

# Execution: Flying Above and Beyond



**volaris**

2014 Social  
Responsibility Report





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# Exceptional Accomplishments



- **Socially Responsible Company (ESR) distinctive** for the fifth consecutive year
- **Gender Equity Model Certification (MEG)** for the second consecutive year
- **Certification in Quality and Environmental Management Systems**, ISO 9001 and ISO 14001
- **Top Member** in the implementation of The Code (ECPAT)
- **Fundraising of \$304,000** jointly with *Un Kilo de Ayuda*
- Collection of \$904,000 for the **Sierra Gorda Ecological Reserve**
- **Transport of 101 organs and tissues** in conjunction with CENATRA
- **Donation of \$216,828.50** to support those affected by Hurricane Odile
- **340 plane tickets donated:** Ps.\$1'302,000
- **1 house** built and donated to an Ambassador by Volaris volunteers
- **88 fulfilled dreams** of children with illnesses
- Participation of **1,036 Volaris volunteers** in several activities

# Message from our CEO

To our shareholders and investors



We are pleased to share our accomplishments for 2014. We delivered strong results, increasing our revenues and margins.

Nevertheless, we continue striving for excellence in all our operations to further advance in our core strengths. We remain focused on providing low fares in line with our product unbundling strategy while delivering the best customer experience.

Accordingly, during 2014 we were able to maintain the lowest unit cost in the Americas, due to our Ultra-Low Cost Carrier business model and the continuous improvement of our product unbundling strategy. In order to enhance the travel experience of our Clients, we relaunched this strategy under the new “*Tarifa Limpia*” –Clean Base Fare – providing travelers with a wider range of diverse optional products and services for additional fees. Hence, our non-ticket revenues per Client significantly increased, confirming the value of our strategy.

During the year, we also expanded and diversified our network. We launched 38 new point-to-point routes, and initiated operations to five more international destinations: Fort Lauderdale, Reno, Dallas, Portland and Houston. Furthermore, we expanded our penetration

in key markets, opening more routes from Guadalajara to international destinations and from Monterrey to domestic ones.

Volaris’ market share among Mexican carriers increased to 23%, reaffirming our Clients’ preference for low fares combined with the best travel experience. Consequently, during 2014, we transported 9.8 million Clients, an increase of 9.7% compared to the previous year.

Regarding our fleet, we continue replacing A319s with A320s aircraft, which possess a higher seat density. During the year, we received eight aircraft with Sharklets (eco-efficient devices that decrease our operations’ environmental impact). As of December 31, 2014, our fleet –the youngest in Mexico– was comprised of 50 aircraft, positioning Volaris as the leader regarding narrow body fleet among Mexican airlines.

## Social Responsibility

We are aware of the challenges presented in our environment; therefore we know that now more than ever we must be ready to face

them with a flexible and open attitude, able to respond to society’s demands and always going one step further. Therefore we reinforce our commitment to maintain the highest safety and environmental responsibility standards and producing a positive impact in the communities where we operate.

We achieve these goals through our sustainability model called “Flying Together” consisting of various initiatives to support community development while reducing our environmental footprint.

In 2014 we carried out the corresponding audits for Quality and Environmental Management Systems ISO 9001 and 14001. Furthermore, we became a Top Member in the implementation of The Code (ECPAT); we are the first airline in Mexico and Latin America to receive this certification and the second worldwide.

This year brought tremendous success for Volaris. We delivered remarkable results and accomplished our goals. We will continue to analyze opportunities for expanding our routes, maintaining the youngest fleet, further upgrading our strategy and reaching more clients, permanently delivering quality services to a wider audience. I am extremely confident that our business model, along with the

38 new point-to-point routes and five more international destinations

unwavering support from our ambassadors, investors and clients will provide our Company with the capabilities to succeed in every project we undertake.

**Enrique Beltranena**  
Chief Executive Officer  
April 2015



**9.8**  
million booked  
Clients, 9.7%  
increase

**74,659**  
departures,  
8.6% increase

**130**  
routes

Net income:  
**Ps.605**  
million

**2,805**  
Ambassadors

Total  
Operational  
Revenue:  
**Ps.14,037**  
million

Controladora Vuela Compañía de Aviación, S.A.B. de C.V. is an ultra-low-cost carrier (ULCC), with point-to-point operations, serving Mexico and the United States. With the "Volaris Ultra-Low-Cost Carrier Model" we offer low base fares to build our market, providing quality service and extensive customer choice.

# We are Volaris

The Leading Ultra-Low cost  
Airline serving Mexico and the US



# Outstanding Culture

Our Culture is the defining formula which distinguishes us in any environment

## Vision

Transcend by creating and living the best travel experiences.

## Mission

With the best people and low costs, we enable more people to travel... well!

Our Pillars and Conducts are the solid foundation that guarantee a reliable structure to reach greater heights.

## Pillars

Safety, Customer Service, Sustained Profitability

## Conducts

Credibility, Respect, Fairness, Camaraderie, Pride



**Our Culture** is comprised by all our values, traditions and behaviors.

Since it is person-centered, it is founded on **five dimensions** that encourage their development –Health, Family, Professional Development, Spirit and Social Commitment–.

Their most relevant programs are:

## Health

- Vaccination campaigns
- Health weeks
- *Kilotón*
- Renal exams
- Periodic medical exams

## Family

- Family integration activities
- Home Office and Flex Time
- Performance journeys
- Recognition programs: tr**ASCIENDE** and recono**SER**
- Volaris Race
- FutVolaris
- Kids Volaris

## Professional Development

- FLY4
- SOI Program
- Volaris Corporate University
- Association with institutions and universities
- Km for life

## Spirit

- Ethics and Values Conference
- Traditions according to our Culture

## Social Commitment

- Fly Together
- For a Blue Sky
- Socially Responsible Company (ESR)
- Gender Equity Model Certification (MEG)
- ECPAT Certification





# Fleet

We have the youngest fleet in Mexico, with an average age of 4.3 years. We continue with our high aircraft utilization of more than 12 hours a day. At the end of 2014, our fleet was comprised by 50 aircrafts, all of them operated by a professional well trained team.

During 2014 we received eight aircrafts with state of the art eco-efficient technology devices incorporated in the wingtips, called Sharklets. Among other advantages, they decrease fuel consumption up to 4%, and CO<sub>2</sub> emissions for around 1,000 tons annually, minimizing environmental impact. We closed the year with the largest narrow body fleet among Mexican airlines.

18  
A319

174  
seats per  
aircraft

32  
A320





## Further Destinations

We target Clients who are visiting friends and relatives, cost-conscious business people and leisure travelers in Mexico and select destinations in the United States.

This year we improved our network to be more diversified and have a more defensible and resilient structure, with a higher international capacity, increasing the natural hedge to exchange rate volatility. We have already over 130 routes connecting 36 cities in Mexico and 17 in the United States, and more than 235 daily segments which connect cities in these two countries, with the youngest aircraft fleet in Mexico.

In 2014 we opened 38 new point-to-point routes, 26 domestic and 12 international. Furthermore, we arrived to five new destinations in the United States: Fort Lauderdale, Reno, Dallas, Portland and Houston, to total 17 destinations in this country, providing an excellent travel alternative for Clients who wish to visit friends and family on both sides of the United States border, and providing more and better options for the Hispanic communities in these regions.



GRI 2.1 | 2.3 | 2.5 | 2.7

36 cities in  
Mexico

17 cities in the  
United States

We strive to  
get you closer  
to your family

Volaris Destinations

We transported  
9.8 million  
Clients in 2014,  
9.7% increase  
year-over-year

Over 235  
daily flight  
segments

Colorado



# Business Model

## Ultra-Low Cost Carrier Model

Since our beginning of operations in March 2006, we have increased our routes from five to over 130 and our fleet from four to 50 aircraft due to our low fares, quality service and Client choice.

