

# 2023 ESG Report

Environmental • Social • Governance



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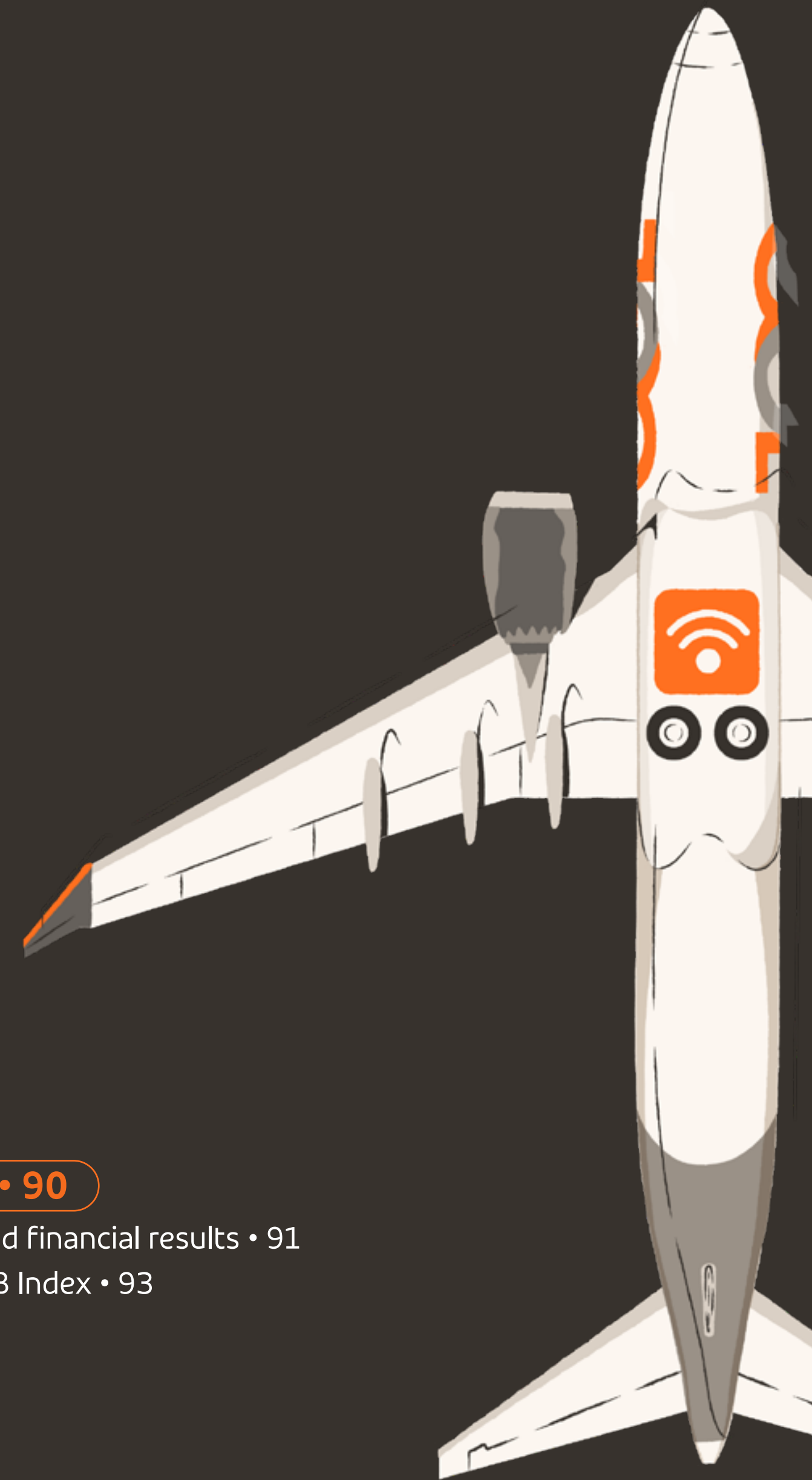
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# Welcome

GRI 2-3, 2-5

Welcome. For yet another year, we are pleased to present the ESG Report of the GOL Group and its subsidiaries: GOL, GOLLOG, Smiles and Smiles Viagens.

The document was prepared in accordance with the standards of the Global Reporting Initiative (GRI) and the guidelines of the Sustainability Accounting Standards Board (SASB), two globally recognized frameworks that helped us identify our material topics, i.e., those most critical to our business that shape our Environmental, Social and Governance (ESG) strategy across operations and our engagement with stakeholders.

In the following pages, you will find all the key events that shaped the year for GOL, covering the period from January 1 to December 31, 2023. To enhance transparency, we offer insight into our post-pandemic financial restructuring, including our filing under Chapter 11 in the United States. This step aims to strengthen our capital structure and support our continued growth.

We also highlight how we directly contribute to three of the 17 global goals set by the United Nations (UN) Sustainable Development Goals (SDGs), while also making complementary contributions to the remaining 14. At the beginning of each chapter, we present the icons corresponding to the SDGs that guide our business and correlate them to the Company's material topics. On pages 16 and 17, you can get to know the correlation of the SDGs with our material topics and with GOL's values.

The chapter names, New times for GOL, New times for people, and New times for the Earth, reflect precisely this moment of transformation for the Company (*read on page 22*). If you have any questions or for more information about this report, our strategy, or business management, please e-mail us at [esg@voegol.com.br](mailto:esg@voegol.com.br).

The report underwent two audits: An internal audit (reviewed by the Risk and Compliance, Human Resources, and Legal departments), and an external one, the certificate of which is provided on page 105.

**Enjoy your read!**



# Executive message

GRI 2-22



I would like to share with you the significant milestones GOL achieved in 2023, a year marked by remarkable transformations within the Brazilian airline industry. After facing intense challenges in recent years, including the impacts of the COVID-19 pandemic, geopolitical conflicts such as the Russia-Ukraine war, and global economic crises, the Company showed resilience and delivered significant results.

In 2023, we operated 222,351 takeoffs, expanding our network with 75 new destinations and reintegrating a significant part of our international network. This marked a 10.1 percent growth compared to the previous year, with a total of 31.8 million passengers transported and load factor of 82 percent.

Our economic and financial results reflected this robust recovery, with an EBITDA reaching BRL 5 million and a margin of 26.7 percent. To further strengthen our position and ensure sustainable long-term growth, we have chosen to undergo financial restructuring and strategically adhered to Chapter 11 in the United States (more details are available on page 22).



passengers transported

Committed to the best practices in corporate governance, sustainability and transparency, we rely on our Team of Eagles, whose dedication is essential to maintaining our absolute priority: Operational safety.

In these New Times for GOL, we have made important commitments in terms of governance and sustainability, such as joining the UN Global Compact and the Ambition 2030 Strategy movement, which seeks to accelerate the achievement of the SDGs. We have maintained transparency in our emissions disclosure under the Brazilian GHG Protocol Program since 2011, while also actively participating in the Carbon Disclosure Project (CDP) and the Carbon Pricing Leadership Coalition (CPLC). In the first half of 2024, we submitted our commitment to the Science Based Targets initiative (SBTi) and will pursue approval for our targets by early 2025.

I would also like to emphasize our commitment to the Race is a Priority Movement of the UN Global Compact – Brazil Network, where we pledged to achieve 50 percent representation of black individuals in leadership positions by 2030, reflecting our substantial progress in diversity.

Since our founding, GOL's purpose has been to "Be First for Everyone" by democratizing access to air transportation in Brazil, connecting people, and fostering development. This commitment is intrinsically linked to our vision of sustainability: Meeting current needs without compromising future generations.

## To ensure GOL's sustainable growth, we filed for Chapter 11 in the US and made significant voluntary commitments.

In a continental country like Brazil, we acknowledge the significance of providing widespread access to aviation, including in regions with limited or no air connectivity. By connecting these locations, we not only promote economic opportunities, but also encourage inclusive growth for all Brazilians.

We are confident in our potential and committed to refining our strategies to achieve new heights, collaborating with our stakeholders and society. I am grateful for the trust placed in us throughout 2023 and for every individual who contributes to the accomplishment of our mission. Together, we continue to make a difference in the Brazilian aviation industry.

**Celso Ferrer**  
CEO of GOL



# GOL

## IN THIS CHAPTER:

- About us
- Our work
- Our business
- Timeline

# About us

GRI 2-1, 2-6

Headquartered at the Congonhas Airport in São Paulo (SP) and operating in 87 airports across Brazil, 11 in Latin America, and two in the United States, GOL Linhas Aéreas Inteligentes S.A. is a publicly held corporation that has transformed the Brazilian aviation market by implementing a business model centered on low-cost structures, affordable fares, and high operational efficiency (*detailed on page 08*).

With a modern and efficient fleet, it serves the Brazilian and international markets: Argentina, the Dominican Republic, United States, Paraguay, Bolivia, Suriname and Uruguay.

GOL also stands out for the excellence of its Employees, our Team of Eagles, who, in the air or on the ground, work to provide the best flight experience to passengers, whether on flights operated directly by GOL or through partner companies. These alliances are essential to expand connectivity and offer more options to customers.

We operate in two modalities:

- **Interline** – Allows the issuance and sale of tickets for flights operated by different companies along the route. We have signed agreements with 39 companies.
- **Codeshare** – The companies share flights, the same purchasing system and the same service standards. One of them sells tickets under its own name, but the flight is operated by a different company. We have partnerships with 14 companies.

In late 2023, we had a total of 141 aircraft from the Boeing family, of which 101 were in operation. Our fleet is composed entirely of narrowbody aircraft, with 97 percent financed through operational leasing and 3 percent through financial leasing.

This strategic choice enables us to maintain a homogeneous fleet, leading to numerous operational and economic benefits and ensuring a consistent, high-quality experience for our passengers. In addition to regular flights, we offer onboard entertainment services, the Smiles loyalty programs, as well as exclusive benefits for frequent fliers.

More details on route coverage is available [here](#).



141

Boeing family aircraft

# Highlights in 2023

TR-AL-000.A, TR-AL-000.C



 **101 AIRCRAFT**

on average for the operational fleet

 **603**

daily flights

 **31.8 MILLION**

passengers transported

 **196**

markets served

 **BRL 18.7 MILLION**

in net operating income

 **82%**

load factor

**43.0 M**

ASK<sup>1</sup>

**35.3 M**

RPK<sup>2</sup>

1. Available Seat Kilometers

2. Paid passenger kilometers transported

## GOL's Way of Being and Doing

### OUR PURPOSE

To be the first for everyone



#### OUR VISION

To be the best Airline to travel, work and invest in



#### OUR STRATEGY

The best service at the lowest cost

#### OUR VALUES:



**Safety**  
Our number 1 value



**Team of Eagles**  
Proud to be GOL:  
The best team in aviation



**Customers**  
The center of our decisions



**Low Cost with Intelligence**  
Our main competitive strength



**Results**  
Excellence to exceed goals

The Company also has four business units:

**GOL**

**GOLLOG**

**Smiles**

**Smiles VIAGENS**



Find out more in the next topic:

# How we operate

TR-AL-000.F

We are a low-cost company and have adopted the single fleet model. As a result, we have enhanced the utilization of our aircraft, which has decreased fixed expenses. This outcome is reflected in a lower cost per available seat kilometer (CASK), which encourages the expansion of our passenger base.

It also facilitates more efficient maintenance and crew training, as skills and knowledge are easily transferable within the same aircraft family. We also enhance efficiency by reducing fuel consumption and operating costs — key factors that assist us in achieving our climate change objectives (*detailed from page 73*).

As part of our strategy, we are modernizing our fleet, with the gradual replacement of the Boeing 737 NG and 737 BCF models with the 737 MAX. The benefits of this transition include:



## Productivity and cost efficiency:

The 737 MAX affords greater productivity, cost efficiency and allows for lower costs per seat and greater profitability.



## Expansion to new destinations:

The new model allows for longer direct flights and opens up new expansion opportunities for GOL.



## Competitiveness:

The 737 MAX positions GOL competitively against other airlines, enhancing both cost efficiency and customer experience.



## Reduction in the average age of the fleet:

Fleet modernization contributes to reducing the average age and increases operation reliability and safety.

## The 737 MAX model is 15 percent more fuel-efficient, resulting in lower CO<sub>2</sub> emissions and generating 40 percent less noise.

In addition to the operational and financial benefits it provides, the 737 MAX is crucial to achieving our goal of carbon neutrality by 2050. The model is 15 percent more fuel efficient compared to the 737 NG, which results in lower CO<sub>2</sub> emissions, and generates 40 percent less noise.

## Fleet plan

	TOTAL (end of period)
2023	141
2024	142
2025	155
2026	153
2027	159
2028	165
2029	169

## Total fleet at the end of the period

	1Q24	1Q23	Var.	4Q23	Var.
<b>Boeing 737</b>	<b>142</b>	<b>144</b>	<b>-2</b>	<b>141</b>	<b>1</b>
Boeing 737-700 NG	15	19	-4	16	-1
Boeing 737-800 NG	75	84	-9	75	0
Boeing 737-800 BCF (Cargo)	6	3	3	6	0
Boeing 737 MAX-8	46	38	8	44	2



# Our business

GRI 2-2, 2-6



102

stores



82,000

Customers



21,000

animals transported in 2023



28%

market share of the air transportation industry

2.7 M

services provided

## Logistics with GOLLOG

GOLLOG, GOL's logistics solutions unit, operates in an integrated manner and reinforces its position year after year as a leading company for complete logistics solutions in the transportation and delivery of products and goods. With GOLLOG health, we provide logistics solution services for the health industry, with GOLLOG animals, we enable fast and safe transportation of animals of all species, including those rescued by the Brazilian Institute of the Environment and Renewable Natural Resources (Ibama), and with CHEGOL, we ship small products.

The partnership between GOLLOG and Mercado Livre has resulted in over 3,500 flights dedicated to exclusive cargo transportation.





## Smiles loyalty program

Our loyalty program features a platform for accumulating and redeeming miles, along with a broad network of commercial and financial partners. Miles can be converted into airline tickets, accommodations, tours and/or products available in the Customers' marketplace. Find details about the benefits [here](#).

Smiles offers the Smiles Club, a monthly subscription service that enables subscribers to earn miles each month and gain access to exclusive benefits.



1,600+

destinations



54+

partner airlines



173.3 B

mile redemptions



BRL 3.7 B

in total revenue

## Customized experiences with Smiles Viagens

Established in 2023, this is a new travel operator offering exceptional and tailored experiences. With an intuitive and user-friendly platform, the company stood out throughout the year in its commitment to customer satisfaction, through high-quality services and a wide range of itineraries.



800

hotels available



15

partner airlines that allow mile redemption

## Maintenance unit

GOL Aerotech is our unit specialized in the maintenance, repair, and overhaul of aircraft and components. It is qualified to provide services, including external ones, for companies and airlines that operate aircraft from the Boeing family. It is located at Belo Horizonte International Airport – Tancredo Neves, in Confins (MG), and is certified by Brazilian and international regulatory bodies, including the National Civil Aviation Agency (Anac); Federal Aviation Administration (FAA), and the European Aviation Safety Agency (Easa).

The company is capable of performing maintenance on aircraft from the Boeing 737 NG, 737 Classic, 737 MAX, and Boeing 767 families. This aligns with GOL's business strategy to minimize repair and logistics costs, as well as engine replacement time, in support of our ESG strategy, while avoiding the need to relocate aircraft to third-party maintenance facilities.



145,000

square meters



80

aircraft (annual capacity)



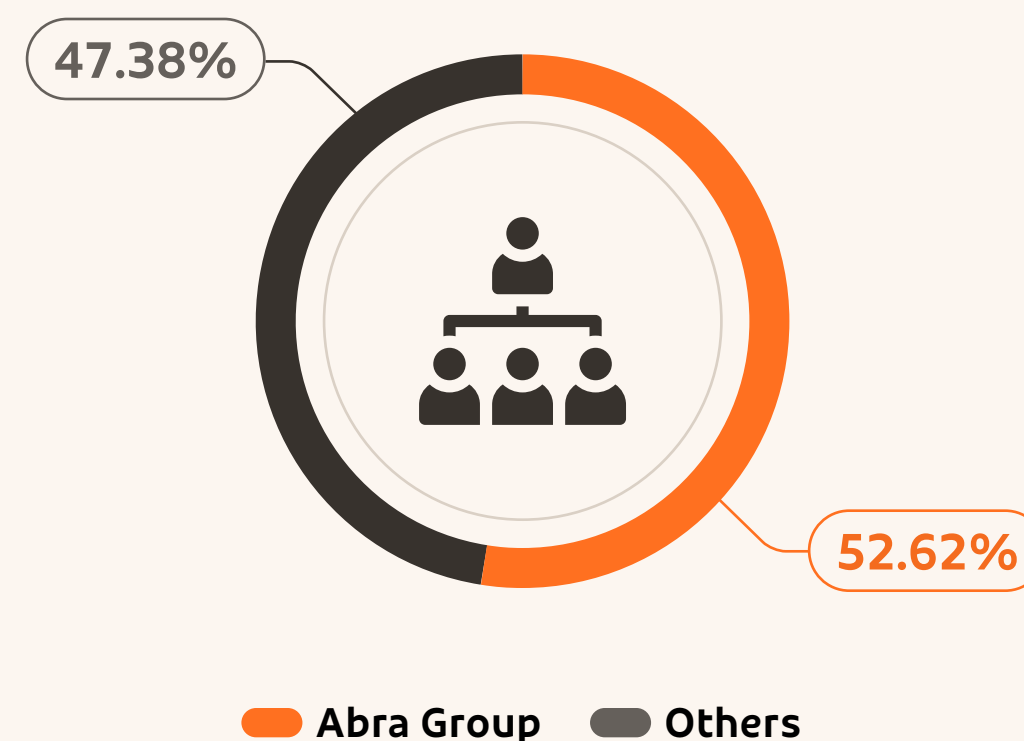
650

Employees

### GOL Aerotech has three maintenance units: Confins (MG), Brasilia (DF) and Congonhas (SP).

## Shareholding structure

GOL's shareholding structure as of January 31, 2024.



The Abra Group holding company was created as a result of an agreement signed between GOL and the Colombian company Avianca. Its formation has created an environment where each of these independent airlines can provide customers with:

- Access to lower rates
- A wider choice of destinations
- More convenience in travel planning through improved flight frequency
- Younger and more fuel efficient fleet
- More options for accumulating frequent flyer points and redeeming awards, and
- Improved access to premium loyalty products and services

Furthermore, the Abra Group boasts a strong financial profile that offers greater long-term stability to its stakeholders. This will facilitate investments in innovation and synergies, enabling both airlines to compete more effectively on a global scale.

# Timeline

**2000**

Establishment of **GOL**.

**2004**

With the **online sale of 1.6 billion tickets**, we established ourselves as one of the **largest e-commerce companies in Brazil**, and we opened the First International Base in Argentina.

**2007**

Acquisition of Varig, making **GOL** one of the **largest aviation groups in Latin America**, by transporting upwards of **20 million passengers/year**, and incorporation of the **Smiles** Varig mileage program to **GOL**.

**2009**

Certified under the IATA Operational Safety Audit (IOSA), which is recognized **globally as the benchmark for evaluating the operational safety management and control of airlines**.

**2011**

**First Brazilian airline to publish a report on greenhouse gas emissions (GHG)** using the GHG Protocol tool.

**2023**

**Adherence to the Global Compact**, reaffirming **GOL's** commitment with sustainability.

**2023**

**Creation of the Abra Group** and codeshare partnership with American Airlines.

**2021**

Launch of the **Net Zero Carbon target for 2050**.

**2020**

**IATA\* Environmental Assessment Certification (IEnvA)**, the **only Brazilian company** on the list.

**2014**

**Codeshare partnership** with Air France-KLM, expanding the air traffic offering between the two companies.



\* International Air Transport Association.



# Our priorities

## IN THIS CHAPTER:

- ESG pillars
- Material topics
- Our Focus 2.3
- Voluntary commitments

# ESG pillars

We are experiencing **New Times** at GOL. Times of reconstruction and restructuring. We went through a pandemic period, which had a significant impact on the aviation industry in terms of passenger and cargo transportation and in the offer of supplies.

Reconciling needs from an ESG perspective has become increasingly urgent for businesses, enabling us to contribute to a better world. We have changed our way of thinking, acting and investing.

Thus, 2023 was a crucial year for us: We consolidated our ESG strategy, spearheaded a consistent transformation movement (which began in 2022 with the development of GOL's new ESG Strategic Management Model), and established the ESG department within the Company to centralize, structure, and organize our initiatives on this topic.

The cross-functionality of the initiative provides an integrated perspective on development across

environmental, social, and economic dimensions. It involves defining objectives, lines of action, goals, an engagement plan, and cultural updates, while identifying priorities and indicators for monitoring that will guide our vision for the future.

In this sense, we have defined three pillars that will guide GOL's actions for the coming years:



The chapters are named after these pillars and express the Company's vision and values. New Times reflects our history of innovation and change, our constant search for improvements and advancements to offer Customers an extraordinary travel experience. It is also

aligned with the Company's trajectory, which has contributed to making air transport more accessible to everyone. It emphasizes GOL's commitment to being the first choice for all Customers to travel, work and invest.



# Material topics

GRI 3-1, 3-2

Essential to GOL's new ESG Strategic Management Model, our Materiality Matrix considers the priority topics for business management. It was revisited in 2021, taking into account the Company's vision as represented by Senior Leadership and strategic stakeholders: Employees, suppliers, investment specialists, Customers (frequent fliers, travel agencies and large companies, among others), GOLLOG franchisees, public authorities (government and regulatory bodies), sector and common interest organizations, supported social organizations and opinion makers.

Building the materiality matrix included the following phases:



MATERIAL TOPIC

Operational safety

DEFINITION OF THE TOPIC

To ensure security at all levels of the operation and management. To promote a culture of safety. And to comply with operational, labor, information and asset security policies and procedures.

CONNECTION WITH GOL VALUES

Safety



MATERIAL TOPIC

Diverse environment with equity, inclusion and appreciation

DEFINITION OF THE TOPIC

To promote diversity, equity and inclusion at all hierarchical levels. And establish guidelines for hiring and retaining talent within this perspective.

CONNECTION WITH GOL VALUES

Team of Eagles



MATERIAL TOPIC

Energy and climate management

DEFINITION OF THE TOPIC

More efficient operation (fuel use, fleet upgrade, incorporation of more sustainable fuels, etc.), aiming at reducing emissions and costs. Reduction in the use of materials and waste generation, circular economy.

CONNECTION WITH GOL VALUES

Results



MATERIAL TOPIC

Preventing and combating corruption

DEFINITION OF THE TOPIC

To promote honest business relationships (fair competition, combating smuggling and corruption).

CONNECTION WITH GOL VALUES

Safety





MATERIAL TOPIC

Customer experience

DEFINITION OF THE TOPIC

Kindness, attention and loyalty.

CONNECTION WITH GOL VALUES

Customer



MATERIAL TOPIC

Sustainable supply chain management

DEFINITION OF THE TOPIC

To strengthen relationships with suppliers and franchises. To establish guidelines and conducts associated with GOL's sustainability strategy. Scope 3 of the GHG Protocol.

CONNECTION WITH GOL VALUES

Low Cost with Intelligence



MATERIAL TOPIC

Innovation and digital acceleration

DEFINITION OF THE TOPIC

To propose solutions, monitor initiatives in development and analyze results. To establish partnerships that help improve operational efficiency, sustainability and customer experience.

CONNECTION WITH GOL VALUES

Low Cost with Intelligence



MATERIAL TOPIC

Low cost and sustainable results

DEFINITION OF THE TOPIC

Revenue greater than costs, investments and financial expenses.

