

TORINO  
AIRPORT



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# 1.

## Letter from the Chief Executive Officer

Dear Stakeholders,

with the sixth edition of the Corporate Social Responsibility Report, the SAGAT Group confirms the dialogue and transparency towards all interlocutors and its attention to the balance between economic, environmental and social results, as well as the desire to give new impetus to the sustainable growth path that has characterized management in recent years.

With this aim, starting last year, a new attention was paid to the United Nations Sustainable Development action program, by adhering to the 13 Sustainable Development Goals - SDGs that set the goals to which Torino Airport wants to contribute in the near future.

In this context, on the occasion of the UN summit on global climate action held in New York, Torino Airport adhered to the historic resolution NetZero2050 announced by the association of European airports ACI Europe: we are now committed to achieving 'zero emissions' target by 2050, along with another 200 airports.

After having significantly invested in environmental management over the years - indeed since 2012 we have been working to reduce our carbon emissions, we have renewed the certification at Level 1-Mapping of the Airport Carbon Accreditation program, we intend to progress in 2020 to Level 2 - now we decided to commit ourselves publicly to satisfy what is now a need that cannot be postponed.

Along with our environmental commitment, we have placed the vision of a better airport for people at the center of our work: for our passengers, enriching their travel experience with renewed spaces and digital technologies and listening to their needs thanks to the use of new communication platforms; for our employees, investing in their training and creating new ways of exchanging ideas and experiences in order to spread the culture of

innovation and be prepared for change; for our local community, by strengthening ground connections to and from the airport thanks to a fruitful collaboration with institutions, and proactively dialoguing with carriers to improve connectivity by air.

The commitment of all the workers of the SAGAT Group is evidenced by the achievement of the quality objectives and by the general satisfaction index which registers a score of 3.96 on a scale from 1 to 5, up + 2 , 59% compared to the previous year, as well as all the results achieved by the Company with respect to that intangible assets which are represented in the social report. The activities carried out in 2019 to improve the customer experience led Torino airport to receive the ACI World Airport Customer Experience Accreditation certification in 2020, which measures the ability of airports to manage the passenger experience, as part of the ASQ-Airport Service Quality International Benchmark Program. Torino Airport, certified at Level 1, is the first Italian airport in its ACI category to receive this recognition.

Leaving the 2019 financial year behind us, which was also satisfactory for the income results achieved, we are now facing a new challenge: the global crisis resulting from the effects of the Covid-19 pandemic has in fact hit heavily also on both the air transport and the airport sectors, and the outlines of the recovery are currently uncertain. In this scenario of economic contraction, which will also affect company profitability, we believe that the undertaken path of conscious and respectful management of the environmental and social context in which the Airport operates should not be abandoned, because the airport acts on the territory with a development multiplier effect and can therefore contribute significantly to the recovery of the local economy.

**Andrea Andorno**

**Chief Executive Officer SAGAT S.p.A.**

# Identity



## 2. SAGAT Group, who we are

SAGAT S.p.A. is the Management Company that manages the entire airport area, in particular, it is the owner of:

- the design, construction and maintenance of infrastructures related to air traffic (for example: runway and aprons);
- the design, construction and maintenance of infrastructures and buildings used by passengers and operators (terminals with related commercial areas, car parks, offices and systems);
- the management of the centralized infrastructures identified pursuant to Italian Legislative Decree No 18/99 (among others, embarkation and disembarkation piers, baggage handling systems, airport information systems and information to the public);
- the areas entrusted in sub-concession to different economic subjects (among others, to the managers of restaurants, bars, shops and car rentals, etc.)

SAGAT Handling S.p.A. company, wholly owned by SAGAT S.p.A., carries out its business in the airport sector and provides assistance services to airlines operating at the Torino airport, is part of tSAGAT Group.



## Key Figures 2019



## HUMAN RESOURCES



	2019
Total employees SAGAT Group 2019	376
Total employees SAGAT Handling	135
- temporary	28
- percentage of women	41.22%
- percentage of men	58.78%

Group figures as at 31 December 2019.

## QUALITY PERCEIVED BY PASSENGERS



> Index "Airport Service Quality" 2019:  
**3.96** (general satisfaction index measured through self-completed questionnaires by passengers on a scale from 1 to 5), according to the ACI international benchmarking program

> Overall satisfaction (interviews) 2019:  
**99.5%** according to the monitoring system of the quality delivered and perceived which is based mainly, but not only, on the methodologies referred to in ENAC Circulars GEN-06 and GEN-02A

> Customer experience Accreditation  
**Livello 1**: first in Italy in the ACI category of reference to receive recognition (obtained in 2020 for the activity of 2019)

## ECONOMIC IMPACT



Total investments 2019  
**10,879,000 euros**  
in infrastructural and plant engineering works

Economic value created in 2019  
**74,450,000 euros**

## ENVIRONMENTAL PROTECTION



> **ISO 45001:2018** and **ISO 14001:2015** certification of the Integrated Health, Safety and Environment Management System (SGSSA) approved by the Certification Agency TÜV Italia; energy certification under **ISO 50001:2011**

> Level 1 "Mapping" Accreditation under the international **Airport Carbon Accreditation** program.

> Membership of ACI Europe's **NetZero 2050** program.



## Company profile

### MISSION

Managing and developing the air travel and infrastructural activities of the Torino airport, in order to increase air connections, contributing to the economic and tourism industry development of Turin and its surrounding user basin. Increasing the level of quality of the services provided to passengers, air carriers, stakeholders and employees.

### VISION

Reinforce and continue to upgrade the services and opportunities offered by the Torino airport, in keeping with the need for mobility and growth of its surrounding territory.

### Vision of sustainability

The SAGAT Group has always focused its efforts on meeting the mobility-related needs of the city of Turin and its surrounding area, while also serving as an increasing significant driving force behind the socio-economic development of the entire region and the growth of its tourism industry.

Three areas of action that characterized the activity of 2019

- improvement of the passenger experience with the advancement of a deep process of digitization and innovation, involving a number of different sectors of the company;
- reinforcement of a green culture within the company, as shown by the implementation of procedures and the environmental and procedural certifications obtained;
- working relationships established with local institutions, to expand public mobility services in favor of the airport infrastructure and to welcome passengers at the most important city and regional events.

### SAGAT and the United Nations Sustainable Development Goals

The projects and activities implemented in 2019 by SAGAT Group and reported in this Social Report are cross-linked to 13 of the 17 Sustainable Development Goals of the United Nations 2030 Agenda.

These are the objectives to which reference is made, highlighted in the image below:

- Good health and well-being
- Quality Education
- Gender equality
- Clean water and sanitation
- Affordable and clean energy
- Decent work and economic growth
- Industry, innovation and infrastructure
- Reduce inequalities
- Sustainable cities and communities
- Responsible consumption and production
- Fight against climate change
- Life on Land
- Partnerships for the goals





## The reference context

The airport is an infrastructure at the service of collective transport, and it is therefore tool that provide a public service of crucial importance to their surrounding territories.

Air transport and airport management operate within an articulated and complex national and international regulatory framework, due to the shared activities between the Management Company and various other actors:

### 1. Airlines companies;

### 2. Airlines service providers, including:

- 2.1 **handlers**, who provide ground handling services to aircraft, people and cargo: check-in; boarding and disembarkation passengers; loading and unloading baggage and related management of Lost & Found offices and practices; cargo handling. Lastly, additional services are assigned to handlers by the air-travel companies, including cleaning inside the aircraft, the supply of drinking water etc.

There are two competing handling companies that operate on a free-market basis at the

Torino airport: SAGAT Handling, a company of the SAGAT Group that had a market share of 71,% in 2019, and Aviapartner, which accounts for the remaining 28,6%;

- 2.2 **caterers**, meaning the companies that supply food for aircraft;
- 2.3 **fuel-supply companies**.

**3. Commercial operators** that provide their services, such as food service, car rental and the sale of a variety of other goods and services;

**4. Border Police, Customs Agency and Treasury Police**, who perform their respective controls on passengers, baggage, cargo and airport operations;

**5. Fire-fighters**, who provide specialised assistance to aeronautical operations;

**6. ENAV** (the Italian air navigation service provider), which provides the Air Traffic Control service and other essential services for air travel, such as authorization to move, taxi and take-off the aircraft.

There are also national and international bodies that regulate and oversee the air transport sector, with which SAGAT's business must interface. The main ones include:

- **ICAO** (International Civil Aviation Organization): sets the standards and procedures for the orderly and safe development of international civil aviation;

- **IATA** (International Air Transport Association): the international association of airlines supports the business policies of companies, offering them cooperative services;

- **The Ministry of Infrastructure and Transportation**: its General Department of Airports and Air Transport oversees the governance of civil aviation and the regulation of European Community and international sectors, with functions of guidance, oversight and control of organizations and enterprises in the sector;

- **ENAC** (the Italian Civil Aviation Authority): the sole civil aviation regulatory authority in Italy, it is responsible for oversight and enforcement of

the regulations and standards enacted, as well as for the governance of the administrative and economic aspects of the air transport system;

- **ASSOCLEARANCE**: the independent association assigned by the Italian State to perform the tasks related to the allocation of slots to air carriers;

- **ART** (the Transport Regulation Authority): an independent administrative authority responsible for regulation in the transport sector.



 **Infrastructure**

**FEATURES**

Runway length	<b>3,300 meters</b>
Passenger Terminal Area	<b>57,000 sq m</b>
Parking Capacity	<b>2,800 cars</b>
General Aviation	
Cargo Terminal	



**CONTINUOUS SERVICES**

Service hours	<b>24/7</b>
Assistance	<b>Passengers / Cargo; All types of aircraft</b>
Radio assistance system	ILS-CAT3B <b>operational continuity</b> under conditions of poor visibility



**AIRPORT CAPACITY**

Movements per hour	<b>up to 28</b>
Passengers	<b>up to 6 million</b>



**EMERGENCY SERVICES**

Snow squad crew	<b>95 employees</b>
For 9 years,	operations have <b>never shut down</b> due to snow
Fire-fighting service	Intervention capability <b>up to the highest ICAO category</b>



**THE CONVENTION WITH ENAC, THE TARIFF DETERMINATION PROCESS AND THE PROGRAM CONTRACT**

In 2015, the Convention for the regulation of relations relating to the management and development of the airport activity of Torino airport was signed between SAGAT and ENAC, including those concerning the design, construction, assignment, maintenance, and the use of the facilities and infrastructures instrumental to the exercise of this activity.

The Agreement has in fact lasted until 2035, with the option of extending it until 2055, and provides for almost 150 million euros of investments distributed in the period 2015-2035.

**The tariff determination process**

During 2019, the procedure for reviewing the tariffs applied at the Torino airport for the period 2020-2023 was carried out and concluded.

In compliance with the provisions of the sector regulations, the Company, during the year, prepared the 'Annual Information Document' in order to provide the User (i.e., any natural or legal person transporting passengers, mail and goods, to and from the airport, according to the definition provided by ART - the Transport Regulatory Authority) the appropriate updates regarding the elements that contribute to the definition of airport charges and the related update.

This Document was made available to Users through publication, on 16 September 2019, on the institutional website of the Torino airport and on 16 October 2019 it was illustrated and shared unanimously during the Annual Users' Convocation.

**Signing of the Planning Agreement**

The 2016-2019 Program Agreement, signed in October 2015 with ENAC, provided for investments for over 33 million euros and contains the commitments undertaken by SAGAT in terms of environmental protection and quality of services. At the end of the period the investments made amounted to 28.18 million euros, equal to 84% of what was expected.


In order to start the process relating to the signing of the Planning Agreement for the period 2020-2023, on 24 June 2019 the Company presented to ENAC the Four-Year Intervention Plan, the traffic forecasts, the Financial Quality Plan and the Environmental Protection Plan, receiving a favorable technical opinion with note no. 0091615-P dated 1 August 2019.



It should be noted that the Planning Agreement relating to the new regulatory period has not yet been signed by the Parties, although the will of SAGAT S.p.A. to reach a prompt definition and improvement of the related process.

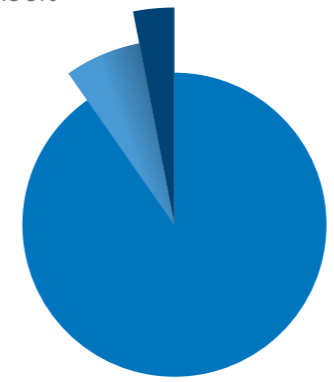
## 2.1 The Company and its values

As for the specific sustainability issues to which the SAGAT Group refers, they can be divided into:

- 
**Economic issues:** increase traffic volumes, attracting new companies and strengthening collaboration with carriers already operating at the airport, in order to meet the mobility needs of the area and increase its perceived value.
- 
**Environmental issues:** spreading and consolidating a corporate culture of environmental protection, developing an awareness of environmental aspects and promoting responsible behavior by all staff is one of the key aspects around which the SAGAT Group has based its development. Furthermore, operational management aims at criteria of environmental protection, energy efficiency and reduction of climate-altering emissions, constantly pursuing the improvement of environmental performance.
- 
**Social issues:** consolidate and develop relations with public and private institutions in the area, as well as with companies and all stakeholders, in order to establish a mutual exchange of information, know-how and skills, in compliance with a high level of quality of service. Furthermore, the Company's objective is to offer passengers a "visiting card" of the territory, contributing to the development of its cultural and tourist vocation

 **Ownership structure**  
The share capital of SAGAT S.p.A. is the following:

-  2i Aeroporti S.p.A. 90.28%;
-  Tecno Holding S.p.A. 6,76%
-  Treasury shares 2.96%

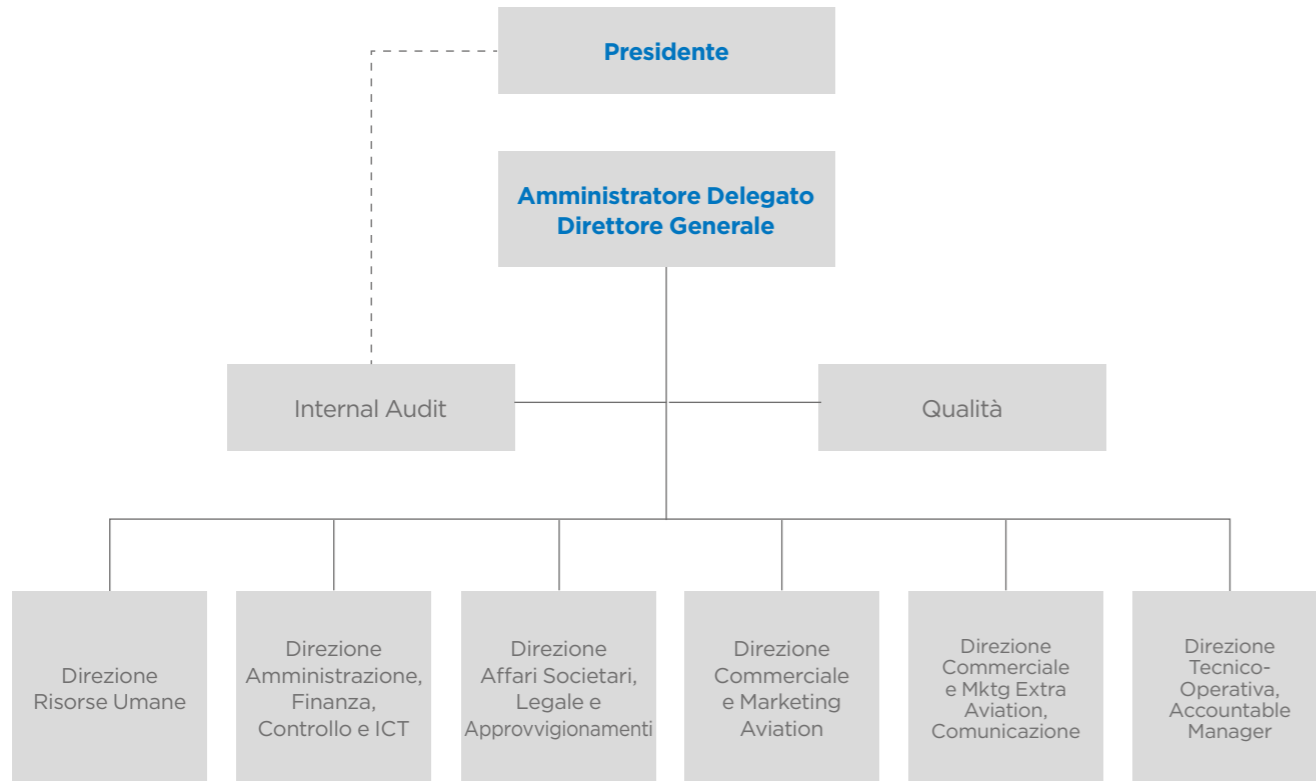


2i Aeroporti S.p.A. has been the majority shareholder of SAGAT since January 2013.

