

# 7. The people at AENA

THE PEOPLE AT AENA

TRAINING, PROFESSIONAL  
DEVELOPMENT AND TALENT

QUALITY, STABILITY AND  
PRODUCTIVITY

EQUALITY AND DIVERSITY

WELL-BEING OF PEOPLE

- Conciliation
- Occupational health and safety
- Social dialogue



# Talent, working capacity and motivation

## CHALLENGES

The talent and commitment of the employees are the best asset to tackle the challenges faced by the company, within the framework of the Strategic Plan 2018-2021:

- ✔ Talent retention.
- ✔ Having on-hand better trained professionals.
- ✔ Increase motivation, commitment and involvement of employees.
- ✔ Improving customer satisfaction.

## AIMS 2018

- ✔ To impart new training actions aimed at promoting the development and acquisition of new skills, in order to respond to the conclusions drawn from the labour climate survey.
- ✔ Training actions to comply with AESA regulations.

## MEASURES AND MANAGEMENT

- ✔ Processes of internal provision and external selection.
- ✔ Scholarship programme.
- ✔ Training, professional development and talent management programme.
- ✔ Mentoring and Coaching programmes.
- ✔ Training needs detection plan.
- ✔ Training plan.
- ✔ Training actions aimed at customer satisfaction.

## PROGRESS IN SDG



- ✔ Staff increase with stable contract : 90.43% in 2018 compared to 87.55% in 2017.
- ✔ 9% increase in face-to-face training hours compared to 2017 (in Spain).

## Results 2018



**90.4%**  
Fixed personnel template (consolidated data).

**+3.3%**  
Increase in average monthly productivity.

**+2.5 (€M)**  
intended for activities and training programmes.

## MAIN MILESTONES 2018

1st place in the Infrastructure, Services and Construction sector in the Merco Talento ranking.



178 places (graduates doing work experience and works and service contracts).



Internal promotion, career opportunity and professional development: Call for internal Provision of graduates, for permanent employees.



## PERSPECTIVES AND FUTURE OUTLOOK

- ✔ Development Programme for the identification of people with potential and creation of career plans.
- ✔ Employer Branding project to improve the Aena brand and retain internal and external customers.
- ✔ Training policy for capacity development.
- ✔ Excellence in customer service.



Your opinion matters

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Abbreviations and acronyms



# Employment conditions: Equality and diversity; the welfare of employees

## CHALLENGES

In the framework of the Strategic Plan 2018-2021:

- Improvement of working conditions, promoting diversity and equality, while maintaining high levels of safety in the prevention of occupational risks, with the orientation to the efficiency of the organisation and the productivity of human resources.
- Plan and foresee the necessary people to undertake the increase of the activity and provide the organisation with the resources, new roles and profiles necessary to undertake the different strategic lines included in the Strategic Plan.

## AIMS 2018

- Facilitate a framework of job stability.
- Adequacy of the staff to the needs of the organisation. Carry out the necessary actions for the incorporation of personnel to the Aena staff.

## MEASURES AND MANAGEMENT

- Job security.
- Performance management and target bonuses.
- Equality plan.
- Conciliation measures.
- Backing diversity.
- Occupational health and safety.
- Employee Service Programme.
- Protocols to deal with special situations.

## PROGRESS IN SDG



- 35.7% of the total employees in 2018 are women (consolidated staff).
- 43% of senior management positions, middle managers or graduates are occupied by females (total consolidated staff)
- 1.5% of people with disabilities in the workforce (parent company).
- €1,400,000 intended for social assistance to employees in the parent company.
- 24.26% decrease in the incidence index of occupational accidents with respect to 2017 (parent company).
- Completion of more than 10,500 medical tests (recognitions, clinical analyses, certificates of aptitude, etc.).

### Results 2018

43%

of women in senior management positions, middle managers or graduates. (consolidated).

1.4 (€M)

intended for social assistance to employees (parent company).

1.5%

people with disabilities in the workforce (parent company).

## MAIN MILESTONES 2018

Registration Agreement to modify the Collective Agreement. Extension valid until 31/12/2021. (BOE No. 208, of 28 August 2018).

Authorisation of 529 places, within the framework of the first phase of the Strategic Plan, to cover the profiles and needs required to face the new challenges and the increase in activity, for the years 2018 and 2019.

International Airport of the Region of Murcia: all the necessary actions were carried out for its implementation in terms of labour (agreement on labour guarantees, organisational structure, risk prevention, etc.).

## PERSPECTIVES AND FUTURE OUTLOOK

- Digital transformation for the modernisation of the Human Resources area and support to the rest of the organisation in this process.
- Adaptation of the workforce and the organisational structure to the new future needs.



