# Annual report 2020

A YEAR OF CHALLENGES AND TRANSFORMATION





OUR REPORTS

About this report The best of 2020 About us LETTER FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS



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#### OUR ESG PERFORMANCE

Competitiveness

User experience

Our human resource

Supply chain

Ecosystems: water and biodiversity

Climate change and air quality (noise)

Materials and waste (Circular economy)

Health and safety in airport operations (biosecurity)

Infrastructure (operational capacity / efficiency)

**4** 

#### HOW WE ACT

Relevant issues
Corporate governance
Ethics, compliance and transparency
Strategic networking



## about this report

We present our second Annual Report that describes the way in which we generate value for our stakeholders as well as the results of the company's economic, social and environmental performance. It also includes advances in our corporate strategy and organizational culture, as well as the main achievements of the year, identified improvement opportunities and future challenges.

₹ 102-54

This report was prepared following the standards of the Global Reporting Initiative (GRI), in accordance with the "essential" option indicated by said guide. This methodology's indicators are identified in parentheses. The digital version, with the GRI indicator table, is available on the Opain official website (https://www.opain.co/) as well as the details of the information associated with the listed indicators. Values are expressed in Colombian pesos, unless otherwise indicated.

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The information contained herein corresponds to Opain in the period between January 1 and December 31, 2020. This report is published annually and the annexes contain the GRI content index and the separate and consolidated financial statements (under the International Financial Reporting Standards, IFRS). Values are expressed in Colombian pesos, unless otherwise indicated.

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For additional information regarding this Report, you can write to us at *nleal@eldorado.aero* 



First airport in America and third in the world to receive the highest Skytrax five-star biosafety rating.

First airport in Colombia and second in South America to receive Accreditation certification from the World Airports Council (ACI).

Biosafety seal "Check in Certified, COVID-19 biosafe" certification and the 'SAFEGUARD' protection seal by Bureau Veritas.



Award for the best digital transformation project awarded by Interlat, an organization that highlights digital growth in Latin America.

South America's Leading Airport Award at the World Travel Awards, annual ranking of the World Airport Awards.

First airport in Colombia with a laboratory for taking samples and processing COVID tests, thanks to an alliance with the Synlab Laboratory.

Strengthening of relations with the communities around the area of direct influence of the air terminal, through dialogues with the leaders of the Community Councils.

ANNUAL REPORT 2020 El Dorado International Airport



#### About US

El Dorado is the first cargo airport and the third passenger airport in Latin America, a connection point between Colombia and the world and one of the most important doors to Latin America.

Higher
purpose
and pillars

## "WE CREATE AMAZING CONNECTIONS IN ORDER TO BECOME A WORLD CLASS AIRPORT"



We lead today to secure tomorrow



We take charge and we manage as a team



We take care of what is important to everyone



We deliver a world-class service



## El Dorado in figures

454

Collaborators **direct** 

**52** 

Collaborators indirect



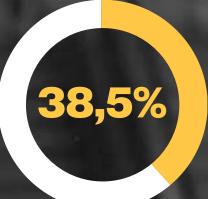
direct female Collaborators



indirect female Collaborators



**direct male**Collaborators

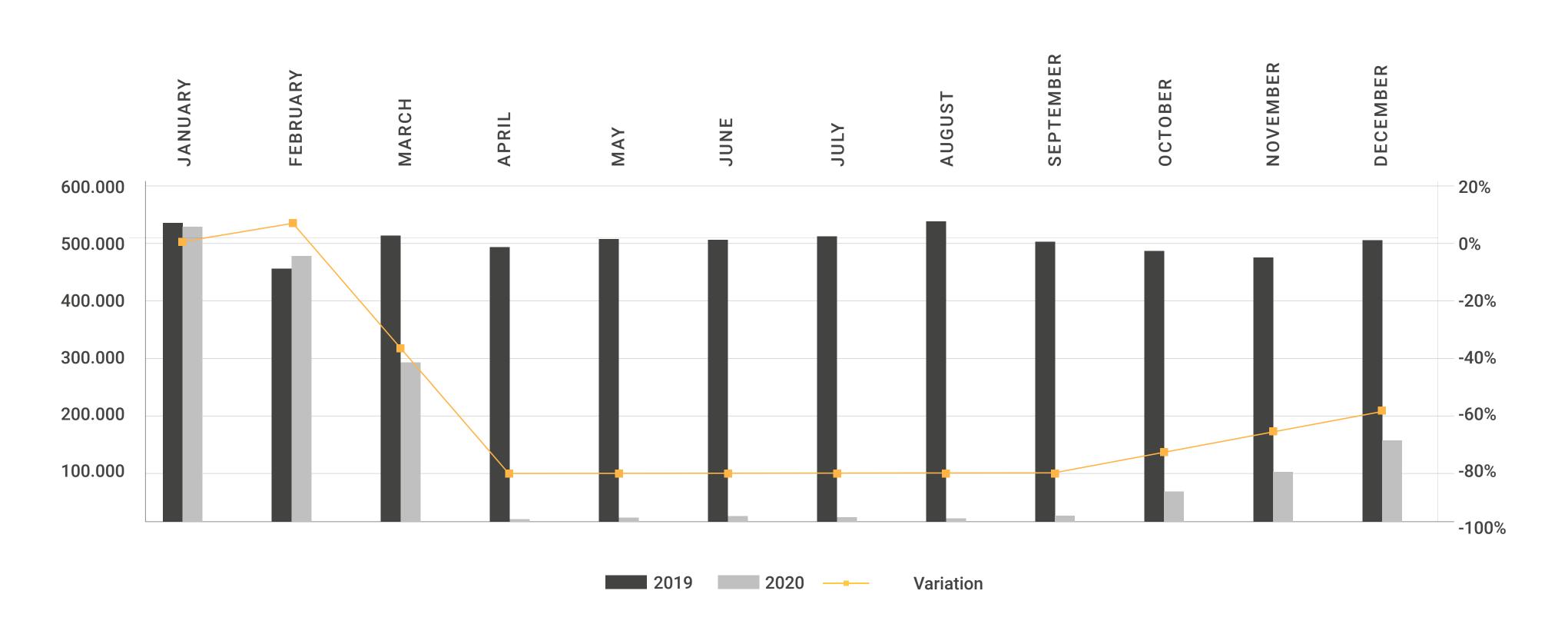


indirect male Collaborators



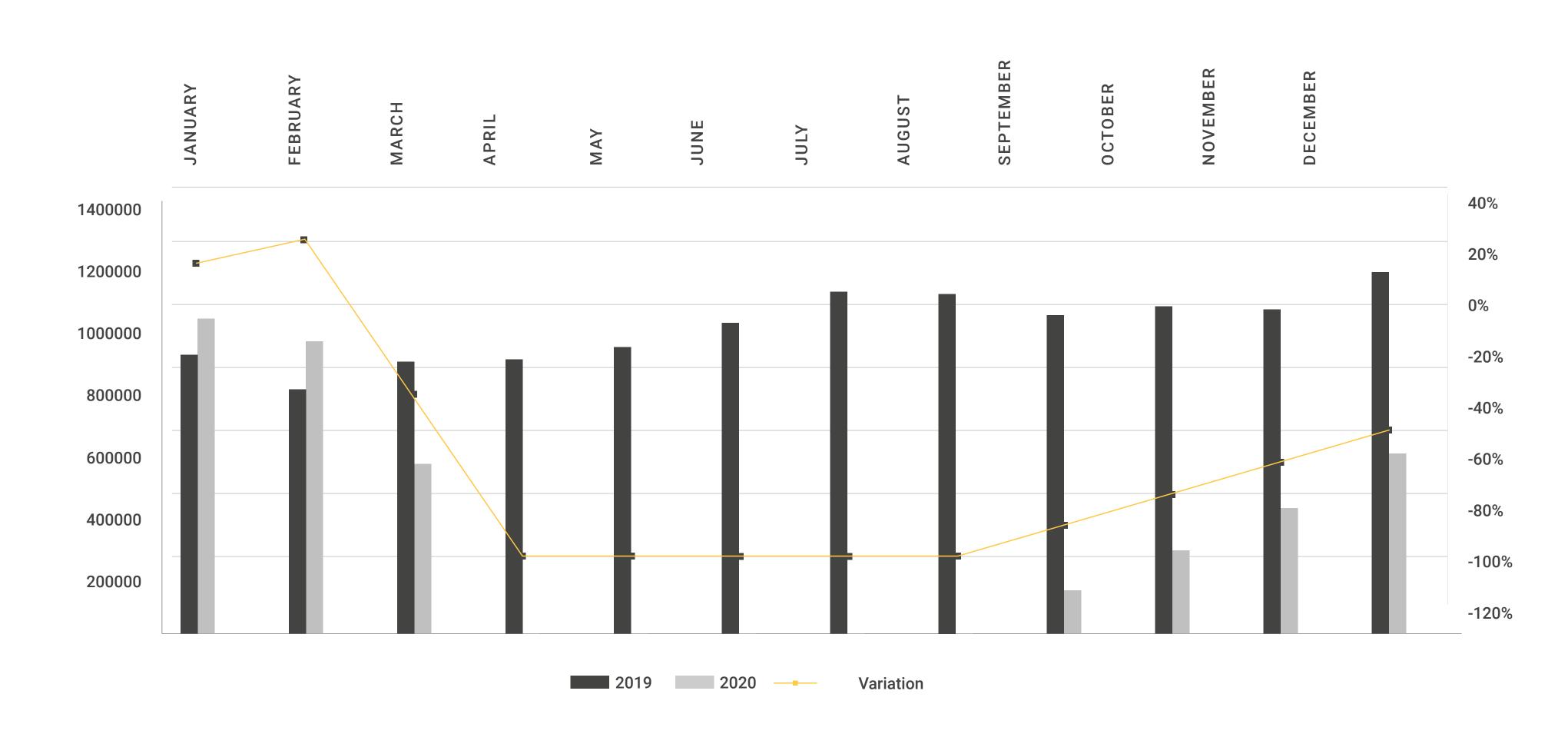
#### **Behavior**

#### INTERNATIONAL PASSENGER



#### Behavior

#### NATIONAL PASSENGER





#### Dear Shareholders

2020 has been one of the most challenging years for the airline industry in general and El Dorado is no exception. The health emergency that COVID-19 brought to the world, radically changed the daily life that we all knew. We are living in an extraordinary context and there are many changes and challenges that we must face.

Since March, Opain's entire team of collaborator worked tirelessly, hand in hand with the national and district authorities, and leading the airport's community, to adapt the terminal to biosafety protocol requirements that took center stage in 2020. All this work was greatly rewarded, not only for great teachings and the evidenced adaptability, but also for a recognition made by a British firm specialized in international air transport quality, Skytrax, which awarded El Dorado the highest rating of five stars for its biosafety protocols.

Hand in hand with the new reality came the acceleration of the airport's technological transformation; solutions and improvements, which bring benefits to all users and collaborators. Thermal cameras were installed, data analytics technology was implemented in the closed television system in order to control passenger capacity; the Auto Check kiosk network was expanded in order to avoid physical contact; the Verypax project was launched; automated corridors for boarding pass reading; Self Bag Drop was installed in order to improve baggage delivery and the website and apps were improved.

The context that the airport faced in 2020 required a lot of flexibility, analysis and permanent updating, use of technological tools and the generation of ideas, among other matters. As a result, we made an alliance with SYNLAB, and El Dorado became the first airport in the country to build a COVID-19 test processing laboratory.

Despite the difficult situation, Opain kept its focus on the priorities and in the long term, ratifying its commitment to continuing action against climate change and reducing its carbon footprint. In the pandemic phase, energy consumption was reduced to a maximum, only using what was strictly necessary. The retrofit project in the lighting system was also initiated, changing conventional sodium, metal halide and fluorescent lamps for LED technology. The total number of replaced lights was 14,236 units, thus achieving an estimated energy saving of 450,000 kWh per month.

El Dorado is ready to stay connected with great opportunities. In this pandemic phase, airports are summoned to become agents that drive regional competitive advantages, to become a leverage for economic reactivation and points of convergence between public and private sector stakeholders.

In 2021, Opain's team will continue to deliver our best, focused on continuous innovation, providing better services, experiences and technology for travelers, so the airport will continue to consolidate itself as a benchmark for connectivity, sustainability and biosecurity.

Mauricio Ossa Echeverri Chairman of the Board of Directors



HOW WE ACT



We understand that in order to generate value for society we must continually improve our efforts in tackling the most relevant issues of our business and our stakeholders. In this sense, materiality is a tool that allows us to identify the foci in which we must work so that El Dorado becomes a world-class airport.

The exercise of materiality enriches corporate strategy and stakeholder relations to the extent that it allows us to make visible and manage risks, impacts and opportunities that guarantee business continuity.

In 2019 we carried out our first materiality exercise in order to identify the most relevant work foci for the next 7 years. During 2020 we set our objectives and work plans based on this analysis.



#### Results



temas que fueron identificados y complementados durante las consultas con los grupos de interés, se evaluaron cualitativa y cuantitativamente para establecer su importancia tanto para Opain como para sus grupos de interés.

Esto nos permitió priorizar los temas en los que debemos enfocar nuestra gestión.

The priority issues were analyzed, validated and approved by the Management Committee and the Board of Directors.

#### **PRIORITY ISSUES**

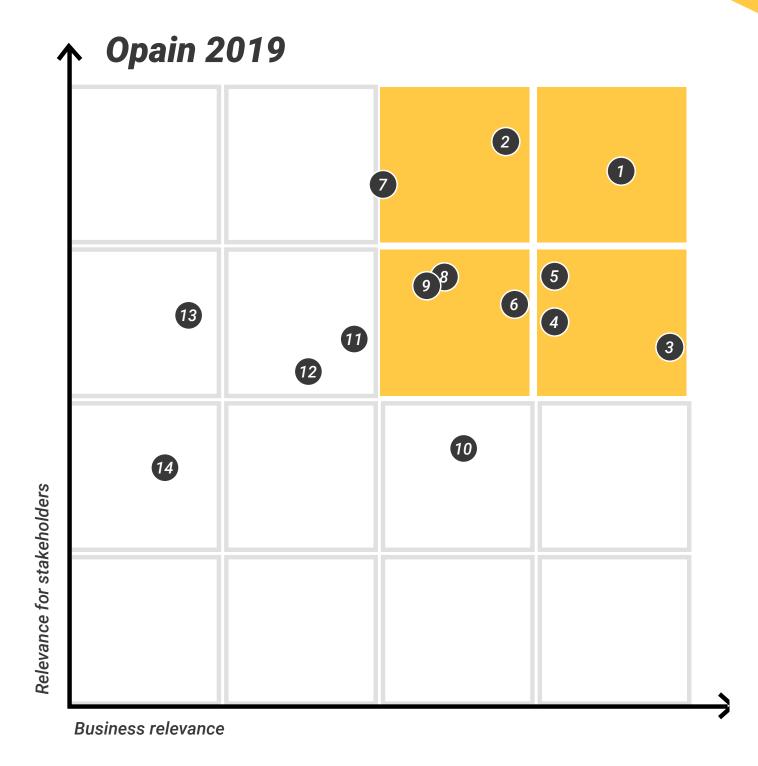
- 1. Infrastructure (operational capacity / efficiency)
- 2. Strategic relations (positioning and reputation / community relations)
- 3. Competitiveness (economic performance)
- 4. User and customer experience (smart airport)
- 5. Health and safety in airport operations (biosecurity)
- 6. Ethics, compliance and transparency (legal and contractual compliance)
- 7. Climate change
- 8. Human resources
- 9. Materials and waste

#### **EFFICIENT/RELEVANT MANAGEMENT ISSUES**

- 10. Noise
- 11. Supply chain
- 12. Water

#### **EMERGING**

- 13. Human rights
- 14. Biodiversity



#### **ACHIEVEMENTS**

- Construction of strategic relations plan with stakeholders.
- Integrate reputation study results with relevant issues in the materiality exercise, and focus on generating value for Opain and its stakeholders.