SAGAT S.p.A. is the Parent Company of the SAGAT Group, to which the airport handling company SAGAT Handling S.p.A., controlled by SAGAT S.p.A., belongs at 100%.



## SAGAT organization chart as of 31/12/2019



## Transparency in Corporate Governance

Meeting, the Board of Directors and the Board of Statutory Auditors, composed as follows as of 31 December 2019:

### BOARD OF DIRECTORS

<b>Elisabetta OLIVERI</b>	Chairman
<b>Andrea ANDORNO</b>	CEO
<b>Rita CICCONE</b>	Director
<b>Jean Jacques DAYRIES</b>	Director
<b>Antonio LUBRANO LAVADERA</b>	Director
<b>Paolo MIGNONE</b>	Director
<b>Laura PASCOTTO</b>	Director
<b>Daniele RIZZOLINI</b>	Director

### COLLEGIO SINDACALE

<b>Roberto NICOLÒ</b>	Chairman
<b>Piera BRAJA</b>	Auditor
<b>Ernesto CARRERA</b>	Auditor
<b>Lorenzo GINISIO</b>	Auditor
<b>Egidio RANGONE</b>	Auditor
<b>Edoardo ASCHIERI</b>	Alternate
<b>Maddalena COSTA</b>	Alternate

### SECRETARY

**Pietro Paolo PAPAIE**



### Supervisory Body

At 31 December 2019, the members of the two oversight bodies of the SAGAT Group were:

- SAGAT S.p.A. oversight body: Devis Bono (Chairman), Lorenzo Ginisio, Michele Barbero
- SAGAT Handling S.p.A oversight body; Paolo Vernerio (Chairman), Lorenzo Ginisio, Michele Barbero.

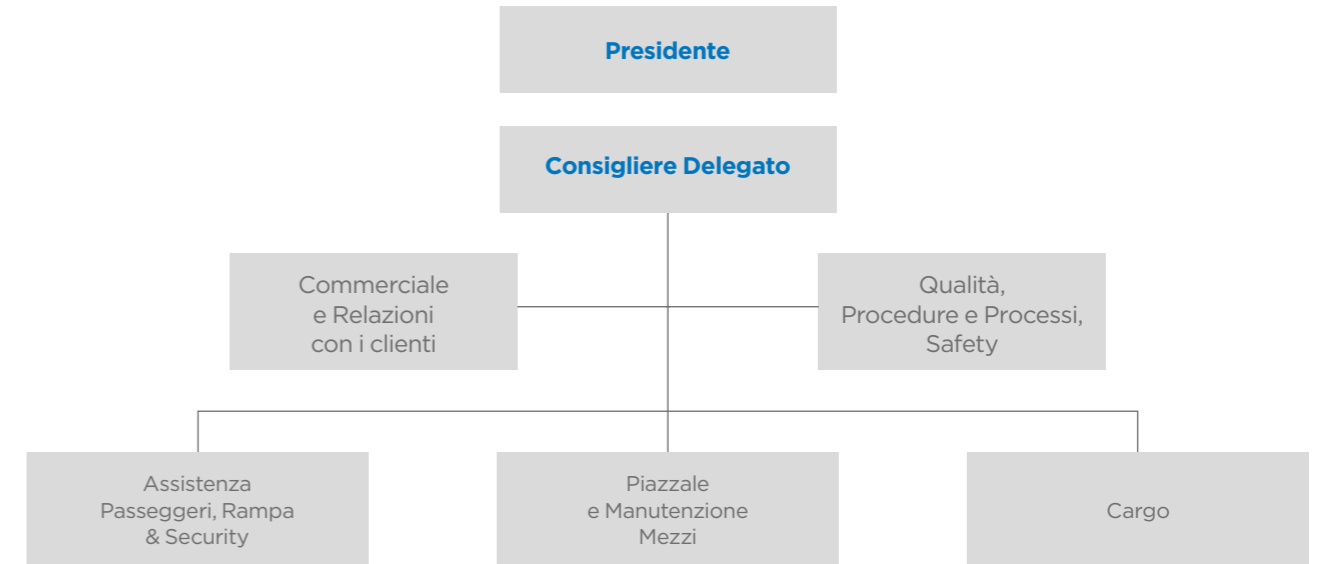


### Committees and Workgroups

The lead company has established within its corporate structure interdepartmental committees and workgroups for the development among the various company services of coordinated initiatives on specific topics. In particular, as of 31 December 2019, the following committees and workgroups were in place:

- Industrial Plan Committee;
- Aviation Commercial Development Committee;
- Procurement Plan Committee;
- Quality Committee;
- Intranet Committee;
- Committee for the Operation of the Energy Management System;
- Safety, Work and Environment Committee;
- Airport Terminal Observatory;
- Corporate Audits Workgroup;
- Administrative Procedures Workgroup.

### SAGAT Handling organization chart



### >> Reports

All recipients of the Organization, Management and Control Model are required to promptly report to the Supervisory Body any violations of it, as well as any conduct that constitutes the commission of one of the offenses referred to in Italian Legislative Decree No 231/01. It is also possible to report to the SAGAT Internal Audit Service reasonable and sincere suspicions of conduct that constitutes a violation of the Code of Ethics, illicit acts or irregularities. Anonymous reports can also be taken into consideration, only if these are adequately substantiated. Reports based on mere rumors or suspicions are not taken into consideration. The company guarantees the confidentiality of the reporting person's data. The reporting party may communicate to the Supervisory Body any conduct that constitutes a crime pursuant to Italian Legislative Decree No 231/01 or any violations of the Organization, Management and Control Model, through the following e-mail address: odv@sagat.trn. it. The whistleblower can also use the IT Whistleblowing Platform, as well as to report the circumstances described above to the Supervisory Body, to report to SAGAT's Internal Audit Service any violations of the Code of Ethics, offenses and irregularities.

## 2.2 Business model

The areas of activity in which the airport business develops are Aviation and Extra Aviation areas.

The **Aviation** business concerns all services, infrastructures and technologies made available for air, passenger and freight traffic.

The **Extra Aviation** activity refers to complementary services to aeronautical activities and concerns an increasingly wide and varied offer, both B2C - Business to Consumer, or aimed at passengers and airport users, and B2B- Business to Business, or aimed at companies and economic operators of reference for Torino Airport.



## 2.3 The context and the challenges of the sector

### SECTOR CHALLENGE

Improving the Customer Experience

**Answer:** Customer satisfaction is the measure of the airport's success. Indeed, the SAGAT Group wishes to accompany the passenger in every moment of their airport experience. Great attention is paid to anticipating customer needs, responding with professionalism, efficiency and foresight.

### SECTOR CHALLENGE

Climate change and environmental sustainability

**Answer:** The SAGAT Group considers energy management and environmental sustainability to be essential factors for the development of its business from a green perspective. The constant and growing attention to energy saving and environmental sustainability has led to the planning of increasingly significant investments in this direction.

### INDUSTRY CHALLENGE

Continuous innovation

**Answer:** Innovation Team was created to anticipate the customer's needs, an inter-company, whose activity aims to identify, test and monitor innovative processes and solutions, thanks to the involvement of professionals from different company functions.



## 2.4

### The territory and the responses of SAGAT

#### LOCAL NEEDS

Air connectivity and integrated mobility

**Answer:** As an actor of local mobility, Torino airport works constantly with airlines to develop the flight network and maintain the high level of connectivity via hub that allows you to easily reach the world with connections. In addition, in 2019, in collaboration with local partners, it strengthened the aspect of ground connection services to and from the city center with Bus Express rides.

#### NEEDS OF THE TERRITORY

Tourism promotion and relationship with the community

**Answer:** In 2019 SAGAT strengthened the link with the reference territory, with the opening of the new “Piemonte in your Hands” tourism promotion point and with a co-marketing agreement signed with the DMO Visit Piemonte to increase the tourism visibility of the Region on the target markets connected by air to the Airport. In addition, bus connections have been established with the mountain valleys (Aosta Valley) dedicated to snow tourism. To further strengthen the bond with the community, partnerships with cultural and educational institutions and bodies have been initiated and sometimes renewed.





# 2.5

## Map of the stakeholders



The stakeholders of the SAGAT Group are all the parties (individuals, companies, organisations etc.) that are involved in or influenced by its activities. Each stakeholder has expectations and needs, and managing to satisfy these in the best way possible is the challenge and goal that SAGAT has set itself.



STAKEHOLDER	EXPECTATIONS	RELATIONAL TOOLS
Shareholders	Productivity and efficiency Creation of value Respect of strategies	Periodic meetings Financial statements and social responsibility reports
Industry and sector associations	Information, exchanges and discussions	Periodic meetings with ACI Europe, Assaeroporti, Confindustria
Human resources	Equal opportunity Involvement and enhancement Recognition of merit Professional growth Stable employment Safeguarding of health, safety and workplace health Training Upgrading of skills	Activities of in-house associations Periodic safety meetings Industrial relations Company bulletin boards Social networking Code of ethics
Public authorities present at the Airport Regulatory and oversight bodies	Transparency Respect of pertinent prerequisites Sharing of successful practices	Participation in roundtables Operating agreements and pacts Public hearings Inspection audits and controls
Local community Surrounding area and environment	Creation of value for the surrounding area Concerted planning of strategies Information Reduction of environmental impact	Cultural and social joint efforts Public committees Institutional exchange and feedback Noise complaint collection system Internet website Press releases Press conferences Marketing campaigns
Passengers	Quality of service Growth of traffic Operating Safety Security checks Accessibility Information	Welcome stations Communications campaigns Surveys of satisfaction Opinion polls Complaints and reports Internet website Social networking Information service Passenger satisfaction analysis Marketing campaigns
Non-aviation clients Sub-concession holders and other clients	Growth of traffic Fairness Quality of services Workplace health and safety	Periodic meetings Reporting Passenger satisfaction analysis Marketing campaigns
Carriers	Quality of services Fairness Operating safety Workplace health and safety	Periodic meeting Press releases Press conferences Social networking Marketing campaigns
Suppliers and partners	Transparency and fairness Payments made on time Reliability	Get-togethers with suppliers Periodic meetings Code of ethics

## 2.6 Intangible assets

In drawing up its Corporate Social Responsibility Report, the SAGAT Group - in keeping with its decision to follow the Piedmont Method - takes inventory of its intangible assets, which consist of all the non-accounting variables that make it possible to monitor the effectiveness of the company's strategy for creating value in the short, medium and long terms. The key objective of this process is to move beyond the basic concept of an enterprise that produces goods and services, in order to adopt the perspective of a producer of a certain business culture.




There are many advantages to measuring and reporting on intangibles, and they benefit the full range of figures in a given enterprise:

- management is able to interface with key indicators, and not merely monetary ones, in order to periodically monitor and assess the achievement of the company's strategic objectives;
- the human resources, who are highly motivated by the realisation that they represent one of the main driving forces (if not the single most important one) behind the creation of value for the company;
- the stakeholders, to whom the Company channels parameters and information above and beyond those found in the obligatory economic summaries of the year-end financial statements, are able to better understand and evaluate the company's growth, efficiency and stability.

The intangible assets of a company can be divided into three categories:

- the **human capital**, or the capital truly capable of allowing a company to grow, innovate and compete within the economic system in which it operates;
- the **relational capital**, meaning the network of intangible connections between the company and the outside world;
- the **organisational capital**, which consists of the sum total of the know-how, the capacity for innovation and research, the efficiency of internal procedures and the consistency and cohesiveness of management.

Listed below are the indicators for human capital and relations, taken from Research Tool no. 8 for Group Social Responsibility Reports, "Social Responsibility Reporting of Intangibles", and processed on the basis of the specific profile of SAGAT, its mission and its strategic guidelines for action, as well as the specific context in which it operates.

SYMBOL	CATEGORY
	Human capital
	Relational capital
	Organisational capital

## 2.6.1 Human capital

The human capital is the sum total of the knowledge, skills and capabilities of the individuals who work inside the organisation. It constitutes the single most important strategic factor for the pursuit of the organisational mission. It consists of the features and qualities of the human resources, as well as the capacity to manage those resources in accordance with adequate policies.

The symbol selected to identify the indicators of human capital within the Corporate Social Responsibility Report is that of the marshaller, a professional figure of noteworthy importance inside an airport, seeing that he or she provides the pilot with the visual indications for manoeuvring the aircraft on the ground.

### Human Capital Chart illustrating indicators



INDICATOR	DESCRIPTION	PAGE REFERENCES
Breakdown of the personnel	Number and percentages of employees broken down by category, type of contract and qualifications	15, 64-65
Distribution of personnel by gender	Percentages of women and men out of total personnel	15, 64-65
Average age of personnel	Average seniority of personnel Age group in which the majority of the personnel are concentrated	68-69, 70-71, 129
Index of level of education of personnel	Percentages of employees by level of education	66
Beneficiaries of training initiatives	Number and percentages of employees who have benefitted from training initiatives	XX
Benefits for employees	Number of employees who have benefitted from expense reimbursement for day care, children's gift package and summer camps	XX

## 2.6.2 Relational capital

Relational capital is defined and limited by the sum total of all the subjects with which, for various reasons, the company maintains relationships that have a direct or indirect impact on its primary economic variables.

Within the framework of a community or groups of stakeholders or other networks, relational capital consists of the institutions and relationships created, as well as the capacity to share information with the different subjects involved.

The symbol selected to identify the indicators of relational capital within the Social Responsibility Report is that of the control tower, seeing that it manages and coordinates air traffic, together with the various aeronautical operations that take place in an airport.

### Relational capital Chart illustrating indicators



INDICATOR	DESCRIPTION	PAGE REFERENCES
Institutional map of relations	A synthetic illustration of relationship with stakeholders, based on levels of efficiency and effectiveness	32-33
Information initiatives	Organization of roundtables, workshops, conferences, seminars, meetings etc.	55, 71, 100-101, 134
Media relations	Communication events and promotional campaigns	102
Events in collaboration with external partners	Events planned and/or organized in collaboration with external partners	54-55, 103

**Relational capital**  
**Chart illustrating indicators**


INDICATOR	DESCRIPTION	PAGE REFERENCES
<b>Customers/Users</b>		
Trend of the numbers of customers/users	Numbers of passengers and carriers	122-123
Quality of customer/user-organisation relation	Analysis of quality, perceived ad received, in terms of different aspects of the service: <ul style="list-style-type: none"> <li>• Face-to-face interviews to gauge customer satisfaction</li> <li>• Periodic monitoring of performance</li> <li>• Analysis of data recorded by the Airport's information system</li> </ul>	82, 84
Complaints	Number of formal complaints from customers/users	132-133
Reclami	Numero di reclami formali dei clienti/utenti	80, 135, 139
<b>Public Institutions and subjects</b>		
Compliance with regulations and statutes	Compliance procedures	48-49, 53, 56-58, 110-113
Projects with Public Administration	Joint projects with government bodies and authorities	54-55

**Relational capital**  
**Chart illustrating indicators**


INDICATOR	DESCRIPTION	PAGE REFERENCES
<b>Suppliers and financial institutions</b>		
Relations with suppliers	Procedures for selecting suppliers	57-58, 94, 97
Timing of payments	Average duration of commercial debt	134
Local fallout	Impact of suppliers on the local area	87, 94-95
<b>Environment</b>		
Safeguarding animals	Birdstrike Risk Index 2	50-51
Acoustical impact	LVA parameter Anti-noise procedure	105, 110-113, 138-139
Electric energy	Tonne of oil equivalent for electric source	29, 106-107, 109, 136-137
Water resources	Consumption of drinking water	107
Urban waste	Waste collection at the airport Volumes of unsorted waste	107, 137
<b>Community</b>		
Donations	Joint charity efforts	55
Figures invested in infrastructures	Investments and depreciation of assets for environmental purposes	43, 60-61, 96-97

## 2.6.3 Organisational capital

Organisational capital consists of the sum total of the organisation's know-how and its capacity for innovation, as well as the efficiency and the consistency of its internal culture with its strategies.

