

# Consolidated Disclosure of Non-Financial Information

pursuant to Article 4 of Legislative Decree 254/2016

2019

AEROPORTO G. MARCONI DI BOLOGNA S.P.A.



# Consolidated Disclosure of Non-Financial Information

*pursuant to Article 4 of Legislative Decree 254/2016*

## **2019 Sustainability Report**

*This document is a courtesy translation from Italian into English.*

*In case of any inconsistency between the two versions, the Italian original version shall prevail.*

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## Letter to the stakeholders

The second edition of the Aeroporto G. Marconi di Bologna S.p.A. Group's Consolidated Disclosure of Non-Financial Information tells the story of a **record year** for Bologna Airport and for the entire Group, as passenger numbers in 2019 grew 10.6% to 9.4 million, and the number of routes offered rose to 120. This is an important milestone for us, and one which reflects our ability to maintain the highest levels of passenger and service quality, despite difficulties that included structural issues. Satisfaction levels remained extremely high in 2019, with an overall Customer Satisfaction Index (CSI) of **98.3%**.

2019 also marked another step towards understanding the importance of our **daily commitment** to sustainable development, environmental protection, focus on the needs of the local community and passengers and emphasis on individual development. There have been many steps along the way, starting with the integration of **sustainability as a cross-sector dimension of Group strategy**, and the consequent launch of a project designed to communicate and spread this new strategic approach to all our employees. During the year we also decided to accept the challenge laid down by ACI Europe to reach **net zero carbon emissions from airport operations** by 2050, and integrated specific incentives into our **Traffic Development Strategy** which reward the use of environmentally friendly aircraft. Our commitment to **environmental protection** and **sustainable development** is also formalised in the **Mobility Management** agreement we signed with the Municipality of Bologna, and our collaboration with external partners to implement the **Sustainable Mobility Plan** for workers in the airport community. This is a tool which is highly innovative - we are the first airport in Italy to implement it - and in the benefits it brings to the environment, the community and employees, it is also sustainable. Also in 2019 we extended our **stakeholder engagement** activities, involving internal and external stakeholders of various types in updating the materiality matrix.

Among its most significant social initiatives, in 2019 AdB concluded the commitment it took on in 2018 to develop and sign a **Memorandum of understanding for Bologna Airport**. This is a tool which guarantees conditions that help protect employment and encourage handling companies working within the airport to respect workers' rights. In June 2019, the Group also joined the "**Capo D**" **network**, which brings together some of Bologna's most active and relevant companies in the areas of welfare, equal opportunities and organisational well-being. The result is a true Community of Businesses for Equal Opportunities, united in close collaboration with the Metropolitan City and the Municipality of Bologna.

The principled, sustainable growth for which the AdB Group aims in order to guarantee well-being and prosperity for the airport and the area around it has been brought to an abrupt halt by the national and international emergency linked to the COVID-19 pandemic. Bologna Airport is one of the few Italian airports that has remained open and operative despite the almost complete absence of traffic since mid-March. As well as implementing all the health and hygiene measures necessary to prevent the spread of the virus among airport workers, we have allowed many employees to work remotely, and as of March 21, brought in the Extraordinary Temporary Redundancy Scheme to as far as possible mitigate the economic impact of the health crisis. Among the measures we have implemented, we felt it was important to offer every Group employee a new healthcare tool, in the form of a specific insurance policy covering COVID-19 infections. The speed and intensity with which the virus has spread, the severe effect it has had on air travel and, above all, uncertainty surrounding the possible duration of the epidemic, make it extremely difficult to predict how this year will play out. Despite the particularly negative situation and uncertainty around the timeframe for recovery, we are confident that the emergency situation is temporary and, no matter how long it takes us to overcome the pandemic, we will recover from the consequent economic downturn.

Nazareno Ventola

Chief Executive Officer and General Manager

## Methodological note

The Consolidated Non-Financial Information Report (also the “**Report**” or the “**NFR**”) of Aeroporto Guglielmo Marconi di Bologna S.p.A. and its subsidiaries (also hereinafter the “**Group**” or “**AdB Group**”) is the second edition of a document prepared in accordance with Italian Legislative Decree 254/2016 and subsequent amendments (implementing EU Directive 2014/95), as a communication tool for providing transparent and comprehensive information on the Group’s policies with regards to environmental, social and personnel matters, the protection of human rights and the prevention of bribery and corruption. The document outlines the Aeroporto di Bologna S.p.A. Group’s relevant activities and the main results and impacts, highlighting its commitment to creating sustainable value for the business and its stakeholders.

This report has been prepared in accordance with the GRI Standards: Core option, which were published by the Global Reporting Initiatives in 2016 (a leading independent body<sup>1</sup> that defines non-financial reporting models). The GRI G4 Airport Operations Sector Supplements were also used for some indicators. For further information on the GRI Standards and reported indicators, please refer to the table annexed to this document. The figures and information refer to the reporting period ended on December 31, 2019. Pursuant to Italian Legislative Decree 254/2016 (hereinafter simply the “Decree”), the Report is published annually and, as provided for in Article 5 of the Decree, this document represents a separate report containing specific wording in order to bring it in line with the Consolidated Non-Financial Information Report required by law.

The breadth and quality of reporting is dictated by the materiality principle, an element identified by the benchmark regulation and central to the GRI Standards: the matters dealt with in this report are those identified by materiality analysis, or those considered as material as reflecting the social, financial and environmental impacts of Group operations, or in terms of influencing stakeholders decisions. The data reported in the Consolidated Non-Financial Information Report refers to the same companies indicated in the consolidated financial statements. The companies included in the consolidated financial statements are the parent company, Aeroporto Guglielmo Marconi di Bologna S.p.A. (also “**AdB**” or the “**Company**”), and the subsidiaries, Fast Freight Marconi S.p.A. (also “**FFM**”) and TAG Bologna S.r.l. (also “**TAG**”).

Setting the document’s contents involved a specifically formed interdisciplinary working group coordinated by the Administration, Finance, Control and Investor Relations Departments, with the aim of facilitating the clear and precise identification of the information considered significant for stakeholders in accordance with the GRI Standards’ reporting principles of balance, comparability, accuracy, timeliness, clarity and reliability. The reporting process is based on the information systems used by the main corporate departments. The figures have also been prepared and checked by the various department heads, while the document as a whole was approved by the Board of Directors on March 30, 2020. This document is subject to limited examination (“limited assurance engagement” according to the criteria indicated by the ISAE 3000 Revised standard) by EY S.p.A. which, at the end of the work performed, issued in accordance with Legislative Decree 254/16 and Consob Regulation No. 20267 of 2018 a specific report on the compliance of information provided in the non-financial consolidated report drawn up as per the same Legislative Decree No. 254/16 and in accordance with the reporting standard adopted. The NFS is also available on the corporate website. For further information, contact [investor.relations@bologna-airport.it](mailto:investor.relations@bologna-airport.it).

## Reconciliation table with Legislative Decree. 254/2016

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<sup>1</sup>The Global Reporting Initiative is a not-for-profit organisation founded in Boston in 1997 providing support in the reporting of sustainable performances of organisations of any size, sector or country. In 2001, it was recognised as an Independent Body by the United Nations. In 2002, the United Nations Environment Program (UNEP) formally recognised its principles and invited all UN Member States to identify an official UN-recognised body.

Areas of Legislative Decree 254/2016	Requirements of Legislative Decree 254/2016	Reference paragraphs 2019
Operating Management Model	<p><i>Article 3.1, paragraph a)</i>  <i>Description of the Organisational and Management Model, including models adopted in accordance with the Legislative Decree 231/2001</i></p>	<p>The AdB Group  The organisational model for ethical management of the business  A new strategy for creating value</p>
People	<p><b>Policies</b>  <i>Article 3.1, paragraph b): Description of applied policies, including those of due diligence</i></p>	<p>AdB Group's main social and environmental controls</p>
	<p><b>The Risk Management Model</b>  <i>Article 3.1, paragraph b): Description of the main risks associated with business activities including risk mitigation and management</i></p>	<p>Integrated Risk Management Model</p>
	<p><i>Article 3.2, paragraph d)</i>  <i>Information regarding personnel management, including gender equality, the implementation of the conventions of international organisations and dialogue with the social partners</i></p>	<p>Investing in people and and their professional development</p>
	<p><i>Article 3.2, paragraph c)</i>  <i>Information on impact on health and safety</i></p>	<p>Investing in people and and their professional development</p>
The environment	<p><b>Policies</b>  <i>Article 3.1, paragraph b): Description of applied policies, including those of due diligence</i></p>	<p>AdB Group's main social and environmental controls</p>
	<p><b>The Risk Management Model</b>  <i>Article 3.1, paragraph b): Description of the main risks associated with business activities including risk mitigation and management</i></p>	<p>Integrated Risk Management Model</p>
	<p><i>Article 3.2, paragraphs a), b), c)</i>  <i>use of renewable and non-renewable energy sources, use of water resources; greenhouse gas and polluting atmospheric emissions; environmental impact</i></p>	<p>Protecting the environment and responding to the challenges of climate change</p>
Social	<p><b>Policies</b>  <i>Article 3.1, paragraph b): Description of applied policies, including those of due diligence</i></p>	<p>AdB Group's main social and environmental controls</p>
	<p><b>The Risk Management Model</b>  <i>Article 3.1, paragraph b): Description of the main risks associated with business activities including risk mitigation and management</i></p>	<p>Integrated Risk Management Model</p>
	<p><i>Article 3.2, paragraph d)</i>  <i>Information on social aspects</i></p>	<p>Providing a comprehensive high-quality experience  Contributing to regional development</p>
The fight against bribery and corruption	<p><b>Policies</b>  <i>Article 3.1, paragraph b): Description of applied policies, including those of due diligence</i></p>	<p>AdB Group's main social and environmental controls</p>
	<p><b>The Risk Management Model</b>  <i>Article 3.1, paragraph b): Description of the main risks associated with business activities including risk mitigation and management</i></p>	<p>Integrated Risk Management Model</p>
	<p><i>Article 3.2, paragraph f)</i>  <i>Information on the fight against bribery and corruption</i></p>	<p>The organisational model for ethical management of the business</p>

## AdB Group's main social and environmental controls

The Ethics Code, the Integrated Quality, Safety, Security and Environmental Policy, the Anti-Corruption Policy and the Services Charter are the main documents the AdB Group has used to standardise its development plans in line with principles of ethics, integrity, service quality and sustainability. These documents, based on international best practices, provide Group employees with guidelines, values and principles of conduct for a responsible and proactive approach to socio-environmental issues. All recipients of the documents are adequately informed of their content through opportune training and communications activities. The following is a summary of the main Group guidelines on the social and environmental issues set out in Leg. Decree 254/2016. The following chapters provide adequate disclosure on the policies, commitments and practices contained therein.

<p><b>Quality, Environment, Energy, Safety and Security</b>  <i>Document: Quality, Environment, Energy and Safety Policy</i>  <i>Scope: AdB S.p.A., TAG</i></p> <p>To guarantee the adequate maintenance and improvement of its integrated Quality, Environment, Energy, Safety and Security Management System, Bologna Airport is committed to:</p> <ul style="list-style-type: none"> <li>• Meeting the needs of customers, stakeholders and local communities (e.g. mobility);</li> <li>• Improving internal efficiency through the reorganisation of activities in terms of processes;</li> <li>• Responding to the changing market through innovation and continuous improvement processes;</li> <li>• Assessing, preventing and minimising environmental impacts and occupational health and safety risks;</li> <li>• Guaranteeing compliance with applicable legislation on environmental, occupational health and safety and energy efficiency issues;</li> <li>• Promoting a reporting system capable of guaranteeing detailed performance monitoring;</li> <li>• Managing an emergency response system involving the relevant corporate figures, other companies operating at the airport and institutional bodies of the airport and local communities;</li> <li>• Coordinating and supervising the conduct of sub-concessionaires, suppliers and third-party companies acting on behalf of AdB;</li> <li>• Making information and resources available for the definition, review and achievement of continuous improvement goals;</li> <li>• Contributing to combating climate change by improving energy efficiency and using renewable energy sources;</li> <li>• Promoting the dissemination of the policy;</li> <li>• Guaranteeing high standards of service quality, environmental protection, energy and water resource usage and occupational health and safety.</li> </ul>	 <b>Environmental topics</b>  <b>Social topics</b>
<p><b>Service quality</b>  <i>Document: Services Charter</i>  <i>Scope: AdB S.p.A.</i></p> <p>To offer passengers a unique experience, Bologna Airport is committed to:</p> <ul style="list-style-type: none"> <li>• Developing innovative and efficient processes;</li> <li>• Guaranteeing comfortable and functional infrastructure (accessibility, PRM services, cleaning, etc.);</li> <li>• Guaranteeing high standards of service quality, particularly with regard to cleaning and hygiene, the regularity and punctuality of flights, waiting times, travel safety, and information availability.</li> </ul>	 <b>Social topics</b>
<p><b>Personnel</b>  <i>Document: The Ethics Code</i>  <i>Scope: Group (each company has adopted an Ethics Code)</i></p> <p>To consolidate and promote ethical and social responsibility, Bologna Airport is committed to:</p> <ul style="list-style-type: none"> <li>• Ensuring that all those working on behalf of AdB observe the principles of legality, moral integrity, respect for individuals, quality control, occupational and environmental health and safety, fair competition, transparency and accuracy of information;</li> <li>• Promoting legality by preventing opportunities for unlawful conduct in corporate activities and encouraging virtuous and ethical conduct.</li> </ul>	 <b>Topics relating to personnel</b>
<p><b>Anti-corruption</b>  <i>Document: Anti-Corruption Policy</i>  <i>Scope: AdB S.p.A</i></p> <p>To combat corruption, AdB is committed to:</p> <ul style="list-style-type: none"> <li>• Operating with loyalty, honesty, transparency and integrity, in accordance with national and international anti-corruption regulations, guidelines and standards;</li> <li>• Extending its action to prevent both bribery and corruption in relation to public and private subjects and all activities, paying particular attention to: <ul style="list-style-type: none"> <li>◦ conduct which may give rise to an abuse of powers/functions assigned to AdB employees to gain a private advantage</li> <li>◦ the conduct of AdB employees, where the risk of corruption of a public or private third party may arise, in terms of generating an unlawful interest or advantage for the Company.</li> </ul> </li> </ul>	 <b>Fight against bribery and corruption</b>



**Consolidated Disclosure of Non-Financial Information 2019**





# 1. The AdB Group

Aeroporto G. Marconi di Bologna S.p.A. is the company that manages Bologna airport, Italy's seventh largest by number of passengers. Classified as a "strategic airport" in Italy's National Airport Plan and located in the heart of Emilia-Romagna's "Food Valley" and automotive and packaging districts, Bologna airport has a catchment area of approximately 11 million residents and approximately 47,000 companies with a strong focus on exports and internationalisation and commercial expansion policies targeting Eastern Europe and Asia. In 2019 the airport served a total of 120 destinations and offered a wide range of flights suited to various types of users due to the presence of 57 airlines, including Europe's foremost carriers, in addition to several major low-cost carriers. The airport's infrastructure is capable of supporting the operation of short-, medium- and long-haul flights 24 hours a day, thanks to a 2,800-metre runway, 32 aircraft stands, a 45,890 square-metre passenger terminal, 64 check-in desks, 24 boarding gates and 5,300 parking spaces.

The company's core business is developing, designing, building, adapting, managing, maintaining and operating installations and infrastructure for airport operations, together with associated and related activities. The Group has taken an ambitious view of this institutional role, seeking to modernise its infrastructure, constantly improve quality of service, develop its route network and traffic volumes, enhance the area's tourism potential to draw travellers and stimulate the growth of the airport business and the local economy.

Inspired by values such as customer-centricity, the value of individuals and farsightedness, the Group seeks to make the Bologna airport among the most modern and efficient in Italy, capable of offering passengers an accommodating, well-connected facility that improves their travelling experience while also creating value for Italy's economy. The Airport is committed to a significant infrastructure development plan, as a fundamental part of its strategy, together with the growth of its network and passenger traffic, enhancement of its non-aviation business and increased efficiency and innovation in services.

## Performance in 2019

### **2019 financial data**

**Revenues Euro 125.1 million**

**EBITDA +16.1%**

**Net Profit +16.3%**

**Capitalisation Euro 438 million**

(Trading at Euro 12.12 per share on December 31, 2019)

*The increase in revenues on the previous reporting period was due to both the aviation business and non-aviation services. In particular, the increase in airport traffic and cost-containment measures had a positive impact on profit for the year.*



### **2019 Traffic**

**9.4 million passengers**

**79.2% international**

**120 destinations**

**57 airlines**

*In 2019, AdB saw continued growth, with passenger numbers increasing from*

*8,506,658 in 2018 to 9,405,920 in 2019.*

*Growth was attributable to both the low-cost and legacy segments, due to the addition of new routes and increased service to existing destinations.*

## Group vision, mission and values

### Vision

#### Be the ideal gateway to Italy

*The opportunity for ongoing development based on expansion of the route network will make the Bologna airport into the ideal gateway for passengers travelling to and from the area.*

### Mission

#### Increase the route network and ensure that passengers enjoy a unique experience

*Bologna Airport will deliver its vision when passengers acknowledge it as the ideal gateway, through which to reach all destinations, providing quick access to a community offering high-quality services and infrastructure.*

## AdB's values

	<p><b>Customer-centricity:</b> customer satisfaction is the measure of the airport's success. The AdB Group seeks to tend to passengers' needs at all points of their experience at the airport. Considerable emphasis is placed on anticipating the customer's needs with professionalism and efficiency.</p>	<p>Listening to the customer's needs Professionalism and efficiency</p>
	<p><b>The value of people:</b> people are the AdB Group's priority. The airport rewards and recognises the commitment and results of those who approach their work with enthusiasm and motivation. One of the goals associated with this value is creating an environment of trust among all individuals.</p>	<p>Merit, Recognition, Trust, Responsibility</p>
	<p><b>Far-sightedness:</b> the AdB Group seeks to move quickly in anticipating business development, testing new "routes" according to a farsighted approach. A strong emphasis is also placed on the ability to challenge established habits and ways of thinking.</p>	<p>Anticipating, Thinking outside the box, Speed</p>

## 1.1 Market overview, business model and strategy

### Market overview

The AdB Group's core business involves acting as concession holder operating under special exclusive rights to the Bologna airport grounds. It operates in an industry that is highly regulated at domestic and international levels. The main industry actors are ENAV (Italy's National Agency for Flight Assistance), ENAC (Italy's National Civil Aviation Authority), Italy's National Agency for Flight Safety, airport managers, the Ministry of Infrastructure and Transport and the ICAO (the International Civil Aviation Organisation). The concession, which expires in 2044, permits the design, development, implementation, amendment, management, maintenance and use of plant and airport infrastructure. Concessions are contingent on signing the Regulatory Agreement and agreements governing relations with public administrations in respect of the performance of institutional duties. 2019 is the last year of the four-year 2016-2019 Regulatory Agreement between ENAC and AdB. In 2019, the company therefore initiated negotiations and preliminary activities with ENAC for the drafting of the Regulatory Agreement for the 2020-2023 four-year period, and with the Transport Regulation Authority ("ART"), for the calculation of the airport tariffs for the same four-year period. On January 16, 2020, the Transport Regulation Authority passed the resolution definitively approving the tariff model of reference with regard to the proposed revision of airport fees 2020-2023 submitted by AdB.

### Sector performance

Global passenger traffic recorded growth of 4.2% in 2019, confirming a positive trend for air traffic, despite a slight slowdown in comparison to 2018. Goods traffic, however, shows a strong global downward trend, with volumes decreasing by 3.3% compared to 2018. Passenger traffic in Europe also grew by 4.2% in 2019, which is in line with the traffic increases seen in other global regions. This reflects the global slowdown compared to 2018 due to the current uncertain financial situation. Despite the expansion of international trade in the third quarter of 2019 – a situation aided by the mitigation of risks linked to customs disputes between the United States and China and a "hard Brexit" – the consequences of the Covid-19 pandemic will have a significant impact on the future course of global economic performance in 2020. 2019 also saw a decrease in European cargo traffic (-1.8%), owing mainly to weaknesses in the German manufacturing sector and uncertainty surrounding Brexit<sup>2</sup>.

The Italian market in 2019 saw passenger traffic growth of 4.0%, while Bologna Airport reported growth of 10.6%<sup>3</sup>.

### COVID-19 Emergency

Despite the severe reduction in traffic following the health emergency, Bologna Airport has remained open and operative. It has set up task forces dedicated to managing and mitigating the effects of the current crisis, through measures regarding health and hygiene and working patterns. These include the implementation of remote working for all office staff, the application of accrued holiday, and the activation of the Extraordinary Temporary Redundancy Scheme as of March 21. Among the measures we have implemented, the Group felt it was important to offer every employee a new healthcare tool, in the form of a specific insurance policy covering COVID-19 infections.

Despite the particularly negative situation and uncertainty around the timeframe for recovery, the Group is confident that the emergency situation is temporary and, regardless of how long it takes to recover from the pandemic, the consequent economic downturn will be overcome.

<sup>2</sup> IATA, Air Passenger Market Analysis, December 2019

<sup>3</sup> Assaeroporti, December 2019

## Net zero 2050: climate change in view of the commitment taken at ACI headquarters

AdB complied with the sustainability line proposed by ACI Europe - the European airport sector association and representing Europe at the International Airports Council, of which AdB is a member - in committing to "net zero carbon emissions from airport operations" by 2050. More precisely, ACI Europe has drafted a resolution which on the one hand requires the EU and the governments of the member states to speed up the transition to clean energy use - guaranteeing therefore airports the possibility of achieving the objective at competitive conditions - while on the other hand opening up a dialogue with air sector stakeholders, confirming the objectives of the "Aviation Industry Commitment to Action on Climate Change" programme of 2008 and enabling its realisation, through common commitment, vision and planning, in order to deliver an overall net zero carbon emissions air transport system.

*"Bologna Airport is proud to subscribe to this resolution and unequivocally declares its commitment to the cause. Over the years, we have invested significantly in environmental management. We have been working on reducing CO<sub>2</sub> emissions since 2010, and have received a 'Reduction' certification from the Airport Carbon Accreditation programme. We recognise that it's time to accelerate our efforts. We have taken very good note of the recent IPCC (Intergovernmental Panel on Climate Change) report and the change in public perception of air transport. People require governments, companies and means of transport to be more resourceful, and we are eager to respond to this need. 'NetZero2050' is by no means a trivial commitment on our part, and we are confident we will be able to identify the best possible solutions to decarbonise our airport operations through research, investment, sharing expertise, and collaboration."*



### *1.1.1 Business Model and Strategic Plan to respond to sector changes*

Airport business is traditionally divided into two general areas: aviation and non-aviation. The former (Aviation Strategic Business Unit) involves managing, maintaining and developing airport infrastructure dedicated to aeronautical activities, the provision of aviation services to passengers, users and airport operators, and the development of the aviation business. The Group has adopted a multi-service business model, serving both traditional airlines and low cost and charter airlines, exploiting the integrated development opportunities provided by the range of clientèle. More generally, the policies adopted by the business unit involve developing the network by opening up new markets, meeting the demands of local companies, stimulate outgoing and incoming traffic demand, develop synergies with other local tourism players and enhance infrastructure capacity.

The latter (the Non-Aviation Strategic Business Unit) involves developing the Group's commercial areas and services on the airport grounds, providing commercial services to passengers and airport users and developing and marketing non-aviation services (e.g., car rental) and the terminal's indoor and outdoor advertising spaces. The commercial area extends over 4,500 square metres and includes 43 merchants, such as duty-free stores, restaurants and retail shops, in addition to offices, operations spaces, warehouses and hangars, for a total area of approximately 90,000 square metres under sub-concession to various aeronautical operators. Development of the non-aviation business is based on improving the commercial offer to satisfy passengers' needs.

Since 2015 the Group has focused on executing the **Strategic Plan** underlying the Stock Market listing project. The Plan sets out actions targeting the following objectives, which take account of the major changes in the marketplace and within the individual business areas: the incremental development of route network and traffic volumes, infrastructure development, development of the non-aviation business and a focus on efficiency, quality and innovation. With the increasing growth in recent years, AdB has committed to a process of redefining its identity by developing a new strategy inspired by the company's vision and mission.

In 2019, we launched the "Let's take our future by the hand" project, an **internal communication initiative** aimed at increasing employee awareness of the Strategic Plan. The project foresees the progressive involvement of the entire organisation, from the Management Board to Middle Management, and the company as a whole. As such, we hope to tackle issues that are relevant to all areas of the company and to better understand the daily actions of our colleagues.

The strategy is based on four main pillars of the Company's future development:



### CONNECT

The Group seeks to maintain a varied range of flight offerings suited to various types of users by adding to the number of airlines operating out of the airport, while continuing to maintain good margins also on the new traffic generated. In terms of traffic development, the Group targets the adding of routes, with the introduction of new Eastern and long-haul destinations, while boosting frequencies to existing destinations. The Group also focuses on improving airport accessibility, through the development of ground connections and the expansion of its catchment area.

### DEVELOP

The investments outlined in the Master Plan and Regulatory Agreement are fundamental to the development of the company's business. The strategy in question calls for an efficient use of the existing infrastructure's capacity and modular implementation of new investments to ensure that infrastructure capacity keeps pace with expected traffic development. The passenger terminal expansion project is a key part of the infrastructure development plan, permitting the development of - in particular - the security control areas and the boarding gates, in addition to extending dedicated commercial space. The Group also plans to develop non-aviation business with the opening of new stores, new car spaces and the extension of the range of services available to passengers.



### EXPERIENCE

Within its strategic development, the Group is focused on ensuring the constant improvement of the services offered to airport users in its fields of operation, both directly and indirectly, while also constantly improving its standards of security, quality and respect for the environment. In order to support and improve all aspects of operations and generate Customer loyalty, the Group considers it key to develop a culture of innovation which revolves around the installation of technology that facilitates greater interaction with passengers and optimises the airport travelling experience.

### CARE

The Group is committed to all aspects of sustainability, ranging from those of an environmental nature to compliance with ethical and social principles, in view of the important role which Bologna airport plays as a vital hub for the region.

The Group also strives to develop those who work at the Airport and build an organisation which responds to the evolving demands of the market and which supports the individual in their work.



The Group has furthermore identified two overarching guidelines to the strategic objectives identified above which are viewed as a touchstone for company operations. In light of increasing awareness surrounding sustainability and the urgent climate situation, in 2019, the Performing Corporation was renamed the Performing and Sustainable Corporation:

### MAXIMISE FINANCIAL PERFORMANCE

The Group is focused on consistently improving the financial performance and on ensuring an adequate return for shareholders.

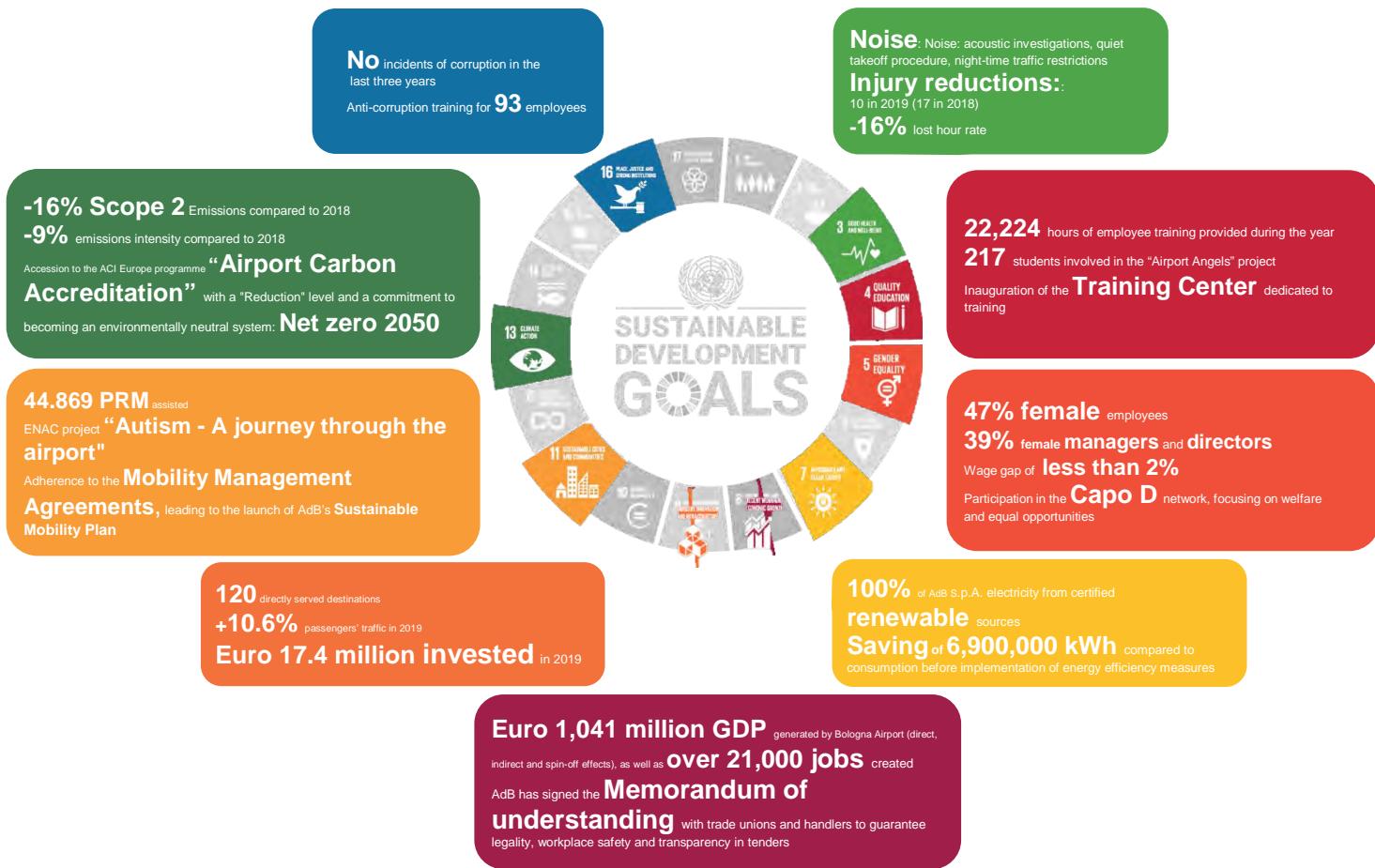


### PERFORMING AND SUSTAINABLE CORPORATION

In 2019, AdB hoped to make sustainability more relevant to its corporate strategy by incorporating it as a cross-cutting component. As such, the Group aims to improve the efficiency and efficacy of its processes and internal structure, with a view to improving company performance and development, while paying increasing attention to sustainability in its environmental, social and governance components.

