# 2022 ENAIRE SUSTAINABILITY REPORT

GOBIERNO DE ESPAÑA
MINISTERIO DE TRANSPORTES, MOVILIDAD Y AGENDA URBANA

ENAIRE

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# The Chairman's letter

chapter 1

# The Chairman's letter

As the recent Chairman of the public business entity ENAIRE, as part of our commitment to transparency, I am pleased to share with our stakeholders and society the organisation's 2022 Report. For its preparation, for the second year in a row, we have followed the criteria of the new Global Reporting Initiative standards on Corporate Social Responsibility in all our areas of operation. In this Report, we highlight the most significant advances of the year and share corporate sustainability information with society, so they can further expand their knowledge on the actions they find most relevant.

I would like to highlight that, after a year of transition like 2021, with the severe impact on air traffic as a result of COVID-19, and the geopolitical circumstances that have marked the year 2022, ENAIRE has been able to respond with utmost diligence to the recovery of air traffic. Always in coordination with all the agents involved, especially the airlines, continuing its firm support for the development of the aviation sector and the performance of the public service it provides to all society.

In this way, during 2022, ENAIRE has managed nearly 2 million flights, a significant increase compared to 2021, achieving the highest recovery in Europe and reaching 92.2% of the movements recorded in 2019.

**David Lucas Parrón**
Secretary of State for the Ministry of Transport, Mobility and Urban Agenda

Thanks to the work of all our professionals and the operational measures taken to respond to the different scenarios, this display of adaptation and resilience to environmental changes has ensured continuity in the provision of air navigation services to the highest level of safety, quality and efficiency, as the European Organisation for the Safety of Air Navigation (EUROCONTROL) recognised during this financial year.

Looking to the future, we still have many challenges ahead: to move forward with the air transport industry, and with the governments and regulators to consolidate the sector's recovery; to continue working on the strategy for safe, sustainable and connected mobility, as well as for a more sustainable and efficient Single European Sky; to progress on technological modernisation to ensure that operations continue and that we can continue to connect people and businesses around the world, adapting to new scenarios and airspace users.

ENAIRE continues to work to face these challenges and, analysing its performance in this report, I am convinced that it is prepared to face them and lead the future of air transport with the public service vocation that has allowed it to focus its performance on society over these years.

David Lucas Parrón
Secretary of State for the Ministry of Transport, Mobility and Urban Agenda

# The CEO's letter

chapter 2

# The CEO's letter

In the financial year 2022, first of all, I would like to thank ENAIRE's professionals for their performance and management in light of the recovery of air traffic in Spain, which has once again reached pre-pandemic levels. Thanks to their work, ENAIRE has been the only air navigation service provider in Europe that, facing the hardest recovery scenario among the Member States, has been able to reduce delays compared to 2019, which places us as one of the most efficient service providers in Europe.

During this financial year, our strategic plan, Flight Plan 2025, has continued to advance with notable achievements that have contributed to the recovery of the aviation sector. We have maintained our position as the air navigation service provider with the lowest route charges among the top five European providers, and airlines have given us a perceived quality level score of 80.4 out of 100, the highest score in our recorded history.

During this year, ENAIRE has invested 169 million euros for the modernisation and digitisation of our systems, and the safety of our services. In this regard, it is worth noting that our commitment to the Safety of operations continues to be our priority. In 2022, for the third year in a row, this has led us to achieve the highest possible level of Safety Management System, hence we continue to be leaders and benchmarks at a European level.

**Ángel Luis Arias Serrano**
Director General

Along with the safety, quality and efficiency of our services, our Flight Plan 2025 covers our commitment to environmental sustainability through our Green Sky Plan, which has continued to make strides with its Fly Clean initiatives to reduce aircraft emissions by improving the efficiency of flights operating in Spanish airspace, its Fly Quiet initiatives to reduce the noise impact on populations and on biodiversity, and its Eco-ENAIRE initiatives to reduce emissions from ENAIRE's facilities by using renewable energy, providing more efficient vehicles and other energy efficiency and circular economy measures.

This year, I would like to highlight, both environmentally and as a significant contribution to sustainability within our sphere of influence: the introduction of the free route airspace in Spain in 2022. This initiative will update ENAIRE's air control system, SACTA, enabling more efficient and sustainable flights between designated airspace points without pre-established routes. By doing so, we can reduce fuel consumption, favour flexibility and improve air navigation by integrating civil and military operations in certain areas. According to EUROCONTROL, the implementation of free route airspace across Europe will result in a daily reduction of half a million nautical miles flown, equivalent to saving 10,000 tonnes of CO2 emissions to the atmosphere and cutting fuel costs by three million euros every day.

As another major challenge, ENAIRE has continued to facilitate and promote coexistence of new users in the airspace, with special emphasis on the development of the drone industry and the progress made in this regard for its integration, not only in Europe but also nationally, by carrying out ENAIRE's U-space Platform acceptance tests, which will allow us to be certified and be designated by the State as a Common Information Services Provider (CISP) nationwide.

All these advances that we will detail below in our Report, together with our commitment to society to provide a public service with the utmost guarantees, have been possible thanks to the commitment and professionalism of our more than 4,100 employees, whom I would like thank again for their good work and dedication in this period and whom I encourage to continue on the same path of excellence.

Ángel Luis Arias Serrano
Managing Director

# Dates and figures for 2022

chapter 3

# Dates and figures for 2022

## LEADERSHIP

We are the first global air navigation service provider in Spain

**2.2** Mkm²

Air space

## VALUES

Signatories to the Global Compact. We work to achieve the goals of the 2030 Agenda

## SUSTAINABILITY

**17,116** Mt

saved in fuel compared to 2019

**-54,000** Mt

saved in $CO_2$ emissions

**1.6** million nautical miles

saved due to air route efficiency

**96.68** %

Increased efficiency of the route network compared to 2019

## CUSTOMERS

**+ than 850**

## EFFICIENCY

In 2022, route charges remain at:

**-19** %

in the Peninsula

**-15** %

in the Canary Islands

(compared to 2019)

## INVESTMENTS

**36** %

Increase in investments compared to 2021

## OPERATIONS

**2.0** M

In 2022, ENAIRE consolidates air traffic in Spain, increasing by 66.6%, compared to 2021

**92.2** %

of the 2019 traffic volume achieved

## EQUALITY

**46** %

Female managers and qualified females

**34.63** %

Female employees

## FACILITIES

**5** Control Centres

(Madrid, Barcelona, Sevilla, Palma de Mallorca and Gran Canaria)

**2** Terminal Area Control Centres

(Santiago de Compostela and Valencia)

**21** Airports

where we are aerodrome control service providers, including the five with the highest air traffic in Spain

**46** Airports

where we provide CNS (Communications, Navigation and Surveillance) services

## PROFITABILITY

**+94.3** M€

increase in EBITDA compared to 2021 (variation of 42.8%)

**+91.7** M€

improvement in operating result compared to 2021 (29.6% increase)

## QUALITY EMPLOYMENT

**97** %

permanent employment

**4,177**

Employees

# Highlights of 2022

ENAIRE manages around **2 million flights**, increasing by **66.6% compared to 2021**, which has made it possible to reach 92.2% of the movements in 2019

ENAIRE is facing the greatest flight recovery in Europe, being **the only air navigation service provider that reduced delays** compared to 2019

For **the third year in a row, the assessment of our Safety Management System** carried out by the Spanish Aviation Safety and Security Agency **obtains the highest score**, consolidating us **as leaders in Europe** and in the service provider business with the best rating worldwide

ENAIRE begins the implementation of the **free route** concept, which will allow it to fly without pre-established routes, achieving more efficient and sustainable flights between designated points in the airspace, **with daily savings of 10,000 tonnes of $CO_2$** emitted into the atmosphere in Europe

ENAIRE **improves flight efficiency, fuel savings and emissions reduction** through greater use of continuous descent operations, exceeding by 21 percentage points the average use of 'green' descents in Spain compared to Europe

The use of the app **ENAIRE Drones** as a consultation tool for planning drone operations has reached **1.5 million** accesses by users in 2022

ENAIRE has chaired the **A6 Alliance**, composed of the leading European air navigation service providers responsible for the safe management of more than **80% of Europe's air traffic and 70% of the investments in R&D** in future ATM infrastructure in Europe

**ENAIRE's Strategic Innovation Plan** envisages more than **20 million annual investments** for research, development and innovation until 2025, a **16% increase** compared to the previous five years, consolidating us as one of the innovation drivers of MITMA

ENAIRE continues to be at the forefront of the transformation process towards the **Single European Sky,** awarded in 2022, along with our subsidiary CRIDA, the **CANSO Global Safety Achievement Award**, for their tool for automatic monitoring of loss of separation between aircraft with artificial intelligence

ENAIRE becomes the first organisation to obtain **certification for flight procedure design (FPD, Flight Procedure Design)**

In 2022, we hired 168 new employees, maintaining a **ratio of 97% of permanent contracts,** and published **137 air traffic control positions**

# About ENAIRE

chapter 4

# Who are we?

ENAIRE is a public business entity of international reference and leading in the field of air navigation, attached to the Ministry of Transport, Mobility and Urban Agenda, with its own legal personality and independent from the State, which carries out its activity in the context of the Government's general transport policy.

At ENAIRE, we manage the **2.2 million square kilometres** that make up the Spanish airspace, by providing air navigation services with **state-of-the-art technology**.

To comply with our mission and purpose, we set up a work team composed of 4,177 people and a strong network of technology providers. In addition, we have forged alliances with key players in the industry at the business, government and academic levels.

The Public Business Entity Spanish Airports and Air Navigation (Aena EPE, in Spanish), created by article 82 of Law 4/1990, of June 29, on General State Budgets for 1990, was renamed ENAIRE by Law 18/2014, of 15 October, approving urgent measures for growth, competitiveness and efficiency.

Since 2011, we have been the exclusive provider of route and approach control services for aircraft. Since 2019, we also are the only AESA-certified service provider in the areas of ATFM and ASM, allowing us to offer air traffic flow management and airspace management services (level 3) in accordance with EU Regulation 2017/372.

In January of 2022, ENAIRE became the first national organisation to be certified by AESA as a provider of Flight Procedure Design services, which involve the design, documentation, validation, maintenance, and periodic review of flight procedures necessary for the safety, regularity, and efficiency of air navigation.

In 2021, the current Strategic Plan, called **Flight Plan 2025**, was approved to transform and modernise the Public Business Entity and become a global service operator.

# Purpose, mission and values

## PURPOSE

We will make sure your flight is safe, fast, efficient and sustainable.

## MISSION

We provide air navigation services with safety, quality, efficiency and respect for the environment, contributing to the development of aviation and, therefore, to the economic and social development of Spain.

## VALUES

### Safety first:

- **It is in our DNA:** Safety is our highest priority, a pillar on which our service and people's well-being are based.
- **Trustworthy attitude and 'fair culture':** We participate in an atmosphere of trust in which we all report essential information without fearing punitive consequences, in an effort to maintain and improve our Safety Culture.
- **Improvement and promotion of Safety:** To face the challenges of the future, actions and changes, we must bolster the required levels of Safety.

### Committed to customers and society:

- **We seek excellence:** We provide a quality service that guarantees and exceeds the needs and expectations of our customers and stakeholders.
- **We are empathic:** We put ourselves in other people's shoes to understand and respond to the needs of the internal and external customer.
- **Responsible for the Environment:** We are aware of the impact of our activity on the natural environment and we implement measures to develop sustainable solutions.

### We are one big team:

- **We are ENAIRE:** We are proud to be part of ENAIRE. With our work we do everything possible to achieve collective goals.
- **Integrity is our nature:** We act ethically, honestly and transparently in our work.
- **We respect and trust:** We collaborate with our peers, recognise the merit of their work, and act with generosity and humility to achieve an interconnected organisation.

### Hunger' for improvement in our organisation:

- **We are innovative:** We set ourselves new challenges and look for new ideas and ways of doing our work, based on the latest technological advances.
- **Flexible to changes:** We are open-minded and we adapt to changes so that ENAIRE can transform and grow.
- **We are proactive:** With involvement and initiative we build the future of ENAIRE.

# Our activity

## Our services

**We provide the following services**

**1.** Air Traffic Service (ATS) in a safe, smooth, efficient and sustainable way.

**2.** Communications, Navigation and Surveillance Services (CNS) with which we provide the technical means and support for aircraft operations.

**3.** Aeronautical Information Service (AIS) to make available to all airspace users the information necessary to carry out their operations.

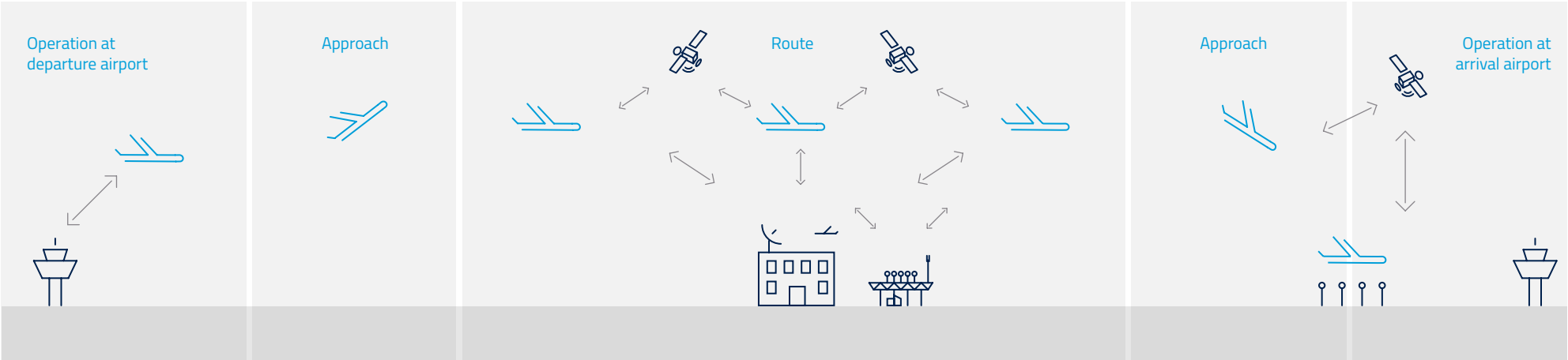
**4.** Air Traffic Flow Management (ATFM) to ensure flight regularity and capacity in the airspace.

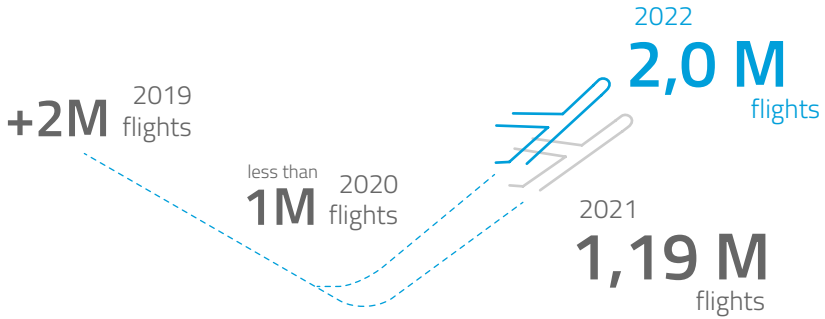
**5.** Local Airspace Management (ASM) (Tactical/Level 3) to ensure civil-military coordination in the development of operations.

**6.** Flight Procedure Design (FPD) service, for the design, documentation, validation, maintenance and periodic review of flight procedures necessary for the safety, regularity and efficiency of air navigation

We are the only provider of aeronautical information service in Spain

### The role of air navigation





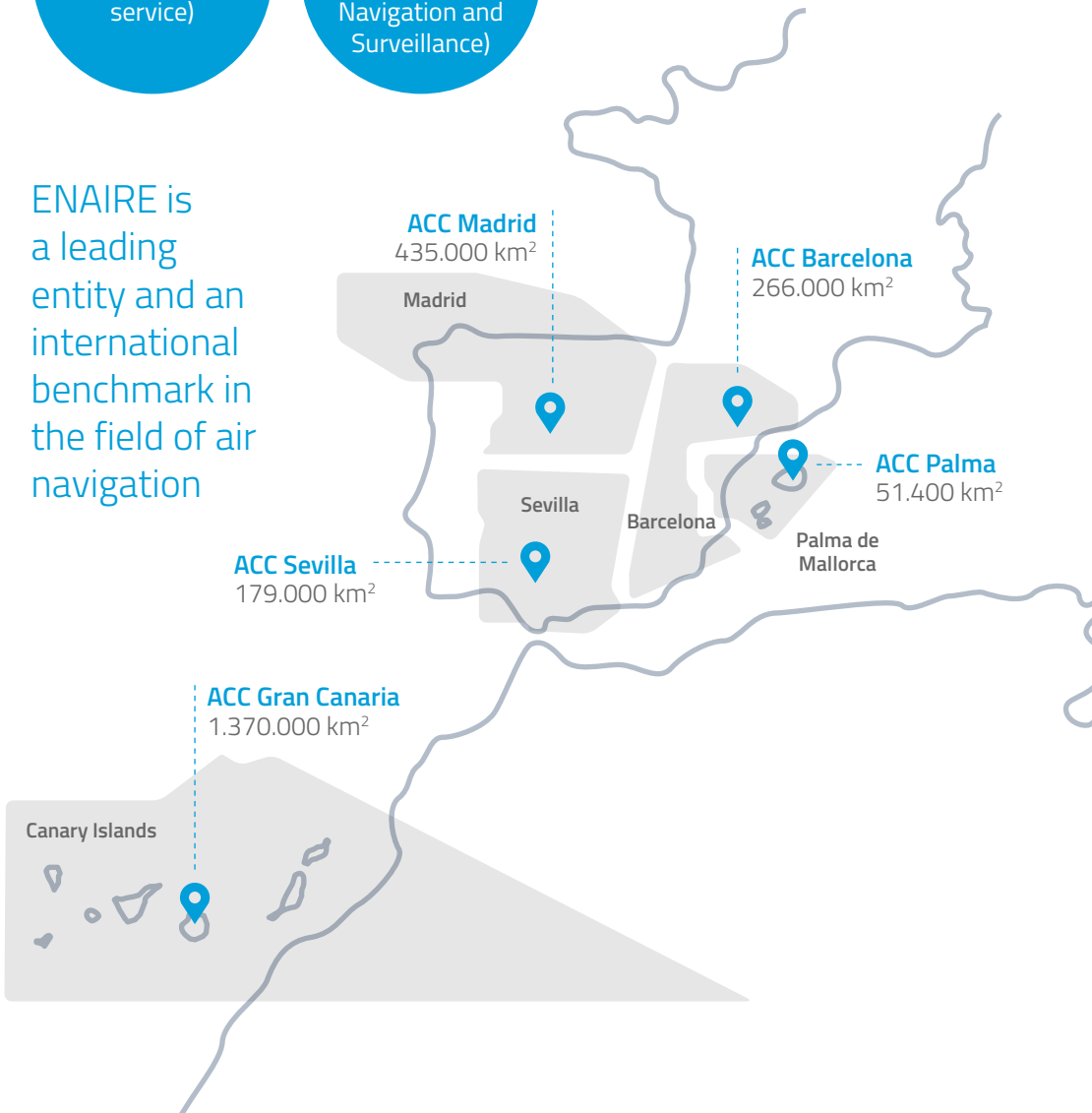

In 2022, air traffic in Spain is consolidated, reaching an annual average of 92.2% of flights compared to 2019 levels.

**We provide air navigation services to civil traffic throughout the Spanish airspace:**

21 towers (aerodrome control service)

46 airports with CNS Service (Communications, Navigation and Surveillance)

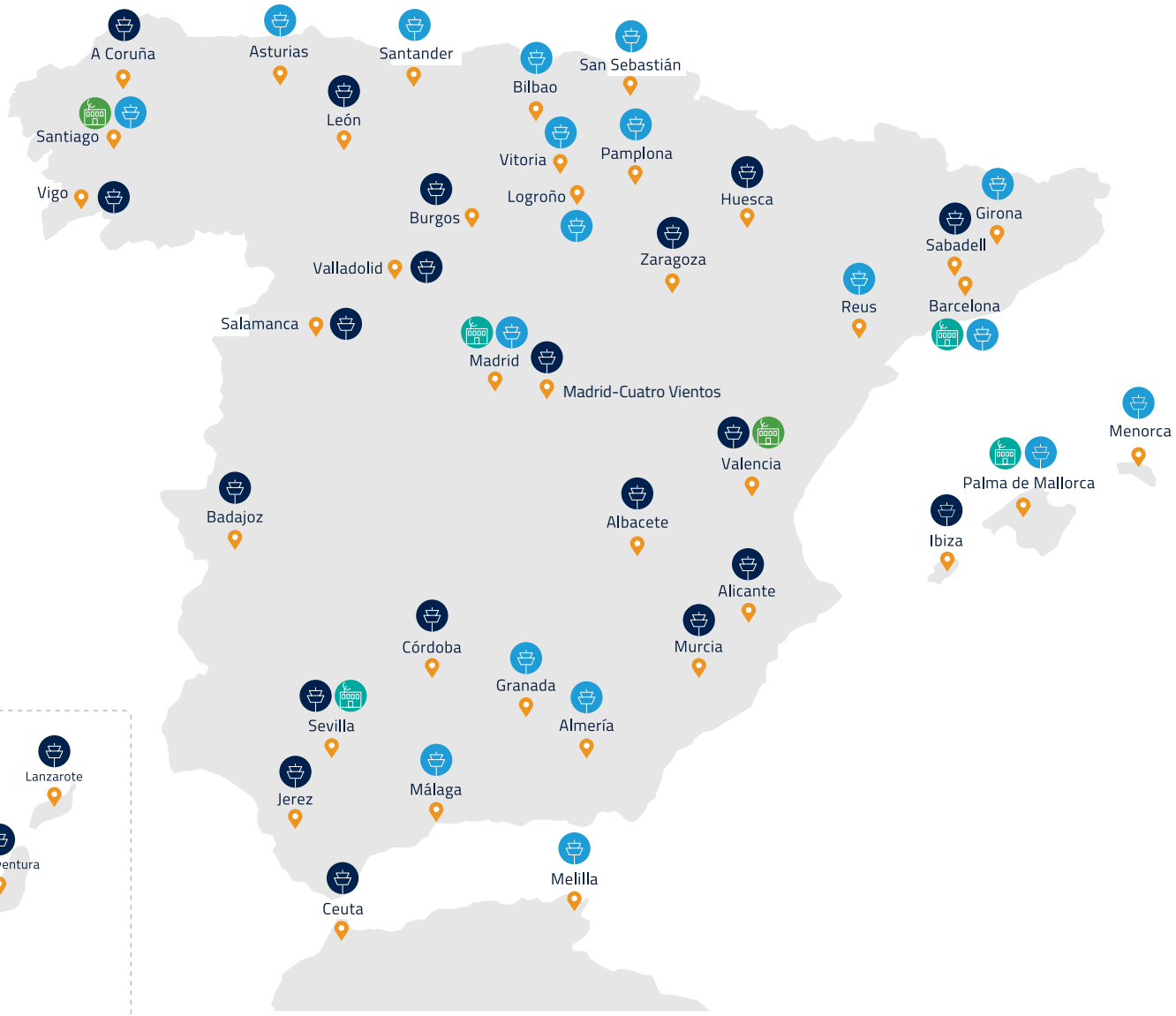
ENAIRE is a leading entity and an international benchmark in the field of air navigation



# Location of air navigation services

- Air traffic control services (approach and aerodrome) and CNS
- Air traffic control services (approach) and CNS
- Control centres: air traffic services and CNS
- Terminal area control centres: Air traffic services and CNS

CNS: Communications, Navigation and Surveillance




Canary Islands

## Facilities and equipment through which we provide air navigation services:

**239**
radio aids supporting en-route guidance, TMA and airport approaches

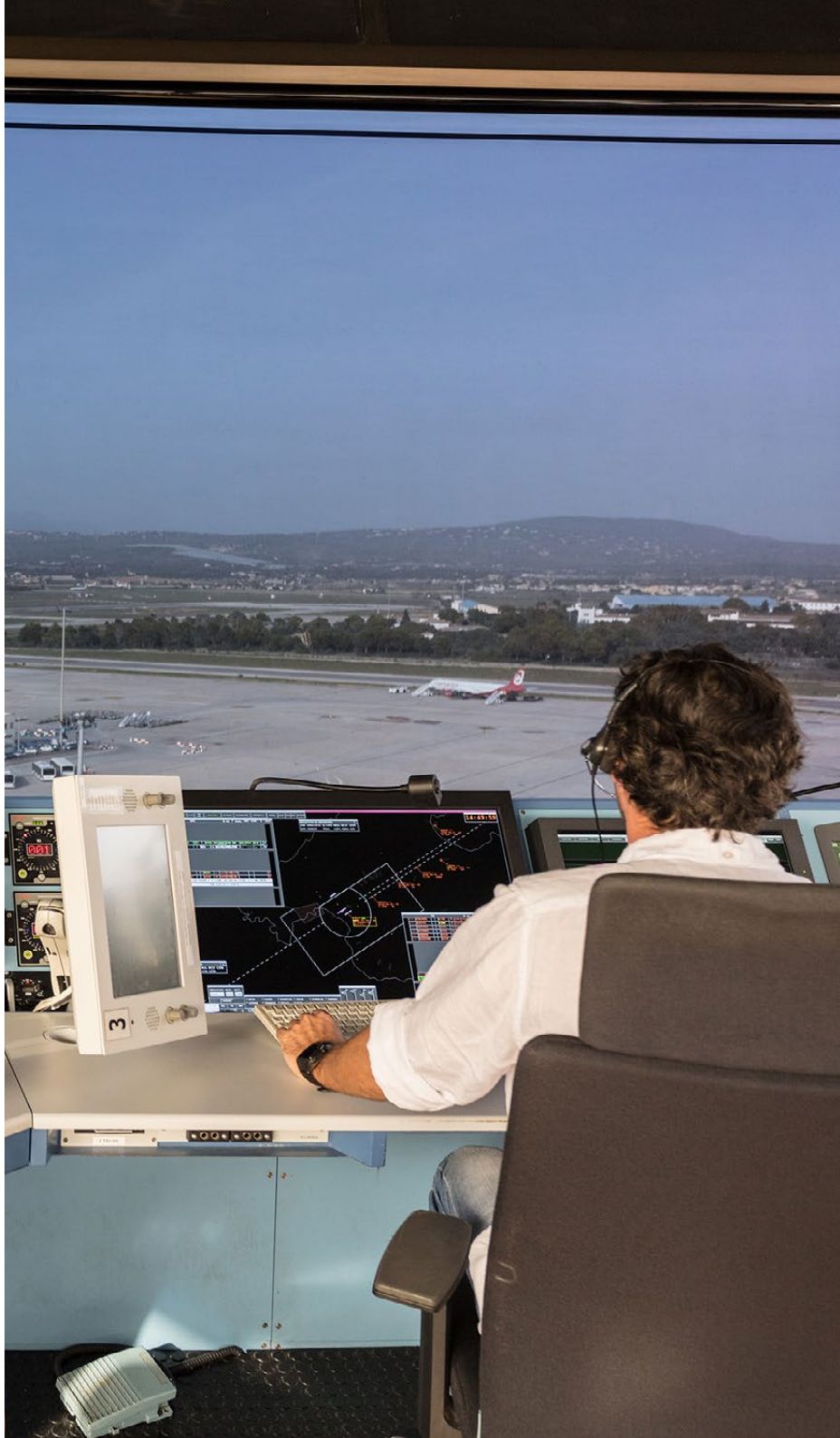
**58**
en-route, TMA and surface surveillance systems

**136**
communication centres

**121**
REDAN nodes for voice and data communication for air navigation applications

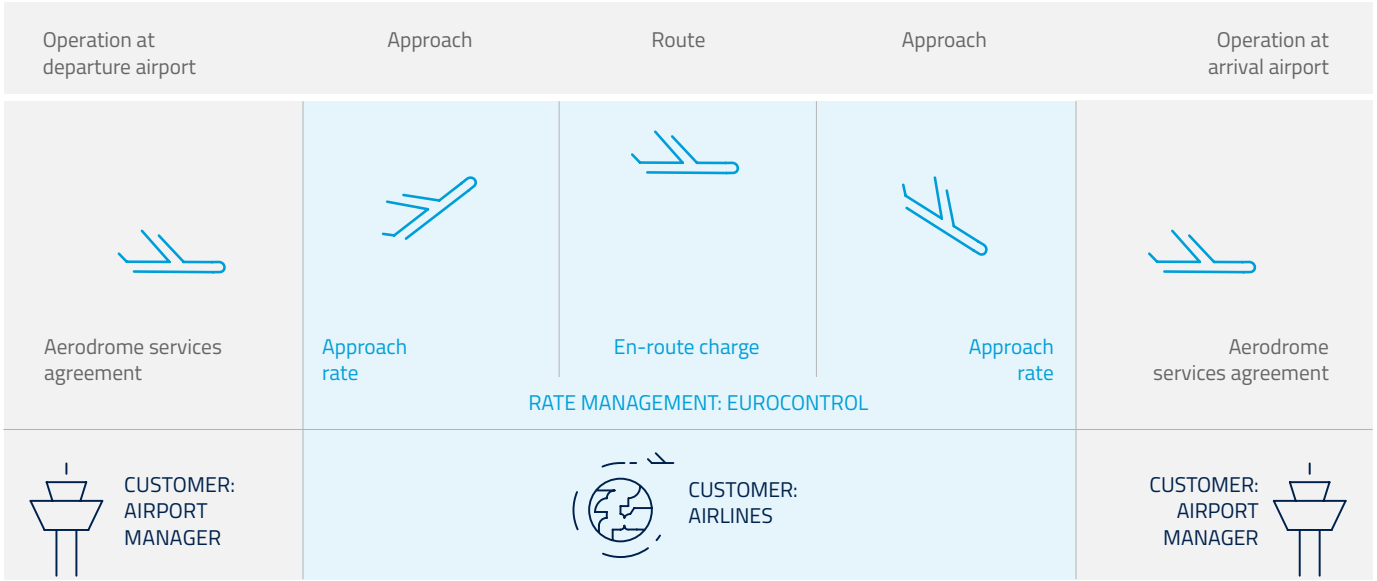
**140**
control tower positions

**178**
control centre positions



# Charges and turnover

We continue to favour the recovery of the Spanish air sector, maintaining the lowest air navigation charges in Europe, with the commitment to keep them below 2019 levels until 2024.




Note: Approach and take-off operations are a single service. According to the European regulation on the Single European Sky, the formula for calculating these charges must be the same for all EU countries. The billing and collection of both charges are managed by EUROCONTROL.

We have two types of air navigation charges:

### 1. Route charges

Remunerate facility costs, use and services of en-route air navigation. They are calculated by multiplying the unit rate by the service units, in which the distance flown and the weight of the aircraft that cross the Spanish airspace are main factors.

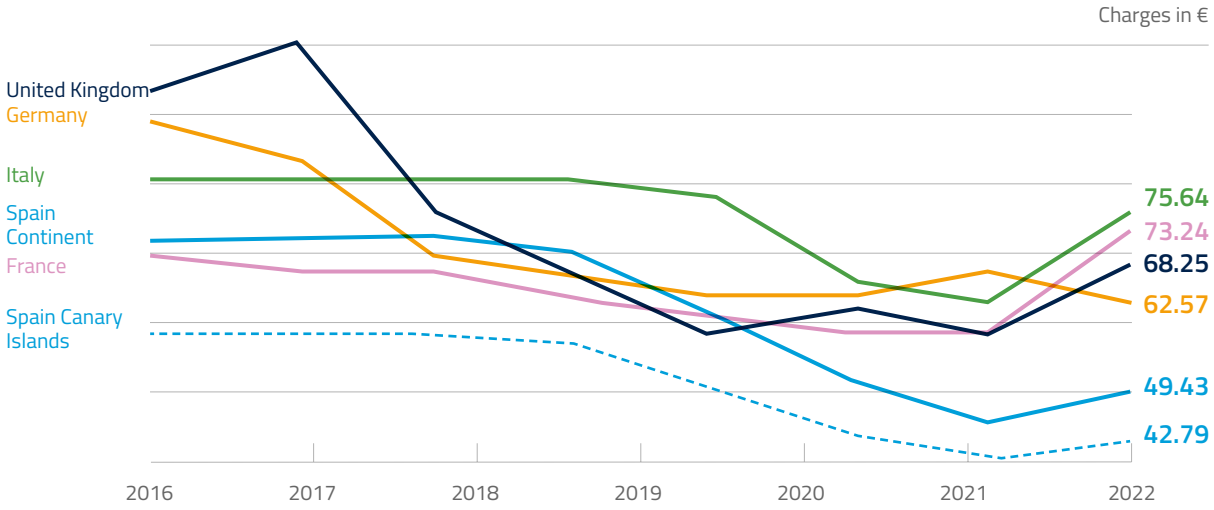
CHARGE CALCULATION

### 2. Terminal charges

Remunerate the air navigation services provided to ensure the safety and smoothness of movements at this phase of flight. They are calculated by multiplying the unit rate by the service units, taking into account the weight of aircraft that cross the Spanish airspace. They apply to all airports and air bases opened to civil traffic where we present our services.

Spain is the country that continues to maintain its charges as the lowest of the main European providers.

## Charges in Europe




Peninsular charges in 2022 are 19.4% lower compared to 2019, and 14.4% lower in the Canary Islands.

En-route charges for Spain* are

**-34%** LOWER

than the average charges for Italy, France, the United Kingdom and Germany

* Includes Peninsula and the Canary Islands

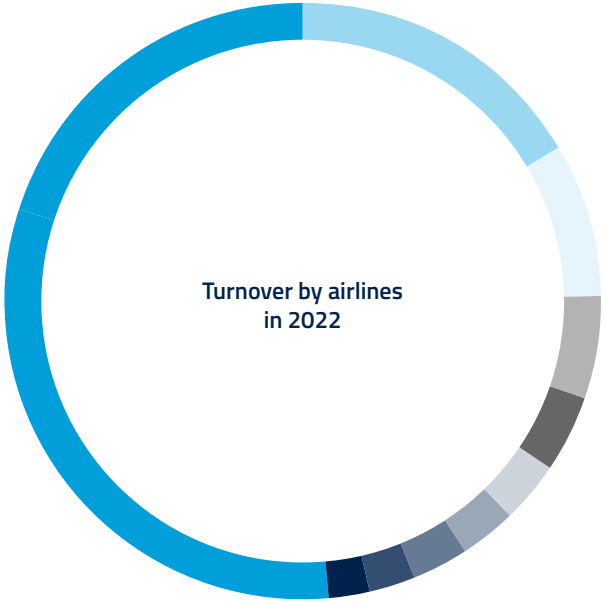
At ENAIRE, we have the most competitive charges in Europe of the last ten years, due to the reduction we apply to our charges, thus supporting society in their mobility.

Regarding 2022 route charges, they have increased by 9% in the Peninsula and by 7% in the Canary Islands, although they continue below those existing in 2019, -19% and -15% respectively.

Route charges turnover accounts for more than 67% of our revenue, and airlines are our main customers.

## Turnover by airlines in 2022

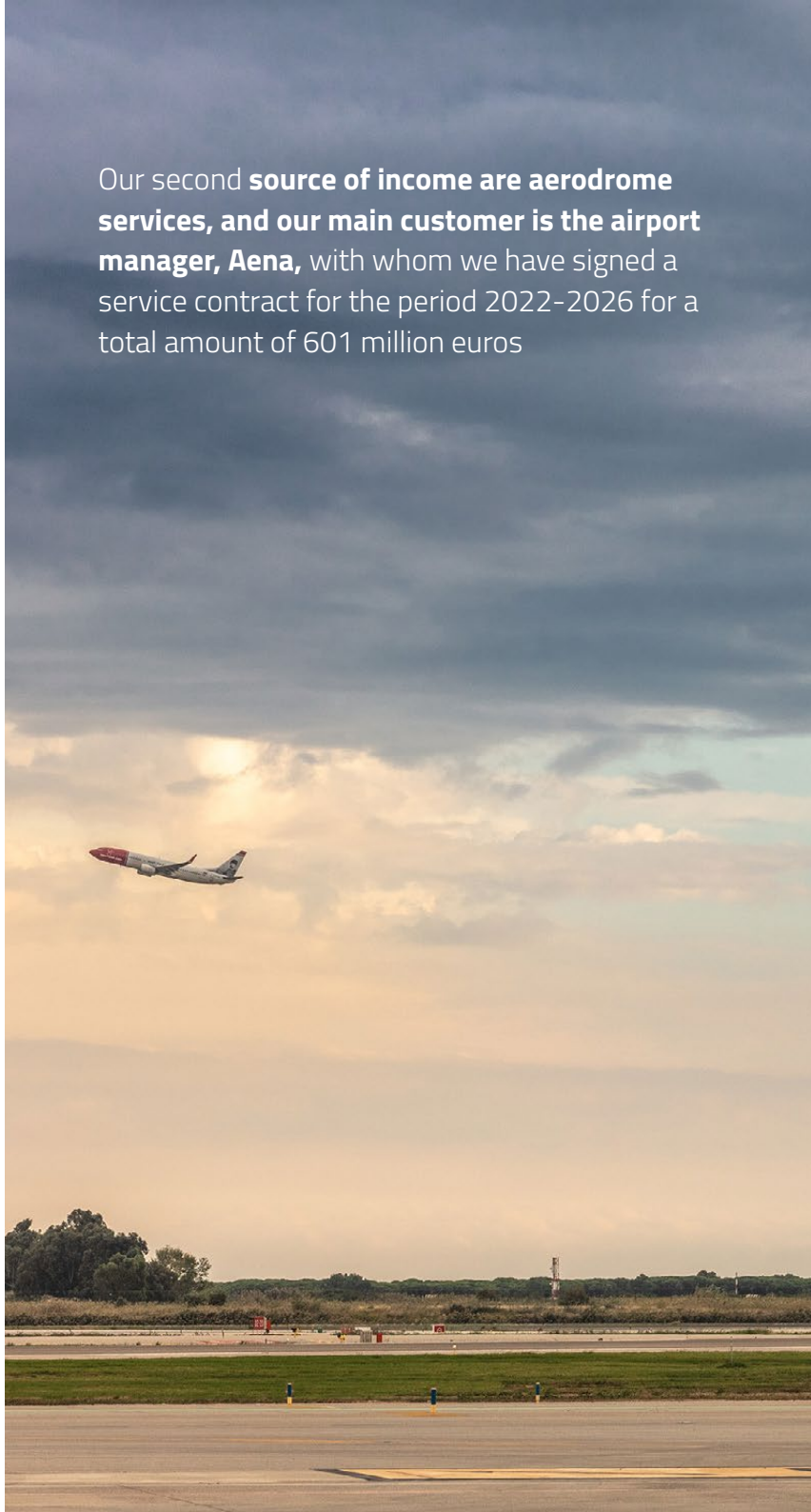
# 602 M€




| | |
|---|---|
| 17.32% | RYANAIR |
| 7.96% | VUELING AIRLINES |
| 5.25% | IBERIA |
| 4.47% | AIR PORTUGAL TAP |
| 3.28% | AIR EUROPA |
| 3.09% | EASYJET AIRLINE |
| 2.97% | EASYJET EUROPE |
| 2.73% | ROYAL AIR MAROC |
| 2.69% | JET2.COM |
| 50.25% | Rest |

The IAG Group, composed of the companies Vueling, Iberia, Air Nostrum, Iberia Express, British Airways and Aer Lingus, represents 18.87% of turnover in 2022.

Our second **source of income are aerodrome services, and our main customer is the airport manager, Aena,** with whom we have signed a service contract for the period 2022-2026 for a total amount of 601 million euros



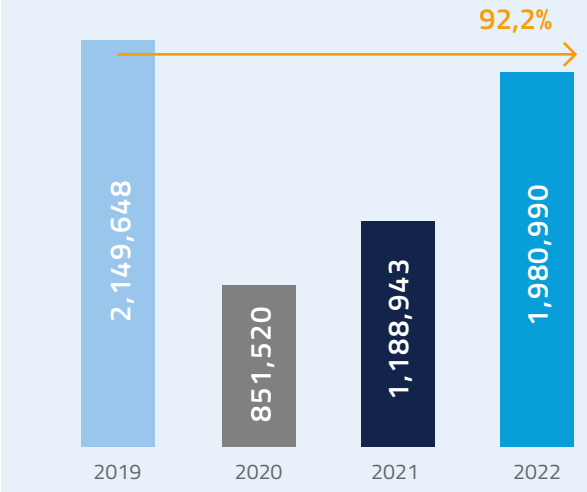
# Air traffic in 2022: the year of consolidation

In 2022, a year marked by the recovery from COVID-19 and international geopolitical events, we have managed nearly 2 million flights, with a very significant increase compared to 2021 (66.6% increase), which has made it possible to reach 92.2% of the movements of 2019.

The recovery of air traffic in Spain compared to 2019 has been higher than that of neighbouring countries such as France, Germany, the United Kingdom and Italy, showcasing a capacity for adaptation and business resilience recognised by EUROCONTROL, who highlighted the management of air traffic recovery in Spain during the summer of 2022, being the only European service provider that reduced delays compared to 2019.

