

# 2015 2016

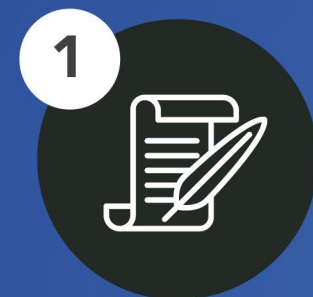
## Sustainability report

AEROMEXICO 2015-2016

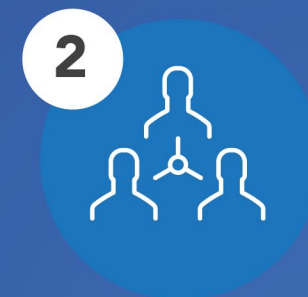




# INDEX



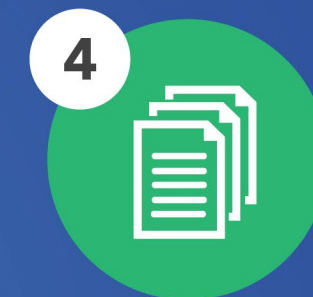
LETTER FROM  
THE CEO



CORPORATE  
PROFILE



AWARDS AND  
RECOGNITIONS



CORPORATE  
GOVERNANCE



LABOR STANDARDS  
AND HUMAN RIGHTS



SOCIETY



SUSTAINABILITY



GRI INDEX





# 1. Letter from the CEO

To all our Customers, Employees and Partners:

We are proud to present our 2015-2016 Sustainability Report featuring our main achievements related to our operation's economic, environmental, and social activities.

This document presents some of the practices we have strengthened during this period, new actions to improve our customers' travel experience, the progress made in the environmental and economic performance of our fleet, the programs we institutionalized to ensure a stronger environmental management system, and our new Corporate Social Responsibility strategy created to provide long-term benefits for our community.

The economic, environmental and social actions we carried out during this period, reaffirm our commitment to sustainability and to support the efforts made by the aviation industry to global mitigation strategies to reduce carbon dioxide emissions.

It is clear for us to see that companies that incorporate sustainability into their corporate strategy, for the medium and long term, are more attractive to new talent and to their clients, community, and investors, so we will continue to pursue more efficient processes and international avant-garde practices in this regard.

Grupo Aeromexico is pleased to share our efforts, challenges, and results with you.

**" IN GRUPO AEROMEXICO  
WE MAKE CLEAR OUR  
COMMITMENT TO  
SUSTAINABILITY AND  
SOCIAL RESPONSIBILITY "**

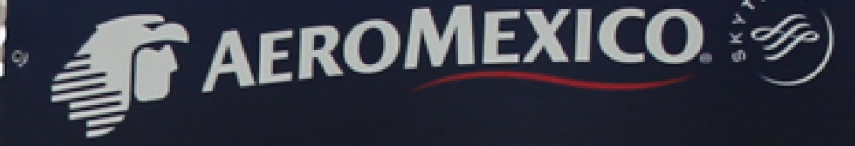
Andres Conesa | CEO AEROMEXICO







## 2. Corporate Profile



**ABORDAJE  
A TIEMPO**  
ON - TIME BOARDING

EN SALA DE ABORDAJE  
AT BOARDING GATE

**45** min

ANTES DE LA SALIDA  
BEFORE DEPARTURE

EL ABORDAJE SE CIERRA  
BOARDING GATE CLOSES

**15** min

DE LA SALIDA  
BEFORE DEPARTURE





# Organization Profile

(G4-3 to G4-7)

Grupo Aeromexico welcomes you to its 2015-2016 Sustainability Report that tells the story of the achievements obtained through our responsible, sustainable, and deep commitment to the planet's biodiversity and the countries it serves.

Grupo Aeromexico, S.A.B. de C.V. is a holding company whose subsidiaries provide commercial aviation services in Mexico. At the end of 2016, Aeromexico, Mexico's global airline, offered 629 flights per day. It operates its main hub out of Terminal 2 at the Mexico City International Airport. Its route network spans 86 cities on three continents. It has a fleet of 133 aircraft, including the latest Boeing 787 Dreamliner. As a founding member of the SkyTeam airline alliance, Aeromexico offers customers more than 1,000 destinations in 179 countries served by the 20 SkyTeam airlines and other partners.

Grupo Aeromexico comprises six subsidiaries, each characterized as leaders in their specialized fields, such as domestic and international air travel services, air cargo transport, aircraft assistance and professional training for the aviation sector. These companies are:



Based in Mexico City, Aeromexico is the only domestic carrier that provides integrated transportation services nationwide. It offers customers a high-quality travel experience that includes the possibility of flying in three different types of seats, self-service check-in systems in the country's main airports, inflight services per type of cabin, exclusive lounges at domestic and international airports, and reliable baggage handling, among other services. Each flight's on-time performance is of the essence, as well as compliance with world-class standards with a modern, dynamic, and homogeneous fleet.







# Business Model

(G4-4)

Grupo Aeromexico is the only airline in the Mexican aviation market to operate the Hub and Spoke business model, unlike the other domestic airlines that utilize the point-to-point system, serving only a specific local market and limiting its possibility to offer more flights. The Hub and Spoke model offers:

Service to different local markets connecting regions and points that would not have access to other flight options. A strong flight connection network with a host of options in domestic and international destinations.

A variety of passenger benefits, such as time savings and lower costs, among others.

Aggregate demand from various markets.

With the Hub and Spoke model, Aeromexico is the national airline that offers the largest number of direct destinations and frequencies out of the Mexico City International Airport (AICM).







The Aeromexico model is aligned with global dynamics featuring networks between major international markets, and connecting Mexico, one of the world's leading economies, to the United States and Canada, Central and South America, and to major hubs in Europe and Asia.



**THE UNITED STATES**



**CANADA**



**CENTRAL AND  
SOUTH AMERICA**



**MAJOR HUBS IN  
EUROPE**



**MAJOR HUBS IN  
ASIA**

In the local market, the airline serves 45 destinations nationwide, operating out of the country's largest cities, based on their economic importance, and size and tourist interest.

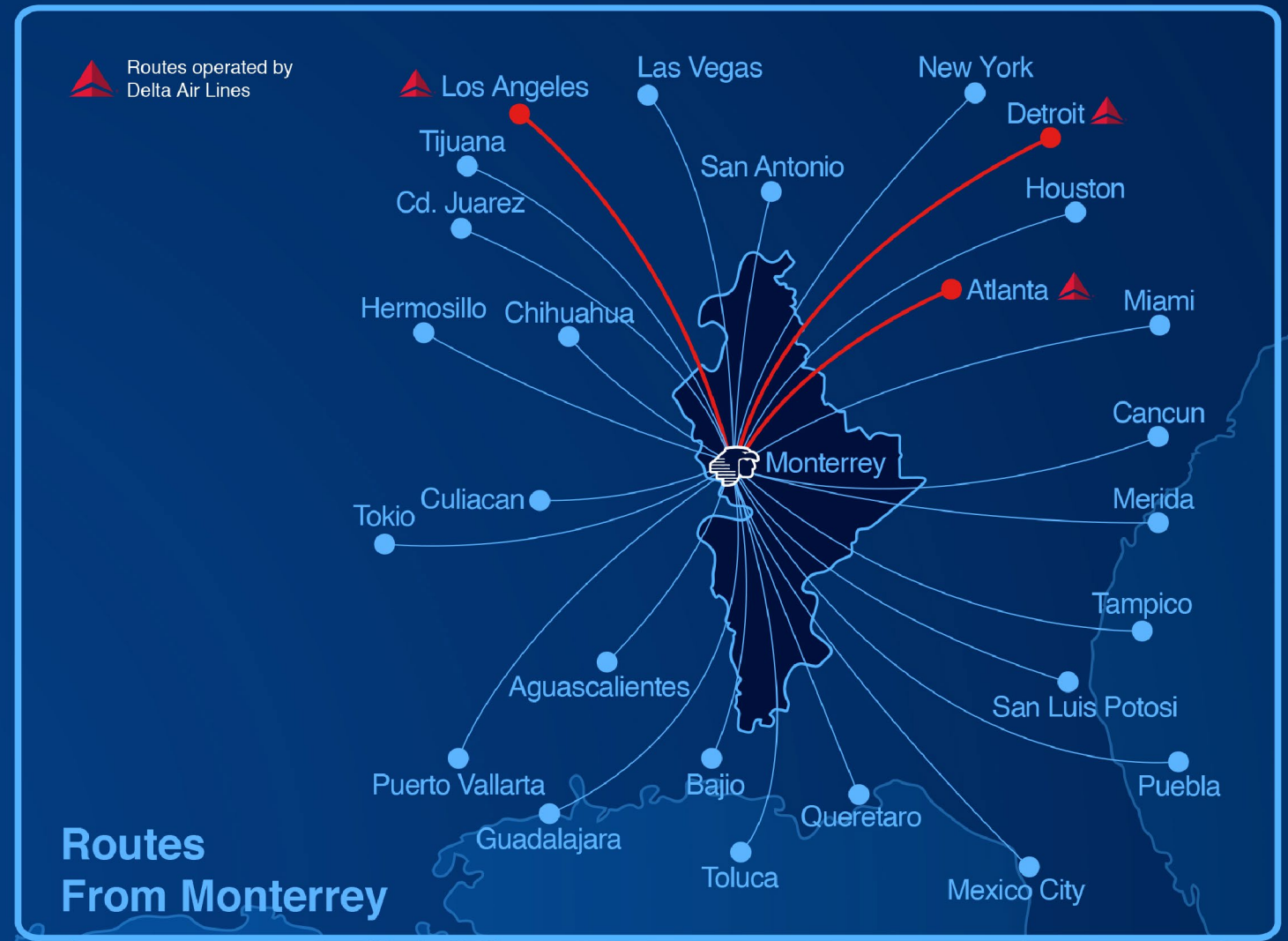




# Mexico

With the Hub and Spoke model, Aeromexico offers in the aviation industry in Mexico the largest domestic flight connection options between small, medium-sized and large cities, and international markets.

## Domestic Routes in 2016





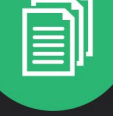


# International



***International routes to Asia, Europe,  
Central and South America in 2016***





# Mexico North America

With the Hub and Spoke model, passengers save on time, costs, and transfers.



Detroit, Starting April 1st 2017  
Calgary, Starting June 1st 2017  
San Jose, Starting July 1st 2017







Grupo Aeromexico uses this model to serve the following destinations from Mexico:



**45**  
**Domestic destinations**



**41**  
**International destinations**

Source: Aeromexico's 2016 Annual Report, p. 19.





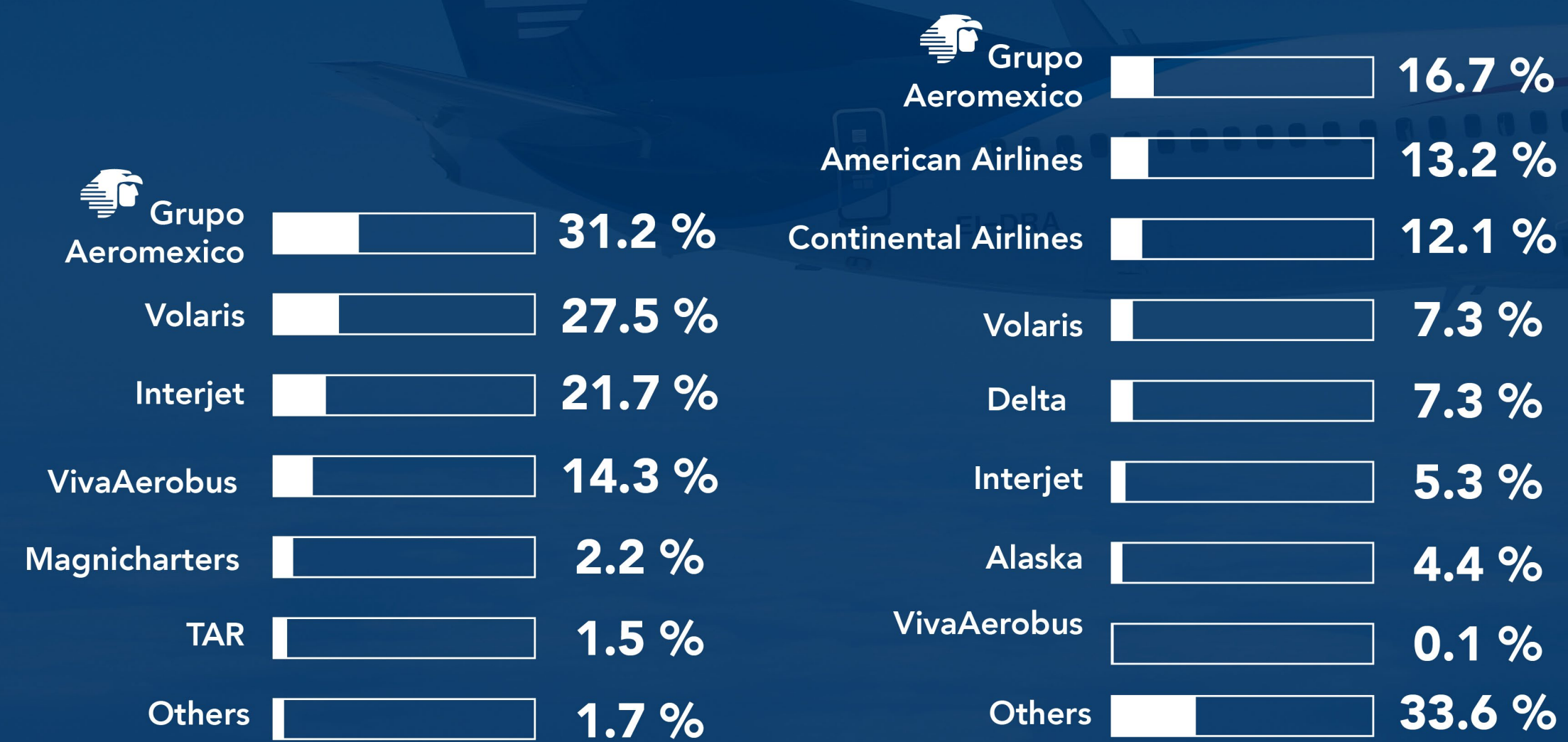
# Market Share

(G4-8)

Aeromexico, the airline that unites Mexico with the world, is known for having the largest presence in the aviation market nationwide.

