



ENAIRe 

ENAIRe SUSTAINABILITY REPORT 2021



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First prize "Capture your SDG at ENAIRe 2021"



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A Letter from the Chairperson

chapter 1





A Letter from the Chairperson

We are delighted to make this integrated ENAIRES Sustainability Report available to society in general and to our stakeholders in particular. It sets forth our environmental, social, and corporate governance-related activity throughout 2021 and bears witness to our commitment to transparency through verified reporting of the Entity's financial and non-financial information in accordance with the criteria and priorities identified through the materiality survey conducted with our stakeholders and the criteria of the Global Reporting Initiative (GRI) as reflected in our commitment to corporate social responsibility in all fields of activity.

This has been a year of transition from the severe impact of COVID-19 on air traffic in 2020 to gradual recovery during 2021, a period during which we continued to prioritise air traffic safety as the indisputable lynchpin of our activity on all fronts. Operational, physical and cybersecurity, at the same time as our firm support and commitment to the aviation sector and the public service we provide to society as a whole.

“If operational safety is the key priority for ENAIRES, environmental sustainability and quality of service are also high-priority strategic lines”



ISABEL PARDO DE VERA POSADA
Secretary of State for Transport, Mobility and Urban Agenda



COVID-19 has continued to make its presence felt in our surroundings, but thanks to the operational recovery and resilience and the occupational health and protection measures adopted, we have been able to provide our air navigation services as usual while adapting our personal conduct to the evolving public health situation. Be that as it may, I would like to take this opportunity to thank ENAIRES's entire workforce for their hard work and professionalism and, in particular, to send a big hug to those who have suffered the consequences of the pandemic in 2021 to a greater or lesser degree.

ENAIRES, in its role as the national air navigation manager, has continued to be a key player in the air transport value chain to meet a growing, if erratic, demand for flights in 2021. The international flight sector has been particularly conditioned by the wide variety of restrictions resulting from the differing health regulations imposed by each country as they responded to their particular circumstances vis-à-vis the pandemic.

ENAIRES managed almost 1.2 million flights in 2021, 44.7% fewer than in 2019, the reference year for data comparison since traffic fell to even lower levels in 2020 as a result of the effects of COVID-19.

This means that ENAIRES has recovered 55.3% of its operations in 2021 compared to 2019 and actually equalled the 2019 figures in some destinations in certain months.

We implemented our Recovery Plan in 2020 and it has played an essential part in enabling us to manage this volume of operations. Its results incorporate operational security and resilience measures in 2021 to respond to the rapidly-evolving scenarios that have enabled us

to ensure the recovery of services with full guarantee of safety and quality in constant coordination with our stakeholders, especially the Airlines, as the situation developed throughout the period.

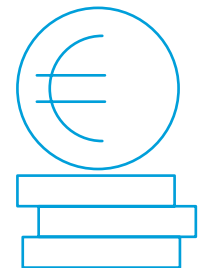
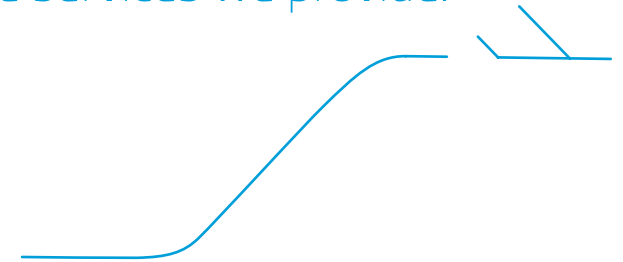
ENAIRES continues to be the air navigation services provider with the lowest route rate among the five major European providers in 2021. The drastic reduction in our air navigation rates (11% in the Peninsula and 8.5% in the Canary Islands) shows the measure of our support for the sector this year. In fact, we lowered our route rates by more than any other of the 38 members of EUROCONTROL to a point 8% below the average.

This commitment to our main customers will continue into 2022 with a rate 19.4% lower than that of 2019 in the Peninsula and 14.4% in the Canary Islands.

We are happy to report that ENAIRES's income has recovered to reach a figure 23% higher than the previous year, even though it is still 50% below the 2019 level. Our EBITDA remained in red numbers at -€ 220 M, an improvement compared to 2020 but still a long way from the 2019 figure in spite of the cost restraint measures we put in place.

ENAIRES has invested € 124 M this year, mainly on modernisation and digitisation of our systems and the safety of the services we provide.

“ENAIRES has invested € 124 M this year, mainly on modernisation and digitisation of our systems and the safety of the services we provide.”





As evidence of our commitment to operational safety, ENAIRES has once again obtained the highest possible score (100% maturity) this year in the five components of the Safety Management System in accordance with the European standard: Safety policy and objectives, Safety culture, Safety risk management, Safety assurance and Safety promotion. Thus, since 2019 ENAIRES has been setting the benchmark by obtaining the highest possible rating in all the areas assessed with a score more than 12 points higher than the average of the all European service providers.

But if operational safety is the key priority for ENAIRES, environmental sustainability and quality of service are also high-priority strategic lines.

ENAIRES includes safety as the first and most important goal in its Strategic Plan (2025 Flight Plan) and for this reason in 2021 we approved "Green Sky", our Environmental Sustainability Plan that in turn contains the Fly Clean, Fly Quiet and Eco-ENAIRES initiatives.

Fly Clean aims to reduce emissions from aircraft by improving the efficiency of flights operating in Spanish airspace, Fly Quiet to reduce the noise impact on human populations and biodiversity and Eco-ENAIRES to reduce emissions from ENAIRES's own facilities by using more renewable energy, exchanging ICE vehicles for more efficient alternatives and other energy-efficient and circular economy measures.

Among the awards and recognitions we have received this year I would like to highlight the internationally-respected EFQM 500 Seal, presented by the

Management Excellence Club in October in its first assessment conducted on the basis of a highly-prestigious excellence model as evidence of ENAIRES's firm commitment to continuous improvement and excellent, innovative and sustainable management.

We continue to promote to develop the drone business in our sector with our programmes and measures to facilitate integration of these devices into an airspace shared with other aircraft. In this respect the cooperation of police forces such as the Mossos d'Esquadra and military corps such as the French and Spanish air forces deserve special mention. We have also entered into an Agreement with AIRBUS and the governments of several Spanish regions such as Valencia and Navarre within the scope of research into this field for the new concept of Urban Air Mobility.

2021 has been an intense year marked by external uncertainties, even including some unprecedented operational incidents in our airspace such as the eruption of the Cumbre Vieja volcano on the Island of La Palma. Nevertheless, the excellent work and tenacious effort of all ENAIRES's qualified experts throughout the year enabled us to successfully overcome these challenges and achieve positive results for our company, our customers and our country. Congratulations to all and thank you very much for all your hard work and dedication.

This year we have learned how events with a significant impact on our lives occur with increasing frequency, making it necessary to strengthen

our risk management, resilience, recovery and crisis systems. Here at ENAIRES we have addressed this issue by implementing new management structures and procedures.

It has been a complex year for the entire aviation sector and 2022 is beginning with its own challenges, which is why I want to encourage everybody at ENAIRES to keep up the spirit of achievement and a job well done, that urge to excel and pride in belonging to ENAIRES.

ISABEL PARDO DE VERA POSADA

Secretary of State for Transport,
Mobility and Urban Agenda

Main events and data for 2021

chapter2





Main figures for 2021



LEADERSHIP

We are the leading global provider of air navigation services in Spain.

2.2 Mkm²

Air space



VALUES

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



SUSTAINABILITY

10,500 T

Of fuel saved compared to 2019

33,000 T

Less CO₂ emissions than in 2019

1 million nautical miles saved

By air routing efficiency

96.7 %

More efficient route network than in 2019



EFFICIENCY

Reduction of route rate in 2021:

-11 %

in the Peninsula

-8.5 %

in the Canary Islands



INVESTMENT

25 %

Increase in investment compared to 2020



OPERATIONS

1.2 M

In 2021 ENAIRES recovered 55.3% of its operations with respect to the 2019 level

+40 %

Increase in flights managed compared to 2020



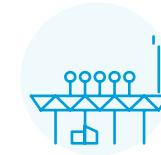
EQUALITY

46 %

Qualified women directors

34.65 %

Women employed



FACILITIES

5 Control Centres

(Madrid, Barcelona, Sevilla, Palma de Mallorca and the Canary Islands)

2 Terminal Area Control Centres

(Santiago and Valencia)

21 Airports

in which we are providers of airfield control services including the five with the most intense air traffic in Spain

46 Airports

in which we provide CNS services (Communication, Navigation and Surveillance)



PROFITABILITY

€ **-220.2** M

EBITDA in 2021 was 47 million euros higher than in 2020 (improvement of 17.6%)

€ **-309.7** M

Operating revenue increased by € 44.9 M in compared to the previous year (a 12.7% improvement)



QUALITY EMPLOYMENT

96.97 %

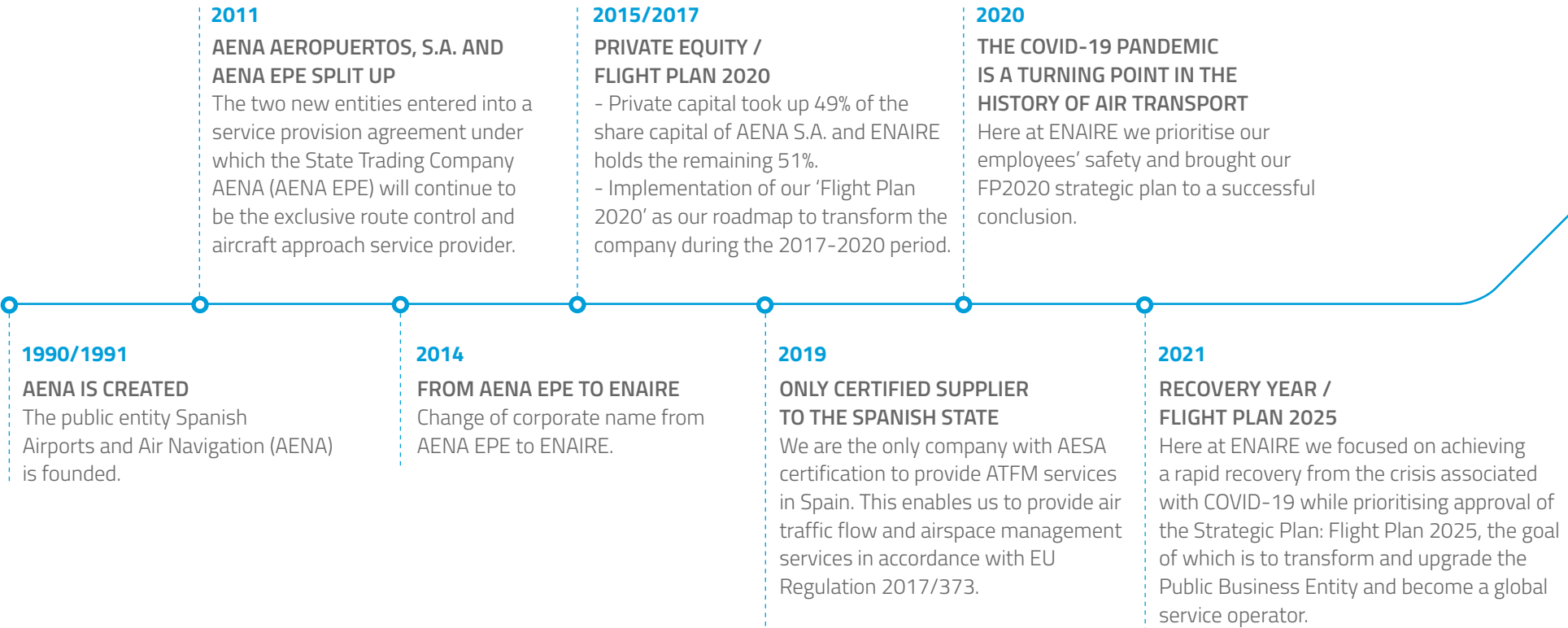
Permanent employment contracts

4,159

Employees



Historic dates



About ENAIRE

chapter 3





About us

We are a Public Business Entity attached to the Ministry of Transport, Mobility and Urban Agenda and an international benchmark in the field of air navigation. As such, we have our own legal status, independent from the State, and conduct our activity within the framework of the Government's general transport policy.

ENAIRES is tasked with managing the 2.2 million square kilometres that comprise Spanish airspace by provision of air navigation services based on the use of cutting-edge technology.

In order to fulfil our corporate mission and purpose we have created a work team composed of 4,159 people and a robust network of technology providers. We have also forged alliances with key players in the industry at the corporate, governmental and academic levels.





Purpose, mission and values



PURPOSE

We take care of your flight to ensure a safe, fast, efficient, sustainable experience.



MISSION

We provide safe, efficient, high-quality air navigation services with respect for the environment, contributing to the development of aviation and therefore to the economic and social development of Spain.



VALUES

Safety first:

- **It's in our DNA:** Safety is our highest priority, a pillar on which our service and the well-being of people rest.
- **Attitude of trust and "culture of fairness":** In order to maintain and strengthen the culture of safety at the core of our service, we foster and participate in an atmosphere of trust in which everyone reports essential information without fear of reprisals.
- **Strengthening and promoting safety:** The measures and changes we implement today must strengthen the required safety levels and enable us to face tomorrow's challenges.

We are committed to our customers and to society:

- **In search of excellence:** We provide a quality service that ensures and exceeds the needs and expectations of our customers and stakeholders.
- **With empathy as a value:** We put ourselves in others' shoes to understand and respond to the needs of internal and external customers.
- **We take responsibility for the Environment:** We are aware of the impact of our activity on the natural environment and we implement actions to develop sustainable solutions.

We are one great team:

- **We are ENAIRES:** We are proud to form part of ENAIRES. We do everything possible in our day-to-day work to achieve our collective goals.
- **Integrity is our core value:** We act ethically, honestly and transparently in the performance of our work.
- **We respect and trust:** We collaborate with our colleagues, recognising the merit of their work and act with generosity and humility to achieve a networked organisation.

Appetite for improvement:

- **We innovate:** We set ourselves new challenges and look for new ideas and ways of doing our work based on the latest technological advances.
- **Flexibility vis-à-vis change:** We keep an open mind and adapt to changes to enable ENAIRES to transform and grow
- **We are proactive:** We build ENAIRES's future with involvement and initiative.



Our activity

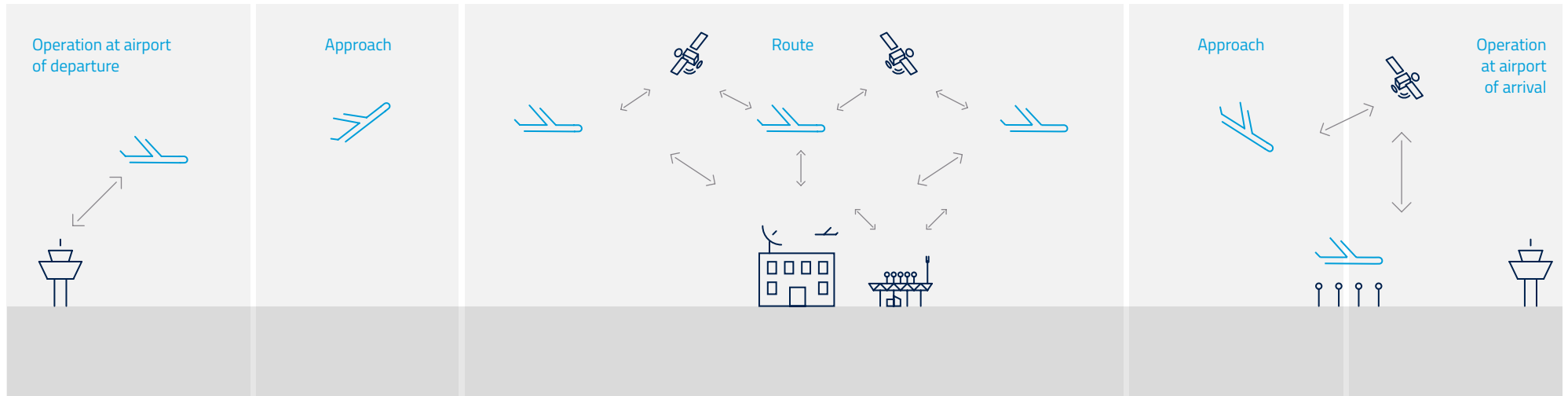
Our services

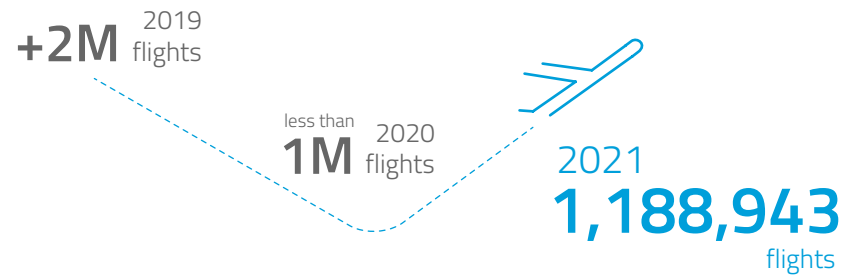
We provide the following services:

1. Air traffic service (ATS) in a safe, fluid, efficient, sustainable manner.
2. Communications, navigation and surveillance service (CNS) with which we provide the technical means and support for the aircrafts' operations.
3. Aeronautical information service (AIS) to make the information required to carry out their operations available to all airspace users.
4. Air traffic flow management (ATFM) to ensure flight regularity and airspace capacity.
5. Local airspace management (ASM) (tactical/level 3) to ensure civil/military coordination in the deployment of operations.

We are the only
aeronautical information
service provider in Spain

What air navigation does





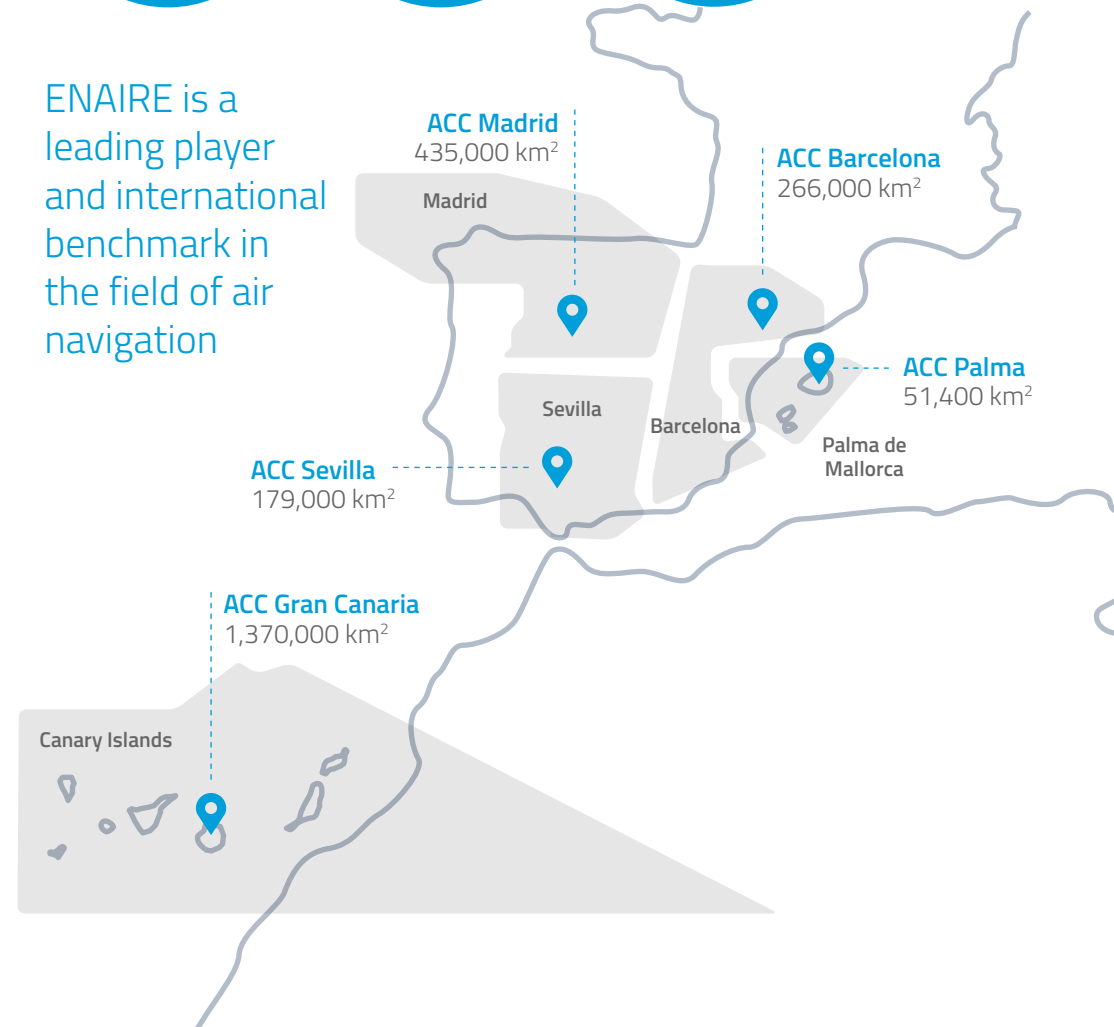
We exceeded 2 million flights in 2019 and after a dramatic slump to less than 1 million during the toughest year of the pandemic we returned to the growth path in 2021 to reach a total of 1,188,943 flights.



We provide air navigation services in:

- 21 towers (airfield control service)
- 46 Airports with CNS (Communication, Navigation and Surveillance) service
- For civil traffic within the scope of Spanish airspace

ENAIRES is a leading player and international benchmark in the field of air navigation





Location of air navigation services



Control tower:
air traffic and CNS services



Control tower:
CNS services



Control centres:
air traffic and CNS services



Terminal area control centres:
air traffic and CNS services

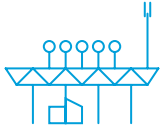


Note: In addition to those shown on the map, ENAIRE provides air transport and CNS services at the Tenerife North airport and CNS in Madrid-Cuatro Vientos.

CNS: Communications, Navigation and Surveillance



Facilities and equipment through which air navigation services are provided:



238

radio nav-aids that support en-route guidance and TMA and airport approaches



59

surveillance systems for Route, TMA and ground



134

communication centres



124

REDAN nodes for voice and data communications for air navigation applications



133

control tower positions



153

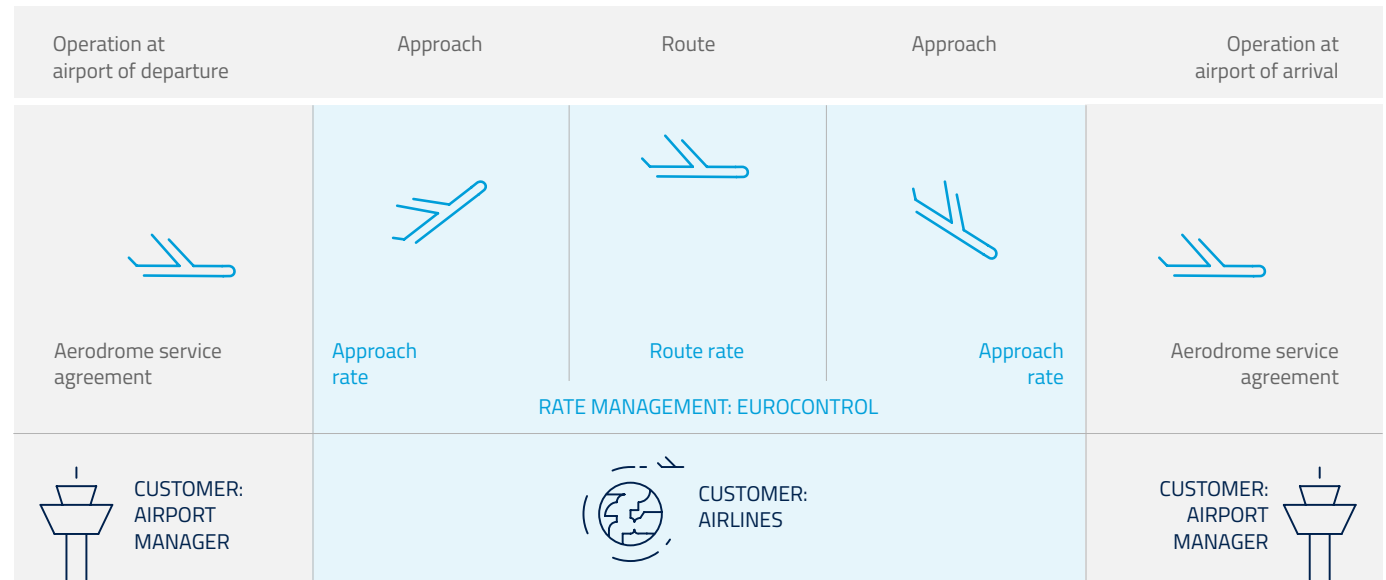
control centre positions





Rates and turnover

Here at ENAIRES we have made an effort during the 2020 and 2021 period to help drive the recovery of the aeronautical sector, which was severely affected by the COVID-19 pandemic. That is why we have once again reduced our air navigation rates, which represent our main source of income, in 2021.



Note: Approach and take-off operations constitute a single service. The European regulations on the Single European Sky state that the formula for calculating these rates must be the same for all EU countries. Invoicing and collecting both rates are performed by EUROCONTROL.

We have two types of air navigation rates:

1. Route rates

Charged to remunerate facility costs, use and air navigation services en route. They are calculated by multiplying the unit rate by the number of service units. The distance flown and the weight of the aircraft that cross Spanish airspace are the main factors.

2. Approach rates

These remunerate the air navigation services provided to ensure the safety and fluidity of the movements during the approach phase. They are calculated by multiplying the unit rate by the number of service units, taking the weight of the aircraft that cross Spanish airspace into account. They apply to all airports and air bases open to civil traffic where we provide our services.

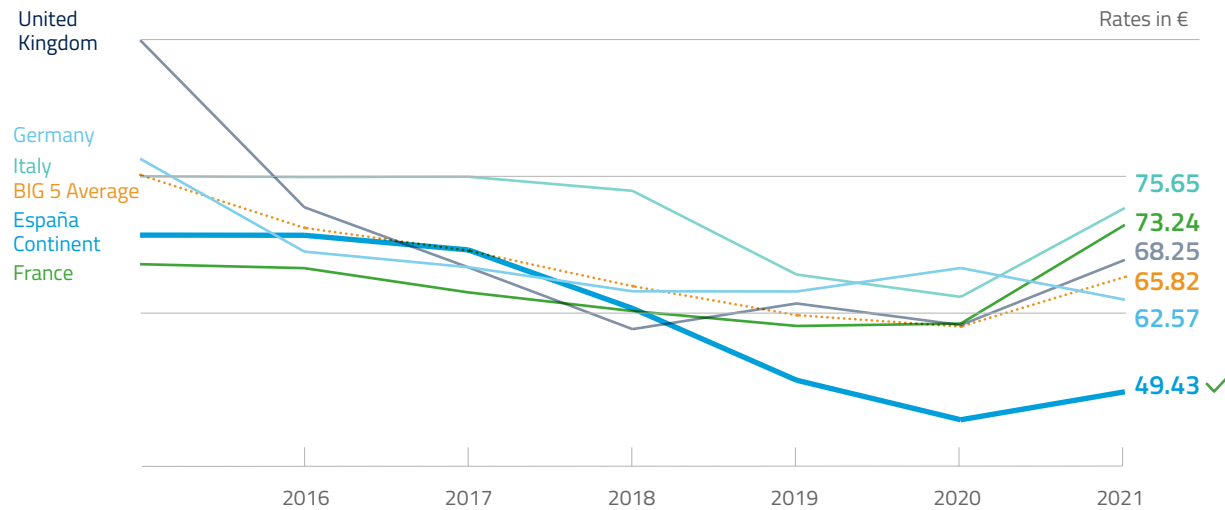




Spain has lowered its route rates more than any other of the 38 countries that make up EUROCONTROL in 2021.

The Spanish rate is
8% LOWER
than the average European rate.

Rates in Europe



ENAIRES has supported the mobility of society in general. By reducing its rates over the last ten years and now charges the most competitive rates in Europe.

Route rates in the Iberian Peninsula were reduced by 16.7% in 2020 and by 11% in 2021 and by 12.5% and 8.5% respectively in the Canary Islands.

Our air navigation rates will remain below 2019 levels until 2024.

In 2022 the peninsular rate will be 19.4% lower than that of 2019 and 14.4% lower in the Canary Islands.

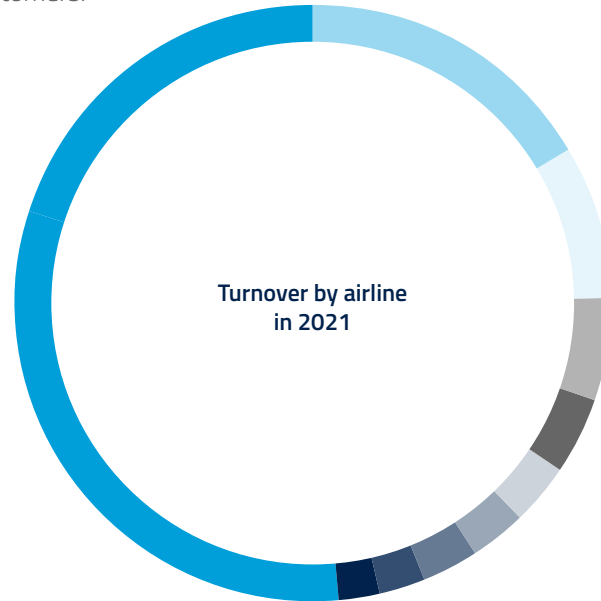


Route rate turnover accounts for more than 67% of our revenue and the airlines are our main customers.



Turnover by airline in 2021

€320 M

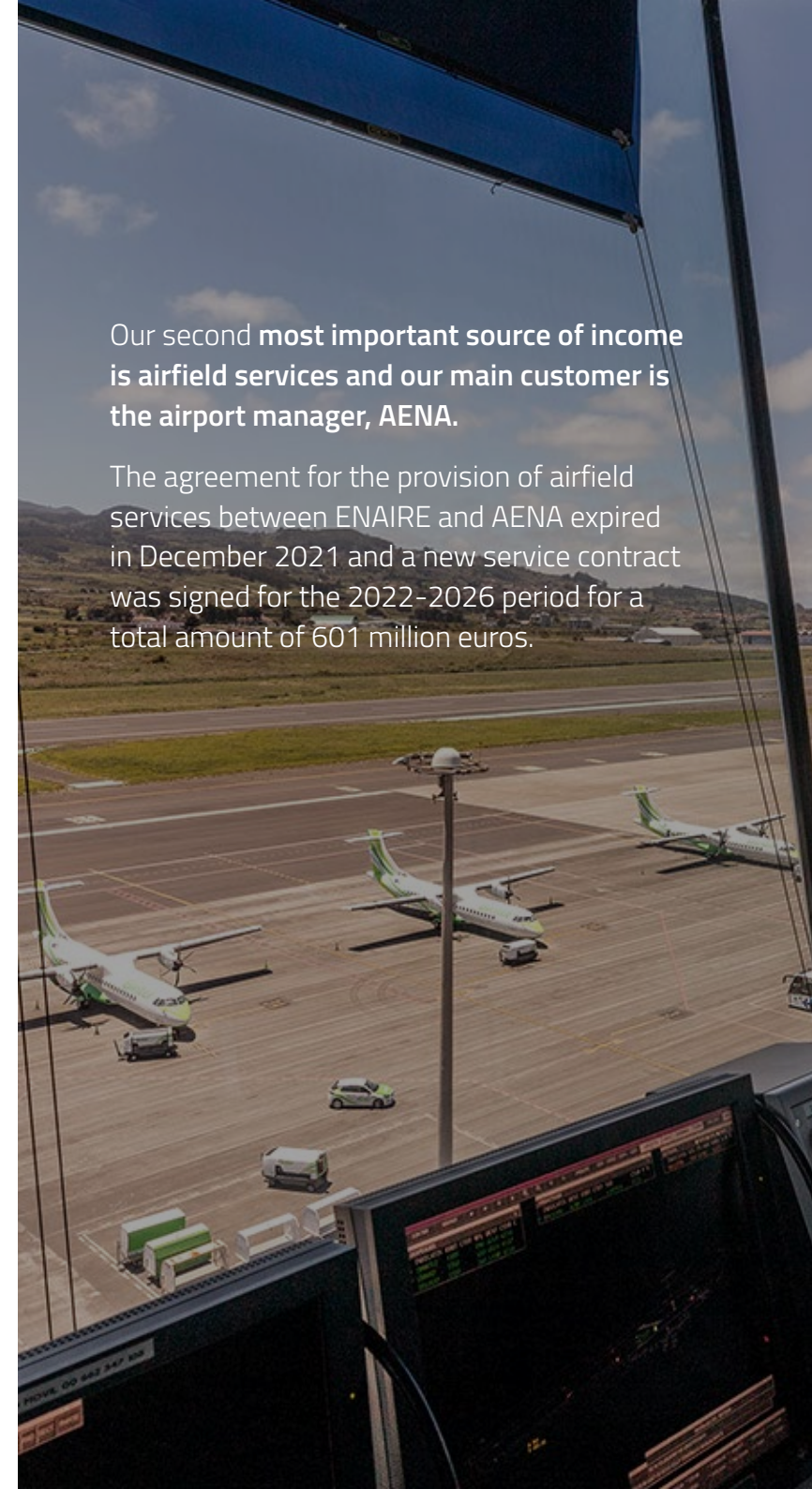


16.83%	RYANAIR	3.14%	AIR FRANCE
8.60%	VUELING AIRLINES	3.10%	ROYAL AIR MAROC
5.68%	IBERIA	2.54%	EASYJET EUROPE
4.22%	AIR PORTUGAL TAP	2.35%	IBERIA EXPRESS
3.39%	AIR EUROPA	50.13%	Rest

The IAG Group, composed of Vueling, Iberia, Air Nostrum, Iberia Express, British Airways and Aer Lingus, represented 20.26% of turnover in 2021.

Our second most important source of income is airfield services and our main customer is the airport manager, AENA.

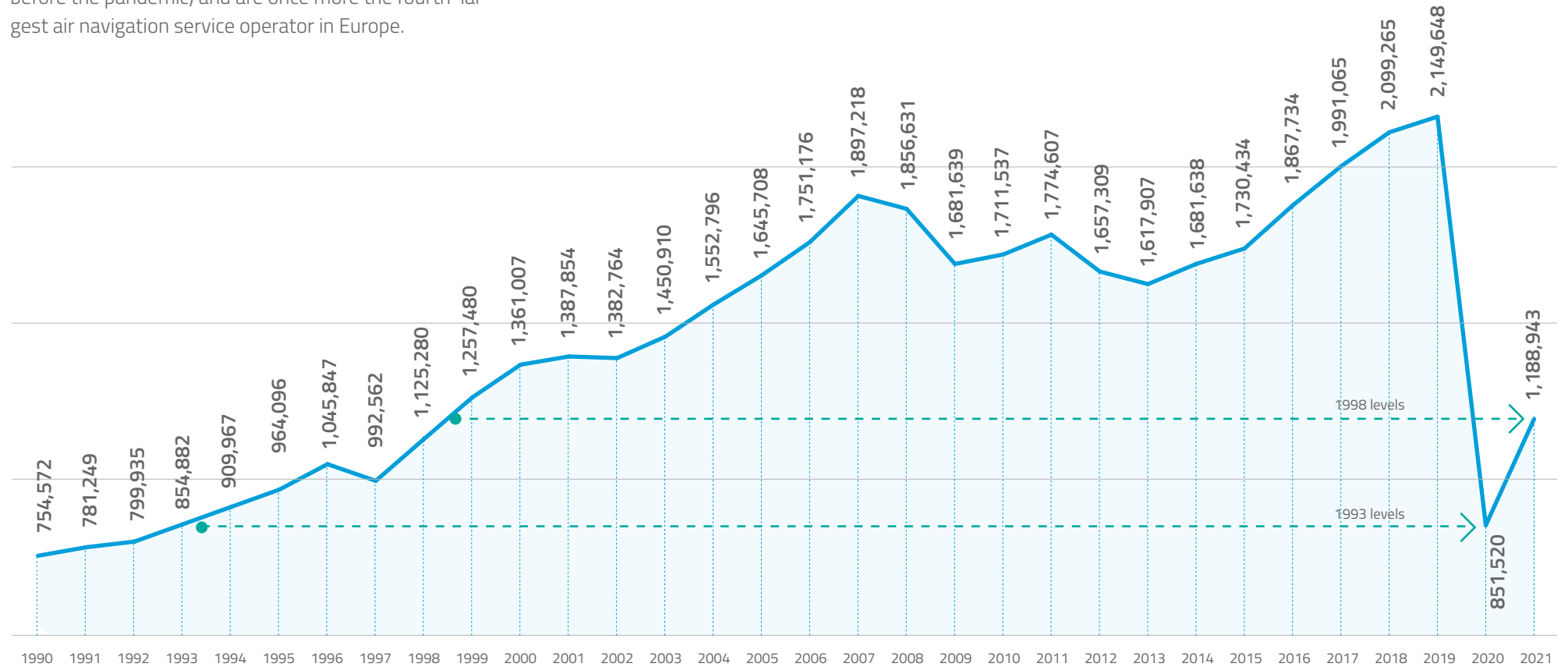
The agreement for the provision of airfield services between ENAIRES and AENA expired in December 2021 and a new service contract was signed for the 2022-2026 period for a total amount of 601 million euros.





Air traffic in 2021

The economy and society in general are still recovering from the devastating impact of the pandemic. Improvement in the public health situation gave rise to a gradual increase in citizens' mobility and with it, [recovery of passenger air traffic](#) worldwide. We managed 1.2 million flights in 2021, 44.7% less than 2019 (the reference year before the pandemic) and are once more the fourth-largest air navigation service operator in Europe.

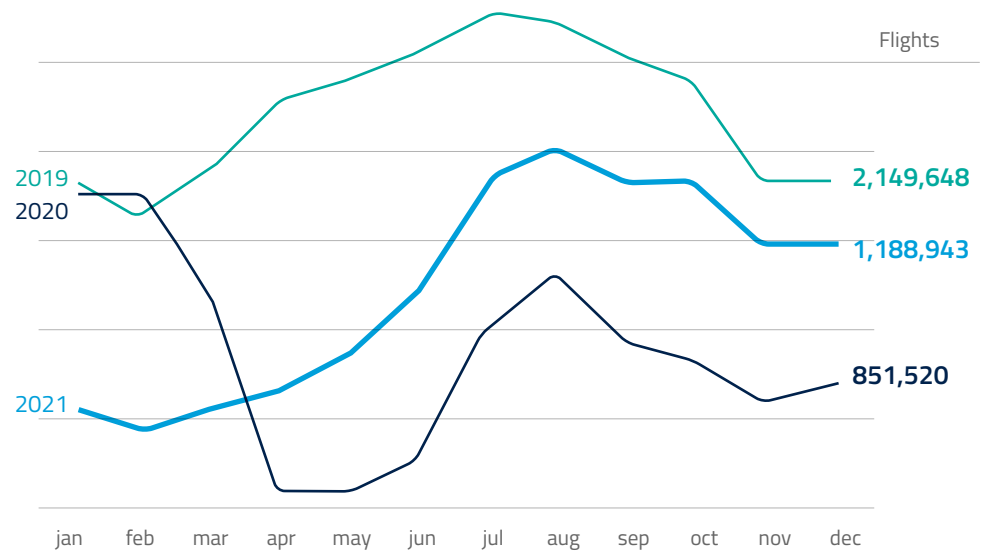




2021: THE YEAR OF RECOVERY

Compared to the 2019 figures, 72.6% of domestic flights and 50.1% of international flights were recovered this year. Moreover, 53.1% of overflights (flights that do not depart or arrive at a Spanish airport) were recovered.

