## 1. Aena: business model
- General overview
- Global leaders
- Risk Management and its impacts
- Reference framework and corporate policies
- Objectives and strategies: Strategic Plan of Aena

## 2. Environmental protection: environmental issues
- Environmental management framework
- Noise
- Light pollution
- Air pollution
- Energy efficiency
- Aena and the climate emergency
- Sustainable resource use
- Protecting biodiversity
- Waste management and Circular Economy in airport facilities

## 3. Social and staff issues
- Employment
- Working conditions
- Occupational health and safety
- Industrial relations
- Training
- Universal accessibility to employment for people with disabilities
- Equality and diversity

## 4. Human Rights
- Due diligence in the protection of Human Rights
- Incorporating the protection of Human Rights into the value chain

## 5. Fight against corruption and fraud
- Adopted prevention measures
- Measures to combat money laundering

## 6. Aena and its impact on the environment: social issues
- Commitments to sustainable development
- Airports: shared spaces
- Impact of the activity on society and the environment
- Relationship and dialogue with stakeholders
- Subcontracting and suppliers

## 7. Customer focus: quality and safety
- Quality of customer services
- Guarantee of Security in provision of services
- Investments in quality and security
- Complaint mechanisms

## 8. Innovation for fostering opportunities
- Innovation management at Aena
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- About this report
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Chairman’s letter

I am happy to present, once again, the Aena Corporate Responsibility Report for the 2019 financial year, a reflection of how we work and what we achieve.

Through its pages we show our firm commitment to the Global Compact Principles, the Sustainable Development Goals set out in the UN 2030 Agenda, and to transparency and compliance culture, aware of the fundamental role that they play in building a society capable of progress without leaving anyone behind.

2019 has been a good year for the Company in which we have firmly committed to innovation and sustainability. More than 275 million passengers have passed through Aena airports in Spain, and London-Luton Airport - the sixth in the United Kingdom - reached 18 million passengers.

These figures have allowed us to reach total revenues of 4,503 million euros and commercial revenues of 1,252 million euros. The solidity of these results allows us to face the challenges of the future.

In addition, as a result of the Company's commitment to internationalisation, this year we have undertaken the largest international development operation in our history with the concession for six airports in Brazil.

Chairman and CEO, Maurici Lucena.
When reviewing 2019, the growing role of the climatic and environmental emergency cannot be ignored, perhaps the biggest challenge facing today’s world. A technical, economic and social challenge.

Aware of the demands involved, Aena makes sustainability and innovation the focus of its strategic model. An important manifestation of this is our Photovoltaic Plan and the progress in the field of digital transformation, which will allow us to provide more and better services without increasing our consumption of resources.

It is not enough to meet the objectives. The way to comply with them is the one that generates positive impacts on our stakeholders: our users, who demand quality and safety at the highest level; our teams, to work with the greatest efficiency and maximise positive environmental impacts; or the other agents that participate in the provision of the air transport service, with whom we collaborate in search of common benefit, within a framework of maximum transparency.

As in previous years, the content of this Report has been prepared in accordance with the comprehensive level of the GRI (Global Reporting Initiative) Standards, an international reference framework, which facilitates the comparison of our performance with other companies and provides our shareholders with certainty.

To conclude, I only have to express my gratitude to the professionals who make up Aena for their constant commitment and effort, as well as to the customers, passengers and shareholders who place their trust in us.

To all of them, thank you.
1. Aena: Business Model

- General overview
- Global Leaders
- Risk Management and its impacts
- Reference framework and corporate policies
- Objectives and strategies: Strategic Plan of Aena

Environmental protection: environmental issues

Social and staff issues

4. Human Rights

5. Fight against corruption and fraud

6. Aena and its impact on the environment: social issues

7. Customer focus: quality and security

8. Innovation for fostering opportunities

9. Technical record

10. Appendix
Aena: Business Model

Results

- Aena’s activity hit new highs in Spain, driven by the strong performance of tourist and domestic traffic.
- Aena renews its inclusion on the FTSE4Good Index.
- Aena, among the 100 companies with the best reputation in Spain, according to MERCO.
- No personal data security breaches have been detected in 2019.

Measures and management

- General Shareholders’ Meeting.
- Board of Directors: Executive Committee, Audit Committee and Appointment, Salaries and Corporate Governance Committee.
- Risk Control and Management Policy and System.
- Strategic Plan 2018-2021.
- Corporate governance policy.
- Regulatory compliance policy.
- Code of Conduct.
- Anti-corruption and fraud policy.
- Corporate fiscal policy.
- Aena communication policy.
- Communication and investor relations policy.
- Shareholder remuneration policy.
- Selection policy for board candidates.
- Integrated management of quality, the environment and energy efficiency policy.
- Corporate responsibility policy.
- Regulatory Compliance System.
- Whistle-blower channel.

Main milestones 2019

- Creation of the Department of Innovation and Cross-Company Strategic Projects.
- Concession for the Northeast Brazil airport group.
- Real estate development plan.
- Completion of the process of adaptation to the Organic Law on Data Protection and Digital Rights Guarantees.
- Extension of the duty free contract.
- Strengthening of the role of the data protection officer.

Perspectives and future outlook

- Development of Aena’s real estate business.
- Continue to be leaders in efficiency and committed to competitive tariffs.
- Maintain a solid cash generation capacity.
- Compliance with the service quality standards and investment commitment aims set forth in the Airport Regulation Document1.
- Moderation of traffic growth levels.
- Promote international expansion, depending on good opportunities arising.
- Review of corporate policies.
- Promotion of data protection regulation audits.
- Continue to make progress with the objectives of the Strategic Plan.

(1) Airport Regulation Document (DORA): document that sets out the minimum conditions of service necessary to guarantee the accessibility, sufficiency and suitability of the airport infrastructure and the adequate provision of the basic services of the airport network.

Investment in improvements in infrastructure, security and environmental conservation €521.6 million in investments in 2019.

Transparency in decision-making and accountability.
General overview

Aena S.M.E., S.A. (“Aena”, or the “Company”) is a joint stock company. Its majority shareholder is ENAIRE, a public business body that owns 51% of its capital. The remaining 49% has been listed on the stock exchanges of Madrid, Barcelona, Bilbao and Valencia since 11 February 2015.

Aena currently operates 46 airports of general interest in Spain and two heliports. Aena owns 32 of these airports and has shared use of another eight with the Ministry of Defence. A further five are military airbases that are open to civilian traffic, while it operates Murcia International Airport (AIRM) as a concession.

It also has a presence outside Spain, through its subsidiary Aena Desarrollo Internacional S.M.E., S.A. (“Aena International”). Aena International has a 51% majority holding in the UK’s London Luton Airport and also has interests in 12 airports in Mexico, two in Jamaica and two in Colombia. In March 2019, it acquired 100% of the management of six airports in north-east Brazil (ANB), coming into operation in January 2020.

The Aena Group comprises Aena, the AIRM concession operator, Aena International, the companies in the London Luton Airport Holding Group, and the concession operator ANB.

(2) The specific and exclusive corporate purpose of which is the provision of public services for the expansion, upkeep and operation of airport infrastructure in the airport complexes in the north-east block of Brazil.

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2. Environmental protection: environmental issues

3. Social and staff issues

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Aena was awarded the concession for the operation and maintenance of Northeast Brazil airport group, consisting of 6 airports.

Aena handled 275.2 million tons of cargo and performed 6 in Brazil 125.2 million operations.

293.2 M passengers of passengers in 2019

2019

2 in Jamaica

1 in United Kingdom

2 in Colombia

12 in Mexico

6 in Brazil
**Conectamos el mundo, creamos valor**

Aena es hoy una gran Compañía de servicios que opera en un entorno global, complejo y cambiante donde el éxito solo es posible cuando la organización es capaz de generar valor de manera constante para todos sus grupos de interés. Para lograrlo, la Compañía está inmersa en una evolución continua que viene definida por las necesidades y expectativas de su entorno. Sus respuestas eficaces y adecuadas a estas demandas, constituyen los cimientos de su liderazgo.

**Grandes retos**

- Sociales
- Ambientales
- Regulatorios
- Tecnológicos
- De mercado

**Temas relevantes**

- Un actor que genera valor a la comunidad
- Cambio climático
- Cultura profesional basada en el talento y el compromiso
- Exigencias y restricciones derivadas del marco regulatorio
- Experiencia del cliente
- Sostenibilidad
- Gestión eficiente
- Innovación y tecnología
- Internacionalización
- Seguridad operacional y aeroportuaria
- Transparencia

**Líneas de estratégicas de actuación**

- Con el medio ambiente
- En nuestra gestión
- Con el cliente
- Con el entorno
- Con el mercado

**Grupos de interés**

- Expertos RC
- Administraciones públicas y organismos reguladores
- Accionistas, inversores y analistas
- Usuarios de servicios (pasajeros, aerolíneas, agentes de handling)
- Proveedores de servicios y concesionarios
- Medios de comunicación
- Comunidad local
- Sociedad y ONGs
- Empleados
Milestones 2019

January

The Murcia Region International Airport opens its doors
His Majesty King Felipe VI opened the new airport at a ceremony also attended by the Minister of Development, José Luis Ábalos, and the President of the Region of Murcia, Fernando López Miras, among other authorities and hundreds of guests.

Historical record number of passengers in 2018: over 263 million passengers
The balance of passenger traffic at Aena’s airports during 2018 was very positive: more than 263.7 million passengers, representing 5.8% more than the previous year, breaking a historical record.

February

Aena presents is 2018 economic results
1,327.9 million euros of net profit were earned in 2018, representing 7.8% more than the previous year. This figure reflects the positive evolution of the business and a decrease in financial expenses.

March

Aena was awarded the concession for the Northeast Brazil airport group
Aena, through its subsidiary Aena Desarrollo Internacional, was awarded the concession for the operation and maintenance of the Northeast Brazil airport group, for a period of 30 years, with the possibility of a 5 year extension. The price of the contract amounted to 1,900 million Brazilian reals, approximately 437.5 million euros, and was the result of an auction that took place on the São Paulo stock exchange.

Málaga-Costa del Sol Airport celebrates its centenary
The airport ran several activities during the year to celebrate the event, starting with the reception of two light aircraft and a commercial aircraft that reproduced their first flight.

Aena presents its Photovoltaic Plan
As part of Aena’s strategy to fight climate change, among other measures the Company is committed to increasing the self-supply of energy from renewable sources. Aena’s photovoltaic plan will allow an energy self-supply of 70% to be achieved.

April

Biometric facial recognition technology
Menorca Airport has become the first in Europe to test a facial recognition system in security filter and boarding processes.

Financing to improve energy efficiency
Aena’s chairman, Maurici Lucena, and the EU bank’s Vice President, Emma Navarro, signed a financing agreement under which the EIB is to grant the Company a EUR 86 million loan to finance 75% of investments aimed at improving energy efficiency and promoting renewable energy consumption at Aena’s airports and heliports in Spain.

May

Aena rewards innovation
For the second year running, the Innova 2019 Awards ceremony was held at Aena’s central services headquarters.
The Department of Innovation and Cross-Company Strategic Projects was created in 2019

Its aim is to promote important strategic projects such as innovation, digital transformation, the search for passenger service excellence and sustainability.

- **October**
  - Signing of a cooperation agreement with Capital Airports Holding Company, the largest airport operator in China
    - The aim of the partnership is to share airport and business management work methods.

- **September**
  - 50th anniversary of Fuerteventura Airport
    - Over its half century of history, Fuerteventura Airport has witnessed the transit of more than 84.7 million passengers and over 760,000 aircraft.

- **June**
  - Aena joins the Net Zero 2050 commitment
    - The commitment is part of Aena’s climate change strategy. Over the next five years, this initiative will reduce Aena’s carbon emissions to a net aggregate value of zero, making its airport business compatible with the need to preserve the planet and tackling one of humanity’s major challenges in the 21st century: climate change.

- **December**
  - New Department of Innovation and Cross-Company Strategic Projects
    - This department will promote major strategic projects, such as innovation, digital transformation, seeking passenger excellence and sustainability.

  - 50th anniversary of Pamplona Airport
    - A series of activities were launched to mark this occasion, aimed at airport workers and Navarra society at large.

  - Employer branding, a necessary tool for people management
    - Aena launches the Employer Branding project internally aimed at improving the experience of employees and attracting talent.

- **June**
  - Aena renews its place on the FTSE4Good Index
    - For yet another year running, Aena has featured on the stock market corporate sustainability index designed to facilitate investments in the world’s most sustainable companies.

- **October**
  - Signing of a cooperation agreement with Capital Airports Holding Company, the largest airport operator in China
    - The aim of the partnership is to share airport and business management work methods.

- **September**
  - 50th anniversary of Fuerteventura Airport
    - Over its half century of history, Fuerteventura Airport has witnessed the transit of more than 84.7 million passengers and over 760,000 aircraft.

- **December**
  - 50th anniversary of Pamplona Airport
    - A series of activities were launched to mark this occasion, aimed at airport workers and Navarra society at large.
Business environment and trends

Aena’s activity hit new highs in Spain in 2019, driven by the strong performance of tourist and domestic traffic. However, growth in the volume of passengers to and from the UK - the largest international market - slowed compared to 2018. Germany, the second largest international market, also contracted slightly.

The global economy - the main driver of the volume or air traffic is experiencing a synchronised slowdown, which began in the second quarter of 2018. This is due mainly to weakening of manufacturing activity, while service activities have remained positive for the moment. The International Monetary Fund estimates global GDP growth in 2019 at 2.9%, down on the 3.6% in 2018, with a 1% increase in world trade, which was also lower than the 3% growth in 2018. (More information on the macroeconomic environment in which Aena is operating is detailed at the start of the 2019 Management Report).

In addition to economic issues, we also need to consider social trends, such as: increasing environmental concerns among Aena’s stakeholders; the ageing of the population in Europe (which could mean an increase in services adapted for users with special needs); the ongoing integration of information technology; and the continuous development of innovative products (with applications and repercussions in all areas).
## Main short, medium and long-term trends and risks that could result from the context in which Aena operated in 2019

<table>
<thead>
<tr>
<th>Trends and risks</th>
<th>Scenarios</th>
<th>Aena’s actions</th>
</tr>
</thead>
</table>
| **Political situation** | • Continuing uncertainty around Brexit.  
• Business potential in the American countries where Aena operates remains favourable, although there is less stability than in the European market. | • Aena 2018-2021 Strategic Plan.  
• Continuous promotions in the commercial area of the Spanish airports network.  
• Contact with airlines affected by Brexit. |
| **Economic situation and development of the tourism sector** | • Slower but stable growth in the Spanish economy.  
• Boost from domestic traffic.  
• Modest recovery in alternative destinations to Spain. | • The Spanish airport network has been able to successfully handle the growth in traffic due to the enormous investment effort in the previous decade.  
• Completion of the expansion of London Luton Airport and start of planning for its future development.  
• Aena enters the Brazilian market, starting to operate in 2020.  
• Extraordinary incentive for airlines following the bankruptcy of Thomas Cook. |
| **Evolution of the profile of airlines** | • Increase in the share of passengers of low-cost airlines, although their concentration remains low.  
• The trend towards airline concentration could result in less competition.  
• IAG-Air Europa merger agreement. | • Aena offers incentives for airlines to promote the creation of new long-haul routes to destinations that are not currently served, and for growth in passengers at small and seasonal airports.  
• Review of competition resolutions on the merger agreement. |
| **Operational and physical security, including terrorist acts** | • The terrorist threat remains in Europe.  
• Aena is exposed to risks related to airport operations (operational and physical security).  
Events such as terrorist attacks, wars, global epidemics and accidents could have a negative impact on air traffic. | • Operational Security Management System.  
• Collaboration with security forces on enhancing security controls.  
• Strong focus on innovation to balance quality of service with the highest security. |
| **Information technology and cybersecurity** | • Greater exposure and increased threats and vulnerabilities in the face of cyberattacks. | • Implementation of a cybersecurity plan to enhance information security in the Company, reinforcing existing controls and improving the capacity to respond to threats. |
### Aena: business model

#### Shareholder structure
- Regulated sector: management of the airport network with public service criteria, airport charges regime, airport security measures.
- Progress on achieving the objectives in the Strategic Plan.
- New organisational structure.

#### Climate change
- The consequences of climate change (adverse and extreme weather events) can affect the operational capacity, safety and efficiency of airports.
- Greater environmental awareness among the general public, business and government, where collaborative models are emerging to exploit synergies and foster cascade effects.
- Aena’s Climate Change Strategy.
- Established presence in the ESG and FTSE4Good indices.
- Carbon Disclosure Project (CDP) reporting.
- Launch of the Photovoltaic Plan.
- Purchase of renewable energy.
- Implementation of various energy efficiency and renewable energy measures in airports, along with awareness raising and outreach.
- Involvement in international initiatives (ACA programme, Net Zero Carbon).
- Collaboration with airlines and handling agents to reduce emissions.

#### Effects on local communities
- Compatibility of air operations and development of airport infrastructures with local environments (noise).
- Mitigating measures for environmental effects and noise in airport areas and particularly sensitive locations.

#### Stakeholder demands
- Increased scrutiny of ethics and transparency.
- Effective contribution to sustainable development.
- Evolution of the passenger profile.
- Strategic Corporate Responsibility Plan.
- Perception analysis and communication mechanisms for passengers and employees.
- Participation in alliances for sustainable development.

#### Regulatory compliance
- Increased focus on regulatory compliance aspects because of possible breaches, or defective compliance with, legal standards, rules of behaviour and other requirements.
- Regulatory compliance system including policies and procedures to combat corruption and fraud, and the corporate governance policy.
Capital and organisational structure

The annual financial statements include details of the current capital structure of Aena. At present, 51% of Aena is owned by ENAIRE (a public business entity dependent on the Ministry of Transport, Mobility and the Urban Agenda\(^4\)) with the remaining 49% being listed on the stock exchanges of Madrid, Barcelona, Bilbao and Valencia since 11 February 2015 (see full details of shareholdings at year-end 2019 included in the corporate governance report). Aena has been part of the Ibex 35 since June 2015\(^5\).

The highest governance bodies with responsibilities for management, supervision and control are the general shareholders’ meeting and the board of directors, which has an executive committee, an audit committee and an appointments, remuneration and corporate governance committee\(^6\).

Aena’s directors are selected following analysis of needs and favouring diversity of knowledge, experience and gender. Aena’s board of directors had 15 members at 31 December: 6 independent directors, 7 proprietary directors appointed at the proposal of the majority shareholder, ENAIRE, 1 proprietary director representing TCI Advisory Services and 1 executive director, the post held by the current Chairman and CEO of Aena, Maurici Lucena.

Supervision mechanisms

The Board of Directors evaluates on an annual basis, following a report from the Appointments and Remuneration Committee, its operation, the efficiency and quality of its work, as well as the endeavours of the Board Committees and the performance of the Chairman in his duties. Every three years, this evaluation is supplemented by another conducted by an independent external consultant.

26.67%

female presence on the Board of Directors of Aena at the close of 2019.

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(4) Formerly the Ministry of Development, new name as of 13 January 2020.
(5) For more information you can consult the Annual Corporate Governance Report available on Aena’s corporate website.
(6) On the corporate webpage you can also consult the composition, responsibilities and operating regulations of these bodies.
In accordance with the regulations of the board of directors, the ordinary management of the Company’s business is entrusted to the management team and the corresponding executive bodies. Aena’s organisational structure is designed to ensure compliance with the commitments in its regulatory framework (DORA, Airport Regulation Document, 2017-2021) and to foster new business lines that generate value, such as commercial and real-estate activities and international expansion.

The creation of the Innovation and Transversal Strategic Projects Division was an important development. This was approved by the board of directors in September 2019 to foster alignment of the Strategic Plan with critical areas such as sustainability, innovation, the digital transformation and the search for excellence in the customer experience.

(7) Airport Regulation Document (DORA): document that sets out the minimum conditions necessary to guarantee the accessibility, sufficiency and suitability of the airport infrastructure and the adequate provision of the basic services of the airport network.
Markets where Aena operates

As previously mentioned, Aena manages a number of airports in Europe and the Americas.

The network of 46 airports and 2 heliports operated by Aena in Spain includes the three most relevant airports (Adolfo Suárez Madrid-Barajas, Josep Tarradellas Barcelona-El Prat and Palma de Mallorca), with the other airports being divided into four groups. Group I comprises airports with over 2 million passengers per year; Group II comprises airports with between 0.5 million and 2 million passengers per year; Group III comprises airports with fewer than 0.5 million passengers per year; and, finally, the Canary Islands Group comprises the eight airports in the Canary Islands.

Outside Spain, the Group operates the London Luton Airport in the UK, where Aena Desarrollo Internacional has a majority 51% holding, and was awarded 100% of the management of six airports in the north-east of Brazil in 2019\(^8\), including the airports of Recife, Maceió, Aracajú, Campina Grande, João Pessoa and Juazeiro do Norte, which Aena will start operating in early 2020.

Aena Desarrollo Internacional also has holdings in the companies that operate the Alonso Bonilla Aragón airport in Cali and Rafael Núñez airport in Cartagena de Indias in Colombia; the Montego Bay and Kingston airports in Jamaica; and 12 airports in Mexico.

All of these international operations are performed in accordance with international regulations and the specific legal systems of the countries where they are located, while also being consistent with Aena’s policies.

\(^8\) The auction and provisional award took place in March, and the concession period started in October 2019.
Services rendered by Aena

**Aeronautical business**
- Regulated activities
  - Aircraft landing
  - Passenger services
  - Telescopic airbridges
  - Handling services
  - Loading
  - Security
  - On-board catering
  - Parking
  - Fuel
- Non-regulated activities
  - Power supplies, use of boarding desks and fast-track access services.

**Commercial activity**
- Leases
- Duty Free shops
- Speciality shops
- Food & Beverage
- Car rental
- Advertising
- VIP services
- Car parks

**Real estate services**
- Floor area
- Operation and management of buildings
- Cargo logistics centres and real estate operations
- Hangers, warehouses and cargo areas

**International business**
- 23 Airports outside Spain
  - 12 Mexico
  - 2 Jamaica*
  - 2 Colombia
  - 1 United Kingdom
  - 6 Brazil

(*) Indirect share through GAP in Montego Bay and Kingston airports.
Global leaders

Key figures 2019

Leadership

#1
the world’s leading airport operator by numbers of passengers

Aena was awarded the concession for the operation and maintenance of the Northeast Brazil airport group, consisting of 6 airports

293.2 M
passengers in 2019 (275.2 M at Spanish airports and 18 M at London-Luton Airport)

+2,360,957
operations performed

Safety and Infrastructure

€521.6 M
invested in infrastructure

Investment in improvements to airport services:

€132.6 M
(Spain)

€3.9 M
(London-Luton Airport)

0.853
in the ACI1 Index

Quality

Global quality index: 4.05/5 (Spanish airports network)

Investment in improvements to airport services:

€47.6 M
(Spain)

€23.5 M
(London-Luton Airport)

Profitability and Solvency

€4,503.3 M
turnover

€2,766.2 M
EBITDA

The action has reached €178.05

Aena renews its inclusion on the FTSE4Good Index

Innovation

€13.9 M
invested in R+D+i (Source: Non-financial information statement 2019) €18.97 M (as of April 2020)

Creation of the Department of Innovation and Cross-Company Strategic Projects

Preparation of Aena Venture (Aena’s startup Accelerator)

Diversity

36.6%
women workers

26.67%
women on the Board of Directors

43.56%
of other management positions and graduates are held by women

2.53%
disabled staff (over total staff)\(^\text{10}\)

Quality employment

8,878
employees in 3 countries

90.91%
of fixed contracts

€2.3 M
invested in training and

8,215
people trained (Spain)

€ +1,400,000
intended for social assistance to employees\(^1\)

Integration

€61.89 M
invested in accessibility improvements (Spanish airport network)

1.9 M
of assistance for disabled people in the Spanish airport network

Environment

180,514 tCO\(_2\)
avoided

2.5%
reduction in energy consumption/ATU\(^{12}\)

+ 24,000
soundproofed buildings in the period from 2000 to 2019

Development

98.31%
of domestic suppliers

€826.8 M
in taxes paid

€3,181.9 M
of social cash-flow

International Cooperation Program

€187,000
Investment

136
aeronautical professionals trained

(9) ACI index: number of accidents and incidents of Airport Council International, for every 10,000 operations.

(10) Parent company data. See Chapter 3 for more information.

(11) Parent company data and Murcia Region International Airport (AIRM).

(12) ATU is a parameter that reflects the activity of an airport, taking into account its operations, passengers and annual cargo volumes.
Aena is today the world’s leading airport operator by numbers of passengers, with 293.2 million passengers passing through its facilities in Spain, the United Kingdom and America in 2019.

Overall, all of Aena’s business lines performed positively in 2019. Aena’s total consolidated revenue increased to 4,503.3 million euros during the 2019 financial year, 4.2% more than 2018. Of this total, 64.4% correspond to aeronautical activity.

### EBITDA by business lines

<table>
<thead>
<tr>
<th></th>
<th>2018 €M</th>
<th>2019 €M</th>
<th>18/19 Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aeronautical</td>
<td>1,594.8</td>
<td>1,605.3</td>
<td>+0.7%</td>
</tr>
<tr>
<td>Commercial</td>
<td>942.9</td>
<td>1,032.8</td>
<td>+9.5%</td>
</tr>
<tr>
<td>Real estate services</td>
<td>36.7</td>
<td>31.2</td>
<td>-15%</td>
</tr>
<tr>
<td>International</td>
<td>82.2</td>
<td>96.9</td>
<td>+17.9%</td>
</tr>
<tr>
<td>London-Luton Airport</td>
<td>78.7</td>
<td>99.6</td>
<td>+26.5%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2,735.3</td>
<td>2,865.8</td>
<td>+4.1%</td>
</tr>
</tbody>
</table>

### Distribution of EBITDA by business lines

- Aviation activity: 58%
- Commercial services: 37.3%
- Real estate services: 1.1%
- International: 3.6%
- 58% Aviation activity
### 2019 ordinary revenue per business line (€M)

<table>
<thead>
<tr>
<th></th>
<th>Revenue</th>
<th>% of the total</th>
<th>18/19 Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial total</td>
<td>1,241.1</td>
<td>27.9%</td>
<td>+8.5%</td>
</tr>
<tr>
<td>Duty free shops</td>
<td>344.8</td>
<td>7.8%</td>
<td>+8.4%</td>
</tr>
<tr>
<td>VIP services</td>
<td>78.8</td>
<td>1.8%</td>
<td>+22.7%</td>
</tr>
<tr>
<td>Food and beverage</td>
<td>224.9</td>
<td>5.1%</td>
<td>+12.1%</td>
</tr>
<tr>
<td>Shops</td>
<td>115.1</td>
<td>2.6%</td>
<td>+8.1%</td>
</tr>
<tr>
<td>Parking facilities</td>
<td>159.9</td>
<td>3.6%</td>
<td>+10.5%</td>
</tr>
<tr>
<td>Car rental</td>
<td>155.9</td>
<td>3.5%</td>
<td>+2.1%</td>
</tr>
<tr>
<td>Advertising</td>
<td>26.1</td>
<td>0.6%</td>
<td>-21.4%</td>
</tr>
<tr>
<td>Leases</td>
<td>34.6</td>
<td>0.8%</td>
<td>+3.0%</td>
</tr>
<tr>
<td>Other commercial services</td>
<td>102.0</td>
<td>2.3%</td>
<td>+11.5%</td>
</tr>
<tr>
<td>Total aeronautical activity</td>
<td>2,851.8</td>
<td>64.2%</td>
<td>+3.5%</td>
</tr>
<tr>
<td>Total real estate services</td>
<td>78.7</td>
<td>1.8%</td>
<td>+17.1%</td>
</tr>
<tr>
<td>Total international</td>
<td>270.2</td>
<td>6.1%</td>
<td>+13.6%</td>
</tr>
<tr>
<td>London-Luton Airport</td>
<td>258.5</td>
<td>5.8%</td>
<td>+13.6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,443.6</strong></td>
<td><strong>5.8%</strong></td>
<td></td>
</tr>
</tbody>
</table>

(*)Total amount includes consolidation adjustments.

### Total distribution of ordinary revenue in 2019 by segments

- **Commercial activity**: 27.9%
- **Aviation activity**: 64.2%
- **Real estate services**: 1.8%
- **International**: 6.1%

Control tower at Tenerife Sur Airport.
Passenger traffic
Traffic at the airports managed by the Aena Group continues to break records, with a volume of 293.2 million passengers in the year 2019, representing a year-on-year increase of 4.6%. Specifically, growth stood at 8.6% at London-Luton Airport and 4.4% in Spain, driven by the good performance of the tourism sector and national traffic.

<table>
<thead>
<tr>
<th>Domestic traffic</th>
<th>International traffic</th>
</tr>
</thead>
<tbody>
<tr>
<td>85.9 million passengers</td>
<td>189.3 million passengers</td>
</tr>
<tr>
<td>+6.4%</td>
<td>+3.5%</td>
</tr>
</tbody>
</table>

- Positive evolution of the Spanish economy.
- Increase in the state subsidy for inter-island traffic and journeys to the mainland by residents of the islands, Ceuta and Melilla.

Contribution by the following to total traffic has decreased slightly:
- Uncertainty associated with Brexit.
- Increased price sensitivity due to the economic slowdown.
- Recovery of alternative tourist destinations.

Interior of Ibiza Airport.
Traffic analysis

<table>
<thead>
<tr>
<th>Airports and airport groups</th>
<th>Passengers</th>
<th>Aircraft</th>
<th>Cargo</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Millions</td>
<td>Change 19/18’</td>
<td>Thousands</td>
</tr>
<tr>
<td>Adolfo Suárez Madrid-Barajas</td>
<td>61.7</td>
<td>6.6%</td>
<td>426.4</td>
</tr>
<tr>
<td>Josep Tarradellas Barcelona-El Prat</td>
<td>52.7</td>
<td>5.0%</td>
<td>344.6</td>
</tr>
<tr>
<td>Palma de Mallorca</td>
<td>29.7</td>
<td>2.2%</td>
<td>217.2</td>
</tr>
<tr>
<td>Canary Islands Group</td>
<td>45.0</td>
<td>-0.6%</td>
<td>410.7</td>
</tr>
<tr>
<td>Group I</td>
<td>70.5</td>
<td>6.5%</td>
<td>565.0</td>
</tr>
<tr>
<td>Group II**</td>
<td>13.8</td>
<td>1.5%</td>
<td>191.2</td>
</tr>
<tr>
<td>Group III</td>
<td>1.8</td>
<td>17.0%</td>
<td>205.9</td>
</tr>
<tr>
<td><strong>Subtotal Spanish airport network</strong></td>
<td><strong>275.2</strong></td>
<td><strong>4.4%</strong></td>
<td><strong>2,361.0</strong></td>
</tr>
<tr>
<td>London-Luton Airport</td>
<td>18.0</td>
<td>8.6%</td>
<td>141.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>293.2</strong></td>
<td><strong>4.6%</strong></td>
<td></td>
</tr>
</tbody>
</table>

(*) Percentage changes calculated in passengers, aircraft and kg.
(**) Includes data from the Murcia Region International Airport (AIRM): 1,090,954 passengers and 7,976 aircraft movements.

Distribution of passenger traffic by markets in 2019

<table>
<thead>
<tr>
<th>Passengers by market</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>60%</td>
</tr>
<tr>
<td>Spain</td>
<td>31.2%</td>
</tr>
<tr>
<td>Latin America</td>
<td>3%</td>
</tr>
<tr>
<td>North America***</td>
<td>2.5%</td>
</tr>
<tr>
<td>Africa</td>
<td>1.4%</td>
</tr>
<tr>
<td>Middle East</td>
<td>1.3%</td>
</tr>
<tr>
<td>Asia Pacific and others</td>
<td>0.5%</td>
</tr>
</tbody>
</table>

Ranking*

01. Europe**  02. Spain  03. Latin America  04. North America***  05. Africa  06. Middle East  07. Asia Pacific and others


The share of low-cost airlines once again increase this year, from 56.4% in 2018 to 57.6% in 2019.

(*) Ranking by accumulated passengers up to the month of December 2019.
(**) Excluding Spain.
(*** ) North America refers to the United States, Canada and Mexico.
A year-on-year increase in traffic of 6.7% was recorded at airports owned by Aena outside Spain. With the exception of Brazil, where operations will begin in 2020, all international airports have experienced a very positive evolution. Of particular note are London-Luton Airport, which is close to reaching its authorised maximum of 18 million passengers (ended 2019 with 17,999,969 passengers), and Cali Airport, favoured, among other factors, by LATAM’s commitment to Colombia, particularly Cali, and the recovery of frequencies by Avianca in 2019 following its reorganisation in 2018.