With respect to the domestic market, Aeromexico stands out as the only full-service airline in Mexico positioned above low-cost carriers. In the international segment, it is the main airline among the more than 40 foreign and domestic carriers that fly to or from Mexico.

The following provides a graphic example of Aeromexico's market share as the largest airline in Mexico.



Domestic Market Share, 2016

International Market Share, 2016



31.2 %

Share on domestic routes



16.7 %

Share on international routes

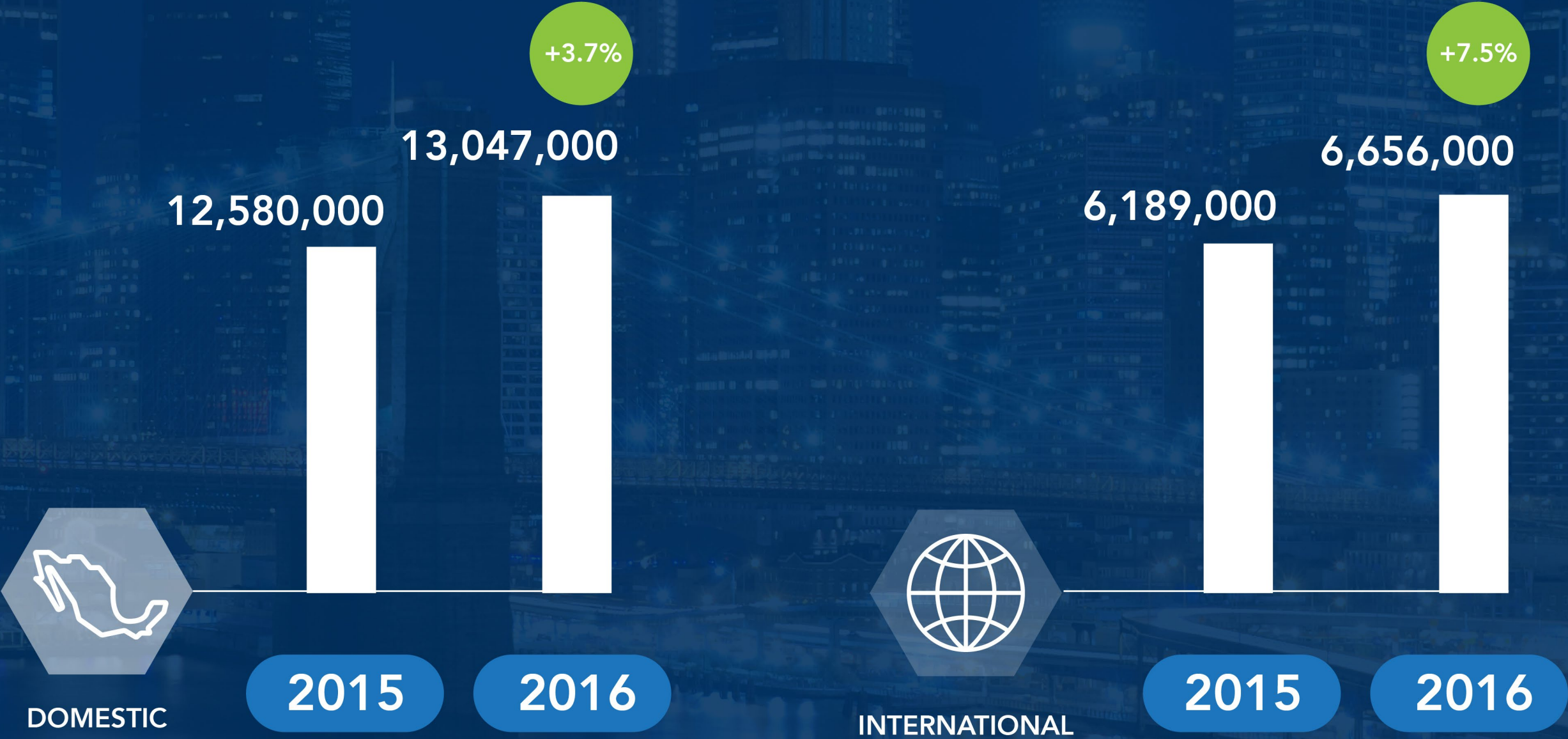




In addition to standing out among all other Mexican carriers, Aeromexico carried a larger number of domestic passengers in 2016 than in 2015, from 12.5 million to 13 million passengers YoY; that is, it carried 3.7% more passengers in 2016 than in 2015. On the international level, Grupo Aeromexico carried 6.1 million passengers in 2015 and 6.6 million in 2016, for a 7.5% increase.

This growth was based on the renewal of its fleet providing increased seat capacity per available seat kilometers (ASKs).

**Aeromexico Passengers in 2015-2016**



As Mexico’s global airline, the Aeromexico Hub and Spoke model offers passengers more frequent flight options to more destinations.

Grupo Aeromexico’s full-service model also allows the carrier to offer alternatives to different types of customers and provide customer services featuring inflight amenities and a frequent flyer program.

Source: Aeromexico’s 2016 Annual Report, p. 29.







# Fleet

(G4-3 to G4-7)

At the end of 2016, Aeromexico had a fleet of 133 aircraft with an average age of 8.4 years. Of the total fleet, 68 aircraft were assigned to Aeromexico with 65 airplanes assigned to Aeromexico Connect.

The Group's fleet renewal plan continues after the airline announced a historic order in 2012 to purchase up to 90 Boeing MAX 737 airliners and ten B787-9 Dreamliners.

These important additions mean that the Group has renewed more than 40% of its aircraft in the last two years.

## Aeromexico Connect Fleet



15

Embraer  
ERJ-145



13

Embraer  
170/175



37

Embraer  
190

## Aeromexico Fleet



19

Boeing  
737-700



34

Boeing  
737-800



3

Boeing  
777-200



9

Boeing  
787-8



3

Boeing  
787-9







# Alliances

(G4-24)

In a globalized world, we must consolidate alliances with other airlines to offer more destinations and frequencies to passengers in other regions of the world. Aeromexico has also been a leader in creating business alliances to offer its customers more services, options, destinations, flights, better schedules and more competitive rates, as well as access to VIP lounges, in addition to more opportunities for earning and redeeming frequent flier points.

Aeromexico, as a founding member of the SkyTeam airline alliance comprising 20 global airline partners, can enter into codeshare agreements and ensure reciprocal frequent flyer program participation, as well as a shared market.



Grupo Aeromexico also offers travel options with the following codeshare partners:

**Alaska**

**Avianca**

**Copa Airlines**

**GOL**  
Linhas aéreas inteligentes

**LATAM AIRLINES**

**WESTJET**

**AEROFLOT**  
Russian Airlines

**Aerolíneas Argentinas**

**AEROMEXICO**

**AirEuropa**

**AIRFRANCE**

**Alitalia**

**CHINA AIRLINES**

**中國東方航空**  
CHINA EASTERN

**CHINA SOUTHERN AIRLINES**

**CSA CZECH AIRLINES**

**DELTA**

**Garuda Indonesia**

**Kenya Airways**  
The Pride of Africa

**KLM** Royal Dutch Airlines

**KOREAN AIR**

**MEA**

**SAUDIA**

**TAROM**  
ROMANIAN AIR TRANSPORT

**Vietnam Airlines**

**厦门航空 XIAMENAIR**





# Customer Experience

(G4-4, G4-EC7)



## Digital Experience

**www.aeromexico.com**

In 2016, Aeromexico made major changes to its official website, [www.aeromexico.com](http://www.aeromexico.com) to meet customers' needs by including the possibility of accessing the airline's services from anywhere on any mobile device.

The new efficient platform that improves the experience of flying with Aeromexico features information on:



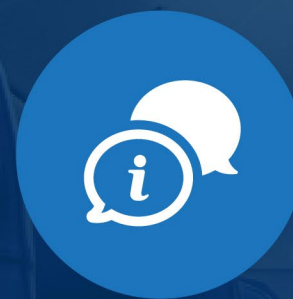
Destinations



Schedules

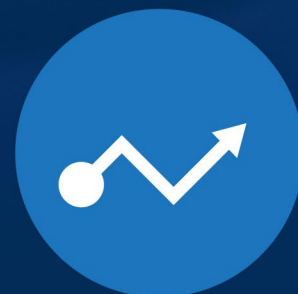


Flight frequencies

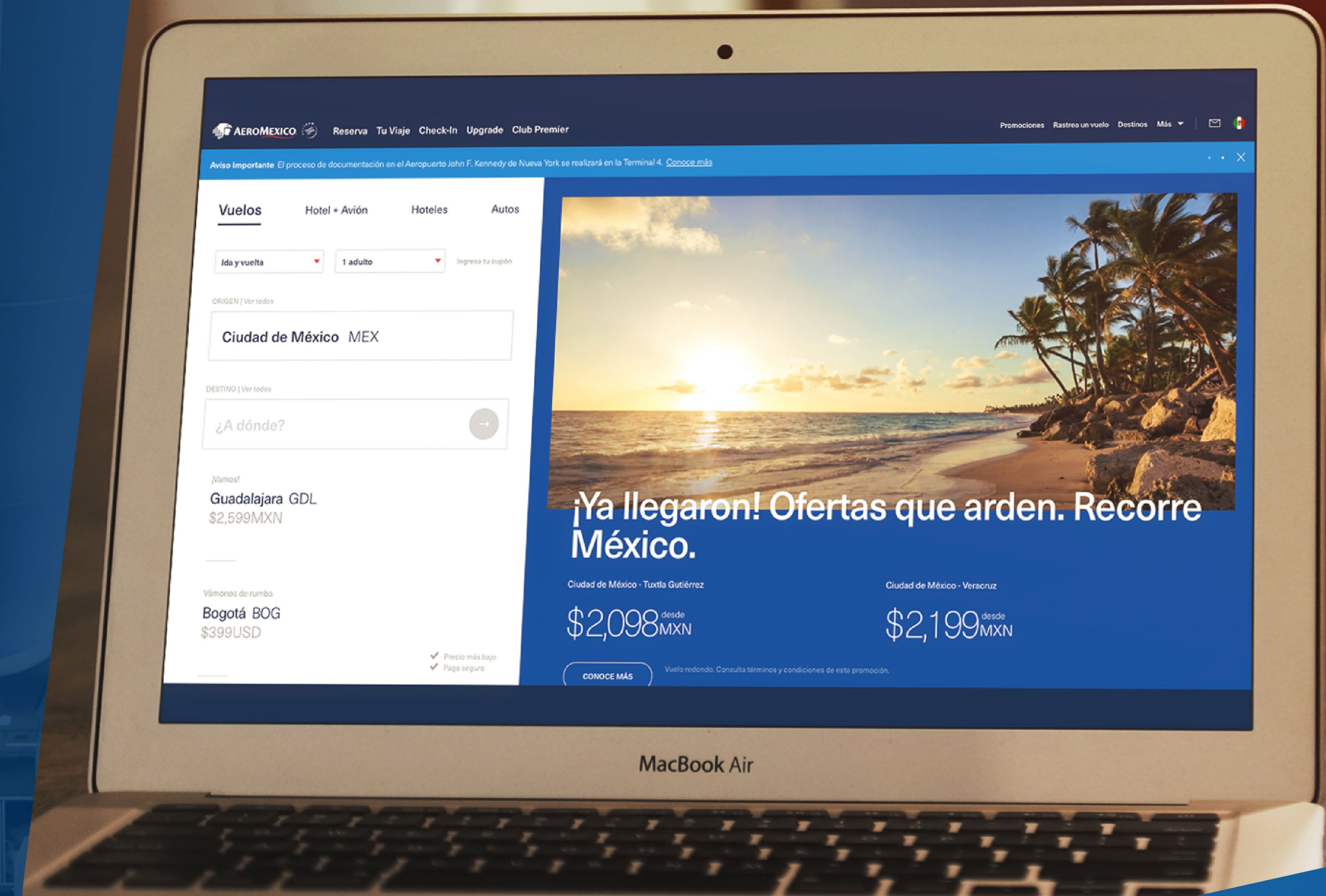


Recommendations on the additional services

These innovations offer customers the convenience of checking fares and schedules and buying tickets online while enhancing their flight check-in procedures. The platform also features new products and new methods of payment with deferred payment options, and the possibility of seeing their entire calendar with departure/return dates.



***This new sales channel was used by nearly one fifth of our customers and represented nearly 15% of total sales in 2016.***



## Seat Selections

Aeromexico offers customers the opportunity to select their seat of choice. The options are listed as follows:

- AM Plus: extra space between seats, and priority check-in, boarding, and baggage handling.
- Preferred seats with extra space, available on certain routes to the U.S. and Asia located at the front of the Economy cabin.





## ► Airport Experience

### Self-Service Check-In Monitors

Aeromexico has implemented actions to ensure a better experience for passengers upon arrival at an airport.

- Automatic check-in monitors, so passengers don't have to stand in line at a counter. Customers can also use these monitors to select their seats, and pay for excess baggage among other services. The Mexico City International Airport is already equipped with 50 of these automatic check-in monitors, which are also available in:
  - Chihuahua
  - Culiacán
  - Tampico
- Two-dimensional code readers that allow customers to scan their reservation codes without the need for a boarding pass, allowing them to go directly to the airport security inspection filters and board their flights.

### TSA PreCheck

- TSA PreCheck® is available on flights departing from airports in the United States and can be applied when customers book a flight through Aeromexico.com if they belong to a frequent flyer program.
- Airports offering TSA PreCheck® services include:
  - Boston (BOS)
  - Chicago (ORD)
  - Houston (IAH)
  - Las Vegas (LAS)
  - Los Ángeles (LAX) -Orlando (MCO)
  - Washington (IAD)
  - Dallas-Ft. Worth (DFW)
  - Fresno (FAT)
  - Sacramento (SMF)
- Self-service tools on Aeromexico.com.