## 1.1.2 2030 Agenda: the Group's interactions with Sustainable Development Goals (SDGs)

On September 25, 2015, the United Nations endorsed a document entitled "Transforming our World: The 2030 Agenda for Sustainable Development." The 2030 Agenda sets out an action plan for people, the planet and prosperity through 17 Sustainable Development Goals (SDGs) divided into 169 Targets. Implementing this ambitious Global Agenda requires the full involvement of all countries and stakeholders, including those active in the private sector. A comparison between the results achieved by AdB during the year and the Sustainable Development Goals can be found below:

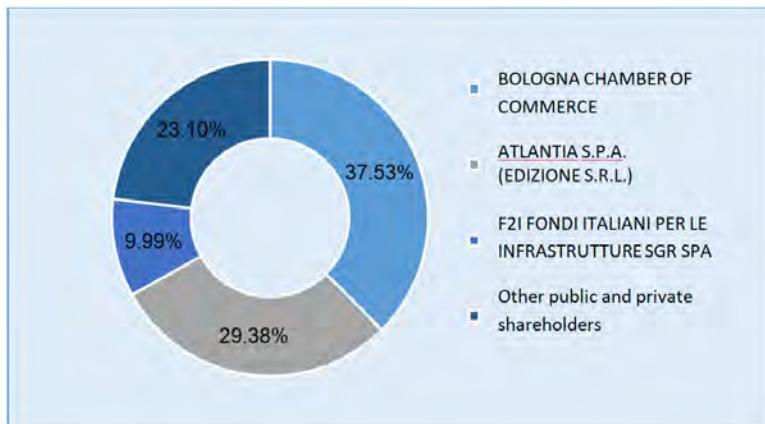


## 1.2 Group background information

Group background information	
The first scheduled flight from Bologna – Borgo Panigale airport – a facility opened in late 1931 – took place on September 4, 1933.	<b>1933</b>
The airport is named Guglielmo Marconi after the Bologna-born Nobel Prize for Physics laureate.	<b>1961</b>
In the years that follow, ASAB changes its name to ASAER, which in 1983 is merged and incorporated into the new company "Aeroporto G. Marconi di Bologna" (now AdB). Since 1990, AdB has been the sole operator of the airport.	<b>1976</b>
AdB signs an agreement with ENAC - Italy's National Civil Aviation Authority granting it full management concession of the airport until December 28, 2044.	<b>1979</b>
In the early 2000's, the runway is lengthened, and intercontinental and low-cost flights begin operating from the airport.	<b>1990</b>
Terminal renovation work is carried out on and concludes in 2013. This increases airport capacity, creates increased space for shopping areas and allows passenger flows to be better managed.	<b>1994-1997</b>
	<b>2004</b>
	<b>2009</b>
	<b>2011</b>
	<b>2015</b>
The Aeroporto Civile di Bologna company is founded, then liquidated once construction work is complete, and replaced by the Azienda Speciale per l'Aeroporto di Bologna (ASAB)	
The Italian central government entrusts ASAB with management and development of the airport, together with the exclusive right to manage handling services and commercial operations, directly or through third companies, for a period of 20 years.	
New passenger terminal	
AdB signs the first Regulatory Agreement 2010-2013 with ENAC. This governs the costs and airport fees which the manager is entitled to receive from users of the airport.	
As of July 2015, following a public sale and subscription offering, AdB is listed on the STAR segment of the Milan Stock Exchange	

## 1.3 Ownership and Group structure

According to the shareholder register and the notices received pursuant to Article 120 of Legislative Decree No. 58/98, the shareholders of the Parent Company, Aeroporto Guglielmo Marconi di Bologna S.p.A., with holdings of more than 5% at December 31, 2019 were the Bologna Chamber of Commerce<sup>4</sup> (37.53%), Atlantia S.p.A. (29.38%) and F2I Fondi Italiani per le Infrastrutture SGR (9.99%). The remaining interests are split between public shareholders and other private shareholders.



Furthermore, on June 5, 2018 the Bologna Chamber of Commerce, Municipality of Bologna, Metropolitan City of Bologna, Region of Emilia-Romagna, Modena Chamber of Commerce, Ferrara Chamber of Commerce, Reggio Emilia Chamber of Commerce and Parma Chamber of Commerce (collectively, the "Public Shareholders") entered into a shareholders' agreement (the "Shareholders' Agreement") governing certain rights and obligations in respect of the shareholder structure and corporate governance of Aeroporto Guglielmo Marconi di Bologna S.p.A.. This Shareholders' Agreement, filed at the Bologna Companies Registration Office on June 8, 2018 and sent to Consob on June 9, 2018, includes provisions on voting and transfer restrictions, binding the following interests at the publication date of the Shareholders' Agreement:

PUBLIC SHAREHOLDERS	% share capital with Voting agreement	% Share Capital subject to Transfer Restriction Agreement
Bologna Chamber of Commerce	37.53%	37.53%
Municipality of Bologna	3.88%	3.85%
Metropolitan City of Bologna	2.31%	2.30%
The Emilia-Romagna Region	2.04%	2.02%
Modena Chamber of Commerce	0.30%	0.08%
Ferrara Chamber of Commerce	0.22%	0.06%
Reggio Emilia Chamber of Commerce	0.15%	0.04%
Parma Chamber of Commerce	0.11%	0.03%

<sup>4</sup> On January 31, 2020, the Bologna Chamber of Commerce purchased 565,500 shares in the Company, increasing its stake from 37.53% to 39.098%.

The structure of the Aeroporto di Bologna Group was as follows at December 31, 2019<sup>5</sup>:



Fast Freight Marconi S.p.A. (also “FFM”), formed in 2008 by the former subsidiary Marconi Handling S.r.l. (GH Bologna S.p.A. with effect from April 1, 2017), following the contribution by the then sole shareholder of a cargo and mail handling business unit based out of Bologna airport. The Parent Company acquired a 100% interest in FFM in 2009.

TAG Bologna S.r.l. (hereinafter also “TAG”), formed in 2001 and operational since 2008, following the completion and opening of the General Aviation Terminal and hangar. In addition to managing the above infrastructure at Bologna airport, the company operates as a handler in the General Aviation sector; The Parent Company acquired a 100% interest in TAG Bologna in 2018.

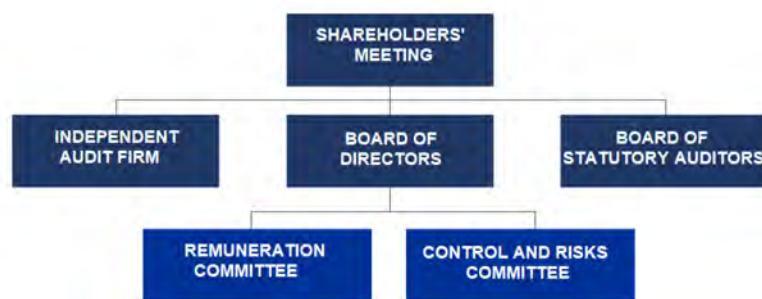
Ravenna Terminal Passeggeri S.r.l. (hereinafter also “RTP”), formed in 2009 together with various public and private shareholders operating in the cruise industry to carry out activities related to the concession for managing the Porto Corsini Maritime Station Service (Ravenna). AdB holds a 24% share.

<sup>5</sup> For the details of equity investments of 10% or less, see the Group's Consolidated Financial Statements

## The Corporate Governance Model

The Corporate Governance structure of Bologna Airport is based on the recommendations and principles of the "Self-Governance Code for listed companies" of Borsa Italiana. Moreover, the Company, as required by applicable regulations, has drawn up the "Corporate governance and ownership structure report", approved by the Board of Directors and published jointly with the Directors' Report as an attachment to the Annual Financial Statements. This document contains a general description of the corporate governance system adopted, discloses information on the shareholder structure and compliance with the Self-Governance Code. It also describes the governance practices applied and the principal features of the risk management and internal control system.

The company has adopted a traditional governance model, consisting mainly of the Shareholders' Meeting, the Board of Directors, and the Board of Statutory Auditors. The financial statements are audited by an independent audit firm.



The **Shareholders' Meeting** is a forum in which the shareholders express and register their desires, and its resolutions are passed in accordance with the law and the By-Laws. The decisions for which the Shareholders' Meeting is responsible include appointing the Board of Directors (BoD) and approving the annual financial statements. The **Board of Directors** is invested with all powers of ordinary and extraordinary administration and therefore plays a central governance system role. The Directors are appointed by the Shareholders' Meeting on the basis of slates submitted by the shareholders. Each slate must include at least three candidates considered independent in accordance with law. The slates presenting a number of candidates equal to or greater than three shall in addition include candidates of each gender, in order to ensure a Board of Directors composition which complies with the applicable gender equality regulation. The Shareholders' Meeting appointed the Issuer's new Board of Directors on April 29, 2019, which will remain in office until the 2021 financial accounts are approved. AdB's Board of Directors was composed as follows at December 31, 2019:

Name	Age	Appointment	Executive/Non-Executive	Indep.	Other offices
Enrico Postacchini	> 50	Chairperson	Non-Executive		
Nazareno Ventola	> 50	Chief Executive Officer	Executive		General Manager
Silvia Giannini	> 50	Director	Non-Executive	Independent	Control and Risks Committee
Giada Grandi	> 50	Director	Non-Executive		Remuneration Committee
Laura Pascotto	between 30 and 50	Director	Non-Executive	Independent	Remuneration Committee and Control and Risks Committee
Gennarino Tozzi	> 50	Director	Non-Executive	Independent	
Marco Troncone	between 30 and 50	Director	Non-Executive	Independent	Control and Risks Committee
Eugenio Sidoli	> 50	Director	Non-Executive	Independent	Remuneration Committee
Valerio Veronesi	> 50	Director	Non-Executive		

In accordance with the Self-Governance Code and the requirements set by Borsa Italiana for remaining in the STAR segment, the Board of Directors has appointed an internal Remuneration Committee and Control and Risks Committee. The **Remuneration Committee** provides consultation and recommendations with the main aim of formulating proposals for the definition of the remuneration policy for Directors and Senior Executives. The **Control and Risks Committee** provides consultation and recommendations and supports, through appropriate investigative activities, the evaluations and decisions of the Board of Directors concerning the Internal Control and Risk Management System, in addition to those concerning the approval of the relative periodic financial reports. In discharging their duties, the internal board committees have access to the information and company functions required to complete their tasks and may also receive support from external consultants.

The **Board of Statutory Auditors** is appointed by the Shareholders' Meeting and is composed of three standing members and two alternate members. The Ministry for Infrastructure and Transport and the Ministry for the Economy and Finance (MEF) each appoint a Statutory Auditor, and the Statutory Auditor appointed by the MEF assumes the role of Chairperson. The Board of Statutory Auditors is responsible for supervising compliance with the law and the By-Laws and for controlling management of the company and the adequacy and functioning of the Company's organisational, administrative, and accounting structure.

AdB's Board of Statutory Auditors was composed as follows at December 31, 2019:

Name	Age	Appointment	Statutory/Alternate Member
Pietro Voci	> 50	Chairperson	Statutory
Alessandro Bonura	> 50	Statutory Auditor	Statutory
Samantha Gardin	between 30 and 50	Statutory Auditor	Statutory
Alessia Bastiani	> 50	Statutory Auditor	Alternate
Violetta Frasnedi	between 30 and 50	Statutory Auditor	Alternate

Pursuant to Article 25 of the By-Laws, an audit firm appointed by the Shareholders' Meeting by proposal of the Board of Statutory Auditors is tasked with **independent auditing**. EY S.p.A. is the company appointed to audit the financial accounts for the years 2015-2023. For further details regarding corporate governance, see the annual corporate governance and ownership structure report published on Bologna Airport's website.

### Diversity on management and control boards

With regard to the composition of the Board of Directors and the Board of Statutory Auditors, the Company has not deemed it necessary to adopt diversity policies relating to aspects such as age, gender, and educational and professional background. In fact, the assessment of the Board's functioning, which began on November 11 and ended on December 17, 2019, did not bring to light any criticalities relating to the professional characteristic and gender of Board members. In addition, the Group applies the existing provisions of Article 147-*quater* of the Consolidated Finance Act with regard to the issue of gender diversity.

Composition of the BoD <sup>6</sup>	Unit	2017			2018			2019		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
<i>below 30 years of age</i>	No.	-	-	-	-	-	-	-	-	-
<i>between 30 and 50 years of age</i>		2	1	3	2	1	3	1	1	2
<i>over 50 years of age</i>		4	2	6	4	2	6	5	2	7
<b>Total</b>		<b>6</b>	<b>3</b>	<b>9</b>	<b>6</b>	<b>3</b>	<b>9</b>	<b>6</b>	<b>3</b>	<b>9</b>
<b>Members of the Board of Statutory Auditors</b>	Unit	2017			2018			2019		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	2	2
<b>Total</b>	No.	2	3	5	2	3	5	2	3	5
		2	3	5	2	3	5	2	3	5
<b>Members of the Remuneration Committee</b>	Unit	2017			2018			2019		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
		-	-	-	-	-	-	-	-	-
		1	1	2	1	1	2	-	1	1
<b>Total</b>	No.	-	1	1	-	1	1	1	1	2
		1	2	3	1	2	3	1	2	3
<b>Members of the Control and Risks Committee</b>	Unit	2017			2018			2019		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
		-	-	-	-	-	-	-	-	-
		-	1	1	-	1	1	1	1	2
<b>Total</b>	No.	-	1	1	1	1	2	-	1	1
		1	2	3	1	2	3	1	2	3

## 1.4 Stakeholder engagement and materiality analysis

AdB's strategic approach to sustainability is based on the importance of the various categories of stakeholder with whom the Group interacts. To leverage such a complex system as an airport, AdB has, over time, developed specific methods and communications, feedback and engagement channels for all the various internal and external stakeholders, in order to understand their social, economic, professional and human needs, interests and expectations.

In a dynamic, competitive, and rapidly changing marketplace, being able to anticipate change and identify emerging trends enables the Group to continue to generate shared added value consistently over the long term. Establishing and consolidating relationships of trust, based on the principles of transparency, openness and listening, represents for AdB an opportunity to understand the continuously evolving expectations and needs of stakeholders who, whether directly or indirectly, influence or are influenced by the Group's activities.

Stakeholder engagement takes the form of specific meetings, satisfaction surveys, interviews and workshops aimed at creating open dialogue and developing strategies for responding to the different needs of individual stakeholders while ensuring the sustainable achievement of common goals and experience improvements.

Stakeholder identification and the mapping of their expectations is fundamental in revealing current performance and opportunities for developing relations and actions for the achievement of shared goals. In fact, during 2019, the Group conducted in-depth analysis to define the main stakeholder categories, as well as the relevant feedback mechanisms, commitments, and common goals for each stakeholder category.



### Sustainability Survey

In pursuit of its commitment to include stakeholders in non-financial matters, in 2019, AdB sent an online survey to stakeholders belonging to key groups in order to better understand their expectations and priorities regarding non-financial issues. The survey was sent to Group employees, along with a representative sample of the top 10 airlines in terms of traffic volume, the Users Committee and a representative sample of the Group's top customers in the Non-Aviation Business sector, covering 80% of all turnover recorded in the sector.



<sup>6</sup> In all tables on this page, the figures refer solely to the Parent Company, AdB

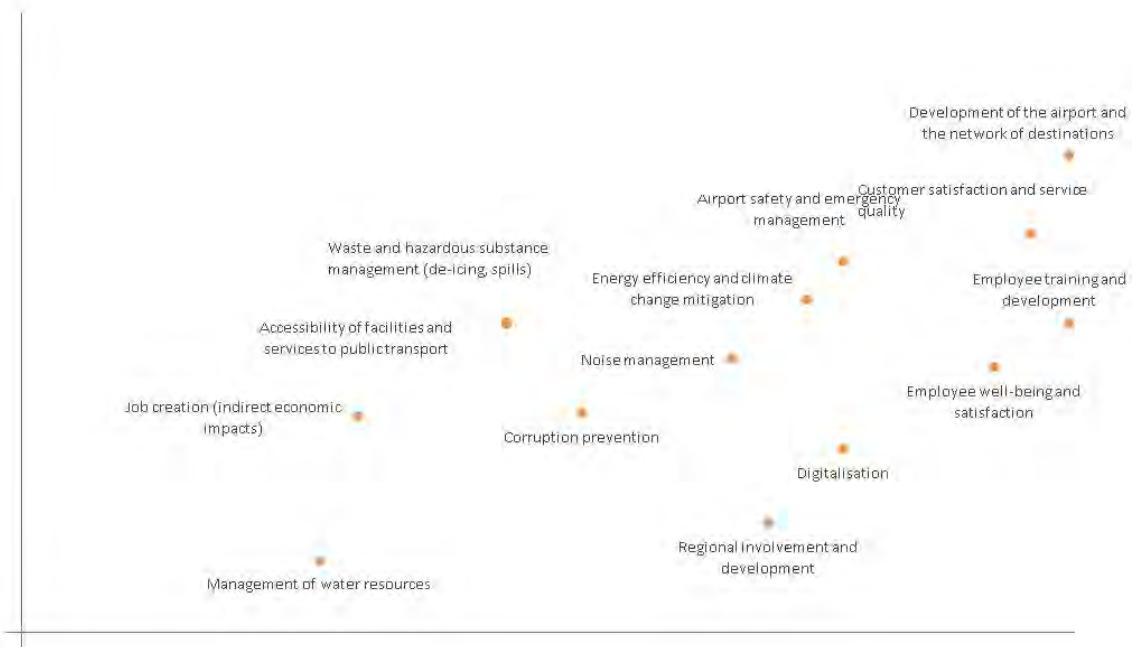
## Categories of stakeholders, listening tools and AdB's commitments

Category	Stakeholder	Listening Tools	Commitments
Airport	Passengers	<ul style="list-style-type: none"> <li>▪ Airport angels</li> <li>▪ App</li> <li>▪ ABC readers</li> <li>▪ Social listening</li> <li>▪ Cross-selling</li> <li>▪ Airport helpers</li> <li>▪ BHSS</li> <li>▪ Beacons</li> <li>▪ Shop View Retail Management</li> <li>▪ Tracking</li> <li>▪ CRM</li> </ul>	<ul style="list-style-type: none"> <li>▪ Efficient services (flows, info, operations, on time performance)</li> <li>▪ Ensuring security</li> <li>▪ Economic return</li> <li>▪ Service quality</li> <li>▪ Passenger experience</li> </ul>
	Carriers	<ul style="list-style-type: none"> <li>▪ Business intelligence</li> <li>▪ SLA</li> <li>▪ Baggage monitoring</li> </ul>	<ul style="list-style-type: none"> <li>▪ Efficient operating performance</li> <li>▪ Security and safety</li> <li>▪ High yields</li> <li>▪ Route network expansion</li> <li>▪ Addition of new carriers</li> <li>▪ Promotion</li> <li>▪ Service quality</li> </ul>
	Sub-concessionaires	<ul style="list-style-type: none"> <li>▪ Airport service training</li> <li>▪ Airport helpers</li> <li>▪ PRM awareness training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase in customers</li> <li>▪ Revenue increase</li> <li>▪ Service quality</li> <li>▪ Passenger satisfaction</li> <li>▪ Passenger experience</li> </ul>
	Operators	<ul style="list-style-type: none"> <li>▪ Airport service training</li> <li>▪ SLA monitoring and data sharing</li> <li>▪ Business intelligence</li> <li>▪ European Best Practice Sharing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Efficient operating performance</li> <li>▪ Security and safety</li> <li>▪ Airport system</li> <li>▪ Competitive costs</li> <li>▪ Engagement</li> <li>▪ Service quality</li> </ul>
	Airport community (employees, carriers and service providers)	<ul style="list-style-type: none"> <li>▪ Airport service training</li> <li>▪ Information sharing, monitoring and analysis</li> <li>▪ Airport helpers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sense of belonging</li> <li>▪ Passenger service</li> <li>▪ Collaboration and information sharing for better performance and to mitigate environmental impact</li> <li>▪ Engagement</li> <li>▪ Service quality</li> </ul>
	Roadway partners	<ul style="list-style-type: none"> <li>▪ Parking area</li> <li>▪ Legacy flights</li> <li>▪ Service area</li> <li>▪ Co-marketing initiatives</li> <li>▪ Airport service training</li> <li>▪ Limited access roads</li> </ul>	<ul style="list-style-type: none"> <li>▪ Efficiency</li> <li>▪ Service quality</li> <li>▪ Revenues</li> <li>▪ Accessibility</li> <li>▪ Engagement</li> </ul>
Region	Local businesses	<ul style="list-style-type: none"> <li>▪ Group deals</li> <li>▪ Events</li> <li>▪ Targeted services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase in traffic</li> <li>▪ Increases in services sold</li> <li>▪ Increase in satisfaction</li> <li>▪ Retention and loyalty</li> <li>▪ Engagement</li> </ul>
	Accommodation/Tourism	<ul style="list-style-type: none"> <li>▪ Co-marketing</li> <li>▪ Joint information</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increases in incoming traffic</li> <li>▪ Improvements in the attractiveness of the local area</li> </ul>
	Neighbours	<ul style="list-style-type: none"> <li>▪ Reputation</li> <li>▪ Institutional/external relations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reputation</li> <li>▪ Sound institutional/external relations</li> <li>▪ Engagement</li> <li>▪ Mitigation of environmental impact</li> </ul>
	Suppliers	<ul style="list-style-type: none"> <li>▪ Airport service training</li> <li>▪ Information on mandatory changes (security/safety)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Efficiency</li> <li>▪ Quality</li> <li>▪ Continuity and assistance guarantees</li> <li>▪ Information on regulations and changes to procedures</li> <li>▪ Punctuality of payments</li> <li>▪ Engagement</li> </ul>
Listing	Shareholders/Investors	<ul style="list-style-type: none"> <li>▪ Requirements and related obligations</li> <li>▪ Financial Analysis</li> <li>▪ Ad hoc financial communication</li> <li>▪ Meetings with investors</li> <li>▪ Strong corporate reporting</li> </ul>	<ul style="list-style-type: none"> <li>▪ Profitability</li> <li>▪ Performance optimisation</li> </ul>
Entities	Regulatory bodies	<ul style="list-style-type: none"> <li>▪ Regulatory Agreement</li> <li>▪ SLA</li> <li>▪ ASSAEROPORTI activities</li> <li>▪ ACI Europe activities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Compliance with national and community legislation</li> <li>▪ Collaboration for operational efficiency</li> <li>▪ Collaboration for passenger service</li> </ul>
	State bodies	<ul style="list-style-type: none"> <li>▪ ABC readers</li> <li>▪ Additional passport control stations for arriving and departing passengers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Compliance with national and community legislation</li> <li>▪ Regulatory consistency and uniformity</li> </ul>
	Local bodies	<ul style="list-style-type: none"> <li>▪ Communication</li> <li>▪ Promotion</li> <li>▪ MiMuovo travel pass</li> </ul>	<ul style="list-style-type: none"> <li>▪ Compliance with local requirements</li> <li>▪ Collaboration for operational efficiency</li> <li>▪ Collaboration for passenger service</li> <li>▪ Collaboration in terms of traffic and network development</li> </ul>
	Trade associations	<ul style="list-style-type: none"> <li>▪ Participation in ASSAEROPORTI workgroups</li> <li>▪ Guide preparation contribution</li> </ul>	<ul style="list-style-type: none"> <li>▪ Representativeness</li> <li>▪ Protection of interests</li> <li>▪ Sharing of best practices and new scenarios</li> </ul>

### 1.4.1 Materiality Analysis

The non-financial reporting process involves first identifying material topics, i.e. those that have a significant impact on the Group's economic, social and environmental performance and that therefore are capable of significantly influencing the expectations, evaluations and decisions of stakeholders. In order to define the aspects on which to focus reporting, the Group conducted an initial materiality analysis in 2018 in order to identify – in keeping with its business strategy – the Group's sustainability priorities and determine the contents of the Consolidated Disclosure of Non-Financial Information, in accordance with the provisions of Legislative Decree 254/2016 and the GRI Reporting Standards. Said analysis continued into 2019 with the involvement of a number of internal and external stakeholders, such as Group employees and key customers from the Aviation and Non-Aviation sectors.

Relevant themes were identified based on an **initial phase** of analysis of company sources (particularly the Ethics Code, strategic plan and internal policies and procedures) and external sources (such as an analysis of major industry trends), with the goal of identifying all topics potentially relevant to the Group. External sources include not only specific reports and media searches, but also industry best practices, based on benchmarking of the main players in the sector at the international level. In identifying potentially relevant topics, reference was made to the aspects set out in Legislative Decree 254/2016 and the topics considered specific to the airport operators sector by the additional guidelines provided in the GRI Sector Supplement. Based on the analysis carried out, the Group was able to confirm that the issues identified as relevant in 2018 remained so in 2019. The process included a **second phase** that saw representatives from different stakeholder categories and the company's top management team provide input so that the materiality matrix could be assessed and updated. In 2019, the Group sent Employees, Airlines and Commercial Operators an online questionnaire in order to gauge their opinion and expectations regarding certain sustainability issues. The participants graded each issue from 1 to 10. The same issues were presented to Senior Executives so that they could also grade them from 1 to 10 in terms of their relevance to the business. The results of the feedback initiatives were consolidated, allowing the Group to prioritise certain issues and position them on two axes in order to construct a materiality matrix. The **third and final phase** involved the Control and Risks Committee approving the materiality analysis results on February 24, 2020.



Following analysis, priority was given to development of the airport and its destination network, customer satisfaction, service quality, airport safety, emergency management and employee training and development. These key areas are consistent with the Group's priorities and the needs of the various stakeholder categories involved in the materiality analysis.

Despite being included in Legislative Decree 254/2016, topics relating to human rights have not been deemed material in view of the geographical, regulatory and business environment in which the Group operates. However, such topics are still discussed in the Information Report, since – as stressed in its Ethics Code – the Group safeguards personal respect, dignity and integrity by ensuring equal opportunities, without discrimination or abuse. In line with the analysis carried out in 2018, aspects such as effective, transparent risk governance and management, stakeholder engagement and sustainable value creation are also considered essential to the management of the business.

## 1.5 The organisational model for ethical management of the business



PERFORMING  
CORPORATION

The organisational model adopted by AdB consists of a system of safeguards (the Organisation, Management and Control Model pursuant to Legislative Decree 231/01, Ethics Code, Anti-Corruption and Whistleblowing Policy, Integrated Quality, Environment, Energy and Security Policy and Safety Policy) aimed at identifying the principles of reference for social and environmental topics, while also pursuing sustainable, ethical growth of the airport. The main aim is to consolidate within AdB – and spread outside the Group – transversal principles deeply rooted in values such as the rule of law, integrity, transparency and impartiality by setting up two bodies, the 231 Supervisory Board and the Anti-Corruption and Ethics Committee, both of which support the Organisational Model and monitor the application of its principles, albeit each with specific responsibilities. In point of fact, business ethics is a cornerstone of AdB's governance and one of the crucial aspects of its internal control and risk management system, which could potentially compromise the responsible conduct of the business. With this in mind, AdB also requested that its subsidiaries TAG and FFM adopt their own Ethics Code, which it encourages them to apply and update constantly.

Management of economic, environmental and social issues from the standpoint of sustainability is not entrusted to a specific internal committee within the Board of Directors, but rather forms part of the overall activities of the Company and its management. Protecting the environment, energy resources and individuals is an integral part of the sustainable development policy adopted by Bologna Airport, which has striven consistently to pursue its development goals in a fully sustainable manner.

### The Ethics Code

The Ethics Code describes the set of ethical values and principles that are to inspire and shape the Company's actions, and which it intends to adopt and apply in its dealings with all stakeholders involved during the course of its activities (employees, contractors, customers, users, suppliers, public authorities and institutions). The Ethics Code is therefore addressed to the members of AdB's company boards, its Executives, employees and contractors, each within the framework of their tasks, responsibilities, duties and activities, whether within the Company and the Group or in relations with third-party stakeholders.

All those who act on AdB's behalf must, in the course of their duties and responsibilities, comply personally, and ensure compliance by others, with the principles set out in the Code: legality, moral integrity, respect for individuals, quality assurance, human and environmental health and safety, fair competition, and transparency and truthfulness of information.

The Ethics Code is provided to all employees when they are hired. In addition to AdB, the subsidiaries FFM and TAG have also adopted their own Ethics Code governing external and internal relations with each company and the Group, to ensure that such relations are conducted in a socially and ethically responsible manner. In 2019, both subsidiaries updated their Ethics Codes in order to align them with the policies adopted by their parent company.

### Internal control system

In 2008, Bologna Airport adopted an **Organisation, Management and Control Model pursuant to Legislative Decree 231/01 (the "Model")**. The Model lays down a set of rules and principles of conduct, operating procedures and penalties designed to prevent those who act on the Company's behalf from committing infringements and criminal offences. The Model considers various topics of a non-financial nature, including the environment, social aspects, human resource management, respect for human rights, corruption and bribery.

