



Aeropuertos **Argentina 2000**

# SUSTAINABILITY REPORT **2016**



A person is seen from the back, pulling a blue suitcase with a world map design. The suitcase has 'UNITED STATES' and 'BRAZIL' visible on the map. The person is wearing tan pants and a dark jacket. The background is a blurred airport terminal with other people and lights.

Welcome  
Bienvenido  
Bem-vindo  
Willkommen  
Bienvenue  
Benvenuto  
欢迎



# OUR VIEW ON SUSTAINABILITY

At AA2000, our sight is set on people and the environment we live in. We focus on management based upon satisfaction of passengers, companions, and staff members in order to ensure a quality service; avant-garde infrastructure; safety; accessibility; with the aim of making a pleasant experience for everybody at our terminals.

Furthermore, we have developed programs in alliance with key actors to comprehensively respond to the demands of the communities housing our airports; promoting education, art and culture as a tool for social growth, and taking care of the environment with a strategy focused on carbon footprint and responsible management of natural resources.

In this way, from our business, we connect millions of people, taking on our part as a key actor in our country and the commitment with sustainable development.

# IMPACT INDICATORS 2016

EMPLOYEES

2,267  
DIRECT EMPLOYEES

31,050  
TRAINING HOURS

UNIONS

67.6%  
OF EMPLOYEES UNDER  
THE LABOR COLLECTIVE

SHAREHOLDERS

\$12,096,359  
\$ ARS IN DIVIDENDS

AIRLINES

57  
OPERATING AIRLINES

758  
DAILY AIRCRAFT MOVEMENT

CONTRACTORS AND PROVIDERS

98.9%  
OF COST TO LOCAL SUPPLIERS

1,573  
SUPPLIERS (91% SMBS)

PASSENGERS

31.5  
MILLION PASSENGERS

CLIENTS

\$10,329,900,801  
\$ ARS INCOME –RECORD–

INVESTMENT IN CONSTRUCTION WORKS

\$2,047,119,412  
\$ ARS IN CONSTRUCTION WORK INVESTMENT  
(+192% ANNUAL)

SOCIAL AND ENVIRONMENTAL INVESTMENT

\$40,998,474  
\$ ARS IN INVESTMENT AND EXPENSES ON  
ENVIRONMENTAL MANAGEMENT (+48% ANNUAL)

\$ 17,610,075  
\$ ARS IN PRIVATE SOCIAL  
INVESTMENT (+ 274% ANNUAL)

PUBLIC SECTOR

\$1,899,566,491  
\$ ARS IN FEES AND TAXES

1998	2010	2013	2014	2015	2016
\$613,352	\$311,272,656	\$144,022,537	\$546,732,624	\$456,216,345	\$2,009,091,581
PROFIT FOR THE YEAR (IN ARS)					



## MARTÍN EURNEKIAN

President of Aeropuertos Argentina 2000

We have finished a new fiscal year filled with projects and achievements, one more year of growth for our company. The amount of passengers and the economic incomes have reached record numbers, while we have triplicate our investment in infrastructure with the opening of three large-scale construction sites in different spots in the country.

During 2016, the increase in the number of passengers circulating the airports was of 6.4% year-on-year, reaching 31.5 million ARS. On the other hand, income was at 10,329.9 million ARS, showing a very positive evolution, both at aeronautic sector and commercial variables.

Regarding infrastructure Works, this year our investment went up 192% against 2015, when we presented before ORSNA a budget performed at 2,047 million ARS, thus complying with all the agreed requirements, expectations and needs of our interest groups. Among all the openings, expansions and upgrading, we highlight Córdoba International Airport, El Plumerillo International Airport in Mendoza, and the construction of the second major cargo terminal in Argentina, after Ezeiza, at Tucumán Airport.

With regards to the latter, it is important to point out that during 2016, cargo traffic increased by 4% year-on-year, reaching 209,195 tons. Keeping up with the promise of improving operational and safety standards in our warehouses, we renewed our equipment, particularly standing out the purchase of two high-density smart vertical storages, which fasten and facilitates control of operations.

These and other indicators published in our Sustainability Report 2016, illustrate our successful performance and the challenges we face within a context of permanent growth of air traffic, and in which focus on quality, safety and passenger experience.



### MINIBIO

He studied Information Technology Engineering at Universidad de Belgrano and boasts more than 15 years experience in management of various industries. He has led airports in Uruguay, Peru, Ecuador, Brazil, and Italy. Since 2017 he has been President of ACI LAC (Airport Council International Latin America and the Caribbean). He is also co-founder and member of the America Civil Association (Asociación Civil América) in Uruguay.

2012	2013	2014	2015	2016
\$11,568,152	\$10,280,834	\$19,063,911	\$27,572,304	\$40,998,474

INVESTMENT AND EXPENSES IN ENVIRONMENT (ARS)



## MATÍAS PATANIAN

CEO of Aeropuertos Argentina 2000

We are aware of the impact airports bring about in the ecosystems surrounding their premises. We know the environmental footprint that stems from our operation, and we also deem important to learn the consequences of our partners' operations within the airports, in order to jointly improve our performance on the subject towards sustainability.

At AA2000, environmental management plays a key role in business strategic decisions. We own a system with clear directions and guidelines running across the business, aiming at minimizing risks and triggering opportunities to have a positive impact on the environment. The system is framed within the Environmental Policy of the company, which guides our processes according to international standards.

Following this line of action, we have developed awareness and training campaigns for inner and outer audiences, for the flow of people circulating and working in our airports to become multipliers of messages of great value and impact. Additionally, we manage our disposals responsibly with a comprehensive management Plan created in 2016, and we aim at minimize energy and water use thanks to improvements in efficiency of our operations.

This year we highlight the launching of a joint project with the Airport Council International Europe (ACI-Europe) in order to measure, reduce, optimize, and mitigate carbon footprints. The project started at Ezeiza and Aeroparque (Ministro Pistarini), setting the challenge of reaching all the airports. In this way, we contribute to United Nations 2030 Sustainable Development Agenda, and in particular to goal 13 'Climate action', focusing on improving our management as well as spread the importance of this matter for our society.



### MINIBIO

He studied International Commerce at UADE University (Universidad Argentina de la Empresa). He started working for the company in 2000, as Head of Purchases and Contracts. Since 2013 he has been CEO of AA2000. He is also Vice-President of Club Atlético River Plate.



1998	2005	2010	2013	2014	2015
Argentine Business Council for Sustainable Development (CEADS)	United Nations Global Compact	Pescar Foundation	DISCAR Foundation	Luciérnaga Foundation	Amaltea Civil Organization

### STRATEGIC ALLIANCES



# JORGE LUKOWSKI

Director of Institutional Relations, Corporative Image and Advertising for Aeropuertos Argentina 2000

We at AA2000 regard airports as large gateways to the idiosyncrasy and features of each destination. In this sense, we work towards empowering local communities, strengthening their social development, and making airports play an active role in the culture of the city.



**MINIBIO**  
Graduate in International Relations from Universidad del Salvador and Master in Business Administration (MBA) with General Management Orientation at Universidad de San Andrés. More than 15 years experience in the airport industry and over 20 years in the transportation sector.

Throughout this year, we have continuing consolidating alliances with key players and bonds with our value chain, with the aim of working jointly towards a sustainable future. Emphasizing our focus on the UN Sustainable Development Goals (SDGs), we participate in an develop high social impact programs for our employees, passengers, suppliers, licensees, as well as for the public sector, local communities and society in general.

During 2016, AA2000 private social investment increased by a 274% year-on-year. These resources were allocated to actions related to education, creation of opportunities, human rights, health, and promotion of culture. Among the actions we undertook, we single out the lunching of airport orchestras with the involvement of 41 musicians in disadvantage living conditions; the construction of the building belonging to the program “Otra Historia” (Another Story) by Amaltea, an organization that works with social and labor inclusion of young people afflicted by drug consuming problems; the program to provide potable water to marginal areas already reaching 400 families; among other actions of great social value.

In this way, we work for the sustainable growth and development of our communities, creating a better quality of life for all the residents of our airports’ communities.

# INTRO

## CHAPTER 1



For Julieta, documents, music, and her anecdotes notebook are the essentials.

Julieta's suitcase will travel  
**7,392 km**  
to Mexico City and come back  
with amazing memories.



# OUR COMPANY

We live in a world where air traffic reaches records each year. Today, planes are the means of transport connecting Argentina's main cities, as well as our country to the world.

At Aeropuertos Argentina 2000 we devise the airport as the entrance door to the destination chosen by the passengers. As such, we manage our business so as to make that entrance safe, environmental and socially responsible, and transparent in the interaction of the different social actors. We also work and cooperate through alliances to empower the chosen destinations.










Since 2008 have been licensees of the 33 airports conforming the A group of the National Airport System of República Argentina.

# 31.5

MILLIONS OF PASSENGERS HAVE CIRCULATED THROUGH OUR AIRPORTS.

## MAIN ECONOMIC-FINANCIAL INDICATORS (ARS)

	2015	2016
SALES	\$5,973,618,486	\$10,329,900,801 
EBITDA	\$2,153,260,303	\$4,322,875,429 
PROFIT FOR THE YEAR	\$456,216,345	\$2,009,091,581 
OPERATIONAL PROFIT FOR THE YEAR	\$1,949,851,187	\$3,982,241,530 
TOTAL CAPITALIZATION		
NET WORTH	\$2,916,390,630	\$4,925,482,211 
NONCURRENT LOANS	\$2,506,445,133	\$2,270,971,327
CURRENT LOANS	\$715,603,095	\$844,283,144 
BASIC EARNINGS PER SHARE ATTRIBUTABLE TO THE COMPANY'S SHAREHOLDERS (ARS PER SHARE)	\$1.7189	\$7.7248 



## ECONOMIC VALUE DISTRIBUTION (ARS)

	2015	2016
SHAREHOLDERS – PAYMENT OF DIVIDENDS	\$11,859,176	\$12,096,359 <sup>(1)</sup> ↑
FINANCIAL COSTS	\$1,468,244,665	\$1,077,224,982
INVESTMENT IN THE BUSINESS	\$925,266,467	\$2,275,414,384 ↑
SUPPLIERS PAYMENT	\$2,334,948,988	\$4,150,704,044 ↑
EMPLOYEES. SALARIES AND SOCIAL WAGES	\$1,045,620,980	\$1,526,199,981 ↑
CUSTOMERS. ORDINARY ACTIVITIES INCOME	\$5,973,618,486	\$10,329,900,801 ↑
COMMUNITY. PRIVATE SOCIAL INVESTMENT	\$4,702,448	\$ 17,610,075 ↑
ENVIRONMENT. TOTAL EXPENSES	\$27,572,304	\$40,998,474 ↑
GOVERNMENT. RATES AND TAXES	\$625,705,841	\$1,899,566,491 ↑

(1). Dividends corresponding to preferred shares owned by the National State, payable in preferred shares, according to the renegotiation of the licensee contract. The Shareholders Meeting passed a cash dividend distribution of ARS 1,180 millions that will be paid in 2017.

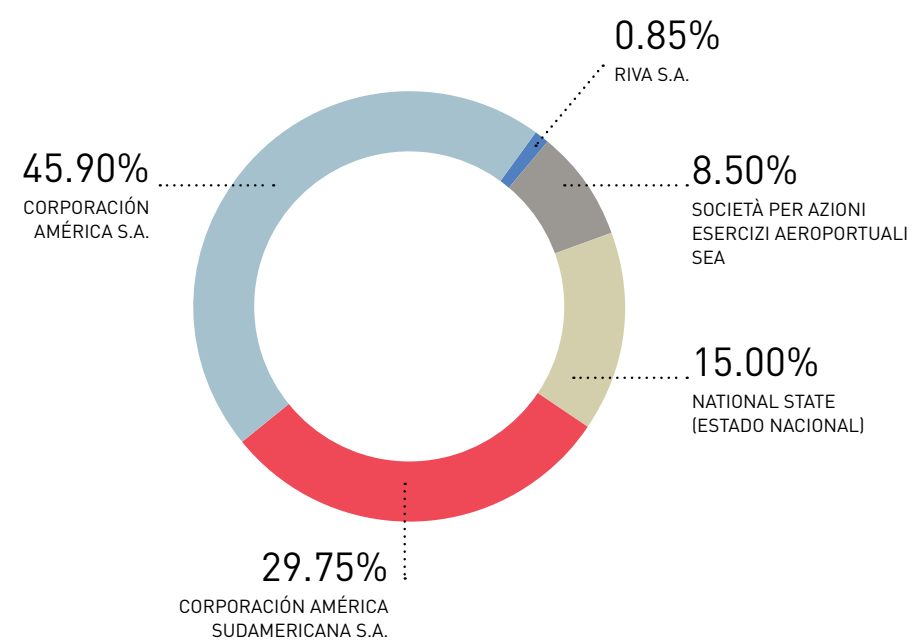


# SHARE STRUCTURE AND CONTROLLED COMPANIES

The shareholder composition of the company is distributed as follows: the Grupo Corporación (Corporation Group) owns 85% of the company's ordinary capital and votes, and the other 15% is owned by the National State, which in turn owns 100% of preference shares.

Aeropuertos Argentina 2000 S.A. is a closely held corporation under the public share offer regime for the corporate bonds issued by the corporation. It has not yet gone public.

## SHARE STRUCTURE



# ARGENTINE CARGO TERMINAL (TCA)

Through TCA we offer storage services and comprehensive logistic solutions to foreign trade agents who import and export by air, cargo operators in general and individual clients.

Within this division of AA2000, we manage bonded warehouses located at the International Airports of Ezeiza, Aeroparque, Mar del Plata, Córdoba, Mendoza, and Tucumán, storing import/export cargo while the addressees go through customs procedures before Customs Office (DGA). We also provide our clients with the possibility of an exclusive space inside the terminal to storage their merchandise, where they can access services of concentration and unification of cargo. Likewise, we undertake large-scale events, such as international car races or rock concerts.



# 17,935

CLIENTS (+18% YEAR-ON-YEAR)

# 70,000 M<sup>2</sup>

OF STORAGE CAPACITY

# 209,195 TN

ANNUAL CARGO MOVEMENT

# 24/7

ALL YEAR ROUND OPERATION

# 544

STAFF MEMBERS

# COMMUNICATION WITH OUR STAKEHOLDERS

INTEREST GROUP	MEANS OF COMMUNICATION
EMPLOYEES	Internal communication through magazines, email, signage, reports; Intranet, performance evaluation, training, and face-to-face meetings.
UNIONS	Meetings and taskforces.
SHAREHOLDERS	Information available at CNV, corporate web, market and sustainability reports, and Shareholders Meeting.
AIRLINES	Meetings through chambers, by the signing of agreements and alliances.
CONTRACTORS AND SERVICE PROVIDERS	Meetings for signing of agreements, web service for suppliers, reversal , and signing of the ethics Code.
PASSENGERS	Communication through corporate web, social media, Customer Service, telephone, Complaints and Suggestions Book, Satisfaction Surveys; information at airports and awareness campaigns.
CLIENTS	Meetings for signing of agreements, reversal letters <sup>(2)</sup> ; information at airports, corporate web, email and awareness campaigns.
COMMUNITY	Information at airports and awareness campaigns, communication through corporate web and social media, development of programs with social impact, donations and support to social actions.
MEANS OF COMMUNICATION	Interviews, information about our actions as requested or through publications, corporate web, and social media.
CHAMBERS, PUBLIC SECTOR AND PARTICIPANT ENTITIES <sup>(3)</sup>	Meetings for signing of agreements, training, face-to-face meetings, and drawing up of reports on the activities and profits of the company.

(2). Used in contract proceedings for the comprehension of both parties.

(3). Organismo Regulador del Sistema Nacional de Aeropuertos (ORSNA), Policía de Seguridad Aeroportuaria (PSA), Dirección Nacional de Migraciones (DNM), Dirección General de Aduanas (DGA), Administración Nacional de Aviación Civil (ANAC).

# NATIONAL STRATEGIC ALLIANCES<sup>(4)</sup>



We are members and hold representative positions in the various organizations and national chambers.

(4). To learn the foundations, organizations and public entities linked to the company, see chapter "Society and Government" in this Report.







## INTERNATIONAL STRATEGIC ALLIANCES



We are members and hold representative positions in the various organizations and international chambers.



## PARTICIPATION IN CONFERENCES AND FAIRS

Aiming at sharing experiences, raising awareness on sustainable management issues, and stay at the Forefront in knowledge; we organize and take active part in national and international gatherings with actors from the airport industry, aeronautics, and the business sector.

Among them:

- Planning and coordination of ACI-LAC Regional Assembly (Lima, Peru).
- Planning and coordination of ACI-LAC General Assembly (Brasilia, Brazil).
- Participation in AS-COA events (United States and Latin America).
- Participation at Week of The Americas (Semana de las Américas - New York, United States).
- Participation at Clinton Global Initiative Meeting (Nueva York, United States).
- Participation at Private Sector Forum of the Americas (Foro del Sector Privado de las Américas - Bahamas).
- Lectures and Seminars at Universities



# TEAM OF DIRECTORS

The highest government body of AA2000 is represented by the Shareholders Meeting, which appoints the Board members. The Board is formed by eight Directors, four of which are ‘independent’ in terms of the norms of the National Security Commission (Comisión Nacional de Valores). On the other hand, since the ordinary capital of the company is 85% owned by the controlling shareholder and 15% by the National State, two Directors are appointed by the National State shareholder, and therefore they also act as ‘independent’.

In turn, the Steering Committee has Area Directors, selected by the President and the CEO. These directors supervise daily operations of the company to ensure the implementation of general strategic goals and report the performance to the President and the CEO.

# BOARD OF DIRECTORS

POSITION	NAME AND LAST NAME	AGE RANGE	TYPE	SENIORITY (DATE OF APPOINTMENT)
PRESIDENT	RAFAEL ANTONIO BIELSA	+ 50	EXECUTIVE	03/22/2013
VICE-PRESIDENT	MARTIN EURNEKIAN	30-50	EXECUTIVE	03/22/2013
DIRECTOR	MÁXIMO LUIS BOMCHIL	+ 50	NON-INDEPENDENT <sup>(5)</sup>	04/24/2009
DIRECTOR	ORLANDO J. FERRERES	+ 50	INDEPENDENT	04/25/2016
DIRECTOR	GONZÁLEZ GALÉ JORGE	+ 50	INDEPENDENT	04/25/2016
DIRECTOR	RAÚL FRANCOS	+ 50	EXECUTIVE	03/22/2013
DIRECTOR	LUIS RAMÓN FREIXAS PINTO	+ 50	INDEPENDENT	04/25/2016
DIRECTOR	EDUARDO PABLO BRAUN	+ 50	INDEPENDENT	04/25/2016
ACTING DIRECTOR	GUSTAVO PABLO LUPETTI	30-50	EXECUTIVE	05/29/2008

The Inspection Commission (Comisión Fiscalizadora) comprises by Syndic holders: Patricio Alberto Martin, Tomás Miguel Araya y Orlando Francisco Pelaya. Syndic deputies: Francisco Martín Gutiérrez, Alejandro Esteban Messineo y Marcelo Eduardo Couvin.

(5). The Director provides professional services to the company.

# BOARD OF DIRECTORS<sup>(6)</sup>

DIRECTORS	NAME AND LAST NAME	AGE RANGE	SENIORITY IN THE POSITION
PRESIDENT	RAFAEL BIELSA	+ 50	3
CEO	MATÍAS PATANIAN	30-50	8
CFO (FINANCE AND ADMINISTRATION)	RAÚL GUILLERMO FRANCOS	+ 50	14
LEGAL AFFAIRS	GUSTAVO PABLO LUPETTI	+ 50	19
CUSTOMER SERVICE	LORENA FURLAN	30-50	1
COMMERCIAL	MARTÍN ESTEBAN LEAL	30-50	6
PRESS AND COMMUNICATION FOR THE PRESIDENT	RAFAEL BIELSA	+ 50	3
PURCHASES AND CONTRACTS	GUILLERMO E. PEDACE	30-50	7
INFRASTRUCTURE	MARCELO JORGE MINOLITI	+ 50	18
OPERATIONS AND MAINTENANCE	MARIANO ANDRÉS MOBILIA	30-50	1
INSTITUTIONAL RELATIONS	JORGE ALBERTO LUKOWSKI	30-50	16
HUMAN RESOURCES	CAMILO ALUJAS	+ 50	3
SYSTEMS	JAVIER ESTANISLAO ALEMAN	30-50	4
SECURITY	CARLOS TOUCEDA	+ 50	19
CARGO TERMINAL	JOSÉ LUIS CAROPRESE	+ 50	3

(6). All members of the Directors Committee are Argentine. Data as of December 31<sup>st</sup> 2016.



## MEETINGS

The Board meets monthly with the CEO and the CFO in order to tackle Budget revision and receive reports on the company's operations from each Area Director, including the sustainability management analysis. The Board analyzes and approves the financial statements of the company quarterly.