CONNECTION WITH GOL VALUES

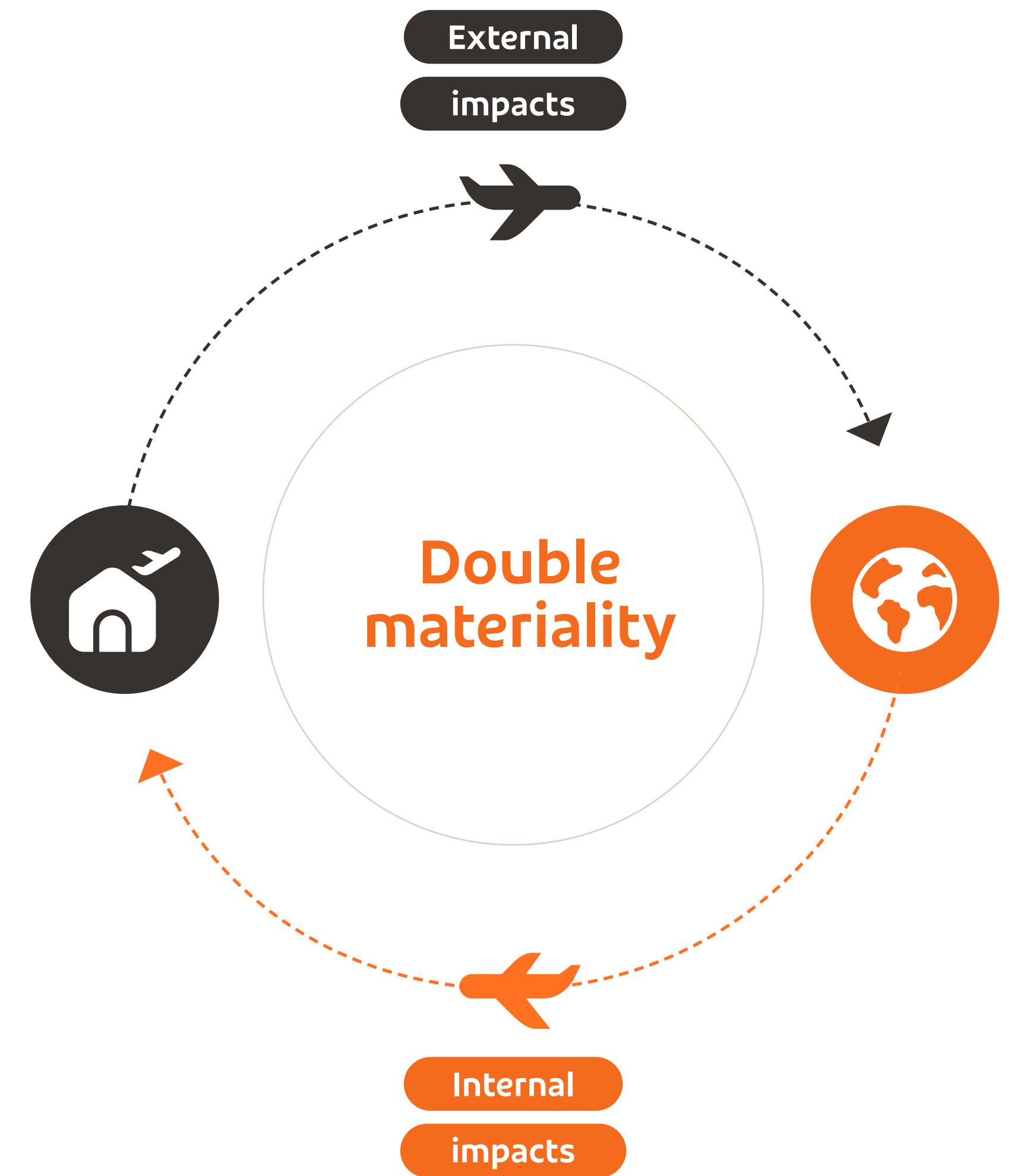
Results





## New materiality

In 2024, we will conduct a new stakeholder consultation process and implement the dual materiality methodology created by the European Financial Reporting Advisory Group (Efrag). This approach assesses both the positive and negative impacts of our activities on environmental and social factors (impact materiality) and how these external factors influence our financial performance (financial materiality).



# Our Focus 2.3

We have a strategic guideline that outlines the key management priorities for the period, considering both challenges and opportunities. In 2023, we structured Our Focus 2.3, which guided us towards higher flights.

This material is available in our Workplace and can be consulted by all Employees. The same space features videos recorded

by GOL's C-Level members providing clarification on our guidelines and outlining our future direction.

As it is revised annually, as we prepared this report, we were already working on version 2.4. We present the principles that guided our efforts and the progress made in the period:

Check out a few of the goals achieved by Our Focus 2.3

PILLAR	PILLAR	PILLAR	PILLAR
<b>Sustainable results</b>	<b>Efficient operation</b>	<b>Customer experience</b>	<b>Evolution of the culture</b>
<b>TARGETS</b> <ul style="list-style-type: none"> <li>Net RASK</li> <li>Ebitda</li> <li>Cask</li> <li>Smiles Growth</li> <li>Free cash generation</li> </ul>	<b>TARGETS</b> <ul style="list-style-type: none"> <li>Operational fleet use</li> <li>Punctuality</li> </ul>	<b>TARGETS</b> <ul style="list-style-type: none"> <li>Improved satisfaction</li> <li>Increase in resolutions through self-service</li> </ul>	<b>TARGETS</b> <ul style="list-style-type: none"> <li>Progress in the percentage of Acceptable Level of Safety Performance (AloSP)</li> </ul>

Safety

Team of Eagles

Customer

Low Cost with Intelligence

Results

## SUSTAINABLE RESULTS

- Revenue greater than costs; investments and financial expenses;
- Care and attention to every cost detail;
- To be the airline with the highest productivity on the market.

## EFFICIENT OPERATION

- Reduce fuel consumption;
- Anticipate flights of opportunity;
- Reduce room time.

Growth, consistency and proximity

## CUSTOMER EXPERIENCE

- Kindness as a way to offer humanized and close customer service;
- Attention to customers' needs, keeping them informed at all times;
- Loyalty by engaging customers with the Smiles program.

## EVOLUTION OF THE CULTURE

- Culture put into practice at every level;
- Transformational leadership;
- High-performance team.

## DIGITAL ACCELERATION

- Solution-oriented self-service;
- Easy to use channels;
- Boosting sales.

# Voluntary commitments

Two other key highlights of the year related to our ESG agenda are that we became signatories to the UN Global Compact — the world's largest voluntary corporate commitment, encouraging companies to align their operations and processes with the ten universal principles defined by the organization.

These precepts originate from the Universal Declaration of Human Rights; the International Labour Organization's Declaration on Fundamental Principles and Rights at Work; the Rio Declaration on Environment and Development; and the United Nations Convention Against Corruption.

The second new development is that we are now part of nine of the ten movements that make up the Ambition 2030 Strategy – made up of initiatives that seek to accelerate the achievement of the SDGs. Learn more about each of these movements:

## "Elas Lideram" (Women Lead)



which addresses gender parity in Senior Leadership.

## "Mente em Foco" (Mind in Focus)



related to mental health.

## "Ambição Net Zero" (Net Zero Ambition)



about reducing greenhouse gas emissions.

## "Salário Digno" (Living Wage)



engages companies in the defense of human rights and provides quality of life to its teams.

## "Transparência 100%" (100% Transparency)



encourages and enables companies to go beyond legal obligations by strengthening transparency and integrity mechanisms.

## "Impacto Amazônia" (Amazon Impact)



mobilizes companies to combat deforestation in the Amazon through individual, sectoral and intersectoral actions.

## "Raça é Prioridade" (Race is Priority)



promotes ethnic-racial equity in the corporate environment, especially in leadership positions. GOL assumes a leading role in advancing SDG 10 in the country and is committed to having 50 percent black people in leadership positions by 2030.

## "+Água" (More Water)



emphasizes ensuring the availability and management of water in good conditions, as well as promoting basic sanitation as an essential resource for food and energy security and human and environmental health.

## Educa2030



launched on November 29, 2023, this movement aims to encourage companies to commit to advancing education in Brazil, increasing schooling, the productive inclusion of young people and the proportion of women in careers.



# New times for GOL

## IN THIS CHAPTER:

- Financial restructuring
- Operational safety
- Corporate governance
- Data protection and privacy
- Ethics and compliance
- Innovation and digital acceleration

# Financial restructuring

The Brazilian aviation industry demonstrated significant improvement in its key indicators, marking the recovery of the sector after the impacts caused by the COVID-19 pandemic. For GOL, this recovery translated into 31.8 million passengers transported in 2023, up 44 percent compared to the previous year.

However, the effects of the pandemic and of the Russia-Ukraine war continue to affect the industry today, whether through rising fuel costs, structural and economic challenges, or shortages in the supply of essential maintenance inputs.

The sum of these factors led us to take a strategic step: We voluntarily began the process of Chapter 11 in the United States, which will assist us in restructuring our financial obligations and improving our operations.

This decision was primarily driven by the challenges arising from the delay in the delivery of the 15 aircraft ordered from Boeing, which led to unexpected maintenance costs and significant debt. In February 2024, we got preliminary approval for \$950 million in new financing.

With this step, **New Times for GOL** began: We were able to fulfill our purpose of offering safe flights and reliable services at a low cost, we strengthened our foundations and maintained our ordinary activities throughout the process - such as regular flights and payments to Employees and business partners (*learn more under **GOL Restructuring***). This financial restructuring will help us continue to grow and achieve our goals.

As a result, we experienced growth of 9.1 percent in flights, 10.5 percent in seats, and of 5.5 percent in available seat kilometers (ASK) compared to the previous year, with a daily average of approximately 611 takeoffs and 787 flights on peak days. Insofar as our domestic network is concerned, we had a 7.9 percent increase in flights and 9.3 percent in seat availability. In the international network, we grew 47.4 percent in the number of operations and seat availability. Our operations encompass 75 bases, and we serve around 185 markets, of which we won over 34 new ones in 2023.

## About Chapter 11

On January 25, 2024, GOL and its subsidiaries voluntarily filed a request for Chapter 11 in the United States Bankruptcy Court for the Southern District of New York.

The following day, the New York Stock Exchange (NYSE) suspended trading of the Company's American Depositary Shares (ADS) and requested the Securities and Exchange Commission (SEC) to cancel the listing of the ADSs, which is the standard procedure after filing for Chapter 11, as outlined in the NYSE Listed Companies Manual.

GOL initiated the legal process in the U.S. with \$950 million in financing, structured as Debtor in Possession (DIP) funding from members of the Abra Group Bondholder Ad Hoc and other Abra bondholders, which were approved by the U.S. Court on January 29, 2024.

In the following days, the Company received the first tranche of the DIP amounting to \$3.5 million. In February, the court approved the second tranche of \$1.5 million, along with an additional \$50 million financed by the 2026 bondholders, bringing the total DIP to \$1 billion.

The last tranche, of \$4.50 million, was made available in April. DIP financing is subject to certain contractual objectives and agreements. Together with cash generated from ongoing operations, it will provide substantial liquidity to support operations, which continue as normal, during the financial restructuring process.

With the support of the court-supervised process and the additional liquidity from the DIP financing, GOL flights, GOLLOG, the Smiles loyalty program and other operations of the Company continue to operate normally.



## Low cost and sustainable results GRI 3-3

We prioritize processes that ensure the Company's sustainable growth and that can guarantee the quality of the services provided, pursuing the purpose of being First for Everyone and materializing our value: Low Cost with Intelligence.

We invest in research and innovation to develop effective solutions, operate with high market standards, and monitor our processes through various measurement systems, including external audits. These efforts contribute to continuous improvements and ensure that we remain compliant with laws and best practices in the industry.

**Our goal is to map 100 percent of the activities and possible environmental impacts by 2025 so that they can be monitored using specific indicators.**

Learn about the main initiatives on this topic conducted in 2023:

### DIGITAL NAVIGATION

A pioneer in the industry, this innovation replaces traditional printed navigation materials with access to information through tablets. Adopting this measure results in savings on paper and printing costs, reduces fuel consumption by eliminating the need for combustion vehicles for physical deliveries to aircraft, lowers pollutant gas emissions, and enhances the speed of operational procedures, all while reducing overall costs.

Digital navigation on board our aircraft has been authorized by ANAC, ensuring greater efficiency and safety in operations, adding value to the passengers' time, and affording significant environmental benefits. It reduces the workload, provides information in a more orderly and interactive manner, increases punctuality and improves flight safety by allowing pilots to focus on other relevant tasks.

**By 2025, our goal is to map 100 percent of the possible environmental impacts so that they can be monitored by indicators.**



## GOL ON PROJECT

With the aim of increasing flight punctuality, the GOL ON Project is part of the Sustainable Results pillar of Our Focus 2.3. It consists of applying techniques and methodologies focused on improving operational efficiency and was built based on three pillars, which are supported by the Center of Excellence:

- GOL Operating Model
- On-Time Performance (OTP), which monitors performance in punctuality
- Ongoing Improvement

We hired a specialized consulting firm that carried out a diagnosis of the entire operation and identified opportunities for improvement, which were divided into 21 themes. By the first quarter of 2024, eight of them had been initiated at three airports (Brasília, Congonhas and Guarulhos - São Paulo) and the project continues to expand to new bases throughout the year. The implementation schedule is controlled and reported to Senior Leadership on a weekly basis and has a global impact on the operation.

The average punctuality for the period was 87.9 (the top score is 100), although we have not yet applied the improvements identified in the project. In other words, we are starting from an already positive scenario, with the prospect of evolving a little more in this indicator and, consequently, in the provision of services and in the satisfaction of GOL's Customers.

See how each pillar of GOL ON is structured:





# Corporate governance

GRI 2-17, 2-18

Throughout our 22 years, we have committed to conducting our operations in a transparent, honest, and responsible manner, adhering to the best market practices and the highest standards of corporate governance.

Practices and guidelines featured in documents such as the Code of Ethics, policies and our Environmental Management System guide us to establish more efficient processes, make more assertive decisions and maintain a healthy work environment. As members of the Stock Exchange (B3), at Level 2 – which requires adherence to stricter corporate governance standards –, we are aware of how essential this topic is to ensure the Company's long-term sustainability and success.

To this end, we direct measures to the highest governance body, which include:

- Continuing education and training
- Internal communication emphasizing sustainability
- Engagement of the Senior Leadership
- Committees and working groups specialized in the topic
- Access to updated information on the subject
- Support for sustainable development initiatives
- Participation in international networks related to the topic
- Exchange of experiences with other organizations
- Collaboration with research institutions dedicated to sustainable development

As of yet, we do not assess the performance of the highest governance body in overseeing impacts on the economy, the environment and on people. However, implementation is scheduled for 2024, so that we can remain aligned with best practices and market trends.



**Our daily lives  
are guided by  
transparent  
actions and honest  
and responsible  
behavior.**



## Governance structure

GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-14

GOL's governance structure comprises the Board of Directors (BD) – the highest body –, **Advisory Committees to the BD**, an Audit Committee and an Executive Board.

- Financial Policy Committee
- Corporate Governance and People Committee
- Alliance Committee
- Risk Committee - with an Accounting, Tax and Financial Statements Policies Subcommittee
- Safety Committee
- Statutory Audit Committee

Guidelines and recommendations are followed for the appointment and selection of directors to the highest governance body and its committees, ensuring transparency, thorough candidate evaluation, and the safeguarding of their independence. The entire process involves Senior Management in the evaluation and final selection of candidates, and the chairperson does not hold an executive position in the Company.

The Board of Directors is responsible for matters related to sustainable development, approval of the Company's material topics, policies, establishment of guidelines

and oversight of the strategy and impact management. One of the mechanisms employed in this process is stakeholder engagement, which is facilitated through stakeholder meetings, public consultations, information disclosures, reports, and external audits.

The responsibility for managing these impacts is assigned to an executive member, whose role involves developing and implementing sustainability strategies, ensuring regulatory compliance, integrating sustainability into processes and operations, promoting stakeholder engagement, launching sustainable initiatives, publishing sustainability reports, raising awareness, fostering innovation and research, and assessing risks and opportunities. These executive member responsibilities are shared with the Statutory Board and the Advisory Committees to the Board of Directors.

The information is reported to the BD through governance meetings and specific reports. The ESG Forum conducts monthly meetings to review results and oversee initiatives, bringing together directors from different departments, with regular monthly reports submitted to the BD.

In addition to monthly monitoring, once a year the Board of Directors reviews the effectiveness of GOL's processes related to economic, social and environmental impacts so that it can make decisions and redirect routes, if necessary.

Members of the Board of Directors:

### CONSTANTINO DE OLIVEIRA JUNIOR

Chairman of the BD

### RICARDO CONSTANTINO

Deputy Chairman of the BD

### ADRIAN NEUHAUSER

Director

### ANMOL BHARGAVA

Director

### MARCELA DE PAIVA BONFIM TEIXEIRA

Independent Director

### GERMÁN PASQUALE QUIROGA VILARDO

Independent Director

### PHILIPP MICHAEL SCHIEMER

Independent Director

### TYMOTHY ROBERT COLEMAN

Independent Director

### PAUL STEWART ARONZON

Independent Director

## EXECUTIVE BOARD

The role of senior executives includes providing strategic leadership, defining the mission and values, developing strategies, implementing and overseeing these directives, as well as identifying and managing impacts on the economy, the environment, and society. The processes implemented to manage these impacts include monitoring economic indicators, measuring the carbon footprint, managing waste, engaging stakeholders and developing the Employees' skills and well-being.

The organization is made up of:

### CELSO GUIMARÃES FERRER JUNIOR

CEO

### EDUARDO GUARDIANO LEME GOTILLA\*

Executive Vice President of Finance and Investor Relations Officer

### CARLA PATRÍCIA CABRAL DA FONSECA

Executive Vice President and CCO

### RENATA DOMINGUES DA FONSECA GUINESI

Deputy Chief Executive Officer

\* Took office on June 3, 2024, replacing Mario Tsuwei Liao.



More information about GOL's governance structure is available [here](#)



# Ethics and compliance

GRI 3-3, 205-2

Ethics and integrity are fundamental pillars of GOL, which values honesty and transparency in all its relationships with customers, employees, suppliers, and business partners. The Company has a robust ethics and compliance program, called Rumo Certo (Right Path) (*read more on page 30*), which has contributed to strengthening a culture of integrity.

The **Code of Ethics** serves as a guide and is applicable to all GOL audiences. The document was revised in 2023 and will be republished in 2024. Compliance is also a priority. We comply with all applicable laws and regulations in the aviation industry to ensure that our operations are transparent and align with best practices in corporate governance.

We constantly invest in training and qualifications for our employees to ensure compliance with current standards and regulations (*see the details in the tables on the next page*).

We have policies and procedures related to different topics such as: Code of Conduct; Anti-Corruption Policy;

Conflicts of Interest and Related Parties Policy; Gifts, Presents and Hospitality Policy; Policy on Sponsorships and Donations and other support; Employee Recruitment Policy and Procurement Policy.

Regarding third parties, in addition to specific communications that emphasize GOL's commitment to integrity and the fight against corruption, there is also a Third Party Conduct Guideline that all parties must accept upon registration. Additionally, in 2023, a training program focused on GOL's third parties was developed in partnership with the Compliance, ESG, Privacy, and People and Culture departments, based on this document and on anti-corruption policies and guidelines. During the period, 3,994 business partners were notified and trained on the topic. **GRI 205-2**

To strengthen our commitment and improve our transparency, integrity and anti-corruption practices, in March 2024, GOL voluntarily joined Ethos Institute's Business Pact for Integrity. The aim of this initiative is to unite corporations in promoting an increasingly ethical and transparent market, raise awareness in the fight against illegal practices, and contribute to a

To foster a culture of integrity, our "Rumo Certo" (Right Path) Program is based on the pillars of prevention, detection, response and improvement.

business environment that offers the best services and conditions for all.

We also started the Ethical Journey, which has a passport as its symbol and is being presented in all areas, with leaders assuming a commitment to behaviors aligned with the Code of Ethics. And we interact with the Teams to make sure that ethics is an increasingly evident topic at GOL. **GRI 406-1**

**Number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, by region [GRI 205-2](#)**

Location	Total number of employees	Total number of employees trained	%
Midwest	1,321	994	75.25
Northeast	1,221	1,012	82.88
North	298	238	79.87
Southeast	10,203	7,724	75.70
South	1,054	869	82.45
International	214	213	99.53

The scope of the indicator has been revised to enhance alignment with the GRI standard, making the 2023 data a historical benchmark that is not comparable to previous years. To consult information from previous years, click [here](#) and see page 77.

As part of the initiatives of the "Rumo Certo" Program (detailed on the following page) to disseminate knowledge about compliance, we have a training portfolio that is renewed periodically. In 2023, GOL continued to provide training related to Compliance and Anti-corruption as part of its annual refreshers. Therefore, everyone who had already completed the training in previous years had to take it again.

At the end of the year, 80 percent of employees had completed the training, as shown in the table above. Specific training on compliance policies was also introduced, with 59 percent of employees completing it by the end of the year.



The Code of Ethics and Compliance and other information about GOL's Compliance Program are available at [www.eticanagol.com.br](http://www.eticanagol.com.br).

**Total number and percentage of Employees that the organization's anti-corruption policies and procedures have been communicated to, by employee category [GRI 205-2](#)**

Employee category	Total number of employees	Total number of employees communicated to	%	Total number of employees trained	%
Managers	163	115	70.55	115	70.55
Technical Crew	1,672	1,166	69.74	1,165	69.68
Commercial Crew	2,857	2,053	71.86	2,051	71.79
Coordinators	261	200	76.63	197	75.48
Specialists	174	149	85.63	146	83.91
Analysts	1,152	918	79.69	910	78.99
Operations	8,005	6,624	82.75	6,450	80.57

The scope of the indicator has been revised to enhance alignment with the GRI standard, making the 2023 data a historical benchmark that is not comparable to previous years. To consult information from previous years, click the [link](#) and see page 77.

We also completed the Corporate Security Training on Fraud and Corruption Prevention, which was attended by 635 of the 868 registrants and targeted GOL's leadership in both domestic and international operations.

We regularly communicate with all members of the Executive Board, Board of Directors, Statutory Audit Committee, and Audit Committee regarding initiatives,

policies, and procedures aimed at combating corruption.

We make campaigns available to the entire internal audience (100 percent of employees), through publications on the Company's intranet (WorkPlace) and specific actions by e-mail. We have also released other lists of frequently asked questions (FAQs) on compliance relating to conflicts of interest and donations and sponsorships - topics of constant attention at GOL.



## Rumo Certo

### (Right Path) our Ethics and Compliance Program

To promote a culture of integrity within the Company, the Rumo Certo Program is founded on the pillars of prevention, detection, response, and improvement.

The main elements of this initiative are:

- Commitment of the Senior Leadership
- Continuous assessment and management of the Company's own risks
- Independent structure exclusively dedicated to the management of the Program
- Structuring of appropriate policies, procedures and internal controls
- Development and implementation of training, along with ongoing communication with our audiences, to reinforce our Ethical Culture and enhance the effectiveness of controls.

- Monitoring and auditing tools to identify weaknesses and deviations
- Independent communication channels and investigation processes are in place to assess and investigate potential deviations in conduct or established procedures.
- Continuous updating and improvement of the initiatives

The Program is coordinated by the Executive Board of Corporate Risks and Compliance, under the direct management of the Chairman, with independent access to the Statutory Audit Committee and the Board of Directors. Currently, the Compliance area is the primary entity responsible for management.



**Guided by its commitment to integrity and transparency, GOL upholds high-level corporate governance practices based on its Code of Ethics, organizational policies, and market standards.**



# Anti-corruption


GRI 3-3, 2-25, 205-1


To combat corruption at GOL, we rely on the involvement of multiple areas and on a process that defines the impact, analyzes the context, sets measurable goals, develops strategies, engages stakeholders, implements actions, and monitors and evaluates results (which become opportunities for continuous learning and improvement).

As a new advancement in this area, we developed our Compliance Policy, published in 2024, which enhanced our transparency in communication and monitored results through internal and external audits, impact assessments, stakeholder feedback (whose engagement was crucial to the process), complaint mechanisms, and external performance evaluations, among other measures.

As a result, we implemented some measures, such as:

 Monthly compliance reporting presentations are provided to the C-Level to enhance risk visibility.

 Integration with the Ethics Channel to report complaints and identify points of attention

 Inclusion of compliance goals in the Balanced Scorecard for executives to strengthen governance and enhance situational awareness

We also subject 100 percent of our operations to risk assessments related to corruption (covering 75 bases and GOLLOG's boards). The primary risks include bribery and kickbacks, improper gifts and hospitality, suspicious political donations, money laundering, high-risk suppliers and intermediary agents, conflicts of interest, corruption in contracting and bidding, extortion and blackmail, fraudulent accounting practices, and lack of transparency in charitable donations, among others. No cases of corruption were recorded in 2023. **GRI 205-1, 205-3**

In collaboration with the "Rumo Certo" Program, we launched the Ethical Journey at GOL, which includes lectures, discussion groups, online courses, guidelines on the Code of Ethics, and initiatives to combat violations such as corruption, fraud, improper marketing of travel benefits, harassment, and discrimination.

