

# 6.

## Excellence in terms of quality and security

QUALITY EXPERIENCE  
IN ALL SERVICES

IMPROVEMENTS IN AIRLINE  
SERVICES

PROGRESS IN PASSENGER  
SERVICES

OPERATIONAL AND AIRPORT  
SECURITY



# Quality and service improvement

## CHALLENGES

- ✔ User satisfaction and perception, which determine Aena's opportunities for improvement. In the Spanish market, both elements may involve economic incentives or penalties, in accordance with the provisions of the DORA 2017-2021.
- ✔ At the London-Luton Airport, the company's challenge is to improve the quality of passenger service, which means minimising the impact of the works involved in the commissioning of the new infrastructure.

## AIMS 2018

- ✔ Obtain a high degree of customer satisfaction committed in DORA 2017 - 2021 in the different processes in which they are involved when they use our facilities and services.
- ✔ Development of works and improvement projects at London-Luton Airport, maintaining optimal quality levels, to accommodate the growth of network traffic.

## MEASURES AND MANAGEMENT

- ✔ Mechanisms for the identification of complaints and claims.
- ✔ Measurement of satisfaction/perception of airport users.
- ✔ Implementation of improvements in facilities and services.
- ✔ Improvement of the London-Luton Airport commercial offer.

## PROGRESS IN SDG



- ✔ Continuous improvement of infrastructure quality.
- ✔ With the increase in PMR services, Aena makes its airports gradually more inclusive public spaces and promotes safe mobility for everyone.

## Results 2018



47.3 €M

Intended to improve the services of the Spanish airport network.

3.96

out of 5, weighted average for Spanish airports of the global quality indicator in 2018.

272.5 €M

for service contracts for people with reduced mobility (PMR) for 4 years in the 20 main airports.

1.6 M

Around 1.6 million for PMR services in the Spanish network.

## PERSPECTIVES AND FUTURE OUTLOOK

- ✔ Compliance with demanding and competitive quality standards, ensuring that throughout the regulatory period high quality levels are maintained, implementing and developing the necessary improvement actions.
- ✔ Complete the expansion work of the London-Luton Airport.
- ✔ Start of works for the connection of a light rail (DART - Direct Air to Rail Transfer) from London-Luton Airport to the railway station, whose start-up is expected for 2021, and will be financed by local authorities.

## MAIN MILESTONES 2018

Start-up of the new parking building and access to London-Luton Airport, completed in 2017. 2018 saw completion of the new elevated parking building.

Monitoring and control of DORA compliance: 17 new demanding and competitive quality indicators.

Improvements in PMR service: digital transformation of the service, image change, new quality requirements.

Start-up of the new strategic cleaning plan.

The new Strategic Airport Maintenance Plan for 2018-2021 (PEMA in the Spanish acronym), which aims to rationalise and standardise maintenance services in the network.



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# Operational security

## CHALLENGES

Facing the challenges of the airport business. Among them, safety threats intrinsically linked to the activity itself (accidents, incidents, regularity, saturation, labour conflicts, etc.) and threats generated by external factors (adverse weather conditions, presence of animals in the airport environment, activities in airports such as the presence of obstacles, paragliding, kite surfing, drones, model airplanes, etc.).

Given that completely eliminating all risks is an unattainable goal, to eliminate, reduce or minimise the threats to the airport, Aena carries out a continuous process of hazard identification and risk management.

## MEASURES AND MANAGEMENT

- Certification of the Murcia Region International Airport according to Regulation EU 139/2014.
- Maintenance of Certification and the highest safety standards.
- Creation of the Central Office of Operational Security (OCSO).
- Drill plan.

## PROGRESS IN SDG



- New tools and control plans.
- Adaptation of the Murcia Region International Airport to the Aena network standards.

## PERSPECTIVES AND FUTURE OUTLOOK

- Maintenance of certification and the highest levels of security.
- Commissioning of the Central Office of Operational Security (OCSO).

## MAIN MILESTONES 2018

Creation of the Central Office of Operational Security.

Maintenance of certification and the highest safety standards has been achieved.



## AIMS 2018

- Complete the certification process of the Murcia Region International Airport.

## Results 2018



67.3 €M

Investment in Operational Security.

€48.6 M

Investment in security equipment (3.9 million € in the London-Luton Airport).

0.825

ACI index \* 2018 (0.5% higher than 2017).

