



cebu pacific

Let's fly every Juan

2022 SUSTAINABILITY REPORT



ABOUT THE REPORT

Let's fly every Juan

As the Philippines takes off for full recovery, Cebu Pacific forges ahead to restore its pre-pandemic network and capacity, secure its status as a sustainability leader in the Philippine and Southeast Asia aviation sector, and boost the welfare of the Cebu Pacific community, all with foremost care for the country and the environment.

Cebu Pacific's materiality assessment focused on substantial Environmental, Social, and Governance (ESG) topics and pinpointed avenues to reinforce its sustainability strategy.

Cebu Pacific's 2022 Sustainability Report covers the economic, social, and environmental performance for the year 2022. This report has been prepared in accordance with the Philippine Securities and Exchange Commission's (SEC) Sustainability Reporting Guidelines for Publicly Listed companies and with the GRI Standards.

This report covers the operations, commercial, and support activities of Cebu Air, Inc., and its subsidiary, Cebgo, Inc., collectively known as "Cebu Pacific" or "the Group", for the calendar year 2022.

Reporting Period:

January 1, 2022 - December 31, 2022

Contact Information:

CEBSustainability@cebupacificair.com

Headquarters:

Cebu Pacific Building
Domestic Road, Brgy. 191, Zone 20
Pasay City 1301, Philippines

This report is interactive



Growing as Juan Family



Caring for Juan Planet



Building Juan Community

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LEADERSHIP MESSAGE

Message from the Chairman and the Chief Executive Officer



Lance
Lance Y. Gokongwei
 Chairman

The past year was a time to both reflect and recalibrate. To look back, assess how far we have come, and chart a course for an even brighter future.

Throughout 2022, we returned to moving people, creating opportunities, and broadening perspectives, enabling every Juan to lead richer and fuller lives. Almost 14 million passengers traveled on Cebu Pacific flights to domestic and international destinations to embrace their loved ones, find meaningful work, and explore new locales. We ended the year with 57% of the domestic market share and back to 92% of our pre-pandemic capacity. We anticipate surpassing our pre-pandemic capacity during 2023, thanks to declining travel restrictions and robust travel demand in the markets where we operate.

Among the 130,000 tons of cargo we flew last year were 21 million doses of COVID-19 vaccines. We look forward to further leveraging our cargo services to meet the needs of agents here and abroad and to assist our communities in times of distress.

We envision a future in which we build upon the strong foundation of our mission and core values to improve the lives of every Juan and become one of the most loved carriers in the world. Our fleet is the cornerstone of our operations. Our re-fleeting program considers how to serve our passengers best and reduce our environmental impact. In 2022, for instance, we received four new Airbus NEO aircraft in line with our long-term sustainability strategy to shift to a more fuel-efficient fleet by 2028.

We are particularly proud of the Cebu Pacific A330neo, the greenest aircraft in terms of CO₂e per ASK, given its fuel efficiency and seat capacity. Configured with 459 seats in a single-class layout, the A330neo allows us to fly more people to more destinations with 25% less fuel burn than previous generation aircraft.

Our modern aircraft and strategies for efficient operations result in significant cost savings and serve as a springboard toward the aviation industry's net zero by 2050 goal.

We envision a future in which we build upon the strong foundation of our mission and core values to improve the lives of every Juan and become the most-loved low-cost carrier in the world.

Another milestone for us this year is centered on our use of sustainable aviation fuel (SAF), which has the potential to reduce carbon emissions by 80% compared to traditional jet fuel. In 2022, we made history as the first low-cost carrier in Southeast Asia to incorporate sustainable aviation fuel (SAF) into its operations. To further prove our commitment to responsible climate action, all delivery flights of our new Airbus NEOs in 2022 were also powered by fuel blended with SAF, demonstrating our readiness to adapt to this lower carbon fuel. Accomplishments such as these show that we are ready to transform the challenges presented by aviation's top megatrends into opportunities.

Cebu Pacific also embraces sustainability as a shaping force in its relationships with all its stakeholders because we know that people are one of our greatest assets. Our relationships with employees, suppliers, communities, passengers, and shareholders are founded on trust, integrity, service, and courage – reflecting our core values. As we soar to new heights in product innovation and digitalization, we remember that we are part of Juan family.

We are genuinely proud of our progress, significantly since our commitment to sustainability helped us make strategic decisions for our people, our business, and the environment as we faced the pandemic's massive challenges. With sustainability at the forefront of our stakeholders' minds, Cebu Pacific will lead the way to safe, seamless, and responsible air travel.

We are optimistic about the next phase of our growth, buoyed by the extraordinary resilience and agility demonstrated by our organization during the most difficult of times, and we are fueled by the vision and mandate of the leadership that steers Cebu Pacific along our glide path toward a more sustainable future.

Let's fly every Juan!



Mike
Michael B. Szücs
 Chief Executive Officer

Company DNA



Our Vision

We envision stronger nations where cultures and communities are connected, meaningful relationships are built, and lives are enriched by opportunities and experiences we make possible.

Our Purpose

To move people, create opportunities, and broaden perspectives, enabling everyone to lead richer and fuller lives.

Our Services

Cebu Pacific Air entered the aviation industry in March 1996 and pioneered the “low fare, great value” strategy. As of May 2023, Cebu Pacific has a network of 35 domestic and 23 international destinations.

The largest carrier in the Philippine air transportation industry, Cebu Pacific offers low-cost services to more destinations and routes with higher flight frequency within the country than any other airline.

With dedicated freighters in its fleet, Cebu Pacific is the Philippines’ largest cargo carrier, providing competitive, fast, flexible, and straightforward air cargo service to individual shippers and agents locally and overseas.

Our Values

SERVICE

We put people at the heart of service.

INTEGRITY

We do what is right.

TRUST

We cultivate trust and commit to collaboration.

COURAGE

We relentlessly pursue new ideas and better solutions.

BEST OF FILIPINO SPIRIT

We live the best of Filipino spirit at all times.

Our Fleet

Cebu Pacific’s 76-strong fleet is comprised of 56 Airbus and 20 ATR. It has one of the most modern aircraft fleets in the world, with an average fleet age of 6.0 years. Between 2023 and 2028, Cebu Pacific is expecting the delivery of 38 more A320 family aircraft, 12 A330neos, and two ATR-600s.

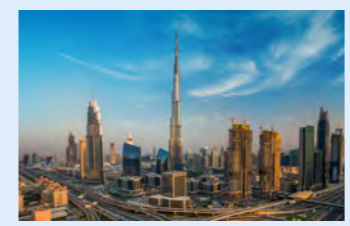
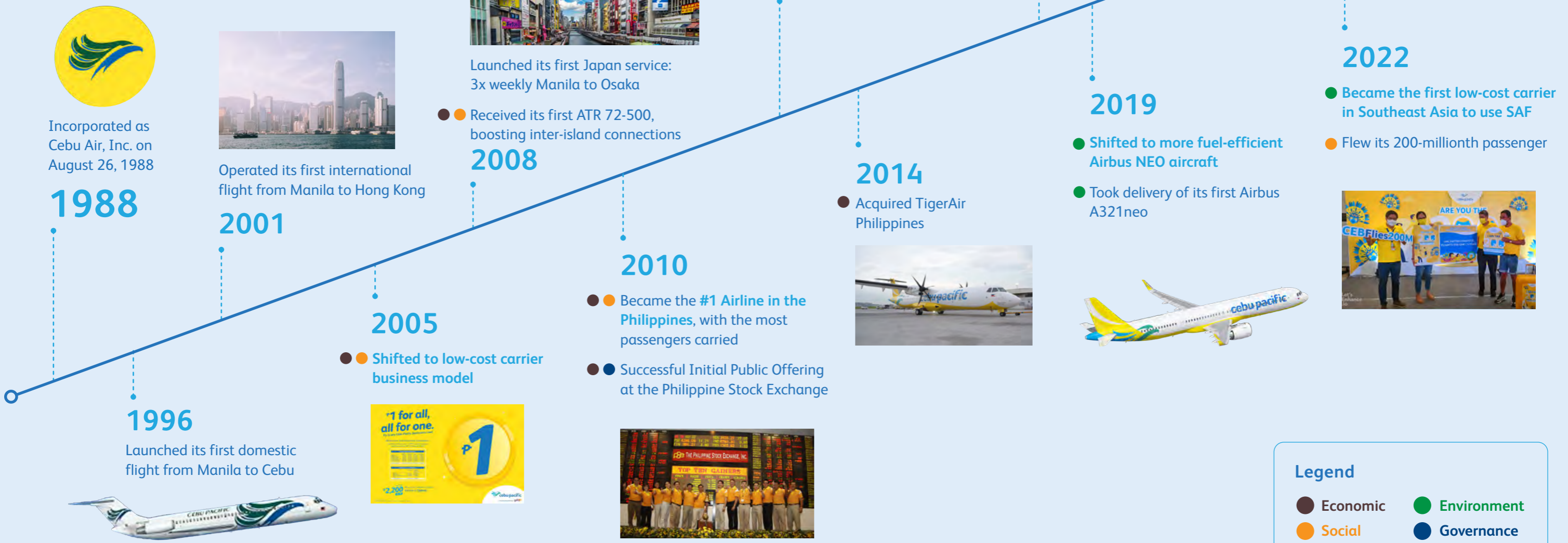
Aircraft	Count
A320neo	9
A320ceo	21
A321neo	10
A321ceo	7
A330neo	4
A330ceo	5
ATR 72-500	6*
ATR 72-600	14
TOTAL	76

* includes two freighters and four for sale

Expanding Frontiers

By pioneering creative pricing strategies and opening multiple hubs outside Metro Manila, Cebu Pacific is at the forefront of the domestic airline industry with a 57% market share. It makes air travel accessible to all and opens economic opportunities by facilitating reliable and fast exchanges of goods across the archipelago.

As a key player in a global industry striving toward ambitious climate action goals, Cebu Pacific leads as the first low-cost carrier in Southeast Asia to use sustainable aviation fuel (SAF). Cebu Pacific's commitment to environmental sustainability is matched by its drive to be the preferred airline in its markets of operation by offering passengers the best value air transport service.



Legend

- Economic
- Social
- Environment
- Governance

Geographic Presence



International Destinations

- Australia:** Melbourne, Sydney
- Brunei:** Bandar Seri Begawan
- China :** Guangzhou, Shanghai, Xiamen
- Hong Kong**
- Indonesia:** Bali (Denpasar), Jakarta
- Japan:** Fukuoka, Nagoya, Osaka, Tokyo (Narita)
- Korea:** Seoul (Incheon)
- Macau**
- Malaysia:** Kota Kinabalu, Kuala Lumpur
- Singapore**
- United Arab Emirates:** Dubai
- Thailand:** Bangkok
- Taiwan:** Taipei
- Vietnam:** Ho Chi Minh, Hanoi

Domestic Destinations

- Bacolod
- Bohol (Tagbilaran)
- Boracay (Caticlan)
- Butuan
- Cagayan de Oro
- Calbayog
- Camiguin
- Cauayan
- Cebu
- Clark
- Coron (Busuanga)
- Cotabato
- Davao
- Dipolog
- Dumaguete
- General Santos
- Iloilo
- Kalibo
- Laoag
- Legazpi (Daraga)
- Manila
- Masbate
- Naga
- Ozamiz
- Pagadian
- Puerto Princesa
- Roxas
- San Jose (Mindoro)
- Siargao
- Surigao
- Tacloban
- Tuguegarao
- Tawi-Tawi
- Virac
- Zamboanga



* as of May 2023

Business Highlights

Economic Performance

The air transport sector makes significant contributions to the Philippine economy. It allows trade and investment to flow and generates jobs and spending throughout the industry's supply chain. As of 2022, air arrivals account for over 95% of tourist arrivals in the country.

Cebu Pacific generated PHP 56.9 billion in direct economic value for 2022, a 261% jump from 2021. As COVID-19 travel restrictions eased, its net loss narrowed to PHP 14 billion from PHP 24.9 billion in

2021, with the operating loss cut by nearly half of 2021's PHP 11.4 billion.

Cebu Pacific's passenger business grew by 459% year-on-year, benefiting from the domestic and international 'revenge travel' trend. Its domestic market also increased to 57%, although its profitability remains hampered by the spike in jet fuel prices and the depreciation of the Philippine peso versus the US dollar.

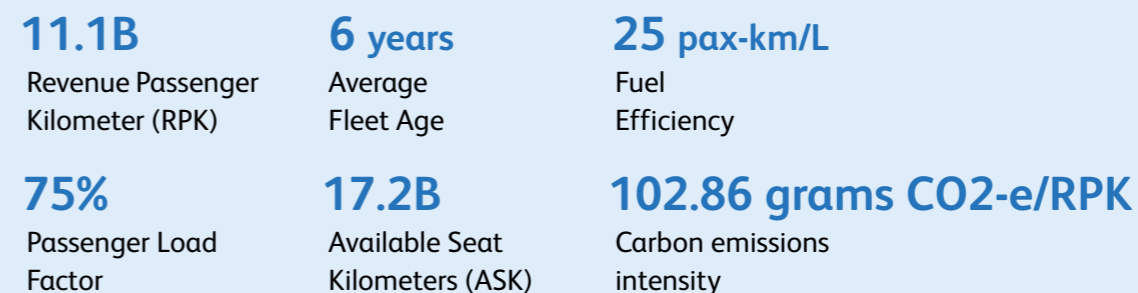
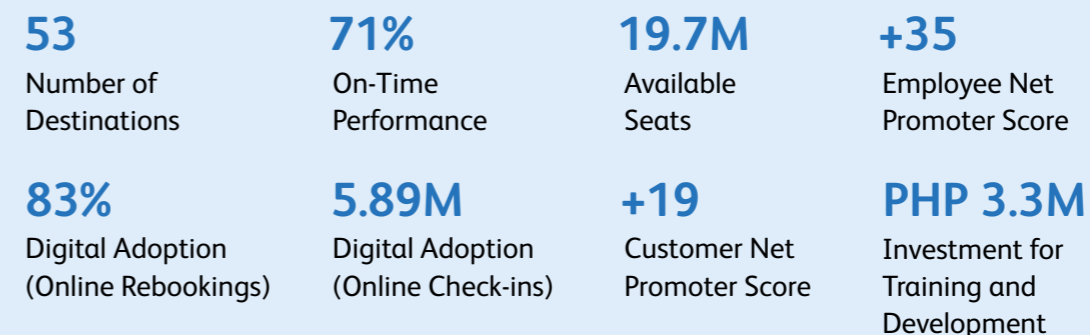


Operational Measures

Despite the challenges, Cebu Pacific has expanded its operations at Clark International Airport in Pampanga to reach 13 domestic and international destinations, making it the largest airline servicing Northern and Central Luzon.

The first airline in the Philippines to offer promo fares, Cebu Pacific has made air travel more accessible to

Filipinos from all walks of life. It remains true to its commitment from 27 years ago to fly every Juan by offering affordable and best value air travel to encourage travel across its wide domestic and international network. Cebu Pacific has also remained in step with the global aviation industry's efforts toward a more sustainable future.



LEADERSHIP MESSAGE

Message from the President



Xander

Alexander G. Lao

President and Chief Commercial Officer

2022 was a pivotal year for Cebu Pacific as we marked our emergence from the pandemic, flew our 200-millionth passenger and surmounted the previous year's challenges. Our 2022 achievements are intertwined with our sustainability journey and we have chosen to continuously work on value creation for our stakeholders through our sustainability strategy. Strategic decisions focusing on environmental, social, and governance dimensions drive us to be the best low-cost carrier in the Philippines and beyond. More concretely, the sustainability strategy has produced the following concrete results for our shareholders:

- We are proud to be the first airline in Southeast Asia to use sustainable aviation fuel. Our effort to partner with SAF suppliers is one of many initiatives positioning us to meet the demands of our customers for responsible and convenient air travel. It also allows us to explore opportunities to shift to more sustainable operations en route to our goal of flying net zero by 2050.
- The expansion and modernization of our young fleet, with an average age of six years, continues to make low-cost, convenient travel possible for increasing numbers of passengers while reducing our greenhouse gas (GHG) emissions. Combining next-generation aircraft with strategic seating capacity on flights and smart, fuel-efficient operational optimizations to control fuel burn decreases our impact on the environment and reduces costs. The 17 new Airbus NEOs we expect to receive in 2023 will make us even more responsive to trends and calls for climate action across the airline industry.

Our 2022 achievements are intertwined with our sustainability journey and we have chosen to continuously work on value creation for our stakeholders through our sustainability strategy.

The pandemic also spotlighted the importance of a secure supply chain across many industries, including air travel. Cebu Pacific spent 62% of its non-aircraft-related procurement budget on local suppliers in 2022. We will continue to practice vigilance on the integrity and sustainability of our supply chain as we look for opportunities to limit costs and reduce waste while maintaining quality.

We are proud that customers recognize us for excellent quality, safety, service, and value, as reflected in our 2022 Customer Satisfaction (CSAT) survey. To do this, we will expand digitalization strategies to reduce costs, improve efficiency and service, and minimize pain points from booking to baggage claim. In addition to product innovation, we will continue to offer the reliable services our customers expect, including unbeatable seat sales across the Philippines' most expansive domestic network to enable more and more Juans to fly and travel.

Indeed, our relationship with customers is built on a foundation of trust in our safety systems. While we are proud of again obtaining our IATA Operational Safety Audit (IOSA) accreditation in 2022, we will continue to improve and transform our internal processes until we are internationally recognized for our innovation and leadership in aviation safety.

Receiving the Golden Arrow Award from the Institute of Corporate Directors in recognition of our continued adherence to the best corporate governance standards and practices among publicly listed Filipino companies started 2023 on a high note, as good corporate governance is integral to the viability of our business. We will continue to build accountability and transparency within our organization to strengthen enterprise risk management and attend to issues critical to our key stakeholders.

Moving forward, Cebu Pacific will be bigger, bolder, and better for the benefit of all our stakeholders.

Board of Directors



Lance Y. Gokongwei
Director, Chairman



Alexander G. Lao
Director, President and
Chief Commercial Officer



Robina Y. Gokongwei-Pe
Director



Frederick D. Go
Director



Jose F. Buenaventura
Director



Brian H. Franke
Director



Bernadine T. Siy
Independent Director



Brian Mathew P. Cu
Independent Director



Richard Raymond B. Tantoco
Independent Director

Senior Management and Corporate Officers



Michael B. Szücs
Chief Executive Officer



Alexander G. Lao
President and
Chief Commercial Officer



Michael Ivan S. Shau
Chief Corporate Affairs
Officer



Jose Alejandro B. Reyes
Chief Strategy Officer
President & CEO, Cebgo, Inc.



