



aena












Corporate Responsibility Report 2019





Contents

CORPORATE RESPONSIBILITY REPORT 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 safety
-  8. Innovation for fostering opportunities
-  9. Technical record
-  10. Appendix

-  **Chairman's letter**03
-  **1. Aena: business model**..... 06
 - General overview 07
 - Global leaders 19
 - Risk Management and its impacts..... 35
 - Reference framework and corporate policies..... 40
 - Objectives and strategies: Strategic Plan of Aena 44

-  **2. Environmental protection: environmental issues**..... 50
 - Environmental management framework..... 51
 - Noise..... 56
 - Light pollution 60
 - Air pollution 60
 - Energy efficiency 62
 - Aena and the climate emergency 66
 - Sustainable resource use 71
 - Protecting biodiversity 72
 - Waste management and Circular Economy in airport facilities 73

-  **3. Social and staff issues** 75
 - Employment 77
 - Working conditions..... 82
 - Occupational health and safety 87
 - Industrial relations 90
 - Training..... 91
 - Universal accessibility to employment for people with disabilities 94
 - Equality and diversity 95

-  **4. Human Rights** 100
 - Due diligence in the protection of Human Rights.....101
 - Incorporating the protection of Human Rights into the value chain103


-  **5. Fight against corruption and fraud**..... 106
 - Adopted prevention measures107
 - Measures to combat money laundering112

-  **6. Aena and its impact on the environment: social issues** 114
 - Commitments to sustainable development115
 - Airports: shared spaces 120
 - Impact of the activity on society and the environment..... 128
 - Relationship and dialogue with stakeholders132
 - Subcontracting and suppliers135

-  **7. Customer focus: quality and safety** 142
 - Quality of customer services143
 - Guarantee of Security in provision of services..... 150
 - Investments in quality and security155
 - Complaint mechanisms.....155











-  **8. Innovation for fostering opportunities** 158
 - Innovation management at Aena.....159
 - Developments in 2019 160
 - Perspectives and future outlook162

-  **9. Technical record**..... 163
 - About this report..... 164
 - Materiality analysis 2019 166

-  **10. Appendix** 171
 - GRI Table of Contents173



 **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

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.


 **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

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.

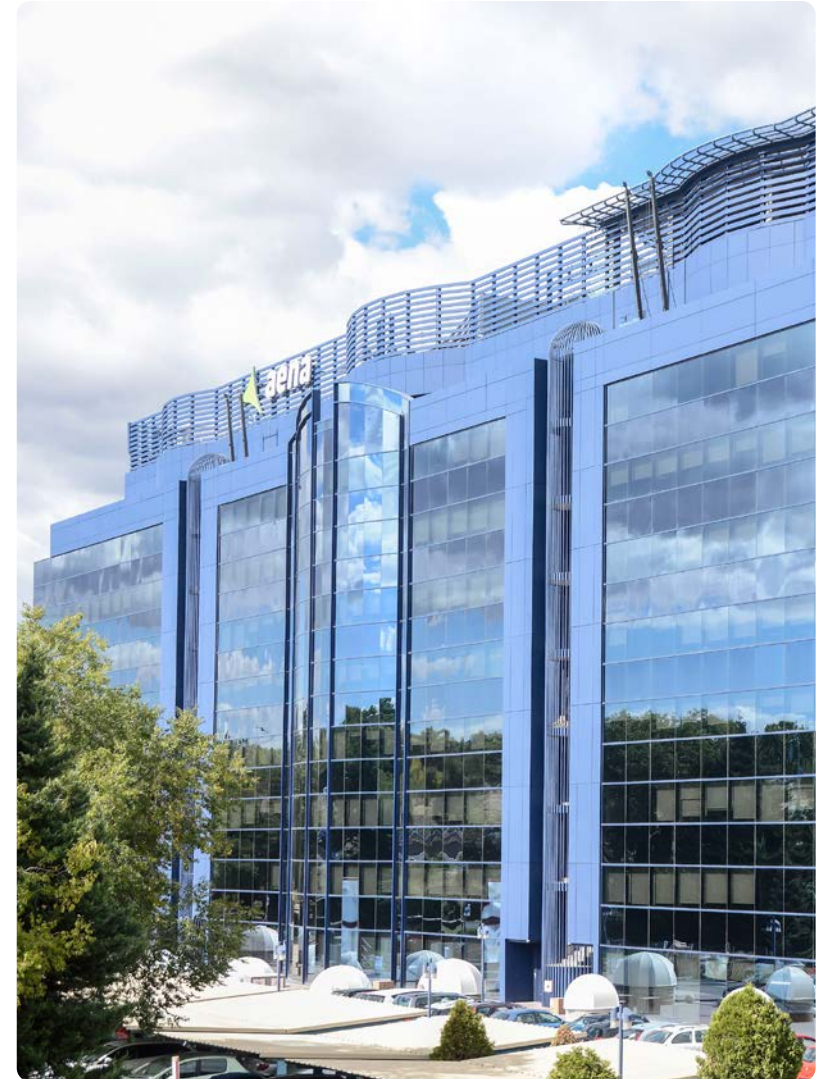
Aware of the demands involved, Aena makes sustainability and innovation the focus of its strategic model. An important manifestation of this is our Photovoltaic Plan and the progress in the field of digital transformation, which will allow us to provide more and better services without increasing our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



Aena Headquarters, Madrid (Spain).

Chairman's
letter

• 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

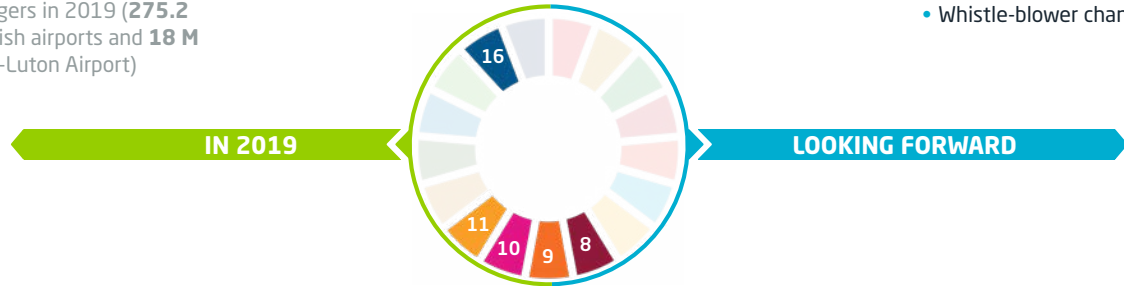
- Aena's activity hit new highs in Spain, driven by the strong performance of tourist and domestic traffic.
- Aena renews its inclusion on the FTSE4Good Index.
- Aena, among the 100 companies with the best reputation in Spain, according to MERCO.
- No personal data security breaches have been detected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

€4,503.3 M
turnover

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

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.

Progress with SDG

- 8** Decent work and economic growth
- 9** Industry, innovation and infrastructure
- 10** Reduced inequalities
- 11** Sustainable cities and communities
- 16** Peace, justice and strong institutions

Efficient and sustainable business model **€2,766.2 million of EBITDA** in 2019.

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)², coming into operation in January 2020³.

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.

(3) Operations began in January 2020 in Juazeiro do Norte and Campina Grande, in February 2020 in Maceió, Aracajú and João Pessoa airports, and in March 2020 operations began in Recife Airport.



Share Capital

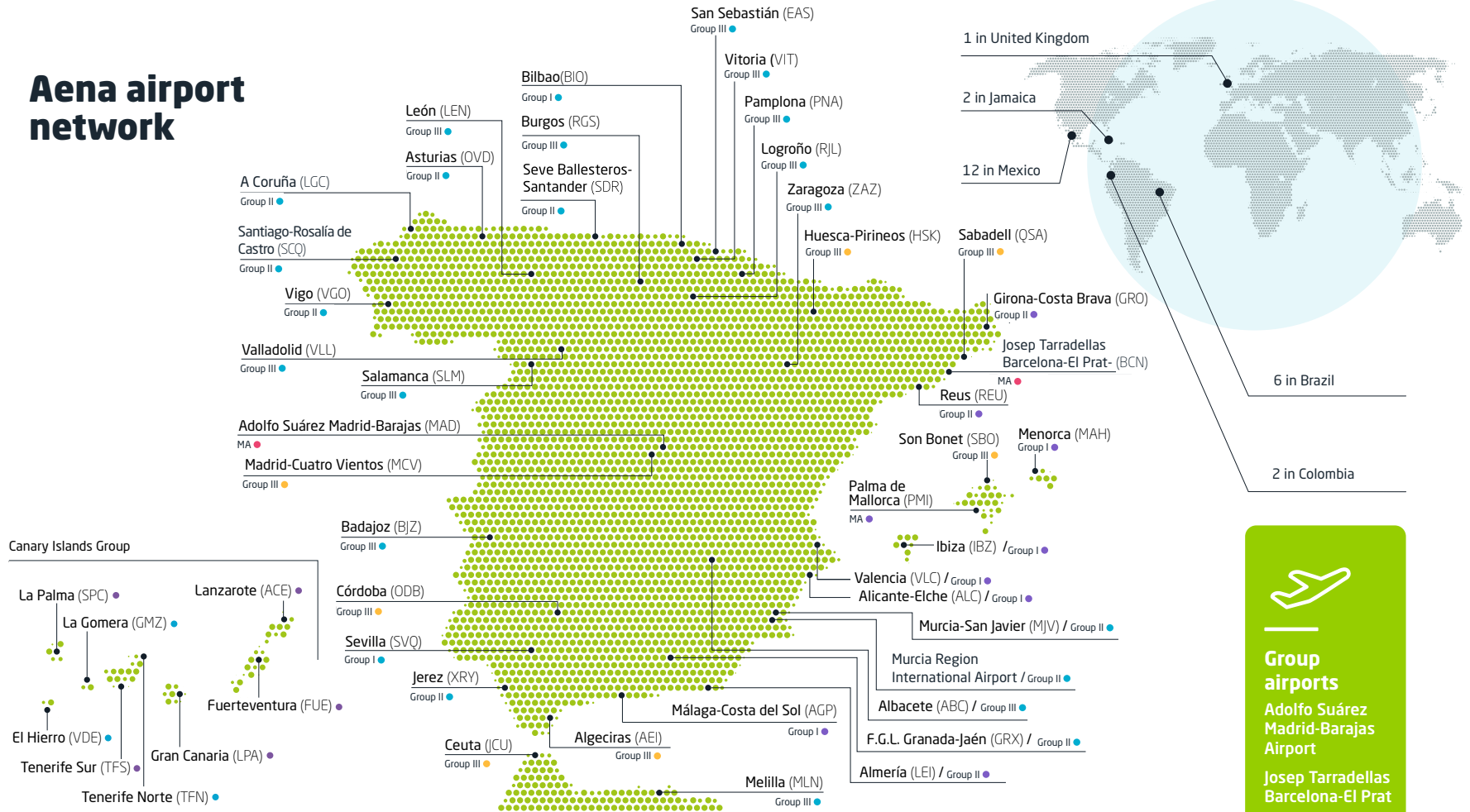
€1,500,000,000
150,000,000

Share capital
Shares



€10
Par value

Aena airport network



Airport typology

● Hub ● Tourism ● Regional ● Heliports and general aviation ● MA Main airports



6

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



1,068.4

thousands of tons of cargo handled



2,360,957

operations performed



189.3 M

passengers (International traffic)



293.2 M

of passengers in 2019 (275.2 million at Spanish airports and 18 million at London-Luton Airport)



Group airports

Adolfo Suárez Madrid-Barajas Airport

Josep Tarradellas Barcelona-El Prat

Palma de Mallorca

Group Canary Islands

Group I Airports with more than 2 million pax/year

Group II Airports with more than 500,000 pax/year

Group III Airports with less than 500,000 pax/year

1. Aena: modelo de negocio

2. Protección del entorno: cuestiones medioambientales

3. Cuestiones sociales y relativas al personal

4. Derechos Humanos

5. Lucha contra la corrupción y el fraude

6. Aena y su impacto en el entorno: cuestiones sociales

7. Orientación al cliente: calidad y seguridad

8. Innovación para potenciar las oportunidades

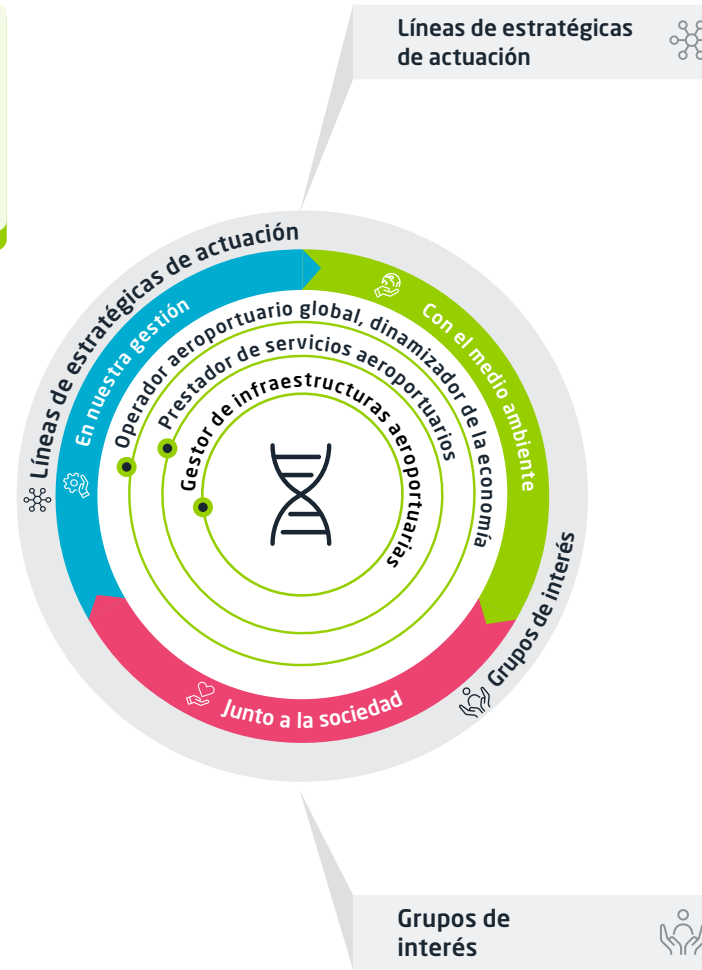
9. Ficha técnica

10. Anexo

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.



- Ampliación de la capacidad en los aeropuertos
- Calidad de servicio
- Tecnologías innovadoras
- Minimización huella ambiental
- Optimización de la oferta comercial
- Oferta inmobiliaria
- Impulso a la expansión internacional
- Asignación de recursos de capital
- Personas y talento
- Estrategia de RC

- 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 its 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

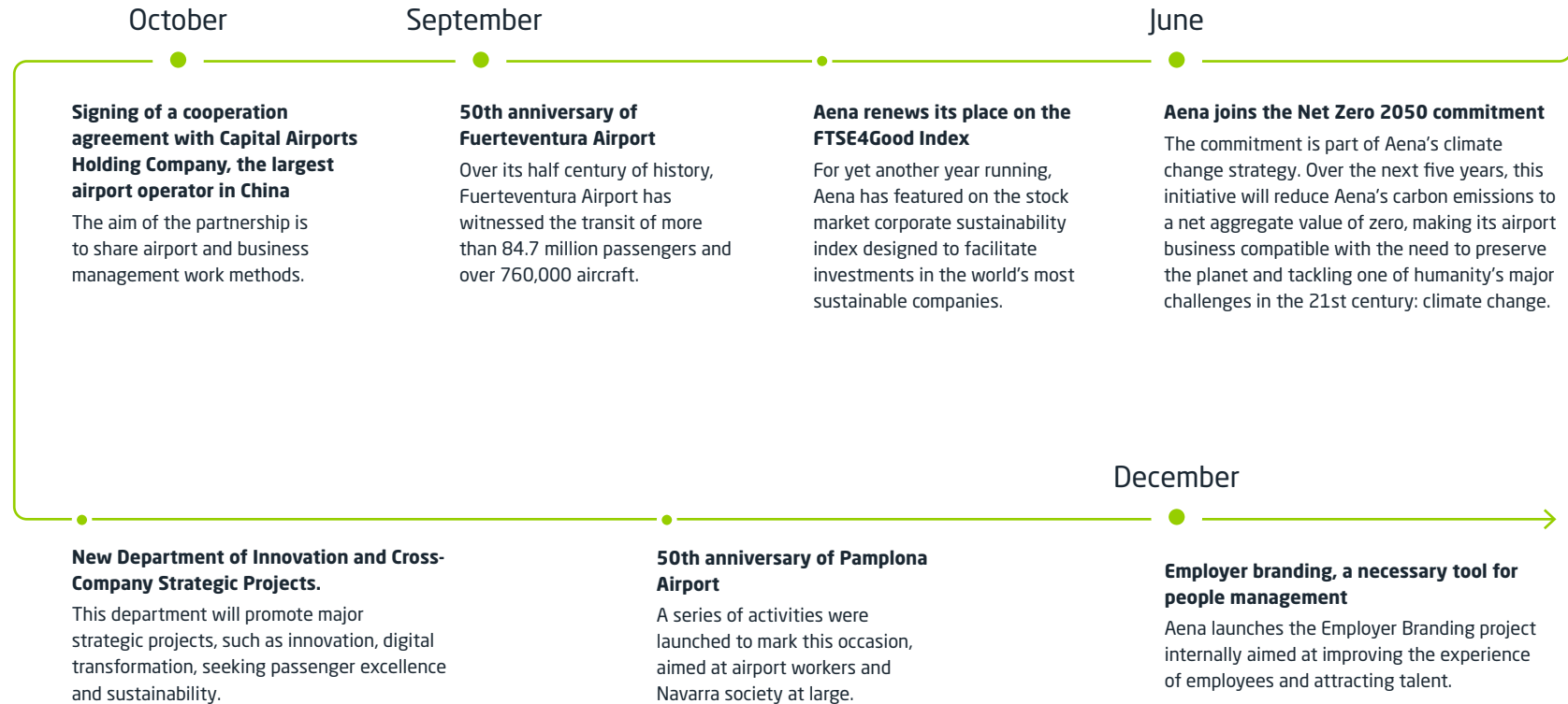
Aena rewards innovation

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.

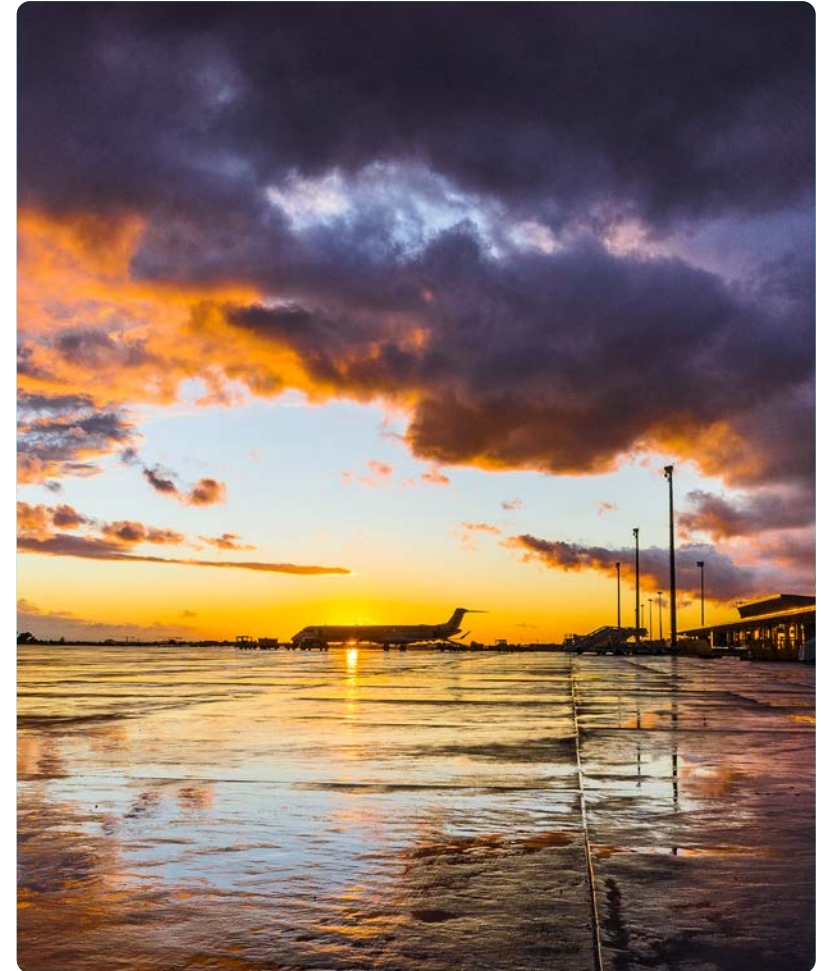


Business environment and trends

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 of 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).