## DIRECTORY EVALUATION

The Shareholder Assembly annually evaluates the degree of compliance to the goals set by the Directory, from the Report included in the Financial Statement. In turn, Area Directors are evaluated by the Directory, the President, and the CEO, through monthly presentations of the reports and achievements of their performance. Besides, the company periodically produces information before the controlling entities (Órgano Regulador del Sistema Nacional de Aeropuertos - ORSNA, Comisión Nacional de Valores, Bolsa de Comercio de Buenos Aires and Mercado Abierto Electrónico).

## MANAGEMENT EVALUATION

The Steering Committee evaluates the performance of the company based upon the reports and documents produced by the different managements on action, results, and strategic goal compliance processes.

## APPOINTING AND REMUNERATION

The policy on selection and remuneration of the Area Directors is passed by the General Management of the Company. In turn, the CEO is appointed by

the Shareholder Assembly, who also takes part in appointing the members of the Board and the Audit Commission. The attribution of responsibility policy to Area Directors is outlined by AA2000 general management, and is followed up jointly by the CEO and the Human Resources Director.

## TRAINING AND ABILITIES

Directors are experienced professionals, trained to perform their jobs. They take part in sector gatherings, international forums, and meetings with peers and business chambers. They also hold positions at international bodies linked to the industry, such as ACI (Airport Council International), where the Directors Committee continuously sits to courses, seminars, and conferences. Furthermore, in 2016 we continued with the agreement of the MITRE Corporation, which includes training for Directors. For the training of AA2000 Directors Committee and staff members, we created the International Institute for Aeronautical Training (Instituto de Capacitación Aeronáutica Internacional - ICAI) an international institute for aeronautical training. The Board and Area Directors are part of the executive commission of the institute.

## COMMUNICATION WITH WITH STAKEHOLDERS

The Area Directors keep a direct contact with the various key actors of the company through different communication channels and dialogue. The draw up reports that are produced before the Board on generated impacts, expeditious and the reach of the actions of the stakeholders within the management.



# THE STEERING COMMITTEE

TOOK PART IN THE FOLLOWING SEMINARS, COURSES, CONGRESSES, AND NATIONAL AND INTERNATIONAL PROGRAMS:

## MARCH

- Course on Paritarias 2016, organized by Mitrani, Caballero, Ojam and Ruiz Moreno. <sup>[7]</sup>

## APRIL

- VII Gathering "Arquitectura y movilidad sustentable" – organized by Hunter Douglas and Sociedad central de Arquitectos. <sup>[8]</sup>

## MAY

- VI Conference "Gestión de Salud Ocupacional 2016" organized by FORUM. <sup>[9]</sup>
- Round Table on "Innovación en la ingeniería sustentable" - Consejo Profesional de Ingeniería Civil (CPIC). <sup>[8]</sup>

## JUNE

- 14º Forum for "Liderazgo en Infraestructura" organized by CG/LA Infrastructure, Inc and programa de Finanzas Corporativas (Coporate Finance program). <sup>[8]</sup>
- Congreso Argentino de Mantenimiento y gestión de activos, organized by UTN. <sup>[10]</sup>
- Curso Entendimiento del Anexo 14, organized by ACI World, in Panama. <sup>[10]</sup>

[7]. Participation of Human Resources Management.

[8]. Participation of Infrastructure Management.

[9]. Participation of Medical Department.



## JULY

- Management Program for Lawyers - Yale School of Management, Nueva York. <sup>[11]</sup>

## JULY OCTOBER

- Diploma course in Airport Management (Gestión Aeroportuaria), organized by ACI-LAC. <sup>[8]</sup>
- Diploma course in Airport Management (Gestión Aeroportuaria), organized by IT Aérea through ACI. <sup>[10]</sup>

[10]. Participation of Operations and Maintenance Management.

## SEPTEMBER

- Annual Meeting on Labor Relations and Collective Bargaining (Encuentro Anual de Relaciones Laborales y Negociación Colectiva) organized by Criterio Capacitación Corporativa. <sup>[7]</sup>

## OCTOBER

- HR Committee of AmCham (US Chamber of Commerce). <sup>[7]</sup>

[11]. Participation of Legal Affairs Management.

## NOVEMBER

- Course on Leadership of Unionized Teams (Liderazgo de Equipos Sindicalizados) organized by IDEA. <sup>[7, 10]</sup>
- HR Committee of ACILAC in Brasilia. <sup>[7]</sup>

## YEAR ROUND

- Program Coaching for Leadership (Coaching para el Liderazgo). <sup>[12]</sup>

[12]. Participation of IT Management.

# TRANSPARENCY IN OUR ADMINISTRATION

At AA2000 we have at hand different tools and channels for dialogue, which allow us to ensure the transparency, clarity and reliability of our processes.

**Policies and Procedures Manual relating to Ethics and Conflicts:** it sets guidelines and procedures to avoid possible situations that pose or may pose a conflict, real or apparent, between personal interests and those of the company. Directors, managers, and chiefs are responsible for the implementation and compliance of the Manual within their specific areas. This includes distribution and continuous communication through different channels and updating of the affidavit on their expertise.

**Code of Conduct:** it guides staff members in handling and solving different kind of conflicts that may arise with regards to clients, suppliers, the State, and other third parties. 100% of people working at AA2000 sign to and know the contents of the Code.

**Report filing process before the ORSNA:** through a website and a free phone line, the regulating body receives and manages the reports.

**Report filing process:** we have a dedicated space in our corporate website [www.aa2000.com.ar](http://www.aa2000.com.ar) and an email address ([denunciase.de.etica@aa2000.com.ar](mailto:denunciase.de.etica@aa2000.com.ar)) for all the employees to be able to inform anonymously of any breach in the Code of Ethics and Conduct. All reports are considered and assessed with top confidentiality levels by the Human Resources Director, the CEO, and the Audit Committee or the Board, depending on the case.

**Confidentiality in data handling:** we have policies and procedures to institute the banning of spreading information relating to any aspect of AA2000 commercial activity or using it for personal gain, except when it is required by the position. Furthermore, all employees must comply with confidentiality norms in the use of information from third parties.



In 2005 we joined the UN Global Compact, and have demonstrated every year our commitment to principle 10 relating to fight corruption.





# RISK MANAGEMENT

The major risks associated to our activity are of commercial, labor, and operational nature. Although we do not have comprehensive risk management policies, we do rely on procedures of risk management for different areas, based upon the conceptual frame of the Committee of Sponsoring Organizations of the Treadway Commission (COSO). In 2016 we started defining a responsible to coordinate the area and drew up a risk map cutting across the company. In this context, the Operational Risks Manager pitched the Audit Committee on the risk matrix, presentation of cases, managed risks, and a control and measuring system.

Commercial and labor risks are covered by warrants provided by the contracting clients and insurances taken. There are also procedures set in ISO 9001 norms to ensure the fulfillment of work and social security obligations of contractors. In addition, the ORSNA annually reviews financial projections in relation to aeronautical and commercial incomes, operational costs and investment obligations, among other items, and can make adjustments to specific allocations of incomes and/or rates on aeronautical services and/or investment obligations of the company, in order to preserve the economic-financial balance of the License Contract.

As regards to operational risks linked to the safety of people and assets, the Director of Corporate Security is dedicated exclusively to this matters and answers to operational safety guidelines of the ICAO (International Civil Aviation Organization) and the ANAC (National Administration of Civil Aviation). In a joint effort with the Airport Security Police (PSA), we have developed actions to contribute minimizing risks, optimize resources, train key actors, correct weaknesses, and strengthen security levels under a management tied to top-level quality standards. Additionally, we carry out an ongoing follow-up on efficiency in airport services, keeping a daily contact with the actors involved in this arena.

On environmental and social matters, we systematized indicators that allow us to measure the impact of our management and actions, and we submit as reports to the company's Board. Thus, through results we weigh the business' opportunities and risks from a sustainable point of view.





• Josefina and Mario are waiting to board their flight to Frankfurt. They will visit 7 cities.

The will cover a total of  
**12,198 miles**

# SUS TAIN ABLE

CHAPTER 2



Ezeiza  
International  
Airport  
9.30 AM  
Buenos Aires,  
Argentina



# SUSTAINABLE AIRPORTS PROGRAM



A sustainable airport must develop operations with a view to the social and environmental impact generated by its business. Thus, at AA2000 we work towards playing our social role, bearing responsibility for the particular and collective needs of the public to which we relate, focusing on the 2030 World Agenda for Sustainable Growth.

At AA2000 we have a comprehensive sustainability Program in place, targeted at each airport participating, supporting and fostering social and environmental value actions, jointly with local organizations, public entities and interest groups, with the sight on local features and demands. In this way, we look to produce a multiplying effect with great impact initiatives on sustainable development to empower the chosen destinations.

## MILESTONES IN OUR SUSTAINABILITY MANAGEMENT

2005	2011	2013	2014	2016
Joining to the local Network of UN Global Compact	Drafting of the first Sustainability Report	Creation of the RSE area, within the Institutional Relations Direction	First dialogue with external interest groups to outline the issues relevant to AA2000 sustainable management.	Analysis of AA2000 contribution to Sustainable Development Goals

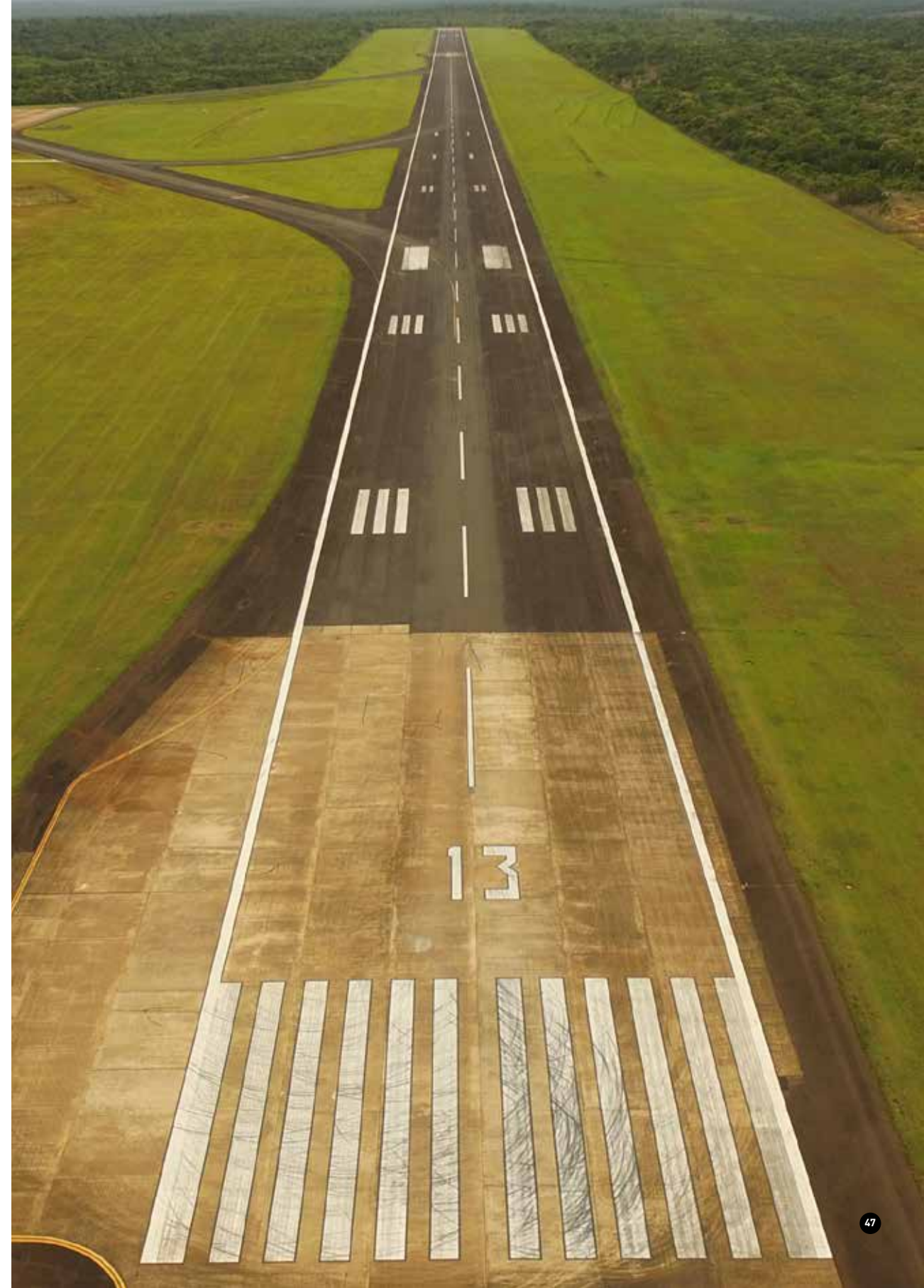


# OUR CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

In September 2015, the 193 member States of UNO passed the new 2030 Agenda for Sustainable Development (SDGs). From this worldwide milestone forward, countries pledged to achieve economic, social, and environmental goals. At AA2000 we decided to respond the UN call to companies and support the nations in these challenges that include issues related to the fight against poverty and inequality, human rights, job creation, and sustainable economies, among others.

Within this framework, and with the backing of the Direction Committee, in 2016 we selected the GSDs and targets that from our management we can create, thanks to our significant contribution to the sector in which we operate, the actions we implement and the public to which we relate. Likewise, we elaborated a mapping of our programs and actions to diagnose our management in connection to SDGs and identified targets, which we present throughout this Report.

## MEANINGFUL SUSTAINABLE DEVELOPMENT GOALS FOR AA2000





# DEFINITION OF KEY ITEMS TO OUR SUSTAINABLE MANAGEMENT

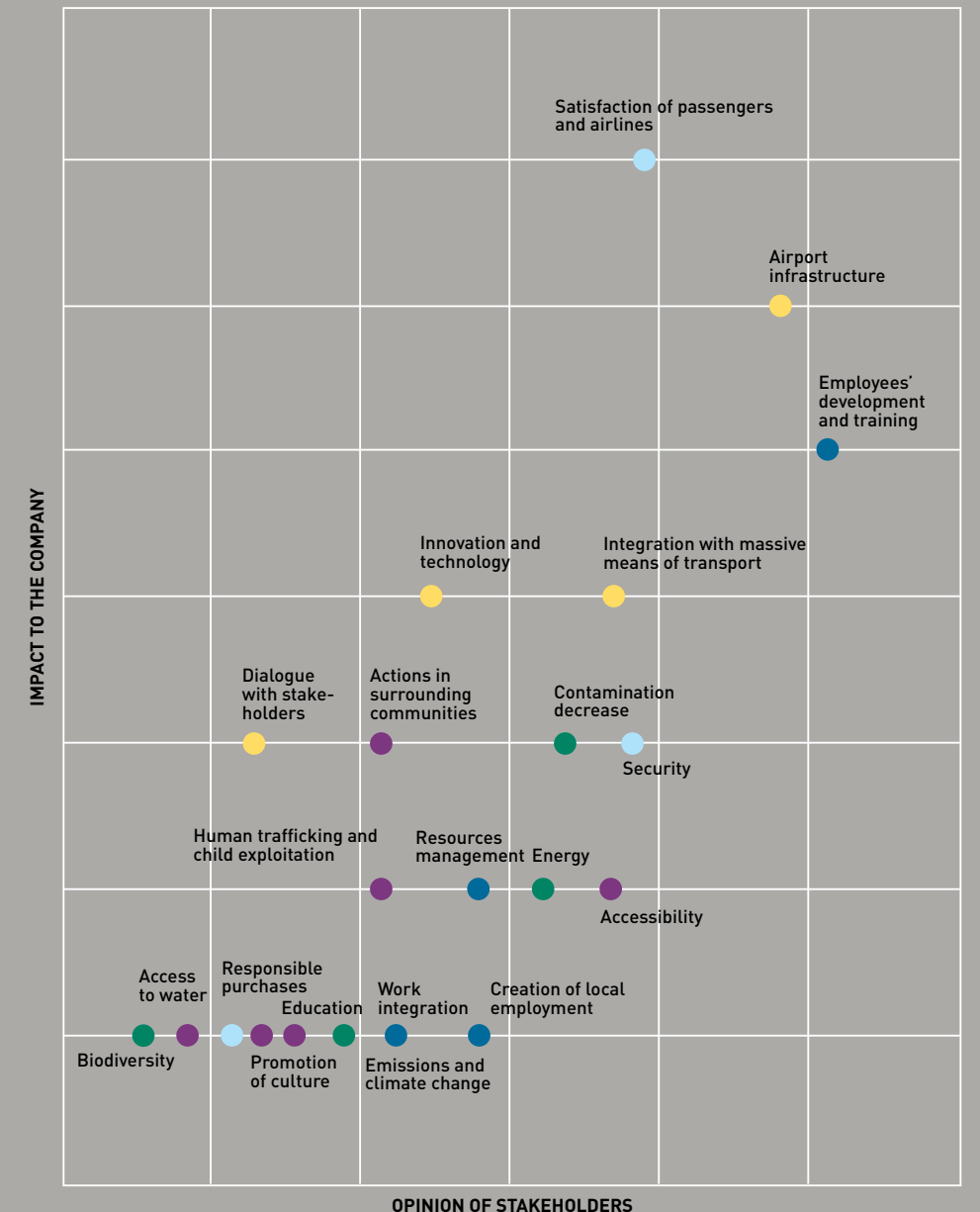
With the aim of outlining the items meaningful to our management and those upon which we can largely contribute to sustainable development, since 2014 we have been conducting the Materiality Analysis involving active participation of the Direction Committee of the company and our interest groups. This exercise follows GRI G4 Guidelines (Global Reporting Initiative) and AA1000ES <sup>(14)</sup> standard of AccountAbility.

Focusing on our contribution to the UN Sustainable Development Goals <sup>(15)</sup>, this year we review the list of issues to be analyze, and added seven new items and redefined four, in order to align to the new 2030 World Agenda.

Thus, based upon the 22 defined issues we consulted with 7 AA2000 directors and 197 external interest groups (68 employees, 13 administration officials, 19 social and academic organizations and institutions, 5 airlines, 4 communication media, 7 State bodies, 44 passengers, 9 licensees and 27 suppliers and 1 others).

As a result, we outlined a new Materiality Matrix that frames our sustainable management and the contents of this 2016 Sustainability Report. In addition, from this Matrix we have selected the aspects of the GRI G4 Content Table that will be displayed at the end of the document.

## MATERIALITY MATRIX



● Business Strategy and Management

● Community

● Employees

● Value Chain

● Environment

(13). [www.globalreporting.org](http://www.globalreporting.org)

(14). <http://accountability.org/aa1000ses>

(15). For further information see page 46 of this Report.

MATERIAL ASPECTS	ISSUES GRI RELATED <sup>(16)</sup>	GDS	INTERNAL OR EXTERNAL IMPACT
Employees' development and training	LA Occupational Health and Safety LA Training and Education	4.3, 4.4, 4.7, 4.b, 8.5, 8.8, 13.3	Internal
Accessibility, mobility, and transit for all individuals, with no obstacle.	A0 Provision of Services or Facilities for Persons with Special Needs.	9.1, 11.2	External
Development of air infrastructure	EC Indirect Economic Impact SO Anti-corruption SO Public Policy	9.1	Internal and external
Integration with other massive transportation means	EC Indirect Economic Impact A0 Inter-modality	9.1, 11.2, 17.17	External
Dialogue and communication with stakeholders	SO Grievance Mechanisms for Impacts on Society HR Human Rights Grievance Mechanisms LA Labor Practices Grievance Mechanisms EN Environmental grievance mechanisms	3.3, 13.3, 17.17	Internal and external
Management of social impacts on surrounding communities	SO Local communities	3.5, 4.3, 4.4, 4.7, 4.b, 6.1, 6.3, 6.4, 6.6, 6.b, 11.4, 13.3, 13.b, 17.17	External
Energy efficient management	EN Energy	7.3, 7.b, 12.2	Internal and external
Emission reduction and fight against climate change	EN Emissions EN General	7.3, 7.b, 11.6, 12.2, 13.2, 13.3	Internal and external
Responsible resource management	EN Materials EN Water EN Energy	6.3, 6.4, 7.3, 12.2, 12.5	Internal and external
Responsible water consumption	EN Water	6.3, 6.4, 12.2	Internal and external
Decrease of contamination in all its forms: Waste, noise, aerial, and visual.	EN Effluents and waste A0 Noises	6.3, 11.6, 12.2, 12.4, 12.5	Internal and external
Biodiversity Management	EN Biodiversity	6.6, 11.4	External

(16). Specification of the acronyms used: EC- Economy, EN- Environment, SO – Society, LA- Labor practices and decent work PR- Product responsibility, HR- Human Rights, A0- Airport operators.

