

And this

is how we learned

*to fly*

higher

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*Our story as we've  
never told it before*



To those **who trust us and make all of our flights possible**, for being the best reason to undertake this sustainable journey.  
And of course, **to Mexico.**

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# Prologue

## First, have your feet on the ground

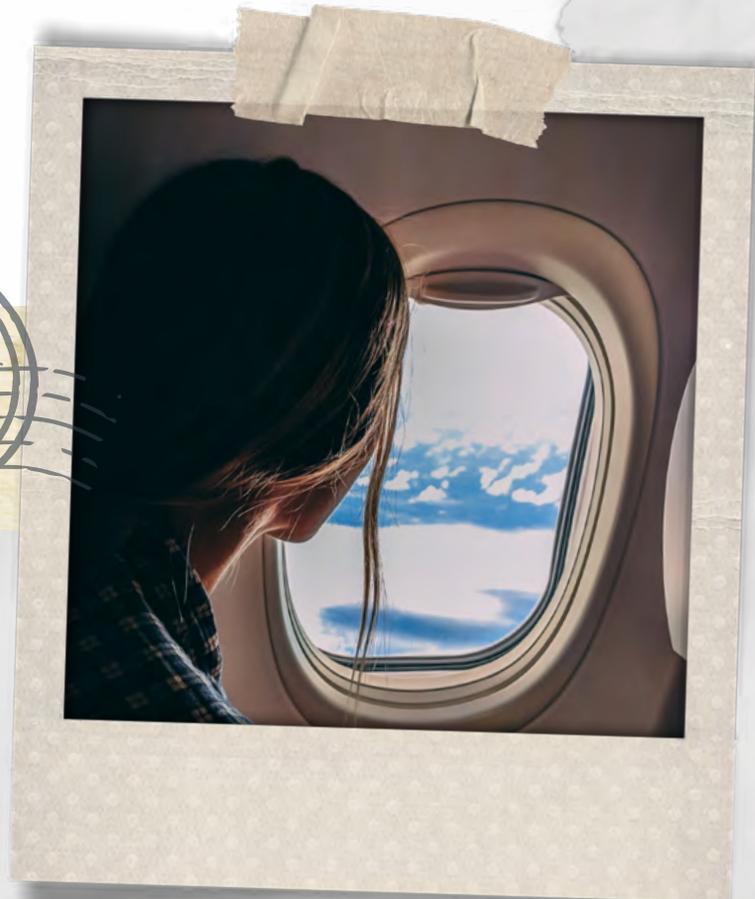
There are so many things we could tell you about the sky. Its color, for example, changes when you're closer to it.

There isn't a day that the sky refuses to clear up, even if the rain makes us doubt. And whoever underestimates its immensity, doesn't know what they're up against.

Many dare to take off, but only a few of us have managed to stay up here. And that requires a lot of work that can't be done by opening your wings, but rather by having your feet firm on the ground. And, from below, being able to understand the wind and its ways, the weather's mood swings, the challenges that come with traveling long distances.

And meanwhile, building strong ties with the world around us: its people, its institutions, and its resources, to create within them the transformations needed to ensure the life of future generations. This is the true joy of a sustainable flight: *being able to admire our impact from above.*

***That is why in this book you'll find a letter, results, figures, and efforts that will help you understand how, standing firmly, at Grupo Aeroméxico we learned to fly higher.***



# Foreword

## To Whom It May Concern

(102-14, 102-15)

If we wanted to fully describe our 84 years of achievements riding the sky, being an essential part of the development of Mexico and its domestic aviation industry, we wouldn't be able to do so in a single report. That's why I'd like to share the most relevant facts that have allowed us **to stay up in the air and reach, not only higher, but farther.**

The key of this flight is its crew, the more than **16 thousand employees that are part of the Grupo Aeroméxico family**, one that grows bigger and stronger every year. Thanks to each and every one of them, in 2018 we saw a **14.5% increase in our sales.**

We also provided transportation to **more than 21 million people** who trusted us and the **quality of the experience we offer.**

The one thing that defines our company is our constant pursuit for being better, staying at the forefront so that all of our actions are translated into a sustainable quality experience for our passengers.

As a result of this curiosity and our tireless passion for improving, this year we were able to **open new routes, have one of the safest, youngest and most efficient fleets in the industry, and help the communities where we operate** have a better quality of life.

What you will see throughout this report is a summary of all the efforts that we make day to day as part of our strategy, **focused not only on safety, but also on what is most important to us: our customers and employees.**



Without a doubt, 2018 was a year of **significant challenges that resulted in learning experiences.** I fully trust that the effort and dedication of all of us who work at Grupo Aeroméxico, as well as the preference of our passengers, will be **the wings of change we want for Mexico and the world.**

*A. Louso*  
Chief Executive Officer

# Chapter I

## *Dear flyer...*

*Dear flyer,*

*We've thought a lot about you. When things seem turbulent, we remember that **we're doing all of this for you** and a sort of turbine inside of us ignites. That's why we wanted to write to you, because as we once heard someone say, "writing reorders the body, corrects it, erases it."*

*And that is what you bring out of us: you put this open sky in order, you correct the course, you erase distances. Do you remember how many times we imagined living an experience like this? To be able to make you part of our efforts in building a sustainable world. Well, it turns out that...*



# We want to tell you that 2018 was a great year, and these were our primary achievements:



**21.8 million people** trusted Aeromexico's experience and flew with us.



We opened new routes to



Belize



Liberia



Punta Cana

with non-stop flights or via Mexico City.



We offer **93 destinations** and we're present in more than **1,000 places** around the world thanks to our commercial partners.



We signed **433 corporate contracts**, 26% more than in 2017.



We achieved **1 million** Aeroméxico App downloads.



We increased our non-stop routes to **Detroit**, supporting the corporate and automotive industry markets with connections from the **Bajío area, Querétaro, Monterrey and Mexico City**.



**84% of our flight departures** were on time within a range of **15 minutes**, which represents an 8.3% increase compared to 2017.

Dear flyer...

(102-2, 102-3, 102-4)

But before we go on, we want you to get to know us better, we are **Grupo Aeroméxico, S.A.B. de C.V.**, a proud company from Mexico, made up of six subsidiaries focused on transporting people and goods, training aviation professionals and providing aircraft assistance.



The Mexico's flagship airline that **connects people and their dreams to 93 destinations** at domestic and international level.



An airline that offers regional flight services, focused **primarily on business travelers.**



**A leading air cargo transport** company, that transports goods and provides services to the automotive, pharmaceutical, and food industries, among others.



An aeronautics training center, **one of the most important in Latin America**, where we offer aviation careers, training courses, consultancy and personnel evaluations.



**An aircraft assistance** company in over 40 airports.

**CLUB PREMIER**

Our **loyalty program** created to reward our best customers.



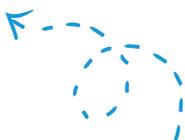
We work with a **route network model called hub and spoke**, which means consolidating the traffic in an airport (hub) and then serving different destinations (spokes); thanks to this we can have a broader reach to places or destinations that otherwise we wouldn't be able to serve.

Our operations are mainly centered in Mexico, namely at **Terminal 2 of the Mexico City International Airport** where our largest operations center is located.

In our constant search for **flying higher and going farther**, we, along with other leading airlines, decided to create the **SkyTeam Alliance** which allows us to be present in over a thousand destinations around the world.

It has also been a year since we created our **Joint Collaboration Agreement (JCA) with Delta Air Lines**, with which we seek to focus our efforts in supplementing our customers' experience in the cross-border market offering the following benefits to our passengers:

**Greater connectivity and frequency of service** between Mexico and the United States.



**More competitive rates** in plane ticket pricing.

Access to frequent flyer programs to **accumulate points**.



**More destination options and schedule flexibility** for flights between Mexico and the United States.



Access to lounges with **personalized attention**.

Dear flyer...

As part of this partnership, we both relocated at the Mexico City International Airport (AICM), Los Angeles (LAX) and John F. Kennedy (JFK) terminals so that our customers can benefit from **lower wait times and better connectivity, as well as greater agility and efficiency in flight connections and in the immigration and customs processes.**

Likewise, **83 employees from Aeroméxico and Delta have participated in an exchange program** to learn the best of both companies and strengthen the team's skills.

We carry out **working groups sessions twice a year, where each of Aeroméxico and Delta's work areas or teams** meet to discuss issues related to their capacities and projects that are under development.

### In this first year of the JCA we have achieved:



**7 million**  
passengers were transported.



**64 routes**  
between **10 cities in Mexico** and  
**33 cities in the United States.**



**12 airports**  
in which we're both jointly located  
(3 in Mexico and 10 in the United  
States).



More than  
**1,100 weekly**  
flights.



**#1 in the cross-  
border market.**

Together, Aeroméxico and  
Delta, are the number one  
airline of this market.



**10 cargo**  
warehouses  
co-located in the United States.



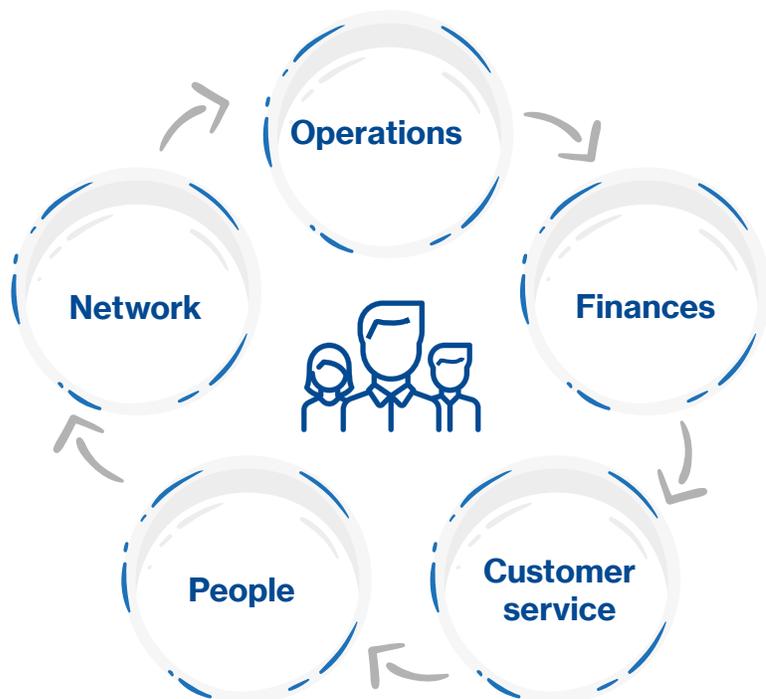
We are the  
**official sponsors** of  
Mexico's National Soccer Team.



## The most important thing to us is... our customers

(102-6, 103-1)

At Grupo Aeroméxico we have a Flight Plan (corporate strategy) that covers five blocks:



All these actions are focused on our customers, so the decisions we make internally, are focused on making us the **#1 option for delivering the best personalized flying experience with a spirit of warmth and service**, which is why this year, we created a Customer Experience Management area that is focused on creating strategies that generate a higher level of preference and satisfaction among passengers.

Aside from the passengers that trust us, we also offer our services to several types of customers, including companies from different industries, such as: **FEMSA, BBVA, Citibank, Wal-Mart and Cemex, among others, as well as Non-Governmental Organizations.**

In 2018, we achieved a **market share of 31.2% in the domestic market and 16.7% in the international market**, and we wouldn't have achieved this without the preference of our customers. Therefore, we are continually renewing ourselves and making the user experience be our differentiator and our finest form of advertisement, in order to continue being the preferred choice in the market.

(404-1)

We believe that the most important aspects that **make the Grupo Aeroméxico experience unique are:**

### 1.1 Safety and punctuality

**Safety is a value and a priority;** therefore, our commitment is to ensure that all of our passengers on all our flights have a quality and comfortable trip, and that they arrive safely at their destinations. To achieve this, we have a young and modern fleet of **130 aircrafts:**

**71 for Aeroméxico and  
59 for Aeroméxico Connect**

Their **average age is 8.6 years** –which is below the average age of 8.7 years of the domestic fleet–, and we provide them with constant care and maintenance.



We are audited by *IATA Operational Safety Audit (IOSA)* which is the **highest standard in the industry for operational safety.**

We have the **Safety Administration System**, recommended by the *International Civil Aviation Organization (ICAO)* of the *United Nations*.

We participate in **programs of the United States Government to prevent acts of unlawful interference and terrorist attacks.**

We head up the ***IATA Security Focus Group***, focused on improving security in the Americas.



### 1.1.1 Emergency Response

Aviation is **one of the safest ways to travel**, so the chances of an emergency occurring are minimal. However, given the complexity of the industry, no one is exempt. In July 2018, our AM2431 flight had an accident on the Durango – Mexico City route.

In view of this contingency, we activated our **Emergency Response protocols** and went to the site of the accident in order to provide efficient and effective attention to all affected parties.

Also **committed with the safety and wellbeing of our passengers**, during the months after the incident, we continued to carry out follow-up and attention activities. This was possible thanks to the fact that we have a **team that is committed and able to provide quick and timely attention.**

We currently have five strategic teams that apply emergency response procedures, which are made up of employees from different areas that are previously selected and duly trained:



Centro director de la **Emergencia**



**Care**  
Team



**Notificación**  
Teléfono



**Comunicación**  
En crisis



**Go**  
Team





At Aeroméxico we learned from this situation to strengthen ourselves as a company and continue working within a **culture of safety, discipline and transparency**.

That is why we ramped up all our actions, which are completely focused on **always ensuring the safety of our customers and making their experience better than ever, during and after the flight**.

We continuously carry out workshops and training programs for airport staff that make up the Aeroméxico network, aligned with the best international practices.

In 2018 we trained:

**45 international stations**

remotely (online),  
achieving an average of

**5,371**

training hours and a total  
participation of

**1,955  
employees.**



**25 domestic stations**  
on site.

We tested and updated our Local Emergency Response Plans at the **98 stations**, as well as the **check lists of the Emergency Center Director members**. We also carried out the management actions with the stations involved so that they are always up to date, even when there is staff turnover at the station.

In 2019 we are planning to carry out a joint drill in which we will activate all the Emergency Equipment (Emergency Center Director, Go Team, Care Team, Crisis Communication).



## 1.2 Customer Service Excellence

In order to offer **comfort and special treatment to our most loyal customers**, we have the *Mundo Premier* concept, which consists of five products: **Salones Premier, Clase Premier, Terraza Premier by Heineken, Espacio Premier and Club Premier.**



On the other hand, we ventured into the digital world and made available several technology options that **improve all of our passengers' travel experience**, such as:



**Electronic kiosks** where you can quickly and easily check-in.

**Aeromexico's website and App** to purchase tickets and track flights.

**Aerobot**, which provides automated responses through Facebook Messenger and WhatsApp. We also provide 24/7 service with the help of our staff on Twitter and Instagram.





## 1.3 Caring for The Environment

(102-11)

In our **Environmental Policy**, we reaffirm the commitment we have in protecting the environment through efficiency in all our operations and corporate activities, on the ground and in the air. Additionally, we continue our alignment with the *Buckingham Palace Declaration*, to protect biodiversity and fight against its illegal trade, therefore we do not transport endangered species.

As part of the **International Air Transport Association (IATA)**, we adopted the **Environmental Assessment Program (IEnvA)**, which seeks to establish global environmental management standards for airlines and aviation industry services.

### 1.3.1 On the Ground

(302-1, 305-1)

Our headquarters are located at the Mapfre Building, in Mexico City, that has the **LEED Gold certification**, which guarantees compliance with the highest standards of optimization of spaces, resources and environmental care.

This year we consumed **11,953,290 kilowatts of electricity** in CECAM, Aeroméxico Cargo, AFI, East Hangar and Connect, as well as in the Guadalajara and Monterrey stations.

We complied with the **Annual Greenhouse Gas Emissions Disclosure Program on domestic consumption (Annual Operations Certificate)** required by the **Ministry of Environment and Natural Resources (SEMARNAT, Spanish acronym)** in compliance with the General Law on Climate Change. We received a positive result on the Verification of Corporate GHG Emissions and Compound Report, which is carried out every three years (the next one will be in 2019) by the *Asociación de Normalización y Certificación, A.C. (Normalization and Certification Association)*.

In the 2016 verification, it was determined that the total number of emissions resulting from our operations was:

**1,477,967.83 tCO<sub>2</sub>eq.**

(metric tonnes of carbon dioxide equivalents).



# What we feel proud of: *East Hangar*

(301-2, 302-4, 303-1, 306-2)

There is a very special place for us, and we'd like to tell you about it. It is our **East Hangar, where we provide maintenance to our aircrafts, engines and components.**

The hangar **began operating in 2007 and more than 1,000 employees work there.** From how things are planned, built, and operated, we show our commitment to sustainability. It has an *Environmental Management System* focused on complying with the commitments expressed on our Environmental Policy.

Also, our East Hangar has the **Clean Industry certifications** issued by the **Federal Environmental Protection Agency (PROFEPA, Spanish acronym)** and the **ISO 14001:2015**, which is the *Environmental Management Systems (EMS)* international standard.

**The actions that are part of our EMS and that have allowed the East Hangar to be one of our facilities with greater environmental efficiency are:**

## Energy



**Lighting system with energy-saving lamps**, in all the areas, including the dining room for employees. Also, there's a quadrant lighting system in the workshop area, this means that only the section or sections where the employees are working are lit.

**Fleet of 12 electric vehicles for our personnel to move around the facilities** and give maintenance to the aircraft.

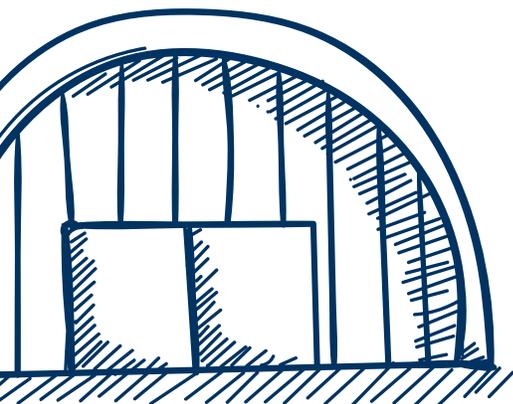
## Water



**Dry cleaning** of the aircraft, using special products that allow to keep them cleaner for longer periods of time.

Restrooms with **dry urinals, water-saving faucets and ecological showers.**

**Water purifier** in the hangar's dining room.





## Emissions

Aircraft painting cabins that have **special filters that avoid having harmful particles of paint coming out** and staying in the air.