**Traffic by airline**

*(Top 15, Spanish airports network)*

<table>
<thead>
<tr>
<th>Carrier</th>
<th>Passengers (millions)</th>
<th>Variation</th>
<th>Share (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2019</strong></td>
<td><strong>2018</strong></td>
<td><strong>%</strong></td>
<td><strong>2019</strong></td>
</tr>
<tr>
<td>Ryanair*</td>
<td>50.0</td>
<td>46.8</td>
<td>6.8%</td>
</tr>
<tr>
<td>Vueling</td>
<td>42.7</td>
<td>39.4</td>
<td>8.5%</td>
</tr>
<tr>
<td>Iberia</td>
<td>20.7</td>
<td>19.3</td>
<td>7.1%</td>
</tr>
<tr>
<td>Air Europa</td>
<td>19.0</td>
<td>17.4</td>
<td>9.7%</td>
</tr>
<tr>
<td>Easyjet**</td>
<td>17.9</td>
<td>16.8</td>
<td>6.7%</td>
</tr>
<tr>
<td>Iberia Express</td>
<td>10.3</td>
<td>9.5</td>
<td>8.1%</td>
</tr>
<tr>
<td>Air Nostrum</td>
<td>8.9</td>
<td>8.4</td>
<td>6.2%</td>
</tr>
<tr>
<td>Norwegian Air***</td>
<td>8.9</td>
<td>10.0</td>
<td>-10.7%</td>
</tr>
<tr>
<td>Jet2.Com</td>
<td>8.0</td>
<td>7.2</td>
<td>11.0%</td>
</tr>
<tr>
<td>Binter Group****</td>
<td>7.7</td>
<td>7.1</td>
<td>9.2%</td>
</tr>
<tr>
<td>Eurowings</td>
<td>5.6</td>
<td>5.6</td>
<td>0.2%</td>
</tr>
<tr>
<td>Thomson Airways</td>
<td>4.6</td>
<td>4.8</td>
<td>-4.3%</td>
</tr>
<tr>
<td>Lufthansa</td>
<td>4.5</td>
<td>4.2</td>
<td>5.7%</td>
</tr>
<tr>
<td>Transavia</td>
<td>3.8</td>
<td>3.7</td>
<td>3.0%</td>
</tr>
<tr>
<td>Condor</td>
<td>3.4</td>
<td>3.4</td>
<td>0.3%</td>
</tr>
<tr>
<td><strong>Total Top 15 passengers</strong></td>
<td><strong>216.2</strong></td>
<td><strong>203.6</strong></td>
<td><strong>6.2%</strong></td>
</tr>
<tr>
<td>Other carriers</td>
<td>59.1</td>
<td>60.1</td>
<td>-1.8%</td>
</tr>
<tr>
<td><strong>Total Passengers</strong></td>
<td><strong>275.2</strong></td>
<td><strong>263.8</strong></td>
<td><strong>4.4%</strong></td>
</tr>
<tr>
<td><strong>Total low-cost passengers</strong>*****</td>
<td><strong>158.4</strong></td>
<td><strong>148.7</strong></td>
<td><strong>6.5%</strong></td>
</tr>
</tbody>
</table>

(*) Includes Ryanair Ltd. and Ryanair Sun, S.A.
(**) Includes Easyjet Switzerland, S.A., Easyjet Airline Co. Ltd. and Easyjet Europe Airline GMBH.
(****) Includes Norwegian Air International, Norwegian Air Shuttle A.S. and Norwegian Air UK.
(*****) Includes Binter Canarias, Naysa and Canarias Airlines.
(******) Includes passenger traffic of low-cost carriers on regular flights.

**The IAG Group (*) and Ryanair remain as Aena’s largest customers**

(*) Includes Iberia, Iberia Express, Vueling, British Airways, Aer Lingus and the Level brand.

<table>
<thead>
<tr>
<th>Airport</th>
<th>2019</th>
<th>2018</th>
<th>% Change*</th>
<th>% Stake of Aena</th>
</tr>
</thead>
<tbody>
<tr>
<td>London-Luton Airport (United Kingdom)</td>
<td>18.0</td>
<td>16.6</td>
<td>8.6%</td>
<td>51.0%</td>
</tr>
<tr>
<td>Grupo Aeroportuario del Pacífico (GAP)** (Mexico)</td>
<td>48.7</td>
<td>44.9</td>
<td>8.4%</td>
<td>5.8%</td>
</tr>
<tr>
<td>Aerocali (Colombia)</td>
<td>5.7</td>
<td>5.1</td>
<td>12.5%</td>
<td>50.0%</td>
</tr>
<tr>
<td>SACSA (Cartagena de Indias, Colombia)</td>
<td>5.8</td>
<td>5.5</td>
<td>5.7%</td>
<td>37.9%</td>
</tr>
<tr>
<td>Aeroportos del Nordeste del Brasil S.A.</td>
<td>13.7</td>
<td>14.0</td>
<td>-1.6%</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>91.9</td>
<td>86.1</td>
<td>6.7%</td>
<td></td>
</tr>
</tbody>
</table>

(*) Percentage changes calculated in passengers.
(**) GAP includes traffic at Montego Bay and Kingston Airports (Jamaica).
Commercial Activity

Ordinary commercial revenue during 2019 reached 1,241.1 million euros, representing an increase of 8.5% compared to the same period of the previous year. The factors behind this growth include improvements in the contractual conditions of new tenders, including higher minimum guaranteed income, increases in income included in current contracts, and the favourable evolution of the parking and VIP services businesses, both managed by Aena.
### Boost to commercial activity in 2019

#### Tax and Duty Free Shops
- **€344.8 M** of revenue (+8.4% vs. 2018)
- **27.8%** of commercial activity
- Actions carried out within the framework of the project launched by Dufry, in collaboration with Aena, initiated in June 2018, in 5 airports:
  - Actions with the sales force, such as performance related incentives and competitions.
  - Optimization of the pricing policy.
  - Improvement of designs and layouts of current shops.
  - Optimisation of assortment and brands in different categories.
  - Digital marketing and development.

#### Shops
- **€115.1 M** of revenue (+8.1% vs. 2018)
- **9.3%** of commercial activity
- Renovation of commercial premises at different airports in the network.
- New profiles on Instagram and Facebook.
- Personal Shopper service at 4 of the main airports.
- Actions to cover the specific needs of Asian passengers.

#### Food and beverage
- **€224.9 M** of revenue (+12.1% vs. 2018)
- **18.1%** of commercial activity
- 51 new stores awarded in 2019.
- Aena has completed the renovation and opening of 86 stores, awarded in 2018, with new brands.
- New vending machines.
- Opening to the public of the restaurant area at the Murcia International Airport.

#### Parking facilities
- **€158.9 M** of revenue (+10.5% vs. 2018)
- **12.8%** of commercial activity
- Improvement of the non-reserve segment and online bookings at the main airports.
- Opening of express car parks.
- Promotion of the registration number based payment service and mobile payment.
- Marketing and positioning campaigns for the “Aena Parking” in-house brand.

#### Car rental
- **€155.9 M** of revenue (+2.1% vs. 2018)
- **12.6%** of commercial activity
  - Unification of operators at the Málaga-Costa del Sol Airport.
  - Four operators at the Murcia Region International Airport.

#### VIP services
- **€78.8 M** of revenue (+22.7% vs. 2018)
- **6.3%** of commercial activity
  - Refurbishment work.
  - New lounges.
  - Redesign of spaces.
  - Fast Lane service (A Coruña Airport).
  - Updating the rates, price incentive plan, new pricing strategy.

#### Leases
- **€34.6 M** of revenue (+3.0% vs. 2018)
- **2.8%** of commercial activity

#### Advertising
- **€26.1 M** of revenue (-21.4% vs. 2018)
- **2.1%** of commercial activity
  - Start of activity of the new contractor companies.

#### Other commercial revenue
- **€102 M** of revenue (+11.5% vs. 2018)
- **8.2%** of commercial activity
  - Increase of the revenue from these activities derived mainly from the banking services activity.
Real estate services

Ordinary revenue from real estate services in 2019 amounted to 78.7 million euros, up 171% on the amount achieved in the previous year.

Aena continues to work with external consultants to define the main aspects of commercialising the airport land available at the Adolfo Suárez Madrid-Barajas and Josep Tarradellas Barcelona-El Prat airports. It has also started work on drawing up real estate development plans for other airports where floor space and assets are available with high potential for the development of supplementary airport activities, specifically at the Palma de Mallorca, Málaga-Costa del Sol, Valencia and Seville airports.
We go further to stay close

As a fundamental element for giving a boost to new value-generating lines of business, the 2018-2021 Strategic Plan includes international expansion, aimed at capturing key opportunities, in a context of strong growth in global airport traffic.

Aena holds 100% of the share capital of Aena Desarrollo Internacional S.M.E., S.A.

Aena’s resolve in this sense involves the consolidation of current assets and the acquisition of new ones, mainly in Europe and Latin America. The restructuring of the General Commercial, Real Estate and International Department in 2019 will allow the coordination of the necessary resources and the enhancement of existing synergies related to the group of services provided by the Company.

Baggage claim hall, La Palma Airport.
Aena Internacional at a glance

**London-Luton Airport**
- Increase in passenger traffic driven by Wizz Air and Ryanair.
- Now that its authorized capacity of 18 million passengers/year has been reached.
- It is working with Luton Borough Council to assess options to give the airport additional capacity.

**Aeroportos do Nordeste do Brasil**
- Impact of the termination of operations of the Company Avianca Brasil, in May 2019.

**GAP**
- Good traffic performance at the Group’s main Mexican airports.
- Kingston: outstanding year-on-year growth (+ 5.4%). Since October 2020, GAP has taken control of this airport.

**Call Airport**
- Domestic traffic
  - Favoured by LATAM’s strategy.
  - Recovery of Avianca’s flights in 2019 following its reorganisation in 2018.
  - Growth of Wingo.
  - Start of Easyfly’s operations.

**International traffic**
- Growth of COPA.
- Start of Spirit’s operations.

**Cartagena de Indias Airport**
- Domestic traffic affected by Avianca’s reorganisation of routes and frequencies.
- Negotiations are under way with the Colombian National Infrastructure Agency (ANI) for the development of the two public private partnerships (PPPs), corresponding to the airports of Cali and Cartagena.
Efficient and competitive

Investment activity
In FY 2019, investments amounted to €521.6 million euros (including 28.9 million euros in Luton and 2.3 million euros for the Murcia Region International Airport). Total investment over the period in the Spanish airport network, mainly for the maintenance of infrastructures and security, stood at €490.4 million euros.

<table>
<thead>
<tr>
<th>2019 Investment volume</th>
<th>Investment €M</th>
<th>% of the total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintenance</td>
<td>166.9</td>
<td>34%</td>
</tr>
<tr>
<td>Security</td>
<td>132.6</td>
<td>27%</td>
</tr>
<tr>
<td>Capacity</td>
<td>44.3</td>
<td>9%</td>
</tr>
<tr>
<td>Environment</td>
<td>26.3</td>
<td>5%</td>
</tr>
<tr>
<td>Other</td>
<td>119.7</td>
<td>25%</td>
</tr>
<tr>
<td>Expropriations</td>
<td>0.53</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>490.4</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

Investment activity

<table>
<thead>
<tr>
<th>Distribution of investments 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>0% Expropriations</td>
</tr>
<tr>
<td>25% Other</td>
</tr>
<tr>
<td>5% Environment</td>
</tr>
<tr>
<td>9% Capacity</td>
</tr>
<tr>
<td>27% Security</td>
</tr>
<tr>
<td>34% Maintenance</td>
</tr>
</tbody>
</table>

 ragazze
Financial debt and credit quality

At 31 December 2019, Aena Group consolidated financial accounting debt stood at 6,672.8 million euros, compared to 6,654.1 million euros at 31 December 2018, reducing the associated ratio of consolidated net financial debt to EBITDA to 2.4x at 31 December 2019 (2.5x at 31 December 2018).

In April, the Company signed a financing agreement with the European Investment Bank (EIB), whereby the EIB granted it a long-term loan with an availability period of two years, amounting to 86 million euros. This loan is intended to finance 75% of investments to improve energy efficiency and encourage renewable energy consumption at the airports and heliports of the Aena network in Spain, as set out in the 2017-2021 Airport Regulation Document.

The average interest rate of Aena S.M.E., S.A. debt in the period stood at 1.25% (1.30% at 31 December 2018).

Aena’s financial standing is reflected in the confirmation by Fitch Ratings of the “A” credit rating with stable perspectives, dated 9 May 2019, as well as by Moody’s “A3” credit rating, with stable perspectives, dated 26 July 2019.

Fitch Ratings also gave the Company a “F1” short-term rating for the first time.
**Shares in 2019**

During 2019, the price of Aena shares fluctuated between a minimum of 137.00 euros and a maximum of 178.05 euros, closing the period at 170.50 euros, implying an appreciation of 25.6% compared to the closing value at the end of 2018. This appreciation was much higher than the evolution of IBEX 35 as a whole, which in the same period saw an accumulated increase of 11.8%.

**Evolution of Aena’s share price**  
The Board of Directors has agreed to propose to the General Shareholders’ Meeting the distribution of a gross dividend of €7.58 per share charged to the results of 2019. This dividend implies the distribution of 80% of the net profit of Aena S.M.E., S.A. and represents an increase of 9.4% with respect to the previous year. This decision is set out in the Shareholder remuneration policy of Aena approved by the Board of Directors, which applies to the distribution of profits for the fiscal years 2018, 2019 and 2020.

Relationship with Investors

Shareholders and investors’ portal

Call center
(+34) 91 321 14 49

Email
ir@aena.es
Risk Management and its impacts

The Risk Control and Management Policy\(^{13}\) of Aena enables it to confidently face any threats or uncertainties of any kind that might threaten the Company. The objectives of this are:

---

1. **Strategic objectives**
   Achieving the Group's strategic objectives.

2. **Financial robustness**
   Protecting Aena's financial robustness and sustainability.

3. **Stakeholders**
   Upholding the rights of shareholders and Aena's other significant stakeholders.

4. **Security and quality**
   Performance of operations with the security and quality required.

5. **Reputation**
   Protecting Aena's reputation.

---

\(^{13}\) Reviewed and approved by the board of directors in January 2020.
Aena uses this system to classify financial and non-financial risks by their nature, enabling it to put the necessary control mechanisms in place.

<table>
<thead>
<tr>
<th>Risk type</th>
<th>Content</th>
<th>Control mechanisms</th>
</tr>
</thead>
</table>
| Strategic     | Risks that can arise from the business strategy chosen and external and internal sources, which could have a significant direct or indirect impact on the Group achieving its long-term vision and objectives. This category includes risks arising from changes in the environment in which the Group operates (political, economic and social), the competitive environment (aeronautical and non-aeronautical market) and changes that affect fees and operations. All risks related to the governance model are included in this type. | • Monitoring of the 2018-2021 Strategic Plan.  
• Master Plans.  
• Plan to attract air traffic and boost airline loyalty.  
• Contact with institutions, bodies and airlines affected by Brexit.  
• Climate change strategy and analysis of climate scenarios, and assessment of needs to adapt airports.  
• Initiatives for the five-year DORA consultation process and the annual consultation on charges for the following year. |
| Operational   | The risk of losses or lower activity due to weaknesses or failures in internal systems, controls and processes. Operational risks include those resulting from failures in the security of infrastructure and systems, investments, coordination of operations and air control, in addition to those related to employment and human resources. | • Operational security management system.  
• Self-protection plans and contingency, preparation and response procedures for emergencies.  
• Organisational model and information security policy.  
• Disaster recovery plans (DRPs).  
• Cybersecurity plan.  
• External airport security audits (safety and security).  
• Airport Incident Management Centres.  
• Action plan for bomb warnings.  
• Management of noise pollution and action procedures to ensure the correct management of plans and projects with an environmental impact.  
• Integrated quality and environment management system.  
• HR processes and programmes (for planning and organisation, training management, hiring and development).  
• Occupational risk prevention system.  
• Investment planning, control and execution procedure. |
<table>
<thead>
<tr>
<th>Risk type</th>
<th>Content</th>
<th>Control mechanisms</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial</strong></td>
<td>Events that may have negative impacts and significantly affect the results of financial operations, usually due to market, credit and liquidity risks.</td>
<td>• Guarantees, bonds and prepayments required from customers.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Interest rate hedging instruments.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Internal Control over Financial Reporting System (ICFR).</td>
</tr>
<tr>
<td><strong>Compliance</strong></td>
<td>Risks related to the mandatory nature of legal provisions established by national and international bodies and institutions in relation to compliance with general legislation (environmental, commercial, criminal, tax, employment, etc.), and sector and internal regulations.</td>
<td>• Code of Conduct.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Regulatory Compliance Policy.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Regulatory Compliance System.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Corporate Fiscal Policy.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Anti-Corruption and Fraud Policy.</td>
</tr>
<tr>
<td><strong>Information</strong></td>
<td>These are risks related to the reliability of the sourcing and preparation of financial and non-financial information, both internal and external, that are significant for the Group.</td>
<td>• Internal Control over Financial Reporting System (ICFR).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Oversight of financial and non-financial information by governing bodies.</td>
</tr>
</tbody>
</table>
The management of the Risk Management and Control System is the responsibility of the Company's governing bodies, including its corporate divisions:

**Governing Body/Management Area**

**Board of Directors**
Defines, updates and approves Aena’s Risk Management and Control Policy setting the acceptable risk level for each situation, with ultimate responsibility for the existence and operation of an adequate and effective risk management system.

**Audit Committee**
Supervises internal control and risk management systems, ensuring that risks are identified, managed and maintained at the planned levels.

**Corporate divisions**
Identify and assess the risks for which they are responsible, together with the mitigating activities, proposing and reporting monitoring indicators. They establish action plans to mitigate the risks and report on their effectiveness.

**Audit division**
Oversees the correct functioning of the Risk Management System. Reports to the Management Committee and the Audit Committee. Standardises and compiles reports on risk identification and assessment and risk indicators, mitigating activities and action plans prepared by the Company's corporate and operating areas.

Approves the Risk Management and Control Policy and oversees the existence and operation of an effective risk management system, including approval of updates to the risk map.

Document the management of the risks for which they are responsible in accordance with defined and approved parameters (mitigating activities and indicators). They assess the execution of the measures implemented and are involved in identifying and assessing risks.

Helps to identify the risks to which the organisation is exposed and consolidates information from corporate divisions, reporting to the governing bodies.
The Risk Management System involves assessment of the risks identified based on their impact and likelihood of occurrence. Tolerance thresholds are set based on their economic, operational and reputational impact, and their likelihood. If these thresholds are breached, the corresponding mitigating activities and action plans are implemented.

The corporate risk map identifies 23 risks for which key indicators have been established for monitoring and detecting breaches of the tolerance thresholds. In accordance with the Risk Control and Management Policy, mitigating activities have been defined for these risks, equipping the system with action and contingency plans to reduce the criticality of the risks and respond should they arise. These actions are applied to reduce the impact and likelihood of these risks to acceptable levels.

Aena’s Risk Management System and the main risks faced by the Company in the short, medium and long-term are described in section E of the Annual Corporate Governance Report.
Reference framework and corporate policies

Aena is subject to a legal regime that seeks to balance the public and private regulation to which the Company is subject. Its unusual legal nature affects issues such as the directors’ remuneration policy, the responsibilities of the directors, the acquisition of majority interests in other companies, and the hiring of personnel.

Its regulatory framework involves a broad range of regulations with various levels and scopes of application.

- The legal regime to which Aena is subject as a state-owned corporation and, therefore, part of the state institutional public sector is set forth in articles 166.1.c) of Act 33/2003, on public administration assets, section 2.2.c) of Act 47/2003, on the general state budget, and Act 40/2015, of 1 October, on the legal regime of the public sector.

- It is also a listed public company. It is therefore subject to article 495 of Legislative Royal Decree 1/2010, approving the amended Corporate Enterprises Act, and Legislative Royal Decree 4/2015, of 23 October, approving the amended Securities Market Act.

- In addition to the aforementioned regulations covering public and listed companies, there are other specific regulations such as:
  - The Royal Decree-Act 13/2010, of 3 December, on tax, employment and liberalising measures to foster investment and job creation.
  - The Act 18/2014, of 15 October, approving urgent measures for growth, competitiveness and efficiency, which form the legal regime applicable to Spanish airports.
  - The Airport Regulation Document (DORA), an instrument that sets down the minimum conditions required for airport management.
  - It is also subject to contracting and transparency regulations, such as DORA; Act 9/2017, of 8 November, on Public Sector Contracts, which transposed into Spanish law the Directives of the European Parliament and of the Council 2014/23/EU and 2014/24/EU, of 26 February 2014; Act 31/2007, of 30 October, on contracting procedures in the water, energy, transport and postal sectors; Act 19/2013 on transparency, access to public information and good governance; and Act 40/2015 on the legal regime of the public sector; together with sectoral regulations.

Aena is also subject to European and Spanish requirements with regard to airport and operational security and the provisions of the European Union Aviation Safety Agency (EASA), the Spanish Civil Aviation Authority.
(DGAC) and the International Civil Aviation Organization (ICAO). Finally, it is also subject to quality and environmental requirements stemming from the ISO 20906, ISO 9001:2015, ISO 14001:2015, ISO 27002:2013 and ISO 19600 standards, EU Regulation 139/2014 and Airport Carbon Accreditation, to which it has voluntarily subscribed.

Aena has a range of dynamic tools to balance these factors with achieving its strategic objectives efficiently and effectively. These tools are conceived to adapt to any changes that might occur in future and constitute the Company’s specific operating environment. The main tool is the 2018-2021 Strategic Plan, combined with a raft of corporate policies approved by the board of directors and published on the Company’s website, including:

The Company also has a risk control and management policy and a code of conduct in securities markets.

In 2020, it is planning to review its corporate policies and modify any aspects that need updating. Aena is also enhancing its commitments in certain areas that require a specific policy, such as human rights and information security. This is explained in the relevant chapters.

(14) The companies in the London Luton Airport Holding Group have rules of conduct that have been approved by their boards of directors and apply to their employees, managers and executives. The Group is currently reviewing its compliance system and its policies and procedures to improve them and their efficiency.

Aena Brasil has a code of conduct that has been approved by its board of directors and apply to its employees, managers and executives. It is currently in the process of designing and implementing a compliance system, as it has only recently been constituted.

Aena’s Code of Conduct also applies to its wholly-owned investees in Spain, including the concession operator of Murcia International Airport and Aena International.
Regulatory compliance system and whistleblower channel

The regulatory compliance system aims to prevent and mitigate criminal risks and breaches of internal and external regulations applicable to Aena, ensuring the legality of the actions of its employees, managers and executives in their professional activities.

The essential elements of the compliance system, which is available on the corporate website, are set out in some of the documents already mentioned, such as the code of conduct, the regulatory compliance policy, the anti-corruption and fraud and whistleblower channel policy.

The whistleblower channel receives complaints and other communications of substandard conduct that may breach the law, the Company’s policies and procedures, and the rules of behaviour in the Code of Conduct.

Its regulations are set down in the management procedure for the whistleblower channel and the communication of substandard conduct, which is available from the Intranet home page. An external whistleblower channel has been available for external groups to lodge complaints and ask questions since April 2019. This is accessible from Aena’s website.

The board of directors has designated a Compliance division and an internal body, the Compliance Supervision and Control Body (OSCC), as being responsible for oversight, control and assessment of the functioning of the system. They are responsible for guaranteeing the confidentiality of whistleblowers and the people who they report.
Data protection

Adaptation to the December 2018 Organic Law on Data Protection and Guarantees on Digital Rights was completed in 2019, completing the implementation of the European General Data Protection Regulation.

All new processing of personal data identified and started in this period was adapted to this regulation, as part of the obligation and commitment under this regulation to consider personal data protection from the initial phases of the design of products and services that involve such data (privacy by design).

Regarding security, appropriate measures have been taken consistent with the risk to ensure the rights and freedoms of data subjects with regard to the processing of their personal data.

Likewise, Aena has also continued the ongoing review of personal data processing, updating the corresponding privacy policies, risk analysis and measures to implement.

Moreover, the Company are reviewing the on-line training for all of our workers. Videoconferences take place every month with the data protection coordinators of the airport groups, and plans are in place to enhance training and raise awareness among this group through classroom training.

The terms and conditions of the technical specifications for procurement have also been updated to adapt to Royal Decree-Act 14/2019, of 31 October, adopting urgent measures for reasons of public security in relation to digital administration, public sector contracting and telecommunications.

On the other hand, the role of the data protection officer was also enhanced in 2019, with their team being given more resources to be able to perform the functions under the regulation more effectively.

Finally, a programme of internal audits for airports has been established to verify compliance with the regulation and to detect and correct any weaknesses. This programme will continue in 2020, when the first two-yearly audit under this new regulation will take place, as it is two years since it was implemented implantación.

No breaches of data security were detected in 2019 and all the requirements of the Spanish Data Protection Agency were dealt with. There were no breaches of data protection regulations.
Objectives and strategies: Strategic Plan of Aena

Focused on the creation of value, Aena has prepared its Strategic Plan 2018-2021.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Cornerstones and courses of action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consolidating Aena’s strong growth</td>
<td>Aviation activity</td>
</tr>
<tr>
<td>Promoting new lines of business that generate value</td>
<td>Commerical services</td>
</tr>
<tr>
<td></td>
<td>Real estate services</td>
</tr>
<tr>
<td></td>
<td>Internationalisation</td>
</tr>
</tbody>
</table>

**Objectives Cornerstones and courses of action**

- **Aviation activity**
  - Consolidating leadership and compliance

- **Commercial services**
  - Optimisation and diversification as a source of future growth

- **Real estate services**
  - Use of available floor space to create real estate offers in line with new developments

- **Internationalisation**
  - Boost to international expansion to benefit from key opportunities

**Base Business**

- **Capacity**
- **Quality**
- **Technology**
- **Environment**

**Regulated Business**

- **New projects that generate capacity and value**

**Unregulated Business**

- **Maintaining leadership in efficiency and competitiveness**

- **Integrated sustainable growth mode**

**New Business Lines**

- **New real estate developments**
- **Boost for international expansion**
Aena is immersed in constant development, which is essential to adapt to the demands of its environment and ensure ongoing value creation for all of its stakeholders. This transformation process is adapted to the main trends that reaffirm the Company's strategic vision: to continue being the world leader in the management of airport infrastructure.

Aena's 2018-2021 Strategic Plan seeks to consolidate its growth and foster new lines of business that generate value, in an integrated model of sustainable growth based on nine lines of action. Aena has created its Plan Monitoring and Management Office to monitor and oversee compliance with the 2018-2021 Strategic Plan. A monitoring plan is being prepared for each of the strategic lines, detailing the phases to be developed and their schedules.

All of these objectives have been incorporated into the Company's operational planning processes. The Strategic Planning unit, which reports to the Financial Management division, is responsible for this Plan Monitoring and Management Office. The monitoring report is presented to the board of directors every six months, after approval by Aena's Management Committee.
Significant progress on the roll out of the Strategic Plan was achieved in 2019, with a number of initiatives designed to ensure that its objectives are achieved.

These lines of action are not only contributing integrally to the progress of the Company, but also to society as a whole, in line with the Agenda 2030 Sustainable Development Goals.
As a result, in 2019 Aena’s commitment to sustainability has been valued and recognized by national and international organisations and institutions.

Aena inclusion in the FTSE4Good Index has been renewed, highlighting its excellence in environmental and social management and governance.

The international Carbon Disclosure Project (CDP) has recognised Aena for its commitment to fighting climate change, following an assessment of its climate change strategy and actions. In 2019, Aena obtained the “Management A” rating.

The #Por el Clima (#For the climate) platform, promoted by ECODES and the Ministry for the Environmental Transition and Demographic Challenge, has recognised Aena’s photovoltaic project as one of the “101 examples of climate action by companies” most noteworthy for their commitment and contribution to the fight against the climate emergency.

Aena has been recognised in the Reporta report prepared by the Company Deva for the excellent information it provides to its shareholders and stakeholders. This report assesses and classifies the companies in the Madrid Stock Exchange’s General Index (IGBM) based on the quality of their annual reporting.

AECA (the Spanish Association of Accountancy and Business Administration) gave Aena an honorary mention at its 18th Business Transparency Awards, recognising the Company’s improvement in the “Ibex 35 listed” category.

Aena won the ComputerWorld 2019 award for the Innovation in the transport sector category.

CERTIFICATE OF MEMBERSHIP
This is to certify that Aena SME SA is a constituent company in the FTSE4Good Index Series June 2019.

Chairman’s letter
1. Aena: business model
2. Environmental protection: environmental issues
3. Social and staff issues
4. Human Rights
5. Fight against corruption and fraud
6. Aena and its impact on the environment: social issues
7. Customer focus: quality and security
8. Innovation for fostering opportunities
9. Technical record
10. Appendix
Aena received the Best Innovation Award from DEC (the Development of the Customer Experience Association), for the implementation of facial recognition at Menorca Airport.

Merco (the benchmark business monitor of corporate reputation in Spain and Ibero-America) again ranked Aena among the 100 companies with the best reputations in Spain, putting it in 40th place in its Merco Companies and Leaders in Spain 2019 ranking. Aena was in first place in the Infrastructure and Services sector ranking.

Aena is one of the favourite companies to work for among Spanish university students, according to the Most Attractive Employers report by Universum.

Aena's head of Planning and Environment won an award at Madrid Woman’s Week 2019, in the “Women managers” category.
• Environmental management framework
• Noise
• Light pollution
• Air pollution
• Energy efficiency
• Aena and the climate emergency
• Sustainable resource use
• Protecting biodiversity
• Waste Management and Circular Economy in airport facilities
Environmental protection: environmental issues

**Results**

- **A 2.5% reduction in energy consumption/ATU** compared to 2018 (Spanish network).
- **180,514** tonnes of CO₂ in avoided emissions in 2019, thanks to its own renewable energy and energy efficiency facilities and the purchase of electricity with renewable sources.

**Measures and management**

- Integrated Quality and Environment System.
- Acoustic insulation plans in homes and buildings for sensitive use.
- Noise Monitoring Systems and Interactive Noise Maps.
- Strategic Noise Maps (MER) and Acoustic Easements and Action Plans.
- Climate Change Strategy.
- Energy efficiency and reduction of GHG emissions.
- Implementation of renewable energy facilities.
- Ground support vehicles with reduced pollution.
- Airport Carbon Accreditation Programme.
- Environmental consultations.

**Main milestones 2019**

- Reformulation of the Climate Change Strategy.
- Presentation of the Photovoltaic Plan.
- **60%** of the electricity purchased by Aena in its Spanish airports network certified as coming from renewable sources.
- Installation of 92 charging points for electric vehicles.

**Perspectives and future outlook**

- Achieving the purchase of **100%** renewable electricity in 2020.
- Deploying charging points for electric vehicles at all airports in the network, which will be installed between 2019 and 2021.
- Expanding the installation of large-scale self-consumption photovoltaic renewable energy equipment to reach **70%** of the supply by 2026.
- **40%** reduction of CO₂/ATU emissions by 2025.
- Level 3+ carbon neutrality by 2030 or ACI EUROPE airport carbon accreditation for our main airports (Adolfo Suárez Madrid-Barajas and Josep Tarradellas Barcelona-El Prat).
- Net zero emissions in all Aena airports by 2050.
- Strategic plan for water management at airports.
Environmental management framework

Aena’s notable progress over recent years is demonstrated by the integration of environmental issues into its 2018-2021 Strategic Plan for decisions about airport management, in both the infrastructure planning stage and during airport operations.

The Strategic Plan sets the following objectives for 2021:

- **30%**
  - Reduction in CO₂/ATU.

- **17.5%**
  - Reduction in electricity consumption/ATU.

- **29,000**
  - Soundproofed homes and buildings for sensitive uses, included in the acoustic insulation plans.

These projections are completed by “Aena’s Climate Change Strategy”, which was approved in 2018 and refined in 2019 to reflect increasing environmental demands. The strategy is aimed at maximising energy efficiency and fostering use of energy generated from renewable sources in our own facilities, with innovative solutions to reduce the Company’s carbon footprint.

Aena is committed to:

- Achieving 100% sourcing of electricity from renewable sources in 2020.
- Installing charging points for electric vehicles in all of the airports in its network between 2019 and 2021.
- Increasing the installation of renewable photovoltaic facilities massively, to generate 70% of our supply from 2026, under Aena’s photovoltaic plan.

This will enable Aena to achieve the following medium and long-term objectives:

- **2025**
  - 40% reduction in CO₂/ATU emissions.

