ESG FACTSHEET

SAFETY, QUALITY AND GOVERNANCE

easyJet plc

LAST UPDATED 10 DECEMBER 2024

OVERVIEW

Safety is at the heart of everything that we do and is everyone's responsibility.

We always speak up, learn and take action where it's needed.

The information in this document should be read in conjunction with our 2024 Annual Report and Accounts (pages 61 to 66 & 118 to 119) and our Safety, Security & Compliance policy, found at **corporate.easyjet.com/sustainability/policies/default.aspx**.

This factsheet provides supplementary disclosures on how we manage safety at easyJet.

The information contained in this document covers the period 1 October 2023 to 30 September 2024 (FY24).

INTEGRATED MANAGEMENT SYSTEM – A COMMON WAY OF WORKING



1. The threats and risks that need to be managed for us to achieve our goals
- Operational risks
- Occupational risks
- Security threats
- Fatigue risks
- Compliance risks

2. The organisation and resources required to implement the controls and defences
- Organisational roles and responsibilities
- Appropriate resources
- Awareness
- Information and communication
- Competences/training/records
- Documented and controlled information
- Collaborative working

3. The controls and defences required to manage the risk
- Risk management processes
- Contract management
- Procurement
- Emergency response plan
- Management of change
- Supplier management
- Just culture

4. Our assessment of how we are doing
- Incident reporting
- Monitoring, measurement, analysis and evaluation of performance
- Compliance monitoring
- Performance reviews (SAGs)
- Management reviews (ESB and AMB)
- External reviews and audits

5. How we ensure we always do better
- Continual improvement
- Research and Development

PERFORMANCE AND COMMENTARY

APPROACH TO SAFETY

LEADERSHIP AND VISION

> Understanding and commitment.

> Participation and consultation.

WHAT WE WANT TO ACHIEVE

> Protecting our people, customers, contractors, assets and properties.

At easyJet, we seek to achieve a safe and secure airline operation and business that complies fully with national and international safety standards and regulations. We do this through our Integrated Management System (IMS), which ensures the right people are in the right places at the right times, working with the right equipment and in accordance with the right procedures and management controls. Implicit in this is that principal risks are managed.

The IMS provides the key control for managing our risk; we can effectively manage the inter-related components of the organisation by combining all aspects of our systems, processes, and standards into one smart system. This saves time, increases efficiency, and supports the safety, security, compliance and environmental objectives.

Our IMS supports the delivery of our promise to be safe and responsible. To do this the IMS has six key goals.

1. **Continuous improvement** – both the IMS and our operational safety performance should be continually improved.
2. **Integration** – the elements and functions of the IMS should be part of 'business as usual' in all relevant areas, including those that are operational. Risk is not departmental; we are all stakeholders. The communication and sharing of information between functional areas is paramount.
3. **Visibility** – the visibility to stakeholders of both the actual activities we carry out, and the performance that is delivered during those activities, drives improvement.
4. **Meaningful measurement** – measuring the right things well is key to ensuring the effectiveness of the operation. Information produced by the system is used to inform stakeholder decisions, and to effect change.
5. **Optimisation** – we should make every effort to consider all business goals jointly. In everything we change, review or investigate, consideration should be given to safety, operational, and commercial goals as a coherent whole. The optimisation of these goals ensures the results are right first time.
6. **Analytical** – analysis of evidence is crucial to understanding individual events or trends. Investigative analytical methods are based upon the use of data or traditional forensic tools and processes.

ISO 9001 CERTIFICATION OF OUR QUALITY MANAGEMENT SYSTEM

We are happy to announce that easyJet is now certified to the ISO 9001 quality management standard. This certification from UKAS-accredited certification body DNV, demonstrates our commitment to consistent and continuous improvement when it comes to our business management systems.

The certificate which is valid until our next recertification audit in 2027, verifies and reflects our work in applying effective management principles and in turn enhances customer confidence and satisfaction – ultimately building further trust in easyJet. The certificate is valid for the following scope: the provision of the flying operation, including planning, crew management, aircraft operation, maintenance, ground handling and safety, security & compliance.



