANGE RISKS AND OPPORTUNITIES



In conjunction with IAG, we completed a climate-related risk assessment of the Task Force on Climate-related Financial Disclosures (TCFD).

The results have enabled us to integrate climate impact forecasting into our strategic, business and financial planning processes, strengthening our resilience to climate change.

## THIS ANALYSIS WAS BASED ON FOUR KEY AREAS:

### GOVERNANCE

We assessed the oversight of climate-related issues, as well as the role of management in their assessment and operation.

### STRATEGY

We focused on climate impacts on activities, strategy and financial planning.

### RISK MANAGEMENT

We identified, analysed and managed climate risks and whether these processes are integrated into existing risk processes.

### METRICS AND TARGETS

We looked at how we measure and monitor our climate-related risks and opportunities.



# OUR COMMITMENT TO PEOPLE AND SOCIETY

DID YOU KNOW THAT...

...we've created  
**167 736<sup>1</sup>**  
jobs in the markets  
Vueling operates in?

...we've contributed with  
**€10 741 million<sup>1</sup>**  
to the GDP?

 ... our aircraft transported  
**156** organs  
in 2023, 50 %  
more than the  
previous year?

 ... we've supported  
**17**  
non-profit  
organisations  
(NGOs)?

 ...more than half of our  
employees are women?

<sup>1</sup>Source: Study conducted by PWC on the socio-economic impact of Vueling.

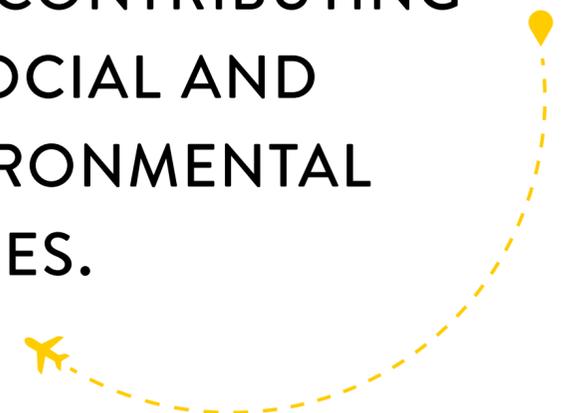
# SOCIO-ECONOMIC IMPACT OF VUELING

- In 2023, Vueling contributed in aggregate €10 741 million to GDP, with 72.8 % of this contribution in Spain (€7 821 million), 12.0 % in Italy (€1 292 million), 10.7 % in France (€1 146 million) and 4.5 % in the UK (€482 million).
- Vueling’s activity in 2023 supported 167 736 full-time jobs, of which 94 333 jobs were direct thanks to the large stimulating impact of its activity. Of the jobs supported 72.6 % were in Spain (121 803), 13.4% in Italy (22 401), 10.4 % in France (17 495) and 3.6 % in the UK (6 037).



OUR PURPOSE IS TO HELP MAKE THE WORLD A BETTER PLACE **BY CONNECTING PEOPLE, COMPANIES AND COUNTRIES.** WE ARE COMMITTED TO SUPPORTING THE **DEVELOPMENT OF THE REGIONS WE OPERATE IN,** CREATING JOBS, INVESTING AND **CONTRIBUTING TO SOCIAL AND ENVIRONMENTAL CAUSES.**

<sup>1</sup>Source: Study conducted by PWC on the socio-economic impact of Vueling.





### Socio-economic impact of Vueling by autonomous community

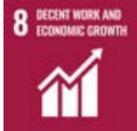
	GDP (€M)		JOBS	
	7,821		121,803	
Catalonia	58.7 %	4,588	56.9 %	69,247
Andalusia	9.6 %	751	10.3 %	12,521
Canary Islands	8.2 %	639	8.3 %	10,058
Valencia	7.5 %	588	7.8 %	9,525
Baleraic Islands	5.8 %	451	6.1 %	7,406
Basque Country	5.7 %	447	5.9 %	7,151
Galicia	2.7 %	214	2.8 %	3,377
Asturias	0.8 %	64	0.9 %	1,136
Madrid	0.8 %	60	0.9 %	1,071
Cantabria	0.1 %	9	0.1 %	160
Aragón	0.1 %	6	0.1 %	115
Castilla y León	0.0 %	2	0.0 %	38

- Every passenger who travels with Vueling contributes €721 to the GDP, mainly impacting the Accommodation, Food & Beverage and Retail sectors.
- Vueling has been the driving force behind the growth of Barcelona Airport, with an annual growth of 11.4 % since 2011, more than double the 4.2 % growth of the Airport.
- The increase in Vueling’s flight offer since its creation in 2004 has allowed it to practically double the number of destinations from 116 destinations in 2014 to 211 in 2023, making it one of the best-connected airports in Europe.

# COMMITTED TO THE COMMUNITY

We're aware that, as a company, we have an obligation to society. We accept this responsibility by making our operations and resources available to those who need them most, with the aim of having a positive impact on the communities in which we operate.

We therefore promote initiatives under the United Nations SDGs:

	No poverty		Good health and well-being
	Quality education		Gender equality
	Decent work and economic growth		Reduced inequalities
	Partnerships for the goals		

Under this premise, and supported by collaborating with organisation, institutions and NGOs, our social action is based on three key areas:

- Actively promote **gender diversity** in the aviation sector.
- Offer our passion for connecting people and places to **children** in vulnerable situations.
- Provide air transportation in **humanitarian emergencies**.

WE SUPPORT SOCIAL ORGANISATIONS THAT **HAVE A DIRECT IMPACT ON THE COMMUNITY.**



## HOW WE CONTRIBUTED TO THE COMMUNITY IN 2023

 **17**  
non-profit organisations supported

 **+ €83 000**  
in in-kind donations

# SOCIAL STRATEGY

## OBJECTIVES:

- Promoting diversity and inclusion.
- Strengthening our commitment with the communities.
- Engaging and raising awareness among our stakeholders.



## MAIN SDGs



### Diversity and Inclusion

#### Areas of Action

#### Empowerment of Women and Gender Equality

- Promote gender equality and combat discrimination.
- Empower girls and women.
- Increase awareness among men.

#### Goals

#### Supported Organizations in 2023



### Solidarity Movement

#### Vulnerable children

Collaborate to develop and improve the quality of life for girls and boys in situations of poverty or illness.



#### Humanitarian causes

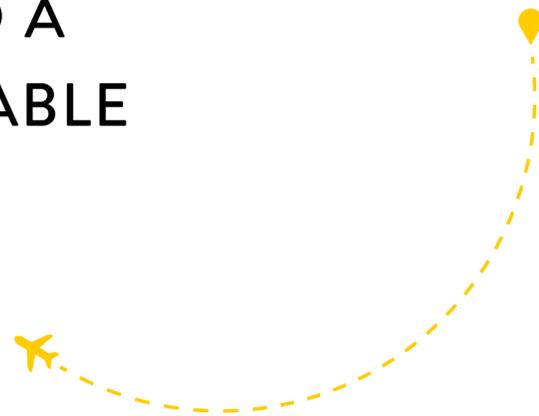
Facilitate the movement of people and materials in order to contribute to a solidarity goal, generating a positive impact on vulnerable individuals.



# DIVERSITY: WOMEN'S EMPOWERMENT AND GENDER EQUALITY

We believe that gender equality and diversity is key to a sustainable future. That is why our social strategy makes empowering **girls and women** in the sector and raising men's awareness of diversity and equal opportunities an intrinsic part of corporate responsibility.

GENDER EQUALITY  
IS KEY TO A  
SUSTAINABLE  
FUTURE.



## OUR GENDER EQUALITY GOALS

**PROMOTE GENDER EQUALITY** and end all forms of discrimination against girls and women.

**RAISE AWARENESS AMONG THE NEW GENERATIONS**, girls and boys, about equal opportunities, and their key role in achieving this.

**EMPOWER AND INSPIRE GIRLS AND WOMEN** through actions in partnership with institutions and foundations that share the common goal of achieving effective gender equality by removing barriers to equal access to opportunities.



To contribute to this goal, we're supporting the following projects in 2023:

- **Inspiring new generations on gender equality in aviation.** Together with the Princess of Girona Foundation and *Aula Sputnik*, we launched the Femtoring program in STEM (Science, Technology, Engineering and Mathematics) in which female Vueling technicians - pilots, engineers, and mechanics, etc. - spend a day with students from different educational centres to share their experiences and raise awareness of their role, showing them that these professions are also an option for women.
- **Raising awareness about breast cancer.** 1 in 8 women will develop breast cancer in their lifetime. We've supported the Spanish Association Against Cancer (AECC) since 2017 in its breast cancer awareness campaign, which aims to highlight the importance of participating in population-based breast cancer screening.



During 2023, we ran the *Early check, the check-in that can't wait* campaign, using our physical and digital communication channels to raise awareness of the regular check-ups that women should undergo to detect breast cancer early.

We also work closely with the AECC on various activities, such as transporting cancer patients to treatment and helping to transport children with family members suffering from cancer to summer camps organised by the association.

# SOLIDARITY MOVEMENT FOR CHILDREN

**BECAUSE CHILDREN ARE THE FUTURE:** we work with projects that aim to develop and improve their quality of life through initiatives that help provide medical care, support families or even fulfil the dreams of children in vulnerable situations.

Because children are the future, we work with projects that aim to develop and improve their quality of life through initiatives that help provide medical care, support families or even fulfil the dreams of children in vulnerable situations.

AS A GUARANTEE FOR  
THE FUTURE,  
**WE WANT TO SUPPORT  
THE DEVELOPMENT OF  
CHILDREN.**



In 2023, we supported several initiatives in this regard:

- **Facilitating home-based therapy for children with autism.** To contribute towards improving the health and future of children with autism spectrum disorder (ASD), we collaborate with the Lovaas Foundation, an ASD research, training, and treatment centre located in Sant Cugat del Vallès (Barcelona).

Through this partnership, which began in 2021, we facilitate the deployment of professionals so that children can receive therapy at home, thereby reducing the cost of treatment for families and improving the quality of life for children.

In addition, in 2023 we're collaborating with the project Relatos Solidarios del Deporte, which collects the stories of different sports journalists and which



**N**ow Jordi is a happy boy. We can go to the cinema, to restaurants or on holiday, and he is the happiest child in the world thanks to this therapy. Thanks to companies like Vueling, many families are able to provide this type of therapy for their children who would otherwise not be able to afford it”.

**ANA AMENGUAL**

*Jordi's mother (a child with autism treated by Lovaas Foundation)*

in its last edition had the FC Barcelona player Robert Lewandowski as a sponsor. In this latest edition, the proceeds from the sale of the book were donated to the Lovaas Foundation.