Mark Julius V. Cezar
Chief Financial Officer
and Compliance Officer



Lauren M. Cansana
Chief Information Officer



Javier Massot
Chief Operations Officer



Candice Jennifer A. Iyog
Chief Marketing and
Customer Experience Officer



Felix Dan S. Lopez
Chief Human Resources
Officer



Samuel S. Avila, II
Vice President
for Flight Operations



Maria Leonora A. Apostol
Vice President for
Customer Service Operations



Anne Romadine P. Tieng
General Counsel
and Corporate Secretary



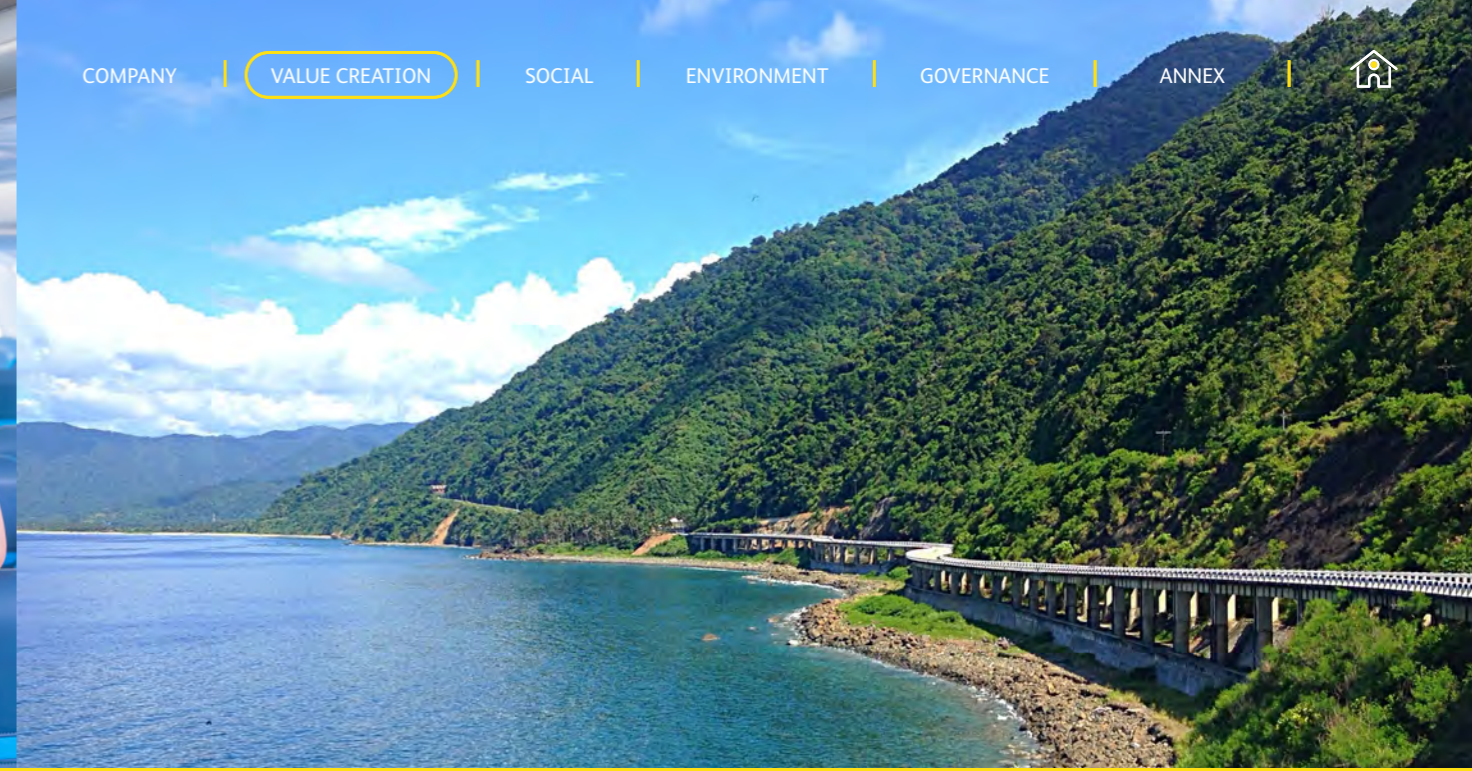
Materno C. Ilagan
Vice-President for Safety,
Quality and Security



Shevantha Weerasekera
Vice-President for Engineering
and Fleet Management



Ma. Elynore J. Villanueva
Treasurer



Sustainable Value Creation

Cebu Pacific recognizes the importance of sustainability for its people, the planet, and its competitiveness. The COVID-19 pandemic sharpened the aviation industry's awareness of ESG concerns and has increased stakeholders' appetite for transparency. Cebu Pacific embraces sustainable development and long-term value creation beyond generating profits for its shareholders. Aligning its values, vision and purpose with its business strategy, governance, and risk assessment, Cebu Pacific tracks data and trends to increase its value over time and benchmarks its performance with best practices and disclosure standards.



LEADERSHIP MESSAGE

Message from the Chief Strategy Officer



Alex
Jose Alejandro B. Reyes
 Chief Strategy Officer

We at Cebu Pacific have aligned with our industry's commitment to achieve net zero carbon emissions by 2050. To meet that goal, we have laid out a sustainability strategy that navigates us through shifting megatrends and consumer demands toward our vision of enabling every Juan to fly. And as part of our journey towards a sustainable future, we have already launched many transformation projects, such as electrifying our diesel-powered ground vehicles and sourcing our power needs from renewable energy.

In recognition of these many projects, we received from the Centre for Asia Pacific Aviation (CAPA) the Asia Environmental Sustainability Airline/Airline Group of the Year award in 2022. This milestone highlights the integration of our sustainability programs and collaboration with our stakeholders. Sustainability makes us more resilient as we fulfill our purposes of providing accessible, reliable air transport solutions and ensuring stewardship of people, communities, and the environment.

To put Cebu Pacific's sustainability initiatives in context, it would be good to mention where aviation is relative to other industries. Today, the global aviation industry accounts for about two percent of total greenhouse gas emissions. In the Philippines, air transport alone contributed 17% of total Philippine emissions, according to the World Bank.

Each year, we see more evidence linking sustainability matters with our future in aviation. Looking ahead, we seek every opportunity to meet the needs of our stakeholders through social responsibility and good governance. Thus, we introduce initiatives aligned with our sustainability strategy pillars – Fundamentals, Fleet, Fuel, Footprint, and Finance.

Fundamentals

We use a customer-first experience to guide safety, service, and innovation, and we are deliberate in our

choices to accelerate digitalization, enhance services and provide innovative products. Our investment in employees—through competitive salary and benefits, growth opportunities, and work-life integration—remains a strategic focus in the coming years, as outlined in the Our People Deal program. To strengthen our environmental stewardship in 2023, we are partnering with South Pole—a leading sustainability solutions provider for climate action projects and strategies—to help us quantify the scope of our greenhouse gas emissions and set near-, mid-, and long-term science-aligned reduction pathways. We will also identify and integrate physical and transition climate-related risks into our risk management processes.

Fleet

As with any other airline, most of our GHG emissions come from the tailpipe of our jet engines. Thus, acquiring and maintaining next-generation aircraft is integral to meeting our climate goals and maintaining high-quality services. We have implemented a capital expenditure program that will see us replace our older aircraft with fuel-efficient NEO aircraft by 2028. With that fleet modernization program firmly in place to help reduce aircraft emissions, we will also tackle ground operations emissions. In this regard, we have likewise put a strategy in place to transition to an electric, zero-emission fleet of ground support equipment (GSE) within five years.

Fuel

Having operated the Philippines' pioneer sustainable flight powered by SAF in 2022, we are growing our network of partners to expand SAF supply. We are positioned to take full advantage of SAF when the market allows. In the meantime, we continue to enhance fuel-efficient practices in operations and engineering as part of our fuel conservation program, which delivers performance that exceeds our targets and is considered among the best in a peer set that utilizes the same platform.

Footprint

Ultimately, we know that looking after Juan's home requires making the most of our resources and relationships. Even as we add new hubs, increase flights, and serve more passengers, we will not

sacrifice quality of service, and we will surpass compliance with industry standards to be a leader in safety. We will continuously invest in training and professional development to increase employee engagement. Furthermore, we will use our resources to uplift every Juan, just as we have through our collaboration with UNICEF through the Change for Good Program or our cargo initiatives to provide life-saving goods or medicine in times of crisis. We are mindful of our relationship with the environment beyond our fleet; we proactively find ways to tap renewable energy and align operations to green standards. For instance, we are participating in the International Finance Corporation's Excellence in Design for Greater Efficiencies (EDGE) standard and certification system to increase resource efficiency. We are also expanding our nature-based initiatives to mitigate environmental impacts. In 2023, we will work with the Ramon Aboitiz Foundation Inc.'s (RAFI) One To Tree Unit to plant 10,000 mangrove seedlings over a 10-hectare mangrove area in the municipality of Dumanjug, Cebu. We will pursue more of these opportunities to be a responsible corporate citizen.

Finance

Our leadership, including the Board of Directors, sees sustainability as a pathway to business continuity and strong financial performance. We are discussing potential investments in carbon removals and offsetting with carbon project developers and credit providers. Our climate-aware investments and sustainable finance options will fund our decarbonization strategy and sustainability vision as we continue to adhere to industry regulations and uphold the highest governance standards.

Cebu Pacific's strategy and sustainability go hand-in-hand in propelling us to a brighter future.

Sustainability makes us more resilient as we fulfill our purposes of providing accessible, reliable air transport solutions and ensuring stewardship of people, communities, and the environment.

Sustainable Value Creation

Who We Are

Values

Service
We put people at the heart of service.

Integrity
We do what is right.

Trust
We cultivate trust and commit to collaboration.

Courage
We relentlessly pursue new ideas and better solutions.

Best of Filipino Spirit
We live the best of Filipino spirit at all times.

Vision

We envision stronger nations where cultures and communities are connected, meaningful relationships are built, and lives are enriched by opportunities and experiences we make possible.

Purpose

To move people, create opportunities, and broaden perspectives, enabling everyone to lead richer and fuller lives.

Value Created

Sustainability Outlook

According to a 2022 IATA poll, 70% of respondents are traveling as much or more than they did prior to the pandemic. Although number of flyers is unlikely to return to pre-COVID-19 levels until 2025, the airline industry expects a return to profitability in 2023 as it begins to emerge from the loss of 80% of its all-time accumulated profit from 2020 – 2022.

Rising fuel costs and low demand/low supply market conditions for sustainable aviation fuel (SAF) are some of the challenges to Cebu Pacific's commitment to greener air travel. The industry will require more sustainable financing options as growth opportunities arise. Aircraft manufacturers, airlines, energy providers, airports, and regulators must collaborate to meet the International Air Transportation Authority's (IATA) goal of net-zero carbon emissions by 2050.

Key Stakeholders

- Employees
- Suppliers & Service Providers
- Regulators
- Parent Company
- Customers
- Airport and Airport Authorities
- Industry Groups
- NGO Partners
- Investors

Material / Sustainability Focus Areas / Risks

The practice of monitoring and reporting on our overall operations allows us to identify potential growth areas considering the following business risks:

- Cost and availability of fuel
- Availability of debt financing
- Competition
- Foreign exchange and interest rate fluctuation
- Economic downturn

Influencing Business Activities

Performance Highlights

Economic Contribution

PHP 56.75B
Full Year Revenue
(up 261% YoY)

PHP 35.1B
Passenger Business
(up 459% YoY)

14.8M
Passengers Flown
(up by 335% to YoY)

57%
Domestic Market Share
(vs 52% in 2019)

Our Social Pillar: Growing as Juan Family

- +35 Employee Net Promoter Score
- 81% Employee Engagement
- Best Employer Brand in LinkedIn Talent Awards

Our Environmental Pillar: Caring for Juan Planet

- First Philippine carrier and first low-cost carrier in Southeast Asia to use Sustainable Aviation Fuel (SAF) in its commercial operations
- 30% of fleet is the modern New Engine Option (NEO) aircraft
- 7.9 million kilograms of fuel saved through best industry practices, resulting in 25,059 tCO₂-e in avoided emissions
- Asia Environmental Sustainability Airline of the Year Award from CAPA - Centre for Aviation

Our Governance Pillar: Building Juan Community

- Over 21 million vaccine doses transported
- 62% non-aircraft related procurement budget spent on local suppliers
- Golden Arrow Award from the Institute of Corporate Directors (ICD) for continuous adherence to the best corporate governance standards and practices among Filipino publicly listed companies

Our Commitment

Maintain solid financial and operational performance while making significant contributions to the country's economic development.

Growing as Juan Family

Provide a stable and healthy workplace and deliver great customer experience, while giving back to the community

- Be recognized as a leading innovator on elevating the standards of AVIATION SAFETY - zero serious incident
- Be a LOVED AIRLINE in the world with a NPS score of +35-40
- Increase EMPLOYEE ENGAGEMENT: >90% score

Caring for Juan Planet

Reduce the environmental impact of operations and encourage other stakeholders to do the same

- FLEET MODERNIZATION with all NEO by 2028
- Alignment with aviation industry's NET-ZERO by 2050 commitment
- 30% of sites assessed and managed for CLIMATE RISKS
- 50% PLASTIC WASTE recovered and diverted

Building Juan Community

Build a culture of effective and responsible business practices to support the Group's growth and sustainability

- 100% partners/vendors assessed for SUSTAINABILITY STANDARDS
- 100% of businesses assessed and managed for ANTI-CORRUPTION RISKS
- 30% of communities where we operate covered by INCLUSIVE PROGRAMS

Materiality

102-10

The Materiality Process consists of three main steps; (1) Identification, (2) Prioritization, and (3) Response.

Several sustainability topics identified by the Securities and Exchange Commission (SEC) and the International Air Transport Association (IATA), as well as those tackled in Cebu Pacific's previous sustainability reports, have been consolidated into the materiality assessment survey.

Cebu Pacific surveyed its stakeholders to identify topics capable of shaping its sustainability strategy. Supplemental research and guidance materials helped inform stakeholder responses.

As a reinforcement of Cebu Pacific's sustainability pillars and strategy, the material topics are ranked in order of perceived importance to the Group.

Three-Step Process



1. Identification

Identification and fair representation of possible sustainability issues



2. Prioritization

Evaluation and prioritization of clear, replicable assessment criteria



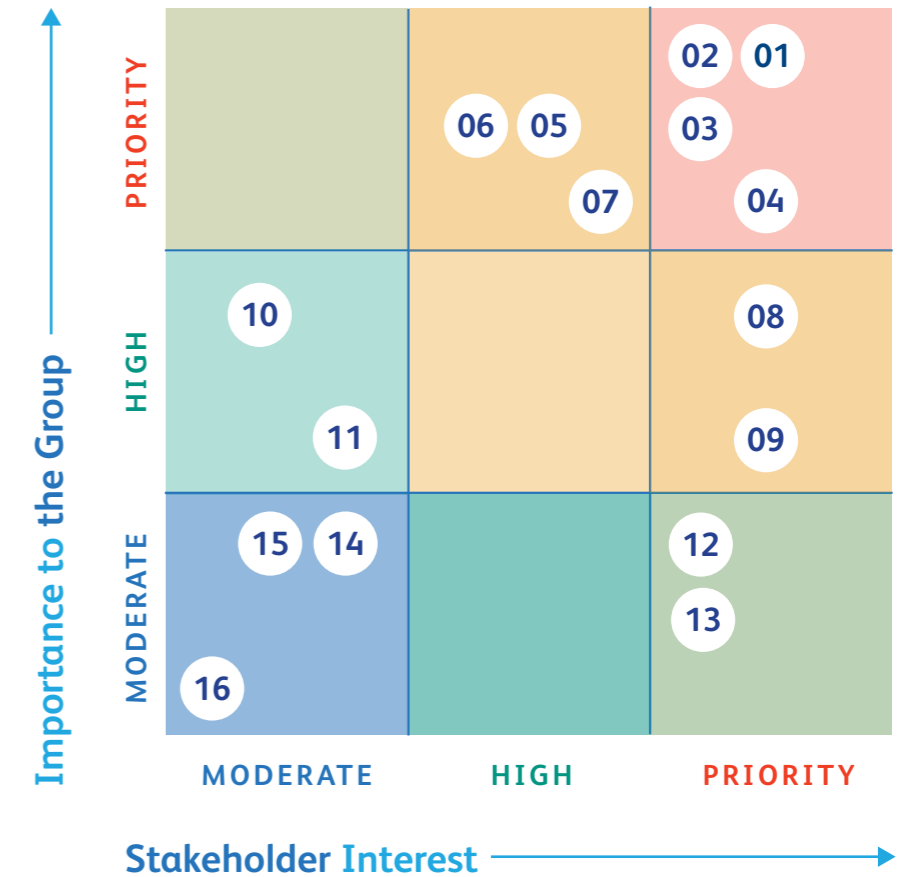
3. Response

Reinforcement of sustainability pillars in response to identification and prioritization of material topics

Any materiality analysis is a tool to verify which "material" topics reflect an organization's economic, environmental, and social impacts (or substantively influence the assessments and decisions of its stakeholders).

Cebu Pacific's recent materiality assessment helps focus its efforts on substantial ESG topics and provides an avenue for the Group to open its sustainability strategy to proactive adjustments.

Materiality Matrix



Sustainability Pillar	Our Identified Topics
S Growing as Juan Family	2 Occupational Health and Safety
	3 Training / People and Development
	4 Product Quality
	6 Employment and Workforce Management / Labor Practices
	7 Product and Service Innovation
	16 Customer Support & Complaints Management
E Caring for Juan Planet	8 Environmental Impact and Management
	9 Waste and Effluents
G Building Juan Community	1 Financial / Economic Performance
	5 Corporate Governance and Socioeconomic Compliance
	10 Procurement Practices, Supplier and Contractor Management / Supply Chain Sustainability
	11 Partnership for Development
	12 Customer Privacy
	13 Gender Equality & Discrimination
	14 Governance Structure & Delegating Authority
15 Marketing and Labeling	

Risks and Opportunities

The Enterprise Risk Management Group (ERMG) spearheads the implementation of a risk management framework that enables Cebu Pacific to manage fundamental risk issues. Departments are empowered to identify, assess, prioritize, and formulate responses for risks, which are then reported to three main risk committees that meet monthly: Data Privacy, Business Continuity, and Sustainability (DBSB); Airline Safety Review Committee (ASRC); and Treasury Risk Management (TRM).

Risks are reported to the Board Risk Oversight Committee (BROC) every six months. The BROC is a Board level committee that provides oversight over the company's risk management policies and procedures to anticipate, minimize, control or manage risks or possible threats to its operational and financial viability. It has three Board members and is chaired by an independent Board director.