Since our launch, we have stimulated new demand in the Mexican market through an aggressive revenue management strategy that drives lower fares and higher load factors.



We are committed to continue providing our Clients with the lowest fares, plus the opportunity to pay additional fees for a range of optional products and services.

During 2014 we improved our unbundled strategy and changed its name to "Tarifa Limpia" – Clean Base Fare– offering our Clients a wide selection of additional services (ancillary products) throughout our complete flying cycle, driving a high profitable growth.



- Hotel and Flight.**  
 Request of flight plus hotel quotes
- Protect your trip.**  
 Insurance service
- Itinerary changes.**  
 Possibility to change name, date or destination up to four hours before the flight
- Entre Nubes Menu.**  
 Food and beverage options on flight for the best price
- Environment.**  
 Option to support the environment through our campaign #CielitoLimpio
- Transport.**  
 Our shuttle service gets customers closer to their final destination
- Choose your own seat.**  
 Select the seat(s) preferred
- Additional baggage.**  
 Our fare includes one checked bag of maximum 55 lbs. and 62 total inches. Add up to four additional bags of 55 pounds each for an additional fee



# Sustainability Model

Our Sustainability Model is aligned to Volaris' business strategy. It ensures our commitment to create a positive impact on society, the environment and the communities where we operate.





# Flying Together Core Principles

## Leadership

We support talent and leadership formation in young adults committed to our country's development.

### Institutions:

- Universities and schools
- Ashoka
- *Ver Bien para Aprender Mejor*

We seek to create ecologic awareness through concrete messages and actions in favor of the environment's care and protection.

### Institutions:

- *Bosque Sustentable, Grupo Ecológico Sierra Gorda* in Queretaro
- *Amigos de Sian Ka'an* in Quintana Roo

## Sustainability

## Health and Life

We are a pro-life Company, therefore we support health projects and programs nationally.

### Institutions:

- CENATRA
- Asociación ALE
- KARDIAS
- Associations against Cancer

We promote volunteering among our Ambassadors to consolidate an authentic social consciousness.

### Institutions:

- *Fundación Dr. Sonrisas*
- *Fundación Palace*
- *Un Kilo de Ayuda*
- *Fundación Construyendo*
- *Grupo CADENA*

## Corporate Volunteering

During 2014, we strengthened and consolidated our Social Responsibility Committee, which meets monthly. We seek to reinforce and transcend in these themes encouraging a permanent engagement with our different stakeholders. The committee is comprised by:

1. Chief Executive Officer
2. Chief Commercial Officer
3. Chief Operations Officer
4. Operative Security and Quality Assurance / Aviation Security (AVSEC) / Environmental Director
5. Ambassadors' Services Director (Human Resources)
6. Clients' Services and Sale Director
7. Marketing Director
8. Culture and Environment Manager
9. Social Responsibility Manager
10. Social Responsibility Specialist



# Stakeholder Engagement

**We have mapped our stakeholders according to our Sustainability Model.**

We are aware that our responsibility goes beyond keeping them informed, thus, through their suggestions and concerns we identify key actions to develop collaboration and development programs in the communities where we have presence. This way we are able to minimize the impact of our operations.

- **Flying Safe:** Shareholders and Authorities
- **Flying High:** Clients and vulnerable groups
- **Flying Together:** Suppliers, Community and Authorities
- **Flying Always:** Environmental groups
- **Flying with the best people and the best service:** Ambassadors



## Shareholders

We comply with the Corporate Government guidelines from the *Consejo Coordinador Empresarial* to guarantee an effective framework, accountability, transparency and the Board's responsibilities. Through monthly and annual meetings and financial and operational reports, we assure Volaris' profitability and sustainability.

## Authorities

By means of periodic meetings, we guarantee compliance with the applicable standards in the operating areas to obtain licenses and certifications.

They are a fundamental ally to achieve our social and environmental goals, so we comply with every requirement and participate in important discussions, such as the Labor Equity Best Practices and No Discrimination Forum, regarding the MEG (*Modelo de Equidad de Género*) and Secretariat of Labor and Social Welfare new Equity Model.

## Clients

We deal with themes like pricing, service and routes. We have identified our Clients according to their reason for travel so we can provide better services. Constantly, we exchange information through focus groups and social networks.

Considering all the information they share, we create adequate routes according to their real, social, family and economic needs. These routes grant them more direct and/or nearby flights to visit their families at the lowest cost possible.

## Program Paisano

Key program of collaboration with Authorities and with a crucial vulnerable group, immigrants. We offer them the opportunity to approach their family with the best prices and better route options.

In 2014 we:

- Created a collaboration agreement to support the Program's initiatives and distributed 19,600 information guides in airports
- United more families for significant holidays by creating two new routes: GDL-PDX and GDL-RNO
- Transported 1,159 persons with special fees
- Supported Tijuana's municipal authority to achieve legal immigrants' return by plane, significantly dignifying the transportation process



## Suppliers

We maintain a constant engagement with our Suppliers through Dun&Brandstreet, coordinated with our verification model. Additionally, we are establishing a suppliers' development and sustainable procurement model which will be implemented in 2016.

Communication with our suppliers is through meetings, phone calls and institutional emails; with these we respond to their expectations of development, fairness and punctual communication.



## Community

We actively collaborate in forums, programs, social and environmental projects that are connected with our operations.

- Universities and associations such as *Ashoka Emprendedores*
- Environmental groups like *Bosque Sustentable*, *Grupo Ecológico Sierra Gorda* and *Amigos de Sian Ka'an*, among others
- Vulnerable groups through *Un Kilo de Ayuda*, *Dr. Sonrisas*, *Program Paisano*, and others

Starting this year, we took the initiative and requested a qualitative and quantitative report from all supported institutions regarding the use of all donated tickets. Thanks to these reports and several support requests for plane tickets donations, we endeavor to help more institutions by means of creating a specific product, the *VFundación* membership. Institutions may acquire this product and enjoy certain benefits in their operational travels, thus, providing them the opportunity to strengthen their projects and strategic alliances and achieving a positive impact on a higher number of people. This membership will be available throughout 2015.

## Ambassadors

We seek to be in constant communication with them. Through the internal newsletters, emails and bulletins we maintain Ambassadors informed in regards to the Company's daily news. With the Work Environment Survey, we understand and address their concerns, such as balance between work and family, increasing their quality of life and the detection and management of non-ethical activities.

Furthermore, through the Performance Evaluation, Volaris University and the E-learning system we improve their skills, providing them a better career development.



# Ambassadors

Consistently with our person-centered Culture, we consider that all men and women who comprise Volaris surpass being employees; we share an ideal and represent the Company proudly. Hence, we are the brand's Ambassadors, and as its representatives we constitute a family.

We hold the best Ambassadors to always offer the highest quality in our service and products. We strive to increase their quality of life, with an outstanding environment to perform their work, encouraging their comprehensive development and life balance.

2,805  
Ambassadors  
in 2014

2014  
employee  
turnover rate:  
13.26%

Our hiring process is focused on discerning the certain set of skills that ensures our business' security. Hence, we reject all types of discrimination since the beginning of this procedure.