As part of this initiative, on Saint George's Day we gave a copy of the book to our passengers on a selection of flights to raise awareness of the foundation's work.

- **AECC - Treatment for families who need to relocate.** As part of our commitment to helping those who need it most, we facilitate the relocation of people who need to be treated in referral hospitals far from their homes.

- **Supporting the protection of children.** We've been working with the NGO Save the Children since 2015 on various campaigns and initiatives. By 2023, we've secured more than one million euros for child protection projects.

One such project is on the Balkan migration route, helping to create safe and adapted spaces for babies, pregnant women, and breastfeeding mothers to accompany them and prevent malnutrition.



**L**ola's dream came true during some very difficult weeks. The fact that it was made a reality at this time has been incredibly transformative for her and her whole family. When they boarded the plane in Barcelona they felt very well looked after, showered with attention and were even able to visit the cockpit. But there's one thing that, until today, Lola had kept to herself: she's actually scared of flying! And you only have to look at her happy face in the photo we sent you to see that this fear, thanks to your team, is now a thing of the past. There is one thing that Lola said that particularly touched us and that we want to share: *this dream come true has made me realise that good things can happen to me as well*".

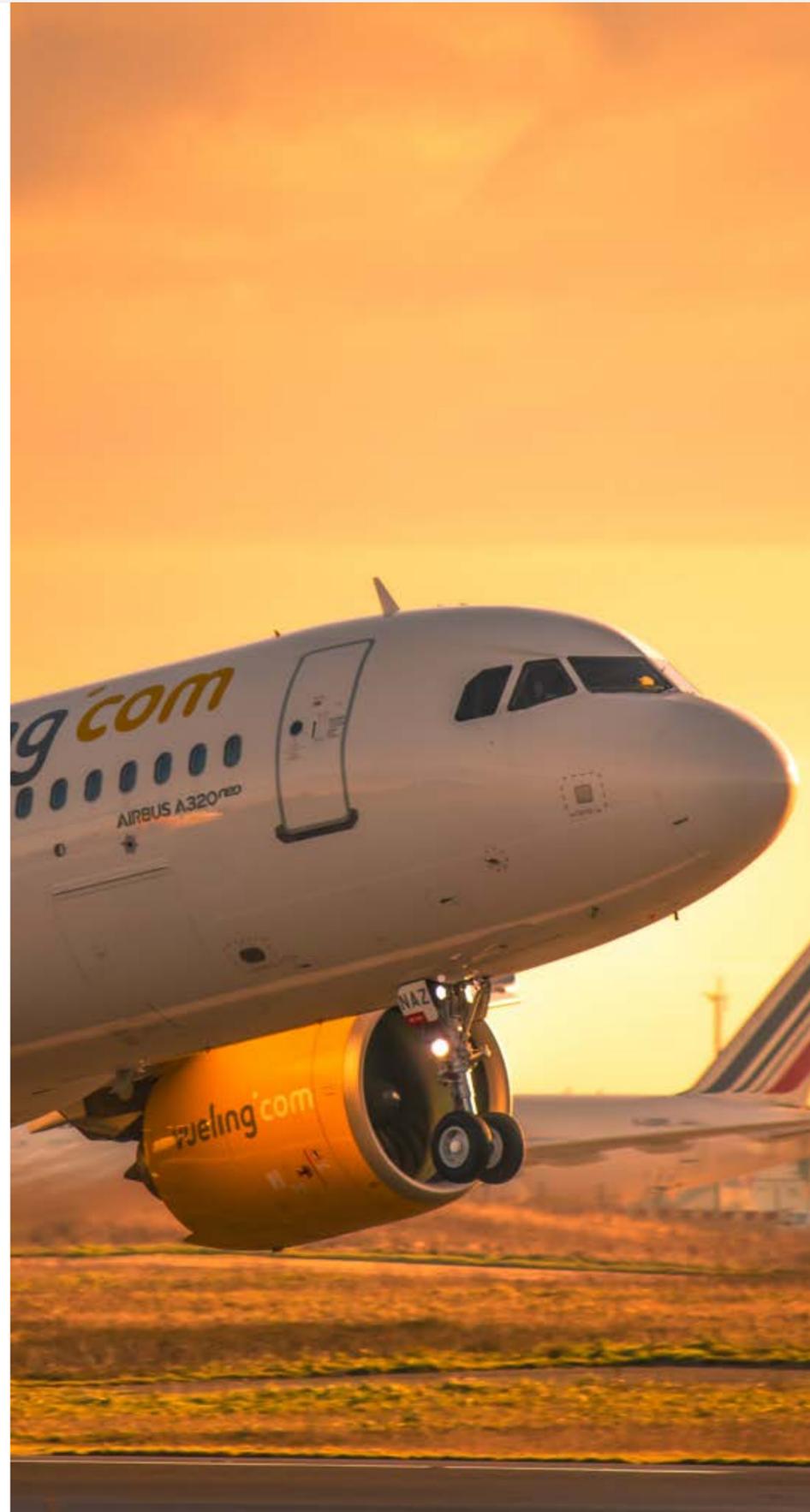
**MAKE-A-WISH TEAM**

Others include activities aimed at refugee children in Greece and Melilla, facilitating their access to local schools and group psychological sessions. These initiatives are essential to help them deal with stress, build resilience and strengthen their self-esteem.

Our staff and clients can now contribute to Save the Children's Global Emergency Fund. In addition, in the same year we made a financial donation to the Impulsa program, which improves the quality of life of more than 5 000 children and their families in Spain.

- **More than 200 dreams fulfilled.** Together with the Make-a-Wish Foundation Spain, we're working to help children suffering from serious illnesses to fulfil their dreams. A partnership through which we've contributed towards helping fulfil the dreams of more than 225 families.

As part of this agreement, in 2023, we operated a solidarity flight so that three girls could fulfil their wish to visit Disneyland Paris. We also made it possible for a young FC Barcelona fan to travel to



Eindhoven to watch the FC Barcelona women's team win the Champions League final, and for a young car enthusiast to visit Barcelona to attend a leading luxury car show.

The main advocates of this project are the medical teams, who believe that fulfilling these dreams is a way of building the resilience needed to cope with the disease.

- **Bringing joy to conflict or humanitarian crisis zones.** We collaborate with Clowns Without Borders, which promotes positive interaction with children in the context of severe humanitarian and social crises, to build their resilience and accompany them through processes of grief and mourning to improve their morale.

To this end, in 2023, we collaborated with Clowns Without Borders on the *Caravana de Risas* project in Poland and the *Hacer Reír, Crear Futuro* project in Colombia.

# SOLIDARITY MOVEMENT: HUMANITARIAN CAUSES

**OUR FOCUS ON HUMANITARIAN CAUSES:** facilitate the movement of people and materials to the destinations we fly to help respond to emergency situations.

At Vueling we've the privilege of flying to around 30 countries and can operate up to 750 flights a day depending on the time of year. That is why we're committed to continuing to share our aircraft to facilitate the movement of people and materials wherever they're needed.

WE'LL CONTINUE TO SHARE  
OUR AIRCRAFT TO FACILITATE  
**THE MOVEMENT OF PEOPLE  
AND MATERIALS WHEREVER  
THEY'RE NEEDED.**

With this goal in mind, we were part of the following initiatives in 2023:

- **Improving healthcare in Senegal.** Since 2022 we've been collaborating with Action Sénégal, an association aimed at improving the lives of the local population in the country through humanitarian aid projects.

In 2023 we carried out two expeditions together with this NGO, aimed at providing free health consultations. In the first, more than 800 people were treated in the fields of gynaecology, internal medicine, dentistry and paediatrics, for which 37 health professionals were mobilised. On the second trip, 50 cataract operations were performed,



**T**he collaboration of Action Sénégal with Vueling is essential to bring humanitarian aid to small communities in Senegal that are difficult to reach through international cooperation. The most vulnerable populations are women, due to possible complications during childbirth, and children, due to limited access to kindergarten and high dropout rates. Vueling's help is vital to be able to visit the territory on a recurring basis and to monitor the projects we're carrying out at a health and educational level".

**PERE LACUEVA**  
*Action Sénégal*

and two dentists carried out tooth extraction work. School supplies and food were also distributed to the population on both expeditions.

## HUMANITARIAN FLIGHTS

- Facilitating the airlift of humanitarian aid and emergency equipment. At Vueling we provide humanitarian flights for organisations and institutions to help in emergency situations. In 2023 we did so in Turkey, Tenerife, and Morocco.



### FEBRUARY 16 | TURKEY AND SYRIA EARTHQUAKE

We sent humanitarian supplies to Gaziantep together with the Spanish Red Cross, IAG Cargo and Aena to respond to the humanitarian emergency in Turkey and Syria following the 7.8 magnitude earthquake in February 6, 7 and 8.



**+8 000 KG**  
of protective tents-  
canopies and water  
containers sent out

### AUGUST 22, 23 AND 24 | FOREST FIRE IN TENERIFE

On August 15, a large forest fire broke out on the island which led to a precarious health situation due to the smoke and ash. That's why we sent medical supplies on three flights together with IAG Cargo, Aena and five Catalan hospitals: *Hospital Clínic*, *Hospital de la Santa Creu i Sant Pau*, *Consorti Sanitari de Terrassa*, *Consorti Hospitalari de Vic (CHV)* and *Hospital del Mar*.



**+150 000**  
masks, face shields  
and goggles provided

### SEPTEMBER 9 | MOROCCO EARTHQUAKE

Following the 6.8 magnitude earthquake that struck Morocco on September 8, we collaborated with the Catalan Rescue and Emergencies Team (EREC), the *Hospital Clínic de Barcelona* and the Official College of Nurses of Barcelona (COIB) to send volunteers, medical equipment and rescue material.



**19** emergency personnel  
deployed (14 firefighters,  
two doctors, one translator  
and two canine teams)



**+450 KG**  
of medical and rescue  
equipment sent

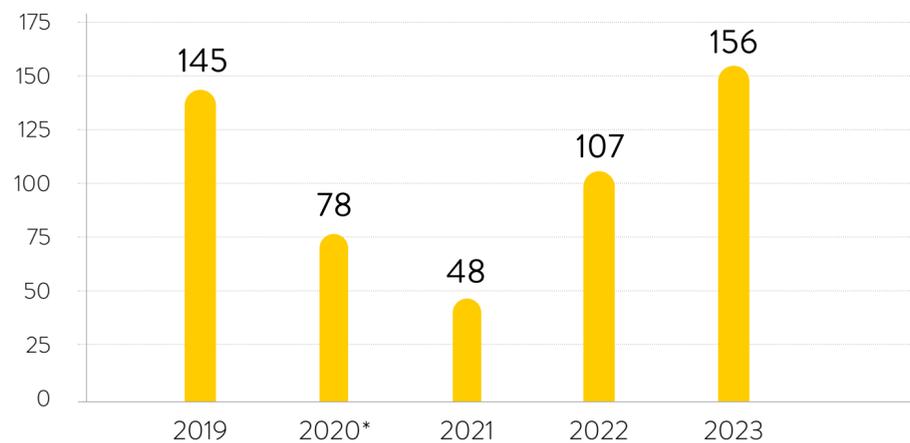
- **Helping save lives through organ transport.** Since 2013, we've been working with the Spanish National Transplant Organisation (ONT) to ensure that organs can reach patients in the shortest possible time, which increases the chances of success. So far, we've transported more than 700 organs, making us the top organ-carrying airline in the world.