SAGAT focusses its efforts on the transport needs of the area served, while also working to bring the Torino airport closer to the local territory, in direct contact with residents. Over the years, we have hosted the best possible cultural experiences inside the Airport infrastructure, with the goal of making the Airport a site that attracts even non-passengers.

### Organisational capital Chart illustrating indicators



INDICATOR	DESCRIPTION	PAGE REFERENCES
Electronic communication	Number of users who subscribe to newsletter Number of followers on social media	87, 100-101, 134
Working agreements with other organisations	Number of working agreement signed with other organisations	46-47, 54-55, 67, 84, 102-103
Business conventions	Conventions activated	21, 66
Digital transformation	Innovative tools to improve the customer experience and continuously innovate the organization's work processes	46, 84-85



### 3. Corporate Business, what we do Key Figures 2019



#### TOP 5 DOMESTIC DESTINATIONS FOR N. PASSENG

- 1° Rome
- 2° Catania
- 3° Palermo
- 4° Naples
- 5° Bari



#### TOP 5 INTERNATIONAL DESTINATIONS FOR N. PASSENGERS

- 1° London
- 2° Barcelona
- 3° Frankfurt
- 4° Munich
- 5° Paris



## 3.1 Flight and traffic network

**Torino International Airport represents a primary player in the socio-economic development of the area that hosts it. In particular, the care that has always been dedicated to the business component and to the North-South domestic direction, natural results of the economic and social history of the region, has been flanked by the development lever of the incoming and outgoing tourist segment. Furthermore, the traffic segment of skiers from Northern Europe has acquired increasing importance, which allows Torino airport to maintain a good balance between the volumes generated in the winter and summer periods.**

In 2019, Torino airport served 3,952,158 passengers, recording a traffic contraction of 132,765 passengers, equal to -3.3% on 2018 data.

The reported annual decline is mainly due to the sharp reduction in the network implemented by the carrier Blue Air. The airline from the first months of 2019 has in fact reduced its investments also on the Turin base, due to an internal reorganization and a restructuring of the network, with a decrease of 251,668 passengers at Torino airport. Against this sharp reduction, actions have been implemented that have made it possible to replace Blue Air with other carriers on numerous destinations no longer served, to open new routes and to increase frequencies on some destinations already served, thus limiting the impact negative of the decrease of passengers above.

Among the new destinations of 2019 are:

- Krakow, in Poland, served by Wizz Air
- Kiyv, in Ukraine, served by SkyUp

These are flanked by the openings starting from winter 2019/2020 of connections operated to serve the ski market, a characteristic element of Torino airport and a seasonal adjustment factor for traffic:

- Göteborg, Sweden, served by Norwegian;
- Copenhagen, served by SAS Scandinavian Airlines;
- Bristol, served by Ryanair;
- Bucharest, served by Tarom

and the annual flight to Kishinev, operated by Wizz Air. The increase in frequencies concerned in particular some routes served by the carriers Volotea, Wizz Air and Iberia, which together with easyJet, are constantly developing new traffic on Turin:

- Cagliari, Olbia and Palermo, served by Volotea;
- Bucharest, served by Wizz Air;
- Madrid, served by Iberia.



### Airline companies

As of December 31, 2019, 21 scheduled airlines operating at Torino airport.

Particularly significant is the increase in the commitments of some carriers, such as easyJet, WizzAir, Volotea and Iberia, which in 2019 increased their commitments at the airport, increasing the number of destinations served and the number of seats offered. 2019 also saw the arrival of a new carrier for the Torino airport, the Ukrainian SkyUp.



### Destinations and connectivity

During 2019, a new destination, previously never served, joined the Torino airport network: Kyiv, Ukraine.

Rome remains the first destination served, followed by London (connected with flights to Gatwick, Luton and Stansted airports), Catania and Palermo, Naples (destination on which the offer has increased significantly); followed by Barcelona, Madrid and the hubs of Frankfurt, Munich and Paris.

## 3.2 Infrastructure

### Renewal of Arrivals Level and Upper Departures Level

Il 2019 è stato caratterizzato dal ridisegno 2019 was characterized by the commercial redesign and the architectural restyling of the Arrivals and Departures landside areas. The innovations made to optimize the Extra-Aviation commercial offer and redevelop the areas have been fully operational since July 2019 as regards the Arrivals Level, and from the second half of August for the Departures Level; the gradual progression of the works made it possible to keep the activities open, albeit in a temporary structure, guaranteeing continuity for most of them.

### Digital Airport

The investments made to digitize the infrastructure in 2019 were substantial, with the installation of new systems in the terminal:

- **e-gates** who speeded up passport checks by scanning passports and biometric comparisons of non-Schengen passengers;
- the **digital signage** system that gives information of both operational and commercial nature by conveying information on flights and communicating routes and destinations, as well as tourist content in collaboration with Piedmont and Valle d'Aosta, promoting integration with the territory;
- the **renewal of monitors** with the introduction of "Smart Public displays" which increase the readability of information and offer a new graphic layout of the contents.

## 3.3 Accessibility

**One of the annual development of Torino airport key elements is improving the infrastructure dedicated to airport connections, along with local institutions and local public transport operators . The goal is to make available to users all the information on available transport options and to implement new logistics solutions.**



### Local events

direct connection services with the airport were implemented on the occasion of tourist events in the Piedmont area of great international appeal, such as the Alba White Truffle Fair.



### Focus snow

With the start of the ski season, a transfer service was started with the mountain areas of the Aosta Valley, alongside the usual connection services with the Piedmontese and French valleys.



### Direct connection with the city center

in December, the direct Express bus service between the airport and the city center of Turin was launched, which reduces travel times and integrates with the pre-existing local route service.



### Parking offer

The online launch of the new e-commerce platform from 15 July 2019 allows for greater customer profiling; with the adjustment of the Kiss & Ride and Bye & Fly express parking rates, and the Long Term Parking rates, staying in these areas is made even more convenient.



## 3.4 Security

**Security activities organized and adopted by SAGAT concern the security checks on people (passengers arriving and in transit) and things (baggage, goods, catering supplies, etc.) accessing the aircraft. Alongside these, the Security activities concern the issue of the Airport Identification Card to subjects who have legitimate reasons to operate in certain airport areas**

The airport security infrastructure is equipped with sophisticated equipment and systems for the control of people, hand baggage, hold baggage, supplies and goods, in compliance with the Civil Aviation regulatory requirements. All control stations are manned in accordance with the law by special security guards certified to carry out this activity at the airport and their opening takes place on the basis of flight planning and the operational and commercial needs of the airport

- 1 dedicated to the control of passengers with Fast Track function and staff;
- 10 dedicated to the control of passengers and hand luggage on departure;
- 1 dedicated to the control of staff (H24), crews and suppliers.

Both the General Aviation terminal dedicated to private flights and the Freight terminal are each equipped with a security gate. Finally, there is a driveway / pedestrian gate open 24 hours a day and dedicated to the entry of all authorized airport vehicles and operators. At the Baggage Handling System - technological infrastructure for the management and sorting of outgoing hold baggage - 100% of baggage is screened by passing through an integrated system of conveyor belts and X-ray equipment on multiple levels of control, as required by the regulations in force.



### Access points

The passenger terminal is equipped with 13 security gates divided on 3 levels (ground floor, departures and commercial / catering area) of which:

- 1 dedicated to the control of the supplies of the commercial points within the boarding area;

## 3.5 Safety

**SAGAT's primary objectives are to pursue the continuous improvement of safety performance at the airport in the interest of airport operators and passengers.**



### The challenges and commitment

SAGAT guarantees compliance with national and international legislation and aims to adopt the best practices in the sector: for this purpose, a process of identifying and monitoring hazards is regularly put in place, in order to contain the risk to the lowest possible level (ALARP- As low as reasonably practicable). Safety objectives are set every year, indicators are regularly monitored, reports received are examined: SAGAT audits its internal processes and airport operators and monitors the performance of ground operations; requires external suppliers to adapt to corporate safety standards; it guarantees the necessary human resources in possession of adequate training, competence and knowledge and the necessary material and financial resources for the implementation of the company safety policy. All company managers are called to actively promote safety and to demonstrate, in the organizational management of the services entrusted to them, their commitment to the

implementation of the company safety policy and to the achievement of the safety objectives. For the purposes of implementing the safety objectives, SAGAT has adopted a system for the management of safety in airport operations, the Safety Management System (SMS), with the primary purpose of preventing incidents and accidents.



### Airport Operational Management System

The Safety Management System (SMS) is a system whose primary purpose is the safety of operations (safety), with the aim of ensuring that airport operations take place in the pre-established safety conditions, periodically evaluating their effectiveness to correct any deviations and to pursue its continuous improvement.

The SMS has become an integral part of the Airport's operational management system, together with the Compliance Monitoring process, which more specifically ensures constant

compliance with national and international regulations, as well as with industry standards. By examining the recorded performances, the reports received, the results of the auditing and monitoring programs, the internationally recorded accidents, as well as the literature on the subject, the applicable safety standards are constantly evaluated, the dangers identified and prepared risk mitigation systems, also identifying possible areas for improvement.

The compliance of the organization, infrastructures, systems and procedures and the proper functioning of the management system were certified by the conversion of the Airport Certificate, which took place on 10 August 2017, a few months in advance of the established terms



## Falconry

A problem common to all airports is the possible presence in the maneuvering area of birds and other wild animals: a factor that constitutes a potential danger to the safety of air navigation in the event of an impact with aircraft during landing and take-off operations.

To deal with this phenomenon, SAGAT carries out, through the Airport Accessibility service - operating 24 hours a day, 365 days a year - daily monitoring

of the areas inside the airport grounds, paying particular attention to the runway. The purpose of this activity is to identify the presence of wild animals, especially birds, and to study their changing behavior, in order to remove them or dissuade their presence, thus reducing the possibility of impact against aircraft on arrival. or departure, a phenomenon technically indicated as bird-strike. The team that carries out this task takes the name of Bird Control Unit (BCU) and is formed and coordinated by the Airport Accessibility service, with the support of a falconry service, outsourced to an external company.

The control of the maneuvering area is carried out every day time and whenever requested by the airport authorities responsible for flight safety.

Controls are also intensified if the presence of birds is massive.

The bloodless removal of the birds takes place through falconry techniques or through the use of electronic instruments (e.g. distress call type, two-tone sirens, lasers and gas cannons).

The falconry service is active at the airport all year round, 7 days a week, for eight hours a day, divided into the hours of greatest activity of the avifauna.

Torino airport was a pioneer in Italy in the use of this natural method of deterring birds which produces

excellent results. The number of impacts at the airport area, in fact, is much lower than the national average, to the point that in recent years the impact risk measurement parameter in force according to ENAC legislation, called BRI2 (Bird-strike Risk Index), it remained well below the 0.50 limit.

The falconry service at the airport has at least 15 predatory birds and 2 border collie dogs always ready for use.

The raptors team is composed of:

- a golden eagle, whose wingspan is about 2.4 meters;
- an eagle owl, usually used at dawn and dusk;
- an African eagle owl, similar to the previous one, but smaller in size;
- three pure sacred hawks and six peregrine falcons, used for flying away from high flying;
- three Harris buzzards, which unlike all the other birds of prey can be used in pairs;
- a goshawk used for low flight removal.

The group also consists of 1 border collie for the removal of birds and 1 border collie for the removal of terrestrial fauna (such as mini hares, hares and badgers).

Furthermore, the joint presence of birds of prey and dogs, combined with the use of electronic

deterrent systems and the presence of man, allows to differentiate the threat, thus preventing birds from getting used to it and preventing adverse weather conditions from reducing its effectiveness. Alongside these techniques, SAGAT has for years started, with the help of agronomists and biologists expert in the sector, targeted studies on the neighboring habitat, in order to identify possible sources of attraction at the airport and in its vicinity. This activity makes it possible to reduce the presence of attractive sources, also reporting any risks present to the bodies in charge, checking their state of affairs annually.

For this reason, a working group has been operating since 2013 which brings together representatives of the territory (Province, Municipalities, Prefecture, landfill managers, etc.), Bodies and airport companies (ENAC, ENAV, Leonardo Finmeccanica, etc.) who play a role in the prevention of bird-strike risk. This working group meets annually to share the actions to be carried out to reduce the sources of attraction to the birdlife outside the airport.



## The airport emergency plan

The Airport Emergency Plan consists of a series of dedicated and constantly updated emergency plans, which make it possible to effectively deal with

various types of emergency scenarios that could arise on the airport grounds and in the surrounding areas, or in any case have an impact on safety or " Airport operations (such as, for example, air emergencies and accidents, terrorist threats, health emergencies, fires, collapses, etc.) and is part of the wider Provincial Emergency Plan ("PPE") of the Metropolitan City of Turin.

In the event of an air accident, in particular, SAGAT is called upon to provide first aid pending the intervention of external rescuers, to promptly request the intervention of the rescue structure present in the area and the Police Forces, to provide assistance

family and friends of the people involved, until the airline has organized its own assistance structure, as well as to provide means, equipment and personnel to carry out any task that may be of support to the rescuers.

Since 2009, an emergency test on a full scale has been held annually at the Torino airport, involving all the Bodies that have a role in the rescue or in the operations in support of rescue: CNVVF, 118, State Police, Guardia di Finance, Carabinieri, Local Police of the related Municipalities, Airport Health First Aid, Italian Red Cross, the legal medicine structure of ASLO4, ENAV, ENAC and - in rotation - other subjects operating at the airport, such as airlines and handlers.

## 3.6 Environment - Green Airport

**The spread and consolidation of a corporate culture of environmental protection, developing an awareness of environmental aspects and promoting responsible behavior by all staff, is one of the key aspects around which the SAGAT Group has based its development. Operational management aims at environmental protection, energy efficiency and reduction of climate-altering emissions, constantly pursuing the improvement of environmental performance.**



### The certifications

- SAGAT has renewed the Level 1 "Mapping" accreditation of the Airport Carbon Accreditation Protocol (ACA), despite having already achieved a strong reduction in emissions compared to the base year and in 2020 it will complete the activities for the transition to Level 2 "Reduction ", in line with the commitment made to the local area and stakeholders for the management, control and reduction of CO<sub>2</sub> emissions.
- In 2019 the SGSSA certification was reconfirmed; A sustainable management policy of environmental matrices (soil, water, air) was implemented and a constant awareness of airport operators on environmental issues

and waste management, increasing the differentiation index. The SGSSA is a strategic and transversal element in all the activities present on the airport grounds: development activities, aeronautical operations, management of the services provided - carried out directly or indirectly -, design, construction and maintenance of infrastructures and plants.



### The commitments

2019 also saw the adhesion of Torino airport to the NetZero 2050 resolution promoted by ACI Europe, the association of European airports of which the airport is a member: with this commitment, SAGAT is committed to achieving zero emissions within the next 30 years.

## 3.7 Airport community

**The primary objective of SAGAT is the consolidation and development of relations with public and private institutions in the area, as well as with companies and stakeholders, aimed at a mutual exchange of information, know-how and skills, in compliance with a high level of quality of service. Furthermore, the Company's objective is to offer passengers a "visiting card" of the territory, contributing to the development of its cultural and tourist vocation in an increasingly sustainable perspective.**



### The link with the territory

In 2019 SAGAT carried out a series of redevelopment activities of the airport infrastructure, which strengthened the link with the reference territory.

