

Sustainability

Report

2021



AEROMEXICO



Flying towards a better future

Sustainability Report

Aeromexico 2021



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A message from the

Chief Executive Officer

During these 87 years of flying the Caballero Aguila, we have learned that connecting goes beyond taking our passengers to their destination, it also represents the opportunity to unite and that our actions are part of the change we seek in our environment.

Therefore, our strategy places Environmental, Social and Corporate Governance (ESG) issues at the center of everything we do. This vision seeks to develop sustainable actions where each member of the Aeromexico family, as well as our customers, will be the key actors of present actions that will have an impact on the future.

We know that this, in addition to strengthening us as an airline, will help us to join forces with the airline industry and the different sectors worldwide, since it is a responsibility and commitment that concerns us all.

I have always believed that we must adjust to reality, and not ask reality to adjust to what we want, so our actions must reflect the change that the planet needs. Our commitment to the world and future generations must be translated into strategies and innovative solutions that contribute to solving today's problems.

Throughout these years we have developed actions that contribute to these efforts: We have made a historic investment in a fleet that emits fewer emissions and reduces noise pollution; we have sought to increase our sustainable fuel consumption; and we have a robust program to save turbosine in different phases of flight. In social issues, we work closely with organizations to combat the crime of human trafficking, as well as the illicit trafficking of species.



We know that there is still a long way to go towards a sustainable industry, but I am convinced that the decisions we make today will be key to continue building a medium- and long-term future. We have a lot to achieve and contribute, but we are confident that we are heading in the right direction, which will help us drive the world we envision for the next generations.

This is a daily task that involves a great deal of teamwork. This report is a sample of all our efforts, as well as an invitation to continue working together. I am confident that we will continue to foster an airline that reflects our commitment to transforming the present in order to fly into a better future.

Andrés Conesa
CEO Grupo Aeroméxico



Introduction



At Grupo Aeroméxico, we continue to fly towards a better future, so every day we reinforce our commitment to transparency and we remain aware of the impacts that our operation has on our environment and stakeholders, so through this report we communicate our path towards sustainable development and objectively present our social, environmental and economic (ESG) performance during 2021¹.

For the preparation of this report we use international standards related to ESG information, which are determined by incorporating the use of the Global Reporting Initiative (GRI) Standards, in their latest version updated in October 2021, linked to our most recent materiality exercise that includes the vision of the business, as well as the perspective of our stakeholders.

This report is prepared by a third party and is first validated by the Group's Sustainability area.

Key report highlights:

Developed in compliance with the **Global Reporting Initiative (GRI) Standards**, a reference methodology for the communication of extra-financial performance with a multi-stakeholder approach. Reporting on GRI Standards related to material issues.

Grupo Aeroméxico's contribution to the **Sustainable Development Goals (SDGs)**, a global roadmap proposed by the UN to address major societal challenges, is reported.

As members of the **Global Compact**, we communicate our progress and commitment to its 10 Principles.

How to identify the content:

On the cover of each chapter:

- Reference to the **SDGs**.
- Reference to the contents of the **GRI Standards**.
- In the Annexes of the report: **GRI, SDGs, Global Compact**.



¹ Reporting period January 01 to December 31, 2021.



Chapter 1



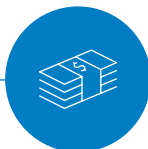
About US



Milestones 2021



We expanded our operation, opening **four new routes** and reactivated service **on five**.



We obtained revenues of **45 Billion MXN** (+59.4% vs. 2020).

We obtained the **court approval** of our Restructuring Plan **to exit Chapter 11** in January 2022.



We increased our total available seats by more than **320%** vs. June 2020.



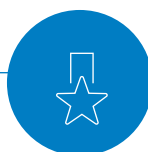
We increased our fleet with **24 new Boeing 737-8 and 737-9 MAX and Boeing 787-9 Dreamliner** aircraft.

We operate **419 daily flights** to **42 domestic** and **36 international destinations**.

We work with **811 Corporations** in Mexico and around the world.

We have **133 aircraft** with the **highest technology** and **safety** standards.

We transported **16 million passengers**, **12 million domestic passengers** y **4 million international passengers**



We are positioned in the **Top 10** of "**Mexico's Most Attractive Employers 2021**" by **UNIVERSUM**.



We received a "**Platinum**" rating in the **APEX Health Safety** standard powered by SimpliFlying.



We assumed the **presidency** of **CANAERO's Environment Committee**.



We were ranked **17th** out of the 100 airlines that generate the least amount of CO² in the **IATA World Fuel Efficiency Ranking**.





A new air

On June 30, 2020, we initiated a voluntary financial restructuring process under U.S. Chapter 11, which allowed us to negotiate all types of contracts while dealing the inflow of additional resources. In January 2022, we obtained court approval of our Restructuring Plan to exit Chapter 11 and on March 17, after a 20-month process, we finally formalized our exit.

After the restructuring and as part of our plan, we are focused on continuing to build on actions that allow us to fly higher, improving the experience of our customers and employees, in line with our ESG (environmental, social and corporate governance) strategy.



At Aeromexico we are ready to fly with new air. Today is a very exciting day for Aeromexico. We are ready to reach new heights as we emerge from Chapter 11. We are ready to begin a new chapter in our Company's history, supported by a strong financial base, a solid capital structure and investors with full confidence in our future."

Andrés Conesa, CEO Grupo Aeromexico.





Mexico's Flagship Airline

At Grupo Aeroméxico S.A.B de C.V., we continue to work to achieve the dream of flying higher and higher, always guaranteeing the safety of our passengers, driven, above all, by the dream of discovering the world together since the arrival of the first jets in 1961³.

Grupo Aeroméxico's DNA is at the core of our organizational culture and strengthens the trust our customers and stakeholders place in us.

As stated in our 2022 Flight Plan, we seek to continue strengthening our culture, promoting and living up to our DNA: **Shared Purpose, Vision, Values and Behavior.**

³ To learn more about our history go to [here](#)



Mexico's Flagship Airline

Our DNA

4 attributes that make us unique:

Purpose

Our Inspiration

As the flagship airline of our country, we share the best of Mexico with the world as no one else knows how.

We contribute to the sustainable growth of the country, while creating a positive impact on the lives of our customers, our people and the communities we fly to.

Vision

Our Aspiration

To be the #1 by providing the best personalized and consistent flight experience with a spirit of warmth and service.

Values

Our Guide

To ensure **sustained growth** by providing **consistent service** from the heart, and creating unique experiences with **safety and discipline**.

These values guide Aeromexico's internal and business decisions as well as establish our behavior and actions:

Behaviors

Our Performance

Put safety first

Ensure the safety, health and well-being of our customers and employees.

Live with unwavering integrity

Be an Aeromexico ambassador by acting with discipline and responsibility.

Serves with excellence

Provide quality service and offer the best personalized experience to our customers.

Be agile and efficient

Adapt quickly and efficiently to business needs.

Promotes diversity and inclusion

Foster an environment where we all feel safe and free to be who we really are.

Enjoy Aeromexico

Have fun and promote a positive work environment with your team.



Mexico's Flagship Airline

Our subsidiaries

Grupo Aeroméxico is comprised of several subsidiaries, each of them leaders in their sector. They provide public air transportation services for people and goods at national and international levels, as well as services related to air operations and professional aviation training.



Flights to domestic and international destinations from Mexico.



Transportation of goods
for various industries.



Regional flights focused
primarily on business
travelers.



Aircraft assistance at more
than 40 airports.



Leading aviation training
center with aeronautical
careers (pilots, flight
attendants, maintenance and
operations officer), courses,
consulting and personnel
evaluation.



Offers travel packages
for domestic destinations
and promotes the
internationalization
of the brand.



Loyalty program that
provides rewards and
unique experiences.



Mexico's Flagship Airline

Our fleet

Our commitment is to continue flying towards a more sustainable future, which we will achieve in part by upgrading our fleet to become younger, more modern and more homogeneous. As of December 31, 2021, our fleet was comprised of **133 aircraft** with the highest technology and safety standards, and with an average operating fleet age of 8.6 years, guaranteeing comfort on each of our trips.

We know that one of the greatest sustainability challenges for global aviation is the development of new technologies, as well as modernization and investment in new fleets. Therefore, during the third quarter of 2021, the Company reached an agreement to increase its fleet with 24 new Boeing 737-8 MAX and 737-9 MAX aircraft and 4 new Boeing 787-9 Dreamliner aircraft.

This will reduce the average age of our fleet to 7 years and, consequently, improve the efficiency of our operations and reduce emissions.

133
aircraft

86 of the Boeing family

18 Boeing 787-9 and Boeing 787-8



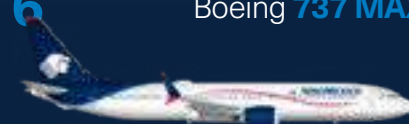
36 Boeing 737-800s



21 Boeing 737 MAX 8



6 Boeing 737 MAX 9



5 Boeing 737-700s



47 of the Embraer family



Mexico's Flagship Airline

Our network



Mexico's Flagship Airline

Our network

In
2021

4
new
routes

Restarted
5 routes

+16.5 million
passengers
transported

As of December 31, 2021, we:

Operate **419**
passenger flights
every day

Fly to
42 domestic
destinations

And
36 international
destinations from
Mexico



Including:

16 in the **USA**

3 in **Canada**

7 in **South America**

6 in **Central America** and the **Caribbean**

3 in **Europe** and **1** in **Asia**



Mexico's Flagship Airline

Our network



78% of itinerary and charter operations were domestic.

22% of itinerary and charter operations were international.

We continue to expand and strengthen our network in a sustainable manner, connecting Mexico's main cities, such as **Guadalajara** and **Monterrey**, with the European market through **Madrid**.

During April 2022, we continued to build on this momentum by restarting service from Mexico City to London.

Mexico's Flagship Airline

Our business model

Our business model differentiates us from the rest of the national market and, contributes to Mexico's growth and connectivity.

Thanks to our hub-and-spoke network model, we consolidate passenger traffic at Mexico City International Airport (AICM), and from there serve different destinations that otherwise could not be connected.

Our main operations are concentrated in Mexico, with Terminal 2 of the AICM being our largest hub. However, have been working on expanding our operations to Terminal 1 in order to offer our customers more flight options and a better travel experience.



Mexico's Flagship Airline

Our commercial partners

We have a network of strategic alliances that provide us with ample opportunities to offer our customers more options and join commercial efforts with our partners.

Alliances 2021



Celebrating 4 years of the Joint Cooperation Agreement (JCA), the first cross-border alliance between Mexico and the United States.



Code-share agreement with LATAM Airlines Colombia, LATAM Airlines Brazil and LATAM Airlines Peru.

+ 14 destinations in **Colombia**

+40 destinations in **Brazil**

From Lima to
18 domestic destinations
in Peru, including Cuzco and Iquitos

Use of **Premier Points**
with the **LATAM network**

Access to
LATAM Colombia VIP
lounges



Alliances 2021



An alliance created 20 years ago and formed by
19 airline partners

so that our passengers can reach more than
1,000 destinations

in **170 countries** through
codesharing, access to more than

790 VIP lounges
and rewards for earning miles.

As of December 31, 2021, SkyTeam members
operated approximately more than 15,400 flights
per day, carrying approximately 676 million
passengers per year.

Other bilateral commercial alliances:



In 2021, we will work with approximately 811 corporations in Mexico and around the world. In addition, we have 385 travel agencies as important commercial partners: 6 global TMCs, 146 agencies in Mexico and 233 in the rest of the world.

We serve all types of sectors such as: consumer, financial services, automotive, telecommunications and technology, pharmaceutical and healthcare, manufacturing, transportation, oil and gas, construction, automotive, energy, machinery and equipment, aerospace, hospitality and even non-governmental organizations.



Mexico's Flagship Airline

Membership in associations and strategic alliances

During 2021, we will continue to be an active member of various trade associations to which we belong and maintain communication for the development of strategies, plans and protocols in order to share best practices in sustainability in a joint manner.

As such, we actively participate with the following organizations:

CANAERO

During 2021, the Presidency of the Environment Committee of the National Chamber of Air Transportation (CANAERO by its acronym in Spanish) was in our charge.

The following topics were promoted: management of waste at Mexico City's International Airport (AICM), the development of sustainable aviation fuels, progress in the CORSIA scheme, actions against illegal wildlife trafficking, and working groups for the review of environmental requirements.

It is worth mentioning that we are also part of the Aviation Safety Committee, the Financial Committee and presided the Vice-Presidency of the CANAERO.

ALTA

At the Latin American and Caribbean Association of Air Transport we participate in the following work groups related with Fuels. Specifically on issues associated with the promotion of sustainable fuel development and use of aviation in the region.

IATA

We work in partnership with International Air Transport Association (IATA) to publicize the needs of the industry and the incorporation of best practices to maintain the highest quality and safety standards.

APEX

We maintain a close relationship with the Airline Passenger Experience Association to focus on the quality of the passenger travel experience, as well as direct user feedback and ratings. In 2021 we received the Platinum rating by APEX Health Safety Standard for the third time.



Mexico's Flagship Airline

Acknowledgements

Thanks to our strategic alliances, routes and commitment to sustainability, we received the following awards during 2021:

"Platinum" rating in the new **APEX Health Safety standard** powered by SimpliFlying .

For the third consecutive year, we were included in the Global Airline category in the **APEX Official Airline Ratings**, receiving the highest award of five stars.

CEIV PHARMA certification, granted by the **International Air Transport Association (IATA)**.

46th in the ranking **"The 100 companies with the best reputation in Mexico"** of MERCO. We ranked 1st in the transportation sector and Andrés Conesa, our CEO, ranked 9th in the leaders ranking.

Ranked 17th in the list of the 100 airlines that generate the least amount of carbon dioxide by **IATA's World Fuel Efficiency Ranking**.

Renewal of the **"Clean Industry"** certification for the Hangar Oriente, and we are the only national airline with the current **PROPEFA** certification.

Aeromexico ranked in the Top 10 of **"Mexico's Most Attractive Employers 2021"** according to UNIVERSUM.

Since 2019 we have improved our rating in the IC 500 index on Corporate Integrity in Mexico. In the evaluation corresponding to 2021, we were the airline with the best rating in Mexico and we were placed within the first 70 best evaluated companies.





Customer experience

We place our customers at the center of all our decisions, seeking to offer the best travel experience at every stage of the flight, every single day.

During 2021, **we transported 16.5 million passengers** who trusted us to get them to their destination. Our goal is to deliver on our brand promise, which is to provide a consistent and personalized experience to each of our passengers.

Customer experience

Service Experience

We work to provide the greatest satisfaction to our customers in every part of the flight experience: from before boarding through digital facilities; during the flight through a modern fleet and a complete service; and, at the end of your trip, it is very important to us to have your feedback in order to continue improving.

Thanks to this, the Airline Passenger Experience Association (APEX) recognized us for the third time during 2021, as a Five Star airline thanks to travelers' comments and ratings. Among the actions that led Aeromexico to obtain the Five Star category, the following stand out:

Fleet renewal with safe, efficient and modern aircraft

Optimization of the digital and onboard experience

Recovery of connectivity within and outside Mexico

Renewal of travel package options with Aeromexico Vacations

Investment to ensure the health and hygiene of customers and employees.

As part of our goal of continuous improvement, and through the Net Promoter Score (NPS) indicator, we measure the satisfaction of our customers at each stage, from the purchase, the digital functionality, the treatment in the call center and the follow-up provided to each case through Customer Service.

Monthly reports with these results are generated and shared with all the Company's vice presidencies. Similarly, there is a report for areas that impact metrics directly. We also use customer verbalizations, classifying them into 50 main topics to understand their behavior and identify new needs.

We closed the year with an evaluation of **32.29%** in **our NPS**

During 2021 we carried out the following actions:

Implementation of the Laboratories program to facilitate compliance with requirements.

Implementation of the interior renovation program in conjunction with Cabin appearance to refurbish aircraft with lower NPS.

Having expanded our operations to Terminal 1 of the AICM, we have created a companion position for customers in transit and agreements with third parties to provide a Premier experience.