Sunrise at Almería Airport.

Main short, medium and long-term trends and risks that could result from the context in which Aena operated in 2019

Trends and risks	Scenarios	Aena's actions
<p>Political situation</p>	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Aena 2018-2021 Strategic Plan. Continuous promotions in the commercial area of the Spanish airports network. Contact with airlines affected by Brexit.
<p>Economic situation and development of the tourism sector</p>	<ul style="list-style-type: none"> Slower but stable growth in the Spanish economy. Boost from domestic traffic. Modest recovery in alternative destinations to Spain. 	<ul style="list-style-type: none"> 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.
<p>Evolution of the profile of airlines</p>	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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.
<p>Operational and physical security, including terrorist acts</p>	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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.
<p>Information technology and cybersecurity</p>	<ul style="list-style-type: none"> Greater exposure and increased threats and vulnerabilities in the face of cyberattacks. 	<ul style="list-style-type: none"> Implementation of a cybersecurity plan to enhance information security in the Company, reinforcing existing controls and improving the capacity to respond to threats.

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

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8. Innovation for fostering opportunities

9. Technical record

10. Appendix

Trends and risks

Scenarios

Aena's actions



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 Agenda⁴) 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 2015⁵.

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 committee⁶.

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.

(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 web page you can also consult the composition, responsibilities and operating regulations of these bodies.

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4. Human Rights

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7. Customer focus: quality and security

8. Innovation for fostering opportunities

9. Technical record

10. Appendix

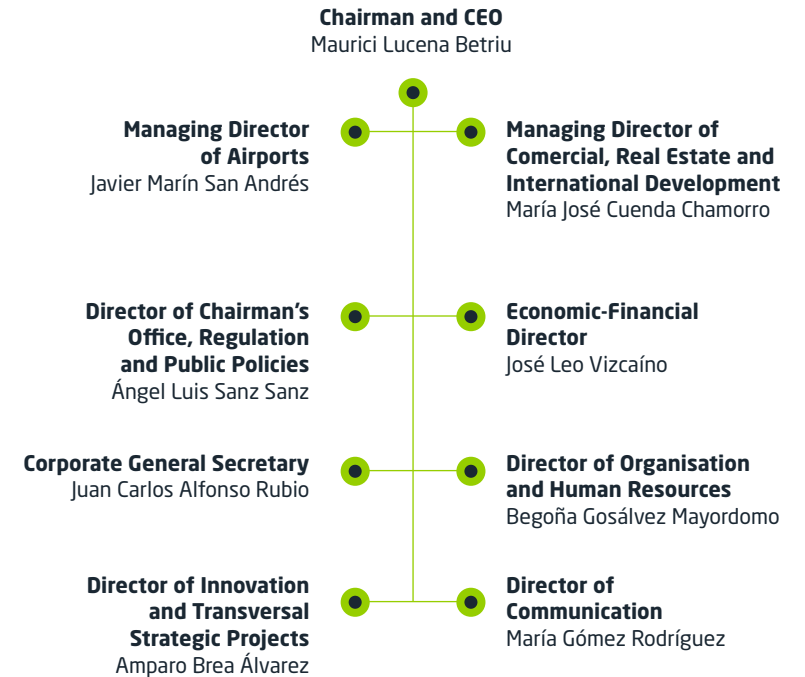
In accordance with the regulations of the board of directors, the ordinary management of the Company's business is entrusted to the management team and the corresponding executive bodies. Aena's organisational structure is designed to ensure compliance with the commitments in its regulatory framework (DORA, Airport Regulation Document, 2017-2021)⁷ 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.



Aircraft parked at Alicante-Elche Airport.

(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.

Brazil Airport.



(8) The auction and provisional award took place in March, and the concession period started in October 2019.

Services rendered by Aena



Airports

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

6
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 ACI⁹ 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)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 employees¹



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 tCO₂
avoided

2.5%
reduction in energy
consumption/ATU¹²

+ 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.

Meeting expectations

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.

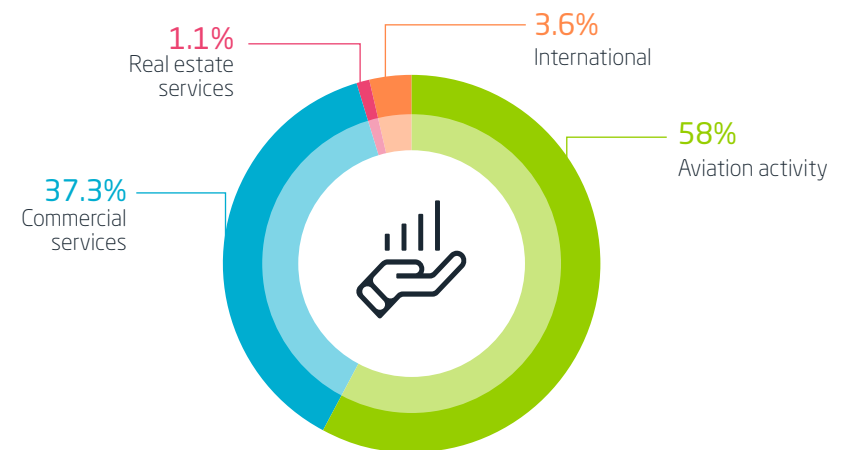


Aena's activity hit new highs in Spain in 2019, driven by the strong performance of tourist and domestic traffic.

EBITDA by business lines

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

Distribution of EBITDA by business lines

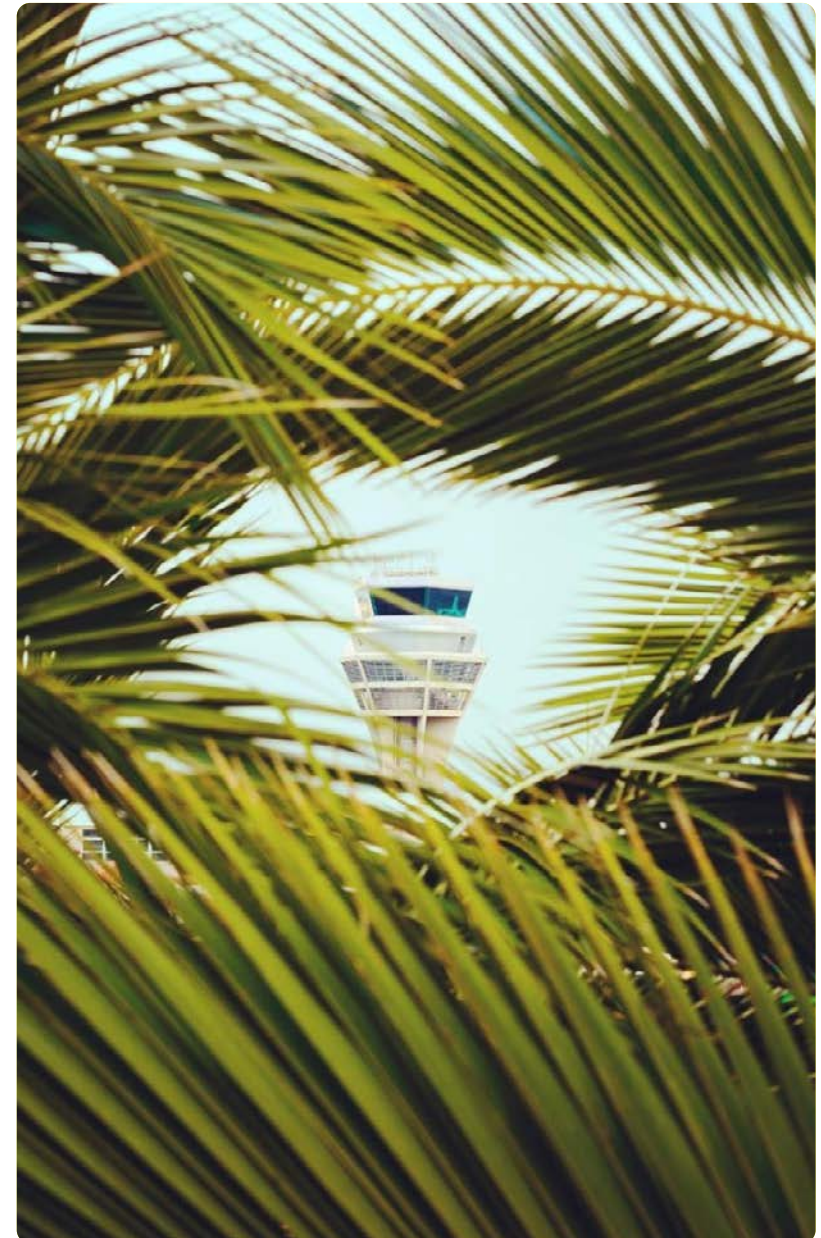
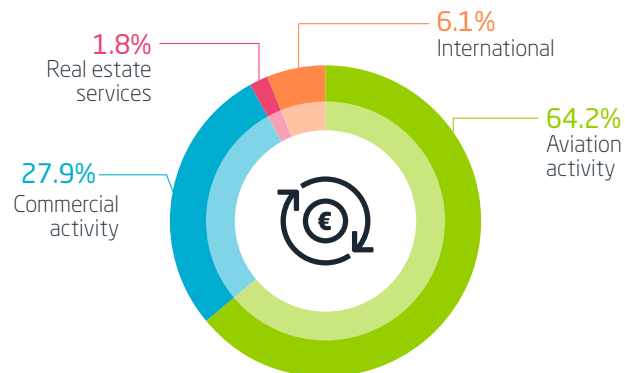


2019 ordinary revenue per business line (€M)

	Revenue	% of the total	18/19 Variation
Commercial total	1,241.1	27.9%	+8.5%
Duty free shops	344.8	7.8%	+8.4%
VIP services	78.8	1.8%	+22.7%
Food and beverage	224.9	5.1%	+12.1%
Shops	115.1	2.6%	+8.1%
Parking facilities	158.9	3.6%	+10.5%
Car rental	155.9	3.5%	+2.1%
Advertising	26.1	0.6%	-21.4%
Leases	34.6	0.8%	+3.0%
Other commercial services	102.0	2.3%	+11.5%
Total aeronautical activity	2,851.8	64.2%	+3.5%
Total real estate services	78.7	1.8%	+17.1%
Total international	270.2	6.1%	+13.6%
London-Luton Airport	258.5	5.8%	+13.6%
Total	4,443.6*		+5.8%

(*Total amount includes consolidation adjustments.)

Total distribution of ordinary revenue in 2019 by segments



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.



Interior of Ibiza Airport.



Traffic analysis

Airports and airport groups	Passengers		Aircraft		Cargo	
	Millions	Change 19/18*	Thousands	Change 19/18*	Metric tons	Change 19/18*
Adolfo Suárez Madrid-Barajas	61.7	6.6%	426.4	4.0%	558,567	7.4%
Josep Tarradellas Barcelona-El Prat	52.7	5.0%	344.6	2.7%	177,271	2.5%
Palma de Mallorca	29.7	2.2%	217.2	-1.4%	9,022	-9.9%
Canary Islands Group	45.0	-0.6%	410.7	-1.4%	37,030	-1.2%
Group I	70.5	6.5%	565.0	3.1%	35,251	-7.2%
Group II**	13.8	1.5%	191.2	2.0%	186,583	9.0%
Group III	1.8	17.0%	205.9	12.8%	64,671	3.5%
Subtotal Spanish airport network	275.2	4.4%	2,361.0	2.6%	1,068,395	5.6%
London-Luton Airport	18.0	8.6%	141.5	+3.8%	36,906	36.2%
Total	293.2	4.6%				

(*) 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 (% of total passengers of the Spanish airport network)



Ranking*

- 01. Europe** 60%
- 02. Spain 31.2%
- 03. Latin America 3%
- 04. North America*** 2.5%
- 05. Africa 1.4%
- 06. Middle East 1.3%
- 07. Asia Pacific and others 0.5%

(*) Ranking by accumulated passengers up to the month of December 2019.

(**) Excluding Spain.

(***) North America refers to the United States, Canada and Mexico.



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

+2,360,957
performed operations
in Spanish airports
(aircraft movements)

1,068.4
thousand tons
of goods handled
(Spanish airports)

330 new routes from Aena network airports opened in 2019: 69 with domestic destinations, 242 medium-haul and 19 long-haul routes.

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

Traffic by airline (Top 15, Spanish airports network)

Carrier	Passengers (millions)		Variation		Share (%)	
	2019	2018	%	Passengers (millions)	2019	2018
Ryanair*	50.0	46.8	6.8%	3.2	18.2	17.8
Vueling	42.7	39.4	8.5%	3.4	15.5	14.9
Iberia	20.7	19.3	7.1%	1.4	7.5	7.3
Air Europa	19.0	17.4	9.7%	1.7	6.9	6.6
Easyjet**	17.9	16.8	6.7%	1.1	6.5	6.4
Iberia Express	10.3	9.5	8.1%	0.8	3.7	3.6
Air Nostrum	8.9	8.4	6.2%	0.5	3.2	3.2
Norwegian Air***	8.9	10.0	-10.7%	-1.1	3.2	3.8
Jet2.Com	8.0	7.2	11.0%	0.8	2.9	2.7
Binter Group****	7.7	7.1	9.2%	0.6	2.8	2.7
Eurowings	5.6	5.6	0.2%	0.0	2.0	2.1
Thomson Airways	4.6	4.8	-4.3%	-0.2	1.7	1.8
Lufthansa	4.5	4.2	5.7%	0.2	1.6	1.6
Transavia	3.8	3.7	3.0%	0.1	1.4	1.4
Condor	3.4	3.4	0.3%	0.0	1.2	1.3
Total Top 15 passengers	216.2	203.6	6.2%	12.6	78.5%	77.2%
Other carriers	59.1	60.1	-1.8%	-1.1	21.5%	22.8%
Total Passengers	275.2	263.8	4.4%	11.5	100%	100%
Total low-cost passengers*****	158.4	148.7	6.5%	9.7	57.6%	56.4%

(*) 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.

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.

Passenger traffic at investee airports (Millions of passengers)

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

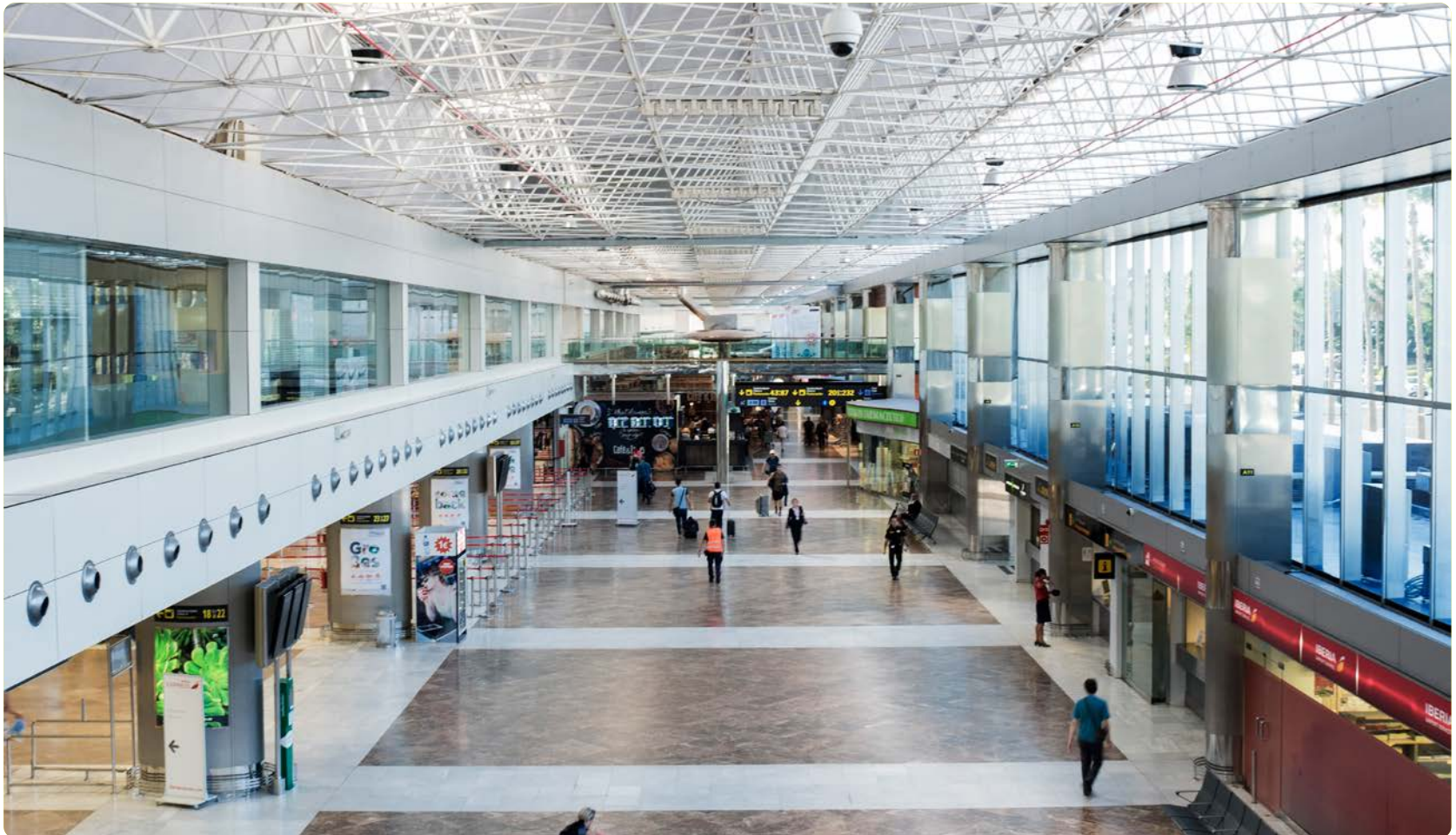
(*) Percentage changes calculated in passengers.

(*) 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.



Tenerife Sur airport terminal.

Boost to commercial activity in 2019

Tax and Duty Free Shops



- Actions carried out within the framework of the project launched by Dufry, in collaboration with Aena, initiated in June 2018, in 5 airports:
- 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.
 - Actions with the sales force, such as performance related incentives and competitions.

Shops



- Renovation of commercial premises at different airports in the network.
- Personal Shopper service at 4 of the main airports.
- New profiles on Instagram and Facebook.
- Actions to cover the specific needs of Asian passengers.

Food and beverage



- 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



- 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



- Unification of operators at the Málaga-Costa del Sol Airport.
- Four operators at the Murcia Region International Airport.

