

Corporate Responsibility Report 2025



avianca 

GOL

WAMOS
AIR

How the Americas fly

Content

[Message From Our CEO ↗](#)

[About This Report ↗](#)

1 Company Profile and Value Chain

- Who We Are
- Value Chain and Operating Model
- How We Create Value

2 Maintaining the Highest Standards of Operational Safety

3 Our Business Strategy and Performance

- Strategic Partnerships and Connectivity
- Stakeholder Engagement
- Driving Economic Sustainability

4 Materiality

5 Corporate Governance

- Strengthening ethics, compliance and transparency
- Continually Strengthening Risk Management Frameworks
- Safeguarding Digital Infrastructure

6 Integrated Sustainability Strategy



Content

7

Delivering On Our Customer Promise

- Customer Experience and Growth
- Enhancing Accessibility

8

Environmental Strategy, Action and Performance

- Implementing Our Climate Strategy: Near-Term Action and Long-Term Transition
- Managing Climate-Related Risks and Opportunities
- Performance, Metrics and Targets for Climate Change
- Environmental Stewardship Beyond Climate: Resource Use, Circularity and Nature

9

Connectivity with Purpose

10

Prioritizing People

- Upholding Robust Labour Practices
- Promoting a Strong Safety Culture

11

Promoting Responsible Supply Chain Practices

12

Appendix

- GRI, SASB and CSA Content Index
- Glossary
- GRI Summaries of Our Local Brands
- *Alianzas Para El Desarrollo* and *Instituto GOL* Methodology





Value Chain and Operating Model

Our Primary Activities

At Abra level, we focus on high-impact strategic functions that strengthen alignment, optimize integration and support long-term value creation across our Company.



Finance: Provides centralized financial guidance, strengthening financial discipline across the Company and supporting long-term value creation through capital allocation, portfolio oversight, and enhanced access to capital markets.



Company Strategy and Accessibility: Defines the strategic network direction for the Company, aligning airline brands with long-term planning, market positioning, and initiatives that expand connectivity and accessibility.



Corporate Responsibility: Leads the development of the Company-wide Environmental, Social and Governance (ESG) priorities, ensuring that responsible business practices are embedded in decision-making, risk management, and operational practices across all our operations.



Loyalty Strategy: Shapes the Company-level loyalty value proposition, enabling synergies in customer engagement and retention while enhancing the value of each of our loyalty programmes.



Fleet and Procurement Strategy: Coordinates fleet planning, long-term asset decisions, strategic supplier negotiations, and collective purchasing frameworks, supporting capital efficiency and cost competitiveness across Abra.



Commercial Strategy: Designs and implements revenue management frameworks, distribution strategies, and partnership models.



Synergies and Operational Optimization: Identifies, implements, and monitors cross-Company synergies across cost structures, revenue opportunities, operational excellence, and customer experience.

Our Support Activities

Abra reinforces its operations through essential enabling functions:

- **Compliance:** Strengthens ethical conduct and ensures regulatory compliance adherence across jurisdictions.
- **Cybersecurity:** Defines cybersecurity policies and high-level strategies to guide airline brands in protecting data assets and ensuring operational continuity.
- **Legal:** Provides strategic legal oversight, enabling secure transactions, responsible decision-making, and resilient operations.
- **Human Resources:** Supports company-level talent processes including recruiting, developing, and retaining critical capabilities.
- **Technology:** Fosters digital transformation across airline brands, unlocking efficiencies, and improving customer interactions.



Overall Contribution to Value Creation

At Abra we create value at multiple levels:

- **Best Practices:** Promoting cross-company knowledge sharing and the adoption of common standards that strengthen customer experience, operational reliability, safety and security performance, and environmental and social management across our company.
- **Strategic Guidance:** Providing centralized direction in long-term planning, capital allocation, enterprise risk management frameworks, and sustainability governance to ensure alignment with our priorities while maintaining responsiveness to local market and regulatory conditions.
- **Financial Strength:** Generating financial synergies through consolidated financial management, improved credit positioning, and strengthened access to capital markets, supporting financial oversight and flexibility across Abra.

- **Value of a Multi-Brand Portfolio:** Maintaining a portfolio of distinct airline brands allows us to operate across diverse cultural, geographic and market contexts with greater strategic flexibility. Each brand retains its own identity, customer proposition and operating model, enabling closer alignment with local customer expectations, workforce cultures, and regulatory environments.

At the same time, this diversified brand structure contributes to business resilience by reducing reliance on a single market, customer segment, or operating model, while supporting network breadth and competitive adaptability across the company.

Synergies and Optimized Integration

Synergies and Optimized Integration as a Value Creation Mechanism

Synergies and operational integration optimization are central to how we generate value. Through structured collaboration, the company combines scale, expertise, and shared capabilities across its brands while preserving appropriate levels of operational independence, including operating certificates, labour relations, and local accountability. Examples of executed initiatives described in this report include the strengthened Avianca–GOL codeshare, progress in loyalty interoperability, and coordinated procurement and operational efficiency programs.

Operationalizing Synergies and Optimizing Integration

Each brand retains local operational autonomy while aligning with corporate-level strategic guidance and standards, and implementing integration of strategic activities such as network optimization, fleet strategy, and loyalty programmes. This model

enables each brand to benefit from our scale, while retaining operational flexibility to respond to local markets.

Synergies Embedded in the Operating Model

Since the Company's formation, we recognised the significant potential for synergies across areas such as network planning, loyalty programs, fleet management, maintenance, procurement, information technology, cargo operations, and analytics.

Dedicated Synergy Workstreams

To operationalize synergies, we established dedicated synergy workstreams that bring together cross-functional teams from each airline under a common governance framework. These workstreams provide a structure to identify opportunities, prioritise initiatives, and ensure disciplined and optimized execution.