Flight recovery





TRAFFIC FLOWS

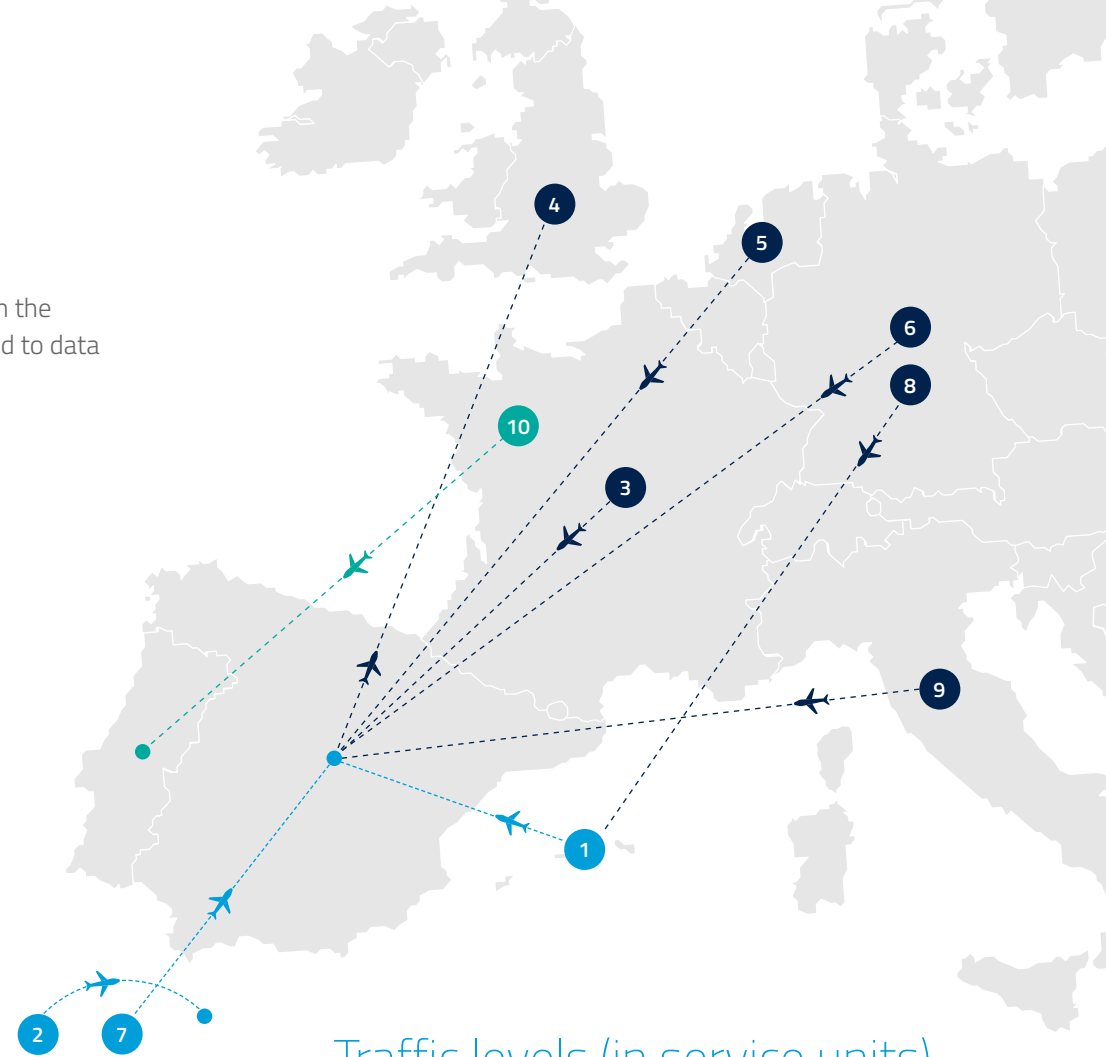
The recovery of air traffic was the result of a significant increase in the number of flights in the second half of 2021. While only 27% of flights were recovered in the first quarter compared to data from the same period in 2019, **the recovery rate reached 80% in the second half.**

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

- Domestic flights
- International flights with departure/arrival in Spain
- Overflights, mainly by aircraft from the United Kingdom, France, the Netherlands and Germany

The main flows

	TYPE	TOP 10 FLOWS	2021	2020	21 vs 20
1	Balearic Islands - Peninsula	Domestic	66,645	45,379	46.9%
2	Canary Islands - Canary Islands	Domestic	65,747	56,206	17.0%
3	France - Peninsula	International	53,055	36,543	45.2%
4	Peninsula - United Kingdom	International	52,783	53,487	-1.3%
5	Netherlands - Peninsula	Internacional	50,994	35,808	42.4%
6	Germany - Peninsula	Internacional	46,678	35,331	32.1%
7	Canary Islands - Peninsula	Domestic	45,909	31,285	46.7%
8	Germany - Balearic Islands	Internacional	44,007	19,861	121.6%
9	Italy - Peninsula	Internacional	43,249	29,227	48.0%
10	France - Portugal	Overflight	33,594	24,704	36.0%



Traffic levels (in service units) are still 45% below the 2019 figures, a fact that has a significant impact on revenue



FLIGHTS MANAGED



Control Centres

SPAIN

	2019	2020	2021
TOTAL	2,149,648	851,520	1,188,943
International	1,249,952	430,099	626,507
Domestic	434,417	232,271	315,438
Overflights	465,279	189,150	246,998

ACC CANARY ISLANDS

	2019	2020	2021
TOTAL	357,566	172,511	219,760
International	168,481	67,705	82,535
Domestic	149,751	87,975	117,515
Overflights	39,334	16,741	19,710

ACC MADRID

	2019	2020	2021
TOTAL	1,187,649	475,916	631,679
International	618,339	227,257	299,304
Domestic	205,868	99,670	135,610
Overflights	363,361	148,989	196,765

ACC BARCELONA

	2019	2020	2021
TOTAL	985,412	356,280	542,499
International	694,403	222,778	351,505
Domestic	182,968	93,608	134,504
Overflights	108,041	39,894	56,491

ACC SEVILLA

	2019	2020	2021
TOTAL	426,507	184,449	273,691
International	206,573	78,806	118,026
Domestic	115,177	63,969	91,425
Overflights	104,724	41,674	64,240

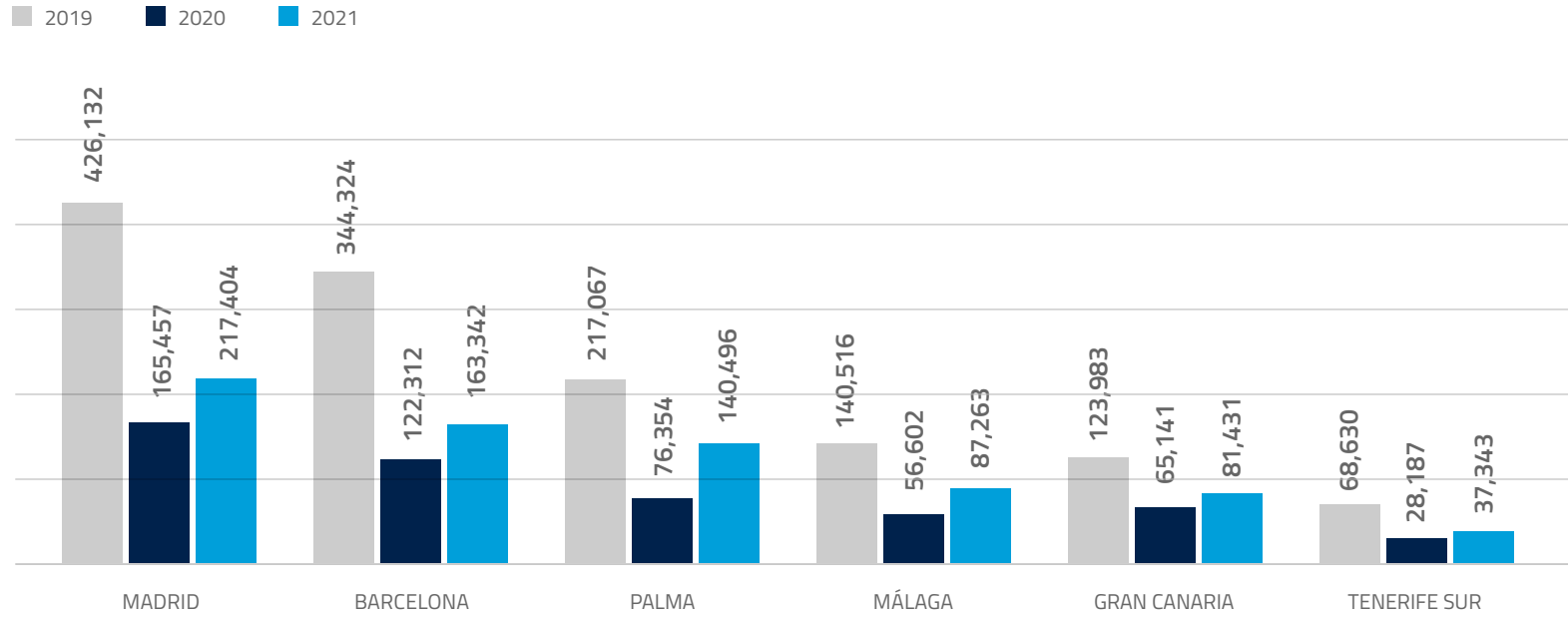
ACC PALMA

	2019	2020	2021
TOTAL	330,965	122,708	226,249
International	223,780	65,614	141,502
Domestic	106,607	56,754	84,319
Overflights	578	340	428



Main control towers

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





Our stakeholders



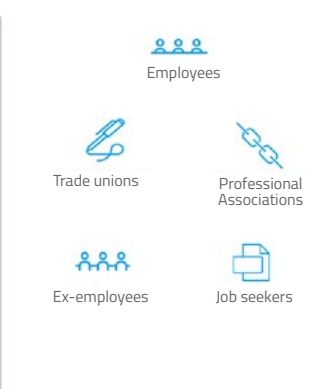
We continued to make a significant effort to deepen our relationships with our customers and stakeholders in 2021 as an essential part of our activity to achieve a solid, viable recovery together with all the other organisations involved in the aeronautical sector.

Our stakeholders

CUSTOMER Area



PEOPLE Area



SOCIETY Area



INVESTOR AND SUPERVISORY Area



PARTNER/SUPPLIER Area

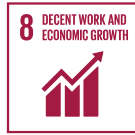


Source: Stakeholder Map (May 2021).

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



Our contribution



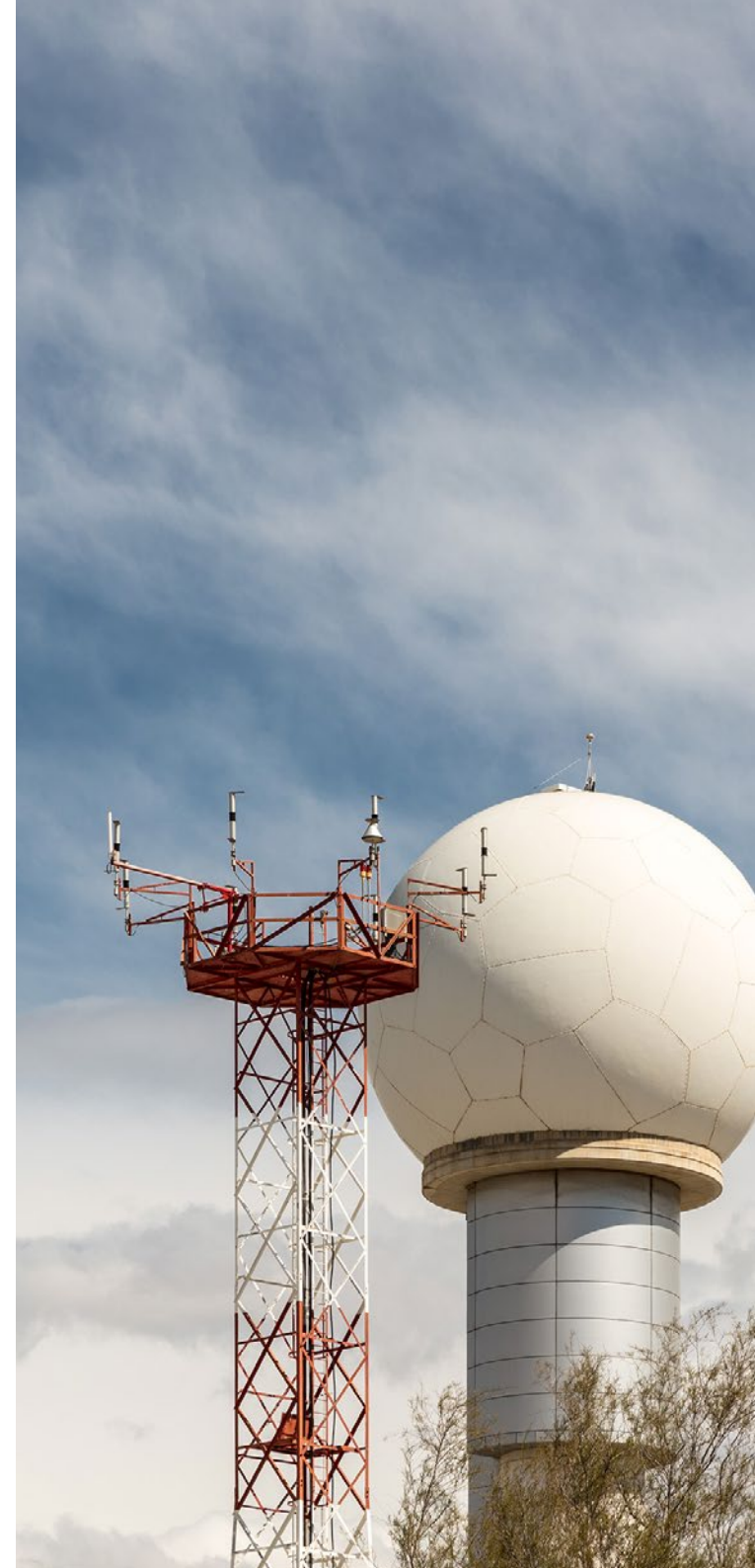
WE CONTRIBUTE TO THE RECOVERY OF THE AERONAUTICAL SECTOR

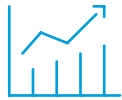
2021 has been the year of recovery for the aeronautical sector. ENAIRES is a key player in the air transport value chain, a strategic sector for Spain due to its significant economic and social impact that actively contributes to fostering connectivity and accessibility



WE FOSTER CONNECTIVITY

Strengthening the capacity of the network to enable passengers to travel on domestic and international flights. Air connectivity enables tourism and facilitates trade, social connection and inclusion and the fosters the exchange of knowledge and ideas. We connect people and companies to countries with different cultures and communities. In this context, we are among the EU countries that transports the most passengers on domestic, intra-community and extra-community flights. Between January and December 2021 the number of passengers on commercial flights in the Spanish air travel market grew by 58.8% compared to 2020 to reach 93.2 million. Compared to 2020, 35.4 million more passengers travelled by air in Spain during this period.





WE CONTRIBUTE TO ECONOMIC DEVELOPMENT

ENAIRES is an important driving force of economic recovery and job creation in post-pandemic Spain. Until 2019, tourism contributed more than 12% of Spanish GDP and the same percentage of total employment. However, due to the impact of the pandemic this contribution plummeted by almost seven points below the 2019 level to a mere 5.5% of GDP in 2020. Conversely, the sector experienced a sharp upturn in the second half of 2021 and growth is expected to reach 7.4% of GDP by the end of the year.



WE CONTRIBUTE TO THE TOURISM SECTOR

We are one of the main drivers of the positive impact of tourism on society and the economy. The number of passengers passing through Spanish airports reached 120 million in 2021, an increase of 47.7% compared to the previous year. This year, 78.5% of all tourists -- a total of 24.4 million passengers -- who visited Spain came by air.

This means that nearly eight out of every ten tourists arrive in Spain by air.





What differentiates us

WE ARE A HIGHLY TECHNOLOGICAL, INNOVATIVE INTERNATIONAL BENCHMARK

We are committed to continuous improvement which, in our sector, means incorporating cutting-edge [technologies and innovation into our services through alliances](#) such as CRIDA (R&D+i Reference Centre) or STARTICAL (satellite services company for air navigation in collaboration with INDRA) and digitisation of the air control system and airspace management by means of our "Digital Sky" Plan.

SAFETY IS AT THE CORE OF OUR STRATEGY

Safety is our strategic priority and our reason for being, a fact to which our Strategic Plan, Flight Plan 2025, bears eloquent witness. We have also put a [Safety Plan](#) in place that deals with the operational, cybersecurity, drone-related and human factor risks, among others, in exhaustive detail.

We scored top marks in the Effectiveness of Safety Management (EoSM), indicator, which means that our Operational Safety Management System ranks first in Europe.

ENAIRES was distinguished with the 2021 Air Traffic Management (ATM) Award from Avion Revue, a magazine specialising in aeronautical information. The publication highlighted our projects in the drone field and our position as one of the world's most important air navigation providers.





OUR COMMITMENT TO SUSTAINABILITY

Our sustainability strategy is integrated with the strategic objectives set forth in Flight Plan 2025 (FP2025). It shows the extent of our commitment to environmental protection and social progress as core values.

ENAIRES is a socially-responsible organisation committed to sustainable development in the environmental, social and economic fields. We are committed to compliance with the 2030 Agenda, with the universal principles of the Global Compact, the European Green Deal, the Palanca Policies for European Funding and the sustainable development strategy of the Government of Spain.

We collaborate with the Secretary of State of the Ministry of Social Rights and with other public corporations to fulfil and coordinate our contribution to the Sustainable Development Goals (SDGs) of the 2030 Agenda.

We also belong to the Spanish Global Compact Network and are partners of Forética, a benchmark organisation in the field of Corporate Social Responsibility. We have been members of the Transparency and Good Governance, Social Impact and Environment clusters of the latter in 2021 and members of the CSR and Sustainability Group for Public Companies.

Our strategic goals are aligned with the following initiatives:



The United Nations
2030 Agenda's
17 SDGs



The Principles
of the Global
Compact

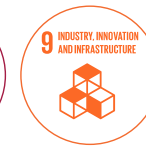
One of the cornerstones of our strategy is the [Green Sky Environmental Sustainability Plan](#), the goal of which is to achieve CO₂ neutrality by 2030.

We integrate the values and principles of the Global Compact into our strategy and apply them when carrying out our operations.

In 2021 we also became signatories to the Diversity Charter and ratified the United Nations Women Empowerment Principles.

Here at ENAIRES we have [analysed our contribution to the SDG](#) to ascertain the impact of our activities and contribution to sustainable development. The following results deserve special mention:

We have a significant impact on the following SDGs taking the criterion of relevance to our business and the material issues that concern our stakeholders into account:



Due to our nature as a public business entity, our activity in the international arena and the close collaboration and coordination with the stakeholders with which we interact, we also make an important contribution to the following SDGs:





WE ARE COMMITTED TO MANAGEMENT EXCELLENCE

The management model we have implemented throughout the company has been awarded the **EFQM 500 seal** by the Management Excellence Club. This recognition certifies that ENAIRES provides air navigation services through safe, efficient, innovative and sustainable management.

Our Chairperson, Isabel Pardo de Vera, highlighted the following aspects at the award ceremony:

“Implementation of a management excellence model of international prestige will enable us to advance safely in the transformation process of the organisation that involves its employees and that will also be of vital importance for our external projection”



Our Roadmap

chapter 4





Flight Plan 2025: Strategic Plan



In 2021, the Board of Directors approved [Flight Plan 2025](#), our strategic plan, that sets our course and the goals that we must achieve as an organisation to adapt to the new context of the sector and enable us to remain at the forefront in air navigation management at the European and global level.

ENAIRES's [2021-2025 Strategic Plan](#), Flight Plan 2025, will continue the transformation process started by Flight Plan 2020 with the following goals:

To ensure the future **economic viability** of ENAIRES and contribute to the **recovery of the aeronautic sector from the consequences of the crises** due to the COVID-19 pandemic.

To be ready for the **structural changes taking place in the air navigation sector** driven by the reform of the Single European Sky and impacted by the unbundling, liberalisation, relocation and globalisation of services.





Goals and investments

Objectives

Implementation of [Flight Plan 2025 \(FP2025\)](#) entails the following six strategic objectives.



Safety: We continuously strengthen our safety measures, focusing on the human factor and cybersecurity as new challenges emerge.



Service quality, scalability and resilience: We enhance the quality of our services thanks to digitisation and upgrading of the airspace.



Sustainability: We contribute to the sustainable mobility of the sector and help to minimise ENAIRES's impact on the environment.



Business and internationalisation: We drive business development and internationalisation with the aim of positioning ENAIRES in an increasingly global and liberalised market.



Efficiency and competitiveness: We ensure the viability and economic recovery of ENAIRES by a strong commitment to efficiency, productivity and competitiveness while contributing to the recovery of the sector as a whole.



Transformation and modernisation: We accelerate the transformation and modernisation of ENAIRES by harnessing new technologies without forgetting that our core culture is based on people as our main asset.



To achieve the [strategic objectives](#) we have drawn up and articulated [eleven Strategic Action Plans](#) divided into [three categories](#):

1. SERVICES

PE1. Safety

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

PE2. Digital Sky

We are FP2025 Spanish airspace, developing and applying state-of-the-art technology to increase the efficiency, scalability, resilience and capacity of ENAIRES's network and to enable us to meet the needs and expectations of our customers.

PE3. Environmental sustainability: "Green Sky"

We are reducing the emission, noise pollution and energy efficiency-related environmental impacts generated by ENAIRES's activity in line with the National Integrated [Energy and Climate Plan \(PNIEC\) 2021-2030](#) and the European Green Deal.

PE4. Customers and stakeholders

We are improving customers' and stakeholders' perception of and trust in ENAIRES due to enhanced customer experience, our team's service culture and further development of our services.

2. BUSINESS DEVELOPMENT

PE5. Internationalisation and business development

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

PE6. Strategic services

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

PE7. Drones and new users

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





3. TRANSFORMATION

PE8. People: One Team

We engage in and promote diversity and talent management, work-life balance, project orientation, team promotion and ENAIRES workers' professional and personal development.

PE9. ENAIRES Campus

We strengthen the learning and development of ENAIRES's qualified experts by becoming a benchmark for quality and excellence in training and creating a new space for innovation and exchange of knowledge.

PE10. Innovation

We foster research, innovation and development focused on improving services and opening new business areas. Reinforcing the synergies and applying the results of CRIDA's R&D+i (Reference Centre for ATM Research, Development and Innovation) and boosting the application of solutions in ENAIRES.

PE11. Transformation: ENAIRES 5.0

Our aim with this Strategic Plan is to drive the process of transformation and modernisation of ENAIRES, fostering collaboration, communication and teamwork while paying equal attention to technology and the human factor in a culture where people feel motivated and committed.



We won the 2021 Gran Empresa Award for Change Management granted by the Institute for Managing Positive Change for our "Agora Transformation" project. Agora's goal is to become a channel for communication and exchange of ideas that is open to all with the aim of generating commitment between ENAIRES's management and workforce.

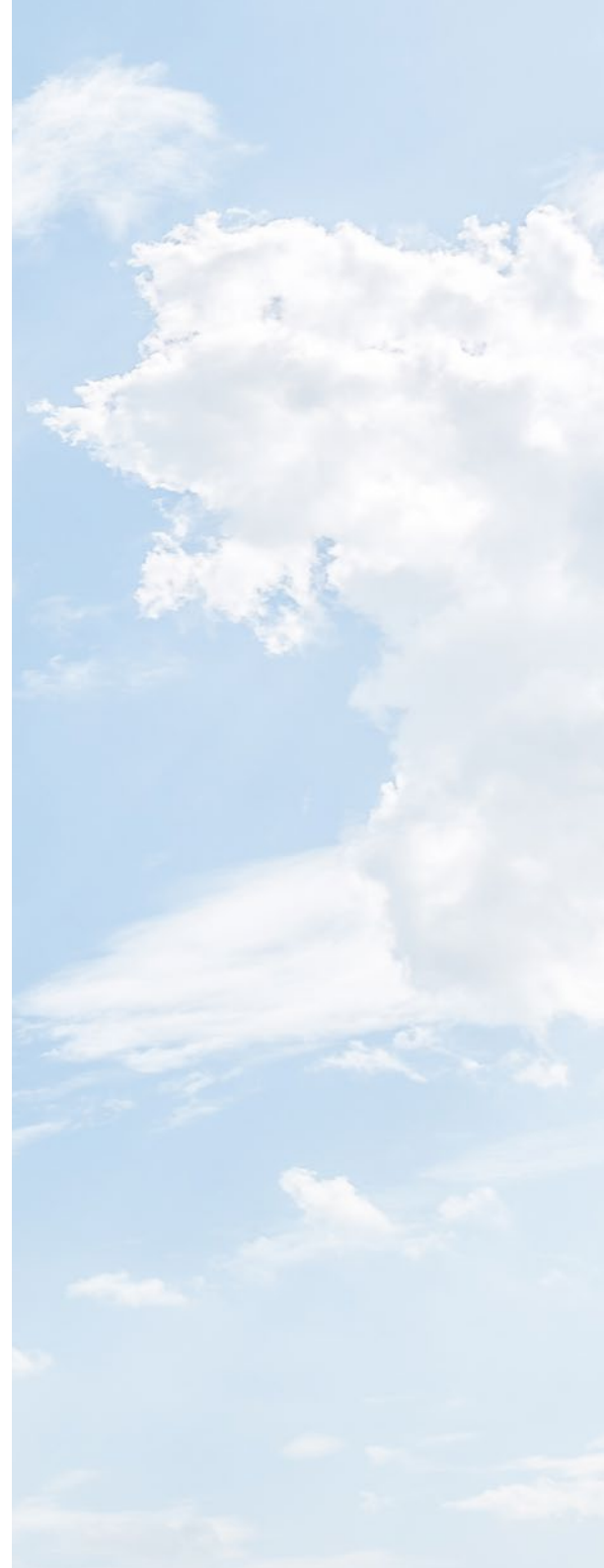


FP2025 aims to achieve the transformation process started with its predecessor, FP2020.

In spite of the COVID-19 crisis, our strategic objectives have already yielded results with a very positive balance at the end of year one:

	Closures		Goal		Comments
	2019	2020	2021	2021	
Safety					
Weighted Security Level (WSL Ground)	17,57	10,86	≤ 13,50	12,8	Closure PO2022 19/1/22
Effectiveness of Safety Management (EoSM)	C	C	C	C	
Cybersecurity Maturity Index (CMI)	84,70%	87,10%	≥ 87,0%	87,60%	Pending final closure 20/1/22
Quality, scalability and resilience of the service					
Perceived quality level	70.5	72.7	≥ 72.0	75.4	Closure PO2022 19/1/22
Route delay (min/flight)	0.47	0.4	≤ 0.12	0.09	Closure PO2022 (PRU 18/1/22)
Arrival delay (min/arrival)	1.02	0.3	≤ 0.44	0.19	Closure PO2022 (PRU 18/1/22)
Sustainability					
Route network inefficiency (KEA)*	3.67%	3.11%	≤ 3.51%	3.30%	Closure PO2022 (PRU 18/1/22)
Business and internationalisation					
Total income from non-regulated business EGS (€ M)	--	--	0	0	Pending constitution of EGS
Efficiency and competitiveness					
Global route unit costs (€ 2017)	43.5	108	≤ 86.6	73.7	The Dec-21 closure estimate maintained
Financial solvency	1.5	1.5	≥ 1.40	1.44	Closure PO2022 19/1/22
Transformation and modernisation					
Working environment	3.03	--	--	--	No 2021 goal. Measurement planned in 2022
Digital Maturity	41.3	--	≥ 45.0	65	Pending closure of the Digital Maturity survey

*ENAIRES's KEA goal as a contribution to Spain's RP3 goal. Spain's 2019, 2020 closure data.
Note: Table of indicators of the PV2025 with provisional close of 2021 as revised in January 2022.





Our FP2025 also includes the contribution the [strategic plans](#) make to the Sustainable Development Goals:

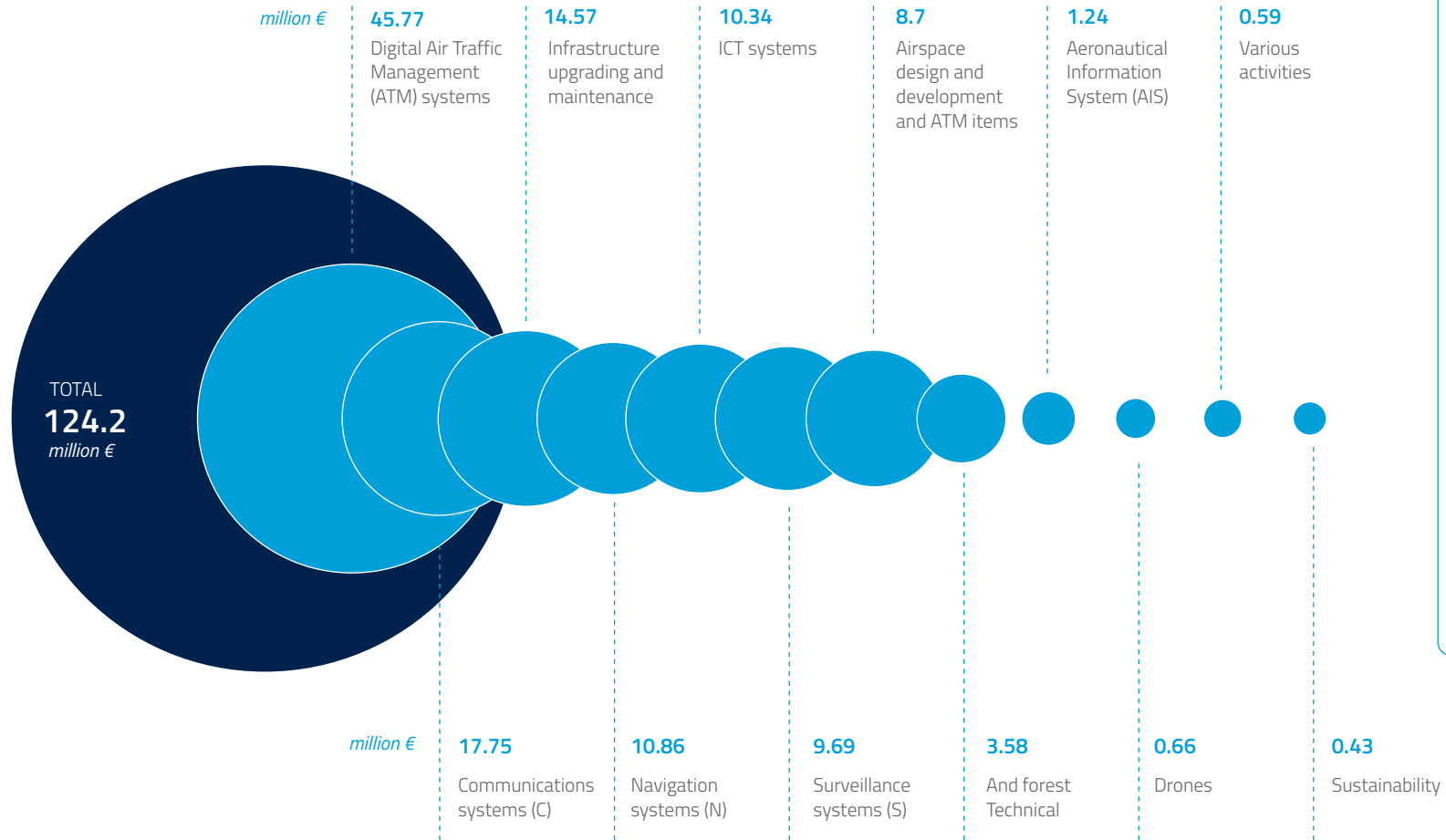
	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
PE1. Safety			●					●	●		●					●	●
2. Digital Sky								●	●		●		●			●	●
PE3. Environmental sustainability: "Green Sky"			●				●		●		●	●	●		●		
PE4. Customers and stakeholders	●	●	●	●	●		●	●		●		●	●			●	●
PE5. Internationalisation and Business development								●	●								●
PE6. Strategic services								●	●		●		●				●
PE7. Drones and new users								●	●		●						●
PE8. People: One team			●	●	●			●		●							
PE9. ENAIRE Campus				●				●									●
PE10. Innovation								●	●		●		●				●
PE11. Transformation: ENAIRE 5.0								●	●				●			●	

relevance





Investment in projects 2021



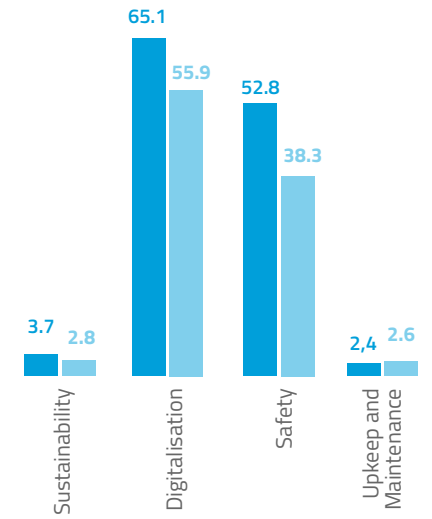
Comparative of our investments 2020 vs 2021

● 2021 ● 2020

million €

124.2 M€
Total 2021

99.8 M€
Total 2020





Inversiones

Between 2021 and 2025 we expect to receive € 215 M of European funds and grants that will contribute to deployment of FP2025.



CEF FUNDS



Of the European Union funds for development of the Trans-European Transport, Energy and Telecommunications Networks. ENAIRES will receive € 89.56 million for development of projects already under way. The first € 64.24 million was received in 2021.

HORIZON FUNDS



ENAIRES will receive € 18.18 million from the funds of the European Union Framework Programme for Research and Innovation. The first € 11.24 million was received in 2021.

PRTR

ENAIRES will receive €107.25 million from the Recovery, Transformation and Resilience Plan funds to help repair the damage caused by the COVID-19 crisis. The first € 32.45M was received in 2021.

The European Commission approved the Spanish Recovery, Transformation and Resilience Plan (RTRP). This means that our projects for the sum of € 107.25 million aimed at making improvements for development of the Single European Sky have been approved.



Data: May 2022

Responsible management

chapter 5





Structure and governance

Our [Corporate Governance](#) is structured as follows:

- [Governance Bodies:](#)

Board of Directors

Chairperson

- [Management Team:](#)

General Management

Executive Committee

- The following [bodies and committees](#) may also receive delegated authority from the:

The Operational Safety Committee

The Cybersafety Committee

The Environment Protection Committee

The Investment Committee

The Executive Procurement Commission

The Compliance Supervisory and Monitoring Body

The Coronavirus Monitoring Committee

The Crisis Committee

The Expenditure Indicator Monitoring Committee

The COVID-19 Services Recovery Committee

The Digital Transformation Steering Committee





Royal Decree-Law 8/2014 of 4 July that adopts urgent measures for growth, competitiveness and efficiency published in the Official Gazette of Spain on 5 July 2014 sets forth the internal structure of our governing bodies and their scope of competence. Management is nominally the competence of the General Director but the Board may delegate management competencies to other bodies on approval of the Entity's management structure.

The **Board of Directors** is the Entity's highest governing body and is endowed with executive capacity. It is entrusted with directing the Entity's administration and management. Its mission is to draw up the policies, strategies, standards and criteria that guide our activities. Its mission is to draw up the policies, strategies, standards and criteria that guide our activities with the aim of orienting and creating efficient ways to achieve the established goals and to equip us to set a successful course into the future. Another Board function is to approve the Entity's first-tier structure.

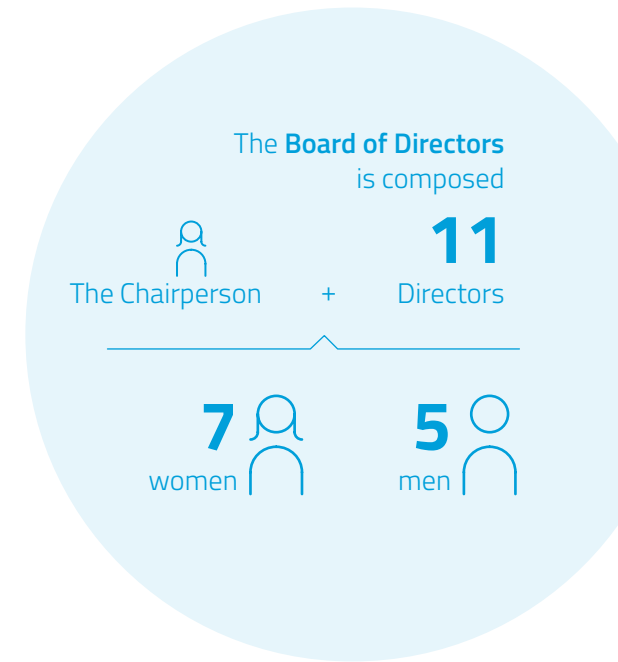
ENAIRES's Board of Directors is constantly receiving information on the performance of the Entity with stakeholders, legal and sustainability aspects, operation of the Code of Ethics and other operational and functional issues. Another of the Board's key roles is **approval of the strategic plans including the our financial, environmental and social plans**, the annual management report that includes non-financial information, **reviewing and approving the risk map**, reaching agreements on budgets and approving the Entity's investment plans.

The Directors are also required to approve the portfolios of major accounts.

Conflict of Interest Declaration (CID) in the minutes of each meetings to ensure their independence and due diligence. They also **play a central role in selecting the Entity's mission, values and strategy**. They perform all this to ensure that ENAIRES operates at the highest possible performance level. ¹

The Secretary of State for Transport, Mobility and Urban Agenda is the Entity's Chairperson.

The Board of Directors was composed of the Chairperson and eleven directors appointed by the Minister of Transport, Mobility and Urban Agenda as at the date of this Report.



¹ For further information: The Entity's Articles of Association: Royal Decree 905/1991 of 14 June that approves the Articles of Association of the Public Entity Spanish Airports and Air Navigation | Ministry of Transport, Mobility and Urban Agenda BOE.es - [BOE-A-1991-15530 Royal Decree 905/1991 of 14 June that approves the Articles of Association of the Public Entity Spanish Airports and Air Navigation](https://www.boe.es/BOE-A-1991-15530).