Customer experience

Digital experience

The digital experience is a key process within Aeromexico. 34.5% of our customers use our digital media to make their purchase. With emphasis on the following:

aeromexico.com



**Aeromexico
Mobile App**



Aerobot



During 2021, actions in our digital channels were focused on:

1. Providing an optimized and personalized shopping experience, through:

New fare families with booking flexibility, unlimited changes, refunds and rescheduling in case of missed flights.

Integration of new payment methods and the use of premier points to purchase bags, seats, upgrades, and our Vuela Verde program.

2. Improving experience during reservations and check-in:

Possibility of making changes and canceling on aeromexico.com. Choosing a new itinerary in the event of a flight adjustment.

Updates in the digital check-in, covering the requirements requested by other countries, such as the attestation required to travel to the United States.



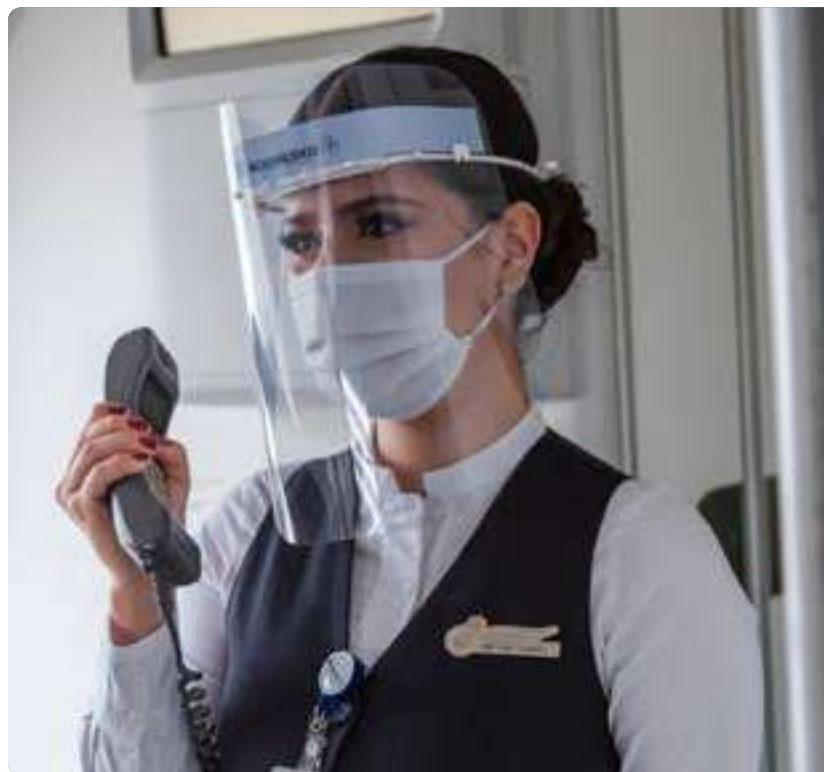
Customer experience

Transparent communication

The clear and transparent communication we have with our customers has always been a priority and a key element to provide them with a differentiated service experience.

We keep our customers informed through constant updates in different media to facilitate access to information:

- **Flexibility policies**
- **SGSH Measurements**
- **Route network**
- **Restrictions imposed by country**
- **Site for travel agencies**
- **Information for Club Premier members**



Handling of Complaints

We seek to maintain an effective communication approach with each of our users, so we provide the means to share any complaint through the Ethics Line, where they can express their dissatisfaction in any matter related to their experience.

It is worth mentioning that, these incidents are reported to our Audit Committee in order to detect the training needs of our personnel. During 2021 we had a total of 29 complaints accounted for within this category.

Customer experience

Innovation and development

During 2021, we continued to innovate throughout our different products and services which allows us to offer a better travel experience:



COVID-19 Digital Verification: Website where our clients can validate the health requirements for their trip in advance of their flight, thus certainty that they have everything they need before going to the airport. The site uses Artificial Intelligence to verify the documents uploaded by the user, avoiding the need for a physical review and avoiding the printing of forms, as well as queues at the airport.

Passport Scan on the app: Allows customers to use a new feature to scan their passport. This facilitates the data entry process during check-in on the app and also allows customers to avoid having to scan their passport during boarding. In 2022 the functionality will be ready for Android and is expected to reach 25% of the passport scanning share.



Digital Check In: We are focused on strengthening the digital ecosystem to make our customers' travel experience more agile and efficient. Currently 61%* of our users check-in through digital channels. By 2022 we aim to increase reach to 65%.

Attestation form: As a result of the COVID -19 pandemic, the U.S. Government requested an attestation form in order to minimize the risks associated with the pandemic. During 2021, 1.5 million customers used the digital attestation that we implemented in order to avoid the use of paper.



*The metric considers the process until the user obtains his first digital check-in



Chapter 2

Sustainability at the core



Milestones 2021



We updated our
2018 materiality.

Health and **Safety** are and
will be our **main value** and
guiding principle.

The **2022 Flight Plan**
places **Sustainability at the**
heart of the strategy.

We decreased our
overall accident rate
(18% vs. 2020).

We are certified by the
Federal Civil Aviation
Agency (AFAC by its
acronym in Spanish),
Transport Security
Administration (TSA) and
IATA Operational Safety
Audit (IOSA).

We **manage Operational** and Aviation
Safety through **SMS** and **GAM e-report.**

We implemented the
"Together from Home"
program for all employees.

We have a **Health and**
Hygiene Management
System (SGSH), based on
the **ISO 45001** standard.



Flight plan

Relationship to Material Issues and SDGs



At Aeromexico, we know that in order to fly higher and higher, it is necessary to generate virtuous circles for our stakeholders. Therefore, in order to achieve our organizational objectives, face global challenges, and continue flying towards a clear course of sustainable growth, we have placed Environmental, Social and Corporate Governance criteria at the core of our Business Strategy or Flight Plan 2022.

In addition, due to the organizational changes that occurred in recent years, as well as the global impact of the pandemic, during 2022 we updated our Materiality matrix.

As a result of this analysis, we have identified the critical issues of the business and integrated them into our 2022 Flight Plan, reaffirming our commitment to the Sustainable Development Goals established by the United Nations.



Flight plan

Committed to Sustainability



“ As Mexico's flagship airline, we have a great responsibility to transform the industry to make it more environmentally friendly and socially responsible. That is why our goal is to continue to offer the best service while integrating sustainability initiatives into our customers' experience.”

Andrés Castañeda, Executive VP Digital and Customer Experience

“ To make our industry viable in the long term, it is imperative to reduce CO₂ emissions. For this reason, at Aeromexico we continue to focus our efforts on renewing our fleet with modern aircraft that guarantee greater fuel efficiency.”

Santiago Diago, Executive VP Operations

“ We are focused on building a new future with sustainable growth today. The Restructuring Plan and day-to-day decisions take ESG factors into account, in order to generate the least impact on the environment and the greatest benefit to society. We have no doubt that the best decisions are those that look ahead with a complete perspective.”

**Ricardo Sánchez Baker,
Executive VP of Finance**



“ Although sustainability efforts are gaining ground, there is still much to be done globally. At Aeromexico, we are proud to have been driving initiatives that support this strategy for many years. We stand ready to join forces with those who share our goal of creating positive environmental and social change.”

Aaron Murray, Chief Commercial Officer & EVP

“ We are aware of the fundamental role we play within society to drive the different initiatives of sustainability. Our mission is to coordinate strategic alliances with different sectors, from government to civil organizations, so that together we work for the benefit of the environment and society.”

**Sergio Allard, Executive VP of Legal
and Institutional Relations**

“ Crises are a great opportunity to rethink our business. For us, this translates into strength, flexibility, and resilience. Sustainability is in all areas, as well as in our objectives, from productivity to economic performance, always in compliance with the legal framework.”

**Claudia Cervantes,
Senior VP of Legal
and Labor Relations**

“ Aeromexico's success is entirely due to its people, which is why we are focused on strengthening the well-being of our employees and fostering greater diversity, equity and inclusion throughout the organization, because we know that we will be sustainable to the extent that we continue to generate a positive impact in the communities where we operate.”

**Angélica Garza, VP Ejecutiva
de Recursos Humanos**

“ Sustainability is a strategic imperative for Aeromexico and has become increasingly important as we seek to make the best business decisions. It is key to continue developing tools that help us minimize our carbon footprint and optimize our contribution to the environment.”

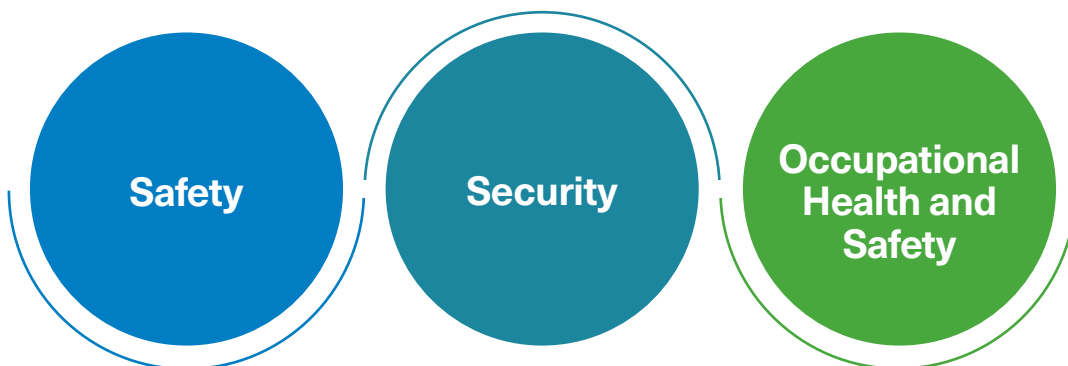
**Jonathan Walden, Senior VP
Business Strategy**





Health and safety: Our core value

At Aeromexico, we always fly in compliance with our main value: the health and safety of our customers and employees. Therefore, we place these concepts at the forefront of all our operations and manage them with an interdisciplinary approach that we address through 3 areas:



Health and safety

Safety

Operational Safety is related to all the processes whose objective is to minimize the risk of an accident in air transport or on the ground.

At Aeromexico we manage Operational Safety through the SMS (**Safety Management System**), which, in line with the requirements of the International Civil Aviation Organization (ICAO), allows us to maximize flight safety. We are also audited by **IATA Operational Safety Audit** (IOSA), which is the highest industry standard for operational safety.

We have defined processes to promote and train under these terms, providing the appropriate guidance to identify possible threats by our collaborators, through the Risk Detection Process. This process allows the preparation of safety reports through the GAM e-report application, which facilitates the management of information and the preparation of indicators for better decision making.



Risk Assessment Process

Definition of
acceptable Safety
Levels and their
corresponding
indicators.

Investigation
and analysis
of Security
Incidents.

Detection,
evaluation
and mitigation
(or elimination)
of Risks.

Business continuity plan

We have developed several contingency and business continuity plans in order to identify and analyze those risks that could interrupt or alter the operation of our services. Among the most important risks that have been identified are:

- Suspension of operations at Mexico City International Airport for more than 2 hours;
- Impediments to the operation of the Strategic Coordination Center or its Systems;
- Suspension of operations due to labor contingency;
- Suspension of operations due to natural contingencies;
- Blocking of access to facilities due to social unrest;
- Cyberattacks;
- Failure of GAM's critical systems.

For all these risks, the corresponding mitigation measures have been taken; however, in the event of any risk materializing, the corresponding disaster recovery plans (DRPs) and business continuity plans (BCPs) have been developed.



Health and safety

Security

We have a Physical **Security** area, focused on the prevention of acts of unlawful interference, i.e., those situations where the security of an aircraft or that of passengers, crew, ground personnel or the general public is compromised.

We have established specific standards and procedures applicable to the entire company, and we reinforce the knowledge of our employees through specialized technical training, frequent audits and evaluations.

Training in this area is focused on all of the Company's employees:

1

Operating
staff

2

Administrative
personnel

3

Postholder
personnel



We are certified by the Federal Civil Aviation Agency (AFAC by its acronym in Spanish), *Transport Security Administration* (TSA), and *IATA Operational Safety Audit* (IOSA), which audit our Physical Security management system.

Health and safety

Occupational Health and Safety

We have a Health and Hygiene Management System (HHMS) to take care of our customers and collaborators in all stages of the operation. The SGSH is based on the ISO 45001 standard (Occupational Health and Safety Management System), and establishes guidelines for the periodic medical evaluation of employees, covering exposure to physical, chemical, biological and psychological risks in order to develop Preventive Health Programs.



Since the beginning of the COVID-19 health contingency, we have maintained a strong commitment to the well-being of our customers, employees and other stakeholders. Therefore, together with a Medical Committee advised by expert epidemiologists, we have added specific protocols and measures to our SGSH.

Our SGSH manual is managed by trained employees who are responsible for designing the annual occupational health and safety program, safety measures, as well as measurement and compliance.

The SGSH has its focus in 7 areas relevant to our customers, collaborators, suppliers and contractors:

**Airport
Experience**

**On Board
Experience**

**Customer
Communication**

**Cleanliness and
Sanitization**

Distancing

**Employee
Experience**

**Health and Sanitization
Management**

You can learn more [here](#)



The main health risks identified in 2021 were: physical risks due to personal protective equipment conditions, exposure to noise or load handling, biological risks due to infectious-contagious diseases (covid) and psychosocial factors.

During 2021, we decreased our **Global Incident Rate (GIR) by 18%** compared to the same period last year. In total, we recorded 178 incidents, with no fatalities generated by occupational accidents or occupational diseases.

	2019	2020	2021
GIR	2.4	1.96	1.61



The measures implemented to **eliminate occupational hazards and minimize risks** are as follows:

Elimination:

detecting unsafe conditions and acts through safety walkthroughs

Replacement:

overhaul of mechanical equipment for corrective maintenance

Engineering control:

Determination of personal protective equipment and risk assessment

Administrative control:

signaling and training

In addition to these measures, and from the beginning of the health contingency, we implemented the "Together from Home" program for all the company's employees, where through webinars, workshops and dynamics we address emotional, health, physical, mental and financial issues.

In addition, we have the "Free Plan" program for all employees, where they are given free access to 5 apps for physical, nutritional, emotional, and personal finance wellness.

We maintain our commitment to health and safety through robust training on each company's management systems and reporting mechanisms, as well as service channels(amsecurity@aeromexico.com, amsafety@aeromexico.com).





Safety, Security, Occupational Health and Safety Trainings

SMS

Identification of the operational Safety Management System (SMS), regulatory requirements, authority, responsibilities and commitments.

HHMS

Be familiar with the Health and Hygiene Management System (SGSH), as well as established health and hygiene policies and protocols.

AVSEC

Identification and implementation of civil aviation security measures that enable them to act to prevent and/or minimize the consequences of acts of unlawful interference.



Chapter 3



Our corporate Governance



Milestones 2021



We formed a new
Board of Directors.



**64% of the members of the
Board of Directors have experience
in the aviation sector.**



**22% of management
positions are held
by women.**

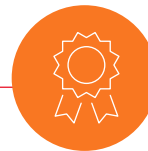
We share the **Code of Ethics**
with all our suppliers and
the general public.



**100% of employees
are trained in the Code
of Conduct.**



We have a **Compliance section** on the
Aeromexico.com website for training our
employees and the general public.



We **improved our rating**
in the **IC 500 Corporate
Integrity Index** in Mexico.

**We do not have
authority records on
anti-corruption cases.**





Corporate Governance

At Aeromexico we fly under the guidance of our Corporate Governance, which is based on the best international practices and regulatory requirements, as well as on those internal guidelines stipulated by the organization, which allows us to guarantee decisions that generate value for all our stakeholders.

Our Corporate Governance model covers Grupo Aeroméxico, as well as all of its subsidiaries.





Board of directors

In accordance with the restructuring plan and pursuant to the appointments and ratifications made at the Ordinary General Shareholders' Meeting of April 28, 2022, we have formed a new Board of Directors.

