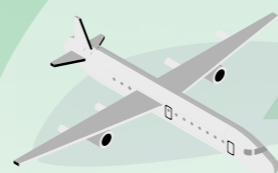
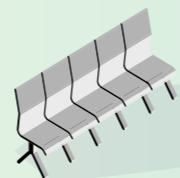




Grupo  
Aeroportuario  
del Pacífico



# WE ARE **+** **GAP**

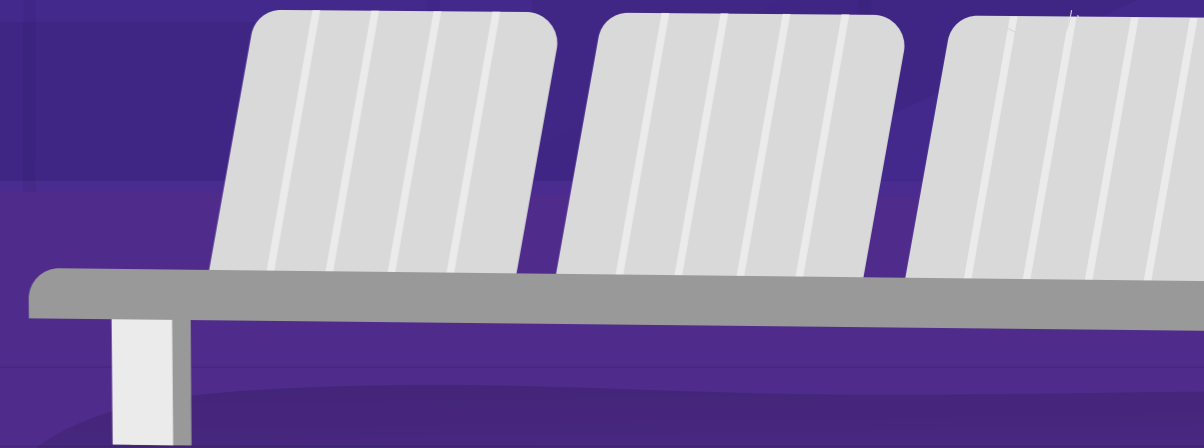
SUSTAINABILITY  
REPORT  
2022

# WE ARE **+** **GAP** **Generating Actions that are Positive**

2022 was a year of great challenges, but also one of important growth and transformation for GAP, thanks largely to our team and our ability to adapt. We reiterate our strategy of keeping sustainability at the heart of all our decisions.

## **TODAY WE ARE MORE GAP**

We also seek to be more experienced, committed, transparent, teamwork, empathetic, and aware to produce a better future.



# Index

4

**2022 at a glance**

5-9

**Message from the CEO**

10-29

**We are + GAP**

- Mission, vision and values
- We fly at 30,000 feet
- Presence and Dimensions

VALUE OFFERING

30-72

**We are + experience**

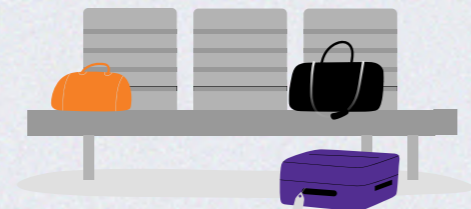
- Our services
- Supply chain
- Infrastructure
- Service quality
- Culture of innovation
- Operation safety
- Civil aviation security

SUSTAINABILITY

73-95

**We are + commitment**

- Stakeholders
- Alliances
- Materiality
- Sustainability Strategy GAP 2030
- Sustainability Recognitions and Awards



CORPORATE GOVERNANCE

96-121

**We Are + transparency**

- Corporate governance
- Risk management
- Ethics and transparency
- Information security

OUR TEAM

122-142

**We are + team**

- GAP Attitudes
- Human capital
- Benefits
- Training and performance
- Health and safety

OUR COMMUNITY

143-164

**We are + empathy**

- GAP Foundation
- GAP Schools
- Community Training Centers
- Actions with a cause
- Events with an impact

ENVIRONMENTAL COMMITMENT

165-201

**We are + aware**

- Efficiency and sustainability
- Energy and emissions
- Biodiversity
- Wastes
- Water
- Noise and noise pollution

201-211

**About this annual report**

**GRI Content Index**

**SASB Index**

**TCFD Index**

**Contact**

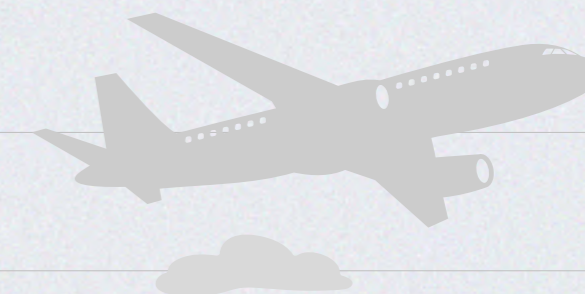




# 2022 at a glance

GRI 2-6, 201-1, 203-1, 203-2

	56.7	million passengers	➤ +32% vs 2021
	\$22,534	billion MXP in revenue	➤ +44% vs 2021
	14	airports	
	40	airlines	
	368	destinations	
	\$8,431	billion MXP in Mexico and Jamaica CAPEX	
	\$359.2	million MXP invested in technology and innovation	
	\$29.9	million MXP investment in environmental projects	
	2,314	employees	➤ 2,037 in Mexico 277 in Jamaica
	5.54%	Staff turnover rate	➤ 72.5% voluntary turnover 27.5% non-voluntary turnover
	137,332	hours of training to employees	
Energy consumption per passenger	6.9	MJ in Mexico	15.9 MJ/PAX in Jamaica
	304	events with social impact	
	1,619	students enrolled in Community Training Centers	





**Message from  
the CEO**

GRI 2-22

**TODAY MORE THAN EVER,  
WE ARE FOCUSED ON  
CREATING A BETTER FUTURE**

Tourism is one of the most important economic activities in the two countries where we operate: Mexico and Jamaica. Proud to be the organization that connects visitors with their favorite destinations and considering that the mobility generated by our users has environmental and social impacts, at GAP we have a strong commitment to help avoid or mitigate negative impacts, while continuing to identify and promote the positive ones.

The activities related to these impacts, as well as our environmental, social, and corporate governance (ESG) management are included in this Sustainability Report, a document that consolidates the efforts we have carried out at Grupo Aeroportuario del Pacífico throughout 2022.

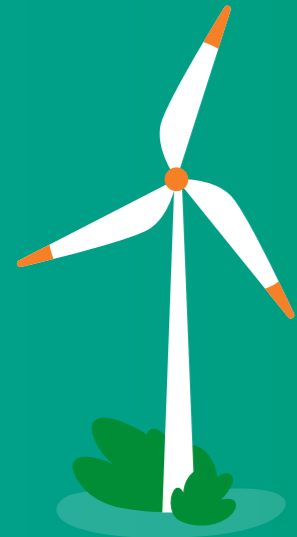
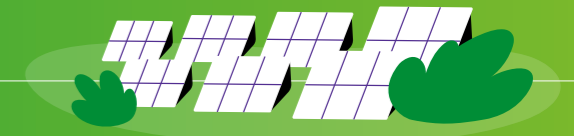
**Raúl Revuelta Musalem**  
CEO  
Grupo Aeroportuario del Pacífico

After the recovery of all routes affected by the COVID-19 pandemic, we achieved a historical record of over 56 million passengers in our airport network, with over 16% growth in air traffic as compared to the pre-pandemic period.

As part of our key actions for the year, we designed and presented our sustainability strategy at the Shareholders' Assembly, where four strategic pillars were defined: Environmental Commitment, Competitive Development, Social Empowerment, and Ethical Governance; which 30 strategic goals for 2030 stem from these pillars, in accordance with the United Nations Sustainable Development Goals and with the aim of creating value and contributing to the well-being of all our stakeholders.

Throughout this report, we present the progress made so far with our sustainability strategy.

# E > Our environmental contribution



We continue working on priority issues for our operation, such as energy efficiency, the activation of photovoltaic systems, and the measurement of our impacts on biodiversity. **To achieve this, we invested \$29.9 million pesos in environmental projects this year.**

Two new solar panel systems, known as carports, have been installed -one in the parking lot of the FBO in San Jose del Cabo and the other at the New Processing Building in Tijuana- with capacities of 130 kWh and 500 kWh, respectively. This equates to an additional **630 kWh of capability to produce 1.3 MWh more for consumption by our airports.** In accordance with this, we installed a 2.2 MWh photovoltaic solar plant at Kingston Airport..

By the end of 2022, each of our 14 airports would have at least one operational carport system



# S > Our **social** contribution

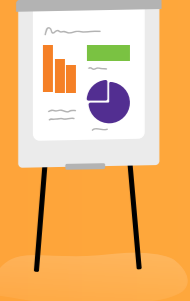
We continuously train our employees according to the Annual Training Plan, investing over \$10,901,784 during 2022 and providing an average of 64 training hours per employee.

This year, the **Gender Equality and Empowerment Strategy** was put into effect, along with several other actions by the GAP Women's Committee. These include adherence to the United Nations Gender Equality Compact, efforts to close the gender paygap at all levels of the organization, the creation of a gender equality policy for a discrimination-free work environment, and alliances with institutions to raise awareness on female empowerment and gender equality.



As a result of the initiatives aimed at achieving gender equity, for the second consecutive year, we are part of the Bloomberg Gender Equality Index

Part of our DNA is to maintain a strong commitment to our community, with education being our primary focus



Currently, we have **1,223 students** enrolled in GAP Schools and **1,619 students** in our Community Training Centers.



# G > Our Corporate Governance



We continue to strengthen the management of ESG issues within our Board of Directors so as to position ourselves as leaders in the airport sector, while delivering solid financial results for our investors and shareholders. Most importantly, we continue to enhance the passenger experience at our airports.

As part of our **Master Development Program**, the largest in our history, we have achieved new projects at the airports of Tijuana, Guadalajara, Puerto Vallarta, and Los Cabos. In Tijuana, a new processing terminal building was inaugurated, and the construction of a new hotel, parking lot, and second runway in Guadalajara started, as well as the second terminal at Puerto Vallarta Airport and the expansion of Terminal 2 at Los Cabos, among other construction projects.



For the second time, we actively participated in the **S&P Global Corporate Sustainability Assessment (CSA)** improving our score by nine points, compared to that achieved in 2021. This allowed us to maintain our position in the S&P Sustainability Index, as well as in the top 10 of the MILA region for the same index.

For the second time we have maintained our number one position in the IC-500 Corporate Integrity ranking





# Throughout the year, GAP demonstrated the strength it has to overcome adversities and **continue generating value for our shareholders, airlines, passengers, tenants, and employees**

In the coming years, and specifically in 2023, the challenges will be even greater as we aim to consolidate various transformation projects within the company, such as becoming a sustainable and digital enterprise that provides an enhanced passenger experience, among other major objectives. Continued transformation is the only way for us to seize the significant opportunities that lie ahead.

We endeavor to continue working to be recognized by our employees as a great employer, by our customers, visitors, and tenants as a strong ally, and by our communities as a reliable neighbor.

**Our deepest gratitude to those who make it possible for GAP to maintain long-term relationships with the airport community, passengers, visitors, investors, partners, and employees.**

Thank you for joining us in this summary of the year, where we present detailed ESG actions and initiatives.

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



# WE ARE + GAP

## Mission, vision and values

GRI 2-1, 2-23

We operate **14 airports** throughout Mexico and in Jamaica

We are Grupo Aeroportuario del Pacífico, S.A.B. de C.V. (GAP), a Mexican company committed to providing pleasant experiences for our passengers, visitors, employees, and the community, with a focus on sustainability.

For over two decades, we have been serving airlines and passengers at the 12 airports we have concessions for in Mexico, and we have a similar track record of serving two airports in Jamaica, connecting millions of people each year to important tourist destinations and metropolitan areas.

Since then, we have strived to offer the best experience to those who visit or travel through our airports by providing innovative and distinguished gathering spaces.



### Mision

To provide services that contribute to regional, domestic, 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.



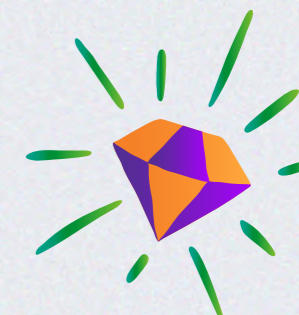
#### Teamwork.

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.



### GAP mindset



#### Putting our values into practice.

Not just knowing they exist, but translating them into everyday activities to guide the way we relate to, and with, others (with respect, empathy, passion, humor, honesty, communication, and teamwork) based on authentic shared principles (and not vested interests).



#### Transcendence.

It is how our organization pursues accomplishing its mission, with a positive impact for the world and not just short-term success. Inspiration is used to motivate our organization to transcend.



#### Recognition.

Our organization recognizes and rewards actions based on our fundamental values, instead of only focusing on results.



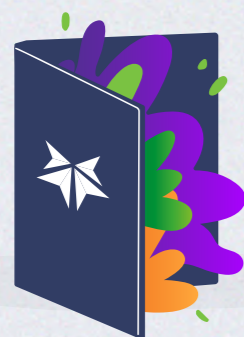
#### Collaboration and trust.

This behavior promotes effective coordination among areas and groups to obtain optimum results. Trust is a catalyst that enhances performance within the organization, uniting people and defining the way they all relate to each other.



#### Open communication.

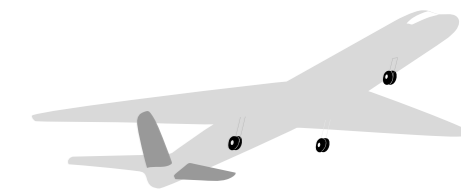
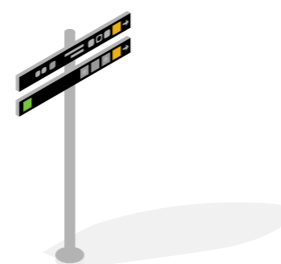
It enables honest feedback, despite different viewpoints, all within an environment of trust and confidence. Open communication between leaders and employees allows for sharing information openly, honestly and genuinely.



# We fly at 30,000 feet

The airport industry has faced significant turbulence in the past two years. However, we are pleased to say that activities and flights have resumed, allowing us to surpass pre-pandemic levels in the majority of our airports. We have recovered all routes affected by COVID-19, and the traffic has grown over 16% compared to the period before the pandemic, reaching a historic record of over 56 million passengers served in our airport network.

This year, we are thrilled to state that we have experienced substantial growth in the demand for our services, particularly in our Mexican airports. This represents a great opportunity for us, but also a significant challenge as we are committed to maintaining service quality and ensuring an excellent experience for all our passengers. Our commitment to quality has led us to innovate and invest in technology, staff training, and other actions that will be presented later in this report.



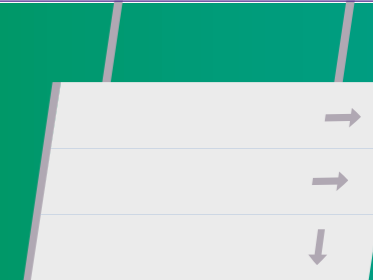
	PASSENGER TRAFFIC (MILLIONS)	TOTAL REVENUES (MXP MILLIONS)	NET INCOME (MXP MILLIONS)
2022	59.70	\$22,534	\$9,185
2021	42.93	\$15,646	\$6,044
2020	27.33	\$9,674	\$1,919
2019	48.71	\$14,319	\$5,455
Note. Excluding passengers in transit			

# Presence and dimensions

GRI 2-1, 2-6, AO1, AO3



## Domestic and international passenger traffic per year



Our passengers connect to **368 destinations** worldwide through the service of **40 airlines**

	DOMESTIC PAX	INTERNATIONAL PAX	TOTAL
2022	32,423	24,273	56,696
2021	25,806	17,126	42,937
2020	16,854	10,474	27,328
2019	30,783	17,926	48,709

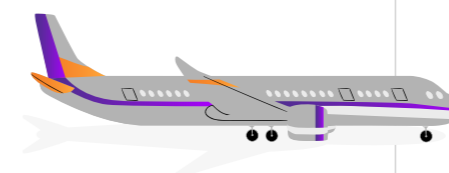


**Total passenger per airport**  
(thousands)

			2022	2021
1	<b>GDL</b>	Guadalajara	15,606.6	12,243.0
2	<b>TIJ</b>	Tijuana	12,324.6	9,677.9
3	<b>SJD</b>	Los Cabos	7,019.3	5,549.6
4	<b>PVR</b>	Puerto Vallarta	6,208.7	4,120.0
5	<b>MBJ</b>	Montego Bay	4,356.1	2,581.8
6	<b>BJX</b>	Guanajuato	2,603.2	2,119.0
7	<b>HMO</b>	Hermosillo	1,954.4	1,559.9
8	<b>KIN</b>	Kingston	1,562.1	830.5
9	<b>MXL</b>	Mexicali	1,298.8	1,094.0
10	<b>MLM</b>	Morelia	1,172.7	947.1
11	<b>LAP</b>	La Paz	1,079.7	919.8
12	<b>AGU</b>	Aguascalientes	929.3	793.4
13	<b>LMM</b>	Los Mochis	420.0	367.7
14	<b>ZLO</b>	Manzanillo	165.8	133.3



**Passengers per type of flight** (thousands)

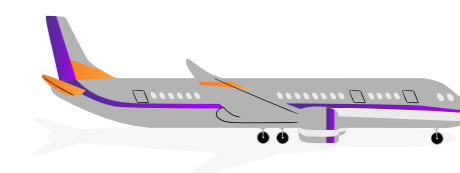


	DOMESTIC FLIGHTS	INT'L FLIGHTS	TOTAL
NO. OF PASSENGERS LANDING	16,518	12,102	28,620
NO. OF PASSENGERS DEPARTING	15,904	12,171	28,076
<b>TOTAL</b>	<b>32,423</b>	<b>24,273</b>	<b>56,696</b>

Note. Excluding passengers in transit.



**Cargo transported on cargo and passenger flights** (thousands of tons)



	CARGO FLIGHTS	PASSENGER FLIGHTS	TOTAL
ARRIVALS	537,804	827,314	1,365,118
DEPARTURES	320,069	4,442,373	4,762,442



### Passenger per origin, destination, and connection

(thousands)

AIRPORT	PASSENGERS OF ORIGIN	PASSENGERS OF DESTINATION	IN TRANSIT PASSENGERS	TOTAL PAX
Aguascalientes (AGU)	463,363	465,967	3,846	929,330
Guanajuato (BJX)	1,290,157	1,313,059	16,409	2,603,216
Guadalajara (GDL)	7,756,096	7,850,529	685,354	15,606,625
Hermosillo (HMO)	1,032,690	912,671	36,586	1,945,361
La Paz (LAP)	540,509	539,171	7,459	1,079,680
Los Mochis (LMM)	208,007	215,979	10,279	423,986
Morelia (MLM)	580,574	592,164	7,017	1,172,738
Mexicali (MXL)	718,177	580,654	9,119	1,298,831
Puerto Vallarta (PVR)	3,094,556	3,114,156	24,518	6,208,712
Los Cabos (SJD)	3,523,110	3,496,175	19,773	7,019,285
Tijuana (TIJ)	6,366,145	5,958,416	131,164	12,324,561
Manzanillo (ZLO)	83,152	82,636	2,460	165,788
Montego Bay (MBJ)	2,175,445	2,180,643	48,053	4,356,088
Kingston (KIN)	788,394	773,714	50,110	1,562,108
<b>TOTAL</b>	<b>28,620,375</b>	<b>28,075,934</b>	<b>1,052,147</b>	<b>56,696,309</b>



# GDL

## GUADALAJARA



Principal destinations

Mexico City  
Tijuana  
Cancun

Principal airlines

Volaris  
VivaAerobus  
Aeroméxico

Millions of passengers

15.6 +27% vs 2021  
+5% vs 2019

Destinations served

59

Traffic distribution

DOMESTIC 71.5% ➤ 28.5% INTERNATIONAL

Airlines

13

Aeronautic and non-aeronautic revenue per passenger

348.5 MXP

Capex

3,395.2 million MXP



# TIJ

TIJUANA



Principal destinations

Mexico City  
Guadalajara  
Culiacan

Principal airlines

Volaris  
VivaAerobus  
Aeroméxico

Millions of passengers

12.3

Destinations served

39

Traffic distribution

DOMESTIC 99.7% > 0.3% INTERNATIONAL

Airlines

5

Aeronautic and non-aeronautic revenue per passenger

261.6 MXP

Capex

1,408.7 million MXP

# SJD

LOS CABOS



### Principal destinations

Mexico City  
Los Angeles  
Dallas

### Principal airlines

Volaris  
American Airlines  
VivaAerobus

### Millions of passengers

7.0 +26% vs 2021  
+25% vs 2019

### Destinations served

46

### Traffic distribution

DOMESTIC 36.7%  63.3% INTERNATIONAL

### Airlines

20

### Aeronautic and non-aeronautic revenue per passenger

542.0 MXP

### Capex

777.1 million MXP



# PVR

PUERTO VALLARTA



Principal destinations

Mexico City  
Los Angeles  
Tijuana

Principal airlines

VivaAerobus  
Volaris  
American Airlines

Millions of passengers

6.2 <sup>+51% vs 2021</sup>  
<sup>+23% vs 2019</sup>

Destinations served

54

Traffic distribution

DOMESTIC 42.8% ➤ 57.2% INTERNATIONAL

Airlines

22

Aeronautic and non-aeronautic revenue per passenger

451.4 MXP

Capex

1,611.2 million MXP



# MBJ

MONTEGO BAY



Principal destinations

New York  
Atlanta  
Toronto

Principal airlines

American Airlines  
JetBlue  
Delta Airlines

Millions of passengers

4.4 <sup>+69%</sup> vs 2021  
<sup>-8%</sup> vs 2019

Destinations served

54

Traffic distribution

DOMESTIC

0% ➤ 100%

INTERNATIONAL

Airlines

24

Aeronautic and non-aeronautic revenue per passenger

547.1 MXP

Capex

236.1 million MXP



# BJX

GUANAJUATO



Principal destinations

Tijuana  
Cancun  
Mexico City

Principal airlines

Volaris  
VivaAerobus  
Aeroméxico

Millions of passengers

2.6 +23% vs 2021  
-6% vs 2019

Destinations served

20

Traffic distribution

DOMESTIC 70.2% ➤ 29.8% INTERNATIONAL

Airlines

5

Aeronautic and non-aeronautic revenue per passenger

372 MXP

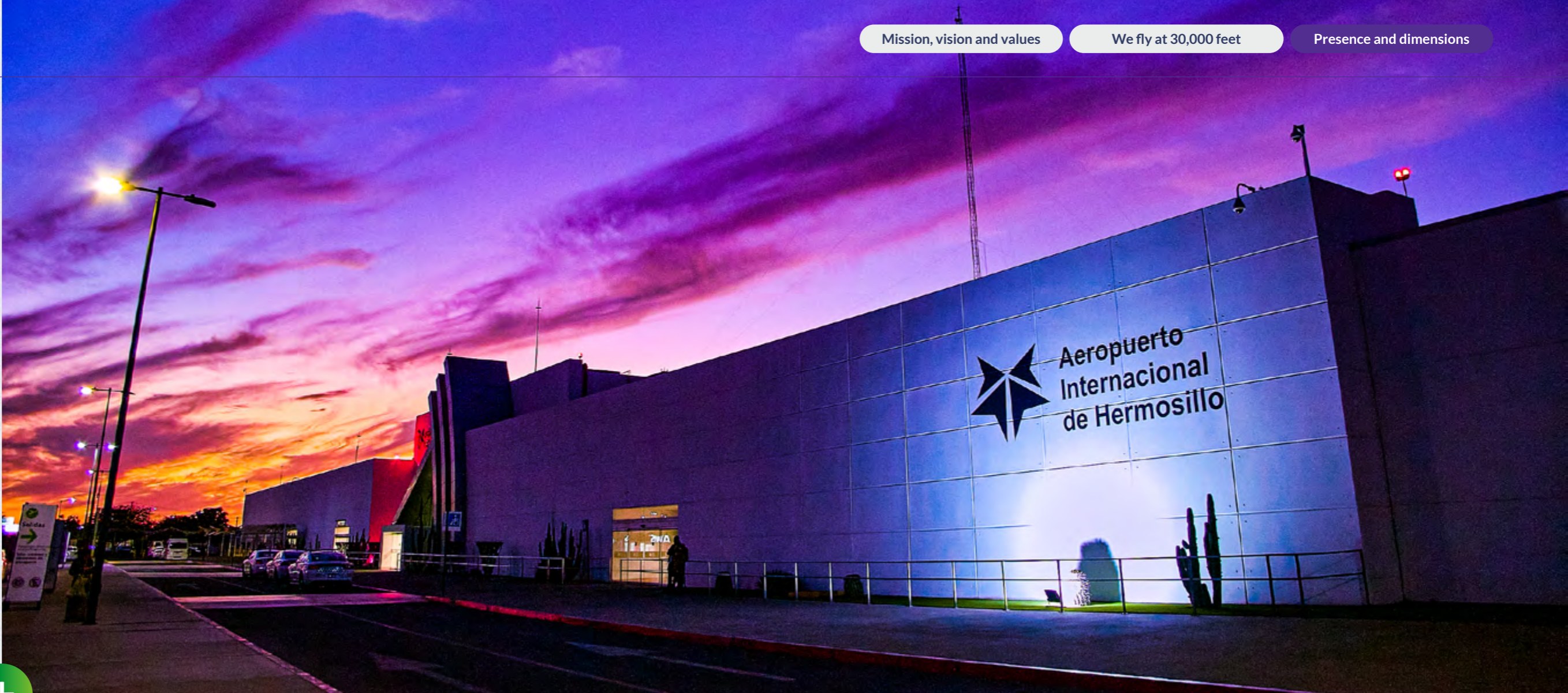
Capex

139 million MXP



# HMO

## HERMOSILLO



### Principal destinations

Mexico City  
Guadalajara  
Monterrey

### Principal airlines

Volaris  
VivaAerobus  
Aeroméxico

### Millions of passengers

1.9 +25% vs 2021  
+4% vs 2019

### Destinations served

13

### Traffic distribution

DOMESTIC 96.0%  4.0% INTERNATIONAL

### Airlines

6

### Aeronautic and non-aeronautic revenue per passenger

293 MXP

### Capex

128 million MXP

# KIN

## KINGSTON



### Principal destinations

Miami  
New York  
Fort Lauderdale

### Principal airlines

JetBlue  
American Airlines  
Caribbean Airlines

### Millions of passengers

1.6 **+88%** vs 2021

### Destinations served

23

### Traffic distribution

DOMESTIC 0.1% **>** 99.9% INTERNATIONAL

### Airlines

14

### Aeronautic and non-aeronautic revenue per passenger

730 MXP

### Capex

138 million MXP



# MXL

MEXICALI



### Principal destinations

Mexico City  
Guadalajara  
Culiacan

### Principal airlines

Volaris  
Aeroméxico  
TAR

### Millions of passengers

1.3 <sup>+19% vs 2021</sup>  
<sup>+8% vs 2019</sup>

### Destinations served

8

### Traffic distribution

DOMESTIC 99.5% ➤ 0.5% INTERNATIONAL

### Airlines

3

### Aeronautic and non-aeronautic revenue per passenger

268 MXP

### Capex

93 million MXP





# MLM

## MORELIA



### Principal destinations

Tijuana  
Chicago  
Los Angeles

### Principal airlines

Volaris  
VivaAerobus  
American Airlines

### Millions of passengers

1.2 +24% vs 2021  
+31% vs 2019

### Destinations served

14

### Traffic distribution

DOMESTIC 57.4% 42.6% INTERNATIONAL

### Airlines

5

### Aeronautic and non-aeronautic revenue per passenger

375 MXP

### Capex

57 million MXP



# LAP

LA PAZ



Principal destinations

Mexico City  
Guadalajara  
Tijuana

Principal airlines

Volaris  
Aeroméxico  
VivaAerobus

Millions of passengers

1.1 +17% vs 2021  
+7% vs 2019

Destinations served

14

Traffic distribution

DOMESTIC 97.6% > 2.4% INTERNATIONAL

Airlines

6

Aeronautic and non-aeronautic revenue per passenger

292 MXP

Capex

119 million MXP

# AGU

AGUASCALIENTES



Principal destinations

Mexico City  
Tijuana  
Cancun

Principal airlines

Volaris  
Aeroméxico  
American Airlines

Millions of passengers

+17% vs 2021  
+8% vs 2019

Destinations served

11

Traffic distribution

DOMESTIC 74.8% > 25.2% INTERNATIONAL

Airlines

6

Aeronautic and non-aeronautic revenue per passenger

293 MXP

Capex

142 million MXP

# LMM

LOS MOCHIS



Principal destinations

Mexico City  
Tijuana  
Guadalajara

Principal airlines

Volaris  
Aeroméxico  
Calafia

Millions of passengers

0.4 (424 miles de PAX) +15% vs 2021  
+8% vs 2019

Destinations served

7

Traffic distribution

DOMESTIC 98.3% ➤ 1.7% INTERNATIONAL

Airlines

4

Aeronautic and non-aeronautic revenue per passenger

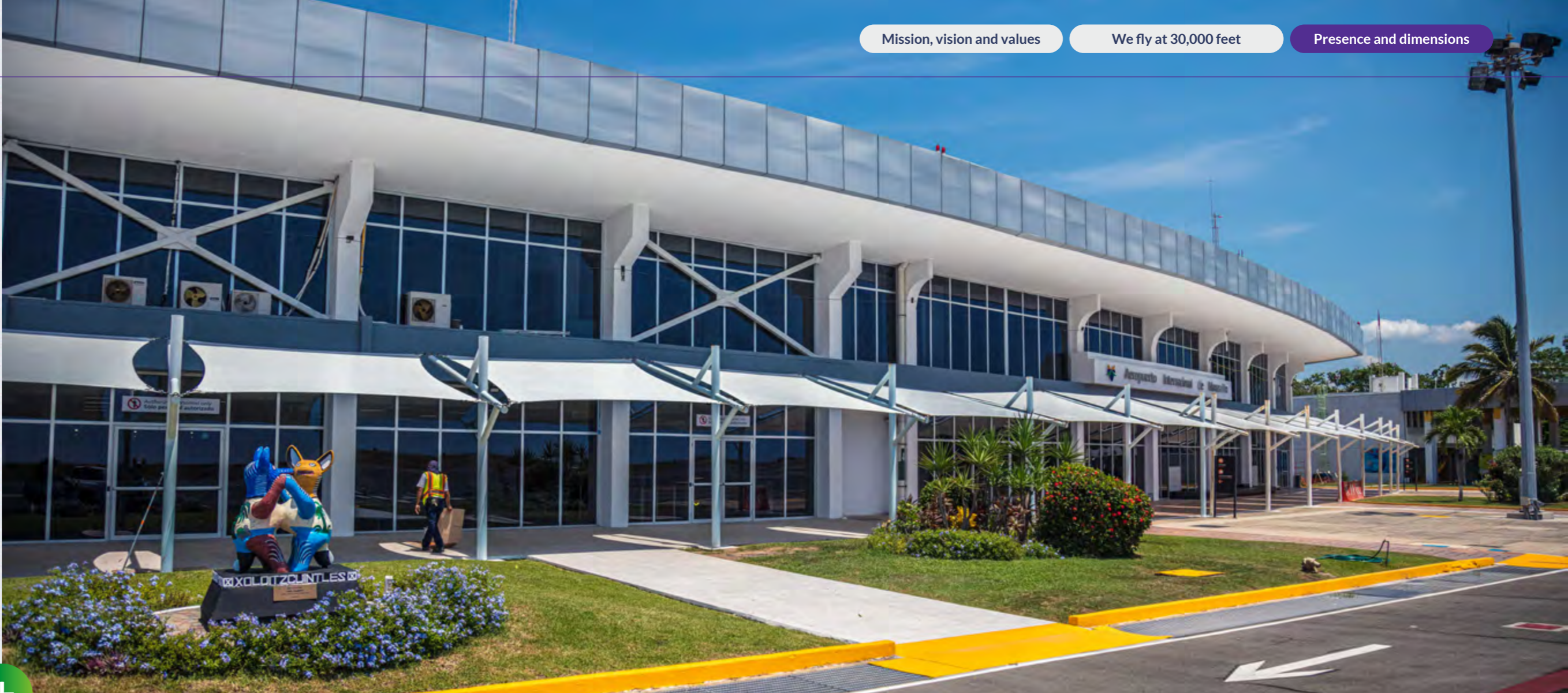
285 MXP

Capex

30 million MXP

# ZLO

## MANZANILLO



### Principal destinations

Mexico City  
Los Angeles  
Toronto

### Principal airlines

Aeroméxico  
Alaska  
Westjet

### Millions of passengers

0.2 (166 miles de PAX) +24% vs 2021  
-5% vs 2019

### Destinations served

6

### Traffic distribution

DOMESTIC 59.1% ➤ 40.9% INTERNATIONAL

### Airlines

5

### Aeronautic and non-aeronautic revenue per passenger

385 MXP

### Capex

50 million MXP



WE ARE

# + EXPERIENCE

We seek to satisfy customer and business partner needs and offer comfortable, efficient and safe travel experiences to all our passengers by placing at their disposal airport, commercial, and real estate services through a functional and modernized infrastructure.

14  
airports

40  
airlines

368  
destinations



# Our services

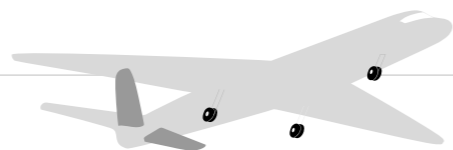
GRI 2-6

Our goal is to provide a pleasant, efficient, and safe travel experience for our users. To achieve this, we offer airport, commercial, and real estate services through a functional and modern infrastructure.

At GAP, we are constantly striving for excellence in our services and the attention we provide to users, clients, and business partners, aiming to meet and exceed the expectations of our stakeholders.

We have **three types** of services:

1



## Airport services

PROVIDED BY GAP

- Landing and takeoff
- Tarmac services
- Tarmac control
- Hangars for aircraft operation, storage, and maintenance
- Terminal building
- Security and surveillance
- Rescue and firefighting
- Emergency medical services
- Access to the federal area
- Mechanical boarding ramps
- Private flight terminals (SJD)

2

## Commercial and real estate services

PROVIDED BY GAP

- Parking (safe parking facilities for passenger vehicles)
- Advertising (static or digital advertising spaces for various audiences)
- AeroMarket (commercial shops offering various products)
- Commercial space leasing
- Meet and greet services (SJD and PVR)
- Vending machines
- VIP lounges (AGU, BJX, GDL, HMO, LAP, MXL, PVR, SJD, TIJ)
- Land leasing
- Hangar leasing
- COVID testing laboratories

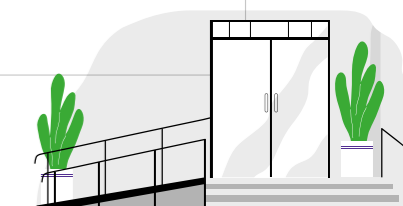


3

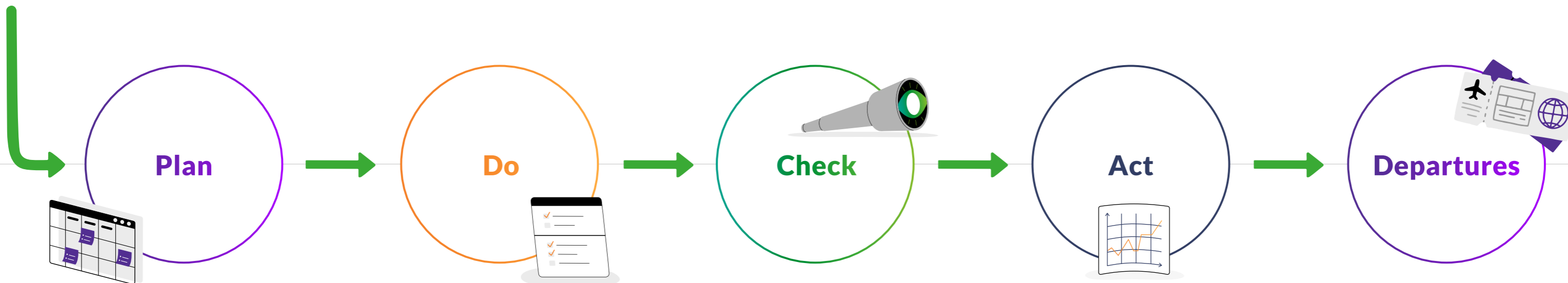
## Infrastructure solutions

PROVIDED THROUGH THIRD PARTIES

- Ramp services
- Traffic services
- Fuel supply
- Aircraft security and surveillance
- Removal of non-operational aircraft
- Aircraft maintenance and repair
- Ancillary services
- Fixed-base operator (FBO) services



# Ongoing process improvements



### Strategic business axes

Sustainability strategy

Materiality

Integrated management system policy

Risk management



### Strategic processes

- Operational Safety and AVSEC
- Operations
- Infrastructure
- Commercial
- Customer Service
- Parking

### Environmental and quality management

### Support processes

- Procurement
- Human Capital
- Information Technology
- Budget Control
- Project Management
- Legal
- Administration and Finance

### Integrated management system (IMS) risks



### Stakeholder needs

Regulatory compliance

ESG aspect evaluation

Management review

Internal audit



### Improvement plan

Reaction plan

Business continuity plan



Provision of airport services with safety, efficiency, and quality

IMS results

Satisfied stakeholders

Pollution reduction

Reduction of greenhouse gas emissions



## GRI 2-27

Our business is regulated by a comprehensive regulatory framework due to the nature of our activities. In the following table, you can see the different regulations we follow and their hierarchical order.

During 2022, the review and commenting process for the new draft of the Official Mexican Standard PROY-NOM-064-SCT3-2021 was completed. We provided several comments and improvement proposals. This adaptation of the regulations will have a significant impact on the Operational Safety Management Systems of all service providers, so we conducted a working session with our airports to determine the various strategies and changes that need to be implemented in anticipation of the publication of the standard in 2023.



1°

## Level

Airport Law

Civil Aviation Act

Doc. 7300 International Civil Aviation Convention (Chicago Convention) and its Attachments

2°

## Level

Regulation to the Airports Law

Regulation to the Civil Aviation Law

Mexican Aeronautical Registry Regulation

Medical Service in Transportation Regulation

Regulation for the Issuance of permits, licenses, and certificates of PTA capacity

3°

## Level

NOM-064-SCT3-2012

NOM-107-SCT3-2019

4°

## Level

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

The primary agency responsible for the standardization of civil aviation is the International Civil Aviation Organization (ICAO), which, through its attachments and documents, sets the standards and recommendations as a reference for implementing best practices.



### Applicable ICAO attachments and documents

	 <b>Annexes</b> 	 <b>Documents</b> 	
	Annexes 1    Annexes 11    Annexes 15	Doc 9981    Doc 10044    Doc 9640	
		Doc 10066    Doc 9756    Doc 9683	
	Annexes 2    Annexes 12    Annexes 16	Doc 9137    Doc 9973    Doc 10019	
		Doc 9137    Doc 9998    Doc 9911	
	Annexes 3    Annexes 13    Annexes 17	Doc 9157    Doc 9432    Doc 9636	
		Doc 9157    Doc 9830    Doc 9957	
	Annexes 9    Annexes 14    Annexes 18	Doc 9184    Doc 9870    Doc 9984	
		Doc 9476    Doc 9481    Doc 9365	
	Annexes 10	Doc 9774    Doc 9859	
		Doc 9977    Doc 9691	

Following Volume 1 of the Annex to the Convention on International Civil Aviation established by ICAO and the Federal Civil Aviation Authority (FCAA), together with relevant regulations, we maintained the aerodrome certification at all our airports in Mexican territory. This ensures compliance with the standards and methodologies for the facilities, equipment, procedures, and physical characteristics of our airports.

To improve the efficiency of our airport rectification processes under the authority's responsibility, our internal audit program allows us to identify, monitor, and promptly address any deviations from ICAO/AFAC standards.

We are the only airport group in Mexico that has **all of its airports certified**

# Supply chain

GRI 2-6, 3-3, 204-1

We select our suppliers according to a set of rules in which we assess their commitment to business ethics, social responsibility, the environment, and their ESG<sup>1</sup>, practices. These evaluation criteria can be found in our **General Contracting Standard**.

In all applicable contracts, we include a clause specifying the environmental criteria to which our suppliers are subject.

We have a **Procurement Unit (PU)** that is responsible for ensuring certainty and determining the feasibility of any business plan within the organization, as well as for conducting, managing, and developing all contracts in accordance with our procurement, acquisition, and value creation strategies.



## Bidding process

1

The basis for contracting, both internal and external, is established through formal requests.

2

Proposals are classified into the following types:

Works, installations, and supplies

Acquisitions

Services

3

Contract management is carried out as follows:

Decentralized - conducted by airports.

Centralized - conducted by the corporate office.

4

The modalities in which contracting can take place:

Open

Closed

Direct award<sup>2</sup>

Emergencies and urgencies



<sup>1</sup> Consult GAP Code of Ethics where the proper supplier relations are established: [https://www.aeropuertosgap.com.mx/files/Code\\_of\\_Ethics.pdf](https://www.aeropuertosgap.com.mx/files/Code_of_Ethics.pdf)

<sup>2</sup> All direct assignments require prior authorization from the corresponding Corporate Governance unit, as per the established authorization level. Furthermore, contracts must comply with specific criteria to be accepted as a direct assignment.

All our suppliers are classified into the following **four categories**:



### Confidential.

Those suppliers to whom the disclosure of contract purpose and characteristics could jeopardize the safety of individuals and assets, therefore requiring work confidentiality.



### Strategic.

Suppliers with whom the UC, in conjunction with the Suggestion Unit (SU), decides to work formally for a specific period of time under specific conditions related to aspects such as quality, price, timeliness, economies of scale, technology, delivery, payment, warranties, or legal processes, among others.



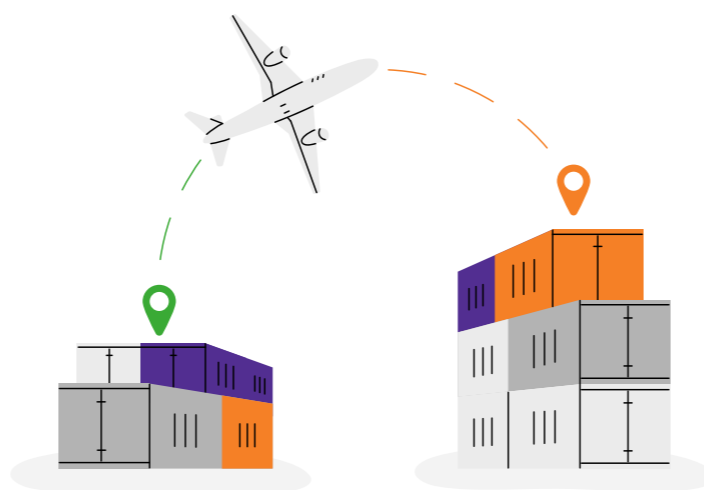
### Transactional.

These are defined by exclusion as all active suppliers in the registry, subject to bidding processes, and not part of any specific contracting strategy.



### Sole-source.

These suppliers, because of market reviews and studies conducted by the Company, are found to be the only ones capable of providing the required goods or services at the time of analysis.



## Supplier evaluation

To establish any kind of commercial relationship with suppliers of products and services, we conduct an evaluation to ensure that all prospective suppliers comply with regulations regarding the prevention of operations with funds of suspected origin (illicit, terrorism, and corruption), are not involved in illicit activities, and meet our ESG criteria for suppliers.

Subsequently, to protect the interests of the Group, once the relationship with the suppliers is formalized, a verification process takes place in which the following is done:

Verification that the supplier's data comes from reliable sources, allowing us to identify any commercial risks.

Identify the company's management structure, including partners and shareholders.

Investigate whether the organization has sanctions or Politically Exposed Persons (PEPs) and/or any kind of reputational risk.

Monitor changes in scenarios and signs of compliance issues.

Review if there are unauthorized transactions and/or business dealings with individuals, companies, countries, and entities that may pose a risk.

This year we implemented the **supply chain risk management strategy**, which establishes processes and criteria to mitigate any risks that may arise in GAP. The strategy was developed in line with our GAP 2030 Sustainability Strategy.