#### **FUTURE**

Alignment of corporate strategy with a transition to sustainability.



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#### **Corporate structure**

During 2020 there were no significant changes in the shareholder structure.

**GRUPO ARGOS S.A.** 

NIT 890.900.266-3

No. actions: 91.770

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Our corporate governance model is established by the Good Governance Code, which contemplates the best corporate practices and establishes rules and principles that must be observed by all governing bodies: General Assembly of Shareholders, Board of Directors, General Management and Steering Committee.

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#### **General Shareholders Assembly**

It is the highest governing body and is made up of all Opain shareholders. It is in charge of determining evaluation and control mechanisms applicable to Management and the main directors and executives of the company.

0,03008% **OTROS** 5,00007% No. actions: 92 **TERMOTECNICA COINDUSTRIAL S.A.S.** NIT 890.903.035-2 No. actions: 15.295 34,98967% **ODINSA S.A.** NIT 800.169.499-1 No. actions: 107.032 29,97980% **CSS CONSTRUCTORES S.A.** NIT 832.006.599-5 No. actions: 91.707 30,00039%

**305.896** Total actions



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ANNUAL REPORT 2020 El Dorado International Airport



## **Board of Directors**

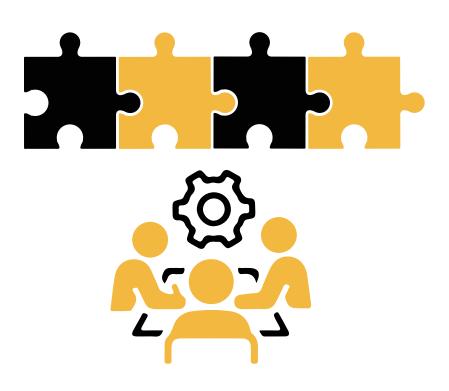
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It is the highest management body and is responsible for ensuring compliance with corporate's strategic objectives and monitor actions taken to achieve it. Comprised of 7 main members and 7 alternate members, it is elected by the General Shareholders Assembly for 1 year periods. They may be re-elected indefinitely and freely removed even before their term expires.

Members must attend at least 80% of the meetings to which they are summoned. There is no requirement for a maximum number of mandates in relation to their participation in other Boards.

The Shareholders Assembly sets the remuneration of the members of the Board of Directors, based on the structure, obligations and responsibilities, as well as on the personal and professional qualities of each member, and the time that they must give to said activity and on their experience. The remuneration of the President of the Board of Directors may be higher, due to the scope of specific functions and time allocation.

The Board of Directors as a body, and each of the directors individually considered, are assessed each time so required. Said assessment can be performed by external auditors or as self-evaluation.



Name	Mauricio Ossa Echeverri	Felipe Aristizábal Restrepo	Jorge González Gómez
Independent (yes / no)	No	No	No
Company where the Director works	Odinsa S.A.	Grupo Argos S.A.	GCSS Constructores S.A.
Position	President	Mergers and Acquisitions Manager	General Manager
Executive - non-executive	Non-executive	Non-executive	Non-executive
Time served as a member of the Board	5 years	3 years	4 years
Board Committees to which the Director belongs	Finance and Risk Audit  Appointments  and Remuneration	Finance and Risk Audit	Procurement and sales  Sustainability and Corporate Governance
perience in the transportation infrastructure industry and sustainability related competencies.	He was Industrial Business Manager, National Marketing Manager and Vice President of the Caribbean Region for Cementos Argos. Since 2016 he has worked as Odinsa's president.	He was Director of Energy and Natural Resources and Senior Associate in Investment Banking for Bancolombia	He has been manager and a representative of companies and projects that focused on road infrastructure, Public Private Partnership projects and work contracts such as CSS Constructores and ANYCO LTDA.
Number of Meetings attended in 2020	Attended 16 sessions out of 16. 100%	Attended 15 sessions out of 16. 94%	Attended 16 sessions out of 16. 100%

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#### Composition of the Board of Directors during the period

Due to the situation caused by the COVID19 pandemic, 13 of the 16 sessions of the Board of Directors were held remotely via the Teams technological platform, where the members had the possibility to deliberate and decide during the entire meeting.



Uldy Delgado	Francisco Vélez Sierra	Eduardo Bettin Vallejo	Andrés Ortega Rezk
No	No	No	No
GCSS Constructores S.A.	Termotécnica Coindustrial S.A.	Odinsa S.A.	Odinsa S.A.
Legal Director	General Manager	Vice-President of Legal and Institutional Affairs	Vice-President of Airports
Non-executive	Non-executive	Non-executive	Non-executive
2.5 years	13 years	1 year and 4 months	1 year and 4 months
Appointments and Remuneration	Appointments and Remuneration Sustainability and Corporate Governance	Sustainability and Corporate Governance Procurement and sales	Finance and Risk Audit Procurement and sales
She has served as a legal advisor on administrative, contractual, labor, corporate and judicial matters for CSS Constructores since 2016.	He has served as General Manager in construction and infrastructure and maintenance sector for Termotécnica Coindustrial.	He has served as Legal Manager of Cementos Argos, Secretary General of Cementos del Caribe and Cementos Paz del Río and President of Sator SAS.	He was CFO and General Manager of Opain since 2008, so he has extensive experience in the airport sector. Since 2017, he leads airport infrastructure projects in Odinsa.
Attended 16 sessions out of 16. 100%	Attended 16 sessions out fo 16. 100%	Attended 16 sessions out of 16 100%	Attended 16 sessions out of 16. 100%

#### **Supporting Committees**

For the proper development of its functions, the Board has 4 supporting committees, comprised by some of its members:

The main purpose of the Audit, Finance and Risk Committee is the assessment of accounting procedures, the relation management with the Statutory Auditor, supervising the effectiveness of the control architecture and the risk management system. The Appointments and Remuneration Committee supports the Board in the exercise of its functions associated with Senior Management appointments, remuneration and compensation, as well as for other company employees.



The main function of the Sustainability and Corporate Governance Committee is to propose and supervise sustainability and Corporate Governance measures.

The Procurement and Sales Committee performs a preliminary review of the purchases and commercial negotiations made by the Company on a monthly basis.

The following matters were submitted to the Board of Directors for consideration in ordinary sessions, upon recommendation of the Sustainability and Corporate **Governance Committee:** 

- Zero Waste management system certification icontec gold category
- Level 2 certification for the reduction of carbon dioxide emissions from ACA (Airport Carbon Accreditation).
- Certificación aeropuerto verde del Consejo Internacional de Aeropuertos para Green
- airport certification from the International Council of Airports for Latin America and the Caribbean - Airports Council International Latin America & Caribbean.
- Protection and optimization of resources, waste management, measurement and control of the carbon footprint.
- Climate change adaptation plan.





#### Steering Committee

The Board of Directors delegates its authority to the General Management. Additionally,

has a Steering Committee that is in charge of PAINS.A. supporting the organizations comprehension management, subject to current legal, regulatory and statutory provisions.



Name	Position	Academic experience	Professional experience
Andrés Ortega Rezk	General Interim Manager	Business Administrator with a master's degree in Business Administration from the Instituto de Empresa in Madrid.	Vice-President of Airport Concessions of Odinsa S.A. General Manager at Opain Financial Manager at Opain Financial Vice-President at Constructora Colpatria.
Natali Leal Gómez	Legal and Institutional Affairs Manager	Attorney specialized in commercial and financial law with an MBA from the Madrid Industrial Organization School and LL.M. (Master of Laws) from Northwestern University of Chicago.	Compliance Director of Odinsa S.A.  Compliance Director of Grupo Argos S.A.  Financial Legal Affairs Specialist of Protección S.A.  Senior Attorney and Rep. for Legal Matters at BBVA Horizonte
Mauricio Antonio Vélez	Infrastructure manager	Architect with a specialization in Construction Management from the Javeriana University and EMBA of Business Management and Administration from ISEAD.	Project Manager at Sodimac Colombia SA Bogotá Regional Manager at Grupo Dinpro National Director for Projects at Carulla Vivero S.A.
Luis Alfonso Soto Prieto	Human and Administrative Resource Manager	Business Administrator with studies in HR Management Program - INCAE Business School, Georgetown University and MBA from Tecnológico de Monterrey.	Human Resources Director for Colombia at Alstom Colombia S.A.  HR Manager for Central America and Andean Countries at Alstom Colombia S.A.
Sergio Aparicio Pradilla	Sales Manager	Industrial designer from the Pontificia Universidad Javeriana.	Shopping center Manager at Parque Arauco S.A.  Sales Manager at Parque Arauco S.A.  General Manager at MOABI SAS CASAIDEAS.  Sales Manager at TUGO S.A.S.

Name	Position	Academic experience	Professional experience
Carlos Andrés Amaya Gómez	Finance and Procurement Manager	Economist, Master in Economics with studies in Mergers and Acquisitions from the University of Chicago Booth School of Business and MBA from New York University.	Structuring Vice-President at Fiduciaria Bancolombia.  Senior Manager of Investment Banking at Bancolombia.  Advisor to the Deputy Delegate Superintendent for Risks at the Financial Superintendency of Colombia.
Tomás Aragón Palacios	Operations Manager	Airport Administrator and Execution Engineer in Business Administration from the Mariano Egaña University.	El Dorado Airport Operations Director. Director of Operations at Santiago Mariño International Airport.
Fabián Ramos Acosta	Technology Manager	Systems Engineer, Specialist in Organizational and Management Control Systems, Master in Digital Transformation and Business Development from the University of Barcelona.	IT Manager at LATAM Airlines Group Chile. IT Manager at LATAM Airlines Colombia.

#### Remuneration

The Steering Committee and the General Manager have an annual variable compensation plan that is assessed by metrics that are established annually and taken to the Board of Directors for approval. Once these metrics have been assessed and approved, payment is made for results obtained in the year immediately prior to the assessment.

100% compliance with the assessed metrics is rewarded with a bonus.

No compensation has been established in company shares.

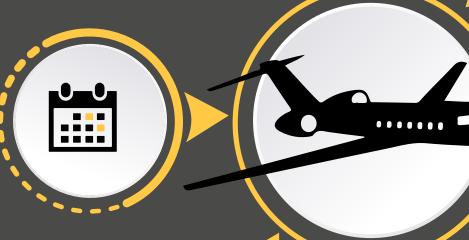
## Achievements 2020

Approval by the General Shareholders Assembly of a statutory reform that modified, among others, the following topics:

Specific mention of non-face-to-face meetings of the Assembly

Meeting periodicity: at least 2 times each

month



Increase the functions of the Board of Directors



Addition of the figure of Legal Representative for Judicial and Administrative Matters









embraces the standards of the

Business Group, whose objective consists of grounding all of the companies that comprise it on the best management and governance practices.

Business management takes place within a framework of ethics and transparency as the fundamental grounds for business strategy decision-making and compliance. In Opain there is zero tolerance against fraud, bribery and corruption, which is why various practices have been implemented to effectively combat against these activities.

Since September 2017, the Board of Directors approved the Code of Business Conduct, which aims to serve as a behavioral guide, having as its main axis the principle of integrity, understood as a responsible, honest, straight, serious, transparent action, in accordance with the law and internal policies.





#### Management instruments

In development of the principles contained in the Code of Conduct, a fraud, bribery, corruption and LAFT risk management program was implemented, based on best national and international practices, the purpose of which is to establish various measures aimed at prevention and is comprised of:



Policy for the management of risk of fraud, bribery and corruption.



LAFT Risk Management Policy.



Gift and hospitality policy.



#### Transparency hotline:

free channel through which you can report, anonymously if you prefer, incorrect acts and breaches of the Code of Conduct and internal regulations. The line is managed by an independent third party, it has an email and a toll-free telephone line, is open from Monday to Saturday from 6.00 am to 10.00 pm The information received through the line is treated with the highest standards of confidentiality.

**E-Mail:** conductaempresarial@eldorado.aero **Telephone Hotline:** 01-8000-125-222

During the year, 4 reports of potential breaches of the Code of Conduct were received through the OPAIN Transparency Line.

In none was there evidence of corruption, fraud, unfair competition, asset laundering, terrorist financing, unfair competition or restrictive competition practices.

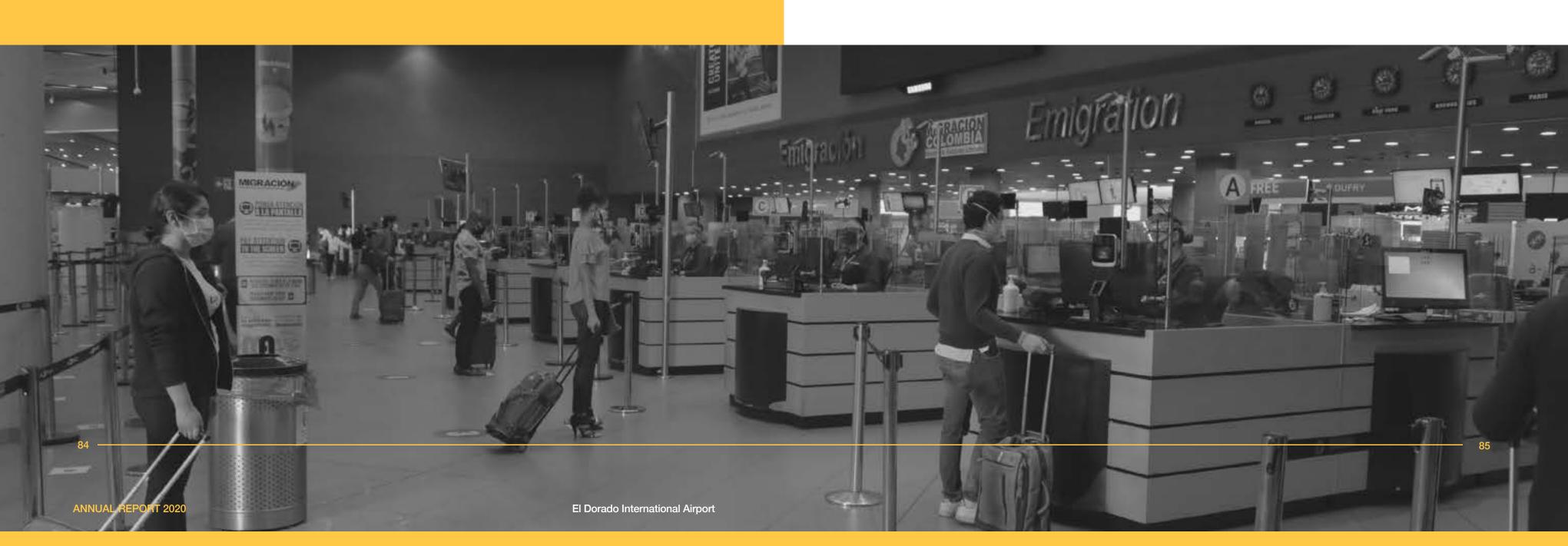
of the cases received, have now been closed.