## ETHICS CHANNEL

GRI 2-25, 2-26

An essential tool for maintaining the Company's integrity and reputation, the Ethics Channel is made available to all our stakeholders. Through it, anyone who is aware of unethical practices, fraud, corruption or any other type of inappropriate conduct can report this in a safe and confidential manner. Complaints are reported to the BD and addressed confidentially. Monitoring is done using a protocol number. We also use external mechanisms, such as social media, to enable our audiences to report their concerns.

Each day, we emphasize the significance of ethics and transparency in our operations, urging both our Employees and Customers to utilize the Ethics Channel

whenever needed. In return, we pledge to conduct thorough and impartial investigations into all complaints and take the necessary actions to address any identified irregularities. We received 2,320 complaints in 2023. Of this total, 47 percent were resolved without reparation and 53 percent with reparation.

Training and qualifications, manuals and support from external consultants are among the mechanisms used to promote responsible practices at GOL. The effectiveness of grievance mechanisms and other redress processes is tracked by monitoring the case itself. Feedback regarding the resolution of complaints and requests for redress is shared with stakeholders during meetings and events.

## ETHICS COMMITTEE

We also have an Ethics Committee, which helps us ensure governance and transparency in operations.

Made up of representatives from the People and Culture, Legal and Internal Audit areas, as well as of Independent Members, the body is tasked with evaluating and monitoring GOL's ethical practices to ensure that all decisions and actions align with corporate values and principles.

It is also tasked with investigating and addressing any issues related to unethical conduct or violations of internal policies, contributing to the preservation of the Company's reputation and the trust of our stakeholders.

## CONFLICTS OF INTEREST GRI 2-15

To prevent and mitigate conflicts of interest, we implement mechanisms such as clear policies and procedures, public disclosure of conflicts, education and training for those involved, we rely on the efforts of the Ethics Committee, implement transparency, and promote an organizational culture centered on ethics and compliance with legal standards.

We also disclose to the stakeholders information on the types of conflicts of interest that may arise in the Company. They include:

- Cross-participation in other management bodies;
- Existence of controlling shareholders and related parties;
- Details about relationships, transactions and outstanding balances with related parties.



The channel is available 24 hours a day, seven days a week and can be accessed by calling

**0800.800.11.01**

and on the website

**[www.eticanagol.com.br](http://www.eticanagol.com.br)**

**In 2023 we , received 2,320 complaints through the ethics channel: 47 percent were resolved without redress and 53 percent with redress.**



Further details on conflict of interest are available in the Company Reference Form, available [here](#).



# How we integrate our commitments into our daily routines

GRI 2-23, 2-24

We have policies and documents that outline our commitments to responsible business conduct, all of which have been approved by the Board of Directors and the Executive Board. The commitments apply to all GOL activities and business partners and are aligned with international voluntary initiatives such as the Global Compact and the UN SDGs. So that we can experience them on a daily basis and engage our Employees, we consider several strategies, such as:



## Guidelines for Employees

We define clear responsibilities at all levels of the hierarchy, assign tasks based on skills and competencies, and engage in continuous monitoring and review. We encourage feedback, recognize and reward employees for their performance, and prioritize effective internal communication, along with various other initiatives.



## Prerequisites for business partners

In addition to training, a careful selection process is conducted for this audience. We work with specific contractual clauses and undertake audits, monitoring and periodic assessments (*read more about our relationship with this audience on page 65*).



## Policies and training

Building on the aforementioned policies, we establish and integrate goals that align with our corporate commitments, develop operational procedures and training, and conduct impact assessments and due diligence. For instance, in 2023, training for employees, third parties, and suppliers covered topics such as conflict of interest, anti-corruption, compliance, diversity and inclusion, aviation security, and customer service, among others.



GOL's main policies can be checked out [here](#).

# Risk management

In relation to corporate risk management, we have a team dedicated to the topic (formed by the Corporate Risk, Compliance, Processes, Privacy and Internal Controls departments) and a robust structure. As a management tool, we utilize the Risk Map, which is periodically updated and encompasses financial, operational, strategic, technological, regulatory/compliance, and socio-environmental aspects.

The following stand out among the main risks that GOL faces:

- **Sector of activity** - such as airport operations and network formation;
- **Business operation** - such as people, environment and contract management, among others;

- **Financial aspects** - such as exchange rate variations, fuel price fluctuations and economic crises that directly impact the aviation industry.

To address these risks, GOL adopts a proactive approach, which involves identifying, evaluating and mitigating potential threats. It also invests in ongoing team training, preventive aircraft maintenance and monitoring market conditions to anticipate possible impacts on our operations. It also has a well-structured contingency plan, guaranteeing the safety of passengers and employees.

All critical concerns are communicated to the Board of Directors through various methods, including periodic reports and presentations, updates via governance committees, and internal and external audit reports, among others.

During this period, a case of an economic nature was recorded concerning compliance with Chapter 11. This monitoring was documented in the weekly meetings held by the Board of Directors, and the minutes were filed at the Company's headquarters. Furthermore, it is customary to hold regular meetings with the Board

of Directors to discuss the progress of business. All minutes are available [here](#). **GRI 2-16**

In the period, GOL did not receive any fines or sanctions for non-compliance with laws and regulations. **GRI 2-27**

**Revisiting the risk matrix and map is a fundamental practice for GOL. The document is expected to be updated in 2024, a process to be led by the Risk Management and ESG Teams.** **GRI 3-3**



# Operational safety

TR-AF-540A.1, TR-AL-540A.1, TR-AL-540A.2

Safety is GOL's number one value. And to help us manage this issue, we have adopted the Operational Safety Management System (OSMS), a standard used throughout the world's aviation industry, which helps with decision-making and is based on four pillars:

Operational safety policy and objectives

Operational security risk management

Ensuring operational safety

Promotion of operational safety

The 2023 highlights regarding this subject include the development of tools to aid in the data analysis process, particularly in the area of flight safety. We also made progress in the Safety Hub, which concentrates security data on a platform and will bring greater agility to queries and reviews.

We implemented a piece of software that brings improvements to adjustments for operational deviations in flight and will give the pilot access the records immediately after landing, via cell phone. This will streamline communication between the base and the crew, which is currently done in person, to report incidents that occur during the flight. Both initiatives will be implemented in 2024.

A significant milestone for the system is that, in 2023 (as in the previous two years), GOL reported no air accidents, meaning there were no incidents resulting in fatalities or serious injuries, substantial damage or structural failures to the aircraft, or situations leading to the loss or total inaccessibility of an aircraft.



**Our goal is zero accidents. In 2023, we transported 31.8 million passengers and had no accidents.**

## HOW WE MONITOR OPERATIONAL SAFETY

- AloSP, which measures aspects such as the effectiveness of safety barriers, hazard identification and safety objectives. It includes a bonus factor to encourage incident reporting and losa certification.

## ALOSP CRITERIA

- **Below 94%** - no service
- **Between 94 and 99%** - partial service;
- **Between 100 and 110%** - service;
- **Above 110%** - above expectations.

## GOL'S ALOSP PERCENTAGE

105.38%, within the established target and service status. [TR-AL-540A.1](#)



## Segurança + Você (Safety + You)

Established in 2022, the Segurança + Você (Safety + You) Program visited 100 percent of the airports to present the structure and work methods of the Operational Security Department, review the security indicators of each base, and emphasize the importance of Employees accessing the Aviation Quality Database — an integrated set of tools for data collection, analysis, and planning — to further enhance the Company's safety standards.

In 2023, the Program began to include visits from Safety Ambassadors, a group formed by area leaders. This allows for closer contact with the base and is reflected in the dissemination of the safety culture. Managers are also encouraged to visit the operation in person to gain a practical understanding of the processes involved.



100%

of the airports visited  
by the Segurança + Você  
Program

## With the Iosa certification, we reinforce our compliance with globally demanded security requirements.

### IOSA CERTIFICATION

In 2023, IATA carried out Iosa and brought a relevant advance: Previously, the procedure was in compliance, now, it is guided by risk (risk-based Iosa). This approach fosters a deeper understanding of the operational safety risks faced by airlines, along with an assessment of the maturity of critical safety systems and programs. The process is rigorous and aims to ensure that procedures comply with globally mandated security requirements. Certification took place in early 2024.

# Data protection and privacy

Given the specificity of our business, we work with a large volume of data from relationship audiences: Customers, suppliers, partners and other audiences, to whose sensitive data we have access, such as payment information, travel history and personal data. As a result, we uphold strict data protection and privacy policies.

In compliance with the General Personal Data Protection Law (LGPD), we have systematized a Data Privacy Policy that addresses the issue at GOL, addressing, among other aspects, the security measures that the Company adopts:

- Encryption
- Data governance program
- Information security management
- Environmental protection and physical and logical security
- Access management
- Vulnerability scanning and penetration testing
- Control against malicious software
- Awareness in information security

We also offer an open channel for addressing inquiries and requests related to the processing of personal data: [privacy@voegol.com.br](mailto:privacy@voegol.com.br).

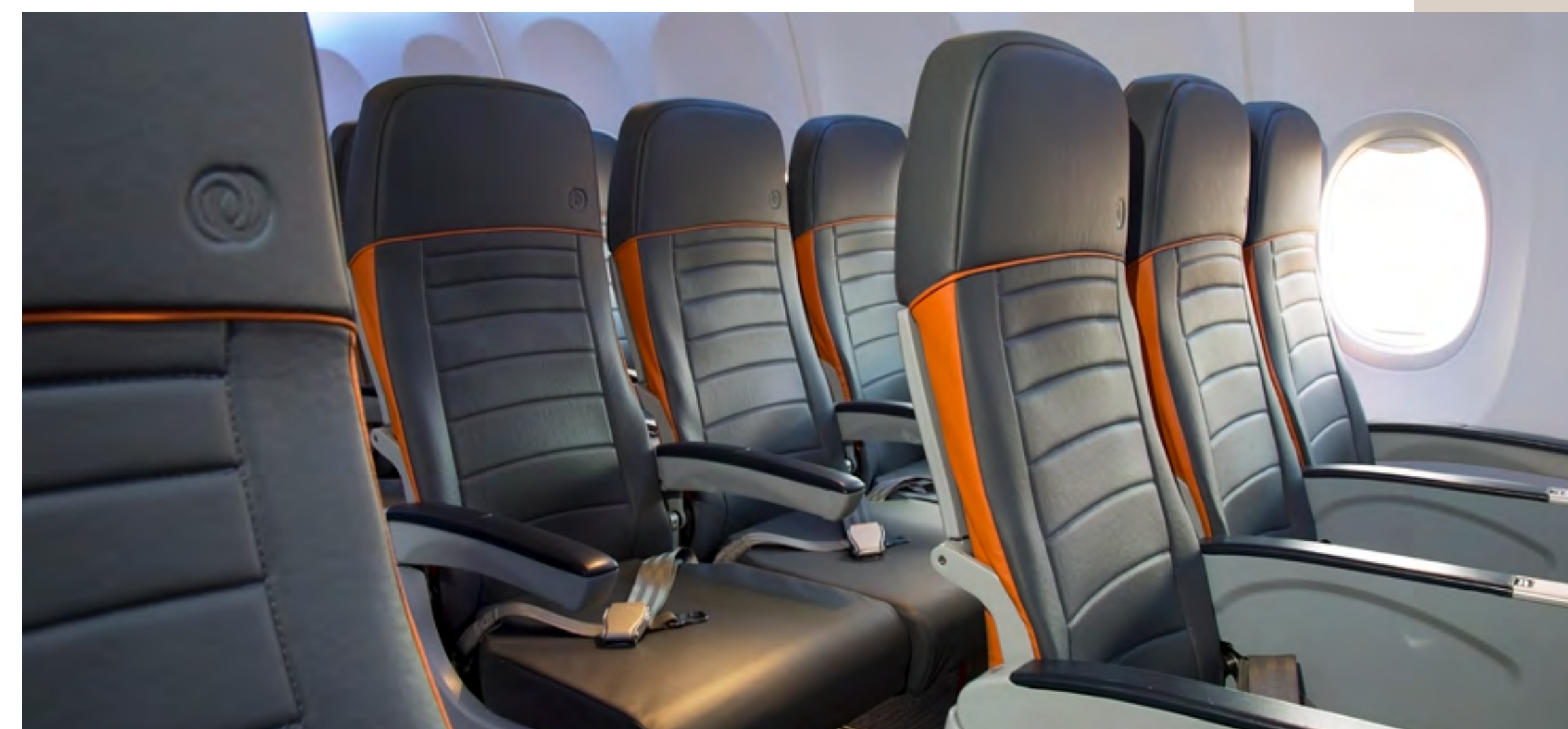
There were no leaks, thefts or losses of customer data. However, some revocations were recorded that were not processed by the technology, specifically related to the Opt-Out option (the ability for a company to offer e-mail marketing unsubscription).

Approximately 0.07 percent of total revocation requests corresponded to these complaints. We identified flaws in the technology, which were corrected in the second half of 2023, and, after the update, there were no new complaints. Evidence includes extracting all claims from data holders, verifying technology records to confirm the requested Opt-Out, and acknowledging validated complaints. **GRI 418-1**

**We have adopted the LGPD and have a Data Privacy Policy at GOL.**

## Total complaints **GRI 418-1**

	2021	2022	2023
Third party complaints received and confirmed by the organization	0	0	225
Complaints by regulatory bodies	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>225</b>



# Innovation and digital acceleration

GRI 3-3

We remain committed to innovation and digital acceleration by creating an environment conducive to the emergence and implementation of new ideas. In this sense, the Company invested heavily in technology and digitalization with the aim of improving customer service, maximizing operational efficiency and adapting to rapid market changes.

We invest in artificial intelligence (AI) to optimize our processes and improve the flight experience, implementing advanced digital solutions to enhance customer interactions, such as intuitive mobile apps, simplified digital check-ins, and customer support through chatbots.

The innovation environment was also encouraged through GOL LABS, our internal incubator. This initiative invites our Employees to actively participate in the innovation process, encouraging experimentation and creative thinking.

**The commitment to innovation is reflected in GOL's corporate documents. In 2024, a specific policy is expected to be drawn up on the topic.**

## GET TO KNOW THE MAIN INITIATIVES OF THE YEAR:



### Employee chatbot

The tool uses generative AI and natural language to “talk” to the user and provide more accurate and intelligent responses in a short period of time. In this initial phase, the topics available for research include ethics, compliance, and general airport service procedures.



### GOLLOG chatbot

The goal is to enhance the functionalities of the chatbot that logistics unit customers use to address various inquiries. The current version relies on 'decision trees,' requiring the customer to click through various options to arrive at the desired answer.



### Generative AI

The project currently under development focuses on sentiment analysis and the categorization of comments received on GOL's social media platforms and app stores (Google Play Store and Apple App Store). The project uses generative AI to automatically read all customer comments received and categorize them as positive, negative and neutral.



# New times for people

## IN THIS CHAPTER:

- Employees
- Diversity, equity and inclusion
- Customers
- Suppliers
- Society

# Our audiences

GRI 2-29

GOL interacts with different audiences, among which business partners, civil society organizations, Customers, Employees, governments, local communities, Non-Governmental Organizations (NGOs), shareholders, investors, suppliers, labor unions and vulnerable groups.

They are directly or indirectly involved in decision-making. For us, this relationship is of the utmost importance, and is built through transparent communication. The main tools used for this are our communication channels, corporate social responsibility practices, ESG reports, training and continuous assessment.

We have an established relationship purpose and engagement strategies that are worked on in GOL's day-to-day activities:

## Purpose of the relationship with our audiences

- To identify actual and potential impacts
- To define responses to prevent and mitigate negative impacts
- To build lasting relationships, understand needs and expectations
- To improve decision making and manage risks and opportunities
- To promote innovation and sustainability
- To comply with regulatory requirements, build reputation and brand image
- To promote sustainability, meet investor demands and resolve conflicts

## Engagement strategies

- Assessment of social and environmental impact and integration of these practices into business processes
- Active listening, consultations and fostering collaboration, open and transparent communication
- Policy on the Relationship with Stakeholders
- Setting performance goals and developing long-term relationships
- Training and awareness on important topics, as well as monitoring and evaluation
- Incentives for engagement.
- Publication of sustainability reports

For over two decades, we have spearheaded a consistent transformation initiative aimed at steering our business towards the highest levels of sustainability. The establishment of the ESG area, which was solidified in 2023, enabled us to transform our corporate culture and structure initiatives in a comprehensive manner, resulting in significant positive impacts for all our stakeholders. In this chapter, we describe the main projects developed for a part of our audiences: Employees, Customers, suppliers and society, who are the ones who rely on structured initiatives.

**Transparent communication is what governs our relationship with the stakeholders.**



# Employees

TR-AF-000.C, GRI 2-7

Our **Team of Eagles** is what keeps GOL's wings in constant movement. On land or in the air, our 14,311 Employees connect their purposes to those of the Company and build the bridges needed to deliver the best experience to our Customers. And, to materialize these results, we have set the commitment to be the drivers of business and people development, inspired by our essence: **Simple, Human and Intelligent**.

To systematize our actions, seven strategic drivers were established for People, Culture, and ESG over the year:

- **Culture** – accelerate acculturation, with the aim of providing business evolution with the New Times and guaranteeing extraordinary results;
- **People experience** – connect with the journey of each audience of the Team of Eagles, strengthen the experience of Employees with GOL and enable an ESG strategy with stakeholders and society;
- **Mental and emotional health** – promote the mental and emotional balance of people within the Company;

- **Strategic management** – foster the alignment of people and the execution of the strategy to enable extraordinary results and recognize the Team of Eagles appropriately;
- **Leadership** – train and propose development focused on transformation. Leadership that directs, engages, accelerates and changes the natural flow of business;
- **Business units** – enhance synergies, leveraging strengths, and
- **Productivity** – encourage best practices for efficiency and low cost with intelligence.

The year was also marked by the review of GOL's values and advances in culture, which contributed to fostering sustainability and inclusion, promoted by ESG management. The initiative is based on the New Times concept, an approach to facing the challenges of the present and the future.

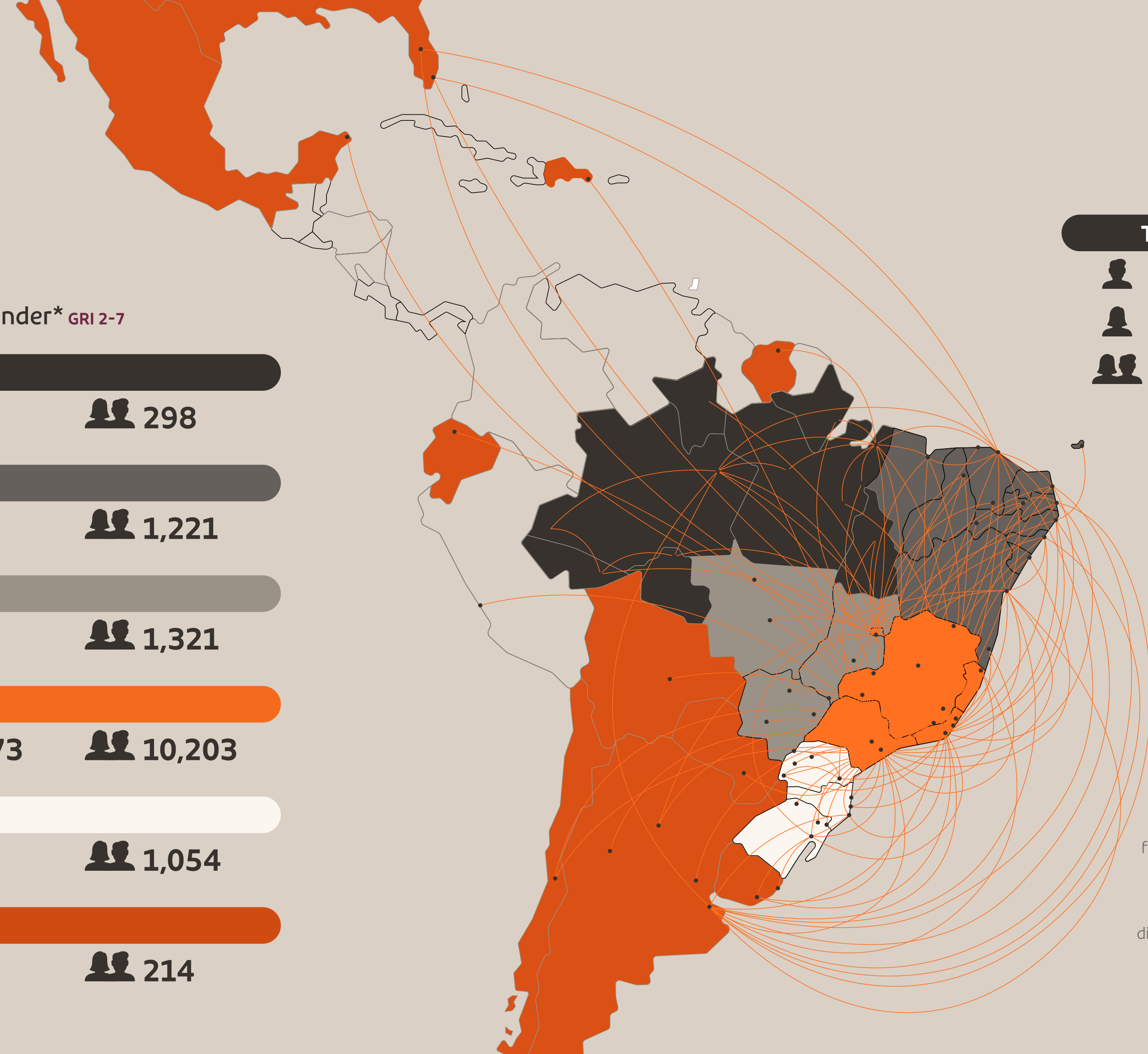


# How our Team of Eagles is made up GRI 2-7

Employees by region and gender\* GRI 2-7

Region	Male	Female	Total
<b>North</b>	175	123	298
<b>Northeast</b>	712	509	1,221
<b>Midwest</b>	799	522	1,321
<b>Southeast</b>	5,730	4,473	10,203
<b>South</b>	613	441	1,054
<b>International</b>	134	80	214

Total	
Male	8,163
Female	6,148
<b>Total</b>	<b>14,311</b>



There were no significant fluctuations in the number of employees during the reporting period. In 2021 and 2022, GOL did not disclose information on the number of employees by region and gender.

## Employees by employment contract and gender GRI 2-7

Employment contract and gender	2021			2022 <sup>1</sup>			2023 <sup>1</sup>
	Indefinite term	Specified period	Total	Indefinite term	Specified period	Total	Indefinite term
Men	8,231	155	8,386	8,818	192	9,010	8,163
Women	6,484	132	6,616	6,373	133	6,506	6,148
<b>TOTAL</b>	<b>14,715</b>	<b>287</b>	<b>15,002</b>	<b>15,191</b>	<b>325</b>	<b>15,516</b>	<b>14,311</b>

1. Regarding 2022, we corrected the total number of men. In 2023, we did not sign any contract for a specified period.

## Employees by employment contract and region GRI 2-7

Employees by employment contract and region	2021			2022			2023 <sup>1</sup>
	Indefinite term	Specified period	Total	Indefinite term	Specified period	Total	Indefinite term
North	327	0	327	316	0	316	298
Northeast	1,355	4	1,359	1,261	0	1,261	1,221
Midwest	1,325	0	1,325	1,349	0	1,349	1,321
Southeast	10,700	11	10,711	10,553	74	10,627	10,203
South	1,008	25	1,033	1,012	22	1,034	1,054
International	0	247	247	0	229	229	214
<b>TOTAL</b>	<b>14,715</b>	<b>287</b>	<b>15,002</b>	<b>14,491</b>	<b>325</b>	<b>14,816</b>	<b>14,311</b>

1. In 2023, we had no contract for a specified period.

## Employees by type of employment and gender GRI 2-7

Employees by type of employment and gender	2021			2022			2023		
	Full time	Part time	Total	Full time	Part time	total	Full time	Part time	Total
Men	1,948	6,437	8,386	2,034	6,276	8,310	2,190	5,973	8,163
Women	1,271	5,345	6,616	1,416	5,090	6,506	1,511	4,637	6,148
<b>TOTAL</b>	<b>3,219</b>	<b>11,782</b>	<b>15,002</b>	<b>3,450</b>	<b>11,366</b>	<b>14,816</b>	<b>3,701</b>	<b>10,610</b>	<b>14,311</b>

## Employees by type of employment and region\* GRI 2-7

Employees by type of employment and region	2022			2023		
	Full time	Part time	Total	Full time	Part time	total
North	24	292	316	22	276	298
Northeast	69	1,192	1,261	68	1,153	1,221
Midwest	87	1,262	1,349	101	1,220	1,321
South	49	985	1,034	46	1,008	1,054
Southeast	3,177	7,450	10,627	3,415	6,788	10,203
International	44	185	229	49	165	214
<b>TOTAL</b>	<b>3,450</b>	<b>11,366</b>	<b>14,816</b>	<b>3,701</b>	<b>10,610</b>	<b>14,311</b>

\* In 2021, GOL did not disclose employee data by type of employment and region.