The Board of Directors is the supreme body in charge of:

**Determining the general strategies for the conduct of
our business and monitor our management;**

**Approving operations with related parties and
establishing policies in this regard;**

**Appointing our Chief Executive Officer and establishing
guidelines for his or her functions and compensation;**

**Approving policies and guidelines on financing, accounting, internal control
and internal audit, as well as approving the hiring of the external auditor;**







































Establishing such committees as it deems necessary.

**Determining business strategies and overseeing the
management of the Company and its subsidiaries**





Our Board of Directors is currently composed of 14 proprietary members, five of whom are independent directors in accordance with the respective guidelines of the Company's bylaws and applicable law, as well as a majority of Mexican nationals, in full compliance with Mexican laws and regulations regarding foreign investment.

Board of Directors	Position	On the board since	Executive Committee	Compensation and Nominating Committee	Audit and Corporate Practices Committee	Security and Protection Committee
Javier Arrigunaga Gómez del Campo	 	2007				
Andrés Borrego y Marrón		2022				
Andrés Conesa Labastida		2004				
Antonio Cosío Pando		2007				
Eugene Irwin Davis	 	2022				
Luis Fernando Gerardo De la Calle Pardo	 	2008				
Valentín Díez Morodo		2007				
Jorge Esteve Recolons		2007				
Glen Hauenstein		2022				
Bogdan Ignashchenko		2022				
Donald Lee Moak	 	2022				
Antoine George Munfakh		2022				
Eduardo Tricio Haro		2007				
Jorge Andrés Vilches Martínez	 	2022				

 President

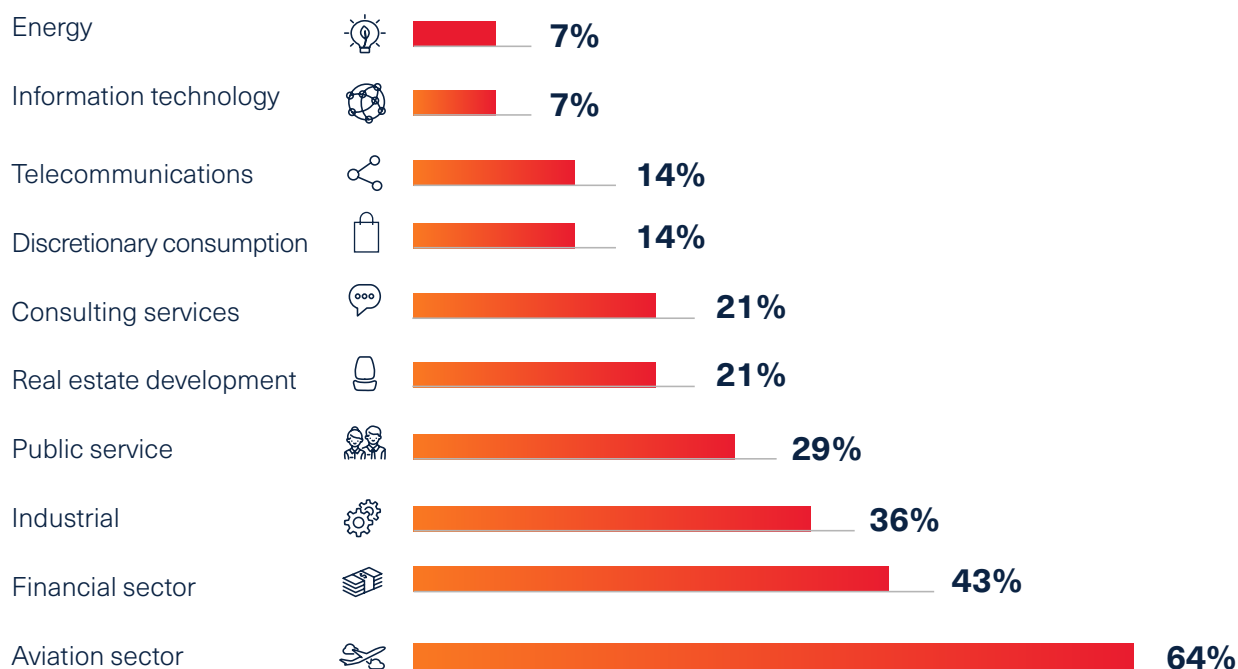
 Proprietary

 Independent members


Our Board of Directors is composed of professionals who bring their expertise to guide our organization towards a framework of sustainability. Each of the members has a recognized track record in the commercial aviation sector, financial services, telecommunications, consulting services, public affairs administration and regulation, corporate governance, investment funds, among others.



Experience and knowledge of the Board of Directors



Committees

The Board of Directors is supported by a set of committees made up of Board members and specialists in the issues being addressed. On the other hand, we emphasize that all members of the Audit and Corporate Practices Committee must be independent.





Management team

At Aeromexico we are convinced that the variety of perspectives, professional experience, education, gender, nationality and other qualities enrich the decision-making process. Therefore, we seek to have greater diversity and increase the participation of women at all levels. Currently, 22% of management positions are represented by women and the average seniority of our management team is 6.3 years.

The compensation of the management team is determined by the Board of Directors, who under a compensation scheme and policy establishes the compensation, which may include short-term benefits, variable compensation bonuses and payments based on the granting of restricted awards.

Annual bonuses are approved by our Nominations and Compensation Committee based on various company performance factors.



Andrés Conesa
Chief Executive Officer



Ricardo Sánchez Baker
Chief Financial Officer & EVP



Angelica Garza
Chief Human Resources
Officer & EVP



Claudia Cervantes
Senior Vice President
Legal and Compliance



Aaron Murray
Chief Commercial Officer & EVP



Santiago Diago
Chief Operating Officer & EVP



Sergio Allard
Executive Vice President of
Legal and Institutional Relations



Andrés Castañeda
Chief Digital and Customer
Experience Officer & EVP



Jonathan Wallden
Senior Vice President
of Business Strategy





Ethics and compliance culture

At Aeromexico, we fly under the highest ethical, legal and transparency principles framed in the Group's Code of Conduct and in our different compliance and safety policies. These guide our management and set the basis for the performance of all collaborators, suppliers and business partners with whom we interact for the development of our services.

Ethics and compliance culture

Our code of conduct

Our Code of Conduct encompasses the main rules, responsibilities and commitments that must be fulfilled by all employees who work with us in the Group's companies, at a national or international level, regardless of their level and/or position; it also applies to customers, suppliers, shareholders or strategic partners who work with us and perform representative functions.

The Legal Compliance Department and the Vice-Presidency of Internal Audit are responsible for submitting periodic reports to the committees that report directly to the Board of Directors, related to the application of the Code of Conduct.



The Code of Conduct establishes
general provisions for:

- **Anti-corruption**
- **Discrimination**
- **Conflict of Interests**
- **Anticompetitive practices**
- **Confidentiality of Information**
- **Money Laundering**
- **Health, safety and the environment**
- **Whistleblowing**



Through 5 commitments:

- 1** | To be an inclusive company that adheres to social norms
- 2** | Living unwaveringly and responsibly
- 3** | Become an Aeromexico ambassador
- 4** | Respect laws, regulations and standards
- 5** | Collaborating as one team and being a sustainable company

During 2021 we carried out an update that was published and shared with all our employees, suppliers and the general public, which you can download **here**.



Ethics and compliance culture

Aeromexico ethics line and Ethics & Compliance Committee

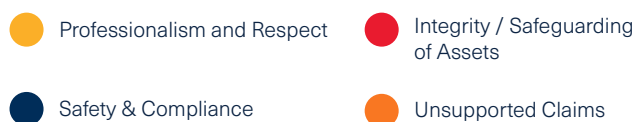
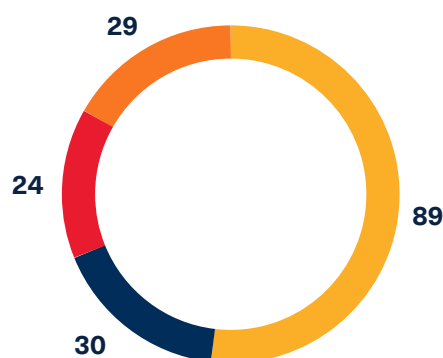
At Grupo Aeroméxico we fly in an environment that promotes the responsible growth of our employees, as well as an environment of trust and transparency where safety and health are the main values. All Aeromexico employees are committed to report any situation involving illegal acts, unsafe conditions and/or latent risks through an anonymous and reliable reporting system.

For this reason, we have the Aeromexico Ethics Line, which is managed by a third party and is open to complaints from employees, investors, business partners, customers and in general any third party who observes an alleged violation of the provisions of the Code of Conduct.

Our Ethics Line is managed by the Internal Audit Department in conjunction with the Legal Department, who follow up on each of the cases that arise in order to provide a timely resolution. During 2021, 172 cases were reported to the ethics line and were attended to in a timely manner.



Cases



Ethics Line Aeromexico

Report any deviations from the Code of Conduct and our policies, such as:

- Corruption acts
- Bribery
- Discrimination
- Harassments
- Negligence

MEX 800 - 426 - 9000

EUA 855 - 219 - 3753



We also have help desks to deal with complaints, reports or grievances, where multidisciplinary participation is provided depending on the issue to be addressed. Generally, this involvement involves assistance from Internal Audit, Human Resources, Labor Relations and Legal Compliance.

We also have an Ethics and Compliance Committee (CEC by its acronym in Spanish), defined as a support body for the General Management and the Board of Directors in matters of ethics, compliance and corporate integrity. One of its functions is to supervise the progress of internal investigations derived from the implementation of the Aeromexico Ethics Line and, if applicable, to approve the sanctions stipulated in accordance with the seriousness of the complaint.

Ethics and compliance culture

Training

In order to socialize our Code of Conduct and ethical practices within the organization, we conducted several trainings that reached:

100% of our employees

Likewise, in accordance with the Compliance Program, all employees, including new hires, are required to complete the Code of Conduct certification and demonstrate that it was satisfactorily completed.

Along with training, every year we carry out a certification campaign for our employees in these areas. A reinforcement campaign is currently underway to certify the members of the Board of Directors in accordance with international best practices (tone at the top).

In order to ensure that all our employees are trained on these issues, we have a Compliance section on the Aeromexico.com portal for access by the general public and, likewise, on the internal portal for consultation by our employees.

These portals include: the Code of Conduct, the commitment to compliance, the anti-corruption declaration, the technological, executive, regulatory and training and dissemination areas of the Program, access to the ethics line and compliance with Personal Data protection.



Ethics and compliance culture

Compliance program

We currently have a Compliance Program that includes the implementation and improvement of policies and processes for ethical behavior and compliance with applicable laws and legislation. We also have a training program that will gradually impact all of our employees, so that they are aware of the principles and values that govern behavior within the organization.

Likewise, there is an Internal Audit area that follows up on control processes and reports on possible violations of internal policies related to conduct that is not tolerated within the organization.

We have the following policies:

Anti-corruption Policy

Antitrust Policy

Information Security Policy

Conflict of Interest Policy

Every year, we address the changes and best practices that are being developed in relation to anti-corruption, ethics and integrity issues, in compliance with applicable domestic and foreign legislation.



Anti-corruption Policy

This policy contemplates, among other issues: The express prohibition to, without objective parameters: grant, offer, give, promise any type of payment, benefit, discount or contribution to national or foreign public officials or servants, as well as to employees or representatives of private companies and related persons.

It is updated and reinforced on a daily basis in order to comply with the best practices that are generated in national legislation, covenants, treaties and international agreements, as well as with provisions of other countries where we operate, such as the Foreign Corrupt Practices Act (FCPA) and the United Kingdom Bribery Act of 2010 (UKBA).

As part of the commitment to promote and communicate this issue, anti-corruption policies are made known to all members of the organization through internal communication channels and are directed at all levels, as well as to all business partners through the legal instruments entered into with them, as well as through the company's external portal.

For three consecutive years (2019, 2020 and 2021) we have improved our rating in the IC 500 index on Corporate Integrity in Mexico which is a metric of the publicity of the integrity and anti-corruption policies of the 500 largest companies in the country.



At the end of the year 2021, there are no records or communications of authority in which processes and resolutions on anti-corruption related to employees, representatives, managers or directors of the organization have been reported.



Antitrust Policy

Economic competition is the effort made by two or more individuals, businesses or companies to increase their market share by offering more choices of higher quality products and services at better prices.

Due to the above and the importance of this matter for the well-being of our customers, Aeromexico is committed to promoting compliance with the Federal Antitrust Law, which is why we have has a policy on this matter that is disseminated to company personnel, as well as an online course for training in the areas that require it.

With regard to competition with other Economic Agents, we must do our utmost to compete independently, vigorously, legitimately and transparently so that the value provided by our products and services is the differentiator that attracts and retains our customers, while respecting business practices at all times.



Information Security Policy

Grupo Aeroméxico has made multiple efforts to align its processes with best practices in information security, starting with risk identification, risk assessment, awareness, risk reduction measures and risk mitigation.

Over the last ten years, Grupo Aeroméxico has developed an internal regulatory framework designed to safeguard the availability, confidentiality and integrity of information and aligned with internationally recognized information security practices such as ISO 27001.

Data security is paramount for Grupo Aeroméxico and maintains a rigorous security posture through a methodology based on the implementation of best practices and security policies that provide coverage throughout the company, including:

- Regulatory controls
- Organizational controls
- Service provider controls
- Standardized process and practices
- Business partner controls

In addition to our information security policy, we have:

PCI E-Commerce Certification: aimed at improving the level of security of card payments

E-commerce security: We use secure data encryption for the transmission of any personal information

AVIATION A-ISAC (Aviaton Information Sharing & Analysis Center): In the permanent search to contribute to the aeronautical sector, Grupo Aeroméxico is part of organizations such as A-ISAC, a group where security information is shared throughout the aviation sector, contributing to improve risk management and be prepared for threats, vulnerabilities and incidents.





In 2021, we will continue to disseminate throughout the Company the importance of protecting the personal data entrusted to us by our customers, employees and suppliers, as well as the risks of ensuring proper compliance.

We continue to train employees through our online courses and review internal policies and procedures on personal data protection to update and improve control and compliance processes (e.g. regulatory logging to avoid duplication of processes).



Conflicts of Interest Policy

At Aeromexico we have a Conflict of Interest policy, the purpose of which is to reinforce the prevention and identification of transactions or contracts that could represent a risk derived from a possible conflict between the interests of Aeromexico and the family, personal or business interests of its executives, employees, suppliers or service providers who perform representative functions.

You can learn more [here](#)



Chapter 4



Social value creation



Milestones 2021



68% (8,816) of **GAM's** employees are covered by **collective bargaining** agreements.

Aeromexico's **workforce** is comprised of **12,893 employees**.

We **invest** in the **development of our employees** through a learning management platform with **LinkedIn Learning**.



We **participate** in the **Meta Gender Equality** program.

We made a total **contribution of \$13.9 million** pesos in various **social support** programs.

We had a **99.56% return to office** rate following **parental leave**.

We **trained** more than **200 employees** in the **fight against human trafficking**.

We have a **Declaration to combat human trafficking**.

We granted **166 airline tickets** between **sponsorships and social donations**, equivalent to \$1.5 MDP.



Helped with the **transport of more than 70 organs** in alliance with the **National Transplant Center of Mexico (CENATRA)** by its acronym in Spanish).

89% of our **pilots** and **90%** of our **flight attendants** are **trained in human trafficking detection**.

92% of **spending** for **service providers** went to **domestic suppliers**.



Investment of **1,940 man-hours** in **volunteering** and participation of **277 employees**.





Our talent

Our employees are the engine that gives flight to our Company. Together, in 2021, we achieved our Restructuring Process and today we thank all our employees for their effort, resilience and commitment, which drove Grupo Aeroméxico to take us further and fly with a new air.

Our talent

Labor Demography

Thanks to the experience and culture of our employees, we have been able to continue growing as a company. At the end of 2021, Aeromexico's workforce consisted of

12,893 employees



8,840
men



4,053
women

98%

**of our employees are
based in Mexico**

90%

**of them have a
permanent contract**



Employees by subsidiary 2021



7,405



1,496

Others

3,992


Total

12,893





















We fly in an environment that encourages everyone to feel safe and free to be who they really are. We have gender diversity at every level of our organization.