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## THE PEOPLE AT AENA

At the end of 2018, Aena had a consolidated total of 8,436 professionals distributed throughout the autonomous communities of Spain and London-Luton Airport. The majority were in Madrid, the Canary Islands, Catalonia, Andalusia, the Balearic Islands and London.

# 90.4%

of the total consolidated staff had a permanent contract.

# 2.5%

of total consolidated staff variation (2017-2018).

# 21.3%

of reduction in temporary hiring (total consolidated staff).

### TOTAL CONSOLIDATED STAFF (2018) \*

	2018			2017		
	Total workforce	Total permanent	Total temporary	Total workforce	Total permanent	Total temporary
Aena, SME, S.A.	7,605	6,802	803	7,444	6,427	1,017
ADI, SME, S.A.	26	22	4	29	21	8
London-Luton Airport	804	804	0	761	761	0
Aena Sociedad Concesionaria del AIRM S.M.E., S.A.	1	1				
<b>TOTAL CONSOLIDATED</b>	<b>8,436</b>	<b>7,629</b>	<b>807</b>	<b>8,234</b>	<b>7,209</b>	<b>1,025</b>

\* Data at December 2018.

### % CONSOLIDATED PERMANENT STAFF



**+5.8%**  
Var. 18/17



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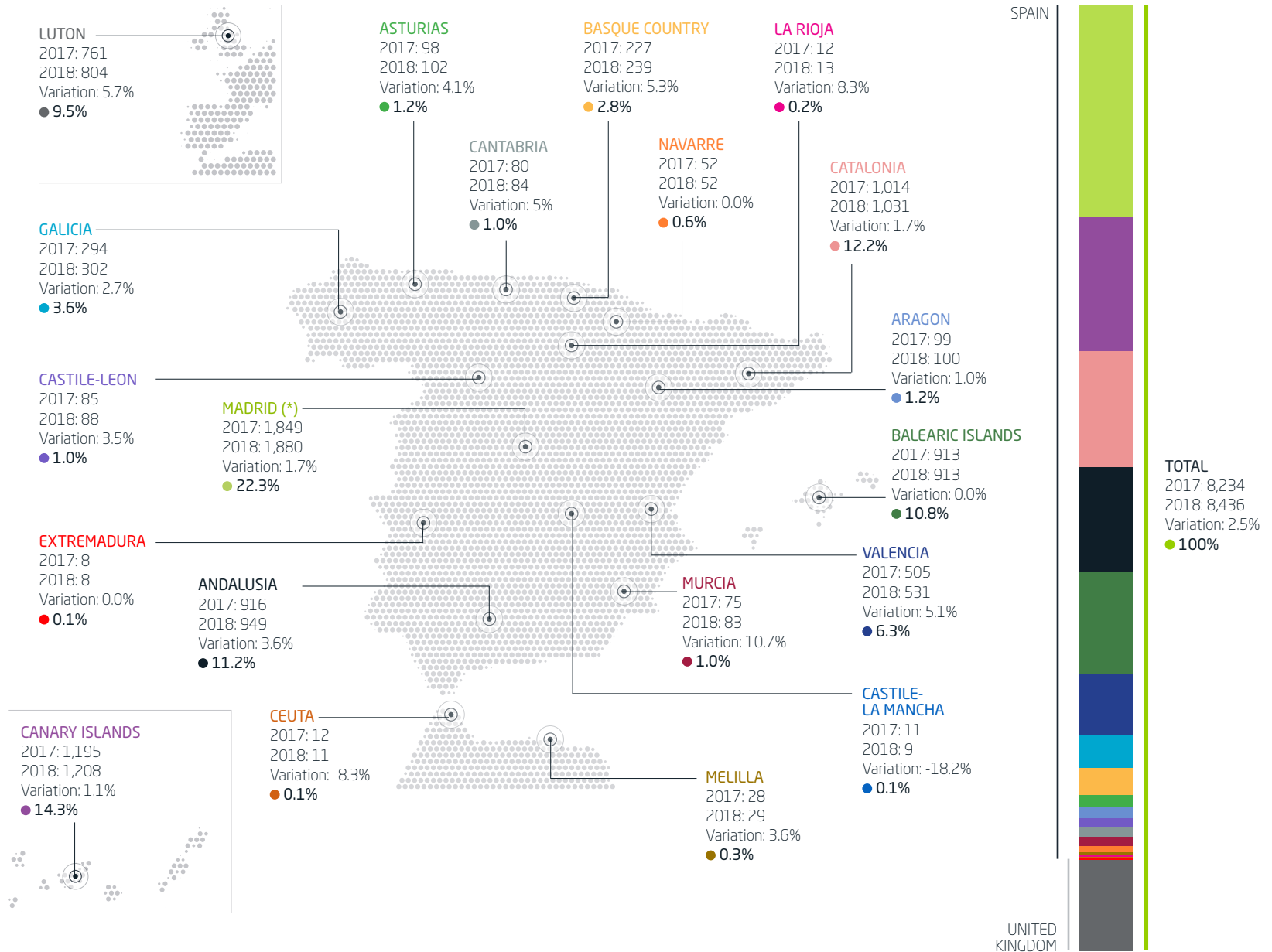
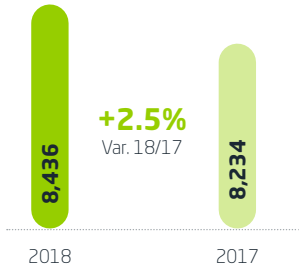
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EMPLOYEES BY GEOGRAPHIC LOCATION