# Talent Management

GRI LA1 | LA2 | LA4

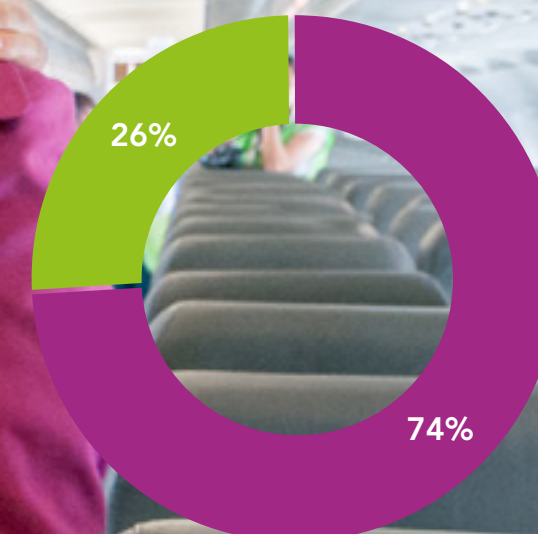
## 2014 Workforce

Men Women



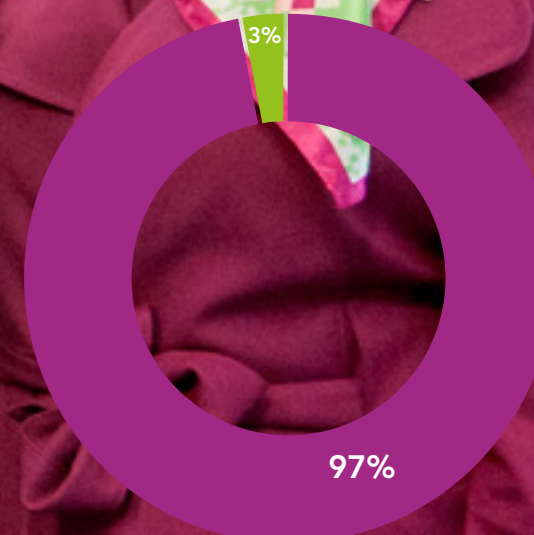
## Employment Contract

Union Non-union



## Employment Type

Part-time Full-time



Region	Women	Men	Total	% Women	% Men
Cancun	57	50	107	53%	47%
Guadalajara	304	325	629	48%	52%
Mexico	298	473	771	39%	61%
Corporate Offices	179	293	472	38%	62%
Tijuana	254	367	621	41%	59%
Others	90	115	205	44%	56%
Total	1,182	1,623	2,805	42%	58%



# Equal Opportunities

We hold a Gender Equity Policy which provides security in the workplace, social protection and respect towards our Ambassadors’ opinions. Thus, we encourage a person-centered Culture based on a social responsibility framework, aiming to defend human rights, battle discrimination and promote violent free environments; all of which increases our family and personal quality of life. We assume the firm commitment to create a productive community, where equal treatment and opportunities among men and women are promoted; preventing, paying attention and sanctioning any type of harassment or conduct that goes against our philosophy.

We adhere to the ILO’s definition on decent work and are currently implementing guidelines suggested on the PNUD Program’s Guide for Companies Free of Violence in our equal opportunities procedures.

In 2014 we maintained **the Gender Equity Model Certification (MEG)**, reaffirming our commitment to encourage diversity and non-discrimination

Our operations are outlined by policies that define the criteria to ensure equal opportunities and gender equity, they are:

**Compensation Policy, POL-TAL-COO-02, KPI Variable Compensation Policy**, establishes remuneration criteria for all our Ambassadors, which does not observe gender to assure no distinction is made in this calculation. We are an inclusive Company, minorities and women have access to the same opportunities and personal, labor and financial development possibilities.

**Diversity and Equal Opportunities of Employment Policy, POL-TAL-PTA-03**, establishes Volaris’ initiatives to generate equal employment opportunities to all Ambassadors, taking into account the core principle of non-discrimination under any circumstance which goes against human dignity in both, the actual job or during the selection or hiring process. We are an inclusive company with a diverse workforce, that ensures that men and women reach their self-fulfillment and exercise their rights equally, having a dignified employment, well compensated and free of any discrimination.

Position	Men	Women	Total	% men	% women
Managers and Directors	51	9	60	85%	15%
Personnel	1,572	1,173	2,745	58%	42%



# Benefits

In addition to benefits by law, we provide competitive benefits and compensations, which allow human talent retaining and strengthen our Ambassadors' performance, driving higher potential, motivation and backup.

For all Ambassadors:

- Natural death life insurance
- Mayor medical expenses insurance
- Annual pass
- Performance trip according to results
- Variable compensation
- Groceries coupons for union staff

Also, we have developed policies to improve the labor experience of our administrative staff.

- Flextime Policy
- Home-office Policy
- Breastfeeding schedule and accommodation
- Agreement with daycare and child care services

\$1,576  
million pesos  
invested in  
benefits

We are aware of our Ambassadors' ability to excel, so we support their personal and professional development with programs that ensure their progress and recognition, in regards with their contribution to the Company and performance.

- **ReconoSer.** We consolidated this Recognition program whose objective is to motivate our Ambassadors to nominate peers who had an outstanding demonstration of our Pillars, Conducts and Social Responsibility. These nominations have to be supported on concrete actions, which can be seen and/or measured.

- **Internal Opportunities System (SOI).** Through this policy, we encourage internal growth and development mechanisms by means of promotions. In 2014 we had 156 promotions, 105 were as a result of this policy.

Gender	Number of movements due to SOI
Women	45
Men	59
Total	105

169  
winners





**453**  
winners

■ **trASCIENDE.** We launched this Recognition Program which empowers Managers to recognize the best Ambassadors from their areas. These recognitions can result from obtaining excellent operating results, innovative initiatives or showing an exceptional commitment with Volaris.

Jointly with these programs, we offer internal training courses for enhancing our Ambassadors' skills and self-improvement. Imparted through E-learning, each one's platform includes mandatory and optional courses for their development. We have Career Plans for Flight Attendants Management, Planning Management, Control and Technic records, Quality Assurance Direction and Audit Direction. During 2015 we will produce plans for the remaining directions.

Likewise, we hold agreements with several universities such as *Tec Milenio*, *Universidad del Valle de México*, *Universidad Intercontinental* and *Universidad Panamericana*, among others, aiming to motivate our Ambassadors to conclude high school bachelors, graduate or masters degrees.

**In addition,  
all Ambassadors  
go through  
quarterly  
performance  
evaluations.**

## Training

We strive to provide our Ambassadors the necessary instruments to drive their personal and professional growth, therefore we implemented skills, leadership and human qualities development programs, that allow all of them to achieve a successful performance. All training programs encompass themes such as Client service, security measures, technic skills and work ethics; also each session includes a section on human rights.

Training for our operative Ambassadors –Flight Attendants, Pilots, Operating and Maintenance– is based on the General Operation Manual (MGO) and the Training Manual. Furthermore, each area holds its own manual to ensure all specific training requirements are covered.

Area	Trained Ambassadors	Training hours	Number of Courses	Total invested budget in training (MXN)
Technic Training Center (CCT)	4,861	6,575	354	NA
Flight Attendants	1,030	3,248	77	\$1'997,128.00
Pilots	506	2,362	18	\$31'123,163.24
Operations	500	23,000	40	\$5'000,000.00
Maintenance	251	6,024	178	\$3'222,855
Total	7,148	41,209	667	\$41'343,146.24



**3,314** trained  
Ambassadors  
on the AVSEC  
(Aviation Security)  
training program

56% are suppliers in several airport services; among these, security personnel. The rest is comprised by trained Volaris Ambassadors. This training lays emphasis on human rights, to ensure all external personnel understands our values and Culture.