VIP services



- Refurbishment work.
- New lounges.
- Redesign of spaces.
- Fast Lane service (A Coruña Aripport).
- Meet & Assist Service (Palma de Mallorca, Málaga and Alicante airports).
- Updating the rates, price incentive plan, new pricing strategy.

Leases



Advertising



- Start of activity of the new contractor companies.

Other commercial revenue



- 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 17.1% 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.



Albacete Airport Terminal.

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.



Interior of Recife/Guararapes-Gilberto Freyre 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

- Operations began in Juazeiro do Norte and Campina Grande, in February 2020 in Maceió, Aracajú and João Pessoa airports, and in March 2020 operations began in Recife Airport.
- 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.

Cali 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.

Aggregate growth of traffic at facilities outside Spain during 2019, vs. 2018.



The General Commercial, Real Estate and International Department was restructured in 2019

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

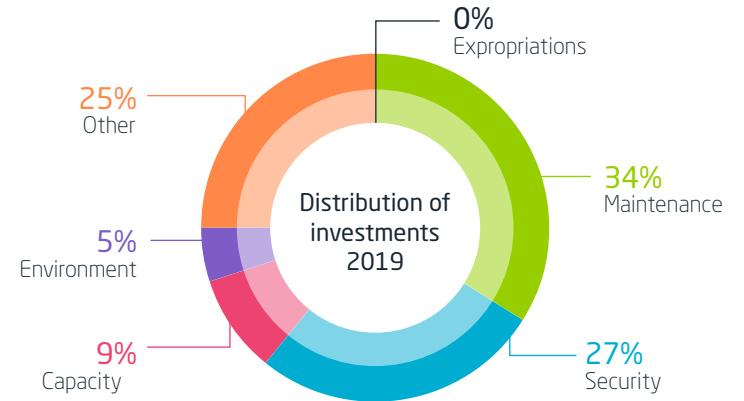
Investment activity

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.

2019 Investment volume

	Investment €M	% of the total
Maintenance	166.9	34%
Security	132.6	27%
Capacity	44.3	9%
Environment	26.3	5%
Other	119.7	25%
Expropriations	0.53	0%
Total	490.4	100.0%



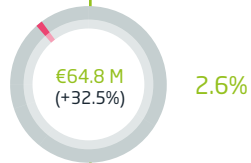
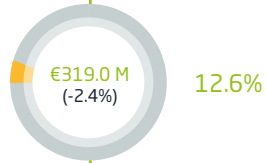
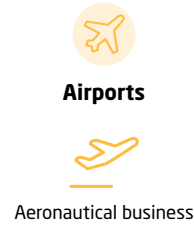
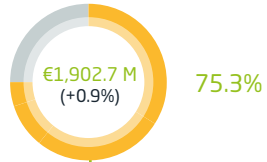
€521.6 M
of investment
(Spanish network
and London-Luton
Airport)

€490.4 M
(+ 4.3%) of
investment in the
Spanish network
compared to
2018*

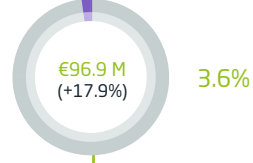
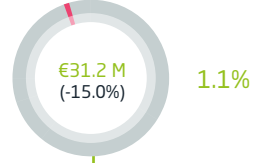
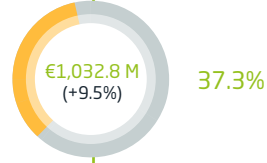
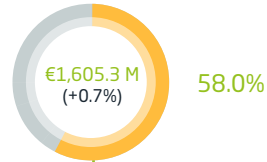
(* According to payment criteria)

Operating costs

Total expenditure



EBITDA



€2,766.2 M
EBITDA
(+4.1% vs. 2018)



€2,526.0 M
Total expenditure
(+2.3% vs. 2018)

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.



View of the apron from the terminal.



Financial debt to EBITDA ratio of 2.4x compared to 2.5x in 2018

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 the share price in 2019

€178.05

Maximum value

€137.00

Minimum value



25.6%

Price increase

Evolution of Aena's share price (02.01.2019 - 31.12.2019)



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

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



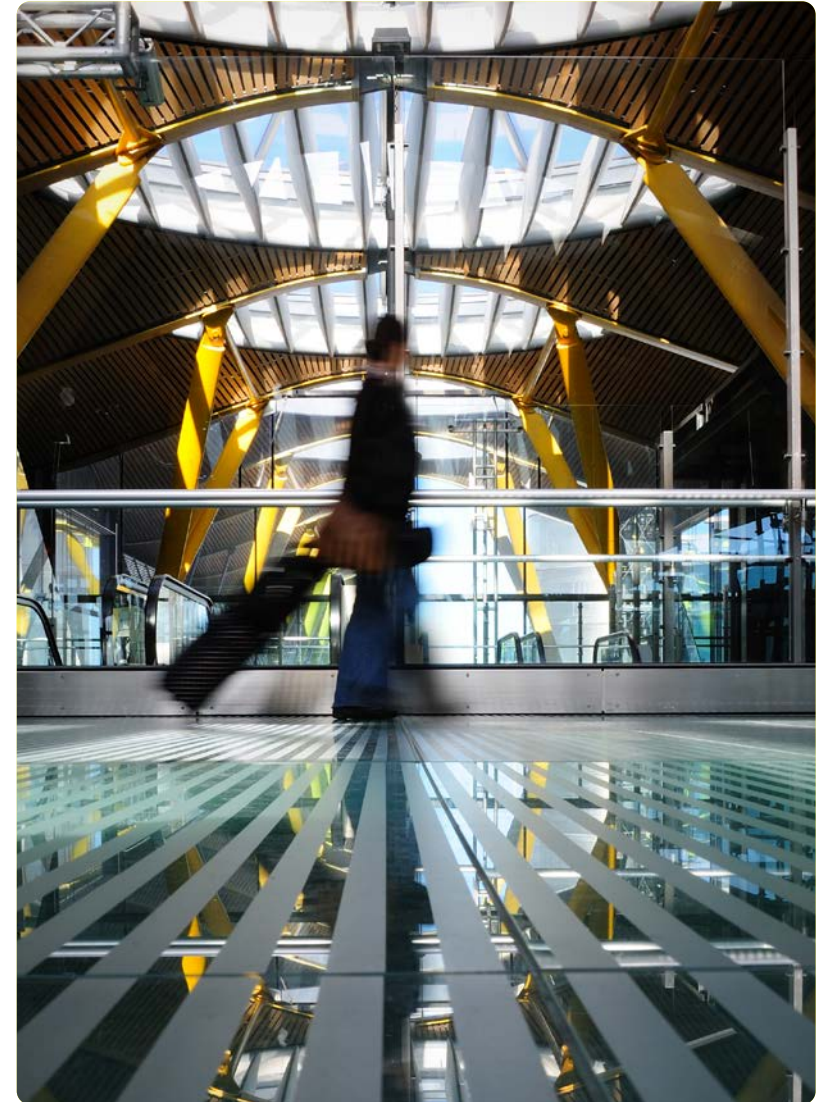
Shareholders and investors' portal



Call center
(+34) 91 321 14 49



Email
ir@aena.es

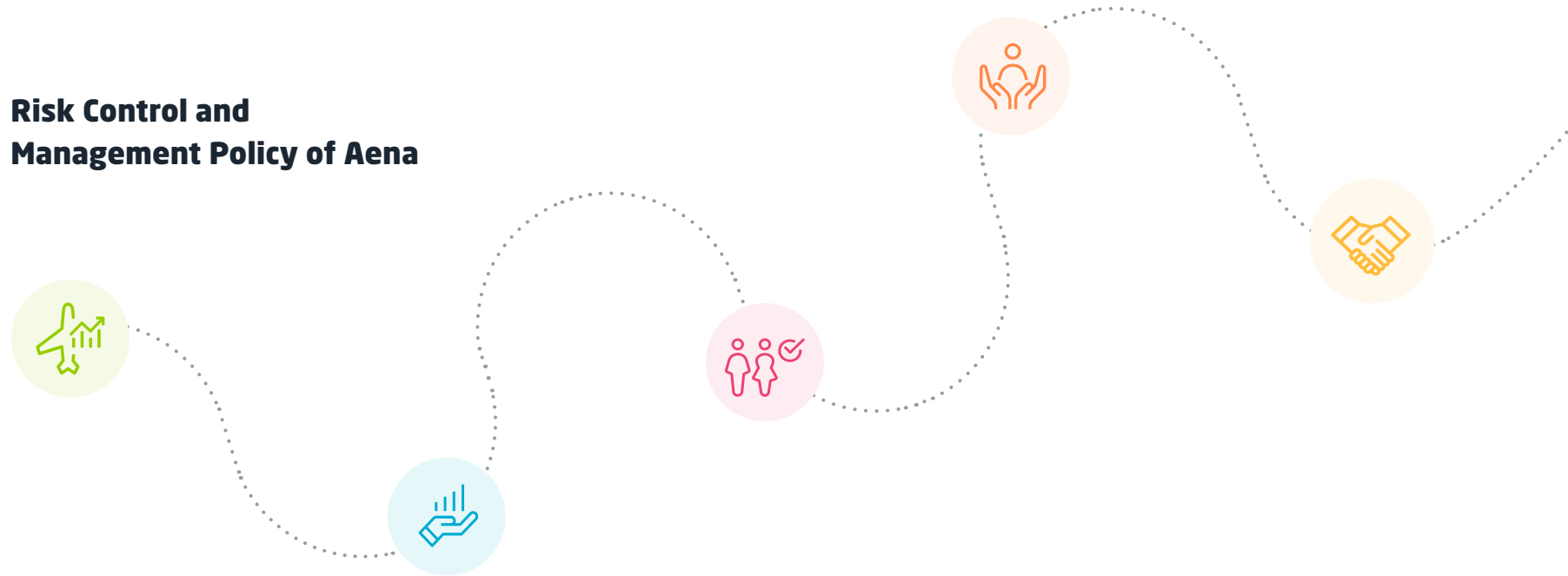


Passenger entering the Adolfo Suárez Madrid-Barajas Airport.

Risk Management and its impacts

The Risk Control and Management Policy¹³ of Aena enables it to confidently face any threats or uncertainties of any kind that might threaten the Company. The objectives of this are:

Risk Control and Management Policy of Aena



Strategic objectives

Achieving the Group's strategic objectives.

Financial robustness

Protecting Aena's financial robustness and sustainability.

Stakeholders

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

Security and quality

Performance of operations with the security and quality required.

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.

Risk type	Content	Control mechanisms
<p>Strategic</p>	<p>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.</p>	<ul style="list-style-type: none"> • Monitoring of the 2018-2021 Strategic Plan. • Master Plans. • Policy on Integrated Management of Quality, Environment and Energy Efficiency. • 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.
<p>Operational</p>	<p>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.</p>	<ul style="list-style-type: none"> • 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.

Risk type	Content	Control mechanisms
Financial	Events that may have negative impacts and significantly affect the results of financial operations, usually due to market, credit and liquidity risks.	<ul style="list-style-type: none"> • Guarantees, bonds and prepayments required from customers. • Interest rate hedging instruments. • Internal Control over Financial Reporting System (ICFR).
Compliance	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.	<ul style="list-style-type: none"> • Code of Conduct. • Regulatory Compliance Policy. • Regulatory Compliance System. • Corporate Fiscal Policy. • Anti-Corruption and Fraud Policy.
Information	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.	<ul style="list-style-type: none"> • Internal Control over Financial Reporting System (ICFR). • Oversight of financial and non-financial information by governing bodies.



External view of Valencia Airport.

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 plants 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.



23
risks identified on the corporate risk map



Interior of Alicante-Elche Airport.

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 Man-

agement 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.

Aena's Corporate Policies



(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.

Aena's Whistle-blower channel

A total of

127

complaints in 2019, of which:



74

related to the provision of airport services and were redirected to the responsible management area.

53

were classified as complaints. Of which:



14

were received through the internal channel.

39

were received through the external channel.



The complaints received and the procedures applied to ensure they were treated correctly are set out in the corresponding sections of this report for their nature.

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.

Objectives

Consolidating Aena's strong growth

Promoting new lines of business that generate value

Allocation of capital resources

People and talent

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

New Business Lines

Capacity

Quality

Technology

Environment

Redesign and optimisation

New real estate developments

Boost for international expansion

Regulated Business

Unregulated Business

New projects that generate capacity and value

Maintaining leadership in efficiency and competitiveness

Integrated sustainable growth mode



Aena Image at Fitur.

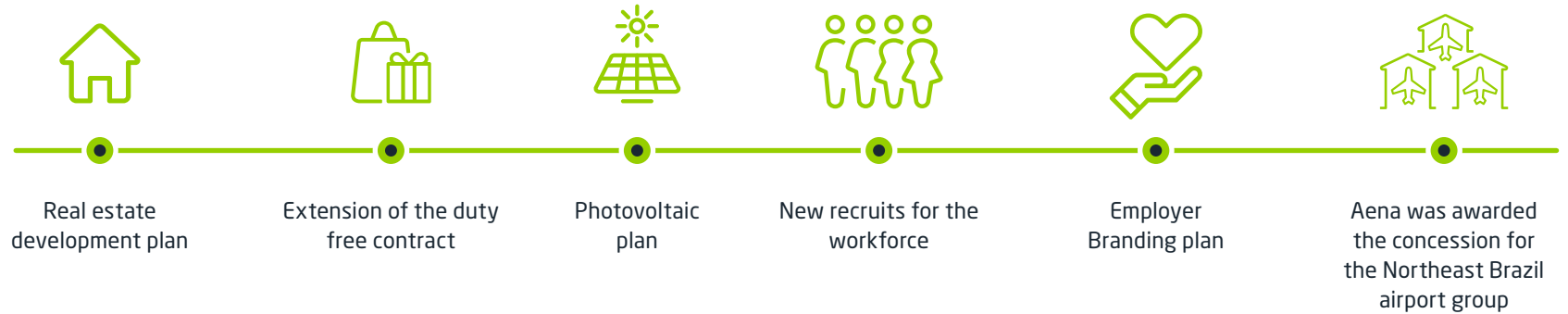
Aena is immersed in constant development, which is essential to adapt to the demands of its environment and ensure ongoing value creation for all of its stakeholders. This transformation process is adapted to the main trends that reaffirm the Company's strategic vision: to continue being the world leader 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.



Heading for Sustainable Development



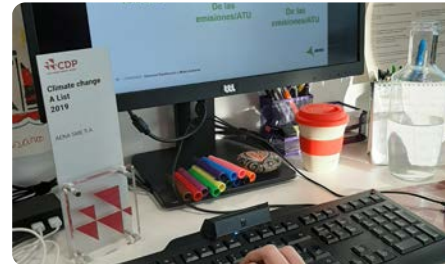
Company committed to the United Nations Sustainable Development Goals (SDGs).

2015 — 2030

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



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 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.

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

• 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



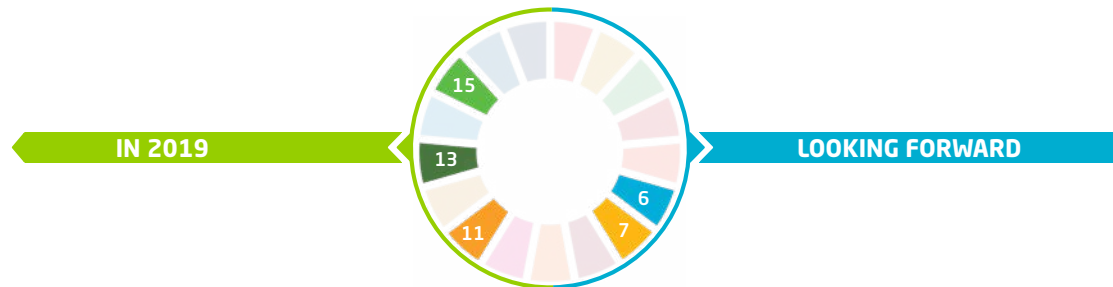
Environmental protection: environmental issues

Results

- **€330.6 million** allocated for sound insulation actions in the 2000-2019 period in the Spanish airport network (**€317,917** at London-Luton Airport on 31.12.2019)
- **24,395** soundproofed buildings in the 2000-2019 period in the Spanish airport network (**118** at London-Luton Airport on 31.12.2019).
- 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

- Policy on Integrated Management of Quality, Environment and Energy Efficiency.
- 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.
- "Management A" rating in the Carbon Disclosure Project (CDP) Climate Change Report.

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.

Progress in SDG

- 6** Clean water and sanitation
- 7** Affordable and non-polluting energy
- 11** Sustainable cities and communities
- 13** Climate action
- 15** Life on land

19 current Acoustic Insulation Plans.

€+330 million invested in residential sound insulation.

Improvements in energy consumption and greenhouse gas emissions.

Purchase of electricity with guarantee of origin.

Initiatives to mitigate scope 3 GHG emissions.

Aena moves on with Airport Carbon Accreditation certificates.

Aena achieves the "Management A" rating of the Carbon Disclosure Project.

Launch of the **Photovoltaic Plan**.

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.



Minimisation and control of water consumption.



Waste reduction and recovery.



Biodiversity management Plan.

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:

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

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

●	●	●
2025	2030	2050
40% reduction in CO ₂ /ATU emissions.	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).	Net zero emissions in all Aena airports. Net Zero Carbon.

Environmental risks, provisions and guarantees

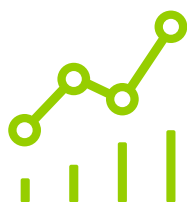
2019 revealed the scale of global concern about climate change and its consequences. These include severe climate events that can affect the operating capacity, security and efficiency of airports. The air transport sector is estimated to contribute 2.5% of global CO₂ emissions. It has been working for 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 tran-

sition 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.



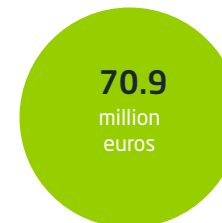
Main figures 2019



Main resources dedicated to prevention of environmental risk.



Provisions and guarantees for environmental risks



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.



 [Aena's Integrated management of quality, the environment and energy efficiency policy](#)

 [Aena's Integrated quality and environment system certified under the ISO 14001 standard](#)

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 Accreditation 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.



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.

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.



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 network¹⁵

MER FASE I

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

MER FASE II

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

(*) 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.

MER FASE III

Noise levels	Gran Canaria	Lanzarote-Arrecife	Tenerife Sur	Tenerife Norte	Alicante-Elche	Bilbao*	Barcelona	Ibiza	Madrid	Málaga	Palma de Mallorca	Valencia	Sevilla*
Lday 65 dB(A)	282	304	20	252	86	-	13	14	1,751	319	177	1	-
Levening 65 dB(A)	0	294	0	13	62	-	14	14	1,497	255	187	1	-
Lnight 55 dB(A)	308	0	90	0	201	-	13	591	1,754**	1,520	515	91	-

(15) MER not prepared as the threshold of 50,000 annual operations had not been reached at the time.

(*) The preparation and management of MERs is regulated both by Directive 2002/49/EC and its transposition into national law.

(**) The increase in night-time values at the Adolfo Suárez Madrid-Barajas Airport is due to maintenance actions on runway 32R-14L. These actions have forced the use of the non-preferred runway (32L-14R) during 2016. The daytime, evening and night levels correspond at all times to the applicable regulations.

People exposed to noise at London-Luton Airport

Noise levels	MER FASE I	MER FASE II	MER FASE III
Lday 66 Db(A)	<100	<100	<100
Levening Db(A)	<100	0	<100
Lnight 57 Db(A)	2,300	900	600

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.