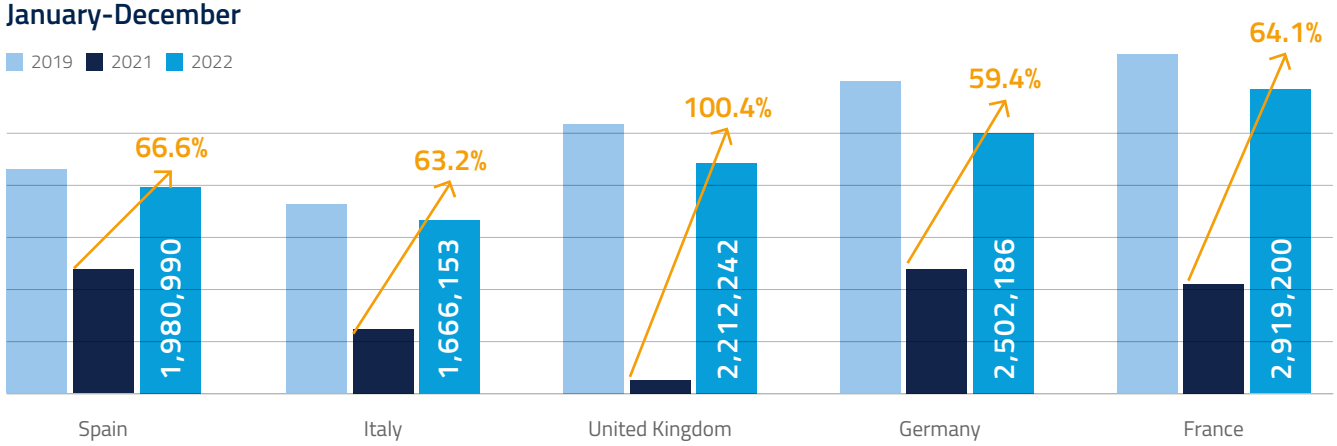
In 2022, ENAIRE consolidates air traffic in Spain, reaching 92.2% of flights compared to 2019 levels

Flights managed by ENAIRE
**Spain**




Compared to 2021, Spain increases its air traffic by 18.3 percentage points more than Europe, with an average en-route delay 82% lower than that of Europe

**January-December**




EUROPE 2022
**9,253,138**

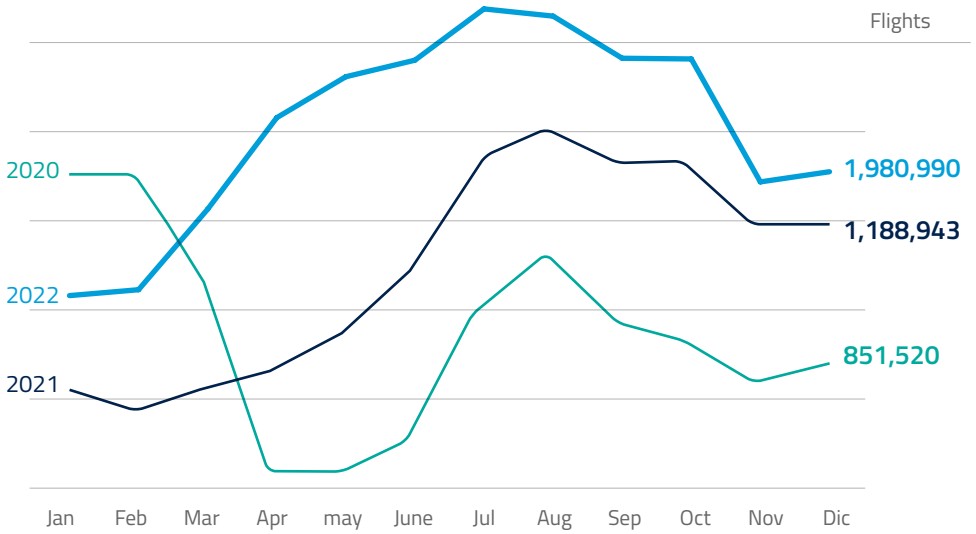
%22/21
**48.3%**

## MONTHLY RECOVERY OF FLIGHTS

The recovery of air traffic was the result of a significant increase in the number of flights in the first half of 2022 compared to 2021. During the second half of the year, pre-pandemic levels were reached, exceeding them in December 2022.

The average number of daily flights in 2022 has been 5,427, which places Spain as the fourth European country in terms of air traffic volume

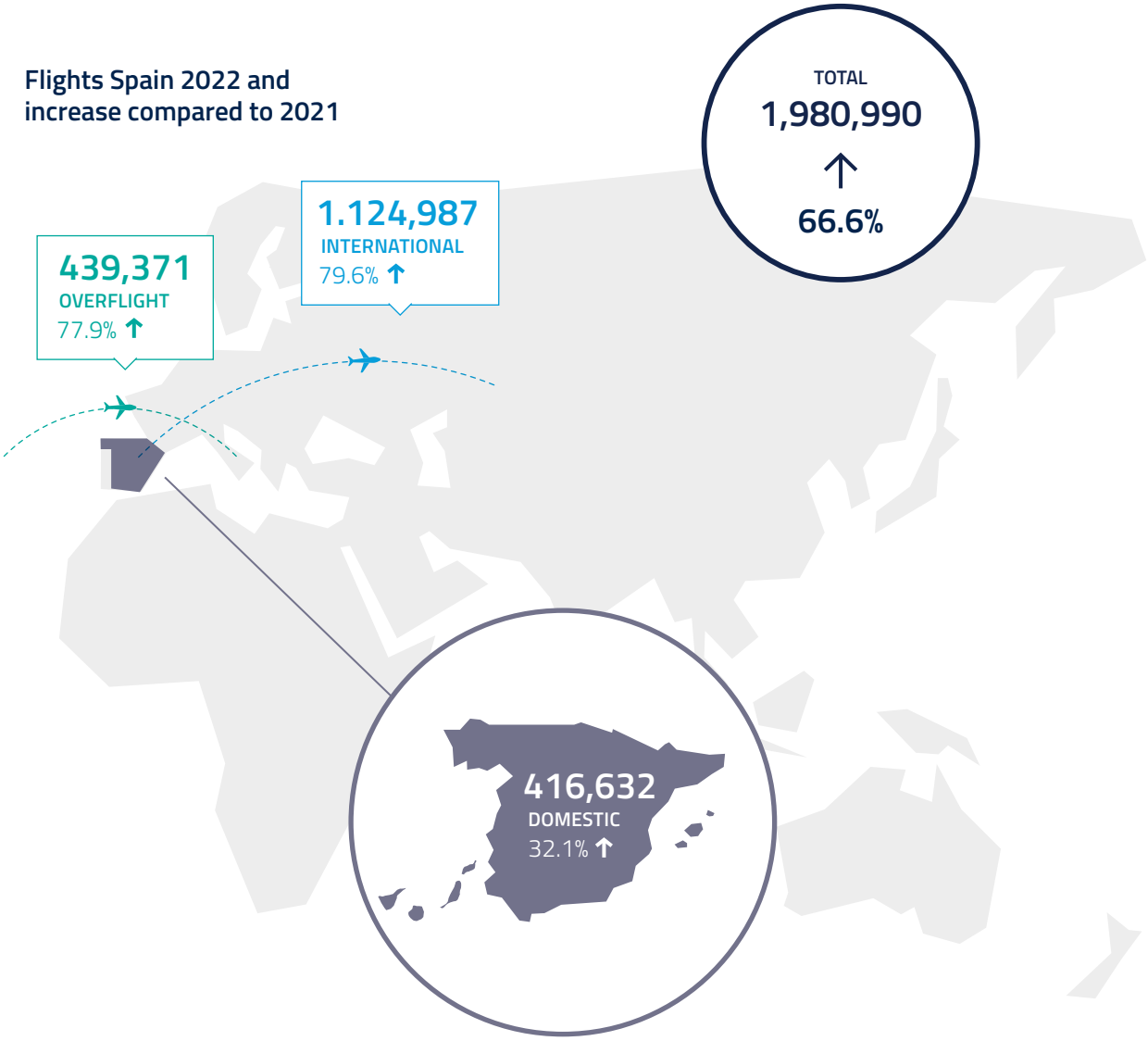
**Flight recovery**



Regarding the types of air traffic, compared to 2021, the increase in international flights stands out, and the increase in domestic flights has been consolidated, reaching 95.9% of the flights managed in 2019.

Meanwhile, overflights managed by ENAIRE (those which do not depart or arrive at a Spanish airport) have had a significant increase of 77.9% compared to 2021.

**Flights Spain 2022 and increase compared to 2021**



## MAIN TRAFFIC FLOWS

In 2022, international traffic flows stand out, mainly from the United Kingdom, France, Italy, the Netherlands and Germany. The flow with the United Kingdom, which in 2021 fell to 4th position, returns to 1st position in 2022. At the national level, the flows from the Balearic Islands and the Canary Islands-Canary Islands stand out, which move up one position compared to 2019. Regarding intercontinental flights, it should be noted that the flows with North America and the Middle East have recovered the volume of 2019 during 2022.

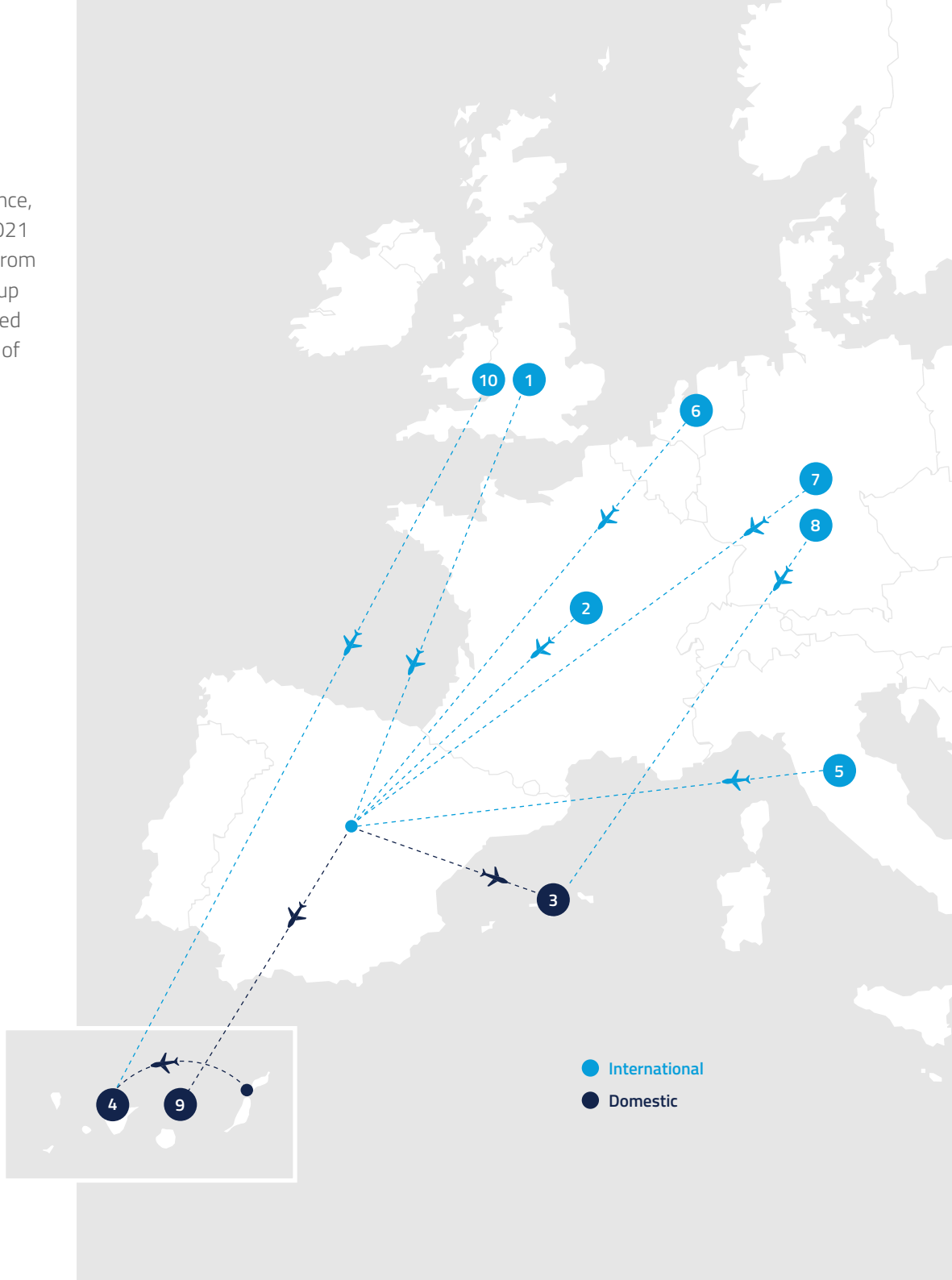
The air traffic flow we manage is divided into three types:

- Domestic Flights.
- International flights, with departure/arrival in Spain.
- Overflights, which come mainly from Europe.

### Air traffic flows

| | TYPE | TOP 10 FLOWS | 2022 | 22 vs 21 |
|---|---|---|---|---|
| 1 | INT | Peninsula <> United Kingdom | 134,812 | 155.42% |
| 2 | INT | Peninsula <> France | 89,635 | 68.96% |
| 3 | DOM | Peninsula <> Balearic Islands | 89,061 | 33.57% |
| 4 | DOM | Canary Islands <> Canary Islands | 85,300 | 29.75% |
| 5 | INT | Peninsula <> Italy | 80,285 | 85.64% |
| 6 | INT | Peninsula <> Netherlands | 76,994 | 50.99% |
| 7 | INT | Peninsula <> Germany | 75,171 | 61.04% |
| 8 | INT | Balearic Islands <> Germany | 65,056 | 47.83% |
| 9 | DOM | Peninsula <> Canary Islands | 61,481 | 33.74% |
| 10 | INT | Canary Islands <> United Kingdom | 61,178 | 158.23% |

Comparison of volume of TOP 10 flows



## MANAGED FLIGHTS

### Control Centres

| SPAIN | 2019 | 2020 | 2021 | 2022 |
|---|---|---|---|---|
| **TOTAL** | **2,149,648** | **851,520** | **1,188,943** | **1,980,990** |
| International | 1,249,952 | 430,099 | 626,507 | 1,124,987 |
| Domestic | 434,417 | 233,502 | 315,438 | 416,632 |
| Overflights | 465,279 | 187,919 | 246,998 | 439,371 |

| ACC SEVILLA | 2019 | 2020 | 2021 | 2022 |
|---|---|---|---|---|
| **TOTAL** | **426,507** | **184,449** | **273,691** | **438,236** |
| International | 206,573 | 78,806 | 118,026 | 202,897 |
| Domestic | 115,177 | 63,969 | 91,425 | 120,282 |
| Overflights | 104,724 | 41,674 | 64,240 | 115,057 |

| ACC MADRID | 2019 | 2020 | 2021 | 2022 |
|---|---|---|---|---|
| **TOTAL** | **1,187,649** | **475,916** | **631,679** | **1,085,719** |
| International | 618,386 | 227,257 | 299,304 | 557,560 |
| Domestic | 205,868 | 99,670 | 135,610 | 186,996 |
| Overflights | 363,395 | 148,989 | 196,765 | 341.163 |

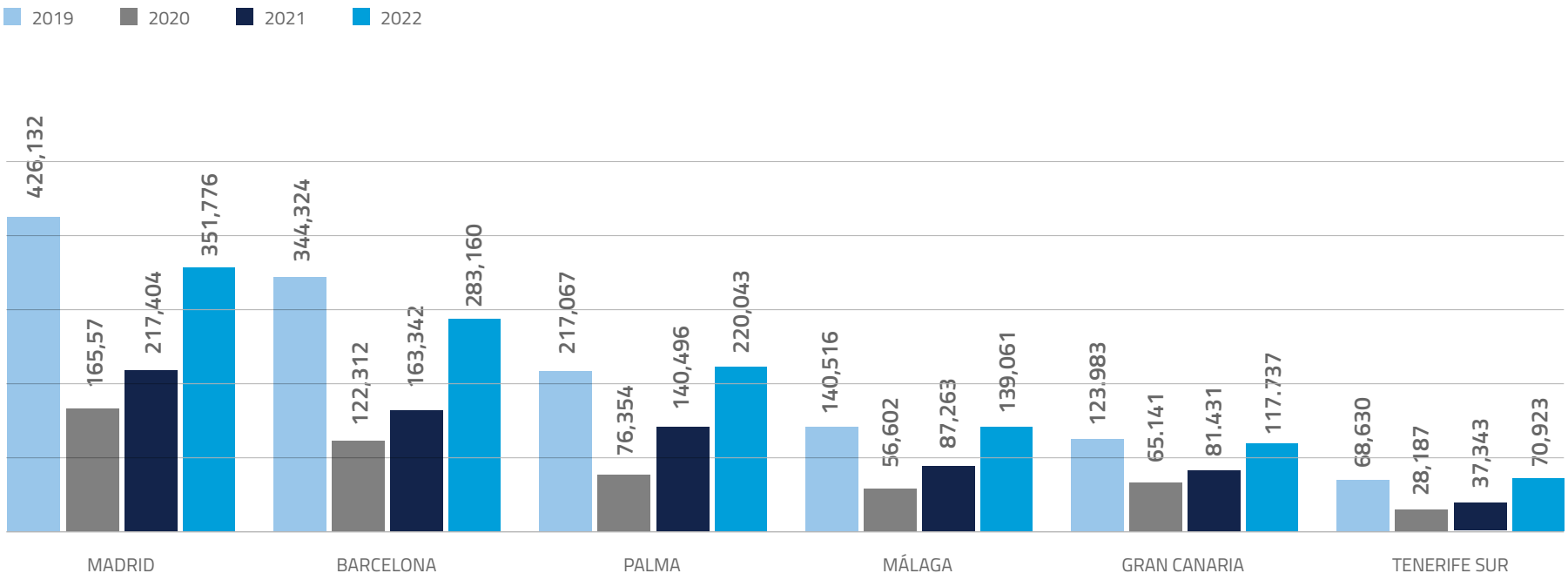
| ACC GRAN CANARIA | 2019 | 2020 | 2021 | 2022 |
|---|---|---|---|---|
| **TOTAL** | **357,566** | **172,511** | **219,760** | **351,452** |
| International | 168,481 | 67,705 | 87,256 | 168,989 |
| Domestic | 149,751 | 87,975 | 112,794 | 148,023 |
| Overflights | 39,334 | 16,741 | 19,710 | 34,440 |

| ACC BARCELONA | 2019 | 2020 | 2021 | 2022 |
|---|---|---|---|---|
| **TOTAL** | **985,412** | **356,280** | **542,501** | **925,845** |
| International | 694,403 | 222,778 | 351,505 | 634,166 |
| Domestic | 182,968 | 93,608 | 134,505 | 180,656 |
| Overflights | 108,041 | 39,894 | 56,491 | 111,023 |

| ACC PALMA | 2019 | 2020 | 2021 | 2022 |
|---|---|---|---|---|
| **TOTAL** | **330,965** | **122,708** | **226,249** | **339,988** |
| International | 223,780 | 65,614 | 141,502 | 228,983 |
| Domestic | 106,607 | 56,754 | 84,319 | 110,570 |
| Overflights | 578 | 340 | 428 | 435 |

## Main control towers

Note: Total volume of operations carried out in the control towers of the six main Spanish airports, where we are the air traffic service providers.



# Our Stakeholders

17 PARTNERSHIPS FOR THE GOALS

During 2022, we have continued to make a significant effort to improve our relationship with our customers and stakeholders, as an essential part of our activity to achieve a solid and feasible recovery together with all the organisations involved in the aeronautical sector.

## Our Stakeholders

Source: Stakeholder Map (May 2021).
Note: Identification in accordance with our Integrated Management System (ISO 9001, ISO 14001, ISO 45001), regrouping the categories based on certification of the EFQM seal in May 2021.

# How do we contribute?

## RECOVERY OF EUROPEAN AVIATION

2022 has been the year of recovery for European aviation, despite the Russian invasion of Ukraine and the Omicron variant of COVID-19. For Spain, this has meant that in 2022 traffic levels in service units are only around 4% below the traffic recorded in 2019, with an increase of approximately 75% compared to 2021.

## WE ENCOURAGE CONNECTIVITY

Air connectivity enables tourism and facilitates trade, as well as social connection and inclusion, and encourages the exchange of knowledge and ideas. We connect people and companies to countries of different cultures and communities. In this sense, we are one of the EU countries that transports the most passengers on domestic, intra-community and extra-community flights. Between January and December 2022, the number of passengers on commercial flights in the Spanish aviation market grew by 261% compared to 2021, up to 243 million. During this period, 149.8 million more passengers travelled by plane in Spain compared to 2020.

## REDUCED AIR NAVIGATION CHARGES

With the improvement of prospects for air traffic recovery in 2022 and the maintenance of charges during the worst years of the health crisis, well below pre-pandemic charges, route charges for 2022 have increased by 9% in the Peninsula and 7% in the Canary Islands, although they continue below those in 2019, -19% and -15% respectively.

For another year, ENAIRE keeps the commitment of the 2025 Flight Plan not to exceed the charges applied in the year prior to the pandemic until the traffic recorded in 2019 has been recovered.

## WE CONTRIBUTE TO THE TOURISM SECTOR

We favour the positive impacts of tourism that it has on society and the economy. This year we have recorded the arrival of 59.3 million international tourists by air, 82.8% of the tourists who visited Spain. Tourism in 2022 has accounted for more than 12% of Spanish GDP.

Eight out of ten tourists arrive in Spain by air transport

# What sets us apart

### WE ARE A HIGHLY TECHNOLOGICAL, LEADING AND INNOVATIVE COMPANY

We are committed to ongoing improvement, adding into our services cutting-edge technologies and innovation through alliances, such as CRIDA (R&D and innovation Reference Centre) or STARTICAL (satellite services company for air navigation in collaboration with INDRA), as well as digitisation of the air control system and in airspace management, through our Digital Sky Plan.

### SAFETY, A PRIORITY IN OUR STRATEGY

The importance in safety is evident in our Strategic Plan, Flight Plan 2025, being our strategic priority and raison d'être. We have our Safety Plan, where we pay attention to all kinds of risks such as operational, cybersecurity, drones, human factors, among others.

We scored top marks in Europe for our Safety Management System, ranking number 1 in Europe for the third year in a row

ENAIRE and CRIDA, awarded at the World ATM Congress with the CANSO Global Safety Achievement Award for their tool for automatic monitoring of loss of separation between aircraft with artificial intelligence, consolidating their position as global leaders and benchmark in innovation and management of air navigation services.

## OUR COMMITMENT TO SUSTAINABILITY

In the field of sustainability, we are part of the following organisations:

- Spanish Global Compact Network
- We are partners of Forética, a benchmark organisation in the field of Corporate Social Responsibility. Internally, we are part of:
  - Transparency, Good Governance and Integrity Cluster
  - Social Impact Cluster
  - Climate Change Cluster
  - Action Group 'Sustainability and CSR in Public companies'

**Our strategic goals are aligned with the following initiatives:**

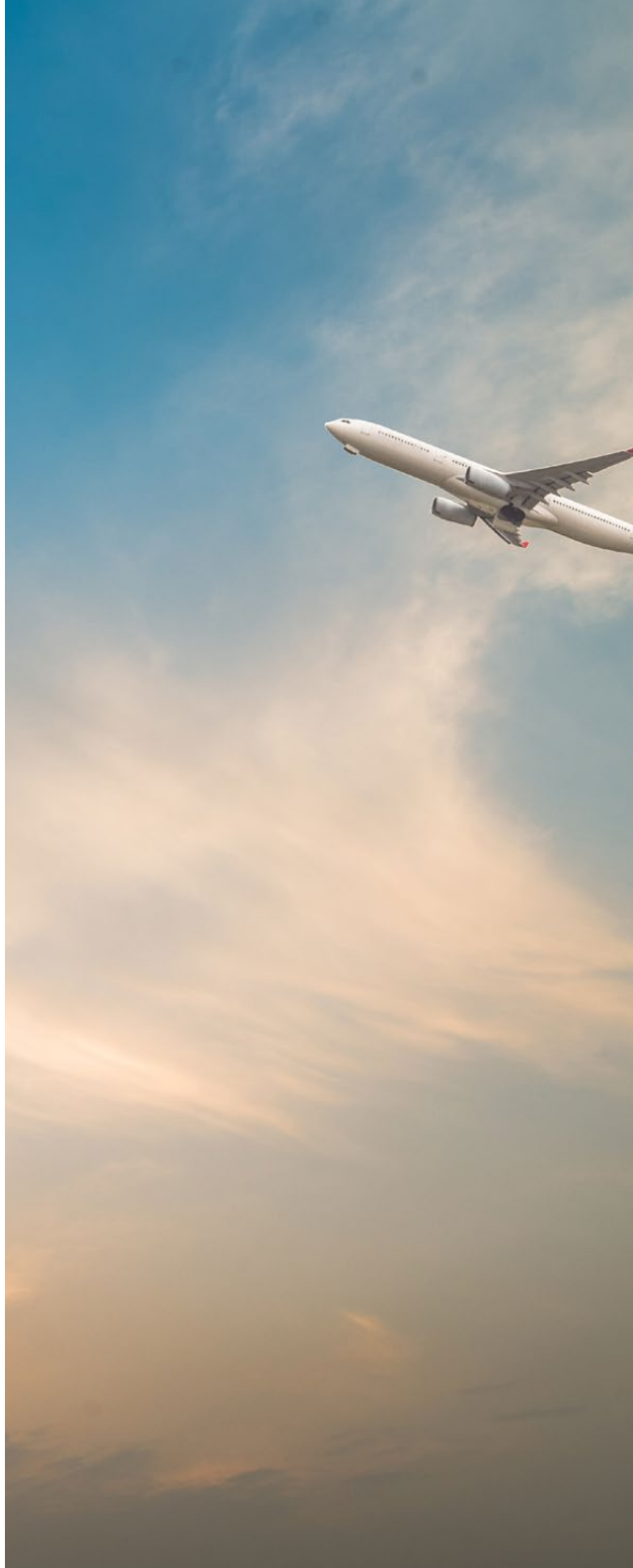
The 17 SDGs included in the 2030 Agenda by the United Nations

Principles of the Global Compact

One of the cornerstones of our strategy is the Environmental Sustainability Plan, Green Sky, whose aim is to achieve $CO_2$ neutrality by 2030.

**We integrate the Sustainable Development Goals of 2030 Agenda, as well as the values and principles of the Global Compact** into our strategy and apply them in the development of our operations

forética | Clúster Cambio Climático | Clúster Impacto Social | Clúster de Transparencia, Buen Gobierno e Integridad | Grupo de Acción de Salud y Sostenibilidad | Pacto Mundial Red Española



# Our roadmap

chapter 5

# Flight Plan 2025: Strategic Plan

2022 has been the second year of execution of our Strategic Plan, Flight Plan 2025, approved by the Board of Directors in 2021. This plan sets forth our course and the goals that we must achieve as an organisation to adapt to the new sector's context and enable us to remain leaders in the management of air navigation at a European and global level.

ENAIRE's Strategic Plan 2021-2025, Flight Plan 2025, is based on the following premises:

Ensure ENAIRE's **economic viability** and contribute to the r**ecovery of the sector in the face of the crisis** caused by the **COVID-19, ensuring its resilience in the face of uncertain geopolitical environments.**

**Prepare for the structural changes that are taking place in the air navigation sector driven** by the amendment of the Single European Sky and marked by the unbundling, liberalisation, relocation and globalisation of services.

# Strategic objectives. Flight plan 2025

## SAFETY

Prioritise:
- Safety culture
- The human factor
- Cybersecurity protection

## SUSTAINABILITY

- Contribute to sustainable mobility in the sector
- Minimise the environmental impact of our activity.
- Drive decarbonisation.

## QUALITY, SCALABILITY AND RESILIENCE OF SERVICE

- Improve the quality, scalability and resilience of our services
- Digitisation
- Modernisation of airspace and operational concepts
- Customer and stakeholder oriented culture

## EFFICIENCY AND COMPETITIVENESS

- Ensure the economic recovery and future viability of ENAIRE.
- Increase the efficiency, productivity and competitiveness of the company.
- Adapt to the structural changes in the sector, contributing to the global recovery of the aviation sector.

## BUSINESS AND INTERNATIONALISATION

- Internationalise our business
- Become leaders and benchmarks in the air navigation sector worldwide.

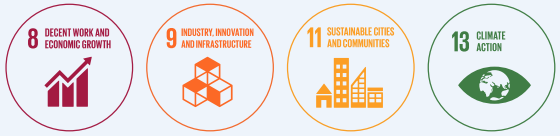
## TRANSFORMATION AND DIGITALISATION

- Develop an organisational culture focused on our people as the company's main asset.
- Accelerate ENAIRE's cultural and organisational transformation through the use of new technologies to become more agile and efficient

## Our contribution to the Sustainable Development Goals (SDGs):

### Impact

Contribution to the 2030 Agenda:




### Contribution

To ensure the proper functioning of our business and to ensure that our management is sustainable and socially reliable:

### Support

As a public business entity, we take part in the international environment and collaborate with our stakeholders:

To achieve the strategic goals, we have drawn up and articulated 11 Strategic Action Plans divided in 3 categories:

## 1. SERVICES

### SP1. Safety

We improve safety levels (operational - physical - cyber) in an increasingly demanding scenario with emerging risks.

### SP2. Digital Sky

We modernise the Spanish airspace, developing and relying on state-of-the-art technology, to increase the efficiency, scalability, resilience and capacity of ENAIRE's network and to be able to meet the needs and expectations of our customers.

### SP3. Environmental sustainability: Green Sky

We reduce the environmental impacts generated by ENAIRE's activity regarding emissions, noise and energy efficiency, aligned with the National Integrated Energy and Climate Plan (PNIEC) 2021-2030 and the European Green Deal

### SP4. Customers and Stakeholders

We improve the perception and trust of ENAIRE's customers and stakeholders, from the customer experience, the service culture of our professionals and the development of our services.

## 2. BUSINESS DEVELOPMENT

### SP5. Internationalisation and Business Development

We evolved our business model, turning ENAIRE into a global provider of air navigation services and associated services, to maintain and evolve the market share and increase the portfolio of services and the volume of revenue from new activities, through ENAIRE Global Services.

### SP6. Strategic services

We are facing a radical change in the way services are provided, which will require new technical approaches and the use of new technologies, as well as a clearly-designed strategic orientation.

### SP7. Drones and new Users

Our goal is to make ENAIRE the national provider of U-Space Common Information Services (CIS), by promoting and participating in other emerging business lines involving both drones and unmanned aerial vehicles for passenger transport (air taxis).

## 3. TRANSFORMATION

### 8. People: One Team

We promote the management of diversity, talent, work-life balance, team promotion and ENAIRE workers' professional and personal development.

### SP9. ENAIRE Campus

We strengthen the learning and development of ENAIRE's professionals by being a benchmark for quality and excellence in training, and a new space for innovation and exchange of knowledge.

### SP10. Innovation

We encourage research, innovation and development activities focused on improving services and new business areas. We strengthen synergies and the application of results in R&D and innovation together with CRIDA (R&D and innovation Reference Centre), boosting the integration of solutions in ENAIRE.

### SP11. Transformation: ENAIRE 5.0

With this Strategic Plan, we seek to drive ENAIRE's transformation and modernisation process, paying equal attention to technology and the human factor, in a culture where people feel motivated and committed, fostering collaboration, communication and teamwork.

The FP2025 is an achievement of our transformation process started with the previous strategic plan, FP2020, in which we monitor our results regarding the strategic goals:

| | Year-end closures | | Target | Year-end closures |
|---|---|---|---|---|
| | 2019 | 2021 | 2022 | 2022 |
| **SAFETY** | | | | |
| Weighted Safety Level (NPS GND, in Spanish [WLS Ground, in English]) | 17.57 | 12.16 | ≤ 13.00 | 11.23[1] |
| Effectiveness of Safety Management (EoSM) | D[2] | D | C | D |
| Cybersecurity Maturity Index (IMC) | 84.7% | 87.6% | ≥ 89.0% | 90.3% |
| **SERVICE QUALITY, SCALABILITY AND RESILIENCE** | | | | |
| Perceived Quality Level | 70.5 | 75.4 | ≥ 74.0 | 75.3 |
| Route delay (min/flight) | 0.47 | 0.09 | ≤ 0.20 | 0.30 |
| Arrival delay (min/arrival)[3] | 0.90 | 0.19 | ≤ 0.65 | 0.47 |
| **SUSTAINABILITY** | | | | |
| Inefficient use of route network (KEA)[4] | 3.67% | 3.30% | ≤ 3.49% | 3.32% |
| **EFFICIENCY AND COMPETITIVENESS** | | | | |
| Global Route Unit Costs (€2017) | 43.5 | 72.0 | ≤ 45.8 | 49.0[5] |
| Financial solvency | 1.45 | 1.44 | ≥ 1.50 | 1.44 |

[1] 2022 year-end closing data revised as at 31/03/2023.
[2] Results according to calculation method RP2 (2015-2019), which changes at RP3 (2020-2024).
[3] Corresponding to ENAIRE for the 7 airports of Madrid, Barcelona, Palma de Mallorca, Málaga, Gran Canaria, Alicante and Ibiza.
[4] ENAIRE's KEA target as a contribution to Spain's RP3 target. Year-end data 2019, 2021 and 2022 of Spain.
[5] If only costs imputed to ENAIRE were considered, the estimated value of DUC would be 41.7.

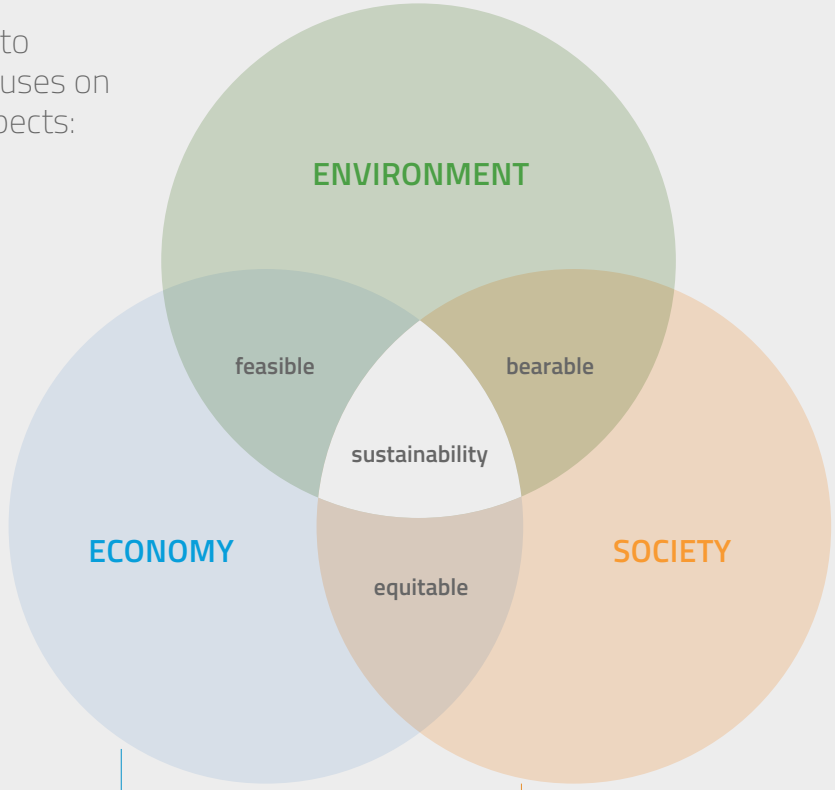
# Sustainability in our strategy

Our sustainability strategy is integrated into the strategic goals of our Flight Plan 2025 (FP2025).

At ENAIRE we are committed to **sustainable development in its environmental**, social and economic aspects, in order to abide by the 2030 Agenda, the universal principles of The UN Global Compact, the European Green Deal, the lever policies and the sustainable development strategy of the Spanish Government.

Our commitment is aligned with the Safe, Sustainable and Connected Mobility Strategy 2030, collaborating in its development as a main actor.

Our contribution to sustainability focuses on four strategic aspects:




**1. Environmental sustainability**
Minimise the environmental impact of air transport and our own activities.

**2. Transparency and good governance**
Ethical management and transparency in the organisation.

**3. Society and culture**
Social commitment and promotion of education and culture.

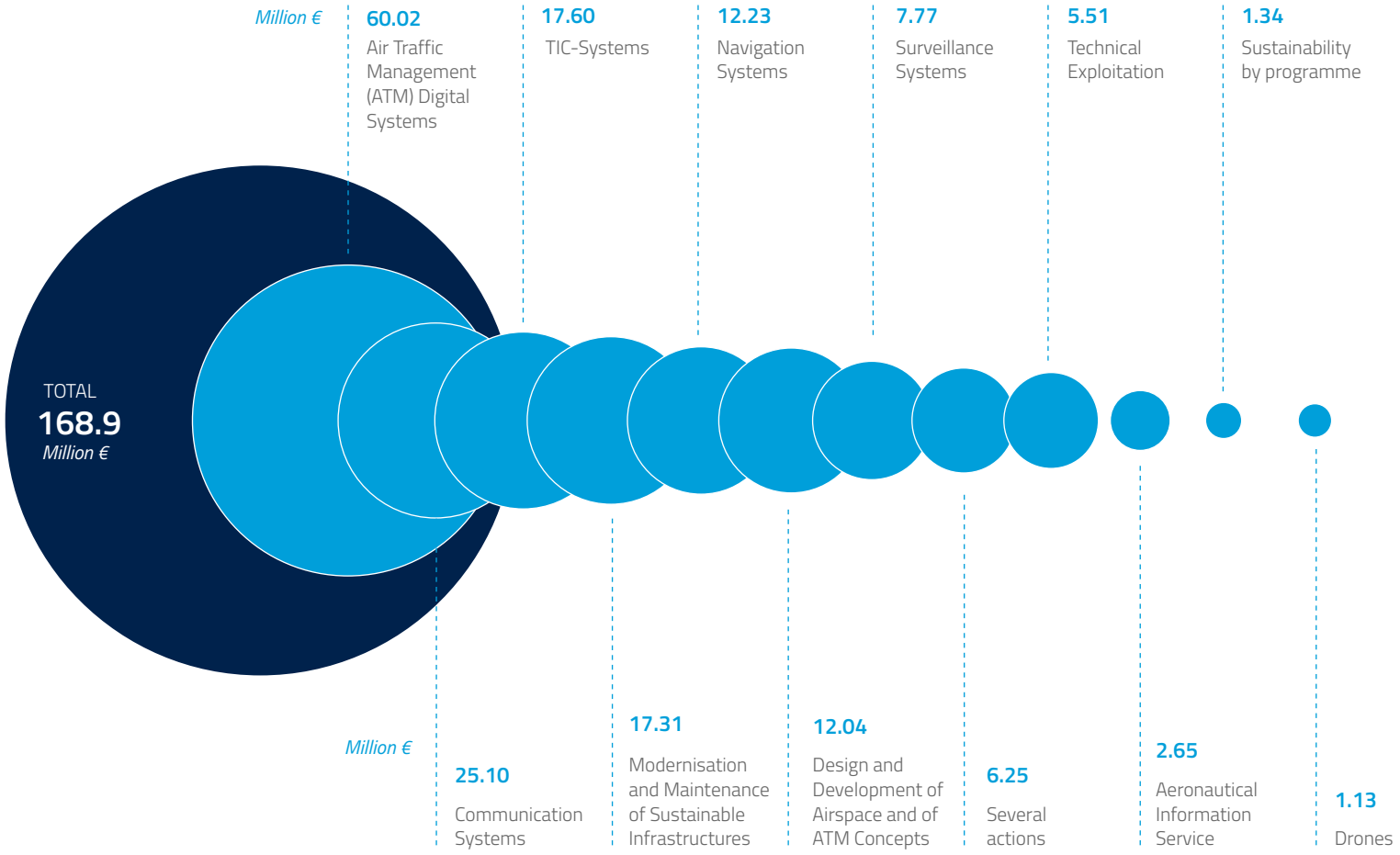
**4. Employees**
Commitment and motivation to offer quality and secure employment.