**10,267**  
training hours  
imparted in  
our Corporate  
University for  
administrative  
and operative  
Ambassadors

## Volaris Corporate University

- **2014 COEV.** Training on Volaris Code of Ethics. 2,587 Ambassadors, 95% participation rate
- **LFPDPPP.** Federal Law on the Protection on Personal Data. For Corporate Offices, Service Direction and Client Sales Ambassadors. 97% participation rate
- **2014 KEY POLICIES.** Special training for all administrative Ambassadors who, due to their functions' nature, must master Volaris' key processes. 96% participation rate
- **FCPA.** Prevention and orientation against corruption Practices Program. For all Ambassadors who, due to their functions' nature, activities and objectives, must master the regulation on certain specific processes. 89% participation rate
- **FLY4.** Leadership training program. We provide complementary means to those Ambassadors with personnel under their charge. 303 trained leaders (96 administrative, 31.68% and 207 operating, 68.32%), 95% compliance rate
- **KM FOR LIFE.** Workshop focused on our Flight Attendants, aiming that they conceive their Life and Career Plan, as well as their personal growth, influencing the quality and service results; always with the priority of personal human development. Imparted in 12 groups, with a total of 1,352 training hours, benefiting 169 Flight Attendants

Since the Code's  
application in 2013, we  
have trained **1,811**  
Ambassadors on the  
subject, **516** in 2014

## ECPAT – End Child Prostitution and Trafficking Certification

In 2014 we achieved a place as Top Member on ECPAT's Certification. We are the first airline in Mexico and Latin America with this accreditation and the second one worldwide. It corresponds to the policy named ECPAT Certification and mandatory operative notice named ECPAT Code "End Child Prostitution and Trafficking".

We established a 2015 schedule to continue this task of face-to-face training. We will implement an E-learning system specially designed for Client Service Advisors and crews.

We have maintained the ECPAT's clause in 100% of the shipping and lodging suppliers' contracts to ensure these protocols are followed.



# Health and Safety

## 2014 Actions

- Periodic medical exams for our operations staff
  - 273 audiograms and spirometry tests
- Health Campaigns in collaboration with IMSS / our Ambassadors undergo medical studies to detect raised levels of glucose, cholesterol and blood pressure
  - 400 screenings applied in Volaris' Bases
- Annual vaccination Campaign
  - 1,580 Influenza vaccines applied
- Addiction Free Company distinction obtained through periodic audits
- Informative talks in order to create a Civil Protection Culture. We inform all Ambassadors on their behavior and responsibilities in case of emergency
- Emergency Brigade in our Corporate Offices constituted by 20 Ambassadors who help in all necessary activities before, during and after an incident, emergency or disaster
- Emergency Procedures Manual (MPE), which is constantly updated and shared with Ambassadors involved for their proper operation and effective response in an emergency, with our Ambassadors and Clients

Our Ambassadors' health is a fundamental concept in our Culture, therefore we encourage them to escape the work routine and release stress through the promotion of physical activities.

Aligned with our person-centered Culture, our Corporate Offices are specially designed so our Ambassadors reach their best performance, feeling comfortable and in a familiar environment.

They are open, fresh and innovative spaces with wireless communication,

dynamic colors and natural illumination. Our Corporate Offices have terraces to develop ideas, areas to charge energy and recreation areas. Everything is designed aiming to disengage our Ambassadors from their daily routine and increase their creativity.

We offered several recreational classes twice a week for a certain time period, such as zumba, kick boxing, functional training and pilates, so they attain an enhanced professional performance and alleviate stress.



The special design of our Corporate Offices improves our Ambassadors' performance





# Bonus Value

We create long-term relationships with our suppliers since we maintain high quality standards and compliance of policies and regulations on their part, thus we generate shared value.

Our relationships with suppliers are managed and oriented by internal documents and policies such as: "General Procurement" Procedure, "Suppliers Annual Evaluation" Procedure and "General Procurement Policy". These establish the principles we consider for their hiring, such as the Socially Responsible Company (ESR) distinctive, declaration of contracts and benefits for employees, quality, price, hedge, among others.

2014 Suppliers		
Locals	375	87%
Foreign	58	13%
Total	433	
*Local suppliers means those belonging to Mexico		

98  
certified  
suppliers

We continue the suppliers' certification process with DUN&BRANDSTREET, making sure they do not employ practices against our values and/or policies. We have applied this process –invitation and monitoring– to 100% of our suppliers, 23% of them have completed the certification process.



# Social Investments:

**Successful transportation of 21 organs and tissues** for transplants in alliance with the National Transplant Center (CENATRA); three kidneys, one liver, 16 corneas and one skeletal muscle tissue. Besides, we provide transport for all personnel involved in the procedure. With this number, **we amount to over 100 transported organs and tissues** thanks to this project since its inception in 2009.

- **340 plane tickets** donated: \$1'302,000
- **Educational scholarships** for under privileged children: \$275,452
- **1 house donated** and constructed to an Ambassador by Volaris volunteers: \$160,000
- **18 wheelchairs** donated: \$27,593.96
- **Fundraising by Ambassadors** in Volaris facilities in airports and onboard for the *Un Kilo de Ayuda* foundation, collecting \$304,000
- **3 tons of unclaimed baggage** donated to five different institutions and foundations
- **Over 400 toys** donated to the *Ministerios de Amor* Association, focused on homeless children, distributed in all its branches: Monterrey, Mexico City, Guadalajara and Cuernavaca

During 2014 we supported communities through financial and in-kind donations, investing **\$1'981,874.46**

Alliance with Bella Foundation and Alma Foundation to raise awareness about Breast Cancer and battle this disease. In the International Breast Cancer Awareness Month we played videos in aircraft aiming to spread the message of awareness, diagnosis, prevention and treatment for this ailment.

Along with this effort, the Nascar Toyota automobile of pilot James Nides, which is sponsored by Volaris, modified its image by painting it pink in order to support this cause and participated in five races of the national series in the cities of Chihuahua, San Luis Potosi, Aguascalientes, Tuxtla Gutierrez and Puebla.

We aim to support projects aligned with our Sustainability Model's goals and core principles in Mexico. The corporate documents POL-DGR-CDG-02, Volaris Corporate Volunteering and POL-DGR-CDG-01, Donations Policy regulate our social actions and establish the framework for all donations made by the Company.

