	INTERNAL ORGANIZATIONAL STANDARD	
	Azul S.A. Diversity Policy	NOI-PSS-GCS-002
Issuing Area: Social Impact – People Management		

1. OBJECTIVE

The Diversity Policy of Azul ("Policy") aims to establish the main guidelines to ensure equal opportunities for career development and progression, a healthy environment with open and direct dialogues, fair, equal, cordial, and respectful treatment for all Company Crew Members, in all positions and roles.


The policy establishes Azul's stance on diversity, equity, and inclusion, respecting the diversity of internal and external customers. It aims to promote the inclusion of all people, recognizing and valuing ethnic-racial, gender, generational, sexual orientation, religion, disability, or socioeconomic class diversity. This policy is presented to the culture committee and approved and monitored by the Board of of Azul S.A.

2. APPLICABILITY

This Policy applies to all companies and business units of the Azul group (including Azul S.A., Azul Linhas Aéreas Brasileiras S.A., ATS Viagens e Turismo Ltda., Azul Conecta Ltda., TudoAzul S.A., Azul Viagens, Azul Cargo Express, and other affiliates, collectively referred to as "Azul" or "Company"), as well as to all its members (including the president, vice presidents, directors, managers, aeronauts, aviation personnel, and other employees, interns, and apprentices, as well as the members of the Board of Directors, collectively referred to as "Crew Members").

3. ACRONYMS AND DEFINITIONS

Diversity	Representation of society, composed of people with different backgrounds, beliefs, races and ethnicities, sexual orientations, genders, among other characteristics.
Generational Diversity	A group of people who are in the same age group and who, having been born in the same period, were stimulated, taught, and influenced similarly by historical, social, or cultural events, and therefore have common tastes, behaviors, and interests.
Equity	Natural justice and willingness to impartially recognize each person's rights. Recognizing that everyone needs attention, but not necessarily the same type of attention.
Ethnicities	An ethnic group, people, or ethnicity is a category of people who identify with each other, usually based on presumed common genealogy or ancestry, or similarities in language, history, society, culture, or nation.
Minority Groups	The term minority refers, in sociology, to social groups historically discriminated against or excluded from the process of guaranteeing basic rights due to their ethnic-racial characteristics, origin, age, disability, gender and sexuality, socioeconomic profile, among others. It can also include people in situations of social vulnerability.
IATA 25by2025	A global and voluntary initiative by IATA (International Air Transport Association) to achieve gender balance in the aviation industry.
Gender Identity	The perception that a person has of themselves as a woman, man, or other gender identity, regardless of their biological sex. For transgender or transsexual people, for example, the sex registered at birth does not correspond to their gender identity.

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Equality	According to the main clause of Article 5 of the Constitution of the Federative Republic of Brazil of 1988: "All are equal before the law, without distinction of any kind, guaranteeing to Brazilians and residents in the Country the inviolability of the right to life, liberty, equality, security, and property."
Inclusion	The ability to understand and recognize others in their differences, thus living with people who feel respected and comfortable to share, develop, and be who they are in a safe environment.
Sexual Diversity	A term used to inclusively refer to all the diversity of sexes, sexual orientations, and gender identities, without the need to specify each of the identities that comprise this community.
LGBTI+	A political and social movement that advocates for sexual and gender diversity. It seeks more rights, representation, equality, and respect. The acronym can have variations, one of the most common being LGBTQIAP+. Each letter represents a group: L for lesbians, G for gays, B for bisexuals, T for transsexuals, transgender, and transvestites, Q for queer, I for intersex, A for asexuals, and P for pansexuals..
UN Women	A United Nations entity created to promote the empowerment of women and gender equality.
UN Global Compact	An initiative for companies to align their strategies and operations with the Ten Universal Principles in the areas of Human Rights, Labor, Environment, and Anti-Corruption and to develop actions that contribute to addressing societal challenges.
People with Disabilities	People who have some long-term physical, mental, intellectual, or sensory impairment which, in interaction with one or more barriers, may hinder their full and effective participation in society on an equal basis with others.
WEPS	Women's Empowerment Principles - a joint initiative of UN Women and the Global Compact that presents seven steps to advance gender equality in the business world.

4. DESCRIPTION

4.1. INTRODUCTION

4.1.1. "RESPEITO" Program

- a) Azul has the "RESPEITO" Program, which aims to make Azul an even more diverse, inclusive, accessible, and equitable place, with the following commitments:
 - Build and maintain a safe and inclusive environment where Crew Members know that the differences that make them unique do not influence or diminish their development opportunities;
 - Respect differences so that coexistence is harmonious and healthy;
 - Understand the specific needs of Crew Members with disabilities or other conditions/characteristics and provide the appropriate conditions for them to perform their functions;
 - Have diversity and inclusion as a strategic pillar for the development and strengthening of our culture and business;
 - Combat any type of discrimination, intimidation, or prejudice of any kind, such as those related to ethnicity, color or race, gender, beliefs or religion, age group, political stance, nationality, marital status, sexual orientation, disability, or professional and intellectual background;
 - Monitor diversity indicators to map Crew Members from minority groups, including people with disabilities, women, black and indigenous people, LGBTI+, and different generations, in order to assess their percentages and opportunities for inclusion within the Company;

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- Promote training and development paths for all Crew Members, aligned with the “RESPEITO” program and the Consideration value, with the aim of preparing teams to live with and include diverse people, promoting and maintaining a safe environment.