BOARD OF DIRECTORS



THE CHAIRPERSON

Isabel Pardo de Vera: Secretary of State for Transport, Mobility and Urban Agenda.

MEMBERS

Luis Cebrián Carbonell: Managing Director for Infrastructures - Ministry of Defence

Mario Díaz Millán: Technical Vice-Secretary General - Ministry of Transport, Mobility and Urban Agenda

Juan Antonio López Aragón: Advisor to the Ministry of Transport, Mobility and Urban Agenda

Raúl Medina Caballero: General Director of Civil Aviation - Ministry of Transport, Mobility and Urban Agenda

María del Carmen Picón Cabrera: Subdelegate of the Government in the Concessionaire Companies of National Toll Highways - Ministry of Transport, Mobility and Urban Agenda

Alejandra Sánchez Yáñez: Director of the Cabinet of the Secretary of State for Budgets and Expenses - Ministry of Finance and Public Administration

Irene Sanz Zoydo: Advisory member of the Presidency of the State Meteorological Agency – Ministry of Ecological Transition and the Demographic Challenge

María Sobrino Ruíz: Deputy Director General for the Economic-Legal System of the Secretary of State for the Economy and Business Support - Ministry of Economic Affairs and Digital Transformation

Pilar Suárez Morales: Deputy Director General of Human Resources - Ministry of Transport, Mobility and Urban Agenda

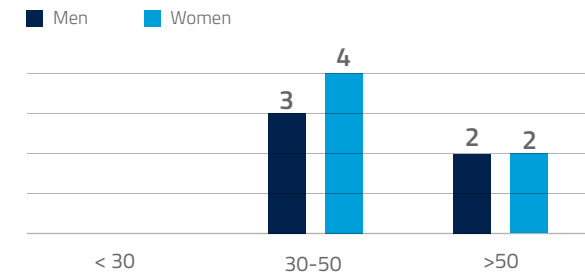
Cristina Tello Blasco: Deputy Director General for Economic Monitoring - Ministry of Transport, Mobility and Urban Agenda

SECRETARY

Jaime Serrano Moreno: General Secretary, ENAIRES

The following people also belonged to the Board: Javier Pascual Echalecu, removed on 5 March; Carmen Sánchez Sanz, removed on 26 April; Cristina Carcelén Hurtado, removed on 30 June; Marta Fano González, resigned on 26 July; Pedro Saura García, resigned on 28 July and Carmen Rus Jiménez, removed on 25 October. In 2021 the director with the longest tenure is Mario Díaz Millán who was appointed on 18 November 2008 and the most recent appointment is Irene Sanz Zoido on 25 October.

Age and sex



The Directors of ENAIRES only receive the remuneration indemnity stipulated in article 28.1 of Royal Decree 462/2002 of 24 May on compensation for service from the Entity for their activity on the Board. These amounts were authorised by resolution of the Secretary of State for Budgets and Expenditure of 9 March 2007, an authorisation that has recently been renewed by means of the resolution of the same body on 21 November 2021.



Due to social responsibility, criteria such as gender diversity, professional conduct, knowledge, experience, and independence of the members are taken into account in the composition of the [Board of Directors](#). Three members must represent the Ministries of Finance and Public Function, Economy and Digital Transformation and the Economic Office of the Prime Minister. All members are committed to the proper operation of our Entity and have the same responsibilities. The stakeholders, except for the ministerial bodies, do not participate as members of the Board.²



Other data such as the seniority of its members can be found on the website [Organisation chart \(enaire.es\)](https://enaire.es)

The [Management Team](#) is made up of:

▪ **General Management:**

In accordance with the Entity's articles of association the Chair proposes the appointment of the General Director to the Board and the Board itself delegates the powers to ensure compliance with the Entity's objectives – including economic, environmental and social issues – to the General Director. The General Director is a senior civil servant.

His or her functions include the following:

- To direct the services provided by the Public Entity and monitor execution of the activity and service programmes in accordance with the objectives of each unit.
- To approve contracts up to the limit set by the Board of Directors.
- To control expenditure and order the associated payments.
- To act as the head of the workforce.
- To inform the Board of Directors of any matters that concern the services for which they are responsible.
- The other powers attributed to it by the Entity's Articles of Association.
- To inform the Board of critical concerns and include such items on the agenda for Board meetings.

▪ **The Executive Committee:**

Acts as a support unit for the General Management and is an executive body. It is made up of directors appointed by the General Director and senior officials appointed by the Ministry of Transport, Mobility and Urban Agenda. It is made up of 18 people: 14 men and 4 women. The stakeholders are not members of this Committee but may be called on to take part in meetings depending on the topic to be discussed. Its functions include the following:

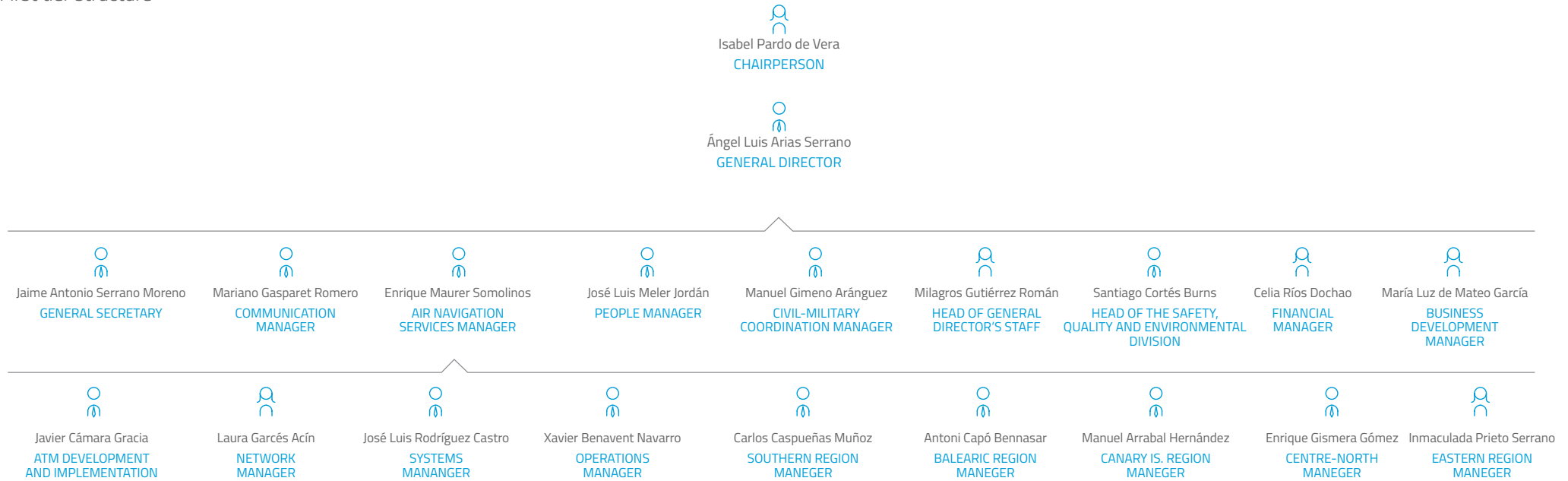
- To define strategies within ENAIRE's framework of action for fulfilment of the objectives, among which are the issues set forth in the Sustainability Report.
- To regularly assess the degree of fulfilment of the objectives and make decisions concerning deviations from the same.
- To assess and analyse projects that require supervision due to their size, term or strategic dimension.
- Approval of the management report with the associated financial and non-financial information and proposals originating in other committees.
- To monitor and follow up measures agreed upon in previous meetings.
- To review the development of the Integrated Management System (IMS) to ensure that it is apposite, suitable and effective.

² More information: Consejo (enaire.es)



Organisational chart

First tier structure

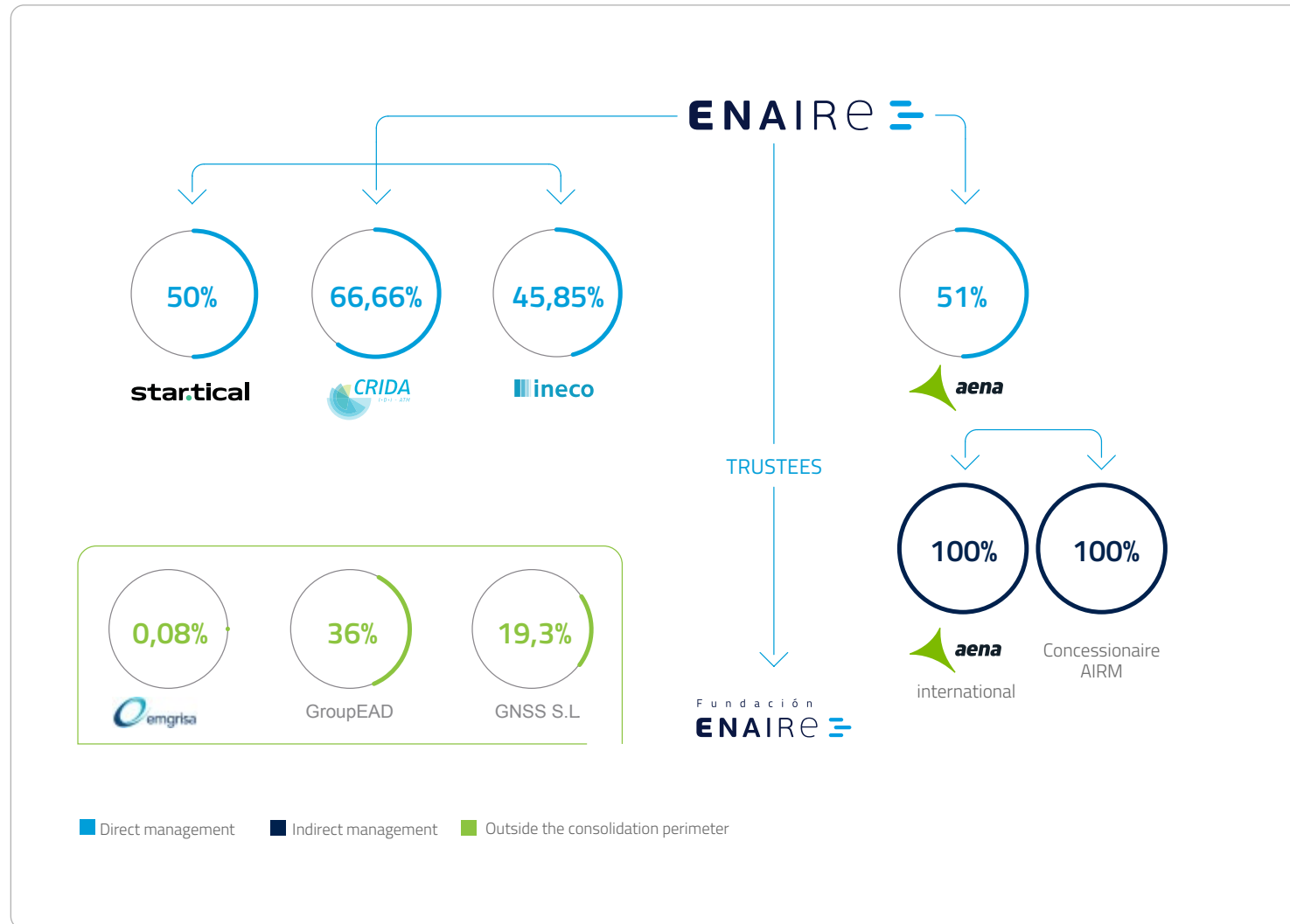


The functions and responsibilities of the committees are set forth for internal use in ENAIRE's Governance and Management Manual.

Economic, environmental, and social issues are mainly entrusted to the Financial Department, the Quality and Environmental Division and the People Department although sustainability is a transversal priority in all areas of the organisation.



Through ENAIRe, the Spanish Ministry of Transport, Mobility and Urban Agenda controls 51% of the share capital of AENA.





Our Code of Ethics



In accordance with good business practice, the Board of Directors approved the Entity's Code of Ethics on 2 February 2018 and it entered into force on 26 November. It sets forth the principles and values to which all personnel must adhere in their work and the professional conduct guidelines to be observed in order to act in consonance with said principles and values.

The Code of Ethics is applicable to all the Entity's personnel including the Chairperson, the Board of Directors and senior management. It emphasises their duty to respect the applicable laws and regulations and consequently to act with the transparency, prudence and professional conduct that befits the social impact of our activity. The groups with which we relate (customers, suppliers and users) are informed of the [values and principles](#) espoused by our Code of Ethics so that they will act as a guide of conduct in our mutual benefit.

The sanctions for non-compliance with the Code of Ethics or for inappropriate conduct according to our values are set forth in both the Second Air Traffic Controllers' Collective Agreement and the First AENA Group Collective Agreement.

To strengthen compliance motivation, we have set up a Whistleblower Channel by means of which personnel can report any conflicts of interest, corruption or other conduct against the law and non-compliance with the rules of conduct set forth in the Code of Ethics that they may detect. The Executive Committee that manages the Whistleblower Channel assesses queries and complaints and determines the measures to be taken and whether or not to refer them to the supervisory and compliance control body. Here at ENAIRES we respect the total anonymity of the report and the absolute confidentiality of all information disclosed through the Whistleblower Channel.

Access to the Whistleblower Channel and the associated manual and reporting procedure are available to all ENAIRES's employees and management on the Entity's intranet.





In addition to dissemination of the above measures, ENAIRES holds continuous mandatory training courses for all personnel within the framework of the Crime Prevention Model in order to reinforce compliance with the Code and use of the Whistleblowing Channel and ensure that everyone is familiar with their key aspects.

The following was reported in 2021:



The [Hospitality and Gifts Policy](#) has also been in force since 2019. Its purpose is to establish the guidelines for acceptance of hospitality and/or gifts in cash or in kind from third parties (suppliers, customers, intermediaries or any other) by our employees and the offer or provision of hospitality or gifts in cash or in kind by said employees to third parties.

The Entity has also implemented a [Criminal Defence Model](#) with its associated bodies that can be invoked if necessary.

In 2021, with the aim of reinforcing our internal control system, a specific internal audit was carried out to detect possible fraud or irregular conduct, preparing fraud alerts in a report to prevent such actions. All through the [exploitation and use of the data available in our different information systems](#), both financial and operational, crossing disparate information, and establishing identifiers of anomalies or unusual patterns. The temporal scope of this analysis has focused, mainly

retrospectively, on the 2020 financial year and the first eight months of 2021, its scope of application was limited to the information available in the SAP and SIGA information systems.

Finally, we made significant progress in [2021 towards a General Regulatory Compliance System \(GRCS\)](#) to be implemented in 2022 and will cover all areas in this field and enable us to manage the risks and changes that occur in the operational and business environment by identifying, analysing and responding to said risks.





Main risks

Here at ENAIRES we are exposed to various impacts and risks of a strategic, operational, regulatory compliance, financial and reputational nature in our activity as an air navigation manager. In accordance with the best practices, we manage risks by **identifying the most important ones in order to assess them and apply suitable measures to eliminate or mitigate them.**

The Chairperson calls a meeting of the Board of Directors with suitable prior notice at least once a month or at the request of at least half the Directors as often as necessary for the proper operation of the Entity, which entails assessment of the impact that the risks could have on said proper operation. The Board also reviews the economic, environmental and social responsibility-related information and its potential impacts and discusses them in the meetings as appropriate. It also draws up a monthly report on ENAIRES's management of the operational activity and its overall performance.



The following are the main risks to which the Entity is exposed:

STRATEGIC

Strategic risks include those derived from opting for a certain strategy and those that depend on the business environment.

OPERATIONAL

Risks associated with the normal operations carried out in compliance with our mission as reflected in our business model.

FINANCIAL

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

COMPLIANCE

Risks deriving from failure to comply with the legal framework applicable to our activity.

COMMUNICATION

Risks related to the image and reputation of the organisation.



Type of Risk

STRATEGIC RISKS	Prolonged economic recession and stagnation in air traffic demand Loss of business
OPERATIONAL RISKS	Labour/union conflict Cyber attacks and physical security Occupational accidents Climate risks/Natural disasters Insufficient adaptation of the Airspace and Digital Sky systems Non-availability of human resources
FINANCIAL RISKS	Liquidity and collection management problems
COMPLIANCE RISK	Environmental sustainability and climate change Non-compliance with the RP3* regulatory framework set by the European Commission on performance Compliance and good governance Increased CSR pressure and 2030 Agenda
REPUTATIONAL RISKS	Reputational damage

* RP3: Reference Period 3 of the performance objectives of the European Commission (Performance scheme and economic surveillance | AESA-State Agency for Aviation Safety - Ministry of Development (seguridadaerea.gob.es))





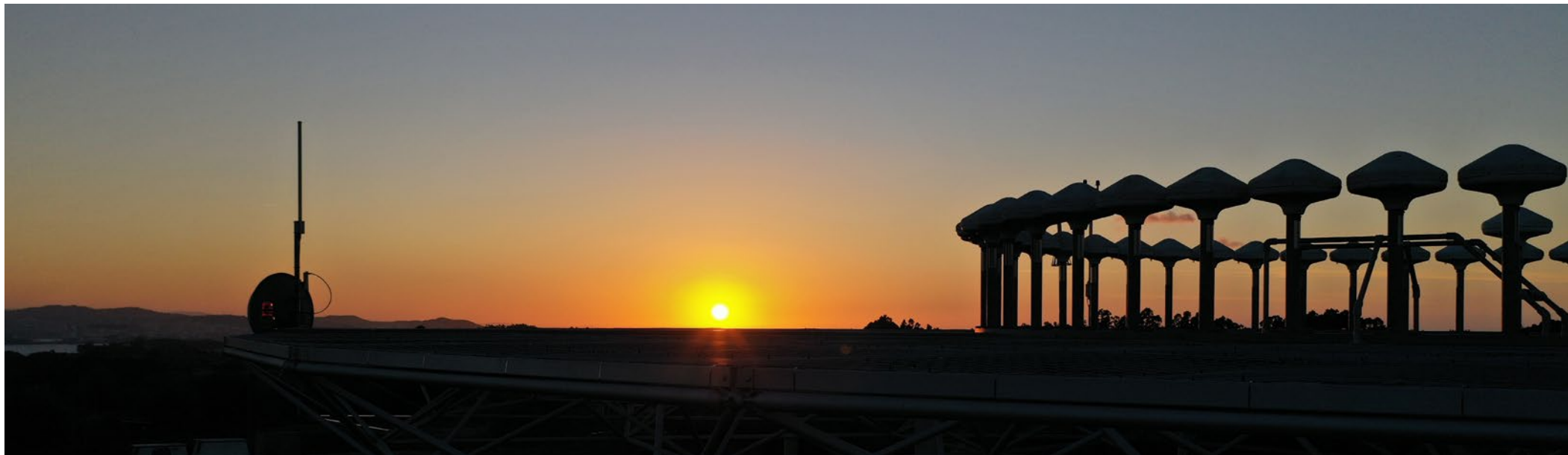
COMPREHENSIVE RISK MANAGEMENT SYSTEM

Here at ENAIRES we have implemented a Comprehensive Risk Management System the objective of which is to identify and assess the main threats to which the organisation is exposed in order to manage and control them with the aim of ensuring that our strategic and operational objectives are achieved under the safest possible conditions. The business units record their risk-related information on a quarterly basis by means of the ARCHER information technology tool, the licence for which costs €13,750.44 per annum. The other risk management costs are transversal and each unit manages the measures to mitigate the probability and impact of its risks as far as possible.

Our main risks in 2021 were associated with the COVID-19 pandemic and its repercussions.

Consequently:

- We updated [our risk map](#) to consider these effects.
- [In July we set up the Risk, Resilience, Crisis and Recovery Committee](#) with the aim of strengthening the organisation's resilience, monitoring the risks themselves, ensuring the effectiveness of the risk management processes, preparing adequate responses and ensuring the continuity of the business, the services it provides and the crisis management arrangements. The Committee, which meets quarterly, will refer monitoring of identified risks to the Executive Committee if necessary. In turn, the Executive Committee will decide if it is necessary to refer the issue in question to the Board of Directors.





Transparency and privacy

We consider transparency to be an essential value that must be applied transversally in all our activities and in every area of the organisation. Good governance, corporate social responsibility, our reputation and credibility are based on transparency in management.

The following activity was conducted to maintain our unwavering commitment to transparency vis-à-vis our stakeholders:

13

queries received on the Transparency Portal

115

parliamentary initiatives answered.

We have implemented our Remuneration Registry as an instrument of transparency in compliance with RD 902/2020 on Equal Remuneration between Women and Men.



In accordance with Act 19/2013 on transparency we are committed to strengthening this aspect in the course of our activity in accordance with best practices. In this respect, ENAIRES contributes to the transparency portal of the Ministry of Transport, Mobility and Urban Agenda as a constantly-available channel through which all interested parties can access the company's public documentation. Applications to do so are processed in the strictest confidentiality.

Apart from the Transparency Portal, anyone who wishes to do so can also request information by postal mail or in person.

You will find the regulations that apply to us, the relevant legal information, the financial information and our Code of Ethics and Good Governance on our website (https://www.enaire.es/sobre_enaire/transparencia_y_buen_gobierno).

Despite the fact that, according to a consultation with the State Public Accounting Inspectorate (Intervención General del Estado - IGAE), Act 11/2018 of 28 December amending the Commercial Code would not be applicable to ENAIRES, in view of our commitment to transparency

and our social responsibility we have decided in favour of voluntary disclosure of non-financial information in both our Individual Management Report (also voluntary) and our Consolidated Management Report.

For the same reasons, in accordance with international standards we have also drawn up an annual report on our activity in the corporate social responsibility area since 2018 to inform stakeholders of our progress in sustainability.

We have put a Privacy and Data Protection Policy in place in compliance with Organic Law 3/2018 of 5 December on the Protection of Personal Data and guarantee of digital rights. All citizens are welcome to consult the information related to processing of personal data on our website.

In 2021 there were no substantiated claims regarding infringement of privacy or loss of customer data and nor have we identified cases of data leaks, theft or loss.



Communication with stakeholders

We foster the active contribution of [stakeholders](#) through various communication channels. Depending on their competencies, ENAIRE's functional areas set up consolidated work groups, regulated committees, specialised forums and use mechanisms such as surveys and specific portals to gather important information to foster continuous improvement in conjunction with stakeholders. These aspects deserve special mention:

The following are the main channels of communication with our internal and external stakeholders:

Scope	Communication channel
INTERNAL COMMUNICATION	Intranet (Cloud, Employee Portal, SAP Presal, other specific portals)
	ENAIRE Informs @Corporate Communications Internal Communications (IC)
	Magazine + Safety; Vuela Magazine, Safety Clips, etc.
	Committees with representations and/or union delegates; health and safety committees, etc.
	Internal chain of command meetings
	Notice boards
	Other written communications: emails Other non-written communications: telephone conversations, etc
EXTERNAL COMMUNICATION	Digital Government Office public website
	ENAIRE website
	Customer service
	Annual AN Customer Forum
	Committees/meetings, consultation with users, working groups. sector trade fairs and conventions
	Press releases; Magazine + Safety
	ENAIRE's social networks (Twitter, LinkedIn, etc.)
	Transparency Portal: questions in parliament and from the ombudsman (through the Ministry of Development)
	Publications in official media (Official Journal of the European Union, the Official Gazette of Spain, regional, provincial or municipal gazettes)
	Written communications (correspondence, emails)
Public Administration Procurement website.	
Social Security virtual office (Sistema RED and equivalents)	
Other non-written communications: telephone conversations, etc.	

Note: The most important institutional documented communications are highlighted in bold.





Here at ENAIRES we foster communication in the new channels with more content that goes beyond the traditional relations with the media. The following initiatives are worth noting

RELATIONS WITH COMMUNICATION MEDIA



Press releases

164 ↑

112% increase compared to 2020

Media information

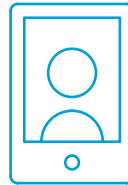
146 ↑

37% increase compared to 2020

Interviews with media spokespersons

48

Various media visits to our facilities



We have launched **five** corporate applications:

Eywa / Ícaro Map / Herón / ÁBACO / Mi Tiempo

Press. We issue a daily Press Summary that resumes the teletypes from news agencies and a separate International News bulletin. Data related to the impact in the press and social networks is also processed in ARCHER, our risk management application.

The Cloud is becoming a more useful, practical tool that responds to the needs of all employees. Consequently, throughout 2021 we have carried out a structural and functional transformation of the Intranet. The following items have also been published:

News

229 ↑

51% increase compared to 2020

Pages

21 ↑

12% increase compared to 2020

Events

62 ↑

72% increase compared to 2020

Informations

144

featured on cover

Videos

15

in ENAIRES TV

Applications

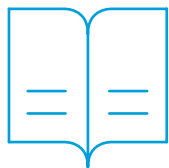
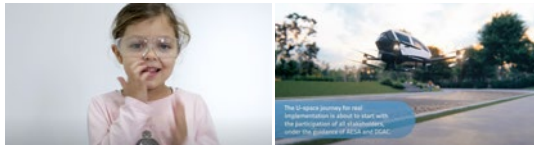
11





We would like to highlight the following videos:

- Videos for Women and Girls in Science Day.
- Women's Day.
- World Energy Efficiency Day.
- Fitur 2021.
- Icarus Map.
- EFQM 500.
- Committed to...
- U-space.
- ENAIRES Day.



Publications:

- ENAIRES informs: 81 (mass emails to the entire organisation), a 9% increase compared to 2020.
- Vuela Magazine: new online format.
- Safety clips: 8.

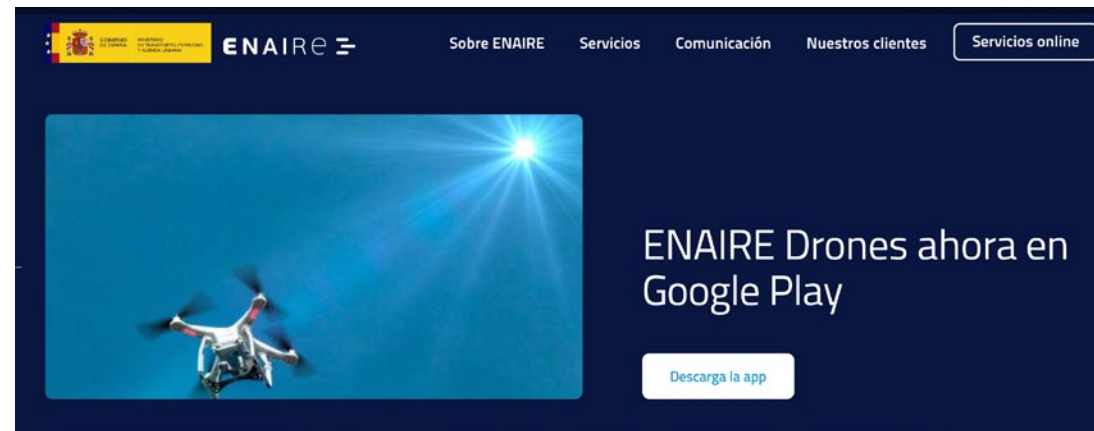


The following are the main projects aimed at improving [our website](#) and making it more accessible to our [stakeholders](#):

- New ENAIRES website project: structural and functional transformation
- Launch of the Customer Portal in Spanish and English.
- New Aeronautic Information Publication (AIP) website.
- AIP accessibility audits.
- Integration of the procurement portal in the Website.
- "Pop up cookies" configured for AIS Store and Customer Portal.
- Redesign of the "Home" page with a banner for the Recovery, Transformation and Resilience Plan.

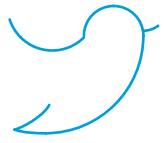
Moreover, in 2021 the following items were logged during routine updating of the website:

300 Uploaded documents **236** Images published **25** Pages created





Social networks. Our social network coverage is constant, daily and conducted in real time. We have acquired 72,104 followers since the beginning of the year:



More than **4,300** followers on **TWITTER**, to reach a total of

29,197



More than **800** on **FACEBOOK**, to reach a total of

6,240



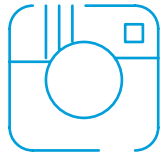
More than **4,600** followers on **LINKEDIN**, to reach a total of

24,953



More than **300** on **YOUTUBE**, to reach a total of

1,720



More than **1,900** on **INSTAGRAM**, to reach a total of

9,994





Events. We attended 20 face-to-face events in 2021.
The following were the most noteworthy:

- SKYGUIDE
- EXPODRONICA
- DUBAI AIR SHOW
- HUMAN FACTOR DAYS



FITUR



WORLD ATM CONGRESS



AWARD OF THE EFQM 500 SEAL OF EXCELLENCE IN [MITMA](#)



PRESENTATION OF THE STARTICAL SATELLITE PROJECT



AGREEMENT BETWEEN AIRBUS, ENAIRE AND MITMA



PRESENTATION OF THE MASTER IN AIR NAVIGATION SERVICES AT MITMA



FEINDEF



INSTITUTIONAL VISITS: ISABEL PARDO DE VERA, IGNACIO BENGOCHEA, PEDRO DUQUE AND CARLOS DUQUE, AMONG OTHERS



ENAIRE DAY



We were honoured to receive a visit to our stand from HM King Felipe VI during opening day of the 2021 World ATM Congress in October. 6,000 delegates from 110 countries took part and a new edition of Expodrónica with 50 exhibitors was also included.

In line with our strategy to support innovation and technology, we present our proposal to foster [advanced use of drones and Urban Air Mobility in Spain](#).



High-quality, innovative, safe service with international presence

chapter 6





Service quality and customer management

Here at ENAIRES we have an [Integrated Management System \(IMS\)](#) that integrates Quality Management (ISO 9001:2015 standard), Environmental Management (ISO 14001 standard) and Occupational Health and Safety Management (ISO 45001 standard). Our Management System is also based on the following requirements:



The EU regulations for air navigation providers related to management of operational and physical safety, management of fatigue and stress of air traffic controllers and licenses and certificates of air traffic controllers.



The requirements of the National Security Scheme with respect to information security.

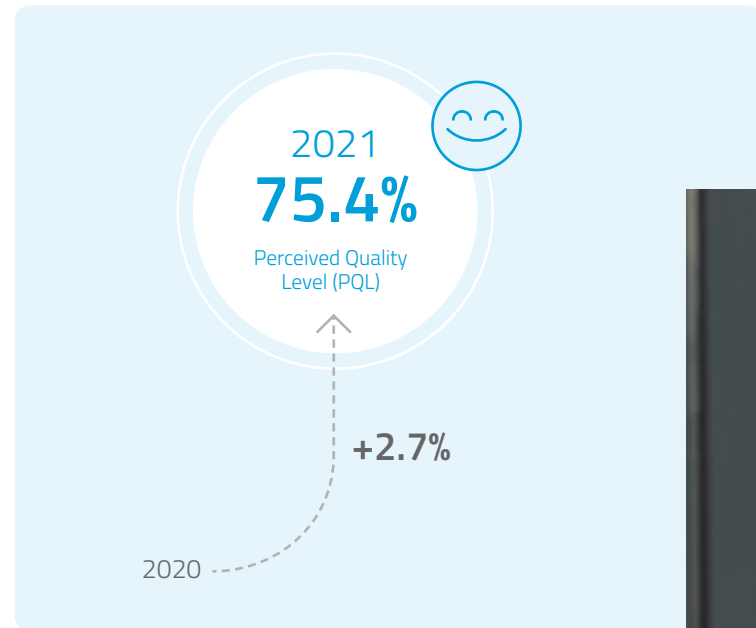
Our Quality Management Systems enable us to be aware of the quality of the service we provide and help us manage our customers with detailed knowledge of their needs and the ability to address their complaints and claims.





SERVICE QUALITY

We are provided with the Perceived Quality Survey, through which we obtain the [Perceived Quality Level \(PQL\)](#), the result of the ratio between the quality expected by customers and the objective service provision quality.



The survey is conducted annually and enables us to measure and follow up the perception that our customers (airports, airlines, commercial and non-commercial aviation pilots) have of the services we provide.

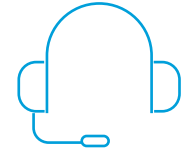
With a PQL of 75.4 – 2.7 percentage points better than in 2020 – we achieved the highest satisfaction level among our customers since records began.





MANAGEMENT OF CITIZENS AND OUR CUSTOMERS

Here at ENAIRES we know that our [relationship with citizens and with our customers](#) is of vital importance and we use the following resources to safeguard it:



Citizen and Customer Service

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

All the information concerning our services, the organisation and other significant aspects is available to citizens and customers on our website. It provides free access to various specialised information processing tools. There is also a section that publishes the information on our response to the provisions on active advertising set forth in the Act on transparency, access to public information and good governance and which meets the official State transparency compliance system (MESTA).

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

Customer portal

We have enabled an online portal for our customers in order to facilitate and improve communication with the airlines, pilots, airport managers and other general aviation users.

Customers have access to customised material in terms of responses to their queries, service quality, results of surveys, online services, events, news, etc. In turn, stakeholders can use this portal to send us their answers to ENAIRES's queries to users, perceived quality surveys, registration for events and inquiries and suggestions regarding the services provided.

Regular meetings with interest groups¹

We are in favour of establishing direct relations with our customers and with the State administrative bodies involved in the aeronautical sector. The COVID-19 pandemic has underlined the need to work together, to better understand the problems and expectations of the airlines and the airport manager, to gain first-hand knowledge their demands and to facilitate their daily operations. We have long had institutional coordination mechanisms that have managed to systematise the relationship with our customers and stakeholders.

¹ See section 5.5 for further information





Commitment to innovation

Here at ENAIRE we are committed to innovation as a fundamental component for modernisation of the aviation sector. We contribute from three different angles:

1. TECHNOLOGICAL MODERNISATION

All the measures implemented by ENAIRE fall within the regulatory framework of the Single European Sky. We take part in all the work groups and consortiums ([SESAR](#), EUROCONTROL, etc.) in which the criteria for development of the project are established.

This year we have **focused on incorporating new technologies into the air navigation system with the aim of increasing its efficiency and improving the quality of the service we provide.**



We would highlight the following with respect to **digitalisation**:

Digitalisation of the Entity's management processes

Digitalisation of aeronautical documentation (data and cartography) available to users to perform flights and evolution of the "Insignia" and "ENAIRE Drones" digital tools

Commissioning of ABACO, a tool designed to plan and manage the shifts of both the collective agreements that govern ENAIRE's labour relations



The following developments in **communication systems** are noteworthy:

Commissioning of the voice and ground-air communications systems in the control towers of the airports of Lanzarote and Vigo

Deployment of the Last Resort Voice (LRV) response system with commissioning of the Sevilla Control Centre and the Adolfo Suarez-Madrid Barajas Control Tower

Full migration of VoIP telephony services in the links between ENAIRE and the French Air Navigation Service Provider (DSNA)

In July we received one of the awards for the 100 Best Ideas of the Year from the magazine Actualidad Económica for our VoIP technology operational communication system.





We focused on the following aspects of the navigation and surveillance systems:

Installation of the RECNET nodes in A Coruña, Almería, La Palma, Lanzarote and Gerona. The RECNET network is a GNSS performance and interference analysis network that enables monitoring the usability of satellites at airports that have implemented performance-based manoeuvres (PBN)

Implementation of mode S radar with ADS-B function at Paracuellos II

We made progress in satellite technologies (EGNOS, ADS-B) with the installation of a new high-performance aeronautical data network

We expanded our certified services by adding Automatic Dependent Surveillance by Broadcasting (ADS-B)

We continued development of the ADS-B Implementation Plan to comply with Regulation (EU) 1207/2011 based on the installation of ADS-B Extended Squitter stations that will enable us to optimise the air navigation surveillance network from the financial, environmental and service quality perspectives.

Installation of independent ADS-B stations in Vejer and Yeste and stations co-located with mode S radars in Monflorite, Alicante, Tenerife Sur, Gran Canaria, As Pontes, Palma and Begas. ADS-B stations enable an additional layer of surveillance service.



Finally, we would like to emphasise the following with respect to the Automation System:

The automatic air traffic control system - (AATCS) continues to evolve and is updated by versions that progressively introduce new changes. The AATCS 4.0 version – on which improvements have been made during 2021 – is currently operational.



We invested €37 million for the new AATCS-iTEC version 4.0

Rodrigo da Costa, Executive Director of EUSPA - **EU Agency for the Space Programme** visited our EGNOS facility at the Torrejón de Ardoz Control Centre accompanied by members of his team in an event organised by MITMA in June 2021.





2. INNOVATION

ENAIRES carries out significant R&D+i activity as a partner in research and innovation projects thanks to its alliance with our investee company [CRIDA](#).



The following are other noteworthy internal projects:

In 2020 the [iFOCUCS-ACSI](#) activity was the winning idea of the second edition of the ENAIRES Award for Innovation by Employees

Two projects won the third edition in 2021: [GIDAL-DRONE](#) (GNSS interference detection and localisation by drone) and [ENAIIRGY+](#), an innovation to reduce electrical consumption

[The EYWA ecosystem](#): capable of integrating data and analysing network information in real time

In conjunction with [INDRA](#) on a 50-50 basis we set up [STARTICAL](#), a company engaged in innovation for provision of global satellite services for air navigation. The goal of this pioneering project is to develop and put into orbit a satellite platform to extend the coverage of aircraft surveillance and communications especially to extensive oceanic and other remote areas that currently lack coverage of air navigation systems based on terrestrial infrastructures.

3. DRONES

We began the operational start-up of ENAIRES's [U-space platform](#) for the automatic digital management of unmanned aviation operations that will enable ENAIRES to obtain certification as a Common Information Services (CIS) Provider.

ENAIRES has enhanced its drone app, [ENAIRES Drones MD](#), with new functions including, among others, specific functions for management of drone operations on behalf of the Ministry of Defence

[Predator program](#): We are developing a pioneering unmanned military reconnaissance, surveillance and intelligence flight system programme code-named PREDATOR in conjunction with the Air Force.



In May we set up [STARTICAL](#), S.L. a joint venture between ENAIRES and [INDRA](#)





Safety

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

ENAIRES's Safety Management System, supervised by the State Aviation Safety Agency (Agencia Estatal de Seguridad Aérea - AESA), ensures the safety of processes in all areas of the organisation and prioritises provision of a safe service at all times.

We continued to work to improve our safety level throughout 2021 with the following measures:

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

In 2021 the **assessment of our Safety Management System** conducted by AESA awarded us **the maximum score** for the second straight year.

According to the results, ENAIRES has consolidated its position as a leader at European level and is now one of the top five service providers with the best rating worldwide





Safety here at ENAIRES encompasses two areas: **operational safety** and **physical security**, both aimed at ensuring the same thing – our customers' safety.

100% of ENAIRES's operations, facilities and systems are assessed and the following indicators are used to monitor our results in order to enhance the safety of customers, workers and of society as a whole



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





OPERATIONAL SAFETY AREA

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

Throughout this exercise we have focused on:

▪ Notifying, investigating and improving the safety factor

We have improved the investigation methods for incidents in the certified ASM (Air Space Management) and ATFM (Air Traffic Flow Management) services. We have also adapted the databases for incident management depending on the service provided.