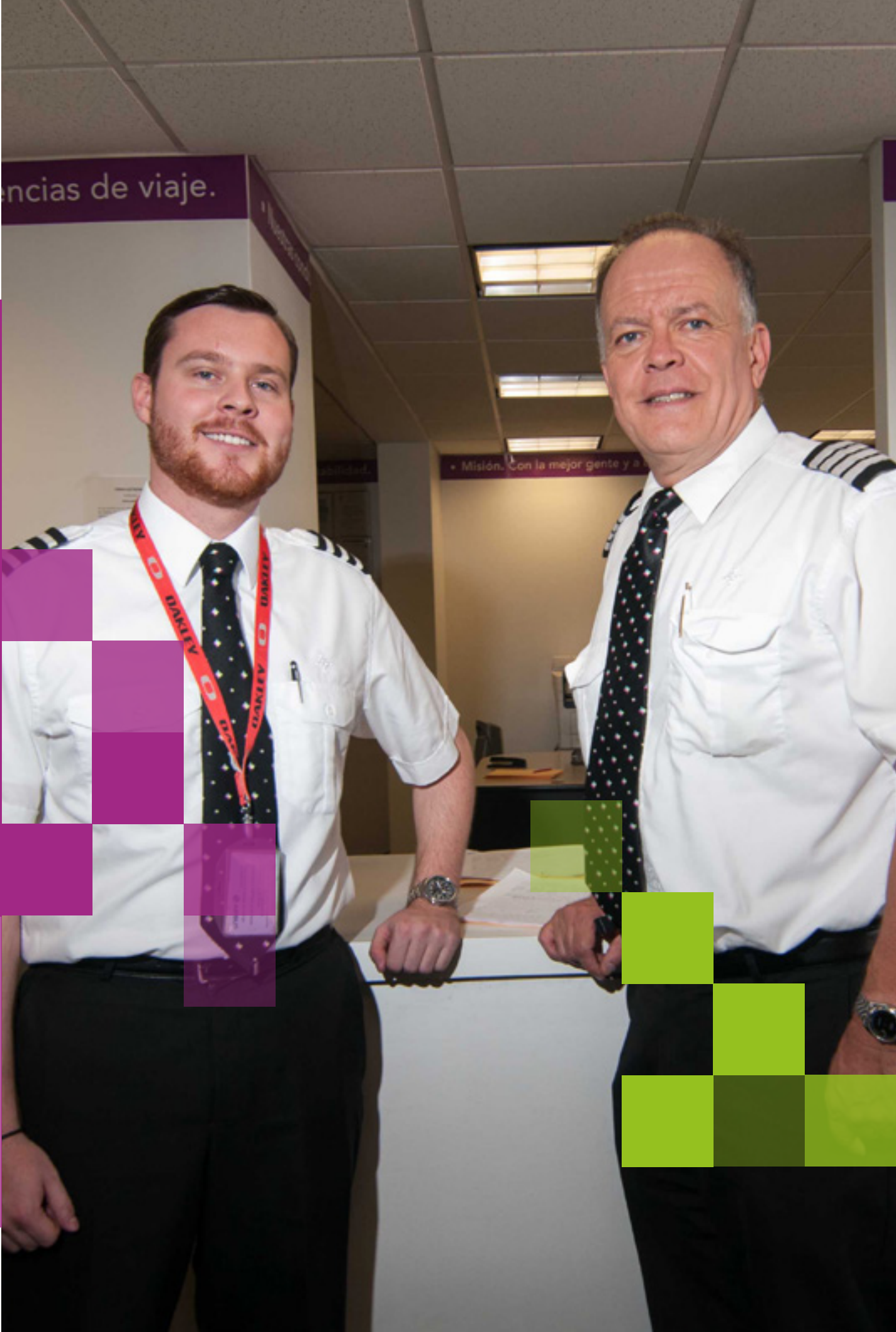
## Additional Contributions



- **88 ill children** fulfilled their dreams, 78 to see the ocean and 10 Disney, in collaboration with *Dr. Sonrisas* and Palace Foundation
- **10 university conferences** and workshops (VOI Leaders)
- **Transportation for children** in rehabilitation
- **Donation collected by Volaris Ambassadors for hurricane Odile's victims:** \$216,828.50

- **Assistance Plane /** activation plan in case of natural disasters, we create air bridges to the nearest airport to the disaster zone to transport brigades and groceries. Such transports are carried out if they are within our routes.
- With the arrival of hurricane Odile, thanks to our activation we transported from/towards the disaster zone in Baja California Sur, Mexico:
  - **30 tons** of help
  - **7,000 transported** people in 96 flights
  - **36 support brigades**
  - **1,400 provisions** donated
  - **500 water filters** donated = 400,000 Lt of water
  - **207,750 letters** delivered

**10 volunteering activities,** with 1,036 volunteers, 37% of all Ambassadors



- **Support to Amigos de Sian Ka'an** (Biosphere Reserve in Quintana Roo). Volaris contributes with the donation of plane tickets, which allow the organization to fly on to different destinations in the country, managing to take their project of specialized forums, create and strengthen scientific research and conservation alliances, as well as promote environmental policies. This alliance is very significant since it allows *Amigos de Sian Ka'an* to fulfill their mission to protect the environment in Quintana Roo state and throughout the Yucatan Peninsula and the rest of Mexico.

**We supported 30 foundations and institutions**

**Furthermore, we have measured the positive impact and several foundations and institutions' need regarding plane tickets donation, seeking support alternatives through an affordable product for them. In 2015 we will launch our product VFundación supporting a greater number of them.**



# Increasing Experiences

We aim to offer our Clients the best travel experience, from the moment of planning to the travel's ending, earning their trust and offering discounts for each of them.

All our marketing and communication campaigns are based on an internal manifest, thus we provide our Clients accurate and complete information about our products and services.

In 2014 we implemented the Client's attention program LD800 Customer Resolution, through which we analyze service grievances from our Clients and modify strategies depending on their feedback. It deals with aspects such as reimbursement and compensation practices.

We timely observe all comments and suggestions in our reception channels, which are:

- **Email:** aclaraciones@volaris.com
- **Social networks:** Twitter, Facebook and Chat
- **Telephone line** / Volaris Call Center: 1102 8000
- **Printed media:** Your Experience Card

During 2014 we managed over 4.5 million calls in our Call center. 10% of Volaris' total sales were executed through this channel. In addition, we enhanced 50% contact times with those Clients who were affected, and achieved a 20% improvement in our attention service, due to our supplier change, who is Bestday since March.

Besides we carry out monthly a satisfaction survey that evaluates indicators such as Net Promoter Score (NPS), Customer Loyalty Index (CLI) and Customer Satisfaction Index (CSI), as well as the flight's general evaluation –documentation, airport services, boarding, service onboard, disembarking, punctuality and baggage claims–.

**86%**  
of surveyed Clients rate  
Volaris' service between  
**9 and 10**

Source: Based on 10,200 surveys carried out by Delta Research.

We rigorously protect our Clients' safety. Therefore, our Flight Attendants are trained to execute detailed procedures to ensure their health and safety. Some of them are the passenger's cabin prior review for foreign objects, verification of equipment and emergency systems to maintain safety levels and identification of passengers who may present a risk.

The Flight Attendants must remain in the cabin constantly to meet the Clients' requests and monitor potential alert situations. For emergencies, they must follow the procedures set out in the Manual of Flight Attendants, and if a medical emergency occurs, provide basic first aid and seek the support of qualified medical personnel.

Additionally, the AVSEC training provided to Client Service Advisors, Ramp Operations Advisors and Dispatchers, Pilots and Flight Attendants, Maintenance, Ramp, Cargo, Commissariat and Contracted Security includes security measures, terrorism and illicit interferences in three aspects: bomb threat, kidnapping threat and contingency / emergency.





# Protecting the Environment

At Volaris we are aware of our operations' impact on the environment, so we have initiatives and programs designed to mitigate our environmental footprint and promote environmental protection. All our actions are regulated by our Comprehensive Policy –in the Airline's Integrated Management System Manual– which establishes our environmental commitment. In it our senior management states its commitment to comply with the highest regulations and voluntary environmental standards, as well as to prevent pollution. Similarly, it establishes monitoring to the current projects in this area and guidelines to implement new initiatives.

We are working on setting goals aligned with our Sustainability Model that allow us to contribute more to the environment's protection and reduce our impacts. Likewise, we seek to bring these issues to our stakeholders to understand their expectations and define comprehensive programs to safeguard the environment.

Evidence of this commitment are the audits execute in 2014 to obtain the quality and environmental certifications, ISO 9001 and 14001. In consequence, our current operations are regulated by an Environmental Management System certified by the ISO 14001 standard.

We obtained the  
**Certifications in  
Quality ISO 9001  
and Environmental  
ISO 14001  
Management  
Systems**

We conducted the evaluation of several environmental impacts of our operations, in our Corporate Offices and the Operations Control Center (OCC).