- **2030**
  - Level 3+ carbon neutrality under the ACI EUROPE Airport Carbon Accreditation Programme for our main airports (Adolfo Suárez Madrid-Barajas and Josep Tarradellas Barcelona-El Prat).

- **2050**
  - Net zero emissions in all Aena airports.
  - Net Zero Carbon.
Environmental risks, provisions and guarantees

2019 revealed the scale of global concern about climate change and its consequences. These include severe climate events that can affect the operating capacity, security and efficiency of airports. The air transport sector is estimated to contribute 2.5% of global CO₂ emissions. It has been working for several years to transition to a more sustainable model, using low-emission energy sources and clean transport resources.

Despite the air transport sector’s undoubted contribution in terms of commitment, some voices are calling for its use to be minimised, limiting traffic and reducing the associated emissions. This situation is compounded by the ever more demanding regulations being introduced in the countries most committed to fighting climate change and the transition being pursued by airlines to reduce their impact through the use of sustainable aviation fuels and more efficient aircraft models.

While the most direct effect of this paradigm shift is being felt by the airlines, our Company, as an airport service operator, is also affected as demand from its customers could be impacted, directly affecting its activity.

Aena is therefore implementing actions that enable more sustainable management of its facilities, as part of the air transport value chain, reducing the negative environmental impacts associated with airport activity and fostering cooperation with airlines and other stakeholders.

Main figures 2019

32.2 million euros invested in environmental expenses

3.2 million euros invested in environmental expenses

70.9 million euros

Main resources dedicated to prevention of environmental risk.

Provisions and guarantees for environmental risks

2019 Consolidated financial statements and Management report
Management instruments

Aena's environmental work is supported by the following tools:

**Aena’s Integrated management of quality, the environment and energy efficiency policy**
Compiling the guiding principles and reference framework for the Company's activity in environment issues, integrated with quality issues.

**Aena’s Integrated quality and environment system certified under the ISO 14001 standard**
Covering the most significant environmental aspects related to airport activity, such as:

- Noise emissions associated with airport activity
- Air pollution
- Greenhouse gas emissions (GGE)
- Water consumption
- Energy consumption
- Hazardous and non-hazardous waste
- Effluents
- Soil pollution
- Impacts on biodiversity
- Use of protected natural spaces

This certification covers 100% of Aena's activity.
The Company guarantees continuous improvement of its environmental performance through application of the policy and regular audits of samples at its sites.

Aena has also been awarded other quality and environmental certification:

**Quality (ISO 9001)**
All of Aena's central services units and its 48 centres have been certified

**Energy efficiency (ISO 50001)**
- Reus Airport
- Valladolid Airport
- SATE Adolfo Suárez Madrid-Barajas Airport

**Airport Carbon Acreditation and calculation of the carbon footprint (ISO 14064)**
- Málaga-Costa del Sol Airport
- Palma de Mallorca Airport
- Josep Tarradellas Barcelona-El Prat Airport
- Adolfo Suárez Madrid-Barajas Airport
- César Manrique-Lanzarote Airport
- Menorca Airport
- Alicante-Elche Airport
- Santiago-Rosalía de Castro Airport

**EMAS regulation**
- Menorca Airport
- Tenerife South Airport

**Environment (ISO 14001)**
All of Aena’s central services units and its 48 centres have been certified

**EFQM**
Adolfo Suárez Madrid-Barajas Airport

In 2019, the Adolfo Suárez Madrid-Barajas airport renewed its carbon footprint registration with the Ministry for the Environmental Transition and Demographic Challenge, for its reduction in CO₂ emissions and commitment to be a carbon neutral airport in 2030.
Appraisal of the environmental impact of plans and projects
As part of its strategic environmental assessment, Aena carries out environmental analysis of the planning instruments of all its airports. Aena coordinates and prepares the documentation needed to submit those airport infrastructure projects that require environmental assessments for approval. The procedures include environmental monitoring programmes for the work stages of these projects and during their operation.

Acoustic insulation plans (AIPs)
These plans meet the requirements of Act 5/2010, of 17 March, with regard to performance of the soundproofing measures in the actions plans associated with the acoustic easements for the airports in Aena’s network. They also meet the requirements of the Ministry for Environmental Transition’s Environmental and Demographic Challenge Impact Statements for the airports in Aena’s network.

Contracting clauses
All Aena contracts include environmental, labour and social performance clauses, which can give rise to penalties if they are breached.

Environmental consultations
Aena’s public website features an environmental consultation channel for information requests, complaints and suggestions about the environment, enabling the Company to respond swiftly, consistently and effectively, minimising response times.

In 2019, this channel received 5,988 complaints, all of which were answered. 99.7% of these involved noise. The Adolfo Suárez Madrid-Barajas and Josep Tarradellas Barcelona-El Prat airports accounted for 87.6% of these complaints.

A clear example of Aena’s commitment to greater environmental awareness is the Aula Ambiental educational programme, implemented by César Manrique-Lanzarote Airport, which seeks to raise awareness and promote care of the natural environment.
Noise

Noise is one of the most significant environmental impacts of Aena’s activity. Details of the number of people exposed to noise in the Spanish airport network are given in the following tables.

### Number of people exposed to noise in the Spanish airport network

**MER FASE I**

<table>
<thead>
<tr>
<th>Noise levels</th>
<th>Gran Canaria</th>
<th>Lanzarote-Arrecife*</th>
<th>Tenerife Sur</th>
<th>Tenerife Norte</th>
<th>Alicante-Elche</th>
<th>Bilbao</th>
<th>Barcelona</th>
<th>Ibiza*</th>
<th>Madrid</th>
<th>Málaga</th>
<th>Palma de Mallorca</th>
<th>Valencia</th>
<th>Sevilla*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lday 65 dB(A)</td>
<td>191</td>
<td>-</td>
<td>0</td>
<td>1,049</td>
<td>84</td>
<td>24</td>
<td>11</td>
<td>-</td>
<td>2,058</td>
<td>299</td>
<td>90</td>
<td>10</td>
<td>-</td>
</tr>
<tr>
<td>Levening 65 dB(A)</td>
<td>66</td>
<td>-</td>
<td>0</td>
<td>825</td>
<td>90</td>
<td>23</td>
<td>19</td>
<td>-</td>
<td>1,957</td>
<td>314</td>
<td>98</td>
<td>8</td>
<td>-</td>
</tr>
<tr>
<td>Lnight 55 dB(A)</td>
<td>614</td>
<td>-</td>
<td>120</td>
<td>0</td>
<td>172</td>
<td>23</td>
<td>24</td>
<td>-</td>
<td>708</td>
<td>605</td>
<td>336</td>
<td>52</td>
<td>-</td>
</tr>
</tbody>
</table>

**MER FASE II**

<table>
<thead>
<tr>
<th>Noise levels</th>
<th>Gran Canaria</th>
<th>Lanzarote-Arrecife*</th>
<th>Tenerife Sur</th>
<th>Tenerife Norte</th>
<th>Alicante-Elche</th>
<th>Bilbao</th>
<th>Barcelona</th>
<th>Ibiza</th>
<th>Madrid</th>
<th>Málaga</th>
<th>Palma de Mallorca</th>
<th>Valencia</th>
<th>Sevilla</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lday 65 dB(A)</td>
<td>57</td>
<td>-</td>
<td>0</td>
<td>475</td>
<td>61</td>
<td>29</td>
<td>23</td>
<td>9</td>
<td>1,824</td>
<td>232</td>
<td>110</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Levening 65 dB(A)</td>
<td>0</td>
<td>-</td>
<td>0</td>
<td>198</td>
<td>60</td>
<td>506</td>
<td>18</td>
<td>9</td>
<td>149</td>
<td>240</td>
<td>110</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Lnight 55 dB(A)</td>
<td>42</td>
<td>-</td>
<td>45</td>
<td>0</td>
<td>112</td>
<td>0</td>
<td>26</td>
<td>637</td>
<td>38</td>
<td>348</td>
<td>152</td>
<td>19</td>
<td>0</td>
</tr>
</tbody>
</table>

(*) The preparation and management of MERs is regulated both by Directive 2002/49/EC and its transposition into national law.
(15) MER not prepared as the threshold of 50,000 annual operations had not been reached at the time.
Aena has implemented Acoustic Insulation Plans (AIPs) to minimise the disturbance caused by aircraft noise around airports, pursuant to the procedure and requirements set down in Act 5/2010, of 17 March, and the corresponding environmental impact statements.

Both local people and local government bodies are involved in the implementation of the plans.

### Acoustic Insulation Plans (AIPs) include:
- Inclusion of homes in the AIP.
- Measurement of existing noise insulation in homes to determine needs for additional insulation.
- Drafting and approval of the resulting acoustic insulation project.
- Performance and verification of the work.
- Payment for the actions.
Aena reports on these actions to the Environmental Monitoring Committees and the Mixed Committees created to establish the acoustic easements and associated action plans. The Company also has a specific management office for information, performance, control and management of AIPs. It reports the noise levels reached around the airports using Interactive Noise Maps (WebTrack). This tool is available on the Company’s public website.

Acoustic easements and an associated action plan were approved for Gran Canaria airport in 2019. Approval was also obtained for the Strategic Noise Maps (Phase III) of the Alicante-Elche, Adolfo Suárez Madrid-Barajas, Josep Tarradellas Barcelona-El Prat, Gran Canaria, Ibiza, Lanzarote, Málaga-Costa del Sol, Palma de Mallorca, Tenerife Norte, Tenerife Sur and Valencia airports. The noise monitoring system has also been brought into operation at the Bilbao, Tenerife Norte and Tenerife Sur airports.

This system is currently available at the following airports: Alicante-Elche, Adolfo Suárez Madrid-Barajas, Josep Tarradellas Barcelona-El Prat, Bilbao, Gran Canaria, Málaga-Costa del Sol, Palma de Mallorca, Tenerife Norte, Tenerife Sur and Valencia.

In 2019, 578 soundproofing actions were carried out in homes and buildings for sensitive uses, with investment of 7.4 million euros. A total of £317,907 was invested at London-Luton Airport in the period between 2016 and 2019, benefiting 118 homes.

In addition to the number of homes indicated, Aena has improved the soundproofing of two local schools in the provinces of Alicante and Valencia, as part of its Strategic Corporate Responsibility Plan.
Light pollution

Control of light pollution is essential for sustainable coexistence. However, external airport lighting is also subject to prevailing regulations on operational security.

Air pollution

Air quality is controlled through the air quality measurement stations at several of the airports managed by Aena, enabling the Company to verify compliance with the ranges set.

The airports with these measurement stations are: Adolfo Suárez Madrid-Barajas, Josep Tarradellas Barcelona-El Prat, Palma de Mallorca, Alicante-Elche and Málaga-Costa del Sol. Some of these stations are integrated into the air quality monitoring networks of the regional communities.

These measure the concentration levels of the main substances such as sulphur dioxide (SO₂), nitrogen oxides (NOX) and particulate matter (PM). This enables continuous and automatic control of air quality in the area of influence of these airports¹⁶.

Emission figures for atmospheric pollutants are shown in the table below from sources controlled by Aena.

¹⁶ You can consult the reports from the surveillance network of the Adolfo Suárez Madrid-Barajas Airport, as well as the data from the stations around Josep Tarradellas Barcelona-El Prat Airport that are attached to the Generalitat de Catalunya network.
## Nitrogen oxides (NOx), sulphur oxides (SOx) and other significant air emissions

<table>
<thead>
<tr>
<th></th>
<th>NOx(t)</th>
<th>SOx(t)</th>
<th>CO(t)</th>
<th>NMVOC(t)</th>
<th>PM10(t)</th>
<th>PM2.5(t)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2017</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diesel</td>
<td>63.0204</td>
<td>5.3548</td>
<td>19.9423</td>
<td>4.7504</td>
<td>4.0223</td>
<td>3.7533</td>
</tr>
<tr>
<td>Petrol</td>
<td>0.6625</td>
<td>0.0005</td>
<td>5.0497</td>
<td>0.5813</td>
<td>0.0015</td>
<td>0.0015</td>
</tr>
<tr>
<td>Natural gas</td>
<td>11.2889</td>
<td>0.1022</td>
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<tr>
<td>Propane</td>
<td>0.0804</td>
<td>0.0007</td>
<td>0.0505</td>
<td>0.0425</td>
<td>0.0697</td>
<td>0.0697</td>
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<tr>
<td>Kerosene</td>
<td>0.2316</td>
<td>0.0469</td>
<td>30.9330</td>
<td>0.9307</td>
<td>6.9904</td>
<td>6.9904</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>75.2838</td>
<td>5.5051</td>
<td>60.3995</td>
<td>9.8137</td>
<td>11.2029</td>
<td>10.9339</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>NOx(t)</th>
<th>SOx(t)</th>
<th>CO(t)</th>
<th>NMVOC(t)</th>
<th>PM10(t)</th>
<th>PM2.5(t)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2018</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diesel</td>
<td>82.5771</td>
<td>7.3978</td>
<td>26.1659</td>
<td>6.4272</td>
<td>5.3223</td>
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<tr>
<td>Petrol</td>
<td>0.7611</td>
<td>0.0005</td>
<td>5.4090</td>
<td>0.6609</td>
<td>0.0017</td>
<td>0.0017</td>
</tr>
<tr>
<td>Natural gas</td>
<td>11.3465</td>
<td>0.1027</td>
<td>4.4666</td>
<td>3.5266</td>
<td>0.1196</td>
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</tr>
<tr>
<td>Propane</td>
<td>0.0680</td>
<td>0.0006</td>
<td>0.0495</td>
<td>0.0423</td>
<td>0.0836</td>
<td>0.0836</td>
</tr>
<tr>
<td>Kerosene</td>
<td>0.2423</td>
<td>0.0490</td>
<td>32.3618</td>
<td>0.9737</td>
<td>7.3133</td>
<td>7.3133</td>
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<tr>
<td><strong>Total</strong></td>
<td>94.9950</td>
<td>7.5507</td>
<td>68.4328</td>
<td>11.6306</td>
<td>12.8406</td>
<td>12.4813</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>NOx(t)</th>
<th>SOx(t)</th>
<th>CO(t)</th>
<th>NMVOC(t)</th>
<th>PM10(t)</th>
<th>PM2.5(t)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2019</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diesel</td>
<td>69.8521</td>
<td>6.3966</td>
<td>22.0214</td>
<td>5.2116</td>
<td>4.4929</td>
<td>4.1580</td>
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<tr>
<td>Petrol</td>
<td>0.7281</td>
<td>0.0005</td>
<td>5.8629</td>
<td>0.6444</td>
<td>0.0018</td>
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<tr>
<td>Natural gas</td>
<td>11.4724</td>
<td>0.1039</td>
<td>4.4960</td>
<td>3.5658</td>
<td>0.1209</td>
<td>0.1209</td>
</tr>
<tr>
<td>Propane</td>
<td>0.0630</td>
<td>0.0005</td>
<td>0.0522</td>
<td>0.0450</td>
<td>0.1003</td>
<td>0.1003</td>
</tr>
<tr>
<td>Kerosene</td>
<td>0.2968</td>
<td>0.0601</td>
<td>39.6411</td>
<td>1.1927</td>
<td>8.9583</td>
<td>8.9583</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>82.4125</td>
<td>6.5616</td>
<td>72.0736</td>
<td>10.6595</td>
<td>13.6743</td>
<td>13.3394</td>
</tr>
</tbody>
</table>

(*) In the absence of the 2019 emission factors, the 2018 emission factors have been used to perform the calculation. Because the 2019 emission factors are not available, the 2018 emission factors have been used for the calculation.
Energy efficiency and use of renewable energies

In 2019, Aena announced its Photovoltaic Plan, an ambitious global self-generated renewable energy plan that will come on stream from 2026, enabling the Company to supply itself with 70% of its energy needs from solar power, avoiding 167,000 tonnes of CO₂ emissions every year. This Plan will make the Company one of the leaders among European airports for producing renewable energy for its own consumption (650 GWh).

In addition to this Plan, in 2019 Aena awarded a contract for the construction and commissioning of a photovoltaic plant covering around 22 hectares at the Adolfo Suárez Madrid-Barajas Airport. This plant will provide clean energy to this Madrid airport, with nominal capacity of 7.5 MW for own-consumption. It will also generate 11.7 GWh per year, representing 16% of the annual consumption of terminals 1, 2 and 3, equivalent to the annual consumption of 3,082 homes.

The “Installation and start-up of photovoltaic solar plants for self-consumption at Canary Island airports” project was also launched in 2019. This project will provide the Fuerteventura, Gran Canaria, Lanzarote and Tenerife Sur airports with photovoltaic plants for their own consumption, with capacity of between 600 kW and 1,000 kW, and total contracted capacity of 3.5 MW.

Likewise, and with the primary objective of attending to the increase in passengers at the Canary Islands airports while minimising the environmental impacts of airport activity, La Palma Airport has a power plant that draws mainly on wind energy to supply the airport facilities, making it the first airport complex in the country to supply wind energy through its wind turbines.

For its part, Palma de Mallorca Airport has invested 2.6 million euros in the renovation with LED technology of part of the lighting of its infrastructure. The objective of this action is to increase the energy efficiency level of its lighting system, while reinforcing the lighting and service provided to passengers.

Meanwhile, the installation of a 20MW photovoltaic plant is planned, which will involve the generation of 40% of the renewable energy for self-consumption at the island’s airports and will prevent the emission of 7,000 tCO₂ to the atmosphere.
In 2019, 60% of the electricity purchased by Aena in its Spanish airports network was certified to be from renewable sources.

Most relevant energy efficiency actions:

<table>
<thead>
<tr>
<th>Airport</th>
<th>Action</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adolfo Suárez Madrid-Barajas</td>
<td>HVAC systems</td>
<td>Implementation of energy management platforms in terminals</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Supply of new cooler in T1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Replacement with relocation of the HVAC system in the tango 14 pre-airbridge in T1</td>
</tr>
<tr>
<td>Alicante-Elche</td>
<td>Lighting</td>
<td>Change of terminal lighting to LED technology</td>
</tr>
<tr>
<td>Girona-Costa Brava</td>
<td>Lighting</td>
<td>Change of terminal lighting to LED technology</td>
</tr>
<tr>
<td>Jerez</td>
<td>HVAC systems</td>
<td>Renovation of HVAC systems in the terminal building</td>
</tr>
<tr>
<td>Logroño-Agoncillo</td>
<td>HVAC systems</td>
<td>Replacement of current boiler with two gas condensing boilers</td>
</tr>
<tr>
<td>Malaga-Costa del Sol</td>
<td>Lighting</td>
<td>Change of lighting to LED technology in tunnels</td>
</tr>
<tr>
<td>Palma de Mallorca</td>
<td>Insulation</td>
<td>Thermal insulation in terminal building and modules</td>
</tr>
<tr>
<td></td>
<td>HVAC systems</td>
<td>New HVAC systems on departures level</td>
</tr>
<tr>
<td>Reus</td>
<td>HVAC systems</td>
<td>Installation of new HVAC systems in arrivals building</td>
</tr>
<tr>
<td>Tenerife Sur</td>
<td>HVAC systems</td>
<td>Improvement of HVAC in pre-airbridges</td>
</tr>
<tr>
<td>Valencia</td>
<td>HVAC systems</td>
<td>Connection of TR heat pump with T1 and bypass of the heat-cold circuits between them</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Supply and installation for upgrading of air conditioning for aircraft in T1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Change of external lighting to LED technology</td>
</tr>
</tbody>
</table>
## Main indicators

### Energy consumption

**kWh/ATU (energy intensity)**

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.53</td>
<td>2.40</td>
<td>2.34</td>
</tr>
</tbody>
</table>

*(*) Includes consumption of fuel, electricity, heating and cooling. Does not include London-Luton Airport.

### Total energy and total consumption, broken down (GJ)

<table>
<thead>
<tr>
<th>Fuel consumption (GJ)</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diesel</td>
<td>154,070</td>
<td>197,767</td>
<td>175,912</td>
</tr>
<tr>
<td>Petrol</td>
<td>1,995</td>
<td>2,279</td>
<td>2,202</td>
</tr>
<tr>
<td>Natural gas</td>
<td>152,552</td>
<td>153,331</td>
<td>155,033</td>
</tr>
<tr>
<td>Propane</td>
<td>1,153</td>
<td>999</td>
<td>948</td>
</tr>
<tr>
<td>Kerosene</td>
<td>1,992</td>
<td>2,084</td>
<td>2,553</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>311,762</strong></td>
<td><strong>356,460</strong></td>
<td><strong>336,648</strong></td>
</tr>
</tbody>
</table>

### Total energy consumption

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>3,395,244</td>
<td>3,386,704</td>
<td>3,437,428</td>
</tr>
<tr>
<td>Heating</td>
<td>210,011</td>
<td>213,872</td>
<td>201,131</td>
</tr>
<tr>
<td>Cooling</td>
<td>425,017</td>
<td>402,666</td>
<td>421,865</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>4,030,273</strong></td>
<td><strong>4,003,242</strong></td>
<td><strong>4,060,424</strong></td>
</tr>
</tbody>
</table>

### Total energy consumption

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4,342,035</strong></td>
<td><strong>4,359,702</strong></td>
<td><strong>4,397,072</strong></td>
<td></td>
</tr>
</tbody>
</table>

LED lighting at Adolfo Suárez Madrid-Barajas Airport.
Renewable energy in own facilities (GJ)

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Energy generated from renewable sources</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wind power</td>
<td>8,071</td>
<td>9,278</td>
<td>8,975</td>
</tr>
<tr>
<td>Solar power/photovoltaics</td>
<td>1,600</td>
<td>1,509</td>
<td>1,346</td>
</tr>
<tr>
<td>Solar thermal energy</td>
<td>424</td>
<td>29</td>
<td>0</td>
</tr>
<tr>
<td>Geothermal</td>
<td>140</td>
<td>156</td>
<td>148</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>10,235</td>
<td>10,972</td>
<td>10,470</td>
</tr>
<tr>
<td><strong>Energy consumed from renewable sources</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wind power</td>
<td>7,497</td>
<td>8,324</td>
<td>8,453</td>
</tr>
<tr>
<td>Solar power/photovoltaics</td>
<td>1,479</td>
<td>1,416</td>
<td>1,244</td>
</tr>
<tr>
<td>Solar thermal energy</td>
<td>424</td>
<td>29</td>
<td>0</td>
</tr>
<tr>
<td>Geothermal</td>
<td>140</td>
<td>156</td>
<td>148</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>9,540</td>
<td>9,925</td>
<td>9,845</td>
</tr>
<tr>
<td><strong>Energy sold from renewable sources</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wind power</td>
<td>574</td>
<td>954</td>
<td>522</td>
</tr>
<tr>
<td>Solar power/photovoltaics</td>
<td>121</td>
<td>93</td>
<td>100</td>
</tr>
<tr>
<td>Solar thermal energy</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Geothermal</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>695</td>
<td>1,047</td>
<td>622</td>
</tr>
</tbody>
</table>

Consumption at London-Luton Airport

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Energy consumption</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electricity (kWh)</td>
<td>36,726,846</td>
<td>35,975,300</td>
<td>36,439,447</td>
</tr>
<tr>
<td>Heating (kWh)</td>
<td>8,747,622</td>
<td>9,365,134</td>
<td>8,190,035</td>
</tr>
<tr>
<td><strong>Fuel consumption</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gas oil (litres)*</td>
<td>478,343</td>
<td>495,233</td>
<td>490,785</td>
</tr>
<tr>
<td>Gas (kWh)</td>
<td>8,747,622</td>
<td>9,365,134</td>
<td>8,190,035</td>
</tr>
<tr>
<td>Propane (litres)</td>
<td>5,559</td>
<td>3,755</td>
<td>2,849</td>
</tr>
</tbody>
</table>

(*) Vehicles, energy and heating.
Aena and the climate emergency

Aena adds its voice to the importance of advancing along the path of decarbonisation through its Climate Change Strategy. This Strategy is based on putting several actions into practice. On the one hand, implementing energy efficiency measures that allow reducing electric power consumption. On the other, increasing the self-supply of energy at facilities based on renewable sources. And finally, by reducing emissions from fuel and through collaborative work with third parties.

- **Airport Carbon Accreditation**
  
  Airports of the Aena network, which form a part of the Airport Carbon Accreditation (ACA) programme, in their continuous work to minimize CO₂ emissions coming from air transport, have taken another step towards environmental efficiency in the fight against climate change after renewing ACA certification, thereby considering the accreditation levels of each airport.

  Thus, the airports of Alicante-Elche, Menorca and Santiago have succeeded in renewing their certification of Airport Carbon Accreditation (ACA) at Level 1 “Mapping”, while the airports of Adolfo Suárez Madrid-Barajas, Josep Tarradellas Barcelona-El Prat, César Manrique-Lanzarote and Palma de Mallorca have renewed their certification at Level 2 “Reduction”.

  The Málaga-Costa del Sol airport should be highlighted, which went from Level 1 to Level 2.

  Aena has established the objective of reaching Level 3+ by 2030. This means being carbon neutral at its airports of Adolfo Suárez Madrid-Barajas and Josep Tarradellas Barcelona-El Prat, which generate half of the network’s emissions.

  The following measures are included within the scope of collaboration for reducing third-party emissions:

  - **Measures for reducing LTO and APU cycle emissions**
    
    The implementation of A-CDM or CDM (“Airport Collaborative Decision Making” or “Collaborative Decision Making”) is directed at improving the overall efficiency of airport operations through the shared use of updated information of an operational nature. This implementation involves a reduction of taxi times and therefore lower fuel consumption and emissions.

    Currently, 100% of the parking stands at passenger boarding bridges already have a 400-Hz electric power supply system, and the implementation of new outlets is planned, as well as the repositioning and replacement of old equipment so that by 2030 airports will have 470 power supply points at 400 Hz for aircraft.

  - **Measures to reduce emissions from handling vehicles**
    
    Together with incorporating the specifications of requirements for the progressive reduction of emissions of GSE equipment, handling agents...
have prepared a plan for a 20% reduction in their emissions by 2020, and a common methodology for calculating and monitoring vehicle emissions has been established.

- **Commitment to electric mobility**
  
  There are charging points for operational electric vehicles at the airports of Adolfo Suárez Madrid-Barajas, Palma de Mallorca, Josep Tarradellas Barcelona–El Prat and Santiago de Compostela-Rosalía de Castro. Moreover, 92 points were installed throughout 2019, the start-up of which is expected throughout 2020. The purpose is to reach the objective of having 152 charging points for electric vehicles in public zones of airports of the Aena network by 2021.

- **Promotion of the use of sustainable aviation fuel**
  
  One of the commitments of the sector in the fight against climate change is the use of sustainable aviation fuels (SAFs) as a measure for reducing emissions. Thus, Aena is involved in this challenge through active collaboration with biokerosene producers, airlines and other stakeholders for increasing the use of this type of fuel and promoting production.

On the other hand, for the purpose of driving transparency in this area, annually Aena completes the Carbon Disclosure Project (CDP) questionnaire, the main framework of reporting on climate change. In 2019 it obtained the “Management A” rating, the highest level granted by this organization, thereby placing it among only 7 Spanish companies that have obtained the highest score.

All of these actions are in line with the commitment acquired in 2019 to adhere to the Net-Zero 2050 initiative of ACI Europa (Airports Council International), which consists in reaching zero net carbon emissions at airports by 2050, without including emissions offsetting mechanisms. This agreement is currently signed by over 200 European airports, and it establishes a significant milestone in the actions that airports are adopting to fight against climate change.

Likewise, and as part of Aena’s commitment to environmental awareness, some airports, such as César Manrique-Lanzarote, have an Environmental Classroom. It provides an educational programme to raise awareness of and care for the natural environment.
Main indicators

GHG emissions at London-Luton Airport (tCO₂e)

<table>
<thead>
<tr>
<th></th>
<th>April 2017 - March 2018</th>
<th>April 2018 - March 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct emissions</td>
<td>15,918</td>
<td>12,269</td>
</tr>
<tr>
<td>Indirect emissions</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Evolution of GHG emissions in the Spanish network

<table>
<thead>
<tr>
<th>Equivalent tonnes of CO₂</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct emissions (scope 1)**</td>
<td>20,524.7</td>
<td>23,852.4</td>
<td>22,338.3</td>
</tr>
<tr>
<td>Indirect emissions (scope 2)</td>
<td>238,611.2</td>
<td>218,936.9</td>
<td>149,542.6</td>
</tr>
</tbody>
</table>

Source of emission factors: MITECO, EMEP/EEA (Corinair), US EPA, US FAA. Note: market-based data obtained. (*) Data calculated with market criterion.

** Direct emissions: Direct emissions from sources or processes and activities controlled by Aena in the airports. The sources of GHG emissions are:
- Stationary combustion. Emissions generated by generators, portable generators, boilers, fire fighting service (SEI) practices and auxiliary pumps of fire water tanks.
- Combustion from mobile sources. Emissions from vehicles belonging to the airports, both light and heavy.

Indirect emissions: Indirect emissions that are produced by the generation of electricity or thermal energy acquired and consumed in our airports. Their source is:
- Electricity consumption. Emissions associated with the electrical consumption of the activities carried out by airports for air conditioning, lighting and operation of various facilities.
**CO₂ emissions avoided**

The emissions avoided due to own renewable energy facilities and energy efficiency and due to the purchase of electric energy from a renewable origin (60% in 2019) have risen to 180,514 tonnes of CO₂ in 2019.

### Reduced GHG emissions

<table>
<thead>
<tr>
<th>Installation</th>
<th>2017 kWh generated</th>
<th>2017 tCO₂ e avoided</th>
<th>2018 kWh generated</th>
<th>2018 tCO₂ e avoided</th>
<th>2019 kWh generated</th>
<th>2019 tCO₂ e avoided</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cogeneration plant at Bilbao Airport</td>
<td>806,932</td>
<td>208</td>
<td>1,067,935</td>
<td>234</td>
<td>10,513</td>
<td>2</td>
</tr>
<tr>
<td>Thermal solar collectors at Josep Tarradellas Barcelona-El Prat Airport</td>
<td>117,700</td>
<td>30</td>
<td>8,180</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Reus geothermal power plant</td>
<td>38,914</td>
<td>10</td>
<td>43,258</td>
<td>9</td>
<td>41,214</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total (Scope 1)</strong></td>
<td><strong>963,546</strong></td>
<td><strong>249</strong></td>
<td><strong>1,119,373</strong></td>
<td><strong>245</strong></td>
<td><strong>51,727</strong></td>
<td><strong>11</strong></td>
</tr>
</tbody>
</table>

(18) Data calculated with market criteria.
## 2. Environmental protection: environmental issues

### Scope 2

<table>
<thead>
<tr>
<th>Installation</th>
<th>2017 kWh generated</th>
<th>2017 tCO₂e avoided</th>
<th>2018 kWh generated</th>
<th>2018 tCO₂e avoided</th>
<th>2019 kWh generated</th>
<th>2019 tCO₂e avoided</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wind turbines at La Palma Airport</td>
<td>2,241,916</td>
<td>578</td>
<td>2,577,197</td>
<td>564</td>
<td>2,493,058</td>
<td>546</td>
</tr>
<tr>
<td>Photovoltaic modules at Menorca Airport</td>
<td>69,983</td>
<td>18</td>
<td>70,320</td>
<td>15</td>
<td>75,777</td>
<td>17</td>
</tr>
<tr>
<td>Photovoltaic modules at Ibiza Airport</td>
<td>53,574</td>
<td>14</td>
<td>81,977</td>
<td>18</td>
<td>72,814</td>
<td>16</td>
</tr>
<tr>
<td>Photovoltaic modules at Alicante-Elche Airport</td>
<td>53,006</td>
<td>14</td>
<td>46,413</td>
<td>10</td>
<td>18,771</td>
<td>4</td>
</tr>
<tr>
<td>Photovoltaic modules at Madrid-Barajas Airport</td>
<td>96,670</td>
<td>25</td>
<td>88,622</td>
<td>19</td>
<td>88,780</td>
<td>19</td>
</tr>
<tr>
<td>Photovoltaic modules at Madrid-Cuatro Vientos Airport</td>
<td>20,000</td>
<td>5</td>
<td>18,561</td>
<td>4</td>
<td>25,627</td>
<td>6</td>
</tr>
<tr>
<td>Photovoltaic modules at La Palma Airport</td>
<td>65,373</td>
<td>17</td>
<td>60,291</td>
<td>13</td>
<td>38,301</td>
<td>8</td>
</tr>
<tr>
<td>Photovoltaic modules at Valencia Airport</td>
<td>29,285</td>
<td>8</td>
<td>32,316</td>
<td>7</td>
<td>34,720</td>
<td>8</td>
</tr>
<tr>
<td>Photovoltaic modules at Vigo Airport</td>
<td>56,546</td>
<td>15</td>
<td>20,650</td>
<td>5</td>
<td>19,167</td>
<td>4</td>
</tr>
</tbody>
</table>

**Total (Scope 2)** | **2,686,353** | **693** | **2,996,347** | **656** | **2,867,015** | **628**

**Note:** The CO₂ calculation is obtained from the relationship established between the electric energy generated by the indicated facilities and the CO₂ emission factor considered. Source of the electrical factor: REE.
Sustainable resource use

Water is the main natural resource that is consumed at the facilities. The Company has been maintaining rigorous control over its use, linked mainly to human consumption, irrigation in green zones, cleaning, the fire-fighting service and the execution of works.

