

BUILDING THE AVIATION OF THE FUTURE

ESG REPORT 2024

vueling



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VUELING TODAY



FLY WITH PURPOSE



Carolina Martinoli, President and CEO of Vueling

This is the second edition of our ESG Report, and with it we **reaffirm Vueling's commitment to a more responsible, transparent, and human development model.** Today, more than ever, companies have the responsibility to go one step further and become **active agents of the change that the planet and society demand of us.**

We know that aviation has a real impact on the growth and well-being of the communities in which it operates. Therefore, we are committed to developing solutions that allow us to transform it with a clear objective: to continue guaranteeing the social, economic, and cultural benefits that this sector brings to society. Along these lines, at Vueling, we are working on innovative initiatives that help us **reduce our environmental footprint, improve the environment in which we operate, and generate shared value with all our stakeholders.**

This vision is part of our essence. In 2024, we celebrate 20 years since the first flight that marked the beginning of our history. What began in 2004 with two aircraft and five destinations is today **a leading airline in Europe with a fleet of 131 aircraft, 38 million passengers carried annually, and more than 260 routes operated.** Over these two decades, we have connected people and places, but also talent, cultures, and opportunities. And we have done so guided by a **firm commitment to innovation, sustainability, and operational excellence.**

Our commitment to the planet

As part of the IAG group, we share a common **vision driving the transformation of the aviation industry toward a more sustainable future**. This ambition translates into a firm commitment to decarbonization, promoting concrete actions that bring us closer to **achieving net-zero emissions by 2050**.

In 2024, we took a key step in that direction by increasing our **supply of sustainable fuel (SAF) ten times compared to 2023, surpassing 12.000 tons**. This initiative marked the largest purchase of SAF in Spain's history and allowed us to avoid the emission of more than 35.500 tons of CO₂ into the atmosphere.

This commitment is compounded by **ongoing advances in operational efficiency with tools such as Optipath and Datalink**, which allow us to work on optimising our flight paths and processes. Furthermore, implementing measures to **ensure greater fleet efficiency** and incorporating practices that reduce onboard weight were key to reducing our carbon footprint.

We also **reinforced our commitment to responsible waste management**, both in flight and in our offices, and, for another year, we implemented the use of 100% renewable electricity in our corporate facilities.

Commitment to people and society

Sustainability cannot be achieved without people. That's why we invest in the well-being, development, and empowerment of our team. **We closed 2024 with a gender-balanced workforce, with women holding over 41% of executive and senior management positions and representing 55,6% of the Management Committee**. Diversity, equity, and inclusion are strategic pillars of our corporate culture. This culture is reflected in various training programs aimed at combating unconscious biases, and **initiatives such as "STEAMing," launched in conjunction with the Princess of Girona Foundation** and promoting scientific vocations among young people, especially women.

Our social action also reflects Vueling's commitment to a positive impact on the communities where we operate. In 2024, we collaborated with more than **25 organizations, operated more than 250 charity flights, and remain the leading airline in Spain for organ transplants**. We put our resources at the service of those most in need, convinced that flying also contributes to social well-being.

Towards responsible governance

Having a strong, ethical, and transparent culture is the foundation on which we build our positive impact. In 2024, we continued working to ensure our **suppliers passed sustainability assessments and updated our code of conduct training course to reinforce the importance of acting ethically in all areas of our business**. As part of the IAG Group, we continue to operate under the highest standards of compliance and risk control.

None of this would be possible without the **commitment and dedication of the more than 4.600 people who make up Vueling**, who allow us to continue advancing and transforming our sector from within.

We are building the Vueling of the future, and this Annual Report reflects that journey. Everything we do today contributes to a fairer, more sustainable, and more connected tomorrow. Because our goal is to fly with purpose, generating value in the communities where we operate and contributing to building a better world for future generations.

Carolina Martinoli,

President and CEO of Vueling

VUELING, 20 YEARS FLYING TOGETHER

Vueling, founded in 2004, has become one of the leading short and medium-haul airlines in Europe.

Vueling is a low-cost airline founded in Barcelona in 2004, driven by a passion for redefining industry standards and improving the customer experience. We have a network of more than 100 destinations in 30 countries across Europe, North Africa, and the Middle East, and by 2024 we have transported more than 38 million people.

All of this is possible thanks to a team of more than 4.600 people, whose commitment allows us to realize our mission, striving to go a little further every day.



OUR PASSION IS TO CONNECT PEOPLE AND PLACES AND CREATE VALUE FOR OUR SHAREHOLDERS, EMPLOYEES, CUSTOMERS AND SOCIETY, WHILE BUILDING OUR FUTURE SUSTAINABLY.



TOGETHER WE WILL LEAD THE LCC SECTOR IN ALL THE MARKETS IN WHICH WE CHOOSE TO OPERATE, UNLEASHING ALL OUR POTENTIAL THROUGH VUELING TRANSFORM



"Connectivity is a fundamental pillar of our strategy. We work to ensure that all our clients and destinations have travel options that adapt to the different needs and conditions of consumers. Our commitment is to maintain and strengthen these connections, bringing people together and facilitating new opportunities."

Miguel Ángel Henales, Chief Commercial Officer

KEY FIGURES

+38 million customers

260 routes

#1 in domestic traffic

30 countries

+90 airports

131 aircraft

+4.600 professionals

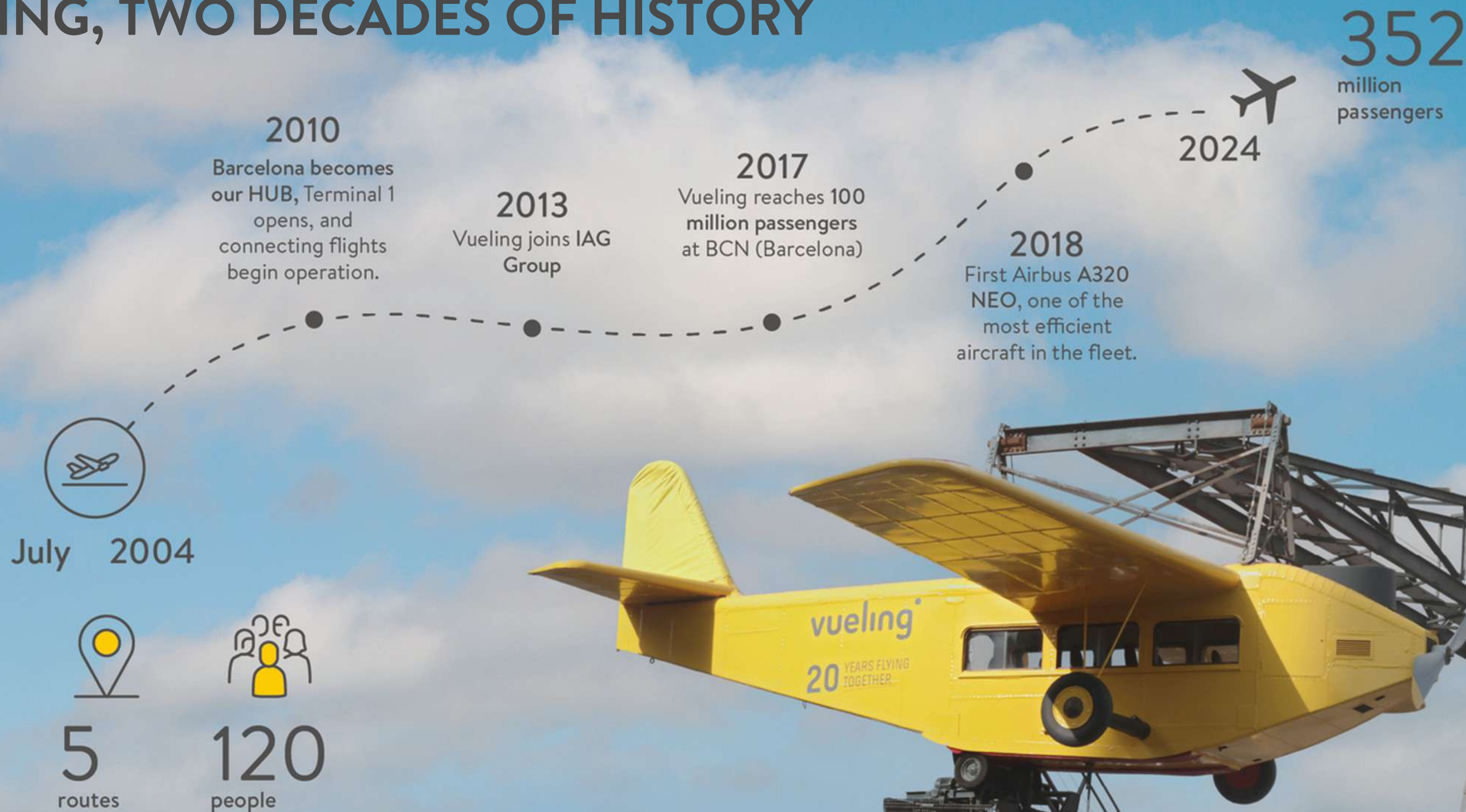
IAG Members

We are part of International Airlines Group (IAG), one of the world's largest airline groups, which also includes Aer Lingus, British Airways, Iberia, and Level. In total, IAG has more than 600 aircraft, carrying more than 122 million passengers to over 260 destinations in 91 countries.