In addition, our FP2025 covers the contribution that strategic plans make to the various Sustainable Development Goals of the 2030 Agenda. During the fiscal year 2022, we have worked with the people responsible for the strategic plans and initiatives to identify indicators that measure ENAIRE's contribution to specific goals of the SDGs:

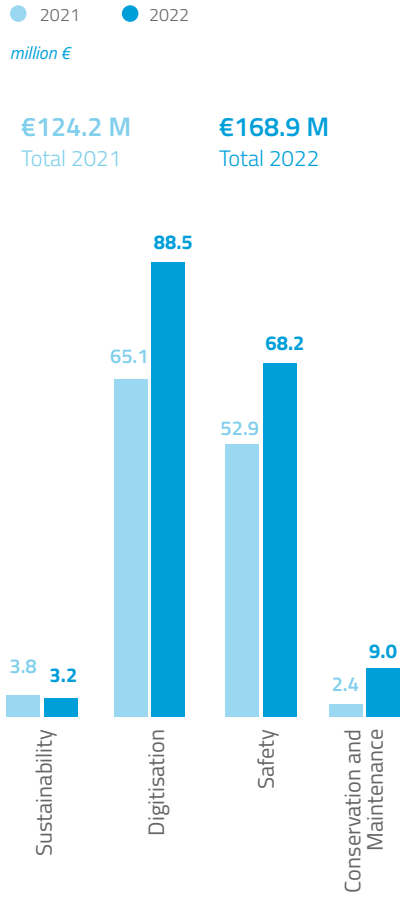
| | 1 NO POVERTY | 2 ZERO HUNGER | 3 GOOD HEALTH AND WELL-BEING | 4 QUALITY EDUCATION | 5 GENDER EQUALITY | 6 CLEAN WATER AND SANITATION | 7 AFFORDABLE AND CLEAN ENERGY | 8 DECENT WORK AND ECONOMIC GROWTH | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE | 10 REDUCED INEQUALITIES | 11 SUSTAINABLE CITIES AND COMMUNITIES | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 13 CLIMATE ACTION | 14 LIFE BELOW WATER | 15 LIFE ON LAND | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS | 17 PARTNERSHIPS FOR THE GOALS |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| SP1. Safety | | | ○ | | | | | | ○ | | ● | | | | | | |
| SP2. Digital Sky | | | | | | | | ○ | ● | | ○ | | ○ | | | ○ | ○ |
| SP3. Environmental sustainability: Green Sky | | | ○ | | | | ● | | ○ | | ○ | ○ | ● | | ○ | | |
| SP4. Customers and Stakeholders | ○ | ○ | ○ | ○ | ○ | | | ● | | ● | | ○ | | | | ○ | ● |
| SP5. Internationalisation and Business development | | | | | | | | ● | ○ | | | | | | | | ○ |
| SP6. Strategic Services | | | | | | | | ● | ○ | | ○ | | | | | | ○ |
| SP7. Drones and new Users | | | | | | | | | ● | | ○ | | ○ | | | | ○ |
| SP8. People: One Team | | | ○ | ○ | ○ | | | ● | | | | | | | | | |
| SP9. Enaire Campus | | | | ● | | | | | | | | | | | | | ○ |
| SP10. Innovation | | | | | | | | ○ | ● | | | | | | | | ● |
| SP11. Transformation: ENAIRE 5.0 | | | | | | | | ● | ● | | | | | | | ○ | |

Relevance
+ –

# 2022 Investments by multi-annual action programme




## Comparison of our investments by concept 2021 vs 2022



# Situation of European Grants and Funds

total
**€218.14 M**

Until the year 2025, we hope to receive €218.14 M of European funds and grants that will contribute to the deployment of FP2025.

## CEF FUNDS

| received | 2023-2025 |
|---|---|
| **€76.45 M** | €16.04 M |

total **€92.49 M**

ENAIRE will receive €92.49 M for the development already in execution from the funds of the European Union for the development of the Trans-European Networks for transport, telecommunications and energy. The first instalment of €76.45 has been received by 2022.

## HORIZON FUNDS

| received | 2023-2025 |
|---|---|
| **€16.36 M** | €2.03 M |

total **€18.39 M**

ENAIRE will receive €18.39 M from the funds of the Framework Programmes for Research and Innovation of the European Union. €16.36 million have been received up until 2022.

## PRTR

ENAIRE will receive €107.26 M from the Recovery, Transformation and Resilience Plan (PRTR) funds, to address the damages caused by the COVID-19 crisis. The first instalment of €72.13 M has been received up until 2022.

ENAIRE consolidates its commitment to the aerospace sector with the investment of more than 107 million euros in the development of the Single European Sky and contributes to MITMA's Sustainable, Safe and Connected Mobility Strategy, thanks to the Recovery, Transformation and Resilience Plan (PRTR).

| received | 2023-2025 |
|---|---|
| **€72.13 M** | €35.13 M |

total **€107.26 M**

2021 2022 2023 2024 2025

# Responsible management

chapter 6

# Government structure and action

Our Corporate Governance is structured as follows:

- Governance Bodies:
  - Board of directors
  - Chairmanship
- Management team:
  - Senior Management
  - Steering Committee
- Other bodies and committees that can receive delegated authority by the Board of Directors:
  - Operational Safety Committee
  - Cybersecurity Committee
  - Environment Committee
  - Investment Committee
  - Executive Hiring Committee
  - Compliance Supervision and Monitoring Body
  - Coronavirus Monitoring Committee
  - Crisis Committee
  - Expenditure Indicators Monitoring Committee
  - COVID-19 Services Recovery Committee
  - Digital Transformation Steering Committee

Royal Decree-Law 8/2014, of 4 July, approving urgent measures for growth, competitiveness and efficiency, published in the BOE of 5 July 2014, sets forth our internal structure of governance bodies and its competence. Initially, the Director General is responsible for management, but the Board may delegate it to other bodies on approval of the Entity's management structure.

The Board of directors is the Entity's highest governance body, and it is in charge of directing its administration and management, with executive capacity. Its mission is to draw up the policies, strategies, standards and criteria that guide our activities. Its goal is to guide and create effective ways to achieve our established objectives and to equip us to set a course into the future. Another of its functions is to approve the Entity's first-level structure.

ENAIRE's Board of Directors is constantly receiving information on the performance of our Entity with stakeholders, legal and sustainability aspects, operation of the Code of Ethics, as well as other operational and functional issues. Additionally and as an entity key role, it is responsible for approving strategic plans, including economic, environmental and social plans, the annual management report, including non-financial information, reviewing and approving the risk map, agreeing on budgets and approving the entity's investments. They also approve highly significant files, among others.

In addition, the Board of Directors signs meeting minutes of each council held for the Declaration of absence of conflicts of interest (DACI), to ensure their independence and due diligence. It also has a key role in selecting the entity's mission, values, and strategy. All with the aim of ensuring ENAIRE's proper functioning.[1]

ENAIRE's Board of Directors, on 23 February 2022, approved the Conflict of Interest Prevention and Correction Procedure in procurement procedures, agreements and subsidy grantings or applications. This procedure establishes and structures the set of measures aimed at preventing and correcting conflict of interest situations in the Entity.

In this regard, and understanding that a Conflict of Interest exists when the impartial and objective exercise of functions is compromised due to family, affective, political or national affinity reasons, economic interest or any direct or indirect personal interest, the obligation of abstention is reminded, in the affected procedure and person, regulated in article 23 of Law 40/2015, of 1 October, on the Legal Regime of the Public Sector.

The Chairmanship of the Board of Directors is exercised by the Secretary of State for the Ministry of Transport, Mobility and Urban Agenda.

As at 31 December 2022, our Board of Directors is made up of the Chairman and 11 directors, whose appointment and dismissal correspond to the Minister of Transport, Mobility and Urban Agenda.

The **Board of directors** is composed of:

Chairwoman + **11** Directors

**7** women

**5** men

Information as at 31 December 2022.

[1] For further information: The Entity's Articles of Association: Royal Decree 905/1991, of 14 June, approving the Articles of Association of the Public Entity Spanish Airports and Air Navigation | Ministry of Transport, Mobility and Urban Agenda BOE.es - BOE-A-1991-15530 Royal Decree 905/1991, of June 14, approving the Articles of Association of the Public Entity Spanish Airports and Air Navigation.
The Entity's Articles of Association were updated in 2023, with Royal Decree 160/2023, of 7 March https://www.boe.es/buscar/act.php?id=BOE-A-2023-6084#dd

## BOARD OF DIRECTORS

Information as at 31 December 2022.

### CHAIRWOMAN

Ms Isabel Pardo de Vera Posada: Secretary of State for Transport, Mobility and Urban Agenda
**MINISTRY OF TRANSPORT, MOBILITY AND URBAN AGENDA**

### DIRECTORS

Mr David Benito Astudillo: Director General of Civil Aviation
**MINISTRY OF TRANSPORT, MOBILITY AND URBAN AGENDA**

Mr José Ignacio Caro Eisman: Director of the Pecuniary Liability Claims Division
**MINISTRY OF TRANSPORT, MOBILITY AND URBAN AGENDA**

Mr Luis Cebrián Carbonell: Director General of Infrastructure
**MINISTRY OF DEFENCE**

Mr Mario Díaz Millán: Deputy Director General of Legislation
**MINISTRY OF TRANSPORT, MOBILITY AND URBAN AGENDA**

Mr Juan Antonio López Aragón: Advisor to the Minister of Transport, Mobility and Urban Agenda
**MINISTRY OF TRANSPORT, MOBILITY AND URBAN AGENDA**

Ms María del Carmen Picón Cabrera: Government Sub-delegate in the Toll Motorway Concession Companies
**MINISTRY OF TRANSPORT, MOBILITY AND URBAN AGENDA**

Ms Alejandra Sánchez Yánquez: Director of the Office of the Secretariat of State for Budgets and Expenses
**MINISTRY OF FINANCE AND CIVIL SERVICE**

Ms Irene Sanz Zoydo: Advisory member of the Presidency of the State Meteorological Agency
**MINISTRY FOR THE ECOLOGICAL TRANSITION AND THE DEMOGRAPHIC CHALLENGE**

Ms María Sobrino Ruiz: Deputy Director general for Economic and Legal Planning of Secretariat of State for Economy and Business Support
**MINISTRY OF ECONOMIC AFFAIRS AND DIGITAL TRANSFORMATION**

Ms Pilar Suárez Morales: Deputy Director General of Human Resources
**MINISTRY OF TRANSPORT, MOBILITY AND URBAN AGENDA**

Ms Cristina Tello Blasco: Deputy Director General for Economic Monitoring
**MINISTRY OF TRANSPORT, MOBILITY AND URBAN AGENDA**

ENAIRE's Directors are only paid the remuneration or compensation for their activity on the Board, stipulated in article 28.1 of Royal Decree 462/2002, of 24 May, on compensation for service, which were authorised by resolution of the Secretariat of State for Budgets and Expenditures, of 9 March 2007, authorisation that has recently been renewed through the resolution of the same Body on 21 November 2021.

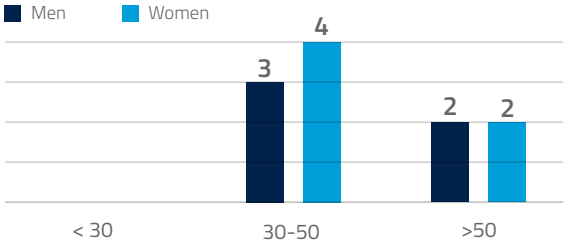
### SECRETARY

Ms Elena Sáenz Guillén: General Secretary
**ENAIRE**

Ms Angélica Martínez Ortega, who left on 4 March, Ms Cristina Tarrero Martos, who left on 25 March, Mr Jaime Serrano Moreno, who left on 30 June, and Mr Raúl Medina Caballero, who left on 10 November, also were on the Board of Directors.

**Age and gender**

2022 y 2021



When creating the Board of Directors, for social responsibility, we take into account professionalism, knowledge, experience, independence of members and gender diversity. Three members must represent the Ministries of Finance and Civil Service, of Economy and Digital Transformation, and of the Economic Council to the Prime Minister. All members are committed to the proper functioning of our Entity and have the same responsibilities. Stakeholders do not participate as Board members, except ministerial bodies.[2]

Other data, such as the seniority of its members, can be found on the website.
Organisational chart Organigrama (enaire.es)

The Management team is composed of:

- **Senior management:**

  In accordance with the Entity's Articles of Association, the Chairman proposes the appointment of Director General to the Board and the Board itself delegates to the Director General the powers to ensure compliance with the Entity's goals, including economic, environmental and social issues. The Director General is a senior civil servant.

  Their functions include:

  - Direct the different services provided by the public Entity and monitor the implementation of the activity and service programs, in accordance with the objectives of each unit.
  - Approve contracts up to the limit set by the Board of Directors.
  - Authorise for Expenditure and order the corresponding payments.
  - Act as the head of the staff.
  - To inform the Board of Directors of any matters that concern the services for which they are responsible.
  - The other powers attributed to it by the Entity's Articles of Association.
  - To inform the Board about critical concerns, including that matter as an agenda item.

- **Steering Committee:**

  It acts as a support unit for the Senior Management and has an executive role. It is composed of Directors appointed by the Director General, and senior civil servants appointed by the Ministry of Transport, Mobility and Urban Agenda. It is composed of 18 people: 14 men and 4 women. ENAIRE's stakeholders are not part of the Committee, but may be called on to take part in meetings depending on the topic to be discussed. Some of its functions are:

  - Establish the strategies within ENAIRE's framework of action for the fulfilment of objectives, among which are the matters included in the Sustainability Report.
  - To regularly assess the degree of fulfilment of the objectives and make decisions regarding their deviations.
  - Assess and analyse projects that require supervision due to their size, term or strategic dimension.
  - Approval of the management report, with financial and non-financial information, and proposals submitted by other committees.
  - Monitor and follow-up of measures determined in previous committees.
  - Review the evolution of the Integrated Management System in order to ensure its suitability, adequacy and effectiveness.

[2] More information at: Board (enaire.es)

## Organisational chart

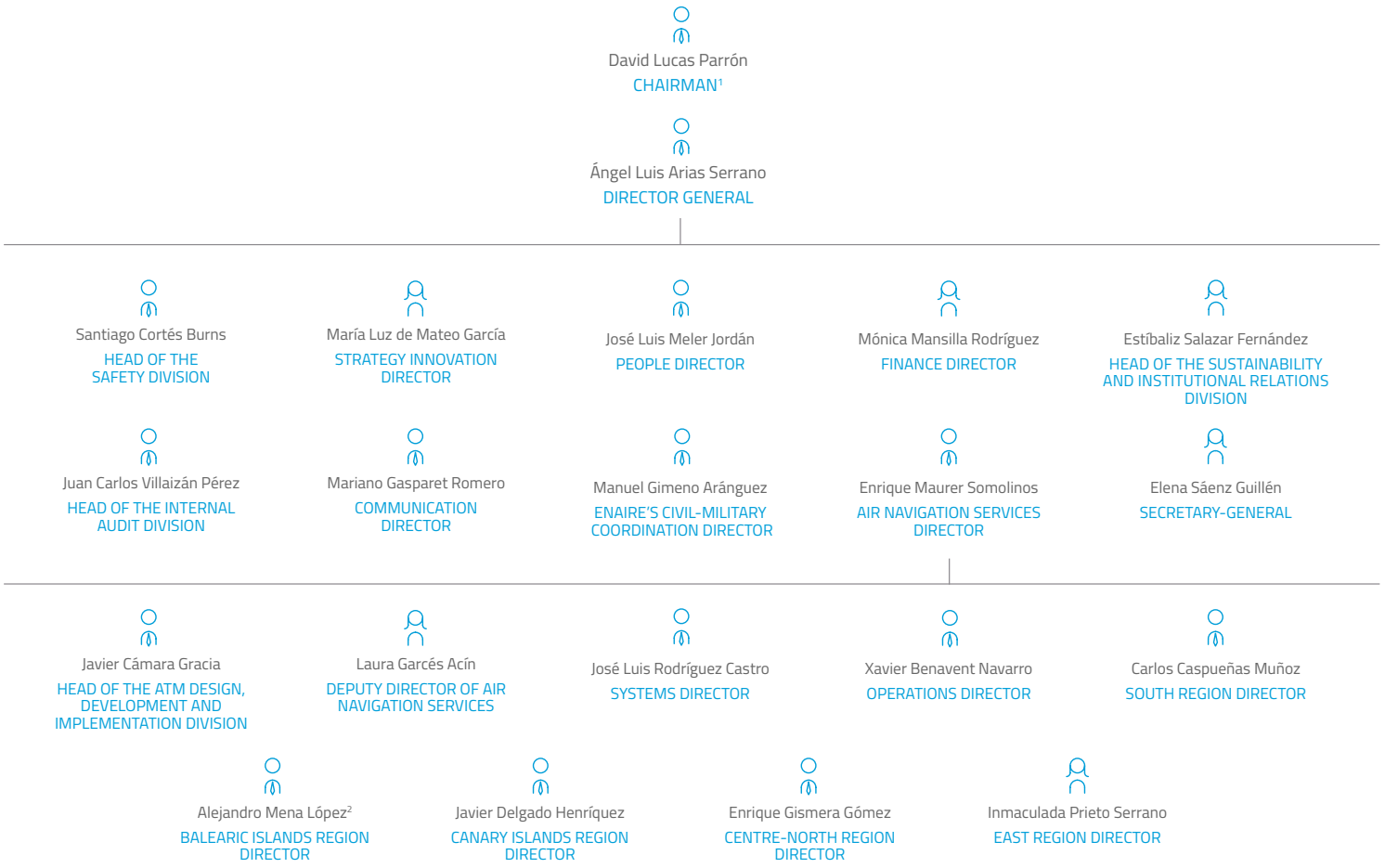
first-level structure

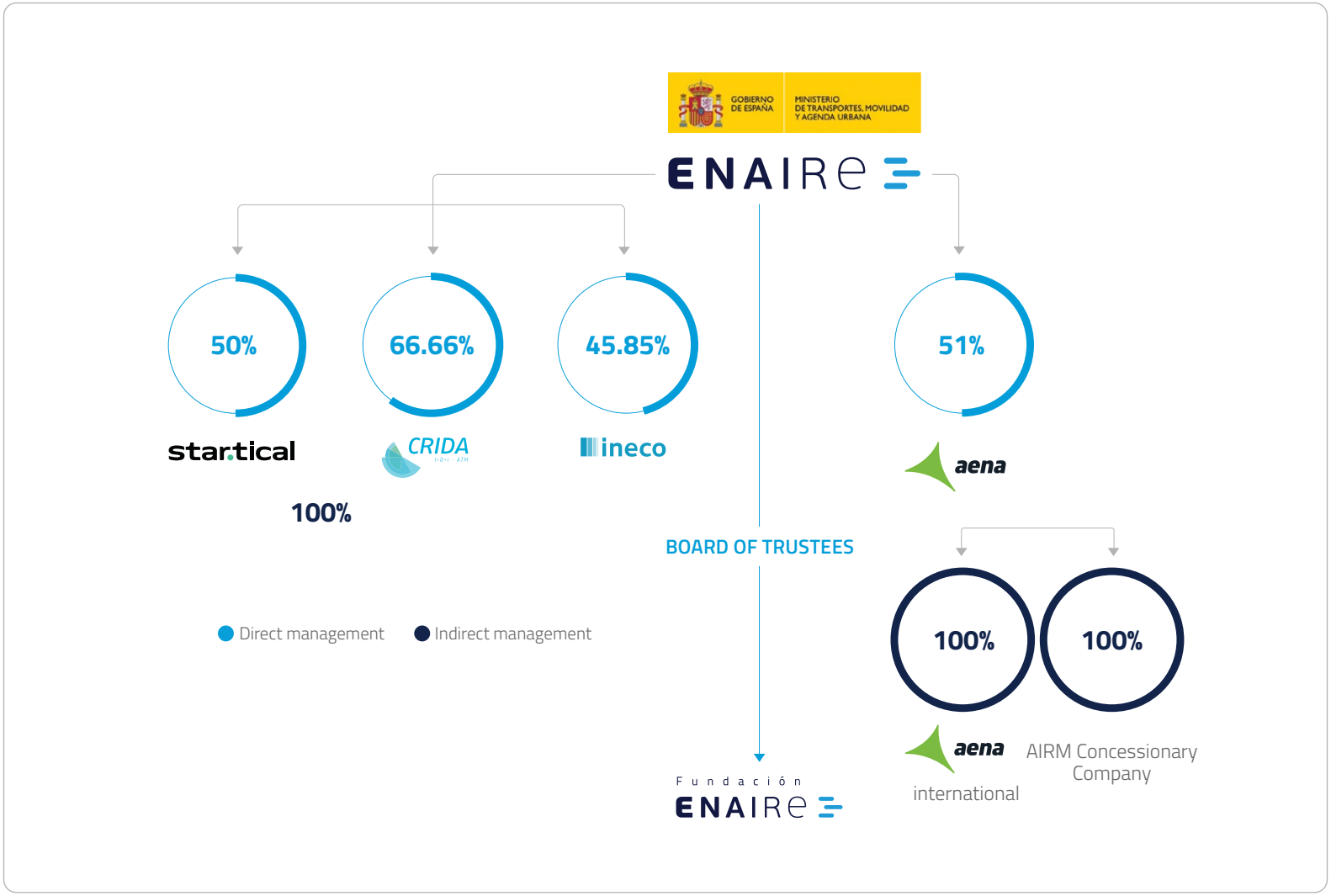
The functions and responsibilities of the committees are outlined internally in ENAIRE's Governance and Management Handbook.

The areas responsible for economic, environmental, and social issues are mainly entrusted to the Economic-Financial Department, the Sustainability and Institutional Relations Division, and the People Department, respectively. However, sustainability is promoted across all areas of the organisation in a cross-cutting manner.

Organisation chart as at February 2023.

[1] Isabel Pardo de Vera Posada held ENAIRE's chairmanship from July 2021 to February 2023, when David Lucas Parrón took office.
[2] Antoni Capó Bennasar held the position of Balearic Islands Region Director during 2022, until Alejandro Mena López took office in January 2023.




GOBIERNO DE ESPAÑA
MINISTERIO DE TRANSPORTES, MOVILIDAD Y AGENDA URBANA
ENAIRE
50%
66.66%
45.85%
51%
startical
100%
CRIDA
ineco
aena
BOARD OF TRUSTEES
100%
100%
aena
AIRM Concessionary Company
international
Direct management
Indirect management
Fundación
ENAIRE

# Our Code of Ethics

In accordance with the best business practices, The Board of Directors approved ENAIRE's Code of Ethics on 2 February 2018, and it came into effect on 26 November. The Code covers the principles and values that should inspire the actions of our professionals, as well as the behaviour guidelines to be followed in the exercise of their duties to align their conduct to these values and principles.

This Code is applicable to all workers, members of the Board of Directors and senior employees and includes the duty to behave with respect for applicable laws and regulations, in an integral and transparent manner, with the prudence and professionalism that corresponds to the social impact of our activity. The entities with which we interact (customers, suppliers and users) are informed of the values and principles of our code of ethics to serve as a guide for action in our relationships.

Sanctions for non-compliance with the Code of Ethics or for inappropriate conduct according to our values are included in the collective bargaining agreements, both in the 2nd Collective Bargaining Agreement for Air Traffic Controllers and in the 1st Collective Bargaining Agreement for the AENA Group.

In 2022, progress has been made on the Code of Ethics to align the principles and commitments included in the Code with the needs of an increasingly changing environment.

In order to strengthen compliance with the Code and the Whistleblower Channel, in addition to the dissemination measures, ENAIRE promotes continuous training actions by carrying out mandatory courses for all our workers, within the Crime Prevention Model, to expose and ensure everyone is familiar with the key aspects.

The Whistleblower Channel, as well as its corresponding handbook and procedure, are available to all ENAIRE workers and the Board of Directors on the Entity's intranet.

According to the Whistleblower Channel Procedure, the Compliance Supervision and Monitoring Body (collegiate body dependent on the Board of Directors) is in charge of ensuring the proper management and operation of the Whistleblower or Ethics Channel.

To do so, it appoints the members of the Whistleblower Channel Management Committee, which is the body that has the following functions, among others:

- Monitor and conclude on the complaints filed.
- Report their activity to the Compliance Supervision and Monitoring Body, issuing reports that summarise the complaints received, their classification, status, complaints that have led to the initiation of criminal, civil or any other judicial proceedings, complaints that have resulted in sanctions, filed complaints, etc.
- Update and maintain the database containing all the complaints filed, a function performed by the Secretary of the Management Committee.

Since 2019, the Gifts and Hospitality Policy has also been in force to draw up the guidelines for acceptance by our employees of hospitality or gifts, whether in cash or in kind, from third parties (suppliers, customers, intermediaries or any other), and the offering or provision by our employees of hospitality or gifts, whether in cash or in kind, to third parties.

We also have, in case its use is necessary, a Criminal Defense Model with its corresponding bodies.

In 2022, progress continues in a General Regulatory Compliance System (SCNG) to cover all areas in this field and enable us to face the risks and changes that occur in the operating and business environment by identifying, analysing and responding to said risks.

Lastly, the Board of Directors approved ENAIRE'S Anti-fraud Measures Plan on 23 February 2022. This Plan ensures and declares that, in its scope of competence, the Recovery, Transformation and Resilience Plan (PRTR) funds, which support ENAIRE's investment for the development of the Single European Sky[1], will be used in accordance with applicable regulations, in particular, with regard to the prevention, detection and correction of fraud, corruption and conflicts of interest.

In addition, fraud risk assessments have also been carried out in the key processes for the execution of the PRTR in accordance with the applicable regulations in this area.

**In 2022, it has been received:**

[1] More information at: https://www.enaire.es/plan_de_recuperacion%2C_transformacion_y_resiliencia

# Main Risks

At ENAIRE, we are exposed to various impacts and risks of a strategic, operational, regulatory compliance, financial and reputational nature in the different activities that we carry out as an air navigation manager. Following the best practices, we manage risks by identifying the most important risks to assess them and be able to apply suitable measures to minimise them.

The Board of Directors meets at least once a month, upon call of its Chairman, or at the request of at least half of the directors as often as necessary for the proper operation of the Public Entity. It also reviews the economic, environmental and social information and its impacts, which are discussed in the meetings as appropriate. The Board also draws up a monthly report on ENAIRE's management of the operational activity and its overall performance.

The description of the different types of risks is as follows:

### STRATEGIC

Strategic risks include those derived from opting for a certain strategy, as well as those derived from the environment.

### OPERATIONAL

Risks associated with the usual operations are carried out in the development of our business model.

### FINANCIAL

Related to the processes and instruments used to manage our finances.

### COMPLIANCE

Those related to the legal framework applicable to our activity.

### COMMUNICATION

Risks related to the image and reputation of the organisation.

## Main Risks 2022

| | |
|---|---|
| STRATEGIC RISKS | Trade union conflict and people management |
| | Regulatory framework, supervision and competition |
| | Non-compliance with investment plan/EU subsidies |
| OPERATIONAL RISKS | Continuity of services and response to incidents and crisis |
| | Covid-19 pandemic impact |
| | Air accidents/incidents |
| | Cybersecurity and physical safety |
| | Contracts for the provision of services |
| FINANCIAL RISKS | Liquidity and collection management |
| COMPLIANCE RISK | Regulatory compliance and legal claims |
| | Environmental sustainability and climate change |
| REPUTATIONAL RISKS | Good governance and reputational damage |

## COMPREHENSIVE RISK MANAGEMENT SYSTEM

At ENAIRE, we have a Comprehensive Risk Management System, whose objective is to identify and assess the main threats to which the organisation is exposed to manage and control them, and thus provide greater security for the achievement of our strategic and operational objectives.

There is a specific IT tool, ARCHER GRC, for risk management and monitoring, at a cost of €10,095 in 2022 for its maintenance and licence. The other costs for risk management are cross-cutting and each unit manages the measures to minimise the probability and impact of risks as far as possible.

At the organisational level, the Risk, Resilience, Crisis and Recovery Committee carries out the supervision, control, and monitoring of the main risks to strengthen the organisation's resilience, ensuring the effectiveness of the risk management processes and appropriate responses to them. If deemed necessary, the Committee, which meets at least quarterly, reports to the Management Committee on the monitoring of identified risks, and in turn the Management Committee will decide if it is necessary to refer it to the Board of Directors.

In 2022, our main risks were influenced by the existing geopolitical tensions, especially the armed conflict between Russia and Ukraine, and the different repercussions that this entailed in different areas, generally including high uncertainty, issues that were considered for updating our Risk Map.

# Supply Chain Responsibility

Regarding ENAIRE's procurement, it is subject to the provisions of Royal Decree-Law 3/2020, of 4 February, and Law 9/2017, of 8 November, on Public Sector Contracts, and complies with the fundamental principles of public procurement, including respect for the principles of equal treatment, non-discrimination, transparency, proportionality and integrity.

The commercial relationship with our suppliers is based on contracts with a different duration depending on the needs of each moment.

ENAIRE includes in the procurement specifications for its tenders, general clauses, as well as specific clauses to contribute to the maintenance of the environment and social sustainability. These clauses include the corresponding sanctions favouring their compliance and consequently contributing to the sustainability of our value chain.

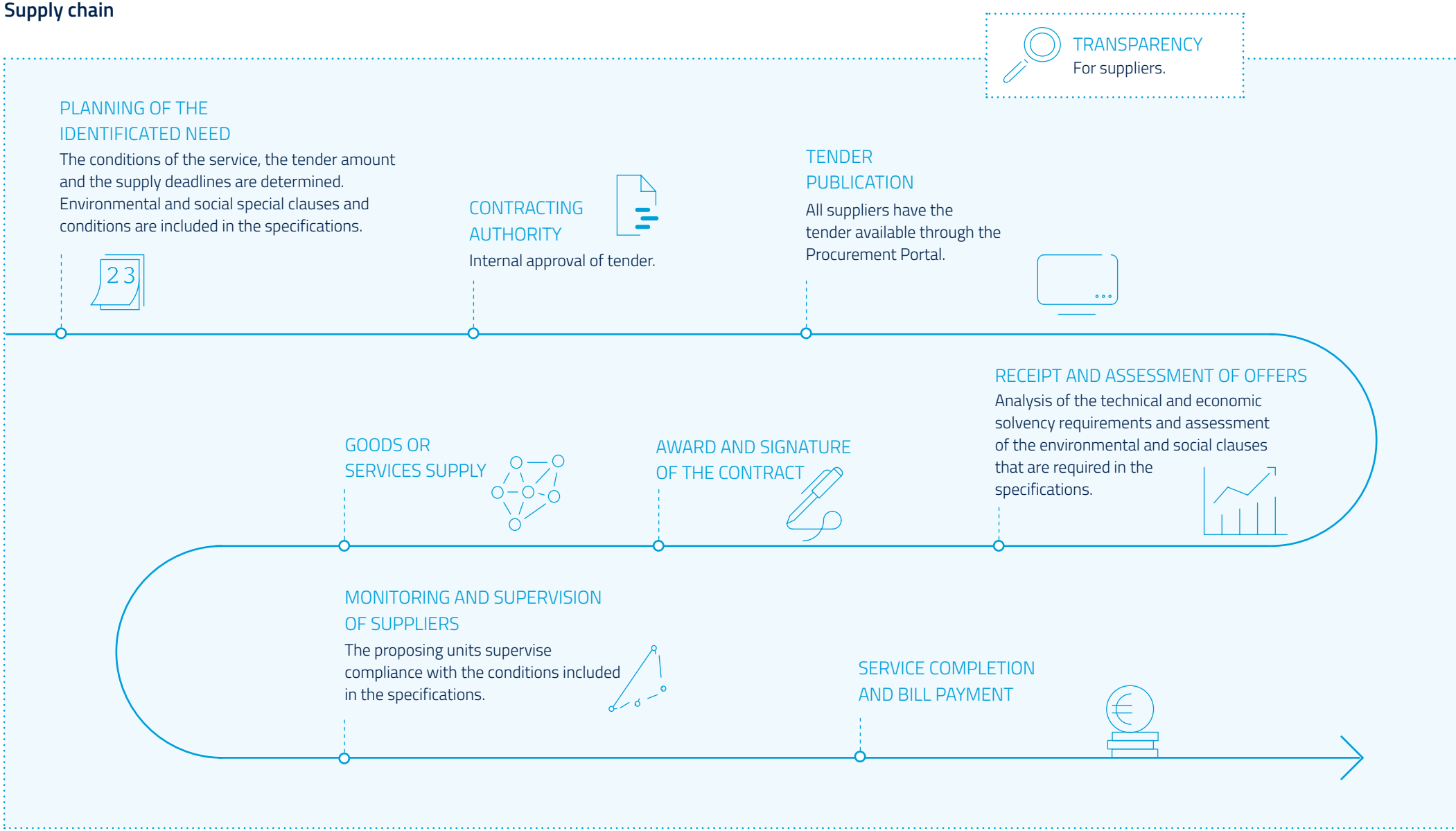
Regarding the environment, and depending on the purpose of the file, we highlight the following:

- Works files (with the obligatory requirement of carrying out environmental impact assessments).
- Clauses aimed at waste management, control of material stockpiling, management of hazardous substances, discharges, atmospheric emissions, vehicle exhaust emissions, etc.

Regarding social sustainability, we establish as a requirement that the contractor company has implemented an Equality Plan, as well as compliance with the labour and salary conditions of the collective bargaining agreements. Additionally, we establish special execution conditions that favour other social aspects, such as gender equality.

The number of ENAIRE's suppliers in 2022 has been approximately 350.

## Supply chain



# Transparencia y privacidad

For us, transparency is an essential value that is applied cross-cuttingly in all our activities and in each area of the organisation. Good governance, corporate social responsibility, our reputation and credibility are based on transparent management.

During 2022, maintaining our firm commitment to transparency towards our stakeholders:

**31**
queries received on the Transparency Portal

**148**
parliamentary initiatives answered

As a transparency tool, our Compensation Records has been prepared, as established by RD 902/2020 on Equal Pay among women and men.

In accordance with Law 19/2013 on Transparency, we remain committed to improve transparency in the development of our activity, in accordance with best practices. In this line, ENAIRE contributes to the transparency portal of the Ministry of Transport, Mobility and Urban Agenda, as an always available channel through which any interested party can access the company's public documentation. Applications are treated confidentially.

Besides the Transparency Portal, anyone can also ask for information through regular mail or in person.

On our website (https://www.enaire.es/sobre_enaire/transparencia_y_buen_gobierno) can be found the regulations that apply to us, relevant legal and financial information, as well as our Code of Ethics and Good Governance.

Despite the fact that, according to consultation with the General Comptroller of the State Administration (IGAE), Law 11/2018, of 28 December, amending the Commercial Code would not be applicable to ENAIRE, in view of our commitment to transparency and our social responsibility we have decided in favour of voluntary disclosure of non-financial information in both our Individual Management Report (also voluntary) and our Consolidated Management Report.

Additionally, in order to be more transparent with our stakeholders, since 2018, we have prepared this annual report that includes our activities regarding corporate social responsibility, showing our progress in sustainability in accordance with international standards.

We have a Data Protection Policy and a specific Privacy Policy on the public website, complying with the European regulations of April 2016, and Organic Law 3/2018, of 5 December, on the Protection of Personal Data and Guarantee of Digital Rights. All citizens can access, through our website, to the information related to the processing of personal data.

During 2022, there were no substantiated complaints regarding breaches of customer privacy and losses of customer data , nor have any cases of customer data leaks, thefts or losses been identified.

# Communication with stakeholders

Regarding stakeholder engagement, we encourage their active contribution through different communication channels. Depending on their competencies, ENAIRE's functional areas set up consolidated work groups, regulated committees, specialised forums and use mechanisms such as surveys and specific portals to collect important information to foster ongoing improvement.

The main communication channels with our stakeholders, internal and external, are as follows:

| Scope | Communication channel |
|---|---|
| INTERNAL COMMUNICATION | Intranet (NUBE [Cloud], Employee Portal, other specific portals) |
| | ENAIRE informa, ENAIRE conecta, @Corporate Communications, Internal Communications (IC) |
| | Safety Clip, Vuela Magazine |
| | Committees with representations and/or union representatives; health and safety committees, etc. |
| | Chain of commands, Internal meetings |
| | Notice boards |
| | Other written communications: emails; TEAMS |
| | Other non-written communications: telephone conversations, TEAMS |
| EXTERNAL COMMUNICATION | Electronic Administration |
| | ENAIRE's website |
| | Customer Portal |
| | Annual Air Navigation Customer Forum |
| | Committees/Work Groups/Meetings with customers |
| | Consultation with users |
| | Sector Trade Fairs and Conventions |
| | Press releases, relations with social media, visits with journalists, spokespersons |
| | ENAIRE's social networks (Twitter, Facebook, Youtube, Instagram, LinkedIn) |
| | Transparency Portal: questions in parliament and from the ombudsman (through the Ministry of Transport, Mobility and Urban Agenda) |
| | Publications in official media (Official Journal of the European Union, Official State Gazette, regional, provincial, or municipal bulletins) |
| | Written communications (correspondence, emails) |
| | Public Sector Procurement Platform |
| | Electronic Office of the National Institute of Social Security (RED System and equivalents) |
| | Other non-written communications: telephone, personal |

All workers receive the commitments and policies through email (ENAIRE informa), through the intranet (NUBE [CLOUD]), and/or in the Document Manager. These commitments are included in ENAIRE's Services Charter, and its follow-up reports are also available on ENAIRE's website. Furthermore, the Integrated Management System (GIS, in Spanish. [IMS, in English]) Policy is available on the web, accessible to all interested parties.

*The Services Charter is available on the portal of the Ministry of Transport, Mobility and Urban Agenda; likewise, the Policy is mentioned in the Procurement Specifications for suppliers of activities with potential environmental impact.

# More presence in the media and promotion of internal communication channels

In 2022, we have increased our presence in the media, disseminating more information and interviews with spokespersons on our website and social networks. In addition, we have promoted internal communication channels with publications in Vuela Magazine, in ENAIRE informa, ENAIRE conecta, in Safety Clips and ENAIRE TV, along with the growing activity in design, branding and event organisation.

The Intranet, NUBE (Cloud), is being transformed to become a more useful and practical tool for employees

## RELATIONSHIPS WITH THE MEDIA

Press releases
**189** ↑
15.2% more than in 2021

Information to media
**143** ↑
2% more than in 2021

**Several visits from the media to** ours facilities

Press. We issue a daily Press Summary, which monitors newswires from news agencies and sends updates on International News. Furthermore, data related to the impact in the press and social networks is also processed in ARCHER.

Intranet. Throughout 2022, we have continued to modernise ENAIRE's Intranet, called NUBE (Cloud), which is being transformed to become a more useful, intuitive tool that answers to all employees' needs. Furthermore, we have published on a daily basis:

| News | Pages | Events |
|---|---|---|
| **247** | **21** | **58** |
| 7.9% more than in 2021 | | on the agenda |
| **Information** | **Videos** | **Corporate Applications** |
| **137** | **10** | **5** |
| in carousel | in ENAIRE TV | |

**We would like to highlight the following videos:**

- Fitur 2022
- U-space
- Civil-Military Coordination
- Free Route
- Editing of videos requested by other addresses

**Publicaciones:**

- 32 ENAIRE informa: corporate emails to the entire organisation
- 10 ENAIRE conecta: new internal communication channel (chat)
- 15 articles in Vuela online magazine
- 5 Safety Clips

In relation to improving our website and making it more accessible for our stakeholders, the main projects that have been launched have been:

- **New ENAIRE's website project:** phase 1 (identification of needs) and phase 2 (information architecture)
- **Accessibility audits:** enaire.es, AIP, VFR, ENAIRE Planea, Employment Portal, AIS Store, VFR Guide, Ícaro, Customer Portal and CAE
- **New templates:** contact mailboxes, Employment Portal, ENAIRE Master teachers and Customer Portal
- **Improved navigation menu for enaire.es**
- **Migrating from Google Analytics to GA4**
- **Redesign of ENAIRE's organisational chart**
- **Redesign of the drone contact form**

In addition, in the daily work of updating our website, during 2022, we have uploaded:

**292** Documents uploaded

**190** Images posted

**119** Pages created or updated

Social networks. The coverage in social networks is constant, daily and in real time. Since the beginning of the year we have grown:

More than **1,400 followers** in **TWITTER**, with a total of

**30,668**

More than **500 followers** in **FACEBOOK**, with a total of

**6,820**

More than **4,900 followers** in **LINKEDIN**, with a total of

**29,939**

More than **150 followers** in **YOUTUBE**, with a total of

**1,904**

More than **1,100 followers** in **INSTAGRAM**, with a total of

**11,153**

In addition, we currently publish a **monthly average** of:

**96** tweets

**30** LinkedIn

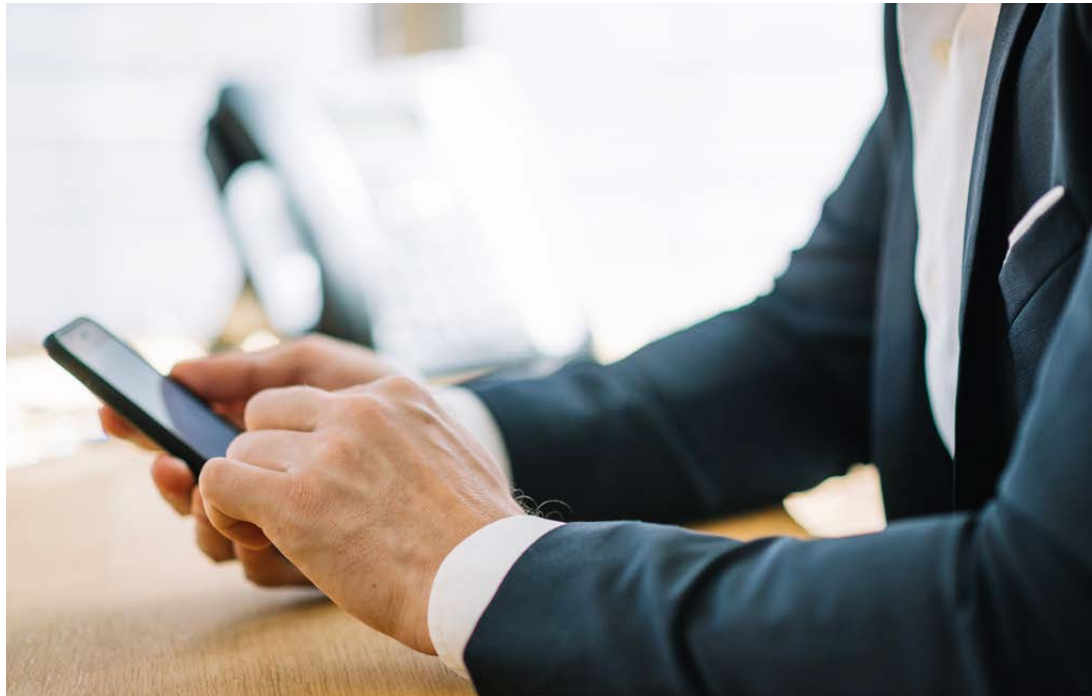
**13** Instagram

**40** Facebook

**11** Videos on Youtube

ENAIRE has 80,484 followers in their social networks, 11.6% more than in 2021

**80,484**
total number of followers on all the platforms



## ADVERTISING AND BRANDING

All actions carried out on the various communication channels (Intranet-Cloud, social media, website, signage, apps) are accompanied by the design of specific creatives and iconography in line with the brand. In this regard, we include and adapt the brand in our facilities and on any necessary support.