In this regard, Aena is preparing a strategic plan for managing water at airports, which will allow establishing a specific framework of action that is focused on reducing consumption and is linked to initiatives such as the following:

- **The detection and elimination of leaks in pipes and facilities**
- **Responsible use of water in green spaces**
- **The installation of water-saving elements in facilities**
- **The use of reclaimed water**

Regarding this last initiative, it should be pointed out that at several airports located in territories where this resource is scarce (such as island airports), their waste water is re-used. After this water goes through a purification system, it is disinfected and goes through additional filtering, thereby allowing the airports to obtain a suitable volume of water for their green zones and to avoid extra consumption from the water supply network.

Worthy of note in 2019 is the implementation at Alicante-Elche Airport of a system that allows recovery of the waste water from various processes to give it a second use. The objective of this measure is to obtain savings of 15% on airport water consumption.

Seve Ballesteros-Santander Airport.
Protecting biodiversity

Given the large number of airports in the Aena network and their different locations, the diversity and type of the ecosystems that can be found overall vary greatly. For this reason, depending on the characteristics of the area in which it is located, each airport may have different habitats that have been preserved and maintained over time.

Protected spaces

In relation to the presence of vegetation, fauna and natural spaces in airport environments that have some level of protection, various actions are carried out that make natural heritage conservation compatible with the airport’s operations. Many of these actions are embodied in environmental impact assessment studies of Aena’s Master Plans and projects.

Wildlife control services

Moreover, within the framework of operational safety, wildlife management has also been developed to make the protection of the natural heritage compatible with maintaining the safety and quality standards inherent to aeronautical operation. In this context, studies of fauna and their habitats are carried out periodically at each centre, validating the results with the collaboration of local and regional bodies and the State Agency for Air Safety (AESA).

Total annual number of wildlife impact events per 10,000 aircraft movements

<table>
<thead>
<tr>
<th>Year</th>
<th>Spanish airports network</th>
<th>London-Luton Airport</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>4</td>
<td>Not available</td>
</tr>
<tr>
<td>2019</td>
<td>473</td>
<td>0.77</td>
</tr>
</tbody>
</table>

In order to balance the competition for air space between birds and aircraft, Spanish airports use falconry services.

The Environmental Impact Assessment resolutions can be consulted on the corporate website
Waste Management and circular economy in airport facilities

Aena works to ensure proper management of the waste generated and establishes the following priorities:

- Reduce the generation of waste derived from the activities of the Company.
- Reduce the generation of common waste (remaining portion) in airport facilities, especially that related to commercial activity.
- Control and carry out follow-up work on all types of waste generated in all airport activities (control of contractors and concessionaires) to ensure proper segregation, collection and external management of waste.

Many airports have a non-hazardous waste transfer plant, for concentrating waste and improving the conditions of its temporary deposit, especially the non-segregated portion of waste similar to household waste. On the other hand, generally, there are points for the temporary deposit of hazardous waste, all equipped with pollution prevention measures according to its type. In these areas, waste is selectively deposited in containers until it is removed by authorised managers.

Likewise, certain waste is reused giving it a second use with actions such as the reuse of sewage sludge as fertilizer in landscaped areas, or for the generation of compost, used for example at Bilbao Airport.

Finally, it should be noted that the new food and beverage contracts have been progressively including a specific clause that seeks to reduce the volume of plastic waste generated, preventing the use of single-use plastics and promoting the use of products made from biodegradable or recyclable materials.
3. Social and Staff Issues

- Employment
- Working conditions
- Occupational health and safety
- Industrial relations
- Training
- Universal accessibility for people with disabilities on the job
- Equality and diversity
## Social and staff issues

### Results

- 8,878 total consolidated workforce.
- 586 new employees recruited (parent company).
- 90.91% of the consolidated staff had a permanent contract.
- 26.67% women on the Board of Directors (Spain).
- 43.56% of senior management positions, middle managers or graduates are occupied by women (total consolidated staff).
- 8,215 people trained (64% men and 36% women) (Spain).
- €2.3 million and more than 460,000 hours on training.
- 820 hours of equality training with 410 participants.
- 10,500 medical tests (exams, clinical analyses, certificates of fitness, etc.) completed.
- €1,400,000 earmarked for social assistance to employees (parent company and AIRM).
- 20 conventions in force in 2019 with universities and education centres (2 at London-Luton Airport).

### Measures and management

- Collective Bargaining Agreement.
- Code of Conduct.
- Integrated Management System.
- Equality Plan.
- Training professional development and talent management programme.
- Processes of internal provision and external selection.
- Employer Branding Plan.

- Scholarship programme.
- Training actions aimed at customer satisfaction.
- Occupational health and safety.
- Performance management and target bonuses.
- Employee Service Programme.
- Protocols to deal with special situations.

### Main milestones 2019

- Launch of the Employer Branding Project which aims to promote attraction and retention of talent, as well as improvement of the Aena brand as an employer.
- 1st place in the Infrastructure and Services and Merco Talent sector ranking.
- Development of all HR policies necessary to start up the Aeropuertos do Nordeste do Brasil concession.
- Start of the Specific Tests for Competence Verification for Rescue and Fire Fighting Services (SSEI), Movement Area Operations and Airport Maintenance technicians.

### Perspectives and future outlook

- Deploy projects for identifying people with potential and creating career plans.
- Training and development of capacities, maintaining and improving people’s motivation.
- Supporting digital transformation.
- Successive introduction of the "Sap Success Factors" application as a people management tool, improving employee experience.

- Continue with constant improvement of working conditions, promoting diversity and equality, while maintaining high levels of safety in the prevention of occupational risks, with focus on the efficiency of the organisation and the productivity of human resources.

### Over 10,500 medical tests performed.

- €2.3 million and 461,482 hours dedicated to training activities and programmes for employees.

- 20 agreements ongoing in 2019 with universities and education centres.

- Participation in the "Women in Transport" project, a European Union project to promote the employment of women and equal opportunities in the transport sector.

- €1,400,000 intended for social assistance to employees in the parent company.

- 90.91% of contracts are permanent (consolidated staff).
Aena’s 2018-2021 Strategic Plan places the focus on capturing and retaining talent and on developing the necessary skills for taking on the current challenges, which include not only those of a technical nature (digitalisation, health and safety, etc.) but also others derived from the regulatory framework that applies to the Company, while always keeping in mind the limitations that such regulations impose upon hiring.

In addition to the specific policies that govern the Human Resources area, it is worth mentioning, as guidelines for its management: the 1st Collective Agreement of the Aena Group, valid until 31 December 2021 (Official State Gazette of 20 December 2011), the legislation applicable to Aena, and the Aena Integrated Management System (within which is the Human Resources area).
At the end of 2019, Aena had a consolidated total workforce of 8,878 professionals distributed throughout all the autonomous communities of Spain, United Kingdom and Brazil. The majority of employees are located in Spain (Madrid, Canary Islands, Cataluña, Andalucía and Balearic Islands) and in the United Kingdom (London).

Main employment data

Total number and distribution of workforce by type of contract (consolidated data)

(19) All the data presented corresponds to the end of the financial period, 31 December 2019, except in those cases in which another date is expressly specified. Likewise, in those cases in which its consolidation has not been possible, its scope is specifically indicated.

Since Aena was awarded with the concession for the operation and maintenance of the Northeast Brazil airport group, in March 2019, and their launch is being planned for January 2020, detailed information on this point cannot be provided as of the date of this report.
# Total number and distribution of employees by sex, country and professional category

<table>
<thead>
<tr>
<th>Country and Company</th>
<th>Women</th>
<th>Men</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aena S.M.E., S.A.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Management</td>
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<td>7</td>
<td>11</td>
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<tr>
<td>Executives and graduates</td>
<td>799</td>
<td>993</td>
<td>1,792</td>
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<tr>
<td>Coordinators</td>
<td>322</td>
<td>791</td>
<td>1,113</td>
</tr>
<tr>
<td>Technicians</td>
<td>1,495</td>
<td>2,983</td>
<td>4,478</td>
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<td>Support staff</td>
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<td>221</td>
<td>473</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2,872</td>
<td>4,995</td>
<td>7,867</td>
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<tr>
<td>Aena Desarrollo Internacional, S.A. (ADI)</td>
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<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Senior Management</td>
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<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Executives and graduates</td>
<td>6</td>
<td>11</td>
<td>17</td>
</tr>
<tr>
<td>Coordinators</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Technicians</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Support staff</td>
<td>6</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
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<td>12</td>
<td>24</td>
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<tr>
<td>Murcia International Airport (AIRM)</td>
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<td>1</td>
</tr>
<tr>
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<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Executives and graduates</td>
<td>5</td>
<td>12</td>
<td>17</td>
</tr>
<tr>
<td>Coordinators</td>
<td>1</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Technicians</td>
<td>12</td>
<td>39</td>
<td>51</td>
</tr>
<tr>
<td>Support staff</td>
<td>1</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>19</td>
<td>61</td>
<td>80</td>
</tr>
<tr>
<td>London-Luton Airport</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Senior Management</td>
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<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Executives and graduates</td>
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<td>48</td>
<td>64</td>
</tr>
<tr>
<td>Coordinators</td>
<td>11</td>
<td>28</td>
<td>39</td>
</tr>
<tr>
<td>Technicians</td>
<td>14</td>
<td>65</td>
<td>79</td>
</tr>
<tr>
<td>Support staff</td>
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<td>378</td>
<td>669</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>332</td>
<td>519</td>
<td>851</td>
</tr>
<tr>
<td>Aeroportos do Noroeste do Brasil (ANB)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Senior Management</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Executives and graduates</td>
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<td>11</td>
<td>17</td>
</tr>
<tr>
<td>Coordinators</td>
<td>5</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Technicians</td>
<td>3</td>
<td>23</td>
<td>26</td>
</tr>
<tr>
<td>Support staff</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>16</td>
<td>40</td>
<td>56</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>4</td>
<td>8</td>
<td>12</td>
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<tr>
<td></td>
<td>832</td>
<td>1,075</td>
<td>1,907</td>
</tr>
<tr>
<td></td>
<td>339</td>
<td>830</td>
<td>1,169</td>
</tr>
<tr>
<td></td>
<td>1,524</td>
<td>3,110</td>
<td>4,634</td>
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<td></td>
<td>552</td>
<td>604</td>
<td>1,156</td>
</tr>
<tr>
<td></td>
<td><strong>3,251</strong></td>
<td><strong>5,627</strong></td>
<td><strong>8,878</strong></td>
</tr>
</tbody>
</table>

- 26.67% women on the Board of Directors

**Chairman’s letter**

- Aena: business model
- Environmental protection: environmental issues
- Social and Staff Issues
- Human Rights
- Fight against corruption and fraud
- Aena and its impact on the environment: social issues
- Customer focus: quality and safety
- Innovation for fostering opportunities
- Technical record
- Appendix
### Annual average of open-ended contracts, temporary contracts and part-time contracts by sex, age and professional category(*)

<table>
<thead>
<tr>
<th></th>
<th>Permanent</th>
<th></th>
<th>Temporary</th>
<th></th>
<th>Total</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Full time</td>
<td>Part time</td>
<td>Full time</td>
<td>Part time</td>
<td>Full time</td>
<td>Part time</td>
</tr>
<tr>
<td>Men</td>
<td>4,909</td>
<td>151</td>
<td>457</td>
<td>24</td>
<td>5,366</td>
<td>175</td>
</tr>
<tr>
<td>Women</td>
<td>2,528</td>
<td>270</td>
<td>299</td>
<td>53</td>
<td>2,827</td>
<td>322</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>7,437</strong></td>
<td><strong>421</strong></td>
<td><strong>756</strong></td>
<td><strong>77</strong></td>
<td><strong>8,193</strong></td>
<td><strong>497</strong></td>
</tr>
<tr>
<td>Senior Management</td>
<td>11</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>11</td>
<td>0</td>
</tr>
<tr>
<td>Executives and graduates</td>
<td>1,645</td>
<td>52</td>
<td>90</td>
<td>3</td>
<td>1,735</td>
<td>55</td>
</tr>
<tr>
<td>Coordinators</td>
<td>1,129</td>
<td>32</td>
<td>1</td>
<td>0</td>
<td>1,130</td>
<td>31</td>
</tr>
<tr>
<td>Technicians</td>
<td>3,782</td>
<td>161</td>
<td>574</td>
<td>56</td>
<td>4,356</td>
<td>217</td>
</tr>
<tr>
<td>Support staff</td>
<td>870</td>
<td>176</td>
<td>91</td>
<td>18</td>
<td>961</td>
<td>194</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>7,437</strong></td>
<td><strong>421</strong></td>
<td><strong>756</strong></td>
<td><strong>77</strong></td>
<td><strong>8,193</strong></td>
<td><strong>497</strong></td>
</tr>
<tr>
<td>Over 45 years</td>
<td>4,292</td>
<td>183</td>
<td>205</td>
<td>22</td>
<td>4,497</td>
<td>205</td>
</tr>
<tr>
<td>25 - 45 years</td>
<td>3,072</td>
<td>217</td>
<td>545</td>
<td>54</td>
<td>3,617</td>
<td>271</td>
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<tr>
<td>Under 25 years</td>
<td>73</td>
<td>20</td>
<td>6</td>
<td>1</td>
<td>79</td>
<td>21</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>7,437</strong></td>
<td><strong>420</strong></td>
<td><strong>756</strong></td>
<td><strong>77</strong></td>
<td><strong>8,193</strong></td>
<td><strong>497</strong></td>
</tr>
</tbody>
</table>

(*) Luton’s information has been estimated, applying to the average workforce by professional classification, the % of full-time and part-time staff as of 31 December.

Since Aena was awarded with the concession for the operation and maintenance of the Northeast Brazil airport group, in March 2019, and their launch is being planned for January 2020, detailed information on this point cannot be provided as of the date of this report.
Chairman’s letter

1. Aena: business model
2. Environmental protection: environmental issues
3. Social and Staff Issues
4. Human Rights
5. Fight against corruption and fraud
6. Aena and its impact on the environment: social issues
7. Customer focus: quality and safety
8. Innovation for fostering opportunities
9. Technical record
10. Appendix

Total consolidated workforce according to age (Parent company)

- 25-45 years: 4,872
- 25-45 years: 3,911
- Under 25 years: 95

Turnover rate\(^{20}\) of personnel of the parent company by age and sex (2019)

- % over 45 years: 1.76%
- % 25-45 years: 2.46%
- % under 25 years: 0.51%
- TOTAL: 2.08%

Distribution of the workforce consolidated by gender (Parent company)

- Total workforce: 8,878
- Women: 3,251 (36.6%)
- Men: 5,627 (63.4%)

Number of dismissals by sex, professional category and age in 2019\(^{21}\)

- Aena S.M.E., S.A.
  - 1 Other management and graduates: Women
  - 1 Technicians: Men
  - 1 Support staff: Men

- London-Luton Airport
  - 1 Executives and graduates: Men
  - 1 Coordinator: Men
  - 3 Support staff: Men

- Aeroportos do Nordeste do Brasil
  - 1 Technicians: Men

\(^{20}\) Turnover: Number of employees who leave the organisation, voluntarily or due to dismissal, retirement or death while in the active status.

\(^{21}\) There were no severances through dismissal at the International airport of the Region of Murcia or in Aena Desarrollo Internacional.
Promotion of labour integration of young people

The Company fosters, through various agreements with universities, business schools and other educational organisations, the labour integration of young people studying for a degree and/or master’s, offering them their first experience in the labour market, through external academic internships in which they have the opportunity to acquire professional knowledge and abilities.
Working conditions

Job quality and security

Job security, ongoing training and skills acquirement, social benefits and a transparent remuneration model based on principles of equality and non-discrimination, are the areas that form the backbone of the Aena working environment. A quality environment, in which each employee can fully develop their potential.

Thus, through the management of all of these elements, which is carried out by the Organisation and Human Resources Department, the Company achieves optimum operation and productivity within an operating framework with the limitations and challenges intrinsic to the nature of the Company.

Smooth communication with employees is also important for generating interaction and being able to correctly attend to their expectations and needs. Therefore, through the various communication channels available, Aena provides information, receives opinions and suggestions and contributes to creating a community. Furthermore, it should be pointed out that, as a new development in 2019, new initiatives have been launched to reinforce communication with employees, such as the “News of the day”, and the use of panels in buildings to convey relevant key messages.

Job security within the Company is shown both by the average seniority of the staff and in their low turnover rates which, in 2019 were maintained at 1.56% following the same trend as in previous years. Regarding London-Luton Airport, the average turnover rate in 2019 was 13%.

Average seniority (years)

<table>
<thead>
<tr>
<th></th>
<th>Parent company</th>
<th>London-Luton Airport</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parent company</td>
<td>15.92</td>
<td>8</td>
</tr>
</tbody>
</table>
| Note: Operations began in January 2020 in the Northeast Brazil airport group.

(22) Parent company data.
Remuneration model

The remuneration model of Aena is based on the principles of equality and non-discrimination due to gender or similar reasons, and because of its status as a state trading company, this model is subject to the provisions of the General State Budgets approved according to Law 6/2018.

- Fees of the Executive Director in 2019: 168,000 euros (includes fixed and variable remuneration and all bonuses).

- Remuneration of Directors: In accordance with the Notified Order of the Ministry of Public Finance and Public Administrations of 8 January 2013, it will be €11,994 derived from their attendance at meetings of the Board. However, the Remuneration corresponding to Directors with the condition of Key Member of the State General Administration is deposited in the Public Treasury. Taking the above into account, and according to the number of Directors attending the Board meetings, the average remuneration received per male Director was €10,500 and per female Director €10,666.67.

Information about the remuneration of the Board of Directors is detailed in the Annual Remuneration Report, which can be consulted on the company’s corporate web page.

- Senior Management Remuneration: In 2019, the average remuneration received by women in this category was €117,720 and men €131,994.54. The salary gap stands at 12%, due to changes in the organisational structure throughout 2019. Note that the appointment of one of the female members of senior management occurred in March and another in October 2019.

(23) The compensation for attendance, determined in the Notified Order of the Ministry of Public Finance and Public Administrations of 8 January 2013, cannot be received by those who likewise receive the remunerations that are regulated in Royal Decree 451/2012 of 5 March, thereby regulating the remuneration scheme of executive managers and directors in the public business sector and other entities.

(24) To calculate this, it has been taken into account that at Aena there are 15 Directors, regarding whom:
  - The remuneration accrued by the 4 Directors (three men and one woman) and that of the Executive Director has been excluded due to them having Senior Management status.
  - On 9 April 2019 two Directors left their posts due to expiry of the statutory period and they were immediately replaced by one female Director and one male Director, respectively, appointed at the General Shareholders’ Meeting. For the purposes of calculating the average broken down by sex, 3 women and 8 men have been taken into consideration.

(25) For the purposes of calculating the average broken down by sex, the average Senior Management workforce (3 women and 8 men) has been taken into consideration. To calculate the average remuneration, the Senior Management salaries, not including allowances, pension plans or insurance premiums, have been taken into account.

The difference in the average remuneration received by men and women is due to the changes that have taken place in the organisational structure throughout 2019. It should be noted that one of the female Senior Management members was appointed in March and the other one in October 2019.
The remuneration by professional category is public and can be consulted in the wage tables included in Annex II of Aena’s Collective Bargaining Agreement. Below is an annual salary breakdown by professional category/level. This remuneration applies regardless of sex, and age; in other words, the same value corresponds to the same professional classification.

As detailed in Annex II of the Collective Agreement, other applicable Supplements (occupation, night shifts, working hours, etc.) are added to this salary.

There is also a percentage of variable remuneration based on targets, whose compliance is evaluated through a Performance Management System that contains efficiency, profitability, social and environmental objectives, among others (Chapter IX).

In the case of structure personnel (composed of middle managers and directors) this variable reaches 76.0% of the total gross remuneration. For the rest of the staff, it stands at 4.91%.

In relation to London-Luton Airport within each category, different occupations are included. Each of them has a base salary (does not include variables) that is equal for men and women and age ranges.

Comparison between Aena minimum wage and interprofessional minimum wage

In accordance with the salary tables set out in Annex II of the Collective Agreement, and taking as reference the amount of the salary for the professional level corresponding to the lowest professional category (multiplied by 12 payments and adding the additional amount of 2 extra payments), an annual salary of €17,489.42 is obtained, well above the minimum interprofessional salary for 2019, which was set at €12,600. It should also be noted that workers receive the salary and extra-salary supplements that correspond to them depending on their seniority, occupation, work centre and type of shift.

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There is also a percentage of variable remuneration based on targets, whose compliance is evaluated through a Performance Management System that contains efficiency, profitability, social and environmental objectives, among others (Chapter IX).
Working time organisation.

Work-life

The organisation of working time is regulated in Collective Bargaining Agreement I, in Legislative Royal Decree 2/2015 of 23 October, thereby approving the rewritten text of the Statute of Workers’ Rights, and in Royal Decree 1561/1995 of 21 September, on special workdays.

Regarding the activity of Aeroportos do Nordeste do Brasil, currently the provisions set forth in Brazilian legislation apply. The negotiation of a Collective Bargaining Agreement is expected to begin soon.

In order to motivate the people who form a part of Aena, the company has adopted measures to favour work-life balance. In 2019, at the parent company a total of €1,435,814.94 in social aid was allocated for employees. On the following page is a list of measures designed to facilitate the enjoyment of work/life balance and encourage joint exercising of it by both parents. Among them are the parental leave redistributed under current legislation, which was taken by a total of 184 employees.

Employees who are on maternity/paternity leave

(Parent company)

<table>
<thead>
<tr>
<th></th>
<th>Men</th>
<th>Women</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maternity</td>
<td>0</td>
<td>49</td>
<td>49</td>
</tr>
<tr>
<td>Paternity</td>
<td>131</td>
<td>0</td>
<td>131</td>
</tr>
<tr>
<td>Adoption/Fostering</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Parental leave</td>
<td>3</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>135</td>
<td>49</td>
<td>184</td>
</tr>
</tbody>
</table>

Employees who have returned to work after termination of parental leave

(Parent company)

<table>
<thead>
<tr>
<th></th>
<th>Men</th>
<th>Women</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maternity</td>
<td>0</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>Paternity</td>
<td>113</td>
<td>0</td>
<td>113</td>
</tr>
<tr>
<td>Adoption/Fostering</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Parental leave</td>
<td>3</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>117</td>
<td>35</td>
<td>152</td>
</tr>
</tbody>
</table>

(26) Data referring to the parent company and AIRM.
### Measures designed to facilitate the enjoyment of work-life balance and encourage joint responsibility of these measures by both parents

#### Leave
- Improvement in paid leave for childbirth, serious illness of relatives, breastfeeding.
- Compensation for public holidays that fall on a Saturday.
- Personal leave days / Personal leave by hours (normal workday staff).
- Holiday leave by length of service.
- Flexible schedule of clock-in and -out times.

#### Flexi-time
- Intensive working schedule during holiday periods.
- Two hours of daily flexibility for parents with children with disabilities.

#### Employment grants
- Flexible remuneration (restaurant tickets).
- Medical insurance. Life and accident insurance.
- Medical examinations.
- Financial aid for studies, health, disability, camps, nurseries, reimbursable advances.

At a corporate level, action protocols are also available to address special situations such as those included in the Emotional Support Programme and the Prevention and Treatment of Addictive Behaviours, or to resolve possible conflicts of a professional nature through dialogue. In turn, London-Luton Airport has an assistance programme available to all employees and their families. It is a confidential service that includes personal advice and legal assistance if necessary.

As of the date of this report, Aena does not have a specific policy of labour disconnection, beyond the stated measures for favouring the work-life balance of the staff. Looking ahead to upcoming years, work is under way to establish an internal policy on the digital disconnection of Aena workers, which is expected to be forwarded to the union organisations that are present in the State Union Coordinator for the assessment thereof.

(27) This set of measures applies to all workers covered by the 1st Aena Collective Agreement in Spain.
Occupational health and safety

Due to the Company’s activity, safety is a main principle of its operations and is present in all processes. Health and safety issues are formally included in the Collective Bargaining Agreement, which covers 100% of the workers through their Health and Safety Committees.

Aena has an occupational risk prevention service that guarantees the prevention and protection of all workers, regardless of their level of exposure. Moreover, the company has the necessary action protocols for maintaining the highest levels of safety, which are complemented by training and information activities (continuous and necessary) and by providing employees with the protective equipment they require according to the description of risks associated with each job position.

In 2019, the following actions are worthy of special mention:

- Maintenance of the Joint Prevention Service (parent company, Aena Desarrollo Internacional, Aena Sociedad Concesionaria del Aeropuerto Internacional de la Región de Murcia).
- Continuing to implement the protocol of collaboration with centres, aimed at identifying and implementing improvement areas in communication skills, conflict management, decision-making and leadership in a dialogued, collaborative manner and with monitoring, evaluation and impact agreements, in response to the results of the labour climate survey.
- Health and Safety Management Measures on Personal Protective Equipment (PPE).
- Advising Services for the entire staff.
- Increase in the dissemination of the risk sheets for each occupation to employees through the corporate Intranet.
- Management of more than 18,000 files of Coordination of Business Activities (CAE).
- Completion of more than 10,500 medical tests (exams, clinical analyses, certificates of fitness, etc.).
- 100% of the employees are represented on Health and Safety Committees in Spain.

An operation technician in the movement area of Tenerife Airport.
Main figures of 2019

### Work-related accidents (frequency and severity, and diseases) (Aena S.M.E., S.A.)

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>19/18 Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incidence rate of occupational accidents = Number of accidents $\times 10^3 / \text{accumulated average staff}$</td>
<td>8.93</td>
<td>6.76</td>
<td>7.24</td>
<td>7.08 %</td>
</tr>
<tr>
<td>Frequency index = Number of accidents $\times 10^6 / (\text{accumulated average staff} \times 1,711 \text{ hours/ year})$</td>
<td>5.25</td>
<td>3.92</td>
<td>4.23</td>
<td>7.92 %</td>
</tr>
<tr>
<td>Absenteeism rate = \text{Number of accumulated hours of absenteeism in the year due to leaves because of temporary disability and similar situations, unjustified absences, justified absences that are not recoverable and absences for reasons pending justification for each scheduled hour of work.}</td>
<td>5.76</td>
<td>6.05</td>
<td>6.59</td>
<td>8.96 %</td>
</tr>
</tbody>
</table>

### Work-related accidents (frequency and severity, and diseases): London-Luton Airport

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incidence rate of occupational accidents</td>
<td>28.07</td>
</tr>
<tr>
<td>Frequency index = Number of accidents per million hours worked</td>
<td>17.01</td>
</tr>
<tr>
<td>Absenteeism rate = \text{Number of accidents} $\times 1,000,000 / \text{number of hours worked} \times \text{number of workers}$</td>
<td>5.2</td>
</tr>
</tbody>
</table>

*During 2019, no occupational disease declared by the mutual company was recorded.*

---

(28) Occupational health and safety indexes calculated according to Spanish regulations. London-Luton Airport does not record occupational diseases. In 2019, AIRM and ADI had no accidents.

(29) London-Luton Airport does not use the same criterion for calculating these indexes, since it applies English law. Their calculation is made with respect to the number of hours worked.

(30) Data referring to Aena S.M.E., S.A.; Aena Sociedad Concesionaria del Aeropuerto Internacional de la Región de Murcia S.M.E., S.A; and Aena Desarrollo Internacional S.M.E., S.A; Aeropuertos do Nordeste do Brasil S.M.E., S.A; Aeropuertos do Nordeste do Brasil.
Aena’s Occupational Risk Prevention Service counts the index of accidents with medical leave at a work centre, given that they are those that could be subject to a preventive measure.

Since Aena was awarded with the concession for the operation and maintenance of the Northeast Brazil airport group, in March 2019, and their launch is being planned for January 2020, detailed information on this point cannot be provided as of the date of this report.

Data obtained by totalling the number of non-recoverable hours and the number of recoverable hours at the close of each month. Recoverable hours include: occupational illnesses-accidents and non-occupational illnesses-accidents, illnesses without leave of 1 day’s duration, accidents without leave by hours, absences of the occupational health department by hours, extension of Temporary Disability and Extended Temporary Disability. Recoverable hours include unjustified absences and those pending justification.
Industrial relations

Social dialogue at Aena is set forth in Collective Bargaining Agreement I of the Aena Group, which in Chapter XIX thereof refers to collective representation and union rights.

The State Union Coordinator (C.S.E.) is the representative body of workers of the entities and/or companies that make up the Aena Group, who are included within the scope of application of the Collective Bargaining Agreement (Section 3 - Art. 161 of Collective Bargaining Agreement I of the Aena Group of Companies).

To develop the different elements provided for in the agreement, the corresponding joint commissions have been formed, composed of the unions that are present on the State Union Coordinator and the company, where specific matters of the Collective Bargaining Agreement are discussed:

- Joint Commission on Training
- Joint Commission on Promotion and Recruiting
- State Health and Safety Committee
- Joint Commission on Equality
- Commission on interpretation, monitoring, work-life balance and arbitration and voluntary conflict resolution
- Joint Commission on Social Action

Percentage of employees covered by the Collective Bargaining Agreement by country:

- **Spain**
  - 99.86%
  - *34*

- **Luton (UK)**
  - 40%

- **Brazil**
  - The provisions set forth in Brazilian legislation are applied. The negotiation of a Collective Bargaining Agreement is expected to begin soon.

{34} The remaining 0.14% of employees not covered by the Agreement are made up of the company's Senior Management team.
Developing the workers’ skills is a priority and a key element in the Company’s human resources strategy. In general, various actions, programmes and measures have been promoted within the framework of the provisions set forth in the 2018-2021 Strategic Plan, which seek to contribute to transforming the organisational culture and modernising human resources management, thereby increasing motivation, commitment, involvement and the development of professional skills.

**Significant training actions in 2019 included:**

- Throughout 2019, in addition to the planned training related to technical, behavioural, information technology and computer aspects, training programmes for taking care of the international customer have been developed (Customer Centricity & Excellence), based on the proposal of a multicultural service. These programmes are attended by workers from different centres and areas.


- Presentation and development of the Digital and Cultural Transformation plan as a thread of change and improvement in the reality of Aena.

- Implementation of online training on compliance for the entire staff, in line with Aena’s Regulatory Compliance System.

- Establishment of Pools of Local Trainers at the Adolfo Suárez Madrid-Barajas, Josep Tarradellas Barcelona-El Prat and Palma de Mallorca airports between September and December 2019.

- In response to the training needs due to the international development project of Brazil, training on Brazilian Portuguese has begun.

- Continuation with mindfulness training, expanding it to other recipients, at both central services and airports.
### 3. Social and Staff Issues

#### Development programmes

**The “Leaders developing leaders” Mentoring programme**

The 8th edition was launched in 2019. Since its inception, a total of 212 people have participated. This programme promotes the implementation of some key mechanisms for professional development:

- Transfer of knowledge and know-how, coupled with skills development for leadership.
- Encouraging commitment, cultural transformation and internal networking.

#### Coaching programme

Beginning in 2007 with external coaches and as from 2011 continuing with internal coaches, it is a development strategy that focuses on enhancing behavioural skills (of social interaction and personal efficiency, mainly). It has been increased by over 20% in customers and accumulated hours for this year.
Main indicators

Total amount of training hours by professional categories*

- On-line training
- On-site training

**Total Aena S.M.E., S.A.**
- Total: 455,208
- Senior managers and middle: 87
- Graduates: 155
- Coordinators, Technicians and Support: 1,154

**Total International Airport of Murcia**
- Total: 3,191
- Senior managers and middle: 87
- Graduates: 155
- Coordinators, Technicians and Support: 1,154

**Total Aena Desarrollo Internacional**
- Total: 891
- Senior managers and middle: 359
- Graduates: 163
- Coordinators, Technicians and Support: 12

**Training hours in Spain**
- Total: 459,291
- 57.62 hours/year per employee*

**€+2.3 M**
- Intended for activities and training programmes**

**2,191**
- Training hours at Aeroportos do Nordeste do Brasil

**Training hours at London-Luton Airport**
- Data unavailable**

(*) Spain data.
(**) Parent company.
(35) London-Luton Airport does not record training hours.
Universal accessibility for people with disabilities on the job

All Aena facilities and work centres are set up to facilitate and provide access by employees, customers, suppliers, etc., thereby ensuring universal accessibility for people with disabilities.