## Mexico City International Airport

Grupo Aeromexico's main hub at Terminal 2 in the Mexico City International Airport, offers the following services:

- Four flight check-in areas
- Domestic and international flight operations
- Streamlined passenger flows
- Efficient security inspection processes
- Automatic check-in counters
- Three Salon Premier VIP Lounges
- Assistance for connecting passengers
- Unaccompanied minor facilities
- New Gate 75 with a larger waiting area and different shopping and entertainment options





## ► Inflight Experience

Aeromexico offers comprehensive services to meet its customers' needs with convenient, efficient and accessible solutions.

Customers enjoy a more pleasant travel experience with improved access to check-in facilities and boarding gates.

Customers can also select their seat of choice to enjoy the carrier's quality inflight dining menu and entertainment system.

### Menu

The food and beverages offered during the flights are based on each flight's duration. Clase Premier features a variety of wine offerings, and champagne and liqueur.

Customers can also order special vegetarian, kosher, and diabetic meals tailored to their diets.

Aeromexico offers an ample variety of foods and beverages that vary according to route, schedule, duration of the flight, and cabin.

### Clase Premier

The Clase Premier cabin features a gourmet menu for preferred customers, offering a variety of wine types, and champagne and liqueur.



### Special menu

Special meals. Grupo Aeromexico also offers a complementary inflight menu for passengers with specific diets, such as:

- Diabetic
- Kosher
- Bland diet
- Children's meals
- Low cholesterol
- Vegetarian
- Vegan, among others



### Preferred Services

Aeromexico provides specialized care to travelers with disabilities or special physical and medical conditions that require therapeutic oxygen, stretchers or wheelchairs, or for pregnant women who request extra care.



### In-flight Entertainment

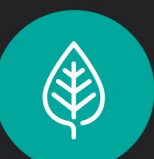
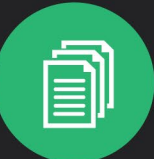
Customers also enjoy an enhanced flight experience as Grupo Aeromexico aircrafts are equipped with high-definition touchscreens featuring:

- More than 50 classic films
- 40 TV series
- Music selections
- AM channel
- Wi-Fi
- Netflix
- Seat-to-seat chat capabilities

*\* Services vary based on the route and type of aircraft.*







## Salones Premier:

Grupo Aeromexico features its Salon Premier lounges at ten of the country's leading airports:

- Personalized services
- Snacks and beverages
- Wi-Fi
- Business Center
- Television, newspapers, and magazines
- Spa (T2 international lounge)

Premier Terrace by Heineken, a new VIP space for rest and relaxation, located at Gate 75 at Terminal 2 in the Mexico City International Airport, where passengers can wait for their flight departures.

The Terrace also features a unique view of one of the airport's aircraft positions runways.

## Club Premier

Grupo Aeromexico also provides special attention to its Club Premier members, the Group's customer loyalty program.

Club Premier is one of Mexico's largest loyalty programs, with 4.8 million members who earn Premier Points for purchases with Aeromexico and its partners. Members also have access to special fares and promotions, while also enjoying the use of VIP airport lounges.

Premier Points earned can be redeemed for flights, hotel stays, car rentals, and purchases at certain stores.

## Club Premier Card

Club Premier features four membership levels offering customers a variety of benefits:



Clásica	Gold	Platinum	Titanium
Without minimum point requirements	50,000 Points minimum	80,000 Points minimum	100,000 Points minimum
	Earns 25% more points	Earns 50% more points	Earns 100% more points





# Other Products



## TRAVEL INSURANCE

*Travel safe with peace of mind*

Protect yourself and your family from unforeseen accidents during your travels, effective 12 hours before your flight's departure, during your stay (up to 90 days) and 12 hours after your trip ends.



## AM CONCIERGE

*The difference is in the details*

Exclusive assistance with dining, entertainment, hotel, car rental and tour reservations to all Aeromexico destinations.



## PETS ON BOARD

*So your best friend doesn't have to stay home.*

Take your pet in the cabin on flights lasting up to six hours or check it for travel in our cargo hold.



## AEROPASS

Numerous discounts for domestic and international routes, with ample seat availability. Economy packages with 5, 10, and 20 tickets.





# Safety

(G4-14, G4-PR1)

One of Aeromexico's outstanding features is its flight safety standards achieved with its new and modern fleet, quality aircraft maintenance, training, and its incorporation of different safety and security protocols certified by international organizations that guarantee the safety and security of the airline's services.

Aeromexico was the first airline in Mexico to complete the IATA Operational Safety Audit for IOSA certification, which was recently renewed with the latest inspection. This certificate is considered the industry's highest safety standard. Grupo Aeromexico also participates in U.S. government programs to prevent illegal acts and terrorism and is a member of international organizations that promote travel safety.

Aeromexico works with the Security Management System, to prevent potential risks and strengthen its flight safety mechanisms. This system is recommended by the United Nations International Civil Aviation Organization (ICAO), and Aeromexico is the first airline to implement it in Mexico.



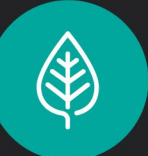
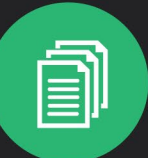
## Aircraft Maintenance

Our aircraft maintenance facilities are certified by the Mexican Directorate General of Civil Aeronautics (DGAC) and the U.S. Federal Aviation Administration (FAA) that consistently audit our operations to verify the quality of the Aeromexico processes and validate the procedures we apply to ensure the safety of our fleet.

## Aviation Safety and Security

- The IATA Air Operational Safety Audit (IOSA) Certificate.
- Participation in the U.S. Transportation Security Administration program preventing Acts of Unlawful Interference.
- Participation in the U.S. Customs and Border Protection program.
- C-TPAT (Customs-Trade Partnership Against Terrorism) certificate granted by the U.S. Customs and Border Protection.
- Member of the International Society of Air Safety Investigators (ISASI).
- Member of the Flight Safety Foundation.
- Implementation of the Security Management System recommended by ICAO.





## Aircraft Maintenance

The purpose of the emergency response team is to improve its procedures and align them with international best practices. It does so primarily by coordinating the different work teams made up of employees from all Aeromexico departments, to share their responsibility and the commitment assumed by all. Following is a description of emergency response teams:



### The Main Emergency Response Center

Comprises members from all departments involved in emergency response activities that gather at the Crisis Control Center to make the strategic decisions during the emergency.



### Go Team

Goes to the site of the event and coordinates activities with the affected airport, the authorities and the Main Emergency Response Center.



### The Care Team

Is made up of company volunteers who assist the victims and their families during an accident or incident.



### The Crisis Communications Team

Prepares information for the media and social networks.



### The Emergency Notification Team

Coordinates phone call activities for family members and the press.





# 3. Awards and Recognitions



# 2015



**Best Airline in Mexico for the sixth year in a row, according to Global Traveler readers.**



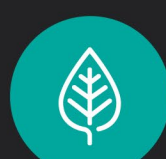
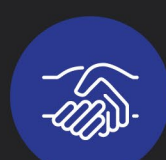
**Corporate Social Responsibility Award by the Mexican Center for Philanthropy for the fifth year in a row.**



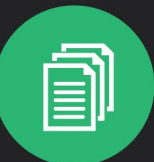
**Recognition as a Socially Responsible Organization by the Mexican Stock Exchange, as the first airline in Mexico, to become part of the Mexican Sustainability Index.**



**Aeromexico is the airline that offers the largest number of flights from any hub in Latin America, according to OAG Schedule Analyzers, a leader in airline schedules database and aviation analysis tools.**







**Mexico & Central America's Leading Airline  
from World Travel Awards Latin America.**



**PAX** INTERNATIONAL  
READERSHIP AWARDS 2016

**Outstanding Food Service by Carrier from  
PAX International magazine.**



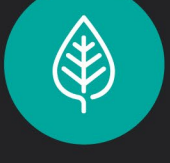
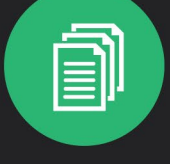
**MÉXICO**CO<sub>2</sub>  
Plataforma Mexicana de Carbono<sup>2</sup>

**Mexico CO<sub>2</sub>, the Mexican Carbon Platform  
awarded a certificate attesting to the  
compensation of five tons of CO<sub>2</sub> generated  
by the Boeing 787-9 Dreamliner  
presentation event on October 20, 2016.**



# 2016





# 4. Corporate Governance





# Corporate Governance

(G4-13, G4-34 to G4-55)

Grupo Aeromexico is governed by current Mexican legislation. Its bylaws establish that the Group is managed by a Board of Directors, which acts as its legal representative by creating the following committees:







## Administrative Council

15

15 advisors at  
December 2016

6.2

years spent  
with the Group,  
on average

### Senior management remuneration

Including short-term  
benefits, variable  
compensation bonuses,  
and payments based on  
the granting of restricted  
shares

Aeromexico has an Executive Committee composed of executive and area directors, who know and their express opinions on sustainability proposals, requesting results on environmental performance reports.

The Group also has a Corporate Social Responsibility Management Office and a Corporate Compliance Department that promotes and delegates related activities to the corresponding functional management offices. Other departments actively involved include occupational safety, operations, and general services.

As far as shareholders are concerned, at December 2016, the main partners included investors, advisors, and people related to the company, as well as minority shareholders and Delta Air Lines.

Delta held 4.2% of the shares and was under a verification process by the corresponding authorities to carry out operations in conjunction with Aeromexico, as established in the 2016 Annual Report (page 20).

This is of paramount importance, given future projections, where Delta will be able to obtain a higher percentage of shares.

In addition, the annual report delivered to the Mexican Stock Exchange (BMV) transparently includes additional information on the Administrative Council, committees, and shareholders, and on matters related to the Group's corporate governance and executive functions, appointment and selection issues, conflicts of interest, and risk management, among other issues.





# Ethics and Integrity

(G4-56, G4-57, G4-58)

Aeromexico has a global presence, so its main philosophy is based on its business ethics and social responsibility; therefore, its regulatory frameworks, operations, and functions consistently strive to generate social value to ensure respect for human rights through its policies, strategies, and actions.

These rights are embodied in the Universal Declaration of Human Rights, the International Labor Organization's Declaration on Fundamental Principles and Rights at Work, and the United Nations Global Compact that guide and inspire its practices.

In adherence to these international guidelines, Aeromexico respects and protects the rights of each client, worker, and its other stakeholders. It firmly rejects corruption, harassment, and any type of forced imposition in the workplace. It monitors legal compliance with labor standards, and practices and promotes equal opportunity and respect for diversity, social inclusion, and gender equality.

Aeromexico implements these guidelines with its Code of Conduct, which it uses as a work and self-regulation tool. It is complemented by applicable laws, policies, and regulations that embody the Group's institutional values and culture. This code must guide all employees, with no exceptions, and is promoted among temporary workers, independent contractors, unions, and consultants.

Aeromexico has also formulated its own statements on Human Rights, Corporate Social Responsibility, and other issues, which are shared transparently to the public and employees through the company's website.







# Economic Performance

(G4-9, G4-EC1)

The Group reported an outstanding financial performance between 2015 and 2016, with a 15% increase in total operating revenues as shown in the table below, where passenger transport represents the Group's most important source of total revenue.

The table also highlights the 16.5% increase in international passenger revenue streams, representing close to twice the revenues generated by domestic passengers.

These results speak to Grupo Aeromexico's consolidation in the global market.

	2015	2016	
 PASSENGERS	\$ 41,744.5	\$ 47,347.9	+13.4%
+  DOMESTIC	\$ 19,041.1	\$ 20,893	+9.7%
+  INTERNATIONAL	\$ 22,703.4	\$ 26,454.9	+16.5%
+  CARGO	\$ 2,880.1	\$ 3,360.0	+16.6%
+  OTHERS	\$ 2,321.7	\$ 3,216.8	+38.5%
+  TOTAL OPERATING INCOME	\$ 46,946.3	\$ 53,924.7	+14.8%

**Operating Income 2015-2016** (Millions of pesos)

Source: Aeromexico's 2016 Annual Report, pp. 27, 79.





# Market Conditions

(G4-1, G4-2, G4-EC1)

Aeromexico operates in a global economic system characterized by strong volatility. It faces the following risk factors like all other players in the aviation industry:

## a) Risks related to our business and the airline industry in Mexico:

- Fuel cost volatility.
- Exchange rate volatility.
- Disruption in global capital markets.
- Uninsurable events or claims exceeding insured limits.
- Terrorist attacks.
- Increased airport charges and airport operator fees.
- Limited space and restrictions at airports.
- Strong competition with other airlines on domestic and international routes.
- The ability to obtain regulatory approvals and maintain existing concessions and operating licenses.
- Delays and service interruptions caused by factors beyond our control, including level of traffic saturation at airports, natural disasters, adverse weather conditions, increased security requirements, and changes made to airport infrastructure.
- Impaired labor relations and/or the renewal of collective bargaining agreements.

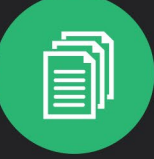
## b) Related risks in Mexico:

- Currency devaluation.
- Exchange rate volatility.
- Oil price variations.
- High interest rates.
- Tax regime and regulations.
- Social instability and insecurity.

## c) Risks related to Grupo Aeromexico shares

- Foreign shareholders could have limited voting rights.
- Dividend payments and amounts are subject to our shareholders' decisions.
- Dividends are distributed in Mexican pesos.
- Future share issues or the sale of our shares could reduce the price of our shares.
- Failure to comply with the requirements established to remaining listed on the Mexican Stock Exchange.
- Relative volatility and liquidity of the Mexican stock markets.
- Certain provisions of the Aeromexico Bylaws could delay or limit its change of control.





2015

2016

Gross and Net Income 2015-2016  
(Millions of pesos)

However, as evidenced by economic performance data, Aeromexico has successfully overcome the global macroeconomic environment's uncertainties and risks with solid economic growth, international expansion, and the permanent generation of profits.

Source: Aeromexico's 2016 Annual Report, p. 11.