## Waste management

Special containers in all the areas of the hangar, for the **proper separation of recyclables and non-recyclables, as well as hazardous and non-hazardous waste.**

Thanks to all the efforts made, in 2018 we managed to:

- ✈️ **Reduce the consumption of electricity per person by 13%** compared to 2017.
- ✈️ **Improve our recycling process** (cardboard, plastic, among others), **achieving 27% more recycled materials per aircraft in service**, compared to the previous year.
- ✈️ **Reduce the generation of municipal waste per aircraft in service by 1%**, compared to 2017.
- ✈️ **Savings of 10% in water consumption per person working**, compared to 2017, which has allowed the same reduction in the generation of wastewater.
- ✈️ **Decrease the creation of hazardous waste per aircraft in service by 4%**, compared to 2017.

All these actions would not be possible without the **cooperation of all our employees**, which is why, every year we carry out awareness activities through lectures and internal communications.



### 1.3.2 In the air

(301-1, 301-3, 302-4, 304-3, 304-4, 305-1, 305-5, 306-4)

In 2018 we managed to have a better **environmental impact on our flights:**

- ✈ We had a **2% decrease in emission intensity per passenger.**
- ✈ We recovered and reused 20% of consumer product packaging that was on board the aircraft and was not used. This was the result of an analysis carried out on the estimated demand versus the recorded consumption, to be able to reduce the consumption of packages that wouldn't be used.
- ✈ We held a corporate volunteering program with *Reforestamos México, A.C.*, with the participation of **100 volunteers and we reforested a hectare at the Nevado de Toluca with 1,000 trees**, which sums up to roughly 30 **thousand tons of CO<sub>2</sub> offset.**





We promoted the following initiatives to reduce our energy consumption in 2019:

**Scimitar Winglet:** We installed this device on **three Boeing 737-800 aircrafts** that allows us to **save up to 2% on fuel and 1,535 tons of CO<sub>2</sub>**.

**ExtraFuel Tracking:** We implemented a tracking system with the pilot and dispatch area leaders to **optimize the use of fuel without affecting the safety of the operation and our customers**.

**Energy Optimization:** We carried out an analysis taking into consideration the weight of adults and children to have a **more accurate estimate of the fuel that will be used on flights**.

**APU OFF:** A strategy to **reduce the consumption of fuel while the plane is on the ground**.

Last year we transported **559 tons of hazardous materials** at domestic and international level:

## Hazardous materials

**33%**  
Exported  
goods



**67%**  
Imported  
goods

To be able to transport this type of goods, we aligned ourselves to the following internal and external documents:

### External

- Hazardous Materials Manual - IATA.



### Internal

- Ground Operations Manual (Aeroméxico).
- General Operations Manual (Aeroméxico).
- Institutional Manual for the acceptance and handling of hazardous materials. (Aeroméxico Cargo).
- Airport Bulletin or NOTIATOS.

We also have a notification process called Hazmat, where notice, follow up, and tracking of each assignment of hazardous materials on a flight is given **to ensure the safety of it.**

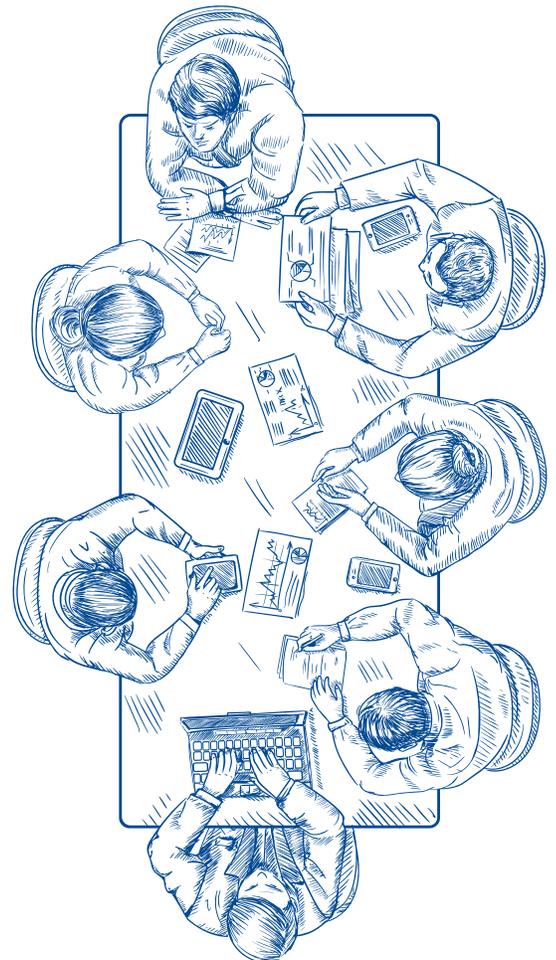
## 1.4 Suppliers, value chain

(102-9, 414-1, 416-1, 417-1)

An important aspect of being able to offer the **best experience to our customers is to work together with people and companies** with whom we share the same level of commitment and quality, as well as the same values.

To achieve this, we have a Corporate Management area in charge of **managing a value chain with solid links**, through the management and negotiation of contracts; **ensuring that we have** all the general and technical material **supplies needed for the proper operation of Grupo Aeroméxico**, as well as the optimal functioning of the facilities and office areas.

We have a Conflict of Interest and Supplier Relationship Policy, in which we establish that **all the companies with which we work adhere to our ethical framework**, as well as an external certification process that is carried out to the suppliers to ensure the quality and impact of the operations and products we acquire.



# What we feel proud of: *Restaurant in the Sky*

Food is one of the most relevant and memorable aspects when we travel, therefore, at Aeroméxico we align ourselves to the **gastronomic trends and collaborate with a team of prestigious international chefs**, to design the menus of our international routes, for both Tourist and Premier Class.

## Elena Reygadas

Chef from Mexico, owner of *Rosetta, Lardo, and Café Nin* restaurants, as well as renowned bakeries. In 2014 she was awarded as the **Best Female Chef in Latin America**. She creates the menus for our Mexico City-Europe (London, Amsterdam, Madrid and Paris) Clase Premier route flights.

## Edo Kobayashi

Creator of the group of the same name that has become a **benchmark of Japanese cuisine in Mexico**. This renowned chef is the one who creates the menu for Clase Premier for our flights from Mexico City to Tokyo, Japan.

## Edmund Wong Man Ho

Chef, apprentice of renowned chefs in Hong Kong, he is in charge of the cuisine of one of the **best Chinese food restaurants in Mexico, The Red Duck**. He is responsible for the menu for our flights from Mexico City to Shanghai, China.

## Jung A Oh

He is the chef in charge of creating the menu for our flights from Mexico City to Seoul, South Korea.

All the food is prepared by the suppliers (commissary) that **ensure the safety of food, through international certifications on hygienic food handling and food safety standards**. Additionally, we have a Food and Beverages area, whose main task is to carry out daily inspections with all the suppliers who are in charge of the different routes of Aeroméxico.

On our flights, we have all kinds of passengers, that is why we have special menus:

- **Strict vegetarian and ovo-lacto vegan.**
- **Low cholesterol and glucose.**
- **For children.**
- **Kosher (only for international flights).**
- **Low calorie and gluten free.**
- **Fish and shellfish.**



# What we feel proud of: Restaurant in the Sky

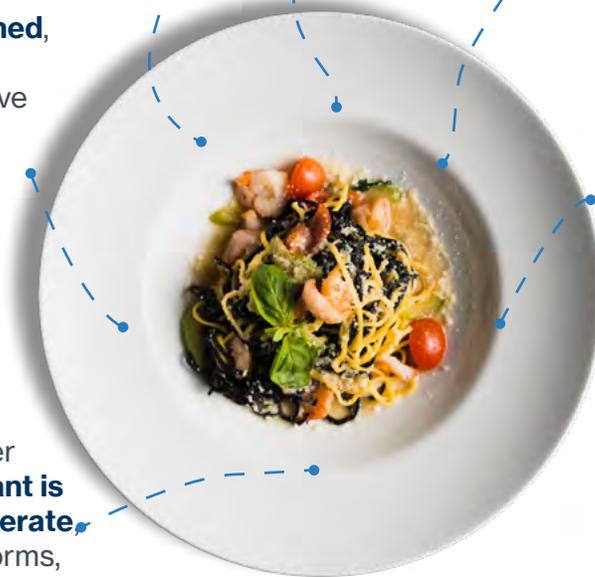
## The main activities held during the inspections are:

Verifying that the raw material are in **perfect condition and that their preparation is correct.**

Ensuring that the cold chain is respected so that the **food given to our passengers is of the highest quality.**

Carrying out **random samples to verify that the assembly and design are as established,** and that the commissary is complying with the respective weights.

Testing the food to verify that **all the elements that make up the dish have the right quality and taste.**



Verifying that all the people in charge of the presentation and assembly of the dish have all the **current materials so that they can do it in accordance with the design, respecting weights and add-ons.**

We perform monthly supplier **audits to verify that the plant is in optimal conditions to operate,** that the personnel has uniforms, and that all the quality and hygiene measures for handling and being in contact with food are respected.

We also **monitor that the processes and standards in place are followed, ensuring that everything is in order and that the security protocols are in compliance.**

**This way, we aim at making our passengers' experience more than just flying so it can become a total delight of the senses.**



# Chapter II

*We're more than you think*

*...we're more than you think. Trust us: many more! We'd love it if you could meet us all. There are so many shared stories that this letter wouldn't be enough. And not only did more people join our flight, we're also learning from one another, because flying high in the air with open wings is no easy feat, **and we need all the experience, wisdom and courage we can find.***

*More than preparing a report, we want to change the way we see our work. Everything we've talked about, questioned and inquired about the art of flying has brought us here to redefine it in a way that...*



# This year we achieved great things together:

## We increased

the number of employees  
who are part of the **Grupo  
Aeroméxico family.**

by **5.3%**

## We decreased our

accident rate by, **2.96%**  
compared to 2017, **without any deaths**  
due to occupational accidents or  
occupational diseases.

We had an average of

**15 annual  
training hours**

per employee.

We were rated as one of the

**100 Best Places to Work for LGBT+**

by *Human Rights Campaign Foundation.*





(102-7, 102-8, 103-1, 102-41, 401-1, 405-1)

In 2018 we reached 84 years of being the Mexico's flagship airline and we know that we have remained aloft all this time thanks to the engine that drives us: our employees.

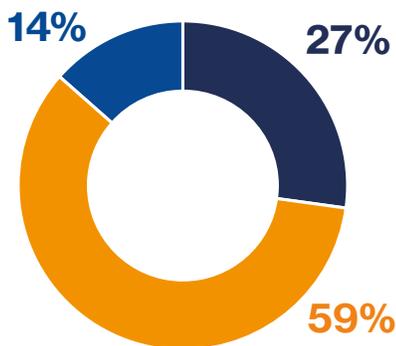


One of the most important axes of our Flight Plan (corporate strategy) is People, because the ones who are part of it are the ones who give life to the other pillars and allow their proper functioning.



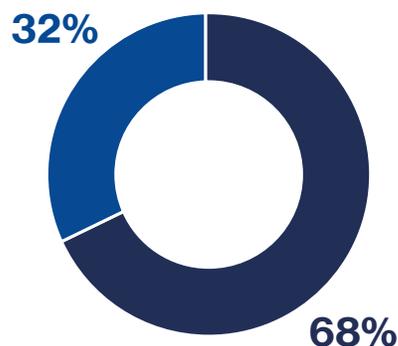
We're currently **16,118** employees working every day to achieve a culture of service.

### Employees by age group



- Less than 30 years of age
- Between 30 and 50 years of age
- More than 50 years of age

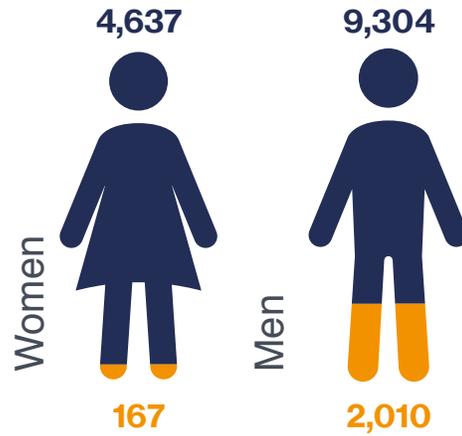
### Collective partnership



- Unionized
- Non-unionized

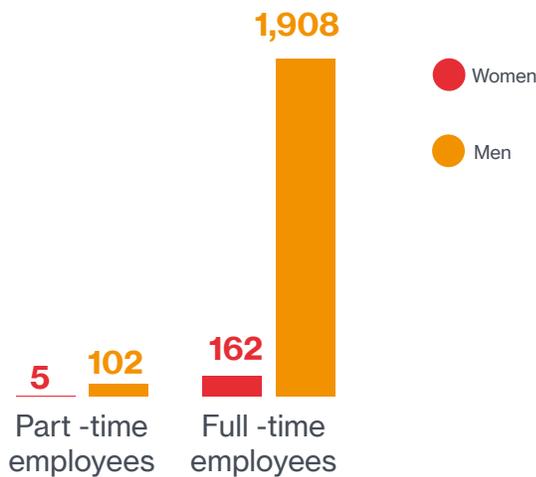


## Employees with a work contract

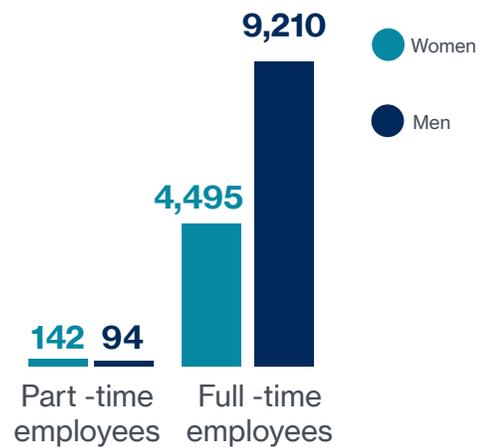


- Temporary employees
- Permanent employees

### Temporary employees\*



### Permanent employees

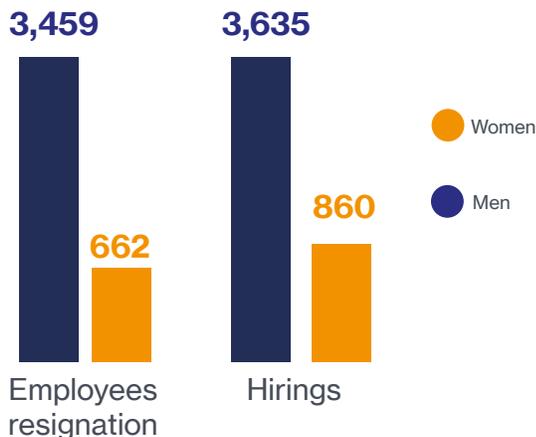
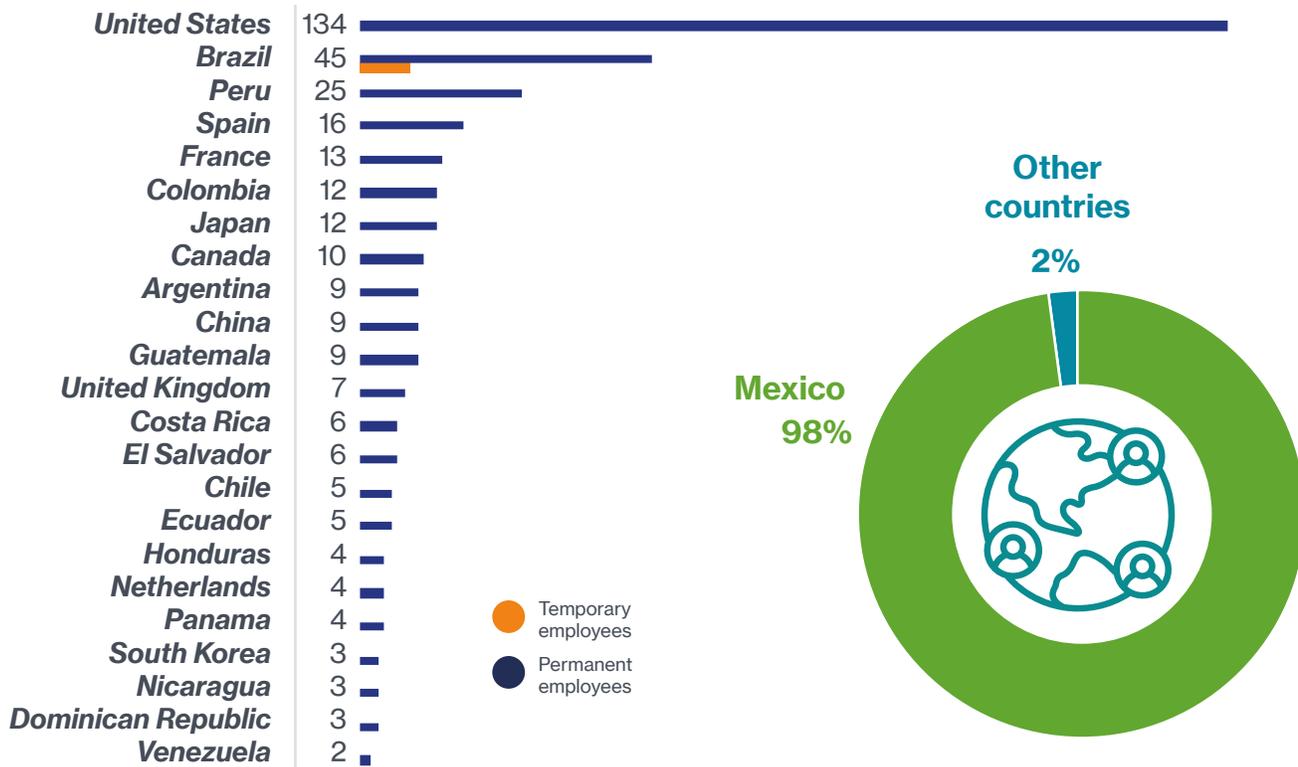


\*The hiring of temporary employees is to cover operational positions during the high season.



Our team is mainly found in Mexico, comprising 98% of the workforce.