Employees by professional category, gender and age 2021

	Under 30 years old		Between 30 and 50 years old		Over 50 years old	
	Women	Men	Women	Men	Women	Men
Executives	0	0	5	26	3	19
Managers	10	10	90	147	15	39
Professionals and middle management	125	196	518	892	71	214
Non-unionized operatives	197	312	363	647	38	140
Unionized	0	0	2186	5303	432	895
Total	332	518	3162	7015	559	1307


Employees by subsidiary and gender 2021





	Women  3,051 Men  4,357
	Women  545 Men  948
	Women  112 Men  604
	Women  34 Men  66
	Women  153 Men  2,766
	Women  158 Men  99
Total	Women  4,053 Men  8,840



For Grupo Aeroméxico, the preservation and generation of jobs has always been a priority, therefore, despite the health crisis, we reactivated our hiring, betting on local talent, thus promoting the economic development of the locations where we have a presence.

Breakdown of hires, departures and turnover



	2020		2021	
				
Hiring	294	1554	808	4244
Voluntary and involuntary terminations	1286	3622	549	2361
Turnover rate*	26%	36%	14%	27%

*The turnover rate is calculated as: total departures / average headcount

Our talent

Collective bargaining agreements



We have satisfactory relationships with our pilots, cabin crew, and other employees for the continuity of our operations. 68% (8,816) of GAM's employees are covered by collective bargaining agreements. The information by Company would be as follows:

Aeromexico: 67%
(4,944) of its employees.

AM Connect: 88%
(1,312) of its employees.

SISTEM: 73% (2,123)
of its employees.

AM Cargo: 61% (437)
of its employees.

* A position that is suspended or on union leave is not included in the sample.



Our talent

Training and Career Development

At Grupo Aeroméxico we are committed to helping all our employees fly higher, which is why we focus our efforts on their personal and professional development. During 2021, various initiatives were developed to provide our employees with different technological tools that contribute to their development, training, growth and benefits.

Among these initiatives, Aeromexico acquired a learning management platform with LinkedIn Learning, through which specific learning paths were designed for all employees with the main objective of developing business, professional and personal skills, including both non-unionized and unionized personnel.



Aeroméxico Formación

At Grupo Aeroméxico we seek to develop the best talent, which is why we have Aeromexico Formación, one of the most important aeronautical training centers in Latin America. Through AM Formación we respond to the needs of the aviation industry, focusing on the design, development and application of aeronautical technical and commercial training programs, service quality and human development.

We also seek to develop our administrative personnel by providing them with the necessary tools through training programs. During 2021, we held four massive trainings, covering more than 200 administrative employees from the areas of Customer Service, Operations and Maintenance, Finance, Human Resources, among others.

Technical and aeronautical training.

SMS courses: Identification of the operational Safety Management System (SMS), the regulatory requirements of the authority and its responsibilities and commitments in the SMS.

AVSEC Course: Identification and application of Civil Aviation Security measures that allow you to act in the most appropriate way to prevent and/or minimize the consequences of acts of unlawful interference.



To achieve our commitment to have the best infrastructure for training our employees, we have 10 flight simulators for the Aeromexico and Connect fleet.

We have 5 Full Flight simulators, level D.

- Full Flight Simulator: EMB190
- Full Flight Simulator: B737 NG
- Full Flight Simulator: B737 MAX 1
- Full Flight Simulator: B737 MAX 2
- Full Flight Simulator: B787

We have 1 FTD simulator

- FTD B737 MAX

We have 4 GFS

- GFS B787
- GFS B737 MAX
- GFS E190
- GFS B737 NG



Our **Full Flight Simulator B737 MAX** simulator is the **most modern** equipment of its kind in Mexico and has the highest certification granted by the **International Civil Aviation Organization**.

Training programs 2021

Human Trafficking

We held a talk during World Day against Human Trafficking, where we had the participation of Mixi Cruz, a survivor of this crime.

200
participants

You can learn more [here](#)

ODISEA XXI

We were promoters of the Odisea XXI program, which sought to improve the communication of the professional profile of the participants, as well as the understanding of the labor context we face. In addition to learning to develop solutions to current challenges through entrepreneurship and intra-entrepreneurship with socio-environmental impact.

141
participants

Wildlife trafficking

The TRAFFIC organization, an expert on the subject, gave an online course on how to detect a possible case of illegal wildlife trafficking.

31
participants

You can learn more [here](#)

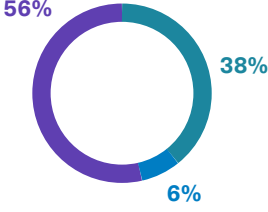


For non-unionized employees, the courses are free of charge and can be taken during working hours or can be taken during their free time. For unionized employees, the regulatory courses are mandatory and compensation is given for attendance. AM Training carries out an evaluation at the end of each course.

The total average number of training hours during 2021 for unionized employees was 65,232 hours, while for non-unionized employees there was a total of 17,632 hours, resulting in a total of 82,864 hours of training for 12,893 employees.

Training by work category 2021

Work Category	Number of employees trained	Average hours/employee
Unionized	8,816	16
Non-Unionized	4,077	2
Total	12,893	N/A

Work Category	Number of employees trained	% training	
Unionized Crew	4,069	average hours 19	
Unionized Wing Up and Wing Down	4,747	13	
Non-Unionized	4,077	2	

Our talent

Performance evaluation

We know that in order to have the best talent it is necessary to promote their development, so we conduct an annual performance evaluation in order to identify the objectives and areas of opportunity of each of our employees.

We carry out a series of trainings for the employees where we explain the process to follow for the definition of objectives in order to work on the establishment aligned to the priorities of the company (Flight Plan), as well as the development of the employee.

During 2021, **22% of non-unionized staff** participated in the **Performance Evaluation process**.



Our talent

Commitment and Work Environment

Work environment

We are concerned about listening to our employees, so we have implemented communication channels to know their opinions and consequently carry out improvement plans and actions.

The main tool we use is the "Organizational Pulse" survey, which is applied annually. During 2021, it was applied to non-unionized personnel in which the score for the level of employee commitment was **91%** with a participation of **289 employees**, which corresponds to **84%** of Aeromexico's non-unionized personnel.



Equal opportunities

At Grupo Aeroméxico, we recognize that the diversity of our people is one of our strengths, which is why we have implemented several actions and programs to foster a culture of diversity and equity within the company. To achieve this, we have carried out several programs, including the following:

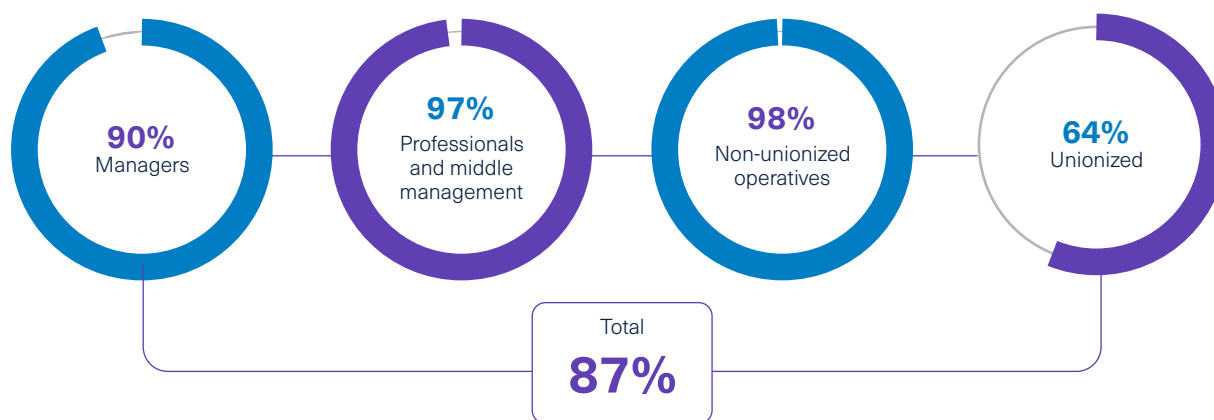
Declaration on Diversity and Inclusion, which rejects discrimination in any form and distances itself from groups, organizations and institutions that promote hatred towards vulnerable groups.

One of the objectives of **Grupo Aeroméxico's Code of Conduct** is to promote and develop an environment of equal opportunity and equity and to prevent discrimination based on gender, race, religion and other factors

We also strive to ensure that the remuneration received by our employees is fair and competitive. The salary difference between male and female employees is shown below:



Ratio (%) of women vs. men's salaries









*Long-term incentives are not offered to employees below executive levels.

Parental leave

We understand our employees' life plans, as well as their personal goals and objectives. In this sense, we are committed to our employees exercising their right to maternity or paternity leave, which is why we offer paid leave in excess of what is established by the Federal Labor Law.

During 2021 we had a total of 224 requests for parental leave (Female 29.02% and Male 70.98%), with a return rate of 99.56%.



		Total
Parental Leave Requested	 65	224
	 159	
Return to their place of work	 65	223
	 158	
Return to their place of work and are part of the staff after 12 months.	 58	178
	 120	



Lactation Rooms

We know that support for breastfeeding in the workplace is essential, which is why we have several lactation rooms in our work centers:

- **Torre Mapfre**
- **CECAM**
- **Hangar Oriente**
- **Hangar Connect**
- **In the ASPA reserve room**
- **AICM (Corresponds to AICM airport)**

This benefits female employees so that during the breastfeeding period they can exercise their right to breastfeed at the different times they require, as stipulated in the relevant regulations.



Compensation and benefits

We ensure that we provide adequate compensation, benefits above what is stipulated by law, and competitive benefits to our employees, so we strive to be considered one of the best places to work. Fostering a work environment that promotes the quality of life of our employees inside and outside of their work activities.

Main benefits for employees

Life Insurance and Major
Medical Expenses Insurance

Health care

Disability and incapacity coverage

Flexibility of schedules

Parental leave

Private retirement plan

Collaborative work centers

Dining subsidy

Travel benefits

Part-time and temporary

Life Insurance

Health care

Parental leave

Collaborative work centers

Dining subsidy



Retirement plans

We have a private plan registered with the SAT and CONSAR, to grant an additional benefit to the one granted by the IMSS to employees. One of the benefits is the tax exemption of up to 90 UMA's (Updated Measurement Unit) per year.

Applies only to certain employees (non-unionized personnel of the companies, Aeromexico, AM Connect, AM Training, AM Services, AM Cargo and Shared Services Center).

The plan consists of granting **3 months of integrated salary plus 20 days of salary per year** of pensionable service to employees over 65 years of age with at least 10 years of seniority in the company.





Shared Social Value

At Aeromexico we fly hand in hand with the communities where we operate and are committed to generating a virtuous circle, so that our presence represents a positive economic, social, and environmental impact.

For this reason, we support various civil society organizations that work directly with communities, generating a bond of support that increases social impact.

Year after year, we promote actions framed within the four pillars of our "Wings of the World" community outreach program: **Education and Community Development, Sustainability and Environment, Diversity and Inclusion, and Humanitarian Aid.**

During 2021, we made a total **contribution of \$13.9 MDP in various programs**, including in-kind donations of pharmaceutical materials in response to the COVID-19 pandemic. Partnerships with laboratories for preferential costs in breast cancer medical studies, and outreach programs focused on raising awareness of sustainability issues, among others.



Shared Social Value

Our fight against human trafficking



At Grupo Aeroméxico, our commitment to society is focused on providing a dignified place for everyone. Safeguarding people's human rights is a priority in our daily work. Therefore, since 2016, we have worked to combat Human Trafficking, we have a Declaration regarding this crime and our main role is the identification and prevention of possible victims.

We focus our efforts on training our personnel to be prepared for a possible case. In 2021 we had a total of 4 massive trainings. Coaching more than 200 administrative employees, from areas such as Customer Service, Operations and Maintenance, Finance and Human Resources.

By the end of 2021, we had **89% of our Pilots and 90% of our flight attendants trained** with the most recent version of the course.

During 2022 we will reinforce training to have 100% of our crews trained in the subject.

As part of the World Day Against Trafficking in Persons 2021, we coordinated an awareness-raising talk with the participation of more than 200 employees, where Mixi Cruz shared her testimony, being a survivor herself.

Organ and Tissue Transportation Support

We are committed to providing humanitarian aid where needed. Therefore, in 2021, during World Humanitarian Day, we celebrated an alliance with the National Transplant Center of Mexico (CENATRA by its acronym in Spanish) in order to strengthen and facilitate the transport of organs, tissues and human cells for transplantation within our national network.

Organ transfers contribute to equity in distribution and timeliness of transplantation.

People who need this service should have access regardless of geographic barriers, so these efforts allow us to break down barriers in order to save lives.

We helped with the logistics of transporting more than **70 organs** in 2021.



Shared Social Value

Inclusion in services and products provided

(services for people with visible and non-visible disabilities)

We are aware that it is essential to have accessible air transportation in which all our passengers have the facilities to travel. For this purpose, we have developed a manual for airports in case they have to provide support and adaptation of the services made available to people with visible or non-visible disabilities.

This manual describes the appropriate means and procedures to be implemented to ensure the accessibility of our customers during their stay throughout the airport.



Service and Emotional Support Pets

We offer the transportation of service pets and emotional support to accompany people in need. Service Animals (SVAN) include guide dogs that support blind or visually impaired people, animals that give signals to a person with deafness, animals trained to alert a person to a seizure and animals to assist people with motor disabilities.

Emotional Support Animals (ESAN) are considered to be those that help people by providing therapeutic support to their guardian through bonding and companionship.

You can learn more [here](#)



Shared Social Value

Donations and sponsorships

As part of our commitment to society, we support different Civil Society Organizations by granting airline tickets. An assistance that we know is a great boost to continue generating a positive impact on society and the environment. This year our support translates into 166 airline tickets, which is equivalent to \$1.5 MDP, within the following donation categories:

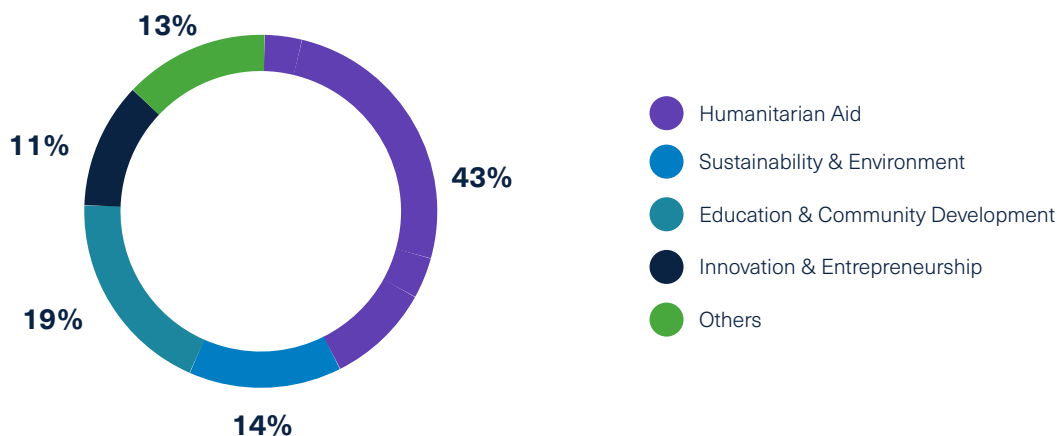
Full donation
111 tickets

Tax payment
27 tickets

Payment of taxes and other fees
28 tickets



Our social impact strategy (through volunteering and in-kind donations) is focused on the following pillars:



Other sponsorships

Telethon Sponsorship

Sponsor of Telethon in internal, digital and magazine media, from September through December.

In 2021, we will celebrate 13 years of supporting this cause.



\$11.9 MP



"Juega y Ayuda con Sapiencia" Golf Tournament

Aeromexico granted "Prize Cards" for a double-destination trip for the winners of the tournament in order to raise funds and encourage registrations.