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Issues related to conflicts of interest, the parameters for their identification, disclosure and prevention are found in the Code of Conduct, which establishes that when there is a conflict of interest or a situation that may eventually generate such, a timely and adequate disclosure must be made, describing the situation in a complete and detailed manner, documenting the event and supplying all the information that is relevant for making the decision. For conflict interest disclosure, all our collaborators and members of the Board of Directors fill out the Declaration of Potential Sources of Conflicts of Interest on an annual basis.

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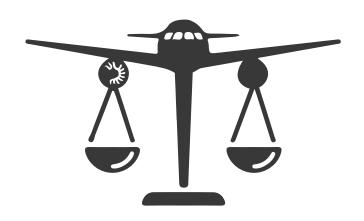
Opain did not make direct or indirect contributions to political parties and/or representatives.



#### **Control mechanisms**



- Business Conduct Committee: body in charge of managing compliance with the Code of Conduct and other associated policies, as well as managing all matters related to ethics and transparency. It defines the lines of research, strengthens the training programs and contributes to the generation of a culture of compliance.
- Comprised of the General Manager, the Manager of Legal and Institutional Affairs and the Manager of Human and Administrative Management.
- The number of complaints received and the main issues related to Ethics and Transparency are presented on an annual basis to the Sustainability and Corporate Governance Committee, in order to assess and follow up on these issues.
- Business Conduct Officer: in charge of managing everything related to the Code of Conduct, training plans, complaints and other relevant issues.



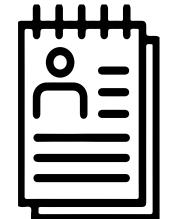


Active participation in the initiatives of the Anticorruption Institute and the Latin American Compliance Network.



Development and execution of the Communications Plan aimed at all company employees, in order to disseminate the Code of Conduct's content and other compliance measures. During the first quarter of the year, mandatory face-to-face inductions were held for employees and later they were held virtually.

The Personal Data Handling Policies were updated, in order to align them with the regulations issued by the National Government for managing Covid - 19.



Updating the National Registry of Databases of the SIC.

Updating of the risk management clauses for Fraud, Bribery and Corruption, Asset Laundering and terrorist Financing and Data Handling in commercial contracts.



Completion of the online behavioral training course "The Power of Your Decision" and the corresponding evaluation.



Third Party information was included in order to compare restrictive lists and automation of alerts in the new Opain Procurement Portal.





- ★ Implementation of a detailed compliance due diligence procedure.
- **★ Implementation of a Compliance Manual.**
- ★ Establishment of guidelines for the presentation, analysis and definition of actions in cases of conflicts of interest.

- Definition and execution of communication and training plans: focus on the compliance system, competition and risk of corruption.
- **X** Ethical climate survey application.
- ★ Launching of campaigns that reinforce the Transparency Hotline.



## **Corporate Reputation**

rating is

Various actors converge in El Dorado and they must be properly aligned in order to achieve a successful operation, this reinforces the importance of understanding how stakeholders view and value the airport and Opain. With this in mind, in 2020 we hired a reputation, image and positioning study and based on information collected, and we were able to define a comprehensive and structured relations plan, as well as nurturing the company's strategic objectives.

Even though **innovation** is the component that contributes the most, the other components have a very similar participation.

Poor / Lower Tier	Weak / Vulnerable	Average / Moderate
Less than 40	Between 40 and 59.9	Between 60 and 69.9

Strong / Robust Excellent / Superior level

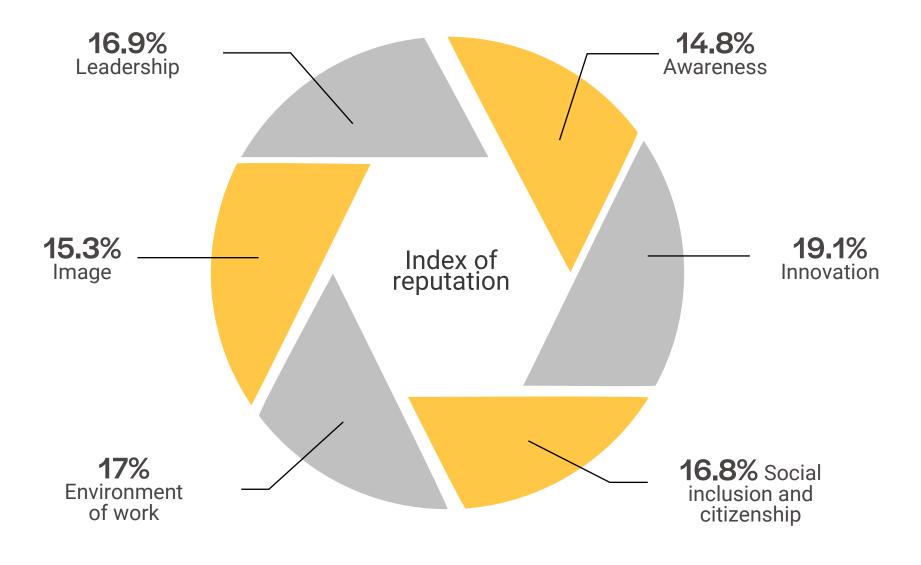
Between 70 and 79.9

Excellent / Superior level

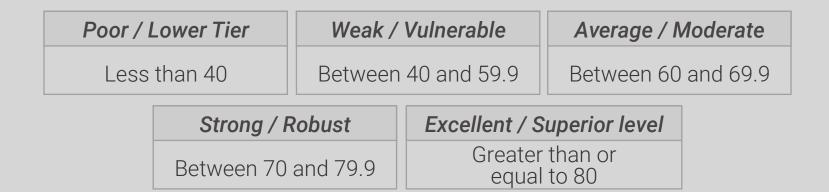
Greater than or equal to 80

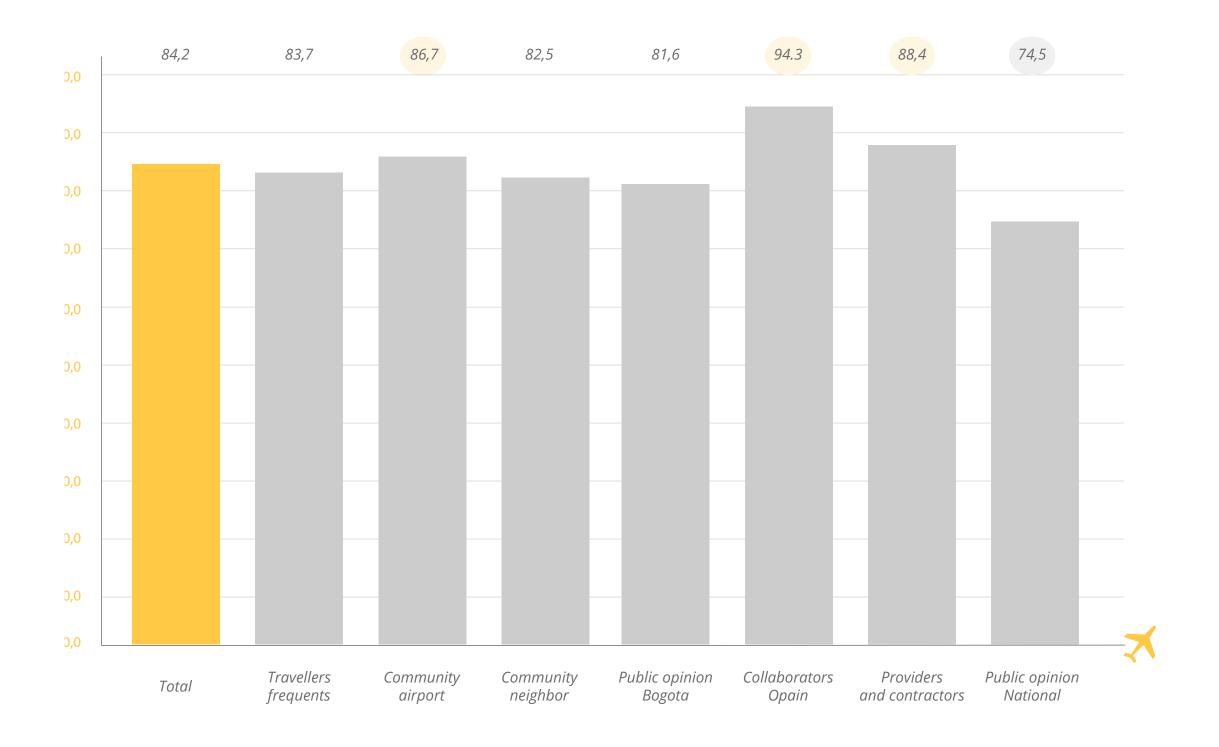
Index of reputation

contribution of each component in the reputation index achieved by El Dorado









There is a higher level corporate reputation index (84.2). The sctakehoiders where it presents a greater solidity are collaborators, suppliers, contractors and the national airport community

## Image and positioning

The image and positioning study was based on comparing El Dorado with the most relevant airports in the national market and Latin America. The target group used for this study included national and international travelers who traveled 12 months before the information was collected, with a defined travel frequency.



is the only airport in the region that achieves an indicator above

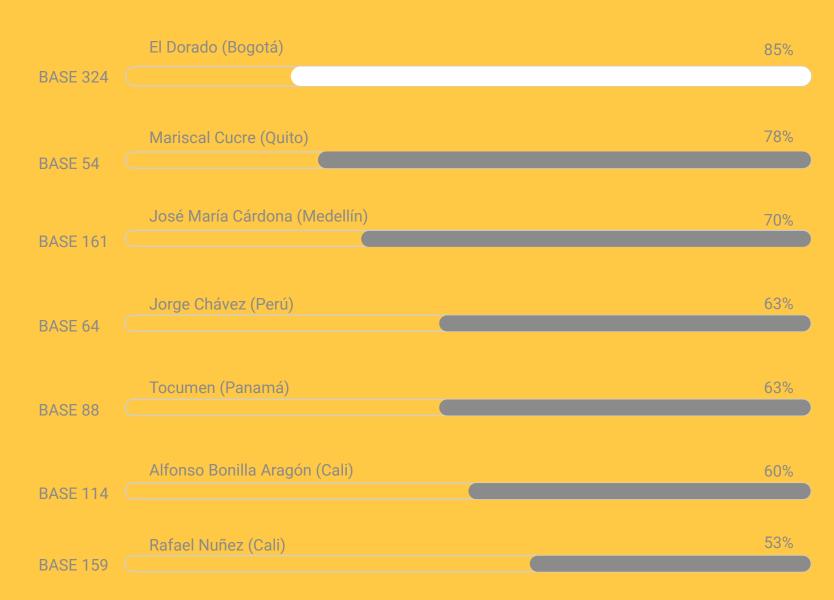
80%

when evaluating the overall experience.

TOTAL 84% NATIONAL TRAVELERS
Base 173

TTB 87% INTERNATIONAL TRAVELERS

Base 151





## Airport Performance El Dorado VS. National Airports

El Dorado's performance is superior in most attributes when evaluated against the national Competitive set

TTB: Describes it very well (4) + Describes it completely (5)

El Dorado (Bogotá)

Base 324

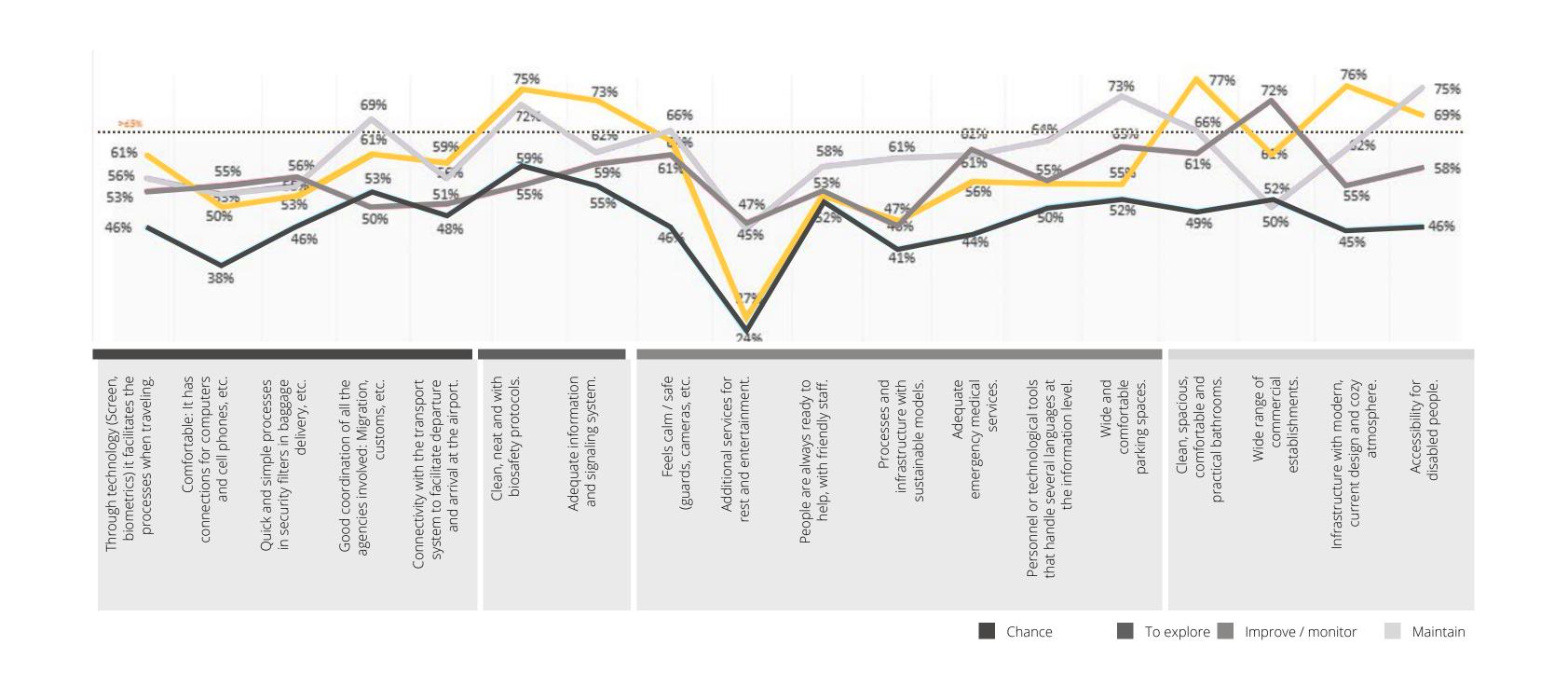
José María Cárdona (Medellin)

