A STAR ALLIANCE MEMBER

Safety Procedures for External Maintenance Service Providers

Rev. 04 - 11JUN2025



TAP MAINTENANCE & ENGINEERING

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Objectives

The purpose of this training is to raise awareness of TAP-ME's Safety Procedures, applicable to Maintenance Providers, performing maintenance activities to TAP's aircrafts.

The success of TAP AIR PORTUGAL operation also depends on you!



TAP MAINTENANCE & ENGINEERING

1. Safety Policy and Objectives

TAP Safety Policy



A STAR ALLIANCE MEMBER

Lisboa, 21 de maio de 2024

Política de Safety

A Safety está no centro da nossa Organização, e é um valor fundamental que todos partilhamos.

Enquanto Presidente da Comissão Executiva e Accountable Manager, estou totalmente comprometido em entregar o mais alto nível de desempenho de segurança operacional em todas as nossas atividades.

Uma tarefa que exigirá que toda a equipa de gestão proporcione as bases para uma cultura justa e positiva através do nosso Sistema de Gestão de Segurança Operacional (SMS – Safety Management System). Todos os níveis de gestão, incluindo eu próprio, serão responsabilizados pelo desempenho abaixo do padrão nas respetivas áreas. A responsabilidade pela segurança é, e continuará a ser, uma responsabilidade primordial de cada membro da equipa TAP.

No âmbito do meu compromisso de apoio à melhoria contínua da Organização e do seu sistema de gestão, serão disponibilizados os recursos adequados para abordar, manter e melhorar a implementação e a gestão eficaz do nosso SMS.

O nosso SMS é desenvolvido e implementado abrangendo as estratégias, os processos, os procedimentos e princípios de fatores humanos necessários, incluindo a fadiga, para garantir uma identificação e gestão de risco eficazes.

Todos os Trabalhadores da Organização TAP partilham a responsabilidade de agir de acordo com a legislação, normas e boas práticas aplicáveis, e devem cooperar com os processos de monitorização da conformidade e segurança, de forma a poderem compreender e aplicar as políticas e procedimentos da Organização.

Ao darmos suporte a uma cultura de informação e aprendizagem como parte do processo de tomada de decisão na nossa Organização, juntamente com a responsabilidade pessoal, garantimos que todos os Trabalhadores se encontram cientes e treinados em relação à segurança operacional. Promovemos permanentemente o desenvolvimento de uma cultura de reporte em que todos se sentem incentivados a abordar as suas preocupações com a segurança operacional, relacionadas com processos ou fatores humanos, e a reportar riscos, ocorrências ou preocupações resultantes do desempenho organizacional ou individual.

Comprometemo-nos a desenvolver uma cultura justa e de segurança que suporte o nosso SMS, de forma a garantir o equilíbrio entre a responsabilidade individual e a existência de um ambiente de partilha de informação e confiança, essenciais para promover a comunicação dos eventos relacionados com Safety e com o objetivo de manter e melhorar a segurança da aviação.

A nossa Organização compromete-se a não tomar medidas punitivas ou repressálias sobre qualquer Trabalhador que reporte uma ocorrência ou risco para a segurança operacional decorrentes de ações, omissões ou decisões ajustadas à sua experiência e formação, excetuando casos de conduta dolosa, ou situações de manifesta e grave falta de cuidado perante um risco óbvio e uma profunda falta de responsabilidade profissional que tenham levado a não tomar as disposições evidentemente necessárias nessas circunstâncias, causando um prejuízo previsível a uma pessoa ou a um bem, ou comprometendo gravemente o nível de segurança da aviação.

A melhoria contínua do nosso desempenho será apoiada estabelecendo, medindo e revendo, de forma regular, os nossos indicadores e objetivos de Safety. A Política de Safety será igualmente revista periodicamente de forma a assegurar a sua relevância para a Organização.

Esta declaração baseia-se no nosso compromisso de promover um ambiente de aviação mais seguro e de construir uma sólida cultura de Safety.

LUÍS RODRIGUES
CEO/ Accountable Manager

SAFETY TAP AIR PORTUGAL

safety@tap.pt

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TAP/SS No.05 REV.08 21MAY24

TAP Safety Policy

Safety is at the core of our organization, and it is an ever-present value we all share.

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

This task will require that our entire management team provides an environment for a just and positively encouraged safety culture through the Safety Management System (SMS). All levels of our management, including myself, will be held accountable for substandard performance within their departments. Safety is and will remain a primary responsibility of every member of TAP Team.

My commitment to support the continuous improvement of the organization and its management system will enable the provision of all the appropriate resources necessary to address, maintain and improve the efficient implementation and management of our Safety Management System.

Our Safety Management System is developed and implemented encompassing strategies, processes, procedures, and human factors principles, including fatigue, necessary to guarantee effective hazard identification and risk management.

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

TAP Safety Policy

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

We are committed to developing a fair and safety culture that supports our Safety Management System, to guarantee the balance between individual responsibility and the existence of an environment of sharing information and trust, essential to promote the communication of events related to Safety, with the sole purpose of maintaining and improving aviation safety.