\$50,100 MXN

"Makesense" Impulse Program

Dynamic and personalized support platform for social and environmental entrepreneurs with early stage business projects.



8 ventures
20 people



\$75,200 MXN

A P&G, "Un Kilo de Ayuda" and Aeromexico alliance Supply of products for COVID-19

Shipment of 815,500 facemasks that were used by 17 thousand families in Chiapas, Oaxaca, Yucatan, and Sinaloa.



17,000 families



\$125,000 MXN



Ectágono Project

Donation of 100 specimens for the reforestation of the Tarango ravine located in the CDMX.



Temporary jobs were generated with people from nearby communities, as well as participants who are in a process of social rehabilitation with the support of Fundación Reinserta.



\$50,000 MXN



"Reciclando Ando", in alliance with PIXPIK

We created the first video game designed to teach people how to correctly separate waste as a "Call to action" within the company.



\$140,000 MXN

"Un Kilo de Ayuda" virtual drive

The care and attention of 20,000 children under 5 years of age in vulnerable communities.

We donated 815,000 facemasks

Breast Cancer Awareness Month

Aeromexico formalized agreements with the Lapi, del Chopo, Olab, Azteca, Jenner, Swisslab, Exakta and Biomédica medical laboratories, to offer customers and employees discounts on medical studies.



Shared Social Value

Volunteering

Our commitment to Mexico is growing stronger every day, so through the **Wings of the World volunteer program, 1,940 man-hours were invested and 277 volunteers participated in the following activities:**

Speed mentoring Makesense

During 2-hour sessions we helped 4 socio-environmental ventures with the expertise of our collaborators to improve their projects. Thanks to our contribution, entrepreneurs strengthen their strategy and business model with the contribution of the knowledge of Aeromexico's employees.

These mentorships allow ventures such as ALIS, Algae Innovation Solutions, a project focused on creating solutions for air cleaning and CO2 capture through microalgae, to launch the piloting of its first product to make microalgae accessible to people and to identify new markets to close the first phase of its project, in the promotion of biofuels to transform the aviation industry

Mentorship to benefit Save the Children

During 1 month together with Grupo Modelo we carried out our mentorship to benefit **Save The Children, where we sought to provide tools to teachers and families of children benefited by the foundation**

The following sessions were offered:

- Introduction to financial education
- Sense of belonging to a group
- Excel
- PowerPoint
- Word
- How to make a Curriculum Vitae? Tips for a successful job interview
- Building my future (entrepreneurship)
- Creation and basic social networking / email functions
- How to make my Professional Development Plan? And what is it for?



Save the Children



Women's month

During the month of March and April we held a series of talks and workshops on Women's Day. These were as follows:

10 tips to make your career
visible and boost it

Positive masculinity

Violence against women and girls

Gender equity and violence workshop

Gender stereotypes/equality

Economic impact of
women's participation

Building a culture of equality, inclusion,
and gender equity within the company

Negotiation and gender workshop



Be a scientific citizen:

During the month of June we carried out a project where we seek a new way to reconnect with nature and learn about the nature that surrounds us through digital tools in which we invested a total of \$25,000.00 MXN.

\$25,000.00 MXN.

Program

Speed Mentoring

47
volunteers

4
beneficiaries

94
hours

Mentoring to benefit Save The Children

27
volunteers

50
beneficiaries

54
hours

Women's Month

138
volunteers

138
beneficiaries

1104
hours

Be a citizen scientist

65
volunteers

65
beneficiaries

668
hours



Shared Social Value

Diversity

Day by day we seek to break down ideological boundaries and celebrate diversity, which is why we fly with pride all year long.

One of our aircraft proves Aeromexico's commitment to flying towards a more diverse and inclusive world by carrying the representative colors of all genders and celebrating love on more than 778 flights and traveling 1,117,969 km.





Responsible chain supply

At Aeromexico, we fly hand in hand with our business partners. We constantly improve performance and collaboration through long-lasting relationships within our supply chain. Our partners participate in our Code of Conduct and we ask them to take on the Company's values, principles, standards and/or norms of conduct.

The Supply Department provides goods and services to the different areas and companies that make up Grupo Aeroméxico. This area is responsible for ensuring the supply of materials necessary for our flights, negotiating contracts for fuel, lodging, commissary, leasing and corporate services for the group's operations, as well as guaranteeing the optimal functioning of the facilities and office areas.

We have relationships with multiple suppliers through contracts with defined terms, which vary depending on the nature of the goods or services, as well as suppliers that provide their services or goods on a project basis. The suppliers with whom we have relationships perform work including the manufacture, marketing and distribution of inputs or goods, and the provision of specialized services.

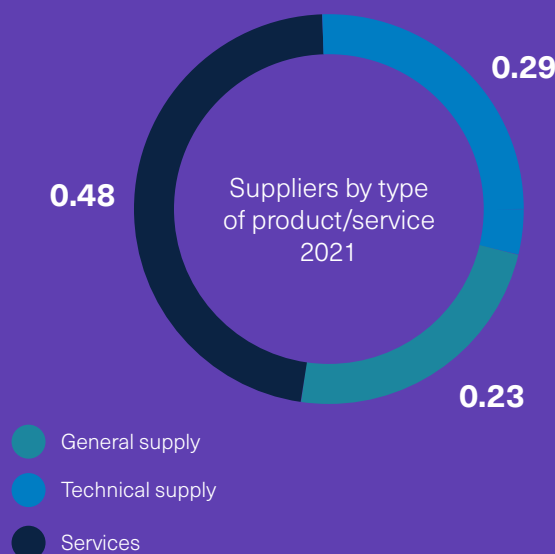
Through its policies, Grupo Aeroméxico establishes the obligation to respect the values in our Code of Conduct. Of key importance in this regard are, the policies applicable to Anti-Corruption, Third Party Due Diligence and Absence of Conflict of Interest for its most relevant suppliers.

The Code of Conduct is available in its entirety to any third party who wishes to consult it through public means, and the obligations under the policies are made known to the supplier during the signing of the respective contract; failure to comply with the obligations established in the aforementioned documents may constitute grounds for termination without considering the liability to compensate for damages caused.

The Third Party Due Diligence policy requires conducting a background investigation and reputational review of a supplier, service provider or business partner through questionnaires and public records, in order to rule out situations of serious non-compliance with laws or inability to perform their duties. In addition, this policy establishes the guidelines by which we validate the supplier's background information and develop risk mitigation strategies according to the specific context.

Description of the value chain

The diversity of our supply chain is broad; during 2021 we allocated \$4,744.8 MDP to the payment of approximately 757 General, Technical and Service suppliers, both domestic and international. The following chart shows the breakdown of the number of suppliers by type:



Service providers represent 48% of the total number of suppliers, considering that these include Logistics Costs, Conservation and Maintenance, and Corporate Services. 92% of spending on services suppliers went to domestic suppliers.

We are working to identify what we consider to be critical suppliers, i.e. those who are indispensable to the performance of our operations. In the case of technical suppliers, they are classified according to the type of materials and services they provide:

- Maintenance Organization
- Manufacturers
- Distributors
- Retailers



Chapter 5



Environmental value creation



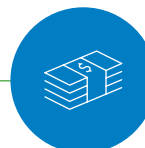
Milestones 2021



We consume more than **26 million** recyclable or biodegradable materials.

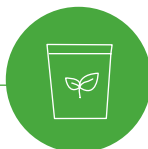


13,803 tons of CO₂ reduced by implementing fuel efficiency initiatives, equivalent to 5,200 cars off the road annually.



We saved about **\$2.5 MDD** vs. 2020 with respect to **aviation fuel expense**.

Reduction of more than 30% in the consumption of liters of Jet A - A1 **aviation fuel** per tonne-kilometer transported (RTK).



We replaced **100% of the plastic packaging** of hearing aids with Kraft paper.

Decrease of 27% in electricity consumption in the facilities during the last 5 years.

Our Boeing 787 Dreamliner and B-737 MAX have engines and technologies that **reduce noise levels by up to 40%**.



Three flights were operated with sustainable aviation fuel (SFO-MEX and SFO-GDL) consuming 34,166 liters of fuel obtained from animal fat residues.

With the **Vuela Verde** Program in 2021, we **mitigated the impact of 3,382 tons of CO₂**, equivalent to 377 flights between Mexico City and Monterrey with zero emissions.

In 2021, we **reduced water consumption by 16%** compared to 2020.

We conducted the first diagnosis to **identify the environmental impacts** of flight operations.

18.6% of our non-hazardous waste was recycled and 88% of our hazardous waste is recycled or co-processed.

In 2021 we launched our **declaration against Illegal Wildlife Trafficking**.



The digitalization initiatives **reduced the consumption of 3,595,742 sheets of paper**, or 16.2 tons, equivalent to avoiding the felling of 428 trees.





Our commitment is to fly towards a better future, taking care of the environment in which our operations take place. We integrate sound environmental management, in compliance with national and international standards, with the creation of value through projects and initiatives that generate increasingly sustainable and innovative ways of flying.

At Grupo Aeroméxico we focus on energy efficiency in our operations, reducing our carbon footprint, optimizing processes to reduce resource consumption, substituting materials with those that have less environmental impact, and proper waste management.

Our main hangar at Mexico City International Airport (the Hangar Oriente) has an ISO 14001:2015-certified environmental management system and has Clean Industry certification from the Federal Bureau of Environmental Protection (PROFEPA by its acronym in Spanish).

Grupo Aeroméxico has a corporate **Environmental Policy and an Engineering and Maintenance Environmental Policy** focused on our activities in the Hangar Oriente and online maintenance at Terminal 2 of the Mexico City International Airport

During 2021 we carried out a first survey of the identification and evaluation of the environmental impacts of flight operations, an exercise that allowed us to take the first steps towards the expansion of our environmental management system in the coming years.





Materials

We are flying towards a new air with more sustainable products, being aware of the impact caused by the service on board. In 2019, we began our single-use plastic phase-out program and have since phased out materials to provide our customers with a flying experience with a smaller environmental footprint.

2019

100% Replacement of plastic mixers with wood

100% Replacement of styrofoam cups with cardboard cups

2020

Development of new onboard products

2021

100% Packaging of plastic hearing aids with Kraft paper

To/from Europe only:

- Biodegradable cutlery (PLA)
- Recyclable R-PET cups
- Paper amenity kit for economy class
- kraft recyclable paper packaging
- Biodegradable sea sickness bags

2022

- 100%** R-PET cups and lids
- 100%** Biodegradable PLA Cutlery
- 100%** Biodegradable bags on board
- 100%** Kraft paper packaging for cutlery and Amenity Kits in economy class

During 2021, continued to replace single-use plastics with products with sustainable characteristics. In total, more than 26 million units of recyclable or biodegradable materials were consumed, including bags, packaging and cups. These new onboard products bring with them particular characteristics that reduce environmental impact; below, we highlight the properties of these innovative materials:

R-PET: It is a product obtained from recycled PET plastic that can be recycled again after use. It is one of the lightest packaging options allowing to reduce aircraft weight and therefore emissions.

PLA (polylactic acid): It is a 100% biodegradable and compostable thermoplastic obtained from renewable sources such as corn and potato starch. Its production process requires 65% less energy and generates 68% less CO2 emissions than conventional plastic.



Kraft paper: It is a material that can be recycled up to 7 times, obtained by mixing pine pulp and corn starch with recycled paper, reducing the amount of virgin material required.



Biodegradable bags: We have recyclable bags produced from 99% LDPE plastic (low density polyethylene) + 1% TDPA additive (totally degradable plastic additives). This reduces the biodegradation time by 99%, from 500 to only 2-5 years.





Energy

Energy is indispensable for our activities and we use different types of fuels and electrical energy. During 2021, 99% of our energy consumption corresponded to the use of Jet A or Jet A1 jet fuel in flights, as well as the use of the aircraft's Auxiliary Power Unit (APU).

The following table summarizes the energy consumption within the organization:

Energy consumption (in Gigajoules or GJ)		2019	2020	2021	Var 20-21 (%)
Fuel	Jet A & Jet A1 aviation fuel*	56,065,047.6	28,785,276.3	38,633,107.90	34%
	Gasoline	61,190.7	36,255.5	34,867.06	-4%
	Diesel	97,540.4	62,157.9	109,582.446	76%
	LP Gas	3,733.1	1,702.5	10,210.44	500%***
Electricity		40,082.4	35,934.1	35,247.9	-2%
Total		56,267,594.2	28,921,326.3	38,823,015.7	34%**

*Jet A & Jet A1 aviation fuel is considered in flight operations, while ground equipment and APU use on the ground.

** The 34% increase in energy consumption is attributed to the reactivation of routes and a 52% increase in ton-kilometers transported, compared to 2020.

***The increase is due to the fact that from 2021 onwards Aeromexico Cargo's consumption from mobile sources is being accounted for

Energy intensity
GJ/RTK

13.3

Considering the entire energy consumption of the organization, in 2021 we obtained an energy intensity of 0.013 GJ per RTK (*revenue ton-kilometer*). Compared to 2020, 0.00167 GJ/RTK (a decrease of 11% year over year). This reduction is equivalent to more than 848,000 households no longer using electricity.



Energy

Fuel

Our flight operations have become increasingly efficient. This is reflected in a reduction of more than 30% in the consumption of liters of Jet A - A1 jet fuel per tonne-kilometer transported (RTK). This is an achievement that has been reached thanks to

the renewal of the fleet, as well as the implementation of our fuel efficiency program, which has more than 10 years of experience and is focused on the application of new technologies and the optimization of processes.

**GAM Fuel Efficiency Program
(Liters Reduction JetA-A1 /RTK; 2005-2021)**



In 2021 alone, our fuel efficiency program initiatives saved more than 4.7 million liters (157,000 GJ of energy). This represented a reduction in aviation fuel spending of about \$2.5 MDD or 0.4% compared to 2020.

The following are the initiatives that helped us to fly in a more optimized way:

Efficient use of the APU

The Auxiliary Power Unit (APU) is an engine that supplies electrical power and acclimatization when the aircraft is at airports. The APU can be replaced by external power generators that have lower power consumption. This initiative is being implemented at the airports of Mexico City (MEX), Guadalajara (GDL), Monterrey (MTY), Tijuana (TIJ), Cancun (CUN), Houston (IAH), Miami (MIA) and Los Angeles (LAX).

2.1 million
liters saved during 2021

FliteDeck Advisor

It is a tool for pilots that recommends, among other things, the ideal altitude and speeds to save fuel and time, according to the actual conditions detected during the flight.

1.2 million
liters saved during 2021

Single Engine Taxi in/out

This process is carried out when the aircraft is at airports, where ground movements are performed with a single engine, reducing fuel consumption by 25% in this phase.

0.86million
liters saved during 2021

Optimum Water Loading

Initiative focused on calculating and maintaining optimal water levels in aircraft according to the type of route to avoid carrying dead weight that consumes more fuel.

0.35 million
liters saved during 2021

SplitScimitar Winglet

Attachment installed on the wingtips of Boeing 737-800 aircraft. Reduces fuel consumption by up to 4% by decreasing drag and increasing aerodynamics.

0.14 million
liters saved during 2021

Dynamic Cost Index

Efficiency process based on the variation of flight speeds, reducing fuel consumption and emissions, as well as optimizing flight times.

Prototype*

Extra-Fuel Reduction

Decrease the extra fuel requested by crews without limiting flight safety. Focused on monitoring fueling processes.

Operational Control**

*Prototype: The prototype of the initiative was developed in 2021, so representative savings values are not yet available.

**Operational Control: The initiative is focused more on process control than on generating savings.



Aware of the need to move towards cleaner energy, Aeromexico purchased 10,263 liters of Renewable Fuel obtained from animal fat waste and committed to the World Economic Forum's (WEF) Clean Skies for Tomorrow initiative to use 10% Sustainable Aviation Fuel (SAF) in its operations by 2030.

By 2022, we are committed to becoming even more efficient, aiming to improve our fuel efficiency target by 1.2% over 2021 and save more than 2% of our fuel budget with our Fuel Efficiency Program.