Events. During 2022, we have attended 8 face-to-face events. We highlight the following:

- FITUR
- WORLD ATM CONGRESS
- EXPODRÓNICA
- FORUM FOR EMPLOYMENT IN THE DIGITAL AGE (FEED)
- CIVIL-MILITARY COORDINATION WORKSHOP
- CISM
- FAREWELL MEETING OF ENAIRE'S ROTATING PRESIDENCY OF ALIANZA A6
- ENAIRE'S DAY

In addition, during 2022, we have coordinated the communication of **ENAIRE's Chairmanship of the A6 Alliance.**

Expodrónica

Forum for Employment in the Digital Age (FEED)

Civil-military coordination workshop

CISM

ENAIRE's Day

## THE COUNCIL OF MINISTERS APPROVES THE FIRST PHASE OF DEPLOYMENT OF NEW STATE-OF-THE-ART CONTROL POSITIONS IN ENAIRE

The Council of Ministers approves the first phase of the deployment of ENAIRE's new control positions, covering a total of 132 air traffic control positions.

The new control positions (known as iFO-CUCS), which incorporate state-of-the-art technology, will gradually replace the current ones from which ENAIRE's air traffic controllers manage flights in Spanish airspace.

## ENAIRE, A KEY PLAYER AT THE WORLD ATM CONGRESS IN THE TRANSFORMATION PROCESSES TOWARDS THE SINGLE EUROPEAN SKY

At ENAIRE, we have been key players in the World ATM Congress, which has been held in Madrid from 21 to 23 June, by participating in all the transformation processes towards the Single European Sky and in the preparation of air navigation managers for air traffic recovery after the pandemic.

## THE A6 ALLIANCE AND THE EUROCONTROL NETWORK MANAGER REAFFIRM THEIR COMMITMENT TO THE MODERNISATION AND DIGITALISATION OF THE AIR TRAFFIC MANAGEMENT

The CEOs of the A6 Alliance and the head of the Network Manager (NM) EUROCONTROL held an executive meeting to consolidate their joint commitment and collaboration to improve the performance of the network, in terms of capacity, efficiency and sustainability.

ENAIRE's director general, Ángel Luis Arias, as Chairman of the A6 Alliance, stated: 'The A6 Alliance will continue working to support the sector recovery, while advancing towards a sustainable digital future for aviation'.

# High-quality, innovative, safe service, with international projection

chapter 7

# Service quality and customer management

At ENAIRE, we have an Integrated Management System (IMS) that integrates Quality Management (ISO 9001:2015 standard), Environmental Management (ISO 14001 standard) and Occupational Health and Safety Management (ISO 45001 standard). In addition, our Management System is also based on:

The EU regulations for air navigation services providers, regarding the Management Of Operational and Physical Safety, Management of Fatigue and Stress of Air Traffic Controllers and the licences and certificates of air traffic controllers.

The requirements of the National Security Scheme regarding Security of the Information

Our management model is implemented across the company and endorsed by the seal EFQM 500. This recognition certifies that ENAIRE provides air navigation services through safe, efficient, innovative and sustainable management.

Our Quality Management System enables us to know the service quality we offer and helps us guide our actions towards our customers, getting to know their needs closely and paying attention to their communications.

## QUALITY OF SERVICE

We have the Perceived Quality Survey, through which we get the Perceived Quality Level (NCP, in Spanish), which is the result of the ratio between the quality expected by customers and the quality in the provision of the service.

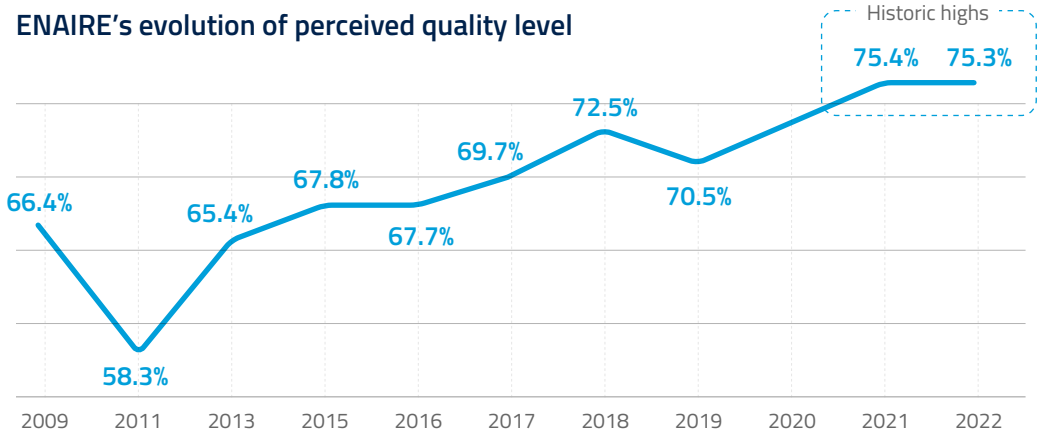
The survey is conducted annually, and through it, we monitor the perception that our customers (airports, airlines, commercial and non-commercial aviation Pilots) have of our provided services.

During this year, customer satisfaction surveys have been conducted to Airlines and Commercial Aviation Pilots, hence updating ENAIRE's Global Perceived Quality Level (NCP 2022).

We got the highest satisfaction level of airlines since records exist, achieving a Perceived Quality Level (NCP) of 80.4%, 4.6 points percentage more than in the previous survey

In 2022, within the FP2025 Customer Experience Program, ENAIRE has worked in the development of Airlines, Pilots and Airports' Customer Journey by holding work meetings with their representatives, with the aim of reflecting on their needs and experience in relation to the services received from ENAIRE.

**ENAIRE's evolution of perceived quality level**



## MANAGEMENT OF CITIZENS AND OUR CUSTOMERS

At ENAIRE, the relationship with citizens and with our customers is extremely important, and for this we use the following resources:

### Citizen and Customer Service

We enable communication with citizens through the Electronic Office, accessible from the home page of enaire.sede.gob.es where interested parties can consult information in the public domain and digitally perform a wide variety of administrative procedures. All citizens may send us communications to the email address informacion@enaire.es, by postal mail or in person at the contact address.

All the information regarding our services, the organisation and other significant aspects is available to our citizens on our website. It provides free access to several specialised information tools. There is also a section that publishes the information in response to the Transparency Law on active advertising, which meets the official methodology of evaluation and monitoring of transparency (MESTA).

We also have an email address specifically created for customer service in the aeronautical sector (airlines, airport managers, pilots and sector organisations) through which they can also contact us: clientes@enaire.es.

### Customer Portal

ENAIRE has an online portal for our customers to enable and improve communication with airlines, pilots, airport managers and other general aviation users.

Customers can access customised information regarding users queries, service quality, surveys results, online services, events, news, etc. In turn, through this portal, users can send ENAIRE their answers to users queries, perceived quality surveys, event registrations and queries and suggestions regarding the services provided.

### Regular meetings with stakeholders[1]

We are committed to have direct relationships with our customers and with the General State Administration bodies involved in the aeronautical sector. The COVID-19 pandemic has underlined the need to work together, to better understand the problems and expectations of airlines and airport managers, to gain first-hand knowledge of their demands and to facilitate their daily operation. We have had for a long time institutional coordination mechanisms that have managed to systematise the relationship with our customers and stakeholders.

[1] For more information, please refer to section 6.5

# We are committed to innovation

ENAIRE's Strategic Innovation Plan envisages more than 20 million annual investment for research, development and innovation until 2025. A 16% increase compared to the previous five-year period. The Plan includes an Innovation Management System and the consolidation of our current cooperation with our R&D and innovation Reference Centre (CRIDA).

At ENAIRE, we are committed to innovation as a key element for the modernisation of the aviation sector. We contribute from 3 different angles:

## 1. INNOVATION

ENAIRE presented to its Board of Directors the **Strategic Innovation Plan** (PIENSA) as part of its Strategic Plan (Flight Plan 2025), which aims to systematically manage ENAIRE's innovation (R&D and innovation) through the progressive implementation of a innovation management system and relying on CRIDA as an innovation driver in ATM. These initiatives operate in four areas of R&D and innovation: internal innovation, innovation in the context of SESAR 3 JU, open innovation and technological surveillance and competitive intelligence.

Continuing with the commitment to **open innovation** during 2022, the following collaborations stand out:

- Different **universities** through **scholarships and agreements.**
- The organisation of three contests to promote innovative ideas such as Business Ideas ('Ideas de Negocio', launched in September 2022), Digital Challenges ('Retos Digitales') and Startups (both planned at the beginning of 2023).

## 2. DRONES

- Conducting acceptance **tests of the ENAIRE's U-space Platform**, allowing ENAIRE to be certified and be nationally designated by the State as Common Information Services Provider (CISP).
- Collaboration with DGAC, AESA and with the Air Force to develop the National Action **Plan for the Deployment of U-Space (PANDU)**, which covers the actions necessary for the U-space deployment in accordance with the European Regulation.
- Coordination of validations in the 8 sandboxes (data sandboxes) within the U-ELCOME U-space pre-deployment project led by EUROCONTROL.
- Participation in the next European **projects about drones in U-space environment**, where Urban Air Mobility operations have been carried out, such as parcel delivery and air taxis operations: CORUS-XUAM (Castelldefels); AMU-LED (Santiago) and USPACE4UAM (Jaén-Villacarrillo).

**ENAIRE drones**

The use of the app ENAIRE drones as a consultation tool for planning drone operations has reached:

**1.5 milion**

accesses by users in **2022**

## 3. TECHNOLOGICAL MODERNISATION

All measures implemented by ENAIRE abide by the European regulatory framework for the Single European Sky (SES), participating in the working groups and consortia where the criteria for its development are established (SESAR, EUROCONTROL, etc.)

Throughout the year, we have focused on adding new technologies into the air navigation system to increase its efficiency and improve the quality of the service provided.

**In the field of digitisation, we highlight the following:**

- The integration of ICARO digital with EUROCONTROL's B2B services, digitising the organisation's management processes.
- EUROCONTROL allows sharing aeronautical information through safe means and with a service quality that cannot be achieved through the internet.
- Digitisation of aeronautical documentation (data and cartography) available to users, for flights and development of the digital tools Insignia and ENAIRE Drones.
- ICARO MAP update, with a new version with new functionalities

**Regarding communications systems, we highlight:**

- Commissioning of voice and ground/air communications systems in the control towers of Valencia, Reus and Menorca (remote tower), as well as the commissioning of the Communication Centres (CECOM) of Espiñeiras, Constantina (EVA3) and Motril (EVA9) to improve communication coverage. Complete commissioning of the new fibre optic communication network and radio links at Málaga airport.
- Deployment of the Last Resort Voice (URV, in Spanish. [LRV, in English]) system, with the commissioning of Control Centres of Palma and Canary Islands, as well as the Malaga Control Tower.
- The deployment of the additional 12 nodes of ENAIRE's Contingency Network, which included nodes at new radar stations, Communications Centres and approach facilities, has been completed.

At the EU SPACE WEEK, ESSP, the European Satellite Services Provider, and EUSPA (EU Agency for the Space Programme) give an award to ENAIRE for implementing the first LPV-200 approach procedures at Barcelona airport.

**Regarding Navigation Systems and Surveillance, we have focused on:**

The updating of VOR/DME radio aids systems of Madrid/Barajas (BRA), Palma de Mallorca (JOA), Ibiza (IBA), Jerez (JRZ) and Reus (RES). Replacement of old equipment with the state-of-the-art equipment due to compliance with the life cycle.

**Installation of RECNET nodes in Tenerife Sur, Alicante, Castellón, Valencia, Lleida, Ibiza, Jerez, Menorca, Pamplona, Reus, La Seu d'Urgell and Vigo.** RECNET is a GNSS performance and interference analysis network, which allows us to monitor the usability of satellites at airports with implemented Performance-based Navigation (PBN).

Implementation of **Mode S radar with ADS-B functionality in the Begas, Valladolid, Solórzano, La Palma and Fuerteventura radars.** Thus completing this functionality in all Mode S radars installed to date.

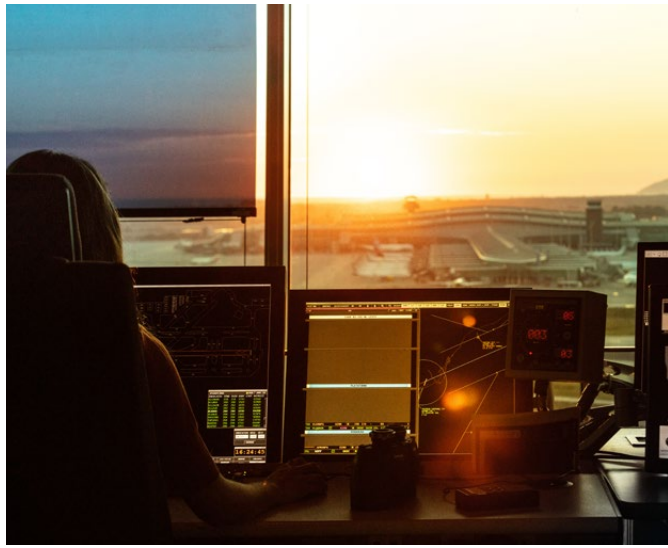
Renewal of Surface Movement **Radar (SMR)** at **Palma de Mallorca** airport with a state-of-the-art radar to improve traffic surveillance in the manoeuvring area.

Installation of independent **ADS-B stations** in Vitoria and Burgos. The ADS-B stations provide an additional layer of **surveillance service.**

**Finally, regarding the Automated System, we highlight:**

The SACTA system (Automated Air Traffic Control System) is constantly evolving and is updated through versions that add new changes progressively. The SACTA 4.0 version is currently operational, which has been improved during 2022. In addition, we have also worked on defining the content and strategy for the subsequent versions of the system, SACTA 4.1.

SACTA iTEC 5: During 2022, we have worked on defining the scope of the first SACTA version with iTEC and, for this, technical-operational familiarisation sessions have been held at CED, integrating the non-iTEC elements of the SACTA 4 system (surveillance, alerts, simulation and others) into SACTA-iTEC 5.



# Safety

Safety is ENAIRE's highest priority and sets the course by which the Entity's actions are governed. As such, it is a non-negotiable component at the core of the entire air transport value chain.

ENAIRE's Safety Management System, monitored by the Spanish Aviation Safety and Security Agency (AESA), ensures process safety in all areas of the organisation, and prioritises provision of a safe service at all times.

**Throughout 2022, we have continued working to improve our safety levels with the following measures:**

- Analysis of safety-related incidents.
- Proactive risk analysis to manage and mitigate them.
- We take the human factor into consideration as a key element of an increasingly automated system where critical safety work is ultimately channelled through relationships between people or by people in direct contact with technology.

In 2022, the **assessment of our Safety Management System** carried out by AESA positions us, for the third year in a row, with the highest **score**. With these results, ENAIRE consolidates its position as leader in Europe and in the service provider business with the best rating worldwide.

ENAIRE's safety covers three areas: operational and physical safety, and cybersecurity, all aimed at ensuring our customers' safety.

100% of ENAIRE's operations, facilities and systems are assessed, and the indicators shown below are used to monitor our results to improve the safety of our customers, workers and society as a whole.



At ENAIRE, we highlight safety as the first and most important goal in our Strategic Plan, Flight Plan 2025, paying special attention to the safety culture, the human factor and to the new emerging risks in the field of cybersecurity.

## OPERATIONAL SAFETY AREA

ENAIRE's operational safety system contributes to the reduction of incidents and accidents in the air transport sector. Therefore, it has a direct impact on the safety of our customers (airlines) and society (passengers).

### Throughout the year, we have focused on:

- **Notifying, investigating and improving safety**
  We have improved the investigation methodologies for ASM (Air Space Management) and ATFM (Air Traffic Flow Management) certified service occurrences, as well as stress and fatigue related occurrences within the FSRMS scope. We have also adapted the databases for event management according to the service provided.

- Monitoring safety results
  In the context of 'Gigantes' (Giants) project, based on the use of Big Data to improve in the analysis and processing of data, we have:

  - Started a project for the standardisation of information exchange with several units of the organisation (GOYA).
  - Continued with EUROCONTROL the implementation of an Automatic Safety Monitoring Tool (ASMT).
  - Advanced in ENAIRE's own automatic conflict identification tool (PERSEO-ASMT), including loss of separation on final approach detection, due to wake turbulence, and between parallel runways, at ENAIRE's airports network.

- **Continuing to bolster safety together with controllers and pilots**
  The Safety Board created in 2019 has cemented its role since its creation as a meeting point between the representatives of the ENAIRE's Management, trade unions and professional air traffic control association to analyse the most relevant measures for the strengthening and continuous improvement of safety at ENAIRE.

On the other hand, in the **Air Operations Safety and Efficiency Observatory ENAIRE-COPAC**, also created in 2019, during 2022, the first Operational Improvement Action Groups have started to develop, focusing on improving approach speed control and on correctly using phraseology.

To manage and mitigate the risk of adverse changes to our operations, we have once again conducted 421 risk analyses in the various possible procedures, as well as assessing another 250 entries that did not require analysis per se, a much higher level of study than before the implementation of the Implementing Regulation (EU) 2017/373.

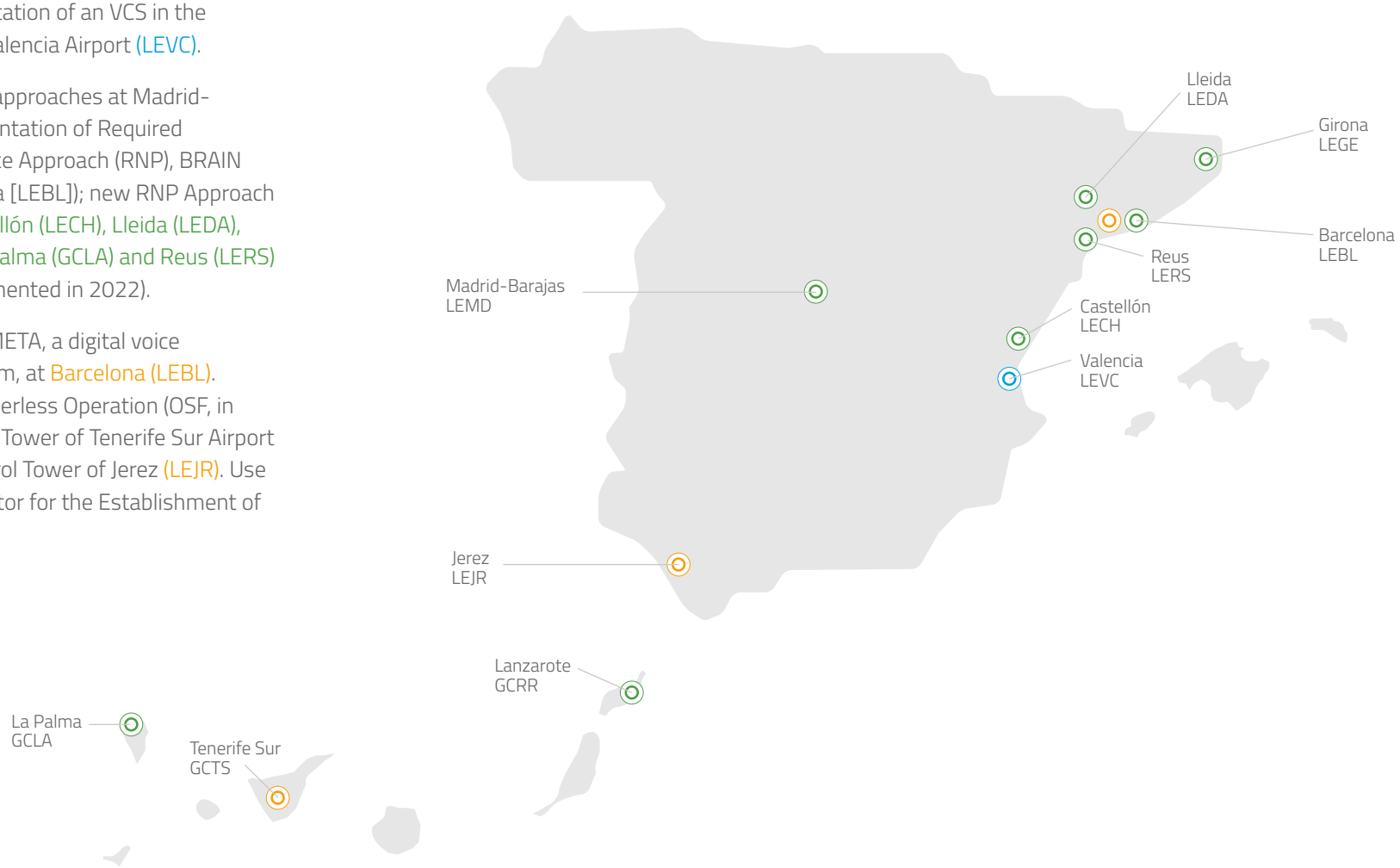
In the field of drone operations (RPAS), we have optimised the coordination procedures for the Aeronautical Studies and Safety Assessment (EAS/EARO) required to operate in our Controlled Airspace, having coordinated, 2,207 operations over the past year (2,160 by private operators and 47 by the State law enforcement forces and agencies), 763 more than in 2021.

* State Security Forces and Corps.

## MAJOR IMPROVEMENTS IN OPERATIONAL SAFETY

Among all of them, we can highlight due to its relevance:

- Operational Implementation of an VCS in the Control Tower of the Valencia Airport (LEVC).
- AMBAR (independent approaches at Madrid-Barajas [LEMD]); implantation of Required Navigation Performance Approach (RNP), BRAIN (New SIDs at Barcelona [LEBL]); new RNP Approach at Girona (LEGE), Castellón (LECH), Lleida (LEDA), Lanzarote (GCRR), La Palma (GCLA) and Reus (LERS) aerodromes (all implemented in 2022).
- Commissioning of COMETA, a digital voice communications system, at Barcelona (LEBL). Implementation of Paperless Operation (OSF, in Spanish) in the Control Tower of Tenerife Sur Airport (GCTS) and in the Control Tower of Jerez (LEJR). Use of Passenger Load Factor for the Establishment of ATFM measures.



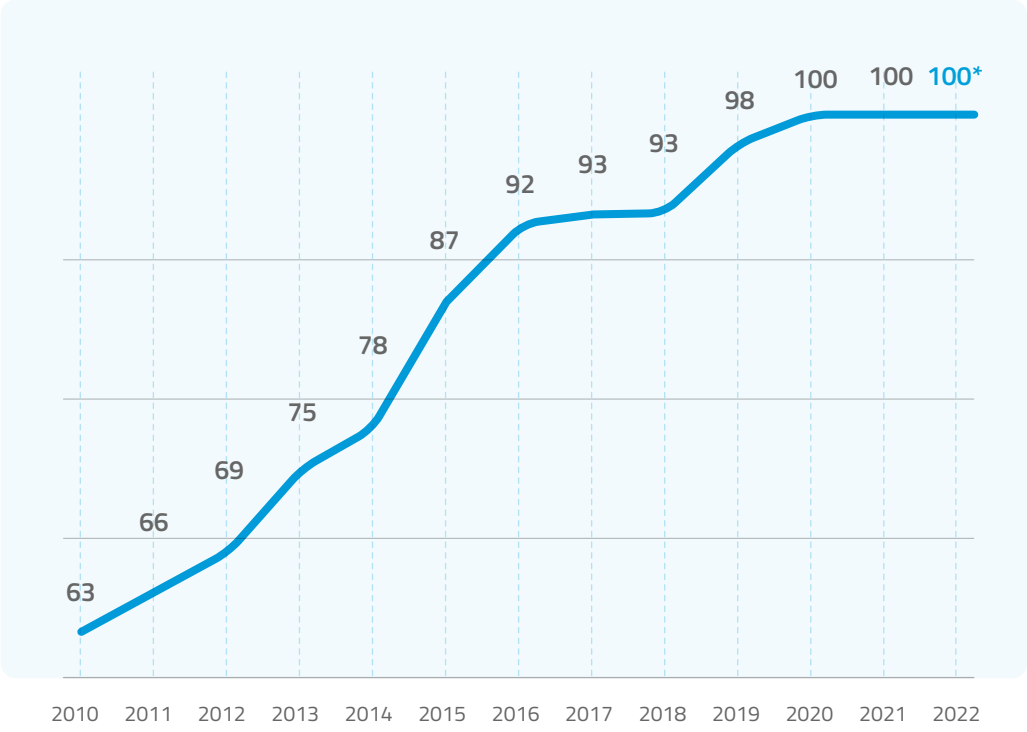
## ASSESSMENT OF OUR OPERATIONAL SAFETY MANAGEMENT SYSTEMS

### What is EoSM?

The Effectiveness of Safety Management (EoSM) indicator, or safety maturity, measures the level of implementation of five safety management objectives: policy and objectives, risk management, assurance, promotion and safety culture. Its goal is to encourage the standardisation and application of good practices for an overall improvement in operational safety from the point of view of safety management.

In 2022, we have once again achieved the highest score, 100%, in the European benchmark indicator (EoSM), which consolidates us as a reference in Operational Safety Management among all air navigation service providers at European level

### EoSM evolution 2010-2022 (%)




(*) Preliminary 2022 results after supervision by AESA, pending verification by EASA

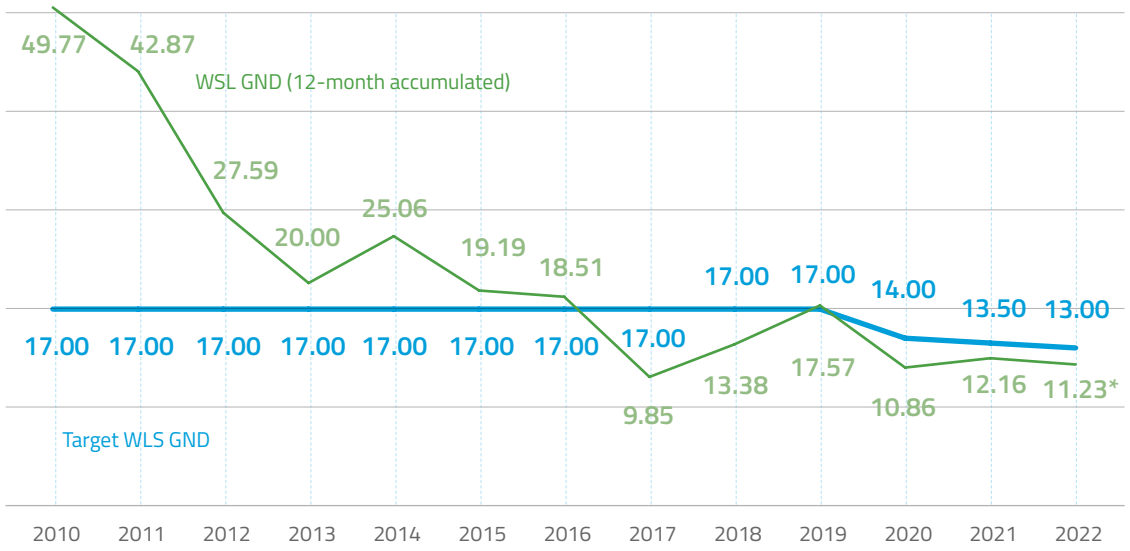
### What is the WSL?

The Weighted Safety Level (NPS GND, in Spanish. [WLS, in English]) is defined as the 'number of air traffic incidents occurring in the airspace under ENAIRE's responsibility, weighted according to their severity, in relation to the total number of flight hours controlled during the year'. Severity A, B and C incidents in which ENAIRE is involved are considered by applying the following formula:

$$NPS = \frac{6 \cdot A_{GND} + 3 \cdot B_{GND} + C_{GND}}{\text{Flight Hours in}_{\text{ENAIRE Airspace}} / 100.000}$$

Our efforts are reflected in the results of the safety indicators: very low scores in the indicator relating to safety incidents (WSL), and the highest scores in the Effectiveness of Safety Management System indicator (EoSM).

The WLS is therefore a measure of the safety performance of the ATS services provided by ENAIRE in all its facilities




*Data as at the revised year-end of 2022, as at 31/03/2023.

## PHYSICAL SAFETY

ENAIRE's physical safety system contributes to the protection of our workers, facilities and systems and, therefore, to ensure the provision of the critical services for our society.

We work together with authorities such as the Secretary of State for Security, the National Centre for Critical Infrastructure and Cybersecurity Protection (CNPIC) and the State Law Enforcement Forces and Agencies (FFCCS, in Spanish) to improve the aforementioned measures and procedures.

During 2022, we completed our work on 'Consulting Service for Improvement of ENAIRE's Physical Safety' file, which started the previous year and its purpose was:

- Conduct an in-depth analysis of existing safety systems and procedures in the ACCs
- Propose the improvement of those aspects that can be reinforced, taking into account the most appropriate and up-to-date protection systems, equipment and technical measures.
- Study its possible vulnerabilities to current threats

100% of the facilities and units that provide air navigation services are assessed, 97.42% of them having achieved the highest level of protection in 2022. We have 10 Improvement Plans underway to bring all our facilities up to this ideal level

## CYBERSECURITY

Regarding cybersecurity, we focused our efforts on the following sections, among others:

### Regulatory requirements

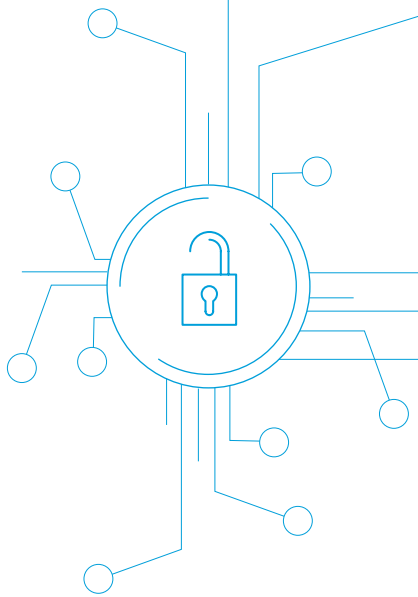
ENAIRE has renewed and extended its Compliance Certificates with the National Security Scheme obtained in 2020 in Medium and High Categories, covering both support Information Systems such as critical operational systems, directly involved in the provision of Air Navigation services. Also, the adaptation process to the new Royal Decree 311/2022, of 3 May, which regulates the National Security Scheme (ENS update) has begun.

### Cybersecurity office

Its activities have been strengthened, reinforcing its staff team and its interrelation with the different technical units that make up the SINFOR Working Group, as well as other corporate technical units, which are increasingly aware of and actively involved in cybersecurity matters.

### Security Operations Centre

Honouring its ongoing commitment to security and continuous improvement, in 2022 the activities of the SOC H24 Security Operations Centre have been strengthened, together with a Technical Office, as a part of ENAIRE's Technical Security Programme. Its constant evolution has meant strong support to cybersecurity at corporate level, providing great added value in monitoring, prevention and reaction in the face of cyber-incidents. Furthermore, together with the Cybersecurity Office and technical units of the Systems Department, we have paid special attention to the Russian-Ukrainian war, implementing extraordinary security measures, as well as renewing and expanding the technological resources available to users.



### Information Safety Management System (ISMS)

The Information Safety Policies have been updated and extended, as well as different procedures and technical instructions that support the ISMS, as part of ENAIRE's Integrated Management System.

### Risk analysis

ENAIRE's Global Cybersecurity Risk Analysis has been updated and an associated Risk Treatment Plan (PTR) has been drawn up. Additionally, different exhaustive analyses of critical systems have been promoted to deepen knowledge about them and design specific action plans.

### Technical audits and drills

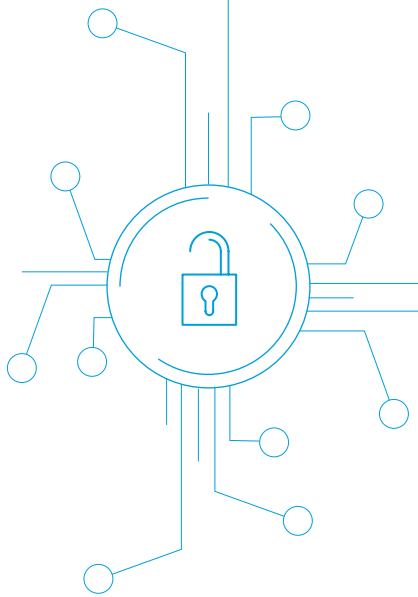
New ethical hacking procedures have been carried out on the main corporate systems and tools, as well as social engineering drills intended to evaluate the ability of users to detect and respond to possible attacks.

### Monitoring of events and incidents

The calculation of indicators and monitoring of the corresponding evolution has been carried out, adapting and evolving the Cybersecurity Balanced Scorecard.

### Collaboration with CERT

Among the different computer emergency response teams with which we have collaborated, the following stand out: CCN-CERT (National Cryptologic Centre/ CNI), INCIBE-CERT (National Cybersecurity Institute/ Cybersecurity Coordination Office) or EATM-CERT (EUROCONTROL).



### Collaboration with other organisations

Nationally, among the most important organisations and working groups, whose activity has intensified due to the Russian-Ukrainian crisis, are noteworthy those involving AESA, Aena, MCCE, Ministry of Transport, Mobility and Urban Agenda and Ministry of the Interior. Regarding the latter, ENAIRE has continued to represent the aviation subsector before the Cybersecurity Coordination Office, managing and coordinating the activities promoted in this context. On the other hand, internationally, the close relationship already existing with CANSO,SESAR, EUROCONTROL, EASA or OACI, among others, has strengthened, participating in several events and public meetings.

### New Strategic Plan and Cybersecurity Operational Plan

The deployment and development of plans continued to further strengthen technical measures to protect against cyber-attacks, as well as other structural measures in the training field, awareness-raising and investment in the short, medium and long term.

### Awareness

We have developed, in collaboration with different units, proposals to raise awareness of cybersecurity among ENAIRE's workers. Similarly, we have promoted the existing channels, fostering continuous dissemination and awareness-raising mechanisms. As a result of this effort, ENAIRE has been awarded the Cybersecurity Culture Training Programme Prize by Entelgy, as a benchmark for cybersecurity awareness and collaboration success among the areas involved.

# AESA supervision

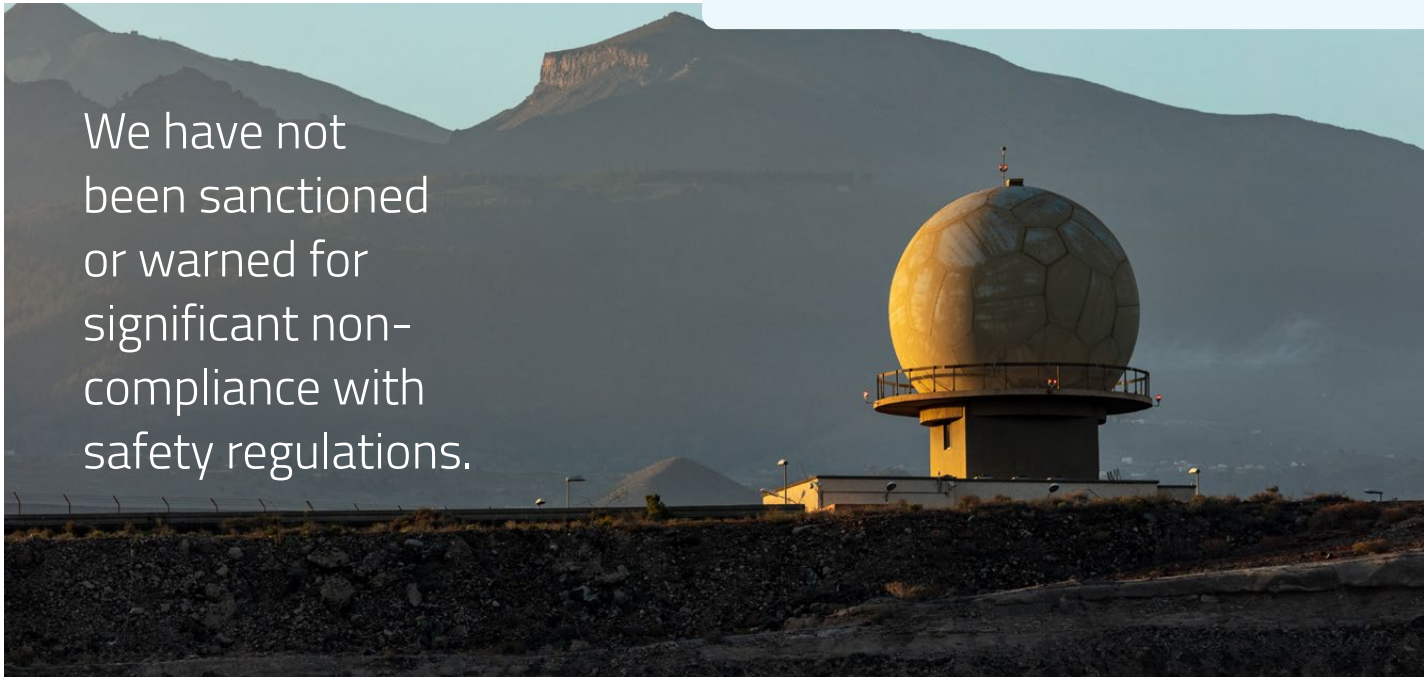
To ensure that its certificate is duly maintained, ENAIRE is continuously monitored by the Spanish Aviation Safety and Security Agency (AESA), which in 2022 carried out a total of 47 inspections regarding ENAIRE's compliance with the regulatory requirements of the following certificates:

- On the one hand, the air navigation service provider certificate, in accordance with Regulation (EU) 2017/373, which includes the Air Traffic Services (ATS), the Communications, Navigation and Surveillance Services, the Aeronautical Information Services (AIS), local Air Traffic Flow Management (ATFM), local Airspace Management (Level-3 ASM), and Procedure Design Services (Flight Procedure Design, FPD).
- On the other hand, ENAIRE's certification as an air traffic controller training provider, in accordance with Regulation (EU) 2015/340, gives us the powers to provide and deliver unit training, continuous training, practical instructor and assessor training to air traffic controllers.

Both ENAIRE's certificate as an air navigation service provider and its certificate as an air traffic controller training provider are valid for an unlimited period as long as the organisation complies with the applicable regulatory requirements. This means we must keep our certification documentation bases updated, face AESA's inspections and prove compliance with said requirements when inspected. If the Agency detects any issue to be solved, we must plan and implement the necessary corrective actions.

ENAIRE is the first national organisation to be **certified by AESA as a Flight Procedure Design (FPD) services provider, which consists of the design**, documentation, validation, maintenance and periodic review of the flight procedures necessary for the safety, regularity and efficiency of air navigation.

AESA AGENCIA ESTATAL DE SEGURIDAD AÉREA



# International Projection

We have always promoted our participation in forums, organisations and different international projects, to be present and be leaders in the construction of the Single European Sky.

One of the priorities of FP2025 is the evolution from our current services towards global and delocalised models, developing and providing new services, some through public-private partnerships, to become a global services operator.

**Within this framework, as part of FP2025, we are working on the following aspects:**

1. **Update** the business model with the creation of the subsidiary ENAIRE Global Services aimed at developing, managing and bringing together our non-regulated activities.
2. **Develop** new strategic services: the digital tower, the ATS and data service provision solution, satellite surveillance and communication services, and creation of the SES Digital Backbone with international cooperation.
3. **Turn** ENAIRE into the national provider of U-space Common Information Service (CIS) for drones, also boosting and participating in other emerging business lines as drones as unmanned vehicles for passenger transport (air taxis), and commercial space flights.

During 2022, ENAIRE has chaired A6 Alliance group, composed of the main European air navigation service suppliers that are responsible for the safe management of:

- more than 80% of Europe's air traffic
- more than 70% of R&D investments in Europe's future ATM infrastructure

**During 2022, we have focused on the following international projects:**

In 2022, a new SESAR Deployment & Infrastructure Partnership (SDIP) Consortium has been formed by the main European Air Navigation Service Providers, including ENAIRE, the main Airport Operators, Airspace Users at European level and the Network Manager/EUROCONTROL, which has been appointed by the European Commission to assume the functions of SESAR Deployment Manager (SDM) for the period 2022 - 2024.

This collaboration will synchronise and accelerate the implementation of new technologies and operational concepts to make a safer, more efficient, sustainable and resilient Digital European Sky a reality.