- In July 2019 the new Arrivals Area was inaugurated, with the opening of the new "Piemonte in your Hands" tourism promotion point, created by AlpMed in collaboration with the Piedmont Region, DMO VisitPiemonte, City of Turin, Turismo Torino e Provincia, Camera di Commerce of Turin and CRT Foundation.
- In November 2019 the new Departures Upper Level was inaugurated, which alongside

a renovated Food Court offers two new edutainment spaces dedicated to the history of flight and the discovery of space, created in collaboration with two large entrepreneurial realities rooted in the Piedmont area such as Leonardo Velivoli and Thales Alenia Space.

Institutional relations for tourism and innovation

- As regards the collaboration with local institutions, in April 2019 the Torino airport signed a memorandum of understanding with DMO VisitPiemonte aimed at promoting tourism in the Piedmont destination.
- Finally, in 2019 the collaboration with Torino City Lab continued, an initiative of the City

of Turin to encourage the experimentation of innovative solutions in real conditions within the territory, in the context of autonomous mobility services and innovative urban services enabled by 5G technologies, such as urban applications of artificial intelligence and collaborative robotics, internet of things, augmented and virtual reality.



### The airport for schools

With the aim to make the airport known to the local community, the 'Open Doors Airport' event dedicated to families with children was organized in September 2019, which welcomed over 1,200 participants in two days.

The collaboration with schools also took place in the Open Day of the Lindbergh Academy Aeronautical Technical Institute and in the signing of an agreement with the ITTS Carlo Grassi of Turin as part of the school-work training program. Finally, with the Polytechnic of Turin, a series of synergistic activities have been implemented, linked to both training and recruitment and research.



### Fundraising

There are also several charity initiatives implemented in 2019 by the Torino airport: among these we recall in particular the provision of cases for fundraising at the airport in favor of AISM - Italian Multiple Sclerosis Association Onlus, of CISV - NGO of International Cooperation of Turin and AIDO - Italian Association for the Donation of Organs, Tissues and Cells.

Following the collaboration with the CPD - Council for People in Difficulty, Torino airport also contributes to the provision of a free transport service to and from the airport for passengers with disabilities, through donations.



### Cultural collaborations

SAGAT, in addition to placing the mobility needs of the reference basin at the center of its work, at the same time intends to bring Torino airport closer to the territory, bringing it into direct contact with people: the airport has in fact made its own visibility spaces available to the main events in the area, in collaboration with organizations and institutions.

## 3.8 Legality e trasparenza

### The role of supplier of a public utility service requires SAGAT to carry out its business effectively and efficiently, ensuring legality and transparency in the conduct of its business.



#### The methods of accounting control

The accounting control on the Company is exercised by an auditor, or by an auditing company registered in the Register established at the Ministry of Justice (in 2019 the auditing company was EY)..

- information systems;
- administrative and operational procedures;
- the Group Code of Ethics;
- the Internal Audit Service



#### The internal control system

The structure of SAGAT's Internal Control System (ICS), as set up, provides reasonable reassurance that the Company is not hindered in achieving its business objectives by circumstances that can reasonably be foreseen

The main components of the Internal Control System of SAGAT S.p.A. are:

- SAGAT's internal organization and the related set of proxies and powers of attorney;

The organization, management and control model. SAGAT, sensitive to the need to ensure conditions of fairness and transparency in the performance of company activities, in line with the expectations of its shareholders and aware of the importance of having an internal control system suitable for preventing the commission of the offenses referred to in Italian Legislative Decree No 231/01 by its directors, employees, representatives and business partners, approved an Organization, Management and Control

Model pursuant to Italian Legislative Decree No 231/01 and a Code of Ethics, approving the establishment of a specific Supervisory Body composed of three members, chosen and appointed by the Board of Directors, with the requisites of autonomy, independence, professionalism and integrity required for the performance of their functions.



#### Ethical code

The Code of Ethics defines the moral and professional values, responsibilities and commitments to which shareholders, directors, employees and all stakeholders are required to comply in the conduct of business and company activities.

The ethical principles contained in the Code must be the basis of the conduct adopted also by customers and suppliers who come into contact with the companies of the SAGAT Group, for the parts of their respective competence.

It is the SAGAT Group's belief that the ethics of internal and external relations to the Group and the creation of a positive corporate reputation favor shareholder investments, customer loyalty,

the attraction of the best human resources, the serenity of suppliers, reliability towards creditors and effective and efficient work organization. It is expected that anyone can report any violation of the Code of Ethics in writing to the Internal Audit service which will analyze the report, possibly listening to the author and ensuring the confidentiality of the whistleblower's identity.



#### Choice of suppliers

SAGAT, as a private entity operating by virtue of special and exclusive rights and as an airport management company, is required to apply some parts of Italian Legislative Decree no 50/16 (Code of Public Contracts).

Consequently, the selection of suppliers takes place as follows:

- for contracts for works, services and supplies exceeding the EU thresholds (€ 443,000 for services and supplies and € 5,548,000 for works), it is carried out in compliance with the public tender procedures provided for by the Code;
- even below these thresholds, the SAGAT Group in any case adopts supplier selection

procedures aimed at encouraging competition between economic operators on the market as much as possible and guaranteeing maximum transparency and equal treatment;

- the company regulations in force usually require recourse to bankruptcy procedures, in the forms of the open procedure with publication of a notice or, alternatively for tenders with a lower value, of the multiple negotiated procedure;
- direct assignment is permitted only in the event of specific conditions strictly indicated or for assignments with a value below the de minimis thresholds (€ 40,000 for works, € 20,000 for services and € 10,000 for supplies).

SAGAT uses objective award criteria, which guarantee a correct weighting between the quality of the services provided and the related economic conditions, as well as a fair remuneration for the suppliers themselves. In the context of the selection procedures, in fact, the award criterion mainly used is that of the most economically advantageous

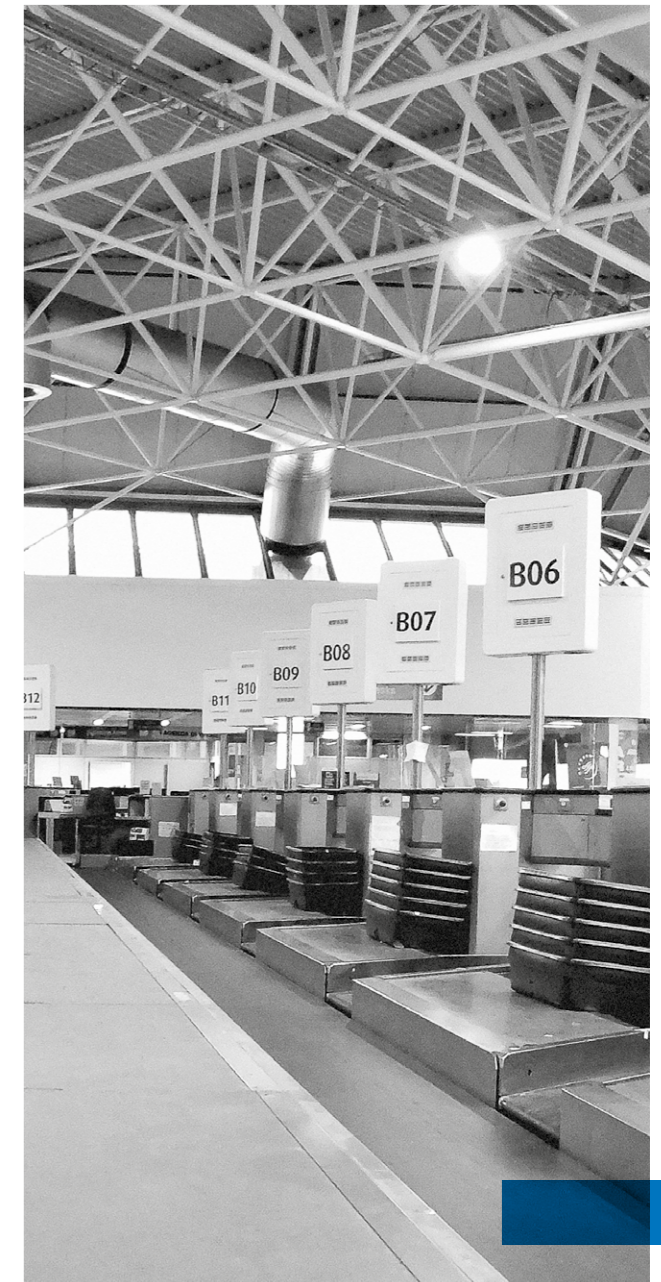
offer, which allows a weighted and balanced evaluation between the quality of the technical offer and the price offered.

The payment terms of SAGAT's suppliers are usually at 60 days. The change in the average accounting duration of trade payables, calculated by taking only operating costs as a reference, is in line with the growing trend recorded in recent years, which can be correlated with the sharp increase in investments, the increase in operating costs, and agreed compensation policies between debts and credits claimed by SAGAT from airlines and secondary factors of other nature.

The failure or operational difficulties of strategic outsourcers could have an impact on the SAGAT Group in operational and economic-financial terms.

To minimize exposure to this risk event, the Group has implemented a system for qualifying suppliers and monitoring their performance. In particular, in tenders and in the procedures for

selecting contractors, the prior certification of the absence of situations of non-compliance with the requirements of art. 80 of Italian Legislative Decree no 50/2016 (Procurement Code) and, according to the relevance of the procurement, the possession of ISO certifications (quality, environment, safety, etc.) is assigned a positive score. Where deemed necessary, potential suppliers participating in the selection procedure are required to produce adequate bank references.



## 3.9 Investments

**The management of all airport infrastructures falling under the responsibility of the SAGAT Group aims to guarantee their perfect state of use, seeking the improvement of service standards for their users (passengers, airlines, cargo carriers, service companies, sub-concessionaries, etc.).**

The infrastructural and plant engineering interventions carried out in 2019 were aimed both at the requalification of buildings and airport operating areas, and at the conduct of improvement interventions also provided for in the 2016-2019 four-year Program Agreement, with significant investments 'Passenger Terminal.



### Aircraft movement areas:

- construction of the centerline lights system on the taxilane aircraft and the construction of the IHP (intermediate holding position) N1-M1 on the North aircraft apron;
- upgrading of the pavement between taxilane L and the aircraft apron in front of the terminal;
- completion of expansion works and regulatory compliance RESA18.



### Passenger Terminal:

- complete architectural and functional renovation of the Arrivals Level;
- architectural and functional renovation of the Upper Departures Level;
- aesthetic reinterpretation of the Check-in Hall;
- installation of new passport e-gates to streamline passport control operations;
- continuation of the toilet facilities requalification program;
- aesthetic and functional renovation of check-in counters and gates;
- technical-regulatory adaptation interventions on fire prevention preparations



### Works and supplies related to other buildings, infrastructures and airport vehicles:

- construction of the new collector for conveying airport rainwater;
- launch of a significant "relamping" program with LED luminaires which in 2019 saw the construction of new light towers for the South aircraft apron and the upgrading of the road lighting in front of the Passenger Terminal;
- upgrading of the air conditioning system of the General Aviation terminal;
- adaptation of the thermal plant of the airport detachment of the Fire Brigade;
- construction of the premises of the new SAGAT training center;
- updating of security systems;
- regulatory adjustments and renewals of the company vehicles and equipment



### Investments in IT systems:

- acquisition and implementation of a **new hardware and software platform** based on

HPE, VMWare and Microsoft technologies, scalable, highly reliable and compliant with current business continuity and disaster recovery standards;

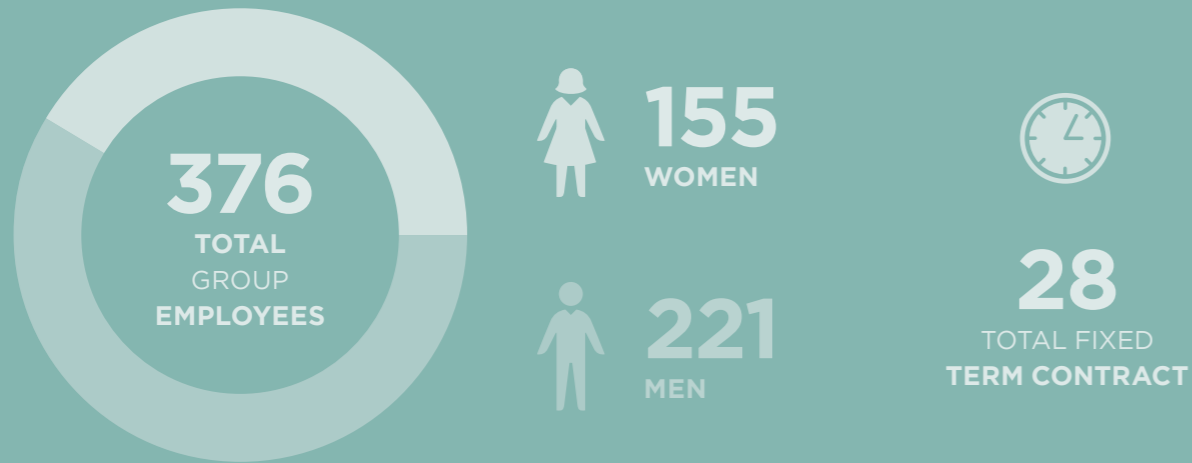
- completion of the processes underlying **electronic invoicing** in compliance with current legislation;
- construction from scratch of **three training rooms** for which PCs, monitors and video projectors were purchased to ensure maximum flexibility;
- introduction of a latest generation software, to replace the now obsolete one, for the **management of the automotive fuel depot** managed and administered by SAGAT S.p.A. ;
- update of the hardware equipment of the **Access Control System**, to progressively expand the use of new airport badges equipped with proximity chips;
- acquisition of new solutions, which allow centralized security management on company devices with Windows, Android and IOS operating systems to respond to the new challenges of Cyber Security.

# Social relation





## 4. Human resources Key Figures 2019



### The staff of the Group

The average annual number of employees of the SAGAT Group is 354.82 FTE, a decrease compared to the previous year of -6.6 FTE. During the year there were some retirements of resources that were only partially replaced. The total number of employees of the Group as of December 31, 2019 also decreased by 5 heads compared to the same date of the previous year, reaching 376 heads, of which 28 temporary resources.

NUMERO MEDIO ANNUO DI DIPENDENTI

**354,82** FTE

**-6,6 FTE**  
RISPETTO AL 2018

NUMERO COMPLESSIVO DI DIPENDENTI AL 31 DICEMBRE 2019

**376** PERSONE

**-5 PERSONE**  
RISPETTO AL 31/12/2018

# 4.1

## Climate and corporate engagement

**SAGAT Group has always considered human resources as a central factor for corporate development. Strong attention is dedicated to the search for the best use of resources and their professional growth.**



### Welfare

The initiatives of the SAGAT Group in terms of corporate welfare are mainly aimed at the families and children of employees.

In 2019, SAGAT's commitment continued to reimburse 50% of the costs incurred by employees for the enrollment of children in kindergartens and nurseries.

Employees as also the opportunity to have their children participate in summer holidays addressed to children aged 6 to 14 and study holidays for children aged 15 to 17, organized by the Company.

In addition, children up to the age of 14 received the usual gift voucher for the Christmas holiday.



### Training

A further cornerstone of personnel management is the training activity, aimed at both Group

employees and external companies operating in the airport area, in order to increase the professional and managerial skills of their collaborators.



### Conventions

The company is also open to the social needs of the area. This is confirmed by the agreements stipulated with schools that have made it possible to include several students in alternating school/work projects and collaborations with local bodies and institutions active in assisting people in conditions of discomfort, which have seen the realization of various internships of reintegration into work activities.



### Incentive system

Performance bonus for executives and middle managers that consists of a variable part of the

remuneration linked to strategic indicators and individual objectives.

Result bonus

Salary increases



### Commitment to people in need and students

Also in 2019, SAGAT's commitment continued in projects aimed at encouraging the integration into the world of work of people in conditions of particular hardship and in the training of students of some high schools in the area, in particular professional technical ones with an aeronautical focus.

In collaboration with local authorities - the Piedmont Region, the Metropolitan City and the Municipality of Turin - projects have been carried out aimed at people who, for various reasons, are going through periods of particular difficulty.