Sustainability is a fundamental part of IAG's strategy. It was the first airline group in the world to commit to achieving net-zero emissions by 2050. By the end of 2024, the group's progress in sustainable aviation fuel (SAF) brought it closer to its goal of fueling 10% of its airline operations with SAF by 2030.



VUELING, TWO DECADES OF HISTORY



OUR ESG ROADMAP

After two decades of operations, 2024 has established itself as a key year for continuing to contribute to building a more sustainable aviation environment, both environmentally and socially, as well as in terms of governance.



"Sustainability is a driving force of transformation at Vueling. Through our ESG roadmap, we are driving change across the company, optimising resources and fostering a culture of innovation and commitment for a more efficient and responsible future."

Sandra Hors, Chief Corporate Affairs, Brand and Sustainability Officer



ENVIRONMENT



We continue to promote **initiatives aligned with IAG's joint commitment to achieving net-zero CO₂ emissions by 2050**. We recognise that environmental sustainability is a collective challenge that **requires the collaboration of individuals, businesses, and governments**. Therefore, we are making progress in **optimising our fleet, our operations, and the use of sustainable aviation fuel**.

[FIND OUT WHAT WE ACHIEVED IN 2024 HERE.](#)



SOCIAL



We facilitate the **creation of new jobs and boost the economy**. We also strive to foster an **inclusive and respectful environment** that promotes equality, diversity, education, and awareness. Through our social action, we also **contribute to improving the lives of our team members and the communities** in which we operate.

[FIND OUT WHAT WE ACHIEVED IN 2024 HERE.](#)



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**. This allows us to **integrate sustainability into every decision-making process** and the development of our business.

[FIND OUT WHAT WE ACHIEVED IN 2024 HERE.](#)

FINANCIAL MATERIALITY



material issues

impact on corporate results

IMPACT MATERIALITY



company

impact on the environment

DOUBLE MATERIALITY: A ROUND-TRIP IMPACT

The European Corporate Sustainability Reporting Directive (CSRD) requires a so-called "dual materiality approach" in the field of sustainability. Through dual materiality, we assess, on the one hand, our impact as a company on the environment, **including both the environment and people, and, on the other, how changes in the environment can impact the business from a financial perspective.**

At IAG, an entity subject to the sustainability reporting obligations of the European Union and Spain, of which Vueling is a part, we have analysed the impacts related to the group's own processes, the value chain (upstream and downstream), products and services, and commercial relationships in order to delve deeper into these two-way influences. As a result of this assessment, and based on impact, the following areas have been identified as the most relevant for the company:



ENVIRONMENT



CUSTOMERS



SOCIETY



PUBLIC ADMINISTRATION



EMPLOYEES



STAKEHOLDERS AND VALUE CHAIN

OUR ESG MILESTONES IN 2024

ENVIRONMENT



EMISSION REDUCTION

12.779 tons SAF¹ 98% voluntary
1.4% of total consumption

35.500 tons of CO₂ avoided

79,2 g CO₂/RPK issued

+220k calculated optimal flight paths

WASTE

73% of the waste recycled on board

ELECTRICAL CONSUMPTION

Installation of solar panels in our offices

100% renewable electricity in our offices

SOCIAL



SOCIOECONOMIC IMPACT

187.883 FTE jobs generated in the main markets
operated by Vueling²

13.830 M€ contribution to GDP²

COMMUNITY

Social

+25 collaborations for charitable purposes

145 organs transported for transplantation

+250 solidarity flights

People

49% of the vacancies are filled with internal
talent

GOVERNANCE



GOVERNING AND MANAGEMENT BODIES

41% of women in management positions

55,6% of women on the Management Committee

ETHICS AND COMPLIANCE

100% of the staff has received training on the Code
of Conduct

1. All the SAF we use meets the criteria established by the EU Renewable Energy Directive (EU RED). 2. Source: Study conducted by PwC on Vueling's socioeconomic impact.

RECOGNITION AND AWARDS FOR OUR ESG WORK



ENVIRONMENT

- Renewal of the **IATA Environmental Assessment (IEnvA) Stage 2** certificate, which endorses our commitment to environmental sustainability.
- Obtaining **IATA's Illegal Wildlife Trade Assessment certification** against illegal wildlife trafficking, one of only 10 airlines in the world to do so.
- **Foment del Treball 2024 Award**, in the Sustainable Development category, for our Optipath tool for environmental efficiency on flight routes.



SOCIAL

- The first European airline and the first low-cost airline in the world to receive **Top Employer certification**.
- **Best Customer Service**, based on an anonymous evaluation of all our customer service channels.
- **AENOR ISO18295 certification**, which endorses our focus on continuous service improvement.



GOVERNANCE

- Airline with the **highest level** in the transition plan management quality indicator according to **TPI (Transition Pathway Initiative)**.
- Member of **the network of companies for diversity and inclusion LGBTI (REDI)**.



"We recognized Vueling for its flight path optimisation strategy, which positions it as a benchmark in sustainability and innovation."

Promotion of Work

OUR COMMITMENT TO THE ENVIRONMENT





EMISSIONS REDUCTION

Addressing climate change is one of society's greatest challenges. We want to continue connecting people and places while working toward a more sustainable future.

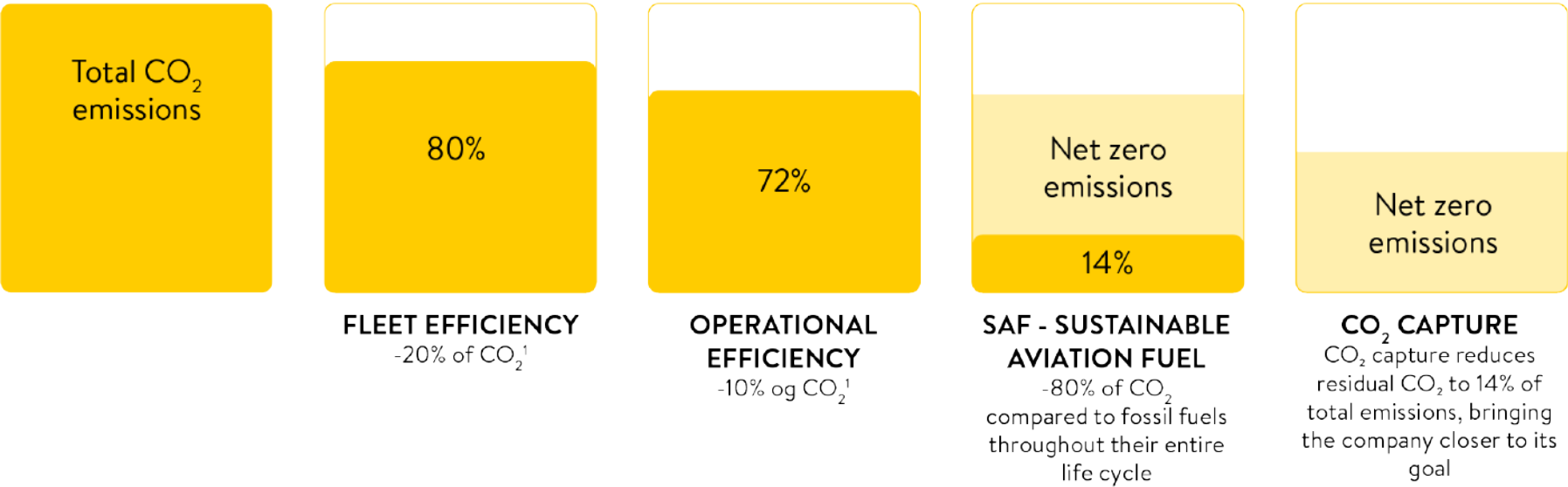
Many of our initiatives are aimed at minimising the carbon footprint of our operations. Thanks to the collaboration of our teams, customers, suppliers, and shareholders, we are getting closer to our goal every day.

ROUTE TO NET ZERO

As part of IAG, we work every day to advance our goal of reducing our environmental impact and achieving net-zero emissions by 2050. To achieve this, we have several levers:

Sustainable Aviation Fuel (SAF)	Fleet efficiency	Efficiency of operations	CO2 capture
We are committed to using this type of fuel as an alternative to kerosene.	We incorporate aircraft and implement measures that allow us to reduce emissions.	We optimised flight procedures and planning to reduce our carbon footprint.	We actively participate in carbon capture and offset projects.

Main levers



1. Average reduction value A320NEO vs A320CEO

SUSTAINABLE AVIATION FUEL (SAF)

SAF is a **renewable fuel** obtained from urban, forestry, or agricultural waste, used oils, green hydrogen, and CO2 captured from the air. Its greatest advantage is that it can already be used in today's aircraft and **allows for an 80% reduction in emissions** over its entire life cycle compared to kerosene or fossil fuels.

The SAF we use is **certified by ISCC** (International Sustainability and Carbon Certification), which guarantees sustainable production.