<table>
<thead>
<tr>
<th>Employees with disabilities 2019</th>
<th>Manpower</th>
<th>% of total workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCAIRM S.M.E., S.A</td>
<td>6</td>
<td>7.5%</td>
</tr>
<tr>
<td>ADI, S.M.E., S.A</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Aeroportos do Nordeste do Brasil, S.A</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Londres-Luton Airport</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(* Data from Aena S.M.E., SA corresponding to 2018. According to current legislation, the percentage of employees with disabilities is calculated based on the effective number of people with disabilities in the workforce as of 31 December, and the equivalent number of people resulting from the compensatory measures approved by Resolution of the General Directorate of the Public Service of State Employment (SEPE) on the Declaration of exception and adoption of alternative measures for the fulfilment of the reserve quota in favour of workers with disabilities.

The effective number of employees with disabilities as of 31 December 2019, is 115 people. However, as of the date of publication of this report, the Resolution from the competent body regarding the Declaration of exception corresponding to the 2019 financial period that allows the percentage of employees with disabilities to be included in the 2019 financial period is not available.

(**) London-Luton Airport does not record personnel with disabilities.
As a plural Company, Aena is committed to defending the identity, dignity and equality of all people, in its teams, in its supply chain and in the services it offers.

The Company’s talent management model reflects Aena’s commitment to diversity, and it therefore guarantees that no discrimination occurs through the principles set forth in:

- The Selection policy for board candidates.
- The Code of Conduct applicable to all people who work in the organisation.
- The Equality Plan defined in the Collective Bargaining Agreement.
- Equal hiring processes, described in the Collective Bargaining Agreement.

Diversity is also present throughout the value chain through the inclusion of diversity clauses in tenders.

Active policies aimed at groups at risk of exclusion, the contracting of services from special employment centres and offering a comprehensive service to people with reduced mobility in airports also complement Aena's activity in this regard and demonstrate the company's firm commitment.

Inside of the terminal building of Santiago-Rosalia de Castro Airport.
Relevant actions in 2019

Training for employees on content related to equality between women and men.

- **820** online training hours.
- **410** participating employees.

"Women in Transport" project, a platform created in 2017 in the European Union to promote the employment of women and equal opportunities in the transport sector. Through this platform, Aena shares experiences of good practices with different members and discusses subjects of interest in meetings that take place within the platform, as well as the appointment of a Diversity Ambassador, which is a figure that it is going to be set up during 2020 in the various participating countries.

At London-Luton Airport, the employee manual and the strict compliance of the obligations arising from the British Equality Act of 2010 reflect the company's commitment to diversity:

- The provision of accessible services of high quality.
- The commitment to clients, local communities, staff, stakeholders and contractors to identify and implement improvements.
- The tackling of barriers that restrict access to services.
- The understanding of issues related to age, disability, gender reassignment, pregnancy and motherhood, marriage, race, religion or belief, sex and sexual orientation.
- The promotion of equal opportunities in all employment practices and the provision of services.

Commitment of adhesion to "Ellas Vuelan Alto", an association whose objective is to promote equality in the aerospace sector by acting within the political, academic, business and social scopes.

Corporate Responsibility Report | 2019
Aena’s Collective Bargaining Agreement includes an Equality Plan whose compliance and development has been monitored since 2010 by a Joint Commission formed in equal parts by Aena and the majority unions. The Plan pays special attention to the prevention of sexual harassment, and it includes a specific protocol that incorporates a programme to manage possible complaints.

7 complaints due to harassment were received in 2019:

- 4 complaints filed after the analysis of objective data, provided for in the harassment procedure.

- 3 complaints for which it was deemed necessary to activate the harassment procedure after the initial assessment phase.

Moreover, the Protocol for the Intervention of Structural Situations was activated at the airports of Fuerteventura, Menorca and La Palma.

Elimination of discrimination in employment

Point 4.1 of Aena’s Code of Conduct sets forth the company’s commitment to “provide the same opportunities in access to work and in professional promotion, therefore rejecting any type of discrimination based on race, nationality, social origin, gender, marital status, sexual orientation, religion, political ideology, disability or any other personal condition of people, whether physical or social”.

Another series of measures are added to the Code, which specifically allow preventing possible cases of discrimination related to Aena’s activity.

Palma de Mallorca Airport.
In addition to the mechanisms mentioned in the preceding sections, Aena has measures against discrimination:

- **An Equality Plan defined in the Collective Bargaining Agreement**
  Records provisions for preventing and avoiding causes of discrimination at work. This is also present in the Selection Policy for Board Candidates.

- **Renovation, in 2019, of adhesion to the UN Global Compact**
  Commitment of support for the ten principles related to Human Rights and labour standards, the environment and anti-corruption.

- **Act 9/2017 of 8 November, on Contracts of the Public Sector**
  The main reference for setting up Aena's relationship with its suppliers, which in this scope confirms respect for the principles of transparency, non-discrimination and equal treatment.

- **Code of Conduct**
  Makes it mandatory to provide adaptations that are objectively necessary to job positions or the occupational environment so that workers with a disability can develop professionally under equal conditions as those for all other employees.
4. Human Rights

- Due diligence in the protection of Human Rights
- Transfer of the protection of Human Rights to the value chain
Human Rights

Results

Complaints

- 0 referring to breaches of Human Rights.

Investment

- €61.89 M

Measures and management

- Commitment at the highest level to the UN Global Compact and Agenda 2030.
- Corporate responsibility policy.
- Code of Conduct.
- Due diligence for the identification, control, prevention and mitigation through the mechanisms established in the Code of conduct, the Collective Agreement and the Internal Recruitment Regulation.
- Regulatory Compliance System.
- Risk management system.
- Human Rights Policy.
- Workplace harassment protocol.
- Sexual harassment protocol.
- Social and environmental clauses in contracts.
- Tools focused on incorporating environmental and sustainability considerations into acquisition processes at London-Luton Airport.

Main milestones 2019

- Renewal of adherence to the UN Global Compact.
- Reinforcement of Aena’s commitment to the protection of Human Rights.

Perspectives and future outlook

- In order to respond to potential requirements in this respect, Aena’s Board of Directors will approve a corporate Human Rights Policy.
- Dissemination of the Human Rights Policy.
- The award of the concession for the Northeast Brazil airport group involves a new challenge for the Company in terms of Human Rights.
Aena’s firm commitment to Human Rights materializes in adhesion to the binding recommendations or guidelines implemented by the Spanish government with respect to the United Nations, as well as in various multinational initiatives in business.

### Main impacts of Aena’s activity on human and employment rights

<table>
<thead>
<tr>
<th>Main impacts of Aena’s activity</th>
<th>Principles of UN Global Compact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupational health and safety of people</td>
<td>1 2</td>
</tr>
<tr>
<td>Equality and non-discrimination</td>
<td>1 2 6</td>
</tr>
<tr>
<td>Decent work</td>
<td>3 4 5 6</td>
</tr>
<tr>
<td>Child labour*</td>
<td>5</td>
</tr>
<tr>
<td>Protection of the environment</td>
<td>7 8 9</td>
</tr>
<tr>
<td>Commitment to the customer/suppliers</td>
<td>8 10</td>
</tr>
<tr>
<td>Freedom of association</td>
<td>3</td>
</tr>
</tbody>
</table>

(*) See Art. 23 of the Collective Bargaining Agreement.

### Aena’s Commitment To Fundamental Conventions Regarding Human Rights

- Declaration of the International Labour Organization (ILO).
- United Nations Guiding Principles on Business and Human Rights OECD.
- Principles of Corporate Governance.
- National and international laws and regulations in force in the countries where it operates.
- Forced Labour Policy at the London-Luton Airport.
- Law on Contracts of the Public Sector.
- Code of Conduct.
- Collective Bargaining Agreement.
- Internal Contracting Manual.
- Policy on Corporate Responsibility.

Section 4.1 of Aena’s Code of Conduct, in addition to the Strategic Plan, the values of corporate responsibility and the Principles of the United Nations Global Compact.
Through the Regulatory Compliance System and the Risk Control and Management System, which come under Compliance Management and Internal Auditing, respectively, Aena has control and monitoring mechanisms of the acquired commitments, including those related to Human Rights, continuous evaluation of the level of risk, the identification of possible new impacts and social concerns, as well as (in general) for safeguarding compliance with applicable laws and standards.

Within this framework, a violation of the corporate commitments or of Human Rights regulations will follow the procedure provided for cases of a breach, with the corresponding consequences regarding penalties, if applicable.

**Prevention of risks that violate Human Rights**
At the same time, the Risk Control System, the Collective Bargaining Agreement, the Internal Contracting Regulations and the aforementioned Code of Conduct contribute suitable instruments for the prevention of, control of and follow-up on actions that may be related to a violation of Human Rights.

**Complaints due to a violation of Human Rights**
Complaints are received through the whistle-blower channel, particularly those referring to Human Rights. Employees can ask questions about or report possible risks or breaches regarding Human Rights, among others, as it is stated in chapter 5. It likewise covers the rights acquired through the Collective Bargaining Agreement, except for those related to harassment in the workplace, which have their own protocol.

**Future challenges**
The company’s framework of internationalisation, materialising especially in 2019 through Aena’s concession for the Northeast Brazil airport group, represents a challenge in the area of Human Rights. Aena, aware of this, assumes this new context and commits to responding to the possible demands. With respect to 2020, Aena’s commitment to Human Rights will be reinforced with the approval, by the Board of Directors, of a policy that is applicable to the group as a whole.
Aena’s Code of Conduct establishes the principles and values of ethics, integrity, legality and transparency that must guide the conduct of all people who are included within its scope of application, not only between each other but also in their relations with customers, shareholders, suppliers and, in general, with all people and entities, whether public or private, with which they may relate in the performance of their professional activity, while likewise promoting effective compliance with the standards that apply to those activities as a whole, under the principle of zero tolerance for any kind of illegal behaviour.

In accordance with applicable legislation on contracting, all tenders include clauses related to respect for Human Rights, among others. Therefore, the Internal Contracting Manual provides mechanisms for following up on the degree of compliance with clauses of this nature that are included in contracts and the penalty measures (as it is detailed chapter 6).

London-Luton Airport follows the policy of zero tolerance towards human trafficking and slavery, which it applies in all its contractual relationships. In 2018 a series of tools were developed, focused on incorporating environmental and sustainability considerations in acquisition processes. The documentation associated with tender processes has a clear scoring system as a part of evaluating not only suppliers but also established social and environmental standards.
Accessibility in the provision of services

Improvement in the accessibility of airports and providing responses to the needs of customers and passengers constitutes a strategic objective. Follow-up on Aena’s Policies and Action Plans provides the necessary framework for favouring the knowledge and identification of possible risks and opportunities related to matters of a more social nature, thereby facilitating the design of initiatives and the proposal thereof to the Board of Directors.

An example of this effort is the investments made every year by Aena in conditioning the Spanish airports network for people with reduced mobility (PMR), which in 2019 came to €61.89 million. Aena carries out continuous monitoring of this services in order to detect potential improvements. The Company’s firm commitment to improving airport accessibility, together with the conviction that facilitating travel for all citizens is essential for them to carry out their activities, is reflected in the CR 2018-2021 Plan.

Gran Canaria Airport.
5. Fight against corruption and fraud

- Adopted prevention measures
- Measures to combat money laundering
Fight against corruption and fraud

Results

Anti-Corruption and Fraud Policy

0 complaints
At the close of 2019, Aena had no knowledge of complaints related to money laundering.

Training on prevention of criminal acts
7,174 people have participated in online training during 2019.

90.03% of employees

Measures and management

• Anti-Corruption and Fraud Policy.
• Commitment at the highest level with the UN Global Compact, Principle 10 of which specifically refers to combating corruption.
• Corporate Responsibility Policy.
• Code of Conduct and Ethical and Good Governance principles.
• Due diligence for the identification, control, prevention and mitigation through the mechanisms established in the Code of Conduct, the Collective Agreement and the Internal Recruitment Regulation.
• Whistle-blower channel.

Main milestones 2019

• Preparation of the regulatory compliance system in the Brazil concessions.

Perspectives and future outlook

• Aena’s commitment to the implementation of an culture of ethics and responsibility could lead to the inclusion of this type of variables in the performance targets.
• In relation to Brexit, by the end of the transition period, it might be necessary to review some procedures if the regulations currently in place are changed.

Progress in SDG

5 Gender equality
8 Decent work and economic growth
16 Peace, justice and strong institutions
17 Partnerships for the goals

Training and dissemination of culture initiatives to be complied with in the companies controlled by Aena.

Code of Conduct and its supervision.

Aena’s commitment against corruption and bribery is specifically recorded in the Anti-Corruption and Fraud Policy, where the company expresses its firm rejection and zero tolerance for any behaviour that might represent an illegal act or that violates Aena’s policies, standards, values and action principles.

Aena uses various instruments, notably its Code of Conduct, to establish permanent monitoring of and penalties for acts or behaviours that are fraudulent or that foster corruption in any manifestation thereof.

Anti-Corruption and Fraud Policy

Adopted prevention measures

The main instrument that Aena has available to handle behaviours that could violate regulations or ethics is its Code of Conduct, which links and is applicable to the administrative bodies, senior management and all employees of Aena\(^\text{(36)}\), regardless of their position, responsibility, occupation or geographic location. Therefore, respect for the following principles is established as an internal standard of the Company:

- **Legality**
- **Integrity, honesty and trustworthiness**
- **Independence and transparency**
- **Excellence and quality in meeting our stakeholders’ expectations**
- **Respect for the image and reputation of Aena**

\(^{36}\) London-Luton Airport has its own Code of Conduct, although it incorporates values in line with those of Aena. In the case of Brazil, Aena is aware of the challenge it represents regarding corruption and bribery and internationalisation of the company. Aena therefore undertakes to respond to the international context according to the provisions set forth by the company through various policies and its Code of Conduct, where it expresses the company’s firm rejection and its “zero tolerance” for any conduct that might represent an illegal act or one that violates its policies, standards, values and action principles.
As it was mentioned in Chapter 1, Compliance Management and the Supervision and Control Body are in charge of monitoring and verifying any irregular conduct and managing Aena’s whistle-blower channel. They are given the following duties:

**Ensuring** that all complaints received are analysed independently.

**Guaranteeing** the confidentiality of the identity of the person making the complaint, as well as the identifies of the reported party or parties.

**Informing** the people who are strictly involved in the process and following up on and finalising the complaints made.

In the event of a violation, **applying** the procedures set forth in Chapter XIV of Aena’s Collective Bargaining Agreement.

For breaches attributable to members of the Board of Directors, the provisions of the Regulations of the Board of Directors will apply; for senior managers, the provisions of the contracts governing their relationship with Aena will apply.

Regular, in-person and online training programs have been set up for all company employees and directors, consisting in the completion of a course via the corporate Intranet, designed to prevent or mitigate the risk of crimes being committed at Aena and to publicize the company’s Code of Conduct and Whistle-blower Channel.

7,174 people participated in the online training during 2019 (90.03% of employees).
Anti-Corruption and Fraud Policy

The Anti-Corruption and Fraud Policy complements and develops the provisions set forth in Aena’s Code of Conduct and the General Regulatory Compliance Policy. The policy expressly prohibits carrying out any action that could constitute such conduct by members of the board of directors, executives and all employees of Aena or of any other company that might be wholly owned by Aena and registered in Spain.

The policy provides for a periodic review of the established measures to evaluate and increase their efficacy, and it attributes the competency for ensuring compliance with the same to Aena’s Supervision and Control of Compliance Body.

This body’s commitments and responsibilities are the following:

- **Permanent monitoring** and the penalization of fraudulent conduct or of conduct that might foment any form of corruption.
- **Maintenance of effective communication and awareness-raising mechanisms for all employees, executives and governing bodies.**
- **Development of a business culture of ethics and honesty.**
Among the measures included in the Policy Against Corruption and Fraud to prevent these behaviours, the following could be highlighted:

01. The risks associated with fraud, with corruption and with bribery will be adequately contemplated in Aena’s internal procedures and, in particular, in all procedures related to relations with third parties.

02. Knowledge of and respect for these procedures will be promoted through adequate diffusion and through specific training programmes.

03. Specific measures will be applied regarding the corruption and bribery of members of public or private entities, including information about gifts, commissions or credit facilities; political or association activities; and projects of social content and sponsorships.

04. Entering into any financial transaction, contract, convention or agreement is prohibited whenever there may be sufficient reasons to believe that there could be some link to improper or corrupt activities, in accordance with the established criteria. The following section offers additional information in this regard.

05. Establishing commercial relations that, in accordance with the developed criteria, may be considered high risk will not be permitted.

06. The qualifications and integrity of every supplier and client will be verified before initiating commercially binding relations, whenever it may be deemed appropriate by the Unit proposing the commercial relationship, thereby always considering the contracting regulations that may be applicable in each case.

07. Regarding relations with third parties (commercial agents, representatives and partners), the following is specified:
   • The third party must be appropriately evaluated by Aena regarding matters such as the type of transaction to be conducted, the type of agreement or contract to be signed, the identity of the third party or their shareholders, the jurisdiction, etc.
   • Aena’s partners must have anti-corruption protocols and criteria. In any event, an anti-corruption clause will be included in any contracts or agreements to be signed.
   • In the event that additional risks appeared, a process of reinforced due diligence will be conducted.

08. To the extent possible, awarded suppliers and customers must have anti-corruption protocols and controls. In any event, an anti-corruption clause will be included in any contracts or agreements to be signed.

Regarding corporate operations, Aena establishes a process of maximum diligence that analyses and assesses all implications and risks. The due diligence process will be determined, in each case, according to the specific circumstances that are present in the corporate operation. Specifically, Aena has a Scheme of Related-Party Transactions, with the objective of being able to adequately meet its obligations referring to the fact that, in the adoption of its decisions, the defence of the best interests of the company or of its group takes precedence, as the sole aim, thereby avoiding, in these decisions, the influence of persons affected by their own motivations or their own aims, or any that may be in addition to or different from the indicated aim.

(37) You can consult Sections 4.12, 4.13 and 4.16 of the Aena Code of Conduct.
Aena’s commitment to Ethical Management

Anti-corruption and anti-money laundering instruments

- Dissemination
- Training
- Management and decision-making guidelines
- Corruption and bribery of members of public or private entities
- Provisions regarding gifts, commission or credit facilities
- Political or association activities
- Economic transactions, contracts, conventions or agreements
- Commercial relations
- Relations with third parties
- Corporate operations

Chairman’s letter

1. Aena: business model
2. Environmental protection: environmental issues
3. Social and staff issues
4. Human Rights
5. Fight against corruption and fraud
6. Aena and its impact on the environment: social issues
7. Customer focus: quality and safety
8. Innovation for fostering opportunities

Technical Appendices

Corporate Responsibility Report | 2019

Legality

Ethical and Good Governance Principles

Integrity, honesty and trustworthiness

Independence and transparency

Excellence and quality in meeting our stakeholders’ expectations

Respect for the image and reputation of Aena

Board of Directors

Supervision and Control Body

Management body of the whistle-blower channel

Responsible for monitoring and verifying any unusual behaviour

Compliance department

Supervision and Control Body
Measures to combat money laundering

The Anti-Corruption and Fraud Policy establishes Aena’s commitment to maintain reliable and integral third parties. In any event, for specific relations with partners, commercial agents and representatives, it indicates the obligation to determine the following through the due diligence process:

- The identity of the counterparty and their directors in fact and by law.
- The identity of the bare owner, which is understood as the owner who is so pursuant to the provisions set forth in Article 4.2 of Act 10/2010 of 28 April, on anti-money laundering and terrorist financing, and the identity of the financial activity within which the corresponding business relationship is established.

As it is also mentioned in the preceding section, Aena prohibits entering into any financial transaction, contract, convention or agreement whenever there may be sufficient reasons to believe that there could be some link to improper or corrupt activities.

Moreover, transactions with partners will only be conducted after having verified that they act reputably in their sector and that they have a recognized history of ethical behaviour.

Third parties (partners, commercial agents and representatives) will be appropriately evaluated through a due diligence procedure, in which the type of transaction to be conducted will be one of the elements to be evaluated.

At the close of 2019, Aena had no knowledge of complaints related to money laundering.
Company committed to the United Nations Sustainable Development Goals (SDGs).
Aena and its impact on the environment: social issues

**Results**
- **€826.8 million** tax contribution from the Aena Group in 2019.
- **€3,181.9 million** social cash flow (consolidated).
- 98.31% local suppliers (Spain).
- **€3,457,567** contributions to not-for-profit entities (Spain).
- **£226,445** contributions to non-for-profit entities (London-Luton Airport).
- **€187,000** invested and 136 aeronautical professionals trained thanks to the International Cooperation Programme.
- **155,951** beneficiaries of scholarships awarded by The LLAOL Community Trust Fund Awards (London-Luton Airport).
- **35.3 million** visits to the Aena website.
- **19.7 million** users.
- **+250,000** interactions with network users.
- **167,000** followers on social media.

**Measures and management**
- Corporate Responsibility Policy.
- Strategic Corporate Responsibility Plan.
- Alignment with the Sustainable Development Goals (SDG).
- “Embracing values” programme.
- Accessibility, hidden disabilities (autism).
- “Connect” for training children over 13 years of age in occupational skills.
- International Cooperation Program.

**Main milestones 2019**
- Rollout of the Strategic Corporate Responsibility Plan.
- Consolidation of the “Aena with music” project.
- Launch of the “Aena with autism” project.
- Recognition for the excellent information that it offers to its shareholders and stakeholders.
- Advances in the digitalisation of processes and procedures within Aena’s adaptation to the requirements of the National Interoperability Scheme.

**Perspectives and future outlook**
- Maintain London-Luton Airport’s contribution to the Community Trust Fund.
- Continue enhancing the structuring, territorial cohesion and connectivity between airports and their surroundings.
- Contribute to the training of professionals in the aviation sector thanks to the International Cooperation Program.
- Continue promoting of a framework of relationships with stakeholders based on transparency, dialogue, the generation of trust, the creation of shared value and reputation.
- Continue strengthening internal channels of communication with employees.
- Continue to promote purchases from local suppliers.
- Work on the full digitalisation of the company.

**Perspectives and future outlook**
- Continue promoting of a framework of relationships with stakeholders based on transparency, dialogue, the generation of trust, the creation of shared value and reputation.
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**Measures and management**
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- Strategic Corporate Responsibility Plan.
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- Accessibility, hidden disabilities (autism).
- “Connect” for training children over 13 years of age in occupational skills.
- International Cooperation Program.
In awareness of its role as an engine for social change in the environment where it operates, Aena launched its Strategic Corporate Responsibility Plan in 2018, a specific line of the Company's Strategic Plan that defines the areas for intervention on this issue and enables us to identify key projects for aligning Aena's intervention with the rest of the companies from its environment, as well as responding to new regulatory requirements on the topic of corporate responsibility.

It is structured around the benchmark set by the UN Global Compact and Sustainable Development Goals, which, together with the Corporate Responsibility Policy, provide the framework for action that the Company uses to implement Aena's social and environmental initiatives, as well as initiatives in good governance.

This Plan is structured around the following key objectives:

- Promotion of culture and social action
- Environmental actions of a social nature
- Reporting and transparency
- Attention to passengers with special needs
- Promotion of tourism and local heritage

Commitments to sustainable development

Aena Corporate Responsibility Strategic Plan

1. Aena: business model
2. Environmental protection: environmental issues
3. Social and staff issues
4. Human Rights
5. Fight against corruption and fraud
6. Aena and its impact on the environment: Social Issues
7. Customer focus: quality and safety
8. Innovation for enhancing opportunities
9. Technical record
10. Appendix
Within this framework for action, Aena takes part actively in society through own initiatives of a social and environmental nature by promoting staff participation and supporting activities promoted by third parties.
Many actions were taken in each of the following areas during the 2019 financial year:

- **Emergency flights**: +14,400*
- **Social innovation**: Launch of the programme for Tablets of ASQ (Airport Service Quality), implementation of a pilot project for facial recognition at the entry to the security filter and at the boarding gates.
- **Synergies**: Aena strengthens its alliances and joins new international initiatives, such as the NetZero2050 initiative of ACI Europa.
- **Zero violence**: Some airports of the network make available solidarity spaces to raise awareness of this social problem.
- **Equality and accessibility**: The women of Aena are recognised for their excellent work.
- **Labour integration**: New invitation for entities that carry out labour insertion initiatives and job creation campaigns for persons with disability. 100,000 €/per year.
- **Corporate responsibility**: Consolidation of the project "Aena with music".
- **Inclusion**: Aena collaborates to promote International Autism Day. Launch of the proposal "Aena with autism".
- **Good practices**: Aena strengthens its alliances and joins new international initiatives, such as the NetZero2050 initiative of ACI Europa.
- **Healthy life**: The women of Aena are recognised for their excellent work.
- **Support for social causes**: Aena cedes the solidarity spaces of its airports to social entities and NGOs to raise awareness of social problems.
- **Transparency**: Aena has received recognition for the excellent information that it offers to its shareholders and stakeholders. The internal communication channels with staff are reinforced.
- **Training and employment**: Implementation of Employer Branding Project to improve the internal and external employer brand.
- **Environment protection**: Development of voluntary environmental interventions.

(*) Provisional data at the close of 2019.
Aena with music

The “Aena with music” project was consolidated in 2019. This initiative aims to reflect Aena’s support for culture, with a particular focus on music. This initiative includes a strategy for patronage and collaboration that supports training and musical talent of young performers and groups in risk of exclusion, and brings music to individuals who visit the airports.

All this took the form of the signing of 6 partnership agreements with leading institutions in the field of music. These include the Royal Theatre and the Liceu, the Music Workshop and the Pau Casals Foundation. In addition, Aena was an active partner in the Sonar Music Festival and the Maria Canals International Piano Competition.

We promote inclusion

In 2019, Aena showed a firm response to its commitment to contributing to create a more favourable and inclusive environment for all passengers, by paying special attention to the most vulnerable groups, and specifically to the needs of people with Autism Spectrum Disorder (ASD).

A specific service has been developed for this purpose with the main objective of facilitating the transit of people with ASD through airport facilities and ensuring that their stay is as pleasant as possible. This service has already been consolidated at the Málaga Costa del Sol and César Manrique-Lanzarote airports.

Furthermore, with a view to making progress with the proposal and with the mutual commitment to meet the accessibility needs of people with ASD and their families, in 2019 Aena signed a partnership agreement with the Spanish Autism Confederation.
Environmental projects

As a result of partnerships set up with third sector entities, throughout 2019 Aena employees have had the opportunity to collaborate with environmental activities related to the conservation and preservation of marine fauna, and public awareness and education.

Similarly, some airports in the network have actively participated in raising awareness of good environmental practices. The activities organised at Lanzarote Airport to mark the “World Environmental Education Day” should be highlighted, along with the joining of the initiative known as “Earth Hour” by the airports of Ibiza, Menorca, Palma de Mallorca, Fuerteventura and Lanzarote, and the Aena central services building; as well as the activities scheduled by the Adolfo Suárez Madrid-Barajas, Gran Canaria and Lanzarote airports to celebrate World Environment Day.

Similarly, Aena has taken part in different specialist environmental forums to share good practices and promote public awareness.

Finally, special mention should be made of Aena’s participation in the COP25 Climate Summit by making several welcome desks available at the Adolfo Suárez Madrid-Barajas Airport, the Aena’s presence at the stand of the Ministry and actively taking part in several general interest forums and talks.
Airports: shared spaces

Charity spaces
More than 20 airports in the network provide charity spaces to social organisations, marked out areas set aside specifically for publicising and raising awareness of social problems.

Exhibitions
Some of Aena’s airports have specific areas in the terminals, museums and cultural spaces for the exhibition of permanent and temporary works of art.

Institutional campaigns
Aena makes some of its resources available to public institutions and foundations, public information systems and airport screens, to share messages of social significance. In this regard, and as an example, in 2019 Aena broadcast the campaign organised by the Spanish Cancer Association in its airports to mark World Cancer Day, along with the campaign promoted by the Spanish Autism Confederation for the World Autism Awareness Day.

Internal communication channels
Strengthening communication with employees, detecting and finding out their needs and responding to them is a priority objective for the Company. In this sense, Aena provides its workers with several channels to encourage continuous dialogue. These channels include the corporate intranet, whose image and accessibility was improved in 2019; around 50 internal bulletins (“Aena 360º”) published, which also reflected the more social side of the company, through over 120 pieces of news; specific mailboxes, etc.

In addition, it should be noted that new initiatives were launched in 2019 to bolster communication with employees, such as the “News of the Day” and the use of panels in buildings to convey key messages of relevance.

Visits and open days
The airports also welcome visits by those who are interested in taking a closer look at their facilities. Specific tours have been developed for this purpose, which are often adapted to suit different visitor profiles - technicians, students, children and the general public. Thanks to this, as an example, during 2019 the Adolfo Suárez Madrid-Barajas Airport alone welcomed 8,355 people through its guided tours program. In turn, the Federico García Lorca Granada-Jaén Airport ended the calendar year with school visits during the 2018-2019 academic year, with a record number: 1,960 students from 40 schools in Granada and Jaén, which is the highest number of school visits in its history.
In addition, many airports have spaces and aeronautical museums that open their doors to the general public and receive an enormous number of visitors. From among these, emphasis should be placed on the Aeronautical Museum at the César Manrique-Lanzarote Airport, which in 2019 received 6,166 visits from people of 46 different nationalities. This figure represents an increase of 18.7% over visits received in 2018, with a historical high of interested people.

**Play areas and spaces for youngsters**

Some of the network’s airports have play areas for smaller travellers. These adapted areas have entertaining games for children, as well as high chairs, baby baths, rest rooms with cots and breastfeeding rooms, among other facilities. For example, in 2019 the play area at the Adolfo Suárez Madrid-Barajas Airport welcomed more than 30,400 children.

**Holidays in peace**

Through this program, the airports facilitate the arrival and return of Sahrawi children during the summer season, in partnership with local associations. For example, the Málaga-Costa del Sol Airport has been collaborating for over two decades with the Andalusian Federation of Associations in Solidarity with the Sahara and the Associations of Friendship with the Sahrawi People for this purpose, facilitating the reception of over 900 children in 2019. In turn, the Alicante-Elche and Gran Canaria airports received 740 Sahrawi children.

In this way, Aena does its bit to offer these children the chance to enjoy comforts that they do not have in the refugee camps where they live, along with good nutrition and adequate medical care.
**Humanitarian flights**

Every day of the year, airport bases are available for emergency situations and for the transfer of organs and medical equipment. As a result, more than 14,400 air ambulance flights were made in 2019.

**Charity flea markets**

Traditionally, Aena organises charity events and flea markets for social organisations to sell fair trade products. In 2019, these events were held at airports and at Aena’s corporate headquarters.

**Celebration of national and international commemorations**

The Company marks national and international commemorations through initiatives of different types, which are run throughout the year and which defend and promote values in line with those of Aena.

For example, in 2019, Aena participated in and carried out activities to mark the International Day of Women and Girls in Science; International Women’s Day; International Dance Day; International Book Day; International Museum Day; International Music Day; International Day for Older Persons; and the International Day for the Elimination of Violence Against Women.

**Promotion of healthy living habits**

In 2019, the Company continued to work on promoting healthy living habits among its employees. One example is the six races organized by different airports in the network, publicity for numerous charity races, and the organisation of other sporting events, such as the II Aena-Adif padel tennis tournament.

(38) Air ambulance service: commercial flights for the transport of wounded or sick people, organs or similar items.
Aena and the Sustainable Development Goals (SDG)

Through specific goals and proposals, Aena contributes to the progress of communities and caring for the environment.

In this sense, the Company is fully committed to the United Nations 2030 Agenda for Sustainable Development, and takes on these global objectives as its own. As a reflection of this, Aena has brought its business model and strategy into line with the 17 Sustainable Development Goals, and directly or indirectly contributes to each and every one of them.

Although, as a result of the Company’s own activity, the contribution to some SDGs is more relevant than others, in order to strengthen and make the most of this contribution, special attention has been paid to a series of specific goals, always bearing in mind the relationship between them.

The Company is fully committed to the United Nations 2030 Agenda for Sustainable Development, and takes on these global objectives as its own.

Environmental protection, efficient use of resources and the battle against climate change

Economic and sustainable growth

Diversity and social inclusion

Guarantee the modalities of sustainable consumption

Strengthen alliances for the achievement of common sustainable goals
Environmental protection, efficient use of resources and the battle against climate change
Promoting models of sustainable coexistence in the environments in which the Company operates. Multiple actions are also undertaken geared towards, for example, mitigating the acoustic impact, improving energy efficiency, fostering the use of renewable energies or monitoring air quality.

