



**Grupo  
Aeroportuario  
del Pacífico**



**SUSTAINABILITY REPORT 2020**

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# Relevant Data

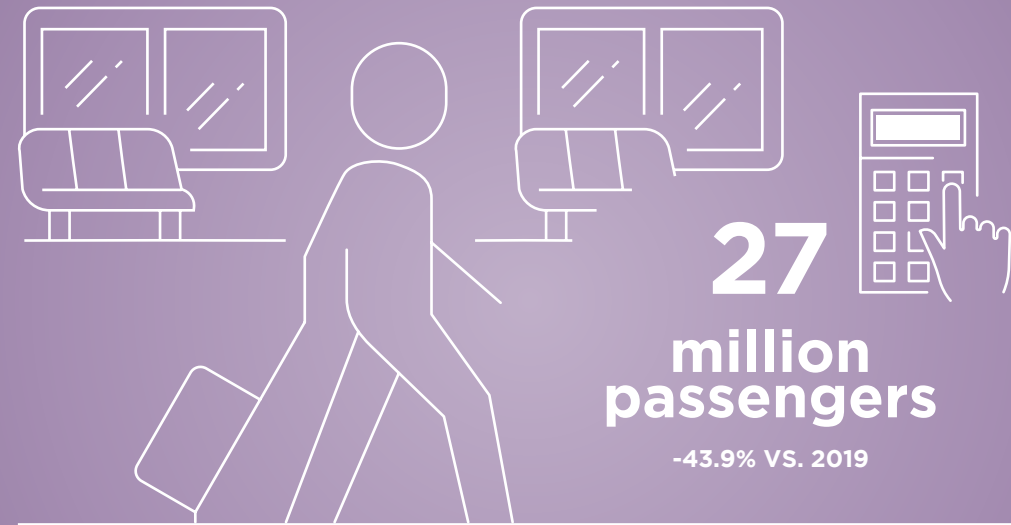
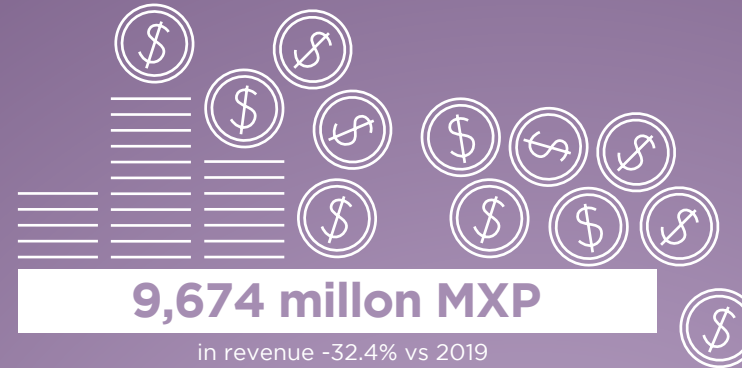
GRI 102-7, 201-1, 203-1, 203-2

We were the first operator in Mexico to obtain the "Safe Travels" stamp granted by the World Travel & Tourism Council.

Our airports received the Airport Health Accreditation (AHA) from the International Airports Council.



**3,160.1 million MXP**  
IN MEXICO AND JAMAICA  
CAPEX





**248.8 million MXP**  
investment in  
environmental projects



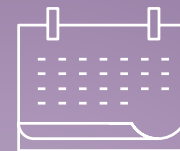
**10 MJ**  
energy consumption  
per passenger \*



**17.10% turnover rate**



**285 million MXP**  
invested in technology  
and innovation



**23 events**  
with social impact



**3.69% voluntary  
turnover**



**59,849 hours**  
of training to employees



**1,566 students**  
enrolled in community  
training centers

NOTE: ONLY APPLIES FOR GAP MEXICO

We have recalibrated our ambitious Master Development Plan with the Ministry of Communications and Transportation (SCT), extending the execution deadlines and maintaining GAP's historical investment.

Notes on business results and indicators.

As a consequence of the limitations and temporary closures of operations due to the COVID-19 pandemic, during 2020, GAP's financial results were affected. As a result, operating, environmental and social indicators did not represent the business impact under normal conditions.

On the other hand, the indicators corresponding to the efficiency of our operation in Kingston differ from the rest of the GAP airports. We are still in the process of implementation and approval of best practices.





# GAP MESSAGES

# Message from the CEO

GRI 102-14



## DEAR STAKEHOLDERS OF GAP:

At GAP, our main objective is to look ahead to the future, remembering that company's commitment to sustainable development is tangible and demonstrate that these actions are positive, viable, and transformative in a long term. Moreover, sustainability involves all of us as a society, from private companies, civil society, governments at all levels, to each of us as individuals, since we all have the same goal: a world focused on economic development and social, caring for the environment and where we all have access and the right to health and education.

Today more than ever, we have seen that addressing issues related to sustainability in an orderly and timely manner should be a priority issue in all organizations. For example, in Grupo Aeroportuario del Pacífico, we have worked in recent years harmonizing environmental, social, and corporate governance (ESG) issues to boost the profitability of our company.

This was evident during 2020, the year in which we demonstrated that even in the face of an adverse and challenging environment for the airport industry derived from the COVID-19 pandemic, at GAP, we adapted our operational, financial, technological, and human capacities to continue serving to our clients, passengers and visitors. One of the biggest takeaways from this pandemic is that everything can change dramatically overnight, and as a company, we must be prepared to respond flexibly.

To mitigate the harmful effects of the pandemic on our operations and revenues, we implemented cost containment measures that allowed us to adjust to reduced traffic volumes. In addition, we supported the liquidity of airlines and business partners with discounts and incentive programs that were critical to their long-term viability. This allowed us to boost passenger demand.

On the other hand, we successfully renegotiated a recalibration of the 2020-2024 Master Development Plan with the Ministry of Communications and Transportation to recalculate the traffic and income scenarios according to the new reality, which will allow us to adapt our facilities to the levels of quality and comfort required by passengers, in an environmentally friendly way, in the coming years.

To restore the confidence of passengers when flying, we work together with the airlines and the Secretaries of Tourism to act in a timely manner in the face of the new levels of service required by the users of our airports. We adapt our infrastructure with hygiene and safety measures; we design biosafety processes for employees and passengers; we prioritize large spaces, intensify cleaning tasks and facilitate the digitization of multiple internal and external processes, giving way to a passenger-centered vision. We also installed laboratories to perform COVID-19 tests required of our international passengers by the US government.

As a result, we were the first group of airports in the world to receive the Accreditation of Sanitary Measures for Airports awarded by Airport Council International (ACI).

Despite the contingency, we continue working to improve our ESG performance and communicate it with our stakeholders. For the first time, we include information to meet the standards of the Sustainability Accounting Standards Board (SASB) applicable to our industry, in addition to those of the Global Reporting Initiative (GRI) that we have reported for some

years. We also adhere to the United Nations Global Compact and are committed to applying its ten principles.

In environmental matters, and to reduce our carbon footprint, we installed 14 systems carports, which are solar panel systems in the parking lots of 11 of our Mexican airports, as well as in our Montego Bay airport in Jamaica, which will allow us to have 20% of airports are self-sustaining in energy and reduce our emissions by more than 6 thousand tons of CO2 equivalent per year once they come into operation. This initiative is part of the strategy that we have initiated and that will allow us to acquire and generate clean energies that are crucial for reducing our carbon footprint.

We maintain our commitment to environmental certification programs such as the Airport Carbon Accreditation of the ACI, with which we have nine airports already accredited, as well as the environmental audit program of the Federal Agency for Environmental Protection (PROFEPA) with which we obtained the Environmental Quality Certificate in our 12 Mexican airports.

Our commitment to society is genuine. Therefore, through the GAP Foundation, we continue to support quality education for students of the GAP Schools in a distance scheme for the 810 students of the GAP Schools. We launched the Sponsorship Program for the students of the GAP Schools who have more significant financial needs, through which they received additional support thanks to the contributions made by our collaborators; We also promote semi-formal education, workshops, and other pieces of training at Community Training Centers to the people of the airport communities. All these initiatives are aimed at transforming people's lives, opening the way to better opportunities.

The development of GAP women within the professional and personal environment has been one of our primary concerns, which is why we have undertaken initiatives and programs

for gender equality and female empowerment to promote respect, work, and equal opportunities among men and women. Likewise, our priority has been to preserve the health of our employees, providing them with what is necessary so that they can carry out their work safely.

Corporate Governance bodies maintained their exercise and performance by applying standards and best practices, which gives shareholders confidence about the adequate supervision, advice, and risk management for the effective management of business operations.

Within a framework of culture and ethical behavior, transparency and regulatory compliance have been recognized by organizations such as Mexicanos contra la Corrupción, which have placed us within the first ten places in the ranking of the 500 most transparent companies that implement anti-corruption practices.

Our sustainability performance, as well as the initiatives undertaken during 2020, are presented in this report, in which we also make transparent the actions we carry out to address the pandemic, which came to rethink the way in which we operate our business. In 2021 we will continue to address health issues as a priority factor while remaining at the forefront of our operational processes.

I want to extend a great recognition to our 1,656 collaborators in Mexico and Jamaica. For a year of significant challenges, which they were a key piece to give continuity to our operations. We thank all of them for their effort and dedication.

To our customers, passengers, the general public, investors, and other stakeholders, we appreciate the trust they have placed in us. We reiterate our commitment to transparency and continuous improvement of our ESG processes and indicators.

**Raúl Revuelta Musalem**  
**CEO of Grupo Aeroportuario del Pacífico**





# WE ARE GAP

# Mission, vision, and values

GRI 102-1, 102-5, 102-16

Grupo Aeroportuario del Pacífico, SAB de CV (GAP) operates and manages 14 international airports in the Pacific, central Mexico, and the Caribbean regions. We serve important tourist destinations, from medium-sized cities to the main metropolitan areas of the countries where we have a presence.

In 1998, we received from the Government of Mexico the concession of 12 airports for 50 years to privatize and improve the country's airport services.

In 2003 the Government of Jamaica granted us a concession to operate the Montego Bay Airport for 30 years. In October 2018, we obtained the concession to manage, modernize and expand the Norman Manley International Airport in Kingston, from which we began operations in 2019.

## MISSION

To provide services that contribute to regional, national and international air transport and position the 14 airports operated by GAP among the leading airports through competitive management and operation, continuously adapting to market demand.

## VISION

Become the best private operator of airport services, offering security, efficiency, and comfort services sustainably and profitably.



## OUR VALUES

-  • **RESPECT.** Treat other people as we would like them to treat us.
-  • **HONESTY.** Always act with ethical objectivity and consistency in all activities and always for the benefit of the organization.
-  • **EMPATHY.** Understand and own the needs and expectations of the organization and its staff.
-  • **COMMUNICATION.** Transmit in a transparent, precise, timely, efficient, and reciprocal manner.
-  • **PASSION.** Act with heart, dedication, and energy in what you do and think while respecting others.
-  • **TEAMWORK.** Ability to unify efforts to achieve a common goal, valuing the work of all collaborators.
-  • **HUMOR.** Don't take it personally. Instead, apply joy, release pressure, and improve your perspective on problems.

# Resilience in the face of an adverse environment

GRI 102-7, 103-1, 103-2, 103-3, 201-1

On March 11, 2020, the World Health Organization (WHO) declared the existence of a pandemic derived from the outbreak of COVID-19, causing, among many things, the gradual cancellation of international flights from Canada, the United States, and Europe, as well as domestic flight operations due to the restrictions imposed within each territory, which was reflected in a fall significant flow of passengers and revenues in Mexico and Jamaica.

There is no doubt that with the arrival of the health emergency, the way of flying changed, and with it, how at GAP we carry out our operations in the present and in the future.

To mitigate the harmful effects of the pandemic on our operations and revenues, we implemented cost savings measures that allowed us to adjust to reduced traffic volumes and constant monitoring of market conditions to act promptly in the face of new service levels—required by the users of our airports.

We adapt our infrastructure with hygiene and safety measures; we design biosecurity processes for employees and passengers. We prioritize large spaces, intensify cleaning tasks and facilitate the digitization of multiple internal and external procedures, giving way to a passenger-centered vision.

The economic slowdown caused by the pandemic also significantly affected the businesses of our commercial partners, from airlines and companies to providers of support services at airports. We work with them with the interest of getting out of the crisis together. For example, we eliminated for charges to airlines for aircraft parking for a few months, and we negotiated contracts with businesses based on sales and the level of air traffic, seeking that our customers could maintain their operation in an environment of total adversity.

In the middle of a challenging year for all industries, but particularly ours, we were one of the few airports with positive cash flow. This was not only because we implemented a powerful savings strategy but also because we realigned our business objectives.

Although our passenger flow decreased by 43.9% compared to 2019, we were the airport group with the fastest recovery and the largest market share in Mexico in the year. As a result, we reached total revenues of 9,674 million pesos and a solid balance sheet.

Year	Passenger traffic (millions)	Total revenue (millions MXP)	Net profit (millions MXP)
2017	40.07	11,053	4,731
2018	44.94	12,683	5,139
2019	48.70	14,319	5,455
2020	27.32	9,674	1,919

Note. This table does not include connecting passengers.

On the other hand, we negotiated a recalibration of the Master Development Plan (PMD) 2020-2024 with the Ministry of Communications and Transportation (SCT) to recalculate the traffic and income scenarios used in the model according to the new reality.

The renegotiation was successfully achieved, which will allow us to adapt our facilities to the quality and comfort levels required by passengers in the coming years.

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# Presence and size

GRI 102-3, 102-4, 102-6, AO1, AO3



Airports in Mexico	Origin Passenger	Destination passenger	Connection Passenger	Passenger 2020
Guadalajara	4,052,296	4,073,310	328,517	8,454,123
Tijuana	3,164,925	3,151,698	80,715	6,397,338
Los Cabos	1,517,428	1,546,732	3,256	3,067,416
Puerto Vallarta	1,241,707	1,294,413	5,296	2,541,416
Mexicali	355,049	338,165	3,451	696,665
Hermosillo	497,300	486,925	25,486	1,009,711
Aguascalientes	238,265	237,297	677	476,239
Guanajuato	690,156	697,555	12,030	1,399,741
Morelia	316,495	314,828	2,874	634,197
Manzanillo	41,962	44,285	350	86,597
La Paz	285,323	287,814	3,573	576,710
Los Mochis	105,585	108,062	6,582	220,229

Airports in Jamaica	Origin Passenger	Destination passenger	Connection Passenger	Passenger 2020
Montego Bay	827,016	783,539	14,272	1,624,827
Kingston	307,326	322,062	5,079	634,467



**PASSENGERS BY TYPE OF FLIGHT.**

	Domestic flights	International flights	Total
Number of passengers landing	9,333,768	4,263,588	13,597,356
Number of passengers taking off	9,162,048	4,568,114	13,730,162
<b>Total</b>	<b>18,495,816</b>	<b>8,831,702</b>	<b>27,327,518</b>

Note. This table does not include connecting passengers.

**CARGO CARRIED ON CARGO AND PASSENGER FLIGHTS.**

*Tons*

	Cargo Flights	Passenger flights	Total
Arrivals	86,269,149	158,105,858	244,375,007
Departures	97,015,528	156,548,823	253,564,351

# GUADALAJARA (GDL)



### MAIN DESTINATIONS:

Mexico City, Tijuana and Los Angeles



### MAIN AIRLINES:

Volaris, VivaAerobus and Aeroméxico

## 331.7 MXP

Aeronautical and non-aeronautical revenues per passenger

### TRAFFIC SHARE:



**71% national**  
**29% international**



**882.8 million MXP**  
CAPEX



**8.1**  
million  
passengers



**55 destinations served**

**14 airlines**



## TIJUANA (TIJ)



### MAIN DESTINATIONS:

Mexico City, Guadalajara and Culiacán



### MAIN AIRLINES:

Volaris, VivaAerobus and Aeroméxico

**241.8 MXP**

Aeronautical and non-aeronautical revenue per passenger

### TRAFFIC SHARE:



**73% national**  
**27% international**



**744.7 million MXP**  
CAPEX



**6.3**  
million  
passengers



**36 destinations served**

**6 airlines**



## LOS CABOS (SJD)



### MAIN DESTINATIONS:

Mexico City, Los Angeles and Dallas



### MAIN AIRLINES:

American, Alaska, United, Southwest and Volaris

**467.3 MXP**

Aeronautical and non-aeronautical revenue per passenger

### TRAFFIC SHARE:



**40% national**  
**60% international**



**421.3 million MXP**  
CAPEX



**3.1**  
million  
passengers



**47 destinations served**

**16 airlines**





## PUERTO VALLARTA (PVR)



### MAIN DESTINATIONS:

Mexico City, Los Angeles and Dallas



### MAJOR AIRLINES:

American, United, Alaska, Volaris and VivaAerobus

**411.2 MXP**

aeronautical and non-aeronautical revenues per passenger

### TRAFFIC SHARE:



**38% national**  
**62% international**



**212.0 million MXP**  
CAPEX



**2.5**  
million  
passengers



**51 destinations served**

**16 airlines**



## MONTEGO BAY (MBJ)



### TOP DESTINATIONS:

Toronto, Charlotte, New York, Atlanta, and Ft. Lauderdale



### MAIN AIRLINES:

American, Southwest, Delta y Jetblue

**635.0 MXP**

Aeronautical and non-aeronautical revenues per passenger

### TRAFFIC SHARE:



**100% international**



**USD 6.4 million CAPEX**



**1.6 million passengers**



**60 destinations served**

**34 airlines**



## KINGSTON (KIN)



### MAIN DESTINATIONS:

Miami, New York, and Fort Lauderdale



### MAIN AIRLINES:

JetBlue, American, Caribbean

**767.6 MXP**

Aeronautical and non-aeronautical revenue per passenger

### TRAFFIC SHARE:



**100% international**



**USD 2.2 million CAPEX**



**0.6 million passengers**



**18 destinations served**

**12 airlines**



## GUANAJUATO (BJX)



### MAIN DESTINATIONS:

Tijuana, Mexico City and Cancún



### MAIN AIRLINES:

Volaris, VivaAerobus and Aeroméxico

**326.1 MXP**

Aeronautical and non-aeronautical revenues per passenger

### TRAFFIC SHARE:



**76% national**  
**24% international**



**33.2 million MXP**  
CAPEX



**1.4**  
million  
passengers



**17 destinations served**

**7 airlines**



## HERMOSILLO (HMO)



### MAIN DESTINATIONS:

Mexico City, Guadalajara, Tijuana and Monterrey



### PRINCIPALES AEROLÍNEAS:

Volaris, VivaAerobus and Aeroméxico

**273.6 MXP**

Aeronautical and non-aeronautical revenues per passenger

### TRAFFIC SHARE:



**95% national**  
**5% international**



**84.6 million MXP**  
CAPEX



**1.0**  
million  
passengers



**15 destinations served**

**7 airlines**



## MEXICALI (MXL)



### MAIN DESTINATIONS:

Guadalajara, Mexico City and Culiacán



### MAIN AIRLINES:

Volaris, Aeroméxico and VivaAerobus

**247.6 MXP**

Aeronautical and non-aeronautical revenues per passenger

### TRAFFIC SHARE:



**100% national**



**139.5 million MXP**  
CAPEX



**0.6 million passengers**



**7 destinations served**

**4 airlines**



## LA PAZ (LAP)



### MAIN DESTINATIONS:

Volaris, Aeroméxico and Calafia



### MAIN AIRLINES:

Volaris, Aeromexico y Calafia

**262.7 MXP**

Aeronautical and non-aeronautical revenue per passenger

### TRAFFIC SHARE:



**99% national  
1% international**



**68.0 million MXP**  
CAPEX



**0.5 million passengers**



**16 destinations served**

**5 airlines**



## MORELIA (MLM)



### MAIN DESTINATIONS:

Tijuana, Chicago Midway and Dallas Fort-Worth



### MAIN AIRLINES:

Volaris, VivaAerobus and American

**326.9 MXP**

Aeronautical and non-aeronautical revenues per passenger

### TRAFFIC SHARE:



**61% national**  
**39% international**



**82.4 million MXP**  
CAPEX



**0.6**  
million  
passengers



**12 destinations served**

**6 airlines**



## AGUASCALIENTES (AGU)



### MAIN DESTINATIONS:

Mexico City, Tijuana, Cancun and Dallas



### MAIN AIRLINES:

Volaris, Aeroméxico and American

**264.4 MXP**

Aeronautical and non-aeronautical revenue per passenger

### TRAFFIC SHARE:



**75% national**  
**25% international**



**49.4 million MXP**  
CAPEX



**0.4**  
million  
passengers



**8 destinations served**

**6 airlines**



## LOS MOCHIS



### MAIN DESTINATIONS:

Mexico City, Tijuana and Guadalajara



### MAIN AIRLINES:

Volaris, Aeroméxico and Calafia

**276.4 MXP**

Aeronautical and non-aeronautical revenue per passenger

### TRAFFIC SHARE:



**99% national**  
**1% international**



**38.4 million MXP**  
CAPEX



**0.2**  
million  
passengers



**6 destinations served**

**3 airlines**



## MANZANILLO (ZLO)



### MAIN DESTINATIONS:

Mexico City, Los Angeles, and Calgary



### MAIN AIRLINES:

Aeroméxico and Alaska

**358.9 MXP**

Aeronautical and non-aeronautical revenue per passenger

### TRAFFIC SHARE:



**57% national**  
**43% international**



**29.9 million MXP**  
CAPEX



**86**  
thousand  
passengers



**3 destinations served**

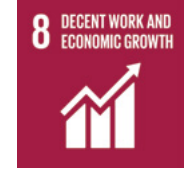
**6 airlines**





# Our services

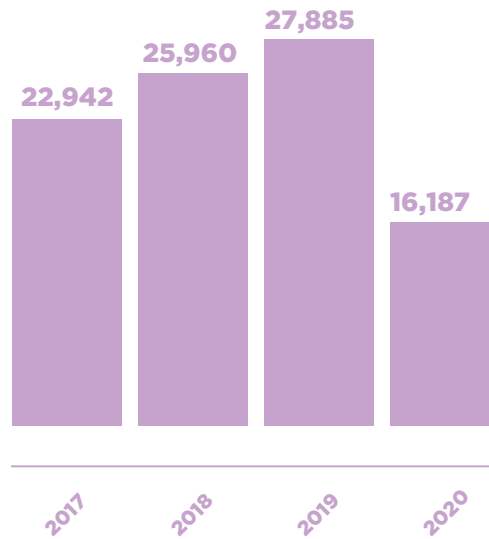
GRI 102-2, 102-6



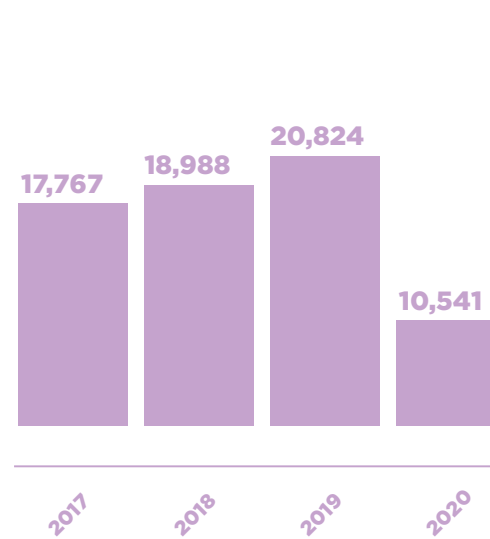
We offer airport services, commercial businesses and infrastructure solutions to different airlines to satisfy the transportation, consumption, and comfort needs of our passengers and visitors.

In 2020 we registered traffic of 27,328 thousands of passengers in all our airports.

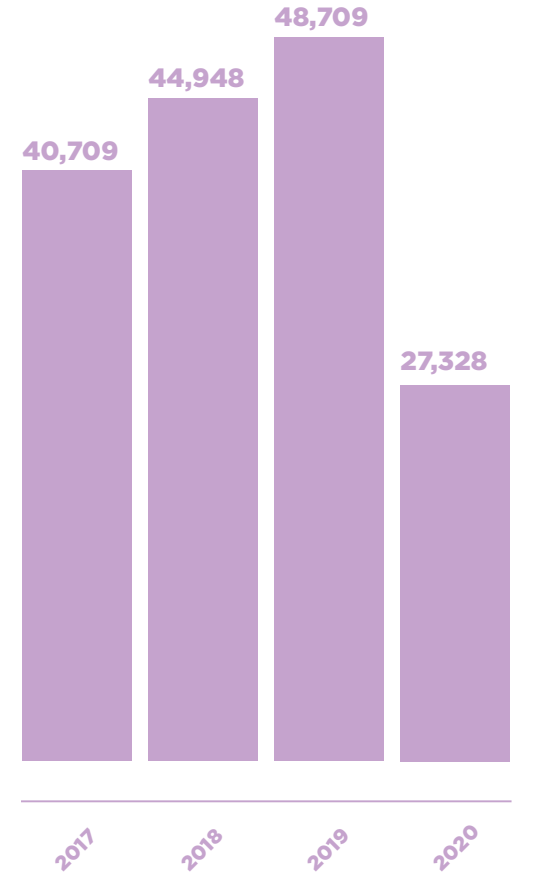
**NATIONAL PAX**  
Thousand



**INTERNATIONAL PAX**  
Thousand



**TOTAL PAX**  
Thousand

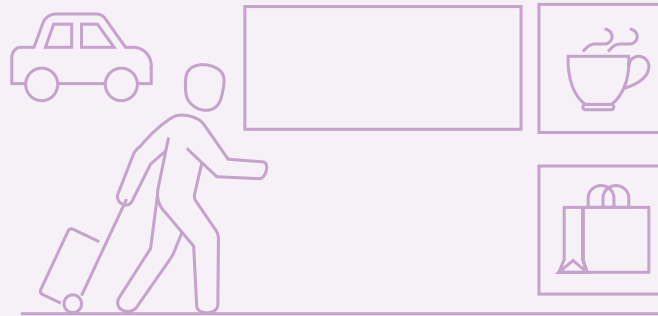






### Services provided by GAP

- Landing and take-off
- Use of platform
- Control on platforms
- Hangars for aeronautical operation, aircraft guarding, and maintenance
- Terminal building
- Security and surveillance
- Rescue and fire fighting
- Emergency medical care
- Access to federal zone
- Mechanical boarding
- Terminals of private flights ( SJD)



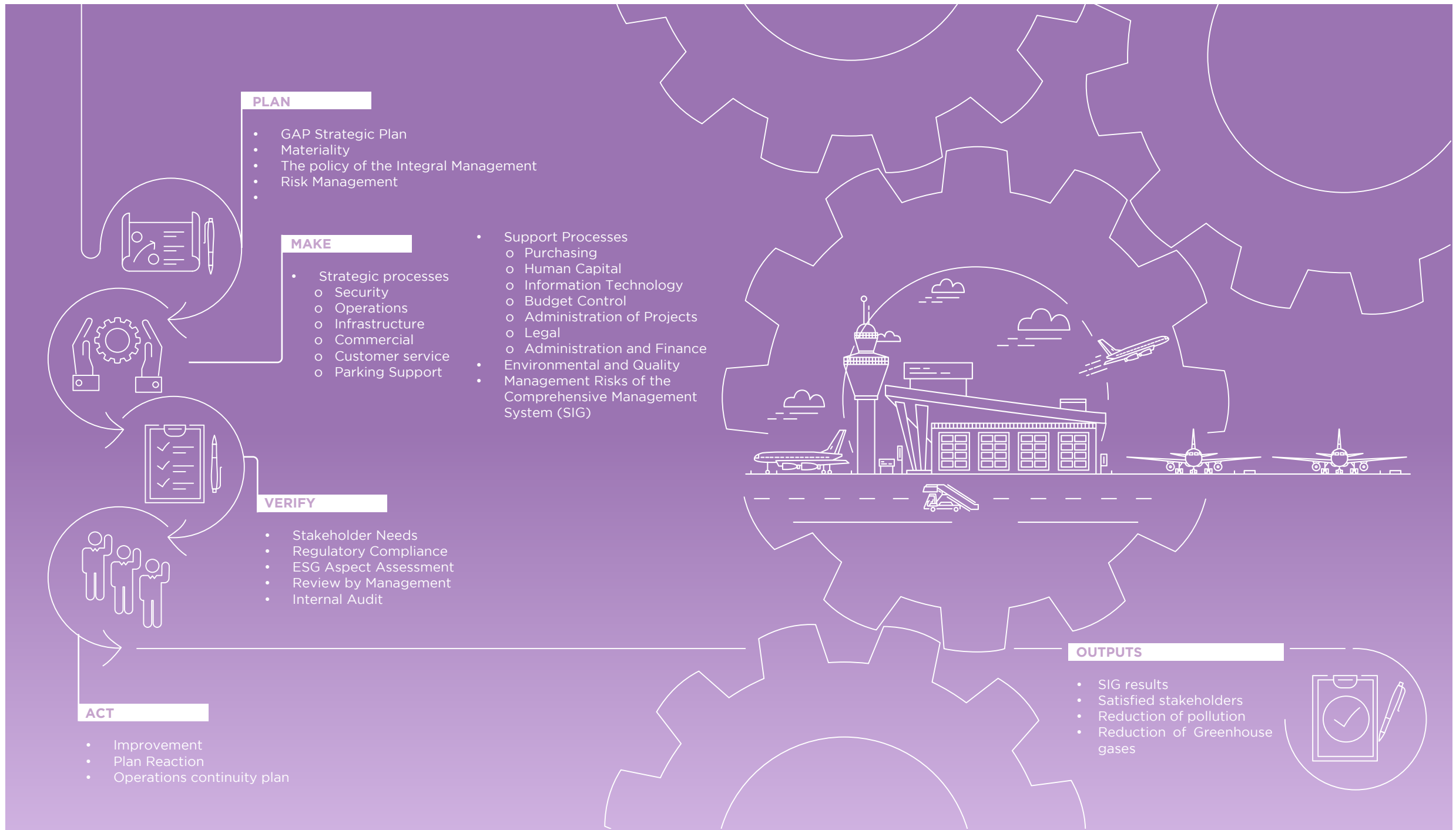
### Commercial and real estate services

- Parking (secure offer for passenger vehicles)
- Advertising (static or digital advertising spaces for different audiences)
- AeroMarket (commercial premises with all kinds of products)
- Leasing of commercial spaces
- Meet and greet (SJD and PVR)
- Vending machines
- VIP lounges (AGU, BJX, GDL, HMO, LAP, MXL, PVR, SJD, TIJ)
- Land lease
- Hangar lease



### Services provided through third parties

- Ramp
- Traffic
- Fuel supply
- Aircraft security and surveillance
- Removal of disabled aircraft
- Maintenance and repair of aircraft
- FOB services (fixed-base operator)



In addition to the laws and regulations applicable to any company in Mexico, airports must comply with a specific regulatory framework for the type of services they provide, which is organized into different levels of hierarchy.

<b>1st Level</b>	Airports Law		
	Civil Aviation Law		
	Doc. 7300 International Civil Aviation Convention (Chicago Convention) and its Annexes		
<b>2nd Level</b>	Regulations of the Airport's Law		
	Regulations of the Civil Aviation Law		
	Regulations of the Mexican Aeronautical Registry		
	Service Regulations of Medicine in Transportation		
	Regulation of Issuance of permits, licenses, and certificates of capacity PTA		
<b>3rd Level</b>	NOM-064-SCT3-2012		
	NOM-107-SCT3-2019		
<b>4th Level</b>	CODA-01/2010	COSA-17.9/16	COAV-21.02/10 R1
	CODA-002/2010 R2	COSA-17.11/16	COAV-21.03/10 R1
	CODA-04/07 R2	COSA-17.16/19	COAV-21.5/07 R4
	COSA-09.1/13 R3	CASA-064/10 R1	COAV-21.05/10 R1
	COSA-09.2/13	COAV-019/14	COAV-26/11 R3
	COSA-09.3/19	COAV-037/14	COAV-36/15 R1
	COSA-01/14	COLI-01/07	COAV-38/14
	COSA-17.2/10 R3	COAV-09.6/07	COAV-53/16
	COSA-17.3/19 R2	COAV-20.2/07 R1	COAV-83.1/07
	COSA-17.5/16	COAV-21.1/07 R2	CO.STA-03.1/10
	COSA-17.6/16	COAV-21.01/10 R1	



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Regarding international regulations, the International Civil Aviation Organization (ICAO) is the main body responsible for the standardization of international civil aviation through the standards and recommendations issued in its Annexes and Documents, which are the guidelines to follow in cases where the national authority has not generated the equivalent regulations, or they can be taken as a reference to develop best practices.

**MAIN APPLICABLE ICAO ANNEXES AND DOCUMENTS**

Annexes	Documents
Anexo 1	Doc 9981    Doc 10044
Anexo 2	Doc 10066    Doc 9756    Doc 9640
Anexo 3	Doc 9137    Doc 9973    Doc 9683
Anexo 9	Annex 15    Doc 9137    Doc 9998    Doc 10019
Anexo 10	Annex 16    Doc 9157    Doc 9432    Doc 9911
Anexo 11	Annex 17    Doc 9157    Doc 9830    Doc 9636
Anexo 12	Annex 19    Doc 9184    Doc 9870    Doc 9957
Anexo 13	Doc 9476    Doc 9481    Doc 9984
Anexo 14	Doc 9774    Doc 9859    Doc 9365
	Doc 9977    Doc 9691

To ensure that the physical characteristics, equipment, and operational procedures comply with the standards and recommended methods described in Volume 1 of Annex 14 of the Convention on International Civil Aviation, as well as with the applicable national regulation on the matter, airport operators carry out process **aerodrome certification**.