MATERIAL ASPECTS	ISSUES GRI RELATED <sup>(16)</sup>	GDS	INTERNAL OR EXTERNAL IMPACT
Satisfaction of passengers and airlines	PR Product and service labeling HR Non-discrimination	16.10, 17.17	External
Physical and operational safety	PR Customer health and safety PR Regulatory compliance A0 Business Continuity and Emergency Preparedness A0 Service quality	8.8	Internal and external
Innovation and technology for the advancement of the business	EC Indirect Economic Impacts	8.2, 8.3	Internal and external
Responsible purchases	EC Procurement Practices HR Supplier Human Rights Assessment LA Suppliers assessment for Labor Practices EN Supplier Environmental Assessment SO Supplier Assessment for Impacts on Society	8.3, 12.7, 12.b	Internal and external
Local job creation	LA Employment LA Occupational Health and Safety LA Equal Remuneration for Women and Men LA Diversity and Equal Opportunity HR Freedom of Association and Collective Bargaining	8.3, 8.5, 8.6, 8.8, 8.9, 12.b	Internal and external
Promotion of access to water in areas of our country	SO Local Communities	3.8, 6.1, 12.b, 17.17	External
Promotion of local culture and cultural development of communities	SO Local Communities	4.7, 4.b, 11.4, 17.17	External
Labor integration	LA Employment LA Equal Remuneration for Women and Men LA Diversity and Equal Opportunity	5.5, 8.5, 8.8	Internal and external
Education programs	SO Local Communities	4.3, 4.4, 4.7, 4.b, 17.17	External
Awareness on human trafficking and child sexual exploitation	HR Assessment HR Investment HR Child Labor HR Forced or Compulsory Labor	5.2, 8.7, 16.2	Internal and external

Andrea works in Operations at  
Cordoba International Airport

# INTERNAL PUBLIC

CHAPTER 3



# RESPONSIBLE MANAGEMENT OF HUMAN RESOURCES

Our workforce boosts profile diversity, from engineers and technicians to architects, tourism and hotel management BAs, and system developers. For all of them, we work on processes and practices centered on the following values: Commitment, Loyalty, Efficiency, Ethics, Honesty, Drive and Change adaptation; and they aim at professional development, fluent communication and building of a sage and healthy atmosphere framed by freedom and respect.

## EMPLOYEES

### 2015 TOTAL

2,212

1,752 460

### 2016 TOTAL

2,267

1,787 480

## WAGES AND SOCIAL SECURITY (ARS)

### 2015

\$1,045,620,980

### 2016

\$1,526,199,981

## PER REGION

CABA AND GBA	2015	2016	INTERIOR OF THE COUNTRY	2015	2016
	1,738	1,743		474	524
	1,361	1,378		391	409
	377	365		83	115

## PER CATEGORY

			2016 TOTAL
DIRECTOR	16	1	17 <sup>(17)</sup>
MANAGER	68	11	79
CHIEF	236	32	268
PROFESSIONAL	63	20	83
SUPERVISOR	138	13	151
ASSISTANT	1,266	403	1,669

## PER AGE RANGE:

			TOTAL 2016
UNDER 30 YEARS OLD - CABA AND GBA	234	116	350
UNDER 30 YEARS OLD - INTERIOR OF THE COUNTRY	51	43	94
BETWEEN 30 AND 50 - CABA AND GBA	826	216	1,042
BETWEEN 30 AND 50 - INTERIOR OF THE COUNTRY	280	67	347
OVER 50 YEARS OLD - CABA AND GBA	318	33	351
OVER 50 YEARS OLD - INTERIOR OF THE COUNTRY	78	5	83

## PER CONTRACT TYPE

			TOTAL 2016
PERMANENT			2,240
TEMPORARY <sup>(18)</sup>	24	3	27

## BREAKDOWN BY AGE AND POSITION 2016

	OVER 50 YEARS OLD	BETWEEN 30 AND 50	UNDER 30 YEARS OLD
DIRECTOR	10	7	0
MANAGER	46	33	0
CHIEF	95	165	8
PROFESSIONAL	11	64	8
SUPERVISOR	35	108	8
ASSISTANT	237	1,012	420

## EMPLOYEES WITH DISABILITIES. 2 MEN

(17). This value reaches all the staff members under the Director's position, independently from the members of the Direction Committee.  
 (18). Temporary employees are mainly subcontractors, contractors, self-employed workers, independent workers, or external employees.

# PROMOTING INTERNAL TALENT

At AA2000, we favor professional development of our team, offering the means, programs, and tools needed to promote their abilities and competence; taking into account the specific needs of each sector and the general goals of the company.

## Instituto de Capacitación Aeronáutica (Aeronautic Training Institute)

Created in 2003, the institute boosts internal instructors and expert guesses who teach on-site technical courses, based on the training plans that each Direction outlines together with Human Resources, according to the company's goals and priorities. The courses taught in 2016 are the following: Leadership for unionized teams and middle management, Communication tools, Handling of conflictive situations, First Aids and Technical training for the airport's operational sectors.

**Cross Training Program** for the Direction of Operations and Maintenance of Posadas, Salta, Córdoba, and Bariloche Airports. We taught 1,318 training hours with 68 staff members.

**Leadership Program for middle management** of the Direction of Operations and Maintenance, in which 68 staff members participated, among chiefs, supervisors and sector responsible workers, amounting 1,644 hours of training.

**Coaching group workshops for leadership**, of 124 training hours for 14 staff members from IT Direction.

## Training for managers and directors

Managers and Directors took part in seminars, courses, conventions, MBAs, Postgraduate studies, and national and international programs. .

**Training for TCA's Quality and Environment Management** on educational tasks related to: Nonconformity and Corrective Action Management, Technics for Goal and Objective Planning, Problem Resolution Technics, and Internal Audit Technics.

(19). To learn in detail about the courses and seminars taken by the directions, see page 35, 36 y 37.



We also organized value talks for our staff members: **Leadership and team work in times of risk**, sharing the experience of a Malvina's veteran. **Tobacco use, healthy lifestyle, First Aids and CPR**, with the expert guests.

**The e-learning platform** grew by 33% in amount of participants, figure that adds up to the 67% growth from the previous year. During 2016 we added the new course Safe Driving at the Movement Area. The supply of courses offered to our employees at our Training Platform include Avian Control and Fauna, Airport Operational Security Management, Accident and Incident Prevention, SAP Aeronautic Billing, among others. In turn, our employees also took part in e-learning trainings developed by external suppliers, such as English Lessons for Customer Service and VIP Lounge personnel, Airport Management certification program, Emotional Intelligence, Economic tools for Decision Making, and Work Health and Safety.

**Courses on Human Rights** within the scope of the program "Se trata de vos: Herramientas para la detección temprana de situaciones de Trata de personas para la Comunidad Aeroportuaria" (It is about you: Tools for early detection of Human trafficking for the Airport Community). During 2016, in Alliance with the Nation Ministry of Security and other entities, 43 AA2000 staff members were trained, from Tucumán, Córdoba, Iguazú, and Ezeiza Airports, adding up 265 hours of training.

**New IT courses**, focusing on the most commonly used collaborative tools, such as Outlook, Link, WebEx, and telephony. The lessons took place at the new training classroom of IT Direction, equipped with cutting-edge technology implemented at a corporate level, and were coordinated by internal instructors of that same direction. These tools make training easier at airports located in the interior of the country, avoiding employee transportation and widening the reach of the courses. During 2016, 70 staff members participated in the courses, amounting to a total of 96 hours.



Total of 31,050 training hours



265 training hours on Human Rights

## STAFF GROWTH

1998	1999	2005	2010	2016
325	634	1,221	2,066	<b>2,267</b>

### ON-SITE TRAINING

	2015	2016
COURSES	406	<b>393</b>
PARTICIPANTS	1,288	<b>1,132</b>
TRAINING HOURS	32,379	<b>28,081</b>

### E-LEARNING PLATFORMT

	2015	2016
PARTICIPANTS	164	<b>218</b>
TRAINING HOURS	408	<b>2,969</b>

### TOTALS

	2015	2016
COURSES	570	<b>611</b>
TRAINING HOURS	32,787	<b>31,050</b>

### TRAINING HOURS 2016

	ON-SITE	E-LEARNING PLATFORM
<b>PER GENDER</b>		
MEN	20,622	2,225
WOMEN	7,459	744
<b>PER CATEGORY</b>		
DIRECTOR	77	
MANAGER	8,867	359
CHIEF	4,550	278
ATTENDANT	7,237	1,142
AIRPORT ADMINISTRATOR	332	250
ANALYST	2,460	152
PROFESSIONAL	746	8
SUPERVISOR	2,408	119
ASSISTANT	797	3
OTHER	8,588	658

## PERFORMANCE EVALUATION SYSTEM

Through our Performance Evaluation System, staff members have a tool that enables the designing of their development within AA2000 and also learn about their contribution to the company's development. The EDD is annual and assesses the competences and performance on the job, goals for the following year and action plan for an individual, their sector, and the company as a whole.

% OF STAFF MEMBERS EVALUATED <sup>(20)</sup>	2015	2016
% OF STAFF MEMBERS EVALUATED	85%	<b>85%</b>
<b>PER GENDER</b>		
MEN	82%	<b>80%</b>
WOMEN	18%	<b>20%</b>
<b>PER PROFESSIONAL CATEGORY</b>		
DIRECTOR	-	-
MANAGER	1.31%	<b>1.16%</b>
CHIEF	8.27%	<b>8.75%</b>
PROFESSIONAL	1.91%	<b>1.21%</b>
SUPERVISOR	6.41%	<b>8.70%</b>
ASSISTANT	5.04%	<b>2.74%</b>
OTHER POSITIONS	77.06%	<b>77.44%</b>

(20). The calculation is based upon the base of employees qualified to be evaluated (6 or more months of seniority) as of 06/24/2015.



# STAFF SELECTION PROCESS



## STAGE 1

> Request of the area for a replacement, internal promotion/re-categorization, or generation of a new job position.

## STAGE 2

> We analyze whether the search is internal or external.

### STAGE 2.1

> If it is an internal search, we advertise the search on our intranet and on the bulletin boards.

### STAGE 2.2

> If it is external, we advertise the search on the Internet, newspapers, universities, personnel portals, and other media.

## STAGE 3

> We analyze the CVs and conduct individual or group interviews.

## STAGE 4

> Candidates are introduced to their prospective direct superiors, managers, and directors.

## STAGE 5

> The candidate undergoes a graphological and/or psychotechnical test, pre-employment test, work background check, environmental evaluation, recurrence, and technical evaluation, among others.

## STAGE 6

> The requesting Direction selects the chosen candidate.

## STAGE 7

> We make the job offer to the candidate and the procedures for their incorporation to the company are set.



## RECRUITMENT



During 2016 we conducted **461** searches, from which **154** were new incorporations and the rest transfers or promotions. Most job position requests were destined to the operational areas of the airport, such as Operations, Customer Service and VIP Lounges and Parking. These figures illustrate our interest in filling positions with staff members of the company, in order for our personnel can grow and develop.



We currently have more than **45,000** CVs, coming from the different channels we use to receive applicants: our own platform from the corporate Internet website, Bumeran, Computrabajo, Linkedin, Universities and job fairs, among others.



Every year we receive students from Mekharista School who participate in a two-week non-paid internship program. In 2016 **12** students had the opportunity to experience work in different areas of the company, such as Administration, Accounting, Customer Service, Infrastructure, Maintenance, Operations, Human Resources and Medical Service.



## BENEFIT PROGRAM AND MOTIVATIONAL ACTIVITIES

Looking to improve the wellbeing of our staff and taking into account the different stages in the life of each person, we carry out practices to help reach a work-life balance.

Among the benefits offered, this year we highlight the following as such examples:

- Presents for special occasions: Children's Day, Secretary's Day, Spring Day, Easter, Christmas for the employees' children, weddings, births.
- Celebration of Family Party, Mother's Day, special event for which we invite the families of each employee to visit the company.
- Snack and soda machines and delivery of packed lunches for the personnel at Ezeiza International Airport and Jorge Newbery Airport.
- Flexible working hours for corporate personnel (they can choose at what time they start their working day).
- English Lessons for staff members who interact with passengers and corporate personnel, and on-line lessons for the personnel of the interior of the country.
- A card for staff members to buy school supplies for their children at stationary stores.
- Raffles of tickets for various events.
- Benefits for Daycare for children from 45 days to 4 years old, for all the company's personnel.
- Cell phone.
- Life insurances.
- Discounts in restaurants, beauty, health, sports, vehicles, home, clothes, tourism, supermarket, and a 20% discount at the Free Shop and Shop Gallery, with additional discounts for monthly promotions
- Agreement with Banco Ciudad to have access to personal loans with wages retentions a preferred rates and competitive against the market.



- Transportation Services to and from the workplace.
- Doctor's office 24/7.
- Agreements with the following universities: Siglo 21, UADE, UCES, Museo Social, and San Andrés. Our staff members can take undergraduate and postgraduate courses.

## TELEWORK (TELETRABAJO)

Listening to our staff members at the 'Breakfast with the Presidency' gatherings, we put into action the telework format, in which our employees perform their work tasks from a remote place. To that end, we worked together with IT and Human Resources Directions to provide the people involved the right technological tools of support, information, and communication. In this first stage 8 staff members from Administrative and Financial and System Direction participated of the pilot-test with very positive results: productivity, motivation, and commitment to the task increase. For 2017 we will assess the expansion of the pilot-test to other areas.

## SCHOLARSHIP PROGRAM

In 2016 we granted 22 new scholarships, adding to the 11 ongoing from the previous year.





# INTERNAL COMMUNICATION

We have various internal communication channels to boost integration among our staff members and to enable everybody to be updated on the business and the company's news.

**'Getting to know each other: Breakfast with the Presidency'** (Conociéndonos: Desayunos con Presidencia)', a program that opens a direct communication channel between the leaders and the employees. At each Breakfast eight staff members from different parts of the country shared a gathering with the Presidency and Executive Directors to exchange work experiences and proposals for improvement. In 2016 we organized four Breakfasts in Buenos Aires involving 32 staff members from different airports. Among the issues addressed we highlight the following: garments and uniforms, teleworking system, fleet vehicles management, revision of the payment circuits, communication with the personnel, among others. These issues are later translated into concrete policies and actions implemented in the company or are recorded to come back with an answer.

**Conexiones Magazine**, a publication made by and for the staff members, with sections such as conociéndonos (getting to know each other), in which we reflect the day-by-day of our people in the different airports in the country. Other sections include training, promotions, anecdotes, Ping-Pong, column, recipes, and shop window, among others. During 2016 we launched three issues with an editorial written by the President, the CEO, the Director and the Manager of Human Resources, conveying the context of the company.

05/18/2016	06/29/2016	08/10/2016	09/28/2016
<b>Breakfast 1</b> Airport staff from: CÓRDOBA MAR DEL PLATA SAN RAFAEL SAN FERNANDO	<b>Breakfast 2</b> Airport staff from: CATAMARCA PARANÁ RESISTENCIA SAN JUAN	<b>Breakfast 3</b> Airport staff from: ESQUEL RECONQUISTA SGO. DEL ESTERO SGO-RHD	<b>Breakfast 4</b> Airport staff from: RÍO CUARTO VILLA MERCEDES SANTA ROSA SALTA

**Intranet and email** for all personnel. By this means they can Exchange ideas and opinions on the business management and on the actions affecting employees.

**Avant-guard telephony system** that fastens communication between corporate offices, TCA, and the main airports of the country. This platform includes services such as voicemail, call center, video-calls, videoconference and a unified director that allows the search for an extension number for any employee in the country.

**Audiovisual Media** at TCA head building with information relevant to the staff members.

**Cockpit Program**, an information tool to report management indicators to the company's Direction on relevant variables, in terms of human resources. This enables the improvement and homogenization of communication of the high level management on the business' development.

# COMPENSATIONS

We work annually with market surveys from external consulting agencies, from which wages of non-union workers. Likewise, we individually analyze remunerations for professional, Manager or Directive categories. In turn, the salaries of personnel under collective agreement are stipulated by categories and updated by the annual collective bargaining.

# RELATION WITH UNIONS

In December 2015 and before the Ministry of Labor we signed the first AA2000 collective agreement, regulating work relations of the personnel under agreement. One of the corner stones was the definition of sectors where workers can grow and develop within the organization, providing various possibilities of promotion, aiming at selecting the best, creating continuous growth expectations. Therefore, during 2016, negotiating processes were sectorial.

As we do every year, we continue to respect union freedom, maintaining a close and ongoing dialogue with trade unions (UPCN and APA) and their delegates. The participants of the discussions were the joint Manager and specialized personnel from Human Resources, who exchanged information on staff, categories, training fund and union contributions, and studied programs to favor workers, for example in their retirement pension.

Also the unions have their union location provided by the company, and affiliates can visit those spaces to interact with their delegates.

With regards to Health Insurances, it should be pointed out that contributions to Health Insurance providers are received directly by the unions medical insurance provider by means of payment of the employers contributions. These represent 8% of the monthly remuneration of each worker.

For non-union workers, we offer health plans of nationally renowned Health Insurance providers with a given coverage and medical plan.

During 2016 there were no interruptions in the service due to union conflicts.

## LABOR COLLECTIVE AGREEMENT

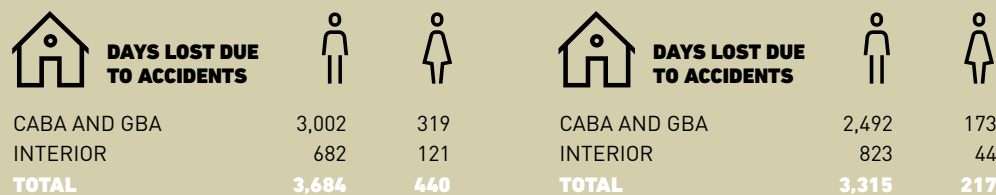
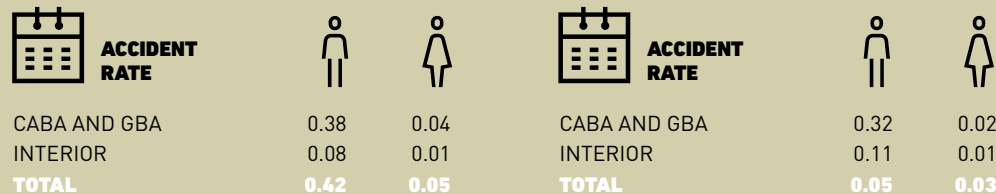
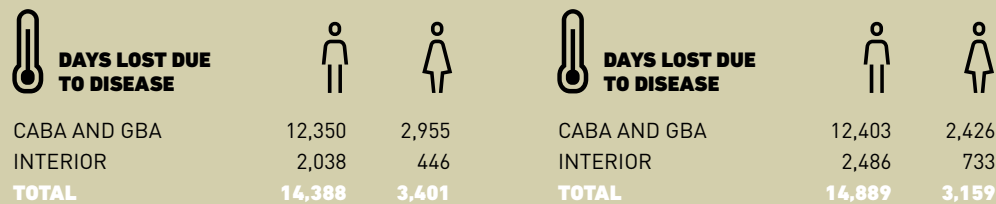
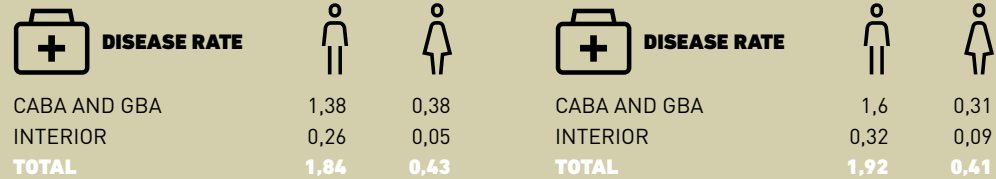
1,546  
UNIONIZED PERSONNEL

721  
NON-UNION WORKERS

# OCCUPATIONAL HEALTH AND SAFETY <sup>(22)</sup>

2015<sup>(23)</sup>

2016



**THERE WERE NO WORK-RELATED DEATHS**

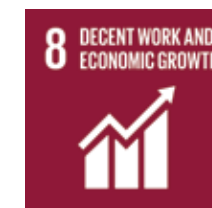
[22]. For more information on security management, see section "Airport Security" of the chapter Value Chain, pages 82.

[23]. Values from 2015 were rewritten to the recorded on the previous Report, due to modifications in the calculation methods.

We work to ensure that our workers and everyone performing an activity in our premises can do so in a safe and healthy way. To this end, we follow the guidelines of our Health Policy that outlines and frames our management.

In 2016 we undertook the anti-flu vaccination Campaign during winter season for our personnel in all the country's airports, backed by an important medical institution.

We coordinate trainings on Safety and Health, mainly destined to airport personnel, stemming from the risk maps survey and based upon the studies and analysis on the subject. During 2016 we trained 517 staff members, totaling 2,055 hours. The main subject were those relating ear protection, manual cargo movement, work accidents prevention, hand protection, personal protection elements, risks at the office, public road safety, road safety, airport general safety risks, work at heights, hygiene, security and environment, electrical risk, emergencies, hazardous waste disposal, platform security, among others. Likewise, we carried out talks with external experts on tobacco use, healthy lifestyle, and CPR.