However, it's important to emphasize that the transition to the use of SAF represents a major challenge for the industry, due to limited production capacity and high costs, as well as European regulations and regulatory requirements. For this reason, we will need the collaboration of all actors in the value chain to advance the decarbonization of the sector.

IN 2024:

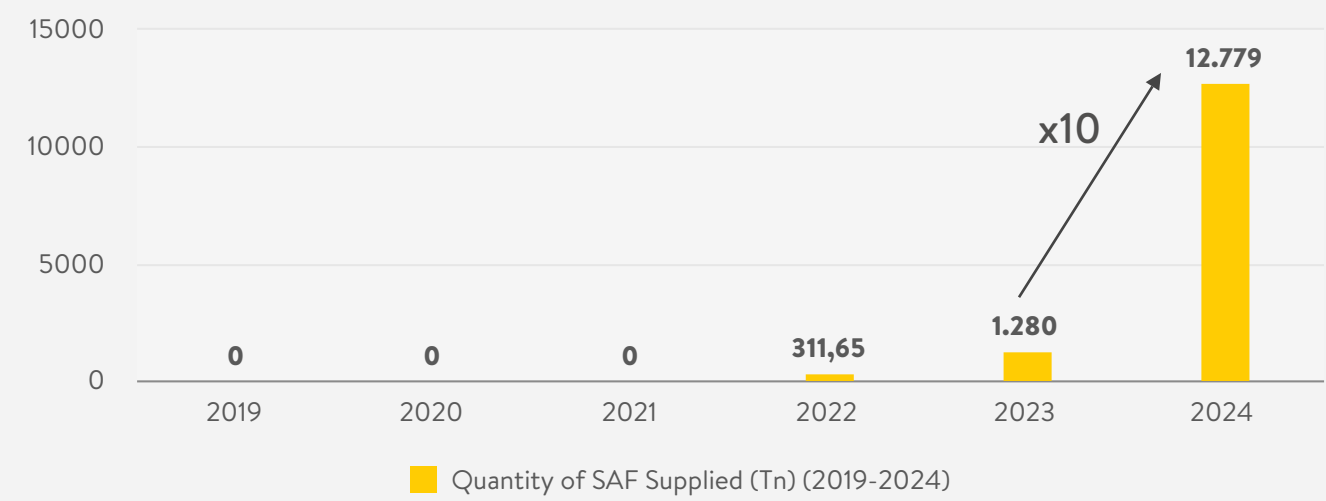
- WE SUPPLIED 12.779 TONS OF SAF ON OUR AIRCRAFT
- WE PREVENTED 35.500 TONS OF CO2 FROM ENTERING THE ATMOSPHERE
- 1,4% OF SAF SUPPLIED VOLUNTARILY AHEAD OF THE 2% MANDATE IN 2025



"In 2024, we will significantly increase our SAF supply, tenfold compared to 2023, in an effort to accelerate emissions reductions and support industrial production of this fuel. This is a key step that, along with other initiatives such as the development of the route optimisation tool, helps us advance toward our goal."

Santiago Lopezbarrena, Sustainability Manager

Evolution of the amount of SAF supplied*



*SAF quantities (Tn) adjusted to the actual densities of each batch.

FLEET EFFICIENCY

The type of aircraft we use, their weight, and their condition influence the fuel needed to fly and, therefore, our environmental impact. These were our main measures to improve the environmental performance of our aircraft by 2024.



AIRCRAFT OPTIMISATION

The implementation of measures and tools to improve aircraft aerodynamics.



ENGINE WASH

Maintaining engine cleanliness helps save 400 tons of fuel annually.



WEIGHT REDUCTION

The installation of ultralight seats on newly incorporated aircraft reduces fuel consumption.



Thanks to **various weight reduction initiatives**, we managed to reduce our CO2 emissions per flight.



-200kg
for ultralight seats



-43kg CO₂
per flight



-75kg
by eliminating paper in the cabin



-16kg CO₂
per flight



-15kg
in service cars



-3kg CO₂
per flight

"Optimising our operations is one of the key levers for moving toward more sustainable aviation. At Vueling, we are committed to operational efficiency with the goal of reducing our carbon footprint and ensuring a reliable and safe service."

Oliver Iffert, Chief Operations Officer

EFFICIENCY OF OPERATIONS

The evolution of our processes, especially those related to flights, contributes to optimising resources, particularly fuel consumption, which translates into fewer emissions.

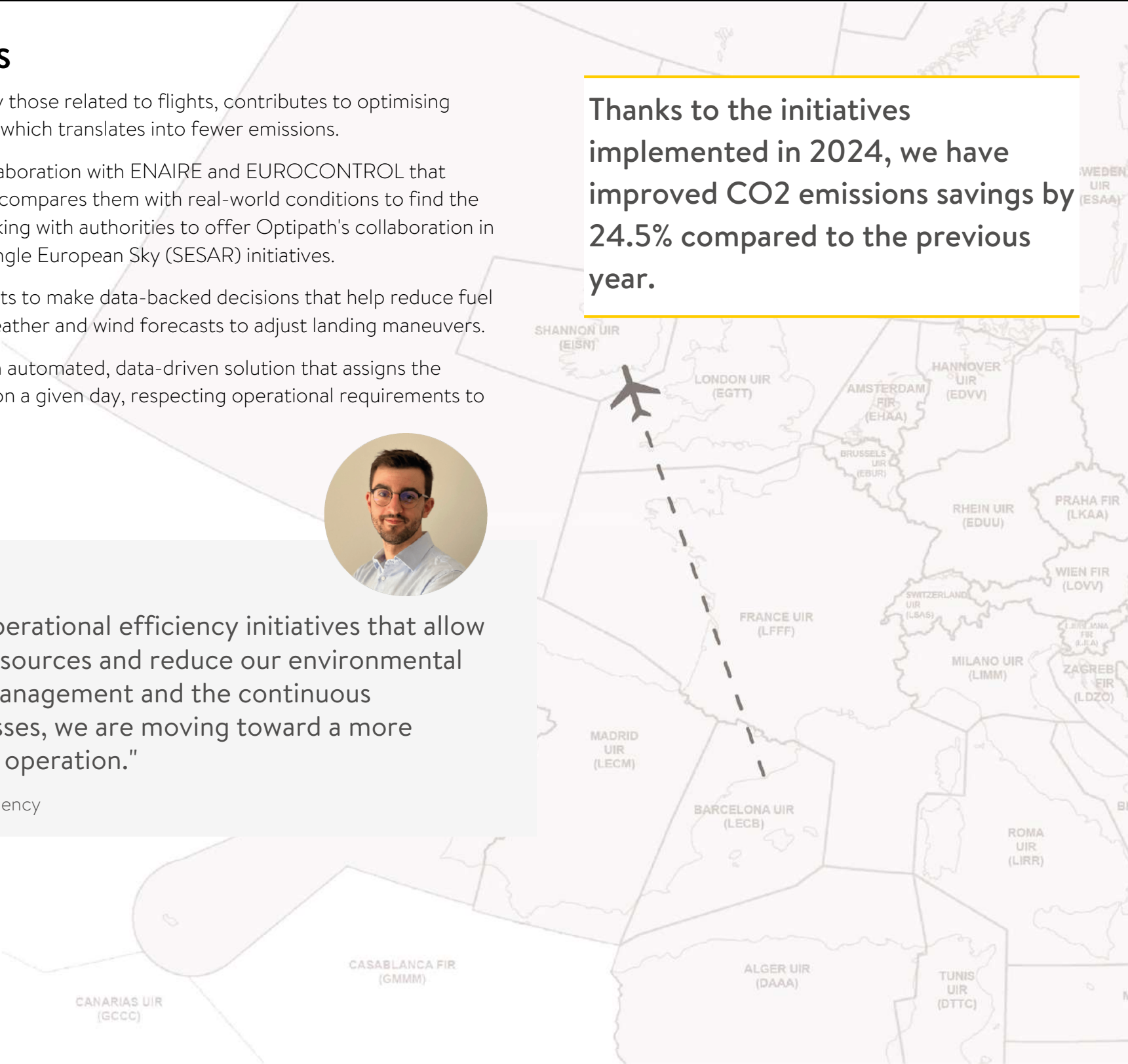
- **Optipath:** a tool developed in collaboration with ENAIRE and EUROCONTROL that identifies optimal trajectories and compares them with real-world conditions to find the most efficient routes. We are working with authorities to offer Optipath's collaboration in Free Route Airspace (FRA) and Single European Sky (SESAR) initiatives.
- **Datalink:** A system that allows pilots to make data-backed decisions that help reduce fuel use, such as checking real-time weather and wind forecasts to adjust landing maneuvers.
- **Dynamic Tail Allocation (DAT):** An automated, data-driven solution that assigns the rotations each flight will perform on a given day, respecting operational requirements to maximize operational efficiency.



"At Vueling, we promote operational efficiency initiatives that allow us to optimise the use of resources and reduce our environmental impact. Through smarter management and the continuous improvement of our processes, we are moving toward a more sustainable and responsible operation."

Antoni Mora, Head of Operations Efficiency

Thanks to the initiatives implemented in 2024, we have improved CO2 emissions savings by 24.5% compared to the previous year.