In 2023 we helped save many lives by urgently transporting 156 organs.



### Evolution of organ transport

Transported organs.



\*Affected by COVID-19.



**V**ueling and the National Transplant Organisation in Spain have been collaborating for ten years. 25 % of organs transplanted in Spain are donated in another region, so our work here is key to improving the lives of patients who need it most in any part of Spain”.

**RAQUEL BONO**  
Customer Operation Manager



**T**he organs are transported in a cooler and refrigerator, taken to the airport by various different means depending on the autonomous community: cabs, ambulances, private vehicles, and private vehicles, and even by firemen. All these professionals collaborate closely with the the ONT by directly accessing the runway to deliver the organs to the crew”.

**REBECA BAJO**  
Nurse and transplant coordinator at ONT

# THE VUELING TEAM

Our team is the heart and soul of what we do. Their passion, dedication and commitment set us apart in the industry and are essential to making Vueling one of the leading low-cost airlines in Europe.

**THE PASSION, DEDICATION  
AND COMMITMENT OF  
OUR TEAMS SET US APART  
IN THE INDUSTRY.**

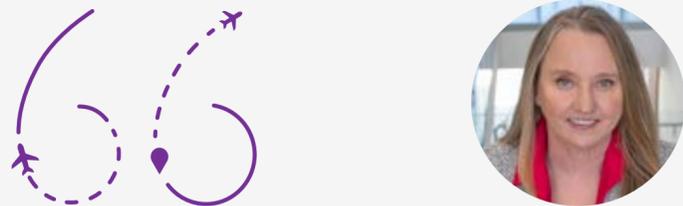
With this in mind, we invest in the well-being, growth, and development of our teams, and cultivate a diverse, equitable and inclusive environment that promotes continuous learning.



**A**t Vueling, we understand that our employees are our **most valuable asset**. Therefore, we not only invest in high-quality training and recruiting programs, but we also strive to provide an environment that promotes the physical, mental, and emotional well-being of everyone involved”.

**FERNANDO CUADRA**  
*Chief People Officer*

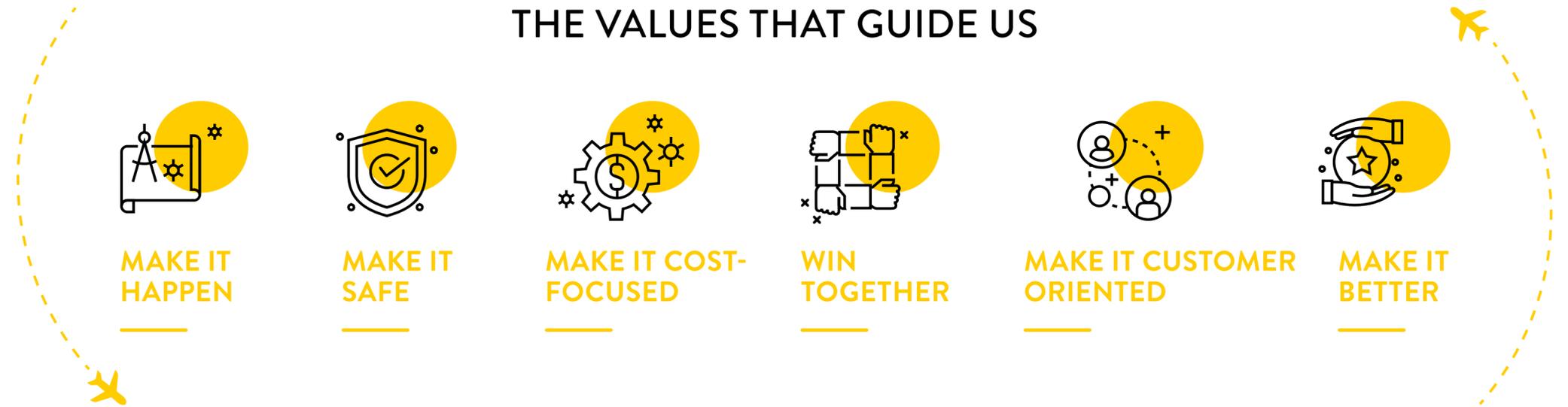
# CULTURAL TRANSFORMATION: KEY TO TALENT



**E**very single person at Vueling should see this program. We want people to fall in love with Vueling and the best way to engage people is to let them know that they are part of the future. If they know they are a part of the future, they will want to make it brilliant”.

**HEATHER FIGALLO**  
Chief Transformation Officer

## THE VALUES THAT GUIDE US



Our mission is to connect people and places, and to create value for our shareholders, employees, customers, and society, while shaping our future in a sustainable way. This shared purpose gives meaning to what we do and helps us to continue working towards our vision: to become the leading low-cost airline in the markets we choose to operate in.

In 2023 we launched the Vueling Transform department, which leads internal cultural transformation initiatives.



This transformation has helped us to achieve **Top Employer** certification, and we're the first commercial airline in Europe and the first low-cost airline in the world to receive this recognition. This assessment demonstrates our commitment to best practices and excellence in supporting our teams, with which we strive to:

- **Empower.** We want each person to take the lead in their own development. We provide resources, programs and opportunities for our staff to learn, grow and fulfil their passion and purpose.

- **Holistic rewards.** We share success with the very people who make it possible, promoting accountability and collaboration.
- **Promote sustainable performance.** We work to ensure that our teams share common goals and provide them with the environment, tools, systems, and professional, physical, emotional, social and financial support to perform at their best.
- **Improve our culture.** We promote a vibrant, fair and inclusive workplace.
- **Foster leadership.** We aim to turn managers into leaders of high-performance teams.
- **Support purpose.** We encourage our teams to get involved in causes that matter to them, to live their purpose inside and outside of work.

## COMMUNICATION WITH OUR TEAMS

One of the key elements of our cultural transformation is communication with our teams. That is why in 2023 we created **My Vueling**, a platform where we share information, knowledge, and services with the workforce, based on the following principles:

- **Decentralisation.** We believe that in order to create a transparent and agile organisation, information must flow in all directions. The tool is therefore open to all departments.
- **Openness.** We share all public information about the company on the platform.
- **Consistency.** We reflect our brand values with a recognisable design.
- **Simplicity.** The tool is simple, easy, and always up to date.

- **Scalability and resilience over time.** This platform requires minimal maintenance and can grow with our company.
- **Agility.** The first version of this communication channel is a basic and simple product, which we will improve in line with the Agile philosophy.



# BELONGING AND COMMUNITY BUILDING

We promote the creation of a community that fosters personal connection and the exchange of knowledge and experiences on a daily basis.

The People department plays a key role in this objective by organising various events. In 2023 we had our first Family & Friends Day, where we opened our offices up to family and friends who could take part in workshops and activities related to aviation and sustainability.

We were also joined by different entities and organisations that we collaborate with in order to make a positive contribution to our environment and society, including Clowns Without Borders Spain, Action Sénégal, Make-A-Wish Spain and the Spanish Association Against Cancer (AECC).

In addition to these types of initiatives, we support others created by our teams. For example:

- **Vueling Together.** A community that has promoted events such as our summer and Christmas parties, ski trips and cultural events.
- **Vueling Explore.** A group that helps Vueling people feel at home wherever they come from.
- **Rumbo a la cima (To the top).** A mountain group that promotes unity and collaboration.



**R**umbo a la cima is Vueling's mountain community, which was created in order to reduce the distance between the sky and the earth, to be a meeting place, to be a space where you can be adventurous, overcome your limits and go for your highest peak. And a place where the measure is the person. In *Rumbo a la cima* we experience first-hand what it feels like to get to the top of a mountain and embrace yourself, share a sandwich together with people who have bettered themselves with you, who have reached the top and we've made it happen together".

**ORIOI PUJOL SANS**

*First Officer & Peer*



# EMPLOYEE ENGAGEMENT

A committed team is a team that has been listened to. That is why we listen to our teams in order to understand their opinion and to connect with their vision, which ultimately strengthens us as a company.

**WE LISTEN TO OUR EMPLOYEES** IN ORDER TO UNDERSTAND THEIR OPINIONS AND CONNECT WITH THEIR VISION, WHICH STRENGTHENS OUR COMPANY.

To encourage this commitment, since 2020 we've been using the Organisational Health Index (OHI) survey by the McKinsey consultancy firm to learn about the Vueling employee experience and identify how to improve it.

In addition, we carry out other communication initiatives with our teams and all personnel, sharing relevant company information. In keeping with this transparency and commitment to foster an open environment, we also hold quarterly meetings where part of the workforce can meet with our CEO and the Management Committee to learn about the main lines of action of the business, ask questions and share visions.



# #MAKEITBETTER PROGRAM

We have launched the #MakeItBetter program which is an integral part of Vueling transform. This program creates a powerful channel in which Vueling People, especially those on the frontline can express innovative ideas to improve efficiency, maximise resources and make transformative decisions within our organisation and collaborate to make them a reality. We have now proposed three challenges:



**DIGITAL & TECHNOLOGY FOR WASTE REDUCTION**

Digital and technological solutions to minimize waste from our operations.



**SHOUT ABOUT SUSTAINABILITY**

Promotes sustainability.



**COST REDUCTION THROUGH PROCESS IMPROVEMENT**

Process improvement to reduce cost

THESE CHALLENGES HAVE RECEIVED A REMARKABLE RESPONSE AND ENTHUSIASM, WHICH IS EXCITING FOR THOSE OF US WHO ARE PART OF VUELING. IN TOTAL, **288 IDEAS** WERE SUBMITTED AND **38 % OF EMPLOYEES** PARTICIPATED.



**We knew we had a number of curious people who had the energy and desire to drive change.**

We just needed to make a place for them to do it, where they could #MakeItBetter”.

**VERONICA HULL**  
*Head of Transformation*

# TALENT MANAGEMENT

**IN 2023 WE MODERNISED OUR TALENT MANAGEMENT TOOLS AND TECHNOLOGY TO IMPROVE THE EXPERIENCE OF THOSE WHO WORK WITH OR WANT TO JOIN VUELING. THESE UPDATES INCLUDE THE FOLLOWING:**



**Updating the job portal and Applicant Tracking System (ATS).**



**New performance platform.** We've implemented the OKR model and a new digital platform for assessing and monitoring objectives and performance.