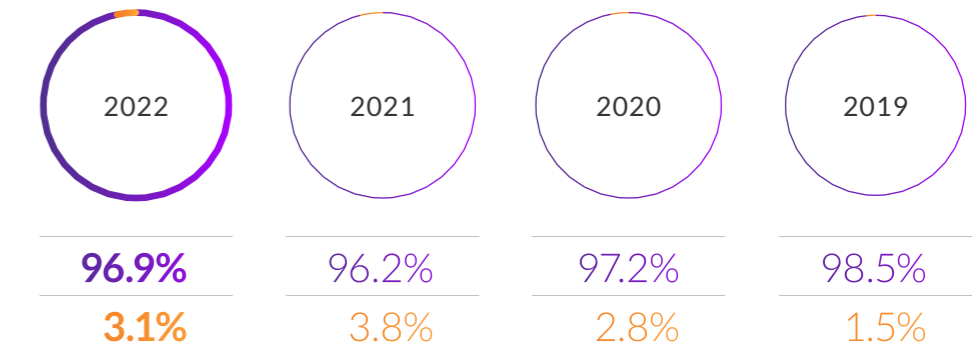
## 96% of our suppliers in Mexico are domestic in terms of transaction amounts



### Proportion of transaction amounts with GAP Mexico suppliers

DOMESTIC MX

INTERNATIONAL MX



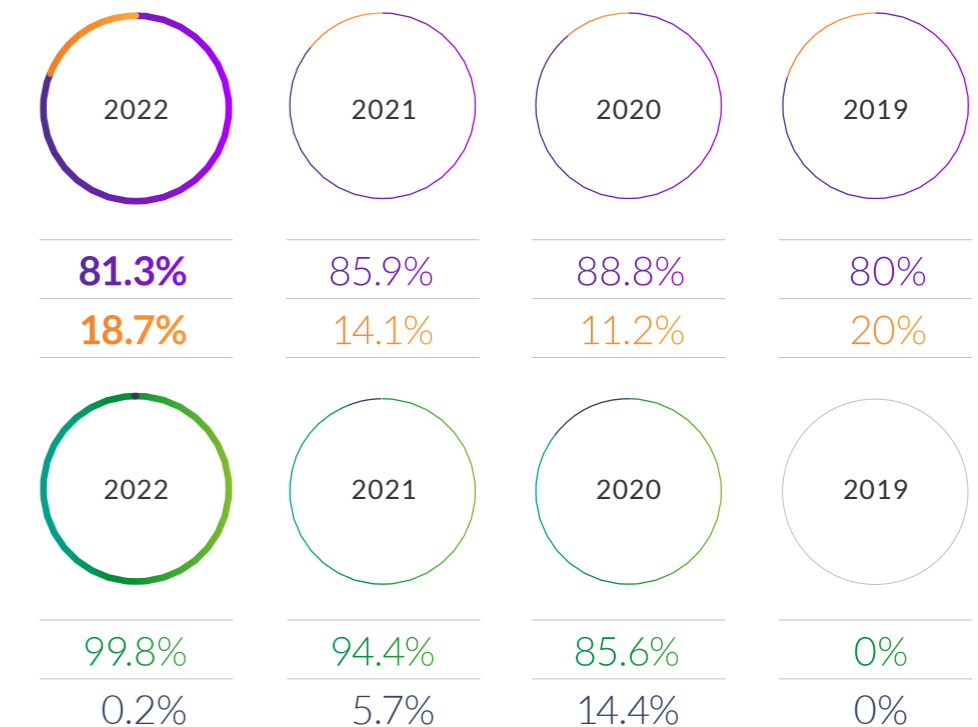
### Proportion of transaction amounts with GAP Jamaica suppliers

DOMESTIC MBJ

INTERNATIONAL MBJ

DOMESTIC KIN

INTERNATIONAL KIN



# Infrastructure

GRI 203-1, 203-2

Mobility is a key focus at GAP, and we believe that inclusion helps us create positive and enjoyable travel experiences for all our users. In this regard, we have facilities and services that facilitate access for everyone.

To meet the standards for enabling facilities for persons with disabilities, reduced mobility, older adults, and those with strollers, among others, significant investments have been made in projects aimed at retrofitting our facilities.

We are proud to say that anyone visiting our airports can move around without architectural barriers or obstacles thanks to our accessibility program, which operates in all our airports.



## Inclusive infrastructure in our airports

Elevators and ramps in parking lots and terminals that facilitate movement to lower levels.

Parking spaces for pregnant women, the elderly, or mothers with small children.

4% of our parking spaces are reserved for persons with disabilities, with proper signage and dimensions.

Preferential entrances at inspection and immigration points for persons with disabilities.

Restroom modules have Braille signage at the entrance, as well as an adapted and equipped restroom for persons with disabilities.

Family restrooms or baby rooms (MLM, GDL, AGU, SJD, TIJ, and ZLO).

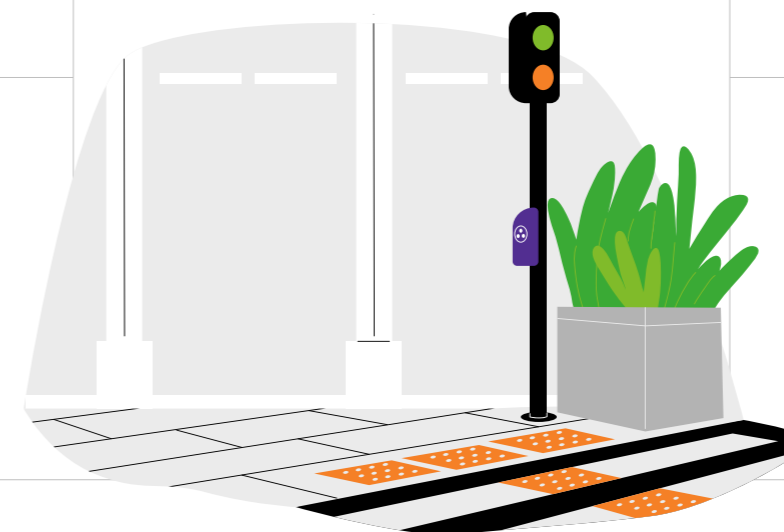
All boarding accesses to remote positions have ramps and preferential spaces on aerobridges.

Tactile flooring with reliefs and guides (HMO, LMM, MXL, and PVR).

All signage in our airports is designed with accessibility features.

Spacious areas in our gate lounges.

3D touch maps (HMO).





## Infrastructure initiatives in terminal buildings and waiting areas



### Tijuana (TIJ)

#### New Processing Building (NEP)

40,000 m<sup>2</sup> total surface area

#### PHASE II

2 new boarding gates for remote positions

1 conveyor for international luggage

Separation of passenger arrival flows



### Guadalajara (GDL)

#### Mixed-use building

44,400 m<sup>2</sup> of construction for mixed-use complex

Extended domestic arrival areas

180 room hotel

12,900 m<sup>2</sup> office space in two buildings



### Los Cabos (SJD)

#### Extended and renovated terminals T2 and T3

19,500 m<sup>2</sup> of enlargement (a 37% increase)

15,000 m<sup>2</sup> of renovation

10 new remote-boarding areas (Aerocar)

5 contact boarding areas (passenger boarding bridge)

4 new security points



### Puerto Vallarta (PVR)

#### New terminal building

61,242 m<sup>2</sup> square meters of construction for the new terminal building

58 document counters

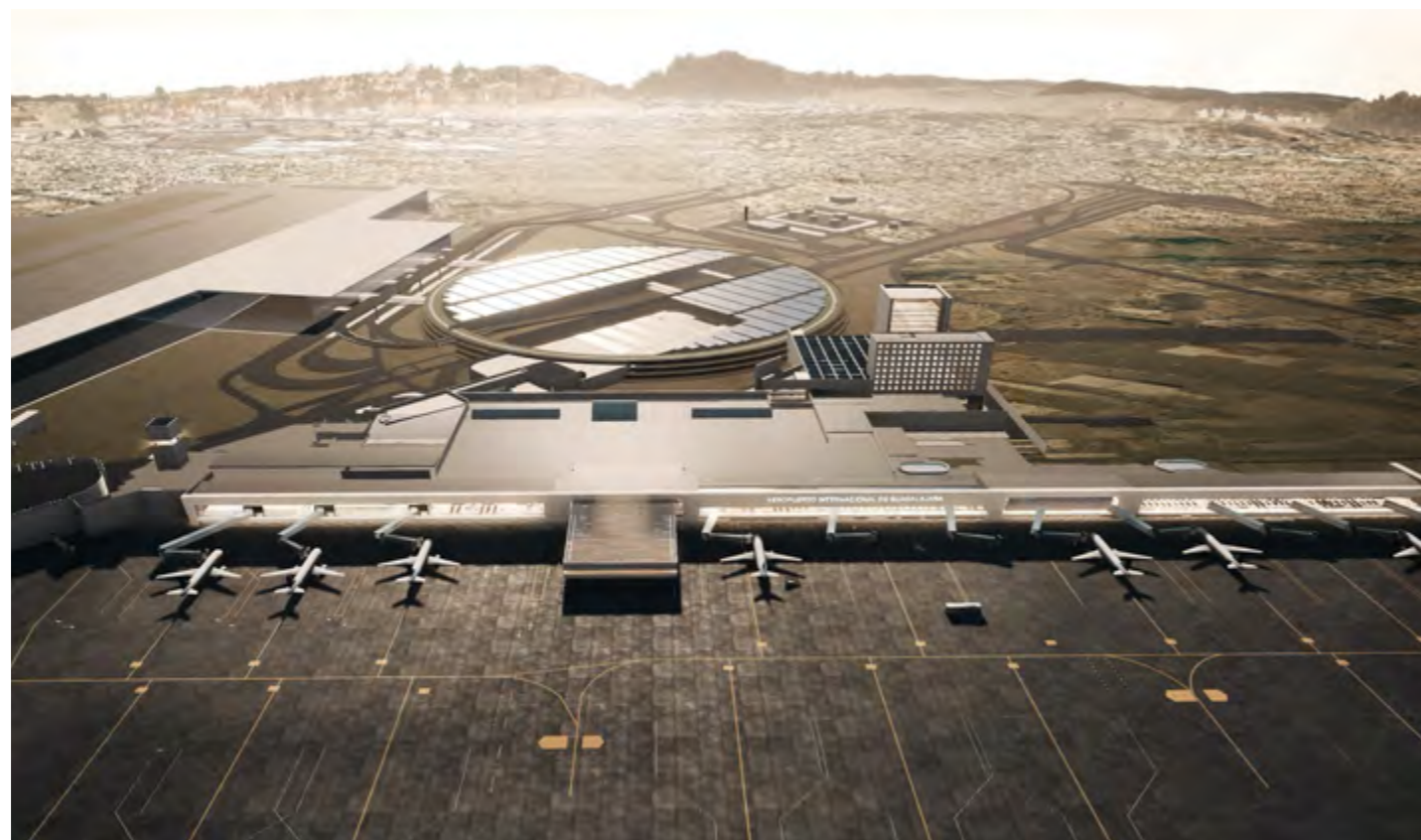
11 lines for passenger baggage inspection

8 aircraft contact positions

2 remote aircraft positions



### Runway infrastructure initiatives



#### Guadalajara (GDL)

+ 170,000 m<sup>2</sup> of the new taxiing system and construction of the second runway

200,000 m<sup>2</sup> of the new general aviation area

45 hangars covering a total area of 33,000 m<sup>2</sup>



#### Los Cabos (SJD)

37,000 m<sup>2</sup> of the new general aviation tarmac

One commercial tarmac position rehabilitated with concrete pavement





## Significant investments in infrastructure in Mexico

AIRPORT	DESCRIPTION	SIZE	APPROXIMATE COST MILLIONS OF MXP	AMOUNT USED IN 2022	INVESTMENT TERM
<b>TIJ</b>	New Processing Building (NEP)	40,000 m <sup>2</sup>	\$1,448	\$238	2019-2023
	Extended commercial tarmac (6 positions), general aviation tarmac, and handling tarmac	68,200 m <sup>2</sup>	\$608	\$102	2020-2023
<b>GDL</b>	Construction of a mixed-use building (UMG)	44,400 m <sup>2</sup>	\$1,683	\$614	2020-2023
	New Rescue and Firefighting Services (RFFS) building	2,500 m <sup>2</sup>	\$68	\$68	2020-2022
	Construction of second runway and new taxiing system	170,000 m <sup>2</sup>	\$1,499	\$656	2020-2024
	New general aviation area	200,000 m <sup>2</sup>	\$842	\$354	2021-2024
	Construction of hangar	33,000 m <sup>2</sup>	\$541	\$385	2021-2024
<b>SJD</b>	Extended and renovated terminals T2& T3	19,500 m <sup>2</sup>	\$950	\$189	2020-2023
	New general aviation tarmac	37,000 m <sup>2</sup>	\$177	\$95	2021-2023
<b>PVR</b>	New Terminal Building (NET) Foundations phase and Metal Structure	61,200 m <sup>2</sup>	\$2,440	\$1,084	2022-2024
	Construction of new commercial tarmac and extended remote commercial tarmac	25,100 m <sup>2</sup>	\$495	\$212	2022-2024



## Significant investments in infrastructure in Jamaica

AIRPORT	DESCRIPTION	SIZE	APPROXIMATE COST USD	AMOUNT USED IN 2022	INVESTMENT TERM
<b>KIN</b>	Photovoltaic system	2.2 MW	\$2,905,703	\$2,137,101	20 years
	Asphalt laying for highways and cargo parking areas	30,530 m <sup>2</sup>	\$373,865	\$373,865	10 years
	Asphalt laying on terminal building highway, and patching projects	8,065 m <sup>2</sup>	\$109,736	\$109,736	10 years
	Retrofitting for 7 sanitary facilities, design phase	576 m <sup>2</sup>	\$63,902	\$63,902	10 years
	Rehabilitation of incinerator facilities	4,473 m <sup>2</sup>	\$33,172	\$33,172	10 years
<b>MBJ</b>	Extended departures building	3,690 m <sup>2</sup>	\$14,000,000	\$3,345,111	30 years
	Renovation of sanitary facilities	156 m <sup>2</sup>	\$374,000	\$373,749	10 years
	Expansion of firefighter room	456 m <sup>2</sup>	\$357,000	\$28,716	30 years
	Ground urbanization (accessways and parking) phase 1	11,700 m <sup>2</sup>	\$546,000	\$29,559	10 years
	Cargo terminal pavement	14,300 m <sup>2</sup>	\$494,327	\$194,225	10 years
	Waterline replacement	1,600 m of pipeline	\$297,256	\$78,780	20 years
	Modernization of JetBridges	4 JetBridges	\$500,000	\$471,992	10 years
	Solar energy (carports)	2 MW	\$2,000,000	\$471,616	20 years
	Replacement of chillers	5 chillers	\$1,391,125	\$77,213	10 years



## Cross Border Express (CBX)

To facilitate the mobility of our users and passengers, we have the Cross Border Xpress (CBX), a pedestrian bridge that allows crossing between the United States and Mexico borders, connecting the Tijuana International Airport with a passenger building in San Diego

The number of passengers using the CBX in 2022 increased by **49% compared to 2021, and 146% compared to 2020**, which is a clear reflection of the growing demand for our services after the pandemic, as well as the usefulness of this investment.

### CBX passengers

	PAX (MILLIONS OF PERSONS)	AIRPORT USERS WHO CONNECTED THROUGH CBX	CONNECTIONS
2022	4.2	34.1%	Guadalajara, CDMX, Bajío and Culiacán
2021	2.8	28.9%	Guadalajara, CDMX, Bajío and Culiacán
2020	+1.7	27.0%	Guadalajara, CDMX, Bajío and Culiacán
2019	+2.9	32.5%	Guadalajara, CDMX, Bajío and Culiacán

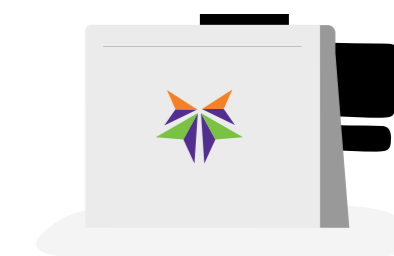
**Note.** Between March 21, 2020, and November 2021, there were restrictions on tourist crossings, allowing entry only to US citizens and legal residents.



# Service quality

GRI 404-2

Through concrete actions to improve our service, we strive to create unforgettable moments for all users of our airports before they embark on their journey. In this regard, our operations are based on four models that allow us to exceed our customers' quality expectations.





### Quality model in operations and services

We achieved 98% accomplishment for the RFFS quality model in all our airports



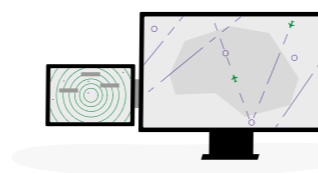
### Quality model for ground support services

In keeping with domestic regulations, the concessionaire must ensure proper, sufficient, safe, and efficient operations and services.

GAP has a monitoring-based model for five elements associated with safety, contractual status, operational development of suppliers, baggage handling, and experience as perceived by passengers. We use them to evaluate the overall efficiency and quality of each supplier.



### Quality model and operation control



Real-time monitoring of activities related to airport services rendered, the assigning of positions and gates, information for the public, service delays, and the quality of mechanical boarders, check-in waiting times allow us to comply with service provider re-responsibilities safely, efficiently, and with quality.

By applying this model, we are also able to oversee the efficient use of available infrastructure and evaluate fauna control services. This model achieved 98% compliance for the overall average of the 12 airports.



### Quality model and Firefighting and Rescue Service



According to ICAO, the primary purpose of RFFS (Rescue and Firefighting Service) is to save lives in the case of accidents or incidents taking place in the aerodrome and/or the surrounding areas. This service is provided to create and maintain survival conditions and to diminish infrastructure and equipment damage.

Our model evaluates the efficacy of training received by RFFS personnel, regarding their physical abilities to handle emergencies, the availability of RFFS equipment as per required operating parameters, and the response time considering any aviation emergency.

In 2022, an average compliance rate of 98% was achieved across all GAP airports. Additionally, in 2023, there are plans to continue the external training program at the GAP Training Center located at La Paz Airport. This program aims to fulfill ICAO requirements regarding real fire practice for personnel responsible for aviation-related emergency response.



### Quality model and janitorial services

This model is for evaluating janitorial services and identifying areas where machinery may be used to automate and modernize processes. For service measurement, we have 23 KPIs divided into: those perceivable by passengers; those not perceivable by passengers; and waste management.

Monitoring is daily and by shift. KPI results are part of a bonus payment program and are subject to sanctions according to performance. In 2022, an average compliance level of 87% was achieved across the 12 airports.

In 2023, the bidding process will begin to contract this service for the next 3 years. Taking advantage of this change, the model has been reviewed, focusing the service evaluation on passenger perception, and using the results from various quality surveys conducted at the airports. The number of key performance indicators (KPIs) has been reduced to 15, which will be weighed against their importance in the service evaluation.



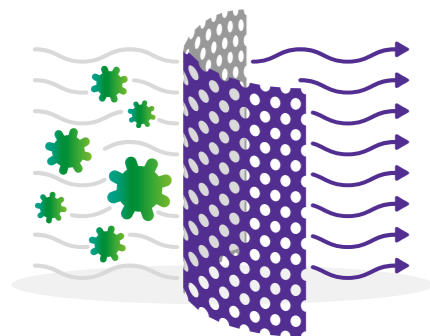
With several lessons learned from the pandemic, 2022 was a year in which we definitely took off, thanks to the trust of passengers in resuming travel while not neglecting the health and safety of our employees, users, and passengers. In this regard, we maintained the following actions at all airports.

**Biosafety measures recognized by different agencies**, such as social distancing; control of seating capacity; antibacterial gel dispensers; sanitizing mats; acrylic screens at counters; the use of facemasks by all airline personnel, commercial operators, and handlers; and the use of specific sanitization and sprays in all airports, as per WHO recommendations.

**Disseminating information in all our airports on COVID-19 risk factors and preventive measures** in compliance with FCAA requirements.

**Personalized attention at our six information modules** located at BJX, GDL, HMO, PVR, TIJ, and SJD, where we helped passengers fill out the COVID-19 questionnaires required the authorities for travel, in addition to normal follow-up on complaints, suggestions, information requests, lost & found services, as well as undertaking measures to improve satisfaction levels.

**Antigen and PCR lab tests for COVID** were available at every airport, so passengers who forgot or were unable to have said testing could travel safely and comply with requirements in other countries. This service was no longer needed after June 2022.



In 2022, we maintained **civil aerodrome certification at all 12 airports in Mexico**, which verifies compliance with airport infrastructure standards as well as operational, maintenance, civil aviation security, operational safety, and rescue and firefighting procedures in accordance with standards and methods established by ICAO and AFAC. **GAP is the only airport group in the country** to have this certification for all of its airports.

The effective maintenance of certification was reinforced through an internal audit program that monitored the level of compliance with ICAO and AFAC regulations by the corporate operations department across all airports in the group. It proactively identified possible deviations from the aerodrome certification requirements and promoted timely corrections or improvements, ensuring that the same conditions were maintained throughout the validity of the aerodrome certificate.

Continuing the **APEX program** for airport security at GAP airports, we conducted reviews at BJX, HMO, LAP, and PVR, in addition to GDL and SJD. During 2023, we will follow up on the corrective action plan for the observations made by ACI experts at these six airports, and we will also conduct APEX reviews at AGU, MLM, MXL, and TIJ airports.



As part of the planning, design, and management of the **Master Development Plans** (MDP), we have maintained constant oversight regarding compliance with quality standards in the concession of each airport. This ensured the fulfillment of service levels required by the aviation authority in the concessions agreements, as well as the evaluation of compliance with international standards defined by IATA. Additionally, functional designs for terminal buildings and airside infrastructure were created during the planning of the airport infrastructure.

The **investment program outlined in the MDP** has been closely monitored. We requested from AFAC the necessary amendments to the current MDPs to accommodate changes in investment scopes or categories, ensuring up-to-date information throughout the five-year execution period.

Furthermore, technical, and operational support was provided to the corresponding departments in charge of expansion, modernization, and equipment projects at the airports, in accordance with the requirements set forth in each MDP. Towards the end of 2022, we initiated the management process for project reviews.

The GAP Quality Model incorporates subjective quality, consisting of a survey system, quick opinion devices, complaint and suggestion boxes, and objective quality, which include measurements of process times at service points and availability of critical equipment.

As part of our reintegration into the ACI's ASQ program, **passenger satisfaction** was measured through surveys. These surveys allowed us to understand the needs and expectations of users regarding the perceived quality of services and facilities at the airports, facilitating comparisons with airports worldwide.

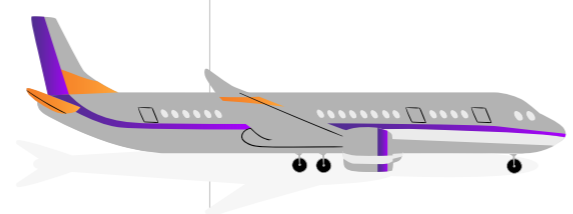
In 2022, we included the airports of BJX and HMO, joining the existing participating airports (GDL, PVR, SJD, and TIJ).

To continue generating data-driven action plans, we conducted supplementary surveys using "happy or not" feedback terminals. These surveys targeted passengers, airlines, and service companies, providing quick and straightforward feedback on services and facilities. This approach gives us a deeper understanding of the experiences of our passengers and other stakeholders.



### Satisfaction survey results

	PASSENGERS PERCEPTION	AIRLINES	COMPLEMENTARY SERVICES	
2022	4.33	4.02	4.23	<b>Note.</b> Average score of the 12 GAP airports in Mexico, where 1 is the lowest, and 5 is the highest score.
2021*	4.37	0	0	*As of March 2020, to late 2021, satisfaction surveys with airlines and complementary services were suspended due to the pandemic.
2020*	4.50	0	0	
2019	4.37	4.36	4.29	



Despite the challenges posed by the high demand for our services, we managed to secure a **satisfaction rating of above 4** in all categories



We are very interested in knowing what our stakeholders think about the services and attention we provide. In this regard, we provide information, assistance, and support through our Passenger Experience and Quality Assurance (PEQA) agents and operators of the six fixed information modules located at each

of our airports (GDL, TIJ, SJD, PVR, HMO, BJJ), as well as through PEQA agents at the airports (MXL, MLM, LAP, AGU, LMM, and ZLO) who provide assistance on the go.

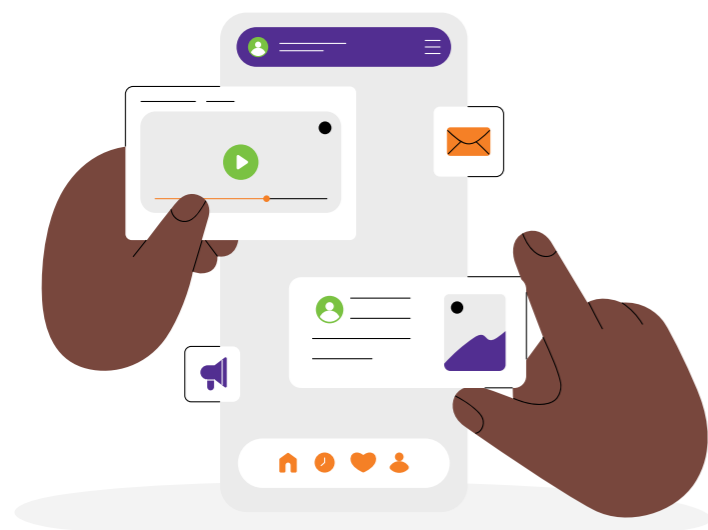
Furthermore, different communication channels exist to enable interactions.



- Contact GAP (website and email) + Suggestion boxes + Telephones
- + Information desks + ASQ ACI<sup>3</sup> program + Social media +
- GAP Airports App + Comment Cards and specific questionnaires

Understanding that we live in an increasingly digital world, **we have 16 social media communication channels that are open to receive suggestions, information requests, and complaints** expressed by users of our airports on a regular basis. This information is then forwarded to the relevant departments to establish a continuous improvement in service.

To date, these channels have reached over 256 million people with posts in which we communicate international and national recommendations, activities we carry out and those of our business partners, airport modernization, community initiatives, positive messages, and investment in various projects.

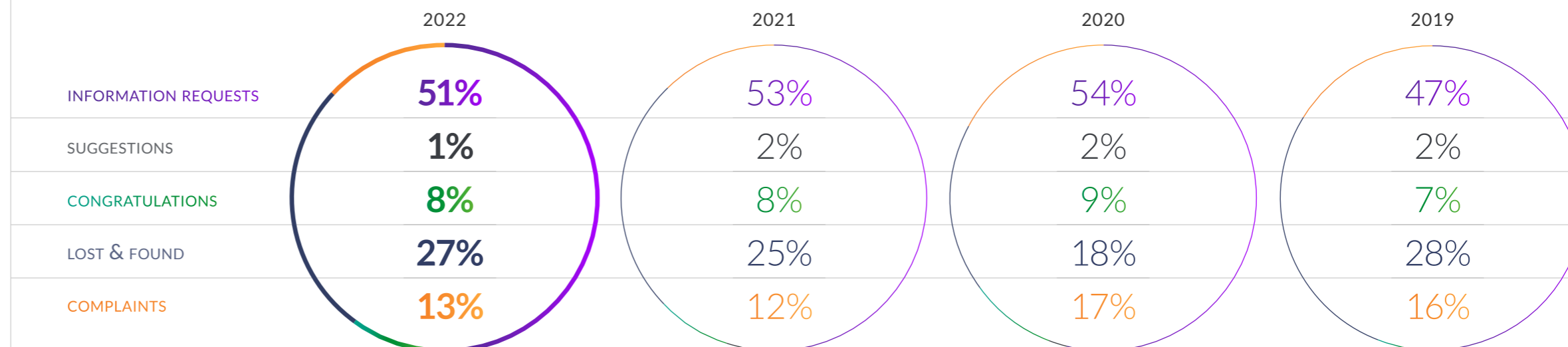


## Social media interactions

Twitter	Facebook	Instagram	LinkedIn
+ 95 k followers	+ 47 k followers	+ 19 k followers	+ 11 k followers
+ 4 k tweets published	+ 2 k posts published	+ 1,200 posts published	+ 200 posts published
+ 26 k retweets	+ 134 k reactions	+ 89 k interactions	+ 7 k reactions
+ 107 k likes obtained			
+ 4 million impressions	+ 252 million impressions	+ 2 million impressions	+ 326 k impressions



## Passenger feedback



Understanding that quality is perceived by our users and passengers throughout their entire interaction with our airports, employees, and airport community, throughout the year we conducted informative campaigns about key launches and projects

### > GDL 20-26 Plan

We launched the Plan GDL 20-26 Campaign to raise awareness about the transformation and modernization works at the Guadalajara International Airport. The main audience of this campaign is the Guadalajara airport terminal passengers and its airport community.

This plan aims to mitigate the inconveniences caused during the execution of the airport's most significant historical investment.



### > APP launch campaign

We also promoted the GAP Airports App Launch Campaign to communicate the benefits of the platform, whose aim is to enhance travel experiences for all our passengers.



### > PROGAP recognition program

An important element for continuous improvement in service quality is to recognize actions, attitudes, and behaviors that contribute to exceeding the expectations of our passengers and users.

Through the PROGAP Recognition Program, we acknowledge employees and the airport community across all 12 airports in the Group who have had a positive and direct impact on passenger experience. The recognition process involves a voting system, where individuals are

rated on a scale of 1 to 5 based on GAP's core values: respect, communication, honesty, passion, humor, empathy, and teamwork.

In 2022, we awarded 52 employees from various areas such as security and surveillance, janitorial services, ground transportation, parking attendants, airline personnel, and tenants providing winners with gift cards, diplomas, and engraved pins representing the different GAP values.

## > GAP BLUE Program

It is a free assistance service provided to passengers with disabilities, whether temporary or permanent, visible, or invisible, during their journey through our airport facilities. The service consists of three phases: **prior, during, and post-visit**. It does not replace any existing regulations or procedures related to disabled persons and their access to air travel services, whether mandated by authorities, airlines, or service providers. However, it provides passengers with tools such as identification elements, focused amenities, educational materials, reading materials or support, and even the option to plan a pre-travel familiarization visit and receive assistance from an EPAC agent throughout airport processes.

In partnership with Fundación Teleton, **3,822 members of our airport staff received training on developing skills** with a focus on respect and empathy. This training equipped them with the tools to improve the passenger experience and ensure equal access to the services we offer. Their participation was crucial in creating Accessible, Dignified, and Agile (ADA) travel experiences.

As a result, we were able to assist **80 GAP BLUE** cases, enhancing the travel experience for passengers with disabilities and their families. Their feedback motivates us to continuously improve, and we recognize the teamwork of the entire airport value chain in achieving this.

We conducted a **socialization campaign about GAP BLUE** on our social media platforms, with over 170 posts, as well as promotion through our partnerships





## Primary results for PAX experience and quality assurance



The airports of BJX and HMO were incorporated into the ACI **Airport Service Quality** (ASQ) program, joining the other airports that already participate in the program (GDL, PVR, SJD, TIJ). This program uses surveys to measure passenger satisfaction with services and facilities, and then compares them against other airports worldwide.



The GDL, PVR, SJD, and TIJ airports achieved **Level 1** accreditation in the ACI **Airport Customer Experience Accreditation**, demonstrating that customer experience is a priority for us, communicated internally and externally.



The PVR airport received the Best Hygiene Measures by Region award from ASQ for Latin America and the Caribbean, recognizing its outstanding hygiene measures as rated by passengers during 2021.



The **GAP BLUE** program was launched in all 12 airports in Mexico as part of our commitment to provide equal access to services for passengers with disabilities.



The 12 airports in Mexico obtained recertification for ISO 9001:2015 and ISO 14001:2015 standards, highlighting our ongoing commitment to meeting the requirements for these standards.

# Culture of innovation

GRI 3-3

Innovation is the tool that has allowed us to stand out among the rest and remain competitive in a changing world with rapid technological advancements.

As in the past several years, our **Innovation Week** served to recognize significant achievements in the aviation industry, and highlight different elements of our terminals.

In this edition of Innovation Week, we logged over **569 visits** and had **3,543 interactions** through our social media posts



## Investment in technology and innovation

	(MILLIONS OF MXP)	
2022	\$359	
2021	\$550	
2020	\$307	
2019	\$129	



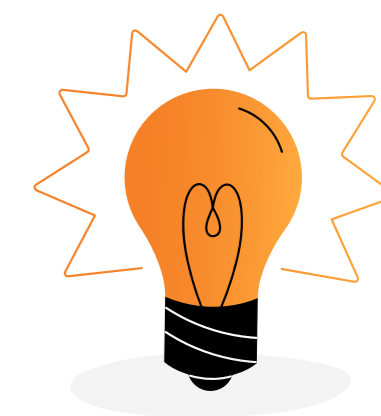
## Mayor innovation and IT projects

**CGA.** The operation of the Group's Airport Management Center began; in a space of 700m<sup>2</sup>, with capacity for 36 employees, 24-hour monitoring, 6 independent modules for different areas and services, with video walls, crisis room, rest area, bathrooms, dressing rooms, kitchenette, and meeting rooms, it enhances the resilience, proactivity.

**eGates.** Implemented the use of automatic gates prior to inspection points at airports, thus speeding up the passage of passengers, ensuring that they have a valid boarding pass and streamlining the process of access to inspection points, as well as providing information on the departure gate, thus improving the quality for users, and increasing the value of technology.

**Smart Airport.** We continued working with the integration of different infrastructure verticals to the Smart Airport platform, the value provided by this tool is to monitor and manage the electromechanical elements of the airports (stairs, elevators, etc.).

**Internet of Things.** The long range and low-cost communication infrastructure (Lora WAN) was implemented, with this communication platform, it is possible to sensor the passenger terminal buildings, as well as the polygon of the same; this to have monitoring applications for measuring noise, CO<sub>2</sub>, water consumption, emergency buttons and many other applications.



# Operation safety

GRI 3-3, 416-1, 416-2

It is a priority to provide services that are both safe and efficient, so we focus on identifying and managing hazards appropriately, and designing processes and systems that aim to reduce the number of incidents and accidents that may arise in our operations.

Due to the nature of our business, we have two interpretations of safety: operational safety and civil aviation security. Each has a specific objective, but they both have the purpose of preserving and protecting investments as well as the lives of our users, passengers, employees, customers, and society.

To continuously improve and identify any emerging risks, prevent them, and reduce the likelihood of any aviation accidents, we have implemented the Safety Management System (SMS). In addition to the system, multiple tools and techniques are utilized to standardize Group activities and operate in accordance with the SMS.

During 2022, we fully implemented oversight by the Civil Aviation Authority regarding SMS processes and criteria in our various airports, except for Los Mochis, which was rescheduled for 2023. As a result of this oversight, satisfactory results were achieved, thus reaffirming our role as a benchmark in the national airport industry.

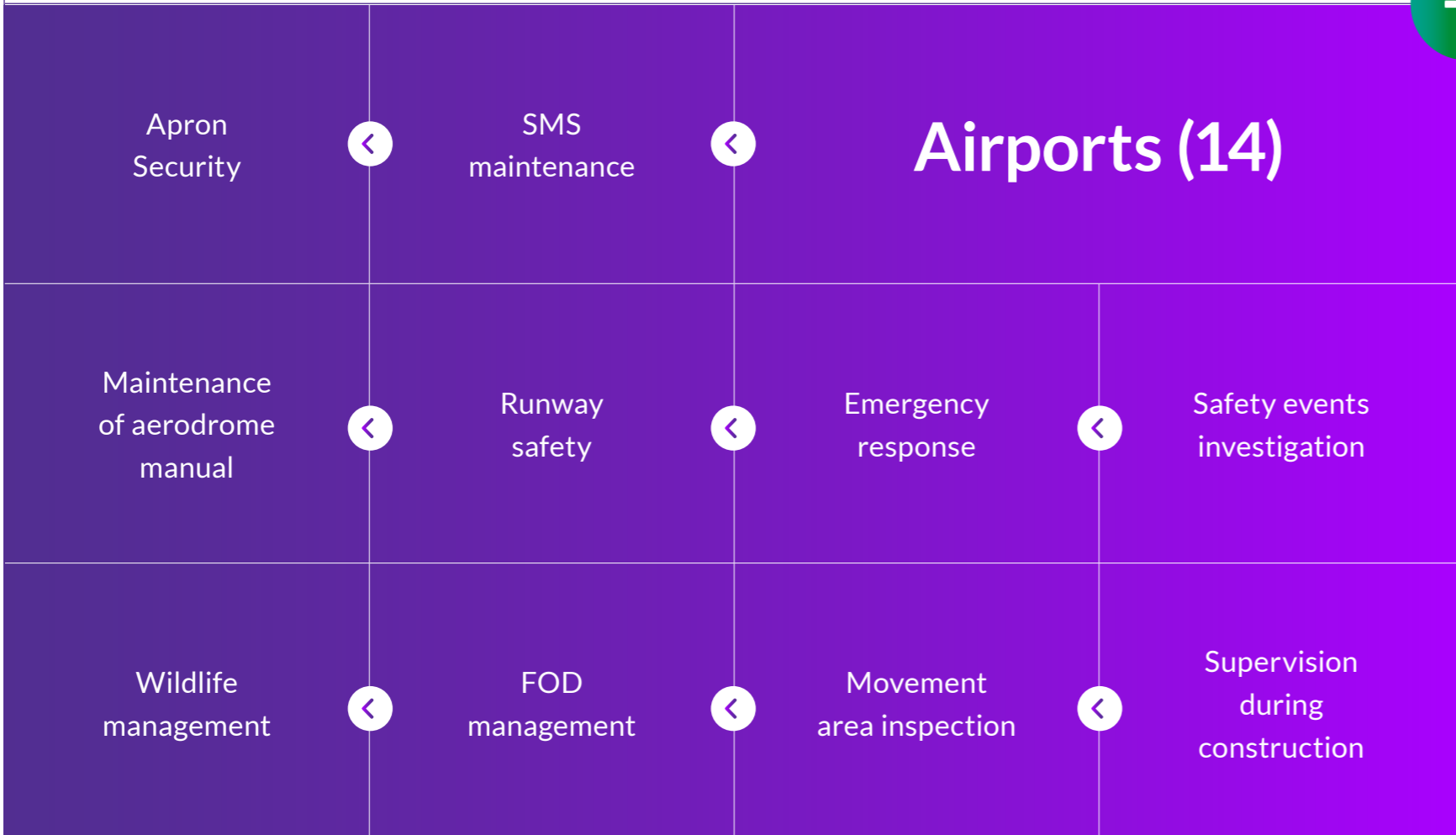
We are the only airport operator in Mexico with **100% of our airports certified in SMS**



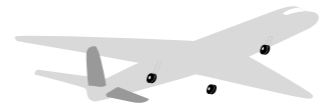
▼ GAP operation safety framework

# Airport safety

Continuous feedback between corporate and its airports regarding practical enforcement of policies, criteria and processes allows for ongoing improvement, raising the effectiveness of safety in all airports and ensuring its maintenance.



➤ Charged with regulatory analysis and designing policies, criteria and processes that help all GAP-operated airports to perform operation duties and safety, in addition to supplying ongoing advice on safety and to properly manage it.



➤ At the operation level, in charge of executing and supervising controls and activities that maintain and manage safety.





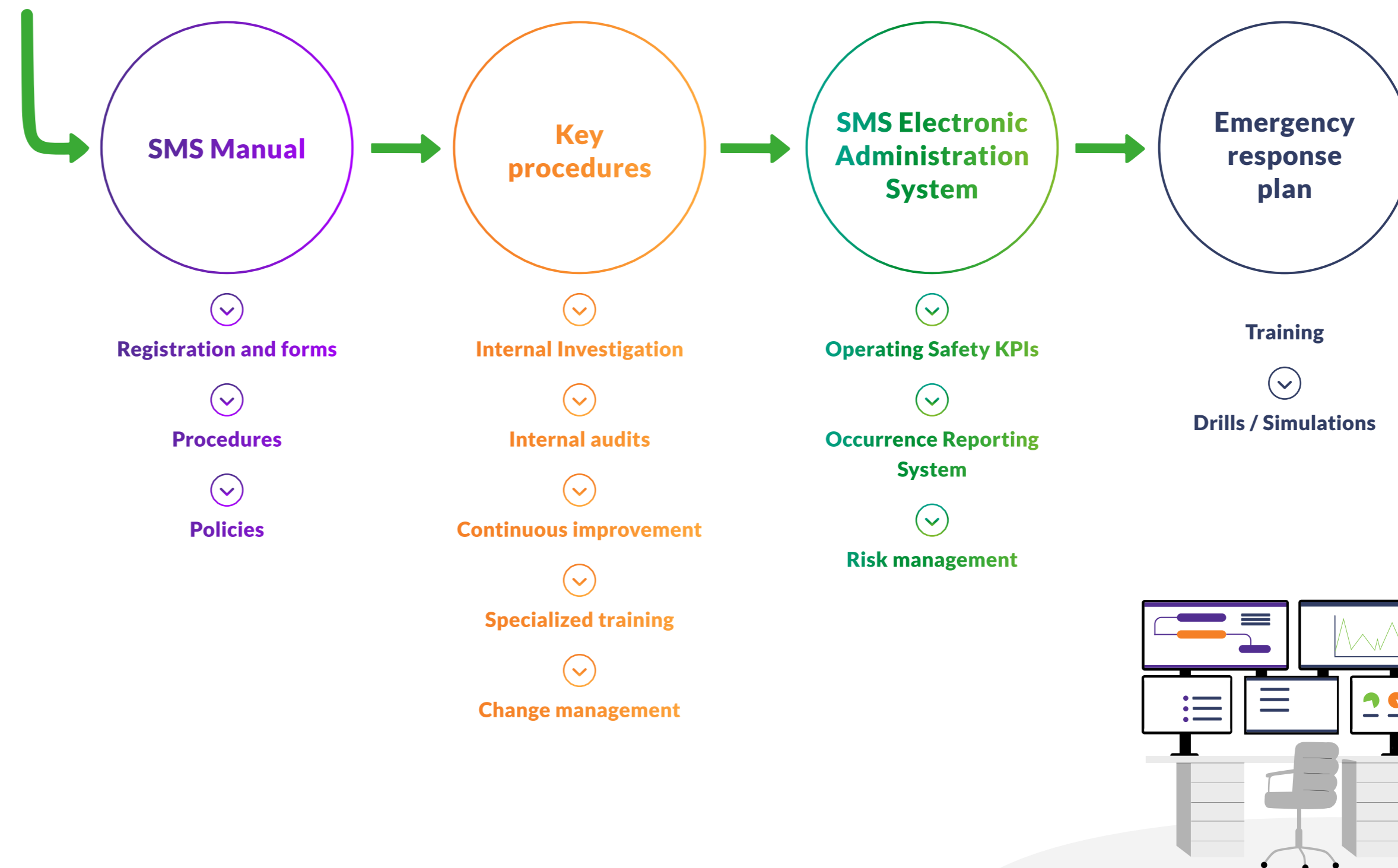
One of the commitments of senior management in terms of Operational Safety at each GAP airport is to effectively maintain Operational Management Systems, aiming to improve operational safety performance by reducing the probability of any aviation accidents or incidents.

The SMS includes Safety Assurance processes that oversee and monitor the performance of the Operational Safety through various KPIs (key performance indicators), internal audits of SMS, internal investigations of operational safety, operational safety studies, and continuous improvement processes that involve independent audits.

During 2022, **all processes** were carried out in accordance with the **SMS Manual** approved by the authorities



### Operation safety management tools





All our airports have specialized in-house software called **SMSGAPP** for managing the airport SMS. This platform allows us to enhance compliance, reduce execution errors, streamline decision-making, and improve process efficiency.

	<p>⌵</p> <p><b>Submodules for Operation Safety Policy and Objectives</b></p>	<p>⌵</p> <p><b>Submodules for Operation Safety Guarantee</b></p>	<p>⌵</p> <p><b>Submodules for Operation Safety and Risk Management</b></p>	<p>⌵</p> <p><b>Promoting Operation Safety</b></p>
	My SMS		Operation safety events registry	SMS dissemination
	Operation Safety Policy	Operation safety audits	Risk Management	
	Implementation Plan		Sources for identifying dangers.	Initial training program
	SMS suggestion boxes		Approval flow – Risk level	
	Applicable regulations		Mitigation measures	Advanced training program
	History of indicators and goals	Monitoring SMS indicators and objectives	Predictive analysis	
	My Indicators and Goals			

This year we continued with the development and implementation of new functionalities in the airport SMS management platform, achieving the beta version of the change management process and initial work on automating the SMS performance model. Additionally, significant updates and corrections were made to the system's general functionalities.