Among the disadvantaged categories, for which collaborations with the aforementioned bodies have been activated, there are those belonging to the protected categories, the long-term unemployed, but also people taken into care by social and/or health services (e.g: asylum seekers).



## 4.2 Enhancement of human capital

**Our success is the result of the professionalism that people, at all levels, express every day in carrying out their work. During 2019, the training and professional development activities carried out were aimed at integrating business processes with training ones, with the aim of aligning human capital with the challenges required by the market and facilitating the change management process.**



### The Training Center

The SAGAT Training Center plays a central role in the organization and direct provision of training and training, not only for the employees of the Group, but also for the companies that operate in various capacities at the airport, including State Bodies. .

During 2019, 4,854 trainees looked into SAGAT training, they carried out mandatory training courses, professional in-depth training courses or aimed at obtaining an airport license. Part of the training provided to the employees of the Group was financed through professional funds such as, for example, Fondimpresa.



### Activities

Taking into consideration only the hours of training carried out for Group employees, it is clear that each employee of SAGAT S.p.A. attended an average of 44.00 hours of training, while for SAGAT Handling S.p.A. the figure stands at 32.25. The Group's average value is 39.78 hours of training for each employee.



### Methods of carrying out

Also in 2019 the courses were held in different ways. Frontal classroom training continues to be the most used type (63.79%) in terms of number of hours; however, there is an important year-on-year growth in the hours of training carried out in e-learning mode (+ 6.51% compared to 2018), through the use of the DOCEBO platform, which came into operation in 2018.



### Evaluation of teaching

As scheduled by the internal management procedure on quality regarding training, each training session carried out ends with the compilation of an evaluation form on the training received. Eight items are evaluated by the students on a scale of four values: interest in the topics addressed, in-depth analysis of the contents, material received, efficiency of the teaching aids, logistical organization, reception of the room, presentation capacity of the trainer and completeness of the explanations requested.

## 4.3 Health and safety

**SAGAT Group has always handled with the utmost attention issues relating to the safety and health of workers, as well as those relating to the safety and hygiene of the workplace.**



### Founding principles

- compliance with general and special rules on accidents, safety and hygiene at work;
- compliance with operating procedures and safety standards;
- protection of the health of workers and people who, for various reasons, operate at the airport;
- prevention of accidents and occupational diseases;
- promotion of lifestyles and healthy behaviors in the workplace;
- promotion of correct and responsible behavior to protect safety in the workplace.



### Integrated Health, Safety and Environment Management System

Through the adoption and fulfillment compliance with the Protocols and Procedures of the Health, Safety and Environment Management System (SGSSA), SAGAT manages in an integrated manner the aspects related to the health and safety of workers, fire prevention, hygiene and health of buildings and of the different workplaces, environmental matrices (water, air and soil).

The SGSSA is a strategic and transversal element to all the activities present on the airport grounds: development activities, aeronautical operations, management of the services provided - carried out directly or indirectly -, design, construction and maintenance of infrastructures and plants.



### Communication

Through the company communication tools, the policies and operating procedures are spread for the correct performance of work activities in terms of accident prevention



### Training

The companies of the Group carry out ongoing training on the various issues of safety in the workplace, with particular attention to the specific risks associated with the various work duties.

The training of personnel, in terms of safety, goes beyond the legal obligations and is planned annually - through the preparation of a Training Plan - taking into account the training needs identified on the basis of regulatory updates, of the Risk Assessment Document (DVR), the needs reported by the managers of the various sectors, as well as corrective actions following near misses and / or accidents.

Specifically, the training offer includes the following types of courses:

- basic training for workers;
- training on specific job risks and related prevention and protection measures;

- training for managers and supervisors;
- specific “Aerodrome Safety” training, aimed at all those who access the movement area;
- specific training aimed at airport license holders;
- training of specific figures such as: Head/Employee of the Prevention and Protection Service (RSPP/ASPP), Workers’ Safety Representative (RLS), Employees of the Company Emergency Team, First Aid Officers and Ambulance Staff..

## 4.4 Industrial relations

**Industrial Relations, always inspired by dialogue and transparency, led to the signing of some important agreements with the trade union parties in 2019.**

### Agreement for the final balance of the productivity bonus

In June, the agreement for the final balance of the productivity bonus for 2018 was signed, simultaneously with the opening of the renewal negotiation of the supplementary company contract. This negotiation was successfully closed in July, with the definition of the criteria for the new Productivity Bonus, which incorporates new methods for identifying the Profitability, Quality and Productivity objectives, which are also more integrated with the subsidiary and related to the annual management objectives of companies. The agreement also incorporates and promotes the legislation on corporate welfare, which allows each employee to opt for the transformation of the performance bonus into receiving benefits from defined services, taking advantage of an added value determined by the tax reduction and tax exemption.

### Availability agreement

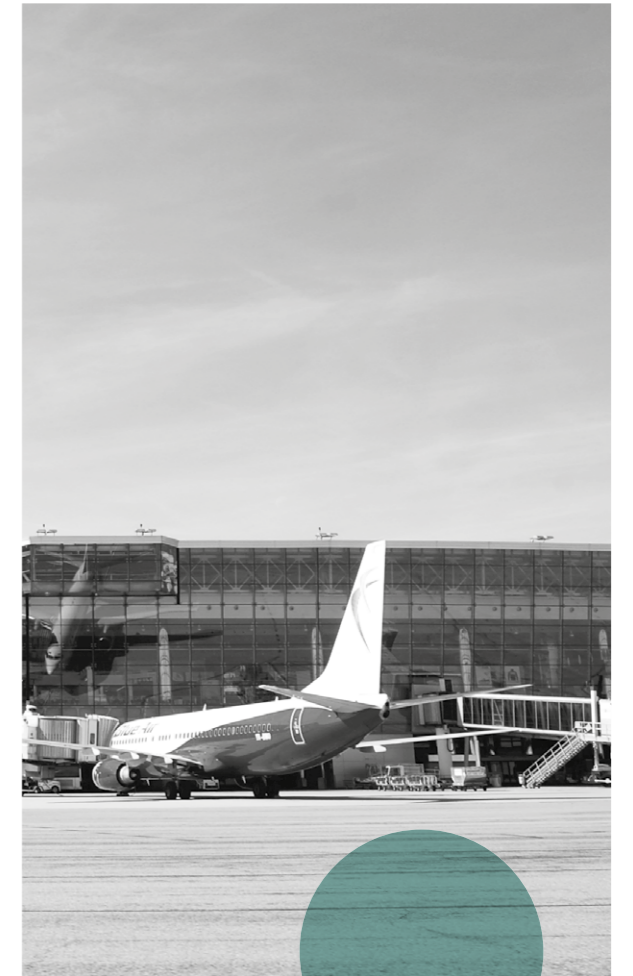
As part of the same negotiation, the Companies and Trade Union / RSU Organizations found an agreement on updating the on-call institution, avoiding the onset of a possible collective dispute.

### Agreement on new hires and turnover

In October, an agreement was signed for the definition of new hires in SAGAT S.p.A., in consolidation of previous employment relationships and in partial replacement of staff who left for retirement.

### Agreement on residual holidays

At the same time, a significant agreement was signed that extends the previous agreements on planning and disposal of residual holidays until the entire validity of the renewed National Collective Labor Agreement for Air Transport, Operators Section, thus ensuring the availability of a fundamental tool in management labor costs. Thanks to the trade union agreements signed regarding the aforementioned collective company closures and the holiday disposal programs defined each year between the Group companies and the trade unions / RSU, in 2019 the average figure relating to the number of residual days of holidays -capita has further improved compared to the last four years, which already recorded a very positive trend. This data highlights effective management and efficient organization of the Group's personnel..



## 5. La customer experience

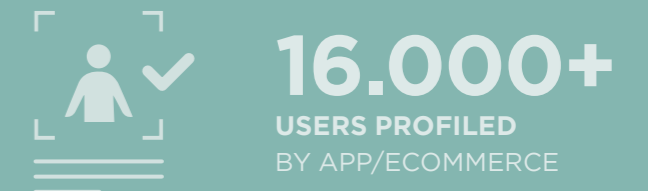
### Key Figures 2019

SAGAT S.p.A. assigns Quality a transversal role to all business processes, placing the constant improvement of the customer experience at the center of its strategy. As the managing company of Torino airport, SAGAT S.p.A. plays a role of oversight of the complex “airport system”, in which the customer receives services from a plurality of third party operators - such as handlers, catering and retail activities, public transport services, etc. - which in various ways contribute to customer satisfaction in relation to the passenger journey.

### Type of passengers: (estimate)



### Tipologia dei vettori



# 5.1 Passenger profile

## Business travel

leading businesses in the Piedmont area and in the catchment area in general, with commercial interests abroad

## VFR

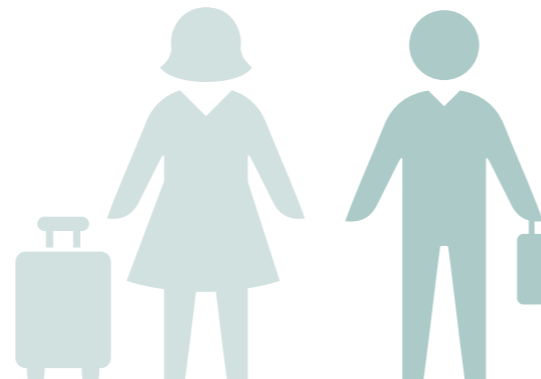
foreign communities in Piedmont, North-South mobility

## Leisure travel

outgoing tourism and incoming snow segment

## Studenti e target Millennials

Piedmont University campus



## 5.2 Passenger experience: quality

The monitoring system of the quality delivered and perceived is based mainly, but not only on the methodologies referred to in ENAC Circulars GEN-06 and GEN-02A, and represents one of the fundamental tools for planning, control, improvement and review of performance.

SAGAT's Quality System is UNI EN ISO 9001: 2015 certified.

The Quality Policy sums up the company's priority objectives:

- provide services of excellence in the activities as airport operator, interacting with the institutions and with commercial interlocutors in a reliable and proactive way;
- exercise its role of supervision with authority, ensuring the quality of the "airport system" as a whole, by raising awareness and intervening in relation to airport operators;
- make the company organization more and more efficient, through training and updating of human resources, spreading awareness on quality issues, periodically verifying their effectiveness;
- diligently monitor the indicators of the quality provided and perceived, also in terms of

benchmarks with other airports, not only to keep the level of performance under control, but also to seize new opportunities for improvement;

- operate in strict compliance with current legislation on the quality of services and in compliance with the provisions of the UNI EN ISO 9001: 2015 standard.



### ISO 9001: 2015 certification

In November 2019, the DNV-GL Certification body conducted the surveillance audit necessary to maintain the ISO 9001: 2015 Quality Certification, which was positively concluded, in the absence of non-compliance.

Many positive aspects have been highlighted regarding the work of SAGAT S.p.A.:

- the strategy of the new Management, based on the customer experience, with consequent infrastructure investments;
- training activities for employees working with Passengers with reduced mobility (PRM) in relation to autism;
- the effective management of complaints.



### Quality delivered

La Carta dei Servizi è il documento nel quale la società di gestione aeroportuale pubblica gli standard minimi di servizio che si impegna ad erogare, ed è soggetta all'approvazione dell'ENAC. Nel 2019 sono stati condotti oltre 80mila controlli di verifica delle prestazioni erogate alla clientela, parallelamente all'analisi delle registrazioni dei sistemi informatici di scalo in relazione a diversi aspetti del servizio.

Tutti gli obiettivi della Carta dei Servizi 2019 riferiti ad indicatori di qualità erogata (anche quelli che riguardano i passeggeri PRM, come da Circolare GEN-02A) sono stati raggiunti.



### Perceived quality

SAGAT S.p.A. estimates customer satisfaction using two different methods, both conducted on a sample basis, on two distinct statistically significant panels of passengers:

- face-to-face questionnaires administered to passengers according to the indicator scheme given by national legislation (ENAC Circulars GEN-06 referring to the Service Charter and GEN-02A regarding Passengers with Reduced Mobility);

- self-completed questionnaires by passengers, for the purpose of the voluntary participation of SAGAT S.p.A. to ASQ-Airport Service Quality, the international benchmark of ACI-Airport Council International that monitors over 300 airports worldwide.

The overall satisfaction level in 2019 stood at 99.5%, even improving the 98.8% achieved in 2018.



### Passengers with reduced mobility (PRM)

As regards the provision of services to passengers with reduced mobility (PRM), the service times recorded in 2019 were found to comply with the expected standards.

in 2019 SAGAT S.p.A. carried out a sample of 1,807 interviews for customer satisfaction surveys referring exclusively to PRM passengers (as per ENAC Circular GEN-02A).

The satisfaction of PRM customers arriving and departing at Torino airport remained at excellent levels again this year, despite the growth in volume (+ 6.6%) of this specific segment, in contrast to the decline (-3, 3%) of traffic.



A single PRM customer satisfaction indicator has not fully achieved the target value of the 2019 Service Charter: the 'Perception of staff courtesy (infopoint, security, staff dedicated to special assistance)' which, compared to a target of 96 %, was slightly below, with a 95.3% satisfaction.

### Listening to passengers



#### Complaints

In 2019 SAGAT S.p.A. received and managed 81 reports and / or complaints from passengers, and only one of them was classified as coming from PRM (and moreover unfounded). The investigation following each report showed that almost 35% of the complaints were unfounded (an increase compared to 2018). SAGAT S.p.A. however, it has provided feedback to each customer even in unfounded cases. The average response time was less than six days.



#### Instant feedback system (Smiley)

Installed in July 2019 to collect the opinion of customers close to the use of the security/

hand luggage control service, it is also a way to demonstrate to the customer that his/her opinion is important to us. The push-button panels to express one's degree of satisfaction by means of the "smileys" flank along with the well-known consolidated methods of investigation on the quality delivered and perceived. The feedback received from passengers is fully satisfied in 84.2% of cases, equal to an absolute value of 51,410 feedbacks out of a total of 61,058 opinions collected.



#### Information desk in the airside

Activated in the summer months, it represented a further form of investigation to know the needs of the passenger, when he/she is in a captive area beyond the security checks. The project was launched to collect from customers' hands-free what their actual needs were and intercept their requests. Therefore, given the purpose of monitoring the passengers' wishes, the information desk in the Boarding Area was designed and managed by the Quality Service.



#### ENAC combined audit

As the body responsible for the correct application at national level of Regulation (EC) no. 1107/2006 concerning the rights of people with disabilities and reduced mobility in air transport, ENAC carries out an annual audit program at Italian airports. The 'combined quality audits of airport services and PRM assistance services' are useful in assessing the organization of the managing company and its ability to prevent and resolve any critical issues. In February 2019, the Charter of Rights and Quality of Airport Services Organizational Function subjected the Torino airport to an audit as described above, divided into a documentary phase and a part of a joint visit of the airport infrastructures and verification of the training obligations pursuant to of EC Reg. 1107/2006. The inspection revealed a mature airport system on Quality issues, with widespread knowledge and expertise.



## 5.3 Retail and non-aviation services

**In 2019, the passenger experience, designed together with business partners, is improved thanks to a richer range of services that meet the needs of travelers.**

New activities have been added to the Arrivals Level while others have been completely renovated:

- 'Piemonte in your hands', the new point of sale of services dedicated to tourism created by Alpméd, allows you to purchase tickets for connections to the city center, individual transfers, hotel accommodation, restaurants, holiday packages, entrance tickets to museums, attractions, fairs and events and food and wine products directly upon arrival at the airport;
- the boutique of Smile, Italy!, specialized in prevention and dental hygiene, the first in an Italian airport;
- a new concept for the Crai supermarket serving passengers and the airport community, expanded not only in terms of surface area, but also in the offer;
- Autogrill's renewed offer, with the new Turin Passage format which consists of a modular

structure inspired by modern city food courts where different areas and food corners coexist within a single space

- the new location in the Arrivals Area of the Pharmacy, to better meet the needs of passengers.

The offer was completed by new spaces for rent a car and a new location for the ATM service.