Category	Risks	Opportunities
Financial Risks Risks where there is a possibility or danger that shareholders, investors, or other financial stakeholders will lose money	<ul style="list-style-type: none"> Cost and availability of fuel Competition Economic downturn Availability of debt financing Foreign exchange and interest rate fluctuations 	<ul style="list-style-type: none"> Fuel hedging Focus on areas of on-time performance, service delivery, and scheduling efficiency Maintain lower cost to offer competitive prices Efficient service delivery, sensible cost reduction, continuous process improvement to remain agile Prudent financial management Use derivative contracts to hedge foreign exchange exposure
Strategic Risks Risks that either affect or are created by business strategy decisions	<ul style="list-style-type: none"> Slower ramp up of international market as travel restrictions are gradually being lifted 	<ul style="list-style-type: none"> Focus on growing the domestic market Maximize aircraft capacity
Reputational Risks Risks that affect the good name or standing of a business or an entity	<ul style="list-style-type: none"> Reputational damage from isolated incidents 	<ul style="list-style-type: none"> Continuous improvement of response and resolution times through customer listening channels and investment in digital platforms with analytics
Human Resource or Social Risks Any people, culture, or governance factors that cause uncertainty in the business environment that could adversely affect the Group's operations	<ul style="list-style-type: none"> Continuing effects of the pandemic: mitigating the spread of COVID-19 Customer expectations 	<ul style="list-style-type: none"> Continuous implementation of health and safety protocols Enhanced digital solutions for better customer experience from booking to baggage claim

Category	Risks	Opportunities
Compliance or Regulatory Risks Exposure to legal penalties, financial forfeiture, and material loss an organization faces when it fails to act according to industry laws and regulations, internal policies, or prescribed best practices	<ul style="list-style-type: none"> National and local government policies affecting air travel during the transition from the pandemic Regulatory compliance risk Anticipated implementation of carbon controls 	<ul style="list-style-type: none"> Continuous collaboration with the national and local government units to simplify and standardize travel regulations Adherence to official procedures and rules of governing affairs Accounting of greenhouse gas emissions and identification of opportunities to reduce emissions and assess reforestation projects for offsetting opportunities
Information Privacy Risks These refer to the harm on an individual's (e.g., customer's) personal information when they are disclosed, modified, deleted, or become unavailable, without the individual's consent	<ul style="list-style-type: none"> Cybersecurity Breach of customer information privacy 	<ul style="list-style-type: none"> Implementation of the Information Privacy Manual incorporating privacy principles and protocols Review and development of technology-based solutions against cyber threats Continuous penetration testing to identify and address critical weaknesses
Operations Risks These refer to those risks that arise from day-to-day business activities	<ul style="list-style-type: none"> Aircraft accidents and security threats Safety hazards Airport infrastructure constraints and air traffic control 	<ul style="list-style-type: none"> Implementation of Integrated Safety, Quality, and Security Policy that emphasizes the role of each employee in maintaining safety standards Improved flight data monitoring Continuous improvement of Fatigue Risk Management System On-time assessment of safety reports submitted through Intelx safety reporting system software Optimization of flight network, aircraft, and resources to reduce operational delays
Technology Risks These refer to any potential for technology failures that can disrupt the business, such as information security incidents or service outages	<ul style="list-style-type: none"> Obsolescence of computer software and hardware Vulnerability to code execution attacks 	<ul style="list-style-type: none"> Move to up-to-date and efficient IT assets Phishing simulation Security awareness training for all employees Multi-factor authentication as an additional layer of security against unauthorized users
Environmental Risks Actual or potential adverse effects on living organisms and the environment (e.g., effluents, emissions, wastes, resource depletion) due to the organization's activities	<ul style="list-style-type: none"> Delayed or suspended flights due to calamities Bird strikes Accidental discharge of hazardous waste and harmful emissions into the environment 	<ul style="list-style-type: none"> Investments in weather station installations for more accurate weather forecast at destinations Active collaboration with the authorities on reported hazards and events related to birds or other wildlife at the airport Regular monitoring of environmental compliance and application of best practices in resource efficiency, including fuel efficiency and carbon emission reduction as well as solid waste and wastewater management

Key Stakeholders

Cebu Pacific's many stakeholders are its partners in operations, service, and profitability. Stakeholders offer perspectives, raise questions, and exchange information of vital importance to the overall success of the business and the achievement of its goals.

For these reasons, Cebu Pacific conducted a stakeholder assessment in 2022 to prioritize and respond to concerns.

The following chart summarizes the results of this assessment:

Stakeholder	Engagement	Stakeholder Goals	Desired Effect on Business
Employees	<ul style="list-style-type: none"> Direct request (Emails, Viber, and Teams) Meetings Safety Reporting System/ Safety Dashboard Fatigue Risk Management System 	<ul style="list-style-type: none"> Gainful employment and career growth 	<ul style="list-style-type: none"> High employee satisfaction and net promoter score, loyalty, and low turnover
Customers (Individual and Corporate Passengers and Cargo Shippers)	<ul style="list-style-type: none"> Digital and traditional channels including customer satisfaction and post-flight surveys and net promoter score (for passengers) Meetings and emails (for cargo shippers) 	<ul style="list-style-type: none"> Access to safe, affordable, reliable, and convenient air travel Access to cost-efficient and on time logistics service 	<ul style="list-style-type: none"> Competitive market share
Regulators and Government	<ul style="list-style-type: none"> Report submission and compliance Meetings Emails, calls, and videoconferencing Letters, department orders, guidelines, and memorandums 	<ul style="list-style-type: none"> Economic development through enhanced mobility Aviation safety 	<ul style="list-style-type: none"> Unencumbered industry growth Compliance
Airports and Airport Authorities	<ul style="list-style-type: none"> Report submission and compliance Meetings Emails, calls, and videoconferencing Letters, department orders, guidelines, and memorandums 	<ul style="list-style-type: none"> Efficient provision of air transport infrastructure 	<ul style="list-style-type: none"> Capacity expansion, operational efficiency

Stakeholder	Engagement	Stakeholder Goals	Desired Effect on Business
Suppliers and Service Providers	<ul style="list-style-type: none"> Audits and performance reviews Meetings Emails, calls, and videoconferencing 	<ul style="list-style-type: none"> Long-term and profitable business relationship 	<ul style="list-style-type: none"> Reliability, quality and cost effectiveness
Industry groups/ associations	<ul style="list-style-type: none"> Meetings Emails, calls, and videoconferencing 	<ul style="list-style-type: none"> Advocacy of common interests and opportunities 	<ul style="list-style-type: none"> Collaboration and adoption of best practices
Investors and shareholders	<ul style="list-style-type: none"> Shareholders' meetings Quarterly results briefings Investor relations meetings 	<ul style="list-style-type: none"> Solid return on investment 	<ul style="list-style-type: none"> Consistent inflow of investments
NGO Partners	<ul style="list-style-type: none"> Performance reviews Meetings Emails, calls, and videoconferencing 	<ul style="list-style-type: none"> Support for advocacy and funding 	<ul style="list-style-type: none"> Corporate social responsibility



Sustainability Journey

Cebu Pacific's Purpose:

To move people, create opportunities, and broaden perspectives, enabling everyone to lead richer and fuller lives

Sustainability Framework

Cebu Pacific's sustainability framework centers on four key areas: Economic, Environment, Social, and Governance. The framework informs the three pillars of Cebu Pacific's sustainability strategy.

Together with its materiality assessment and stakeholder input, the framework guides the Group's sustainability priorities. See p. 24 for a full description of the materiality process.



Economic

Maintain solid financial and operating performance, significantly contributing to the country's economic development



Social: Growing as Juan Family

Provide a stable and healthy workplace and deliver great customer experience, while giving back to the community



Environment: Caring for Juan Planet

Reduce environmental impact of operations and encourage other stakeholders to do the same



Governance: Building Juan Community

Build a culture of effective and responsible business practices to support the company's growth and sustainability



The Building Blocks

Responsible resource management has always played an important role in Cebu Pacific's business, but its most strategic sustainability efforts began in 2015. Though Cebu Pacific's sustainability

journey is still in its nascent stages, the Group is committed to its vision of flying every Juan while caring for people, communities, and the environment.

Setting up a solid foundation towards sustainability leadership

	2015 - 2018	2019	2020	2021	2022
Economic	<ul style="list-style-type: none"> Flew 150-millionth passenger 	<ul style="list-style-type: none"> Posted record-breaking revenues 	<ul style="list-style-type: none"> Defined future size and shape of Cebu Pacific for post-COVID recovery 	<ul style="list-style-type: none"> Secured investment from IFC and Indigo partners with high E&S focus 	<ul style="list-style-type: none"> Flew 200-millionth passenger
Social	<ul style="list-style-type: none"> Enhanced safety system through IOSA certification Partnered with UNICEF for the Change for Good program 	<ul style="list-style-type: none"> Introduced the "Our People Deal" framework 	<ul style="list-style-type: none"> Focused on COVID-19 response 	<ul style="list-style-type: none"> Enhanced workplace policies 	<ul style="list-style-type: none"> Hailed as Best Employer Brand at LinkedIn Talent Awards
Environment	<ul style="list-style-type: none"> Launched the Juan Effect sustainable tourism program Conducted annual tree planting 	<ul style="list-style-type: none"> Made commitment to an all-NEO fleet by 2028 		<ul style="list-style-type: none"> Enhanced solid waste management and environmental commitment 	<ul style="list-style-type: none"> Integrated sustainable aviation fuel in its operations Named Asia Environmental Sustainability Airline of the Year by CAPA
Governance	<ul style="list-style-type: none"> Prepared for sustainability disclosures 	<ul style="list-style-type: none"> Began tracking sustainability metrics Released first Sustainability Report 	<ul style="list-style-type: none"> Introduced the Cebu Pacific Sustainability Framework Received ESG score of 15 under the S&P Global Corporate Sustainability Assessment (CSA) 	<ul style="list-style-type: none"> Integrated sustainability risks to ERM Received ESG score of 39 under the S&P Global CSA 	<ul style="list-style-type: none"> Received Golden Arrow Award for corporate governance from the Institute of Corporate Directors Received ESG score of 38 under the S&P Global CSA

Strategy and Commitment

At local and global levels, the world is wrestling with the challenges of climate change. The traveling public has a nuanced understanding of climate-related risks, and they demand responsible products and services from the industry.

Cebu Pacific knows that a sustainable approach to business is essential to its relationship with the environment, its customers, and its bottom line. To that end, the Group aligns its sustainability strategy with the global aviation goal of achieving net zero carbon emissions by 2050.

Cebu Pacific is convinced that its future—as a strong market leader that provides sustainable air transport solutions in the Philippines and in Asia-Pacific—depends on cost effectiveness, efficient processes, and high caliber service attuned to the needs of its customers and in collaboration with its employees, partners, suppliers, and investors.



ESG Goals

Pillars	Material Topic	Strategy	Goals
SOCIAL: Growing as Juan Family	Occupational Health and Safety Product Quality	4	<ul style="list-style-type: none"> Be recognized as a leading innovator on elevating aviation safety standards
	Training, People, and Development	5	<ul style="list-style-type: none"> Average five annual training days per employee Development plan for all employees: 40% ready for succession
	Product Quality	2	<ul style="list-style-type: none"> Be a loved airline in the world with a NPS score of +35 to +40
	Employment and Workforce Management / Labor Practices	5	<ul style="list-style-type: none"> Increase Employee Engagement: >90% score
	Product and Service Innovation	2 3	<ul style="list-style-type: none"> 34M passengers 100 routes and 50 destinations 39M seat capacity
ENVIRONMENT: Caring for Juan Planet	Environmental Impact and Management	4	<ul style="list-style-type: none"> 30% of sites assessed and managed for climate risks Fleet modernization with all NEO by 2028 Alignment with aviation industry's net-zero by 2050 commitment
	Waste and Effluents	4	<ul style="list-style-type: none"> 50% plastic waste recovered and diverted

Pillars	Material Topic	Strategy	Goals
ECONOMIC/ GOVERNANCE: Building Juan Community	Economic Performance	1	<ul style="list-style-type: none"> Provide fair returns to shareholders Be among the top 10 airlines in the world on net profit margin and have the lowest in cost performance excepting the cost of fuel among Southeast Asian low cost carriers
	Corporate Governance and Socioeconomic Compliance	4	<ul style="list-style-type: none"> 100% of businesses assessed and managed for anti-corruption risks
	Partnership for Development	4	<ul style="list-style-type: none"> 30% of communities where we operate covered by inclusive programs
	Procurement Practices, Supplier and Contractor Management / Supply Chain Sustainability	4	<ul style="list-style-type: none"> 100% partners/vendors assessed

KEY COMMERCIAL STRATEGIES

- Diversify existing revenue base and defend domestic leadership**
 - Expand international network
 - Open new hubs outside of Metro Manila
 - Drive ancillary revenue growth
 - Grow cargo business
 - Up-gauge Manila to deliver more passengers with minimal fleet growth
 - Drive seat sales through increased frequency of flights in existing stations to enhance cost efficiency

KEY BUSINESS ENABLER STRATEGIES

- Customer First Experience**
 - put customers front and center
- Accelerated Digitalization**
 - build an organization that is digital to the core
- Operational Resiliency and Sustainability**
 - ensure resilient and sustainable operations to create sustainable value for stakeholders
- Redefine People Development and Leadership**

Flying for a Sustainable World

Contribution to the **UN Sustainable Development Goals** (2022 Performance)



2 ZERO HUNGER



47.9M kg

food and agriculture items transported across our domestic and international network



3 GOOD HEALTH AND WELL-BEING



13,010 kg

humanitarian cargo airlifted

21M

COVID-19 vaccine doses airlifted

2,707 kg

blood donations transported for the Philippine Red Cross



7 AFFORDABLE AND CLEAN ENERGY



Cebu Pacific is the first PH carrier to use

sustainable aviation fuel (SAF)*

*Cebu Pacific's use of SAF also contributes to Goal 12: Responsible Consumption and Production

8 DECENT WORK AND ECONOMIC GROWTH



62%

of the Group's non-aircraft related procurement spent on local suppliers

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



23 NEO

out of 76 aircraft in Cebu Pacific's fleet

7.9M kg

jet fuel saved

11 SUSTAINABLE CITIES AND COMMUNITIES



14.8M

passengers flown

108,329

flights to domestic and international destinations

33 destinations
57 routes

in the domestic market

19 destinations
22 routes

in the international market

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



All Cebu Pacific flights have been using more

sustainable alternatives

to replace plastic cutlery and cups on all domestic and international flights

Cebu Pacific promotes **sustainable tourism**

through its Juan Effect program



Growing as Juan Family

At the heart of Cebu Pacific's service are people: its customers and employees. Recognizing that customer experience and employee engagement are inextricably linked, Cebu Pacific keeps its employees energized and motivated to serve as brand ambassadors and provide high-quality service to its customers. Cebu Pacific remains committed to its mission of providing affordable air travel options, and it optimizes digital solutions and innovations to revolutionize customer experience.



[Read more about our contribution to the UN's Sustainable Development Goals](#)



Safety First

The global aviation industry has a highly-developed safety culture. Though COVID-19 has fundamentally changed the aviation sector in many ways, safety remains its top priority. The pandemic has been a major impetus for airport and aircraft cleanliness progressions. The assurance of more stringent inflight hygiene and safety standards was and continues to be a major avenue to regain customer confidence.

Number one among Cebu Pacific's brand promises is to ensure that all passengers and employees are always safe. Flight crew undergo a stringent process of safety and security training and licensing to guarantee adherence to safety regulations and global aviation standards. The COVID-19 era made travelers more responsive to and appreciative of Cebu Pacific's efforts to ensure safe air travel, which translates to brand loyalty.

We continue to follow global standards to ensure the safety and peace of mind of every Juan travelling with Cebu Pacific.

World-Class Safety Management System

Any approach to health and safety in the airline industry must leverage best practices in aircraft operations, passenger and cargo transport, flight crew schedule rostering, and prevention of disease transmission.

Cebu Pacific holds itself to the highest standards in health and safety in every circumstance. It partners with all of its stakeholders to improve its safety management program. It identifies potential hazards and risks, documents them, and creates appropriate risk mitigation and management plans.

The airline complies with the Occupational Health and Safety Standards set by the Department of Labor and Employment-Bureau of Working Conditions, and submits a monthly Occupational Health and Safety Performance Report to its parent company, JG Summit Holdings, Inc.

By encouraging safety reporting and prompt follow-through on reports of unsafe conditions, Cebu Pacific mitigates risks before it leads to injury or illness. Intalex, a Canadian safety solution software, is Cebu Pacific's primary internet and mobile platform for reporting hazards, incidents, and accidents. The system allows analysis and trending of reports, including risk assessment and mitigation to further reduce the risk to an acceptable level.

Cebu Pacific follows the International Air Transport Association (IATA) International Operational Safety Audit (IOSA), the airline certification standard par excellence, which mandates compliance with international regulations and standards. The IOSA Program is an internationally recognized and accepted evaluation system designed to assess the operational management and control systems of an airline.

All Cebu Pacific employees regularly undergo safety training focused on various aspects of operations. The airline issues safety bulletins and publications to raise awareness and draws lessons from recent accidents or disease outbreaks, and shares industry best practices.

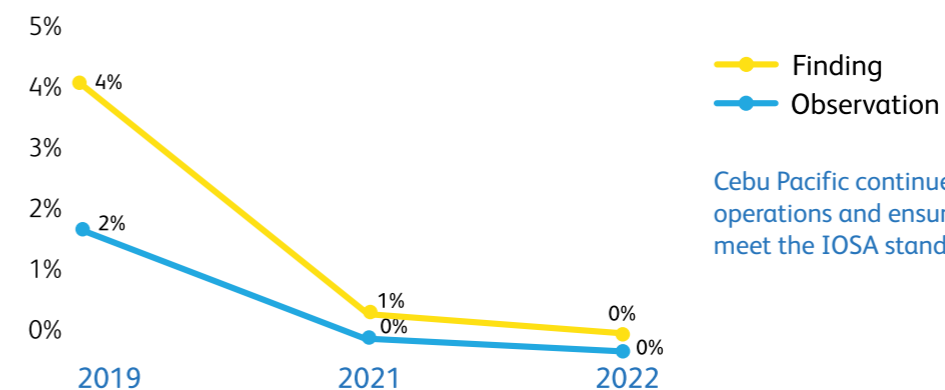
To prepare the Cebu Pacific Emergency Management Team (CEBEMT) and operations staff for emergency situations, the airline conducts annual simulations.

Cebu Pacific has strengthened its health protocols to ensure the health of employees and passengers. For instance, the airline uses a Fatigue Risk Management System to guarantee pilots and cabin crew get sufficient rest before and after their flights.

Overall, Cebu Pacific's multi-pronged approach to safety ensures business continuity in case of emergencies for the benefit of its operations, facilities, aircraft, employees, and passengers.

IOSA 2019 - 2022

Decreasing trend for findings issued for Onsite and Remote Audits



Cebu Pacific continues to prioritize safety in its daily operations and ensures that its policies and procedures meet the IOSA standards.