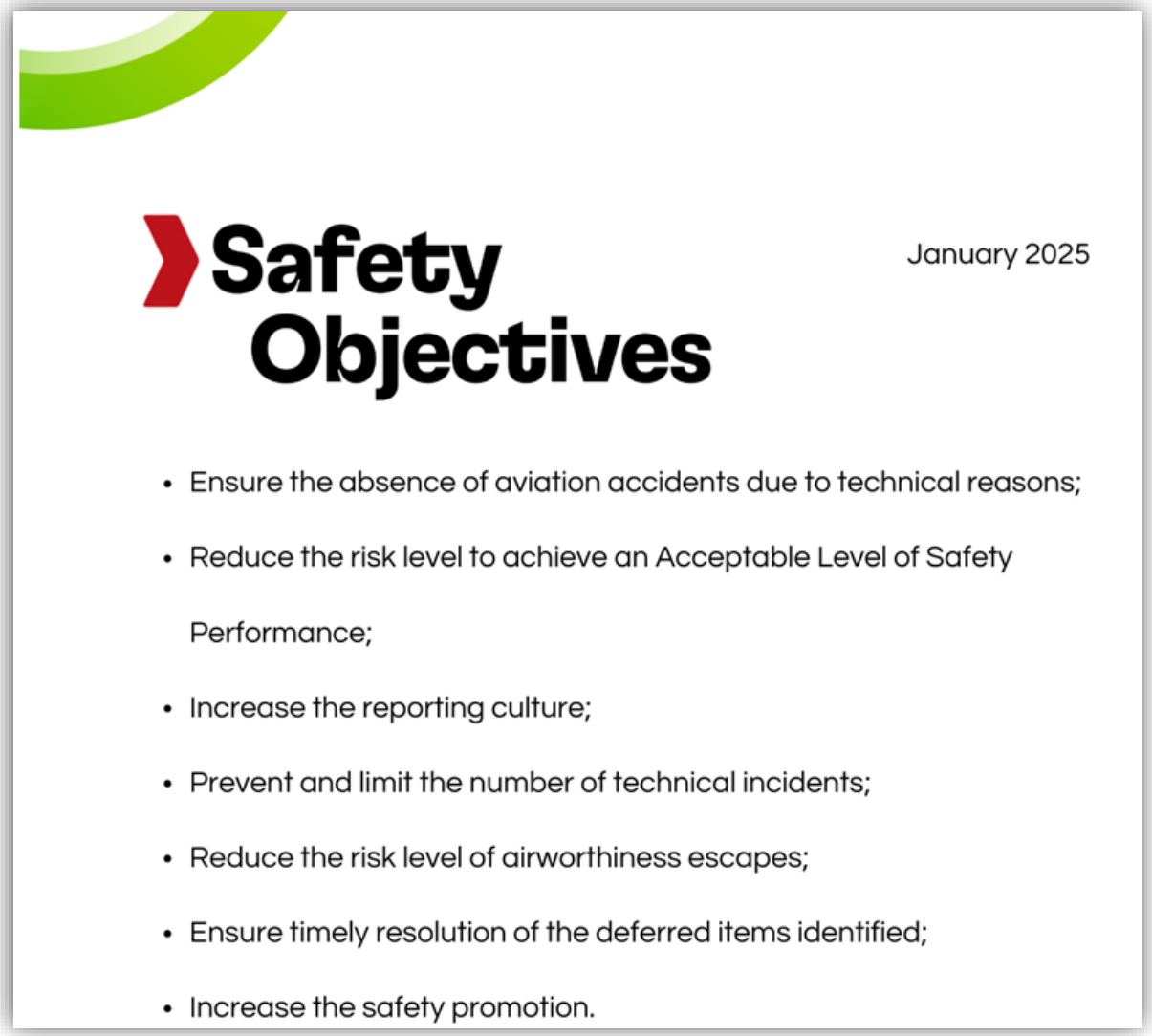
Our organization will not take any punitive measures or retaliation against any employee who reports a safety occurrence or risk to operational safety resulting from actions, omissions or decisions adjusted to their experience and training, except in case of wilful misconduct and in situations where there has been a manifest, severe and serious disregard of an obvious risk and profound failure of professional responsibility to take such care as is evidently required in the circumstances, causing foreseeable damage to a person or property, or which seriously compromises the level of aviation safety.

Continuous improvement of our safety performance will be supported by establishing, measuring, and reviewing our safety performance indicators and targets on a regular basis. The Safety Policy will also be periodically reviewed to ensure its continued relevance to the organization.