PERFORMANCE AND COMMENTARY (CONTINUED)

PRODUCT GOVERNANCE

SAFETY & OPERATIONAL READINESS COMMITTEE

SAFETY BOARD AT MANAGEMENT LEVEL

SAFETY REVIEW BOARDS AT MANAGEMENT LEVEL

SAFETY ACTION GROUP

OVERSIGHT BY THE PLC BOARD, VIA ITS SAFETY & OPERATIONAL READINESS COMMITTEE

The plc Board has established an independent Safety & Operational Readiness Committee as part of its governance framework. Meetings are attended by the Chair, Chief Operating Officer (COO) and Director of Safety, Security & Compliance. The primary function of the Committee is to oversee the Company's safety strategies, standards and policies and its performance against them; to identify existing and emerging safety risks and discuss related mitigations; and ensure an appropriate governance framework is in place in order to guarantee that safety receives the highest level of Board attention. Further information on the remit of the Safety & Operational Readiness Committee and its activities in FY24 can be found on pages 118–119 of the 2024 Annual Report and Accounts.

SAFETY BOARD AT MANAGEMENT LEVEL

The Safety Board (ESB) is responsible for reviewing the performance of our IMS and identifying actions to ensure that IMS and safety performance objectives are achieved. The ESB takes strategic direction from the plc Board and provides reports on its reviews to the Safety & Operational Readiness Committee as required.

The ESB comprises accountable managers of all relevant easyJet entities (including regulated entities) and easyJet managers responsible for the provision of services to the easyJet entities (including Group Operational Services).

The ESB is chaired by the Chief Executive Officer (CEO) and is also attended by the COO and the Director of Safety, Security & Compliance.

SAFETY REVIEW BOARD AT MANAGEMENT LEVEL

For each airline in the easyJet Group operating under an Air Operators' Certificate (AOC), there is a Safety Review Board (SRB), each of which reports to the ESB. The relevant SRB considers matters of strategic safety and related matters in support of the relevant manager's accountabilities.

Each SRB is chaired by the accountable manager for the relevant AOC and includes functional heads and representatives from contracted organisations and services suppliers as necessary.

In particular, the SRBs monitor:

- Safety performance against the safety policy and objectives.
- That any safety-related actions are taken in a timely manner.
- The effectiveness of the operator's safety management processes.
- That appropriate resources are allocated to achieve the safety performance and objectives.



PERFORMANCE AND COMMENTARY (CONTINUED)

SAFETY ACTION GROUPS

Safety Action Groups (SAG) support the ESB and the SRBs with their key tasks of reviewing outcome performance, the effectiveness of controls, and identification of actions suitable to ensure that the products, services or activities are delivered in a safe and compliant manner.

SAGs are departmental or domain specific groups which provide information and recommendations to the ESB and SRBs for review and action.

MANAGERIAL RESPONSIBILITY FOR ALL ACTIVITIES WITHIN THE SCOPE OF THE IMS

The Safety & Operational Readiness Committee continues to ensure that easyJet operates in the safest and most responsible way that protects customers, employees and partners. The Director of Safety, Security & Compliance reports regularly to the CEO and has direct access to the Safety & Operational Readiness Committee Chair and to the Chair of the plc Board, which reinforces the independence of safety oversight. The Committee Chair reports to the Board with their own assessment of safety management within the airline throughout the year.

SAFETY PLAN

We regularly update an internal Safety Plan, which includes Safety, Security & Compliance (SS&C) objectives and the strategies to meet those objectives. It describes how we will improve performance over five years, and gives specific targets for safety outcomes, Safety Performance Indicators (SPIs), actions, and their completion dates.