Total consolidated staff by geographical distribution at 31 December:



(\*) Workforce Aena Desarrollo Internacional SME, S.A. (29:26) grouped in Madrid



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## TRAINING, PROFESSIONAL DEVELOPMENT AND TALENT

In accordance with the provisions of the HR strategic objectives, included in the Strategic Plan 2018-2021, during 2018 actions were taken to contribute to the transformation of the organisational culture and the modernisation of the human resource management, increasing motivation, commitment and involvement and development of professional skills. In addition, actions were promoted to contribute to improving the experience of Aena's customers.

In general, various actions, programmes and actions were promoted in the companies in Spain:

### TRAINING ACTIONS

The development of our workers' skills is a priority and a key element in Aena's human resources strategy. In 2018, a total of 335,905 training hours were conducted, 195,062 in-person and 140,843 *online*, for a total of 7,608 people (including ADI).

### PROGRAMMES

During 2018, two specific programmes are should be mentioned:

**Mentoring.** 'Leaders developing leaders' (7th Edition). Since its inception, it has accumulated a total of 188 participants. With this idea, Aena promotes the implementation of some key mechanisms for professional development:

- Transfer of knowledge and know-how, coupled with skills development for leadership.
- Encouragement of commitment, cultural transformation and internal networking.

**Coaching.** In 2018, 15 processes were carried out; 14 individual (6 women and 8 men) and one team coaching. Altogether, that added up to 141.5 hours of coaching in the company.

### EXCELLENT CUSTOMER SERVICE:

In 2018, various training courses aimed at better customer service were developed, with the aim of achieving excellence. Training was given to the staff who deal more directly with the services tasks for passengers, users and customers, in order to improve the perceived quality of the passenger and with the ultimate objective of promoting excellence in the customer experience.

In addition, the *Customer Centricity and Excellence* programme was started, which will allow us to align the different key activities of the organisation, to ensure that our culture, values, strategy and operations are coherent with a *customer-centric* philosophy and are perceived in an authentic manner by customers and *stakeholders* of the organisation.

### OTHER ACTIONS

- At the beginning of 2018, the evaluation of the English language level of the airport services group was completed, and during this year, a training programme in the English language adapted to the level of each worker was launched, in which more than 500 employees participated. Its main objective is for the staff in charge of applying for ASQ surveys to reach the level of English required by the EASA.



# 141.5

total hours in coaching processes in 2018 in the company.

# 15

coaching processes in 2018.



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- In response to the needs detected in the climate survey, in 2018 Aena continued with the training plans in behavioural skills for coordinators (13,800 hours of training, 959 people trained) and office automation (10,016 hours of training, 410 people trained).
- Likewise, in 2018 new training actions were developed, aimed at complying with AESA regulations, such as *driving vehicles on slippery roads, driving SSEI vehicles on all types of terrain and weather conditions*.
- It also continued with the *Aena Global Training programme*, which combines behavioural and technical training, both for people doing work experience and for permanent staff (graduates and middle managers).

## Training hours in Spain\*

### DISTRIBUTION OF TRAINING HOURS BY WORKFORCE



### DISTRIBUTION OF TRAINING HOURS ACCORDING TO CHARACTER (IN-PERSON AND ONLINE)



### DISTRIBUTION OF TRAINING HOURS BY GENDER



(\* Does not include Luton.



335,905

training hours.



+2.5 (€M)

assigned to training activities and programmes (€1,944,829 in Spain and £577,022 in London-Luton Airport)



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TRAINING HOURS BY PROFESSIONAL CATEGORIES

	Senior managers and middle managers	Graduates	Coordinators, Technicians and Support	Aena Internacional	TOTAL
In-person	29,955.3	19,965.9	144,790.1	351.0	<b>195,062.2</b>
Online	8,415.3	11,247.3	121,000.3	180.0	140,842.8
<b>TOTAL</b>	<b>38,370.6</b>	<b>31,213.2</b>	<b>265,790.4</b>	<b>531.0</b>	<b>335,905.1</b>



#1

Aena is top of the ranking in the Infrastructure, Services and Construction sector.