**SDG 7**
Affordable and non-polluting energy

**152**
recharging points for electric vehicles in public areas of the network’s airports by 2021.

**70%**
Aena’s photovoltaic plan, which will allow 70% of self-supplied electricity to come from solar energy.

**100%**
Purchase 100% of energy from renewable sources in 2020.

**SDG 11**
Sustainable cities and communities

**29,000**
soundproofed homes by 2021.

**SDG 13**
Climate action

**8**
airports in the Airport Carbon Accreditation program.

- “Management A” of the Carbon Disclosure Project.
- Initiatives to mitigate scope 3 GHG emissions.

**SDG 15**
Life on land

- Responsible management of natural spaces to halt the loss of biodiversity.

- Recharging points for electric vehicles in public areas of the network’s airports by 2021.

- Aena’s photovoltaic plan, which will allow 70% of self-supplied electricity to come from solar energy.

- Purchase 100% of energy from renewable sources in 2020.

- Image of La Palma Airport.

- Bilbao Airport.

Image of La Palma Airport.

**SDG 6**
Clean water and sanitation

- Actions to minimize water consumption: automatic leak control, use of reclaimed water and calculation of water footprint. Future strategic water management plan.

- Aena’s photovoltaic plan, which will allow 70% of self-supplied electricity to come from solar energy.

- Purchase 100% of energy from renewable sources in 2020.

- Image of La Palma Airport.

- Bilbao Airport.
### Economic and sustainable growth

Safe and healthy working environment, characterised by equal opportunities and non-discrimination, promotion of diversity, talent management and the reconciliation of professional and personal life.

#### SDG 2
Zero hunger
- Non-perishable food from the security inspection process donated to the Luton Food Bank

#### SDG 4
Quality education
- €2.3 M intended for activities, employee training programmes and international cooperation
- "Aena with music" program aimed at training young musical talents.
- "Get Into Airports" training program run by London-Luton Airport and the Prince’s Trust.

#### SDG 3
Good health and well-being
- +10,500 medical tests (exams, clinical analyses, certificates of fitness, etc.).

#### SDG 8
Decent work and economic growth
- 2.53% of people with disabilities on the workforce
- €+1,400,000 intended for social assistance to employees
- €100,000 invitation addressed to social organisations, foundations and associations that run job creation activities for functionally diverse people.

### Scene
Handling at one of the Aena network’s airports.

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(39) Data refers to the parent company.
(40) Total consolidated staff.
**Diversity and social inclusion**

Diversity and universal accessibility, through the promotion and exchange of cultural values, participation in the community and contribution to social welfare.

**Guarantee sustainable consumption modalities**

Quality and safe services, which guarantee the health and protection of all their users and employees.

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**SDG 10**

**Reduced inequalities**

**1.9 M**

Around 1.9 million for PMR services in the Spanish network. Users rated the service at 4.91 out of 5.

- Improved technology for information and help for passengers with reduced mobility.

**SDG 11**

**Sustainable cities and communities**

- "Aena with Autism" project.

**SDG 9**

**Industry, Innovation and Infrastructure**

**€47.3 M**

To improve the services of the Spanish airport network.

**€48.6 M**

Investment in security equipment (£3.9 million at London-Luton Airport).

**€13.9 M**

Invested in R+D+i (Source: Non-financial information statement 2019)

**SDG 12**

**Responsible production and consumption**

4.05/5

Weighted average for Spanish airports of the global quality indicator in 2019.

**€47.3 M**

To improve the services of the Spanish airport network.

**€48.6 M**

Investment in security equipment (£3.9 million at London-Luton Airport).

**€13.9 M**

Invested in R+D+i (Source: Non-financial information statement 2019)

**VIP lounge at Menorca Airport.**
Strengthen partnerships to achieve common sustainable goals
Recognising the importance of alliances, communication and transparency as tools for raising awareness and achieving our goals.

SDG 16
Peace, justice and strong institutions

€800 M
sustainable syndicated credit line.

- Aena is known for the excellent information that it provides to shareholders and stakeholders.

SDG 17
Partnerships for the goals

43
Agreements and conventions, mainly related to the promotion of tourism and matters such as protection of the environment, training and international cooperation.

- Agreement with China's largest airport operator
Impact of the activity on society and the environment

Employment and local development
Aena's activity results in qualitative and quantitative impacts with repercussions in different areas in the communities where it operates.

Aena creates direct employment in an amount of 8,878 jobs. It is likewise worth noting that air travel creates a total of 530,000 jobs in Spain (2.3% of the active population)\(^{(41,42)}\).

Likewise, the company works with a majority of local suppliers. 98.31% of its suppliers are Spanish.

The Company’s activity has manifested by creating resources in the community (social cash flow), distributed in:

- €826.8 M Payment of taxes.
- €1,045.1 M Payment of dividends (1,039.5 million euros paid to Aena shareholders, and the rest to Luton minority shareholders).
- €1,310 M Purchasing and procurement (allotment of dossiers, minor contracts and procurement relative to leasing for commercial activity): 1,310 million euros (taxes excluded).

\(^{(42)}\) Source: Active population (INE EPA 4T2016).
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**Chairman’s letter**

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**Tax contribution**

The fiscal contribution of the Aena Group in the 2019 financial period amounted to €26.8 million euros. The taxes paid amounted to €85.4 million euros, the most important being corporate tax, which totalled €32.1 million euros.

The tax contribution in FY 2019 is divided into the €11.9 M in taxes paid in Luton, (1.4% of the total) and the €814.9 M in Spain (98.6% of the total).

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**Public subsidies received:** Aena did not receive subsidies, tax credits or credits or financial incentives from any government in 2019.

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**Contributions to foundations and non-profit entities**

To satisfy the growing demands of today’s society, and to attain the goals included in Agenda 2030, the companies must set up mechanisms for involvement and cooperation that enable them to take advantage of synergies and of the multiplier effect in benefit of the common interest. Accordingly, Aena is a signatory of The UN Global Compact and takes part in organisations of experts on the issue of sustainability to share experience, knowledge and perspectives, such as Forética, the Excellence in Sustainability Club, Community for the Climate, Initiative of Companies for a society free of gender violence, and the Seres Foundation.

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For more details see the Annual Accounts.
Aena’s total contributions to non-profit foundations and entities in 2019 has reached €3,457,567.00\(^{43}\), which includes both membership in the aforementioned organisations and also different initiatives for social action.

London-Luton Airport, in turn, has donated £226,445 to two not-for-profit organisations (£80,697 to the McMillan Cancer Support project and £145,748 as part of the LLAOL Community Trust Fund Awards scholarships program, with a total of 155,951 beneficiaries).

**Impact on the local populations and on the territory**

Noteworthy among Aena’s most important impacts is its contribution to the development of air transport - a strategic fact in terms of connectivity, accessibility, cohesion and territorial connection-, and thus to local development, both at the economic and at the social level.

In order to promote structuring of the territory on the peninsula, different actions are carried out that ensure the cohesion and optimise the connections between the airport and its surroundings.

- **Mobility Plans:**
  - Josep Tarradellas Barcelona-El Prat Airport has a Mobility Plan for the integration of access and transport infrastructure (car parks, bus stop and taxi area, etc.) with that of the airport itself.
  - In other facilities, periodic mobility surveys in air mode (EMMA) are carried out in various airports that make it possible to identify the passenger’s profile, their modes of access and origin.

- **Application of insularity criteria in the airport charges in the Canary Islands and the Balearic Islands.**

- **By setting up new subsidised routes and developing hub airports, the Company also fosters the airport sector as a tool for connectivity and connection between the world’s main cities.**

\(^{43}\) Includes amounts from AIRM and ADI.
It is also worth emphasising the International Cooperation Programme, the goal of which it to improve training of professionals in the aeronautical sector in Ibero-America and to promote the development of its countries and regions.

Each of the activities carried out by the programme is conducted in collaboration with national and international organisations and institutions, such as: the Spanish Agency for International Cooperation for Development (AECID), the Technical Cooperation Directorate of the International Civil Aviation Organisation (ICAO), or the Higher Technical School of Aeronautics and Space Engineering at the Polytechnic University of Madrid. This programme contributes to reinforce excellence and showcase the good practices of the Company and of Spanish industry abroad.

Thanks to this initiative, over the last five years more than 1,000 aeronautics professionals have been trained in 23 different countries, which has entailed an investment of €948,000. In 2019, 136 professionals participated in the training programme, with a total investment of €187,000, and a satisfaction rating of 9.8 points out of 10.
Based on communication policy and the culture of corporate responsibility, Aena fosters a framework of relationships with stakeholders based on transparency, dialogue, the generation of trust and the creation of shared value.

In this context, the Company is developing a series of tools and mechanisms for active and bidirectional communication with its stakeholders to enable dialogue, collaboration, accountability and, at the same time, to help evaluate and permanently reinforce the Company’s commitment.

Examples of this are the quality perception surveys and the complaints channels, which are available to all users, or the section of the web page on investor relations.

Moreover, Aena’s strong presence in social media is noteworthy, since it enables the Company to enhance its relationships over the long term with all stakeholders, thus promoting continuous feedback. In this regard, in 2019 we can highlight the following results:
# Aena’s communication channels with its stakeholders

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Ad-hoc communication mechanisms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passengers</td>
<td>• Quality perception surveys.</td>
</tr>
<tr>
<td>Airlines and handling agents</td>
<td>• Working parties/expert sessions.</td>
</tr>
<tr>
<td></td>
<td>• Mixed monitoring commissions.</td>
</tr>
<tr>
<td></td>
<td>• Quality perception surveys.</td>
</tr>
<tr>
<td>Employees</td>
<td>• Command chain.</td>
</tr>
<tr>
<td></td>
<td>• Whistle-blower channel.</td>
</tr>
<tr>
<td></td>
<td>• Mixed commissions with trade unions.</td>
</tr>
<tr>
<td></td>
<td>• Newsletters.</td>
</tr>
<tr>
<td></td>
<td>• Perception survey.</td>
</tr>
<tr>
<td></td>
<td>• Intranet.</td>
</tr>
<tr>
<td>Governments and Regulatory bodies</td>
<td>• Working parties/expert sessions.</td>
</tr>
<tr>
<td></td>
<td>• Mixed monitoring commissions.</td>
</tr>
<tr>
<td></td>
<td>• Management of parliamentary procedures through the Ministry of Transport, Mobility and the Urban Agenda.</td>
</tr>
<tr>
<td>Investors and analysts</td>
<td>• Specific web section for shareholders and investors.</td>
</tr>
<tr>
<td></td>
<td>• Roadshows.</td>
</tr>
<tr>
<td>Licensees</td>
<td>• Aena Companies Portal.</td>
</tr>
<tr>
<td>Suppliers</td>
<td>• Aena Suppliers’ Portal.</td>
</tr>
<tr>
<td>Society, NGOs, CR Experts</td>
<td>• Specialised forums.</td>
</tr>
<tr>
<td></td>
<td>• Aena CR portal.</td>
</tr>
<tr>
<td></td>
<td>• CR email: <a href="mailto:rc@aena.es">rc@aena.es</a>.</td>
</tr>
</tbody>
</table>
Aena’s partnerships and alliances for inclusive and sustainable development

In the global environment in which Aena operates, the sum of synergies and cooperation is vital for the achievement of global and shared objectives.

Regarding climate

The #Por el Clima (#For the climate) platform, promoted by ECODES and the Ministry for the Environmental Transition, has recognised Aena’s photovoltaic project as one of the “101 examples of climate action by companies” most noteworthy for their commitment and contribution to the fight against the climate emergency.

Aena ratifies its commitment to the 10 Principles of the Global Compact. It also actively participates in various courses and events.

The Company restates its partnership with the SERES Foundation to continue at the forefront of best practices in the field.

Aena’s participation in the “5th Socially Responsible Investment Observatory”.

Other entities with which London-Luton Airport collaborates

- Women in Aviation and Aerospace Charter.
- Disability Confident / The Valuable 500.
- The Employers Network for Equality & Inclusion (ENEI).
- Working Families Employer member.
- The Chartered Institute of Procurement and Supply member.
- Prince’s Trust.
- Bedfordshire & Luton Community Trust.
Subcontracting and suppliers

As a responsible company, Aena is aware of the social and economic importance of the activity it carries out: in terms of connectivity, accessibility, cohesion and connecting territories, by facilitating the development of air transport; through its social contributions and by contracting suppliers, which leads to the creation of wealth and employment on a local scale.

The Procurement Directorate is responsible for management with suppliers and has in place a centralised procurement unit; besides this, there are as many procurement units as there are airports. These manage and process supplier contracts and commercial leases. For the conduct of its procurement operations, Aena is subject to different regulations:

### Spain

### United Kingdom
- Act 31/2007, of October 30, on the procurement procedures of entities operating in the water, energy, transport and postal services sectors.
- Public procurement is regulated by the Utilities Contracts Regulations 2016 and the Company's procurement policy, which is subject to the approval of the Procurement Directorate.
Likewise, in all territories where the Company operates, Aena’s internal regulations apply, and in the field of contracting suppliers they provide for the following tools:

In procurement, Aena has made a firm commitment to transparency and competition when selecting suppliers. For this purpose, it has in place its own General Internal Procurement Rules and management through Procurement Portal.

The Company also works with a majority of local suppliers, both in Spain and in Luton. In the case of Spain, 98.31% of suppliers are national.
In specific, sections and clauses have been added that require compliance with:

**Special conditions for performing the contract**

These include a minimum percent of fixed staff in the company or of staff with disability or social exclusion; timely payment of wages to staff; reduction, reuse and recycling of waste products; sustainable water management; environmental vigilance system; or being up-to-date in payments to subcontractors and suppliers.

**Labour and social obligations**

Labour and social obligations related with compliance with legal provisions in force on social, social security and health and safety matters.

**Obligations in occupational risk preventions**

Obligations in occupational risk preventions pursuant to regulations in force.

**Environmental obligations**

Environmental obligations regarding waste managements, storage of hazardous materials and substances, conditions for use of vehicles / machinery, atmospheric emissions, dumping, among others.

Aena also incorporates economic penalties that could result in cancellation of contracts for cases of non-compliance with this type of obligations by contractors.

In the case of London-Luton Airport in 2018, a set of tools was developed for incorporating environmental and sustainability considerations in purchasing processes, which incorporates a rating system in tender documents that assesses the social, environmental and governance standards of suppliers.

By the same token, in 2019, a Code of Conduct specifically for suppliers was developed.

**Supplier monitoring**

All contracts signed with Aena suppliers that are in progress have a File Manager, whose main function is to monitor, supervise and verify the correct and adequate execution of the contract, verifying that the established requirements and quality levels defined in the technical specifications of the file are met. The file manager reviews and verifies the valued list issued by the contractor and generates the corresponding certification of compliance with the contract, with the certification frequency established in the contract itself.
Main initiatives in 2019
Digitalisation of processes: Act 9/2017, of November 8, on Public Sector Contracts, aims to digitalise procurements processes, and electronic procedures are already mandatory in some of their phases. For this reason, contracting bodies must comply with these requirements and, to prevent any problems derived from lack of familiarity with the electronic media of certain providers.

In this respect, Aena has in place a user manual and a support centre, in addition to a mailbox for receiving questions and queries in real time. For the coming FYs, Aena plans to complete implementation of the system for tenders and electronic notifications throughout the company, together with a new internal electronic communication system, in the context of the requirements of the National Scheme for Inter-operability to which Aena must adapt. At present, the Company is involved in 10 projects on the topic of electronic billing.

In parallel to this, Aena is awaiting the transposition of the Directive of 2014 that will update Act 31/2007, of 30 October, on procurement procedures in the water, energy, transport and postal services sectors, to which the Company will likewise have to adapt. In FY 2019 new developments have been made in electronic procurement and in adaptation of processes and procedures to the requirements of Act 9/2017 of 8 November, on Public Sector Contracts.

Taking as a reference point the aforementioned regulatory framework, the Company’s general goals in this field are as follows:
In this respect, during FY 2019 the following initiatives were noteworthy:

- **Aena’s new electronic tendering system (eLicta) and electronic notification system.** Over the course of 2019, the phases of analysis, design and development of these novel systems have been carried out, and their implementation is planned for the first quarter of 2020. In this manner, Aena complies with the points regarding use of electronic media that are set out in the Additional Provisions Fifteen, Sixteen and Seventeen of Act 9/2017 of 8 November, on Public Sector Contracts.

- **Internal procedure for electronic document interchange by setting up a SharePoint, thus reinforcing digital transformation within Aena, and supporting implementation of the electronic signature and of Aena’s OFISPA electronic signature system.**

- **Implementation of the OFISPA electronic signature system in the field of procurement, which is expected to be launched in the first half of 2020.** In 2019, the use of almost all document types that are involved in procurement processes has been extended to incorporate the electronic signature, and a project has been developed to extend its use to the decentralised procurement units.

- **Developments for implementation of Phase III for publishing contract modifications on the Public Sector Procurement Platform (PLASCP).**

- **Over the course of 2019, preparations were made to begin operations of this platform for commercial procurement, so that in 2020 bids can be received electronically. Moreover, all templates have been completed for electronic signature of documents.**

- **Consolidation of the electronic auction process in Aena.**

- **For technical evaluation of offers, a new version of the SETO application has been deployed to generate the documents resulting from this evaluation immediately while creating a database with a high level of security and limited access.**

- **The PPO electronic platform for the submission of bids, which consolidates its implementation and use by the economic players that bid on Aena’s dossiers.**

- **Internal procedure for electronic document interchange by setting up a SharePoint, thus reinforcing digital transformation within Aena, and supporting implementation of the electronic signature and of Aena’s OFISPA electronic signature system.**

- **In the Aena Concession Company for the International Airport of the Region of Murcia (SCAIRM), the AIRM applications and the Public Sector Procurement Platform (PLASCP) have been systemically integrated, which enables daily publication of the announcements of the Company’s procurement processes on this electronic platform.**
6. Aena and its impact on the environment: Social Issues

5. Fight against corruption and fraud

Chairman’s letter

1. Aena: business model

2. Environmental protection: environmental issues

3. Social and staff issues

4. Human Rights

7. Customer focus: quality and safety

8. Innovation for enhancing opportunities

9. Technical record

10. Appendix

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Results of procurement 2019

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount allotted by Aena to dossiers (€M)</td>
<td>1,176.78</td>
<td>1,854.8</td>
</tr>
<tr>
<td>Centralised volume of procurement (%)</td>
<td>89.3</td>
<td>93.5</td>
</tr>
<tr>
<td>Decentralised volume of procurement (%)</td>
<td>10.7</td>
<td>6.5</td>
</tr>
<tr>
<td>Allotment of minor contracts (€M)</td>
<td>22.02</td>
<td>25.2</td>
</tr>
<tr>
<td>Total volume of procurement allotted associated with leases for commercial activity (€M)</td>
<td><strong>111.19</strong></td>
<td>93.1</td>
</tr>
</tbody>
</table>

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(44) In 2019 no dossier has been processed as contract reserved for special employment centres. Nevertheless, in 2019 the processing of a dossier reserved for special employment centres was approved, BCN-745/2019, with a net tender amount of 741,410 euros, which was published in January 2020 and which will be allotted in the first quarter of 2020.

(45) Taxes excluded.
7. Customer focus: quality and safety

- Quality of customer services
- Guarantee of Security in provision of services
- Investments in quality and security
- Complaint mechanism
Customer focus: quality and safety

**Results**

**€47.6 M**

in improvements corresponding to quality (Spanish airport network).

**£23.5 M**

of investment in London-Luton Airport (£15.2 million correspond to maintenance).

**1,9 M**

of PRM assistance on the Spanish airport network.

**1,516**

passengers surveyed in 2019 at the London-Luton Airport (ASQ Surveys).

**4.05/5**

weighted average for Spanish airports of the global quality indicator in 2019.

**Measures and management**

- Aena’s Integrated Quality and Environment Management System.
- Mechanisms for the identification of complaints and claims.
- Measurement of satisfaction/perception of airport users.
- Implementation of improvements in facilities and services.
- Internal contracting regulations.
- Digitalisation of processes and procedures.
- Strategic Plan for Airport Maintenance (PEMMA).
- Strategic Cleaning Plan.

**Main milestones 2019**

**Improvements in airline services**

- Pilot project for facial recognition (Menorca and Adolfo Suárez Madrid-Barajas airports).
- Pilot project for Self-check-in of luggage (Self Bag Drop).
- Implementation of advanced air navigation services and operational systems (Advanced data link service with D-DCL aircraft; Datalink Departure Clearance; Activation of D-ATIS services; Remote Towers Installation Project at Vigo and Menorca airports).
- Integration of airports in the Aena network with the “A-CDM” (Airport-Collaborative Decision Making) and Advanced Tower programmes promoted by Eurocontrol).

**Improvements in passenger services:**

- Launch of the ASQ (Airport Service Quality) Tablets programme, designed to improve the monitoring of passenger experience surveys in real time.
- 211 new defibrillators spread across all airports in the network (with a current total of 502).
- Remodelling and improvement of vehicle rental services, VIP services, duty-free shops at various airports.
- Diversification of car parks and implementation of payment per license plate.

**Perspectives and future outlook**

- Monitoring and control of demanding and competitive quality standards, ensuring that throughout the regulatory period high quality levels are maintained, implementing and developing the necessary improvement actions.
- Use of technology to monitor and improve customer experience (Smart Airports or Airports 4.0).
- Taking another step towards improving the accessibility of airports, adapting them to the needs of all passengers, especially those with functional diversity or possible hidden disabilities (e.g. autism).

**Industry, Innovation and Infrastructure**

**Reduced inequalities**

**Continuous improvement of innovative technology to improve customer experience.**

Through PMR assistance, Aena increasingly makes its airports inclusive public spaces, facilitating safe and accessible mobility for all people.
As cross-cutting elements throughout the Company, quality and safety are priority aspects in Aena’s management; the purpose of this is to achieve the highest levels of satisfaction, excellence and safety for its customers.

Aena focus therefore on a management aimed to meet these demands, as well as pro-active detection of other new demands by means of measures such as those described below.

Quality of customer services

The area of services, maintenance and airport quality is in charge of ensuring that the best services are provided to the following groups:

- **Passengers**: Together with accessibility services that represent a growth sector. This includes passenger facilitation services and passenger experience, as well as the evaluation of their perceptions.

- **Airlines**: Ground handling and other handling services, pursuant to Royal Decree 1161/1999, of 2 July, which governs the provision of airport ground handling services.

- **All airport users**: Maintenance services and planning and management services that include establishing common rules to ensure uniform provision of the service.

All these activities are conducted pursuant to Aena’s Integrated Management System for Quality and Environment.
Improvements in airline services

Over the course of FY 2019, different initiatives have been carried out on the issue of quality, the most noteworthy of which are improvements of services both for airlines and for passengers, as described in more detail below.

Handling

Facial recognition
The different pilot projects related with the use of facial recognition technology are aimed at improving the flow of passengers through the airport. By enabling passengers to pass through security filters and to board with no need to show their documentation, this technology increases the capacity of the handling service.

This pilot project was launched at Menorca Airport in the first quarter of 2019, followed by Adolfo Suarez Madrid-Barajas Airport. Afterwards, the option of registering by mobile device with the APP of Aena and Iberia (partner in this project) was added.

Trials are planned at Josep Tarradellas Barcelona-El Prat airport.

Self-check-in of luggage
A new service related to self-check-in of luggage (Self Bag Drop) has been added, which provides passengers with an automated system for carrying out the entire check-in process without the need for external human intervention.

It is currently implemented at Josep Tarradellas Barcelona-El Prat Airport at some companies’ counters (Vueling, Air France-KLM, Lufthansa or Air Europa), and its development at Adolfo Suárez Madrid-Barajas Airport is planned for the start of the summer season 2020.

Fuel

On 1 December 2019, the operational transitions have been completed in 41 airports, which is the upshot of the last 41 licenses granted. On entry into force of the new contracts, the airports start to apply the new maximum tariffs that service providers can charge the airlines, tariffs that have been reduced by more than 30% in some cases, all of which guarantees top levels of quality, security and respect for the environment.

Passenger at Adolfo Suárez Madrid-Barajas Airport.
Air Traffic Services

Advanced service for datalink with D-DCL airplanes (Data-link Departure Clearance)
This service uses datalinks between controllers and pilots to improve the tasks of takeoff authorisations by significantly reducing voice communications over aeronautical frequency. Since June 2019 it has been implemented in the Control Towers of Josep Tarradellas Barcelona-El Prat Airport and Palma de Mallorca Airport.

Activation of D-ATIS services
The D-ATIS service allows aircraft to have access to significant information from the aerodrome in the travel phase and not only in the approach phase as occurs with the conventional ATIS. Over the course of the third quarter of 2019, D-ATIS services have been activated in eight more airports in the network.

Provision of aerodrome transit control service in twelve airports
In the final quarter of 2019, a new dossier has been tendered to replace the current contract, which is coming to an end. It is expected that the new contracts will be allotted for the third quarter of 2020.

Project for Installation of Remote Towers at Vigo Airport and Menorca Airport
Work is underway with the goal of starting operations during the first quarter of 2021. The Remote Tower concept offers operational and safety benefits since it incorporates new technologies that enable safer and more effective service compared to what a new conventional tower can offer.

Operational systems

Integration of the airports in the Aena network with the A-CDM (Airport-Collaborative Decision Making) and Advanced Tower programmes promoted by Eurocontrol
In 2019, advances have continued to be made on these programmes, which promote the exchange of information among all players involved in operating flights, with the objective of promoting joint decisions, improving punctuality, reducing the cost of movements and mitigating the environmental impact. In this regard, we can highlight two important milestones:

• Tenerife North and Valencia Airports have obtained the Advanced Tower Certification in the fourth quarter of 2019, meaning that the operational data from these airports are integrated into the European real-time information network managed by Eurocontrol, extending to close to 75% of transactions in the network in Spain by the end of 2019.

• During the fourth quarter of 2019, migration work has commenced from Advanced Tower to A-CDM at Málaga Costa del Sol Airport, with the objective of it being certified at the start of 2020.
Airfield and Platforms

Preparation for implementation of RCR (Runway Condition)
Document 9981 of the International Civil Aviation Organization (OACI) Procedures for Air Traffic Services-Aerodromes, stipulates the entry into force on 5 November 2020 of a global notification system on the conditions of the movement area when the runway is contaminated with water, snow, melting snow, ice or frost.

The Notice of Proposed Amendment (NPA= 2018- 14) proposes changes in EU Regulation no. 139/2014 to adapt it to this message, known as RCR. The necessary steps have been taken to adapt Aena’s regulations, to coordinate the rest of affected parties and to prepare for its entry into force in all airports of the network.

Tasks for implementation of the recommendations of the EAPPRI v3.0
Updating of the regulations affected by the EAPPRI (European Action Plan for the Prevention of Runway Incursions) v3.0 for presentation of the recommendations to the aerodrome operator. The documents reviewed have included: EXA 23 Regulation of the Local Committee on Runway Security, EXA 50 I. O. for tasks in the aerodrome, and EXA 43 Basic manual for the area for manoeuvres.

Updating of EXA 83 General procedure for coordination for control of alcohol and drug consumption in the aeronautical area of operational security and allotment of the dossier DEA 8-2019 “Service of analysis for interventions on the topic of platform traffic safety for Aena’s network of airports”
Updating of the procedure for control of psychoactive substances so that indicative tests can be carried out on site in all airports of the network, and, in the event of a positive result, the donor is offered the option of requesting a counter-analysis of saliva, in addition to the sample that is sent to be analysed in the laboratory. A dossier has been drawn up, tendered and allotted to support the entire airport network in carrying out saliva analysis in laboratory.

(46) The NPA include the modifications of the regulations on issues of air safety of EASA. In specific, the NPA 2018-14 refers to “Runway safety.”

Interior of Recife Airport/Guararapes-Gilberto Freyre.
**Improvements in services for passengers**

- **Aena’s participation in the launch of the Tablets programme for ASQ (Airport Service Quality)**, aimed at making technological improvements in the real-time tracking of the results of the passenger experience surveys, which enables airports to act immediately if a problem or risk is detected, thus improving passenger service.

- **The Strategic Cleaning Plan has been subject to continuing development**, which has afforded continuity to the procurement processes necessary to implement it. From the start of the Plan, the provision of this service has been tendered and allotted in a total of 21 airports, including Adolfo Suárez Madrid-Barajas and Josep Tarradellas Barcelona-El Prat Airports. Moreover, in 2019, Phase V of the plan has been tendered, which included an additional 8 airports.

- **VIP services: remodelling and redesign of the VIP Lounges**, with new value-added services (Meet and Assist, Fast Lane and Fast Track).

- **Improvements and reforms in areas for Tax- and Duty-Free Shops**, as well as expansion of the variety of products and brands offered. Enhancement of the home delivery service.

- **A new dossier for defibrillators has been contracted**, taking the total from 291 to 502 (including 120 mobile defibrillators for the RFEC vehicles), which are distributed throughout all airports of Aena’s network.

- **Free passenger advising service so that they can enjoy our commercial offerings of Shops and Restaurants (Personal Shopper)**, at Adolfo Suárez Madrid-Barajas, Josep Tarradellas Barcelona-El Prat, Málaga Costa del Sol and Alicante-Elche airports.

- **In order to provide a better vehicle hire service**, a new lobby has been inaugurated in Málaga Airport that brings together all the companies, thus facilitating the passenger experience.

- **Renovation of the restaurant offerings**, with expanded offerings of brands and variety for customers.

- **Diversification of car parks** and implementation of payment per license plate.

- **The specific care service “Aena without barriers”** has served around: **1.89 million requests in 2019**, for a cumulative total of **7.6 million people since 2015**.
Strategic Plan for Airport Maintenance

The implementation of PEMA in 2019 has focused mainly on the grouping of projects to reduce the number of contracts, create service execution synergies and increase efficiency in management. This group has the following objectives:

- **Adapt the scope of services** to the requirements of current regulations
- **Improve control of facilities** through the **digitalisation of services**
- **Improve service quality**, in line with DORA indicators
- **Optimising costs**

Likewise, for 2019, the PEMA has considered finishing the manuals for the preventive maintenance of airport facilities and infrastructures, whose objective is to standardise assets, tasks and processes. A total of 13 facility speciality manuals have been created.

The rationalisation of maintenance services through the grouping of files between the airports of Groups I, II, III and Canarias Group will not only achieve the standardisation of service management in the airport network but will also reduce the number of contracts, from 350 to 18, of which 3 have been awarded; another 7 have been tendered; bidding for 5 has been approved and 3 have been drafted. Throughout 2020, these 18 contracts will be initiated.

In 2019, the Strategic Airport Maintenance Plan (PEMA) was continued, with the aim of streamlining and standardising maintenance services at all airports in the Aena network, over a period of 3 years.
Assessment of the quality of the customer experience

Maintaining excellent service to customers requires on-going monitoring of the customers expectations and of the advances on the market. In this respect, Aena takes advantage of the new technologies in innovative and effective ways by applying them to quality assessments of its activities and services. In order to monitor the quality of the customer experience, the Company has in place different tools and indicators:

Passenger satisfaction and perception
- ASQ surveys (Airport Service Quality) endorsed by the ACI (Airports Council International).
- Instant feedback devices (at present, for Happy or Not) which conduct surveys on the cleanliness of the toilets, the courteousness of the security staff and the baggage claim time in 33 airports of the network.

Satisfaction and perception of airlines:
airport marketing
- Working groups/expert sessions.
- Mixed monitoring commissions.
- Analysis of the satisfaction and quality perception of airlines.

Relationship with franchise companies:
commercial marketing
- Regular tracking meetings.
- Brands conferences (professional meetings where we explain the airport’s overall offering).
- Exchange of periodic statistical surveys.
- Mystery shopper and compilation of opinions in VIP lounges.
- Aena Companies Portal.
- Entertainment, promotion and revitalisation of Commercial Areas.
- Loyalty Club (more than one million customers in 2019).

London-Luton Airport Aena Internacional
- Customer Experience Strategy developed in 2019.
- Customer Experience Board / Customer Comments Board.
- Airport operators’ committee Accessibility Forum of London-Luton Airport for inquiries with users with reduced mobility and charitable organisations.
- ASQ surveys (1,516 passengers surveyed in 2019).
- Real-time collection of comments from the customers (FeedbackNow) on different points (security, check-in, bathrooms, immigration and baggage claim).
- Mystery Shop Programme (will start again in the second quarter of 2020).
- Quality walkarounds.
Guarantee of Security in provision of services

**Results**

€132.6 M
allocated to security investments (Spanish airport network).