# Suppliers

(G4-12 to 13)

The products and services provided by Aeromexico suppliers are fundamental to ensuring the efficient and effective execution of its business operations. Some of our main suppliers include:

	AIRCRAFT MANUFACTURER		AIRCRAFT MAINTENANCE	 	CATERING SERVICES
	AIRCRAFT MANUFACTURER		JET FUEL		ACCOUNTING, HUMAN RESOURCES, PAYROLL, SUPPLY, AND PLANNING SYSTEMS
	AIRPORT INFRASTRUCTURE		SUPPORT FOR THE OPERATION OF OUR TELECOMMUNICATIONS INFRASTRUCTURE		COMPUTERIZED BUSINESS SYSTEM





## ► **Supplier Certification**

(G4-EN32, G4-LA14)

Our supplier evaluation and selection process is governed by our Supplier Relations and Conflicts of Interest Policy, which requires that suppliers treat their employees fairly, in line with ethical principles, avoiding forced or compulsory labor, corporal punishment, and mental or physical coercion.

In 2016, Grupo Aeromexico started to certify its suppliers to make sure it has a broad overview of each with their individual production capacity, solvency, and certifications. The following is a summarized description of this process:

1



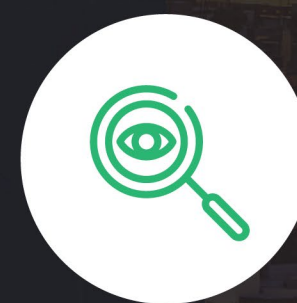
Aeromexico sends the letter to commence the certification process to the selected vendor.

2



The vendor processes the report with Dun & Bradstreet and prepares the documentation listed in the letter sent to commence the certification process.

3



Inspection visit is scheduled to tour the vendor's facilities.

4



Reception of the vendor's documentation folder.

5



The information presented is analyzed to determine the certification's admissibility.





## About the report

(G4-28 to 30)

Aeromexico publishes its Corporate Social Responsibility Report as part of its commitment to keep the community informed of its activities.

This report covers the 2015-2016 period.



## Stakeholders

(G4-24 to 27)

Aeromexico stakeholders are parties that benefit from its activities and the achievement of its economic, social, and environmental goals. Therefore, it believes it is important to interact with them effectively on a daily basis, using the appropriate channels based on each one's individual needs:

- Grupo Aeromexico utilizes online services, such as social networks, email, and the telephone to address its customers' needs, as well as the needs of civil society organizations and the public in general.
- All Grupo Aeromexico employees have access to our internal portal, the weekly bulletin, our claim and complaints website, and organizational climate surveys.
- The Group has specific employees appointed to ensure effective communications with industrial chambers, related industry players, the Executive and Legislative Branches, partners and suppliers.
- All shareholder meetings are convened.



*Various stakeholders were actively engaged in this report, including clients, employees, managers and civil society organizations, as described below in the Materiality Assessment.*





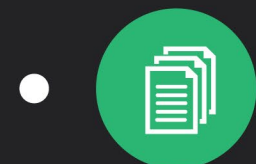
# Materiality

(G4-17 to 23, G4-DMA)

Aeromexico conducted an external study of material areas with the participation of several stakeholders, following the international standards set forth in Global Reporting Initiative (GRI) 4.

Surveys and interviews were applied to relevant groups of employees in different departments, as well as clients and NGOs in Mexico. The investigation served to identify 17 material aspects to be assessed in the four categories identified in the United Nations Global Compact: Human Rights, Labor Standards, Environment, and Anti-Corruption.

This categorization was integrated into a matrix whose upper right quadrant represents the point where the organization and its stakeholders coincide in terms of importance, including employee training on Human Rights with periodic performance evaluations, hazardous waste management, environmental impact reduction, energy consumption reduction, and anti-corruption measures.



Human Rights



Labor Standards



Environment



Anti-Corruption



- Anti-discrimination measures.
- Community development programs on education, drug addiction programs, entrepreneurship and comprehensive development programs for vulnerable populations.
- Full-time employee benefits.
- Gender equality employment ratio by sex.
- Equal opportunity and diversity.
- Saving endangered species.
- Development of sustainable technologies.
- Impact on biodiversity.

- Employee training on human rights policies and procedures.
- Performance evaluations.
- Hazardous waste management.
- Reduce the environmental impact of transportation.
- Reduce energy consumption.
- Internal anti-corruption measures.

- The inclusion of Human Rights clauses.
- Occupational health and safety.
- Occupational accident prevention measures.

**SIGNIFICANCE FOR AEROMEXICO**





## 5. Labor Standards and Human Rights





# Human Rights in Aeromexico

(G4-HR1)

Aeromexico believes that it is important to create the right working environment for its employees, respecting their rights so that they can constructively develop their potential and be encouraged to succeed.

This is in line with United Nations Development Program (UNDP) which states that people are the real wealth of a nation.<sup>1</sup>

Grupo Aeromexico uses this document and others, such as the following, as a legal and regulatory grounds for its labor standards:

- + Universal Declaration on Human Rights
- + ILO Declaration on Fundamental Principles and Rights at Work
- + United Nations Global Compact
- + Federal Labor Act
- + Social Security Act
- + Federal Act on the Prevention and Elimination of Discrimination
- + Mexican Standard NMX-R-025-SCFI-2015 on Labor Equality and Anti-Discrimination
- + Regulations issued by the Ministry of Labor and Social Welfare
- + The Aeromexico Code of Conduct
- + The Aeromexico Declaration on Human Rights
- + The Aeromexico Declaration on Corporate Social Responsibility
- + The Aeromexico Declaration on Diversity and Inclusion

<sup>1</sup> UNDP, 1990. First Human Development Report





All this guarantees the right conditions to ensure the growth of the company and its employees. Following is a table that illustrates the basic principles of Human Rights applied by Aeromexico:

Provide employees with decent and safe working conditions.

Promote an environment based on respect and gender equality without harassment, discrimination, and abuse.

Reject forced labor.

Promote an environment based on respect and gender equality without harassment, discrimination, and abuse.

**Basic Human Rights Principles  
Applied to Working Conditions at Aeromexico.**

Aeromexico has implemented several strategies to ensure the care, respect, promotion, and guarantee of Human Rights, such as the following:

- It partnered with the National Human Rights Commission (CNDH) and certain NGOs to develop a protocol to fight human trafficking. It pledged to actively participate in the project by disseminating information and training employees on how to implement the protocol, when necessary.
- Grupo Aeromexico also partnered with other members of the Mexican Business Council to implement the *¡Éntrale!* Disability inclusion program to hire people with disabilities.

Source: The Aeromexico Declaration on Human Rights







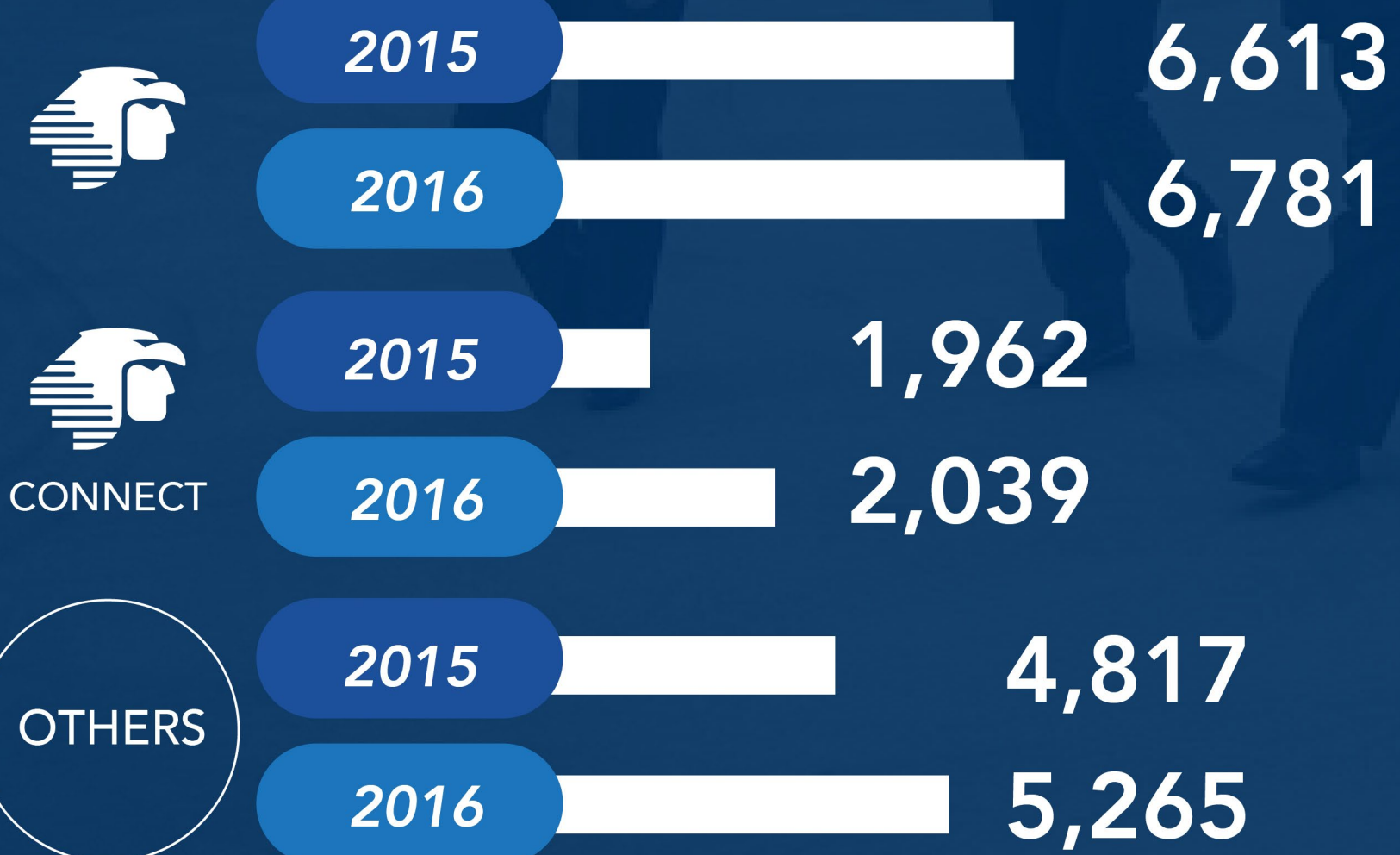
# Job Creation

(G4-9, G4-10, G4-LA1)

Aeromexico has grown integrally and hired a larger number of employees in the last year. As seen in the following table, Aeromexico reported 5.1% growth in its number of employees between 2015 and 2016.

All new hires have taken training on the guidelines outlined in the Aeromexico Statement on Diversity and Inclusion and experienced our corporate values.

## Aeromexico Employees, 2015-2016



2015

TOTAL  
EMPLOYEES  
**13,392**

2016

TOTAL  
EMPLOYEES  
**14,085**

**+5.1%**

Source: Aeromexico's 2016 Annual Report  
Note: The total number of employees includes pilots, flight attendants, administrative staff, dispatchers, mechanics, customer service agents, reservations agents, and airport runway assistants. The data provided includes figures at December 31, 2015, and 2016.





# Unions

(G4-11, G4-LA4, G4-HR4)

Aeromexico employees are free to select their labor associations. Therefore, approximately 68.9% of all Aeromexico employees belong to one of the following four trade unions:

-  **Asociación Sindical de Pilotos Aviadores de México (ASPA)** *Representing Aeromexico and Aeromexico Connect pilots.*
-  **Asociación Sindical de Sobrecargos de Aviación (ASSA)** *Representing Aeromexico flight attendants.*
-  **Sindicato Independencia de Aviación (SIA)** *Represents Aeromexico TechOps, Aeromexico Cargo, and Aeromexico Services ground personnel.*
-  **Sindicato de Trabajadores de la Industria Aeronáutica (STIA)** *Representing Aeromexico Connect flight attendants and ground personnel.*

A good company-employee and trade union relationship is characterized by the parties' willingness to engage in regular dialog and reach agreements.

Aeromexico enjoys this type of sound relations, which is confirmed by the fact that its unionized employees have not engaged in work stoppages since 2002. This is also the result of the implementation of workers' rights policies.





# Benefits and Compensation

(G4-LA2, G4-LA10)

Aeromexico believes that human capital and talent are essential to generate economic and social value. That is why it consistently strives to fairly and adequately reward committed and competitive employees while also offering them development opportunities.

Aeromexico compensation strategy follows the principle of retaining talented employees nurturing strong motivation and increased productivity levels. The Group's employee compensation package contains ample additional benefits, depending on their position, such as those mentioned below:



Three different employee retirement plans for Aeromexico pilots and flight attendants, as well as Aeromexico Connect pilots, in conformity with the terms established in the collective labor agreements, where the company agrees to contribute a monthly amount and an extra percentage based on each employee's voluntary contribution.







# Quality of Life

(G4-LA3)

The well-being of its employees is a top priority for Aeromexico and, as such, it endeavors to keep them satisfied while achieving their projected results.



To this end, it has developed constant communication campaigns, as well as performance evaluations and talent mapping it uses to collect the information necessary to recognize its employees.



It also has a support program for employees who are fathers or mothers, by granting maternity and paternity leaves in addition to the related benefits established by law.



Grupo Aeromexico also offers employees permanent medical care, as another major benefit. All Aeromexico crew members enjoy ample access to the Aeromexico Medical Services Department, as well as the medical attention offered at inbound domestic and international airports.



Recent innovations include facilitating the application of comprehensive psycho-physical exams required for Aviation Technical Staff to revalidate their licenses through authorized supplier LAPI. Attendance was voluntary, in this case, and free of charge for Aeromexico employees.







# Organizational Climate

(G4-LA11)

During 2015 and 2016, the Group continued to improve its internal organizational and labor climate program through Atmósfera (Atmosphere), a strategy created to encourage and nurture a renewed environment for all employees with a warm organizational climate in a dynamic and energetic environment.

This atmosphere is based on the following four pillars:

## Atmósfera



### Effectiveness

Work with energy and being quick and precise allows us to ensure enhanced results and improve our quality of life.



### Service

A warm and cordial treatment between all employees, is fundamental to doing a good job. Let's make each we spend at Aeromexico, a sunny day.



### Commitment

Just as the wind is strong when blowing in one direction, we will go further by working together and creating better conditions as employees give the best of themselves.