+5 positions

In the general classification of the best companies in Spain, the company climbed five positions compared with the previous year, to become 50th in the ranking.



Top 30

Aena is ranked in the top 30 of the favourite companies to work in, according to university students with technical profiles, engineering and IT (increase of 9 points compared to 2017).



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## QUALITY, STABILITY AND PRODUCTIVITY

Through the Organisation and Human Resources Directorate, Aena establishes the strategies, policies and procedures related to the people who work in the organisation. Its aim here is to achieve optimal operation, conditioned to the regulatory environment in which it must operate and the functions to be developed.

Employee club

Conecta2 Programme

Intranet

More than 30 thematic portals.

Internal bulletins

Communications and Aena News Magazine.

Reporting channel

Associated with compliance with the Code of conduct.

Works council

Mixed commissions with trade unions

Interpretation, monitoring, conciliation and arbitration, social action, training, promotion and selection, equality, etc.



### RELATIONSHIP WITH EMPLOYEES

Aena employees are the ones who make a difference on a daily basis, becoming the best asset to face future challenges. The effective management of human resources has allowed us to continue to serve a growing volume of passengers with high quality and safety standards.



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**STAFF TURNOVER RATE\* BY GENDER AND AGE**

	>45	25-45	<25	TOTAL
Men	2.6%	1.9%	5.9%	2.2%
Women	1.1%	1.1%	0.0%	1.1%
<b>TOTAL</b>	<b>2.1%</b>	<b>1.6%</b>	<b>4.0%</b>	<b>1.9%</b>

(\* ) Number of employees who leave the organisation, voluntarily or due to dismissal, retirement or death while on active duty.

**JOB SECURITY**

The resolution of 22 December 2017, of the Directorate-General of Employment, published on 9 January 2018, records the agreement to modify the Collective Agreement of the Aena Group. Through this agreement, the validity of the collective agreement is extended until 31 December 2021, providing the parent company with a framework of job stability during that period.

In 2018, personnel costs stood at 423.7 million euros. 90.4% of the total consolidated workforce has a permanent contract, which is an improvement compared with 2017, in which the percentage of permanent staff was 87.6%. On the other hand, the reduction in the temporary workforce with respect to 2017 was 21.3%.

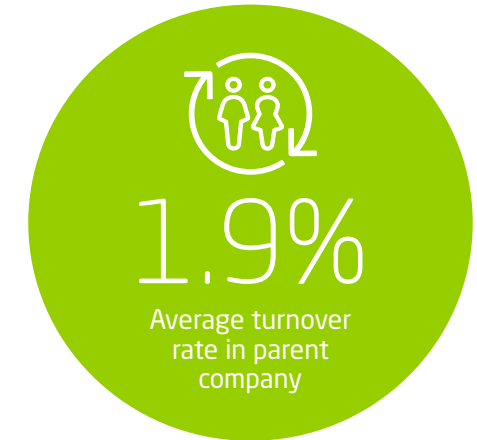
It should be noted that in 2018, in the parent company, two temporary employment consolidation processes were carried out, incorporating 178 workers on a permanent basis into the company (88 graduates after a period of two years of work experience and 90 workers corresponding to works and service contracts).

All workers – except those who opted for reduced working hours – have full-time contracts.

The average turnover rate of the parent company's staff remained, with very slight variations, at low values during the last few years (1.9%).


**TURNOVER RATE BY AUTONOMOUS COMMUNITIES**

Andalusia	1.5%
Aragon	6.1%
Asturias	1.0%
Balearic Islands	2.2%
Canary Islands	2.2%
Cantabria	1.3%
Castile-Leon	1.2%
Catalonia	1.7%
Galicia	2.4%
La Rioja	8.3%
Madrid	1.7%
Murcia	1.3%
Basque Country	2.2%
Valencia	1.6%
<b>TOTAL</b>	<b>1.9%</b>



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## Years of average seniority (2018)



### AVERAGE SENIORITY (YEARS)

Parent company	<b>15.85</b>
Luton	<b>8</b>

It should be noted that in 2018, in the parent company, two temporary employment consolidation processes were carried out, incorporating 88 graduates on a permanent basis into the company after a period of two years of work experience and 90 workers corresponding to works and service contracts.