Focusing on Employee Experience

Cebu Pacific strives to create a unique, meaningful, and fun employee experience. The 'Our People Deal' framework, a multidimensional approach to employee wellbeing, guides the delivery of

value-based and employee-centric initiatives across four key areas: (1) My First Impressions, (2) My Workplace, (3) My Personal Experiences, and (4) My Growth.



My First Impressions (Brand, Onboarding, Leadership)	My Workplace (Tools, Teams, Technology)	My Personal Experiences (Purpose, Milestones, Celebrations)	My Growth (Rewards, Learning, Development)
Brand: Compelling Employer Brand Onboarding: "First Month's High" Leadership: Credible and Compassionate Leadership	Tools: Adequate and Timely Availability of Tools and Resources Teams: Sense of Belonging to a Team, Collaboration Technology: Digital Transformation	Purpose: Align Personal Purpose with Cebu Pacific's Purpose Milestones: Highlight Life Happenings Celebrations: Celebrate Small and Big Wins	Rewards: Get Rewarded Objectively Learning: Various Learning Channels and Methods Development: Clear Career Path

My First Impressions

Finding Common Ground

Cebu Pacific leaders spare no effort to connect with employees. They make use of various channels of communication including the Group's 'Kapihan' sessions or Town Hall meetings.

Every quarter three Cebu Pacific Management Committee leaders meet with about 30 to 40 employees to answer any business-related or personal questions. The aim is to reassure employees that their concerns are heard and addressed.

Town Hall Meetings, which are also held quarterly, are organization-wide gatherings where employees receive updates on key areas of Cebu Pacific's finances, operations, customer and workforce issues.

About 2,000 employees took part in the last Town Hall Meeting for 2022—350 onsite and the rest via the live/online stream.



Best Employer Brand (LinkedIn 2022 Talent Awards)

In recognition of its high regard for its workforce, Cebu Pacific was hailed as the 2022 Best Employer Brand among companies with 1,000 to 5,000 employees at the LinkedIn Talent Awards.

The annual event shines a spotlight on companies and people across the globe that have excelled in engaging with talent, creating inclusive workplaces, building strong employer brands, encouraging learning and development, and focusing on employee retention.

Cebu Pacific was also a finalist in the Diversity Champion category for its attention to issues of Diversity, Inclusion, Belonging and Equity.

My Workplace

Back from Remote

Recognizing the importance of making its employees feel welcome as they returned to the office, Cebu Pacific greeted their employees with the "Say Hi to CEB's First Day High" campaign.

The two-day campaign supported the airline's employees as they began hybrid work arrangements in April 2022. Cebu Pacific conducted various activities to give their employees a wonderful day. A "Wall-come" freedom wall gave employees the opportunity to express their feelings and reconnect with their colleagues, enhancing their sense of community and belonging.

During the COVID-19 pandemic, Cebu Pacific implemented a remote work policy to protect the health and safety of employees and customers. The hybrid work setup was extended until the end of 2022.

About 1,500 employees were offered work flexibility: reporting onsite at least two days per week; daily for two consecutive weeks; or daily every other week.

 **1,500** employees offered hybrid work option

 **35 - 40%** chose a flexible work setup

Between 35% and 40% of the employees opted for hybrid work flexibility options. The number of employees reporting onsite more frequently gradually increased towards the latter part of 2022.

Cebu Pacific's hybrid work options remain in place to provide a sense of autonomy in work arrangements

My Personal Experience

Juan Leader

In line with the changing demands in leadership post-pandemic, Cebu Pacific launched its signature leadership program, Juan Leader, designed to realign leadership skills among managers.

and to encourage mutual trust among employees and leaders. It also helped with employee retention and talent attraction, thereby improving the Cebu Pacific employer brand.

The program was piloted for all managers from Cabin Services & Flight Operations in 2022 and will continue to be shared with the rest of the leader population of Cebu Pacific in 2023.

My Growth

Individual Development Planning

To provide holistic learning for every Juan, Cebu Pacific began Individual Development Planning (IDP) for all employees in 2022. The program frames job-related learning as a deliberate, unique project for each employee. It honors learning beyond the traditional classroom and allows for greater opportunities in on-the-job training.

The IDP is a tool employees use to focus on their priority development areas, thereby boosting job performance and moving along a career path toward roles to which they may aspire.

To support the rollout and provide a more seamless development planning experience, Cebu Pacific featured an IDP component in its talent management system.

Cebu Pacific University

Cebu Pacific University (CEB U) offered more face-to-face classes in 2022, even as it continued online class offerings to support employees' hybrid work arrangements. To ensure that learning remains relevant and supports business recovery,

CEB U offers skill-building in key areas such as psychological safety, customer-first mindset, data literacy, and hybrid leadership.

Launched in 2018, CEB U partners with schools, consulting firms, and other industry experts to deliver the learning programs. Cebu Pacific also taps on external technical and specialization training through IATA and ICAO.

CEB U on the Go introduced learning programs under 29 relevant themes such as Remote Working, Dealing with Change, Optimism and Resilience, and Work-Life Harmony.

Coaching Moments

To maximize the sharing of institutional knowledge and to cultivate future leaders from within Cebu Pacific's workforce, the Group invested in the development and implementation of the Coaching Moments Program in 2022. The program was designed to teach Cebu Pacific leaders how to grow the depth and breadth of expertise among their staff. Leaders learned how to frame coaching conversations, use the LMS to hasten micro-learning, and maximize coaching features in the EDGE talent management platform.

Investing in Employee Growth

Training / People and Development

	2021	2022
Total training hours provided to employees	10,983	9,289
Female employees	6,385	5,440
Male employees	4,598	3,849
Average training hours provided to employees (hour/employee)	4.3	2.5
Female employees	4.7	2.6
Male employees	3.8	2.2

Committed to provide growth opportunities, Cebu Pacific offers its employees training programs to empower them in relation to their own personal and professional development. Training programs are customized and aligned to skills anchored on the organization's goals while also incorporating the Group's culture and values.

Employees are equipped with essential skills for their current and future roles and are introduced to new skills to help the organization thrive and endure.

Aside from increased employee engagement and individual performance, well-trained employees contribute to innovation, operational efficiency, and customer service.

Cebu Pacific's People Department oversees basic courses, training programs, and management and leadership programs. Various e-learning programs are hosted on the Learning Management System (LMS) platform. In-house learning opportunities are provided through on-the-job training and CEB U.



Flight Crew Training

Cebu Pacific pilot training includes familiarization with aircraft systems, aeronautical theories, air law, aircraft flight performance, as well as planning, navigational, operational, and emergency procedures. Pilots also undergo practical tests through flight simulations, which they must pass before being approved for flight.

Training hours per pilot vary depending on the type of aircraft handled and their years of experience. Due to social distancing and health guidelines, all ground training was conducted through Civil Association Authority of the Philippines (CAAP)-approved virtual classes. Some regulatory training requirements requiring actual flying times were fulfilled through simulator training. Regular training evaluations ensure that no pilot will be allowed to fly in an actual aircraft unless his skills (Technical and Soft) are up to par with Cebu Pacific standards.

Coaching the Cabin Crew

Passenger safety remains the priority of Cebu Pacific. To ensure that the cabin crew is qualified and abreast of safety procedures and customer service standards, Cebu Pacific conducted 18 Regular Cabin Crew initial training classes and 19 abbreviated classes to support the workforce requirement. Experienced cabin crew members underwent the abbreviated training program. Cebu Pacific training resources and learning materials can be accessed virtually using the LMS platform. All new and modified training programs were duly evaluated and approved by CAAP.

The Line Checker program was also introduced to regular cabin crew, to qualify them in assisting managers in conduct competency checks inflight.

Cebu Pacific maintains a safety culture by adhering to safety protocols. Auditors monitor the Group's training programs to comply with CAAP, IOSA, and internal auditing standards.



Brand Ambassadors

When Cebu Pacific first took to the air in 1996, it broke the mold for air travel with the promise of low fare at great value. It also appealed to the Filipino sensibilities of comfort and fun, offering games and prizes in a uniquely upbeat flying experience orchestrated by Cebu Pacific's creative crew.

When flyers feel comfortable and safe, it's largely due to the cabin crew and the skills they bring to their job beyond simply showing passengers to their seats and providing refreshments.

It helps that the majority of Cebu Pacific employees are young. Out of its total workforce 2,364 are millennials and 875 belong to Gen Z, who are quite motivated and can be relied upon to contribute beyond their job descriptions.

Cebu Pacific strives to make each flight pleasurable for customers and employees by bringing people together through a deep sense of trust, courage, service, and the best of the Filipino Spirit.

Employee Data

	2021	2022
Total number of employees	2,584	3,786
Male	1,225	1,729
Female	1,359	2,057
New Hires	187	1,715
Attrition Rate	10%	13%



SKY Camp

SkyCamp (Careers in Aviation Made Possible) is Cebu Pacific's official career development program that provides talented future Moment Makers an opportunity to gain a broad range of experiences, to accelerate careers in specialized paths such as Engineering, IT, Analytics and more. The pioneer class, onboarded in October 2022, is composed of 12 new graduates from various universities taking part in the Engineering Development Program.

Employee Benefits

Benefits	Number of employees who availed for the year	
	2021	2022
SSS	230	588
PhilHealth	158	98
Pag-IBIG	233	123
Parental Leave	67	193
Parental Leave - Solo Parents	1	8
Vacation Leaves	4,545	2,688
Sick Leaves	1,034	2,012
Medical Benefit (HMO)	2,496	4,038
Medical: Psychological Counseling	44	107
Retirement (aside from SSS)	23	68
Further Education Support	19	22
Company Stock Options	N/A	16
Telecommuting or Work from Home	Applicable to all employees with support/back-office function	
Flexible Working Hours		
Profit Sharing	0	2,587
Life Insurance	1,574	4,174
Rice Subsidy and Medical Allowance	2,496	3,199
Christmas Allowance	2,482	4,223
Uniforms	111	181

Free of Charge Tickets for Employees and Dependents	Number who availed for the year	
	2021	2022
Free flights (Employees)	6,500	39,906
Free flights (Dependents)	5,843	34,977



Mental Wellness

Cebu Pacific's wide range of mental health services and events have created a supportive and inclusive environment where employees can thrive both personally and professionally. One of which was the Psychological Consultations that ran from January 1 to December 15, 2022. The program provided psychological debriefing to employees who encountered stressful events while on duty. A total of 66 employees and 7 dependents signed up for the program, while 38 flight crew members were recommended for psychological debriefing. Cebu Pacific also allotted ten telecounseling slots monthly for employees and five slots for dependents. On top of this, stress debriefing assistance was given to flight crew members who faced events such as medical emergencies during their flight and training issues.

The airline also organized a Mental Health Month Celebration, which raised awareness of

psychological safety and its significance to the workforce. The celebration ran throughout October and featured four posters highlighting Psychological Safety, namely Inclusion Safety, Learner Safety, Collaborator Safety, and Challenger Safety. Additionally, the MindCare Club Webinar was conducted, providing employees with valuable insights on mental health and offering free consultations.

One of the highlights of Mental Health Month Celebration was the MOMENTstagram Photo Booth, where around 1,170 employees captured fun moments with each other and received free oatmeal cookies and CEB CAREs stickers. This photo booth successfully raised awareness of the importance of mental health while promoting a sense of community and support among employees.

Labor Management Relations

	2021	2022
Percentage of employees with Collective Bargaining Agreements	0	0
Number of consultations conducted with employees concerning employee-related policies	9	15

The past three years have been challenging for Cebu Pacific's flight crew, whose productivity and compensation were adversely affected by the restrictions on air travel resulting in zero or few flights. Despite this, the Officers and Board members manifested their commitment to strong communication and collaboration to foster a harmonious relationship between Management and the employees they represent.

Led by Chief Human Resources Officer Felix Dan S. Lopez, Cebu Pacific was able to safeguard both its interests and the welfare of employees

by conducting monthly council meetings where pressing concerns were addressed and resolved.

Towards the end of 2022, after more than three years since the cabin crew union was established, Cebu Pacific reopened the Collective Bargaining Agreement (CBA) economic negotiations—proof of the good relationship built with Juan Wing Association of the Philippines (JWAP) and Associated Labor Union-Trade Union Congress of the Philippines (ALU-TUCP). Cebu Pacific kept the union and the federation informed about the Group's financial state.



Inclusion Inc.

High-diversity environments improve team performance. Workplace diversity brings together people from different backgrounds, regardless of race, gender, and ethnicity, to contribute their talents and leverage their strengths to benefit the organization.

Cebu Pacific's Diversity and Inclusion Policy provides equal opportunity and embraces diversity and the uniqueness of each employee.

The Group does not discriminate based on Sexual Orientation, Gender Identity and Expression (SOGIE); and it strives for the promotion and

fulfillment of gender equality. Cebu Pacific ensures decent work standards in conditions of freedom, equity, security, and human dignity, including in the following areas:

- Employment, Training and Development
- Employee Records and Company Database
- Health and Support Services
- Facilities, Uniform and Employee Identification

Cebu Pacific regularly reviews and when necessary, amends and/or repeals existing rules, regulations and policies that may be found to be misaligned with the Group's Diversity and Inclusion Policy.

Diversity and Equal Opportunity

	2021	2022
Percentage of female employees	53	54
Percentage of male employees	47	46
Number of employees from indigenous communities or vulnerable sectors	Not tracked	Not tracked



Occupational Safety and Health

Workplace Conditions

	2021	2022
Safe Work-hours	5,157,072	6,363,360
Number of work-related injuries	9	22
Number of work-related fatalities	0	0
Number of work-related illnesses	0	0
Number of safety drills	0	1

Cebu Pacific's Occupational Safety and Health Policy protects every employee against the dangers of injury, sickness or death through safe working conditions and health and wellness programs. The policy supports overall wellbeing of the Group's workforce and the prevention of loss or damage to lives and properties, consistent with national development goals and with the country's commitment to the total development of every worker.

Cebu Pacific completed the installation of evaporative air coolers on top of the HEPA filters

(MERV 13-15) that clean the air that circulates in the Cebu Pacific Head Office, in compliance with the Department of Labor and Employment (DOLE) Order no. 224, or Guidelines on Ventilation for Workplace and Public Transport to prevent and control the spread of COVID-19. Air ducts are installed from the rooftop to hallways, the lobby, office spaces, and areas with high foot traffic. Nightly disinfection using UV light and sanitation activities are regularly conducted throughout the building.

Bridging Employees to Better Health

During the pandemic, several health initiatives and services were introduced to support employees' physical and mental needs.

CEB+: A Portal to Wellness

The CEB+ app launched new features focusing on employee wellness and safety. The MyHealthPartner tab now includes an Occupational Safety and Health (OSH) Guidebook, an ePharmacy app in partnership with Southstar Drug, and access to virtual or face-to-face appointment scheduling assistance with doctors.

The ePharmacy app provides Cebu Pacific employees with a 2% discount on medicines and other Southstar items, which can be purchased from the comfort of their homes. All active Cebu Pacific employees can take part in the program, which can be accessed through the CEB+ app's Pharmacy under MyHealthPartner.

The OSH Guidebook contains workplace health and safety protocols, identification information, and incident reporting through Intalex. Other new

health and wellness features include the COVID-19 Care Guidebook, Mental Health Service Providers, Maxicare Summary of Benefits, CEB Telecare, Physical Fitness, and Latest Health Advisory.

Fitness Perks for every Juan

In 2022, Cebu Pacific introduced several HMO benefits, including free flu vaccines, reimbursement of up to PHP 3,000 for outpatient medicines, and enhanced APE packages. Employees whose APE results indicated chronic hypertension, diabetes, and high cholesterol were automatically enrolled in Maxicare's Best Life Wellness Program, which provides free lab tests, consultations, prescriptions, nutrition counseling, and medicines.

Cebu Pacific also increased the maximum benefit limits for 2023 and increased the age limit for enrolled siblings/children from 21 years old to 23 years old. Cebu Pacific's proactive approach to promoting wellness reflects its commitment to create a supportive workplace culture where employees are cared for and valued.

CEB+ Services:



COVID-19 Care Guidebook



Maxicare Summary of Benefits



Physical Fitness



Mental Health Service Providers



CEB Telecare



Latest Health Advisory

Embodying a Customer-First Mindset

In March 2022, Cebu Pacific celebrated the milestone of flying a total of 200 million passengers by awarding its 200-millionth flyer with unlimited free domestic flights for one whole year. The lucky "Juan," Cebu resident Salbert Garces, represented every Juan whose life the airline promises to enrich with its innovative products and services.

Cebu Pacific's success can be attributed to its commitment to providing quality service at an affordable price. The airline constantly adapts to satisfy the needs of its large customer base.

Product and Service Innovation

Cebu Pacific began its digital innovation journey in 2017, as one of the early adaptors of integrated technology for social intelligence and customer engagement in Asia. Due to the investment in this space, Cebu Pacific was able to respond swiftly to customer needs arising from the COVID-19 pandemic and take full advantage of economic opportunities as the crisis waned.

Among the 14.8 million passengers flown by Cebu Pacific in 2022, 83% of all rebookings and updates were done through digital channels. In addition to improvements in digital booking and payments, it has enhanced its 'Manage Booking' portal to allow passengers to correct errors in personal information such as names, birthdates, and addresses; manage group bookings; and update contact information to receive notifications via email or SMS.

Cebu Pacific's customer-first mindset calls for optimized services from booking to baggage claim.

Enhancing CEB Digital Experience

With its head start in early adoption of digital solutions, Cebu Pacific has an advantage in finding opportunities that have a big impact on customer experience and business metrics.