A blue forklift operator is moving a pallet of cardboard boxes in a warehouse. The operator is wearing a dark jacket and is seated on the forklift. The forklift is carrying a pallet with several large cardboard boxes. In the background, there are high industrial shelving units filled with more cardboard boxes. The scene is brightly lit, and the overall atmosphere is one of a busy warehouse environment.

## CARGO TERMINAL TCA

At TCA, we concluded the revamping of all Work Safety and Health Manuals. We also moved the changing rooms previously located on the Restricted Area, through the Safety Committee, implementing Preventive Safety Measures; we intensified communications with external safety companies providing service to airlines and whose workers circulate TCA. We trained monitoring employees who work at CCTV and vehicle-operating workers; we placed speed limiters for forklifts and vehicle driving and upgraded the emergency signaling; among other actions.

AS regards to health, we coordinated CPR volunteer courses, conducted contaminant measurements (noise, articulated material, opacity), and bacteriological and physicochemical analysis of water, offered anti-flu vaccines, and run periodical medical exams.





# VALUE CHAIN

CHAPTER 4





## OUR VALUE CHAIN AND THE CREATION OF STRATEGIC ALLIANCES

Our value chain involves a wide range of actors, organizations, control bodies, State entities and companies that work jointly to provide a safe and quality service, focusing on passengers and users of the airport.

### MILESTONES IN OUR CHAIN VALUE MANAGEMENT

2009	2013	2014	2016	2016
100% ISO9001 certified airports	Begin installation of free Wi-Fi service at the airports	Launch the Code of Ethics and Conduct for suppliers	31 million passengers a year – set a record	Setting up of free and unlimited Wi-Fi service at 100% of the airports.



# RESULTS OF OUR ONGOING AND GROWING MOVEMENT



PASSENGER  
CIRCULATION

NATIONAL  
INTERNATIONAL  
TRANSIT  
**TOTAL**

2015	2016
17,754,221	18,160,836
11,315,169	12,182,469
281,646	1,123,624
<b>29,351,036</b>	<b>31,466,929</b>



CARGO CIRCULATION  
(TONS)

NATIONAL  
INTERNATIONAL  
MAIL  
**TOTAL**

2015	2016
8,956	7,474
188,223	193,002
3,737	8,719
<b>200,916</b>	<b>209,195</b>



AIRPLANES  
CIRCULATION

PASSENGER AIRCRAFTS  
CARGO AIRCRAFTS  
OTHERS  
**TOTAL**

2015	2016
267,130	272,081
3,711	4,437
105,649	98,460
<b>376,490</b>	<b>374,978</b>

# DESIGNING AIRPORTS WITH RESPONSIBILITY

It is our vision at AA2000 to modernize, transform, and expand the airport infrastructure and thus, connect the largest number of cities through an efficient and safe net. To that end, we develop projects and works including construction, expansion, and renovation of buildings, parking spaces, runways, and platforms, in order to increase capacity and add new operations.

With this aim, during 2016 we invested 2,200 million ARS, 214% above the previous year, complying with all the agreed requisites, expectations, and needs of our interest group. Besides the works and inaugurations, we developed and put forward new Master Plans according to the schedule agreed upon with the ORSNA.

**Environmentally responsible construction work**  
At Comodoro Rivadavia Airport we used the dirt drawn from the terminal to fill the parking space, therefore in recycling it there was no waste or need to provide the work site with new soil. This will be the first AA2000 terminal built under LEED certification regulations.

The following are the works ended this year with the highest world standards regarding operational safety, technology, and passenger comfort:



**CÓRDOBA**  
**Ing. Ambrosio Taravella International Airport:** during 2015 we carried out works to expand and revamp the terminal; built a new control tower and ramp means.



**MENDOZA**  
**El Plumerillo International Airport:** refurbishment of the runway and partial rebuilding of taxiways, which enables the operation of aircrafts such as Airbus A340, B747 and B777; also total renovation of parking spaces and upgrading of passengers terminal.



**TUCUMÁN**  
**Tucumán Airport:** expansion of commercial platform in order to scale up the operational capacity. Until this work commercial hours were limited to the night shift.



**BUENOS AIRES**  
**Ezeiza International Airport:** first stage of repaving of runway 17/35 and conclusion of the new Passenger Service lounge at Terminal A.



**CHUBUT**  
**Comodoro Rivadavia Airport:** currently building the new 7,560m<sup>2</sup> passenger terminal.



**SANTA CRUZ**  
**Río Gallegos Airport:** new sky bridge, radial area, jet way, and supplementary works.



**RÍO NEGRO**  
**Bariloche Airport:** stage 2 of check in sector revamp of and progress in the projects for the new sewage treatment plant and sanitary center.

# AIRPORT SECURITY

## TECHNOLOGY SERVICING SECURITY

In Alliance and collaborative work with police authorities and control bodies, from AA2000 we make all our resources available to ensure security at our airports and high quality services by means of processes outlined according to the most demanding standards in the field. With that in mind, we responsibly comply with the guidelines determined by national and international applicable regulations: IRAM (Instituto Argentino de Normalización y Certificación), ICAO (International Civil Aviation Association), NFPA (National Fire Protection Association) and the Work Health and Safety Act.

Our Operational Control Centers (COC) at Ezeiza and Aeroparque cooperate 24/7 with PSA (Airport Security Police) in detecting possible criminal acts or any situation that may affect the normal operation of airport activities; carrying out preventive, deterrent and active actions, on top of the assign tasks to safeguard the integrity of passengers, companions, licensees and assets in general. On the other hand, we boast CCTV systems at Ezeiza, Aeroparque, and San Fernando Airports, and since 2016 also at Mendoza, due to the installation of 123 cameras and 44 electronically controlled doors within the framework of its inauguration.

With the aim of ensure the proper functioning of CCTVs, we perform preventive, predictive and corrective maintenance tasks, During 2016, 4,426 checks were performed at Ezeiza, 1,084 at Aeroparque and 445 at San Fernando.

4,426

CHECKS CARRIED OUT  
AT EZEIZA

1,084

CHECKS CARRIED OUT  
AT AEROPARQUE

445

CHECKS CARRIED OUT  
AT SAN FERNANDO

There is also a cutting-edge technology Access Control System called Mifare, for door electronic control, operating at Ezeiza, Aeroparque Córdoba, Mendoza, and Santiago del Estero.

With regards to fire protection for airport buildings, we boast automatic and manual alarm and notification fire detection systems; water based suppression systems with fire protection pumps; fire hydrants; automatic sprinklers under ceilings and mechanical spaces; hydraulic poles disseminated across the aircraft parking platform to supply Rescue Service and Fire Extinguishing vehicles, and also strategically located at the public area to supply the Fire Fighters units from neighboring local communities; massive notification systems for both the interior and the exterior of the terminals; deluge system for glass walls cooling in case of fire; emergency signaling and lighting; among other tools. Many of these systems are supplementary and redundant to ensure the continuity of the activities once the emergency is over. All these technologies were considered according to Standards and Methods recommended by ICAO, NFPA, and IRAM, which surpass the current national legislation.





ACCUMULATED GROWTH OF PROJECTS PRESENTED BEFORE THE ORSNA



PRESENTATION OF PROJECTS BEFORE THE ORSNA

From 2009 to 2016, we presented 94 reports before the ORSNA, complying with our regulating body with regards to job creation and electronic security requirements.

AVIATION SECURITY QUALITY CONTROL (AVSEC)

In 2006 AVSEC performed Quality Controls at Mendoza, Malargüe, Jujuy, Catamarca, Tucumán, Salta, La Rioja, Formosa, Comodoro Rivadavia, Río Gallegos, Río Cuarto, Viedma, and Bahía Blanca Airports. These reach the concession's airports. The corresponding Local Security Procedures (PLS) were drawn up according to Air Terminal Security Programs (PSEA) issued by PSA. Airport Administrators were advised with regards with Aviation Security while PSA inspections were conducted, and Corrective Measures Plans were prepared and submitted to PSA in response to their requirements.



EMERGENCY AND EVACUATION ACTION PLAN

Each Terminal has an Evacuation Plan, contributor to the Airport Emergency Plan, which remains the sole responsibility of the National Civil Aviation Administration (ANAC) and is approved by the ORSNA. These provide with clear and basic guidelines to perform, if necessary, a secure total or partial evacuation, preserving the physical integrity of every person at the airport. Additionally, the Plan provides with all the necessary information that security personnel and staff members in general must learn about critical situations at the airports: malfunctioning of in flight aircrafts; structural fires; sabotage, including bomb threats; illicit takeover of aircrafts and incidents at the airport, covering considerations for 'During the Emergency' and 'After the Emergency'.



172 trainings carried out with a total turnout of 1,448 from all the airports, aimed at fire protection and human safety.



## EVACUATION DRILLS

Drills allow us to test the efficiency of Prevention Plans, Emergency Neutralization and Evacuation, and also train our staff and the member of the different airport community actors, to perform their tasks in coordinate and efficient manner, jointly with the corresponding bodies. Later, the reaction and response timings of all the actors involved are assessed to achieve a good multidisciplinary integration, which enables an effective intervention in case of an Emergency. These results are included in a report reflecting the strengths and weaknesses noted.

During 2016 we performed the following drills audited by the ORSNA: Bahía Blanca, Catamarca, Comodoro Rivadavia, Ezeiza, General Pico, La Rioja, Mar del Plata, Paraná, Puerto Madryn, Resistencia, Río Gallegos, Río Grande, San Fernando, San Luis, Santa Rosa, Termas Río Hondo, Tucumán, Villa Reynolds.



**18 airports audited by the ORSNA  
in the process of evacuation drills**

## SECURITY AT TCA

Cargo security and integrity is a cornerstone in the operations' quality management. In this respect, relay on the Security Management with its respective organizational chart and 115 steady security positions operating 24/7/365.

All the members of this management, as well as the personnel from the outsourced private security agency, receive ongoing training to manage control systems. In 2016, all the monitoring employees working at CCTV were trained and certified by UTN (National University of Technology) as responsible for preventive monitoring.

In addition, we made progress in the upgrading of obsolete extinguishing equipment and in the remodeling of the CCTV room, to include larger monitors with higher definition. We also added forklift monitoring, replaced 20 security cameras with cutting-edge technology, and intensified procedures to avoid missing fire-safety elements from the cabinets, such as nozzles and end-to-end connectors with 100% effectiveness.

On the other hand, throughout this year, we developed an initiative for Exit Control. Thus, new inspections were implemented for Vehicle control, performed by a TCA inspector and a Security Guard inspector, aiming at continuously improving effectiveness and minimizing mistakes close to zero

# THE IMPORTANCE OF QUALITY IN OUR SERVICES

Our internal Quality Policy guides us in providing an excellence service focused on the passenger and the people circulating through our airports. We work together with key actors with whom we conduct our business – the State, international organizations, providers, airlines, and unions- with continuous improvement in our quality processes and development of the business activities.

During 2016 we performed , among others, the following improvements in our management:

- Use of mobile devices in Customer Service's rounds.
- Overhauling of information resources at Information desks.
- Training for employees and team-building exercises with the groups from the interior.
- Optimization of the processes aiming at paper saving: digitalization of claims and complaints, replacement of manual tasks with digital ones.

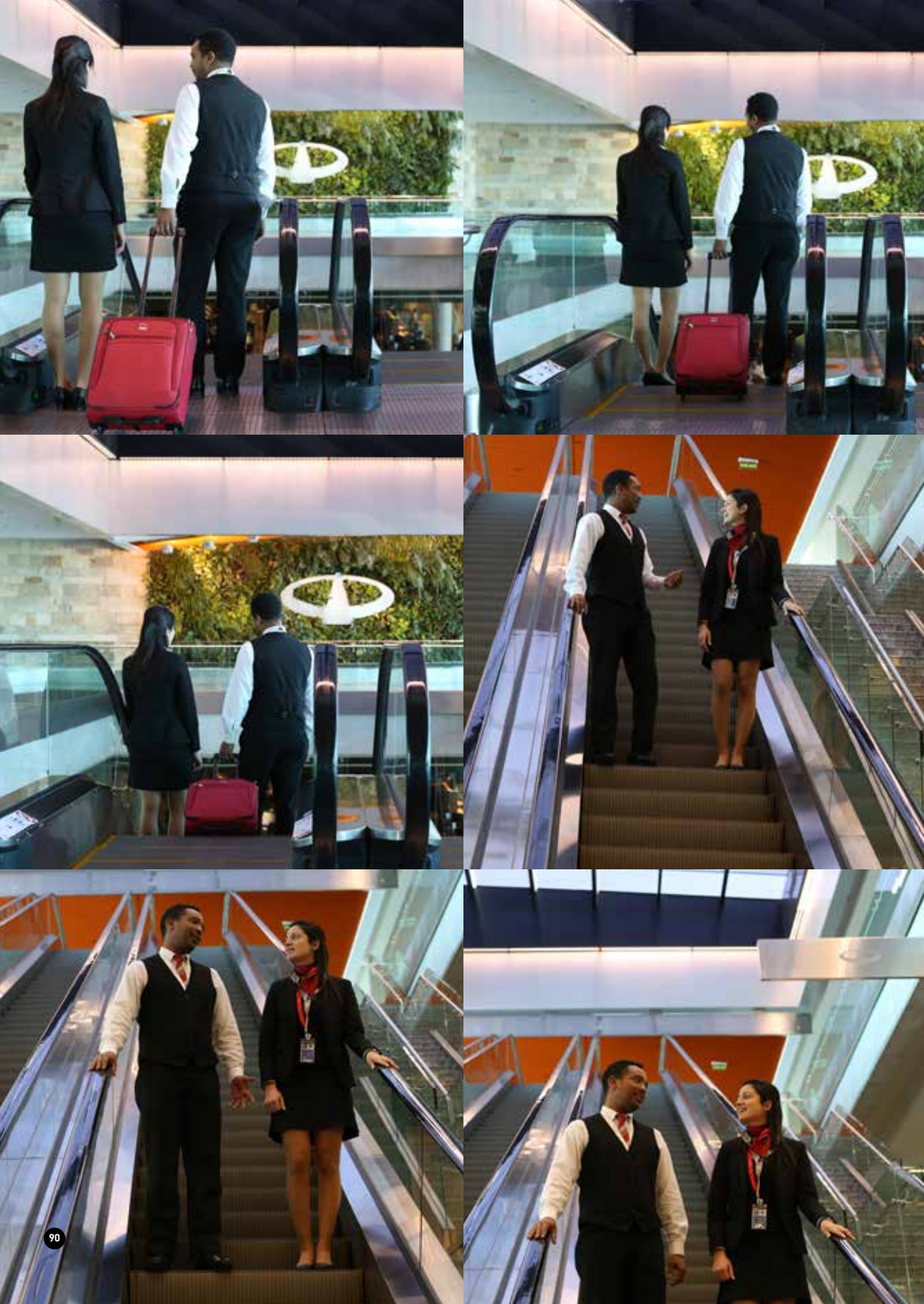
100% of our processes were certified  
ISO 9001 for quality and ISO 14001  
for environment.

# PASSENGER FLOW ANALYSIS

Aiming at having statistics that allow us to determine high-traffic and congestion moments and outline projections and simulations in order to anticipate and act proactively, we are developing a project in which, by means of state-of-the-art technologies we detect passengers flows, area occupation, permanence timings, among other relevant variables. In this way, we make available the necessary information to provide passengers with a better experience while circulating through our airports. Currently, the systems boasts 40 sensors disseminated across Ezeiza International Airport and gathers information from 22 access points installed in the same area.







# DIALOGUE WITH PASSENGERS AND COMPANIONS

Actively listening and keeping a dialogue with our passengers and companions play a key role to improve the quality of our service, fulfill their needs and expectations, and make them go through a satisfactory experience at our airports. To that end, we offer different communication and exchange channels molded to each profile and moment.

## **New call center for Ezeiza and Aeroparque**

We inaugurated a call center that concentrates calls flow from Ezeiza and Aeroparque. This allows personnel at the Information Desk to focus on personalized service, thus decreasing the wait time and lost calls at rush hour. Additionally, customers can be assisted on the courtesy phones strategically located at different sports of the airport. During 2016 we received 11,145 calls.

## **Extended service hours at Aeroparque's Information Desk**

Following up with the search for excellence and added value in passenger service, we extended to round-the-clock Aeroparque's Information Service, which assists thousands of users, guides the person concerned and provides them with options to ease their experience at the air terminal.

## **Satisfaction Survey**

We implemented a face-to-face Service Satisfaction Survey for passengers and companions in all our airports in order to measure their customer experience and the quality of our business. In 2016 we received 16,000 opinions from all the airports.

## **Information Desks**

At Aeroparque Jorge Newbery, Ezeiza, Bariloche, Córdoba, Mendoza and Iguazú airports, we boast Information Desks serviced by our staff members to attend the needs of passengers and companions.



## DIGITAL CHANNELS FOR AN ENHANCED EXPERIENCE

With our sight on the customer's experience and avant-garde tools regarding communication and dialogue, we developed innovative channels to improve communication with passengers, companions, and society in general.

**New Mobile App.** Our new app Mobile, currently available for iOS, Android and Windows platforms, amounts to 90 thousand sessions per month. It allows passengers and companions to follow on the details of a flight, learn its status, receive notifications, and make all sorts of inquiries on our 33 airports. Mobile is a tool that deals with our passengers' daily setbacks promptly and efficiently.

**Online Chat from Mobile App.** We launched the online chat as a new channel of consultation from our company's Mobile App.

**Free Internet.** We manage to provide free Internet access exclusive for passengers in all our airports. For the installation of this process, we refurbished the technical rooms, placed structured wiring, and replaced all the electronic equipment.

**Digital Screens.** At the airport's strategic spots we set up digital screens with continuously updated information.







**763** surveys by chat  
and **4,529** by telephone,  
conducted over the services  
provided by TCA.



## QUALITY SERVICE AT TCA MEASURED BY CUSTOMER SATISFACTION

TCA's Quality Management Program includes all the goals and targets set in pursuit of increasing customer satisfaction. Thus, we move forward in the optimization of customer services by enhancing our website and setting up self-management totems that speed up the procedures the customers need to go through in order to enter or pick up cargo at our warehouses. Likewise, we developed a project to improve the management of the Exit at the Primary Customs Zone, by setting up a self-management service that enables our clients to easily input the required data to fill the Exit form for their merchandise. This process centralizes in one office all the procedures, largely improving customer service and resource saving as well as the quality of the recorded information.

We have an Audio Guide that provides information to 1,000 visitors a year, such as companies, students, and official bodies who come to visit the premises or to operate. On the other hand, our Mobile App offers information on routes in various languages, visualizations, location maps, and explanatory audios. In this way, visitors can move around the terminal autonomously. To this end, we provide visitors with a tablet while they go through the experience at the terminal, accompanied by properly trained personnel.

### Tools for dialogue and relation with TCA's clients

- Meeting and weekly visits to our clients.
- Customer satisfaction surveys.
- Tours to our premises to show our warehouses according to the client's demands.
- Re-launching of the website including all the self-management applications available to our clients.
- Work lunches with Chambers related to the sector, Customs Office (DGA), and other related entities.



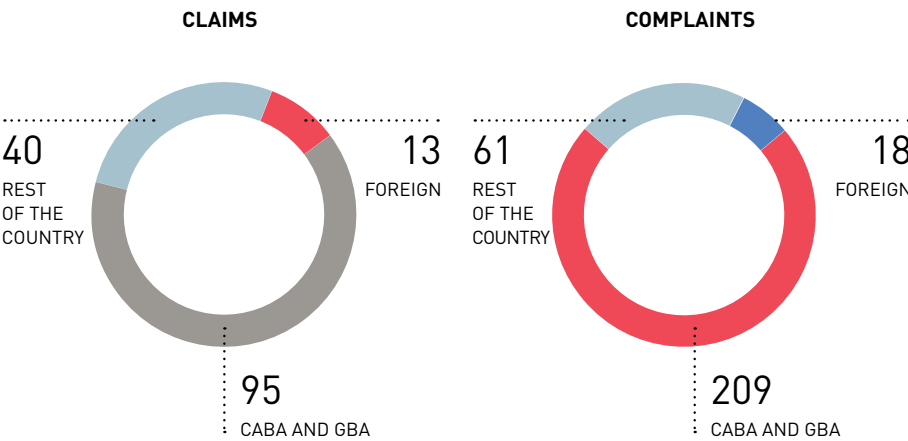
# CLAIM MANAGEMENT

Through different tools we give passengers and users the possibility of filing claims and make inquiries, so as to improve our day-by-day quality in management and service provided at the airports.

**Claims and Suggestions Register** at the Information Desk of Ezeiza, Aeroparque, Córdoba, Mendoza, Iguazú, and Bariloche airports. The rest of the airports have a register at the operations office. During 2016 we recorded 575 claims.

**Complaint register for providers and parking service**, where 59 cases of passengers filing claims and also congratulating on the providers' services were recorded.