### Employees by Country



At Grupo Aeroméxico we are committed to boosting the development of the communities where we have presence through the creation of dignified employment that helps strengthen people's skills.

The most relevant aspects that define us as a company, and in which we invest year after year to make better working conditions for our employees are:

## 2.1 Occupational Safety

(403-1, 403-2, 403-3, 403-4, 410-1)

**Our number one value is safety: we live by it every day, and we reflect it in our behavior and the experience we offer our customers and employees.**

In 2018, we created a database with the occupational risks by operational area and region in order to know the causes of accidents and diseases; with which we've been able to implement the following actions to reduce and/or mitigate the risks:

**We provide our operational employees the personal protection equipment** they need to safely carry out their work activities.

**We implemented the Accident Rate Index** as a KPI in the Executive Operations Department, which is monitored on a monthly basis by Senior Management.

**We carried out periodic medical profiles to identify possible risks**, as well as the employees who wish to obtain certification and perform functions as Aeronautical Technical Personnel.

**We have a Safety and Hygiene Commission** that collaborates along with trade unions (in accordance with the regulations established by the **Ministry of Labor and Social Welfare**), which addresses work conditions and risks to take action depending on their condition.

We provide all flight attendants and operational staff with brochures and videos with **calisthenics and ergonomics tips and techniques (backed by occupational safety experts and the medical service area)** to avoid injuries due to poor posture when performing their activities.

**We offer life insurance and major medical expenses insurance to some of our colleagues.**





## 2.2 Training and Development

(404-1, 404-2, 410-1, 412-2)

**We promote all of our employees' professional growth, that's why we invest in ongoing training programs so that they can develop more skills** that allow them to perform better within the company and to have an impeccable execution in terms of Human Rights.

**With this, we reinforce our philosophy that safety is not only a priority, but a value for the company.**

The training programs are developed in Aeroméxico Formación. During 2018, **the average training hours per employee added up to 15 hours.**

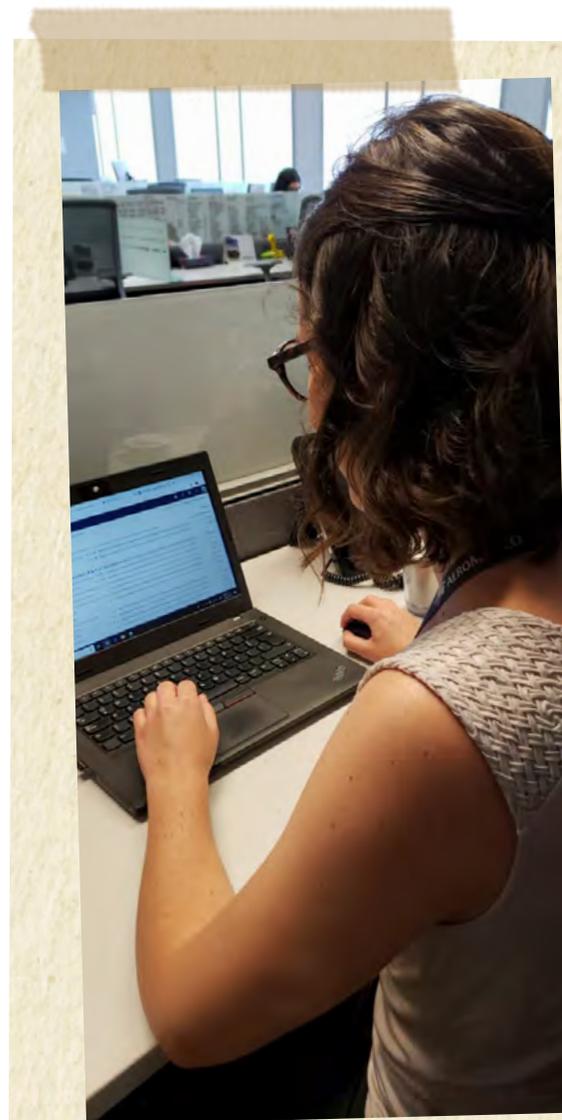
Our employees and external suppliers of safety services receive the **basic training courses required by the Ministry of Labor and Social Welfare**, as well as the initial and periodic courses on *AVSEC (Aviation Security)*, which also **address issues related to Human Rights.**

**The work categories that received these training courses were:**

**Operation officers:  
48 hours per year.**

**Ramp employees:  
24 hours every 20 months.**

**Aeroméxico and Aeroméxico  
Connect Flight Attendants:  
25 hours per year.**



The **main topics** addressed in these **training courses** are:



We also know that the **warm, personal, and efficient attention from our employees** is a key aspect of the customer experience. Because of this, in 2018 we offered 60 multifunctional training sessions to more than 2,500 employees as part of the *CX Evolution*, a plan focused on implementing the service model and introducing the new vision, as well as the expected behaviors:





Since these are the tools necessary to provide a **standardized and excellent service to all our customers.**

We have working groups that are focused on various projects that allow us to **continue improving the excellence of our service.**

Regarding Aeromexico Cargo, **242 courses were given, totaling 2,528 of training hours**, on the following topics:



**Live animals**

**Cargo basics**

**Unit Load Elements (ULDs)**

**Hazardous Materials**

**Lithium batteries**

**Air cargo safety**

**Operational/warehouse safety**

**SMS**

**Perishables**

**SkyChain**



We're more than you think

In terms of Human Rights, we held an event with the *Aviation Flight Attendants Trade Union (ASSA, Spanish acronym)*, in which approximately **130 employees** participated, and where the *National Commission for Human Rights (CNDH, Spanish acronym)* offered an **awareness workshop about human trafficking**. **At the same event a workshop was held with children to prevent them from falling victims to human trafficking on social media.**

We also **trained 30 Customer Service Agents** to provide them with the tools necessary to **identify a potential victim of human trafficking**.



In addition, and in order to **promote leadership skills within the company**, this year we held two courses:



### Harvard

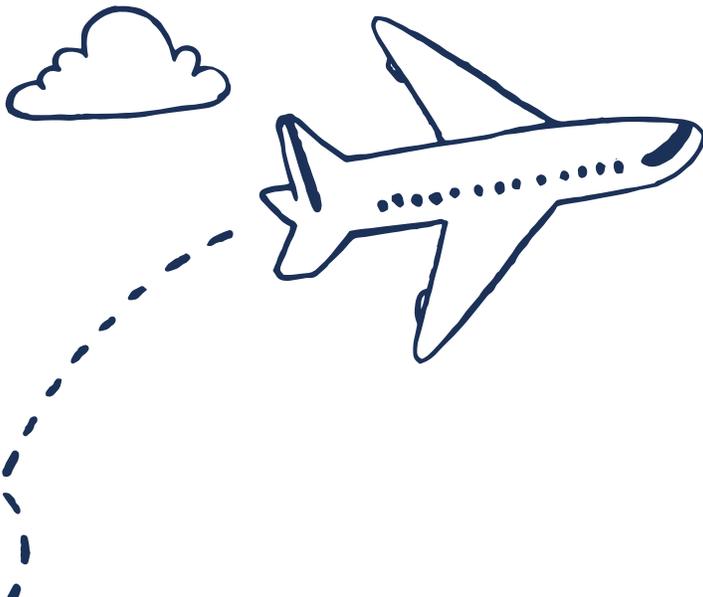
**317 employees** from all levels of Grupo Aeroméxico completed this course designed to **develop and improve management skills** covering 12 modules with different reading assignments and evaluations.



### IPADE

**12 executives** participated in a program focused on **the improvement of skills, abilities and entrepreneurial vision** that provides practical elements to take on leadership positions within the organization.

BUSINESS SCHOOL  
UNIVERSIDAD PANAMERICANA





## 2.2.1 Performance Evaluation

(404-3)

**At Grupo Aeroméxico, we value and recognize the skills, abilities and efforts that company employees make every day.** We know that what is not measured cannot be improved and therefore, we carry out an **annual performance evaluation in which we identify the strengths and areas of opportunity of each one of our employees.**

This evaluation also allows us to have an **open dialogue with the employees to know about their professional expectations** and, this way, establish individual objectives that are aligned, not only to the Flight Plan, but to their own career plans.



**This year the evaluation was applied to 13% (660 people) of the non-unionized employees at the following levels: Senior Specialist, Managers, Assistant Directors and Directors.**

Likewise, year after year we carry out a **360° evaluation** in which the employees can self-evaluate and know how they're perceived by their colleagues and leaders to whom they relate on their day to day activities within the company.

**We have a Management Effectiveness Index, which evaluates management performance levels** through 15 specific behaviors, that allow us to identify the strengths and areas of opportunity of each person.

## 2.3 Quality of Life

(201-3, 401-2, 401-3)

We want all the members of the Grupo Aeroméxico family to feel motivated and be able to have an adequate balance between their professional and personal activities, therefore, we offer:

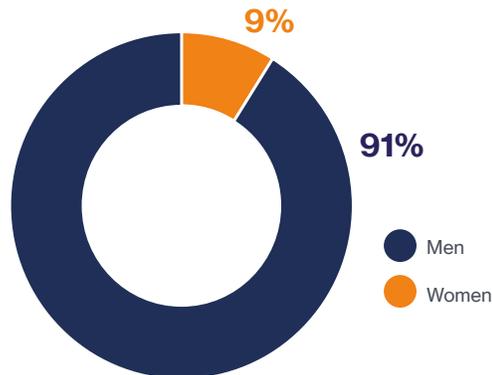


**Flexible work schedules:** We have different work schedules, so our employees can choose their schedule based on the nature of their position. Also, some of them can do home office, according to the conditions of their functions and their workspace.



**Parental leave:** We grant eighteen business days (primary caregiver –mother–) and five business days (secondary caregiver –father–) to take paid leave due to the birth or adoption of their child. This year we had 360 requests for parental leave. Currently, 100% of the employees that requested parental leave, returned to continue carrying out their activities in the company.

### Parental leave



**Retirement plan:** It is a private retirement plan for the non-unionized employees of Aeroméxico, Aeroméxico Formación and the Shared Service Center.



**Collaborative work centers:** we have facilities designed to generate a cozy and co-creative atmosphere, with open communication spaces, collaborative areas, meeting rooms with telepresence systems and nursing rooms. These centers are adapted for people with disabilities.





## 2.3.1 Assistance Fund for Grupo Aeroméxico Employees

(404-3)

With the objective of ensuring a high **quality of life for our employees and to support them at all times**, in 2017 we created, together with our partner Delta Air Lines, *the Assistance Fund for Grupo Aeroméxico Employees* to offer **financial support** to people whose **homes were affected by the Mexico City earthquake** on September 19<sup>th</sup>.

A year after its creation, this fund has become a major initiative in the field of civil protection and welfare for our employees, which was strengthened during 2018 with the following actions:

- We created and strengthened the guidelines and application formats.
- We generated a specific Privacy Notice for each affiliate to protect the personal data of our employees.



In addition, in the field of communication we also carried out various activities:

**Video of results and testimonies:** As a way to thank all the employees who gave their support to the **more than 50 beneficiaries of the Assistance Fund**.

**Preventive communication:** We made publications to **keep our employees informed on matters of civil protection and the prevention of illnesses**.

**Commemoration of the September 19<sup>th</sup> earthquake:** As part of the one-year commemoration of the earthquake, the *Assistance Fund for Employees* along with the Occupational Safety and Compensation and Benefits areas organized a week of activities:

- ✈ Hand out of brochures with **useful information on what to do in case of an earthquake**.
- ✈ Lectures on “*Truths and myths about earthquakes*” and “*Psychological first aid and resilience in civil protection*” with the help of experts on civil protection and psychological assistance.
- ✈ An informative stand was placed at work centers to promote **the purchase of a Home Insurance policy**.
- ✈ An invitation for employees who want to be part of the different Grupo Aeroméxico brigade teams.
- ✈ On September 19<sup>th</sup>, we carried out a **drill in accordance with the indications of the Mexico City Government, achieving a good evacuation time**. This drill allowed us to identify areas of improvement with our brigade team.

On 2018, the Fund gave support to 4 colleagues in vulnerable situations.

# What we feel proud of: *Diversity and Inclusion*

## 2.4 Diversity and Inclusion

(405-1, 405-2)

**Diversity is part of our DNA and inclusion is our commitment**, which is established in our Diversity and Non-Discrimination Policy, as well as in our Code of Conduct.

**We recognize, value and respect the equal rights of all; therefore, our salaries are based on performance and skills of each person, and not on age, gender, physical condition, sexual orientation, religion, political affiliation, ethnicity, nationality, socioeconomic level, education or any other condition.**

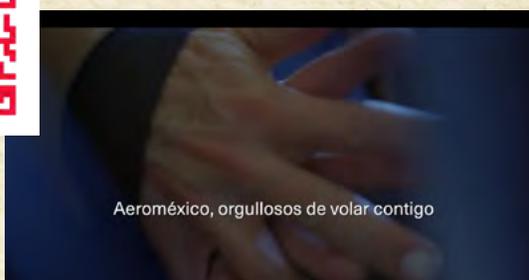
In addition to all the actions we carried out to promote diversity and inclusion, in 2018 we organized various activities that promote visibility, as well as non-discrimination of members of the LGBT+ community.

These actions allowed us to be part of the 2019 HRC Equity MX report, prepared by *the Human Rights Campaign Foundation*, on which **we were selected as one of the 100 best places to work for LGBT+ equality**, for promoting inclusion and having policies and practices focused on the inclusion, protection and non-discrimination of LGBT+ people.

The main activities that we held in 2018 were:

- **We sponsored the 2018 Empower LGBT+ event**, which took place in Mexico City.
- We renewed our annual affiliation **with the Mexican LGBT+ Entrepreneurs Association**.
- We participated in the **web publication of open positions as recruiters of diverse talent** organized by the *Mexican LGBT+ Entrepreneurs Association*.
- We held a **guided tour for employees to the temporary LGBT+ exhibition: Identity, love and sexuality**, at the Memory and Tolerance Museum, in Mexico City.
- We participated in the **Love4All** event, where **our Commercial Executive Vice President Anko Van Der Werff gave a conference**.
- We carried out social media communication campaigns with the hashtag **#MeSientoOrgullosaDe** and **#LevelsLove**, with videos that **promote visibility and respect for the LGBT + community**.

### #MeSientoOrgullosaDe



# Chapter III

*Hopefully this letter will make you smile*

...we didn't think we could. **Hopefully this letter will make you smile**, with a smile as big as ours when we see the impact we've accomplished from up above. Airplanes, passengers and experiences are 'our thing', yes; but we can't lose sight of the communities that are directly or indirectly involved in what we do.

Right from the start we knew that it wouldn't be any good to conquer the sky if we'd forget everything else, when **much of what we are and have achieved we owe to what happens down here, on the ground**. We still have so much to do and places to get to, but every impact generated drives us to...



# This is what we did in 2018 for our communities:

We had  
**3,570** hours  
of corporate  
volunteering time,  
52% more than 2017.



We supported  
**70** Civil Society  
Organizations  
with the donation of airplane  
tickets.

We gave in-kind  
donations to  
**225** people;  
whose actions and projects  
benefit other people.



We managed to  
offset **5,838**  
carbon credits  
through our Vuela Verde program,  
which represents an **increase**  
of **67.5%** compared to 2017.

We helped  
**22** children  
that live with their mothers  
in the Santa Martha Acatitla  
women's prison, to live  
a **unique experience** in  
Acapulco, Guerrero.





(103-1, 203-1, 203-2, 304-3, 413-1)

So far, we've told you about our customers and employees, and how thanks to them we are the Mexico's flagship airline.

This chapter is one of the most exciting stops in this journey, because we'll talk about the community actions we've taken so that you too can feel the joy we feel when we see all the positive impact we've created.

To guide our efforts, not only on social issues, but also on economic and environmental aspects, we draw on our **Corporate Responsibility Statement**, which includes four pillars:



For more information, please visit the following link:



The Relationship with the Community pillar is the one in which we include all the activities we carry out as part of the "Alas del Mundo" program. In this manner, we achieved our objective of **maintaining mutually beneficial relations with the communities where we operate, by promoting the cultural richness of the destinations to which we fly and by reporting our sustainable performance with transparency.**



Hopefully this letter makes you smile

Within our social strategy of community involvement, **we address six lines of action:**



Within the framework of these lines of action, **we have three types of social actions:**



### 3.1 Flagship programs

#### 3.3.1 Human trafficking

Over the years, we have seen that **flying is not just about getting from one point to another, but rather boosting opportunities and development in the communities where we operate through our air bridges.** Therefore, one of our most positive impacts is connectivity. However, we are aware that on many occasions, the benefit of transportation can be used for unlawful purposes, as is the case of human trafficking.

This problem is a priority issue for us, we are breaking ground in carrying out actions that promote the visibility of human trafficking, with the aim of promoting everyone's participation in detecting potential cases, and thus be able to contribute in reducing this crime.

In 2018, we celebrated two years of having signed an **alliance with the National Human Rights Commission (CNDH, Spanish acronym)** to develop a protocol for the identification and reporting of potential victims of human trafficking.





These were the activities we carried out:

## Blue Heart: #AQUIESTOY against human trafficking

This campaign, created by the *United Nations Office on Drugs and Crime (UNODC)* and promoted by the *International Air Transport Association (IATA)*, aims to bring visibility to the crime of human trafficking and to boost actions that contribute to its prevention, denouncement and combat.

To be part of this initiative and promote it, **we communicated the campaign through our official channels, social media, boarding gates, as well as on board and Premier Lounges.**

Also, as part of the World Day against Human Trafficking, we invited all our employees to join the volunteer work carried out by UNODC. The activity consisted of **informing citizens about the importance of fighting human trafficking.**

With these actions **we became the first global airline to adopt and promote Blue Heart #AQUIESTOY** against human trafficking.



**#AQUIESTOY**  
CONTRA LA TRATA DE PERSONAS



From its launch in July of 2017 to December to 2018, this campaign has reached **88 million 129 thousand 651 hits.**

## Social Experiment with Mensajeros Urbanos

Continuing along with the *UNODC* initiative, **we collaborated with Mensajeros Urbanos, who conducted a social experiment** at the Terminal 2 of the Mexico City International Airport, which consisted of recreating three cases of human trafficking, to see the passengers' reactions.