Base 161

Rafael Nuñez (Cartagena) Base 159

Alfonso Bonilla Aragón (Cali)

Base 114

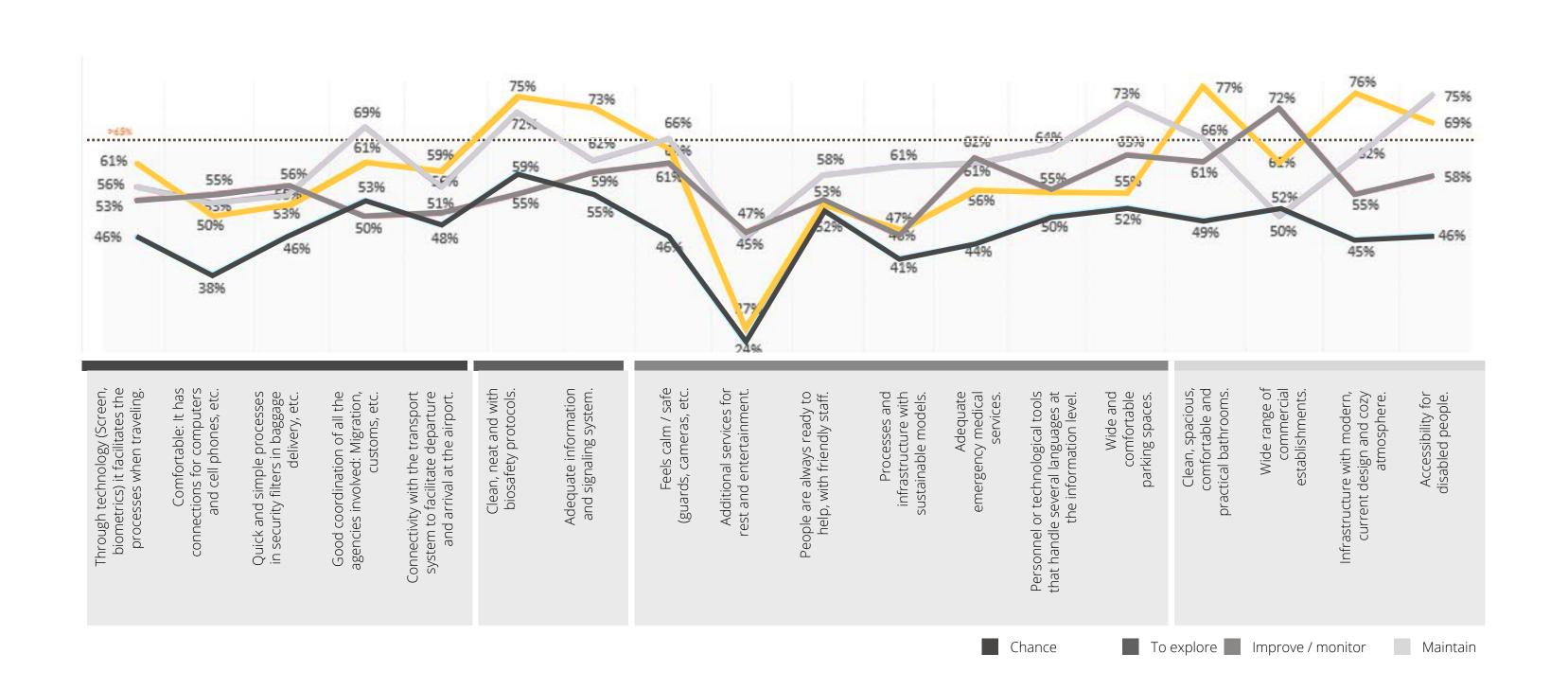


El Dorado (Bogotá) Base 324

Mariscal Cucre (Quito)
Base 54

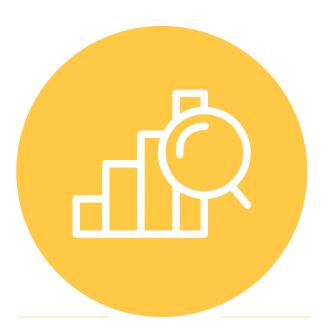
Tocumen (Panamá) Base 88 Jorge Chávez (Perú) Base 64

*TTB*: Describes it very well (4) + Describes it completely (5)





Definition of the comprehensive and structured relations plan that differentially covers each stakeholder.



Contribution to the redefinition of strategic objectives based on reputation, image and positioning study results.







#### SOCIAL IMPACT

2020 was a year of great progress in El Dorado's relations with the communities in its area of influence. The challenges imposed by the pandemic focused our attention on generating a positive contribution to the airport's neighbors, and the first step was to approach them and listen to their needs.

#### FROM NEIGHBOR TO NEIGHBOR

We implemented an initiative between Opain and surrounding communities, represented by the members of the Community Councils-, moderated by a third-party relations expert. It was an invitation for both parties to express their visions, anecdotes, doubts and suggestions about the interaction that exists between the airport and its neighbors. The aim was to co-create new paths of action and agreements on common aspects. This initiative was carried out with a total of 15 neighborhoods in the Locality of Fontibón.

#### TELL US HOW IT WENT

Conversations with older adults, members of the Community Councils, took place in order to discover their vision of the urban, social and economic development of the territory, starting with the construction of the airport. Talks were held with five leaders from Fontibón and Funza.



Positive impact through

## contributions to neighboring

- ★ We delivered 1,759 food packages and 4,500 facemasks. It is estimated that the aid reached 6,259 people.
- Together with Cementos Argos, we carried out 7 disinfection days in 13 neighborhoods.
- We awarded 500 scholarships for English courses and non-professional training.
- ★ We delivered 14 computers to youths between 7 and 18 years old.
- On Christmas, we gave 900 gifts to children between the ages of 0 and 13.

### In the future

Continue with the implementation of the relations plan

X Get the main target audiences to become aware of the concession's contribution to sustainability.

X Add allies to the causes/projects/works of El Dorado.



## OUR ESG PERFORMANCE



# Avianca Cargo



### Competitiveness

#### **Operations efficiency**

- ➤ During November and December, punctuality was achieved by 90% for departure flights and in 67% for arrival flights.
- A reduction in runway taxi times of about one minute was achieved, from 7 to 6 on average. Similarly, the departure time was reduced by 7 minutes, from 24 to 17.

#### Increase in connections and destinations

- Two new international routes to Montevideo and Asunción, both operated by Avianca
- A new national route to Aguachica Cesar, operated by Satena.
- Despite the airport's closure, at the end of the year the traffic was close to 50% of the daily passengers handled before COVID. A very positive figure as compared to other comparable markets.

#### Innovation or restructuring the business model

**2020** was an atypical year, which began with a high dose of optimism in relation to projects and budgeted results. Until the first quarter, from the commercial perspective we focused on the airlines, ground handlers and commercial brands. However, none of these services works without the presence and traffic of passengers.

The health emergency required a quick turnaround, so we adjusted the objectives and focused our attention on recovering passenger trust. In order to do so this, it was necessary to keep the entire commercial and service offer ready to meet the needs of the passengers once the airport was opened. In the first stage, the economic balance of the more than 600 commercial brands impacted by the airport's closure was addressed. For this reason, we decided to suspend the contracts whose financial results are directly related to the volume of passengers during the entire closing period.

By restarting operations, we migrated to a proportional invoicing scheme due to the increasing number of passengers who move through the terminal month by month, thus providing relief to our commercial allies and at the same time avoiding occupancy reductions. The strategy worked and we only had to terminate 4 contracts.

This situation generated a greater proximity to the brands' operation, with the continuity of 99% of the contracts. Our new indicators associated with the number of passengers traveling, allows for more efficient analysis of results.

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#### Achievements

The implementation of the real-time sales monitoring system, which generates an information of the real-time sales monitoring system, which generates an information of the real-time sales monitoring system, which generates an information of the real-time sales monitoring system, which generates an information and the creation of commercial strategies. Migration from fixed to variable consideration in 99% of the commercial contracts.

Operational reactivation of the airport's commercial premises in compliance

Operational reactivation of the airport's commercial premises in compliance



- X Implement a new commercial channel, Market place, so that passengers can make online purchases.
- Digitize the work formats in operational processes. Implement the ACDM work methodology (based on software solutions) in order to generate operational efficiencies, among which the reduction of runway times in order to mitigate the carbon footprint stands out.



# User experience

# Smart, efficient and quality infrastructure

Installation of thermal cameras. self-check-in kiosks, automatic presecurity doors and anti-return doors.

Implementation of a new parking system (Phase I), which includes new functionalities such as plate reading through cameras, new ATMs and vanguard gate machines.



# Information and/ or communication services and channels

Renewal of the commercial data network infrastructure and WiFi network within the terminal in order to have greater coverage and improve the connection service for passengers.

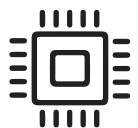


# Use of technology, information and innovation

Installation of 20 kiosks for self-bag drop check-in. Implementation of remote management of self-check-in machines in order to avoid contact.

Capacity control in real time through data analytics in closed circuit television (CCTV) cameras.

Strengthening the digital ecosystem: new website and new mobile App, with real-time flight information, interactive map to guide passengers and Chatbot for immediate responses.



# Information handling and **Cybersecurity**

The airline entry system allows for on board passenger information to be sent on a daily basis thus avoiding a manual operation.

Regarding cybersecurity, the entire office environment was migrated to the Windows 10 platform and the implementation continued in all applications of the monitoring system (SOC) under the NIST model.



# Measurement of user satisfaction and service assessment

The PQRS (Requests, complaints, claims and suggestions) system was renewed in digital and face-to-face channels, through the installation of tablets at the airport in order to optimize service and response times.

During 2020, a total of 880 PQR'S were received corresponding to 360 requests, competence of the Entities and Airlines, and 520 PQRS that were the direct competence of Opain, which include congratulations, requests, complaints and claims.

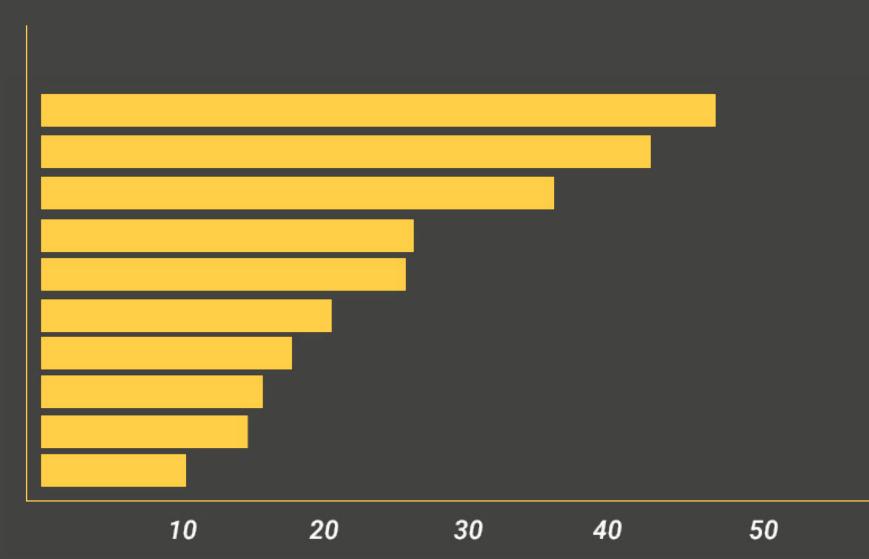
In the top 10 the most common causes of complaints and claims can be identified. This information, allows us to generate action plans that help reduce these frequent requests.



**ANNUAL REPORT 2020** El Dorado International Airport

# **Top 10 Claims - Complaints**

Bad fork or local service
Breach of security filter procedure
Irregularities in authorized taxi services
Improve service and treatment of private security company
Lost property recovery
Deficiency in providing customer service at the airport
Very bad prices inside the airport
Absence of chairs (Meeters and greeters)
Wi-Fi signal service deficiency
Improve service



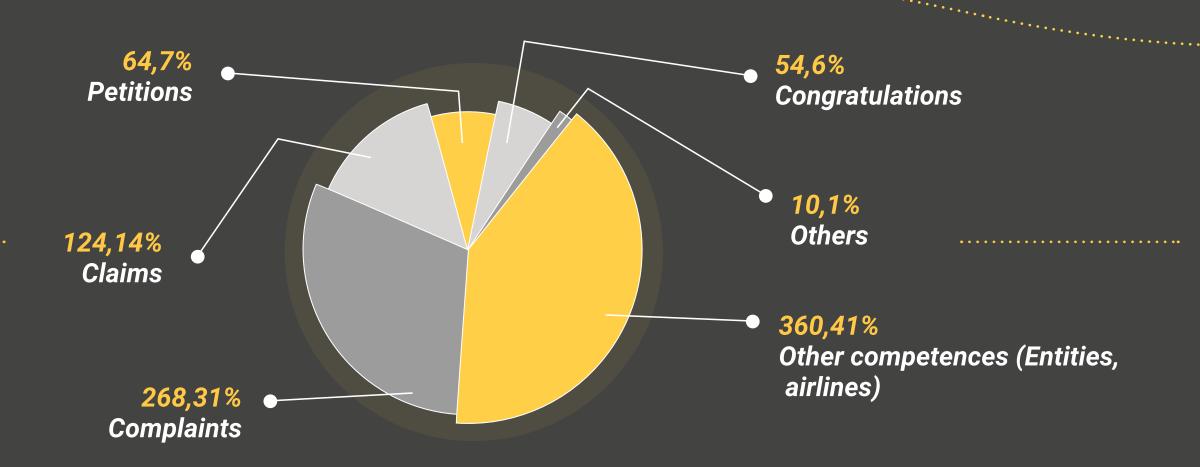
**Number of PQRS** 

60



Causal





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# Stakeholder participation perspective

During 2020, Opain did not receive complaints about privacy violations, leaks, theft or loss of user data.

# **Facts**

With new technologies, El Dorado passengers experience a new way of traveling, increasingly performing the processes through self-service and having real time commercial, service and flight information in their cell phones, with a chatbot to answer any questions.

The pandemic led to the implementation of biosafety systems and technologies that are part of the new protocols, which are complemented by the need to avoid physical contact. To aid this, biometric cameras, the DoradoPass and self-service processes have been important and help the passenger avoid contact with other people and guarantee a biosecure environment within the terminal.

# **Future**

Implementation of new digital and biometric technologies that will improve passenger experience from arrival at the airport to boarding, as well as learning about their tastes in order to customize commercial offers.