GROUP ACTION

Operational risk

- Flight Ops Safety Action Group
- Fleet Safety Action Group
- Ground Ops Safety Action Group
- Engineering & Maintenance (E&M) Safety Action Group
- Cabin Safety Action Group
- Fatigue Risk Management System (FRMS) Safety Action Group
- Operations Planning & Delivery Action Group
- IT Safety Action Group

Security risk

- Security Action Group
- Disruptive Passenger Action Group
- Dangerous Goods Working Group

Health and Safety risk

- Flight Ops Safety Action Group
- Ground Ops Safety Action Group
- E&M Safety Action Group
- Cabin Safety Action Group
- Health & Safety/Facilities Action Group

Environmental risk

- Flight Ops Safety Action Group
- Ground Ops Safety Action Group
- E&M Safety Action Group
- Cabin Safety Action Group

Management System risk

- Management System Steering Group
- easyJet Airline company Limited/Air Operator Certificates SLA
- Performance Review Meeting

PERFORMANCE AND COMMENTARY (CONTINUED)

HOW WE PROMOTE SAFETY

We promote key safety messages through the following methods:

1 REGULAR COMMUNICATION CHANNELS

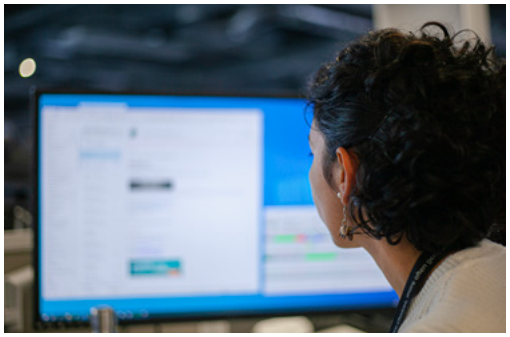
- Cross Check and Safety Focus – periodic publications for crew on operational safety topics.
- Employee newsletters - these are tailored to different groups and include information on key safety topics.
- A rolling programme of IMS Hub articles and promotions.

2 LEADERSHIP BRIEFINGS

- L50 – top 50 leaders have a briefing call on a regular basis. Key safety messages are included as required
- L350 – similarly the wider people leadership group also has a regular briefing where key safety messages can be raised as the need arises.
- Safety Conference – we host an annual safety conference for leaders across our IMS to raise discussion around key emerging risks and opportunities.

3 COMPETENCY AND TRAINING

As a highly operationally regulated business we must at all times ensure we have professional, trained and competent personnel, whether in an operational, administrative, supervisory or management capacity. This is key to performing our activities safely and responsibly.



ASSESSMENTS

For our frontline operations the competence of employees (in the air, on the ground, in hangars, and in training facilities) is subject to regular assessment by both our own experts and external bodies such as regulators. This enables employees to maintain the competencies they need to operate safely and responsibly. The training programmes that underpin these competencies are continuously reviewed and revised as appropriate, to ensure their relevance in supporting easyJet's objectives.



PERFORMANCE AND COMMENTARY (CONTINUED)

SAFETY CULTURE

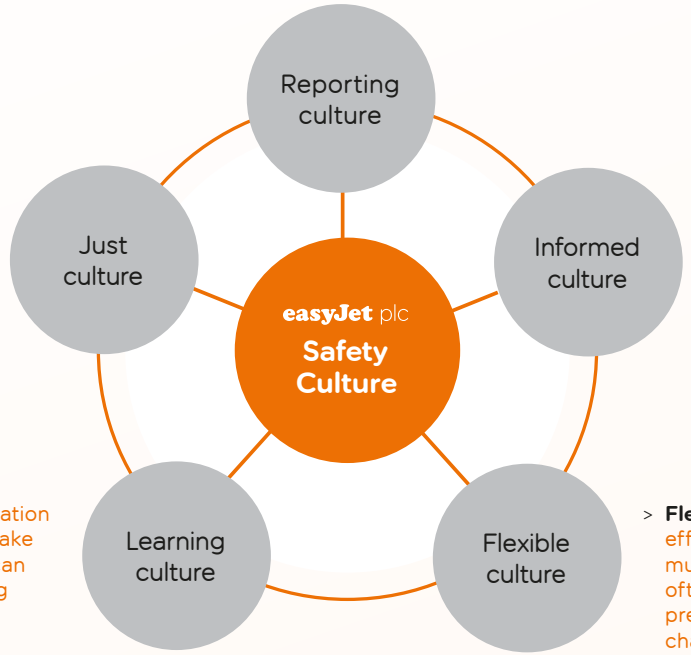
The European Aviation Safety Agency (EASA) defines safety culture as the 'set of enduring values and attitudes regarding safety issues, shared by every member of every level of an organisation'. This is the framework that we implement at easyJet.