Improvements and maintenance of the general functions of the platform were performed, as well as troubleshooting various issues identified during years of operation, thereby enhancing performance and making everything more user-friendly.



### MSGAPP Platform Advantages

Digital follow-up and monitoring of Airport Operation Safety Indicators.

Availability 24/7 from anywhere, with connection to the GAP network.

Digital execution of Systematic Operation Safety Audits, now possible on-site, virtually, or a combination of both.

Permanent availability of Occurrence Reporting System, through web and mobile report.

Document management of the SMS Manual and all its procedures, records, and forms done digitally, as well as the document repository for SMS bulletins generated by the airports and by ACSO.

Fully digital Risk Management Execution process.

Availability of initial and advanced training programs -in PDF format- for all users with access to the platform, according to their profile.



## > SMS Maintenance

To ensure SMS operation and compliance, both a formal internal audit and a continuous improvement process were performed, modeling the framework of an independent audit. This process is based on the current SMS Manual.

In addition to this, we provided advice and support through the SMS performance model,

and we continued with specialized training. These actions have allowed us to enhance the performance of the system.

In compliance with the current Civil Aviation Authority regulations, all airports are required to undergo a conformity assessment with the Annual SMS Surveillance Program.

The following activities took place this year:

> **12 internal audits**

> **12 continuous improvement processes**

	 <b>Continuous improvement independent audits</b>	 <b>SMS AAC Surveillance</b>	 <b>Operation Safety internal audits</b>	 <b>KPI Monitoring</b>
OBJECTIVE	Identify areas of opportunity involved in low system performance	Activity performed by the AAC to verify operability of SMS processes, pursuant to the Mexican official standard NOM-064-SCT3-2012 and in keeping with the conditions set forth in the Certificate of Approval for the Operation Safety Management System	Verify SMS airport integrity and periodically evaluate the status of operation safety risk controls	Monitor operation safety performance through follow-up on indicators.
SCOPE	Proactive evaluation of facilities, equipment, documentation and procedures for operation safety and personnel performance	4 SMS components	4 SMS components	Operation safety objectives
	Reactive evaluation to supervise effectiveness of risk control and mitigation systems			Operation safety indicators
STATUS	12 SMS external audits performed	SMS surveillance conducted 12 times	12 internal audits of SMS conducted	Performance goals
				120 SMS indicators

During 2022, our **Corporate Area of Operational Safety (ACSO)**, conducted 12 training sessions for GAP airport Operational Safety Committees, focusing on improving the use of the SMS management tool (SMSGAPP platform) and presenting functionalities that were newly developed.



Additionally, we carried out specialized training by SENASA for risk severity assessment, targeting Operational Safety Managers and Responsible Executives. The training provided a technical analysis and practical application approach for Operational Safety Managers, while the Responsible Executives received a high-level perspective focused on information-based decision making.



**Airport emergency plan**

OBJECTIVE

Respond in the shortest possible time to emergencies that appear in the aerodrome in order to minimize their repercussions.

SCOPE

Emergencies, accidents of illicit interference, due to natural phenomena or public health that effect or are related to aircraft; that are presented at the airport or in its vicinity.

Due to the nature of our business, we understand that unforeseen events may occur beyond our control. Therefore, all our airports have an **Emergency Plan (EP)** in place to address a variety of emergencies that could potentially arise, minimize their impacts, and expedite the return to normal operations.

One of the main elements of the SP is training and education. This year, drills were conducted at all the Group's airports, in full compliance with the programs for the implementation of emergency plans. Four of these exercises were piloted using a new standardized procedure for the organization of drills, which was designed to include industry best practices and all the details suggested by ICAO Document 9137 Part 7. The results of these pilot drills will be used to adapt the procedure and consider its adoption by all our airports in 2023.



**Preparation and responses to emergencies**

Procedures	Development and Training
Communication	Training for the airport community
Emergency care	Development and training for the ARFF
Attention to victims	Cabinet simulation
For the start-up of the airport	Full scale simulation



**General organization for emergency care**

Emergencies		
TWR / EIS		
EOC (CAA / Apt / Airlines / Authorities)	ARFF	CM (CAA / Apt / Airlines)
External support	Brigades	End / Flights Back to normal

In accordance with ICAO requirements, we implemented several changes for the standardization and understanding for the organization and execution of drills, these changes were carried out because of internal SMS audits and authority surveillance. These changes allow us to improve our operation and mitigate risks.

In addition, as part of the implementation of the procedure for the organization and execution of drills, we conducted pilot tests with BJX, MLM, MXL and PVR airports, which provided useful comments and suggestions for the improvement and adaptation of the EP. As a result, we carried out adjustments so that in 2023 the plan will be developed for incorporation into the Emergency Plans of the Group's airports.



### ➤ SMS Surveillance

During 2022, the aeronautical authority conducted the SMS verification process at 11 Group airports as part of a minor assessment. The verification for Los Mochis airport was the only one pending, and it will be rescheduled to take place in the early months of 2023. As a result of these verifications, four airports produced no findings. Among the remaining airports, six achieved technical compliance before the end of 2022. The Authority's responses are still pending for La Paz and Tijuana airports, who have submitted their respective response plans to address the administrative records of their respective oversight inspections.



### > Operation Safety During the Execution of Projects in Airport Operating Areas (AOA)

Throughout the year, we carried out various maintenance and construction projects in compliance with operational safety requirements during work within the Airport Operational Area (AOA) of GAP airports. These projects have helped maintain safe operations while construction processes are underway, while also complying with national standards and regulations.

The requirements under which the works were conducted in 2022 entailed compliance with three specific aspects:



This year, the model for Operational Safety Management during Works (GSOT) in the AOA was consolidated, resulting in the successful completion of over 100 construction, maintenance, testing, study, and supervision projects in compliance with established requirements. This allowed activities to be carried out with minimal impact on the operational safety of the airport.



In order to verify the implementation and effectiveness of operational safety risk controls, we conducted operational safety assurance processes through on-site supervision of the working conditions at HMO, LMM, MXL, PVR, and TIJ airports.

Additionally, a reporting system was implemented to monitor compliance with GSOT requirements, with the purpose of contributing to systematic and periodic monitoring of compliance and implementation of these requirements by companies. It provides airports with clear and timely information to determine strategies that ensure appropriate controls are in place so that the execution of works does not negatively affect the level of operational safety of the Group's airports.

We have various documents that include guidelines for all stakeholders, encompassing design, supervision, and management elements.



### Documents created due to supplier activities



#### DC-PSOO

(Document on Compliance with Operation Safety Plan during Project Execution)

Document produced by the company in charge of executing the project, provided the project executive has a PSOO prepared by the company in charge of designing the same.

#### PSOO

(Operation Safety Plan during Project Execution)

Document produced by the company in charge of executing the project.

#### PSOP

(Operation Safety Plan for Testing, Studies, and Supervision)

Document prepared by the supplier conducting the tests or studies in the AOA, which includes supervision firms.

#### PeSO

(Operation Safety Permit during Project Execution within the AOA)

This document is presented by any company conducting activities within airport AOA for a period no greater than 14 days.

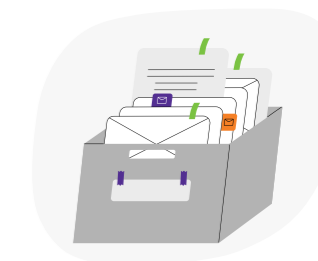
#### PSOM

(Maintenance Operation Safety Plan)

Document by the company performing outsourced maintenance projects.



### Documents produced on the scope of contracted services



#### PSOO for Design

(Design Plan for Operation Safety during Project Execution)

Document produced by the company in charge of creating the executive project, stating OS requirements needed for the project execution.

#### PV-PSO

(Surveillance Program for the Operation Safety Plan)

Document produced by the company in charge of outside supervision of the project's, describing actions to be undertaken in surveillance operation safety requirements on behalf of the contractor.



## Operation Safety Management Personnel during Project Execution Within the Airline Operation Area (AOA)

SUPERVISION

CONTRACTOR



### Operation Safety Auditor (OSA)

Develop and implement the Operation Safety Plan that stems from contractor activities within the AOA and ensure implementation of Operation Safety Surveillance through compliance audits of contractor OPS (Operation Safety Plans).



### Operation Safety Inspector (OSI)

In charge of the supervision and surveillance of PV-PSO implementation, who will aid the OSA during projects executed within the AOA.



### Operation Safety Officer during Project Execution (OSOO)

In charge of technical aeronautic and non-aeronautic communication among stakeholders, in addition to the supervision and surveillance of all vehicle and equipment movements related to project execution in the movement area.



### Operation Safety Coordinator (OSC)

Develop and ensure compliance of PSO during project execution, having authority over all production personnel assigned to project as pertains to operation safety-related matters.



### Operation Safety Supervisor (OSS)

In charge of internal supervision and surveillance of OSP implementation, and who will aid OSC during project execution within the AOA.



Focused on the safety of our passengers, employees, and service providers, we have developed and implemented a risk management process that references the principles of the SMS (Safety Management System) to create documents related to providing optimum service by following efficiency, quality, and safety standards.

Through these efforts, we can improve on, and comply with, all requirements outlined in Mandatory Circulars CO AV-01/20 and CO SA-09.1/13 R3 issued by the National Civil Aviation Authority, as well as Document 101144 issued by ICAO.

To ensure the implementation, compliance, and oversight of the model for Operational Safety Management during Work in GAP AOA (Airport Operations Area) it is necessary to have qualified personnel to carry out these activities. The required personnel will depend on the specific nature of the work being performed.



### Approved operation safety documents

53

PSOO

27

PSOP

1

DC-PSOO

5

PV-PSOO

9

PSOM

95

TOTAL



### > Safety Week 2022

For the fourth consecutive year, we held Safety Week, an event where we provide our airport employees in Mexico with the opportunity to participate in various activities, workshops, and courses conducted by specialists from organizations such as AFAC, FAM, ACI World, ACI-LAC, JCAA, SENEAM; as well as prominent companies like INECO, GESNAER, JetBlue, TechOps, Dynatest, and ASA Combustibles; and international airports such as Berlin Airport and Costa Rica Airport. In this edition, we had simultaneous interpretation so each of the webinars could have a greater impact on our attendees.

**Participation in this edition exceeded the results of the previous year, with an attendance of over 4,000 people.**

GAP Safety Week encompasses different operation safety-related activities to promote, raise awareness, and train our employees.

### > Collaboration with Aeronautic Authorities

During the first quarter of the year, we collaborated in the review of the Draft Version of the Official Mexican Standard, PROY-NOM-064-SCT3-2021. GAP participation has been of vital importance as the only airport operator group in the country to have all its airports certified in SMS since 2017. At the end of 2022, the Civil Aviation Authority published the draft standard in the Official Federal Gazette for consultation by interested parties. This is part of the legal process for eventual approval and implementation, expected to take place in 2023.

In addition to being sector leaders, we are also leaders within the subgroup for Promoting Operation Safety

## > Rescue and Firefighting Service

One of the most important airport services for service protection and continuity is the **Rescue and Firefighting Service (RFFS)**, which is internationally standardized under Attachment 14 and in Document 9137 Part 1, both of which are published by ICAO, and at the national level, pursuant to the National Airports Law, its Regulations, and its Mandatory Bulletin CO DA-04/07.

Airport RFFS includes a commandant, the heads of each shift, and a firefighter group with sufficient members for the proper operation of firefighting and rescue equipment found in each airport. Furthermore, pursuant to the provisions set forth under ICAO Attachment 14, we have sufficient vehicles required for each airport, which in our case fluctuates between two and three.

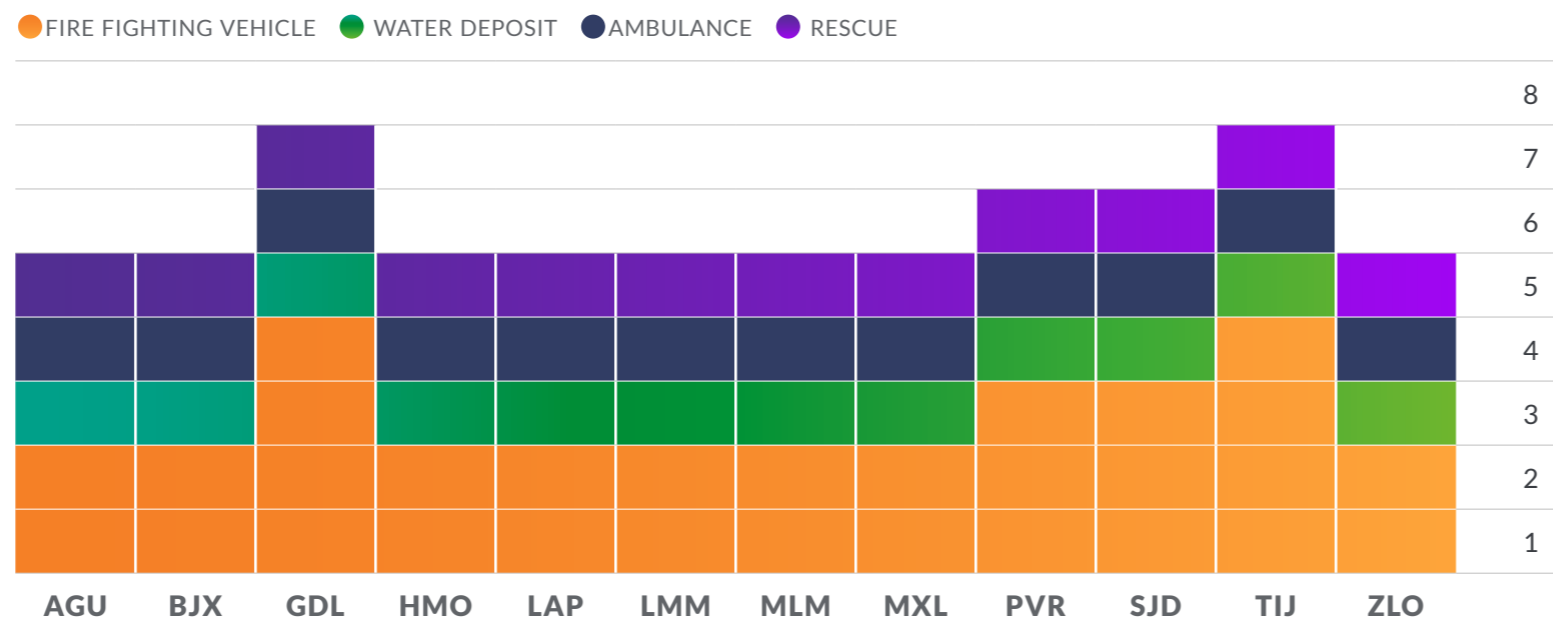
AERODROME CATEGORY	1	2	3	4	5	6	7	8	9	10
RFFS VEHICLES	1	1	1	1	1	2	2	3	3	3

GAP AIRPORTS



## > ARFF vehicle fleet

Our vehicle fleet consists of firefighting units, water tanks, and ambulance and rescue support vehicles with which we guarantee proper protection, as regulated by ICAO requirements.



In keeping with GAP's commitment to provide quality, efficient, and safe services, our quality model enables us to provide RFFS<sup>4</sup> and evaluate its efficacy in each one of our airports.

At the La Paz airport there is an aviation firefighter training center so they may receive practical and theoretical training in line with ICAO standards, thus allowing for information learned to be practiced in the field and make the learning sessions much more active.

<sup>4</sup> For further information, [see Quality section](#) in this report.

## > Fauna Control<sup>5</sup>

The inherent nature of our airports makes them natural ecosystems for various species. Due to this, we have implemented measures to reduce risks to operations while protecting and conserving the species that live there.

All our airports have undergone a wildlife risk assessment, which is used to develop a wildlife management plan that includes specific actions in accordance with the ICAO Annex 14 standards and recommendations, and Document 9137 of the Airport Services Manual.

In our operations, species are constantly monitored and supervised to gather information on bird strikes and other incidents involving fauna, which are reported to ICAO for inclusion in their International Bird Strike Information System (IBIS) database.

To carry out the management, control, and remediation of issues that may be harmful in terms of species or populations, we are assisted by companies authorized by the environmental authority to perform the following techniques:

Acoustic dispersal

Falconry

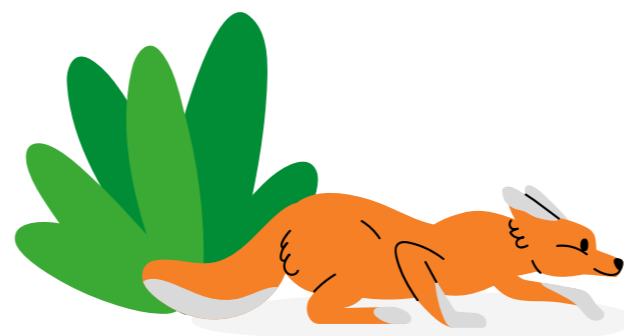
Canine dispersal

Species relocation

Use of traps



Fauna assessments are conducted to determine the probability of risks related to local species. This helps us identify if there are facilities (such as dumpsites) that attract bird species or other animals to the airports. However, the competent authority is responsible for taking the necessary measures to prevent or prohibit the establishment of any type of dumpsite or property in the vicinity of the airports.



<sup>5</sup> For further information, [see Biodiversity section](#) of this Report.

# Civil aviation security

GRI 416-1

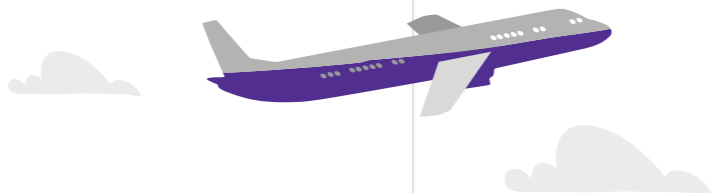
One of our primary commitments and the primary objective of civil aviation security (AVSEC) is to guarantee the safety and protection of our passengers, crew, ground personnel, the public at large, aircraft, facilities, and services, impeding any unlawful interference perpetrated on the ground or in flight. AVSEC principles and regulations implemented at GAP adhere to ICAO guidelines and comply with the Chicago Convention.

By obtaining the airport concessions in Mexico, conferred by law, we commit to various obligations and regulatory compliance required of a civil aerodrome concessionaire or licensee, including:

Working together to meet the primary objectives of the State in matters pertaining to civil aviation security -the same as AVSEC- assigning the required human, economic, and technical resources.

We prepared a **PLSA (Local Airport Security Program)** based on risk analysis and threat assessment, describing the security requirements, measures, and procedures applicable to each airport. We are equally responsible for applying security control measures that prevent acts of unlawful interference; ensuring that no weapons, explosives, forbidden items, or any dangerous devices enter the civil aerodrome.





### Acts of unlawful interference pursuant to Mexican security regulations

Illegal seizure of aircraft.

Destruction of aircraft in service.

Hostage-taking in an aircraft or within the aerodrome.

Forceful boarding of any aircraft, entry into the airport or on the premises of any aviation facilities.

Carrying weapons, devices, or hazardous substances for criminal purposes.

Using an aircraft in service with the purpose of causing death, serious bodily harm, or serious damages to property or the environment.

Communicating false information that compromises aircraft or passenger safety, either in flight or while on the ground.

In accordance with national regulations, our airports apply security measures such as:

**Surveillance of security and perimeter areas, and surveillance of accessways, roads, and parking lots:** we have closed-circuit television for different areas of the airport infrastructure.

**Protection of free access areas.**

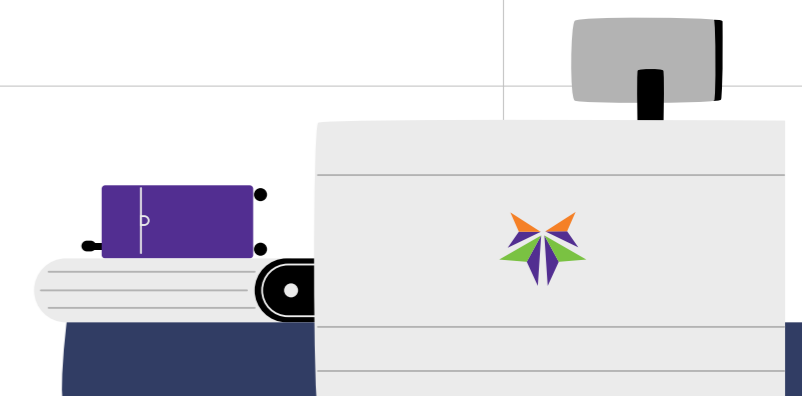
**Inspection of passengers and their hand-held luggage; of flight and cabin crew; and of workers in the final boarding area of the terminal building:** we use different types of equipment such as X-ray machines, metal detection arcs, hand-held metal detectors, and EDS (explosive detection systems).

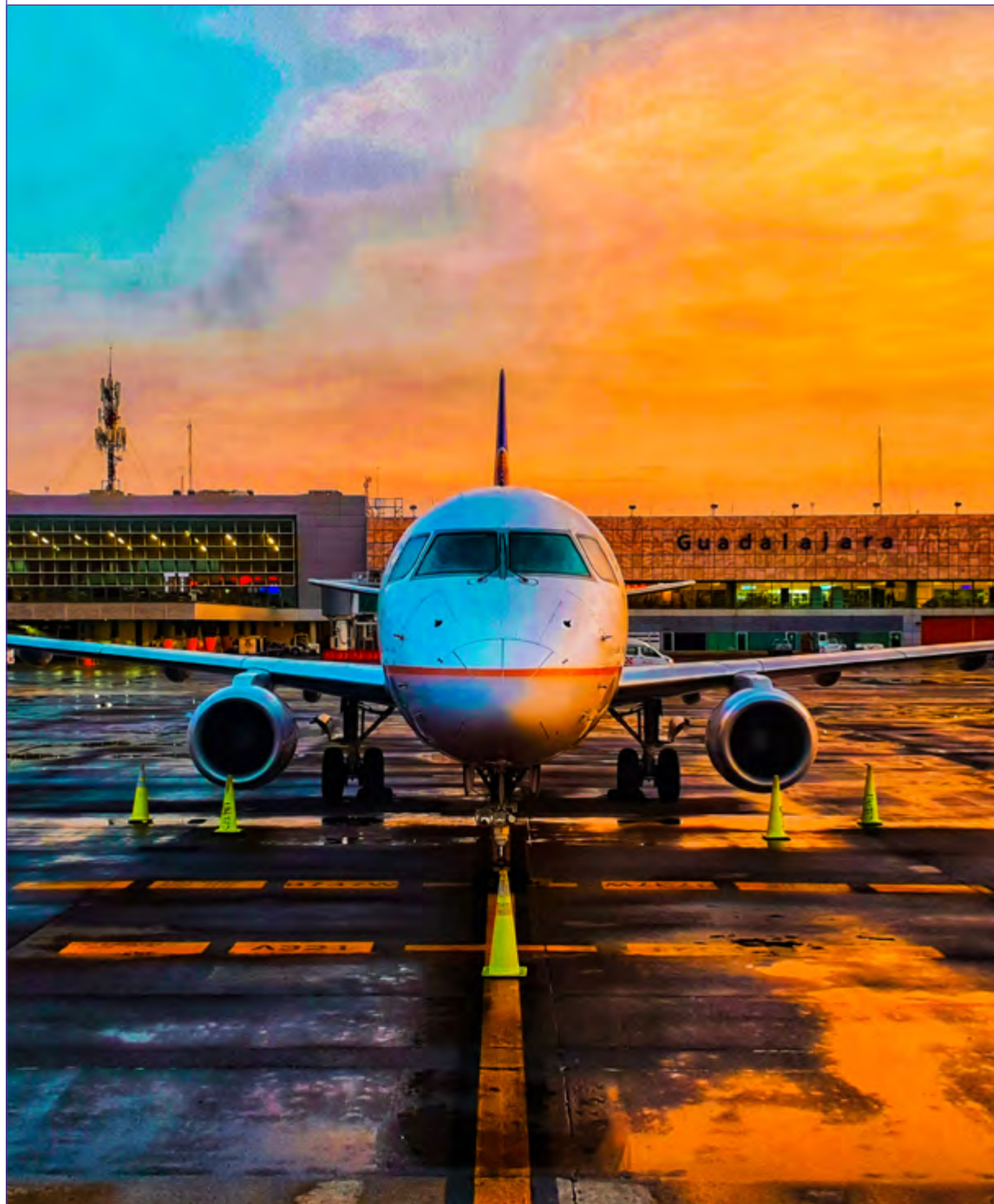
**The issuing of airport ID badges.**

**Access control to restricted areas:** we use readers to identify persons, and physical barriers to contain unauthorized vehicle entry.

**Center of Operation Safety (COS).**

**Inspection of checked luggage or from storage:** we use EDS and trace-explosive detectors; to limit the impact of detected explosives, there is a vehicle that can contain and direct the explosion.





GAP also has reinforced security measures to be implemented during extraordinary situations that lead to an increased threat level. Should the threat be put into action, the situation then becomes the purview of the authorities. AVSEC (aviation security) training is offered -and taught by certified instructors to keep the airport community up-to-date in these matters.

In addition, the **National Civil Aviation Security Program (PNSAC)** establishes guidelines for defining security processes in GAP; licensees and concessionaires of civil aerodromes and air transport must have an aviation security management system. Through risk identification and evaluation, we can manage AVSEC risks with the support of local security committees.

We evaluate compliance and the functioning of the civil aviation security system through audits and visits from national and international authorities, ensuring the application of Standards and Recommended Practices (SARPs) and related ICAO procedures. We also maintain constant communication with IATA and ACI to share AVSEC-related best practices in the airport sector.



### Audits and/or visits to assess compliance and the proper functioning of the civil aviation security system

TSA (Transportation Security Administration) inspections of passenger aircraft operators transporting cargo on direct flights to the United States of America

ICAO Universal Security Audit Program - Continuous Monitoring Approach (USAP-CMA)

Audits and technical-administrative verifications by AFAC

GAP internal audits

Security evaluation procedures at GAP airports

Self-assessment system by security companies bound by service agreements

Additionally, we maintain continuous communication with the International Air Transport Association (IATA) and ACI to exchange best practices in the aviation sector regarding civil aviation security.

Both **real-scale and dry-run simulations** are conducted with the purpose of evaluating procedural efficacy and response procedures to be followed in the event of any unlawful interference





WE ARE

# + COMMITMENT



In order to align our efforts with the most relevant ESG (Environmental, Social, and Governance) topics for the business and our stakeholders, our sustainability strategy was developed. This strategy encompasses four strategic pillars, each with material topics and goals that address the areas where we endeavor to generate a greater positive impact or reduce the negative impact caused by our operations.

4

**strategic pillars  
guide our direction**

25

**material subjects**

30

**goals for 2030**

# Stakeholders

GRI 2-12, 2-29, 3-3

Frequent and bilateral communication with our stakeholders is maintained and there are communication channels that allow us to accurately understand their primary needs and concerns in a timely manner.

This enables working together to maintain positive, strong, and lasting relationships with individuals, entities, and organizations that may be affected by the decisions and activities related to the operations of each airport.



STAKEHOLDER	CHANNEL OF COMMUNICATION	FREQUENCY	PRIORITIES
<b>&gt; Passengers</b>	Suggestion boxes	Permanently	Easy transit through the airport
	Social media		Enhanced experience
	Contact GAP		Information
	Information booths		Quality/price ratio for commercial services
	Website		Information on COVID-19 risk factors and prevention measures
	Satisfaction surveys		Safe Travels seal
	Happy or Not screens		AHA Certification
<b>&gt; Airlines</b>	Local committees	Monthly	Rates
	Surveys	Annually	New routes
	Website	Permanently	Services rendered by the airport
<b>&gt; Authorities</b>	Local committees	Monthly	Advisory Commissions
	Advisory Commissions	Annually	New regulations
	Página web	Permanente	Airport locales
<b>&gt; Supplementary service companies</b>	Local committees	Monthly	FCAA Mexico - Fly Safely
	Surveys	Annually	Airport relations
	Website	Permanently	Ways to make work easier
<b>&gt; Shop owners</b>	Contact GAP	Permanently	Services provided to GSSP (Ground Support Service Provider) companies
	Website		Fee negotiation
	Telephone		Locales to market products
			Economic assistance due to pandemic

STAKEHOLDER	CHANNEL OF COMMUNICATION	FREQUENCY	PRIORITIES
<p>&gt; <b>Suppliers</b></p>	Contact GAP	Permanently	Storage areas and schedules
	Telephone		
<p>&gt; <b>Employees</b></p>	Intranet	Permanently	Succession planning
	Hotline		Hotline
	Website		PPE for operations personnel
			Home office for certain employees
<p>&gt; <b>Neighboring community</b></p>	Advisory Commissions	Annually	Employment opportunities
	Contact GAP	Permanently	
	Website		Resolución de problemáticas locales
	Social media		
<p>&gt; <b>Shareholders</b></p>	Report	Annually	Profitability
	Committees	Quarterly	ESG performance
	Website	Permanently	
<p>&gt; <b>Civil society</b></p>	Advisory Commissions	Annually	Facility and quality enhancements
	Contact GAP	Permanently	Increased capacity
	Mass media		
	Social media		



# Alliances

GRI 2-28

Alliances with organizations, governments, and other stakeholders allow us to stay informed about industry trends and best practices, as well as help us adhere to current national and international regulations.



International Civil Aviation Organization (ICAO)\*

Airports Council International (ACI)\*

Airports Council International Latin America-Caribbean (ACI-LAC)\*

United Nations Global Compact

Mexican Stock Exchange (BMV) Issuers Committee

Business and tourism organizations

Federal government\*

Local governments



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

The 2022 Sustainability Report of GAP complements our Communication on Progress (CoP) questionnaire, where we report initiatives carried out in 2022 that contribute to the fulfillment of the Ten Principles of the United Nations Global Compact in the areas of human rights, labor, environment, and anti-corruption.



## Human Rights

- 1 Companies must support and respect the protection of internationally recognized fundamental rights within their sphere of influence.
- 2 Companies must ensure they are not complicit in human rights abuses.



## Labor

- 3 Companies must support freedom of association and the effective recognition of the right to collective bargaining.
- 4 Companies must support the elimination of all forms of forced labor or under duress.
- 5 Companies must support the eradication of child labor.
- 6 Companies must support the abolition of discriminatory practices in employment and labor.



## Environment

- 7 Companies must adopt a proactive approach that promotes environmental sustainability.
- 8 Companies must encourage initiatives that promote greater environmental responsibility.
- 9 Companies must develop and disseminate environment-friendly technologies.



## Anticorruption

- 10 Companies must work against all manner of corruption, including extortion and bribery.

We are signatories of the  
**United Nations Global Compact** since 2020

# Materiality

GRI 3-1, 3-2

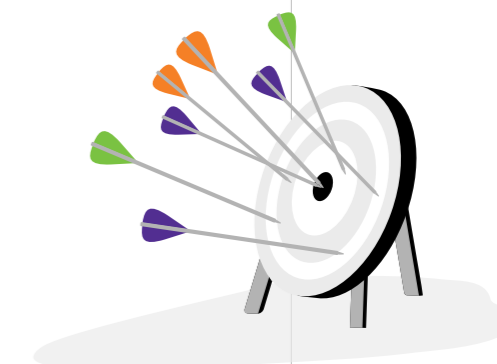
In 2021, an update of our materiality exercise was performed, following the methodology recommended by the Global Reporting Initiative (GRI). Through this process, we identified the topics in which we have a significant impact - positive or negative, real or potential - on the economy, environment, people, and human rights, as well as those issues that affect our business or stakeholders.

This resulted in the identification of 25 material topics that were then classified into low, medium, and high importance. The 11 most important topics were aligned with our strategic pillars; we mapped out the main impacts they could generate, and throughout this document we reported on their objectives, management, and performance.

	<b>Environmental commitment</b>	<b>Social empowerment</b>	<b>Competitive performance</b>	<b>Ethical governance</b>
PRIORITY MATERIAL SUBJECTS	Emissions and energy efficiency	Community development and training	Supply chain	Human rights
	Water resources and effluents	Diversity and equal opportunities		Compliance and transparency
	Waste management	Health and hygiene	Digital transformation and innovation	Stakeholder commitment
TYPE OF IMPACT	Real and potential, negative and positive (solar energy) for the environment and for people	Real and potential, positive for people and for the economy	Real and potential, positive for people, the economy, and for human rights	Real and potential, positive for people and for human rights
	Real and potential, negative for the environment and for people	Real, positive for people and for human rights		Real, positive for the economy
	Real and potential, negative and positive for the environment and for people	Real and potential, positive for people	Potential, positive for the economy	Real and potential, positive for people and for the economy

# Sustainability Strategy GAP 2030

GRI 2-23, 2-24, 2-25



GAP recognizes the importance of adopting a sustainable business approach to ensure a prosperous future for our stakeholders and the planet. That's why we are constantly evolving to address current challenges in environmental, social, and governance (ESG) issues.

In order to focus our efforts on the most relevant ESG topics for our business and stakeholders, we developed **our sustainability strategy** in 2021. This strategy aligns with the United Nations 2030 Agenda and the Sustainable Development Goals (SDGs).

Our sustainability strategy consists of four pillars, each addressing different material topics, objectives, and goals. These pillars aim to generate a greater positive impact and reduce the negative impact caused by our operations.

1  
GAP 2030  
ESG STRATEGY

4  
AXES

25  
MATERIAL  
TOPICS

30  
2030  
TARGETS

75  
2022  
FOLLOW-UP  
ACTIONS



Environmental  
commitment

6



Social  
Empowerment

7



Competitive  
development

7



Ethical  
governance

5

6

8

9

7

24

20

16

15





Environmental  
commitment



Social  
Empowerment



Competitive  
development



Ethical  
governance

Protecting the planet is a fundamental theme in our sustainability strategy. Therefore, we measure our impact to generate footprint-reducing initiatives, as well as promoting environmental care among our stakeholders.

We strive to contribute to economic growth and to improving the quality of life of those communities where our airports operate. The safety and efficiency of our operations are maintained, competitively and oriented towards digital transformation and innovation.

We undertake focused actions on the development of our employees, the communities, and cities where our airports are located, aiming at their training and growth, as well as upholding universal rights of equality, inclusion, and empowerment, highlighting the value of all individuals.

Best governance practices are implemented by applying and ensuring compliance with internal and external policies, procedures, and regulations, always focusing on transparency and fostering a culture of ethical behavior and corporate integrity.





## Goals and objectives 2030

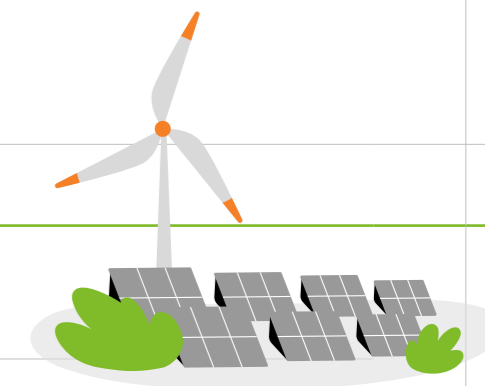


SDG

GOAL 2030

ACTIONS 2022

STATUS BY CLOSE OF THE YEAR



### 1.1 Emissions and Energy Efficiency



- Aligning ourselves with the United Nations net-zero **emissions scenario**.
- Mapping **Scope 3 emissions**.
- Establishing alliances with major emitters to set comprehensive **reduction targets**.
- Striving for **90%-reduction in emissions** controlled by GAP by 2030\*.

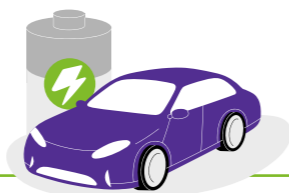
- > Clean energy supply (solar panels at TIJ NEP, solar farms at KIN, and a feasibility project at SJD).
- > Defining a GAP vehicle policy that establishes strategies and guidelines for emission reductions and transition to more environmental-friendly vehicles.
- > Vehicles acquired under new policy.
- > All certified airports in ACA advance to Level 3; GDL, PVR, and AGU, will advance to Level 2; 7 airports will advance to Level 2; In KIN, an entry at Level 1, while the rest will maintain current levels.
- > Definition of NET project in PVR and GDL as per LEED and Net Zero Energy criteria.

- > **100%** completion of projects.
- > Internal policy issued in June 2022.
- > **100% of vehicles** acquired in 2022 complying with policy requirements.
- > **100%** compliance.
- > **100%** progress in PVR and **50%** in GDL.

### 1.2 Climate Strategy



Assess **climate risks** for **100%** of GAP airport infrastructures.



- > Measure Scope 3 carbon footprint in all airports.
- > Inventory ground support vehicles.

- > Preliminary analysis of available information for carbon footprint calculations and identification of areas of opportunity.
- > **Concluded** for all 12 Mexican airports.



## Goals and objectives 2030



## Environmental commitment

SDG

GOAL 2030

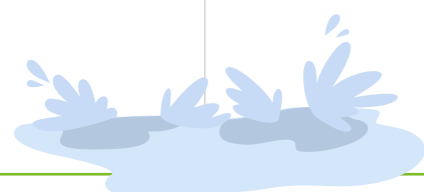
ACTIONS 2022

STATUS BY CLOSE OF THE YEAR

### 1.3 Water Resources and Effluents



Carry out measures to take advantage of **100% of treated wastewater** in Mexican airports, replacing water consumption from wells or local networks.



Final delivery of water management diagnostics conducted in all airports.



Renewal of existing WWTPs (wastewater treatment plants) and new WWTPs in TIJ and GDL.



Mapping of critical points for monitoring water consumption and discharges, and incorporation of IoT technology for consumption monitoring and design of an internal platform.



**Concluded** for all 12 Mexican airports.

The following scopes are **concluded**:

- Design of WWTPs for PVR and GDL (Phase 1 and 3) and TIJ.
- Resizing and renovation design for GDL WWTP 2.
- Upgrading of current WWTP in TIJ.



Design, tendering, and awarding process for IoT sensors **completed**, with implementation scheduled for 2023.



### 1.4 Waste Management



Implement measures to prevent disposal in sanitary landfills of **50% of waste generated** in Mexican airports.



Delivery of the final reports on waste management diagnostics conducted at all airports.



Standardize waste management signage at airports.



Develop a centralized policy for management of waste from commercial premises.



**Concluded** for all 12 Mexican airports.



**Standardization completed**; implementation scheduled.



**Validation proposal created**; validation with Commercial scheduled for 2023.





**Goals and objectives 2030**



SDG

GOAL 2030

ACTIONS 2022

STATUS BY CLOSE OF THE YEAR

**1.5 Biodiversity**



Establish management plans for **100% of plant and animal species** identified within airport polygons and recognized under any risk category.

- > Deliver the results of flora assessments conducted at all airports.
- > Establish flora management programs per airport (NOM-059-SEMARNAT-2010).
- > Assess Burrowing Frog (*Similisca dentada*) situation (protected species in AGU).



- > **Concluded** for all 12 Mexican airports.
- > **Concluded** for all 12 Mexican airports.
- > **Completed** with no presence of Burrowing Frog identified. One exotic fish species, one reptile species (with special protection status), two toad species, and three frog species (one of them endangered) were identified.

**1.6 Noise Pollution**



Implement measures to **mitigate noise**, as appropriate, in surrounding communities.



- > Identify exposed populations and areas of higher vulnerability to noise pollution derived from airport operations.

- > **Concluded** for all 12 Mexican airports.



**Goals and objectives 2030**



**Competitive development**

SDG

GOAL 2030

ACTIONS 2022

STATUS BY CLOSE OF THE YEAR

**2.1 Safety and Operational Efficiency**



**Reduce operational safety incident rate by 20%** per 10,000 operations (as compared to 2021 rate).

- Continue operational safety strategy for construction projects.
- Continue APEX Safety program at 4 Group airports (LAP, HMO, BJX, and PVR).

- **70% of projects** in compliance with Operational Safety Requirements at each airport.
- **Field verification processes** carried out at the 4 airports.

**2.2 Civil Aviation Security**



- Implement actions to ensure **99% of passengers** comply with IATA processing times at inspection points.
- **30% reduction in security hours** per m<sup>2</sup> for terminal building infrastructure.

- Entry into the APEX security program for 4 of Group's airports (LAP, HMO, BJX, SJD).
- Measure processing times at inspection points and establish baseline indicator (security hours/m<sup>2</sup>).
- Define baseline for 2019.

- **Field verification processes** at the 4 airports.
- Baseline delivery **concluded**.
- Baseline delivery **concluded**.





**Goals and objectives 2030**



**Competitive development**

SDG

GOAL 2030

ACTIONS 2022

STATUS BY CLOSE OF THE YEAR

**2.3 Crisis Management and Business Continuity**



Implement and strengthen strategies identified in **Business Continuity Plan (BCP)** to address situations jeopardizing business continuity.



Extend BCP at the 4 designated airports (TIJ, SJD, PVR, BJX).



Implementation was **successfully completed** at the four designated airports.

**2.4 Customer Service and Passenger Experience**



Initiate actions to improve the average **quality rating to more than 4.2 points** (comment cards, Airport Service Quality – ASQ, and passenger surveys, airline and ancillary services feedback).



Incorporate technological tools and structured data for decision-making (EPAC project).



**Launch of an APP** for EPAC personnel (passenger experience and quality assurance).



Incorporate HMO and BJX into ASW-ACI program.



**Operational program** in both airports.



**2.5 Competitiveness and Economic Development**



Analyze the **socio-environmental impact of 100%** of our operations on communities and develop mitigation plans.



Evaluate expansion opportunities in new businesses.



**Establish ESG criteria** for evaluating new businesses.



Monitor and obtain new sustainable financial instruments (e.g., green bonds).



Issuance of **sustainability-linked bonds** tied to key performance indicators<sup>1</sup>.



<sup>1</sup> [https://www.aeropuertosgap.com.mx/files/26\\_09\\_2022\\_PR\\_EMISION\\_CEBUR\\_GAP22L\\_ENG\\_VF.pdf](https://www.aeropuertosgap.com.mx/files/26_09_2022_PR_EMISION_CEBUR_GAP22L_ENG_VF.pdf)



## Goals and objectives 2030



## Competitive development

SDG

GOAL 2030

ACTIONS 2022

STATUS BY CLOSE OF THE YEAR

### 2.6 Supply Chain



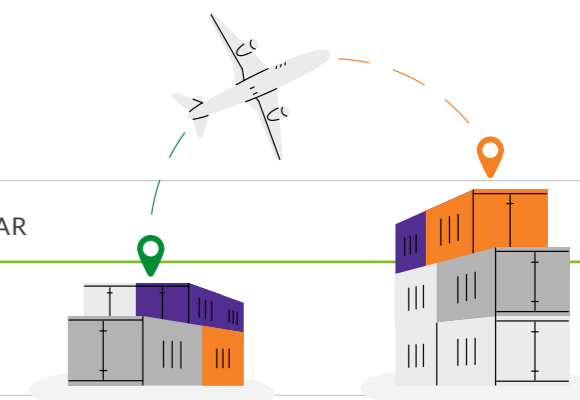
Conduct an assessment of **100%** of our **critical suppliers** using GAP criteria established under ESG before contracting their services.



Training for procurement staff on incorporating ESG criteria into the GAP supply chain.



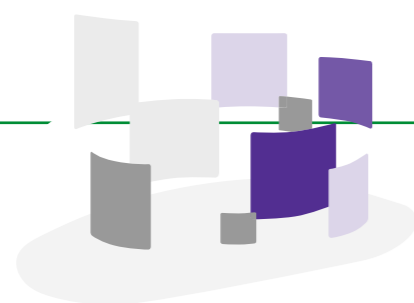
**100% of corporate procurement staff were trained,** action plan was generated.



### 2.7 Digital Transformation and Innovation



Develop a **digitization and innovation** study or proposal for all strategic projects with ESG impact.



Launch AeropuertosGAP app for passenger services.



**Concluded.**



Activate Airport Management Center in GDL.



Construction process **completed.**



Implement IoT infrastructure.



**Under implementation** in GDL.



Design and implement biometrics for time measurement at the TIJ NEP.



**Concluded.**



Automate passing through inspection points using through the use of automatic gates.