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

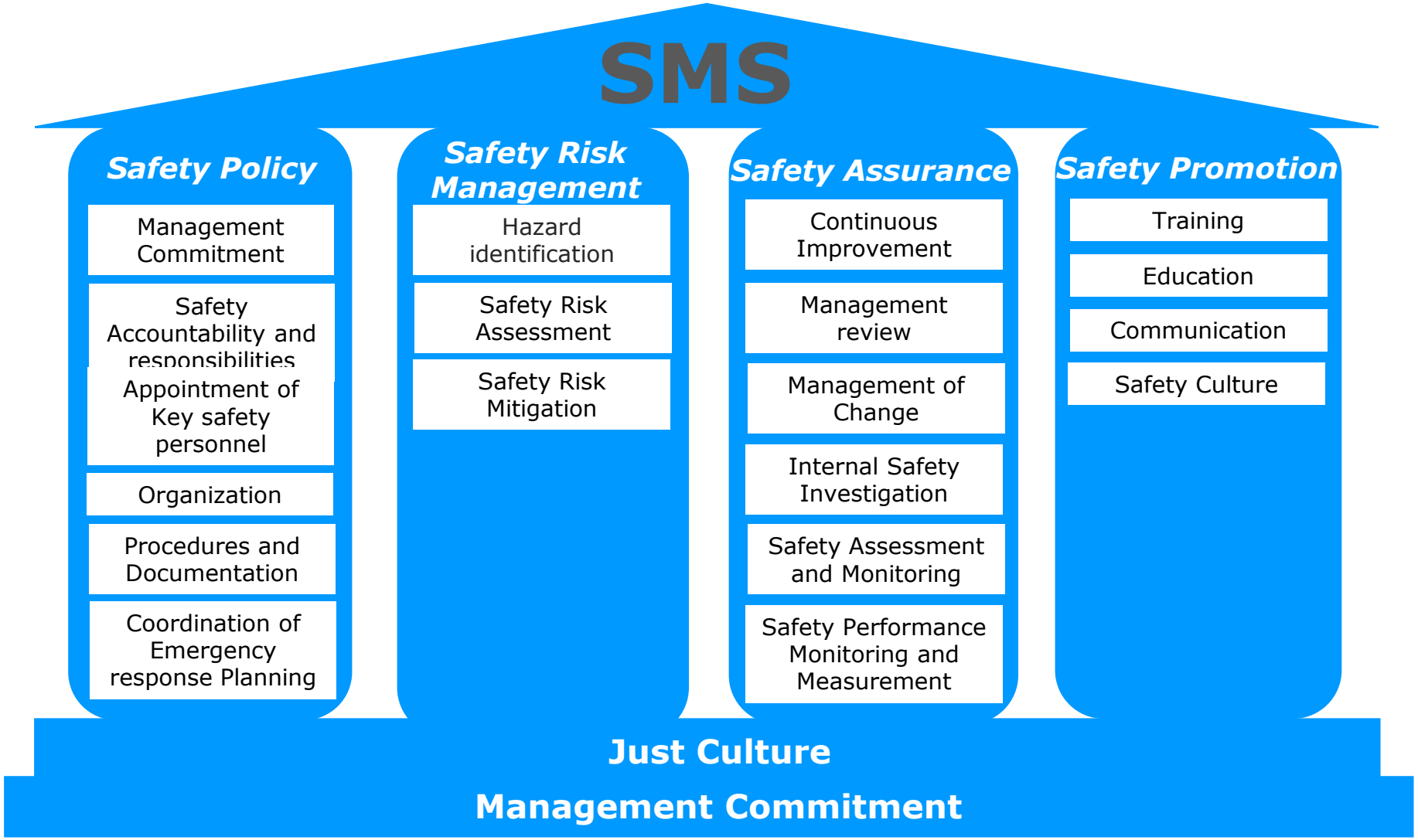
TAP Safety Objectives

Based on the Safety Policy, the following **Safety Objectives** have been defined:



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TAP-ME SMS – Safety Pillars



Adapted from ICAO Annex 19 and ICAO Doc 9859

2. Occurrence Reporting System

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Occurrence Reporting System - General

TAP-ME occurrence reporting system complies with Regulations **(EU) 376/2014** and **(EU) 2015/1018** requirements

- ✓ **Voluntary Report**
- ✓ **Mandatory Occurrence Report**

To enable the collection and assessment of relevant occurrence reports, in order to **identify hazards**, **adverse trends** or to **address deficiencies** towards best safety practices.



Occurrence Reporting System - Definitions (ICAO Annex 13)

Occurrence: means any safety-related event which endangers or which, if not corrected or addressed, could endanger an aircraft, its occupants or any other person and includes in particular an accident or serious incident.

Accident: an occurrence associated with the operation of an aircraft ..., in which: a) a person is fatally or seriously injured … b) the aircraft sustains damage or structural failure c) the aircraft is missing or is completely inaccessible.

Incident: an occurrence, other than an accident, associated with the operation of an aircraft which affects or could affect the safety of operation.

Serious Incident: an incident involving circumstances indicating that there was a high probability of an accident.

Emergency: Any situation requiring activation of the carrier's emergency response procedures, such as, but not limited to: An aircraft accident or aviation disaster; Serious Incident; Severe air turbulence; Act of unlawful interference; Natural and manmade disaster; Civil unrest; Acts of war; Public Health Disease; Significant Disruption of Operations.

Voluntary Report Scheme

Voluntary Safety Reporting System

Is a key aspect of TAP ME Safety Management System for hazard identification and risk management.

TAP ME safety reporting policy

We are committed to develop a Safety and just culture to support our Safety Management System. TAP shall not take any punitive action or reprisal, against any employee, for reporting a Safety occurrence or hazard.

The only exception to this relates to willful misconduct, where there has been a clear, severe and serious disregard with respect to an obvious risk and a huge failure of professional responsibility. Such failure causes foreseeable damage to a person, or to property, or seriously compromising the level of aviation safety.

Key Voluntary Reporting Principles

1. Non-punitive;
2. Just Culture
3. Confidentiality;
4. Feedback;
5. Positive Culture;
6. Communication of Information.

Voluntary Report Scheme - Principles

- Facilitate **collection** and **exchange** of information on actual or **potential safety hazards and deficiencies** and contribute to the **prevention** of aircraft accidents.
- Identify any condition of the aircraft or component **that has resulted or may result in an unsafe condition** that hazards seriously the flight and/or staff safety.
- **Identify the factors** contributing to incidents and **make the system resistant to similar errors**.
- Enable and **encourage report** of any (potentially) safety related occurrence.
- Ensure that personnel are **not** unfairly **punished** for reporting or co-operating with occurrence investigations.
- **Feedback** to reporter.



Voluntary Report Scheme - Why filling-out a report?

Maintenance Technicians are a valuable asset in hazard identification



4% Hazards known to top management

9% Hazards known to middle management

74% Hazards known to supervisors

100% Hazards known to maintenance technicians

Everyone is invited to participate!

The Iceberg of Ignorance, adapted from Yoshida's 1989 presentation at the International Quality Symposium

Voluntary Report Scheme

Occurrences to be reported

Any technical incident or conditions affecting the aircraft, engine or component that has resulted or may result in an unsafe condition that hazard seriously the flight and/or staff safety and which are beyond normal findings or conditions.

The report must contain a **full explanation** of all related details, from which an **analysis** or an **investigation** can be conducted.

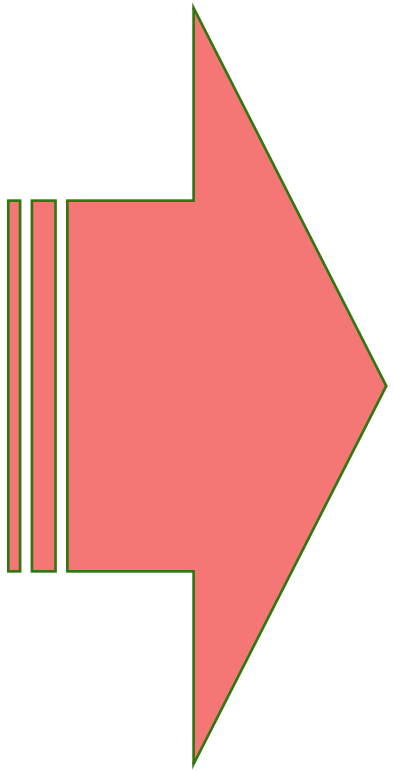
- ✓ Description*
- ✓ Event date*
- ✓ Location*
- ✓ Aircraft Registration (if applicable)*
- ✓ Suggestions for corrective actions
- ✓ Recurrence Probability
- ✓ Your identification (name, maintenance organization, e-mail, mobile phone)
- ✓ If possible, attach documents

* Mandatory

Voluntary Report Scheme

Basic considerations when deciding whether or not to report

- Did a dangerous situation occur?
- Would a dangerous incident have occurred if the circumstances had been different?
- Will a dangerous incident occur if the reported situation is not mitigated?