The first one had to do with an **alleged case of child exploitation of a boy and a girl**; the second case, **of sexual exploitation** of a woman deceived by the promise of a job and the third case, of **labor exploitation** of a day laborer.

Hopefully this letter makes you smile

Both videos, which can be found on YouTube have had **more than 400 thousand reproductions and more than 100 thousand likes.**

Visit the QR codes and learn about the results of these experiments:



## Workshop on human trafficking

In addition to our awareness-raising actions on this matter, together with the *Aviation Flight Attendants Trade Union (ASSA)* and the *National Human Rights Commission (CNDH)*, we conducted two workshops for flight attendants and their children.

The **workshop “What is human trafficking all about”** addressed to flight attendants was given by Yuriria Ivarez Madrid, General Director of the anti-human trafficking program of the *National Human Rights Commission (CNDH)*.

The **workshop “Behind what you see: trafficking and social media”** was given by Juan Manuel Meixueiro Alarcón, Director of the Promotion Area of the CNDH.

The topics addressed in the workshop were:

- ✈ **Watch out for the dangers on social media.**
- ✈ **The importance of communication with your loved ones.**
- ✈ **Forms of prevention that can be implemented in daily roles.**





### 3.1.2 Vuela Verde

We created this program in 2013 in order to **involve our clients in the commitment that we have in favor of the conservation of the environment**, and at the same time to benefit communities with socio-environmental projects. Its operation consists of three simple steps:

1

At the time of purchasing their plane ticket, **customers can decide to offset their carbon footprint generated during the flight** by purchasing a carbon credit worth \$35 Mexican Pesos.

2

The funds collected from the customers' voluntary offsetting are transferred to **MÉXICO<sub>2</sub> Mexican Carbon Platform** of environmental markets at the Mexican Stock Exchange, which also helps us measure our carbon footprint with a methodology recognized by the United Nations.

3

MÉXICO<sub>2</sub> manages the resources and allocates them to **projects reduce greenhouse gas emissions (GHG) and improve the living conditions** of local residents at the communities.



Compared to last year, in 2018 we had an **increase of 68%**, since we managed to raise **\$436,128.73 pesos, which is equivalent to 5,838 carbon credits.**

That will be invested in socio-environmental projects with the following benefits:



- ✈ **Generation of renewable** energy from biogas.
- ✈ **Control atmospheric emissions** of methane gas and bad odors.
- ✈ Government **cost reductions** in the generation and payment of electricity.
- ✈ **Reduce health risks** generated by landfill waste.
- ✈ **Reduce the possibility of fires**, which have high economic and environmental costs.

Thanks to our customers, since the creation of *Vuela Verde* to date, **we've had an offset 17,986 carbon credits.**

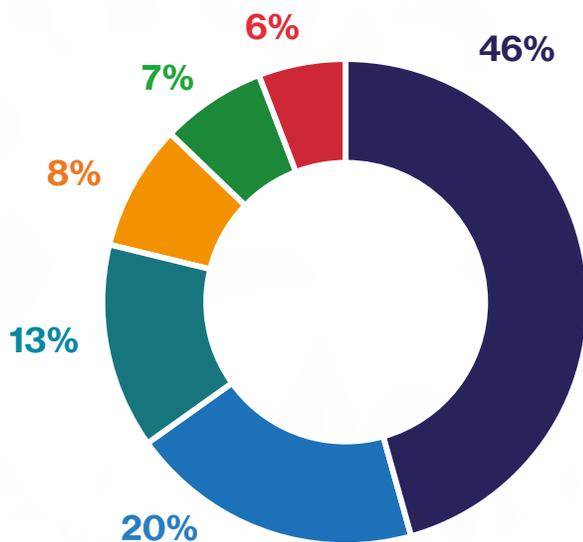
Hopefully this letter makes you smile

### 3.2 In-Kind donations and sponsorships

Another way in which we collaborate with Civil Society Organizations (CSOs) is through **in-kind donations and sponsorships, which are allocated to carry out social and environmental projects in the communities.** This way, we can have a wider reach in our social actions.

#### 3.2.1 In-kind donations

In 2018, **we supported 70 CSOs with a donation of 225 plane tickets.** The pillars to which the organizations that received this support belong, are:



Education and Community Development



Art and Culture



Sustainability and Environment



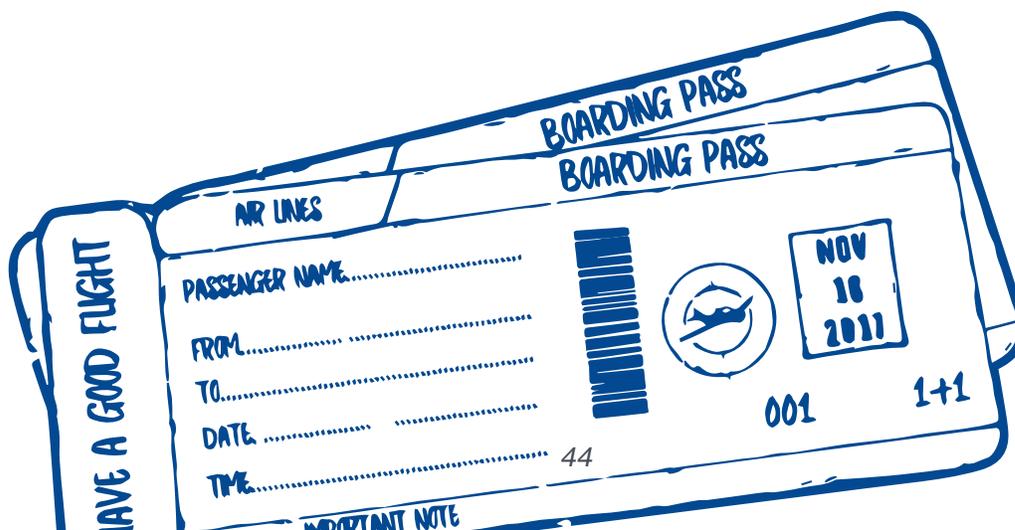
Health and Sellness



Diversity and Inclusion



Humanitarian Aid



## What we feel proud of: 2018 #NiñosInvisibles Campaign

This year **we joined the #NiñosInvisibles campaign launched by Reinserta**, a non-profit civil organization that works to improve safety in Mexico through the prevention of crime, by changing the reality of children who were born and who live in prison with their mothers.

Our collaboration consisted of **donating 22 airplane tickets so that the children who live with their mothers in the women's prison of Santa Martha Acatitla, could see the sea for the first time.** The children had the chance to get out of prison and spend four days in Acapulco, Guerrero enjoying the beach and living a unique experience.

We also **donated 300 thousand pesos (MXN) to Reinserta based on 15% of the sales** made of AM Plus seats from May 14th through the 20th.

With the goal of bringing greater visibility and to highlight the relevance of taking joint actions that allow to get the children away from this reality, **we communicated the campaign on all our official communication channels.**

**Thanks to our collaboration and that of other companies and partner media, the campaign achieved its main objectives:**

- ✈ **Involve and generate dialogue** with different authorities.
- ✈ **Change the lives of 89 children and 300 women** (five of them, pregnant) by transferring them from the Topo Chico prison in Nuevo Leon to the new Social Reintegration Center for Women.
- ✈ **Obtain more than 75 thousand signatures from the public** that seek to demand authorities, politicians and candidates their commitment to respect the human rights of the children who live in prison.
- ✈ **Approach with the Guerrero, Nayarit and Sinaloa Governments.**



Click to know the results of the 2018 #NiñosInvisibles Campaign:



Hopefully this letter makes you smile

### 3.2.2 Sponsorships

#### Cleantech Challenge

For the fourth year in a row, **we participated in promoting innovation and entrepreneurship in Mexico**, as sponsors of the Cleantech Challenge competition, the largest green companies' competition in Mexico.



We had the opportunity to deliver for the first time the Aeroméxico-Delta award to two projects that bring solutions to relevant issues in Mexico: water sanitation and responsible disposal of sargassum.

- ✈️ **TECAM: Water treatment system with nanotechnology products, for use in industrial wastewater.**
- ✈️ **Alquimar: Sustainable methodology that processes the sargassum (seaweed) to obtain sodium alginate.**

#### EarthX Mexico

This year we participated as **sponsors of the first edition of the EarthX Mexico** event held in Mexico City, which included conferences, film and art exhibitions. We granted airplane tickets to four international speakers that participated in the event.



#### #FutSinGénero

As part of our **actions focused on promoting gender equality**, both inside and outside of Aeroméxico, we joined the #FutSinGénero initiative, which promotes equal soccer opportunities in Mexico.



Together with Delta Air lines and American Express, **we invested 200,000 pesos (MXN) and donated 13 flights to set up the Cascarita #FutSinGénero Aeroméxico. This way, we managed to sponsor a soccer tournament whose mission was to convey a message of equality in soccer to eliminate gender stereotypes in Mexico and give voice to all the girls who want to pursue this profession.**

Thanks to our soccer match we achieved:

- ✈️ **Six million impressions and reached 2.7 million people on Twitter due to our actions.**



## Teletón Campaign

As it has been for the last eight years, we are once again joining the cause of the Teletón, which focuses on providing care and improving the quality of life for girls, boys and teenagers with disabilities and their families.

As part of this alliance, we carried out publicity activities for the 2018 campaign, such as:

- ✈️ **Yogathon: A massive yoga day** carried out in Cancun, Mexico that was shared on our social media.
- ✈️ **“Sumando Esfuerzos”:** Advertising spot that we created jointly with our Delta Air Lines partner which shows how, with small actions, we can make great changes. Because of the impact of this campaign, we were selected as the winners of the Teletón spots competition.



## Anónimo Colectivo

In order to promote culture in Mexico, together with our partner Delta Air lines we supported *Anónimo*, a cultural platform that promotes social and cultural causes through the generation of links between Mexican and Latin American contemporary art.

We were sponsors of the Edición Coleccionistas private collector's auction, which was presented at the Soumaya Museum.



Hopefully this letter makes you smile

### 3.3 Volunteering, Lectures and Events

#### 3.3.1 Volunteering

As you can see from the previous chapter, today there's more than 16 thousand people who make up the Grupo Aeroméxico family. Two of the aspects that characterize our employees are their great empathy and human quality, which have been fundamental in making our community actions have much more impact.

To further boost these strengths, we established a **corporate volunteering program to which our employees can join through various social and environmental activities.** Thanks to the commitment of all those who have been part of this initiative, we've made it grow year after year, in 2018 alone we achieved **3,570 volunteering hours, 52% more than in 2017.**



The volunteering actions we carried out in 2018, were:

#### **Reforestamos México**

In this activity **100 volunteers participated, helping reforest one hectare of Nevado de Toluca** together with *Reforestamos México, A. C.*, an association that seeks to have more and better forests to promote sustainable development.

During the day, our employees managed to plant together a thousand trees. This is equal to offsetting approximately **30 thousand tons of CO<sub>2</sub>.**

Thanks to this work, we were awarded by *Reforestamos Mexico A.C.*, at its annual event "*Better Alliances, Better Forests*", for carrying out one of the most outstanding actions to save the forests in Mexico.





## Comedor Santa María

Twenty-six of our employees participated in this activity that consisted of spending time, attending, as well as preparing and serving food to children at two of the kitchens of the *Comedor Santa María* civil association, who work to offer food and psychological support to children living in poverty. The *Comedor Santa María* kitchens serve food to more than 9,500 children a day and have 29 kitchens in Mexico and 12 in Mexico City.

We also organized a collection in which our employees donated toys to give to children during the Epiphany Holiday (Three Kings' Day in Mexico).



## Children's Day

To celebrate this day, our employees participated in activities that we held with two organizations that work with children from low-income families:

*Christel House Foundation:* 40 employees participated in this activity that consisted of showing the children how wonderful it is to travel around the world.

*Save the Children:* We took 33 children to visit our hangar where they had the chance to learn about the facilities and enjoy a movie on board the Quetzalcoatl Boeing 787-9 Dreamliner plane.



Hopefully this letter makes you smile

## Nutre a un Niño

50 of our employees participated in this volunteering activity that consisted of building seven urban orchards in the community of San Nicolás Timilpan, State of Mexico, together with *Nutre a un Niño*, a civil association that works with rural Mexican communities living in poverty.

The orchards built will help the families of the community have a source of nutrition and income.



### 3.3.2 Lectures

When it comes to sustainability, no effort is too small. Which is why, **one of our responsibilities as a leading company in the industry is to promote that our employees, customers and society in general get together to achieve a positive change.** For this reason, we constantly hold in-house lectures on various economic, social and environmental issues.

#### **Doctors Without Borders**

Adrián Guadarrama, who has been a volunteer for Doctors Without Borders since 2012 in Mexico and countries like Iraq, Haiti, Sudan, Ukraine, Mozambique and Gaza, shared with employees his testimony and experience around the world.

#### **First Steps**

The *Un Kilo de Ayuda*, A.C. foundation offered us a talk about the **relevance of early childhood.**

#### **Eliminating the Taboo from Depression**

The purpose of the *Fundación FAN* talk was to raise awareness about emotional wellbeing and the ways in which it can be promoted and addressed.

#### **Financial Health**

Ernesto García Tapia, Director of Aeroméxico Formación offered a lecture on the importance of taking proper care of personal finances

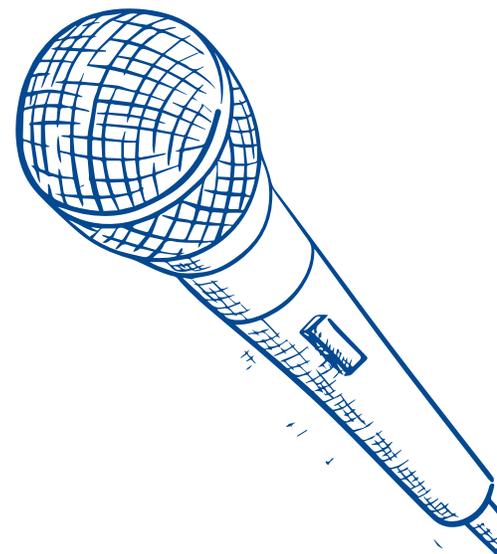




### 3.3.3 Events

Throughout the year, we were also present at events in which we aimed to **highlight the importance of sustainability for us and how it's fundamental for the development, not only of Grupo Aeroméxico, but for the industry and Mexico.**

- ✈ **Socially Responsible Leaders**  
In September, we participated in the *3rd Socially Responsible Leaders* meeting with a conference called *"Building a culture change through volunteering"*, in which **we shared our best practices and success stories regarding community work.**
- ✈ **Milenio Forum: Companies that change their footprint**  
We participated in this forum organized by Milenio TV, which brings together Mexico's leading companies. At the event, we were able to share with attendees the **various actions that we have carried out at Grupo Aeroméxico to adopt better sustainable practices.**
- ✈ **Global Business Travel Association Mexico**  
This event organized by the affiliate of the main corporate travel managers association in Mexico, **we were present at the tourism promotion fairs in Mexico and at discussion forums in which our leaders participated,** sharing their views on the industry and on sustainability. .



# Chapter IV

*We really want to tell you everything!*

*...go farther each time. Oh, we really want to tell you everything! Because **behind the transformations reached, there are percentages, graphs, indicators, goals, many goals met!** And when we start trying to understand what's behind those figures and deeds, we know what coordinates we're standing in before we embark on our next flight.*

*These are the results that elevate us before you and before those who make our operations happen. We are not talking about achievements to brag about or areas of opportunity to point out, but...*



# We'll tell you what we've achieved through our corporate government:

**14.5%**  
economic growth,  
compared to 2017.



We had a  
**5.9%**  
passenger  
increase.



We update our  
**Code of Conduct**  
with new company values,  
principles and behaviors.



We reached  
**43** domestic  
destinations  
and **50** international  
destinations  
ones by operating  
**600** daily flights.

We celebrated one year of our  
**Joint Collaboration  
Agreement (JCA)**  
with Delta Air Lines.



# What we feel proud of: **We connect dreams, loved ones and more successful businesses**

(102-7, 102-10, 103-1)

Throughout this report you've been able to observe the challenges we've experienced and everything we've learned from them, as well as **all the environmental and social actions that made 2018 a great year.**

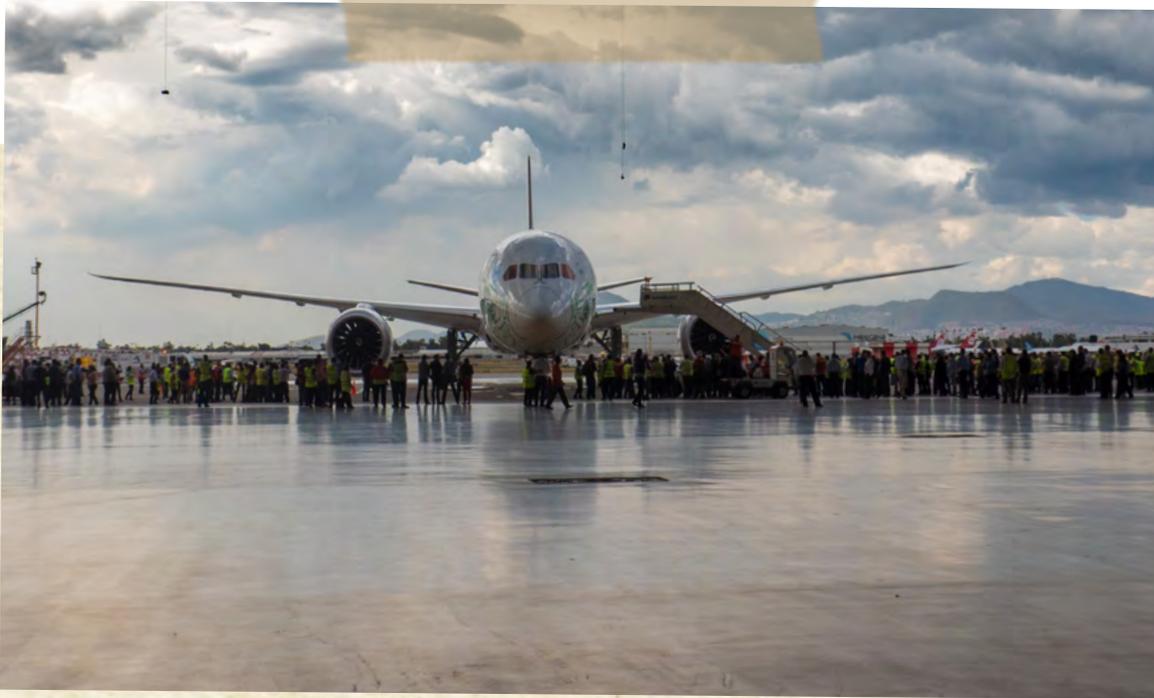
So now it's time to tell you about another key aspect of our sustainable performance, the economic aspect.