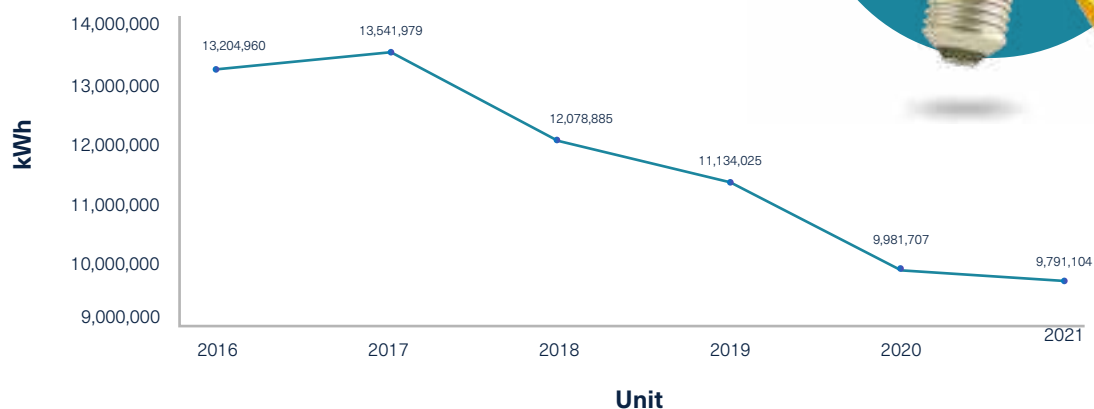
Energy

Electricity

Electricity consumption at our facilities has decreased 27% over the last 5 years, through initiatives such as remote work schemes and the implementation of best practices. This reduction represents 13,000 light bulbs that remained off for a year.



Electricity consumption (kwh)



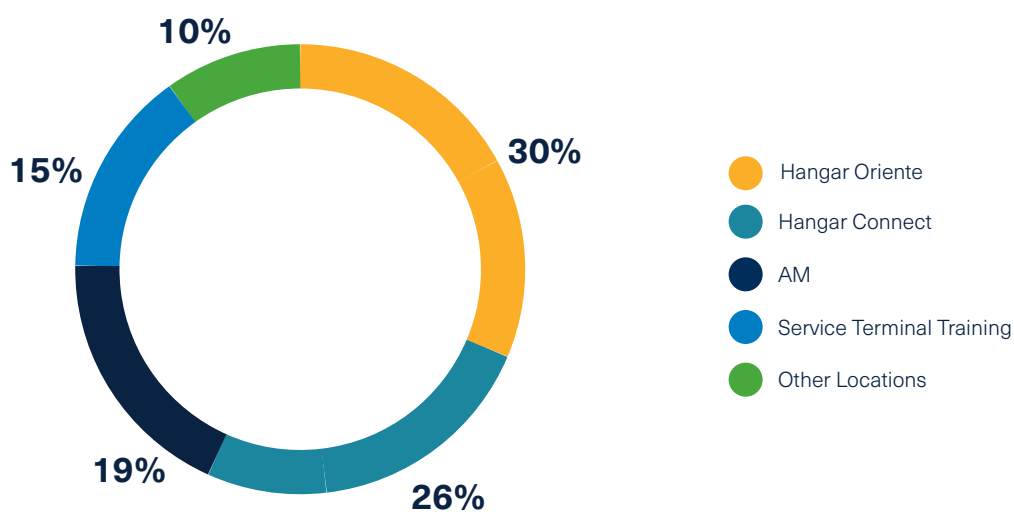
*Energy consumption corresponds to CECAM, Cargo Terminals and Services, Maintenance Bases, AFI, Hangar Oriente, GDL and Connect. Does not include MAPFRE, Hangar MTY- Cargo Warehouses.



Ninety percent of electricity consumption was concentrated in four main sites, with Hangar Oriente and Hangar Connect being the facilities with the highest consumption, due to the maintenance, administrative and workshop activities carried out in these work centers.



Percentage of electric power consumption by location





Emissions

At Aeromexico we monitor our emissions in accordance with national and international standards, complying with current regulations regarding greenhouse gas (GHG) reporting. Some of the requirements to which we submit ourselves are:

Mandatory Circular 16.4/18 of the ACAA, which regulates the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) in Mexico

European Union Emission Trading Scheme (EU ETS)

The General Law on Climate Change and its regulations, which establishes the National Emissions Registry (RENE by its acronym in Spanish)

CAIA Advisory Circular 42/14, which establishes the reporting of greenhouse gas emissions and fuel consumption and ton-kilometer data.



Scope 1 emissions, resulting from the combustion of Jet A and Jet A1, correspond to 99% of the emissions. Scope 1 emissions from other mobile and stationary sources come from the consumption of gasoline, diesel and LPG on land.

Breakdown of Greenhouse Gas Emissions by scope (tCO₂eq)

	2019*	2020	2021
SCOPE 1			
• Jet A-A1 Aviation Fuel Consumption	4,148,051	2,131,354	2,859,100
• Other mobile and stationary sources	12,202	7,193	11,421
SCOPE 2	5,622	4,930	4,141
SCOPE 3		226**	1,239
TOTAL	4,165,877	2,143,704	2,875,902

*In 2019, there was no measurement of emissions consumption due to the use of the Auxiliary Power Unit on land and Scope 3 emissions.

**In 2020 we started monitoring Scope 3 emissions from business travel and paper consumption at airports.

Aeromexico is Mexico's global airline, which is why 53% of our flight emissions correspond to international operations, reflecting our routes serving markets in North America, Central America and the Caribbean, South America, Europe and Asia.

Scope 3 emissions accounted for less than 0.1% of total emissions. These correspond to business trips on routes operated by third parties and derived from paper consumption in the organization.

Emissions **Scope 3** 2021



Business Trips

124.5
tons CO₂eq



Products purchased: Paper

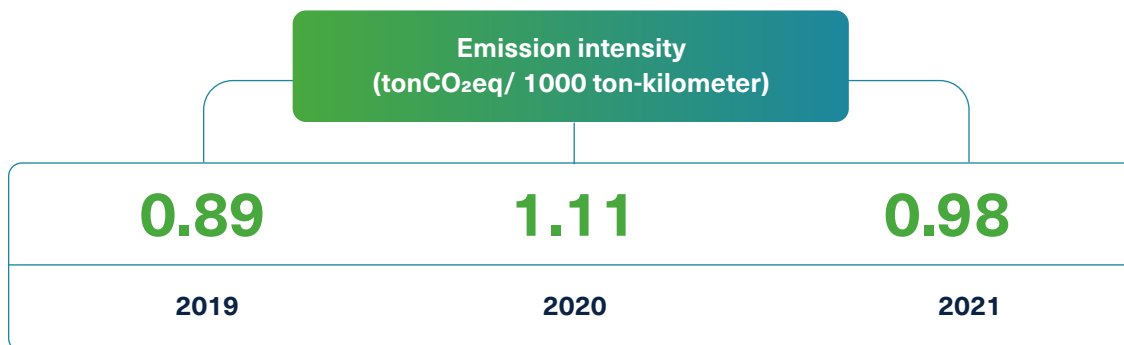
1,115
tons CO₂eq



Emissions

GEI Emission Reduction Initiatives

Compared to 2020, we have reduced our emissions per tonne-kilometer transported by **11%**. This is due to the increase in our flight occupancy, the incorporation of a modern fleet and fuel efficiency initiatives.



Our in-flight emissions per available seat-kilometer flown indicator was reduced by 2.3% compared to 2020. Additionally, the addition of the Boeing 737 MAX-9 in 2021 gives us 12% greater fuel efficiency and emissions reductions compared to the rest of the narrow-cabin fleet.

13,803 tons of CO₂ reduced through the implementation of fuel efficiency initiatives, equivalent to **5,200 cars** taking off the road in one year.



Emissions

Use of Sustainable Aviation Fuel (SAF)

As part of the International Day for Combating Climate Change, 3 flights were operated with sustainable aviation fuel in 2021, two of them were SFO-MEX flights and the other SFO-GDL. During these, 30% of the 34,166 liters of aviation fuel consumed were obtained from animal fat waste (bait).

Our actions are aligned toward a transition to emissions reduction.

As a result of the use of this fuel, there was a reduction of 19.2 tons of CO₂ emissions, which is equivalent to the annual consumption of electricity consumed by 3.7 households⁴

By 2022, we will reduce **38 tons** of **CO₂** using SAF, which **corresponds to double** the amount achieved in 2021.



⁴ *Source: EPA Greenhouse Gas Equivalencies Calculator.

Emissions

Vuela Verde

It is possible to fly with zero net emissions, which is why Aeromexico has had the Vuela Verde program since 2013. Through this program, we offer our clients and employees the possibility of offsetting the carbon footprint generated by flying through a voluntary monetary contribution that they can pay at the time of making their reservation. The resources obtained are allocated to projects that absorb or reduce CO₂ emissions.

Today we are working with the organization CULTIVO on a project to improve forest management and reforestation in Ejido San Rafael, Puebla. With the contribution of Vuela Verde we are contributing to:

Restoration of **1,600 hectares of forest** and **water conservation**

The **preservation of 34** types of **endangered species** that inhabit the area

Protecting the habitat of animals such as coyotes, white-tailed deer, fruit bats and bobcats

Sustainable development of the local community to which **4,379 inhabitants** belong, of which **49.9% are women**.



The Carbon Credits obtained through Vuela Verde in the Ejido San Rafael project are certified with the Climate Action Reserve international standard, which provides certainty that the contribution has a measurable, permanent and verifiable effect in the fight against climate change.

Thanks to the Vuela Verde voluntary contribution in 2021, **we mitigated the impact of 3,382 tons of CO₂**, equivalent to 377 flights between Mexico City (MEX) and Monterrey (MTY) with zero emissions.



Emissions

Noise

All of the aircraft we operate comply with official standard NOM-036-SCT3-2000, which regulates the maximum limits for aircraft noise emissions. This standard is equivalent to Annex 16, Stage 3 of the International Civil Aviation Organization (ICAO).

Our Boeing 787 Dreamliner and B-737 MAX have engines and technologies that allow us to reduce noise levels in the environment adjacent to airports and in flight by up to 40%, meeting the strictest noise limits.





Water



We believe in the value of every drop of water and recognize the importance of this resource to the communities and families around us. Our work centers are concentrated in Mexico City, one of the most water-stressed regions in the country and the world.

Aware of this, we have established actions in our operations and sites that help us to reduce the pressure of our activities on this resource, focusing both on the extraction of drinking water and wastewater management. At Aeromexico we are committed to mitigating our water footprint so that we have a new air with clouds full of life.

Water



Drinking Water

The water used in our operations is obtained from municipal water supplies and other public or private third-party water utilities. In our annual assessments of environmental aspects and impacts, we have identified the following water uses:

- **Cleaning of aircraft and aeronautical components,**
- **In-flight water consumption (toilets),**
- **General services for headquarters and offices.**

In 2021, we will reduce water consumption by 16% compared to 2020. We have an efficient water use program that is aligned with the requirements of the Mexico City Ministry of the Environment (SEDEMA by its acronym in Spanish). The initiatives are centered in our Hangar Oriente, focused on:

We currently record water consumption at our facilities in Mexico City, which comes from the SACMEX municipal water supply:

Water consumption per facility (m³)

Facility	2020	2021
Hangar Oriente	9,421	8,002
Service terminal	7,146	6,379
Hangar Connect	17,000	13,732
Total	33,567	28,113

Efficient plumbing equipment
(dry toilets, water savers, ecological
showers, among others)

Objectives and goals to reduce
water consumption by 1.5%
annually, in conjunction with
the areas involved

Environmental campaigns and
training focused on the rational
use of water.

In addition to the efforts made at headquarters, we implemented procedures to optimally load drinking water into aircraft prior to flights, reducing demand in water-stressed areas. This initiative applies to all operations, employees and operational suppliers in the entire airport network where Grupo Aeroméxico operates.

**Olympic size pool: 50m x 25m x 2m

Water

Wastewater

The discharge of wastewater from our Hangars is carried out in the sump of the Mexico City International Airport (AICM) where it is managed within its sanitary system. The water used to clean aeronautical components is managed as hazardous waste with authorized suppliers.

Wastewater discharges from our Hangar Oriente are periodically analyzed and compliance with federal (NOM-002-ECOL-1996) and local (NADF-015-AGUA-2009) standards, which establish maximum permissible limits for pollutants in wastewater discharges to sewer systems, is guaranteed.

In 2021, we disposed an estimated 28,113 m3 of wastewater into Mexico City's municipal sewer system from our three main facilities: Hangar Oriente, Hangar Connect and Service Terminal. Our administrative offices discharge their wastewater into the municipal sewer systems of each city where we are located.





Waste



Flying towards a greener future requires ensuring proper waste management at our facilities. For this purpose, our Hangar Oriente has a Waste Management Plan with procedures and work instructions for the collection and control of waste. Our main wastes are divided as follows:

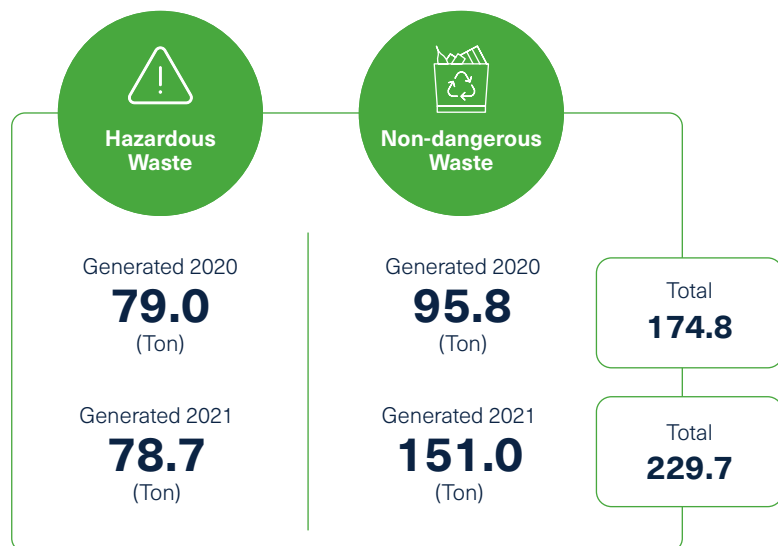
Hazardous waste

Arises from the maintenance activities of aircraft, their components and facilities. They also include Biological-Infectious Waste resulting from the activities of the medical service.



NON-hazardous waste

Result of aircraft cleaning from flights, office activities, as well as from canteens. This in turn is divided into special handling waste (recyclable) and municipal solid waste (destined for landfills).



In 2021, we increased our waste generated at Hangar Oriente by 24% due to the increase in cleaning and maintenance services, which brings with it an increase in operations. However, hazardous waste has been reduced by 0.4%.

The main actions to reduce the generation of waste have focused on:

- Implementation of best practices optimizing maintenance tasks.
- Substitute substances, inputs or materials and/or change presentations.
- Adjust inventory levels for those materials that expire in stock.
- Verify that the Preventive Maintenance Programs are covered according to the manufacturer's Maintenance Manual.



With the above initiatives implemented at Hangar Oriente, we achieved the following results:

- We reduced by 4% the generation of hazardous waste per aircraft in service compared to 2020.
- We reduced by 9% the generation of solid urban waste per aircraft in service with respect to 2020.

Waste destinations (Tons)		
	2020	2021
Hazardous Waste¹		
Confinement	0.41	0.73
Co-Processing	46.78	54.70
Incineration	0.03	0.03
Treatment	12.25	8.07
Recycling	19.45	15.19
Non hazardous		
Recycling²	30.10	28.19
Landfill³	95.85	122.85

¹ Hazardous Waste: Dirty Oil, Water with Hydrocarbons, Industrial Waste, Nickel Cadmium Batteries, Fluorescent Lamps, Spent Solutions from Cadmium plating baths, Trap Sludge, Alkaline Batteries, Obsolete Chemicals, Caustic Soda, Non-Anatomical Waste and Sharps Waste.