## Total new contracts and contract terminations (Parent company) (2018)



### TOTAL NEW CONTRACTS

	>45	25-45	<25	TOTAL
Men	61	242	4	<b>307</b>
Women	45	132	2	<b>179</b>
<b>TOTAL</b>	<b>106</b>	<b>374</b>	<b>6</b>	<b>486</b>

### TOTAL CONTRACT TERMINATIONS

	>45	25-45	<25	TOTAL
Men	103	104	3	<b>210</b>
Women	40	73	2	<b>115</b>
<b>TOTAL</b>	<b>143</b>	<b>177</b>	<b>5</b>	<b>325</b>

### NEW CONTRACTS BY AUTONOMOUS COMMUNITIES

Andalusia	59
Aragon	5
Asturias	2
Balearic Islands	49
Canary Islands	75
Cantabria	4
Castile-Leon	6
Catalonia	73
Ceuta	3
Galicia	26
La Rioja	3
Madrid	98
Melilla	2
Murcia	13
Navarre	5
Basque Country	21
Valencia	42
<b>TOTAL</b>	<b>486</b>

### CONTRACT TERMINATIONS BY AUTONOMOUS COMMUNITIES

Andalusia	37
Aragon	8
Asturias	2
Balearic Islands	43
Canary Islands	55
Cantabria	1
Castile-La Mancha	1
Castile-Leon	3
Catalonia	42
Ceuta	1
Galicia	18
La Rioja	1
Madrid	76
Murcia	3
Navarre	2
Basque Country	11
Valencia	21
<b>TOTAL</b>	<b>325</b>



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# Productivity

Productivity continues to grow. Considering the average consolidated monthly productivity, an overall increase of +3.4% was obtained between 2017 and 2018, and +9% between 2016 and 2018.

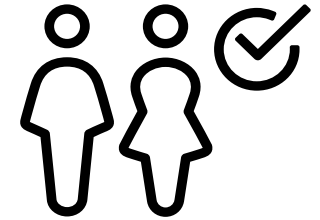
## AVERAGE CONSOLIDATED MONTHLY PRODUCTIVITY

	Average consolidated staff	Number of passengers	Average monthly productivity (No. passengers/staff/12 months)	Variation 18/17	Variation 17/16	Variation 18/16
<b>2016</b>	7,964	244,783,133	2,561.4		5.5%	9.0%
<b>2017</b>	8,174	265,017,535	2,701.8	3.4%		
<b>2018</b>	8,369	280,335,256	2,792.4			

(\*) Provisional traffic data 2018.

## CONSOLIDATED EVOLUTION OF PRODUCTIVITY AND STAFF COSTS

	2016	2017	2018	Variation 18/16
Productivity	2,561.4	2,701.8	2,791.4	9.0%
Staff Costs	390.7	417.2	423.7	8.4%



# +8.4%

staff costs compared to 2017.

# +3.4%

increase in average monthly productivity compared to 2017.



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# Performance management system

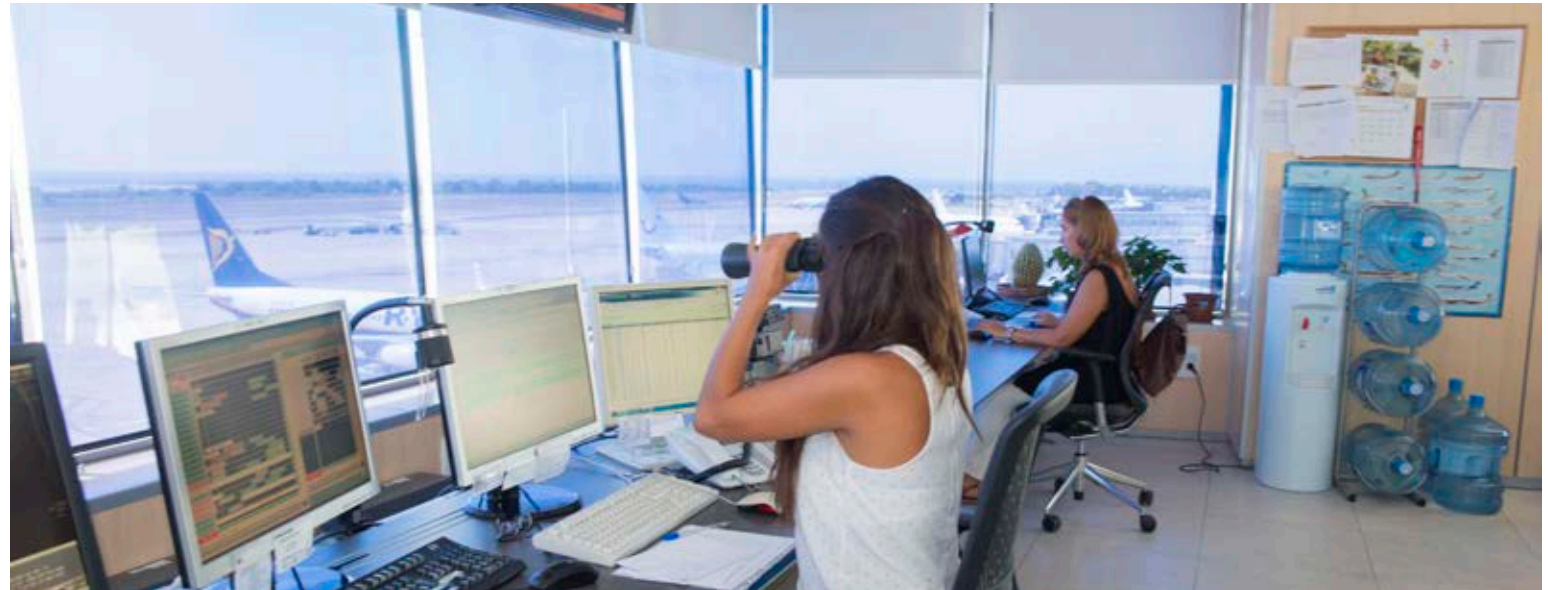
In the parent company, there is a percentage of variable remuneration based on targets, whose compliance is evaluated through a Performance Management System that contains, amongst others, efficiency, profitability, social and environmental aims. In the case of structural staff (middle and senior management), this variable reaches 3.85% of the total gross remuneration, and 6.44% of the rest of the staff.