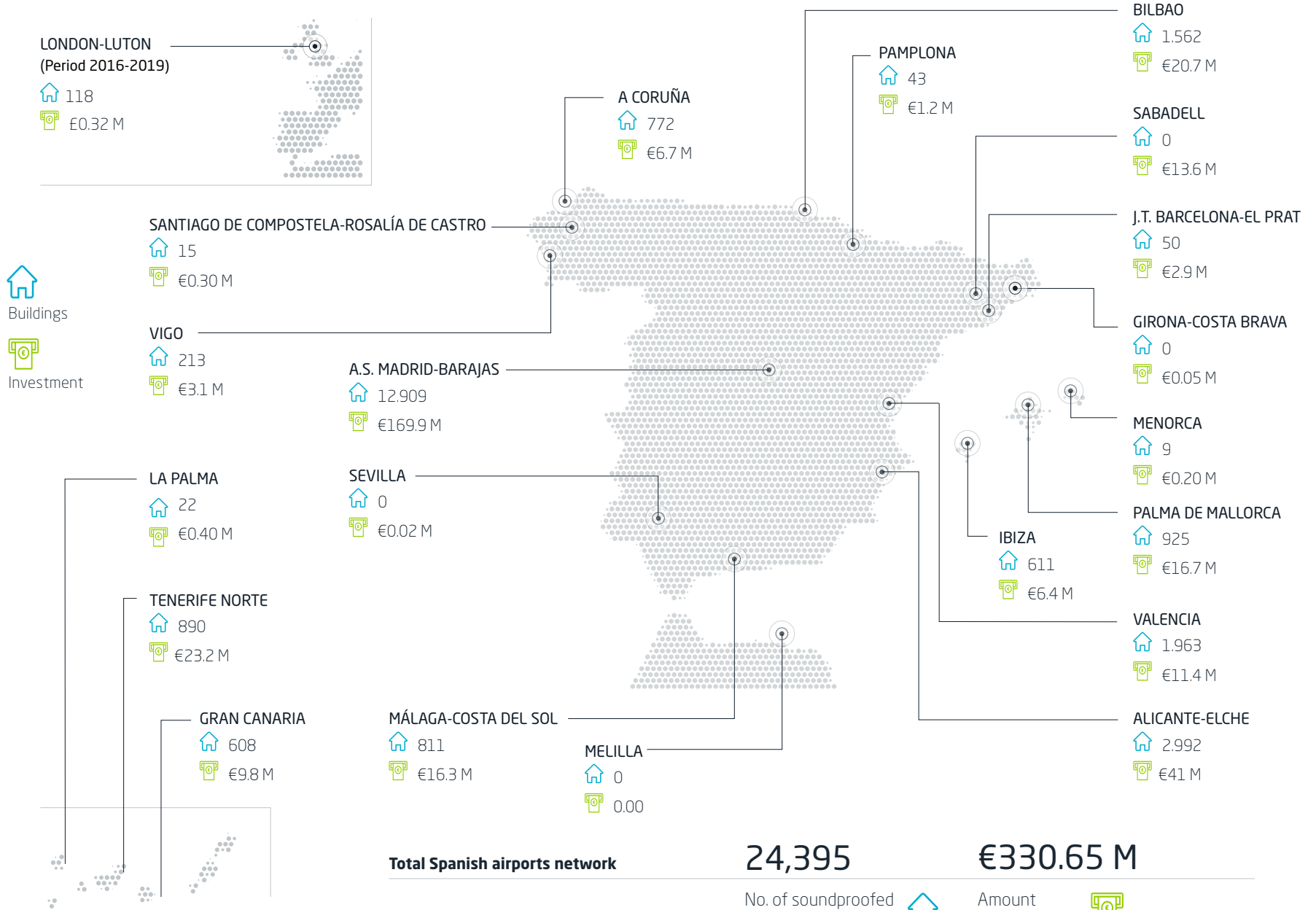
In 2019, 578 soundproofing actions were carried out in homes and buildings for sensitive uses, with investment of 7.4 million euros. A total of €317,907 was invested at London-Luton Airport in the period between 2016 and 2019, benefiting 118 homes.

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.



Takeoff at El Hierro Airport.

Acoustic insulation plans 2000-2019



Buildings



Investment

24,395

No. of soundproofed buildings



€330.65 M

Amount invested



Light pollution

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



Night view of the Málaga-Costa del Sol airport platform.

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:

[Reports from the surveillance network at Adolfo Suárez Madrid-Barajas Airport](#)

[Data from the stations around Josep Tarradellas Barcelona-El Prat Airport that are attached to the Generalitat de Catalunya network](#)

(16) You can consult the reports from the surveillance network of the Adolfo Suarez Madrid-Barajas Airport, as well as the data from the stations around the 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

2017

	NOx(t)	SOx(t)	CO(t)	NMVOC(t)	PM10(t)	PM2,5(t)
Diesel	63.0204	5.3548	19.9423	4.7504	4.0223	3.7533
Petrol	0.6625	0.0005	5.0497	0.5813	0.0015	0.0015
Natural gas	11.2889	0.1022	4.4240	3.5087	0.1190	0.1190
Propane	0.0804	0.0007	0.0505	0.0425	0.0697	0.0697
Kerosene	0.2316	0.0469	30.9330	0.9307	6.9904	6.9904
Total	75.2838	5.5051	60.3995	9.8137	11.2029	10.9339

2018

	NOx(t)	SOx(t)	CO(t)	NMVOC(t)	PM10(t)	PM2,5(t)
Diesel	82.5771	7.3978	26.1659	6.4272	5.3223	4.9631
Petrol	0.7611	0.0005	5.4090	0.6609	0.0017	0.0017
Natural gas	11.3465	0.1027	4.4466	3.5266	0.1196	0.1196
Propane	0.0680	0.0006	0.0495	0.0423	0.0836	0.0836
Kerosene	0.2423	0.0490	32.3618	0.9737	7.3133	7.3133
Total	94.9950	7.5507	68.4328	11.6306	12.8406	12.4813

2019*

	NOx(t)	SOx(t)	CO(t)	NMVOC(t)	PM10(t)	PM2,5(t)
Diesel	69.8521	6.3966	22.0214	5.2116	4.4929	4.1580
Petrol	0.7281	0.0005	5.8629	0.6444	0.0018	0.0018
Natural gas	11.4724	0.1039	4.4960	3.5658	0.1209	0.1209
Propane	0.0630	0.0005	0.0522	0.0450	0.1003	0.1003
Kerosene	0.2968	0.0601	39.6411	1.1927	8.9583	8.9583
Total	82.4125	6.5616	72.0736	10.6595	13.6743	13.3394

(*) 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.

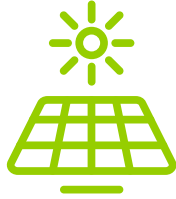
Likewise, and with the primary objective of attending to the increase in passengers at the Canary Islands airports while minimising the environmental impacts of airport activity, La Palma Airport has a power plant that draws mainly on wind energy to supply the airport facilities, making it the first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

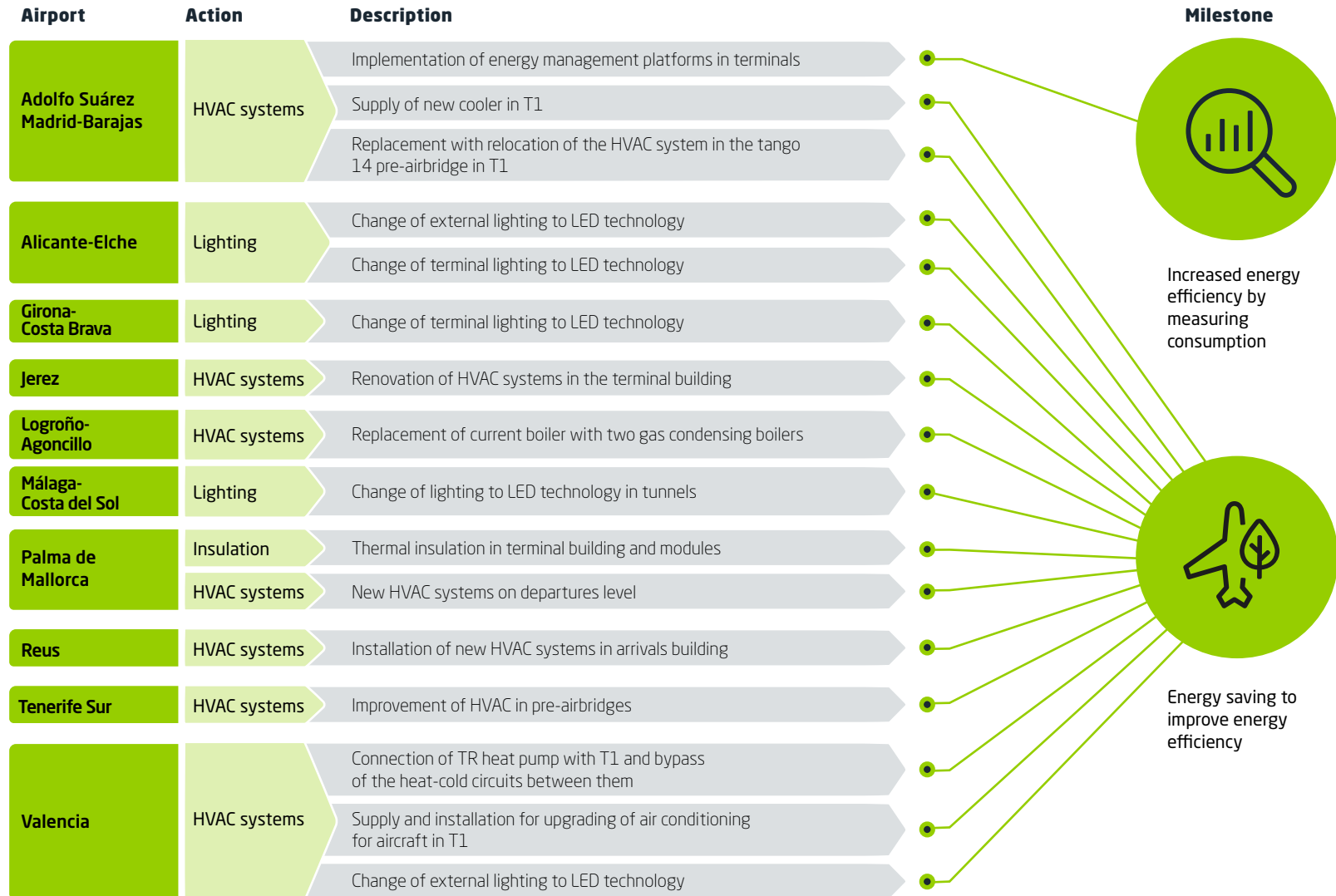


Wind turbines in La Palma Airport.



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:

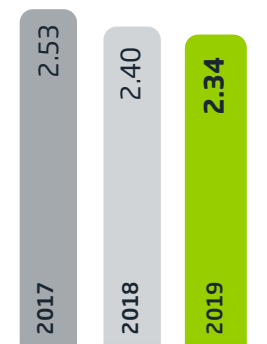


- Chairman's letter
- 1. Aena: business model
- 2. Environmental protection: environmental issues**
- 3. Social and staff issues
- 4. Human Rights
- 5. Fight against corruption and fraud
- 6. Aena and its impact on the environment: social issues
- 7. Customer focus: quality and safety
- 8. Innovation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

Main indicators

Energy consumption

kWh/ATU (energy intensity)



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

Total energy and total consumption, broken down (GJ)

Fuel consumption (GJ)	2017	2018	2019
Diesel	154,070	197,767	175,912
Petrol	1,995	2,279	2,202
Natural gas	152,552	153,331	155,033
Propane	1,153	999	948
Kerosene	1,992	2,084	2,553
Subtotal	311,762	356,460	336,648
Energy consumption	2017	2018	2019
Electricity	3,395,244	3,386,704	3,437,428
Heating	210,011	213,872	201,131
Cooling	425,017	402,666	421,865
Subtotal	4,030,273	4,003,242	4,060,424
Total energy consumption	4,342,035	4,359,702	4,397,072

LED lighting at Adolfo Suárez Madrid-Barajas Airport.



Renewable energy in own facilities (GJ)

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

Consumption at London-Luton Airport

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

(*) 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)¹⁷ 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".

(17) The Airport Carbon Accreditation programme is certification granted by Airports Council International (ACI EUROPE), and it establishes an accreditation system based on four levels (Level 1 "Mapping", Level 2 "Reduction", Level 3 "Optimisation" and Level 3+ "Neutrality"), which respond to progressive commitments to reduce CO₂ emissions and the final objective of reaching carbon neutrality.

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 air-

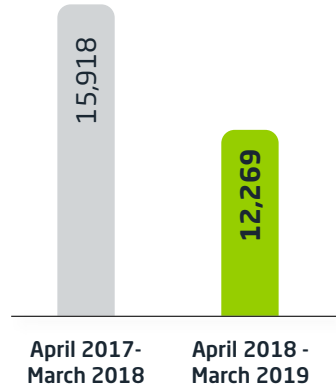


ports by 2050, without including emissions offsetting mechanisms. This agreement is currently signed by over 200 European airports, and it establishes a significant milestone in the actions that airports are adopting to fight against climate change.

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)



Evolution of GHG emissions in the Spanish network*

Equivalent tonnes of CO ₂	2017	2018	2019
Direct emissions (scope 1) **	20,524.7	23,852.4	22,338.3
Indirect emissions (scope 2)	238,611.2	218,936.9	149,542.6

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

(**) Direct emissions Scope 1. 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 or Scope 2. Indirect emissions that are produced by the generation of electricity or thermal energy acquired and consumed in our airports. Their source is:

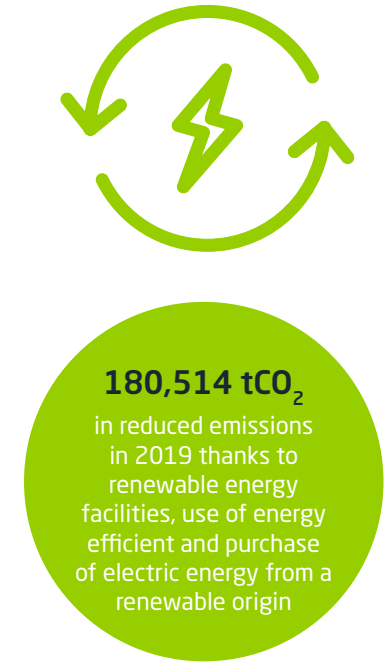
- Electricity consumption. Emissions associated with the electrical consumption of the activities carried out by airports for air conditioning, lighting and operation of various facilities.



Manu Varela's photography.

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 180,514¹⁸ tonnes of CO₂ in 2019.



Wind turbines at La Palma Airport.

Reduced GHG emissions

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

(18) Data calculated with market criteria.



Solar panels installed at La Palma Airport.

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

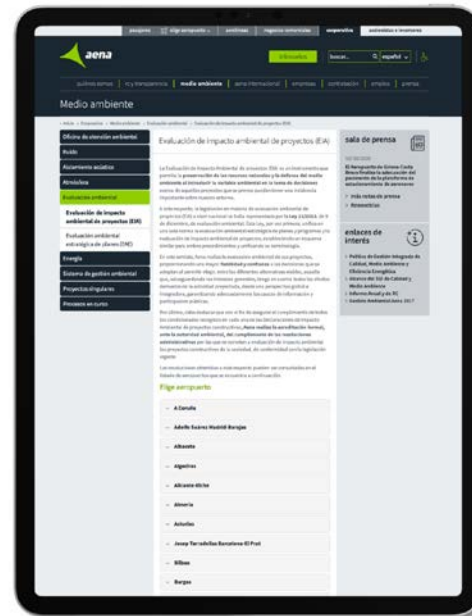
Protected spaces

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.

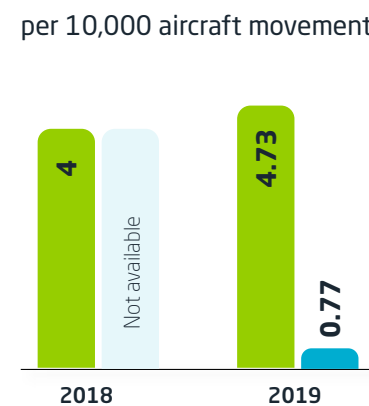
Wildlife control services

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).

The Environmental Impact Assessment resolutions can be consulted on the corporate website



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



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

- Spanish airports network
- London-Luton Airport

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.



Waste collection point at Fuerteventura Airport.

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

- Employment
- Working conditions
- Occupational health and safety
- Industrial relations
- Training
- Universal accesibility for people with disabilities on the job
- Equality and diversity

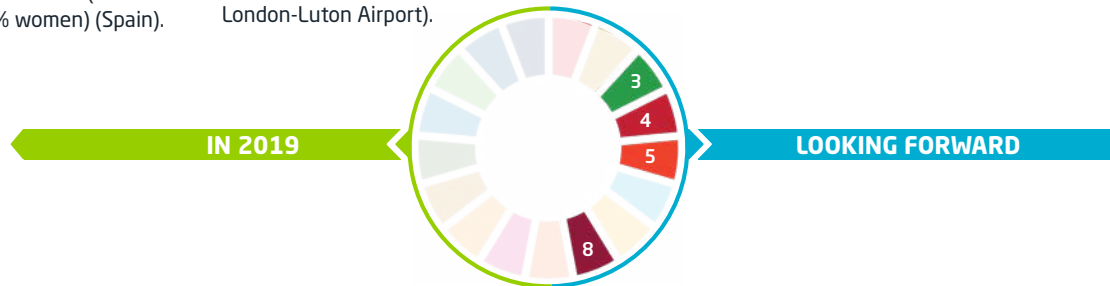
Social and staff issues

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.
- Position **21** in the Universum ranking, according to the recent study "Most Attractive Employers".
- Development of all HR policies necessary to start up the Aeroportos 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.

Progress in SDG

3
Health and well-being

4
Quality education

5
Gender equality

8
Decent work and economic growth

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.



Strategic Plan 2018-2021 People and Talent: Talent capture and retention and development of the capacities necessary to deal with current challenges

Organization and Human Resources Management is in charge of ensuring that Aena's strategic policy is correctly deployed and carrying out the necessary actions for protecting the health and safety of people, as well as assuring excellence in managing the Company's human team.

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 (with which is the Human Resources area).



Beacon in Gran Canaria Airport.

Employment¹⁹

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).