² Special handling waste: Cardboard, Paper, Plastic, PET, Tetrapack, Aluminum cans, Scrap, Glass, Newspaper, Playo and Magazine.

³ Waste to landfill: Organic waste, in addition to non-hazardous and non-recyclable items.

All waste generated in our Hangar Oriente is managed by suppliers who have permits for the collection, treatment, recycling and final disposal of waste.

18.6% of our non-hazardous waste was recycled and 88% of our hazardous waste is used for recycling or co-processing for energy generation.

Waste generated during Grupo Aeroméxico flights is managed through the airports or commissary providers, in accordance with the applicable legislation in each city and country where we operate.

PaperLess

Flying with a new air implies that our processes innovate and develop new technologies that allow us to digitize information while reducing the consumption of materials such as paper and its associated waste.

Thanks to initiatives to digitize operational formats used at airports, in 2021 we reduced the consumption of 3,595,742 sheets of paper, or 16.2 tons. This is equivalent to 2.6 elephants, or not felling 428 trees.



Control of Illegal Wildlife Trafficking

Wildlife trafficking is one of the most lucrative international organized crimes. Mobilizing around US\$20 billion per year and endangering the world's species. For this reason, since 2016, Aeromexico joined the Duke of Cambridge's initiative to fight against this crime, and signed the Buckingham Palace Declaration.

In 2021 we launched our declaration against Illegal Wildlife Trafficking, committing to work on 3 pillars:

Training

Aimed at collaborators who have a key role on land and on board

Policies and procedures

Involving all areas involved

Customers

Teaching them so they can be part of denouncing and eradicating

You can learn more [here](#)

GRI 304-2, 304-4





Annexes



Annexes



Distribution of economic value

At Aeromexico, and as Mexico's flagship airline, we seek to generate value for all of our stakeholders through the strength of our operations, fleet management, and the trust placed in us by each of them.

Grupo Aeromexico, S.A.B. de C.V. Economic value generated and distributed (Figures in million pesos)			
	2019	2020	2021
Economic Value Generated (EVG)	\$ 68.766,0	\$ 28.522,1	\$ 45.461,0
Income	\$ 68.766,0	\$ 28.522,1	\$ 45.461,0
Economic Distributed Value (EDV)	\$ 64.263,3	\$ 59.937,2	\$ 60.291,8
Salaries and benefits (workforce)	\$ 13.370,3	\$ 10.161,5	\$ 10.077,3
Other Operating Expenses (suppliers) ¹	\$ 40.666,6	\$ 40.782,2	\$ 39.017,1
Payment to capital providers (creditors and shareholders) ²	\$ 5.423,6	\$ 5.157,9	\$ 8.264,3
Payments to the government (taxes and contributions) ³	\$ 260,3	\$ 148,6	\$ 107,2
Infrastructure investment (CapEx) ⁴	\$ 4.529,5	\$ 3.676,3	\$ 2.812,0
Donations (community)	\$ 13,0	\$ 10,7	\$ 13,9
Retained Economic Value (EVG -EDV)	\$ 4.502,74	\$ (31.415,12)	\$ (14.830,78)

Notes:

1 Total Operating Expenses excluding Labor, Depreciation, Amortization and Donations.

2 Sum of (i) Finance Costs, net of Finance Income, excluding in each case foreign exchange gain (loss) and gain (loss) on valuation of derivative financial instruments; plus (ii) Share Repurchases. No dividends were paid during the last 3 fiscal years.

3 Cash flows used in income taxes and employee profit sharing.

4 Sum of (i) Acquisition of property and equipment (including major maintenance); less (ii) Proceeds from sale of property and equipment; plus (iii) Prepayments and deposits for maintenance and acquisition of property and equipment.



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Relevant financial data

Income Statement

(Figures in millions of Pesos)

	2019	2020	2021	Variation ('21 vs. '20)	Variation % ('21 vs. '20)
Operating revenues:	\$68,766.0	\$28,522.1	\$45,461.4	\$16,939.3	59.3%
Operational expenses	(\$65,991.6)	(\$63,722.2)	(\$58,620.1)	\$5,102.1	-8.0%
Operating loss (income)	\$2,774.4	(\$35,200.1)	(\$13,158.7)	\$22,041.4	62.6%
Total financial costs	(\$6,097.2)	(\$7,783.0)	(\$8,050.7)	(\$267.7)	-3.4%
Loss before income tax	(\$3,322.8)	(\$42,983.1)	(\$18,781.6)	\$24,201.5	56.3%
Income tax	(\$953.8)	(\$454.0)	(\$2,427.8)	(\$1,973.8)	N/A
Net loss for the year	(\$2,368.9)	(\$42,529.1)	(\$21,209.3)	\$23,747.5	55.8%



Balance Sheet

(Figures in millions of Pesos)

	2019	2020	2021
Cash, cash equivalents, and restricted cash	\$9,071.60	\$8,201.30	\$20,039.00
Financial assets, including investments, and derivative financial instruments	\$46.90	\$37.60	-
Accounts receivable, net	\$5,949.90	\$3,655.70	\$4,016.30
Inventories	\$1,600.60	\$1,359.60	\$1,589.20
Other assets	\$430.60	\$487.60	\$709.90
Current Assets	\$17,099.60	\$13,741.80	\$26,354.40
Property and equipment, including right-of-use	\$63,866.90	\$55,252.20	\$49,405.40
Prepayments and deposits	\$11,627.70	\$4,654.90	\$3,041.00
Other Non-Current Assets	\$8,394.20	\$6,085.70	\$8,047.00
Total Assets	\$100,988.40	\$79,734.60	\$86,847.80
Current maturities of financial debt	\$15,628.90	\$62,905.90	\$39,034.30
Unused transportation sold	\$5,874.90	\$8,492.90	\$13,838.20
Other current liabilities	\$20,176.60	\$25,372.60	\$46,508.70
Current Liabilities	\$41,680.40	\$96,771.40	\$99,381.20
Financial debt, excluding current maturities	\$47,791.80	\$9,351.10	\$36,948.10
Other Non-current Liabilities	\$5,739.50	\$6,563.70	\$5,025.00
Total Liabilities	\$95,211.70	\$112,686.20	\$141,354.30
Capital stock	\$3,540.00	\$3,544.60	\$3,544.60
Retained profit and reserves	\$2,236.70	(\$36,496.20)	(\$58,051.10)
Total shareholders' equity (deficit)	\$5,772.60	(\$32,951.70)	(\$54,506.50)



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Materiality 2022



Materiality Analysis

At Aeromexico, our business model positions Sustainability as a fundamental axis to achieve our objectives.

Derived from organizational changes and aware that the needs and issues of relevance to our stakeholders are constantly changing, we have updated our Materiality in order to establish our strategic priorities, we carried out this update through an analysis that involved consultation and participation of the selection of priority stakeholders.

As a result of this analysis, the socio-environmental materiality allowed us to understand the significance and impact that our performance has on environmental, social and economic (ESG) issues, while the financial materiality pointed out those ESG factors that may have a possible impact on the financial performance, operating results and cash flow that contribute to the Group's financial sustainability.

The integration of both perspectives has resulted in the application of the concept of dual materiality, which is detailed below.

Socio-environmental materiality: reflects the company's most significant impacts on the economy, the environment and people; these impacts can have positive or negative consequences for the company (operational, reputational, financial).

As a first step, we identified potentially relevant issues, analyzing the main risks and opportunities of the sector in which we operate; additionally, we relied on references in ESG management, as well as trends in the airport sector.

Subsequently, the issues were prioritized by our main stakeholders (employees, customers, airports, authorities, industrial chambers, community, shareholders and suppliers) through an online survey, focus groups, as well as interviews with the company's senior management to learn the internal perspective on these issues.

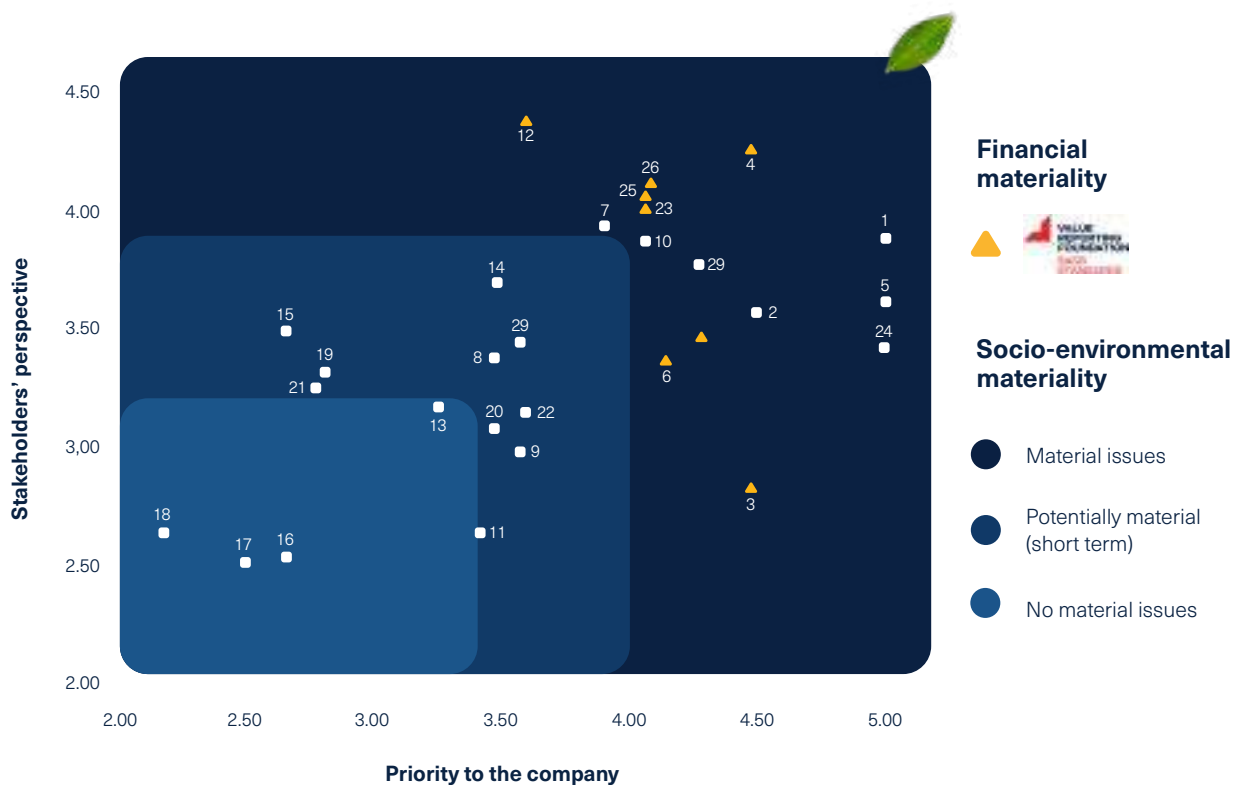
Financial materiality: reflects ESG factors that could have a reasonable likelihood of affecting the financial condition, operating performance and cash flows within the companies. Therefore, those ESG issues of the environment and their relationship with the company, which affect financially. It is a materiality that responds to investors' concerns.

Given the analysis and consultation process already carried out by the Sustainability Accounting Standards Board (SASB) at international level, in the construction of the standards by industry, we applied the topics established by the initiative for those in which we are active: Airlines and Air cargo and logistics.

As a result of this analysis, the priority issues were classified as follows:



Integrated materiality matrix



These issues form the basis for us to define medium- and long-term action plans.

In addition, other material issues were identified in the short and medium term, which are mentioned below:

Material issues (15)

- | | |
|----|--|
| 4 | Regulatory Compliance |
| 5 | Economic performance |
| 24 | Recruitment and Retaining Talent |
| 26 | Diversity and equal opportunities |
| 25 | Training & Professional development |
| 23 | Occupational health and safety |
| 2 | Market presence |
| 28 | Relationship with authorities |
| 12 | GEI Emissions Management |
| 10 | Digital transformation |
| 7 | Air connectivity |
| 27 | Ethics and Anti-corruption |
| 6 | Operational safety (security + safety) |
| 3 | Sustainable chain supply |

Emerging issues (11)

- | | |
|----|---------------------------------|
| 14 | Climate Change |
| 29 | Corporate governance |
| 8 | Operational timeliness |
| 22 | Work Environment |
| 9 | Innovation and development |
| 20 | Human Trafficking |
| 13 | Hearing pollution (noise) |
| 15 | Circular economy |
| 19 | Inclusive products and services |
| 11 | Cybersecurity |
| 21 | Social investment |

No material issues (3)

- | | |
|----|-----------------------|
| 16 | Sustainable tourism |
| 17 | Species trafficking |
| 18 | Locally sourced foods |



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Contribution to the Sustainable Development Goals (SDGs)

Our business model is developed through a sustainable approach and the creation of shared value, we seek to contribute to solving current issues that arise in society and global challenges. We strive to increase our contribution to the Sustainable Development Goals (SDGs) established by the United Nations.

We focus on those SDGs where we can contribute the most due to our type of business, operation and the different audiences we serve. These are the SDGs related to material issues, which are also the basis of our Sustainability Strategy.



Correlation between material issues and SDGs

1. GEI Emissions Management



2. Air connectivity



3. Occupational health and safety



4. Professional training and development



5. Diversity and equal opportunities



6. Digital Transformation



7. Regulatory compliance



8. Ethics and anti-corruption



9. Operational safety (security – safety)



10. Sustainable chain supply



11. Presence in the market



12. Regulatory compliance



13. Passenger/customer experience



14. Economic performance



15. Talent attraction and retention



SDG 17 is presented in a cross-cutting manner by its focus on partnerships, of value to embroider the different material issues.



Table contribution to SDGs

SDGs	Material issue	Contribution	Indicators
 3 Health and Wellness		We focus on maintaining and preserving the health and quality of life of our employees, passengers and other stakeholders.	
		We have a Health and Hygiene Management System (SGSH) to take care of our passengers and collaborators in all stages of the operation.	We reduced our Overall Accident Rate by 18%.
	Employees health and safety.	From the Security area, we focus on the prevention of acts of unlawful interference, i.e., those situations where the safety of an aircraft or the safety of passengers, crew, ground personnel or the general public is compromised.	We implemented the "Together from Home" program for all employees of the company.
	Operational Safety (security+safety)	We manage Operational Safety through the SMS (Safety Management System), which allows us to minimize the risk of any accident in air transport or on the ground.	Help with the logistics of transporting more than 70 organs during 2021.
		We provide Safety, Security, Health and Occupational Safety training.	
 4 Quality Education		We provide specialized technical training, frequent audits and evaluations related to Security.	100% of employees are trained on the Code of Conduct and ethical practices.
		We have a Compliance section on Aeromexico's website for the constant training of our employees and the general public.	Total training hours are 82,864.
	Training & professional development	We strengthen our commitment to health and safety through robust training on Safety, Security, Occupational Health and Safety management systems.	89% of our Pilots and 90% of our flight attendants trained with the most recent version of the human traffic control course.
		We acquired a learning management platform with LinkedIn Learning.	



SDGs	Material issue	Contribution	Indicators
5 Gender Equality	Diversity and equal opportunities	We recognize that the diversity of our people is a strength, which is why we implement various actions and programs to foster a culture of diversity and equity within the company.	25% of management positions are held by women.
		We fly in an environment that encourages everyone to feel safe and free to be who they really are. We have gender diversity at every level of our organization.	Of the total number of employees, 34% are women with permanent contracts. We participate in the Meta Gender Equality program. 87% is the ratio of women's salaries to men's salaries.
7 Affordable and Non-Polluting Energy	GEI Emissions management	We implement initiatives to reduce energy consumption at our facilities, as well as energy efficiency measures and sustainable fuel switching.	Electricity consumption at our facilities has decreased 27% over the last 5 years.
			In 2021, there was an energy intensity of 13.3 MJ per RTK (11% less than the previous year)
8 Decent Work and Economic Growth	Employee health and safety	We maintain employment stability and access to different benefits that contribute to the well-being of our employees.	12,893 employees (8,840 men and 4,053 women).
	Employee attraction and retention		98% of the workforce is located in Mexico and 90% of them have a permanent contract.
	Training & professional development	We provide technical training, which allows us to have the best talent and competitive employees.	68% (8,816) of GAM's employees are covered by collective bargaining agreements.
	Economic performance		99.56% return rate after parental leave. We have lactation rooms in our work centers.