During 2020 we maintained the aerodrome certificates of the 12 airports in Mexico, being GAP the only airport group in the country to have this distinction in all of its airports. In this way, we ensure that the infrastructure that serves the aircraft and the operational procedures comply with the standards and recommended practices established by ICAO and the Federal Civil Aviation Agency (AFAC In Spanish).

Additionally, this year we began the implementation of an internal audit program that aims to monitor the level of ICAO / AFAC regulatory compliance of airports in Mexico, in order to identify and address deviations in a timely manner, and thereby improve performance in the aerodrome recertification processes in charge of the authority.



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# Supply chain

GRI 102-9, 204-1

Establish long-term and productive relationships with our supply chain to offer the best experience to our passengers and visitors.

Within our contracting and bidding processes we seek that the suppliers with whom we interact share the same GAP commitment to sustainability, therefore, for the procurement processes of goods and services, we adhere to the **General Contracting Standard** that establishes the hiring criteria based on our Code of Ethics.

With these criteria, we evaluate the management of suppliers with respect to the environment and occupational safety, certifications,

regulatory compliance and policies, among other ESG issues. In addition, the generation of contracts is subject, where appropriate, to the inclusion of an individual clause of the applicable criteria for the protection and conservation of the environment.

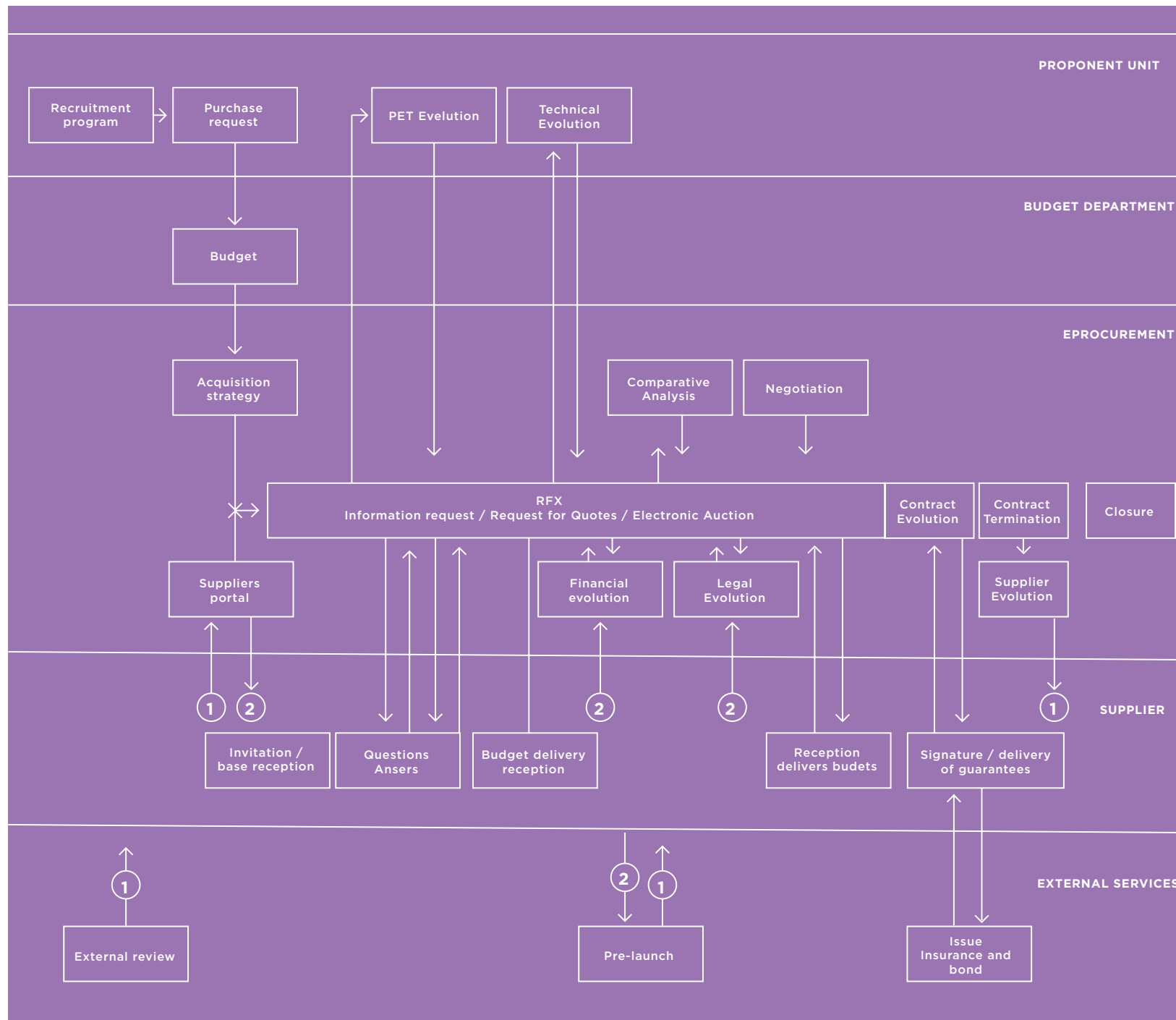
Our Contracting Unit (UC) is in charge of the management, development and conduct of all the required contracts, as well as the joint development of the procurement, acquisition, and value creation strategy to provide certainty and feasibility to the business plan of GAP.



## BIDDING PROCESS

1. **The bases for contracting, internal and external, are established through formal requests.**
2. **Proposals are classified into the following types:**
  - a. Works, placement, and supplies
  - b. Procurement
  - c. Services
3. **Contract management is carried out in the following ways:**
  - a. Decentralized - carried out by airports
  - b. Centralized - carried out by the corporate
4. **The modalities in which contracts can be made are:**
  - a. Open
  - b. Closed
  - c. Direct adjudication <sup>1</sup>
  - d. Emergencies and urgencies

<sup>1</sup> Any direct Direct adjudication the approval of the corresponding Corporate Governance unit according to the established approval levels. In addition, the contract must meet specific criteria to be accepted as a direct award.



Depending on the type of product or service, we classify our suppliers into four categories:

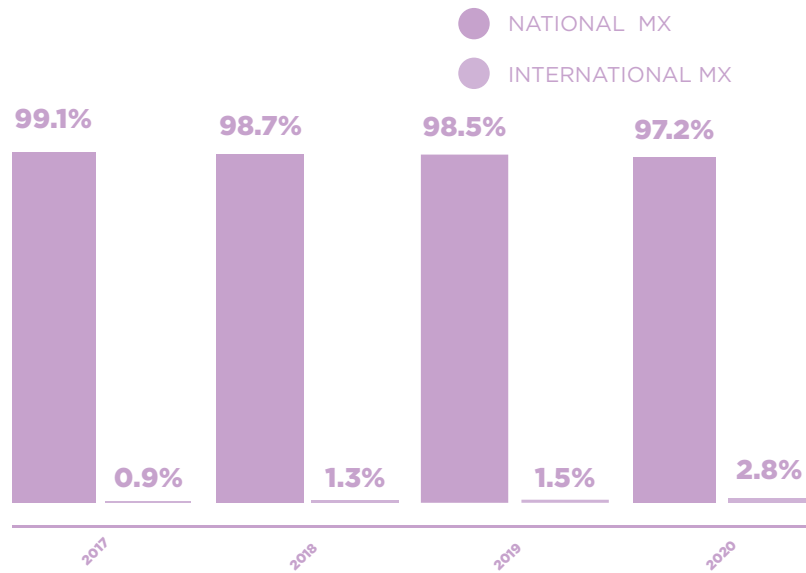
- **Confidential.** Those suppliers to whom the disclosure of the object and characteristics of the contract may affect the safety of people and goods, for which the confidentiality of the work is necessary.
- **Strategic.** Suppliers with whom the UC together with the Proposing Unit (UP) decide to work formally for a certain period of time under specific conditions related to aspects of quality, price, opportunity, economies of scale, technology, delivery, payment, guarantees or processes judicial, among others.
- **Transactional.** They are defined by exclusion as all those active suppliers in the registry, subject to bidding processes and that are not part of any specific contracting strategy.
- **Unique.** They are those that, as a result of the reviews and market studies carried out by the company, turn out to be the only ones capable of providing the required goods or services at the time of the analysis.

### SUPPLIER EVALUATION

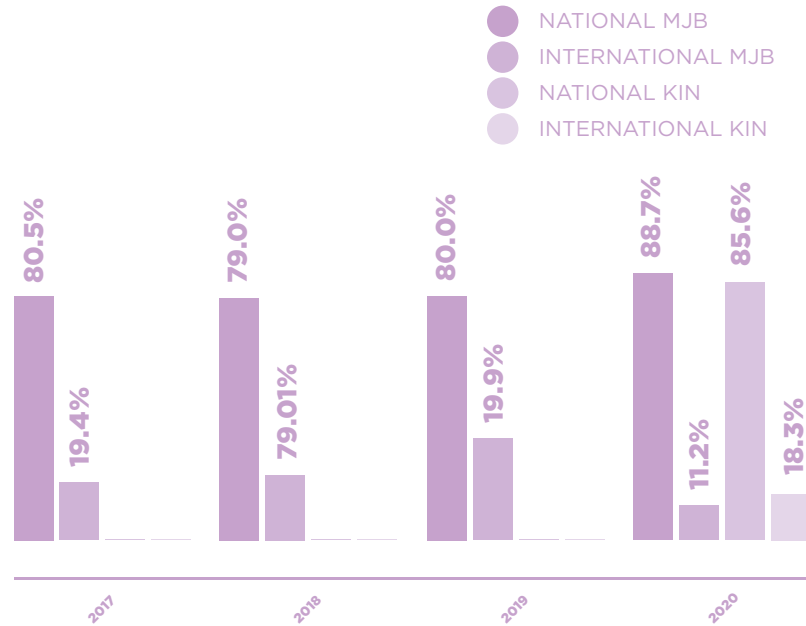
At GAP we do not enter into commercial relationships with suppliers that do not comply with the requirements of the applicable regulations regarding the prevention of operations with resources of illicit origin, terrorism, and corruption, among others established for this purpose. We also do not engage with companies that are suspected of being involved in illegal activities and do not meet the ESG criteria established by GAP.

During 2020, in Mexico, we applied a proportion of transaction amounts with national and international suppliers, of 97% and 3% respectively.

### THE PROPORTION OF TRANSACTIONAL AMOUNTS WITH SUPPLIERS GAP MEXICO



### THE PROPORTION OF TRANSACTIONAL AMOUNTS WITH SUPPLIERS GAP JAMAICA



Once we formalize the relationship with our suppliers, we carry out a verification process in order to protect the interests and commitments of GAP.

- We cross-check vendor data from a variety of trusted sources to identify business risks.
- We identify the management structure of the company including partners and shareholders.
- We investigate whether the company faces sanctions or Politically Exposed Persons (PEPs) and reputation for risk.
- We monitor changes of scenery and signs of compliance problems.
- We avoid unauthorized transactions and business with people, companies, countries, and entities that are considered a risk.



# Infrastructure

GRI 103-1, 103-2, 103-3, 203-1, 203-2

We are committed to offering spaces, facilities, and services that facilitate access, mobility, movement, and inclusion, in order to generate unforgettable travel experiences for everyone.

As part of the investments we make, we allocate resources to infrastructure works and adaptations to meet the standards for enabling facilities for people with special needs due to permanent or temporary disabilities, reduced mobility, older adults, and people with baby carriages, among others. .

These investments have allowed us to implement an accessibility program, eliminating architectural obstacles and facilitating movement without barriers for anyone.

Currently, our airports have:



Elevators and ramps both in parking lots and in terminals facilitate circulation at the subsequent level..



Haptic Maps (HMO).



Tactile paving floor, with relief and guides (HMO, LMM, ZLO, and AGU).



Preferential access for people with disabilities at inspection and migration points (GDL, SJD, TIJ, PVR, and AGU).



4.0% of our parking spaces are reserved for people with disabilities, they have adequate signage and dimensions.



Parking spaces for pregnant women, the elderly, or mothers of families.



All toilet modules have a toilet adapted and equipped for people with disabilities.



All aero cars have preferential spaces.



Preferential spaces for wheelchairs in the last waiting rooms.

Aware of our responsibility to passengers, during 2020 we strengthened our relationship with institutions that guide us in matters of inclusion, accessibility, and disabilities to provide a barrier-free service at all our airports characterized by high levels of quality, warmth, and equality.

We constantly improve the travel experience of passengers who visit our airports, so in 2020 we remodeled and expanded five VIP lounges in GDL, SJD, TIJ, BJX, and AGU, incorporating leisure and business spaces. Additionally, the total capacity of the last waiting rooms increased by 4,689 m<sup>2</sup>, and the extensions in SJD, GDL, and TIJ that increased their surface by 1,357, 1,300, and 1,200 m<sup>2</sup>, respectively, stand out.

Also, at the Aguascalientes airport, we adapted a new family room seeking to provide a private and rest space for the needs of family members.

Another of the most relevant infrastructure initiatives we have at GAP is **Cross Border Xpress (CBX)**, a pedestrian bridge that crosses the border between the United States and Mexico, connecting a passenger building in San Diego directly with the Tijuana International Airport (TIJ ).

Year	Passengers	Airport users who transited through CBX	National connections
2019	+2.9 million	32.5%	Guadalajara, CDMX, Bajío and Culiacán
2020 *	+1.7 million	27.0%	Guadalajara, CDMX, Bajío and Culiacán

\*On March 21, 2020, the crossing restriction began for tourists, allowing entry only to US citizens and legal residents.



In addition to these projects and despite the adverse environment we will face in 2020, at GAP we continue to invest in infrastructure on our runways, roads and facilities in order to be prepared to serve passengers who regain confidence in flying as the authorities do allow.

### SIGNIFICANT INVESTMENTS IN INFRASTRUCTURE

Description	Mexican Airport	Size <i>m<sup>2</sup></i>	Total cost <i>Million MXP</i>	Amount executed in 2020 <i>Million MXP</i>
New taxiing parallel to the new runway (phase 1).	GDL	104,488	279.5	228.5
Rehabilitation of parking lot MRO and E3.	GDL	-	15.9	15.5
Airside works.	TIJ	63,616	311.2	154.8
Construction of the new processor building.	TIJ	40,000	622.7	364.7
Parking for renters, pensioners and taxis.	TIJ	-	76.9	38.8
Expansion and integration of the terminal building.	SJD	34,500	525.2	136.3
Rehabilitation of runway 19-36.	LAP	146,787	77.7	77.7
Works on runway ICAO compliance - turning platform.	LMM	7,900	17.6	17.2
Runway Rehabilitation.	AGU	95,200	43.5	43.5
Installation of 14 solar panel systems in our parking lots with a total power of 7.9 MWdc to produce 14,333 MWh per year for our own consumption.	11 airports	-	201.2	172.0
Description	Jamaican Airport	Size <i>m<sup>2</sup></i>	Total cost <i>Million USD</i>	Amount executed in 2020 <i>Million USD</i>
Expansion of the terminal building.	MBJ	2,500	14.0	14.0
Installation of a 1 MW solar plant on the roof of the terminal building.	MBJ	-	1.0	1.0
Installation of a protection barrier to reduce or eliminate the erosion of the coast caused by the sea.	MBJ	-	1.7	1.7

Four of our airports will cover 100% of their electricity consumption with solar panel systems, carpots, installed in 2020.

# Quality in service

GRI 404-2

We are convinced that through concrete actions that will improve the levels of service and the quality of our facilities, we will make passengers feel at home, facilitating their travel process so that when they get off the flight they remember that their experience at the GAP airports was extraordinary.

Today more than ever we seek to create safe and comfortable environments that allow us to reactivate the confidence of passengers in flying.

This year we obtained the recertification in the **ISO 9001: 2015** quality standard in our 12 airports in Mexico, which distinguishes us as a company that standardizes, controls, and improves the activities and processes of our operation, helping decision-making and identification of our client's needs to increase their satisfaction.

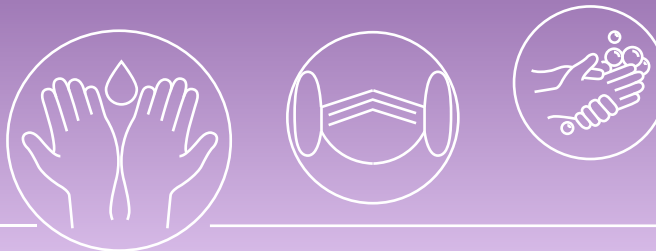
The main tool to ensure the quality of our service delivered to the passenger is the **Passenger Experience Improvement Program**. In 2020, one of the biggest challenges we faced was adapting to the new conditions that changed the perception and expectation of our users about their travel experience, for which we took different actions:

On the other hand, through the **Quality and Customer Service Training Program**, we train our employees and the airport community so that they have the necessary skills for passenger care and service. During 2020, through this program, we impacted 7,401 people at Mexico's airports with face-to-face training, remotely and with the support of our community centers in Aguascalientes, Puerto Vallarta, and Los Mochis.



- **We disseminate information on COVID-19 risk factors in travelers in accordance with the requirements of the AFAC.** We placed more than 300 visual aids in the 12 airports in Mexico and a pop-up on the website focused on providing detailed information on travel requirements, biosecurity measures, and links with the authority, facilitating compliance with the measures and streamlining the travel process..
- **We disseminate COVID-19 prevention measures in all our airports through visual, physical, and digital materials,** with relevant information to prevent infections such as the use of face masks, healthy distance, sanitation of spaces, use of antibacterial gel, and recommendations in case of symptom.

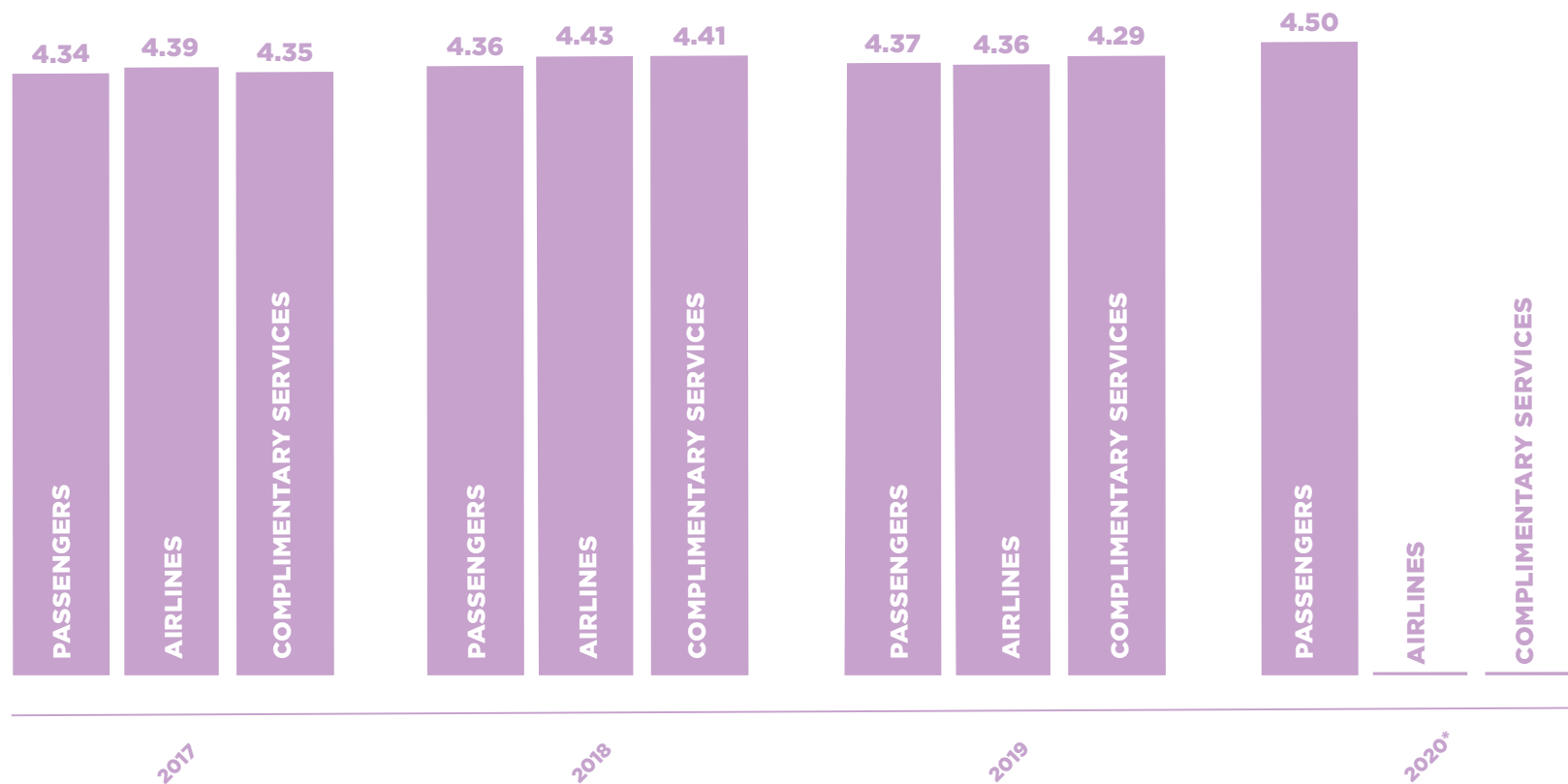
- **We provide personalized attention from our six information modules** located in BJX, GDL, HMO, PVR, TIJ, and SJD, where in addition to following up on complaints, suggestions, information requests, and lost & found, we support passengers in filling out the questionnaires on COVID-19 requested by the travel authority, in addition to taking actions to improve satisfaction levels.



We normally apply **satisfaction surveys** to our passengers, airlines and users to identify their needs and concerns, the results allow us to undertake improvement actions and define action plans that contribute to offering an excellent service.

However, due to security and distancing measures, as well as the reduction of passengers due to the health contingency, as of March 2020 we stopped conducting these surveys. In 2021 we will continue this practice by sending electronic surveys.

**SATISFACTION SURVEY RESULTS**

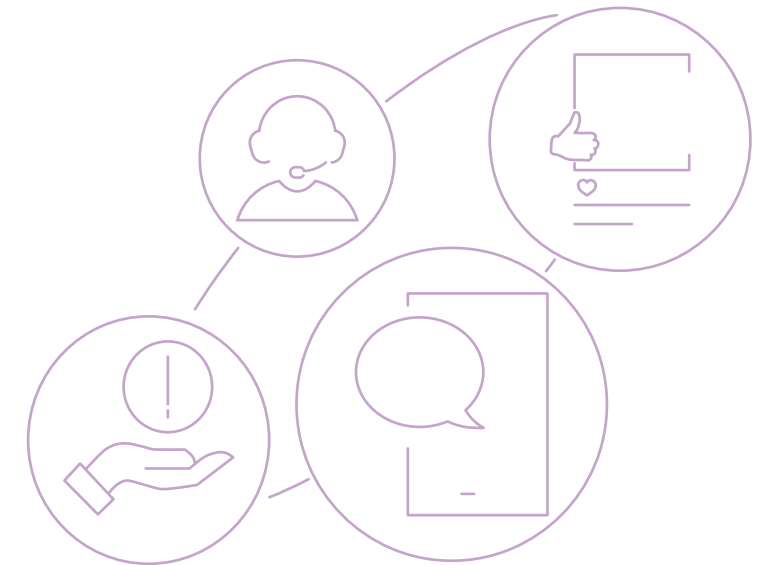


Note  
Average rating of the 12 Mexican airports of GAP, 1 is the lowest rating, and 5 is the highest.

\* As of March we stopped conducting satisfaction surveys, due to the pandemic.

So that passengers can express their opinions, complaints, and suggestions, we offer different communication channels:

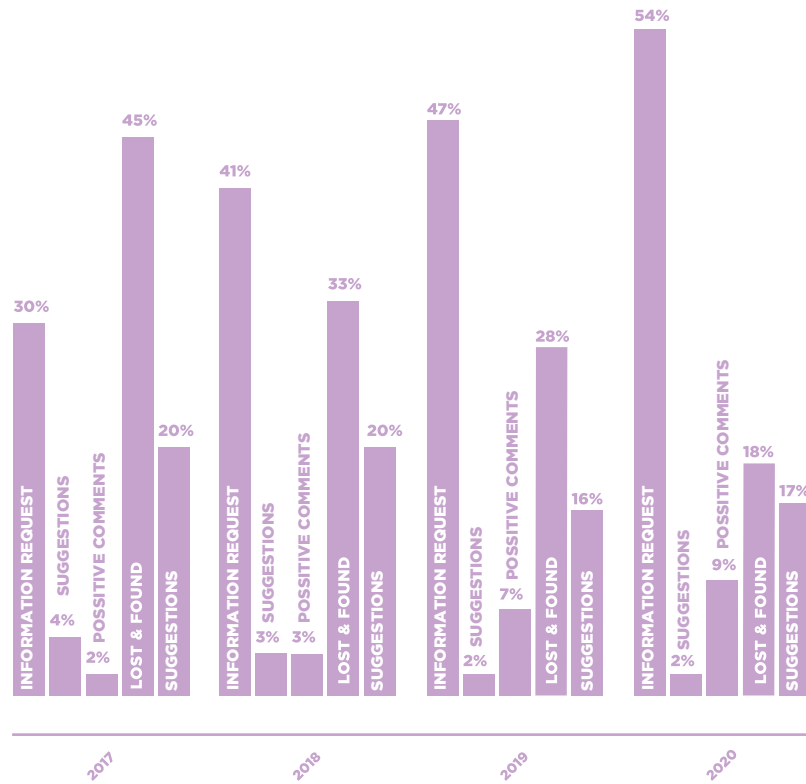
- GAP contact (web site and e-mail)
- Comment boxes
- Phone calls
- Information modules
- ASQ ACI<sup>1</sup> program



During 2020, more than half of the interactions with passengers were requests for information, 7% more than in 2019.

<sup>1</sup> *Airport Service Quality del Airports Council International (ASQ ACI). Metodología internacionalmente reconocida para medir la satisfacción de los pasajeros.*

**FEEDBACK FROM PASSENGERS**



In the context of the pandemic, social networks were the closest source of information for the Travellers. The volume of conversation (share of voice generated by the audience) grew organically, doubling the number of questions and comments received: 229,403 in 2020 against 114,207 in 2019.

Through the digital communication area we maintained close communication with our users, anticipating the queries and concerns arising from the changes arising from the pandemic.

The number of followers on GAP’s social networks increased by 43% vs 2019, reaching 404,000 followers. The official social networks of GAP with the highest growth were:

- Twitter of GAP, Guanajuato and Guadalajara
- Facebook of Tijuana and Guadalajara
- Instagram of Guadalajara

**DIGITAL COMMUNICATION AGAINST COVID-19**



1. Dissemination of actions to prevent the spread of viruses with messages of certainty and confidence.
2. Reliable information disclosure through the replication of official messages and health protocols from local, federal and international authorities.
3. Dissemination of operational security measures to maintain the credibility of the company.
4. Publication of positive and aspirational content to resume travel and stimulate business reactivation.

On the other hand, we launched information campaigns for users on social networks about actions we carry out at GAP to improve our management and service to passengers.

**INFORMATION CAMPAIGNS ON SOCIAL NETWORKS**

Campaign	Number of publications	People impacted
Announcement of investments PMD 2020- 2024	35	684,328
Campaign on security measures in airports COVID- 19	244	1,494,613
Certification Safe Travels throughout the GAP network	39	784,231
AHA certification	43	828,212
Safety Week	165	274,810
Stop Gender Violence - UN Women	55	50,220
AFAC Mexico Flight Safe	52	914,708

An important element for continuous improvement in the quality of service is to recognize the actions, attitudes and behaviors that contribute to exceeding the expectations of our passengers and visitors. For this reason, through the **PROGAP Recognition Program we recognize** the most outstanding collaborators, areas, companies or authorities in passenger service through a voting process of the airport community.

In 2020 we awarded 50 employees from Mexico’s airports with gift cards, diplomas and pins.

Additionally, to meet and exceed the expected quality of our services, we guide our operations under three models.

**SERVICE QUALITY MODELS**



**MODEL OF GROUND SUPPORT SERVICES**

In accordance with the national regulatory framework, it is the responsibility of the airport concessionaire to ensure that there are adequate, sufficient, safe, and efficient services for the operation and attention.

In this regard, at GAP we have a quality model for the surveillance of ground support services that aim to ensure acceptable safety margins in the provision of these services and continuously improve the efficiency and quality of Service Providers. Ground Support (PSAT) operating at our airports.

To achieve this, our model is based on the monitoring of five aspects associated with security, contractual follow-up, operational development of suppliers, baggage handling, and experience perceived by the passenger, with which we fully evaluate the efficiency and quality of each supplier.



**QUALITY MODEL AND OPERATIONS CONTROL**

Real-time monitoring of activities related to the provision of airport services, such as the allocation of positions and gates, information to the public, delays, and quality of the mechanical boarding service, and waiting times in the most important check-in processes, among others, allows fulfilling the responsibility of providing services in a safe, efficient and quality manner.

With this model, we have been able to identify areas for improvement in the processes aimed at the provision of airport services, which by solving them helps us to guarantee safe operations and make efficient use of the existing infrastructure, as well as provide updated information on flights to all the users.



**MODEL OF RESCUE AND FIRE FIGHTING SERVICE**

According to ICAO, the main objective of the Rescue and Fire Fighting Service (SSEI) is to save lives in the event of accidents or incidents that occur at the aerodrome or its surroundings. This service is provided to create and maintain conditions that allow survival, as well as reduce damage to infrastructure and equipment.

As part of GAP's commitment to providing all its services with quality, efficiency, and safety, we have an SSEI quality model that allows us to evaluate its effectiveness at each of the airports. The model assesses the effectiveness of the training received by the SSEI staff, the effectiveness of the staff regarding their physical capacities to respond to emergencies, the availability of rescue and extinguishing equipment according to the required operational parameters, in addition to evaluating the response time (no more than three minutes) for the attention of any aviation emergency.

# Culture of innovation

Faced with the new global reality and due to the industry of which we are a part of, we face major health and safety, environmental, social, and economic challenges that we can only solve if we maintain our culture of innovation, with the passenger at the center of all our decisions.

The GAP Innovation Office is the area in charge of promoting the generation, evaluation and implementation of innovative ideas to improve processes, services or products that allow the growth of the company. This year, through this office we are focused on strengthening the programs implemented in 2019.

We worked together with the IT Development team to create a new version of InnoGAP, our internal platform for generating ideas. Now our collaborators have access to a dashboard where they can view, vote, and comment on the ideas of other colleagues, fostering participation and collaborative innovation.

This year, 19 employees participated in InnoGAP by submitting 27 innovation ideas.

Likewise, we are working on developing External InnoGAP, the same concept of open innovation so that suppliers, passengers, the airport community, and educational and governmental institutions can participate with ideas from their area of expertise.

In addition, for the third consecutive year, we celebrated **Innovation Week**, this time, through our social networks. At this event, we recognized the great achievements of the aviation industry throughout history and we highlighted the new terminals at the Guadalajara and Puerto Vallarta airports that have innovative elements.

During Innovation Week we shared 15 posts on Facebook, Instagram, and Twitter that had a reach of more than 95,800 views and 7,800 interactions.

In terms of information systems and technologies, we implemented internal software developments and Robotic Process Automation (RPA), and implemented solutions such as SCADA Smart Airport, which have allowed us to make the group's transactional processes more efficient, manage the infrastructure of airports centrally, significantly reduce working hours, avoid consolidation of spending and improve business competitiveness.

Year	Investment in technology and innovation (millions MXP)
2020	285.0
2019	129.0
2018	107.0
2017	142.0



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# Safety

GRI 416-1, 416-2

In aviation, the term security can have different fields of application, among which mainly operational (safety) and civil aviation (security); Although both seek to protect human life and investments, each has its own particular objectives.