**Testing** underway for implementation, pursuant to current legislation.



**Goals and objectives 2030**



**Social Empowerment**

SDG

GOAL 2030

ACTIONS 2022

STATUS BY CLOSE OF THE YEAR



**3.1 Community Development and Training**



Carry out actions aimed at doubling the number of **participants/students in GAP Foundation and Community Training Centers (CTC)**

- Continue with GAP schools.
- Continue with CTCs. Through training at CTCs, promote connection to existing job vacancies at the airports.
- Establish communication channels and airport community ties.

- **100% of students compared to total capacity** of schools and a 3.9% dropout rate.
- **10,955 people enrolled and 34 vacancies** filled by people who attended CTCs.
- **Alliances** with *Avexpress, Servicios Aeroportuarios Monterrey, and Selosa.*

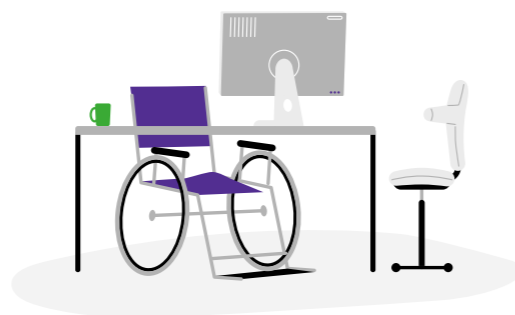
**3.2 Diversity and Equal Opportunities**



- Carry out analyses and develop plans towards achieving **50% female** representation in leadership positions.
- Undertake necessary actions so a minimum of **5% of newly-created** positions are filled by persons with **disabilities**.

- Establish a career development program for women.
- Develop mechanisms to facilitate hiring of individuals with disabilities.
- Train staff on diversity, equal opportunities, and supporting employees with disabilities.

- Definition of a baseline.
- Proposal for the “Women on Board” program.
- Launch of Women’s Leadership Training Program.
- **Diagnosis** of viable positions in airports and corporate.
- **Launch** of training program for airport personnel.







## Goals and objectives 2030



## Social Empowerment

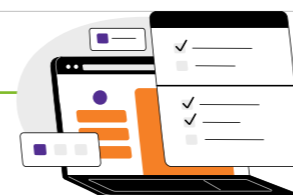
SDG

GOAL 2030

ACTIONS 2022

STATUS BY CLOSE OF THE YEAR

### 3.3 Talent Attraction and Retention



- Implement measures to increase GAP employee **retention by 10%**.
- Create and develop **evaluation program** for high-potential employees and establish specific **growth plans**.



Standardize recruitment process for personnel across all Group entities.



Structure succession planning.



**Standardization and automation process** in the testing phase in SJD and TIJ.



**Under review.**

### 3.4 Occupational Wellness



Implement an action plan impacting **100%** of employees to improve **working conditions** based on organizational climate survey results.



Expansion and adaptation of corporate offices with spaces for socializing, relaxation, childcare, breastfeeding area, etc.



Perform follow-up on employee satisfaction survey results.



**22%** growth in square meters per employee.



**Obtained participation certificate** in "Great Place to Work" program with 3 lines of action to be developed in 2023.

### 3.5 Training and Development



Generate **development plans** to cover **100%** of positions and implement training programs that include at least an average of 80 hours of training per employee per year.



Launch of a master training program for GAP personnel.



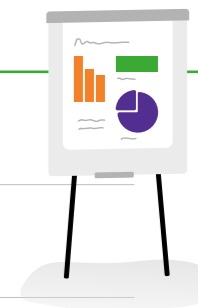
Incorporate digital tools for the development of internal courses.



**Undergoing** review.



**10 mandatory courses** on EIVA platform for GAP personnel.





## Goals and objectives 2030



## Social Empowerment

SDG

GOAL 2030

ACTIONS 2022

STATUS BY CLOSE OF THE YEAR



### 3.6 Health and Hygiene



Implement an **Occupational Health and Safety Management System** (ISO 45001) for all airports in the group.



Hiring a medical service for corporate offices.



Conducting a comprehensive safety and hygiene diagnosis in all GAP entities.



Implementation of the medical service in March 2022 and **70% progress** regarding all employee medical records.



**Initial diagnosis** of Mexican airports in relation to applicable labor-related Official Mexican Standards (NOMs) and compliance with the same.

### 3.7 Accessibility and Mobility



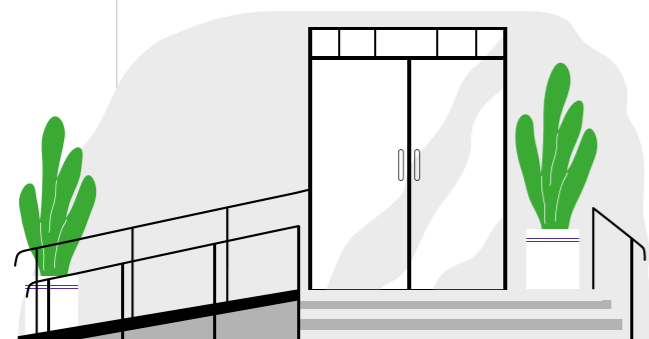
Carry out studies and actions ensuring **80% of GAP facilities** comply with **universal accessibility** standards (airports and corporate offices).



Launch of the GAPblue program in partnership with TELETON to ensure airport accessibility.



**Program launched** in July 2022<sup>2</sup>.



<sup>2</sup> <https://www.aeropuertosgap.com.mx/en/accessibility/gap-blue-en.html>



## Goals and objectives 2030



## Ethical governance

SDG

GOAL 2030

ACTIONS 2022

STATUS BY CLOSE OF THE YEAR

### 4.1 Human Rights



- Implement systems and processes to identify, treat, and communicate any **human rights violations**.

- Initiate GAP program in our airports against **human trafficking**.



Publish the Human Rights Policy.



Train GAP personnel and airport communities on human rights.



Initiate GAP program against human trafficking.



Implement app for an alert button identifying safe zones in case of any crime, including human trafficking.

**Completed** and published on our website.**In process.****Creation of procedure** that mirrors Security Operations Center (SOC) for authorities.**Validated** test project in BJX.

### 4.2 Corporate Governance and ESG Risk Management



Implement measures to position GAP within the **Top 10** of S&P's Sustainability Yearbook.



Analyze areas of opportunity based on evaluation of S&amp;P CSA questionnaire.



Create GAP committee on ESG.

**Follow-up plan delivered** for areas of opportunity to be included in actions for 2023.**Proposed structure delivered** for ESG committee, to be incorporated in 2023.



## Goals and objectives 2030



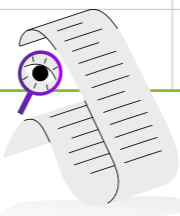
SDG

GOAL 2030

ACTIONS 2022

STATUS BY CLOSE OF THE YEAR

### 4.3 Compliance and Transparency



- Implement and strengthen **compliance matrix** with the concession requirements, and establish monitoring actions to ensure 100% compliance with identified requirements.

- Implement an **anti-bribery management system**, reporting system, and ensure compliance based on ISO 37000.

- Continue compliance certifications (SMS, Airfield).
- Monitor environmental quality certificates from PROFEPA.
- Monitor Integrated Management System certificates - ISO 9001 and 14001.
- Follow-up on procedures with National Water Commission.
- Participation in ethics rankings (*El Financiero*: "Most Ethical Companies") and transparency rankings (*Expansión*: "IC-500").

- >**90%** of aerodrome and SMS certificates valid.
- Follow-up on >**95%** of requirements.
- Address **external recertification audit** and obtain certification for all 12 Mexican airports.
- Implement** follow-up plans for 100% of pending resolution processes.
- GAP included among **Top 50 Most Ethical Companies**, and kept **#1 ranking for IC-500**.

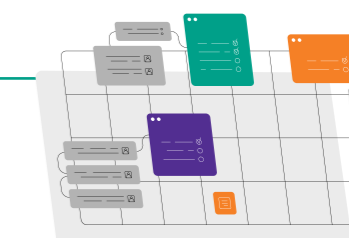
### 4.4 Stakeholder Commitment



- Implement a communication and monitoring plan for stakeholder and **airport-neighboring community** concerns.

- Identify priority stakeholders at each airport and establish communication channels (social media).

- Review the digital communication strategy** and identify areas of improvement to be implemented in 2023.





**Goals and objectives 2030**



**Ethical governance**

SDG

GOAL 2030

ACTIONS 2022

STATUS BY CLOSE OF THE YEAR



**4.5 Information Security and Privacy**



Implement ISO 27001 **information security management system.**



Update cybersecurity policy and procedures based on benchmarks.



**Policy updated.**



Develop plan for vulnerability analysis and penetration testing, focusing on critical systems.



**Completed** in 2022.



Launch incident-response program.



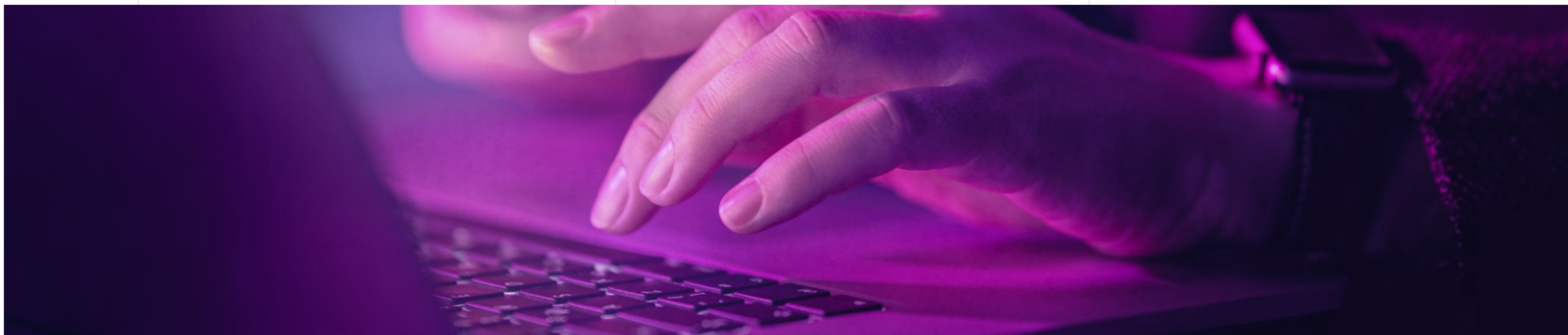
**Underway.**



Protect, monitor, and manage critical-account system (CyberArk, UTM, servers, and antimalware).



**Continuously underway.**



# Sustainability Recognitions and Awards

This year, we received several recognitions and awards, thus positioning us as **industry leaders** thanks to best practices implemented in ESG-related business management



## > UN Global Compact

In early 2020, we joined the Global Compact, supporting its ten principles. Since 2022, we have reported as early adopters through our CoP (Communication on Progress) contribution report.



## > National Emissions Registry

Annual reporting with this registry is performed, and every 3 years our consolidated reports are verified. In 2022, our 2021 carbon footprint was verified.



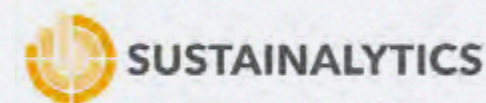
## > Integrated Management System (IMS) ISO 9001 and 14001-2015

This system was recertified in 2022, integrating quality and environmental management, and it was implemented in all 12 Mexican airports within the group.



## > Great Place to Work

In 2022, we participated in this initiative, positioning us as a great place to work according to employee opinions.



## > Sustainalytics

In 2022, obtained approval for the second time for issuance of a sustainability-linked bond.



## > Socially Responsible Companies

Participation in this program since 2009, which recognizes the implementation of social responsibility initiatives.



## > PROFEPA Environmental Quality

All Mexican airports are part of this program, which recognizes compliance with legal requirements and implementation of industry best practices. By late 2022, 5 airports were certified in NDA 1 and 6, under NDA 2.



## > Top Ethical Companies - AMITAI®

First time participants in 2022; received recognition among Top 50 Most Ethical Companies in Mexico.



### > Airport Carbon Accreditation (ACA)

We participate in the ACA program. By late 2022, all our airports were accredited, with 4 measuring their carbon footprint in scope A1+A2; 7 demonstrating reduction efforts; and 3 measuring and reducing scope A1+A2 emissions, also including scope A3 emissions involving third parties.



### > Carbon Disclosure Project

3rd time participation in CDP climate change survey.

#### GAP EVALUATION



### > Sustainability Index

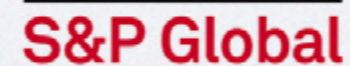
In 2021, GAP became part of this index as a result of participation in the S&P CSA. In 2022, recognized among Top 10 of MILA Region in said index.



### > Top Responsible Companies (Expansión magazine)

Participation in this ranking maintained, thus exhibiting our corporate social responsibility initiatives.

#### GAP RANKING



### > S&P Global CSA

Active participation for the 2nd time in Corporate Sustainability Assessment (CSA) by S&P, using our sustainability report as the basis to meet information requirements.

#### GAP RESULTS



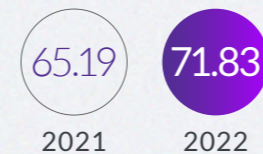
\*Results for 2019 and 2020 were obtained from information available to the public



### > Bloomberg Gender Equality Index

Second-time participation, due to initiatives aimed at achieving gender equality.

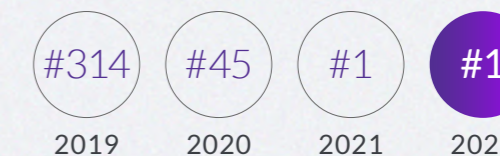
#### GAP RESULTS



### > IC-500 Corporate Integrity

For the second time, maintained #1 place due to evaluation of presence, quality, advertising, and transparency of our integrity policies.

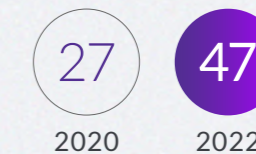
#### GAP RANKING



### > Moody's ESG Solutions

Active participation in this ESG assessment, in 2022

#### GAP RESULTS





# WE ARE + TRANSPARENCY

The highest standards in ethics, integrity and transparency guide our business, decisions, and actions, always. Equally, we promote and practice the respect for human rights and individual freedoms.

Board of Directors  
**met 4**  
times with **100%**  
attendance by all  
members

**64%**  
of Board members  
are Independent  
Directors

**27%**  
of Board members  
are women







# Corporate governance

**GRI** 2-9, 2-10, 2-11, 2-13, 2-14, 2-15, 2-16, 2-17, 2-18, 2-19, 2-20, 2-21

At GAP, we understand that good corporate governance practices and transparency are essential **to build and maintain trust and credibility**, which in turn allows us to advance our strategic objectives and build a stronger and more sustainable company.

We adhere to the highest standards of ethics, integrity, and transparency, and we promote and practice respect for human rights, enabling us to continue growing in a sustainable manner.

To ensure **compliance with regulations in our business**, we rely on various internal policies and regulations, including the Code of Ethics,

Bylaws, and the Code of Best Practices for Corporate Governance, as well as regulations defined by the Mexican Stock Exchange and the Securities and Exchange Commission (SEC) in the United States.

At GAP, the Board of Directors is the highest governance body and is responsible for managing, governing, and representing the Company. It also oversees regulatory compliance, evaluates risk management and the functions of the CEO, and approves the Five-Year Master Development Plan, business plans, annual investment budgets, debt issuance, dividend plans, and the appointment of members to the various Committees.

The GAP Board of Directors is chaired by Laura Diez-Barroso and consists of 11 members, seven of whom are independent. As part of our commitment to inclusion and equality, 27% of our Board members are women.

Annually, the Nominations and Compensation Committee reviews the skills and characteristics required of candidates in the current context of the Board and Company circumstances. To identify potential Board members, the committee utilizes various sources, including executive search firms and recommendations from shareholders. All our processes comply with the regulations set forth in the Securities Market Law (LMV) and the Securities Exchange Act (SEA).

The General Shareholders' Meeting is responsible for evaluating and approving the nomination of directors to continue or be removed from the Board of Directors.

**64% of our Board members** are Independent Directors

The average seniority of our Directors on the Board of Administration is **seven years**

During 2022, our Board of Directors met four times with **100% attendance** by all members

<sup>1</sup> Pursuant to the Securities Market Act and the National Banking and Securities Commission, a minimum of 25% of our Board Directors must be independent, as appointed by our shareholders for each Annual Ordinary General Assembly, in compliance with with our bylaws, Mexican legislation, and other corresponding laws in force.

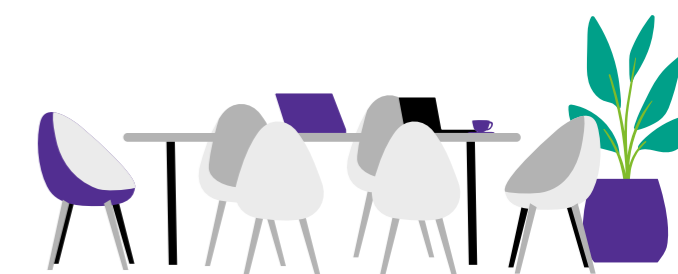


## Board of Directors

**W** WOMAN

**M** MAN

DIRECTOR		NATIONALITY	AGE	MEMBER SINCE	POSITION
<b>REGULAR PATRIMONIAL MEMBERS<sup>2</sup></b>					
Laura Díez Barroso Azcárraga	<b>W</b>	Mexican	71	2015	Chairwoman
María Ángeles Rubio Alfayate	<b>W</b>	Spaniard	49	2019	Director
Juan Gallardo Thurlow	<b>M</b>	Mexican	76	2016	Director
Eduardo Sánchez Navarro Redo	<b>M</b>	Mexican	77	2021	Director
<b>INDEPENDENT MEMBERS</b>					
Carlos Cárdenas Guzmán	<b>M</b>	Mexican	72	2011	Director
Joaquín Vargas Guajardo	<b>M</b>	Mexican	68	2012	Director
Álvaro Fernández Garza	<b>M</b>	Mexican	55	2014	Director
Juan Díez-Canedo Ruíz	<b>M</b>	Mexican	73	2014	Director
Ángel Losada Moreno	<b>M</b>	Mexican	68	2014	Director
Luis Téllez Kuenzler	<b>M</b>	Mexican	64	2018	Director
Alejandra Palacios Prieto	<b>W</b>	Mexican	47	2022	Director
<b>SECRETARY</b>					
Sergio Enrique Flores Ochoa	<b>M</b>	Mexican	70	2002	Secretary
<b>ALTERNATE PATRIMONIAL MEMBERS</b>					
Carlos Laviada Ocejo	<b>M</b>	Mexican	74	2021	
Emilio Rotondo Inclán	<b>M</b>	Mexican		2021	
Alejandro Cortina Gallardo	<b>M</b>	Mexican	52	2015	
Carlos Alberto Rohm Campos	<b>M</b>	Mexican	50	2018	



<sup>2</sup> Designated by the AMP as holder of series BB shares, representing 15% of GAP owners' equity.



## Résumés of Board Members

# Nine of GAP board members serve on the boards of four or fewer other companies

### > Laura Díez-Barroso Azcárraga

Mexican – 71 years of age  
Chairperson. Member since 2015

Mrs. Díez-Barroso has served as Chairperson for our Board of Directors since 2015, and as President of the GAP Foundation since its incorporation in 2013. She also currently serves as Chairperson of the Board for *Grupo Financiero Santander México* Board. Ms. Díez-Barroso began her publishing career in 1979 as editor of *TU*, a magazine for youth. In 1988, she founded *Editorial Eres*, and in 1995, *Editorial Eres* merged with *Editorial Televisa*, where Ms. Díez-Barroso was appointed Chairperson of the Board of Directors and CEO until 2000. She served as Royal Caribbean Cruises Board Member for 14 years and as a member of the Board of *Grupo Financiero Inbursa* for 15 years. Ms. Díez-Barroso is currently a member of the Mexican Business Council, as well as a board member for *Telmex*, *Médica Sur* and the *Roberto Garza Sada Center*, which is part of the *UDEM University*, *SER Schools* and the *Industrials' Club*. She is also a trustee of several philanthropic initiatives, such as the *San Ildefonso Museum* and *Chapultepec Forest Trust*. She currently invests in public and private entities through *LCA Capital*, a family business she co-founded.

### > María Ángeles Rubio Alfayate

Spaniard – 49 years of age  
Director. Member since 2015

Mrs. Rubio Alfayate is an Aeronautical Engineer by the Polytechnic University of Madrid and certified by the Management Development Program (PDD) of IESE of the University of Navarra. Throughout her career, she has held various executive positions in the field of airport management, mainly in the services and operations areas 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 that provides air cargo handling and airport ground services; and *CLECE*, a *Grupo ACS* service company. Between 2015 and March 2020, she served as Director of *Airport Services and Development* at the Spanish airline company *Iberia Líneas Aéreas de España*. In April 2020, she joined *Aena SME S.A.*, as CEO of *Aena International*.

### > Juan Gallardo Thurlow

Mexican – 76 years of age  
Director. Member since 2016

Mr. Gallardo was elected a member of our Board of Directors on April 26, 2016. He currently serves as Chairman of the *CULTIBA Organization Board* (the holding company controlling *GEPP* and *Grupo Azucarero México*); the Chairman of the Board for *Grupo Azucarero México*, the largest sugar mill group in Mexico; and of *Grupo GEPP*, a bottling company exclusively for *PepsiCo* in Mexico. Gallardo is also a member of the Board of Directors of *Caterpillar Inc.*; *Banco Santander (México) S.A.*; and the International Board of Advisors of *Bombardier* and *Rabobank*. Mr. Gallardo is a board member of *Consejo Mexicano de Negocios, A.C.*, and the Business Council of Latin America. He served as coordinator of *COECE*, a special ad-hoc alliance of all Mexican private sector organizations, created to promote stronger trade flows between Mexico, the United States, Canada and the rest of the world, particularly in light of *NAFTA* and the *Mexico-EU Free Trade Agreement*. Mr. Gallardo has a law degree from the *Escuela Libre de Derecho* in Mexico City and completed the *AD-2 Top Management Course* offered by *IPADE* in Mexico City.



### > Carlos Cárdenas Guzmán

Mexican – 72 years of age  
Director. Member since 2011

Mr. Cárdenas has been a member of our Board of Directors since 2011. He also heads our Audit and Corporate Practices Committee. He is a Certified Public Accountant from UAG (the Autonomous University of Guadalajara) and has a Master's Degree in Tax Law from Universidad Panamericana (IPADE). He retired from Ernst & Young Mexico after 39 years of active service, where he served as Tax Partner-in-Charge for many years and as a member of its Executive Committee. Mr. Cárdenas currently serves as a member of the Board of Directors or President of the Audit Committees of several large Mexican companies, including Aleatica, S.A. (a subsidiary of the Australian Fund IFM Investors); an independent member of the Board and Audit Committee of Grupo Farmacias del Ahorro; Independent Director and member of the Audit Committee of Reaseguradora Patria, S.A.; Independent Director and member of the Audit Committee of the Anteris Capital Venture Lending Fund; Statutory Auditor of Berkley International Seguros México, S.A. de C.V. and Berkley International Finance Mexico, S.A. de C.V.; and former Chairman of the Board of the American British Cowdray Medical Center, I.A.P. He is also a member of various professional and business associations, noting his outstanding performance as President of the Mexican Institute of Certified Public Accountants (IMCP) and the Academy of Public Accounting Tax Studies (AET).

### > Álvaro Fernández Garza

Mexican – 55 years of age  
Director. Member since 2014

On Feb. 26, 2014, Mr. Fernández was appointed Alternate Director on our Board of Directors and ratified as Independent Director during the General Shareholders' Assembly held on April 23, 2014. He is the CEO of Grupo ALFA, a member of the Board of Directors for Vitro, ALFA, and CYDSA; and Chairman of the Board for Universidad de Monterrey (UDEM). He has a BS in Economics from the University of Notre Dame, an MBA from ITESM (the Technological Institute of Higher Learning of Monterrey) and an MBA from Georgetown University.

### > Joaquín Vargas Guajardo

Mexican – 68 years of age  
Director. Member since 2012

On April 16, 2012, Mr. Vargas was appointed independent director of the Board of Directors. He is also Chairman of the Board of Directors for Grupo MVS, which includes MVS Radio, MVS Education, MVS Entertainment, and satellite television services DISH 120 and MVS TV. Additionally, he serves as President of CMR, a publicly-held company with more than 280 restaurants and over a dozen brands, including The Capital Grille, Sushi Itto, Chili's and the Olive Garden. He is a member of the Board of Directors for the following companies that quote on the Stock Market: Vitro, *Grupo Financiero Santander*, and *Médica Sur*. Mr. Vargas is also a member of the Board of Directors of the newspaper *El Universal* and *Costamex*, among others.

### > Ángel Losada Moreno

Mexican – 68 years of age  
Director. Member since 2014

Mr. Losada was elected to serve as an independent director of the Company's Board of Directors on April 23, 2014. He currently serves as Executive President, Chairman of the Board of Directors and CEO of Grupo Gigante, S.A.B. de C.V. He is a member of the Board of Directors of *Banco Nacional de México*, S.A. (Citi Banamex Group); the Federico Gómez Children's Hospital; and Novag Laboratories. He has also served as President of the Council of the Mexican National Association of Retailers (the Mexican Retail Association, or ANTAD); as Director and member of the Board of the Food Marketing Institute of the United States; and as a member of the Board of the National Chamber of Commerce of Mexico City. Mr. Losada has a BA in Business from Anáhuac University.



### > Alejandra Palacios Prieto

Mexican – 47 years of age  
Director. Member since 2022

Ms. Palacios obtained a BS in Economics from ITAM (Autonomous Technological Institute of Mexico); an MBA from ITAM; and a Master's in Business and Public Policies from CIDE (Economic Research and Teaching Center). She headed COFECE (Federal Antimonopoly Commission of Mexico) from Sep. 2013 to Sep. 2021. This made her the first woman to oversee this agency. Stemming from her work as VP for the International Competency Network (ICN), which is the primary global organization for competency agencies, Ms. Palacios is renowned as a worldwide leader in this field. She was also a member of the Board of Directors of the OECD Competency Committee (Organization for Economic Cooperation and Development). Prior to her work at COFECE, Alejandra was Director for Regulations and Governance at IMCO (Mexican Institute for Competitiveness). In addition, she was a tenured professor in the Economics Department of ITAM. Currently, Ms. Palacios is a member of both the Trilateral Commission and IWF Mexico (International Women's Forum).

### > Juan Diez-Canedo Ruíz

Mexican – 73 years of age  
Director. member since 2014

Mr. Diez-Canedo Ruiz obtained a Bachelor's degree in Economics from the Autonomous Technological Institute of Mexico (ITAM) in 1973 and a Ph.D. in Economics from the Massachusetts Institute of Technology (MIT) in 1980. In 1978, he began his career at *Banco de México*, holding various positions until he was appointed Director of Macro-financial Programming and Economic Research, where he served as such through 1988. In 1980, he won first place in the Banamex National Economy Awards. Between 1989 and 1992, he served as Deputy Managing Director of *Banco Internacional*, now HSBC. Between 1992 and 1994, he served as Managing Director of the banking division of *Grupo Financiero Probusa*; from 1995 to 1996, he served as EVP of Grupo Maseca (GRUMA); and as Executive Vice President of *Grupo Financiero Banorte* from 1995 to 1999. Between November 1999 and February 2001, he served as CEO of CINTRA, the holding company for *Aeroméxico* and for *Mexicana de Aviación*; from 2001 to 2009 he served as president of *Fomento y Desarrollo Comercial, S.A. de C.V.*; and from 2009 to date, as Chairman and CEO of *Financiera Local, S.A. de C.V., SOFOM ENR*. He has been a professor at several institutions, such as the ITAM and *El Colegio de México*, in addition to having published articles in specialized academic journals in Mexico and the United States. Mr. Diez-Canedo has served as a member of the Board of Directors for such varied companies as Telmex, Alcatel, Banorte, Grupo Maseca, Grupo Gimsa, Deportes Martí, Fondo de Cultura Económica, among others. Díez-Canedo is also a member of the Board for TDA (Securitization of Assets, in Madrid, Spain).

### > Luis Tellez Kuenzler

Mexican – 64 years of age  
Director. Member since 2018

Mr. Téllez is a Mexican economist and politician. He served as Secretary of Energy during President Ernesto Zedillo's administration, and Secretary of Communications and Transportation under President Felipe Calderón. In 2009, he assumed the position of Chairman of the Board and Director General of the Mexican Stock Exchange Group. He is 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-Chairman of the Woodrow Wilson Mexican Institute in Washington D.C.

### > Eduardo Sánchez Navarro Redo

Mexican – 77 years of age  
Director. Member since 2012

Mr. Sánchez Navarro Redo has been a regular or alternate director of our Board of Directors since 2012. He is the founder of *Grupo Questro*, a real estate investment group with substantial holdings in Los Cabos, including luxury resorts and residential developments such as *Cabo Real* and *Puerto Los Cabos*. Mr. Navarro is also a member of the Board of Directors and Vice President of CULTIBA (the holding company for GEPP and Grupo Azucarero); and since 1991, a member of the Mexican Resort Development Association (AMDETUR), which is an organization that includes 90% of tourism real estate developers in the country. He is the Vice President of the National Tourist Business Council (CNET) and has served as president of the Hotels and Tourism Companies Investors Association (AIHET). He is also the founder of the Coordinating Counsel of Los Cabos.

To measure the performance of their duties, once a year members of the Board of Directors are evaluated for attendance, taking into account that the minimum required is 70% of the Directors.

In the event of any conflict of interest, the Directors are bound to notify the Board of Directors before making any decisions, and to refrain from participating and being present in the discussion and voting on the matter without this affecting the quorum required to hold a meeting.

A conflict of interest is considered when a member of the Board of Directors:

- a. Personally, or through anyone to whom they are related by marriage or by consanguinity up to the fourth ascending or descending degree, holds more than 5% of owners' equity of the party with whom GAP plans to enter into a transaction.
- b. Has a direct civil or blood relationship, up to the fourth ascending or descending degree, with the person with whom GAP plans to enter into a transaction.
- c. Sits on the Board of Directors of the party with whom GAP plans to enter into a transaction.

In 2022, GAP did not report any **conflicts of interest**





The members of the Board of Directors and senior GAP executives receive both fixed and variable income for their duties, a hiring bonus or incentive payment, severance payment, reimbursements, and retirement benefits.

The four directors and the four alternates selected by *Aeropuertos Mexicanos del Pacífico* (AMP) received no compensation whatsoever from GAP for sitting on the Board, as per the Technical Assistance contract executed with AMP.

In 2022, GAP paid the Directors appointed by Series "B" shareholders approximately MXN \$7.9 million. The Company has no established pension, retirement, benefits or similar arrangement whatsoever for said Directors. The Independent Directors received an annual compensation in 2022 of approximately USD \$52,920 for their service on the Board of Directors.

Some Directors receive additional compensation for their participation on committees; the President of the Audit Committee received an annual compensation of USD \$11,189. Each member of the Audit Committee received a total of USD \$5,292; each member of the Procurement Committee received a total of USD \$10,584; every member of the Nominations and Compensation Committee received USD \$3,748.

The GAP top management team receives an annual variable compensation based on their annual performance linked to ESG goals related to their duties. These indicators cover aspects such as operational and financial compliance or compliance with the Master Investment Program, digital transformation, perceived quality ratings in terms of facilities and services, employee training hours, implementation of biosafety systems, renewable energy strategies, waste management, water consumption and facility maintenance, among others.

**Our Board of Directors** reports to the Company shareholders and receives assistance from four Board committees to fulfill their duties.

1

**Operating Committee**

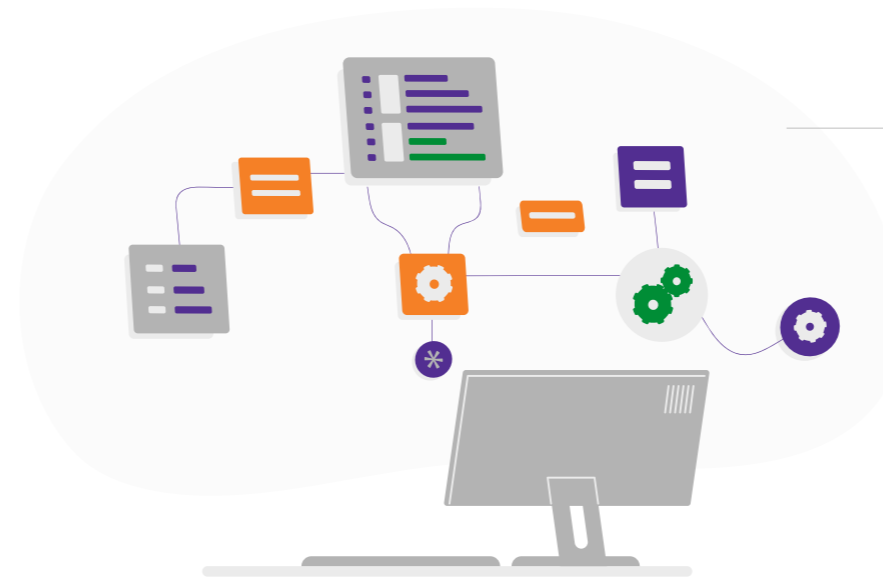
2

**Procurement Committee**

3

**Compensation and Nomination Committee**

4

**Audit and Corporate Practices Committee**



# 1

## Operating Committee

The Operating Committee is charged with monitoring Company performance as **regards operations and finance**. Hence, it prepares and presents varied plans and policies to the Board of Directors, such as the business plan, annual investment programs, the dividend policy, and the Master Development Program. It also runs airport management, workforce and labor policies, and appoints airport administrators. The Operating Committee supervises ESG issues, incorporating the risk areas and the main initiatives on these issues in the 13 meetings held each year.

The Director of Sustainability, Quality, Innovation and Technology oversees GAP sustainable management and

regularly participates in Operating Committee meetings to presents progress made on ESG initiatives and issues with potential risk, with the corresponding mitigation measures and results . Other executives, such as the Director for Administration and Finance, the Director of Networks and Regulated Business, and the Asst. Director for Commerce also participate in reporting economic issues, whereas the Director for Culture and Human Capital reports social issues.

The Board of Directors establishes the GAP sustainability strategy, which in turn is supervised by the Operating Committee, in compliance with its duties regarding accountability.

The Operating Committee **met 16 times**, and all members were present at all meetings



PROPRIETARY MEMBERS

Raúl Revuelta Musalem – Presidente

Carlos Alberto Rohm Campos

Juan Gallardo Thurlow

ALTERNATE MEMBERS

Carlos Manuel Porrón Suárez

Santiago Riveroll Mendoza

Alejandro Cortina Gallardo

ASSISTANTS

Saúl Villarreal García

Sergio Enrique Ochoa

José Ángel Martínez Sánchez

Alejandro Vallarino Marusich

Juan Francisco Martínez Mira

Alejandro Guillermo Mañon Hernández

Alejandra Yazmín Soto Ayech

Martín Pablo Zazueta Chávez



# 2

## Acquisitions Committee

With the purpose of ensuring compliance with the contracting policies and regulations established under the corporate bylaws, the Committee must **approve all transactions between GAP** and third parties for the amounts preestablished, and any contract by and between the Company and AMP, ensuring the bidding process involves at least three vendors.

From the time we received our concessions, and according to technical assistance and participation agreements executed, AMP and its shareholders agreed to provide management and consulting services and transfer technical and industrial know-how and expertise related to airport operations, thereby helping us develop and improve our airports and the services we provide.

The Procurement Committee **met 12 times**, and all members were present at all the meetings

# 3

## Compensation and Nomination Committee

This Committee is in charge of setting **compensation for each board member**, committee and first and second-tier officers, and also has the power to make proposals on the removing of board members. It also proposes the composition of the Board of Directors for the Shareholders' Meeting, as well as Management and area directors.

The Compensation and Nomination Committee **met three times**, and all members were present at all the meetings



PROPRIETARY MEMBERS	Carlos Alberto Rohm Campos	ALTERNATE MEMBERS	María Ángeles Rubio Alfayate
	Juan Díaz-Canedo Ruiz		Luis Téllez Kuenzler

PROPRIETARY MEMBERS	María Ángeles Rubio Alfayate - Presidenta	ALTERNATE MEMBERS	Santiago Riveroll Mendoza
	Álvaro Fernández Garza		



## 4

## Audit and Corporate Practices Committee

**The Committee oversees the conduct and management of our business.** It is additionally responsible for reporting on the state of internal control, evaluating the performance of the Independent Auditor, and discussing financial statements. It reviews and approves reports submitted to the Institutional Stock Exchange (BIVA), the Mexican Stock Exchange (MSE), the New York Stock Exchange (NYSE), the Securities and Exchange Commission (SEC), and the Mexican Banking and Securities Commission (CNBV). This Committee is also responsible for evaluating accounting policies and criteria, reviewing ESG management results, and evaluating Cybersecurity management. Our Committee ensures that the CEO complies with the resolutions of the Shareholders' Assembly and the Board of Directors.

The Audit and Corporate Practices Committee **met five times** and all members were present at all the meetings



## INDEPENDENT DIRECTORS

Carlos Cárdenas Guzmán - Presidente

Ángel Losada Moreno

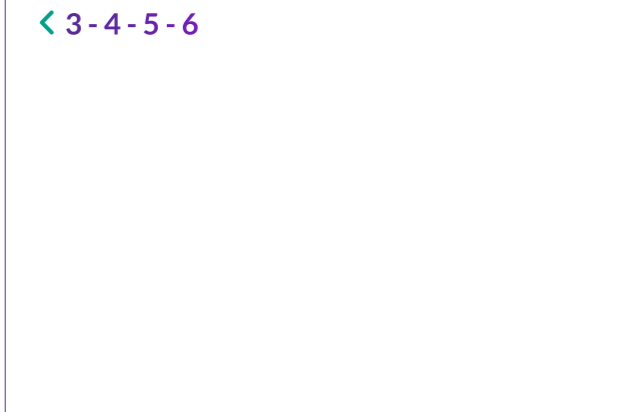
Joaquín Vargas Guajardo



### Composition of the Management Team

The **GAP Management Team** is responsible for implementing the business sustainability strategy approved by the Board of Directors and supervised by the Operating Committee

1 - 2 >



< 3 - 4 - 5 - 6

7 - 8 - 9 - 10 >

> Responsibility by topic



1

Raúl Revuelta Musalem

Chief Executive Officer

> Economic  
Environmental  
Social

2

Juan Francisco Martínez Mira

Sustainability, Quality, Innovation and IT Director

Environmental  
Social

3

Sergio Enrique Flores Ochoa

General Counsel

Social

4

Saúl Villarreal García

Chief Financial Officer

Economic

5

Alejandro Vallarino Marusich

Infrastructure Director

Economic  
Environmental

6

José Ángel Martínez Sánchez

Airports and Regulated Revenues Director

Environmental  
Social

7

Alejandro Guillermo Mañón

Culture and Human Capital Director

Social

8

Martín Pablo Zazueta Chávez

Guadalajara Airport Director

Economic  
Social

9

Alejandra Soto Ayech\*

Institutional Relations and Social Responsibility Director

Economic  
Social

10

Susana Romero Mojica\*

Commercial Director

Economic

\*Note. They were appointed at the beginning of 2023, prior to the publication of the Sustainability Report.

At GAP, we conduct different **interaction and consultation processes** to understand our stakeholders' perspectives on our management of environmental, social and corporate governance (ESG) issues.



## Shareholders

They have representatives on the Board of Directors, approved at the Regular General Shareholders Meeting, who review the ESG initiatives and risks reports.



## Investors and Analysts

The Investor Relations Department collects information on inquiries from investors about ESG issues and channels them to the different management areas to ensure their timely response.



## Financial Institutions

Both the Director for Administration and Finance and the Director for Sustainability, Quality, Innovation and Technology, coordinate the response to queries and ESG-related issue reviews linked to obtaining sustainable credits, among others.



## Compliance

Each year we publish our Sustainability Report following the methodology recommended by GRI, SASB, TCFD, the SDGs, and the Ten Principles of the UN Global Compact. We also fill out different ESG questionnaires for rating agencies, investors, and analysts.

# Risk management

GRI 2-12, 201-2

TCFD Governance **a b**, Strategy **a b**, Risk management **a b c**

The GAP Management team is involved in identifying risks to which we are exposed, so we can resiliently address and mitigate them.

Some risks the Company faces and which could cause an impact include health and safety, financial, market, regulatory, legal, tax, technology, and social, natural disasters and those related to climate change that could alter how we conduct our operations.

Our **Risk Committee** -whose members include the CEO; the Director for Sustainability, Quality, Innovation, and IT; the Administration and Finance Director; the Legal Director; the Internal Auditor; and the Office for Governance, Risks, and Compliance- is in charge of assessing and mitigating all risks that could arise.

GAP's commitment for 2023 entails developing sound analyses of climate risks so the physical risks with the greatest impact on our operations can be properly identified and quantified in monetary terms.

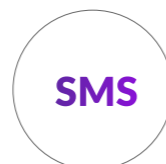
	<b>Financial risks</b>	<b>Operational risks</b>	<b>Regulatory compliance risks</b>	<b>Strategic risks</b>
	Income generation risks	Environmental risks, including those related to climate change	Regulatory risks	Governance risks
	Accounting and reporting risks	Fixed asset risks	Legal risks	
	Liquidity and credit risks	Operational hazards	Code of Conduct risks	Risks related to acquisitions, mergers, and new business opportunities
	Market risks	Technology risks	Reputational risks	
	Capital structure risks	Human Resources risks	Other regulatory compliance risks	Communications and investor relations risks
	Tax risks	Supply Chain risks		
	Risks identified by the Internal Audit Department as a result of reviews conducted	Sales and Marketing risks		
	Other financial risks.	Other operational risks		

4 Risk factor details can be found in the GAP 2022 Annual Report at [https://www.aeropuertosgap.com.mx/images/files/reportes\\_financieros/PAC-20F-20221231.pdf](https://www.aeropuertosgap.com.mx/images/files/reportes_financieros/PAC-20F-20221231.pdf)

Our risks are managed by applying an internal methodology based on risk management systems such as **IMS**, **SMS** and **COSO**.



Integrated Management System, compliant with ISO 9001:2015 and ISO 14001:2015 guidelines to identify and manage risks that could affect GAP's strategic objectives.



Safety Management System, which identifies and manages operational safety and security risks at airports.



Committee of Sponsoring Organizations of the Treadway Commission, an integrated framework to monitor and mitigate risks in financial and accounting processes.



TYPE OF IMPACT	RISK MANAGEMENT
Quality and environment	Priority stakeholders for each airport are identified and communication channels are set up
Accounting and finance	The organization's financial risks are evaluated.
Internal control	Risks are identified to then design and test mitigation strategies.
Operations	Risks in all our business operations and processes are identified, assessed, and then mitigated.
Communication	When related to our reputation, all opinions and communications that could negatively affect GAP are evaluated.



Additionally, we continuously monitor financial-risk and compliance indicators for the different geographical regions where we operate. Remediation plans are implemented as needed.

We have identified three key risks and opportunities for our business, for which we are carrying out a series of specific actions to properly address them.



RISKS AND OPPORTUNITIES

ACTIONS IN 2022

1

**Expand the non-aeronautical business** in the coming years by constructing and operating new businesses that allow us to continue creating value for our passengers and guaranteeing the continued existence of GAP.



We are analyzing and evaluating opportunities to participate in new business ventures, studying the financial profitability and feasibility of potential projects.

2

**Execute the 2020-2024 Master Development Plan (MDP)**, the most ambitious concession in Mexico's history, which will allow us to operate flagship projects such as the new GDL and PVR terminals under LEED certification; in addition to building the second runway in GDL. Necessary adjustments are being made so the MDP can be followed within scheduled deadlines.



Investment projects are being supervised by Project Management Offices to ensure they are carried out with the planned quality and within the scheduled timeframe.



We are developing environmental measures to incorporate them into the GDL and PVR buildings and achieve LEED Gold certification or higher through the assistance of outside advisors who are experts in this field of endeavor.

3

**Carry out actions, projects and initiatives** that will enable us to meet our 2030 Sustainability Strategy objectives and goals, in line with our Strategic Business Plan and all five strategic pillars established for the Company.



For more information, please refer to the **GAP 2030 Sustainability Strategy** under the **WE ARE + COMMITTED** section of this report.





Additionally, we identify the **risks and opportunities** related to climate change that may impact operations at our airports. These are initially reviewed by the Sustainability, Quality, Innovation, and IT Department, and subsequently by the CEO's office.

Through this analysis, we have established the foundations to address the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) for our daily operations.