Optipath
Project:



200k

calculated optimal flight
paths

110k Tn

of CO2 potentially avoided

235

equivalent circles around the
Earth

WASTE REDUCTION AND RECYCLING

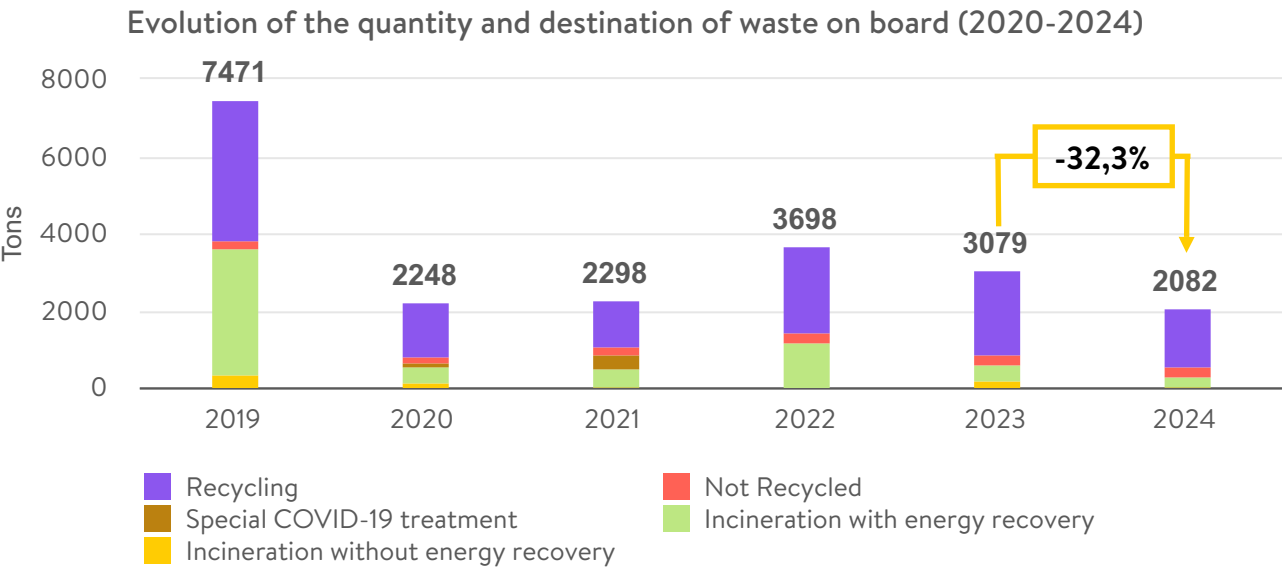
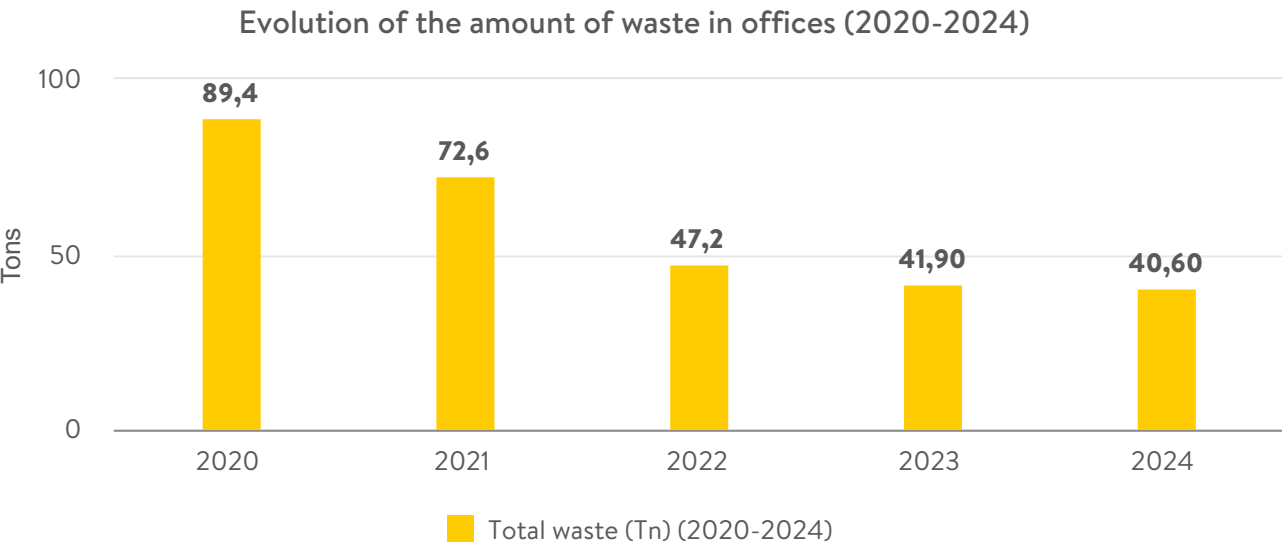
The environmental impact is also measured by the amount of waste generated. At Vueling, we are aware that limiting our carbon footprint means avoiding unnecessary consumption, generating less waste, and recycling it properly, both on flights and in the offices.

Thanks to the commitment of everyone at Vueling and the involvement of customers in these initiatives, it has been possible to make more efficient use of resources.



"I'm proud to say we integrate sustainability into our daily operations. We focus on providing the right number of cups and napkins, while asking passengers to help us separate recyclable from non-recyclable products."

Irina Godall Roca, Cabin Crew Member.



INITIATIVES ON BOARD

Last year, we carried 38 million customers on our planes. Good management of onboard resources makes a significant contribution to the environment.

- **A trolley with separate compartments** allows cabin crew, with the help of passengers, to sort waste generated on the aircraft by type for later recycling.
- **Happy hour with a 50% discount on fresh food** on the last flight of the day, to facilitate consumption and prevent food waste.
- **Implementation of paper cups** for most beverages on board, following a lifecycle analysis and customer preferences.



"Over the years flying with Vueling, I've witnessed constant changes in the flight deck. The shift in perspective is enormous. Now, three EFBs (Electronic Flight Books) are our basic tool. Thanks to these changes, we can plan with more accurate realities, optimise resources, and be more efficient."

Joaquín Capella Callaved, pilot



OUR 2024:

3,1%

less waste generated in
offices in one year



32,3%

less waste generated on
board in one year



100%

of renewable electricity in
offices

INITIATIVES IN OUR OFFICES

More than 700 people work at Vueling's headquarters. Thanks to their collaboration, we are reducing our environmental footprint through sustainability initiatives. In 2024, we will launch the following actions.



NEW INTEGRATED WASTE
MANAGER

We awarded this service to Marrones, a partner that guarantees an environmental commitment in management based on ecological and efficient criteria.



INSTALLATION OF SOLAR
PANELS

We installed panels capable of supplying part of the electricity required at our headquarters.



24 CAR CHARGER
SPACES

We expanded our electric car charging station to 24 spaces.



APPLICATION FOR
CARSHARING

We implemented a car-sharing app to make it easier for our employees to share a car while commuting to work, thereby promoting sustainable mobility.

SUSTAINABILITY DISSEMINATION IN AVIATION

Raising awareness about initiatives that promote more sustainable aviation is essential to raising awareness about the importance and benefits of reducing the environmental impact of this sector.

Congresses and events

Industry and professional meetings allow us to present the challenges and needs related to sustainability to a large audience, as well as the solutions we propose to address them:

FITUR (MADRID)

MWC & 4YFN (BARCELONA)

SUSTAINABLE TOURISM BNEW (BARCELONA)

SUSTAINABLE AVIATION FUTURES
(AMSTERDAM)

MALAGA FILM FESTIVAL – A FLIGHT OF
CINEMA

EURECAT TOURIST FORUM (BARCELONA)



COLLABORATIONS WITH PARTNERS

AEON BLUE



We signed a collaboration agreement to research the production of synthetic sustainable fuels (eSAF) through CO₂ capture and seawater electrolysis.

DIRSE



Vueling is a partner of the Spanish Association of Sustainability Managers. As a result of this collaboration, we organized the Digitalizing Sustainability event at our offices, where executives from different industries gathered to explore how technology is driving progress toward sustainability goals.

ENAIRe



We collaborated on the development of the Optipath tool, which identifies optimal flight paths based on real-world conditions to find more efficient routes.

OTHER ACTIONS

In 2024, we published a new report, "Measures for the Implementation of SAF in Spain," in which we analyse the policies needed in Spain to develop a SAF strategy that will enable the country to lead this industry in Europe and enable companies to compete in the new Green Deal economy.

SEDUCO



We have joined forces with the Seduco-Wenergy industrial group to promote joint projects for the development of advanced organic SAF, produced from agricultural waste such as slurry.



BIODIVERSITY

At Vueling, we understand that protecting biodiversity is a fundamental part of preserving the environment.

In 2024, we obtained IATA Illegal Wildlife Trade (IWT) certification against the illegal trade of wildlife, becoming the first Spanish airline and the first low-cost airline in Europe to achieve this distinction, which only ten airlines worldwide hold. This certification guarantees our commitment to global ecosystems by implementing measures to prevent the illegal transport of wildlife.