One way we keep our Team of Eagles engaged and motivated is through recognition. This program includes Customer Service and Commercial Crew Employees who have been praised by Customers. It was redesigned in 2023 and now considers the following criteria:

- Time with the company:** For dedication and commitment throughout their career at GOL
- Customer service:** Award for excellence in customer service, with a focus on exceeding expectations and building positive experiences
- ColaboraGOL:** Encouraging collaboration, teamwork and the pursuit of innovative solutions to the Company's challenges
- Values:** Recognition of behaviors that reflect GOL's values, such as ethics, respect, responsibility, safety and passion for what they do

# Eagles Academy

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

Training initiatives contribute to the development of each of our Employees and to efficient business management - who know how to resolve challenges and explore opportunities. We do this through the Eagles Academy, our education platform.

As a new addition to our portfolio of courses and training, we have launched the **“Virei Líder e Agora?” (I Became a Leader, Now What?) Program** aimed at those who will hold a leadership position for the first time. The initiative is in line with our strategy of training transformative agents who

engage, direct, accelerate and change the natural flow of business.

The other training courses and qualifications were conducted as usual across various areas and hierarchical levels, both in-person and online, covering topics such as air safety, the GOL Culture, the ESG Journey, and non-violent communication.

In addition to the Eagles Academy, we offer financial support for external courses such as graduate and language courses, as well as courses organized in partnership with educational institutions and training platforms. We also provide assistance to Employees who have been laid off through professional relocation initiatives and by extending benefits to them.

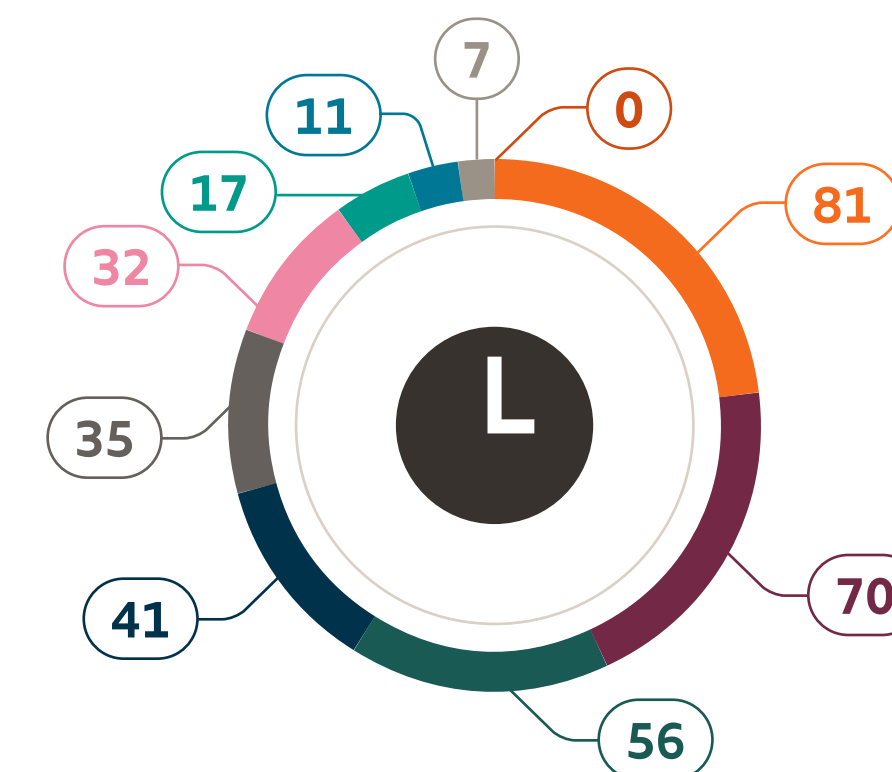
For retirees, we provide a specific program for airline workers and pilots who are at least 60 years old, retired

through INSS (Social Security), yet continue to fulfill their roles at GOL. In addition to these requirements, the candidate must add up 75 points between time on the job and age.

The package includes the receipt of all employment benefits upon termination initiated by the Company, an extension of the travel benefit with 30 quotas renewed annually, the MyID Travel benefit (flight reservations made by employees of partner airlines), and health and dental insurance plans with full monthly payments covered by the Employee.

In 2024, we started implementing the Training Management System to manage training, resources, and qualifications. Additionally, it will enhance quality assurance, optimize costs, maximize resources, and improve operational and financial efficiency. Through this tool, we also aim to take issues related to regulatory and safety standards more seriously.

Average hours of training per year, by employee category, in 2023\* GRI 404-1

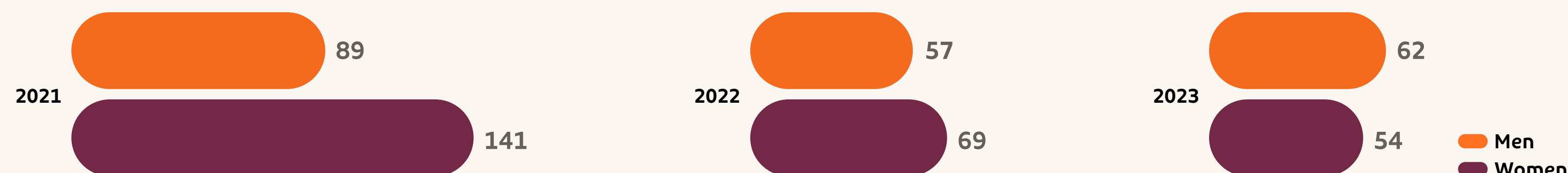


- Technical Crew
- Commercial Crew
- Operations
- Coordinators
- Analysts
- Managers
- Specialists
- Boards
- Chair and Deputy Chair
- Board of Directors<sup>1</sup>

\* In 2021 and 2022, the Company did not disclose the average training by employee category. To consult information from previous years, click [here](#) and see page 58.

**1.** Board Member training is not included in the scope of the corporate university. The topic is under analysis in 2024.

Average hours of training per year, by gender GRI 404-1



## Employee receiving regular performance and career development reviews, by employee category, in 2023 GRI 404-3

	Men	Women	Total		Men	Women	Total
<b>Chair and Deputy Chair</b>				<b>Specialists</b>			
Total number of employees	4	1	5	Total number of employees	92	52	144
Number of employees evaluated	4	1	5	Number of employees evaluated	59	34	93
Percentage	100	100	100	Percentage	64.13	65.38	64.58
<b>Boards</b>				<b>Analysts</b>			
Total number of employees	19	5	24	Total number of employees	399	490	889
Number of employees evaluated	14	3	17	Number of employees evaluated	365	427	792
Percentage	73.68	60	70.83	Percentage	91.48	87.14	89.09
<b>Managers</b>				<b>Operations</b>			
Total number of employees	84	60	144	Total number of employees	3,487	2,730	6,217
Number of employees evaluated	69	50	119	Number of employees evaluated	3,220	2,452	5,672
Percentage	82.14	83.33	82.64	Percentage	92.34	89.82	91.23
<b>Coordinators</b>				<b>TOTAL</b>			
Total number of employees	156	81	237	<b>Total number of employees</b>	<b>4,241</b>	<b>3,419</b>	<b>7,660</b>
Number of employees evaluated	140	66	206	<b>Number of employees evaluated</b>	<b>3,871</b>	<b>3,033</b>	<b>6,904</b>
Percentage	89.74	81.48	86.92	<b>Percentage</b>	<b>91.28</b>	<b>88.71</b>	<b>90.13</b>

## Learning programs

On another front, we provide the “**Aprendendo a Voar**” (**Learning to Fly**) Program, aimed at leaders and young apprentices, adhering to the Apprenticeship Act No. 10,097/2000, which requires medium and large companies to create vacancies for apprentices. In 2023, there were 342 participants. We also have an Internship Program, which involved 40 people.

Contractual relationships include apprentices, interns and self-employed professionals who hold positions at the director, management and administrative levels. To arrive at the number of workers, the methodology used was direct counting and considers full-time and part-time working hours.

The total worker count is determined using data from the end of the reporting period. There were no significant fluctuations in the number of workers. **GRI 2-8**

The Crew is not eligible for the People Assessment Cycle, nor are the members of the Board.

# Remuneration policies GRI 2-19, 2-20

## FOR EMPLOYEES

With a focus on fair remuneration, our Employees have competitive salaries and benefits, which are aligned with the market (see the details on the side). Remuneration is divided between fixed and variable, which includes profit sharing programs for those who work full time, bonuses, travel benefits (granted to Employees and their beneficiaries at promotional or free rates in different modalities for domestic and international destinations), MyiD Travel, and long-term incentives for executives.

To motivate and align the interests of Employees with operational results, we offer an annual profit sharing program, with guidelines and definitions previously approved in meetings. This program is negotiated with a committee of Employees and approved by the category's unions. In 2023, 98,5 percent of the employees were

covered by a collective bargaining agreement. We also have a long-term incentive plan in place, with restricted stock, stock options and rights vested over four years. For employees not covered by collective bargaining agreements, GOL sets working conditions and terms based on collective bargaining agreements in force at other organizations. **GRI 2-30, TR-AL-310A.1**

Termination payments are made equally, respecting CLT and contractual clauses. With new strategic guidance, we implemented a Clawback Policy for C-level executives and the Board, a mechanism used to regulate payments based on variable remuneration incentives.

Our Team of Eagles has a stronger presence in operational roles, and no employee strikes occurred during the reporting period. We successfully concluded

collective negotiations with the pilots' and airline workers' unions, signing the agreements 30 days ahead of the base date in December. **TR-AL-310A.2**

## FOR THE SENIOR LEADERSHIP











The remuneration policies for members of the Company's Senior Management and senior executives are linked to the management of economic, social and environmental impacts, as determined by the legislation, and to corporate practices. GOL's Bylaws determine that the General Shareholders' Meeting is responsible for setting the annual global remuneration of the directors, while the Board of Directors is responsible for distributing such amounts to the board.

Individual salary proposals are made based on market surveys, which are submitted to the Corporate Governance and People Committee before being forwarded to the Board of Directors. The salaries of the members of the Board of Directors and the Statutory Board are reviewed annually and, the collective agreement signed with the labor union is also considered for directors.

**GOL has a Corporate Governance and People Committee responsible for coordinating and implementing best corporate governance practices.**

# Benefits GRI 401-2

Full-time, part-time or temporary employees are entitled to:

- |  |   |
|--|---|
| <br>Life insurance              | <br>Health insurance                                       |
| <br>Dental insurance            | <br>Disability benefits                                    |
| <br>Funeral aid                 | <br>Meal and food vouchers                                 |
| <br>Maternity/paternity leave | <br>Gympass (rebranded to Wellhub in 2024) and TotalPass |
| <br>Daycare assistance        | <br>Baby basket  |

# Overview of the year

## New employee hires and employee turnover, by age group GRI 401-1

Age group	2021				2022				2023			
	Hirings	New hire rate	Dismissals	Turnover rate	Hirings	New hire rate	Dismissals	Turnover rate	Hirings	New hire rate	Dismissals	Turnover rate
Aged fewer than 30 years	763	25.46	629	23.22	1,058	35.66	657	28.90	1,175	34.93	678	27.54
Aged 30 to 50 years	807	7.85	813	7.88	870	8.66	1,315	10.88	704	7.76	1,454	11.89
Aged more than 50 years	51	2.93	130	5.20	48	2.66	194	6.70	55	2.94	254	8.25
<b>TOTAL</b>	<b>1,621</b>	<b>10.81</b>	<b>1,572</b>	<b>10.64</b>	<b>1,976</b>	<b>13.34</b>	<b>2,166</b>	<b>13.98</b>	<b>1,934</b>	<b>13.51</b>	<b>2,386</b>	<b>15.09</b>

## New employee hires and employee turnover, by gender GRI 401-1

Gender	2021				2022				2023			
	Hirings	New hire rate	Dismissals	Turnover rate	Hirings	New hire rate	Dismissals	Turnover rate	Hirings	New hire rate	Dismissals	Turnover rate
Men	728	8.67	764	8.89	965	11.61	1,050	12.12	1,029	12.61	1,145	13.32
Women	893	13.50	808	12.86	1,011	15.54	1,116	16.35	905	14.72	1,241	17.45
<b>TOTAL</b>	<b>1,621</b>	<b>10.81</b>	<b>1,572</b>	<b>10.64</b>	<b>1,976</b>	<b>13.43</b>	<b>2,166</b>	<b>14.07</b>	<b>1,934</b>	<b>13.51</b>	<b>2,386</b>	<b>15.09</b>



## New employee hires and employee turnover, by region GRI 401-1

Region	2021				2022				2023			
	Hirings	New hire rate	Dismissals	Turnover rate	Hirings	New hire rate	Dismissals	Turnover rate	Hirings	New hire rate	Dismissals	Turnover rate
North	31	9.48	42	11.16	56	17.72	65	19.15	42	14.09	51	15.60
Northeast	206	15.16	130	12.36	139	11.02	222	14.31	138	11.30	132	11.06
Midwest	49	3.70	93	5.36	159	11.79	157	11.71	163	12.34	187	13.25
Southeast	1,288	12.02	1,102	11.15	1,417	13.33	1,505	13.75	1,368	13.41	1,817	15.61
South	45	4.36	148	9.34	201	19.44	196	19.20	215	20.40	199	19.64
International	2	0.81	57	11.90	4	1.75	21	5.46	8	3.74	0	1.87
<b>TOTAL</b>	<b>1,621</b>	<b>10.81</b>	<b>1,572</b>	<b>10.64</b>	<b>1,976</b>	<b>13.34</b>	<b>2,166</b>	<b>13.98</b>	<b>1,934</b>	<b>13.51</b>	<b>2,386</b>	<b>15.09</b>



## Maternity/paternity leave GRI 401-3

	2023
<b>Employees entitled to take maternity leave</b>	
Men	8,163
Women	6,148
<b>Employees who took the leave (starting and ending in 2023)</b>	
Men	203
Women	163
<b>Employees who took the leave (starting in 2022 and ending in 2023)</b>	
Men	1
Women	67
<b>Employees who returned to work, in the reporting period, after the end of the maternity/paternity leave</b>	
Men	204
Women	230
<b>Employees who returned to work after the maternity/paternity leave and continued to be employed 12 months after returning to work</b>	
Men	134
Women	158
<b>Rate of return</b>	
Men	100
Women	100
<b>Rate of retention</b>	
Men	89.93
Women	75.60

# Diversity, equity and inclusion

## GRI 3-3

Aware that the concepts of diversity, equity and inclusion are essential to promote a more fair, egalitarian and welcoming work environment, we reiterate our commitment to advancing this agenda. Since 2022, we have joined IATA's 25by25 initiative, which aims to increase female representation in industry leadership roles by 25 percent by 2025.

In 2023, we launched the GOL Demographic Census, in collaboration with a specialized company, aimed at mapping our current internal landscape and identifying key areas of focus regarding diversity. This initiative will enable us to implement strategies to advance this topic within the Company.

Another significant step was joining the **“Raça é Prioridade” (Race is Priority) Movement**, an initiative of the UN Global Compact – Brazil Network, as an ambassador company, by playing a leading role in the advancement of SDG 5 (gender equality) in the country and having 50 percent of black people in leadership positions by 2030. Reflecting the socioeconomic inequalities in Brazilian society, GOL faces a major challenge in bringing black and brown people into decision-making environments. We currently have two brown employees on the board of directors and 63 in management and coordination positions.



50%

of black people in leadership positions by 2030

## Employees by classification and race/color

CLASSIFICATION	Yellow	White	Indigenous	Not declared	Not informed	Brown	Black	Total
Analysts	26	774	1	2	1	279	69	1,152
C-Level	1	8	0	0	0	1	0	10
Coordinators	2	202	0	0	0	43	9	256
Officers	2	16	0	0	0	2	0	20
Specialists	4	150	0	0	0	24	7	185
Managers	5	125	1	0	0	20	7	158
International	0	212	0	0	1	0	0	213
Operations	92	3,954	11	13	16	3,099	718	7,903
Commercial crew	68	2,312	1	2	6	385	53	2,827
Technical crew	22	1,414	0	2	2	137	10	1,587
<b>TOTAL</b>	<b>222</b>	<b>9,167</b>	<b>14</b>	<b>19</b>	<b>26</b>	<b>3,990</b>	<b>873</b>	<b>14,311</b>

We also went on to support the movements: **“Elas lideram 2030” (Women lead 2030)**, which seeks to act in favor of gender equality; **“Mente em Foco” (Mind in Focus)**, which has mental health at its core, and **“Mente em Foco” (Net Zero Ambition)**, which encourages companies to set science-based climate commitments (*all of our memberships on different topics can be checked out on page 20*).



In addition to these associations, we seek to ensure a more diverse representation in the Company, which favors a plurality of views. In this sense, we have five Affinity Groups that address the following topics: Accessibility, racial equity, gender, generations and lesbian, gay, bisexual and transgender (LGBT+) equity.

Each group has a responsible director and employees from different departments who meet monthly to share experiences, develop awareness and inclusion actions and act as multipliers of the culture of diversity at GOL.

For us, this is an ongoing journey, with literacy being essential for topics and concepts to be introduced and understood by all Company members. Additionally, training courses were developed on this topic to ensure the expansion of knowledge and promote positive and significant changes. Check out the main ones:



## Training and awareness

Throughout the year, we conducted the Pocket training on Diversity, Equity and Inclusion, available on GOL's Workplace platform. Lasting one hour, it covered the Company's five affinity segments, bringing initial concepts, best practices and recommendations for day-to-day life.

In the aviation industry, aircraft maintenance and airport ramp agents are the positions in which we face the greatest difficulties related to this topic. For this reason, we developed an exclusive project for GOL Aerotech. A 40-hour face-to-face training course was developed, spread over a period of five months. The project had two tracks: One for leaders and one for followers, and reached more than 400 people. For leadership, for example, initial concepts of diversity, inclusive

communication, and unconscious biases were addressed, with the application of practical cases customized to the GOL Aerotech scenario.

We believe in transformative leaders who promote our culture. We developed a Diversity and Inclusion track also focusing on this audience. More than 150 leaders attended awareness-raising sessions on accessibility, gender equity, racial equity, and generations and LGBT+ equity, as well as unconscious biases and playful dynamics to further clarify the content presented.

Meanwhile, external mentoring was conducted on the five GOL affinity topics for the Team of Employees. All meetings ended with a discussion circle and were attended by members of the Affinity Group and guests.

**A 40-hour in-person training was developed to advance on the topic, which was attended by more than 400 Maintenance area people.**

## MANAGEMENT OF THE TOPIC

With the commitment of Senior Leadership and C-level positions, the Company takes measures such as defining the impact, analyzing the context, setting measurable goals, developing strategies, allocating resources, engaging stakeholders, and ensuring effective implementation, monitoring, and evaluation. We also maintain transparency in our communication and promote continuous learning on the topic.

We recognize that we need to advance on this theme and better quantify our impact assessment, so that we

can be more efficient in the use of resources, not only in training, but also in social investments.

Our goals include expanding Affinity Groups, developing more comprehensive industry and corporate training, creating a Best Practices Guide, continuing Literacy Programs and expanding them to airports. In addition, we also aim to increase the representation of black people, of women in Senior Leadership and trans people in the teams.

### OBJECTIVE

#### Promoting Inclusive Culture

#### GOALS

- Create training on ESG and Diversity, Equity and Inclusion

#### INDICATORS

- Training carried out on the Knowledge Portal

### OBJECTIVE

#### Team of Eagles Knowledge

#### GOALS

- Train 360 people at GOL Aerotech on Diversity, Equity and Inclusion

#### INDICATORS

- Confirmed presence in the Knowledge Portal and NPS after implementation

### OBJECTIVE

#### Debates on the topic

#### GOALS

- Hold three virtual meetings to discuss the topic

#### INDICATORS

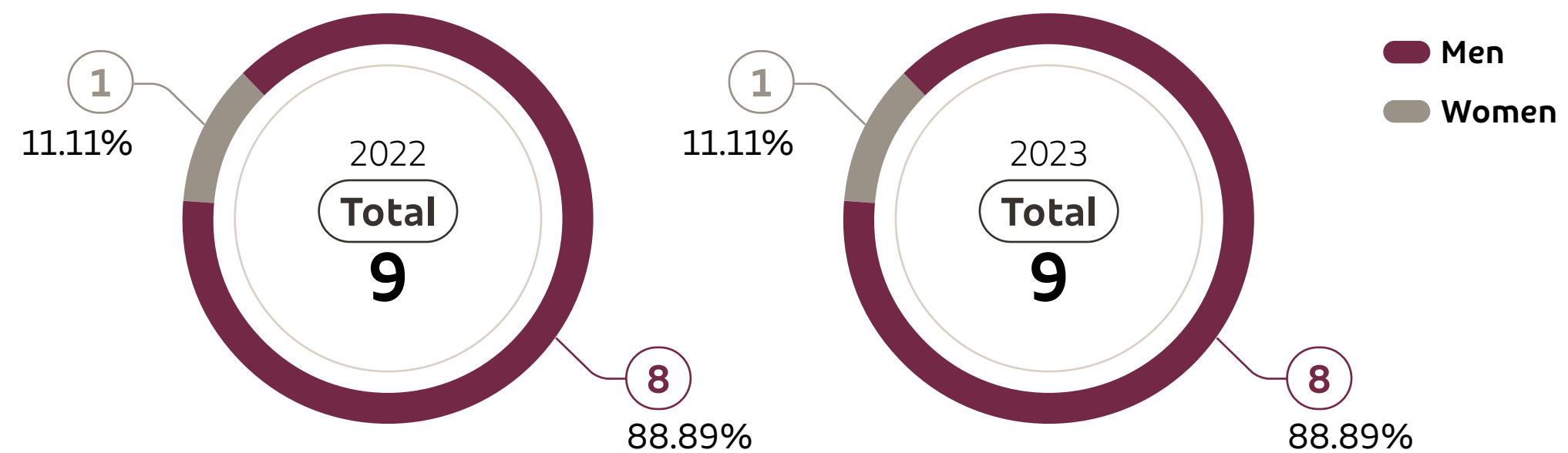
- Number of people who viewed the material

## Ratio of basic salary and remuneration of women to men by employee category\* GRI 405-2

	Base salary (BRL)	Remuneration (BRL)
<b>Chair and Deputy Chair</b>		
Men x women ratio	0.29	1.25
<b>Boards</b>		
Men x women ratio	1.05	1.11
<b>Managers</b>		
Men x women ratio	0.81	0.7
<b>Technical Crew</b>		
Men x women ratio	0.85	0.68
<b>Commercial Crew</b>		
Men x women ratio	0.93	0.91
<b>Coordinators</b>		
Men x women ratio	0.98	0.9
<b>Specialists</b>		
Men x women ratio	0.89	0.66
<b>Analysts</b>		
Men x women ratio	0.95	0.97
<b>Operations</b>		
Men x women ratio	0.59	0.59

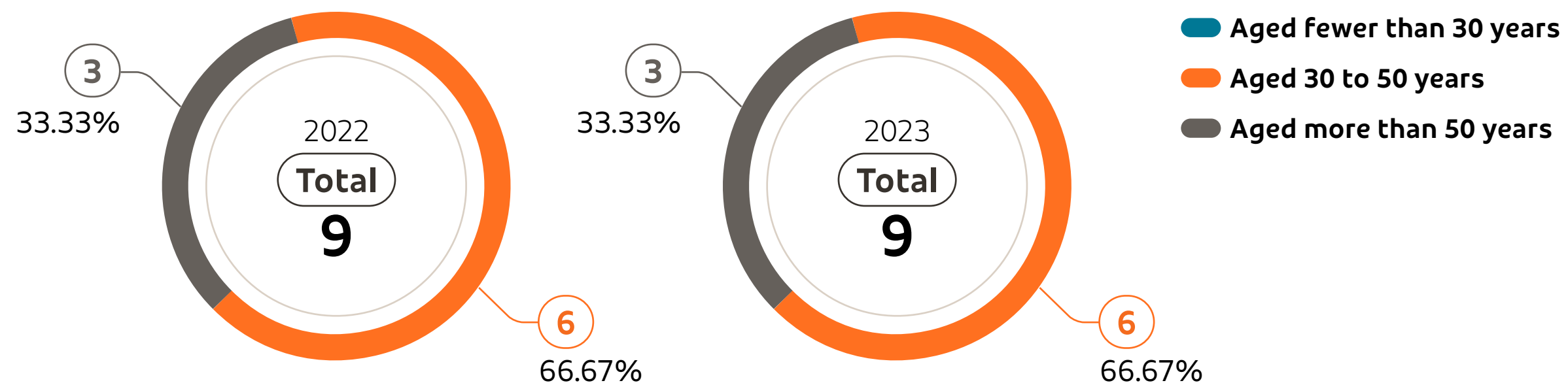
\* Data for this indicator are being reported from 2023 onwards.