There are many components to safety culture and some of the main ones include:

> **Reporting culture:** Cultivating an atmosphere where people have confidence to report concerns. This depends on both trust in the system and in feeling satisfied that concerns will be adequately assessed. It includes people understanding how to report their concerns.

> **Just culture:** The concept that people must trust that they will not be punished for any action taken that is in line with their experience and training. In the context of the IMS, the term 'safety culture' includes the culture applicable to all in scope IMS activity.



> **Informed culture:** How the organisation collects and analyses relevant data and actively disseminates information. Beyond simply informing people, the information needs to be accessible and relevant to the audience.

> **Learning culture:** How an organisation can learn from its mistakes and make changes. It is imperative that we can admit when things need improving and commit to making the necessary change.

> **Flexible culture:** The ability to adapt effectively to changing demands. We must accept that changes happen, often without warning, and be prepared as an organisation to change our ways of working to cope effectively with any given scenario.

PERFORMANCE AND COMMENTARY (CONTINUED)

INVESTIGATION

Effective management systems depend upon the investigation and analysis of incidents and occurrences. The SafetyNet system is used in investigations.

Once the investigation process outlined below is complete, resulting significant recommendations are managed and implemented.

The principle of 'monitored self-investigation' is used within easyJet. This principle empowers Subject Matter Experts (SMEs) from applicable teams to investigate events under the supervision of an independent safety (security, compliance or environment) risk management team.

The concept of 'one event, one investigation' ensures that all related safety reports are investigated as one event and led by one investigator. This reduces the risk of teams working in organisational silos and ensures that multiple stakeholders agree the cause(s), findings and recommendations. A lead formatting investigator is appointed to take overall responsibility for investigating an event. They may open sub-investigations where detailed investigation is required in a different SME area.

PROCEDURES FOR HAZARD IDENTIFICATION AND RISK ASSESSMENT

easyJet operates a Safety Management System using leading software systems to:

- Report incidents and identify events.
- Identify hazards and threats and take appropriate risk mitigating actions.
- Collect and analyse safety data (enabling potential areas of risk to be projected).
- Enable learning from easyJet and industry events/incidents to be captured and embedded into future risk mitigations.





EXTERNAL OVERSIGHT OF SAFETY, SECURITY AND COMPLIANCE

easyJet's aviation operation must remain compliant with EU and UK regulations.

This includes specific requirements for a management system (ORO-GEN-200).

Our management system is approved by our three National Aviation Authorities as part of our Air Operator's Certificates (AOC). We are audited annually by each authority (UK – Civil Aviation Authority, Austrian – AustroControl Group, Swiss – Federal Office of Civil Aviation), as well as inspection when we revise key procedures or implement significant changes.

In addition, we have achieved the Security Management System level 2 endorsement from the UK CAA.

PERFORMANCE AND COMMENTARY (CONTINUED)

EMERGENCY PREPAREDNESS

As an airline we have a well-managed and planned processes for dealing with emergencies. The Airline Management Board and Safety Board receive progress updates regularly on our emergency response planning and incident and crisis management. This set of policies and procedures covers the full range of incident and crisis types and sets out the escalation and activation criteria for different scenarios.

The key risks areas covered by our incident and crisis management framework are:

- Aircraft accident or other serious incident.
- Loss of a key facility (our own or critical supplier e.g. airport).
- An event involving our digital infrastructure.