In line with our cultural pillars, we design and implement training programs in: "Leadership and Behaviors Associated with Our Culture", whose main objective is to empower and develop in employee skills such as: results orientation, teamwork, decision making, creativity, communication, influence and leadership.

#### **Communication**

Understanding communication as a strategic element in the construction of a culture. Human Resources is leading internal communications.

The internal communication plan focused on our cultural pillars and our higher purpose in order to facilitate the process of incorporating, learning and promoting behaviors we expect in our collaborators.

#### Self-care culture

As a result of the pandemic, we worked hard to promote a culture of self-care, caring for others and prevention. The above was promoted through communication; with weekly reports. Additionally, employees were trained through online courses, about risk notification, induction and reinduction spaces, definition and socialization of manuals, matrices and protocols that promote prevention.





# LABOR PRACTICES



#### A more diverse Opain

Opain is working to establish itself as a more diverse, inclusive and equitable company.

With this objective in mind, our Diversity Policy was made in alignment with Odinsa and Grupo Argos policies and it was socialized within the organization. In the same way, the Diversity Committee was created and the first ABC gender sensitization for the Committee took place.

A diagnostic process begun with Equipares, performing activities such as organizational self-diagnosis, diagnostic meetings with the process leaders, perception test and the survey about organizational equity, sexual and labor harassment. We achieved 75% participation.

The compensation policy was updated, establishing the parameters to define salaries and thus favoring equity at the salary level.

During the year, our alliance with the Best Buddies foundation continued. through which 4 "Friends of the Soul" have been hired.



Several additional items were included: an extra-legal premium, payable in two periods, which represented a financial effort by the company on behalf of the employees. This initiative benefited 321 people with a value of COP 760,888,903. The personnel improvement aid fund was also created, which represented additional income for 145 workers, with a total investment of COP 35,830,000 and a rural transportation aid that positively impacted 17 people at a cost of COP 6,413,243.

During periods of slight operation, we defined that only those collaborators strictly necessary for the proper development of the operation would attend in person; we managed to have 28% of our workers work at home with a salary; despite not being able to perform functions remotely.





For Opain, talent development is key since it contributes to the personal growth of employees, a fundamental condition to achieve the proposed objectives. In particular, efforts are concentrated on training and growth programs.

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# Training

During 2020, 99% of our employees received training in different areas, achieving a total of 19,436 hours of training and generating more than 400 training sessions, as follows:

	Impacted collaborators	Hours
Leadership and behaviors associated with our culture	98	2094
The Magic of Serving	65%	
Inner Traveler - Leadership	5	
Introduction to directing (Inalde / Idime)	12	
Specialization and MBA	4	2571
Languages	7	
Languages - Virtual courses	100%	1 mes
Learn about COVID -19 and How to Protect Yourself and In El Dorado Your Health Comes First		1475

The amounts invested in training were lower during 2020, as part of the cost reduction strategy. Opain went from investing COP 705,935,449 in 2019 to COP 384,707,622 in 2020. However, a higher percentage of the population was trained and more hours of training were given through cost optimization, promoting the proper use of the resources available in our learning system and an active search and constant agreements and training spaces at no cost.

# Growth

9% of employees had an opportunity to grow, it materialized as follows:

Of 43 vacancies opened during the year, 44% were filed with internal talent, through internal job postings and talent promotion processes.





5 people had the opportunity to perform functions as managers. In particular, 3 of these JOB COMMISIONS were performed in other of the Group's companies; this favors the assimilation of knowledge and practices from other companies.

The Job Commission Policy was established, which establishes the economic conditions in the horizontal, vertical or inter-group commissioning processes.

# **ACHIEVEMENTS**

#### **LEADERSHIP**

A Leadership and Organizational Culture Training program was elaborated, where 98 collaborators in charge of staff participated. The aim was to empower leaders with exemplary behaviors in our organizational culture.



# **PERFORMANCE MANAGEMENT**

Regarding the attraction and retention of talent, it is the second year in which the performance management process has been performed in the entire organization, including SMART objectives and competencies by level of contribution.

Work is being done to consolidate the process within the organization through an online sensitization of all Managers, individual accompaniments and communication pieces.



#### ATTRACTION AND RETENTION

The employee experience and the candidate's experience were elaborated and defined, identifying all the points of contact, strengths and areas of opportunity in each, and simultaneously strengthening the employer's brand.



#### **VOLUNTARY TURNOVER**

The voluntary turnover rate was 5.8% and as a result of the pandemic, a dismissal plan was implemented that included 8.2% of all employees. For these cases, mutual agreements were established, we gave premiums for a value higher than the legal compensation and we aided career transition processes.

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The Anbasec collective labor agreement was signed, in order to ensure the rights of collaborators.

# 2020 facts that generate value

- A bi-weekly follow-up call to all employees and daily accompaniment in the field in order to verify the emotional, health and work environment.
- Implementation of a door-to-door employee bus route for all operational and administrative personnel.
- Creation of a Sharepoint site to transmit and promote mental, physical and financial well-being activities.
- → Performance management was performed for the second consecutive time through the Success Factors platform.

# **CHALLENGES**

#### MORE DIGITIZATION: WORK AND VIRTUAL WELFARE

Distancing generated by the pandemic accelerated the digitization of various processes and motivated a search for alternative means in order to provide aid and well-being to employees. This was the basis of the organization's transition to remote work for the majority of administrative personnel, which included adaptation of physical spaces, training and new health and safety practices. This also took into account the challenge of continuing the communication and motivation with operational technical employees who do not make use of remote work systems.

# **FUTURE**

- Implement the Gender Equality Management System EQUIPARES Labor Equity Seal, in order to identify and close the gender gaps that may exist in the organizational structure.
- Obtain the Equivalent Gold Seal
- Establish a methodology for return on investment on annual trainings.

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The year 2020 was a year of great challenges for procurement and risk management in the supply chain, and procurement had to evolve towards a holistic role of support, innovation and continuous improvement. All effort was focused on collaborative corporate relationships in order to provide immediate responses and meet all needs.

Total spending in the supply chain was (COP) 127,000 MM, of which 96% corresponds to national purchases and the remaining 4% to international purchases.

There were 322 suppliers, of which 304 are local and 18 international, all directly related to Opain.

following strategies were established for the optimization of the Specialization and categorization of the Procurement and Supplies team and the segmentation of suppliers.

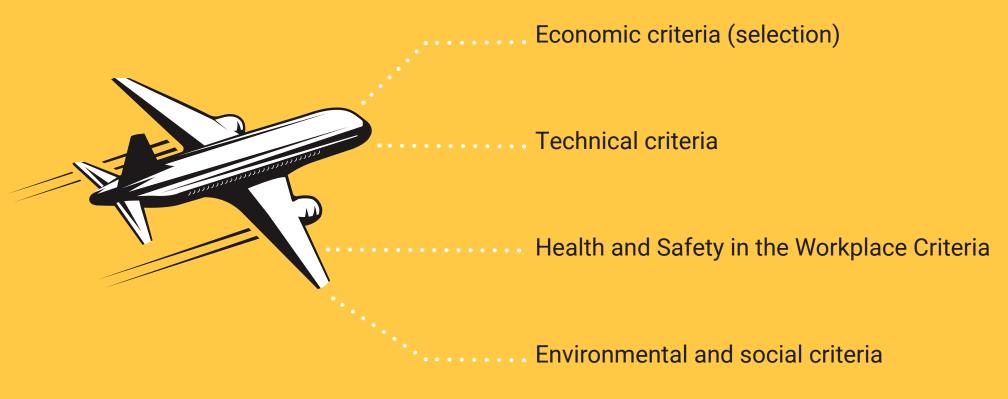
Consolidation of the Annual Purchasing Plan "APC", which allowed us to strategically plan processes with the greatest impact for the company.

Service survey to measure the levels of satisfaction with the procurement and supply area's processes. Participation of 97% of users.



#### Supplier selection and evaluation criteria

Through the Evaluation Procedure for the Selection and Reevaluation of Suppliers, we integrate environmental, social and governance factors. The process takes place on the Compras.Opain.co platform, applying enabling criteria such as:



Of the

40 new suppliers

**11** were evaluated

with the parameters mentioned above.

63 of the 322 contractors underwent a reevaluation process with the following parameters:

- The purchase amount by contracts or individual represents 80% of the total value of purchases generated in the year.
- ➤ Products or services cataloged in the Annual Purchasing Plan as strategic and/or bottlenecks according to the Kraljic matrix.
- → Products or services cataloged with medium and/or high criticality in the critical processes matrix.

Between 2018 and 2020, out of a total of 889 suppliers, 199 were reevaluated.







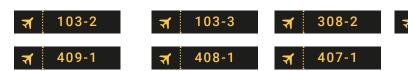


# Criteria for the identification and management of critical suppliers

The identification of suppliers that supply critical goods and/or services was performed through the critical systems and services database developed by the Risk Management Directorate. In it, the processes, services and systems were classified according to their criticality as "high, medium and low", after evaluating their impact against the following factors:

- **₹** Operational continuity
- ★ Operational and airport security
- **X** Human safety
- X Legal, normative and contractual
- **X** Technology
- \* Environmental and/or social
- **X** Financial
- **X** Reputational

Suppliers identified with medium and high criticality are subjected to an annual re-evaluation process which permits us to verify their performance and action plans for their improvement and development.



# Risk management in the supply chain

We established different mechanisms in order to identify and manage risks in the supply chain, among which:

Management of the Kraljic methodology, which classifies of goods and/or services according to their complexity, supply and financial risk and defines purchase strategies.



The Purchasing platform is used to permanently verify suppliers and their shareholders in restrictive lists, which include 104 binding and informative lists.



Supplier selection, evaluation and reevaluation procedure (annually).

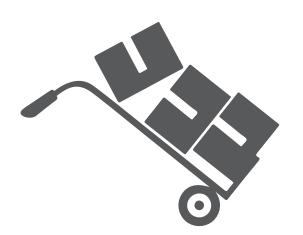


Risk mitigation program for contracting - Strategic allies, work that is performed in partnership with the insurance broker Delima Marsh.



Identification of high sustainability risk suppliers in accordance with the Opain Risk Matrix.









We

# obtained

an overall rating of **4.5/5** in the customer satisfaction survey, which made it possible to identify opportunities for improvement and consolidate good practices within the supply chain.

# 2020 facts that generate value

We implemented and launched the strategic sourcing technological tool for supplier administration and sourcing processes (Compras. Opain.co)

# **Future**

★ We plan to systematize the Annual Procurement Plan - PAC by means of a technological tool.



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#### Efficient resource management

El Dorado Airport promotes the responsible interaction between different interest groups for the Comprehensive Management of Water Resources, in order to maximize social well-being and economic development as part of the Bogotá River basin ecosystem.

This management is oriented towards the prevention, mitigation, control and compensation of the environmental, economic and social impacts of the Airport's operation. For this reason, the airport has environmental management and maintenance plans that contain detailed mechanisms and procedures for water management, as well as actions aimed at anticipating and guaranteeing the airport's operation of the functional system.

In 2020, the consumption data were atypical due to the restrictions generated by the COVID-19 pandemic. Consumption habits changed since hand washing is one of the most effective prevention methods, so the result in water consumption was 638,142 cubic meters.



#### **WATER CONSUMPTION**

Water extraction by source	Unit of measurement	Year 2020
Fresh water drawn from surface sources, including water from wetlands, rivers, and lakes	m3	0
Rain water	m3	5.633
Groundwater.	m3	0
Produced water	m3	0
Third-party water (municipal aqueducts or other water companies)	m3	632.509
Water extraction in all areas	m3	638.142

Source: Opain, 2020.

The values were taken from information provided by the Aqueduct and Sewerage Company of Bogotá - EAAB, where provide a matrix of bimonthly consumption invoicing data for all accounts. This consumption data is used to validate the consumption month by month of each of the commercial space holders.

# Water risk analysis

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The demand for water resources and water quality in El Dorado is evaluated, as well as the characterization of unsustainable events, in order to reduce the associated water and financial risks. The sustainable practices of the different stakeholders are also promoted so that they do not affect resources.

Likewise, the Environmental Management Plan establishes different mechanisms in to guarantee water quality, based on compliance and generating added value and a responsible interaction with water resources.

# Management and quality of waste water

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The Wastewater Treatment Plant (WWTP) at El Dorado Airport has a treatment capacity of 57.1 liters per second. These wastewaters are treated by different physicochemical and biological treatment systems.

In 2020, all the wastewater generated at the airport was treated, treating 526,544 m3 through the WWTP, complying with all physical, chemical and microbiological parameters and other provisions established in the discharge permit granted by the environmental authority.

# Initiatives for the protection and/or conservation of water sources or bodies

র 103-2 র 103-3

As an initiative for the protection and/or conservation of water sources, there is a water conservation system in taps, toilets and urinals that allow the saving of treated water. With the same objective, we have two active systems for collecting, treating and using rainwater that falls on the roofs of passenger terminal 1. In 2020, water consumption decreased by 20% due to the restrictions generated by the COVID-19 pandemic, due to the closure of operations.

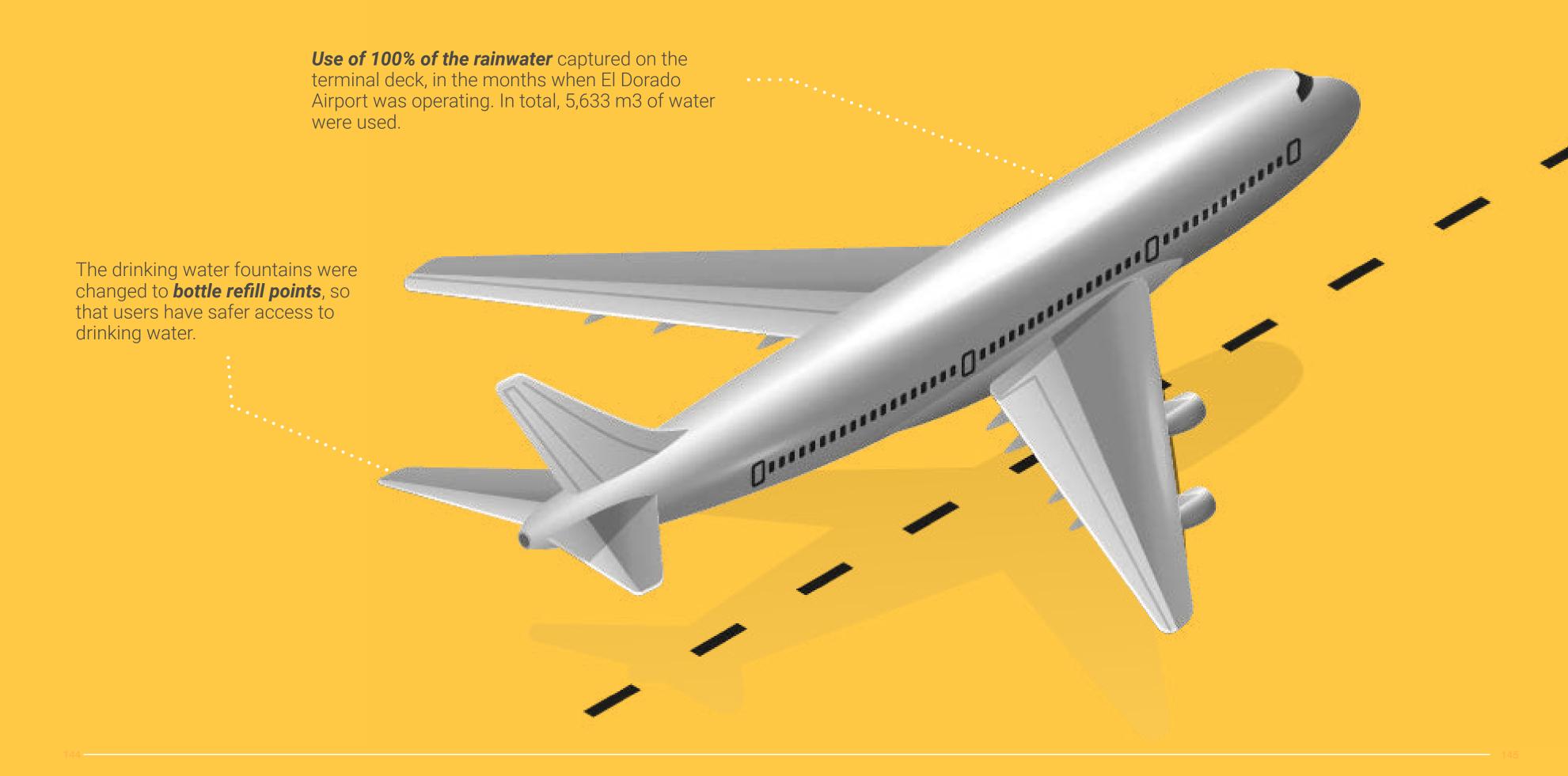
Additionally, the blue and gray water footprints of the El Dorado Airport are measured and analyzed in order to monitor and manage water use.