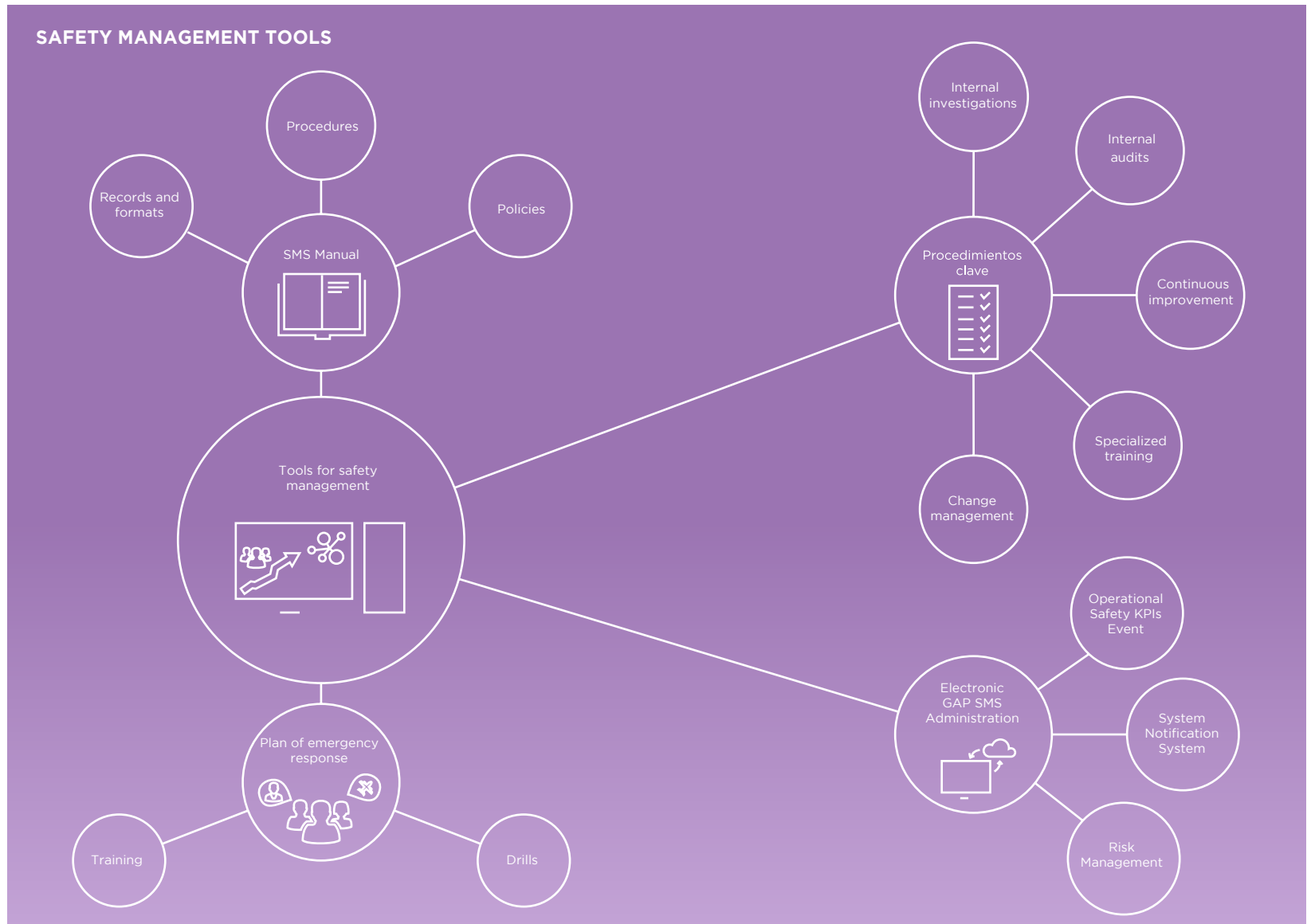
Operational safety (OS in Spanish) includes the processes and systems designed to reduce the number of accidents and incidents derived from the operation. At GAP, providing efficient and safe airport services to all users who operate and transit through our airports is one of our main commitments.

To this end, at each airport we have an Safety Management System (SMS) whose objective is to significantly reduce the probability of aviation accidents materializing through continuous identification of hazards and adequate operational safety management.

To achieve SMS maintenance, we have effective tools that allow us to standardize the execution of our activities as a group.

During 2020, GAP remained the only airport operator in Mexico to have certified SMS in all its airports, this guarantees that all our airports comply with the regulations described in the Official Mexican Standard NOM-064-SCT3-2012 and with Annex 19 to the Convention on International Civil Aviation regarding the planning and execution of risk management processes in matters of operational safety, training, internal audits, effectiveness in risk control, performance supervision, change management, continuous improvement, communication, documentation and response to any emergency.

Likewise, we continue to develop and perfect the electronic platform to manage the SMS of the group's airports, called SMSGAPP. This electronic platform has made it possible to optimize key processes of the system, such as risk management and mitigation, monitoring of operational safety indicators, and trend analysis, allowing to raise the level of compliance, improve the efficiency of processes, reduce errors in its execution and streamline decision-making.

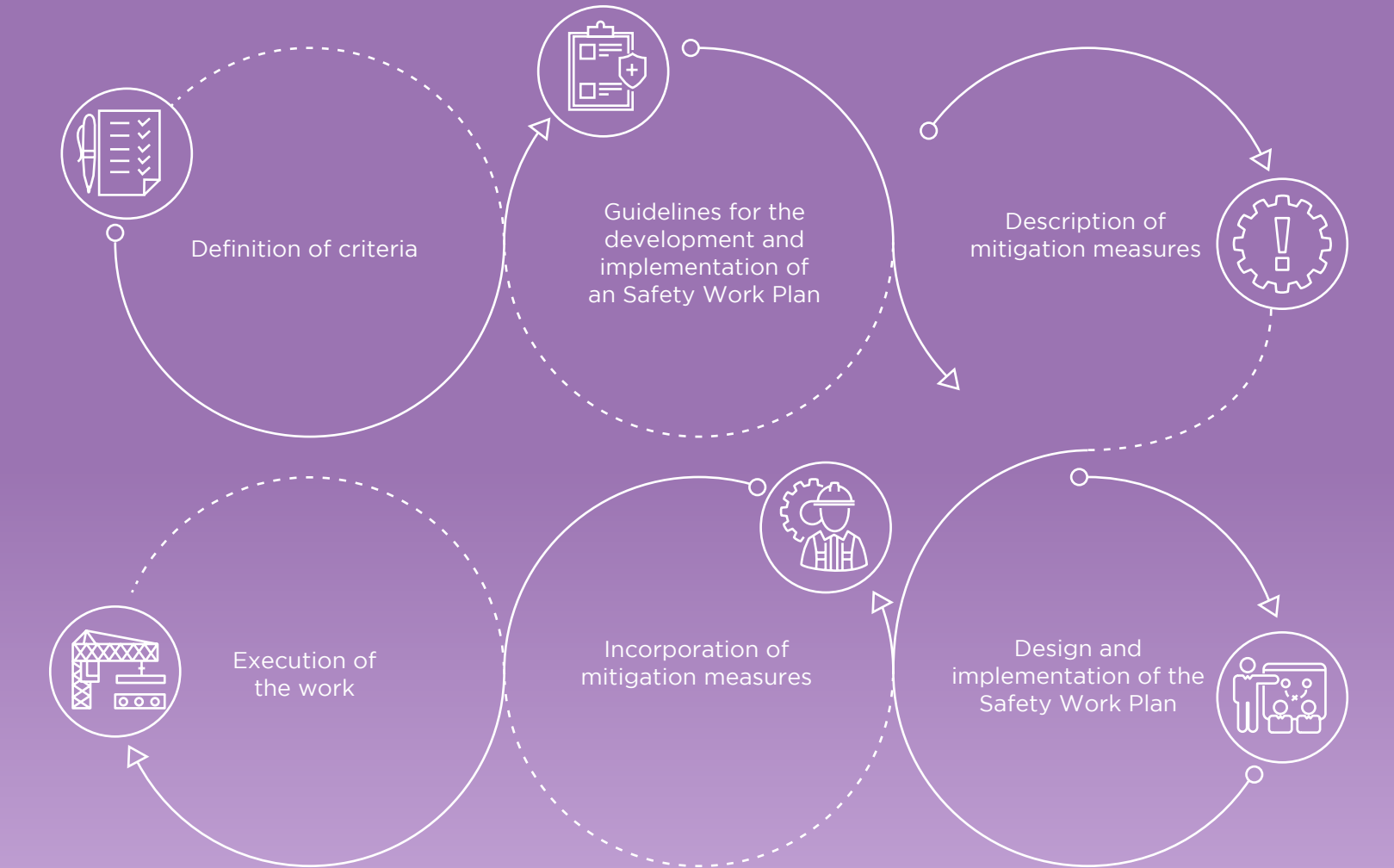


Additionally, this year we implemented two projects of great relevance for the management of operational safety. We implemented the airport SMS performance model that measures the efficiency of the execution of the processes and provides useful information for the improvement of operational safety management. In the area of air operations at airports, we include the operational safety management project during work, managing to integrate contractors, supervisors and designers in the management processes and mitigation of risks associated with the activities they carry out during the execution of any work, maintenance or study. This places us as pioneers in implementing a model of this type in Mexico, complying with the recommendations of the third edition of Doc. 9981 PANS aerodromes.

In June we launched the first edition of our **Operational Safety Management Manual during work in the Air Operations Area**, whose objective is to establish the guidelines to design, implement and monitor an Operational Safety Plan for each work, in order to ensure that each construction or conservation work is carried out under the highest operational safety standards.



### OPERATIONAL SAFETY MANAGEMENT MANUAL DURING WORK







### OPERATIONAL SAFETY MANAGEMENT DURING THE PANDEMIC

The maturity of the SMS of the GAP airports and of the personnel responsible for their management was key to allow the resilience of our operation in the face of adverse environmental conditions, managing to adjust the way the system works under the new requirements and measures derived from the pandemic.

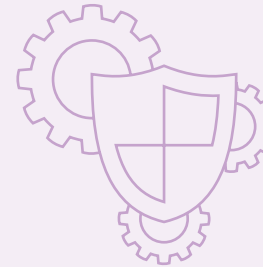
The actions we undertook to guarantee Safety were focused on two lines, on the one hand managing the new dangers and on the other the management problems due to the limitations of the execution of face-to-face processes.

### MAIN EFFECTS AND IMPACTS ON SAFETY DUE TO COVID-19



#### OPERATIONAL

- Reduction in the number of operations.
- Limitation of active personnel due to preventive sanitary measures.
- Reduction in the number of airlines operating at airports or station closures.
- Limit of spaces on the apron due to prolonged parking of aircraft.
- Changes in documentation, review, and approach procedures.
- Redistribution of resources to comply with health protocols.
- Reconfiguration of areas and closure of spaces.



#### IMPACTS ON SAFETY

- Use of runway and taxiways for aircraft parking.
- Irregular floor wear and damage.
- Presence of teams and people in an atypical way in the maneuvering area of the airports.
- Unusual movements and maneuvers of aircraft.
- Engine tests in areas not conditioned for it.
- Increase in the presence of fauna and FOD (foreign object remains).
- Discouragement, fatigue and / or complacency of the staff



#### IMPACTS ON SAFETY MANAGEMENT

- Limitations for the execution of the Safety committee meetings.
- Restrictions on the collection, processing and monitoring of KPIs.
- Cancellation or postponement of mitigation measures due to the reduction of resources.
- Interruptions in training programs on SMS and Safety , as well as difficulties in promoting Safety.
- Limitations for the execution of internal and external audits.
- Increase in the need to carry out change management and risk assessments due to the entry of new processes that impact operational procedures.
- Limitations in effective monitoring of system performance.

Likewise, as a result of the pandemic, we carried out other actions to keep the SMS operating in compliance with the Mexican regulatory framework.

- Execution of the meetings of the Safety committees remotely.
- Modification of the methodology for continuous improvement.
- Execution of remote and mixed Safety audits.
- Continuous surveillance of the system through monthly SMS performance reports.
- Change management of Safety problems derived from COVID-19.
- Risk management fully in digital form through the recently developed electronic portal.
- Continuous training of those responsible for Safety.
- Adaptation of training strategies remotely.
- Specialized training for the personnel responsible for the Safety.
- Dissemination of newsletters and corporate directives to airports.
- Promotion of Safety in the 12 airports of Mexico (Safety Week).
- Remote consultancy to airports on Safety matters.
- Fully digital monitoring of Safety indicators.
- Dissemination of Safety information to airport personnel.



# Safety Management System maintenance

In order to guarantee compliance and correct operation of the Safety System, we carry out supervisions in accordance with the guidelines described in the current SMS Manual, following a formal process of internal audits and a process of continuous improvement with the evaluation of the infrastructure and personnel in the framework of an external audit.

Additionally, the SMS of each airport is subject to a conformity assessment by the Civil Aviation Authority, which is carried out through the Annual SMS Surveillance Program.

In 2020 we carried out different actions to ensure the maintenance of the SMS of all GAP airports:

15 internal audits carried out remotely or mixed by the Safety area.

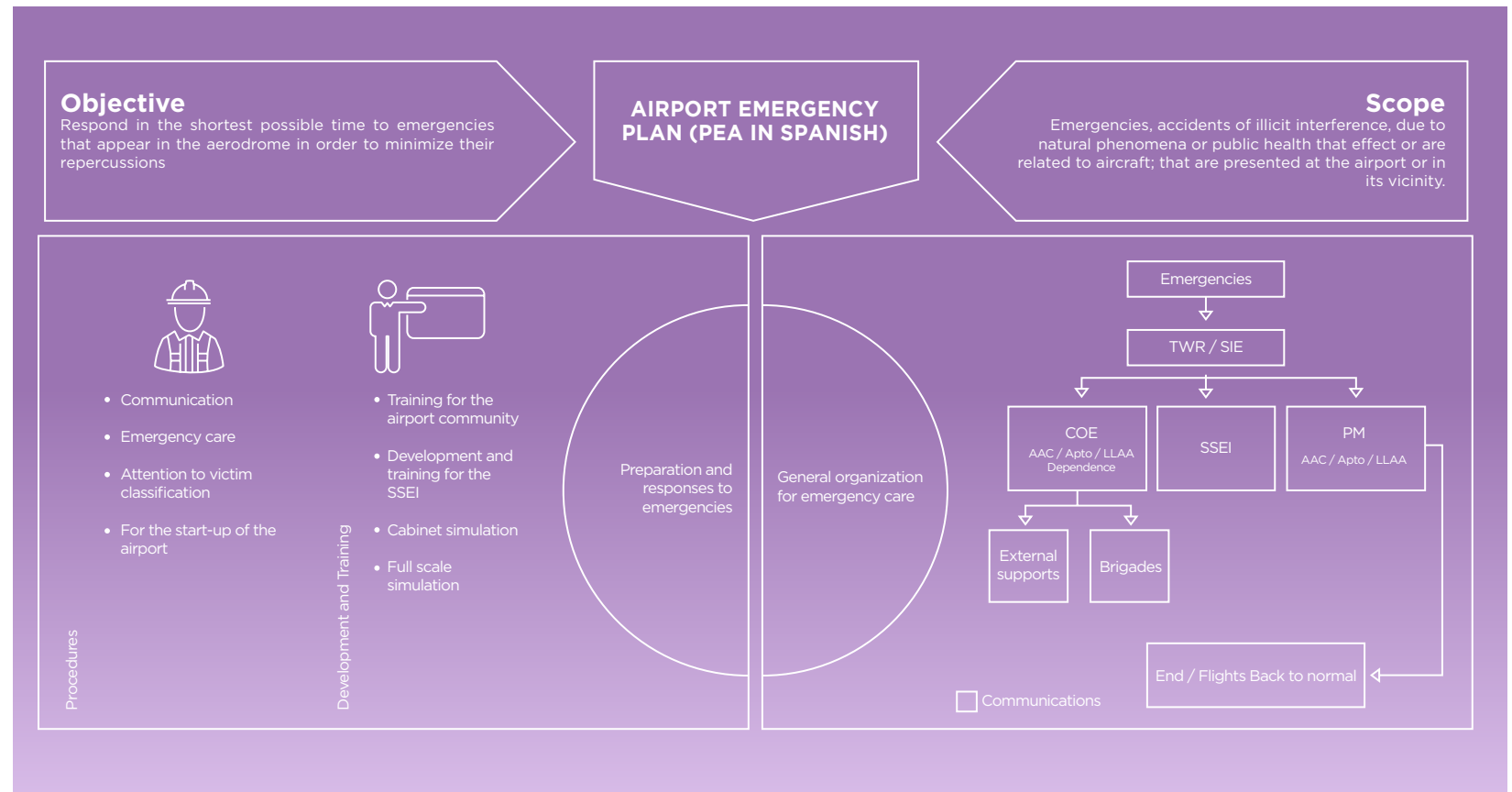
101 SO indicators of airports monitored monthly.

12 external audits of Continuous Improvement to the SMS carried out remotely.

1 SMS Surveillance process carried out by the Civil Aviation Authority.

## EMERGENCY PLAN (PE IN SPANISH)

Always with the interest of offering services adhering to security standards in accordance with applicable international and national regulations, all our airports have an **Emergency Plan (PE in Spanish)** whose purpose is to provide a robust strategy to deal with aviation emergencies, in order to minimize their repercussions and facilitate the return to normal airport operation.



	Objective and Scope	Activities
Training	<p>Program carried out annually at all the group's airports.</p> <p>Know the EP, its roles and responsibilities during an emergency.</p> <p>Evaluate the knowledge of the personnel involved in the care of the emergency.</p>	<p>SSEI training program.</p> <p>Training of the airport community.</p> <p>Formation and training of brigades.</p>
Drills programme	<p>Develop skills for emergency care in all those involved in emergency care.</p> <p>Propose improvements in procedures and in the coordination of emergency response.</p>	<p>Annual cabinet drill.</p> <p>Full-scale biennial drill.</p>

During 2020 we maintained the training strategies and the drill programme, adjusting the programs to remote and mixed modalities. The cabinet and real drills were carried out in person, with limited capacity and respecting the corresponding sanitary measures.

One of the essential components of the PE Emergency Plan is the training of all the parties involved, so at GAP we have two lines of work to develop the necessary skills to face emergencies.

### OPERATIONS CONTINUITY PLAN

Derived from the COVID-19 pandemic, our response to maintain operation safely and adopting the measures established by the authority was to create the Operations Continuity Plan (PCO in Spanish).

This plan makes it possible to adapt resources depending on the type of impact or disturbing phenomenon that occurs, so that airports can continue to provide the minimum essential services and functions, which are generally determined by the regulatory framework applicable to the organization.



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### RISK MANAGEMENT DUE TO COVID-19

In accordance with the requirements of Mandatory Circulars CO AV-01/20 and CO SA-09.1 / 13 R3 issued by the National Civil Aviation authority, as well as in compliance with Document 101144 issued by the ICAO, we developed a risk management process applying the principles of the SMS, which served as a reference to prepare the documents related to the reactivation and provision of concessioned services under standards of efficiency, quality and safety, focused on the recovery of demand, and safety of passengers, personnel working at the airport and other service providers.

In this document, a series of controls recommended for airports were set out and implemented to reduce the probability that the unsafe events identified could lead to an increase in the spread of the SARS-CoV-2 virus at GAP airports.

### OPERATIONAL: SAFETY WEEK 2020

As part of the safety and SMS promotion and dissemination activities, at GAP we carry out Operational, better known as **Safety Week**. This event consists of various promotional, awareness, training and coexistence activities with a theme focused on operational safety.

During 2019, the first Safety Week was held simultaneously at the group's 12 airports, marking a milestone in the promotion of operational safety within GAP and the country's airports. For the 2020 edition, we opted to do a mixed event that would involve remote activities through webinars and on-site activities limited in terms of capacity of participants.

Despite the difficulties posed by the pandemic, we successfully carried out Safety Week with a general participation of more than 1,500 attendees among all the remote and local activities developed within GAP, in addition to this, we were able to join the initiative with some airports in ASUR, which developed activities locally.

Among the speakers we have the participation of representatives from ICAO, ACI-LAC, SENASA, ASUR and from the airports of Guadalajara, Quito and El Dorado.

In addition, the 2020 edition had a considerable response on social media, registering a total of 165 related publications that reached more than 274,810 people, generating 6,579 interactions that commented or reacted positively to the event.



## RESCUE AND FIRE FIGHTING SERVICE

One of the most important airport services for the protection of operations is the Rescue and Fire Fighting Service (SSEI), which is standardized internationally in Annex 14 and in the Document 9137 Part 1, both published by ICAO, and at the national level in accordance with the provisions of the Airports Law, its Regulations and the Mandatory Circular CO DA-04/07.

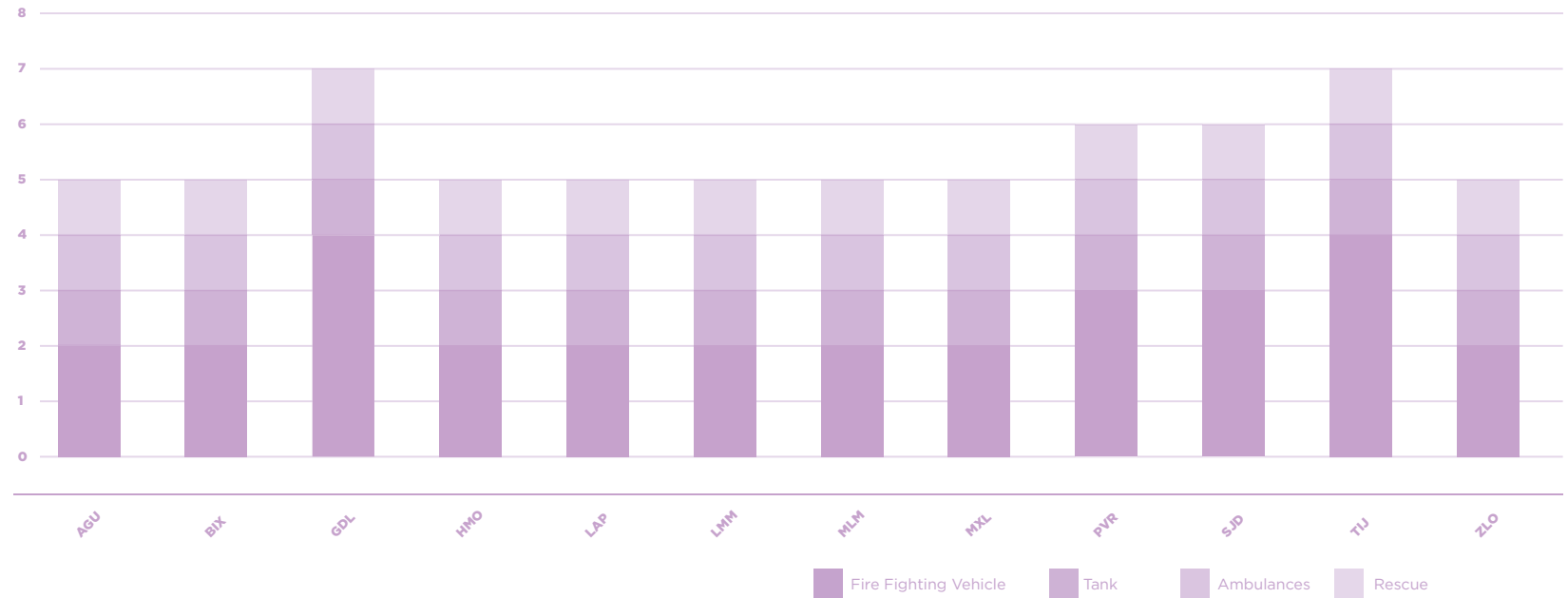
The SSEI of the airports is made up of a commander, the heads of each shift and a group of firefighters sufficient for the correct operation of the firefighting and rescue teams that each airport has. In accordance with the provisions of ICAO Annex 14, the minimum number of vehicles required for airports, depending on their category, indicates that two to three vehicles are required for GAP airports.

Aerodrome category	Aircraft Rescue and Fire Fighting vehicles
1	1
2	1
3	1
4	1
5	1
6	2
7	2
8	3
9	3
10	3

**GAP AIRPORTS**

In compliance with what is required by ICAO, at GAP we have the following vehicle fleet made up of the extinguishing units, tanks, ambulance and rescue type support vehicles, with which we guarantee levels of protection.

**VEHICLE FLEET ARFF**



In addition, as part of our commitment to provide services with quality, efficiency and safety, we have a quality model that ensures the adequate provision of the ARFF<sup>1</sup>, which allows evaluating its effectiveness at each of the group's airports.

<sup>1</sup> See more information in the Service Quality section of this report.

## WILDLIFE MANAGEMENT <sup>1</sup>

An important aspect to reduce the number of accidents and incidents in the operation is Wildlife Management and Control. The territorial area where our airports are located is a natural ecosystem for the endemic species of each region, so the coexistence of these species with air operations represents a constant danger to aviation operational safety, as well as to the species themselves. For this reason we define measures that allow us to reduce risks and at the same time protect them.

In accordance with the standards and recommended methods of ICAO Annex 14 and Doc. 9137 of the Airport Services Manual, we elaborate a risk diagnosis for fauna at each airport from which we design a fauna management action plans with monitoring and control priorities, taking into account the operating conditions of each airport.

In addition, we collect reports on strikes with birds and other animals, which are submitted to ICAO for inclusion in the Bird Strike Reporting System (IBIS) database.

To execute this plan, our airports are supported by companies that have the authorization for the management, control and remediation of problems associated with species or populations that may be harmful, issued by the competent environmental authority, which allows the control of fauna through of sound dispersal techniques, falconry, dispersal with dogs, relocation of species and use of traps.

For its part, the competent authority is responsible for taking the necessary measures to avoid or prevent the installation of garbage dumps or any other source that may attract birds and other animals at or near aerodromes, unless an appropriate assessment of wildlife indicates that a problem is unlikely. When it is not possible to eliminate existing sites, the authority shall ensure that any risk to aircraft arising from these sites is assessed and reduced to the maximum reasonably possible.



<sup>1</sup> See more information in the Biodiversity section of this report.

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# Safety and hygiene

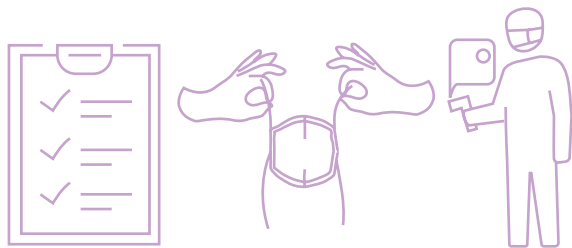
GRI 416-1

Derived from the impact of the COVID-19 pandemic, in all our airports we implement a series of biosecurity measures based on recommendations from the authorities, health agencies and expert organizations in the field to prevent the spread of the virus, build trust and encourage the safe use of air transport.

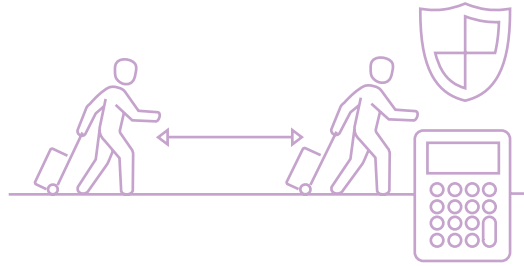
The biosafety measures that we implement were recognized by different organizations.



- Measures applicable to all GAP personnel at airports, including subcontracted personnel.
  - Temperature taking, mandatory use of face masks and masks.



- Measures promoted by the AFAC and Transport Preventive Medicine.
  - Taking temperature with thermographic cameras to all passengers, questionnaire evaluation medical, installation of sanitary control points in departures and arrivals.



- Measures of social distancing and control of capacity in buildings and commercial spaces.
  - Healthy distance, alternate use of counters, inspection lines, baggage bands, capacity control in commercial spaces and aero cars.



- Civil and collective protection measures.
  - Antibacterial gel dispensers, sanitizing mats, acrylics on counters, use of face masks and masks by airline personnel, commercial operators and *handlers*.



- Cleaning and sanitation measures.
  - Establishment of a specific sanitation and fogging service at airports, in accordance with WHO/OMS recommendations.

On June 18, our airports in Mexico obtained the **Safe Travels** seal from the World Travel and Tourism Council (WTTC) in recognition of the measures applied to stop the spread of COVID-19 and generate confidence in passengers and users. This seal is a hallmark of quality and is being adopted by the most important players in the industry worldwide, including the World Tourism Organization, dependent on the United Nations.

We are currently working with TecSalud on a project that includes the review and improvement of our protocols, the continuous supervision of their application and the training of all GAP personnel at airports.

**We were the first airport group in the world to certify all its airports in the Airport Health Accreditations (AHA) program by Airports Council International (ACI).**

The AHA program helps to evaluate the new sanitary measures and procedures implemented as a result of the COVID-19 pandemic in accordance with the recommendations issued by the ICAO Aviation Recovery Working Group (CART), adhering to the sanitary protocols of the European Aviation Safety Agency (EASA) and the European Center for Disease Prevention and Control (ECDC).



# Civil aviation security

GRI 416-1

The primary objective of civil aviation security (AVSEC) is to guarantee the safety and security of passengers, crews, ground personnel, the general public, aircraft, facilities and services against acts of unlawful interference perpetrated on the ground or in flight. The AVSEC foundation and regulations that we implement at GAP comply with ICAO and comply with the Chicago Convention

In Mexico, by obtaining the concession of 12 airports, we acquire by law the responsibility of a concessionaire or permit holder of a civil aerodrome, this means that:

- We contribute to the fulfillment of the primary objective of the State in terms of civil aviation security, which is the AVSEC itself, assigning the required human, financial and technical resources.
- We develop a **Airport Security Local Program** (PLSA in Spanish) based on a risk analysis and threat assessment that describes the requirements, measures and security procedures applicable at each airport, in addition to the fact that we are responsible for applying security controls to prevent acts of unlawful interference, avoiding that weapons, explosives, prohibited articles or other dangerous devices that can be used to commit them are introduced by any means to the civil aerodrome.

## ACTS OF UNLAWFUL INTERFERENCE

- **Unlawful seizure of aircraft.**
- **Destruction of an aircraft in service.**
- **Hostage taking on board aircraft or at aerodromes.**
- **Intrusion by force on board an aircraft, at an airport or on the premises of an aeronautical facility.**
- **Introduction on board an aircraft or at an airport of weapons, devices or dangerous substances for criminal purposes.**
- **Use of an aircraft in service for the purpose of causing death, serious bodily injury or serious damage to property or the environment.**
- **Communication of false information that compromises the safety of an aircraft or passengers in flight or on the ground.**

In accordance with national regulations, at our airports we apply measures in terms of airport security such as:

- Surveillance of security and perimeter areas, as well as surveillance of accesses, roads and parking lots: we have closed circuit television for different areas of the infrastructure. airport.
- Protection of free access areas.
- Inspection of passengers and their hand luggage, flight and cabin crews, as well as workers in the last waiting room of the terminal building: we use different equipment such as x-ray machines, metal detector arches, portable metal detectors and security systems. explosives detection (EDS).
- Inspection of checked or hold baggage: we use EDS and trace explosives detectors; To limit the impact of the explosive items detected in the process, we have a vehicle to contain and direct the explosion.
- Access control to restricted areas: we use readers to identify people and physical barriers to contain unauthorized entry of vehicles.
- Issuance of airport identification cards.
- Security Operations Center (COS).

We also establish reinforced security measures that must be implemented when extraordinary situations arise that have an impact on an increase in the level of threat.

At GAP we are responsible for the prevention of acts of unlawful interference by carrying out the corresponding diagnosis, planning, implementation and evaluation. However, when the threat materializes, its management is no longer our responsibility and passes to the authorities.

The PLSA is the document that regulates all security functions and responsibilities that must exist at any of our airports in order to prevent acts of unlawful interference, this document contains:

- Structure of the security organization.
- Preventive security measures.
- High security measures.
- Special security measures.
- Identification measures of persons.
- Vehicle identification measures.
- Risk analysis.
- Quality Control Program.
- Instructional Program.
- Security Facilitation Program.

In order to keep the airport community updated, we offer different alternatives for AVSEC training, which are given by instructors certified in Civil Aviation Security by the AFAC and in adherence to the protocols established in national regulations, as well as the airport training program.

In addition to security measures and training, we follow the guidelines defined in the National Civil Aviation Security Program (PNSAC in Spanish), which establishes that licensees and concessionaires of civil aerodromes and air transport must have a **management system of aviation security** that systematically integrates the management of security risks in its operations in accordance with the provisions issued by the aeronautical authority.

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In this sense, and with the support of local safety committees, at GAP we manage AVSEC risks through the identification and qualification of local threats, risk assessment and monitoring of the effectiveness of mitigation measures.

To assess the effectiveness of the procedures for responding to acts of unlawful interference, every two years we carry out a full-scale drill and every year a cabinet drill.

Regarding the aircraft that circulate through our airports, the Civil Aviation Law establishes that in the provision of air transport services, measures must be adopted to guarantee the maximum safety conditions of the aircraft and its operation, in order to protect the physical integrity of users and their property, as well as that of third parties.

For this reason, at GAP we continuously evaluate the compliance and correct operation of the civil aviation security system through audits and / or visits carried out by national and international authorities that ensure the effective application of Standards and Recommended Practices (SARPs) and procedures. listed in the Chicago Convention Attached and related ICAO documents. In this way, compliance with the PNSAC is also verified through the PLSA.

**Audits and / or visits to evaluate the compliance and correct operation of the civil aviation security system:**

- Security inspections of the Transportation Security Administration (TSA) of operators of passenger aircraft that transport cargo on direct flights to the United States of America.
- ICAO Universal Aviation Security Audit Program (USAP-CMA).
- Audits and technical-administrative verifications by the AFAC.
- Internal audits by GAP.
- Security assessment procedure at GAP airports.
- Self-assessment system by security companies bound by service contracts.

In addition to the above, we maintain constant communication with the International Air Transport Association (IATA) and the ACI to share best practices in the airport sector related to AVSEC.





# SUSTAINABLE STRATEGY

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# GAP Strategic Plan

In 2019 we developed a strategic plan that is made up of five axes with specific objectives through which we seek to promote connectivity and development in the places where we are present.

Throughout 2020 we continue to work around these axes and update some of the objectives in order to face the new global reality in a sustainable way.

## QUALITY AND CUSTOMER EXPERIENCE

### Objectives

- Execute the planned investments with the desired quality and efficiently.
- Establish and standardize quality levels for all GAP services and facilities.
- Develop skills and knowledge of staff aimed at improving service to passengers.
- Carry out the assurance of quality levels by dedicated and qualified personnel and with adequate tools.
- Keep facilities clean through the use of efficient technology and processes.
- Improve communication and interaction with passengers through social networks.
- Focus efforts to resolve the areas of opportunity identified by passengers in the surveys.
- Implement technological tools to improve the passenger experience.
- Achieve continuous improvement in the quality of our processes and services, following and complying with the strategy and standardization of processes and activities.
- Measure perceived quality with a comprehensive approach, using correlated metrics that allow a better understanding of quality levels.