One of our greatest achievements this year was to have an **economic growth of 14.5% and an increase of 5.9% in the number of passengers**, compared to 2017. With our 43 national destinations and 50 international ones, we also operated 600 flights a day.

43 of which flew to national destinations and 50 to international ones.

In other words, **this year we helped more people connect with their dreams, loved ones or with more successful businesses.**

Likewise, **we focus on the specialization of our intelligence team** that is responsible for conducting in-depth commercial analyses, which benefits our allies, business partners and the industry.





## 4.1 Corporate governance

(102-16, 205-2)

The **foundation that governs us as a company are the standards, principles and values, being ethics the most important** one of them all. These bases of our behavior inside and outside of the organization are included in various documents, from which we can highlight:

### ✈️ **Code of Conduct.**

### ✈️ **Corporate Policies:**

- Anti-corruption policy, which establishes norms in relation to dealing with government officials, their families and representatives, as well as aspects related to gifts, donations, trips and leisure. This policy is based on the legal framework of the U.S. Foreign Corrupt Practices ACT (FCPA).
- Flexible Schedule Policy.
- Maternity and Paternity Policy.
- Diversity and Non-Discrimination Policy.
- Environmental Policy.
- Conflict of Interest and Relationship with Suppliers Policy.

### ✈️ **Internal Work Regulation for Non-Unionized personnel.**

### ✈️ **Collective Bargaining Agreements for the aircrew and groundcrew.**

To learn more about our corporate governance, visit the following link:



We periodically review these documents and make appropriate modifications, as is the case of the Code of Conduct, which **we strengthened in 2018 to include the new values, principles and behaviors of Grupo Aeroméxico.**

Once updated, we shared it with all the employees in the languages that are spoken within the company. At the end of 2018, **87.4% of the non-unionized employees had already read and signed it**, which goes to show the great commitment that our employees have to act under an ethical framework and to be aligned to the company's new culture.



# We really want to tell you everything!

Also, we make sure to permeate the content of this Code throughout the organization, for which we carried out various communication activities:

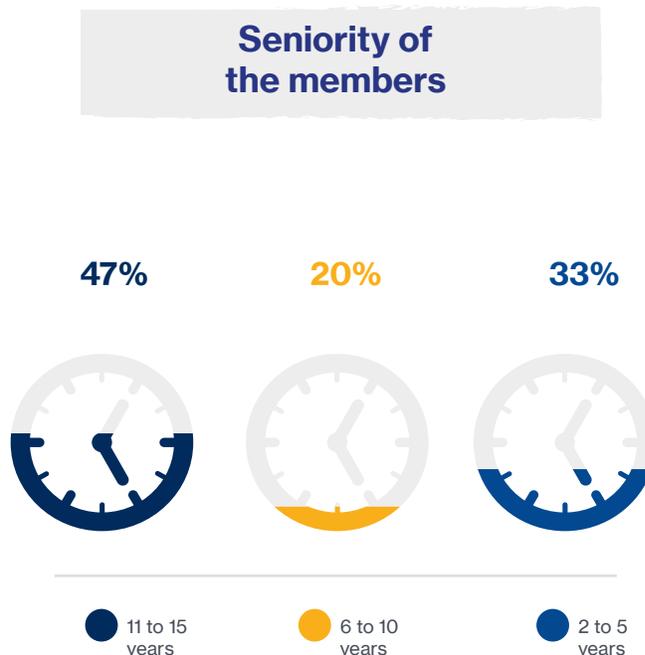


- ✈ An **on-site alignment session with 90 people** from Grupo Aeroméxico's leadership group.
- ✈ An **on-site and remote session with all the employees of the group, reaching more than 6,000 people at domestic and international levels.**
- ✈ **Reinforce new behaviors, values and principles** through all our internal communication media:
  - We placed information boards at all locations and stations with important information in different languages.
  - We handed out cards with the values to all the employees, which are attached to their corporate badges.

(102-17, 102-18, 102-20, 102-22, 102-23, 102-24, 102-26, 102-28, 102-31, 102-32, 102-33, 102-34, 405-1)

Also, all the actions and operations that we carry out adhere to the current laws and to the guidelines of our maximum internal government body, the Board of Directors, that serves as the legal representative of the company and has all the faculties and powers to carry out all the transactions related to our corporate purpose.

**The Board of Directors is composed of 15 regular members, 11 of which are independent.**





In order to ensure the **optimum performance of our governing body** and implement changes that improve future sessions, **an independent evaluation of each of the members of the Board of Directors** is done annually, through a questionnaire that is sent through the platform used for corporate governance issues.

The operating structure of the Board is comprised of three committees:

## Executive Committee

It is **composed of three Board members**. The President of our Executive Committee has the same faculties as those given to the General Director of the Group. He or she is in charge of the following activities, among others:

- **Management, direction and execution functions of our businesses** and those of our subsidiaries.
- **Management, direction and execution of our business objectives**, in accordance with the strategies, policies and guidelines determined and approved by our Board of Directors.
- **Reporting ethical concerns**, either directly to the Board or through the General Director of the company. This year, two critical situations were reported, one directly and the other through a meeting.

## Audit and Corporate Practices Committee

It is composed of **six independent members** of the Board. Some of its functions include:

- Giving an **opinion to the Board of Directors** on the matters that correspond to it under the Mexican Securities Act and the Bylaws.
- **Call Shareholders' General Assemblies** and ask that the topics it deems pertinent be included on the meeting agenda.
- Assist the Board of Directors in **preparing reports**.
- Submit recommendations to the Appointments and Compensations Committee regarding the **removal of members of the Board of Directors and of any officer, due to violations of the provisions of the Company's Bylaws**.



*We really want to tell you everything!*

## Appointments and Compensations Committee

The Committee has the following responsibilities:

- Propose names of candidates for the Board of Directors.
- Propose the compensation of the members of the Board and Committees, taking into account the opinion of the Audit and Corporate Practices Committee.
- Recommend the removal of board directors to our Shareholders' Assembly.
- Submit a report, at least once a year, to the board directors and shareholders with respect to the activities carried out by it.

The Board of Directors has appointed the following executive positions, which **are responsible for identifying and managing the risks and impacts on economic, social and environmental issues within the company**, and communicating them directly to the Board and its Committees:

- Financial Director – Economic issues.
- Operations Director and Investor Relations Director – Environmental and Social issues.

In addition, there's a Communication and Public Affairs Director, who oversees the Corporate Social Responsibility Management, which carries out the necessary activities for an adequate sustainable performance at Grupo Aeroméxico and is in charge of drafting this report.

These issues are **evaluated and reviewed** by the Board of Directors on a quarterly basis.



For more information related to the Corporate Governance of the Group, please see our 2018 Annual Report:



We have an Ethics and Media Committee, that is in charge of **managing anonymous reports, mechanism whereby all the employees can report, by phone or email, any breach to the Code of Conduct or practices carried out in violation to our principles, standards and values**, by another employee, supplier or customer.



## 4.2 Affiliation to external initiatives and partnerships

(102-12, 102-13)

Because we are a **company with operations in Mexico and several countries, we always work in alignment with the best international practices.** Likewise, we are part of several initiatives and **organizations that allow us to improve our operations,** as well as to meet the highest industry standards:

### 4.2.1 External initiatives



#### General

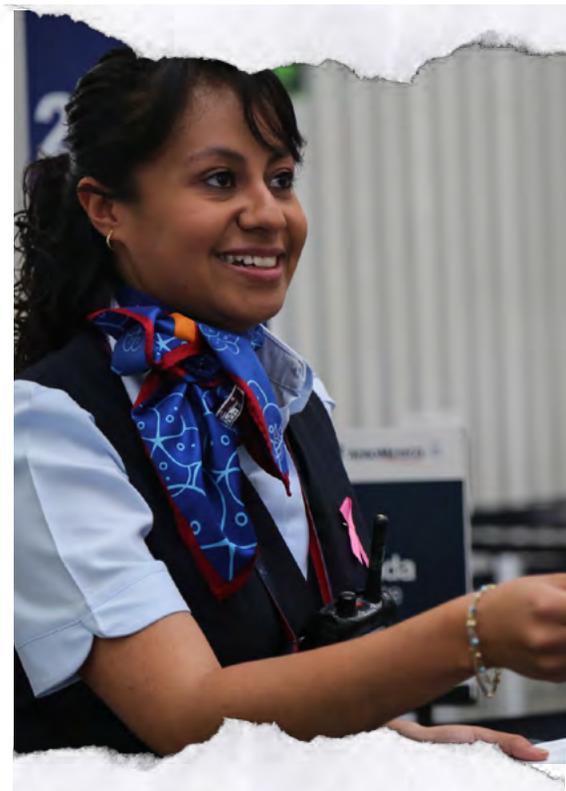
- *The United Nations Global Pact.*

#### Socioeconómicas

- *Convention on Combating Bribery of Foreign Public Officials in International Business Transactions of the Organization for Economic Cooperation and Development (OECD).*
- *Universal Declaration of Human Rights.*
- *Declaration of the International Labor Organization.*
- *Human Rights Campaign Foundation.*
- *Mexican LGBT+ Business Association.*
- *United Nations Office on Drugs and Crime (UNODC).*

#### Environmental

- *Clean Industry.*
- *Buckingham Palace Declaration.*
- *ISO 14001:2015.*
- *SAFUG (Sustainable Aviation Fuel Users Group).*
- *RSB (Roundtable on Sustainable Biomaterials).*
- *CORSIA (Carbon Offsetting and Reduction Scheme for International Aviation).*
- *IATA Resolution (International Air Transport Association) related to the development of sustainable fuel for aviation.*
- *Environmental Impact Assessment Program (IEnvA).*
- *Annual Greenhouse Gas Emissions Disclosure Program on domestic consumption (Annual Operations Certificate).*



### 4.2.2 Partnerships

- We are a member of the *International Air Transport Association (IATA)* and of the *Latin American Air Transport Association (ALTA).*
- We were part of the management team of the *National Chamber of Air Transport (CANAERO, Spanish acronym),* since our Institutional Relations Executive Director presided it from 2016 to 2018.
- We lead the *IATA Security Focus Group.*



# Chapter V

*But before we say goodbye...*

*...knowing what goals we have to pursue now. There is a huge sky waiting to be traveled, but before we say goodbye, **we want to reveal to you the thing that we are most proud of.***

*There is a reason why **Grupo Aeroméxico has remained over time**, and it's because we no longer see what we do as something as simple as wishing to touch the sun, but rather we are beginning to see it as an act of **balance between the economic, social and environmental impact that we generate by standing down on the ground and by flying amongst the clouds.** So, this is how, dear recipient, **we learned to fly higher.***

**Sending you a big hug that connects the whole world!**  
**The Grupo Aeroméxico Team**



# 2018 was a year of very positive changes for us:



**We updated our material issues,** with the participation of our group leaders (Vice presidents, Directors and Deputy Directors).



**We reported 100%** of indicators in the GRI Standards, compared to 2017, where we reported 8%.



We identified and updated the **list of our stakeholders.**

But before we say goodbye...

(102-46, 103-1, 103-2, 103-3)

From the moment that Grupo Aeroméxico was born in 1934, we learned that **to take off, remain in flight and reach higher**, we had to promote a virtuous circle for all our customers, employees and communities, which in turn would boost our growth as a company, as well as the development of the economy and the domestic aviation industry.

These economic, social and environmental efforts and impacts that we have made since then are what we know today as sustainability, and for us,

**it's the way in which we have been able to fly higher, always reaching new destinations.**

For this reason, we drive our actions according to the **Annual Flight Plan of Grupo Aeroméxico, and the Corporate Social Responsibility strategy** is key for the growth of the company.



## 2018 Flight Plan

- We optimize our resources and processes in order to be more efficient and comply with highest of punctuality and reliability.
- We reduce our costs and invest in projects that have a positive impact to promote the economic development of the industry and Mexico.
- We are a company that works under a culture of service and excellence, and that promotes all our colleagues' development.
- We implement strategies to optimize and ease the experience and service we offer to our customers.
- We draw alliances and collaborations to offer more options to our customers and give them a personalized travel experience.



Operations



Finances



People



Service



Network

## CSR Strategy



**Environmental Sustainability:** We carry out activities to reduce our environmental impact.



**Community Relations:** We maintain a mutually beneficial relationship with the communities where we have a presence.



**Responsible Business Practices:** We are a source of employment and economic development for our employees, suppliers and communities where we operate.



**Responsibility with Our Customers:** We take care of the safety of our clients and respect their rights as consumers.



At Grupo Aeroméxico we always **work under a philosophy of continuous improvement**, therefore, we update the corporate strategy annually to adapt to the changes in the environment.

As part of this, in 2018 we reviewed our **materiality**, a concept that refers to the **economic, social and environmental issues that are relevant** because of their relationship with our activities and the industry in which we work.

To do so, we carried out the following process:



## 1. External analysis (Relevance)



- We identified the sustainability issues of the airline industry that specialized media such as the *Dow Jones Sustainability Index* and *Global Reporting Initiative* focus on.



- We developed a benchmark of leading companies in the domestic and international airline industry to identify best practices.



## 2. Internal analysis (Maturity)



- We carried out a working session to identify how economic, social and environmental issues are managed within Grupo Aeroméxico.



- We interviewed **11 of our leaders** (Vice-Presidents, Directors and Deputy Directors) to define the company's strategic issues.



In the Epilogue you'll be able to find a table with the detailed information of the indicators that correspond to each material topic, as well as its scope and compliance level.

This year, the analysis process was enhanced, since **we had the involvement of the management team, who shared their vision on sustainability** at Grupo Aeroméxico, as well as their perception of our efforts on economic, social and environmental issues.

Based on this process, we identified

**13** material issues:

- Preparation and emergency response.
- Risks and crises management.
- Talent attraction and retention (compensations and benefits).
- Work relationship management.
- Client satisfaction.
- Corporate government and ethics.
- Health and safety.
- Operational eco-efficiency.
- Greenhouse Emission Index (GEI).
- Fleet management and technological improvements.
- Aircraft and component supply strategy.
- Emission offset.
- Material use and supply.



(102-21, 102-40, 102-42, 102-43)

We also **identified and prioritized our stakeholders**, through a process that consisted of:

**1**

Mapping and identifying  
**the groups related to the  
company.**

**2**

Classifying the groups  
depending on the type of  
relationship that Grupo  
Aeroméxico currently has  
with every one of them.

**3**

**Defining the stakeholders**  
according to:

- Level of **authority and impact on the company's decisions.**
- Interest in the **growth of Grupo Aeroméxico.**

As a result, Grupo Aeroméxico's stakeholders are:

- ✈ Customers
- ✈ Employees
- ✈ Trade unions
- ✈ Shareholders
- ✈ Government

- ✈ Suppliers
- ✈ Communities
- ✈ Industrial Chambers
- ✈ Non-Governmental Organizations

We maintain a **personalized, professional, transparent and close communication** with all our stakeholders to strengthen our relationship and continue to narrow the bond we have with each one:

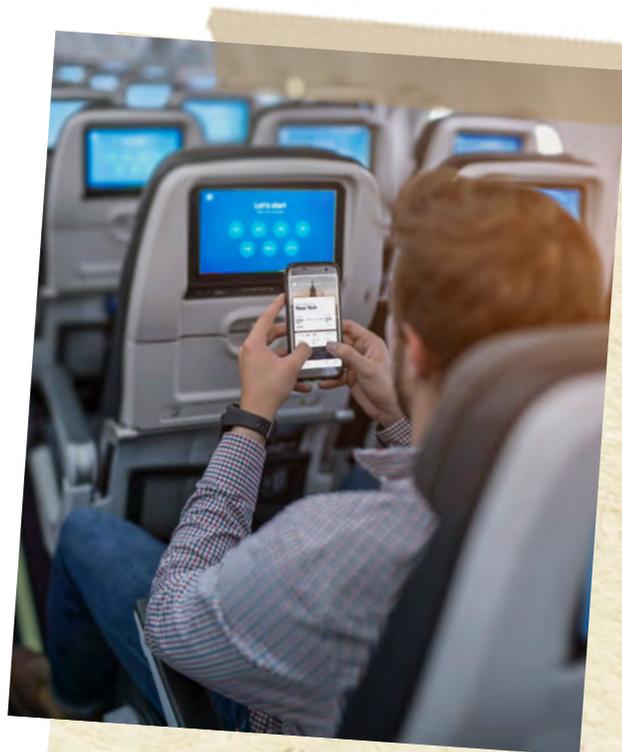


## Customers

They are at the **center of all our decisions**, so we created a strategy that allows us to provide a personalized service through the products we offer.

To achieve this, we accompany them **before, during and after their trip** in our customer service desks, ticket offices, as well as on our social media, telephone lines and in the contact section of the aeromexico.com website.

Through these channels, **we listen and read all of our customers' suggestions, answer any questions and give effective assistance** in case of any inconvenience, always prioritizing their security and satisfaction.