The Model is based on a sound process of identifying and assessing risks related to anti-corruption and Legislative Decree 231, and is continuously updated. For each area of risk, the risk profiles associated with the commission of specific offences have been identified, the individuals involved in carrying out the activities

in various capacities determined, the principles of conduct and oversight formulated and an approach to ensuring a constant flow of information to the Supervisory Board designed. The Model is managed by the Supervisory Board, a body endowed with independent powers of initiative and control, appointed by the Board of Directors, whose duties are updating and supervising the functioning of the Model. In order to prevent and mitigate the risk of committing the offences included in Legislative Decree 231/2001, the Model is integrated with the principles set out in the Ethics Code, the Anti-Corruption Policy and in various company procedures, including those governing the environment, safety, human resources, general management (gifts and gratuities), purchases and relations with the public administration. The Supervisory Board is accompanied by the Anti-Corruption and Ethics Committee, a body tasked with monitoring and updating the Anti-Corruption Policy. The subsidiary company TAG does not currently have an organisational model pursuant to Legislative Decree 231/01, while the subsidiary FFM intends to adopt its own Model during the course of 2020.

### *Corruption prevention*

Corruption destabilises the workings of the free marketplace and fuels criminal activity, meaning that it is not only a moral and economic problem, but also an important impediment to the development of civil society. Out of an awareness of the importance of this issue, AdB includes among its foremost goals that of acting with loyalty, honesty, transparency and integrity, in accordance with national and international anti-corruption regulations, guidelines and standards. To achieve these goals, the Company has voluntarily chosen to adopt an Anti-Corruption Policy, enhancing its anti-corruption system and reinforcing the relevant provisions of Legislative Decree 231/01 with those of Law 190/2012 governing public administrations and state-owned companies, despite the absence of specific obligations in this regard. In point of fact, although following its listing on the exchange with effect from July 14, 2015 AdB is no longer a state-controlled enterprise, its BoD has reaffirmed its commitment to continuing to implement the safeguards aimed at protecting against corruption. AdB believes that having an adequately implemented and monitored Anti-Corruption Policy may serve as an effective means of raising awareness amongst employees and contractors, thereby preventing the risk of episodes of corruption.

#### **Anti-Corruption Policy**

Through its Anti-Corruption Policy, AdB S.p.A. has sought to extend the scope of its anti-corruption measures aimed at public and private sector entities, focusing on conduct that may be regarded as abuse of authority/position by employees in order to secure a private benefit, where the risk of corruption of a public or private third party may arise, in terms of generating an unlawful interest or advantage for the company. The Anti-Corruption Policy was issued in December 2017 and represents an offshoot of the Anti-Corruption Plan adopted in 2014 in accordance with Law 190/2012, to which AdB was subject. The Policy was updated in 2019 following changes introduced with Law No. 3 of January 9, 2019 ("Anti-Corruption Law"), and as an adjunct to the other sections of the Model, of which it is an integral part. In the Policy, the Company lists all offences to be prevented, lays out the method used to manage the related risk, sets out all sensitive areas potentially at risk of abuse and the system for mitigating those risks and, finally, identifies additional anti-corruption control measures supplementing the 231 Model.

#### **Anti-Corruption and Ethics Committee**

The Anti-Corruption and Ethics Committee is appointed by the BoD and is tasked with monitoring and verifying implementation of the Anti-Corruption Policy and its efficacy, promoting amendments to the Policy in the event of breaches or significant changes in the organisation and identifying procedures for selecting and training employees operating in areas particularly exposed to corruption. In addition, this Committee promotes internal mobility or alternative measures for positions in which the risk of the committal of corruption offences is greatest. It also has responsibility to manage reporting under its remit on unlawful conduct and protecting confidentiality of the data of the person filing the report in compliance with the Whistleblowing Policy. For the 2018-2020 three-year period, the Anti-Corruption and Ethics Committee is composed of the Corporate and Legal Affairs Director, Organisation and People Development Director and Internal Audit Manager.

AdB has prepared a Whistleblowing Policy in support of procedures and approaches for managing reports of criminal offences, fraud or violations that also ensure adequate protection for the whistleblower. Whistleblowers may be the Company's internal and external stakeholders, including its employees, regardless of the type of contract applicable and the functional level occupied, individuals acting on the Company's behalf on the basis of contracts or engagement letters (e.g., agents, intermediaries, consultants and suppliers), Directors and members of company bodies and other external stakeholders.

To ensure the development of a culture of ethics and respect, AdB has set up several reporting channels, which are governed by the Whistleblowing Policy. The main reporting channel is the electronic platform, which allows the whistleblower's privacy to be fully protected. All reports are received by the Internal Audit Manager, who operates as an independent entity, and as a member of the Anti-Corruption and Ethics Committee. The Internal Audit Manager also provides constant support to the Supervisory Board, which conducts an initial analysis of each report received and either deals with it first-hand or routes it to the competent control body (Supervisory Board or Anti-Corruption and Ethics Committee) depending on its content.

## Anti-corruption communication and training

Training activity focuses on personnel in areas at risk and its contents and form vary depending on the addressees and the risk level of the areas in which they operate. The 231 Model and its annexes, including the Anti-Corruption Policy, are published on the company's Intranet and, in simplified form, its website. In the event of updates, all employees are notified by e-mail via the CRM (Customer Relationship Management) system, which keeps a record of messages sent and read, whereas notice of the most significant changes is given in the form of Personnel Communications and Service Communications. All partners with contractual relationships with AdB are informed of the Company's adoption of the Model and all supply, service and consultancy agreements include a clause acknowledging and pledging compliance with the provisions of Legislative Decree 231/2001 and the principles of the Model and the Ethics Code.

Anti-corruption training activities are managed by the Training Centre and include the following mandatory information for all employees:

- an e-learning module on basic training regarding the 231 Model for all Company personnel, with refresher courses every five years;
- a classroom training course by the Anti-Corruption and Ethics Committee regarding basic anti-corruption concepts, the Ethics Code and the Whistleblowing Policy.

The control bodies receive specific training and information following updates to regulations and the Model. In fact, in December 2019 the members of the Board of Directors received information in conjunction with the approval of the new Organisation and Management Model pursuant to Legislative Decree 231/01, a session in which all members of the Board of Directors participated. In addition, AdB's anti-corruption policies and procedures were circulated to all its commercial partners through publication on its corporate website and the inclusion of clauses in standard contracts.

## Performance Indicators

Members of the control boards to whom the company's anti-corruption policies and procedures have been distributed	Unit	2017	2018	2019
Total	No.	7	9	13
Total	%	78%	100%	100%
<i>Figures for 2019 also include the BoDs of subsidiaries (TAG and FFM)</i>				
Employees to whom the company's anti-corruption policies and procedures have been distributed	Unit	2017	2018	2019
Executives	No.	9	6	9
Managers		28	27	35
White-collar		334	132	372
Blue-collar		75	32	87
<b>Total</b>			<b>446</b>	<b>197</b>
Executives	%	100%	60%	100%
Managers		97%	90%	100%
White-collar		94%	34%	91%
Blue-collar		95%	32%	90%
<b>Total</b>			<b>94%</b>	<b>37%</b>
<i>Figures for 2019 also include subsidiaries (TAG and FFM)</i>				

Employees who have received anti-corruption training	Unit	2019	Unit	2019
Executives	No.	-	%	-
Managers		2		6%
White-collar		81		20%
Blue-collar		10		10%
<b>Total</b>		<b>93</b>		<b>17%</b>
<i>Figures for 2019 also include subsidiaries (TAG and FFM)</i>				

Governing bodies were informed of the Anti-Corruption Policy through the approval resolution regarding its updating on December 17, 2019, while employees were informed of the related policies and procedures via an email sent using the CRM system and company Intranet. In 2019, all new hires took an online course on the Ethics Code and 231 Model, while the Ethics and Anti-Corruption Committee held dedicated meetings with AdB employees working in the Security department on the topics of corruption, the Ethics Code and whistleblowing. Similarly, employees of the subsidiaries FFM and TAG participated in specific training courses on the content of the Ethics Codes published by the two companies.

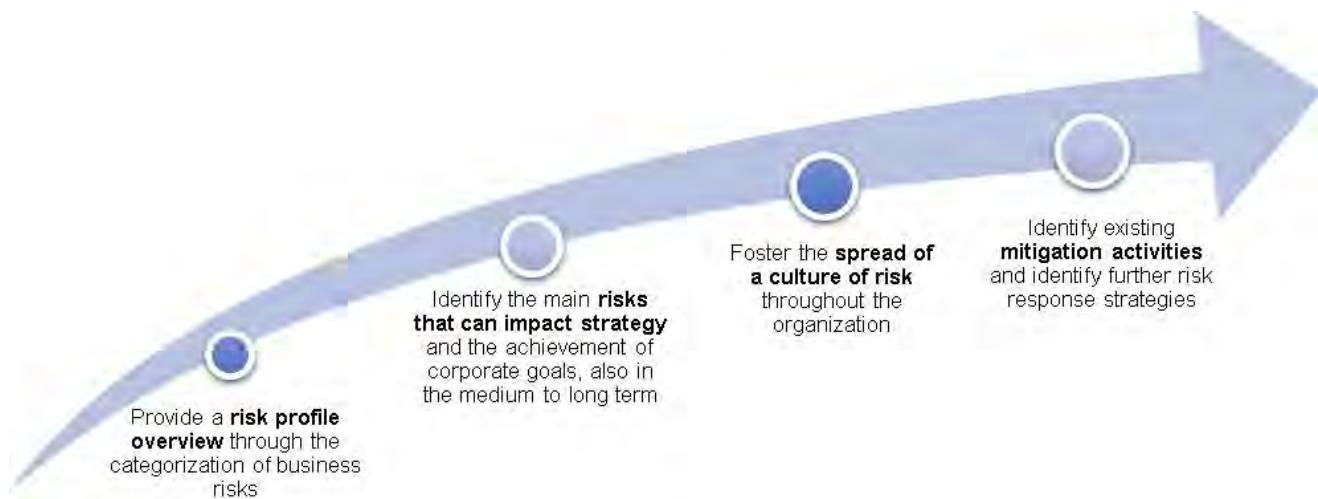
## Integrated Risk Management Model

With a view to guaranteeing medium to long-term sustainability, AdB manages business risks by implementing adequate policies and approaches to process management. AdB's internal control and risk management system, viewed as the set of means adopted to mitigate the risks related to events which may potentially impact the company's performance and objectives, is divided into the various levels of control traditionally identified and is subject to supervision by the senior management and Board of Directors. AdB has therefore identified the following levels of control and related responsibilities:

- risk control and management duties regarding each company process and subject to the responsibility of the line management and functions;
- duties for the management of specific risks under the responsibility of specific competent functions;
- duties of assurance assigned to the Internal Audit function.

In 2015 this arrangement was further reinforced through the launch of an enterprise risk management (ERM) model developed on the basis of the CoSO Framework. In 2019, the company updated its risk profile for 2020-2024 on the basis of the model drawn up in 2018. The company also took into consideration potential risks connected to areas covered by Legislative Decree 254/2016. According to the adopted approach, process owners, identified in relation to corporate strategic goals, have updated the main risks to be assessed and identified potential new risks linked to developing business activities paying careful attention to identify corporate risks that could be connected to the five areas of Legislative Decree 254/2016 (environmental, social, HR, human rights or anti-corruption risks). The risks were then assessed for their probability and impact on four main aspects: economics, reputation, operations and sustainability. Finally, in addition to the activities carried out in 2018, existing mitigation actions have been identified for key risks, while additional response actions have been established to supplement the company's risk management strategy.

In general terms, the ERM project seeks to:



In addition to and alongside the ERM model, the Company has introduced various controls for the management of specific risks, connected to the second level of control mentioned above, such as airport security and safety (Regulation EU No 139), the quality of services (ISO 9001), protection of the environment (ISO 14001), energy management (ISO 50001), health and safety in the workplace (OHSAS 18001), compliance with legislation on the administrative liability of companies (Legislative Decree 231/2001) and anti-corruption, as well as financial risk management, corporate information, accounting and the correctness and completeness of corporate, accounting and financial disclosures (Law 262/2005).

## *Principal non-financial risk factors*

With a view to progressive sustainability, AdB collaborated with company management in 2019 to expand the number of key business risks mapped by the ERM project, taking into greater consideration the areas included in Legislative Decree 254/2016. Firstly, in terms of human resources, analysis confirmed a need to pay more attention to safety risks, such as those relating to airport safety, managing emergencies and protecting and preventing occupational health and safety, given the current increase in traffic and the Group's significant infrastructure development plan. The dedicated departments of the company carefully monitor and manage these aspects through specialised controls. The organisation and management system known as the Safety Management System involves all airport operators, constantly monitoring activities exposed to safety risk. Within this framework, the Safety Management function sets out, *inter alia*, measures aimed at containing potential risks associated with situations of potential airside congestion. Actions include the greater involvement of the safety department in planning infrastructural initiatives. At the beginning of 2020, AdB set up a Change Management working group to define the service and safety levels to be met during airport construction activities. Internal and external safety communication initiatives will be launched with the commencement of construction works, in addition to staff awareness schemes.

In 2019, Cyber Security was included as a primary corporate risk with potential social implications. In fact, the Group also believes that airport systems may become vulnerable to increasingly aggressive cyber attacks following the introduction of new digital transformation technologies. Said attacks could lead to potential disruption for corporate stakeholders. The Group has dedicated departments in place to carefully monitor and manage IT security using various controls and consolidated procedures. Additional initiatives include routine audits of the network and information security areas, improving employee awareness, and providing training around the subject. In addition, preventive security measures are being consolidated and a multi-year Cyber Security Governance Plan is being prepared.

From an environmental standpoint, AdB is undertaking measures aimed at containing potential environmental impacts relating to the disposal of de-icing fluid, and is also committed to using high-quality de-icing fluids. In 2019, the Group created a dedicated de-icing pitch, which includes a system for collecting and disposing of the liquid.

One potential aspect of risk relating to the management of human resources has to do with de-ageing, a phenomenon that is particularly significant in administration and operations (e.g., security and PRM). The Group has planned to offset ageing in administration by intensifying its training activities, whereas in operations, where the appropriate conditions exist, it intends to implement various compensatory mechanisms, such as re-assignment to less demanding areas in terms of manual labour, or the use of part-time work schedules.

The additional risk factors identified may be attributed to the failure to complete the investments provided for under the Action Plan in a timely manner due to unforeseeable events or delays in the process of obtaining authorisation for and/or executing the works, with positive adverse effects on the amount of the tariffs that may be applied and possible risks of withdrawal from or termination of the Agreement.

Finally, some social risks were identified with regard to relations with handling companies. In recent years, handling companies – which are labour-intensive by nature – have focused in particular on containing labour costs and increasing efficiency in response to an increasingly competitive market. In 2018, AdB collaborated with institutions and unions to form a negotiating table in order to reach an agreement with handling companies. The aim was to help protect employment and safeguard the quality of work carried out at the airport. At the end of 2019, negotiations led to the signing of a memorandum of understanding for Bologna Airport. This instrument guarantees conditions that help protect employment and encourage handling companies to respect workers' rights, both of which are key to guaranteeing high-quality passenger services. In particular, the memorandum complements the sector's national collective bargaining agreement and provides a set of clear, shared rules regarding the application of the social agreement when airlines change from one handling company to another, and employees are subsequently transferred.

## Procurement policies and tender management

When awarding work, service and supply contracts, AdB is required to follow the public record procedures set out in the Italian Contracting Code (Legislative Decree 50/2016), as relevant to special sectors, where the contracts in question are instrumental to the airport manager's "*exploitation of a geographical area to provide access to airports... and other transport terminals for air carriers*" (pursuant to Article 119 of the Legislative Decree 50/2016). When conducting tenders instrumental to its business that fall short of the Community threshold, AdB applies its own internal Regulations, drafted in accordance with Community procurement principles, but involving simplified procedures in terms of qualification and selection. AdB awards work, service and supply contracts according to an approach and principles based on private law where the tenders are not instrumental to its business, within the meaning of Article 119, regardless of their estimated value (such tenders are also referred to as "non-core," "peripheral" or, even more clearly, "private"). Regardless of the procedural rules – public or private law – followed in the award process, the consolidated use of clear, transparent selection procedures, ensuring equality of information and access to bidding, as well as conditions of fair and proper competition in the negotiation process, provides a true opportunity for fair competition on the market. In the cases identified in the Italian Contracting Code, and in private-law procurement procedures more generally, contracts are also awarded directly to suppliers that ensure AdB the highest standards of quality at a fair price in view of the goods or services provided, always subject to review by the person responsible for the expense.

All suppliers are required to comply with the principles and provisions of the Ethics Code, the infringement of which is deemed a breach of contractual obligations, allowing AdB to take any opportune protective measures. The Tender Specifications also specifically reference collective bargaining agreements, accident prevention and social insurance legislation and, where applicable, environmental protection and energy savings regulations.

In 2018, AdB also signed a "Memorandum of Understanding on Outsourcing" (described in section 2.7.6.), which came into effect in 2019. Said memorandum confirmed the company's commitment to promoting employment legality and job security in outsourcing activities. Outsourcing, as well as being a fundamental lever for the economy and an opportunity for businesses, is also a driving force for maintaining and creating jobs, and must be managed in a way that protects the rights of all workers involved. In 2019, the Group had 970 suppliers with total revenues of over Euro 75 million, broken down into 70% services and other costs and 30% investments in concession rights and the improvement of airport infrastructure.

### Strategic Sourcing & Procurement Manager

The investments process was reviewed in 2018 and is deemed to be key to the airport's development over the coming years. In 2019, a major review of tenders and business supplies was carried out, which was further supported by the input of a Strategic Sourcing & Procurement Manager, as well as the drafting of new Integrated Procedures on the Liability Cycle, Planning and Monitoring Initiatives, Design and Implementation. In particular, it became necessary to streamline the departments run by Process Managers in line with the current Procurement and Purchasing Regulations. As such, a division was created between Individual Process Managers with technical-administrative duties for "core" contracts (supported by Project Managers), and Expense Managers who manage "non-core" contracts.





Consolidated Disclosure of Non-Financial Information 2019

# A NEW STRATEGY FOR CREATING VALUE

# A BOLOGNA

IT

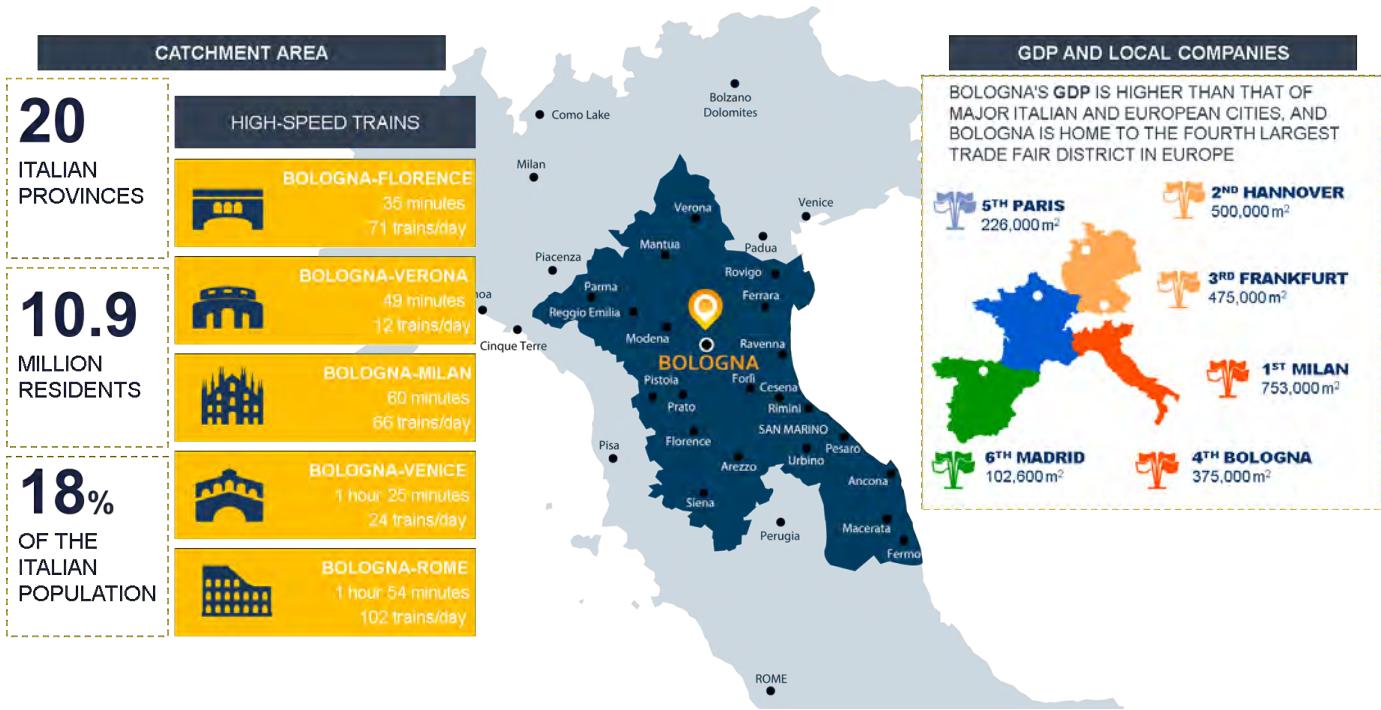
EXIT

TUNNEL 7



## 2 A new strategy for creating value

As Bologna Airport Manager, AdB provides people and businesses with ample national and international connectivity. The Group's relationship with the local area is both reciprocal and principled. While, in a global context requiring ever more mobility in competition, employment and training, the airport contributes to local economic and social development through the provision of sophisticated solutions in reachable destinations and service quality, the airport also develops and creates value by benefitting directly from the development of local areas and communities.



Indeed, it is precisely the geographical area in which the airport is located and the wealth of the area's catchment area that has led to the airport's constant growth over recent years. At the centre of a catchment area that has historically extended far beyond regional boundaries, the airport serves approximately 10.9 million residents, that is around 18% of Italy's entire population, from as many as 20 Italian provinces. This potential increases exponentially with the knowledge that existing transport means (train and car) will be supplemented by the imminent launch of the "People Mover", an elevated monorail set to become operational in 2020, providing a rapid connection between the airport and Bologna central railway station.

Thanks to its particularly rich industrial hinterland and wealth of numerous small to medium-sized enterprises with a high propensity for exports, Bologna returns a higher GDP than many other major Italian and European cities. In particular, the city is at the heart of what is called the "Motor Valley", famous the world over for high-performance car manufacturing, and is home to Europe's fourth largest trade fair district, which organises more than 30 international trade fairs every year for upwards of 1,700,000 visitors, with 40% participation from foreign exhibitors.

Over the years, the two components have facilitated the airport's development, without regard to seasonal performance, ensuring essentially constant volumes in all months of the year. The strong relationship between the airport and the local community is clearly described in the Company's Strategic Plan, in which the development of destinations (Connect) and the enhancement of infrastructure (Develop) represent the two fundamental pillars guiding the Group's development.

## Airlines and traffic performance

AdB believes that continuing to offer a varied range of flights suited to the needs of the various segments of users, while essentially striking a balance between the low-cost and legacy components, is strategic to the growth of its business. The Airport offers a wide range of carriers, allowing it to meet the range of needs expressed by the various types of traffic and passengers:

<ul style="list-style-type: none"><li>• <b>Global</b> carriers with very high standards of service, offering daily services to a wide range of <b>intercontinental destinations</b>, particularly in Asia.</li><li>• <b>Major European</b> carriers, offering service to all points of interest worldwide through multiple daily connecting flights to their hub airports.</li><li>• Mid-size carriers with a strong focus on <b>ethnic traffic</b>.</li><li>• Airlines with mostly <b>point-to-point</b> traffic.</li><li>• Carriers specialised in <b>outgoing leisure</b> service.</li><li>• The main <b>low-cost</b> carriers, with 52 national and international destinations served in Summer 2019.</li></ul>	<b>120</b> directly served destinations (of which four cargo-only carriers)  <b>57</b> airlines (of which five cargo-only carriers)
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Bologna's Guglielmo Marconi Airport enjoyed further growth in 2019, with total passengers surpassing nine million for the first time (9,405,920<sup>7</sup>, to be precise), an increase of 10.6% on 2018. Said growth is primarily owed to international traffic. There was a 14% increase in total global passenger traffic, while the domestic market remained substantially stable. Total movements increased by 7.9%, reaching 77,126, with a 4.9% increase in legacy flights, and a 14.7% increase in low cost flights, while tonnage increased by 8.4%. Negative cargo traffic trends persist (-7.3%). In 2019, passenger traffic was composed as follows: 40% legacy (42.2% in 2018), 58.4% low cost (56.3% in 2018), 1.3% charter, 0.1% transit and 0.1% General Aviation. Strong traffic performance is owed to the addition of four new airlines, the expansion of the Group's destination network and a general increase in airline frequency.



**9.4 million passengers**



**77,126 movements**



**38,027 tonnes via air**



**48,832 tonnes cargo traffic**

### Traffic Development Policy

The Group's Traffic Development Policy aims to attract more traffic to the airport via an incentive model that hopes to govern development in a transparent and non-discriminatory way, while optimising the use of airport infrastructures in accordance with the applicable rules and regulations. The Policy was put in place on January 1, 2020 and also contains a sustainability objective: AdB is committed to growing and developing its airport and network through environmentally sustainable activities, such as reducing the environmental impact of its aircraft and collaborating with various stakeholder groups and the local authorities. Some of the incentives included in the Policy are aimed at rewarding aircraft with a reduced environmental impact.



<sup>7</sup> This figure also includes general aviation



HI BOLOGNA,  
GOT A MEETING  
IN FRANKFURT,  
BUT I'LL BE  
BACK FOR THE  
MATCH  
TONIGHT.

Marco P. - digital manager

Every year, more than 9 million passengers fly from Bologna airport, reaching 100 destinations with 45 airlines.

 THE WORLD IS AN OPEN DOOR.

## 2.1 Expanding the network of destinations

This past decade has been marked by an increase in passenger traffic at Bologna Airport, which remains consistently higher than the average in Italy. 2019 confirmed this trend, with Bologna Airport recording an increase of 10.6% against a national average of 2.8% in 2018.

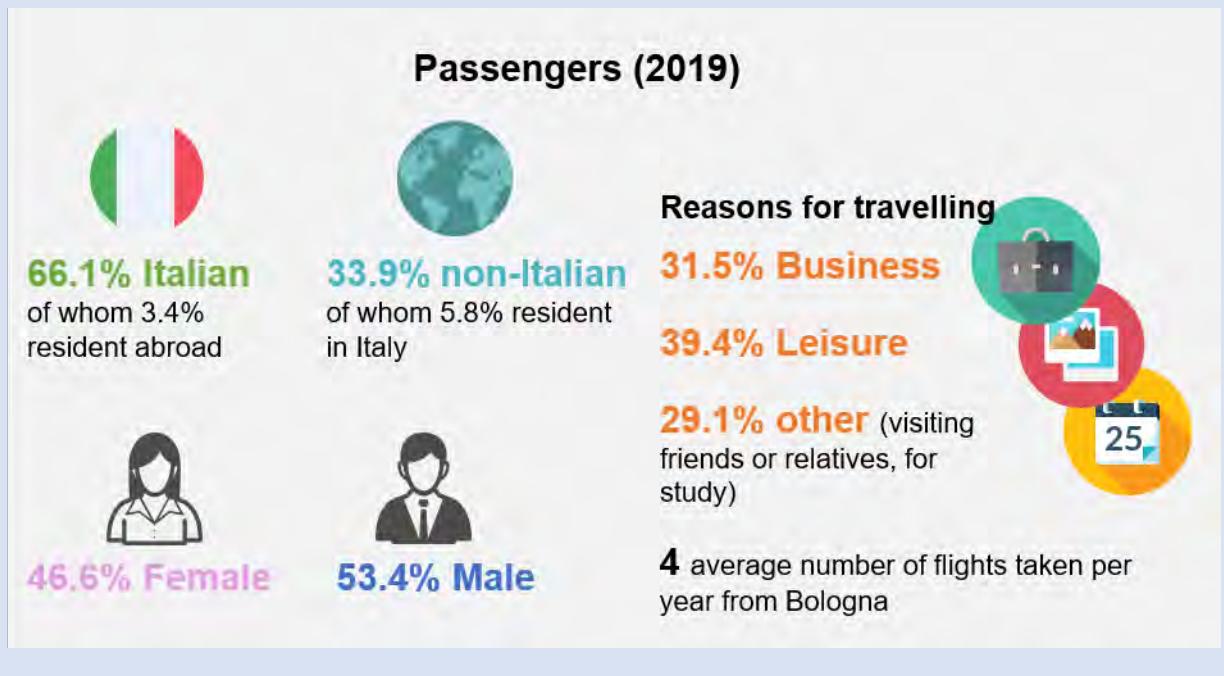


The air transport market is facing some significant changes and challenges, including: increased demand, strong competition in both the airport market and between different means of transport (high speed, ground travel connections, buses), new technology, greater awareness of environmental issues, an evolving customer base, and changes to tourism policies. AdB intends to continue to play a primary role in the evolving market, and to tackle its constant changes, and, as such, hopes to better adapt its business strategy to new trends and to make the most of the resulting opportunities. The Group's desire to expand its network must also be viewed within the broader context of its daily commitment to sustainable development and protecting the environment. The Group also needs to satisfy growing demand caused by increased mobility among the local population, the industrial sector, and the growth in incoming traffic.