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



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# Airport security

## ► CHALLENGES

- ✔ The threat of international terrorism on air transport is still present. Therefore, the company must continue to comply with the requirements of airport security regulations, both nationally and internationally.
- ✔ Adapting infrastructures to deal with security threats. Among others, it is important to highlight internal threats, the security of public areas, the adaptation of the hold inspection systems, which have gone from standard 2 to standard 3, or the management of new threats such as the use of drones around an airport.

## ► AIMS 2018

- ✔ Compliance with the requirements of EU regulations 300/2008 and 2015/1998, amongst others, and the National Security Programme.
- ✔ Implementation of new security contracts including the requirements of the agreement and with quality indicators for the continuous improvement of the public image of the service.
- ✔ Update equipment to meet safety standards and requirements in compliance with security standards.

## ► MEASURES AND MANAGEMENT

- ✔ Compliance with security regulations at all Aena airports.
- ✔ Update of Airport Security Programmes.
- ✔ Drills of Acts of Unlawful Interference to verify the capacity of resolution before a terrorist act.
- ✔ Internal Quality Control (33 reviews and 3,500 security tests).
- ✔ External audits by the Competent Authority and the European Commission (52 audits by AESA and 2 by the European Commission in Madrid and Ibiza).
- ✔ Upgrade from standard 2 to standard 3 of the EDS warehouse inspection teams.
- ✔ Replacement of X-ray inspection equipment to comply with regulatory requirements.
- ✔ New private security contracts with quality indicators of security and passenger service.
- ✔ Review of the Critical Infrastructure Protection Plan.
- ✔ New safety equipment adding technological innovations that improve the security process and the quality of the service.
- ✔ ABC development plan in the main airports.

## ► PERSPECTIVES AND FUTURE OUTLOOK

- ✔ Renewal of automatic detection equipment for explosives in hold (EDS) in the period 2018-2022 (scheduled for 2018 in the London-Luton Airport).
- ✔ Automation of processes in security filters.
- ✔ Supply of ABC equipment in passport controls.
- ✔ Extension of security control in London-Luton Airport.

## ► PROGRESS IN SDG



- ✔ Compliance in reviews and security audits.
- ✔ Higher investment in equipment: more reliability.

## ► MAIN MILESTONES 2018

Successful results of the audits by the European Commission in the Ibiza and Madrid-Barajas Airports and of the CAA in London-Luton.

Allocation and commissioning of security files, which include the requirements of the agreement to guarantee the highest standards of quality, safety and public image for the service.



**Results 2018**

**€64.5M**  
Investment in Physical Security

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## QUALITY EXPERIENCE IN ALL SERVICES

Aena wishes to offer a quality experience in all the services it provides. In this regard, the modern infrastructure of its airports ensures high standards in terms of quality, security and service.

With the aim of designing improvement programs that allow us to continue offering high quality services and make airports a safe, modern and attractive environment for all, Aena's quality and safety system includes measures to monitor and control the satisfaction of airport users.

The control and monitoring extend to its supply chain to be able to respond to the expectations of the users.

### MAIN COMPLAINTS AND CLAIMS RECEIVED AT SPANISH AIRPORTS (NO.)

| Indicator   | 2017         | 2018         | Variation (%) |
|---|--------------|--------------|---------------|
| Transport contract                                    | 2,992        | 2,735        | -8.59%        |
| Handling  | 575          | 649          | 12.87%        |
| Information Systems                                   | 469          | 732          | 56.08%        |
| Facilities  | 604          | 562          | -6.95%        |
| Security services                                     | 2,297        | 1,531        | -33.35%       |
| Supplementary Services                                | 1,246        | 1,189        | -4.57%        |
| Access points   | 50           | 44           | -12.00%       |
| Damage and theft                                      | 364          | 402          | 10.44%        |
| Miscellaneous   | 141          | 234          | 65.96%        |
| Shopping and Food & Beverage services                 | 455          | 406          | -10.77%       |
| Parking facilities                                    | 1,959        | 2,155        | 10.01%        |
| <b>TOTAL AIRPORT MANAGEMENT CLAIMS AND COMPLAINTS</b> | <b>7,585</b> | <b>7,255</b> | <b>-4.35%</b> |

London-Luton Airport data: not available at the close of this report.



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The economic dimension associated with the implementation of the 2018 improvement program resulted in 47.3 million euros of investment in quality and 131.8 million in security in the Spanish airport network. The investment in security and maintenance at the London-Luton Airport amounted to 3.9 million pounds sterling in 2018.