Percentage of individuals who are part of the organization's governance body by gender\* GRI 405-1



\* Data related to individuals who are part of the Company's governance bodies by gender were not disclosed in 2021.

Percentage of individuals who are part of all of the organization's governance bodies by age group\* GRI 401-1



\* Data related to individuals who are part of the Company's governance bodies by age group were not disclosed in 2021.



## Percentage of employees by employee category and gender GRI 405-1

	2021		2022		2023	
	Men	Women	Men	Women	Men	Women
<b>Chair and Deputy Chair</b>						
No	4	1	7	3	4	1
Percentage	80	20	70	30	80.00	20.00
<b>Boards</b>						
No	20	6	15	3	20	6
Percentage	76.92	23.08	83.33	16.67	76.92	23.08
<b>Managers</b>						
No	88	72	91	67	100	70
Percentage	55	45	57.59	42.41	58.82	41.18
<b>Technical Crew</b>						
No	1,730	52	1,619	51	1,538	49
Percentage	97.08	2.92	96.95	3.05	96.91	3.09
<b>Commercial Crew</b>						
No	1,246	1,841	1,172	1,757	1,131	1,696
Percentage	40.36	59.64	40.01	59.99	40.01	59.99

	2021		2022		2023	
	Men	Women	Men	Women	Men	Women
<b>Coordinators</b>						
No	169	76	175	87	175	92
Percentage	68.99	31.01	66.79	33.21	65.54	34.46
<b>Specialists</b>						
No	98	41	101	54	118	68
Percentage	70.50	29.50	65.16	34.87	63.44	36.56
<b>Analysts</b>						
No	431	468	493	545	533	626
Percentage	47.94	52.06	47.49	52.51	45.99	54.01
<b>Operations</b>						
No	4,600	4,059	4,637	3,939	4,544	3,540
Percentage	53.12	46.88	54.07	45.93	56.21	43.79
<b>TOTAL</b>						
<b>No</b>	<b>8,386</b>	<b>6,616</b>	<b>8,310</b>	<b>6,506</b>	<b>8,163</b>	<b>6,148</b>
<b>Percentage</b>	<b>55.90</b>	<b>44.10</b>	<b>56.09</b>	<b>43.91</b>	<b>57.04</b>	<b>42.96</b>

## Percentage of employees by employee category and age group GRI 405-1

	2021		2022		2023	
	No	Percentage	No	Percentage	No	Percentage
<b>Chair and Deputy Chair</b>						
Aged fewer than 30 years	0	0	0	0	0	0
Aged 30 to 50 years	4	80	10	100	5	100
Aged more than 50 years	1	20	0	0	0	0
<b>TOTAL</b>	<b>5</b>	<b>100</b>	<b>10</b>	<b>100</b>	<b>5</b>	<b>100</b>
<b>Boards</b>						
Aged fewer than 30 years	0	0	0	0	0	0
Aged 30 to 50 years	22	84.62	16	88.89	23	88.46
Aged more than 50 years	4	15.38	2	11.11	3	11.54
<b>TOTAL</b>	<b>26</b>	<b>100</b>	<b>18</b>	<b>100</b>	<b>26</b>	<b>100</b>
<b>Managers</b>						
Aged fewer than 30 years	1	0.62	0	0	1	0.59
Aged 30 to 50 years	142	88.75	145	91.77	155	91.18
Aged more than 50 years	17	10.63	13	8.23	14	8.24
<b>TOTAL</b>	<b>160</b>	<b>100</b>	<b>158</b>	<b>100</b>	<b>170</b>	<b>100</b>
<b>Technical Crew</b>						
Aged fewer than 30 years	169	9.48	128	7.66	89	5.61
Aged 30 to 50 years	1,168	65.54	1,159	69.40	1,120	70.57
Aged more than 50 years	445	24.97	383	22.93	378	23.82
<b>TOTAL</b>	<b>1,782</b>	<b>100</b>	<b>1,670</b>	<b>100</b>	<b>1,587</b>	<b>100</b>
<b>Commercial Crew</b>						
Aged fewer than 30 years	319	10.34	249	8.50	215	7.61
Aged 30 to 50 years	2,351	76.16	2,242	76.55	2,152	76.12
Aged more than 50 years	417	13.50	438	14.95	460	16.27
<b>TOTAL</b>	<b>3,087</b>	<b>100</b>	<b>2,929</b>	<b>100</b>	<b>2,827</b>	<b>100</b>

	2021		2022		2023	
	No	Percentage	No	Percentage	No	Percentage
<b>Coordinators</b>						
Aged fewer than 30 years	9	3.67	11	14.20	18	6.74
Aged 30 to 50 years	194	79.18	208	79.39	211	79.03
Aged more than 50 years	42	17.15	43	16.41	38	14.23
<b>TOTAL</b>	<b>245</b>	<b>100</b>	<b>262</b>	<b>100</b>	<b>267</b>	<b>100</b>
<b>Specialists</b>						
Aged fewer than 30 years	11	7.91	14	9.03	15	8.06
Aged 30 to 50 years	111	79.86	120	77.42	149	80.11
Aged more than 50 years	17	12.23	21	13.55	22	11.83
<b>TOTAL</b>	<b>139</b>	<b>100</b>	<b>155</b>	<b>100</b>	<b>186</b>	<b>100</b>
<b>Analysts</b>						
Aged fewer than 30 years	299	33.26	355	34.20	406	35.03
Aged 30 to 50 years	570	63.40	647	62.33	707	61.00
Aged more than 50 years	30	3.34	36	3.47	46	3.97
<b>TOTAL</b>	<b>899</b>	<b>100</b>	<b>1,038</b>	<b>100</b>	<b>1,159</b>	<b>100</b>
<b>Operations</b>						
Aged fewer than 30 years	2,189	25.28	2,210	25.77	2,264	28.01
Aged 30 to 50 years	5,711	65.95	5,495	64.07	4,944	61.16
Aged more than 50 years	759	8.77	871	10.16	876	10.84
<b>TOTAL</b>	<b>8,659</b>	<b>100</b>	<b>8,576</b>	<b>100</b>	<b>8,084</b>	<b>100</b>
<b>TOTAL</b>						
<b>Aged fewer than 30 years</b>	<b>2,997</b>	<b>19.98</b>	<b>2,967</b>	<b>20.02</b>	<b>3,008</b>	<b>21.02</b>
<b>Aged 30 to 50 years</b>	<b>10,273</b>	<b>68.48</b>	<b>10,042</b>	<b>67.78</b>	<b>9,463</b>	<b>66.13</b>
<b>Aged more than 50 years</b>	<b>1,732</b>	<b>11.54</b>	<b>1,807</b>	<b>12.20</b>	<b>1,840</b>	<b>12.85</b>
<b>TOTAL</b>	<b>15,002</b>	<b>100</b>	<b>14,816</b>	<b>100</b>	<b>14,311</b>	<b>100</b>



Percentage of employees from minority and/or vulnerable groups by employee category **GRI 405-1**

	2021		2022		2023			2021		2022		2023	
	No. of employees from minority groups	Percentage	No. of employees from minority groups	Percentage	No. of employees from minority groups	Percentage		No. of employees from minority groups	Percentage	No. of employees from minority groups	Percentage	No. of employees from minority groups	Percentage
<b>Blacks and Browns</b>							<b>PwDs</b>						
Board of Directors	0	0	0	0	0	0	Board of Directors	0	0	0	0	0	0
Chair and Deputy Chair	0	0	2	20	0	0	Chair and Deputy Chair	0	0	0	0	0	0
Boards	1	6.25	0	0	3	11.54	Boards	0	0	0	0	0	0
Managers	21	13.13	25	15.82	27	15.88	Managers	0	0	0	0	1	0.59
Technical Crew	157	8.81	153	9.16	147	9.26	Technical Crew	1	0.06	1	0.06	1	0.06
Commercial Crew	464	15.03	449	15.33	438	15.49	Commercial Crew	2	0.06	2	0.06	2	0.07
Coordinators	46	17.77	51	19.47	52	19.48	Coordinators	1	0.45	1	0.40	1	0.37
Specialists	18	12.95	17	10.97	31	16.67	Specialists	0	0	0	0	0	0
Analysts	211	23.47	316	30.44	348	30.03	Analysts	4	0.45	6	0.58	9	0.78
Operations	3,927	45.30	3,919	45.70	3,817	47.22	Operations	218	2.64	203	2.51	177	2.19
<b>TOTAL</b>	<b>4,900</b>	<b>32.66</b>	<b>4,930</b>	<b>33.27</b>	<b>4,863</b>	<b>33.96</b>	<b>TOTAL</b>	<b>226</b>	<b>1.53</b>	<b>213</b>	<b>1.50</b>	<b>191</b>	<b>1.33</b>



## Health and safety

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

We adopt an occupational health and safety management system that adheres to labor laws, collective agreements and conventions, other industry regulations, licensing and authorization requirements. We also comply with the Labor Public Prosecutor Office (MPT), with inspection and oversight requirements and regulatory standards (NRs) set forth by the Ministry of Labor and Employment.

To this end, we have a comprehensive occupational health and safety management system that aims to ensure the protection of all Employees. The system handles all operational aspects, including equipment and training, aiming to monitor and track the health of our Team of Eagles, and covers full-time, part-time, and permanent workers.

Professionals providing occupational health services must meet specific quality requirements, including registration with the Ministry of Labor, the Regional Medical Board and specialization in occupational medicine.

### We launched the best practices guide

Another significant step was the release of an easy-to-understand quick reference guide for everyday life, addressing diversity, equity, and inclusion topics in clear, straightforward language. The document introduces key concepts on the subject and covers topics such as issues related to minority groups, racial equity, LGBTQ+, accessibility, and ageism. It also features tips for communicating without prejudice or discrimination, clarifying expressions that are commonly used but have a prejudiced bias. It also provides guidance on non-confrontational communication in day-to-day life.

## HEALTH RISK MANAGEMENT

In 2023, to support the management of this issue, we implemented several processes to identify and assess workplace hazards and risks. These include safety inspections, ergonomic risk assessments, emergency drills, and monitoring exposure to chemicals, among others. It is important to emphasize that our policies and processes ensure Employees have the right to refuse to do work in situations that may pose a risk of workplace accidents or occupational illness.

Two other ways to ensure the quality of hazard and risk identification and assessment processes are training and certifications. All monitoring is done through performance indicators, continuous training and process improvements, as well as investments in technology and equipment and review of policies and procedures.

Health services encompass occupational health examinations, occupational risk assessments, management of certificates and licenses, ergonomics education, health and wellness campaigns, health and safety audits, preparation of legal documentation, and support for rehabilitation programs.

To unify our initiatives, health and safety issues are addressed through various communication channels, workshops, training sessions, campaigns, and committees. Hazard reporting can be submitted

via dedicated e-mail addresses, the intranet, security meetings, and a specific platform, all while ensuring anonymity. It is also possible to communicate directly with the occupational health and safety team.

### Main occupational risks mapped

The primary types of occupational diseases identified include repetitive strain injuries (RSI), work-related musculoskeletal disorders (WMSDs), pneumonia and respiratory diseases, noise-induced hearing loss (NIHL), poisonings and intoxications, skin conditions, occupational stress, infectious diseases, occupational cancers, cardiovascular diseases, neuropsychological disorders, radiation-related occupational diseases, and mental health issues.

The hazards that can result in these occupational diseases include chemical, physical and ergonomic agents. GOL has identified these possibilities through processes that include risk agents, exposure assessment, identification of work-related diseases, and establishment of control measures, among others.

Measures taken to mitigate them include the use of Personal Protective Equipment – PPE, exposure monitoring, regular inspections, education and training, continuous improvement, worker involvement, and compliance with legislation and regulations.

Types of incidents GOL considers are falls, accidents with vehicles and equipment, falling objects, exposure to chemicals and burns. Data are collected daily and analyzed objectively and impartially. Alongside inspections and assessments, data on occupational health, training, and awareness are also collected. In 2023, there were 14 recorded cases of occupational diseases requiring mandatory notification, with no fatalities.

To reduce occurrences in 2024, the incidents identified in this cycle concentrated on stages such as root cause investigation, detailed descriptions, information gathering, notification, and assessments of severity and likelihood. **TR-AF-540A.1**

# Inspections, risk assessments and emergency drills are among the resources used in the operation to ensure the employees' safety.



# Products and services that may have an impact on the Customers' health and safety

GRI 403-7, 416-1, 416-2

We seek to generate positive impacts on the health and safety of our Customers and, thus, ensure the satisfaction of this audience throughout their journey. In addition to mapping the hazards and risks present in the activities done by Employees, both in their own operations and in business partnerships, we observe products and services made available that can generate negative impacts, and we have strategies that overcome these risks.

The main ones are:

Potential impact	Combat strategy
Food and beverages	Safety and quality verification to meet health standards
Toiletry	Availability of products to promote passenger health and safety
Luggage policy	We follow policies to avoid health and safety risks
Onboard entertainment	Ensuring compliance with safety standards
Accessibility	Ensure access for passengers with special needs
Transport of animals and unaccompanied minors	Clear policies and operating procedures



Because we take all legal aspects into account when selecting products and services and adhere to current guidelines, there have been no recorded cases of penalties or warnings.



## Committee participants work on developing the Accident Prevention Action Plan (APAP) and have significant relevance and authority in decision-making processes related to the topic at GOL.

### Health and safety committees

Another mechanism that helps us prevent risks are health and safety committees formed by employees responsible for monitoring the process of identifying hazards and risks in the workplace, proposing measures to prevent work-related accidents and illnesses, participating in the implementation of these measures, investigating and analyzing such accidents and illnesses, and promoting awareness, education and training.

Together with the Specialized Occupational Health and Safety Service (SESMT), these committees participate in debates on the planning and execution of the Environmental Risk Prevention Program (ERPP), which recommends the shutdown of machines or areas when there is an imminent risk of an accident, for example. Periodic inspections are also carried out on a daily basis.

### Training on the topic

Training and qualifications include onboarding or guidance for new employees in fall prevention, firefighting, ergonomics, use of PPE, risk communication, work in confined spaces and at height, operation of machines and equipment, cargo handling, emergencies, disease prevention, etc.

Our workforce gets training according to the risk exposure in their respective tasks, and general topics and safety guidelines cover the entire Company. The Eagles Academy is tasked with controlling this and follows specific procedures to do so.

### Promotion of health and well-being

To promote the health and well-being of the Team of Eagles, GOL provides a range of initiatives and programs. These include supplemental health plans, on-site clinics or health centers, partnerships with health institutions, wellness programs, psychological support, flexible work hours, and access to online services, among others.

It also offers programs aimed at preventing non-work-related illnesses, which can be extended to family members. These programs cover areas such as weight and nutrition management, physical exercise, vaccination campaigns, mental health and emotional well-being, health screenings, stress management, chronic disease prevention, oral health, and the management of alcohol and drug consumption.

The Company complies with standards and regulations such as ISO 45001 for occupational health and safety management, NR-10, which addresses safety in electrical installations and services, and NR-12, related to occupational safety in machinery and equipment.



Conceived as a preventive action for emotional health, the **GOL2gether Program** dedicated attention to the Company's Crew. In 2024, it will be expanded to include stewards and members of the administrative and maintenance areas. It relies on the initial support of its own peers, pilots who were trained in the program. The initiative is also made up of psychologists and experts in human fatigue, who offer support to those interested. Classified and confidential, GOL2gether is not punitive in nature.

### Work-related injuries GRI 403-9

Class	2021		2022		2023	
	Employees	Workers who are not employees (third parties)	Employees	Workers who are not employees (third parties)	Employees	Workers who are not employees (third parties)
Number of hours worked	30,389,869		27,733,289		28,634,932	0
Number of fatalities resulting from work-related injuries;	0		0		0	0
Index of fatalities resulting from work-related injuries	0		0		0	0
Number of work-related injuries of mandatory reporting (including fatalities);	62		148		183	0
Number of accidents with lost days	46		72		81	0
Number of accidents without lost days	16		19		18	0

We do not monitor third-party occupational work accident data.

# Customers

GRI 3-3

In 2023, we achieved a 28 percent market share in the air transport industry, transporting 31.8 million passengers in 222,351 take-offs during the year. This represents an increase of 12.1 percent and 10.1 percent, respectively, compared to the previous year.

We operate in 75 domestic and international destinations and have added six new GOL bases for domestic flights: Araçatuba (ARU), Brasília (BSB), Juiz de Fora (IZA), Ribeirão Preto (RAO), São José do Rio Preto (SJP), and Uberaba (UBA). In international operations, we added these routes: Confins (CNF) - Ezeiza (EZE), Porto Seguro (BPS) - EZE, Salvador (SSA) - Montevideo (MVD) [seasonal route], Florianópolis (FLN) - Córdoba (COR) [seasonal route], João Pessoa (JPA) - EZE and Galeão (GIG) - EZE.

Partnerships with other airlines enable us to offer codeshare flights, making it easier for passengers to connect to destinations not directly served by the Company.

Furthermore, in line with our expansion strategy and GOL's purpose of Being First for Everyone, we are in the process of renewing and upgrading our fleet together

with Boeing, which will bring even more comfort to our Customers' travel experience. *(Read more on page 08).*

As the Customer is our reason for existence, all initiatives from different areas of the Company converge so that this audience has a good experience at GOL. We have a specific board to address this issue, which is responsible for reviewing the context, developing strategies, allocating resources, engaging stakeholders and monitoring, among other duties.

Measure effectiveness is assessed through impact assessments, measurement systems, stakeholder feedback, grievance mechanisms, and external performance evaluations and benchmarking. By listening to our Customers, we improve processes and, thus, their experience and satisfaction.

The objectives, goals, and indicators used to measure progress include the continuous improvement of services for passengers with special needs and in contingency situations. Measurements are tracked using indicators such as the Net Promoter Score (NPS), which gauges the likelihood of a person recommending a brand or service to others, and Customer Service (SC), among others.



28%

market share of the air transportation industry



31.8 M

passengers in 75 domestic and international destinations



222,351

takeoffs, up 10.1 percent compared to the previous year



## GOLLOG awarded the Ipata seal

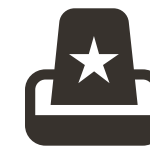
The unit was certified with the seal of the International Pet and Animal Transportation Association (Ipata), further reinforcing our excellence and commitment to animal transportation. This recognition reflects the continuous improvements GOLLOG has made in pet transportation, such as the Pet Crisis Plan, Pet spaces, pet cabin ticket with miles, etc.

### GOL SERVICES



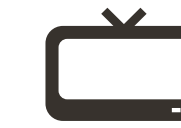
#### "GOL+ Conforto" (GOL More Comfort) Seat

This service offers seats with extra legroom and greater reclining for enhanced comfort; priority check-in and boarding, as well as access to an exclusive luggage compartment.



#### Premium Economy

A unique onboard service that includes a free middle seat with 50 percent more reclining, exclusive hand compartments, a comfort kit, flight anticipation options, complimentary first and second checked baggage, onboard entertainment, and flexibility to change or cancel flights.



#### GOL online

Platform featuring movies, series, in-flight TV and various other types of content that can be accessed via cell phone.



#### Additional seat

For a more peaceful and private travel experience.



#### "Acompanhamento voe junto" (Fly together)

Assistance service for unaccompanied minors during travel.



#### Traveling with pets

For pets weighing up to 10 kg.



# Suppliers

GRI 3-3

GOL has an extensive and diversified network of Brazilian and international suppliers, encompassing spare parts for aircraft maintenance, aviation fuel, and food and beverage companies for passengers. The estimated total value of payments made during the period to over 1,500 small, medium, and large suppliers was BRL 9,170,179. **GRI 2-6**

This extensive supply chain guarantees the quality and efficiency of our services. It is categorized as tactical and strategic, whether due to the financial volume, size of the partner company and/or importance for our operation. Regarding jet fuel, we continued our partnership with Vibra Energia throughout the year, with a contract that extends until 2025.



**BRL 9,170,179**

is the estimated value paid to our supply chain

Effective management of this supply chain relies on a specific technical qualification policy, along with work instructions for those identified as having the greatest impact on operational safety.

Selection and hiring consider commitment to ethical conduct and reputational solidity, and there was no significant change in business partners or other aspects related to GOL's operations in 2023. The mitigation of supply chain impacts is achieved through policies, analyses, and controls that consider factors such as safety and compliance. **GRI 2-6**

As a new initiative for the period, we started to incorporate sustainability criteria in our contracting process, although our supplier selection does not specifically address environmental or social impacts. Currently, all suppliers are required to comply with and adhere to the compliance policies, anti-corruption measures, and with the Company's Code of Ethics.

The code of conduct and guidelines for third parties are documents that reinforce the need for this audience to be aligned with GOL's positions. If any discrepancies with

Access the document at: [Suppliers | GOL Airlines \(voegol.com.br\)](#)

## Complementing GOL's Code of Ethics, we have the Conduct Guidelines for Third Parties in their relationship with GOL, which aim to regulate the ethical conduct of partners. **GRI 205-2**

the stipulated commitments are identified during the contracting process, GOL will not move forward with the partnership. In 2024, this process will also incorporate environmental, social, and governance aspects, with a thorough examination aligned with the publication of the Corporate Sustainability Due Diligence Directive (CS3D) by the European Commission. **GRI 308-1, 414-1, 414-2**

We also implemented a new automation tool for sourcing aeronautical material suppliers, utilizing artificial

intelligence. This tool will enable us to identify new potential suppliers and conserve resources by reducing response times for our internal customers, thereby optimizing down-time.

While we have not yet conducted assessments to identify the environmental impacts caused by our suppliers, we plan to develop a Stakeholder Engagement Plan in 2024. **GRI 308-2**

# Society

Created in 2010 from the need to train specialized labor for the aviation industry, the **GOL Institute** was born aligned with the value of sustainability and operated on five pillars: Education and sport, civics, accessibility and volunteering.

Aiming to support GOL's ESG strategy, in 2022 we began a renewal process for the Institute. Consolidated in 2023, the first initiative was the review of our **Social**

We are progressing with the election of a new board of directors, chaired by the Company's Chief People Officer (CPO), Mr. Jean Carlo Nogueira, who is tasked with People, Culture and ESG. The board of directors also includes Ana Cristina (vice president and Airport Operations Officer), Cristiane Viana (Administrative Director and Executive Manager of Planning, Capacity and Scale) and Felipe Sobrinho (who holds the positions of executive director of the Institute and ESG manager at GOL).

**Support Policy**, through which we reorient our focus to the education pillar, with three premises: Literacy, professional technical education and diversity, equity and inclusion.

GOL Institute's direction aligns with GOL's ESG strategy, focusing on SDG 4 - specifically items 4.2 (ensuring access to quality early childhood education for all children) and 4.5 (eliminating disparities in education and guaranteeing equal access for all) - as well as SDG 8, particularly item 8.3 (encouraging decent jobs, entrepreneurship, and the growth of small businesses). In 2023, a new request for proposals was initiated to select entities that will be included in the Company's portfolio in 2024 and 2025.

Performance is divided into two initiatives: **Ticket Program** and the **"Águias do Bem" (Eagles for Good) Volunteer Program** (re-released in the period). Under the former program, 6,000 airline tickets will be distributed between 2024 and 2025. Under the latter, interested Employees will attend training that will cover concepts such as the meaning of volunteering and the commitment to the cause, among other related topics. After this process, they can choose from among the various institutions the Company supports, the one they wish to help as a volunteer.



THE GOL INSTITUTE OPERATES ON TWO FRONTS: THE TICKET PROGRAM AND THE "ÁGUIAS DO BEM" (EAGLES FOR GOOD) VOLUNTEER PROGRAM.