If the answer is **YES**, please report it!

Voluntary Report Scheme

Who to report?

The employees of maintenance organizations contracted by TAP-ME shall submit Voluntary Reports:

- Emailing TAP-ME Risk and Safety department (safetyoffice.me@tap.pt), in a free form containing the information required in slide 17.

These provisions do not prejudice the contact with:

- **TAP-ME Maintenance Operational Center moc@tap.pt -> Line Maintenance**

or

- **TAP-ME Representative (if present) -> Base Maintenance**

Mandatory Occurence Report

TAP-ME ensures that **any incident**, **malfunction**, **technical defect**, **exceeding of technical limitations**, occurrence that would highlight inaccurate, incomplete or ambiguous information contained in data or other irregular circumstance that has or may have endangered the safe operation of the aircraft and that has not resulted in an accident or serious incident **are reported to the Competent Authority,** to the **organization responsible for the design** of the aircraft, engine and/or component and to **all Interested Parties**.

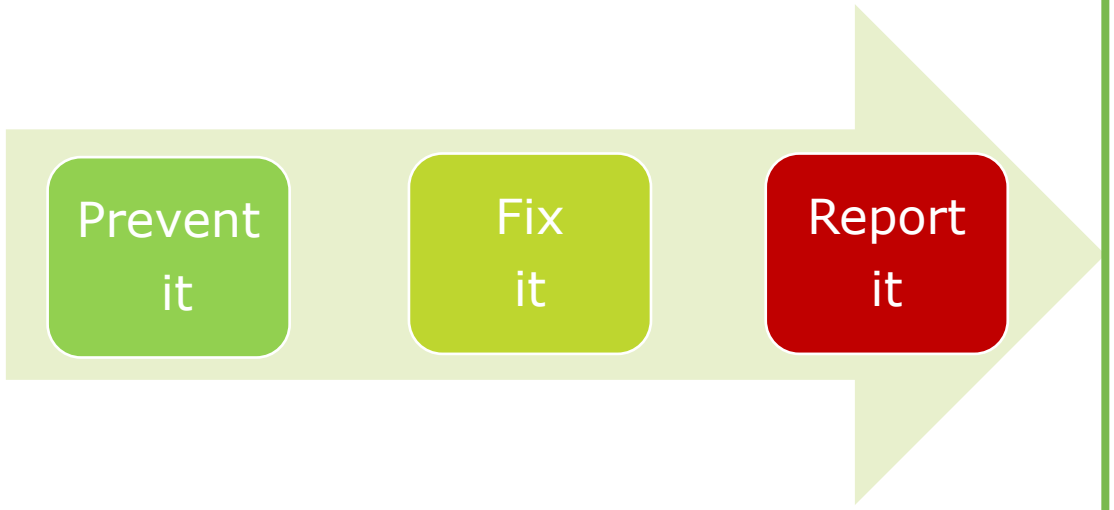
TAP-ME reports all occurrences identified in AMC 20-8, Regulation (EU) No 996/2010, Regulation (EU) No 376/2014, Regulation (EU) No 2015/1018 and corresponding regulations in force at each moment.

The **mandatory occurrences**, containing all pertinent information about the conditions known to TAP-ME, **are reported to Competent Authority** through the **European Aviation Reporting Portal** (ECCAIRS 2).

3. FOD – Foreign Object Debris/Damage

Mandatory Occurence Report
FOD - Foreign Object Debris/Damage

The **likelihood of incidents/accidents caused by foreign objects** on aircraft, engines, components and materials during maintenance actions or in operation constitutes a **serious risk to flight safety**.



For Line Maintenance, contact:

- Immediately the airport authorities for FOD procedures
- TAP-ME Maintenance Operational Center moc@tap.pt
- Safety department safetyoffice.me@tap.pt

For other maintenance activities, contact:

- TAP-ME Representative (if present)
- Safety department safetyoffice.me@tap.pt

4. Procedures in case of an Accident or Serious Incident

Procedures in case of an accident or serious incident involving TAP's aircraft

TAP-ME acts promptly when identifies a safety concern with the potential to have immediate effect on flight safety. Clear instructions for contacting (Who/How) the Owner and/or Operator are given even outside normal business hours.

These actions do not replace the need to follow the occurrence reporting process

Protection of all relevant aircraft records!

Emergency Reporting and Notification Procedure

Reference: Section 2.1 of **Emergency Response Plan Manual**, TAP Doc. No. ME-164.