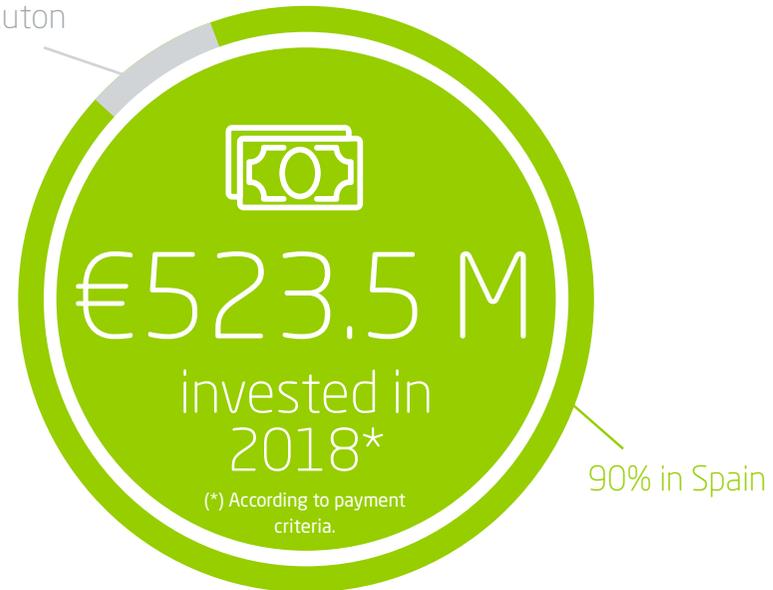
INVESTMENT IN 2018 IN SPAIN\*

|                | Investment | % of the Total | VAR 17/18 |
|----------------|------------|----------------|-----------|
| Maintenance    | 172.5      | 36.69%         | 73.83%    |
| Security       | 131.8      | 28.02%         | 43.60%    |
| Capacity       | 24.3       | 5.16%          | 94.30%    |
| Expropriations | 0.2        | 0.03%          | -93.70%   |
| Environment    | 18.5       | 3.92%          | 21.37%    |
| Other          | 123.0      | 26.17%         | 26.17%    |

(\*) Aena, SME, SA data (according to payment criteria).



10% in London-Luton Airport



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Aena believes that it has met the required quality levels in 2018, as well as having executed planned strategic investments, so it does not expect the maximum annual income per passenger to be penalized for these reasons..

€47.3 M investment in quality



€131.8 M in security in the Spanish network



€53.2 M invested in the London-Luton Airport



Scope of the integrated quality and environment system



Policy on integrated quality, environment and energy efficiency management system



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## IMPROVEMENTS IN AIRLINE SERVICES

In 2018, the airlines were provided with fluid operations, as well as facilities in the best conditions and with the most suitable technology.

### HANDLING

Among the various projects for the expansion and improvement of handling services, it is worth highlighting the creation of a new automatic check-in service (Self BagDrop) at the network airports. This service will provide passengers with an automated system for carrying out the complete check-in process without requiring intervention from external staff.

### FUELS

Regarding the airplane fuel supply and storage service, a new bidding process for the provision of fuel services at 41 Aena network airports was completed for a period of seven years. Increased competition, improved quality of service and limitation of prices are the key factors in these bidding processes.

### AIR TRAFFIC SERVICES

In terms of air navigation services, the aerodrome control (ATC-Air Traffic Control) and information (AFIS-Aerodrome Flight Information System) services were awarded in the airports of El Hierro, La Gomera, Burgos and Huesca in the third quarter of 2018. In the last quarter, the main actions associated with the transition for the provision of air traffic services at the International Airport of the Region of Murcia (AIRM) have been completed.

### OPERATIONAL SYSTEMS

During 2018 we continued to move ahead with the integration of the airports in the Aena network with the A-CDM (Airport-Collaborative Decision Making) and Advanced Tower programmes promoted by Eurocontrol. These programmes are based on the exchange of information among all players involved in operating flights (companies, handling agents, air navigation service providers, etc.), with the objective of promoting joint decisions, improving punctuality, reducing the cost of movements and mitigating the environmental impact.

Ibiza and Menorca were the first two airports to obtain the Advanced Tower Certification in 2018, while Lanzarote and Fuerteventura earned their certifications at the end of the year. With this, operational data in real time have been integrated into the European network of about 70% of network traffic in 2018.