Furthermore, as members of IAG, we share the group's commitment to consider biodiversity and ecosystems in our activities, including the impact on wildlife and natural habitats, as well as implementing initiatives to preserve them.

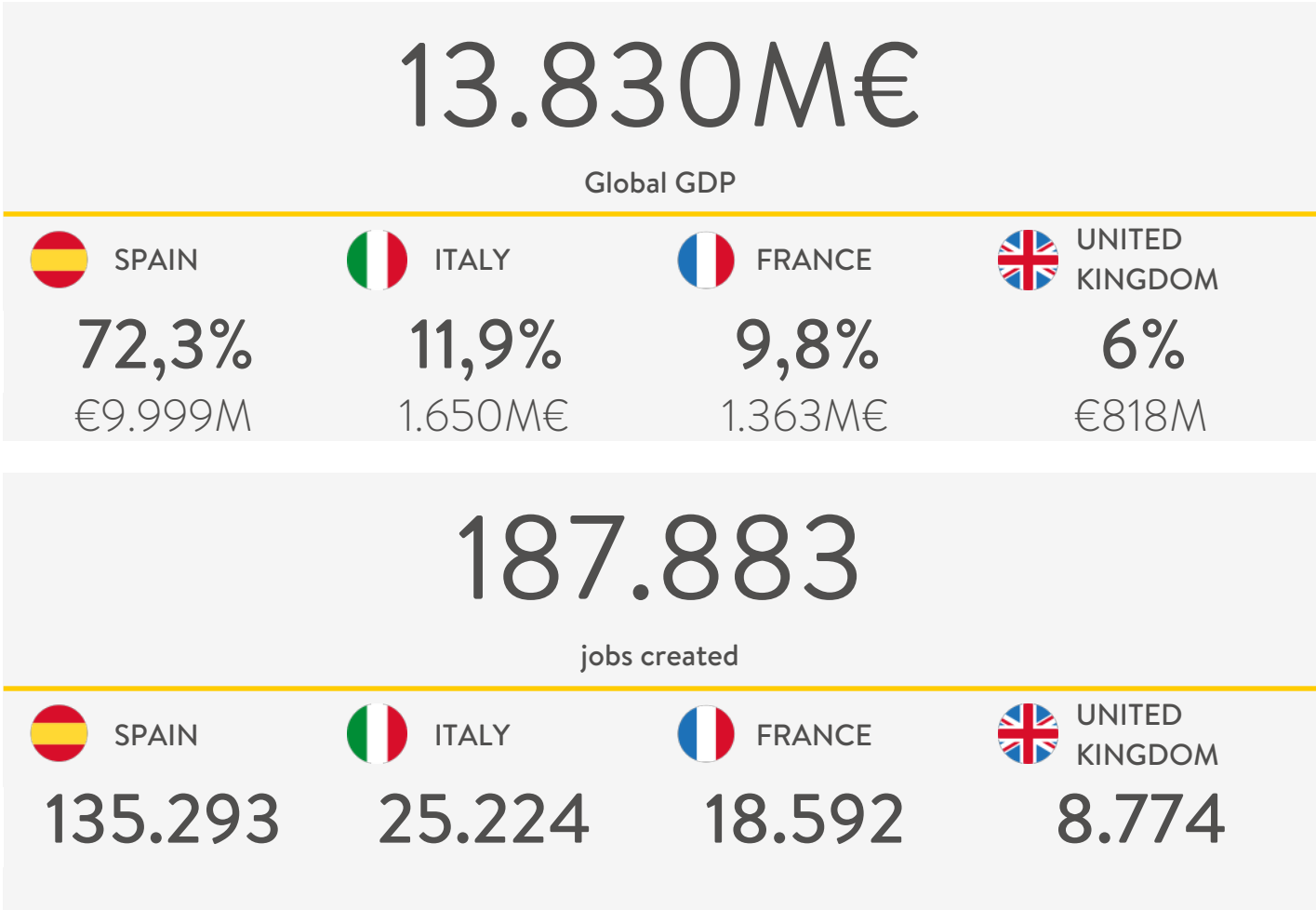


OUR COMMITMENT TO PEOPLE AND SOCIETY



SOCIOECONOMIC IMPACT OF VUELING

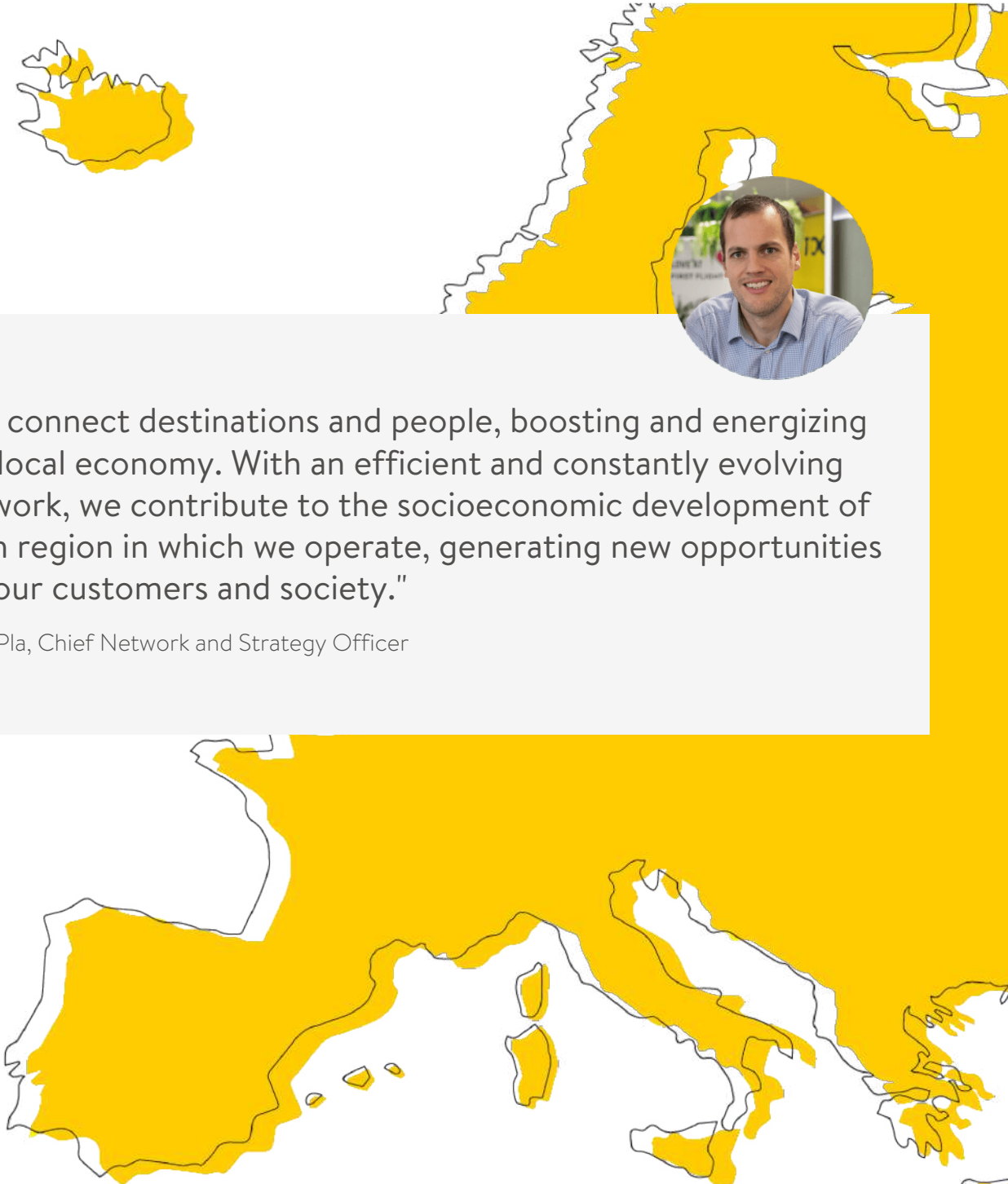
Our activities have a positive impact on the economies of the territories in which we operate, resulting in a contribution to those countries' GDP and the creation of direct and indirect jobs. According to a study by PricewaterhouseCoopers (PwC), the impact generated in fiscal year 2024 was as follows:



•

"We connect destinations and people, boosting and energizing the local economy. With an efficient and constantly evolving network, we contribute to the socioeconomic development of each region in which we operate, generating new opportunities for our customers and society."

Jordi Pla, Chief Network and Strategy Officer



COMMITTED TO THE COMMUNITY

As a company, we are firmly committed to generating value for society, from our own teams and clients to the communities in which we operate.

We embrace this responsibility by creating a company that is increasingly attractive to our employees and customers, and by directly contributing to improving the lives of those around us, including those in vulnerable situations.



"We believe that the growth of our company begins with the development and well-being of those who make it possible. That's why we continue to promote initiatives that foster talent, collaboration, and an environment where everyone can give their best."