Procedures in case of an accident or serious incident involving TAP's aircraft

In the event of an **emergency** or **other unexpected situation directly affecting TAP Air Portugal** operations or having an impact where regular organizational resources, logistics and procedures are inadequate to handle, the **Operations Coordination Centre (OCC)** is the **focal point of the company's Emergency process for notification.**

- TAP Emergency Contact - H24H/7

Function	Office	EMAIL
EMERGENCY	+351 218 383 383	tp.occ@tap.pt

- TAP Integrated Operations Centre (IOC) - H24/7

Function	Office	Mobile	EMAIL	SITA
IOC DUTY Manager	+ 351 218 416 105	+351 936 689 919	ioc.erp@tap.pt	LISWWTP

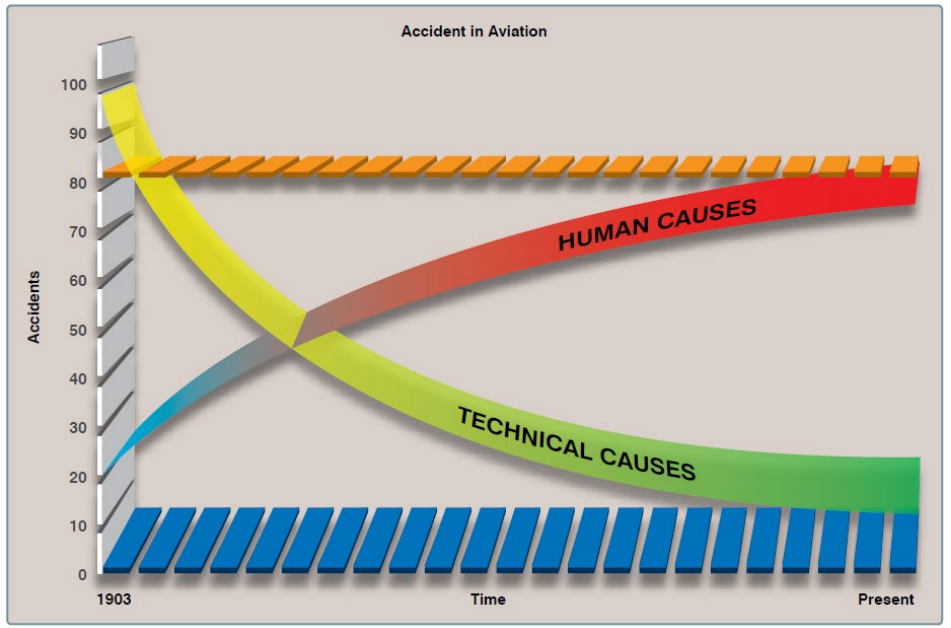
5. Human Error and Human Performance

Human Factors

As **aviation is a complex system** with **many organizations** and **individuals interacting together**, the primary focus of the key safety management processes is on the organizational processes and procedures, but it also relies on the **humans in the system**.

The organization and the way in which it operates can have a significant impact on human performance. Therefore, the **SMS of TAP-ME** is supported by continuous application of **Human Factors principles**, addressing how humans can contribute both **positively** and **negatively** to TAP-ME's safety outcomes.

"**Human factors**" refers to the study of human capabilities and limitations at the workplace.



FAA, Statistical graph showing that 80 percent of all aviation accidents are caused by human factors.

Improving safety, efficiency and well-being

Human Factors - Dirty Dozen

The Dirty Dozen refers to twelve of the most common **human error preconditions**, or **conditions** that can act as precursors, to accidents or incidents. These twelve elements influence people to make mistakes.

1. **Lack of communication**
2. **Complacency**
3. **Lack of knowledge**
4. **Distraction**
5. **Lack of teamwork**
6. **Fatigue**
7. **Lack of resources**
8. **Pressure**
9. **Lack of assertiveness**
10. **Stress**
11. **Lack of awareness**
12. **Norms**



Maintenance Errors Mitigation Purpose

To detect, rectify and **minimize the probability** of occurrence of **maintenance errors** and the **risk of errors** being **repeated** in **identical maintenance tasks** due to an inadequate task performing, which may result in a failure, malfunction or defect endangering the flight safety or the operational reliability of the aircraft.

WILL CAUSE A SAFETY HAZARD!



Accomplishment and completion of job cards

General rules [1/3]

- **Notes, comments or amendments** to the job card, outside the scope of the maintenance action, **are not allowed;**
- Job cards **must be accomplished in a sequential manner**, except in cases where changes of tasks sequence is inevitable and justifiable;
- If tasks are numbered, the sequence for the job card accomplishment shall **obey the numbering of the respective tasks**, otherwise the job card will be completed beginning in the first task and finishing in the last one;
- **The accomplishment of all tasks** described in the job card **is mandatory;**
- In case of a task classified as "**Not Applicable**", the accomplishment of the job card continues to be mandatory, following the sequence defined. In these situations, the validation of the non-applicability of the task will be accomplished according to TAP-ME rules;

Accomplishment and completion of job cards

General rules [2/3]

- Job cards are **fully and accurately completed**, in the appropriate fields with the requested information;

- Observe the requirements defined by TAP-ME, in case of **partial accomplishment of a job card;**

- Job cards shall be **carefully and legibly** (print letter) filled out. Abbreviations should be avoided, unless they can be easily interpretable;

- **Special attention** shall be given during the **writing of numbers**, in order to avoid misunderstandings in their subsequent interpretation. Numbers should be clearly written to prevent, for example, the following misinterpretations:
  Doubt between **"1" and "7"**; Doubt between **"4" and "9"**; Doubt between **"5" and "6";**

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Accomplishment and completion of job cards

General rules [3/3]

- **Zeros** shall be cut (Ø) in order to avoid doubts with the letter "O";
- **Employee number ID** shall be legibly written;
- It is expressly **forbidden the use of pencils** to complete job cards. It is required the use of a **black or blue ballpoint pen;**
- Use the format **DDMMMYYYY** for date recording;
- The **filling of job cards is definitive** (avoid to make any amendments in the document).

Amendment of records

It is **not allowed**:

- ✗ The use of **white correction pens;**
- ✗ "**Disguise**" an incorrect record (for example, turn number 5 into 6);
- ✗ **Scratch** or **erase** the incorrect record in such a way that it will be no longer readable;
- ✗ **Delete** or try to erase the incorrect record with the use of a rubber or other similar means;
- ✗ **Paste** paper, stickers or other materials over the incorrect record.

Critical Maintenance tasks Purpose

To minimise the possibility of an error in maintenance tasks to be repeated:

- ✗ By the same technician; or,
- ✗ By the same team; or,
- ✗ During the same maintenance event visit



Critical Maintenance tasks

Be aware:

- Have I done this task (during this aircraft intervention) in a parallel or back-up system before?
- Would a repeated error of these tasks endanger the safe operation of the aircraft?