Looking into operational data and customer behavior across channels and touchpoints, the Group implemented the following in 2022:

Service Upgrades

- New 'Manage Booking' allows Cebu Pacific customers to manage their flights (rebook, buy add-ons) up to two hours before departure
- Improved chatbot offers better conversations and more topics that Charlie the chatbot can answer
- More flexible Travel Fund redemption gives access not just to the fund owner, but to anybody whom the owner authorizes. Travel fund may also be used for payment of fees in airports
- An increase in the number of agents who can answer customers via live chat keeps waiting time to a minimum

Key Results

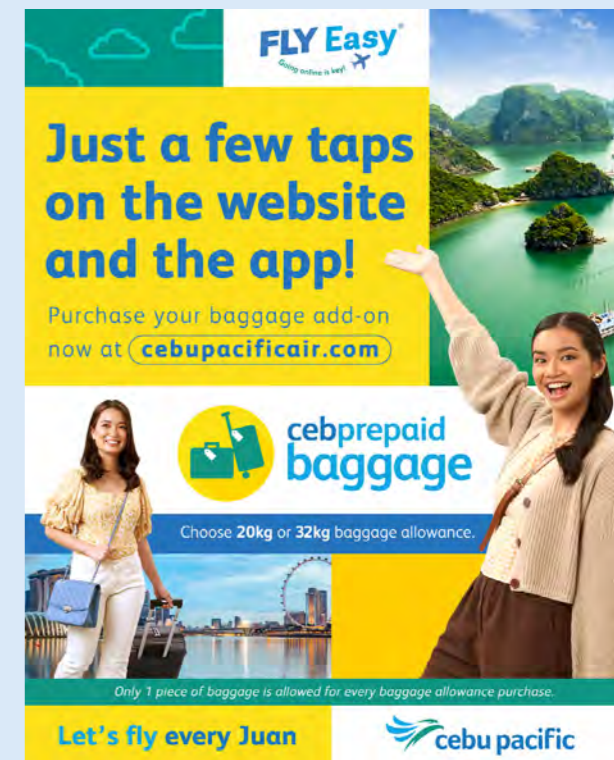
- 83% of all bookings that were rebooked and updated were done using digital channels
- 70% of questions and concerns from guests were answered by the chatbot
- 94% of travel fund redemptions were done using the MyCebuPacific account, which allows guests to use the fund for themselves or for other people
- Chat Customer Satisfaction Score rose to 3.2/5.0 coming off from 2.8 in the past; Answer chat from 10% to 92%; wait time reduced from 77 minutes to 2.5 minutes

Prepaid Baggage

Cebu Pacific's new checked baggage policy improves every Juan's customer experience.

Since April 6, 2022, the airline has offered passengers the Prepaid Baggage option to minimize baggage fees and check-in wait times at the airport.

Passengers may opt to purchase baggage allowance options of one piece, 20kg or 32kg, max of 2 weight options, up to two pieces of checked-in baggage. The two-bag per passenger limit permits each traveller to bring up to 64kg on the flight.



CEB TravelSure with COVID-19 Insurance

CEB TravelSure "Basic Protect" is Cebu Pacific's travel insurance plan offering its passengers coverage for costs associated with injuries, illnesses, loss of personal possessions, trip cancellations, emergency assistance, and other unanticipated travel-related events.

On January 13, 2022, Cebu Pacific, together with publicly traded property and casualty insurer Insurance Company of North America, A Chubb Company, added COVID-19 coverage to cover passengers' COVID-related hospitalization or treatment should they contract the virus during their trip.

Passengers may purchase the insurance plan for local and international flights for as low as PHP 411.





Rated: Seven Stars

Cebu Pacific received a seven-star safety rating, the highest score possible, from Airline Ratings for its COVID-19 prevention protocols designed to protect staff and passengers. Prevention of disease transmission remains a top priority, and Cebu Pacific takes seriously its responsibility to protect and reassure the traveling public.

Cebu Pacific maintains IATA air safety certification through the IOSA Program. The Group's operations are subject to continuous audits and surveillance by civil aviation authorities.

Customer Health and Safety

	2021	2022
Number of substantiated complaints on product or service health and safety	0	13
Number of complaints addressed	0	13

Customer Management

	2021	2022
Customer Satisfaction - Net Promoter Score (Post-flight)	+44	+19

CSAT Tracked Full Year (Post-flight) Rating scale of 1-5, with 5 as the highest

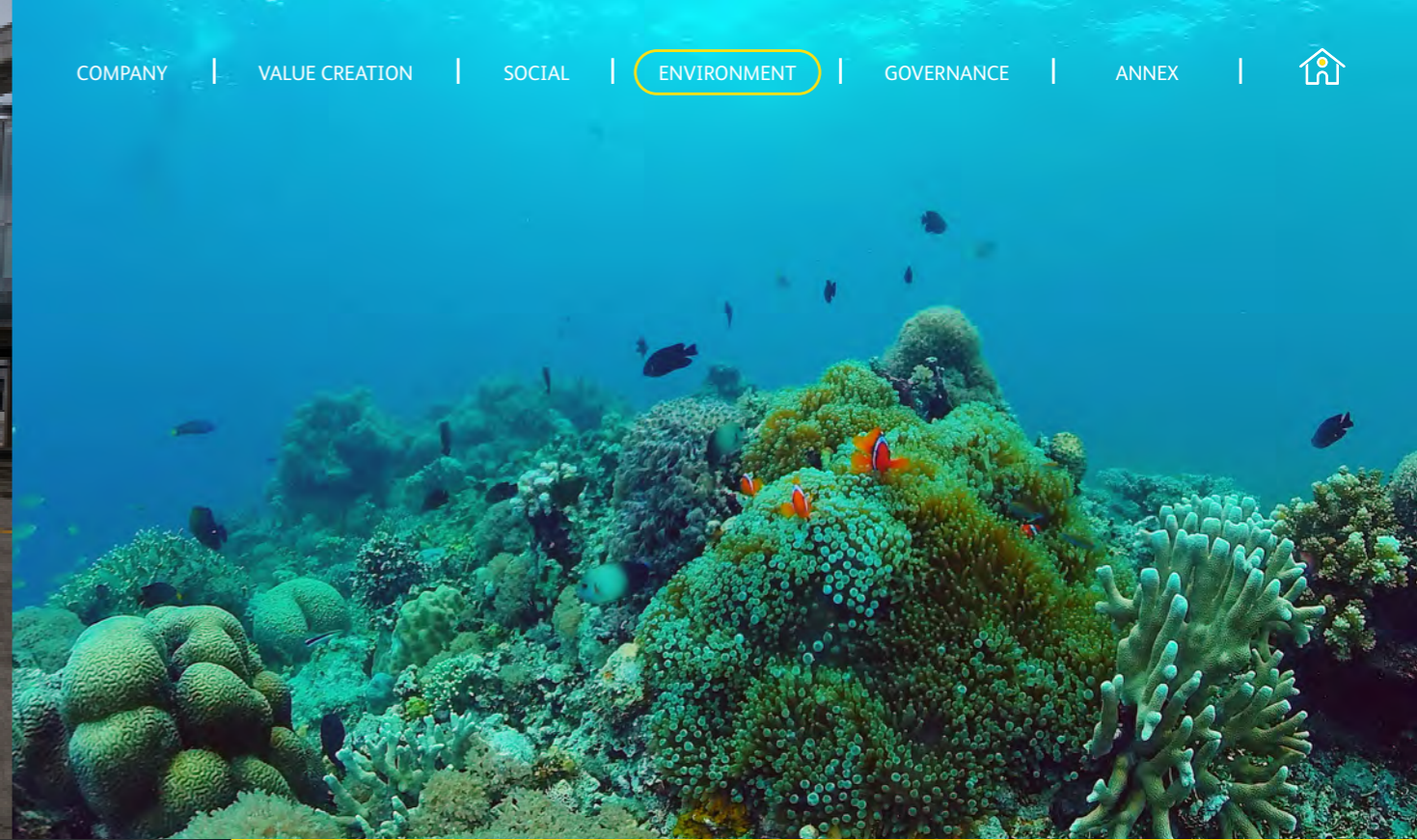
	2021	2022
Value for Money	4.08	3.60
Bag Drop and Check In Queuing Time	4.02	3.78
Boarding Experience	4.09	3.74
Bag Delivery Speed	4.05	3.69
Agent Service	N/A	3.79
Cabin Crew Score	4.16	4.09
Inflight Announcements	4.17	4.05
Cabin Interiors	4.11	3.93
Pre-ordered Meals	3.70	3.42

Listening to Feedback

Despite the uptick in customer service metrics, aviation is a sector where customers have more issues compared to other products or services: from having a decent flight experience to getting to a destination without losing luggage, every single element forms a critical part of the overall experience.

It uses an array of tools to track concerns, resolve complaints, and identify pain points in the customer's entire travel experience.

Cebu Pacific uses various surveys to monitor customer satisfaction for its air cargo and travel services. The Group gathers feedback through digital and traditional communications with customers.



Caring for Juan Planet

As a responsible steward of the planet, Cebu Pacific operates a modern and fuel-efficient fleet, works on ways to reduce resource consumption, promotes sustainable tourism, adopts technology to improve operational efficiency, and partners with organizations invested in conservation and wildlife protection.



[Read more about our contribution to the UN's Sustainable Development Goals](#)



Reducing Environmental Impact

Cebu Pacific's commitment to being a responsible steward of the environment is driven by its concern for the Philippines, which is one of the world's most vulnerable countries when it comes to climate-related disasters.

After integrating sustainable aviation fuel (SAF) in its operations in 2022, Cebu Pacific continues its sustainability journey with fleet modernization; assessment of areas of energy, water, and materials efficiency for green building certification; more pilot sustainable flights to select destinations; expansion of nature-based initiatives to mitigate the impact of the airline's carbon emissions; and addition of strategic partners to increase the airline's future SAF supply.

A Modern and Fuel-Efficient Fleet

The decarbonization journey of the aviation industry is contingent on technological advancements, investments in appropriate infrastructure and improvement in operational efficiency.

Cebu Pacific's fleet is one of the main components of its long-term decarbonization strategy. The airline plans to modernize its fleet by acquiring low-carbon emission aircraft such as the Airbus NEOs. Additionally, the airline is transitioning to electric transport vehicles and ground service equipment.

Cebu Pacific operates one of the youngest fleet in the world. Its fleet is continuously refreshed with new aircraft deliveries, boasting an average fleet age of 6.0 years.

The Airbus A321neo, which Cebu Pacific has been incorporating into its fleet since 2019, is remarkable for its 20% increase in fuel efficiency and 50% noise reduction as compared to previous-generation aircraft. The 188-seat planes are equipped with USB ports that allow passengers to charge their mobile devices during flights.

The A330neo, another relatively new member of Cebu Pacific's fleet, is dubbed the greenest aircraft in Asia. It burns 25% less fuel than previous-generation aircraft, and with its 459-seat capacity, delivers the lowest carbon footprint per passenger-kilometer. The A330neo is the first aircraft in the world to meet 2028 CO₂ emissions targets. Cebu Pacific currently has four A330neos and will take 12 additional deliveries between now and 2028.

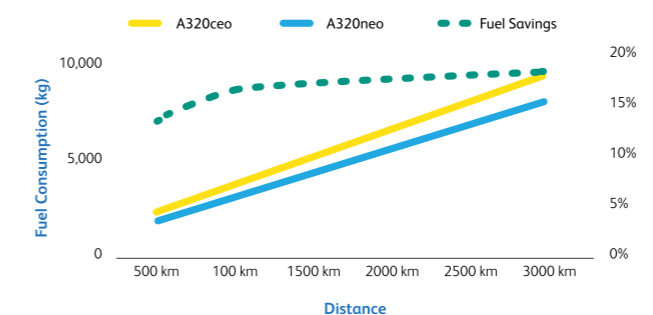
Cebu Pacific's fleet modernization initiatives will result in a 17% to 29% reduction in CO₂ emissions per passenger. The airline plans to operate an all-NEO fleet by 2028.



76
Total Aircraft



23 NEOs
(New Engine Option)



2022 Asia Environmental Sustainability Airline of the Year

Cebu Pacific adopts a range of sustainability programs across all segments of its operations and broadens its efforts to work with travel industry partners to ensure that local and international stakeholders enhance their own sustainability efforts.

Named the 2022 Asia Environmental Sustainability Airline of the Year by the Centre for Aviation (CAPA), Cebu Pacific, which began its sustainability journey through early investment in fuel-efficient aircraft before the COVID-19 pandemic, remains true to its commitment to lead local and regional carriers in being responsible stewards of the environment.

Centre for Asia Pacific Aviation Global Content & Marketing Director Marco Navarria (left) and Cebu Pacific President and Chief Commercial Officer Xander Lao at the CAPA's inaugural Environmental Sustainability Awards for Excellence

“Cebu Pacific is among the first low-cost carriers in the world to adopt carbon emission reduction initiatives—committed to investing time and resources to become the greenest airline in Asia.”

- Mark Cezar, Cebu Pacific Chief Finance Officer

Carbon Cuts

Cebu Pacific’s sustainability goals are in line with the global aviation industry’s commitment to achieve net-zero carbon emissions by 2050, as indicated by the International Air Transport Association (IATA) and the International Civil Aviation Organization (ICAO). The airline has put in place a robust decarbonization strategy based on five elements – Fundamentals, Fleet, Fuel, Footprint, and Finance.

Cebu Pacific voluntarily discloses its carbon emissions to ICAO’s Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), which was designed to manage carbon emissions from international aviation.

The program aims to cap carbon emissions from international aviation at 85% of 2019 levels. Cebu Pacific is exploring opportunities for voluntary carbon offsetting to compensate for emissions not included in CORSIA. Pricing of emissions and offsets may result in increased operating or higher compliance costs.

Ready for the Extreme

For effective integration of climate-related risks into its management processes, Cebu Pacific worked on identifying short-, medium-, and long-term physical and transition risks. Extreme weather events brought about by climate change will lead to increased flight cancellations, operational disruptions, and damage risks to facilities.

To mitigate these risks associated with extreme weather events, Cebu Pacific invested in a state-of-the-art weather forecasting systems, enabling flight crew to access reliable typhoon path prediction data. The flight crew can check actual weather in real-time in any domestic airport via the Aircraft Communication, Addressing, and Reporting System (ACARS), providing relevant and on-time information on inclement weather that may affect flight performance.

Energy Consumption

	2021	2022
Sustainable Aviation Fuel (liters)	0	27,905
Jet Fuel (tonnes)	135,581	363,447
Gasoline (liters)	72,631	96,264
Diesel (liters)	859,372	4,339,293
Electricity (megawatt-hours)	3,735	6,592

With Cebu Pacific’s operations ramping up in 2022, overall energy consumption has also increased compared to 2021 levels. The airline’s efficient energy practices helped limit operating costs while reducing adverse impacts to the energy supply and the environment.

Cebu Pacific is actively exploring effective means to access renewable energy from onsite or offsite sources to further reduce its carbon footprint. The airline is evaluating solar power installation for several buildings, as well as the possibility of sourcing renewable energy directly from the grid.

Emissions

Scope 1 emissions in tonne CO₂e

2021	2022
428,437	1,160,324

Scope 2 emissions in tonne CO₂e

2021	2022
2,647	4,695

GHG Emissions Intensity

gram CO₂e/RPK - average annual grams of CO₂ emissions for each kilometer traveled by a passenger

2021	2022
187.49	102.86

Restatement: From previous reporting metric in average annual grams of CO₂ emissions for each kilometer traveled by a passenger (gCO₂/pk), for 2022 reporting onwards the new GHG emissions intensity metric is based on total CO₂ emissions from flight related emissions divided by total revenue passenger kilometers, or gCO₂e/RPK

Air Pollutants (data from flight only)

	2021	2022
NOx	340	968
SOx	26	72

The bulk of Cebu Pacific’s GHG emissions are attributed to its core business, air travel. As such, reducing emissions from its flights remains the key focus of its environmental strategy. Nonetheless, in 2022 it began to develop strategies to address scope 1 and scope 2 emissions in other areas of its operations.

Cebu Pacific has partnered with South Pole to help it through the rigorous process of understanding the complexities of its greenhouse gas emissions. The collaboration will allow the Group to set near- and long-term emission reduction pathways aligned with climate science and global temperature targets.

Sustainable Shuttle Service



Juander employee shuttle service started in 2019 with 50-seater buses operated on the EDSA, Paranaque, and Cavite routes.

In 2022, Cebu Pacific provided Juander shuttle vans for the commuting needs of its employees who are on hybrid work arrangements. These shuttles operated scheduled routes and catered to approximately over 2,500 employee commuters in a month.

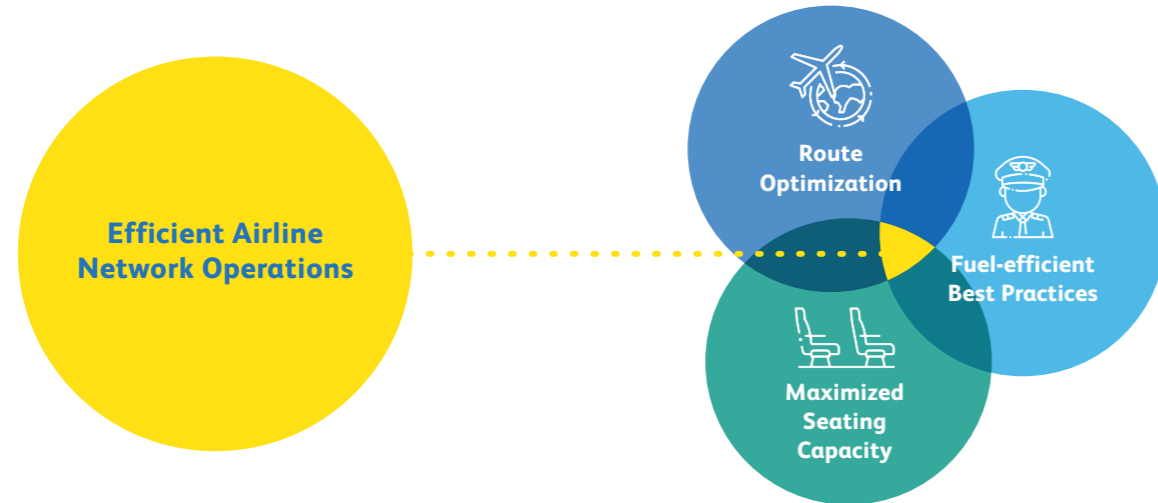
Due to growing demand and its commitment to providing more eco-friendly transportation options, Cebu Pacific launched the GET e-vehicle Juander shuttles in April 2023. These shuttles are zero emissions and 100% electric.

Resource Efficiency Management

Efficient Airline Network Operations

The speed and altitude of the aircraft, route distance between origin and destination, number of passengers, aircraft model and configuration, and other factors help determine efficient airline

network operations. Cebu Pacific focused on route optimization, maximized seating configuration, and best practices in fuel efficiency.



Route Optimization

Matching the right aircraft to each route based on passenger and cargo traffic demand results in greater fuel efficiency, lower emissions on a per passenger basis, and operational cost savings. Accordingly, Cebu Pacific operates its larger aircraft such as the A330s and A321s on higher density routes in both regional and domestic markets.

In 2022, Cebu Pacific upgraded its flights to Tacloban, Dumaguete, and Butuan, using A320neo aircraft to satisfy higher travel demand brought about by relaxed restrictions and the pent-up desire to travel. The aircraft upgrade enabled the airline to accommodate more passengers and carry more cargo to these popular destinations.

A320	A321
30	17
9 NEOs	10 NEOs
21 CEO's	7 CEO's
A330	ATR
9	20
4 NEOs	14 72-600s
5 CEO's	6 72-500s



Maximized Seating Capacity

Cebu Pacific's A330neo is distinct with its 459-seat, all-economy layout. It also consumes 25% less fuel than previous-generation models. This ensures that the airline is able to keep fares affordable, making travel more accessible to its customers and maximizing revenues for the airline. The aircraft, with its outstanding fuel-efficiency, also guarantees compliance with current and

future sustainability standards in terms of noise and carbon emissions.