# Achievements

# 2020 facts that generate value

The water conservation system was strengthened by changing **140 taps** in areas other than the passenger terminal such as cargo terminals, administrative buildings and North and South Fire Bases, to ones which have a **high efficiency in water consumption and are guaranteed the safest supply in times of pandemic**, as hand washing is one of the most effective prevention methods.



# II Ecosystems: biodiversity

# **Biodiversity offset initiatives**

₹ 304-3

₹ 304-1

# Identification of valuable ecosystems for Biodiversity



based on the management of the airport's landscape, we focused efforts outside the concessioned area in order to seek a connection between peripheral wetlands, including the Bogotá river, which are an integral part of the airport's hydrological and ecological environment.

# At the Cort

birdlife is monitored and evaluated through an inspection procedure focused on the search for attractive or favorable conditions for the presence of birds and other fauna in the aircraft approach cones. The results of these inspections are recorded in a fauna monitoring format.

In 2020, we identified a possible risk of trees falling down, that represented a threat to the lives of people and infrastructure, thus it was necessary to cut down 37 cypress trees and 15 black acacias. As a compensation measure, 300 trees of native species, Alisos, Arrayan, Cajeto, Cedro, Chilco, Corono, Hayuelo and Roble were planted in an area of 270,000 m 2 of the Gualí Wetland in the municipality of Funza-Cundinamarca. The land for said sowing was chosen because it helps to restore the connectivity of the different surrounding water bodies such as the Bogotá River, guarantees the supply of environmental goods and services and is a source for the investigation of the wetland ecosystem.



# Initiatives for the protection or conservation of fauna

In order to mitigate the impacts on birds in the area of influence of El Dorado Airport, we have a Risk Management Program for Bird Control. This program was developed in compliance with the provisions of the El Dorado Airport Environmental Management Plan, which prevents the capture or hunting of any specimen of wildlife.

Species included in the IUCN * list and other conservation lists, that are present in the operation of the Airport	2020
Critically endangered category	0
Endangered category	0
Vulnerable category	2
Near threatened Category	1
Minor concern Category	93
Total number of species on the IUCN list or other lists	96



Our fauna is protected by not harming the species that cohabit with El Dorado Airport, dispersal activities such as visual and auditory techniques are focused on driving them away without harming them. No control hunting or wildlife capture activities are carried out.

#### Program for Risk Management for Birds and Fauna (GERPAF)

Since the implementation of the GERPAF, great achievements have been made towards institutional strengthening for the control of risks associated with the presence of fauna at El Dorado Airport in Bogotá: expansion of the operational personnel for Fauna Control, implementation of the International standards form Bird Strike Committee IBSC; which include permanent fauna monitoring, the acquisition of modern and specialized monitoring equipment, active dispersal and retention and passive controls for attractive conditions in the airport infrastructure.

#### Incident notifications

Related to incident notifications, Fauna Control Coordination has implemented the Procedure for Notifying Fauna based Incidents, it is centered on the Civil Aeronautic Agency's provisions communicated through Regulatory Circular 045, in which the entire Airport Community participates. In the same way, a Letter of Agreement was signed with the Control Tower, which specifies the communication chain for the notification of fauna related incidents and impacts...

# The El Dorado Airport Committee for the Prevention of Bird Hazard and Fauna

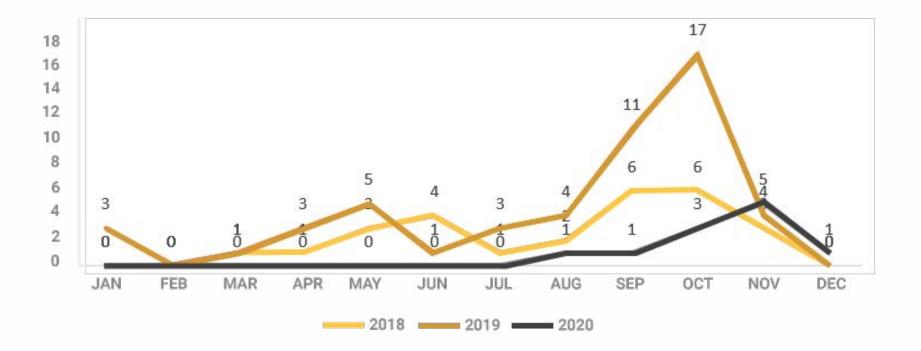
It operates and meets on a quarterly basis in the city of Bogotá, and is led by Opain with the participation of government authorities, UAEAC, airlines and other airport communities



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<sup>\*</sup> The International Union for Conservation of Nature (IUCN) is a union of members made up of governmental organizations and civil society organizations. IUCN has the experience, resources and reach of its more than 1,400 Member organizations and the contributions of more than 17,000 experts. This diversity and extensive experience make IUCN the world's authority on the state of the natural world and the measures necessary to safeguard it.

#### ₹ 304-2



	2018	2019	2020
Total annual: bird impacts	27	52	11

# Alliances with stakeholders for the protection of biodiversity

Alliance with the Animal Protection and Welfare Institute (IDPYBA) for the protection of domestic fauna (dogs and cats) so they can enter their adoption program.

Accompaniment of the District Secretary of Environment (SDA) when injured animals are found.



# Achievements





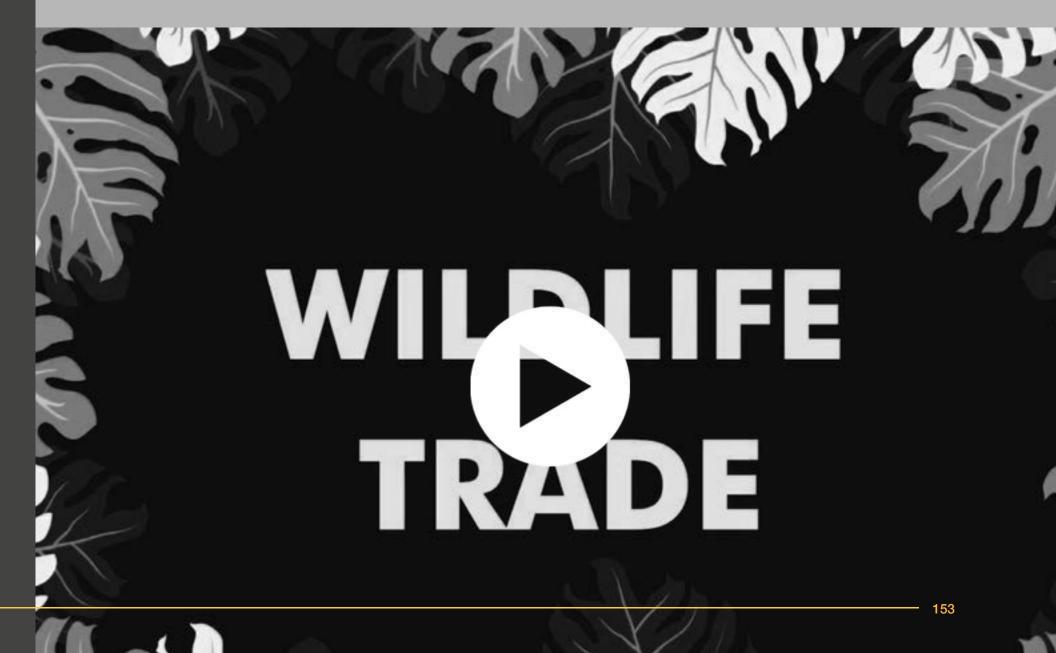
# Interaction of the airport with its surroundings

The functional geographic model of the environmental environs of El Dorado Airport was designed for the identification of strategic ecosystems for connectivity: such as the Bogota River and its basins, which include 5 wetlands that surround the airport: Gualí Wetland, Meandro del Say, Florida, Jaboque and Capellanía.

# 2020 facts that generate value

As a communication and awareness raising strategy for the control of illegal wildlife trafficking, a video was included in the entry and reinduction courses for the airport's community where its deals with illegal traffic in Latin America. This material includes information on its impacts, how to identify it and what to do if faced with these situations.

https://www.youtube.com/watch?v=leQBoV4ps1k



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# Mitigation

The Science Based Targets© methodology was implemented so the objectives and goals adopted by El Dorado for the reduction of Greenhouse Gas (GHG) emissions were in harmony with the most recent climate science and thus contribute to meeting the objectives of the Paris Agreement 2015.



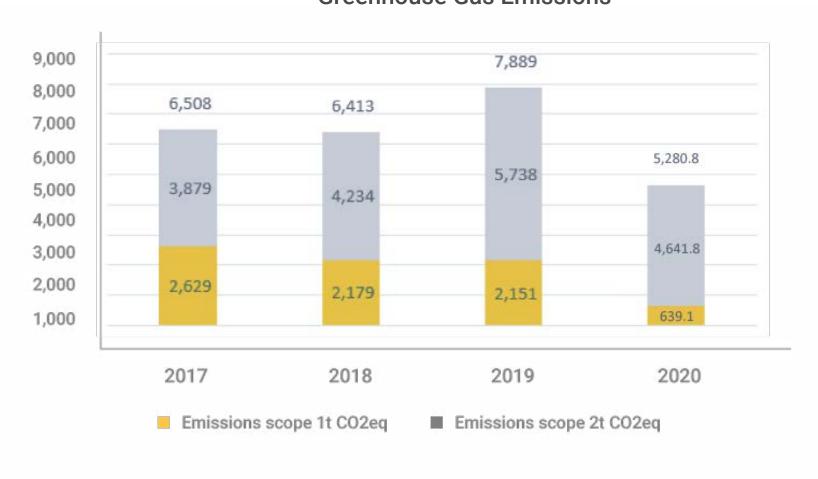
#### ₹ 305-1

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# Monitoring GHG

emissions is performed by applying the Green House Gas Protocol (GHG Protocol) methodology and the ACERT quantification tool designed for the Airport Carbon Accreditation (ACA) program of the Airport Council International (ACI), a globally accepted standard in the industry with which emissions are quantified on an annual basis.

#### **Greenhouse Gas Emissions**



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The reduction in scope 1 emissions was mainly due to a lower use of fossil fuels (DIESEL and GASOLINE) and the decrease in treated wastewater. The reduction in scope 2 emissions has its origin in the lower consumption of electricity from the National Interconnected System -SIN- due to the implementation of the project RETROFIT EL DORADO AIRPORT'S LIGHTING SYSTEM, as well as lower consumption due to the operational contraction caused by the reduction in demand during the pandemic and the migration to remote work of a large part of the collaborators.



In the vulnerability analysis of El Dorado, we identified 283 possible consequences for the nine stages of the value chain, and they may originate from 21 different climate change related threat agents.

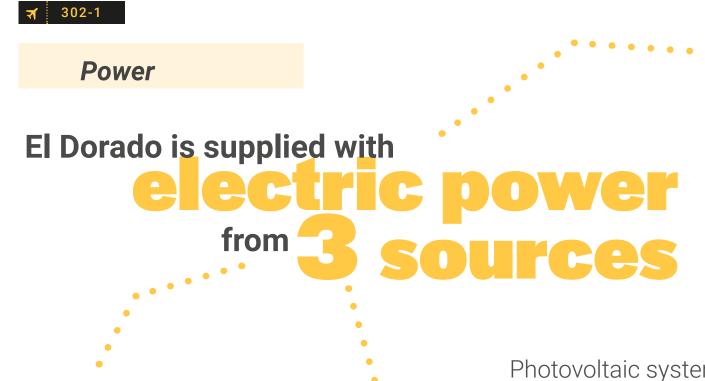
# Adaptation

8 changes were identified in the market or regulatory trends caused by different ways of managing climate change at the national or international level, which could affect business continuity. The information indicates that the airport has a low vulnerability to climate change; understanding vulnerability as the relationship between sensitivity and adaptive capacity that allows for the estimation of business susceptibility to negative impacts caused by climate change.

Initiative	RETROFIT EL DORADO AIRPORT'S LIGHTING SYSTEM	EL DORADO PHOTOVOLTAIC SYSTEM (SOLAR PANELS)
Implementation year	2020	2019
Description of the Initiative	Replacement of 14,237 High Pressure Sodium (HPS), Fluorescent (Low Pressure Mercury Vapor) technology lights.	Installation of 10,369 photovoltaic panels on the roof of passenger terminal 1 to generate electricity from solar radiation. 2,800 kWp generation capacity
Gases included in the calculation (CO2, CH4, N2O, HFC, PFC, SF6, NF3 or all)	All, CO2eq	All, CO2eq
Scopes in which reductions occurred (scopes 1, 2 and 3)	Scope 2	Scope 2
Tons of CO2eq reduced or avoided for the reporting year.	72	1.027







The National Interconnected

System -SIN- of Colombia:

According to the UPME by

of its power from renewable resources and the rest from

other non-renewable sources.

**ANNUAL REPORT 2020** 

2020, the SIN produced 69.34%

Generation of electricity through emergency generators: The power generated comes from DIESEL fuel, a non-renewable resource, and is only used in an emergency due to the absence of electricity from the above sources.

Photovoltaic system (solar panels): All the power produced comes from a renewable resource (sun) and is used for the airport's consumption.