If the answers to both questions are yes, the task should be treated as "critical task".

Critical tasks must be carefully controlled to ensure that they are performed by DIFFERENT persons.



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TAP Technical Documentation

- **Consulting technical documentation** is one of the safety **barriers** to **avoid errors** when carrying out maintenance tasks.
- If there are difficulties in accessing online technical documentation, please contact:



mffigueiredo@tap.pt

Maintenance record entries



- The description of work performed should be in **sufficient detail** to permit a person unfamiliar with the work, **to understand what was done**, and the **methods** and **procedures** used.

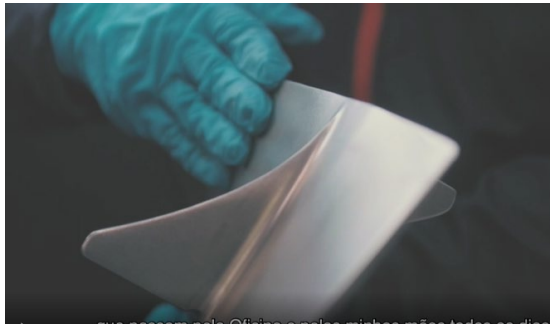
6. Visual inspection

Visual Inspection General

It is the process of **using the eye** (vision), independently or through the aid of instruments, which allows **analyzing** and **evaluating** the **condition** of a certain system or component of the aircraft.

- Visual inspection is one of the **most used methods** in maintenance activities to ensure the airworthiness of the aircraft.
- About **80% of inspections** are carried out by direct observation.







Visual Inspection

Factors that may affect visual inspection (e.g.):

- Visual acuity
- Lighting
- "Beam of light" effect
- Repetitive and monotonous tasks
- Low probability of fault detection
- Attitude
- Training

What can we do to **improve**?

- Open the appropriate access
- Have the proper lighting
- Take extra care if the inspection is carried out with extreme temperatures
- Wear glasses or contact lenses when prescribed
- Ensure the correct position to carry out the inspection using the necessary devices/tools for access
- Know what to expect



Aloha Airlines, Flight 243, 28th April 1988, Boeing 737.
An accident caused by poor visual inspection.

7. Fitness for work

Fatigue Definition by EASA

Fatigue is defined as a physiological state of reduced mental or physical performance capability… → Symptom

… resulting from sleep loss or extended wakefulness, circadian phase, or workload (mental and/or physical activity)… → Cause

… that can impair a person's alertness and ability to safely operate an aircraft or perform safety-related duties. → Consequence

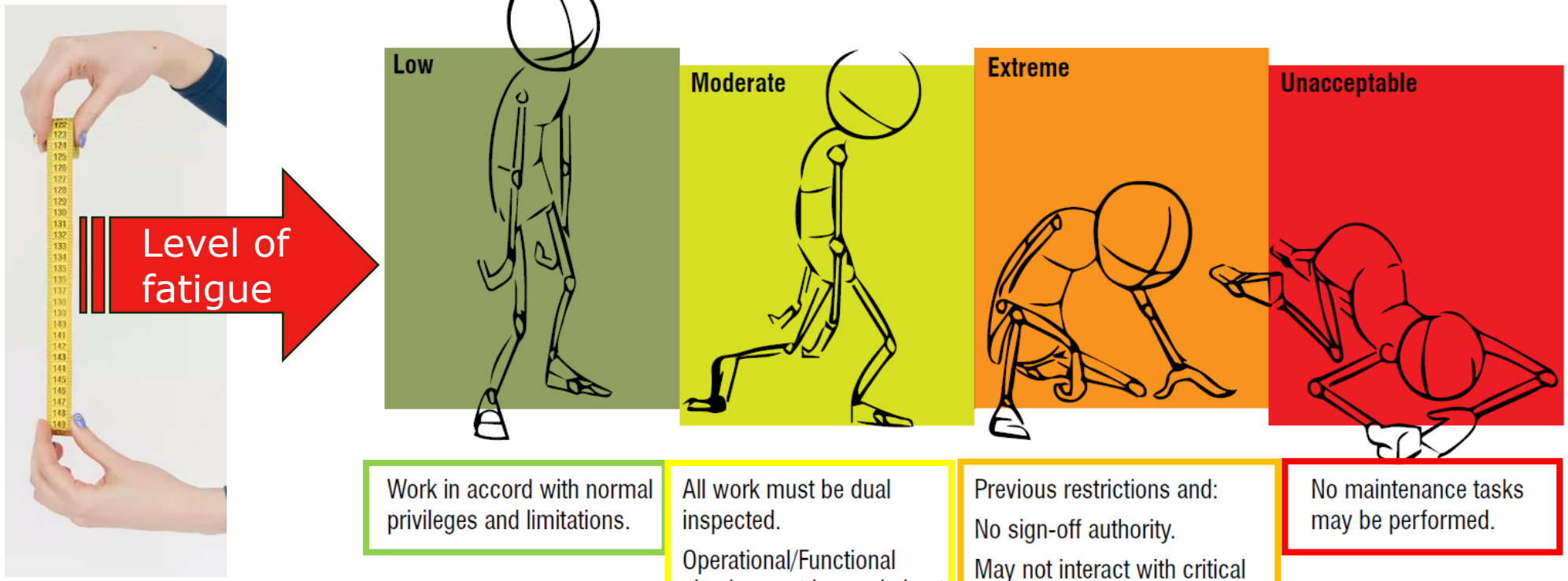
Easy Access Rules for Continuing Airworthiness (Regulation (EU) No 2021/1963)

Fatigue can lead to **errors, incidents and accidents, ill-health and injury, and reduced productivity**



Fatigue
The importance of self-assessment

Example of the progressive restriction of work responsibilities as fatigue risk increases.