Within this context, AdB is working to increase its long-haul intercontinental connectivity through direct flights and feeder services at intercontinental hubs, with a particular focus on strategic markets such as the United States, China and the Persian Gulf. At the same time, the Group is committed to expanding its network by offering new routes and increasing its frequency and capacity on existing routes. It also hopes to reduce traffic seasonality and promote flights during the winter season. In addition, the company is aiming to undertake actions to move new flights to (less congested) timeslots that help optimise airport facilities.

The Group is also committed to promoting environmental sustainability by reducing the environmental impact of its aircraft through partnerships with its stakeholders and the local authorities.

### Our passengers



## Performance Indicators (G4 –A01)

Passengers <sup>8</sup>	2017		2018		2019	
	Domestic Flights	International flights	Domestic Flights	International flights	Domestic Flights	International flights
Arriving passengers	973,958	3,120,583	990,110	3,245,767	981,236	3,713,986
Departing passengers	965,942	3,129,389	985,173	3,278,430	976,495	3,725,591
<b>Total</b>	<b>1,939,900</b>	<b>6,249,972</b>	<b>1,975,283</b>	<b>6,524,197</b>	<b>1,957,731</b>	<b>7,439,577</b>
Passengers	2017		2018		2018	
	Origin and destination	Direct transits	Origin and destination	Direct transits	Origin and destination	Direct transits
Domestic	1,935,193	4,707	1,970,905	4,378	1,948,713	9,018
International	6,246,461	3,511	6,518,477	5,720	7,434,505	5,072
Intercontinental	-	-	-	-	-	-
<b>Total</b>	<b>8,181,654</b>	<b>8,218</b>	<b>8,489,382</b>	<b>10,098</b>	<b>9,383,218</b>	<b>14,090</b>

Traffic breakdown		2017	2018	2019	Change %
Passengers		8,198,102	8,506,658	9,405,920	10.57%
Movements		71,631	71,503	77,126	7.86%
Tonnage		4,555,794	4,690,629	5,086,505	8.44%
Cargo		56,132,109	52,681,291	48,832,550	-7.31%
Passenger traffic breakdown		2017	2018	2019	Change %
Legacy		3,442,366	3,590,506	3,765,104	4.86%
Low cost		4,668,359	4,791,541	5,497,081	14.72%
Charter		70,929	107,335	121,033	12.76%
Transits		8,218	10,098	14,090	39.53%
<b>Total commercial aviation</b>		<b>8,189,872</b>	<b>8,499,480</b>	<b>9,397,308</b>	<b>10.56%</b>
General aviation		8,230	7,178	8,612	19.98%
<b>Total</b>		<b>8,198,102</b>	<b>8,506,658</b>	<b>9,405,920</b>	<b>10.57%</b>
Passenger traffic breakdown		2017	2018	2019	Change %
EU		7,104,021	7,286,888	8,001,891	9.81%
Non-EU		1,085,851	1,212,592	1,395,417	15.08%
<b>Total commercial aviation</b>		<b>8,189,872</b>	<b>8,499,480</b>	<b>9,397,308</b>	<b>10.56%</b>
General aviation		8,230	7,178	8,612	19.98%
<b>Total</b>		<b>8,198,102</b>	<b>8,506,658</b>	<b>9,405,920</b>	<b>10.57%</b>
Cargo (kg)		2017	2018	2019	Change %
Air cargo of which		41,985,870	40,539,918	38,050,148	-6.14%
Cargo		41,861,100	40,474,560	38,027,623	-6.05%
Mail		124,770	65,358	22,525	-65.54%
Road cargo		14,146,239	12,141,373	10,782,402	-11.19%
<b>Total</b>		<b>56,132,109</b>	<b>52,681,291</b>	<b>48,832,550</b>	<b>-7.31%</b>

<sup>8</sup> The data shown in this table are for commercial aviation passengers only

## 2.2 Developing infrastructure

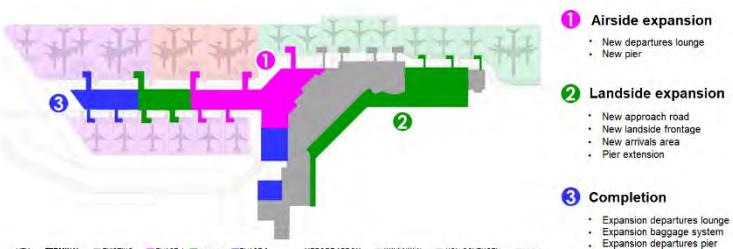
The investments outlined in the Master Plan and Regulatory Agreement are fundamental to the development of the Company's business. The strategy in question calls for expansion of the existing infrastructure through short/medium-term initiatives aimed at increasing capacity and improving service levels by means of internal retrofits and limited expansion, as well as medium/long-term initiatives that involve substantial extensions next to existing buildings, which will remain in full use. AdB's infrastructure currently supports traffic of approximately 9.5 million passengers a year and is managed according to various planning instruments such as the Air Terminal Use Plan, the Extraordinary Maintenance Plan in the near term and the Masterplan in the medium and long term. More specifically, various projects are planned in the near and medium term with the goal of improving quality of service and operating processes before the planned infrastructure development work yields benefits in the medium term. Accordingly, the main projects in the near and medium term include:

- Redevelopment of part of the **runway** and fittings for taxiing aircraft
- The construction of new aircraft aprons to increase **parking** availability during peak times
- The expansion of **security and passport controls** aimed at increasing process capacity, thus reducing the time needed to check passengers, together with larger queuing areas, in order to ensure a more comfortable wait.
- The expansion of non-Schengen gaterooms via the building of a new limited-extension structure adjacent to the airside façade to provide **more boarding gates**
- The **expansion of the departure baggage system** to increase screening and management capacity, as well as the preparation of baggage trolleys for departing flights
- The construction of a **new multi-storey car park** to expand services for passengers and car rental companies
- The **restructuring of the cargo area** to ensure better cargo traffic management.

Construction work on the aircraft de-icing stand was completed in 2019, along with work on the gangway connecting the People Mover to the passenger terminal, the company Training Centre and the airport community gym. In addition, construction began on a new cargo building, while a tender was opened for the construction of new offices in the check-in area. All short/medium-term construction plans to increase capacity have progressed.

Medium/long-term initiatives are expected to have the greatest impact and will include **phase 1 of the terminal expansion project aimed at increasing outgoing passenger capacity**. This project is among the most important in the entire Master Plan since it affects many key elements of the airside departures area (flight infrastructure). **The phase 2 terminal expansion aimed at increasing incoming passenger capacity** is the second-most important project in the Master Plan, since it affects many key elements of the arrivals area and some elements of the departures area. The **expansion of the parking stands** for long-haul aircraft, directly connected to the passenger terminal by airbridges, will enable a considerable improvement in the quality of service offered to both passengers and airlines, while development of the **new cargo terminal** will permit greater cargo volumes and provide cargo carriers with appropriate facilities to enable them to operate swiftly and efficiently.

The development plan has been designed to make Bologna Airport one of the most modern, functional facilities in Italy and an important gateway to the city and region. The update to the Master Plan, required to improve the airport to meet today's needs, received technical approval from Italy's National Civil Aviation Authority in 2017 and was then ruled exempt from the environmental impact assessment procedure in 2018. It obtained urban planning permission at the beginning of 2020.





**Hi Bologna,  
tourists have  
realised  
there's more  
to Italy than  
Rome,  
Florence and  
Venice.**

Alessandra T. - tour operator

Between 2008 and 2018, the number of tourists visiting Bologna each year grew from 1.5 million to 2.4 million. That's an increase of over 60%, and the airport was central to it.



THE WORLD IS AN OPEN DOOR.

## 2.3 Ensuring accessibility and public transport

A high degree of accessibility of the airport facility translates into easier access to the infrastructure and hence into increased attractiveness for the local community and catchment area. If a high degree of accessibility is combined with a high level of connection to various destinations, the airport becomes a traffic facilitator and catalyst, even beyond its catchment area.



Driven by an awareness of its strategic geographical position – approximately seven kilometres from the city centre and easily reachable from the motorway and ring road – AdB has identified improving accessibility as one of its main strategic levers and decided to invest in the **People Mover** project, which will offer a more sustainable alternative to taxis, chauffeured car hire and bus services. The project calls for the construction of a rapid rail link (5 km) with the Bologna train station, with a travel time of approximately seven and a half minutes. AdB's total contribution of Euro 15 million was partly allocated to Marconi Express S.p.A., the concessionaire granted the contract to build and operate the People Mover, and partly to the construction of the moving walkway between the airport People Mover station and the passenger terminal. This new infrastructure will drive an expansion of AdB's catchment area by permitting an increasing number of passengers to reach the airport, with positive impacts for both those departing from the Bologna metropolitan area and for those travelling to city by train.

### People Mover – Marconi Express

The Bologna People Mover is a transport system that can be progressively scaled up by adding vehicles and gradually increasing capacity, in order to keep pace with possible rises in demand. The system, currently designed with three vehicles, can carry approximately 560 passengers an hour in each direction, for a total of 5,183,000 passengers a year.

The train will make a single intermediate stop on its route at Bertalia-Lazzaretto, a large urban area currently undergoing redevelopment in which new residential and commercial projects, university classrooms and laboratories and a new university dormitory are planned. The terminus will be located near the airport's current passenger terminal (departures area), to which will be linked by a covered walkway through which passengers will have direct access to the terminal. Access to the People Mover's platforms will be by a turnstile-based ticket validation system. The project is expected to be opened to the public in 2020 and will revolutionise the airport's accessibility and connectivity.



The People Mover project is also a sustainable project: it is an environmentally friendly, electrically powered, fully automatic rail-based system that will result in a significant reduction in the number of cars circulating in the area. In addition, the photovoltaic panels installed on the track will form an "energy belt" capable of generating 35% of the project's energy needs, thereby reducing CO<sub>2</sub> emissions by 300 tons – the equivalent of 14,000 trees saved. The total cost of the investment is approximately Euro 120 million, of which Euro 15 million invested by AdB.

Having reviewed data on how people travel to the airport, it appears that most passengers travel to the airport in their own private vehicle, or in a car accompanied by a friend or relative (over 40%); around 25% of passengers use public transport, and 23% take taxis. Other travel methods include rental cars and shuttles organised by hotels.

Over 40% of passengers travel to the airport in a private vehicle

In order to serve departing passengers, as well as waiting passengers and those accompanying them, AdB pays great attention to its airport parking system. The airport offers seven parking areas, designed to meet passengers' various needs, both as a solution integrated into the terminal (P1 and P2, whereas P3 is located a short distance) and where located off the airport grounds and reached by shuttle bus service (P4) or pedestrian walkway (P5). These are in addition 2 express parking areas intended for those who park at the airport for just a few hours. The P6 Summer Parking area was opened during the summer months outside

the airport grounds in order to satisfy growing demand. It was serviced by a shuttle service running to the passenger terminal. Operational from August to mid-October, it hosted over 3,000 cars, taking a significant load off other car parks and helping to reduce traffic congestion inside the grounds.

In order to improve services for passengers who travel to the airport via public transport or taxis, the technical task-force (launched in 2018) continues to collaborate with the town council, the Bologna Fair Authority, T-Per (a local public transport company), taxis and chauffeur-driven hire car companies to optimise public transport services to and from the airport during fairs and events in the city. Initiatives such as the running of a shared taxi service during trade fairs have yielded positive results and have helped to consolidate the services on offer at the airport.

Chauffeur-driven and private car hire services are becoming increasingly important with regard to airport mobility and interconnectivity. Leading car hire companies have consolidated the presence of their sales offices and operating facilities at the airport. As such, the airport now offers services run by nine operators representing a total of 17 commercial brands, all of which can be accessed in the arrivals lounge and in car park P3, next to the terminal. Passengers can also use the "Corrente" car sharing service, which is a free-flowing electric car sharing initiative situated in car park P4. Additional vehicle stations will be made available near the passenger terminal in spring 2020.

### **Mobility Management Agreement**

Given the greater attention paid to sustainable development and corporate social responsibility, Bologna Airport is preparing to launch a Sustainable Mobility Plan for employees working in the airport sector, thanks to Mobility Management agreements signed at the end of December with the Municipality of Bologna, and in collaboration with external partners.



The Plan's central focus is to launch an annual season ticket to be purchased by airport workers for an agreed price. The ticket will allow employees to use the Marconi Express People Mover shuttle, Tper suburban and intercity buses in the area surrounding Bologna, and Metropolitan Railway Service trains. The ticket will also come with a 100-minute Corrente car sharing voucher (new vehicle stations are being installed near the Passenger Terminal, inside the Wait Zone). The season ticket – which will be available for purchase on the online Tper/AdB platform and loaded onto a MiMuovo card – has been created from a MaaS (Mobility as a Service) viewpoint. This is a new way of planning and enjoying travel, and is designed to provide employees with access to all means of transport via a season ticket purchased from a shared platform. Users will also receive travel suggestions for easier and quicker routes.

Bologna Airport is the first Italian airport to develop such a highly innovative and sustainable tool that benefits both the environment and the community, given its financial advantages and reduced journey times. AdB employees who continue to use their own car to commute to and from work are encouraged to make use of corporate carpooling via the Jojob app. Employees are incentivised via bonuses offered to those who make best use of the service (free company gym passes, bike sharing passes, Corrente car sharing passes and discounts on public transport).

The company also promotes the use of bicycles by granting access to subsidies offered by the Municipality of Bologna to purchase bicycles and pedal-assisted cargo bikes (the benefit is open to all airport employees, even if they are not resident in the Municipality of Bologna). AdB will also be installing new bike parking spaces and racks at the airport.

Following the Services Conference to approve the Masterplan, AdB is committed to improving its cycling accessibility in collaboration with the local authorities, both in the Municipality of Bologna and the Municipality of Calderara di Reno. As such, the airport hub will be included in the local cycle tourism network. The airport's Sustainable Mobility Plan has mapped employee travel habits via an anonymous survey sent out to over 500 employees working at different airports. The aim was to identify new, cost-effective and sustainable transport solutions.

8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



Hi Bologna,  
for every  
daytime  
flight there  
are 100  
people  
working on  
the ground.

Davide L. – entrepreneur

Between direct, indirect and spin-off effects on its local area, Bologna Airport produces around 1 billion Euro of GDP each year, providing jobs for over 19,000 people.



THE WORLD IS AN OPEN DOOR.

## 2.4 Contributing to regional development

### Job creation

The airport sector's relevance to the local economy and community within it operates does not end with meeting a share of passenger and cargo transport demand; rather, it is key to growth and competitiveness. It is for this reason that it is fundamental for the airport's managers to ensure that the local community is sufficiently accessible and attractive, out of an awareness of both the airport's impact in terms of employment, income and added value, and the effect that an adequate level of airport travel connections is capable of generating for the economy<sup>9</sup>.



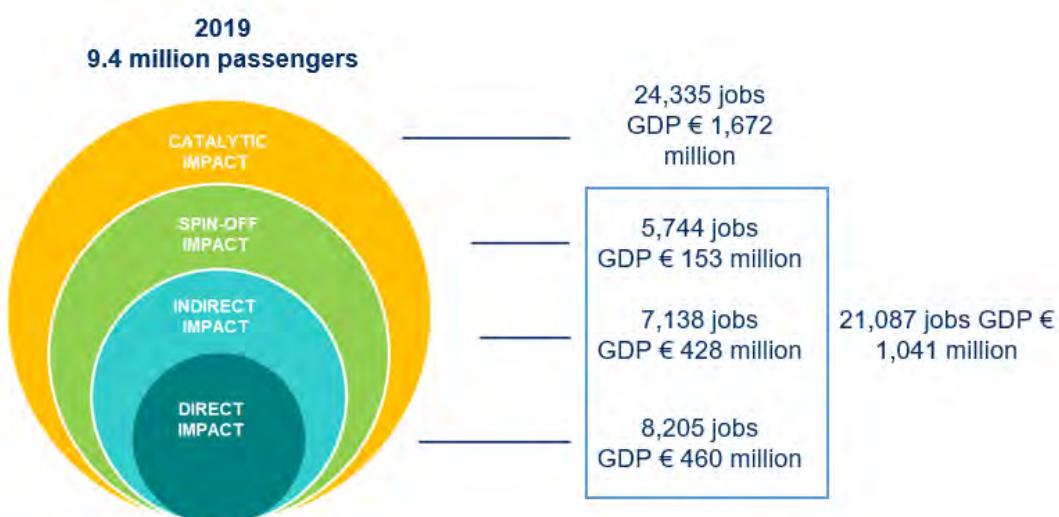
MAXIMISE FINANCIAL PERFORMANCE

Considering the airport's overall contribution, benefits are obtained in terms of jobs, value added and GDP, which have been estimated at the European level in a study by the Airports Council International Europe (ACI Europe). The data gathered by ACI indicated that collectively European airports contribute 12.3 million jobs, generate annual revenues of Euro 365 billion and contribute Euro 675 billion to gross domestic product – 4.1% of the European total.

The economic impact broken down in the above terms consists of four different types: direct, indirect, spin-off and catalytic.

- The **direct** impact is that generated by the companies operating directly from the airport, whether based on the grounds or nearby.
- The **indirect** impact relates to the providers of goods, services and support for airport activity (such as food and beverages for catering, aircraft fuel, etc.).
- The **spin-off** impact is that generated by the employees of companies associated with airport activity, who spend money for their daily needs, in turn contributing to creating jobs in the relevant sectors.
- Finally, the **catalytic** impact refers to the way in which the presence of an airport facilitates the development of business and projects in other sectors of the economy.

It can therefore be estimated that the Bologna Airport system generated over 21,000 jobs and contributed over Euro 1 billion to the local community in 2019<sup>10</sup>.



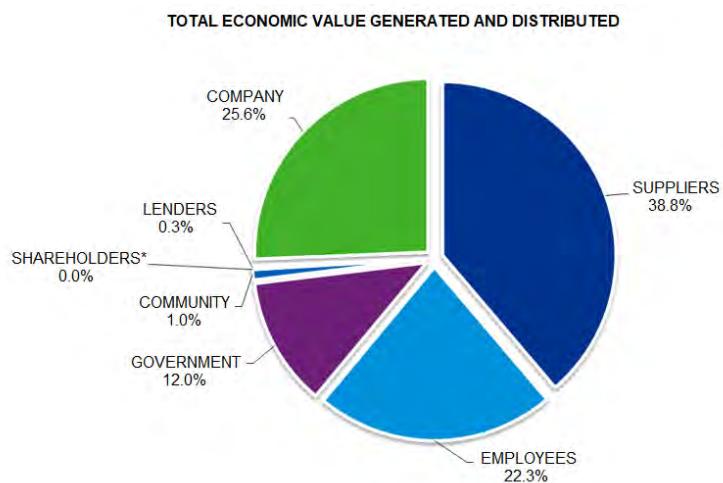
### Distribution of value added

<sup>9</sup> CDP Industry review no. 6 - July 2015 - The Italian airport system

<sup>10</sup> Source: Estimate based on a calculator created by ACI Europe on the basis of a study conducted by InterVISTA in 2015. On ACI Europe's website, in the members area, it is possible to calculate four different impacts generated by airports using the above-mentioned calculator.

A consolidated profit of Euro 20.9 million was reported in 2019, up 16.3% on 2018. This result mainly stems from the increase in passenger traffic and the knock-on benefit for all the main business components.

The EBITDA was Euro 44.9 million (up 16.1% on 2018), while the operating result was Euro 31.1 million, compared to Euro 25.2 million in 2018 (up 23.2%). The Group strives constantly to create and distribute value to its stakeholders and calculates this value based on its reclassified consolidated income statement. In 2019, the economic value generated by the Group amounted to Euro 134.8 million, of which Euro 100 million was then redistributed to the Group's various stakeholders: suppliers (current purchases of goods and services and investments) (38.8%), employees (22.3%), government (12%), community (1%) and lenders (0.3%).



\*For 2019, in light of the national and international emergency caused by the COVID-19 pandemic, the Board of Directors of the Parent Company, adopting a prudent approach in order to protect financial solidity and mitigate future impacts on operating performance, proposed to the Shareholders' Meeting that no dividend should be paid. This represents a break from practice in recent years, when the pay-out ratio was 95%.

## *Investments*

Investments totalled Euro 17.4 million in 2019, of which approx. Euro 6.9 million for the execution of the Masterplan and Euro 10.5 million for airport operations.

Several important initiatives were completed in 2019, including the construction of a new de-icing area and building, and the construction of a walkway connecting the People Mover to the Airport Station and AdB Terminal. The Marconi Express is entering its final pre-entry testing phase before construction work begins on the monorail. Work was also completed on a new gym for use by the airport community and passengers of the Marconi Business Lounge, while the Marconi Business Lounge and the P6 Summer Parking area underwent renovations. Numerous additional initiatives aimed at improving passenger services have also been organised and are described in this document.

The main steps involved in the design and/or approval phase as at December 31, 2019 include expanding the terminal, building a new multi-storey car park, renovating the security and passport control areas, expanding the Express car park, and adding a screening system to car parks P2 and P3. As of December 31, 2019, construction work is also currently underway on a cargo building.

Finally, the total works for the realisation of the renewal and maintenance cycle of the airport infrastructure and plant (Provisions for Renewal) at December 31, 2019 amount to Euro 2 million, of which Euro 326 thousand is for landside interventions, Euro 889 thousand is for airside interventions and Euro 792 thousand is for plant interventions.

HI BOLOGNA,  
YOU HAVE  
TO KEEP  
MOVING TO  
TRAVEL AND  
KEEP  
MOVING TO  
IMPROVE.

Grazia U. – Entrepreneur

Between 2019 and 2023, Bologna Airport will invest more than 200 million Euro in improving services for its passengers and creating ever more innovative infrastructure.

 **Aeroporto di Bologna** THE WORLD IS AN OPEN DOOR.

## 2.5 Providing a comprehensive high-quality experience

As part of its development strategies, the Group works every day with unwavering commitment to provide passengers with a unique travelling experience that prioritises customers through efficient innovative services, and a comfortable, functional infrastructure.

The *centrality of the customer*, which means all-round satisfaction, is the measure of success of the airport and for this reason is one of the central values of the organisation. One of the elements underlying the new AdB strategy is the concept of “**Experience**” which breaks down into development strategies aimed at the ongoing improvement of the services offered to airport users in the business areas in which we operate, both directly and indirectly, while also constantly improving our standards of safety/security, quality and respect for the environment.

Providing a passenger experience with comprehensive quality means working every day on the infrastructure and processes in a climate of collaboration and the ever-present stimulus of all those who influence the passenger's journey. Therefore, it means guaranteeing a high-quality experience throughout all phases of the journey, from preparing to depart, reaching the airport, and the travel experience within the terminal all the way up to their return journey home. It means investing in innovative and digitalised infrastructure and focusing on the needs of all passengers in respect of their differences and specific needs, and ensuring conditions of maximum personal security and safety.

To achieve the standards it sets for itself, AdB has adopted a Quality Management System, which has allowed the company to make decisions concerning the revision of airport processes/services. In addition to the quality certification (ISO 9001) obtained in 1998 (now updated to ISO 9001:2015), the system is integrated with the Environmental Management System (ISO 14001), the Occupational Health and Safety Management Certification (OHSAS 18001), the Energy Management System Certification (ISO 50001) and the Airport Safety Management System. The resulting Quality Policy is outlined by the circular ENAC Gen06-2014, the guidelines on passenger service issued by ACI Europe (Guidelines for passenger services at European Airports - 2018) and by the international standard UNI EN ISO 9001:2015.

### Services Charter

Bologna Airport publishes a new edition of its Services Charter annually, in compliance with the provisions of circular GEN-06 ENAC (National Civil Aviation Authority). The Airport Services Charter outlines a brief profile of Bologna Airport, presenting its performance in terms of queue waiting times, the quality of services provided to passengers, cleanliness, information and the set of factors that contribute directly to the travel experience of our airport users.

The Airport Services Charter is an instrument created to establish the service quality level which the airport operator guarantees to passengers. Through this document, management – together with the carriers and the companies which provide services to passengers – externally communicate its objectives and commitments in relation to the level of services offered. The qualitative and quantitative standards guaranteed by the airport manager are established through the monitoring of a number of specifically identified indicators. Performance data are shared monthly with handlers and airlines to evaluate areas for improvement and potential mitigating actions. First and second-party audits are also carried out in conjunction with other company certification systems. Corrective actions are then implemented accordingly.

The Services Charter also contains information and advice to passengers as a guide for the utilisation of the airport infrastructure and services. The Charter can be found at the airport's information point and can also be downloaded from the website.



**EXPERIENCE**

## 2.5.1 Customer satisfaction and service quality

The quality of service, in a context in which customer feedback is increasingly immediate, and shared with a vast number of customers, both current and potential, is an important market winning resource for the company. To guarantee levels of quality in line with the above-mentioned standards, AdB has developed an ongoing cyclical plan of checks on passenger satisfaction levels and audits on processes.

**98.3%**  
Overall satisfaction index

In particular the quality of service is monitored routinely through specific indicators, the results of which are later published in the Airport Service Charter, and presents passengers with the minimum service standards of the airport and the extent to which these standards have been achieved. The Group's commitment to maximising the services it offers to passengers translates into a variety of activities and initiatives conceived with the goal of having a direct impact on passenger satisfaction. All the initiatives follow an integrated approach that makes it possible to keep track of the various needs of the persons involved.

To focus more closely on customers and their needs, AdB sought to embed the customer care process across the various departments to ensure better and more comprehensive customer management. The process also involves outside parties, such as airlines and handlers at the airport through a questionnaire regarding their satisfaction with the services and cleanliness of the terminal.

As regards the results achieved in 2019, the general levels of satisfaction are positive, in line with the previous year, with an overall satisfaction index of **98.3%**. Said positive results were achieved despite an increase in users and the infrastructure's limitations.

The punctuality of departing flights improved, reaching around **77%**; waiting times were calculated according to the ENAC method listed in Circular GEN06 and showed signs of stability both on departure and arrival. Waiting times at security have improved significantly compared to 2018, while the time spent waiting to check in, disembark aircraft and fetch baggage has also slightly decreased, consolidating the positive trend seen over the last two years.

The self drop-off service was extended to additional airlines at the end of 2019. Waiting times at passport control, on the other hand, have increased, due to an increase in passengers and the type of checks carried out. AdB has attempted to improve its services, increasing the number of "ABC" gates at the airport<sup>11</sup> by installing three new machines at the outgoing passport controls and by employing additional members of staff to support and help passengers.

### Elements of customer satisfaction



<sup>11</sup> ABC Gates: Automatic Border Control gates, which carry out automatic passport checks using biometric technology to verify passenger facial features. The gates are connected to the police database.

## Performance Indicators

Quality indicators (time in 90% of cases)	2017	2018	2019	
Check-in waiting time (legacy flights)	18'22"	16'09"	16'07"	
Security waiting time	6'22"	5'56"	5'20"	
Ticket counter waiting time	7'19"	4'24"	6'01"	
Arrival/departure passport control waiting time	5'32"	4'11"	10'15"	
Time for first passenger to de-plane	5'51"	5'21"	5'20"	
1st baggage return time	24'	25'	24'59"	
Last baggage return time	31'	33'	31'59"	
Customer satisfaction (GRI 102-43, 102-44)	2017	2018	2019	
Overall satisfaction	97.6%	98.5%	98.3%	
Service regularity and speed	96.7%	97.5%	97.3%	
General cleaning level perception	97.3%	98.6%	99.2%	
Toilet cleanliness and functionality level perception	93.2%	96.0%	95.5%	
% of satisfied passengers	2017	2018	Objective 2019	2019
Overall perception on the regularity of services received at the airport	96.7%	97.5%	96.0%	98.3%
Baggage return times	87.5%	87.0%	90%	90.4%
Check-in waiting time	93.9%	94.9%	95.0%	97.7%
Security waiting time	96.4%	95.7%	95.0%	98.4%
Efficacy of operative points of information	98%	98.8%	97.0%	96.6%
Indoor signage	97.3%	98.5%	97.0%	98.2%
Overall comfort level	96.7%	97.7%	96.0%	98.0%
Availability of baggage trolleys	83.8%	87.5%	90.0%	90.0%
Air conditioning	96.1%	96.8%	96.0%	95.9%
Transfer passengers	97.4%	99.1%	99.0%	97.4%
Comfort and availability of seating	88.9%	88.6%	90%	92.3%
Price/quality ratio of other concessionaires	91.6%	94.3%	93.0%	95.2%
Price/quality ratio of bars/cafes	90.9%	95.0%	94.0%	95.2%
Price/quality ratio of restaurants	85.1%	93.4%	94.0%	94.7%

## ASQ (Airport Service Quality)

To analyse passenger satisfaction, the Company uses the ASQ by ACI (Airport Council International) to monitor the trend of satisfaction with respect to certain chief parameters and a broad panel of national and international airports. Thanks to this program it is possible to compare our approach and results with the *best practices* of other international airports gather ideas and suggestions for improvement. The ASQ is the most prevalent worldwide benchmark programme and it involves over 200 airports in 50 countries to measure passenger satisfaction (every year there are more than 550,000 passengers involved worldwide).

In 2019, Bologna Airport further improved its performance levels in terms of nearly all aspects. The overall satisfaction index for 2019, calculated on a scale 1-5<sup>12</sup>, was 3.82 and the airport's strengths were its staff, information and wayfinding.

### “Airport Angels”

From the perspective of improving the quality of service provided, over the last few years AdB has been carrying out a project called Alternanza Scuola-Lavoro (Alternating School and Work). In 2018, it employed 120 students, while in 2019, it employed 217 students from 13 high schools in the local area.

The students were employed as “Airport Angels,” or passenger facilitators, and carried out various support activities in preparation for departure (measuring carry-ons, drop-off of baggage to be stowed in the hold, entry turnstiles at the security points) and arrivals (the use of automatic machines for passport control). In general, they improved the passengers' experience in the Terminal by providing information and assistance. Before starting work, the “Airport Angels” underwent a one-week training course in the classroom (amounting to 3,260 total training hours), to learn about the operative procedures, security, quality of service and assistance to passengers with reduced mobility, which

<sup>12</sup> A scale of 1 to 5, where 1 is a negative value, 2 is neutral and 3 to 5 values of increasing satisfaction

enabled the students to perform their airport duties.