## COMPLAINT MANAGEMENT RESULTS AT EZEIZA 2016

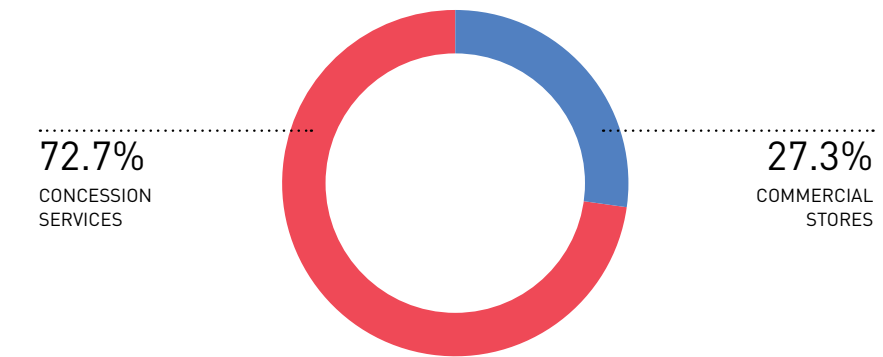


### CLAIM CATEGORIZATION

	2015	2016
PROVIDERS	16%	15%
INSTITUTIONS	12%	8%
AIRLINES	22%	16%
CONCESSIONAIRES	50%	61%

**Digital tools such as our website and social media.** The public can submit their opinion, claims, and suggestions on our service. This year we focused in developing a sustained strategy with regards to the Brand presence in social media. Likewise, we elaborated a manual for social media crisis in which we standardized procedures to follow in case of a problem on this platform.

CLAIMS RECEIVED ON THE WEB PER CATEGORY<sup>231</sup>



Para aquellos grupos de interés que prefieran contactarse telefónicamente, contamos con un sistema de control y grabación de llamados para los aeropuertos de Aeroparque y Ezeiza que fue renovado y mejorado en diciembre para una mejor atención. Entre las principales mejoras destacamos:

- Real time monitoring of the efficiency in customer service timing.
- Assessment of calls flow to identify rush hours.
- Advance search to identify specific calls.
- Comment tab to describe the call.
- Detailed report system (number of received and lost calls; on-call time; waiting time; etc.)

With respect to TCA service, during 2016 we optimized the answering and case resolution times. We received a total of 92 claims, of which 82 were deemed admissible and had a resolution time of 24 hours.

(231). This year we modified the systematization of this indicator because as of 2016 we do not count claims regarding parties external to our concessioned airports (airlines, external entities and services) and in receiving them we guide the user to file the claim with the correspondent party.

# SUPPLIERS MANAGEMENT

## SUPPLIERS PER BILLING 2016

AMOUNT BY SUPPLIER	NUMBER OF SUPPLIERS	% OF BILLING
HIGHER THAN ARS 16,250,000	51	80%
BETWEEN ARS 16,250,000 AND ARS 4,220,000	66	10%
UP TO ARS 4,220,000	1,456	10%

We prioritized national production purchases, fostering local industry and actors, with the exemption of those products that are not manufactured in the country and /or are required certain international quality standards related to the activity.

We grant our suppliers annual contracts, when the type of supply or service allows so, enabling many SMBs to gain work safety and stability.

Our main suppliers are divided into seven groups:

- Service providers in architecture, engineering, and civil work constructors for Airport Terminals.
- Service providers in engineering and works in landing and takeoff runways, taxiways, platforms, and access roads.
- Suppliers of specific airport equipment (runway beacons, signaling, fire, fuel)
- Service providers in security, maintenance, and cleaning.
- Suppliers of materials and supplies in general.
- Service providers in electric energy, gas, and drinking water.
- Other suppliers.

STRENGTHENING OF OUR SUPPLY CHAIN	2015	2016
NUMBER OF SUPPLIERS	1,437	1,573
% OF GROWTH IN NUMBER OF SUPPLIERS	17%	9.5%
% OF SMSS SUPPLIERS	88%	91%
% OF SUPPLIERS COSTS CORRESPONDING TO LOCAL SUPPLIERS	95%	98.9%

## CODE OF ETHIC AND CONDUCT

All our suppliers, under affidavit, must know and accept the Code at the moment of registry/enrollment. This comprises subject on: discrimination, harassment of different kinds, salary and fair wages, health policy, safety and environment care, commercial ethics, human rights, child exploitation and slave labor, precision of commercial records, abidance of labor laws, and authorization for audits and inspections.



## SUPPLIERS SELECTION AND ASSESSMENT

The enrolment of our suppliers are regulated by a Quality and Potential Assessment (Evaluación de Potencial y Calidad) carried out by a digital survey, serving as affidavit, within the Internet system for suppliers enrolment. Work and service providers are forced to submit the following set of documents: receipt of tax payments, social security obligations, health insurance, labor accident insurance, wages, other legal obligations regarding their personnel, supporting documents on authorizations and/or permits to carry out their activities.

During 2016, we develop a new Suppliers Portal, whose central goal is to optimize relations between companies and our suppliers across the country. The system enables:

- Enroll suppliers automatically.
- Prior uploading of bills by suppliers, allowing access to all the information on their accounts.
- Suppliers can access the whole information on their current account and perform a previous upload of pro-forma bills.
- Digital issuing of proofs, allowing local downloading.
- Immediate and ready access to information, shortening management and assessment times by being integrated to SAP management system.
- Only communication channel with suppliers, including calls, claims, and queries.
- Access to control board with assessment both for the accounting and purchase sectors.

In the cases of critical supplies acquisitions, we make sure that they comply with the specified requirements regarding quality and environment; comprising from the need to acquire a supply, selection of suppliers, to the reception of the materials or services.



We assess suppliers by their potential at the moment of enrollment and for their performance in carrying out their tasks or providing their supplies. From the SICOP (Comprehensive System to Monitor Suppliers and Contractors), we analyze their performance regarding four axes: fulfillment of tasks, work elements, personal safety elements, and commitment and disposition to cooperate with the company. This year we incorporated two new assessment sub-axes aimed at consulting services providers. On one hand, confidentiality and safeguard of data, and on the other the use of updated technology and aptitude of the acting personnel.

For its part, TCA has a management System that defines and sets the monitoring method for service providers and materials suppliers, from their enrollment up to their unregistering.

### REACH OF SUPPLIERS WITHIN SICOP (COMPREHENSIVE SYSTEM TO MONITOR SUPPLIERS AND CONTRACTORS)

2,506

CONTRACTORS /  
LICENSEES


4,278

VEHICLES /  
MOBILE MACHINERY

24,251

PERSONNEL



A person's silhouette is visible in the foreground, holding a telescope. The background is a blurred airport tarmac with a large white airplane, ground service vehicles, and other aircraft. The scene is overlaid with a purple-to-blue gradient.

# ENVIRONMENT

CHAPTER 5

OUTSTANDING INDICATORS  
IN OUR ENVIRONMENTAL  
MANAGEMENT

INVESTMENTS AND OTHER  
ENVIRONMENTAL EXPENSES

2016

\$40,998,474

ELECTRIC ENERGY IN MWH <sup>(24)</sup>

121,909

NATURAL GAS IN M<sup>3</sup>

2,798,544

TOTAL ENERGY CONSUMPTION IN GJ

438.8<sup>(25)</sup>

WATER IN M<sup>3</sup> <sup>(26)</sup>

828,102<sup>(27)</sup>

SOLID URBAN WASTE (RSU) IN KG

5,538,502

HAZARDOUS WASTE IN KG

6,598

HAZARDOUS WASTE TRANSPORTED  
AND TREATED IN KG

745

GHG EMISSIONS IN TCO2E

374,276

(24). Reach: 31 reported airports.  
(25). Reach: all AA2000 airports.

(26). For the calculation, detailed consumption in the providers' bills and flow rate were considered.  
(27). Reach: all AA2000 airports.

# COMMITMENT TO THE ENVIRONMENT

The efficient environmental management of our airports is essential to reach our vision and provide better service to our users. We work to reduce, prevent, and compensates the environmental impacts of our operations.

INVESTMENT AND OTHER ENVIRONMENTAL EXPENSES	2015	2016
COLLECTION OF SOLID URBAN WASTE (RSU)	20,039,069	39,094,574
COLLECTION OF HAZARDOUS WASTE	39,716	55,900
WATER AND SOIL TESTING	12,685	898,000
INFRASTRUCTURE AND MAINTENANCE	7,480.834	950,000
<b>TOTAL</b>	<b>27,572,304</b>	<b>40,998,474</b>



Our company’s Environmental Policy leads our management, guiding processes, and operations according to international standards.

## HIGHLIGHTS IN OUR ENVIRONMENTAL MANAGEMENT

1998	2000	2003	2015	2016
Creation of the Environmental Management	rawing up of the Environmental Policy	Onset of the paper and plastic collection campaigns for donation to social organizations.	Systematization of the Caron Footprint	Formulation of the comprehensive waste management plan.

# ENVIRONMENTAL MANAGEMENT SYSTEM

We use an Environmental Management System based on a set of administrative, organizational, and operational knowledge guidelines. This system allows us to monitor indicators in all the concessioned airports, perform diagnosis of out environmental situation, and report out performance to the corresponding authorities.

From our Environmental Management System, we implement waste and effluents treatment methods, recycle, make responsible use of energy and water, and estimate our carbon footprint.

# ENVIRONMENTAL IMPACT ASSESSMENTS

Before any infrastructure work project, we submit environmental reports to the ORSNA, detailing the impact of those projects. The study or assessment of the Environmental Impact is a technical and administrative procedure, used to identify, prevent, and minimize the environmental impacts that will stem from a project regarding the surroundings, in the case of execution. This is considered a matter of utmost importance, since it concerns proper documentation and environmental conditionings management, which determine the feasibility of development of any project regarding the environment.







# WASTE TREATMENT METHODS

- **Management of waste equivalent to household waste:** They are disposed in authorized landfills.
- **Non-hazardous waste management:** We conduct a recycling program for paper, glass, plastic, and providers are requested to return, once used, tonners, and vehicular batteries. Regarding electronic waste, it is donated to allied organizations for recycling. Junk, wood, and other bulky waste are delivered to authorized centers.
- **Hazardous waste management:** it is carried out taking into account human health protection, environment care and natural resources preservation, to which end the airport manages these cases in accordance with current legislation.

WASTE WEIGHT	DESTINATION	2015 WEIGHT (KILOGRAMS)	2016 WEIGHT (KILOGRAMS)
SOLID URBAN WASTE (RSU)	LANDFILLS	5,077,850	5,538,502
HAZARDOUS WASTE	STORAGE IN SITU	112,161	6,598
HAZARDOUS WASTE TRANSPORTED AND TREATED	FINAL DISPOSAL	1,018	745



# RECYCLING: VALUING OUR WASTE

We take part in the Program Comprehensive Management of Internal Waste (Gestión Integral de Residuos Internos - GIRI), which sets waste separation measures in origin at the corporate building, located at Palermo neighborhood, in the city of Buenos Aires. This program also enables to line up with the city's environmental regulations, 'Zero Waste Act', and optimize recollection of our waste building social value for the community.



## Garrahan Pediatric Hospital Foundation

- **12,490** kilograms of paper and cardboard.
- **147** kilograms of plastic bottle caps - equals **58,800** caps.



## El Corre Camino Cooperative

- **3,650** kilograms of paper and cardboard.
- **150** kilograms of plastic cups.
- **75** kilograms of glass
  - we avoided the emission of 24 kg of CO<sup>2</sup>
- **180** kilograms of electrical waste.



## El Ceibo Cooperative

- **6,110** kilograms of paper and cardboard.
- **415** kilograms of plastic cups.

At TCA we donated to Garrahan Foundation 20,805 kilograms of paper, 60 kg of plastic caps, and 246 kg of aluminum cans and disposable plastic cups. This year, within the framework of the 15th anniversary of this alliance, we put together an awareness campaign on recycling. On the other hand, as a result of handling tasks of Import/Export cargo, we sent during 2016 a total of 108,067 kg (9% below the previous year) of nylon and wood waste to recycling and final disposal.

The **international flights waste** management is executed within the guidelines of the National Plan for Prevention of Entry and Transmission of Plagues and Diseases (Plan Nacional de Prevención de Ingreso y Transmisión de Plagas y Enfermedades), through regulated waste, and are treated in a differential manner. IN 2015 this waste represented 3,259,004 kilograms.

At TCA Ezeiza, we process more than two million kilograms a year of **operational waste** by means of a de-naturalization process through a pyrolytic oven. This waste consists of wood, nylon, packaging board, and toxic solid urban waste.

With regards to **WEEE (Waste Electrical and Electronic Equipment)**, we carried out the delivery to recycling and final disposal of the following broken elements: 19 printers HP, 54 CPUs, 48 boards, 48 mice, 5 Xplore boards, 6 thermic Zebra printers, 10 Led monitors, 14 HP 4250/4015 drives, and an HP scanner. In addition, we allotted 60 batteries and 407 kg of tonners to maintenance for the proper recycling treatment.

On the other hand, from AA2000 we donated technological equipment in disuse to the Ezeiza Interzonal Hospital and to technical schools within the area. We donated a total of 8 computers, 66 CPU's, 66 printers, 31 monitors, 8 scanners, 8 power supply units, and 8 mice, among other equipment.

In 2016, we concluded the sanitation and recycling of junk originated by our air providers, carried out with the ORSNA. As a result, 100% of the site was sanitized.



# EFFLUENT AND SPILL MANAGEMENT

On the basis of an initiative lead by our company, licensees of Ezeiza international airport set up liquid effluents treatment plants, in order to decrease their contribution on organic matter to total emissions.

At TCA, we incorporated 9 Ant-spill kits for the different warehouses, serving as a prompt action regarding prevention of larger damages. We also put into action a new circuit in the communication of the 'Anti-spill Communication Chain', for situations occurred in the different areas, attaching pictures to the reports, and allowing an ongoing feedback with chief Warehouse officers.

EFFLUENT GENERATION BY DESTINATION (IN M³)  
2016<sup>(28)</sup>



[28]. In 2016 we maintained the same levels as in 2015.  
[29]. Reach: 31 reported airports.  
[30]. Reach: all AA2000 airports.  
[31]. For the calculation, detailed consumption in the providers' bills and flow rate were considered.

# WATER

Water consumption inside the airport is mainly linked to the hygiene of our employees, passengers and the general community. In order to save water we focus on awareness.

We have sewer water treatment plants in La Rioja, Mar del Plata, and Viedma airports. We also developed a work to provide drinking water to hangars in San Fernando Airport.

# ENERGY

We continue to move forward in the replacement of office and terminal luminaire with low consumption lamps. At the offices we foster the turning off of lights and computers once working hours are over. We are working on the installation of micro led luminaire that reduce consumptions and light up with higher intensity. Likewise, at TCA we began to evaluate together with external companies, the luminaire with solar and led mixed systems.

DIRECT CONSUMPTION INDICATORS	MEASUREMENT UNIT	2016
ELECTRIC ENERGY <sup>(29)</sup>	MWH	121,909
NATURAL GAS	M3	2,798.544
TOTAL ENERGY CONSUMPTION	GJ	438.8 <sup>(30)</sup>
WATER <sup>(31)</sup>	M3	828,102 <sup>(30)</sup>





# CARBON FOOTPRINT

	2015	2016
GHG EMISSIONS IN TCO2E	377,887 tCO2e	374,276 tCO2e
REACH 1		
DIRECT EMISSIONS OF GHG	746 tCO2e	654 tCO2e
Includes CO2 emissions originated by portable generators and vehicule fleet in all the concessioned airports. For calculation we apply the automatic chart of the European Union, European Regional Development Fund. The consolidation report for emissions is the operational control.		
REACH 2		
INDIRECT EMISSIONS OF GHG	92,436 tCO2e	68,393 tCO2e
Includes CO2 emissions originated by electric energy and natural gas consumption for the operation of the air terminal and runway. We used the annual consumption in kWh by emission Factor (kg of CO2 eq/kWh). The consolidation report for emissions is the operational control.		
REACH 3		
OTHER INDIRECT EMISSIONS OF GHG	284,705 tCO2e	305,229 tCO2e <sup>[32]</sup>
Includes CO2 emissions originated by the annual movement of aircrafts in all the national system concessioned to AA2000. To that end, we based upon the phase of the Reference Landing and Take-Off (LTO) cycle.		

[32]. Increase for a rise in the number of flights



# ENVIRONMENTAL AWARENESS

We seek to strengthen environmental awareness in society by implementing training actions and awareness campaigns in airports and public-private spaces.

**Awareness Campaign 360°.** Waste separation at Ezeiza International Airport. We moved forward in the distinction of trashcans through signaling and stickers stating 'Non-recyclable Garbage' and 'Recyclable'. We also spread messages related to the relevance of recycling in interactive educational videos and totems at the airports.

**Conference "Economía Verde" (Green Economy).** We sponsored this event, carried out in Córdoba.

**Training courses for staff members.** We staged three courses on environmental issues for personnel from different provinces. As a result, 50 staff members from 18 airports were educated on the following subjects: waste, recycling, alternate energies, and assessment and improvement in the environmental management.

**Initiative 'Caring for Climate' from UN Global Compact.** Development of the project 'Caring for Climate', initiative of the Argentine Network for UN Global Compact, addressing the public-private interaction in order to achieve a comprehensive climate agenda at a national level, which enables the fulfillment of goals of the Paris Agreement and the Goals for Sustainable Development (GSDs)

**CorreCaminos Foundation.** We are sponsors of this foundation that targets at transforming disposable trash in a potential good, by means of recycling. This year we donated Christmas boxes and uniforms. Additionally, partnered up with the companies supporting the foundation and the Ministry of Social Development, we collaborated in the search and development of a property that the foundation can destine to operate trash transformation.

**Basura Cero (Zero Waste).** We conducted an awareness campaign on waste collection and recycling at Ezeiza and Aeroparque airports.



# BIODIVERSITY

Our airports are located in different natural scenarios where wildlife coexists with our operations. With that in mind, we manage Bird Prevention and Danger Programs (Programas de Prevención y Peligro Aviario) at every location with the aim of taking care of the environment, animals, and ensure the airports’ safety.

During the second half of 2015 and 2016, due to events related to climate change, such as the meteorological phenomenon known as ‘El Niño’, Argentina recorder an excess of rain that affected primarily the north and center of the country. In the last two years, rains varied around 30%. Water accumulation generated large movements of fauna. Such is the case of birds that move massively to new bodies of water, or move further away in search of higher and drier lands. This increase in bird movement had a direct impact on statistics, which went up 38% in 2016, against the previous year. Within this framework, under the Programs for Bird Prevention and Danger (Programas de Prevención y Peligro Aviario), we implemented in an orderly and transparent manner, the specifications and tasks to prevent birds and fauna in general on the operational sectors and surrounding areas, thus working to mitigate risk without altering the ecosystem.

# OPERATION NIEVE (SNOW)

As every year during winter season, we carried out specific tasks to face the different climatic situations posed at Bariloche, Esquel, Malargüe, San Rafael, Comodoro Rivadavia, Río Gallegos and Río Grande airports. To that end, we have highly qualified teams, high complexity equipment, and Avant-guard technics, to guarantee the successful development of the operation. We use urea and glycol as anti-freezing in the seven airports where the plan is carried out. For their use, toxicological studies were conducted by the National Public University and proved that neither of them are toxic and that they do not affect aquatic life nor the land flora.

THAW AND ANTI-FREEZING FLUID	2015	2016 <sup>(33)</sup>
UREA CONSUMPTION (KG)	242,350	161,550
GLYCOL CONSUMPTION (LITERS)	108,691	86,700

(33). The fall in consumption in 2016 was due to the higher temperatures recorded than the previous year.







# HUMAN RIGHTS

CHAPTER 6

## COMMITMENT TO PEOPLE

We hold a strong commitment towards Human Rights, dignity, and diversity. From our position, we work on these issues through the education and awareness of our employees, as well as outreach campaigns on human trafficking, gender, discrimination and the value of human dignity.



## CAMPAIGN AGAINST CHILD SEXUAL EXPLOITATION

Since 2012 we share an agreement with the National Ministry of Justice and Human Rights, aimed at providing a space for art dissemination against child sexual exploitation in 21 of our airports. Through this campaign, we educate and raise awareness on the general public and potential victimizers, on the severity of crimes of child abuse and sexual exploitation and its consequences, using graphic material with straight, clear and blunt language. Likewise, we train different actors of the sector regarding consequences of those crimes on children and teenagers, and the need to report such crimes.



**2016**

Inauguration of the shed Amaltea (El Galpón)

**2015**

Alliance with Mundo Invisible (Invisible World), campaign for tracing people.

**2014**

Outset of the project for access to water.

**2013**

Initiation of our alliance with DISCAR Foundation.

**2013**

Kickoff of the campaign for prevention, detection, and awareness of human trafficking crimes.

**2012**

We began celebrating the Day for people with disabilities, partnered up with CONADIS, at our airports.