The Crisis Leadership team and management team leaders are fully trained, and we have an ongoing programme of initial and refresher training as new members join the team.



ENVIRONMENTAL EMERGENCY TRAINING AND TESTING OF OUR RESPONSE PLANS

During FY22 we conducted a dedicated emergency exercise for managing a fuel/chemical spill in our Luton hangar. We tested the immediate response actions of our engineers, the supporting infrastructure (e.g. drain covers and oil traps) and our interactions with the airport authority. We used the learning to inform discussion with each of our airport authorities to ensure we are aligned with local processes in each location. There are Station Emergency Response Plans (SERP) for every airport in the easyJet network. These SERPs set out how we respond to emergencies at each of our facilities and how our local ground-handling partners will support us. These local activations form part of our integrated response and would be supported by a network level activation. We have a programme of regular testing of the emergency response plans. Annually we stage a full-scale crisis exercise.

EMERGENCY PREPAREDNESS FOR ENVIRONMENTAL RISKS

Our approach to preparing for environmental emergencies is included in section 8 of our Environment Management Manual and is linked to our Crisis Management Framework. Our engineering stations, office facilities and training centres have environmental protection processes, as outlined in our IEnvA certified management system.

IDENTIFICATION OF POTENTIAL RISKS AND MANAGERIAL RESPONSIBILITY FOR EMERGENCY PREPAREDNESS

In line with the requirements of our Environment Management Manual and our Risk Management framework, we maintain an active risk register for our environmental risks. These are reviewed regularly by the EMS Review Board and are reported to the Safety Board.

The CEO, through the Director of Safety, Security & Compliance, is responsible for emergency preparedness. The Business Resilience Governance Group is the executive level oversight for all crisis management, emergency preparedness, business resilience and continuity.

MECHANISMS FOR REPORTING EMERGENCIES

Each airport has local processes for reporting emergencies. For our corporate offices, training centre and our in-house maintenance facilities, the reception is staffed 24 hours a day for incidents to be reported. This is in addition to our safety reporting system SafetyNet.

OUR COMMITMENT REGARDING ENVIRONMENTAL EMERGENCIES

In our Environment Policy corporate.easyjet.com/sustainability/policies we aim to:

'Strive to protect the environment, seek to prevent pollution, and to continuously improve our environmental performance.'

Our internally published Crisis Management Policy and Incident & Crisis Management Manual set out the emergency response arrangements from corporate to individual airport level. For each airport we operate to there is a Station Emergency Response Plan.

Our Crisis Management Framework ensures that we have robust mechanisms in place to identify, respond to and mitigate environmental emergencies if they were to occur.

PERFORMANCE AND COMMENTARY (CONTINUED)

PRODUCT SAFETY PERFORMANCE

SAFETY REPORTS

Employees and contractors are encouraged to report any safety incidents and concerns, and these reports are classified into high, medium and low-risk. 74% of all reports are formally reviewed by internal investigators.

TRAINING

Every year we provide recurrent training to all our employees on product safety. This includes both technical training and safety refresher training.

FY24

In FY24, our employees undertook c.174,290 days of recurrent and refresher training.

This represents a significant year on year increase in reported training hours and is due to more granular data being available and general safety training now being broken down into separate and individual training schemes. Additionally, we are now able to include for the first time the hours attributable to the mandatory training program delivered across the organisation, as well E&M safety training

TOPICS

Covers safety-related training for each technical area, safety awareness refresher training for all employees and specific safety management training for investigators, risk assessors and change managers.

AUDITS

We are subject to comprehensive and regular safety audits of our management system and operation, as detailed below. All findings are investigated and acted upon where necessary.

Authority	Audits
Total by all authorities	498
ACG (Austria)	7
CAA (UK)	37
FOCA (Switzerland)	4
EASA (SAFA)	216
AVSEC	232
Other authorities	2

Furthermore, internal audits are also conducted by our Health & Safety team.