**Recovery of the scholarship program.** An initiative that supports our investment in young talent.



**Improving the GROW program.** We improved accessibility and uptake of GROW, the learning and development program we launched in 2022. It's a platform that encompasses the e-learning portal and training and development initiatives. Throughout the year we provided more than 16 500 hours of informal training, 77 % more than in 2022, and achieved an NPS (Employee Net Promoter Score)\* of 79 on the first day of work.



**Increased internal mobility ratios.** We achieved 35 % internal mobility during the year. Our goal is to create a solid transition between diverse front-line talent and corporate career positions.



**Redesign and digitalisation of our onboarding process.** We created an engaging, efficient and value-aligned experience for new Vueling members, from signing the offer letter to the end of the probationary period.



**Boosting the People Managers program.** We aim to support our managers, from team leaders to professionals in management positions, by providing them with the tools and support for high-performance leadership.



**Promoting specific training.** On issues such as the prevention of human trafficking and illegal wildlife trade.



**1.5 million**

visits following the implementation of the new job portal and ATS



**35 %**

internal mobility ratio



**79**

NPS on the first day of work



**16 500**

hours of informal training

\*Employee Net Promoter Score (NPS) is an indicator to measure the commitment and loyalty of a company's workforce.

# DIVERSITY AND INCLUSION

In 2023, we made significant progress towards our goal of being an even more diverse, equal and inclusive organisation, with a 51.21 % female workforce.

In addition, 44 % of the company's top management and leadership positions are held by women and 57 % of our Management Committee is female.

We're signatories to the IATA 25by2025 initiative, which aims to advance diversity, equity and inclusion in the aviation industry and forms an important part of the IAG group's effort in this regard. We also implemented key structural measures in this area throughout the year:



## DEI MANDATE

We published our **Diversity, Equity & Inclusion (DEI) Mandate** in March 2023, with the aim of sharing key D&I data, strategy, and actions with employees.



## D&I STRATEGY

We established a diversity and inclusion strategy focused on measuring and monitoring key KPIs, structural and behavioural transformation, as well as thought leadership.



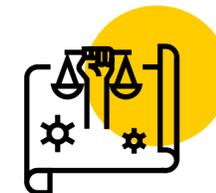
## D&I PANEL AT THE MANAGEMENT COMMITTEE

In April 2023 we created an interdepartmental group, which aims to align and share projects and priorities impacting on D&I.



## PROTOCOL AGAINST HARASSMENT AND DISCRIMINATION IN THE WORKPLACE

This protocol was adopted in October 2023.



## EQUALITY PLAN

We signed our Equality Plan in October 2023, negotiated with the trade unions.

MORE THAN  
HALF OF THE  
PEOPLE AT VUELING  
ARE **WOMEN.**



## Women by employment category

EMPLOYMENT CATEGORY	TOTAL	MEN	WOMEN	PERCENTAGE OF WOMEN
Office and airport personnel	748	414	334	44.7 %
Pilots	1,290	1,235	55	4.3 %
Cabin crew	2,635	631	2,004	76 %
<b>TOTAL NUMBER OF PEOPLE</b>	<b>4,673</b>	<b>2,280</b>	<b>2,393</b>	<b>51.21 %</b>

In addition to these initiatives, we also created the Women in Vueling community during the year, which has 90 members and aims to connect everyone in the organisation who want to keep up to date with events and news related to gender diversity, as well as share opinions and initiatives. We also launched Cultural Diversity online training which is available to everyone in the company.

**Vueling’s workforce is gender balanced.** There is a significant percentage of women in office and airport positions, and we have a strong female presence in roles such as cabin crew.

On the other hand, the number of female pilots in our company grew this year, although there is still a long way to go. This is, without a doubt, an objective that we want to continue to improve and a key goal, which poses

important challenges not only for Vueling, but for the aviation industry overall.

In 2023 we therefore launched a gender equality program for students, where women in technical positions explained their roles to students. This made the potential of these careers visible to the new generations, as well as highlighting that these are not jobs for men or women.

With the future in mind, we’re committed to continue working on promoting diversity and equality, training and raising awareness among our workforce and fostering an inclusive and respectful environment so that all levels of the company, from management to the teams, drive change from within.



**A**t Vueling, we embrace and celebrate the diversity of our team in different ways to promote an inclusive work environment.

In 2023, our commitment to diversity, equity and inclusion can be seen in the publication of our DEI Mandate, the formation of a Management Committee and a clear strategy focused on measurement, behavioural transformation, structural transformation and thought leadership. We signed our Equality Plan with our unions and created the Women in Vueling community, all of which reinforces our dedication to equality throughout the employee lifecycle”.

**ANNA MALAGRIDA**  
Talent & Development Manager

# COMPENSATION AND BENEFITS

We offer a remuneration package that includes monetary and non-monetary elements.

These elements, along with additional resources and benefits, are explained when a new member joins the team and updates are shared through news, webinars and the My Vueling platform.

Wages are governed by collective bargaining agreements for our pilots and cabin crew, while the rest of the workforce is paid on a performance basis under a pay band system. Importantly, **we ensure internal equity and seek competitiveness in the labour market through general and sectoral wage surveys.**

In addition to salary compensation, we also offer other benefits:

- **Shares program for Management.** Run by IAG, this program aims to align those in management positions with the group's objectives and the interests of shareholders through purchasing shares.
- **Discounts on flights and purchases.** We offer reduced prices for flights on seats available on Vueling aircraft and more than 100 airlines that participate in the Zonal Employee Discount (ZED) program. Also, through Vueling Discount we provide discounts at various companies.
- **Flex program.** Individuals can optimise their income by obtaining products offered by the company, such as medical insurance, loss of licence insurance for pilots, renting for pilots, renting for managers, restaurant vouchers, childcare and transport tickets, and payment of school fees for pilots. In 2023 we also added the option to include cabin crew licence loss insurance, temporary disability insurance and to receive training through Flex.
- **Pension plan.** We contribute to the pilots' pension plan, but from 2023 everyone at Vueling can participate in the pension plan by making contributions through the Flex program.



**W**e want Vueling to be competitive in the labour market, which is why we apply a performance-based pay philosophy”.

**COMPENSATION & BENEFITS TEAM**

- **Hybrid and flexible working.** We give our staff the flexibility to work remotely during the week and to adapt their own schedules.
- **Food allowance.** Everyone in our company has access to a subsidised canteen. Those working at airports have access to an equivalent amount in food vouchers.

# MAKE IT HEALTHY PROGRAM

We launched the Make It Healthy program in April 2023 with the aim of promoting the well-being and health of our teams by focusing on physical, mental, emotional, and food-related issues.

Through the My Wellness mobile app, people can access wellness and health services such as a gym, psychological therapy, nutritionist, nutritional counselling, acupuncture and physiotherapy.

To raise awareness of the program internally, we organised talks and activities, where we also debated health issues. We also organised the Healthy Day in May 31, a day dedicated to promoting well-being and health.



In addition, the menus in our canteen are created jointly by our nutritionist and our head chef.

Finally, we joined the Quit Smoking plan which offers tools to help some of our personnel to quit smoking or vaping, through group training.



**T**hanks to our new **Make It Healthy** program, we've improved the well-being of our workforce.

This holistic approach encompasses physical, mental, nutritional and emotional aspects. Our gym, psychological support, and nutritionist services, along with regular talks and events such as Healthy Day, promote awareness and healthy habits. This long-term investment reinforces Vueling's commitment to our personnel's health and well-being".

**PEDRO LARRIBA**

*Head of General Services*

# OUR CUSTOMERS

**Our hallmark is quality service at competitive prices.** An enhanced service with differentiated fares, allowing customers to choose the product that best suits their needs.

Following this strategy of providing a better service, during the year we worked not only on digitalising the onboarding process, but also on making management more efficient in case of disruption. That's why we now offer secure mobile management options and have enabled support channels with a chat service and a live agent.

**These actions help us to strengthen the relationship with our customers and identify areas for improvement so that they enjoy the best travel experience.**



**We continue to update our platforms in line with new technological trends.** We've recently consolidated our Marketing and Customer Care departments on social media, creating a collaborative environment powered by artificial intelligence (AI) technology. This allows Vueling to collaborate internally in decision-making in a more efficient and agile way. It also allows us to expand our customer service on social media, adapting to their needs".

#### **SILVIA CASAS**

*Social Media Manager*



**In partnership with Aena, Vueling offers biometric boarding at several Spanish airports.** The customer's contactless experience is improved at the airport by making the boarding process faster, easier and no documents are required. Customers will also have a biometric access option at security checkpoints. From the end of 2023, this technology is available in 34 % of Vueling's network. Vueling will also have 56 self-check-in kiosks at London Gatwick, Paris Orly and Josep Tarradellas Barcelona-El Prat airports, almost double the current number".

#### **FERNANDO SARACHAGA**

*Manager CX Delivery*

#### **STEFANO FRASSANITO**

*Customer Experience Project Manager*



**W**e are committed to excellence in our **service** to ensure that each customer's experience is optimal. In this regard, we dedicate our efforts to create a welcoming, safe, and accessible environment on every flight, because we understand that the trust of our passengers is fundamental to our success".

**OLIVER IFFERT**

*Chief Operations Officer*

## ONBOARD EXPERIENCE

We strive to provide an excellent quality of service on board our aircraft so that our customers enjoy their **entire journey**, ensuring a clean and well-maintained cabin environment. This has a direct benefit on aspects such as brand image, safety, hygiene and environmental responsibility.

# CUSTOMER CARE

During the year, Customer Care focused its efforts on continuously improving the customer experience through digitalisation initiatives and optimising our contact systems.

We integrated a virtual assistant and implemented automated campaigns on our web platform. We also introduced Chatbot and LiveChat functions and reinforced our Call Center by activating specific functions in the IVR (Interactive Voice Response) system to streamline communication processes with our customers.

These initiatives have allowed us to be agile and to minimise customer impact when challenges arise such as strikes, airport closures and humanitarian emergencies, which are the result of incidents caused by reasons beyond Vueling's control. These reaffirm our commitment to operational excellence and customer satisfaction.



**A**t Vueling, we are committed to creating a memorable experience in every interaction with our customers, fusing hospitality and technology. This means continuously optimizing our processes so that customers can solve their doubts and queries more easily and and quickly, while enjoying a differentiated service both on the ground as well as on board our aircraft”.