▪ Monitoring the safety results

We have achieved the following objectives within the framework of the 'Giants' project based on the use of Big Data to upgrade data analysis and processing:

- Generalised the exchange of safety data through dynamic reports with various users in the organisation.
- Commenced implementation of an Automatic Safety Monitoring Tool (ASMT) with Eurocontrol.
- Actively monitored the specific COVID recovery period safety indicators.

▪ Finished drafting the Operational Safety Reinforcement Action Plan (OSRAP)

[The Safety Cabinet](#) (Mesa de Seguridad) created in 2019, has cemented its role since its creation as a meeting point between the representatives of ENAIRES's management, trade unions and professional air traffic control associations,

in which the most important measures for consolidation and continuous improvement of safety at ENAIRES are analysed.

In late 2021 the Safety Cabinet declared Operational Safety Reinforcement Action Plan (OSRAP) – an ambitious action plan agreed upon in 2019 in which 10 key strategic lines were identified and developed in 139 specific measures to drive continuous improvement in safety at ENAIRES in a Fair Culture environment – to be concluded.

To manage and mitigate the risks to which our operations could be exposed in the event of detrimental changes we performed 506 change risk analyses, 3.5% more than in 2020 but 72% more than 2019 (the year prior to implementation of Regulation (EU) 2017/373).

In the field of drone operations ([RPAS](#)) we have optimized the coordination procedures for the Aeronautical Security Studies (EAS/ EARO), having coordinated 1,444 operations throughout the year (1,414 from private operators and 30 from military and police), 1,040 more than in 2020.

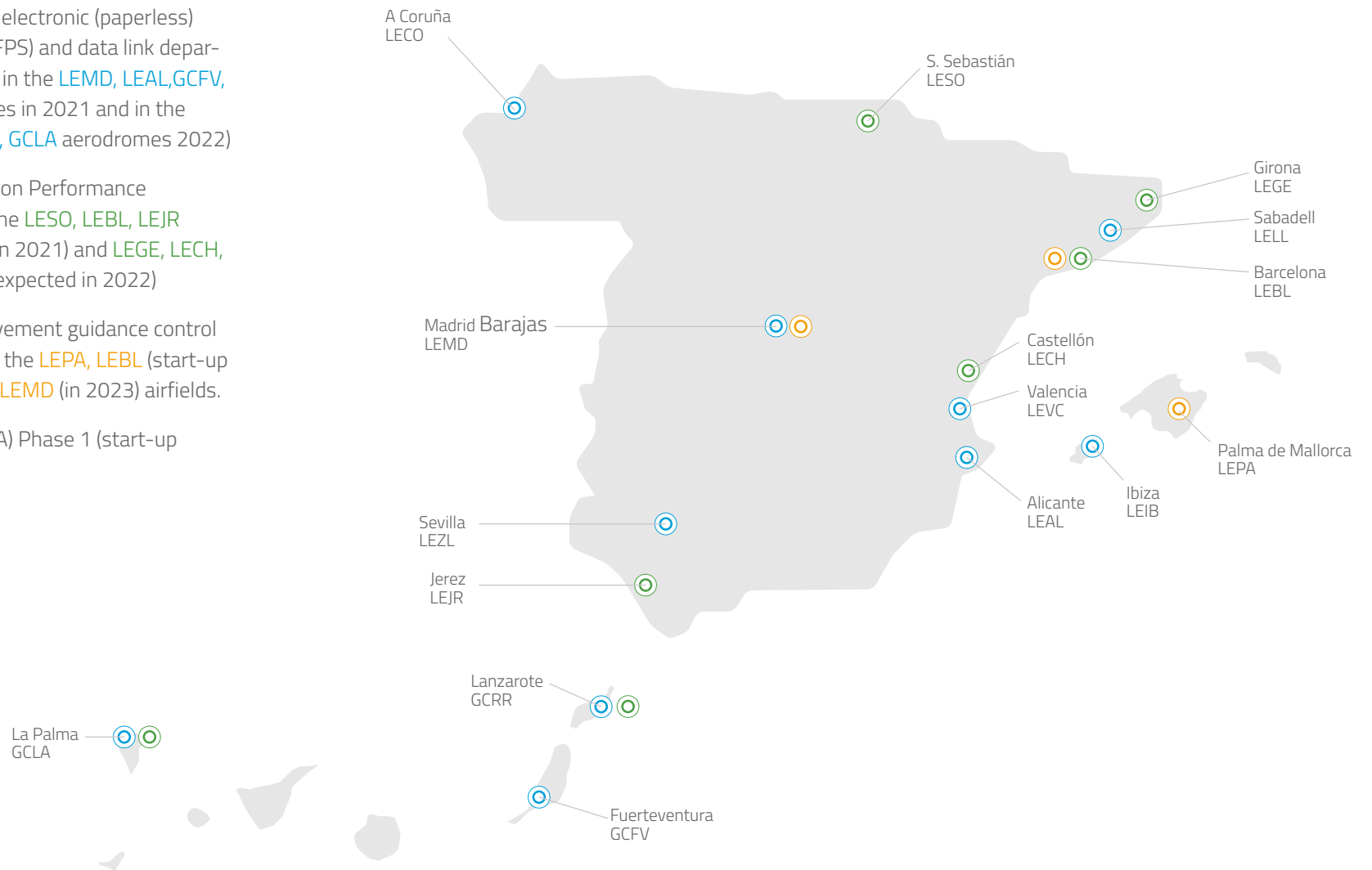




The following deserve special mention:

- ⦿ Implementation of the electronic (paperless) flight progress strip (EFPS) and data link departure clearance (D-DCL) in the **LEMD, LEAL, GCFV, GCRR, LEVC** aerodromes in 2021 and in the **LEZL, LEIB, LECO, LELL, GCLA** aerodromes 2022)
- ⦿ New Required Navigation Performance (RNP) manoeuvres in the **LESO, LEBL, LEJR** aerodromes (start-up in 2021) and **LEGE, LECH, GCLA, GCRR** (start-up expected in 2022)
- ⦿ Advanced surface movement guidance control system (ASMGCS-2) in the **LEPA, LEBL** (start-up expected in 2021) and **LEMD** (in 2023) airfields.

Free Routes (HISPAFRA) Phase 1 (start-up scheduled for 2022)





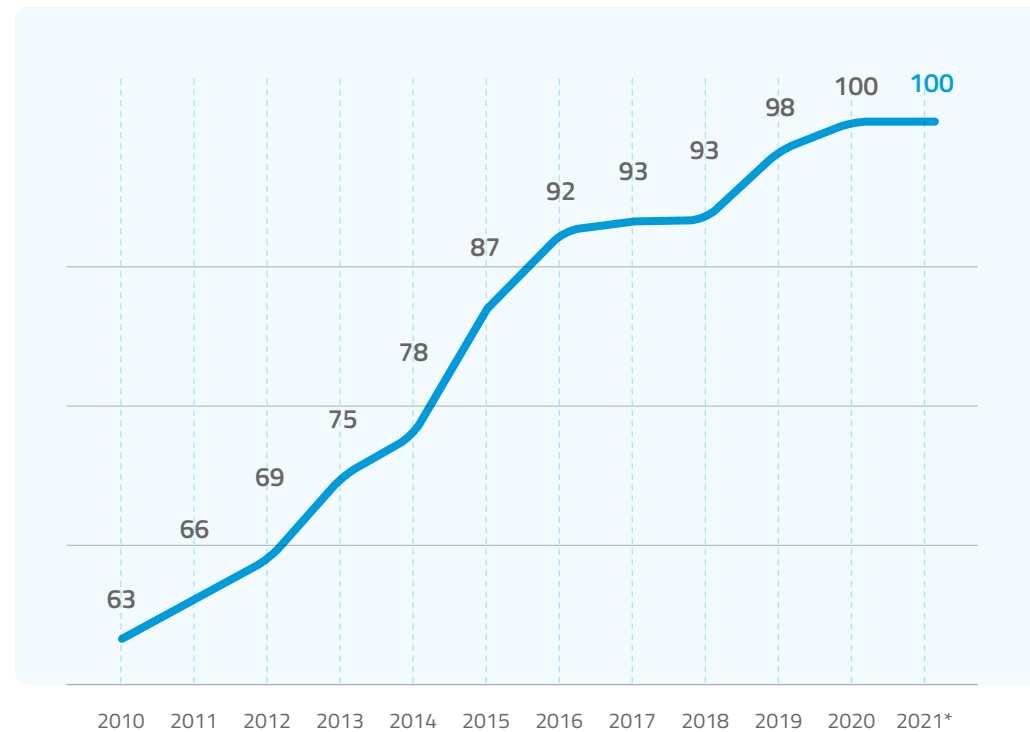
ASSESSMENT OF OUR OPERATIONAL SAFETY MANAGEMENT SYSTEMS

What is EoSM?

It is the effectiveness indicator in Operational Safety Management (Effectiveness of Safety Management - EoSM) or safety maturity. It measures the level of implementation of five safety management objectives: risk management, assurance, promotion and culture of safety. Its goal is to achieve the standardisation and application of good practices for a global improvement of operational safety by management of the same.

In 2021 we once again obtained the highest possible score, 100, in the European effectiveness indicator (EoSM), an achievement that consolidates ENAIRES as a benchmark in operational safety management among all European air navigation service providers

EoSM development 2010-2021



(*) Preliminary results 2021 after supervision by AESA, pending verification by EASA



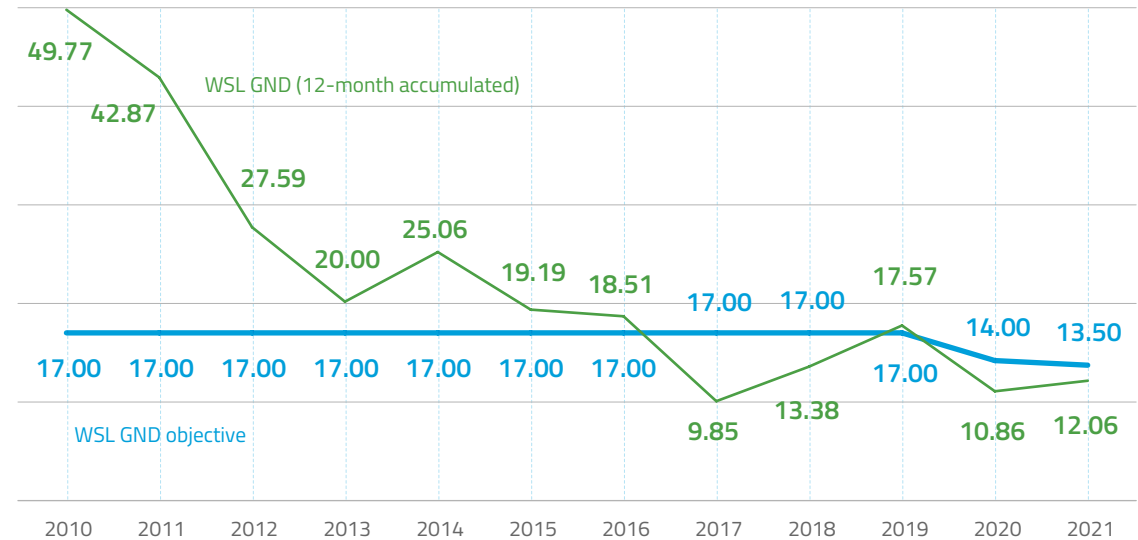
What is the WSL?

The Weighted Safety Level (WSL) is defined as the “number of safety incidents that occurred in the airspace under ENAIRES’s responsibility weighted according to their severity, in relation to the total number of flight hours controlled throughout the year”. Severity A, B and C incidents in which ENAIRES is involved are considered, by applying the following formula:

$$WSL = \frac{6 \cdot A_{GND} + 3 \cdot B_{GND} + C_{GND}}{\text{Flight Hours in ENAIRES Airspace} / 100,000}$$

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

The WSL is therefore a measure of the security benefits of the ATS services provided by ENAIRES at all its airports.





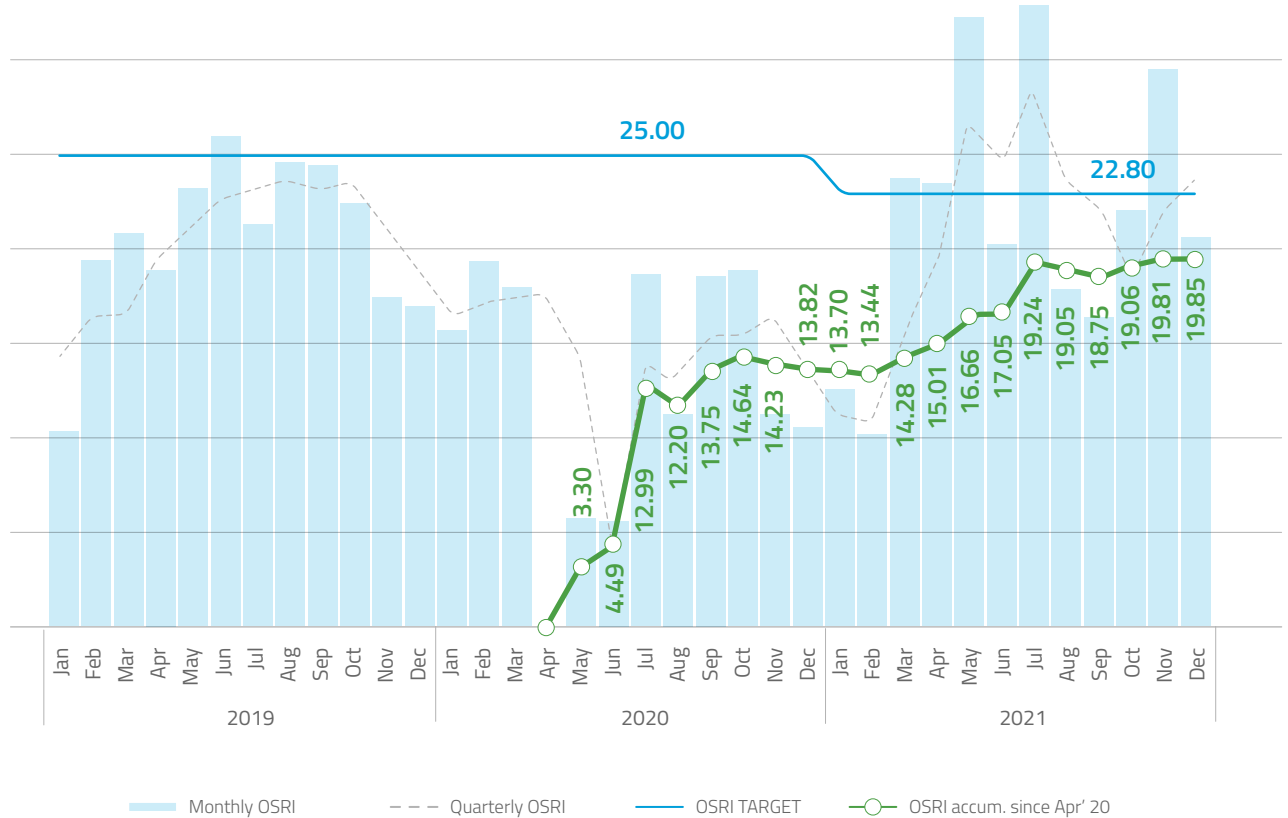
Overall Safety Recovery Index (OSRI)

The OSRI is defined as the “number of events with an impact on safety occurring in the airspace under ENAIRES’s control in relation to the total number of movements (IFR+VFR) logged in Spanish airspace”.

Incidents and overloads of severity A, B and C are analysed by applying the following formula (regardless of whether ENAIRES contributes to their occurrence or not):

$$OSRI = \frac{(A \text{ events} + B \text{ events} + C \text{ events})}{\text{movements (VFR+IFR)} * 100,000}$$

The monthly and quarterly values and the accumulated value as of April 2020 (19.85 in December 2021, below the target level) are monitored. Provisional closure data as at 31/01/2022. Targets are set depending on whether there is less traffic or more than 50% of that logged in 2019 (target 2 = 22.8 applies in 2021).



Note: Provisional closure data as at 31/01/2022



PHYSICAL SECURITY

ENAIRES's physical security / cybersecurity system contributes to the protection of the entity's workers, facilities and systems and, therefore, to ensuring the provision of critical services for our society.

We work in conjunction with authorities such as the Secretary of State for Security, the National Centre for the Protection of Critical Infrastructures (CNPIC) and the State Security Forces to reinforce the aforesaid measures and procedures.

In 2021 work began on the "Consulting Service for Improvement of ENAIRES's Physical Security" file, the purposes of which are:



To conduct in-depth analyses of the existing security systems and procedures at the Area Control Centres

To propose improvement of all aspects that can be reinforced taking into account the most appropriate and up-to-date protection systems, equipment and technical measures

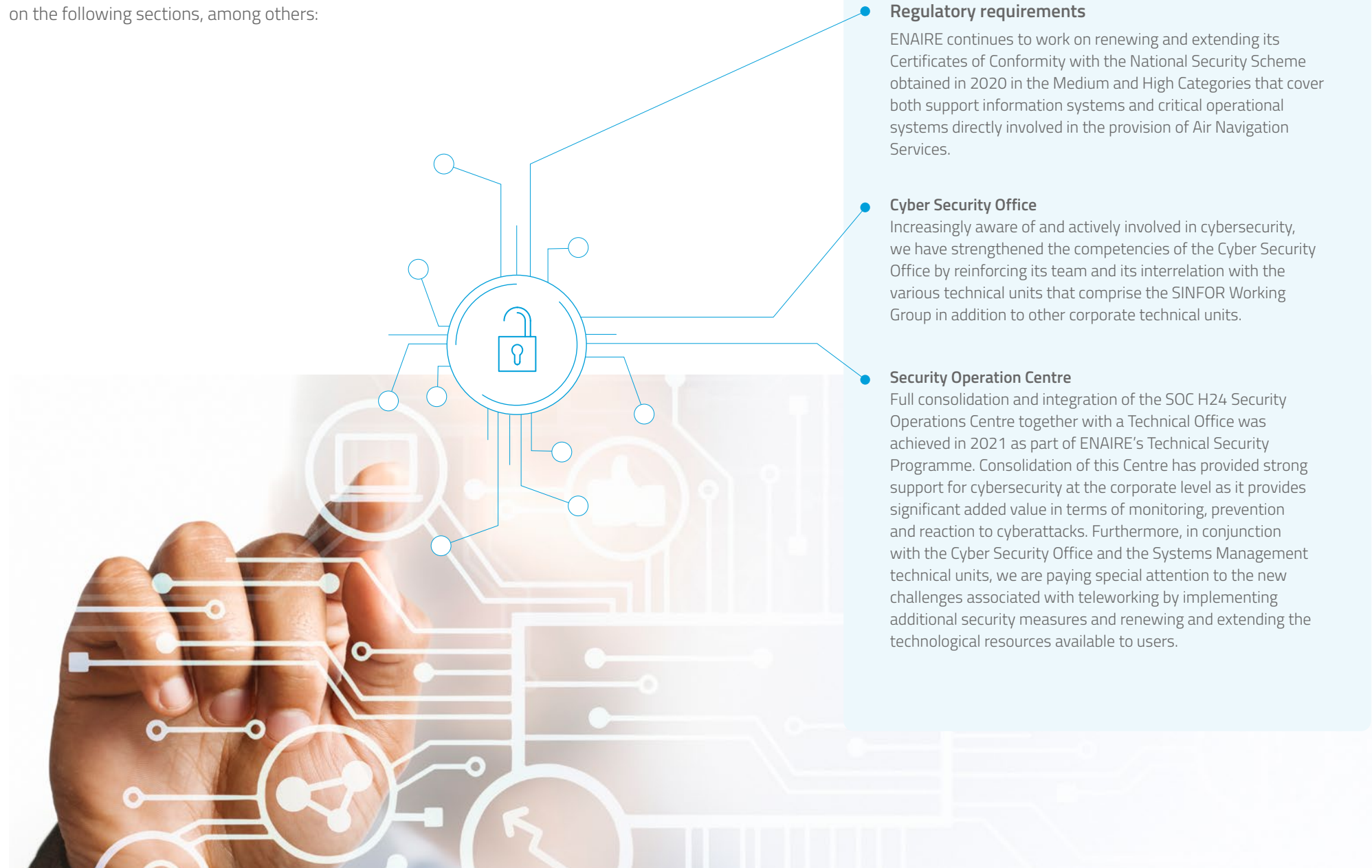
To conduct studies of potential vulnerabilities to current threats

100% of the facilities and airfields that provide air navigation services were assessed and 96.97% of them obtained the highest possible rating in 2021. We have nine Improvement Plans in progress to ensure that all our facilities reach the ideal rating



CYBERSECURITY

With respect to cybersecurity, we focused our efforts on the following sections, among others:



Regulatory requirements

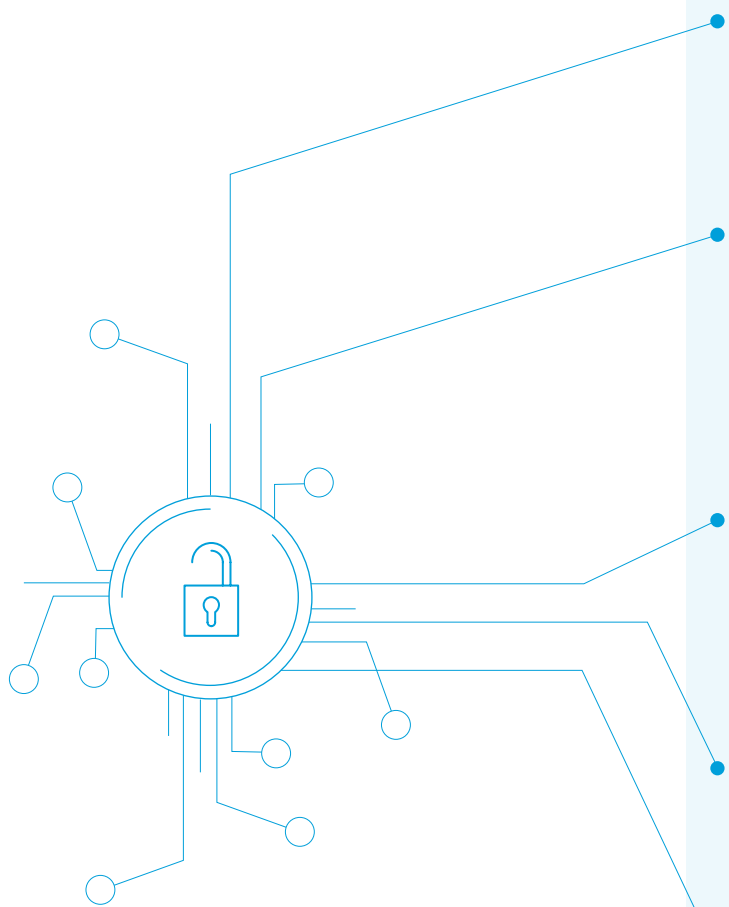
ENAIRE continues to work on renewing and extending its Certificates of Conformity with the National Security Scheme obtained in 2020 in the Medium and High Categories that cover both support information systems and critical operational systems directly involved in the provision of Air Navigation Services.

Cyber Security Office

Increasingly aware of and actively involved in cybersecurity, we have strengthened the competencies of the Cyber Security Office by reinforcing its team and its interrelation with the various technical units that comprise the SINFOR Working Group in addition to other corporate technical units.

Security Operation Centre

Full consolidation and integration of the SOC H24 Security Operations Centre together with a Technical Office was achieved in 2021 as part of ENAIRE's Technical Security Programme. Consolidation of this Centre has provided strong support for cybersecurity at the corporate level as it provides significant added value in terms of monitoring, prevention and reaction to cyberattacks. Furthermore, in conjunction with the Cyber Security Office and the Systems Management technical units, we are paying special attention to the new challenges associated with teleworking by implementing additional security measures and renewing and extending the technological resources available to users.



● **Information Security Management System (ISMS)**

We have updated and extended the Information Security Policies and the procedures and technical instructions that support the ISMS as part of ENAIRE's Integrated Management System.

● **Risk analysis**

We have updated ENAIRE's Global Cybersecurity Risk Analysis and drawn up the associated Risk Mitigation Plan (RMP). We have also conducted a series of exhaustive analyses of critical systems in order to deepen our knowledge of the same and design specific action plans.

● **Technical audits and drills**

We have conducted ethical hacking exercises on the main perimeter security systems and corporate tools in the context of telerworking and social engineering drills aimed at assessing the ability of users to detect and respond to cyberattacks.

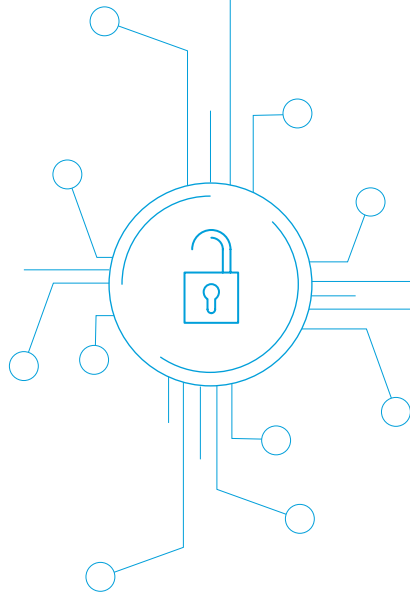
● **Monitoring events and incidents**

We have calculated the indicator data and monitored the associated variations, thus laying the foundations for a new Cybersecurity Dashboard.

● **Collaboration with CERT**

We collaborate with a number of computer emergency response teams, in particular the following: CCN-CERT (National Cryptologic Centre / CNI), INCIBE-CERT (National Cybersecurity Institute / Cybersecurity Coordination Office) or EATM-CERT (Eurocontrol).





Cooperation with other organisations

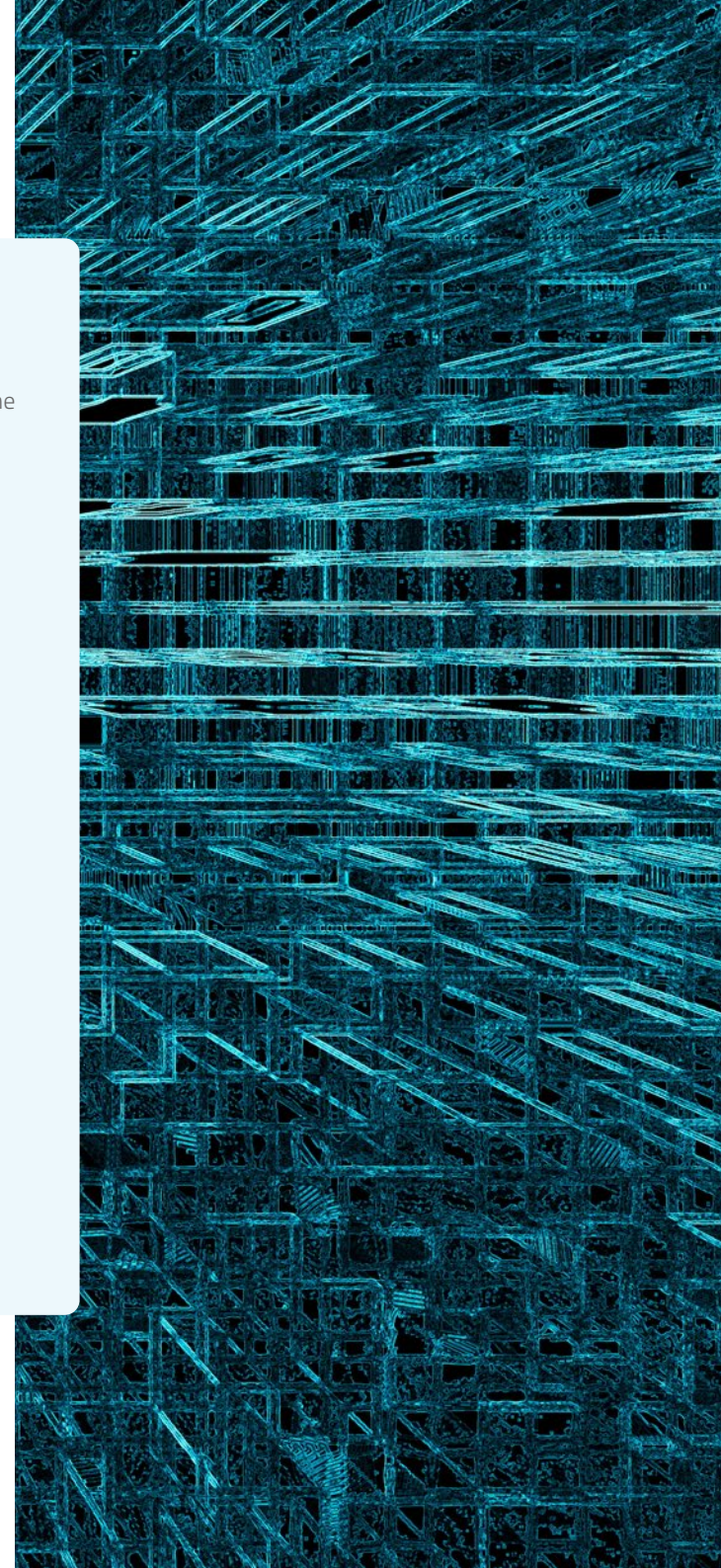
The organisations in which AESA, AENA, [MCCE](#), the Ministry of Transport, Mobility and Urban Agenda and the Ministry of the Interior have a stake are the most important at the domestic level. With respect to the latter Ministry, ENAIRE continues to represent the aviation subsector in the Cybersecurity Coordination Office, managing and coordinating the activities carried out in this context. Moreover, at the international level we have deepened the pre-existing close relationship with [CANSO](#), SESAR, Eurocontrol, [EASA](#) and [ICAO](#), among others, and we have participated in various events and public encounters.

New Strategic Plan and Cybersecurity Operating Plan

In order to further strengthen the technical protection measures against cyberattacks, we have updated these two plans and the rest of the structural measures in the fields of training, awareness and short, medium and long-term investment.

Awareness

We have drawn up proposals in conjunction with various other units aimed at raising awareness regarding cybersecurity among ENAIRE personnel. Furthermore, the existing channels have been strengthened to foster continuous dissemination and awareness mechanisms.





AESA supervision

To ensure that its certificate is duly maintained, ENAIRES is continuously supervised by the State Aviation Safety Agency (Agencia Estatal de Seguridad Aérea - AESA) that conducted a total of 50 inspections of ENAIRES's compliance with the regulatory requirements of the following certificates in 2021:

- On the one hand, the air navigation service provider certificate in accordance with Regulation (EU) 2017/373 that includes the Air Traffic Services (ATS), the Communication, Navigation and Surveillance Services (CNS), the Aeronautical Information Services (AIS), local Air Traffic Flow Management (ATFM), local Air Space Management (Level-3 ASM) and Procedure Design Services (Flight Procedure Design - FPD).
- And on the other, ENAIRES's certificate as an air traffic controller training provider in accordance with Regulation (EU) 2015/340 that confers the power to provide and administer unit training, continuous training, practical instructor and assessor training for air traffic controllers on the Entity.

Both ENAIRES's air navigation service provider certificate and the certificate as an air traffic controller training provider are valid for an indefinite period provided that the organisation complies with the applicable regulatory requirements. This means that the Entity is inspected by AESA to ensure that we meet said requirements, planning and implementing the required corrective measures in the event that the Agency detects issues that require rectification or improvement.

We have not been sanctioned or warned for serious infringement of the security regulations





International presence



ENAIRES has always participated in forums, organisations and certain international projects with the aim of taking a position and establishing ourselves as a leader in the construction of the Single European Sky.

One of the priorities of FP2025 strategic plan is to migrate our current services towards global and delocalised models, developing and providing new services – some through public-private alliances – to convert ENAIRES into a global service operator.

In February we signed a collaboration agreement with AIRBUS to develop U-Space services and foster the activity of drones and Aerotaxis in Spain

As part of FP2025 we are working on the following aspects:

- 1 **To develop** the business model with the creation of the subsidiary ENAIRES Global Services aimed at developing, managing and bringing together our non-regulated activities.
- 2 **To create** new strategic services: the digital control tower, the ATS and data service provision solution, satellite surveillance and communication services and creation of the SES Digital Backbone in international cooperation.
- 3 **To turn** ENAIRES into the national provider of U-space Common Information Service (CIS) for drones, fostering and participating in other emerging business lines due to the entry of new users including drones, unmanned passenger transport vehicles (air taxis) and commercial space flights.





We focused on the following international projects in 2021:



Support for creation of the new European “Single European Sky ATM Research (SESAR) 3” partnership that will centralise and manage European R&D in the 2022-2031 period and of which ENAIRE is a founding member after signature the Letter of Commitment in December 2021.

In accordance with the European ATM Master Plan, initial and advanced research, development and demonstrator activities will be carried out within the framework of this new public-private partnership.



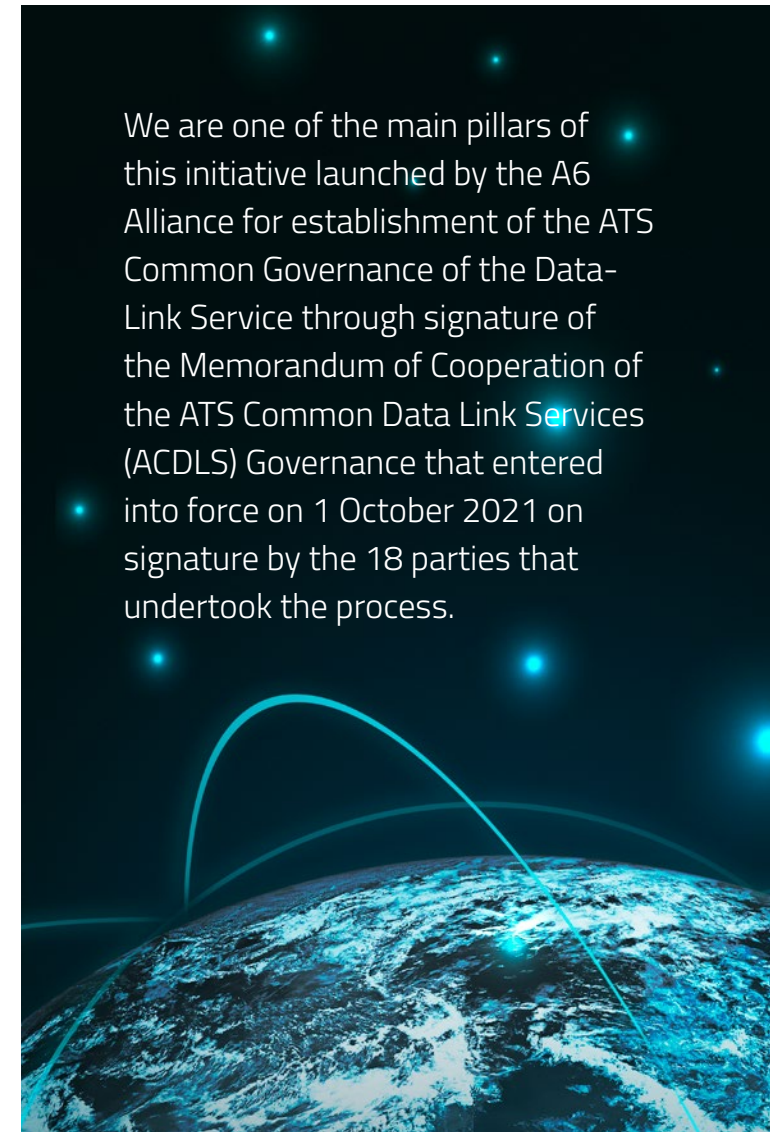
Leading the iTEC alliance responsible for unifying the national air traffic management systems of various European providers by incorporating the Single European Sky initiatives and the SESAR programme for convergence towards a digital sky.



Taking an active part in the agreement for establishment of a Consortium with EUROCONTROL/Network Manager to develop the new SESAR Deployment Manager.

This agreement was one of the most significant milestones for ENAIRE in 2021 at the international level. It represents the fruit of more than two years of intense work in which ENAIRE has collaborated all phases of the project and in all the important working groups.

In 2021 we assumed the annual rotating presidency of the steering committee of iTEC (Interoperability through European Collaboration), an alliance to develop the interoperability of air traffic systems



We are one of the main pillars of this initiative launched by the A6 Alliance for establishment of the ATS Common Governance of the Data-Link Service through signature of the Memorandum of Cooperation of the ATS Common Data Link Services (ACDLS) Governance that entered into force on 1 October 2021 on signature by the 18 parties that undertook the process.



Here at ENAIRES we are also involved in various external initiatives:



- We took part in two [European projects to drive future urban mobility involving flying vehicles](#) and the creation of the Single Digital Sky, among the goals of which is a safer, more efficient and sustainable airspace.
- Future Urban Mobility-UAV-U- Space: In 2021 we entered into protocols with public-private entities and government agencies such as Airbus and the Government of Navarra to promote R&D+i in the field of drones and the digital automated drone platform (U-Space) that will help to position Spain as a European and global leader in commercial operations of UAVs and organisation of the future Urban Air Mobility (UAM). Our intention is to enter into protocols over the next few months with all the Spanish devolved regional governments interested in the development of drones.



Environmental protection

chapter 7





Here at ENAIRES we promote respect for and protection of the environment as evidenced by our Environmental Policy that contributes significantly to the sustainable development of air transport.

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

Environmental management

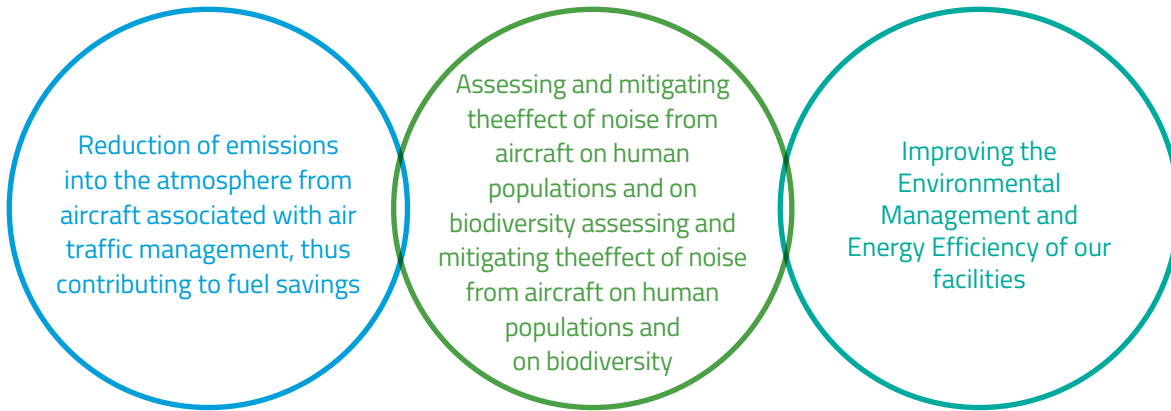
Here at ENAIRES we are well aware of the impact of our activity on the natural environment and, in turn, of how degradation of the environment itself can affect us. For this reason we strive to achieve a balance between the service we provide to society and care for the natural environment. We have had an Environmental Management System in place since 2010 under the [ISO 14001:2015](#) standard and our own Environmental Policy.