Currently we have the following environmental programs:

- Waste recycling in Corporate Offices
- Electricity consumption reduction in Corporate Offices
- Reduction of greenhouse gas emissions in aircraft clearance through:
  - Reduction of weight differences between planned vs actual real weight
  - Proper selection of alternate airports
- Paper reduction by using a digital flight folder (OCC)

Furthermore, we continue with our program For a Blue Sky – voluntary initiative for all our Ambassadors– which focuses on generating action projects to create and promote a culture of environmental awareness.

**8,000  
trees**  
planted since  
the program's  
beginning



## Materials and waste

Since we are a paperless Company, we have reduced our consumption of this material. We are working on reducing 70% of paper consumption in airports, through the distribution of digital flight folders in each operated flight, avoiding printing.

To prevent the use of disposable PET water bottles, we continue selling plastic thermos to our Ambassadors, along with the use of water filters in the Corporate Offices.

**3,500**  
**thermos**  
sold since the  
program's  
beginning

Over  
**670 kg** of  
recycled color  
paper each  
month

In our Corporate Offices we also have a waste recycling program. Its goal is to raise awareness in all our Ambassadors who work here in regards to simple waste recycling and separation practices within the work environment.

During 2014 we started to collect all magazines sold onboard our aircraft to recycle them.

Beside, we continue recycling packaging materials for technical components in our operations. All these belong to a business partner so we aren't authorized for their destruction, however we manage the reuse of all its containers and packaging materials.

All hazardous waste we generate resulting of aircraft maintenance; these are recollected by a SEMARNAT approved supplier and are recycled, crushed or confined depending on their type.

## Biodiversity Carbon Offset Program

Through this Program we contribute to the protection of the *Sierra Gorda's* biosphere reserve. The biosphere lodges over 2,300 plant species and 603 animal ones. Among them are protected species such as jaguars, American black bears and guacamayas.

During 2014 our Clients and Ambassadors had the opportunity to make a financial donation to the forest and the conservation of reserve's species during their flight procurement process. Through these donations we support the community in different ways.

- Sustainable practices aiming to protect the environment
- Workshops and training to the communities inhabitants so they can live sustainably
- Extreme poverty eradication
- Indirect employment creation, avoiding family disintegration

For more information on our Carbon Offset Program, please visit: <http://sierragorda.net/>

**\$2'442,177.16**  
collected and donated to  
the Ecologic Reserve *Sierra*  
*Gorda* since the Program  
began in 2011

Our commitment in 2015 is to ally with the Mexican Carbon Platform (MexiCO<sub>2</sub>) to continue our Carbon Offset Program through our environmental campaign #CielitoLimpio. Our goal is to compensate our operations' environmental footprint, encouraging environmental awareness in our Clients and Ambassadors.

Our 2015 goal is to neutralize the emissions generated by 100 flights in the MEX-GDL route through the procurement of carbon credits, thus, reaffirming our commitment to the Environment.



## Energy and Emissions

In 2014, we implemented new initiatives, coupled with existing ones to reduce fuel consumption and CO<sub>2</sub> emissions in our operations:

- Choice of alternate airports closer to the destination
- Preparation of flight plans with minimal differences between the planned and actual pay load, in order to obtain 400 kg or less
- Aircraft movement in the ground with only one engine on
- Optimizing the use of flaps
- Reducing the use of reverse
- Incorporation of new efficient technologies as Sharklets

**420,923**  
ton of fuel consumed  
in operations

**0.035** kg  
of fuel per transported  
client per nautical  
mile\*, saving of 1.2%  
vs 2013

\*1 nautical mile = 1.852 km

In our operations, energy consumption comes mainly from turbosine fuel (fuel for Jet aircraft). We are part of the Bioturbosine National Action Plan, which seeks to develop global solutions to address the effects of greenhouse gas emissions generated in aviation through the use of biofuels.

We have a Fuel GoTeam which meets once a month, aiming to optimize the use of fuel in our aircraft. The team reviews issues such as:

- Monthly fuel consumption results
- Fuel expenditure vs budget vs consumption
- Financial information: price, exchange rate, etc.
- Monitoring fuel saving techniques on ground and flight
- Relevant topics: new savings initiatives, analysis of outliers' causes, among others

We invest in the development of cleaner technologies and our fleet's efficiency improvement in several ways.

- Selection of new aircraft. In 2015 new aircraft will integrate to the fleet, including the new A321, these contribute to reduce the environmental impact, reducing fuel consumption and emissions, in addition of transporting more Clients
- Support the implementation of new navigation trajectories based on satellite facilities (PBN)
- Tail Assignment System. System for maintenance and flights scheduling, optimizing costs and fuel consumption. Investment: Ps.3'681,330.00
- Ground Power Units (GPU). Power plants for powering aircraft when they are in platform and reduce fuel consumption. Investment: Ps.31'403,043.00
- Implementation of tablets. Friendly format and updated information for pilots so they perform their functions better. Moreover, the cockpit becomes paperless, we reduce costs and improve productivity and safety, as well as optimizing processes and communication. Investment: Ps.1'661,250.00

Note. Average exchange rate for 2014: US\$1, Ps.13.29.  
Source: Banco de Mexico



In 2014 we produced 1'328,854.36 ton of CO<sub>2</sub>. We continue our work in initiatives that reduce our GHG emissions.

Besides, we seek to reduce 10% of our energy consumption used in the Corporate Offices lighting through the optimization of our facilities and communication of energy saving measures to Ambassadors.

### Sharklets Aircraft

**3.5%** of fuel savings, equivalent to an annual reduction of over **700 ton** of CO<sub>2</sub>

### Ps.111'636,000.00

invested in Sharklets' implementation for all acquired aircraft in 2014

### Acquisition of Pratt & Whitney engines

We continue the acquisition process of more efficient engines. In 2013 we announced the acquisition of 93 of them, we have currently received four. The rest will be received and installed between 2017 and 2020.

### PurePower Engines:

**16%** approximate fuel savings, **50%** less NOx emission and **70%** less sound footprint\*

\* According to manufacturers

Over  
**169**  
benefited  
**Ambassadors**

### Carpooling

Focused on the 475 Ambassadors who work in our Corporate Offices and share an automobile when transporting to/from work. For every three persons, the Carpooling Program offers them a parking card. The advantages are:

- Reduced fuel expenditure
- Less pollution and emissions
- Increased security by not being alone

### Water

All water we use for our operations comes from the local distribution network and airports.

Regarding waste water from aircrafts, all is drained in each transit and sent to the airport's water treatment plants.



# Corporate Governance

At Volaris, we follow the best international practices in the market, as well as those suggested by institutions like the Mexican Stock Exchange.

Our by-laws stipulate that the Board of Directors be comprised of no more than 21 members according to the Shareholders Meeting resolution, in which at least 25% of the members and their corresponding alternates are required to be independent, pursuant to the Mexican Securities Market Law.

Our Board of Directors is comprised of 11 Proprietary Members, four of which are independent. All members are professionals with wide experience and knowledge in sectors such as aviation, business, marketing, finance and economy.

The members of our Board are elected annually at our Shareholders Ordinary General Meeting. All of them hold their positions for one year and may be reelected or revoked at any time according to our by-laws.