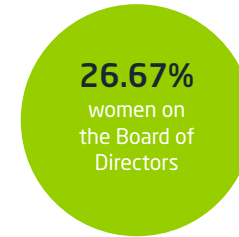


Main employment data

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

	2019			2018		
	Total workforce	Permanent	Temporary	Total workforce	Permanent	Temporary
Aena S.M.E., S.A. (Spain)	7,867	7,068	799	7,605	6,802	803
Aena Sociedad Concesionaria del AIRM S.M.E., S.A. (Spain)	80	76	4	1	1	0
ADI, S.M.E., S.A. (Spain)	24	20	4	26	22	4
London-Luton Airport (United Kingdom)	851	851	0	804	804	0
Aeropertos do Nordeste do Brasil, S.A. (Brazil)	56	56	0	0	0	0
Total	8,878	8,071	807	8,436	7,629	807

(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

	Aena S.M.E., S.A,			Aena Desarrollo Internacional, S.A, (ADI)			Murcia International Airport (AIRM)		
	Women	Men	TOTAL	Women	Men	TOTAL	Women	Men	TOTAL
Senior Management	4	7	11	0	0	0	0	1	1
Executives and graduates	799	993	1,792	6	11	17	5	12	17
Coordinators	322	791	1,113	0	0	0	1	6	7
Technicians	1,495	2,983	4,478	0	0	0	12	39	51
Support staff	252	221	473	6	1	7	1	3	4
Total	2,872	4,995	7,867	12	12	24	19	61	80

	London-Luton Airport			Aeroportos do Noroeste do Brasil (ANB)			Total		
	Women	Men	TOTAL	Women	Men	TOTAL	Women	Men	TOTAL
Senior Management	0	0	0	0	0	0	4	8	12
Executives and graduates	16	48	64	6	11	17	832	1,075	1,907
Coordinators	11	28	39	5	5	10	339	830	1,169
Technicians	14	65	79	3	23	26	1,524	3,110	4,634
Support staff	291	378	669	2	1	3	552	604	1,156
Total	332	519	851	16	40	56	3,251	5,627	8,878

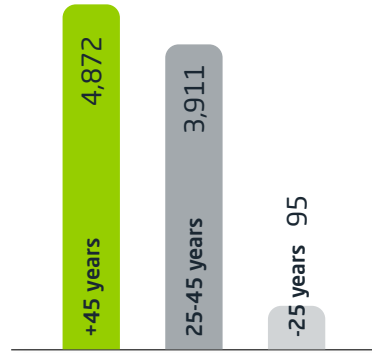
- Chairman's letter
- 1. Aena: business model
- 2. Environmental protection: environmental issues
- 3. Social and Staff Issues**
- 4. Human Rights
- 5. Fight against corruption and fraud
- 6. Aena and its impact on the environment: social issues
- 7. Customer focus: quality and safety
- 8. Innovation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

Annual average of open-ended contracts, temporary contracts and part-time contracts by sex, age and professional category(*)

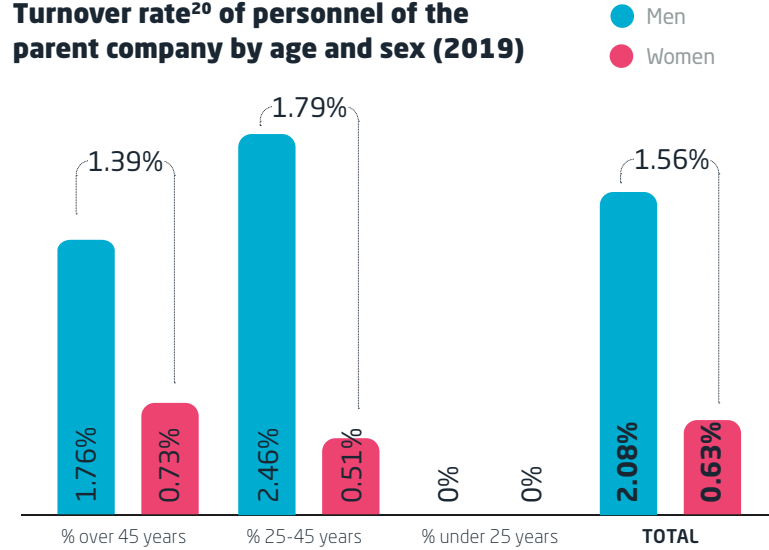
	Permanent		Temporary		Total	
	Full time	Part time	Full time	Part time	Full time	Part time
Men	4,909	151	457	24	5,366	175
Women	2,528	270	299	53	2,827	322
TOTAL	7,437	421	756	77	8,193	497
Senior Management	11	0	0	0	11	0
Executives and graduates	1,645	52	90	3	1,735	55
Coordinators	1,129	32	1	0	1,130	31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

(*) 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.

Total consolidated workforce according to age (Parent company)



Turnover rate²⁰ of personnel of the parent company by age and sex (2019)



1.56%
Average turnover rate of parent company

13%
Average turnover rate at London-Luton Airport

Distribution of the workforce consolidated by gender (Parent company)



Number of dismissals by sex, professional category and age in 2019²¹



- 4 Aena S.M.E., S.A.
- 5 Londres-Luton Airport
- 1 Aeroportos do Nordeste do Brasil

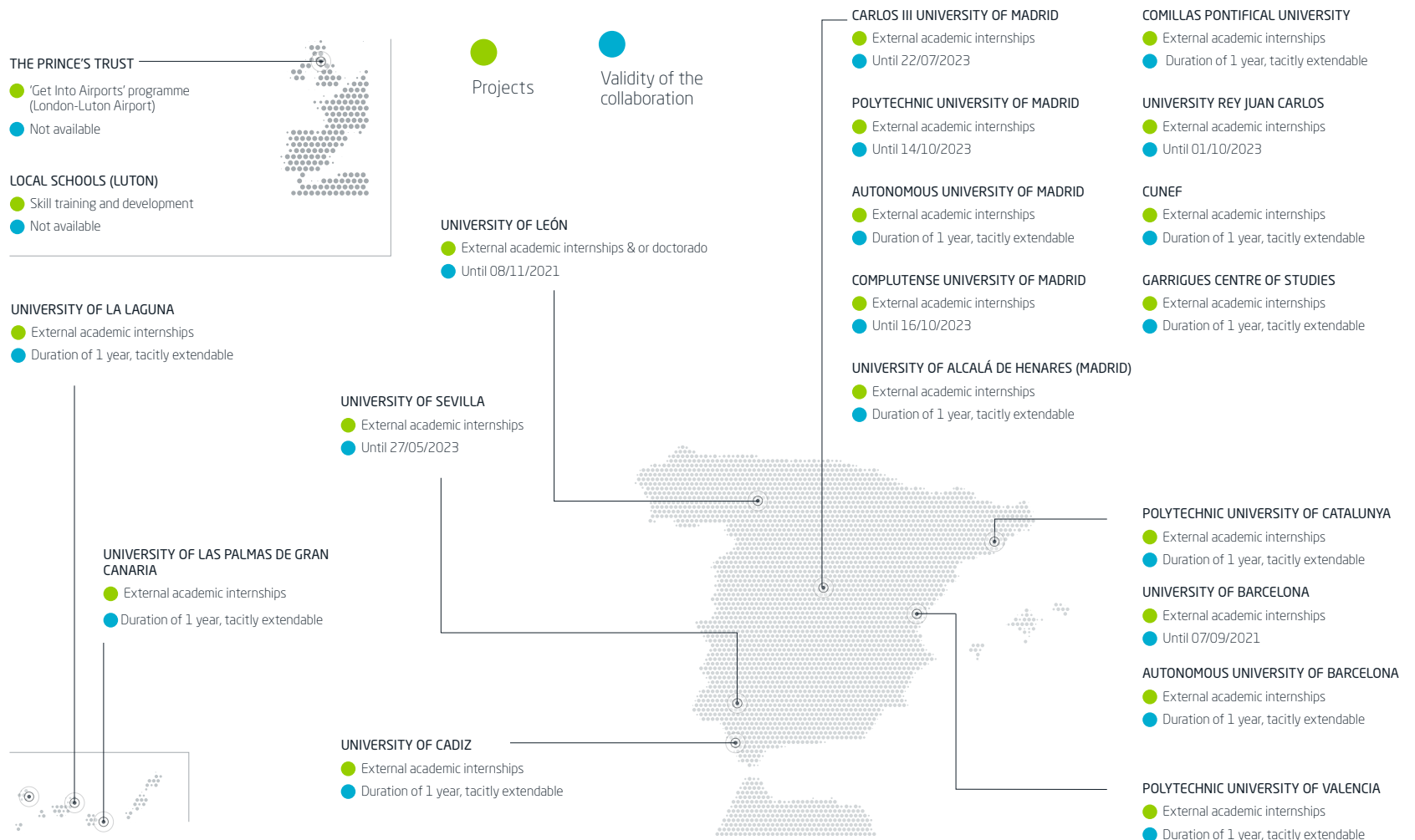
	N° of dismissals	Professional category	Sex	Age (years)
Aena S.M.E., S.A.	1	Other management and graduates	Women	25 - 45 years
	1	Technicians		
	1	Technicians	Men	
	1	Support staff		
London-Luton Airport	1	Executives and graduates	Men	Over 45 years
	3	Support staff		25 - 45 years
Aeroportos do Nordeste do Brasil	1	Technicians	Men	Under 25 years

(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

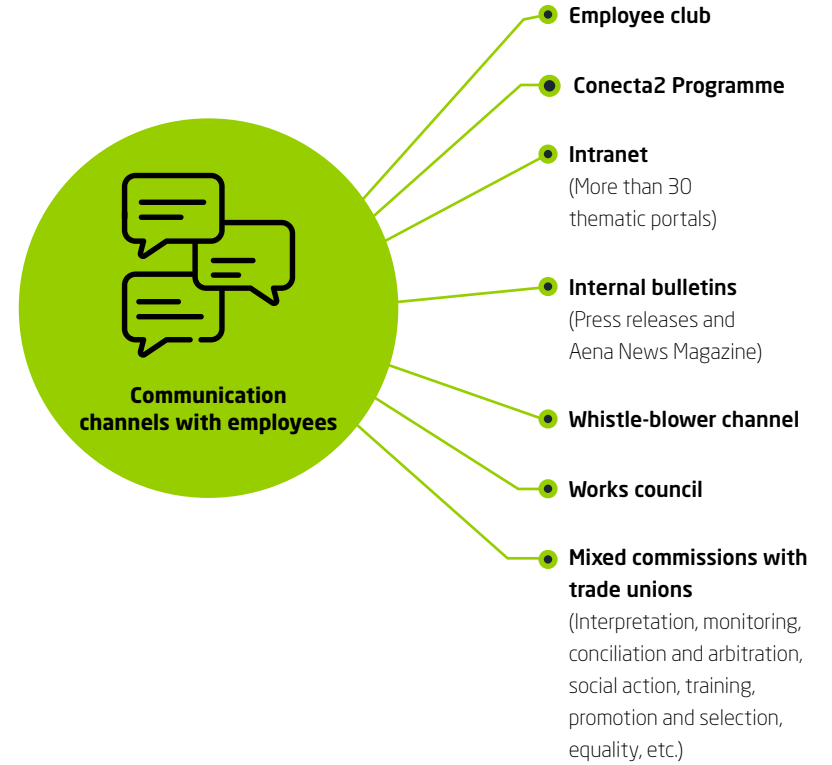
Job security, ongoing training and skills acquirement, social benefits and a transparent remuneration model based on principles of equality and non-discrimination, are the areas that form the backbone of the Aena working environment. A quality environment, in which each employee can fully develop their 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%²² following the same trend as in previous years. Regarding London-Luton Airport, the average turnover rate in 2019 was 13%.

(22) Parent company data.



Average seniority (years)

Parent company	15.92
London-Luton Airport	8

Note: Operations began in January 2020 in the Northeast Brazil airport group.

15.92 years
Average seniority (Parent company)

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 Treasury²³. Taking the above into account, and according to the number of Directors attending the Board meetings, the average remuneration received²⁴ 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 €131,994.54²⁵. 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.

[Annex II of Aena's Collective Bargaining Agreement](#)

Annual salary by category/professional level

Professional category	Professional level*	Annual amount (€)	
		2019	2018
Executives and graduates	A	24,056.64	23,469.84
	B	20,240.16	19,746.48
Coordinators	C	17,960.64	17,522.52
Technicians	D	15,803.52	15,418.08
Support staff	E	14,987.40	14,621.88
	F	14,302.80	13,953.96

(*) Professional level classification according to the salary tables published in the Collective Agreement.

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 7.60% 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.



Aena does not discriminate on the grounds of gender or for any other reason

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 employees²⁶. 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.



€1.4 M
in social
assistance to
employees

(26) Data referring to the parent company and AIRM.

Employees who are on maternity/paternity leave

(Parent company)

	Men	Women	TOTAL
Maternity	0	49	49
Paternity	131	0	131
Adoption/Fostering	1	0	1
Parental leave	3	0	3
Total	135	49	184

Employees who have returned to work after termination of parental leave

(Parent company)

	Men	Women	TOTAL
Maternity	0	35	35
Paternity	113	0	113
Adoption/Fostering	1	0	1
Parental leave	3	0	3
Total	117	35	152

Measures designed to facilitate the enjoyment of work-life balance and encourage joint responsibility of these measures by both parents²⁷



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.

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.



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.

Aena Employee Services Programme (PAE). A set of counselling, facilitation and emotional support services for events that take place in the life of employees, offering services and advice in all aspects derived from certain situations (legal, fiscal, social, administrative, etc.).

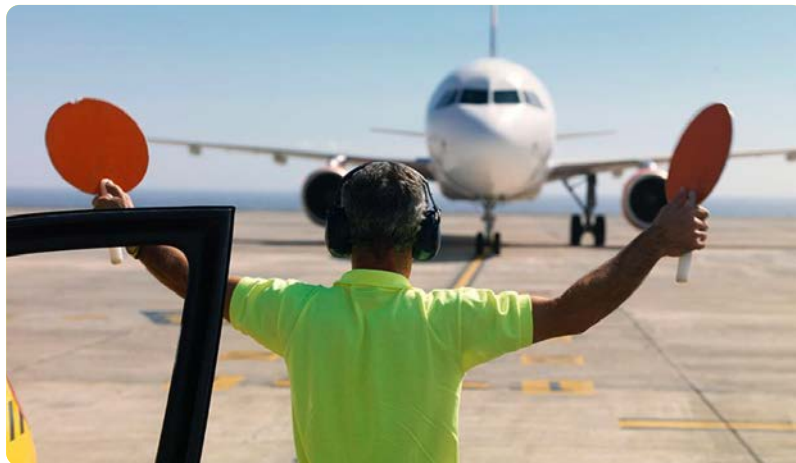
As of the date of this report, Aena does not have a specific policy of labour disconnection, beyond the stated measures for favouring the work-life balance of the staff. Looking ahead to upcoming years, work is under way to establish an internal policy on the digital disconnection of Aena workers, which 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.



An operation technician in the movement area of Tenerife Airport.



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

Main figures of 2019

Work-related accidents (frequency and severity, and diseases) (Aena S.M.E., S.A.)²⁸

	2017	2018	2019	19/18 Variation
Incidence rate of occupational accidents. = Number of accidents x 10 ³ / accumulated average staff.	8.93	6.76	7.24	7.08 %
Frequency index. = Number of accidents x 10 ⁶ / (accumulated average staff x 1,711 hours/year).	5.25	3.92	4.23	7.92 %
Absenteeism rate. The Absenteeism Rate of Action = 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.	5.76	6.05	6.59	8.96 %

Work-related accidents (frequency and severity, and diseases): London-Luton Airport²⁹

	2019
Incidence rate of occupational accidents	28.07
Frequency index Number of accidents per million hours worked	17.01
Absenteeism rate Number of accidents x1 million/number of hours worked (Number of hours worked annually x number of workers)	5.2














During 2019, no occupational disease declared by the mutual company was recorded³⁰.

(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.

-  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

2019 accidents by sex

(Parent company data)

	N° of accidents	Accumulated average staff	I.R.	F.I.
Women	11	2,791	3.94	2.30
Men	45	4,941	9.11	5.32
Total	56	7,732	7.24	4.23

Type of accidents³¹

Aena, S.M.E., S.A.



SCAIRM, S.M.E., S.A



ADI, S.M.E., S.A.



(31) 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.

(32) 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.

(33) 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.



Workplace absenteeis

The number of accumulated hours of absenteeism in 2019 was³²:

754,854.41

Aena S.M.E., S.A.³³

8,231.35

AIRM

1,727

ADI

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 Col-

lective 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:



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

99.86%
Spain³⁴

40%
Luton (UK)

At London-Luton Airport, the agreement includes provisions on remuneration and establishes obligations for consultations with the unions on contractual changes, working hours, reduction of staff and social benefits.

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.

Training

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 multi-cultural service. These programmes are attended by workers from different centres and areas.



Implementation of Competence Verification Testing at Aena in June 2019.



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.

London-Luton Airport



Leadership development for front-line leaders.



First aid, including training for mass victims and first aid for children.



Training on Learning for Fire Fighters.



Management of Potential

Have more knowledge of employees (knowledge, abilities and skills).

Support workers' professional growth.

Prepare employees for the future challenges to be faced by the Company.

Be prepared for future events.

During 2019, the evaluation process that will be carried out throughout 2020 was designed

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.



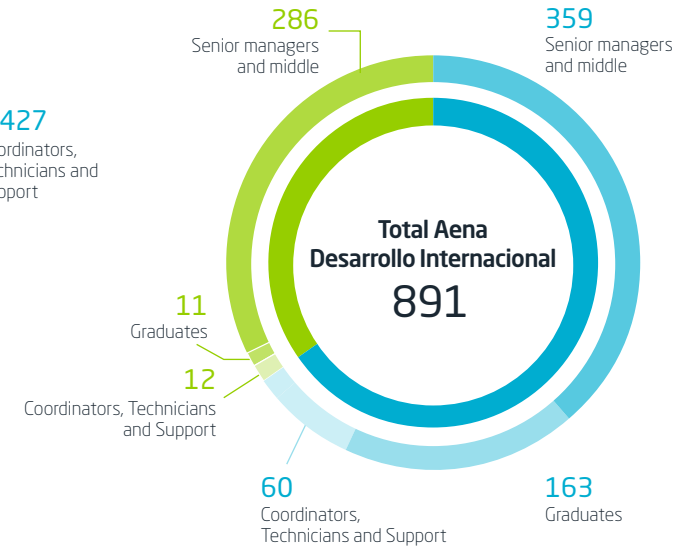
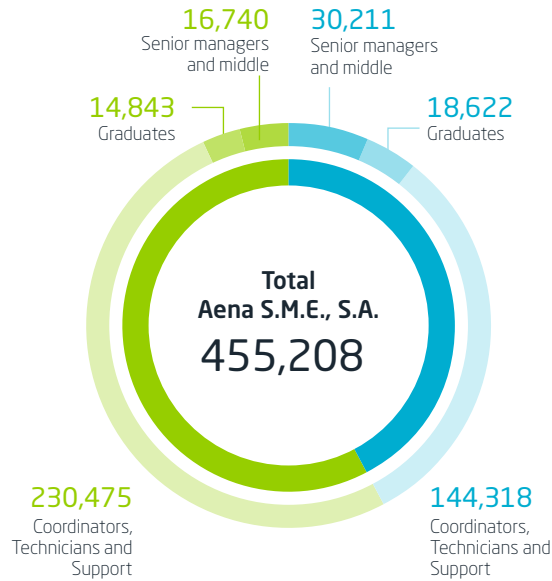
+200
participants in the mentoring programme

170.5
hours' coaching in total

Main indicators

Total amount of training hours by professional categories*

- On-line training
- On-site training



€+2.3 M
intended for activities
and training
programmes**

57.62
hours/year per
employee*

2,191
Training hours
at Aeroportos do
Nordeste do Brasil

Training hours
at London-Luton
Airport
Data unavailable³⁵

459,291

Training hours
in Spain



8,215
people trained

64%
men

36%
women

(*) 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.

Employees with disabilities 2019

	Manpower	% of total workforce
Aena S.M.E., S.A.	111 (2018) 115 (2019)	2.53%* (2018)
SCAIRM S.M.E., S.A.	6	7.5%
ADI, S.M.E., S.A.	0	0
Aeropertos do Nordeste do Brasil, S.A.	0	0
Londres-Luton Airport		Not available**

(*) 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.