The 2021-2023
Environmental
Emergency Plan was
approved in 2021





Our commitment is reflected in our [Sustainability Plan, Green Sky](#), that forms an integral part of ENAIRES's Strategic Plan (Flight Plan 2025) approved in 2021 and which focuses on the following environmental aspects:



These goals rest on three strategic initiatives respectively:

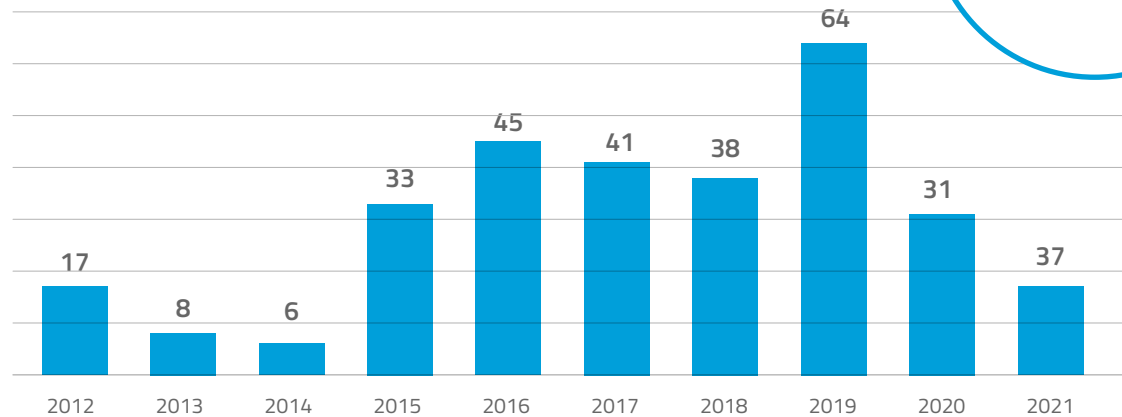
Fly Clean  Fly Quiet  Eco ENAIRES 

Here at ENAIRES we analyse airspace projects, technologies or infrastructures within the scope of our activity from the environmental perspective in an effort to minimize their impacts on the natural environment, taking their location and need for protection into account.





Projects analysed



In 2021, We analysed the potential environmental impact of
37 PROJECTS

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

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

Approval of the 2021-2023 Environmental Emergency Plan in 2021 is especially noteworthy. The incidents logged have not had a significant impact on the environment. Only two emergencies stand out in the Balearic Regional Air Navigation Directorate (DRNA) and in the Southern Region DRNA. Both these airports are under consideration for emergency drill planning in 2022.

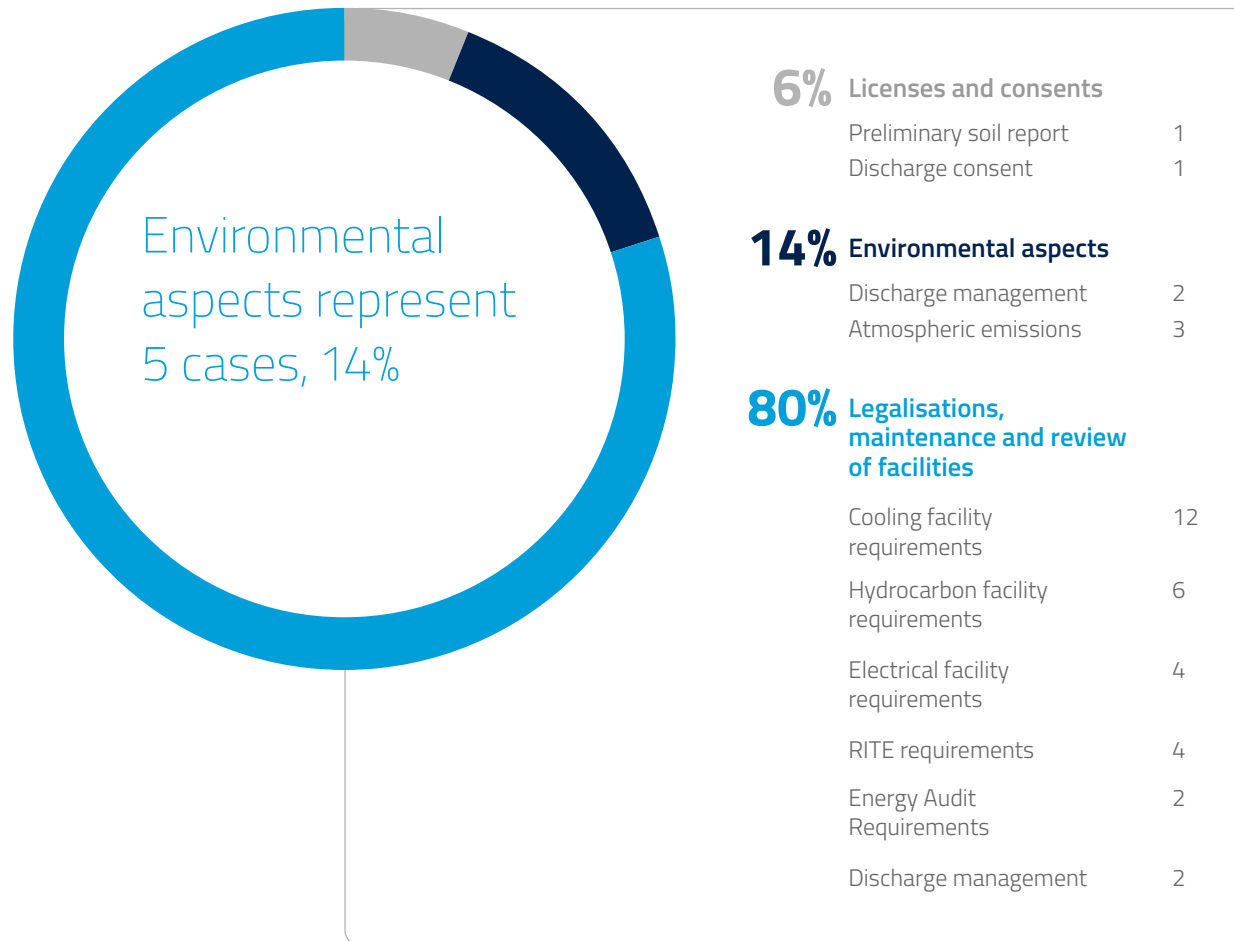
ENAIRE monitors compliance with the legal and regulatory environmental requirements for analysis of the environmental performance and management of each project. This is an essential step towards reducing the risk of involuntary non-compliance.*

In the assessment conducted March 2021 we did not detect any significant emergency at global level.

*This aspect is encompassed by our HERA (tool for assessment of environmental requirements) app that monitors consumption and waste associated with annual management and the legal evaluation associated with the requirements identified due to their aspects and impacts on the environment, thus complying with the requirements of the ISO 14001 standard and the methodology established in ENAIRE's internal procedures.



We have conducted assessments of environmental legal compliance in all our regions during 2021 and identified a total of 35 non-compliances classified as follows:



In view of the activity of the Company, the low incidence of environmental emergencies logged in our facilities and the products we use is considered normal.



In 2021 we achieved an improvement of 55.26% compared those logged in 2020.

ENAIRE has not been sanctioned, monetarily or otherwise, nor are we involved in any legal proceeding in relation to non-compliance derived from environmental regulations.



SUPPLIER ASSESSMENT

In view of the impact derived from our value chain, ENAIRE conducts preliminary verification of the environmental impacts of all contracts awarded to suppliers.

The purpose of the assessment processes is to ensure compliance with the new Public Procurement Act and the requirements inherent to compliance with the ISO 14001 standard established in the procurement specifications, thus ensuring that our suppliers meet the environmental, social and employment-related condition in accordance with the EU regulations.

New suppliers must also comply with the specific requirements set forth in the specifications of each tendering process.

The Particular Specifications Document contains environmental clauses that set forth the responsibilities and commitments of contractors and the sanctioning regime in the event of failure to comply with the established environmental duties. Any such infringement shall be considered to constitute a material breach of contract regardless of any administrative sanctions or compensation for loss and damage to which ENAIRE may be entitled.

Environmental criteria are also included in the works documentation to select bidders, which means that all bidders in the contract award process are selected based on environmental criteria, among others.

Infringements are classified as minor, serious and very serious and are associated with sanctions that can range from a warning or a monetary penalty of between 150 and 600 euros or termination of the contract. *We did not impose any sanctions for non-compliance with environmental conditions in 2021 and neither was any supplier identified with negative impacts on the supply chain.*

RESPONSIBLE
PUBLIC
PROCUREMENT





Emission reduction



Fly Clean



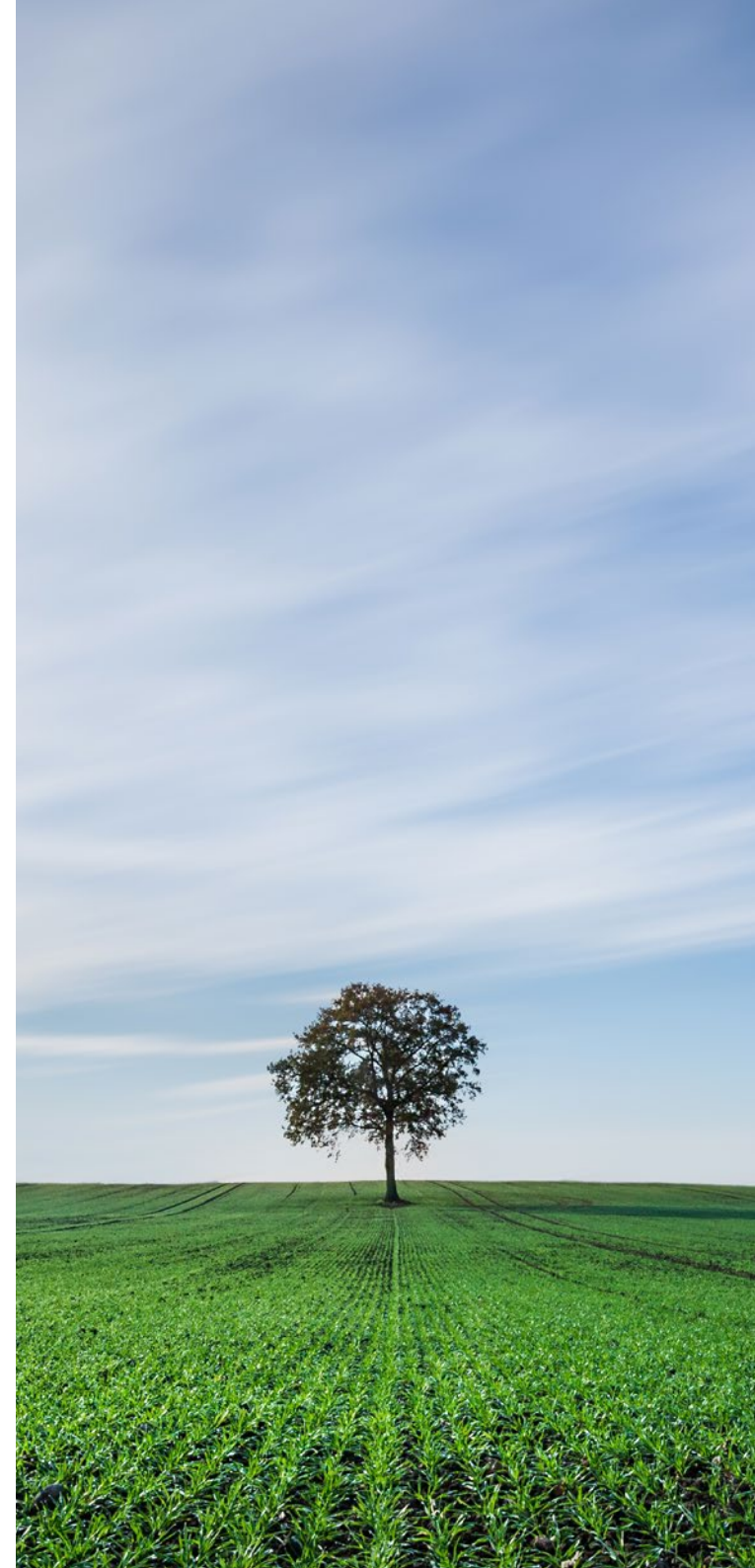
This is the third strategic initiative of Flight Plan

2025 based on the drive to save fuel and reduce aircraft emissions.

By enhancing the efficiency of air routes, the measures contained in Fly Clean aim directly at the fight against climate change. [Enhance routing efficiency](#) fosters lower fuel consumption by aircraft, with the consequent reduction in emissions into the atmosphere.

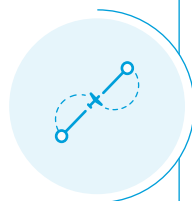
To this end, here at ENAIRES we continue to work on optimising the air route network and shortening the distances flown through civil-military coordination with the Ministry of Defence to improve shared use of restricted military areas and subsequent implementation of the Free Route concept developed in the Single European Sky initiative that will enable flights from point to point.

Our goal is to save more than 6 million nautical miles, 62,000 tons of fuel and more than 197,000 tons of CO₂ between 2020 and 2025.





The main actions performed in 2021 are associated with the horizontal and vertical efficiency of the routes:



Horizontal efficiency

- **Plan KEA** (horizontal efficiency en route) improves civil-military coordination. Implementation of flexible use of airspace
- **Design of more flexible and efficient flight procedures** (satellite navigation)
- Implementation of the "Free Route"
- Improvement of **departure and arrival taxiing at airports**
- Operational team **awareness-raising and training**

Monitoring mechanisms

- **KEA***: Horizontal efficiency en route
- **Direct**: Restricting manoeuvres in real time
- **ASMA***: Horizontal efficiency on approach
- **TAXI OUT**: Departure taxiing efficiency

* KEA: Key performance environmental indicator based on actual trajectory
 * ASMA: Arrival Sequencing and Metering Area



Vertical efficiency

- **Fostering continuous climbs and descents.**
- **Optimum flight levels**
- Operational team **awareness-raising and training**

Monitoring mechanisms

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

Collaboratively

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



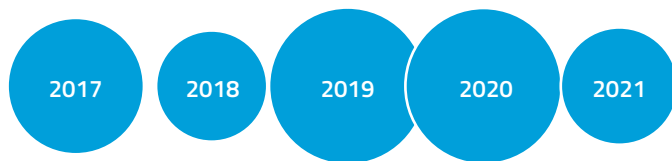
To achieve our goal of ensuring that the inefficiency of the real flight with respect to the most direct route is progressively reduced, we monitor it by means of the KEA (Horizontal Efficiency en route) indicator. Since 2017 we have managed to reduce it from 3.7 to 3.3 percent this year.

KEA indicator

2017	2018	2019	2020	2021
3.72%	3.83%	3.67%	3.11%	3.30%



ENAIRES has provided direct routes to 70% of all flights that used our airspace in 2021, generating savings of 1 million nautical miles for the airlines which represents roughly 10,500 t of fuel saved compared to 2019 which in turn translates into 33,000 t less CO₂ emitted into the atmosphere.




	2017	2018	2019	2020	2021
Additional miles saved	1,287,858	857,801	1,706,793	1,686,911	954,030
CO ₂ emissions saved (t)	44,624	29,723	59,140	58,451	33,057
Fuel saved (t)	14,166	9,436	18,775	18,556	10,494

Consent for direct routes, together with other measures, has led to an improvement in the **efficiency of the Spanish air route network** to reach **96.7% in 2021** compared to 96.3% in 2019.



Acoustic impact and effect on biodiversity

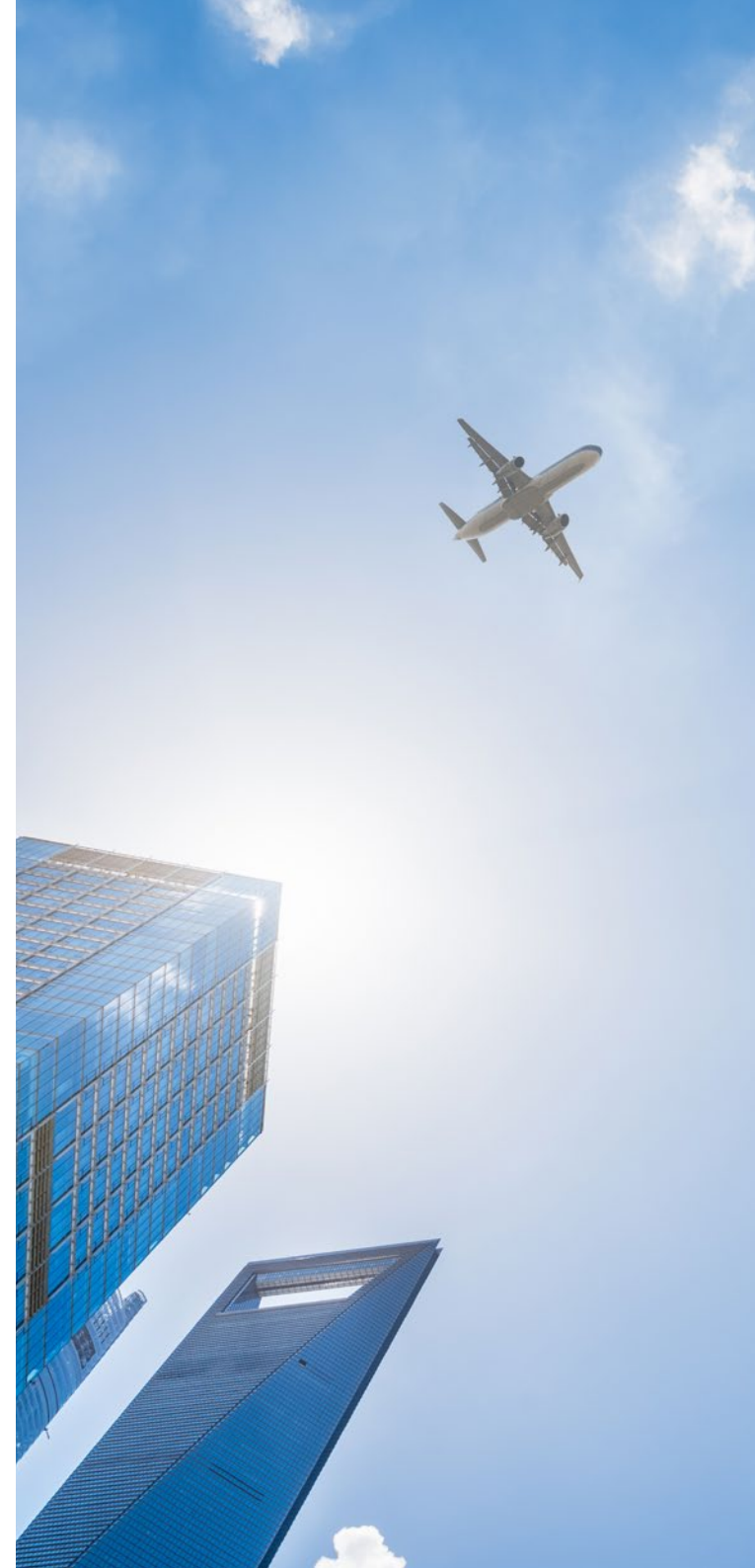


Fly Quiet  This is the second strategic initiative within the framework of Flight Plan 2025 and consists of attenuating the sound levels of aircraft in the vicinity of Spanish airports and minimising its impact on biodiversity.

Here at ENAIRES there is a growing sensitivity towards the acoustic impact of aviation. Consequently, the measures developed in Fly Quiet are aimed at systematically mitigating this effect on the human population and on biodiversity by [improving flight procedure design](#) and seeking to establish common ground with environmental associations and groups in order to minimise the impact on avifauna.

ENAIRES contributes to mitigating the acoustic impact of air travel by working on airspace designs that are more compatible with the natural environment and human settlements. In 2021 we conducted continuous analyses of the noise impact of new manoeuvring projects and participated in the monitoring and execution of measures to mitigate the acoustic impact on the populations in the vicinity of airports in conjunction with AENA, City Councils and Citizens' Associations.

We have improved the environmental complaints registration system, enabling us to identify conflictive points and to rectify them as far as operating conditions permit. [We have also developed a specific monitoring tool \(HEVA\) for acoustic easements and strategic noise maps \(SNM\).](#)





The following measures are planned in the Fly Quiet programme:



Acoustic enhancement of populations

- Design of more efficient routes based on satellite technology (PBN) that enables us to avoid flying over densely populated areas.

National Performance Based Navigation (PBN) Plan

- Systematic analysis of the acoustic repercussions of our projects

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

- Systematisation of analysis of complaints and associated corrective measures.
- Collaboration with DGAC and AENA to follow up SNMs, acoustic easements, airport noise monitoring reports and drafting of Noise Circulars.

SNM and acoustic easement action plans, airport noise monitoring reports

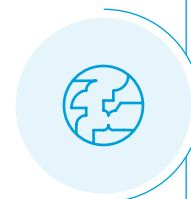
- Fostering continuous climbs and descents.



Minimising the effect on biodiversity

- Analysis of the effect on biodiversity, mainly birds, in relation to aeronautical manoeuvre projects.

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



Reducing the acoustic impact on populations

- Coordination with all the agents involved (airports, airlines and government agencies) in order to analyse the overall effect on the population. CEM meetings.
- Communication with affected parties (town councils and citizens' associations).



The following results were obtained in 2021:

Projects analysed



Complaints received



The following are some outstanding performances under this programme in 2021:

- We have processed the Madrid airport project ([AMBAR-Madrid](#)) in accordance with environmental criteria.
- We have implemented a system for monitoring the actions and requirements set forth in the Environmental Impact Statements (HEVA).
- We have [collaborated with DGAC and AENA](#) to follow up SNMs, acoustic easements, airport noise monitoring reports and drafting of Noise Circulars.
- We have advanced in the design of more efficient routes based on satellite technology (PBN) that enables us to avoid flying over densely populated areas in addition to promoting continuous ascents and descents.
- We have actively participated in the groups.

With respect to our impact on [biodiversity](#), in order to maintain a responsible balance between our activity and the natural environment ENAIRES, in compliance with [Act 21/2013 of 9 December on environmental assessment](#), previously identifies and evaluates any natural environments that could be affected by the location of our facilities.

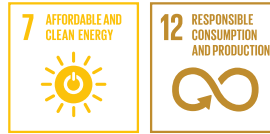
Our [DEDALO application](#) classifies all our facilities and premises by the type of natural environment, such as: Protected Natural Reserves (ENP), Important Areas for Conservation of Birds and Biodiversity (IBA), Sites of Community Importance (SCI) and Special Protection Areas for Birds (ZEPA). As at 31 December 2021, none of our aeronautical facilities are located in protected areas or an important area for conservation of biodiversity.

Our project for 2025 is to work in conjunction with the Ministry for Ecological Transition and the Demographic Challenge with the aim of analysing potential impacts on birdlife derived from implementation of the airport project (AMBAR-Madrid).





Impact of our facilities



Eco ENAIRES



This is the third strategic initiative

of ourFlight Plan 2025 aimed at improving the environmental management and energy efficiency of our own premises and facilities deployed throughout the country.

The main actions of Eco-ENAIRES focus on several environmental aspects oriented to our facilities: direct point-to-point routes



Alternative energies

Fostering renewable energies and own consumption

Implementation of photovoltaic plants in high-consumption facilities

Procure 100% of the energy from sources with renewablesource certificates

Monitoring energy consumption in our centres

Implementation of alternative sources in our buildings (wind, geothermal, etc.)



Lighting

Reduction of lighting consumption by implementing more efficient alternative technology

Monitoring energy consumption in our centres



HERA is an integrated system that monitors the consumption and waste associated with annual management and the legal evaluation associated with the requirements identified due to their aspects and impacts on the environment.



The circular economy

Promotion of circular economy by inclusion of criteria in purchasing procedures



Consumption and Waste

Reduction of waste and consumption associated with our facilities

Development of awareness campaigns



Sustainability of infrastructures

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



Carbon footprint

Calculating and recording the carbon footprint (scopes 1, 2 & 3)

We join the Carbon Disclosure Project

We sign the Climate Pledge

Zero emissions by 2030 (by compensation)



Vehicle decarbonisation

Gradual decarbonisation of the vehicle fleet

ENAIRES mobility plan

We have recorded the following data through Eco-ENAIRES throughout the period under study. All records have been compiled by processes assessed and audited under [ISO 14001:2015 criteria](#).





Aware of the importance of achieving carbon neutrality, ENAIRES has calculated and recorded the carbon footprint of all its Regional Offices and a global footprint based on the year 2019, the last full year with consumption that properly represents the activity performed in the Company.

The result is a carbon footprint of 7,363.9 tons of CO₂.

We have used the [Greenhouse Gas Protocol](#) or GHG Protocol to calculate the emission inventory in accordance with the [UNE EN ISO 14064-1:2012](#) standard Greenhouse gases: Specification with guidance at the organisation level for quantification and reporting of greenhouse gas emissions and removals. Emission accounting is conducted on activities included inside the organisational limits considered in view of the control approach laid down by the GHG Protocol and accounting for emissions within scopes¹ and 2¹.

The control criterion requires inclusion of operations over which the company has financial or operational control, i.e. over which it has the authority to introduce and implement its operating policies.

We include the following emission sources in accordance with this approach:

- Seasonal combustion, which includes gensets and certain pumps or mobile pumping units.
- Mobility combustion, which includes both light and heavy vehicles belonging to ENAIRES.
- Leaks of fluorinated gases from air conditioning equipment.
- Electric power consumption of all ENAIRES facilities: HVAC, lighting and operational consumption in a series of facilities.

Good practice 2021. The Carbon Footprint Registry: ENAIRES's strategy to achieve carbon neutrality



The carbon footprint thus constitutes a basic point of reference begin taking measures to reduce energy consumption and for the use of resources and materials with better environmental behaviour

¹ The detailed record can be consulted in the Registry of the Ministry of Ecological Transition and the Demographic Challenge in the 2019 Carbon Footprint report.



The carbon footprint analysis provides a result that can be used as an overall environmental indicator of the activity conducted by the organisation.

Consequently, recording the Carbon Footprint in the Ministry for the Ecological Transition and the Demographic Challenge represents a milestone for fulfilment of the Phase One, 'Calculation', to achieve the goal of carbon neutrality. Over the next two years we will record the carbon footprint from 2020 and 2021 in order to address the following phases: 'I reduce' and 'I compensate'.

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





RECORD OF IMPROVEMENTS IN OUR ENERGY EFFICIENCY

Energy efficiency and the use of clean energy are of vital importance to us and to our stakeholders. This enables us to be an active player in the fight to reduce emissions and other negative external factors on society and the planet.

As mentioned above, ECO-ENAIRES plans to **implement energy-efficiency measures and own-consumption of renewable energy** mainly by installing photovoltaic plants for self-consumption in all our regions to replace traditional lighting with more efficient LED luminaires and renewing our vehicle fleet with hybrid or electric vehicles.

100% of the energy we consume has come from renewable sources with a guarantee of origin certificate since 2015. This represents a saving of almost 90,000 tons of CO₂. With the exception of the second half of 2021 when it was not possible to ensure that 100% of the electricity came from renewable sources.

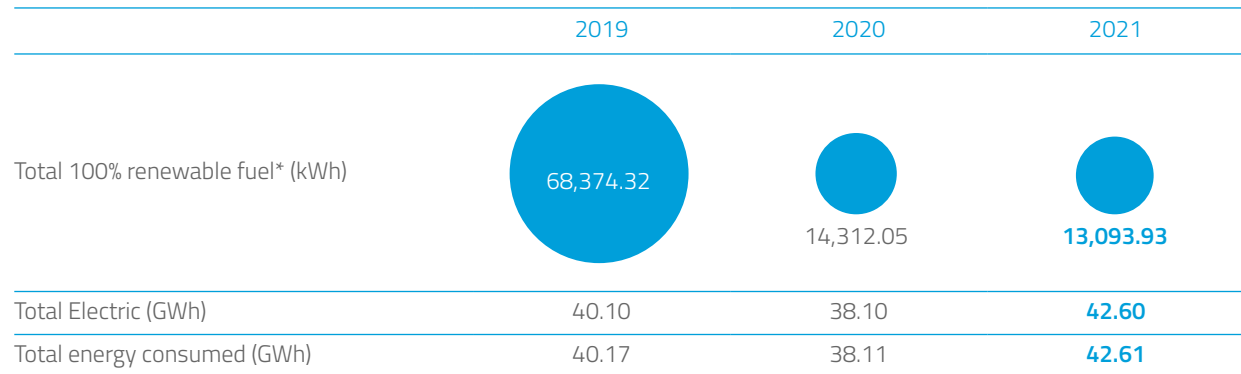
We achieved the following milestones in 2021:

We commissioned the photovoltaic plants in the Sevilla and Gran Canaria control centres.

Signed the contracts for the Torrejón and Gavã control centre plants.

Generated 4.17 GWh per year with the photovoltaic plants in the control centres of Sevilla, the Canary Islands, Madrid and Barcelona, 17% of the electricity consumed by these facilities.

Breakdown of ENAIRES's energy consumption



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

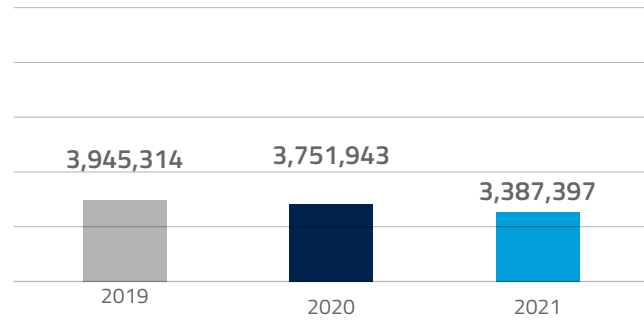
² [17-ES-Fuel-Conversion-to-kWh-and-CO2e.pdf \(travelfestaybetter.com\)](#)



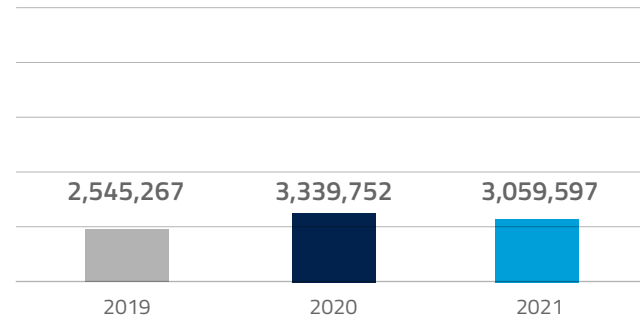
The following is a breakdown of the total electricity consumption per facility*:

ELECTRICITY (KWH)

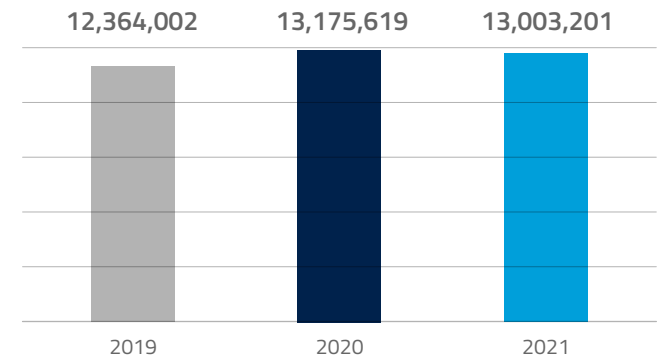
Balearic DRNA



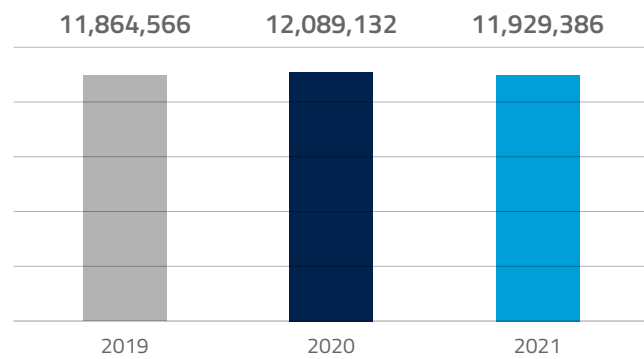
Canary Is DNRA



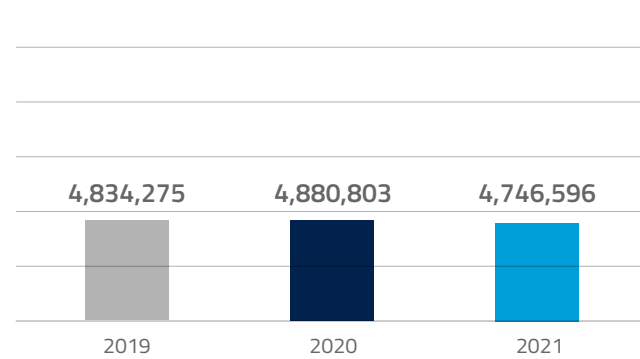
Centre-North DNRA



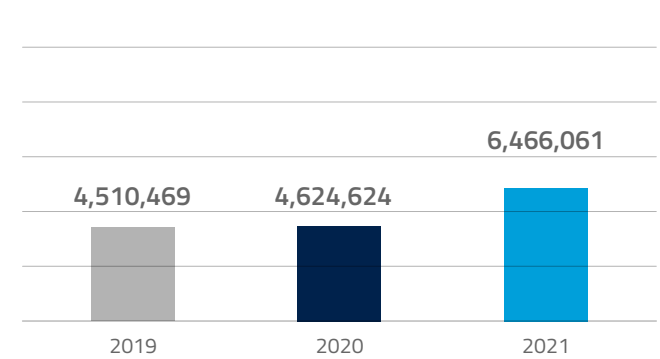
East DRNA



South DRNA



SS.CC



*The breakdown of total electricity consumption includes only electricity consumption. Other consumption is not divided into sectors.

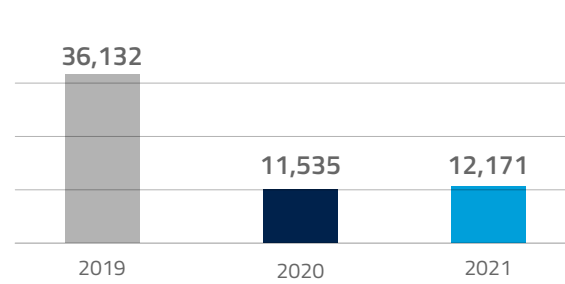


The energy intensity ratio logged in 2021 is 67,016.35 kJ / movements

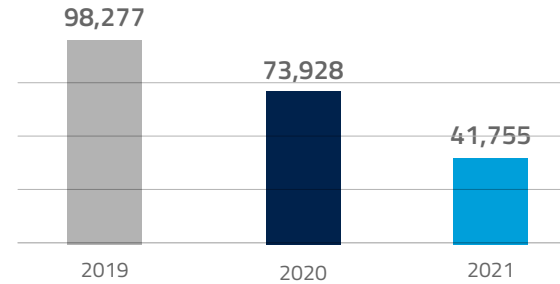
In addition to the above energy data, which is absolutely necessary to carry out the activity described in the Report, we do not sell products or other services to be identified that involve added energy consumption.



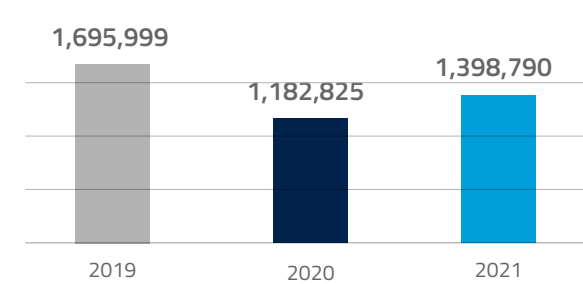
Paper (kg)



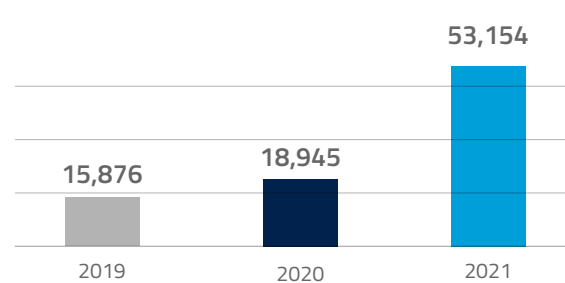
Water consumption (m³)



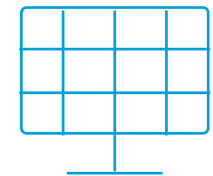
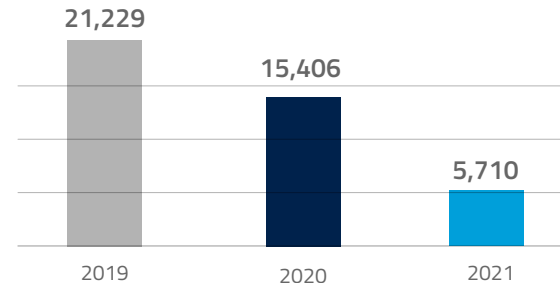
Kilometres travelled



WEEE (Kg)



BATTERIES (Kg)



Social responsibility

chapter 8



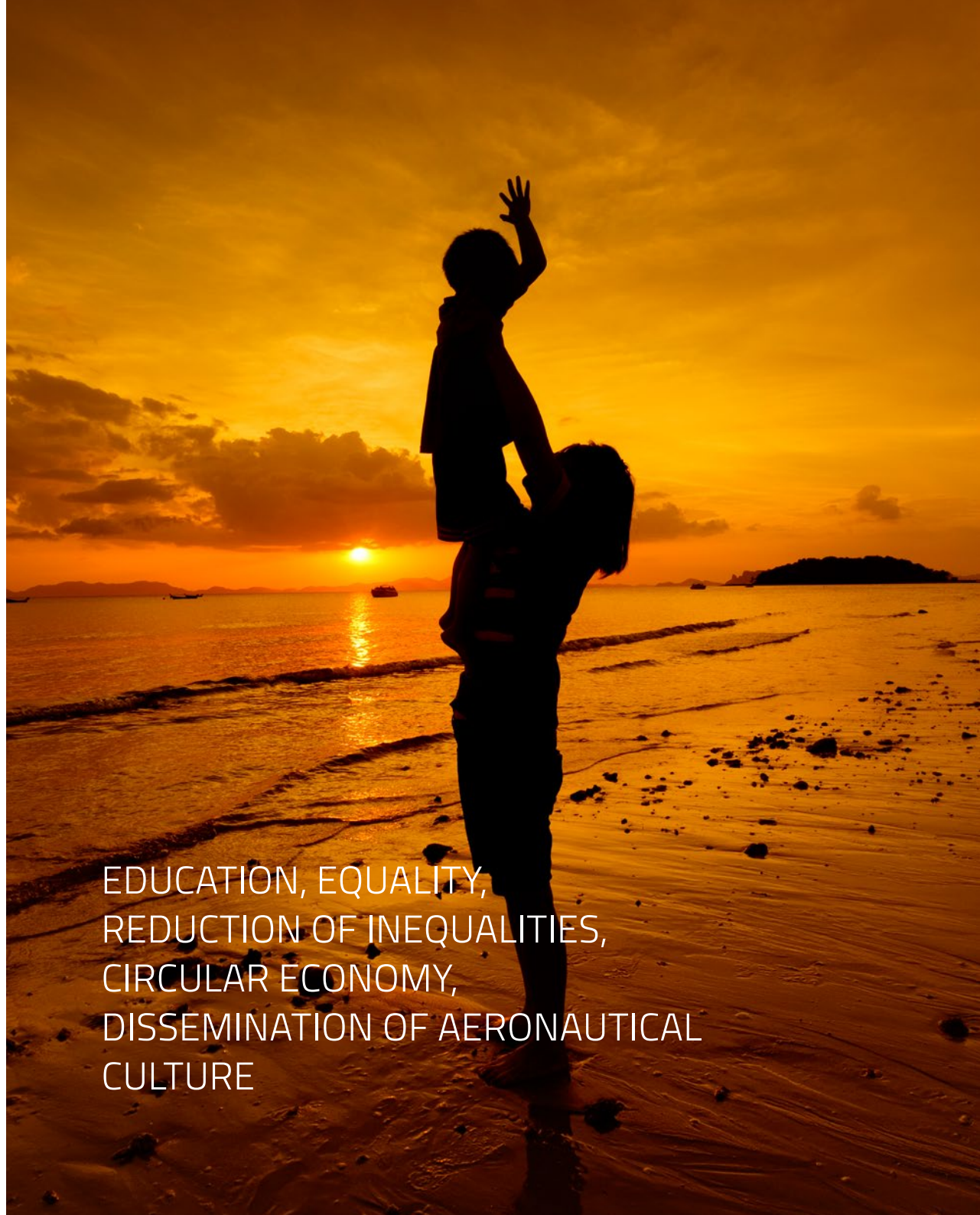


Here at ENAIRES we are firmly committed to [sustainable development](#) and, as a socially responsible company, we work to add value to society and to the stakeholders with which we interact beyond our corporate purpose as an air navigation service provider.