Safety Behaviours, Human Factors, Resource Guide for Engineers
CASAA, Civil Aviation Safety Autorithy Australia

Fatigue

Most common hazards:

- Slower reactions;
- Reduced coordination;
- Reduced ability to process information;
- Decreased communication skills;
- Lack of attention to detail;
- Absent-mindedness;
- Difficult to communicate clearly;
- Fall asleep during work;
- Decreased situational awareness
- Underestimation of risk;
- Less humor;
- Complacency.

Increased potencial for Human Error

Prevention barriers:

- Practice a healthy lifestyle: eating carefully, exercising, getting enough rest and having a good mood;
- Take regular breaks while performing repetitive tasks;
- Plan the work in order to avoid complex tasks at night or at the end of the work shift.

Alcohol and drugs at work and in health

The consumption of alcohol or other psychoactive substances represents a **risk in aeronautical activities.**

Some of the **effects**:

- Increased self-confidence that can adversely affect decision-making ability;
- Coordination difficulties;
- Decreased reaction time;
- Double vision;
- Judgment errors (e.g., distance and speed).

Increased potencial for Human Error

Alcohol and drugs at work and in health



Fitness To Fly, ICAO

Sleep

Sleep is an essential function that **allows your body and mind to recharge**, leaving you refreshed and alert when you wake up. Healthy sleep also helps the body remain healthy and stave off diseases.

Without enough sleep, the brain cannot function properly.

Risks associated with sleep deprivation:

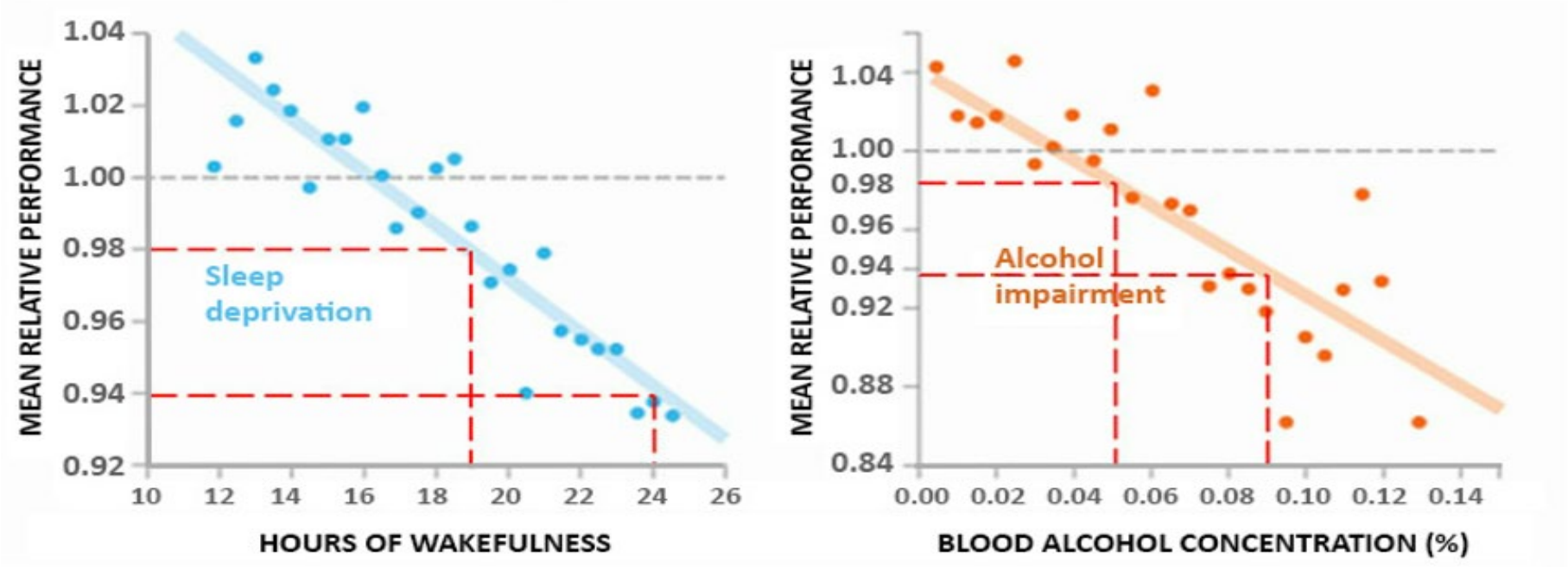
- Diabetes
- Hypertension
- Heart attacks and strokes
- Obesity
- Depression and anxiety
- Decreased brain function
- Cancer
- Burnout
- Dead



Sleep

Studies show that the **effects of sleep deprivation** on human behavior are **similar** to those caused by the influence of **alcohol consumption**, even if it is a moderate level of fatigue. 19 hours of sleep deprivation equates to a blood alcohol level of 0.05%. After 24 hours, the level increases to 0.09%.

More tired you are, less will be your reasoning skills and more easily you will be distracted.



SOURCE DREW DAWSON AND KATHRYN REID´S "FATIGUE, ALCOHOL AND PERFORMANCE IMPAIRMENT, NATURE VOL. 388, JULY 1997."

Sleep

Tips:

- Keep a regular sleep-wake cycle;
- Avoid caffeine, alcohol, and nicotine in the four to six hours before bedtime;
- Don't exercise within two hours before bedtime;
- Don't eat large meals within two hours before bedtime;
- Don't nap later than 3 p.m.
- Sleep in a dark, quiet room with a comfortable temperature.