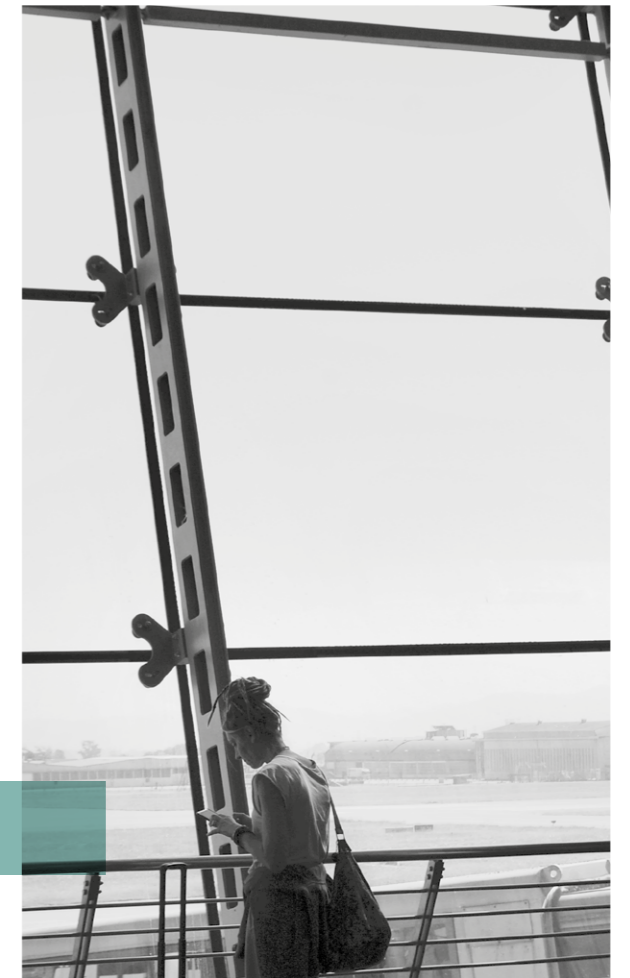
On the Upper Departures Level a new Food Court has opened, created by Chef Express, which includes the original Caffetteria Torinese format, created with Lavazza, the Ingredienti self-service restaurant, and a McDonald's equipped with the most advanced digital technologies.

At the Departures Level, in the Check-in Area, the opening of the automated ZZZleopardGo minilounges, which allow passengers to rest while



waiting for the flight, with the possibility of staying overnight.

In the shopping gallery in the Boarding Area, we recall the openings in 2019 of the Rosso Rubino wine shop which offers typical local products, and the Workeat restaurant.



## 5.4 Digital Airport

**Torino airport's digital innovation path has been strengthened with the creation of a new dedicated organizational unit which, in synergy with IT systems, supports the entire company in researching and implementing solutions aimed at improving the experience of passengers, optimize airport operations, develop new business.**

The concrete results of 2019 available to passengers are:

- the new **e-commerce platform** integrated with an application for Android and IOS mobile devices ("**App**"), which favored the development of the online sales channel for airport services (car parking, Piemonte Lounge Vip Lounge, Fast Track) and their use through the display of QRCode. The App also integrates some ancillary services, such as the publication of average times "From home to gate" and e-commerce functions such as "Shop & Collect" and "Order & Pickup". The e-commerce platform also automatically interfaces with the management platform for invoice management;
- **digital lockers**, intelligent lockers integrated with online and traditional sales channels, which allow, upon returning from your trip, to collect your shopping done online or in airport shops. This multichannel sales channel has expanded the opportunities for contacting customers for the commercial partners of SAGAT S.p.A.;
- the **edutainment stations**, created in collaboration with Thales Alenia Space and Leonardo Velivoli, for which SAGAT S.p.A. gave design support and provided the hardware infrastructure;
- in terms of passenger journeys and operations, **E-gates** were also installed at departures and arrivals, which speeded up passport checks by means of a system, interfaced with



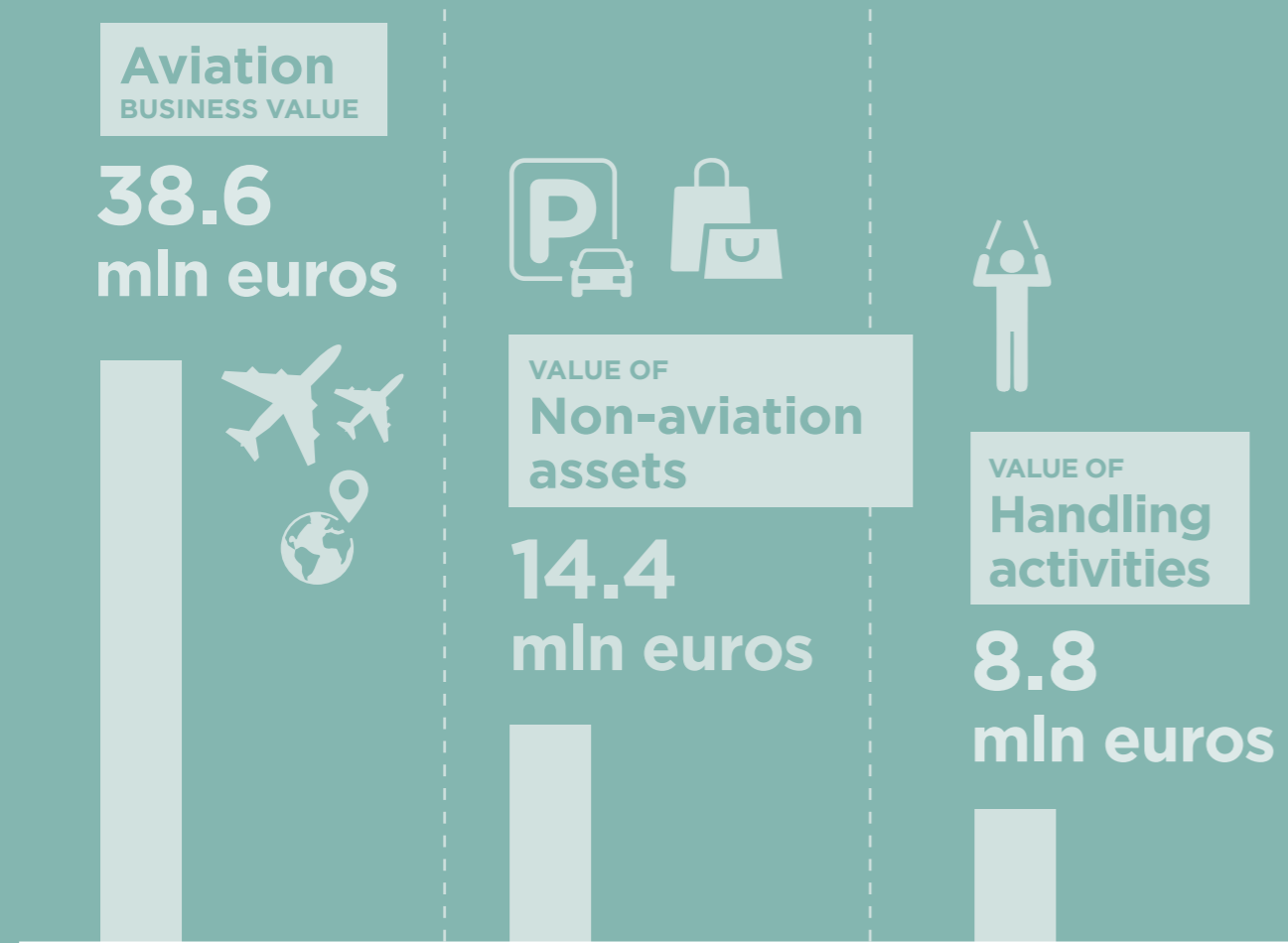
Polaria systems, which scans the passport and compares the biometric aimed at Extra Schengen passengers.

- Still on the subject of profiling, a process of **mapping digital touchpoints** was started, creating data modeling of all the data sources they generate with the aim of equipping the company in 2021 with a data science tool, which allows to create value from data, identifying and updating the profiling by passenger cluster and maximizing the customer experience.



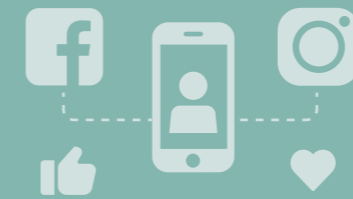
## 6. The creation of value

### Key Figures 2019



**53.8 mln euros**

ECONOMIC VALUE DISTRIBUTED TO THE COMMUNITY



SOCIAL COMMUNITY DATA:

OVER **28mila +**

FANS BETWEEN FACEBOOK AND INSTAGRAM



**55mila +**

NEWSLETTER SUBSCRIBERS

# 6.1

## Economic figures and contribution to the local economy

### ECONOMIC VALUE CREATED

SAGAT identifies the economic value created with all the consolidated revenues and financial income achieved in the reference year.

### DISTRIBUTED ECONOMIC VALUE

To carry out its business activities, SAGAT continuously interfaces with its stakeholders: it is therefore possible to calculate the amount of economic value created that is “distributed” to some of them: human resources, through the payment of salaries and all related charges; suppliers, remunerated following the purchase of products and services; the Public Administration, for the payment of current taxes, tax charges, government concession fees; the Community, including the costs and depreciation incurred for significant environmental investments, sponsorships, donations and collaborations with local authorities, local concession taxes and fees; lenders and shareholders, through the distribution of dividends and the payment of the financial charges of the debt capital.

The extent and destination of the distributed economic value therefore represents a significant order of size of the social benefit that SAGAT contributes to making its stakeholders and the territory perceive.

### ECONOMIC STATEMENT

Given below a summary of some of the main economic indicators of the SAGAT Group, compared with the previous year.



### Aviation revenues and handling revenues

As explained in the Identity Section, the activities carried out by SAGAT S.p.A. as airport managing company, they can be divided between those directly aimed at managing the airport and functional to air transport (aeronautical or aviation activities) and those related to the commercial development of the airport (non-aeronautical or extra-aviation activities). In the first case, the fee charged to the carriers is regulated by specific regulations while in the second case the fee can be freely defined by the parties.

The activities carried out by SAGAT Handling are connected to the assistance provided on the ground to aircraft, provided to passengers and to the goods transported by aircraft (handling revenues).

Thousands of Euro

	2019	2018	% Var.
<b>Aviation</b>	<b>38,687</b>	<b>39,764</b>	<b>-2.7%</b>
of which:			
Fees	25,777	26,561	-3%
Centralised infrastructures	1,454	1,648	-11.8%
Security	8,352	8,446	-1.1%
Aviation assistance (PRM and luggage)	1,395	1,301	7.3%
Subcontractors of regulated spaces	1,708	1,808	-5.5%
<b>Handling</b>	<b>8,834</b>	<b>9,687</b>	<b>-8.8%</b>
of which:			
Assistance	8,422	9,122	-7.7%
Cargo operations	411	564	-27.1%

The year 2019 has witnessed a reduction in aviation revenues by 2.7% mainly due to the reduction in traffic volumes recorded by the airport, as described in the specific section of the Social Report.



## Non-aviation revenues

Among non-aviation revenues, which dropped by 1.3% compared to the previous year, and amount to € 14,983 thousand, the revenues deriving from activities related to car parks and commercial activities are particular focuses, especially those of catering and car rentals, as shown in the following chart:

	Thousands of Euro		
	2019	2018	% Var.
<b>Non-aviation</b>	<b>14,983</b>	<b>15,182</b>	<b>-1.3%</b>
of which:			
Parking	6,106	6,281	-2.8%
Food&Beverage	1,939	1,983	-2.3%
Rent a car	1,546	1,480	4.5%
Duty Free	1,084	1,088	-0.4%
Advertising	1,006	1,150	-12.5%
Vip Lounge & Fast Track	996	935	6.5%
Beauty & Fashion	493	532	-7.5%
Ticket office	497	455	9.1%
Travel & Fashion	565	593	-4.7%
Other	753	683	10.3%



## Other revenues

Other revenues amounted to € 10,740 thousand and recorded a significant increase compared to the € 1,660 thousand recorded in 2018.

This result is due to the presence of extraordinary positive components having a value of over 7 million euros, attributable to the effect of favorable rulings relating to disputes with the National Fire Brigade and with the Ministry of Infrastructure and Transport. It should be noted that these higher revenues did not generate higher monetary revenues.



## Main economic values

The following charts and graphs show some of the main economic values from the Consolidated Financial Statements of the SAGAT Group in 2019, and their comparison with the previous 3 years.

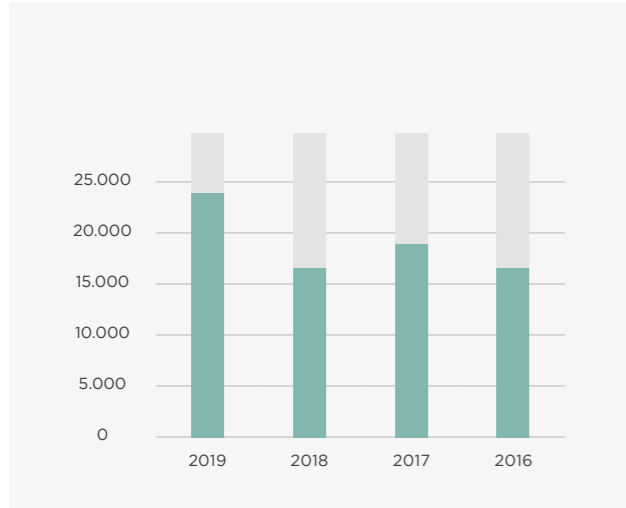
	Thousands of Euro			
	2019	2018	2017	2016
EDITDA	23,993	16,369	19,147	15,813
Net profit	9,350	7,689	11,187	6,761
ROI	32.4	22.1	27.7	24.8
ROE	16.6	15.9	21.8	13.0

The Group's net profit for the year, which stood at 9,350 thousand euros with an increase of 1,660 thousand euros compared to the net profit of 7,689 thousand euros recorded in the previous year.

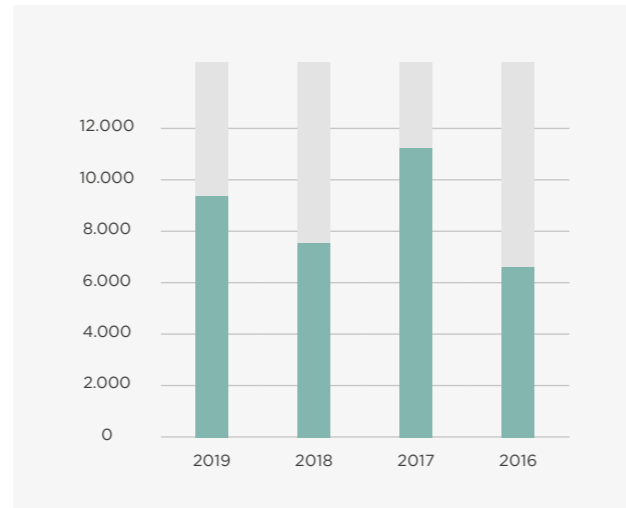
The Gross Operating Margin (EBITDA), which represents the income that the Company is able to produce as a result of the typical operational management alone, in 2019 was equal to 32.4% of the Production Value.

The ROI (Return on Investments) represents an indicator of the return on investments made by the Company, while the ROE (Return on Equity) indicates the level of profitability of the equity.