The Cebu Pacific brand is clear and honest about what it offers: personal space on board may be modest, but so are ticket prices. The knowledge that flying a high-density aircraft configuration cuts carbon emissions is also a big plus.



A330

Number of seats
NEO 459
CEO 436

A321

Number of seats
NEO 236
CEO 230

Cebu Pacific holds the record of operating the most efficient A330 in terms of seat density.

Domestic

15%
Lower fuel burn

17%
Reduced fuel burn per seat

International

27%
Lower fuel burn

29%
Reduced fuel burn per seat

Average CO₂ emission reduction/pax

17 - 29%



Fuel-Efficient Best Practices

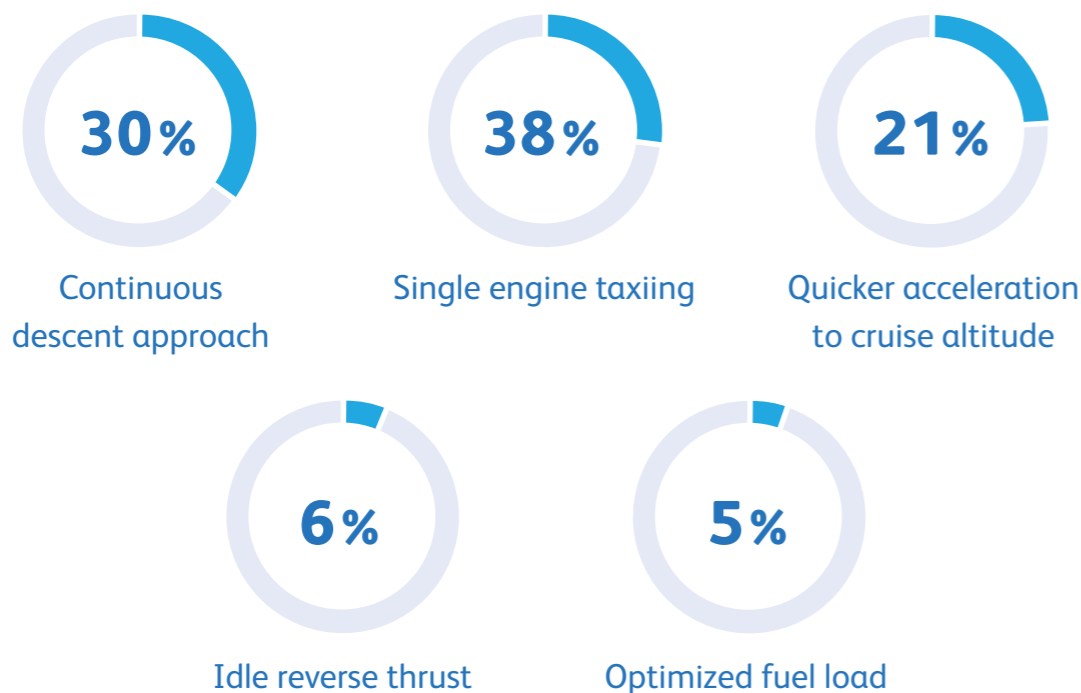
With its aircraft modernization efforts, Cebu Pacific's NEO fleet reduces fuel consumption by as much as 20% compared to previous-generation aircraft. In 2022, Cebu Pacific saved about 7.9 million kilograms of fuel through various practices including: continuous descent approach, single engine taxiing, quicker acceleration to cruise altitude, idle reverse thrust and optimized fuel load.



As a result,
25,059

CO₂ emissions were avoided

Share of Fuel Saved



Pioneering for the Planet

Cebu Pacific made history in May of 2022 when it became the first Philippine carrier to use Sustainable Aviation Fuel (SAF) to power a delivery flight of a new A330neo from France to the Philippines. This has since been incorporated as part of the airline's standard aircraft delivery procedures and will be done for all future Airbus NEO deliveries.

On September 28, 2022, Cebu Pacific operated its first SAF-powered commercial flight on a Singapore to Manila service. The use of SAF has the potential to reduce lifecycle CO₂ emissions by up to 80%. Cebu Pacific plans to use SAF across its commercial network once global SAF supplies picks up and prices stabilize.

Partnerships for a Greener Future

To achieve its goal of utilizing SAF across its commercial network by 2030, Cebu Pacific has been making efforts to assure sufficient access and availability of SAF, as current demand far exceeds supply and costs remain prohibitive.

Cebu Pacific signed a strategic partnership with Shell Aviation to supply a portion of its future SAF requirements. The Memorandum of Understanding (MOU) with Shell Aviation aims to develop the supply and economic delivery of SAF in Asia-Pacific and the Middle East, with an initial supply volume of at least 25 kilotonnes per year.

Cebu Pacific continues to collaborate with industry partners to explore and develop other supply opportunities.

Cebu Pacific is expanding its network of partners to secure SAF supply



Strategic partnership with Shell Aviation to supply a portion of future SAF requirements



Successful integration of SAF into aircraft delivery flights and commercial operations



Collaboration with industry partners to further explore and develop supply opportunities

Beyond Carbon Offsets and Credits

Cebu Pacific is in discussion with a number of carbon project developers to further extend its carbon reduction efforts. In the short- and medium-term, IATA estimates that the aviation industry will rely heavily on carbon offsets through carbon markets to meet emissions reduction targets.

In the second quarter of 2023, Cebu Pacific is expanding its nature-based initiatives to mitigate its

environmental impact through a partnership with the Ramon Aboitiz Foundation Inc.'s (RAFI) One To Tree Unit. In cooperation with RAFI, the local government unit, and a people's organization representing fisherfolk, the group will produce, plant and grow 10,000 seedlings over a 10-hectare mangrove area in the municipality of Dumanjug in the province of Cebu.



Water Usage (in cubic meter)

	2021	2022
Water withdrawal	12,606	22,281
Water recycled and reused	2,626	9,320
Water discharge	7,300	13,060
Water consumption	5,306	22,281
Volume of water discharges	7,300	13,060
Volume of wastewater recycled	2,626	9,320

Water consumption is better managed by effective wastewater treatment and reuse. Conserving and using water more efficiently helps reduce utility costs and positively impacts the water supply of communities adjacent to Cebu Pacific's operating sites.

Cebu Pacific invested in a wastewater treatment system with a capacity to process 80 cubic meters (m³) of wastewater per day, which then allows the Group to reuse up to 40 m³ water per day for non-potable purposes.

Cebu Pacific also withdraws water from a rainwater recovery tank to meet daily water demands. Recycled water and water from the rainwater tank supply approximately 600 m³ of water per month to the Head Office. Usage of recovered and recycled water for non-potable applications resulted in a low-volume water withdrawal from the third-party concessionaire.

Waste and Effluents (in kilogram)

	2021	2022
Solid waste generated	30,924	108,004
Residuals/ Landfilled	21,314	52,815
Recyclable waste	9,610	55,189
Hazardous waste generated and transported	17,378	4,700

Currently, waste and effluent disclosure is only tracked at the Cebu Pacific Head Office since disposal at outstations is handled by third-party contractors. The Group will be setting up the system to effectively track and monitor solid waste and hazardous waste records across the organization as operations in outstations are covered by third-party contractors.

For management of solid waste, Cebu Pacific has a Materials Recovery Facility (MRF) for the Head Office. For hazardous waste, the Admin and Facilities Department contracts accredited Treatment, Storage, and Disposal (TSD) Facilities to have these wastes treated before proper disposal. These processes are monitored by the Pollution Control Officer.

For all domestic and international flights, the Catering and Sales Department has replaced all single-use plastic spoons, forks, stirrers, and cups with more sustainable alternatives. Additional measures to enable effective waste segregation and collection inflight are also being studied. Full implementation of inflight waste segregation was postponed due to the pandemic and will be reevaluated in 2023.

Eco-friendly Cutlery



Cebu Pacific has been using more sustainable alternatives to replace single-use plastic spoons, forks, stirrers, and cups on all domestic and international flights since 2018. In 2022, Cebu Pacific served 1,420,950 pieces of biodegradable spoons and forks (made of corn starch), 705,750 pieces of wood stirrers, and 1,315,000 paper cups.

Data from the start of the program (October 2018 to December 2022)

Corn starch spoon and fork	3,404,000 pcs
Wooden stirrer	2,656,934
Paper cups	3,404,000

Environmental Compliance

	2021	2022
Total amount of monetary fines for non-compliance with environmental laws and/or regulations	0	0
Number of non-monetary sanctions for non-compliance with environmental laws and/or regulations	0	0
Number of cases resolved through dispute resolution mechanism	0	0

Cebu Pacific takes matters of environmental compliance very seriously and is committed to following government laws and regulations. Any issues that arise are duly investigated and negotiated.

The Group's environmental performance and compliance are being monitored monthly through the Data Privacy, Information Security, Business

Continuity, and Sustainability Risk Board. All identified issues are reported to the Board Risk Oversight Committee (BROC) on a semi-annual basis.

To ensure compliance and align to best practices in environmental management, Cebu Pacific is considering opportunities to conduct regular in-house checks.



Signing Up to Save Wildlife

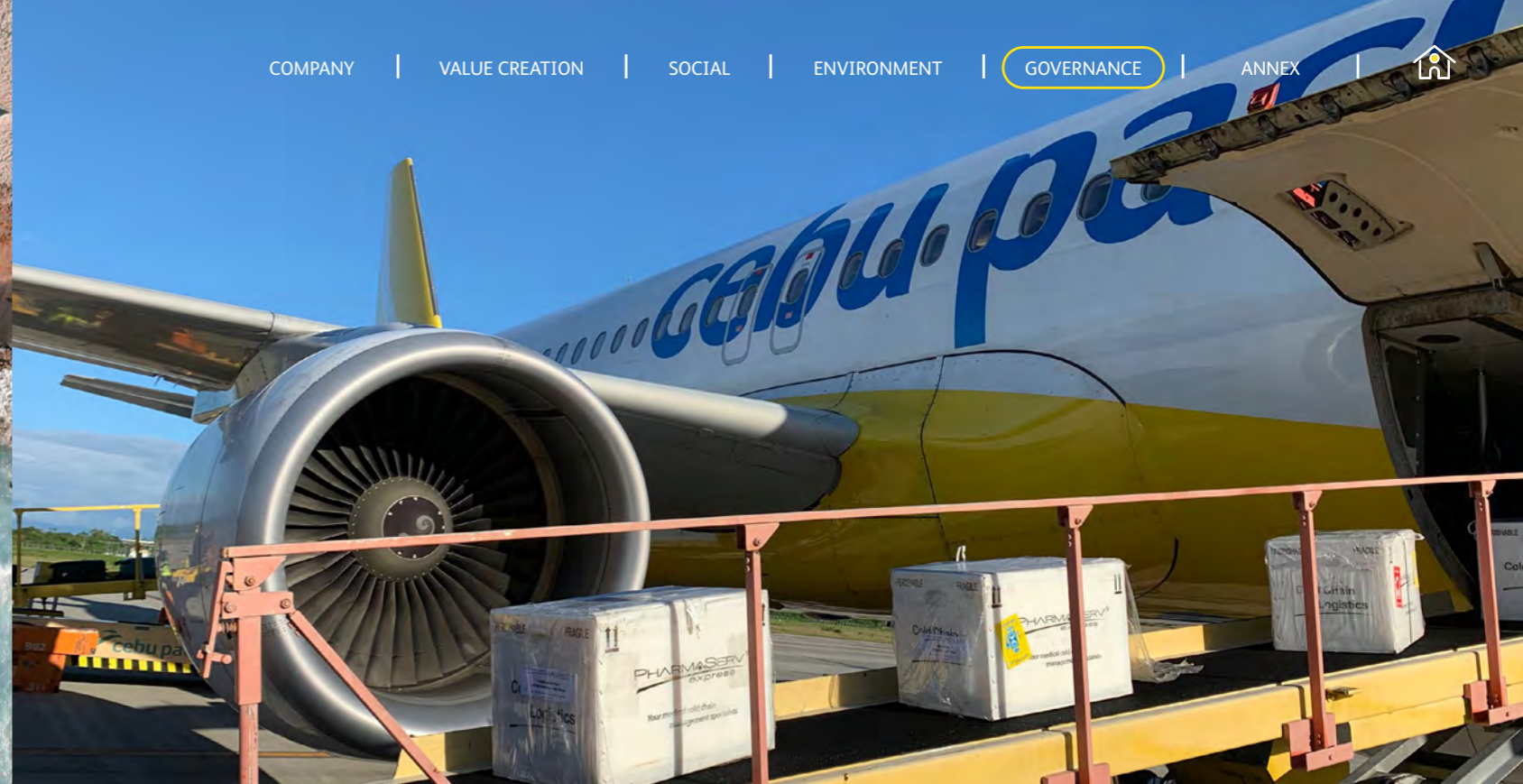
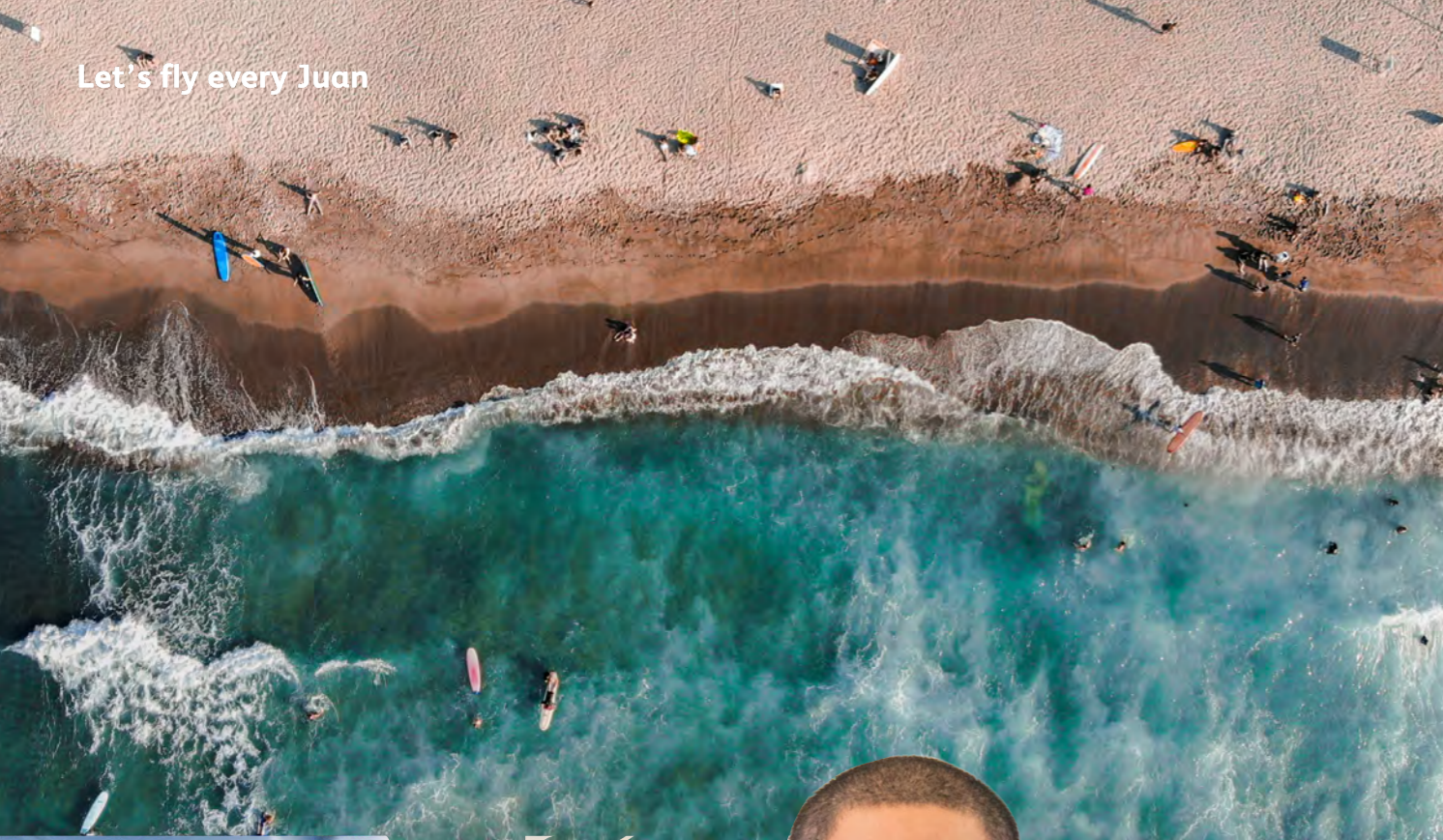
In response to the call to action of the Department of Environment and Natural Resources (DENR) Biodiversity Management Bureau (BMB) for Wildlife Conservation, Cebu Pacific signed a Memorandum of Agreement to transport threatened wild fauna back to their natural habitat to ensure their survival. The MOA took effect on August 17, 2022 and will be valid until August 16, 2025.

The Philippines has more than 1,000 flora and fauna listed as threatened species. It will take collective action from various stakeholders

including the government, local and international non-governmental organizations and local communities to provide innovative solutions and efforts to continue to protect and conserve wildlife for sustainability and for resilient biodiversity.

The populations of key Philippine species such as the tamaraw and Philippine cockatoo have been showing a steady uptrend, mainly due to the collective efforts of the DENR and its conservation partners.





Building Juan Community

Following best corporate governance standards and practices among Filipino publicly-listed companies, Cebu Pacific upholds transparency, consistency, objectivity, and accountability in every decision made for the corporation and for its stakeholders. It assesses the risks and develops actionable programs that benefit the Group, its shareholders and partners, and the communities where its business operates.



[Read more about our contribution to the UN's Sustainable Development Goals](#)



Taking Off on Inclusive Prosperity

Good corporate governance results in higher market valuation. Improving corporate governance structures and processes also helps ensure quality decision making, encourages effective succession planning for senior management, and enhances a company's long-term prosperity and sustainability.

Cebu Pacific's adherence to the best corporate governance standards and practices among Filipino publicly-listed companies is driven by its goal to be every Juan's airline of choice. Cebu Pacific constantly improves its systems to ensure that its operations and services are relevant to the needs of its internal and external stakeholders.

Cebu Pacific is committed to building a culture of effective and responsive business practices to support the Group's growth and sustainability.

Corporate Governance and Socioeconomic Compliance

Cebu Air, Inc. always prioritizes passenger safety. In addition to COVID-19 prevention measures, the Group maintains air safety certification by the International Air Transport Association (IATA) through the Operational Safety Audit (IOSA) program.