### Climate change risks

#### Risk of reduction in the availability of water resources for use in airport terminals.

#### Extreme weather conditions, increased hurricanes, and rainfall.

CLASSIFICATION

Physical and Regulatory

Physical

RELATED-IMPACT DESCRIPTION

Depletion of groundwater tables that prevent the extraction of water in certain states and areas across the country.

Rising number of hurricanes in beach destinations, such as KIN, LAP, MBJ, PVR, SJD and ZLO, which could impact our facilities and affect operation continuity.

In light of this shortage, the National Water Commission can deny permits to dig new wells.

Increased precipitation during the rainy season, producing leaks, canal overflows, and flooding, which could put the operation of GAP airports at risk.

Water supply network of the region where our airports operate with insufficient water levels to meet consumption demand.

Increased investment costs to ensure that our facilities have resilient technology, using materials and construction methods with costs higher than those traditionally spent on materials.

FINANCIAL IMPLICATIONS OF THE RISK BEFORE TAKING ACTION

Increased consumption rates due to the shortage.

When affected by torrential rains, the cost of rehabilitating rooftops and rainwater harvesting systems at airports

Negotiation of volume transfers with third parties holding extraction permits, which would generate additional expenses and increase current well-water extraction costs per cubic meter.

Increased rooftop and airfield maintenance costs due to damages caused by torrential rains and flooding.

Higher water consumption costs if obtained from the municipal water-supply network.

METHODS USED TO MANAGE RISK

We have applied for new well-digging and use permits for the airports we plan to expand.

Our new GDL and PVR terminals will be built under LEED certification criteria.

Projects for the use of treated water and for rainwater harvesting are being analyzed.

Designs that entail measures to prevent damages caused by meteorological conditions (years of return) were established, taking into account all infrastructure construction projects.

COST OF ACTIONS TAKEN TO MANAGE RISK

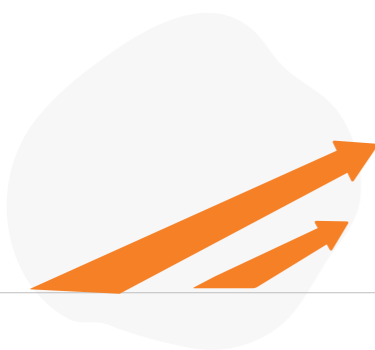
The payment of rights related to procedures filed with CONAGUA for technical modifications, concession title extensions, in addition to guarantee fees for conserving unconsumed volumes of water, amounted to a cost of 1.73 million MXP in 2022.

In 2022, we conducted the hydrological studies needed for reengineering stormwater networks for enlarging of GDL and PVR airports, at a cost of 1.95 million MXP.

**Note.** Each rainy-season risk varies at each airport because geography and weather conditions are quite different from each other.



We follow the SMS and ISO management systems to identify risks and opportunities, with probability and impact factors taken into account



### Climate Change Opportunities

Install energy farms with solar panels in carports, taking advantage of the land in the airport polygon areas and purchasing clean energy from third parties.

TERM	Medium
CLASSIFICATION	Physical and regulatory
RELATED-IMPACT DESCRIPTION	Installing carports and purchasing clean energy from third parties would allow us to achieve self-sufficiency in energy consumption.
FINANCIAL IMPLICATIONS OF THE OPPORTUNITY BEFORE TAKING ACTION	Electricity consumption is one of the most significant expenses at GAP airports.
METHODS USED FOR OPPORTUNITY MANAGEMENT	In 2022, we began installing a solar panel system at MBJ Airport (2MW) and KIN Airport (2.2MW) in Jamaica. We also conducted a feasibility study for a self-generation project using solar panels and battery storage at SJD Airport.
COST OF ACTIONS TAKEN FOR OPPORTUNITY MANAGEMENT	The \$ 5.5 million USD-investment in 2022 is for the solar power projects



**Note.** We follow the SMS and ISO management systems to identify risks and opportunities, with probability and impact factors taken into account.

# Ethics and transparency

**GRI** 2-23, 2-26, 3-3, 205-1, 205-2, 205-3, 3-3, 410-1

**SASB** SV-PS-510a.1, SV-PS-510a.2



We conduct our business, decisions, actions, and commitments following **the highest standards in ethics, integrity, and transparency**. We also promote and uphold respect for human rights and freedoms. Furthermore, we ensure compliance with all applicable laws and regulations in the locations where we operate.

We act in line with our **Code of Ethics**<sup>5</sup>, the document that describes the conduct expected of all employees and which guides them in fields such as working atmosphere, confidential data and information protection, anticorruption, bribery, health and safety, customer and supplier relations, conflicts of interest, political activities, donations, sponsorships, and environmental protection, among others.

We respect the **human rights** of all individuals with whom we interact in our operational and business processes. Our commitment is reflected in our Code of Ethics and is supported by our adherence to the United Nations Global Compact.

At GAP, we reject any act of discrimination, child exploitation, forced labor, violations of indigenous peoples' rights, abuses, coercion, obstruction of association or collective bargaining, and/or threats.

When hired, all employees receive a hard copy of the Code of Ethics. We also have an online course to reinforce their understanding of ethics and integrity, and the use of the Hotline. The course is available on our EIVA portal.

Furthermore, to ensure that our **suppliers** act with integrity in their relationships with GAP, there is a clause in their contracts that binds them to full compliance with the same ethical principles in all their transactions.

**100%** of our employees took our online Code of Ethics refresher course

<sup>5</sup> See GAP Code of Ethics at: [https://www.aerpuertosgap.com.mx/files/Code\\_of\\_Ethics.pdf](https://www.aerpuertosgap.com.mx/files/Code_of_Ethics.pdf)

## To instill and keep our culture of ethics alive with all our employees and stakeholders, **implemented different initiatives throughout 2022**

### Participation in transparency and ethical behavior indexes

We engage in annual independent assessments that measure the internal and external perception of our employees regarding the implementation of a zero-tolerance culture towards corruption in our operations.

#### Approval units

Internal review and approval bodies for acquisitions, ensuring their adherence to the GAP Contracting Standard and Code of Ethics.

#### Continuity of the annual internal audit program

To ensure the proper operation of internal controls and the reliability of financial and operational information.

#### Diagnosis of compliance with the Foreign Corrupt Practices Act (FCPA)

The FCPA has nine principles intended to provide ethical rules for businesses and individuals bidding for contracts abroad.

#### Continuity of the whistleblower hotline

To ensure the anonymity and confidentiality of the whistleblower, our reporting and sanctions system is managed for GAP by a completely independent third party.

#### Potentiation of the use of the scan market portal

Aimed at using and taking advantage of all the functionalities of the portal, highlighting the publication of information and documentation for the different contracting actors in a transparent and traceable manner.

#### Compliance with Sarbanes-Oxley Act

Continuity has been given to the maintenance of internal control matrices and the testing of design and operational effectiveness of Internal Control over Financial Reporting, thus providing reliability to shareholders.

#### Awareness and use of the whistleblower hotline

We regularly share various communications with our employees to reinforce their awareness of the existence of the whistleblower hotline. Additionally, we have made modifications to our website to ensure that the corresponding section is easily accessible.

#### Knowledge survey

Towards the end of the year, we conducted a survey among all employees to assess their level of knowledge regarding the Code of Ethics and the whistleblower hotline. The results will enable us to enhance training programs for the following year and identify areas for improvement.

#### Anti-money laundering (AML)

Procedures, which help ensure that GAP only deals with companies having fully legal operations.

#### Internal Corruption Perception Survey

To measure the levels of GAP employee perception of activities subject to corruption.

#### Independent auditing

Provides certainty regarding internal control efficiency and all numbers reported in our financial statements.

#### Conduct Committee

A multidisciplinary body that oversees and reviews compliance with our code of ethics.



We provide our stakeholders with a whistleblower hotline, which they can use to address their concerns or report any behavior that goes against our Code of Ethics or policies. Additionally, anyone can use this channel to communicate impacts of our operations on biodiversity, social concerns

from neighboring communities, and human rights violations, among other issues.

The **whistleblower hotline** is managed by an outside firm to ensure confidentiality and to facilitate the organized, timely, and impartial handling of reports.



Internet > [www.lineadedenuncia.com/GAP](http://www.lineadedenuncia.com/GAP)

Email > [gap@lineadedenuncia.com](mailto:gap@lineadedenuncia.com)

Tel > 800 563 0047



### Complaint handling process

1

An outside firm receives a complaint from any channel on behalf of GAP.

2

The firm categorizes the complaint based on its priority, and if applicable, it is communicated to the Conduct Committee.

3

The Conduct Committee analyzes the complaint and assigns its investigation to the corresponding persons.

4

Resolution or disciplinary measures are determined, if necessary.

This year, we have made changes to the classification criteria of complaints received via the ethics hotline to ensure that each complaint is directed to the appropriate department based on its criticality, thus ensuring that no complaint goes unaddressed.

We also have a **Conduct Committee**, whose members include the CEO's office, Administration and Finance, Legal, Culture and Human Capital, and Internal Audit. The committee works to promote compliance with our ethical guidelines and ensures timely, transparent, and fair handling of cases resulting from ethical misconduct. The committee is responsible for updating our Code of Ethics.

Durante 2022 we received **158 valid reports**, of which 100% were addressed during the same period

In 2022 there **were no legal processes** filed against GAP related to the professional integrity of any employees, supplier, or customer



**Types of claims reported**

	NUMBER		PERCENTAGE
INAPPROPRIATE TREATMENT OF EMPLOYEES	39	>	25%
ASSET CONSERVATION	3	>	2%
INAPPROPRIATE TREATMENT OF CUSTOMERS	0	>	0%
POLICY COMPLIANCE	22	>	14%
PERSONAL RELATIONSHIPS	3	>	2%
CONFLICTS OF INTEREST	4	>	3%
OTHERS	87	>	55%
TOTAL	158	>	100%

## Internal control

We firmly believe that integrity and ethics should be promoted and cascaded from top management and shareholders down to the rest of the corporate structure. We have adopted the **internal control and monitoring model suggested by COSO** to ensure compliance with these values and prevent internal fraud.

This model defines internal control as a process carried out by the Board of Directors, management, and organization personnel and is designed to ensure achievement of objectives in key categories such as the effectiveness and efficiency of operations, reliability of financial information, and compliance with all applicable laws and regulations.

To achieve an effective internal control system, we have implemented the **five components** of the COSO model, which are as follows:

- 1 **Control environment**
- 2 **Risk assessment**
- 3 **Control activities**
- 4 **Information and communication**
- 5 **Monitoring**



The efforts dedicated to promoting corporate integrity and transparency in the Company were reflected in the **Corporate Integrity Index (IC-550) Mexicans Against Corruption and Impunity**, where, for the second consecutive year, we achieved first place tied with other organizations.

This year, **we evaluated 182 infrastructure and maintenance projects** to identify and prevent potential corruption-related risks, which represented 47% of the total operations at GAP.

We conducted an **audit** focused on reviewing compliance with the Foreign Corrupt Practices Act (FCPA), which is a key regulatory requirement for companies listed on the New York Stock Exchange. Through the controls implemented in our organization, we found that we are in compliance with this important regulatory requirement to prevent and mitigate corrupt practices.

At GAP we are firmly committed to **zero tolerance for corruption**<sup>6</sup>

<sup>6</sup> For further information on this commitment, go to: <https://www.aeropuertosgap.com.mx/en/gap-contra-corrupcion-2.html>

# Information security

**GRI** 418-1

**SASB** SV-PS-230a.1, SV-PS-230a.2, SV-PS-230a.3, SV-PS-510a.2

At GAP, we have proactive and flexible measure aimed at full protection of the integrity, availability and confidentiality of all employee, customer, vendor and user information.

Pursuant to the provisions established under the **Federal Act on the Protection of Personal Information Held by Private Parties (LFPDPPP) and its regulations**, at GAP, we are responsible for processing the personal information of employees, customers, and vendors in keeping with the principles of legality, consent, information, quality, purpose, loyalty, proportionality and responsibility.

In treating this information, we maintain the administrative, physical and technical security measures that guarantee the quality and confidentiality of personal data, always mindful of existing risks, consequences for the owners, and the nature of the information.

We developed a cybersecurity model in four domains: governance, surveillance, resilience and protection, thereby

allowing us to properly manage cyber threats and evaluate the maturity level and cybersecurity controls in GAP.

This model is based on international standards such as ISO 27001, ISO 27032, NIST, COBIT, SANS Cis Controls, and ICAO cybersecurity strategies.

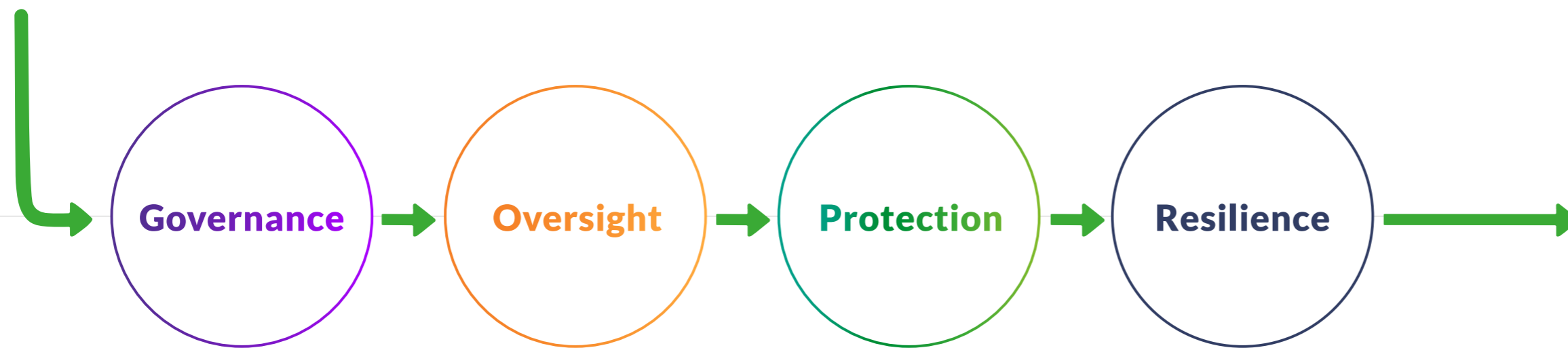
Through a proactive approach to cybersecurity, we conduct regular vulnerability assessments and security testing to identify threats and potential vulnerabilities that could impact systems, communications, and service availability, as well as the confidentiality, integrity, and availability of information.

We conduct vulnerability assessments and penetration testing with the support of third parties to validate exposure levels of critical GAP assets to cyber threats.

The findings resulting from vulnerability assessments and security testing are addressed in keeping with guidelines, procedures, and controls defined in GAP.



**Cybersecurity model**



**Corporate Leadership.**

We evaluated a restructuring and strengthening of the cybersecurity team's functions to effectively and resiliently contain new cyber threats in a timely, effective, and resilient manner.



**Early preparation for cybernetic threats.**

We developed remediation plans to mitigate findings identified by KIO NetWorks.

**Center for Operations Security.**

The analysis, correlation, and logging of security events to protect users and their workstations were automated.



**Business resilience.**

A Playbook or recovery plan was developed, thus enabling us to respond quickly and effectively to the cyber threat of phishing, one of the most exploited attack vectors used in recent years by hackers.



**Infrastructure protection.**

We successfully completed projects that increase the protection and security of the network, servers, workstations, privileged accounts, and user-account management according to controls defined in GAP.

Thanks to the capabilities defined in this model, we can detect, prevent, monitor, and respond to potential cyber threats effectively and rapidly





We identify, manage, correct, and administer vulnerabilities as part of the surveillance domain by performing the following actions:

Vulnerability analysis using known hacking methods to test information systems security

Automated scans or explorations for vulnerabilities on internal organization assets

Automated scans or explorations for vulnerabilities on externally-exposed organization assets

Operating system updates on assets included in vulnerability management through automated patch management

Application updates on assets included in vulnerability management through automated patch management

Mitigation plan remediation or definition for detected vulnerabilities



In 2022, we experienced over 17 million cyber-attacks, but none had an impact on the business as they were successfully mitigated.

In terms of cybersecurity management, we have a member of the Board of Directors who is responsible for this area. At the operational level, we have a team that presents quarterly reports on results to the Audit Committee.

Our cybersecurity lead is certified as a Lead Auditor ISO/IEC 27001:2013, CEH, CCISO, and CISSP<sup>7</sup>.

We provide our employees and members of the airport community with relevant information and training on cybersecurity risk prevention.

Through the use of the CyberArk tool, we manage and monitor access to user accounts that control critical systems, thereby achieving an additional layer of security to protect our information and reduce risks associated with the use of privileged credentials.

To protect privileged information, we have implemented strong security measures in administrative, physical, and technical areas. We consider existing risks, the consequences for data subjects, and the nature of the data when defining these measures.

We make our **Privacy Notice**<sup>8</sup> available to GAP's stakeholders, which describes the personal data being processed; the purpose of the processing; and the options and means to exercise their rights regarding the use, disclosure, access, rectification, cancellation, opposition, and transfers of data. We also provide relevant information and training on cybersecurity risk prevention to our employees and members of the airport community.

During 2022, **we did not record any data leaks** regarding business activities or personal identification, nor did we receive any claims related to customer privacy breaches

<sup>7</sup> International cybersecurity certification: Certified Ethical Hacker (CEH), Certified Chief Information Security Officer (CCISO) y Certified Information Systems Security Professional (CISSP).

<sup>8</sup> Consult our Privacy Notice at: <https://www.aeropuertosgap.com.mx/en/privacy-notice.html>



# WE ARE + TEAM

At GAP we are convinced that we owe our success to our employees and the work they do every day to provide excellent service and unique experiences for our customers and visitors. This is possible through the combination of work, training, the passion we have for what we do, and our values and principles, thereby making us better each day.

2,314  
employees in Mexico  
and Jamaica

242  
voluntary turnover  
rate

100%  
of safety personnel  
trained in human rights



# GAP attitudes

Maintaining our way of working with a focus on excellent service for passengers, customers, and visitors is possible thanks to the great commitment of our employees, who put into practice our GAP Attitudes in their daily work.



Practicing values + Transcendence + Recognition

+ Collaboration and trust + Open communication

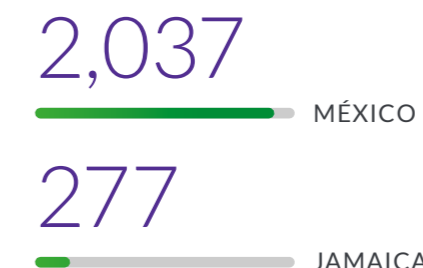
# Human capital

**GRI** 2-7, 2-8, 2-30, 401-1, 401-3, 402-1, 3-3, 405-1, 406-1  
**SASB** SV-PS-330a.1, SV-PS-330a.2, SV-PS-000.A, SV-PS-000.B

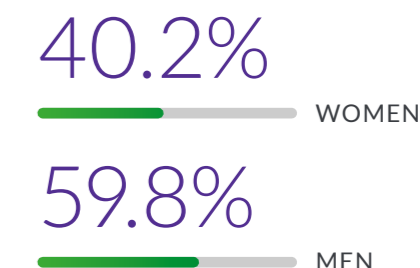
To address the needs of airlines, customers, passengers, and the airport community, the commitment and professionalism of **our 2,314 employees<sup>1</sup> across the 14 airports are essential.**

In 2022, in **Guadalajara**, we opened facilitator positions with the aim of guiding passengers during the airport expansion and remodeling projects. For these temporary tasks, we hired employees -primarily students- with the intention of assisting them in gaining work experience.

## Colaboradores por país



## Employees by gender



# WE ARE + TEAM

## Headcount by contract type and by gender

TEMPORARY CONTRACT	TEMPORARY CONTRACT	TOTAL	
861	70	931	WOMEN
1,342	41	1,383	MEN
2,203	111	2,314	TOTAL

## Headcount by contract type and by country

TEMPORARY CONTRACT	TEMPORARY CONTRACT	TOTAL	
1,926	111	2,037	MEXICO
277	0	274	JAMAICA
2,203	111	2,314	TOTAL

## Headcount by occupational category and by gender

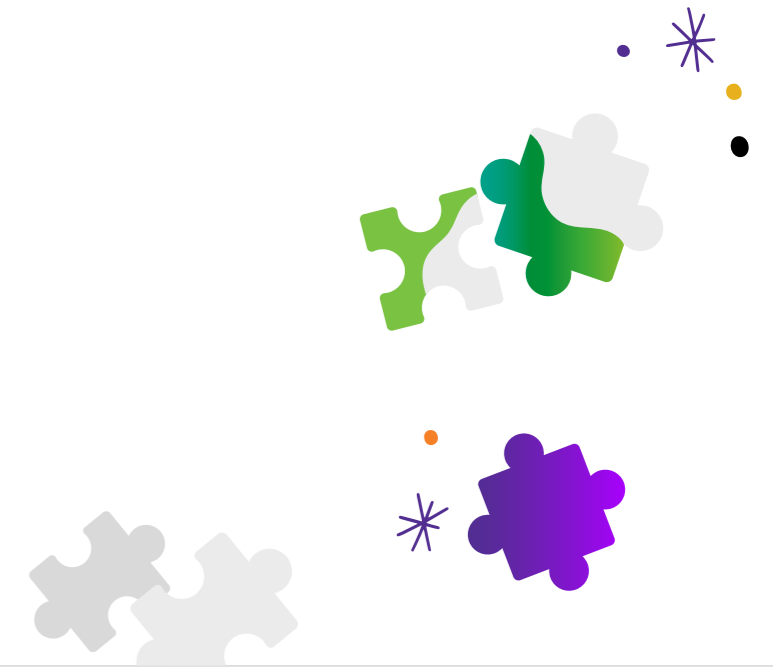
WOMEN	MEN	
71	41	GAP FOUNDATION
204	609	OPERATIONS
27	317	MAINTENANCE
629	416	STAFF
931	1,383	TOTAL

<sup>1</sup> The employees that are part of our headcount are: Mexicans, Jamaicans, Spaniards, and Venezuelans.

The diversity of destinations, as well as the diversity of profiles, ideas, and ways of thinking, enrich what we can offer at GAP.

We are convinced of the importance of integrating all individuals equally and will never tolerate any form of discrimination based on age, gender, origin, nationality, marital status, ideas, opinions, religion, social or economic status, preferences, ways of thinking, or of any other type.

During 2022, **there was no information received** on cases of discrimination at our airports



 **Employee nationalities**

COUNTRY OF ORIGIN	NO. OF EMPLOYEES
Mexico	2,036
Spain	3
Venezuela	1
Jamaica	274

To strengthen the empowerment of women in our organization in areas such as gender equality, work-life balance, wage equality, and training and development, the **GAP Women's Committee** was put into effect since last year.

During 2022, we implemented the **Women on Board** initiative, whose aim is to promote an inclusive culture that provides equal opportunities and develops and supports female talent to access better job opportunities, especially in leadership positions. The strengthening of our gender equality and empowerment strategy is an ongoing commitment, in addition to recognizing and reinforcing the presence of female leadership in GAP through various forums.

Additionally, we implemented **Inspiring Women Journey**, a program designed for women leaders who wish to rediscover their strengths and achieve better outcomes in their professional careers.

Women in leadership positions and other diversity categories are an integral part of our organization

Our **Gender Equality and Empowerment Strategy** was also implemented, with the following four key areas.

1

**Work-life balance**

- There is a policy of reasonable adjustments that analyzes wage equality between men and women based on position, considering responsibilities and performance evaluations.
- A study was conducted on lactation areas in airports and the corporate office to identify needs and to plan for execution.

2

**Training and development**

- Partnerships have been formed with women's institutes at each airport to provide training sessions aimed at raising awareness and promoting inclusivity throughout the organization while also mitigating gender discrimination.

3

**Women's empowerment**

- Courses and discussions on women's empowerment have taken place to strengthen the credibility of women within the organization.

4

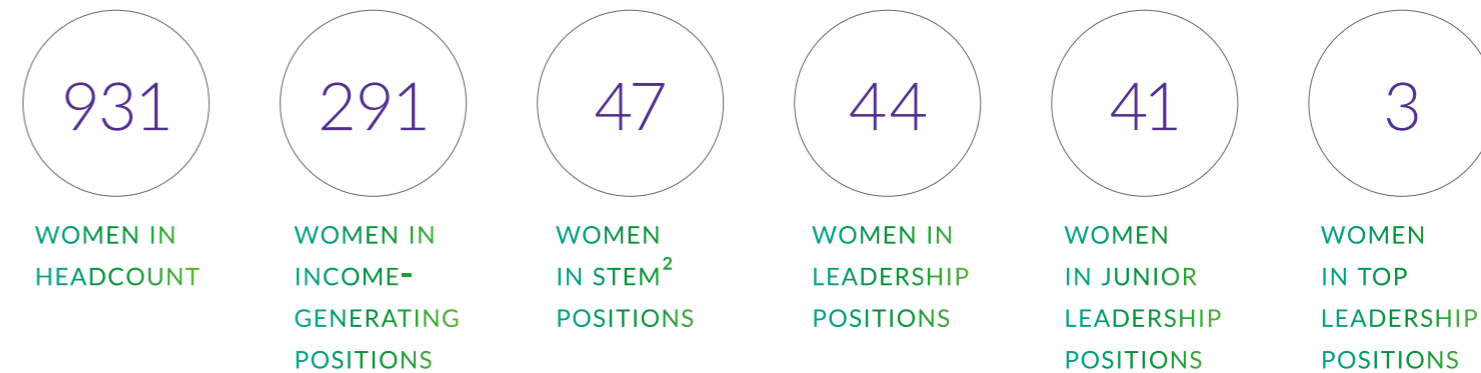
**Closing the wage gap**

- A study analyzing the salary situation of men and women in GAP was conducted, resulting in significant adjustments to address the wage gap.





### Women in leadership positions and other diversity categories



**44 women** fill managerial and executive positions at GAP





### Headcount by age range and gender

AGE	WOMEN	MEN
18-30 AÑOS	328	300
31-50 AÑOS	530	837
>51 AÑOS	73	246
<b>TOTAL</b>	<b>931</b>	<b>1,383</b>



### Headcount percentage by occupational category, age, and gender

CATEGORY	WOMEN			MEN			MINORITIES (DISABILITY, INDIGENOUS, LGBTQ+)
	18-30	31-50	>51	18-30	31-50	>51	
GAP Foundation	0.99%	1.86%	0.22%	0.43%	1.21%	0.13%	0.00%
Operations	3.41%	4.71%	0.73%	4.67%	16.90%	4.80%	0.00%
Maintenance	0.30%	0.78%	0.09%	1.82%	8.30%	3.59%	0.00%
Staff	9.46%	15.56%	2.12%	6.05%	9.77%	2.12%	0.09%
<b>TOTAL</b>	<b>14.18%</b>	<b>22.90%</b>	<b>3.16%</b>	<b>12.97%</b>	<b>36.17%</b>	<b>10.63%</b>	<b>0.09%</b>





## Headcount by location

LOCATION	NO. OF EMPLOYEES	PERCENTAJE
Guadalajara	424	18%
Foundation	270	12%
Tijuana	212	9%
Los Cabos	205	9%
Puerto Vallarta	201	9%
Montego Bay	159	7%
Corporate	146	6%
Kingston	118	5%
Guanajuato	106	5%
Hermosillo	87	4%
Aguascalientes	79	3%
Mexicali	76	3%
La Paz	71	3%
Morelia	70	3%
Los Mochis	52	2%
Manzanillo	38	2%

TOTAL  
**2,314**



### Collective bargaining agreement

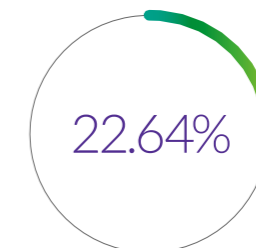
MEXICO

In Mexico, approximately 29% of our personnel are unionized, while compared to just over 5%<sup>4</sup> in Jamaica. Regardless of the country or airport, the minimum notice period for informing our employees about any relevant matter is one week, as specified in our collective bargaining agreements.

Our employee workweek is **48 hours**, and all are billable

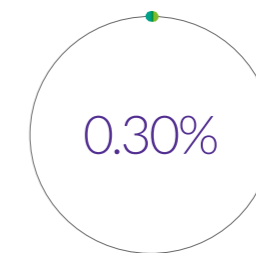
NATIONAL WORKERS UNION FOR AIRPORT, SIMILAR, AND ALLIED INDUSTRIES

524



NATIONAL UNION FOR CONSTRUCTION, EXCAVATION, SIMILAR, AND ALLIED WORKERS IN MEXICO

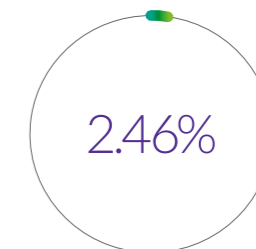
7



JAMAICA

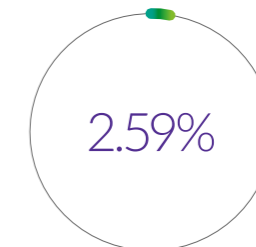
UNION OF TECHNICAL, ADMINISTRATIVE AND SUPERVISORY PERSONNEL (UTASP)

57



TRADE UNION CONGRESS (TUC)

60



EMPLOYEES COVERED

<sup>4</sup> Percentages calculated as per the total number of GAP employees in 2022 (2,314 employees).

## This year, 242 people joined the team

while 400 people left the organization for assorted reasons.

65% voluntary deletions resulting from the temporary nature of positions, such as COVID-related roles like health prevention assistants. These employees were hired to assist passengers in implementing COVID measures. As restrictions from health authorities decreased, these employees sought more stable employment opportunities.

23% involuntary deletions for violating regulations, policies, procedures, or as a result of union negotiations.

8% personnel who transferred between companies within the group for better job opportunities. These are considered deletions as they involve different legal entities.

2% deletions due to illness-related deaths, voluntary retirement, or disabilities.

2% contract terminations of temporary positions that were completed.



### Employees hired, by gender and by age in 2022\*

WOMEN	MEN	
47	39	18-30
73	70	31-50
3	10	>51
123	119	TOTAL

242

GRAND TOTAL

### Employees hired, by age\*

18-30	31-50	>51	
75	54	6	2019
122	99	17	2020
79	110	10	2021
86	143	13	2022

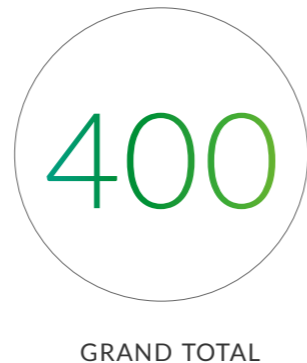
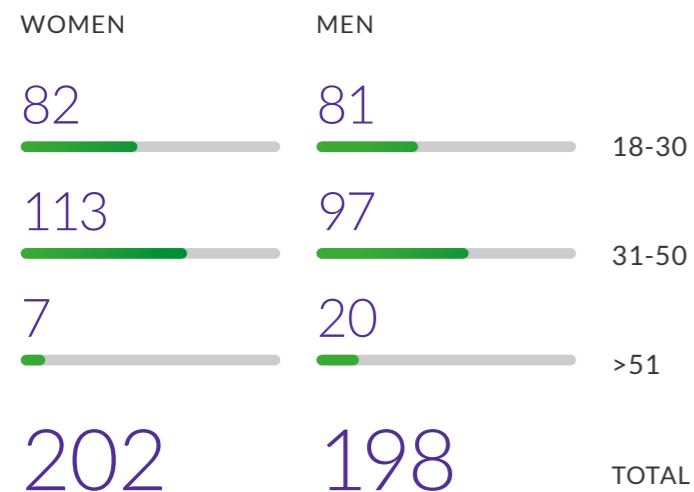
### Employees hired, by gender\*

WOMEN	MEN	
66	69	2019
149	89	2020
117	79	2021
123	119	2022

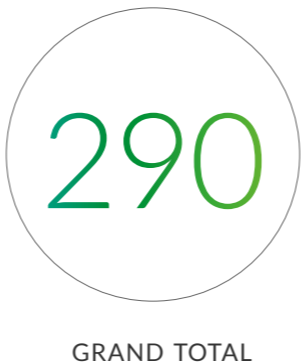
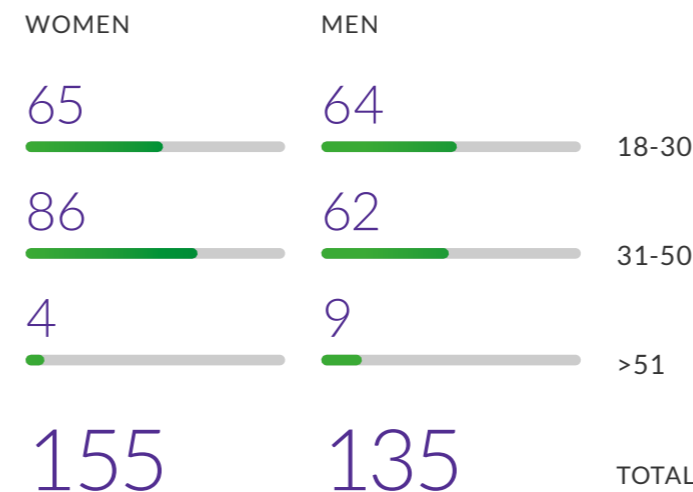
\* Number of employees

Personnel turnover in 2022\*

PERSONNEL TURNOVER

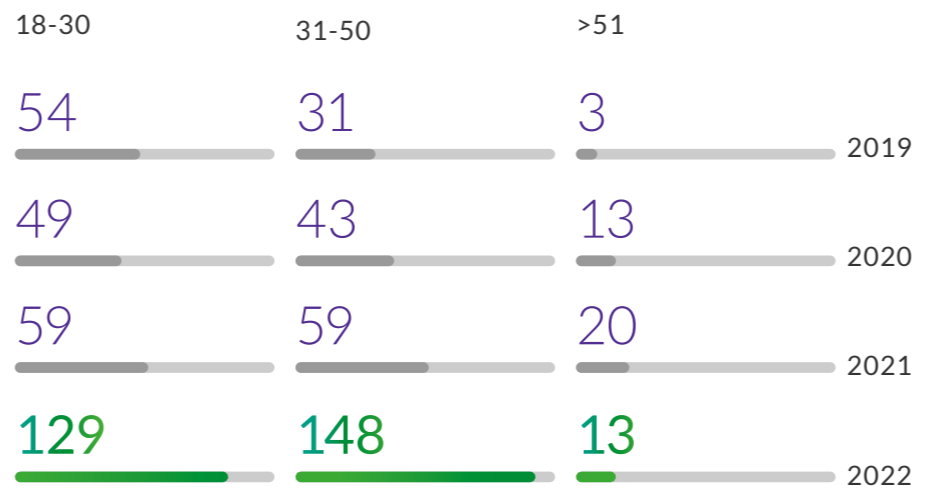


VOLUNTARY DELETIONS

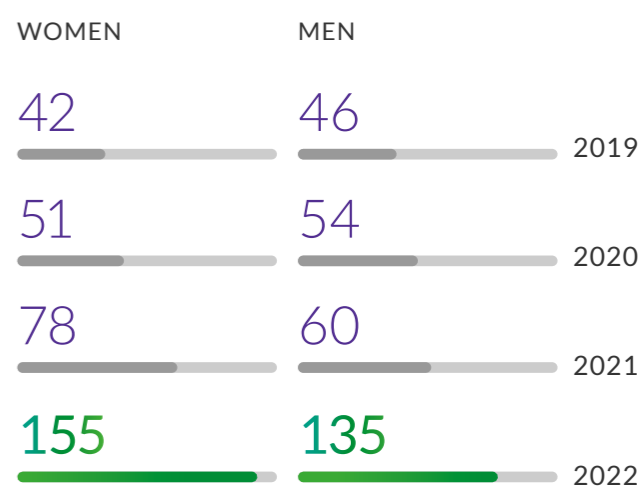


Of the total turnover for 2022, voluntary deletions amounted to **12.4%**

Voluntary deletions, by age\*



Voluntary deletions, by gender\*



\* Number of employees

There were 242 vacant positions, of which **74 were covered internally** as opportunities for professional growth and development within GAP.

Por tercer año consecutivo, llevamos a cabo el **programa New Generation GAP (NGG)**, en donde integramos a jóvenes recién egresados a las distintas áreas de GAP durante 24 meses, con la intención de que se lleven un panorama general de las operaciones, la administración y el día a día en la organización. Como parte del programa, los jóvenes cuentan con el acompañamiento de un mentor que da seguimiento a sus proyectos y a su desempeño. Un elemento importante de NGG es que al terminar el periodo, algunos jóvenes se pueden integrar a la plantilla de GAP. Actualmente se encuentran en el programa los jóvenes que ingresaron en 2021.



**Promotions and wage adjustments in 2022**

PROMOTIONS

WAGE ADJUSTMENTS

WOMEN

41

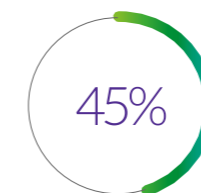


617



MEN

33



1,008

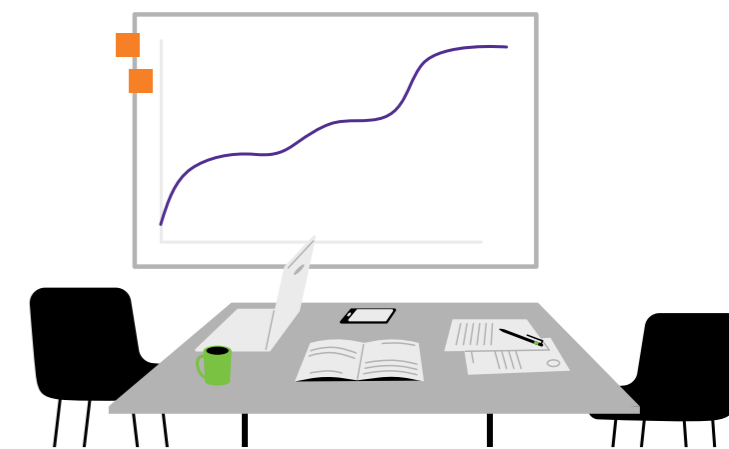


TOTAL

74

1,625

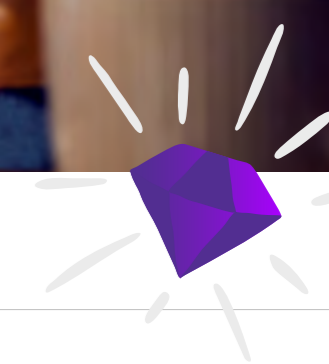
Out of all the vacancies, **74** were filled by existing GAP employees.



# Benefits

**GRI** 401-2, 401-3, 3-3, 405-2

To fulfill our mission of providing **services that contribute to the development of air transportation**, we need a committed team that embodies our GAP Attitudes. In return, we offer an environment where employees can develop a well-rounded career, accompanied by numerous benefits that are extended to their families.



Annual incentive + Corporate bonus +

Year-end pantry basket + Productivity bonus + Scholarships

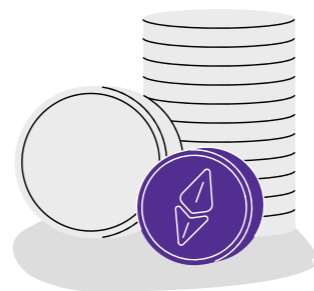
Assistance for child daycare + Parental leave

Most of our employees receive a **major-medical expense insurance policy free of charge**, which can also be extended to their direct dependents at a reduced cost. Additionally offered is a life insurance policy for situations regarding permanent disability, death, or terminal illness.

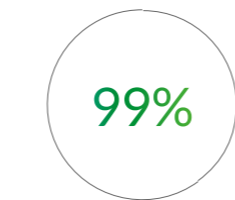
**Twenty female employees and three male employees utilized the parental leave.** At the end of the leave, 90% of the women and 100% of the men returned to work.

In Recognizing that the job market is increasingly competitive, we work with outside consultants who are experts in compensation and benefits. They help us **periodically evaluate the competitiveness of our benefits** against those offered in the market, and we adjust or maintain employee benefits based on the results.

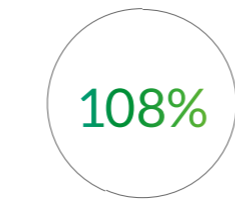
Furthermore, a social security plan is used as a tool to determine **compensation**. This plan establishes the criteria for granting benefits to our employees.



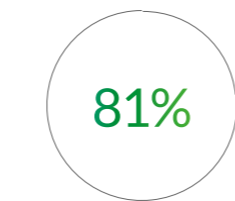
### Female-male ratio for base wage and remuneration



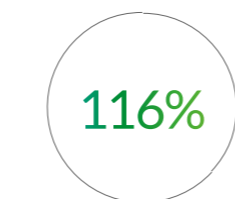
GAP FOUNDATION



OPERATIONS



MAINTENANCE



STAFF

	RATIO		GAP
EXECUTIVE (BASE WAGE)	48%	>	52%
EXECUTIVE (BASE WAGE + OTHER ECONOMIC INCENTIVES)	48%	>	52%
MANAGERIAL (BASE WAGE)	81%	>	19%
BASE WAGE (BASE WAGE + BASE WAGE)	81%	>	19%
HOURLIES (BASE WAGE)	86%	>	14%

Ratio: Average base wage for women / average base wage for men

# Training and performance

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

Continuing education and training are factors that we promote within and outside of GAP because we are convinced that they not only contribute to the professional development of individuals but also **improve their living standards**.

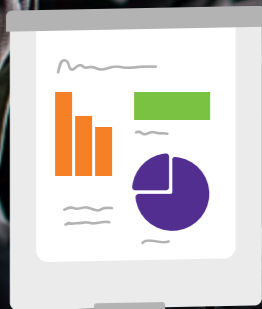
Some **\$10,901,784 MXP were invested** in employee training, averaging \$5,373 MxP per employee.

To identify the training needs of each area, we have an **Annual Training Plan (ATP)** that aims to reinforce the skills and competencies of each of our employees.

Our ATP is a two-part process. First, a Training Needs Assessment (TNA) is conducted for each airport and corporate headquarters to identify areas of improvement by analyzing the skills and competencies of each area. Then Corporate Training analyzes the TNAs by competencies and assigns deadlines throughout the year for employees to complete their training.

The target for 2022 was 124,928 hours, which was exceeded by reaching **148,835 hours of training**

The targeted **ATP** was achieved and surpassed by **19%** for the second year in a row





In 2022, we continued to promote the use of the **EIVA** (Study on Comprehensive and Virtual Learning) an e-learning platform where over **6,900 hours of training were provided for 422 employees**, with the following subjects covered:

Code of Ethics

Information Security

Project Management

Guide Against Corrupt Practices

Environmental Awareness

Introduction to Innovation

Business Model Canvas

Integrated Management System

Service Culture

GAP BLUE (Inclusion & Diversity)

Thanks to this platform, **training processes** throughout the Company have improved and are more efficient



Due to the nature of our business, it is important for us to comply with various specific regulations. Therefore, courses on Annex 14, **airfield certification, use of the airfield manual, and tarmac circulation regulations** were also offered, focusing on the operations area.

To promote all means of education, scholarships were awarded to various employees and their family members to continue their studies. **We granted 32 scholarships, resulting in over 4,584 hours of classes.**

The scholarships awarded were as follows:

AENA Planning and Management of Air Cargo Activity in Airports seminar

EDUCATION ASSISTANCE

ITAERIA Master's Degree

ITAERIA Master's Degree

TEC Master's Degree

TEC Master's Degree

Information Technology

Master's in Social Corporate Responsibility and Sustainability\_ DCIT



### Training per occupational category and per gender

OCCUPATIONAL CATEGORY	WOMEN		MEN	
	TOTAL TRAINING HOURS	MEAN TRAINING HOURS	TOTAL TRAINING HOURS	MEAN TRAINING HOURS
Fundación GAP	13,615	262	5,353	173
Operaciones	6,102	52	68,944	155
Mantenimiento	1,772	84	5,219	18
Administración	22,522	36	25,309	58
<b>TOTAL</b>	<b>44,011</b>	<b>53</b>	<b>104,825</b>	<b>87</b>

We offered an average of **53 hours** of training per **employee** and **87** per **employee** in 2022

**100% of the personnel** working in security have received training in subjects related to human rights

At GAP, we are part of alliances that work in favor of different causes, including the **International Cooperation Program AENA**. Through this program, we support aeronautical professional talent in the Latin American and Caribbean public sector through academic stays at the Technical School of Aeronautical and Space Engineering of the Polytechnic University of Madrid. We strongly believe that these stays act as catalysts to boost the talent of GAP professionals.