In addition, the Operational Systems have been updated in the new International Airport of the Region of Murcia.

### AIRFIELD AND PLATFORM ACTIONS

Lastly, regarding airfield and platform actions, the Joint Working Group with +ENAIRE and AESA (State Aviation Safety Agency) has continued its work for the definition of the new model of notification of the condition of the pavements in case of contamination with snow, ice or water that should start to be applied in November 2020.



3.61

level of general satisfaction of the airlines (Spanish airports network).



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# PROGRESS IN PASSENGER SERVICES

To ensure passengers a comfortable and quality stay, different actions have been carried out to improve airport and commercial services.

## AENA WITHOUT BARRIERS

Aena's efforts to guarantee equality are reflected in investments in the conditioning of the Spanish airport network for people with reduced mobility (PMR).

The "Aena sin barreras" service has responded to about 1.6 million applications in 2018, a cumulative total of 5.71 million people since 2015. The rating of this service in 2018 has been 4.88 out of 5.

New automatic check-in stations to improve passenger service and provide greater autonomy and speed.

New image of the PMR service in the service desks to improve the comfort and general service offered to the users.



### NEWS 2018

Digital transformation of the service: elimination of paper, app, providers, improvement of staff geolocation.

New quality requirements: improve quality levels, new demands to providers, improvement of staff training, work in real time.

Change of image: new uniforms, signs, vehicles and counters.

**New contracts: innovation in the service and new quality record.**



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# 3.96

out of 5, weighted average for Spanish airports of the global quality indicator in 2018.

### STRATEGIC CLEANING PLAN

In 2018 the new strategic cleaning plan was launched, with a tender for the new service in 21 airports. The new service has been contracted in 19 of them, while in the two main airports of the network: Adolfo Suarez Madrid-Barajas and Barcelona-El Prat, it is expected for the first quarter of 2019.

The strategic cleaning plan aims to improve quality. One of the main changes is the digital transformation of the service, including management tools that guarantee its efficiency and maintain the focus on improving passenger experience within the facilities of the airport. In this sense, the passengers's perception of the service will be gathered by means of opinion surveys or devices, which will be key to controlling and monitoring the service.

The contract also includes an excellence plan aimed at toilets and new machines for specific cleaning, in addition to the existing ones, as well as a higher frequency of cleaning tasks.

### STRATEGIC PLAN FOR AIRPORT MAINTENANCE

The new Strategic Airport Maintenance Plan for 2018-2021 (PEMA in the Spanish acronym), which aims to rationalise and standardise maintenance services in the network. In 2018, the plan for maintenance service contracting has started by grouping "inter" and "intra" airport dossiers in order to achieve significant synergies in the services, reduce the administrative burden and, therefore, achieve greater overall efficiency.

### PASSENGER INFORMATION

With the dual objective of enhancing both the passenger experience at the airports and the company's image, we have designed new uniforms for the Passenger, User and Customer Service staff.

Additionally, the *Contact Centre* has come into operation, replacing the former *Call Centre*, to provide services in addition to telephone assistance, for the expansion of the channels of communication with and services to passengers.



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## OPERATIONAL AND AIRPORT SECURITY

The investments made in the field of security (physical and operational) in the network of Spanish airports accounted for 28% of the total investment of Aena in 2018, amounting to €131.8 M (43.6% more than in 2017)

### Airport security

#### SECURITY SERVICES

This year, new private security licenses have been awarded, which meet the requirements set by the Airport Regulation Document 2017-2021 (DORA), as well as the conditions agreed upon at the negotiating table of the State Collective Agreement of private security companies for the 2017-2020 period.

The new dossiers have two objectives: continuous improvement of the security service quality levels, according to the DORA, and maintaining the highest quality standards.

#### BORDER CONTROL

For easier passport control by the Police, the first phase of the automatic border control equipment was installed in July at the Madrid, Palma de Mallorca, Barcelona, Malaga and Alicante airports. In the second quarter of 2018, the passenger assistance service was awarded for the passport control booths of several airports of the network: Madrid, Barcelona, Palma de Mallorca, Málaga, Alicante, Gran Canaria, Tenerife South, Lanzarote and Fuerteventura.

#### EQUIPMENT

In this sense, during 2018 the automation of the process started in the connecting flights filter of the T4 of the Madrid airport and, subsequently, the equipment deployment phase continued in Ibiza, Seville and Santiago.