4.1.2. Pillars of the “RESPEITO” Program

The Company has defined pillars to be developed through the “RESPEITO” Program, with minority groups and respective strategies, aiming for a positive impact on the society in which we operate and in our business. The pillars of action are:

- a) Socioeconomic
 - Include people in social vulnerability, offering job opportunities and education development through and for work.
 - Initiatives: Social Scholarship: Oficina de Oportunidades (scholarships for young people from social organizations), Technical Internship (maintenance area), Summer Program, Technology Social Scholarship, and Young Apprentice Program (“Melhor Aprendiz”).
- b) People with Disabilities
 - Hire and include people with disabilities, recognizing their potential and offering conditions for professional development. Provide protagonism for People with Disabilities at Azul and support social projects focused on this group.
 - Initiatives: Via Conexão Mentoring Project, Employability Fairs, and Sunflower Lanyard for Crew Members with hidden disabilities.
- c) Gender
 - Promote gender equity through actions involving the empowerment of women and equal pay opportunities. Additionally, monitor gender indicators and disclose any salary disparities between genders. Our commitments include increasing representation in the general workforce and leadership positions through training actions, selection processes, and internal development programs focused on gender equity.
 - Initiatives: Women in Maintenance/IT/Succession Programs, Anti-Harassment Program (Azul Contra Violência Doméstica), support during prenatal and postnatal periods (Cegonha Azul), and Women's Empowerment Principles (WEPs) of UN Women and the Global Compact.
- d) Race and Ethnicity
 - Promote the inclusion and empowerment of black, indigenous, quilombola, and other minority groups, increasing their representation at Azul in general and in leadership positions, and monitor race indicators based on self-declaration during onboarding (black, brown, yellow, white, and indigenous).
 - Initiatives: Partnerships with organizations and companies that direct talents interested in joining Azul and “Raça é Prioridade” Movement.
- e) Generations
 - Include people of all generational/age groups through effective affirmative actions, offering job opportunities and development for all ages, especially Crew Members over 60 years old.
 - Initiatives: Partnerships with organizations and companies that direct talents interested in joining Azul, Internship Program, and Trainee Program.
- f) Sexual Diversity
 - Promote an inclusive work environment, free from discrimination based on sexual orientation and gender identity, ensuring equal opportunities and rights.
 - Initiatives: Partnerships with companies that have employability projects for trans people and support for Crew Members undergoing gender transition.

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g) Cultures and Nationality

- Strive to create a welcoming and inclusive environment for all Crew Members, encouraging equal opportunities and professional development regardless of their origin, ethnicity, culture, beliefs, customs, or religion. The company also guarantees the rights of refugee and immigrant workers, monitoring ethnicity-related indicators based on our commitments and goals.
- Initiatives: Recruitment programs across Brazil.

4.2. COMMUNICATION CHANNELS

4.2.1. Azul has the following tools for maintaining and monitoring an inclusive environment:

- **Anjo Azul:** A program that offers psychosocial support and legal and financial guidance for Crew Members and their families. This assistance channel is available 24/7, confidentially and securely.
- **Confidential Channel:** An exclusive channel for secure reporting of conduct that violates the company's ethical principles, internal policies and standards, and applicable external laws, through the website www.canalconfidencial.com.br/azul or by phone.

4.3. COMPLEMENTARY REFERENCES:

4.3.1. The legislation, regulations, and other instruments listed below, notably as they may be amended, repealed, or updated, integrate and complement the provisions of this Policy, where applicable:

- Company's Code of Ethics and Conduct;
- Human Rights Policy;
- Women's Empowerment Principles (WEPs) - UN Women and Global Compact.

4.4. APPROVALS:

4.4.1. This Policy was reviewed and unanimously approved by the members of the Company's Statutory Board of Directors on June 30, 2022, and takes effect from this date for all purposes and effects. Barueri/SP, June 30, 2022.

5. RECORDS CONTROL

RECORDS (CODE)	NAME	FILE LOCATION	INDEXING	ACCESS	ACTIVE RETENTION	INACTIVE RETENTION	DESTINATION AFTER PERIOD
Not applicable.							

6. REVIEW CONTROL

Review	Review History	Involved area	Reason
00	Full document.	-	-
01	Fully revised.	-	-

Formulation:	Approval:
Name: Juliana Pinto dos Santos Position: Culture, Social & EBEX Manager	Name: Antônio Dibai Position: Head of People
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