The Group proudly complies with the standards set by the following regulators:



Airline Industry Standards

- International Civil Aviation Organization (ICAO)
- International Air Transport Association (IATA)
- Civil Aviation Authority of the Philippines (CAAP)
- Civil Aeronautics Board (CAB)

Cebu Pacific is a member in the following associations:

- Air Carriers Association of the Philippines (ACAP)
- Air Operators Council (AOC)
- International Air Transport Association (IATA)
- Board of Airline Representatives (BAR)
- Philippine Business for Social Progress (PBSP)
- Philippine Management Association of the Philippines (PMAP)



Cebu Pacific Wins 3 Golden Arrows at the ACGS Golden Arrow Awards

Cebu Pacific received the Golden Arrow Award from the Institute of Corporate Directors in recognition of its continuous adherence to the best corporate governance standards and practices among Filipino publicly listed companies.

The Golden Arrow is awarded to companies that achieve excellent ratings based on the ASEAN Corporate Governance Scorecard Assessment (ACGS), conformance with the Philippine Code of Corporate Governance, and internationally recommended corporate governance practices as espoused by the ACGS.

"This will serve as a reminder for Cebu Pacific to remain committed to the best corporate governance practices as we strive to be the airline of choice of every Juan."

– Anne Romadine Tieng
Cebu Pacific General Counsel

Governance Structure and Delegating Authority

Corporate governance, which involves increasing a company's value for the benefit of its stakeholders, is integral to business management.

Cebu Pacific's Corporate Governance Manual outlines its committees and management

structure so that roles and responsibilities are clearly defined and everyone understands how the Group attends to its policies and regulations as it grows.

Structure and Delegating Authorities

Board of Directors

The Board of Directors (BoD) is entrusted with governing the Group and providing an independent check on its management. It should be composed of at least five (5), but not more than nine (9) Executive and Non-executive members who are elected by the shareholders. The BoD shall have at least two (2) Independent Directors or such number of Independent Directors that constitute twenty percent (20%) of the members of the Board, whichever is lesser, but in no case less than two (2).

The BoD is primarily responsible for upholding Cebu Pacific's policies and regulations and managing the Group's executives. They are also charged with aligning the Group's competitiveness and profitability with its corporate objectives.

Individual Directors

The Directors set the strategy to achieve Cebu Pacific's vision and goals. The Director is responsible for making impartial business decisions, and must exercise independent judgment, carefully evaluate issues, and seek clarification when necessary. The Director must be familiar with statutory and regulatory requirements and maintain confidentiality while ensuring the soundness and effectiveness of the corporation's control systems. The Director must also disclose any trading of the corporation's shares to relevant authorities. These responsibilities are designed to ensure that the Director acts in the best interests of the Cebu Pacific and its stakeholders.

To become a Director, three requirements must be met: own at least one share of the Cebu Pacific's stock, understand its business, and possess integrity and probity.

Board Committees

Cebu Pacific has established four Board Committees: Audit Committee, Corporate Governance Committee, Board Risk Oversight Committee, and Related Party Transaction Committee. Each committee has its own Charter that governs its duties and responsibilities.

- 1 **The Audit Committee's** main role is to oversee internal and external audit processes. It also supervises financial reporting, manages internal control systems, and monitors compliance.
- 2 **The Corporate Governance Committee** ensures that Corporate Governance principles and policies are developed and implemented.
- 3 **The Board Risk Oversight Committee** manages the risk management framework and ensures the effectiveness of risk management strategies.
- 4 **The Related Party Transaction Committee** establishes a policy and system governing Material Related Party Transactions (MRPTs) to ensure fairness and transparency.

"We recognize that Corporate Governance is a necessary component of sound business management that will contribute to the improvement of the value of the Group for the benefit of its stakeholders."

– Cebu Pacific Corporate Governance Manual

Officers and Management Team

The Chairman presides over meetings, ensures compliance with corporate governance policies and evaluates the Board's performance once a year.

The CEO is responsible for implementing Cebu Pacific's vision, mission, and strategy, managing resources, building corporate culture, and communicating with stakeholders.

The Corporate Secretary preserves the integrity of meeting minutes and official records, advises the Board on relevant issues, and works fairly and objectively with stakeholders.

The Compliance Officer ensures that the Group and its Officers and Directors comply with the Corporate Governance Manual and relevant laws, rules, and regulations. This includes monitoring, reviewing, evaluating, and reporting violations to the Board, as well as recommending disciplinary actions. The Compliance Officer must also ensure the accuracy of all regulatory submissions, collaborate with other departments to address compliance issues, identify areas of compliance risk, and ensure that Board members and key Officers attend relevant trainings. Additionally, the Compliance Officer assists the Board and the Corporate Governance Committee in performing their governance functions and may perform other duties as directed by the SEC.

The Internal Auditor's main role is to assess independently the Group's controls and processes to guarantee compliance with policies, regulations, and laws, as well as to achieve goals, objectives, and guide appropriate employee conduct.



Corporate and Governance Policies

Corporate and Governance

Best practices on good corporate governance are incorporated in Cebu Pacific's Governance Manual, Code of Business Conduct and Ethics, and other related SEC Circulars aligned to related rules and regulations. The Group also has several policies in place to ensure a fair working environment.

Whistleblowing

Cebu Pacific's whistleblowing policy encourages employees, third-party service providers, on-the-job trainees, business partners, and other stakeholders of the Group, its subsidiaries, and affiliates to report actual or suspected violations of Cebu Pacific's policies, code of conduct, criminal or unlawful acts, and risks that endanger health and safety.

Conflict of Interest

Cebu Pacific's Code of Business Conduct and Ethics and Conflicts of Interest policy require employees to consciously avoid conflict of interest situations in which an employee might be influenced by personal gain or benefit. A conflict of interest may also occur because of the actions, employment, or investments of an immediate family member of an employee.

Anti-bribery and Anti-corruption

Cebu Pacific is committed to maintaining high ethical standards and avoiding any form of bribery or corruption. The policy aims to prevent bribery and corruption through guidelines based on the Group's code of conduct and conflict of interest policies. The policy also sets clear limitations and

provides guidance to employees and third parties on identifying and dealing with such issues. Cebu Pacific asserts its compliance with anti-bribery and anti-corruption laws in all jurisdictions where it operates. The Group also conducts anti-corruption training programs for its stakeholders.

Communication and transparent anti-corruption policies across the organization facilitates a culture of trust. This reduces the possibility of corruption occurring.

In 2020, members of the Cebu Pacific Board of Directors and Management Committee received anti-corruption training led by the parent firm, JG Summit Holdings, Inc. (JGSHI).

In 2021, Cebu Pacific conducted anti-corruption training for 3,023 employees. All new hires are

required to complete the anti-corruption training as part of the onboarding process.

Cebu Pacific's other policies are readily available for reading at <https://www.cebupacificair.com/pages/about/corporate-governance/company-policy?lang=en-PH>.

Continuous improvement and monitoring of governance and management policies have been undertaken to ensure that the Group observes good governance and management practices. This is to assure the shareholders that the Group conducts its business with the highest level of integrity, transparency, and accountability.

Enterprise Risk Management

Cebu Pacific identifies potential risks that could impact the Group and its stakeholders. Its Enterprise Risk Management Group is responsible for applying its risk management framework to identify, analyze, evaluate, mitigate, monitor, and prevent risks by implementing effective policies and strategies.

Risks are reported monthly to three management-level committees: the Data Privacy, Business Continuity, and Sustainability Board (DBSB); the Airline Safety Review Committee (ASRC); and the Treasury Risk Management Committee (TRM). They evaluate risks and trends, and analyze the

effectiveness of risk interventions. Risks that are rated Very High or High are consequently reported to the Board Risk Oversight Committee (BROC) every six months. The Board of Directors provide guidance in managing the risk exposure of the Group.

Cebu Pacific's Corporate Strategy Office monitors and addresses ESG-related risks. Specifically on environment-related risks, the Sustainability Manager assesses the Group's performance against environmental benchmarks and reports findings monthly at the DBSB meetings.



Partnership with Communities and Organizations

Nationwide COVID-19 Vaccine Transport

Cebu Pacific transported over 21 million doses of COVID-19 vaccine in 2022. Cebu Pacific has airlifted more than 81 million COVID-19 vaccine doses across the country since 2021.

By providing special cargo freight rates, the Group supports the Philippine government's continuous fight against COVID-19 and is one with the government in ensuring the safe and timely delivery of vaccine doses across various locations* in its wide domestic network. All vaccines were subjected to the most stringent procedures to guarantee potency and efficacy until their arrival at designated stations.

*31 provinces, namely: Bacolod, Basilan, Boracay, Bohol, Butuan, Cagayan de Oro, Cauayan, Cebu, Coron, Cotabato, Davao, Dipolog, Dumaguete, General Santos, Iloilo, Jolo, Kalibo, Legazpi, Masbate, Naga, Ozamiz, Pagadian, Puerto Princesa, Roxas, San Jose, Siargao, Tacloban, Tuguegarao, Tawi-Tawi, Virac, and Zamboanga

Discounted Airfare and Cargo Rates

Cebu Pacific provided discounted airfares to a total of 306,913 passengers, including senior citizens (268,512 passengers), persons with disability (38,296 passengers), and students and athletes (115 passengers).

The airline also transported 13,010 kilograms of food, general, and medical and pharmaceutical cargo at special rates for humanitarian purposes across Cebu Pacific domestic destinations.

Bayanihan Flights

Cebu Pacific brought home 385 Filipinos from Beirut and Kuwait in March 2022 via a charter flight arranged by the Department of Foreign Affairs (DFA) to repatriate distressed overseas Filipino workers (OFWs).

In coordination with the Philippine Embassies of Beirut and Kuwait, the chartered Cebu Pacific flight flew from Beirut and welcomed 119 passengers. It then flew to Kuwait to accept 266 more passengers.

The airline has repatriated more than 11,300 Filipinos through Bayanihan and the Department of Foreign Affairs-arranged chartered flights since July 2021.



BayaniJuan

Staying true to Cebu Pacific's mission to provide humanitarian assistance through its BayaniJuan efforts, Cebu Pacific Staff has volunteered for several initiatives throughout the year to create a positive and meaningful impact.

Cebu Pacific brought back "Fun for Little Juans", a Corporate Social Responsibility (CSR) initiative, and partnered with the Learning Center for its first face-to-face community engagement. Employees of Cebu Pacific volunteered their time and energy to help organize the event and play with kids from a sponsored community in Tondo, Manila who spent a day of fun and learning at Star City. AHA brought 100 children and 50 guardians took part in this program.

Fly for a Cause

Cebu Pacific resumed its Change for Good fundraising program for UNICEF and collected Php10 million in 2022. Through the Change for Good donation bags that are passed around on board Cebu Pacific flights, passengers are able to donate any amount, which are pooled together and remitted to the UNICEF.

Through the support of Cebu Pacific and other partners, UNICEF continues to work in areas affected by typhoons to restore access to essential health, nutrition, water, sanitation, hygiene, education, and child protection services, primarily focusing on vulnerable children and women.

Cebu Pacific also provided airlift support for UNICEF's Typhoon Odette Emergency Response, bringing water, sanitation and hygiene supplies to affected areas in Palawan.



Protection for Every Juan

Supply Chain Management

	2021	2022
Procurement budget spent on local suppliers (non-aircraft related)	77%	62%

Good supply chain management (SCM) benefits a company's bottom line. Efficient SCM processes rely on strong relationships with vendors.

Cebu Pacific's accreditation process is governed by Business Unit Supplier Accreditation Team (BUSAT), with criteria covering:

- Product/Service Evaluation
- Operational Capacity
- Financial Viability
- Track Record
- ESG

As Cebu Pacific outsources substantial products, services and business processes, there is a compelling need to establish strategies to manage associated reputational and operational risks. To mitigate potential risks that have impact on supply chain management, in January 2023, Cebu Pacific released a Vendor Compliance document that warrants its vendors to comply with all applicable laws and regulations in relation to labor, health, safety and welfare of employees and the communities where it operates, as well as environmental laws, regulations and standards.



Inclusive Space

Development of the EDI framework

In 2022, Cebu Pacific began to develop its Evaluate, Design, Implement (EDI) framework to protect equity, diversity, and inclusion at Cebu Pacific. This framework will allow the Group to promote equal opportunity for all by defining strategies and policies, providing governance and accountability, and implementing metrics in the coming years.

Cebu Pacific's EDI programs and initiatives were recognized by JGSHI during the Pride and Performance 2022 awards held on August 19, 2022. Cebu Pacific won third place in the People Focus category.

Awards and recognition aside, Cebu Pacific continues to create programs and implement changes for the benefit and growth of every Juan. These initiatives enable company growth and allow employees to lead richer and full lives during their tenure at the airline.

Safeguarding Confidential Information

In the aviation industry, data security and customer privacy are crucial. Handling personal information requires security programs and regulations for every Juan's safety.

Cebu Pacific handles employee, partner, and passenger information. The safeguarding of these types of data is essential for the Group to continue its business. Any misuse of this information can lead to regulatory, safety, and reputational risks. With this in mind, the Group's Data Privacy Management (DPM) Team and Data Protection Officer monitor these risks and implement risk mitigation policies and programs. The DPM has established a Data Privacy Manual to guide its data risk management programs and remediation of customer information-related complaints. The Manual is reviewed annually to ensure that relevant measures can effectively address current privacy risk factors.

The DPM team has also provided its email (dpo@cebupacificair.com) as an avenue for customers to send their data privacy issues and concerns.

Customer Privacy and Information Security

	2021	2022
Number of substantiated complaints on customer privacy	0	1
Number of complaints addressed	0	1
Number of customers, users, and account holders whose information is used for secondary purposes	0	0

In 2022, one substantiated complaint on customer privacy was addressed. No personal information from customers and account holders was used for secondary purposes.

System Checks

Cebu Pacific knows that data breaches can compromise sensitive passenger or business information. To prevent data breaches from weak cybersecurity protection, the Group created the following systems:

1. IT Security Policy and IT Security Policy Manual
2. Information Security Awareness Training and Testing Policy
3. Information Security Training Program and Information Security Training Program Policy
4. Incident Response Procedures

Every department is committed to upholding Cebu Pacific's **Privacy Policy**, which was updated on April 19, 2023. In addition, the DPM team monitors and reports data privacy risks to ensure that they are identified and addressed immediately.

Information Security

	2021	2022
Number of data breaches, including leaks, thefts, and losses of data	0	0

While there were no reports of data breaches in 2022, the Group continuously develops technology solutions and conducts penetration tests to identify and address critical weaknesses.

Marketing and Labeling

	2021	2022
Number of substantiated complaints on marketing and labelling	0	0
Number of complaints addressed	0	0

Cebu Pacific proactively addresses customer protection by following product marking and labeling specified in the Philippine Consumer Act (Republic Act No. 7394) and Philippine National Standards (PNS). All consumer products sold inflight, whether manufactured locally or imported, contain the following information on their labels: correct and registered trade name or brand name; registered trademark; registered business name and address of the manufacturer, importer, or repacker of the consumer product in the Philippines; general make or active ingredients, net quality of contents, in terms of weight; and country of manufacture, if imported.

Disclosure on Benefits for Vulnerable Groups

	2021	2022
Discounted flights for Senior Citizens	45,284	268,512
Discounted flights for Persons with Disabilities	8,535	38,296

Cebu Pacific supports government initiatives that require air transport services during emergency, disaster, and humanitarian situations. It honors entitlements (i.e., discounts) accorded to vulnerable groups as mandated by law and provides special freight rates for cargo shipments for humanitarian purposes. Cebu Pacific continuously evaluates opportunities to partner with stakeholders to contribute to government and civic programs and initiatives that require air transport services.



Pangarap Foundation

In line with Cebu Pacific's purpose of enabling every Juan to lead richer and fuller lives, Cebu Pacific has been supplying bread daily to the children of the Pangarap Foundation since 2019. In 2022, the airline's Catering and Sales department provided 8,000 nutritious snacks to the Foundation.

"Thank you for the ongoing generous supply of Cebu Pacific bread and sandwiches, which provide delicious and nutritious snacks and baon for the children of the Pangarap Foundation."

- Bro. Francisco P. Tanega, FMSI
Pangarap Foundation Executive Board member



Waves for Water

Staying true to its mission of providing humanitarian assistance through its BayaniJuan efforts, Cebu Pacific, with its longstanding partner Waves for Water, provided and transported water filter kits to various typhoon-struck locations in 2022.

Water filters aid in risk mitigation from water-borne illnesses, proper hygiene, and access to clean water. Its importance is heightened during typhoons when access to clean water is compromised. During typhoons Odette and Agaton, Cebu Pacific's continued partnership with Waves for Water proved to be crucial in providing clean water access to local communities.

The airline's wide domestic network in the Philippines was the key in transporting help on the ground to the communities that need it most. Cebu Pacific transported water filters to seven

typhoon Odette-stricken provinces, namely Bohol, Cebu, Negros Oriental, Negros Occidental, Palawan, Southern Leyte, and Surigao del Norte. Parts of Eastern and Western Visayas where typhoon Agaton made landfall also received water filters.

"Now we are pursuing this partnership with Waves for Water Philippines and are looking at collaborating with local government offices to assist them in providing clean water access to local communities, which is an important sustainable development goal," said Michael Ivan Shau, Cebu Pacific's Chief Corporate Affairs Officer.

Cebu Pacific's sustained efforts resulted in 1.81 tonnes (1,447 units) worth of water filters delivered, free of charge, to the communities.