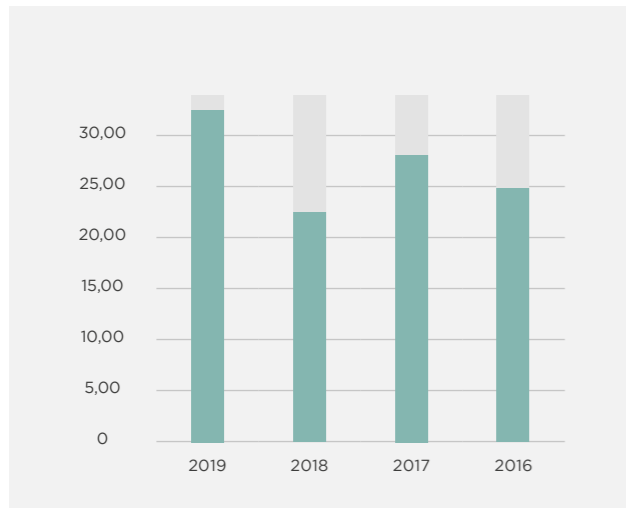
### EBITDA



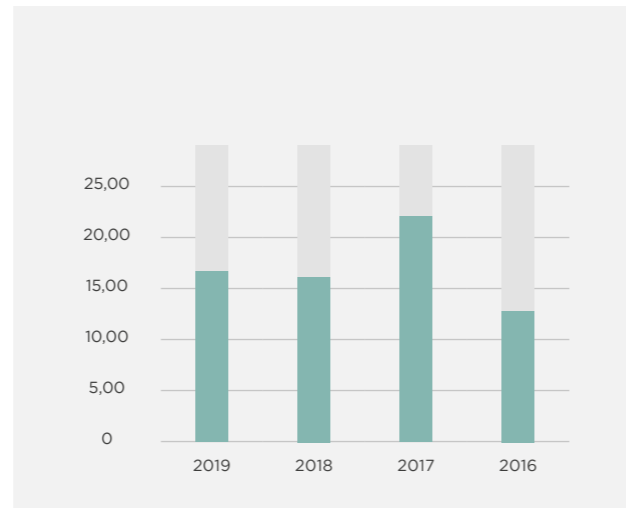
### Net Profit



### ROI



### ROE



### CREATION OF ECONOMIC VALUE

The Financial Statements, through the Balance Sheet, the Income Statement and the Explanatory Notes, provide a true and fair representation of the SAGAT Group's equity, economic and financial position.

The Social Responsibility Report is meant to present the same figures, but seen from a different viewpoint based on the concept of Economic Value, i.e. a quantification of the wealth created by the Company in a given timespan. The review of how this Economic Value is created and, above all, how it is distributed, gives an idea of the Group's social importance for the territory.

SAGAT Group identifies as economic value created the sum total of consolidated revenues and financial

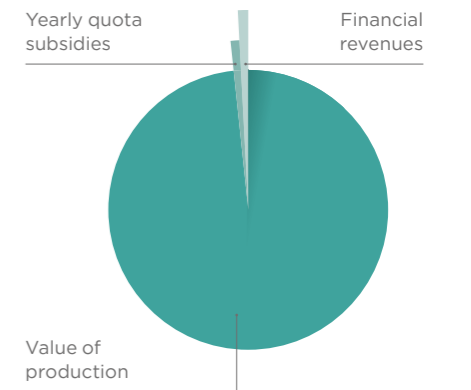
proceeds earned in the year. In 2019, these totaled € 74,450 thousand and is almost entirely determined by the value of production, which indeed amounts to € 73,244 thousand.

The economic value created includes the economic share pertaining to the year of the contributions received from the Piedmont Region and ENAC for the realization of the investments to improve the airport infrastructures, necessary to cope with the Turin 2006 Olympics. share is equal to 671 thousand euros.

The income from the Group's financial management, which is also part of the economic value created by SAGAT, in 2019 amounted to 536 thousand euros.

	2019	2018	ABSOLUTE VARIATION	% Var.
Value of production	73,244	66,292	6,952	10.5%
Yearly quota of subsidies	671	671	0	0,0%
Financial management	536	969	(434)	(44.7%)
<b>Economic value created</b>	<b>74,450</b>	<b>67,932</b>	<b>6,518</b>	<b>9.6%</b>

### Economic Value Created





### DISTRIBUTION OF ECONOMIC VALUE

In the course of its business activities, the SAGAT Group continually interfaces with its stakeholders, making it possible to quantify the economic value created and “distributed” to certain stakeholders, including:

- human resources, through the payment of wages and all related charges;
- suppliers, remunerated following the purchase of products and services;
- the Public Administration, through the payment of current taxes, tax charges, government concession fees;
- the Community, including the costs and depreciation incurred for the most

significant environmental investments, sponsorships, donations and collaborations with local authorities, local concession taxes and fees;

- lenders and shareholders, through the distribution of dividends and the payment of the financial charges of the debt capital.

The size and destination of the distributed economic value therefore provide a significant order of magnitude of the social benefit that the SAGAT Group contributes to making its stakeholders and the territory perceive. In 2019 it amounted to 53,752 thousand euros, down by 11.1% compared to the same value recorded in 2018:

In the case of suppliers, i.e. all costs incurred on purchases, maintenance, utilities and services, in 2019 were allocated € 25,486 thousand, a reduction of 3.5% compared to the previous year, while human resources were allocated € 19,965 thousand, an increase of 1.9% compared to 2018.



The share of economic value that the Public Administration benefited from recorded a value of € 7,649 thousand in 2019, an increase of 22% compared to 2018, while in 2019 no shareholder remuneration was envisaged, for the purpose of to facilitate the Company as

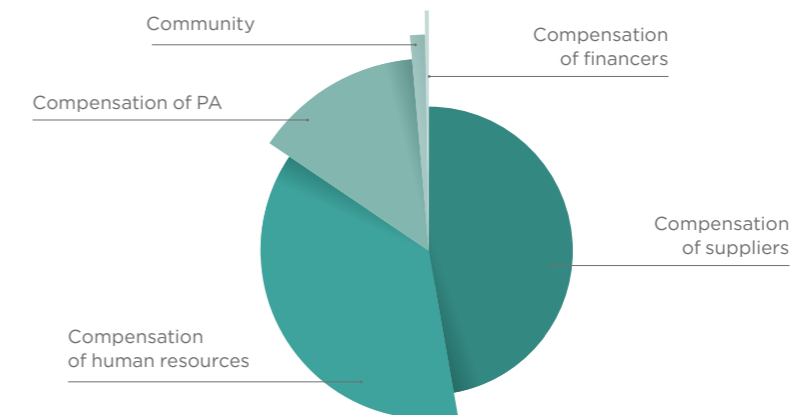
much as possible in facing and successfully overcoming the economic difficulties of 2020.

The economic value distributed to the local community includes depreciation of the most significant assets destined to have environmental repercussions, donations addressed to local authorities and local taxes and duties. Based on this classification, in 2019 the Community received benefits for 617 thousand euros, of which around 224 thousand euros for depreciation of environmental investments. Last year, the value distributed to the Community stood at 614 thousand euros.

Thousands of euro

	2019	2018	Absolute Variation	% Var.
Compensation of suppliers	25,486	26,419	(933)	-3.5%
Compensation of human resources	19,965	19,591	374	1.9%
Compensation of the PA	7,649	6,268	1,380	22.0%
Compensation of the shareholders	0	7,470	(7,470)	-100.0%
Community	617	614	3	0.5%
Compensation of financiers	36	94	(57)	-61.2%
<b>Economic value distributed</b>	<b>53,752</b>	<b>60,456</b>	<b>(6,703)</b>	<b>-11.1%</b>

### Economic value distributed





## ECONOMIC VALUE RETAINED

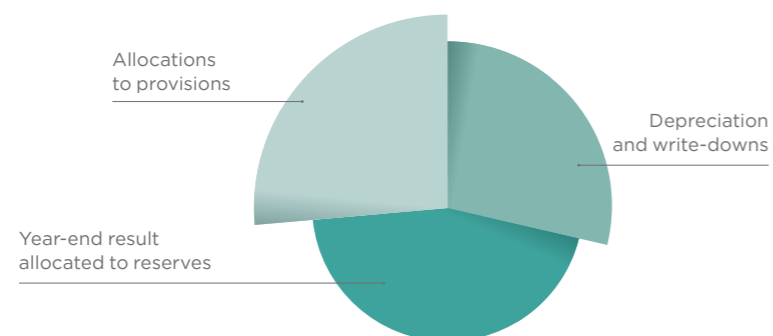
The difference between the economic value created and the distributed value is made by those accounting entries that do not generate financial transactions, such as allocations to provisions, value adjustments/reinstatements, net balance of valuation activities, current taxes, deferred income tax assets and liabilities, and the portion of profit for the year allocated to reserves. This difference is the economic value that is not distributed, or rather that is retained.

The economic value retained for the year 2019 is equal to 20,698 thousand euros, a sharp increase compared to 2018. This change is caused both by the higher value of the provisions and by the aforementioned decision not to proceed with the distribution of any part of the operating profit which was left entirely at the disposal of the Group, in order to allow it to overcome the economic difficulties of 2020.

Thousands of euro

	2019	2018	Absolute Variation	% Var.
Depreciation and write-downs	5,922	6,043	(121)	-2.0%
Year-end result allocated to reserves	9,350	573	8,777	1,532,2%
Allocation to provisions	5,426	861	4,566	530.5%
<b>Economic value retained</b>	<b>20,698</b>	<b>7,476</b>	<b>13,221</b>	<b>176.8%</b>

### Economic value retained



Thousands of euro

	2019	2018	Absolute Variation	% Var.
Valore della produzione	73.244	66.292	6.952	10,5%
Pro-quota contributi	671	671	0	0,0%
Gestione finanziaria	536	969	(434)	(44,7%)
<b>Valore economico creato</b>	<b>74.450</b>	<b>67.932</b>	<b>6.518</b>	<b>9,6%</b>
Remunerazione dei fornitori	25.486	26.419	(933)	-3,5%
Remunerazione delle risorse umane	19.965	19.591	374	1,9%
Remunerazione della PA	7.649	6.268	1.380	22,0%
Remunerazione degli azionisti	0	7.470	(7.470)	-100,0%
Comunità	617	614	3	0,5%
Remunerazione dei finanziatori	36	94	(57)	-61,2%
<b>Valore economico distribuito</b>	<b>53.752</b>	<b>60.456</b>	<b>(6.703)</b>	<b>-11,1%</b>
Ammortamenti e svalutazioni	5.922	6.043	(121)	-2,0%
Risultato d'esercizio destinato a riserve	9.350	573	8.777	1.532,2%
Accantonamenti	5.426	861	4.566	530,5%
<b>Valore economico trattenuto</b>	<b>20.698</b>	<b>7.476</b>	<b>13.221</b>	<b>176,8%</b>



### ONGOING DEVELOPMENT DURING THE PERIOD 2015-2019

The following chart shows the key figures for economic return, compared with the results for the period 2015-2019. For each of the three values, the CAGR, or compound annual growth rate, is also provided.

	Thousands of euro					
	2019	2018	2017	2016	2015	CAGR 2015-2019
<b>Economic value created</b>	74,450	67,932	73,337	66,297	68,290	2.2%
<b>Economic value distributed</b>	53,752	60,456	65,378	54,830	50,126	1.8%
<b>Economic value retained</b>	20,698	7,476	7,959	11,467	18,163	3.3%



## 6.2 Local relation and promotion

**Torino airport constantly promotes the development of its network of connections and local initiatives through diversified communication tools and by the involvement of partners: digital PR and media relations activities, digital signage circuit at the airport, advertising campaigns, newsletters, promotions on flights and parking, also through the channels made available by partner institutions and companies, organization of events that stimulate the community to learn about airport activities. For the promotion of the territory, particular attention is paid to the snow segment.**

During 2019, a large part of the effort dedicated to communication and external relations activities was focused on communicating the **change of the airport**: alongside the organization of inauguration events organized in the airport area to celebrate the conclusion of the works with the community redevelopment, part of the public relations activities, aimed at sharing the new face of the airport with the territory, were carried out through the new digital communication channels. Alongside these activities, in 2019 SAGAT S.p.A. as usual, it has carried out numerous initiatives aimed

at promoting the network of destinations, as well as collaborating with various organizations and institutions to promote the territory and events and to develop projects with charitable purposes.



### Promoting its own business

Several events have been organized at the airport, with the involvement of the reference community, on the occasion of the launch of new products and the inauguration of airport spaces:

- on the occasion of the launch of the new 'Torino Airport' App in July, a multi-channel promotion

campaign was organized for passengers, also thanks to the involvement of extras at the airport, to invite them to download;

- the inauguration of the new Arrivals Level took place at the end of July;
- in November the inaugural event of the new tourism promotion point 'Piemonte in your hands' took place, created by Alpméd in collaboration with the Piedmont Region, DMO VisitPiemonte, City of Turin, Turismo Torino e Provincia, Turin Chamber of Commerce and CRT Foundation;
- the inauguration of the new Upper Departures Level also took place in November, with the presentation of the renovated Food Court, created in collaboration with Chef Express and the new areas dedicated to the history of flight and the discovery of space, in collaboration with Thales Alenia Space and Leonardo Velivoli;
- a small inaugural event was again held in November to celebrate the opening of the Ressorubino airport sales point in the Boarding Area.

Specific campaigns were dedicated to the launch of the new App and the new e-commerce platform.

With regard to the Torino airport parking offer, several product promotion campaigns were launched during the year and AdWords activity continued to optimize its online positioning. In addition, widespread campaigns were carried out in the terminal relating to the food & retail commercial offer, on the occasion of the main seasonal festivals.



### Activity on social networks

With the launch of the official profiles on Facebook and Instagram in July 2019, SAGAT S.p.A. was able to expand the range of communication tools at its disposal. Alongside the start-up phase of the two new social networks, the pre-existing social activity on LinkedIn and Twitter was carried out with greater supervision than in the past.

Among the primary objectives of the debut of the official Facebook and Instagram profiles, the desire to focus on listening to passengers, with the social customer care service active from Monday to Friday from 9.00 to 18.00: an additional channel available to users to request information, send reports and suggestions, along with the telephone service active 7/7 from 5 am to 11 pm.

The digital communication activity of SAGAT S.p.A. Of course, it also includes content on the offer of flights and services, promotion of connected destinations and the territory with a view to incoming, useful information for users and the community, sharing of more strictly b2b content, in particular through LinkedIn and Twitter channels.



### Promotion of the flight network and media relations

SAGAT S.p.A. promoted - through advertising campaigns - the offer of direct destinations from the airport and then collaborated in the launch and promotion campaigns for flights.

Specifically, to support the new connections of Wizz Air to Krakow (August) and SkyUp to Kyiv (December), two inaugural events dedicated to passengers on the first flight at the airport and promotional activities with multi-channel, online and offline. A press conference with media coverage was organized in October for the launch of Volotea's new flights to Mykonos and Lamezia Terme.

In particular, there were organized two dedicated events d specifically in collaboration with the two

airlines: in February, a b2b meeting dedicated to local businesses was organized together with EasyJet to promote the offer for companies of the carrier and the airport; in June SAGAT S.p.A. was a partner of a b2b event dedicated to local travel agencies organized by the Lufthansa Group to specifically promote Air Dolomiti's flight offer.

In 2019 SAGAT S.p.A. also supported various promotional activities for the territory and routes on local and international markets: at Connect2019 in Cagliari, Sardinia, the promotion activity was carried out in collaboration with DMOVisitPiemonte.

With reference to the relations with the media, SAGAT S.p.A. promoted all the new connections and services activated during the year and held meetings with the press for the opening of the new routes.

In collaboration with SADEM, Valle d'Aosta and Booking Piemonte SAGAT S.p.A. gave media visibility to all the initiatives that started in 2019 to facilitate the mobility of airport users.



### Exhibitions and events at the airport

In 2019 SAGAT S.p.A. has intensified collaborations with local partners, offering opportunities for visibility within the airport to realities of excellence and the main events in the Region:

- with the inauguration of the new Arrivals Level, the digital signage system was implemented, dedicated to giving visibility to the events scheduled in the Piedmont area; the activity is conducted in collaboration with the City of Turin, Turismo Torino e Provincia and DMOVisitPiemonte;
- on the occasion of the 36th Fisu General Assembly, a Welcome Desk was set up dedicated to the participants in the event;
- during events promoted by Movement, Kappa Future Festival, Artissima, EMG-European Master Games 2019, Teatro Regio di Torino, Teatro Stabile di Torino, the CUS Torino sporting event 'Just the Woman I am', airport spaces have been granted for the visibility of the events;
- following the collaboration with the Ministry of Transport, visibility spaces were offered to promote the press conference for the presentation of the 'National Conference on Infrastructure, Transport and Territory' project;

- following the collaboration with ENAC and Assaeroporti, the banner was given visibility to promote the Foreign Ministry's 'Safe Travel' campaign.