ENAIRE signs the Memorandum of Cooperation for ATS Common Data Link Services (ACDLS) governance, which brings together 18 air navigation service providers and establishes the ATS Common DLP Governance. In 2022, a Common Procurement process has been initiated to select a DSP (Datalink Service Provider) by 2024. To meet the objectives set by the SESAR Deployment Manager (SDM) and the CP1 Regulation (2027), the DSP should be operational in 2026-2027.

ENAIRE has collaborated in the European drone projects CORUS-XUAM, AMU-LED, and USPACE4UAM, with pioneering tests in Europe in reference to Urban Air Mobility operations such as parcel delivery and air taxi operations, testing the management of drone logistics operations in urban and suburban areas in an integrated manner with manned aviation, intermodal transport or emergency operations.

ENAIRE has been one of the main backbones in the initiative launched by the A6 Alliance for the establishment of the Air Traffic Services (ATS) Common Datalink Service Governance, taking part in the Common Procurement procedure started in 2022.

Together with CANSO Europe, we have been working on the analysis and alternative proposals for the financial model of the Air Navigation System, ANS Financing. In line with CANSO VISION 2035, during 2022, four lines of study have been worked on:

- Resilience through 'basic services of general interest'
- Capacity Broker
- Environmentally optimal routes
- Incentives for transformation and digitalisation

In 2022, we signed Spain's 2021 Local Single Sky Implementation document as a tool to plan and monitor the convergence between the different national plans for the evolution of the air navigation system towards the achievement of the Single European Sky. Additionally, the Spanish Performance Plan for Reference Period 3 (RP3: 2020-2024) was approved in the Single Sky Committee.

ENAIRE begins its participation in different Digital Sky Demonstrators or DSD projects:

- U-ELCOME: Aims to demonstrate the full integration of U-Space services, coordinated by EUROCONTROL, with ENAIRE leading the Spanish cluster.
- ECHOES: Aims to demonstrate the feasibility of using VHF satellite systems to provide ATS voice and data services.
- HERON: Aims to demonstrate the improvement in CO2 emissions produced by measures such as, for example, the optimisation of trajectories using data downloaded from aircraft via ADS-C.

ENAIRE is also involved in several externally developed initiatives:

- We signed the Memorandum of Cooperation between ENAIRE and ASECNA (the main air navigation service provider in Africa, which encompasses 19 countries), and the air navigation manager of Cape Verde, ASA, formalising our interest to continue collaborating and improving the provision of air navigation service to help create a safer, more efficient and sustainable aviation, especially enabling smooth traffic in the EUR/SAM Corridor area.
- We signed a Memorandum of Cooperation with CAAS (Civil Aviation Authority of Singapore), SITA, Indra and STARTICAL to conduct a concept validation of the use of Very High Frequency (VHF) voice communications based on the space between pilots and controllers for air traffic management.

The celebration of the World ATM Congress 2022 in Madrid once again brought together more than 6,000 professionals from 110 countries, strengthening ENAIRE's collaboration with its partners and making our technological and innovation leadership visible with projects such as STARTICAL, U-Space, ICARO MAP, iFocucs and iTEC.

# Environmental protection

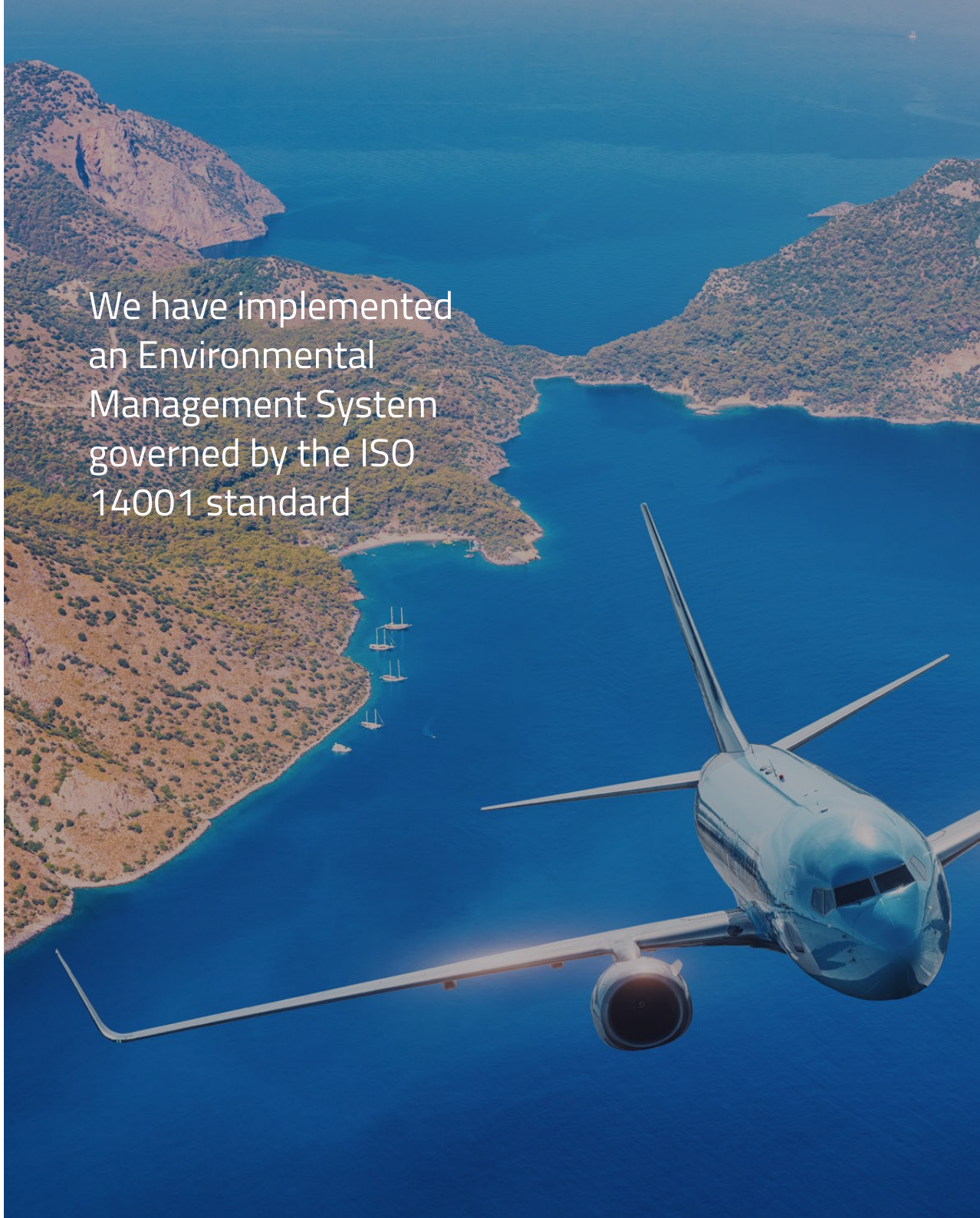
chapter 8

At ENAIRE, we promote environmental respect and protection through our environmental policy, which contributes significantly to the sustainable development of air transport.

As a national provider of air navigation services, we play an important role in helping to reduce the environmental impact of air traffic, in accordance with the guidelines laid down by the Paris Agreement, the International Civil Aviation Organisation (ICAO) and the Sustainable Development Goals of the 2030 Agenda.

# Environmental management

At ENAIRE, we are well aware of the impact of our activity on the natural environment and, in turn, of how environmental degradation can affect us. For this reason, to achieve a balance between the service offered to society and care for the natural environment, since 2010 we have implemented an Environmental Management System, which is governed by the ISO 14001:2015 standard, as well as an Environmental Policy.



Our commitment is reflected in our Sustainability Plan, Green Sky, included in ENAIRE's Strategic Plan (Flight Plan 2025), approved in 2021, which focuses on the following environmental aspects:

- Reduction of atmospheric emissions from air traffic management aircraft, contributing to fuel savings
- Evaluation and mitigation of aircraft noise on populations, as well as the effect on biodiversity
- Improvement of our facilities' Environmental Management and Energy

Which are based on three strategic initiatives, respectively:

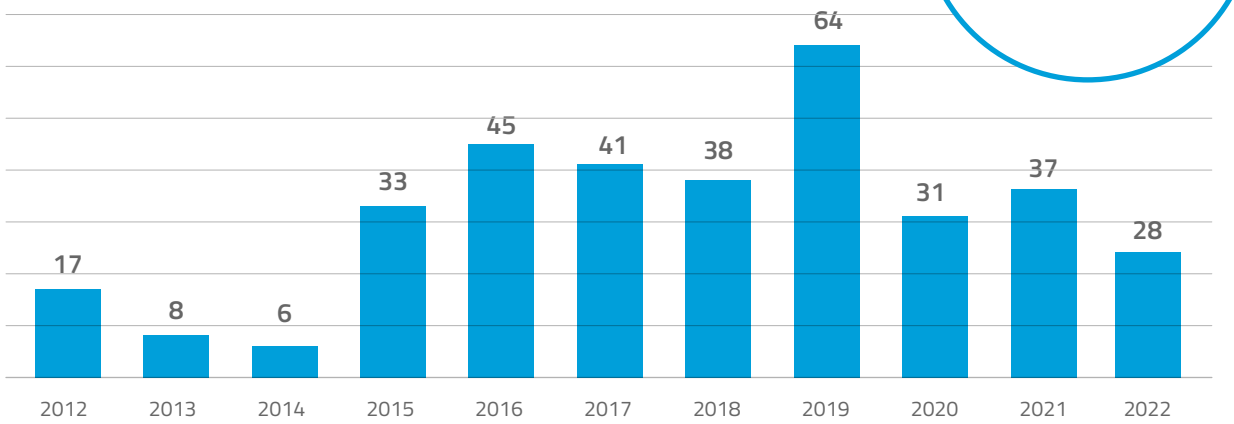
**Fly Clean** **Fly Quiet** **Eco ENAIRE**

Within the scope of our activity, we analyse airspace, technology or infrastructure projects from an environmental perspective to minimise their potential impact on the territory, taking into account its location and protection.

During **2022**, we have analysed the potential environmental impact of

**28 PROJECTS**

## Environmentally analysed projects




At ENAIRE, we monitor the compliance with environmental legal requirements, which is essential to reduce the risk of involuntary non-compliance.*

During 2022, there have been no significant environmental incidents

Given the company's activity, it is normal that our emergencies have little impact on the environment.

One of these actions is the global evaluation of potential environmental emergency situations aimed at ascertaining which ones will be significant to ensure that they are taken into account when determining improvement goals and planning periodic environmental emergency response tests.

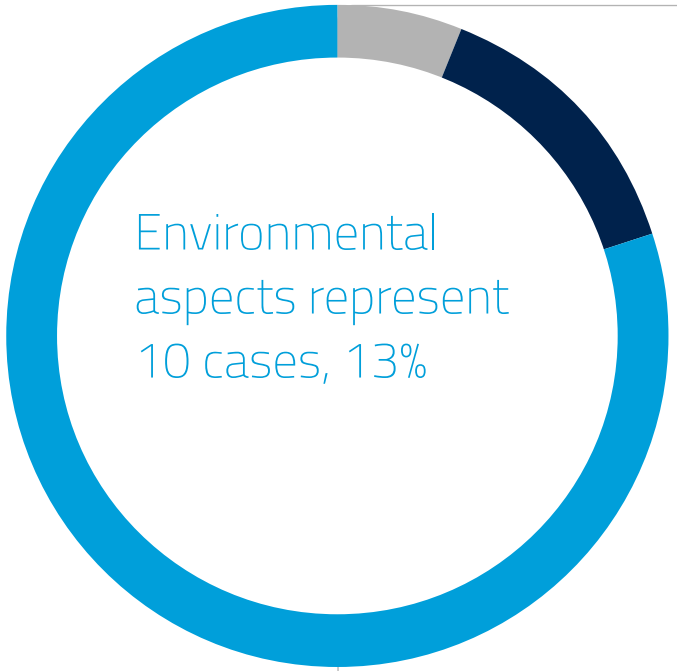
We also conduct a local evaluation of potential emergency situations and indicate the locations where an emergency could be significant due to the existence of high-risk factors. This process serves to determine whether or not it will be necessary to take specific improvement measures to reduce the risk of emergency in these locations.

In 2021, the 2021-2023 Environmental Emergency Plan was approved. The incidents recorded in 2022 do not have a significant impact on the environment. During 2022, there has been a decrease in environmental incidents compared to 2021. 50% of environmental incidents are due to refrigerant gas leaks, followed by breaks in water pipes. These incidents have been detected in the Canary Islands Region, the Balearic Region, the Southern Region and Central Services (SS.CC.).

In all cases, the actions have been considered in accordance with the provisions of the potential environmental emergency reports. Therefore, it has not been deemed necessary to undertake additional actions or make changes to the preventive measures or actions in the event of an environmental emergency established in the aforementioned sheets.

*It is covered in our HERA APP (Tool for the Assessment of Requirements and Environmental Aspects), which monitors consumption and waste associated with annual management, as well as the legal evaluation associated with the requirements identified by virtue of its aspects and impacts on the environment, complying with the requirements of the ISO 14001 Standard and the methodology established in ENAIRE's internal procedures.

Throughout 2022, ENAIRE has carried out assessments of environmental legal compliance and other requirements in all our regions*, and has identified a total of 80 non-compliances classified as follows:




**2.5% Licences and consents**

| | |
|---|---|
| Discharge consent | 2 |

**12.5% Environmental aspects**

| | |
|---|---|
| Waste management | 9 |
| Atmospheric emissions | 1 |

**85% Legalisations, maintenance and review of facilities**

| | |
|---|---|
| Cooling facility requirements | 24 |
| Fire protection facility requirements | 28 |
| Electrical facility requirements | 6 |
| RITE Requirements | 10 |

In 2022, the number of non-compliances has increased compared to 2021, from 35 to 80, due to the change in the methodology used to record non-compliances, increasing its completeness.

At ENAIRE, we have not been sanctioned, neither monetarily nor of any other type, nor are we involved in any judicial process in relation to non-compliance derived from environmental regulations.

*At the date of writing this report, the Balearic Islands Regional Directorate (RD) has not completed the evaluation of environmental requirements, so the data shown do not reflect any legal non-compliance with the said RD.

## SUPPLIER ASSESSMENT

Given the impact derived from our value chain, at ENAIRE, we preliminary verify the environmental impacts of the contracts awarded to suppliers.

The assessment processes are intended to ensure compliance with the new Public Procurement Law, as well as the requirements inherent to compliance with the ISO 14001 standard that are established in the procurement specifications, thus ensuring that our suppliers meet the environmental, social and labour requirements established in the EU.

New suppliers must also comply with the specific requirements covered in the specifications for each tender.

The Specific Conditions include environmental clauses that establish the responsibilities and commitments of the contracting companies, as well as the sanctioning regime in case of non-compliance with any of the laid down environmental duties. Any of these infringements will be considered contractual breaches, regardless of administrative sanctions and compensation for loss and damages that may arise.

Additionally, the works files include environmental criteria to select the bids, so all the tenderers who submit to these files are selected, among others, based on environmental criteria.

Infringements are classified as minor, serious and very serious and are associated with sanctions that can range from a warning or economic penalty of 150 euros to 600 euros or the termination of the contract. During 2022, no sanctions have been processed for non-compliance with environmental conditions, nor have any suppliers been identified with negative impacts on the supply chain.

RESPONSIBLE PUBLIC PROCUREMENT

# Emission reduction

13 CLIMATE ACTION

## Fly Clean

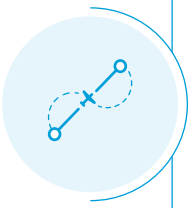
This is the first strategic initiative of our Flight Plan 2025, based on contributing to fuel savings and reducing aircraft emissions.

Fly Clean measures point directly to the fight against climate change, by improving the efficiency of air routes. Greater efficiency on routes promotes lower aircraft fuel consumption, with the consequent reduction of atmospheric emissions.

To do so, at ENAIRE, we continue to work on optimising the air route network and shortening the distances flown through civil-military coordination with the Ministry of Defence to improve the shared use of restricted military areas, and the subsequent implementation of the Free Route Airspace concept, covered in the Single European Sky, which will enable direct point-to-point flights.

Our goal is to save more than 6 million nautical miles, 58,000 fuel Mt and more than 184,000 CO2 Mt in the period 2020-2025

The main actions carried out in 2022 are associated with the horizontal and vertical efficiency of the routes:



**Horizontal Efficiency**

- KEA Plan (Horizontal En-route Efficiency). Improve Civil-Military Coordination. Implementation of Flexible Use of Airspace.
- Design of more flexible and efficient flight procedures (satellite navigation)
- Implementation of the 'Free Route Airspace'.
- Improvement of departure and arrival taxiing at airports.
- Operational team awareness-raising and training.

**Monitoring Mechanisms**

- KEA*: Horizontal En-route Efficiency.
- Direct: Cutting approaches in real time.
- ASMA**: Horizontal Efficiency on approach.
- TAXI OUT: Efficiency in departure taxiing.

* KEA: Key performance Environment indicator based on Actual trajectory
** ASMA: Arrival Sequencing and Metering Area

+

**Vertical Efficiency**

- Promote continuous climbs and descent operations.
- Optimum flight levels.
- Operational team awareness-raising and training.

**Monitoring Mechanisms**

- Continuous climbs: Vertical take-off efficiency
- Continuous descents: Vertical landing efficiency

**Collaboratively**

- Joint development of the Global Efficiency indicator.
- Collaboration and coordination with all the agents involved (Air Staff, CIDETMA, DGAC, Airlines, Government Agencies and Aena's Climate Action Plan).
- Participation in national and international environmental groups.

To achieve our goal of ensuring that the inefficiency of the real flight with respect to the most direct route is progressively reduced, we monitor it by means of the KEA indicator (Horizontal En-Route Efficiency). Since 2017, it has been reduced by 3.7 % to 3.3% in 2022. KEA's 2022 cumulative and adjusted year-end closing for Spain was 10% better than the 2019 result.

## KEA indicator

| 2018 | 2019 | 2020 | 2021 | 2022 |
|---|---|---|---|---|
| 3.83% | 3.67% | 3.11% | 3.30% | **3.32%** |

In 2022, we have provided direct routes to 70% of the flights that operated in our airspace. The improvement in the efficiency of the route network has led to savings of around 1.6 million nautical miles for airlines, which represent a saving of 17,116 Mt of fuel compared to 2019, cutting atmospheric emissions by almost 54,000 Mt of $CO_2$. It is the equivalent of $CO_2$ that would absorb 2.7 million trees.

| | 2020 | 2021 | 2022 |
|---|---|---|---|
| Additional miles saved | 1,686,911 | 954.,030 | **1,556,043** |
| $CO_2$ emissions saved Mt | 58,451 | 33,057 | **53,917** |
| Fuel saved Mt | 18.,556 | 10.,494 | **17,116** |

Consent for direct routes, together with other measures, has led to an improvement in the **efficiency of the Spanish air route network**, reaching **96.68% in 2022**, compared to 96.33% in 2019.

# Noise impact and impact on biodiversity

## Fly Quiet

This is the second strategic initiative of our Flight Plan 2025, which consists of attenuating aircraft noise levels in the vicinity of Spanish airports and minimising its impact on biodiversity.

At ENAIRE, there is a growing worry regarding the noise impact of aviation. For this reason the measures established in Fly Quiet are aimed at systematically mitigating this impact on human population and biodiversity by improving flight procedure design and seeking collaborative environments with associations and environmental groups in order to minimise the impact on bird life.

We contribute to cutting noise impact by working on airspace designs more compatible with the environments and populations. In 2022, we have made progress, especially, in the design of more efficient routes based on satellite technology, the systematic analysis of the noise impact on ENAIRE projects, the systematisation of the analysis of complaints and associated corrective actions, and close collaboration with all the agents involved (DGAC, Aena, airlines, Government Agencies, etc.). In order to minimise the impact on biodiversity, especially on birds, we have collaborated with experts in the field.

We have improved the system for recording environmental complaints, allowing us to identify conflicting points and their correction when operating conditions make it possible, and the project monitoring and environmental assessment (HEVA) tool has been developed.

We have improved the environmental complaints registration system, enabling us to identify conflictive points and rectify them as far as operating conditions permit. We have also developed a specific monitoring tool (HEVA) for project monitoring and environmental assessment.

The Fly Quiet programme includes the following actions:

**Reduction in population noise exposure**

- Design of more efficient routes based on satellite technology (PBN) that enable us to avoid overflight of populated areas.

**PBN National Plan**

- Systematic analysis of the noise impact on our projects.

Improvements in the airspace associated with large airports (AMBAR-MADRID, BRAIN-BARCELONA, BRUT-MALLORCA AND MENORCA, MIDAS-MÁLAGA, NIVARIA-TENERIFE SUR AND AMELIA-ALICANTE)

- Analysis systematisation of complaints and associated corrective actions.
- Collaboration with DGAC and Aena in monitoring strategic noise maps, acoustic easements, airport noise monitoring reports and preparation of Noise Circulars.

MER and Acoustic Easements action plans, Airport noise monitoring reports

- Promote continuous climbs and descents

**Minimisation of the impact on biodiversity**

- Analysis of the impact on biodiversity, mainly avifauna in relation to air manoeuvre projects.

Collaboration with birdlife experts: SEO Birdlife, GREFA, etc.

**Reduction of noise impact on populations**

- Coordination with all the agents involved (airports, airlines and Government Agencies) to globally analyse the impact on the population. CEM meetings.
- **Communication with affected parties** (Councils and Neighborhood Associations).

During 2022 the results obtained are:

**Projects analysed**

| 2019 | 2022 |
|---|---|
| 23 | 25 |

**Complaints received**

| 2019 | 2022 |
|---|---|
| 17 | 35 |

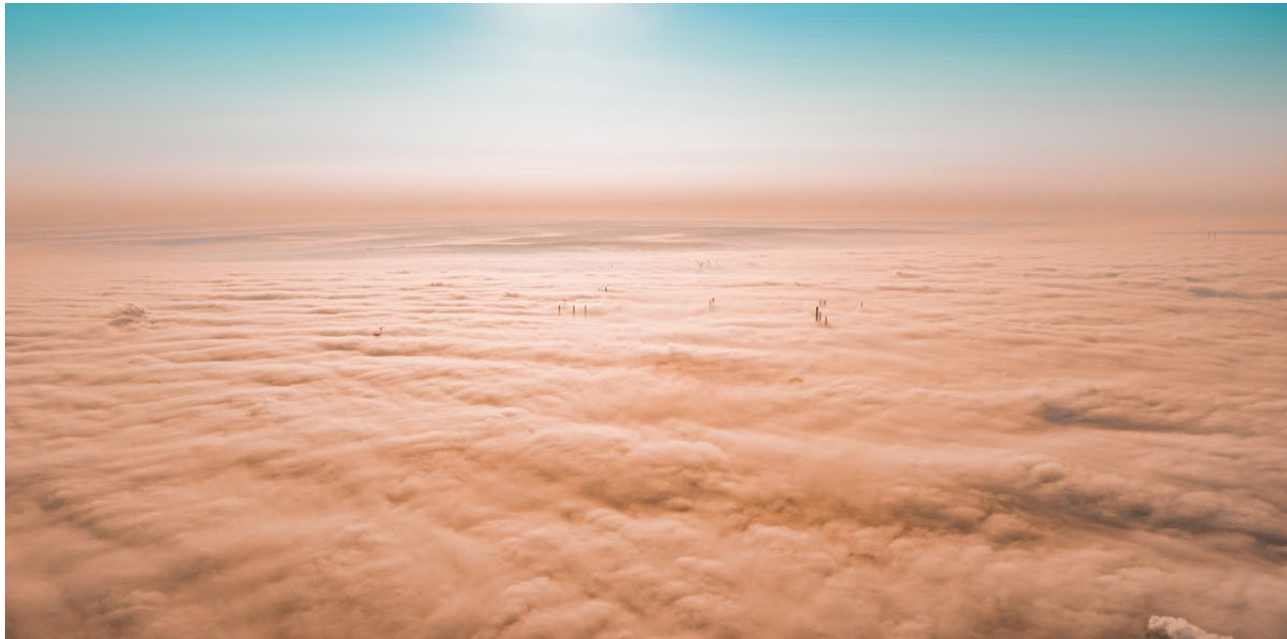
**As noteworthy performances in 2022, within this program:**

- We have environmentally processed the Barcelona airport project (BRAIN-Barcelona).
- We have implemented a system for monitoring the actions and requirements laid down in the Environmental Impact Statements (HEVA).
- We have collaborated with DGAC and Aena in monitoring strategic noise maps, acoustic easements, airport noise monitoring reports and preparation of Noise Circulars.
- We have made progress in the design of more efficient routes based on satellite technology (PBN) that enable us to avoid overflights of populated areas and promote continuous climbs and descents.
- We have actively participated in the groups.

Regarding our impact on biodiversity, in order to maintain a responsible balance between our activity and the natural environment, we identify and assess the natural environments that could be affected by the location of our facilities, in accordance with the Law 21/2013, of 9 December, on Environmental Assessment.

We have the DEDALO application, through which we have recorded all our facilities locations by the type of natural environment, such as: Protected Natural Areas (ENP, in Spanish), Important Bird and Biodiversity Areas (IBAs), Sites of Community Interest (LIC, in Spanish. [SCIs, in English]) and Special Protection Areas (SPAs) for birds. As at 31 December 2022, our aeronautical facilities are not located in protected areas or areas of great value for biodiversity.

Our goal for 2025 is to collaborate with the Ministry for the Ecological Transition and the Demographic Challenge in order to analyse possible impacts on the birdlife derived from the implementation of the airport project (AMBAR-Madrid) and BRIAN (Barcelona).



# Impact of our facilities

## Eco ENAIRE

This is the third strategic initiative of our Flight Plan 2025 aimed at improving the environmental management and energy efficiency of our own centres and facilities deployed throughout the country.

The main actions of Eco-Enaire focus on various environmental aspects oriented to our facilities.

### Alternative energies

- Promotion of renewable energy and self-consumption.
- Implementation of photovoltaic power stations in the centres with the highest consumption.
- Procure 100% of the energy from sources with certificates of renewable origin.
- Energy consumption monitoring in our centres.
- Implementation of alternative sources in our buildings (wind, geothermal,etc.)

### Lightning

- Reduction of lighting consumption by implementing more efficient alternative technology.
- Energy consumption monitoring in our centres.

**HERA** is the integrated system we use to monitor the consumption and waste associated with annual management, as well as the legal evaluation associated with the requirements identified due to their aspects and impacts on the environment.

### Circular economy

Promotion of circular economy by including criteria in procurement procedures.

### Infrastructure Sustainability

Inclusion of sustainable criteria in our infrastructures. Photocatalytic paint and passive house criteria.

### Vehicle Decarbonisation

Gradual decarbonisation of the vehicle fleet.

ENAIRE's Mobility Plan.

### Consumption and Waste

Waste and consumption reduction associated with our facilities.

Development of raising-awareness campaigns.

### Carbon footprint

Calculation and registration of the carbon footprint (scope 1, 2 and 3).

We sign the Climate Pledge.

Zero emissions in 2030 (by compensation).

All information recorded through Eco-ENAIRE has been compiled through processes assessed and audited based on the ISO 14001:2015 Standard.

Recognising the importance of achieving emission neutrality, in 2022 we have calculated and registered the carbon footprints of 2021 for all Regional Directorates, alongside with a global footprint, based on 2019.

**Mt de $CO_2$**

| 2019 | 2020 | 2021 |
|---|---|---|
| 760,65 | 854,10 | 8,142.10 |

The carbon footprint serves as a basic benchmark for initiating actions to reduce energy consumption and promote the use of resources and materials with better environmental performance.

For this, the GHG Protocol (The Greenhouse Gas Protocol) has been used and the emissions inventory has been calculated, in accordance with the UNE EN ISO 14064-1:2012 standard, specification with guidelines at the organisation for quantification and reporting of greenhouse gas (GHG) emissions and removals. Emissions accounting is conducted for activities within our organisational boundaries, following the control approach laid down by the GHG Protocol and accounting for emissions from Scope 1 and Scope 2.[1]

The control criterion establishes the inclusion of operations over which the company has financial or operational control. This means that the company has the authority to introduce and implement its operational policies in these operations.

During 2021, the carbon footprint increased because, in the second half of 2021, the electricity supply company awarded the new contract called in the receivers due to a sharp increase in wholesale electricity prices. Consequently, the contract with this company had to be terminated. Given the critical situation of ENAIRE's systems, it was necessary to hire a new emergency electricity supply for the entire peninsula, which was assigned to 9 suppliers. Due to the urgent need, this hindered us from supplying renewable energy sources. This situation has already been resolved for 2022 and 2023 contracts.

In this regard, the Ministry of Ecological Transition and Demographic Challenge has also recalculated the 2019 and 2020 carbon footprint, taking into account that the electricity supply came entirely from renewable energy sources.

Under this approach we include the following emission sources:

- Stationary combustion, including generating units and some pumps or mobile pumpings units.
- Mobile combustion, including both ENAIRE's light and heavy vehicles.
- Leaks of fluorinated gases from air conditioning equipment.
- Electricity, power consumption of all ENAIRE facilities: air conditioning, lighting and operation of various facilities.

The carbon footprint analysis provides as a result a data that can be used as a global environmental indicator of the activity carried out by the organisation.

In this regard, registering the Carbon Footprint in the Ministry for the Ecological Transition and the Demographic Challenge represents a milestone for the fulfilment of the First Phase, 'Calculate', to achieve the goal of carbon neutrality. Over the next two years, we will register our 2020 and 2021 carbon footprint to tackle the next phases: 'Reduce' and 'Compensate'.

At ENAIRE, we do not emit substances that deplete the ozone layer. Neither do we emit other substances associated with climate change and air quality, such as nitrogen oxide (NOx) or sulphur oxide (SOx). These are generated by aircraft combustion engines and, therefore, are accounted and compensated for by airlines.

## REGISTRATION OF OUR ENERGY EFFICIENCY IMPROVEMENTS

Energy efficiency and the use of clean energy are extremely important for ENAIRE and its stakeholders. This enables us to be an active player in contributing to the reduction of emissions and other negative external factors on society and the planet.

As mentioned above, ECO-ENAIRE is committed to implementing energy-efficiency measures and promoting self-consumption of renewable energy, mainly by installing self-consumption photovoltaic power stations in all our regions, replacing traditional lighting with highly efficient LED luminaires, renewing our vehicle fleet for hybrid or electric vehicles.

Since 2015, 100% of our energy consumption comes from renewable sources, with a certificate of guarantee of origin. This represents a saving of almost 90,000 Mt of $CO_2$.

### In 2022 we have achieved

- We have generated over 2 Gwh of energy from the photovoltaic power stations in the Canary Islands and Sevilla, as well as from the Wind Generator.
- We have started construction works on the control centre in Torrejón (Madrid).
- We have started a project to replace lightning with more efficient lighting.
- We have integrated circular economy criteria into public procurement criteria.
- We have registered the energy certificates for the 5 Control Centres and the TACC Valencia (12 buildings).

### ENAIRE's energy consumption breakdown

| | 2019 | 2020 | 2021 | 2022 |
|---|---|---|---|---|
| Total Fuel (Kwh), 100% renewable* | 68,374.32 | 14,194.61 | 13,088.57 | **14,422.78** |
| Total Electricity (Gwh) | 40.06 | 41.86 | 42.11 | **42.11** |
| Total Energy Consumption (Gwh) | 40.13 | 41.87 | 42.12 | **42.12** |

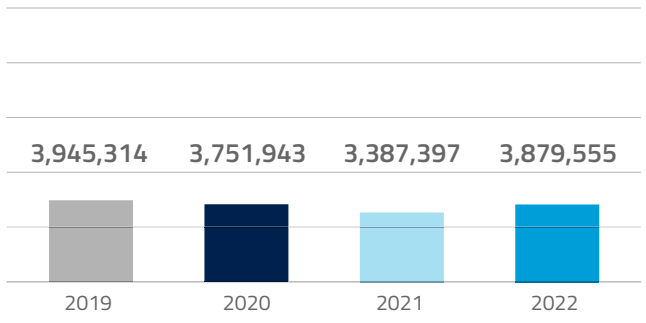
*Conversion factor: 1m³ natural gas – 11.02kWh (used for boilers and furnaces), 1 litre of diesel – 10.96kWh (used for groups), 1 litre of fuel/gasoline – 9.61kWh (used for vehicles)[2]

[2] 17-ES-Fuel-Conversion-to-kWh-and-CO2e.pdf (travelifestaybetter.com))

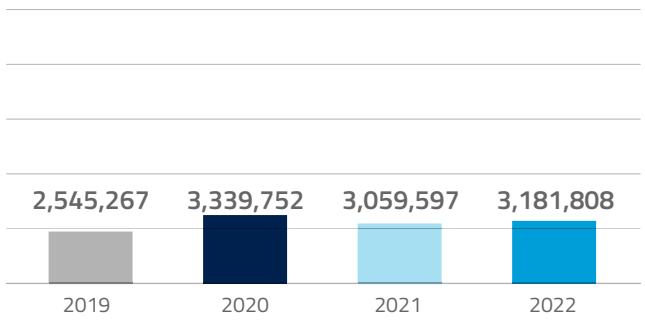
Total electricity consumption per facility is as follows: *

ELECTRICITY (KWH)

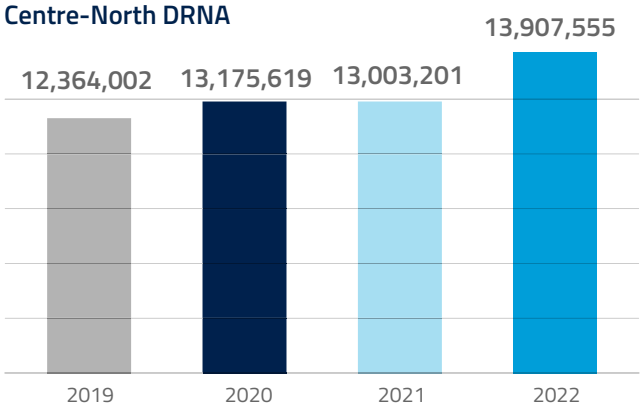
### Balearic DRNA



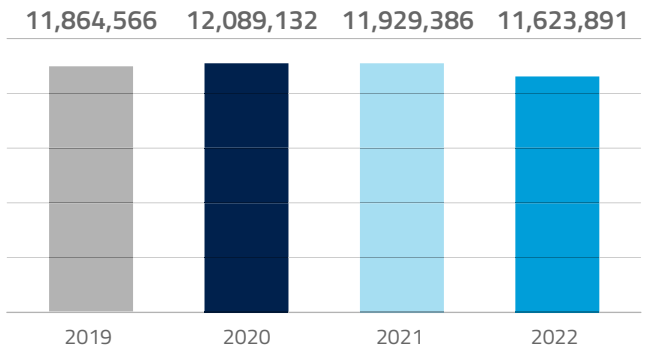

### Canary Islands DRNA



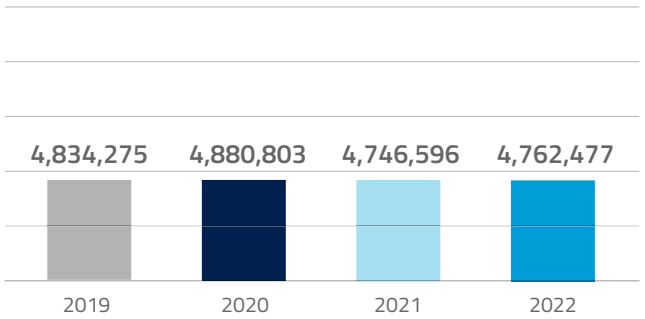

### Centre-North DRNA




### East DRNA




### South DRNA

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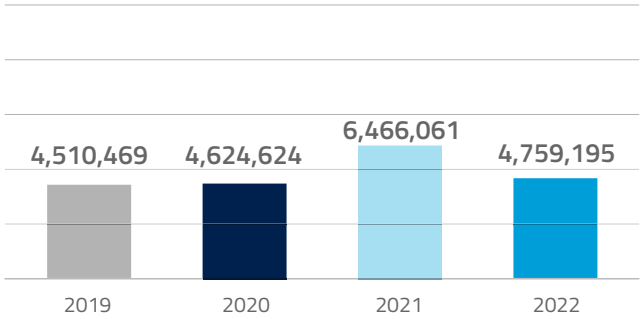
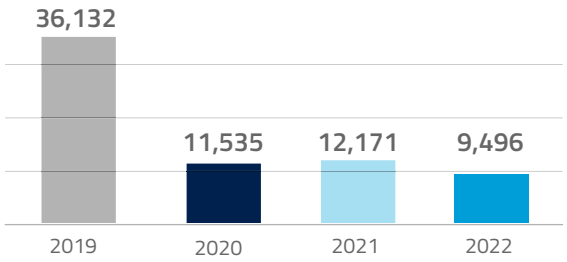



*The breakdown of total electricity consumption includes only electricity consumption. Other consumptions are not sectorised.

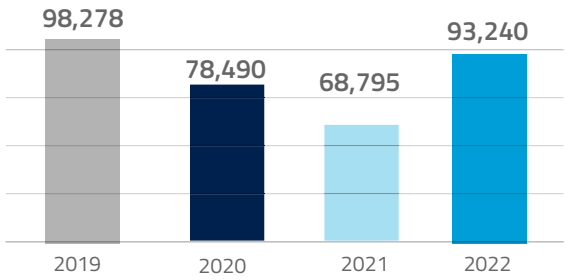
The energy intensity ratio registered in 2022 is 76,551.58 Kj / movements

In addition to the energy data shown, which have been necessary to carry out our activity described in this report, we do not commercialise products or other services that involve additional energy consumption to be identified.

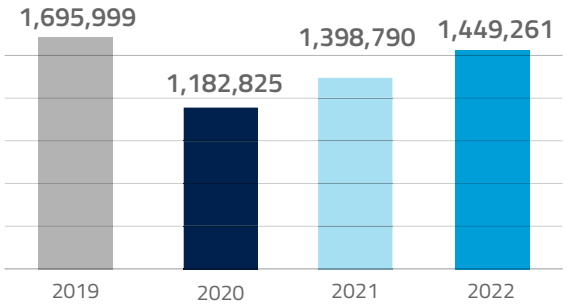
**Paper (kg)**



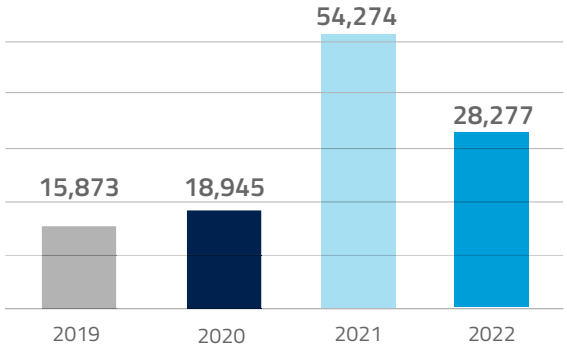

**Water Consumption (m³)**



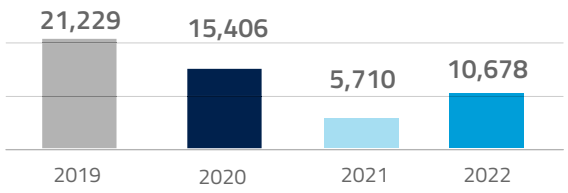

**Kilometres travelled**




**WEEE (RAEE, in Spanish) (Kg)**




**Batteries (Kg)**



# Social commitment

chapter 9

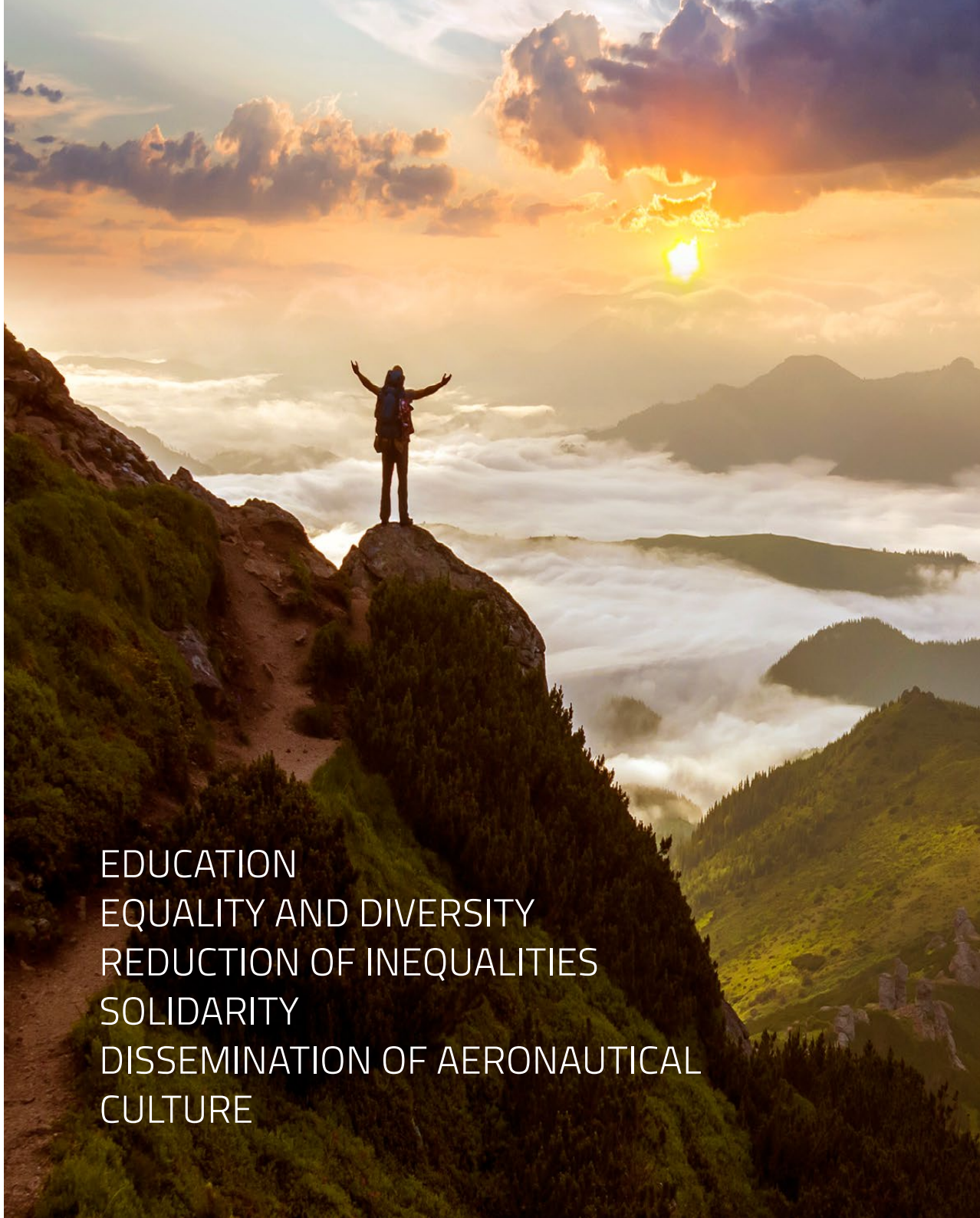
At ENAIRE, we have a firm commitment to sustainable development and, as a socially responsible company, we have worked to add value to society and stakeholders with whom we interact, beyond our corporate purpose as an air navigation service provider.