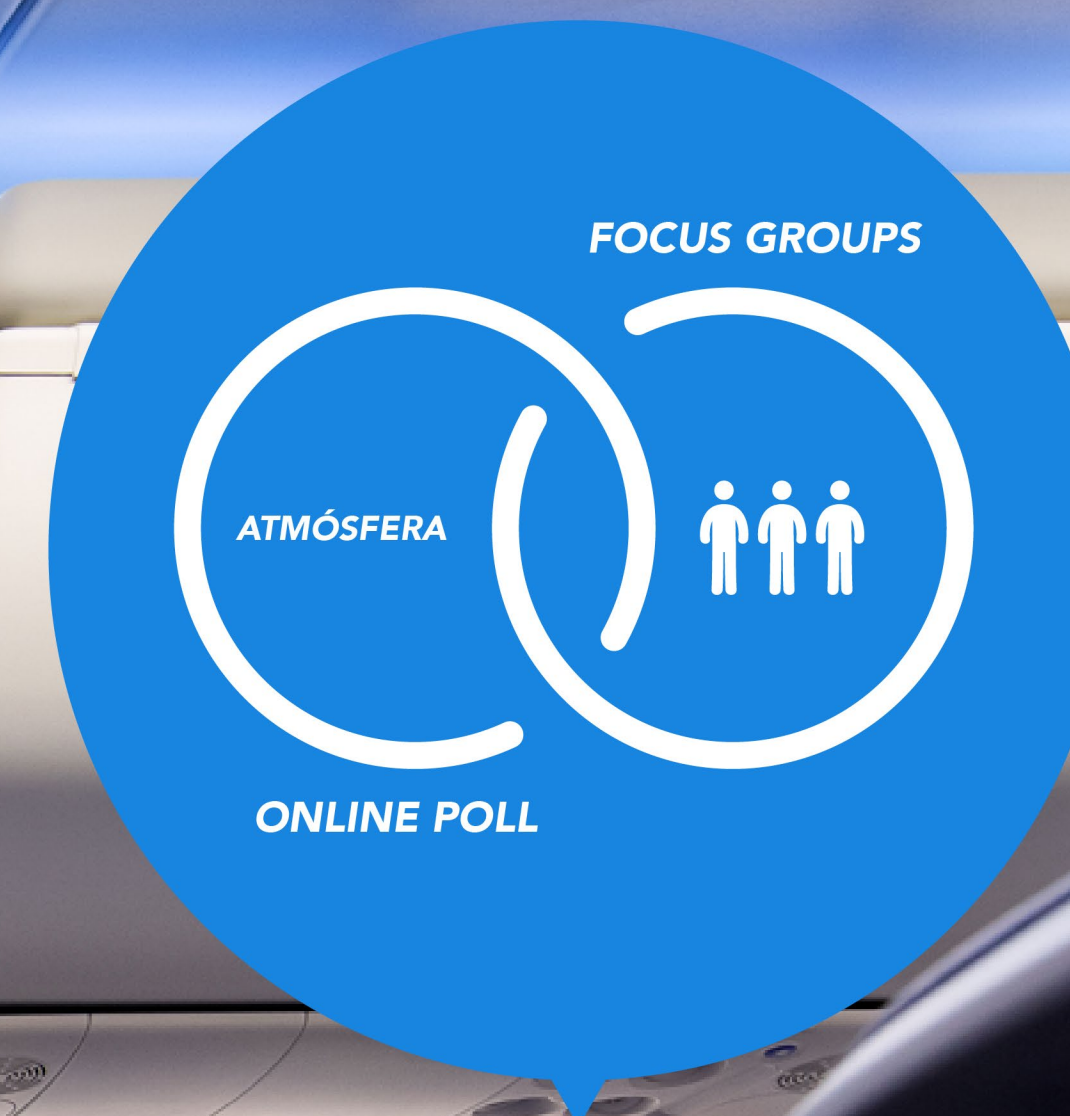


### Leadership

Inspiring by example, obtaining the best results and being key team players, makes leaders everyone can trust because they leave a positive mark on those around them.

In 2016, the Group monitored and followed up on the Atmósfera program with an organizational effectiveness and climate diagnosis, which attracted a larger number of participants than in 2015.

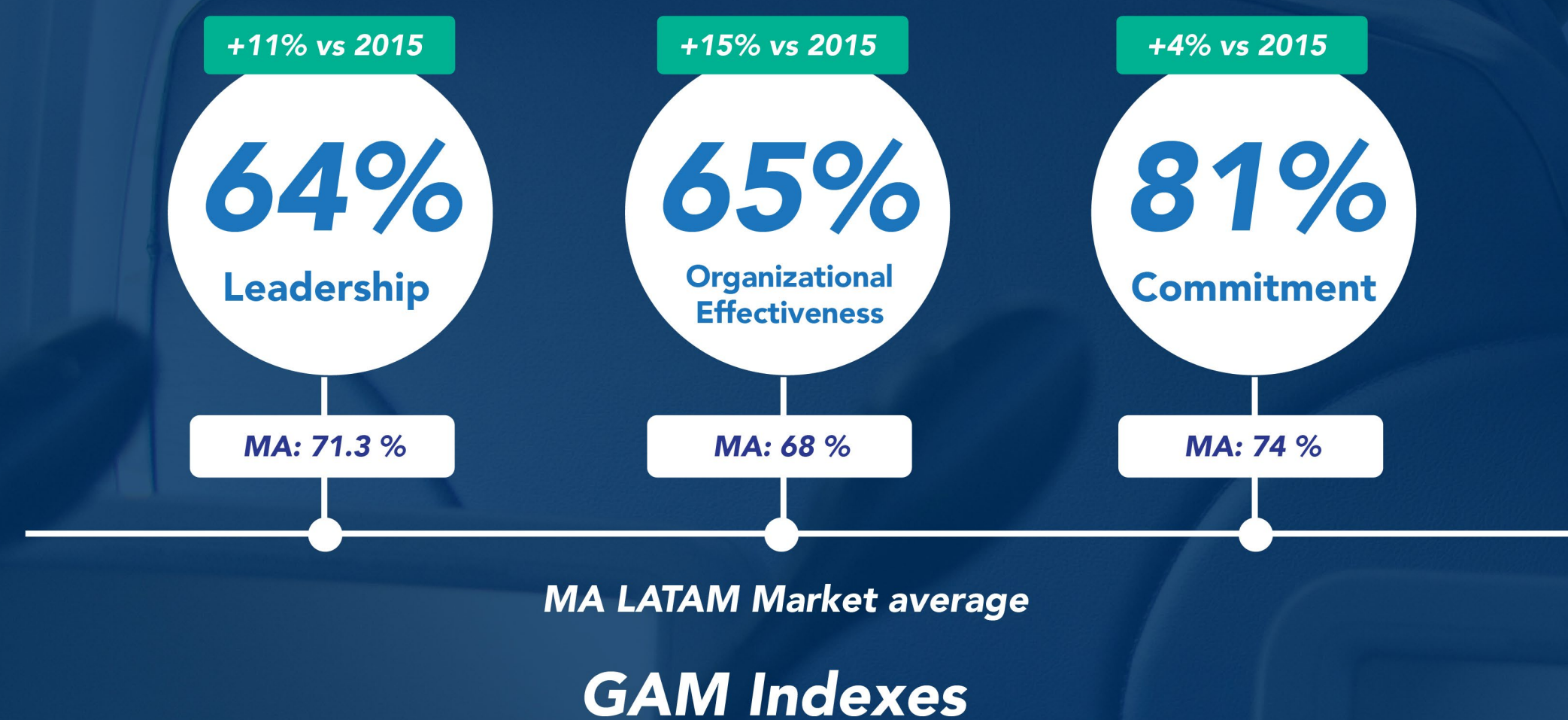
Focus groups and surveys were utilized to obtain information regarding leadership, organizational effectiveness, and commitment to the company.







The results are listed as follows:



It is important to note that all three areas (leadership, organizational effectiveness, and commitment) reported improved performance compared to 2015, particularly in terms of commitment.

Following is an example of the comments made by some employees when assessing the organization:

“Management has gotten closer and integrated work efforts between the different departments.”

“Leaders are more committed to their teams.”

“Things always get resolved, thanks to our commitment and passion.”

“Aeromexico is trying to look after its people, and we often don’t realize it. It would be very hard to obtain what we have now if we were outside.”

“The best company to work in Mexico City; many benefits, good working environment and above all, professionals who offer constant training programs.”

[+ Go to link](#)

“A company with customer service instilled from the beginning. As a commercial aviation fan, I enjoyed every single day.”

[+ Go to link](#)





# Performance Evaluation

(G4-LA11)

Aeromexico believes that it's essential to have a team of people known for their creative and competitive capacities that favor the company's consistent growth. As such, it carries out assessments to determine its employees' performance and uses the information obtained to reward them for their efforts.

The Group also believes in the importance of verifying compliance with its different principals established in its human rights, environmental, and labor policies. Therefore, the Group carried out the following three evaluations to measure employee performance to retain our qualified team players:



The following results were obtained from the 2015 and 2016 performance evaluations:

	LOW	MODERATE	GOOD	EXCELLENT	OUTSTANDING
2015	2%	7%	60%	21%	10%
2016	4%	8%	61%	19%	8%

As can be seen in the table above, nearly 80% of all employees tested had an overall performance score between good and excellent, which speaks of consistency in the employees' quality of work.

Source: prepared with information from AM performance evaluations.





## 6. Society





# Anti-Corruption

(G4-SO3, G4-SO4)

Aeromexico, concerned about ensuring honesty and legality in all its practices, developed an Anti-Corruption Policy based on the legal framework set forth in the Foreign Corrupt Practices Act (FCPA) of the United States of America. The purpose of this policy is to regulate business operations in accordance with international standards of transparency and adherence to the applicable law. All Aeromexico employees are subject to this policy.

It also ensures compliance with the FCPA requirements and those established by other agencies such as the Convention on Combating Bribery of Foreign Public Officials in International Business Transactions of the Organization for Economic Co-operation and Development (OECD), also known as the OECD Convention, and other national and international laws against bribery and corruption in the countries where Aeromexico has a presence.

This Anti-Corruption Policy applies to every Aeromexico director, executive, and employee worldwide, as well as to those who participate in its operations, such as subsidiaries, affiliates and joint ventures, agents, consultants, representatives, service providers and trading partners acting on behalf of Aeromexico.

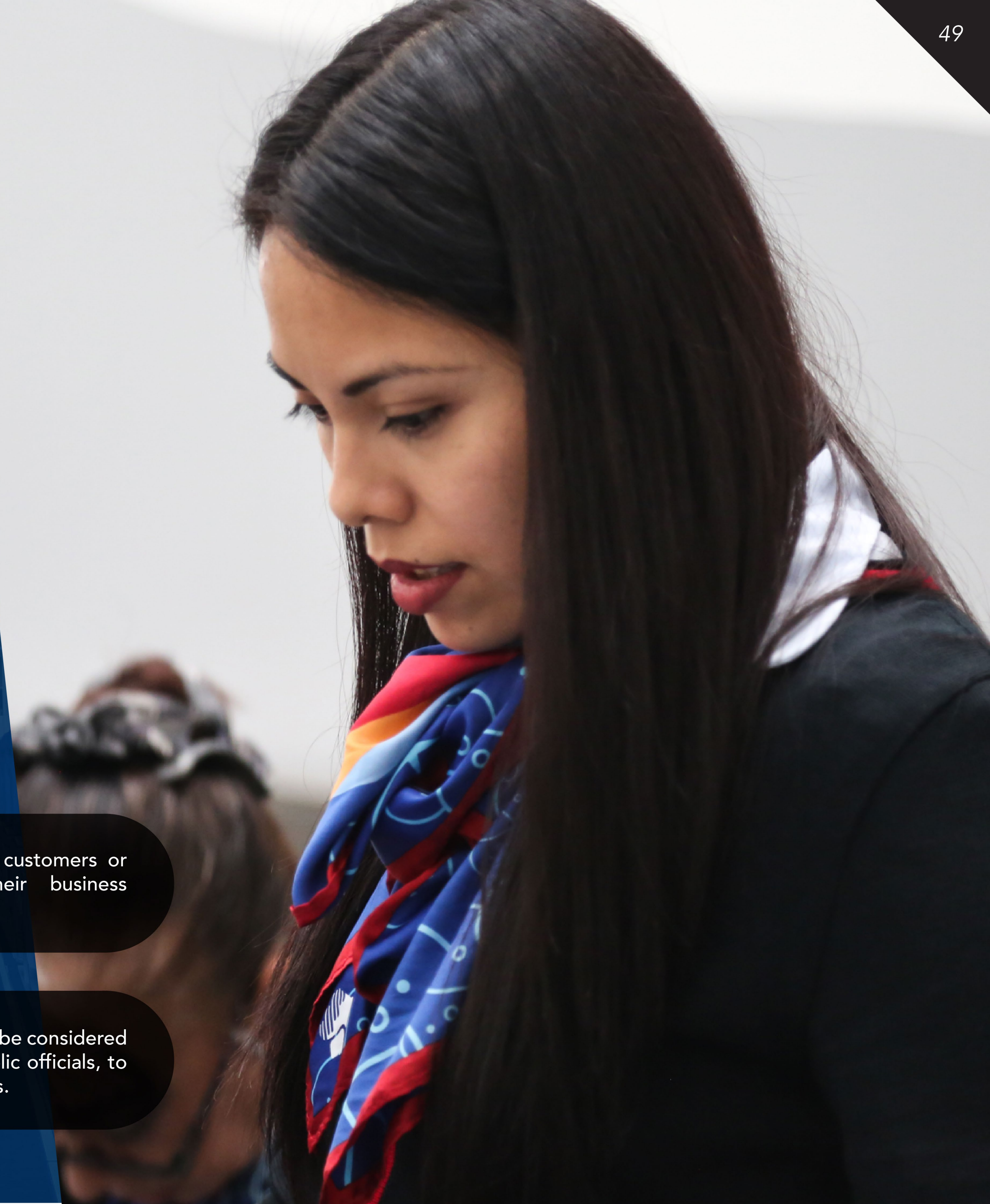
In that sense, Aeromexico has established anti-corruption standards in the organization's Code of Conduct, highlighting the following points:



Employees may not receive gifts from customers or suppliers that may compromise their business judgment.