Fernando Cuadra, Chief People Officer



OUR 2024:



First European airline
Top Employer

49%

of the vacancies are
filled with internal talent

100%

of updated operating
systems with high
security standards

+250

solidarity flights

SOCIAL STRATEGY:
GENERATING POSITIVE
IMPACT

Social action is part of Vueling's DNA and the cornerstone of our commitment to society. We are committed to improving the environment of the communities in which we operate, focusing our collaborations on projects that generate real and tangible change, with a special focus on three major areas of action.



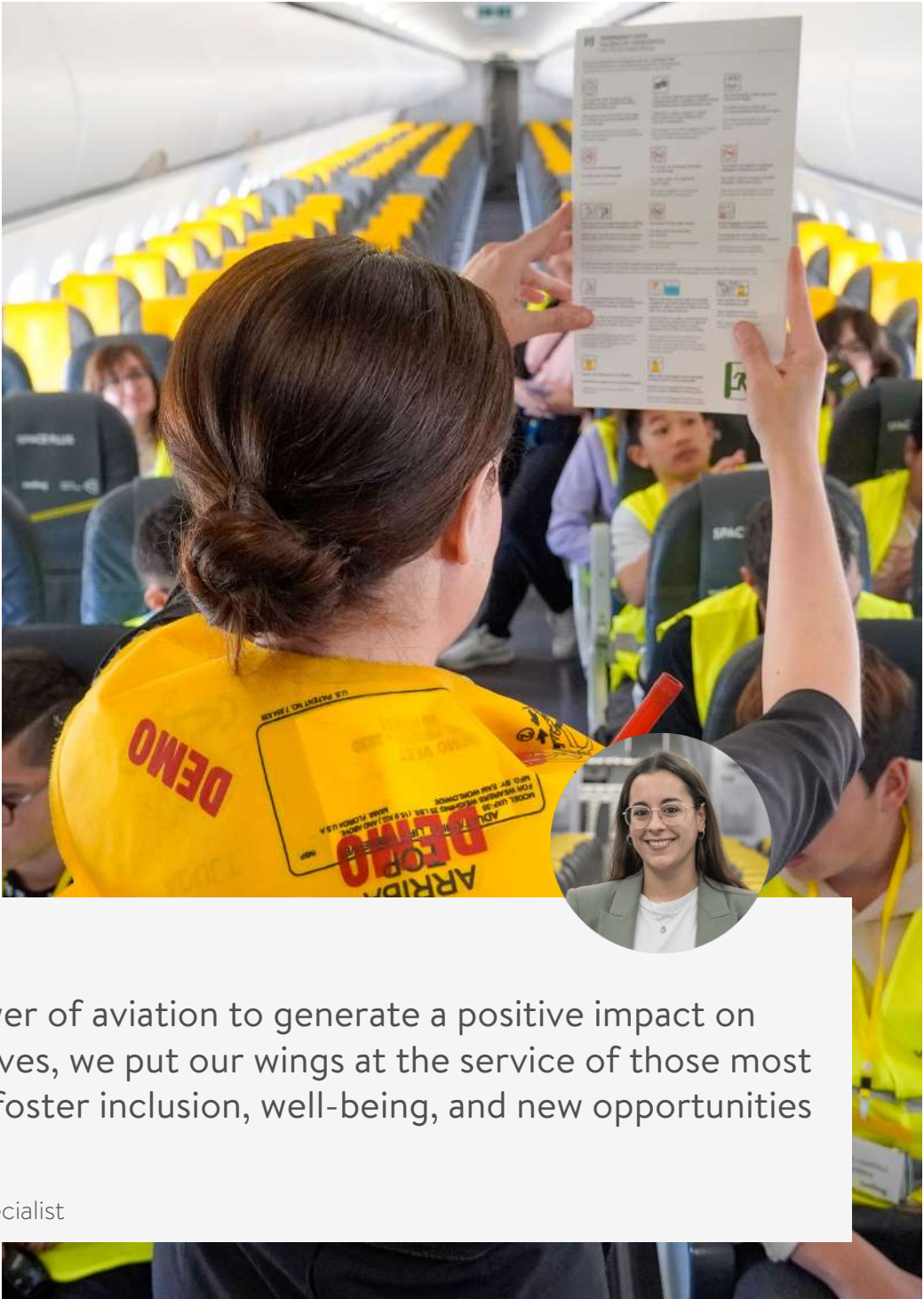
childhood



humanitarian causes



women



"At Vueling, we believe in the power of aviation to generate a positive impact on society. Through our social initiatives, we put our wings at the service of those most in need, supporting projects that foster inclusion, well-being, and new opportunities for all communities."

Carla Buj, External Communications and CSR Specialist

Solidarity movement for children

We collaborate with foundations and NGOs whose goal is to develop and improve the quality of life of children in vulnerable situations.



Since 2021, we've been collaborating with the **Lovaas Foundation** to bring therapy to children with autism, facilitating the travel of professionals who provide specialized care directly to their homes. In 2024, we launched the **ASD Guide**, a manual created with the Lovaas Foundation that offers useful **advice for families traveling by plane with children with Autism Spectrum Disorder (ASD).**



We contribute to the transportation of children with cancer-stricken relatives to summer camps organized by the **Spanish Association Against Cancer.**



In collaboration with the **ISTEA Association**, we invited a group of children with autism to experience one of our aircraft. The goal is to familiarize them with the flying **experience so they can feel more confident and prepared for future travel.**



We support **Make A Wish France** to help make the dreams of hospitalized or ill children come true, for example by facilitating trips to various Vueling destinations.



We've been collaborating with **Save the Children's Emergency Fund** since 2015. Since then, we've donated more than €1.13 million to various projects on the ground.



Collaboration with the **NGO Proyecto Juntos** so that hospitalized children can enjoy a break away from the hospital environment.



Solidarity movement: humanitarian causes

We focus our solidarity movement on facilitating the movement of people and materials in order to contribute to causes that have a positive impact on people and communities in vulnerable situations.

- **Agreement with the NGO Acción Senegal**, through which we facilitate the transfer of volunteers and healthcare professionals to Senegal to improve the lives of the local population.
- **Donation of 150 kg of clothing to the Cáritas Training and Employment Foundation**, which provides training and job placement to people at risk of social exclusion and manages the delivery of clothing, furniture, and other materials to vulnerable families.
- **Collaboration with Relats Solidaris** for the construction of the Victory Pavilion of the Enriqueta Villavecchia Foundation.
- **Support for the "Peace Holidays" initiative**, which provides a safe environment for children in Ukraine away from the conflict.
- **Collaboration with the NGO Hope and Progress** to transport incubators and volunteers to Senegal.
- Transport of suitcases and medical supplies from the **NGO Cultivant Vida** to Banjul.
- Collaboration with **Bicycles Without Borders** to transport volunteers on their expeditions.

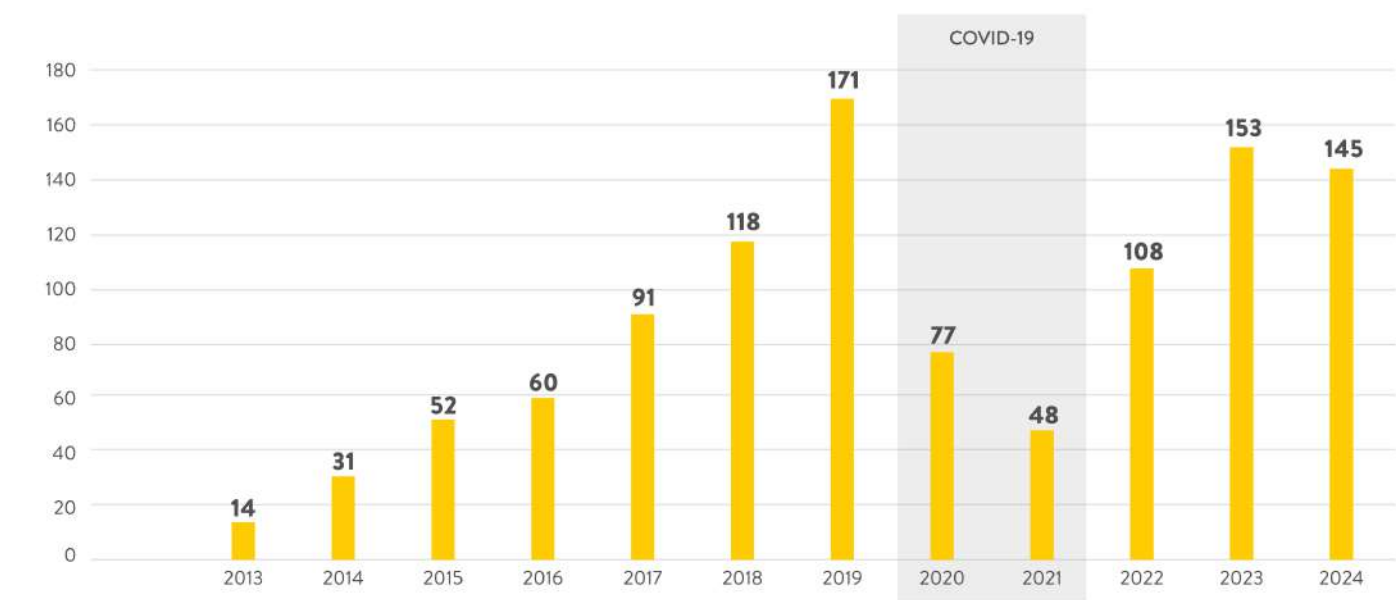


Vueling, leader in organ transport

Since 2013, we have transported more than 900 donor organs, **making us the airline that transports the most organs in Spain**, in collaboration with the **National Transplant Organization**.