We have focused mainly on collaborating with educational and R&D and innovation centres, bringing our activity and aeronautical culture closer to society, promoting equality and diversity, reducing inequalities, integrating disabled people and the promotion of healthcare and sports.

This year 2022, which has been a year sadly marked by the invasion of Ukraine, our staff mobilised and showed their solidarity with Ukrainians in the face of an ongoing humanitarian emergency.

ENAIRE, as a socially responsible public entity, plays a key role in the value chain of the aeronautical sector in Spain. In this regard, we promote responsible public procurement, adapting our specifications to the Public Procurement Law to ensure that our suppliers comply with the environmental, social and labour requirements established in the EU, including general and specific clauses for this purpose.

In addition, we require contracting companies to have implemented equality plans, and we establish special execution conditions that promote gender equality, compliance with disability quotas (or adoption of alternative measures), as well as adherence to labour and wage conditions outlined in collective bargaining agreements..



# We promote education and innovation

ENAIRE promotes quality education for future generations and their integration into the job market. To achieve this, in 2022 training and job placement programmes have been developed for university students, such as agreements signed with universities to provide internship opportunities for their students at ENAIRE. This year, we have maintained agreements with the Universidad de Las Palmas de Gran Canaria, Autónoma de Barcelona, Autónoma de Madrid, Sevilla, Carlos III de Madrid, Europea Miguel de Cervantes de Valladolid, and we have signed new agreements with Universidad Rey Juan Carlos de Madrid and with the Complutense de Madrid.

In 2022, the third edition of the Master in Air Navigation Services Management was held.

This unique degree in the world is already a benchmark in the sector, and ICAO, EUROCONTROL, CANSO, Universidad Politécnica de Madrid and its Ancillary Services Department, and Universidad Autónoma de Madrid participate in it.

ENAIRE has made available to any person or entity interested in the aeronautical sector, free of charge, the masterclasses of the 2022 edition and of previous editions on its website. Masterclass (enaire.es).

CRIDA has organised a contest to award scholarships for the development of ideas related to Research, Development and Innovation (R&D&I) in the ATM field, supporting the completion of associated Master's and Bachelor's theses, and thus promoting the transfer of knowledge between the University and the ATM operational environment.

Throughout 2022, Crida has continued collaborating in R&D&i with different Spanish and European universities.

We collaborate with Universidad Politécnica de Madrid, in operational efficiency and automation in air traffic management fields, and with Universidad Autónoma de Madrid in human factors applied to air traffic management.

This year, we highlight the paper presented at the SESAR Innovation Days conference, in collaboration with the Royal Netherlands Aerospace Centre and the University of Bologna in Italy, to demonstrate how Augmented Reality (AR) technology, combined with air gestures, tracking labels and attention guidance can be useful for air traffic control tower operations.

Additionally, we have actively participated in the different phases of the Be Talent STEAM SIM_4, initiative, which aims to promote socially innovative projects developed by year 8 and year 9 high school students from Madrid. This initiative is organised by the Capgemini Foundation and the Excellence in Management Club. Our team has contributed to the development of skills and talents of future generations, serving as a source of inspiration and reference. We have shared our experience and knowledge to help design innovative solutions that address societal challenges and contribute to the SDGs outlined in the 2030 Agenda.

In addition, as a recognition to the winning schools of the previous edition of BeTalent STEAM, ENAIRE's Control Centre in Torrejón organised a visit for the students from CASVI and SEK-El Castillo schools, some of the winners of the BeTalent STEAM award. ENAIRE actively participated in this contest as an evaluator and jury member for the socially innovative projects developed by students from different educational institutions.

ENAIRE has participated in the first hackathon event promoted by the think tank of the Official College of Aeronautical Engineers of Spain (COIAE), aimed at promoting innovation in aviation, especially in the fields of additive manufacturing, sustainability and the airports of the future.

ENAIRE, together with the Spanish Agency for International Development Cooperation (AECID), through its Training Centre in Montevideo, has shared the training activities carried out in the context of the Knowledge Transfer, Exchange and Management Plan for the Development of Spanish Cooperation in Latin America and the Caribbean (INTERCOONECTA). The focus of these activities has been on operational safety, unmanned aircraft traffic management and advanced CNS/ATM/AIM applications management.

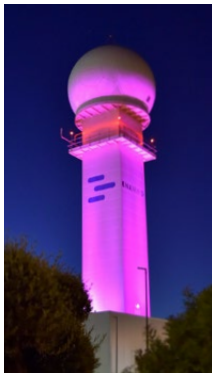
In addition, in March, as part of our efforts to raise awareness about our activities in society, we visited Ábaco School in Madrid to inform the younger students about our work in mitigating the impact of our activity on the environment.

# We promote equality, diversity and inclusion

5 GENDER EQUALITY

At ENAIRE, we strengthen our commitment to equality, diversity and inclusion by collaborating with specialised entities.

ENAIRE Enfemenino, en igualdad



**Regarding gender equality,** ENAIRE has signed the Signatory Letter to the STEAM Alliance for female talent: 'Niñas en pie de ciencia' (Girls in Science), along with the Ministry of Education and the Ministry of Transport, Mobility and Urban Agenda, with the participation of: Aena, AESA, Adif, Renfe, Ineco and State Ports.

In December 2022, the Inspiring Girls Foundation and ENAIRE signed a protocol to collaborate in initiatives aimed at strengthening the capabilities and interests of girls and young women in a wide range of professions related to air navigation and the aviation industry as whole, to awaken their professional vocation towards these job positions.

On the International Day of Women and Girls in Science, an interactive session was held for the children of ENAIRE's employees to enjoy hands-on science activities.

We are part of the STEAM Alliance for female talent, where we promote initiatives aimed at fostering the interest of girls and young women in disciplines related to science, technology, engineering and mathematics.

Throughout this year, we have continued to promote the 'ENAIRE ENfemenino, en igualdad' (ENAIRE in feminine, in equality) network to draw attention to the role of women in the aviation sector. We have participated in different events in collaboration with 'Ellas Vuelan Alto' (Females fly high) and Inspiring Girls.

ENAIRE was part of the jury for the II Edition of the Matilde Ucelay Awards by the MITMA Group. These awards recognise individuals, entities or projects that contribute to integrating a gender perspective in the fields of infrastructures, transportation, mobility, housing and urbanism planning.

In addition, on the International Women's Day, we joined the round-table 'Challenges of female leadership for a sustainable future', organised by the United Nations Global Compact.

## WORKSHOP ON DIVERSE FAMILIES

RED EMPRESARIAL POR LA DIVERSIDAD E INCLUSIÓN LGBTI

Proud ENAIRE

In 2022, in the context of the collaboration with REDI (Business Network for LGBTI Diversity and Inclusion) and the Proud ENAIRE network, created to promote LGTBI awareness within the company, we organised a workshop on diverse families for our employees. This workshop aimed to broaden their understanding of LGBTI diversity through professionals and personal testimonies, and to introduce them to the Proud ENAIRE network.

The Proud ENAIRE network has also promoted the signing of the Declaration of Responsible Companies on HIV/AIDS. By signing this declaration, ENAIRE aligns itself with 'Trabajando en positivo' (Working Positively) in raising awareness about HIV, respect for human rights and workplace non-discrimination.

Since September 2021, ENAIRE has been a signatory of the Diversity Charter of Fundación Diversidad (promoted by the European Commission and the Ministry of Equality). This charter encompasses 10 principles on inclusion and diversity.

FUNDACIÓN DIVERSIDAD by Fundación Vivofácil

10 REDUCCIÓN DE LAS DESIGUALDADES

# Entities subsidised by ENAIRE to promote the labour integration of disabled people

In 2022, ENAIRE created the Special Needs Support Group (GANE) as a result of its commitment to reducing inequalities and the full integration of the organisation's employees. This programme aims to assist ENAIRE's disabled workers in their daily work, helping them solve problems or incidents and accompanying them in a close and confidential manner to achieve their full integration.

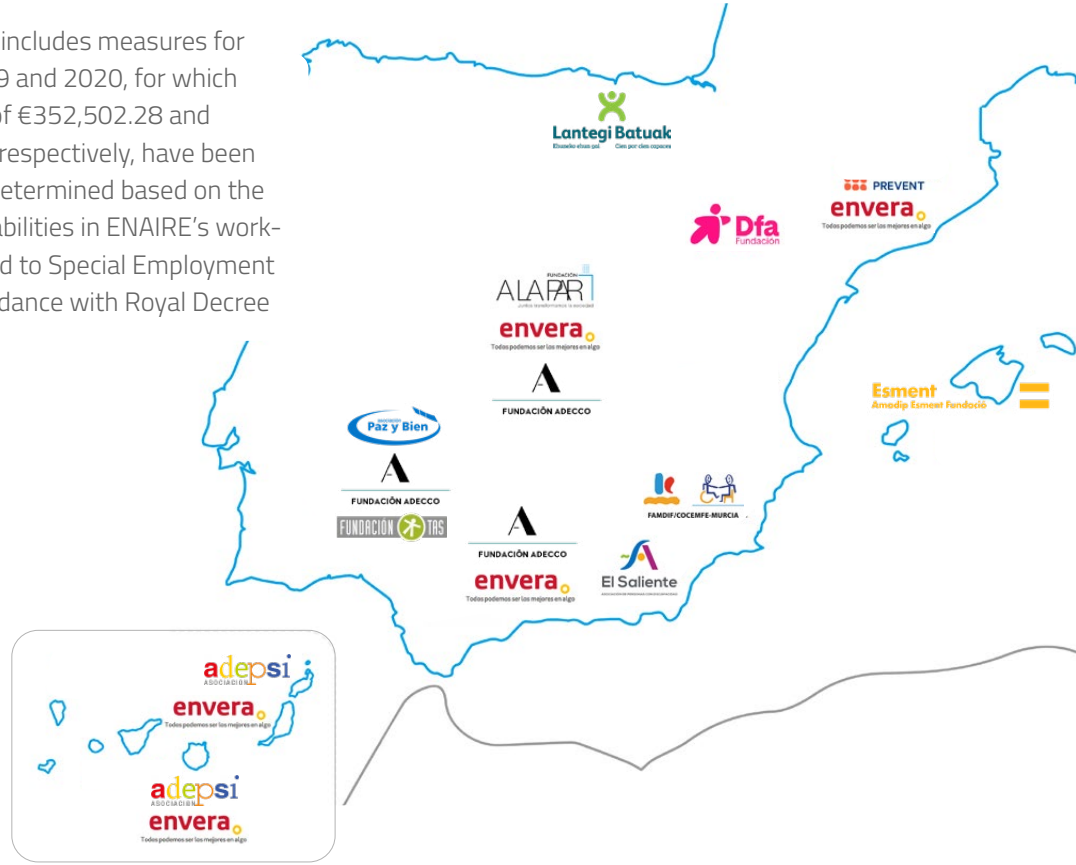
In 2022, ENAIRE has also continued to support the improvement of the training and employment integration of disabled people through projects developed by specialised public utility foundations and associations.

In compliance with the alternative measures established in Royal Decree 364/2005, of 8 April, in 2022, 11 labour integration projects have been implemented. These projects have been financed through a public grant call published in 2021, with a total amount of €690,228.76.

GANE

This grant call includes measures for the years 2019 and 2020, for which the amounts of €352,502.28 and €337,726.48, respectively, have been allocated. These amounts are determined based on the number of employees with disabilities in ENAIRE's workforce and the contracts awarded to Special Employment Centres in those years, in accordance with Royal Decree 364/2005, of 8 April.

Thanks to these grants and collaborations, ENAIRE promotes the training and employment integration of people with physical, intellectual and sensory disabilities. This support aims to enhance their training, autonomy and full inclusion in society, while also raising awareness about the importance of collaborating to achieve these objectives with the highest guarantees.




**690,000 €**
Total amount subsidised

**11**
Projects

**1,065**
participants with disabilities

**518**
labour market insertions

**306**
trained employees

**138**
Insertions in the aeronautical sector

*'It is an honour to represent ENAIRE when you truly touch the heart of society. The gratitude of the TAS Foundation has been immense, and its staff is a true example. The employment opportunities for young people in the gardening course, subsidised by ENAIRE, are real, as the foundation itself has directed this training programme after identifying the need in several companies.'*

**Carlos Caspueñas**; South Region Director

In addition to supporting subsidised projects, we also work with different associations and foundations to support labour integration through collaboration protocols, events and awareness-raising talks on disability.

In 2022, under our agreement with the ONCE/INSERTA Foundation, we have made progress in studying job profiles at ENAIRE to promote the hiring of individuals with disabilities for different professional roles. We have also launched a learning platform for employees, in order to deepen their knowledge of disability and universal accessibility.

We collaborate with the Spanish National Committee of People with Disabilities, a platform for representation, advocacy and action for disabled people, to advance the recognition of their rights and achieve full citizenship with equal rights and opportunities with the rest of society.

In December, ENAIRE was awarded by Envera Foundation as a 'partner organisation in achieving the Sustainable Goals of the 2030 Agenda'. In recognition of ENAIRE's programme for the labour integration of people with disabilities.

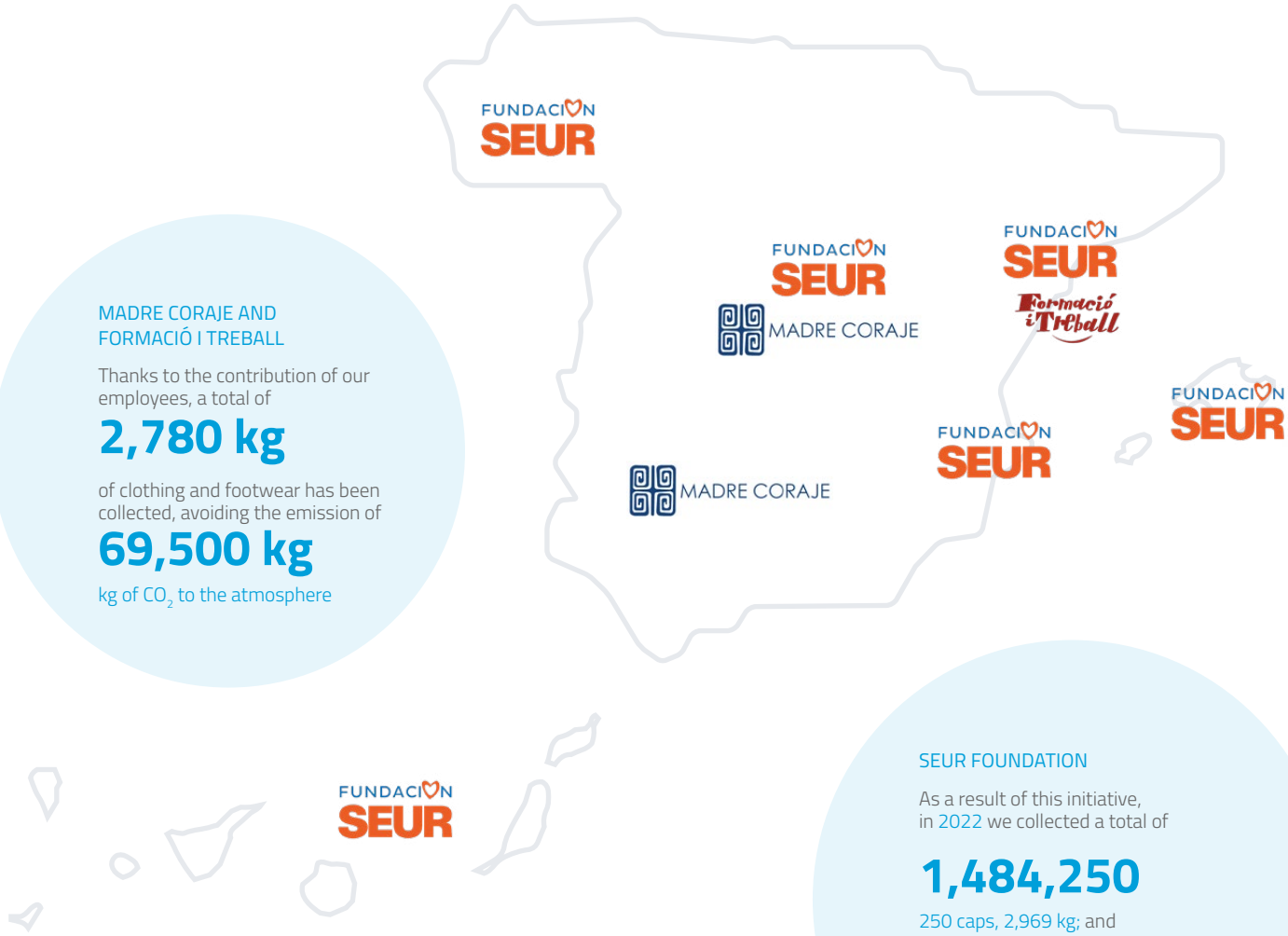
# Circular economy collaborating with the third sector

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

In 2022, we have also participated in different initiatives aimed at reducing inequalities and contributing to a more equitable society through solidarity initiatives with third sector entities.

We have renewed our protocols with the Madre Coraje Association and the SEUR Foundation, and, in Catalonia, we have started a new collaboration with Formació i Treball to donate products that are no longer used and give them a new purpose, extending their lifecycle with responsible consumption, while also helping those in need.

Thanks to our participation in the 'Tapones para una nueva vida' (Caps for a new life) project by the SEUR Foundation, our staff have helped fund the treatment of children affected by rare diseases and reduce CO2 emissions by collecting plastic caps in Madrid, Palma de Mallorca, Valencia, Gran Canaria, Santiago de Compostela and Barcelona.




MADRE CORAJE AND FORMACIÓ I TREBALL

Thanks to the contribution of our employees, a total of

**2,780 kg**

of clothing and footwear has been collected, avoiding the emission of

**69,500 kg**

kg of $CO_2$ to the atmosphere

SEUR FOUNDATION

As a result of this initiative, in 2022 we collected a total of

**1,484,250**

250 caps, 2,969 kg; and

**4,454 kg**

kg of $CO_2$ emissions have been avoided

On the other hand, in our collaboration with Madre Coraje and Formació i Treball for the collection of clothing and footwear in support of people at risk of social exclusion in our centres in Madrid, Barcelona and Sevilla, a total of 2,780 kg of clothing and footwear has been collected, avoiding the emission of 69,500 kg of $CO_2$ to the atmosphere.

# ENAIRE's solidarity

In response to the humanitarian emergency caused by the invasion of Ukraine by Russia, which began in February, ENAIRE's team mobilised in solidarity to support Ukrainian people, in collaboration with international organisations and associations of the Ukrainian community in Spain.

The support was provided through two main channels. Firstly, by collaborating in fundraising campaigns with UNHCR UNICEF. And secondly, by donating food, medicine, clothing and other materials to help meet the basic needs of the population. In total, approximately 155 boxes of food, clothing, medicines and sanitary products were collected and sent to the border between Poland and Ukraine.

**What material has been provided?**

**OVER 150 BOXES OF:**

Food: non-perishable food, canned food, legumes, dried fruits, baby food...

Clothing: blankets, warm/thermal clothing, slippers, scarves, baby garments...

Others: flashlights, sleeping mats, folding beds, tents, sleeping bags, backpacks, toys, batteries...

## ENAIRE COLLABORATES TO HELP UKRAINE

The donated material from ENAIRE's Central Services (SS.CC.) will be delivered to the Svitanok Association, a Ukrainian community in Madrid.

**Currently demanded materials:**

CAMPAIGN AND CLOTHING MATERIALS

*Thermal and warm clothing / sleeping bags / boots / flashlights / backpacks / folding beds / mats / tents*

SANITARY AND HYGIENE MATERIALS

*Dressings / adhesive tape /bandages/ alcohol/ hydrogen peroxide/ baby wipes/ sanitary pads / tourniquets / latex gloves/ masks*

MEDICINES

*Ibuprofen / painkillers / gastric protectors / naproxen / paracetamol / amoxicillin*

FOOD (NO GLASS CONTAINERS)

*Canned food / baby food / non-perishable products / dried fruits / chocolate / energy bars*

DELIVERY LOCATION

4TH FLOOR - ROOM 4.3 LOCATED ON THE RIGHT, PAST THE OFFICE.
HOURS 8:00 A.M. - 3:00 P.M.

YOU WILL FIND BOXES TO LEAVE THE MATERIALS

## ENAIRE SUPPORTS SPORTS AND HEALTH

During 2022, we have continued to promote sport and health. We have participated in the KLM La Carrera de las Empresas (KLM Companies' Race), which, in this edition, included initiatives to reduce environmental impact, such as the use of sustainable packaging and the promotion of recycling, and allowed us to strengthen the sense of belonging to the company and enhance the bonds among our employees outside the work environment.

Also, colleagues from ENAIRE's from the Canary Islands Region participated in the sixth edition of the Companies' Race, an event organised by the *Canarias7* newspaper.

This event aims to be a place of cohesion among workers within each company and among the companies themselves.

Furthermore, to promote women's sports and solidarity among women, we attended the 'Carrera de la Mujer' (Women's Race), where women from ENAIRE's team were able to participate in different virtual races in cities such as Gijón, A Coruña, Madrid, Zaragoza, Barcelona and Sevilla. Other ENAIRE's employees from different parts of Spain also participated through the organisation of a virtual race.

## ENAIRE IS COMMITTED TO SUSTAINABLE CONSUMPTION

We also promote initiatives related to food and the development of sustainable and responsible consumption.

For this reason, this year we have once again invited our staff to participate in the BIOCULTURA Fair 2022, the most significant fair for organic products and responsible consumption in Spain, which was held in the cities of Barcelona, Madrid, Valencia, Bilbao and Sevilla.

Number of visits to our facilities: 850

## ENAIRE CLOSE TO SOCIETY

With the aim of bringing our activity closer to society and to strengthen and develop new collaborations with sectoral organisations and entities, since mid-2022, visits to ENAIRE facilities have resumed. These visits were highly restricted in previous years due to health protection measures for our employees resulting from the COVID-19 pandemic.

We highlight the visits of air navigation controllers and air navigation managers from other countries, airline pilots, EUROCONTROL, students from schools, high schools and universities, flight schools and journalists from different media.

## ENAIRE IS COMMITTED TO SUSTAINABLE MOBILITY

We promote sustainable mobility with the 'Muévete en Bici' (Move by Byke) community, which is part of ENAIRE's Mobility Plan. Through this initiative, employees receive information and advice on going to work by bike, how to move safely, exchange and share routes, find advice on gear and equipment, learn from others' experiences, stay updated on news and events, as well as receive offers for the purchase of bicycles and equipment.

At ENAIRE, we expedite the operation of transplant flights so that they arrive quickly and safely at their destination. We are proud to collaborate with the National Transplant Organisation (ONT), a world leader in organ transplantation

Fundación ENAIRE

Regarding the contributions made to foundations, we are the sole trustee of the ENAIRE Foundation, which is the public cultural institution dedicated to managing, conserving and promoting the collection of artworks owned by ENAIRE. The foundation also aims to promote, disseminate and encourage aviation culture in society.

The contribution to the ENAIRE Foundation in 2022 amounted to 1,717 thousand euros, in addition to 81 thousand euros for the lease of the property in which the activity is carried out.

# Dissemination of aeronautical culture through art

In the cultural field, we highlight the initiatives developed by the Enaire Foundation, whose purpose is to inspire and provide value and knowledge to society through exhibitions, activities and calls. A large number of activities have been organised to disseminate Spanish aeronautical culture and contemporary art, among which we highlight the following:

The Aeronautical Awards ceremony of ENAIRE Foundation was celebrated and, in this 27th edition, featured five categories: Aeronautical Innovation Award, End-of-Degree and End-of-Master's Award, Airports Award, Air Navigation Award, Aeronautical Journalism Award and R+Drone Award. These awards promote the recognition of research, innovation and communication in air transport and engineering.

For the second year in a row, the Foundation launched its grant program aimed at the recovery and conservation of Spain's Historical Aeronautical Heritage. The institutions that have received funding have been: the Infante de Orleans Foundation (FIO), the Foundation Parc Aeronàutic of Catalonia (FPAC) and the Air Foundation of the Valencian Community (FACV).

In 2022, the fifth edition of the Short Story Contest 'Te lo cuento en el AIRE' (I'll tell you in the AIR) was held, aiming to contribute to the dissemination of the aeronautical world, reflect its influence on society, as well as raise awareness and promote ENAIRE's activity.

After signing in 2021 the General Collaboration Protocol with the Historical and Cultural Service of the Air Force (SHYCEA), for the enhancement of the historical and cultural aeronautical heritage of the Air Force, this year the digitisation of the photographic and documentary archive has been launched. In addition, work has continued on the conservation and restoration of funds at the Museum of Aeronautics and Astronautics.

The exhibition 'FLY. Origins of aviation in Spain' has been organised in Santander. The event, produced by the Foundation, aims to recover the memory of the first men and women linked to aviation. More than 200 pieces have been exhibited, many of which are original from the time period.

# Our Employees

chapter 10

## ENGINE OF TRANSFORMATION

ENAIRE's employees are the company's main engine of transformation and the key to its success. CWith their talent, professionalism and motivation, we achieve our challenges and objectives, and make this a more efficient and friendly company, which promotes equality, diversity, safety and health at work.

For this reason, within our Strategic Plan (FP2025), one of the main values is people.

Within the FP2025, there are two specific plans that, building upon those started in the FP2020, seek to enhance the development of ENAIRE's employees as a fundamental element and driving force for the organisation's transformation and the improvement of the services provided.

These two plans are:

One Team

ENAIRE's Plan Campus

### MILESTONES

The total number of workers is
**4,177**
(0.43% increase compared to 2021)

**97 %**
of permanent employment contracts

**35 %**
of women

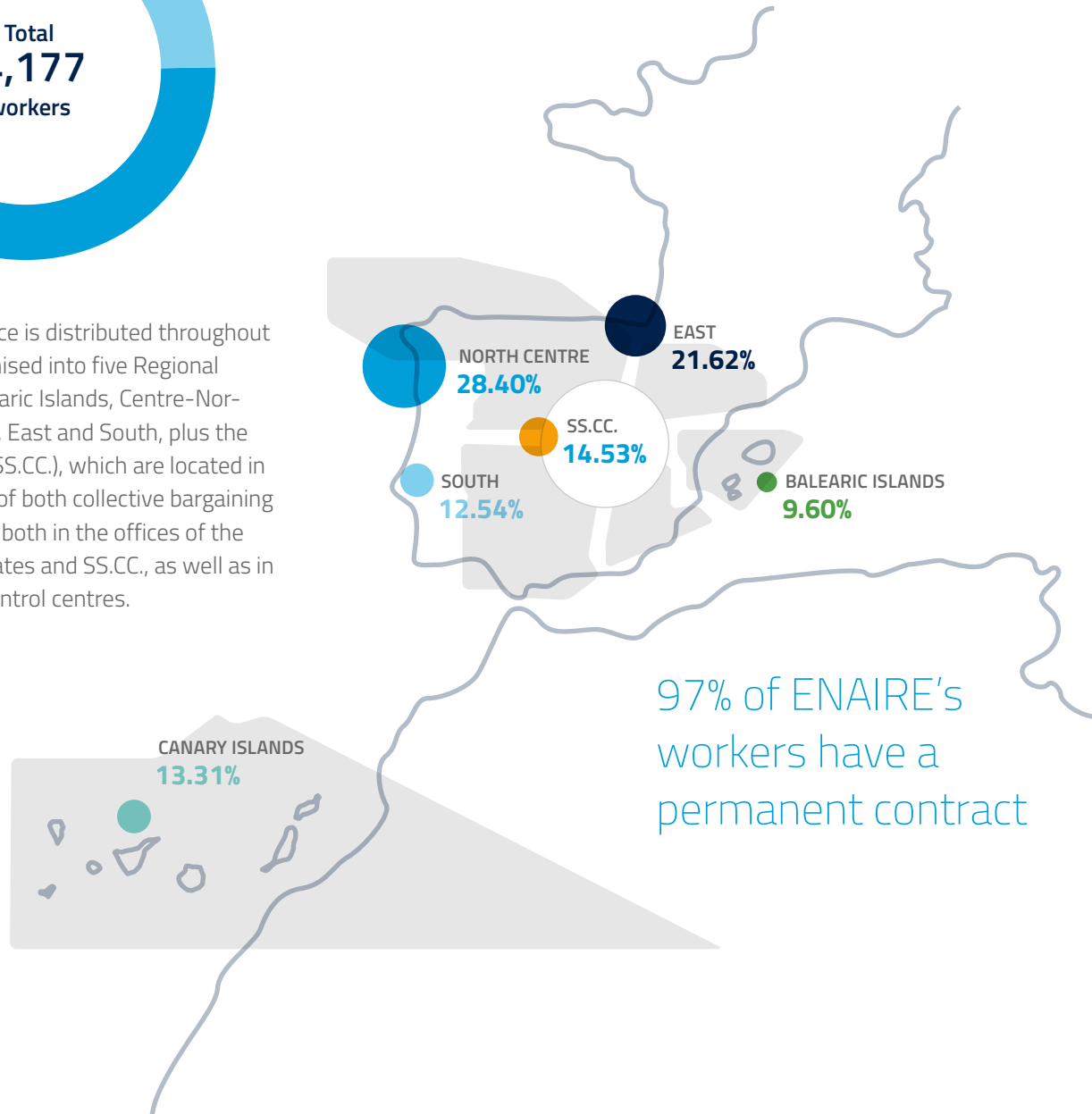
**€ 1.1 M**
aimed for training

# Workforce

ENAIRE's workforce consists of 4,177 people governed by two different collective bargaining agreements. One aimed for Air Traffic Control staff, and the other for those workers covered by the group's agreement.

- 1st Collective Bargaining Agreement for the Aena Group ('I Group Agreement'). This team comprises all non-air traffic controllers.
- 2nd Professional Collective Bargaining Agreement for Air Traffic Controllers, ('II Control Agreement'). This agreement includes control personnel, excluding those covered by the I Group Agreement. Regardless of the professional career they occupy, all control personnel belong to the same professional category.

ENAIRE's workforce is distributed throughout Spain and is organised into five Regional Directorates: Balearic Islands, Centre-North, Canary Islands, East and South, plus the Central Services (SS.CC.), which are located in Madrid. The staff of both collective bargaining agreements work both in the offices of the Regional Directorates and SS.CC., as well as in the towers and control centres.




97% of ENAIRE's workers have a permanent contract

ENAIRE has published in the Official State Gazette (BOE) 137 air traffic controller positions, its recruitment starting in January 2023. The goal is to have the highest number of qualified controllers by summer 2025.

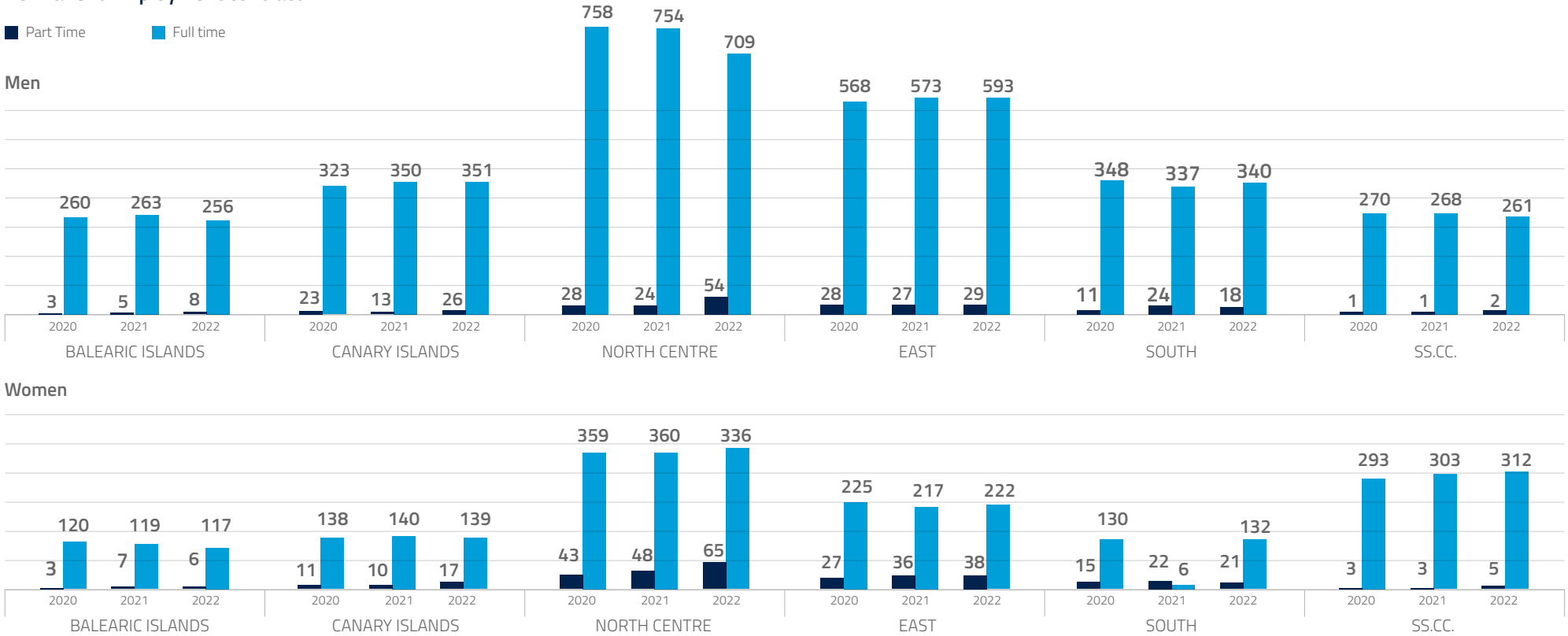
## Operational Workforce[1]

| | 2020 | 2021 | 2022 | Growth in 2022 vs 2021 |
|---|---|---|---|---|
| Number of employees | 3,968 | 4,005 | 4,022 | 0.42% ↑ |
| Employees I Group Agreement | 1,901 | 1,922 | 1,933 | 0.57% ↑ |
| Employees II Control Agreement | 2,067 | 2,083 | 2,089 | 0.29% ↑ |
| % Women of the total workforce[2] | 34.32% | 34.35% | 34.63% | 0.82% ↑ |

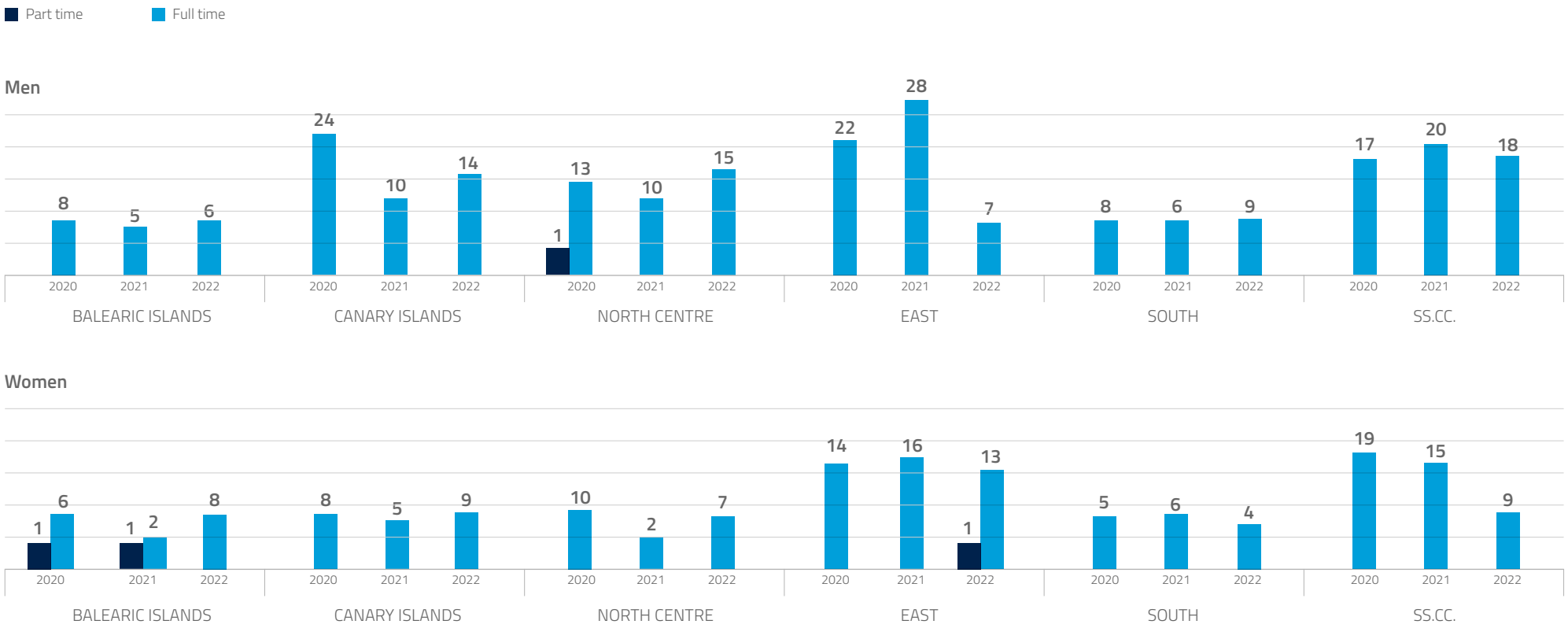
[1] Operational workforce without Special Paid Leave, Active Reserve, Partial Retirees, or acting employees, as their presence would lead to duplications.
[2] Percentage of women calculated over the total operational staff.

Total employees by type of contract, working hours, region and by gender.

### Permanent Employment contract



## Temporary Employment Contract



At ENAIRE,
we have hired

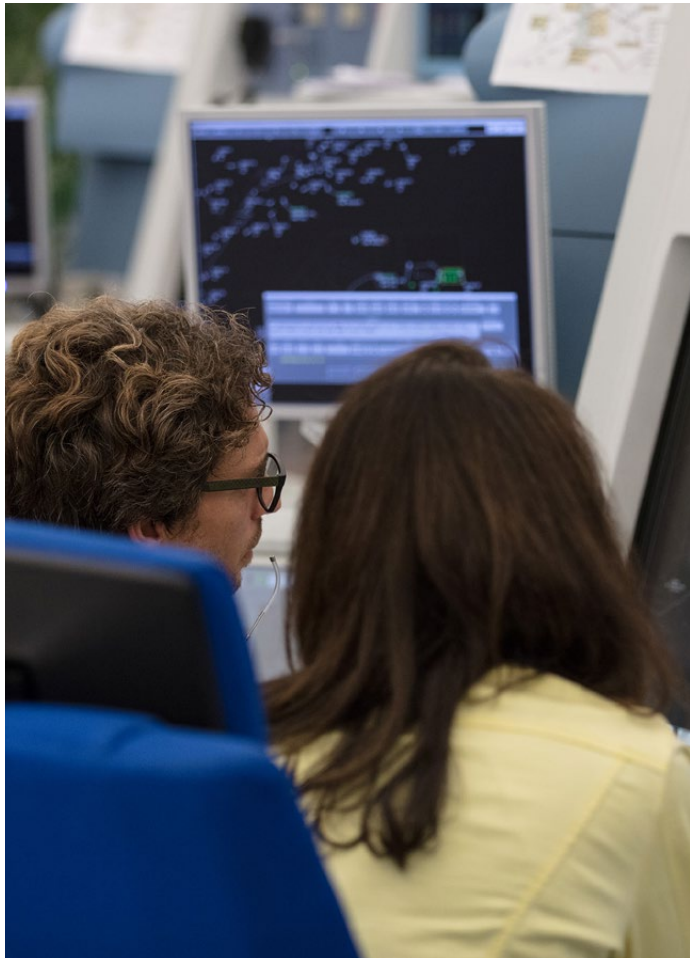
**168** new employees
from both collective
bargaining agreements

**2.43%**
TURNOVER RATE **2021**

**2.03%**
TURNOVER RATE **2022**

**4.02%**
RATE OF NEW HIRES **2021/2022**

It is worth noting that 34% of air traffic control staff are women, as well as 46% of professionals in managerial positions and those with academic degrees.