**CAROLYN PROWSE**  
*Chief Customer, Commercial, Strategy & Network Officer*

## KEY FIGURES IN CUSTOMER CARE



**99 %**  
answered calls



**86 %**  
answered calls within 30 secs



**40**  
active chatbots



**12 000**  
LiveChats



**400**  
daily cases managed on social media



**2.75 million**  
automated calls, 68 % of total



# COMMITMENT TO SECURITY

THE SAFETY OF  
TEAMS AND  
CUSTOMERS IS  
ONE OF OUR  
CORE VALUES.

The safety of employees and customers is one of our core values.

That is why we liaise with law enforcement and civil aviation authorities in every country in which we **operate** and, for example, maintain a zero-tolerance policy towards disruptive passengers, working with national and international authorities to identify them.

In addition, we **belong to the main associations within the aviation industry**, which allows us to work closely together.

# OPERATIONAL SECURITY CULTURE

Safety is the responsibility of everyone in the company. That is why we work to engage our teams, making them aware of threats and ensuring that they report hazards they observe in their work in a predictive, reactive and proactive way.

We foster an environment of trust in which people are encouraged to provide essential security-related information.



**S**ecurity reports are based on learning from past experiences. Security is our number one priority”.

**MANUEL ORTEGA**

*Head of Safety*

# OUR SAFETY MANAGEMENT SYSTEM (SMS)

The SMS sets out the structures and processes related to the safety of operations, including responsibilities, policies, and procedures.



This system, based on the classification of the International Civil Aviation Organisation, is composed of four functional components that orbit around the responsibility of our teams in identifying threats and analysing risks:

	
<b>SAFETY POLICY AND OBJECTIVES</b>	<b>SECURITY RISK MANAGEMENT</b>
<p>This sets out our responsibilities and commitments to safety improvement, defining our methods and organisational structure.</p>	<p>Allows us to define the criteria necessary to assess and control security issues through hazard identification, risk management and mitigation measures.</p>
	
<b>SECURITY ASSURANCES</b>	<b>SAFETY PROMOTION</b>
<p>These help us to assess the effectiveness of the system, ensuring that actions are conducted effectively and in accordance with the criteria and recommendations of international bodies.</p>	<p>This includes annual pilot and cabin crew training, online training for other teams as well as communications and any other method to create and improve the company's safety culture.</p>

# CYBERSECURITY AND INFORMATION SECURITY

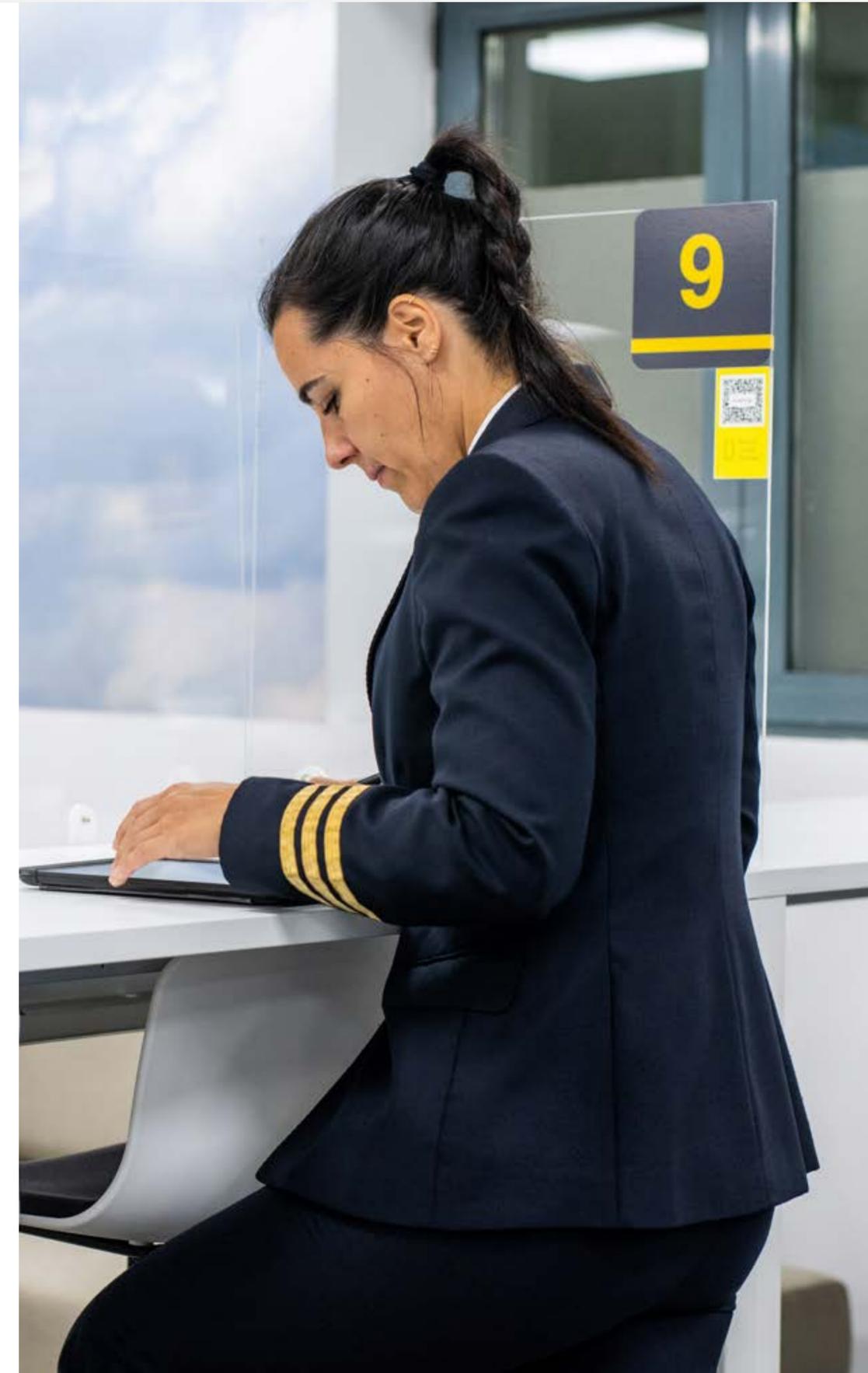
Information systems are key to our service delivery. To ensure its availability and integrity as well as the protection and confidentiality of information, **our cybersecurity strategy focuses on prevention, detection and rapid response to incidents.**

Prevention tasks include the application of two principles:

- **Least privilege.** We guarantee access to information only to those who need it to perform their duties.
- **Security.** We implement security requirements in the design of our products and solutions so that they're robust and resilient.

Our Information Security Office (ISO) oversees security solutions to prevent, detect and, if necessary, respond to cyber security incidents quickly and efficiently.

In addition, we train and raise awareness of cybersecurity among our teams and employees through an outreach program and undergo regular security audits and assessments. This approach enables us to maintain and enhance our operational resilience.



# THE HEALTH & SAFETY OF OUR TEAMS

We're aware of the importance of the health & safety of our teams. That is why we're committed to the prevention of occupational health & safety risks and the continuous improvement of working conditions.

## A) Workplace Risk Prevention

We see prevention as an inherent aspect of our operations and focus on anticipating risks, assessing those that cannot be avoided and combating them at their source.

We do this by assigning responsibilities to the work competencies of each person, with the aim of integrating prevention into everyday life at all levels. In addition, we complement this effort with continuous training and information.



Our Health, Safety & Environment (HSE) department manages personal accidents at workplace, investigating the reasons and proposing actions to prevent reoccurrence. This department also analyses them statistically, obtaining incidence, frequency, and severity rates.

During 2023 we had 361 minor accidents with medical leave, 156 minor accidents without medical leave and there were no fatal or serious accidents or occupational illnesses.

## B) Improving Conditions in the Workspace

We regularly launch studies to improve the condition of our teams. In 2023 we worked on initiatives such as these:

- **In-flight noise measurement campaign.** We analysed more than 60 flights in the galleys –the compartments in which we prepare food during the flight–, promoting preventive measures to avoid health incidents among crew members.
- **Air quality measurement campaign in aircraft.** We measure cabin air quality, with a special focus on components such as hydrocarbons, formaldehyde, etc.



- **Ergonomic studies for cabin crew.** We study their working conditions to reduce possible musculoskeletal injuries.
- **Control of working conditions in offices.** We control the working conditions in our new offices through thermo hygrometric measurements, electromagnetic fields, lighting, etc. We also implement actions to improve these conditions, such as the implementation of the Make It Healthy program.



# GOVERNANCE

## DID YOU KNOW THAT...



... women hold

**44 %**

of senior management  
and leadership  
positions at Vueling?

**57 %**

of our  
Management  
Committee?



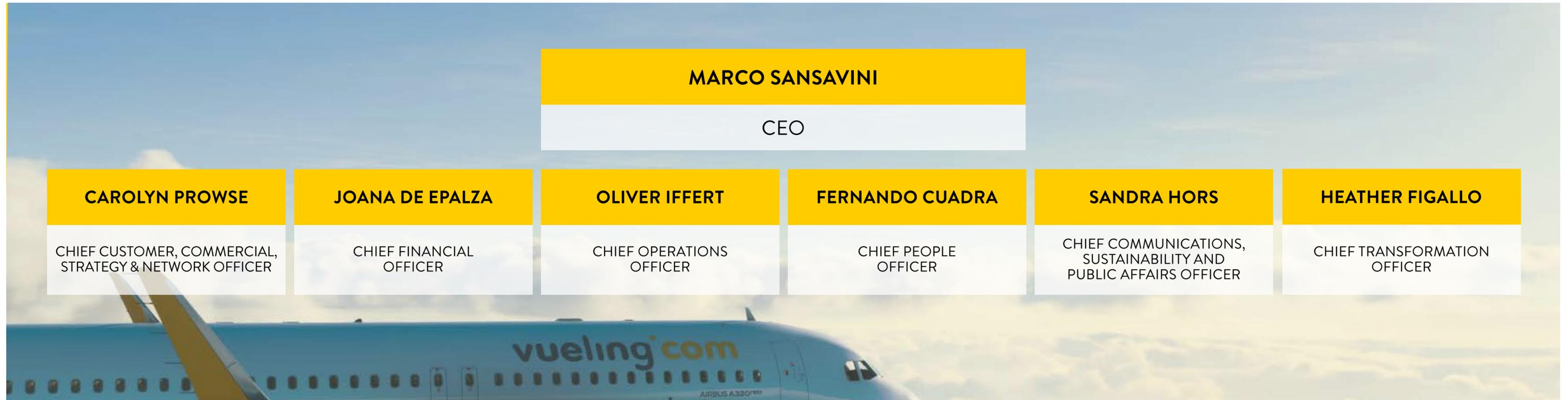
**100 %**

of the people in the company must comply  
with our Code of Conduct?