We would like to highlight our contribution to [education, equality and the reduction of inequalities, support for social entities in the circular economy field, health and well-being and the dissemination of aeronautical culture as the main lines of action in 2021.](#)

Furthermore, as a driving force of the Spanish economy we have a responsibility to foster compliance and to contribute to the sustainability of our value chain, and as a socially responsible company we assume the need to promote [responsible public procurement](#). With this in mind we have improved our contract award documentation to harmonise with the Public Procurement Act and thus ensure that our suppliers meet the environmental, social and employment-related requirement in force in the E.U. For that reason we have introduced both general and specific clauses on social and environmental matters in our contracts with suppliers.

With regard to [social sustainability](#), we require that contractors have implemented an equality in their companies, that they meet the quota of workers with disabilities (or adopt alternative measures) and comply with the employment and salary conditions laid down in their respective collective agreements. We also demand special execution conditions that foster gender equality.



EDUCATION, EQUALITY,
REDUCTION OF INEQUALITIES,
CIRCULAR ECONOMY,
DISSEMINATION OF AERONAUTICAL
CULTURE



We foster education



We are aware of the critical importance of fostering quality education for future generations. For this reason, we promote various initiatives aimed at students. Training programmes are one of the measures aimed at university students to support job placement and comprehensive training.

To do so, we have entered into agreements with universities and institutes to offer internships for final year students. In 2021 we renewed the arrangement with the University of Las Palmas de Gran Canaria and reached new agreements with the [Universidad Autónoma of Barcelona](#), [Universidad Carlos III of Madrid](#), [Universidad Autónoma of Madrid](#) and the [Europea Miguel de Cervantes of Valladolid](#).

We also jointly organise the Master in Air Navigation Services Management under an Agreement with the Universidad Politécnica of Madrid and the Universidad Autónoma of Madrid. This postgraduate qualification, in which international organisations such as ICAO, EUROCONTROL, CANSO, universities and training centres take part, is the only one of its kind in the world. ENAIRE has made full series of masterclasses of the second Edition of the Master available to all individuals and organisations interested in the aeronautical sector free of charge.



Universidad Europea Miguel de Cervantes





We also continued working on the [R&D+i agreements with CRIDA](#), the Reference Centre for Research, [Development and Innovation in ATM](#) and other state institutions.

We collaborate with the [Polytechnic University of Madrid](#) in the operational efficiency and automation of air traffic management fields and with the [Autonomous University of Madrid](#) in human factors applied to air traffic management.



UNIVERSIDAD
POLITÉCNICA
DE MADRID



We would also like to mention ENAIRe's role as assessors and members of the judges panel in the [BeTalent STEAM](#) Contest for development of socially innovative ideas by high-school students and the role of ENAIRe employees as mentors in the Digital Hackathon organised by Capgemini and the Management Excellence Club.



Alberto Ortas

Engineer from the Airspace and Aeronautical Easements Division of ENAIRe who participated as a mentor in the digital BeTalent STEAM.

"I helped them to structure the project in the following phases to sell their entrepreneurial idea. What problems do I solve? What are the user/customer's needs? What is our proposal to solve these problems? What value does our proposal add? What do we need to carry out the project?"

This experience has enabled me to empathise with the students, to know their real needs, synthesise the information to be transmitted and, above all, to improve the communication of the material so that they understand it clearly."

The Drone course ended on 29 April: Unmanned aircraft traffic management, organized by ENAIRe together with the Spanish Agency for Development Cooperation, within the framework of the [INTERCOONECTA Plan](#), in which 22 students from 13 Latin American countries participated.

In addition to the drone course, the third and last "Advanced CNS/ATM/AIM Application Management" course in which 20 professional students from 6 Latin American countries took part within the INTERCOONECTA plan, was completed in September.



Moreover, in 2021 we increased our presence in training activities and conferences organised by universities such as Aeroempleo, sector associations and participation in COP26.



We foster diversity and inclusion



ENAIRE, as a company committed to diversity and inclusion, strengthens cooperation with and membership of initiatives that help generate a fairer and more equitable society.

ENAIRE

Día Internacional de la Mujer

8 de marzo
13:00 horas

Mesa Redonda con nuestras directoras

Celia Ríos Dochoa Directora Económico Financiera	Mariluz de Matazo Directora de Desarrollo Empresarial	Milagros Gutiérrez Jefa de División de Gabinete DG	Beatriz Montero Directora de la Fundación ENAIRE	Laura Garcés Directora de Red	Inmaculada Prieto Directora Región Este



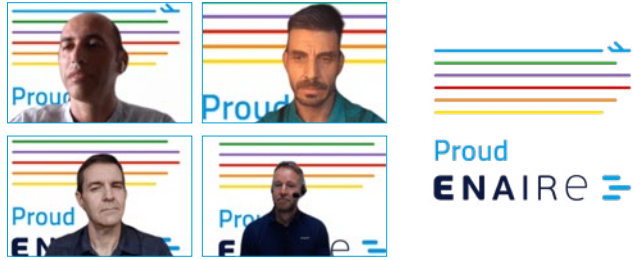
In terms of **gender equality**, after the launch of the “ENAIRE in feminine, in equality” network to raise the profile of the role of women in the air transport sector, we organised a series of events in collaboration with **Ellas Vuelan Alto** (She Flies High) and entities such as Airbus, the **ETSIAE** and Inspiring Girls, among others, to raise awareness and foster equality between men and women in our sector. We also published the **Air Navigation Pioneers Dossier** in recognition of the women who paved the way in our sector ([FLY — ENAIRE Pioneers, air navigation pioneers](#)).

In 2021 we also signed the United Nations **Women’s Empowerment Principles** and took part in the second edition of the Global Compact initiative “**Target Gender Equality**” in order to compare good practices, integrate gender equality across the board and seek new forms of inclusion in organisations.



“**Company Award**” by the **Ellas Vuelan Alto (EVA)** Association for our outstanding role in implementing diversity and gender equality policies and especially for our project “**ENAIRE in feminine, in Equality**”, a collaborative network that helps to focus attention on professional women of various occupations and training.





With the aim of driving a [diversity and inclusion](#)-related cultural transformation, in 2021 ENAIRES joined [REDI \(Business Network for Diversity and Inclusion of LGBTI\)](#) within the framework of the Protocol signed on 29 June 2020 by the Ministry of Transport, Mobility and Urban Agenda. In September 2021 we also signed the Diversity Foundation's Diversity Charter promoted by the European Commission and the Ministry of Equality, thus assuming its 10 principles on inclusion and diversity.

Within the same line of action we created the [PROUD ENAIRES network in 2021](#) to foster awareness of [LGBTI](#) issues in the company by taking measures to promote respect, inclusion and learning about [LGBTI](#) diversity.





Here at ENAIRES we support **job placement of people with disabilities** through different projects developed by foundations and public utility associations whose corporate purpose includes vocational training, job placement or job creation for people with disabilities throughout Spanish territory.

In compliance with the alternative measures set forth in Royal Decree 364/2005 of 8 April, in 2021 ENAIRES awarded the sum of € 690,228.76 through a competitive tendering procedure in subsidies to eleven foundations and public utility associations that have implemented their projects aimed at vocational training, job placement or the creation of jobs for people with disabilities. This call for aid proposals includes the measures that correspond to the 2019 and 2020 financial years, the amounts for which (€ 352,502.28 and € 337,726.48,

respectively) take the number of people with disabilities in ENAIRES's workforce and recruitment in Special Employment Centres in said financial years into account in compliance with Royal Decree 364/2005 of 8 April. This is the Entity's second call for subsidy proposals in recent years, having granted €697,122.68, in the first call in 2019 to 12 beneficiary projects that have completed their projects during the 2021 financial year.

12 projects were completed in 2021 involving 1,213 participants and achieving 458 labour market insertions, 63 of them in the aeronautical sector

Entities subsidised by ENAIRES for the insertion of people with disabilities





In addition to granting subsidies, here at ENAIRE we also work with a series of associations and foundations for job placement through collaboration protocols, events and awareness talks on disability issues.

We collaborate with the [Spanish Committee of Representatives of Persons with Disabilities](#), a platform for the representation, defence and action of people with disabilities to advance in recognition of their rights and achieve full citizenship with equal rights and opportunities with all other groups that compose society in general.

Our collaboration was instrumental in the creation and publication of the study *Potencialidades de la Industria Aeronáutica por la Inclusión Laboral de las Personas con Discapacidad* ("Potential for Inclusion of People with Disabilities in Employment in the Aeronautical Industry") as a tool to raise awareness among our stakeholders of opportunities to employ people with disabilities in our sector.





Within the framework of our agreement with [Fundación ONCE/INSERTA](#), in 2021 we organised a series of awareness talks on disability for employees led by Paralympic athletes, whose example also acted as a valuable stimulus for internalisation of ENAIRE's values.



These subsidies and collaborations enabled us to promote training and employment of physically, intellectually and sensorially challenged people, improving their training, increasing their autonomy, fostering their full inclusion in society and raising awareness of the importance of collaboration to achieve such worthwhile goals.

We also granted a subsidy of € 172,000 to the Special Employment Centres in 2021 to promote procurement of their goods and services.



ENAIRE won the **public institution or company** category of the **7th International Diversity Management Awards** organised by the Diversity Foundation for our subsidy programme in favour of employment of people with disabilities





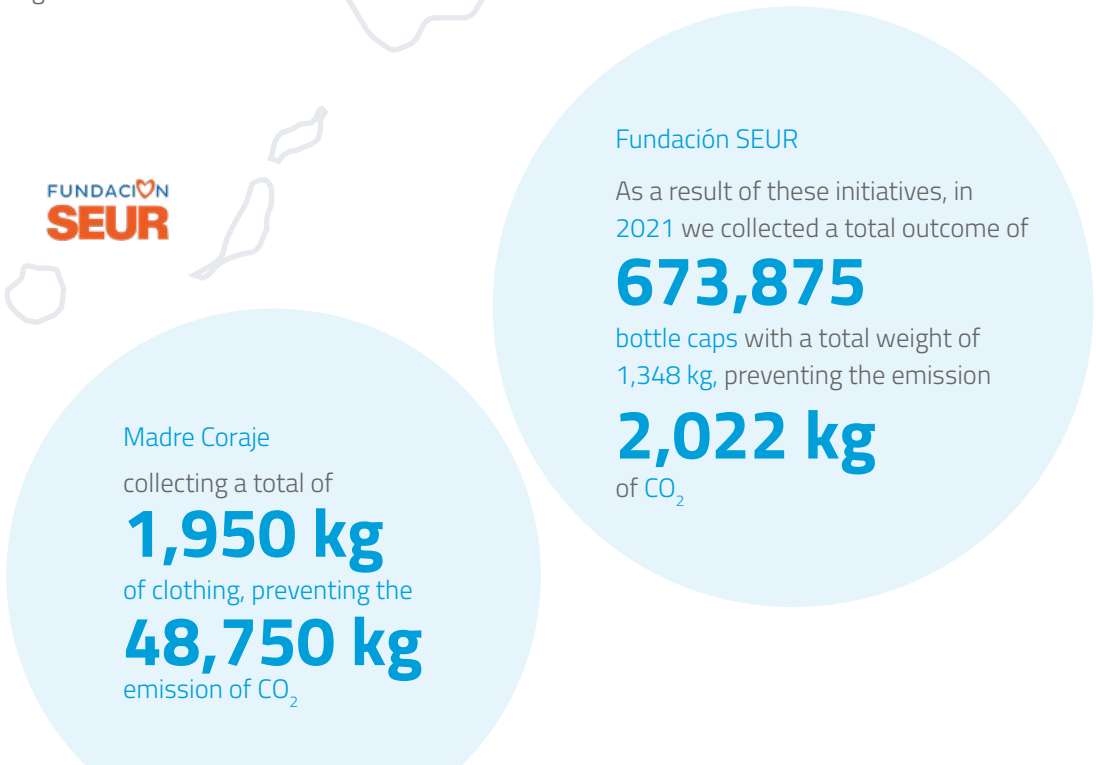
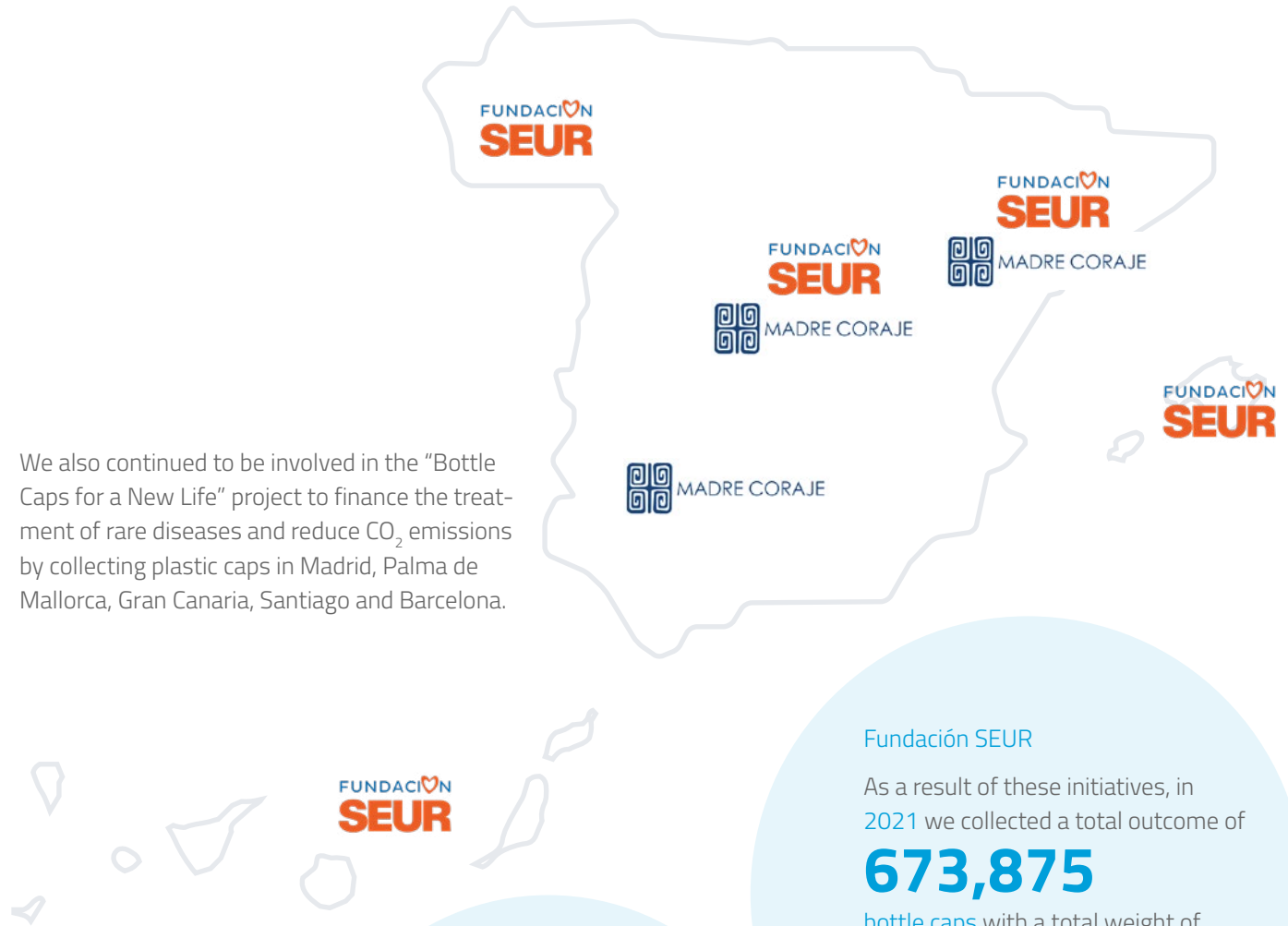
We support solidarity



This year we also took part in a series of initiatives aimed at reducing inequalities and contributing to a more equitable society by means of solidarity initiatives with third-sector companies.

In 2021 we maintained the recycling collaboration with the NGO [Madre Coraje](#) in our centres in Madrid, Barcelona and Sevilla for collection of clothing and footwear to help people at risk of social exclusion. We collected a total of 1,950 kg of clothing that prevented the emission of 48,750 kg of CO₂ into the atmosphere by focusing on actions that also champion the [circular economy](#) concept.

We also continued to be involved in the “Bottle Caps for a New Life” project to finance the treatment of rare diseases and reduce CO₂ emissions by collecting plastic caps in Madrid, Palma de Mallorca, Gran Canaria, Santiago and Barcelona.





ENAIRES also promotes initiatives linked to responsible consumption and production. For this reason, we have once again invited our personnel to take part in this year's **BIOCULTURA**, the most important trade fair for organic products and responsible consumption in Spain.



These cooperation activities would not have been possible without the involvement of our team, who once again put their shoulder to the wheel in favour of a worthwhile cause.

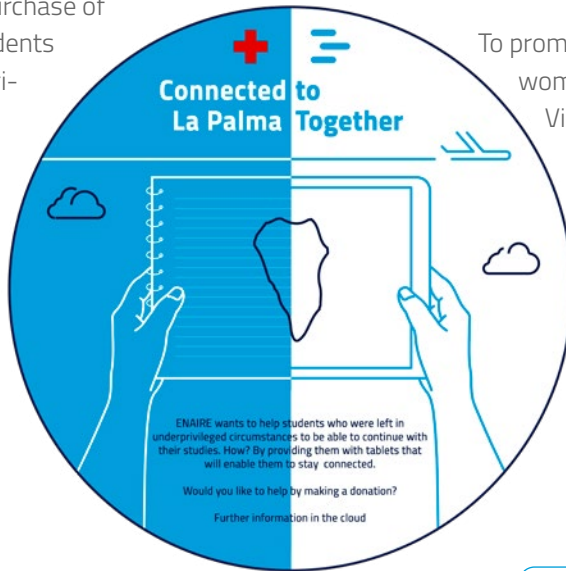




ENAIRES WITH LA PALMA

In November 2021, in view of the eruption of the Cumbre Vieja volcano in La Palma, we promoted the campaign "Connected to La Palma Together" in collaboration with the Red Cross.

Thanks to the monetary contributions by our employees, on this occasion we were able to raise € 10,820 that was invested in the purchase of 54 tablets to help students who were left underprivileged circumstances due to the effects of the eruption to continue with their studies by means on online classes, thus reducing the digital gap caused by the disaster.



ENAIRES IS COMMITTED TO HEALTH

In 2021 we continued to promote sport and health for reasons of solidarity. We took part in the Companies Virtual Race in support of research by the NGO CRIS Cancer Foundation. Teams composed of our employees were able to participate in a series of virtual races held in six Spanish cities and then share the results on a collaborative online platform.

To promote women's sport and solidarity among women, ENAIRES also attended the Women's Virtual Race in which the members of our team were able to participate in a series of virtual races in cities such as Gijón, Corunna, Madrid, Zaragoza, Barcelona and Sevilla.



Fundación ENAIRES

With respect to support for foundations, the Entity is the sole patron of the ENAIRES Foundation, entrusted with managing ENAIRES's art collection. ENAIRES donated 1,498,000 euros to the Foundation in 2021, to which must be added the 72,600 euros for assignment of the building in which the collection is housed.

We have also continued to support the **National Transplant Organisation** by streamlining operation of transplant flights to ensure that they arrive quickly and safely at their destination.



Dissemination of aeronautical culture through art

As mentioned briefly above, the ENAIRES Foundation is a public cultural institution engaged in managing, conserving and disseminating our artistic and cultural heritage with special emphasis on fostering and disseminating aeronautical culture to society in general.

The purpose of the ENAIRES Foundation is to inspire and contribute value and knowledge to society through exhibitions, activities, events and publications. The following are a few of the many [activities the Foundation has organised to disseminate Spanish aeronautical culture and contemporary art](#):



The traditional [aeronautical prizes](#), the purpose of which is to support scientific research, technological innovation and dissemination of air navigation and contemporary art-related topics, were awarded once again.



The Foundation also launched its first grant award programme with the aim of [driving recovery, conservation and dissemination of the Spanish aeronautical historical heritage](#). These subsidies will help to keep a collection of historic aircraft alive and available for both flight and static exhibition for the knowledge and enjoyment of the general public and to locate and catalogue Spanish historical aeronautical documentation.



The Foundation held the fourth edition of the literary short story contest "*Te lo Cuento en el Aire*" (I'll Tell You in the Air) with which it contributes to dissemination of the aeronautical sector, documenting its influence on society, raising awareness of our activity and publicising our cultural activity among the general public.



This year the Foundation has entered into a [General Collaboration Protocol with the Historical and Cultural Service of the Air Force](#) (SHYCEA) to enhance the historical and cultural aeronautical heritage of the Air Force and strengthen its dissemination and upkeep.

We are working to implement a series of activities for conservation, restoration and dissemination of the holdings of the Museum of Aeronautics and Astronautics.



Thanks to cooperation between the ENAIRES Foundation, [MITMA](#) and ICAO the [General Protocol for Collaboration with the Historical and Cultural Service of the Air Force](#) (SHYCEA) was signed in December 2021 and dedicated to the victims of air accidents and their families.



WE FAMILIARISE OUR PEOPLE WITH THE 2030 AGENDA

Photography contest “Capture your SDG at ENAIRES”

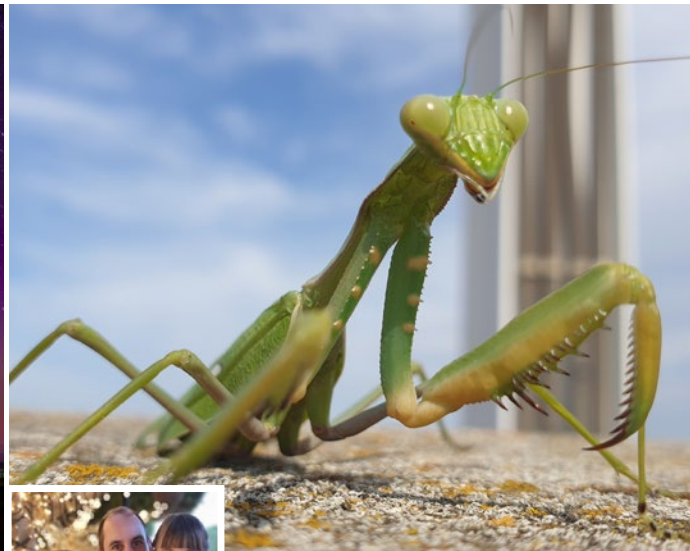
Last September we launched the [Capture your SDG at ENAIRES photography](#) contest coinciding with the 6th anniversary of approval of the United Nations 2030 Agenda. The Sustainable Development areas included in the 2030 Agenda were selected as the main theme.

In the celebration of this contest, the jury evaluated the photographs and selected the three finalists among all those presented. Subsequently, the employees of ENAIRES voted for the First, Second and Third prizes of the selection and the winners received a trophy. The

photographs were printed and framed by the ENAIRES Foundation and are currently part of a traveling exhibition of all ENAIRES’s offices.



Víctor Guerrero Rubio won **first prize** for his photograph “*Navegación Estelar*” (Stellar Navigation) associated with SDG 13 “Climate Action”, featured on the cover of this Report.



Second prize: “*Mantis 2.0: Living in the Material World*” associated with SDG 15 “Life in Terrestrial Ecosystems” – Author: **Gabriel Gagey Bellini**



Third prize: “*Grandfather with grandchildren in the garden*” associated with SDG 12 “Responsible production and consumption” – Author: **Vanessa Martín Martín**

Our Team

chapter 9





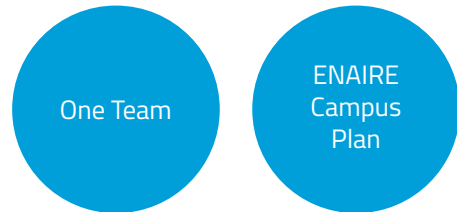
THE DRIVING FORCE OF TRANSFORMATION

ENAIRES's people are its main drivers of transformation and the key to its success. With their talent, professional standards and motivation overcome all challenges, achieve our goals and make this a more efficient, user-friendly company that promotes equality, diversity and health and safety in the workplace.

For this reason, in our Strategic Plan: Flight Plan 2025, people constitute one of the main values.

FP2025 actually articulates two specific plans which, in the spirit of those already started in FP2020, seek to drive the development of ENAIRES's team as a fundamental component and lever for improvement of the services we provide and transformation of the organisation itself.

These two plans are:



MILESTONES

The total workforce is

4,159

(up 0.36% compared to 2020)

96 %

have permanent employment contracts

35 %

are women

0.8 M€

devoted to training



Workforce

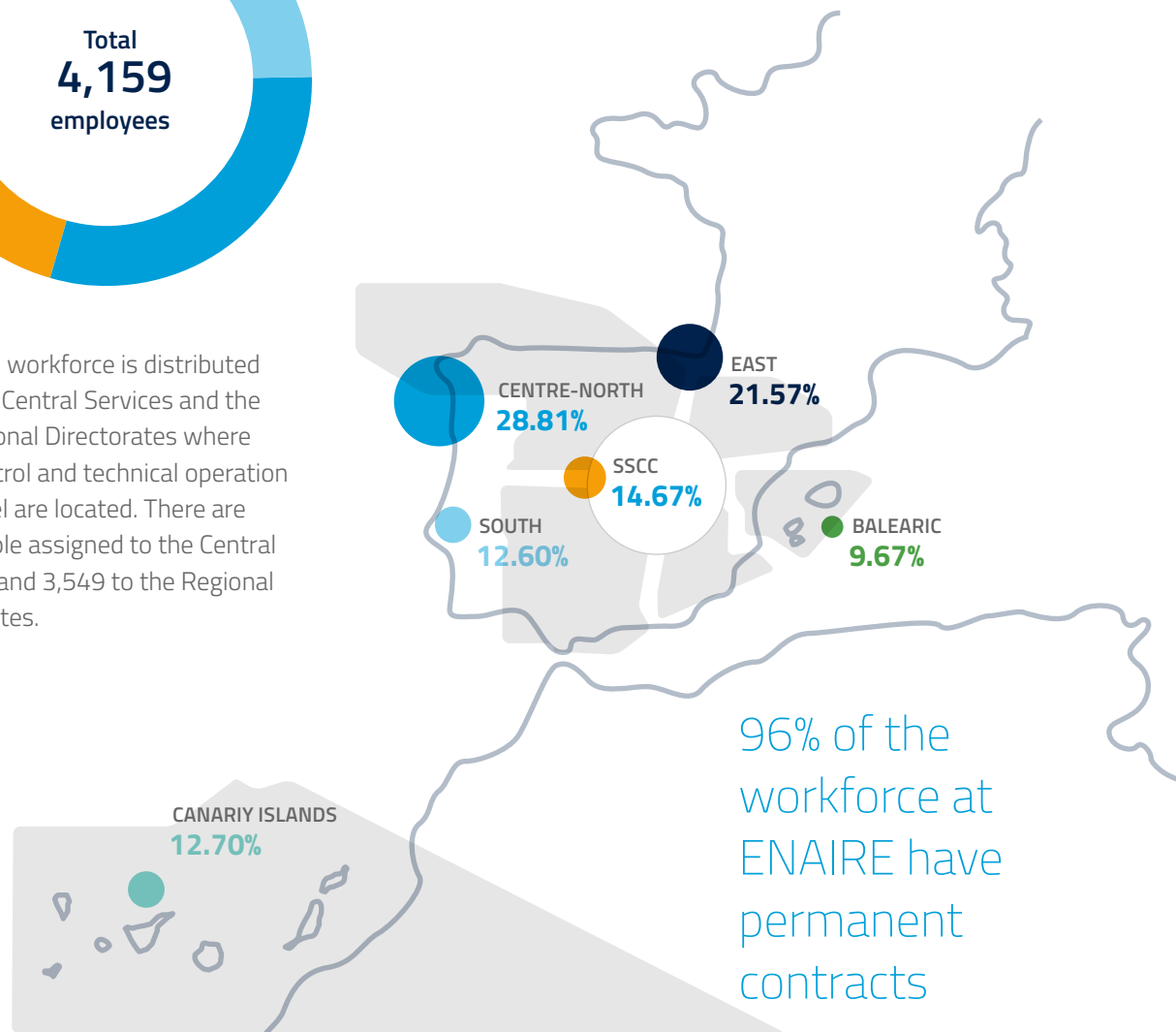
ENAIRES's workforce is governed by two different collective bargaining agreements:

- **Collective Agreement I of the AENA Group of companies, hereinafter Group Agreement I.** This agreement applies to all Entity personnel except the air traffic controllers and personnel of the State Trading Entity AENA S.M.E. S.A. The State Trade Union Coordinator comprised of the trade unions Comisiones Obreras (CC.OO), Unión General de Trabajadores (UGT), Unión Sindical Obrero (U.S.O.) and the Confederación Sindical de Profesionales Aeronáuticos (C.S.P.A.) is the representative body of the employees of the companies in the Group. Its functions, among others, include drafting, monitoring, applying and ensuring fulfilment of the Agreement and it is the officially-recognised interlocutor for its negotiation.
- **II Professional Collective Agreement of the group of air traffic controllers, hereinafter Control Agreement II.** This Agreement applies exclusively to the air traffic controllers who provide their services at ENAIRES. Its development, amendment and/or renovation is handled by the workers' union representatives.

ENAIRES has advertised 90 air traffic controller positions in the Official Gazette to be recruited through a selection process that will begin in January 2022. The goal is to have the largest possible number of fully-qualified controllers before the summer of 2024



ENAIRES's workforce is distributed between Central Services and the five Regional Directorates where both control and technical operation personnel are located. There are 610 people assigned to the Central Services and 3,549 to the Regional Directorates.

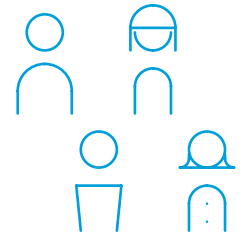


96% of the workforce at ENAIRES have permanent contracts



Operational Workforce ¹

	2019	2020	2021	Variation in 2021 compared to 2020
Number of employees	4,011	3,968	4,005	0.93%
People Group Agreement I	1,911	1,901	1,922	1.10%
People Control Agreement II	2,100	2,067	2,083	0.77%
Women as a percentage of the total workforce ²	34.48%	34.32%	34.35%	0.09%



¹ Operational workforce without special paid leave, standby, partial retirees or interim contracts that cause duplication.

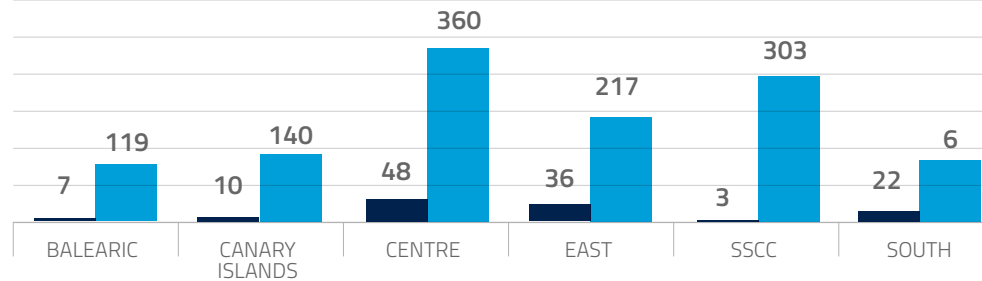
² Women as a percentage of total operational workforce.

Total number of employees by type of contract, workday, region and by gender.

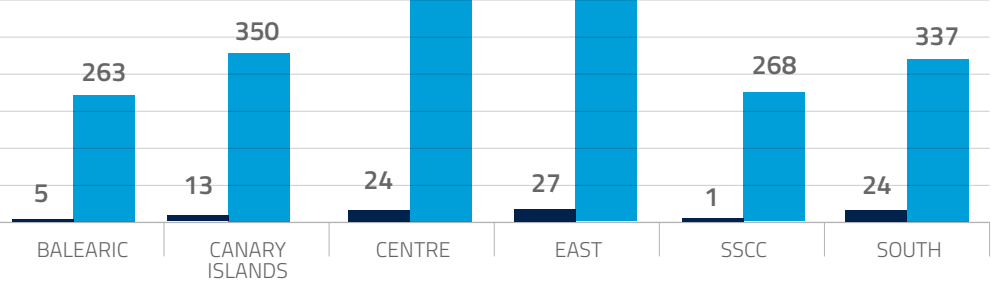
Permanent contract

■ Full time ■ Part time

Women

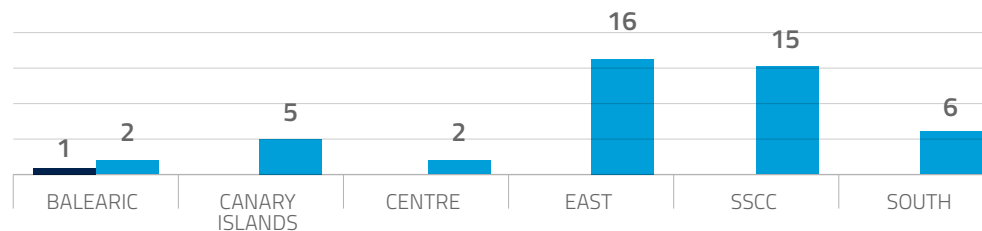


Men

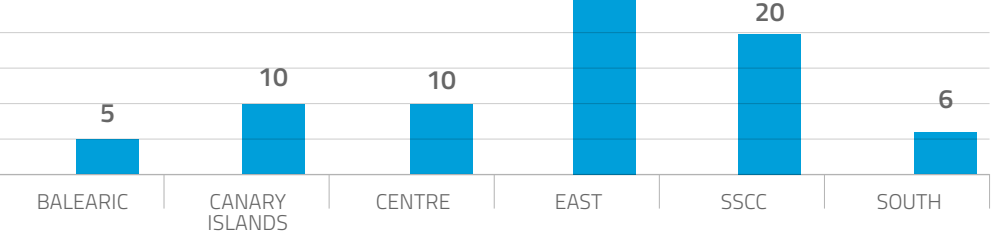


Contingency Contract

Women



Men





Here at ENAIRES
we have recruited

75 new employees
under both agreements



It is worth noting that 34% of air traffic control personnel and 45% of graduates and managers are women.

2.43 %
ROTATION
RATE

1.81 %
NEW
RECRUITMENT
RATE

The following shows the percentage by gender in each professional category:

Total women
34.6 %

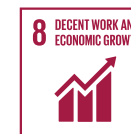
Total men
65.4 %

	Women	Men
Senior management	0.0 %	0.2 %
Coordinators	4,1 %	7,7 %
Managers and graduates	21,5 %	13,8 %
Skilled personnel	22.5 %	24.1 %
Support personnel	0.1 %	0.5 %
Controllers	51.8 %	53.8 %





The remuneration of ENAIRE Group employees is subject to approval of the total payroll by the Ministry of Finance and Public Administration. The total payroll for the 2021 financial year increased by 0.9% in accordance with Act 11/2020 of 30 December on the 2020, the General State Budget (PGE2021).



The average remuneration of our employees is shown broken down by gender, age and professional category:

	2021						General total
	Men			Women			
	< 30 yrs old	30-50 yrs old	> 50 yrs old	< 30 yrs old	30-50 yrs old	> 50 yrs old	
Senior Management		110,291.64	134,323.88				124,710.98
Managers and Graduates	39,327.73	46,632.21	51,899.55	33,551.63	46,716.35	49,712.68	48,057.85
Coordinators		40,669.89	43,025.92		38,984.37	40,714.92	41,833.46
Skilled personnel	27,897.98	34,963.15	36,777.33		31,222.29	33,774.97	34,675.99
Support personnel			33,861.37		25,509.70	30,915.69	33,108.21
Controllers	87,710.94	143,901.41	175,809.44	84,559.81	143,782.82	165,204.76	155,098.42
General total	79,512.43	96,377.79	113,750.46	73,471.07	91,916.37	108,582.18	102,330.93

¹The Senior Management category also includes senior civil servants.

²Both directors under the Collective Agreement, middle managers and graduates of levels A and B of the Agreement are included in the Directors and Graduates category.

