



2021 Operational Plan

Safety, the Digital Sky and innovation, ENAIRe's main areas of activity

- Other priorities include environmental sustainability, improved services for customers and stakeholders, the development of new strategic services and the Organisation's 5.0 transformation

Madrid, 8 February 2021

The Board of Directors of ENAIRe, Spain's air navigation service provider, approved the 2021 Operational Plan at its last meeting. This Plan, which intends to invest 127.1 million euros this year to help transform the agency's airspace and technology, as well as boost the recovery of the aviation industry, also lays out the main areas of activity for the year.

Safety, the Digital Sky, environmental sustainability, improved services for customers and stakeholders, the development of new strategic services, innovation and the 5.0 transformation of ENAIRe are the main areas of activity, along with ambitious projects intended to develop its personnel, which are included in the "One Team" initiative, and enhanced training, as part of the initiative to promote the 1st ENAIRe Campus.

Enhanced safeguards

In an increasingly demanding scenario within the framework of operational security and, with new risks emerging involving cyber and physical threats, ENAIRe will enhance its security level in 2021, based on the Action Plan to Enhance Operational Security (PARSO), agreed by ENAIRe's Safety Committee. This plan will pay particular attention to cybersecurity, an increasing threat resulting from the paradigm shift toward digitisation and virtualisation.

As part of its desire to constantly improve safety, ENAIRe will also develop a predictive Safety Management System (Safety II) by upgrading safety

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research methodologies, observing real operations and applying "Safety Intelligence" and "Big Data" techniques.

Digital Sky

ENAIRe will continue forward with the Digital Sky and keep pushing to modernise and restructure Spanish airspace through existing and future projects, as well as with methods of operation based on new technological functionalities, in order to increase the efficiency, scalability, resilience and capacity of its network. To support this initiative, infrastructures and systems will be digitised and the technology used in every service area will be modernised through the use of satellite technologies.

ENAIRe will also promote the implementation of the Flexible Use of Air Space (FUA) as part of a national air navigation strategy coordinated by the Civil Aviation General Directorate and the Air Force Staff, as a link to the incipient implementation of the "Free Route," which will offer benefits in terms of both efficiency and environmental sustainability.

Environmental sustainability

ENAIRe will adopt measures that help to reduce the potential environmental impacts of ENAIRe's activity as part of its 2025 Flight Plan. This strategy is called "Green Sky" due to the reduced emissions and noise pollution and optimised energy efficiency.

Customers and stakeholders

The goal of this initiative, which follow up on those already undertaken in this area in the 2020 Flight Plan (2017-2020), is to improve how ENAIRe's stakeholders perceive the customer experience and to enhance the service culture of its professionals, which are also the Organisation's areas of action for 2021.

The expectations of every stakeholder will be integrated into ENAIRe's strategy and actions, as the 2030 Agenda is implemented in all areas of the Organisation, situating ENAIRe as a benchmark in sustainability.

ENAIRe, in a clear commitment to modernising and improving the technology behind its services, has **launched the Customer Portal** to facilitate and improve communication with airlines, pilots, airport managers and other general aviation users.

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ENAIRe's Digital and Customer Transformation plans, part of the 2025 Flight Plan Strategic Plan, seek to increase the productivity and efficiency of the services provided and improve user satisfaction. The Customer Portal was created with this goal, to provide a point to meet and participate (see <https://bit.ly/3cwJiFm> for more information).

Strategic services

The strategic services planned include a certified and complete digital tower solution based on ENAIRe's Automated Air Traffic Control System (SACTA), in concert with a technology partner.

A strategic solution will also be developed to provide air traffic services (ATS) and data services (ADS), from both a business development and technological point of view, that will facilitate ENAIRe's internationalisation.

Innovation

This year, ENAIRe will launch its Innovation Management System, which will methodically consider innovative ideas as potential projects. This means ensuring the activities of CRIDA, its research, development and innovation subsidiary, are fully consistent with ENAIRe's needs, and promoting the integration of cutting-edge technological and operational solutions into the organisation.

Transformation in ENAIRe 5.0

ENAIRe 5.0 will bolster its transformation and modernisation process to improve services, habits and behaviours through innovation and digital technologies, all of which will be consolidated in its Values and Culture model.

Participatory actions will be encouraged, as will an information and active listening model, in an effort to foster a sense of belonging at ENAIRe and promote trust and teamwork while providing the utmost transparency in information.

One Team

ENAIRe will promote work-life balance and the development of telework, focus on projects, build teams and push for the professional and personal development of its employees ("One Team" project).

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It will approve its Equality and Diversity Plan, and is working toward being awarded the Equality Seal.

ENAIRe will shift its skills model toward a new leadership model for management and a talent management model within the organisation, and it will also modernise processes and adopt powerful tools that will speed up decision-making and help to improve the lives of its professionals.

ENAIRe Campus

The ENAIRe Campus will be developed as a centre of excellence to enhance the learning and development of its professionals, becoming a benchmark for quality and excellence in training, and a new space for innovation and the exchange of knowledge.

About ENAIRe

ENAIRe is the air navigation service provider in Spain.

As a company of the Ministry of Transport, Mobility and the Urban Agenda, it provides en route control services for all flights and overflights from five control centres in Madrid, Barcelona, Seville, Gran Canaria and Palma, as well as approach services to every airport in the country.

In addition, 45 control towers receive ENAIRe's communication, navigation and surveillance services, and 21 airports, including the country's busiest, rely on its aerodrome control services.

ENAIRe is the fourth most important European air navigation service provider, and, in a clear commitment to the Single Sky initiative, belongs to international partnerships such as SESAR Joint Undertaking, SESAR Deployment Manager, A6 Alliance, iTEC, CANSO and ICAO.

ENAIRe is the official provider of aeronautical information in Spain.

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