## Purpose

To promote opportunity for all.

## Mission

To collaborate to implement initiatives that promote positive changes in the community by providing education, training individuals, and ensuring the effectiveness of actions that support the aviation industry.

## Beliefs

**SAFETY**  
Transparency and seriousness in projects

**EDUCATION**  
The foundation of all our actions

**COLLABORATION**  
Take off together to go further

**DIVERSITY**  
Being plural to build equity

**RESPECT**  
Treat others as they want to be treated

100+

social organizations supported since the onset of the program in 2010

15,285 kg

transported by GOLLOG

23,731

tickets made available to social organizations since 2006

3,064

in 2023

During the period covered by the report, the Company invested in and supported infrastructure projects or services in the communities in which it operates. Forty-seven Social Organizations benefited through the ticket donation program, which made 3,081 tickets available, equivalent to BRL 3,925,194 in value. The equivalent of BRL 3,340,428 was utilized of the total offered. **GRI 203-1**



## GOL Memory Center

Founded in 2019, the GOL Memory Center is dedicated to preserving and celebrating the Company's history. Located at the headquarters in São Paulo, it has a collection of documents, photographs, videos and objects that portray the Company's evolution over the years, as well as its milestones, achievements and innovations.

It is an active agent in the construction of GOL's organizational culture. Through its educational and cultural activities — such as temporary exhibitions, lectures, workshops, and guided tours — the Center promotes appreciation for the history of aviation in the country, strengthens the employees' sense of belonging, and contributes to the development of a solid and vibrant organizational identity.



# New times for the Earth

## IN THIS CHAPTER:

- Environmental management
- Climate change
- Energy
- Water
- Waste



# Environmental management

Recognizing that airlines account for approximately 2.4 percent of global GHG emissions\*, primarily from the combustion of fossil fuels used in aircraft, GOL has made significant strides in implementing measures to reduce its environmental impact.

Although this percentage may seem small compared to other markets in the economy, the industry is challenging to decarbonize due to several factors, such as the limited availability of sustainable fuels. At present, the global production of Sustainable Aviation Fuel (SAF) is still in its early stages and faces challenges concerning scalability and high costs.

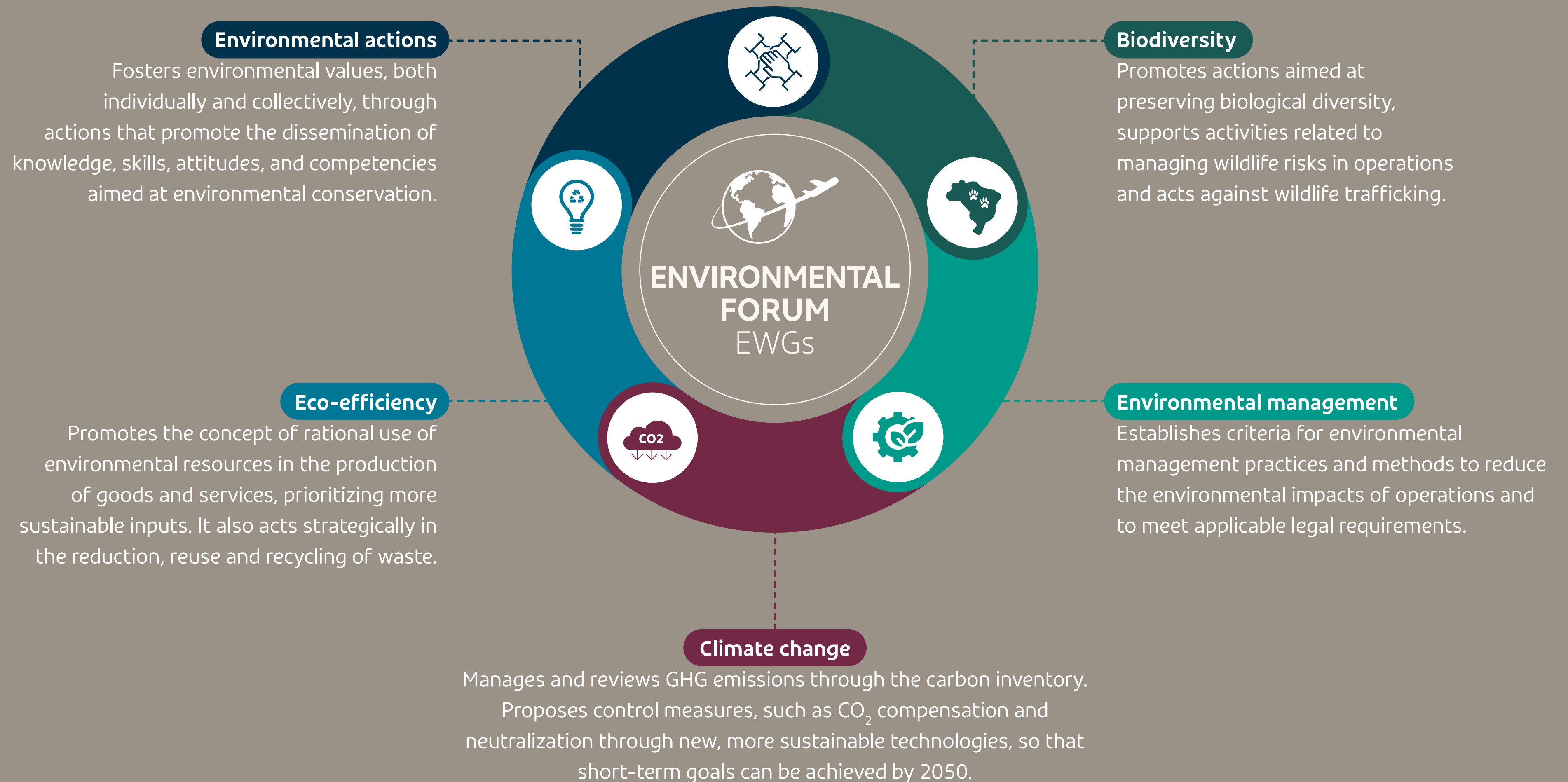
Despite the challenges, we have made progress in systematizing actions that help us avoid, reduce, and mitigate the negative impacts of our operations. To this end, in 2023, we implemented the Environmental Management System (EMS), which supports us in monitoring and measuring GHG emissions, identifying opportunities for reducing and improving the environmental efficiency of our activities.

**We have implemented the Environmental Management System that supports us in monitoring and measuring GHG emissions.**

And, to encourage the exchange of ideas in our **Team of Eagles**, we created **Environmental Working Groups (EWG)**. Throughout the year, 22 Employees from different strategic areas came together to discuss and debate topics and propose goals related to the five pillars:

\* According to the Intergovernmental Panel on Climate Change (IPCC) report entitled Aviation and the Global Atmosphere, which details the industry's contributions to global emissions of CO<sub>2</sub> and other GHGs.

# Environmental Working Groups - EWGs



One of the actions undertaken by the EWGs is holding the biannual **Environmental Forum**, which discusses the improvement of procedures, processes and the best environmental practices at GOL.

Currently, the Company's ESG area is tasked with coordinating and organizing the activities of both the EWGs (Working Groups) and the Environmental Forums. A non-statutory ESG Committee is under development for 2024.

Discover our main EWGs goals and indicators:



## EWG - ENVIRONMENTAL ACTIONS

### SCOPE

#### Survey of environmental aspects and impacts

##### OBJECTIVES AND INDICATORS

- 100% of activities mapped by 2024

### SCOPE

#### Management of legal requirements

##### OBJECTIVES AND INDICATORS

- 100% of applicable legal requirements met by 2027

### SCOPE

#### Environmental risk management

##### OBJECTIVES AND INDICATORS

- 100% of the environmental risks mapped by 2024

\* Federal Technical Registry of Potentially Polluting Activities and/or Users of Environmental Resources – CTF/APP.

### SCOPE

#### Environmental Licensing

##### OBJECTIVES AND INDICATORS

- 100% of the bases licensed by 2026

### SCOPE

#### Ibama – CTF/APP\*

##### OBJECTIVES AND INDICATORS

- Environmental regularity by 2026

### SCOPE

#### Environmental Audit

##### OBJECTIVES AND INDICATORS

- Hiring of an environmental consulting firm until 2024

### SCOPE

#### IEnvA Stage 2 Certification

##### OBJECTIVES AND INDICATORS

- Recertification in November 2024.

## EWG - ECO-EFFICIENCY

### SCOPE

#### Management of water resources and industrial effluents

##### OBJECTIVES AND INDICATORS

- Survey of applicable laws until 2025 (field mapping of hydraulic conditions of bases and Aerotech)

### SCOPE

#### Management of chemicals and inputs

##### OBJECTIVES AND INDICATORS

- 100% management of controlled products by 2024 (keep certificates updated with the regulatory body)

### SCOPE

#### Energy efficiency

##### OBJECTIVES AND INDICATORS

- 100% more efficient lighting at Aerotech headquarters by 2026 (map consumption points)

### SCOPE

#### Management of solid waste

##### OBJECTIVES AND INDICATORS

- Implement a Solid Waste Management Plan – SWMP – in all bases by 2025

## EWG - CLIMATE CHANGE

### SCOPE

#### Atmospheric emissions monitoring program

##### OBJECTIVES AND INDICATORS

- Monitor emission sources and conduct field work by 2024 to identify possible unreported sources

### SCOPE

#### CORSIA\*

##### OBJECTIVES AND INDICATORS

- Fuel compensation and reduction obligations admissible under CORSIA - a program of the International Civil Aviation Organization (ICAO). 2024-2026/2027-2029/2030-2032 cycles

### SCOPE

#### GEE emissions reduction

##### OBJECTIVES AND INDICATORS

- Use of agroforestry systems and SAFs, Carbon Neutral Routes, more efficient aircraft, corporate travel compensation, and the "Meu Voo Compensa" (My Flight Offset) Program

\* Carbon Offsetting and Reduction Scheme for International Aviation.

### SCOPE

#### GHG Protocol (Getúlio Vargas Foundation – FGV)

##### OBJECTIVES AND INDICATORS

- Publish the CO<sub>2</sub> inventory annually in the Public Emissions Registry (PER), improve the scope 3 emissions survey by 2025

### SCOPE

#### CDP e ICO2

##### OBJECTIVES AND INDICATORS

- Promote annual adherence to the CDP to improve the score, which is currently B-. Seek continuous improvement in emissions management, control and monitoring actions

## EWG - ENVIRONMENTAL ACTIONS

### SCOPE

#### Environmental training

##### OBJECTIVES AND INDICATORS

- 100% of Employees must be trained by 2025 (through the Knowledge Portal and specific training for leaders)

### SCOPE

#### Environmental Emergency Response Plan (EERP)

##### OBJECTIVES AND INDICATORS

- Provide training on the use of the Environmental Emergency Kit and conduct an annual drill at Aerotech

### SCOPE

#### Environmental campaigns

##### OBJECTIVES AND INDICATORS

- March 22 – World Water Day
- June 5 – World Environment Day
- September 21 – World Tree Day
- August 14 – National Day to Combat Environmental Pollution (Conduct actions at Aerotech, bases and in Smiles)

### SCOPE

#### Environmental Round

##### OBJECTIVES AND INDICATORS

- Develop engagement actions with leadership to implement the Environmental Round periodically until 2024

## EWG - BIODIVERSITY

### SCOPE

#### Fauna and flora protection program

##### OBJECTIVES AND INDICATORS

- Supports activities related to wildlife risk management in operations

### SCOPE

#### Support for biodiversity projects

##### OBJECTIVES AND INDICATORS

- Seek partnerships with NGOs by 2026 to support the cause

### SCOPE

#### Transport of wild animals

##### OBJECTIVES AND INDICATORS

- Promote animal transportation activities at GOLLOG and help improve this activity by 2026

### SCOPE

#### IEnvA Module Illegal Wildlife Trafficking (IWT)

##### OBJECTIVES AND INDICATORS

- IWT Module Certification by 2026 (supporting actions against wildlife trafficking)



# Climate change

GRI 3-3, 201-2, 3-3, TR-AF-110A.2

Brazil and the world faced extreme weather events in 2023. Climate change, exacerbated by the El Niño phenomenon, has significantly impacted the daily lives of many communities, leading to material destruction, environmental degradation, and risks to both human and animal health.

GOL has mapped risks and opportunities to improve our management in relation to the impacts of climate change. Extreme weather events, rising global temperatures, and increasing sea levels have been identified as significant physical risks.

The impacts of climate events include damage to infrastructure, economic and life losses, population displacement, impacts on health and biodiversity, food insecurity, and psychological and social impacts. Financially, these risks can include adaptation costs, operational, insurance and supply chain risks, energy costs, regulatory challenges, reputational impact and access to capital.

The impacts of rising sea levels include flooding and coastal erosion, displacement of communities, and impacts on the economy and infrastructure. And the

financial implications involve adaptation costs, property damage, increased insurance costs, asset depreciation, regulatory pressure and reputational impact.

The opportunities identified, in turn, are related to energy efficiency, zero-carbon technologies and environmental awareness and education. Energy efficiency provides lower energy costs and reduced maintenance requirements, while also attracting ESG-focused investors. Zero-carbon technologies offer energy cost savings, among other benefits.

Through awareness-raising and environmental education efforts, it is possible to increase the understanding of the urgency of environmental actions, promote behavioral changes, and foster more innovation in the education sector. From a business perspective, these actions contribute to building a positive brand reputation and strengthening market position, which in turn leads to greater employee engagement and more effective supply chain management.

To manage these risks and opportunities, the Company invests in improving energy efficiency and using

carbon offsets. Since 2020, GOL has adhered to the TCFD recommendations, demonstrating its increasing commitment to responsibly addressing climate challenges.

A system to calculate these costs is expected to be implemented in 2024, and a Climate and Environmental Risk Assessment will be conducted to deepen the understanding of the main challenges the Company faces.

**During this period, we raised our CDP performance level from C to B-, ratifying our consistency on the topic of climate change.**

Our commitment to transparency is evidenced by GOL's participation in several initiatives, such as:

- **Brazilian GHG Protocol Program** – In 2010, we published our emissions inventory, and, in 2011, we were awarded the Gold Seal;
- **CDP** – In 2023, we raised our CDP performance level from C to B-, demonstrating the consistency of our actions in the fight against climate change;
- **CPLC** – We are part of this initiative that defends carbon pricing as a tool to drive the decarbonization of the economy.

We are certified by International Air Transport Association at IEnvA, stages 1 and 2 of the Voluntary Certification Program that assesses the Company's commitment to improving its environmental and sustainable performance. The initiative is based on standards and best practices, complies with the requirements of ISO 14001 (Environmental Management System) and even considers the full involvement of governance in the matter.

## We are adhering to the ISSB sustainability disclosure standards

Until 2022, in accordance with the TCFD recommendations, we published the indicators corresponding to the four key pillars: Governance, strategy, risk management, and metrics and targets. In this cycle, we chose to undergo an internal restructuring to align with the International Sustainability Standards Board (ISSB) standards in 2024, specifically IFRS S1 and S2.

The ISSB is an international sustainability standards board under the International Financial Reporting Standards (IFRS) that aims to propose global standardization of information to improve reporting transparency. It is divided into S1, which includes general requirements for disclosing financial information on sustainability, and S2, which contains information related to climate issues.

The restructuring of this information disclosure aligns with the updated GOL materiality matrix and risk map. The Company also complies with Brazilian Securities and Exchange Commission (CVM) Resolution 193, which regulates the disclosure of sustainability information by publicly-held companies in Brazil.

## Commitments made to SBTi

### TR-AF-110A.2

During this period, we also reaffirmed our commitment to the Science Based Targets initiative (SBTi). This is a global collaboration that aims to help companies reduce their GHG emissions. Led by several entities, such as the World Wide Fund for Nature (WWF), target definition is aligned with scientific principles.

In 2021, we sent our letter of commitment to SBTi for the first time, and the next step would be to develop and present the goals within 24 months. However, due to the pandemic context and the structuring of ESG Management, we ended up missing this deadline. Thus, we sent our letter of commitment again in the first half of 2024. By early 2025, we will submit the goals for validation of the Initiative, which are as follows:

- **Short term (five to ten years)**  
limit global temperature increase to 1.5°C
- **Long term (net zero emissions)**  
Net Zero by 2050
- **Long term (net zero emissions)**  
fleet plan

To materialize this delivery, GOL is conducting a broad fleet renewal program (*detailed on page 08*). See the table below for our projected fuel consumption reduction resulting from the fleet upgrade. By 2032, with 737MAX aircraft making up 96 percent of our fleet, we will reduce CO<sub>2</sub> emissions in the atmosphere by 12.5 percent. The average age of the aircraft was 10.4 years. The average daily fleet utilization rate was: 10.0 block hours in 2021; 11.0 in 2022; and 11.7 in 2023. [TR-AL-000.F](#)





### Fleet renewal and CO<sub>2</sub> reduction with MAX aircraft

Aircraft	NG (former)	MAX (new)	Reduction in terms of fuel	Percentage of MAX aircraft	CO <sub>2</sub> reduction
2024	75	58	13.03%	41.1%	-5.4%
2025	62	71	13.03%	50.4%	-6.6%
2026	41	96	13.03%	66.2%	-8.6%
2027	26	110	13.03%	76.4%	-10.0%
2028	16	122	13.03%	83.6%	-10.9%
2029	8	134	13.03%	89.3%	-11.6%

The data differs from what was published in the reference form because we only considered aircraft currently in operation that are being gradually replaced by the MAX model. This table therefore disregards cargo aircraft and those undergoing maintenance.

## Emissions

GOL has been publicly reporting its emissions in FGV's RPE since 2010. We are currently setting objectives and targets for emissions in Scopes 1, 2 and 3. Starting in 2024, environmental performance will be monitored through intensity indexes, offering clearer insights and better context for the Company's efficiency in this area.

**GRI 305-4**

Another area in which we have made progress is the efficient use of jet fuel, which accounts for 98 percent of CO<sub>2</sub> emissions. In addition to the gradual renewal of the fleet with a model that consumes 15 percent less fuel, there are also efficiency, compensation and support projects for sustainable fuels.

### “MEU VOO COMPENSA” (MY FLIGHT OFFSET)

In partnership with Climatech, a carbon credit company, we encourage passengers to offset the carbon emissions from their flights. In addition to contributing to mitigating climate change, this initiative underpins our commitment to sustainability and offers our Customers the opportunity to do their part for a greener future.

They can participate in the initiative when purchasing their ticket or even after their flight, as the company e-mails instructions on how to join the program following the trip.

GOL's decision to adopt a co-responsibility strategy was designed to raise awareness and engage its Customers on environmental issues. Launched in July 2021, the figures show that the initiative has gained traction after the pandemic phase and is expected to reach even higher heights in 2024.

In line with its goal to educate and engage passengers on this topic, the Company has added a QR code to its onboard ticket, directing passengers to Climatech's website for more information about the carbon offsetting process and the initiatives involved.

Adherence to the Program

B2C + Neutral routes

**3,406 tons of CO<sub>2</sub> offset**

B2B

**2,068 tons of CO<sub>2</sub> offset**

**391,592.29**

trees preserved

**2.6 million**

trees are equivalent to the period of 2021-2023

**391,000+**

in 2023

**100% Carbon Neutral Routes: On the São Paulo-Bonito and Recife-Fernando de Noronha\* flights, GOL and Climatech jointly cover the total costs of CO<sub>2</sub> compensation. Launched in 2021, the pioneering initiative neutralized 5,474 tons of CO<sub>2</sub> in 2023.**



## Carbon offsetting

The measure is a mechanism designed to neutralize GHG emissions from activities such as air travel, car use, and business operations, among others. To offset carbon, the amount of GHG emissions generated by the activity in question is calculated, using internationally recognized methodologies.

After the calculations have been completed, we can purchase certified carbon credits, which represent one ton of carbon dioxide (CO<sub>2</sub>) equivalent that has either not been emitted or has been removed from the atmosphere. These credits are generated by projects aimed at reducing or removing GHG emissions, including reforestation, renewable energy, and energy efficiency, among others.

\* The Recife-Fernando de Noronha route has been temporarily suspended due to works at the island's airport.



## COLLABORATION TO PREVENT THE INCREASE OF CO<sub>2</sub> EMISSIONS IN AVIATION

Our commitment to sustainability led us to join Icao's Corsia in 2023. The initiative aims to neutralize the rise in CO<sub>2</sub> emissions within the aviation industry by purchasing carbon credits that fund emissions reduction projects in other sectors.

### Green aircraft

GOL has a green aircraft in its fleet. This aircraft is a Boeing 737-800 that was painted in a special shade of green and has a visual identity that is different from the Company's other aircraft.

The initiative is part of the Company's commitment to sustainability and environmental preservation. It is used on scheduled flights, in environmental awareness campaigns and as an incentive for carbon offsetting for Customers. Its green paint job symbolizes our concern with reducing our carbon footprint and with sustainable practices in our operations.

## SUSTAINABLE AVIATION FUEL

In our industry, the use of SAF is one of the initiatives aimed at combating GHG emissions as a substitute for traditional jet fuel.

GOL has been evaluating participating in studies and research to leverage SAF production in the country. Brazil has great potential to be a global supplier of clean aviation fuels, given the diversity and sustainability of raw materials that can be used for the production of biokerosene ([learn more here](#)). The Fuel of the Future Program, initiated by the Brazilian Biodiesel and Biokerosene Union (Ubrabio), aims to make a meaningful contribution to this agenda.

**GOL was the first airline in Latin America to set a goal of achieving net zero carbon emissions by 2050.**

## Direct GHG emissions (Scope 1)<sup>1</sup> [GRI 305-1, TR-AF-110A.1, TR-AL-110A.1, TR-AL-110A.2](#)

Type of emission	2021	2022	2023
Total scope 1 emissions, in tCO <sub>2</sub> eq	1,901,225	2,736,385	3,081,851.99
Total scope 1 biogenic emissions, in tons	168	187	520.78

1. GOL reports scope 1 emissions on a consolidated basis, including carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O) and hydrofluorocarbons (HFCs). The base year chosen is 2023, as it is always the year prior to the reporting year. The Company did not set an emissions reduction target and uses the base year for comparison and analysis purposes only. There were no significant changes in emissions that required recalculations. We utilize the emission factors and global warming potentials (GWP) from the GHG Protocol, adopting operational control as our consolidation approach. GOL's entire GHG inventory is certified and published annually in FGV's RPE.

## Indirect (Scope 2) GHG emissions from energy acquisition<sup>1</sup> [GRI 305-2](#)

Type of emission	2021	2022	2023
Total scope 2 emissions, in tCO <sub>2</sub> eq	1,264	502	366.89

1. The calculation included only CO<sub>2</sub>. There were no significant changes in emissions that required recalculations in the base year. We use emission factors and Global Warming Potential (GWP) from the GHG Protocol, adopting operational control as our consolidation approach. GOL's GHG inventory is certified by an external company and published annually in FGV's RPE.

## Other Indirect (Scope 3) GHG Emissions<sup>1</sup> [GRI 305-3](#)

Type of emission	2021	2022	2023
Total scope 3 emissions, in tCO <sub>2</sub> eq	49,685	145,537	16,401.23
Total scope 3 biogenic emissions, in tons	4,020	4,107	451.18

1. The gases included in the calculation are CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O. Scope 3 emissions considered were upstream transportation and distribution, operational waste, business travel and employee transportation. There were no significant changes in emissions in the base year. We use emission factors and Global Warming Potential (GWP) from the GHG Protocol, consolidating through operational control. GOL's GHG inventory is certified external and published annually in FGV's RPE.

## GHG emissions reduction<sup>1</sup> [GRI 305-5](#)

	2023		
	Scope 1	Scope 2	Scope 3
Emissions in the base year	2,736,384.97	502.09	145,462.38
Emissions in the reporting year	3,081,851.99	366.89	16,401.23
Difference in emissions compared to the base year	-345,467.02	135.20	129,061.15

1. As we do not have a definition of "base year", we use the year 2022 as a reference for comparison with 2023. Scope 1 emissions rose due to the increase in flights after the pandemic (2020-2022). In Scope 2, there was a more comprehensive inclusion of electricity consumption data. In Scope 3, emissions related to Employee mobility via public transport were not reported in 2023, but will be detailed and reported again in 2024. The gases included in the calculation are CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O and HFCs. Scope 3 categories considered were upstream transportation and distribution, operational waste, business travel and employee transportation. We use emission factors and Global Warming Potential (GWP) from the GHG Protocol and adopt operational control as our consolidation approach. GOL's GHG inventory is certified by an external company and published annually in FGV's RPE.