## Board of Directors

Name	Position	Alternate
Alfonso González Migoya	Independent Member and Chairman of the Board	
Carlos Miguel Mendoza Valencia	Member	
Harry F. Krensky	Member	Alberto Moreno Ruiz Esparza
Rodolfo Montemayor Garza	Member	Dean Donovan
Roberto José Kriete Ávila	Member	Rodrigo Salcedo Moore
Jorge Antonio Vargas Díez Barroso	Member	Marco Baldocchi Kriete
William A. Franke	Member	John R. Wilson
Brian H. Franke	Member	Andrew Broderick
John Slowik	Independent Member	José Carlos Silva Sánchez-Gavito
José Luis Fernández Fernández	Independent Member	José Carlos Silva Sánchez-Gavito
Joaquín Alberto Palomo Déneke	Independent Member	José Carlos Silva Sánchez-Gavito

## Management Team

Name	Position
Enrique Beltranena Mejicano	Chief Executive Officer
Fernando Suárez Gerard	Chief Financial Officer
Holger Blankenstein	Chief Commercial Officer
Jaime Pous	General Counsel



## Committees

In compliance with the Mexican Securities Market Law we have established two committees to assist our Board of Directors with their obligations.

### Audit and Corporate Governance Committee

- Review the results of the corruption prevention program based on Mexico and the United States of America’s regulation, including the Foreign Corrupt Practices Act, as well as review all complaints from the Whistle Blowing Line.
- Develop activities regarding audits and corporate practices conferred by the Securities Market Law to support the Board of Directors.
- Hold recurring and continuous meetings with Volaris’ management, as well as with external auditors.

Name	Position	Alternate
José Luis Fernández Fernández	Independent Chairman	José Carlos Silva Sanchez-Gavito
John Slowik	Independent Member	José Carlos Silva Sanchez-Gavito
Joaquín Alberto Palomo Deneke	Independent Member	José Carlos Silva Sanchez-Gavito

### Compensation and Nominations Committee

- Advise on compensation schemes, including the annual increase for Ambassadors.
- Annual performance review for relevant directors.
- Establishing processes to plan succession in key positions.
- Review and recommend, for approval by the Board, of incentives plans and programs.

Name	Position
Roberto José Kriete Ávila	Chairman
Brian H. Franke	Member
Harry F. Krensky	Member
Rodolfo Montemayor Garza	Member

## Code of Ethics

Our Code of Ethics sets forth our values, standards, behaviors and Volaris Culture. It has been adopted by all Directors, Executives and Ambassadors in Volaris. In it we present our standpoint in favor of non-discrimination, equal opportunities, Client service, free market competition and regulatory compliance, as well as the statements of potential conflicts of interest and of gifts and presents.

Additionally, we establish health and safety at work as a priority, helping us meet the highest safety regulations in all operations. We reaffirm this commitment with our Immunity Policy, with which all the Ambassadors have the right and responsibility to report any security risk without fear of disciplinary action.



Our 2015 commitment is to create and implement a strategy to perform a constant comprehensive review of our Code of Ethics, in order to update it.

Along with our Code, we have policies that govern our actions. Some of them are:

- POL-AUD-05 Anti-fraud Compliance Policy. Aligned with the guidelines set out by the FCPA, it states that anticorruption activities include bribery, fraud, extortion and embezzlement; prohibits giving and receiving bribes, restricts facilitation payments, bans donations to political parties, among others.
- POL-DGR-CDG-03 Administration of gifts and benefits to third parties and POL-TAL-REL-14 Administration of gifts and benefits from suppliers or third parties Policy; through which we avoid potential cases of corruption and bribery.
- POL-AS-SOD-15 Conflict of Interest by Kinship Policy, which dictates the procedures to follow in order to prevent these situations.

For more information on our Code of Ethics, please visit: <http://ir.volaris.com/Spanish/inicio/default.aspx>

**95% of all  
Ambassadors  
certified in  
The Code  
through  
E-learning**

# Whistle Blowing Line

We established an Ethics Committee in order to ensure compliance with our Code and report any negligence or conflict. It is comprised by the Upper Management, the Legal Direction, Ambassador Services, Internal Audit, Comptroller, Aviation Safety and the Culture and Organizational Environment Management. This Committee meets once a month and holds the responsibility to resolve any report submitted to our Whistle Blowing Line.

The Whistle Blowing Line is a set of tools managed by PricewaterhouseCoopers, which allows receiving reports of conditions or conducts that violate the Volaris Code of Ethics. Such tools are constituted by:

- Website: [www.lineadedenuncia.com/volaris](http://www.lineadedenuncia.com/volaris)
- 01 800 numbers for Mexico and the US: 01800 062 2792
- A mailbox for complaints reception and an email address: [volaris@lineadedenuncia.com](mailto:volaris@lineadedenuncia.com)

During 2014, 111 cases related to work environment, air safety and inappropriate use of Company assets were received. All were reviewed and investigated by the corresponding areas and action plans were implemented to solve each incident, so all these were closed.



## Risk Management

Comprehensive risk management at Volaris is based on our Ambassadors' commitment to respect daily our values and ethics principles—established in our Code of Ethics—as well as on the knowledge, understanding and compliance of the internal control system's components and elements.

Consequently, we achieved a better integration and participation in the risk management process, including the Board of Directors and Company leaders (Directors, Managers and Chief Officers).

We have adopted the international control framework "COSO Enterprise Risk Management" (ERM) as the main guideline for business risk management. This allows the identification and development of a systematic program for risk management, focusing its efforts on our leading strategies.

Reinforcement to  
**368**  
**Ambassadors**  
exposed to the  
FCPA regulation

We remain active with our fuel risk management program with a combination of financial instruments, including jet fuel swaps and purchase of call options.

In the fourth quarter we hedged 26% of fuel consumption at an average price of US\$2.80 per gallon, and combined with the 74% unhedged consumption resulted in a blended average economic fuel cost of US\$2.42 per gallon.

Furthermore, all our operations are aligned to the Foreign Corrupt Practices Act (FCPA) requirements to ensure the Company's transparency and avoid corruption.

We have an anticorruption compliance program, with positive effects on our Culture and which seeks to prevent inadequate behavior, besides minimizing the lack of observance.



## Participation in Chambers and Associations

We participate and endorse several national and international organizations in order to execute our operations with the best practices and regulations.

### Memberships:

- IATA / International Air Transport Association / since February 24, 2009
- ALTA / Latin American Air Transport Association / since 2006
- CANAERO / *Cámara Nacional de Aerotransportes* / since 2006. We participate in the Management Board and several committees so we can identify common concerns and explore alternative solutions to the industry's problems.
- Flight Safety Foundation / since 2014. Non-profit organization whose purpose is to provide unbiased and independent orientation and security resources for the aeronautic aviation industry.

## Awards and Recognitions

- **IOSA Certification** / For the fifth consecutive year, we achieved this through an audit which evaluates the airline's operational safety in areas such as organization and corporate management, aircraft operation, flight dispatch, engineering and maintenance, cockpit operation, loads and all activity related to operational safety.
- **"Ángel de la radio" Award** / bestowed to the radio's best, we won in the Tourism category, with the best radio commercial for our "Discovery" announcement.
- **Socially Responsible Company Certification (ESR)** / For the fifth consecutive year, granted by the Mexican Center for Philanthropy.
- **ECPAT Certification, Top Member 2014** / End Child Prostitution and Trafficking
- **Addiction Free Company** / Since 2007, granted this last year by Comprehensive Analysis and Psychology
- **Gender Equity Model Certification (MEG)** / *Inmujeres* Institute
- **ISO 9001 / 14001 Certifications**

## About this report

Our 2014 Social Responsibility Report outlines our economic, social and environmental performance and practices for the period January 1st to December 31, 2014.

This report follows the Guide G3.1 guidelines of the Global Reporting Initiative (GRI), covering 83 indicators fully and 16 partially; and has not been externally verified.

Material aspects for this report were defined by the collaboration of each area involved. All data was compiled through files based on the G3.1 Guide technical protocols.