One in five donated organs is transported by plane, highlighting the importance of air transport in this process.

Number of organs transported since 2013



In addition, Vueling actively participates in the Transplant Run, a charity race that seeks to raise awareness about the importance of organ donation and transplantation.





All together in major emergencies

During the **DANA** that severely affected Valencia, the **company mobilised volunteers and rescue teams**, in addition to facilitating the **transport of supplies and equipment** necessary to assist the affected communities. Together with the **SEPLA Ayuda Foundation**, we also collaborated on fundraising, reaching over **€1 million** thanks to donations from everyone to the foundation and **Vueling's contribution**.

This action, coupled with previous interventions such as support following **the volcanic eruption in Tenerife** last year and the **earthquake in Morocco**, demonstrates how aviation can respond quickly and offer support in critical situations.

Female empowerment and gender equality

Gender equality and diversity are key to a sustainable future. Therefore, our social strategy considers the empowerment of girls and women in the sector and raising awareness among men regarding equal opportunities as an intrinsic part of corporate responsibility. and the commitment to a more diverse and inclusive world

Steaming: Giving Wings To Female Talent

A program promoted in conjunction with the Princess of Girona Foundation, the goal of which is to foster youth interest and participation in STEAM (science, technology, engineering, art, and mathematics) disciplines in aviation, with a focus on gender equality and diversity in the workplace.

Breast cancer awareness

As part of International Breast Cancer Day, we are using our platforms to promote the "Early Check" campaign in collaboration with the Spanish Association Against Cancer to raise awareness about the importance of regular checkups for this disease.



THE VUELING TEAM

Cultural transformation, the key to talent

Driving corporate culture, based on our values, is the cornerstone of everything we do for and with the people who make up Vueling.

OUR VALUES:



MAKE IT HAPPEN. We achieve results by taking responsibility and making timely decisions, always with a positive attitude.



MAKE IT BETTER. We strive to go further, to improve, transform, and develop sustainably.



MAKE IT SAFE. We are responsible and reliable in our operations and daily work.



MAKE IT COST-FOCUSED. We manage costs efficiently and effectively, always focused on creating value in everything we do.



MAKE IT CUSTOMER-ORIENTED. We build strong relationships with our customers and consistently deliver solutions focused on their needs.



WIN TOGETHER. We work as a team and collaborate to achieve our goals.



In 2024, we became the first European airline and the first low-cost airline in the world to receive this certification. This seal distinguishes us for applying our mission, vision, and values to our actions, for our cultural transformation plan, for our people development initiatives within our teams, and for our work environment and leadership, among other aspects.



Belonging and sense of community

At Vueling, we promote the creation of employee groups that foster personal connections, exchange knowledge and experiences in everyday life, and share common interests and situations. This year, **Flying Free (LGBTQ+)** group was created, joining other existing groups, such as the mountaineering group **"Rumbo a la cima" (Heading to the Top)** and **Vueling Together**, which organizes leisure and cultural events.

In addition, we continued celebrating our Friends & Family Day and Vueling's 20th anniversary event, which, for our team, was a time to strengthen ties.

Our team also demonstrates a strong commitment to solidarity, actively participating in initiatives such as the **AéroRun charity race in France** and the **Gran Recapte**, organized by the Banc dels Aliments (Food Bank), to collect food for people in vulnerable situations.

Commitment

For more than five years, Vueling has used the **OHI (Organizational Health Index)** as an indicator of the level of satisfaction and motivation of the people who work within the organization.

This index, which has continued to rise, allows us to identify areas where we can still improve to increase alignment among all groups with the corporate vision and strategy.



Boosting internal talent

At Vueling, we are more than 4,600 people committed to achieving results and proud to be part of the company. What sets us apart is our passion for making things happen, always striving for the highest standards. We foster an environment that encourages professional and personal growth, promoting strong leadership and talent development. Our team reflects who we are and the company's values.

Leadership Program

We've launched a leadership program for executives and a specific program for cabin crew and pilots, a key group for our transformation strategy and corporate culture.

Grow Program

We have provided 14,300 hours of voluntary training, with a Net Promoter Score (NPS) of 59. In 2024, we will highlight the online training program on diversity and inclusion, as well as the promotion of courses on workplace harassment prevention.

Internal Promotion

We fill 49% of vacancies with internal talent.

OKRs MODEL

We have continued to use this tool to measure staff performance and ensure alignment with objectives, transparency, and continuous improvement.

Yellow Academy

Our proprietary training program fosters professional development and facilitates the recruitment of future cabin crew members, equipping them with essential skills in 28 days of training.

Worker Satisfaction

The NPS for employee satisfaction six months after joining the company reached 81 points.



At Vueling, diversity counts

Vueling is a diverse company, and we encourage all groups to feel integrated and welcomed. In 2024, we launched various initiatives to promote diversity, equality, and inclusion. Some of the most notable were:

- We've joined REDI, the Business Network for LGBTI Diversity and Inclusion. We've also launched a training program related to this group.
- Regarding the presence of women at Vueling, we have given visibility to all the professions that within the world of aviation have traditionally been associated with male roles.

DIVERSITY AND INCLUSION

60+

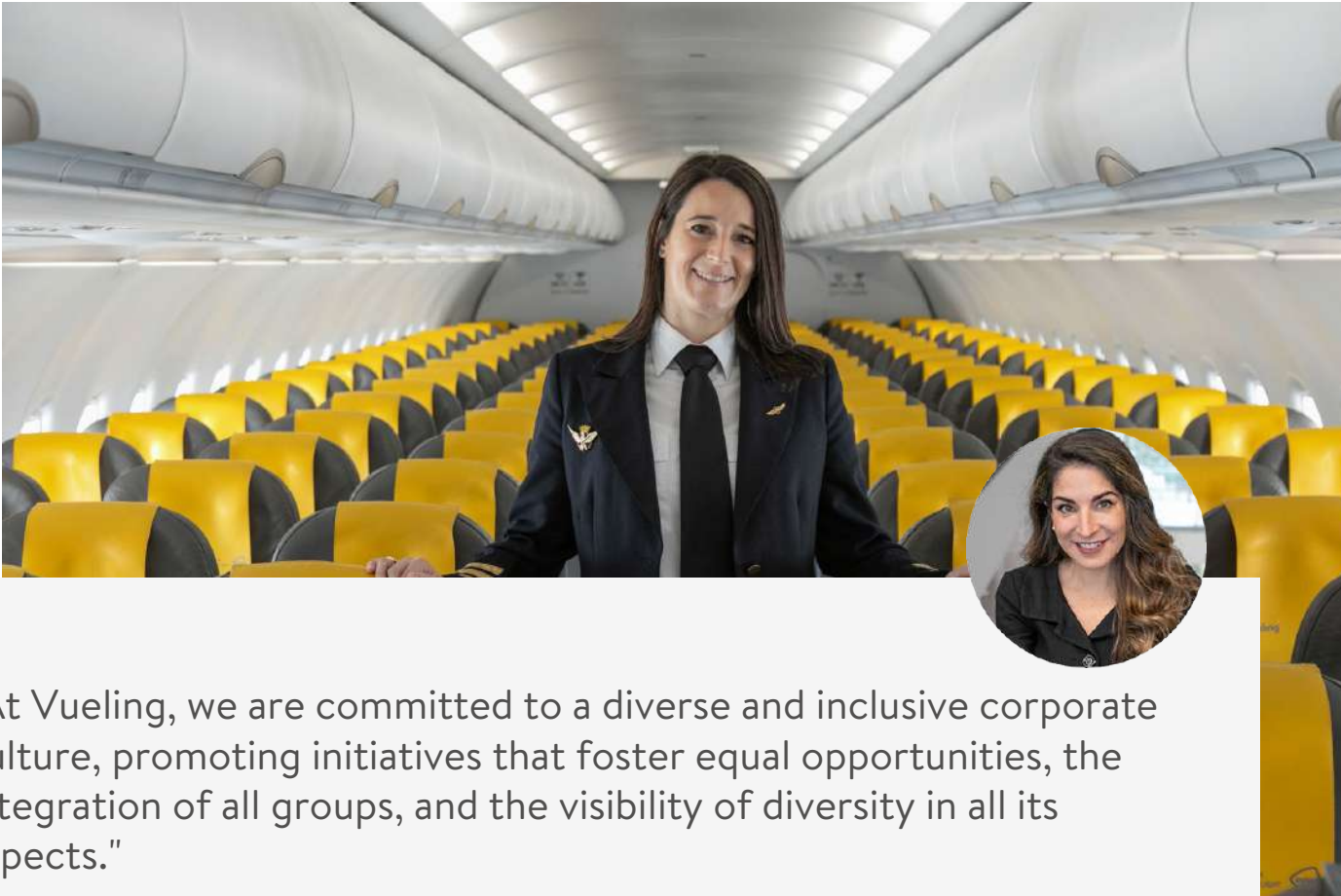
nationalities represented in the workforce

52,6%

of the staff are women

37,6

years of average age with generational diversity



"At Vueling, we are committed to a diverse and inclusive corporate culture, promoting initiatives that foster equal opportunities, the integration of all groups, and the visibility of diversity in all its aspects."