Employees shall not offer gifts that could be considered a bribe, especially when it comes to public officials, to influence their decision-making processes.







## ► *Customer Service Best Practices*

Aeromexico has a commitment to customers to:

- Offer services and products without discrimination on grounds of ethnic origin or nationality, gender, age, disability, social status, health conditions, religion, opinions, sexual preferences, marital status or any other reason that violates human dignity.
- Provide clear and timely information on the services provided.
- Protect their PERSONAL INFORMATION according to applicable law.
- Always respect the rights of passengers in accordance with applicable law.

## ► *Responsible Business Practices*

Aeromexico has a responsibility to employees and suppliers to:

- Be a source of employment and economic development in the communities where it operates.
- Provide professional development opportunities for employees, as well as safe and healthy working conditions.
- Provide equal opportunities to suppliers and partners, based on their performance and ability to do a job.



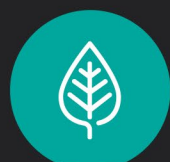
## ► *Anonymous reporting* (G4-58)



Aeromexico has an anonymous complaint mechanism in place available by phone or online, where any employee can report if another employee, customer or supplier has failed to comply with the Code of Conduct or has carried out practices that are contrary to the corporate values. Once the complaint is received, the company follows up on it and makes decisions to ensure that a culture of respect, honesty, and integrity prevails.







# Contribution to local communities

(G4-SO1, G4-SO6)

Aeromexico makes great efforts to position itself as one of the most outstanding airlines in the world in terms of Corporate Social Responsibility. It does this by following a strategy aligned with the United Nations 2030 Agenda, which seeks to generate positive impacts on the community through better social, economic, and environmental performance. Under the motto "Giving wings to the world," Aeromexico's Corporate Social Responsibility mission and vision are described as follows:

## Mission

Join efforts with organized civil society and government to address social and environmental causes that ensure respect for human rights and are aligned with the United Nations 2030 Agenda.

## Vision

To be one of the most recognized companies in the international aviation industry for its Corporate Social Responsibility strategy.



## ► Best practices in the community

Aeromexico is committed to maintaining mutually beneficial relationships with the communities where it operates by:

- Promoting the cultural wealth of the destinations it serves.
- Supporting social responsibility activities through the Aeromexico Foundation.
- Generating information about its environmental, social, and economic performance.





# ✈ Declaration on Diversity and Inclusion

(G4-LA12)



Aeromexico believes that differences enrich and should not generate inequality of rights between people. It believes that respect for diversity is fundamental to nurturing a more integrated society, especially since it is a company that connects people from around the world by serving 87 destinations in 20 countries.

Therefore, it is convinced that it is necessary to focus on inclusion in the entire value chain, as a strategy that, in addition to guaranteeing respect for human rights, enriches human capital, contributes to business growth and the harmonious development of the communities it serves.

In this sense, Aeromexico favors diversity and supports human talent with equal opportunities and working spaces.



**The Scope of Social Responsibility  
at Aeromexico**





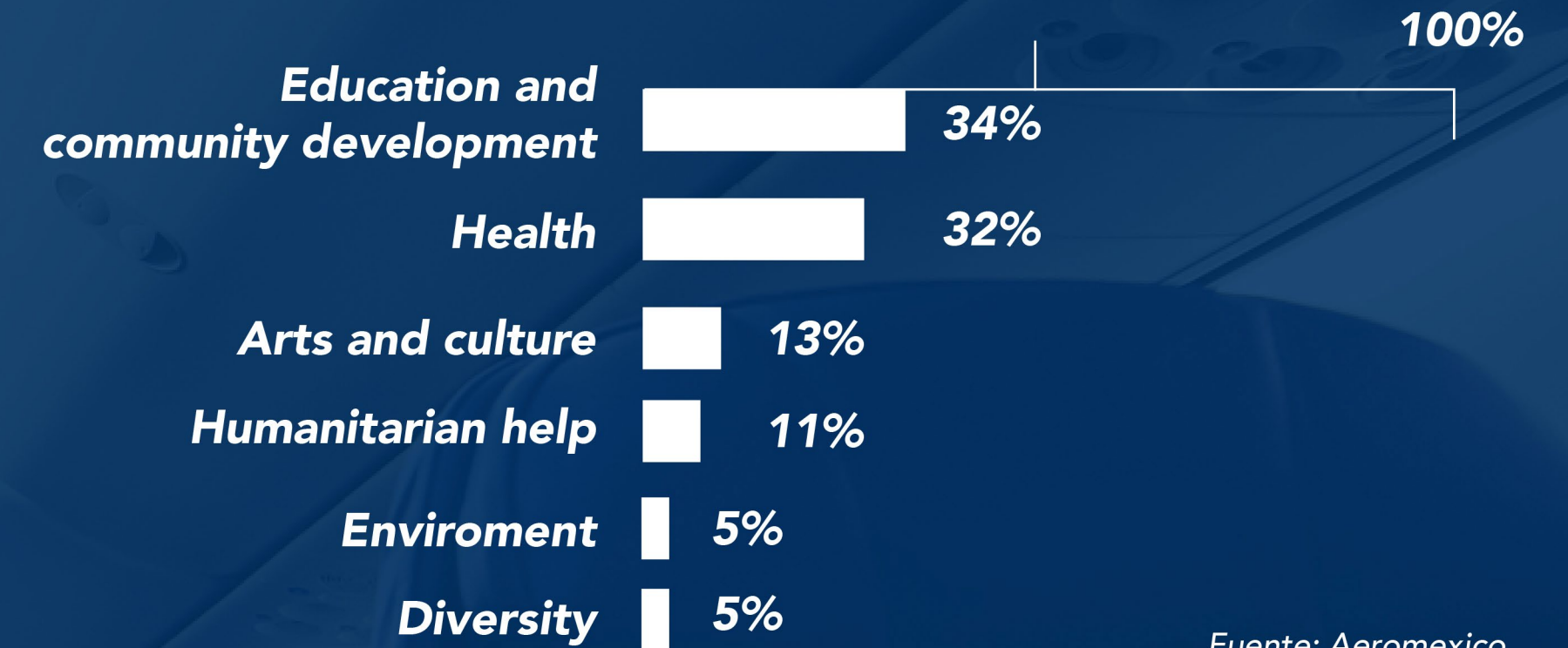
**38**  
Civil organizations  
supported  
with tickets

**2,340**  
Human hours  
invested

**9**  
Volunteering  
programs

**120**  
Volunteers

## Percentage distribution of airplane tickets donated to Sustainable Development Organizations



Fuente: Aeromexico.

Aeromexico focuses on the community and strengthens ties with civil society through domestic and international partnerships, donation of airline tickets, and volunteering.

Through 2015 and 2016, it supported a variety of projects presented by 38 civil organizations by donating airline tickets to domestic destinations such as Aguascalientes, Chiapas, Jalisco, Nuevo León, Sonora, Tamaulipas, and Yucatán, among other states across Mexico, and to international destinations such as New York and Los Angeles.

It carried nine volunteer projects totaling 2,340<sup>2</sup> hours invested by more than 120 volunteers and their family members to meet the established goals. This represents an important contribution to time, work, and effort by the volunteers, who enjoyed a wonderful experience working with the community and taking actions on behalf of the environment.

Aeromexico is a socially responsible company that is committed to improving the environment and mitigating its carbon emissions. An example of this was provided by one of the organizations it works with to rescue cacao in Mexico.

“

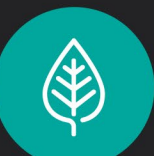
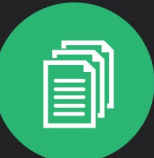
Aeromexico is a leading company that seeks to reduce its impact on the global environment, by integrating more developed processes and collaborating with its partners in meeting both its internal and global goals.

(Interview with Conservation International México, A.C., April 2016).

”

<sup>2</sup> Calculation of volunteer hours prepared by the Aeromexico Corporate Social Responsibility Department.



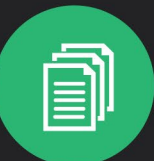


Some of the civil society organizations Aeromexico supported to promote and nurture children and young people's wellbeing include Lazos, IAP, Save The Children Mexico, Fútbol y Corazón, A.C., Cleantech Challenge S.C., and Conservation International México, A.C., focused on incentivizing environmental sustainability through actions intended to ensure the effective and efficient use of natural resources.

The different programs implemented between 2015 and 2016, indirectly impacted 3,485,009 people thus making Aeromexico very proud of its participation in projects that make a difference.







“

**Aeromexico is one of the most successful and reputed Mexican companies both in Mexico and abroad. Having a partner like Aeromexico to meet our institutional goals, strengthens our vision of involving the most relevant players in the private sector. We mutually strengthen each other by sharing our social impact vision through corporate social responsibility strategies and by having a presence in different forums and channels we would not be able to access without its support.**

*(Interview with Save the Children staff,  
December 2016).*

”

We interviewed Save the Children for this report. The organization confirmed that its partnership with Aeromexico has translated into savings, operational efficiency, and comprehensive support.

This is reflected in programs to support migrants, fight child labor, promote a culture of peace and reduce violence against women.







## ✈ Social Investment Map

(G4-SO6)

As stated earlier, Aeromexico has participated in different social impact projects aligned with meeting the United Nations Sustainable Development Goals. Thanks to this, hundreds of lives have been benefited, and multiple organizations at an international level have been able to strengthen their projects by participating in national and international meetings and workshops.

Here are some results obtained in the last two years:





## Social impact generated by donating airline tickets

### **Crea Comunidades de Emprendedores Sociales A.C.**

- Conference in New York: 50 conference participants as direct beneficiaries and 200 indirect participants who watched the conference online.
- 127 people benefited directly with the delivery of course certificates for entrepreneurs in Aguascalientes and 381 indirect beneficiaries served per quarter.
- 50 beneficiaries directly benefited with the Social Impact Bonus project in Guadalajara, plus 1,200 people indirectly benefited by the project.
- 10 beneficiaries in workshops taught in Guatemala.
- 6 direct beneficiaries who participated in the opening meeting of a center in Merida, Yucatan that will serve more than 600 women per year.

### **Proyecto Lupita**

- Support for the opening of a clinic and a workshop in Huatulco, Oaxaca, offering treatment for children born with clubfoot.
- 27 patients with clubfoot were directly benefited by receiving medical attention and prosthesis, plus another 27 indirectly benefited as patients receiving care.

### **Patronato del Museo del Niño de Ciudad Juárez, A.C.**

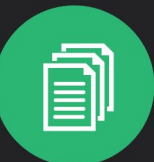
- 2,236 people who visited the temporary Frida and I and Diego and Frida exhibitions were the direct beneficiaries, as well as parents, teachers, students, and their relatives in Ciudad Juárez, Chihuahua, who were indirectly benefited by receiving information on the experience of these exhibitions.

### **Make-A-Wish México**

- 2 people, one of them a girl who got her wish, that produced a positive impact on her health by flying to Paris. 15 other people were indirectly benefited, including family members and volunteers.







**Laboratorio de Emprendimiento y Transformación de la Escuela de Gobierno y Transformación Pública del Tecnológico de Monterrey**

- Support for the MECATE program, where entrepreneurs from different parts of the world strengthen and support work teams focused on projects that produce a strong social impact on Mexico with their expert advice, ties, and resources.
- Strengthening of 11 public impact projects and 6 entrepreneurs directly supported by the 29 entrepreneurs who traveled from Chile, France, and Panama.
- Indirect community benefits by the Entrepreneurship and Transformation Laboratory comprising more than 100 entrepreneurs, programmers, designers, and social innovators from Mexico and the world.
- End users benefitted from the 3 sponsored projects: Tutorez (more than 500 tutors and students); Democracy Earth (in the development stage), and Asela (more than 4,000 entrepreneurs).

**1A1 Movimiento en contra de la esclavitud (Operación Bendición México)**

- More than 50 volunteers were trained to activate the AWAKE virtual reality human traffic prevention project throughout the city of Rio de Janeiro and present the experience to 4,000 people from 39 different countries.
- The relationship was strengthened, and ties were established with key allies in Mexico and Latin America to prevent human trafficking.
- The impact of the project on children, adolescents, and potential human trafficking clients was executed and measured in the framework of an international sports event, in an effort to replicate it in other similar events in the medium term in Mexico.
- Pioneers in a project that combines the technological advances with a social cause.
- Indirectly reached nearly 10,000 more people through the 27 Million Brasil organization networks in South America.

**Iniciativa Ciudadana para la Promoción de la Cultura del Diálogo, A.C.**

- 16 people took the class Psycho-sociocultural approach to migration offered through the Psychological First Aid for Migrants diploma course taught by the speaker Aeromexico took from Chiapas to Mexico City. The project also benefited 205 people who had access to the class in remote locations online.

**Fundación La Barca de Ámbar A.C.**

- 350 beneficiaries attended the International Congress on Child Safety in Tampico, Tamaulipas, whose speakers traveled from Madrid, Spain, and indirectly reached 3,300 more.





### ***Anónimo, Una Subasta de Arte Colectivo México***

- 16 staff members and the founder of the Undocumented Program, met in Miami to hold art and design events with 950 guests.
- The Group also impacted the lives of 500 children without parents (sponsored by the Cabañas Hospice of Guadalajara), who are looking for a career in music.

### ***Worldfund***

- Support to relocate the work team to New York to attend meetings to strengthen or initiate strategic alliances to continue the mission of eradicating poverty through quality education.
- 1 direct beneficiary.
- 3.400 million indirect student beneficiaries.

### ***Pintando Santa Catarina Palopo***

- 25 people who received the art workshop and 4,500 indirectly benefited in Santa Catarina Palopo, Guatemala.

### ***Artefactum***

- 2 beneficiaries who represented Mexico at international theater conferences in Baku, Azerbaijan, and 8 indirect beneficiaries.

### ***Lazos I.A.P***

- Transfers from Mexico City to Aguascalientes, Chiapas, Chihuahua, Coahuila, Nuevo León, and Tamaulipas. Direct beneficiaries: 14 members of the Lazos operations team who attended the 1st National Congress of Promoters in May 2016.
- Indirect beneficiaries: 42 collaborators who received the information through didactic feedback.