The following is the percentage breakdown by gender within each occupation:

Total women
**35 %**

Total men
**65 %**

| | 2021 | | 2022 | |
|---|---|---|---|---|
| | Women | Men | Women | Men |
| Senior management | 0.00% | 0.18% | 0.07% | 0.15% |
| Coordinators | 4.09% | 7.65% | 3.70% | 7.51% |
| Managers and Graduates | 21.51% | 13.76% | 22.79% | 14.21% |
| Technical staff | 22.48% | 24.14% | 22.31% | 24.15% |
| Support Staff | 0.14% | 0.48% | 0.14% | 0.44% |
| Controllers | 51.77% | 53.79% | 50.99% | 53.53% |
| **Total (%)** | **100%** | **100%** | **100%** | **100%** |

The remuneration conditions of ENAIRE Group's employees are subject to the approval of the salary mass by the Ministry of Finance and Civil Service. In 2022, the salaries increased by 3.5% according to Law 22/2021, of 28 December, of the General State Budget for the year 2022, and Royal Decree-Law 18/2022, of 18 October.

The remuneration of ENAIRE's staff is established in their respective collective bargaining agreements, negotiated with the workers' labour representatives, and in the corresponding approvals of the mentioned salary mass. When permitted by legislation, the respective salary revisions established in the General State Budget Laws are applied.

The average remuneration of our employees broken down by gender, age and occupation:

| | 2021 | | | | | | | 2022 | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Men | | | Women | | | | Men | | | Women | | | |
| | < 30 years old | 30-50 years old | >50 year old | < 30 years old | 30-50 years old | >50 year old | Overall total | < 30 years old | 30-50 years old | >50 year old | < 30 years old | 30-50 years old | >50 year old | Overall total |
| Senior management[1] | | 110,291.64 | 134,323.88 | | | | **124,710.98** | | 107,388.73 | 141,696.91 | | | | **133,119.87** |
| Coordinators[2] | 39,327.73 | 46,632.21 | 51,899.55 | 33,551.63 | 46,716.35 | 49,712.68 | **48,057.85** | 40,434.73 | 48,788.09 | 53,801.31 | 36,068.72 | 49,085.05 | 51,820.94 | **50,087.15** |
| Managers and Graduates | | 40,669.89 | 43,025.92 | | 38,984.37 | 40,714.92 | **41,833.46** | | 41,939.38 | 45,200.44 | | 39,603.70 | 41,945.74 | **43,562.22** |
| Technical Staff | 27,897.98 | 34,963.15 | 36,777.33 | | 31,222.29 | 33,774.97 | **34,675.99** | 32,352.20 | 36,684.77 | 38,901.72 | 30,825.30 | 32,747.80 | 34,958.05 | **36,365.44** |
| Support Staff | | | 33,861.37 | | 25,509.70 | 30,915.69 | **33,108.21** | | | 34,835.86 | | 26,836.16 | 32,731.08 | **34,114.11** |
| Controllers | 87,710.94 | 143,901.41 | 175,809.44 | 84,559.81 | 143,782.82 | 165,204.76 | **155,098.42** | 94,309.38 | 153,161.35 | 193,075.22 | 91,631.01 | 151,211.20 | 179,238.81 | **165,360.69** |
| **Overall total** | **79,512.43** | **96,377.79** | **113,750.46** | **73,471.07** | **91,916.37** | **108,582.18** | **102,330.93** | **85,356.64** | **102,761.66** | **122,104.01** | **79,686.18** | **96,978.79** | **116,284.15** | **108,701.98** |

[1] The Senior Management category also includes Senior Managers.
[2] The Managers and Graduates category includes both managers, second-level structure and graduates of levels A and B of the Agreement.

At ENAIRE, we pay salaries in accordance with the salary scales, and these are applied equally to men and women. The remuneration audit has not detected any gender pay gap

The remuneration ratios of women compared to men by occupation are as follows:

| | 2020 | | | 2021 | | | 2022 | | |
|---|---|---|---|---|---|---|---|---|---|
| | < 30 years old | 30-50 years old | > 50 years old | < 30 years old | 30-50 years old | > 50 years old | < 30 years old | 30-50 years old | > 50 years old |
| Senior management | - | - | - | - | - | - | - | - | - |
| Coordinators | 0.9 | 0.9 | 1.0 | - | 1.0 | 0.9 | - | 0.9 | 0.9 |
| Managers and Graduates | 1.2 | 1.0 | 1.0 | 0.9 | 1.0 | 1.0 | 0.9 | 1.0 | 1.0 |
| Technical Staff | - | - | 0.9 | - | - | 0.9 | - | - | 0.9 |
| Support Staff | 0.4 | 0.9 | 0.9 | - | 0.9 | 0.9 | 1.0 | 0.9 | 0.9 |
| Controllers | 1.1 | 1.0 | 0.9 | 1.0 | 1.0 | 0.9 | 1.0 | 1.0 | 0.9 |
| **Total (%)** | **1.0** | **0.9** | **0.9** | **0.9** | **1.0** | **1.0** | **0.9** | **0.9** | **1.0** |

During 2022, ENAIRE employed 51 individuals with disabilities equal to or greater than 33%. New positions for graduates with disabilities are regularly published.

For this reason, ENAIRE, in compliance with the alternative measures outlined in Royal Decree 364/2005, of 8 April, allocates subsidies through public calls to public utility foundations and associations focused on professional training projects, labour integration or job creation for people with disabilities.*

* Refer to chapter 8

# Training

ENAIRE, in line with its strategic plan Flight Plan 2025, attaches fundamental importance on the professional development of its staff, through training plans. This is reflected in the significant volume of ongoing training initiatives.

Training is a key tool in transforming ENAIRE in an ever-changing context that poses constant new challenges. It not only prepares its professionals for their jobs, but also motivates them, opens new channels of communication and collaboration, supports their professional development, creates new synergies and contributes to the creation of a corporate culture.

At ENAIRE, we draw up two different training plans each year:

- Training Plan for the I Collective Bargaining Agreement (I Group Agreement)
- Training Plan for Air Traffic Controllers (ATC) (II Control Agreement)

## The ratio of training hours per employee is 56.16, with a satisfaction index of 3.4 out of 4

The Integrated Management System (IMS [SIG, in Spanish]) Policy is referenced and explained in the IMS courses, included in Campus (ENAIRE's online training platform), which is a mandatory course for all staff. Specific policies related to Operational Safety, Fair Culture, Information Security, etc., are included in the specific courses relevant to the respective staff.

2022

**108.837,36**

horas de formación, de las cuales

**64.023,61**

formación presencial

**44.813,75**

formación online

### TRAINING FOR THE I GROUP AGREEMENT

In 2021, we approved the 2021-2022 Training Plan for the I Group Agreement, and we conducted the following courses:

- Technical and behavioural courses.
- General and specific courses.
- Open courses with self-enrollment available to all employees covered by this agreement.

In total, 108,837.36 hours of training have been managed, with 64,023.61 corresponding to face-to-face training and 44,813.75 to online training.

During this period, 1,099 courses have been taught. This means we have managed 4,522 training actions (editions), in which a total of 18,454 participants were enrolled.

| PERIOD | 2020 | 2021 | 2022 |
|---|---|---|---|
| No. of courses offered | 3,196 | 1,001 | **1,099** |
| No. of participants enrolled | 19,966 | 21,466 | **18,454** |
| Total of training hours | 84,196.30 | 130,483.66 | **108,837.36** |
| Training hours/attendee | 4.22 | 6.08 | **5.90** |
| Training hours/employee* | 43.67 | 67.26 | **56.16** |

*Ratio calculated based on the average annual workforce.

## TRAINING FOR THE II CONTROL AGREEMENT

The main actions carried out in 2022 have been aimed at maintaining the continuity of the training processes for air traffic controllers in the context of traffic recovery following the COVID-19 pandemic. Additionally, during this year, 16,882 hours of conversion training have been provided related to the implementation of different modifications in the operational environment of the units.

During 2022, we have continued to develop support tools for training and assessment of controllers (HECCO, CEFIRO). The CEFIRO tool has started to be used in the assessment of operational competence, and its development continues for its future use in the unit training processes.

*Annual ATC Training Plan (II Control Agreement)*

The annual ATC training plan consists of the following courses:

**Unit Training:**

To work as a controller, the individuals need to complete the 'Unit Annotation' obtained after successfully completing this course, which includes the following training components:

- Theoretical transition training.
- Pre-On the Job Training (OJT), simulator training.
- Real OJT.

**Continuous training**

Aimed at maintaining the ATC qualification and change implementation.

**Professional Career Training**

Training programmes are provided to enhance the behavioural skills of supervisors, head trainees, room managers and other management positions. Additionally, specific topics related to subjects such as meteorology, flow management, etc., are covered.

**Other Training**

Occupational risk prevention, safety, company strategies. In addition, the control group has received 1,940 English language classes.

2022
**240**
240 controllers successfully completed the unit training

**177,726**
hours were dedicated to ATC training

| PERIOD | 2020 | 2021 | 2022 |
|---|---|---|---|
| No. of students or courses offered | 27,762 | 16,997 | **31,135** |
| Training hours/Controller | 43.10 | 73.11 | **82.32** |
| No. of training hours | 89,092 | 152,281 | **177,726** |
| Employees II Control Agreement | 2,067 | 2,083 | **2,159** |

# Well-being of our workers

We have a highly qualified team, and we believe that effective human resources management leads to improved employee well-being, which, in turn, enhances productivity.

At ENAIRE, we consider flexible working hours to be essential in enabling our workforce to balance their work with their family and personal life, therefore contributing to their well-being. In addition, we firmly believe that it is a very relevant tool for attracting and retaining talent.

One of the measures that greatly contributes to personal well-being, while ensuring professional performance, is teleworking. This measure has been available since 2021 for the I Group Agreement staff and it has been well received.

## Work, family and personal life balance

### WORKDAY

- Flexibility in the entry time, between 7 am and 9 am, is to be determined by each centre for employees with a normal workday and those covered by the I Group Agreement.
- Leave days for private matters.
- December 24th and 31st are non-working days for employees with a normal workday and those covered by the I Group Agreement.
- The I Group Agreement staff are entitled to additional days off for national public holidays that fall on a Saturday.
- Permission for service changes for workers on shift work or special workdays.
- Extra holidays compared to those provided for in the common applicable regulations.
- Extra holidays based on seniority.

### FAMILY LIFE

To facilitate work-life balance, ENAIRE offers the following measures, depending on the applicable collective agreement and the employee's workday:

- 2 hours of flexibility for parents with children with disabilities.
- Improvements in the regulation of leaves of absence for childcare or family care.
- Attendance in training courses while on leaves of absence for childcare or family care.
- Extended duration of leaves for personal illness and for the death of a family member up to the second degree of consanguinity or affinity, as well as the possibility to take the leave at a later time.

## BIRTH AND CHILDCARE

We offer the following benefits:

- Suspension of the contract due to leave for birth and childcare, available to both parents.
- Possibility to distribute the period of leave for birth and childcare.
- Adaptation of the workday during pregnancy and breastfeeding.

Parental leave can be extended up within the first twelve months of the child's birth, and can be accumulated in full days, with the right to take one hour of absence from work for childcare.

A total of 73 workers completed their parental leave in 2022.

All workers with permanent contracts returned to their positions after taking parental leave, and in those cases in which more than 12 months have passed since their reintegration into EINAIRE in 2022, they have continued working at the company. Temporary staff who took parental leave that ended in 2022 have returned to their positions and have continued working at ENAIRE, respecting the original end date of their contracts.

## GENDER-BASED VIOLENCE

Additionally, ENAIRE implements legal measures regarding gender-based violence:

- Reduction of the workday or rearrangement of the schedule.
- Suspension of the employment contract due to leaving the workplace when the worker is a victim of gender-based violence.
- Possibility of temporary relocation.

Noteworthy regarding gender equality are the measures included in ENAIRE's Equality Plan, which aim to ensure the application of this principle across all areas of the company's operations, along with measures to prevent and, if necessary, address gender-based and sexual harassment and discrimination, as outlined in its protocols for dealing with sexual and gender-based harassment.

During 2022, a total of 124 employees have taken parental leave:

| | 2020 | | 2021 | | 2022 | |
|---|---|---|---|---|---|---|
| | Men | Women | Men | Women | Men | Women |
| Control | 48 | 8 | 68 | 19 | 63 | 20 |
| Collective Agreement | 27 | 11 | 36 | 12 | 34 | 7 |
| **Total** | **75** | **19** | **104** | **31** | **97** | **27** |

Note: All individuals with permission have taken parental leave.

# EQUALITY AND COMBATING WORKPLACE HARASSMENT

One of the projects that make up the ONE TEAM programme is the 'CONFÍA' (Trust) project, which aims to advance in the areas of equality and shared responsibility within the company.

Additionally, we are committed to the Diversity Charter and have signed the United Nations Women Empowerment Principles

## EQUALITY

ENAIRE has negotiated with the workers' representation of the Equality Plan, which has replaced the previous ones for the staff covered by each collective agreement, in order to adapt it to the new provisions introduced by Royal Decrees 901 and 902 of 20201.

The Equality Plan is based on a basic principle: the cross-cutting integration of the principle of effective equality among women and men in all our actions, and the corollary of non-discrimination based on gender. Through the Equality Plan, we work in the following areas:

- the selection and hiring process.
- job classification.
- training.
- professional promotion.
- working conditions, including salary audits.
- the shared exercise of personal, family and work-life rights.
- female underrepresentation.
- remuneration.
- prevention of sexual and gender-based harassment.

## PROTOCOLS TO PREVENT AND COMBAT SEXUAL AND GENDER-BASED HARASSMENT

ENAIRE has two separate protocols to prevent and combat sexual and gender-based harassment, one for each collective bargaining agreement. ENAIRE expresses its belligerence against all forms of harassment and carries out ongoing awareness-raising campaigns, also providing the work-life measures mentioned above in such cases.

Throughout 2022, as part of the FP2020 programme named 'SIENTE' (feel), awareness, awareness-raising and dissemination campaigns on downward, upward and horizontal workplace bullying have been developed.

Non-Discrimination Principle: The principle of non-discrimination is present in all our Human Resources policies, especially those related to selection processes, training, prevention of sexual and gender-based harassment. In addition, cases of discrimination of any kind can be reported by employees through the whistleblowing channel or to the company's People Department for evaluation and resolution.

In addition to the whistleblowing channel set up by the entity, we also offer a mailbox as a consultation and information channel where cases are evaluated and resolved.

[1] Introduced by Royal Decree 901/2020, of 13 October, on Equality Plans and their registration, and amending Royal Decree 713/2010, of 28 May, on the registration and filing of collective bargaining agreements; as well as by Royal Decree 902/2020, of 13 October, on equal pay for women and men.

# AID FOR STAFF

With the aim of taking care of our employees, ENAIRE provides all its workers with subsidised meals, life and accident insurance or parking spaces in our different facilities.

**Furthermore, employees covered by the I Group Collective Bargaining Agreement enjoy the following benefits:**

- Employee Assistance Programme: set of counselling, practical help and emotional support services in response to events that occur in employees' lives, offering assistance and advice in all aspects related to these situations (legal, tax, administrative, etc.).
- Financial aid for studies, healthcare, disabilities, camps, childcare and repayable advances.
- Contributions to the pension plan.
- Free access to airport car parks for private staff trips.

## AID

| | Number of benefits | | | | Amount (€)* |
|---|---|---|---|---|---|
| | 2019 | 2020 | 2021 | 2022 | |
| **Work-life balance** | **1,855** | **1,528** | **1,666** | **1,734** ↑ | **108,151** |
| Nursery School | 110 | 60 | 75 | 73 | 13,600 |
| Children's Education | 1,320 | 1,336 | 1,304 | 1,318 ↑ | 83,422 |
| Children's Camps | 425 | 132 | 287 | 343 ↑ | 11,129 |
| **Healthcare** | **1,136** | **1,026** | **1,042** | **1,192** ↑ | **177,620** |
| **Workers' Education** | **144** | **127** | **111** | **106** | **23,900** |
| **Disabilities** | **75** | **80** | **85** | **94** ↑ | **57,059** |
| **Childbirth/Adoption** | **34** | **31** | **24** | **20** | **4,000** |
| **Extraordinary** | **1** | **0** | **3** | **1** | **1,500** |

In 2022
**3,147**
Total aid

**372,230**
euros in aid

The items that have recovered the most compared to the previous year are camps (+19.5%) and health (+14.4%), since, after the pandemic, normalised activity is being recovered. However, the total number of assistance requests has not yet reached pre-pandemic levels.

*Amount of aid for the financial year 2022.

# Occupational Health and Safety

ENAIRE works to provide a safe and healthy work environment ensuring the physical, mental and social well-being of employees.

ENAIRE's primary objective, as included in the Integrated Management Policy, is to protect employees from harm and health deterioration by providing safe and healthy working environments and conditions. This is achieved through the elimination of hazards and the evaluation, reduction, prevention and audit of occupational risks, enhancing occupational safety and health management, establishing improvement objectives, and involving employees and their representatives in consultation and participation.

For this, ENAIRE has its own Prevention Service, which covers the three technical specialties and health surveillance, and is distributed throughout the national territory. There is an occupational risk prevention department for each region, including the Balearic Islands, Canary Islands, Central North, East, South and Central Services (SS.CC.). All of them are hierarchically dependent on the Occupational Risk Prevention Division, located in ENAIRE's Central Services. In total, ENAIRE employs 30 workers in this area. Additionally, Quirón Prevención provides preventive advisory services, with 16 more workers, including occupational risk prevention (PRL, in Spanish) personnel and healthcare staff.

ENAIRE has an Occupational Risk Prevention Plan aiming at integrating risk prevention into the company's management system. This plan establishes the documents that support the SGSST (Occupational Safety and Health Management System) to ensure the proper functioning of the preventive activity, and compliance with the guidelines set forth in the Occupational Risk Prevention Policy and applicable regulations. Currently there is a Plan for each collective bargaining agreement.

ENAIRE's activity is scheduled annually, establishing the material and human resources to be used. Also, an annual budget is allocated to carry out risk prevention measures.

The Occupational Risk Prevention Service (SPRL) annual report summarises the preventive activities carried out throughout the year.

All procedures are available within the Integrated Management System. Non-confidential information is shared with all workers. Other means, such as the employee portal and the intranet (CLOUD), are also used to provide information to workers.

Workers' participation and consultation in the field of Occupational Risk Prevention is carried out through state and local occupational safety and health committees (for each collective agreement), where all safety and health-related issues are addressed on a quarterly basis.

The purpose of the Occupational Risk Prevention Service in these committees is to provide advice to the organisation on preventive matters.

We ensure the quality of our service by conducting annual internal and external audits.

We conduct periodic risk assessments of our workers, and we communicate the recommendations to employees. The monitoring of the measures resulting from these assessments is reported to the state and local occupational health and safety committees. Periodic checks are carried out to ensure the adequacy of preventive conditions.

In 2022, we have performed the evaluation of psychosocial risks for air traffic controllers grouped in TWRs/ TACC and SS.CC.

Coordination of business activities is carried out with all companies accessing ENAIRE's facilities. There is a web platform where companies report their risks to third parties*.

During 2022, 1,191 companies accessed the website to carry out the Bidirectional CAE. Furthermore, said coordination is carried out with companies where the workers travel to.

Workers receive specific training in occupational risk prevention based on the risks and preventive measures identified in their respective job and tasks.

Our work is audited and certified by AENOR, in accordance with the ISO 45001:2018 standard

### Training in Occupational Risk Prevention (PRL)

**Participants**

| | I GROUP AGREEMENT | II GROUP AGREEMENT | TOTAL |
|---|---|---|---|
| 2020 | 1,970 | 2,811 | 4,781 |
| 2021 | 3,644 | 168 | 3,812 |
| 2022 | 1,960 | 1,580 | 3,540 |

**Hours**

| | I GROUP AGREEMENT | II GROUP AGREEMENT | TOTAL |
|---|---|---|---|
| 2020 | 8,232 | 5,256 | 13,488 |
| 2021 | 14,872 | 552 | 15,424 |
| 2022 | 8,853 | 3,647 | 12,500 |

**Courses**

| | I GROUP AGREEMENT | II GROUP AGREEMENT | TOTAL |
|---|---|---|---|
| 2020 | 116 | 89 | 205 |
| 2021 | 76 | 14 | 90 |
| 2022 | 87 | 29 | 116 |

* http://cae.enaire.es/presal

Annually, a health surveillance campaign is conducted by region and workplace with the collaboration of Quirón Prevención, which carries out medical check-ups in its network of centres and mobile units.

In addition, flu prevention campaigns are conducted, and blood donation campaigns and healthcare activities (emergency services, first aid) are coordinated.

## PROTECTIVE MEASURES AGAINST COVID-19

At ENAIRE, we have continued to face the challenges arising from the later stages of the pandemic. Diagnostic materials for early detection of COVID-19 have been continuously provided to prevent infections among the rest of the staff.

ENAIRE's work is reflected in the document 'Occupational Medicine-Annual Summary', which also summarises the activities of ENAIRE's Medical Service and the epidemiological study of activities related to Health Surveillance. This document is integrated into the SPRL annual report.

## Awareness-raising actions

Additionally, awareness-raising actions are carried out in various areas of prevention. During 2022, the following actions were conducted:

### TRAINING AWARENESS-RAISING ACTIONS AND PREVENTIVE CULTURE FOR MIDDLE MANAGEMENTS IN THE MAINTENANCE AREA

- Course 'Occupational Safety and Health'

### PARTICIPATION IN INITIATIVES TO IMPROVE PHYSICAL AND EMOTIONAL WELL-BEING

- 'Emotional Strength' initiatives (EMOTIVARTE II) for Group Collective Agreement.
- 'Mindfulness' initiatives (CLEAR TO CALM II) for Control Collective Agreement.

### DISSEMINATION WORKSHOPS ON PREVENTIVE MATTERS

- First Aid Campaign: Quarterly monographic workshops aimed at all workers.
- 'Muévete en bici' (Move by Bike): launch of the Move by Bike community with content promoting the safe use of this means of transportation.

In 2022, the occupational accident rate in ENAIRE was 58 accidents and 3 incidents.
The total number of accidents classified by collective bargaining agreement, gender, and occupation is as follows:

| Professional category | 2022 | | | | | |
|---|---|---|---|---|---|---|
| | With medical leave | | | With no medical leave | | |
| | Men | Women | Total | Men | Women | Total |
| **General Agreement** | 8 | 11 | **19** | 9 | 12 | **21** |
| **Workplace accident** | 2 | 1 | **3** | 4 | 3 | **7** |
| Support staff | 0 | 0 | **0** | 0 | 3 | **3** |
| Technical staff | 2 | 1 | **3** | 4 | 0 | **4** |
| **Commuting accident** | 6 | 10 | **16** | 5 | 9 | **14** |
| Support staff | 7 | 1 | **8** | 8 | 2 | **10** |
| Technical staff | 5 | 3 | **8** | 3 | 1 | **4** |
| Graduates | 0 | 0 | **0** | 0 | 0 | **0** |
| **Mission-related accident** | 0 | 0 | **0** | 0 | 0 | **0** |
| **Control Agreement** | 4 | 5 | **9** | 5 | 4 | **9** |
| **Workplace accident** | 2 | 4 | **6** | 3 | 0 | **3** |
| **Commuting accident** | 2 | 1 | **3** | 2 | 4 | **6** |
| **Mission-related accident** | 0 | 0 | **0** | 0 | 0 | **0** |
| **Overall Total** | **12** | **16** | **28** | **14** | **16** | **30** |

The table includes accidents of the employees (incidents are not included).

**Other actions to promote occupational health:**

Collective Health Campaign for ENAIRE staff:

**+4%** of Health Check-ups conducted compared to 2021

Collective Health Campaign for the staff of the I Group Agreement:

**71%** of the operational staff of the Agreement

Flu vaccination campaign

**681** administered vaccines

**1,695** queries answered (double that in 2021)

**134** alcohol and psychoactive substance tests conducted for employees covered by the control agreement

## ACCIDENT RATES

Rate of workplace accidents with significant consequences*

| 2020 | 2021 | 2022 |
|---|---|---|
| 0 | 0.23 | 0 |

Rate of injuries from recordable occupational accidents*

| 2020 | 2021 | 2022 |
|---|---|---|
| 2.76 | 2.54 | 6.02 |

* Rates calculated based on one million hours worked

## WORK ABSENTEEISM**

** There are no occupational illnesses related to the activities performed by workers in their jobs. Medical causes are due to personal medical reasons.

2020

**5.83%**
among the staff of the I Group Agreement

**3.44%**
among the staff of the II Group Agreement

2021

**4.65%**
among the staff of the I Group Agreement

**4.54%**
among the staff of the II Group Agreement

2022

**5.59%**
among the staff of the I Group Agreement

**5.05%**
among the staff of the II Group Agreement

# Financial information

chapter 11

# Financial information

Air transportation is a strategic sector for Spain due to its economic and social impact, contributing in terms of connectivity, accessibility, cohesion and territorial connection.

Our activity directly impacts the development of air traffic and the tourism and commercial activity that takes place in our country. The expenses associated with our activity contribute to the provision of the service and the management of our staff.

2022 has been the year of recovery for European aviation, despite the Russian invasion of Ukraine and the Omicron variant of COVID-19. For Spain, this has meant that in 2022 traffic levels in service units are only around 4% below the traffic recorded in 2019, with an increase of approximately 75% compared to 2021.

In this way, air traffic grew by more than 66% compared to 2021 and recovered more than 92% of the traffic from 2019, which was a record-breaking year.

As a public entity, ENAIRE follows a regulated system of charges, where we pass on the costs involved in providing our services, adjusting for regulated periods the variations in relation to estimated costs. Therefore, our financial objectives or goals are aligned with being an efficient, viable and self-financing model.

The majority of the income derived from the use of air navigation facilities and services is obtained through route and approach charges, which are regulated by the following Community Regulations:

Commission Implementing Regulation (EU) 2019/317 of 11 February 2019 laying down a performance and charging scheme in the single European sky and repealing Implementing Regulations (EU) No 390/2013 and (EU) No 391/2013.

Commission Implementing Regulation (EU) 2020/1627 of 3 November 2020, on exceptional measures for the third reference period (2020-2024) of the Single European Sky performance and charging scheme due to the COVID-19 pandemic.

Regarding our financial performance for the year 2022, the Annual Accounts and Consolidated Accounts of ENAIRE and its dependent subsidiaries were prepared in the Board of Directors by the Entity's Chairman on 27 March 2023 and, in compliance with regulations, they were approved on 30 May. These accounts are available on the entity's website.

These accounts will be published in the 'Register of annual public sector accounts', whose reference will appear in the Official State Gazette (BOE) on 31 July 2023, by the General Comptroller of the State Administration (IGAE), in accordance with article 136.3 of the General Budget Law, amended by Order HAC/360/2021, of 14 April.

ENAIRE's individual accounts and the consolidated accounts of the group are drawn up in accordance with the New General Accounting Plan, and are audited by the General Comptroller of the State Administration (IGAE).

## PROFITABILITY AND SOLVENCY

The Operating Result was €-218 M compared to €-310 M in 2021, representing a 30% improvement.

### MAIN DATA

REVENUE
**€747M** (+60.4%)

EXPENSES
**€965M** (+24.5%)

EBITDA
**€-126M** (+42.8%)

| (million €) | 2022 | 2021 | % 2022/2021 |
|---|---|---|---|
| Operating revenue | 747.4 | 465.8 | 60.4% |
| Operating expenses | 965.4 | 775.5 | 24.5% |
| Operating result | -218.0 | -309.7 | 29.6% |
| EBITDA | -125.9 | -220.2 | 42.8% |
| Financial result | 2.6 | 4.0 | -35.0% |
| Profit before tax | -215.5 | -305.7 | 29.5% |

## ANALYSIS OF RESULTS

### Financial results

The Financial Result is €2.6 million in 2022. The decrease compared to the same period of 2021 is mainly due to a lower dividend collection from INECO, which amounted to €3.5 million in 2022, compared to the €4.8 million collected in 2021.

2022
**€2.6 M**

### Corporate income tax

The corporate income tax changes from €20.9 million (income) in 2021 to €9.3 million (income) in 2022. The revenue in 2022 mainly corresponds to the generation of deferred tax assets for the year, adjusted for the update of tax assets reflected in the income statement.

2022
**€-9.3 M** (Ingreso)

### Result of the financial year

The result for the financial year 2022 has reached €-206.1 million, mainly derived from ENAIRE's own activity as a provider of Air Navigation services.

2022
**€-206.1 M**

## Income statement

| Item | 2022 | 2021 | M€ | Variations |
|---|---|---|---|---|
| | 735.4 | 455.5 | 279.9 | 61.5% |
| Other income | 12.0 | 10.4 | 1.6 | 15.4% |
| **Operating revenues** | **747.4** | **465.8** | **281.5** | **60.4%** |
| Provisions | 43.6 | 19.3 | 24.3 | 125.9% |
| Staff expenses | 716.3 | 568.8 | 147.5 | 25.9% |
| Other operating expenses | 113.4 | 98.0 | 15.4 | 15.7% |
| Amortisation | 92.1 | 89.5 | 2.6 | 2.9% |
| Impairment, exceptional expenses and other results | - | - | - | - |
| **Operating expenses** | **965.4** | **775.5** | **189.8** | **24.5%** |
| **Operating result** | **-218.0** | **-309.7** | **91.7** | **29.6%** |
| **EBITDA** | **-125.9** | **-220.2** | **94.3** | **42.8%** |
| **Financial result** | **2.6** | **4.0** | **-1.4** | **-35.0%** |
| **Profit before tax** | **-215.4** | **-305.7** | **90.3** | **29.5%** |
| **Corporate income tax** | **9.3** | **20.9** | **11.6** | **-55.5%** |
| **Result of the financial year** | **-206.1** | **-284.8** | **78.7** | **27.6%** |

The improvement in ENAIRE's results can be attributed to the recovery of air traffic. In this regard, the air traffic recorded in 2022, measured in Service Units, has accounted for 96% of that registered in 2019, normal year prior to the crisis.

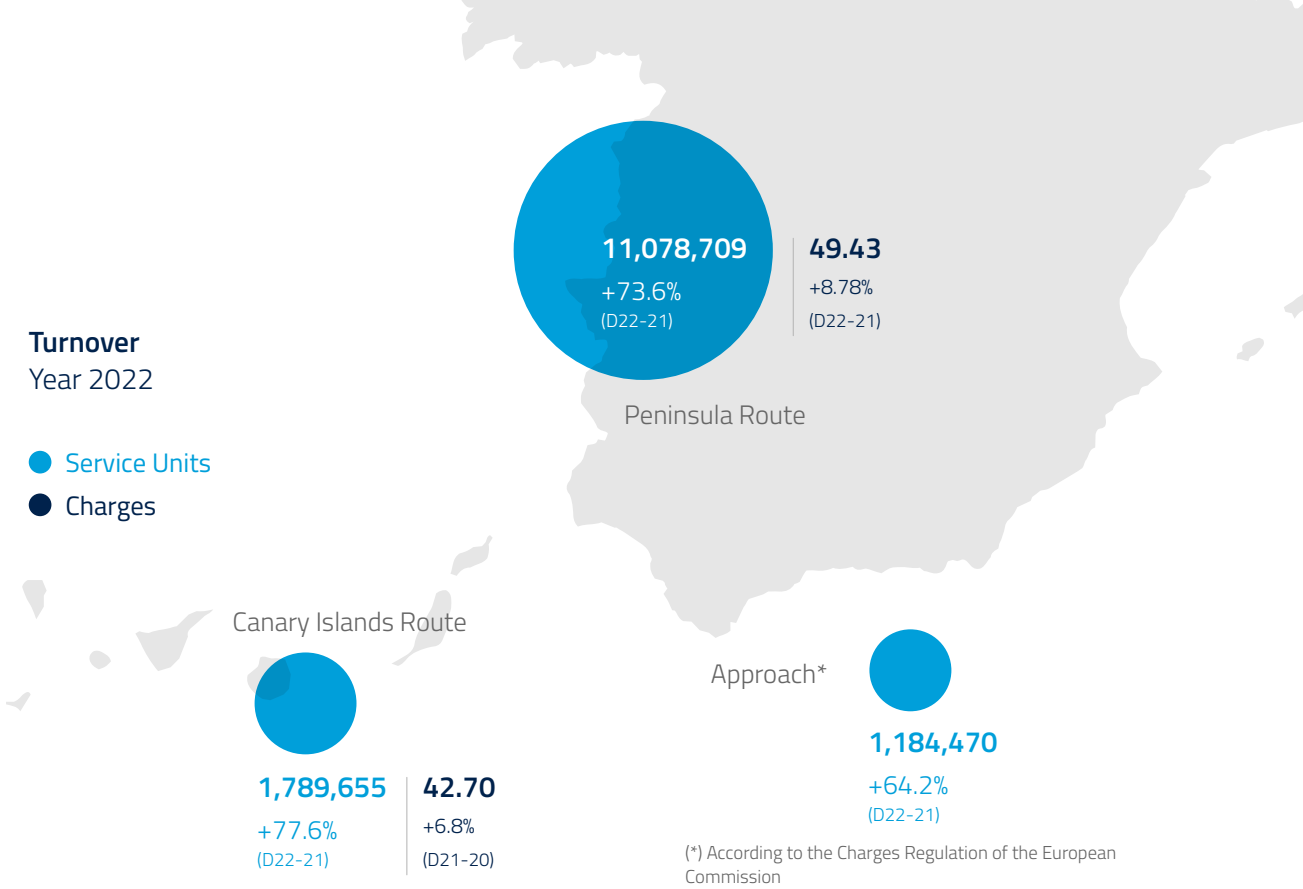
In addition to the traffic improvement, there was an increase in route charges in 2022, with a 9% increase on the Peninsula and 7% increase in the Canary Islands, compared to the previous year, still remaining below the charges applied in 2019 by approximately 19%.

Despite the recovery in air traffic, ENAIRE has not yet returned to positive EBITDA or positive result of the financial year. One of the reasons for this is that ENAIRE maintains the lowest route charge among the top five Air Navigation Service Providers in Europe. Another reason is the provision made for the 'Active Reserve' for air traffic controllers. Controllers who reach the age of 65 will remain in this situation until reaching the ordinary retirement age in accordance with the provisions of article 205 of the Consolidated Text of the General Law of Social Security.

## OPERATING REVENUE AND EXPENSES

### REVENUE

**Our turnover increased to €735.4 million in 2022,** representing a growth of 61.5%, which is €279.9 million more than in 2021.




The most significant revenues obtained by the Entity for Air Navigation services mainly come from Air Navigation route charges, which have increased by 85.4% due to the growth in air traffic and the mentioned route charges.

Route Service Units have increased by approximately 74% compared to 2021, with an increase of approximately 74% in the Peninsula, and approximately 78% in the Canary Islands.

| (million €) | 2022 | 2021 | % 2022 / 2021 |
|---|---|---|---|
| Turnover | 735.4 | 455.5 | 61.5% |
| **Air navigation services** | **735.3** | **455.2** | **61.5%** |
| Route assistance services | 582.2 | 314.1 | 85.4% |
| Approach assistance services | 23.4 | 14.2 | 64.5% |
| Aerodrome services | 122.3 | 119.5 | 2.3% |
| Publications and others | 7.4 | 7.4 | -0.2% |
| **Services and related companies** | **0.1** | **0.2** | **-36.8%** |
| **Other income** | **12.0** | **10.4** | **15.6%** |
| **Operating Revenue** | **747.4** | **465.8** | **60.4%** |

## Operating expenses

Operating expenses reflect a 24.5% increase compared to the previous year. Notable increases include higher expenses for services provided by the Spanish Aviation Safety and Security Agency and the State Meteorological Agency; staff expenses and an increase in other operating expenses due to higher electricity prices, contributions to Eurocontrol and the provision of the new flight operation and verification service, as detailed below

- **Provisions**

Supplies expenses have increased by 126.4%. These expenses mainly include the services provided by the Spanish Aviation Safety and Security Agency and the State Meteorological Agency, which have increased, according to an agreement linked to the evolution of traffic.

- **Staff expenses**

In 2022, staff expenses have reached €716.3 million, compared to 568.8 in 2021. The increase is primarily due to the salary and staff growth, as well as the new regulation in Law 9/2010 of the 'Active Reserve' for air traffic controllers. This regulation sets forth that once they reach the age of 65, they will remain in this situation until reaching the ordinary retirement age, in accordance with the provisions of Article 205 of the Consolidated Text of the General Law of Social Security.

- **Other operating expenses**

  There has been a 15.7% increase, reaching €113.4 million in 2022, mainly due to the higher costs of electricity supplies, the new order from SENASA, the flight verification service, and the EUROCONTROL fee.

- **Fixed asset amortisation**

  In 2022, it amounted to €92.1 million, representing an increase of €2.6 million (2.9%) compared to 2021. This increase is mainly due to higher amortisation charges for computer applications resulting from new additions to these fixed assets.

| (million €) | 2022 | 2021 | % 2022 / 2021 |
|---|---|---|---|
| Provisions | 43.6 | 19.3 | 126.4% |
| Staff expenses | 716.3 | 568.8 | 25.9% |
| Other operating expenses | 113.4 | 98.0 | 15.7% |
| Amortisation | 92.1 | 89.5 | 2.9% |
| Impairment and other results | 0.0 | -0.0 | 284.7% |
| **Operating expenses** | **965.4** | **775.5** | **24.5%** |

## ENAIRE's Balance Sheet

| (figures in million euros) | 2022 | 2021 | Variation |
|---|---|---|---|
| Non-current assets | 5,263.3 | 5,691.6 | -428.3 |
| Current assets | 722.6 | 844.4 | -121.8 |
| Total assets | 5,985.9 | 6,536.1 | -550.1 |
| Equity | 1,831.9 | 2,012.2 | -180.3 |
| Non-current liabilities | 3,410.6 | 3,791.3 | -380.7 |
| Current liabilities | 743.4 | 732.5 | 10.9 |
| Total liabilities | 5,985.9 | 6,536.1 | -550.1 |

### BALANCE SHEET AND EQUITY STRUCTURE

As at 31 December 2022, the bottom line of the Balance Sheet decreased by 8.4% compared to the end of the financial year 2021, mainly due to the reduction in co-credited bank debt with Aena S.M.E., S.A., as a result of the debt amortisation schedule. This affects both the liability for the decrease in debt with credit institutions, and the asset for the decrease in credit in our favour with Aena S.M.E., S.A. for that debt, both in the short and long term.

Derived from our investment efforts, the non-financial assets reported on the balance sheet as at 31 December 2022 increased by 10.3% compared to 2021.

Furthermore, after conducting tax planning for the period 2023-2032, the deferred tax assets, within non-current assets, increased from 91.8 million euros in 2021 to 101.1 million euros in 2022, due to the registration of unapplied deductions and temporary differences, resulting in a reduction of tax credits due to negative taxable bases, despite the accounting losses for the year.

Regarding current assets, the variation in the balance of 'cash and other liquid assets' and 'short-term fixed-term deposits' has resulted in a cash outflow of 97.2 million euros (173.7 million in 2021), marked mainly by the losses for the year and increased investment.

Additionally, the decrease in Equity is also mainly a consequence of the negative results obtained as at 31 December 2022.

The Entity has registered 373.7 million euros under the heading of 'Negative Results from Previous Years', arising from the application of the losses incurred in the financial year 2021 for 284.8 million euros and part of the negative result from 2020 for 88.9 million euros, due to COVID-19 and charges reduction in both years.

Within Equity, 'Grants, donations and legacies received' increased by 25.9 million euros, mainly due to the registration of Next Generation grants from the Recovery and Resilience Facility, which increased by 19.2 million euros on the Entity's balance sheet in 2022 compared to 2021.

Of these subsidies from the funds allocated by Europe to repair the damages caused by the COVID-19 crisis, ENAIRE has approved 107.3 million euros to be received until the year 2025, of which it has received 68.8 million euros. As at 31 December 2022, ENAIRE has registered 64.6 million euros as capital subsidies based on the progress of the projects, and 4.2 million euros as Current Liabilities in the Balance Sheet.

In the Liabilities section, it is worth noting the 63.5% increase in provisions compared to 2021, primarily due to the new provision for labour commitments related to the Active Reserve. As at 31 December 2022, a liability of 145.3 million euros has been recorded for this item.

## STATEMENT OF CASH FLOWS

- **Net cash flows from operating activities**

The main collections from operations come from payments from customers (mainly EUROCONTROL and Aena SME, S.A), while the main operating outflows include payments to suppliers for the provision of various services, staff, and local and state taxes.

Cash flows from operating activities have returned to positive levels not seen since the financial year 2019, improving by 98.7 million euros compared to 2021, mainly as a result of the Entity's increased activity, with a positive revenue trend resulting from increased traffic and charges.