Site audits	22
Fire risk assessments (on site)	18

Other internal compliance monitoring audits are detailed below. These are conducted by our Compliance Monitoring team.

Engineering	64
Flight Ops	40
Ground Ops	40
Crew Training	10
Management System/General	21
Total	175

HEALTH AND SAFETY LOST TIME INCIDENT FREQUENCY RATE

To give an indication of how our lost time occurrences are tracking and to help understand how our risk controls are performing, the Health and Safety team maintain a collection of Safety Performance Indicators which includes tracking the Incident frequency rate of accidents/incidents which result in lost time. The rate/ratio is presented per 1,000 persons employed.

Our Health and Safety incident frequency rate is used to benchmark performance of Health and Safety incidents year on year and contains country rates, departmental rates and a master corporate rate. The scope for this reporting is occurrences resulting in lost time within our 'on ground' operations which is anything in the business within our duty of care, be this in our facilities, outside or on the aircraft with the doors open pre and post flight.

Lost-Time Incident Rate	In the last report we submitted a rate of 6.25 which rose to 6.65 when all ongoing lost time was closed. In this reporting period we have a rate of 6.10 days lost per 1,000 employees for all off aircraft events at time of closing the data.
Employee Fatality Rate	0% – easyJet has had zero work-related fatalities in the last three years, covering both full-time employees and contractors.



PERFORMANCE AND COMMENTARY (CONTINUED)

SAFETY IN THE WORKPLACE

At easyJet we place a great deal of focus on the management of workplace hazards affecting our employees and on-site contractors.

Our designated Occupational Health and Safety team ensures that easyJet provides the tools, systems, help, support and guidance to create a safe and responsible working environment for all. This is one of the promises in our Health and Safety plan.

In support of this promise, the Occupational Health & Safety team works closely alongside those other teams in the business that have our employees' health, safety and welfare at the heart of what they do.

To ensure we can achieve a safe and responsible environment for our employees, customers and others our activities affect, we have developed a comprehensive internal management system.



OUR HEALTH AND SAFETY PLAN

AIMS AND OBJECTIVES

The plan details relevant aims and objectives which have been developed to ensure a robust framework is in place to support the business in meeting regulatory requirements as well as the expectations of our employees, customers and the industry.

KEY RISKS

Outside of the aims and objectives, this plan is supported by key risks which are to be managed and prioritised in terms of time, effort and resource to reduce risk levels to an acceptable level. Each risk will be given a progress or risk rating to detail what needs to be done to ensure sufficient mitigation. All risks will be taken from the Health & Safety risk register using the risk rating to identify their status as a key risk.

SPECIFIC COUNTRY ISSUES

In support of the Health and Safety plan are sub-level plans focused on each country employment centre. This allows a clear and systematic approach to ensuring consistency of management of Health and Safety issues across our pan-European operation and ensures that we are both compliant and focused on continuous improvement via utilisation of our wider Integrated Management system approach.

AMBITIONS

At easyJet we have structured our approach to health and safety management around certain key ambitions. We believe that everyone has a role to play, and that health and safety should energise and empower all employees across the business.

We aim to continually grow business understanding and awareness of health and safety management so that all colleagues can play their part. This takes the form of mandatory annual training and growing our team of Safety stakeholders across the business so that they can cascade our message to their respective teams and all colleagues.

We have in place a well-established Risk and Safety training programme which goes beyond minimum requirements and which utilises the IOSH (Institute of Occupational Safety and Health) Managing and Working Safely programme to help us continually grow our Risk and Safety competence across the business.

We ensure that our critical areas or activities with significant safety and wellbeing risks are identified and recorded so we can begin to take positive action. Risk assessments are in place for work activities with significant risk, and these are reviewed at least biannually. We actively encourage colleagues to speak up about any concerns that they have regarding health and safety, and commit to listen to concerns raised by colleagues. We aim to act on that information and feedback on any action we have taken to improve how we meet our promise of being safe and responsible.