## COMPETITIVENESS AND BUSINESS FOCUS

### Objectives

- Build the planned investments at a fair cost and in accordance with the market and in the anticipated times.
- Maintain the state of the facilities in optimal conditions.
- Manage the strategic and operational projects of the organization aimed at generating higher income and optimizing expenses.
- Maintain an indispensable / flexible staff structure for the efficient management of the functions of each Directorate in the organization.
- Ensure the positive performance of the company through the timely monitoring of KPIs.
- Maintain regulatory and extended operational security at all our airports.
- Maintain the safety of people by complying with regulations, incorporating technologies and improving passenger facilitation at all our airports.
- Maintain the maximum level of EBITDA margin, increasing revenues, optimizing expenses and providing quality services.
- Increase the share of business revenue, total revenue continuously.
- Build new facilities with optimal areas to generate commercial development.
- Expand GAP businesses within the same sector or possible business diversifications.
- Strengthen the governance, risk and compliance model that allows us to improve our management and give shareholders reliability.
- Expand the number of routes, destinations and frequencies at our airports.
- Carry out the analysis and risk management of the organization in a comprehensive and standardized way.

## TALENT AND ENTREPRENEURIAL ATTITUDE OF HUMAN CAPITAL

### Objectives

- Train employees based on the development of skills and competencies for agile project management.
- Develop a culture of ethical behavior.
- Ensure timely fulfillment of projects.
- Building a culture in project management that allows us to fulfill the objectives of the company.
- Attract professionals with co-creation skills, entrepreneurship, innovation and with experience in the application of new trends and digital transformation.
- To transform ourselves into an inclusive, diverse company with a culture of adaptation to the new times.
- Have employees with a good professional performance, motivated and remunerated according to the value they contribute.
- Develop internal communication using technology and focus on needs.
- Develop external communication to comply with the formal disclosure of the company and increase the positive perception of GAP in society.

## SIMPLIFICATION AND INNOVATION

## Objectives

- To ensure the effectiveness of the innovative solutions used in the construction of facilities.
- Reduce manual processes, through simplification and automation.
- Provide passenger safety with the help of innovative technology and processes.
- Improve the maintenance of equipment and facilities through technological innovation.
- Implement technological tools in business processes.
- Technify the passenger manifest.
- Promote technological tools.
- Reduce response times to incidents and decision making.
- Technify slot allocation authorizations.
- Encourage the contribution of innovative ideas for the integration of the project portfolio.
- Simplify the transverse processes of the organization that allow us to make the work more efficient and achieve the objectives.

## UNIVERSAL AND LOCAL SUSTAINABILITY

## Objectives

- Reduce poverty in the communities where the GAP airports are located.
- Guarantee a healthy life and promote the well-being of employees.
- Guarantee an inclusive, equitable and quality education.
- Achieve gender equality and empower all women and girls.
- Guarantee the availability of water, its sustainable management and sanitation for all.
- Guarantee access to affordable, safe, sustainable and modern energy for all.
- Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
- Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.
- Take urgent measures to combat climate change and its effects.
- Generate well-paid jobs that help reduce inequality in communities.
- Guarantee sustainable consumption and production patterns.
- Conserve and sustainably use the beaches and marine resources at GAP's coastal airports, for sustainable development.
- Protect, restore and promote the sustainable use of terrestrial ecosystems; carry out sustainable management of green areas, combat desertification, halt and reverse land degradation and halt the loss of biological diversity.



# Stakeholders

GRI 102-21, 102-40, 102-42, 102-43, 102-44

The GAP stakeholders are those persons, entities and organizations that impact or who impact our operations and business. In order to identify and address their needs and concerns, we maintain a bilateral dialogue with each one through different communication channels. In this way, and together, we establish agreements to improve the areas of opportunity at each airport.



Stakeholder	Communication channel	Frequency	Topics to be discussed
Passengers	<ul style="list-style-type: none"> <li>• Mailboxes</li> <li>• Social networks</li> <li>• GAP Contact</li> <li>• Information module</li> <li>• Website</li> </ul>	<ul style="list-style-type: none"> <li>• Permanent</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitation of your passage through the airport</li> <li>• Improvement of your experience</li> <li>• Information</li> <li>• Quality / price ratio of services commercial</li> <li>• Information on risk factors and COVID-19 prevention measures</li> <li>• Safe Travels seal</li> <li>• AHA Certification</li> </ul>
Airlines	<ul style="list-style-type: none"> <li>• Local committees</li> <li>• Annual surveys</li> <li>• Website</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly</li> <li>• Annual</li> </ul>	<ul style="list-style-type: none"> <li>• Rates</li> <li>• New routes</li> <li>• Services provided by the airport</li> <li>• Financial support due to health emergencies</li> </ul>
Authorities	<ul style="list-style-type: none"> <li>• Local Committees</li> <li>• Advisory Commissions</li> <li>• Website</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly</li> <li>• Annual</li> </ul>	<ul style="list-style-type: none"> <li>• Advisory Commissions</li> <li>• New regulations</li> <li>• Spaces in airports</li> <li>• AFAC México Vuela Seguro</li> </ul>
Complementary service companies	<ul style="list-style-type: none"> <li>• Local committees</li> <li>• Surveys</li> <li>• Website</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly</li> <li>• Annual</li> </ul>	<ul style="list-style-type: none"> <li>• Relationship with airports</li> <li>• Ways to facilitate your work</li> <li>• Services provided to PSAT companies</li> </ul>
Tenants	<ul style="list-style-type: none"> <li>• GAP Contact</li> <li>• Website</li> <li>• Complaint line</li> </ul>	<ul style="list-style-type: none"> <li>• Permanent</li> </ul>	<ul style="list-style-type: none"> <li>• Rate negotiation</li> <li>• Spaces to commercialize products</li> <li>• Financial support for health emergencies</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>• GAP Contact</li> <li>• Complaint line</li> </ul>	<ul style="list-style-type: none"> <li>• Permanent</li> </ul>	<ul style="list-style-type: none"> <li>• Spaces and hours for supplying</li> </ul>
Collaborators	<ul style="list-style-type: none"> <li>• Intranet</li> <li>• Complaint line</li> <li>• Website</li> </ul>	<ul style="list-style-type: none"> <li>• Permanent</li> </ul>	<ul style="list-style-type: none"> <li>• Succession plan</li> <li>• Complaint line</li> <li>• PPE for operational collaborators</li> <li>• Remote work for some collaborators</li> </ul>
Neighboring community	<ul style="list-style-type: none"> <li>• GAP Contact</li> <li>• Website</li> <li>• Social networks</li> </ul>	<ul style="list-style-type: none"> <li>• Annual</li> <li>• Permanent</li> </ul>	<ul style="list-style-type: none"> <li>• Employment opportunities</li> <li>• Resolution of local problems</li> </ul>
Shareholders	<ul style="list-style-type: none"> <li>• Report</li> <li>• Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Annual</li> <li>• Quarterly</li> </ul>	<ul style="list-style-type: none"> <li>• Profitability</li> </ul>
Civil society	<ul style="list-style-type: none"> <li>• GAP Contact</li> <li>• Media</li> <li>• Social networks</li> </ul>	<ul style="list-style-type: none"> <li>• Permanent</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement of facilities and quality</li> <li>• Increase in capacity</li> </ul>

# Alliances

GRI 102-12, 102-13

We maintain alliances with some of the stakeholders that allow us to be up-to-date on issues of interest to the industry, as well as to adhere to the regulations and standards in force both nationally and internationally.

- International Civil Aviation Organization (ICAO) \*
- Airport Council International (ACI) \*
- Airports Council International - Latin America & The Caribbean\*
- United Nations Global Compact
- Issuing Committee of the Mexican Stock Exchange

We are allies of business and tourism organizations for the development and promotion of different destinations and we work together with local, state, and federal governments to, especially this year, renew traveler's confidence and reinvigorate economic activity in the sector.

Through the GAP Foundation, we support non-profit institutions to develop initiatives that promote education and development in low-income communities, such as Red SER, Building and Growing, COPARMEX, Enseña por México, and Mexicanos Primero.

Since October 2020 we have been signatories of the United Nations Global Compact, so we are committed to respecting and promoting its 10 principles in our field of action.

Topic	Principle of the Global Compact
Human Rights	1. Businesses should support and respect the protection of internationally proclaimed human rights; and 2. Make sure that they are not complicit in human rights abuses
Labor	3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; 4. The elimination of all forms of forced and compulsory labor 5. The effective abolition of child labour; and 6. The elimination of discrimination in respect of employment and occupation
Environment	7. Businesses should support a precautionary approach to environmental challenges; 8. Undertake initiatives to promote greater environmental responsibility; and 9. Encourage the development and diffusion of environmentally friendly technologies.
Anti-corruption	10. Businesses should work against corruption in all its forms, including extortion and bribery.

GAP's 2020 Sustainability Report represents our Communication on Progress (CoP), the actions and initiatives that we carry out to comply with the 10 principles are marked throughout this document.

\* GAP participates in projects or committees of this association.

# Materiality

GRI 102-46, 102-47

In 2019 we carried out our first materiality study in order to identify the most relevant issues for our stakeholders, the industry, and in which GAP generates a greater positive or negative impact or those matters that could lead to risks or opportunities for the operation.

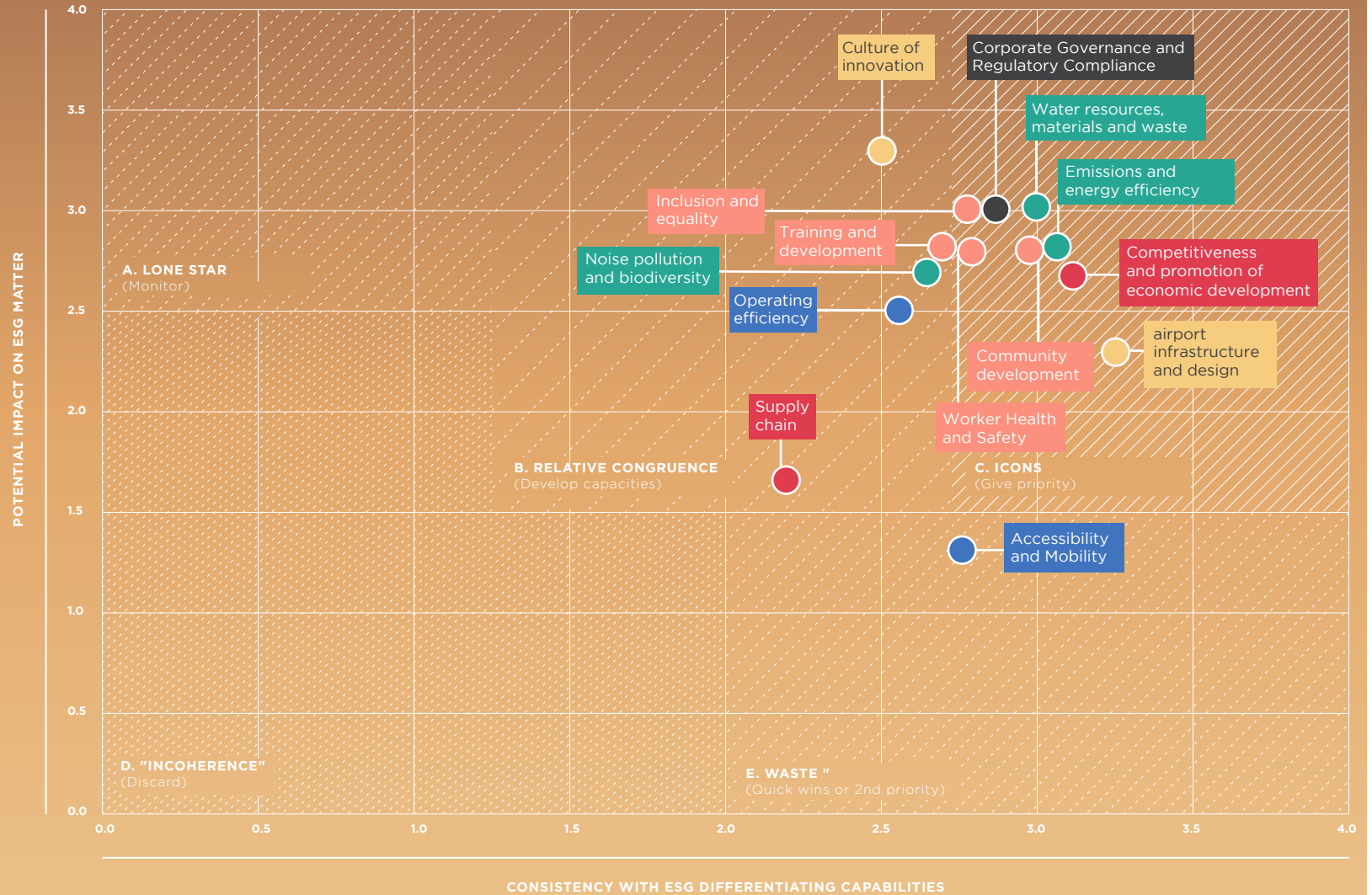
The process of preparing the materiality study, based on the methodology recommended by the Global Reporting Initiative (GRI), was divided into three phases: identification, prioritization, and evaluation and validation. The result was the identification of 30 material topics classified as low, medium, and high materiality according to their importance for GAP and our stakeholders.

Throughout this report, the most relevant issues for GAP, progress, and most relevant initiatives are addressed.

## 8 “icon” initiatives were chosen

- Quality and Customer
- Governance and Compliance
- Infrastructure that favors economic performance
- Social aspects
- Innovation and new technologies
- Environmental management

MATERIALITY MATRIX



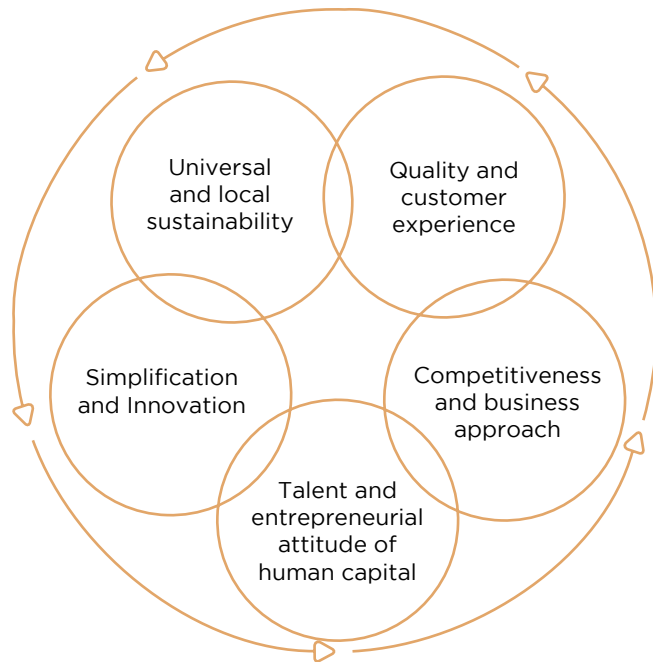


# Commitment to sustainability

Every day we work with the commitment to improve the quality of our services and the efficiency of our processes, in order to generate sustainable value for our stakeholders.

We have consolidated different efforts in order to prioritize the most relevant ESG issues for the business and our stakeholders, structure them according to the five axes of the GAP Strategic Plan and align them with the goals of the United Nations Sustainable Development Goals (SDGs) in which we have the most impact through our operations and services.

## AXES OF THE STRATEGIC PLAN



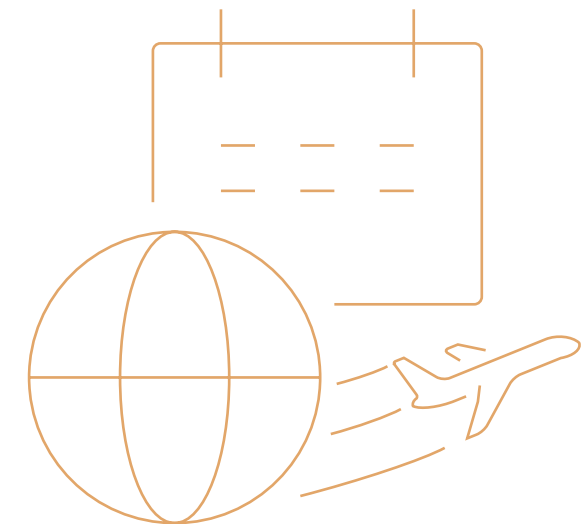
The result of this prioritization and crossing of dimensions with our priority themes and the axes of the GAP Strategic Plan were eight **iconic ESG initiatives** with the definition of their respective goals for 2024.



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ESG Initiatives	Description of main projects	Goals 2024
1. Water resources, materials, and waste	Policies of water management, operation of treatment plants, waste management, and circular economy.	Renew all water management processes (policies and treatment plants) and waste management and handling to achieve a circular economy for the different work teams.
2. Emissions and energy efficiency	Emissions and climate change control processes, energy self-supply plan.	Implement energy efficiency projects focused on emission control and climate change processes, energy self-supply plan.
3. Corporate governance and regulatory compliance	Environmental management processes, regularization of agreements with the Ministry of National Defense, compliance with the concession, signaling manuals, outsourcing policy, and risk matrices.	Ensure compliance with the applicable regulation and the concession title, implement an efficient and safe internal management system with risk mitigation measures in order to maintain a sustainable governance structure.
4. Community development	GAP schools, social management strategies, participation of business groups and authorities.	Improve the infrastructure and management of educational developments in neighboring communities, establish communication mechanisms with the inhabitants and participate with the government in community development projects to establish and maintain sustainable alliances.
5. Inclusion and equality	Female empowerment and the GAP Blue program for inclusion and accessibility.	Empower women by increasing the percentage of women in GAP and establish an accessibility and care program for users with special needs through awareness and training of the airport community.
6. Competitiveness and promotion of economic development	Infrastructure valuations and tenders, business recovery plan, ESG strategies, implementation of digital and management systems, and global risk appetite.	Expand the group's concessions, ensure compliance with ESG strategies, define the Group's global risk appetite and implement digital and operations management systems to increase profitability and remain competitive in the sector.
7. Health and safety of workers	Incorporation of the Self-Management Program in Safety and Health and achieve biosafety measures.	Guarantee the health and safety of workers through specialized self-management programs and security measures.
8. Airport infrastructure and design	Construction of terminals, net-zero, biometric and thermometric systems, design of the Media Management Center, and compliance with the GAP business plan.	Ensure compliance with the business plan, implement and manage infrastructure and equipment that allows operating assets net-zero, improve project management and customer relationships to operate in a sustainable way.

Through icon initiatives, we contribute to the 2030 Agenda, as well as building a better future for future generations.



Additionally, we have a **sustainability model** that is based on the five pillars of the GAP Strategic Plan, although to a greater extent on the universal and local Sustainability axis.

Objective	Related SDG	Actions
Reduce poverty in the communities where GAP airports are located.	SDG 1 	<ul style="list-style-type: none"> <li>Recruitment of people from neighboring communities.</li> <li>Inclusion in local supplier contracting contests.</li> </ul>
Guarantee a healthy life and promote the well-being of employees.	SDG 3 	<ul style="list-style-type: none"> <li>Review of food quality in GAP dining rooms.</li> <li>Implementation of the Employee Consultation Program (EAP) in compliance with NOM 035, consisting of support service in areas of emotional, medical, family economy, veterinary, legal, and nutritional specialization.</li> </ul>
Guarantee an inclusive, equitable, and quality education.	SDG 4 	<ul style="list-style-type: none"> <li>Launch of GAP middle school and enrollment for consecutive years.</li> <li>Construction of community centers in the Airports of the Network to carry out the training.</li> <li>Implementation of training in community centers.</li> </ul>
Achieve gender equality and empower all women and girls.	SDG 5 	<ul style="list-style-type: none"> <li>Permanent program to review the salaries of people of both genders who perform the same functions, to ensure equality.</li> </ul>
Guarantee the availability of water and its sustainable management and sanitation for all.	SDG 6 	<ul style="list-style-type: none"> <li>Plan for the improvement of water management issues to provide timely monitoring of procedures related to water resources that allow us to ensure their availability in the coming years.</li> </ul>
Guarantee access to affordable, safe, sustainable, and modern energy for all.	SDG 7 	<ul style="list-style-type: none"> <li>Implementation of the three phases of renewable energy strategy management.</li> <li>Installation of carpots at airports.</li> </ul>
Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.	SDG 8 	<ul style="list-style-type: none"> <li>Succession plan through 360 evaluations, which is the first stage, includes managers and which will be extended to key employees.</li> </ul>
Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.	SDG 9 	<ul style="list-style-type: none"> <li>The second phase of the SCADA Platform integration project in the 12 Airports of Mexico, for the automatic interaction of the various systems that make up an infrastructure.</li> </ul>
Take urgent measures to combat climate change and its effects.	SDG 13 	<ul style="list-style-type: none"> <li>Design and implementation of a new waste management model at GDL airport that includes recycling.</li> <li>IFC-GAP project to obtain sustainable credit.</li> </ul>



# Corporate governance

GRI 102-18, 102-19, 102-20, 102-22, 102-23, 102-24, 102-25, 102-26, 102-27, 102-28, 102 -35

A solid corporate governance structure is key so that at GAP we can create long-term sustainable value for our stakeholders. For this reason, we keep integrity, efficiency, and the adoption of best practices for decision-making as priorities in our environmental, social, and governance (ESG) strategy.

The set of internal regulations, mainly the Code of Ethics, the Bylaws and the Regulations of the Board of Directors, in addition to the regulations defined by the Mexican Stock Exchange and the *Securities and Exchange Commission* (SEC) in the United States, guide the decision of decisions of the Board of Directors and the shareholders of the company.

The highest governance body in GAP is the Board of Directors, responsible for managing, governing, and representing the company, overseeing regulatory compliance, supervising risk management, as well as evaluating the functions of the CEO and the management team. In addition, it is empowered to approve the five-year Master Development Plan, the business plan and annual investment budget, the obtaining of debt, the dividend plan, and the appointment of the members that make up the different Committees.

Our Board of Directors is chaired by Laura Díez Barroso and is made up of 11 members, of which seven are independent. The Nominating and Compensation Committee annually reviews with the board the skills and applicable characteristics required of the candidates in the context of the current composition of the Board of Directors and the circumstances of the company. This committee may use a variety of sources, including executive search firms and shareholder recommendations, to identify director candidates. That said, our processes are in compliance with the provisions of the Securities Market Law (LMV) and the *Security Exchange ACT* (SEA).

The nomination of the directors to continue or remove from the Board of Directors is evaluated and is subject to the approval of the General Assembly of Shareholders. Additionally, the performance of the board members is evaluated annually.

## BOARD OF DIRECTORS

	Laura Díez Barroso Azcárraga President of the Board of Directors
Ownership members <sup>5</sup> Patrimonial	María José Cuenda Chamorro
	Juan Gallardo Thurlow
	María Ángeles Rubio Alfayate
Independent members	Carlos Cárdenas Guzmán
	Joaquín Vargas Guajardo
	Álvaro Fernández Garza
	Juan Díez-Canedo Ruíz
	Ángel Losada Moreno
Representative	Luis Téllez Kuenzler
	Alfredo de Jesús Casar Pérez <sup>6</sup>
Alternate patrimonial members	Carlos Laviada Ocejo
	Carlos Manuel Porrón Suárez
	Eduardo Sánchez Navarro
	Carlos Alberto Rohm Campos
Secretary	Sergio Enrique Flores Ochoa

64% of the members of the GAP Board of Directors are independent and 27% are women.

## CURRICULUMS OF THE MEMBERS OF THE BOARD OF DIRECTORS

**LAURA DÍEZ BARROSO AZCÁRRAGA.** Mrs. Díez Barroso has been president of our board of directors since 2015 and president of Fundación GAP since its constitution in 2013. In addition, she is currently also president of the Board of Directors of Grupo Financiero Santander México. Mrs. Díez Barroso began her publishing career in 1979 as editor of the youth magazine TU. In 1988 he founded Editorial Eres and in 1995 Editorial Eres merged with Editorial Televisa, which resulted in the appointment of Mrs. Díez Barroso as president of the Board of Directors and General Director of the company until 2000. She served for 14 years as a member of the Board of Directors of Royal Caribbean Cruises and 15 years as a member of the Board of Grupo Financiero Inbursa. Ms. Díez Barroso is currently a member of the Mexican Business Council, Telmex, Medica Sur and Centro Roberto Garza Sada, part of the “UDEM University”. Ms. Díez Barroso is also a trustee of several philanthropic initiatives such as the San Ildefonso Museum and the Chapultepec Forest Trust. She currently invests in public and private entities through LCA Capital, a family business that she co-founded.

**MARÍA JOSÉ CUENDA CHAMORRO.** Ms. Cuenda was elected to our Board of Directors on April 23, 2019. Ms. Cuenda is currently the General Director of Commercial, Real Estate and International Development of AENA. Among its most outstanding achievements, the commercial transformation and modernization of Spanish airports in the AENA Airports network stands out, with special emphasis on the development of retail businesses, incorporating the largest and most recognized brands of perfumery, fashion and food in innovative spaces designed for passengers. She has a degree in Economic and Business Sciences from the University of Extremadura, an MBA from IE Business School and a graduate of the Management Development Program at IESE. He started working for AENA in the Commercial and Marketing Department of the Palma de Mallorca airport in 1996.

<sup>1</sup> Designated by AMP as the holder of the series “BB” shares, representing 15% of GAP’s capital stock.

<sup>2</sup> Director representing Grupo México as a shareholder or group of shareholders with 10% of the capital stock.

**JUAN GALLARDO THURLOW.** Mr. Gallardo was elected a member of our Board of Directors on April 26, 2016. Currently, Mr. Gallardo is the Chairman of the CULTIBA Organization Board (Controller of GEPP and Grupo Azucarero México), as well as the Chairman of the Board of Grupo Azucarero México, the largest sugar mill group in Mexico and Grupo GEPP, PepsiCo's exclusive bottler in Mexico. Gallardo is also a member of the Board of Directors of Caterpillar Inc. and Banco Santander (México) SA, as well as a member of the Board of International Advisors of Bombardier and Rabobank. Mr. Gallardo is a member of the Mexican Business Council, AC and the Business Council of Latin America. He was the coordinator of COECE, a special ad-hoc alliance of all Mexican private sector organizations formed to promote greater trade between Mexico, the United States, and Canada and with the rest of the world, particularly in the context of NAFTA and the Free Trade Agreement. Trade with the European Union. Gallardo has a law degree from the Escuela Libre de Derecho in Mexico City and completed the AD-II Senior Management Course at IPADE in Mexico City.

**MARÍA ÁNGELES RUBIO ALFAYATE.** Ms. Rubio Alfayate is an Aeronautical Engineer graduated from the Polytechnic University of Madrid and certified by the Management Development Program (PDD) of IESE, University of Navarra. Throughout his professional career he has held different management positions in the field of airport management, mainly in the areas of services and operations of several companies, including Flightcare, the company dedicated to providing handling services for the FCC Group, the Spanish division of Swissport International Ltd., a multinational company of airport ground services and air cargo handling and CLECE, a service company of the ACS Group. From 2015 to March 2020, she was Director of Services and Development of Airports at Iberia Lineas Aereas de España. In April 2020, she joined Aena SME SA, as a Director of Aena Internacional.

**CARLOS CÁRDENAS GUZMÁN.** Mr. Cárdenas has been a member of our Board of Directors since 2011. He also serves as Chairman of our Audit and Corporate Practices Committee. He is a Certified Public Accountant from the Autonomous University of Guadalajara and a Master in Tax Law from the Universidad Panamericana (IPADE). He is a retired partner of Ernst & Young México, after 39 years of active service, where he served as Fiscal Partner in charge for many years, and as a member of its Executive Committee. Currently, he serves as a member of the Board of Directors or Chairman of the Audit Committees of several large Mexican companies, among them, he is an independent member of the Audit Committee of Aleatica, SA (a subsidiary company of the Australian Fund IFM Investors), member independent of the Board and of the Audit Committee of the Farmacias del Ahorro Group, Independent Director and member of the Audit Committee of Reaseguradora Patria, SA, Independent Director and member of the Audit Committee of Anteris Capital Venture Lending Fund, Fiscal Auditor of Berkley International Seguros México, SA de CV and Berkley International Finanzas México, SA de CV, and former chairman of the

board of the American British Cowdray Medical Center, IAP (Centro Médico ABC). He is also a member of various professional and business associations; standing out, his performance as President of the Mexican Institute of Certified Public Accountants (IMCP) and of the Academy of Tax Studies of Public Accounting (AEF).

**JOAQUÍN VARGAS GUAJARDO.** Mr. Vargas was elected as an independent Director of the Company's Board of Directors on April 16, 2012. He is the Chairman of the Board of Directors of Grupo MVS, which includes MVS Radio, MVS Education, MVS Entertainment, as well as DISH 120 and MVS TV, satellite television services. He is also president of CMR, a public company that has more than 280 restaurants with more than a dozen brands, including The Capital Grille, Sushi Itto, Chili's and Olive Garden. He is a member of the Boards of Directors of the following listed companies: Vitro, Grupo Financiero Santander and Medica Sur. Mr. Vargas is also a member of the Board of Directors of the daily El Universal and Costamex, among others.

**ÁLVARO FERNÁNDEZ GARZA.** Mr. Fernández was elected a member of our Board of Directors on February 26, 2014, as an alternate Director and was ratified as an independent Director during the General Shareholders' Meeting on April 23, 2014. He serves as General Director of Grupo ALFA and is a member of the Board of Vitro, ALFA and CYDSA. He is President of the Council of the University of Monterrey (UEM). He holds a BA in Economics from the University of Notre Dame, an MBA from the Instituto Tecnológico de Estudios Superiores de Monterrey (ITESM) and an MBA from Georgetown University.

**JUAN DÍEZ-CANEDO RUÍZ.** Mr. Díez-Canedo Ruíz graduated with a Bachelor's Degree in Economics from the Instituto Tecnológico Autónomo de México (ITAM) in 1973 and obtained a Ph.D. in Economics from the Instituto Tecnológico de Massachusetts (MIT) in 1980. In 1978 he began working in Banco de México, holding various positions until he became Director of Macro-Financial Programming and Economic Research, a position he held until 1988. In 1980 he obtained first place in the Banamex National Economy Award. From 1989 to 1992 he was Deputy General Manager of Banco Internacional (now HSBC). From 1992 to 1994 he was General Director of the Banking area of Grupo Financiero Probusa; from 1995 to 1996 he was Executive Vice President of Grupo Maseca (GRUMA); and from 1995 to 1999 he was Executive Vice President of Grupo Financiero Banorte. From November 1999 to February 2001, he was General Director of CINTRA, a controlling company of Aeroméxico and Mexicana de Aviación; from 2001 to 2009 he was president of Fomento y Desarrollo Comercial, SA de CV; and from 2009 to date, President and CEO of Financiera Local, SA de CV SOFOM ENR. He has been a professor at various institutions (ITAM and El Colegio de México, among others) and has published articles in specialized academic journals in Mexico and the United States. He has been a member of the Board of Directors of companies such as

Telmex, Alcatel, Banorte, Grupo Maseca, Grupo Gimsa, Deportes Martí, Fondo de Cultura Económica, among others. Mr. Díez-Canedo is also a member of the board of TDA (Asset Securitization, Madrid Spain) and of the Metropolitan Regional Board of Grupo Financiero Banorte.

**ÁNGEL LOSADA MORENO.** Mr. Losada was elected as an independent member of the Company's Board of Directors on April 23, 2014. He is currently Executive Chairman, Chairman of the Board of Directors and General Director of Grupo Gigante, SAB de CV. He is a member of the Boards of Directors Banco Nacional de México, SA (Citi Banamex Grupo), Hospital Infantil Federico Gómez and Laboratorios Novag. He has also served as President of the Council of the Mexican National Association of Retailers (National Association of Self-service and Departmental Stores, AC or ANTAD), as Director and member of the Council of the United States Food Marketing Institute and as a member of the Council of the National Chamber of Commerce of Mexico City. Mr. Losada has a Bachelor of Business Administration from Universidad Anáhuac.

**LUIS TELLEZ KUENZLER.** Mr. Téllez is a Mexican Economist and Politician. He was Secretary of Energy during the government of President Ernesto Zedillo and Secretary of Communications and Transportation under the government of President Felipe Calderón Hinojosa. In 2009, he assumed the position of Chairman of the Board and General Director of Grupo Bolsa Mexicana de Valores. He is currently President of the Mexican subsidiary of Kohlberg Kravis Roberts & Co (KKR), an American multinational corporation that manages investment funds and venture capital. He also serves as a special advisor to NTT-Data. He is Co-president of the Woodrow Wilson Mexican Institute in Washington DC

**ALFREDO DE JESÚS CASAR PÉREZ.** Mr. Casar has a Bachelor's Degree in Economics from the Instituto Tecnológico Autónomo de México (ITAM), a Bachelor's Degree in Industrial Engineering from Anáhuac University, and a Master's Degree in Economics from the University of Chicago. He has been a member of the Board of Directors of Grupo México since 1997. He was appointed Executive Chairman of Grupo Ferroviario Mexicano SA de CV ("GFM") and Ferrocarril Mexicano, SA de CV ("Ferromex"), on March 5, 2008, and served as President and CEO of GFM and Ferromex since November 16, 1999. Previously, Mr. Casar served as Director of Development at Grupo México SAB de CV, two years after having served as CEO of the Company Perforadora México, SA de CV and Mexican General Director of Compañía Constructora, SA de CV, for 7 years. Mr. Casar is also a member of the Board of Directors of Grupo México, GFM and Southern Copper Corporation ("SCC").

During 2020, the Board of Directors met five times with 100% attendance of all members.

If any director were to have a conflict of interest in a specific matter, they must make it known to the Board of Directors prior to making the decision and abstain from participating and being present in the deliberation and voting of said matter, without this affecting the quorum required for the installation of the council.