*But before we say goodbye...*



## Employees

They are one of our **main priorities and the engine that drives this flight**, so we always carry out actions that allow us to generate a two-way communication with them. To accomplish this, we have several means of internal communication:



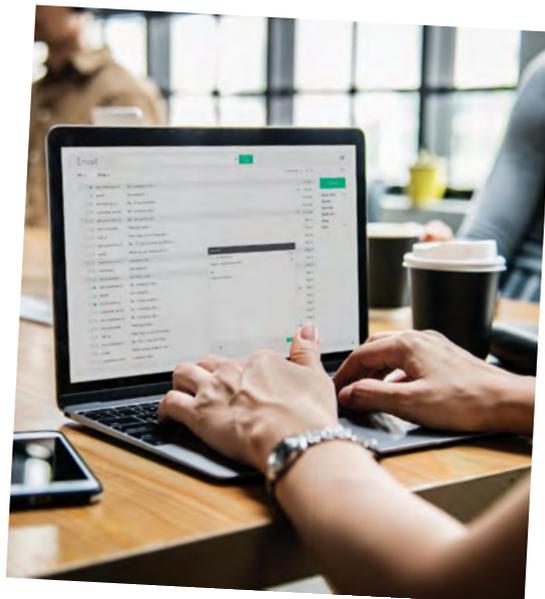
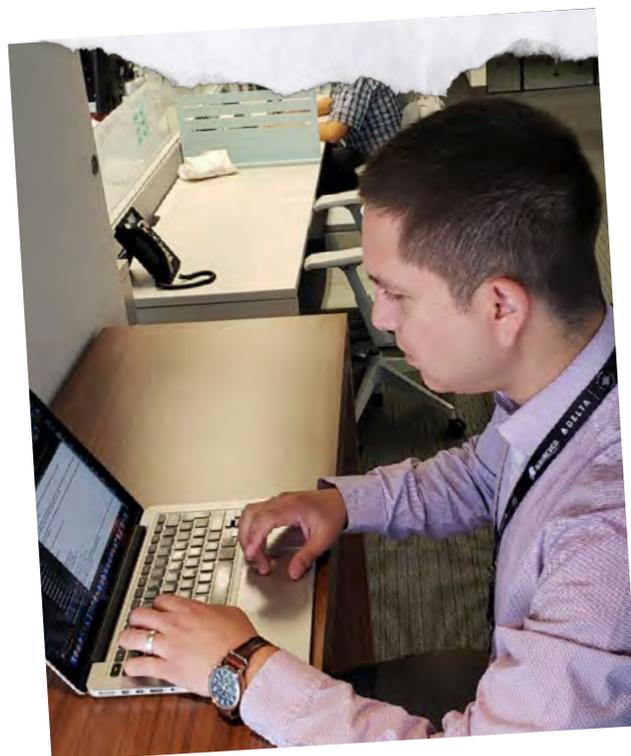
**On Site:** Townhalls, quarterly meetings where the Executive Committee and our General Director report on the progress made on the established annual objectives. We also carry out daily briefings for the operational areas, where relevant topics about the shift operation are communicated.



**Digital:** Bulletins or communications that are shared via mail or on the screens at the corporate offices, with administrative employees.



**Printed:** Leaflets and posters for the boards that are shared with all the employees who carry out operational activities. Where we report on our activities, as well as news and relevant situations that occur internally and externally.



To have more communication channels and dialogue with our employees, in 2019 **we will relaunch our intranet or internal portal**, which will be a **100% personalized communication and consultation tool**. We will also carry out **satisfaction and work environment surveys** to know their opinions and implement improvement actions.

Our relationship with the trade unions is also a priority, because they are a key player that ensures compliance with labor rights and promotes the free collective association of our employees. We maintain a strong bond with them; therefore, we have **unionized staff working inside our corporate offices to have a direct and smooth communication**.



## Shareholders

They are the **drivers and a fundamental pillar of Grupo Aeroméxico**, because, thanks to their trust year after year we get farther, and we are more sustainable.

Through our General Director, we are in constant communication with all the members of Grupo Aeroméxico's Board of Directors, to **communicate any issues related to our strategy and growth plans**.

Likewise, at least twice a year, the board of directors carries out sessions to address **issues that are related to our internal management and analyze action plans** to meet the flight Plan, which is established annually.



## Government

The government is a **key partner to boost the growth of the industry** and Mexico's economic development, so we continually meet with various government players that are related to our operations and to the aviation sector:

- **Ministry of Communications and Transportation (SCT, Spanish acronym).**
- **Ministry of Foreign Affairs (SRE, Spanish acronym).**
- **General Director of Civil Aviation (DGAC, Spanish acronym).**
- **Chambers of Deputies and Senate.**
- **National Chamber of Air Transport (CANAERO, Spanish acronym).**

We also draft **reports, briefings and recommendations on international best practices** in airport charges, service prices and legal framework, among others.

We communicate this information to the relevant authorities to promote actions that will result in laws or public policy proposals to improve the domestic industry.

*But before we say goodbye...*

In order to act in accordance with the domestic and international context, as well as with the commitments established with our stakeholders, in 2019 we **will begin the process of promoting the sustainability of our Corporate Social Responsibility strategy and the comprehensive impact of Grupo Aeroméxico.**

As part of this commitment, we will prepare an exercise to **align our annual Flight Plan, Sustainability Strategy, material issues and our Sustainable Development Goals (SDG), which are part of the 2030 United Nations Agenda.**

The objectives we will address in our strategy are mostly **related to the activities we carry out as a company and with the following SDGs, which are the most relevant to the aviation industry:**



This way, we're taking part in this global initiative that seeks to contribute to the reduction of **global problems and generate a greater positive impact in the world.**



---

*We have reached the final part of our story, of how we learned to fly higher and to stay on a constant journey, which has only been possible **thanks to all the collaborators, who are our driving force; and the millions of passengers that trust us to connect them to their dreams through our 93 destinations.***

*We hope that this book has allowed you to know a little more about all our sustainability actions, so that when you think about Grupo Aeroméxico you keep in mind that **together we are the wings of this plane whose destination is to reach ever higher and farther.***

---

# Epilogue

## P.S

All the information you could find throughout this book, also known as our Sustainability Report, is prepared in accordance with the GRI (Global Reporting Initiative) Standards in its essential option, reporting 135 indicators.

This is our fourth report, in which we described all the actions we carried out from **January 1 to December 31, 2018** on economic, social and environmental issues. Since 2017, we tell you our sustainability story annually.

The contents included in this document are reviewed and validated by the **Corporate Social Responsibility Management area and the Communication and Public Affairs Director, alongside Grupo Aeroméxico's General Direction.**

If you have any questions, comments or would like to know more about ***“And this is how we learned to fly higher. Our story as we’ve never told it before”***, please write to: [gamalasdelmundo@aeromexico.com](mailto:gamalasdelmundo@aeromexico.com)

We'll be happy to hear from you!



Dear flyer,

We've thought a lot about you. When things seem turbulent, we remember that **we're doing all of this for you** and a sort of turbine inside of us ignites. That's why we wanted to write to you, because as we once heard someone say, "writing reorders the body, corrects it, erases it."

And that is what you bring out of us: you put this open sky in order, you correct the course, you erase distances. Do you remember how many times we imagined living an experience like this? To be able to make you part of our efforts in building a sustainable world. Well, it turns out that...

**...we're more than you think.** Trust us: many more! We'd love it if you could meet us all. There are so many shared stories that this letter wouldn't be enough. And not only did more people join our flight, we're also learning from one another, because flying high in the air with open wings is no easy feat, **and we need all the experience, wisdom and courage we can find.**

More than preparing a report, we want to change the way we see our work. Everything we've talked about, questioned and inquired about the art of flying has brought us here to redefine it in a way that...

**...we didn't think we could. Hopefully this letter will make you smile,** with a smile as big as ours when we see the impact we've accomplished from up above. Airplanes, passengers and experiences are 'our thing', yes; but we can't lose sight of the communities that are directly or indirectly involved in what we do.

Right from the start we knew that it wouldn't be any good to conquer the sky if we'd forget everything else, when **much of what we are and have achieved we owe to what happens down here, on the ground.** We still have so much to do and places to get to, but every impact generated drives us to...

**...go farther each time.** Oh, we really want to tell you everything! Because **behind the transformations reached, there are percentages, graphs, indicators, goals, many goals met!** And when we start trying to understand what's behind those figures and deeds, we know what coordinates we're standing in before we embark on our next flight.

These are the results that elevate us before you and before those who make our operations happen. We are not talking about achievements to brag about or areas of opportunity to point out, but...

**...knowing what goals we have to pursue now.** There is a huge sky waiting to be traveled, but before we say goodbye, **we want to reveal to you the thing that we are most proud of.**

There is a reason why **Grupo Aeroméxico has remained over time,** and it's because we no longer see what we do as something as simple as wishing to touch the sun, but rather we are beginning to see it as an act of **balance between the economic, social and environmental impact that we generate by standing down on the ground and by flying amongst the clouds.** So, this is how, dear recipient, **we learned to fly higher.**

**Sending you a big hug that connects the whole world!**  
**The Grupo Aeroméxico Team**

# Table of Contents

## GRI

(102-55)

### Indicators

- Universal ■
- Economic ■
- Environmental ■
- Social ■

### Compliance Abbreviations

- Complete **C**
- Partial **P**

Material Topic	Indicator	Answer	Compliance	Boundaries				
				Grupo Aeroméxico				
				Aeroméxico & AM Connect	AM Cargo	AM Servicios	AM Formación	
	102-1	Name of the organization	Grupo Aeroméxico S.A.B de C.V.	C	✓	✓	✓	✓
	102-2	Activities, brands, products, and services	<ul style="list-style-type: none"> <li>• Aeroméxico.</li> <li>• Aeroméxico Connect.</li> <li>• Aeroméxico Cargo.</li> <li>• Aeroméxico Servicios.</li> <li>• Aeroméxico Formación.</li> <li>• Club Premier.</li> </ul> <p>We work with a hub and spoke model, which means consolidating the traffic in an airport (hub) and then serving different destinations (spokes); thanks to this we can have a broader reach to places or destinations that otherwise we would not be able to serve.</p> <p>More information in: Chapter I. Dear flyer. Page: 8.</p>	C	✓	✓	✓	✓
	102-3	Location of headquarters	Our headquarters are located in Mexico City.	C	✓	✓	✓	✓
	102-4	Location of operations	<p>Our operations are mainly centered in Mexico and Monterrey, namely at Terminal 2 of the Mexico City International Airport where our largest operations center is located.</p> <p>More information in: Chapter I. Dear flyer. Page 9.</p>	C	✓	✓	✓	✓
Client satisfaction.	102-5	Ownership and legal form	Sociedad Anónima Bursátil de Capital Variable.	C	✓	✓	✓	✓
	102-6	Markets served	<p>i. We offer our services to 93 destinations, 43 domestic (Mexico) and 50 international.</p> <p>ii y iii. Besides the passengers that trust us, we also offer our services to several types of customers, including companies from different industries, such as: FEMSA, BBVA, Citibank, Wal-Mart and Cemex, among others, as well as Non-Governmental Organizations.</p>	C	✓	✓		
Work relationship management.	102-7	Scale of the organization	<p>i. 16,118 employees (4,804 women and 11,314 men). Our team is mainly found in Mexico, comprising 98% of the workforce (13,595 permanent employees and 2,169 temporary employees).</p> <p>ii. 21.8 million passengers.</p> <p>iii. (70,264 million pesos). For more information refer to the 2018 Annual Report. Page 18.</p> <p>iv. For more information regarding this point, please refer to the 2018 Annual Report. Page 26.</p> <p>v. In 2018, we operated 600 flights per day to 93 destinations, 43 domestic (Mexico) and 50 international.</p> <p>More information in: Chapter I: Dear flyer. Page 7. Chapter II: We're more than you think. Page 25.</p>	C	✓	✓	✓	✓
	102-8	Information on employees and other workers	<p>16,118 employees, 13,941 permanent contract and 2,177 temporary contract.</p> <p>a. Permanent: 9,304 men and 4,637 women. Temporary: 2,010 men and 167 women.</p> <p>b. Permanent: 13,595 in Mexico and 346 in other countries. Temporary: 2,169 in Mexico and 8 in São Paulo, Brazil.</p> <p>c. Full-time Employees 15,775 (9,210 men and 4,495 women). Part-time employees: 343 (94 men and 142 women).</p> <p>d. and e. Not applicable.</p> <p>f. Information pf the Human Resources Department.</p> <p>More information in: Chapter II: We're more than you think. Pages 25-27.</p>	C	✓	✓	✓	✓

Material Topic	Indicator	Answer	Compliance	Boundaries			
				Grupo Aeroméxico			
				Aeroméxico & AM Connect	AM Cargo	AM Servicios	AM Formación
Material use and supply. Fleet management and technological improvements.	102-9	<p>Supply chain</p> <p>All the companies which we work with adhere to our ethical framework, as well as to the external certification process that is carried out to the suppliers to ensure the quality and impact of the operations and products we acquire.</p> <p>We currently work with the following suppliers:</p> <ul style="list-style-type: none"> <li>- Boeing and Embraer: Aircraft manufacturers.</li> <li>- AICM, ASUR, OMA and Grupo Aeroportuario del Pacífico: Airport infrastructure.</li> <li>- Delta TechOps: Airplane maintenance.</li> <li>- Kuwait Petroleum Corporation, Petrobras, Vitol, Cepsa, World Fuel, Aeropuertos y Servicios Auxiliares: Fuel supply.</li> <li>- HP: Supports the operation of the telecommunications infrastructure.</li> <li>- Gate Gourmet and LSG SkyChefs: Commissary.</li> <li>- Oracle: Accounting, Human Resources, Payroll, Supplies and Planning.</li> <li>- Sabre: Computerized business information system.</li> </ul> <p>More information in: Chapter I: Dear flyer. Page 20.</p>	C	✓	✓	✓	✓
Client satisfaction.	102-10	<p>Significant changes to the organization and its supply chain</p> <ul style="list-style-type: none"> <li>• Economic growth of 14.5% and a 5.9% increase in the number of passengers, compared to 2017.</li> <li>• We signed 433 corporate contracts, 26% more than in 2017.</li> <li>• We increased our non-stop routes to Detroit, with connections from the Bajío area, Querétaro, Monterrey and Mexico City.</li> </ul> <p>In 2019, we will suspend the routes from Mexico City to Boston, Washington, Dallas and Portland. From Monterrey to Las Vegas, Tijuana, Merida and Veracruz; as well as from Guadalajara to Cancún and San Jose, California.</p> <p>For more information: Chapter I. Dear flyer. Page 7. Refer to the 2018 Annual Report. <a href="https://aeromexico.com/es-mx/inversionistas/reportes-financieros">https://aeromexico.com/es-mx/inversionistas/reportes-financieros</a></p>	C	✓	✓	✓	✓
Operational eco-efficiency.	102-11	<p>Precautionary Principle or approach</p> <p>In our Environmental Policy we reaffirm the commitment we have in protecting the environment through efficiency in all our operations and corporate activities, on the ground and in the air.</p> <p>As part of the International Air Transport Association (IATA), we adopted the Environmental Assessment Program (IEnvA), which seeks to establish global environmental management standards for airlines and aviation industry services.</p> <p>More information in Chapter I: Dear flyer. Page 15.</p>	C	✓	✓	✓	✓
Corporate government and ethics.	102-12	<p>External initiatives</p> <p>More information in Chapter IV: We really want to tell you everything! Page 59.</p>	C	✓	✓	✓	✓
Corporate government and ethics.	102-13	<p>Membership of associations</p> <p>More information in Chapter IV: We really want to tell you everything! Page 59.</p>	C	✓	✓	✓	✓
Corporate government and ethics.	102-14	<p>Statement from senior decision-maker</p> <p>Foreword. Page 5.</p>	C	✓	✓	✓	✓
Risks and crises management.	102-15	<p>Key impacts, risks, and opportunities</p> <p>Some of the primary risks related to our business and the aviation industry in Mexico are:</p> <ul style="list-style-type: none"> <li>• Delays or interruption in the construction and start-up of operations of airport infrastructures.</li> <li>• High volatility in fuel costs, increase in the prices of fuel and significant interruptions in the supply of fuel.</li> <li>• Loss of profits or income, maintenance or consequential losses that arise from mechanical failures, or losses related to the non-performance of the suppliers.</li> <li>• Changes in utilization levels of our aircraft, which makes us vulnerable to delays on our flights.</li> <li>• Increases in landing fees and other access and airport service charges.</li> </ul> <p>More information in the 2018 Annual Report. Pages 29 - 56.</p>	C	✓	✓	✓	✓

Material Topic	Indicator	Answer	Compliance	Boundaries			
				Grupo Aeroméxico			
				Aeroméxico & AM Connect	AM Cargo	AM Servicios	AM Formación
Corporate government and ethics.	102-16	<p>Values, principles, standards, and norms of behavior</p> <p>The foundation that governs us as a company are the standards, principles and values, being ethics the most important one of them all. These bases of our behavior inside and outside of the organization are included in various documents, among which we can highlight the Code of Conduct and our Corporate Policies.</p> <p>More information in: 2018 Annual Report. Page 74. Chapter IV: We really want to tell you everything! Page 55. <a href="https://aeromexico.com/es-mx/acerca-de-aeromexico/corporativo-aeromexico">https://aeromexico.com/es-mx/acerca-de-aeromexico/corporativo-aeromexico</a></p>	C	✓	✓	✓	✓
Corporate government and ethics.	102-17	<p>Mechanisms for advice and concerns about ethics</p> <p>We have an Ethics and Media Committee that is in charge of managing anonymous reports, mechanism whereby all the employees can report, by phone or email, a breach to the Code of Conduct or practices carried out in violation to our principles, standards and values, by another employee, supplier or customer.</p> <p>More information in Chapter IV: We really want to tell you everything! Page 58.</p>	C	✓	✓	✓	✓
Corporate government and ethics.	102-18	<p>Governance structure</p> <p>The Board of Directors is composed of 15 regular members, of which, 25% are independent.</p> <ul style="list-style-type: none"> <li>Diversity: made up of 93% men and 7% women.</li> <li>Seniority of the members: 53% (11 to 15 years), 34% (6 to 10 years) and 13% (2 to 5 years).</li> </ul> <p>More information in Chapter IV: We really want to tell you everything! Page 56. and in our website: <a href="https://aeromexico.com/es-us/inversionistas/gobierno-corporativo/consejo">https://aeromexico.com/es-us/inversionistas/gobierno-corporativo/consejo</a></p>	C	✓	✓	✓	✓
Corporate government and ethics.	102-19	<p>Delegating authority</p> <p>The Board of Directors has appointed the following executive positions, which are responsible for identifying and managing the risks and impacts on economic, social and environmental issues within the company, and communicating them directly to the Board and its Committees:</p>	C	✓	✓	✓	✓
Corporate government and ethics.	102-20	<p>Executive-level responsibility for economic, environmental, and social topics</p> <ul style="list-style-type: none"> <li>Financial Director (Economic issues).</li> <li>Operations Director and Investor Relations Director (Environmental and Social issues).</li> </ul> <p>More information in Chapter IV: We really want to tell you everything! Page 58.</p>	C	✓	✓	✓	✓
Corporate government and ethics.	102-21	<p>Consulting stakeholders on economic, environmental, and social topics</p> <p>No consultations are made. On a quarterly basis, the company reports to the market its operational and financial performance through the Mexican Stock Exchange, National Banking and Securities Commission, and a conference call.</p>	P	✓	✓	✓	✓
Corporate government and ethics.	102-22	<p>Composition of the highest governance body and its committees</p> <p>Refer to: indicator 102-18 and 2018 Annual Report. Pages 126-137.</p>	C	✓	✓	✓	✓
Corporate government and ethics.	102-23	<p>Chair of the highest governance body</p> <p>Javier Arrigunaga Gómez del Campo is the President of our Board of Directors and Executive President.</p> <p>For more information in 2018 Annual Report. Page 126-132-</p>	C	✓	✓	✓	✓
Corporate government and ethics.	102-24	<p>Nominating and selecting the highest governance body</p> <p>The general shareholders' meeting is responsible for appointing the board directors and their respective alternates, which in the case of the independent directors should also be independent.</p> <p>In accordance with Mexican law and the Company Bylaws, any shareholder or group of shareholders holding 10% or more of the shares paid in have the right to appoint a board director, (on the understanding that the Foreign Shareholders in no case can appoint more than 49% of the members of the Board of Directors based on this right). The election of a board director carried out by the minority shareholders may only be revoked by the revocation of the appointment by all the other members of the Board.</p> <p>For more information in 2018 Annual Report. Page 146.</p>	C	✓	✓	✓	✓