Here at ENAIRE we pay salaries in accordance with salary tables that these are applied to both men and women without distinction





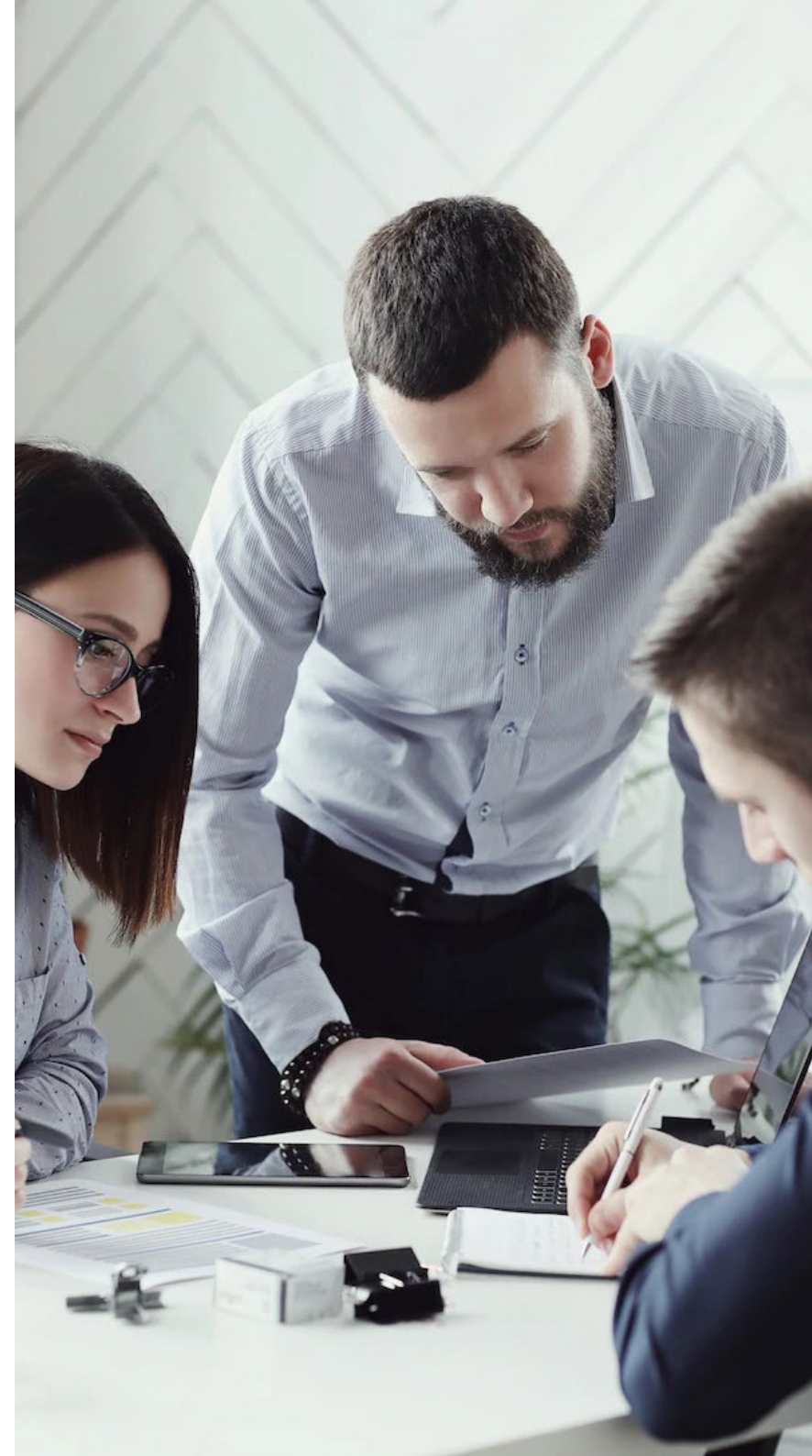
The following is a [breakdown of remuneration ratios of women](#) compared to men by professional category:

	2021		
	< 30 yrs old	30-50 yrs old	> 50 yrs old
Senior Management	-	-	-
Coordinators	-	1.0	0.9
Managers and Graduates	0.9	1.0	1.0
Support personnel	-	-	0.9
Skilled personnel	-	0.9	0.9
Controllers	1.0	1.0	0.9
General total	0.9	1.0	1.0

There is an average of 48 people with disabilities equal to or greater than 33% employed in all ENAIRES's job categories and we are regularly publishing new vacancies for graduates with disabilities.

Therefore, in compliance with the alternative measures set forth in Royal Decree 364/2005 of 8 April, ENAIRES awards subsidies through a competitive tendering procedure to foundations and public utility associations engaged in vocational training, job placement or the creation of jobs for people with disabilities.

*See [chapter 8](#)





Training



Training is an extremely important tool here at ENAIRE. Not only for satisfactory performance of the organisation's activities that drives professional training of people for their jobs, but also to motivate people, open new channels of communication, address their professional development, create new synergies and a corporate culture as a frame of reference for business decisions and to generate change to deal efficiently with technological progress.

Here at ENAIRE we draw up two different training plans every year:



GROUP AGREEMENT TRAINING PLAN

The Group Agreement I 2021-2022 Training Plan was approved in 2021 within the framework of which the following courses were offered:

- Technical and behavioural courses
- General and specific courses
- Open courses with self-enrolment available to all employees under this Agreement.

A total of 130,483 hours of training was provided of which 71,069 correspond to face-to-face training and 59,414 to online training.

1,001 courses were provided in the period under review. This mean that we managed 4,757 training measures (editions) in which a total of 21,466 participants were enrolled.

Training hours rose by 55 year-on-year, bringing the ratio of training hours per worker to 67.26 with a satisfaction index of 3.08 out of 4



PERIOD	2019	2020	2021
Number of courses offered	3,147	3,196	1,001
Number of participants enrolled	19,589	19,966	21,466
Total hours of training	112,062.00	84,196.30	130,483,66
Hours of training/attendee	5.72	4.22	6.08
Training hours / employee	59.29	43.67	67.26*

*Ratio calculated on the basis of average annual workforce.



CONTROL AGREEMENT TRAINING

The main actions performed in 2021 were aimed at maintaining the continuity of controller training processes under the adverse conditions deriving from the COVID-19 pandemic. In particular, as in 2020, the drastic reduction in air traffic required increased use of simulators and remote classes to maintain the controller training rate and prevent repercussions on the control service.

We continued development of support tools for training and assessing controllers (CEFIRO [digitalisation of the competency assessment process] and HECCO [update of the ATC training monitoring tool]).

Annual ATS Training Plan (Control Agreement II)

The annual ATS training plan consists of the following courses:

Unit Training

Controllers need the following training to obtain the “unit annotation” to exercise professionally:

- Theoretical transition training
- Pre on the job training (OJT), simulator training
- Real OJT

Continuous training

Aimed at maintaining the ATS qualification and change implementation.

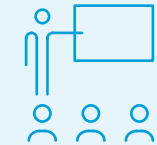
Professional career training

Training was provided to strengthen the behavioural skills of supervisors, head trainers, room managers and other management positions and on topics related to specific subjects such as meteorology, flow management, etc.

Other training

Languages, occupational hazard prevention, safety, office automation, etc.

PERIOD	2019	2020	2021
Number of students or courses provided	25,920	27,762	16,997
Training hours/Controller	75.70	43.10	73.11
No. of training hours provided	158,964	89,092	152,281
People in Control Agreement II	2,100	2,067	2,083



2021

306

Controllers passed the unit training and employed

152,000

hours were invested in ATS training



Corporate Campus

/ campus **ENAIRE**

Development of the [Corporate and Innovation Campus Plan](#) deserves special mention as a complement to the training stipulated under the two Agreements. The Campus aims to reinforce the learning and development of all ENAIRE's qualified experts and to become a benchmark for quality and excellence in training in accordance with the guidelines of the 2025 Flight Plan. It sets up an environment in which to cultivate innovation and transfer of knowledge to create and consolidate the corporate culture and contribute to the human development of all our partners.

Goals:

- To foster a positive working environment.
- To promote personal and professional growth.
- To develop leadership to address change.



The ENAIRE Campus is equipped with a virtual e-learning platform for the provision of online virtual training and knowledge management that enables the acquisition of knowledge required for proper professional development.

The Campus Virtual Communities – collaborative platforms for exchanging ideas, experiences and opinions and learning in a flexible, dynamic and participatory manner – were consolidated in 2021.

The Campus Events Programme also continued with organisation of 18 events involving more than 1,200 participants.

11
active virtual
communities
with almost

1,200
people registered





Welfare of our workers

Our workforce is a highly qualified team and we believe that proper human resource management enhances our employees' wellbeing, which in turn results in improved productivity. Accordingly, we have implemented the [ÁBACO Service](#), our tool for efficient human resources management, and put it into operation.

Work, family and personal life balance



THE WORKDAY

Flexible arrival time in the 7 to 9 band to be determined by each centre for personnel with a normal working day and within the framework of Group Agreement I

Leave days for private affairs.

December 24 and 31 are not working days for employees with normal workday and structure.

For personnel under Group Agreement I: additional days off for nation-wide bank holidays that fall on a Saturday.

Permission for service changes by personnel on shift work or special workdays.

Extra holidays compared to those provided for in the common applicable regulations.

Extra holidays for seniority.



FAMILY LIFE

ENAIRES has implemented the following developments to foster a healthy work-personal life balance depending on the collective bargaining agreement concerned and the worker's schedule:

Two hours of flexibility for parents of children with disabilities.

Benefits beyond the regulatory leave of absence to care for children or relatives.

Attendance at training courses despite being on leave to care for children or relatives. Longer duration of sick leave and leave for death of a family member up to the second degree of consanguinity or affinity and the option of deferring said leave.

In September 2021 we implemented the Teleworking and Digital Disconnection Policy for Group Agreement I workers. This policy introduces various formulas to benefit from teleworking and protects employee's rights to a healthy work-life balance. A monitoring committee has been set up to ensure compliance in this respect.





BIRTH AND CARE OF CHILDREN

We provide workers with the following benefits:

The same parental leave for both parents for maternity/paternity including adoption or foster care.

The option of distributing the childbirth leave period.

Adaptation of the workday during pregnancy and lactation

Parental leave extends until the child is twelve months old and can be accumulated in full days with the right to take one hour of leave of absence to care for the infant.

A total of 88 workers completed their parental leave in 2021

They all returned to their jobs after taking parental leave. Those who were temporary personnel returned after the parental leave period but the term of their contracts did not exceed twelve months after the resumption. The reason was the termination of these contracts.



GENDER VIOLENCE

ENAIRES also applies the legal measures in connection with gender-based violence:

Reduction of the workday or reorganisation of the schedule.

Suspension of the employment contract for abandoning the work station when the employee involved is a victim of gender violence.

Option of temporary transfer.

135 employees took parental leave in 2021:

	Men	Women
Control	68	19
Agreement	36	12
Totals	104	31

Note: All those entitled to parental leave have taken it.





EQUALITY AND COMBATING HARASSMENT IN THE WORKPLACE



The CONFÍA project is a component of the ONE TEAM programme aimed at advancing in EQUALITY and CO-RESPONSIBILITY in the Company.

EQUALITY

The work performed to harmonise the existing [Equality Plans](#) to the new legislation¹ was an outstanding feature of 2021. Both plans were approved in late December 2021 after negotiations and reaching an agreement agreed with the workers' representatives including the diagnosis of the situation.

The equality plans are based on a basic principle: transversal integration of the principle of effective equality between women and men its corollary, the absence of gender-based discrimination. We have set the goal of working on the following areas to implement the Equality Plan:

- the selection and recruitment process
- the professional classification
- the training
- career advancement
- working conditions including a salary audit
- the co-responsible exercise of the personal, family life and work rights.
- under-representation of women
- the remuneration
- prevention of sexual and gender-based harassment

PROTOCOLS TO PREVENT AND COMBAT SEXUAL AND GENDER-BASED HARASSMENT

There are two protocols at ENAIRES to prevent and combat sexual and gender-based harassment, one for each collective agreement. ENAIRES would like to place its antagonism towards all manifestations of harassment on record. We are constantly conducting awareness campaigns and have implemented the aforesaid personal life reconciliation measures.

Within the framework of the SIENTE programme as part of FP2025 we have administered top-down, bottom-up and transverse awareness and dissemination campaigns on harassment in the workplace throughout the year.

Principle of non-discrimination: The principle of non-discrimination is an outstanding feature of all our Human Resources policies, especially those that refer to selection processes, training and prevention of sexual and gender-based harassment. Employees can report cases of discrimination of any kind through the complaints channel or to the Company's People Department for assessment and resolution.

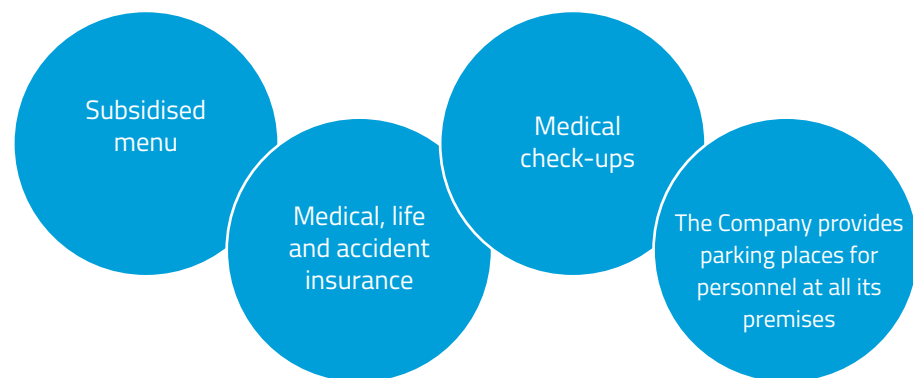
In addition to the complaints channel, here at ENAIRES we have enabled a mailbox as a query and information channel where inquiries or complaints of this kind can be addressed.

¹Introduced by Royal Decree 901/2020, of 13 October, regulating Equality Plans and their Registration, and amending Royal Decree 713/2010, of 28 May, on the Registration and Deposit of Collective Bargaining Agreements and Collective Labour Agreements; as well as by Royal Decree 902/2020, of 13 October, on equal pay for women and men.



AID FOR PERSONNEL

ENAIRE has implemented the following measures, among others, to aid employees:



The personnel assigned to Group Agreement I also enjoy the following additional benefits:

- **Employee Aid Programme:** a series of counselling, practical help and emotional support services in the event of detrimental incidents in the lives of our employees. The programme provides help and consultancy on all aspects deriving from adverse circumstances (legal, tax, administrative, etc.).
- Financial aid and repayable advances for studies, healthcare, disabilities, camps, crèche, etc.
- Contributions to the pension plan.
- Free access to airport car parks for private personnel trips.

In 2021 we granted 2,931 aid requests, an **increase of 4,98%** compared to 2020



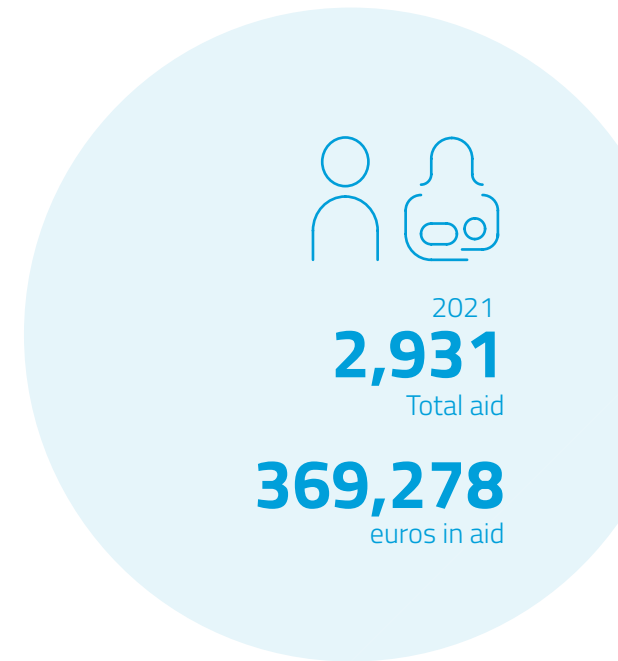


AID

	Number of requests granted				Amount (€)*
	2019	2020	2021		
Work-life balance	1,855	1,528	1,666 ↑		126,008
Crèche	110	60	75	↑	14,275
Children's education	1,320	1,336	1,304		97,020
Children's camps	425	132	287	↑	14,713
Healthcare	1,136	1,026	1,042 ↑		150,739
Employees' studies	144	127	111		25,000
Disabilities	75	80	85 ↑		54,050
Childbirth/adoption	34	31	24		4,800
Extraordinary	1	0	3 ↑		8,681

Crèche (+25) and camps (+117.5) show the most pronounced year-on-year recovery due to the fact that the exceptional circumstances derived from COVID-19 meant that they were hardly requested at all in 2020. However, the total number of aid requests has not yet reached pre-pandemic levels.

*Total aid for the 2021 financial year.





Occupational health and safety

Here at ENAIRES we work to provide a safe and healthy working environment that ensures the physical, mental and social well-being of the workforce.

Our priority objective, as set forth in the [Integrated Management Policy](#), is to ensure protection of the safety and health of all our people by fostering safe, healthy working environments and conditions by assessing, prioritising and controlling risks in all ENAIRES's facilities and premises with special attention to the facilities from which air traffic control services are provided due to their critical nature.

To do so, we are provided with our [own Prevention Service](#) with dedicated facilities distributed around Spanish territory. Each administrative territory – the Balearic Islands, Canary Islands, Central North, East, South and Central Services – has its [own Occupational Hazard Prevention \(OHP\) Department](#). They all report to the OHP Division located in the Central Services. The Prevention Services employ a total of 31 people. We are also provided with consultancy on hazard-prevention issues by Quirón Prevention: 16 more technical and medical personnel working on OHP for the benefit of ENAIRES's employees.



The participation and consultation of the workers in the field of Hazard Prevention is conducted through the [state and local Occupational Health and Safety Committees](#) (one for each collective agreement) that meet every quarter to manage occupational health and safety-related issues. The Committees' mission is to advise the Company on OHP matters.

[The Company's OHP Plan is required under the collective agreements](#). It is a master plan that includes, among other aspects, the structure of the OHP Management System, the organisational structure of ENAIRES, the list of specific procedures in the Occupational Health and Safety Area and their location in the Integrated Management System's (IMS) document manager*.

The OHP Area's activity is planned on an annual basis and the material and human resources required to carry it out are allocated in an annual OHP Budget.



* Tool that compiles the documentation of all units and forms part of ENAIRES's Integrated Management System.



We reach agreement on assessment of risks to which our employees are exposed and report the follow-up of the associated measures to the national and local health and safety committees. We conduct regular inspections to ensure the suitability of the conditions from the hazard prevention viewpoint.

We coordinate with the external companies that access our premises to ensure the safety of everyone involved, both our workers and those of the companies with which we work. We have an online platform where companies notify us of any hazards associated with their activity that could affect third parties*. During 2021, 1,106 companies accessed our website to manage the business activity coordination.

We adapt [training in hazard prevention to each job](#). The courses focused on safety in the workstation, identification of pollutants in the working environment, understanding ergonomic and psychosociology-based risks, international legal requirements on OHP applicable to ENAIRES and an explanation of the OHP-related regulatory framework. We have also implemented the following hazard prevention measures:

OHP training 2021

Participants

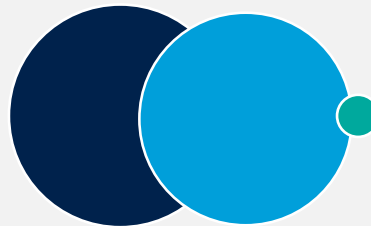


3,812
Total

3,644
Group Agreement I

168
Control Agreement II

Hours



15,425
Total

14,872
Group Agreement I

552
Control Agreement II

Course



90
Total

76
Group Agreement I

14
Control Agreement II

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



Awareness measures

We have also implemented measures aimed at raising awareness in various prevention-related areas. The following were conducted in 2021:

ONLINE INFORMATIVE WORKSHOPS ON HEALTH AND SAFETY ISSUES

- Sleep Hygiene: aimed at personnel who work shifts under both agreements.
- Go by bike: as part of the Mobility Plan to explain the health benefits and recommendations on road safety.

COORDINATION OF THE "CLEAR TO CALM" PROJECT

Study promoted by the Operational Safety Committee on the effectiveness of mindfulness in ATC.





We ran the annual [health surveillance campaign](#) by region and work centre for employees under both collective bargaining agreements.

This project was documented in the [OHPS Report](#) (Occupational Hazard Prevention Service), a summary that sets forth the measures taken during the year in the main preventive areas including the epidemiological reports derived from the statistical treatment of the medical check-ups.

All this activity is organised and stored in the Integrated Management System. Non-confidential information is shared with all employees. We also use other means such as the intranet to provide information to workers on current issues such as in the COVID-19 pandemic, specific awareness campaigns, etc.

We ensure the quality of our service by conducting internal and external audits on a yearly basis.

PROTECTIVE MEASURES AGAINST COVID-19

In 2021 we completed the psychosocial risk assessment of the workers under Group Agreement I, and that of the rest of the air traffic controllers group assigned to TWRs / TACC and Central Services, assessment of which will end in 2022.

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



ENAIRES, by overcoming the challenges posed by the pandemic and applying the required occupational safety-related measures to ensure that the services we provide were continuously available to our customers and other stakeholders, has shown commendable resilience as an organisation. We maintained our commitment to our employees and their families with policies for the protection and care of people throughout the pandemic. The circumstances deriving from contagion with COVID-19 obliged us to adapt to special measures throughout the year in coordination with the social agents.

MEASURES DESIGNED TO MAKE ENAIRES A HEALTHY COMPANY

Get Emotivated

An initiative designed to foster self-knowledge, exchange of experiences and psychological development focused on self-protection and acquisition of increasing strength intended for Group Agreement personnel.





With a total of 29 accidents and 6 incidents logged, the occupational accident rate at ENAIRES was low compared to the previous year. The following is the total number of accidents broken down by collective agreement, gender and professional category:

Professional category	With sick leave			W/out sick leave			TOTAL
	Men	Women	Total	Men	Women	Total	
General Agreement	-	4	4	9	1	10	14
Accident in the Work Centre	-	3	3	7	1	8	11
Support personnel	-	2	2	1	1	2	4
Technician	-	1	1	6	-	6	7
In itinere accident	-	1	1	2	-	2	3
Technician	-	-	-	-	-	-	-
Graduate	-	1	1	2	-	2	3
Accident on mission	-	-	-	2	-	2	2
Control Agreement	6	1	7	4	4	8	15
Accident in the Work Centre	3	1	4	2	2	4	8
In itinere accident	3	-	3	1	2	3	6
Accident on mission	-	-	-	1	-	1	1
General total	6	5	11	13	5	18	29

The table only includes accidents involving workers.

Other measures to boost occupational health:

Collective Health Campaign for the personnel of Group Agreement I:

73% of the Agreement-I operational personnel.

Flu vaccination campaign:

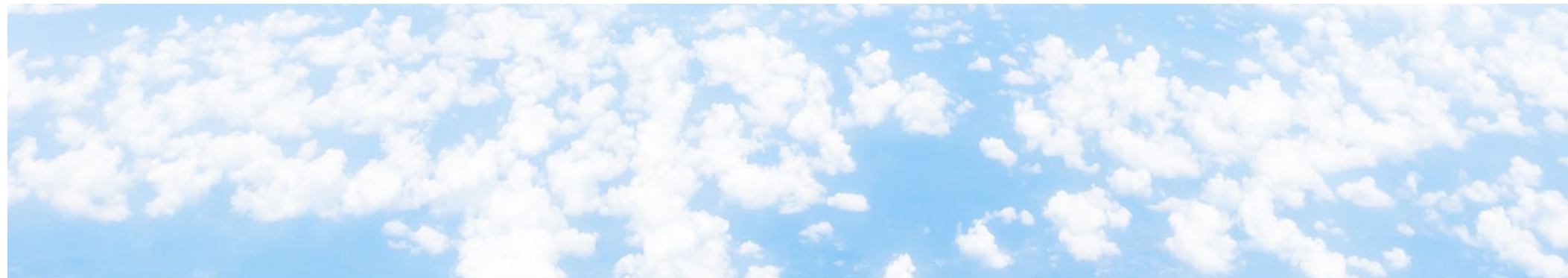
785 vaccines administered to operational workforce.

2.3% more than in 2020.

This represents 20.73% of the workforce.

847 queries answered.

Improvements in collection of diagnostic tests in computer systems.





ACCIDENT RATES

High-consequence workplace injury rate*

0.23

Recordable work accident injury rate*

2.54

* Rates calculated per one million hours worked

ABSENTEEISM*

*There are no occupational diseases related to the activities performed by workers at their workstations. Exclusively for personal medical reasons.

4.65%

among personnel of Group Agreement I

4.54%

among personnel of Control Agreement II



Financial information

chapter 10





Financial information

Due to its economic and social impact, air transport is a strategic sector for Spain and contributes benefits in terms of connectivity, accessibility, cohesion and regional inter-connection.

Our activity has a direct impact on operation of air traffic and the tourist and commercial sectors as key social and economic forces in Spain. The expenses associated with our activity contribute to provision of the service and management of our personnel.

At the financial level, ENAIRE's activity in 2021 was severely impacted – as it was in 2020 – by the extraordinary circumstances derived from the COVID-19 pandemic and the appearance of new waves and mutations of the virus around the world that entailed an unprecedented decline in air traffic to the point where it is estimated that the sector will not recover to pre-pandemic levels until 2024.

As a public entity, at ENAIRE we follow a **regulated system of fees**, in which we pass on the costs involved in providing our services, adjusting for regulated periods the variations with respect to the estimated costs, so that our objectives or goals at a financial level, they are adjusted to be an efficient, viable and self-financing model.





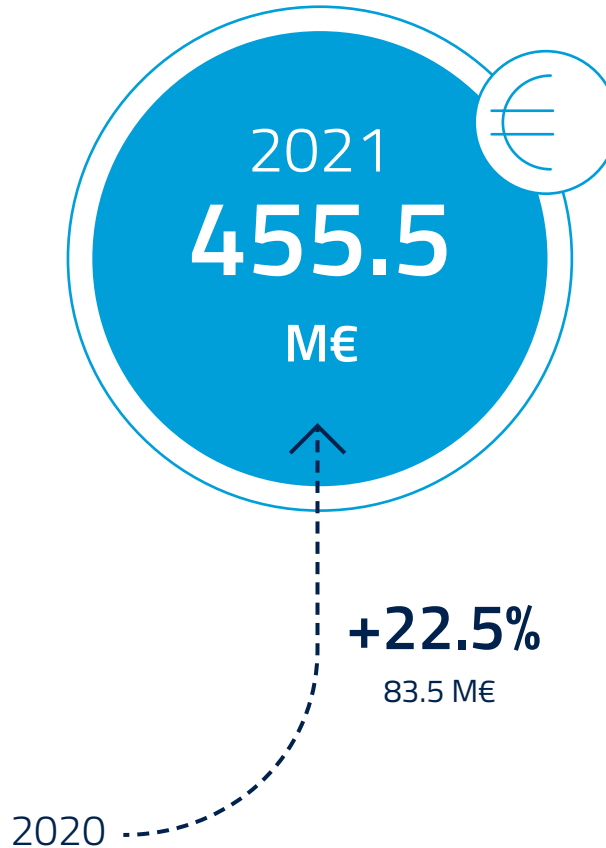
The largest proportion of revenue received from the use of air navigation facilities and services is obtained in the form of route and approach fees and is regulated by the following European Regulations:



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



[Implementing Regulation \(EU\) 2020/1627](#) of 3 November 2020, on exceptional measures for the third reference period (2020-2024) of the single European sky performance and charging scheme due to the COVID-19 pandemic.



The annual financial statements of ENAI and the consolidated financial statements of the Entity and its subsidiaries for the 2021 financial years were approved by the Board of Directors on 25 May 2022 and are available on the [website](#) and in the public sector registry of annual financial statements.

Said financial statements – the reference code of which will be published in the Official State Gazette on 31 July 2022 – will be registered in the “Public Sector Registry of Annual Financial Statements” by the General State Administration Inspectorate (IGAE) in accordance with article 136.3 of the General Budget Act amended by Order HAC/360/2021 of 14 April.

The individual accounts of ENAI and the consolidated accounts of the group are drawn up in accordance with the New General Accounting Plan.





PROFITABILITY AND SOLVENCY

Operating margin was - 309.7 M€ compared to - 354.6 M€ in 2020, an improvement of 12.7%.

MAIN DATA



REVENUE
466M€ (22.5%)



EXPENSES
776M€ (5.5%)



EBITDA
-220M€ (-17.6%)

(in million €)	2019	2020	2021	% 2021/2020
Operating revenue	922.26	380.24	465.84	23%
Operating expenses	806.56	734.83	775.52	6%
Operating margin	115.70	-354.60	-309.68	-13%
EBITDA	209.04	-267.25	-220.20	-18%
Financial outcome	531.57	14.71	3.96	-73%
Earnings before tax	647.27	-339.89	-305.72	-10%





ANALYSIS OF OUTCOMES



Financial outcome

Our financial outcome for the 2021 financial year reached **4 million euros**. This represents a sharp drop compared to the same period in 2020, mainly due to lower dividends collected from INECO. In 2021 the dividend amounted to 4.8 million euros compared to the 9.9 million

2021

4 M€



Corporation tax

Corporation tax slumped from -56.8 million euros (asset) in 2020 to **-20.9 million euros** (asset) in 2021. Revenue for financial 2021 is mainly derived from generation of negative taxable bases for the financial year, restated by updating the associated tax assets with a balancing entry in the income statement.

2021

-20.9 M€ revenue



Outcome of the financial year

The outcome for the 2021 financial year stood at **-284.8 million euros**, derived mainly from our own activity as an air navigation service provider.

2021

-284.8 M€



Income statement

Item	2021	2020	€ M	Variations
TURNOVER	455.5	371.9	83,5	22,5%
OTHER REVENUE	10,4	8,3	2,1	24,9%
OPERATING REVENUE	465.8	380.2	85.6	22.5%
PROVISIONS	19.3	13.7	5.6	40.6%
PERSONNEL EXPENSES	568.8	536.5	32.3	6.0%
OTHER OPERATING EXPENSES	98.0	97.7	0.3	0.3%
AMORTISATION	89.5	87.3	2.1	2.4%
IMPAIRMENT, EXCEPTIONAL EXPENSES AND OTHER OUTCOMES	(0.0)	(0.4)	0,4	-94,6%
OPERATING EXPENSES	775.5	734.8	40.7	5.5%
OPERATING PROFIT (LOSS)	(309.7)	354.6	44.9	-12.7%
EBITDA	(2202)	(267.3)	47.1	-17.6%
FINANCIAL OUTCOME	4.0	14.7	(10,8)	-73,1%
PROFIT (LOSS) BEFORE TAX	(305.7)	(339.9)	34.2	-10.1%
CORPORATION TAX	20.9	56.8	35.9	-63.2%
OUTCOME OF THE FINANCIAL YEAR	(284.8)	(283.1)	(1.7)	0.6%

In view of the loss for the 2021 financial year and as a result of a negative taxable base, we would theoretically be able to capitalise 81,873,000 euros in tax credits (90,575,000 euros in 2020) (negative taxable bases, temporary differences and deductions) once Corporation Tax for the 2021 financial year has been estimated.

However, this amount had to be reduced by 60,661,000 euros (33,368,000 euros in 2020) when performing the fiscal planning so that the **increase in tax credits for the financial year was 21,212,000 euros** (including generation of a deferred tax asset of 4,678,000 euros for deductions generated in the 2021 financial year pending compensation at the end of the same).





OPERATING REVENUE AND EXPENSES

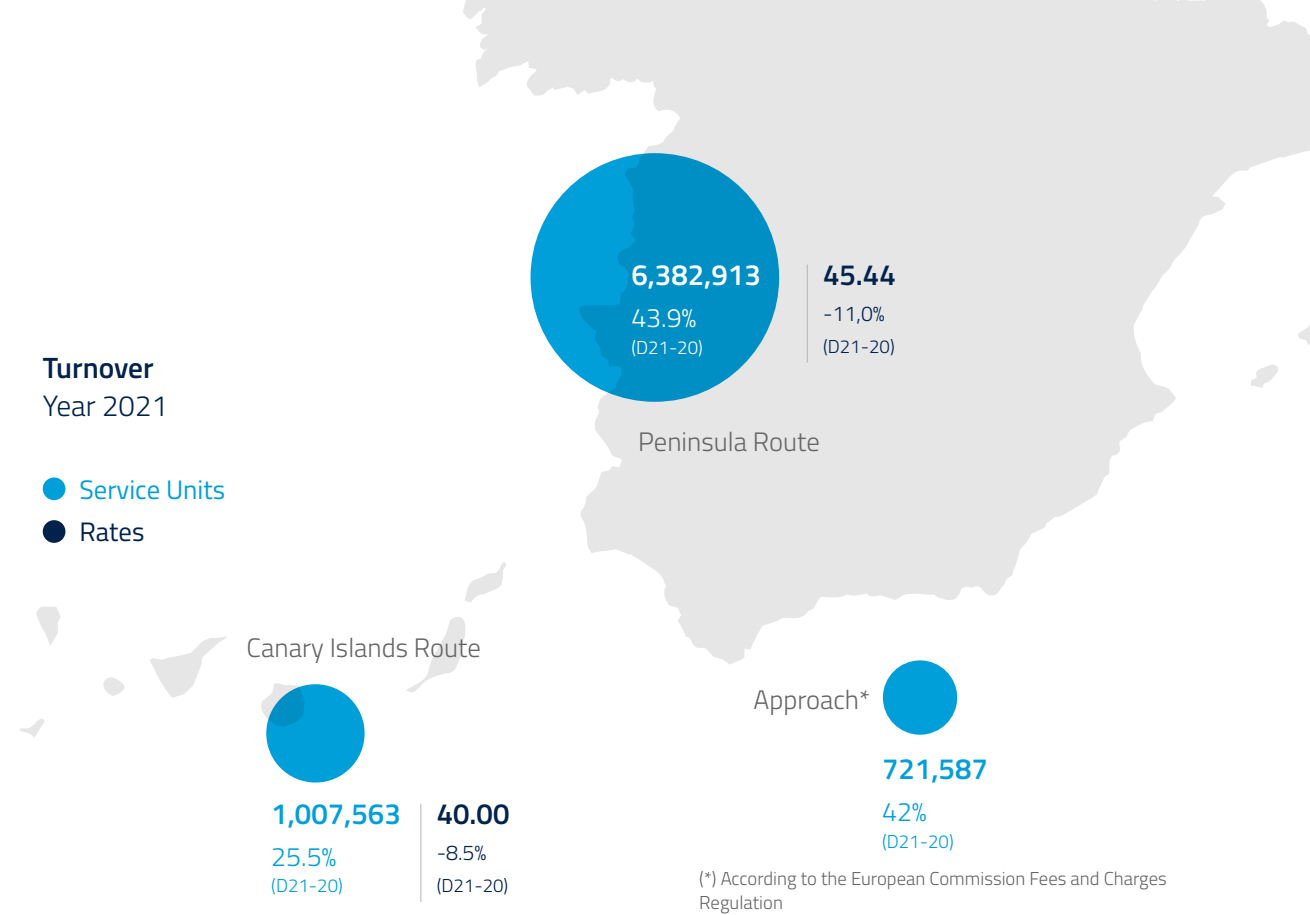
Revenue

Turnover improved to 455.5 million euros in 2021, an increase of 22.5%, i.e. 83.5 million euros more than in 2020

Total revenue stood at 465.84 million euros, 23% more than in 2020.

Although the virus has by no means disappeared, the effect of the vaccination campaigns, advances in therapeutic treatments, greater knowledge of how it is transmitted and other improvements in 2021 have resulted in an **upturn in the demand for air traffic** with the consequent positive impact on our business activity. The main effect of this upturn was a rise in Route Fees compared to 2020.

Route Service Units rose by roughly 42% in 2021 compared to 2020, of which the Peninsula routes grew by 44% and the Canary Islands by around 26%.



(in million €)	2019	2020	2021	% 2021/2020
Turnover	912.83	371.93	455.47	22%
Air navigation services	912.66	371.75	455.24	22%
Route aid services	751.59	243.35	314.10	29%
Approach aid services	24.11	9.36	14.23	52%
Aerodrome services	131.23	113.37	119.53	5%
Publications and others	5.72	5.66	7.38	30%
Other services	0.18	0.18	0.23	28%
Other revenue	9.42	8.31	10.38	25%
Operating revenue	922,26	380,24	465,84	23%



Operating expenses

Operating expenses rose by 5.5% year-on-year mainly due to an upturn in spending on services provided by the State Aviation Safety Agency and the State Meteorology Agency which, in accordance with the agreement, are pegged to the variation in traffic. Personnel expenses also surged due to growth of the workforce and the salary increases resulting from the hike in variable remuneration that entailed payment of the additional productivity bonus for the 2020 financial year to the Entity's employees under the AENA-ENAIRES Group Collective Agreement I, the details of which are set forth below.



▪ Provisions

This item rose by 40.6%. These expenses are largely on account of services provided by the State Aviation Safety Agency and the State Meteorology Agency that increased by 42.2% in accordance with the agreement that pegs remuneration of the same to variations in the traffic flow.

▪ Personnel expenses

This item stood at 568.8 million euros in 2021 compared to 536.5 million in 2020. The difference is mainly due to a salary increment of +0.9% in compliance with Act 11/2020 of 30 December 2020 on the General Budget (PGE2021) that authorises payment of an additional productivity bonus for the 2020 financial year to employees under the AENA-ENAIRES Group Agreement I and the concomitant increase in provisions to meet these labour-related commitments. Moreover, the total number of employees at the end of financial 2021 stood at 4,159 people compared to 4,144 in 2020.



▪ Other operating expenses

There was a slight increase of 0.3% to reach **98 million euros** in 2021, mainly as a result of hikes in the prices of items such as international service fees, repair of ACC systems and electric power consumption

▪ Amortisation of fixed assets

This item amounted to **89.5 million euros** in 2021, an increase of 2.1 million euros (2.4%) compared to 2020, mainly as a result of a rise in provisions for amortisation of computer applications due to new acquisitions under this head.

(in million €)	2019	2020	2021	% 2021/2020
Provisions	36.34	13.70	19.26	41%
Personnel expenses	571.28	536.50	568.80	6%
Other operating expenses	106.10	97.71	98.01	0%
Amortisation	93.34	87.35	89.48	2%
Impairment and other debits	-0.51	-0.42	-0.02	-95%
Operating expenses	806.56	734.83	775.52	6%





BALANCE SHEET AND EQUITY STRUCTURE

As at 31 December 2021 the [bottom line of the Balance Sheet was 10.1%](#) lower compared to the close of financial 2020, mainly as a result of the [reduction in the bank debt](#) co-credited with AENA S.M.E., S.A. due to compliance with the debt amortisation schedule. This affects both the liability for the decrease in debt with credit institutions, and the asset for the decrease in credit in our favor with Aena SME, SA for said debt, both short-term and long-term.