Fitness To Fly, ICAO

8. Professionalism and Integrity

Profissionalism and Integrity Examples

Good	Bad
Management, on discovering corner cutting to get work done, being prepared to ground an aircraft until all the appropriate checks have been made.	Management condoning corner cutting to get work done.
Refusing to sign off tasks not seen.	Signing off tasks not seen.
Admitting to being fatigued and negotiating a change in tasking, to work on noncritical tasks instead.	Turning up to work, or accepting an additional shift or overtime, when fatigued (even though the motivation may be altruistic - to help out).
Turning up to work fully rested.	Using off-duty time to do another job, or to take on domestic commitments which result in you being unduly fatigued when turning up to work.
Moderating alcohol intake the evening before work.	Overindulgence in alcohol the night before an early shift.
Reporting alternative (and possibly better) ways of doing tasks and getting them accepted as official alternative procedures.	Use of a 'black-book'.
Use of documentation, even for familiar tasks.	Reliance on memory for familiar tasks.
Planning work to allow adequate time and resources.	Planning work without allowing enough time for it to be done properly

CAA UK, CAP 716

Profissionalism and Integrity
Factors Affecting Decision-Making

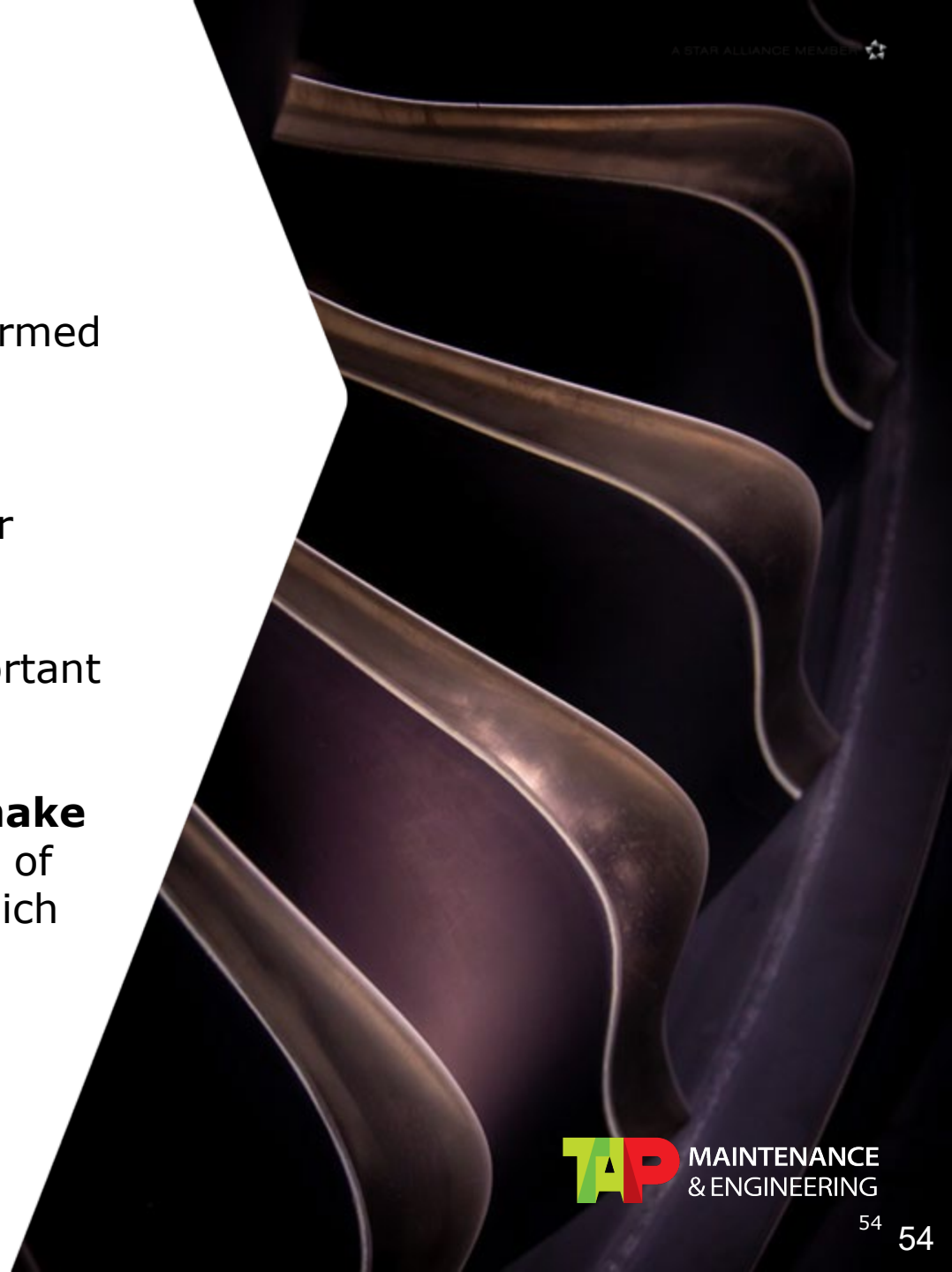
Hazardous Atitude		Antidote
Anti-Authority	"Don't tell me what to do!"	*Follow the rules. They are usually right.*
Impulsivity	"Do it quickly!"	*Not so fast. Think first.*
Invulnerability	"It won't happen to me."	*It could happen to me.*
"Macho"	"I can do it."	*Taking chances is foolish.*
Resignation	"What's the use?"	*I'm not helpless, I can make a difference.*

FAA, The Five Hazardous Attitudes

9. Final Thoughts

Final Thoughts

- ✓ Aviation services are **interconnected** and rely upon organizations **working together seamlessly**.
- ✓ It is essential that **maintenance activities** are performed as **uniformly** as possible at all stations.
- ✓ The **SMS** applies to all Employees, suppliers, **service providers**, contractors, and subcontractors directly or indirectly involved in **TAP-ME activities**.
- ✓ **Safety** is one of **TAP's values.** Nothing is more important than the lives of our Customers and Employees.
- ✓ Even **highly competent** and **qualified personnel make mistakes**, not due to lack of knowledge, but because of their **dangerous attitudes**, even if unintentional, which could cause **serious consequences**.
- ✓ Don't forget: **Safety is our responsibility**!
- ✓ The success of **TAP AIR PORTUGAL operation also depends on you**!



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Thank you
for your attention.



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MAINTENANCE & ENGINEERING



Together, we embrace safety