## Emissions of ozone-depleting substances – ODS GRI 305-6

	2023
Type of substance	R-410A
Production, import and export (TCFC-11 eq)	0
ODS destroyed by approved technologies (TCFC-11 eq)	0
ODS fully utilized as raw material in the manufacture of other chemicals (TCFC-11 eq)	0
ODS recycled and reused (TCFC-11 eq)	357.86
<b>TOTAL</b>	<b>-357.86</b>

The substance included in the calculation was R-410A - 186.05 kg. These include fugitive emissions from gas in the air conditioning and refrigeration systems at both GOL headquarters and Aerotech (Maintenance Center). The methodology used was the GHG Protocol.

## NO<sub>x</sub>, SO<sub>x</sub>, and other significant air emissions GRI 305-7

Substance	2023
NO <sub>x</sub>	0
SO <sub>x</sub>	0
Persistent organic pollutants (POPs)	0
Volatile organic compounds (VOC)	0
Hazardous Air Pollutants (HAPs)	0
Particulate matter (PM)	0
Other standard categories of air emissions identified in applicable laws and regulations.	0
<b>TOTAL</b>	<b>0</b>

The sources of the emission factors used follow current standards and laws. The methodologies adopted include the Emeq/Corinair Emissions Inventory Guide (EEA 2002) for aircraft emissions, utilizing the Tier 3A method with emissions tables based on flight distance. For other sources, such as generators, motor vehicles and Auxiliary Power Units – APUs – we use the AP-42 methodology: **Compilation of Air Emissions Factors.**

**Note:** A study on the atmospheric dispersion of pollutants emitted by GOL's activities in 2023 will be commissioned. The inventory will include NO<sub>x</sub> and SO<sub>x</sub> emissions from the operations and an assessment conducted by Aerotech in the painting department. This includes diesel-fired generators, automotive vehicles (airside), APU, aircraft (Landing Takeoff Cycle – LTO – and cruise stage) and other operations at Aerotech.

The NO<sub>x</sub> and SO<sub>x</sub> emissions report will be published on GOL's IR site by the end of 2024.



## Fuel consumed in the period [TR-AF-110A.3](#)

### GOL Aircraft:

	Jet fuel
Liters	1,213,389,817

### Ground support equipment:

	Bases - Diesel	CNF Hangar - Diesel	Bases - Gasoline	CNF Hangar - Gasoline	CNF Hangar - LPG*
Liters	1,768,605	21,974	24,831	710	
kg					3,120

### Vehicle Fleet - GOLLOG:

	Diesel	Gasoline
Liters	240	4,928

### Vehicle Fleet - Office of the President:

	Diesel	Gasoline
Liters	5,515	376

\* Liquefied Petroleum Gas.





# Energy

Jet fuel is GOL's primary energy source, representing not only the main contributor to its environmental impact but also around 40 percent of the company's operating costs. In 2023, GOL's direct consumption was 1,166,902,340 liters of jet fuel on domestic flights (equivalent to 40,696,350 gigajoules – GJ), up 8.1 percent compared to the previous year. Additionally, GOL consumed 46,487,477 liters on international flights, bringing the total to 1,213,389,817 liters.

The liter of jet fuel per available seat kilometer (Liter/ASK) on domestic flights, in 2023, was 0.02851127, a 3.7 percent increase compared to the previous year. On international flights, meanwhile, there was a 2.6 percent decrease, equivalent to 0.021882 Liter/ASK.

In addition to monitoring jet fuel, GOL also manages other sources of direct and indirect energy consumption, including fuels used by the ground fleet, LPG for furnaces and ground equipment, the acquisition of electricity and waste management.

In line with our strategic focus, we are currently studying energy intensity and will implement targets and indicators from 2024 to 2026. [GRI 302-3](#)

## Renewal of the fleet and reduction in energy consumption

[GRI 302-4, 302-5](#)

GOL continues to explore ways to reduce energy consumption, acknowledging the complexity and significance of this issue for the Company's sustainability. In line with this, we are replacing our 737 NGs with the new 737 MAX, which consumes 15 percent less fuel.

Compared to the base year 2023, consumption reductions reached 2,130,000 GJ\*. We are using 2023 as our baseline, representing the total CO<sub>2</sub> emissions that would occur without fleet renewal. Fuel reduction was calculated by comparing actual consumption between flights operated with the 737 MAX and the 737 NG. For these calculations, we applied the density of jet fuel (0.7915 kg/liter) and the conversion factor to GJ (0.03487554 GJ/liter), derived from direct measurements. The total fuel consumed in the period was 42,211,963 GJ. [TR-AL-110A.3](#)

### OPERATIONAL EFFICIENCY INITIATIVES

Along with fleet renewal, GOL has implemented various operational efficiency initiatives to reduce fuel consumption. Among them are single-engine taxiing, reducing APU\*\* usage on the ground, and optimizing flight speeds. By 2023, these initiatives will lead to a reduction of 790,000 GJ. We measure fuel economy using real data from multiple aircraft systems for each flight.

\* The calculation is limited to 737 MAX and 737 NG aircraft and does not include other GOL aircraft.

\*\* The APU (Auxiliary Power Unit) is a small engine located in the tail of the aircraft, responsible for generating electrical and pneumatic energy. However, it consumes a lot of fuel and generates noise pollution. Instead, we are using generators that provide greater efficiency in these two factors.

## Fuels used and their total energy consumption, in GJ [GRI 302-2](#)

	2023
Energy consumed	quantity (GJ)
Jet fuel	3,056
DIESEL	6.33
GASOLINE	941.06
<b>TOTAL</b>	<b>4,003.39</b>

The scope of the indicator has been revised to enhance alignment with the GRI standard, making the 2023 data a historical benchmark that is not comparable to previous years. To consult information from previous years, click [here](#) and see page 40.

## Fossil fuels used by the organization and total energy coming from them, in GJ [GRI 302-1](#)

	2023
Fossil fuels	Quantity of energy (GJ)
Jet fuel (domestic + international)	42,211,963
Diesel	7.4
Gasoline	1,110.65
LPG	0.65
Acetylene	0
CO <sub>2</sub>	0
R 410	0
R 22	0
<b>TOTAL</b>	<b>42,213,081.70</b>

The scope of the indicator has been revised to enhance alignment with the GRI standard, making the 2023 data a historical benchmark that is not comparable to previous years. To consult information from previous years, click [here](#) and see page 40.

## Power consumption by source [GRI 302-1](#)

	2023	
Type of consumption	Quantity (kWh)	Quantity (GJ)
Electricity	4,830,243.38	17,388.88

The scope of the indicator has been revised to enhance alignment with the GRI standard, making the 2023 data a historical benchmark that is not comparable to previous years. To consult information from previous years, click [here](#) and see page 40.

## Total energy consumer within the organization, in GJ [GRI 302-1](#)

Type of energy	2023
Non-renewable fuels consumed	42,213,083.43
Fuels from renewable sources consumed	0
Electricity, heating, cooling and steam purchased for consumption	17,388.88
Sale of the surplus electricity, heating, cooling or self-generated steam.	0
<b>TOTAL</b>	<b>42,230,472.31</b>

The scope of the indicator has been revised to enhance alignment with the GRI standard, making the 2023 data a historical benchmark that is not comparable to previous years. To consult information from previous years, click [here](#) and see page 40.

# Water

GRI 303-1

Responsible management of water resources is essential for achieving more sustainable performance and reducing environmental impacts. Acknowledging water as a precious natural resource, we are committed to implementing measures for its efficient use, preventing waste across all our activities, and ensuring the proper disposal of our wastewater to protect water bodies. At our headquarters, the water provided by the Basic Sanitation Company of the State of São Paulo (Sabesp) is designated for domestic use.

**GOL is dedicated to implementing measures for efficient use, waste reduction, and proper disposal of effluents.**

The company sources water from public supplies for drinking, toilet use, cleaning and maintenance, fire-fighting systems, cafeterias, and kitchens. Water disposal is managed through both public and industrial sewage treatment plants. GOL identifies environmental impacts related to water in its operations and value chain, such as excessive consumption, water pollution and GHG emissions.

Life cycle, environmental impact, water risks, regulatory compliance and water footprint assessments are used to identify these impacts. These assessments encompass water consumption, effluent disposal, water quality monitoring, access to drinking water, the water resources management plan, indirect impacts, climate change, and water consumption efficiency. The timeframe for these assessments includes medium-term programs aimed at achieving significant and sustainable change. Tools and methodologies that utilize environmental performance indicators are implemented.

To mitigate impacts like water scarcity and contamination of water and soil, which could affect employees and the community, GOL promotes



consumption reduction, monitors usage, prepares transparent reports, and conducts regular inspections to identify leaks, among other initiatives. Water consumption objectives and targets are defined based on historical indicators, without interactions in areas with water stress.

At GOL Aerotech, the water supply is sourced through Tancredo Neves International Airport, which receives

water from the Minas Gerais Sanitation Company (Copasa) for both domestic use and industrial activities, including washing aircraft parts and landing gear. All industrial effluents are treated at Aerotech's Industrial Effluent Treatment Plant (ETEI) before being sent to the Sewage Treatment Plant (ETE) at Tancredo Neves International Airport, which is operated by Copasa. Domestic sewage is treated by sanitation utilities.



## Water withdrawal

GRI 303-3, GRI 303-5

GOL relies on water supplied directly by the utility and does not incorporate any premises in its assessment of environmental aspects and impacts related to water consumption and disposal. However, there is the potential to diagnose consumption sources and pursue compliance with ISO 14046 – Water Footprint Network (WFN) or Corporate Water Assessment.

Each year, we track water consumption from the utility, although without conducting a detailed analysis of the data. We are considering the possibility of conducting a study to implement these standards. GOL's total water consumption in 2023 was 57.66 megaliters. Water consumption is measured using a meter at GOL's Maintenance Center, headquarters, and several bases. At the other bases, it is shared with other companies at the airport site.

At the GOL Maintenance Center, at headquarters and at some bases, such as Vitória, Santos Dumont, Macapá, João Pessoa, Ilhéus and Montes Claros, water consumption is measured based on water meter readings.

# Water discharge GRI 303-4

Regarding water discharge, GOL generates three types of effluents (sewage) based on their physical-chemical and microbiological characteristics:

- Sanitary sewage from ground activities:**  
 Effluents from toilets, restaurants and cafeterias are discharged into the public sewage system under the responsibility of the airport administrator and/or local sanitation company.
- Aircraft sewage:** Effluents from aircraft toilets are discharged at a designated location at the airport for pre-treatment before being sent to the public sewage system.
- Industrial effluent:** These effluents originate from washing aircraft, parts, vehicles, support equipment, batteries, and engines, consisting of water contaminated with chemicals, oils, greases, detergents, and other products used in these processes.

All effluents generated are discharged to the municipality's water supply and treatment company.

## TO AVOID IMPACTS RESULTING FROM EFFLUENT DISPOSAL GRI 303-2

GOL adheres to minimum quality standards when discharging effluents, which include parameters such as temperature, turbidity, pH, biochemical oxygen demand (BOD), chemical oxygen demand (COD), total suspended solids (TSS), fecal coliforms, nitrogen and phosphorus concentrations heavy metals, and toxic organic substances. These standards were established based on applicable legislation and regulations, an assessment of wastewater composition, and the creation of internal guidelines.

For locations without specific disposal requirements, the company has established standards by assessing effluent composition, setting internal objectives and goals, referencing best practices, adopting treatment technologies, and implementing monitoring and data collection.

Guidelines were established for water quality (including for reuse), the disposal and treatment of effluents, responsible disposal of chemical products, the best environmental practices, and the review of water quality.

GOL also has a Water Resources Management Program that outlines procedures for handling drinking water, rainwater, sewage, and industrial effluents, as well as considerations related to aircraft.

## GOL adheres to quality standards established by industry legislation and regulations.

### Total water discharged GRI 303-4

Source	2023
Surface water	0
Groundwater	0
Sea water	0
Third-party water	45.55
<b>TOTAL</b>	<b>45.55</b>

The scope of the indicator has been revised to enhance alignment with the GRI standard, making the 2023 data a historical benchmark that is not comparable to previous years. To consult information from previous years, click [here](#) and see page 43.

The total amount of water discharged refers to the Maintenance Center and the headquarters.



# Waste

Previously decentralized, our PGRS has had a corporate structure since 2022. This change enhances our analytical and management capabilities, leading to improved processes for identifying and monitoring waste generation sites, minimizing waste, and ensuring environmentally responsible waste disposal. It also enables us to reduce the volume of waste generated and expands recycling and reuse opportunities.

This corporate management model was initially implemented at six bases: Brasilia, Congonhas, Fortaleza, Guarulhos, Porto Alegre and Recife. In all units and facilities, we oversee the activities of collection, segregation, temporary storage, weighing, transfer to licensed companies, issuance of transport documents, and verification of destination certificates. Every year, we prepare a waste inventory, which is sent to the environmental agency.

In 2023, the amount of waste generated was 578.03 tons, up 70 percent compared to the volume of the previous year. The percentage is primarily attributed to the number of aircraft undergoing maintenance processes, which has the greatest impact on waste generation. This activity requires the final disposal of oil,

grease, contaminated cloths, chemical products, fuels, sealants, metal scrap, and other materials.

Of the total we generate, 72 percent of the waste is rated as non-hazardous, while 28 percent as hazardous. Additionally, 19 percent of the total is directed towards recycling, reflecting a two-percentage-point increase (approximately 15,000

tons) in this environmentally friendly option. Below, we present a breakdown of waste generated by type and destination, considering the headquarters, Line Maintenance bases and GOL Aerotech.

Regarding the environmental licensing of our 79 active bases, 14 are compliant or exempt, 62 are in progress, and the process has not yet started in three of them.

## Recycled packaging in 2023

Material	Quantity sold (kg)	Percentage recovered	Reverse logistics (kg)
Aluminum	4,030	200	8,060
Paper	28,690	200	57,380
Plastic	469,490	200	938,980
Glass	8,825	200	17,650
<b>TOTAL</b>	<b>511,035</b>		<b>1,022,070</b>



Another novelty in 2023 was the partnership with **eureciclo**, a company that works with socio-environmental impact and reverse logistics, in the offset of recyclable waste discarded on board our aircraft. With this, we will offset **200 percent** of recyclable waste as follows: For each plastic, paper, glass or aluminum package discarded, two additional packages will be recycled. From 2016 to 2023, **eureciclo** sent more than 1 million items of waste for recycling. More information about the initiative is available [here](#).



**More than 1 m**

items of waste recycled by eureciclo in seven years

# Waste generation and management and potential impacts GRI 306-1, 306-2

In 2023, the Company identified potential impacts related to waste at various stages of the production chain. Issues such as damage to materials, expired products and packaging disposal were observed mainly in chemical products, toxic substances and obsolete equipment.

Waste materials and the disposal of post-use packaging were also considered. To mitigate potential impacts, GOL implemented several measures in 2023 to prevent waste generation in its operations and across the value chain through its Waste Management Plan (WMP), ensuring more efficient management by third parties.

The collection and monitoring of waste data involve distinct processes, with each unit responsible for managing this aspect. Field information is collected by the internal team, records are made electronically, waste is classified according to NBR 10004, and management is conducted by a third-party company after collection.

To ensure that the process occurs in compliance with contractual or legal obligations, documents are collected, contractual and legal requirements are defined, assessments are carried out, and corrective and preventive actions are taken.

## Total weight of hazardous waste generated (except effluents) GRI 306-3

		2023
Type of hazardous waste	Quantity generated (tons)	
Contaminated solids, batteries, lamps and fluorescent tubes.	240.91	

The scope of the indicator has been revised to enhance alignment with the GRI standard, making the 2023 data a historical benchmark that is not comparable to previous years. To consult information from previous years, click [here](#) and see page 42.

## Total weight of non-hazardous waste generated (except effluents) GRI 306-3

		2023
Non-hazardous waste	Quantity generated (tons)	
Class IIA and IIB Waste	337.12	

The scope of the indicator has been revised to enhance alignment with the GRI standard, making the 2023 data a historical benchmark that is not comparable to previous years. To consult information from previous years, click [here](#) and see page 42.

## Total weight of waste (hazardous and non-hazardous)

GRI 306-3

		2023
Hazardous waste	240.91	
Non-hazardous waste	337.12	
<b>TOTAL</b>	<b>578.03</b>	

The scope of the indicator has been revised to enhance alignment with the GRI standard, making the 2023 data a historical benchmark that is not comparable to previous years. To consult information from previous years, click [here](#) and see page 42.

## Total weight of non-hazardous waste not directed to disposal

GRI 306-4

		2023
Non-hazardous waste	Weight diverted from disposal (tons)	
Recyclable Waste	156.6	

The scope of the indicator has been revised to enhance alignment with the GRI standard, making the 2023 data a historical benchmark that is not comparable to previous years. To consult information from previous years, click [here](#) and see page 42.

Total value relating to the headquarters, the Maintenance Center, Congonhas, Belém, Santos Dumont, Santarém, Marabá and Montes Claros.

### Total weight of hazardous waste not directed to disposal [GRI 306-4](#)

		2023
Hazardous waste	Weight diverted from disposal (tons)	
Class I waste		1.70

The scope of the indicator has been revised to enhance alignment with the GRI standard, making the 2023 data a historical benchmark that is not comparable to previous years. To consult information from previous years, click [here](#) and see page 42.

### Total weight of non-hazardous waste not directed to disposal [GRI 306-5](#)

		2023
Non-hazardous waste	Weight directed to disposal (tons)	
Recyclable and non-recyclable waste.		181.96

The scope of the indicator has been revised to enhance alignment with the GRI standard, making the 2023 data a historical benchmark that is not comparable to previous years. To consult information from previous years, click [here](#) and see page 42.

### Total weight of hazardous waste not directed to disposal, by recovery operation [GRI 306-4](#)

		2023
Type of recovery	Total weight within the organization	
Recycling		1.70

The scope of the indicator has been revised to enhance alignment with the GRI standard, making the 2023 data a historical benchmark that is not comparable to previous years. To consult information from previous years, click [here](#) and see page 42.

### Total weight of non-hazardous waste not directed to disposal, by recovery operation [GRI 306-4](#)

		2023
Type of recovery	Total weight within the organization	
Recycling		156.60

The scope of the indicator has been revised to enhance alignment with the GRI standard, making the 2023 data a historical benchmark that is not comparable to previous years. To consult information from previous years, click [here](#) and see page 42.



## Total weight of hazardous waste directed to disposal [GRI 306-5](#)

		2023
Hazardous waste	Weight directed to disposal (tons)	
Waste from aircraft maintenance services		241.07

The scope of the indicator has been revised to enhance alignment with the GRI standard, making the 2023 data a historical benchmark that is not comparable to previous years. To consult information from previous years, click [here](#) and see page 42.



## Total weight of hazardous waste directed to disposal, by recovery operation [GRI 306-5](#)

		2023
Type of recovery	Total weight within the organization	
Incineration (with energy recovery)		175.82
Incineration (without energy recovery)		18.32
Landfill confinement		36.75
<b>TOTAL</b>		<b>230.89</b>

The scope of the indicator has been revised to enhance alignment with the GRI standard, making the 2023 data a historical benchmark that is not comparable to previous years. To consult information from previous years, click [here](#) and see page 42.

## Total weight of non-hazardous waste directed to disposal, by recovery operation [GRI 306-5](#)

		2023
Type of recovery	Total weight within the organization	
Incineration (with energy recovery)		0
Incineration (without energy recovery)		0
Landfill confinement		181.96
<b>TOTAL</b>		<b>181.96</b>

The scope of the indicator has been revised to enhance alignment with the GRI standard, making the 2023 data a historical benchmark that is not comparable to previous years. To consult information from previous years, click [here](#) and see page 42.



# Annexes

## IN THIS CHAPTER:

- Operating and financial results
- GRI and SASB Index
- Credits

# Operating and financial results

The aviation industry has experienced turbulent times, particularly during the pandemic and amid rising operating costs, especially jet fuel. Furthermore, at GOL, delays in the delivery of a new fleet prompted us to increase our reliance on aircraft leasing and to perform maintenance on aircraft that would usually be delivered to the lessors. This increased operating costs for the business.

The pursuit of economic and financial balance prompted us to take a strategic step to strengthen the company's fundamentals (*read more in New Times for GOL*). While some companies that preceded us sought to downsize and cut costs, for GOL, this represents a growth strategy — in routes, hiring, and in the number of aircraft.

## Financial Indicators

Metrics	2023	Δ vs. 2022 (%)
Net earnings (BRL million)	18,774	23.5
ASK (million)	43,050	5.5
RPK (million)	35,316	8.2
Load factor (%)	82.0	2.04
Yield (BRL cents)	48.8	12.6
Rask (BRL cents)	43.6	17.0
Cask <sup>1</sup> BRL cents)	35.9	-0.1
Ebitda (BRL million)	5,006	127.4
Ebitda margin (%)	26.7	12.18

1. Excludes expenses related to the operation of cargo aircraft.

## Direct economic value generated in 2023

### Revenue (R\$)

**BRL 18,774,024,305**

## Economic value retained in 2023

### "Direct economic value generated minus Economic value distributed" (BRL)

**BRL -2,728,551,662**

## Economic value distributed in 2023 <sup>GRI 201-1<sup>2</sup></sup>

	BRL
Operating costs	16,285,710,199
Employee salaries and benefits	2,522,655,352
Payments to providers of capital	2,428,732,371
Payments to government	265,478,045
Investments in the community	0
<b>TOTAL</b>	<b>21,502,575,967</b>

## GLOSSARY

### Yield

income/profit

### Rask

revenue per available seat kilometer

### Cask

Cost per available seat kilometer

### RPK

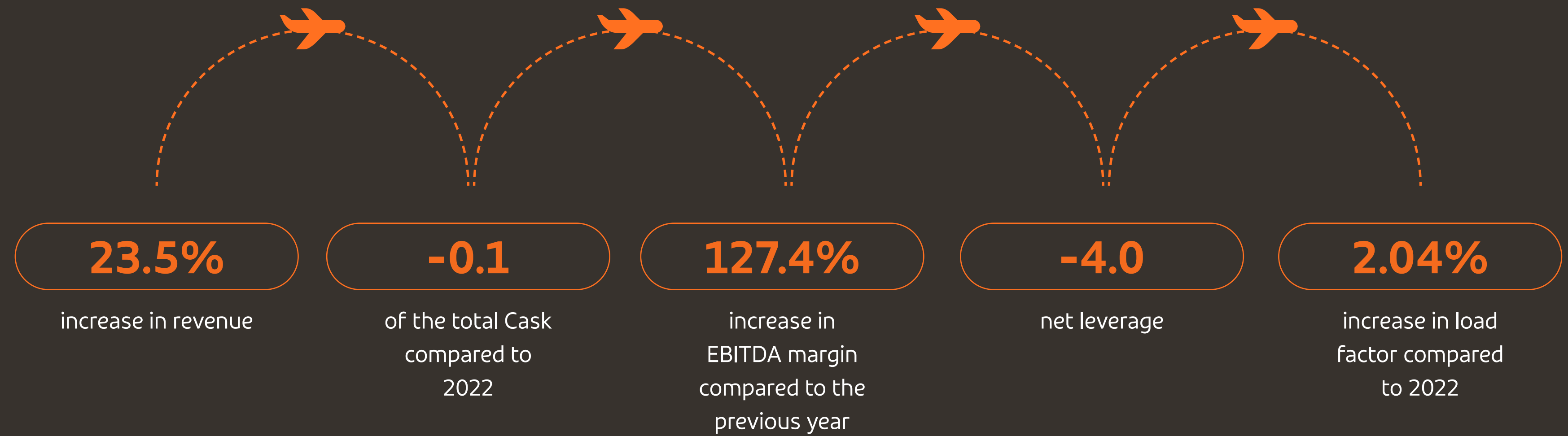
Revenue passenger kilometer

### ASK

available seat kilometer

2. This indicator encompasses all companies within the holding (unlike the other indicators that comply with GRI 2-2 – Entities included in the organization's sustainability report).

# Key Financial Ratios 4Q23 vs 4Q22



# GRI and SASB Content

## GRI content summary

Statement of Use	For the period ranging from January 1 to December 31, 2023, GOL reported the information mentioned in this GRI Content Summary based on the GRI Standards.
Standard used	GRI 1: Fundamentals 2021
Applicable GRI sector standard	There are no applicable GRI sector standards at this time.