ENAIRES's Balance Sheet

Figures in million euros	2021	2020	Variation
NON-CURRENT ASSETS	5,691.6	6,157.0	(465.3)
CURRENT ASSETS	844.4	1,110.8	(266.4)
TOTAL ASSETS	6,536.1	7,267.7	(731.7)
NET EQUITY	2,012.2	2,260.9	(248.7)
NON-CURRENT LIABILITIES	3,791.3	4,313.7	(522.4)
CURRENT LIABILITIES	732.5	693.1	39.5
TOTAL LIABILITIES	6,536.1	7,267.7	(731.7)

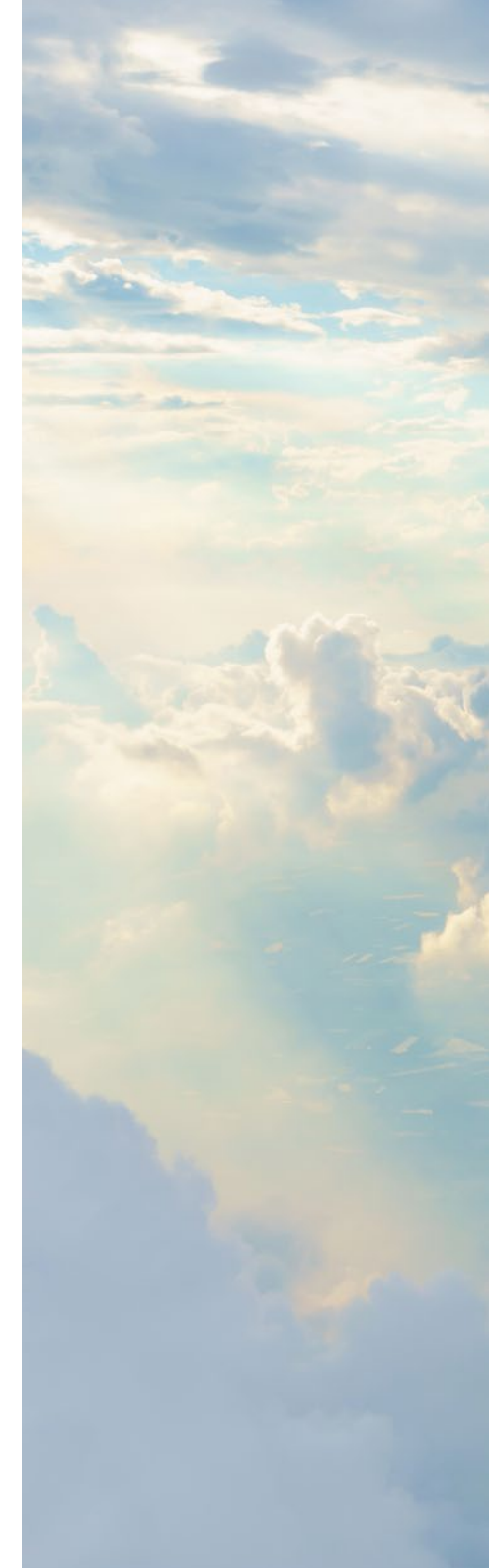
As a result of our investment effort, there was a 7% increase under the head of [non-financial assets](#) on the Balance Sheet as at 31 December 2021 compared to 2020.

Furthermore, our tax planning for the 2022-2031 period shows that deferred tax assets under the head of [non-current assets](#) rise from 71 million euros in 2020 to 92 million euros in 2021 due to recognition of tax credits for negative taxable bases associated with book losses, unapplied deductions and temporary differences.

With respect to [current assets](#), the variation in the balance of the sum of "cash and cash equivalents" and "short-term fixed-term deposits" entailed a cash outflow of 173.7 million euros, mostly attributable to losses for the financial year.

The fall in net [assets](#) is also mostly attributable to the losses obtained as at 31 December 2021. Net assets plummeted by 249 million euros in 2021 compared to 2020.

The noteworthy boost in provisions by 20% under Liabilities compared to 2020 for labour-related commitments including special paid leave, standby and remuneration of employees of the Control Group.





CASH FLOW STATEMENT

▪ Net cash flow from operating activities

The main collections from ongoing operations are those from customers (mainly Eurocontrol and AENA S.M.E., S.A.) while the main operating outflows are for payments to creditors for the provision of various services, personnel expenses and local and state taxes.

Cash flows from operating activities are still in the red but improve by 29.3 million euros compared to 2020, mainly as a result of the increase in our activity which entails positive variation in revenue derived from the increase in traffic due to an upturn in the circumstances linked to the pandemic and in spite of the reduction in fees.

Collections and payments in 2021 for income tax mainly include capitalisation of 128.45 million euros on account of the deferred 2019 corporation tax asset. Furthermore, collections and outlays for tax on profit in 2020 were mainly due to collection of a deferred corporation tax asset of 117.21 million euros from 2018.

▪ Net cash flows from investments

With the exception of the collections derived from the mirror loan with AENA S.M.E., S.A., the main collections and outlays for investment activities are for investments under Other Financial Assets that include cash movements as a result of fixed-term deposits longer than three months.

With respect to investment outlays in addition to the above, the outstanding items are payments for acquisition and replacement of non-financial fixed assets related to development, computer applications and technical installations, all for Air Navigation facilities. These payments amounted to 124.2 million euros in 2021 compared to 99.9 million euros in 2020.

Outlays for investments by group and associated companies include our contribution to the constitution of STARTICAL for 4,975 thousand euros.

Collections for divestment in Group companies and Associates correspond entirely to those derived from the mirror loan with Aena SME, SA, which reached 546.3 million euros in 2021, compared to 633.3 million euros in 2020.

Taking the above into account, net cash generated by investment activities totalled €617.2 million, up from €448.8 million in 2020.





▪ **Cash flows derived from financing**

Cash flows from financing activities improved from -633.3 million euros in 2020 to -520 million euros in 2021.

We collected subsidies of 28.4 million euros in 2021 compared to 2.3 million in 2020. This rise is mainly due to collection of 24.3 million euros of subsidies from the Recovery and Resilience Mechanism in 2021.

We also made bank debt repayments of 548.4 million euros (635.6 million euros in 2020) in accordance with the loan repayment schedule.

Figures in million euros	2021	2020	Variation
CASH FLOWS FROM ONGOING OPERATIONS	(71.0)	(100.3)	29.3
CASH FLOWS FROM INVESTMENT	617.2	448.8	168.5
CASH FLOWS FROM FINANCING ACTIVITIES	(520.0)	(633.3)	113.3
NET INCREASE/DECREASE IN CASH AND CASH EQUIVALENTS	26.3	(284.8)	311.0

Cash or cash equivalents at start of financial year	89.5	374.2	(284.8)
Cash or cash equivalents at end of financial year	115.7	89.5	26.3





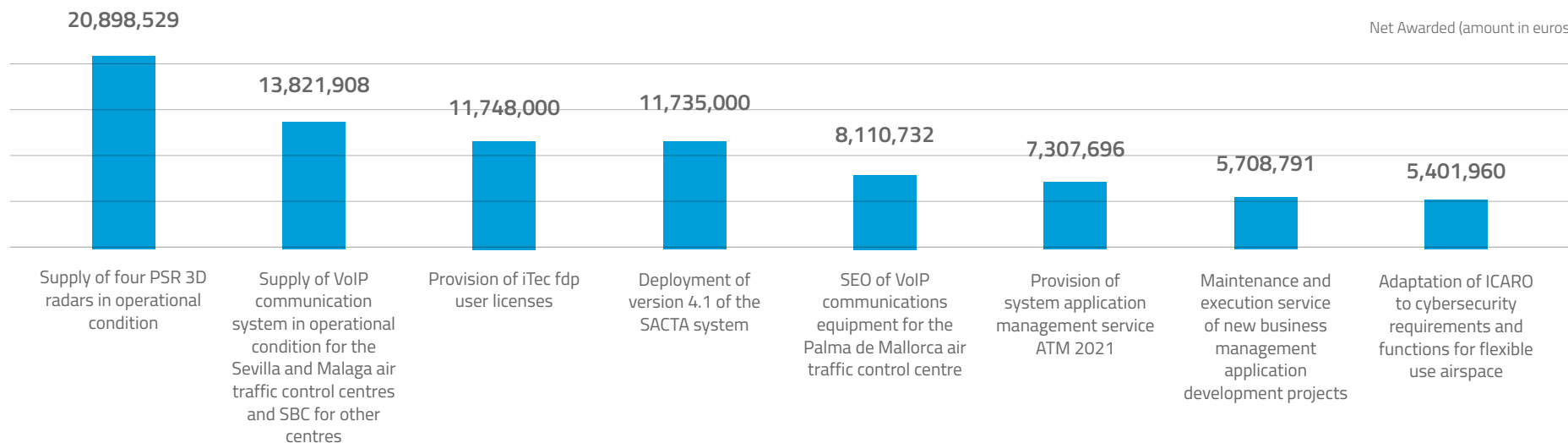
PROCUREMENT

The Entity procured goods and services for the sum of 177.4 million euros (net of taxes) during the 2021 financial year.

The cost of procurement contracts awarded by Central Services amounted to 95.8% (169.9 million euros) of the total compared to 4.2% (7.5 million euros) contracted by all the peripheral centres.

1.4 million euros was awarded in minor contracts.

The following are the most significant investment files by amount awarded in 2021:



The following is the distribution of the cost of **CENTRALISED EXPENSE** contracts by type:



The following is the distribution of the cost of **CENTRALISED INVESTMENT** contracts by type:

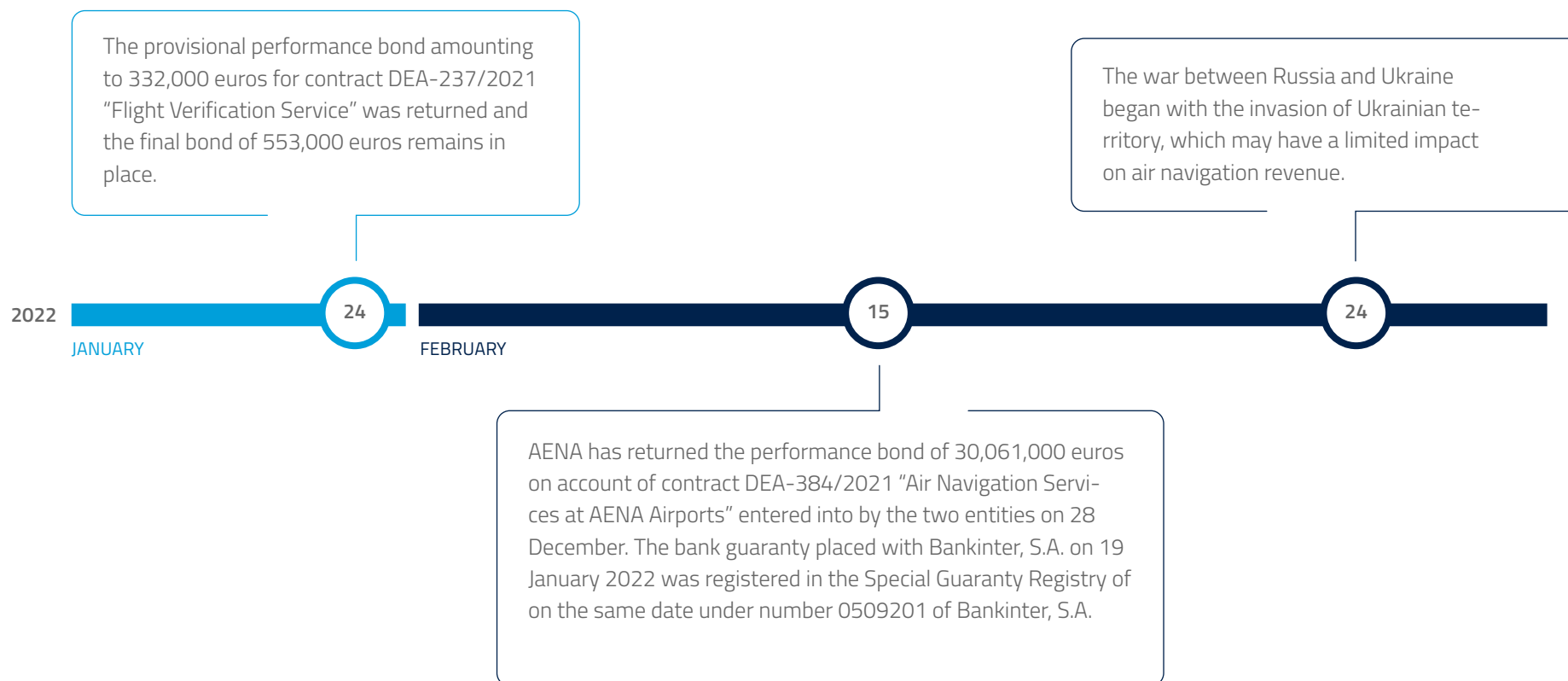


Net Awarded (amount in euros)



EVENTS SUBSEQUENT TO END OF FINANCIAL YEAR

Other than those mentioned below, no significant events occurred between the end of the financial years and the reporting date that could have affected these Annual Financial Statements.



On the Report

chapter 11





On the Report

We have drawn up the Sustainability Report, which includes our corporate social responsibility-related activity, every year since 2018. It is evidence of our commitment to sustainable development, transparency, the expectations of our stakeholders and fulfilment of our goal of generating added value for society.

This report for the 2021 financial year describes our social responsibility-related outcome and risk policies and also contains information on economic, financial, social and environmental issues.

It has been drawn up in accordance with the Comprehensive option of the Global Reporting Initiative (GRI) Standards, applying the principles of accuracy, balance, clarity, comparability, reliability and timeliness that ensure the Report's quality, and the Integrated Reporting Framework of the International Integrated Reporting Council (IIRC). Other reference frameworks and guidelines such as the ISO Standards, the AccountAbility's AA1000 Standards, the UN 2030 Agenda Global Compact and Sustainable Development Goals (SDG) and the United Nations guiding principles on business and human rights, among others, were also taken into account when drawing up the Report.





Our contribution to the UN 2030 Agenda Sustainable Development Goals (SDG) is manifested throughout the entire report and ensures our effectiveness as a socially responsible organisation.

We conceive CSR as a tool to minimise our economic, social and environmental impacts. It is also an opportunity to positively influence our environment and improve the Company's benefits and welfare and those of its human capital while meeting our stakeholders' expectations.



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

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

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

It describes our economic activity and track record in all areas of management and CSR in the social, environmental, and governance dimensions and ethics.

The Report identifies the risks to which our organisation, strategy and business model are exposed and the opportunities they offer us.

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

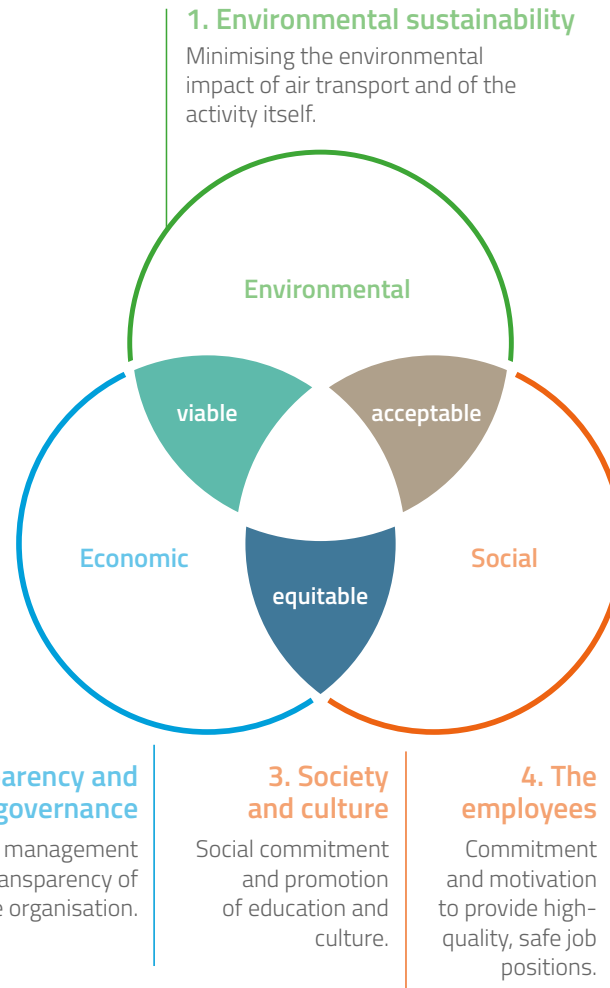


MATERIALITY ANALYSIS

The following is a description of the method we have applied to identify the issues most relevant to our stakeholders and to draw up the materiality matrix.

- **Identification of issues that may be important:** as a preliminary step, we identify the aspects of the Entity that create value. To do so, we took the strategic objectives, management, risk analyses, performance, perspectives and interests of both the company and its stakeholders into account.
- **Participatory consultation with stakeholders:** we sent a survey to all our stakeholders to find out which, of all economic, social and environmental issues, they consider the most important. The following issues were raised:

Dimensions of sustainable development



- **Assessment and prioritisation of the issues of interest:** we evaluated the most important topics for our stakeholders one by one to establish their relevance and determine which ones would be included in the Report and how they would be addressed. This analysis was conducted from various both internal and external perspectives and is represented in the Materiality Matrix.
- **Review and validation of the outcome:** we define the final content of the report and its coverage after the review and approval by the General Management Committee.
- **Review of the Report:** An internal review of the report will begin with a long-range perspective once the Report has been published. The conclusions will act as the basis for identifying the issues that will be taken into consideration in the next cycle.



MATERIAL ISSUES

We have identified 13 material issues. The materiality matrix represents the relevance of each material issue for our stakeholders and the Management Committee (CODIEN).

Environmental

- 1** Environmental commitment
- 2** Combatting climate change
- 3** Sustainable mobility

Social

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

Economic

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





TABLE OF GRI CONTENTS

Note: The GRI thematic standards (200, 300 and 400 series): only those that apply to the Entity's material issues are applied.

GRI Standard	Report page	SDG	Global Pact	Notes
GRI 101: BASICS				
GRI 102: GENERAL CONTENTS				
GRI 102-1 Name of the organisation	11			
GRI 102-2 Activities, brands, products and services	12 and 13 - 24	9,11		
GRI 102-3 Location of headquarters				Parque Empresarial Las Mercedes - Avenida de Aragón S/N Bloque 330, Edificio 2, 28022-Madrid
GRI 102-4 Location of operations	13 - 24	11		
GRI 102-5 Ownership and legal form	11			
GRI 102-6 Markets served	13 - 24	8,11,17		
GRI 102-7 Scale of the organisation	13-24, 115-120, 136-147			
GRI 102-8 Information on employees and other workers	115-120	8	1,2,3,4,6	
GRI 102-9 Supply chain	86, 101, 147	5,10	1,2,3,4,6	Our suppliers are domestic and international
GRI 102-10 Significant changes in the organisation and its supply chain.				ENAIRES has not made significant changes in the scale, structure, properties of its supply chain in 2021
GRI 102-11 Precautionary principle or approach	82-86	9,11,16		
GRI 102-12 External initiatives	28 - 30, 63 - 65, 78 - 80 and 101	5,10,17	1-10	
GRI 102-13 Membership of associations	29	8		
GRI 102-14 Statement from senior decision-maker	4 - 6 and 32			
GRI 102-15 Key impacts, risks and opportunities	49 - 51	11,16		
GRI 102-16 Values, principles, standards and norms of conduct	12, 47 and 48	5,10,11,16,17	1,2,3,6,7-9,10	
GRI 102-17 Mechanisms for advice and concerns about ethics	47, 48 and 52	11,16	1,2,3,4,6,7-9,10	
GRI 102-18 Governance structure	41 - 46	16		
GRI 102-19 Delegating authority	41 - 46	16		



GRI Standard	Report page	SDG	Global Pact	Notes
GRI 102-20 Executive-level responsibility for economic, environmental, and social topics	41 - 46			
GRI 102-21 Consulting stakeholders on economic, environmental and social topics	53-56, 60-62, 152 and 153	16,17		
GRI 102-22 Composition of the highest governance body and its committees	41 - 46	5,16		
GRI 102-23 Chair of the highest governance body	41 - 46	16		
GRI 102-24 Nominating and selecting the highest governance body	41 - 46	5,16		
GRI 102-25 Conflicts of interest	41 - 46	16		
GRI 102-26 Role of highest governance body in setting purpose, values, and strategy	41 - 46			
GRI 102-27 Collective knowledge of highest governance body	41 - 46			
GRI 102-28 Evaluating the highest governance body's performance	41 - 46	16		
GRI 102-29 Identifying and managing economic, environmental, and social impacts	32	9,11,17	1,2,3,4,6,7-9,10	
GRI 102-30 Effectiveness of risk management processes	49 - 51	9,11	1,2,7,10	
GRI 102-31 Review of economic, environmental and social topics	49 - 51	9,11	1,2,7,10	
GRI 102-32 Highest governance body's role in sustainability reporting	41 - 46			
GRI 102-33 Communicating critical concerns	41 - 46	11		
GRI 102-34 Nature and total number of critical concerns	49 - 51	11		



GRI Standard	Report page	SDG	Global Pact	Notes
GRI 102-35 Remuneration policies		8	1,2,3,6	In view of the fact that ENAIRES's directors do not depend hierarchically on the Entity, ENAIRES is not competent to set their remuneration policy. The Pension Plan for senior civil servants is identical to that of the rest of the workers under the collective agreement. Senior civil servants do not receive additional remuneration for serving on Boards of Directors. Senior management remuneration is set in the employment contracts signed with ENAIRES. Prior to signature, these contracts are sent to the State Attorney for approval and the remuneration is reported and approved annually by the General Director of Costs of the Ministry of Finance and Public Administration. Variable remuneration always complies with the percentages stipulated in the order of the Ministry of Finance and Public Administration dated April 12 2012 for group 1 public business entities and is audited annually by the IGAE. Said variable remuneration is paid depending on the degree of achievement by the director of the annual financial, environmental and social objectives set for each senior management position. The amounts to be paid in the event of termination are calculated by the stipulations of the senior management contract itself. The annual cash salary, excluding the variable supplementary remuneration, is taken into account for this calculation.
GRI 102-36 Process for determining remuneration	116, 119 and 120	8	1,2,3,4,6	
GRI 102-37 Stakeholders' involvement in remuneration		8	1,2,3,4,6	The stakeholders do not participate
GRI 102-38 Annual total compensation ratio				Agreement I Ratio = 4.63 Control Agreement Ratio = 1.81
GRI 102-39 Percentage increase in annual total compensation ratio				Ratio Agreement I = 0.75* Control Agreement Ratio = 3.98* *The person who received the highest remuneration in 2021 is excluded from the comparison because it was affected by sick leave in 2020 and is considered an atypical figure for the comparison. The difference between the person who received the highest remuneration in 2021 and the figure used to calculate the ratio is € 14,897.81.
GRI 102-40 List of stakeholder groups	25	17		
GRI 102-41 Collective bargaining agreements	116	8	1,2,3,4,6	99.88% of workers are covered by collective agreements
GRI 102-42 Identifying and selecting stakeholders	25	17		
GRI 102-43 Approach to stakeholder engagement	53 - 56 and 60 - 62	17		
GRI 102-44 Key topics and concerns raised	152,153 and 166			All the topics pointed out by the stakeholders are discussed throughout the report



GRI Standard	Report page	SDG	Global Pact	Notes
GRI 102-45 Entities included in the consolidated financial statements	41 - 46			
GRI 102-46 Defining report content and topic boundaries	Throughout the Report			
GRI 102-47 List of material topics	152 and 166			
GRI 102-48 Restatements of information				There is no restatement of this report with respect to the year 2020
GRI 102-49 Changes in reporting	150 and 151			
GRI 102-50 Reporting period	150			
GRI 102-51 Date of most recent report				August 2021
GRI 102-52 Reporting cycle	150			
GRI 102-53 Contact point for questions regarding the report				rse@enaire.es
GRI 102-54 Claims of reporting in accordance with the GRI Standards	150			
GRI 102-55 GRI content index	154 - 161			
GRI 102-56 External assurance	151			Bureau Veritas
GRI 200: ECONOMIC STANDARDS				
Economic performance				
GRI 103 – Management Approach	17 - 24, 41-46, 49 -51, 136 - 147			
GRI 103 – 1 Explanation of the material topic and its boundary	17 - 24, 41-46, 49 -51, 136 - 147	8,9,11		
GRI 103 – 2 Management approach and its components	17 - 24, 41-46, 49 -51, 136 - 147			
GRI 103 – 3 Evaluation of the management approach	17 - 24, 41-46, 49 -51, 136 - 147			
GRI 201 – Economic Performance				
GRI 201 – 1 Direct economic value generated and distributed	17 - 24, 136 - 147	3,4,8,9,10	1,2,3,4,6,7,8,9	
GRI 201-2 Financial implications and other risks and opportunities due to climate change	49 - 51	7,9,11,13,15	7,8,9	The financial implications that these events would entail are not currently available due to the difficulty of calculating the monetary impact of the risk of climate change on our activity. Nevertheless, our environmental sustainability plan studies the opportunities for progress in the sector in this respect with a series of agents involved in the commitment to decarbonisation of the sector, cleaner energy use and better energy efficiency, among others.



GRI Standard	Report page	SDG	Global Pact	Notes
GRI 201-4 Financial assistance received from government	41 - 46 , 136 - 147	8,11		We have not received subsidies, premiums or financial incentives from the Government of Spain in 2021.
Indirect Economic Impacts				
GRI 103 – Management Approach				
GRI 103-1 Explanation of the material topic and its boundary	32 - 39	8		
GRI 103-2 Management approach and its components	32 - 39			
GRI 103-3 Evaluation of the management approach	32 - 39			
GRI 203 - Indirect Economic Impacts				
GRI 203-1 Infrastructure investments and services supported	32 - 39	8,9,11	8,9	
GRI 203-2 Significant indirect economic impacts				No negative indirect economic impacts were identified.
GRI 300: ENVIRONMENTAL STANDARDS				
GRI 103 - Management approach to material environmental				
GRI 103-1 Explanation of the material topic and its boundary	82 - 99	7,13,15		
GRI 103-2 Management approach and its components	82 - 99	7,13,15		
GRI 103-3 Evaluation of the management approach	82 - 99	7,13,15		
GRI 302 – Energy				
GRI 302-1 Energy consumption within the organisation	82 - 99	7,13,15		
GRI 302-2 Energy consumption outside the organisation	97 - 99	7		
GRI 302-3 Energy intensity	97 - 99	7		
GRI 302-4 Reduction of energy consumption	99	7		
GRI 302-5 Reduction of energy requirements of products and services	97 - 99	7		
GRI Standard	97 - 99	7		



GRI Standard	Report page	SDG	Global Pact	Notes
GRI 304 – Biodiversity				
GRI 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	92	15	7,8,9	Our scope of action includes the entire territory of Spain. Therefore, assessment of our effect on bird life is not possible in terms of specific species. However, ENAIRES's activity is focused on flight at altitudes high enough to ensure that the vast majority of birds are not affected.
GRI 304-2 Significant impacts of activities, products and services on biodiversity	84, 85, 90-92	15	7,8,9	We have not detected any significant impacts on birds derived from infrastructure projects, since our projects are very small-scale.
GRI 305 – Emissions				
GRI 305-1 Direct (Scope 1) GHG emissions	94 - 96	13	7,8,9	
GRI 305-2 Energy indirect (Scope 2) GHG emissions	94 - 96	13	7,8,9	
GRI 305-3 Other indirect (Scope 3) GHG emissions		13	7,8,9	ENAIRES does not currently calculate scope 3 indirect emissions produced in our value chain and it is worth noting, on the one hand, that the main emissions within said scope derive from the activity of our customers (the airlines) the vast majority of which are subject to the European Union Emission Trading System (EU ETS), under which they disclose their emissions on a mandatory basis. And on the other hand, the evidently narrow margin for improvement that ENAIRES's management capacity represents over the magnitudes involved in scope 3.
GRI 305-4 GHG emissions intensity		13	7,8,9	by dividing the absolute number of GHG emissions between business parameters since we do not consider it to be a significant indicator.
GRI 305-5 Reduction of GHG emissions	93 - 96	13	7,8,9	
GRI 305-6 Emissions of ozone-depleting substances (ODS)	96	13	7,8,9	
GRI 305-7 Nitrogen oxides (NOX), sulphur oxides (SOX)	96	13	7,8,9	
GRI 307 – Environmental Compliance				
GRI 307-1 Non-compliance with environmental laws and regulations	80 - 86	13		
GRI 308 – Supplier Environmental Assessment				
GRI 308-1 New suppliers that were screened using environmental	86	13	7,8,9	
GRI 308-2 Negative environmental impacts in the supply	86	13	7,8,9	



GRI Standard	Report page	SDG	Global Pact	Notes
GRI 400: SOCIAL DISCLOSURES				
GRI 103 - Management approach to material social topics related to personnel				
GRI 103 -1 Explanation of the material topic and its boundary				
GRI 103-2 Management approach and its components	115 - 134	8		
GRI 103-3 Evaluation of the management approach	115 - 134	8		
GRI 401 – Employment				
GRI 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	124, 125, 127 and 128	8	3,4,6	
GRI 401-3 Parental leave	125	8		
GRI 402 – Labour/Management Relations				
GRI 402-1 Minimum notice periods regarding operational changes		8	3,4,6	The notice periods for substantial changes in working conditions are set forth in each of the two collective agreements , respecting the provisions of the Workers' Statute. The Notice will be 30 days for geographic mobility and 15 days for other reasons including operational changes. Furthermore, both agreements set a period of not less than 30 days following notification by the company for consultation and negotiation with the union representatives, an improvement on the pertinent provisions of the Workers' Statute.
GRI 403 – Occupational Health and Safety				
GRI 403-1 Occupational health and safety management system	129 - 134	3		
GRI 403-2 Hazard identification, risk assessment, and incident investigation	129 - 134	3		
GRI 403-3 Occupational health services	129 - 134	3		
GRI 403-4 Worker participation, consultation and communication on occupational health and safety	129 - 134	3		
GRI 403-5 Worker training on occupational health and safety	129 - 134	3, 4		
GRI 403-6 Promotion of worker health	129 - 134	3		
GRI 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	129 - 134	3		
GRI 403-8 Workers covered by an occupational health and safety management system	129 - 134	3		
GRI 403-9 Work-related injuries	129 - 134	3		We have had no accidental deaths or occupational illnesses.
GRI 403-10 Work-related ill health	129 - 134	3		We have had no accidental deaths or occupational illnesses.



GRI Standard	Report page	SDG	Global Pact	Notes
GRI 405 – Diversity and Equal Opportunity				
GRI 405-1 Diversity of governance bodies and employees	118 and 119	5	6	
GRI 405-2 Ratio of basic salary and remuneration of women to men	43 and 120	5,10	6	Given that disclosure of the breakdown of salaries by region would enable identification of the Public Entity's employees, in compliance with the provisions of articles 4.1 and 5.1 a) of Regulation (EU) 2016/679 of 27 April on the protection of natural persons with regard to the processing of personal data, ENAIRES has opted not to do so.
GRI 406 – Non-discrimination				
GRI 406-1 Incidents of discrimination and corrective actions taken	126	5,10	6	
HEALTH AND SAFETY OF CUSTOMERS				
GRI 103 – Management Approach				
GRI 103-1 Explanation of the material topic and its boundary	66 - 77	3		
GRI 103-2 Management approach and its components	66 - 77	3		
GRI 103-3 Evaluation of the management approach	66 - 77	3		
GRI 416 – Customer Health and Safety				
GRI 416-1 Assessment of the health and safety impacts of product and service categories	66 - 77	3		
GRI 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services.	66 - 77	3		
CUSTOMER PRIVACY				
GRI 103 – Management Approach				
GRI 103-1 Explanation of the material topic and its boundary	52			
GRI 103-2 Management approach and its components	52			
GRI 103-3 Evaluation of the management approach	52			
GRI 418 – Customer Privacy				
GRI 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	52			



GLOSSARY AND ACRONYMS

A

AATCS: Automated Air Traffic Control System

ACDLS: ATS Common Data Link Services

ACC: Area Control Centre

ADS-B: Automatic Dependent Surveillance System

AENOR: Spanish Association for Standardisation and Certification

AESA: State air safety agency

AIP: Aeronautical Information Publication

AIS: Aeronautical Information Service

ASM: Airspace Management

AN: Air Navigation

ASMT: Automated security monitoring system

ATFM: Air Traffic Flow Management

ATM: Air Traffic Management

ATS: Air Traffic Services

B

BOE: Official State Gazette

C

CANSO (Civil Air Navigation Services Organisation):
Civil Air Navigation Services Organisation

CCN-CERT: Response Capacity to Information Security

Incidents of the National Cryptologic Centre (CCN), attached to the National Intelligence Centre (CNI).

CEFIRO: Digitalisation of the competency evaluation process

CI: internal communications

CIS: Common Information Service

CNPIC: National Centre for Infrastructure Protection and Cybersecurity

CNS: Communication, Navigation and Surveillance

CNS/ATM/AIM: Communications, Navigation, Surveillance and Air Traffic Management

CMI: Cybersecurity Maturity Index

CODIEN: ENAIRES's Management Committee

COVID-19: Illness caused by the coronavirus (SARS-CoV-2) identified in 2019

CRAMI: Centralised Aeronautical Electronic Messaging System that enables exchange between end users of flight plans, distress messages and urgent messages related to flight safety and regularity, meteorological, aeronautical, aeronautical-administrative and service information.

CRIDA: R&D+i Reference Centre

D

DACI: Declaration of absence of conflicts of interest

D-LDC: Data Link Departure Clearance



DGAC: General Directorate of Civil Aviation OJEU: Official Journal of the European Union

E

EASA: European Aviation Safety Agency

EAS/EARO: Aeronautical and safety studies

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

EBITDA: Earnings before interest, taxes, depreciation, and amortisation

EFPS: Electronic (paperless) flight progress strip

EGNOS (European Geostationary Navigation Overlay Service): Satellite-Based augmentation system developed by the European Space Agency (ESA), the European Commission and Eurocontrol

ETSIAE: Higher Technical School of Aeronautical and Space Engineering

ENP: Natural Protected Areas

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

EUSPA: European Union Space Programme Agency

EU ETS: European Union Emission Trading System

EVA: "she flies high" project

F

FFCCS: Spanish State Security Forces

ONCE/INSERTA: Foundation of the Spanish National Blind Persons Organisation and its agency for provision of employment intermediation services, recruitment and development of talent and employment management for people with disabilities

G

GDP: Gross domestic product

GHG: Greenhouse gases

GHG Protocol: The Greenhouse Gas Protocol

GNSS: Global Navigation Satellite System

GRI: Global Reporting Initiative for Sustainability Reporting

GRCS: Governance, risk management, and compliance system

GWh: gigawatt-hour

H

HECCO: Update of the ATC training monitoring tool

HEVA: Tool that enables management of environmental assessment of plans, programmes and projects

I

IBA: Important Bird and Biodiversity Areas

ICARO (Integrated COM/AIS/AIP & Reporting Office Automated System): System that automates the tasks and procedures related to management of aeronautical information (NOTAM) conducted in the Spanish NOF Office (NOTAM Office)

ICAO: International Civil Aviation Organisation

iFOCUCS -ACSI: New advanced air control position for Spanish control centres

IFR: Instrument Flight Rules

IGAE: Spanish General State Inspectorate

IIRC: International Integrated Reporting Council, a global coalition to advise on the improvement of corporate reporting

INCIBE-CERT: Security Incident Response Centre of the National Cybersecurity Institute – INCIBE

iTEC – Alliance of European Air Navigation Service Providers

ISMS: SHYCEA Information Security Management System: Historical and Cultural Service of the Air Force

IMS: Integrated Management System

K

KEA: Indicator that measures the inefficiency percentage of the route network



L

LER-RA: Special paid leave - group of air traffic controllers on pre-retirement standby status.

LoC: Letter of Commitment

LRV: Last resort voice

M

MCCE: Spanish Joint Cyberspace Command

MD: Spanish Ministry of Defence

MESTA: Transparency evaluation and monitoring method

MITMA: Spanish Ministry of Transport, Mobility and Urban Agenda

N

NECP: National Integrated Energy and Climate Plan

NOx: Nitrogen oxides

O

OSRI (Overall Safety Recovery Index): Number of events that have occurred in the airspace for which ENAIRES is responsible that have an impact on safety, in relation to the total number of movements (IFR+VFR) recorded in Spanish airspace

OSRAP: ENAIRES's Operational Safety Reinforcement Action Plan

OHP: Occupational Risk Prevention PTR: Risk Mitigation Plan FP2025: Flight Plan 2023

P

PBN: Performance-based navigation

PGE: Spanish State Annual Budget

PQL: Perceived Quality Level indicator

R

RECNET: GNSS performance and interference analysis network

REDAN: Air Navigation Data Network

REDI: Spanish Business Network for Diversity and Inclusion

RNP: Required Navigation Performance

RP3: Spanish performance plan for the third reference period (2020-2024)

RPAS: Remotely Piloted Aircraft System

S

SDG: Sustainable Development Goals of the United Nations 2030 Agenda

SES Digital Backbone: aims to support essential data exchange infrastructure to create an overarching framework for the wide range of Single European Sky implementation projects

SPA: Special Protection Areas for Birds

SESAR (Single European Sky ATM Research): joint EU air transport project within the framework of the Single European Sky community initiative

SESAR Deployment Alliance (SDA): Consortium for deployment of the SESAR program

SOx: Sulphur oxides

CS: Central services

SCI: Sites of Community Importance

T

TACC: Terminal Area Control Centre

TMA: Terminal Control Area

TWR (Tower): Aerodrome Control

U

UAM: Urban Air Mobility

U-Space: a series of services provided in a volume of airspace designated by an EU Member State to manage a large number of drone operations safely and efficiently



V

VFR (Visual Flight Rules): Visual Flight Rules

VoIP: Voice over Internet Protocol

W

WEEE: Waste electrical and electronic equipment

WSL GND: ENAIRES's weighted safety level



DESCRIPTION OF THE MATERIAL ISSUES

Environmental

- 1. Environmental commitment:** Compliance by the organisation with specific environment-related legislation.
- 2. Combatting climate change:** Promotion of policies to combat climate change and reduce greenhouse gas emissions during the course of the organisation's activity.
- 3. Sustainable mobility:** Fostering a sustainable, low-carbon mobility model for both the people who work in the organisation and for those who collaborate with it.

Social

- 4. Safety:** All measures implemented by the organisation to ensure the safety, health and integrity of all stakeholders.
- 5. Digitalisation:** Progress of digitalisation and promotion of new organisational and methodological technologies.
- 6. Diversity and equal opportunities (non-discrimination):** Fostering diversity and equal opportunities among the organisation's workers and the procedures implemented by the organisation to prevent all kinds of discrimination.
- 7. Occupational health and safety:** Promotion of the health and safety of workers in the organisation in the course of their professional activity.
- 8. Work-life balance:** Promotion by the organisation of reconciliation of work and personal and family life for all its employees.

Economic

- 9. Service quality:** The organisation guarantees the quality of the services it provides.
- 10. Risk identification and management:** Identification, mitigation and management of financial and non-financial risks, defined as financial and non-financial events that may become a threat to fulfilment of the organisation's objectives.
- 11. Ethics and responsibility:** Implementation of codes of conduct, standards and good practices to ensure ethical management of the organisation.
- 12. Customer management:** A series of strategies with the aim of achieving customer satisfaction and increasing their loyalty to the organisation.
- 13. Communication and transparency:** Provision of accessible, accurate and appropriate information on the services provided by the organisation in a responsible, transparent manner with the relevant information on senior positions, organisational changes, structure, activity, investments, actions and results of services and programmes, among others.



ENAIRe 

Please contact us by any of the following channels if you have queries or comments about this Report:

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