- **Net cash flows from investing activities**

Payments for acquisitions and replacements of non-financial fixed assets related to development, software applications, and technical installations, all related to air navigation, have reached 168.9 million euros in 2022, compared to 124.2 million euros in 2021.

Payments for investments in Group and Associated Companies, ENAIRE's contribution to the capital widening of STARTICAL is recorded as 2,488 thousand euros (4,975 thousand euros in 2021 for the establishment of that company).

Divestment payments in Group and Associated Companies entirely correspond to those arising from the mirror loan with AENA SME, S.A., which amounted to €535.8 million in 2022, compared to €546.3 million in 2021.

Taking into account the above, the net cash generated from investment activities decreased to 374.4 million euros, from 617.2 million euros in 2021.

- **Cash flows from financing activities**

Cash flows from financing activities go from -520.0 million euros in 2021 to -489.3 million euros in 2022.

In 2022, we have received subsidies amounting to 48.1 million euros, compared to 28.4 received in 2021. This increase is mainly due to the collection in 2022 of 44.5 million euros of Next Generation Grants from the Recovery and Resilience Facility (24.3 million euros in 2021).

On the other hand, debt repayments amounted to 537.4 million euros (548.4 million euros in 2021), in accordance with the loan amortisation schedule.

| Figures in million euros | 2022 | 2021 | Variation |
|---|---|---|---|
| Cash Flows from Operating Activities | 27.7 | -71.0 | 98.7 |
| Cash Flows from Investing Activities | 374.4 | 617.2 | -242.8 |
| Cash Flows from Financing Activities | -489.3 | -520.0 | 30.6 |
| Net Increase/Decrease in Cash or Equivalents | -87.2 | 26.3 | -113.5 |
| | | | |
| Cash or equivalents at the beginning of the financial year | 115.7 | 89.5 | 26.3 |
| Cash or equivalents at the end of the financial year | 28.5 | 115.7 | -87.2 |

## PROCUREMENT

During 2022, the total volume of procurement of goods and services awarded by us amounted to 218.4 million euros (excluding taxes).

The volume of procurement awarded centrally accounted for 95.8% (209.3 million euros) of the total, while 4.2% (9.1 million euros) was contracted by the peripheral centres.

Additionally, ENAIRE promotes hiring with Special Employment Centres, with a contracted volume of 169,000 euros in 2022.

**The distribution of the amount of CENTRALISED EXPENSES contracts, by nature, was as follows:**

ASSISTANCE AND SERVICES
**40.10**
million euros

SUPPLIES
**24.46**
million euros

**The distribution of the amount of contracts awarded for the CENTRALISED INVESTMENT, by nature, was as follows:**

ASSISTANCE AND SERVICES
**32.93**
million euros

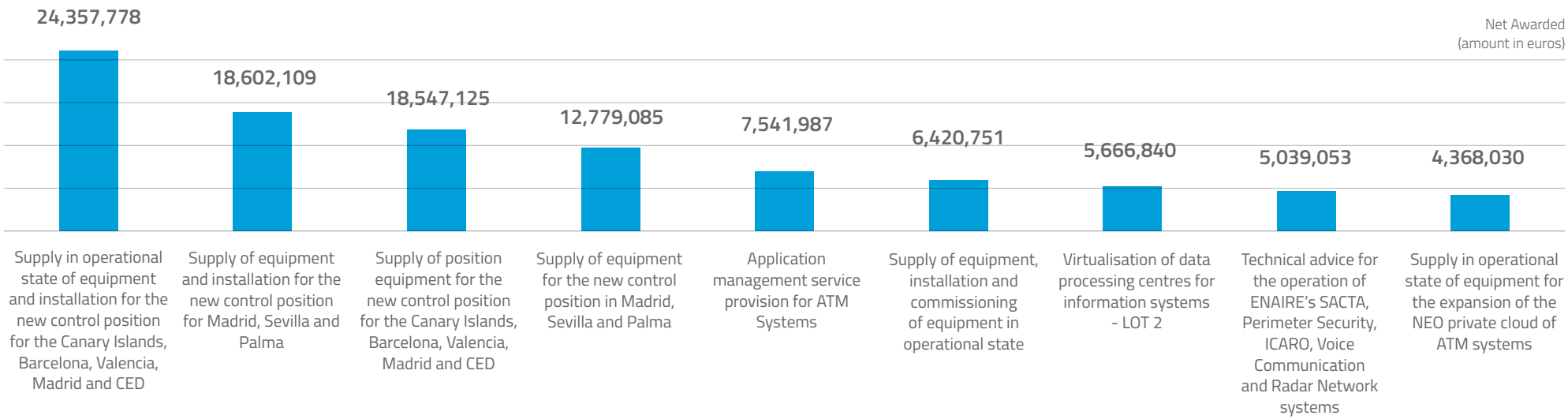
CONSTRUCTION
**3.74**
million euros

SUPPLIES
**108.08**
million euros

The amount awarded for small contracts was 1.2 million euros.
The most significant investment projects by amount awarded in 2022 are as follows:

ASSISTANCE AND SERVICES

### INVESTMENTS BY PROJECTS



## EVENTS POST YEAR-END CLOSURE

There have been no significant events after the year-end closure and up to the date of formulation that have affected the Financial Statements, except for the following:

2023

FEBRUARY

**10**

The Official State Gazette (BOE) publishes the Announcement of the Directorate General of Civil Aviation, which starts the public information process for the Draft Order determining the airports managed by Aena S.M.E. S.A., for the selection of new civil providers of aerodrome air traffic control services.

The future Order will allow Aena to tender air traffic services of the towers of the following airports: Bilbao, Gran Canaria, Málaga-Costa del Sol, Palma de Mallorca, Santiago-Rosalía de Castro, Tenerife Norte-Ciudad de La Laguna, and Tenerife Sur.

**27**

The Board of Directors of Aena S.M.E.,S.A., proposed to the Ordinary General Shareholders' Meeting, scheduled to be held on 20 and 21 April 2023, the distribution of a gross dividend per share of 4.75 euros, corresponding to the 2022 Result. Thus, ENAIRE will receive in 2023: 363,375 thousand euros from Aena S.M.E., S.A

MARCH

**8**

The BOE publishes Royal Decree 160/2023, of 7 March, approving the Articles of Association of the Public Business Entity ENAIRE, which enters into force on 8 March.

# About the Report

12

# About the Report

Since 2018, we have annually prepared a sustainability report that includes our activities in the field of social responsibility. This report is the result of our commitment to sustainable development, transparency and our stakeholders' expectations, with the aim of generating added value for society.

This report corresponds to the financial year 2022, and describes our policies regarding results and risks associated with social responsibility. It covers information on economic, social and environmental matters.

This report has been drawn up in accordance with the Global Reporting Initiative (GRI) Standards, applying the principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness and verifiability that ensure the quality of this report; and the Integrated Reporting Framework of the International Integrated Reporting Council (IIRC). In addition, for its preparation, other frameworks and reference guides have been taken into account, such as the ISO Standards, the AA1000 AccountAbility Standards, the Global Compact and the United Nations' Sustainable Development Goals (SDG) of the 2030 Agenda, or the United Nations' guiding principles on business and human rights, among others.

Our report reflects our contribution to the United Nations' Sustainable Development Goals (SDG) of the 2030 Agenda, ensuring our effectiveness.

We conceive CSR as a tool to minimise our economic, social and environmental impacts. Also as an opportunity to positively influence our environment and enhance the Company's benefits and values, as well as its human capital, meeting our stakeholders' expectations.

It provides information on how our strategy, corporate governance and performance lead us to create value in the short, medium and long term, taking into account the current environment in which we find ourselves and future prospects.

It reflects our economic activity and path in all areas of management and CSR in its social, environmental, good governance and ethical dimensions.

Identifies the risks and opportunities related to our organisation, strategy and business model.

It benefits our stakeholders, who are interested in knowing how we generate value over time.

## CSR is one of our company's strategic plans and we work to fully integrate it into our business model

Finally, this report has been verified by an independent provider of verification services.

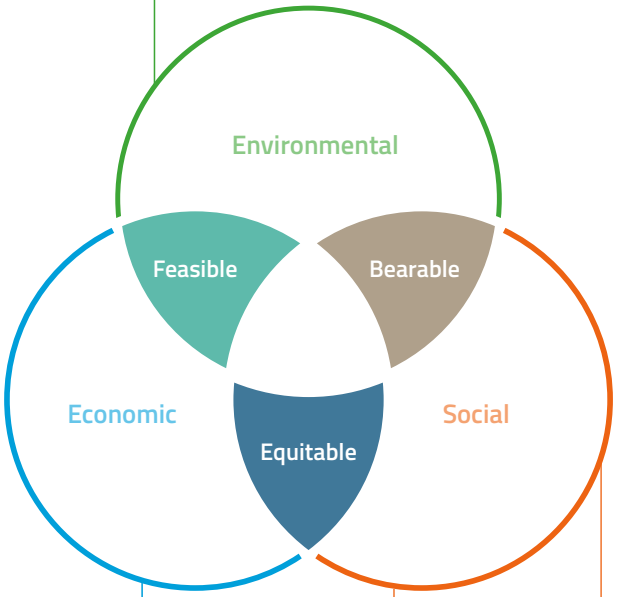
## MATERIALITY ASSESSMENT

The following is a description of the method we have applied to identify the material topics and to draw up the materiality matrix.

- Identification of topics that may be relevant: as a preliminary step, we identify the organisation's aspects that create value. To do so, we took into account the strategic objectives, management, risk analysis, performance, perspectives and interests of both the company and stakeholders.
- Participatory consultation with stakeholders: we sent a survey to all our stakeholders to find out their perspective on the most important material topics related to economic, social and environmental aspects. The topics included in the survey were as follows:

Dimensions of Sustainable Development

**1. Environmental sustainability**
Minimise the environmental impact of air transport and the activity itself.




**2. Transparency and good governance**
Ethical management and transparency in the organisation.

**3. Society and culture**
Social commitment and promotion of education and culture.

**4. Employees**
Commitment and motivation to provide quality and secure employment.

- Assessment and prioritisation of topics of interest: we assessed the most relevant topics for our stakeholders, one by one, to establish their importance and determine which ones would be included in the report and how they would be addressed. This assessment was carried out from different perspectives, both internal and external, and is reflected in the materiality matrix.
- Review and validation of the result: we establish the final content of the report and its coverage after the review and approval by the Senior Management Committee.
- Review of the report: After its publication, the report will undergo an internal review process, with a long-term outlook. The conclusions drawn will serve as the basis for identifying the topics to be included in the next reporting cycle.

## MATERIAL TOPICS

We have identified 13 material topics. The materiality matrix reflects the relevance of each material topic for our stakeholders and the Management Committee (CODIEN).

### Environmental

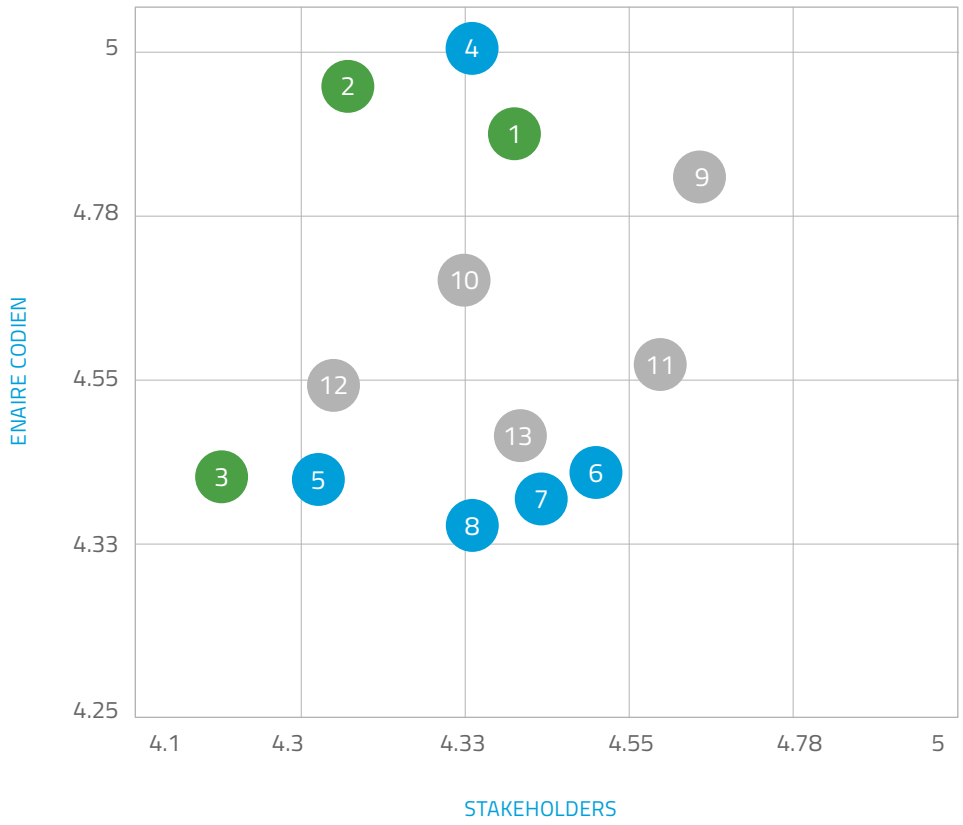
| | |
|---|---|
| 1 | Environmental commitment |
| 2 | Fight against climate change |
| 3 | Sustainable mobility |

### Social

| | |
|---|---|
| 4 | Safety |
| 5 | Digitisation |
| 6 | Diversity and equal opportunities (non-discrimination) |
| 7 | Occupational health and safety |
| 8 | Work-life balance |

### Economic

| | |
|---|---|
| 9 | Service quality |
| 10 | Risk identification and management |
| 11 | Ethics and responsibility |
| 12 | Customer management |
| 13 | Communication and transparency |



## GRI CONTENT INDEX

Note: Regarding the topic-specific GRI Standards (200, 300 and 400 series), in the following table, we have only reflected those that cover the material topics of our entity.

| Statement of use | ENAIRE has reported in accordance with the GRI Standards for the period starting from the first of January to the thirty-first of December | | | |
|---|---|---|---|---|
| GRI 1: FOUNDATION 2021 | | | | |
| Applicable GRI Sector Standard(s) | Not applicable | | | |
| GRI standard | Report page | ODS | Global compact | Notes |
| GRI 2: GENERAL DISCLOSURES | | | | |
| **1. The organisation and its reporting practices** | | | | |
| 2-1 Organisational details | 13, 15-27 | 9,11 | | |
| 2-2 Entities included in the organisation's sustainability reporting | 44-49 | | | |
| 2-3 Reporting period, frequency and contact point | 155 | | | Contact address: rse@enaire.es |
| 2-4 Restatements of information | | | | Some data from previous years in section '8. Environmental Protection' have been updated, due to an improvement in the internal compilation of information. These are not significant changes. |
| 2-5 External assurance | | | | Informa Consulting Compliance, S.L. |
| **2. Activities and workers** | | | | |
| 2-6 Activities, value chain and other business relationships | 55-56, 152 | 8,11,17 | | Successful tenders are not categorised by contractors, wholesalers, etc. The classification is made by the type of services we perform. In any case, all suppliers awarded are published with total transparency and are accessible to any citizen who wants to consult them. |
| 2-7 Employees | 120-126 | 8 | 1,2,3,4,6 | |
| 2-8 Workers who are not employees | | 8 | | ENAIRE does not have workers who are not employees. |
| **3. Governance** | | | | |
| 2-9 Governance structure and composition | 44-49 | 5,16 | | |
| 2-10 Nomination and selection of the highest governance body | 44-49 | 5,16 | | |
| 2-11 Chair of the highest governance body | 44-49 | 16 | | |

| GRI standard | Report page | ODS | Global compact | Notes |
|---|---|---|---|---|
| 2-12 Role of the highest governance body in overseeing the management of impacts | 45, 52 | 16,17 | | |
| 2-13 Delegation of responsibility for managing impacts | 44-49 | 16 | | |
| 2-14 Role of highest governance body in sustainability reporting | 44-49 | | | |
| 2-15 Conflicts of interest | 45 | 16 | | There have been no abstentions in the votes due to conflicts of interest of the Board of Directors during 2022. |
| 2-16 Communication of critical concerns | 44-49 | | | The Compliance Supervision and Monitoring Body reports to the Board of Directors the results of the operation supervision and the compliance with the Criminal Defence Model, at least on an annual basis. |
| 2-17 Collective knowledge of the highest governance body | 44-49 | | | |
| 2-18 Evaluation of the performance of the highest governance body | 44-49 | 16 | | |
| 2-19 Remuneration policies | | 8 | 1,2,3,4,6 | Since ENAIRE's Directors do not depend organically on the entity, ENAIRE is not responsible for its remuneration policy. The Pension Scheme is the same for Senior Management as for the rest of workers of the agreement. Senior Management do not receive any additional remuneration for being part of the Boards of Directors. Their remuneration is laid down in the employment contracts they sign with ENAIRE. These contracts are sent, before signing, for approval to the State Legal Service, and the remunerations are informed and approved annually by the Directorate-General for Personnel Costs of the Ministry of Finance and Civil Service. Variable remuneration always complies with the percentages stipulated in the Ministry of Finance and Civil Service (MHAP, in Spanish) Order of 12 April 2012 for the public business entities covered by I Group Agreement, and is audited annually by the IGAE. Said variable remuneration is paid on the basis of the annual economic, environmental and social objectives established for each of the Senior Management positions. The calculation of the amounts to be received in the event of termination is established in the Senior Management contract itself. For the calculation, the annual cash salary is taken into account, excluding variable complementary remuneration. |

| GRI standard | Report page | ODS | Global compact | Notes |
|---|---|---|---|---|
| 2-20 Process to determine remuneration | 121, 125-126 | 8 | 1,2,3,4,6 | |
| 2-21 Annual Total Compensation Ratio | | | | **Annual Total Compensation Ratio:**<br>Agreement Ratio = 4.62<br>Control Agreement Ratio = 1.91<br><br>**Annual Total Compensation Percentage Increase Ratio:**<br>Agreement Ratio= 0.89<br>Control Agreement Ratio = 1.03 |
| **4. Strategy, policies and practices** | | | | |
| 2-22 Statement on sustainable development strategy | 4-8, 35 | | | |
| 2-23 Policy commitments | 34-37, 58 | 5,10,11,16,17 | 1,2,3,4,6,7-9,10 | |
| 2-24 Embedding policy commitments | | | | Throughout the Report. |
| 2-25 Processes to remediate negative impacts | 51 | | | |
| 2-26 Mechanisms for seeking advice and raising concerns | 50-51, 57 | 11,16 | 1,2,3,4,6,7-9,10 | |
| 2-27 Compliance with Laws and Regulations | 85 | 13 | | The criteria of ENAIRE's General Secretariat determines as significant non-compliance those 'No. of administrative, judicial or extra-judicial claims, excluding those of a social nature, for an estimated amount exceeding €300,000' (whether they are individual or in the case of several of the same matter, their total amount exceeds this amount). In 2022, there have been no significant breaches. |
| 2-28 Membership associations | 32 | 8 | | |
| **5. Stakeholder engagement** | | | | |
| 2-29 Approach to stakeholder engagement | 28, 58-61, 65-67 | 17 | | |
| 2-30 Collective Bargaining Agreements | 121 | 8 | 1,2,3,4,6 | 99.88% of workers are covered by collective bargaining agreements. |
| GRI 3: MATERIAL TOPICS | | | | |
| **Contents on material topics** | | | | |
| 3-1 Process to determine material topics | 157 | | | |
| 3-2 List of material topics | 158 | | | |

| GRI standard | Report page | ODS | Global compact | Notes |
|---|---|---|---|---|
| TOPIC GRI: MATERIAL TOPICS | | | | |
| ECONOMIC ISSUES | | | | |
| Material topic: Communication and Transparency | | | | |
| 3-3 Management of material issues | 57-61 | 4,8,9,11 | 1-4, 6-9 | ENAIRE's reports are a transparency tool for stakeholders. |
| 201-1 Direct economic value generated and distributed (2016) | 19-27, 141-152 | 4,8,9 | 1-4, 6-9 | |
| 201-4 Financial assistance received from government (2016) | 44-49, 141-152 | 8,11 | | ENAIRE has not received any subsidies, awards or financial incentives from Spain's Government in 2022, with the exception of the Next Generation Grants for the Recovery and Resilience Facility (RRF). |
| 203-1 Infrastructure investments and services supported (2016) | 34-42 | 8,9,11 | 8, 9 | |
| 203-2 Significant indirect economic impacts (2016) | | | | No negative indirect economic impacts have been identified. |
| Material issue: Risk identification and management | | | | |
| 3-3 Management of material issues | 52-54 | 7,9,11,13,15 | 7,8,9 | |
| 201-2 Financial implications and other risks and opportunities due to | 52-54 | 7,9,11,13,15 | 7,8,9 | Given the difficulty of calculating the monetary impacts of the risk of climate change in ENAIRE's activity, the financial implications of such events are not currently available, although the environmental sustainability plan studies the sector's opportunities for progress in this area, with many agents involved in the commitment to decarbonisation of the sector, the use of cleaner energy and improved energy efficiency, among others. |
| Material topic: Service quality | | | | |
| 3-3 Management of material issues | 65-85 | 3 | | |
| 416-1 Assessment of the health and safety impacts of product and service categories (2016) | 71-81 | 3 | | |
| 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services (2016) | 71-81 | 3 | | |
| Material topic: Ethics and Responsibility | | | | |
| 3-3 Management of material issues | 50-51 | | | |
| Material topic: Customer management | | | | |
| 3-3 Management of material issues | 57 | | | |
| 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data (2016) | 57 | | | |

| GRI standard | Report page | ODS | Global compact | Notes |
|---|---|---|---|---|
| ENVIRONMENTAL ISSUES | | | | |
| Material topic: Environmental commitment | | | | |
| 3-3 Management of material issues | 87-88 | 13 | 7,8,9 | |
| 308-1 New suppliers that were screened using environmental criteria (2016) | 91 | 13 | 7,8,9 | |
| 308-2 Negative environmental impacts in the supply chain and actions taken (2016) | 91 | 13 | 7,8,9 | |
| Material topic: Sustainable Mobility | | | | |
| 3-3 Management of material issues | 35, 42, 117 | 7,15 | 7,8,9 | |
| 302-1 Energy consumption within the organisation (2016) | 102-104 | 7 | | |
| 302-2 Energy consumption outside of the the organisation (2016) | 102-104 | 7 | | |
| 302-3 Energy intensity (2016) | 104 | 7 | | |
| 302-4 Reduction of energy consumption (2016) | 102-104 | 7 | | |
| 302-5 Reductions in energy requirements of products and services (2016) | 102-104 | 7 | | |
| 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas (2016) | 97 | 15 | 7,8,9 | ENAIRE's scope of action covers all Spain, so there is no specific species affected regarding birdlife. In fact, ENAIRE's operation focuses on flight altitudes high enough that most birds are unaffected. |
| 304-2 Significant impacts of activities, products, and services on biodiversity (2016) | 89,90, 95-97 | 15 | 7,8,9 | In the analyses of the impacts on avifauna derived from infrastructure projects, ENAIRE has not detected any significant impact on birdlife, since these projects are very small. |
| Material issue: Fight against climate change | | | | |
| 3-3 Management of material issues | 87-104 | 13 | 7,8,8 | |
| 305-1 Direct (Scope 1) GHG emissions (2016) | 99-101 | 13 | 7,8,9 | |
| 305-2 Energy indirect (Scope 2) GHG emissions (2016) | 99-101 | 13 | 7,8,9 | |

| GRI standard | Report page | ODS | Global compact | Notes |
|---|---|---|---|---|
| 305-3 Other indirect (Scope 3) GHG emissions (2016) | | 13 | 7,8,9 | Currently, ENAIRE does not calculate scope 3 indirect emissions produced in our value chain. It is important to highlight, on the one hand, that the main emissions of this scope derive from the activity of our customers (airlines), most of which are subject to the European Union Emission Trading Scheme, EU (ETS), obliged to register their emissions, as well as the small margin for improvement that ENAIRE's management capacity represents on the magnitudes represented by Scope 3. |
| 305-4 GHG emissions intensity (2016) | | 13 | 7,8,9 | ENAIRE does not calculate the GHG emissions intensity ratio by dividing the absolute number of GHG emissions by business parameters, as this indicator is not considered significant. |
| 305-5 Reduction of GHG emissions (2016) | 98-101 | 13 | 7,8,9 | |
| 305-6 Emissions of ozone-depleting substances (ODS) (2016) | 101 | 13 | 7,8,9 | |
| 305-7 Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions (2016) | 101 | 13 | | |
| SOCIAL TOPICS | | | | |
| Material topic: Safety | | | | |
| 3-3 Management of material issues | 71- 81 | | | |
| Material topic: Digitisation | | | | |
| 3-3 Management of material issues | 7, 31, 35, 41, 63, 69 | | | |
| Material issue: Occupational health and safety | | | | |
| 3-3 Management of material issues | 134-139 | 3, 4 | | |
| 403-1 Occupational health and safety management system (2018) | 134-139 | 3 | | |
| 403-2 Hazard identification, risk assessment, and incident investigation (2018) | 134-139 | 3 | | |
| 403-3 Occupational health services (2018) | 134-139 | 3 | | |
| 403-4 Worker participation, consultation, and communication on occupational health and safety (2018) | 134-139 | 3 | | |
| 403-5 Worker training on occupational health and safety (2018) | 134-139 | 3, 4 | | |
| 403-6 Promotion of worker health (2018) | 134-139 | 3 | | |

| GRI standard | Report page | ODS | Global compact | Notes |
|---|---|---|---|---|
| 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships (2018) | 134-139 | 3 | | |
| 403-8 Workers covered by an occupational health and safety management system | 134-139 | 3 | | |
| 403-9 Work-related injuries (2018) | 134-139 | 3 | | ENAIRE has not had any fatalities or occupational diseases. |
| 403-10 Occupational ailments and illnesses (2018) | 134-139 | 3 | | ENAIRE has not had any fatalities or occupational diseases. |
| Material issue: Diversity and equal opportunities (non-discrimination) | | | | |
| 3-3 Management of material issues | 46, 124-126, 131 | 5,10 | 6 | |
| 405-1 Diversity of governance bodies and employees (2016) | 124-125 | 5 | 6 | |
| 405-2 Ratio of basic salary and remuneration of women to men (2016) | 46, 126 | 5,10 | 6 | Given that the salary breakdown by Regions would enable the identification of employees of the Public Entity, it has been decided, in accordance with the provisions of articles 4.1 and 5.1 (a) Regulation (EU) 2016/679/, of 27 April, on the processing of personal data, not to carry it out. |
| 406-1 Incidents of discrimination and corrective actions taken (2016) | 131 | 5,10 | 6 | |
| Material topic: Work-life balance | | | | |
| 3-3 Management of material issues | 129-130, 132-133 | 8 | 3,4,6 | |
| 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees (2016) | 129-130, 132-133 | 8 | 3,4,6 | |
| 401-3 Parental Leave (2016) | 130 | 8 | | |
| 402-1 Minimum notice periods regarding operational changes (2016) | | 8 | 3,4,6 | Each of the two collective bargaining agreements establish notice periods for significant changes in working conditions, complying with the provisions of the Workers' Statute, which will be 30 days for geographical mobility and 15 days for other reasons, including operational ones. Likewise, both agreements establish a period of no less than 30 days after notification by the company for consultations and negotiations by union representatives, improving on the provisions of the Workers' Statute. |

# GLOSSARY AND ACRONYMS

## A

**ACDLS:** ATS Common Data Link Services

**ACC:** Area Control Centre

**ACNUR:** United Nations High Commissioner for Refugees (UNHCR, in English)

**ADIF:** Spanish Railway Infrastructure Manager

**ADS-B:** Automatic Dependent Surveillance-Broadcast

**ADS-C:** Automatic Dependant Surveillance-Contract

**AECID:** Spanish Agency for International Development Cooperation

**AENOR:** Spanish Association for Standardisation and Certification

**AESA:** Spanish Aviation Safety and Security Agency

**AIP:** Aeronautical Information Publication

**AMU-LED:** Project of the European Commission, framed in the SESAR programme, which aims to demonstrate the safe integration of all types of drone operations in urban environments to achieve more sustainable and intelligent cities

**ASM:** Airspace Management

**ASMT:** Automatic Safety Monitoring Tool

**ATFM:** Air Traffic Flow Management

**ATFCM:** Air Traffic Flow and Capacity Management

**ATM:** Air Traffic Management

**ATS:** Air Traffic Services

## B

**BOE:** Official State Gazette

## C

**CAE:** Coordination of Business Activities

**CANSO:** Civil Air Navigation Services Organisation

**CCN-CERT:** Capacity for Response to incidents of Information Security of the National Cryptologic Centre, CCN, attached to the National Intelligence Centre, CNI

**CEFIRO:** Digitisation of the competence assessment process

**CI:** Internal communications

**CIDETMA:** Interministerial Commission between Defence and Transport, Mobility and Urban Agenda

**CIS:** Common Information Service

**CISP:** Common Information Services Provider

**CNPIC:** National Centre for Critical Infrastructure and Cybersecurity Protection

**CNS:** Communications, Navigation and Surveillance

**CNS/ATM/AIM:** Communications, Navigation, Surveillance/Air Traffic Management/Aeronautical Information Management

**COIAE:** Official College of Aeronautical Engineers of Spain

**CODIEN:** ENAIRE's Management Committee

**CORUS-XUAM:** Project with the objective of demonstrating how U-Space services and solutions can support integrated Urban Air Mobility (UAM) flight operations

**COVID-19:** Disease caused by the 2019 coronavirus (SARS-CoV-2)

**CRIDA:** R&D and innovation Reference Centre

**CTA:** Air Traffic Control (ATC, in English)

## D

**DACI:** Declaration of absence of conflicts of interest

**D-DCL:** Data Link Departure Clearance

**DGAC:** Directorate General for Civil Aviation

**DOCE:** Official Journal of the European Union

## E

**EASA:** European Union Aviation Safety Agency

**EAS/ EARO:** Aeronautical Safety Study (ASS)/Operational Risk Assessment and Mitigation (ORAM)

**EATM-CERT:** European Air Traffic Management Computer Emergency Response Team for EUROCONTROL

**EBITDA:** Earnings Before Interests, Taxes, Depreciations and Amortizations

**ECHOES:** A project led by STARTICAL, ENAIRE and INDRA, which aims to demonstrate the feasibility of using VHF satellite systems to provide ATS voice and data services.

**ENP:** Protected Natural Areas

**EoSM:** Operational safety management effectiveness indicator on a European scale that measures the maturity and effectiveness of the safety management systems of the air navigation service providers

**EUSPA:** European Union Agency for the Space Programme

**EU ETS:** European Union Emissions Trading System

**EUROCONTROL:** European civil-military organisation dedicated to supporting European aviation to become safer, more efficient and to minimise environmental impact.

## F

**FACV:** Air Foundation of the Valencian Community

**FFCCS:** State Law Enforcement Forces and Agencies

**FIO:** Infante de Orleans Foundation

**FPAC ('Fundació Parc Aeronàutic de Catalunya'):** Foundation Parc Aeronàutic of Catalonia

**FPD:** Flight Procedure Design

**ONCE/INSERTA Foundation:** The Spanish National Organisation of the Blind, and its specialised entity in the provision of labour intermediation services, recruitment and development of talent with disabilities and employment management

## G

**GHG:** Greenhouse gases

**GHG Protocol:** Greenhouse Gas Protocol

**GNSS:** Global Navigation Satellite System

**GRI:** Global Reporting Initiative for the preparation of sustainability reports

**GWh:** Gigawatt-hours

## H

**HECCO:** Update of the ATC training monitoring tool

**HERON:** BPM platform for the management of processes and the automation of ENAIRE's activities that promotes a new agile culture and increases efficiency in the organisation

**HEVA:** Tool that enables management of environmental assessment of plans, programmes and projects

## I

**IBA:** Important Areas for the Conservation of Birds and Biodiversity

**ICARO (Integrated COM/AIS/AIP & Reporting Office Automated System):** System that automates the tasks and procedures related to the management of aeronautical information (NOTAM) carried out in the Spanish NOF Office (NOTAM Office).

**iFOCUCS-ACSI:** New advanced air traffic control position for Spanish control centres

**IGAE:** General Comptroller of the State Administration

**IIRC:** International Integrated Reporting Council, is a global coalition to advise on the improvement of corporate reporting

**IMC:** Cybersecurity Maturity Index

**INCIBE-CERT:** Security Incident Response Centre of the Spanish National Cybersecurity Institute, INCIBE

**INECO:** Transport Engineering and Economics

**INTERCOONECTA:** Knowledge Transfer, Exchange and Management Plan for the Development of Spanish Cooperation in Latin America and the Caribbean

**iTEC:** Alliance of European Air Navigation Service Providers

## K

**KEA:** Indicator measuring the percentage of route network inefficiency.

## L

**LGTBI:** Lesbians, Gays, Transgenders, Bisexuals and Intersex

**LIC:** Sites of Community Interest

## M

**MCCE:** Joint Cyberspace Command

**MESTA:** Methodology of evaluation and monitoring of transparency

**MITMA:** Ministry of Transport, Mobility and Urban Agenda

## N

**NA:** Air Navigation

**NCP:** Perceived Quality Level Indicator

**NOx:** Nitrogen oxides

**NPS GND:** Weighted Security Level (WLS, in English)

## O

**ICAO:** International Civil Aviation Organisation

**SDG:** Sustainable Development Goals of the United Nations 2030 Agenda

**OSF:** Paperless Operation

## P

**PANDU:** National Action Plan for the Deployment of U-space

**PBN:** Performance Based Navigation

**GDP:** Gross Domestic Product

**PNIEC:** National Integrated Energy and Climate Plan

**PRL:** Occupational Risk Prevention

**PTR:** Risk Treatment Plan

**PV2025:** Flight Plan 2025 (FP2025, in English)

## R

**RAEE:** Waste electrical and electronic equipment (WEEE, in English)

**RECNET:** GNSS performance and interference analysis network

**REDAN:** Air Navigation Data Network

**REDI:** Business Network for LGBTI Diversity and Inclusion

**RENFE:** Spanish National Railway Network

**RNP:** Required Navigation Performance

**RP3:** Spanish Performance Plan for Reference Period 3 (2020-2024)

**RPAS:** Complete system of unmanned aircraft operated by remote control

## S

**SCNG:** General Regulatory Compliance System

**SACTA:** Automated Air Traffic Control System

**SENASA:** Services and Studies for Air Navigation and Aeronautical Security

**SES Digital Backbone:** Aims to support essential data exchange infrastructure to create an overall framework for the wide range of Single European Sky implementation projects

**SESAR (Single European Sky ATM Research):** Joint EU air transport project in the context of the Single European Sky Community initiative

**SESAR Deployment Manager (HR):** Deployment Manager of the SESAR Research Programme on air traffic management in the Single European Sky, whose objective is to modernise air traffic management in Europe

**ISMS:** Information Safety Management System

**SHYCEA:** Historical and Cultural Service of the Air Force

**SIG:** Integrated Management System (IMS, in English)

**SOx:** Sulphur oxide

**SS.CC.:** Central Services

## T

**TACC:** Terminal Area Control Center

**TMA:** Terminal Control Area

**TWR (Tower):** Aerodrome Control

## U

**UAM:** Urban Air Mobility

**UNICEF:** United Nations Children's Fund

**URV:** Last resort voice (LRV, in English)

**USPACE4UAM:** Consortium of cities and air navigation providers that studies operational concepts, regulations and standards for a safe and orderly integration of urban air mobility (UAM)

**U-Space:** set of services provided in a volume of airspace designated by a Member State to manage a large number of drone operations safely and efficiently

**U-ELCOME:** Project led by EUROCONTROL and coordinated in Spain by ENAIRE to demonstrate the full integration of U-Space services

## V

**VFR:** Visual Flight Rules

## Z

**ZEPA:** Special Protection Areas for Birds

# DESCRIPTION OF MATERIAL TOPICS

## Environmental

**1. Environmental commitment:** The organisation complies with the specific environmental legislation.

**2. Fight against climate change:** Promotion of policies to combat climate change and reduce greenhouse gas emissions during the development of the organisation's activity.

**3. Sustainable mobility:** Promotion of a sustainable and low-carbon mobility model, both for its employees and its collaborators.

## Social

**4. Safety:** The organisation implements measures to ensure the security, health and integrity of all stakeholders.

**5. Digitisation:** Progress of digitisation and promotion of new organisational and methodological technologies.

**6. Diversity and equal opportunities (non-discrimination):** Promotion of diversity and equal opportunities among the organisation's workers, as well as the procedures implemented to avoid any kind of discrimination.

**7. Occupational health and safety:** Promotion of the health and safety of the organisation's workers during the development of their job functions.

**8. Work-life balance:** The organisation promotes the reconciliation of professional, personal and family life for its employees.

## Economic

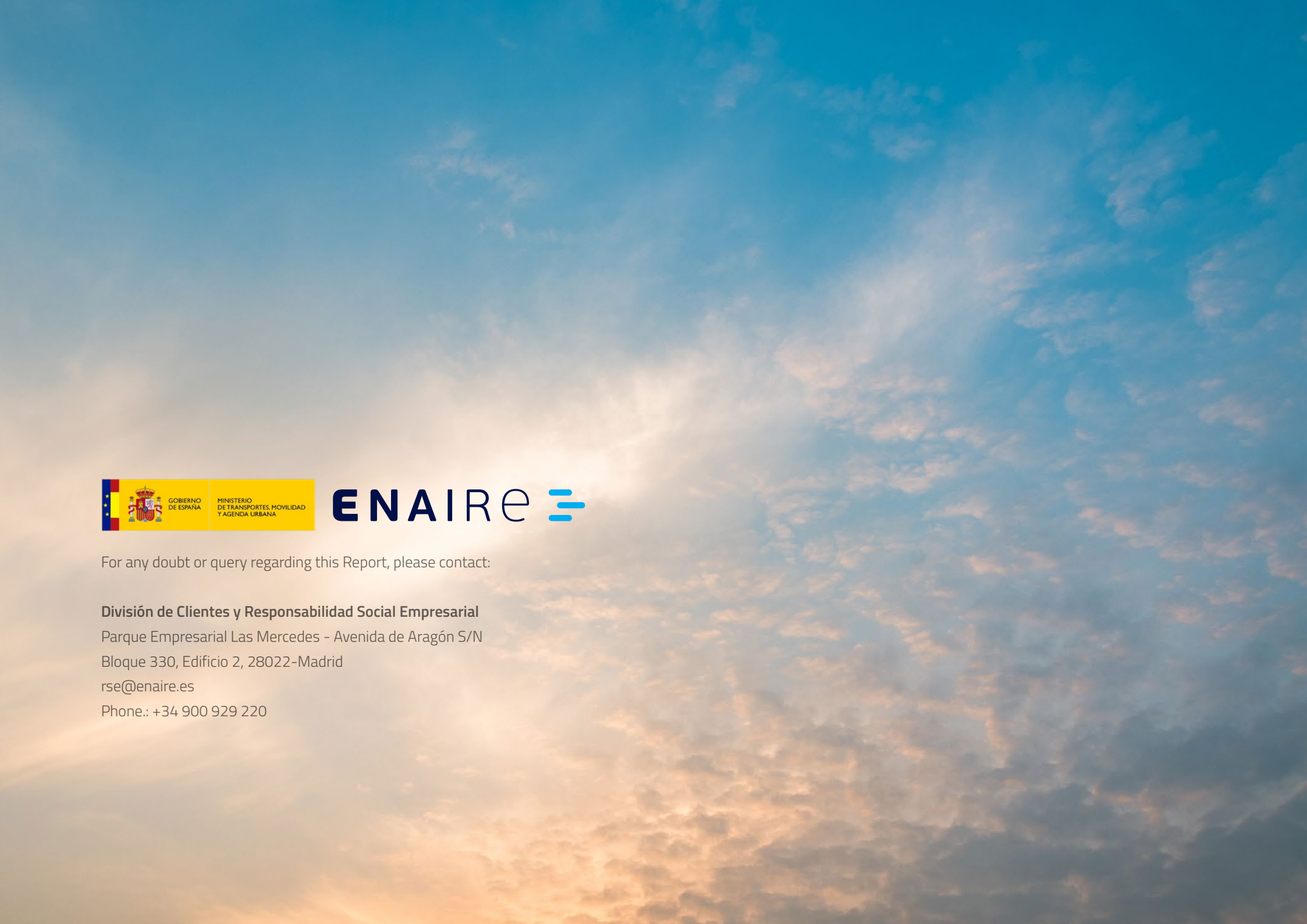
**9. Service quality:** The organisation ensures service quality.

**10. Risk identification and management:** Identification, mitigation and management of financial and non-financial risks, including financial and non-financial events that could pose a threat to the organisation's objectives.

**11. Ethics and responsibility:** Implementation of codes of conduct, standards and good practices to ensure ethical management of the organisation.

**12. Customer management:** Set of strategies to favour customer satisfaction and increase their loyalty to the organisation.

**13. Communication and transparency:** Contribute to providing accessible, adequate and responsible information about the organisation's services. Ensure transparency by disclosing relevant information about senior positions, organisational changes, structure, activity, investments, actions, and results of services and programmes, among others.



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