### ***Fundación Mexicana de Apoyo Infantil, A.C.***

- 2,500 young people and 2,373 children who participated in workshops and training related to the Protection of unaccompanied migrant children and young people project. Thanks to the training provided for 15 organizations, 3,000 young people were indirectly benefited, plus 5,000 children who enjoyed the possibility of participating in the activities.







**XXI Congreso Internacional de Contaduría, Administración e Informática de la Facultad de Contaduría y Administración UNAM**

- One U.S. speaker benefited, who participated in the 22nd International Congress of Accounting, Administration, and Computing of the School of Accounting and Administration, attended by 1,000 people.

**Cleantech Challenge S.C.**

- 12 direct beneficiaries supported in the diffusion and strengthening of the entrepreneurial culture, which impacted more than 10,500 indirect beneficiaries.

**Fundación del Empresariado Chihuahuense, A.C. (FECHAC)**

- Direct beneficiaries: 26 Rarámuri girls from the indigenous Yermo and Parres de Carichí Chihuahua boarding school, who traveled comfortably and safely to Mexico City to sing the National Anthem at the opening of the Mexican F1 Grand Prix and visit places of interest in the city.
- Alliance with the Ministry of Public Education (SEP), the CIE Foundation, and FECHAC to crystallize a construction and equipment project for the institution valued at more than MXN 6.5 million, MXN 2.4 million of which came from the efforts made with the SEP and CIE that will be delivered in various administrations. 14 more girls and young people who also live in the Yermo and Parres boarding school will also benefit from these efforts.

**Fundación EDUCA México, A.C.**

- Transportation provided from Los Cabos, Baja California Sur, to Mexico City so EDUCA Network teachers and directors could attend the 13th EDUCA Teacher Training Congress.
- Direct beneficiaries: 850 EDUCA Network teachers and directors.
- Indirect beneficiaries: 58 EDUCA Network institutions and 11,610 students.

**Fundación Mexicana de Apoyo Infantil A.C. Save The Children**

- Transfers from Mexico City to Culiacán, Guadalajara, Monterrey, Tapachula, and Tijuana to workshops convened by Save the Children for the Protection of unaccompanied migrant children and young people project.
- Direct beneficiaries: 2,500 young people and 2,373 boys and girls.
- Indirect beneficiaries: 15 organizations trained, 3,000 young people and 5,000 children who participated in school activities organized by the program.





Grupo Aeromexico has also focused on consistently renewing and promoting the Volunteer Program to create leaders of social change in the organization, who actively participate in a variety of actions implemented in their work and personal environments.

***Volunteers are encouraged to become agents of change that promote a culture of citizenship and peace.***

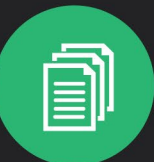
Aeromexico's relationship with society builds bonds of responsibility and participation that are a momentous precedent for the business sector in Mexico and the world.

“

***We see Aeromexico as a leading company in terms of technology, human capital, and social responsibility that seeks not only to contribute to the environment but also to the human being by caring for its world, its culture, its rights and especially the gender gap.***”

(Interview with  
Emprendedores Sociales, A.C.,  
April 2016).





## ✈ Volunteers: Giving Wings to the World, going further every day...

(G4-SO1)

Economic growth with added social value is crucial for Aeromexico. The Group firmly believes that by joining forces and ensuring its employees committed participation, it will be able to go further in building a sustainable Mexico and the world. To achieve this, it invests in practices, processes, and resources that contribute to improving the lives of people and society.

An example of this is the design and implementation, in 2016, of the volunteer action procedure as a mechanism that formalizes and guarantees the permanence and extension of the organization's Corporate Social Responsibility strategy and the formation of a committee that evaluates project proposals intended to ensure the increased transparency of these practices.



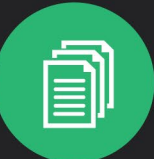


## Volunteer days held from 2015-2016 and their impact

Name of the action	Description	Results and community impact
<b>Nourish a Child: nourishing children, working with families, strengthening communities</b>	A group of Aeromexico employees and their family members joined forces with the Nutre a Un Niño, A.C. organization to promote community development in two villages that live in poverty and marginalization in the municipality of Acambay in the State of Mexico. The work consisted of planting backyard organic orchards that will allow families to have a source of healthy food and income from the sale of surpluses.	<ul style="list-style-type: none"><li>• 25 families from the La Estancia and Chanteje communities.</li><li>• Given the impact produced by the replication and productive-commercial articulation of orchards, people in these communities will benefit directly or indirectly from these efforts, in addition to promoting community development and social welfare.</li></ul>
<b>Environmental Volunteering with Conservation International Mexico</b>	Several species of grassland were restored in the Milpa Alta water forest in Mexico City. The forest is located between Mexico City, Cuernavaca, and Toluca. It is a forest ecosystem that provides water, regional climate stability, and food and oxygen to the people of the Valley of Mexico, as well as one of the highest concentrations of biodiversity including endemic species.	<ul style="list-style-type: none"><li>• Directly: residents in Milpa Alta and its surrounding communities.</li><li>• Indirectly: The Valley of Mexico.</li></ul>
<b>Volunteering with Fútbol y Corazón A.C. in Guadalajara, Jalisco</b>	The purpose of this project was to promote a sense of belonging to their country of origin among the beneficiaries, through different traditional Mexican games, and rescuing of Mexican childhood customs and roots, while also developing healthy coexistence and team work.	<ul style="list-style-type: none"><li>• Children at the Rafa Márquez Children's Center.</li></ul>
<b>Delta Global Build Mérida In partnership with Habitat for Humanity and Delta Air Lines</b>	Home construction work days.	<ul style="list-style-type: none"><li>• 6 homes built for low-income Mexican families in Chicxulub, Yucatán.</li></ul>







## Volunteer days held from 2015-2016 and their impact

Name of the action	Description	Results and community impact
<b>Talks on the detection and prevention of human trafficking by the National Human Rights Commission (CNDH)</b>	Participation in talks with CNDH experts on human trafficking, and how to identify, denounce, and prevent it.	<ul style="list-style-type: none"><li>70 people understood the importance of observing this complex issue, and how to properly handle the possibility of dealing with a case of human trafficking by learning the legal framework that applies to these crimes, and the agencies they must go to in these cases.</li></ul>
<b>Pink October talks with Fundación Tócate, IAP</b>	The goal was to publicize actions and solutions to prevent and treat breast cancer.	<ul style="list-style-type: none"><li>50 employees trained by raising awareness on the subject matter..</li></ul>
<b>Save The Children</b>	Rehabilitation of a dining room, chairs, and walls of a children’s community center in the State of Mexico.	<ul style="list-style-type: none"><li>Children of the Arcoiris Children’s Community Center</li></ul>
<b>Mentoras con Emprendedores Sociales A.C. (CREA)</b>	Pro bono training provided on human resources, marketing, and social responsibility.	<ul style="list-style-type: none"><li>50 women took the training at the Aeromexico facilities.</li></ul>
<b>We brought wings to Luz de Vida, A.C.</b>	We held a special event with families benefited by Luz de Vida, an organization that provides all-inclusive support for low-income children and young people suffering from some form of cancer. This experience was packed with smiles, games, and fun, as a squadron made up of four pilots shared their aviation experiences with the children, encouraging them to never give up on their dreams.	<ul style="list-style-type: none"><li>30 children cared for by Luz de Vida, A.C. and their family members.</li></ul>

Source: Preparation from documents provided by Aeromexico on its 2016 Donations Results.









These volunteer actions allowed us to contribute to the promotion of well-being and sustainable development of communities and their economic, environmental and social improvement, as well as respect for and guarantee of human rights.

Some of the impressions expressed by the volunteers include:

**“ I really love my job and my company, but seeing that it allows us to get involved in these activities, makes me feel more committed to AM and even more motivated because it allows us to develop continuously and gives us opportunities to grow both in the workplace and on a personal level. ”**

*(Opinion of an Aeromexico employee on volunteering, 2016).*

**“ Thank you for giving me this contact with nature, with my peers from other departments, and the wonderful time we spent with the beautiful people of the community of Milpa Alta. All my senses were nourished, and that is great! Thank you, Alas., Please organize these activities more often! ”**

*(Opinion of an Aeromexico employee on volunteering, 2016).*

**“ I live in Guadalajara, and it was very nice to be considered for this event since they are usually carried out in Mexico City. ”**

*(Opinion of an Aeromexico employee on volunteering, 2016).*







# Humanitarian Aid

(G4-SO1)

Aeromexico is always prepared, with its characteristic solidarity, to provide humanitarian support both in and out of Mexico. It has thus formed alliances with organizations such as Cadena and Airlink, dedicated to supporting victims of natural disasters and emergencies, to provide them with the necessary transportation services and to transport food or experts to assist them with rescue procedures.

It also provides relief and aid to rebuild communities affected by natural disasters with health brigades in health emergencies, while also providing assistance to war refugees.

The following provides a few examples of this aid:

According to information published by the United Nations High Commissioner for Refugees (UNHCR), every minute eight people leave everything behind to escape war, persecution or terror.

The armed conflict in Syria, which is already in its fifth year, has been classified by the United Nations as the biggest humanitarian and refugee crisis of our time.

To date, nearly 12 million people have left their homes, 6.6 million of which are internally displaced and 4.8 are refugees who have fled the country.

***Trough the years  
Aeromexico has increased  
its support towards  
humanitarian help  
organizations.***







Mexican society has a long tradition of asylum and refuge. To build on this rich tradition of solidarity, the Habesha Project was created in January 2014, by civil association, Diálogo Intercultural de México Activo (DIMA).

The purpose of this initiative is to show solidarity with the people of Syria, as institutions of higher education in Mexico received a group of young Syrians whose studies were interrupted due to the armed conflict in their country.

Aeromexico empathized with the Syrian people and supported the Habesha Project by bringing ten students to Mexico to finish their studies.



ES EN AR  
Idiomas / Languages

# PROYECTO HABESHA

Por la reconstrucción y la paz en Siria

LOS ESTUDIANTES

DONAR

Know more  
about the project

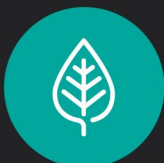
Go to site





# 7. Sustainability





# Sustainability

(G4-SO1)

For Aeromexico, the conservation of the planet is a priority, so it developed an Environmental Policy to ensure that its activities produce the lowest impact possible on the environment and contribute to the planet's sustainability. This policy integrates the following principles:

1



Reduce greenhouse gas emissions.

2



Ensure the efficiency and sustainable use of natural resources.

3



Adopt sustainable practices by consuming products with lower environmental impacts.

4



Implement waste reduction, reuse, and recycling campaigns.

Source: Prepared with information provided by Aeromexico.





## Fleet sustainability

(G4-EN6, G4-EN7, G4-EN19)

**41%**  
*of its aircraft fleet  
has been renewed in  
the last two years*

Aeromexico has made a major effort to acquire next generation aircraft as part of its worldwide reputation for the quality of its services, the modernization of its processes and the implementation of new technology.

The new fleet that provides enhanced customer services meets the desired projections and implies a lower environmental impact in its operation, as it requires less fuel and emits less noise, among other factors.

The Group's modern aircraft fleet now includes the new Boeing 787-9 model known for its efficient fuel consumption that generates less CO<sub>2</sub> emissions — almost a quarter less than similar aircraft —, in addition to producing less noise pollution and providing enhanced passenger comfort.

With the acquisition of this model, along with the Boeing 787-8 Dreamliner and the Boeing 737-800NG model.

Furthermore, its flight techniques have been optimized as the equipment has been improved to also contribute to these reductions.

**“ The greenhouse gas  
emissions generated  
annually by each  
passenger and kilometers  
traveled in the last ten  
years have been reduced  
by more than 40%. ”**





# ✈ Energy Savings and CO<sub>2</sub> Emissions

(G4-EN1, G4-EN3, G4-EN7, G4-EN15-17, G4-EN19, G4-EN27)

Aeromexico has made caring for the environment a part of its growth strategy. The optimization of its maintenance processes, the use of biofuel, the purchase of carbon credits and especially the renewal of its fleet, are solid evidence of the actions it has implemented for the planet. It has also complied with the established CO<sub>2</sub> emission reductions and achieved greater efficiency in energy consumption throughout its operations.

The company finds it motivating to see the impact its policies produce on society.

Here are some examples of how important it can be for Aeromexico to produce a positive influence to reduce the impacts of global warming.

The biogas recovery, burning, and use project implemented in the León, Guanajuato landfill is expected to reduce 100,000 tons of CO<sub>2</sub> per year, equivalent to the climate change effect produced by 20,000 cars and the electricity consumed by 3,000 families per year. A similar project is being implemented in the Culiacán, Sinaloa landfill.

Progress in sustainable development goals.

Reduction of GHG emissions.

Waste management solutions.

Fuel consumption efficiency.





The following table illustrates Aeromexico’s fuel consumption:



**Aeromexico’s Fuel Consumption in 2015**

Fuel type	Amount	Unit
Jet fuel	578,727,140	Liters
Gasoline	1,693,226	Liters
Diesel	1,823,637	Liters
LP Gas	51,660	Liters
Electricity	13,756,567	kWh



**Emissions 2015**

	CO <sub>2</sub> e (ton)	CH <sub>4</sub> (ton)	N <sub>2</sub> O (ton)	Total CO <sub>2</sub> e emissions (ton)
Scope 1 - Direct emissions	1,432,970	508	11,095	1,444,573
Scope 2 - Indirect emissions	6,300	0	0	6,300
Total (Scope 1+2)	1,439,270	508	11,095	1,450,873

Grupo Aeromexico is currently working on new initiatives and strategies to strengthen and complement our fuel program, such as the installation of Scimitar winglets on 14 of our B737-800 aircraft.

We are also working with Boeing on a consultancy program for reducing fuel consumption in our B737-700/800 airplanes on arrival. These efforts also include taxiing upon arrival with the engine of our B767-200/300 airplanes, the performance assessment of our Embraer fleet, application of aerodynamic improvements in our E-Jets models, and benchmarking of fuel saving programs with other carriers, among others.