### *Feedback and Complaint management*

AdB's policy is to stimulate and incentivise the reporting of passengers, as it does in cases of requests for information and assistance or potential new needs that may arise through a variety of channels that lead to an innovative instrument of Customer Relationship Management (CRM). The CRM project was extended to the management of reports and complaints, by designing an efficacious system of collecting reports and complaints airport users in accordance with the Quality Management System and the requirements of ISO. These reports are managed through the CRM, and the Company undertakes to guarantee a response as promptly as possible and, in any case, within 30 days of receiving the report/complaint.

There are several channels for filing a report: on the website in the section *Suggestions and Complaints* and the App; by e-mail [info@bologna-airport.it](mailto:info@bologna-airport.it), the hard-copy "Reports and Complaints" forms available at the two totems located at the information point and in the MBL room, the postcard attached to the Services Charter and the QR Code printed on it, and the forms available at the multimedia InfoPoints.

Reporting and requests received through these various channels go to the CRM, where they are managed jointly among the various airport departments in order to reinforce and maximise assistance and information to passengers. In 2019, the project launched to integrate the various customer support divisions continued, with the aim of increasing efficiency, sharing information and applying internal service standards. Attention was also paid to standardising how customer responses are formulated via a course entitled "effective communication via e-mail," which was attended by all members of staff working in customer service.

### *Performance Indicators*

Following in-depth analysis, it was possible to establish a further distinction between passenger customer care and sales-related customer care activities:

Complaints classification by subject-matter	2018	2019
Parking	57.90%	51.8%
Bag storage and lost-and-found	16.70%	0.2%
Baggage	5.80%	9.3%
Information and website	5.10%	6.7%
Airlines	3.30%	5.0%
Airport terminal	2.70%	6.3%
Security	1.90%	3.5%
Boarding and check-in	1.10%	0.5%
PRM	1.10%	1.2%
Other aspects*	4.20%	5.3%

\* Other aspects include retail, government, and toilet categories.

Reports	2019
Complaints	3,490
Suggestions	10,436
<b>Total reports</b>	<b>13,926</b>

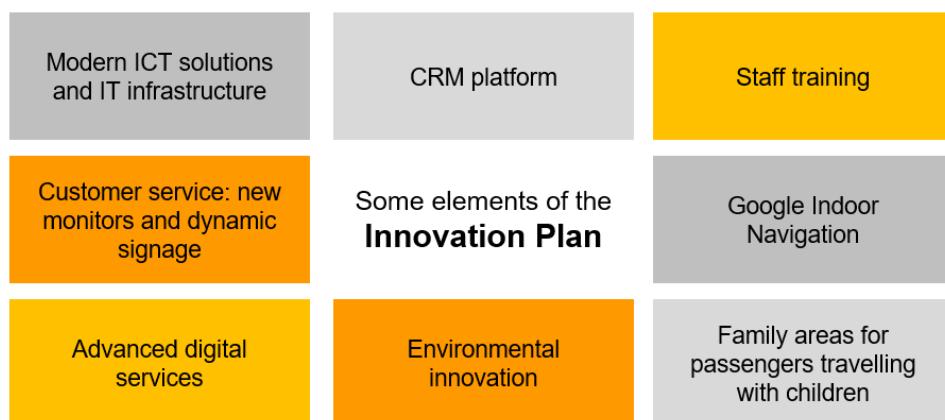
## 2.5.2 Innovation and digitalisation at the service of the business and passengers

In order to support and improve all aspects of operations and generate Customer loyalty, the Group considers it key to develop a culture of innovation which revolves around the installation of technology that facilitates greater interaction with passengers and optimises the travelling experience. Bologna airport has invested significantly in all-round innovation in recent years by adopting sustainability and environment policies that support existing company processes, making sure to focus on its primary customer (the passenger). Recent collaboration between the Quality, Facilitation and Information Communication Technology departments is a clear example of the direction the company has taken.

### 2019-2023 Innovation Plan

At the end of 2018, AdB drafted an innovation plan for 2019-2023. The aim of the plan is to adopt a shared digital strategy, to improve the Group's reputation by creating a smart, digital brand image, and to identify technologies to help provide customers with the very best experience by meeting their explicit and implicit needs through simple and innovative solutions. The Group hopes to be the "first mover" with respect to its targets by transforming ideas into concrete solutions. AdB aims to develop new initiatives and tools to support its agile structure and the business as a whole, and to create an ideas-based culture, in the hope that the most promising schemes can be turned into services and solutions. The Group also hopes to improve its ability to generate and share expertise, all while respecting the environment by promoting sustainability and engaging in relevant projects.

On the basis of this plan, AdB is working on developing modern ICT solutions, adequate IT infrastructures, customer service solutions, and advanced digital services and innovations, including in the environmental field. The Group is hoping to achieve all this while making sure to provide its employees with training and the necessary skills to tackle digital disruption. Various projects included in the plan are dedicated to the environment, and as such, AdB has focused heavily on sustainability since 2019 (in areas such as employee awareness, collecting rainwater, reducing plastic consumption, and guaranteeing energy efficiency etc.). As regards Customer Service, during 2019, the airport carried out various Google Navigation Indoor initiatives, and installed family areas on both the land and air sides. These areas are equipped with interactive games and soft spaces to improve the experience of passengers travelling with children. New monitors and dynamic signs have also been set up to facilitate the airport experience.



In 2018, the Airport also launched a digital transformation project that makes use of Cloud Computing and the valuation of data to offer a better experience to travellers. The customer relationship management (CRM) platform has enabled a comprehensive multi-channel experience in support of a flexible growth process and in response to the typically variable business requirements in the transportation sector, subject to peaks and seasonal traffic. Thanks to this new system, the Company is therefore obtaining multiple benefits: it can organise personal and Company data arriving from various channels into a centralised system, carry out marketing campaigns that are more targeted thanks to a database that is more complete, manage customer assistance processes in a more integrated manner and monitor the social channels to obtain useful information for improving customer satisfaction abreast of the times and with an increasingly digital society. AdB has developed various initiatives and projects in this regard, among which "Know Your Customer", a project aimed at improving knowledge about customers through the collection of data with Business Intelligence systems. The Company has also worked on the digitalisation of information, for example through the use of monitors positioned at the arrivals concourse *land side* and *air side*, at the check-in and the security check point, which allows the communication system to be more flexible and effective.

AdB is aware that technological developments must be accompanied by growing awareness of cyber security issues. For this reason, it has adopted a Governance model that adheres to the NIST Framework<sup>13</sup>. The model helps oversee the Group's annual risk assessment through the implementation of business risk management procedures, the adoption of a set of specific procedures and the use of new tools to help support and protect the company. In this regard, a 4-hour annual training course has been organised to improve awareness among employees, who also receive information about cyber security via notifications from Eurocontrol's Computer Emergency Response Team (CERT).

### R-Innovation Day

The idea for R-Innovation Days was born within the Innovation, ICT & Q department, which is tasked with promoting a culture of change throughout the company. The initiative consisted of two fun, informative days aimed at raising awareness of the basics underpinning innovative processes and stimulating curiosity and creativity. The end goal was to encourage new ideas. During the session, participants were divided into groups and given a main theme to work on. These themes were based on the job categories included in the Innovation Plan. Ideas put forward at the session will be included in the plan and will add further value to the significant change project underway at AdB. One of the winning groups at the R-Innovation Day came up with an eco-friendly project that involved recovering plastic (bottles) left at the airport before security checks.



### 2.5.3 Respond to the needs of Passengers with Reduced Mobility (PRM)

AdB pays particular attention to passengers with disabilities, who represent a constantly growing traffic segment. To respond to the needs of passengers with reduced mobility (PRM), AdB's PRM service employs around 40 members of staff, who assisted 44,869 passengers through the airport in 2019 (+9.1% compared to 2018). The service is structured according to the principles and methods listed in Italian (ENAC Circular GEN02A-2014) and European (Reg. 1107/06 concerning the rights of disabled persons and persons with reduced mobility when travelling by air) legislation. Over the years, AdB has introduced a range of infrastructural adaptations to improve accessibility for all categories of passengers, while developing a plan of initiatives and services; the airport provides dedicated services for PRM passengers in compliance with European Regulation EC 1107/06:

Reserved parking spaces at the airport's main entrances	Five ambulifts for boarding and disembarking the plane
Wheelchairs that are easily accessible in various areas of the airport	Wheelchair-accessible lifts equipped with audible warning devices and information in Braille
Accessible toilets, check-in counters, passport control and e-gates	Sala Amica waiting rooms
Five Help Phones built to facilitate communication between PRMs and assistance staff (also accessible by deaf passengers)	A video explaining airport services to deaf passengers in Italian Sign Language (LIS) with subtitles, made in collaboration with ENS, AGFA and ANIMU
LOGES route for visually impaired or blind passengers, integrated with external routes and supported by tactile maps created in collaboration with the UICI and Amnic Bologna associations	<b>44,869</b> <b>Passengers with Reduced Mobility in 2019</b>

AdB is committed to ensuring quality standards for both its own management activities and those managed by third parties. As such, the Group carries out annual audits of its internal services and of its suppliers managing transfer care upon arrival. The Group also carries out monthly investigations into the satisfaction of passengers using its PRM service. Aware that the quality of service care and management depends largely on the training and skills of the people directly providing the services, AdB has also prepared obligatory training courses and annual refreshers on disabilities for airport and non-airport staff who are in contact with passengers with disabilities. AdB staff members tasked with PRM assistance are engaged in continuous training sessions. The Group strives to modify and update its training courses on specific needs

<sup>13</sup> The NIST (National Institute of Standards and Technology) Framework is an operational tool for organising cyber security processes and managing related risks.

as best possible by remaining in conversation with representative associations in the local area<sup>14</sup>.

The Memorandum of Understanding for the promotion of accessible tourism at the airport was signed on November 16, 2018 by Bologna Airport and the Municipality of Bologna. The memorandum outlines best practices for inclusion and open planning at the Airport and lays the foundation for systematic, continuous collaboration in improving services offered to disabled passengers, as well as the analysis of quality performance, and the evaluation of training courses and infrastructural adjustments. The memorandum aims to concretely promote airport accessibility for disabled people and improve their travel experience, with particular attention paid to accessibility and parking. AdB is the third airport in Italy to sign this type of agreement, and is the first private company in the area. The Group is aware of the public services it provides, and is consequently committed to working with the Municipality of Bologna on such issues.

#### **ENAC “Autism - A journey through the airport” project**

Bologna Airport has joined the ENAC project “Autism - A journey through the airport”, which is designed to guarantee the right to mobility for everyone. Informational materials in preparation for travel were produced for the project in collaboration with Angsa and Asl Bologna (a dedicated brochure, informative web slideshow and video are published in a specific section of the airport’s website). In addition, a specific entry route has been created to assist passengers with autism, which is “more sheltered” than traditional routes. The project also provides the option for passengers with autism and their companions to take a guided tour of the airport in preparation for their flight, in order to familiarise them with the departure procedures. The official presentation was given at a press conference held in collaboration with ENAC on May 8, 2019.

#### *Performance Indicators*

PRM Traffic - Cumulative			
Month	2017	2018	2019
January	2,629	3,012	3,184
February	4,777	5,532	5,980
March	7,563	8,692	9,280
April	10,892	12,229	13,058
May	14,596	16,014	16,825
June	18,116	19,578	21,028
July	21,641	23,535	25,304
August	24,911	26,882	28,758
September	28,685	30,475	33,035
October	32,358	34,333	37,195
November	35,385	37,603	40,837
December	38,534	41,142	44,869

PRM Traffic - Monthly			
Month	2017	2018	2019
January	2,629	3,012	3,184
February	2,148	2,520	2,796
March	2,786	3,160	3,300
April	3,329	3,537	3,778
May	3,704	3,785	3,767
June	3,520	3,564	4,203
July	3,525	3,957	4,276
August	3,270	3,347	3,454
September	3,774	3,593	4,277
October	3,673	3,858	4,160
November	3,027	3,270	3,642
December	3,149	3,539	4,032

Reports and satisfaction of PRM	2017	2018	2019
Overall opinion	99.9%	99.3%	99.0%
State and functionality of equipment provided	99.4%	99.8%	99.4%
Adequacy of staff training	99.9%	99.9%	99.3%
Effectiveness and accessibility of info, communications and internal airport signage	99.4%	99.5%	98.5%
Effectiveness of PRM assistance	99.9%	99.7%	99.0%
Level of accessibility and usability of airport infrastructure	98.9%	99.3%	98.3%
PRM waiting areas	96.3%	97.4%	98.3%
Courtesy of staff	99.9%	99.8%	99.5%
Professionalism of special assistance staff	99.9%	99.9%	99.5%
Ease of identification of interior and exterior reception points	99.1%	99.3%	97.9%

#### *2.5.4 Quality of the commercial offer and of premium services*

With the aim of ensuring that the airport community enjoys as complete and satisfactory an experience as possible, AdB integrates commercial services into its range to meet customers’ various needs and enrich the customer experience through outstanding options inspired by local products, together with local culinary

**43 sales points**  
including duty  
free, Food &

<sup>14</sup> For more information on PRM training, see the chapter on “Training”.

traditions in the area of food and beverage offerings. Strategically located based on passenger flows, the passenger terminal's commercial premises extend over an area of 4,500 square metres that is home to 43 merchants, including duty-free stores, food and beverage purveyors and retail shops.

Product categories and concessionaires are selected with great care. AdB seeks to showcase top local products, particularly when it comes to food, a key aspect of the region's identity for which it is renowned. Examples include the many stores and eateries that draw inspiration from local traditions in terms of their product assortment and design, while also offering top quality products, thus perfectly incarnating the delicious food that is typical of the Emilia-Romagna Food Valley. 2019 also saw collaborations with prominent representatives of both the local and Italian eno-gastronomic traditions.

The promotion of local food and wine appears to be well received by passengers. This is confirmed by both internal analyses and market trends increasingly focused on local products and quality of the offer. The menu management and product rotation also appear to be influential aspects, which are constantly monitored by AdB, in addition to price alignment and benchmarking.

**Audi Service Station**      In 2019, the Audi Service Station was unveiled. This is the first collaboration between an Italian airport and the German company, which will offer servicing and maintenance of its vehicles as part of the travel experience. This significant partnership will allow airport customers to leave their car to be serviced while they travel, and to pick it up on their return, with any work carried out.

**YouFirst**      In order to offer a unique experience to customers, the group has developed a series of premium services, aimed at further improving and enriching the customer experience. *YouFirst*, for example, is a personalised VIP service that offers passengers exclusive benefits.

**Marconi Business Lounge**      The *Marconi Business Lounge* is an exclusive area where travellers can relax before departure, also offering meeting and conference rooms for corporate events. In order to guarantee customer comfort, even at the busiest times, 2019 also saw restyling work carried out in the Lounge. Without increasing its surface area, the number of seats was increased by 40%, new spaces were created where passengers can relax before their flight, and a work zone with PCs and printers was introduced. The *Lounge* completes and enhances the airport's commercial offering for both external customers (e.g. local communities, passengers) and internal customers (e.g. carriers, retailers, airport operators). The high level of satisfaction with the service is confirmed by the number of its users, which exceeded 160,000 in 2019.

Constant monitoring is carried out on all qualitative aspects and many opportunities are created for feedback from partners involved in the service in various ways. The group promotes a range of initiatives to renew and expand premium services, including improvements to bar offerings, the development of a calendar of events, such as food and wine tastings, art exhibitions, concerts, and partnerships with local companies offering specific services to the guests of the *Business Lounge*.

## 2.5.5 Airport safety and emergency management

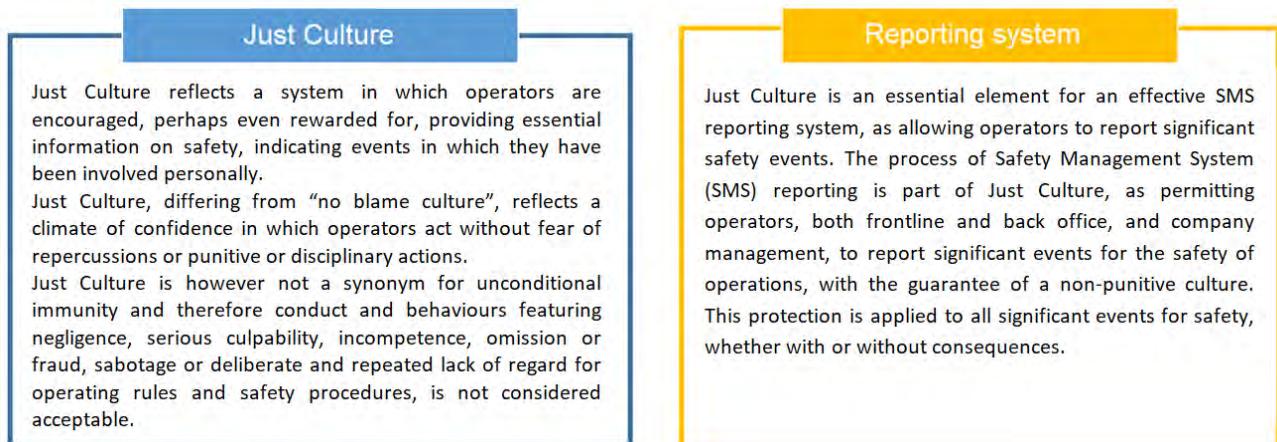
Safety and Security are two very different but interrelated concepts. In the airport sector, these terms are defined as follows:

- **Safety:** Safety requires an airport operations system that guarantees certain pre-established safety conditions, assesses its own effectiveness and corrects any non-conformities;
- **Security:** Security requires procedures and resources to be targeted at preventing and mitigating acts of unlawful interference with the civil aviation system on the ground, on board aircraft and within the airport grounds.

### Safety

ADB has developed for all parties operating airside its own Airport Safety Policy, as per the highest international standards, in line with best practices and in compliance with all applicable national and international regulatory requirements. The Policy aims to guarantee adequate levels of safety, to prioritise safety among the objectives of all airside operations managers and to ensure that the Policy is understood and applied at all levels, internally and externally to the organisation.

The Safety Policy is based on two strategic pillars:



ADB believes that progress in the safe management of airport activities can only be achieved through the involvement of all personnel, operators, airport bodies and stakeholders in conduct and attitudes inspired by the very highest safety standards.

### Safety Management System

The Safety Management System (SMS) is configured to guarantee pre-established safety conditions, to assess its own effectiveness and to implement any identified corrective and preventive actions. The main goal of the SMS is the prevention of accidents. This is pursued through the identification, evaluation, mitigation and containment, within acceptable and controllable levels, of safety-related hazards.

Since the SMS concerns all airport safety activities, all airport bodies are required to participate and immediately inform the Airport Manager of any safety issue, incident, inconvenience or event that has, or might have, compromised the safety of operations. Furthermore, all airport bodies are obliged to comply, providing the Airport Manager with all the documentation and information necessary to identify causes. Effective management of the SMS requires the participation, commitment, knowledge and experience of all airport personnel.

The **communication, information and promotion** process is essential in engaging all airport parties in the pursuit of the safety and security objectives and for the effective implementation of Group policies. Cooperation between all relevant internal and external parties is the fundamental principle on which this process is based: in order to ensure an efficient, integrated approach, ADB assumes the role of coordinator between operational activities and the activities of the various airport bodies.

## *Safety governance*

In accordance with Italian and international regulations, AdB has adopted a safety governance system based on committees. The **Safety & Compliance Review Board** plays a pro-active role in discussion of all aspects of safety and provides support to the Accountable Manager with the implementation of safety policies and objectives and verification that the infrastructure, organisation and procedures comply with regulatory requirements. The **Safety Committee** is a consultative body whose members, who have decision-making autonomy and the ability to assume outward-facing responsibility, are selected from the top management of both public and private organisations involved in airport activities. The committee ensures the participation of all parties operating at the airport, involves all airport operators in safety objectives, analyses and proposes solutions to emerging issues, involves operators in acting on the results of the SMS (e.g. trend analysis, risk assessment, corrective actions), and jointly analyses emerging issues in airport operations and changes proposed by the various members of the committee.

The **Local Runway Safety Team** is specifically tasked with analysing and assessing the operational safety of the runway and the manoeuvring area more generally, with the goal of contributing effectively to the adoption of appropriate corrective and/or preventative measures aimed at limiting and reducing the number of runway incursion events. In addition to AdB, the Local Runway Safety Team comprises representatives from: Airlines Operators Committee (AOC), ENAV (Flight Assistance Agency), ENAC (Civil Aviation Authority), ANACNA (Flight Controllers Association), Pilots Association, airport vehicle drivers and the airport manager's Movement Area and Planning departments.

### **Safety training and awareness-raising activities**

Safety awareness campaigns were carried out in 2019 through *ad hoc* safety meetings held at the ramp service centre. The most commonly addressed topics were: respecting the 'no-touch' policy; the importance of approaching aircraft safely with vehicles, guided by a worker on the ground; the obligatory use of chocks for aircraft without stabilisers; and the need to park GSE (Ground Support Equipment) in areas where it does not obstruct aircraft operations. Several ramp operators contributed to the creation of a video highlighting the importance of approaching aircraft correctly with stair and elevator vehicles so as to prevent falls from height.

The safety committee also included a training and informational session on cyber security, a topic that is constantly evolving, and to which EASA is dedicating increasing attention. Specifically, the convergence of IT and SMS has led the committee to appreciate how the correct management of tools and technologies is fundamental in protecting information systems from external attacks.

The airport manager's hazard log has also been updated, through the insertion and assessment of hazards associated with use of the new de-icing apron. Finally, a plan was researched and implemented to ensure efficient management of 'contracted activities', as defined within EU Regulation 139/2014 ('contracted activities' are those activities that fall within the Manager's Certificate, and which the manager may assign to external suppliers. These activities are subject to specific checks and to management as set out in EU Regulation 139/2014 - ADR.OR.D.010 Contracted activities).

## Performance Indicators

The effectiveness of the SMS is monitored through various performance indicators.

Indicator	Objectives 2017 (71,524 estimated flights)	Actual 2017 figures (71,878 actual flights)	Objectives 2018 (73,938 estimated flights)	Actual 2018 figures (71,503 actual flights)	Objectives 2019 (69,225 estimated flights)	Actual 2019 figures (77,126 actual flights)
No. of Operational Safety Reports per 1000 movements	>11.8% At least 850	980	>12.3% At least 900	784 (10.90% <sup>15</sup> )	not considered	not considered
No. ground safety report / 1000 movements	-	-	-	-	≥0.99%	92 (1.19%)
No. of Voluntary Safety Reports per 1000 movements	Not assessed as an objective for 2017	107	>1.3% At least 100	106 (1.48%)	≥1.5%	106 (1.37%)
Vehicle-aircraft collision	<0.08 Max. 6 events	8	<0.08% Max. 6 events	11 (0.15%) (of which three without damages)		8 (0.10%)
Vehicle-vehicle collision	<0.18 Max. 13 events	13	<0.17% Max. 13 events	17 (0.23%)	≤0.23%	15 (0.22%)
Vehicle-bridge collision	<0.04 Max. 3 events	1	<0.01 Max. 1 event	1	not considered	not considered
Ramp vehicle spills	<0.69 Max. 50 events	29	<0.4% Max. 30 events	47 (0.65%)	≤0.65%	63 (0.81%)
Reversing manoeuvres without the aid of an operator	<0.55 Max. 40 events	15	<0.27% Max. 15 events	7 (0.09%)	Modified in the two following indicators	
Reversing manoeuvres without the aid of an operator, adjacent stand occupied	-	-	-		≤0.08% Max. 6 events	1 (0.01%)
Reversing manoeuvres without the aid of an operator, adjacent stand free	-	-	-	-	≤0.17% Max. 12 events	10 (0.12%)
Overruns	<0.11 Max. 8 events	5	<0.06% Max. 5 events	6 (0.08%)	≤0.06%	6 (0.07%)
Waste from on-board cleaning	<1.11 Max. 80 events	100	<0.40% Max. 30 events	15 (0.20%)	not considered	not considered
Failure to check FOD before a flight arrives	<0.55 Max. 40 events	39	<0.54% Max. 40 events	64 (0.89%)	≤0.85%	37 (0.47%)
Failure to include the obligatory chock in our planeside baggage.	-	-	-	-	≤0.34% Max. 24 events	14 (0.18%)
Failure to respect no-touch policy	-	-	-	-	≤0.34% Max. 24 events	22 (0.28%)
Non-performance of walk-around on arrival	-	-	-	-	≤0.17% Max. 12 events	5 (0.06%)
Failure to comply with vehicle movement prohibition following reports of significant safety incidents	-	-	-	-	≤0.08% Max. 6 events	2 (0.02%)

The objectives set out for 2019 are fully in line with expectations. The only values that deviate slightly from those shared at the beginning of the year are:

- No. Voluntary safety report: this figure is slightly lower than predicted, partly as a result of the increased number of movements recorded in 2019 (this number was much greater than had been predicted at the beginning of the year, and formed the basis for the objective).
- Overruns: unchanged from 2018, with a total of six incidents. Despite the fact that these are events without real consequences, they are constantly monitored nonetheless.
- Spillages from ramp vehicles: the higher number of spillages is chiefly due to the increased use of ramp vehicles as a result of a substantial growth in the number of movements. It should also be noted that much handler GSE (Ground Support Equipment) is somewhat dated, and therefore more prone to faults.

<sup>15</sup> During the year, it was decided not to include two categories of events not considered strictly safety-related among such reports.

## Wildlife control

'Wildlife Strikes' are violent impacts between aircraft and wild animals (mainly birds). This is a phenomenon with potentially severe consequences. In 2019, Bologna Airport recorded **77,126** movements with **33** confirmed impacts, of which **30** involving birds, and **3** involving hares. The number of strikes in relation to total traffic volume, effects on flights and the abundance of fauna and species can be used to calculate the **BRI2** (Bird Risk Index), which, for the year 2019, was **0.06**. The figure for 2019 is the same as in 2018, despite an increase in movements and in bird sightings at the airport (from 116,901 in 2018 to 136,861 in 2019).

In 2020, AdB will continue with habitat remediation and the maintenance of woodland and shrub areas outside the airport grounds and under AdB's responsibility. Wildlife containment actions will also continue through the management of catch cages and corrective actions for the protection of buildings (anti-bird nets and needles). The working group formed between exponents of AdB and representatives of external entities, companies and institutions yielded excellent results and will continue in 2020.

### Containment of alfalfa

In 2020, in order to regulate the growth of airside grass cover, exploratory measures were carried out to contain wild alfalfa using legally permitted selective herbicides. Similarly, approved disinfectants were also used to reduce the micro-fauna (orthoptera) that are abundant airside, and which are a strong attraction for birds. This plan to reduce the airside presence of wild alfalfa (a leftover mistake from airport plant cultivation in the 1990's) was prompted by an ISPRA publication on wild grasses in urban and suburban Mediterranean areas. The publication indicates that only plants that are native to these areas can make a real contribution to reducing water usage and reducing the cost of crop care. The project is defined as "exploratory" because the use of native wild herbaceous plants in green spaces has only recently been implemented in Italy. As such, further studies are necessary, both to assess the ways in which these numerous types of flora may be used, and to obtain a deeper understanding of the eco-physiological needs of the various species.



## Performance Indicators

2019 - Month	Total impacts	Strikes with damage	Multiple strikes	Engine ingestions	Resulting in effects on the flight	Movements	Number of individuals sighted	Number of groups sighted	Bird Risk Indicator
January	0	-	-	-	-	5,578	3,528	11	0.00
February	0	-	-	-	-	5,257	4,684	10	0.00
March	0	-	-	-	-	6,087	11,178	11	0.01
April	0	-	-	-	-	6,468	14,340	14	0.01
May	1	-	-	-	-	6,830	11,576	13	0.06
June	4	-	-	-	-	6,996	16,993	11	0.12
July	19	-	3	-	-	7,399	19,320	12	0.19
August	4	-	1	-	-	6,920	12,141	12	0.13
September	0	-	-	-	-	7,309	12,523	10	0.01
October	2	-	-	-	-	6,560	18,796	10	0.08
November	3	-	-	-	-	5,864	7,713	12	0.10
December	0	-	-	-	-	5,858	4,069	12	0.00
Total	<b>33</b>	-	<b>4</b>	-	-	<b>77,126</b>	<b>136,861</b>	<b>138</b>	<b>0.06</b>

## Security

The Security services were taken into direct management by the Airport Manager, in accordance with Ministerial Decree No. 85 of January 29, 1999, and ENAC Communication of January 10, 2001, Protocol No. 00200DG. The current legislation is comprised of the National Civil Aviation Security Programme (PNS) and European Regulation 1998/2015, as amended. In addition to these two main regulatory frameworks are certain other European Regulations and ENAC Circulars which regulate monitoring methods.

Security's current organisational chart stipulates that the Security Director also covers the role of Security Manager, and two subordinate departments, one Line and the other Staff. The line department works at the operational level performing the services granted under license by ENAC regarding checks to passengers and baggage (both hand and hold).

The Staff department deals with aspects regarding the issue of permits for entry into the airport area, the preparation and constant updating of procedures on security checks, and the dissemination and implementation of such procedures by security personnel. The Staff department also manages and supervises all aspects of security concerning airport activities and quantifies, on the basis of scheduled flights and aircraft load factors, control times, the distribution of passengers at security stations and the number of required personnel and security guards.