A conflict of interest is the fact that a member of the Board of Directors:

- a. Has personally or through any person with whom he or she maintains a civil or consanguinity relationship up to a fourth degree ascending or descending, a participation greater than 5% of the share capital of the party with whom GAP plans to enter into a transaction.
- b. You are directly related by blood or civil relationship, ascending or descending, up to the fourth degree, with the person with whom GAP plans to enter into a transaction.
- c. Be part of the Board of Directors of the party with which GAP plans to enter into a transaction.

## In 2020 we did not register conflicts of interest in GAP.

For the performance of their duties, the members of the Board of Directors and senior executives of GAP receive a fixed and variable salary, hiring bonuses or hiring incentive payments, severance payments, reimbursements, as well as retirement benefits.

Pursuant to the Technical Assistance contract with AMP, the four directors and four alternates elected by AMP did not receive any remuneration from GAP for being part of the Board of Directors. For 2020, the total remuneration that GAP paid to its directors appointed by the Series “B” shareholders was approximately \$ 8 million pesos. The compensation paid to the independent directors appointed by Grupo México was approximately \$ 1.2 million pesos. Independent directors receive an annual compensation of approximately US \$ 44,100 for their service on the Board of Directors, in addition, for their participation in committees, some directors receive additional compensation.<sup>1</sup>

The variable compensation that GAP executives receive is granted annually and based on their performance, measured through goals established on ESG indicators related to their functions. These indicators

<sup>1</sup> The Chairman of the Audit Committee receives an annual compensation of US \$ 7,717 and its members of US \$ 4,410, the members of the Procurement Committee receive US \$ 4,410 and the members of the Nominations and Compensation Committee US \$ 2,205.

cover aspects such as operational and financial compliance, or with the Master Investment Program, digital transformation, perceived quality ratings in terms of facilities and services, hours of employee training, implementation of biosafety systems, and renewable energy strategies, waste management, water consumption and maintenance of facilities, among others.

To fulfill its functions, our Board of Directors has the support of four committees.

1. Operating
2. Procurement Committee
3. Nomination and Compensation Committee
4. Audit and Corporate Practices Committee

## The Board of Directors reports to the shareholders of the company and receives reports from the four support committees.

### AUDIT AND CORPORATE PRACTICES COMMITTEE

Oversees how our business is conducted and managed, is responsible for reporting the status of internal control, evaluating the performance of the External Auditor, discussing the financial statements, reviewing and approving the reports submitted to the New York Stock Exchange (NYSE), the Securities and Exchange Commission (SEC), the Institutional Stock Exchange (BIVA), the Mexican Stock Exchange (BMV), and the Banking and Securities Commission (CNBV), as well as evaluating accounting policies and criteria. It also guarantees that the CEO complies with the provisions of the Shareholders' Meeting and the Board of Directors.

<b>Independent members</b>	Carlos Cárdenas Guzmán - President
	Ángel Losada Moreno
	Juan Díez Canedo Ruíz

The Audit and Corporate Practices Committee is made up exclusively of independent members. This committee met five times during 2020 with 100% attendance from all members.

### OPERATING COMMITTEE

Oversees the operating and financial performance of the company, for which it prepares and presents to the Board of Directors the business plan, the annual investment programs, the dividend policy, the Master Development Program, the design of the administrative structure, and corporate, as well as the determination of the way to manage each airport, the labor policies and the workforce, as well as the appointment of airport administrators.

The Operating Committee, through the Administration of GAP, helps the Board of Directors to supervise ESG issues, incorporating risk areas and the main initiatives on these issues in the agenda of the 11 sessions held during the year.

For his part, the Director of Quality, Innovation and Technologies, who is responsible for the sustainability management of GAP, participates in the sessions of the Operating Committee on a regular basis, exposing the progress of the ESG initiatives at airports and the issues with potential risk, its mitigation activities and results. It is important to mention that the Director of Administration and Finance, the Director of Network and Regulated Business, and the Deputy Director of Sales, also participate in the report on economic issues, as well as the Director of Culture and Human Capital, with social issues.

The Board of Directors establishes GAP's Sustainability Strategy, which is supervised by the Operating Committee, in compliance with its accountability responsibilities.

<b>Proprietary members</b>	Raúl Revuelta Musalem - President
	Carlos Alberto Rohm Campos
	Juan Gallardo Thurlow
<b>Alternate members</b>	Carlos Manuel Porrón Suárez
	Santiago Riveroll Mendoza
	Alejandro Cortina Gallardo
<b>Attendees</b>	Saúl Villarreal García
	José Ángel Martínez Sánchez
	Alejandro Vallarino Marusich
	Martín Pablo Zazueta Chávez
	Juan Francisco Martínez Mira
	Alejandro Guillermo Mañon Hernández
	Sergio Enrique Flores Ochoa

During 2020 the Operating Committee met 11 times with 100% attendance of all members.

#### PROCUREMENT COMMITTEE

Ensures compliance with the contracting policies and standards established in the bylaws, is also responsible for approving all operations between GAP and third parties for the previously established amount, as well as any contract between the company and Aeropuertos Mexicanos del Pacífico ( AMP), ensuring that the bidding process involves at least three participants.

From the moment our concessions were granted and in accordance with the technical assistance contract and the participation contract, AMP and its shareholders agreed to provide management and consulting services, as well as to transfer assistance and technical and industrial experience related to the operation of airports, helping us develop and improve our airports and the services we provide.

<b>Owner members</b>	Carlos Alberto Rohm Campos - President
	Joaquín Vargas Guajardo
<b>Alternate members</b>	Alejandro Cortina Gallardo

During 2020 the Procurement Committee met 13 times with 100% attendance of all members.

#### NOMINATIONS AND COMPENSATION COMMITTEE

Proposes the composition of the Board of Directors to the Shareholders' Meeting, as well as to the administrators and area directors. He is responsible for raising the remuneration of each member of the council, committees and first and second level officials; has the power to propose removal of members of the council.

<b>Owner members</b>	Laura Díez Barroso Azcárraga - President
	Álvaro Fernández Garza
<b>Alternate members</b>	María Ángeles Rubio Alfayate

During 2020 the Nominations and Compensation Committee met four times with 100% attendance of all members.



## COMPOSITION OF THE MANAGEMENT

The Team of GAP is in charge, among other functions, of carrying out the Business Sustainability Strategy approved by the Board of Directors and supervised by the Operating Committee.

Name of the executive	Directorate	Responsibility for issues
Raúl Revuelta Musalem	Chief Executive Officer	Economic, environmental and social
Juan Francisco Martínez Mira	Director of Quality, Innovation and Technologies	Environmental and Social
Saúl Villarreal García	Chief Financial Officer	Economic
Sergio Enrique Flores Ochoa	General Counsel	Social
Alejandro Guillermo Mañon Hernández	Director of Culture and Human Capital	Social
Alejandro Vallarino Marusich	Director of Infrastructure	Economic and Environmental
José Ángel Martínez Sánchez	Chief of Airports and Regulated Business	Economic, Social
Martín Pablo Zazueta Chávez	Director of the Guadalajara Airport	Economic and Social
Yolanda Susana Romero Mojica	Commercial Deputy Director	Economic

In a complementary manner, in order to understand the perspective that our stakeholders have on the way we manage ESG issues, we carry out various interaction and consultation processes.

- **Shareholders:** they have representatives on the Board of Directors, approved at the Ordinary General Shareholders' Meeting, who review the report of results of ESG risk initiatives and issues.
- **Investors and analysts:** the Investor Relations area collects information on inquiries on ESG issues and channels them to the different management areas to provide them with a timely response.

- **Financial institutions:** the Administration and Finance Directorate, together with the Quality, Innovation and Technologies Directorate, coordinates the attention to consultations and reviews on ESG issues when it comes to any management to obtain sustainable loans or others.
- **Compliance:** every year We publish our Sustainability Report following the methodology recommended by GRI, the SDGs and, for the first time in 2020, meeting the requirements of the Sustainability Accounting Standards Board (SASB) and the 10 principles of the United Nations Global Compact. In addition, we answer different ESG questionnaires for investors.

In addition to the corporate management team, the directors and managers of each GAP airport are responsible executing locally the group's sustainability strategy.



# Risk management

GRI 102-15, 102-29, 102-30, 102-31, 201-2

**TCFD STRATEGY A), STRATEGY B), GOVERNANCE A), GOVERNANCE B), RISK MANAGEMENT A), RISK MANAGEMENT B), RISK MANAGEMENT C)**

Like any organization, at GAP we are exposed to health risks<sup>1</sup> and safety, financial, market, regulatory, legal, fiscal, technological, social, natural disasters and those related to climate change that could alter the way we conduct our operations.

- Institutional (financial)
  - Risks Impact of risk assessments applied to GAP operations: quantification and analysis of operations requirements or other risk mitigation associated with identified key risks and multiples.
  - Market risks due to volatility and activity in financial markets.
  - Contractually compensated risks.
  - Compliance risks with external institutions.
  - Risks of implementing new processes and / or standards.
  - Risks, when appropriate, identified by the Internal Audit Department on the results of the reviews.
- Non-financial
  - risks Operational risks due to failed or inadequate processes related to management processes, new businesses and service lines, relationships with third parties, risk model and changes in processes, policies and controls.
  - Technological risks related to information security, business continuity or resistance, and systems capacity (automation).
  - Regulatory trends and developments in policies, processes and controls.
- Fiduciary
  - risks Risks assumed on behalf of clients and / or suppliers.
  - Risks of default of the counterparty by the client's counterparties.
  - Price setting risk, valuation of counterparties, analysis and monitoring of contracts and contractual terms.

- Other
  - Reputational risks.
  - Any other risk area or project delegated to the Committee by the Management.

Depending on the type of impact is how we manage the risks. However, for all cases we follow an internal methodology based on risk management systems such as:

- **SIG.** Integrated Management System, which complies with the guidelines of ISO 9001: 2015 and ISO 14001: 2015 and through which risks are identified and managed for GAP's strategic objectives.
- **SMS.** Operational Safety System, which identifies and manages the operational safety risks of airports.
- **COSO** (Committee of Sponsoring Organization of the Treadway Commission). Control Framework through which we monitor and mitigate risks in financial-accounting processes.



Type of impact	Risk management
Quality and environment	Threats to the Integrated Management System are evaluated.
Accounting and finance	The financial risks of the organization are evaluated.
Internal control	Risks are identified, strategies to mitigate them are designed and tested.
Operations	Risks are identified, analyzed and reduced in all our processes and operations.
Communication	Of a reputational nature, opinions and communications that may negatively affect GAP are evaluated.

<sup>1</sup> Consult the detail of our risk factors in the 2020 GAP Annual Report: [https://www.aerpuertosgap.com.mx/images/files/reportes\\_financieros/PAC\\_master\\_2020\\_\(As%20filed\).pdf](https://www.aerpuertosgap.com.mx/images/files/reportes_financieros/PAC_master_2020_(As%20filed).pdf)

2020 showed us that something as small as a virus can greatly modify interactions around the world, forever changing the way we operate our business, work schedules and the way passengers travel, among many other things. , so we must be flexible enough to react with resilience and adapt to new global conditions.

Since 2019 we have a Risk Committee made up of the General Director, the Director of Quality, Innovation and Technologies, the Director of Administration and Finance, the Legal Director and the Internal Auditor, as well as the Government, Risks and Compliance Office, which reports to this committee, which aims to ensure that all risks that we could face, including those of climate change, are evaluated and that there are controls to mitigate, reduce or address them.

### MANAGEMENT RISK

- Management through the GRC management model.
- Establishment of the necessary strategies by the governing bodies to face possible situations that put business continuity at risk.
- Supervision and implementation of the risk assessment function for the different geographic regions.
- Monitoring of financial risk and compliance indicators for management and governing bodies.
- Adequate monitoring and implementation of remediation plans when necessary.

In particular, we are carrying out a series of specific actions to address three risks and opportunities that are key to our business:

- 1. Expand the non-aeronautical business** in the coming years through the construction and operation of new businesses that allow us to continue creating value to our passengers and guarantee the permanence of GAP.
- 2. Run the Master Development Plan 2020-2024**, the most ambitious in the history of the concession in Mexico, which will allow us to have flagship works such as the new GDL and PVR terminals, under a concept net-zero, as well as the construction of the second track on GDL. We are currently making the necessary adjustments so that the PMD can be executed in the planned times.
- 3. Implement the strategic projects** within the five axes of Strategic Planning that allow us to achieve the goals that we set for ourselves at the end of the 2020-2024 five-year period. In this regard, we created the Strategic Project Management Office

and implemented the SKIPA tool for Project Management, which allows us to manage an administration that ensures the proper execution and completion of the projects necessary to meet the objectives.

On the other hand, since 2018 we have started a process to identify risks and opportunities related to climate change that could impact operations at our airports, which are first reviewed by the Quality, Planning and Control Department and later by the General Department.

The evolution of this analysis is intended to be our starting point to apply the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) and define our strategy for action against climate change.



## RISKS OF CLIMATE CHANGE

<b>Risk</b>	Increase in the frequency, duration and intensity of heat waves.	Risk of reducing the availability of water resources for use in airport terminals.	Extreme weather conditions, increased hurricanes and rainfall.
<b>Classification</b>	Physical	Physical and regulatory	Physical
<b>Description of the related impact</b>	Increase in energy consumption necessary to maintain the comfort temperature within airport facilities.	Shortage of water in the phreatic layers that prevent the extraction of water in certain states and areas of the country. The National Water Commission, faced with this shortage, may deny permits for the construction of new wells. Water supply network in the region where our airports operate with insufficient water levels to meet consumer demand.	Increase in hurricanes in beach destinations: KIN, MBJ, SJD, LAP, PVR and ZLO, which could have an impact on the facilities and affect the continuity of operations. Increased rainfall in the rainy season, causing leaks, overflowing channels and floods, which could put the operation of GAP airports at risk.
<b>Financial implications of the risk before taking measures</b>	Increase in the expense associated with the consumption of electrical energy.	Increase in consumer rates due to shortage. Negotiation of the transfer of volumes with third parties that have extraction permits, which would generate additional costs and an expense per cubic meter higher than that for the extraction of well water. Higher water consumption costs if obtained from the municipality's water network.	Increase in the cost of investments so that the facilities have resilient technology, using materials and construction methods whose cost is higher than the traditional one. Cost of rooftop rehabilitation and rainwater catchment systems at airports, in case they are affected by torrential rains. Cost of maintenance of roofs and airfields higher than the current one, due to affectations derived from floods and torrential rains.
<b>Methods used to manage risk</b>	We install solar cells on roofs of parking lots. We install ESCADA systems that optimize energy use in air conditioners, scheduling their operation according to demand.	We are carrying out the procedures to obtain construction and exploitation permits for new wells at the airports where we will have expansion of facilities. We are conducting negotiations with water transferors, in states where there are currently no permits for the construction of wells. We are analyzing projects for the use of treated water and rainwater harvesting.	We carry out projects for the construction of new GDL and PVR terminals under the concept net-zero energy. Design criteria are established that consider means to prevent effects due to meteorological conditions (return years), which were taken into account for all infrastructure works, during 2020 especially in the works of the new TIJ processor building and the rain canal. by SJD.
<b>Cost of actions taken to manage risk</b>	The cost of installing carpots in 2020 was 201 million MXP, considering 11 of the 12 airports in Mexico.	The payment of rights related to procedures presented to CONAGUA for technical modifications and extensions of concession titles, as well as guarantee fees to conserve unconsumed volumes represented a cost of 1.7 million MXP during 2020.	In 2020 the project was contracted from the PVR and GDL terminals, with a cost of 73.0 million MXP and 151.3 million MXP respectively. Construction cost of the new Tijuana processor building of 623.0 million MXP. The cost of construction of a rain gutter in San José del Cabo was 29.0 million MXP.

Note. The time horizons of each risk vary for each airport because the geographical areas and climatic conditions are very different from each other.  
For the identification of risks and opportunities, we follow the methodologies of the ISO and SMS management systems, which take into account the probability and impact.

**OPPORTUNITIES IN THE FACE OF CLIMATE CHANGE**

<b>Opportunity</b>	Installation of power generation farms through solar panels (carpots), taking advantage of the land within the polygonal area of the airports. And purchase of clean energy from third parties.
<b>Term</b>	Medium term
<b>Classification</b>	Physical and regulatory
<b>Description of the related impact</b>	The installation of carpots and the purchase of clean energy from third parties would allow us to achieve self-sufficiency in energy consumption.
<b>Financial implications of the opportunity before taking action</b>	Electric power consumption is one of the most significant expenses at GAP airports.
<b>Methods used to manage the opportunity</b>	Both projects are in the evaluation and analysis phase of factors, such as compliance with current regulations, the identification and evaluation of suppliers and the adaptation of the best applicable technologies.
<b>Cost of actions taken to manage the opportunity</b>	Cost to be determined.

Note. For the identification of risks and opportunities, we follow the methodologies of the ISO and SMS management systems, which take into account the probability and impact.



# Ethics and transparency

GRI 102-16, 102-17, 205-1, 205-2, 205-3  
SASB SV-PS-510a. 1, SV-PS-510a.2



At GAP, we guide our actions, decisions, operations and businesses, adhering to the values of respect, honesty and communication that give us identity. We comply with the laws and regulations in force in the places where we have a presence and we always act in line with our Code of Ethics<sup>1</sup>, a document that describes the expected behaviors of all collaborators or people who have some relationship with the company.

Our Code of Ethics addresses the expected behaviors among our collaborators and in relation to data protection and confidential information, anti-corruption, bribery, health and safety, dealing with customers and suppliers, conflicts of interest, political activities, donations, sponsorships and caring for the environment, among others.

To reinforce the understanding of ethics and integrity, we have face-to-face courses at the time of hiring and online updates that all our collaborators must take annually. In addition, we conducted surveys on the appreciation of corruption issues to which GAP is subject.

100% of our collaborators took the online course to update our Code of Ethics in 2020.

We promote the same culture of integrity with our suppliers by including a clause in the contracts that they must follow in any transaction they carry out with GAP.

In addition to the Code of Ethics, we have implemented complementary initiatives that allow us to strengthen our culture of integrity and the commitment to zero tolerance for corruption<sup>2</sup>, particularly with suppliers.

1 Consult the GAP Code of Ethics at: [https://www.aeropuertosgap.com.mx/files/Cdiqo\\_de\\_tica.pdf](https://www.aeropuertosgap.com.mx/files/Cdiqo_de_tica.pdf)

2 Learn more about this commitment at: <https://www.aeropuertosgap.com.mx/es/gap-contra-corrupcion.html>



- **Update of the General Contracting Standard:** which contains the criteria for verification and monitoring of supplier integrity.



- **Approval units:** internal bodies for the review and approval of acquisitions, ensure that they adhere to the Contracting Standard and the EnvelopeCode



- **Opening:** by the Envelope Opening Board, made up of the proposing, Administration and Acquisitions, to guarantee transparency in the physical acquisition processes.



- **Implementation of the portal scanmarket:** with the aim of publishing information and documentation for the different contracting actors in a transparent and traceable way.



- **Annual internal audit program:** ensures internal control and the reliability of the information.



- **Money Laundering Prevention (PLD):** procedures that guarantee that GAP deals only with companies with legal operations.



- **External audit:** gives certainty regarding the efficiency of internal control and the figures in the financial statements.



- **Diagnosis of compliance Foreign Corrupt Practices Act (FCPA):** FCPA has nine principles and its objective is to set rules for entrepreneurs to act ethically when bidding for contracts abroad.



- **Publication of various policies:** General travel regulations, per diem and representation expenses; Guide against corrupt practices, fraud and prevention of money laundering; Policy for business partners and contractors; and Policy on donations and / or social, political and partisan contributions.



- **Corruption perception survey:** has the objective of measuring the perception levels of GAP collaborators for activities subject to corruption.



- **Anonymous Whistleblower Line:** To ensure anonymity and confidentiality, our whistleblower and sanction system is administered by a third party independent of GAP, PricewaterhouseCoopers (PWC).

On the other hand, at the beginning of 2020 we created the initiative **GAP vs Corruption**, an annual external evaluation that measures the internal and external perception of our collaborators on how the culture of zero tolerance to corruption is carried out in the operation. The objective is to position GAP as a company that is governed by the highest ethical and transparency standards.

In 2020 GAP was not subject to legal proceedings related to the professional integrity of collaborators, suppliers or clients.

**INTERNAL CONTROL**

At GAP we believe that the principles of integrity and ethics must flow from shareholders and senior management to the rest of the corporate structure. In this sense, and in order to prevent internal fraud, we adopt the internal control and monitoring model suggested by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

The COSO model establishes that a system of effective internal control must have five components that support the achievement of the mission, strategies and objectives of our efforts against corruption, fraud and preventing money laundering:



1. Environment control



2. Risk assessment



3. Control Activities



4. Information and communication



5. Monitoring

Additionally, this year we audited seven of our infrastructure and maintenance works for risks related to corruption, which represent 41% of all these GAP operations.

**These efforts were reflected in an improvement in the Mexican corporate integrity index against Corruption and Impunity (IC550), where we reached the 45th position out of 500, an improvement of 269 places compared to 2019.**

We also have the **Conduct Committee**, a body in charge of promoting compliance with our ethical guidelines, of ensuring timely, transparent and fair treatment of cases resulting from ethical misconduct and violations, as well as the attention to complaints received. This committee is also responsible for updating the GAP Code of Ethics.

The Conduct Committee is made up of the CEO, CFO, Legal Directorate, Culture and Human Capital, and Internal Audit.



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## COMPLAINT CHANNELS

To report behavior that goes against the provisions of our Code of Ethics or any of GAP's policies, we established a **complaint line** that is managed by an external firm to guarantee that the complaints received are dealt with in an orderly manner, impartial and confidential.

Internet: <https://www.lineadedenuncia.com/GAP/default.html>

E-mail: [gap@lineadedenuncia.com](mailto:gap@lineadedenuncia.com)

Telephone: 800 563 0047

## COMPLAINTS ATTENTION PROCESS

1. The external firm (PWC) receives the complaint from any channel.
2. The firm classifies the complaint by type of priority, if applicable, it is communicated to the Conduct Committee.
3. The Conduct Committee analyzes the complaint and assigns those responsible for its investigation.
4. The resolution or sanction is determined, if it is the case.

During 2020 we received 118 complaints, 25 of high priority and the rest of low priority, all of which were addressed.

In addition to our commitment to ethics and integrity, we respect the human rights of everyone with whom we interact. Our Code of Ethics is the document where this commitment is framed and GAP's recent adherence to the United Nations Global Compact supports this position of respect for universal human rights in any of our operational and business processes.

At GAP we reject any act of discrimination, child exploitation, forced labor, violation of the rights of indigenous peoples, abuse, coercion, impediment to association or collective bargaining, and / or threats.

Type of complaints	Number	Percentage
Customer care and service	62	53%
Employment status	25	21%
Abuse or extortion	12	10%
Theft or fraud	5	4%
Sexual harassment	4	3%
Gifts, compensation and bribes	4	3%
Deal with suppliers and customers	4	3%
Inappropriate use of assets and resources	1	1%
Conflicts of interest	1	1%
<b>Total</b>	<b>118</b>	<b>100%</b>



# Cibersecurity

GRI 418-1  
SASB SV-PS-230a.1, SV-PS-230a.2, SV-PS-230a.3

One of the great challenges we face in our industry is the protection of communications, systems and information used at airports. In this sense, we protect the integrity, availability and confidentiality of the information of collaborators, clients, suppliers and users that we manage through a proactive cybersecurity and adaptive security approach.

We periodically conduct vulnerability scans, security tests, and exercises *Purple Team*; that combine attack and defense tactics, in order to identify in a timely manner threats and potential vulnerabilities that could affect our systems and communications, the availability of services, as well as the confidentiality, integrity and availability of information. We also provide information of interest and training in cybersecurity risk prevention.

The resulting findings are treated according to the guidelines, procedures and controls in GAP have defined:

-  • Cyber Threat hunting
-  • Playbook Incident Response
-  • Management Program cyber risk
-  • Management program vulnerabilities
-  • Exercise program emulation and detection adversaries *Purple Team*

During 2020 our technological infrastructure received 27,211,813 cyber attacks that were entirely contained, so they did not generate negative impacts on the business.

Also, we implemented the CyberArk tool that allows us to manage and monitor the access of the user accounts that control critical systems, and thereby achieve an additional layer of security to protect our information and reduce the risks related to the use of privileged credentials.

Our cybersecurity manager is certified as Lead Auditor ISO / IEC 27001: 2013, CEH, CCISO and CISSP<sup>1</sup>.

In accordance with the provisions of the Federal Law on Protection of Personal Data Held by Individuals (LFPDPPP) and its regulations, at GAP we are responsible for the processing of personal data of collaborators, clients and suppliers, in compliance with the principles of legality, consent, information, quality, purpose, loyalty, proportionality and responsibility.

For the treatment of this information, we maintain solid administrative, physical and technical security measures that guarantee the quality and confidentiality of personal data, taking into account the existing risks, the consequences for the holders and the nature of the data. Our Legal department is responsible for managing this information.

We make available to GAP interest groups our **Privacy Notice**<sup>2</sup> which describes the personal data to be processed, the purpose for which they are collected, the options and means used to exercise their rights to use, disclosure, access, rectification, cancellation, opposition and transfers that are made.

<sup>1</sup> International cybersecurity certifications: Certified Ethical Hacker (CEH), Certified Chief Information Security Officer (CCISO) and Certified Information Systems Security Professional (CISSP).

<sup>2</sup> Check our Privacy Notice at: <https://www.aeropuertosgap.com.mx/es/aviso-de-privacidad.html>

During 2020 we did not register data leaks on business activities or personal identification, nor complaints regarding violations of customer privacy.

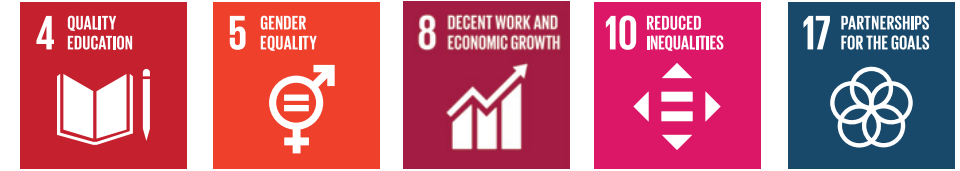


# WE FORM THE BEST TEAM



# GAP Attitudes

GRI 102-16



Competitiveness largely depends on the participation of our, their willingness to take initiative and our ability to take advantage of the synergies between their talents. The role they play is essential to be able to deliver excellent services to our clients and unique experiences to passengers, even despite adversity.

In this regard, since 2019 we have developed the five **GAP Attitudes**, which constitute our approach to the challenges that arise every day, always considering our values and institutional philosophy.



**1. Practice values.** It is about living the values and practicing them in our daily activities so that they guide the way in which we relate to others (respect, empathy, honesty, communication, teamwork), in accordance with the shared principles (not interests) that define us (passion and humor).



**2. Transcendence.** It is what our purpose is geared towards. We do not seek to focus only on short-term success, but also on a positive impact that transcends, inspires and encourages us to want to be better every day.



**3. Recognition.** It is the degree to which we recognize and reward the efforts



**4. Collaboration and trust.** It is the behavior that promotes effective coordination between areas and groups. Trust is a catalyst that improves the performance of the organization, since it brings people together and defines the way they relate to each other.



**5. Open communication.** Allow honest feedback, even when having a different point of view, always in an environment of trust. The communication through which leaders and collaborators share information must be open, authentic and truthful.



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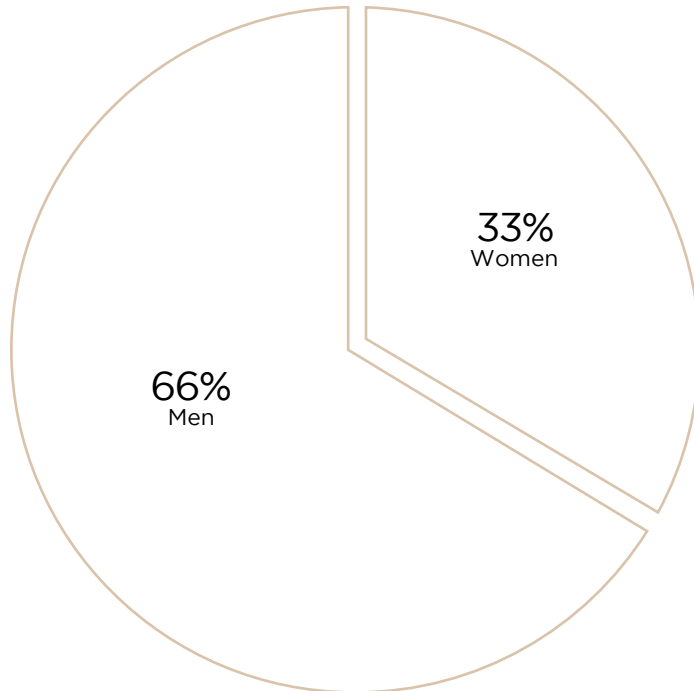
# Human capital

GRI 102-8, 102-41, 401-1, 401-3, 402-1, 103-1, 103-2, 103-3, 405-1, 406-1  
 SASB SV-PS-000.A , SV-PS-000.B, SV-PS-330a.1, SV-PS-330a.2

Our team is made up of 1,656 people who work hard, commitment and professionalism every day to satisfy the needs of airlines, our main customers, passengers who visit our airports and the airport community in general.

1,403 employees in Mexico and 253 in Jamaica make up our workforce.

## EMPLOYEES BY GENDER 2020



## STAFF BY TYPE OF CONTRACT AND GENDER

Gender	Women	Men	Total
Permanent contract	523	1,081	1,604
Temporary contract	31	21	52
<b>Total</b>		<b>1,656</b>	

## STAFF BY TYPE OF CONTRACT AND COUNTRY

Gender	Mexico	Jamaica	Total
Permanent contract	1,351	243	1,594
Temporary contract	52	10	62
<b>Total</b>		<b>1,656</b>	

## STAFF BY JOB CATEGORY AND GENDER

Category	Women	Men
GAP Foundation	43	18
Operations	178	571
Maintenance	18	282
Administration	316	230
<b>Total</b>	<b>555</b>	<b>1,101</b>



## Nine GAP employees hold managerial and executive positions.

At GAP we value diversity of age, gender, origin, nationality, marital status, ideas, opinion, religion, social or economic situation, preferences and ways of thinking because we know that they complement our team and help us to comprehensively meet our goals. During 2020 we did not receive any cases of discrimination at our airports.

### WORKFORCE BY AGE RANGE AND GENDER

Age	Women	Men
18-30 years	212	240
31-50 years	305	689
> 51 years	38	172
<b>Total</b>	<b>555</b>	<b>1,101</b>

### PERCENTAGE OF THE WORKFORCE BY JOB CATEGORY, AGE AND GENDER

Category	Women			Men		
	18-30	31-50	>51	18-30	31-50	>51
	GAP Foundation	1.3%	1.2%	0.1%	0.4%	0.7%
Operations	4.0%	5.9%	0.5%	7.1%	22.9%	4.5%
Maintenance	0.4%	0.6%	0.4%	2.7%	9.8%	4.6%
Administration	7.1%	10.7%	1.4%	4.2%	7.9%	1.0%
<b>Total</b>	<b>12.8%</b>	<b>18.4%</b>	<b>2.4%</b>	<b>14.4%</b>	<b>41.4%</b>	<b>10.1%</b>

### STAFF BY LOCATION

Location	Number of employees	Percentage
Guadalajara	245	15%
Montego Bay	154	9%
Kingston	99	6%
Los Cabos	151	9%
Tijuana	146	9%
Puerto Vallarta	143	9%
Hermosillo	71	4%
Guanajuato	88	5%
Morelia	48	3%
Aguascalientes	64	4%
La Paz	53	3%
Mexicali	62	4%
Manzanillo	34	2%
Los Mochis	49	3%
Foundation	61	4%
Corporate	188	11%
<b>Total</b>	<b>1,656</b>	<b>100%</b>

## Our collaborators work 48 hours a week, of which 100% are billable.

34% of our workforce in Mexico has a collective contract with the National Union of the Airport Industry and 1% by the Union of Construction, Excavation, Similar and Related Workers of the Mexican Republic.

40% of our Montego Bay workforce is unionized, 56% of them by the Union of Technical, Administrative and Supervisory Personnel (UTASP) and 44% by Trade Union Congress (TUC).

Collective bargaining agreement	Covered employees	Percentage of covered employees
National Union of Similar and Related Airport Industry Workers	489	29.53%
Union of Construction, Excavation, Similar and Related Workers of the Mexican Republic	6	0.36%
Union of Technical, Administrative and Supervisory Personnel (UTASP)	57	3.44%
Trade Union Congress (TUC)	44	2.66%

One week is the minimum notice period that we usually give employees to communicate relevant matters.

To attract and retain the best talent, we focus on strengthening our value proposition by offering compensation and benefits that go beyond what is required by law in Mexico and Jamaica, as well as constant training and development, respectful, inclusive and congenial work spaces, a good working environment, but above all, in which our organizational values are put into practice on a daily basis.



One of our main achievements in 2020 was the development of the **Succession Plan Evaluation Program**, in which management, sub-management and management collaborators participated to begin to identify succession plans, as well as replacement grids for the organization's structure. We carry out the program following different evaluation methodologies such as 360, *ADVance Insights Profile* (ADV) to measure behavioral styles (DISC) and values (dimensions of motivation), executive emotional intelligence, short interview *storytelling* to measure competences, and interview to measure executive intelligence.

The next step is to create the development agendas for each of the evaluated collaborators and the replacement grids.