£23.5 M
of investment in security equipment at the London-Luton Airport.

0.853
in the ACI(47) 2019 index (0.50% lower than 2018).

**Operational Security:**
- 27 internal supervisions.
- 30 AESA safety audits.

**Airport security:**
- 36 internal supervisions and 3,500 safety tests.
- 56 external audits at airports in the network (2 of them from the European Commission, successfully passed).

**Measures and management**
- Compliance with security regulations at all Aena airports.
- Maintenance of the highest security certification and standards at all airports in the network.
- Update of Airport Security Programmes.
- Critical Infrastructure Protection Plan.
- Drill plan.

**Main milestones 2019**

- Development of a coordinated response protocol for the presence of drones as a security threat to air transport (currently implemented at 22 airports).
- Coordination between all the agents affected by Brexit (Department of Customs and Special Taxes of the State Tax Administration Agency (AEAT), Sub-Directorate General of Sanitary Agreements and Border Control of the Ministry of Agriculture, Fisheries and Food, etc.)

**Perspectives and future outlook**

- Continue with the ongoing risk identification and management process.
- Maintenance and monitoring of certifications at all airports, achieving the highest levels of security.
- Constant update of equipment to meet safety standards and requirements in compliance with security standards.
- Monitoring of quality indicators of security and passenger service in private security contracts.

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(47) ACI Index: number of accidents and incidents of Airport Council International, for every 10,000 operations.
Airport operations is subject to certain challenges and risks intrinsic to the business activity itself: some of these are internal (accidents, incidents, regularity, overcrowding, labour conflicts, etc.) and others are external (adverse weather conditions, presence of animals in the airport surroundings, activities in the airport surroundings such as the presence of obstacles, etc.).

Aena strives to eliminate, reduce or minimise all threats and risks that affect airport activity through an ongoing process of identification of hazards and risk management. Moreover, the Company takes into account that the infrastructures do not adapt to the risks detected with the same speed that new threats appear.

All airports are subject to instructions from the AESA, an organisation in charge of regulating this critical aspect of Aena’s activity, which is audited, in turn, by the European Commission to verify compliance with these regulations and make recommendations regularly to all countries, thus ensuring a uniform level of security. Hence, for all these reasons, Aena’s procedures for action in safety matters are subject to constant evolution and adaptation.

In addition, in the specific case of airports from Group I, they must comply with the sectoral regulation 134/2014. The other airports (Groups II and III) are subject to Royal Decree 862/2009, managed by the Directorate General of Aviation[^48].

National Committee on Civil Aviation Safety is another authority competent on safety issues, and it features a mixed monitoring commission that approves regulatory changes and reviews safety. Aena likewise is in constant contact with State Security Forces and Corps and with the customs authorities.

[^48]: This does not include air bases that depend on the Air Force, which is the authority that inspects and certifies them.
Areas of responsibility

In 2018, the Operational Safety Central Office (OSCO) was inaugurated, and its responsibilities and duties include, among others:

- The review of projects from the operational standpoint (accessibility, emergencies, etc.).
- Monitoring of certifications from the AESA, and the airport supervision programme.
- Support for airports in Operational Safety, which includes safety studies and change management for airports of Group III.
- Monitoring of accidents and incidents.
- Leadership of projects and proposals for Eurocontrol.
- Defining requirements for apron driving permits.
- Apron safety.
- Analysis of traffic, capacities, accidents, evacuations and emergencies in the terminal area.
- Vigilance on issues of border health controls, by establishing information protocols and emergency procedures.
- Implementation of emergency plans.
- Support for procedures of the Business Continuity Plan.

Operational Safety Certifications

All airports are certified and pass through the audits of the Spanish agency that verifies compliance with all safety requirements. Aena’s airports are visited by auditors an average of 45 times per year, although they visit those of Group I more often.

Aena has put in place an internal team that conducts pre-audit processes in order to prevent the detection of non-conformities.

All airports were certified by AESA in Operational Safety before 31 December 2017. During 2019, this agency has conducted a total of 30 Operational Safety audits, among the activities planned to guaranteed that the airports meet all requirements established for maintaining the certifications.
Measures aimed to improve facilities and safety in 2019

- Drafting a typical procedure that airports must use to apply the coordinated response protocol in the presence of a drone constituting a safety threat to air transport. This protocol was approved on 26 June 2019 by the National Committee on Civil Aviation Safety, and it has already been implemented in 22 airports of the network.

- Coordination among all players affected by the Brexit (Department of Customs and Special Taxes of the State Tax Administration Agency, General Sub-directorate of Health Agreements and Border Control of the Ministry of Agriculture, Fisheries and Food, among others) to minimise the impact on airport operations both at customs controls of flights originating in the United Kingdom and in matters of traffic of passengers and pet animals, and to anticipate possible changes in infrastructure for their adaptation. In the short term, the baggage claim area need not be remodelled, nor will there be substantial changes in infrastructure, since the air cargo transport is minimal.

- Completion of the first year of contract for the new private security dossiers, which are in line with the goals set out in DORA, with a positive result.

- On the topic of equipment, different very relevant projects are underway:
  
  - EDS System: which entails gradual updating of the Explosive Detection Systems in most airports of the network, which are in transition from Standard 2 to Standard 3, just as is required by national and European regulations. Standard 3 implies a greater capability for explosive detection and, as of today, two machines with these characteristics are already installed in Menorca Airport.

  - ABC system: developed in collaboration with the Ministry of Internal Affairs, this is oriented to the adaptation of automatic border control booths in the face of a change in regulations applying to them, with a massive initial rollout.

  - Pilot project for facial recognition systems at boarding gates and security filters.

  - Pilot project for carrying out tests with equipment in security filters that enables the passenger to carry liquids and laptops inside carry-on bags.

  - Pilot project aimed to implement remote inspection rooms that will enable relocation of some security filter guards to independent rooms.

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- Dossiers for modernisation of the fire brigade.
- Inauguration of a new fire extinguishing building (Ibiza Airport).
- As far as Operational Safety, in December 2017 when the certification process of all airports was completed, its consolidation will be continued through annual supervision.
- AESA continued its physical safety audit activity at different airports in the network, with satisfactory results. Likewise, Aena continues to work on internal quality control to achieve continuous improvement in operations and processes by way of verifications conducted over the course of the year.
Investments in quality and security

- €47.6 M invested in quality improvements.
- €132.6 M earmarked for investments in safety.
- £23.5 M invested in London-Luton Airport, with £15.2 million dedicated to maintenance.

Complaint mechanism

If there are any complaints or claims, Aena provides users with the following mechanisms for communicating them to the Company:

- Through the Telematic Services Portal, which features a specific section for claims, complaints and suggestions.

- Complaint sheets provided mainly at the information points in the airports, as well as the VIP lounges and car parks.

Aena has set out a Procedure for Complaints and Claims Management to process these and a Department of Facilitation and Passenger Experience, which belongs to the Service, Maintenance and Airport Quality Division of the Operations, Safety and Service Directorate (DOSS).

Each and every complaint about airport management lodged with Aena receives a response in less than 4 days and is resolved in less than 20. The financial compensation derived from claims regarding property in Spain and Luton totalled 74,070.39 euros.

(50) The amount includes possible expenses accruing for experts and/or legal counsel. This includes both civil liability claims for personal injuries and for property damages greater than €9,000. The resolution of personal injuries does not occur until the claimant receives medical discharge. In cases that wind up in court, the resolution does not occur until a final ruling is issued.
### Main complaints and claims received at Spanish airports 2019

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2018</th>
<th>2019</th>
<th>Variation (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transport contract</td>
<td>2,735</td>
<td>1,748</td>
<td>-36%</td>
</tr>
<tr>
<td>Handling charges</td>
<td>649</td>
<td>458</td>
<td>-29%</td>
</tr>
<tr>
<td>Information Systems</td>
<td>732</td>
<td>637</td>
<td>-13%</td>
</tr>
<tr>
<td>Facilities</td>
<td>562</td>
<td>469</td>
<td>-17%</td>
</tr>
<tr>
<td>Security services</td>
<td>1,531</td>
<td>1,826</td>
<td>19%</td>
</tr>
<tr>
<td>Supplementary Services</td>
<td>1,189</td>
<td>830</td>
<td>-30%</td>
</tr>
<tr>
<td>Access points</td>
<td>44</td>
<td>73</td>
<td>66%</td>
</tr>
<tr>
<td>Damage and theft</td>
<td>402</td>
<td>326</td>
<td>-19%</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>234</td>
<td>143</td>
<td>-39%</td>
</tr>
<tr>
<td>Shopping and Food &amp; Beverage services</td>
<td>406</td>
<td>503</td>
<td>24%</td>
</tr>
<tr>
<td>Parking facilities</td>
<td>2,155</td>
<td>2,094</td>
<td>-3%</td>
</tr>
<tr>
<td><strong>Total Airport Management Claims and Complaints</strong></td>
<td>7,255</td>
<td>6,901</td>
<td>-5%</td>
</tr>
</tbody>
</table>

### Main complaints and claims received at London-Luton Airport 2019

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2018</th>
<th>2019</th>
<th>Variation (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transport contract</td>
<td>370</td>
<td>674</td>
<td>45%</td>
</tr>
<tr>
<td>Handling charges</td>
<td>2,015</td>
<td>1,785</td>
<td>-12%</td>
</tr>
<tr>
<td>Information Systems</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Facilities</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Security services</td>
<td>994</td>
<td>912</td>
<td>-9%</td>
</tr>
<tr>
<td>Supplementary Services</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Access points</td>
<td>213</td>
<td>610</td>
<td>65%</td>
</tr>
<tr>
<td>Damage and theft</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Shopping and Food &amp; Beverage services</td>
<td>555</td>
<td>662</td>
<td>16%</td>
</tr>
<tr>
<td>Parking facilities</td>
<td>1,120</td>
<td>1,049</td>
<td>-7%</td>
</tr>
<tr>
<td><strong>Total Airport Management Claims and Complaints</strong></td>
<td>5,267</td>
<td>5,692</td>
<td>7%</td>
</tr>
</tbody>
</table>
8. Innovation for fostering opportunities

- Innovation management at Aena
- Developments in 2019
- Perspectives and future overview outlook
Innovation for fostering opportunities

**Results**

**Investment in innovation**

€13.9 M invested in R+D+i (Source: Non-financial information statement 2019)

+12.14% compared to the previous year. (Source: Non financial information statement 2019)

**INNOVA Awards 2019**

159 contributions received from 17 centres.

+23% increase of participation compared to the previous event.

**Main milestones 2019**

- Pilot facial recognition programme (biometrics): during boarding (Menorca and Adolfo Suárez Madrid-Barajas airports).
- Launch of the ASQ (Airport Service Quality) Tablets programme, designed to improve the monitoring of passenger experience surveys in real time.
- Preparation of Aena Venture, the startup accelerator of Aena.
- Development of «RPAS Utility» or unmanned aircraft in low flying field, in compliance with the AESA’s security requirements.
- Aviator Project in collaboration with the European Union (Horizon 2020).

**Measures and management**

- Technology Management and Innovation Strategy.
- Involvement of all business units and airports in the deployment of the company’s innovation strategy.
- System of ideas management to incorporate the expert knowledge of employees (Innova Awards).
- Cooperation with partners, entities and organisations in the field of innovation.
- Innovation through large suppliers and startups.
- Creation of the Innovation and Transversal Strategic Projects Division.

**Perspectives and future outlook**

- Maintenance of Aena’s national and international leadership in the sector through the addition of new digital solutions and innovative technologies.
- Develop the ‘Smart Airport’ or Smart Airport 4.0 within the connected city.
- Continue creating and spreading the innovative culture in the company, involving all areas thereof.
- Promote an open innovation strategy by cooperating with agents external to the organisation in order to accelerate the internal innovation process.
Innovation management at Aena

Aena is aware that innovation is the motor for development of 21st century organisations. Therefore, it actively promotes the creation of new and innovative technological solutions aimed at improving the customer experience and the Company’s competitiveness.

In 2019, as part of the goals associated with the Strategic Plan and of Aena’s commitment to innovation, innovation in the Company has been promoted with new initiatives.

The main initiatives have been the creation of an Innovation strategy, the development of the Airport 4.0 as a result of the new strategy, and the implementation of initiatives that allow testing and implementing of new technology in Aena.

From this area, the company manages contacts with organisations and companies to boost existing trends in technology, develops innovation and pilot projects, and supports the different units when they implement them, thus promoting research and facilitating the company’s availability of the most advanced technologies in the airport environment. In this respect, it also benefits from the collaboration of different partners (staff, suppliers, startups and other external entities such as city councils, universities, etc.), for the purposes of accelerating innovation processes. Similarly, with the aim of taking full advantage of the company’s internal expertise, the Innova Awards are held each year, where the workers from all centres themselves present ideas and good practices that can be rewarded and put into practice.

In the latest call of Innova Awards 2019, 159 contributions were received from 17 centres.

159 €13.9 M

Innovations have been received from 17 centres.

€18.97 M (as of April 2020).

+23% increase of participation compared to the previous event.

+12.14% (Source: Non financial information statement 2019) 53.3% (as of April 2020) compared to the previous year.

88 people trained in innovation tools.

536 training hours.
Developments in 2019

Throughout the year, different actions in technological innovation have been carried out, among which are:

- **Pilot programme in facial recognition (biometrics):** as is described in detail in chapter 7, the first project for identification using biometrics during the boarding process has been launched at Menorca and Adolfo Suárez Madrid-Barajas airports. It is expected to be extended to the Josep Tarradellas Barcelona-El Prat Airport.

- The launch of the **Tablets programme for ASQ (Airport Service Quality)**, aimed at the technological improvement of real-time monitoring of the results of surveys conducted among passengers, in order to facilitate immediate action in the event a problem or risk is detected.

- **Unmanned aircraft:** various projects are underway for their use within airports. Moreover, together with the Secretary of State for Security, work is being done to develop another proposal that allows their use within the airport protection systems.

- Development of **«RPAS Utility»** or unmanned aircraft: based on the use of drones for airport management and maintenance, for example, for calibration lighting and radio-assistance systems or as simulators of birds of prey to drive off wildlife. Projects are carried out in low flying field, in compliance with the AESA’s security requirements.

This year a project on the use of drones in airports has been launched. For the first time, drones have been used inside an airport in a controlled airspace, i.e. making flying them compatible with the daily activity of the airport.

- **Aena Venture** is the Aena Start up accelerator, within the framework of the open innovation programme with a clear objective of converting it into a leading, innovative, agile, adaptive and dynamic organisation, thus endowing it with the capability of defining the future of the sector. It will feature a maximum of 5 companies accelerated during 6 months after a selection process with the possibility of implementation if the results are satisfactory.

- Completion of **Aviator Project** in collaboration with the European Union (Horizon 2020). Its purpose is to adopt a strategy for measurement, modelling and assessment of relevant emissions from aircraft engines, as well as assessment of their impact on air quality under different weather conditions. To this end, particle and gas emissions from engines will be measured in a test cell and on the wing of an aircraft in service to determine the evolution of the engine’s pollutant trail and of the exhaust from the APU (Auxiliary Power Unit), and a network of measurement sensors will be deployed. This will provide a better understanding will be reached of the primary pollutants emitted.
• **A-CDM system**, to improve punctuality and predictability in departures. The project plans to expand the number of CDM airports and advanced towers in the Aena network to improve the integration of our airports in the European Air Navigation network. In 2019, the Valencia and Tenerife North airports have been included as advanced towers and the CDM certification at Málaga Airport has been initiated, thereby providing 10 advanced towers and 3 certified CDM airports.

• The new **Self Bag Drop** service, which allows passengers to check in without external staff, improves passenger check-in times, with the consequent increase in capacity at airports.

• Development of methodology for the implementation of **Building Information Modeling (BIM)** airports, focused on improving information processing management. In 2019, a pilot test was initiated at terminal T3 of the Adolfo Suárez Madrid-Barajas Airport.

• The **IoT (Internet of Things) pilot project**, which has been developed at the Palma de Mallorca Airport, seeks to directly increase the perceived level of quality. The installation of sensors in the airport toilets has allowed us to gather useful data for decision-making, improve control of facilities in real time, help passengers who need it and measure environmental levels, among others.

• In order to improve the predictability and information of operations at airports in the network, a project has been carried out to **integrate airport information with the European air navigation network**, which has allowed the exchange of information available to airport systems, both for departures and arrivals.

• The **automatic tray system** provides quality and excellence to the passenger, by favouring a correct classification of luggage, with automatic return systems of trays in a personalised way for each airport.

Free Wi-Fi service at Aena airports.
Perspectives and future overview outlook

The maturation period of innovation projects is long, and investment in these is closely tied to the financial cycle, and hence subject to fluctuations. Therefore, there is the risk of not having the necessary financial resources over the entire life of the proposals.

The strict regulatory framework to which the Company is subject sometimes hinders the implementation and deployment of certain innovative solutions, and this is an aspect that must be taken into account when they are developed.

Aena is committed to the previously mentioned concepts of Smart Airports and Airports 4.0, to continue intense work in the future on digital solutions and optimisation of processes and resources, the ultimate purpose of which is to enrich and improve the passenger experience.

Adolfo Suárez Madrid-Barajas Airport Presentation of the project on facial recognition (biometrics).
9. Technical record

- About this report
- Materiality analysis 2019
About this report

This document responds to Aena’s commitment to inform all its stakeholders of its performance during 2019. This Corporate Responsibility Report contains the challenges, strategies, performance and value creation of the Company in economic, social and environmental matters, as well as its future prospects.

Aena’s main management areas have taken part in drawing up the information subject to the coordination of the Corporate Responsibility Area, and different frameworks and guidelines for non-financial information have been taken into account, including the Standards of GRI (Global Reporting Initiative), the supplement G4 Airport Operators Sector Disclosures, also published by GRI, the guide published by AECA (Spanish Accounting and Financial Auditing Association), the United Nations Global Compact, the UN Sustainable Development Goals, and the Carbon Disclosure Project (CDP), and responds to the recommendations of the CNMV.

The content of this Corporate Responsibility Report integrates the GRI requirements, as well as the information reported by the Company through its Non-Financial Statement, included in the Management Report, which responds to Law 11/2018, of 28 December, on Non-Financial Information and Diversity.

This information is complemented by Aena’s Public Information for 2019 published in other reports (corporate governance, remuneration) and the corporate website of the company.

Regarding the scope of the information included, it comprises companies with more than 50% ownership by Aena, as indicated in the Annual Financial Statement by virtue of the control criterion; i.e., the data available from Aena Desarrollo Internacional, S.M.E., S.A; Aena Sociedad Concesionaria del Aeropuerto Internacional de la Región de Murcia, S.M.E. and from the subsidiaries in the United Kingdom and Brazil are included in a consolidated manner, while other shareholdings that are not fully consolidated have not been taken into account in the non-financial performance indicators included in the present document.

Reporting principles used, in accordance with the GRI requirements

- Quality of the report
  - Accuracy
  - Balance
  - Clarity
  - Comparability
  - Reliability
  - Timeliness

- Definition of contents
  - Stakeholder inclusiveness
  - Sustainability context
  - Materiality
  - Completeness

Materiality analysis 2019

This report describes the risk management and mitigation policies, results and key indicators that refer to matters identified as material, that is, relevant to the Company and its stakeholders.

In order to identify these material matters and classify them from greater to lesser relevance, Aena has conducted an analysis following classic social research methods, which has taken into account the following research and work phases:

The different risks, trends or management elements identified as relevant have been grouped into 11 major material topics, in accordance with the GRI's criteria related with specific lines of work. Given the complexity of the environment in which Aena operates, many of these risks, trends and opportunities are present in more than one material topic, which enables the company to manage its different facets and implications specifically.

Materiality analysis 2019

The list material matters has been subject to quantitative assessment of the different Aena units, which has allowed for a priority system that takes into account both the frequency of each issue and the assessment of its relevance.
Below is a list of the material topics for Aena that summarises the significant impacts derived from the organisation's activities in the environmental, social and governance fields (ESG) as well as those related with its services and commercial relationships:
Each of the issues identified has certain importance for decision-making both at Aena and at its stakeholders, whose opinion has been considered in the analysis in the analysis phase of secondary sources:

<table>
<thead>
<tr>
<th>Aena Material Issues</th>
<th>Why is it material?</th>
<th>GRI Associated Theme</th>
<th>Examples of issues taken into account</th>
</tr>
</thead>
</table>
| Agent integrated in the community | Large infrastructures are designed to improve people’s lives. For optimal management, the expectations of external groups need to be considered, along with operational factors, as well as fostering synergies and alliances that multiply the positive impacts of operations. | • Indirect economic impacts  
• Acquisition practices  
• Local community  
• Socioeconomic compliance  
• Security practices  
• Evaluation of Human Rights | • Dialogue with stakeholder groups  
• Relationship with local communities  
• Social action  
• Suppliers  
• Human Rights |
| Climate change | The fight against climate change is a strategic priority for the entire Company. Aena acts directly to reduce its energy consumption in all areas and markets, while providing the means for all the groups with which it relates to progress in this area and thereby multiplying the impact of its decisions, by involving customers, suppliers and partners. | • Energy  
• Emissions  
• Air quality  
• Environmental evaluation of suppliers | • Fight against climate change  
• Energy consumption |
| Professional culture based on talent and commitment | The social and economic relevance of the activities carried out by Aena requires the best talent and having teams motivated and committed to a common project, built with the contributions of all. | • Employment  
• Health and safety in the workplace  
• Training and education  
• Worker-company relations  
• Diversity and equal opportunities  
• Non-discrimination  
• Socioeconomic compliance | • Equality  
• Talent management  
• Training  
• Employment  
• Work organisation  
• Social dialogue  
• Human Rights and labour rights |

Continued >>
### Aena Material Issues

<table>
<thead>
<tr>
<th>Requirements and restrictions derived from the regulatory framework</th>
<th>Why is it material?</th>
<th>GRI Associated Theme</th>
<th>Examples of issues taken into account</th>
</tr>
</thead>
</table>
| **Customer's experience** | Aena’s hopes and expectations are that passing through its airports will be a positive experience, more than simply a necessity. With their highest quality and security requirements, Aena provides the most advanced means to reduce waiting lines and improve all over conditions. In addition, their goal is to assist all passengers with mobility difficulties in the removal of any and all obstacles that would impede their experience within Aena’s facilities. | • Economic Performance  
• Public politics  
• Socioeconomic compliance | • Business model  
• Regulatory context  
• Risk management |
| **Sustainability** | The management of the environmental impacts derived from Aena’s activities is a cornerstone of the Company’s decisions in all areas, where we seek to go beyond the current legal obligations. Among them, there are both those derived from the activity of the facilities and their nature, such as the acoustic impact, the effects on birdlife or the generation of waste, as well as others of an indirect nature. | • Indirect economic impacts  
• Local community  
• Environmental compliance  
• Environmental evaluation of suppliers  
• Exposure to noise | • Impact on local communities  
• Relations with stakeholders  
• Efficient consumption of resources |
| **Efficient management** | The survival of the Company requires obtaining sufficient return thresholds to meet its operational needs and satisfy the interests of all its owners, both public institutions and private shareholders. | • Economic Performance  
• Indirect Economic Impacts  
• Freedom of association  
• Child labour  
• Forced or compulsory labour  
• Social evaluation of suppliers  
• Security practices  
• Health and safety of customers  
• Marketing and branding | • Geo-political factors  
• Economic situation  
• Suppliers  
• Business model  
• Risk management |

Continued >>
### Aena Material Issues

<table>
<thead>
<tr>
<th>Issue</th>
<th>Why is it material?</th>
<th>GRI Associated Theme</th>
<th>Examples of issues taken into account</th>
</tr>
</thead>
</table>
| Innovation and technology | The management of airports is directly related to the use of cutting-edge technologies and the development of specific solutions to the challenges of Aena’s activity. We continuously improve our processes and tools, open to collaboration with internal and external groups. | • Training and education  
• Local community  
• Indirect economic impacts | • Relations with stakeholders  
• Efficient consumption of resources |
| Internationalisation | Aena’s vocation to expand its operational excellence model has its natural scope in airports located outside Spain, with other business patterns and, often, at different times of the economic cycle. We diversify the risks and take full advantage of the opportunities of our management capabilities, depending on our participation in each entity. | • Economic Performance  
• Indirect Economic Impacts  
• Evaluation of Human Rights  
• Socioeconomic compliance | • Economic situation  
• Geo-political factors  
• Relations with stakeholders  
• Business model  
• Risk management |
| Operational and airport security | Safety is not an option. Ensuring the physical integrity of our customers, users and workers, as well as their belongings, is the first of our obligations. Excellent airport management requires the implementation of the most demanding procedures and the best facilities available, which ensure maximum business continuity and service quality. | • Security practices  
• Health and safety of customers | • Geo-political factors  
• Regulatory factors  
• Business model  
• Risk management  
• Relations with stakeholders  
• Consumer health and safety |
| Transparency | Aena conceive transparency as an essential pillar of the trust that all our stakeholders have in us. To do this, we offer different communication channels treated with the utmost rigour and open to dialogue. | • Fight against corruption  
• Unfair competition  
• Public politics  
• Socioeconomic compliance  
• Evaluation of Human Rights | • Regulatory factors  
• Relations with stakeholders  
• Suppliers  
• Business model  
• Risk management |

Given the nature and size of Aena’s activities, all the relevant issues have an internal aspect, directly linked to the decisions of the organisation, and an external aspect, with impacts on the decisions of the stakeholders. The data provided on them come from Aena and public sources, since the company does not have access to data from other companies.
## GRI 102: General disclosures 2016

### 1. Organizational profile

<table>
<thead>
<tr>
<th>GRI Contents</th>
<th>Description</th>
<th>UN Global Compact</th>
<th>SDG</th>
<th>Location/Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>102-1</td>
<td>Name of the organization</td>
<td></td>
<td></td>
<td>p. 7</td>
</tr>
<tr>
<td>102-2</td>
<td>Activities, brands, products, and services</td>
<td></td>
<td></td>
<td>p. 17, 18</td>
</tr>
<tr>
<td>102-3</td>
<td>Location of headquarters</td>
<td></td>
<td></td>
<td>Peonías, 12, 28042 Madrid, Spain</td>
</tr>
<tr>
<td>102-4</td>
<td>Location of operations</td>
<td></td>
<td></td>
<td>p. 8</td>
</tr>
<tr>
<td>102-5</td>
<td>Ownership and legal form</td>
<td></td>
<td></td>
<td>p. 7</td>
</tr>
<tr>
<td>102-6</td>
<td>Markets served</td>
<td></td>
<td></td>
<td>p. 8, 17, 18</td>
</tr>
<tr>
<td>102-7</td>
<td>Scale of the organization</td>
<td></td>
<td>3, 4, 5, 6</td>
<td>5, 8, 10</td>
</tr>
<tr>
<td>102-8</td>
<td>Information on employees and others workers</td>
<td></td>
<td>78, 79</td>
<td>Data sources: SAP HR, internal sources, London-Luton Airport. On the other hand, in Aena, S.M.E., S.A., there are no workers from temporary employment agencies.</td>
</tr>
<tr>
<td>102-9</td>
<td>Supply chain</td>
<td></td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>102-10</td>
<td>Significant changes to the organization and its supply chain</td>
<td></td>
<td></td>
<td>p. 10, 128</td>
</tr>
<tr>
<td>102-11</td>
<td>Precautory principle or approach</td>
<td></td>
<td>7</td>
<td>p. 51</td>
</tr>
<tr>
<td>102-12</td>
<td>External initiatives</td>
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<td>Memberships of associations</td>
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</tbody>
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**Notes:**
- **UN Global Compact SDG Location/Content:**
  - 3: Sustainability
  - 4: Climate Action
  - 5: Water and Sanitation
  - 8: Decent Work and Economic Growth
  - 10: Reduced Inequalities
  - 11: Sustainable Cities and Communities
  - 12: Responsible Consumption and Production
  - 13: Life on Land
  - 14: Life Below Water
  - 15: Life on Land
  - 17: Peace, Justice, and Strong Institutions

---

**Data sources:**
- SAP HR
- Internal sources
- London-Luton Airport

**Additional information:**
- In Aena, S.M.E., S.A., there are no workers from temporary employment agencies.
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<td>Values, principles, standards, and norms of behavior</td>
<td>1 to 10</td>
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<td><strong>4. Governance</strong></td>
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<td>102-26</td>
<td>Role of highest governance body in setting purpose, values, and strategy</td>
<td></td>
<td></td>
<td>p. 15</td>
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<tr>
<td>102-27</td>
<td>Collective knowledge of highest governance body</td>
<td></td>
<td>5</td>
<td>Aena regularly provides its directors with specific training in matters related to regulatory developments and sector-wide issues.</td>
</tr>
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<td>102-28</td>
<td>Evaluating the highest governance body’s performance</td>
<td></td>
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<td>102-29</td>
<td>Identifying and managing economic, environmental, and social impacts</td>
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<td>1, 7, 10</td>
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</tr>
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<td>102-30</td>
<td>Effectiveness of risk management processes</td>
<td>1, 2, 7, 10</td>
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<td>p. 38</td>
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<td>102-31</td>
<td>Review of economic, environmental, and social topics</td>
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<td>Nature and total number of critical concerns</td>
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<td>102-37</td>
<td>Stakeholders’ involvement in remuneration</td>
<td>1, 6</td>
<td>5, 16</td>
<td>Not applicable. The status of a state company means that the remuneration of the CEO and senior executives of Aena S.M.E., S.A. is regulated by the General Budgets of the State.</td>
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<tr>
<td>102-38</td>
<td>Annual total compensation ratio</td>
<td>1, 6</td>
<td>5, 16</td>
<td>The annual total compensation ratio is 4.97.</td>
</tr>
<tr>
<td>102-39</td>
<td>Percentage increase in annual total compensation ratio</td>
<td>1, 6</td>
<td>5, 16</td>
<td>The ratio of the percentage increase in total annual compensation is 1, as all company employees have the same percentage increase.</td>
</tr>
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</table>

### 5. Stakeholder engagement

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<td>List of stakeholder groups</td>
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<td>102-41</td>
<td>Collective bargaining agreements</td>
<td>1, 3, 4, 6</td>
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<td>Identifying and selecting stakeholders</td>
<td>1, 3, 4, 6</td>
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<td>102-43</td>
<td>Approach for the participation of the interest groups</td>
<td>1, 3, 4, 6</td>
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<td>102-44</td>
<td>Key topics and concerns raised</td>
<td>1, 3, 4, 6</td>
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### 6. Reporting practice

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<td>102-46</td>
<td>Defining report content and topic boundaries</td>
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<td>p. 170</td>
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<tr>
<td>102-47</td>
<td>List of material topics</td>
<td></td>
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<td>p. 168, 169, 170</td>
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<tr>
<td>102-48</td>
<td>Restatements of information</td>
<td></td>
<td></td>
<td>Any re-expression of information collected in previous reports is explained in each case.</td>
</tr>
<tr>
<td>102-49</td>
<td>Changes in reporting</td>
<td></td>
<td></td>
<td>No changes were made that affect the comparability with previous reports.</td>
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<tr>
<td>102-50</td>
<td>Reporting period</td>
<td></td>
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<td>Financial year 2019 (from January 1 to December 31, 2019).</td>
</tr>
<tr>
<td>102-51</td>
<td>Date of most recent report</td>
<td></td>
<td></td>
<td>Financial year 2018 (from January 1 to December 31, 2018).</td>
</tr>
<tr>
<td>102-52</td>
<td>Reporting cycle</td>
<td></td>
<td></td>
<td>Annual</td>
</tr>
<tr>
<td>102-53</td>
<td>Contact point for questions regarding the report</td>
<td></td>
<td></td>
<td><a href="mailto:rc@aena.es">rc@aena.es</a></td>
</tr>
<tr>
<td>102-54</td>
<td>Claims of reporting in accordance with the GRI Standards</td>
<td></td>
<td></td>
<td>This report has been developed in accordance with the GRI Standards: exhaustive option.</td>
</tr>
<tr>
<td>102-55</td>
<td>GRI content index</td>
<td></td>
<td></td>
<td>p. 172-186. No changes were made that affect the comparability with previous reports</td>
</tr>
<tr>
<td>102-56</td>
<td>External assurance</td>
<td></td>
<td></td>
<td>This report has not been subjected to external verification, except for the content required by Law 11/2018 of 28 December on non-financial information and diversity that make up the Aena 2019 Non-Financial Information Statement (chapter 14 of the Consolidated Management Report 2019).</td>
</tr>
</tbody>
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**Chairman’s letter**

1. Aena: business model
2. Environmental protection: environmental issues
3. Social and staff issues
4. Human Rights
5. Fight Against Corruption And Fraud
6. Aena and its impact on the environment: social issues
7. Customer focus: quality and safety
8. Innovation for fostering opportunities
9. Technical record
10. Appendix

---
GRI 103: Management approach 2016

103-1 Explanation of the material topic and its boundary

103-2 The management approach and its components

103-3 Evaluación del enfoque de gestión

UN Global Compact
SDG
Location/Content

p. 168-170

Economic Issues: p. 3, 4, 9, 41, 44, 128, 135, 159
Environmental issues: p. 3, 4, 9, 51-55
Social issues: p. 3, 4, 9, 75, 76, 82, 85, 87, 90, 95, 100, 103, 114, 123, 142, 150

Economic Issues: p. 15, 16, 19, 35-39, 42, 46, 106
Environmental issues: p. 53-55, 57, 58, 63, 66, 67, 69
Social issues: p. 75, 82, 86, 87, 91, 92, 97, 100, 114, 120-122, 132, 142, 149, 150, 155, 156
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<th>ODS</th>
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<td><strong>GRI 201: Economic performance 2016</strong></td>
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<td>201-1</td>
<td>Direct economic value generated and distributed</td>
<td>5, 8, 9</td>
<td>p. 187</td>
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<td>201-2</td>
<td>Financial implications and other risks and opportunities due to climate change</td>
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<td>201-3</td>
<td>Defined benefit plan obligations and other retirement plans</td>
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<td>201-4</td>
<td>Financial assistance received from government</td>
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</tr>
<tr>
<td><strong>GRI 203: Indirect economic impacts 2016</strong></td>
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<td>203-1</td>
<td>Infrastructure investments and services supported</td>
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<td>Significant indirect economic impacts</td>
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<td><strong>GRI 204: Procurement practices 2016</strong></td>
<td></td>
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</tr>
<tr>
<td>204-1</td>
<td>Proportion of spending on local suppliers</td>
<td>8</td>
<td>98.31% national</td>
<td></td>
<td></td>
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Aena did not receive subsidies, tax credits or credits or financial incentives from any government in 2019. Detailed information can be found in the Aena 2019 Annual Accounts.
### GRI 205: Anticorruption 2016

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<th>GRI 205-1</th>
<th>Operations assessed for risks related to corruption</th>
<th>10</th>
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<th>p. 106, 109-110</th>
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<tr>
<td>GRI 205-2</td>
<td>Communication and training about anti-corruption policies and procedures</td>
<td>10</td>
<td>16</td>
<td>Through the Aena intranet, an online course may be accessed on the organisation’s code of conduct.</td>
</tr>
<tr>
<td>GRI 205-3</td>
<td>Confirmed incidents of corruption and actions taken</td>
<td>10</td>
<td>16</td>
<td>None identified.</td>
</tr>
</tbody>
</table>

### GRI 206: Anti-competitive behavior 2016

| GRI 206-1 | Legal actions for anti-competitive behavior, anti-trust, and monopoly practices | 10 | 16 | None identified. |

### GRI 300: Environmental standards

#### GRI 302: Energy 2016

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<th>Energy consumption within the organization</th>
<th>7, 8, 9</th>
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<td>GRI 302-2</td>
<td>Energy consumption outside of the organization</td>
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<td>Not available</td>
</tr>
<tr>
<td>GRI 302-3</td>
<td>Energy intensity</td>
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<td>7, 8, 12, 13</td>
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<td>GRI 302-4</td>
<td>Reduction of energy consumption</td>
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<tr>
<td>GRI 302-5</td>
<td>Reductions in energy requirements of products and services</td>
<td>9</td>
<td>7, 8, 12, 13</td>
<td>Not applicable</td>
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The necessary information cannot be obtained as it is beyond the scope of the organisation.