... we have robust data protection, privacy,  
cybersecurity and information security tools  
in place?

# MANAGEMENT COMMITTEE



At the heart of our commitment to sustainability is a Management Committee that is aware of the importance of environmental, social and governance (ESG) issues.

This Committee is made up of individuals with expertise in areas such as risk management, data security, senior management in the aviation sector and sustainability. In a changing landscape, our Committee is in constant search of knowledge, participating in regular briefings and discussions.

The diversity of knowledge and experience of its members brings a **global perspective** when assessing **ESG issues** in our company.

MORE WOMEN IN LEADERSHIP POSITIONS



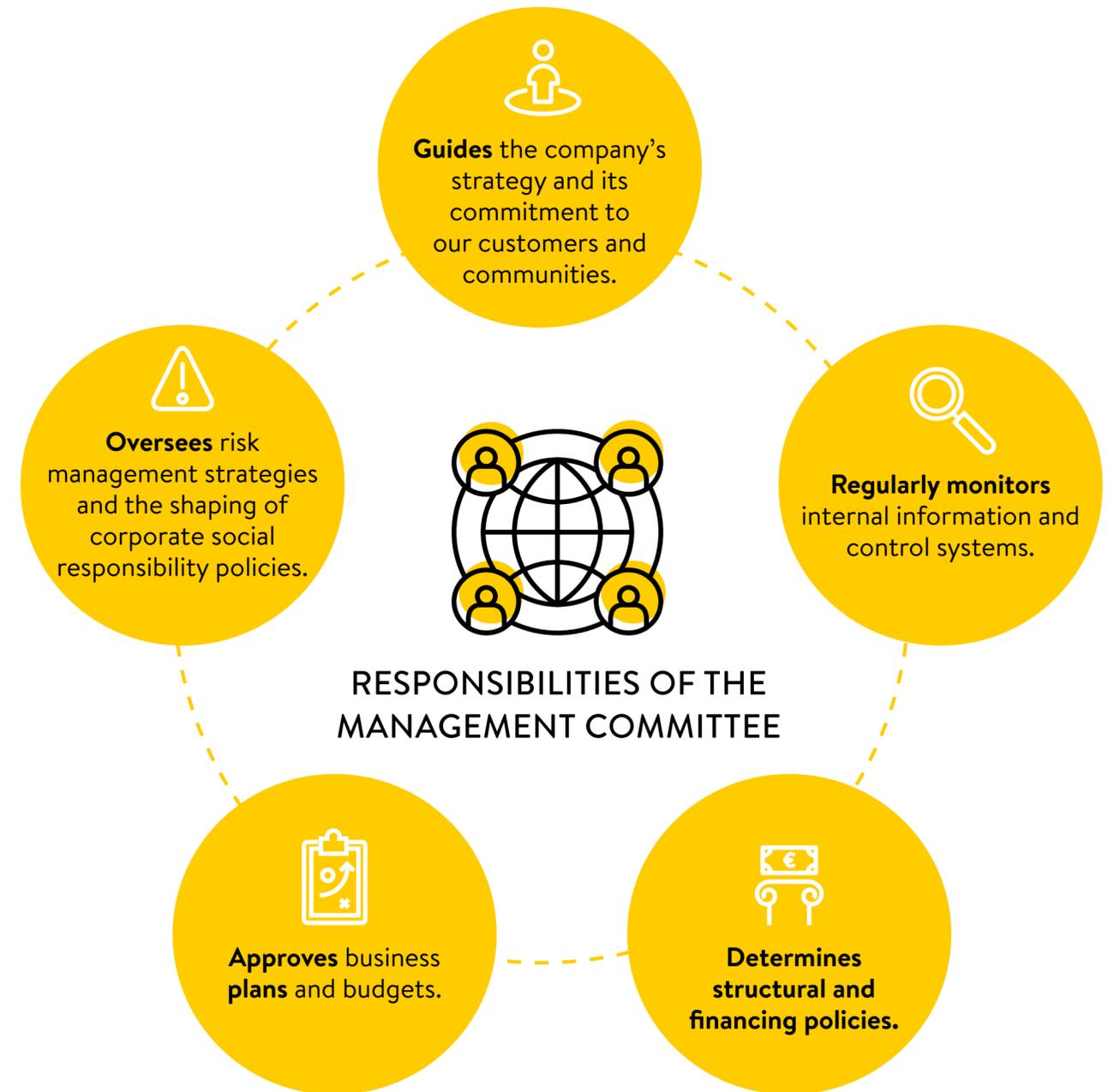
Percentage of women in senior and management positions



Percentage of women in the Management Committee



Notably, female representation on the Management Committee is above the EU average (33 %) and the global average (32 %), according to the *Women in Business 2022* report by Grant Thornton.





# OUR SUPPLIERS

We consider it essential to work with business partners who meet our standards of integrity.

To this end, we have a key instrument: our KYC (Know Your Counterpart) Guidelines, which detail the requirements and procedures for supplier selection.

Among the procedures outlined therein is the basic screening, which consists of a due diligence assessment for potential partners, carried out by the risk monitoring team.

This process aims to ensure that our suppliers are aligned with our requirements and to help us identify financial, reputational, corporate social responsibility (CSR) or sanctions risks.

It therefore classifies the compliance risk of suppliers based on three colours: green (no risk), amber (medium risk) and red (high risk). In case of medium or high risk, the compliance team carries out an individual assessment of each case and establishes measures such

as requesting additional information or, in severe cases, termination of the business relationship.

In 2022 we updated our guidelines to include an obligation for all new suppliers to undergo this basic screening, regardless of their category and contract amount. For legacy suppliers, our KYC software alerts us to potential risks so that we can implement assessment and monitoring measures.



**In Vueling, we believe in the importance of working with suppliers who share our values.** In this regard, since we implemented our KYC guidelines, we have strengthened our supply chain, ensuring that each partner is aligned with our ethical standards”.

**JOANA DE EPALZA**  
Chief Financial Officer

# RISK MANAGEMENT

In the area of risk management, we prioritise addressing risks associated with sustainable aviation, as well as those related to staff, culture and labour relations, identifying them as key risks.

Our Management Committee conducts regular assessments, especially during the review of operational and strategic plans. Decision-making concerning sustainability risks is based on measures such as scenario analysis in the framework of the TCFD, the implementation of ISO-14001 compliant systems and adherence to IATA's environmental program (IEnVA), in which we've reached Stage 2.



As an integral part of IAG, our core risks are aligned with the Group's strategic priorities, including environmental sustainability. These risks are reviewed and assessed as part of the group's Enterprise Risk Management (ERM), which is presented to the Audit and Compliance Committee on a half-yearly basis and to the Board on an annual basis.

 For more detailed information on ESG risk management at the Group level, see [IAG's Consolidated Non-Financial Report](#).

# ETHICS AND COMPLIANCE

We have robust ethics and compliance tools that help us operate in an honest, accountable and transparent manner.

## IAG General Code of Conduct

The IAG Group's General Code of Conduct encompasses a set of ethical principles and standards of conduct that guide the actions and behaviour of Board members, executives and staff in their business and professional interactions and actions.

This code is mandatory for everyone in the group and is enforced through online training applicable to all our staff, including Board members.

Its basic principles include fair and equitable treatment, non-discrimination, justice, and respect for human rights.

## Speak Up Channel

Our Speak Up channel is a tool that allows people to safely report suspected ethical violations.

In 2023 we adapted our Speak Up channel to the regulatory requirements of Act 2/2023 of February 20 on protecting people who report regulatory breaches and fighting corruption, which applies Directive (EU) 2019/1937.

To comply with regulatory requirements, we modified the Speak Up channel and policy to ensure that it covers both criminal and administrative offences, and included our teams, trainees, managers, Management Committee members, shareholders, and public and private suppliers.

In addition, our compliance team, together with the other companies in the Group, appointed a person to be in charge of the internal reporting system.





## IAG Slavery and Human Trafficking Statement

Our commitment to human rights is reflected in tools such as the **IAG Slavery and Human Trafficking Statement**, which is based on a **zero-tolerance policy** and applies to all people working for Vueling or on behalf of our company. We also share this statement with our suppliers, contractors, and business partners at the beginning of our work together and reinforce it throughout the professional relationship.

## Anti-bribery and Corruption Policy

The fight against corruption and bribery is part of Vueling's crime prevention program, which includes measures to enable our teams to prevent and detect potential offences under the Criminal Code and to understand how to report them to the relevant authorities.

This program also reflects our commitment to monitoring and sanctioning unethical and criminal behaviour, and to communicating with and raising awareness among our teams, promoting prevention.

## Crime Prevention Controls Matrix

In 2022 the Compliance department updated the **crime prevention controls matrix**. The goal of this tool is to identify all controls aimed at crime prevention at the company level, in line with compliance program effectiveness verification tasks.

This matrix is accessible through the Bwise platform, our governance, risk, and compliance tool, and is updated on a regular basis, increasing or decreasing the risk rating and assessing the implementation of new controls to address them.



## Data Protection and Privacy

Personal data protection is a priority for our company. We've carried out a thorough adaptation process to ensure that the privacy management of the data we process meets the highest standards of compliance, in accordance with the European Data Protection Regulation and other applicable regulations.

In this regard, we've implemented a series of policies and processes designed to ensure compliance. These include our Privacy Policy for customers and passengers, as well as our Privacy Policy for our employees, which is complemented by our new Personal Data Retention Policy, in line with best practices. This policy details the periods for which Vueling must retain personal information.

In addition, we have online and in-person training programs on privacy and data protection, with the aim of fostering a culture of awareness among our teams.