Additionally, we continue with the *New Generation GAP* (NGG) program focused on the development of four recently graduated students who must go through different areas with a strategic project for 24 months. The goal is to train them, in conjunction with an internal mentor, to develop potential candidates for the organization. Due to the health contingency, during 2020 NGG was carried out in a remote scheme.

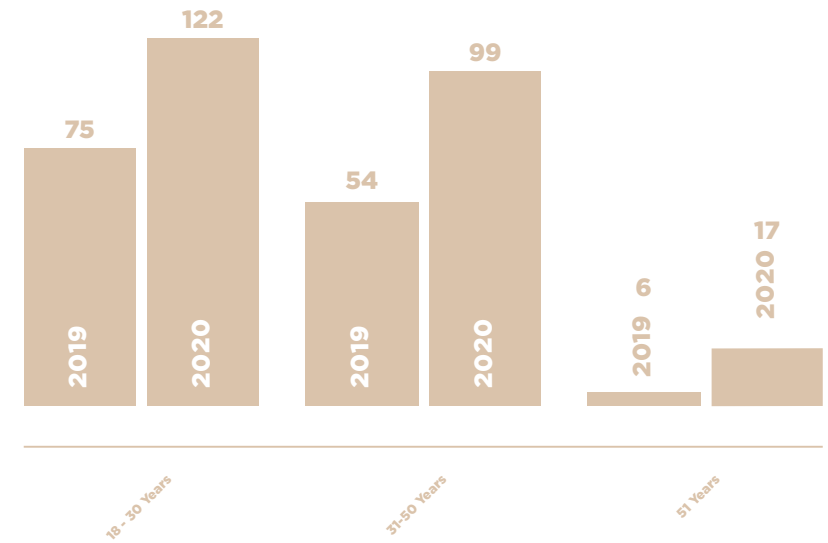
Our workforce remained stable throughout the year, despite the complicated economic and social context caused by the pandemic; 238 people joined our team, while 236 employees stopped working at GAP, of which 45% were voluntary.

**NEW HIRES BY GENDER AND AGE**

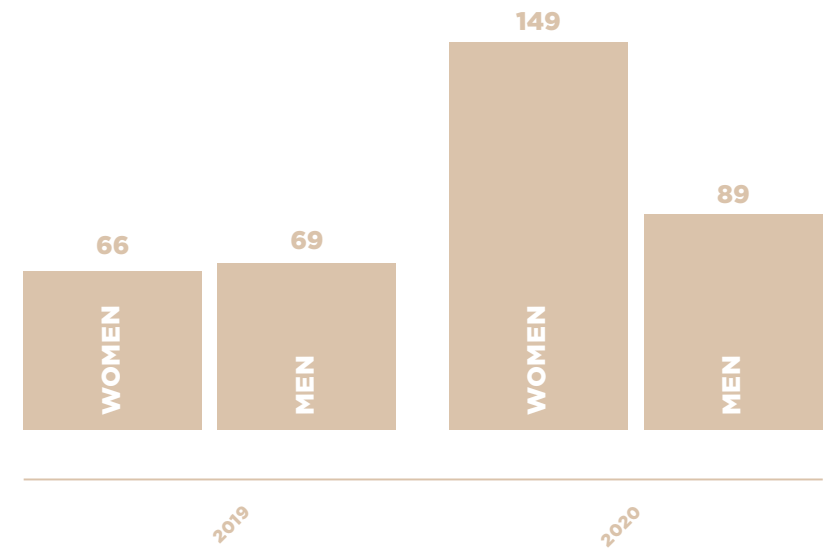
New hires of employees	Number	Rate (%)
Women under 30 years of age	76	4.59%
Women between 31 and 50 years of age	59	3.56%
Women over 51 years of age	14	0.85%
<b>Total women</b>	<b>149</b>	<b>9.00%</b>
Men under 30 years of age	46	2.78%
Men between 31 and 50 years of age	40	2.42%
Men over 51 years of age	3	0.18%
<b>Total men</b>	<b>89</b>	<b>5.37%</b>
<b>Grand total</b>	<b>238</b>	<b>14.37%</b>

We fill 6% of 2020 vacancies with internal candidates.

**HIRING BY AGE**  
(NUMBER OF EMPLOYEES)



**HIRING BY GENDER**  
(NUMBER OF EMPLOYEES)

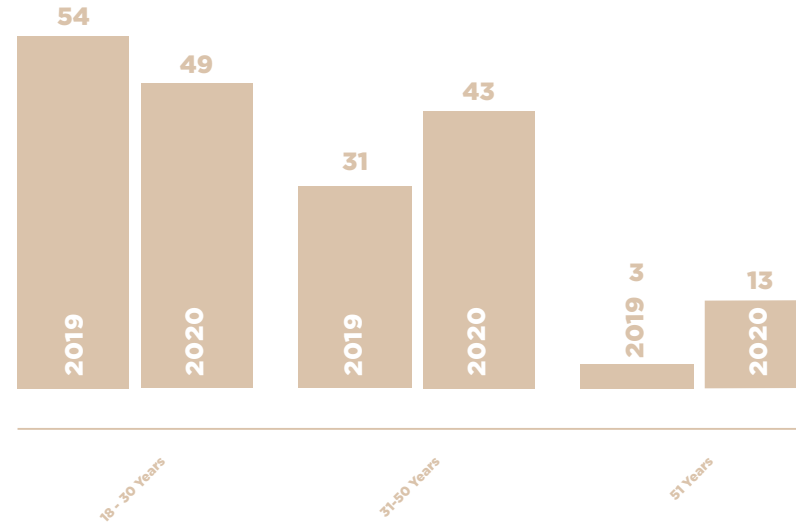


**STAFF TURNOVER**  
(NUMBER OF EMPLOYEES)

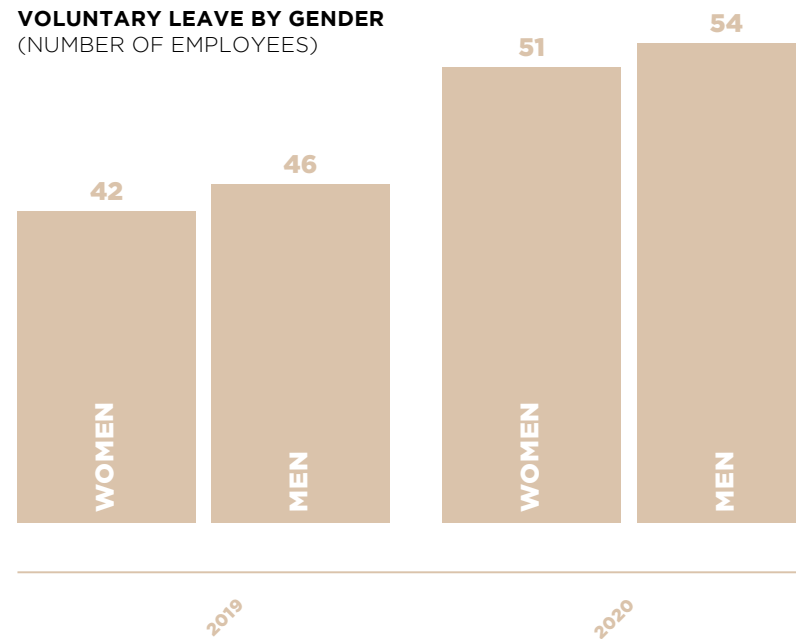
Staff turnover	Number	Rate (%)	Voluntary leave
Women under 30 years of age	38	0.59%	25
Women between 31 and 50 years of age	54	0.84%	19
Women over 51 years of age	10	0.16%	7
<b>Total women</b>	<b>102</b>	<b>1.60%</b>	<b>51</b>
Men under 30 years of age	43	0.67%	24
Men between 31 and 50 years of age	71	1.11%	24
Men over 51 years of age	20	0.31%	6
<b>Total men</b>	<b>134</b>	<b>2.10%</b>	<b>54</b>
<b>Grand total</b>	<b>236</b>	<b>3.69%</b>	<b>105</b>

In 2020, the Total turnover rate was 17.1% and 3.7% voluntary turnover.

**VOLUNTARY LEAVE BY AGE**  
(NUMBER OF EMPLOYEES)



**VOLUNTARY LEAVE BY GENDER**  
(NUMBER OF EMPLOYEES)



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# Benefits

GRI 401-2, 405-2

We promote adequate working conditions so that our collaborators can perform comprehensively and offer attractive personal benefits and benefits for their families, in order to promote a sense of belonging to GAP, while reducing labor conflicts and turnover rates.

We offer most of our employees a major medical expense insurance policy at no cost to the employee and with a preferential cost for their dependents directly as well as a life insurance policy in case of permanent disability, terminal illness and death.

On the other hand, during the year, 11 collaborators and nine collaborators took parental leave, of which 82% and 100% respectively returned to work during the same period.

## RATIO OF BASE SALARY AND REMUNERATION OF WOMEN TO MEN

Labor category	Ratio
Management level	0%
Executives	79%
Administrative	96%
Unionized	100%

Ratio: average base salary for women / average base salary for men.

## EMPLOYEE BENEFITS GAP

- Annual incentive
- Corporate Reward
- End-of-year pantry
- Productivity bonus
- Scholarships
- Support for daycare
- Parental leave





# Training and performance

GRI 404-1, 404-2, 404-3, 410-1

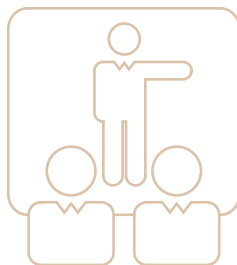
The professional, technical and personal development of ouris the best way to have a professional team, committed and capable of facing any challenge, and this year was no exception.

We have an **Annual Training Plan (PAF)** with which we seek to reinforce or develop skills and competencies hard & soft in our collaborators through a process:

1. We carry out a Training Needs Diagnosis (DNC) by airport and in the corporate, which helps us to identify what type of training is required to update the skills and competencies of each area.
2. Subsequently, the Corporate Training area performs an analysis of the DNC by competencies and compliance dates are assigned throughout the year so that employees can take their training.

The training offer is face-to-face and online. In general, face-to-face courses seek to serve the DNC directly, while online courses are for mandatory training such as updates on the Code of Ethics, Information Security, Introduction to Innovation, and Fundamentals of Project Management.

For the training and development of our people, this year we allocated 3,486 MXP on average per employee



During 2020 we offered 69.3 hours of training on average per employee

## TRAINING BY CATEGORY LABOR AND GENDER

Job category	Women		Men	
	Total training hours	Average hours of training	Total training hours	Average hours of training
GAP Foundation	208	4.84	136	7.56
Operations	1,533	8.61	44,135	77.29
Maintenance	97	5.39	2,128	7.55
Administration	3,965	12.55	7,647	33.25
<b>Total</b>	<b>5,803</b>	<b>10.46</b>	<b>54,046</b>	<b>49.09</b>

In addition, we make the program available to our collaborators **AENA's International Cooperation**, which consists of training activities aimed at aeronautical professionals from the public sector in Latin America and the Caribbean.

These activities are carried out in collaboration with national and international organizations in the sector, such as ICAO, the Higher Technical School of Aeronautical and Space Engineering, and the Polytechnic University of Madrid. Our collaborators have the possibility of taking training courses, seminars and study stays in these institutions.

In 2020 we awarded 19 AENA scholarships for different courses that, due to the health contingency, were carried out online:

- Management of Airline Companies and Aviation Operators
- Management and Operation of Airport Centers
- Customer Service, Passenger Services and Quality
- Infrastructure Planning AirportAirport
- OperationsOperations

Additionally, 100% of the security personnel working at our airports received training in human rights.

On the other hand, for 12% of our employees who are close to retirement, we offer them a voluntary retirement plan that contains benefits superior to those of the law.

In order to ensure that all our employees have the necessary skills to perform their functions, in addition to identifying areas of opportunity under development, we carry out performance evaluations every year.

## 2020 PERFORMANCE EVALUATION BY JOB CATEGORY AND GENDER

Job category	Women	Men	Total
GAP Foundation	43	18	61
Operations	178	571	749
Maintenance	18	282	300
Administration	316	230	546

100% of our received performance evaluation during 2020.

# Health and safety

GRI 103-1, 103-2, 103-3, 403-1, 403-2, 403-4, 403-6, 403-7, 403-8, 403-9

There is no doubt that today more than ever health and safety are critical issues, especially when it comes to our employees. For this reason we are enrolled in the **Workplace Health and Safety Self-Management Program (PASST)** of the Ministry of Labor and Social Welfare (STPS) in Mexico, which promotes the safe operation of our airport network through risk diagnoses. labor.

At each of our airports, our employees are represented in Mixed Safety and Hygiene Commissions, as established by the Federal Labor Law in Mexico. These commissions are made up of collaborators who periodically review the state of the facilities, tools, personal protective equipment and areas where our collaborators carry out their work to detect dangers, risks and areas of opportunity, so that we can attend to them in a defined period of time. and our equipment can operate safely.

100% of our collaborators are represented in the Mixed Safety and Hygiene Committees, which are made up of 1% of the workforce.

Additionally, if any of our collaborators identifies situations of occupational danger, they must notify their immediate boss so that, in turn, they notify the person in charge of culture and human capital and the risk is mitigated in a timely manner. These reports can be made on the hotline and can be confidential if the employee so wishes.

We also participate in the **Voluntary Compliance Program**, which includes three levels of recognition:

1. Compliance with health and safety regulations (GDL and PVR).
2. Actions that promote continuous improvement of health and safety standards (ZLO).
3. Successful management of health and safety standards (LMM, LAP and MLM).

Aware of the importance of risk prevention to mitigate occupational accidents and occupational diseases, we carry out courses on safety and hygiene, on the management of hazardous waste, on the factors of risk inherent to the functions of our collaborators and, particularly in 2020, in new hygiene measures in the face of COVID-19.

With the support of the Mixed Safety and Hygiene Commissions, we form brigades trained to minimize the impact of risks related to climate change or natural phenomena through evacuation and first aid plans.

Regarding psychosocial risk factors, we designed a Policy for the prevention of psychosocial risks that complies with the provisions of NOM-035 Psychosocial Risk Factors at Work of the STPS.

In addition, we guarantee free access for our employees and their families to services for emotional, medical, family finances, veterinary

medicine, legal advice and nutrition.

We are committed to applying the appropriate surveys to be able to analyze psychosocial risk factors and, based on the results, establish an action plan within the organization.

Due to the nature of our business, the main work injuries or accidents to which our collaborators are exposed are sprains, falls from their own height, physical activities or contractures. It is worth mentioning that the employees exposed to these situations are mostly those who work as firefighters, CREI and maintenance technicians.

In 2020 we registered 14 injuries due to work accidents, of which one was of great consequence and no fatality.

Every year we carry out vaccination campaigns against influenza in the workplace in which our collaborators and their families can participate.

## DISABLING ACCIDENTS AND DAYS LOST BY GENDER

	2020			2019		
	Men	Women	Total	Men	Women	Total
Disabling accidents	10	3	13	21	1	22
Lost work days	179	117	296	502	3	505

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**HEALTH AND SAFETY**

	Women disabling accidents	Men disabling accidents	Women lost work days	Men lost work days
2018	1	13	84	762
2019	1	21	3	502
2020	3	10	117	179



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# GAP Foundation

GRI 103-1, 103-2, 103-3, 203-1, 203-2



We promote the development of the airport community and the places where we have a presence because we know that it is of vital importance to promote the sustainability not only of our company, but also of the society.

**GAP Foundation** is the non-profit organization, created in 2013, that seeks to influence the development of society through quality education and through two pillars: work with the community and training of the airport community.

The purpose of GAP Foundation is to be a factor of change to transform people and their communities through quality education.

To achieve this, we invest both in infrastructure for the benefit of the community, as well as in social plans and projects.



## SIGNIFICANT INFRASTRUCTURE INVESTMENTS

Description	Nearby airport	Approximate size m <sup>2</sup>	Cost thousands MXP	Duration of investment
Community Training Center.	TIJ	90	268.0	10 Years
Community Training Center.	SJD	140	1,188.7	10 Years
Community Training Center.	GDL	240	2,438.6	20 Years
Community Training Center.	LMM	30	62.6	2 Years
Construction of the first stage of the GAP Agaves middle School.	GDL	Large scale	14,500	30 Years
Transformation of a former Wastewater Treatment Plant in the Valle Dorado Cultural Center.	GDL	Medium scale	3,500	27 Years

# Working with the community

GRI 103-1, 103-2, 103-3, 413-1, 413-2

In neighborhoods near the GDL and SJD airports, from GAP Foundation we build and operate **GAP Colleges**, schools of academic excellence that seek to promote local socioeconomic development.

GAP Schools are elementary-level schools that provide high-quality education at no cost to low-income children in the communities surrounding our GDL and SJD airports, benefiting their families and communities. All our students receive education adapted to their needs, psycho-pedagogical support, materials and a balanced food service.

## GAP SCHOOLS

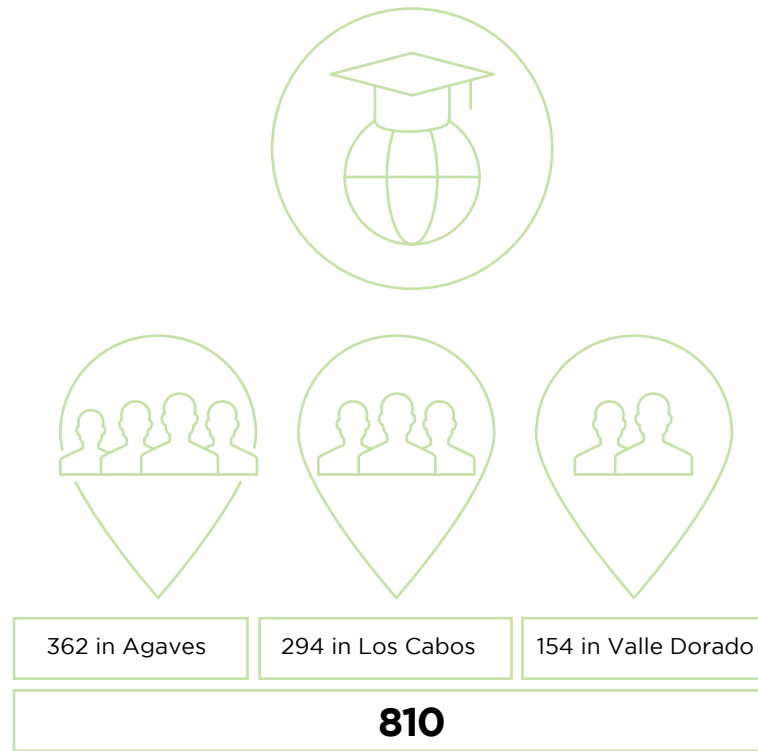
1. Los Cabos, San José del Cabo in Baja California Sur.
2. Agaves, Tlajomulco in Jalisco.
3. Valle Dorado, Tlajomulco in Jalisco.
4. Agaves middle School, Tlajomulco in Jalisco.

GAP Foundation builds and manages the GAP Schools following the Model Knowledge is Power Program (KIPP), inspired by the KIPP philosophy that promotes a balanced education between character and the academic environment.

In Mexico there is a national network called SER made up of schools that have adopted this philosophy within their classrooms. All GAP Schools belong to this network.

The parents of the students actively participate in the academic process and development of their children, who are encouraged to continue living the values at home and thus also transform their closest realities.

Despite the context of distance due to the health emergency, 810 students remained in *School at home*, the format implemented for distance education.



During this period, all students continued to receive didactic material and the video or real-time lessons that allowed them to continue their distance education, in this way we combat academic lag and Student desertion.

In addition, we remotely served 46 middle school students, who belong to the founding generation of this level at Colegio GAP Agaves.

100% of our students have a full scholarship to study and receive different support.

- During 2020, the graduated from the primary school **founding generation** of Colegio GAP Agaves in Guadalajara.
- **We built the first stage of the GAP Agaves middle school**, the first educational center of this level among the GAP Schools.
- We strengthened the infrastructure of physical education through the construction of a Cultural Center within the Valle Dorado educational campus and roofed the civic courtyard of said school.
- We were able to successfully migrate from face-to-face education to Home School in all GAP schools, **providing quality education despite the contingency**.

Additionally, to help our communities face the health and economic crisis, we provide nutritional and psycho-pedagogical support to more than 500 families in the vicinity of our airports where the GAP Schools are located.



GAP Foundation delivered 3,171 food pantries to the families of the students who most needed food support.

# Training of the airport community

GRI 103-1, 103-2, 103-3, 413-1, 413-2

From the GAP Foundation we also promote the preparation of adults through our **Community Training Centers (CCF in spanish)**, available at all GAP airports to teach semi-formal formal education courses, as well as workshops and other trainings that offer life tools and job skills to GAP employees, airport community personnel and their families.

The goal is for adults to be trained to have access to better job opportunities, higher incomes and raise their quality of life.

- We created and launched the **Sponsorship Program** for students with the greatest economic needs, through which they receive additional support thanks to contributions made by GAP collaborators.
- We **conditioned four additional centers**, reaching a total of eight in operation.
- We built the **CCF of the Guadalajara International Airport**.
- We signed **13 agreements** with public institutions that teach and coordinate middle school and adult training in the states.
- **We expand the academic offer** for airport workers and teach different trade courses.

The CCFs are physical spaces within airports where free training courses are offered for employees of operational areas and for the airport community, including employees of security, cleaning and handling companies, airlines, commercial tenants and authorities.

The objective is to promote the social scalability of the collaborators and generate a sense of belonging to the airport community; With this we seek to impact 10,000 people in five years.

Each CCF has advisers who guide students and provide them with the necessary tools to resume the teaching-learning process in an adaptive environment. To validate basic studies such as primary, secondary and upper secondary, the CCFs maintain agreements with educational institutions such as the National Institute for Adult Education (INEA), making their official accreditation possible.

We have facilities designed to provide training courses, semi-schooled basic education, personal development and trade workshops; We have the right furniture, technology and tools to meet our goal of benefiting 10,000 people in five years.

The CCF in SJD was recognized by the State Institute of Adult Education (IEEA) of Baja California Sur for having excellent facilities to reduce educational backwardness.



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**TRAINING IN CCF 2020**

Activity	GDL	AGU	MLM	PVR	SJD	LMM	TIJ	MXL	Totals
Primary	1	3	-	2	2	2	1	2	13
Secondary	6	6	2	2	1	2	4	2	25
Preparatory	18	27	16	18	35	18	19	12	163
Online course	15	29	70	-	79	19	33	5	250
COVID course	24	46	-	-	35	44	-	55	204
Face-to-face courses	-	-	10	54	-	-	10	44	118
Electrical trade course	19	15	-	-	-	-	-	-	34
Trade course repair of air conditioners	23	-	22	-	18	15	12	-	90
Excel	-	-	-	-	-	-	24	-	24
Gender prevention course	-	24	-	-	-	-	-	-	24
Plumbing course	22	-	-	-	-	-	-	-	22
Quality service Walt Disney Style	-	-	-	-	12	-	-	45	57
Customer service	-	344	-	14	-	121	-	-	479
English by objective	1	5	-	16	8	-	33	-	63
<b>Total</b>	<b>129</b>	<b>499</b>	<b>120</b>	<b>106</b>	<b>190</b>	<b>221</b>	<b>136</b>	<b>165</b>	<b>1,566</b>

Additionally, the CCFs offer a job bank for vacancies within the airport, promoting the professional development of all employees of the airport community.

The work of the GAP Foundation is increasingly oriented to promoting values, skills and strengths that improve the quality of life of people, their families and their communities through psychosocial support, health promotion, economic development and entrepreneurship.



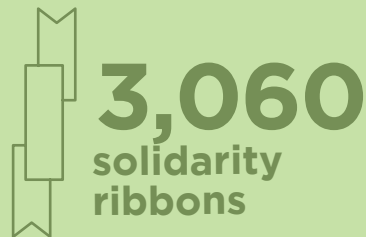
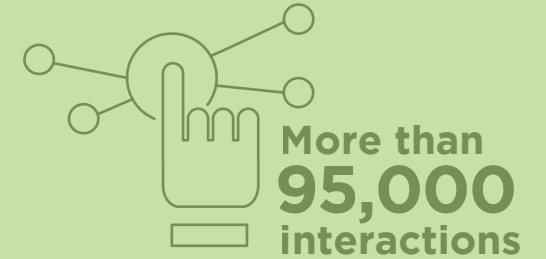
# Actions with a cause

Despite the interaction restrictions caused by the health contingency, we continued the **GAP events calendar** in order to preserve our cultural identity and involve the airport community in the commemoration of historical dates that enhance our culture and tradition, generating a sense of pride and belonging.

This year we added to the calendar November 25th, International Day for the Elimination of Violence against Women, in which we carried out actions during the 16 orange days, such as the illumination of the facades at our airports to raise awareness.

We also adopted the hashtag #GAPambiental to raise environmental awareness, through gifts made with recycled or reusable materials that we deliver to 2,300 passengers.

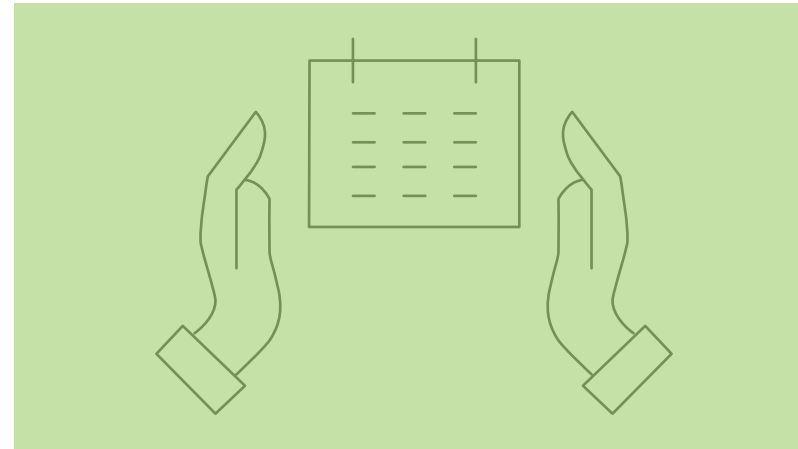
## ACTIONS WITH CAUSE RESULTS 2020



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# Events with impact



## SOCIAL RESPONSIBILITY



### World Cancer Day

We held awareness talks at BJX, LMM and ZLO and donated 400 kilos of caps at GDL, HMO and AGU.

Results:



2 publications in social media.



8,742 people viewed the posts.



608 interactions.



### International Women's Day

We illuminated in purple the facades of 13 airports to raise awareness among passengers, the airport community and society. In addition, we organize a talk on the subject at ZLO.

Results:



25 publications in social media.



50,221 people viewed the posts.



4,052 interactions.



### World Autism Awareness Day

We illuminated in blue the facades of 12 airports to raise awareness among passengers, the airport community and society.

Results:



12 publications in networks, collaborating with HACE and with the Autism confederation in Spain that promote the lighting of blue buildings.



71,123 people viewed the posts.



2,038 interactions.



## World Environment Day

We illuminated in green the facades of eight airports to raise awareness among passengers, the airport community and society.

Results:



11 publications in social media.



50,064 people viewed the posts.



6,748 interactions.



## World Blood Donor Day

We illuminated in red the facades of 10 airports to raise awareness among passengers, the airport community and society.

Results:



10 publications in social media, one in collaboration with the Dona en vida AC Foundation.



27,619 people saw the publications.



1,091 interactions.



## GAP Foundation



1 video on social media.



3,500 people viewed the post.



904 interactions.



## World Alzheimer's Day

We illuminated in purple the facades of 10 airports to raise awareness among passengers, the airport community and society.

Results:



13 publications in social media.



15,692 people viewed the posts.



309 interactions.



## World Breast Cancer Day

We illuminated in pink the facades of 10 airports to raise awareness among passengers, the airport community and society.

Results:



13 publications in social media.



13,776 people viewed the posts.



702 interactions.



## World Diabetes Day

We illuminated in blue the facades of 10 airports to raise awareness among passengers, the airport community and society.

Results:



13 publications in social media.



11,955 people viewed the posts.



358 interactions.



## International Day for the Elimination of Violence against Women

We illuminated in orange the facades of 13 airports to raise awareness among passengers, the airport community and society. In addition, we create and disseminate information to raise awareness under the hashtag #MujeresGAP.

Results:



50 publications in social media.



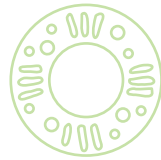
50,221 people viewed the posts.



4,052 interactions.



### CULTURE AND TRADITION



## Three Kings Day

At our airports in Mexico we gave 6,010 bowls with sweets in reusable cylinders, where many passengers were surprised by the Three Kings.

Results:



15 publications in social media.



58,525 people viewed the posts.



2,326 interactions.



## Valentine's Day

At our airports in Mexico we gave 2,300 cookies made by DAMOR, a company that promotes job development and training for people with cognitive disabilities, while Cupid flew to many of our passengers on a day full of love and friendship.

Results:



18 publications in social media.



47,106 people viewed the posts.



3,977 interactions.



## Children's Day in Mexico



11 publications in social media.



15,508 people viewed the posts.



322 interactions.



## Mother's Day in Mexico



14 publications in social media.



23,421 people viewed the posts.



845 interactions.



## Father's Day in Mexico



10 publications on social media.



12,174 people viewed the posts.



549 interactions.



## Innovation GAP

15 publications in social media.

95,896 people viewed the posts.

7,840 interactions.



## Day of the Dead in Mexico

18 publications on social media.

34,070 people viewed the posts.

1,805 interactions.



## Christmas Eve

13 publications in social media.

9,704 people viewed the posts.

1,001 interactions.



### HISTORY AND COMMEMORATION



## Commemoration of the Independence of the USA

3 publications in social media.

2,261 people viewed the posts.

254 interactions.



## Fireman's Day

18 publications in social media.

71,332 people viewed the posts.

5,878 interactions.



## Commemoration of the Independence of Mexico

14 publications in social media.

13,882 people viewed the posts.

1,327 interactions.



## National Aviation Day in Mexico

13 publications in social media.

17,101 people viewed the posts.

726 interactions.



## Commemoration of the Mexican Revolution

13 publications in social media.

16,067 people viewed the posts.

1,078 interactions.



# ENVIRONMENTAL COMMITMENT



# Efficiency and sustainability

GRI 307-1



At GAP we seek that our operations develop efficiently and sustainably, maintaining a balance between the economic growth of the company, social development and the environment.

The document that guides this way of operating is our **Integrated Management Policy**<sup>1</sup> through which we are oriented towards operational and financial efficiency, taking care of regulatory, contractual, risk and security aspects. Following what is recommended in the ISO 14001: 2015 standard, each year we carry out an identification of environmental aspects in which we impact and that could impact our operation with respect to current and planned activities.

In 2020, we incorporated the position of Head of Environment and Sustainability to the Human Capital teams of the PVR, TIJ and SJD airports. In this way, the four largest GAP airports, including GDL that already had one, have specialized plant personnel in charge of directly monitoring the environmental aspects derived from the operation.

For the rest of the airports we have expert staff from corporate who provide advice and direct support to managers, administrators and managers or heads of maintenance, to keep environmental aspects under control.

We adhere to international standards in environmental and quality matters in order to standardize, control and improve our processes, as well as to design, simplify and strengthen the identification of good environmental management practices throughout our operation.

In 2020 we obtained the recertification of the Integrated Management System (IMS) in accordance with ISO 9001: 2015 and ISO 14001: 2015 standards for our 12 airports in Mexico, while in the two airports in Jamaica we continued working on the implementation plan of this system.

Derived from the COVID-19 pandemic, the validity of the Airport Carbon Accreditation was extended by ACI, thereby maintaining the certifications of our nine airports: BJX, HMO, LAP, LMM, SJD and TIJ in level 1, since they identified and quantified their scope 1 and 2 emissions; and PVR, GDL and AGU at level 2, due to the development of a carbon management plan and the demonstration of a reduction in their GHG emissions, in addition of the identification and quantification of their emissions

Nine of our airports in Mexico maintained the ACA certification granted by ACI.

In 2021 we will work on the certification of MXL, MLM and ZLO airports in this program, to have the certification of all our Mexican airports. And we will add MBJ in Jamaica.

On the other hand, our 12 airports in Mexico are registered in the voluntary Environmental Audit program issued by the Federal Attorney for Environmental Protection (PROFEPA). TIJ, BJX, MXL, ZLO, SJD and PVR have the Environmental Quality Certificate, level 1, due to demonstrating compliance with all their legal obligations in environmental matters. While the GDL, AGU, MLM, LMM, HMO and LAP airports have certificates that accredit a maximum level of environmental performance (NDA2) due to demonstrating continuous improvement in their performance indicators.

During 2020 we received two fines from the National Water Commission (CONAGUA) in Mexico for a value of 0.6 million MXP for non-compliance with environmental regulations. As remediation actions, we carried out technical modifications to our concession titles, as well as the installation of meters with access to remote information, review and renewal of hydraulic infrastructure. Though only one fine was generated, we applied all these actions on all of our airports.

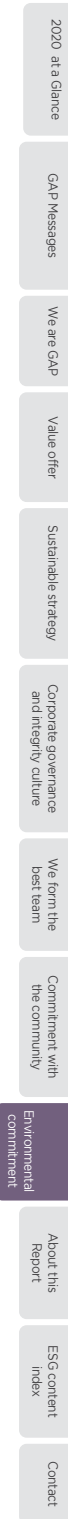
## Note on our environmental performance

The COVID-19 pandemic brought with it the imposition of travel restrictions by governments, flight cancellations and a notable decrease in passenger demand for domestic and international air travel, so our indicators of Environmental performance during 2020 do not represent the impact of GAP under normal conditions.