El Dorado International Airport

Power	Annual variation in energy consumption
Renewable energy	The variation is due to three factors:  1. How much time the photovoltaic system has been generating power, the system began operating in October 2019, that is, it worked for 3 months in 2019 and 12 months during 2020.  2. Decrease in electricity consumption coming from the National Interconnected System -SIN-  3. Variation in the percentage of water generation of the SIN from 77.68% (2019) to 69.34% (2020).
Energía de fuentes no renovables	The variation is due to two factors:  1. Decrease in electricity consumption coming from the National Interconnected System -SIN-  2. Variation in the percentage of non-renewables of the SIN from 22.32% (2019) to 30.66% (2020).

# | T2,770 | T14,980 | T2,770 | T14,980 | T2,7894 | T2,000 | 40,000 | 60,000 | 80,000 | 100,000 | 120,000 | 140,000 | 120,000 | 140,000 | 120,000 | 140,000 | 120,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 |

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The power intensity ratio for the airport is calculated by integrating electricity consumption and passenger and cargo units in Traffic Units (TU).

Power intensity	Unit of measurement	2019	2020
Power Consumption	GJ	147.399	103.325
Traffic Unit (UT) TU = 1 passenger or 100 kg load	UT	42.308.405	12.872.151
Power intensity	GJ/ UT	0,003483918	0,008027019

# Achievements



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Energy savings of 440,041 kWh since the beginning (October 2020) of the installation stage of the project Retrofit lighting system, compared to 2019.

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Reduction of 1,099 tons of CO2eq due to the implementation of the project Retrofit lighting system and the operation of the photovoltaic system (solar panels), compared to the emissions estimated for the same year 2020 for energy consumption from the SIN.



NOTE: Values do not include decreases due to the Covid-19 pandemic

# 2020 facts that generate value

The objective was to reduce the carbon footprint by 18% by 2025 and by 43% by 2028, which is in line with the 2015 Paris Agreement.

#### RETROFIT EL DORADO AIRPORT'S LIGHTING SYSTEM:

Replacement of 14,237 High Pressure Sodium (HPS), Fluorescent (Low Pressure Mercury Vapor) and Metal Halide (MH) technology lights, which generate polluting residues that are harmful to human health and their use constitutes an environmental risk. These lights were replaced by LED technology to obtain great energy savings, and advantages when protecting the environment and human health, as well as better visual comfort.

# **Future**

Change of the remaining 14.99% of lights, which implies an estimated annual electrical power saving of 4,670,749 kWh, which is equivalent to the electricity consumption of 1,235 80 m2 standard homes.





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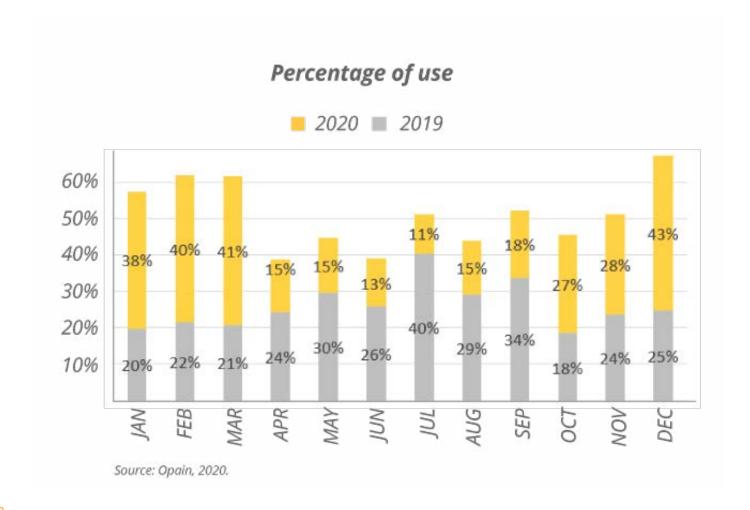




#### Efficient use of materials and waste

In 2020, closures due to the pandemic reduced El Dorado's waste generation, from 4,900 tons in 2019 to 1,916 in 2020, which is equivalent to a decrease of 61%. This percentage is distributed as follows: 32% corresponds to organic waste, disposed of through composting and 23% corresponds to materials recovered in the strip separation process (plastic, glass, cardboard, paper, tetrapack), materials that will be recirculated in new production cycles. This percentage far exceeds the national goal of 30% by 2030.

335 tons of hazardous waste were generated, of which 26 tons were destined for post-consumer use systems.









#### Reduction of single-use materials

During the year, two initiatives to reduce single-use materials were included in the Zero Waste Management System:



Plastic Bag Reduction Plan in the process of replacing bags at ecological points, which consists of verifying bags in good condition to avoid their replacement.



Replacement of drinking fountains by bottle recharging points, in order to reduce the purchase of plastic bottles and the generation of waste, thus creating an additional alternative to avoid the consumption of single-use plastics.



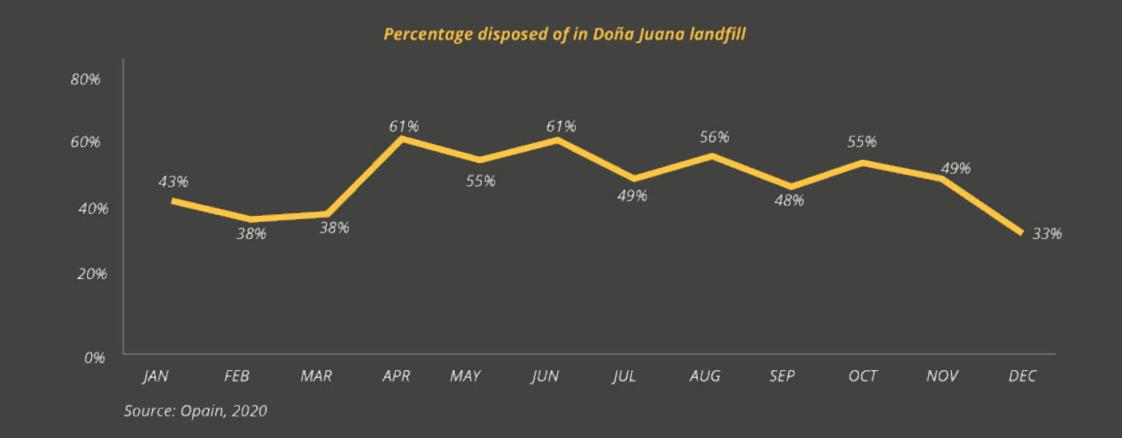
# Decrease in the generation and disposal of waste

In 2020, the percentage of solid waste delivered through the Ciudad Limpia SAESP concessionaire for final disposal at the Doña Juana landfill was 44%.

When compared to 2019 this percentage increase can be explained because the pandemic generated greater contamination of material due to disinfectant substances and the excess use of packaging material and food packaging.

#### Strategies to promote the use of waste:

- a) Separation of new plastic packaging and food packaging.
- **b)** 91 virtual and face-to-face trainings for a total of 4,211 people from the airport community in order to improve the classification of waste at the source and the proper use of the color code.



Regarding hazardous waste, 309 tons were disposed of by means of a safety cell and incineration, according to its dangerous characteristics.

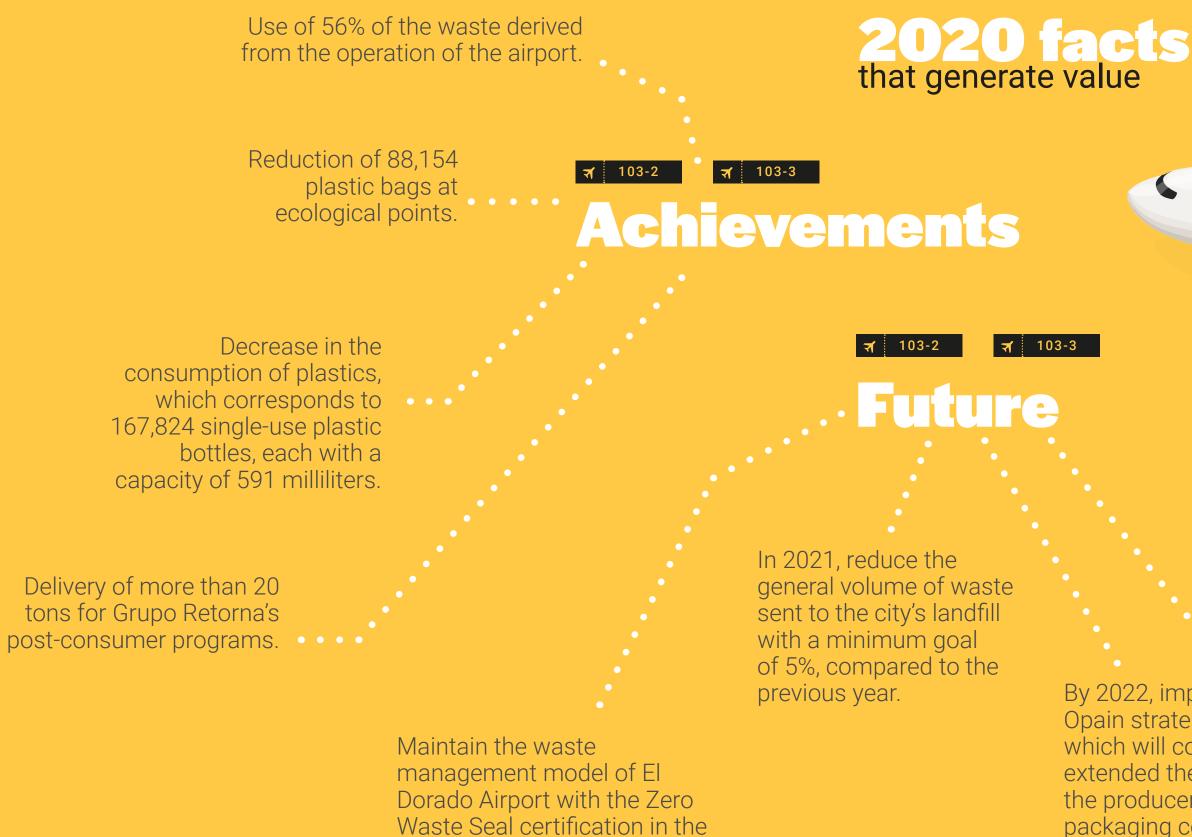
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#### Alliances with stakeholders for reusing materials and waste

We joined post-consumer programs implemented by business associations such as Grupo Retorna, Lúmina and Lito, in order to promote the proper management of waste whose characteristics pose risks to human health and the environment.

We entered an alliance with the ANDI in order to promote a sustainable business model that integrates the protection and management of natural resources as a differentiating factor in our productivity and competitiveness.

We kept the Zero Waste Management System certification in the Gold category (SGBC), through the commitment to work in reducing polluting gases for a better climate change strategy and waste management under the circular economy scheme.



Gold category.

In 2021, reduce the general volume of waste

> By 2022, implement the ANDI-Opain strategy, called Connection, which will contribute to the extended the responsibility of the producers of containers and packaging consumed at the Airport.

By 2025, increase the use of waste from airport operations to 70%.



the video

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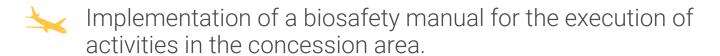
Health and Safety in the Workplace

Occupational safety and health (OSH) safety management - includes biosecurity

#### YOUR HEALTH FIRST









Creation of procedure for the execution of work activities.

Installation of five PPE vending machines for employees.





Activities	#Collaborator	# Actions	# Contractors and space holders
Health interviews and telephone follow-up with employees that have COVID19	110		
Preventive medicine follow-up	381		
Occupational medical evaluations for reinstatement post leave related to COVID19	115		
Occupational medical evaluations	110		
Executive check-ups on Managers and Directors	20		
Work accident follow-up	24		
Closed cases that had a medical perspective	17		
Risk pathology monitoring	145		
Temporary preventive isolation	129		
Personalized psychological monitoring	25		
Home Care Awareness in cases of confirmed COVID-19	96		
IgG antibody testing by INS	1416		
PCR tests. 392 PCR tests, 832 IgG antibody tests and 103 antigen tests were taken by Synlab.	2016		
Antigen test	103		
Preventive program for cardiovascular risk	35		
Promotion and prevention with an OSH and COVID-19 approach		93	
Inspections on OSH issues in the concession area		1100	
Unsafe conditions remedied		124	
OSH awareness and dissemination measures			25.839
Entry permits validation			13.340
Biosecurity inspections			148
Contractor biosafety protocol assessment			46



# Governance of health and safety management (committees, participation of management and Board of Directors)

The PRASS committee was formed.

They had:

10 PRASS committee virtual meetings

4 work tables with the participation of Opain, Labor Risk Insurer SURA and AON.

12 COPASTT meetings

Regular meetings of the Community Coexistence Committee.

We worked in conjunction with the Opain's Labor Risk Insurer and the contractors and space owners Labor Risk Insurer in order to validate biosafety issues.



# Risk management and measure implementation

The hazard identification and risk assessment matrix was updated, including the variables associated with working at home at the psychological, biomechanical, physical and contagion levels due to COVID-19 disease.

The OSH area participated in committees for reviewing draft laws: Ministry of Health and Social Protection, Ministry of Labor, Ministry of the Environment and ICONTEC.

# Initiatives and programs for the management of employee health and safety - includes biosafety

The epidemiological surveillance system against chemical risk was updated.

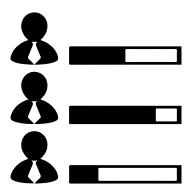
The technological tool APP CONFIANZA for reporting state of health on a daily basis was updated.

# Initiatives and programs for the management of supplier and contractor health and safety - includes biosafety

The SAFETY, SECURITY & SUSTAINABILITY WEEK - 2020 was elaborated, it included stakeholders, contractors and subcontractors and 435 attendees.



The annual OSH performance evaluation for the year 2019 was performed on contractors selected by the procurement area.







More than 1200 antibacterial gel dispensers throughout the air terminal.

482 sinks with 280 soap dispensers.

225 acrylic walls that serve as protection barriers installed at different points where customer service is provided.

137 cans in all terminals to dispose biological waste such as face masks and gloves.

40 shoe disinfection mats.

40 portable sinks in the public area.

Thermal corridors with 16 advanced technology thermal imaging cameras for automatic verification of body temperature.

12 UV chambers for disinfecting security filter trays.

10 pre-security doors on the national and international docks.

9 personal protection elements' vending machines.

24/7 disinfection with specialized implements and highspectrum disinfectants.

Recommendations every 15 minutes through terminal loudspeakers, to control COVID-19.

Self-Bag Drop.

El Dorado Airport Biosafety Manual.

All holders in the El Dorado Airport are trained on prevention measures in the Biosafety Manual.

Preventive campaign "In El Dorado Your Health Is First", disseminated in the different digital and external channels such as: website, social networks, app, informational totems, taxis, fid screens, screens at the boarding gates and check-in modules.