In 2022, we awarded three scholarships in the following fields:

[Economic and Financial Management](#)

[Airport Management](#)

[Project Management and Leadership](#)

[Airport Center Management and Operations](#)

[Social Responsibility and Management Systems](#)

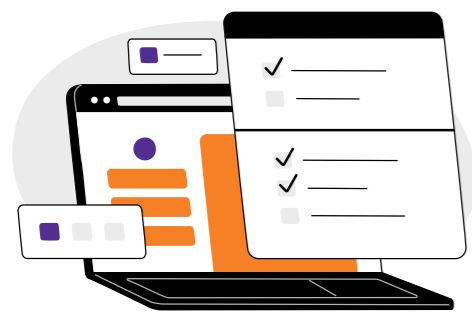
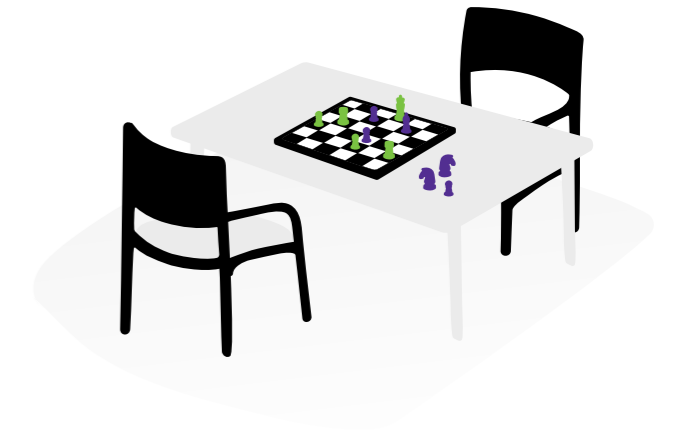
[Airport Operations](#)

This year, we organized **Inspiring Women Journey**, a program aimed at developing leadership competencies in our female employees, with the participation of **20 women**.



Furthermore, to raise awareness among our employees about the inclusion of people with disabilities, we provided the **Attention to Persons with Disabilities course for 446 employees** in six airports.

We have many stories of employees who have dedicated a significant part of their professional lives to GAP. This year, we offered the **voluntary retirement-transition program to 5% of our workforce**.



Each year we conduct **performance evaluations** to measure the abilities and skills of our employees. This allows us to identify gaps and opportunities for the future.



**Performance Evaluation, by occupational category and by gender**

OCCUPATIONAL CATEGORY	WOMEN	MEN	TOTAL
GAP Foundation	71	41	112
Operations	200	613	813
Maintenance	27	317	344
<b>Staff</b>	<b>629</b>	<b>416</b>	<b>1,045</b>

All our personnel had a **performance evaluation** in 2022

# Health and safety

**GRI** 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10

Committed to the safety of our employees, passengers, and visitors, we are enrolled in the STPS (Secretary of Labor and Social Welfare) [Self-Management Program for Occupational Health and Safety](#) (PASST), which allows us to operate safely and in compliance with regulations at all our airports.

In line with this, we understand that the best way to prevent risks is through prevention. Therefore, occupational risk assessments are regularly conducted as per applicable regulations. The Hygiene and Safety Committee, which consists of 1% of our employees, is responsible for conducting these assessments.

During these assessments, various aspects are reviewed, such as the condition of our facilities, tools, personal protection equipment, and work areas. Afterwards, the

findings are documented in an Extraordinary Inspection Report, which is used to monitor follow-up of said findings. This practice is useful in mitigating risks and improving working conditions.

Analysis and detection are crucial in the initial steps of risk mitigation. Therefore, GAP has processes and policies in place that employees can follow to report hazardous situations and prevent accidents. If any employee identifies a hazardous situation, all activity must be immediately suspended and the immediate supervisor must be notified, who will in turn inform the responsible party in the Culture and Human Capital department to mitigate said risk. If necessary, the situation can be reported anonymously through a whistleblower hotline. To prevent any potential retaliation for the report, guidance and training are



provided to employees, and communication with the immediate supervisor is maintained to identify unsafe conditions.

**100%** of GAP employees are represented by the Mixed Commissions on Hygiene and Safety, consisting of **1%** of the workforce



Furthermore, due to the potential effects of climate change on our operations, we prepare for eventualities such as floods, storms, frost, among others, by **training brigades** to minimize the impact of these risks. We also have **evacuation and first aid plans** for when needed.

In our day-to-day business activities, there are processes that involve movement and physical activity, particularly regarding firefighting (RFFS) and maintenance. Therefore, employees may be exposed to injuries or work accidents, which typically include sprains, strains, and falls from elevated positions.

In 2022, there were 21 minor accidents recorded, and one severe one that was not fatal; injuries incurred were primarily sprains, strains, and lumbar injuries.

In the event of an incident, there is an established process for investigating work-related accidents and determining improvements relevant to the occupational health and safety management system. This entails analyzing the risk situation and identifying possible mitigating factors to prevent future accidents.



### Incapacitating injuries and absenteeism, by gender



		INCAPACITATING INJURIES		ABSENTEEISM	
		WOMEN	MEN	WOMEN	MEN
	2020	3	10	117	179
	2021	6	10	83	325
	2022	7	14	75	370



### Health and safety indicators

	ACCIDENT RATE	INCAPACITATING INJURIES		ABSENTEEISM	
		WOMEN	MEN	WOMEN	MEN
2020	2.79	3	10	117	179
2021	4.12	6	10	83	325
2022	3.28	7	14	75	370

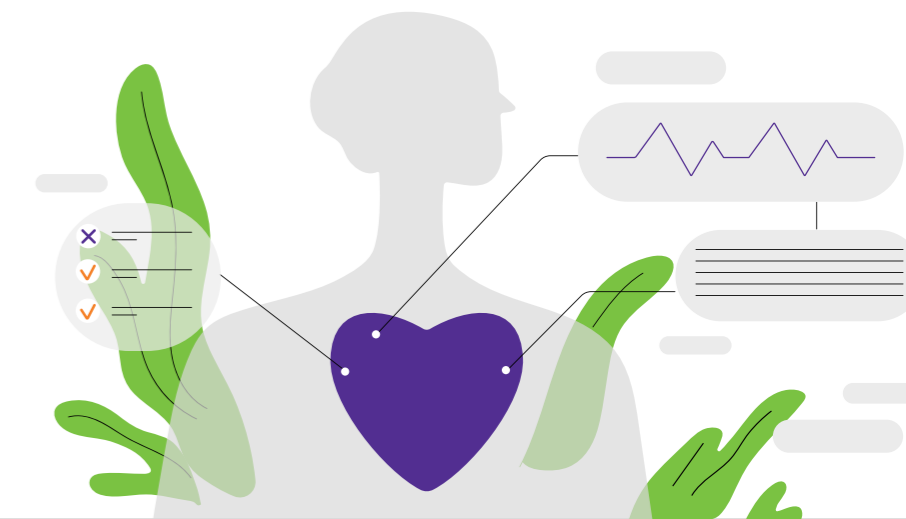
So medical services and healthcare may be available, the majority of our employees are provided with a **major and minor medical-expense insurance policy** at no cost to them, and at a preferential cost for their direct dependents (spouse and children). Additionally, employees have a life insurance policy that covers permanent disability, terminal illness, and death.

From a **comprehensive health** perspective, healthy habits such as **balanced nutrition and an active lifestyle** are continuously promoted. Moreover, an influenza vaccination campaign took place, with 224 employees vaccinated.

We also prioritize the **mental health** of our workforce. Our policy follows NOM-035 guidelines fore Psychosocial Factors in the

Workplace, as established by the STPS and which addresses various aspects of employee working conditions and how they do their work.

All our employees and their families have free access to services such as emotional counseling, veterinary medicine, family economics, nutrition, legal advice, and medical consultations.



Training our personnel is an important part of risk mitigation. Therefore, we provide annual courses on **occupational accident prevention**, as per applicable regulations. These courses cover mechanisms for reporting potential risks or deficiencies in instruments used on the job that may pose a dangerous situation. Additionally, training is provided on the proper handling hazardous materials, accessing confined spaces, and other relevant topics.

Annual training is also given on specific health and safety topics, such as **operational safety courses (SMS)** for use within and outside the tarmac. We also provide training on how to report operational risks. Individuals who require tarmac access take a course to familiarize themselves with current aeronautical regulations, remote and contact positions, and specific areas of the airport.



WE ARE

# + EMPATHY



Convinced of the importance of education for the development of the communities where our airports are located, regardless of whether the students are children or adults, we created the GAP Foundation in 2013, a non-profit organization that promotes quality education through GAP Schools and Community Training Centers.

1,223  
students are part of the  
GAP Schools

181  
students graduated from  
the Community Training  
Centers

304  
events with social  
impact

# GAP Foundation

GRI 203-1, 203-2

The GAP Foundation is a non-profit organization created in 2013 to promote quality education for children and adults living in our airport-serving communities and following two strategic pillars:



We believe in promoting **education as a fundamental tool to achieve community and society development**



1

## Working with the community

In neighborhoods near the Guadalajara and San Jose del Cabo airports, Fundación Grupo Aeroportuario del Pacífico, A.C. (GAP Foundation) builds and operates schools of academic excellence, also offering quality meals and psychological and pedagogical support to primary and secondary school students. Through education, we seek to foster local socio-economic development while also helping to create strong communities with families, teachers, operational staff, suppliers, donors, and allies.



2

## Airport community training

The GAP Foundation also promotes adult education through the operation of Community Training Centers (CTCs) in all airports within the Group. These centers offer semi-formal education courses as well as workshops and other training programs to provide life skills and enhance employability for many employees, particularly those in operational areas. The objective is to provide access to higher incomes and improve the quality of their life.





The GAP Foundation consolidates the corporate citizenship strategy of the Group. With the aim of impacting more and more people through education, we set the **following goals, with the following progress** achieved during the year:

● GOALS ACCOMPLISHED ● GOALS UNDERWAY

<p>Open and incorporate the <b>GAP Los Cabos Secondary School into the National Education System in San José del Cabo</b> to provide continuity to primary level studies.</p>	<p>Complete the <b>first stage of construction of a new building at Colegio GAP Agaves</b> with extracurricular areas and classrooms.</p>	<p>Expand a <b>high-speed internet network</b> on all campuses.</p>	<p>Implement a pilot program for <b>digitization in GAP secondary Schools</b> by providing <b>111 tablets</b> for students.</p>
<p>Host the <b>SER 2022 Summit</b> in Guadalajara, an annual event of the school network to which we belong, attended by <b>330 people from 20 network schools</b>.</p>	<p>Break our record of <b>142 sponsors and 128 children</b> with significant material needs who benefited from the <b>Corporate Sponsorship Program</b>, resulting in 200 monthly donations.</p>	<p>Surpass the enrollment <b>target proposed in the CTCs by 47% in 2022</b> (proposed target: 10,955; achieved target: 16,091).</p>	<p><b>Increase the number of students</b> in non-school modality through training and certification of specific courses in four strategic areas.</p>
<p>Design the <b>School Control Platform</b> for the CTCs.</p>	<p><b>Carry out construction projects</b> in Bajío and Los Mochis, renovations in Morelia and Mexicali, and adaptations in Hermosillo, Guadalajara, and Tijuana.</p>	<p>Certify school cafeterias with the <b>H Distinction</b> granted by the Ministry of Tourism (in 2022, we obtained the distinction for the <b>cafeterias at Agaves and Valle Dorado</b>).</p>	<p><b>Establish seven CTCs</b> (AGU, BJX, GDL, HMO, LAP, PVR, and ZLO). In 2022, the CTCs in <b>Aguascalientes and Puerto Vallarta</b> were inaugurated.</p>
<p>Establish the <b>first Psycho-pedagogical Department</b> within the Rural Education Model (SER) School Network to assist students and parents.</p>	<p>Create the <b>GAP Foundation Airport High School</b>.</p>	<p>Provide training for the airport community through the <b>Train &amp; Training program</b>.</p>	<p>Inauguration of <b>Community Training Centers</b> in Aguascalientes on March 2nd, and Puerto Vallarta on May 20th.</p>

Additionally, the Mexican Chamber of the Construction Industry (CMIC) awarded us recognition, delivered by the Governor of the State of Jalisco, for the hours of training provided at the Community Training Centers in the region. Meanwhile, the National Institute for Adult Education (INEA) granted the CTCs the recognition as an **Institution committed to the Education of its Workers and Free from Educational Backwardness**.

GAP believes in the value of each individual and aims to unleash their potential through education, because well-prepared Mexicans will improve their quality of life and contribute to the development of the country. In line with our business model and through Fundación GAP, we commit to being a catalyst for change.

In order to promote continuous improvement, we present **our goals for 2023**:

- Inaugurate and start the operations of GAP Los Cabos Secondary School, which was built in 2022.
- Obtain the **H Award** certification for the dining facilities of two more educational campuses.
- Continue the construction project at Colegio GAP Agaves, including the library and computer laboratory.
- Build the first phase of GAP Valle Dorado Secondary School.
- Construct and commence activities for the founding generation of students in the high school program.
- Systematize processes through the implementation of ERP<sup>1</sup> ERP1 for School Management in schools and an LMS<sup>2</sup> (Learning Management System) in CTCs (Community Training Centers).
- Complement the digitization project of GAP Secondary Schools by providing tablets so students may access educational materials.
- Achieve a global annual goal for CTC with a total of 16,068 enrolled or trained individuals.
- Consolidate CTC as a job platform for the airport community.
- Expand the **Refuerza 2.0** program for academic reinforcement for elementary and secondary school students who have educational gaps.
- Increase the amount of assistance for students with greater financial needs, through the Corporate Sponsorship program.





## Significant Investments in Infrastructure and Public Benefit Services

Our commitment is to make significant investments in infrastructure and public benefit services to promote social development through education. Each year, we allocate resources to improve the infrastructure where students can make the most of their learning, as well as public benefit services.

### > Significant investments in Infrastructure

DESCRIPTION	HQ	TOTAL COST
Equipment, furniture, and supplementary infrastructure	GAP Schools	\$4,694,971
Construction of the 2nd stage of GAP Agaves Secondary School	GDL	\$9,259,404
Enlargement of Los Cabos GAP School	SJD	\$127,647
Construction of GAP Los Cabos Secondary School	SJD	\$28,831,573
Classroom replacement for GAP Agaves School	GDL	\$9,229,775
GAP Valle Dorado Secondary School design	GDL	\$330,686
Supervision of construction projects	GDL	\$1,332,496
GAP Foundation operating expenses	GAP schools and CTC	\$66,746,699

### > Significant investments in public benefit services - CTC

PUBLIC SERVICE DESCRIPTION	SCOPE	COST (APPROXIMATE)	IMPACT
Managing High School exams	635 persons	\$388,944	Positive, current, pro bono
Training is offered in four strategic areas (educational gaps, trades, aeronautics, and hospitality).	2,001 persons trained	\$1,247,908	Positive, current, pro bono
Health Day	100 persons	\$9,500	Positive, current, pro bono
Community Dining Hall in Colonia Nuevo México, at the Bajío Airport	152 persons daily	\$38,500	Positive, current, pro bono



### > Significant investments in public benefit services – GAP Schools



PUBLIC SERVICE DESCRIPTION	SCOPE	COST (APPROXIMATE)	INVESTMENT TERM	IMPACT
Providing breakfast and lunch daily to students	1,223 students	\$4,694,971	1 year	Positive, current, pro bono
Construction of GAP Los Cabos Secondary School	180 full-capacity students	\$24,854,804	20 years	Positive, current, pro bono
Delivery of academic material for the teaching-learning process	1,223 students	\$986,964	1 year	Positive, current, pro bono
Employee training to work in line with the SER (Rural Education Model) teaching system.	78 employees	\$66,746,699	Indefinite	Positive, current, foreseeable, pro bono

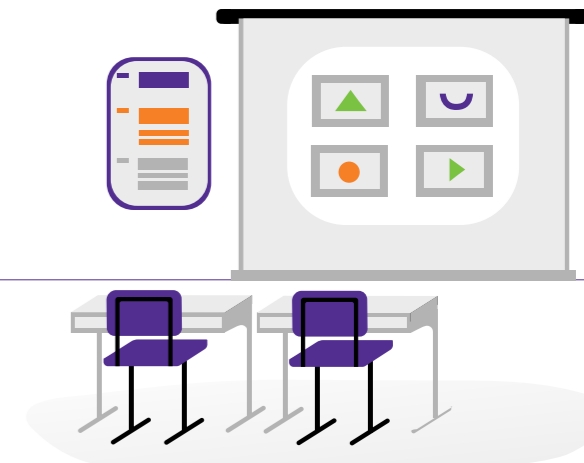
### > Donations to Civic Organizations



DESCRIPCIÓN	AC	TOTAL (MXP)	RESPONSIBLE
CSR award	CEMEFI	\$75,000	SIAP
COPARMEX Entrepreneurial Award Jalisco	COPARMEX	\$ 80,000	SIAP
Creating Hearts program	VIFAC	\$255,035	GAP Foundation

# GAP Schools

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



## MISSION

*Schools that help boys and girls from poor communities develop strength of character and acquire the knowledge and skills necessary for academic and personal success.*





**GAP Schools**

1

**Los Cabos**  
in San José del Cabo,  
Baja California Sur.

2

**Agaves**  
in Tlajomulco de Zúñiga,  
Jalisco.

3

**Valle Dorado**  
in Tlajomulco de Zúñiga,  
Jalisco.

4

**Secundaria Agaves**  
in Tlajomulco de Zúñiga,  
Jalisco.

We operate four GAP Schools, three primary level campuses, and one secondary-level campus located in communities with high socio-economic vulnerability near the airports of Guadalajara and San José del Cabo. Additionally, in 2022, we constructed the GAP Los Cabos -secondary school, which will open its doors in March 2023.

**GAP Schools** provide excellent academic education with extended hours, where all children receive balanced meals and psycho-pedagogical support. This promotes the healthy development of their personalities as well as their physical and mental well-being.

All students receive a 100% scholarship for the services they receive.

This year, **we invested \$52,343,025 in new projects for GAP Schools**, as well as in voice and data network infrastructure, IT equipment, furniture, and general equipment.

GAP Schools are part of the SER network, which is a group of schools that use the Knowledge is Power Program (KIPP) model, where training is promoted in two parts: 51% character and 49% academics.



**Students GAP Schools**

AGAVES PRIMARY SCHOOL	375
AGAVES SECONDARY SCHOOL	170
LOS CABOS	360
LOS CABOS SECONDARY SCHOOL	60
VALLE DORADO	258

Currently **1,223 students** are part of the GAP Schools



# Community Training Centers

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

Educational gaps affect large groups of society and often limit their professional growth, access to job opportunities, and economic situation. Through our 12 Community Training Centers (CTCs) located at all our airports in Mexico, the development of skills and competencies is promoted in several fields, providing an environment that caters to the needs of our employees, the airport community, and their families.



## CTCs lines of action

1

### Educational gaps

Reduce educational gaps at the primary and high school levels, so the airport community and their families may complete their formal education. By 2024, our goal is to achieve recognition as an educational gap-free Company.

2

### Vocational courses

Provide vocational training to the airport community, equipping its members with productive skills through ongoing education. This will enable them to access employment opportunities that contribute to socioeconomic development, both within and outside their work area.

3

### Courses in aeronautics

Enhance maintenance, security, and operations skills at each airport and for the airport community through specific training programs. The goal is to improve professional development and contribute to GAP's continued leadership in the airport industry.

4

### Hospitality and commerce

Implement training programs that reinforce the airport community's customer-service skills and best practices. In doing so, the aim is to improve quality standards and ensure an optimal passenger experience.

- Promote educational, job, and personal growth of our airport community.
- Talent attraction and retention in airport communities through collaborator development



### Total CTC graduates

	AGS	BJX	GDL	MLM	PVR	SJD	TIJ	ZLO	LMM	TOTAL
PRIMARY SCHOOL	0	0	1	1	8	0	3	0	0	13
SECONDARY SCHOOL	14	3	7	1	29	5	11	1	0	71
HIGH SCHOOL	5	0	37	0	0	30	0	0	0	72
PROGRESS COLLEGE PREP LEVEL (+50%)	13	7	23	0	16	0	4	0	14	77
<b>TOTAL</b>	<b>32</b>	<b>10</b>	<b>68</b>	<b>2</b>	<b>53</b>	<b>35</b>	<b>18</b>	<b>1</b>	<b>14</b>	<b>233</b>

In 2022, a total of 1,619 individuals were enrolled in educational programs aimed at combating educational gaps, including at the primary, secondary, and high school levels with official validity. Additionally, 14,472 students participated in specialized courses and workshops.

At our CTCs, we have agreements with educational institutions that enable students to have official recognition of their basic education.

This year, we celebrated the graduation of the second generation of Basic and Higher Education from our CTCs, thus reaffirming the success of this program and our commitment to the educational development of our employees and the community, leading to a better quality of life.

**60 students** from the Agaves GAP School and **60** from Los Cabos GAP School completed their primary-level education in 2022






**Training in  
CTCs 2022**
HOSPITALITY AND  
COMMERCEVOCATIONAL  
WORKSHOP

AERONAUTICS

RED CONOCER  
(NETWORK)

TOTAL

AGS

339

169

736

-

1,244

BJX

446

150

365

-

961

GDL

541

205

1,081

-

1,827

HMO

243

162

246

-

651

LAP

155

101

775

5

1,036

SJD

1,005

156

392

-

1,553

LMM

324

149

200

-

673

ZLO

609

161

1,133

-

1,903

MXL

391

138

495

-

1,024

MLM

291

103

205

-

599

PVR

508

180

1,061

-

1,749

TIJ

528

150

574

-

1,252

TOTAL

5,380

1,824

7,263

5

14,472

In addition to promoting educational and skills development, at our CTCs we have a job placement program with various vacancies at the local airport. The intention is to create a win-win scenario for community residents and companies operating at our airports, generating economic benefits for all parties involved.

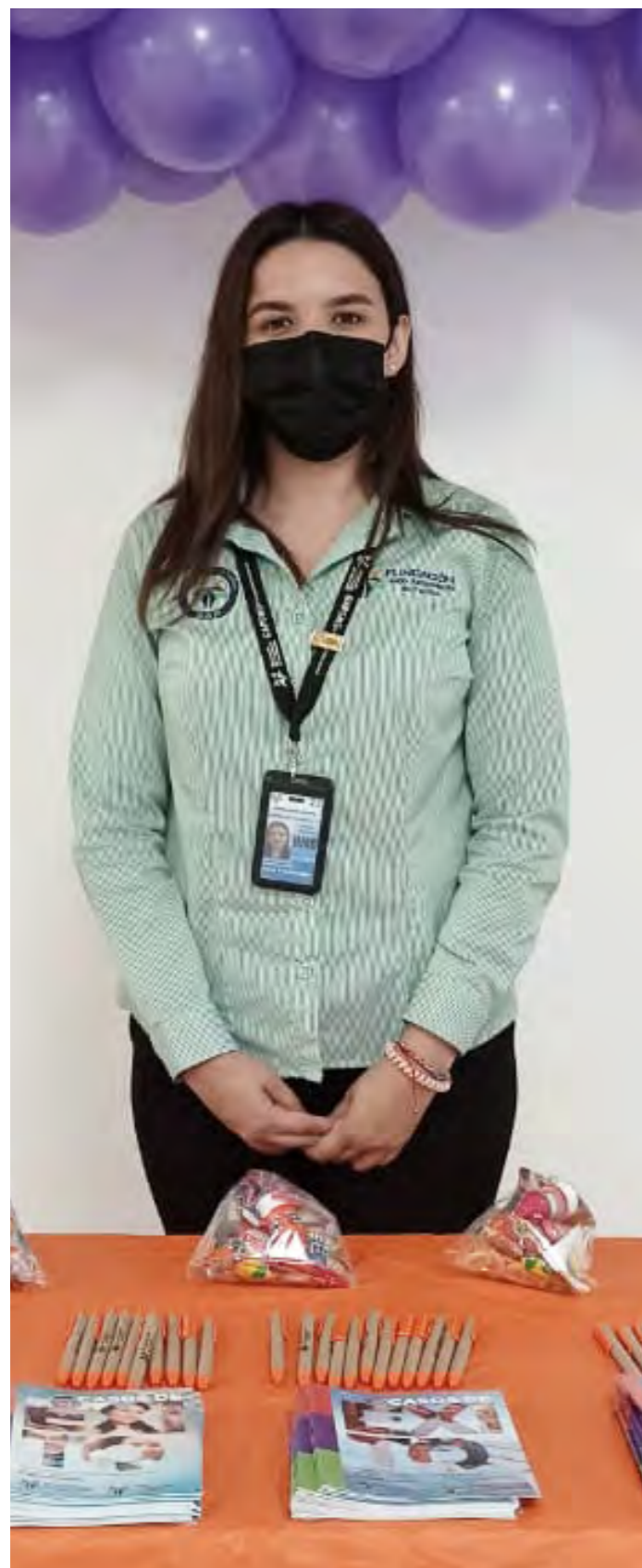
Every year, in addition to the initiatives of the GAP Foundation, we implement community engagement programs, impact assessments, and development programs focused on the specific needs of the residents.

This year, **\$28,599,938** was invested in CTCs operations, as well as **\$7,353,853** for the construction and equipping of new centers



### Participation, development, or impact assessment programs conducted

PROGRAM NAME	OPERATIONS WHERE THE PROGRAMS WERE CARRIED OUT		TYPE	DESCRIPTION
Community Training Centers	12	80%	Needs-based local community development programs based	Community training centers (in the 12 Mexican airports)
GAP Schools	2	13%	Needs-based local community development programs based	GAP Schools (3 in GDL and 2 in SJD)
Operation Committee and schedules (OCS)	12	80%	Stakeholder participation plans as per stakeholder mapping	Conducted monthly; overseen by the Airport Administrator, Aerodrome Commander, civil and military authorities, and representatives for concessionaires, air transportation service permit holders, and service providers. OCS issues a recommendation for: Schedule Assignment • Rates and Prices • Rules of Operation • User Complaints.
Local Safety Committee	12	80%	Work councils, occupational health and safety committees, and other bodies representing workers	Conducted monthly; overseen by the Aerodrome Commander; consists of civil and military authorities. Guidelines are issued on aviation safety.
Stakeholder Surveys	12	80%	Stakeholder participation plans as per stakeholder mapping	Conducted every 5 years following Master Development program reviews. Purpose is to obtain stakeholder opinions on provisions that should be implemented by the airport, regarding stakeholder development needs and expected growth.



PROGRAM NAME	OPERATIONS WHERE THE PROGRAMS WERE CARRIED OUT		TYPE	DESCRIPTION
Advisory Commission	12	➤ 80%	Stakeholder participation plans as per stakeholder mapping	Conducted annually; municipal and state authorities, businessmen and women, chambers of commerce, the Secretary of Tourism, hotel organizations, etc., are invited. Airport data on growth, investment, and development are reported, in addition to listening to stakeholder short-term needs.
Airport Forum	2	➤ 13%	Stakeholder participation plans as per stakeholder mapping	For airports in Jamaica. Held twice a year; municipal and state authorities, businessmen and women, chambers of commerce, the Secretary of Tourism, hotel organizations, etc., are invited. Airport data on growth, investment, and development are reported, in addition to listening to stakeholder short-term needs.
Airport Operation Committee	2	➤ 13%	Stakeholder participation plans as per stakeholder mapping	For airports in Jamaica. Held monthly; consists of the Airport Authority, airport operator, ground support services, and airlines.
Airport Security Committee	2	➤ 13%	Stakeholder participation plans as per stakeholder mapping	For airports in Jamaica. Held monthly; consists of Airport Authority, airport operator, and civil authorities.
Environmental impact assessment requests are filed with SEMARNAT.	9	➤ 60%	Environmental impact evaluations and monitoring	16 notifications of environmental impact assessments not required for the performance of rehabilitation or enlargement of current facilities at AGU, BJX, GDL, HMO, LAP, MXL, PVR, TIJ, and ZLO: in addition to 1 exemption request concerning the enlargement of the MXL parking area.

# Actions with a cause



Preserving the cultural identity and engaging with the communities where we are present is essential to creating closeness, trust, and a sense of belonging at each airport. To achieve this, we actively participate in local celebrations and support causes that unite us.

In 54% of the events, we coordinate efforts with public, private, and civil society institutions, aiming to interact with our passengers during their time at the airports through various activities, involving the airport community to foster teamwork.

During these events, we distribute gifts, of which 17% were acquired from companies that support the employment and training of people with disabilities.

We collaborate with **57 public, private, and civil society organizations** to join forces for different causes

## Results of actions with a cause - 2022

26  
ACTIVATIONS

304  
EVENTS

11

ACTIVATIONS WITH A SOCIAL RESPONSIBILITY IMPACT, ALLOWING US TO RAISE AWARENESS AND CREATE CONSCIOUSNESS ABOUT IMPORTANT ISSUES IN OUR SOCIETY.

8

ACTIVATIONS WITH A CULTURAL AND TRADITIONAL IMPACT, CELEBRATE VALUES, CUSTOMS, AND SYMBOLS THAT ARE CONSIDERED PART OF OUR IDENTITY, AIMING TO PRESERVE THEM OVER TIME AND PASSING THEM DOWN TO FUTURE GENERATIONS.

7

ACTIVATIONS WITH A HISTORICAL AND COMMEMORATIVE IMPACT, ADDING VALUE BY REMEMBERING EVENTS THAT HAVE LEFT A MARK IN HISTORY OR HIGHLIGHTING SIGNIFICANT MILESTONES WITH A FOCUS ON THE FUTURE.

# Events with an impact



## Social responsibility

We believe that a valuable element in driving change entails bringing visibility to matters that are important to society. During 2022, we organized the following events, where passengers and our employees had the opportunity to experience things that brought us together.



## Culture and tradition

Celebrating the values, customs, and symbols that frame our traditions allows us to remember what has happened to get us to where we are today as a society. This year, we celebrated different commemorative dates.



## History and commemoration

Important dates were commemorated with our passengers through different activities.



# Social responsibility



## World Cancer Day

February 4th

We conducted awareness activities for passengers and held a talk for employees and the airport community. Additionally, we actively collected bottle caps throughout the year at our airports, donating over 700 kilograms to various foundations that support cancer treatments for people under the age of 21 through recycling.

**1 awareness talk**  
ZLO

**6 collaboration** alliances  
AGU-GDL-HMO-LAP-SJD-TIJ

**5 facades** lit up in purple  
LAP-LMM-MXL-SJD-ZLO

**57,557 persons** viewed the content of **32 posts** on social media



## World Down Syndrome Day

March 21st

With over 2,400 mismatched socks, we engaged in fun activities and took photos with passengers, the airport community, and employees, learning together that our differences make us unique.

**3 collaboration** alliances  
LAP-HMO-KIN

**85,091 persons** viewed the content of **42 posts** on social media



## World Autism Awareness Day

April 2nd

Awareness was raised among our passengers and employees through various activities about the autism spectrum, promoting a commitment to greater inclusiveness, where everyone has equal opportunities to fully participate in society. Additionally, we gifted over 2,000 mint-scented soaps made in cooperation with companies that support the vocational development and training of persons with disabilities.

**2 awareness talk**  
AGU-GDL

**3 collaboration** alliances  
AGU-HMO-GDL

**6 facades** lit up in blue  
AGU-LAP-LMM-MXL-SJD-TIJ

**61,880 persons** viewed the content of **57 posts** on social media



## International Environment

June 5th

We learned to reduce, recycle, and reuse resources through fun activities with passengers and the airport community. We also learned about plant and animal species that make our planet a fantastic home, raising awareness that there is only one Earth.

**1 awareness talk**  
MXL

**2 collaboration** alliances  
AGU, LAP

**40,219 persons** viewed the content of **32 posts** on social media



# Social responsibility



## World Blood Donor Day

June 14th

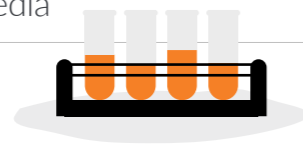
We debunked for our passengers the many myths regarding blood donation, recognized altruistic donors, and emphasized the importance of actively participating in blood donation to save lives. With the support of our partnerships with State Blood Transfusion Centers, we encouraged altruistic blood donations from employees and the airport community.

**3 collaboration** alliances  
HMO-LAP-MLM

**4 awareness talk**  
LMM-MXL-PVR-ZLO

**3 facades** lit up in red  
AGU-SJD-ZLO

**37,829 persons** viewed the content of **31 posts** on social media



## World Alzheimer's Day

September 21st

We distributed over 2,000 purple ribbons in support of this cause. Several activities were organized where we shared valuable information with our passengers and the airport community, aiming to raise awareness through knowledge.

**3 collaboration** alliances  
HMO-LAP-MLM



**2 awareness talk**  
SJD-PVR

**3 facades** lit up in purple  
AGU-LMM-ZLO

**35,750 persons** viewed the content of **27 posts** on social media



## GAP Foundation

September 27th to October 1st

We proudly shared with our passengers 21 success stories from students at GAP Schools and CTCs, recognizing their efforts and commitment to educational and career growth, through a small magazine with games.

**44,919 persons** viewed the content of **26 posts** on social media



## International Day Against Breast Cancer

October 19th



We actively participated in prevention campaigns with passengers, employees, the airport community, and society in general, in collaboration with our CTCs and partnerships with Women's Institutes and Public Health services. Additionally, over 2,000 pink ribbons were distributed in support and various activities organized for our passengers with a focus on promoting a culture of prevention and early breast-cancer detection.

**4 collaboration** alliances  
AGU-BJX-TIJ-ZLO

**4 awareness talk**  
AGU-BJX-TIJ-ZLO

**2 facades** lit up in pink  
HMO-SJD

**68,068 persons** viewed the content of **39 posts** on social media

# Social responsibility



## World Diabetes Day

November 14th

We conducted rapid glucose-detection testing, thanks to our partnerships with Public Health services and the support of medical services at the airports.

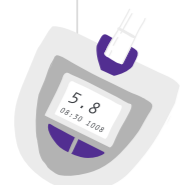
**Rapid glucose detection**  
BJX-KIN-LMM-MLM-SJD-TIJ-ZLO

**4 collaboration alliances**  
AGU-BJX-TIJ-ZLO

**1 awareness talk**  
PVR

**1 facades lit up in blue**  
HMO

**12,621 persons** viewed the content of **23 posts** on social media



## International Day for the Elimination of Violence Against Women

November 25th to December 10th

A whole 16 days, with passengers encouraged to participate, were set aside for activities to raise awareness about the importance of eradicating violence against women and girls. We distributed over 5,000 orange ribbons in support of the cause.

**1 collaboration alliances**  
BJX

**4 awareness talk**  
AGU-SJD-ZLO

**3 facades lit up in orange**  
AGU-HMO-LMM

**23,554 persons** viewed the content of **26 posts** on social media



## International Day of Persons with Disabilities

December 3rd

Using different activities, our commitment to actively participate in creating a world without barriers was expressed to our passengers and the airport community. Three message stations were set up in GDL, SJD, and PVR, staffed by visually-impaired professionals who provided free massages to our passengers while they waited for their boarding time. We used this opportunity to promote the GAP BLUE program and encourage the participation of employees, the airport community, and passengers in creating ADA (Accessible, Dignified and Agile) travel experiences.



**1 collaboration alliances**  
BJX

**3 awareness talk**  
BJX-HMO-LAP

**3 facades lit up in orange**  
AGU-HMO-LMM

**28,240 persons** viewed the content of **28 posts** on social media





## Culture and tradition



### Day of the 3 Wise Men

January 6th

We celebrated the tradition of the arrival of the Three Wise Men by sharing the traditional King's Cake (*Rosca de Reyes*) with our family and passengers.

**44,359 persons** viewed the content of **40 posts** on social media



### St. Valentine's Day

February 14th

On this special date, all our airports were filled with creative settings where our passengers took photos with friends, family, and partners, starting their journey struck by Cupid's arrow. We gave away 2,500 cookies made with love by companies that promote employment and training opportunities for persons with disabilities.

**1 collaboration** alliances HMO

**48,303 persons** viewed the content of **41 posts** on social media



### Children's Day in Mexico

April 30th

With our youngest passengers and those who still allow themselves to be children at heart, we organized fun activities in the boarding areas, resulting in many smiles and an amazing day.

**2 collaboration** alliances AGU-GDL

**49,206 persons** viewed the content of **33 posts** on social media



### Mother's Day in Mexico

May 10th

Celebrating all mothers is an opportunity to express gratitude for the various ways in which they demonstrate their unconditional love. A loving atmosphere was created, and passengers participated in challenges to win surprises for their mothers, dedicate messages to them, and take photos together.

**1 collaboration** alliances SJD

**37,672 persons** viewed the content of **41 posts** on social media



### Father's Day in Mexico

June 19th

Recognizing fathers and the effort they put into being role models was the motivation to pamper them and show our gratitude for all they do. It was a day filled with activities that enhanced their travel experience.



**1 collaboration** alliances TIJ

**53,259 persons** viewed the content of **40 posts** on social media



### GAP Innovation and Sustainability Week

July 25th to 29th

A sense of curiosity was instilled in our young and not-so-young passengers by sharing innovations that changed our history, showcasing technology projects by students from partner institutions. We also learned how to compost and had great fun conducting experiments.

**2 collaboration** alliances AGU-HMO

**42,559 persons** viewed the content of **32 posts** on social media



## Culture and tradition



### Day of the Dead in Mexico

November 2nd

Proud of our traditions, we decorated the airports with over 6,000 meters of *papel picado* (traditional Mexican paper decorations), created altars with the assistance of colleagues and the airport community, and set up art displays. With *Catrin*s and *Catrin*es (traditional skeletons all dressed up) roaming the airports, a festive atmosphere was created, including traditional dances and performances in celebration of the day, thanks to the collaboration of our partners.

**4 collaboration** alliances  
AGU-HMO-LAP-TIJ

**54,788 persons** viewed the content of **42 posts** on social media



### Christmas Eve

December 24th

We created a warm atmosphere to celebrate the holiday season. Santa and his merry elves visited our airports, surprising both our passengers and the airport community with candies and gifts.

**2 collaboration** alliances  
HMO-TIJ

**137,648 persons** viewed the content of **43 posts** on social media





## History and commemoration



### International Women's Day

March 8th

March 8th commemoration by distributing over 2,000 purple ribbons. Additionally, we displayed artwork done by women, and shared with our passengers and airport community the importance of reflecting on the role of women in society.

**4 collaboration** alliances  
AGU-BJX-HMO-SJD

**4 awareness talk**  
AGU-BJX-SJD-ZLO

**4 facades** lit up in purple  
BJX-LAP-MXL-SJD

**100,294 persons** viewed the content of **67 posts** on social media

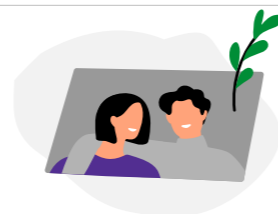


### International Day of Families

May 15th

Together we celebrated the joy of traveling with family, with fun-filled activities that encouraged family togetherness.

**45,727 persons** viewed the content of **30 posts** on social media



### US Independence Day

July 4th

A festive atmosphere was created with our passengers who celebrated this date; as they passed through our airports, they saw flags and decorations for fun photos in our PVR, SJD, and ZLO airports.

**7,385 persons** viewed the content of **10 posts** on social media



### Firefighter Day in Mexico

August 22nd

Recognizing the work and dedication of the firefighters from the Airport Rescue and Firefighting Service (RFFS), they were treated to a day of celebration with our passengers, and everyone learned about safety measures and the tasks carried out by firefighters to ensure everyone's safety.

**1 collaboration** alliances - HMO

**83,791 persons** viewed the content of **35 posts** on social media





## History and commemoration



### Mexican Independence Day

September 15th

Always proud of our identity, we enjoyed a day filled with folk dances, mariachis, and a lot of patriotism, thanks to our EPAC teams and the airport community, as well as the alliances that supported us in improving the travel experience of our passengers.

**6 collaboration** alliances  
AGU-BJX-LAP-MLM-SJD-TIJ

**97,093 persons** viewed the content of  
**56 posts** on social media



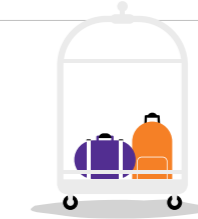
### World Tourism Day 2022

September 27th

Passengers received tourist information and enjoyed food traditionally eaten in their travel destinations. They also took fun photos in creatively designed settings, all with the aim of being gracious hosts and promoting tourism.

**5 collaboration** alliances  
AGU-BJX-HMO-LMM-ZLO

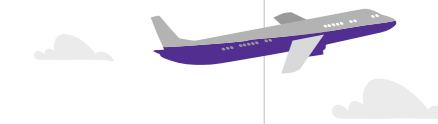
**100,294 persons** viewed the content of  
**56 posts** on social media



### National Aviation Day in Mexico

October 23rd

We celebrated our love for aviation with our passengers through activities and photo galleries. Also on display were airplane prototypes created by young innovators.



**2 collaboration** alliances  
HMO-LAP

**69,687 persons** viewed the content of  
**25 posts** on social media



# WE ARE + AWARE

Our commitment to environmental, social, and corporate governance best practices remains strong as we strive to provide the best service for our customers and passengers, with outstanding facilities, innovative technology, and improved infrastructure.

**\$29.9**  
MXP invested in environmental projects

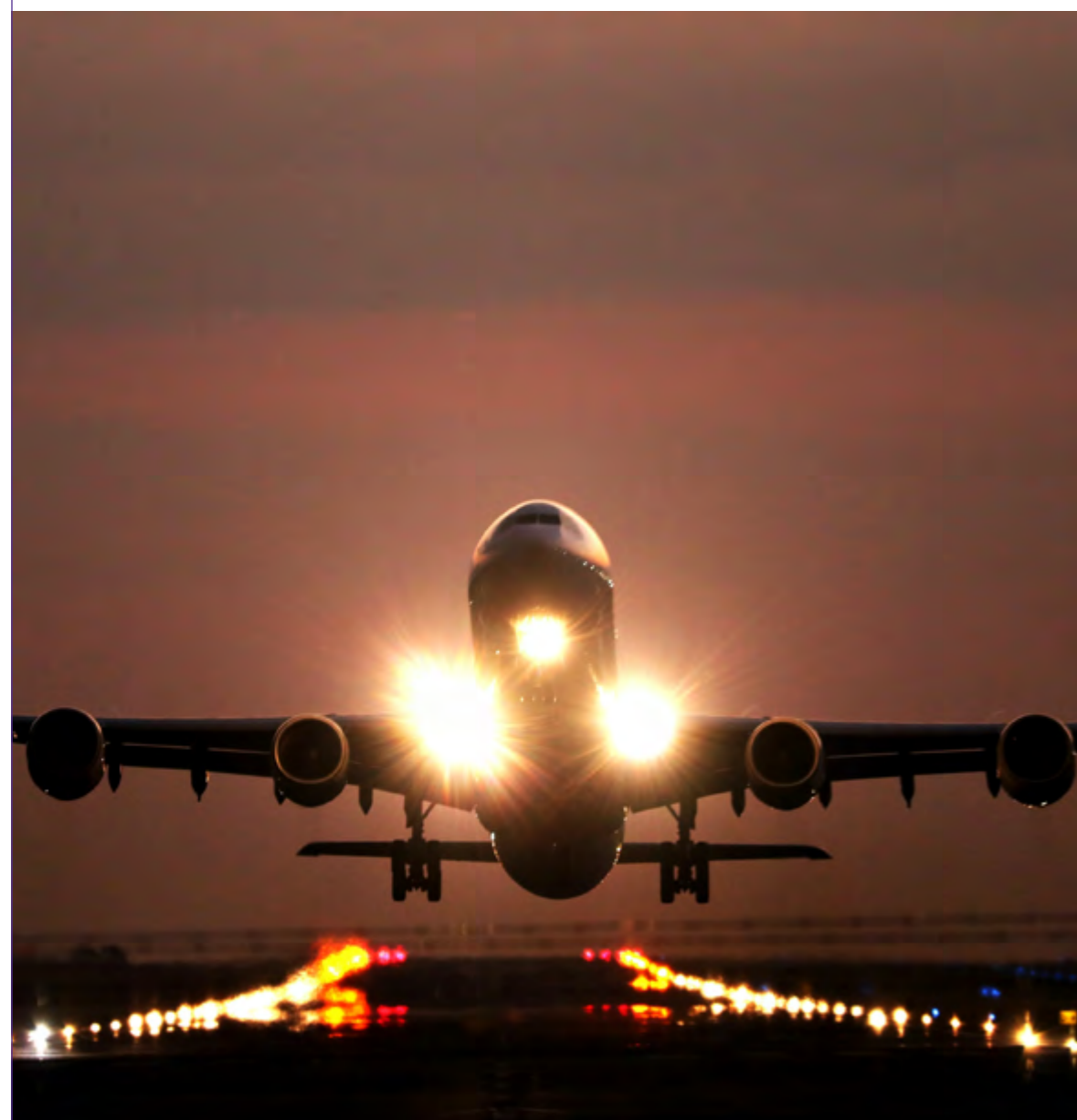
**12%**  
of our energy usages is from green sources

**55%**  
of our water consumption was treated



# Efficiency and sustainability

GRI 2-27



We recognize that the steps we have taken on our journey to sustainability are not only good for our people and the planet but also for our business.