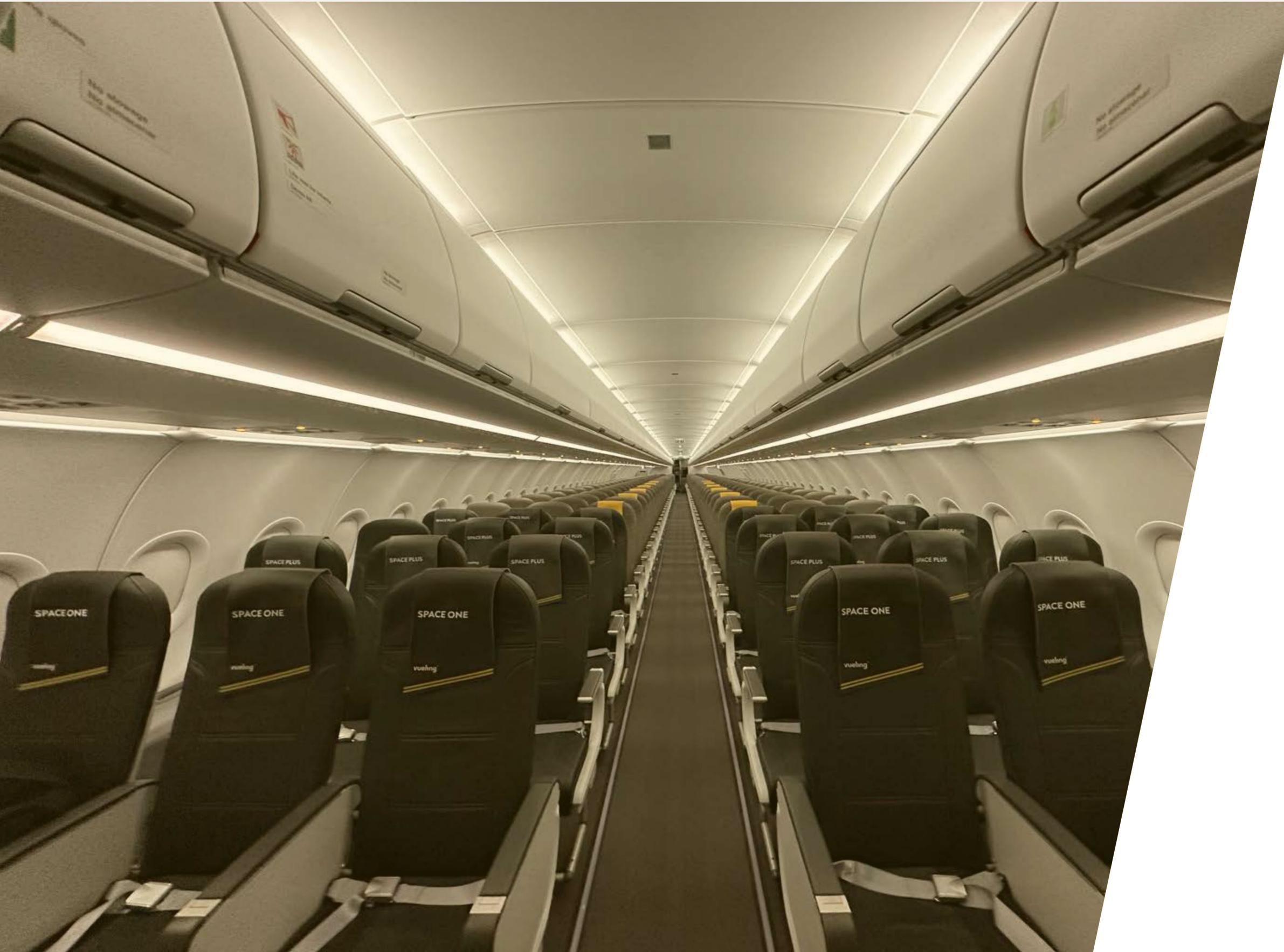
## Cybersecurity and Information Security program

We're aware of the importance of information security and its critical role in the success and continuity of our operations. In order to secure and mitigate cybersecurity risks, we've implemented a robust security program.

This program seeks to safeguard our operations from potential cyber threats or attacks, always in compliance with current legislation and in accordance with international standards and industry best practices.

Some of the cornerstones of our security program are as follows:

- Cybersecurity risk management.
- Monitoring of systems.
- Preparation for incident response.
- Systems auditing.
- Communication and training employees on cybersecurity.



## FURTHER INFORMATION

In this document, we've shared the actions we're taking on environmental, social and governance issues.

To learn more, please see the data presented below and IAG's Consolidated Non-Financial Report.

# KEY METRICS TABLES

**Table I. Greenhouse Gas (GHG) emissions statistics over time**

KEY CARBON FOOTPRINT METRIC	GRI STANDARD	UNIT	Vs. PREVIOUS YEAR	v2019	2023	2022	2021	2020	2019
Scope 1 CO <sub>2</sub> e	305-1	MT CO <sub>2</sub> e	7 %	(3 %)	<b>2,865,156</b>	2,597,426	1,349,113	858,835	2,776,605
Net Scope 1 CO <sub>2</sub> e		MT CO <sub>2</sub> e	1 %	(8 %)	<b>1,455,740</b>	1,422,764	1,223,418	858,835	1,527,078
Scope 2 location-based	305-2	KT CO <sub>2</sub> e	28 %	(17 %)	<b>4,301</b>	3,368	1,263	595	3,688
Scope 2 market-based	305-2	KT CO <sub>2</sub> e	5 %	(65 %)	<b>921</b>	880	322	84	2,649
Scope 3 <sup>3</sup>	305-3	MT CO <sub>2</sub> e	14 %	(18 %)	<b>615,816</b>	540,020	321,004	298,290	752,389
KEY EMISSION REDUCTION METRIC	GRI STANDARD	UNIT	Vs. PREVIOUS YEAR	v2019	2023	2022	2021	2020	2019
Flight-only emissions intensity (inclusive of SAF CO <sub>2</sub> e reductions)	305-4	g CO <sub>2</sub> /pkm	(5 %)	(9 %)	<b>78.9</b>	83.3	94.4	108.6	87.1
Flight-only emissions intensity (exclusive of SAF CO <sub>2</sub> e reductions)	305-4	g CO <sub>2</sub> /pkm	(5 %)	nr	<b>79.0</b>	83.3	n/a	n/a	n/a
GHG reduction initiatives	305-5	t CO <sub>2</sub> E	218 %	64 %	<b>29,749</b>	9,361	39,089	3,076	18,169
Net reduction (ETS)		kt CO <sub>2</sub> E	20 %	13 %	<b>1,406,178</b>	1,173,878	125,695	0	1,249,527
Fleet age		kt fuel	11%	nr	<b>10</b>	9	8	nr	nr
OTHER METRIC	GRI STANDARD	UNIT	Vs. PREVIOUS YEAR	v2019	2023	2022	2021	2020	2019
Jet fuel	301-1	kt fuel	10 %	3 %	<b>901,179</b>	816,110	424,049	269,948	872,751
SAF		kt fuel	312 %	nr	<b>1,285</b>	311.7	nr	nr	nr
Electricity	302-1	'000 MWh	20 %	16 %	<b>15,799</b>	13,164	8,375	2,968	13,662
Renewable electricity		%	3 pts	nr	<b>76 %</b>	73 %	81 %	89 %	nr

Data related to Scope 1 and 2, as well as those related to the carbon intensity of flights, have been verified by Verifavia.



# ACTIONS TO MITIGATE NOISE

- We work with airspace managers such as ENAIRE (Spain), DSNA (France), NATS (UK), ENAV (Italy) to improve the management of airport arrival and departure procedures in order to reduce the noise impact of operations.
- For example, at London-Gatwick Airport we achieved 86 % Continuous Descent Operations (CDOs) in 2023

and we are working to increase this percentage at all other airports as well. These Continuous Descent approaches allow us to reduce emissions and noise. Spain is a leading country in the implementation of continuous descents with approximately 30 % of total descents, but we continue to work with ENAIRE to improve this figure.

- In addition, new generation aircraft such as the Airbus A320/321Neo aircraft that we operate allow us to reduce noise by 50 % compared to their predecessors thanks to new engines.

# TCFD SCENARIO ANALYSIS

**Table II. Task Force on Climate-related Financial Disclosures (TCFD) index**

Disclosure criteria recommended by TCFD	Localisation of information
<p><b>GOVERNANCE.</b> Refers to the organisation’s governance of climate-related risks and opportunities.</p> <ul style="list-style-type: none"> <li>• Committee monitoring of climate-related risks and opportunities.</li> <li>• Description of management’s role in assessing and managing climate-related risks and opportunities.</li> </ul>	<p>GOVERNANCE - 4.1. Management Committee</p>
<p><b>STRATEGY.</b> Refers to the actual and potential impact of climate-related risks and opportunities on the organisation’s business, strategy, and financial planning, where such information is material.</p> <ul style="list-style-type: none"> <li>• The climate-related risks and opportunities that the organisation has identified in the short, medium, and long term.</li> <li>• The impact of climate-related risks and opportunities on the organisation’s activities, strategy, and financial planning.</li> <li>• The resilience of the organisation’s strategy, taking into account different climate-related scenarios, including a 2°C or lower scenario.</li> </ul>	<p>FURTHER INFORMATION – 5.2.1 Análisis de los riesgos y oportunidades relacionadas con el clima</p>
<p><b>RISK MANAGEMENT.</b> How the organisation identifies, assesses, and manages climate-related risks.</p> <ul style="list-style-type: none"> <li>• The organisation’s processes for identifying and assessing climate-related risks.</li> <li>• The organisation’s processes for managing climate-related risks.</li> <li>• Description of how the processes of identifying, assessing, and managing climate-related risks are integrated into the organisation’s overall risk management.</li> </ul>	<p>GOVERNANCE – 4.2. Risk management</p>
<p><b>METRICS AND TARGETS.</b> Benchmarks and targets used to assess and manage climate-related risks and opportunities, where such information is important/material.</p> <ul style="list-style-type: none"> <li>• Benchmarks used by the organisation to assess climate-related risks and opportunities in line with its risk management strategy and process.</li> <li>• Scope 1, Scope 2 and, if applicable, Scope 3 greenhouse gas emissions and related risks.</li> <li>• Targets used by the organisation to manage climate-related risks and opportunities and performance against targets.</li> </ul>	<p>ENVIRONMENT – 2.1. Decarbonisation            FURTHER INFORMATION – 5.1. Key metrics tables            IAG NFIS REPORT</p>

# ANALYSIS OF CLIMATE-RELATED RISKS AND OPPORTUNITIES

In order to assess the prospects and challenges related to climate change within the framework of the TCFD (Task Force on Climate-related Financial Disclosures), we considered two different scenarios of rising temperatures.

WE ANALYZE AND DEFINE  
**ACTIONS TO MITIGATE  
RISKS** AND IDENTIFIE  
OPPORTUNITIES.



We analysed the possible impact of the following scenarios, as well as the actions we need to take to mitigate risks and capture potential opportunities in each of them.

We looked at physical impacts (heat waves and cold spells, floods, storms, and other extreme events), market impacts (changes in consumer or market attitudes), technological impacts (new technological needs) and political impacts (incentives, regulations and laws).



**SCENARIO 1  
1.5°C INCREASE**

This scenario assumes that climate policies are introduced early and gradually become more stringent. In this scenario, both physical and transition risks are moderate and carbon prices tend to be higher.