Also, the dossier to replace the type of automatic explosive detection machines in checked in luggage has been allocated this year. Investments in this area have been made at London-Luton Airport for an amount of 1.9 million pounds in 2018.

#### OTHER ACTIONS

During 2018, Aena has carried out 33 Airport Security Verifications according to its internal quality plan, whose objective is to audit the application of the National Civil Aviation Safety Program.

For its part, the State Agency for Air Safety (AESA) has audited the airport security regulations in 32 airports through 52 inspections, while the European Commission has inspected compliance with European security regulations at the airports of Ibiza and Madrid-Barajas

In all the identified cases, corrective action plans have been started to correct the breaches.

At the London-Luton Airport, an increase of five percent was attained in the qualification resulting from the annual safety inspection carried out by the Civil Aviation Authority of the United Kingdom.



### Brexit



We are working at an operational level with all the agents involved in Brexit and its operational impact. The main impact on airports consists of three aspects: airport security, border control and customs control.



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## Operational security

Once the aerodrome certification process was completed in December 2017, which took 10 years, the company's efforts during 2018 have been aimed at promoting different aspects of operational security, as they show the expansion of the number of Managers of the Safety Management System (RSGSOs) and the creation of the Central Office of Operational Safety (OCSO), in which the entirety of the staff has been included.

This restructuring has the objective of guaranteeing that both airport infrastructures and their management maintain their performance according to the conditions included in the aerodrome certificate. In this regard, it should be noted that 30 internal supervisions were carried out in 2018, in addition to the 27 carried out by the EFSA throughout the year.

This year, the Region of Murcia International Airport completed the tasks for its certification according to EU Regulation 139/2014.

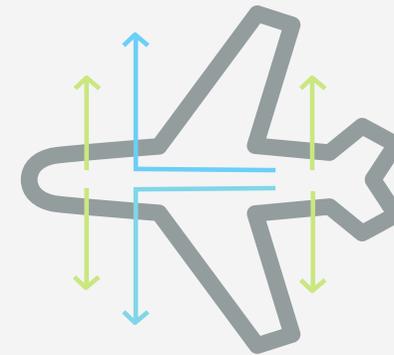
In the fourth quarter of 2018, the standards for coding incidents associated with fauna were defined along with the aeronautical authority (AESA) and completed for implementation in all Aena airports- They will improve the quality of the data used for the management of risks associated to fauna and their notification to the SNS (Event Notification Service).

Aena has a 24-hour network management centre for operational incidents, CGRH24, which continuously monitors the operational status of the entire Airport Network, coordinated with SYSRED (ENAIRE) and the incidents affecting flight operations, in addition to generating the corresponding monitoring reports.

## Emergency Drill Plan

Throughout 2018, a total of 29 aeronautical emergency drills have been carried out and the Emergency Plan of the Region of Murcia International Airport has been prepared and implemented.

The Emergency Drills Plan in the Aena airport network covers the scheduling of drills that each airport and heliport must carry out pursuant to the relevant AESA Technical Instruction.



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## Business Continuity Plan

During 2018, in the field of operational security and emergency management, the company completed the implementation of the Business Continuity and Disaster Recovery Plan at the seven busiest airports in the network. This Continuity plan defines the sequence of actions to be taken at the airport following an emergency, to ensure Continuity of the Business and Recovery of the Activity in strict conditions of safety with the objective of avoiding or minimising the associated potential risks.



## Automated Weather Reporting System (METAR)

The implementation process of the Automated Weather Reporting System (METAR) continues at medium-sized and small airports. A system used by pilots and airlines for flight planning and by the airport to activate various procedures, such as the reduced visibility protocol and actions against adverse weather conditions.



## Wildlife Risk Management Program

In accordance with European regulations, during the third quarter of 2018, the control and monitoring methodology of the defence measures implemented at each of the airports with which the Wildlife Risk Management Programme were equipped during the second quarter was defined.

The objective is to analyse the effectiveness of said programme, carry out self-assessment and update it accordingly.



## Analysis and Improvement of Operational Capacity

As regards operational capacity, the operating capacity of the Alicante-Elche and Málaga-Costa del Sol airports has increased during the summer of 2018. Likewise, the analysis has been prepared to increase the operational capacity of departures from the Terminal Building of the Seve Ballesteros-Santander Airport.



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