GRI Standard/other source	Content	Location	Sustainable Development Goals
General disclosures			
	<b>2-1</b> Organizational details	6	
GRI 2: General Content 2021	<b>2-2</b> Entities included in the organization's sustainability reporting	The entities included in this sustainability report are: GLA, Smiles Viagens e Turismo S.A., Smiles Fidelidade Argentina, Smiles Viajes y Turismo S.A. However, the following entities are not within the scope of this report: Airfim, Fundo Sorriso, GOL Finance, GOL Finance Inc., GAC Inc., Smiles Fidelidade S.A. e GTX S.A., although all are featured in the Company's financial statements. Regarding the approach, the information remained unchanged due to minority interests. There were no mergers, acquisitions or disposals of entities or parts of entities during the period. Additionally, the narrative does not differentiate by entity concerning material topics.	

GRI Standard/other source	Content	Location	Sustainable Development Goals
	<b>2-3</b> Reporting period, frequency, and contact point	3	
	<b>2-4</b> Restatements of information	There was no restatement of information.	
	<b>2-5</b> External assurance	3 and 105	
	<b>2-6</b> Activities, value chain, and other business relationships	6, 9 and 65	
	<b>2-7</b> Employees	41 , 42, 43 and 44	8, 10
	<b>2-8</b> Workers who are not employees	We registered 426 workers who are not employees: 393 self-employed workers, apprentices and interns, six temporary international employees and 27 employees.	8
	<b>2-9</b> Governance structure and composition	26	5, 16
GRI 2: General Content 2021	<b>2-10</b> Nomination and selection of the highest governance body	26	5, 16
	<b>2- 11</b> Chair of the highest governance body	26	16
	<b>2-12</b> Role of the highest governance body in overseeing the management of impacts	26	16
	<b>2-13</b> Delegation of responsibility for managing impacts	26	
	<b>2-14</b> Role of the highest governance body in sustainability reporting	26	
	<b>2-15</b> Conflict of interest	32	16
	<b>2-16</b> Communication of critical concerns	34	
	<b>2-17</b> Collective knowledge of the highest governance body	25	
	<b>2-18</b> Evaluation of the performance of the highest governance body	25	

GRI Standard/other source	Content	Location	Sustainable Development Goals
GRI 2: General Content 2021	<b>2-19</b> Remuneration policies	47	
	<b>2-20</b> Process to determine remuneration	47	
	<b>2-21</b> Annual total compensation ratio	The ratio between the total annual compensation of the highest-paid individual at GOL and the average total annual compensation of all employees, excluding the highest-paid, is 0.05. This is the first time we are reporting this information in this format, so we do not yet have comparative data.	
	<b>2-22</b> Statement on sustainable development strategy	4	
	<b>2-23</b> Policy commitments	33	16
	<b>2-24</b> Embedding policy commitments	33	
	<b>2-25</b> Processes to remediate negative impacts	31 and 32	
	<b>2-26</b> Mechanisms for seeking advice and raising concerns	32	16
	<b>2-27</b> Compliance with laws and regulations	34	
	<b>2-28</b> Membership in associations	GOL participates in the following associations: International Air Transport Association (IATA), Brazil Network of the UN Global Compact and Racial Pact and the Brazilian Association of Airlines (Abear).	
	<b>2-29</b> Approach to stakeholder engagement	40	
	<b>2-30</b> Collective bargaining agreements	47	8
<b>Material topics</b>			
GRI 3: Material Topics 2021	<b>3-1</b> Process of determining material topics	15	
	<b>3-2</b> List of material topics	15	

GRI Standard/other source	Content	Location	Sustainable Development Goals
<b>Operational safety</b>			
GRI 3: Material Topics 2021	<b>3-3</b> Management of material topics	58	
GRI 403: Health and safety of work 2018	<b>403-1</b> Occupational health and safety management system	58	8
	<b>403-2</b> Hazard identification, risk assessment, and incident investigation	58	8
	<b>403-3</b> Occupational health services	58	8
	<b>403-4</b> Worker participation, consultation, and communication on occupational health and safety	58	8, 16
	<b>403-5</b> Worker training on occupational health and safety	58	9
	<b>403-6</b> Promotion of worker health	58	3
GRI 403: Health and safety of work 2018	<b>403-7</b> Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	60	8
	<b>403-8</b> Workers covered by an occupational health and safety management system	58	8
	<b>403-9</b> Work-related injuries	58 and 62	3, 8, 16
	<b>403-10</b> Work-related ill health	58	3, 8, 16
GRI 416: Health and safety of consumers 2016	<b>416-1</b> Assessment of the health and safety impacts of product and service categories	60	
	<b>416-2</b> Incidents of non-compliance concerning the health and safety impacts of products and services	60	16



GRI Standard/other source	Content	Location	Sustainable Development Goals
<b>Low cost and sustainable results</b>			
GRI 3: Material Topics 2021	<b>3-3</b> Management of material topics	23	
GRI 201: Economic performance 2016	<b>201-1</b> Direct economic value generated and distributed	91	8, 9
GRI 203: Indirect economic impacts 2016	<b>203-1</b> Investments in infrastructure and service support	66	5, 9, 11
<b>Innovation and digital acceleration</b>			
GRI 3: Material Topics 2021	<b>3-3</b> Management of material topics	38	
<b>Preventing and combating corruption</b>			
GRI 3: Material Topics 2021	<b>3-3</b> Management of material topics	31	
GRI 205: Anti-corruption 2016	<b>205-1</b> Operations assessed for risks related to corruption	31	16
	<b>205-2</b> Communication and training about anti-corruption policies and procedures	28, 29 and 65	16
	<b>205-3</b> Confirmed incidents of corruption and actions taken	31	16
<b>Energy and climate management</b>			
GRI 3: Material Topics 2021	<b>3-3</b> Management of material topics	73	
GRI 201: Economic performance 2016	<b>201-2</b> Financial implications and other risks and opportunities due of climate change	73	13

GRI Standard/other source	Content	Location	Sustainable Development Goals
GRI 302: Energy 2016	<b>302-1</b> Energy consumption within the organization	82	7, 8, 12, 13
	<b>302-2</b> Energy consumption outside the organization	82	7, 8, 12, 13
	<b>302-3</b> Energy intensity	81	7, 8, 12, 13
	<b>302-4</b> Reductions in energy consumption	81	7, 8, 12, 13
	<b>302-5</b> Reductions in energy requirements for products and services	81	7, 8, 12, 13
GRI 305: Emissions 2016	<b>305-1</b> Direct (Scope 1) GHG emissions	78	3, 12, 13, 14, 15
	<b>305-2</b> Indirect (Scope 2) GHG emissions from energy acquisition	78	3, 12, 13, 14, 15
	<b>305-3</b> Other indirect (Scope 3) GHG emissions	78	3, 12, 13, 14, 15
	<b>305-4</b> GHG emissions intensity	75	13, 14, 15
	<b>305-5</b> Reduction of GHG emissions	78	13, 14, 15
	<b>305-6</b> Emissions of ozone-depleting substances (ODS)	79	3, 12
	<b>305-7</b> NO <sub>x</sub> , SO <sub>x</sub> , and other significant air emissions	79	3, 12, 14, 15
<b>Sustainable supply chain management</b>			
GRI 3: Material Topics 2021	<b>3-3</b> Management of material topics	65	
GRI 308: Environmental assessment of suppliers 2016	<b>308-1</b> New suppliers that were screened using environmental criteria	65	
	<b>308-2</b> Negative environmental impacts in the supply chain and actions taken	65	
GRI 414: Supplier social assessment 2016	<b>414-1</b> New suppliers that were screened using social criteria	65	5, 8, 16
	<b>414-2</b> Negative social impacts in the supply chain and actions taken	65	5, 8, 16

GRI Standard/other source	Content	Location	Sustainable Development Goals
<b>Customer experience</b>			
GRI 3: Material Topics 2021	<b>3-3</b> Management of material topics	63	
<b>Diverse environment with equity, inclusion and appreciation</b>			
GRI 3: Material Topics 2021	<b>3-3</b> Management of material topics	51	
GRI 401: Employment 2016	<b>401-1</b> New employee hires and employee turnover	48, 49 and 54	4, 5, 8, 10
	<b>401-2</b> Benefits provided to full-time employees that are not provided to temporary or part-time employees	47	3, 5, 8
	<b>401-3</b> Parental leave	50	5, 8
GRI 404: Training and education 2016	<b>404-1</b> Average hours of training per year per employee	45	4, 5, 8, 10
	<b>404-2</b> Programs for improving employee skills and career transition assistance	45	8
	<b>404-3</b> Percentage of employees receiving regular performance and career development reviews	45 and 46	5, 8, 10
GRI 405: Diversity and equal opportunity 2016	<b>405-1</b> Diversity of governance bodies and employees	54, 55, 56 and 57	5, 8
	<b>405-2</b> Ratio of the basic salary and remuneration of women to men	53	5, 8, 10
GRI 406: Non-Discrimination 2016	<b>406-1</b> Incidents of discrimination and corrective actions taken	In 2023, there were 87 cases of discrimination divided between: 52 of discrimination, 18 of homophobia, six of racial injury, two of religious intolerance, five of racism, one of transphobia and three of xenophobia. GOL reviewed all cases and implemented action plans, and they were all resolved. They are determined internally or by hiring specialized companies.	5, 8

GRI Standard/other source	Content	Location	Sustainable Development Goals
Additional disclosure Items			
<b>GRI 303 – Water and effluents</b>			
GRI 303: Water and effluents 2018	<b>303-1</b> Interactions with water as a shared resource	83	6, 12
	<b>303-2</b> Management of water discharge-related impacts	85	6
	<b>303-3</b> Water withdrawal	84	6
	<b>303-4</b> Water discharge	85	6
	<b>303-5</b> Water consumption	84	6
Waste			
GRI 306: Waste 2020	<b>306-1</b> Waste generation and significant waste-related impacts	87	3, 6, 11, 12
	<b>306-2</b> Management of waste-related impacts	87	3, 6, 8, 11, 12
	<b>306-3</b> Waste generated	87	3, 6, 11, 12
	<b>306-4</b> Waste diverted from disposal	87 and 88	3, 11, 12
	<b>306-5</b> Waste directed to disposal	88 and 89	3, 6, 11, 12, 15
Client Privacy			
GRI 418: Client privacy 2016	<b>418-1</b> Substantiated complaints concerning breaches of customer privacy and losses of customer data	37	16

# SASB Summary

Sustainability Accounting Standards Board (SASB) applicable to the aviation industry

Topic	Metrics	Unit of measurement	Code	2021	2022	2023
Greenhouse Gas Emissions	Gross global Scope 1 emissions	Tons of CO <sub>2</sub> and	TR-AL-110a.1	1,901,225	<b>Domestic:</b> 2,736,385 tCO <sub>2</sub> e <b>International:</b> 87,592 tCO <sub>2</sub> e Total: 2,823,977 tCO <sub>2</sub> e	<b>Domestic:</b> International: <b>Total:</b> 3,081,851.99 tCO <sub>2</sub> e
	Discussion of the long-term and short-term strategies or plans for managing Scope 1 emissions, setting emissions reduction targets, and analyzing performance against those targets.	n/a	TR-AL-110a.2	Read in "Greenhouse gas emissions" in the <b>2020/2021 ESG Report</b>	Read in "Environment" in <b>thee 2021/2022 ESG Report</b>	Read in 78
	(1) Total fuel consumed in gigajoules; (2) Percentage of fuel from alternative sources to petroleum; (3) Percentage of sustainable fuel	GJ; Percentage (%)	TR-AL-110a.3	(1) 26,128,048 GJ (2) 0 (3) 0	(1) <b>Domestic:</b> 37,630,076 GJ <b>International:</b> 1,203,491 GJ <b>Total:</b> 38,833,567 GJ (2) 0 (3) 0	(1) <b>Domestic</b> <b>International</b> <b>Total</b> 42,211,963 (2) 0 (3) 0
Labor practices	Percentage of the workforce covered by collective bargaining agreements	Percentage (%)	TR-AL-310a.1	100% of those eligible	100% of those eligible	98.5% of those eligible
	(1) Number of workers' strikes (2) Total number of idle days due to shutdowns	Number Lost days	TR-AL-310a.2	(1) 0 (2) 0	(1) 0 (2) 0	(1) 0 (2) 0

Topic	Metrics	Unit of measurement	Code	2021	2022	2023
Competitive behavior	Monetary losses as a result of lawsuits associated with anticompetitive behavior regulations	Monetary value (BRL)	TR-AL-520a.1	0	0	0
Management of accidents and safety	Description of the implementation and results of a safety management system	n/a	TR-AL-540a.1	Read in "Operational safety" In the <b>2020/2021 ESG Report</b>	Read in "Operational safety" in the <b>2022 ESG Report</b>	Read in 35
	Number of air accidents	Number	TR-AL-540a.2	0	0	0
	Number of government enforcement actions of aviation safety regulations	Number	TR-AL-540a.3	0	0	0
Operational metrics	Available Seat Kilometers (ASK) <sup>1</sup>	ASK (Total)	TR-AL-000.A	27,129 million	40,789	43,050
	Passenger load factor	Rate	TR-AL-000.B	82%	82%	80%
	Revenue Passenger Kilometer (RPK) <sup>2</sup>	RPK	TR-AL-000.C	22,237 million	32,628	35,316
	Revenue Ton Kilometer (RTK) <sup>3</sup>	RTK	TR-AL-000.D	1,860,311,738	2,842,492,020	3,113,196,998
	Number of take-offs	Number	TR-AL-000.E	133,902	202,086	223,811
	Average age of the fleet	Years	TR-AL-000.F	10.7	10.4	10.4

1. ASK - Available Seat Kilometers

2. RPK - Revenue Passenger Kilometers

3. RTK - Revenue Ton-Kilometers

# SASB Summary

Sustainability Accounting Standards Board (SASB) applicable to the transportation industry for air freight and logistics

Topic	Metrics	Unit of measurement	Code	2023 <sup>1</sup>
Greenhouse gas emissions	Gross global scope 1 emissions	Tons of CO <sub>2</sub> and	TR-AF-110a.1	<b>Domestic and international Total:</b> 3,081,851.99 tCO <sub>2</sub> e
	Discussion of the long-term and short-term strategies or plans for managing Scope 1 emissions, setting emissions reduction targets, and analyzing performance against those targets.	n/a	TR-AF-110a.2	Read in 73 and 74
	Fuel consumed in alternative and sustainable air transport	Liters / kg	TR-AF-110a.3	<b>Alternative and sustainable fuel: 0</b> <b>Jet Fuel:</b> 1,213,389,817 liters <b>Bases</b> Diesel: 1,768,605 liters Gasoline: 24,831 liters <b>Hangar CNF</b> Diesel: 21,974 liters Gasoline: 710 liters LPG: 3,120 kg <b>GOLLOG</b> Diesel: 240 liters Gasoline: 4,928 liters <b>Vehicle Fleet - Office of the President</b> Diesel: 5,515 liters Gasoline: 376 liters

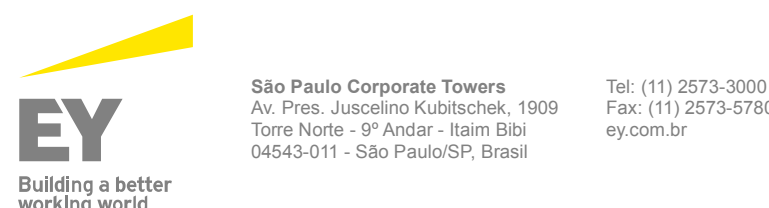
Topic	Metrics	Unit of measurement	Code	2023 <sup>1</sup>
Labor practices	Total amount of monetary losses resulting from lawsuits associated with violations of labor laws	Monetary value (BRL)	TR-AF-310a.2	0
	(1) Total Recordable Incident Rate (TRIR) (2) Mortality rate for direct employees and outsourced employees	Percentage (%)	TR-AF-320a.1	(1) The Company does not currently monitor incidents by rate (2) 0
Employee health and safety	Description of the implementation and results of a Safety Management System	n/a	TR-AF-540a.1	Read in 35 and 59
	Number of aviation accidents	Number	TR-AF-540a.2	0
Operational metrics	Revenue Ton Kilometer (RTK)	RTK	TR-AF-000.A	We do not address this indicator directly in our GOLLOG board, when necessary we consult the <b>Anac</b> report. Here, we focus mainly on the Load Factor, especially for destinations with high cargo occupancy. However, the topic is on our radar for future actions and, as soon as we have news, we will share it.
	Load factor	Factor	TR-AF-000.B	3,113,196,998
	Number of employees	Number	TR-AF-000.C	In 2023, this indicator was not managed; however, in 2024 we began adjustments and processes for registering and managing drivers.

<sup>1</sup> First time that the Company discloses indicators related to SASB applicable to the air freight and logistics transportation industry



# Assurance

## GRI 2-5



### Relatório de Asseguração Limitada dos Auditores Independentes sobre as informações não financeiras constantes no Relatório Anual de Sustentabilidade

Aos  
Acionistas, Conselheiros e Administradores da  
**GOL Linhas Aéreas Inteligentes S.A.**  
São Paulo – SP

#### Introdução

Fomos contratados pela Gol Linhas Aéreas S.A. (“Gol” ou “Companhia”) para apresentar nosso relatório de asseguração limitada sobre as informações não financeiras constantes no Relatório de Sustentabilidade 2023 (“Relatório ESG 2023”) da Gol, relativas ao exercício findo em 31 de dezembro de 2023.

Nossa asseguração limitada não se estende a informações de períodos anteriores ou a qualquer outra informação divulgada em conjunto com o Relatório ESG 2023, incluindo quaisquer imagens, arquivos de áudio ou vídeos incorporados.

#### Critério aplicado pela Gol Linhas Aéreas S.A.

Na preparação do Relatório ESG 2023, a Gol relatou os critérios com base nas Normas da Global Reporting Initiative (GRI) e os critérios do *Sustainability Accounting Standards Board – (Airlines standard e Air freight and logistics standard)* SASB.

#### Responsabilidades da administração da Gol Linhas Aéreas S.A.

A administração da Gol é responsável por:

- Selecionar e estabelecer critérios adequados para a elaboração das informações constantes no Relatório ESG 2023;
- Preparar as informações com base nos critérios e diretrizes da *Global Reporting Initiative* e do *Sustainability Accounting Standards Board – (Airlines standard e Air freight and logistics standard)* SASB;
- Desenhar, implementar e manter controle interno sobre as informações relevantes para a preparação das informações constantes no Relatório ESG 2023, que estão livres de distorção relevante, independentemente se causada por fraude ou erro.

#### Responsabilidade dos auditores independentes

Nossa responsabilidade é expressar conclusão sobre as informações não financeiras constantes no Relatório 2023, com base nos trabalhos de asseguração limitada conduzidos de acordo com o Comunicado Técnico CTO Nº 07/2022 – Trabalhos de Asseguração Limitada referente às informações não financeiras contidas no Relato Integrado emitido pelo CFC, e com base na NBC TO 3000 – Trabalhos de Asseguração Diferente de Auditoria e Revisão, também emitida pelo CFC, que é equivalente à norma internacional ISAE 3000 – *Assurance engagements other than audits or reviews of historical financial information*, emitida pelo *International Auditing and Assurance Standards Board* (IAASB). Essas normas requerem o cumprimento pelo auditor de exigências éticas, independência e demais responsabilidades referentes a ela, inclusive quanto à aplicação da Norma Brasileira de Controle de Qualidade (NBC PA 01) e, portanto, a manutenção de sistema de controle de qualidade abrangente, incluindo políticas documentadas e procedimentos sobre



o cumprimento de requerimentos éticos, normas profissionais e requerimentos legais e regulatórios aplicáveis.

Adicionalmente, as referidas normas requerem que o trabalho seja planejado e executado com o objetivo de obter segurança limitada de que as informações não financeiras constantes no Relatório ESG 2023, tomadas em conjunto, estão livres de distorções relevantes.

Um trabalho de asseguração limitada conduzido de acordo com a NBC TO 3000 (ISAE 3000) consiste principalmente de indagações à administração da Gol e outros profissionais da Companhia que estão envolvidos na elaboração das informações, assim como pela aplicação de procedimentos analíticos para obter evidências que nos possibilitem concluir, na forma de asseguração limitada, sobre as informações tomadas em conjunto. Um trabalho de asseguração limitada requer, também, a execução de procedimentos adicionais, quando o auditor independente toma conhecimento de assuntos que o levem a acreditar que as informações divulgadas no Relatório ESG 2023, tomadas em conjunto, podem apresentar distorções relevantes.

Os procedimentos selecionados basearam-se na nossa compreensão dos aspectos relativos à compilação, materialidade e apresentação das informações contidas no Relatório ESG 2023, de outras circunstâncias do trabalho e da nossa consideração sobre áreas e sobre os processos associados às informações materiais divulgadas no Relatório ESG 2023, em que distorções relevantes poderiam existir. Os procedimentos compreenderam, entre outros:

- o planejamento dos trabalhos, considerando a relevância, o volume de informações quantitativas e qualitativas e os sistemas operacionais e de controles internos que serviram de base para a elaboração das informações constantes no Relatório ESG 2023;
- o entendimento da metodologia de cálculos e dos procedimentos para a compilação dos indicadores por meio de indagações com os gestores responsáveis pela elaboração das informações;
- a aplicação de procedimentos analíticos sobre as informações quantitativas e indagações sobre as informações qualitativas e sua correlação com os indicadores constantes no Relatório ESG 2023;
- para os casos em que os dados não financeiros se correlacionem com indicadores de natureza financeira, o confronto desses indicadores com as demonstrações contábeis e/ou registros contábeis.

Os trabalhos de asseguração limitada compreenderam, também, a aderência com base nas diretrizes e critérios da estrutura de elaboração GRI *Standards* e SASB, aplicáveis na elaboração das informações constantes no Relatório ESG 2023.

Acreditamos que as evidências obtidas em nosso trabalho são suficientes e apropriadas para fundamentar nossa conclusão na forma limitada.

#### Alcance e limitações

Os procedimentos executados em trabalho de asseguração limitada variam em termos de natureza e época e são menores em extensão do que em trabalho de asseguração razoável. Consequentemente, o nível de segurança obtido em trabalho de asseguração limitada é substancialmente menor do que aquele que seria obtido, se tivesse sido executado um trabalho de asseguração razoável. Caso tivéssemos executado um trabalho de asseguração razoável, poderíamos ter identificado outros assuntos e eventuais distorções que podem existir nas informações constantes no Relatório ESG 2023. Dessa forma, não expressamos uma opinião sobre essas informações.



Os dados não financeiros estão sujeitos a mais limitações inerentes do que os dados financeiros, dada a natureza e a diversidade dos métodos utilizados para determinar, calcular ou estimar esses dados. Interpretações qualitativas de materialidade, relevância e precisão dos dados estão sujeitos a pressupostos individuais e a julgamentos. Adicionalmente, não realizamos qualquer trabalho em dados informados para os períodos anteriores, nem em relação a projeções futuras e metas.


A preparação e apresentação de indicadores de sustentabilidade foi realizada com base nos critérios da GRI e SASB, e, portanto, não possuem o objetivo de assegurar o cumprimento de leis e regulações sociais, econômicas, ambientais ou de engenharia. Os referidos padrões preveem, entretanto, a apresentação e divulgação de eventuais descumprimentos a tais regulamentações quando da ocorrência de sanções ou multas significativas. Nosso relatório de asseguração deve ser lido e compreendido nesse contexto, inerente aos critérios selecionados (GRI e SASB).

#### Conclusão

Com base nos procedimentos realizados, descritos neste relatório e nas evidências obtidas, nada chegou ao nosso conhecimento que nos leve a acreditar que as informações não financeiras constantes no Relatório 2023 para o exercício findo em 31 de dezembro de 2023 da Gol, não foram elaboradas, em todos os aspectos relevantes, com base nos critérios e diretrizes da *Global Reporting Initiative – GRI* e “*SASB*”.

São Paulo, 16 de setembro de 2024.

**Ernst & Young**  
Auditores Independentes S/S Ltda.  
CRC SP-034519/O



Bruno Mattar Galvão  
Contador CRC SP-267770/O

# Credits

## **GOL**

Jean Nogueira – Executive Director of People and Culture

Felipe Sobrinho – ESG Manager

Matheus Bovo – ESG Analyst

Maria de Nazaré Sousa - ESG Specialist

Fernando Neres - ESG Specialist

Renan Calderolli - ESG Specialist

Alessandra Guizarra - ESG Analyst

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## **Translation:**

Darrell Champlin