The services offered by Aena do not entail energy consumption by the end user.
### GRI 305: Emissions 2016

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<td>305-1</td>
<td>Direct (Scope 1) GHG emissions</td>
<td>7, 8, 9</td>
<td>3, 12, 13, 14, 15</td>
<td>p. 68, 188</td>
<td>The direct emissions of ozone-depleting substances are not significant, and neither are those of nitrogen oxides (NOx) nor sulphur oxides (SOx). Air quality is controlled by immission measurements and it is not possible to distinguish the amount of pollutants from Aena’s activities. No legislation applies to the direct emissions into the atmosphere from Aena’s activity.</td>
</tr>
<tr>
<td>305-2</td>
<td>Energy indirect (Scope 2) GHG emissions</td>
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<td>3, 12, 13, 14, 15</td>
<td>p. 68, 188</td>
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<td>305-3</td>
<td>Other indirect (Scope 3) GHG emissions</td>
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<td>p. 66, 67</td>
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<tr>
<td>305-4</td>
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<td>p. 68</td>
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<tr>
<td>305-5</td>
<td>Reduction of GHG emissions</td>
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<td>p. 68</td>
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<td>305-6</td>
<td>Emissions of ozone-depleting substances (ODS)</td>
<td>7</td>
<td>3, 13, 14, 15</td>
<td>Not applicable</td>
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<td>305-7</td>
<td>Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions</td>
<td>7, 8, 9</td>
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### GRI 307: Environmental compliance 2016

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<td>307-1</td>
<td>Non-compliance with environmental laws and regulations</td>
<td>7</td>
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<td></td>
<td>At the closing of this report, Aena has not been aware of breaches of environmental legislation and regulations.</td>
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### GRI 308: Supplier environmental assessment 2016

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<td>308-1</td>
<td>New suppliers that were screened using environmental criteria</td>
<td>7</td>
<td>5, 8, 12, 16</td>
<td>1,261 new suppliers</td>
<td>The contracting regulations establish the controls to be applied in relation to compliance with the conditions of public tenders.</td>
</tr>
<tr>
<td>308-2</td>
<td>Negative environmental impacts in the supply chain and actions taken</td>
<td>7</td>
<td>5, 8, 12, 16</td>
<td>No information</td>
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### Airports operators sector disclosures

| GRI 400: Social standards |

#### GRI 401: Employment 2016

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<td>New employee hires and employee turnover</td>
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<td>586 (Parent company)</td>
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<td>Benefits provided to full-time employees that are not provided to temporary or part-time employees</td>
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#### GRI 402: Labor-management relations 2016

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<td>402-1</td>
<td>Minimum notice periods regarding operational changes</td>
<td>8</td>
<td>Not available</td>
<td>This information will be included in future reports</td>
<td></td>
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<tr>
<td>GRI Contents</td>
<td>Description</td>
<td>UN Global Compact</td>
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<tr>
<td>403-1</td>
<td>Occupational health and safety management system</td>
<td>1, 3</td>
<td>3.8</td>
<td>Procedure PPRL/03.05. Health and Safety Committees. Group Agreement. The management system is a Joint Prevention Service with specialist areas of health, safety, ergonomics and psychosociology and health monitoring.</td>
<td></td>
</tr>
<tr>
<td>403-2</td>
<td>Hazard identification, risk assessment, and incident investigation</td>
<td>1</td>
<td>3.8</td>
<td>Procedure PPRL/03.05. Health and Safety Committees. Group Agreement. Both processes are included in the procedures approved for these purposes in the State Health and Safety Committee, which are based on the mandatory regulations. The State Health and Safety Committee is made up of representatives of the company and of the workers.</td>
<td></td>
</tr>
<tr>
<td>403-3</td>
<td>Occupational health services</td>
<td>1</td>
<td>3.8</td>
<td>Procedure PPRL/03.05. Health and Safety Committees. Group Agreement. The health of the workers is guaranteed through periodic medical examinations that are voluntary or compulsory, depending on the occupation that the worker performs. These examinations are made available to workers. These examinations are made by an external company authorised by the Ministry of Labour and the results are subsequently analysed and supervised by Aena’s Medical Services.</td>
<td></td>
</tr>
<tr>
<td>GRI Contents</td>
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<td>UN Global Compact</td>
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<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
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<td>403-4</td>
<td>Worker participation, consultation, and communication on occupational health and safety</td>
<td>1, 3</td>
<td>3, 8</td>
<td></td>
<td>Workers have the following channels: a) Email: <a href="mailto:sprlae@aena.es">sprlae@aena.es</a> b) Intranet. HR Portal: <a href="https://juno.aena.es/portal/rrhh/paginas/prevencion.aspx">https://juno.aena.es/portal/rrhh/paginas/prevencion.aspx</a>.</td>
</tr>
<tr>
<td>403-5</td>
<td>Worker training on occupational health and safety</td>
<td>1, 3</td>
<td>3, 8</td>
<td></td>
<td>Procedure PPRI/03.05. Health and Safety Committees. Group Agreement. All worker communications are made through Prevention Officers and both local and national Health and Safety Committees. However, the Prevention Service has email addresses and an intranet site where information is published for workers and their queries are handled.</td>
</tr>
<tr>
<td>403-6</td>
<td>Promotion of worker health</td>
<td>1, 3</td>
<td>3, 8</td>
<td></td>
<td>A programme to promote sport, whether through volunteering or charity races, is being planned for 2020, which may result in an overall improvement in the health of workers, not only their physical health.</td>
</tr>
<tr>
<td>403-7</td>
<td>Prevention and mitigation of occupational health and safety impacts directly linked by business relationships</td>
<td>1</td>
<td>3, 8</td>
<td></td>
<td>The coverage is 100% of the employees and is subject to a legal audit of the prevention system that we have passed in 2019. No third party certification is legally required.</td>
</tr>
<tr>
<td>403-8</td>
<td>Workers covered by an occupational health and safety management system</td>
<td>1</td>
<td>3, 8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>403-9</td>
<td>Work-related injuries</td>
<td>1</td>
<td>3, 8</td>
<td></td>
<td>p. 88</td>
</tr>
<tr>
<td>403-10</td>
<td>Work-related ill health</td>
<td>1</td>
<td>3, 8</td>
<td></td>
<td>p. 88</td>
</tr>
</tbody>
</table>
### GRI 404: Training and education 2016

<table>
<thead>
<tr>
<th>GRI Contents</th>
<th>Description</th>
<th>UN Global Compact</th>
<th>SDG</th>
<th>Location/Content</th>
<th>Omissions/Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>404-1</td>
<td>Average hours of training per year per employee</td>
<td>4, 5, 8, 10</td>
<td>57.62 hours/year per employee (company in Spain).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>404-2</td>
<td>Programs for upgrading employee skills and transition assistance programs</td>
<td>6</td>
<td>8</td>
<td>p. 91</td>
<td></td>
</tr>
<tr>
<td>404-3</td>
<td>Percentage of employees receiving regular performance and career development reviews</td>
<td>6</td>
<td>5, 8, 10</td>
<td>The percentage of employees receiving regular performance and career development reviews is a 15% of the total workforce.</td>
<td></td>
</tr>
</tbody>
</table>

### GRI 405: Diversity and equal opportunities 2016

<table>
<thead>
<tr>
<th>GRI Contents</th>
<th>Description</th>
<th>UN Global Compact</th>
<th>SDG</th>
<th>Location/Content</th>
<th>Omissions/Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>405-1</td>
<td>Diversity of governance bodies and employees</td>
<td>6</td>
<td>5, 8, 10</td>
<td>32% of women on the Board of Directors (does not include data from London-Luton Airport or ANB.) 43.6% of senior management positions, middle managers or graduates are occupied by women (consolidated company).</td>
<td></td>
</tr>
<tr>
<td>405-2</td>
<td>Ratio of basic salary and remuneration of women to men</td>
<td>6</td>
<td>5, 8, 10</td>
<td>p. 84. See also: Aena's non-financial information statement 2019.</td>
<td></td>
</tr>
</tbody>
</table>

### GRI 406: Non-Discrimination 2016

<table>
<thead>
<tr>
<th>GRI Contents</th>
<th>Description</th>
<th>UN Global Compact</th>
<th>SDG</th>
<th>Location/Content</th>
<th>Omissions/Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>406-1</td>
<td>Cases of discrimination and corrective actions taken</td>
<td>6</td>
<td>5, 8, 10</td>
<td>During 2019, no complaints regarding discrimination were received.</td>
<td></td>
</tr>
<tr>
<td>GRI Contents</td>
<td>Description</td>
<td>UN Global Compact</td>
<td>SDG</td>
<td>Location/Content</td>
<td>Omissions/Notes</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------</td>
<td>------------------</td>
<td>-----</td>
<td>----------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>GRI 407: <em>Freedom of association and collective bargaining</em> 2016</td>
<td>Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk</td>
<td>2, 3</td>
<td>8</td>
<td>Not applicable.</td>
<td>For the sector (public) and legal framework of the geographical areas where it operates (Europe), they have not been identified as significant risks associated with the violation of the rights of freedom of association and collective bargaining. Due to the eminently local nature of the supply chain, the same risks are assumed for suppliers.</td>
</tr>
<tr>
<td>GRI 408: <em>Child labor</em> 2016</td>
<td>Operations and suppliers at significant risk for incidents of child labor</td>
<td>2, 5</td>
<td>8</td>
<td>p.101-102</td>
<td></td>
</tr>
<tr>
<td>GRI 409: <em>Forced or compulsory labor</em> 2016</td>
<td>Operations and suppliers at significant risk for incidents of forced or compulsory labor</td>
<td>2, 4</td>
<td>8</td>
<td>p.101-102</td>
<td></td>
</tr>
<tr>
<td>GRI 410: <em>Security practices</em> 2016</td>
<td>Security personnel trained in human rights policies or procedures</td>
<td>1, 2</td>
<td>16</td>
<td></td>
<td>Security is a concession and it is outside the scope of the organisation to control the human rights training of the employees of the concessionaire company.</td>
</tr>
<tr>
<td>GRI Contents</td>
<td>Description</td>
<td>UN Global Compact</td>
<td>SDG</td>
<td>Location/Content</td>
<td>Omissions/Notes</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------</td>
<td>-------------------</td>
<td>-----</td>
<td>------------------</td>
<td>----------------</td>
</tr>
<tr>
<td><strong>GRI 412: Human rights assessment 2016</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>412-1</td>
<td>Operations that have been subject to human rights reviews or impact assessments</td>
<td>1.2</td>
<td>8</td>
<td>p. 101-102</td>
<td></td>
</tr>
<tr>
<td>412-2</td>
<td>Employee training on human rights policies or procedures</td>
<td>1.2</td>
<td>4</td>
<td>p. 106-111</td>
<td></td>
</tr>
<tr>
<td>412-3</td>
<td>Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening</td>
<td>1.2</td>
<td>8</td>
<td>p. 103</td>
<td></td>
</tr>
<tr>
<td><strong>GRI 413: Local communities 2016</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>413-1</td>
<td>Operations with local community engagement, impact assessments, and development programs</td>
<td></td>
<td>8, 17</td>
<td>p. 117, 121, 124-131</td>
<td></td>
</tr>
<tr>
<td>413-2</td>
<td>Operations with significant actual and potential negative impacts on local communities</td>
<td>1.2</td>
<td>11</td>
<td>p. 56, 59</td>
<td></td>
</tr>
<tr>
<td><strong>GRI 414: Supplier social assessment 2016</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>414-1</td>
<td>New suppliers that were screened using social criteria</td>
<td>2</td>
<td>5, 8, 16</td>
<td>In 2019, 1,261 new suppliers were registered. The contracting specifications include social and environmental clauses.</td>
<td></td>
</tr>
<tr>
<td>414-2</td>
<td>Negative social impacts in the supply chain and actions taken</td>
<td>2</td>
<td>5, 8, 16</td>
<td>p. 137-138</td>
<td></td>
</tr>
<tr>
<td><strong>GRI 415: Public policy 2016</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>415-1</td>
<td>Political contributions</td>
<td>10</td>
<td>16</td>
<td>The Aena Code of Conduct prohibits the financing of political parties and/or representatives.</td>
<td></td>
</tr>
<tr>
<td>GRI Contents</td>
<td>Description</td>
<td>UN Global Compact</td>
<td>SDG</td>
<td>Location/Content</td>
<td>Omissions/Notes</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>-------------------</td>
<td>-----</td>
<td>-----------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>GRI 416: Customer health and safety 2016</td>
<td>Assessment of the health and safety impacts of product and service categories</td>
<td>3</td>
<td>3, 16</td>
<td>p. 56, 59</td>
<td>At the closing of this report, Aena was not aware of any significant breaches related to the impacts on health and safety of the categories of products and services.</td>
</tr>
<tr>
<td>416-1</td>
<td>Incidents of non-compliance concerning the health and safety impacts of products and services</td>
<td></td>
<td>3, 16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRI 417: Marketing and labeling 2016</td>
<td>Requirements for product and service information and labeling</td>
<td>12, 16</td>
<td>12, 16</td>
<td>p. 135-137</td>
<td>None identified.</td>
</tr>
<tr>
<td>417-1</td>
<td>Incidents of non-compliance concerning product and service information and labeling</td>
<td></td>
<td>16</td>
<td></td>
<td>At the closing of this report, Aena was not aware of any significant breaches related to marketing communications.</td>
</tr>
<tr>
<td>417-2</td>
<td>Incidents of non-compliance concerning marketing communications</td>
<td></td>
<td>16</td>
<td></td>
<td>At the closing of this report, Aena was not aware of any significant breaches related to marketing communications.</td>
</tr>
<tr>
<td>GRI 418: Customer privacy 2016</td>
<td>Substantiated complaints concerning breaches of customer privacy and losses of customer data</td>
<td>1</td>
<td>16</td>
<td>p. 43</td>
<td></td>
</tr>
<tr>
<td>418-1</td>
<td></td>
<td></td>
<td>16</td>
<td></td>
<td>At the closing of this report, Aena was not aware of any significant breaches of social and economic legislation and regulations.</td>
</tr>
<tr>
<td>GRI 419: Socioeconomic compliance 2016</td>
<td>Non-compliance with laws and regulations in the social and economic area</td>
<td>16</td>
<td></td>
<td></td>
<td>At the closing of this report, Aena was not aware of any significant breaches of social and economic legislation and regulations.</td>
</tr>
</tbody>
</table>
## Content GRI 102-8: Information on employees and others workers

Direct economic value generated and distributed

<table>
<thead>
<tr>
<th>Location</th>
<th>2018</th>
<th>2019</th>
<th>Variation (%)</th>
<th>(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Madrid (*)</td>
<td>1,880</td>
<td>2,027</td>
<td>7.80%</td>
<td>22.80%</td>
</tr>
<tr>
<td>Canarias</td>
<td>1,208</td>
<td>1,263</td>
<td>4.60%</td>
<td>14.20%</td>
</tr>
<tr>
<td>Cataluña</td>
<td>1,031</td>
<td>1,069</td>
<td>3.70%</td>
<td>12.00%</td>
</tr>
<tr>
<td>Andalucía</td>
<td>949</td>
<td>974</td>
<td>2.60%</td>
<td>11.00%</td>
</tr>
<tr>
<td>Baleares</td>
<td>913</td>
<td>932</td>
<td>2.10%</td>
<td>10.50%</td>
</tr>
<tr>
<td>Valencia</td>
<td>531</td>
<td>543</td>
<td>2.30%</td>
<td>6.10%</td>
</tr>
<tr>
<td>Galicia</td>
<td>302</td>
<td>314</td>
<td>4.00%</td>
<td>3.50%</td>
</tr>
<tr>
<td>País Vasco</td>
<td>239</td>
<td>264</td>
<td>10.50%</td>
<td>3.00%</td>
</tr>
<tr>
<td>Aragón</td>
<td>100</td>
<td>109</td>
<td>9.00%</td>
<td>1.20%</td>
</tr>
<tr>
<td>Asturias</td>
<td>102</td>
<td>103</td>
<td>1.00%</td>
<td>1.20%</td>
</tr>
<tr>
<td>Castilla-León</td>
<td>88</td>
<td>93</td>
<td>5.70%</td>
<td>1.00%</td>
</tr>
<tr>
<td>Cantabria</td>
<td>84</td>
<td>84</td>
<td>0.00%</td>
<td>0.90%</td>
</tr>
<tr>
<td>Murcia (**)</td>
<td>83</td>
<td>80</td>
<td>-3.60%</td>
<td>0.90%</td>
</tr>
<tr>
<td>Navarra</td>
<td>52</td>
<td>48</td>
<td>-7.70%</td>
<td>0.50%</td>
</tr>
<tr>
<td>Melilla</td>
<td>29</td>
<td>29</td>
<td>0.00%</td>
<td>0.30%</td>
</tr>
<tr>
<td>La Rioja</td>
<td>13</td>
<td>12</td>
<td>-7.70%</td>
<td>0.10%</td>
</tr>
<tr>
<td>Ceuta</td>
<td>11</td>
<td>11</td>
<td>0.00%</td>
<td>0.10%</td>
</tr>
<tr>
<td>Castilla-La Mancha</td>
<td>9</td>
<td>9</td>
<td>0.00%</td>
<td>0.10%</td>
</tr>
<tr>
<td>Extremadura</td>
<td>8</td>
<td>7</td>
<td>-12.50%</td>
<td>0.10%</td>
</tr>
<tr>
<td><strong>Total in Spain</strong></td>
<td>7,632</td>
<td>7,971</td>
<td>4.40%</td>
<td>89.80%</td>
</tr>
<tr>
<td><strong>Luton</strong></td>
<td>804</td>
<td>851</td>
<td>5.80%</td>
<td>9.60%</td>
</tr>
<tr>
<td><strong>Brasil</strong></td>
<td>0</td>
<td>56</td>
<td>100.00%</td>
<td>0.60%</td>
</tr>
<tr>
<td><strong>Total consolidated</strong></td>
<td>8,436</td>
<td>8,878</td>
<td>5.20%</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Notes</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Direct economic value generated (revenue)</td>
<td>4,503,253</td>
</tr>
<tr>
<td>B. Distributed economic value</td>
<td>4,518,208</td>
</tr>
<tr>
<td>C. Retained economic value</td>
<td>-14,955</td>
</tr>
</tbody>
</table>

**Notes**

### Content GRI 305-1:

**Direct (Scope 1) GHG emissions**

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO₂(t)</td>
<td>11,416.6</td>
<td>14,654.5</td>
<td>13,095.1</td>
</tr>
<tr>
<td>CH₄(t)</td>
<td>0.3</td>
<td>0.3</td>
<td>0.3</td>
</tr>
<tr>
<td>N₂O(t)</td>
<td>0.3</td>
<td>0.4</td>
<td>0.3</td>
</tr>
<tr>
<td>CO₂e(t)</td>
<td>11,508.2</td>
<td>14,774.8</td>
<td>13,138.4</td>
</tr>
<tr>
<td>Diesel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Petrol</td>
<td>1382</td>
<td>1579</td>
<td>1526</td>
</tr>
<tr>
<td>Natural gas</td>
<td>8603.9</td>
<td>8,647.8</td>
<td>8,743.8</td>
</tr>
<tr>
<td>Propane</td>
<td>733</td>
<td>636</td>
<td>603</td>
</tr>
<tr>
<td>Kerosene</td>
<td>1454</td>
<td>1522</td>
<td>1864</td>
</tr>
<tr>
<td>Total</td>
<td>20,377.5</td>
<td>23,676.0</td>
<td>22,178.2</td>
</tr>
</tbody>
</table>

Source of emission factors: MITECO, EMEP/EEA (Corinair), US EPA, US FAA.

### Content GRI 305-2:

**Energy indirect (Scope 2) GHG emissions**

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO₂(t)</td>
<td>207,199.24</td>
<td>188,266.48</td>
<td>119,579.41</td>
</tr>
<tr>
<td>CH₄(t)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>N₂O(t)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>CO₂e(t)</td>
<td>207,199.24</td>
<td>188,266.48</td>
<td>119,579.41</td>
</tr>
<tr>
<td>Electric power</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heating and cooling</td>
<td>31,411.99</td>
<td>30,670.38</td>
<td>29,963.19</td>
</tr>
<tr>
<td>energy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>238,611.23</td>
<td>218,936.86</td>
<td>149,542.60</td>
</tr>
</tbody>
</table>

Emission factor source: MITECO.
## Content GRI 401-1: New employee hires and employee turnover

### Additions
According to age and sex 2019 (parent company)

<table>
<thead>
<tr>
<th>Age Group</th>
<th>&lt;25</th>
<th>25-45</th>
<th>&gt;45</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men</td>
<td>0</td>
<td>242</td>
<td>77</td>
<td>319</td>
</tr>
<tr>
<td>Women</td>
<td>2</td>
<td>189</td>
<td>76</td>
<td>267</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2</strong></td>
<td><strong>431</strong></td>
<td><strong>153</strong></td>
<td><strong>586</strong></td>
</tr>
</tbody>
</table>

### Disposals
According to age and sex 2019 (parent company)

<table>
<thead>
<tr>
<th>Age Group</th>
<th>&lt;25</th>
<th>25-45</th>
<th>&gt;45</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men</td>
<td>0</td>
<td>127</td>
<td>113</td>
<td>240</td>
</tr>
<tr>
<td>Women</td>
<td>1</td>
<td>50</td>
<td>33</td>
<td>84</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1</strong></td>
<td><strong>177</strong></td>
<td><strong>146</strong></td>
<td><strong>324</strong></td>
</tr>
</tbody>
</table>

### Additions
According to autonomous community 2019

<table>
<thead>
<tr>
<th>Community</th>
<th>No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andalusia</td>
<td>49</td>
</tr>
<tr>
<td>Aragon</td>
<td>10</td>
</tr>
<tr>
<td>Asturias</td>
<td>2</td>
</tr>
<tr>
<td>Balearic Islands</td>
<td>53</td>
</tr>
<tr>
<td>Canary Islands</td>
<td>100</td>
</tr>
<tr>
<td>Cantabria</td>
<td>7</td>
</tr>
<tr>
<td>Castile-Leon</td>
<td>8</td>
</tr>
<tr>
<td>Catalonia</td>
<td>81</td>
</tr>
<tr>
<td>Ceuta</td>
<td>1</td>
</tr>
<tr>
<td>Galicia</td>
<td>26</td>
</tr>
<tr>
<td>Madrid</td>
<td>185</td>
</tr>
<tr>
<td>Melilla</td>
<td>3</td>
</tr>
<tr>
<td>Navarre</td>
<td>2</td>
</tr>
<tr>
<td>Basque Country</td>
<td>24</td>
</tr>
<tr>
<td>Valencia</td>
<td>35</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>586</strong></td>
</tr>
</tbody>
</table>

### Disposals
According to autonomous community 2019

<table>
<thead>
<tr>
<th>Community</th>
<th>No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andalusia</td>
<td>34</td>
</tr>
<tr>
<td>Aragon</td>
<td>4</td>
</tr>
<tr>
<td>Asturias</td>
<td>3</td>
</tr>
<tr>
<td>Balearic Islands</td>
<td>30</td>
</tr>
<tr>
<td>Canary Islands</td>
<td>43</td>
</tr>
<tr>
<td>Cantabria</td>
<td>3</td>
</tr>
<tr>
<td>Catalonia</td>
<td>31</td>
</tr>
<tr>
<td>Galicia</td>
<td>14</td>
</tr>
<tr>
<td>La Rioja</td>
<td>1</td>
</tr>
<tr>
<td>Madrid</td>
<td>43</td>
</tr>
<tr>
<td>Melilla</td>
<td>2</td>
</tr>
<tr>
<td>Murcia</td>
<td>77</td>
</tr>
<tr>
<td>Navarre</td>
<td>4</td>
</tr>
<tr>
<td>Basque Country</td>
<td>10</td>
</tr>
<tr>
<td>Valencia</td>
<td>25</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>324</strong></td>
</tr>
</tbody>
</table>

### Turnover rate
By autonomous community (parent company)

<table>
<thead>
<tr>
<th>Community</th>
<th>Rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andalusia</td>
<td>2.00%</td>
</tr>
<tr>
<td>Aragon</td>
<td>2.00%</td>
</tr>
<tr>
<td>Asturias</td>
<td>0.98%</td>
</tr>
<tr>
<td>Balearic Islands</td>
<td>1.64%</td>
</tr>
<tr>
<td>Canary Islands</td>
<td>1.16%</td>
</tr>
<tr>
<td>Catalonia</td>
<td>1.94%</td>
</tr>
<tr>
<td>Galicia</td>
<td>2.32%</td>
</tr>
<tr>
<td>La Rioja</td>
<td>7.69%</td>
</tr>
<tr>
<td>Madrid</td>
<td>1.08%</td>
</tr>
<tr>
<td>Melilla</td>
<td>6.90%</td>
</tr>
<tr>
<td>Murcia</td>
<td>1.22%</td>
</tr>
<tr>
<td>Navarre</td>
<td>3.85%</td>
</tr>
<tr>
<td>Basque Country</td>
<td>2.93%</td>
</tr>
<tr>
<td>Valencia</td>
<td>1.51%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1.56%</strong></td>
</tr>
</tbody>
</table>

---

Additions and disposals are calculated according to age and sex categories. The turnover rate is determined by the rate of employee turnouts in each autonomous community.
## Other indicators

### Breakdown of adjudicated proceedings from suppliers

Commercial lease agreements awarded centrally (€)

<table>
<thead>
<tr>
<th>Business lines</th>
<th>No. proceedings</th>
<th>Adjudication Amount</th>
<th>% s / Total Adjudication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel agencies</td>
<td>10</td>
<td>212,450.00</td>
<td>0.19%</td>
</tr>
<tr>
<td>Aircraft maintenance and housing</td>
<td>1</td>
<td>36,600.00</td>
<td>0.03%</td>
</tr>
<tr>
<td>Car rental</td>
<td>1</td>
<td>213,720.00</td>
<td>0.19%</td>
</tr>
<tr>
<td>Car rental with driver</td>
<td>2</td>
<td>635,755.00</td>
<td>0.57%</td>
</tr>
<tr>
<td>Car parking</td>
<td>4</td>
<td>96</td>
<td>0.00%</td>
</tr>
<tr>
<td>Lease of hangars</td>
<td>1</td>
<td>94,451.64</td>
<td>0.08%</td>
</tr>
<tr>
<td>Land leases</td>
<td>3</td>
<td>265,989.60</td>
<td>0.24%</td>
</tr>
<tr>
<td>Food and beverage</td>
<td>40</td>
<td>50,416,508.00</td>
<td>45.35%</td>
</tr>
<tr>
<td>Cargo</td>
<td>2</td>
<td>3,020,400.00</td>
<td>2.72%</td>
</tr>
<tr>
<td>Aviation fuel</td>
<td>5</td>
<td>99,579.00</td>
<td>0.09%</td>
</tr>
<tr>
<td>FBOS</td>
<td>2</td>
<td>1,190,848.00</td>
<td>1.07%</td>
</tr>
<tr>
<td>Machinery</td>
<td>8</td>
<td>279,473.00</td>
<td>0.25%</td>
</tr>
<tr>
<td>Other real estate operations</td>
<td>3</td>
<td>230,036.00</td>
<td>0.21%</td>
</tr>
<tr>
<td>Other passenger services</td>
<td>4</td>
<td>711,929.00</td>
<td>0.64%</td>
</tr>
<tr>
<td>Advertising</td>
<td>8</td>
<td>18,762,679.00</td>
<td>16.87%</td>
</tr>
<tr>
<td>VIP lounges</td>
<td>11</td>
<td>0</td>
<td>--</td>
</tr>
<tr>
<td>Regulated commercial services</td>
<td>3</td>
<td>154,424.00</td>
<td>0.14%</td>
</tr>
<tr>
<td>Financial services</td>
<td>28</td>
<td>20,586,779.00</td>
<td>18.52%</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>1</td>
<td>0</td>
<td>--</td>
</tr>
<tr>
<td>Shops under the normal tax regime</td>
<td>61</td>
<td>14,275,822.00</td>
<td>1.84%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>198</strong></td>
<td><strong>111,187,539.24</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>

### Commercial lease agreements awarded centrally (€)

#### Awards 2019 (€M)

<table>
<thead>
<tr>
<th></th>
<th>2019 Works</th>
<th>2019 Supplies</th>
<th>2019 Assistance, consultancy and services</th>
<th>2019 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centralised investment</td>
<td>323.69 M</td>
<td>261.27 M</td>
<td>75.78 M</td>
<td>660.74 M</td>
</tr>
<tr>
<td>Centralised expenses</td>
<td>0.07 M</td>
<td>88.25 M</td>
<td>301.26 M</td>
<td>389.58 M</td>
</tr>
<tr>
<td>Decentralised investment</td>
<td>68.17 M</td>
<td>20.02 M</td>
<td>1.17 M</td>
<td>89.36 M</td>
</tr>
<tr>
<td>Decentralised expenses</td>
<td>5.02 M</td>
<td>5.95 M</td>
<td>26.13 M</td>
<td>37.1 M</td>
</tr>
</tbody>
</table>

(*) For the first annuity of the contract
(**) Taxes excluded