**Table III. Analysis of climate-related risks and opportunities: scenario 1**

	PHYSICAL	MARKET	TECHNOLOGICAL	POLITICAL
<b>IMPACT</b>	<ul style="list-style-type: none"> <li>• Extreme weather events leading to last-minute cancellations/delays.</li> <li>• Extreme conditions affecting infrastructure and operations.</li> <li>• Supply chain disruptions due to weather-related events affecting suppliers.</li> </ul>	<ul style="list-style-type: none"> <li>• Customers expect their journey from start to finish to be fully sustainable.</li> <li>• Increasing costs related to compliance with strict climate policies that may lead to higher prices.</li> <li>• Loss of public trust and social licence to operate due to perceived inadequate response to climate change.</li> </ul>	<ul style="list-style-type: none"> <li>• Emerging technologies to support the global transition to a low-carbon economy</li> <li>• Drought that will increase water costs and affect SAF production</li> <li>• Rapid technological advances make existing technologies obsolete.</li> <li>• Difficulty in the transition to renewable energy sources due to technological barriers.</li> </ul>	<ul style="list-style-type: none"> <li>• Access to incentives for the production of SAF</li> <li>• Diverging climate policies across countries and sectors leading to regulatory uncertainties.</li> <li>• Rising carbon prices affecting operating costs.</li> </ul>
<b>STRATEGIC RESPONSE</b>	<ul style="list-style-type: none"> <li>• Establish CAs and crew buffer zones.</li> <li>• Structural change in the network</li> <li>• Investment in resilient infrastructure and disaster preparedness.</li> <li>• Supplier diversification and development of more resilient supply chain strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• Innovation in sustainable products and services.</li> <li>• Early adoption of energy-efficient technologies and practices to mitigate compliance costs.</li> <li>• Implement an awareness-raising plan to mitigate the loss of public trust and confidence.</li> <li>• Transparent communication and proactive measures to improve sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>• Investment in research and development of next-generation low-carbon technologies.</li> <li>• Importing SAF to pre-empt future price increases.</li> <li>• Investments in scalable and efficient renewable energy solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion of harmonised policies and active participation in shaping policy debates.</li> <li>• Investing in other technologies to diversify risk.</li> <li>• Implementation of carbon pricing strategies and investment in carbon offset projects.</li> </ul>

\*Additional time added to the minimum feasible flight or ground time to obtain the scheduled time, to mitigate possible delays.

The 1.5°C increase scenario poses significant challenges, but also offers opportunities to set our company apart and increase its resilience. The integration of strategic responses spans several areas:

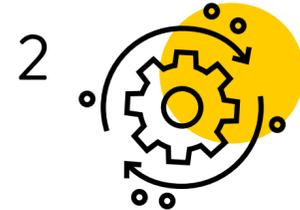


1

**PHYSICAL RISK MANAGEMENT**

Establishing Control Areas and crew buffer zones is vital to mitigate the impacts of extreme weather events.

Structural change in the network and investment in resilient infrastructure will prepare us for extreme weather conditions and potential supply chain disruptions.

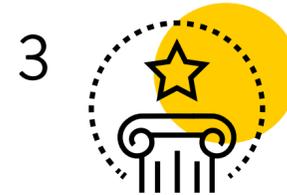


2

**ADAPTATION TO TRANSITION**

Service innovation is essential to meet our customers' expectations and mitigate compliance costs.

Early adoption of energy-efficient technologies, together with investments in research and development of low-carbon technologies, will ensure our long-term competitiveness.



3

**REPUTATION MANAGEMENT AND PUBLIC TRUST**

A transparent awareness-raising and communication plan will mitigate the loss of public trust by demonstrating a proactive commitment to sustainability.

Importing SAF and investing in renewable energy solutions will not only pre-empt future price increases but also support the perception of Vueling as an airline committed to reducing emissions.



4

**COLLABORATION AND ACTIVE PARTICIPATION**

The promotion of harmonised climate policies and active participation in regulatory debates will allow us to anticipate regulatory uncertainties and adapt to changes in carbon prices.

Diversifying investments in other technologies and implementing carbon pricing strategies will help us secure a strong position in a changing policy environment.

In short, our company's strategic response must be holistic, simultaneously addressing physical risks, the transition to a low-carbon economy, reputation management and proactive engagement in regulatory debates. This comprehensive approach will not only strengthen Vueling's operational resilience, but also support our position as a sustainability leader in the aviation industry.

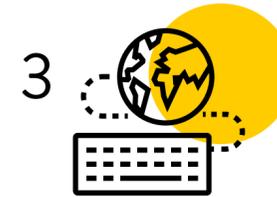
**SCENARIO 2  
3°C INCREASE**

In this scenario, some climate policies are implemented in certain jurisdictions, but efforts are insufficient to prevent the most extreme effects of global warming. Critical temperature thresholds are exceeded, leading to severe physical risks and irreversible impacts, such as sea level rise.

**Table IV. Analysis of climate-related risks and opportunities: scenario 2**

	PHYSICAL	MARKET	TECHNOLOGICAL	POLITICAL
<b>IMPACT</b>	<ul style="list-style-type: none"> <li>• Extreme weather intensity causing widespread damage to infrastructure and disruption to operations.</li> <li>• Increased delays/cancellations</li> <li>• Sea level rise poses a threat to coastal infrastructure and airport facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased operating costs due to the need for higher energy consumption for cooling and adaptation measures.</li> <li>• Changing travel patterns and preferences due to weather-related disruptions, affecting passenger demand. Decrease in income.</li> <li>• Damage to reputation and brand value due to a response to climate change that is perceived as inadequate.</li> <li>• Increased pressure from consumers to disclose information.</li> </ul>	<ul style="list-style-type: none"> <li>• Airlines forced to choose sub-optimal technologies at high costs.</li> <li>• Existing infrastructure becomes obsolete or incompatible with changing climate conditions.</li> <li>• Lagging behind in the development and adoption of technologies to mitigate climate impacts.</li> </ul>	<ul style="list-style-type: none"> <li>• Restricted one-way communication with aviation policymakers and regulators.</li> <li>• Little support for SAF production and technology development. Growth in demand management</li> <li>• Increased regulatory challenges and compliance costs due to the severity of climate impacts.</li> <li>• Breakdown in global cooperation on climate action, leading to a lack of coordinated efforts.</li> </ul>
<b>STRATEGIC RESPONSE</b>	<ul style="list-style-type: none"> <li>• Strategic site planning to minimise exposure to vulnerable areas. Adaptation of the network.</li> <li>• Adequate runway capacity and airport operational capacity, as well as upgraded air conditioning.</li> <li>• Investment in adaptation measures such as dams and relocation of vulnerable assets.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of energy-efficient technologies and renewable energy sources.</li> <li>• Higher prices to compensate for higher costs. Adaptation of the business model.</li> <li>• Diversification of services and routes to adapt to changing demand. New business units.</li> <li>• Transparent communication, strong sustainability initiatives and building a resilient brand image.</li> </ul>	<ul style="list-style-type: none"> <li>• Investment in resilient and adaptable infrastructure.</li> <li>• Research and development in innovative technologies, production of SAF and working towards climate adaptation and mitigation.</li> </ul>	<ul style="list-style-type: none"> <li>• Proactive engagement with regulators and early adoption of sustainable practices.</li> <li>• Promoting international collaboration and partnerships to address shared challenges.</li> </ul>

In the context of a 3°C rise, where climate policies are insufficient and we face severe consequences, we must adopt a comprehensive strategic response to mitigate risks and position the company sustainably:



**PHYSICAL RISK MANAGEMENT**

Strategic location planning and network adaptation will minimise exposure to vulnerable areas, while investments in adaptation measures such as dams and asset relocation will mitigate physical risks.

**ADAPTATION TO THE CHANGING MARKET**

The implementation of energy-efficient technologies and renewable energy sources is essential to counteract the increase in operating costs and adjust our business model to the new reality.

It is crucial to diversify services and routes to adapt to changing demand and build a resilient brand image through transparent communication and strong sustainability initiatives.

**TECHNOLOGICAL INNOVATION**

Investment in resilient and adaptive infrastructure, together with research and development in innovative technologies and production of SAF, will allow us to be at the cutting edge of climate impact mitigation and sustainable technology adoption.

**POLICY MANAGEMENT**

Proactive engagement with regulators, early adoption of sustainable practices and promotion of international collaboration are key to overcoming the limitation of one-way communication and addressing major regulatory challenges.

In short, Vueling's strategic response in this critical scenario involves not only a physical and operational adaptation, but also a profound transformation in corporate culture and active participation in shaping policies at a global level. This strategy will boost our operational resilience in the face of climate change impacts and emerging regulatory challenges.

# GREENHOUSE GAS EMISSIONS

## VERIFICATION STATEMENT



Verifavia has carried out independent verification of carbon inventory data for Scope 1 and 2 from 2019 to 2023, as detailed in the Carbon Footprint report.

 See the results in the [Key Metrics Tables](#) section.

It has also verified emissions intensity per passenger during the same period.



# PEOPLE AT VUELING

**Table V. Total number and distribution of types of employment contracts. Annual average of permanent contracts, temporary contracts and part-time contracts by gender and job classification**

JOB CLASSIFICATION	WOMEN				MEN			
	INDEFINITE CONTRACT		TEMPORARY CONTRACT		INDEFINITE CONTRACT		TEMPORARY CONTRACT	
	FULL TIME	PART TIME	FULL TIME	PART TIME	FULL TIME	PART TIME	FULL TIME	PART TIME
Captain	11	12	0	0	421	239	0	0
First Officer	22	11	0	0	460	103	0	0
Senior Cabin Crew	393	204	6	0	132	42	2	0
Cabin Crew	839	240	260	1	282	58	92	0
Personnel 1	3	0	0	0	4	0	0	0
Personnel 2	5	0	0	0	16	0	0	0
Personnel 3	18	0	0	0	18	0	0	0
Personnel 4	61	5	0	0	74	0	0	0
Personnel 5	161	11	5	0	235	2	3	1
Personnel 6	46	2	7	1	41	2	5	0
<b>Total</b>	<b>1,560</b>	<b>484</b>	<b>277</b>	<b>2</b>	<b>1,683</b>	<b>445</b>	<b>102</b>	<b>1</b>

**Table VI. Total number and distribution of employees by gender and job classification**

JOB CLASSIFICATION	WOMEN	%	MEN	%
Cabin Crew	1,387	58 %	452	20 %
Captain	23	1 %	680	30 %
First Officer	32	1 %	552	24 %
Senior Cabin Crew	610	26 %	176	8 %
Personnel 1	4	0 %	4	0 %
Personnel 2	5	0 %	16	1 %
Personnel 3	19	1 %	18	1 %
Personnel 4	68	3 %	72	3 %
Personnel 5	178	7 %	250	11 %
Personnel 6	53	2 %	42	2 %
<b>Total</b>	<b>2,379</b>	<b>100 %</b>	<b>2,262</b>	<b>100 %</b>

*Disclaimer: The non-financial information statement is taken into account in the consolidated Group report.*

**vueling**<sup>•</sup>