Material Topic	Indicator	Answer	Compliance	Boundaries			
				Grupo Aeroméxico			
				Aeroméxico & AM Connect	AM Cargo	AM Servicios	AM Formación
Corporate government and ethics.	102-25	Conflicts of interest  In accordance with Mexican Law, a shareholder shall not be present at the deliberation and voting on a matter in which he or she has a conflict of interest. However if the shareholder votes, such shareholder shall be liable for damages, but only if the transaction would not have been approved without his or her vote. The determination of the conflict of interest would be initially performed by the shareholder, subject to a judicial determination to the contrary. Mexican Law does not establish specific rules for the criterion that should be applied in relation to the determination of conflict of interest.  More information in 2018 Annual Report. Page 150.	P	✓	✓	✓	✓
Corporate government and ethics.	102-26	Role of highest governance body in setting purpose, values, and strategy  The Board of Directors is the legal representative of the Company and has extensive powers to carry out all the transactions inherent to the Company's corporate purpose, except those expressly entrusted to the General Shareholders' Meeting.  Some of the responsibilities of the Board of Directors are: • Establish the general strategies for managing the business of the Company and the corporate entities it controls. • Supervise the management and direction of the company and the corporate entities it controls, considering the relevance of the latter on the Company's financial, administrative and legal situation, as well as the performance of the Relevant Executives. • The policies and guidelines for the use and enjoyment of the assets owned by the Company and the corporate entities it controls, by related parties. • The transactions, considered on an individual basis, with related parties, that the Company or the corporate entities it controls plan to carry out.  More information in Chapter IV: We really want to tell you everything! Page 56. 2018 Annual Report. Pages 126-129.	P	✓	✓	✓	✓
Corporate government and ethics.	102-27	Collective knowledge of highest governance body  The regular shareholders' meetings will be held at least once a year, within the four months following the close of each fiscal year to approve, among other issues, the report of the Board of Directors with respect to the financial statements, the appointment or ratification of the members of the Board of Directors, when applicable, declare dividends and determine the compensation of the Board directors.  Extraordinary shareholders' meetings shall be those to address any of the matters referred to in article 182 of the Mexican Corporations Act, such as change of the corporate purpose, merger, spin off, transformation, dissolution or liquidation of the Company, amendments to the Bylaws, and any other matter that, in accordance with the Bylaws, must be approved by an Extraordinary Meeting.  For more information refer to the 2018 Annual Report. Pages 143-144.	C	✓	✓	✓	✓
Corporate government and ethics.	102-28	Evaluating the highest governance body's performance  a.b.c. An independent evaluation of each of the members of the Board of Directors is carried out annually, through a questionnaire that is sent through the platform used for corporate governance issues. d. The results of the evaluation are taken into account to implement enhancements at future meetings.	C	✓	✓	✓	✓
Corporate government and ethics.	102-29	Identifying and managing economic, environmental, and social impacts  a. Give follow up on the main risks to which the company and the corporate entities it controls are exposed, as determined based on the information provided by the Audit and Corporate Practices Committee, the General Director and the corporate entity that provides the independent audit services, as well as the accounting, internal control and internal audit systems; recording, filing or reporting systems of the company and the entities it controls, which may be carried out by the Audit and Corporate Practices Committee.	P	✓	✓	✓	✓
Corporate government and ethics.	102-30	Effectiveness of risk management processes  The decision making process related to these issues is carried out based on the information submitted by the Board.	P	✓	✓	✓	✓

Material Topic	Indicator	Answer	Compliance	Boundaries			
				Grupo Aeroméxico			
				Aeroméxico & AM Connect	AM Cargo	AM Servicios	AM Formación
Corporate government and ethics.	102-31	Review of economic, environmental, and social topics	C	✓	✓	✓	✓
Corporate government and ethics.	102-32	Highest governance body's role in sustainability reporting	C	✓	✓	✓	✓
Corporate government and ethics.	102-33	Communicating critical concerns	C	✓	✓	✓	✓
Corporate government and ethics.	102-34	Nature and total number of critical concerns	P	✓	✓	✓	✓
Corporate government and ethics.	102-35	Remuneration policies	P	✓	✓	✓	✓
Corporate government and ethics.	102-36	Process for determining remuneration	P	✓	✓	✓	✓
Corporate government and ethics.	102-37	Stakeholders' involvement in remuneration	P				
Talent attraction and retention (compensations and benefits).	102-38	Annual total compensation ratio	P	✓	✓	✓	✓
Talent attraction and retention (compensations and benefits).	102-39	Percentage increase in annual total compensation ratio	P	✓	✓	✓	✓
	102-40	List of stakeholder groups	C	✓	✓	✓	✓
Work relationship management.	102-41	Collective bargaining agreements	C	✓	✓	✓	✓
	102-42	Identifying and selecting stakeholders	C	✓	✓	✓	✓
Client satisfaction. Work relationship management.	102-43	Approach to stakeholder engagement	P	✓	✓	✓	✓
	102-44	Key topics and concerns raised	P	✓	✓	✓	✓

Material Topic	Indicator	Answer	Compliance	Boundaries			
				Grupo Aeroméxico			
				Aeroméxico & AM Connect	AM Cargo	AM Servicios	AM Formación
102-45	Entities included in the consolidated financial statements	The consolidated financial statements include Grupo Aeromexico, S.A.B. de C.V. and all the entities directly or indirectly controlled by Grupo Aeromexico. See Note 6 of 2018 Consolidated Financial Statements. Page 60.	C	✓	✓	✓	✓
102-46	Defining report content and topic Boundaries	<p>a. The content of the report seeks to comply with the Sustainable IPC, the SDGs on the 2030 Agenda, and the GRI methodology.</p> <p>b. At Grupo Aeromexico we always work under a philosophy of continuous improvement, therefore, we update the corporate strategy annually to adapt to the changes in the environment.</p> <p>As part of this, in 2018 we reviewed our materiality, a concept that refers to the economic, social and environmental issues that are relevant because of their relationship with our activities and with the industry in which we work.</p> <p>More information in Chapter V: But before we say goodbye. Pages 62-68.</p>	C	✓	✓	✓	✓
102-47	List of material topics	<ul style="list-style-type: none"> <li>• Preparation and emergency response.</li> <li>• Risks and crises management.</li> <li>• Talent attraction and retention (compensations and benefits).</li> <li>• Work relationship management.</li> <li>• Client satisfaction.</li> <li>• Corporate government and ethics.</li> <li>• Health and safety.</li> <li>• Operational eco-efficiency.</li> <li>• Greenhouse Emission Index (GEI).</li> <li>• Fleet management and technological improvements.</li> <li>• Aircraft and component supply strategy.</li> <li>• Emission offset.</li> <li>• Material use and supply.</li> </ul>	C	✓	✓	✓	✓
102-48	Restatements of information	As of this year, the base year will be considered for the computations of the following reports.	C	✓	✓	✓	✓
102-49	Changes in reporting	Refer to indicator 102-46.	C	✓	✓	✓	✓
102-50	Reporting period	January 1 to December 31, 2018	C	✓	✓	✓	✓
102-51	Date of most recent report	January 1 to December 31, 2017	C	✓	✓	✓	✓
102-52	Reporting cycle	Annual	C	✓	✓	✓	✓
102-53	Contact point for questions regarding the report	This report was prepared pursuant to the Essential Option of the GRI Standards.	C	✓	✓	✓	✓
102-54	Claims of reporting in accordance with the GRI Standards	gamalasdeltmundo@aeromexico.com	C	✓	✓	✓	✓
102-55	GRI content index	Table of Contents GRI Standards. Pages 72-85.	C	✓	✓	✓	✓
102-56	External assurance	Currently, no external verification is carried out to the report.	C	✓	✓	✓	✓
103-1	Explanation of the material topic and its Boundary	<p>Chapter I: Dear Flyer. Page 11.</p> <p>Chapter II: We're more than you think. Page 25.</p> <p>Chapter III: Hopefully this letter will make you smile. Page 39.</p> <p>Chapter IV: We really want to tell you everything! Page 54.</p> <p>Chapter V: But before we say goodbye. Page 62.</p>	C	✓	✓	✓	✓
103-2	The management approach and its components	<p>We have a Social Responsibility Statement that establishes our commitment to sustainability. In 2019, we will begin the process to evolve and convert our Corporate Social Responsibility strategy into a sustainability strategy.</p> <p>As part of this process, we will prepare an exercise to align our Flight Plan and Sustainability Strategy, as well as our material issues, with the Sustainable Development Goals (SDG) that are part of the 2030 Agenda of the United Nations Organization (UN).</p> <p>More information in Chapter V: But before we say goodbye. Page 62.</p>	C	✓	✓	✓	✓
103-3	Evaluation of the management approach	<p>Refer to indicator 102-46.</p> <p>More information in Chapter V: But before we say goodbye. Pages 62-68.</p>	P	✓	✓	✓	✓

Material Topic	Indicator	Answer	Compliance	Boundaries				
				Grupo Aeroméxico				
				Aeroméxico & AM Connect	AM Cargo	AM Servicios	AM Formación	
	201-1	Direct economic value generated and distributed	i. Operating revenue: \$70,264.03 (million pesos). ii. Operating costs: \$70,255.46 (million pesos). iii. Operating income: \$8.57 (million pesos).	C	✓	✓	✓	✓
			For more information refer to the 2018 Annual Report. Page 25.					
	201-2	Financial implications and other risks and opportunities due to climate change	Our operations can be affected by variations in the weather conditions and the presence of natural disasters that cause service interruptions and air traffic restrictions. These events can have a significant impact on our operating costs and on our business, financial position and operating results. In addition, increases in the frequency and intensity of hurricanes, storms, typhoons, or any other serious climatic phenomenon could result in increases in fuel consumption, turbulence incidents, delays and flight cancellations. Due to the factors described above and other factors described in this report, our operating results for each quarter may not be good indicators of our future performance.	C	✓	✓	✓	✓
			For more information refer to the 2018 Annual Report. Page 32.					
Talent attraction and retention (compensations and benefits).	201-3	Defined benefit plan obligations and other retirement plans	Chapter II: We're more than you think. Page 34.	P	✓	✓	✓	✓
	201-4	Financial assistance received from government	Grupo Aeroméxico is a private company, so we do not receive any kind of government contributions.	C	✓	✓	✓	✓
Talent attraction and retention (compensations and benefits).	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	The minimum wage ratio is not used to determine the salaries of the positions, what is take into account is market competitiveness according to the level, responsibility and position.	C	✓	✓	✓	✓
Talent attraction and retention (compensations and benefits).	202-2	Proportion of senior management hired from the local community	a., b., c., d. 0.34% of our senior executives (director and vice-president) were hired locally, in other words, they are Mexican, which is where we have our main operations and where our headquarters are based.	C	✓	✓	✓	✓
	203-1	Infrastructure investments and services supported	Chapter III: Hopefully this letter will make you smile. Page 39.	P	✓	✓	✓	✓
	203-2	Significant indirect economic impacts	Chapter III: Hopefully this letter will make you smile. Pages 39-44.	P	✓	✓	✓	✓
Material use and supply.	204-1	Proportion of spending on local suppliers	Information not available.	P	✓	✓	✓	✓
Corporate government and ethics.	205-1	Operations assessed for risks related to corruption	Information not available.	P	✓	✓	✓	✓
Corporate government and ethics.	205-2	Communication and training about anti-corruption policies and procedures	b. We periodically review these documents and make the relevant modifications, as is the case of the Code of Conduct, which we strengthened in 2018 to include the new values, principles and behaviors of Grupo Aeroméxico.  Once updated, we shared it with all the employees in the languages that are spoken in the company. At the end of 2018, 87.4% of the non-unionized employees have already read and signed it, which demonstrates the great commitment of all our employees to act under an ethical framework and aligned to the company's new culture.  The communication (which will be made in 2019) of the new policies on the prevention of corruption and economic competition is still pending.	P	✓	✓	✓	✓

Material Topic	Indicator	Answer	Compliance	Boundaries				
				Grupo Aeromexico				
				Aeromexico & AM Connect	AM Cargo	AM Servicios	AM Formación	
Corporate government and ethics.	205-3	Confirmed incidents of corruption and actions taken	Information not available.	P	✓	✓	✓	✓
Corporate government and ethics.	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	<p>a. (i) The initiation of an investigation by the Federal Economic Competition Commission (COFECE), due to "the possible commission of absolute monopolistic practices in the public services market related to the air transportation of passengers and/or cargo from and/or to national territory was published in the Official Gazette on April 21, 2015; (ii) The initiation of an investigation by the COFECE "in the market that provides air transportation services that use the Mexico City International Airport for their landing and/or takeoff procedures, in order to determine the possible existence of barriers to the free competition and concurrence or essential inputs that could generate anti-competitive effects was published in the Official Gazette on February 16, 2015.</p> <p>b. (i) on June 26, 2017, the plenary session of the COFECE issued a final ruling determining that the services related to landing, takeoff, use and control of the platforms owned by the Mexico City International Airport that are used by air carriers to carry out their operations at said airport, are an essential input and therefore, are subject to corrective measures; (ii) to date, Aeromexico has not been held liable.</p>	C	✓	✓	✓	✓
Aircraft and component supply strategy. Material use and supply.	301-1	Materials used by weight or volume	<p>Non-renewable materials used: Jet Fuel - Aviation Jet A and Jet A-1 Fuel: In 2018, Grupo Aeromexico used for its flights (block to block time) 1,698,968,475 liters of fuel, equal to 1,349,133 tons of fuel.</p> <p>The block to block time corresponds to the time from the moment the aircraft door closes and the brake is released (time 1) and the time from the moment the aircraft door opens at the arrival gate following its landing (time 2).</p> <p>In 2018, we used a total of 496,880 pieces of packing material for our operations and according to the following classification:</p> <ul style="list-style-type: none"> <li>• COURIER BAGS 142,082 pc.</li> <li>• BUBBLE WRAP 35 pc.</li> <li>• PACKING TAPE 11,366 pc.</li> <li>• COURIER SACKS 1,402 pc.</li> <li>• DISTINCTIVE TAGS 11,913 pc.</li> <li>• PLASTIC STRAP 292 pc.</li> <li>• KRAFT PAPER 20 pc.</li> <li>• POLYETHYLENE PLASTIC AND POLI STRETCH 38,535 pc.</li> <li>• STEEL SECURITY SEALS 289,127 pc.</li> <li>• RIBBON FOR PRINTERS 1,620 pc.</li> <li>• BLUE ABSORBENT MATS 488 pc.</li> </ul> <p>Streamlining actions have been carried out in the use of packaging materials in all our warehouses and light trolleys were purchased that weigh 40% less than the conventional trolleys.</p> <p>More information in Chapter I: Dear flyer. Page 15.</p>	C	✓	✓	✓	
Aircraft and component supply strategy. Operational eco-efficiency.	301-2	Recycled input materials used	<p>At our East Hangar we improved our recycling process (cardboard, plastic, among others), achieving 27% more recycled materials by aircraft in service, compared to the prior year.</p> <p>Chapter I: Dear flyer. Pages 16-17.</p>	C	✓	✓		
Aircraft and component supply strategy. Operational eco-efficiency.	301-3	Reclaimed products and their packaging materials	<p>We recovered and reused 20% of the consumer product packaging that were on board the aircraft and were not used. This was the result of an analysis carried out on the estimated demand versus the recorded consumption, to be able to reduce the consumption of packages that will not be used.</p> <p>Chapter I: Dear flyer. Page 18.</p>	C	✓	✓		