All information reported covers all our operative centers, unless otherwise stated. Our measurement techniques in environmental matters for engine fuel

are invoices. Regarding aircraft fuel we utilize special software A, for Flight Data Analysis (FDA).

In 2014 we opened new routes and increased our fleet. For this reason, information re-statements and changes in scope and boundaries may exist, compared to the previous report.

The exchange rate used in fleet investments corresponds to the average exchange rate during 2014, in which each dollar is worth \$13.29 pesos, as published by the *Banco de México*.



GRI Indicator	Description	Reporting Level	Page
Strategy and Analysis			
1.1	Statement from the most senior decision maker of the organization about the relevance of sustainability to the organization and its strategy.	Fully	7
1.2	Description of key impacts, risks, and opportunities.	Fully	7, 63
Organizational Profile			
2.1	Name of the organization.	Fully	9,17
2.2	Primary brands, products, and/or services.	Fully	19
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	17,19
2.4	Location of organization's headquarters.	Fully	74
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	17
2.6	Nature of ownership and legal form.	Fully	9
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	17
2.8	Scale of the reporting organization (Number of employees, operations, net sales, total capitalization, etc.).	Fully	9, 15
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	5,15
2.10	Awards received in the reporting period.	Fully	67
Report Parameters			
Report Profile			
3.1	Reporting period for information provided.	Fully	67
3.2	Date of most recent previous report.	Fully	67
3.3	Reporting cycle (annual, biennial, etc.).	Fully	67
3.4	Contact point for questions regarding the report or its contents.	Fully	74
Report Scope and Boundary			
3.5	Process for defining report content (determining materiality, prioritizing topics within the report; and identifying stakeholders the organization expects to use the report).	Fully	25,67
3.6	Boundary of the report.	Fully	67
3.7	State any specific limitations on the scope or boundary of the report.	Fully	
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Fully	
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	Fully	
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement.	Fully	
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	

GRI Indicator	Description	Reporting Level	Page
GRI Content Index			
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	68
Assurance			
3.13	Policy and current practice with regard to seeking external assurance for the report.	Fully	67
Governance, Commitments and Engagement			
Governance			
4.1	Governance structure of the organization.	Fully	59
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	Fully	
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Partially	23
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives, and the organization's performance.	Fully	61
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	63
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees.	Fully	59
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully	11, 61, 63
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	63
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	61
Commitments to External Initiatives			
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully	61, 63
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	23,45, 53
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: has positions in governance bodies; participates in projects or committees; Provides substantive funding beyond routinemembership dues; or views membership as strategic.	Fully	67
Stakeholder Engagement			
4.14	List of stakeholder groups engaged by the organization.	Fully	23, 25
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	25



GRI Indicator	Description	Reporting Level	Page
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	25
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Fully	25, 49
<b>Economic Performance Indicators</b>			
<b>Aspect: Economic Performance</b>			
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Partially	9, 45
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Partially	65
EC3	Coverage of the organization's defined benefit plan obligations	Fully	35
EC4	Significant financial assistance received from government.	Fully	Volaris does not receive any help from the government
<b>Aspect: Market Presence</b>			
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	Fully	Volaris' salaries are not based on the Minimum Wage
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Fully	43
<b>Aspect: Indirect Economic Impacts</b>			
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Fully	45
<b>Environmental Performance Indicators</b>			
<b>Aspect: Materials</b>			
EN1	Materials used by weight or volume.	Partially	53
EN2	Percentage of materials used that are recycled input materials.	Partially	53
<b>Aspect: Energy</b>			
EN3	Direct energy consumption by primary energy source.	Partially	55
EN5	Energy saved due to conservation and efficiency improvements.	Partially	15, 55
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Fully	55
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Partially	55, 57
<b>Aspect: Water</b>			
EN8	Total water withdrawal by source.	Partially	57
<b>Aspect: Biodiversity</b>			
EN13	Habitats protected or restored.	Fully	53
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Fully	53

GRI Indicator	Description	Reporting Level	Page
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Fully	53
<b>Aspect: Emissions, Effluents and Waste</b>			
EN16	Total direct and indirect greenhouse gas emissions by weight.	Partially	57
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully	53, 55
<b>Aspect: Products and Services</b>			
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Fully	55
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Partially	53
<b>Aspect: Compliance</b>			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations.	Fully	There were no significant fines for noncompliances of this kind
<b>Aspect: Transport</b>			
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Partially	57
<b>Aspect: Overall</b>			
EN30	Total environmental protection expenditures and investments by type.	Fully	55
<b>Labor practices and decent work performance indicators</b>			
<b>Aspect: Employment</b>			
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	Fully	31
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Partially	31
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation.	Fully	35
<b>Aspect: Labor/Management Relations</b>			
LA4	Percentage of employees covered by collective bargaining agreements.	Fully	31
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	Fully	Volaris does not have minimum notice periods
<b>Aspect: Occupational Health and Safety</b>			
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Fully	41
LA9	Health and safety topics covered in formal agreements with trade unions.	Fully	There are no health and safety issues covered in formal agreements
<b>Aspect: Training and Education</b>			
LA10	Average hours of training per year per employee by gender, and by employee category.	Fully	37
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Fully	37



GRI Indicator	Description	Reporting Level	Page
<b>Aspect: Diversity and Equal Opportunity</b>			
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Partially	33
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	Partially	33
<b>Human Rights Performance Indicators</b>			
<b>Aspect: Investment and Procurement Practices</b>			
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	Fully	39
HR2	Percentage of significant suppliers, contractors, and other business partners that have undergone human rights screening, and actions taken.	Fully	39, 43
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Fully	39, 63
<b>Aspect: Non-discrimination</b>			
HR4	Total number of incidents of discrimination and corrective actions taken.	Fully	63
<b>Aspect: Freedom of Association and Collective Bargaining</b>			
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	Fully	43
<b>Aspect: Child Labor</b>			
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	Fully	39
<b>Aspect: Forced and Compulsory Labor</b>			
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	Fully	39
<b>Aspect: Security Practices</b>			
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Partially	39
<b>Aspect: Indigenous Rights</b>			
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Fully	There were no incidents regarding the violation of indigenous people's rights
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	Fully	63
<b>Society Performance Indicators</b>			
<b>Aspect: Corruption</b>			
SO2	Percentage and total number of business units analyzed for risks related to corruption.	Fully	65

GRI Indicator	Description	Reporting Level	Page
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Fully	39, 61, 63
SO4	Actions taken in response to incidents of corruption.	Fully	No corruption incidents were identified
<b>Aspect: Public Policy</b>			
SO5	Public policy positions and participation in public policy development and lobbying.	Fully	67 / Volaris does not participate in lobbying activities
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Fully	63 / Volaris does not contribute to any political party
<b>Aspect: Anti-competitive Behavior</b>			
SO7	Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes.	Fully	63 / Volaris encourage free market competition
<b>Aspect: Compliance</b>			
SO8	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.	Fully	There were no significant fines for laws noncompliance
<b>Product responsibility performance indicators</b>			
<b>Aspect: Customer Health and Safety</b>			
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Fully	49
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Fully	Volaris observes all legal regulations, so there were no incidents
<b>Aspect: Product and Service Labeling</b>			
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully	49
<b>Aspect: Marketing Communications</b>			
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Fully	49
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Fully	Volaris' publicity is based on an internal manifest, so there were no incidents
<b>Aspect: Customer Privacy</b>			
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Fully	There were no complaints regarding loss of customer data



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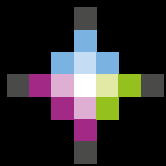
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**volaris**