**2012**

Agreement with the National Ministry of Justice and Human Rights against child sexual exploitation.





## DIVERSITY AND DECENT WORK

At AA2000 we made the commitment, from personnel selection and throughout the growth of the company, to avoid discrimination based on gender, race or religion. Within this framework, we developed policies and procedures aimed at enabling professional development, based upon performance and merits to fulfill a previous position. In this way, we offer equal opportunities for all our staff members, focusing on professional performance.

We value labor integration of people who belong to disadvantaged groups, because we believe that with this actions we create an important social value for the communities and our company, strengthening teamwork and promoting tolerance, enhancing the work atmosphere from respect and politeness.



Within this framework, together with DISCAR Foundation we developed the **Program 'Employment with Support' (Empleo con apoyo – EcA)**, which integrates people with intellectual disabilities in the labor market, with monitoring and support to the integrated employees, their families and the company. During 2016, two people worked at Aeroparque and TCA within the program.



We also signed an agreement with **Pescar Foundation** to develop an educational center at Ezeiza, aimed at personally and professionally train young people from low-income homes, and offer them employment when possible. <sup>[34]</sup>



Additionally, we have been fostering from the beginning, the project **'Otra Historia' (Another Story)**, by the **Civil Association Amaltea**, targeted at social and labor recovery and integration of young people and adults living in extreme poverty conditions and involved in drug use, specially of *paco* (base past of cocaine). <sup>[35]</sup>



This year, we celebrate once more the **Day for People with disabilities**, together with CONADIS (National Council on Disabilities), the ORSNA, the PSA, the National Immigration Directorate, Aerolíneas Argentinas, licencees, and other actors from the airport field: we took part of a one-day training at Aeroparque Jorge Newbery, to raise awareness on this subject and to improve the quality of service and manners towards people with disabilities.

[34]. For further information see Chapter on Society, pages 136-137.

[35]. For further information see Chapter on Society, pages 146.



# FIGHT AGAINST HUMAN TRAFFICKING

Human trafficking is de primary transnational organized crime, followed by drug and weapons trafficking respectively, with an earning of 42 billion USD. The European Union estimates that this is the third illicit business with higher benefit, after drug trafficking and weapons trafficking.

Within this framework, we signed an Agreement (Convenio Marco de Cooperación y Asistencia Técnica en Materia de Prevención e Investigación del Delito de Trata de Personas) with the National Ministry of Security, the National Ministry of Transport, the ORSNA, the National Immigration Directorate, Aerolíneas Argentinas, and the Airport Security Police, to launch a national campaign on detection of human trafficking-related situations in the scope of the airport.

The project is aimed at raising awareness on the issue of human trafficking and the commitment of the personnel of the airport community in the early detection of potential victims and their victimizers, providing standard criteria and guidelines, seeking to involve those who are working in key sectors where the transfer of people takes place. In this way, we can improve multi-agency work, as well as create exchange networks between those who can intervene in its prevention and eradication.

The education and awareness campaign was executed by combining on-site classes and virtual courses, through the Platform of the National Ministry of Security. The courses were mandatory, and the Ministry of Security performed the evaluation and grading.



## TECHNICAL SUPPORT TO COMBAT TRAFFICKING

From Systems Direction and an agreement signed with PSA, National Immigration Directorate and National Ministry of Security, we granted the necessary technology so as to PSA member can electronically register the requests to trace the whereabouts of persons, information displayed in large screened-monitors. In this way, besides saving in materials to avoid printing data, we achieve a larger reach, since more airport users have access to the images, thus increasing the possibility of recognition. So far, we have carried out works in 16 airports that now use that service.

CALENDAR FOR THE 2016 NATIONAL CAMPAIGN  
 “PREVENTIVE MEASURES TO DETECT HUMAN TRAFFICKING SITUATIONS IN THE SCOPE OF THE AIRPORT”

AUGUST	SEPTEMBER	OCTOBER	NOVEMBER
<b>Reach:</b> Misiones, Corrientes, Formosa <b>Location:</b> Iguazú <b>Participants:</b> 300	<b>Reach:</b> CABA and Buenos Aires province. Ezeiza, Metropolitan, San Fernando, Mar del Plata and Bahía Blanca <b>Location:</b> Ezeiza <b>Participants:</b> 150	<b>Reach:</b> Córdoba, Mendoza, San Luis, La Pampa, San Juan <b>Location:</b> Córdoba <b>Participants:</b> 100	<b>Reach:</b> Tucumán, Salta, Jujuy, Santiago del Estero, Catamarca, La Rioja <b>Location:</b> Tucumán <b>Participants:</b> 60

## BENEFICIARY FAMILIES WITH ACCESS TO WATER



## ACCESS TO WATER PROMOTION

Water shortage, poor quality and inappropriate sanitation are multipliers of poverty in the world, impacting negatively in food safety, health, and education opportunities for the more vulnerable families. Within this framework, we have been working since 2014 with the National Ministry of Social Development, local municipalities, and Luciérnaga Foundation, in a program to provide drinking water to marginal areas through soil perforation and desalination of water by inverse osmosis.

This year we started the second stage of the project in the communities of La Zanja and El Rodeo de la quebrada de Escoipe, departamento of Chicoana, Salta. To that end, we built a central water pipeline from the existent tank to the main arteries of the community, benefiting 32 families in the rural area, small producers of vetch, corn, pumpkin, beans, peach, pear, apple, and nuts, among others, as well as the small scale cattle activity. We are also working on the storage and derivation of water for 25 families from Los Baldes, Salta, who had their houses built with no access to this resource.



## RIGHT TO HOUSING

We consider that access to decent housing is an inalienable human right, since an inappropriate roof directly attacks physical, mental, and social health of the residents. Physical accessibility to, basic services (such as drinking water, gas, and electricity), the respect for cultural traditions, and security must also be part of the right to housing.

Within this frame, in collaboration with the National Ministry of Social Development, The Secretary of Institutional Coordination and Monitoring, Sub-Secretary of Social Responsibility and Construction Workers Union (UOCRA) and UOCRA Foundation, we carried out an investment of 600,000 ARS to finance 12 cases that presented greater housing difficulty, aiming at improving the quality of life of in-home patients of Construir Salud (health insurance of constructions workers).



\$600,000

OF INVESTMENT (ARS)





Cecilia will make good use of the 8-hour flight to read the book she bought during her holidays. She loves crime novels!

Fabrizio travelled around

5

cities of Argentina. He is now returning to his hometown, Rome, to resume studying Geology.

# SOCIETY

CHAPTER 7



# COMMITMENT WITH SOCIETY

We work in social actions to empower communities closest to our airports with programs of our own and projects from civil society organizations with high social value, which we support through strategic alliances. In this way, we promote and strengthen values inherent to the company such as solidarity, commitment, teamwork, and the relevance of education, health, and culture for the development of our country.

## PROGRAMS WITH SOCIAL IMPACT

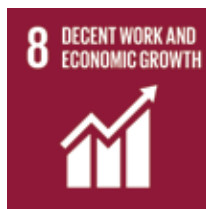
2003	2010	2010	2011	2015	2016
Program Espacio Arte.	Program with Pescar Foundation.	Children and youth Orchestras. (Orquestas Juveniles e Infantiles)	Sueñitos. (Little Dreams)	Amaltea "Otra Historia".	Airport Orchestras (Orquestas aeroportuarias).



# PRIVATE SOCIAL INVESTMENT

	CONTRIBUTION	%	NUMBER OF ACTIONS	%
CULTURE	\$1,399,720	7.9	19	19.2
SPORTS	\$120,000	0.7	4	4.0
EDUCATION	\$1,461,053	8.3	12	12.1
CREATION OF OPPORTUNITIES	\$6,774,440	38.5	24	24.2
OTHERS <sup>(36)</sup>	\$915,530	5.2	10	10.1
HEALTH	\$6,939,332	39.4	30	30.3
<b>TOTAL</b>	<b>\$17,610,075</b>	<b>100</b>	<b>99</b>	<b>100</b>

(36). Includes sponsorships, sonations, and support to organizations not related to the other five pillars presented on this chart.



# EDUCATION

## TRAINING YOUNG PEOPLE WITH PESCAR FOUNDATION

Together with Pescar Foundation we created a space for personal and professional development on basic knowledge in airport services for young people from low-income backgrounds, in their senior year of public high school (Secundaria N° 204, Media N° 201, Media N° 203 and Secundaria N° 202) in Ezeiza County, province of Buenos Aires.

The goal is to train them in different key subjects to integrate into the complex work market of today. In this way, from our educational venter at the International Institute for Aeronautical Training (ICAI) we boost work integration within our field.

Courses are six months' duration and are organized after school hours. In addition to the courses and technical training, students have carry out extra curricular activities to boost the development of personal and occupational skills. Among these activities we can highlight: guided tours to Colón Theater and Casa Rosada; visits to different areas of AA2000 to learn about its operation; informative talks at the National Ministry of Justice and Human Rights; and an outing to the new Planetarium of the City of Buenos Aires, Galileo Galilei

### 2016 ACTIVITY SCHEDULE

MAY	JUNE	JULY	SEPTEMBER	OCTUBRE	NOVIEMBRE
Presentation of the program to the Schools and interviews to potential participants.	Student selection. Parents meeting. Beginning of classes	Visit to the corporate building to receive uniforms and tour the offices.	Outing to the Planetarium	Visit to the Casa Rosada. End of classes	November: Graduation ceremony for the 23 graduates from the 7th edition of the Program AA2000-Pescar together with their families, collaborators, volunteers and participant institutions.



Since its beginnings in 2010, the program has reached 167 young people who took part in the courses, from which 90% concluded the training. Of the latter, 65% of the beneficiaries are currently working, and 40% are simultaneously working and studying.

During 2016, 23 young people participated and 52 AA2000 volunteers worked in this Program, devoting their time and knowledge to the project. Likewise, 14 young people graduated from the program are currently employed in the following areas of Ministro Pistarini Airport at Ezeiza: Customer Service, Parking, VIP Lounge and providers, and the Maintenance area of Aeroparque Jorge Newbery.





## EXAMPLES OF GRADUATES WORKING



**LUZ  
BARREÑA  
CLASS OF 2014**

She studies for a Technical Degree in Hotel Management and Hospitality Industry at the Universidad Provincial de Ezeiza. She works at a gas station in Cañuelas, with a view to becoming the manager.



**ANGIE VICTORIA  
GONZÁLEZ  
CLASS OF 2014**

She studies at the Universidad Nacional de Lanús for a Bachelor's Degree in Social Work. She is currently in her 3rd year with a GPA of 8.33. She works at a women's fashion store.



**DAVID  
CHAPARRO  
CLASS OF 2014**

He studies for a Bachelor's Degree in Tourism. He works as an operator at a company in Cañuelas.

## PESCAR-AA2000 CENTER

CLASS	BENEFICIARIES	SCHOOL COMPLETION	POST HIGH SCHOOL STUDIES (%)			WORKS AND STUDIES
			TOTAL	ASSOCIATE DEGREE	UNIVERSITY DEGREE	
2011	23	78%	57%	69%	31%	57%
2012	23	83%	74%	65%	35%	57%
2013	22	100%	59%	77%	23%	68%
2014	24	100%	71%	59%	41%	70%
2015	24	100%	45%	41%	13%	71%
2016	23	71%	38%	13%	25%	63%
<b>TOTAL</b>	<b>139</b>	<b>89%</b>	<b>57%</b>	<b>54%</b>	<b>28%</b>	<b>65%</b>

## SCHOLARSHIPS PROGRAM

With an investment of 102,653 ARS, in 2016 we sponsored 25 students with scholarships in different institutions and universities across the country. Among them:

- University Course "Competencias en Derecho de Infancia y Adolescencia", organized by the University of Rosario (Cátedra Internacional de Infancia y Adolescencia James Grant), depending on the Instituto de Cooperación Latinoamericana (ICLA).
- Universidad del Museo Social Argentino (UMSA), Masters Degree in Collective Bargaining Agreements
- Universidad Provincial de Ezeiza.
- Universidad de El Salvador.





# CULTURE

## CHILDREN AND YOUTH ORCHESTRA

Since 2010 we support Children and Youth Orchestras (Orquestas infantiles y juveniles) whose goal is provide musical education to children and teenagers between the ages of 8 and 17, coming from low-income backgrounds and attending school, to narrow social breaches from quality access to education and culture.

This project was born in 1996 thanks to Maestro Néstor Tedesco, a musician from Colón Theater and lead sponsor of the program, already benefits more than 1,800 kids from Lugano and Retiro neighborhoods, who attended music lesson to learn to play violin, viola, violoncello, and double bass, among other instruments. These little musicians currently make up 17 orchestras.

The program considers two basic facets: the educational initial experience pointing to social aspects, and musical training. It is also a community project that involves and benefits the child, the family, and the social context in which they develop. Thus, the orchestra functions as a generator for collective and individual knowledge, since it allows children to be protagonists in a social recognition space.

Since 2010, we foster this project by investing in its creation, with the purchase of musical instruments and the promotion of the orchestras through concert organizations. Some of the shows they presented at during 2016 are the launching of the Sustainability Report 2016; Christmas concerts at Ezeiza and Aeroparque Airports, and at the Ezeiza Acute General Zonal Hospital Dr. Alberto Antranik Eurnekian.







## AEROPUERTOS ARGENTINA 2000 ORCHESTRAS

In Alliance with the Maestro Néstor Tedesco, we launched “Orquestas Aeroportuarias” (Airport Orchestras) in 2016, a program targeted at boosting intellectual and artistic development of teenagers and young people of high social vulnerability, who had proved through the years after taking part in children and youth orchestras, to have a real interest for music.

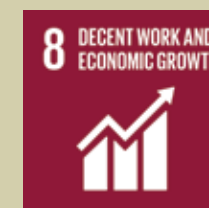
This project plays a role in supporting beneficiaries before their social fragility and creating integration bonds. In his way, it boosts conducts such as will, imagination, discipline, and self-esteem strengthening. Young people participating in the program access professional experience and high quality education, which provide them with job opportunities.

The Orchestra comprises a complete body, which includes cord instruments, woods, metals, and percussions, to face high artistic level commitments, such as a Symphony by Mozart or Gershwin. Currently, the orchestra boasts 41 young people who were carefully selected by its Director, based upon excellence and commitment standards. Thus, the initiative seeks to grant recognition to musicians who stood out for their talent in similar projects, such as the program Children and Youth Orchestras (Orquestas Infantiles y Juveniles), which AA2000 fosters since 2010.

The academic team is composed of a select group of professionals in the field, whose tools and knowledge ad to a model and work method with ‘Artistic Achievement’ and thus the possibility of Social Mobility.

Children have a travel allowance to commute to rehearsals. We also grant a special scholarship for an assistant who has to carry out the general coordination and logistics: sheet music pieces, music stands, spares, schedules, etc. This role is rotating. This year we open saving accounts for the musicians in which we deposit their scholarship payments.

During 2106 the Orchestra was invited to perform at the RSC “Foundation Sociedades Complejas” Congress at Facultad de Ciencias Económicas of the UBA. Also, on August 4th the musician offered a concert at Aeroparque Jorge Newbery to celebrate the inauguration of Alejandra Mettler’s exhibition ‘Vamos’. This work is a 130 meters long knitted section of Argentina’s flag that entailed more than 70,000 hours of voluntary work of communities from the Native Peoples, schools and other institutions where children, men, and women made a 30x30 centimeters white or sky-blue cloth each, which were later sewed together.





## SUPPORT TO CULTURAL GATHERINGS

Through various actions, we promote national culture and art dissemination in its different forms.

- Within the frame of the production of the sculpture *Voy Volando* (I go flying) by artist Antonio Seguí, sited on February 2017 at Córdoba International Airport, in 2016 we opened an installation on the original drafts of the emblematic sculptures by the artist of Familia Urbana, belonging to Genaro Pérez Museum in the city of Córdoba. This action was carried out in alliance with the Secretary of Culture of Córdoba and the aforementioned museum.
- Continuing with the work that began in 2010, as a link to our history, artist Nora Iniesta started a work called *Bandera Argentina* (Argentine Flag), commemorating the 100th anniversary of the 25th of May 1810. This work was sited on that same date of 2010 at Ezeiza International Airport, and from then on, bids farewell to all the passengers coming through this land.

This new milestone, 'In commemoration of our Bicentenary', sets another landmark: our Independence; and it does so by recreating the historical House of Tucumán, at the very place where events took place. To bear witness and allegorically document our history through art is an important aim of AA200.

- We support concerts, shows, national and international film festivals, and art exhibitions. Such examples are the Philharmonic Orchestra of Mendoza, the Shen Yun shows at Ópera Theater, Lord the musical, the International Rock Festival Lolla Palooza, and festivals and gatherings organized by the Government of Buenos Aires City: BAFICI (Buenos Aires International Independent Film Festival), Tango Festival Ciudades Emergentes (Emerging Cities), Jazz Festival, among others. In the interior of the country, we endorse the art market carried out by the Secretary of Culture of Córdoba.



## CONTRIBUTION TO THE COUNTRY'S CULTURAL HERITAGE: ESPACIO ARTE



Since 2003, we have developed the program Espacio Arte. Through this project, we donate spaces at the airports so that local artists, both renowned and emerging, can show their works to the whole society. In this way, we aim at narrowing social gaps by giving access to the public at large to art, culture, and the identity of each destination. Thus, we manage to empower exhibitors, the country's cultural heritage, and the destinations chosen by our passengers, in pursuit of a developed and sustainable society.

During 2016, the Espacio Arte locations were installed at Jujuy, Salta, Tucumán, Iguazú, Resistencia, Córdoba, Aeroparque Jorge Newbery, Ezeiza, General Pico, Mar del Plata, Viedma, Mendoza, Neuquén, and Bariloche.

## SPORT

We support active lifestyle and sport across the organization, and sponsor football, volleyball, rugby, and ski tournaments, as well as marathons. In this way, we encourage the value of teamwork, healthy lifestyle, perseverance, training, and sustainability.

## HEALTH

### PREVENTION CAMPAIGN AGAINST DENGUE, ZIKA, AND CHIKUNGUNYA



In alliance with Fundación Centro de Estudios Infectológicos – FUNCEI (an infectious diseases studies center), we organized communication campaigns at the airports to teach about the circulation of Dengue, Zika and Chikungunya in national and international territories, based upon the guidelines set by the National Ministry of Health, the World Health Organization (WHO), and the United States Centers for Disease Control and Prevention (CDC).



## AMALTEA PROJECT

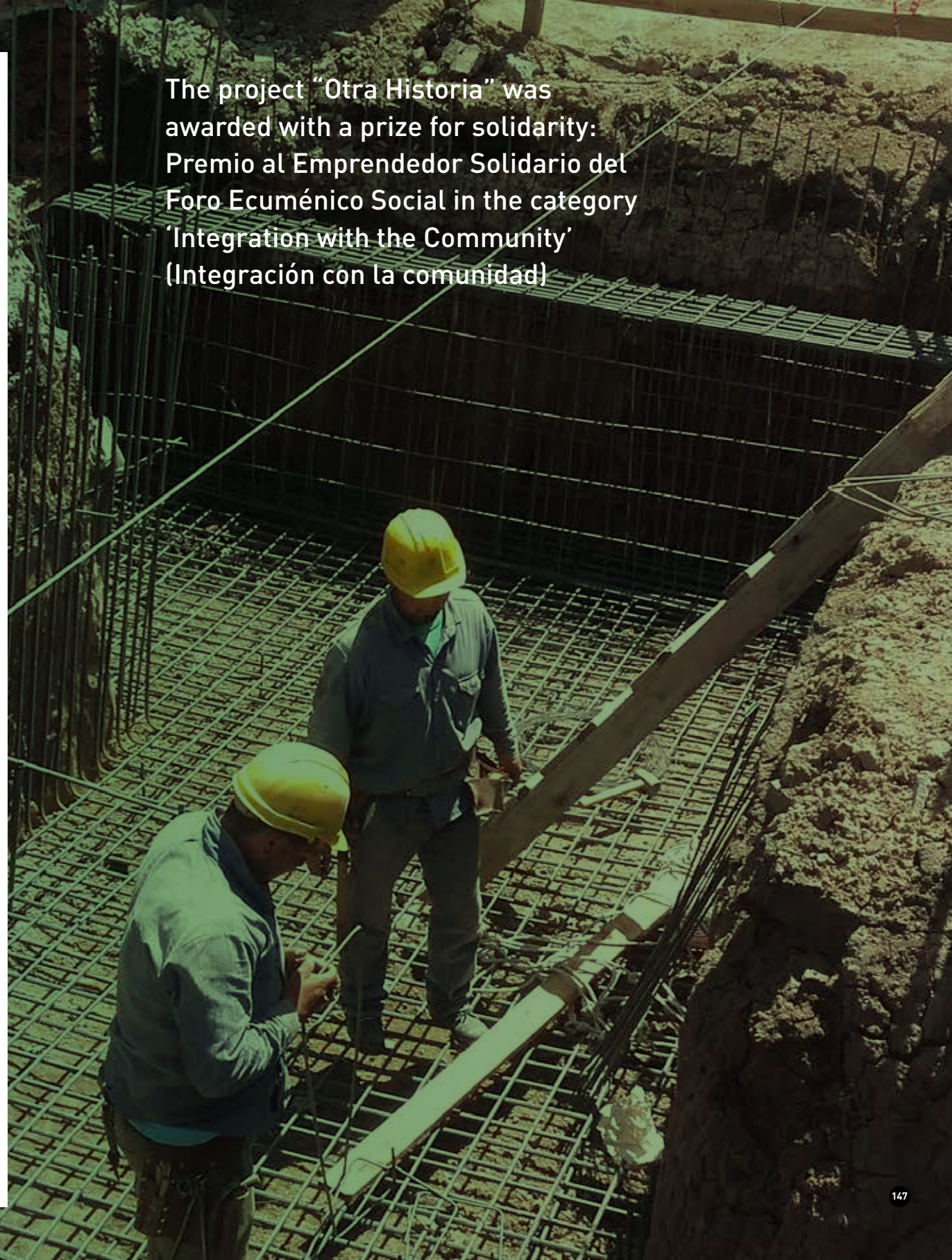
*Otra Historia* (another story) is an initiative that we have fostered since its beginnings in 2014. The foundation of this project is the recovery and social and labor inclusion of young people and adults whose lives take place within extreme poverty conditions, and who are involved in drug use -particularly of Paco (base paste of cocaine)- by means of different strategies for support, integration and job creation.