Dina Alvarez, Head of Talent



OUR CUSTOMERS, OUR REASON FOR BEING

Our goal is to **offer products and services tailored to each customer**. Our model has made air travel accessible to millions of people. That's why we welcome all types of customers: **those traveling alone, for work, with family, or with friends**. We're also committed to accessibility and caring for travelers with special needs. **Our entire team works to ensure each customer has a unique experience.**



BEST CUSTOMER SERVICE 2024

We earned the Leaders in Service award after evaluating our remote service channels using the Mystery Shopper format and conducting a customer satisfaction survey.



ISO18295 CERTIFICATION FROM AENOR

This certification recognizes that our customer service centers meet high quality standards and strive to constantly improve the user experience.

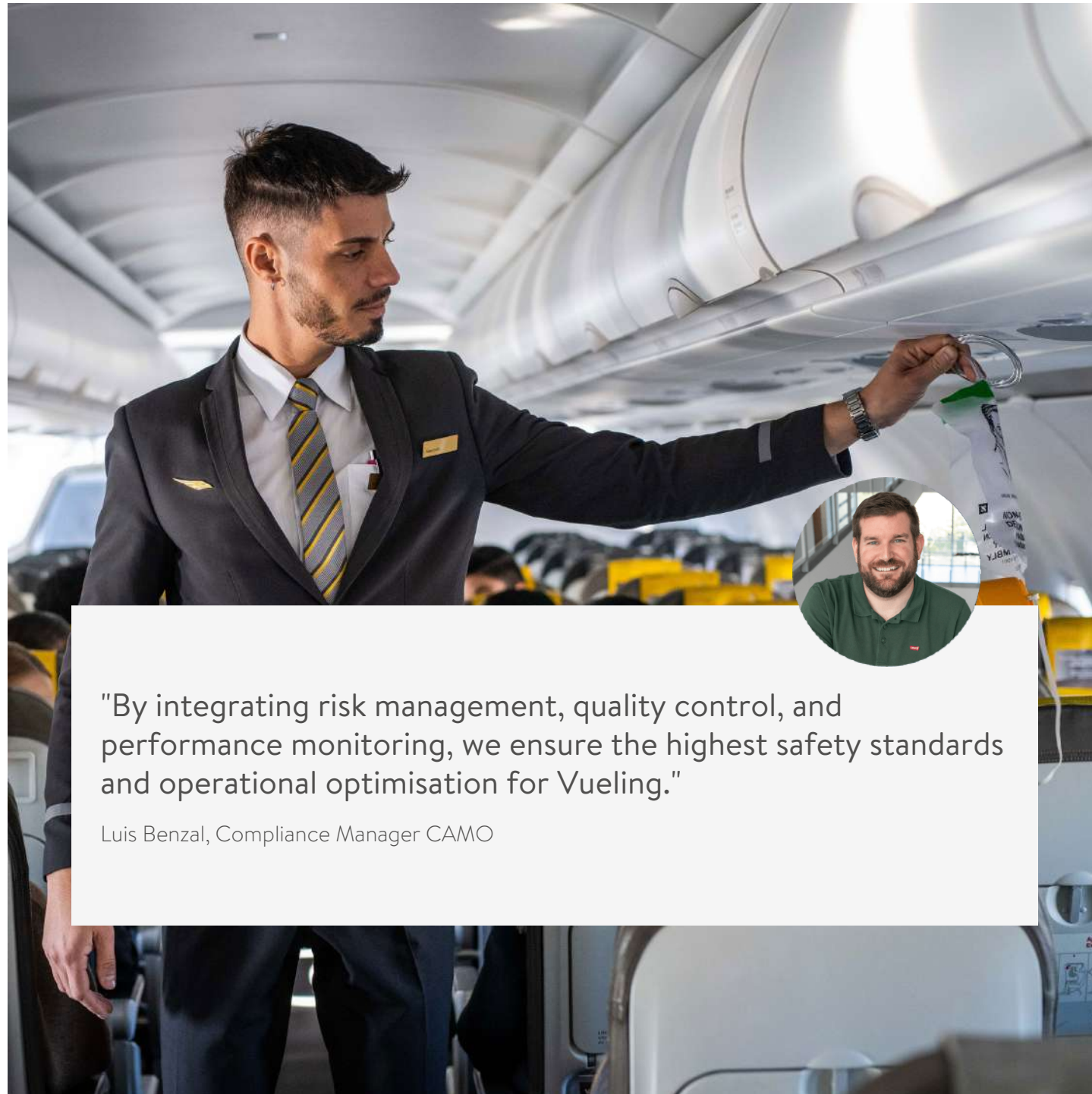
ATTENTION ON BOARD

We take into account each customer's preferences in the service we offer. Therefore, we strive to ensure that our selection of onboard products and services is inclusive and able to meet the most varied needs. To this end, we include vegetarian, vegan, and **gluten-free options in our catering service**, as well as plant-based drinks. We also offer **Braille versions of the menu** for those who require it.



"At Vueling, we put our customers at the heart of everything we do, combining innovation and warmth to offer a unique experience. Our commitment goes even further: we seek to generate trust, facilitate every step of the journey, and contribute value to society through an accessible, efficient, and sustainable service."

Melanie Berry, Chief Customer Officer



"By integrating risk management, quality control, and performance monitoring, we ensure the highest safety standards and operational optimisation for Vueling."

Luis Benzal, Compliance Manager CAMO

SAFETY, OUR GREATEST PREMISE

The security of our teams and clients is the fundamental principle of our business. We approach it from a dual perspective: operational and environmental security, and information and data security (cybersecurity).

Operational safety

For Vueling, an airline undergoing continuous transformation, regulatory compliance plays a crucial role in aligning ourselves with the aviation regulations set by the International Civil Aviation Organization (ICAO), the European Union Aviation Safety Agency (EASA), and our local civil aviation authority (EASA).

Thanks to our management system, we ensure that all areas and operating procedures are kept up-to-date, allowing us to guarantee the highest standards of safety and operational optimisation.

Cybersecurity and information security

Information systems are key to service delivery. To ensure their availability and integrity, as well as the protection and confidentiality of information, our **Information Security Office (OSI)** continuously monitors security solutions to prevent, detect, and, if necessary, respond to cybersecurity incidents quickly and efficiently.

At the same time, **we train and educate our teams and collaborators** through an outreach program, and we undergo regular security audits and assessments. This approach allows us to maintain and improve our operational resilience.

OUR COMMITMENT TO SUSTAINABLE GOVERNANCE



MANAGEMENT COMMITTEE

The Management Committee is made up of specialists with diverse knowledge and experience, with a high level of awareness of ESG-related issues such as risk management, safety, and the importance of sustainability in the aviation sector.

LEARN MORE ABOUT OUR EFFORTS TO FOSTER CULTURAL TRANSFORMATION AND TEAM CARE.

VUELING MAINTAINS ITS COMMITMENT TO GENDER EQUALITY:

55,6%

of the Management Committee positions are held by women





Melanie Berry	Fernando Cuadra	Joana De Epalza	Heather Figallo	Miguel Henales	Sandra Hors	Oliver Iffert	Jordi Pla
Chief Customer Officer	Chief People Officer	Chief Financial Officer	Chief Transformation Officer	Chief Commercial Officer	Chief Corporate Affairs, Brand and Sustainability Officer	Chief Operations Officer	Chief Network and Strategy Officer

OUR SUPPLIERS

We know that to implement actions that have a positive impact, we must go beyond the boundaries of our own company and ensure that this approach extends to our entire network. Therefore, we consider it essential that our business partners comply with our integrity standards. Through our KYC (Know Your Counterpart) guidelines, we assess our suppliers' financial, reputational, and corporate social responsibility (CSR) risks, as well as potential sanctions that could impact Vueling.

In 2024, we continued working with our suppliers on sustainability risk assessments.



ETHICS AND COMPLIANCE

Our ethics and compliance initiatives help us act honestly, responsibly, and transparently. These were the notable initiatives of 2024:

IAG Code of Conduct

In September, we updated this document to expand and improve the principles and values that should guide our actions as IAG employees. To make it more widely known among Vueling employees, we updated the online training on this code.

Conflict of Interest Policy

In 2024, we implemented new measures for detecting and managing potential conflicts of interest, as well as a new form for declaring them.

Speak Up Policy Update

We have incorporated improvements based on the evolution and maturity of the whistleblowing channel program.

Redesign of controls for crime prevention

In collaboration with the IAG group, we began redefining the scope of these controls to improve their effectiveness.



"At Vueling, we believe that responsible financial management goes hand in hand with a commitment to sustainability. Through a careful approach to selecting our suppliers, we seek to ensure that our decisions contribute not only to economic efficiency, but also to respect for the ethical and environmental values that guide our company."

Joana de Epalza, Chief Financial Officer

vueling