## PRINCIPLES OF EQUALITY

The remuneration model of Aena is based on the principles of equality and non-discrimination for reasons of gender or similar, and because of its status as a state trading company, this model is subject to the provisions of the General State Budgets approved according to Law 6/2018.

The average gross salary of structural staff is €54,126.26/year. As for the rest of the staff, this figure is €35,246.28/year.

The average salary per employee in the parent company was €38,310.39 in 2018. (€28,961 in London-Luton Airport).



## WAGE GAP

There are no salary differences based on gender, in accordance with the 1st Collective agreement of Aena. As for the London-Luton Airport, it published the information required by British regulations in this regard, which can be consulted on its website.

[Information about the salary gap in London-Luton Airport](#)



## Parent company

AVERAGE ANNUAL GROSS SALARY

€54,126.26

Structure staff

€35,246.28

Collective agreement staff

## London-Luton Airport

GLOBAL AVERAGE SALARY

£28,961



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## EQUALITY AND DIVERSITY

Aena is committed to diversity and rejects any discrimination for access to work, recruitment or promotion.

The collective agreement applicable to Spain has an Equality Plan whose compliance and development is monitored, since 2010, by a Joint Commission formed in equal parts by Aena and the majority unions. The plan pays special attention to the prevention of sexual harassment, having, since 2015, a specific protocol in this sense that includes a programme to manage complaints.

In the case of workers with disabilities, the Aena Code of Conduct provides for the necessary actions so that they can develop professionally on equal terms.

Aena's commitment to equality and diversity extends to London-Luton Airport, through compliance with the requirements established in the British Equality and Inclusion Act in force, which ensures non-discrimination and obliges the disclosure of remuneration by gender.

15

complaints received for harassment in 2018\*.

(\*) Parent company data.



5

filed after the analysis of objective data, foreseen in the harassment procedure.



2

processed after the initial inquiry and assessment phase.



8

resulted in the activation of the Protocol for the intervention of structural situations in airports.



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# 43%

of senior management positions, middle managers or graduates are occupied by women (total consolidated staff).

### WORKFORCE BY COLLECTIVE (PARENT COMPANY)

	TOTAL	% men	% women	% over 45 years	% 25 - 45 years	% under 25 years
Senior management	11	81.8%	18.2%	72.7%	27.3%	0.0%
Other management and graduates	1,616	56.0%	44.0%	49.9%	49.6%	0.5%
Coordinators	1,125	71.6%	28.4%	74.1%	25.9%	0.0%
Technicians	4,383	67.8%	32.2%	52.5%	47.5%	0.1%
Support Staff	470	47.7%	52.3%	50.2%	49.4%	0.4%
<b>TOTAL</b>	<b>7,605</b>	<b>64.6%</b>	<b>35.4%</b>	<b>55.0%</b>	<b>44.8%</b>	<b>0.2%</b>