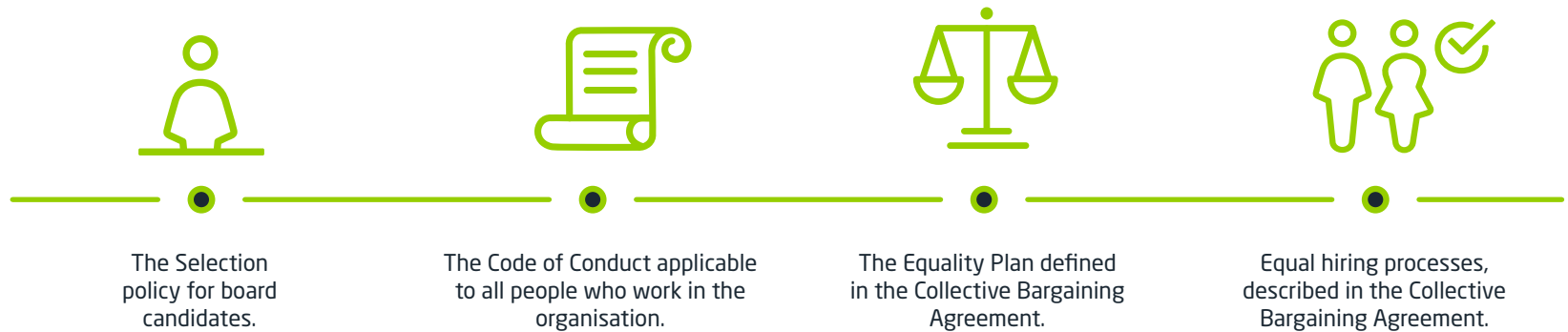
Aena's Code of Conduct

sets forth the necessary actions so that workers with a disability can perform professionally under equal conditions.

Equality and diversity

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:



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-Rosalía 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.

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:





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



• 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

Investment in conditioning for accessibility for people with reduced mobility (PMR) in 2019 (Spanish airport network).

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 adhesion 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.

Progress in SDG

4 Quality education

5 Gender equality

8 Decent work and economic growth

16 Peace, justice and strong institutions

17 Partnerships for the goals

Equality and CR Plans.

Accessibility in facilities.

Social clauses in contracts.

Participation in multi-stakeholder initiatives: Seres Foundation, Club of Excellence in Sustainability, Forética, Cluster of Good Governance, among others.

Due diligence in the protection 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	Principles of UN Global Compact
Occupational health and safety of people	1 2
Equality and non-discrimination	1 2 6
Decent work	3 4 5 6
Child labour*	5
Protection of the environment	7 8 9
Commitment to the customer/suppliers	8 10
Freedom of association	3

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

Aena's Commitment To Fundamental Conventions Regarding Human Rights

- Universal Declaration of Human Rights of the United Nations.
- Declaration of the International Labour Organization (ILO).
- Adhesion to the Principles of the United Nations Global Compact.
- 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.



During 2019, no complaints referring to breaches in the area of Human Rights were recorded.

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.

Transfer of the protection of Human Rights to the value chain

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.



London-Luton Airport
Follows the policy of zero tolerance towards human trafficking and slavery, which it applies in all its contractual relationships.

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.

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**

• Adopted prevention measures

• Measures to combat money laundering

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



Fight against corruption and fraud

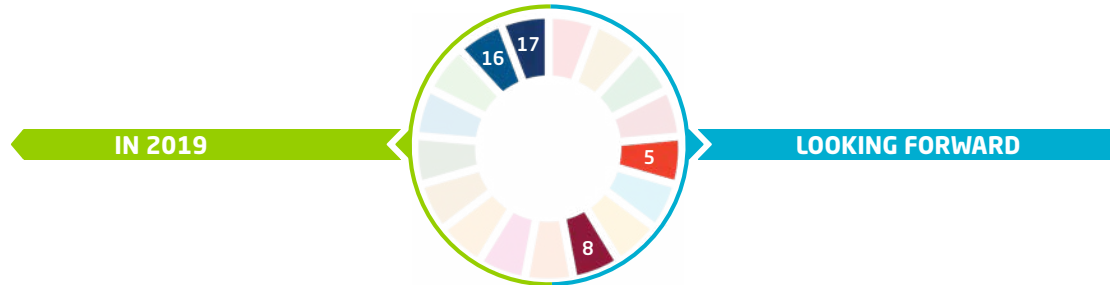
Results

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



Main milestones 2019

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



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.

Perspectives and future outlook

- Aena's commitment to the implementation of a 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.

Corporate policies.

Participation in multi-stakeholder initiatives: Seres Foundation, Club of Excellence in Sustainability, Forética, Cluster of Good Governance, among others.

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 Aena³⁶, regardless of their position, responsibility, occupation or geographic location. Therefore, respect for the following principles is established as an internal standard of the Company:



(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.

Aena is committed to complying with and enforcing these Principles of Ethics and Good Governance, which, at all times, have to guide and preside over the actions of people who are subject to the Code of Conduct.

Ensuring that all complaints received are analysed independently.

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.

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

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

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:

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

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).

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



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 sponsorships³⁷.

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.

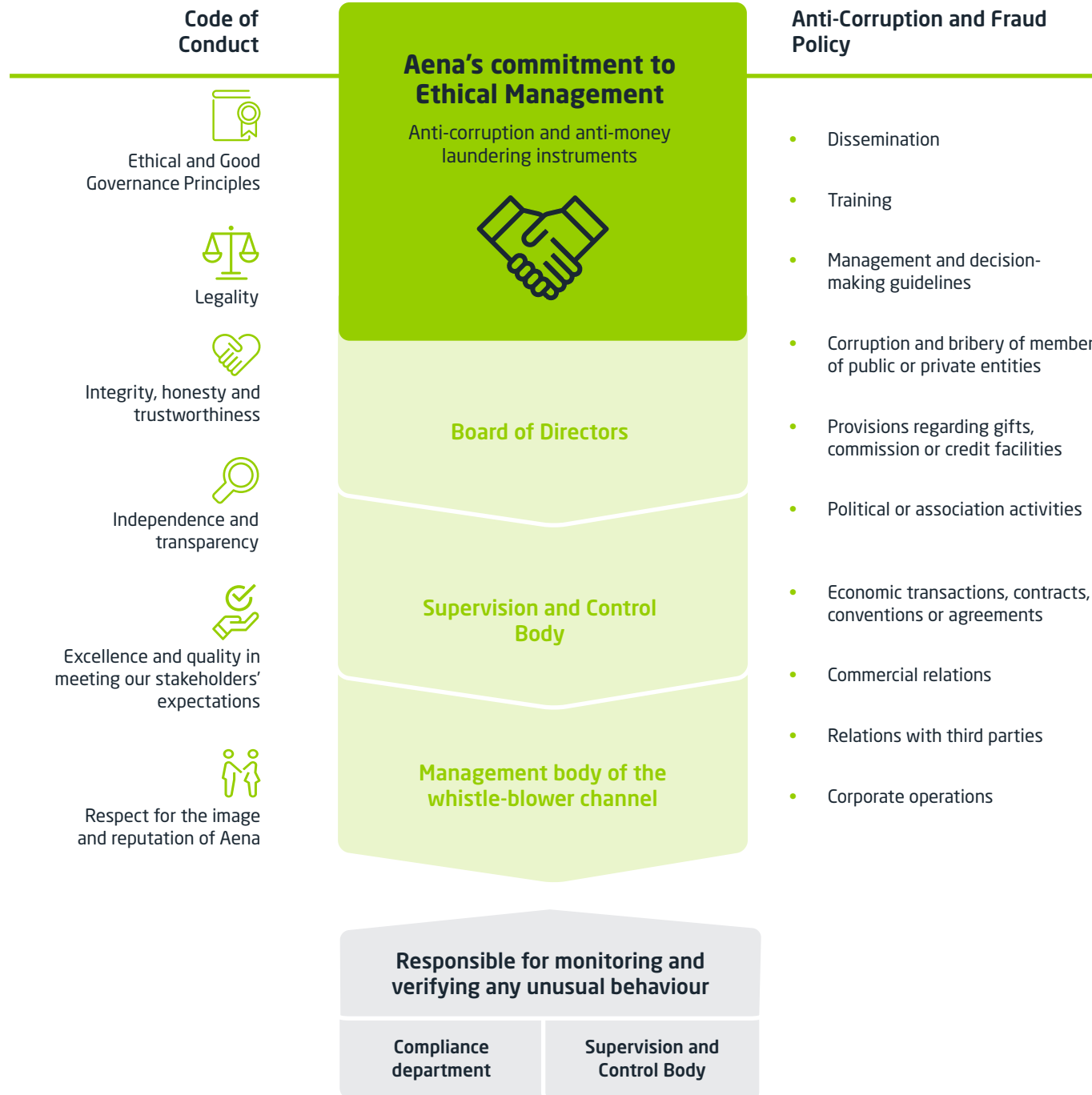
09.

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.

Obliged parties must inform the Supervision and Control of Compliance Body about any suspicion or the knowledge of inappropriate conduct or of a breach of provisions.

(37) You can consult Sections 4.12, 4.13 and 4.16 of the Aena Code of Conduct.



Measures to combat money laundering

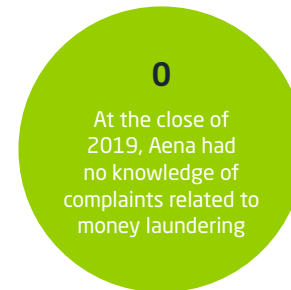
The Anti-Corruption and Fraud Policy establishes Aena's commitment to maintain reliable and integral third parties. In any event, for specific relations with partners, commercial agents and representatives, it indicates the obligation to determine the following through the due diligence process:

- 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.





AGENDA
2030

Heading for Sustainable Development



- Commitments to sustainable development
- Airports: shared spaces
- Impact of the activity on society and the environment
- Relationship and dialogue with stakeholders
- Subcontracting and suppliers

Company committed to the United Nations Sustainable Development Goals (SDGs).

2015 — 2030

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).

Fluid and proactive communication with stakeholders:

- **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).
- Community Engagement Strategy (CES) (London-Luton Airport).
- "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.
- Development at London-Luton Airport of a new Community Engagement Strategy (CES).
- Consolidation of the "Aena with music" project.
- Launch of the "Aena with autism" project.

- Development of a Code of Conduct for supplies at London-Luton Airport.
- 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.

Progress with the SDG

- 2** Zero hunger
- 8** Decent work and economic growth
- 9** Industry, Innovation and Infrastructure
- 10** Reduced inequalities
- 11** Sustainable cities and communities
- 16** Peace, justice and strong institutions
- 17** Partnerships for the goals

Development of the "Aena with music" project.

"Aena with Autism" project.

Donation of charity spaces to social organisations in over **20** of the network's airports.

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

Support for local suppliers.

Donation of food at London-Luton airport.

Commitments to sustainable development

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:



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.



Embracing Values

This is Aena's initiative that brings together the actions with which the Company and its workers get actively involved in society and areas of influence.



Passengers at Palma de Mallorca Airport.

Many actions were taken in each of the following areas during the 2019 financial year:



(*) Provisional data at the close of 2019.



Josep Tarradellas Barcelona-El Prat Airport. Maria Canals Competition.

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).



Fuerteventura Airport.
Aena works with Autism Spain to raise awareness about autism.

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.

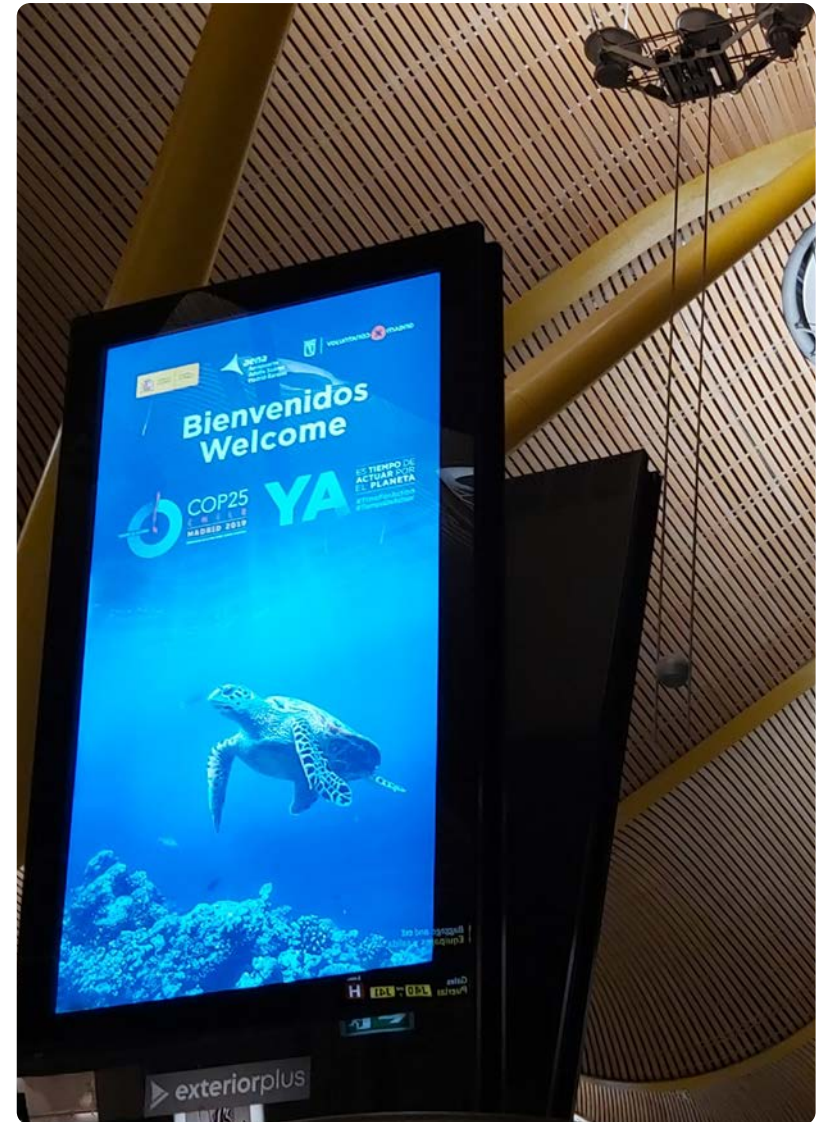
Environmental projects

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.



Adolfo Suárez Madrid-Barajas Airport.

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 360°") 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.



One of the play areas at the Adolfo Suárez Madrid-Barajas Airport.

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 2019³⁸.

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.



Employees of Palma de Mallorca Airport participate in Mallorca Running 2019.

(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.

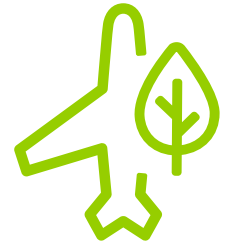
In this sense, the Company is fully committed to the United Nations 2030 Agenda for Sustainable Development, and takes on these global objectives as its own. As a reflection of this, Aena has brought its business model and strategy into line with the 17 Sustainable

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.



Image of La Palma Airport.

SDG 11 Sustainable cities and communities

29,000

soundproofed homes by 2021.



Bilbao Airport.

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 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.

SDG 15 Life on land

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



Málaga-Costa del Sol 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 5 Gender equality

36.6%

of all employees in 2018 are women⁴⁰.

43%

of executive, middle management and graduate positions are held by women⁴⁰.

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 8 Decent work and economic growth

2.53%

of people with disabilities on the workforce³⁹.

€+1,400,000

intended for social assistance to employees³⁹.

€100,000

Invitation addressed to social organisations, foundations and associations that run job creation activities for functionally diverse people.

SDG 3 Good health and well-being

+10,500

medical tests (exams, clinical analyses, certificates of fitness, etc.).



Handling at one of the Aena network's airports.

(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.

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.

SDG 11 Sustainable cities and communities

- "Aena with Autism" project.

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



Guarantee sustainable consumption modalities

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

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)
€18.97 M (as of April 2020)

- Approval of Aena's Innovation Strategy.

SDG 12 Responsible production and consumption

4.05/5

weighted average for Spanish airports of the global quality indicator in 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:



Quality and Environment Division.

€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).



(41) Source: ATAG. Aviation Benefits Beyond Borders, October 2018. Data from 2016.

(42) Source: Active population (INE EPA 4T2016).

Tax contribution

The fiscal contribution of the Aena Group in the 2019 financial period amounted to 826.8 million euros. The taxes paid amounted to 585.4 million euros, the most important being corporate tax, which totalled 432.1 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).

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



[For more details see the Annual Accounts.](#)

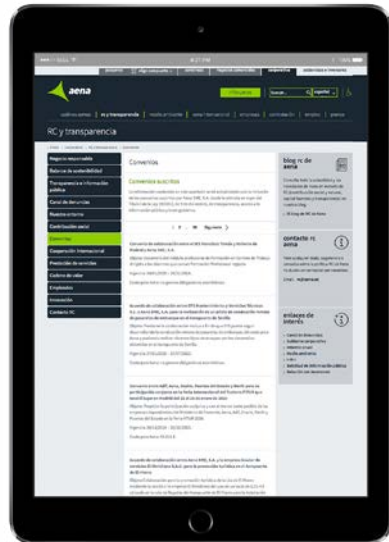
Contributions to foundations and non-profit entities

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.

Aena's total contributions to non-profit foundations and entities in 2019 has reached €3,457,567.00⁴³, 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 scholarship program, with a total of 155,951 beneficiaries).



On the corporate web page you can consult in detail all agreements concluded between Aena and different entities

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 is 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.



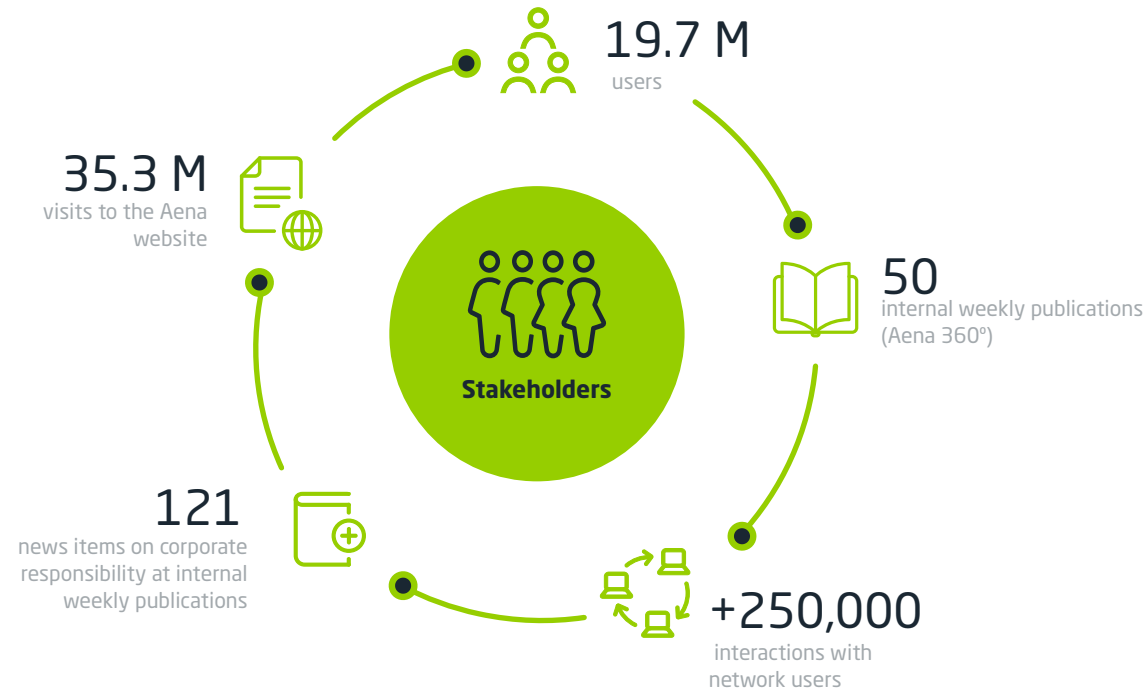
Relationship and dialogue with stakeholders

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

Stakeholders

Ad-hoc communication mechanisms

	Passengers	<ul style="list-style-type: none"> • Quality perception surveys.
	Airlines and handling agents	<ul style="list-style-type: none"> • Working parties/expert sessions. • Mixed monitoring commissions. • Quality perception surveys.
	Employees	<ul style="list-style-type: none"> • Command chain. • Whistle-blower channel. • Mixed commissions with trade unions. • Newsletters. • Perception survey. • Intranet.
	Governments and Regulatory bodies	<ul style="list-style-type: none"> • Working parties/expert sessions. • Mixed monitoring commissions. • Management of parliamentary procedures through the Ministry of Transport, Mobility and the Urban Agenda.
	Investors and analysts	<ul style="list-style-type: none"> • Specific web section for shareholders and investors. • <i>Roadshows</i>.
	Licensees	<ul style="list-style-type: none"> • Aena Companies Portal.
	Suppliers	<ul style="list-style-type: none"> • Aena Suppliers' Portal.
	Society, NGOs, CR Experts	<ul style="list-style-type: none"> • Specialised forums. • Aena CR portal. • CR email: rc@aena.es.