We continue to implement the **Integrated Management System GAP that is based on ISO 9001:2015 and ISO 14001:2015** in our 12 certified airports, and we keep working towards implementing the system in the two airports in Jamaica in 2023. This allows us to standardize, control, and continuously improve our processes, generating positive effects for our consumers, clients, and the environment, in line with our Integrated Management Policy<sup>1</sup>.

**Our goal is to operate the airports in a safe and efficient manner, aiming to reduce our impact on the environment.** Following this path, all our airports have achieved ACI's Airport Carbon Accreditation (ACA) certification. Among them, three are at level three, as they have already developed an inventory of scope 3 emissions and implemented a third-party engagement plan. Eight airports are at level two, demonstrating carbon management plans and reductions in scope 1 and 2 emissions. The remaining airports are at level one, having mapped their scope 1 and 2 emissions.



## Airports accredited

Level three	Level two	Level one
PVR Puerto Vallarta	BJX Bajío HMO Hermosillo	MXL Mexicali
GDL Guadalajara	LAP La Paz LMM Los Mochis	MLM Morelia
AGU Aguascalientes	SJD Los Cabos TIJ Tijuana MBJ Montego Bay	ZLO Manzanillo KIN Kingston

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

Furthermore, eleven of our Mexican airports are enrolled in **PROFEPA's (Federal Attorney for Environmental Protection) voluntary Environmental Audit program**. Thanks to this, we have obtained certificates that reflect our environmental performance, regulatory compliance, and continuous improvement.


**Certificate of Environmental Quality Level 1**

TIJ	Tijuana
BJX	Guanajuato
ZLO	Manzanillo
SJD	San José de Cabo
PVR	Puerto Vallarta


**Certificate of Environmental Performance Level 2, NDA2 (the highest level of environmental performance awarded by PROFEPA)**

GDL	Guadalajara
AGU	Aguascalientes
MLM	Morelia
LMM	Los Mochis
HMO	Hermosillo
LAP	La Paz





# In line with our accreditation and regulatory compliance initiatives, we have implemented various **actions to improve the management of environmental resources** at our airports

Diagnostics on waste, water, and tree management were completed in six out of the 12 Mexican airports that were pending (AGU, LAP, LMM, MLM, SJD, and ZLO), and this year we finalized the consolidated reports, which include key results and KPIs, as well as the action plans on which we will be working.



## Lines of action



### > Waste

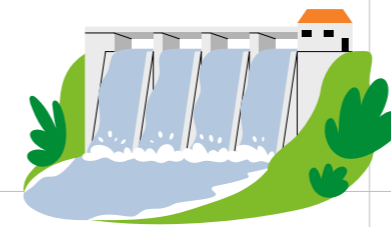
- Soil regeneration -utilization of pruning, and wastewater treatment plant sludges
- Waste separation containers in corridors
- Organic waste reuse strategy
- Minimization - Reducing the use of polystyrene in employee cafeterias
- Restructuring internal logistics at airports for waste management
- Renovation or creation of new infrastructure - Waste storage facilities
- Expansion of recycler networks
- Installation of water fountains
- Employee training
- Installation of hand dryers in bathrooms



To learn more about the action plans and key results in this area, [click here](#)

### > Water

- Transition of green areas to natural vegetation
- Identifying pipeline systems
- Integrating a remote measurement system
- Environmental indicator platform
- Working to eliminate losses in supply system
- Improving treated water quality for recirculation
- Building water-circulation infrastructure
- Building rainwater harvesting systems
- Building systems for water catchment from air conditioning
- Circular water system
- Regenerative water use



To learn more about the action plans and key results in this area, [click here](#)

### > Tree-lined areas

- Urban management plan for tree-lined areas
- Natural vegetation management plan
- Signage for species identification
- Diagnostics for pollinators and other fauna
- Reconversion of landscaping
- Native species reproduction and propagation



To learn more about the action plans and key results in this area, [click here](#)





Furthermore, in order to increase monitoring efforts of amphibians for potential distribution at Aguascalientes Airport, **we conducted a study aimed at identifying and managing amphibians.** The purpose of this study is to disseminate affordable knowledge about amphibian species, highlight the value of nature and encourage community participation in the care and conservation of our ecosystems.

Additionally, we have undertaken various **equipment and renovation projects at several of our airports.** Examples include updating the sanitary network, improving wastewater treatment plants (WWTP), expanding waste storage facilities, and renovating hydropneumatics<sup>2</sup>.

Furthermore, **irrigation systems were implemented for green areas using reclaimed water,** a nursery was set up to rescue flora affected by construction projects, and to reproduce local species suitable for green areas or landscaping projects, in addition to initiating reforestation and restoration projects for green areas.

The LEED<sup>3</sup> certification process has continued for buildings at three of our airports. The following is an overview of the progress at each airport.

		DESIGN	CONSTRUCTION	COMMISSIONING	ENERGY MODELING	BUILDING LIFE CYCLE ASSESSMENT
1	LEED GOLD FOR NEP (NEW PROCESSING BUILDING) AT THE TIJUANA AIRPORT	95%	80%	64%	90%	80%
2	LEED GOLD FOR THE NEW PUERTO VALLARTA AIRPORT TERMINAL (T2)	53%	20%	13%	2%	0%
3	LEED GOLD FOR THE NEW GUADALAJARA AIRPORT TERMINAL (T2)	65%	0%	0%	7%	0%

In 2022, **over \$29 million MXP were invested in various environmental projects** aimed at improving our WWTP systems and the supply of both electricity and potable water

<sup>2</sup> Consult investment details for these initiatives under the section titled Infrastructure.

<sup>3</sup> LEED is a certification system for sustainable buildings, developed by the US Green Building Council. Through a point system, one of four levels may be reached: LEED: 40 to 49 points; LEED Silver: 50 to 59 points; LEED Gold: 60 to 79 points; and LEED Platinum: 80 points or more.



### Most significant environmental operating costs by activity

COUNTRY	WWTP OPERATION AND DISCHARGES	ELECTRIC ENERGY SUPPLY	POTABLE WATER SUP-PLY
Mexico (MXN)	13,499,482	220,636,744	35,445,373
MBJ (USD)	11,563,339	84,483,410	9,850,252
KIN (USD)	1,496,995	58,113,777	9,311,071
<b>TOTAL</b>	<b>26,559,817</b>	<b>363,233,931</b>	<b>54,606,696</b>

Similarly, various **actions have been undertaken to better adapt to risks** stemming from climate-change effects

The following table shows our major investments in environmental projects.



### Significant investments made in environmental projects

AIRPORT	PROJECT	COST MXN
AGU	Retrofitting and enhancements to the WWTP.	\$1,585,272.55
GDL	Improvements in the waste storage facilities, process automation with the installation of a conveyor belt	\$284,698.80
	Adaptations to water extraction well facilities to comply with NMX-AA-179-SCFI-2018 regulations.	\$1,747,500.00
HMO	Retrofitting and enhancements to the WWTP	\$1,966,349.44
	Hydro-pneumatic system replacement	\$1,399,764.01
	Improvements to waste storage facilities, by supplying scales.	\$122,377.50
LAP	Retrofitting and enhancements to the WWTP	\$1,160,098.33
	Waste storage area enlarged.	\$5,919,061.18
MXL	Supply, installment, and operation startup of hydro-pneumatic equipment.	\$778,205.48
	Retrofitting and enhancements to WWTP	\$471,252.23
	Pump automation in the WWTP1 irrigation system	\$168,840.00
PVR	Supply and installation of crusher pump in WWTP1 homogenizer	\$211,713.55
	Improvements to the WWTP2	\$726,006.51
	Discharge system in waste storage area	\$469,222.58
SJD	Water pre-treated in the WWTP	\$927,317.55
	Retrofitting and enhancements to the WWTP	\$2,371,787.46
TIJ	Retrofitting and enhancements to the WWTP	\$4,253,362.56
	Construction of a new WWTP	\$3,872,334.94
ZLO	Supply, installment, and operation startup of a hydro-pneumatic system	\$697,959.92
	Retrofitting and enhancements to the WWTP	\$797,790.00
<b>TOTAL</b>		<b>\$29,948,914.59</b>

As part of the infrastructure improvements, **energy efficiency programs** have been implemented in our airports with the purpose of optimizing energy utilization, reducing operating costs, lowering emissions, and maintaining the quality of services provided in the facilities.



In this regard, we have made investments related to **energy saving, energy efficiency, and compliance with current regulations** (grid code), which help us assess the status of energy systems and address any losses or inefficiencies, thereby contributing to proper energy management in the airports.

Furthermore, there is the continued replacement of equipment that is no longer efficient due to its useful life and technology, such as chilled-water generation systems (chillers), power transformers, air conditioning units, as well as lighting systems in buildings and aircraft parking platforms.

## Lighting was replaced with LED technology at GDL, AGU, and MXL, thus producing a **50% savings in energy consumption**



### Replacement of lighting systems

AIRPORT	PREVIOUS LIGHTING		NEW LIGHTING	PERCENTAGE OF SAVINGS IN ENERGY USE
<b>GDL</b>	40 metallic add-ons with 1000 W high overhead light poles		40 LED lighting: model hlf2 with 498 W	<b>50%</b>
<b>AGU</b>	8 metallic add-ons with 1000 W		8 LED lighting: model rsfx4 with 500 W	
<b>MXL</b>	32 metallic add-ons with 1000 W high overhead light poles		32 LED lighting: model hlf2 with 498 W	

Air conditioning equipment was replaced in AGU, BJX, GDL, and HMO, thus **improving both energy efficiency and equipment cooling.**

Additionally, six air conditioning units were integrated into the automation system in AGU; the AVG system of a UMA chiller in HMO was upgraded; and the 150 kW emergency power plant in AGU was replaced with new technology and generation efficiency.



### Replacement of AC units

AIRPORT	PREVIOUS EQUIPMENT	NEW EQUIPMENT	PERCENTAGE OF SAVINGS IN ENERGY USE
AGU	1 unit, a package of 20 tr with r22 and obsolete fiber-glass insulation	1 unit, package of de 20 tr with new technology and r410a refrigeration, and the replacement of obsolete fi-berglass insulation and overducts	IMPROVEMENTS IN OBSOLETE EQUIPMENT REPLACEMENT AND ENERGY EFFICIENCY ENHANCEMENTS, BOTH FOR ELECTRICAL SYSTEMS AND EQUIPMENT COOLING.
BJX	2000 kg of ducting and 750 m <sup>2</sup> of obsolete fiberglass insulation	Replacement of ducts, obso-lete fiberglass insulation, and overducts	
GDL	6 units, a package of 20 tr with r22 and obsolete fiber-glass insulation	6 units, a package of de 20 tr with new technology and r410a refrigeration, and the replacement of obsolete fi-berglass insulation and over-ducts	
HMO	1 chiller unit of 50 tr, obsolete	1 chiller unit of 120 tr with recent technology and r410a green coolant	



A goal in infrastructure is to obtain **LEED certification** at Guadalajara and Puerto Vallarta Airports

# Energy and emissions

**GRI** 3-3, 302-1, 302-2, 302-3, 302-4, 305-1, 305-2, 305-3, 305-4, 305-5

In all our airports, **we utilize various sources of energy for the operation of our facilities and vehicles.** One of the most important resources is electricity, which is utilized for lighting in all our spaces, air conditioning, and administrative activities.

In addition, we have a vehicle fleet consisting of sweepers, ATVs, pickups, backhoes, tractors, vehicles for administrative use, and vehicles for the Firefighting and Rescue Service (FFRS). These vehicles primarily operate with gasoline, diesel, and LPG (liquefied petroleum gas), similar to the emergency power plants used to ensure the continuity of our services.



The implementation of **energy-efficient practices** has allowed us to meet the requirements of the various certifications we have, as well as maintain our competitiveness in the industry



### Energy consumption by source and country

	MEXICO		JAMAICA	
	KWH	MJ	KWH	MJ
Electricity (non-renewable energy)	81,767,618	294,363,426	21,487,116	77,353,617
Solar (renewable energy)	11,623,690	41,845,284	2,327,203	8,377,930
<b>TOTAL</b>	<b>93,391,308</b>	<b>336,208,710</b>	<b>23,814,319</b>	<b>85,731,547</b>

Table information considers 100% of our operations 100% of our operations in Mexico and Jamaica.

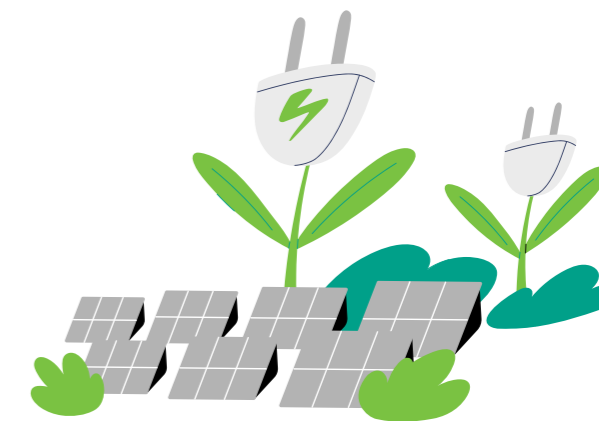


### Fuel consumption by source, RFFS practices, and country

MOBILE SOURCES	MEXICO		JAMAICA	
	KWH	MJ	KWH	MJ
Gasoline	880,433	3,169,559	183,312	659,922
Diesel	2,462,109	8,863,592	506,309	1,822,711
LP Gas	428	1,541	-	-
<b>TOTAL</b>	<b>3,342,542</b>	<b>12,034,692</b>	<b>689,620</b>	<b>2,482,633</b>

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

All our airports have a **clean-energy generation system**





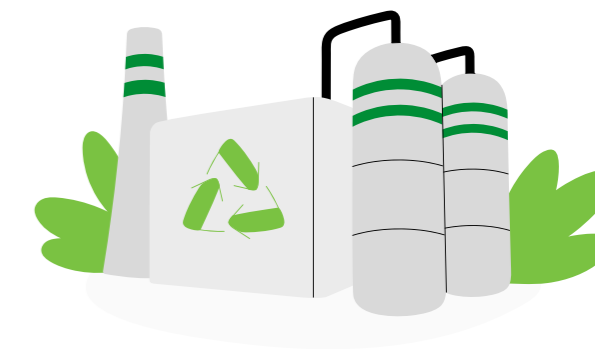
**Fuel consumption by source, RFFS practices, and country**

FIXED SOURCES	MEXICO		JAMAICA	
	KWH	MJ	KWH	MJ
Gasoline	2,238	8,056	-	-
Diesel	316,054	1,137,794	1,808,834	6,511,811
LP Gas	35,376	127,355	1,320	4,752
<b>TOTAL</b>	<b>353,668</b>	<b>1,273,205</b>	<b>1,810,154</b>	<b>6,516,554</b>

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

RFFS PRACTICES	MEXICO		JAMAICA	
	KWH	MJ	KWH	MJ
Gasoline	552	1,988	348	1,254
Diesel	31	113	1,188	4,278
Jet fuel	4,020	14,472	-	-
<b>TOTAL</b>	<b>584</b>	<b>16,573</b>	<b>1,537</b>	<b>5,533</b>

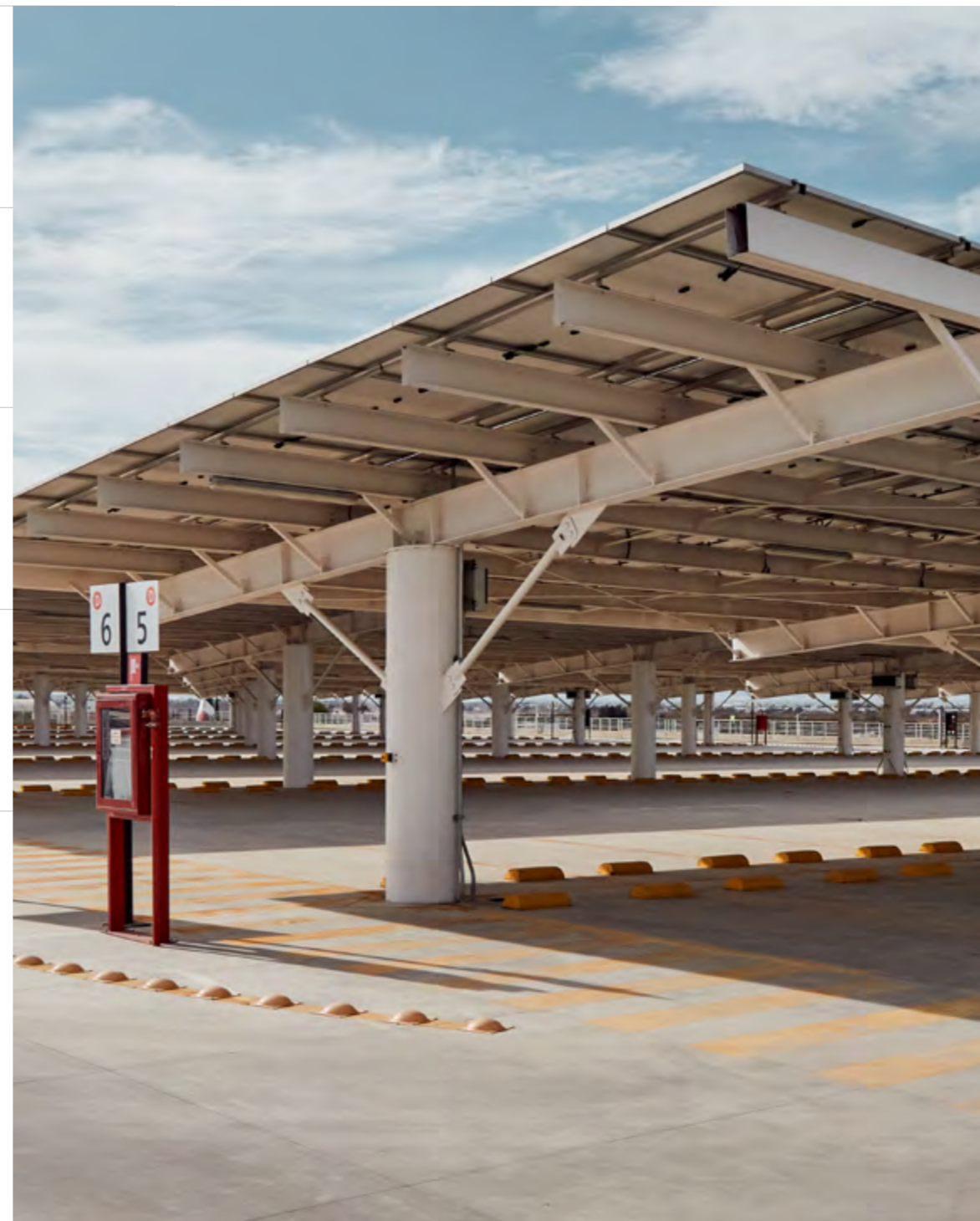
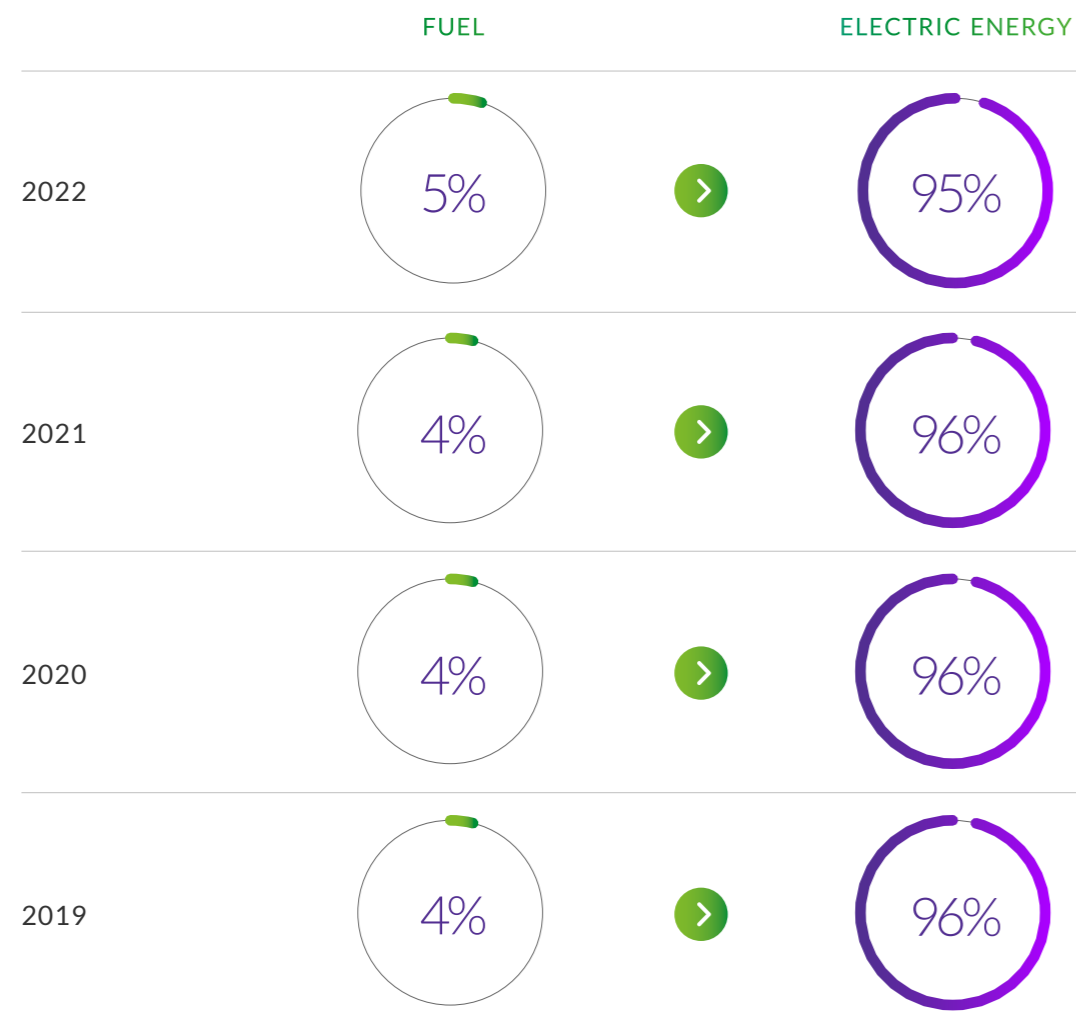
Table information considers 100% of our operations throughout México.



**421,940,257 MJ** of electric power and **22,537,212 MJ** of fuel were consumed



### Proportion of energy and fuel consumption in GAP Global



As part of our decarbonization strategy, **this year two additional photovoltaic systems were commissioned in Mexico**, one at the private aviation terminal (FBO) in SJD with a capacity of 130 kW, and the second at the NEP (New Processing Bldg) in Tijuana with a capacity of 500 kW, achieving an additional capacity of 630 kW to produce an extra 1.3 MWh per year for usage at these airports.

Similarly, **two photovoltaic power plants were installed in Jamaica**, one at Kingston Airport with a capacity of 2.2 MW, which began operations in October 2022, and another at Montego Bay Airport with a capacity of 2.3 MW, which will begin operating in October 2023.



During 2022, clean energy generation in our Mexican airports reached **11,623,690 kWh**, equivalent to **12% of the annual energy use of these airports**



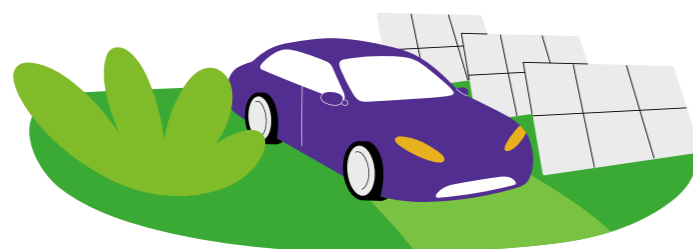
### Energy generation and estimated conventional energy savings by airport

AIRPORT	INSTALLED POWER (KW)	REAL GENERATION IN 2022 (KWH)	RATIO VS NETWORK CONSUMPTION
<b>MEXICO</b>			
AGU	500	935,700	67%
BJX	500	976,590	32%
GDL	1,250 (In 3 systems)	2,302,700	11%
HMO	500	987,200	20%
LAP	500	787,240	29%
LMM	500	981,140	92%
MLM	500	607,690	67%
MXL	500	946,860	41%
PVR	500	589,110	4%
SJD	130	174,070	1%
TIJ	750 (In 2 systems)	1,327,640	10%
ZLO	500	1,007,750	78%
<b>JAMAICA</b>			
MBJ <sup>4</sup>	1,600	1,608,778	13%
KIN <sup>5</sup>	2,200	718,425	7%
<b>TOTAL</b>	<b>10,250</b>	<b>13,950,893</b>	<b>12%</b>

<sup>4</sup> 0.6MW began operating in Nov. 2022

<sup>5</sup> The 2.02MW at KIN began operating in Oct. 2022.

The energy generated in the carports during 2022 accounted for **12% of our total energy consumption**, avoiding the emission of 6,337 tCO<sub>2</sub>e<sup>6</sup>



<sup>6</sup> Calculations consider the emission factor of 0.423 tCO<sub>2</sub>/MWh for Mexico, published by SEMARNAT for RENE (National Registry of Emissions) purposes in 2021, and the emission factor for Jamaica of 0.550 tCO<sub>2</sub>/MWh, for the National Grid Emission Factor.

Electricity and fuel consumption are considered.



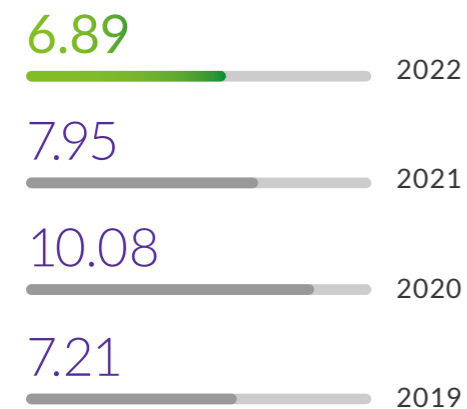
### Energy consumption, by passenger and airport

AIRPORT	TOTAL CONSUMPTION (MJ)	PASSENGERS (PAX)	INTENSITY (MJ/PAX)
AGU	5,489,749	929,330	5.91
BJX	11,574,015	2,603,216	4.45
GDL	78,788,243	15,606,625	5.05
HMO	18,399,194	1,945,361	9.46
LAP	10,445,253	1,079,680	9.67
LMM	4,341,346	423,986	10.24
MLM	3,664,447	1,172,738	3.12
MXL	8,996,998	1,298,831	6.93
PVR	61,943,106	6,208,712	9.98
SJD	90,577,388	7,019,285	12.90
TIJ	50,338,120	12,324,561	4.08
ZLO	5,199,357	165,788	31.36
<b>TOTAL MÉXICO</b>	<b>349,757,215</b>	<b>50,778,113</b>	<b>6.89</b>
MBJ	51,481,915	4,404,141	11.69
KIN	43,254,352	1,562,108	27.69
<b>TOTAL JAMAICA</b>	<b>94,736,266</b>	<b>5,966,249</b>	<b>15.88</b>



### Energy intensity GAP Mexico

MJ/PAX

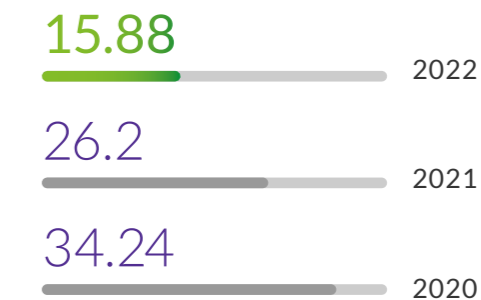


Intensity calculations are based on number of PAX per country.



### Energy intensity GAP Jamaica

MJ/PAX



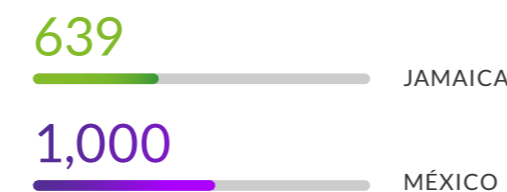
Intensity calculations based on the number of PAX per country.

GHG emissions are generated due to our electricity and fuel consumptions, and we measure, and **report said emissions each year**



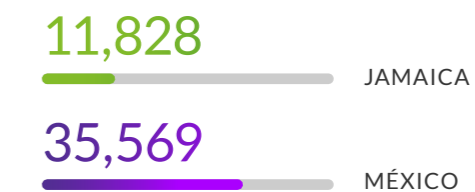
### Scope 1 GHG emissions by country

tCO<sub>2</sub>e



### Scope 2 GHG emissions by country

tCO<sub>2</sub>e



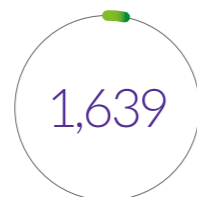


**Total GHG emissions - GAP Global**

tCO<sub>2</sub>e

SCOPE 1

SCOPE 2



**Total GHG emissions - GAP México**

tCO<sub>2</sub>e

SCOPE 1

SCOPE 2

2022

1,000



35,569

2021

837



31,876

2020

717



33,365

2019

984



42,336



**Total GHG emissions - GAP Jamaica**

tCO<sub>2</sub>e

SCOPE 1

SCOPE 2

2022

639



11,828

2021

541



12,506

2020

359



11,044



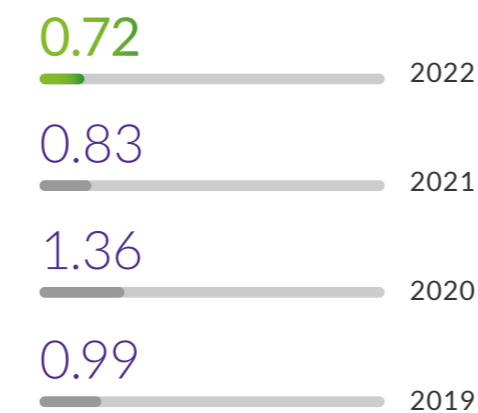
### Breakdown of emissions by passenger and airport

AIRPORT	TOTAL EMISSIONS (tCO <sub>2</sub> e)	PASSENGERS (PAX)	INTENSITY (kgCO <sub>2</sub> e/PAX)
AGU	233	929,330	0.25
BJX	945	2,603,216	0.36
GDL	8,368	15,606,625	0.54
HMO	1,768	1,945,361	0.91
LAP	891	1,079,680	0.82
LMM	73	423,986	0.17
MLM	160	1,172,738	0.14
MXL	635	1,298,831	0.49
PVR	7,152	6,208,712	1.15
SJD	10,757	7,019,285	1.53
TIJ	5,422	12,324,561	0.44
ZLO	164	165,788	0.99
<b>TOTAL MÉXICO</b>	<b>36,569</b>	<b>50,778,113</b>	<b>0.72</b>
MBJ	6,548	4,404,141	1.49
KIN	5,919	1,562,108	3.79
<b>TOTAL JAMAICA</b>	<b>12,468</b>	<b>5,966,249</b>	<b>2.09</b>



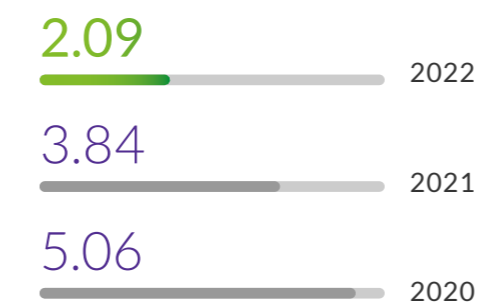
### Emission intensities per passenger in México

kgCO<sub>2</sub>e/PAX



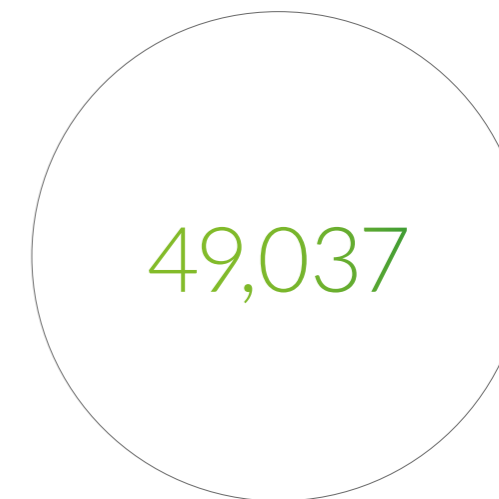
### Emission intensities per passenger in Jamaica

kgCO<sub>2</sub>e/PAX



Scope 1 and 2 emissions are considered.

### GAP GLOBAL



TOTAL EMISSIONS (tCO<sub>2</sub>e)



PASSENGERS (PAX)



INTENSITY (kgCO<sub>2</sub>e/PAX)

### Notes on emission calculations

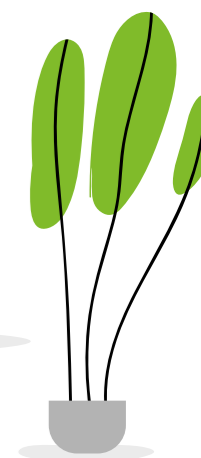
- Gases included in Scope 1 and 2 calculations are: carbon dioxide, methane, and nitrous oxide. Coolant gases are excluded.
- Emission factor calculations for Mexico: 0.435 (2022), 0.423 (2021), 0.494 (2020), and 0.505 (2019) /MWh according to calculation of the national grid system reported for RENE -National Registry of Emissions - for each year.
- Emission factor calculations for Jamaica: 0.550 tCO<sub>2</sub>e/kWh of the National Grid Emission Factor (NGEF).
- Sources for emission factors: SEMARNAT, SENER, CONUEE, ACERT, and NGEF.
- Consolidation approach for emissions in Mexico: administrative or financial control of the airport based on guidelines defined under the Regulation for the General Climate Change Act, regarding the RENE (National Registry of Emissions).
- Consolidation approach for emissions in Jamaica: administrative or financial control of the airport based on guidelines defined under references made in the ACA (Airport Carbon Accreditation).

## Calculating Scope 3 GHG Emissions

In line with the steps established by the Greenhouse Gas Protocol in the Corporate Value Chain Accounting and Reporting Standard and the Carbon Footprint Accreditation (ACA) procedure, for the first time in 2019, **Scope 3 emissions were calculated for the 12 Mexican airports<sup>7</sup>**. This calculation considered available activity data (such as fuels, electricity, distances, and waste) and data generated from surveys.

In compliance with mandatory requirements to obtain ACA accreditation, in 2021, Scope 3 emissions for the AGU, GDL, and PVR airports were calculated, and verified by a third party<sup>8</sup>.

AIRPORT	SCOPE 3 EMISSIONS - 2021 (tCO <sub>2</sub> e)
AGU	27,624
GDL	453,075
PVR	91,542



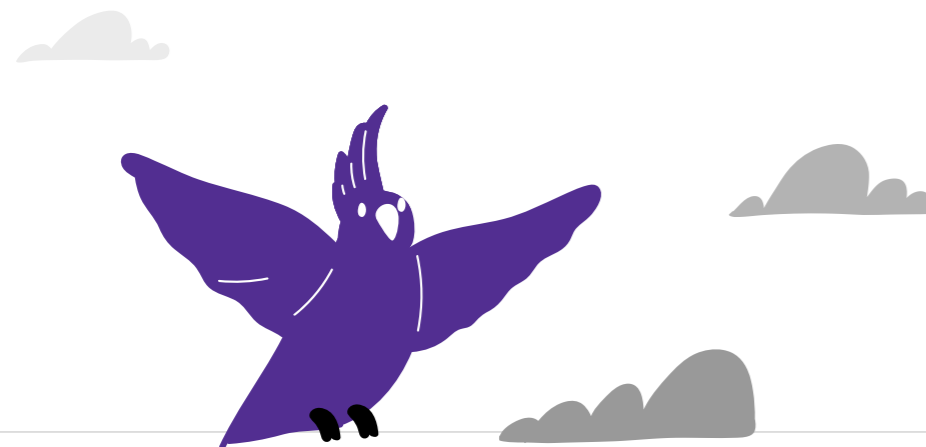
<sup>7</sup> This calculation was an initial estimate to have a starting point.  
<sup>8</sup> Verified with ISO 14064-3:2006, as per ISO 14064-1:2006 requirements.

# Biodiversity

GRI 304-1, 304-2, 304-3, 304-4, AO9

As a result of the nature of our activities, one of the primary risks faced from an operating perspective is fauna hazardous for aviation, which we address from a **biodiversity conservation** viewpoint, always in compliance with existing rules and regulations.

To responsibly scare species that may endanger not only aviation activities, but also their own lives, we undertake different measures like compiling data from airlines, runway personnel, and different sources regarding the presence of fauna in the aerodrome or neighboring areas, which could potentially signify a hazard for aviation operations; and also information on birdstrikes and that of other animals, which we send to ICAO to be included in their System Notification database on IBIS (birdstrikes).

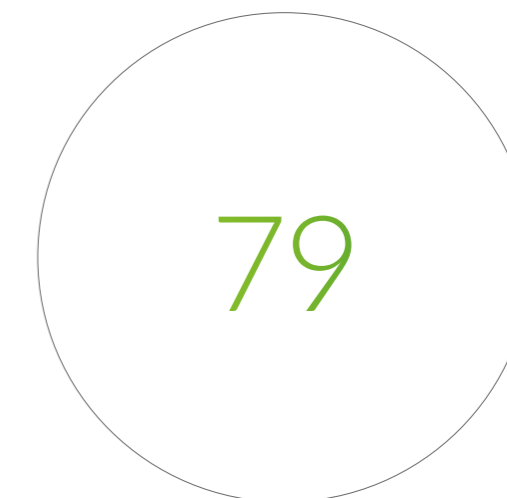




**Impacts with fauna**

AIRPORT	TOTAL IMPACTS	IMPACTS PER EACH 1,000 OPERATIONS
AGU	4	0.24
BJX	14	0.42
GDL	7	0.04
HMO	3	0.08
LAP	9	0.47
LMM	1	0.11
MLM	2	0.15
MXL	2	0.15
PVR	1	0.01
SJD	1	0.01
TIJ	1	0.01
ZLO	2	0.38
<b>TOTAL MEXICO</b>	<b>47</b>	<b>0.08</b>
MBJ	27	0.71
KIN	5	0.26
<b>TOTAL JAMAICA</b>	<b>32</b>	<b>0.56</b>

**TOTAL GAP**



TOTAL IMPACTS

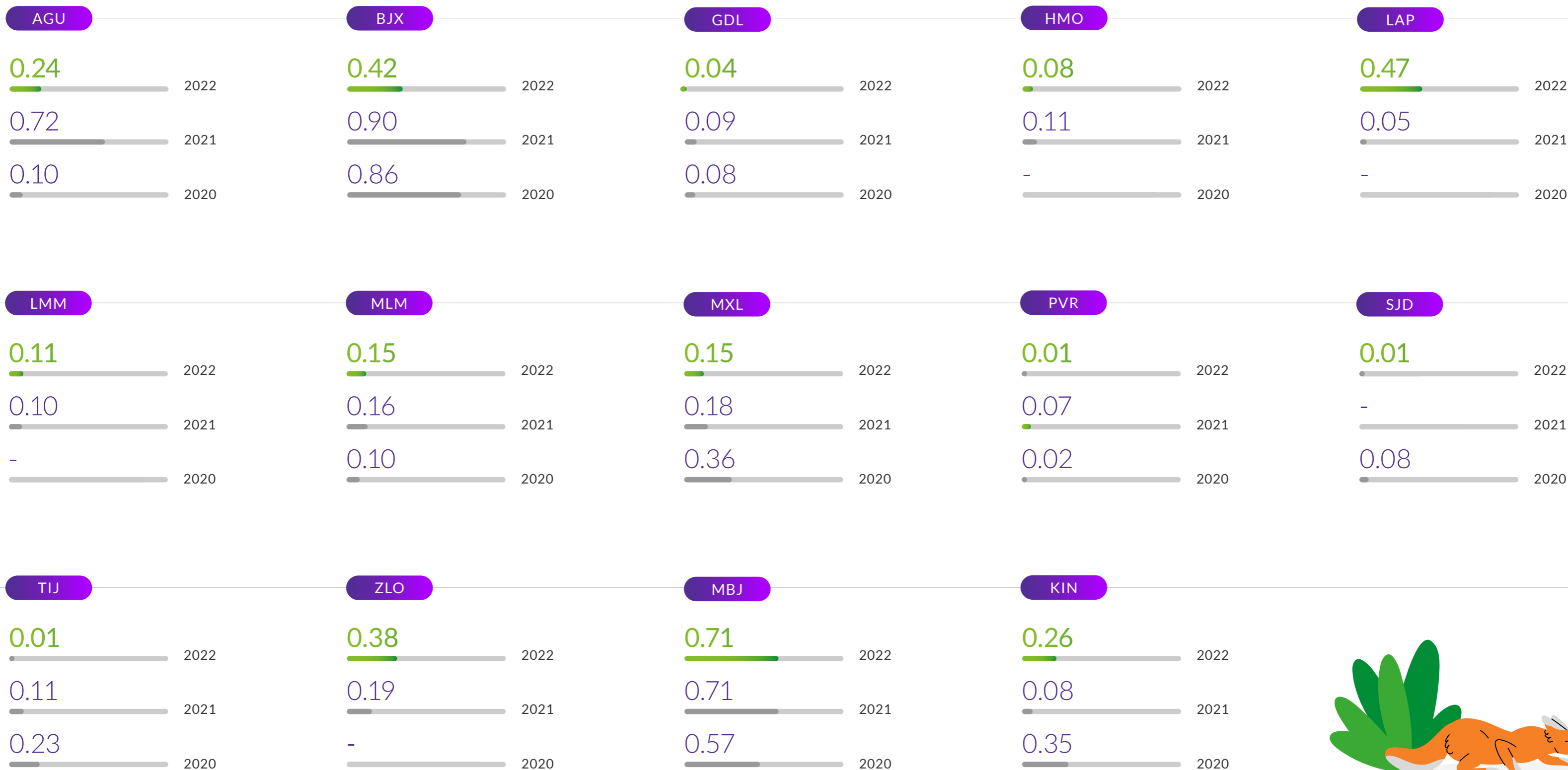


IMPACTS PER EACH 1,000 OPERATIONS









### Impact with fauna for every 1,000 operations - 2020, 2021 and 2022





 **Birdstrikes for every 10,000 aircraft movements**

	AIRCRAFT MOVEMENTS PER YEAR		TOTAL STRIKES WITH WILDLIFE FOR EVERY 10,000 AIRCRAFT MOVEMENTS
2022	553,167		0.85
2021	489,338		1.49
2020	367,725		1.39
2019	510,985		1.33

Whenever extension projects are executed with the requirement for new grounds, **environmental impact studies** are performed and filed with the corresponding authorities **to identify and evaluate environmental impacts related to the projects to be executed, and mitigation measures** for the different stages of the project are suggested. Also evaluated is the impact that our operations have on all biodiversity as well as the proximity to protected areas.

During this year, **no additional grounds were required for any of our airports**. Nevertheless, for extension, rehabilitation, or maintenance works within areas already impacted by airport operations, the environmental impact is identified and internal measures are implemented to mitigate such an impact. All information is then reported to the corresponding authorities.