### AVERAGE OF CONTRACTS BY TYPE, WORKDAY, GENDER, COLLECTIVE AND AGE (PARENT COMPANY)

	Permanent		Temporary		Total	
	Full time	Part time	Full time	Part time	Full time	Part time
<b>BY GENDER</b>						
Women	4,280	62	514	27	4,794	89
Men	2,122	153	342	47	2,464	200
<b>TOTAL</b>	<b>6,402</b>	<b>215</b>	<b>856</b>	<b>74</b>	<b>7,258</b>	<b>289</b>
<b>BY CATEGORY</b>						
Senior management	11	0	0	0	11	0
Other management and graduates	1,345	34	205	1	1,550	35
Coordinators	1,087	22	1	0	1,088	22
Technicians	3,618	135	559	60	4,177	195
Support Staff	341	24	91	13	432	37
<b>TOTAL</b>	<b>6,402</b>	<b>215</b>	<b>856</b>	<b>74</b>	<b>7,258</b>	<b>289</b>
<b>BY AGE</b>						
Over 46 years	3,752	98	189	22	3,941	120
26 - 45 years	2,647	117	651	51	3,298	168
Under 25 years	3	0	16	1	19	1
<b>TOTAL</b>	<b>6,402</b>	<b>215</b>	<b>856</b>	<b>74</b>	<b>7,258</b>	<b>289</b>

### WORKFORCE LONDON-LUTON AIRPORT

	Men	Women
<b>BY CATEGORY</b>		
Senior management	14	4
Middle management	32	11
Coordinators	28	9
Technicians	66	15
Support personnel	351	274
<b>TOTAL</b>	<b>491</b>	<b>313</b>



### BY AGE

Over 46 years	45	54
26 - 45 years	270	167
Under 25 years	180	95
<b>TOTAL</b>	<b>495</b>	<b>316</b>



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## DISTRIBUTION OF THE WORKFORCE CONSOLIDATED BY GENDER

	EMPLOYEES	% OF WORKFORCE
● Men	5,421	64.3%
● Women	3,015	35.7%

 35.7%  
women

 64.3%  
men

## EMPLOYEES WITH DISABILITIES

	MANPOWER	% OF WORKFORCE
Aena, SME, S.A.	114	1.50%

## EMPLOYEES WHO ARE ON MATERNITY/PATERNITY LEAVE\*

	MEN	WOMEN	TOTAL
Maternity	0	54	54
Paternity	108	0	108
Adoption/Foster	0	2	2
Parental leave	6	0	6
<b>TOTAL</b>	<b>114</b>	<b>56</b>	<b>170</b>

## EMPLOYEES WHO HAVE RETURNED TO WORK AFTER TERMINATION OF PARENTAL LEAVE\*

	MEN	WOMEN	TOTAL
Maternity	0	35	35
Paternity	100	0	100
Adoption/Foster	0	2	2
Parental leave	5	0	5
<b>TOTAL</b>	<b>105</b>	<b>37</b>	<b>142</b>

(\*) Data of the parent company.



1.5%

of people with disabilities in the workforce (parent company).



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## THE WELLBEING OF PEOPLE

In order to increase the motivation, commitment and wellbeing of the people who are part of the organisation, the company is committed to guaranteeing measures for the conciliation of work, family and personal life centred on the improvement of paid leave for births, breast-feeding or serious illness, flexible hours and grants for studies, health, disability, camps and nurseries.

## Conciliation

In Spain, the company has the Employee Service Programme (PAE). This programme offers a series of services geared towards helping resolve vital events. It includes both attention and advice in areas related to these situations (legal, fiscal, social, administrative, etc.), specialist legal care or emotional support in person.

At a corporate level, action protocols are also available to address special situations such as those included in the Emotional Support Programme and the Prevention and Treatment of Addictive Behaviours, or to resolve possible conflicts of a professional nature through dialogue.

In addition, London-Luton Airport has an assistance programme available to all employees and their families. It is a confidential service that includes personal advice and legal assistance if necessary.

Aena employees can access the Employee Club to enjoy deals on top brand products at affordable prices. They also have the possibility to propose ideas and social and cultural activities and enjoy the advantages of collaborative consumption through Conecta2, exchanging products and services or sharing plans.



# €1,400,000

intended for social assistance to employees (parent company).



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## Social benefits and conciliation in Aena

### LEAVES AND BENEFITS



- Improvement to paid leave for childbirth, serious illness of relatives, breastfeeding. Compensation for public holidays that fall on a Saturday.
- Granting of leave on personal grounds.
- Holiday leave by length of service.

### FLEXI-TIME AND RIGHT TO DISCONNECT



- Flexible workday start and finish times.
- Intensive working schedule during holiday periods.
- Two hours of daily flexibility for parents with children with disabilities.

### EMPLOYEE ASSISTANCE



- Medical insurance. Life and accident insurance.
- Flexible retribution (restaurant tickets).
- Medical examinations.
- Financial aid for studies, health, disability, camps, nurseries and reimbursable advances.
- Aena Employee Service Programme (PAE). A set of counselling, facilitation and emotional support services that take place in the life of our employees, offering attention and advice in all aspects derived from these situations (legal, fiscal, social, administrative, etc.).