### Security personnel

In December 2019, AdB Security had a staff of 211 qualified security guards (GPGs), of which 56 in the position of Supervisor (SPV), and 7 in that of Security Passenger Manager (SPM). Security personnel operate during the entire time that departing flights are scheduled, and have the responsibility of correctly performing operational procedures and security checks on passengers, their hand luggage, hold baggage and goods, according to security regulations and the operational communications of Security Management.

- The **recruitment** of Security Personnel takes place through a first selection made by a specialised external company, on the basis of the provisions of Ministerial Decree 85/99<sup>16</sup>, during which candidates are sent to the State Police for background checks, before starting training, which is overseen by the Training Center.
- The **training** course comprises a theoretical and a practical part, and is given by an ENAC Certified Instructor. At the end of the course, a final exam is administered by the ENAC Commission.
- The **hiring** of security personnel takes place only after Formal Appointment by the Prefect under oath as required by Article 250 of the Implementation Regulation.
- Security personnel must carry out their work with utmost diligence, and are therefore **monitored** through Audit, Quality Control, Briefing, Performance System and TIP Library procedures (the latter involving examination of virtual images of dangerous items). Performance assessments for TIP and individual operators takes place every six months, and are organised as a 'cascade' system, meaning that assessments are made by Supervisors (SPVs), who in turn are assessed by Security Passenger Managers (SPMs).

In order to monitor the application of relevant legislation, AdB performs Quality Controls on a monthly basis, which, from September 2018, are performed by a new team established within Security Management. The control activity is carried out with the passage, through all airport checkpoints, of prohibited items and/or invalid access credentials. Cover Tests are carried out at least twice a month, involving the passage of 'Sample Passengers' through control stations with simulation explosive devices and prohibited articles. A "Quality Test Cover Report" is prepared after each activity. This is designed to demonstrate levels of efficiency, efficacy and quality in safety procedures, identify the shortcomings and non-compliances of safety services, and offer recommendations and corrective actions to reduce or eliminate these instances of non-compliance.

During the year, passenger satisfaction regarding security remained consistently high, attaining, within the quality parameters set out in the Airport Operator Service Charter (ENAC-GEN06 methodology) **98.2%** passenger satisfaction at baggage control and **97.7%** in terms of the perception of personal safety and security at the airport.

<sup>16</sup> English language skills, Psychological aptitude test, Motivational interview, Individual interview, Suitability medical examination.

### *Emergency management and business continuity*

To ensure the continuity of services in conformity with relevant regulations and industry best practices, AdB has defined an organisational model, procedures and systems that, in the event of an incident, allow an analysis of the situation, mitigation of the service interruption and service restoration in appropriate timeframes.

Specifically, it has adopted action plans that describe the mitigation and recovery procedures, a Help Desk for first level operations (available from 5am to 9pm), infrastructure monitoring systems and modern security devices such as firewalls.

During 2019, Bologna Airport concluded the integration of emergency plans in accordance with EU Regulation 139/2014 by defining in the Airport Manual the actions to be taken in emergency situations.

AdB periodically verifies the efficacy of the procedures through drills and simulations, directly or with the participation of other public or private organisations (such as law enforcement in the case of the Anti-terrorism Plan). The various plans are updated where cases of non-conformity or areas with margins for improvement are identified. In 2019, the Manager organised a table-top exercise simulating an incident outside the airport grounds, involving not only the airport, but also the surrounding area. The exercise concluded with the definition of shared operating procedures between the Airport and the local authorities to establish an alarm procedure for all those involved, and clearly set out responsibilities and the chain of command. A new tele-alert system was also implemented in 2019. This will allow more efficient communication between the various parties involved in the different phases of the emergency. The drills included in the internal emergency plan pursuant to Legislative Decree 81, together with law enforcement drills, were also conducted as planned.

## 2.5.6 Communications and engagement of passengers

Communication activities increased again in 2019, in line with the overall development of company activities. The main object of assessment was the role of the airport in relation to the local area and to stakeholders, strengthening the corporate media image and supporting the engagement and corporate identity of employees and the airport community.



CARE

Over the years, Bologna Airport has introduced and managed a wide range of communications tools, from the most traditional (e.g. brochures, press releases, newsletters, monitors at the terminal) to the most modern and interactive (e.g. social channels, app, website, chatbot, beacon). The trend towards the use of new communication channels, such as the Internet and social media, continued in 2019.

### PRESENCE ON SOCIAL NETWORKS



**+ 150 thousand** followers  
2<sup>nd</sup> by number of visitors among  
Italian airport FB pages



**+ 14 thousand** followers  
2<sup>nd</sup> in Italy by number of  
followers



The overall perception of the efficacy and accessibility of public information services was also very positive. In 2019, Bologna Airport continued to expand communications tools in relation to passengers, with both CRM targeted information and remote information points. Satisfaction was particularly high for operational information points, internal signage and the website.

In late 2019, the Company launched a multi-subject, multi-channel advertising campaign, which continued in early 2020. The objective of the campaign was to draw attention to AdB's present and future work on Sustainable Development, and simultaneously highlight the positive effect this work is having on the area in which the airport operates. The campaign included six topics, grouped under the common payoff "The world is an open door". These were: Sustainability, Economic Impact, Tourism, Innovation, Human Resources and Destinations. During the holiday period, a seventh was added which centred around Christmas.

The campaign was conducted through local (and, to a lesser extent, national) newspapers, the airport's Facebook, Twitter and LinkedIn profiles, its website, the SIE<sup>17</sup> monitors in the airport, and a large billboard in central Bologna (piazza Galvani).

### *Involvement of institutions*

As an important actor in a complex regional context, it is essential that AdB works in synergy with national and international institutions for the development of passenger services and as an active participant in the growth of the local area and community. Accordingly, the airport promotes not only initiatives relating to the management of airport activities, but also a range of other actions with social and environmental impact.

Local institutions play a key role, both as actors and as partners in pursuing the strategic goal of making the airport increasingly sustainable for the local area and community. For example, for the management of noise impacts, a technical working group has been established between AdB and representatives of the main local authorities, including the Municipality of Bologna, the Regional Environment and Energy Agency (ARPAE) and the Municipality of Calderara di Reno, with the aim of coordinating relations with citizens, developing monitoring activities and ensuring a systematic exchange of information. In addition, as a major strategic infrastructure facility, AdB also participates in the Municipality of Bologna's Sustainable Energy Action Plan, aimed at appropriately supporting the pursuit of the shared goals of cutting climate-altering emissions.

<sup>17</sup> SIE monitors: monitors that are connected to an advanced information system that allows content to be changed dynamically and separately according to ongoing events or changing needs

Finally, since 2015, AdB, the Emilia-Romagna Region, the Metropolitan City of Bologna, the Municipality of Bologna, the Municipality of Calderara and transport company TPer have been committed to the Territorial Implementation Agreement for the decarbonisation of the airport, pursuant to Regional Law 20/2000, in response to the need to mitigate the environmental impacts associated with long-term infrastructural development, and in compliance with the provisions of the Decree of the Environmental Impact Assessment Master Plan.

### *Local community engagement*

As well as interacting with institutions, AdB collaborates with other key local players to create value for the community, companies and local stakeholders. Through commercial activities and the commercial spaces at its disposal, the Group promotes various initiatives and activities, creating opportunities for cultural and artistic promotion and increasing the visibility of local excellences, in particular regarding the automotive and food-and-wine sectors. The visibility from advertising activities and participation in events hosted by the airport indeed helps to create value and consolidate the brand awareness of local companies in the eyes of the national and international public passing through the airport. In 2019, the third edition of the Marconi Music Festival, the first ever airport music festival, took place in collaboration with the Emilia Romagna Festival. During the music festival, passengers and the public were engaged in a series of concerts and events, with the presence of exciting young talents and major international names. The attention paid to typical food and restaurants in Emilia-Romagna tradition is an important element in the promotion of excellence, including in culture. Since 2019, AdB has also been part of the "Capo D" network, which brings together some of Bologna's most active and relevant companies in the areas of welfare, equal opportunities and organisational well-being<sup>18</sup>.

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<sup>18</sup> For further details, reference should be made to the paragraph "Diversity and Equal Opportunity"



HI BOLOGNA,  
THERE'S  
SOMETHING  
DIFFERENT  
IN YOUR  
AIR TODAY.

Pierluigi U. – Biologist

In the last 10 years, Bologna Airport has reduced CO<sub>2</sub> emissions per passenger by 64%. By 2050 it will be emission free.



THE WORLD IS AN OPEN DOOR.

## 2.6 Protecting the environment and responding to the challenges of climate change

The Group is committed to all aspects of sustainability, ranging from those of an environmental nature to compliance with ethical and social principles, in view of the important role which Bologna airport plays as a vital hub for the region. Bologna Airport has always set itself the objective of pursuing the sustainable development of the airport system in harmony with the protection of the environment, including the important issues of air quality, noise, energy saving and the use of alternative sources as integral to the company's sustainable development policy.



The commitment includes day-to-day monitoring of the environmental impacts of airport activities, the identification of improvement measures and dialogue and exchanges with the local community and stakeholders. In relations with the local community, the company has consolidated its commitment through the signing of Territorial Agreements in support of environmental compensation initiatives.

AdB has drawn up several policies, tools and organisational structures to guarantee, in all airport activities and at all times, adequate levels of service quality, worker safety, environmental protection and airport security, which are considered priority objectives of the company. In this regard, it has integrated Quality, Environment, Energy and Safety at Work systems into a single integrated Business Management System, in order to respond concretely to the requirements of the various applicable certification standards in line with the Quality, Environment, Energy and Safety Policy. In particular, AdB applies the following Certifications in its management:

- UNI EN ISO 9001:2015 quality certification
- UNI EN ISO 14001:2004 environmental certification
- OHSAS 18001 workplace safety certification
- UNI EN ISO 50001 energy certification
- Airport Carbon Accreditation - Level 2

The integrated management system ensures utmost control of significant environmental impacts, associated risks, internal and external factors, and the governance of improvement policies.

The organisation contains an internal Environment, Energy and Safety at Work Department, with specific resources dedicated to environmental issues. The integrated Policy is made available to the public in the local community in order to guarantee complete transparency in the objectives that AdB intends to pursue.

### Quality, Environment, Energy and Safety Policy<sup>19</sup>

In order to maintain and improve the integrated Quality, Environment, Energy and Safety Management System, AdB has defined a set of principles to base all its activities on. Regarding environmental protection, the Policy commits to:

- Evaluating, preventing and minimising environmental impact and risks to the health and safety of workers (including accidents and occupational illnesses);
- Guarantee compliance with applicable environmental, workplace health and safety and energy efficiency rules;
- Promoting a reporting system to guarantee timely monitoring of performances;
- Coordinating and monitoring the conduct of sub-contractors, suppliers and third-party companies acting on behalf of AdB;
- Contributing to preventing climate change, to improving energy efficiency and to the increased use of renewable energy sources.

Employees are required to maintain high standards of service quality, ensuring protection for the environment, energy and water resources and health and safety at work, as well as the prevention and prompt correction of non-conformities with regulations and corporate, national and international standards.

<sup>19</sup> Integrated management systems (Quality, Environment, Energy and Workplace Safety and Security) are applied within AdB's organisational and operational environment. TAG is independently certified for its own quality, environment, and workplace safety and security issues. FFM has yet to implement a certified management system, but has adopted operating practices and procedures compliant with Italian and industry standards.

## 2.6.1 Noise management

The Group pays particular attention to noise pollution, since it is the most critical environmental issue affecting the local area. In order to minimise the impact of noise pollution, the company's environmental policy is based around continuous noise monitoring, identification of mitigation measures, dialogue with the local community and communications transparency. AdB has always strived to build dialogue and cooperation with local authorities through a dedicated airport noise working group. Carrying forward its work through 2018, the group is coordinated by the Municipality of Bologna, and comprises representatives from the local municipal administrations, the Regional Agency for Prevention, the Environment and Energy (ARPAE) and the local health authority (ASL). The activity of the working group is focused on a shared assessment of noise pollution issues affecting local residential areas, the management of complaints from citizens, the identification and planning of mitigation and noise compensation actions. Efforts are also made to improve airport noise mitigation procedures by the Airport Commission, established by Ministerial Decree 31/10/1997, and chaired by the Civil Aviation Authority ENAC.

### IRESA

As of January 1, 2020, the Region of Emilia-Romagna has applied IRESA (Regional Tax on Aircraft Noise Emissions) as a specifically targeted levy. **Income from the tax will be allocated to the completion of the acoustic monitoring system and acoustic anti-pollution, in addition to further investments and/or indemnities for the residents in zones A and B in the airport's surrounding area**, as defined by the Environmental Ministry Decree of October 31, 1997. IRESA must be paid by airlines, and is applied to every take-off and landing movement. It is calculated on the basis of each aircraft's noise certificate, whether the movement takes place during the day or night, the type of propulsion (propeller or jet), and the direction of take-off or landing. This latter parameter for application of the levy – particularly complex and not currently available to the airport manager – is still being defined and requires a subsequent motion of the Regional Council. The **tariff decreases as aircraft acoustic performance increases, and in line with the take-off or landing slot (daytime or night-time)**. In 2019, the Parent Company (and also, for General Aviation, the subsidiary TAG) began implementation of the communication systems and procedures for payment and collection of this new levy on behalf of the Region. Since January 1, 2020, the Group has calculated, invoiced and collected IRESA from airlines, and periodically forwards these payments to the Region of Emilia-Romagna, which receives both the revenues and the supporting information flows.



Airport noise management activities are based, first of all, on the continuous assessment of noise impacts through the airport noise monitoring system. The system determines noise levels on the ground by integrating data from noise monitoring units and radar, indicating the routes of aircraft landing and taking off. The system produces a significant amount of data, which is processed, made available to citizens and the local community, and used to identify improvement measures.

One of the most critical noise impact issues is the disturbance caused to people residing in overflowed areas. This is why one of the fundamental elements of the mitigation process is dialogue with citizen and committee representatives. In addition, the company's Action Plan, identifying mitigation and compensation actions, indicates measures already implemented and those to be implemented in the future. Again, dialogue with the various stakeholders, authorities and competent bodies, as well as with the designated institutional technical offices, such as the airport commission and noise working group, proved fundamental in the preparation of this plan. The Noise Management Action Plan has been formulated in accordance with Decree 152/06 and includes measures aimed at mitigating and offsetting the disturbance caused by the airport's acoustic impact, which the airport manager also intends to implement in synergy with the other parties involved in various respects. The Plan is a dynamic document that may be updated in view of other new initiatives developed over its life cycle.

As per Environmental Impact Assessment Decree No. 29 of February 25, 2013, in 2019 the Group carried out acoustic investigations at noise-sensitive areas around the airport. These were designed to assess the level of noise pollution deriving from airport operations and other typical urban sources. The results of these studies are shared with the competent Authorities in order to identify any measures necessary to mitigate and compensate for these impacts.

## Performance Indicators

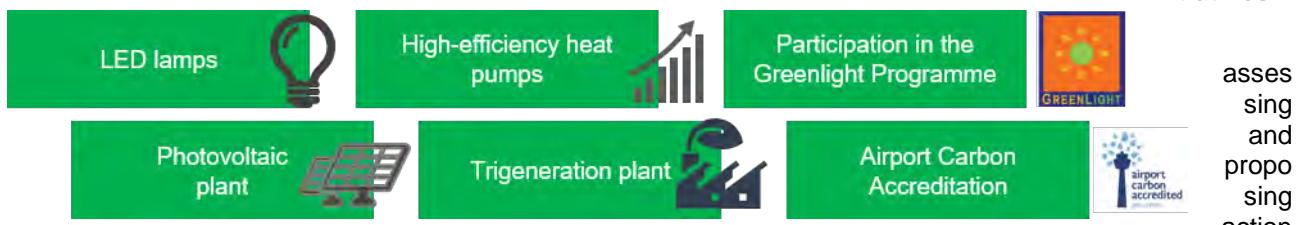
Station	LVA [dB(A)] <sup>20</sup> 31/12/2017	LVA [dB(A)] 31/12/2018	LVA [dB(A)] 31/12/2019
P1	66	65.1	65.6
P4	62.3	61.8	62.0
P5	55.7	55.6	55.1
P6	63	62.1	63.5
P7	55.3	54.5	56.3
P8	53.5	52.6	52.6
P9	n/a	n/a	55.1

The figures presented refer to the noise levels recorded by the noise monitoring equipment located in the residential areas adjacent to the airport. The values are below the noise limits established by law for the buffer areas and are constantly monitored. Data from the Airport Noise Monitoring System, consisting of seven permanent environmental monitoring units distributed around the airport grounds. At each of the measuring stations, the LVA index was essentially constant, i.e. without significant fluctuations. The indicator is driven by various factors, essentially: the number and type of aircraft in transit; the rate of climb and thus the overflight altitude; the trajectory followed; weight at take-off and landing; and the time (day or night). The noise level recorded at P6 and P7 were higher than the equivalent values for 2018. This is due to an increase in the amount of nocturnal traffic at Bologna (runway take-offs 12, runway landings 30) during the peak period in 2019, compared to the peak period in 2018.

### 2.6.2 Energy efficiency and contributions to mitigating climate change

In 2013, Bologna Airport introduced an Energy Management System in conformity with the international standard UNI ISO50001, guaranteeing a considered use of energy resources and reduced consumption and costs through the drafting of an energy policy, systematic monitoring of consumption and performance indicators, and optimisation of production processes, corporate conduct and resource management. In order to effectively implement the Energy Management System, AdB established the Energy Management Team (EMT), a working group coordinated by an Energy Manager. The group establishes objectives at a strategic level for energy improvements, preparing energy and cost reporting tools, and

#### Energy efficiency initiatives



s to improve energy performance.

In line with the policies for quality, the environment, energy and safety, Bologna Airport has taken numerous steps to reduce consumption and emissions by making its infrastructures more energy efficient and by increasing the use of renewable energy sources. For example, regarding energy efficiency, the company has replaced low-efficiency bulbs with LED bulbs, thus optimising the lighting systems of buildings, car parks and airport roadways. Since 2005, AdB has participated in the voluntary GreenLight Programme promoted by the European Commission to encourage partner organisations to upgrade the efficiency of their lighting systems, with an aim to reduce energy consumption and climate-altering emissions. AdB has also improved the management of its heating, ventilation and air conditioning systems, in particular through the use of high efficiency heat pumps. Regarding the use of renewable energy, Bologna Airport self-produces a significant portion of its electricity needs through its own photovoltaic systems and high-performance trigeneration plant. The energy efficiency initiatives permitted a savings of 6,900,0000 kWh compared to consumption before

<sup>20</sup> LVA - Airport Assessment Level: calculated, in accordance with Ministerial Decree 31/10/1997 – “Airport noise measurement methodology”, based on the AEL data relating to the three weeks with highest traffic identified in 2019 (according to a methodology applied since 2014).

they were implemented.

AdB has also participated in various energy efficiency initiatives and programmes in order to cut its CO2 emissions and contribute to the fight against climate change. In 2009, it took part in the international Airport Carbon Accreditation programme, an initiative promoted by Airport Council International and aimed at monitoring and improving the airport sector's carbon footprint. Additionally, in collaboration with local authorities and institutions, AdB promotes initiatives and actions to mitigate general environmental impacts. Through the Regional Agreement for a Low-Carbon Airport, signed with regional authorities in 2015, AdB has committed to perform work with a total cost of Euro 6.5 million over a period consistent with the timeframe for implementation of the airport Master Plan. The agreement provides for a reduction in CO2 emissions in relation to airport infrastructures and accessibility, and for the absorption of climate-altering direct emissions through the creation of a wooded green belt to the north of the airport.

The measurement and assessment of Bologna Airport's carbon footprint is essential in gathering information for the implementation of CO2 reduction initiatives, for the identification of cost containment opportunities and for the consideration of climate impacts in the decision-making process. Additionally, this process allows AdB to play a leading role in the field of environmental responsibility, to respond to the demands of citizens and public administrations for greater disclosure regarding climate impacts, and, finally, to prepare for the introduction of binding regulations on the subject, which might modify the current regulatory framework.

In 2019, 100% of the energy produced by the AdB network is certified electricity generated from renewable sources, which contributed to a considerable reduction in Scope 2 emissions, according to the "market-based" calculation. In addition, diesel power stations in several buildings were decommissioned in favour of increased natural gas use. A lighting efficiency plan began in 2019, involving the installation of LED light fixtures, resulting in a reduction in electricity consumption and indirect emissions (Scope 2). This involved optimising the efficiency of the lighting system in management offices, and beginning the replacement of lamps at the boarding piers.

#### **Innovation plan THE FREE MARKET FOR ENERGY**

Within the Innovation plan - Environment sector, AdB has developed an initiative to raise awareness of energy issues among the airport community. A cross-department group, co-ordinated by the Energy Manager, worked on the initiative in order to educate the airport community on innovations in the free market for energy, providing the opportunity to sign electricity and gas supply contracts at lower prices. Specifically, the work group:

- identified commercial partners with whom to develop welfare initiatives
- defined the assisted conditions for electricity and natural gas supply contracts
- organised informational meetings on the free market for energy and presented and promoted the initiative



November 2019 saw the conclusion of the initiative with a well-attended meeting at the airport's Marconi Business Lounge. Participants in the meeting were Illumina, as a commercial partner, the Esperienza Energia consortium, as a technical partner, and representatives from Bologna Airport.

#### *Performance Indicators*

Energy consumption within the organisation (GRI 302-1, 302-2)	Unit	2017	2018	2019
<b>From non-renewable sources</b>	<b>GJ</b>	<b>73,857</b>	<b>86,947</b>	<b>87,871</b>
Methane gas	m3	1,777,114	2,292,236	2,334,974
Diesel fuel (for heating and generators)	l	133,819	10,445	9,818
Petrol (for the fleet)	l	22,068	15,579	16,882
Diesel (for the fleet)		77,448	95,768	94,621
<b>From renewable sources</b>	<b>GJ</b>	<b>385</b>	<b>348</b>	<b>339</b>
Photovoltaic (self-generated electricity)	kWh	106,840	96,805	94,283
<b>Purchased electricity</b>	<b>GJ</b>	<b>28,321</b>	<b>19,861</b>	<b>18,843</b>
from non-renewable sources	kWh	7,866,948	253,373	216,280
certified from renewable sources		-	5,263,489	5,017,969
<b>Electricity sold</b>				
Self-generated electricity sold to the grid	kWh	-	8,172	64,273
<b>Total consumption</b>	<b>GJ</b>	<b>102,562</b>	<b>107,156</b>	<b>107,053</b>
From non-renewable sources		102,178	87,859	88,649
From renewable sources	<b>GJ</b>	<b>385</b>	<b>19,297</b>	<b>18,404</b>

The change in composition of the types of electricity consumed is due to the activation of the renewable energy supply contract in 2019.

The assessment of indicator 302-1 refers to energy consumed as defined by Law No.10/91 and Ministry of Economic Development (MISE) Circular of 12/2014, i.e. the energy consumed for the production of goods (semi-finished products, manufactured products, etc.) or for the provision of services (transport of people or goods, lighting, air conditioning, electricity supply, etc.).

The relevant scope includes the entire Aeroporto di Bologna Group. Consumption relating to the firefighters' station and concessionaires, which is billed directly to AdB S.p.A under the agreements between the parties, but is directly available to third parties, has been excluded. Energy accounting for AdB S.p.A and TAG Bologna S.r.l. is carried out separately, while the energy consumed by FFM is expressed in its entirety within the energy consumed by AdB S.p.A. Information regarding diesel consumption for TAG generators is not available, while fuel consumption attributed to TAG is a mix between petrol and diesel.

Energy intensity (GRI Standard 302-3)	Unit	2017	2018	2019
Energy consumption	GJ	102,562	107,156	107,053
Number of passengers	N.	8,198,156	8,506,658	9,405,920
<b>Energy intensity</b>	<b>GJ / N.</b>	<b>0.0125</b>	<b>0.0126</b>	<b>0.0114</b>

The energy intensity is calculated as the ratio of gigajoules consumed over the number of passengers in transit.

Total emissions (GRI 305-1, 305-2)	Unit	2017	2018	2019
Direct emissions (scope 1)	t CO <sub>2</sub>	<b>4,164.1</b>	<b>4,850.4</b>	<b>4,929.0</b>
Methane gas		3,486.7	4,534.0	4,613.9
Diesel fuel (for heating and generators)		422.2	27.6	26.0
Petrol (for the fleet)	t CO <sub>2</sub>	50.6	35.7	38.9
Diesel (for the fleet)		204.6	253.0	250.2
Indirect emissions (scope 2)				
Electricity – Market-based	t CO <sub>2</sub>	<b>3,658.9</b>	<b>124.5</b>	<b>104.5</b>
Electricity – Location-based	t CO <sub>2</sub>	<b>2,611.8</b>	<b>1,773.5</b>	<b>1,654.0</b>

Direct and indirect emissions are calculated using Airport Carbon Accreditation's (ACA) market-based method. Regarding emission factors, reference is made to the 'Airport Carbon Footprint' Annual Report. The change in emissions in 2019 is attributable to the purchase by AdB of certified electricity generated from renewable sources. This difference is even more apparent in the change of approach to calculating emissions from the "market-based" method to the "location-based method". The location-based method involves the use of average emissions factors characteristic of the geographical location, whereas the market-based method contemplates emissions factors specific to the energy actually supplied by the provider of the service, which may in fact differ from the overall distribution grid. Finally, the change in diesel fuel consumption relates to the decommissioning of the diesel power stations in the office building, cargo building and COS building.

Emissions intensity (GRI 305-4)	Unit	2017	2018	2019
<b>Total emissions<sup>21</sup></b>	t CO <sub>2</sub>	7,823	4,975	5,033
<b>Number of passengers</b>	N.	8,198,156	8,506,658	9,405,920
<b>Emissions intensity</b>	<b>t CO<sub>2</sub> / N.</b>	<b>0.000954</b>	<b>0.000585</b>	<b>0.000535</b>

The reduction in emissions intensity is linked to the reduction in Scope 2 (market-based) emissions, and attributable to AdB's acquisition of energy certified from renewable sources.

<sup>21</sup> Total emissions used to calculate intensity include Scope 1 emissions and Scope 2 emissions, the latter of which are calculated according to the market-based method

### 2.6.3 Air quality

During 2018, the company introduced its new air quality monitoring system, operational in September. AdB is deeply aware that, by the very nature of its activities, in which aircraft produce considerable emissions, it is a significant source of atmospheric pollution. The airport is also located within a geographical area already affected by a high degree of atmospheric pollution coming from road traffic. The new monitoring system regularly measures the concentration of pollutants around the airport. These data are managed by ARPAE and published every month on the Company's website, guaranteeing maximum public visibility.

#### Performance Indicators (GRI G4-A05)

Air quality pollutant concentrations in micrograms per cubic metre ( $\mu\text{g}/\text{m}^3$ ) or parts per million (ppm) as required by applicable legislation

Bologna – average nitrogen dioxide ( $\text{NO}_2$ ) monthly values				
NO2 ( $\mu\text{g}/\text{m}^3$ )	2018		2019	
	Lippo	Aguacchi	Lippo	Aguacchi
Annual limit: 40 $\mu\text{g}/\text{m}^3$ annual average				
<b>January</b>	n/a.	n/a.	86	87
<b>February</b>	n/a.	n/a.	95	93
<b>March</b>	n/a.	n/a.	89	80
<b>April</b>	n/a.	n/a.	65	57
<b>May</b>	n/a.	n/a.	44	46
<b>June</b>	n/a.	n/a.	53	44
<b>July</b>	n/a.	n/a.	49	44
<b>August</b>	n/a.	n/a.	51	46
<b>September</b>	70	72	59	54
<b>October</b>	70	77	61	60
<b>November</b>	57	63	55	53
<b>December</b>	71	75	66	69
Bologna – average particulate (PM10) monthly values - 2019				
PM10 ( $\mu\text{g}/\text{m}^3$ )	2018		2019	
	Lippo	Aguacchi	Lippo	Aguacchi
Annual limit: 40 $\mu\text{g}/\text{m}^3$ annual average				
<b>January</b>	n/a.	n/a.	35	38
<b>February</b>	n/a.	n/a.	36	41
<b>March</b>	n/a.	n/a.	22	24
<b>April</b>	n/a.	n/a.	16	16
<b>May</b>	n/a.	n/a.	9	9
<b>June</b>	n/a.	n/a.	21	22
<b>July</b>	n/a.	n/a.	18	18
<b>August</b>	n/a.	n/a.	18	17
<b>September</b>	19	20	15	16
<b>October</b>	24	28	28	43
<b>November</b>	22	25	16	16
<b>December</b>	32	35	30	29

The data refer to the average daily air quality values measured by the fixed monitoring stations located outside the airport grounds. The trends in this data are closely correlated with the typical sources of pollution, especially road traffic, found in the areas where the monitoring stations are located. Given the volatility of the pollutants measured, the effects of the airport are not directly identifiable.

## 2.6.4 Management of water resources

Aware that the scarcity of water resources is one of the most urgent issues in the global debate on climate change and environmental impacts, AdB has paid particular attention to the monitoring of its water consumption and to analysing wastewater quality. In order to reduce water consumption and water pollution, Bologna Airport has undertaken various actions aimed at improving the efficiency of the management model and of airport facilities and buildings. In particular, AdB is committed to the study and analysis of its water consumption, to the mapping of water uses and to the identification of further actions to minimise consumption. Furthermore, the company has begun the construction of a new airport infrastructure purification plant, which will contribute significantly to reducing environmental impacts in terms of water pollution.

The assessment of sewage discharge demonstrates its group's compliance with the limit values set by law (Legislative Decree No. 152/06). Specifically, the most critical figure relates to the COD parameter, which is in turn tied to the use of the de-icing fluid employed on airport pavement and aircraft. As Airport Manager, AdB must also guarantee the continuous and regular provision of ground handling services for carriers operating at the airport. It must therefore provide adequate tools for cleaning aircraft of snow and ice contamination, the so-called activity of de-icing. At certain times in the winter, there is the risk that the limit values may temporarily be exceeded in the event of massive use of de-icing fluid.