SDGs	Material issue	Contribution	Indicators
9 Industry Innovation and Infrastructure	Air connectivity		34.5% of our customers use our available digital media to make their purchase.
	Responsible chain supply	We continue to innovate in different products and services that allow us to offer the best travel experience.	We have a website for digital verification of COVID-19 tests.
	Passenger experience		We have Passport Scan in the mobile app.
12 Responsible Production and Consumption			We replaced 100% of the plastic packaging of hearing aids with Kraft paper.
			We replaced the plastic materials of the products provided on flights to/from Europe with biodegradable ones (R-PET, PLA, Kraft paper, biodegradable bags)
	Passenger/customer experience	<p>We promote and encourage the responsible consumption of products, through the reduction and recycling of materials used during the flight.</p> <p>We contribute to national economic growth through the purchase of products and services from local suppliers.</p>	<p>In total, more than 26 million units of recyclable or biodegradable materials were consumed.</p> <p>92% of spending on services suppliers went to domestic suppliers.</p> <p>We allocated \$4,744.8 million pesos to pay approximately 757 national and international general, technical and service suppliers.</p>



SDGs	Material issue	Contribution	Indicators
13 Climate Action	GEI Emissions management	We monitor and manage our emissions in accordance with national and international standards, complying with current regulations regarding greenhouse gas (GHG) reporting.	Reduction of more than 30% in the consumption of liters of Jet A - A1 aviation fuel.
			4.65 million liters saved during 2021 thanks to initiatives implemented to fly in a more optimized manner.
			In 2021, 3 flights were operated with sustainable aviation fuels (SAF).
			As a result of the use of sustainable aviation fuel, there was a reduction of 19.2 tons of CO2 emissions.
			13,803 tons of CO2 reduced by implementing fuel efficiency initiatives.
			2.33% reduction in emissions from flight operation.

16 Peace, Justice, and Strong Institutions	Ethics and anti-corruption	We fly under principles of ethics, legality, and transparency framed in the Group's Code of Conduct, together with the rest of the policies that broaden the topics, serve as self-regulation for our collaborators, clients and other stakeholders.	100% of employees are trained on the Code of Conduct and ethical practices.
	Regulatory compliance		During 2021 we have no records or communications from the authority on anti-corruption processes or resolutions.
	Relationship with authorities	We also provide training to prevent possible risks and strengthen the organizational culture of ethics.	



Contribution to the Global Compact Principles

We seek to participate in global commitments and organizations, so since 2012 we joined the United Nations Global Compact, in order to be aligned with an international initiative that promotes good practices that contribute to sustainable development. Through the implementation of its ten principles, Aeromexico remains committed to this global initiative.

The commitments and main actions for each principle are presented below:

Human rights		
Principle	Commitments	Actions
1 Businesses should support and respect the protection of human rights.	We conduct our operations with integrity and respect for the human rights recognized internationally in the Universal Declaration of Human Rights, the International Labor Organization Declaration and the United Nations Global Compact, among others.	<p>At Aeromexico we have the necessary policies and mechanisms in place to ensure respect for human rights in the service, workplace, with suppliers, partners, authorities and the community.</p> <p>At Grupo Aeroméxico, we are committed to the protection of all personal data we collect from our employees, customers and suppliers.</p>
2 Businesses should ensure that they are not complicit in human rights abuses.	At Grupo Aeroméxico, our commitment to society is focused on providing a dignified place for everyone. Safeguarding people's human rights is a priority in our daily work.	<p>Since 2016, we have worked to combat Human Trafficking. We have a Declaration regarding this crime and our main role is the identification and prevention of possible victims.</p> <p>In 2021 we had a total of 4 massive trainings, training more than 200 administrative employees, from areas such as Customer Service, Operations and Maintenance, Finance, Human Resources.</p> <p>By the end of 2021, we had 89% of our Pilots and 90% of our flight attendants trained with the most recent version of the course.</p>



Work		
Principle	Commitments	Actions
<p>3</p> <p>Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.</p>	<p>We remain committed to complying with all provisions regulating the right of association and collective bargaining.</p>	<p>We have satisfactory relationships with our pilots, cabin crew, and other personnel for the continuity of our operations. 68% (8,816) of GAM's employees are covered by collective bargaining agreements.</p>
<p>4</p> <p>Businesses should uphold the elimination of all forms of forced or compulsory labor.</p>	<p>Within our Conduct Manual and under the Health and Hygiene Management System (SGSH), we strive to provide a safe environment for our workers, avoiding forced or compulsory labor.</p> <p>The SGSH establishes guidelines for the periodic medical evaluation of employees, considering exposure to physical, chemical, biological and psychological risks in order to develop Preventive Health Programs.</p>	<p>We have a Health and Hygiene Management System that covers 100% of the organization's employees and works within the framework of the INTE/ISO 45001 standard and Mexican national legislation.</p> <p>During 2021, we decreased our Global Incident Rate (GIR) by 18% compared to the same period last year. In total, we recorded 178 incidents, with no fatalities generated by occupational accidents or occupational diseases.</p>
<p>5</p> <p>Businesses should advocate for the effective abolition of child labor.</p>	<p>We do not allow any type of child labor in any of the companies belonging to Aeromexico.</p>	<p>In the recruitment and selection processes, Aeromexico ensures that all personnel hired are of legal age.</p>
<p>6</p> <p>Businesses should uphold the elimination of discrimination in respect of employment and occupation.</p>	<p>At Aeromexico we are committed to fostering a culture of respect, inclusion and equality for diversity at all times, as we are an international company with operations in 87 destinations in 20 countries around the world. That is why we are committed to inclusion throughout our value chain.</p>	<p>We have a Declaration on Diversity and Inclusion in which we recognize, appreciate and respect the equal rights of all human beings, as well as the need for each individual to live according to his or her own needs and lifestyle choices</p> <p>Recruitment processes are carried out without prejudice to gender, ethnicity, religion, age, etc.</p> <p>We promote an environment of equity and the integral development of our employees.</p>



Environment

Principle

Commitments

Actions

7

Businesses should support a precautionary approach to environmental challenges.

We are committed to protecting the environment during the conduct of global air operations and corporate activities, either with our own personnel or those working on our behalf, by complying at all times with legal requirements and other obligations, as well as implementing industry best practices.

Our main hangar located at the Mexico City International Airport (the Hangar Oriente) has an environmental management system certified by the ISO 14001:2015 standard.

We have a corporate Environmental Policy and an Engineering and Maintenance Environmental Policy focused on our activities in the Hangar Oriente and online maintenance at Terminal 2 of the Mexico City International Airport.



8

Companies should undertake initiatives to promote greater environmental responsibility.

At Grupo Aeromexico we focus on energy efficiency in our operations, reducing our carbon footprint, optimizing processes to reduce resource consumption, substituting materials with those that have less environmental impact, and proper waste management.

CWe have Clean Industry certification from the Federal Bureau of Environmental Protection (PROFEPA by its acronym in Spanish).

During 2021 we carried out a first survey of the identification and evaluation of the environmental impacts of flight operations, an exercise that allowed us to take the first steps towards the expansion of our environmental management system in the coming years.

In 2021 alone, our fuel efficiency program initiatives saved more than 4.7 million liters (157,000 GJ of energy).

We used 10263.5 lt of Sustainable Aviation Fuel (SAF) during 2021.

2.33% reduction in emissions from flight operation.

9

Companies should promote the development and diffusion of environmentally friendly technologies.

We encourage the rational use of resources in our operations.

We also promote to users and other stakeholders the implementation of sustainable and environmentally friendly practices.

During 2021, we will continue to replace single-use plastics with products with sustainable characteristics.

With the Vuela Verde Program in 2021, we mitigated the impact of 3,382 tons of CO₂, equivalent to 377 flights between Mexico City (MEX) and Monterrey (MTY) with zero emissions.

Thanks to digitalization initiatives, we were able to reduce the consumption of 3,595,742 sheets of paper, or 16.2 tons, equivalent to 2.6 elephants, and avoid cutting down 428 trees



Fight against corruption

Principle

Commitments

Actions

10

Businesses should work against corruption in all its forms, such as extortion and bribery.

We have an anti-corruption policy and declaration, which rejects any conduct or practice that admits or implies any form of corruption within Aeromexico.

We have an Anticorruption Declaration that declares our absolute rejection of corruption and confirms our adherence to the Code of Conduct.

We have a specific anti-corruption policy.

Our Code of Conduct emphasizes the fight against corruption.

100% of employees are trained on the Code of Conduct and ethical practices.

We have improved our rating in the IC 500 index on Corporate Integrity in Mexico which is a metric of the publicity of the integrity and anti-corruption policies of the 500 largest companies in the country.

During 2021 we have no records or communications from the authority on anti-corruption processes or resolutions.



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Tabla GRI

GRI 2: General Disclosures 2020

Section	GRI Description	GRI Content	Page
The organization and its reporting practices	Organization details	2-1	4, 8
	Entities included in the organization's sustainability reporting	2-2	4, 8
	Reporting period, frequency, and contact point	2-3	4
	Restatements of information	2-4	4
Activities and workers	Activities, value chain and other business relationships	2-6	8
	Employees	2-7	55
Governance	Governance structure and composition	2-9	39,44
	Nomination and selection of the highest governance body	2-10	39,44
	Chair of the highest governance body	2-11	39,44
	Role of the highest governance body in overseeing the management of impacts	2-12	39,44
	Delegation of responsibility for managing impacts	2-13	39,44
	Role of the highest governance body in sustainability reporting	2-14	3
	Conflicts of interest	2-15	39,44
	Collective knowledge of the highest governance body	2-17	39,44
	Evaluation of the performance of the highest governance body	2-18	39,44
	Process to determine remuneration	2-20	43
Strategy, policies and practices	Statement on sustainable development strategy	2-22	27
	Policy commitments	2-23	46, 76
	Embedding policy commitments	2-24	46
	Processes to remediate negative impacts	2-25	46, 76
	Mechanisms for seeking advice and raising concerns	2-26	46
	Compliance with laws and regulations	2-27	46
	Membership associations	2-28	8
Stakeholder engagement	Approach to stakeholder engagement	2-29	55
	Collective bargaining agreements	2-30	27

GRI 3: Material Topics 2021

GRI Content	Page
3-1	105
3-2	105
3-3	105



Material Topic	GRI Standard	GRI Content	Page/Response	Global Compact Principles	ODS & Goals
Economic performance	GRI 201: Economic Performance 2016	201-1	102		4.3, 4.4, 4.5, 5.1, 8.2, 8.5, 10.3
		201-2	We are identifying the risks and opportunities derived from climate change in accordance with the TCFD nomenclature.	Principle 7	8.2, 8.5
		201-3	55		5.1, 8.5, 10.3
		201-4	We do not receive financial assistance from the government during 2021		5.1, 8.5, 8.6, 10.3
	GRI 203: Indirect Economic Impacts 2016	203-1	102		8.1, 8.2, 9.1, 9.4, 9.5
		203-2	76		13.1
Sustainable supply chain	GRI 204: Procurement Practices 2016	204-1	76		8.3
Ethics and anti-corruption	GRI 205: Anti-corruption 2016	205-1	43	Principle 10	9.1, 9.4
		205-2	43	Principle 10	9.1, 9.4
		205-3	43	Principle 10	1.2, 1.4, 8.1, 8.3, 8.5
	GRI 206: Anti-Competitive Behavior 2016	206-1	43		16.3, 16.10
	GRI 412: Human Rights Assessment 2016	412-1	46	Principle 1	
		412-2	46	Principle 1	
		412-3	46	Principle 2	
GHG emissions management	GRI 302: Energy 2016	302-1	83	Principle 7, 8	7.2, 7.3, 8.4, 12.2, 13.1
		302-3	83	Principle 8	7.3, 8.4, 12.2, 13.1
		302-4	83	Principle 8, 9	7.3, 8.4, 12.2, 13.1
	GRI 305: Emissions 2016	305-1	88		3.9, 12.4, 13.1, 14.3, 15.2
		305-2	88		8.3.9, 12.4, 13.1, 14.3, 15.2
		305-3	88		8.3.9, 12.4, 13.1, 14.3, 15.2
		305-4	88		13.1, 14.3, 15.2
		305-5	88		9.13.1, 14.3, 15.2
		305-7	88		9.13.1, 14.3, 15.2



Material Topic	GRI Standard	GRI Content	Page/Response	Global Compact Principles	ODS & Goals
Regulatory compliance	GRI 307: Environmental Compliance 2016	307-1	We follow the current regulations and legislation on environmental matters.		16.3
	GRI 419: Socioeconomic Compliance 2016	419-1	We follow the rules and current legislation in social matters and related impacts.		16.3
Talent attraction and retention	GRI 401: Employment 2016	401-1	55		5.1, 8.5, 8.6, 10.3
		401-2	55		3.2, 5.4, 8.5
		401-3	55		3.2, 5.4, 8.5
	GRI 407: Freedom Of Association And Collective Bargaining 2016	407-1	55		
	GRI 402: Labor management Relations 2016	402-1	55		
Occupational health and safety	GRI 403: Occupational Health And Safety 2018	403-1	30		
		403-2	30		3.3, 3.9, 8.8
		403-3	30		3.3, 3.9, 8.8
		403-4	30		3.3, 3.9, 8.8
		403-5	30		3.3, 3.9, 8.8
		403-6	30		3.3, 3.9, 8.8
		403-7	30		8.8
		403-8	30		8.8
		403-9	30		3.6, 3.9, 8.8, 16.1
		403-10	30		3.3, 3.4, 3.9, 8.8, 16.1
Training and development	GRI 404: Training And Education 2016	404-1	55		4.3, 4.4, 4.5, 5.1, 8.2, 8.5, 10.3
		404-2	55		8.2, 8.5
		404-3	55		5.1, 8.5, 10.3
Diversity and equal opportunities	GRI 405: Diversity And Equal Opportunity 2016	405-1	55	Principle 6	5.1, 5.5, 8.5
	GRI 406: Non-Discrimination 2016	406-1	55	Principle 6	5.1, 8.5, 10.3



Material Topic	GRI Standard	GRI Content	Page/Response	Global Compact Principles	ODS & Goals
Air connectivity	GRI 413: Local Communities 2016	413-1	67		
		413-2	67		
Relationship with authorities	GRI 415: Public Policy 2016	415-1			
Operational safety	GRI 416: Customer Health And Safety 2016	416-1	30		16.3
		416-2	30		16.3
Customer experience	GRI 418: Customer Privacy 2016	418-1	46		16.3,16.10
Market presence	GRI 417: Marketing and Labeling 2016	417-1	20		12.8
		417-2	20		16.3
		417-3	20		16.3

Environmental GRI (No Materials)

GRI Standard	GRI Content	Page/Response	Global Compact Principles	ODS & Goals
GRI 303: Water and Effluents 2018	303-3	94	Principles 7, 8	12.1
	303-4	94	Principles 7, 8	12.1
	303-5	94	Principles 7, 8	12.1
GRI 306: Waste 2020	306-1	97	Principles 7, 8	3.9,12.4,12.5
	306-2	97	Principles 7, 8	3.9,12.4,12.5
	306-3	97	Principles 7, 8	3.9,11.6,12.4,12.5
	306-4	97	Principles 7, 8	3.9,11.6,12.4,12.5
	306-5	97	Principles 7, 8	3.9,11.6,12.4,12.5
GRI 301: Materials 2016	301-1	81	Principles 7, 8	3.9,12.4,12.5
	301-2	81	Principles 7, 8	3.9,12.4,12.5
GRI 304: Biodiversity 2016	304-2	100	Principle 8	