To this end, in 2015 we acquired a property in Ciudad Oculta and in 2016 began the construction of an adequate and safe space with the aim of carry out an interdisciplinary and comprehensive approach of the problem. We work directly in the neighborhood where the beneficiaries and their families live, to concentrate the action at the very place of belonging of this vulnerable group. The architectonical design aimed entirely at the success of this project, where participants are able to feel supported, without losing contact with the urban context and can take the utmost advantage of the workshops and psychological assistance.

The building will boast a roofed surface of approximately 680 sq. meters and an unroofed area of 220 sq. meters. The people hired for the construction work are the same people who will participate in the workshops, so as to include them in the project from the start, give them jobs, and reintegrate them both socially and labor-wise. Once finished, *the Galpón* (the Shed) will be destined to carry out all the craft workshops and activities, such as wood furniture assembling, carpentry, furniture from pallets donated by TCA (Argentine Cargo Terminal), freight charter services, organic products sales (thanks to an agreement with a producer farm in Sierra de los Padres), among other activities to generate genuine employment. Additionally, there are art, drama, dance, and photography workshops, as well as cultural and social activities.

This project involved an investment of 1.7 million ARS for the purchase of the house, 14,700,000 ARS for the construction of the building, and 142,000 ARS monthly to maintenance of the assistance center. By the end of 2016, *Otra Historia* had 25 beneficiaries with drug use problems, of which 10 (8 boys/men and 2 girls/women) between the ages of 16 and 45, are specifically under treatment and remain at the shed all day to take part in the scheduled activities. The rest of the participants go to the center to have breakfast, lunch, to shower or to ask for some other specific assistance.

The project “*Otra Historia*” was awarded with a prize for solidarity: **Premio al Emprendedor Solidario del Foro Ecuménico Social** in the category ‘Integration with the Community’ (*Integración con la comunidad*)







## SUEÑITOS (LITTLE DREAMS)

**Sueñitos** (Little Dreams) is a day care center in the Villa 15 (slam 15) of Ciudad Oculta. It houses 40 children between the ages of 45 days and 2 years old, whose mothers –mostly teenagers- come to the center looking for support. We have cooperated with this initiative for four years, and in 2016 we carried out major renovations in the building, which entailed a comprehensive installation of a new electrical system, including appliances, sockets, light switches, circuit breakers and protectors; improvements in the bathrooms and overall painting; change of apertures; among others. Additionally, we deliver Christmas boxes to teachers, headmistresses, and mothers of the daycare center.

## DREAMS AND HOPES (SUEÑOS Y ESPERANZAS)

The association Dreams and Hopes (Sueños y Esperanzas), center for the Promotion of Women and Family, part of the net Red El Telar, was constituted in 2001 and since then has been working towards rising awareness among low-income women so they can understand the extent of the problem of domestic violence and social subordination. The goal of this space is to promote a better quality of life for women and their families and lift their self-esteem, faith, and creativity. The institution provides information, training programs, art, music, and sewing workshops, and teams of professionals prepared to support the victims and help them get ahead. The center receives daily 70 children, 33 teenagers, 70 senior citizens, 120 women, and 10 men.

From AA2000 we collaborate with the creation of an elementary school and a high school for adults, and we enlarged and improved the infrastructure to enhance the performance of their tasks and to widen the reach of beneficiaries-

For this Project, during 2016 we carried out a collection campaign through collection boxes installed in Ezeiza and Aeroparque airports. The total amount collected was of 134,000 ARS.





## OTHER ACTIONS



### COLLECTION FOR FLOOD VICTIMS

We make a donation collect together with *Sí* Foundation to help flood victims from El Litoral (river coastline).

### NATALÍ DAFNE FLEXER FOUNDATION

We collaborate with the foundation, whose mission is to improve the quality of life of children with cancer, by promoting access to proper treatment in due time and manner and providing with the best support and care conditions to the child and their family. Every year we support the Children's Day event, with various contributions to the organization.



### TOY COLLECTION CAMPAIGN

We cooperate with JIAAC, ORSNA and PSA in the toy collection campaign to celebrate the Three Wise Men Day (Día de los Reyes Magos) at Ezeiza and Aeroparque Jorge Newbery airports.



### SOCIAL IMPACT DISCOUNTS

At TCA we apply discounts up to 100% on stowage fees for one time only, to various non-profit associations and foundations, prioritizing the humanitarian and social aid these entities provide to the community. We also offer cost-free stowage services to several volunteer firefighter associations across the country.

## SPONSORSHIPS AND DONATIONS

During 2016 we collaborated with campaigns and programs:

- Polo de Desarrollo Educativo Renovador (Po.D.E.R.), a development area to foster education.
- Gathering on citizenship and literacy, Primer Encuentro Regional sobre Ciudadanía y Alfabetización Digital "Tecnología para un Mundo Mejor" at Necrópolis, Buenos Aires, organized by Association Chicos.net, Savethe Children and RedNatic.
- Solidary campaign for collection of products, carried out by Foundation Si to help victims of floods in Buenos Aires province.
- IV Gran Kermesse del Cottoleño de Don Orión in Claypole, Buenos Aires province.
- Campaign "Campaña por el trato igualitario y la no discriminación, con el objeto de promover el respeto de los derechos fundamentales reconocidos en la Constitución Nacional", by INADI.
- Campaign "Celebrar los valores humanos", by Consejo Publicitario Argentino and Asociación Argentina de Publicidad (Argentine Advertising Association).
- Program "Programas para la inclusión plena de personas en situación de vulnerabilidad social y personas con discapacidad", by Centro de Integración Libre y Solidario de Argentina (CILSA).
- Program "Programas de preservación y valoración del patrimonio artístico y edilicio del Teatro San Martín", promoted by Amigos del Teatro San Martín Foundation.
- Solidarity initiative "Golf por los Chicos", by Fundamind, which carries out activities for the development and assistance of children and young people living with AIDS and below the poverty line.
- Awareness campaign for the floods in the province of Buenos Aires.

We made donations to the following organizations:

- A.C.I.A.R.
- AIDA PERUGINO
- ALPI

- Amaltea
- Association Amigos del Museo Nacional de Bellas Artes
- Association Asociación Argentina de ayuda a la Infancia
- Civil Association Abuelas
- Civil Association Asociación Civil Armenia de beneficencia para la América del Sur H.O.M.
- Civil Association de Estudios Superiores
- Civil Association La Poderosa
- Civil Association Mater Dei
- Association Conciencia
- Association Cooperadora Pilares de Esperanza
- Association Cultural Armenia
- Association Fomento Cultura
- Association Manos en Acción
- Association Mutual Israelita Argentina
- Association Síndrome de Down de la República Argentina
- Centro de Implementación de Políticas Públicas para la Equidad y el Crecimiento
- Centro de Integración Libre y Solidario de Argentina (C I L S A)
- CESNI
- CONJUNTO PROMÚSICA DE ROSARIO
- Cooperadora de Acción Social
- Cooperadora del Hospital Francisco J. Muñoz - Civil Association
- Cooperadora Hospital Gutiérrez
- Deportivo Armenio Association
- Diagonal Civil Association
- Editorial Perfil S.A.
- EPROS S.A.
- UNICEF
- Foundation Acción País
- Foundation Amigos de Daia
- Foundation Amigos del Teatro San Martín de Buenos Aires
- Foundation Asistencia Social del Hospital de Clínicas "José de San Martín"
- Foundation asistencial materno infantil de ayuda a niños carenciados y discapacitados
- Foundation Banco de la Provincia de Buenos Aires
- Foundation del orden social
- Foundation Dr. Carlos María Biedma
- Foundation Dr. Juan Antonio Fernández
- Foundation Educando
- Foundation Educativa San Lázaro
- Foundation Encuentros Internacionales de música contemporánea
- Foundation Helios Salud
- Foundation Huésped en acción contra el sida
- Foundation Ineco para la Investigación en Neurociencias Cognitivas
- Foundation Llegando a Vos
- Foundation Luciérnaga
- Foundation Make a Wish - Pide un Deseo
- Foundation Metropolitana
- Foundation Panamericana
- Foundation para la Igualdad de Oportunidades Educativas
- Foundation Pescar Argentina Educando para el Trabajo
- Foundation Policía Federal Argentina
- Foundation Pupi
- Foundation River Plate
- Foundation Stamboulion
- Foundation Sueños y Esperanzas
- Foundation Suma
- Foundation UOCRA para la Educación de los Trabajadores Constructores
- Foundation Zaldívar
- Fundaleu
- Fundejus
- Haciendo Camino Civil Association
- María Ferrer Hospital
- Leandro Viotto Romano
- Mundo invisible
- NEW DOCTA-NUEVA DOCTA
- Polo desarrollo educativo renovador poder
- Red Pediátrica Prevención en Salud
- SUNDERLAND CLUB
- Tasin Jorge
- Un Techo Para Argentina A.C.
- Unión General Armenia de Beneficencia
- Unión General Armenia de Cultura Física
- National University of Rosario (Universidad Nacional de Rosario)
- Yatch Club Argentino

We hold memberships of the following associations:

- Association Amigos del Museo Nacional de Bellas Artes
- Buenos Aires Buró de convenciones & visitantes A.C.
- Bureau de convenciones y congresos Salta
- United Sates Chamber of Commerce
- Consejo Empresario Argentino para el Desarrollo Sostenible (Argentine Business Council for Sustainable Development)
- DESTINO ARGENTINA CEIDPT

# RELATIONS WITH THE GOVERN MENT

CHAPTER 8



## ACCORDS AND AGREEMENTS WITH THE PUBLIC SECTOR

### 2016

Collaboration Agreement between the National Ministry of Security, PSA (Airport Security Police) and AA2000

### 2015

Collaboration agreement between the National Ministry of Social Development and AA2000.

Collaboration agreement between the National Ministry of Culture and AA2000.

Collaboration agreement between the Tourism Body of the Autonomous City of Buenos Aires (Ente de Turismo de la Ciudad Autónoma de Buenos) and AA2000.

### 2014

Cooperation and technical assistance agreement between the National Ministry of Justice and Human Rights, Aerolíneas Argentinas, AA2000 and the Federación Argentina del Personal Aeronáutico (Argentine Federation of Aeronautical Personnel).

Collaboration Agreement between the National Ministry of Tourism, Aerolíneas Argentinas, Catedral Alta Patagonia and AA2000.

### 2012

Letter of Intent and Accord with the Province of Santiago del Estero to incorporate Termas de Río Hondo airport.

Collaboration Agreement between AA2000, Aerolíneas Argentinas and the ORSNA.

### 2007

Accord Record for the adequacy of the Concession Contract and incorporation of Jujuy Airport, between AA2000, Argentina National State, and the government of the aforementioned province.

### 2005

Collaboration Agreement between the National Immigration Office (Dirección Nacional de Migraciones), PSA and AA2000.

### 1998

Concession Contract of Group "A" of the National Airport System with the Argentine National State.

## THE VALUE OF PUBLIC-PRIVATE ASSOCIATIONS

We actively take part in the development of public policies regarding relevant subjects to ensure people's safety, and quality and fluent air transportation. To that end, we hold an open and close dialogue with government bodies and regulatory entities, aiming at creating strategic alliances in order to jointly bring about proposals of value and impact to the sustainable development of our country.

MINISTRY AND ALLIED ORGANIZATIONS	ACTIONS TAKEN IN 2016	PAGE
National Ministry of Security, Aerolíneas Argentinas, Airport Security Police (PSA) and National Immigration Directorate (DNM)	Internal training program: "Se trata de vos: Herramientas para la detección temprana de situaciones de Trata de personas para la Comunidad Aeroportuaria", regarding human trafficking.	57
	Agreement "Convenio Marco de Cooperación y Asistencia Técnica en Materia de Prevención e Investigación del Delito de Trata de Personas", regarding human trafficking.	126-127
National Ministry of Social Development	Collaboration with CorreCaminos Foundation. Dissemination of the program against child sexual exploitation.	117
National Ministry of Justice and Human Rights	Implementation of the program to provide drinking water to families in Neuquén and Salta.	123
National Ministry of Development, local municipalities and Luciérnaga Foundation	Communication campaign informing of circulation of Dengue, Zika, and Chikungunya. Agreement to install monitors in all the airports to track people.	128
National Ministry of Health and ORSNA	Communication campaign informing of circulation of Dengue, Zika, and Chikungunya.	145
National Ministry of Security, Airport Security Police (PSA) and National Immigration Directorate (DNM)	Agreement to install monitors in all the airports to track people.	127



# PARTICIPATION OF THE PUBLIC SECTOR AND REGULATING BODIES INSIDE THE AIRPORT

From the moment the passenger arrives to the airport until the plane takes off, there is interaction with various official entities, public sector, suppliers, contractors, airlines, and staff members from our company. They exercise their responsibilities and obligations in different zones and stages of the passenger's experience.

In the public zone, where all the social actors can freely circulate, our company has responsibility over operations and the impact stemmed from them. At the sterile zone companions and general public are not allowed and access is limited. This comprises the period from control posts to the aircraft. The responsibility of these zones is in charge of the following public and private entities:

- National Administration of Civil Aviation (Administración Nacional de Aviación Civil - ANAC) - Ministry of Federal Planning and Public Revenue (Ministerio de Planificación Federal e Ingresos Públicos) - Secretary of Transport
- National Airport System Regulating Entity (Organismo Regulador del Sistema Nacional de Aeropuertos - ORSNA) - Ministry of Federal Planning and Public Revenue (Ministerio de Planificación Federal e Ingresos Públicos).
- Airport Security Police (Policía de Seguridad Aeroportuaria - PSA) National Immigration Office (Dirección Nacional de Migraciones - DNM - Ministry of Interior.
- General Customs Office (Dirección General de Aduanas- DGA) - Federal Administration of Public Revenue (A.F.I.P. - Administración Federal de Ingresos Públicos)
- Argentine Air Force- Ministry of Defense
- S.E.N.A.S.A. -Ministry of Agriculture, Animal Husbandry & Fisheries (Ministerio de Agricultura, Ganadería y Pesca)
- RENAR (National Weapon Registry) - Ministry of Justice and Human Rights.
- Border Health (Sanidad de Frontera) - Ministry of Health

# AIRPORT ACCESSIBILITY

Our goal is to allow all people, without any hindrances, to access and circulate across our airports. With that in mind, we worked jointly with the public sector and monitoring bodies to provide access to the terminals from different points in the cities. This includes public busses stop in all the airports with special sidewalks to ascend and descend, and semi-roofed bus stops for protection. We also included in the Master Plans of Ezeiza and Aeroparque the connectivity with railway services.

With regards to transit inside the airports, we are working towards providing the proper infrastructure to ensure access and mobility for every person in the airport. Among the projects, we planned the setting up of ramps, special bathrooms, doors that facilitate access for people with limited mobility, braille signaling, and clear audio information. Additionally, we raise awareness among our staff members and other employees of the airport, to facilitate access and enhance our service, and we work in alliance with related organizations to conduct awareness campaigns on the different subjects.

## TRANSFORMING MINDS

During 2016 we took part in the Project Mentes Transformadoras (Transforming Minds) dedicated to award organizations that stand out in putting forward innovative projects, with reference to solutions for social and public agenda problems. IN 2016 the winner of the contest was SEA (Signs in Action), a foundation working with disabilities related to hearing partial or total loss.





# GRI INDEX

CHAPTER 9

# GRI CONTENT INDEX

## GENERAL STANDARD DISCLOSURES

	PAGE AND/OR RESPONSE	UN GLOBAL IMPACT PRINCIPLES
<b>STRATEGY AND ANALYSIS</b>		
G4-1: Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability	10-15	
G4-2: Description of key impacts, risks, and opportunities	6-15, 38-40, 176-179	
<b>ORGANIZATIONAL PROFILE</b>		
G4-3: Name of the organization	18	
G4-4: Primary brands, products, and services.	8-9, 25-27, 78-79 <a href="http://www.aa2000.com.ar/Institucional">http://www.aa2000.com.ar/Institucional</a>	
G4-5: Location of the organization's headquarters.	Ciudad Autónoma de Buenos Aires, Argentina.	
G4-6: Number of countries where the organization operates.	18	
G4-7: Nature of ownership and legal form	25	
G4-8: Markets served.	18 <a href="http://www.aa2000.com.ar/Institucional">http://www.aa2000.com.ar/Institucional</a>	
G4-9: Scale of the organization,	8-9, 20-23, 54-55, 78-79 <a href="http://www.aa2000.com.ar/Institucional">http://www.aa2000.com.ar/Institucional</a>	
G4-10: Breakdown of employees	54-55 100% of our employees work full time.	Principle 6
G4-11: Percentage of total employees covered by collective bargaining agreements.	69	Principle 3
G4-12: Description of the organization's supply chain.	76, 78-79, 98-99	
G4-13: Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain.	There were no significant changes during this period in size, structure, ownership, or the supply chain of our company.	
G4-14: Description of how the precautionary approach or principle is addressed by the organization.	40, 48-49, 82-87, 106-107	
G4-15: Internally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	110-111, 117, 128-129, 132-150	
G4-16: Memberships of associations and national or international advocacy organizations that the organization endorses.	29-31, 110, 125, 128-129, 136-151, 155	

	PAGE AND/OR RESPONSE	UN GLOBAL IMPACT PRINCIPLES
<b>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</b>		
G4-17: List all entities included in the organization's consolidated financial statements.	In the annual report and financial statement, as well as in the Sustainability Report, the performance of Aeropuertos Argentina 2000 S.A. is reported.	
G4-18: Process for defining the report content and the Aspect Boundaries	48-49	
G4-19: List of the material Aspects	49-51	
G4-20: Aspect Boundary of material Aspects within the organization.	50-51	
G4-21: Aspect Boundary of material Aspects outside the organization.	50-51	
G4-22: effect of any restatements of information provided in previous reports.	There were no significant changes that may affect the comparability of the reported information.	
G4-23: Report significant changes from previous reporting periods in the Scope and Aspect Boundaries	There were no significant changes from previous reporting periods in the Scope and Aspect Boundaries	
<b>STAKEHOLDER ENGAGEMENT</b>		
G4-24: Relation of stakeholder groups engaged by the organization.	28	
G4-25: basis for identification and selection of stakeholders with whom to engage.	28	
G4-26: Organization's approach to stakeholder engagement.	28, 35, 48-49, 66-68, 91-92, 95-97	
G4-27: key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns.	48-49, 66	
<b>REPORT PROFILE</b>		
G4-28: Reporting period for information provided.	January to December 2016	
G4-29: Date of most recent previous report.	Sustainability Report 2015	
G4-30: Reporting cycle.	Annual	
G4-31: Contact point for questions regarding the report or its contents.	<a href="mailto:relacionesinstitucionales@aa2000.com.ar">relacionesinstitucionales@aa2000.com.ar</a>	
G4-32: Report the 'in accordance' option the organization has chosen.	160-175 AA2000 Sustainability Report 2015 has chosen the Core 'in Accordance' option for GRI G4 guidelines. The report has not been externally assured.	