### De-icing pad

To optimise processes and reduce the impact of liquids, a remote de-icing pad was constructed in 2019. From 2020, this provides a dedicated area where de-icing treatments can be carried out and liquids can be collected and disposed of as per applicable law. In September 2019, training began for de-icing supply operators in order to implement the new operating methods. In short, these allow de-icing to be carried out with the aircraft's engines running, meaning that the aircraft can proceed directly to the runway for take-off once the operation has been finished, thereby streamlining the entire process. In the second half of 2019, AdB also implemented new software to manage the entire de-icing process, and provided training for all the operators involved.



### Performance Indicators

Water consumption by source (GRI 303-1)		Unit	2017		2018	2019
Wells			2,975		39,527	29,992
Municipal water			162,188		77,369	66,950
<b>Total</b>		<b>m<sup>3</sup></b>	<b>165,163</b>		<b>116,896</b>	<b>96,942</b>

The assessment of water drawn refers to water utility consumption by AdB (including FFM) and TAG.

During 2019, AdB studied the feasibility of collecting and reusing rainwater from the exterior of airport buildings, according to the characteristics of the water collected. This assessment identified the work that will be carried out according to a plan which is currently being developed.

Parameter	Unit	Sewer discharge data			Parameter values
		2017	2018	2019	
COD	mg/l	17.3	30.66	68.40	500
Hydrocarbons	mg/l	0	0	3.9	250
Suspended solids	mg/l	7.8	5.52	6.3	80

The table shows the average values recorded during various analyses carried out during the reference year. The reference area is the airport grounds, including the rainwater collection system that serves airport and operator activities within the airport grounds. These data refer to the water quality parameters of the run-off water overflow system at the Olmi Quarry (Discharge C) and the water collection site associated with it (Fosso Fontana).

## 2.6.5 Waste management

Among airport activities, waste mainly comes from commercial activities (i.e. shops, restaurants) and some operational activities, such as airport vehicle maintenance and cleaning. Though the activities do not involve production processes through which to reduce waste, the company is committed to maximising waste separation and recycling, in collaboration with the municipal administration and the urban waste collection services manager.

For 2019-2020, as per Region of Emilia-Romagna requirements, a plan to minimise the use of single-use plastics was implemented, initially to reduce the production of single-use bottles. Among the initiatives implemented in 2019, all airport workers were provided with a steel water bottle, which can be refilled at water distribution points. AdB also carried out a project to provide water fountains in boarding areas, as well as plastic bottle compactors and tubs for water collection.

The focus on waste management issues is mainly concentrated on responsible waste sorting and disposal. This is mainly non-hazardous special waste that cannot be directly reused within the context of such activities. Urban waste generated is closely linked to airport users. Waste management policies therefore focus essentially on the separation of such waste.

In order to reduce waste, AdB has implemented regeneration policies, which include initiatives for the reuse of some types of waste, such as the donation to schools of unused computers.

### Performance Indicators

Waste produced (GRI Standard 306-2)	Unit	2017	2018	2019
Fraction by MSW	kg	252,500	241,540	302,650
Special non-hazardous waste		776,960	502,729	448,810
Hazardous waste		45,950	50,472	84,333
Dry residual fraction		713,990	780,590	767,340
<b>Total</b>	<b>kg</b>	<b>1,789,400</b>	<b>1,575,331</b>	<b>1,603,133</b>
Hazardous waste disposal	Unit	2017	2018	2019
Waste-to-energy	kg	35,343	37,478	69,713
Disposed of to landfill		-	55	-
R13 - accumulation of material for waste recycling and recovery		10,607	12,939	14,620
<b>Total</b>	<b>kg</b>	<b>45,950</b>	<b>50,472</b>	<b>84,333</b>
Disposal of non-hazardous waste	Unit	2017	2018	2019
Recycling	kg	508,604	444,836	488,156
Composting		10,748	9,400	11,900
Waste-to-energy		652,136	570,373	598,873
Disposed of to landfill		463,309	405,220	411,941
R13 - accumulation of material for waste recycling and recovery		108,653	95,030	7,930
<b>Total</b>	<b>kg</b>	<b>1,743,450</b>	<b>1,524,859</b>	<b>1,518,800</b>



Hi Bologna,  
where  
aeroplanes  
reach new  
heights, so  
do women.

Sonia P. – Engineer

Women make up around half of the workers at Bologna Airport, and 42.5% of its managers and directors.



THE WORLD IS AN OPEN DOOR.

## 2.7 Investing in people and their professional development



**CARE**

The Group also strives to develop those who work at the Airport and build an organisation which responds to the evolving demands of the market and which supports the individual in their work. Skills, identity and passion for service quality are key commitments for AdB in the development of its business. People play a fundamental role at every level. Developed skills, individual identities and abilities in offering the highest level of customer service are essential factors for the success of the company in facing everyday and future challenges.

AdB Group has adopted a Code of Conduct aimed at all employees, consultants and partners, enshrining the company's values and ethical principles, and providing guidelines for conduct that create a corporate climate of reciprocal trust and respect.

The fundamental values socially and universally recognised by AdB are legality, integrity, ethics, respect for individuals, quality assurance, human and environmental health and safety, fair competition, and transparency and truthfulness of information. Compliance with the Code of Conduct is both a shared duty and a right of employees, provides an additional protection for the airport community, and guarantees relationships based on clarity and transparency. The Code of Conduct supplements the Company Regulations in providing guidelines and rules of conduct and general safety in relation to the work duties of each and every employee. All employees are therefore required to perform their work activities with appropriate due diligence in the common interests of the company and of providing a quality service.

### 2.7.1 Management of personnel

With its workforce of **548** people at December 31, 2019, of which **47%** women, the group sees the management and development of its human resources as a driving force for the development and competitiveness of the airport. People, and their individual skills and abilities in guaranteeing a quality service are fundamental components of the group's business strategy. In recent years, changes in the socio-economic context in which the airport operates have led to various positive changes in the approach to human resources management. In 2019, a significant intervention was made in terms of improving engagement, through a comprehensive welfare plan extending to all employees. Work which began in 2018 on the continuous improvement of process optimisation also continued.

As regards recruitment and hiring policies, new growth and development opportunities were created for employees through internal job postings and internal job opportunities. These involved the whole Group. In addition, the use of web and social channels has attracted young talent, and various collaborations with local universities have allowed the airport to take on trainees, students and research programme participants. AdB offers the opportunity for people to express their full potential as part of a dynamic company in continuous development. The Group has introduced instruments and procedures that actively guarantee utmost transparency and fair treatment for all candidates. Roles, responsibilities and principles of conduct and monitoring to be respected during the selection procedure are set out, in full compliance with provisions preventing the offences referred to by Legislative Decree 231/2001 and the Anti-Corruption Policy. Finally, the airport was awarded the *TOP CARRIERA* 2018/2019 seal of quality by the publication *Affari e Finanza* (an insert of the newspaper *La Repubblica*) and placed ninth overall (and first among airports and airport services in Italy) in the rankings of the best workplaces in the transport and logistics sector, drawn up by the magazine *Panorama*.

#### Attracting talent - Talent Program

In order to capitalise on the resources present at the company, AdB coordinates a Talent Program aimed at identifying, attracting and retaining the best resources for meeting the Group's business goals. The program focuses on increasing the retention of valuable personnel, to reducing turnover, and the related costs of recruitment, placement and training, to attracting talent from the labour market, and on improving the performance of the organisation through the individual performance, satisfaction and motivation of the company population.

The Talent Program includes specific training programs on core competencies, participation in company task forces and specific project working groups, job rotations and training meetings with representatives from other airports or other sectors. In order to maximum the benefits of the project, AdB outlined talent areas from the outset, identifying useful skills and translating them into observable conduct and skill development goals for internal human resources.

The number of AdB employees grew significantly in 2019. Some new hires were temporary, partly to provide the new service of terminal “helpers”, and partly to ensure coverage of operating areas following an increase in passenger traffic (+10.6% in 2019). The number of permanent employees in the Group also rose (+21 units as of December 31), following the hiring of new staff as well as the conversion of fixed-term contracts. The percentage of female workers remained stable and balanced (around 47%), while the number of young employees increased (+9 units), as did the number of workers over 50 (+13 units). With 149 new employees hired in 2019, of which 46% women, the group recorded an inbound turnover of 27%. Accounting for the expiry of fixed-term and seasonal contracts, outgoing turnover was around 24%. Excluding such contract types, the turnover rate was down to 3.42%<sup>22</sup>.

### Performance Indicators

Workforce (GRI Standard 102-8)		Unit	31/12/2017			31/12/2018			31/12/2019			
			Male	Female	Total	Male	Female	Total	Male	Female	Total	
Employees		No.	243	229	472	278	250	528	293	255	548	
Other collaborators (temporary)			21	3	24	5	3	8	16	11	27	
Interns			-	-	-	-	1	1	-	1	1	
<b>Total</b>			<b>264</b>	<b>232</b>	<b>496</b>	<b>283</b>	<b>254</b>	<b>537</b>	<b>309</b>	<b>267</b>	<b>576</b>	
Employees by contract type (HC)		Unit	31/12/2017			31/12/2018			31/12/2019			
Fixed-term			Male	Female	Total	Male	Female	Total	Male	Female	Total	
AdB S.p.A.		No.	20	34	54	39	42	81	44	36	80	
Fast Freight Marconi S.p.A.			20	34	54	38	42	80	43	35	78	
TAG Bologna S.r.l			-	-	-	-	-	-	-	1	1	
Permanent			-	-	-	1	-	1	1	-	1	
AdB S.p.A.		No.	223	195	418	239	208	447	249	219	468	
Fast Freight Marconi S.p.A.			216	176	392	232	190	422	239	202	441	
TAG Bologna S.r.l			2	13	15	2	13	15	3	13	16	
<b>Total</b>			<b>5</b>	<b>6</b>	<b>11</b>	<b>5</b>	<b>5</b>	<b>10</b>	<b>7</b>	<b>4</b>	<b>11</b>	
Employees by employment type		Unit	31/12/2017			31/12/2018			31/12/2019			
Full-time employees			Male	Female	Total	Male	Female	Total	Male	Female	Total	
Part-time employees		No.	206	162	368	211	145	356	226	154	380	
<b>Total</b>			<b>37</b>	<b>67</b>	<b>104</b>	<b>67</b>	<b>105</b>	<b>172</b>	<b>67</b>	<b>101</b>	<b>168</b>	
			<b>243</b>	<b>229</b>	<b>472</b>	<b>278</b>	<b>250</b>	<b>528</b>	<b>293</b>	<b>255</b>	<b>548</b>	

Number of new hires (GRI Standard 401-1)	Unit	2017			2018			2019			
		Male	Female	Total	Male	Female	Total	Male	Female	Total	
<b>Fixed-term employees</b>	No.	<b>32</b>	<b>49</b>	<b>81</b>	<b>97</b>	<b>84</b>	<b>181</b>	<b>70</b>	<b>64</b>	<b>134</b>	
		21	21	42	66	45	111	43	39	82	
		11	28	39	31	37	68	26	23	49	
		-	-	-	-	2	2	1	2	3	
<b>Permanent employees</b>	No.	<b>2</b>	<b>-</b>	<b>2</b>	<b>17</b>	<b>10</b>	<b>27</b>	<b>10</b>	<b>5</b>	<b>15</b>	
		-	-	-	9	2	11	4	1	5	
		2	-	2	7	7	14	6	4	10	
		-	-	-	1	1	2	-	-	-	
<b>Total</b>		<b>34</b>	<b>49</b>	<b>83</b>	<b>114</b>	<b>94</b>	<b>208</b>	<b>80</b>	<b>69</b>	<b>149</b>	
		21	21	42	75	47	122	47	40	87	
		13	28	41	38	44	82	32	27	59	
		-	-	-	1	3	4	1	2	3	
Incoming turnover rate	Unit	2017			2018			2019			
		Male	Female	Total	Male	Female	Total	Male	Female	Total	
<b>Total</b>		<b>14%</b>	<b>21%</b>	<b>17%</b>	<b>41%</b>	<b>38%</b>	<b>39%</b>	<b>27%</b>	<b>27%</b>	<b>27%</b>	
<i>below 30 years of age</i>		105%	91%	98%	183%	162%	174%	100%	125%	110%	
<i>between 30 and 50 years of age</i>		9%	17%	13%	23%	26%	24%	19%	17%	18%	
<i>over 50 years of age</i>		0%	0%	0%	1%	6%	3%	1%	3%	2%	

The inbound turnover rate for 2019, calculated on the basis of permanent employees only, was 3.2% (male 4.0%, female 2.3%), down from 6% in 2018.

Number of employees leaving the company (GRI Standard 401-1)	Unit	2017			2018			2019		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
<b>Fixed-term employees</b>	No.	<b>40</b>	<b>40</b>	<b>80</b>	<b>71</b>	<b>73</b>	<b>144</b>	<b>58</b>	<b>55</b>	<b>113</b>
		22	17	39	49	37	86	36	31	67
		18	23	41	22	36	58	21	22	43
		-	-	-	-	-	-	1	2	3

<sup>22</sup> The rate has been calculated on the basis of 16 outgoing permanent contracts of a total of 468 permanent employees at December 31, 2019

<b>Permanent employees</b>		8	2	10	8	-	8	9	7	16
<i>below 30 years of age</i>		-	-	-	2	-	2	1	1	2
<i>between 30 and 50 years of age</i>		2	1	3	2	-	2	3	5	8
<i>over 50 years of age</i>		6	1	7	4	-	4	5	1	6
<b>Total</b>		<b>48</b>	<b>42</b>	<b>90</b>	<b>79</b>	<b>73</b>	<b>152</b>	<b>67</b>	<b>62</b>	<b>129</b>
<i>below 30 years of age</i>		22	17	39	51	37	88	37	32	69
<i>between 30 and 50 years of age</i>		20	24	44	24	36	60	24	27	51
<i>over 50 years of age</i>		6	1	7	4	-	4	6	3	9
Outgoing turnover rate	<b>Unit</b>	<b>2017</b>			<b>2018</b>			<b>2019</b>		
		<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
	<b>Total</b>	<b>20%</b>	<b>18%</b>	<b>19%</b>	<b>28%</b>	<b>29%</b>	<b>29%</b>	<b>23%</b>	<b>24%</b>	<b>24%</b>
	<i>below 30 years of age</i>	110%	74%	91%	124%	128%	126%	79%	100%	87%
	<i>between 30 and 50 years of age</i>	13%	15%	14%	15%	21%	18%	14%	17%	15%
	<i>over 50 years of age</i>	8%	2%	6%	5%	0%	3%	8%	5%	7%

The outgoing turnover rate for 2019, calculated on the basis of permanent employees only, was 3.4% (male 3.6%, female 3.2%), up from 1.8% in 2018.

## 2.7.2 Diversity and Equal Opportunity

Equal opportunities form an integral part of the overall strategy of AdB and of the company's improvement policies, with the aim of offering all employees equal professional opportunities and of removing all obstacles to their professional development. In this regard, initiatives are developed in various contexts, as detailed below.

Regarding **equal gender opportunities**, AdB boasts a strong female presence across all sectors, with the exception of manual labour due to the specific nature of certain duties. Furthermore, thanks to performance-related pay policies, AdB also guarantees equal opportunities through salary structuring. In particular, compared with the European average of 16.3%, AdB registered a gender pay gap of less than **2%**. In terms of remuneration, AdB rewards employees' efforts through variable bonuses and professional development remuneration policies, with the aim of developing new skills, evaluating the remuneration paid and comparing it for reference to market averages. In particular, the so-called '**Hay Method**' has been used for several years for an objective evaluation of importance of company roles, and the cross-checking of salary data with that of the reference market.

### CAPO D: the “Business Community for Equal Opportunities”

Since June 2019, the Group has been part of the “Capo D” network, which brings together some of Bologna's most active and relevant companies in the areas of welfare, equal opportunities and organisational well-being. The result is a true Community of Businesses for Equal Opportunities, united in close collaboration with the region's public institutions (Metropolitan City and the Municipality of Bologna).



The new organisation was established with the signing of a network contract (which will last 15 years, until December 31, 2034), which guarantees commitment to the following strategic objectives:

1. Ensure that focus remains high on issues of equal opportunities as an essential part of the companies' mission statements;
2. Create opportunities for dialogue and constant learning by developing services that foster organisational well-being and corporate welfare offers;
3. Encourage networking, incentivise exchange, and create synergies between companies through shared values and the adoption of good practices;
4. Cultivate (including through the use of a recognisable logo) the image of a company that is “sensitive” to the issues of equal opportunities in the workplace, of a healthy work-life balance, of corporate welfare and organisational well-being, raising local awareness of these topics both through CSR and the gradual involvement of small and medium-sized enterprises;
5. Promote awareness of equal opportunities by increasing the competitiveness and innovative ability of participants by organising conferences, meetings and open house events;
6. Collaborate with other organisations in research, innovation and study programmes, especially in the fields of equal opportunities and worker motivation;
7. Facilitate participants' access to common funds, whether regional or national, tenders, fiscal and financial support, and other contributions and loans in general, identified as needs require by the Common Body. This Body is composed and operates as per Article 10, and in full compliance with anti-money laundering regulations, as well as the 231 Codes of Conduct and any internal procedures or policies of the individual participants, as and where relevant.

This entire process is designed to create a collective system of businesses to train and improve the knowledge of their workers, and to create awareness of career growth possibilities for those who have traditionally been disadvantaged,

particularly in some industrial sectors. This is done by encouraging collaboration with the area's public institutions, and by sharing strategic guidance oriented towards sustainable development and equal opportunities.

## TOGETHER FOR WORK

As part of its social, territorial, and equal opportunity responsibilities, AdB participates in the Together for Work project.



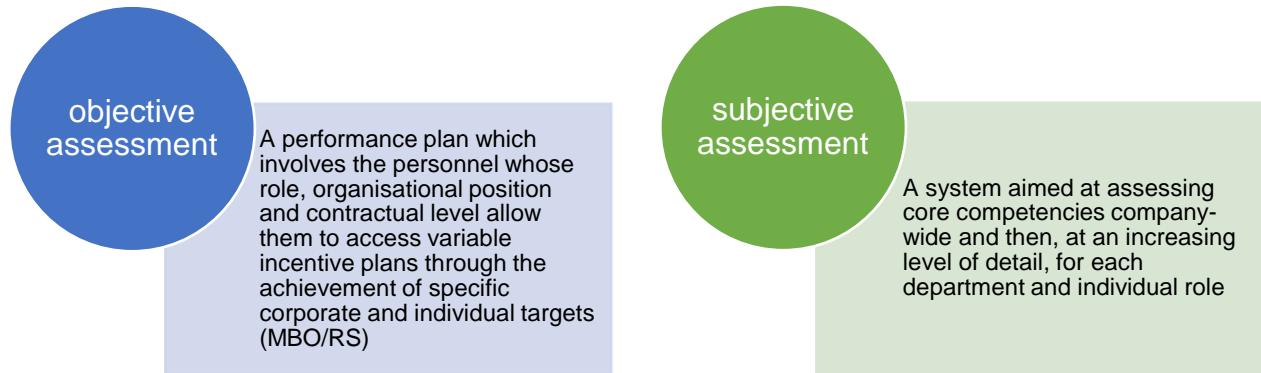
**WHAT IS TOGETHER FOR WORK:** a project to help those with low job-seeking autonomy enter the world of work, by increasing their motivation, supporting their basic and specific education, and guaranteeing them specific tutoring within companies. The project was born of a collaboration between the Municipality, the Metropolitan City and the Archdiocese of Bologna, and includes associations, trade unions and non-profit organisations.

## Performance Indicators

Employees (GRI Standard 405-1)	Unit	31/12/2017			31/12/2018			31/12/2019		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
<b>Executives</b>	No.	6	3	9	7	3	10	7	2	9
<i>below 30 years of age</i>		-	-	-	-	-	-	-	-	-
<i>between 30 and 50 years of age</i>		2	2	4	3	2	5	2	1	3
<i>over 50 years of age</i>		4	1	5	4	1	5	5	1	6
<b>Managers</b>		15	14	29	16	14	30	20	15	35
<i>below 30 years of age</i>		-	-	-	-	-	-	-	-	-
<i>between 30 and 50 years of age</i>		9	7	16	10	8	18	13	6	19
<i>over 50 years of age</i>		6	7	13	6	6	12	7	9	16
<b>White-collar</b>		148	207	355	158	229	387	171	236	407
<i>below 30 years of age</i>		18	22	40	24	29	53	28	32	60
<i>between 30 and 50 years of age</i>		90	146	236	95	158	253	101	153	254
<i>over 50 years of age</i>		40	39	79	39	42	81	42	51	93
<b>Blue-collar</b>		74	5	79	97	4	101	95	2	97
<i>below 30 years of age</i>		2	1	3	17	-	17	19	-	19
<i>between 30 and 50 years of age</i>		48	4	52	56	4	60	56	2	58
<i>over 50 years of age</i>		24	-	24	24	-	24	20	-	20
<b>Total</b>		243	229	472	278	250	528	293	255	548
<i>below 30 years of age</i>		20	23	43	41	29	70	47	32	79
<i>between 30 and 50 years of age</i>		149	159	308	164	172	336	172	162	334
<i>over 50 years of age</i>		74	47	121	73	49	122	74	61	135

### 2.7.3 Performance assessment

AdB's performance assessment policy is based on various systems:



Through a user-friendly process, the assessment system focuses on observable and easily assessable conduct relevant to business goals. The starting point of the evaluation system is the identification of the key skills and conduct for the company. Based on AdB's Charter of Values, a leadership model was designed in accordance with the company's strategic objectives and the company's core competencies were identified accordingly. Subsequently conduct relevant to each specific functional department and to each role were defined. The assessment is in qualitative terms, based on a daily, infographic scale with four-monthly feedback to develop greater and more continuous awareness of the role and skill requirements.

In 2019, the system's department and position **Competency Dictionary** was updated after organisational changes were implemented, and on the basis of initial user feedback. IT system performance was also improved, and some interfaces were made available. Among these are a quick guide and some search functions. Finally, the Multi-appraiser module is currently in development. This will allow assessments of this type to be rolled out to operative groups (currently in testing for Passenger care and Terminal Supervisors).

#### Performance Indicators

% of employees involved in performance review processes (GRI Standard 404-3)	Unit	2017			2018			2019		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Executives	%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Managers		100%	93%	97%	100%	100%	100%	95%	87%	91%
White-collar		96%	43%	65%	57%	62%	60%	85%	76%	80%
Blue-collar		0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>Total</b>		<b>67%</b>	<b>46%</b>	<b>57%</b>	<b>41%</b>	<b>64%</b>	<b>52%</b>	<b>58%</b>	<b>76%</b>	<b>67%</b>

2019 saw a slight increase in the percentage of employees involved in performance review processes, following the extension of the programme to certain operative groups (Passenger Care and Terminal Supervisors).

## 2.7.4 - Training

A company's employees are its cornerstone. They manifest its knowledge, skills, experience and personal qualities, and constitute the company's competitive and value-generating engine through the services that we offer to customers and the market. People are therefore the company's value creators, and satisfying their

### Skill growth and development

**Core, departmental, and role-specific competencies** individual training needs means promoting the development of the organisation as a whole. In line with this vision, training at AdB is one of the pillars of human resources management and development. The company firmly believes in promoting the development of the organisation through the training of human resources and the promotion of motivation, participation, responsibility and well-being. Training opportunities and management have evolved in line with the company's values and leadership model as a strategic element of growth and development. The development of skills is linked to the new corporate leadership model, which, just as the performance assessment system, has identified core, functional and role-specific competences and skills. The airport is a complex organisation, characterised by a multitude of activities which are carried out by the staff of AdB and the organisations that work and/or provide services at the airport. The Management Company is responsible for defining and ensuring high levels of safety, which must be shared by every person, employee and third-party that operates or provides services at Bologna Airport. As such, the Management Company establishes, guides and implements training programmes designed to promote safety, including through awareness of roles and responsibility, and understanding of working procedures.

#### Training Center

The Training Center was inaugurated on February 11, 2019. It is a both a physical facility and an organisational unit responsible for training, created with the aim of centralising all the company's specialist skills training (both technical and managerial) under a global vision that guarantees a continuous synergy shared by all corporate areas. The centre's development involved an initial phase of strategic mapping of the various company roles and related training needs. This was conducted through interviews with area managers aimed at developing customised and tailor-made training for each role and the identification of the skills required for each task. AdB's personnel are closely supported and supervised from the moment they join the company and throughout their corporate life. In order to manage and monitor the timing of training objectives, a specific software application has been implemented that supports the management of the company training system and the Training Center in the creation and management of an Annual Training Plan. Every participant has an individual record updated following participation in training events both inside and outside of the company.

The training procedure was updated to take into account the new training management following the creation of the Training Center. Among the innovations in the training area is the Training Manual and its attachments (currently being implemented), which describe the training courses for each role and are provided as part of computer software and within the course syllabuses. With a view to continuously improving training activities, AdB collects feedback from employees through satisfaction questionnaires. The Training Center uses both instructors from the TC staff and internal trainers who, through their work in the various areas of the company, have gained sufficient knowledge of their section of the airport, and who have subsequently gained training instructor skills by participating in specific "Train the trainer" courses. Instructors and Trainers were formally appointed by the Training Manager, who is responsible for management of the training system. The instructors organise and deliver initial and recurrent training courses, oversee course content until assessment, calibrate the delivery of their training according to the type of user, and develop and carry out both face-to-face and distance learning routes.

2019 saw the preparation of a first Annual Training Plan that integrated managerial and technical training - often obligatory and valid for a limited time - with a comprehensive approach encompassing the entire year's training. It may be consulted by area, person, course and deadline. Training is divided into two skill macro-areas: technical-operative, focused on a specific role and training path; and managerial, which centres around the development of soft skills, individual coaching, and inter-departmental projects involving management personnel. As regards managerial training, an important training project was carried out in 2019, financed by the Fondimpresa corporate training account "Project Management in Action". This involved 34 managers from the various company departments, and aimed to spread a common language and set of principles among the Project Managers and their staff, and to create the right skills to effectively manage projects in terms of planning, coordination activities and time and cost monitoring, using standardised methods and best practices. This was followed by other, more vertical strategic pathways focusing on sector-specific issues for Project Managers in the Airport Operations and Infrastructure departments. An external expert led a strategic course on compliance with Regulation 139 for AdB Assessors. These are the figures responsible for relevant work (e.g. Safety Managers, Compliance Manager, Areas Managers), who identify and assess the skills and courses required for roles within their remits. They are also responsible for the implementation, execution and update of proficiency checks (a type of checklist

for the various roles). On the launch of the Bologna-Philadelphia route, a training course was run by American Airlines for the three Ground Security Coordinators selected through an internal selection process among Security Supervisors. The course was held between Bologna and Dallas (USA), and totalled 173 training hours per person.

### Sustainability Training

Late 2019 saw the organisation of a workshop for all AdB staff, which was attended by more than 100 people. Its subject was the 2030 Agenda - Sustainable Development through an action plan for people, prosperity and the planet. The course was designed to introduce and explain the 2030 Agenda and its 17 objectives to all our staff, and above all to create awareness and motivate workers to carry out concrete actions, both at a personal and corporate level. It was also an opportunity to set out the many activities and numerous projects that AdB is already running or plans to run in relation to the 2030 Agenda.



Finally, specific seminars on Agile working were run for the Management Board. Agile working is an innovative method based on continuous interaction with stakeholders, whose satisfaction is key to ensuring that projects are successful and that the organisation can develop. External training days were organised on the subject of Collective Leadership, held off site to improve concentration and encourage teambuilding. These aimed to create a strong connection between the Board, creating a high-performance team that is ready for future challenges.

**20,224 hours of training were provided in 2019, of which more than 10 thousand were for obligatory training, divided amongst the various training and development activities, which include:**

<b>Airside Safety Training:</b> all employees and third-parties that manage airside services at the airport received specific training to increase their awareness of the importance of safety. This focused on how to safely travel around the air-side apron, considering people, vehicles and aircraft.	<b>ADC (Airside Driving Certificate):</b> airside workers are often required to drive vehicles, and therefore undergo ADC training to allow them to do so.	<b>PRM:</b> specific awareness training is given to all workers who, in the fulfilment of their roles, deal with passengers with reduced mobility (PRM), in order to ensure a discreet and attentive approach to the needs of these passengers. More in-depth training is planned for specialist PRM workers, through specific courses.
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### Digital Transformation

One of the main challenges facing the business world today is Digital Transformation. AdB comprehensively supports the development of digital transformation, as a way of 'thinking digital' - and not only 'doing digital' Interactive digital training courses and tools were introduced in this area in 2019. In the future they will also be accessible from mobile devices, allowing connection anytime, anywhere.

Digital solutions dedicated to training (e-learning), such as micro-learning and flash-learning, reduce the time that must be dedicated to learning. These are training methods that provide training materials in short, easily accessible portions lasting 10-15 minutes, and often including an entertainment element (films, cartoons, games). As regards digital training, the Training Center has developed a Virtual Tour of the airside apron, a training module that uses an Oculus virtual reality headset to support classroom learning by providing a 360° airside view, with short descriptions at the virtual InfoPoint. It is also a learning opportunity for anyone not working at the site who therefore cannot visualise the apron or the operations that take place there.