Implementation of biosecurity

measures to safeguard the safety

and health of stakeholders



# Compliance and performance of employees, supplier and contractor health and safety indicators and goals

In 2020 the number of hours worked by our collaborators was 1,228,004, based on these data, we elaborated severity and frequency indexes.

Our goal of maintaining the average frequency index below 0.8 was achieved, thus achieving an average value of 0.44, an average severity index less than 1.9 and an average value of 0.76 for the term of 2020. The above, due in part to the implementation of remote work for some collaborators during different periods of time.

There were no serious or fatal work accidents in the year, and 24 events of a slight magnitude were recorded.

9 cases of registered occupational ailments and diseases were recorded, related to a biological hazard associated with the COVID-19 pandemic.

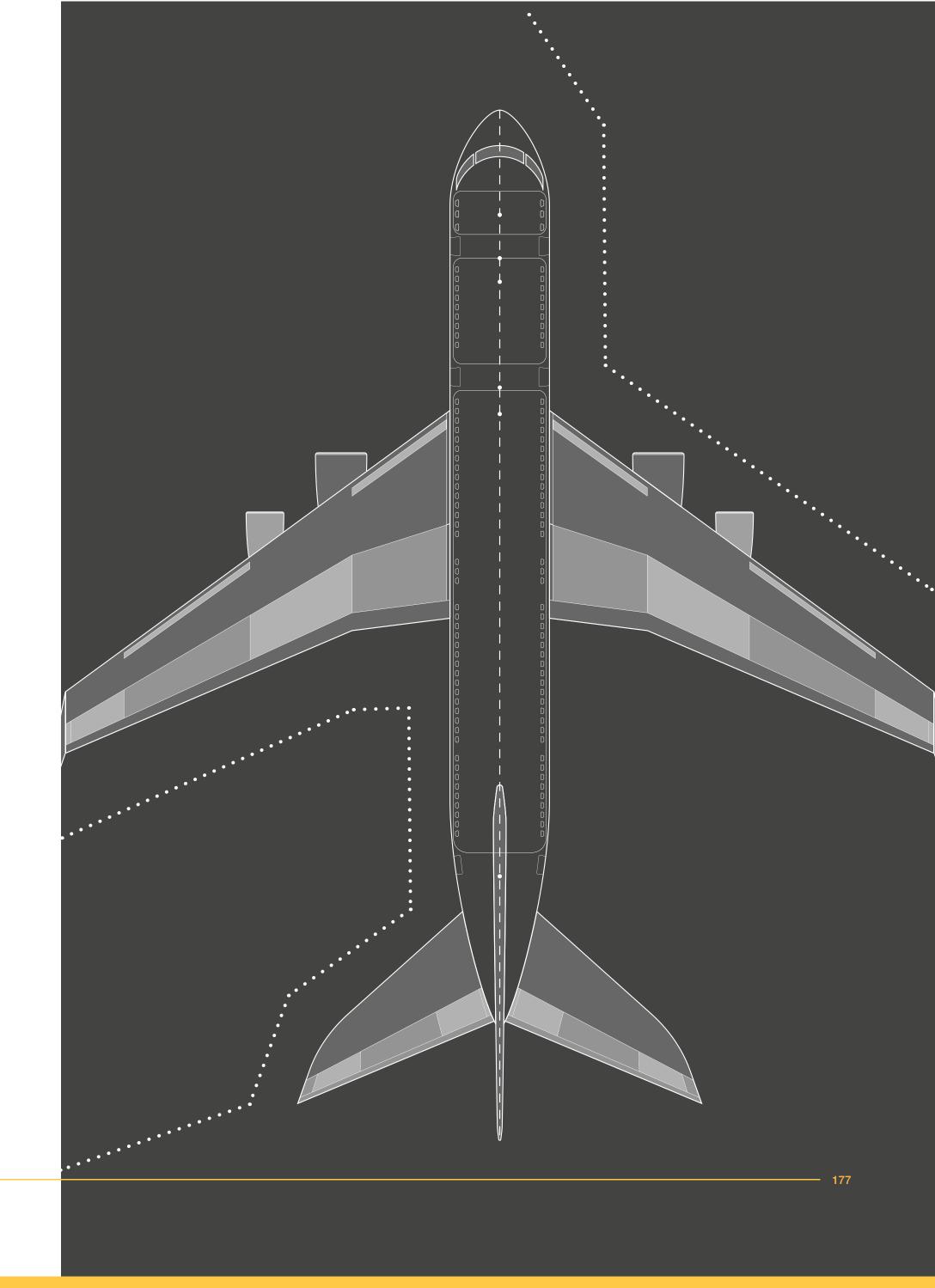
More than 200 contractor cases (suspects, isolates, positive or recovered) were tracked.

# 2020 facts that generate value

External audits recognized our Biosafety processes:

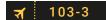
Internal and external biosafety audits to Opain's Comprehensive Management System - SIGO Development and implementation of Change Management for the entire Comprehensive Management System in order to comply with legal and regulatory requirements against Covid-19.

The most relevant contractors of the operation (VISE and INTERASEO) were required to perform periodic tests in order to detect COVID-19 in its collaborators.

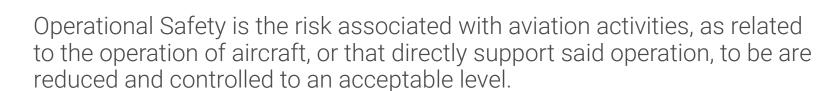




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Through the timely identification of hazards, the evaluation and efficient management of risks, we achieved a year with zero incidents or aviation accidents inherent to operational activities.

There was no damage to aircraft or damage to air operations by birds or other fauna.

Training and awareness raising were provided to the airport's community through the courses: Driving in a movement prone area imparted to 959 persons; Awareness between the FOD (Foreign Object Damage) imparted to 711 people, and Training in operational safety imparted to 358 people. SMS (Operational Safety Management System) and Fauna airport committees: 4 scheduled for the year, led by Opain and with the participation of government authorities, UAEAC (Special Administrative Unit for Civil Aeronautics), airlines and the other airport community.





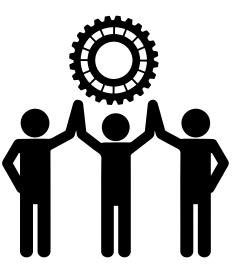
# Safety management governance.



Through the annual management review, a balance of the organization's SMS implementation was reported to senior management, that met the objectives established by the System.



Through the monthly cockpit report, the activities and results of the processes implemented in the SMS are reported to Operations' Management.



#### Risk management and measure implementation.

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Through the use of Aviplan, specialized software for the design of aerodromes and evaluation of aircraft movement, the following were carried out



Operational simulations to identify hazards and assess the risks inherent in the movement and parking of aircraft.



Identification of opportunities to optimize operational spaces.



Analysis and simulation of the operation of new types of aircraft.

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Prevention of FOD (Foreign Object Damage): via the training and sensitizing of operations' personnel. The aim is to identify, reduce and/or eliminate the potential dangers that particles and other loose elements may cause in the aircraft's operating area.



Instruction and training program in SMS and Wildlife Control, in order to guarantee operational safety effectiveness.



Wildlife risk management program: in order to prevent incidents and accidents between wildlife and aircraft.





# Compliance and performance of safety indicators and targets

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Number of Operational Safety reports were mitigated in a quarter as compared to the number of reports received in the same period of time. Obtained value: 91.20%, proposed goal of 75.00%.



Task fulfillment percentage for the quarterly wildlife risk management program vs what was programmed in it. Obtained value 95.25%, proposed goal of 85.00%.



Number of teaching and sensitization activities take took place in the quarter compared to the number of programmed activities for the same period of time. Obtained value 101.09%, proposed goal of 90.00%.



Number of people who pass the driving license test in the movement area in a quarter, in relation to the total number of people trained. Obtained value 90.85%, proposed goal of 85.00%.



# Alliances and synergies for safety



Direct coordination of passive control activities with UAEAC contractor and external wildlife diagnostic group.



Participation in the national inter-institutional committee for the prevention of bird and fauna dangers.



SMS and Fauna airport committee led by Opain and with the participation of government authorities.



Participation of the regional committee of Operational Safety ACI-LAC International Council of Airports Latin America and the Caribbean region.



Annual space through which different airports in the region, ACI members, deliver and receive information related to the implementation of safety management systems at their airports.



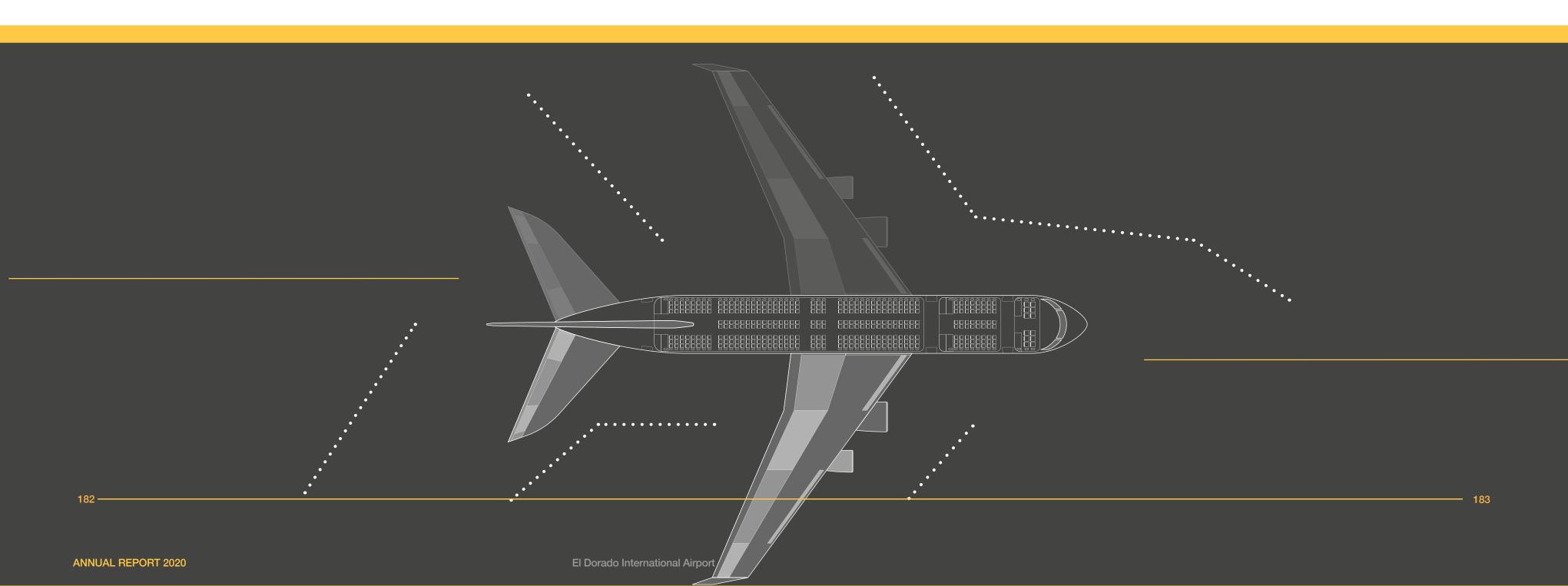
Annual participation in CARSAMPAF (Committee of avian danger and fauna in the Caribbean and South America). Annual space where those responsible for mitigating the dangers posed by birds meet to exchange experiences on the implementation of risk control systems posed by birds and other fauna.

#### Facts 2020 that generate value

Participation in the ACI LAC Webinar, by presenting the risk management system for birds and other fauna at El Dorado airport and a conference for the execution of airside works in the operational safety week and Viracopos Symposium (Brazil) and the Pacific Airport Group - GAP (Mexico)

#### Challenges in 2020 for management.

Due to social isolation measures and a reduction of airport personnel on shift (Airlines, Ground Handling, Authorities) it was necessary to quickly rethink a way to maintain the training and awareness program on operational safety and bird dangers, as well as communicating with different actors in the airport community and the authorities involved.



# **Future**

Implementation and biological efficacy analysis of an artificial lure for the Alcaraván species; designed as a new passive system for bird control.

Implementation and effectiveness evaluation of a new active control system through the use of remotely activated pyrotechnics that are locally manufactured (less risk in operation, lower cost and possible greater efficiency).

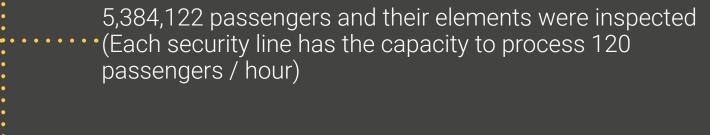
From the scope of the SMS, provide all the documentation, procedures, processes and controls required for the management of aerodrome certification.



# **Airport security**

The airport's security area guarantees the security of the airport in order to avoid acts of unlawful interference.

**During 2020:** 



 During the inspection processes, 406,879 prohibited elements were detected in the security filters, in which 19 weapons and 767 ammunitions were detected.

.44,469 entry permits were issued for personnel who must enter the airport in order to carry out different activities in public, controlled and restricted areas.

El Dorado was a regional pioneer by developing a ·behavioral analysis pilot test by the means of software.

During the period of suspension of commercial operations, it was possible to coordinate with authorities and the different consulates 707 humanitarian flights.

# Airport security management

We held 6 airport security committees and 7 extraordinary intelligence committees were held, the latter assesses local problems that may affect the continuity of the airport's operation.

**ANNUAL REPORT 2020** 

# Infrastructure

#### Planning, design and construction

In 2020, we complied by implementing Addendums 31 and 32, which provided for the preparation of the designs for the H1 taxiway adjacent to the new maintenance area. Addendum 31 included the preparation of complementary platform designs for the platforms located east of Terminal 2 and south of the Aerocivil area with the Army and Navy in the New General Aviation Zone.

- The Oxidation Lagoons Dismantling process began in February. This Dismantling will continue throughout 2021.
- All NTC and CAC electrical networks were standardized, thus guaranteeing compliance with the RETIE regulations in the New Cargo Terminal and in the Cargo Administrative Center.
- Non-return gates were installed in the domestic flights arrivals area, in order to improve the security conditions for passengers.



#### Efficient operation

All projects focus on seeking operational improvements in its different systems such as water management, improvements in electrical networks and lighting systems, aircraft parking area capacity, among others. Opain invested more than \$ 2,600 million pesos in adjustments in order to optimize infrastructure in its different systems.



# Infrastructure quality and maintenance

In order to guarantee the quality of infrastructure maintenance, El Dorado Airport has a Maintenance Plan that describes preventive maintenance frequencies and procedures on the concession assets, as well as the actions necessary to anticipate and guarantee the Airport's operation, thus prolonging the use-life of the Concession's Assets as much as possible and ensuring an adequate level of user satisfaction with services.



# Achievements 2020

Compliance with 100% of the execution of the maintenance plan.

The designs, capex, OPEX and schedule for the execution of the works foreseen in Others 31 and 32 and the adaptation of the Aerocivil's Flight Plan and User Service offices were approved.

The laboratory for the collection and processing of COVID tests on the eastern side of the central parking lot was designed, built and put into operation.



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