### Airports in protected areas or regions with great biodiversity value

Airport	Position regarding area or region	Airport size (km <sup>2</sup> )	Value of biodiversity due to its attributes	Value of biodiversity due to protected species <sup>9</sup>
AGU	Neighboring Ramsar El Jaguey Buenavista de Peñuelas, wetlands of international importance for aquatic bird species.	5.40	Proximity to Ramsar.	7 protected species, 1 species in danger of extinction.
BJX	-	3.94	-	7 protected species, 1 species in danger of extinction, 1 species threatened with extinction.
GDL	-	8.40	-	6 protected species, 3 species threatened with extinction.
HMO	-	2.63	-	10 protected species, 5 threatened with extinction.
LAP	Proximity to Ramsar, the Mogote-Ensenada de La Paz, wetlands of international importance to aquatic bird species, proximity to mangroves of the Northern Pacific region of Mexico.	5.19	Proximity to Ramsar and mangler zone in the Northern Pacific region.	8 protected species, 5 species threatened with extinction.
LMM	Proximity to mangroves in the Northern region of Mexico.	3.13	Proximity to mangroves in the northern region of Mexico.	3 protected species.
MLM	-	3.22	-	7 protected species, 2 species threatened with extinction.
MXL	-	5.29	-	-
PVR	Proximity to the Municipal ANP El Salado Estuary, and grounds within mangrove areas, neighboring the Central and Northern Pacific regions.	3.37	Neighboring the Municipal ANP El Salado Estuary and Mangroves of the Central and Northern Pacific regions.	6 protected species, 2 species in danger of extinction.
SJD	Located within Ramsar, a riparian system of the watershed and San José del Cabo estuary, wetlands of international importance to aquatic bird species.	4.92	Proximity to Ramsar.	At least 11 protected species. At least 4 species in threatened with extinction.
TIJ	-	3.90	-	1 protected species, 1 threatened with extinction.
ZLO	Proximity to mangroves in the Central Pacific region.	1.41	Neighboring mangroves in the Central Pacific region.	At least 11 protected species. At least 8 species threatened with extinction and at least 5 species in danger of extinction.
MBJ	Located in mangrove habitat and neighboring the Montego Bay Marine Park / Fish Sanctuary protected area.	2.42	Neighboring mangroves and the protected area of Montego Bay Marine Park / Fish Sanctuary.	-
KIN	Within the Palisades-Port Royal protected area.	2.28	Within the Palisades-Port Royal protected area.	-

<sup>9</sup> Protected species on IUCN Red List, the Ramsar Convention, and national laws.

**Note.** All our airports in Mexico are federally concessioned, and in Jamaica they are public concessioned areas.



**Nature of biodiversity impacts**

	Nature of significant direct impact	Nature of significant indirect impact
THE CONSTRUCTION OR USE OF MANUFACTURING PLANTS, MINES, AND TRANSPORTATION INFRASTRUCTURE	Reduction in tree growth, mulch, and natural habitats.	Displacement of local species
POLLUTION	GHG emissions, soil contamination, and water pollution	Loss of habitats, thus contributing to climate change.
THE INTRODUCTION OF INVASIVE SPECIES, PESTS, AND PATHOGENS	International airports have the possibility of being entry points for invasive species and pathogens.	Possible attraction and concentration of fauna (dogs, cats, raccoons) due to specific activities.
SPECIES REDUCTION	-	Displacement of species and alteration of food chains.
HABITAT TRANSFORMATION		Displaced species and alteration of food chains.
CHANGES TO ECOLOGICAL PROCESSES OUTSIDE THE NATURAL RANGE OF VARIATION	Impact on habitats available to species	Creation of territories for new predators.

**51%** of our operations are either within or nearby protected areas or zones of high biodiversity value



# Wastes

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

Due to a high influx of passengers who use our airports on a daily basis, a significant volume of waste is created, mostly from restaurants, cafeterias, administrative areas, hangars, and tarmacs.

As part of our **Integrated Waste Management Strategy**, GAP focuses on full compliance with effective regulations and on implementing circulation practices





### Integrated Waste Management Strategy



1 Waste generation

4 Internal collection in plastic bags

7 Temporary storage

10 Delivery of collection manifest

2 Classification of waste generated

5 Transfer to the temporary warehouse for special handling waste

8 Notice to collection company

3 Identified bins

6 Validates that the waste is separated or performs separation and classification

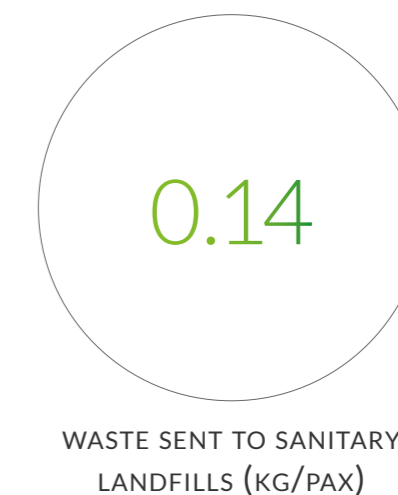
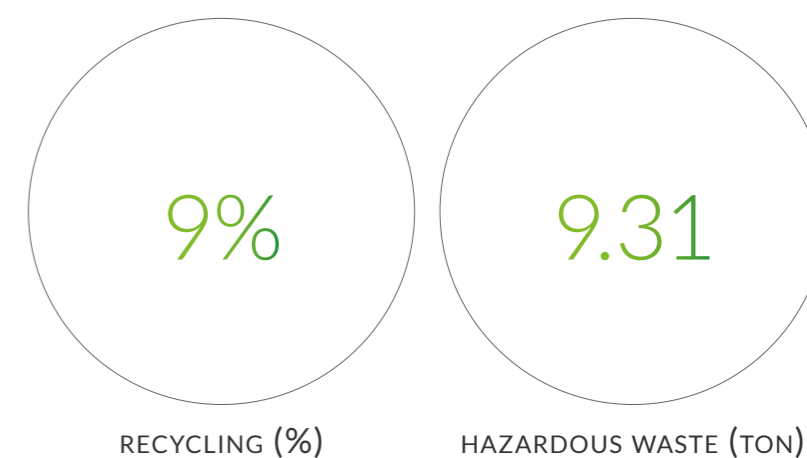
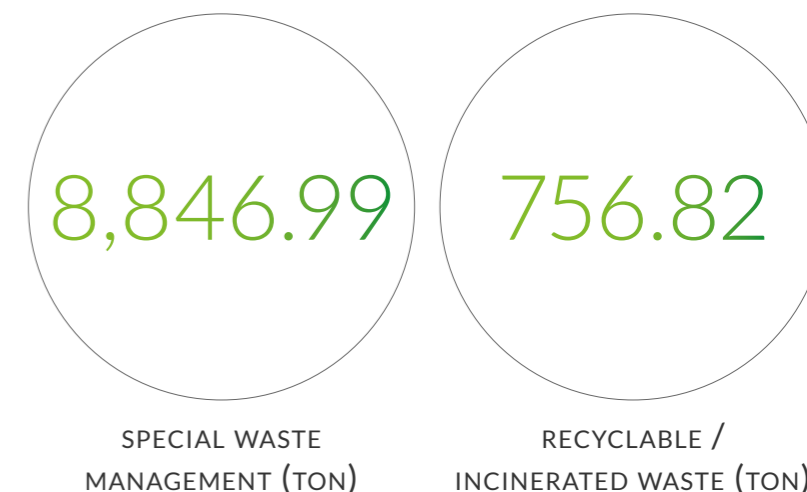
9 Log the output of the waste



## Wastes generated by airport

AIRPORT	SPECIAL WASTE MANAGEMENT (TON)	RECYCLABLE / INCINERATED WASTE (TON)	RECYCLING (%)	HAZARDOUS WASTE (TON)	WASTE SENT TO SANITARY LANDFILLS (KG/PAX)
AGU	31.34	6.43	21%	0.10	0.03
BJX	186.26	34.15	18%	0.75	0.06
GDL	2,172.14	300.46	14%	1.39	0.12
HMO	162.11	14.44	9%	0.19	0.08
LAP	49.10	5.63	11%	0.78	0.04
LMM	25.48	3.21	13%	0.29	0.05
MLM	114.10	23.11	20%	1.26	0.08
MXL	101.50	2.69	3%	0.20	0.08
PVR	934.20	79.93	9%	2.16	0.14
SJD	913.77	50.46	6%	0.33	0.12
TIJ	1,215.91	111.07	9%	1.15	0.09
ZLO	28.21	3.93	14%	0.69	0.15
<b>TOTAL MEXICO</b>	<b>5,934.12</b>	<b>635.52</b>	<b>11%</b>	<b>9.29</b>	<b>0.10</b>
MBJ	544.43	45.93	NA*	0.02	0.11
KIN	2,368.45	75.37	NA*	-	1.52
<b>TOTAL JAMAICA</b>	<b>2,912.87</b>	<b>121.30</b>	<b>NA*</b>	<b>0.02</b>	<b>0.47</b>

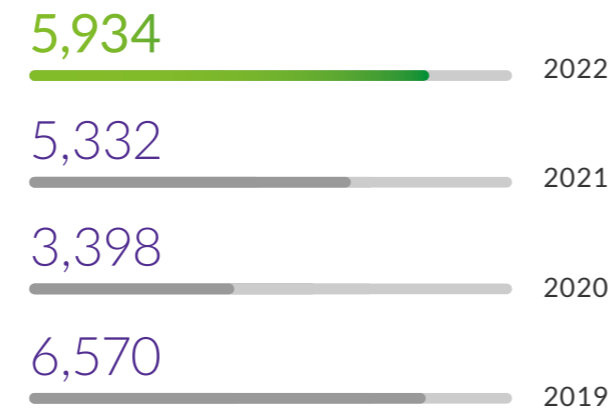
## TOTAL GAP



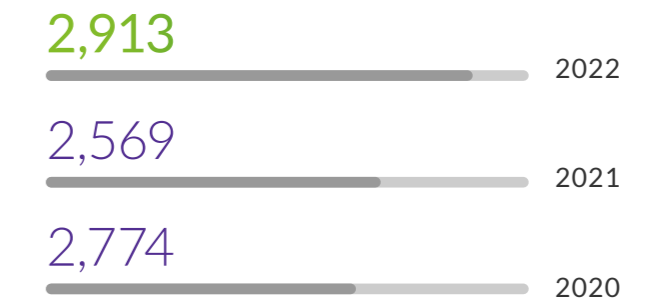
We continue to make progress in our circular processes by **recycling 636 tons of non-hazardous waste** in collaboration with specialized suppliers



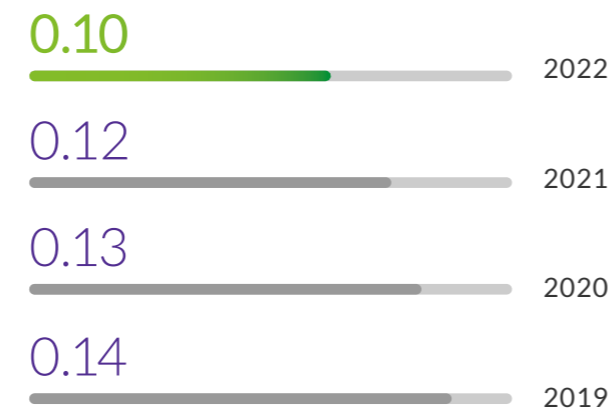
**Wastes generated in GAP Mexico**  
tons



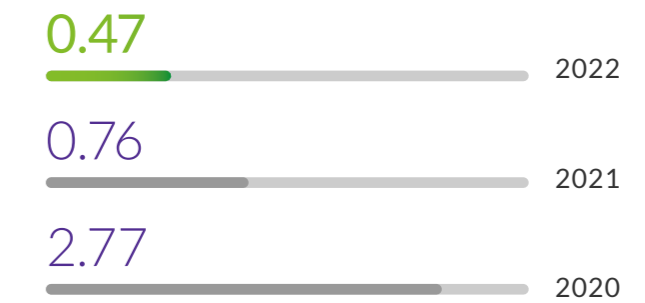
**Wastes generated in GAP Jamaica**  
tons



**Wastes generated per PAX - GAP Mexico**  
kg/PAX



**Wastes generated per PAX - GAP Jamaica**  
kg/PAX







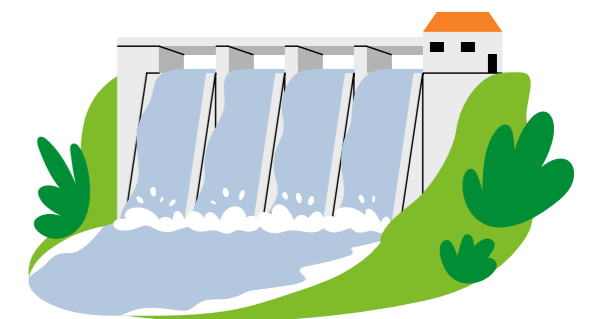
# Water

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

Water is essential to human health and wellness, and for environmental conservation; we use it to guarantee cleanliness and hygiene in all GAP operations and for all those who visit our airports.

Since water is a resource that becomes increasingly scarcer as time goes by, each year we pinpoint environmental matters outlined under ISO 14001:2015, thus **enabling the proper evaluation of the impact of current activities and those we have planned.**

Most of the water we use is extracted from concessioned wells and, to a lesser extent, water supplied by municipalities in the states where we operate. In keeping with current legislation, the wastewater generated in our airports undergoes treatment in WWTPs (wastewater treatment plants), whereas the airports in Tijuana and Montego Bay discharge into the local network.



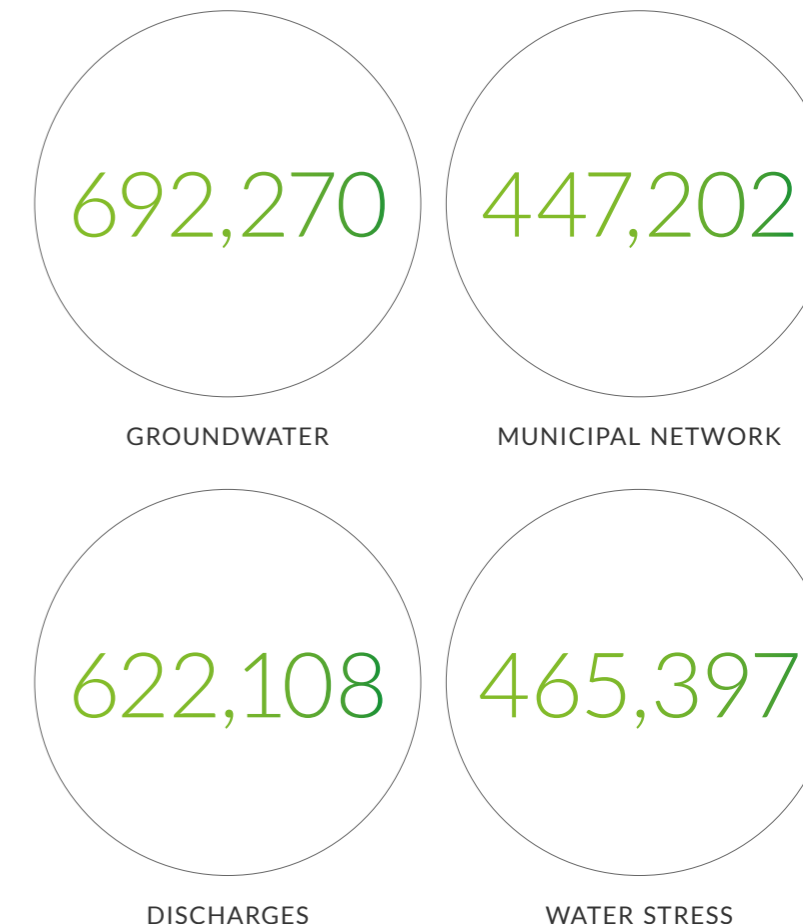


### Water supply and consumption by source and airport

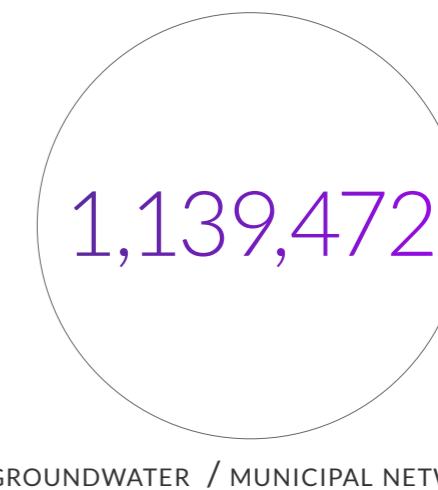
m<sup>3</sup>

AIRPORT	ORIGIN	GROUNDWATER	MUNICIPAL NETWORK	TOTAL CORRESPONDING TO AREAS WITH WATER STRESS	DISCHARGES
AGU	Aguascalientes Valley aquifer	21,461	-	21,461	8,367
BJX	Silao-Romita aquifer	49,780	-	-	31,845
GDL	Toluquilla Aquifer	243,955	-	243,955	169,774
HMO	Hermosillo coastal aquifer	27,919	240	28,159	24,551
LAP	La Paz aquifer	13,503	-	-	9,646
LMM	JAPAMA	-	7,057	-	4,908
MLM	Morelia-Queréndaro aquifer	47,742	-	-	12,489
MXL	Mexicali Valley aquifer	26,001	-	26,001	13,751
PVR	Puerto Vallarta aquifer	93,330	-	-	47,183
SJD	San José del Cabo and OOMSAPAS aquifer	-	146,060	146,060	94,262
TIJ	Tijuana and CESPT Aquifer	15,649	104,724	-	88,060
ZLO	Marabasco aquifer	17,397	-	-	2,524
<b>TOTAL MEXICO</b>		<b>556,736</b>	<b>258,081</b>	<b>465,397</b>	<b>465,636</b>
MBJ	Groundwater and urban network (National Water Commission)	135,534	45,162	-	Not measured, discharged into the local network
KIN	Urban network (National Water Commission)	-	143,958	-	114,748
<b>TOTAL JAMAICA</b>		<b>135,534</b>	<b>189,120</b>	<b>-</b>	<b>114,748</b>

### TOTAL GAP



### GRAND TOTAL



Areas with water stress issues in Mexico are determined according to CONAGUA Availability Zone designations.



### Water consumption by airport and passengers

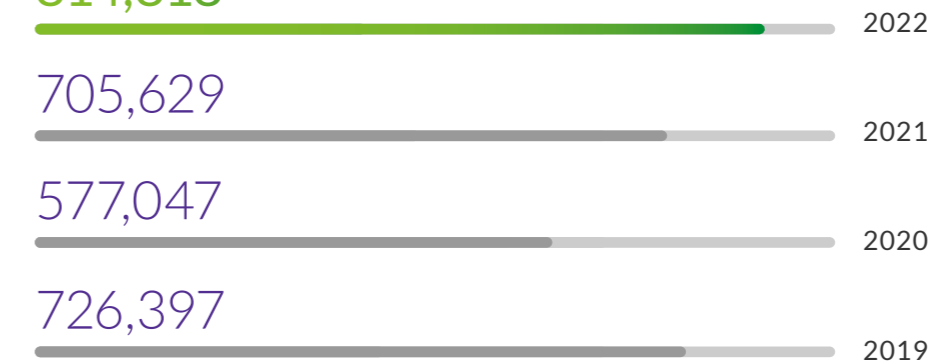
AIRPORT	TOTAL CONSUMPTION (m <sup>3</sup> )	PASSENGERS (PAX)	INTENSITY (I/PAX)
AGU	21,461	929,330	23.09
BJX	49,780	2,603,216	19.12
GDL	243,955	15,606,625	15.63
HMO	28,159	1,945,361	14.48
LAP	13,503	1,079,680	12.51
LMM	7,057	423,986	16.64
MLM	47,742	1,172,738	40.71
MXL	26,001	1,298,831	20.02
PVR	93,330	6,208,712	15.03
SJD	146,060	7,019,285	20.81
TIJ	120,374	12,324,561	9.77
ZLO	17,397	165,788	104.93
<b>TOTAL MEXICO</b>	<b>814,818</b>	<b>50,778,113</b>	<b>16.05</b>
MBJ	180,696	4,404,141	41.03
KIN	143,958	1,562,108	92.16
<b>TOTAL JAMAICA</b>	<b>324,654</b>	<b>5,966,249</b>	<b>54.42</b>



### Water Supply - GAP Mexico

m<sup>3</sup>

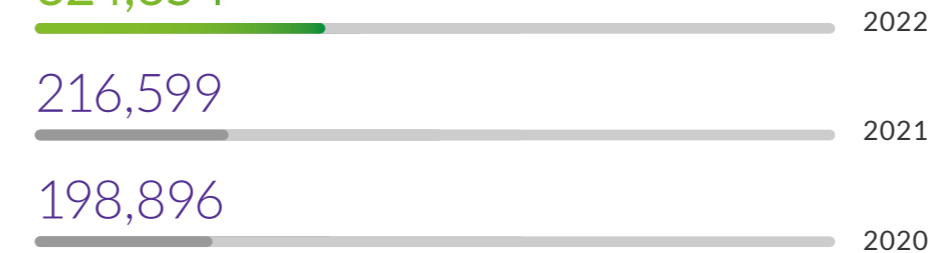
814,818



### Water supply - GAP Jamaica

m<sup>3</sup>

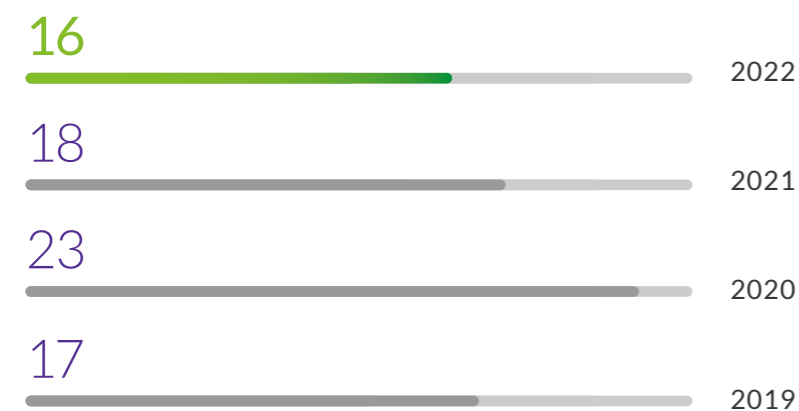
324,654



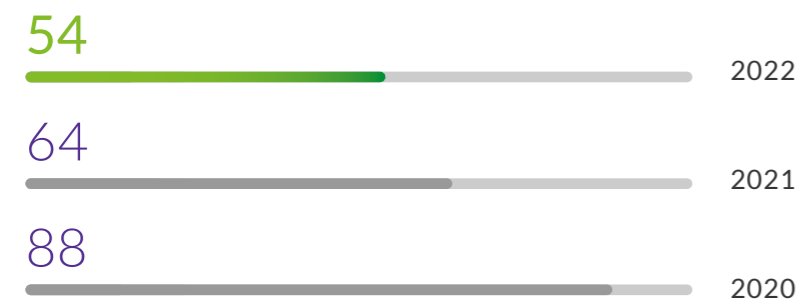
**Note.** Water consumption at Kingston airport is greater than at the others because data reported are estimates, in addition to failures detected in meters supplied by the authorities. As we implement GAP best practices for this newly acquired airport, we expect to achieve greater water efficiency.



**Water consumed per passenger - GAP Mexico**  
Liter/PAX



**Water consumed per passenger - GAP Jamaica**  
Liter/PAX



**Water discharges by type of destination**  
Megaliters

DESTINATION	MEGALITERS
GROUNDWATER	419.3
SEA WATER	114.7
THIRD-PARTY WATER	88.1
<b>TOTAL</b>	<b>622.1</b>

Of the water discharged during the year, **311 megaliters -equivalent to 38% of all Mexican airports-** were discharged for surface filtration in soils within water-stressed areas.

We keep records, monitor water-usage indicators as per the supply source, and periodically analyze wastewater treatment plant discharges in each of our airports.

The **remote measurement systems** we have installed in the Mexican airports have allowed for real-time monitoring of water usage and discharge volumes.



Throughout 2022, **622 megaliters of water were treated in Mexico and Jamaica,** equivalent to 55% of our total usage



# Noise and noise pollution

GRI AO7

Noise and the ensuing noise pollution are becoming subjects of increasing importance for the communities neighboring our airports and for other stakeholders as well. Although the noise created by aircraft landing and takeoff is not considered within our scope, at GAP we conduct perimeter noise studies each year to be sure we maintain regulatory compliance.

In keeping with globally defined parameters, the noise generated by our operations in Mexico falls within average limits of

**65 dB and 55 dB during the day and at night**, respectively. Moreover, according to perimeter noise studies conducted in 2021 for our 12 airports in Mexico, we identified that 4,479 people are affected by our daytime operations and 29,262 during the night.

Consequently, the measurements concerning populations affected by noise from the Mexican airports served to establish a baseline and continue measuring, thereby determining the actions needed to mitigate the impact on neighboring communities.



## Affected population (no. of persons affected)

AIRPORT	DAY (65 DB)	NIGHT (55 DB)	TOTAL
AGU	0	0	0
BJX	0	0	0
GDL	1,714	16,762	18,476
HMO	0	0	0
LAP	0	0	0
LMM	0	0	0
MLM	0	0	0
MXL	0	0	0
PVR	519	0	519
SJD	0	0	0
TIJ	2,246	12,500	14,746
ZLO	0	0	0
<b>TOTAL</b>	<b>4,479</b>	<b>29,262</b>	<b>33,741</b>



## Environmental performance goals

TCFD Metrics and goals **b** **c**

ESG GOAL 2030	5-YEAR GOAL 2020-2024	ANNUAL GOAL	GOAL 2022
---------------	-----------------------	-------------	-----------

### > Fuel Consumption

Align with the UN zero emissions scenario, map scope 3 emissions, establish partnerships with major generators to set integrated abatement targets and aim for a 90% reduction in GAP-controlled emissions by 2030<sup>10</sup>.

> Maintain PROFEPA Environmental Certification in all airports for the five-year period 2020-2024.

> Maintain compliance with environmental legal requirements > 95% follow-up plan de throughout whole year in 2022.

> > 95%

### > Emissions generated

Align with the UN zero emissions scenario, map scope 3 emissions, establish partnerships with major generators to set integrated reduction targets and aim for a 90% reduction in GAP-controlled emissions by 2030<sup>10</sup>.

> Reduce Scope 1 and 2 GHG emissions, as compared to 2019.

> Reduce Scope 1 and 2 emissions of CO<sub>2</sub>e in terms of (ATU) activity parameter regarding 2019 (in case of reduction, absolute goal is considered; in case of increase, the intensity goal).

> < 0%

<sup>10</sup> This goal should be restated, provided there are regulatory changes.



## Environmental performance goals

TCFD Metrics and goals **b** **c**

ESG GOAL 2030	5-YEAR GOAL 2020-2024	ANNUAL GOAL	GOAL 2022
---------------	-----------------------	-------------	-----------

### > Legal compliance

Implement and strengthen the matrix of compliance with the requirements of the concession and establish monitoring actions for 100% compliance with the requirements identified.

> Maintain PROFEPA Environmental Certification in all airports for the five-year period 2020-2024.

> Maintain compliance with environmental legal requirements > 95% follow-up plan de throughout whole year in 2022.

> > 95%

### > SMW generated

Implement actions to prevent 50% of the waste generated at Mexican airports from being disposed of in sanitary landfills.

> Reduce amount of waste sent to sanitary landfills, as compared to 2021.

> Reduce percentage of SMW sent for disposal to sanitary landfills throughout 2022.

> Lower than the percentage for 2021 Specific goal for each airport

> Reduce amount of waste sent to sanitary landfills, as compared to 2019.

> Reduce amount of SMW sent to sanitary landfills for disposal, in terms of the number of PAX regarding 2019 (in case of reduction, absolute goal is considered; in case of increase, the intensity goal).

> < 0%



## Environmental performance goals

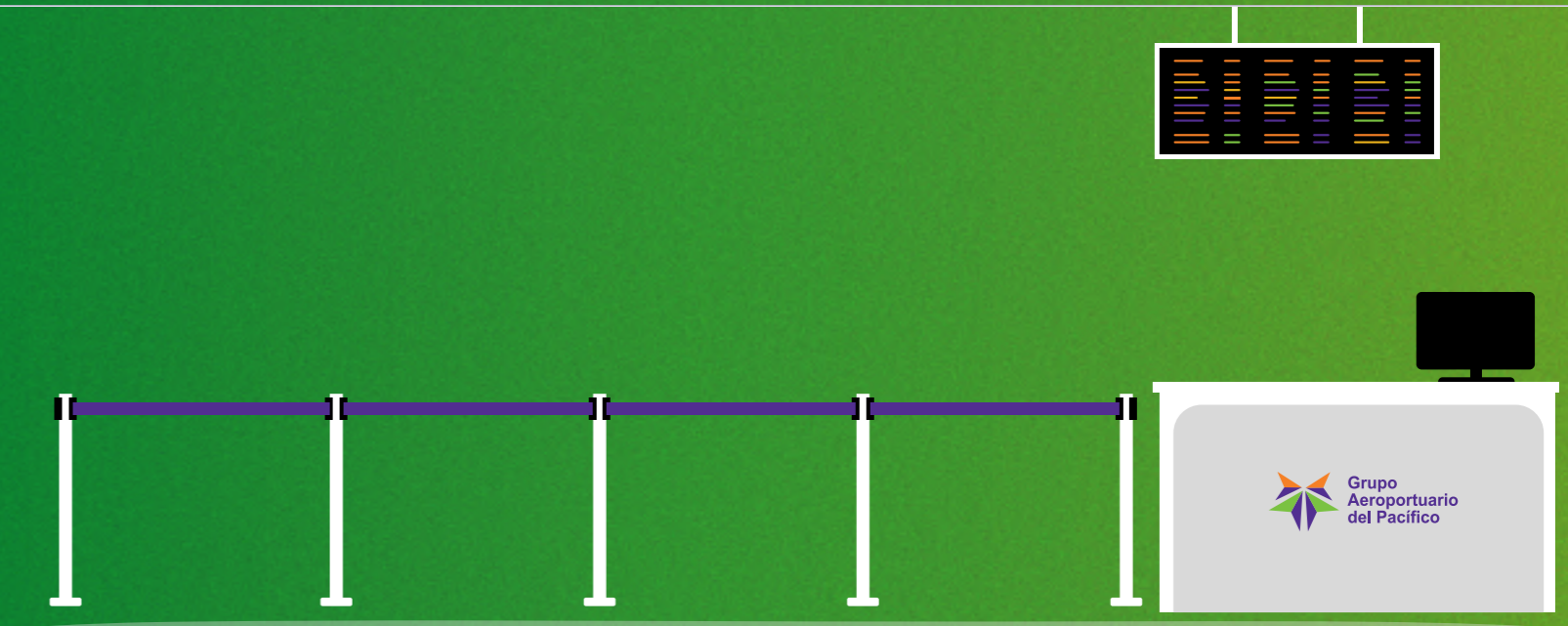
TCFD Metrics and goals **b** **c**

ESG GOAL 2030	5-YEAR GOAL 2020-2024	ANNUAL GOAL	GOAL 2022
<p><b>&gt; Water consumption</b></p> <p>Carry out measures to use 100% of treated wastewater at Mexican airports to replace well or local water consumption.</p>	<p><b>&gt;</b> Reduce consumption of first-use water (well and/or municipal network).</p>	<p><b>&gt;</b> Reduce water usage regarding 2019 in terms of number of PAX (in case of reduction, absolute goal is considered; in case of increase, the intensity goal).</p>	<p><b>&gt;</b> &lt; 0%</p>
<p><b>&gt; Water discharge</b></p> <p>Carry out measures to use 100% of treated wastewater at Mexican airports to replace well or local water consumption.</p>	<p><b>&gt;</b> Identify destined use of at least 80% of volume of water consumed (separating water usage for activities w/o discharges) by the end of 2024.</p> <p><b>&gt;</b> Monitor that water quality remains below Maximum Permissible Limit (MPL) established by NOM-001-SEMARNAT and discharge parameters set forth in discharge permits.</p>	<p><b>&gt;</b> Maintain 80% identification of water destined for use in airports (or increase to more than average for the last 3 years).</p> <p><b>&gt;</b> Improvement Plans established and monitored for compliance with terms set forth for each parameter, with results higher than 80% of the applicable MPL.</p>	<p><b>&gt;</b> &gt;= 80% (or greater than the 3-year average)</p> <p><b>&gt;</b> &lt; 80% maximum permissible limit (MPL)</p>



# About this annual report

GRI 2-1, 2-2, 2-3, 2-4, 2-5, 2-14



Just like every year, we now publish the GAP 2022 Sustainability Report with the **aim of sharing with our stakeholders the operational, environmental, social, and corporate governance results of the year.**

The information reported in this document is limited to GAP's operations in Mexico and Jamaica, considering the same entities for which financial information is presented. Therefore, it does not include results from other companies, entities, institutions, shareholders, customers, or business partners. The restatement of information regarding previous years is indicated in each case.

Our corporate executives are involved in the preparation of this report, providing their perspective on material topics and the most relevant milestones of the year. Sustainability, Quality, Innovation and IT Director is charged with reviewing and approving the final version of this document.

Grupo Aeroportuario del Pacífico, S.A.B. de C.V. (GAP) has prepared this report in accordance with the GRI Standards for the period encompassing January 1 to December 31, 2022.

Through this document, we also address the requirements of the Sustainability Accounting Standards Board (SASB) applicable to the professional and commercial services industry to which we belong.

It also **includes our progress and findings regarding the subject areas of governance, strategy, risk management, metrics, and objectives, as well as all climate-related risks and opportunities we face**, addressing the key recommendations made by the Task Force on Climate-Related Financial Disclosures (TCFD).

As signatories of the Ten Principles of the United Nations Global Compact, GAP's The 2022 Sustainability Report supplements our Communication on Progress (CoP). It was not verified by any entity external to GAP.

# GRI Content Index

UNIVERSAL STANDARDS

GRI STANDARD	CONTENT	PAGE, RESPONSE OR REASON FOR OMISSION	
<b>GRI 1 Foundation 2021</b>			
<b>GRI 2 General Disclosures 2021</b>			
<b>1. The organization and its reporting practices</b>			
GRI 2 General Disclosures 2021	2-1	Organizational details.	10, 13, 201, 210
	2-2	Entities included in the organization’s sustainability reporting.	201
	2-3	Reporting period, frequency and contact point.	201, 210
	2-4	Restatements of information.	201
	2-5	External assurance.	201
<b>2. Activities and workers</b>			
GRI 2 General Disclosures 2021	2-6	Activities, value chain, and other business relationships.	4, 13, 31, 35
	2-7	Employees.	124
	2-8	Workers who are not employees.	124
<b>3. Governance</b>			
GRI 2 General Disclosures 2021	2-9	Governance structure and composition.	97
	2-10	Nomination and selection of the highest governance body.	97
	2-11	Chair of the highest governance body.	97
	2-12	Role of the highest governance body in overseeing the management of impacts.	74, 109
	2-13	Delegation of responsibility for managing impacts.	97
	2-14	Role of the highest governance body in sustainability reporting.	97, 201
	2-15	Conflicts of interest.	97
	2-16	Communication of critical concerns.	97
	2-17	Collective knowledge of the highest governance body.	97
	2-18	Evaluation of the performance of the highest governance body.	97
	2-19	Remuneration policies.	97
2-20	Process to determine remuneration.	97	
2-21	Annual total compensation ratio.	97	

GRI STANDARD		CONTENT	PAGE, RESPONSE OR REASON FOR OMISSION
<b>4. Strategy, policies and practices</b>			
GRI 2 General Disclosures 2021	2-22	Statement on sustainable development strategy.	5
	2-23	Policy commitments.	10, 80, 114
	2-24	Embedding policy commitments.	80
	2-25	Processes to remediate negative impacts.	80
	2-26	Mechanisms for seeking advice and raising concerns.	114
	2-27	Compliance with laws and regulations.	33, 166
	2-28	Membership associations.	77
<b>5. Stakeholder engagement</b>			
GRI 2 General Disclosures 2021	2-29	Approach to stakeholder engagement.	74
	2-30	Collective bargaining agreements.	124
<b>GRI 3 Material Topics 2021</b>			
GRI 3 Material Topics 2021	3-1	Process to determine material topics.	79
	3-2	List of material topics.	79
<b>Material topic: Emissions and energy efficiency</b>			
GRI 3 Material Topics 2021	3-3	Management of material topics.	173
GRI 302 Energy 2016	302-1	Energy consumption within the organization.	173
	302-2	Energy consumption outside of the organization.	173
	302-3	Energy intensity.	173
	302-4	Reduction of energy consumption.	173
GRI 305 Emissions 2016	305-1	Direct (Scope 1) GHG emissions.	173
	305-2	Energy indirect (Scope 2) GHG emissions.	173
	305-3	Other indirect (Scope 3) GHG emissions.	173
	305-4	GHG emissions intensity.	173
	305-5	Reduction of GHG emissions.	173

GRI STANDARD		CONTENT	PAGE, RESPONSE OR REASON FOR OMISSION
<b>Material topic: Water resources and effluents</b>			
GRI 3 Material Topics 2021	3-3	Management of material topics.	193
GRI 306 Waste 2020	306-1	Waste generation and significant waste-related impacts.	193
	306-2	Management of significant waste-related impacts.	193
	306-3	Waste generated.	193
	306-4	Waste diverted from disposal.	193
	306-5	Waste directed to disposal.	193
<b>Material topic: Waste management</b>			
GRI 3 Material Topics 2021	3-3	Management of material topics.	189
GRI 306 Waste 2020	306-1	Waste generation and significant waste-related impacts.	189
	306-2	Management of significant waste-related impacts.	189
	306-3	Waste generated.	189
	306-4	Waste diverted from disposal.	189
	306-5	Waste directed to disposal.	189
<b>Material topic: Community formation and development</b>			
GRI 3 Material Topics 2021	3-3	Management of material topics.	149, 151
GRI 413 Local communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs.	149, 151
	413-2	Operations with significant actual and potential negative impacts on local communities.	149, 151
<b>Material topic: Diversity and equal opportunities</b>			
GRI 3 Material Topics 2021	3-3	Management of material topics.	124, 134
GRI 405 Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees.	124
	405-2	Ratio of basic salary and remuneration of women to men.	134

GRI STANDARD		CONTENT	PAGE, RESPONSE OR REASON FOR OMISSION
<b>Material topic: Health and hygiene</b>			
GRI 3 Material Topics 2021	3-3	Management of material topics.	140
GRI 403 Occupational health and safety 2018	403-1	Occupational health and safety management system.	140
	403-2	Hazard identification, risk assessment, and incident investigation.	140
	403-3	Occupational health services.	140
	403-4	Worker participation, consultation, and communication on occupational health and safety.	140
	403-5	Worker training on occupational health and safety.	140
	403-6	Promotion of worker health.	140
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships.	140
	403-8	Workers covered by an occupational health and safety management system.	140
	403-9	Work-related injuries.	140
	403-10	Work-related ill health.	140
<b>Material topic: Supply chain</b>			
GRI 3 Material Topics 2021	3-3	Management of material topics.	35
<b>Material topic: Digital transformation and innovation</b>			
GRI 3 Material Topics 2021	3-3	Management of material topics.	54
<b>Material topics: Human rights</b>			
GRI 3 Material Topics 2021	3-3	Management of material topics.	114
GRI 410 Security practices 2016	410-1	Security personnel trained in human rights policies or procedures.	114

GRI STANDARD		CONTENT	PAGE, RESPONSE OR REASON FOR OMISSION
<b>Material topic: Compliance and transparency</b>			
GRI 3 Material Topics 2021	3-3	Management of material topics.	55, 114
GRI 205 Anti-corruption 2016	205-1	Operations assessed for risks related to corruption.	114
	205-2	Communication and training about anti-corruption policies and procedures.	114
	205-3	Confirmed incidents of corruption and actions taken.	114
GRI 416 Salud y seguridad de los clientes 2016	416-1	Assessment of the health and safety impacts of product and service categories.	55, 70
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services.	55
<b>Material topic: Stakeholder engagement</b>			
GRI 3 Material Topics 2021	3-3	Management of material topics.	74
<b>Other GRI Standards</b>			
<b>GRI 200: Economic standards</b>			
GRI 201 Economic performance 2016	201-1	Direct economic value generated and distributed.	4
	201-2	Financial implications and other risks and opportunities due to climate change.	109
GRI 203 Indirect economic impacts 2016	203-1	Infrastructure investments and services supported.	4, 38, 144
	203-2	Significant indirect economic impacts.	4, 38, 144
GRI 204 Procurement practices 2016	204-1	Proportion of spending on local suppliers.	35
<b>GRI 300: Environmental standards</b>			
GRI 304 Biodiversidad 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	183
	304-2	Significant impacts of activities, products, and services on biodiversity.	183
	304-3	Habitats protected or restored.	183
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations.	183

GRI STANDARD		CONTENT	PAGE, RESPONSE OR REASON FOR OMISSION
<b>GRI 400: Social standards</b>			
GRI 401 Employment 2016	401-1	New employee hires and employee turnover.	124
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees.	134
	401-3	Parental leave.	124, 134
GRI 402 Relaciones trabajador-empresa 2016	402-1	Minimum notice periods regarding operational changes.	124
GRI 404 Training and education 2016	404-1	Average hours of training per year per employee.	136
	404-2	Programs for upgrading employee skills and transition assistance programs.	44, 136
	404-3	Percentage of employees receiving regular performance and career development reviews.	136
GRI 406 Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken.	124
GRI 418 Customer privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data.	119
<b>Sector Disclosures</b>			
GRI G4 Airport operators	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.	13
GRI G4 Airport operators	AO3	Quantity of charge in aircraft in tons.	13
GRI G4 Airport operators	AO6	Aircraft and pavement de-icing/antifreeze fluid used and treated per cubic meter and/or metric tons.	Due to the climate at GAP airports, we do not use antifreeze fluids on aircraft or pavements.
GRI G4 Airport operators	AO7	Number and percentage variation of people residing in areas affected by noise.	197
GRI G4 Airport operators	AO9	Total annual number of impacts with birds or wildlife by 10,000 aircraft movements.	183

# SASB Index

PROFESSIONAL & COMMERCIAL SERVICES

SASB STANDARD	CONTENT	PAGE	
<b>Data Security</b>	SV-PS-230a.1	Description of approach to identifying and addressing data security risks.	119
	SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information.	119
	SV-PS-230a.3	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected.	119
<b>Workforce Diversity &amp; Engagement</b>	SV-PS-330a.1	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees.	124
	SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees.	124
<b>Professional Integrity</b>	SV-PS-510a.1	Description of approach to ensuring professional integrity.	114
	SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity.	114, 119
<b>Activity Metrics</b>	SV-PS-000.A	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract.	124
	SV-PS-000.B	Employee hours worked, percentage billable.	124



# TCFD Index

TCFD RECOMMENDATIONS

TCFD CATEGORY		RECOMMENDATION	PAGE OR RESPONSE
<b>TCFD - Governance</b>	<b>a</b>	Describe the board's oversight of climate-related risks and opportunities.	109
	<b>b</b>	Describe management's role in assessing and managing climate-related risks and opportunities.	109
<b>TCFD - Strategy</b>	<b>a</b>	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	109
	<b>b</b>	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	109
	<b>c</b>	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Not reported.
<b>TCFD - Risk Management</b>	<b>a</b>	Describe the organization's processes for identifying and assessing climate-related risks.	109
	<b>b</b>	Describe the organization's processes for managing climate-related risks.	109 Partially reported.
	<b>c</b>	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	109 Partially reported.
<b>TCFD - Metrics and Targets</b>	<b>a</b>	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Not reported.
	<b>b</b>	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	198
	<b>c</b>	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	198

# Contact

GRI 2-1, 2-3



## GAP Sustainability

**JUAN FRANCISCO MARTÍNEZ MIRA**

Sustainability, Quality, Innovation  
and IT Director

[jmartinez@aeropuertosgap.com.mx](mailto:jmartinez@aeropuertosgap.com.mx)

+ (52) 33 3880 1100, ext. 20250

**ALMA PATRICIA ROJÍ JIMÉNEZ**

Sustainability and  
Environment Manager

[aroji@aeropuertosgap.com.mx](mailto:aroji@aeropuertosgap.com.mx)

ext. 20282



## Corporate headquarters

Av. Mariano Otero #1249-B, piso 6  
Torre Pacífico, Rinconada del Bosque  
Guadalajara, Jalisco, México. CP: 44530  
+ (52) 33 3880 1100

FB: Aeropuertos GAP  
TW: @aeropuertosGAP  
IG: @aeropuertosgap



[www.aeropuertosgap.com.mx](http://www.aeropuertosgap.com.mx)