The Employee Assistance Programme (PAE) offers a series of services aimed at helping to solve life events, including legal, tax, social and administrative assistance and advice.



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# Occupational Health and Safety

Aena's occupational risk prevention service guarantees the prevention and protection of all workers, regardless of their level of exposure. These health and safety issues are formally included in the collective agreement and 100% of workers are represented through Health and Safety Committees.

In its commitment to maintain the highest levels of security, the company has action protocols, the necessary protection equipment is provided and ongoing training and information activities are carried out.

In 2018, the following actions are worthy of special mention:

- Creation of the Joint Prevention Service (Aena, Aena Desarrollo Internacional, Aena Sociedad Concesionaria del Aeropuerto Internacional de la Región de Murcia).
- Continuation of implementation of the collaboration protocol with centres aimed at identifying and implementing improvement areas in communication

skills, conflict management, decision making and leadership in a dialogued, collaborative manner and with monitoring, evaluation and impact agreements, in response to the results of the labour climate survey.

- Health and Safety Management Measures on Individual Protection Equipment (IPE).
- Update and renewal of the uniforms for Passenger, User and Customer Service staff.
- Advisory Services to the entire staff.
- Increase in the disclosure to employees, through the corporate intranet, of the risk sheets for each occupation.
- Management of more than 18,000 records of Coordination of Business Activities (CAE).
- Completion of more than 10,500 medical tests (recognitions, clinical analyses, certificates of aptitude, etc.).



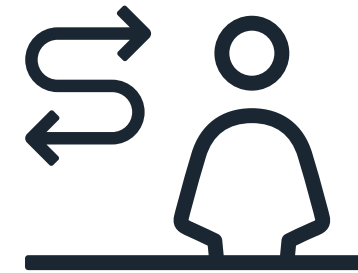
Your opinion matters

Abc

Abbreviations and acronyms

## Occupational health and safety indexes (parent company)

OCCUPATIONAL HEALTH AND SAFETY INDEXES (CALCULATED ACCORDING TO SPANISH REGULATIONS) *				
	2016	2017	2018	Variation 18/17
Incidence rate of occupational accidents (IR)	9.98	8.93	6.76	-24.3%
Frequency index (FI)	5.80	5.25	3.92	-25.3%
Absenteeism rate	5.71	5.76	6.05	5.0%



ACCIDENTS 2018				
	ACCIDENTS	STAFF	IR	FI
Women	16	2,690	5.95	3.48
Men	35	4,915	7.12	4.16
<b>TOTAL</b>	<b>51</b>	<b>7,605</b>	<b>6.76</b>	<b>3.92</b>

ACCIDENT TYPE 2018		
	WOMEN	MEN
Major	0	1
Minor	16	34
<b>TOTAL</b>	<b>16</b>	<b>35</b>

6.76

Occupational accident rate (parent company).

100%

of workers represented through Health and Safety Committees (parent company).

-24.3%

Decrease in the incidence index of occupational accidents with respect to 2017 (parent company).

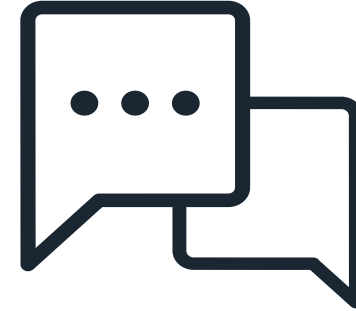


Your opinion matters

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Abbreviations and acronyms

# Social dialogue



## Organisation of social dialogue

### 1ST AENA GROUP COLLECTIVE AGREEMENT

Chapter 19. Collective representation and union rights.

At London-Luton Airport, approximately 48% of the workforce adheres to its own collective agreement. The agreement includes provisions on remuneration and establishes obligations of consultations with the unions on contractual changes, working hours, reduction of staff and social benefits.

### JOINT COMMISSIONS

Formed by the unions present in the State Union Coordinator and company, which deal with specific subjects of the Collective Agreement, including:

- Joint Training Commission.
- Joint Promotion and Recruitment Commission.
- Joint Equality Commission.
- State Health and Safety Committee.
- Joint Social Action Commission.
- Commission for interpretation, monitoring, conciliation and arbitration and voluntary conflict resolution.

### STATE UNION COORDINATOR (CSE)

This is the body representing workers of the entities and/or companies that make up the Aena Group, included in the scope of application of the Collective Agreement (Section 3 - Art. 161 of the 1st Collective Agreement of the Aena Group of Companies).

99.86%



Percentage of the workforce subject to the Collective Agreement.



Your opinion matters

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Abbreviations and acronyms