## Performance Indicators

Training hours per capita (GRI Standard 404-1)	Unit	2017			2018			2019		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Employees	Hours/N.o.	30	28	29	29	24	27	38	36	37
Executives		37	84	53	51	40	47	83	71	81
Managers		61	64	63	43	29	36	71	49	61
White-collar		32	25	28	29	24	26	44	35	39
Blue-collar		20	15	20	25	19	25	15	13	15

(\*) For 2017, the item 'other' refers to the majority of courses on safety and management relating to 2017 yet to be reconciled with the new software implemented in 2018

### 2.7.5 Employee well-being and satisfaction

AdB considers the welfare of its employees fundamental to ensuring the productivity of the company on the one hand, and for making the best use of its resources on the other. For this reason, it constantly monitors employee engagement, satisfaction and compliance with the company's strategy and values through targeted surveys. Of particular note is the valuable Corporate Spirit Air People Survey programme promoted by Airport Council International Europe (ACI). The results of the 2018 survey have revealed a number of strengths, as identified by workers themselves, including the Welfare programme and the attention paid to employee well-being. The next investigation will be carried out in 2020. In order to safeguard corporate welfare, AdB has built a solid welfare system over the years, which forms part of the 'generative bargaining' characterising relations with the social partners. The welfare platform and all its services are focused on offering forms of reconciliation between work and the private lives of individuals. The main pillars of the AdB welfare system are indicated in the following graphic:

The welfare system includes both activities aimed at employee involvement and a modern and participatory

system of industrial relations. Corporate welfare also forms part of the more sophisticated corporate remuneration policy and corporate retention system, since organisational well-being reduces conflict, absenteeism and employee turnover. As early as 2014, AdB introduced flexible benefits<sup>23</sup>, which are accessible to all permanent employees. The Employee Results Bonus was introduced in 2017, and in addition, all permanent employees were given the possibility to convert the Bonus into the purchase of goods and services.

Also included in the corporate welfare policy is working flexibility for non-shift employees, which allows a better work-life balance. For shift-workers, on the other hand, provisions are made to allow them to swap shifts with their colleagues. AdB also signed an agreement with the relevant Trade Unions to provide support during working hours for single parents of young children, establishing an "Hour Bank", which collects holiday hours donated by other workers for the use of colleagues with disabled children, or those in particularly disadvantaged circumstances.

There are also numerous initiatives promoted in the area of health and social security. First of all, AdB offers its employees better conditions than those provided for by sector collective bargaining, also thanks to specific agreements reached together with the corporate trade union. Thanks to the collaboration with the association ANT, the employees also have the possibility to carry out specialist visits on the prevention of melanomas and nutrition directly at the company. In 2019, these visits focused on the prevention of thyroid diseases and melanoma. In addition, since 2009, AdB has provided a free flu vaccination service, with the support of the diagnostic centre. Also in the area of health - and with a view to promoting a healthy and balanced lifestyle - in 2017, a largely organic food point was opened at the airport. This is accessible to those working at the airport on a daily basis, and is the location for meetings with expert nutritionists. Finally, a consultation point is available to all employees. This is staffed by a dedicated occupational psychologist, who provides support for employees in difficulty, whether at work or in their private lives.

As in previous years, among the projects dedicated to workers' children in 2019, AdB has collaborated with Intercultura to provide two scholarships for study abroad.

AdB supports the balance between work and private and family lives through various initiatives. In 2018, for example, the 'ComeTe' service was introduced through an agreement with the social cooperative giving employees access to various services in order to facilitate the resolution of day-to-day and family problems, for example, in relation to care for the elderly or for children, through the provision of recreational activities or baby-sitting. Finally, in December 2018, the corporate carpooling project 'JoJob' was launched for the benefit of employees looking to save money and time through a valid commuting alternative. The JoJob initiative also benefits the company in terms of reducing its environmental impact, of de-congesting traffic and of managing parking.

Finally, a new gym for the airport community and passengers in the Marconi Business Lounge was developed in 2019 and inaugurated in January 2020.

### **Pension plans**

AdB care for its employees by paying particular attention to complementary pension schemes. Since 1990, an agreement between the company, the trade unions CGIL, CISL and, local and corporate UIL representatives facilitated subscription to the 'PREVAER Pension and Security Fund for Airport Workers', with the aim of assuring all company employees additional and supplementary services to mandatory coverage. Today, the company makes a 2.9% contribution to the Pension Fund, one of the highest contributions within its category. Furthermore, in order to raise the awareness of the corporate population regarding supplementary pensions, specific training meetings have been organised to inform employees on the characteristics, opportunities and advantages of the fund, and on the opportunity to increase Results Bonuses by 20% by feeding them into the supplementary pension scheme.

Both the Company and the trade union organisations continue to encourage employees to join the supplementary pension scheme, and 2019 saw an increase in the number of employees participating in the PREVAER Fund.

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<sup>23</sup> AdB introduced flexible benefits through the Company Regulation in 2014, when the law did not allow for them to be contracted through trade unions. On expiration of the Regulation, the company deemed it opportune to contract the Welfare Plan through the various trade unions and the corporate trade union in 2017.

## Performance Indicators

PREVAER Pension Fund (GRI 201-3)	Unit	2017	2018	2019
Number of subscribers	No.	90	94	103
Net pension assets (Company + Employees + Post-employment benefits)	€	302,817	329,919	358,635
FONSEA pension fund	Unit	2017	2018	2019
Number of subscribers	No.	104	92	99
Net pension assets (Company + Employees + Post-employment benefits)	€	444,622	426,416	464,999

### 2.7.6 Industrial Relations

AdB belongs to the Italian airport managers association Assaeroporti, which represents members at a national level in union negotiations and national collective bargaining. Through Assaeroporti, AdB signed the National Collective Bargaining Agreement for the sector. The National Collective Bargaining Agreement for the Air Transport Workforce and supplementary corporate agreements apply to all of AdB's employees, except those with managerial qualifications to whom the National Collective Bargaining Agreement for Companies Producing Goods and Services applies. The same contract applies to TAG, while FFM also applies the CBA, but in the Handlers sector.

In the context of industrial relations, AdB promotes respect for norms and industrial and trade union relations, and encourages positive relations with the representatives of airport operators. AdB participates in national meetings with ASSAEROPORTI for the renewal of the National Collective Bargaining Agreement, together with national Air Transport trade unions, while maintaining continuous relations at a local level with local trade unions and the corporate trade union. The main **trade union agreements** signed in 2019 by AdB with the general trade unions and the corporate trade union were for the implementation of the "Hour Bank", the provisions for single parents, the extension of the seasonality agreement, and the one-off increase to Welfare 2019, following the positive results achieved in 2018.

AdB also completed its Site Protocol for Tenders, which highlighted the issues of legality, workplace safety, and transparency. The protocol was signed by the trade unions (CGIL, CISL, UIL and UGL), the Municipality and the Metropolitan City of Bologna in 2018, who provided support during the negotiations for the Handling companies and trade unions on the section dedicated to the handler market. At the Metropolitan City of Bologna in December 2019, and after many years of talks, the three handling companies that operate at the airport co-signed with AdB the section of the protocol concerning the application of the handlers' social agreement in the event of assisted airline changes. Clear rules were therefore set out and integrated with those stipulated contractually, to avoid instances of social dumping and potential crisis situations at the airport.

In the final months of 2019, AdB, Assaeroporti and the main Italian airports worked on renewing the specific Airport Managers section of the Collective Bargaining Agreement for Air Transport, which was then signed on January 17, 2020.

#### Minimum notice period for operational changes (GRI Standard 402-1)

Since AdB operates in an increasingly dynamic and competitive market, requiring rapid and immediate organisational changes to meet business needs, AdB does not implement specific policies concerning the minimum notice to be given in case of operational changes, nor does the sector collective bargaining agreement provide for a minimum notice period to employees in case of organisational changes.

On the occurrence of operational changes, the company follows corporate reorganisation phases through service and personnel communications, and, if changes affect Airport Safety issues, through change management procedures in accordance with Airport Regulation No. 139.

## 2.7.7 Occupational health and safety

ADB dedicates considerable attention to health and safety issues not only for workers, but also for passengers and all airport users in general. The Occupational Health and Safety Management System, conforming to the OHSAS18001 Certification, forms the basis for responding to current applicable regulations concerning occupational safety. The Department of Health and Safety, in collaboration with the other organisational units, deals with activities such as risk assessment, improvement measure identification and specific training.

Risk assessment activity: research, inspection cycles and monitoring	Management of work-related stress: consultation point with an occupational psychologist
Coordination activities with third parties, for work carried out by suppliers	Training and awareness-raising activities

Assessment activities are implemented through specific technical investigations and continuous cycles of inspections and supervision aimed at monitoring the effective application of health and safety rules and at ensuring their constant improvement. Considerable attention is also paid to coordination with third parties, concerning activities carried out by the Company's suppliers, through co-operation and co-ordination activities designed to provide information and assess interference risks. Within the framework of the protection of workers' well-being, attention should be drawn to the company's commitment to aspects of management of work-related stress, through the establishment of a listening disk manned by a Workplace Psychologist, available to all workers seeking support with work or personal issues. As regards collaboration and awareness-raising beyond the training already offered to employees, risk assessments are also published on the company website, as are procedures and documents on occupational health and safety, and on the promotion of a culture of safety. These are also available on the Company's social network, with specific subjects focusing on the various relevant areas. In the coming years, ADB is committed to certifying the workplace safety management system according to the new ISO 45001 standard, aligning the system with the new company risk assessment process and implementing the SGSA anti-fire safety system.

There were 10 accidents in 2019, of which six at work and four while commuting, continuing the downward trend that was recorded in 2018. Workplace accidents fell from 14 in 2017 to 9 in 2018, and finally to 6 in 2019. The scope of the damages also declined, as shown by the "Lost day rate". In the same three years, there were no deaths or cases of workplace illness. It is also important to highlight that, of the 10 injuries recorded, none was a "high-consequence work-related injuries" <sup>24</sup>. The Group also gathered data on injuries to non-employed workers in 2019, i.e. handlers and temporary workers. During 2019, 37 accidents involving non-employed workers occurred, of which 32 at work and 5 while commuting.

<sup>24</sup> "High-consequence work-related injuries" are defined as injuries lasting over 60 days and which, following an appropriate obligatory medical assessment, result in limitations or constraints related to the injury that last more than six months

## Performance Indicators

Injuries (GRI Standard 403-2)	Unit	31/12/2017			31/12/2018			31/12/2019		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
<b>Injuries</b>	No.	20	6	26	10	7	17	4	6	10
at work		12	2	14	7	2	9	2	4	6
AdB S.p.A.		12	2	14	7	2	9	2	4	6
Fast Freight Marconi S.p.A.		-	-	-	-	-	-	-	-	-
TAG Bologna S.r.l		-	-	-	-	-	-	-	-	-
on commute		8	4	12	3	5	8	2	2	4
AdB S.p.A.		8	3	11	3	5	8	1	2	3
Fast Freight Marconi S.p.A.		-	-	-	-	-	-	-	-	-
TAG Bologna S.r.l		-	1	1	-	-	-	1	-	1
<b>Lost days due to injuries</b>		4,767	465	5,232	4,210	962	5,172	3,506	778	4,285
at work	hours	2,951	264	3,215	2,822	123	2,945	2,107	616	2,723
AdB S.p.A.		2,951	264	3,215	2,822	123	2,945	2,107	616	2,723
Fast Freight Marconi S.p.A.		-	-	-	-	-	-	-	-	-
TAG Bologna S.r.l		-	-	-	-	-	-	-	-	-
on commute		1,816	201	2,017	1,388	839	2,227	1,399	162	1,561
AdB S.p.A.		1,816	179	1,995	1,388	839	2,227	493	162	655
Fast Freight Marconi S.p.A.		-	-	-	-	-	-	-	-	-
TAG Bologna S.r.l		-	22	22	-	-	-	906	-	906
<b>Number of hours worked</b>		416,570	334,192	750,762	468,088	371,132	839,220	473,809	372,885	846,694
AdB S.p.A.		403,030	305,076	708,105	453,042	343,807	796,849	455,788	346,731	802,520
Fast Freight Marconi S.p.A.		3,298	20,894	24,191	3,632	21,807	25,439	5,897	21,231	27,128
TAG Bologna S.r.l		10,242	8,222	18,464	11,414	5,518	16,932	12,124	4,923	17,047
<b>Lost day rate</b>	No.	11.44	1.39	6.97	8.99	2.59	6.16	7.40	2.09	5.06
<b>Injury Rate (IR)</b>		48.01	17.95	34.63	21.36	18.86	20.26	8.44	16.09	11.81
<b>Absenteeism rate by type<sup>25</sup></b>	Unit	31/12/2017			31/12/2018			31/12/2019		
Total		6.32%	2.97%	4.70%	5.26%	4.27%	4.82%	5.26%	4.01%	4.69%
Health		5.28%	2.86%	4.11%	4.39%	4.02%	4.22%	4.62%	3.83%	4.26%
Injury		1.04%	0.11%	0.59%	0.88%	0.25%	0.59%	0.64%	0.18%	0.43%
Other absences		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

An injury sustained in 2018 returned in 2019. This is not included in the data for injuries sustained in 2019, but contributes to the calculation of lost days due to injuries.

Accidents suffered by non-employees (GRI Standard 403-2)			Unit	Male		31/12/2019	
				Female	Total	Female	Total
<b>Injuries</b>				31	6	6	37
at work	No.			27	5	5	32
on commute				4	1	1	5
<b>Lost day rate</b>	hours			643,503		538,854	
<b>Injury Rate (IR)</b>	No.			48.17		11.13	
							1,182,357
							31.29

As of 2019, the Group reports figures regarding injuries suffered by non-employed workers: handlers and temporary staff.

<sup>25</sup> (Total number of hours lost during the period / total number of workable hours during the period).

## Glossary

“ABC” gates - Automatic Border Control

ACI Europe - Airports Council International Europe

CRM - Customer Relationship Management

ENAV - National Agency for Flight Assistance

ENAC - the Italian National Civil Aviation Authority

EMT - Energy Management Team

ERM - Enterprise Risk Management

PGP - Qualified Security Guards

GSE - Ground Support Equipment

ICAO - International Civil Aviation Organisation

IRESA - Regional Tax on Aircraft Noise Emissions

MBO - Management by objectives

MOG - Organisation, Management and Control Model pursuant to Legislative Decree 231/01

OdV - Supervisory Board

PAES - the Municipality of Bologna’s Sustainable Energy Action Plan

PRM - Passengers with Reduced Mobility

SDGs - Sustainable Development Goals

SMS - Safety Management System

## Table of reconciliation between GRI Standards and material aspects

Material topic	GRI Standard and <i>Airport Operators Sector Disclosures</i>	Scope	
		Scope of impact	Type
Employee training and development	Training	Group	Direct impact
Employee welfare and satisfaction	Employment	Group	Direct impact
	Diversity and equal opportunity	Group	Direct impact
	Occupational health and safety	Group, Temporary workers, Handling company workers	Direct impact
	Labor/Management Relations	Group	Direct impact
Management of water resources	Water	Group	Direct impact
Waste and hazardous substance management (de-icing fluid spills)	Effluents and waste	Group	Direct impact
Energy efficiency and climate change mitigation	Energy and emissions	Group	Direct impact
Noise management	Noise	Group, Airport Operators	Direct and indirect impact
Digitalisation	n/a	Group	Direct impact
Development of the airport and the network of destinations	Market presence	Group, Airport Operators	Direct and indirect impact
Customer satisfaction and service quality	Business continuity and emergency management Service quality Services offered to PRMs	Group, Airport Operators	Direct and indirect impact
Regional involvement and development	Indirect economic impacts	Group	Direct impact
Job creation (indirect economic impacts)	Economic performance	Group	Direct and indirect impact
Accessibility of facilities and services to public transport	Intermodality	Group, Airport Operators and Government	Direct and indirect impact
Airport safety and emergency management	Business continuity and emergency management	Group	Direct impact
	Customer health and safety	Group	Direct impact
Corruption prevention	Anti-corruption	Group	Direct impact
	Anti-competitive behavior	Group	Direct impact
	Socioeconomic compliance	Group	Direct impact

# GRI Content Index

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102-2	Activities, brands, products, and services	P. 10 The AdB Group, P. 33-34 A new strategy for creating value P. 36-37 Expanding the network of destinations	
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102-15	Key impacts, risks, and opportunities	P. 7 AdB Group's main social and environmental controls P. 25-26 The organisational model for ethical management of the business P. 28 Integrated Risk Management Model P. 29 Principal non-financial risk factors	
<b>ETHICS AND INTEGRITY</b>			
102-16	Values, principles, standards and norms of behavior	P. 11 The AdB Group P. 25-26 The organisational model for ethical management of the business	
<b>GOVERNANCE</b>			
102-18	Governance structure	P. 20-22 The Corporate Governance Model	
102-22	Composition of the highest governance body and its committees	P. 20-22 The Corporate Governance Model A curriculum vitae for each Director, containing exhaustive information on the personal and professional characteristics of each, is available on the Company website in the section <i>Investor Relations / Corporate Governance / Board of Directors</i> .	
<b>STAKEHOLDER ENGAGEMENT</b>			
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##### **GRI 201: ECONOMIC PERFORMANCE**

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103-3	Evaluation of the management approach	P. 43-44 Contributing to regional development P. 80-82 Employee well-being and satisfaction
201-1	Direct economic value generated and distributed	P. 43-44 Contributing to regional development
201-3	Defined benefit plan obligations and other retirement plans	P. 80-82 Employee well-being and satisfaction

##### **GRI 202: MARKET PRESENCE**

103-1	Explanation of the material topic and its Boundary	P. 24 Materiality Analysis P. 86 Table of reconciliation between GRI Standards and material topics
103-2	The management approach and its components	P. 82 Industrial relations
103-3	Evaluation of the management approach	P. 82 Industrial relations
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	This aspect is governed by the National Labour Contract and supplementary agreements applied by the Group; entry-level salaries per category are therefore equal to the minimum set out by those contracts.
AO1	Total number of passengers annually, broken down by passengers in international and domestic flights, and broken down by origin-and-destination and transfer passengers, including transit passengers	P. 36-37 Expanding the network of destinations
AO3	Total amount of cargo tonnage	P. 36-37 Expanding the network of destinations

##### **GRI 203: INDIRECT ECONOMIC IMPACTS**

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103-2	The management approach and its components	P. 43-44 Contributing to regional development
103-3	Evaluation of the management approach	P. 43-44 Contributing to regional development
203-2	Significant indirect economic impacts	P. 43 Contributing to regional development

##### **GRI 205: ANTI-CORRUPTION**

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103-2	The management approach and its components	P. 26 Corruption prevention P. 27 Anti-corruption communication and training
103-3	Evaluation of the management approach	P. 26 Corruption prevention P. 27 Anti-corruption communication and training
205-2	Communication and training about anti-corruption policies and procedures	P. 27 Anti-corruption communication and training
205-3	Confirmed incidents of corruption and actions taken	In 2019, there were no recorded incidents of corruption

##### **GRI 206: ANTI-COMPETITIVE BEHAVIOR**

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103-2	The management approach and its components	P. 25 The organisational model for ethical management of the business
103-3	Evaluation of the management approach	P. 25 The organisational model for ethical management of the business
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No cases of non-conformity were identified during the reporting period.
<b>ENVIRONMENTAL PERFORMANCE: TOPIC SPECIFIC STANDARDS (2016)</b>		
<b>GRI 302: ENERGY</b>		
103-1	Explanation of the material topic and its Boundary	P. 24 Materiality Analysis P. 86 Table of reconciliation between GRI Standards and material topics
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302-1	Energy consumption within the organization	P. 66-68 Energy efficiency and mitigating climate change
302-3	Energy Intensity	P. 67 Energy efficiency and mitigating climate change
<b>GRI 303: WATER</b>		
103-1	Explanation of the material topic and its Boundary	P. 24 Materiality Analysis P. 86 Table of reconciliation between GRI Standards and material topics
103-2	The management approach and its components	P. 64 Protecting the environment and responding to the challenges of climate change P. 70 Management of water resources
103-3	Evaluation of the management approach	P. 64 Protecting the environment and responding to the challenges of climate change P. 70 Management of water resources
303-1	Water withdrawn by source	P. 70 Management of water resources
AO4	Quality of storm water by applicable regulatory standards	P. 70 Management of water resources
<b>GRI 305: EMISSIONS</b>		
103-1	Explanation of the material topic and its Boundary	P. 24 Materiality Analysis P. 86 Table of reconciliation between GRI Standards and material topics
103-2	The management approach and its components	P. 64 Protecting the environment and responding to the challenges of climate change P. 66-68 Energy efficiency and mitigating climate change
103-3	Evaluation of the management approach	P. 64 Protecting the environment and responding to the challenges of climate change P. 66-68 Energy efficiency and mitigating climate change
305-1	Direct (Scope 1) GHG emissions	P. 68 Energy efficiency and mitigating climate change
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AO5	Ambient air quality levels according to pollutant concentrations n microgram per cubic meter ( $\mu\text{g}/\text{m}^3$ ) or parts per million (ppm) by regulatory regime	P. 69 Air quality
<b>GRI 306: EFFLUENTS AND WASTE</b>		
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103-3	Evaluation of the management approach	P. 64 Protecting the environment and responding to the challenges of climate change P. 71 Waste management
306-2	Waste by type and disposal method	P. 71 Waste management

<b>TOPIC: NOISE</b>		
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103-2	The management approach and its components	P. 64 Protecting the environment and responding to the challenges of climate change P. 65 Noise management
103-3	Evaluation of the management approach	P. 64 Protecting the environment and responding to the challenges of climate change P. 65-66 Noise management
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<b>GRI 401: EMPLOYMENT</b>		
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401-1	New employee hires and employee turnover	P. 74-75 Management of personnel
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103-1	Explanation of the material topic and its Boundary	P. 24 Materiality Analysis P. 86 Table of reconciliation between GRI Standards and material topics
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402-1	Minimum notice periods regarding operational changes	P. 82 Industrial relations
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103-1	Explanation of the material topic and its Boundary	P. 24 Materiality Analysis P. 86 Table of reconciliation between GRI Standards and material topics
103-2	The management approach and its components	P. 73 Investing in people and their professional development P. 83 Occupational health and safety
103-3	Evaluation of the management approach	P. 73 Investing in people and their professional development P. 83-84 Occupational health and safety
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<b>GRI 404: TRAINING AND EDUCATION</b>		
103-1	Explanation of the material topic and its Boundary	P. 24 Materiality Analysis P. 87 Table of reconciliation between GRI Standards and material topics
103-2	The management approach and its components	P. 73 Investing in people and their professional development P. 77 Performance assessment P. 78-80 Training
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416-1	Assessment of the health and safety impacts of product and service categories	P. 55-57 Airport safety and emergency management
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	No cases of non-conformity were identified during the reporting period.
AO9	Total annual number of wildlife strikes per 10,000 aircraft movements	P. 58 Airport safety and emergency management
<b>GRI 419: SOCIOECONOMIC COMPLIANCE</b>		P. 24 Materiality Analysis P. 86 Table of reconciliation between GRI Standards and material topics
103-1	Explanation of the material topic and its Boundary	P. 48-49 Customer satisfaction and service quality
103-2	The management approach and its components	P. 48-49 Customer satisfaction and service quality
103-3	Evaluation of the management approach	No cases of non-compliance were identified during the reporting period. P. 25 The organisational model for ethical management of the business
<b>TOPIC: BUSINESS CONTINUITY AND EMERGENCY MANAGEMENT</b>		P. 24 Materiality Analysis P. 86 Table of reconciliation between GRI Standards and material topics
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103-2	The management approach and its components	P. 52-53 Responding to the needs of
103-3	Evaluation of the management approach	

		Passengers with Reduced Mobility (PRM)
<b>TOPIC: DIGITALIZATION</b>		
103-1	Explanation of the material topic and its Boundary	P. 24 Materiality Analysis P. 86 Table of reconciliation between GRI Standards and material topics
103-2	The management approach and its components	P. 51-52 Innovation and digitalisation at the service of the business and passengers
103-3	Evaluation of the management approach	P. 51-52 Innovation and digitalisation at the service of the business and passengers

## Independent auditors' report on the consolidated disclosure of non-financial information in accordance with Article 3, par. 10, of Legislative Decree 254/2016 and with Article 5 of Consob Regulation adopted with Resolution n. 20267 of 18<sup>th</sup> January 2018

(Translation from the original Italian text)

To the Board of Directors of  
Aeroporto Guglielmo Marconi di Bologna S.p.A.

We have been appointed to perform a limited assurance engagement pursuant to Article 3, paragraph 10, of Legislative Decree 30<sup>th</sup> December 2016, n. 254 (hereinafter "Decree") and article 5 of Consob Regulation adopted with Resolution 20267/2018, on the consolidated disclosure of non-financial information of Aeroporto Guglielmo Marconi di Bologna S.p.A. and its subsidiaries (hereinafter the "Group") for the year ended on 31<sup>st</sup> December 2019 in accordance with article 4 of the Decree approved by the Board of Directors on 30<sup>th</sup> March 2020 (hereinafter "DNF").

### Responsibilities of Directors and Board of Statutory Auditors for the DNF

The Directors are responsible for the preparation of the DNF in accordance with the requirements of articles 3 and 4 of the Decree and the "Global Reporting Initiative Sustainability Reporting Standards" defined by GRI - Global Reporting Initiative (hereinafter "GRI Standards"), identified by them as a reporting standard.

The Directors are also responsible, within the terms provided by law, for that part of internal control that they consider necessary in order to allow the preparation of the DNF that is free from material misstatements caused by fraud or not intentional behaviors or events.

The Directors are also responsible for identifying the contents of the DNF within the matters mentioned in article 3, par. 1, of the Decree, considering the business and the characteristics of the Group and to the extent deemed necessary to ensure the understanding of the Group's business, its performance, its results and its impact.

The Directors are also responsible for defining the Group's management and organization business model, as well as with reference to the matters identified and reported in the DNF, for the policies applied by the Group and for identifying and managing the risks generated or incurred by the Group.

The Board of Statutory Auditors is responsible, within the terms provided by the law, for overseeing the compliance with the requirements of the Decree.

### Auditors' independence and quality control

We are independent in accordance with the ethics and independence principles of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, based on fundamental principles of integrity, objectivity, professional competence and diligence,

confidentiality and professional behavior. Our audit firm applies the International Standard on Quality Control 1 (ISQC Italia 1) and, as a result, maintains a quality control system that includes documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable laws and regulations.

## Auditors' responsibility

It is our responsibility to express, on the basis of the procedures performed, a conclusion about the compliance of the DNF with the requirements of the Decree and of the GRI Standards. Our work has been performed in accordance with the principle of "International Standard on Assurance Engagements ISAE 3000 (Revised) - Assurance Engagements Other than Audits or Reviews of Historical Financial Information" (hereinafter "ISAE 3000 Revised"), issued by the International Auditing and Assurance Standards Board (IAASB) for limited assurance engagements. This principle requires the planning and execution of work in order to obtain a limited assurance that the DNF is free from material misstatements. Therefore, the extent of work performed in our examination was lower than that required for a full examination according to the ISAE 3000 Revised ("reasonable assurance engagement") and, hence, it does not provide assurance that we have become aware of all significant matters and events that would be identified during a reasonable assurance engagement.

The procedures performed on the DNF were based on our professional judgment and included inquiries, primarily with company's personnel responsible for the preparation of the information included in the DNF, documents analysis, recalculations and other procedures in order to obtain evidences considered appropriate.

In particular, we have performed the following procedures:

1. analysis of the relevant matters in relation to the activities and characteristics of the Group reported in the DNF, in order to assess the reasonableness of the selection process applied in accordance with the provisions of article 3 of the Decree and considering the reporting standard applied;
2. analysis and evaluation of the criteria for identifying the consolidation area, in order to evaluate its compliance with the provisions of the Decree;
3. comparison of the economic and financial data and information included in the DNF with those included in the Aeroporto Guglielmo Marconi di Bologna Group's consolidated financial statements;
4. understanding of the following aspects:
  - o Group's management and organization business model, with reference to the management of the matters indicated in the article 3 of the Decree;
  - o policies adopted by the Group related to the matters indicated in the article 3 of the Decree, results achieved and related key performance indicators;
  - o main risks, generated or suffered related to the matters indicated in the article 3 of the Decree.

With regard to these aspects, we obtained the documentation supporting the information contained in the DNF and performed the procedures described in item 5. a) below

5. understanding of the processes that lead to the generation, detection and management of significant qualitative and quantitative information included in the DNF.

In particular, we have conducted interviews and discussions with the management of Aeroporto Guglielmo Marconi di Bologna S.p.A. and other personnel of Aeroporto Guglielmo Marconi di Bologna S.p.A. and we have performed limited documentary evidence procedures, in order to collect information about the processes and procedures that support the collection, aggregation, processing and transmission of non-financial data and information to the management responsible for the preparation of the DNF.

Furthermore, for significant information, considering the Group activities and characteristics:

- at Group level
  - a) with reference to the qualitative information included in the DNF, and in particular to the business model, policies implemented and main risks, we carried out inquiries and acquired supporting documentation to verify its consistency with the available evidence;
  - b) with reference to quantitative information, we have performed both analytical procedures and limited assurance procedures to ascertain on a sample basis the correct aggregation of data.
- for the site of Bologna of Aeroporto Guglielmo Marconi di Bologna S.p.A., that we have selected based on its activities, relevance to the consolidated performance indicators and location, we have carried out a site visit during which we have had discussions with management and have obtained evidence about the appropriate application of the procedures and the calculation methods used to determine the indicators.

## Conclusions

Based on the procedures performed, nothing has come to our attention that causes us to believe that the DNF of the Aeroporto Guglielmo Marconi di Bologna Group for the year ended on 31<sup>st</sup> December 2019 has not been prepared, in all material aspects, in accordance with the requirements of articles 3 and 4 of the Decree and the GRI Standards.

## Other Information

The comparative information presented in the DNF for the year ended 31st December 2017 has not been examined.

Bologna, 30<sup>th</sup> March 2020

EY S.p.A.

Signed by: Alberto Rosa  
(Auditor)

This report has been translated into the English language solely for the convenience of international readers.



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