Considering these circumstances, we refocused the environmental performance objectives and goals to the new global and business reality, changing from a perspective of intensity per passenger to net reduction targets, taking 2019 as the base year.

On the other hand, since GAP has managed the Kingston airport since October 2019, we only report consolidated information for Jamaica for 2020. In the case of Mexico, we present historical and consolidated information.

<sup>1</sup> Consult the Integrated GAP Management Policy at: <https://www.aeropuertosgap.com.mx/files/policy.jpg>



# Energy and emissions

GRI 103-1, 103-2, 103-3, 302-1, 302-3, 302-4, 103-1, 103-2, 103-3, 305-1, 305-2, 305-4, 305-5  
TCFD METRICS & TARGETS B)

Due to the nature of our business, most of the energy we consume at GAP is electrical, used for lighting, air conditioning and administrative activities at airports, and to a lesser extent fuels such as gasoline, diesel and LPG for the vehicle fleet (sweepers, ATVs, pick-ups, backhoe loaders, tractors or vehicles for administrative use), vehicles for the Aircraft Rescue and Fire Fighting (ARFF) and emergency plants that come into programmed operation for maintenance or as a backup in case of power failure.

## ENERGY CONSUMPTION BY SOURCE AND COUNTRY 2020

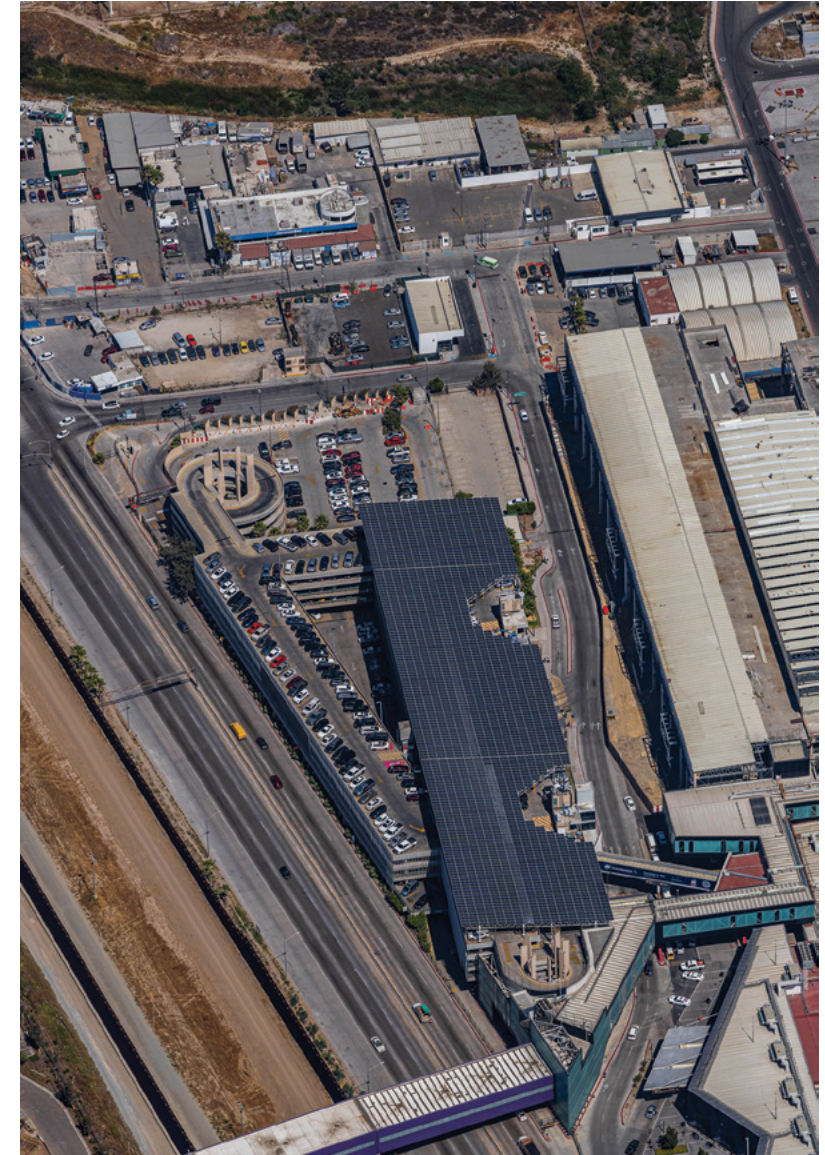
Source	GAP MEXICO		GAP JAMAICA	
	kWh	MJ	kWh	MJ
Electricity (CFE)	67,541,277	243,148,596	20,063,225	72,227,611
Solar	226,929	816,943	-	-
<b>Total</b>	<b>67,768,205</b>	<b>243,965,540</b>	<b>20,063,225</b>	<b>72,227,611</b>

The information presented in this table considers 100% of our operations in Mexico and Jamaica.

## FUEL CONSUMPTION BY SOURCE AND COUNTRY 2020

Mobile sources	GAP MEXICO		GAP JAMAICA	
	kWh	MJ	kWh	MJ
Gasoline	1,005,633	3,620,278	123,990	446,365
Diesel	1,285,519	4,627,869	673,591	2,424,929
LPG	1,535	5,525	-	-
<b>Total</b>	<b>2,292,687</b>	<b>8,253,672</b>	<b>797,582</b>	<b>2,871,294</b>

The information presented in this table considers 100% of our operations in Mexico and Jamaica.



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Fixed sources	GAP MEXICO		GAP JAMAICA	
	kWh	MJ	kWh	MJ
GLP	35,805	128,899	2,560	9,216
Gasoline	3,214	11,570	-	-
Diesel	288,035	1,036,925	415,717	1,496,581
<b>Total</b>	<b>327,054</b>	<b>1,177,394</b>	<b>418,277</b>	<b>1,505,797</b>

The information presented in this table considers 100% of our operations in Mexico and Jamaica.

ARFF Training	GAP MEXICO		GAP JAMAICA	
	kWh	MJ	kWh	MJ
Gasoline	9,176	33,032	14,254	51,314
Diesel	19,780	71,208	134,700	484,919
<b>Total</b>	<b>28,956</b>	<b>104,240</b>	<b>148,954</b>	<b>536,233</b>

The information presented in this table considers 100% of our operations in Mexico and Jamaica.

During 2020 we consumed 316,193,151 MJ of electrical energy and 14,448,630 MJ of fuels

**PORTION OF ENERGY AND FUEL CONSUMPTION GAP**



Throughout 2020 we installed 14 solar panel systems in the parking lots of 11 of our airports called carpots, which will have a capacity total installed of 6.4 MW and a total production capacity estimated at 13 million kWh per year to supply the electricity use of the airports.

Airport	Carpots (MW)	Estimated Generation (kWh)
AGU	0.5	1,090,800
BJX	0.5	1,020,550
GDL	1.2	2,499,660
HMO	0.5	1,001,130
LAP	0.5	1,055,440
LMM	0.5	1,087,220
MLM	0.3	612,550
MXL	0.5	999,350
PVR	0.5	1,059,900
SJD	-	-
TIJ	0.9	1,433,910
ZLO	0.5	1,033,400
<b>Total</b>	<b>6.4</b>	<b>12,893,910</b>

The systems will become fully operational as of 2021, during 2020 four airports already started with the production of energy through the carpots (GDL, ZLO, LMM and BJX), and in the first quarter of 2021 the other seven Mexican airports will begin to produce energy. Likewise, at the Montego Bay airport in Jamaica, we installed solar panels for the generation of 1 MWh per year that will start operating in 2021.

During 2020, the energy generated in the carpots represented 0.33% of our total energy consumption, avoiding the emission of 112 tCO<sub>2</sub>e.

It is expected that next year our AGU, LMM and ZLO airports will be able to supply themselves and that at the other airports, renewable energy will represent a significant percentage compared to conventional energy.

**ESTIMATED CONVENTIONAL ENERGY SAVINGS BY AIRPORT**

Airport	Estimated savings
AGU	100%
LMM	100%
ZLO	100%
MLM	65%
MXL	45%
LAP	34%
BJX	32%
HMO	18%
TIJ	14%
GDL	13%
PVR	7%

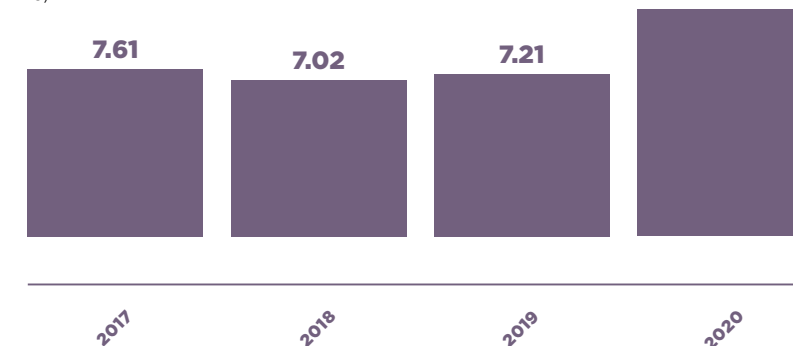
Once all carpots enter in operation, it is estimated that we will reduce our emissions by 6,370 tCO<sub>2</sub>e per year.

**BREAKDOWN OF ENERGY CONSUMPTION PER PASSENGER AND AIRPORT 2020**

Airport	Consumption Total	Passengers	Intensity
	MJ/PAX	PAX	MJ/PAX
<b>Aguascalientes</b>	3,965,022	475,562	8.34
<b>Guanajuato</b>	7,898,623	1,387,711	5.69
<b>Guadalajara</b>	63,153,387	8,125,606	7.77
<b>Hermosillo</b>	11,563,083	984,225	11.75
<b>La Paz</b>	8,044,160	573,137	14.04
<b>Los Mochis</b>	2,832,483	213,647	13.26
<b>Morelia</b>	3,230,148	631,323	5.12
<b>Mexicali</b>	7,300,813	693,214	10.53
<b>Puerto Vallarta</b>	49,195,627	2,536,120	19.40
<b>Los Cabos</b>	58,188,305	3,064,160	18.99
<b>Tijuana</b>	33,730,539	6,316,623	5.34
<b>Manzanillo</b>	3,451,992	86,247	40.02
<b>GAP MX</b>	<b>252,554,179</b>	<b>25,087,575</b>	<b>10.07</b>
<b>Montego Bay</b>	42,516,628	1,624,827	26.17
<b>Kingston</b>	34,624,306	629,388	55.01
<b>GAP JA</b>	<b>77,140,935</b>	<b>2,254,215</b>	<b>34.22</b>

Energy consumption is considered electrical and fuel.

**ENERGY INTENSITY GAP MEXICO**  
MJ/PAX



Intensity calculated based on the number of passengers by country.

**ENERGY INTENSITY GAP JAMAICA**  
MJ/PAX



Intensity calculated based on the number of passengers per country.

To reduce Greenhouse Gas (GHG) emissions, we work to improve the energy efficiency of our operation through programs that also allow us to optimize processes and reduce operating costs, while maintaining the quality of the services offered at our facilities.

**ENERGY EFFICIENCY ENERGY EFFICIENCY**

initiatives The Initiatives that we implement throughout 2020 are in line with the results of diagnoses 1 and 2 of the *American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE)*.

- Review and renewal of thermal insulation.
- Automation and renovation of air conditioning equipment, presence detectors and lighting sensors.
- Use of natural light.
- Renewal of our vehicle fleets and emergency plants.
- Consumption monitoring and preventive maintenance.

In 2020 we invested 248.8 million MXP in environmental projects, of which 221.3 million MXP corresponded to the investment in carpots.

Derived from our energy consumption, the main GHG emissions that we generate at GAP airports are scope 2.

In 2020 our total GHG emissions of scope 1 and 2 decreased by 21% compared to 2019, this is mainly due to the notable reduction in travel demand derived from the COVID-19 pandemic. However, we are committed to working with a continuous improvement approach, adopting energy efficiency measures, technological innovation and the consumption of renewable energies, which will allow us to reduce GHG emissions in the coming years.

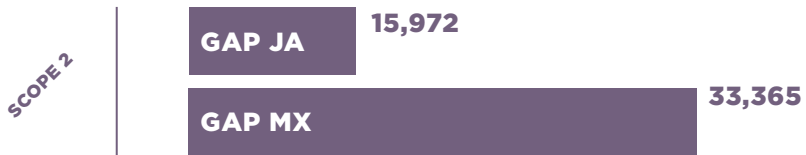
**GHG EMISSIONS SCOPE 1 BY COUNTRY 2020**

tCO<sub>2e</sub>



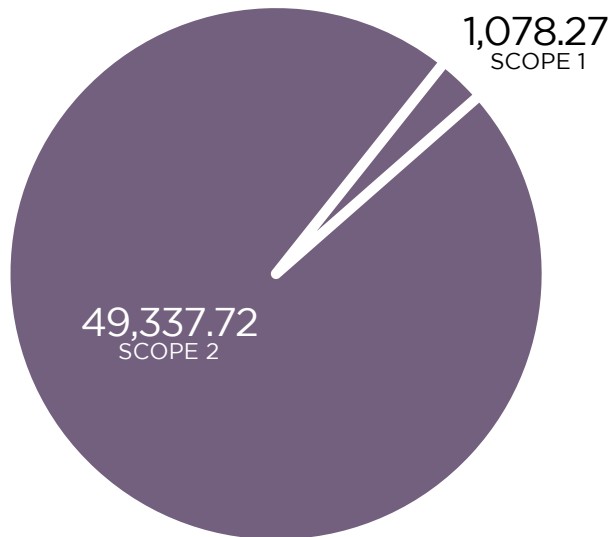
**GHG EMISSIONS SCOPE 2 BY COUNTRY 2020**

tCO<sub>2e</sub>



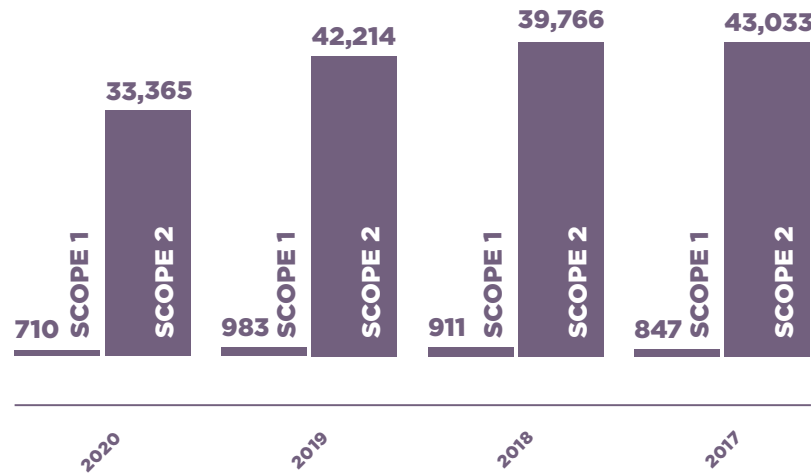
**TOTAL GHG EMISSIONS GAP GLOBAL 2020**

tCO<sub>2e</sub>



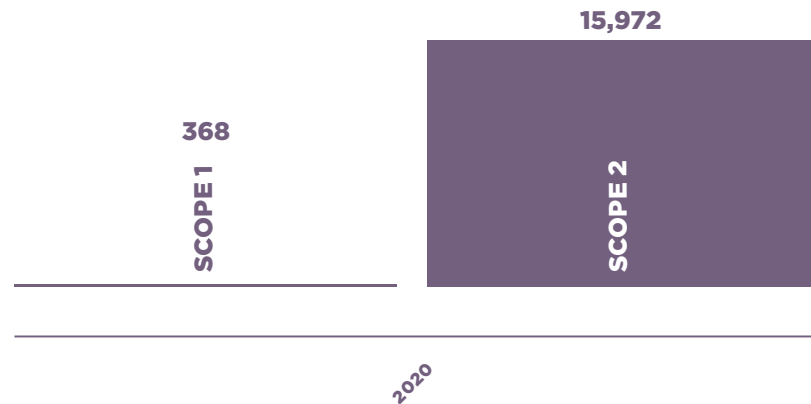
**TOTAL GHG EMISSIONS GAP MEXICO**

tCO<sub>2e</sub>



**TOTAL GHG EMISSIONS GAP JAMAICA**

tCO<sub>2e</sub>



**NOTES ON THE CALCULATION OF EMISSIONS**

- Gases included in the calculations of scope 1 and 2: carbon dioxide, methane and nitrous oxide.
- Emission factor used for the calculations for Mexico: 0.000494 tCO<sub>2e</sub> / kWh of the National Electric System for 2020.
- Emission factor used for the calculations for Jamaica: 0.7961 kgCO<sub>2e</sub> / kWh from Ecometrica (2011), *Electricity-specific emission factors for grid electricity*
- Source of emission factors: SEMARNAT, SENER, CONUEE and IGES.
- Consolidation approach for emissions in Mexico: administrative or financial control of the airport based on the guidelines defined in the Regulation of the General Climate Change Law regarding the National Emissions Registry (RENE).
- Consolidation approach for emissions in Jamaica: administrative or financial control of the airport based on the guidelines defined in the references of the *Airport Carbon Accreditation (ACA)*.

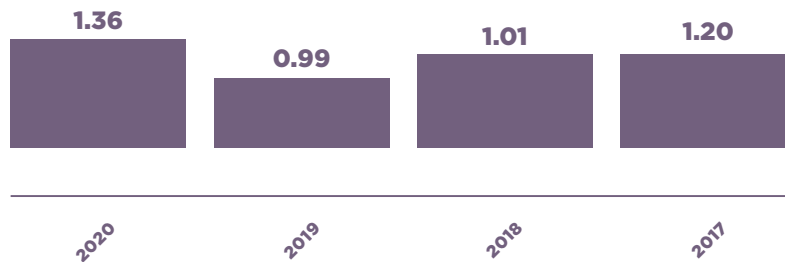
**BREAKDOWN EMISSIONS PER PASSENGER AND AIRPORT 2020**

Airport	Emissions Total	Passengers	Intensity
	kgCO <sub>2</sub> eq	PAX	kgCO <sub>2</sub> eq/PAX
Aguascalientes	517,910	475,562	1.09
Guanajuato	1,055,072	1,387,711	0.76
Guadalajara	8,554,529	8,125,606	1.05
Hermosillo	1,555,749	984,225	1.58
La Paz	1,062,429	573,137	1.85
Los Mochis	358,037	213,647	1.68
Morelia	418,267	631,323	0.66
Mexicali	965,463	693,214	1.39
Puerto Vallarta	6,670,152	2,536,120	2.63
Los Cabos	7,899,034	3,064,160	2.58
Tijuana	4,570,161	6,316,623	0.72
Manzanillo	448,995	86,247	5.21
<b>GAP MX</b>	<b>34,075,800</b>	<b>25,087,575</b>	<b>1.36</b>
Montego Bay	8,916,055	1,624,827	5.49
Kingston	7,424,140	629,388	11.80
<b>GAP JA</b>	<b>16,340,196</b>	<b>2,254,215</b>	<b>7.25</b>

Emissions are considered of scope 1 and 2.

**INTENSITY OF EMISSIONS PER PASSENGER GAP MEXICO**

kgCO<sub>2</sub>eq/PAX



**INTENSITY OF EMISSIONS PER PASSENGER GAP JAMAICA**

kgCO<sub>2</sub>eq/PAX



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# Biodiversity

GRI 304-1, 304-2, A09

We recognize the importance of biodiversity and its role in ecosystems, this is why our airports have the corresponding permit issued by the authorities to responsibly manage fauna that may become harmful to aviation operations.

We give priority to methods focused on driving away fauna to mitigate negative impacts that could arise both for biodiversity and for our operations.

## MEASURES TO MITIGATE NEGATIVE IMPACTS ON BIODIVERSITY

- Collect information from airlines, aerodrome personnel and from various sources on the presence of fauna at the aerodrome or in its vicinity that constitute a potential danger to aeronautical operations.
- We carry out a continuous evaluation of the danger that fauna represents for aeronautical operations.
- We collect reports on impacts with birds and other animals and submit them to ICAO for inclusion in its Bird Strike Reporting System (IBIS) database.
- We implement actions with the aim of reducing the risk for aircraft operations, adopting measures that minimize the possibility of collisions between birds or other animals and aircraft.

Likewise, the competent authority takes measures to eliminate or prevent waste disposition sites, or any other source that may attract birds and other animals, from being installed at or near aerodromes, unless an appropriate assessment of the fauna indicates that it is unlikely to create a wildlife hazard problem. When it is not possible to eliminate existing sites, the competent authority makes sure to assess any risk to aircraft arising from these sites and to reduce it as much as reasonably possible.



**WILDLIFE STRIKES 2020**

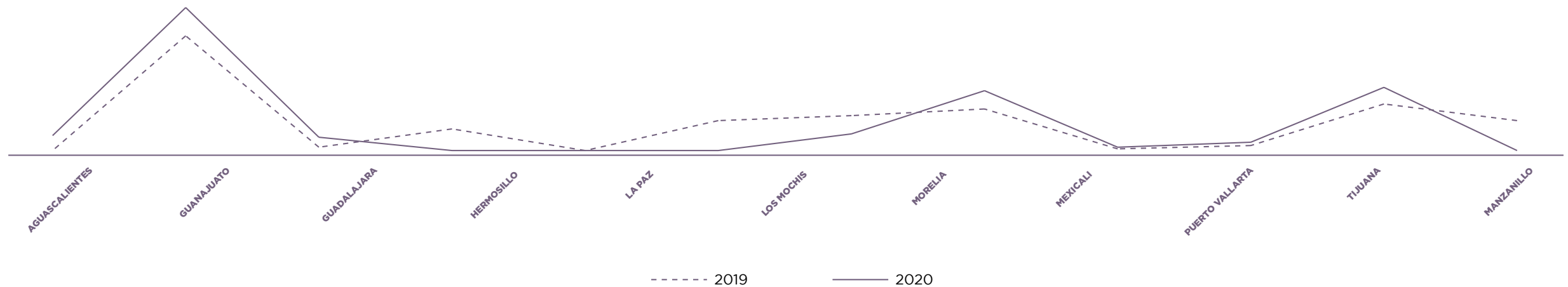
Airport	Total Strikes	Strikes per 1,000 operations
Agascalientes	1	0.09
Guanajuato	18	0.86
Guadalajara	10	0.08
Hermosillo	0	0
La Paz	0	0
Los Mochis	0	0
Morelia	1	0.10
Mexicali	3	0.36
Puerto Vallarta	1	0.02
Los Cabos	2	0.05
Tijuana	23	0.38
Manzanillo	0	0
<b>GAP MX</b>	<b>59</b>	<b>0.16</b>
Montego Bay	11	0.56
Kingston	4	0.41
<b>GAP JM</b>	<b>15</b>	<b>0.51</b>
<b>GAP Global</b>	<b>74</b>	<b>0.18</b>

**WILDLIFE STRIKES PER 10,000 AIRCRAFT MOVEMENTS**

Year	operations per year	Strikes per 10,000 operations
2020	282,616	3.85
2019	385,753	1.76
2018	387,038	1.71
2017	366,845	1.96



**WILDLIFE STRIKES PER 1,000 OPERATIONS 2019 AND 2020**



**AIRPORTS IN PROTECTED AREAS OR AREAS OF GREAT VALUE FOR BIODIVERSITY**

<b>Airport</b>	<b>Position with respect to area or zone</b>	<b>Airport size (km<sup>2</sup>)</b>	<b>Value of biodiversity by its attributes</b>	<b>Value of biodiversity by protected species<sup>1</sup></b>
<b>AGU</b>	Close to Ramsar site El Jaguey Buenavista de Peñuelas, a wetland of international importance for aquatic birds.	5.40	Close to Ramsar site.	7 protected species, 1 endangered species.
<b>BJX</b>	-	3.94	-	7 protected species, 1 endangered species, 1 threatened species.
<b>GDL</b>	-	7.12	-	6 protected species, 3 threatened species.
<b>HMO</b>	-	2.63	-	10 protected species, 5 threatened species.
<b>LAP</b>	Close to Ramsar site, El Mogote-Ensenada de La Paz wetland, of international importance for water birds, close to mangrove swamps in the North Pacific region of Mexico.	5.19	Close to Ramsar site and mangrove area in the North Pacific region.	8 protected species, 5 threatened species.
<b>LMM</b>	Close to mangroves in the North region of Mexico.	3.13	Proximity to mangroves in the northern region of Mexico.	3 protected species.
<b>MLM</b>	-	3.22	-	7 protected species, 2 threatened species.
<b>MXL</b>	-	5.35	-	-
<b>PVR</b>	Close to the Estero El Salado Municipal Natural Protected Area, and grounds within a mangrove area, bordering the Central and North Pacific region.	3.20	Adjacent to the Municipal ANP Estero del Salado and Mangroves of the Central and North Pacific region.	6 protected species, 2 threatened species.
<b>SJD</b>	Located in a Ramsar site, the riparian system of the San José del Cabobasin and estuary, a wetland of international importance for aquatic birds.	4.97	Close to Ramsar site.	At least 11 protected species, at least 4 threatened species.
<b>TIJ</b>	-	4.29	-	1 protected species, 1 threatened species.
<b>ZLO</b>	Closeness to mangroves in the Central Pacific Region.	1.41	Adjacent to mangroves in the Central Pacific region.	At least 11 protected species, at least 8 threatened species and at least 5 endangered species.
<b>MBJ</b>	It is found within mangrove habitat and adjacent to the Montego Bay Marine Park / Fish Sanctuary protected area.	2.42	Adjacent to mangroves and Montego Bay Marine Park / Fish Sanctuary Protected Area.	-
<b>KIN</b>	Within the Palisadoes-Port Royal Protected Area.	2.28	Within the Palisadoes-Port Royal Protected Area.	-

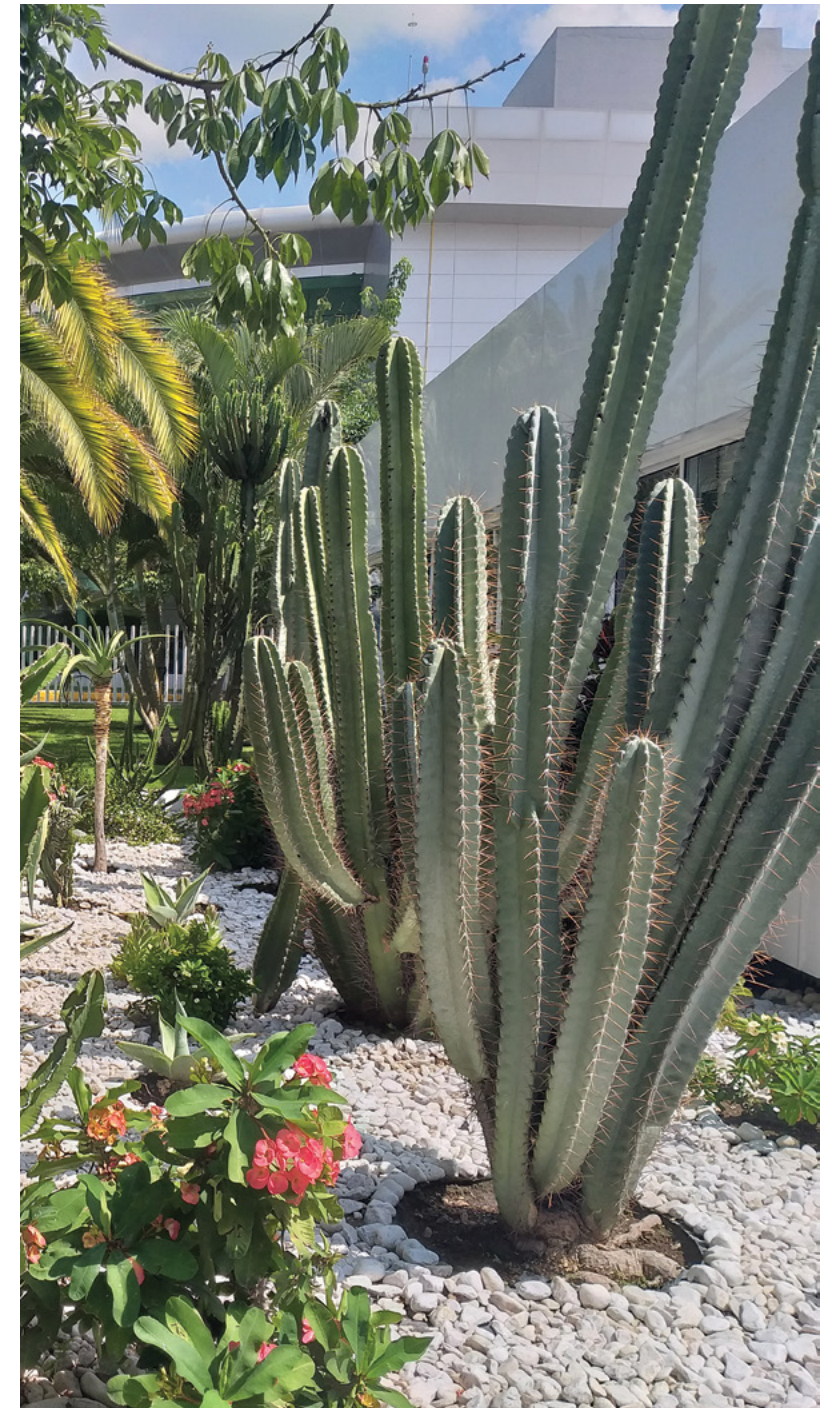
Note. All of our airports in Mexico are federal concession zones and in Jamaica they are public concession zones.

<sup>1</sup> Species protected according to the IUCN list, the Ramsar Convention and national legislation.

36% of our operations are within or near protected areas or areas of high value for biodiversity.

**NATURE OF IMPACTS ON BIODIVERSITY**

	<b>Nature of significant direct impacts</b>	<b>Nature of significant indirect impacts</b>
<b>Construction or use of manufacturing plants, mines and transportation infrastructures</b>	Reduction of tree and vegetation cover and natural habitats.	Local displacement of species.
<b>Pollution</b>	GHG emissions, soil and water pollution.	Loss of habitat, contribution to climate change.
<b>The introduction of invasive species, pests and pathogens</b>	International airports have the possibility of being a gateway for invasive species and pathogens.	Possible attraction and concentration of fauna (dogs, cats, raccoons) for specific activities.
<b>The reduction of species</b>	-	Displacement of species and affectation of trophic chains.
<b>The transformation of habitat</b>		
<b>Changes in ecological processes outside the natural range of variation</b>	Impacts on available species habitat spaces.	Displacement of species and affectation of trophic chains. Introduction of territories of new predators.



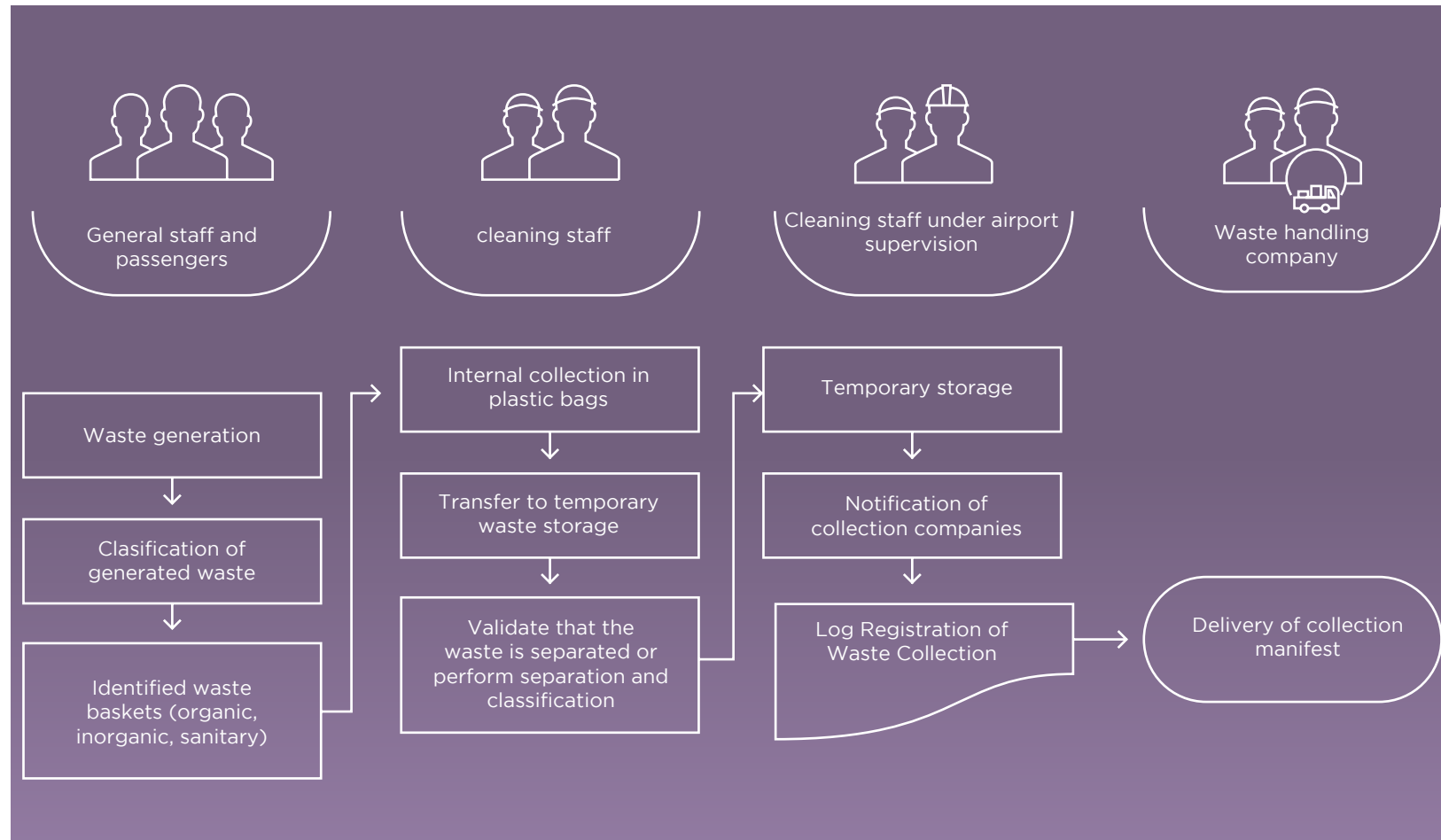
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# Solid Waste

GRI 103-1, 103-2, 103-3, 306-1, 306-2, 306-3, 306-4, 306-5

The waste we generate comes mainly from commercial activity, restaurants and cafeterias in terminal buildings, hangars, apron and administrative areas. For its disposal, we follow a **Integral Waste Management Strategy** the objective of which is to guarantee adequate waste management at GAP airports, considering environmental protection, regulatory compliance, circularity and best international practices.