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.



An active member of the Climate Change Cluster and a leader in the Transparency, Good Governance and Integrity Cluster, Aena joins the best companies in the sector.



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".

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.

ACI Europe's NetZero2050 initiative is an agreement between more than 200 European airports, and it establishes a significant milestone in the actions that airports are adopting to fight against climate change.

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

- Act 9/2017 of 8 November on Public Sector Contracts, which transposes into the Spanish legal system 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 October 30, on the procurement procedures of entities operating in the water, energy, transport and postal services sectors.

United Kingdom

- 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:



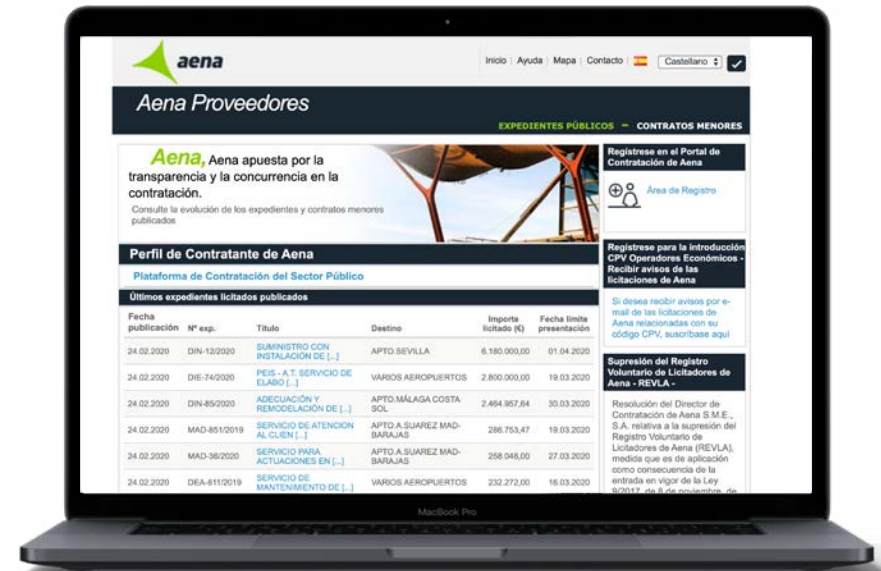
In procurement, Aena has made a firm commitment to transparency and competition when selecting suppliers. For this purpose, it has in place its own General Internal Procurement Rules and management through Procurement Portal.

[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.



98.31%
of Aena España's suppliers are national



Inclusion of social issues, gender equality and environmental issues in the purchasing policy

Pursuant to Act 9/2017 of 8 November, on Public Sector Contracts, which transposes into the Spanish legal system the Directives of the European Parliament and Council 2014/23/EU and 2014/24/EU, of 26 February 2014, on procurement processes, to which Aena has been adapting gradually since its approval, important aspects related with social, labour or environmental conditions have been incorporated into the procurement specifications, and suppliers must necessarily comply with these when performing the contracts.

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 (eLicita) 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.

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.

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.

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.

Consolidation of the electronic auction process in Aena.

Results of procurement 2019⁴⁴

	2019 ⁴⁵	2018
Amount allotted by Aena to dossiers (€M)	1,176.78	1,854.8
Centralised volume of procurement (%)	89.3	93.5
Decentralised volume of procurement (%)	10.7	6.5
Allotment of minor contracts (€M)	22.02	25.2
Total volume of procurement allotted associated with leases for commercial activity (€M)	111.19	93.1



Jetbridge at the Murcia Region International Airport.



(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.

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



- 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).

4.05/5

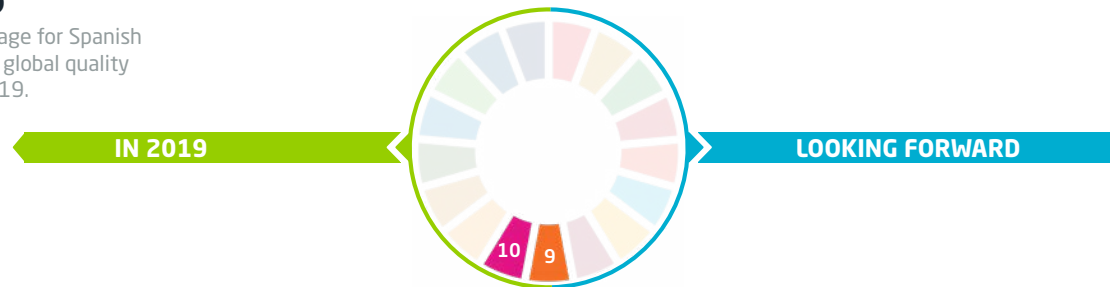
weighted average for Spanish airports of the global quality indicator in 2019.

1.9 M

of PRM assistance on the Spanish airport network.

1,516

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



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.

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.

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).

Progress in SDG

9
Industry, Innovation and Infrastructure

10
Reduced inequalities

Continuous improvement of infrastructure quality.

Constant implementation 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.

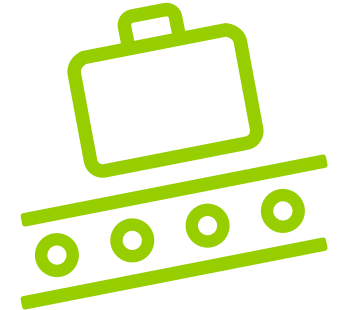
Self-check-in of luggage

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)⁴⁶ 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.



Interior of Recife Airport/Guararapes-Gilberto Freyre.

(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."

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.



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.



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.



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.



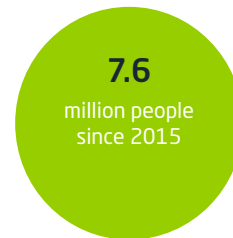
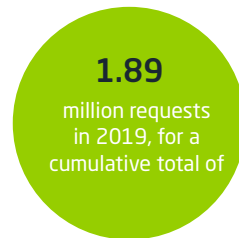
Free passenger advising service so that they can enjoy our commercial offerings of Shops and Restaurants (Personal Shopper), at Adolfo Suárez Madrid-Barajas, Josep Tarradellas Barcelona-El Prat, Málaga Costa del Sol and Alicante-Elche airports.



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



The specific care service "Aena without barriers" has served around:



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

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**



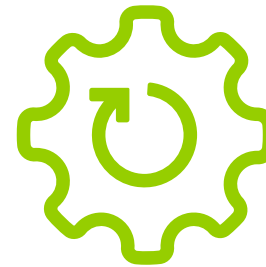
Improve service quality, **in line
with DORA indicators**



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:

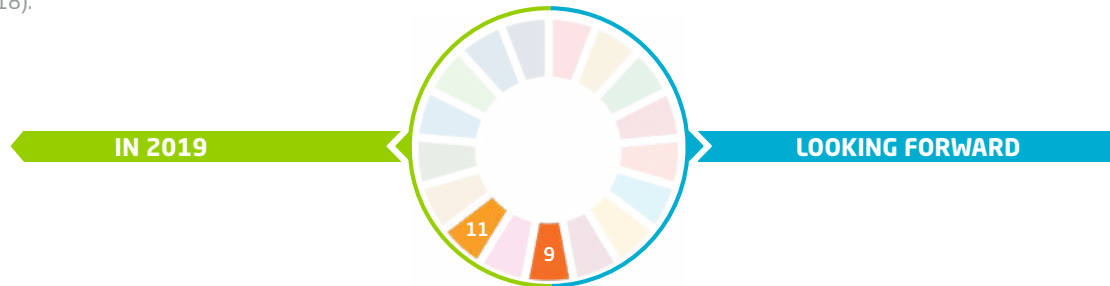
- 27 internal supervisions.
- 30 AESA safety audits.

Airport security:

- 36 internal supervisions and 3,500 safety tests.
- 56 external audits at airports in the network (1 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.
- Commissioning of the Central Office of Operational Security (OCSO).
- 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.) to minimise its operational impact at airports.
- Completion of the first year of contract for the new private security dossiers, which are in line with the quality goals set out in DORA, with a positive result.
- Deployment of various projects in the field of equipment and security (EDS inspection system in warehouse, ABC system in passport control, 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.

Progress in SDG

9

Industry, Innovation and Infrastructure

11

Sustainable cities and communities

Compliance with security reviews and audits, both internal and external, while maintaining the required security standards.

Implementation of new protocols and monitoring plans for security standards.

Growing investment in equipment and technology: more reliability and security.

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



Network Management Centre.

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 on- going 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 Aviation⁴⁸.

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.



Baggage claim hall at La Palma Airport.

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 network⁴⁹.
- Coordination among all players affected by the Brexit (Department of Customs and Special Taxes of the State Tax Administration Agency (AEAT), 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.

(49) A Coruña, Alicante-Elche, Asturias, Josep Tarradellas Barcelona-El Prat, Bilbao, Fuerteventura, Gran Canaria, Ibiza, Jerez, Lanzarote, Adolfo Suárez Madrid- Barajas, Madrid-Cuatro Vientos, Málaga-Costa del Sol, Menorca, Palma de Mallorca, Sabadell, Santiago, Sevilla, Tenerife North, Tenerife South, Valencia and Vigo.



Interior of Recife Airport/Guararapes-Gilberto Freyre.

- 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.

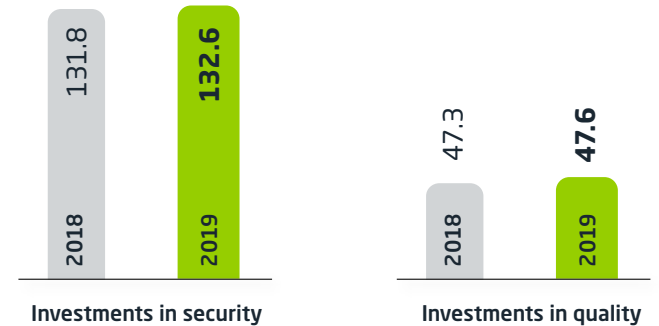


£23.5 M

invested in London-Luton Airport, with £15.2 million dedicated to maintenance.

Network of Spanish airports

(€M)



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 euros⁵⁰.

(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

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

Main complaints and claims received at London-Luton Airport 2019

Indicador	2018	2019	Variation (%)
Transport contract	370	674	45%
Handling charges	2,015	1,785	-12%
Information Systems	-	-	-
Facilities	-	-	-
Security services	994	912	-9%
Supplementary Services	-	-	-
Access points	-	-	-
Damage and theft	213	610	65%
Miscellaneous	-	-	-
Shopping and Food & Beverage services	555	662	16%
Parking facilities	1,120	1,049	-7%
Total Airport Management Claims and Complaints	5,267	5,692	7%

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

• 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)
€18.97 M (as of April 2020).

+12.14%

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

INNOVA Awards 2019

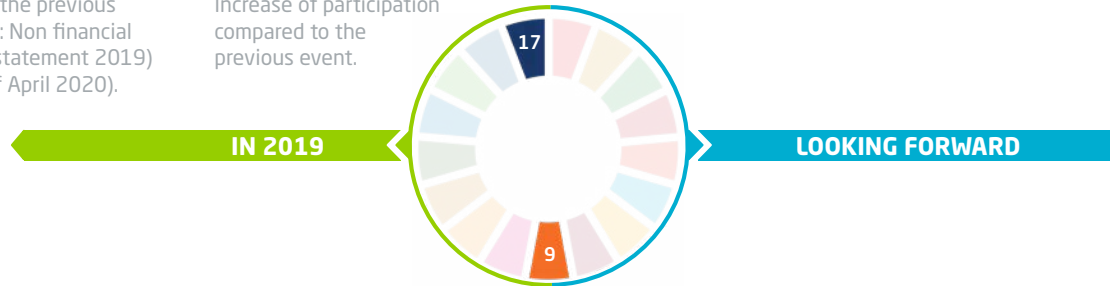


159

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.

Progress in SDG

9

Industry, Innovation and Infrastructure

17

Partnerships for the goals

Participation in **national and international projects** with different institutions.

Promotion and development of innovative technologies that improve the efficiency of the organisation (both in economic and environmental terms) as well as the well-being of its users.

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.



Innova Awards 2019.



159

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



+23%

increase of participation compared to the previous event



€13.9 M

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



+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 Startup 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.



Free Wi-Fi service at Aena airports.

- Analysis of **digital economy factors** that could entail a business opportunity, through the technological integration of digital transformation.
- 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.

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).

 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

• 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.



Sunrise in Seville Airport.

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

Phases for the preparation of the report

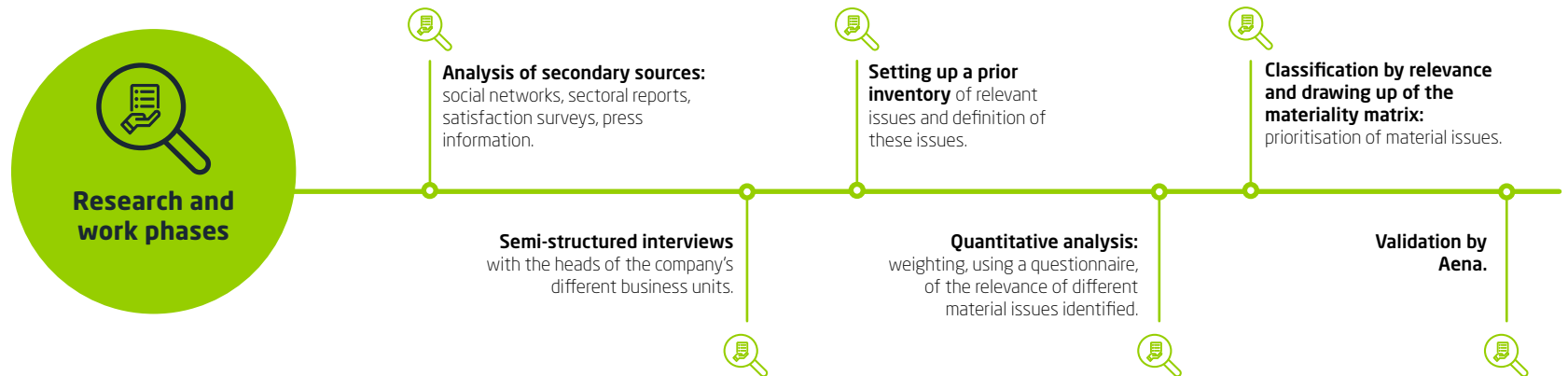


Materiality analysis 2019

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.



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:

Materiality matrix



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:

Aena Material Issues	Why is it material?	GRI Associated Theme	Examples of issues taken into account
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.	<ul style="list-style-type: none"> Indirect economic impacts Acquisition practices Local community Socioeconomic compliance Security practices Evaluation of Human Rights 	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Energy Emissions Air quality Environmental evaluation of suppliers 	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Employment Health and safety in the workplace Training and education Worker-company relations Diversity and equal opportunities Non-discrimination Socioeconomic compliance 	<ul style="list-style-type: none"> Equality Talent management Training Employment Work organisation Social dialogue Human Rights and labour rights

Continued >>

Aena Material Issues	Why is it material?	GRI Associated Theme	Examples of issues taken into account
Requirements and restrictions derived from the regulatory framework	<p>The legal status of Aena as a state mercantile society generates limitations in the hiring of personnel, in the organisational development and in the compensation and alignment of interests. This could entail a competitive disadvantage compared to other private listed companies, making it difficult to respond to new challenges and opportunities, in an increasingly demanding environment.</p> <p>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.</p>	<ul style="list-style-type: none"> Economic Performance Public politics Socioeconomic compliance 	<ul style="list-style-type: none"> Business model Regulatory context Risk management
Customer's experience	<p>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.</p>	<ul style="list-style-type: none"> Health and safety of customers Security practices Marketing and branding 	<ul style="list-style-type: none"> Future trends Geo-political factors Economic situation Consumer health and safety Suppliers Business model Complaint mechanism
Sustainability	<p>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.</p>	<ul style="list-style-type: none"> Indirect economic impacts Local community Environmental compliance Environmental evaluation of suppliers Exposure to noise 	<ul style="list-style-type: none"> Impact on local communities Relations with stakeholders Efficient consumption of resources
Efficient management	<p>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.</p>	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Geo-political factors Economic situation Suppliers Business model Risk management

Continued >>

Aena Material Issues	Why is it material?	GRI Associated Theme	Examples of issues taken into account
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.	<ul style="list-style-type: none"> • Training and education • Local community • Indirect economic impacts 	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Economic Performance • Indirect Economic Impacts • Evaluation of Human Rights • Socioeconomic compliance 	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Security practices • Health and safety of customers 	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Fight against corruption • Unfair competition • Public politics • Socioeconomic compliance • Evaluation of Human Rights 	<ul style="list-style-type: none"> • 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.

-  Chairman's letter
-  1. Aena: Business model
-  2. Protection of the environment: 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



GRI content index

GRI Contents	Description	UN Global Compact	SDG	Location/Content
GRI 101: Foundations 2016				
GRI 102: General disclosures 2016				
1. Organizational profile				
102-1	Name of the organization			p. 7
102-2	Activities, brands, products, and services			p. 17, 18
102-3	Location of headquarters			Peonías, 12. 28042 Madrid, Spain
102-4	Location of operations			p. 8
102-5	Ownership and legal form			p. 7
102-6	Markets served			p. 8, 17, 18
102-7	Scale of the organization			p. 7, 8, 19, 21, 31, 32
102-8	Information on employees and others workers	3, 4, 5, 6	5, 8, 10	p. 78, 79. 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.
102-9	Supply chain	7	8	p. 135, 137. The type of suppliers can be consulted in the internal standard for general contracts. In the Aena Suppliers Portal, you can consult the bids and contracts. Commercial services are also contracted as described in Aena's commercial contracting standard. The bids and contracts can be consulted at the Aena Company Portal.
102-10	Significant changes to the organization and its supply chain		8	p. 10, 128
102-11	Precautory principle or approach	7		p. 51
102-12	External initiatives		17	p. 134
102-13	Memberships of associations		17	p. 129, 130, 134

GRI Contents	Description	UN Global Compact	SDG	Location/Content
2. Strategy				
102-14	Statement from senior decision-maker			p. 3, 4
102-15	Key impacts, risks, and opportunities	1, 2, 6, 7, 10	8, 9, 11	p. 9, 12, 13, 14, 36, 37
3. Ethics and integrity				
102-16	Values, principles, standards, and norms of behavior	1 to 10	16	p. 41
102-17	Mechanisms for advice and concerns about ethics	1, 2, 10	16	p. 108-111
4. Governance				
102-18	Governance structure		16	p. 15, 16, 42
102-19	Delegating authority			p. 15, 16
102-20	Executive-level responsibility on economic, environmental, and social topics			p. 15, 16
102-21	Consulting stakeholders on economic, environmental, and social topics		16	p. 120, 132, 133
102-22	Composition of the highest governance body and its committees		5, 16	p. 16. Report on Corporate Governance of Aena.
102-23	Chair of the highest governance body			p. 16
102-24	Nominating and selecting the highest governance body		5, 16	p. 40
102-25	Conflicts of interest	10	16	p. 107-110. Aspect regulated in the Regulations of the Board of Directors.
102-26	Role of highest governance body in setting purpose, values, and strategy			p. 15
102-27	Collective knowledge of highest governance body		5	Aena regularly provides its directors with specific training in matters related to regulatory developments and sector-wide issues.
102-28	Evaluating the highest governance body's performance			p. 15
102-29	Identifying and managing economic, environmental, and social impacts	1, 7, 10	16	p. 38

GRI Contents	Description	UN Global Compact	SDG	Location/Content
102-30	Effectiveness of risk management processes	1, 2, 7, 10	16	p. 38
102-31	Review of economic, environmental, and social topics	1, 2, 7, 10		p. 38, 39
102-32	Highest governance body's role in sustainability reporting			p. 16
102-33	Communicating critical concerns			p. 38
102-34	Nature and total number of critical concerns			p. 39
102-35	Remuneration policies	1, 6	5	p. 40, 83. Report on Corporate Governance of Aena. Regarding remuneration, the provisions of the I Collective Agreement of the Aena Group of companies and the provisions of the successive General State Budget Laws for State Commercial Companies apply.
102-36	Process for determining remuneration	1, 6	5, 16	Regarding remuneration, the provisions of the I Collective Agreement of the Aena Group of companies and the provisions of the successive General State Budget Laws for State Commercial Companies apply.
102-37	Stakeholders' involvement in remuneration			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.
102-38	Annual total compensation ratio			The annual total compensation ratio is 4.97.
102-39	Percentage increase in annual total compensation ratio			The ratio of the percentage increase in total annual compensation is 1, as all company employees have the same percentage increase.