Material Topic	Indicator	Answer	Compliance	Boundaries			
				Grupo Aeroméxico			
				Aeroméxico & AM Connect	AM Cargo	AM Servicios	AM Formación
Operational eco-efficiency.	302-1	Energy consumption within the organization  Fuel: 73% liters of gasoline, 27% liters of diesel. Note: 143 conventional land vehicles in Mexico City.  Electricity: This year we consumed 11,953,290 kilowatts of electricity in CECAM, Aeroméxico Cargo, AFI, East Hangar and Connect, as well as in the Guadalajara and Monterrey stations.  Chapter I: Dear flyer. Page 15.	P	✓	✓		
Operational eco-efficiency.	302-2	Energy consumption outside of the organization  a. Jet fuel energy consumption on flights: 57,742,892 GJ. b. Fuel was measured based on the block to block time, in accordance with the fuel measurement standards established by ICAO in the SARPs. The first measurement is taken upon the departure of the aircraft (doors closed) and upon arrival (doors open). c. The conversion factor from Kg to Joule was obtained from the Safety Data Sheet of the jet fuel supplied by PEMEX. Official document: HDS-PEMEX-TRI-SAC-6, data employed 42.8 MJ/KG (page 14).	C	✓	✓		
Operational eco-efficiency.	302-3	Energy intensity  a. 2.6 GJ/ Passenger - 1.09 MJ/ASK. b. All the passengers of commercial flights and ASK carried out were selected, and published in the third quarter report of 2018, taking into account 12 months of information. c. The type of energy measured corresponds to jet fuel on flights using the block to block methodology. d. The ratio includes energy consumed outside of the organization.	C	✓	✓		
Operational eco-efficiency.	302-4	Reduction of energy consumption  At the East Hangar, we managed to reduce by 13% the consumption of electricity per person compared to 2017 (indexed by the number of people working at the EH each year).	P	✓	✓		
Operational eco-efficiency.	302-5	Reductions in energy requirements of products and services  Chapter I: Dear flyer. Pages 16-17.	P	✓	✓		
Operational eco-efficiency.	303-1	Water withdrawal by source  With respect to the municipal water supply and other public or private water services, we had savings of 10% in 2018 compared to 2017, per person working each year at the East Hangar, which has reduced the generation of wastewater in the same proportion. Indexed by the number of people working at the East Hangar each year.  Chapter I: Dear flyer. Pages 16-17.	P	✓	✓		
Operational eco-efficiency.	303-2	Water sources significantly affected by withdrawal of water  We do not affect water bodies or habitat, because we use the public water supply network	C				
Operational eco-efficiency.	303-3	Water recycled and reused  In 2018, we did not recycle or reuse water.	C	✓	✓	✓	✓
	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas  All operational sites are located in urban areas, we do not affect protected areas or biodiversity.	C				
	304-2	Significant impacts of activities, products, and services on biodiversity  Information not available.	P				
Emission offset.	304-3	Habitats protected or restored  We carried out a corporate volunteering program with Reforestamos México, A.C., with the participation of 100 volunteers and we reforested a hectare at the Nevado de Toluca with 1,000 trees, which is equal to approximately 30 thousand tons of CO2 offset.  Chapter I: Dear flyer. Page 18. Chapter III: Hopefully this letter will make you smile. Page 51.	C	✓	✓	✓	✓
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations  We confirmed our commitment with the Buckingham Palace Declaration, to protect biodiversity and fight against its illegal trade, therefore we do not transport endangered species.  Chapter I: Dear flyer. Page 15.	P	✓	✓	✓	✓

Material Topic	Indicator	Answer	Compliance	Boundaries			
				Grupo Aeroméxico			
				Aeroméxico & AM Connect	AM Cargo	AM Servicios	AM Formación
Operational eco-efficiency. Greenhouse Emission Index (GEI). Fleet management and technology improvements.	305-1	Direct (Scope 1) GHG emissions	<p>a. Total emissions reduced due to the consumption of jet fuel: 4,259,212.9 Ton CO2</p> <p>b. Only CO2 is included in the Mexican standard: CA AV-42/14 R1. on emissions reporting</p> <p>c. N/A</p> <p>d. Base year for calculation 2018.</p> <p>e. The source for the emission factor is the Advisory Circular # CA AV-42/14 R1 issued by the Directorate General of Civil Aviation (DGAC, Spanish acronym) which establishes a value of 3.157 ton CO2 per ton of jet fuel or Jet fuel A</p> <p>f. The approach employed was through operational control, through the ODS tool where the fuel of the arrival and departure of each flight is recorded</p> <p>g. The calculation was made based on the consumption of fuel consumed from block to block, methodology found in the SARPs or methodologies recommended by ICAO. The calculation tool used is the measurement of fuel upon departure (when the doors are closed) and upon arrival (when the doors are opened), which is when this information is recorded by the aircraft and sent to a database, and the information is downloaded, the fuel consumed is calculated and multiplied by the emission factor.</p>	C	✓	✓	
Greenhouse Emission Index (GEI).	305-2	Energy indirect (Scope 2) GHG emissions	4,422-72 Ton CO2	C			
Greenhouse Emission Index (GEI).	305-3	Other indirect (Scope 3) GHG emissions	Information not available.	P			
Greenhouse Emission Index (GEI).	305-4	GHG emissions intensity	<p>a. 193 Kg CO2 /Pax - 80 g CO2/ASK</p> <p>b. The passengers transported and ASKs available were taken from the company's financial reports, corresponding to 12 months, and were validated with the passengers transported in the ODS system</p> <p>c. Only GHG gases corresponding to scope 1 of fuel consumption are considered</p> <p>d. According to the methodology issued by the authority, only CO2 is measured</p>	C	✓	✓	
Greenhouse Emission Index (GEI).	305-5	Reduction of GHG emissions	<p>a. There was no net reduction in GHG emissions by aviation, on the contrary, it increased by 4.8% compared to 2017 (4,065,034.6 Ton CO2). This is due to the fact that our operations grew because of our new routes</p> <p>However, there was a reduction in emission intensity of 2% from 197 Kg CO2/Pax in 2017 to 193 Kg CO2/Pax, and emission intensity was also reduced by 3.7% from 83 g CO2/ASK in 2017 to 80 g CO2/ASK in 2018.</p> <p>b. The gases included in the calculation only correspond to CO2</p> <p>c. The reference years are 2017 and 2018</p> <p>d. Only corresponds to scope 1</p> <p>The methodology and assumptions previously described in this section were used.</p>	C	✓	✓	
Greenhouse Emission Index (GEI).	305-6	Emissions of ozone-depleting substances (ODS)	Not applicable.	C			
Operational eco-efficiency.	306-1	Water discharge by quality and destination	Refer to indicator 306-5.	C	✓	✓	
Operational eco-efficiency.	306-2	Waste by type and disposal method	<p>At the East Hangar, we achieved the following:</p> <ul style="list-style-type: none"> <li>Decreasing by 4% the generation of hazardous waste per aircraft in service, compared to 2017 (per aircraft in service at the East Hangar).</li> <li>Improving our recycling process (cardboard, plastic, among others), achieving 27% more recycled materials per aircraft in service, compared to the prior year.</li> <li>Reducing by 1% the generation of municipal waste per aircraft in service, compared to 2017.</li> </ul> <p>Indexed by aircraft in service at the East Hangar.</p>	C	✓	✓	✓
Operational eco-efficiency.	306-3	Significant spills	There have been no significant spills.	C	✓		

Material Topic	Indicator	Answer	Compliance	Boundaries				
				Grupo Aeroméxico				
				Aeroméxico & AM Connect	AM Cargo	AM Servicios	AM Formación	
Operational eco-efficiency.	306-4	Transport of hazardous waste	<p>Last year we transported 559 tons of dangerous goods at the domestic and international level: (67% imported goods and 33% exported goods).</p> <p>Chapter I: Dear flyer. Page 19.</p>	C	✓	✓	✓	✓
	307-1	Non-compliance with environmental laws and regulations	We have not had any fines or monetary sanctions.	C	✓	✓	✓	✓
Aircraft and component supply strategy. Material use and supply.	308-1	New suppliers that were screened using environmental criteria	<ul style="list-style-type: none"> <li>• GAM Fleet Fuel</li> </ul> <p>To date, our biddings do not include environmental-related criteria, however, we do comply with the parameters defined in the IATA Model Agreement (section on Aviation Fuel Supply Model Agreements).</p> <ul style="list-style-type: none"> <li>• GAM Technical Supply</li> </ul> <p>The QA area is responsible for conducting technical evaluations in accordance with industry guidance; this area defines the checklist with the requirements for supplier approval according to the type of service (distributor, manufacturer, repairman).</p> <p>The evaluations conducted by QA do not include environmental issues and they are not considered by the Corporate Procurement Department and PMO as part of the scope in the definition of internal evaluations.</p>	P	✓	✓	✓	✓
Aircraft and component supply strategy. Material use and supply.	308-2	Negative environmental impacts in the supply chain and actions taken	In order to complement the external verification performed to suppliers, in 2019 we will work on the planning to carry out environmental evaluations to our suppliers.	C	✓	✓	✓	✓
Work relationship management.	401-1	New employee hires and employee turnover	<p>In 2018, we had 4,121 employee resignations (3,459 men and 662 women) and 4,495 hirings (3,635 men and 860 women).</p> <p>More information in Chapter II: We're more than you think. Page 27.</p>	P	✓	✓	✓	✓
Talent attraction and retention (compensations and benefits).	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<ul style="list-style-type: none"> <li>• Flexible work schedules.</li> <li>• Parental leave.</li> <li>• Private retirement plan.</li> <li>• Collaborative work centers.</li> <li>• Life insurance and major medical expense insurance (only some employees).</li> </ul> <p>More information in Chapter II: We're more than you think. Page 34.</p>	C	✓	✓	✓	✓
Talent attraction and retention (compensations and benefits).	401-3	"Parental leave"	<p>a. y b. 360 requests for parental leave(91% men and 9% women).</p> <p>c. 100% of the employees (360) that requested parental leave, returned after their leave to continue carrying out their activities in the company.</p> <p>d. We had a total of 305 active employees after the leave (92% men and 8% women).</p> <p>e. Return rate 100% (91.11% Men and 8.89% Women).</p> <p>Of this population, at date we have a total of 55 resignations, of which 8 are women and 47 are men, due to different reasons.</p> <p>Retention rate 84.72% (6.67% Women, 78.05% Men).</p>	C	✓	✓	✓	✓
Talent attraction and retention (compensations and benefits).	402-1	Minimum notice periods regarding operational changes	We do not have established terms; it is in accordance with Aeroméxico's regulations.	C	✓	✓	✓	✓
Talent attraction and retention (compensations and benefits). Health and safety.	403-1	Workers representation in formal joint management-worker health and safety committees	<ul style="list-style-type: none"> <li>• We have a Safety and Hygiene Commission that collaborates together with the trade unions (in accordance with the regulations established by the Ministry of Labor and Social Welfare), which addresses the work conditions and risks in order to take action based on such.</li> </ul> <p>More information in Chapter II: We're more than you think. Page 28.</p>	P	✓	✓	✓	✓

Material Topic	Indicator	Answer	Compliance	Boundaries			
				Grupo Aeroméxico			
				Aeroméxico & AM Connect	AM Cargo	AM Servicios	AM Formación
Health and safety.	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities  We met the objective of being under 2.96% compared to 2017. We had no deaths or occupational accidents or occupational illnesses.  This year we established the Accident Rate Index as a KPI for the Executive Operations Directorate (areas exposed to a higher risk of accidents due to their functions); a database of the work risks by operating area and region was also implemented, allowing us to know the root cause, and based on such implement actions to minimize the risk of accidents.  More information in Chapter II: We're more than you think. Page 28.	P	✓	✓	✓	✓
Health and safety.	403-3	Workers with high incidence or high risk of diseases related to their occupation  We carried out periodic medical profiles to identify possible risks, as well as to the employees who wish to obtain certification and perform functions as Aeronautical Technical Personnel; however, there is no high rate or high risk of related illnesses.	C	✓	✓	✓	✓
Health and safety.	403-4	Health and safety topics covered in formal agreements with trade unions  We, together with the Unions, have a Safety and Health Commission in place in accordance with Mexican Official Standard 19 issued by the Ministry of Labor and Social Welfare, a forum that addresses work-related risks, conditions and unsafe acts, to take action based on such.  The number of articles on safety found in the content of the Collective Labor Agreements (CLA) and Internal Labor Regulations (RIT) by trade union are: • ASPA (AM Connect) CCT: 11 articles, RIT: 12 articles. • ASSA (Flight Attendants) CCT: 16 articles, RIT 3 articles. • Independence (Aeromexico, SISTEM and AM Cargo) CCT: 6 articles, RIT: 5 articles. • ASPA (Aeromexico) CCT: 23 articles, RIT: 4 articles. • STIA (Flight Attendants Connect) CCT: 6 articles, RIT: 21 articles.	C	✓	✓	✓	✓
Work relationship management.	404-1	Average hours of training per year per employee  In 2018, the average training hours per employee was 15 hours.  More information in Chapter II: We're more than you think. Pages 29-32.	C	✓	✓	✓	✓
Talent attraction and retention (compensations and benefits).	404-2	Programs for upgrading employee skills and transition assistance programs  More information in Chapter II: We're more than you think. Page 32.	C	✓	✓	✓	✓
Talent attraction and retention (compensations and benefits).	404-3	Percentage of employees receiving regular performance and career development reviews  This year the evaluation was carried out to 13% (660 people) of the Non-Unionized Employees, at the following levels: Senior Specialist, Managers, Assistant Directors and Directors. We implemented career conversations which aim to have clarity on and align the employees expectations to their career plan  More information Chapter II: We're more than you think. Page 33.	P	✓	✓	✓	✓
Talent attraction and retention (compensations and benefits).	405-1	Diversity of governance bodies and employees  a. Governance bodies. i. Gender (14 men and 1 woman) ii. Age group (3 board members between 30 and 50 years old, 12 board members more than 50 years old) b. Employees i. Gender: ii. Age group: Less than 30 years old (4,390) Between 30 and 50 years old (9,562) More than 50 years old (2,166)	C	✓	✓	✓	✓
Talent attraction and retention (compensations and benefits).	405-2	Ratio of basic salary and remuneration of women to men  At Grupo Aeroméxico our employee's compensation is based on their performance, not their gender.	C	✓	✓	✓	✓
Corporate government and ethics.	406-1	Incidents of discrimination and corrective actions taken  Information not available.	P	✓	✓	✓	✓

Material Topic	Indicator	Answer	Compliance	Boundaries				
				Grupo Aeroméxico				
				Aeroméxico & AM Connect	AM Cargo	AM Servicios	AM Formación	
Corporate and government and ethics.	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	All our employees and suppliers are free to associate and bargain collectively; therefore, to date this right is not violated.	P	✓	✓	✓	✓
	408-1	Operations and suppliers at significant risk for incidents of child labor	Information not available.	P				
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Information not available.	P				
Talent attraction and retention (compensations and benefits). Health and safety. Preparation and emergency response.	410-1	Security personnel trained in human rights policies or procedures	Our employees and external suppliers of safety services receive the basic training courses required by the Ministry of Labor and Social Welfare, as well as the initial and periodic courses on AVSEC (Aviation Security), which also address issues related to Human Rights. The areas that receive this training are Pilots, Flight Attendants, Maintenance, Operations, Cargo and Airports. This also applies to the PAPSA staff (Protección y Alarmas Privadas S.A de C.V), our external security services provider.  More information in Chapter II: We're more than you think. Page 29-32.	C	✓	✓	✓	✓
	411-1	Incidents of violations involving rights of indigenous peoples	We have no knowledge of cases of violations of rights to indigenous people.	C	✓	✓	✓	✓
	412-1	Operations that have been subject to human rights reviews or impact assessments	We currently have no record of operations that have been subjected to impact assessments on human rights.	C	✓	✓	✓	✓
Talent attraction and retention (compensations and benefits).	412-2	Employee training on human rights policies or procedures	Chapter II: We're more than you think. Pages 29-32.	P	✓	✓	✓	✓
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	We have no material investment agreements or contracts with Human Rights clauses or subject to Human Rights assessments.	C	✓	✓	✓	✓
Emission offset.	413-1	Operations with local community engagement, impact assessments, and development programs	More information in Chapter III: Hopefully this letter will make you smile. Pages 39-52.	P	✓	✓	✓	✓
	413-2	Operations with significant actual and potential negative impacts on local communities	We have no record of real or potential significant impacts in the local communities. At Aeromexico we are Committed to working with the communities where we operate and generating a virtuous circle, so that our presence represents a positive impact at an economic, social and environmental level.	P	✓	✓	✓	✓
Material use and supply.	414-1	New suppliers that were screened using social criteria	Currently we do not consider it as part of the scope.	C	✓	✓	✓	✓
Material use and supply.	414-2	Negative social impacts in the supply chain and actions taken	Currently we do not consider it as part of the scope.	C	✓	✓	✓	ü
	415-1	Political contributions	Grupo Aeromexico is a private, nonpartisan company, so we do not contribute to political parties or representatives.	C	✓	✓	✓	✓
Health and safety.	416-1	Assessment of the health and safety impacts of product and service categories	All the food is prepared by the suppliers (commissary) that ensure the safety of food, through international certifications on hygienic food handling and food safety standards. Additionally, we have a Food and Beverages area, whose main task is to carry out daily inspections with all the suppliers who are in charge of the different routes of Aeromexico.  More information in Chapter I: Dear flyer. Pages 21-22.	P	✓	✓		

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Health and safety.	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Information not available.	P	✓	✓	✓	✓
	417-1	Requirements for product and service information and labeling	<p><b>Service (Ticket Purchasing)</b> We have an air transportation agreement for the passenger (available at <a href="https://aeromexico.com/es-mx/informacion-legal">https://aeromexico.com/es-mx/informacion-legal</a>), where we establish that all our customers have access to a ticket (physical or electronic) that establishes the rate and conditions of the service acquired.</p> <p><b>Products (Food on board)</b> With respect to the products offered on board the aircraft, the Commissaries are not required to provide the component information on the label of the finished products. The labelling of the products to be able to identify the lot is compulsory on all the foodstuffs, if the foodstuffs are not labeled they must be disposed of because there is no way of knowing whether it can be consumed based on its shelf life. The food prepared by the commissaries require labeling based on an internal color code that indicates the day of the week on which it was assembled. The purpose of this is to ensure the correct use of the first-in first-out procedures.</p> <p>We currently have not detected any case of non-compliance related to the commissaries' labeling of finished foods.</p> <p>The commissaries are in charge of the management of organic and inorganic waste, and they carry out control, separation and collection internal procedures of such, always taking into account the reduction of their environmental impact.</p> <p>More information in Chapter I: Dear flyer. Pages 20-22.</p>	C	✓	✓	✓	✓
	417-2	Incidents of non-compliance concerning product and service information and labeling	Information not available.	P	✓	✓	✓	✓
	417-3	Incidents of non-compliance concerning marketing communications	In 2018, our communication and marketing campaigns were carried out in accordance with the standards and regulations of the different agencies and institutions and therefore, we received no warnings or sanctions.	C				
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<p>We have received no claims in this regard since 2014. We have Policies, Procedures and Systems for the Protection of Personal Data held by individuals, as well as e-learning training courses for all the personnel involved in processing the personal data of our employees, customers and suppliers.</p> <p>More information in 2018 Annual Report. Page 74.</p>	C	✓	✓	✓	✓
	419-1	Non-compliance with laws and regulations in the social and economic area	We are not aware of any fines or penalties due to non-compliance with social or economic laws or regulations.	C	✓	✓	✓	✓