Performance Index

Operational Highlights

	2020	2021	2022
Number of Passengers flown	5,026,112	3,411,396	14,844,503
Available Seats	6,619,000	5,630,832	19,719,205
Number of Destinations	38	45	52
Domestic	29	32	33
International	9	13	19
Number of Routes	45	61	79
Domestic	36	46	57
International	9	15	22
Number of Departures	41,804	34,463	108,329
Available Seat Kilometers (ASK)	7,107,178,686	4,878,304,004	17,205,944,420
Revenue Passenger Kilometer (RPK)	5,274,302,249	2,479,431,884	11,116,779,530
Passenger Load Factor (%)	76	61	75
On-Time Performance (%)	89	88	71
Fuel efficiency (pax-km/L)	25	27	25
Cargo Flown (tonne)	109,409	120,665	129,461
Number of Aircraft	74	74	76
Average Fleet Age (years)	6	6	6
Customer Net Promoter Score	+30	+44	+19
Employee Net Promoter Score	+57	+41	+35

Economic Performance (in PHP)

Direct economic value generated and distributed

	2020	2021	2022
Direct economic value generated	22,459,769,465	15,602,804,603	56,946,360,605
Direct economic value distributed	45,383,016,742	41,318,045,222	71,570,280,038
a. Operating costs	16,884,053,737	15,174,202,068	14,686,338,601
b. Employee wages and benefits	4,407,230,049	3,244,741,375	5,482,907,997
c. Payments to suppliers, other operating costs	21,869,290,388	20,354,393,063	47,996,640,130
d. Dividends given to stockholders and interest payments to loan providers	2,203,355,297	2,511,760,313	3,381,926,823
e. Taxes given to government	14,654,847	28,724,503	21,876,769
f. Investments to community (donations, CSR)	4,432,424	4,223,900	589,718
Economic Value Retained	(22,923,247,277)	(25,715,240,619)	(14,623,919,433)

Social

Training / People and Development

	2020	2021	2022
Total training hours provided to employees	2,903	10,983	9,289
Female	1,222	6,385	5,440
Male	1,713	4,598	3,849
Average training hours provided to employees (hour/employee)	1.1	4.3	2.5
Female	0.9	4.7	2.6
Male	1.4	3.8	2.2

Employee Data

	2020	2021	2022
Total number of employees	2,662	2,584	3,786
Female	1,231	1,359	1,729
Male	1,431	1,225	2,057
New Hires	100	187	1,715
Attrition Rate (%)	40	10	13

Employee Benefits

Benefits	No. of female employees who availed for the year		No. of male employees who availed for the year	
	2021	2022	2021	2022
SSS	137	402	93	186
PhilHealth	103	70	55	28
Pag-IBIG	96	64	137	59
Parental Leave	63	143	4	50
Parental Leave - Solo Parent	1	8	0	0
Vacation Leaves	2,650	1,566	1,895	1,122
Sick Leaves	662	1,254	372	758
Medical Benefit (HMO)	1,345	1,788	1,151	2,250
Medical: Psychological Counseling	35	75	9	32
Retirement (aside from SSS)	10	49	13	19
Further Education Support	12	10	7	12
Company Stock Options	N/A	4	N/A	12
Profit Sharing	0	1,497	-	1,090
Life Insurance	1,447	2,337	127	1,837
Rice Subsidy and Medical Allowance	1,345	1,788	1,151	1,411
Christmas Allowance	1,309	2,370	1,173	1,853
Uniforms	26	58	85	123

Employee Benefits

Free of Charge Tickets for Employees and Dependents

	2020	2021	2022
Free flights (Employees)	11,964	6,500	39,906
Free flights (Dependents)	7,502	5,843	34,977

Labor Management Relations

	2020	2021	2022
Percentage of employees with Collective Bargaining Agreements	0	0	0
Number of consultations conducted with employees concerning employee-related policies	36	9	15

Diversity and Equal Opportunity

	2020	2021	2022
Percentage of female employees	54	53	54
Percentage of male employees	46	47	46
Number of employees from indigenous communities or vulnerable sectors	Not tracked	Not tracked	Not tracked

Workplace Conditions

	2020	2021	2022
Safe Man-hours	6,673,552	5,157,072	6,363,360
Number of work-related injuries	2	9	22
Number of work-related fatalities	0	0	0
Number of work-related ill-health	0	0	0
Number of safety drills	0	0	1

Customer Health and Safety

	2020	2021	2022
Number of substantiated complaints on product or service health and safety	Not Tracked	0	13
Number of complaints addressed	Not Tracked	0	13



Customer Management

	2020	2021	2022
Customer Satisfaction: Net Promoter Score (Post-Flight)	+30	+44	+19
Number of customers, users, and account holders whose information is used for secondary purposes	0	0	0

CSAT Tracked full year (Post-flight)

Rating scale of 1-5, with 5 as the highest

	2020	2021	2022
Value for Money	4.04	4.08	3.60
Bag Drop and Check In Queuing Time	4.06	4.02	3.78
Boarding Experience	3.99	4.09	3.74
Bag Delivery Speed	3.93	4.05	3.69
Agent Service	N/A	N/A	3.79
Cabin Crew Score	4.08	4.16	4.09
Inflight Announcements	4.09	4.17	4.05
Cabin Interiors	3.96	4.11	3.93
Pre-Ordered Meals	3.45	3.70	3.42

Environment

Energy Consumption within the Organization

	2020	2021	2022
Sustainable Aviation Fuel (liters)	0	0	27,905
Jet Fuel (tonnes)	180,398	135,581	363,447
Gasoline (liters)	243,186	72,631	96,264
Diesel (liters)	38,624	859,372	4,339,293
Electricity (megawatt-hours)	3,623	3,735	6,592

Emissions

	2020	2021	2022
Direct (Scope 1) in tonne CO ₂ e	570,198	428,766	1,160,324
Energy indirect (Scope 2) in tonne CO ₂ e	2,580	2,647	4,695
Other indirect (Scope 3) in tonne CO ₂ e	Not tracked	Not tracked	Not tracked
GHG intensity in gCO ₂ -e/RPK	122.83	187.49	102.86

Air Pollutants

	2020	2021	2022
Nitrogen oxides (NOx) in tonne	432	340	968
Sulfur oxides (SOx) in tonne	32	6	72



Water and Effluents (m³)

	2020	2021	2022
Water withdrawal	16,506	12,606	22,281
Water recycled and reused	7,200	2,626	9,320
Water discharge	7,140	7,300	13,060
Water consumption	4,416	5,306	22,281
Volume of water discharges	8,960	7,300	13,060
Volume of wastewater recycled	7,200	2,626	9,320

Waste (kg)

	2020	2021	2022
Solid waste generated	170,385	30,924	108,004
Residuals/ Landfilled	Not Tracked	21,314	52,815
Recyclable waste	Not Tracked	9,610	55,189
Hazardous waste generated and transported	49,872	17,378	4,700

Environmental Compliance

	2020	2021	2022
Total amount of monetary fines for non-compliance with environmental laws and/or regulations in PHP	0	0	0
Number of non-monetary sanctions for non-compliance with environmental laws and/or regulations	0	0	0
Number of cases resolved through dispute resolution mechanism	0	0	0

Governance

Supply Chain Management

	2020	2021	2022
Procurement budget spent on local suppliers (non-aircraft related)	53	77	62

Supplier Accreditation Policy

	2020	2021	2022
Environmental Performance	No	No	Yes
Forced Labor	No	No	Yes
Child Labor	No	No	Yes
Human Rights	No	No	Yes
Bribery and Corruption	Yes	No	Yes

Customer Privacy

	2020	2021	2022
Number of substantiated complaints on customer privacy	1	0	1
Number of complaints addressed	1	0	1
Number of customers, users, and account holders whose information is used for secondary purposes	0	0	0

Information Security

	2020	2021	2022
Number of data breaches, including leaks, thefts, and losses of data	0	0	0

Marketing and Labeling

	2020	2021	2022
Number of substantiated complaints on marketing and labelling	Not tracked	0	0
Number of complaints addressed	Not tracked	0	0

Disclosure on Benefits for Vulnerable Groups

	2020	2021	2022
Discounted flights for Senior Citizens	278,503	45,284	268,512
Discounted flights for Persons with Disabilities	29,518	8,535	38,296

Labor Laws and Human Rights

	2020	2021	2022
Number of legal actions or employee grievances involving forced or child labor	0	0	0

Corporate and Governance Policies

	2020	2021	2022
Forced Labor	No	No	Yes
Child Labor	No	No	Yes
Human Rights	No	No	Yes

Anti-corruption

Training on Anti-Corruption Policies and Procedures

	2020	2021	2022
Percentage of employees to whom the organization's anti-corruption policies and procedures have been communicated	100	100	100
Percentage of business partners to whom the organization's anti-corruption policies and procedures have been communicated	100	100	100
Percentage of directors and management that have received anti-corruption training	Not tracked	100	100
Percentage of employees that have received anti-corruption training	0	100	100

Incidents of Corruption

	2020	2021	2022
Number of incidents in which directors were removed or disciplined for corruption	0	0	0
Number of incidents in which employees were removed or disciplined for corruption	0	0	0
Number of incidents in which business partners were removed or disciplined for corruption	0	0	0

GRI Content Index

Statement of use	Cebu Pacific has reported the information cited in this GRI content index for the period January 1, 2022 to December 31, 2021 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard/ Other source	Disclosure	Location
General Disclosures		
GRI 2: General Disclosures 2021	2-1 Organizational details	About the report, pp. 2-5
	2-2 Entities included in the organization's sustainability reporting	About the report, p. 2
	2-3 Reporting period, frequency and contact point	About the report, p. 2
	2-4 Restatements of information	Emissions, p. 61
	2-5 External assurance	None
	2-6 Activities, value chain and other business relationships	Company DNA, pp. 6-7 Expanding Frontiers, pp. 8-9 Geographic Presence, pp. 10-11 Business Highlights, pp. 12-13
	2-7 Employees	Employee Data, p. 45
	2-8 Workers who are not employees	No disclosure
	2-9 Governance structure and composition	Structure and Delegating Authorities, pp. 74-75
	2-10 Nomination and selection of the highest governance body	Structure and Delegating Authorities, pp. 74-75
	2-11 Chair of the highest governance body	Board of Directors, p. 16
	2-12 Role of the highest governance body in overseeing the management of impacts	Structure and Delegating Authorities, pp. 74-75
	2-13 Delegation of responsibility for managing impacts	Structure and Delegating Authorities, pp. 74-75
	2-14 Role of the highest governance body in sustainability reporting	Risks and Opportunities, pp. 26-27 Enterprise Risk Management, p. 77

GRI Standard/ Other source	Disclosure	Location
	2-15 Conflicts of interest	Conflict of Interest, p. 76
	2-16 Communication of critical concerns	Risks and Opportunities, pp. 26-27 Enterprise Risk Management, p. 77
	2-17 Collective knowledge of the highest governance body	No disclosure
	2-18 Evaluation of the performance of the highest governance body	Board Nomination and Election Policy, Cebu Pacific website
	2-19 Remuneration policies	Board Nomination and Election Policy, Cebu Pacific website
	2-20 Process to determine remuneration	Board Nomination and Election Policy, Cebu Pacific website
	2-21 Annual total compensation ratio	No disclosure
	2-22 Statement on sustainable development strategy	Flying for a Sustainable World, pp. 34-35
	2-23 Policy commitments	Corporate and Governance Policies, p. 76-77
	2-24 Embedding policy commitments	Corporate and Governance Policies, p. 76-77
	2-25 Processes to remediate negative impacts	No disclosure
	2-26 Mechanisms for seeking advice and raising concerns	Board Nomination and Election Policy, Cebu Pacific website
	2-27 Compliance with laws and regulations	Environmental Compliance, p. 94
	2-28 Membership associations	Corporate Governance and Socioeconomic Compliance, p. 73
	2-29 Approach to stakeholder engagement	Key Stakeholders, pp. 28-29
	2-30 Collective bargaining agreements	Labor Management Relations, p. 48
Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality, pp. 24-25
	3-2 List of material topics	Materiality, pp. 24-25

GRI Standard/ Other source	Disclosure	Location
Economic Performance		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Business Highlights, pp. 10-11
	201-2 Financial implications and other risks and opportunities due to climate change	No disclosure
	201-3 Defined benefit plan obligations and other retirement plans	Cebu Air, Inc. SEC Form 17-A pp. 104, 150-152
	201-4 Financial assistance received from government	No disclosure
Market Presence		
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	No disclosure
	202-2 Proportion of senior management hired from the local community	No disclosure
Indirect Economic Impacts		
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Disclosure on Benefits for Vulnerable Groups, p. 83 Partnership with Communities and Organizations, pp. 78-79
	203-2 Significant indirect economic impacts	Disclosure on Benefits for Vulnerable Groups, p. 83 Partnership with Communities and Organizations, pp. 78-79
Procurement Practices		
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Supply Chain Management, p. 82
Anti-corruption		
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Anti-corruption, p. 97
	205-2 Communication and training about anti-corruption policies and procedures	Anti-corruption, p. 97
	205-3 Confirmed incidents of corruption and actions taken	Anti-corruption, p. 97

GRI Standard/ Other source	Disclosure	Location
Anti-competitive Behavior		
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No disclosure
Tax		
GRI 207: Tax 2019	207-1 Approach to tax	Cebu Air, Inc. SEC Form 17-A, pp. 106, 111, 153-156
	207-2 Tax governance, control, and risk management	Cebu Air, Inc. SEC Form 17-A, pp. 106, 111, 153-156
	207-3 Stakeholder engagement and management of concerns related to tax	Cebu Air, Inc. SEC Form 17-A, pp. 106, 111, 153-156
	207-4 Country-by-country reporting	No disclosure
Materials		
GRI 301: Materials 2016	301-1 Materials used by weight or volume	No disclosure
	301-2 Recycled input materials used	No disclosure
	301-3 Reclaimed products and their packaging materials	No disclosure
Energy		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy consumption, p. 60
	302-2 Energy consumption outside of the organization	No disclosure
	302-3 Energy intensity	Resource Efficiency and Management, pp. 62-65
	302-4 Reduction of energy consumption	Resource Efficiency and Management, pp. 62-65
	302-5 Reductions in energy requirements of products and services	Resource Efficiency and Management, pp. 62-65



GRI Standard/ Other source	Disclosure	Location
Water and Effluents		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Usage, p. 66
	303-2 Management of water discharge-related impacts	Water Usage, p. 66
	303-3 Water withdrawal	Water Usage, p. 66
	303-4 Water discharge	Water Usage, p. 66
	303-5 Water consumption	Water Usage, p. 66
Biodiversity		
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	No disclosure
	304-2 Significant impacts of activities, products and services on biodiversity	Signing Up to Save Wildlife, p. 69
	304-3 Habitats protected or restored	Reducing Environmental Impact, pp. 58-60
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	No disclosure
Emissions		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Emissions, p. 61
	305-2 Energy indirect (Scope 2) GHG emissions	Emissions, p. 61
	305-3 Other indirect (Scope 3) GHG emissions	No disclosure
	305-4 GHG emissions intensity	Emissions, p. 61
	305-5 Reduction of GHG emissions	Fuel-Efficient Best Practices, p. 64
	305-6 Emissions of ozone-depleting substances (ODS)	Cebu Air, Inc. SEC Form 17-A, pp. 215
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Emissions, p. 61

GRI Standard/ Other source	Disclosure	Location
Waste		
GRI 303: Water and Effluents 2018	306-1 Waste generation and significant waste-related impacts	Waste and Effluents, p. 67
	306-2 Management of significant waste-related impacts	Waste and Effluents, p. 67
	306-3 Waste generated	Waste and Effluents, p. 67
	306-4 Waste diverted from disposal	Waste and Effluents, p. 67
	306-5 Waste directed to disposal	Waste and Effluents, p. 67
Supplier Environmental Assessment		
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Supply Chain Management, p. 80
	308-2 Negative environmental impacts in the supply chain and actions taken	No disclosure
Employment		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Employee Data, p. 45
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Benefits, p. 46
	401-3 Parental leave	Employee Benefits, p. 46
Labor/Management Relations		
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Labor Management Relations, p. 48

GRI Standard/ Other source	Disclosure	Location
Occupational Health and Safety		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Safety and Health, p. 50-51
	403-2 Hazard identification, risk assessment, and incident investigation	World-Class Safety Management System, p. 39
	403-3 Occupational health services	Occupational Safety and Health, p. 50-51
	403-4 Worker participation, consultation, and communication on occupational health and safety	World-Class Safety Management System, p. 39 Occupational Safety and Health, p. 50-51
	403-5 Worker training on occupational health and safety	World-Class Safety Management System, p. 39 Occupational Safety and Health, p. 50-51
	403-6 Promotion of worker health	Occupational Health, pp. 50-51
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	World-Class Safety Management System, p. 39 Occupational Safety and Health, p. 50-51
	403-8 Workers covered by an occupational health and safety management system	World-Class Safety Management System, p. 39 Occupational Safety and Health, p. 50-51
	403-9 Work-related injuries	World-Class Safety Management System, p. 39 Occupational Safety and Health, p. 50-51
	403-10 Work-related ill health	World-Class Safety Management System, p. 39 Occupational Safety and Health, p. 50-51
Training and Education		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Investing in Employee Growth, p. 43-44
	404-2 Programs for upgrading employee skills and transition assistance programs	Focusing on Employee Experience, pp. 40-44
	404-3 Percentage of employees receiving regular performance and career development reviews	Focusing on Employee Experience, pp. 40-44

GRI Standard/ Other source	Disclosure	Location
Diversity and Equal Opportunity		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity and Equal Opportunity, p. 92
	405-2 Ratio of basic salary and remuneration of women to men	No disclosure
Non-discrimination		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Inclusion Inc., p. 49 Inclusive Space, p. 81
Freedom of Association and Collective Bargaining		
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Labor Management Relations, p. 48 Cebu Air, Inc. SEC Form 17-A, p. 18
Child Labor		
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Labor Laws and Human Rights, p. 96
Forced or Compulsory Labor		
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Labor Laws and Human Rights, p. 96
Security Practices		
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	No disclosure
Rights of Indigenous Peoples		
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	No disclosure
Local Communities		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Partnership with Communities and Organizations, pp. 78-79, 83-84
	413-2 Operations with significant actual and potential negative impacts on local communities	Partnership with Communities and Organizations, pp. 78-79, 83-84

GRI Standard/ Other source	Disclosure	Location
Supplier Social Assessment		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Supply Chain Management, p. 80
	414-2 Negative social impacts in the supply chain and actions taken	Supply Chain Management, p. 80
Public Policy		
GRI 415: Public Policy 2016	415-1 Political contributions	No disclosure
Customer Health and Safety		
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Rated: Seven Stars, p. 54
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Rated: Seven Stars, p. 54
Marketing and Labeling		
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Marketing and Labeling, p. 82
	417-2 Incidents of non-compliance concerning product and service information and labeling	Marketing and Labeling, p. 82
	417-3 Incidents of non-compliance concerning marketing communications	Marketing and Labeling, p. 82
Customer Privacy		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Safeguarding Confidential Information, pp. 81-82

Corporate Information

Cebu Pacific Sustainability Report Core Team

Jose Alejandro B. Reyes, Chief Strategy Officer
 Dio Angelo C. Alojado, Director, Corporate Strategy and Sustainability
 Silvestre D. Yraola III, Manager, Corporate Sustainability
 Nina Roselle H. Tinaja, Analyst, Corporate Strategy and Sustainability

Cebu Pacific Data Sources and Contributors

Admin Services & Facilities
 Ancillaries
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 Catering & Sales
 Controllership
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 Customer Care
 Customer Experience
 Customer Service Operations
 Employee Engagement & Internal Communications
 Employee Relations
 Engineering and Fleet Management
 Enterprise Analytics
 Enterprise Risk & Data Privacy
 Fleet Planning
 HR Services
 Legal
 Network Control & OPS Support
 Network Performance & Systems
 Procurement
 Safety, Quality & Security
 Talent Management and Learning & Development

Editorial, Layout, and Creatives

Ampersand Design Think Lab

For inquiries related to this report and about Cebu Pacific's sustainability programs, you may reach us at:

CEBSustainability@cebupacificair.com



www.cebupacificair.com