	PAGE AND/OR RESPONSE	UN GLOBAL IMPACT PRINCIPLES
G4-33: Organization's policy on external assurance for the report.	The report has not been externally assured.	
<b>GOVERNANCE</b>		
G4-34: governance structure of the organization, including committees.	32-33	
G4-35: Process for delegating authority for economic, environmental, and social topics from the highest governance body to senior executives and other employees.	32-35	
G4-36: Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body	32-33 The Direction of Institutional Relations is responsible for coordinating the actions related to the sustainable management of AA2000.	
G4-37: Report processes for consultation between stakeholders and the highest governance body on economic, environmental, and social topics.	35	
G4-38: Composition of the highest governance body and its committees.	32-33	
G4-39: Report whether the Chair of the highest governance body is also an executive officer.	The Chairman of the Board is also an executive officer of the company.	
G4-40: Nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members.	35 The summarized curriculum vitae of administrative body and first-line managers are disclosed in the issuance prospectuses of the corporate bonds issued by the company and on the website of the issuing entity. The prospectuses can be found on the website of the Autopista de la Información Financiera (financial information highway) of free access for the general public. The duration of the Directors' terms of office is reported on the website of the Autopista de la Información Financiera of the National Securities and Exchange Commission, and on the website of the company.	
G4-41: Processes for the highest governance body to ensure conflicts of interest are avoided and managed.	34-35, 38, 40	
G4-42: Highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	34-35 Area directors and particularly the direction of Institutional Relations, report to the Board so as to keep them informed and be able to pass on projects and strategies in regards of sustainability.	
G4-43: Measures taken to develop and enhance the highest governance body's collective knowledge of economic, Environmental and social topics.	35-37	

	PÁGINA Y/O RESPUESTA	PRINCIPIOS DEL PACTO GLOBAL DE NACIONES UNIDAS
G4-44: Processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental, and social topics.	34	
G4-48: Highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered.	Martín Eurnekian, President of Aeropuertos Argentina 2000	
G4-51: Remuneration policies for the highest governance body and senior executives.	35	
G4-52: Process for determining remuneration.	35, 67	
G4-53: Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals.	There is no link or enquires made to stakeholders with regards to remuneration.	
G4-54: Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees in the same country.	Due to the local context in which AA2000 activities are carried out, this information deems confidential in order to safeguard the personal safety of the staff members and high-ranking officers of the company.	
G4-55: Ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees in the same country	Ditto G4-54	
<b>ETHICS AND INTEGRITY</b>		
G4-56: The organization's values, principles, standards, and norms of behavior.	6 <a href="http://www.aa2000.com.ar/Institucional">http://www.aa2000.com.ar/Institucional</a>	Principle 10
G4-57: internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.	38, 40, 99	Principle 10
G4-58: internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity.	38, 40	Principle 10

**SPECIFIC STANDARD DISCLOSURES**

MATERIAL ASPECTS	INDICATORS AND DISCLOSURES ON MANAGEMENT APPROACH	PAGE AND/OR RESPONSE	OMISSIONS	UN GLOBAL IMPACT PRINCIPLES
<b>ECONOMIC</b>				
Indirect Economic Impacts	Management Approach	6, 10-11, 45-46, 48-49, 80-81, 132		
	G4-EC7: development and impact of infrastructure investments and services supported	8-11, 22-23, 80-83, 98, 128, 134-135		
	G4-EC8: significant indirect economic impacts, including the extent of impacts	8-11, 22-23, 80-83, 98, 128, 134-135		
Acquisition practices	Management Approach	6, 10-11, 45-46, 48-49, 98-99		
	G4-EC9: Proportion of spending on local suppliers at significant locations of operation	98-99		
<b>ENVIRONMENT</b>				
Materials	Management Approach.	6, 12-13, 45-46, 48-49, 106-107		
	G4-EN1: Materials used by weight or volume.	109-111		Principle 7, 8
Energy	Management Approach	6, 12-13, 45-46, 48-49, 106-107, 113		
	G4-EN3: energy consumption within the organization.	113		Principle 7, 8
Water	Management approach.	6, 12-13, 45-46, 48-49, 106-107, 113		
	G4-EN8: Total water withdrawal by source.	113		Principle 7, 8
	G4-EN9: water sources significantly affected by withdrawal of water.	AA2000 does not have any records on water sources affected by withdrawal.		Principle 8
Biodiversity	Management approach.	6, 12-13, 45-46, 48-49, 106-107, 118		
	G4-EN11: Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Iguazú airport is situated within a natural protected area, with a surface of 1,804 hectares, and an operating station of 0.8 hectares.		Principle 8
	G4-EN14: Total number of IUCN red list species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	118 The National Coordination Management holds a risk chart by species for each Airport. Within the airport scope there are species that may pose a higher or lower risk to aviation, reason why a treatment for dispersion and deterrent is implemented.		Principle 8
Emissions	Management approach.	6, 12-13, 45-46, 48-49, 106-107		
	G4-EN15: direct greenhouse gas (GHG) emissions (scope 1).	114-115		Principle 7, 8
	G4-EN16: energy indirect greenhouse gas (GHG) emissions (scope 2).	114-115		Principle 7, 8
	G4-EN17: Other indirect greenhouse gas (GHG) emissions (scope 3).	114-115		Principle 7, 8, 9
	G4-EN19: Reduction of greenhouse gas (GHG) emissions.	114-115		Principle 8, 9
Effluents and Waste	Management approach.	6, 12-13, 45-46, 48-49, 106-107, 109, 112		
	G4-EN22: Total water discharge by quality and destination.	112		Principle 8
	G4-EN23: Total weight of waste by type and disposal method.	109-111		Principle 8

MATERIAL ASPECTS	INDICATORS AND DISCLOSURES ON MANAGEMENT APPROACH	PAGE AND/OR RESPONSE	OMISSIONS	UN GLOBAL IMPACT PRINCIPLES
Effluents and Waste (cont.)	G4-EN24: Total number and volume of significant spills.	112		
	G4-EN25: weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention2 annex I, ii, iii, and viii, and percentage of transported waste shipped internationally.	109-111 Waste management in international flights is carried out according to Senasa Resolution 714/10 National Plan of Prevention of Entry and Transmission of Plagues and Diseases through regulated Wastes (Plan Nacional de Prevención de Ingreso y Transmisión de Plagas y Enfermedades a través de Residuos regulados). Wastes are treated in a differential manner. At Ezeiza Airport such wastes are transferred to the hazardous waste treatment plant Draconis, thus complying with the resolution above mentioned.	AA2000 does not import nor export hazardous waste. In the case of export, it is carried out as a specific case, when there is need for treatment unavailable in the country. Such is the case of PCB oils	Principle 8
	G4-EN26: identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff.	The water bodies on which AA2000 discharges water and runoff do not show sign of environmental damage in the reported period.		Principle 8
	G4-AO6: aircraft and pavement de-icing/anti-icing fluid used and treated by m3 and/or metric tons.	118		
Overall	Management approach.	6, 12-13, 45-46, 48-49, 106-107		
	G4-EN31: Total environmental protection expenditures and investments by type.	106		
Supplier Environmental Assessment	Management approach.	6, 12-13, 45-46, 48-49, 98-99, 106-107		
	G4-EN32: Percentage of new suppliers that were screened using environmental criteria.	99, 179	In the near future, within the framework of the launching of the Code of Conduct for suppliers, they will be assessed on these issues. This will be informed in future reports.	Principle 8
Environmental Grievance Mechanisms	Management approach.	6, 12-13, 45-46, 48-49, 106-107		
	G4-EN34: Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms.	No grievances about environmental impacts were filed through formal grievance mechanisms.		Principle 8
Inter-modality	Management approach.	6, 10-11, 18, 45-46, 48-49, 78-79		
Noises	Management approach.	6, 12-13, 45-46, 48-49		
	G4-A07: number and percentage change of people residing in areas affected by noise.	Thanks to aeronautical development regarding engines, there has been a noise reduction throughout the years. It is estimated the in 40 years the decrease has been of 40 db. Such advances have also brought about a decrease in GHG emissions. Nevertheless, airports under AA2000 concession are located on vast land surfaces, fact that turns to be very favorable since the space tends to reduce noise, and in that way it does not affect communities that may be closest to the aeronautical premises.		
SOCIAL PERFORMANCE: LABOR PRACTICES AND DECENT WORK				
Employment	Management approach.	6, 45-46, 48-49, 54, 64		
	G4-LA2: Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation.	64-65		



MATERIAL ASPECTS	INDICATORS AND DISCLOSURES ON MANAGEMENT APPROACH	PAGE AND/OR RESPONSE	OMISSIONS	UN GLOBAL IMPACT PRINCIPLES
Employment (cont.)	G4-LA3: Return to work and retention rates after parental leave, by gender.	During 2016 18 women and 29 men took parental leaves. 100% of them returned to work a 97% retained their job positions after twelve months. Only one man left his position after that period.		
Occupational Health and Safety	Management approach.	6, 45-46, 48-49, 68, 70-71		
	G4-LA6: Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender.	70 In 19 years there has been no record of accidents followed by death in AA2000.		
	G4 – LA8: Health and safety topics covered in formal agreements with trade unions.	68		
Training and Education	Management approach	6, 45-46, 48-49, 54, 56-59		
	G4-LA9: average hours of training per year per employee by gender, and by employee category	58		Principle 6
	G4-LA10: Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	56-57		
	G4-LA11: Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	59		Principle 6
Diversity and Equal Opportunity	Management approach	6, 45-46, 48-49, 54, 123-125		
	G4-LA12: Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	32-33, 54-55		Principle 6
Equal Remuneration for Women and Men	Management approach.	6, 45-46, 48-49, 67		
	G4-LA13: Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	67 There is no difference in the remuneration and salary ratio between men and women in similar labor conditions.		
Supplier Assessment for Labor Practices	Management approach.	6, 45-46, 48-49, 98-99		
	G4-LA14: Percentage of new suppliers that were screened using labor practices criteria.	99, 179	In the near future, within the framework of the launching of the Code of Conduct for suppliers, they will be assessed on these issues. This will be informed in future reports.	
Labor Practices Grievance Mechanisms	Management approach.	6, 28, 38, 45-46, 48-49, 54		
	G4-LA16: Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms.	No grievances about labor practices were filed through formal grievance mechanisms.		
<b>SOCIAL PERFORMANCE: HUMAN RIGHTS</b>				
Investment	Management approach.	6, 14-15, 45-46, 48-49		
	G4-HR1: Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening,	134-135 The social investment carried out by AA2000 is directly related to Human Rights.		

MATERIAL ASPECTS	INDICATORS AND DISCLOSURES ON MANAGEMENT APPROACH	PAGE AND/OR RESPONSE	OMISSIONS	UN GLOBAL IMPACT PRINCIPLES
Investment (cont.)	G4-HR2: Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	57 Within the framework of the signature to the Code of Corporate Ethics and Conduct, which comprehends aspects regarding Human Rights, all staff members are informed about the impact of the business on these issues.		Principle 1
Non-discrimination	Management approach.	6, 45-46, 48-49, 123, 124		
	G4-HR3: Total number of incidents of discrimination and corrective actions taken.	During the period recorder in this report, there were no incidents of discrimination.		Principle 6
Freedom of Association and Collective Bargaining	Management approach.	6, 45-46, 48-49, 68, 123		
	G4-HR4: Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights.	68 No violations to the right to exercise freedom of association and collective bargaining were recorded in the company and its value chain.		Principle 3
Child Labor	Management approach.	6, 45-46, 48-49, 123		
	G4-HR5: Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	123 During the period recorder in this report, there were no incidents of discrimination.		Principle 5
Forced or Compulsory Labor	Management approach.	6, 45-46, 48-49, 123, 126-127		
	G4-HR6: Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	126-127 No incidents of forced or compulsory labor were recorded in the company and its value chain.		Principle 4
Assessment	Management approach.	6, 45-46, 48-49, 123		
	G4-HR9: Total number and percentage of operations that have been subject to human rights reviews or impact assessments.	123-129		Principle 1
Supplier Human Rights Assessment	Management approach.	6, 45-46, 48-49, 98-99, 123		
	G4-HR10: Percentage of new suppliers that were screened using human rights criteria.	99, 179		Principle 2
Human Rights Grievance Mechanisms	Management approach.	6, 28, 38, 45-46, 48-49, 38, 123		
	G4-HR12: Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms.	No grievances about human rights impacts were filed through formal grievance mechanisms.		Principle 1
<b>SOCIAL PERFORMANCE: SOCIETY</b>				
Local Communities	Management approach.	6, 14-15, 45-46, 48-49, 132		

MATERIAL ASPECTS	INDICATORS AND DISCLOSURES ON MANAGEMENT APPROACH	PAGE AND/OR RESPONSE	OMISSIONS	UN GLOBAL IMPACT PRINCIPLES
Local Communities (cont.)	G4-S01: Percentage of operations with implemented local community engagement, impact assessments, and development programs.	132-151 The company has environmental guidelines applicable to all the national system of group A that is under its concession. These serve to define policies to minimize impact in order not to affect surrounding communities, our personnel or airport users. AA2000's strategy for environmental education to reduce negative environmental impacts is based upon the daily training of the staff. To this end, the company appoints an environmental representative in each concessioned airport, who keeps an ongoing interaction with AA2000 Environmental Management, belonging to the Direction of Operation and Maintenance.		Principle 1
	G4-S02: Operations with significant actual and potential negative impacts on local communities.	106-107 We conduct monitoring tests on our personnel on noise exposure by regularly performing dosimetries		Principle 1
	G4-A08: Number of persons physically or economically displaced, either voluntarily or involuntarily, by the airport operator or on its behalf by a governmental or other entity, and compensation provided.	No people were physically or economically displaced.		
Anti-corruption	Management approach.	6, 38, 40, 45-46, 48-49		
	G4-S03: Total number and percentage of operations assessed for risks related to corruption and the significant risks identified.	38, 40		Principle 10
	G4-S04: Communication and training on anti-corruption policies and procedures.	38, 40 Within the framework of the signature to the Code of Corporate Ethics and Conduct, all staff members are trained on anti-corruption organizational policies and procedures.		Principle 10
	G4-S05: Confirmed incidents of corruption and actions taken.	During 2015 no incidents of corruption were recorded in any of the operations conducted by AA2000.		
Public Policy	Management approach.	6, 45-46, 48-49, 155		
	G4-S06: Total value of political contributions by country and recipient/beneficiary.	AA2000 did not make any political contributions to parties or related institutions during the period recorder in this report.		Principle 10
Supplier Assessment for Impacts on Society	Management approach.	6, 45-46, 48-49, 98-99, 132		
	G4-S09: Percentage of new suppliers that were screened using criteria for impacts on society.	99, 179	In the near future, within the framework of the launching of the Code of Conduct for suppliers, they will be assessed on these issues. This will be informed in future reports.	
Grievance Mechanisms for Impacts on Society	Management approach.	6, 14-15, 28, 38, 45-46, 48-49, 132		
	G4- S011: Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms.	No grievances about impacts on society were filed through formal grievance mechanisms.		



INDICATORS AND DISCLOSURES ON MANAGEMENT APPROACH		UN GLOBAL IMPACT PRINCIPLES	
MATERIAL ASPECTS		PAGE AND/OR RESPONSE	OMISSIONS
SOCIAL PERFORMANCE: PRODUCT RESPONSIBILITY			
Customer Health and Safety	Management approach.	6, 45-46, 48-49, 82-87	
	G4-PR1: Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.	82-89	
	G4-PR2: Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes.	During the period recorder in this report, there were no incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle.	
Product and Service Labeling	Management approach.	6, 45-46, 48-49, 92	
	G4-PR3: Type of product and service information required by the organization’s procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements.	All the information regarding advertising orders, contracts and agreements, abides by legal regulations and are uniform for all clients.	
	G4-PR4: Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	During the period recorder in this report, there were no incidents of non-compliance with regulations and voluntary codes.	
Compliance	Management approach.	6, 38, 40, 45-46, 48-49	
	G4-PR9: Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	During the period recorder in this report, there were no fines for non-compliance with laws and regulations concerning the provision and use of products and services provided by the company.	
Business Continuity and Emergency Preparedness	Management approach.	6, 45-46, 48-49, 82-89	
Service Quality	Management approach.	6, 45-46, 48-49, 88-89, 95	
Provision of Services or Facilities for Persons with Special Needs	Management approach.	6, 45-46, 48-49, 157	

# HIGHLIGHTS AND CHALLENGES

## 2016 GOALS

## PROGRESS MADE

### INTERNAL PUBLIC

Continue with the upgrading of organizational charts, job descriptions and assigning of generic categories.

We kept the organizational charts up to date, and described the job positions in the following areas: IT, VIP Lounges, and Corporate Security. We also designed the concepts of generic categories.

Continue the design of three issues of the magazine Conexiones and widen the participation of the personnel. We will conduct a survey of computers set up, in order to boost their use as a tool for communication.

We published three issues of the magazine. The Editorials were written by the CEO and HR Director.

Continue with the training programs in management skill, for supervisors, chiefs, and managers. We will also offer Leadership training for unionized teams.

We continued to develop the program with the attendance of 68 staff members and a total of 1,644 hours of training. Participants were mainly chiefs, supervisors, and staff members with certain degree of responsibility.

Continue with the search for consensuses to define responsibilities, efficiency award, scheduling diagrams for Ezeiza and Aeroparque.

Consensuses will be agreed upon in 2017.

Implement the work process for notifying annual leaves and other leaves.

We decided on the purchase of a payroll calculation and data base system that will allow us to move forward in terms of processes.

### ENVIRONMENT

Implement recycling practices for solid human waste generated in the airports.

We took actions on recycling in alliance with monitoring bodies, suppliers, and social organizations.

Carry out environmental awareness campaigns.

We coordinated training actions, awareness campaigns in airports and public-Private spaces, for internal and internal participants.

## 2016 GOALS

## PROGRESS MADE

### COMMUNITY

Begin the development and execution of the craft and job creation workshops within the frame of the project Otra Historia by Amaltea.

The craft workshops at the shed began their activities aimed at creating genuine jobs, such as wooden furniture assembling, carpentry, furniture with pallets donated by TCA, among others.

Launch the Airport Orchestra program for young people.

We launched the scholarship program 'Airport Orchestras' (Orquestas Aeroportuarias), aimed at motivating intellectual and artistic development of young people already participating in the Program of children and youth Orchestras

Launch the program BASURA CERO (Zero Garbage) at Aeroparque Jorge Newbery, Ezeiza, and San Fernando airports.

We conducted an awareness campaign on garbage collection and recycling at Ezeiza and Aeroparque airports.

### VALUE CHAIN

Implement manager indicators regarding the behavior of the leading suppliers in relation to their commitment and fulfillment on the issues of social responsibility and environmental sustainability.

We use the Comprehensive System for Suppliers and Contractors Monitoring (Sistema Integral para Control de Proveedores y Contratistas) to perform a thorough and systematized follow-up on legal abiding and mandatory documents submission according to each business.

Carry out a systemic program for auditing and inspections, to verify the compliance with the Code of Ethics and Conduct and sustainable commitments.

We ensured that all authorized suppliers know and accept the Code of Ethics and Conduct for suppliers. At the moment we have not systematized the verification of its compliance.

Foster the involvement of suppliers from all the country's regions, in contracts for construction work, services, and materials, aiming at improving regional economies.

We improved the system for incorporating new suppliers from all across the country, thanks to the development of the new Suppliers Portal that will be operating in 2017.

# SIGHT SET UPON THE FUTURE: 2017 CHALLENGES

## INTERNAL PUBLIC

- Design and execute training plans per business unit.
- Design and execute a high potential Development Plan and a Career Plan.
- Implement better software to improve Human Resources management.

## ENVIRONMENT

- Continue to collaborate with the Plan de Acción de la República Argentina to reduce CO2 emissions in civil aviation activities.
- Coordinate environmental gatherings with providers, concessionaires, and enforcement authorities.
- Develop technical and operational aspects on recycling processes in different airports around the country.
- Carry out sanitation in places where contamination is detected.

## COMMUNITY

- Develop a project, together with allied companies, the National Ministry of Social Development, and the Ministry of Social Development of Buenos Aires province, in order to achieve the elimination of arsenic in 100 wells in Buenos Aires Province.
- Begin developing the Accessibility Plan for all our airports.

## SUPPLIERS

- Incorporate management indicators for possible negative impacts on the value chain on: labor practices, environmental and social impacts.
- Develop alliances with companies, organizations, and the public sector to work good practices in the value chain.
- Launch the new online system for suppliers around the country.

## PASSENGERS AND CUSTOMERS

- Implement the Project Experiencia al Pasajero (Passenger's Experience)
- Launch the new AA2000 corporate website.
- Implement the new service quality assessment tool.

## SECURITY

- Develop an application that enables the measurement of management indicators in all the specialties regarding security
- Increase training destined to the formation of fire brigades composed of our staff members in the different airports.





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An aerial photograph of an airport tarmac. In the foreground, two Alitalia aircraft are parked at gates. The one on the left is white with a green and red tail fin. The one on the right is white with a blue tail fin. In the background, a large terminal building with a glass facade is visible, along with other airport buildings and parking lots. The sky is clear and blue.

Buen viaje  
Have a nice trip  
Boa viagem  
Gute fahrt  
Bon voyage  
Buon viaggio  
一路顺风



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[www.aa2000.com.ar/sustentabilidad](http://www.aa2000.com.ar/sustentabilidad)