Source: Preparation with data from the 2015 GAMCOA Consolidated Companies Report.







► **Environmental Policy**

This policy has materialized in actions that contribute to care for and improve the environment. In the years 2015 and 2016 the following were carried out in this regard:

► **PROFEPA Agreement**

(G4-EN13, G4-EN14, G4-EN22, G4-EN27, G4-EN32, G4-EN33)

Grupo Aeromexico signed a collaboration agreement with the Mexican Federal Environmental Protection Agency (PROFEPA) to strengthen surveillance and prevent illegal trafficking of wildlife on airlines.

Part of the agreement involved the generation of a work plan and the training of employees on the subject matter, thus seeking to contribute to the protection of biodiversity by avoiding practices that could deplete it.

► **Training Plan and Program Derived from the PROFEPA Agreement**

The following topics were addressed in group sessions:

Functions of the Environmental Inspection Program in Ports, Airports, and Borders.

Legal requirements for the transfer of samples, parts, and derivatives in transit and at their final destination (documentation, regulated goods, and main doubts in transborder movements and the PROFEPA approach).

Examples of illegal trafficking of species at airports and the enunciation of the main species trafficked from Mexico.

As part of its environmental policies, Grupo Aeromexico also decided to participate in PROFEPA's National Environmental Audit Program to obtain the Clean Industry certificate, which approves the processes carried out in the maintenance hangar at the Mexico City International Airport (AICM) and recognizes actions taken in waste management, water care and environmental risk management.

This action distinguishes Aeromexico as an environmentally responsible company as it seeks to obtain certification under official standards.







Another important collaboration effort with PROFEPA included the Group's participation in the Environmental Leadership Program for Competitiveness, by integrating the environmental strategy into the value chain. Thus, suppliers were encouraged to improve their performance in favor of the environment by involving them in this program that seeks to reduce emissions and waste by ensuring consumption efficiency consumption and saving water. A total of nine eco-efficiency projects were identified to jointly produce the following results:

*Save a water volume equivalent to the amount needed by nearly 3,500 people in Mexico City.*

*Save enough electricity to supply 60 homes for a year.*

*Prevent 320 tons of CO<sub>2</sub> emissions in one year.*

### ► **COP13 Promoter** (G4-EN13)

Aeromexico served as the official airline of the United Nations Conference on Biodiversity that included the 13th Conference of the Parties to the Convention on Biological Diversity (COP13) held in Cancún, Quintana Roo. It also contributed to this event by facilitating the transportation for delegates from 196 countries to meet with specialists and authorities for the formulation of substantial agreements producing a global impact on the subject matter.

### ► **Environmental Management System (EMS)** (G4-EN27)

In 2016, Grupo Aeromexico implemented the Environmental Management System (EMS) in its aircraft line maintenance processes at Hangar Oriente at the Mexico City International Airport (AICM), to provide standardized processes and a continuous improvement cycle compatible with occupational health and safety. This system is established according to to ISO 14001:2004 standard and was audited in the first half of 2017 to be certified by an accredited entity.





## ► Biofuel

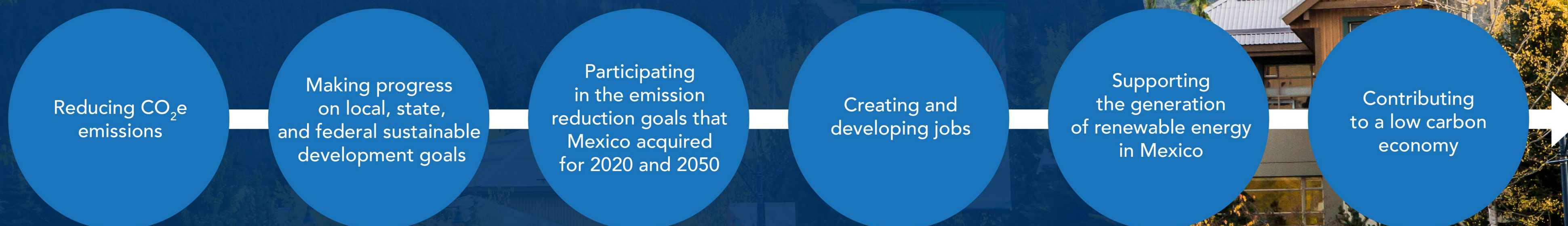
(G4-EN6, G4-EN7, G4-EN19)

Aeromexico, aware of the environmental impact of fuels, carries out concrete actions to reduce such by using biofuel on some of its international routes. It has also been part of the Sustainable Aviation Fuel Users Group (SAFUG) since 2011. The SAFUG is an organization that promotes the use of fuel with a positive environmental, socioeconomic, and energy impact. It also supports the research and development of biofuels working together with public agencies and business partners to generate a future benefit for the company and the environment.

## ► Vuela Verde Program

(G4-EN6, G4-EN7, G4-EN19)

The Vuela Verde Program offers Aeromexico passengers the possibility of offsetting the greenhouse gas (GHG) emissions generated by their flight with a voluntary MXN 35 donation, thus contributing to:



***In 2016, the participation of customers involved in the Vuela Verde Program grew 78% compared to 2015.***





Aeromexico uses the amounts collected every month to acquire carbon credits from national projects that accelerate the decarbonization of the country's economy through the generation of renewable energy.

This project is certified under international standards based on the Mexican Carbon Platform MEXICO<sub>2</sub>.

The collection has been earmarked for the following projects:

► **Wind Farm in Oaxaca**

In addition to replacing the use of fossil fuels with renewable energy for electricity generation, this wind project strengthens civil society and indigenous peoples with support for regional and local employment initiatives, and youth and community activities.







► **Solar Plant in Baja California Sur**

Located near La Paz, this solar power plant is an important part of the clean energy revolution in Mexico. It is the largest in Latin America and the first large-scale plant in Mexico. It has a capacity sufficient to supply consumption for 65% of the town's population.

► **Sanitary Landfill in Guanajuato**

The project has involved the investment, construction, and operation of a landfill's biogas collection and flaring system. The purpose of burning this fuel is to control methane emissions to mitigate its effect on the environment, and control odors, health risks, and adverse effects. The landfill also expects to install equipment to generate renewable energy from biogas.

**During 2015-2016,  
Aeromexico offset  
8,022 tons of  
greenhouse gas  
emissions through its  
Vuela Verde program.**

Grupo Aeromexico is also actively involved in the implementation of the goals established in Mexico to reduce global warming (Intended Nationally Determined Contributions), defined in the Paris Climate Change Accord. In addition, it sets the example nationally by voluntarily offsetting greenhouse gas emissions through an international mechanism, such as the carbon credits certified by the United Nations Organization program distinguishing Grupo Aeromexico as a company with a Clean Development Mechanism.







# Support to Environmental NGOs

(G4-EN1, G4-EN3, G4-EN7, G4-EN15-17, G4-EN19, G4-EN27)

In 2015 and 2016, Grupo Aeromexico supported environmental and sustainable development NGOS by donating airplane tickets to carry out activities and attend meetings in different cities across the globe. It is motivating for the Group to assist people concerned about the environment, so they can extend their range of action and take local issues to the other forums they attend.

## ENVIRONMENTAL INVESTMENT MAP

### Foundation/Organization

### Number of Direct and Indirect Beneficiaries

*Cleantech Challenge*

12 beneficiaries, including entrepreneurs who won a competition held in several cities in Mexico that promote the initiative's activities, as well as personnel who strengthened ties with the Los Angeles Cleantech Incubator (LAC) and FinPro, ProMéxico's counterpart in Finland. These efforts benefited more than 10,500 people.

*Land Life Company*

15 members of the Mexico team met in Amsterdam to interact with the international team and share experiences and knowledge. Grupo Aeromexico also supported people attending COP13 in Cancún to contact other NGOS, companies, and leaders to define strategies to improve ecosystems in Latin America.

*Red de Escuelas por la Educación y la Conciencia Ambiental A.C.*

One of this association's members attended the 1st Environmental Education Congress for Sustainability organized by the National Association of Environmental Education (ANEA), held in Tuxtla Gutierrez, Chiapas, benefiting 400 schools in the Schools in Action program.

*Fundación el Buen Socio te Apoya, A.C.*

23 people attended the financial education courses taught in Bahía de Kino and Puerto Libertad, which also benefited 95 members of 19 cooperatives attending the workshops. An El Buen Socio member attended the Financial Planning for Coffee Plant Renewal workshop taught by Root Capital.







# Sustainable Inflight Services

(G4-EN27)

Aeromexico, committed to sustainability, also carries out actions on board the aircraft to encourage the use of sustainable materials and practices.

The preservation and image of each airplane is a prime factor in ensuring customer satisfaction and, especially, environmental care. Therefore, it is a priority to ensure the equipment's optimal conditions with permanent inspection and maintenance programs, as well as ensuring that they contribute to environmental sustainability and provide a standard to ensure passenger comfort.

Grupo Aeromexico's image and service standards strategy for its fleet's interior renovation in 2016 consisted of the following:

## Phase 1

The carpet, seat covers, cushions, and seatbelts were changed on 16 B737-700, five B737-800, and five E170 airplanes.

## Phase 2

This phase includes changing the carpet, seat covers, cushions and seatbelts on 44 AM Connect aircraft (36 E190 and 8 E170).







With these two phases, we sought to standardize the image of the Aeromexico fleet to achieve greater consistency in our service offerings and decrease aircraft weight to reduce fuel consumption.

**Aeromexico also offers other sustainable services on board, such as:**



**iPads for Flight Attendants**

Manual de Sobrecargos y Prontuarios de Servicio son "paperless".

Bitácora de Servicios "paperless".



Reports of irregularities occurring on board now sent through the iPad, thus eliminating the need to carry printed forms on board each aircraft.



Collection of corkscrews for social causes. (Flight Attendants)



Liquids on international flights (juices, soft drinks, water). (Inflight Services)

If they have not been consumed when sent back to Mexico City, the Catering Services suppliers recover them for use on other flights departing Mexico City.



Blankets, pillows, duvets (Inflight Services)

They are washed in Mexico City and undergo a thorough cleaning process to reuse on board.



Lighter Service Trolleys (Inflight Services)





# 8. GRI Index







THE ORGANIZATION'S PROFILE			
G4-1	Page 32	G4-9	Pages 31, 41
G4-2	Page 32	G4-10	Pages 41
G4-3	Pages 5, 14	G4-11	Pages 42
G4-4	Pages 5,14,16	G4-12	Pages 34
G4-5	Pages 5, 14	G4-13	Pages 28, 34
G4-6	Pages 5, 14	G4-14	Pages 22
G4-7	Pages 5, 14		

MATERIAL ASPECTS AND COVERAGE			
G4-17	Page 37	G4-21	Page 37
G4-18	Page 37	G4-22	Page 37
G4-19	Page 37	G4-23	Page 37
G4-20	Page 37		





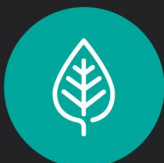
**STAKEHOLDER ENGAGEMENT**

<b>G4-24</b>	<i>Pages 15, 36</i>	<b>G4-26</b>	<i>Page 36</i>
<b>G4-25</b>	<i>Page 36</i>	<b>G4-27</b>	<i>Page 36</i>

**REPORT PROFILE**

<b>G4-28</b>	<i>Page 36</i>
<b>G4-29</b>	<i>Page 36</i>
<b>G4-30</b>	<i>Page 36</i>





GOVERNANCE			
G4-34	Page 28	G4-46	Page 28
G4-35	Page 28	G4-47	Page 28
G4-36	Page 28	G4-48	Page 28
G4-37	Page 28	G4-49	Page 28
G4-38	Page 28	G4-50	Page 28
G4-39	Page 28	G4-51	Page 28
G4-40	Page 28	G4-52	Page 28
G4-41	Page 28	G4-53	Page 28
G4-42	Page 28	G4-54	Page 28
G4-43	Page 28	G4-55	Page 28
G4-44	Page 28	G4-58	Pages 30,50
G4-45	Page 28		





ETHICS AND INTEGRITY	
G4-56	Page 30
G4-57	Page 30
G4-58	Page 30

MANAGEMENT APPROACH	
G4-DMA	Page 37

ECONOMY	
G4-EC1	Pagez 31,32
G4-EC7	Page 16





**ENVIRONMENT**

<b>G4-EN1</b>	<i>Pages 72,79</i>	<b>G4-EN17</b>	<i>Page 72</i>
<b>G4-EN3</b>	<i>Pages 72,79</i>	<b>G4-EN19</b>	<i>Pages 71,72,76,79</i>
<b>G4-EN6</b>	<i>Pages 71,76</i>	<b>G4-EN22</b>	<i>Page 74</i>
<b>G4-EN7</b>	<i>Pages 71,72,76,79</i>	<b>G4-EN27</b>	<i>Pages 72,74,76,79</i>
<b>G4-EN13</b>	<i>Pages 74,75</i>	<b>G4-EN32</b>	<i>Pages 35,74</i>
<b>G4-EN14</b>	<i>Page 74</i>	<b>G4-EN33</b>	<i>Page 74</i>
<b>G4-EN15</b>	<i>Pages 72,79</i>		
<b>G4-EN16</b>	<i>Pages 72</i>		

**LABOR PRACTICES AND DECENT WORK**

<b>G4-LA1</b>	<i>Page 41</i>	<b>G4-LA10</b>	<i>Page 43</i>
<b>G4-LA2</b>	<i>Page 43</i>	<b>G4-LA11</b>	<i>Pages 45,47</i>
<b>G4-LA3</b>	<i>Page 44</i>	<b>G4-LA12</b>	<i>Page 52</i>
<b>G4-LA4</b>	<i>Page 42</i>	<b>G4-LA14</b>	<i>Page 35</i>





HUMAN RIGHTS			
G4-HR1		Page 39	
G4-HR4		Page 42	
SOCIETY			
G4-SO1	Pages 51,62,67,70	G4-SO4	Page 49
G4-SO3	Page 49	G4-SO6	Pages 51,56
HEALTH AND CLIENT SAFETY			
G4-PR1		Page 22	





# 2015 2016

SUSTAINABILITY REPORT

Thank you for coming with us.