5. Stakeholder engagement

102-40	List of stakeholder groups			p. 133
102-41	Collective bargaining agreements	1, 3, 4, 6	8	p. 90
102-42	Identifying and selecting stakeholders			p. 132
102-43	Approach for the participation of the interest groups			p. 132
102-44	Key topics and concerns raised			p. 168, 169, 170

GRI Contents	Description	UN Global Compact	SDG	Location/Content
6. Reporting practice				
102-45	Entities included in the consolidated financial statements			p 164. See Annual Accounts and Management Report 2019.
102-46	Defining report content and topic boundaries			p. 170
102-47	List of material topics			p. 168, 169, 170
102-48	Restatements of information			Any re-expression of information collected in previous reports is explained in each case.
102-49	Changes in reporting			No changes were made that affect the comparability with previous reports.
102-50	Reporting period			Financial year 2019 (from January 1 to December 31, 2019).
102-51	Date of most recent report			Financial year 2018 (from January 1 to December 31, 2018).
102-52	Reporting cycle			Annual
102-53	Contact point for questions regarding the report			rc@aena.es
102-54	Claims of reporting in accordance with the GRI Standards			This report has been developed in accordance with the GRI Standards: exhaustive option.
102-55	GRI content index			p. 172-186. No changes were made that affect the comparability with previous reports
102-56	External assurance			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).

GRI Contents	Description	UN Global Compact	SDG	Location/Content
GRI 103: Management approach 2016				
103-1	Explanation of the material topic and its boundary			p. 168-170
103-2	The management approach and its components	1 to 10		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
103-3	Evaluación del enfoque de gestión.	1 to 10		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



Contenidos GRI	Descripción	Pacto Mundial	ODS	Location/Content	Omissions/Notes
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GRI 200: Economic Indicators

GRI 201: Economic performance 2016

201-1	Direct economic value generated and distributed		5, 8, 9	p. 187	
201-2	Financial implications and other risks and opportunities due to climate change	7, 8	13	p. 14, 52	This information will be expanded on in future reports
201-3	Defined benefit plan obligations and other retirement plans			Not available	This information will be expanded on in future reports
201-4	Financial assistance received from government			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 203: Indirect economic impacts 2016

203-1	Infrastructure investments and services supported		5, 9, 11	p. 30	
203-2	Significant indirect economic impacts		1, 3, 8	p. 114, 124-128	

GRI 204: Procurement practices 2016

204-1	Proportion of spending on local suppliers		8	98.31% national	
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Contenidos GRI	Descripción	Pacto Mundial	ODS	Location/Content	Omissions/Notes
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GRI 205: Anticorruption 2016

205-1	Operations assessed for risks related to corruption	10	16	p. 106, 109-110	
205-2	Communication and training about anti-corruption policies and procedures	10	16	Through the Aena intranet, an online course may be accessed on the organisation's code of conduct.	
205-3	Confirmed incidents of corruption and actions taken	10	16	None identified.	

GRI 206: Anti-competitive behavior 2016

206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	10	16	None identified.	
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GRI 300: Environmental standards

GRI 302: Energy 2016

302-1	Energy consumption within the organization	7, 8, 9	7, 8, 12, 13	p. 64	
302-2	Energy consumption outside of the organization			Not available	The necessary information cannot be obtained as it is beyond the scope of the organisation.
302-3	Energy intensity	7, 8, 9	7, 8, 12, 13	p. 64	
302-4	Reduction of energy consumption	7, 8, 9	7, 8, 12, 13	p. 50	
302-5	Reductions in energy requirements of products and services	9	7, 8, 12, 13	Not applicable	The services offered by Aena do not entail energy consumption by the end user.

GRI Contents	Description	UN Global Compact	SDG	Location/Content	Omissions/Notes
GRI 305: Emissions 2016					
305-1	Direct (Scope 1) GHG emissions	7, 8, 9	3, 12, 13, 14, 15	p. 68, 188	
305-2	Energy indirect (Scope 2) GHG emissions	7, 8, 9	3, 12, 13, 14, 15	p. 68, 188	
305-3	Other indirect (Scope 3) GHG emissions	7, 8, 9	3, 12, 13, 14, 15	p. 66, 67	
305-4	GHG emissions intensity	7, 8, 9	3, 13, 14, 15	p. 68	
305-5	Reduction of GHG emissions	7, 8, 9	3, 13, 14, 15	p. 68	
305-6	Emissions of ozone-depleting substances (ODS)	7	3, 13, 14, 15	Not applicable	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.
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	7, 8, 9	3, 13, 14, 15	p. 61	
GRI 307: Environmental compliance 2016					
307-1	Non-compliance with environmental laws and regulations	7	16	At the closing of this report, Aena has not been aware of breaches of environmental legislation and regulations.	

GRI Contents	Description	UN Global Compact	SDG	Location/Content	Omissions/Notes
GRI 308: Supplier environmental assessment 2016					
308-1	New suppliers that were screened using environmental criteria	7	5, 8, 12, 16	1,261 new suppliers	The contracting regulations establish the controls to be applied in relation to compliance with the conditions of public tenders.
308-2	Negative environmental impacts in the supply chain and actions taken	7	5, 8, 12, 16	No information	

Airports operators sector disclosures

A09	Total annual number of wildlife strikes per 10,000 aircraft movements	7	15	p. 72	
A07	Number and percentage change of people residing in areas affected by noise	1, 7, 8, 9	3, 11	p. 56, 59	

GRI 400: Social standards

GRI 401: Employment 2016

401-1	New employee hires and employee turnover	6	5, 8, 10	586 (Parent company)	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	6	5, 6, 8	p. 86	
401-3	Parental leave	6	5, 8	p. 85	

GRI 402: Labor-management relations 2016

402-1	Minimum notice periods regarding operational changes		8	Not available	This information will be included in future reports
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GRI Contents	Description	UN Global Compact	SDG	Location/Content	Omissions/Notes
GRI 403: Occupations health and safety 2018					
403-1	Occupational health and safety management system	1, 3	3, 8	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.	
403-2	Hazard identification, risk assessment, and incident investigation	1	3, 8	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.	
403-3	Occupational health services	1	3, 8	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.	

GRI Contents	Description	UN Global Compact	SDG	Location/Content	Omissions/Notes
403-4	Worker participation, consultation, and communication on occupational health and safety	1, 3	3, 8	Workers have the following channels: a) Email: sprlae@aena.es b) Intranet. HR Portal: https://juno.aena.es/portal/rrhh/paginas/prevencion.aspx . Procedure PPRL/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.	
403-5	Worker training on occupational health and safety	1, 3	3, 8	p. 87	
403-6	Promotion of worker health	1, 3	3, 8	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.	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	1	3, 8	p. 87, 88	
403-8	Workers covered by an occupational health and safety management system	1	3, 8	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.	
403-9	Work-related injuries	1	3, 8	p. 88	
403-10	Work-related ill health	1	3, 8	p. 88	

GRI Contents	Description	UN Global Compact	SDG	Location/Content	Omissions/Notes
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GRI 404: Training and education 2016





404-1	Average hours of training per year per employee		4, 5, 8, 10	57.62 hours/year per employee (company in Spain).	
404-2	Programs for upgrading employee skills and transition assistance programs	6	8	p. 91	
404-3	Percentage of employees receiving regular performance and career development reviews	6	5, 8, 10	The percentage of employees receiving regular performance and career development reviews is a 15% of the total workforce.	

GRI 405: Diversity and equal opportunities 2016

405-1	Diversity of governance bodies and employees	6	5, 8, 10	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).	
405-2	Ratio of basic salary and remuneration of women to men	6	5, 8, 10	p. 84. See also: Aena's non-financial information statement 2019.	

GRI 406: Non-Discrimination 2016

406-1	Cases of discrimination and corrective actions taken	6	5, 8, 10	During 2019, no complaints regarding discrimination were received.	
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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

GRI Contents	Description	UN Global Compact	SDG	Location/Content	Omissions/Notes
GRI 407: Freedom of association and collective bargaining G2016					
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	2, 3	8	Not applicable.	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.
GRI 408: Child labor 2016					
408-1	Operations and suppliers at significant risk for incidents of child labor	2, 5	8	p. 101-102	
GRI 409: Forced or compulsory labor 2016					
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	2, 4	8	p. 101-102	
GRI 410: Security practices 2016					
410-1	Security personnel trained in human rights policies or procedures	1, 2	16		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.

GRI Contents	Description	UN Global Compact	SDG	Location/Content	Omissions/Notes
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GRI 412: Human rights assessment 2016

412-1	Operations that have been subject to human rights reviews or impact assessments	1, 2	8	p. 101-102	
412-2	Employee training on human rights policies or procedures	1, 2	4	p. 106-111	
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	1, 2	8	p. 103	

GRI 413: Local communities 2016

413-1	Operations with local community engagement, impact assessments, and development programs		8, 17	p. 117, 121, 124-131	
413-2	Operations with significant actual and potential negative impacts on local communities	1, 2	11	p. 56, 59	

GRI 414: Supplier social assessment 2016

414-1	New suppliers that were screened using social criteria	2	5, 8, 16	In 2019, 1,261 new suppliers were registered. The contracting specifications include social and environmental clauses.	
414-2	Negative social impacts in the supply chain and actions taken	2	5, 8, 16	p. 137-138	

GRI 415: Public policy 2016

415-1	Political contributions	10	16	The Aena Code of Conduct prohibits the financing of political parties and/or representatives.	
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GRI Contents	Description	UN Global Compact	SDG	Location/Content	Omissions/Notes
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GRI 416: Customer health and safety 2016

416-1	Assessment of the health and safety impacts of product and service categories		3	p. 56, 59	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		3, 16	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.	

GRI 417: Marketing and labeling 2016

417-1	Requirements for product and service information and labeling		12, 16	p. 135-137	
417-2	Incidents of non-compliance concerning product and service information and labeling		16	None identified.	
417-3	Incidents of non-compliance concerning marketing communications		16	At the closing of this report, Aena was not aware of any significant breaches related to marketing communications.	

GRI 418: Customer privacy 2016

418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	1	16	p. 43	
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GRI 419: Socioeconomic compliance 2016

419-1	Non-compliance with laws and regulations in the social and economic area		16	At the closing of this report, Aena was not aware of any significant breaches of social and economic legislation and regulations.	
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Content GRI 102-8: Information on employees and others workers

Direct economic value generated and distributed

	2018	2019	Variation (%)	(%)
Madrid (*)	1,880	2,027	7.80%	22.80%
Canarias	1,208	1,263	4.60%	14.20%
Cataluña	1,031	1,069	3.70%	12.00%
Andalucía	949	974	2.60%	11.00%
Baleares	913	932	2.10%	10.50%
Valencia	531	543	2.30%	6.10%
Galicia	302	314	4.00%	3.50%
País Vasco	239	264	10.50%	3.00%
Aragón	100	109	9.00%	1.20%
Asturias	102	103	1.00%	1.20%
Castilla-León	88	93	5.70%	1.00%
Cantabria	84	84	0.00%	0.90%
Murcia (**)	83	80	-3.60%	0.90%
Navarra	52	48	-7.70%	0.50%
Melilla	29	29	0.00%	0.30%
La Rioja	13	12	-7.70%	0.10%
Ceuta	11	11	0.00%	0.10%
Castilla-La Mancha	9	9	0.00%	0.10%
Extremadura	8	7	-12.50%	0.10%
Total in Spain	7,632	7,971	4.40%	89.80%
Luton	804	851	5.80%	9.60%
Brasil	0	56	100.00%	0.60%
Total consolidated	8,436	8,878	5.20%	100.00%

(*) Workforce of Aena Desarrollo Internacional S.M.E., S.A. (26 in 2018 and 24 in 2019) grouped in Madrid.

(**) Workforce of Aeropuerto Internacional de Murcia, S.M.E., S.A. entirely in the Murcia Region (1 in 2018 and 80 in 2019).

Content GRI 201-1: Direct economic value generated and distributed

(Thousand euros)

	2019	Notes
A. Direct economic value generated (revenue)	4,503,253	Total revenue
B. Distributed economic value	4,518,208	
Operational costs	2,069,801	Total costs, except staff costs
Employee salaries and benefits	456,173	Employment costs
Payments to providers of capital	1,161,976	Financial result and payment of dividends
Payments to the government (by country)	826,800	Tax contribution
Investments in the community	3,458	Contributions to foundations and non-profit entities
C. Retained economic value	-14,955	C = AB

Content GRI 305-1:

Direct (Scope 1) GHG emissions

	2017				2018				2019			
	CO ₂ (t)	CH ₄ (t)	N ₂ O(t)	CO ₂ e(t)	CO ₂ (t)	CH ₄ (t)	N ₂ O(t)	CO ₂ e(t)	CO ₂ (t)	CH ₄ (t)	N ₂ O(t)	CO ₂ e(t)
Diesel	11,416.6	0.3	0.3	11,508.2	14,654.5	0.3	0.4	14,774.8	13,035.1	0.3	0.3	13,138.4
Petrol	138.2	0.0	0.0	141.9	157.9	0.0	0.0	162.2	152.6	0.0	0.0	156.7
Natural gas	8,603.9	0.2	0.2	8,652.8	8,647.8	0.2	0.2	8,697.0	8,743.8	0.2	0.2	8,793.5
Propane	73.3	0.0	0.0	74.7	63.6	0.0	0.0	64.7	60.3	0.0	0.0	61.4
Kerosene	145.4	0.0	0.0	147.0	152.2	0.0	0.0	153.7	186.4	0.0	0.0	188.3
Total	20,377.5	0.5	0.5	20,524.7	23,676.0	0.5	0.5	23,852.4	22,178.2	0.5	0.5	22,338.3

Source of emission factors: MITECO, EMEP/EEA (Corinair), US EPA, US FAA.

Content GRI 305-2:

Energy indirect (Scope 2) GHG emissions

	2017				2018				2019			
	CO ₂ (t)	CH ₄ (t)	N ₂ O(t)	CO ₂ e(t)	CO ₂ (t)	CH ₄ (t)	N ₂ O(t)	CO ₂ e(t)	CO ₂ (t)	CH ₄ (t)	N ₂ O(t)	CO ₂ e(t)
Electric power	207,199.24	0	0	207,199.24	188,266.48	0	0	188,266.48	119,579.41	0	0	119,579.41
Heating and cooling energy	31,411.99	0	0	31,411.99	30,670.38	0	0	30,670.38	29,963.19	0	0	29,963.19
Total	238,611.23	0	0	238,611.23	218,936.86	0	0	218,936.86	149,542.60	0	0	149,542.60

Emission factor source: MITECO.

Content GRI 401-1: New employee hires and employee turnover

Additions

According to age and sex 2019
(parent company)

	<25	25-45	> 45	Total
Men	0	242	77	319
Women	2	189	76	267
Total	2	431	153	586

Additions

According to autonomous community 2019

Community	No.
Andalusia	49
Aragon	10
Asturias	2
Balearic Islands	53
Canary Islands	100
Cantabria	7
Castile-Leon	8
Catalonia	81
Ceuta	1
Galicia	26
Madrid	185
Melilla	3
Navarre	2
Basque Country	24
Valencia	35
Total	586

Disposals

According to age and sex
2019 (parent company)

	<25	25-45	> 45	Total
Men	0	127	113	240
Women	1	50	33	84
Total	1	177	146	324

Disposals

According to autonomous community 2019

Community	No.
Andalusia	34
Aragon	4
Asturias	3
Balearic Islands	30
Canary Islands	43
Cantabria	3
Catalonia	31
Galicia	14
La Rioja	1
Madrid	43
Melilla	2
Murcia	77
Navarre	4
Basque Country	10
Valencia	25
Total	324

Turnover rate

By autonomous community
(parent company)

Community	Rate (%)
Andalusia	2.00%
Aragon	2.00%
Asturias	0.98%
Balearic Islands	1.64%
Canary Islands	1.16%
Catalonia	1.94%
Galicia	2.32%
La Rioja	7.69%
Madrid	1.08%
Melilla	6.90%
Murcia	1.22%
Navarre	3.85%
Basque Country	2,93%
Valencia	1.51%
Total	1.56%

Other indicators

Breakdown of adjudicated proceedings from suppliers

Commercial lease agreements awarded centrally (€)

Business lines	No. proceedings	Adjudication Amount	% s / Total Adjudication (1st Annuity)
Travel agencies	10	212,450.00	0.19%
Aircraft maintenance and housing	1	36,600.00	0.03%
Car rental	1	213,720.00	0.19%
Car rental with driver	2	635,755.00	0.57%
Car parking	4	96	0.00%
Lease of hangars	1	94,451.64	0.08%
Land leases	3	265,989.60	0.24%
Food and beverage	40	50,416,508.00	45.35%
Cargo	2	3,020,400.00	2.72%
Aviation fuel	5	99,579.00	0.09%
FBOS	2	1,190,848.00	1.07%
Machinery	8	279,473.00	0.25%
Other real estate operations	3	230,036.00	0.21%
Other passenger services	4	711,929.00	0.64%
Advertising	8	18,762,679.00	16.87%
VIP lounges	11	0	--
Regulated commercial services	3	154,424.00	0.14%
Financial services	28	20,586,779.00	18.52%
Telecommunications	1	0	--
Shops under the normal tax regime	61	14,275,822.00	1.84%
Total	198	111,187,539.24	100.00%

Commercial lease agreements awarded centrally (€)

2019	Works	Supplies	Assistance, consultancy and services	Total
Centralised investment	323.69 M	261.27 M	75.78 M	660.74 M
Centralised expenses	0.07 M	88.25 M	301.26 M	389.58 M
Decentralised investment	68.17 M	20.02 M	1.17 M	89.36 M
Decentralised expenses	5.02 M	5.95 M	26.13 M	37.1 M

Awards 2019 (€M)

No. proceedings (**)	1,176.78
Centralised	1,050.32
Decentralised	126.46
Minor contracts	22.02
Commercial activity leases (*)	111.19

(*) For the first annuity of the contract

(**) Taxes excluded

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



GOBIERNO
DE ESPAÑA

MINISTERIO
DE FOMENTO

Para que puedas llegar