**SPECIAL HANDLING AND HAZARDOUS WASTE GENERATED BY AIRPORT 2020**

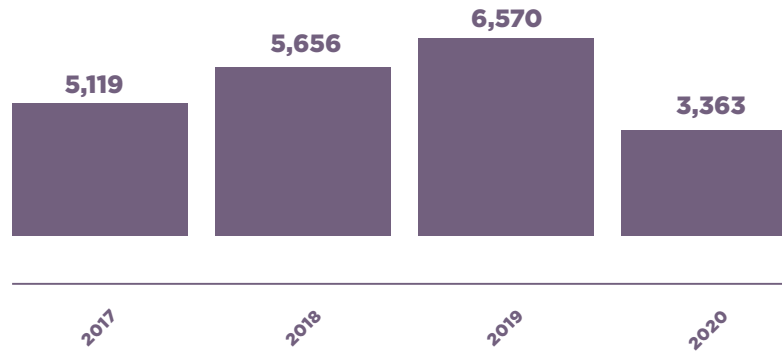
Airport	Special handling waste (kg)	Recovery of recyclable waste (%)	Hazardous waste (kg)
AGU	24,265	19	205
BJX	171,967	4	977
GDL	1,277,136	4	1,538
HMO	93,384	19	99
LAP	35,441	12	78
LMM	21,743	8	296
MLM	77,269	9	892
MXL	55,365	4	108
PVR	439,448	1	2,901
SJD	470,847	6	759
TIJ	679,413	2	1567
ZLO	17,213	15	266
<b>GAP MX</b>	<b>3,363,491</b>	<b>4</b>	<b>9,684</b>
MBJ	199,119	-	22
KIN	2,574,690	-	-
<b>GAP JA</b>	<b>2,773,809</b>	<b>-</b>	<b>22</b>
<b>GAP GLOBAL</b>	<b>6,137,299</b>	<b>2</b>	<b>9,706</b>

**WASTE SENT TO LANDFILL PER AIRPORT AND PER PASSENGER 2020**

Airport	Disposed on controlled landfill (kg)	Per passenger (kg / PAX)
AGU	19,666	0.041
BJX	164,343	0.118
GDL	1,229,770	0.151
HMO	76,010	0.077
LAP	31,027	0.054
LMM	20,087	0.094
MLM	70,432	0.112
MXL	52,915	0.076
PVR	433,070	0.171
SJD	444,037	0.145
TIJ	664,643	0.105
ZLO	14,621	0.170
<b>GAP MX</b>	<b>3,220,621</b>	<b>0.128</b>
MBJ	199,119	0.123
KIN	2,574,690	4.091
<b>GAP JA</b>	<b>2,773,809</b>	<b>1.230</b>
<b>GAP Global</b>	<b>5,994,430</b>	<b>0.219</b>

During 2020, mexican airports prepared 143 tons of non-hazardous waste for recycling. Additionally, we sent 9.7 tons harzardous waste to controlled confinement. Furthermore, we sent 3,221 tons to controlled landfills.

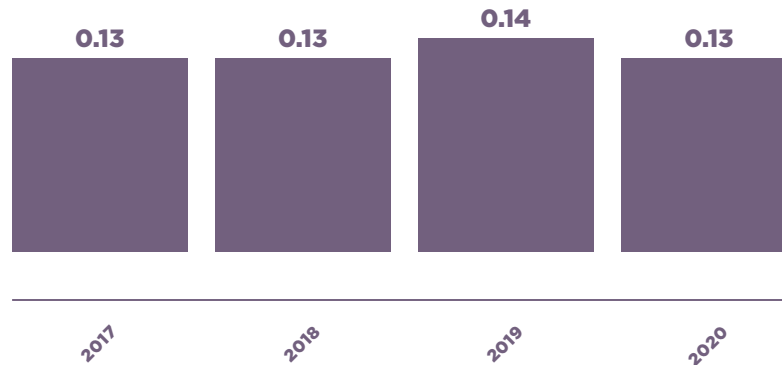
**WASTE GENERATED IN GAP MEXICO**  
tons



**WASTE GENERATED IN GAP JAMAICA**  
tons



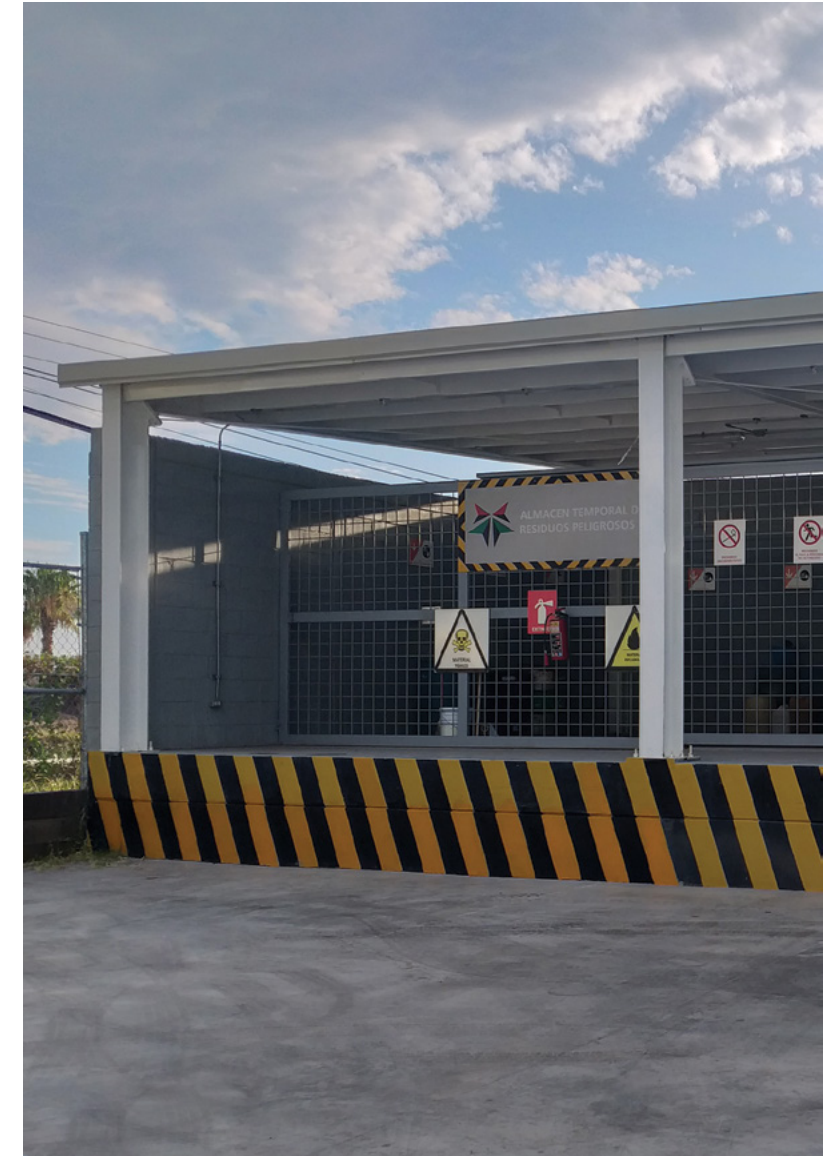
**LANDFILL WASTE DISPOSED PER PASSENGER GAP MEXICO**  
kg/PAX



**WASTE GENERATED PER PASSENGER GAP JAMAICA**  
kg/PAX



At the end of 2020, in Mexico, there was an 11% reduction in landfill waste disposal per passenger compared to 2019.



# Water

GRI 103-1, 103-2, 103-3, 303-1, 303-2, 303-3, 303-4, 303-5

We are committed to properly managing resources, and water management is no exception. At GAP, water is an essential resource, as it is used for cleaning, hygiene and irrigation services at our facilities. This resource comes mainly from a well, through concessions from the National Water Commission (CONAGUA), and a percentage is municipal provision.

In 2020 we used 772,891 m<sup>3</sup> of water for the operation of our operations, of which 43% are from areas of water stress according to the classification of availability zones published by CONAGUA in Mexico.

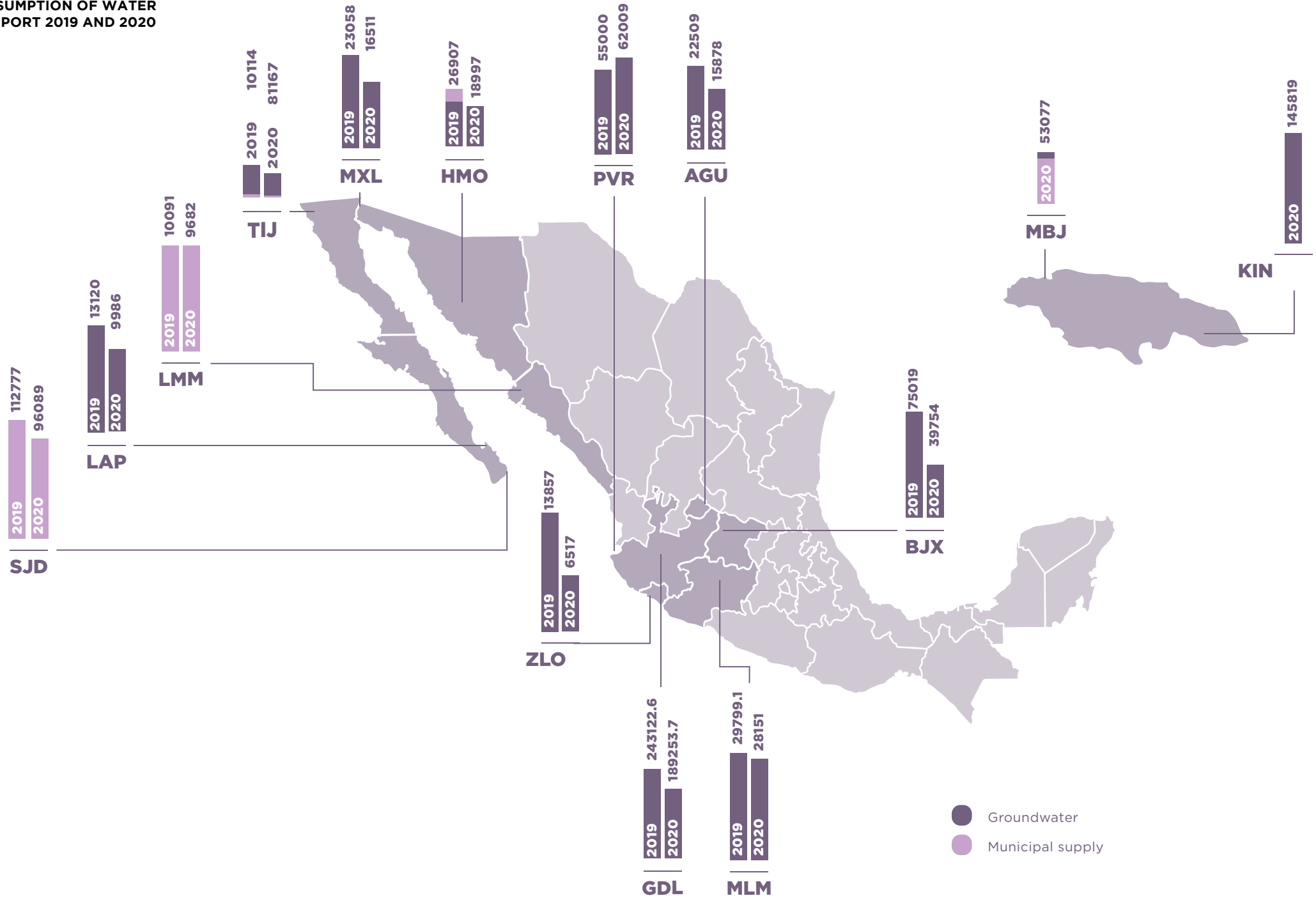
## WATER SUPPLY AND CONSUMPTION BY SOURCE AND AIRPORT 2020

m<sup>3</sup>

Airport	Name	Groundwater	Municipal Supply	Water from water stressed areas
AGU	Aguascalientes Valley Aquifer	15,878.00	-	15,878.00
BJX	Silao-Romita Aquifer	39,754.10	-	-
GDL	Toluquilla Aquifer	189,253.70	-	189,253.70
HMO	Aquifer Costa de Hermosillo	18,997.00	-	18,997.00
LAP	La Paz Aquifer	9,985.70	-	-
LMM	JAPAMA		9,682.00	-
MLM	Morelia-Queréndaro Aquifer	28,151.00	-	-
MXL	Mexicali Valley Aquifer	16,511.42	-	16,511.42
PVR	Puerto Vallarta Aquifer	62,009.00	-	-
SJD	San Jose Cabo and OOMSAPAS Aquifer	-	96,089.00	96,089.00
TIJ	Tijuana and CESPT Aquifer	10,497.18	70,669.57	-
ZLO	Marabasco Aquifer	6,517.00	-	-
<b>Total MX</b>		<b>397,554.1</b>	<b>176,440.57</b>	
MBJ		3,445	49,632	-
KIN		-	145,819.3	-
<b>Total JA</b>		<b>3,445</b>	<b>195,451</b>	
<b>Total GAP</b>		<b>400,999.1</b>	<b>371,891.83</b>	



**EXTRACTION AND CONSUMPTION OF WATER BY SOURCE AND BY AIRPORT 2019 AND 2020**  
*m<sup>3</sup>*

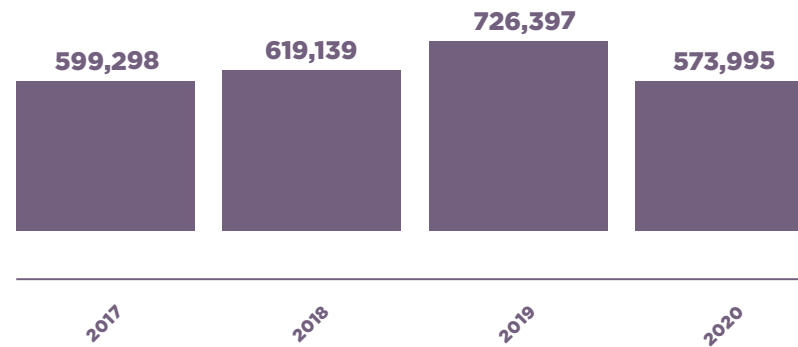


**WATER CONSUMPTION PER PASSENGER AND AIRPORT**

Airport	Total consumption	Passengers	Intensity
	m <sup>3</sup>	PAX	l/PAX
Aguascalientes	15,878	475,562	33.39
Guanajuato	39,754	1,387,711	28.65
Guadalajara	189,254	8,125,606	23.29
Hermosillo	18,997	984,225	19.30
La Paz	9,986	573,137	17.42
Los Mochis	9,682	213,647	45.32
Morelia	28,151	631,323	44.59
Mexicali	16,511	693,214	23.82
Puerto Vallarta	62,009	2,536,120	24.45
Los Cabos	96,089	3,064,160	31.36
Tijuana	81,167	6,316,623	12.85
Manzanillo	6,517	86,247	75.56
<b>GAP MX</b>	<b>573,995</b>	<b>25,087,575</b>	<b>22.88</b>
Montego Bay	53,077	1,624,827	34.23
Kingston	145,819	629,388	231.68
<b>GAP JA</b>	<b>201,444</b>	<b>2,254,215</b>	<b>88.23</b>

Note. Water consumption for Kingston is higher than the rest of the airports because the information reported is estimated, in addition we identified several measuring errors on the authority issued water meters. As we integrate GAP's best practices in this newly acquired airport, we hope to improve the efficiency in the use of this resource.

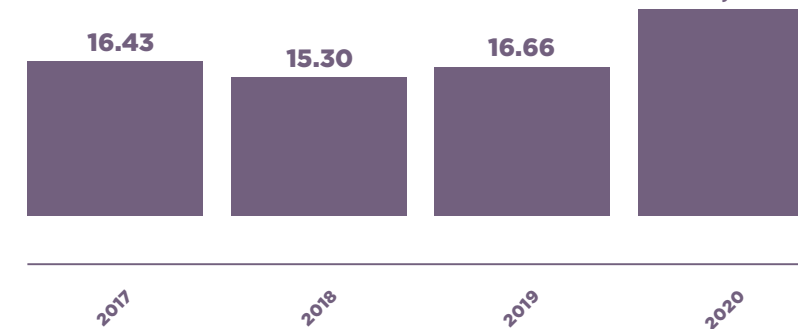
**GAP MEXICO WATER SUPPLY**  
m<sup>3</sup>



**GAP JAMAICA WATER SUPPLY**  
m<sup>3</sup>



**WATER CONSUMPTION PER PASSENGER GAP MEXICO**  
Liter/PAX



**WATER CONSUMPTION PER PASSENGER GAP JAMAICA**  
Liter/PAX



All wastewater generated within our airports in Mexico send treatment plants that comply with NOM-001-SEMARNAT-1996. Only our airport in Montego Bay discharges directly to the health network. In 2020, we received eight incidents of non-compliance with the discharge limits at the TIJ, MXL and MLM airports, for which immediate improvement plans were generated and the parameters were controlled.

**TOTAL DISCHARGE BY DESTINATION TYPE**  
megaliter

Destinations	Megaliters
Groundwater	290
Seawater	89
Third Party	79
<b>Total</b>	<b>457</b>

From water poured during the year, 221 mega liters, equivalent to 48% of the total, were discharged for surface infiltration floors areas with water stress.

All of our airports contemplate in their improvement programs the reduction in water consumption, as well as an increase in the efficiency of sanitary discharges. In addition, we seek to contribute to the objective of guaranteeing the availability of water and its sustainable management and sanitation for all

In order to achieve this, in 2020 we redesigned the three lines of action and their objectives:

- Reduce the consumption of first-use water (well and / or municipal network).
- Identify the destination of at least 80% of the volume of water consumed (segregating water consumption in activities without connection to the wastewater treatment plant) at the end of 2024.
- Monitor that the quality of the treated water remains below the LMP established in NOM-001-SEMARNAT-1998 and the download parameters established in the download permits, throughout 2020-2024.

We keep a record and control the water consumption indicators according to their source and we carry out periodic analyses of the effluent from the wastewater treatment plants of each of the airports.

In 2020 we began the installation of remote measurement systems that will allow us to monitor the volumes of water consumption and discharge in real time in all of our mexican airports.

During 2020 we treated 457,165 m<sup>3</sup> of water in Mexico and Jamaica, equivalent to 59% of our total consumption.

# Noise and noise pollution

TCFD METRICS & TARGETS B), METRICS & TARGETS C)

At GAP we conduct perimeter noise studies on an annual basis. However, the noise generated by airplanes is not considered within our scope, since their landing and take-off routes are managed directly by the aeronautical authority.

## ENVIRONMENTAL PERFORMANCE

Axis	Strategic Objective	NO.	SMART Objective	Annual goal
UNIVERSAL AND LOCAL SUSTAINABILITY	5.5 Guarantee water availability and sustainable management and sanitation for everyone	5.5.1	Reduce the consumption of first-use water (Groundwater and/or Municipal Supply)	Reduce 2019 consumption based on the number of passengers.
		5.5.2	Identify the destination of at least 80% of the volume of water consumed (segregating water consumption in activities without effluent) at the end of 2024.	Increase the percentage of identification of the destination of the water consumed at the airport compared to the average of the last 3 years (up to 80%).
		5.5.3	Monitor that the water quality remains below the maximum permissible limit established in NOM-001-SEMARNAT-1998 and the effluent parameters established in the discharge permit. Exemption of discharge rights fee Art. 282 of the Federal Law of Rights, throughout 2020-2024.	Establishment and monitoring of Improvement Plans for parameters with results above 80% of Maximum Permissible Limit.
	5.6 Guarantee access to affordable, safe, sustainable and modern energy for everyone	5.6.1	Reduce the consumption of electrical energy from non-renewable sources compared to 2019.	Reduce consumption in 2019 minus solar generation in 2021 based on the number of passengers and adding consumption per additional m <sup>2</sup> .
	5.9 Adopt urgent measures to combat climate change and its effects	5.9.1	Maintain the PROFEPA Environmental Certification in all airports during the 2020-2024 five-year period.	Maintain > 95% compliance with the monitoring plan throughout year.
		5.9.2	Reduce the amount of waste sent to landfill compared to 2019.	Reduce waste disposed of in landfill compared to 2019 based on the decrease in passengers in 2021 vs 2019.
		5.9.3	Reduce GHG emissions (scope 1 and 2) compared to 2019. Achieve / maintain ACA certification at all airports in the group.	Reduce 2019 emissions minus gener solar generation in 2021 based on the number of passengers and adding the consumption per additional m <sup>2</sup> .

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# About this Report

**GRI 102-1, 102-3, 102-5, 102-10, 102-11, 102-48, 102-49, 102-50, 102-51, 102-52, 102-54, 102-56**

Our operating, corporate governance, labor, social, environmental and financial results, as well as the main initiatives we carry out to face the COVID-19 crisis, are contained in the 2020 Sustainability Report of Grupo Aeroportuario del Pacífico, SAB de CV (GAP).

This year, as part of our commitment to improve the way we manage sustainability issues, in addition to the content of the GRI Standards, for the first time we include information to meet the standards of the Sustainability Accounting Standards Board (SASB) applicable to the airport industry according to the indicators of professional and commercial services of which we are part. We also took the first actions in the disclosure of information about our climate-related risks and opportunities in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

The information reported covers the period from January 1 to December 31, 2020 and is limited to GAP's operations in Mexico and Jamaica, unless otherwise indicated, therefore it does not include results from other companies, entities, institutions, shareholders, customers or business partners.

Derived from the crisis caused by the COVID-19 pandemic, we had to limit our operation, in addition to the fact that certain work spaces were left unused for a few weeks, which is mainly reflected in energy and water consumption, emissions and waste generation. For the rest of the cases, the restatement of information with respect to previous years is indicated in each case.

GAP's 2020 Sustainability Report represents our Communication for Progress (CoP). This report has been prepared in accordance with the GRI Standards: Essential option. It was not verified by any entity external to GAP



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# ESG content index

GRI 102-55

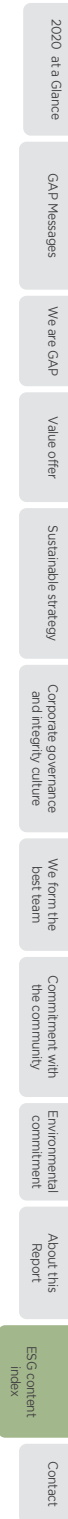
GRI or SASB standard	Content	Page or answer	
GRI 101: Profile of the organization			
<b>1. Organization profile</b>			
GRI 102: General Disclosures 2016	102-1	Organization name's.	10, 111
	102-2	Activities, brands, products and services.	24
	102-3	Location of the headquarters.	12, 111
	102-4	Location of operations.	12
	102-5	Property and legal form.	10, 111
	102-6	Served markets.	12, 24
	102-7	Size of the organization.	4, 11
	102-8	Information about employees and other workers.	76
	102-9	Supply chain.	29
	102-10	Significant changes in the organization and its supply chain.	111
	102-11	Principle or precaution approach.	111
	102-12	External initiatives.	55
	102-13	Affiliation to Associations.	55
GRI: Sector Supplement	AO1	Total number of annual passengers, divided by passengers on international and national flights; By origin and destination and transfer passengers, including passengers in transit.	12





GRI: Sector Supplement	AO3	Quantity of charge in aircraft in tons.	12
<b>2. Strategy</b>			
GRI 102: General Disclosures 2016	102-14	Declaration of senior executives responsible for decision making.	7
	102-15	Main impacts, risks and opportunities.	66
TCFD - Estrategy	a)	Risks and opportunities related to the climate that have been identified in the short, medium and long term.	66
	b)	Impact of risks and opportunities related to climate on business, strategy and financial planning of the organization.	66
	c)	Resilience of the strategy of the organization, taking into account the different scenarios, including a scenario at 2 ° C or less.	Not reported.
<b>3. Ethics and integrity</b>			
GRI 102: General Disclosures 2016	102-16	Values, principles, standards and rules of conduct.	10, 70, 75
	102-17	Mechanisms of advice and ethical concerns.	70
<b>4. Governance</b>			
GRI 102: General Disclosures 2016	102-18	Governance structure.	61
	102-19	Delegation of authority.	61
	102-20	Responsibility at the Executive Level of Economic, Environmental and Social Topics.	61
	102-21	Consultate interest groups on economic, environmental and social issues.	54
	102-22	Composition of the highest government organ and its committees.	61

GRI 102: General Disclosures 2016	102-23	President of the highest government body.	61
	102-24	Nomination and selection of the highest government organ.	61
	102-25	Conflicts of interest.	61
	102-26	Function of the maximum governance body in the selection of objectives, values and strategy.	61
	102-27	Collective knowledge of the highest governance body.	61
	102-28	Evaluation of the performance of the highest governance body.	61
	102-29	Identification and management of economic, environmental and social impacts.	66
	102-30	Efficiency of risk management processes.	66
	102-31	Evaluation of economic, environmental and social issues.	66
	102-32	Function of the maximum governance body in the preparation of sustainability reports.	At the administration level, this report was approved by the Director of Quality, Innovation and Technologies, as well as by the General Director. At the corporate governance level, it was approved by the Operating Committee and the Board of Directors.
	102-35	Remuneration policies.	61
TCFD - Governance	a)	Function of the administration when evaluating and managing the risks and opportunities related to climate.	66
	b)	Control of the Board of Directors on risks and opportunities related to climate.	66



TCFD - Risk Management	a)	Processes of the organization to identify and evaluate the risks related to climate.	66
	b)	Organization processes to manage the risks related to climate.	66 Partially reported.
	c)	How the processes are integrated to identify, evaluate and manage the risks related to the climate in the general risk management of the organization.	66 Partially reported.
<b>5. Stakeholder participation</b>			
GRI 102: General Disclosure 2016	102-40	List of interest groups.	54
	102-41	Collective bargaining agreements.	76
	102-42	Identification and selection of interest groups.	54
	102-43	Approach for the participation of interest groups.	54
	102-44	Issues and key concerns mentioned.	54
<b>6. Practices for preparing reports</b>			
GRI 102: General Disclosure 2016	102-45	Entities included in the consolidated financial statements.	
	102-46	Definition of the contents of the reports and the topic coverages.	56
	102-47	List of material themes.	56
	102-48	Reexpression of information.	111
	102-49	Changes in reporting.	111
	102-50	Period object of the report.	111
	102-51	Date of the last report.	111
	102-52	Report processing cycle.	111

	102-53	Point of contact for questions about the report.	118
	102-54	Declaration of preparation of the report in accordance with GRI standards.	111
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	102-56	External verification.	111
<b>GRI 200: Economic standards</b>			
GRI 201: Economic Performance 2016	103-1	Explanation of the material theme and its coverage..	11
	103-2	The management approach and its components.	11
	103-3	Evaluation of the management approach.	11
	201-1	Direct economic value generated and distributed.	4, 11
	201-2	Financial implications and other risks and opportunities derived from climate change.	66
	GRI 203: Indirect economic impacts 2016	103-1	Explanation of the material theme and its coverage.
103-2		The management approach and its components.	32, 85
103-3		Evaluation of the management approach.	32, 85
203-1		Investments in infrastructures and supported services.	4, 32, 85
203-2		Significant indirect economic impacts.	4, 32, 85
GRI 204: Acquisition practices 2016	204-1	Proportion of spending on local suppliers.	29

GRI 205: Anticorruption 2016	205-1	Operations evaluated for risks related to corruption.	70
	205-2	Communication and training on anti-corruption policies and procedures.	70
	205-3	Cases of confirmed corruption and measures taken.	70
SASB: Professional integrity	SV-PS-510a.1	Description of the approach to guarantee professional integrity.	70
	SV-PS-510a.2	Total amount of monetary losses as a result of judicial procedures related to professional integrity.	70
<b>GRI 300: Environmental standards</b>			
TCFD - Metrics and Goals	a)	Metrics used by the Organization to assess the risks and opportunities related to climate according to their strategy and risk management processes.	Not reported.
	b)	Scope 1 and 2, and if necessary, scope 3 of greenhouse gas emissions (GHG), and its related risks.	96, 110
	c)	Objectives used by the Organization to manage risks and opportunities related to climate and performance compared to objectives.	110
GRI 302: Energy 2016	103-1	Explanation of the material theme and its coverage.	96
	103-2	The management approach and its components.	96
	103-3	Evaluation of the management approach.	96
	302-1	Energy consumption within the organization.	96
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GRI 303: Water and effluents 2018	103-1	Explanation of the material theme and its coverage.	107

	103-2	The management approach and its components.	107
	103-3	Evaluation of the management approach.	107
	303-1	Interaction of water as a shared resource.	107
	303-2	Management of impacts related to water discharges.	107
	303-3	Extraction of water.	107
	303-4	Water discharges.	107
	303-5	Water consumption.	107
	<b>GRI 304: Biodiversity 2016</b>		
	304-1	Property operating centers, leased or managed located within or together with protected areas or areas of great value for biodiversity outside protected areas.	101
	304-2	Significant impacts of activities, products and services in biodiversity.	101
GRI: Sector Supplement	AO9	Total annual number of impacts with birds or wildlife by 10,000 aircraft movements.	101
GRI 305: Emissions 2016	103-1	Explanation of the material theme and its coverage.	96
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	305-1	Direct GHG emissions (scope 1).	96
	305-2	Indirect GHG emissions when generating energy (scope 2).	96
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	<b>GRI 306: Waste 2020</b>		
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	103-2	Explanation of the material theme and its coverage.	105
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	306-1	Evaluation of the management approach.	105
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	306-3	Management of significant impacts related to waste.	105
	306-4	Residues generated.	105
	306-5	Residues not intended for elimination.	105
GRI: Sector Supplement	A06	Waste intended for elimination.	Due to the climate at GAP airports, we do not use antifreeze fluids on aircraft or pavements.
GRI 307: Environmental compliance 2016	307-1	Non-compliance with environmental legislation and regulations.	95
GRI 400: Social standards			
GRI 401: Employment 2016	401-1	New hiring of employees and staff rotation.	76
	401-2	Benefits for full-time employees who do not occur part-time or temporary employees.	80
	401-3	Parental permit.	76
SASB: Activity Parameters	SV-PS-000.A	Number of full-time employees and on time Partial, temporary and contracted.	76
	SV-PS-000.B	Hours worked by employees, Billing Percentage.	76
GRI 402: Worker-company relations 2016	402-1	Minimum warning deadlines on operational changes.	76

GRI 403: Health and safety at work 2018	103-1	Explanation of the material theme and its coverage.	82
	103-2	The management approach and its components.	82
	103-3	Evaluation of the management approach.	82
	403-1	Health management system and safety at work.	82
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	403-4	Participation of workers, consultations and communication on health and safety at work.	82
	403-6	Promotion of workers' health.	82
	403-7	Prevention and mitigation of the impacts on the health and safety of workers directly linked through commercial relations.	82
	403-8	Workers covered by a health management system and safety at work.	82
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GRI 404: Training and education 2016	404-1	Average hours of training per year per employee.	81
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	404-3	Percentage of employees who receive periodic evaluations of professional performance and development.	81
GRI 405: Diversity and equal opportunities 2016	103-1	Explanation of the material theme and its coverage.	76
	103-2	The management approach and its components.	76
	103-3	Evaluation of the management approach.	76

	405-1	Diversity in government organs and employees.	76
	405-2	Ratio of the base salary and the remuneration of women in front of men.	80
SASB: Diversity and Engagement of the Workforce	SV-PS-330a.1	Percentage of representation of gender and racial / ethnic groups in executive managers and all other employees.	76
	SV-PS-330a.2	Volunteer and involuntary replacement rate of all employees.	76
GRI 406: No discriminación 2016	406-1	Cases of discrimination and corrective actions undertaken.	76
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures.	81
GRI 413: Local communities 2016	103-1	Explanation of the material theme and its coverage.	86, 87
	103-2	The management approach and its components.	86, 87
	103-3	Evaluation of the management approach.	86, 87
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	413-2	Operations with significant negative impacts -real and potential - in local communities.	86, 87
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	416-2	Cases of non-compliance relating to the impacts on the health and safety of the categories of products and services.	39

GRI 418: Customer privacy 2016	418-1	Based claims relating to violations of customer privacy and customer data loss.	73
SASB: Data security	SV-PS-230a.1	Description of the approach to identify and address the risks for data security.	73
	SV-PS-230a.2	Description of the approach to identify and address the risks for data security.	73
	SV-PS-230a.3	Number of data leaks, percentage involving confidential information on business activities (CBI) or personal identification information (PII) of customers, number of affected customers.	73



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