Various events held at the airport have had the musical leitmotif, with the creation of concerts and live performances dedicated to passengers:

- on the occasion of the Music Festival on 21 June, in collaboration with Assaeroporti and the Teatro Regio in Turin;
- to celebrate the second year of opening of Baladin Caselle with a performance by the Elephant Claps group and, on the occasion of Christmas, with the performance of the Gospel concert at Baladin with the Joy Full group.

Thanks to the partnership signed with DMOVisitPiemonte, particular emphasis in the airport spaces was given to the tourist highlights of the area, with a marked emphasis on the snow product.

## 7. Respect for environment

### Key Figures 2019



**4.001 tep**  
ENERGY CONSUMPTION



**Electric vehicles and buses**  
FLEET UNDERGOING RENE



**<65 dB**  
ANTI-NOISE INDEX



**-6%**  
OIL CONSUMPTION  
COMPARED  
TO 2018 DATA



**-7%**  
CO<sub>2</sub> EMISSIONS  
COMPARED  
TO 2018 DATA



**176 tons produced**  
NON-HAZARDOUS  
WASTE



**178 tons produced**  
SPECIAL  
WASTE

# 7.1

## Direct environmental impacts: Water - Waste - Emissions

**ENVIRONMENT and ENERGY: SAGAT considers energy management an essential factor for the sustainable development of its business. The constant and growing attention to the issues of energy saving and environmental sustainability has led to the planning of investments linked to these increasingly significant issues.**



### EMISSIONS AND CLIMATE CHANGE

- The CO<sub>2</sub> emissions calculated in the last three years as required by the ACA Protocol (location based method) shows a constant trend of overall reduction.
- The coordinated activities of reducing energy consumption and combating CO<sub>2</sub> emissions guaranteed a decrease in emissions in 2019 of about 7%, compared to the previous year. Overall, SAGAT S.p.A. emissions are worth 7,267 equivalent tons of CO<sub>2</sub> and emissions per passenger fell to 1.8 kg of CO<sub>2</sub>, maintaining the decreasing trend in place since the base year 2017.
- As part of the efficiency of the heat transfer fluid production systems, the refurbishment

of the heating plant serving the Fire Station and upgrading of the pumping systems of the refrigeration plant serving the General Aviation building were completed.

- To encourage production from renewable sources, the 2020 electricity supply contract provides that 30% of electricity comes from certified renewable sources and this percentage may rise during the supply period.
- The renewal of the car fleet has begun with the purchase of electric vehicles. The replacement program will cover approximately 50% of the diesel car fleet and will be completed in 2023 with the aim of improving environmental standards by reducing vehicle exhaust emissions. The increase in the percentage of

electricity purchased from renewable sources will make the higher electricity consumption sustainable for the management of new vehicles.



### WASTE AND WASTE MANAGEMENT

SAGAT deals with the management of waste - from collection to delivery to landfills or to subjects authorized for recovery - produced both by its own activities and by those of the subjects present on the airport site.

- In this regard, it has created ecological areas and spots, dedicated to the collection of the various types of waste, and an awareness-raising information campaign addressed to all Bodies and airport operators to carry out correct differentiation, thus facilitating diversified disposal.
- The frequency of collection of urban waste and similar to urban waste (Code CER 20.03.01), from the numerous points (containers and / or ecological islands) present in the Airport. During the summer and winter periods, characterized by days with high numbers of charter flights, the frequency of collection is increased to twice a day.



### MANAGEMENT OF WATER RESOURCES

Runway rainwater management is now improved by a new section of the runway water collection channel to the north / east, which will be delivered with the existing rainwater collection network and conveyed to the first rain tank system before to be sent to the purification system (SMAT PO SANGONE).

- Within the works planned for the adaptation of the South yield, the network of rainwater collectors was optimized; in particular, the separation between the rainwater collection network and the irrigation canals that cross the grounds was improved.
- The protection of surface waters is guaranteed by the hydrocarbon separation plant (oil separator) coming from the aprons and from the first rain tanks for the management of rainwater coming from the runway.

## ENVIRONMENTAL MANAGEMENT SYSTEM

SAGAT S.p.A. pays particular attention to environmental issues; specifically, it considers the environment and sustainable development as essential elements for the management of its activities. With this in mind, it is committed to spreading a culture of responsibility and active commitment at all company levels based on environmental protection.

- SAGAT S.p.A. is a company certified by the TÜV Italia Certifying Body according to international standards on health and safety at work (ISO 45001: 2018) and the environment (ISO 14001: 2015); in December 2019, the certification renewal audit was carried out and concluded with a positive outcome.
- The SGSSA is a strategic and transversal element in all the activities present on the airport grounds: development activities, aeronautical operations, management of the services provided - carried out directly or indirectly -, design, construction and maintenance of infrastructures and plants.

## ENERGY MANAGEMENT SYSTEM

The Torino airport energy management system is certified by DNV-GL according to the ISO 50001: 2011 standard and in June the certification renewal audit for the three-year period 2019-2021 was carried out with a positive outcome.

- Work has begun to implement the changes resulting from the adoption of the High Level Structure (HLS) and the specific changes required for the transition of the system to the 2018 version of the standard, which will take place in the first surveillance audit of 2020.
- Overall consumption expressed in tons of oil equivalent (toe) decreased compared to the previous year by about 6% and are worth 3,995.7 tep.
- SAGAT S.p.A. has completed the update of the energy diagnosis pursuant to Italian Legislative Decree no 102/2004 and sent the documentation to the ENEA portal within the time limits set by the decree. An on-site monitoring campaign was carried out to define consumption profiles and to identify points for improvement and users to be

included in the monitoring system. The diagnosis updates the one drawn up in 2015 and provides the framework for planning energy efficiency investments for the next four years.

- The energy improvement plan resulting from the diagnosis sets the completion of the LED upgrading of the airport lighting systems and the upgrading of the monitoring systems started in 2019.
- In 2019, the renewal of the car fleet began with the purchase of electric vehicles. The replacement program will cover approximately 50% of the diesel car fleet and will be completed in 2023 with the aim of improving environmental standards by reducing vehicle exhaust emissions. The increase in the percentage of electricity acquired from renewable sources will make the higher electricity consumption for the management of new sustainable vehicles.



## 7.2 Rumore aeroportuale

**Airport noise is the environmental factor perceived to a greater extent by the communities living near the airport. It is a constant commitment of SAGAT S.p.A. manage this issue efficiently and effectively, ensuring constant communication and dialogue with the relevant bodies and developing monitoring and operational procedures for reducing the noise impact.**

Torino airport, located about 15 km north of the city of Turin, insists on the municipalities of Caselle Torinese, San Maurizio Canavese and San Francesco al Campo.

The airport runway allows bidirectional use and takes on, as per the aeronautical convention, the numerical denomination that distinguishes its magnetic inclination with respect to the north divided by ten: when it is used in the North direction, the runway of the Torino airport takes on the name 36, being exactly aligned to the North (direction 360 °), while when it is traveled in the South direction (direction 180 °) it takes the name 18.

Runway 36 is used in about 98% of cases, limiting reverse use (runway 18) to particular operational needs; this in order to reduce the noise on the town

of Caselle Torinese, which is located immediately south of the runway and is flown over by aircraft during the landing phase.

Since October 2019, a monitoring procedure has been launched to verify compliance with the anti-noise procedure that limits take-offs from runway 18.

Complaints related to airport noise decreased from 3 to 1 in 2019 compared to 2018.

The Airport Noise Commission, established pursuant to ex article 5 of the Italian Ministerial Decree 31/10/97 "Airport noise measurement methodology" and formed by ENAC, ENAV, Ministry of the Environment, ARPA Piedmont, Piedmont Region, Province of Turin, Municipality

of Caselle Torinese, Municipality of San Francesco al Campo, Municipality of San Maurizio Canavese, Airlines (AOC) and SAGAT approved on January 16, 2013 the airport zoning for Torino airport.

As Airport Managing Company, SAGAT, through the involvement of the competent aeronautical bodies (ENAC and ENAV) and the territorial authorities (Municipalities, Province, Region), has the task of taking actions to reduce noise levels and the number of people exposed to airport noise. The main activities carried out by SAGAT are:

- continuously monitor airport noise levels;
- check compliance with noise abatement procedures;
- manage citizens' complaints by analyzing the factors that determined them and proposing mitigating actions;
- share airport and territorial planning tools with the local authorities and establish an open and collaborative relationship with them in order to prevent and manage the emergence of critical issues;
- collaborate with the Bodies responsible for the management of airport noise pollution through specific technical charts;

- promote transparency and direct contact with citizens.

The noise generated by aircraft during take-off and landing is the environmental factor perceived to a greater extent by the communities living near Torino airport. It is the result of various factors: the propulsion technology of the aircraft, the take-off and landing procedures used and the spatial planning of the areas adjacent to the airport.

As regards the first factor, the responsibility lies with the airlines that decide the policies for the management and renewal of the aircraft. At the Torino airport in recent years there has been a progressive use of more modern aircraft which, being equipped with new low-noise Turbo-Fan engines, have allowed a reduction in sound pollution originated by the aircraft.



### The monitoring system

With the aim to constantly monitor the noise levels produced by aerial operations, as required by the Italian Ministerial Decree 20/05/99 "Criteria for the design of monitoring systems for the control of noise pollution levels in the proximity of airports as well as criteria for the classification of airports in relation to the level of noise pollution", 8 fixed and one mobile sound level meter stations have



been active since 2007 at the Airport in Turin, completely renewed both in terms of software and hardware.

This system allows you to keep the acoustic climate around the airport under control, but also to be able to sanction carriers for non-compliance with the anti-noise procedures.

In order to promote transparent management of the airport noise issue, SAGAT has also granted ARPA Piemonte direct access to the airport noise monitoring system through a web page through which ARPA technicians can check noise levels on a daily basis.



### Spatial planning

The planning of the territorial development of the towns adjacent to the airport is of crucial importance for the sustainable development of the airport. For this reason, SAGAT has dedicated a lot of attention to the definition of Airport Acoustic Zoning pursuant to the Italian Ministerial Decree no 31/10/97 "Airport noise measurement methodology" which is the main spatial development planning tool compatible with the acoustic impact produced by aeronautical noise.

This zoning was unanimously approved in January 2013 by the Airport Noise Commission, formed by

ENAC, ENAV, Ministry of the Environment, ARPA Piedmont, Piedmont Region, Province of Turin, Municipality of Caselle Torinese, Municipality of San Francesco al Campo, Municipality of San Maurizio Canavese, airlines (AOC) and SAGAT.

The area surrounding the Airport has therefore been classified, as required by law, into three areas of respect (A, B and C) characterized by a specific value of the acoustic index LVA (Airport Noise Assessment Level) and by corresponding types of permitted settlements:

- Zone A: 60dB (A) <LVA <65dB (A)
- Zone B: 65dB (A) <LVA <75dB (A)
- Zone C: LVA > 75dB (A)

The so-called "planning approach" was applied to define the portions of the territory that fall within these noise zones (A, B and C), which represents the most modern methodology for balancing airport development plans with regulatory and classification plans municipal acoustics. The area surrounding the airport has been classified, as required by law, in three areas of respect (A, B and C) characterized by increasing maximum thresholds of airport noise allowed and by corresponding types of permitted settlements.

In particular, zones A and B affect a limited area of the territory of the neighboring municipalities (Caselle Torinese, San Francesco al Campo and San Maurizio Canavese), while zone C is entirely confined within the airport site.

In the period June 2014-May 2015 SAGAT S.p.A. carried out a 21-day phonometric monitoring campaign for airport noise (3 weeks, one four-month period) at nine sensitive receptors (all schools) located around the airport as required by the determination of the Ministry of the Environment and Mare of 17/09/2013 in reference to the project 'Review of the Airport Development Plan (PSA) - Master Plan 2009-2015'.

From the phonometric measurements carried out, it was clear that the acoustic values recorded inside the school buildings are lower than the permitted limits. The VIA Technical Commission therefore deemed the aforementioned requirement to be complied with the resolution of 29/01/2016.

### The anti-noise procedures

The following noise abatement procedures are currently in force at Torino airport:

#### • Preferential use of runway 36



The benefits affect the entire population residing in the urban center of Caselle Torinese. Thanks to

this procedure, this area is affected only by the noise produced by the aircraft in the landing phase, which is less than that produced in take-off (the engines in the landing phase do not operate at maximum speed).

#### • Limitation of night flights

This procedure considerably limits the noise impact at night and all the municipalities adjacent to the airport that benefit.

#### • Restrictions in the use of reverse push

The benefits determined by the restrictions in the use of the reverse push mainly affect the inhabited areas on the east and west sides of the runway, as well as the airport infrastructure itself.

#### • Restrictions in the use of the APU

This type of restriction determines benefits in terms of reducing aeronautical noise in all areas adjacent to the airport.

#### • Restrictions on carrying out engine tests

The benefits produced by this restriction, in terms of airport noise reduction, affect all areas adjacent to the airport.

#### • Take-off procedure and initial ascent

Noise reduction on the overflown town.

## 7.3 Environmental protection plan

In August 2019, ENAC approved the Environmental Protection Plan as part of the Planning Agreement for Torino Airport (pursuant to the Italian Legislative Decree No 133/2014 and subsequent Law no. 164/2014), characterized by the following indicators:

- new lighting systems to replace existing ones with low consumption appliances;
- replacement of the existing vehicle fleet with vehicles powered by fuels with a lower environmental impact or with reduced emissions (natural gas, biodiesel, electric traction, hydrogen, hybrids, etc.);
- filter spaces in the access to the terminal to reduce heat loss;
- training of personnel whose work may have varying effects on the environment.



# Methodological Note



## 8. Methodological Note



### Targets

The definition of the contents of the 2019 Social Report is the result of a consolidated internal process undertaken by SAGAT Group to implement the objectives defined in previous editions:

- create an effective tool for dialogue, transparency, legitimation and the creation of trust;
- represent social responsibility as an integral part of one's corporate culture in terms of harmonious balancing of results relating to the economic, environmental and social sphere of management and bring out the "value" of the organization and the planning - management - reporting process;
- develop the ability to self-analyze the governance system in the logic of the value chain;
- develop an annual report model that, integrating with the financial statements for the year, can constitute an internal improvement tool and, at the same time, an effective way of representing the activities of the SAGAT Group;
- consolidate an approach to CSR-Corporate Social Responsibility that can be followed as a best practice, acting as a motivation for the

adoption and dissemination of sustainability policies in the economic world;

- implement management innovation tools through the analysis and systemic representation of intangible assets as determinants of business operations;
- testify to the value of the integration model between the world of institutions, the world of local businesses and the role of the SAGAT Group.



### Methodological approach and frame of reference

For the realization of the 2019 Social Report, the SAGAT Group refers to the "Piedmont Method for the Social Report".

This choice involves the establishment of a working group within the company that coordinates the operational application and follows both the definition of the methodological approach and the scheme adopted.

With regard to this last aspect, the following have been taken as a reference, in a diversified way:

- the principles of the Study Group for the Social Report ("GBS"), for the correct planning and formalization of the social reporting system;
- research document no. 8 of the GBS for the social reporting of intangibles;
- the Framework of the International Integrated Reporting Council (IIRC);
- the AccountAbility 1000 Standards (AA 1000), both for the choice of effective and inclusive methods to give an account of management in a transparent and comprehensible way (accountability), and for the definition of criteria for the identification and participation of stakeholders in social reporting process,
- the Standard Global Reporting Initiative (GRI), explicitly indicated for each item that refers to it;
- for the first time, moreover, the 2019 Social Report of the SAGAT Group is contextualized within the framework of the SDG-Sustainable Development Goals defined by the United Nations in the 2030 Agenda, which place green and research policies at the center of attention and development; social inclusion and circular economy projects; partnerships with stakeholders for the promotion of sustainable mobility.



### Chart of contents

The content scheme, on the other hand, was divided into three main sections:

- 1) Identity: the section presents the corporate mission, the reference context, the mapping of the stakeholders and the intangible assets;
- 2) Social Report: the section presents both the economic-financial data for the two-year period 2018-2019 and the methods of collection and use of resources (economic value created, distributed and retained), as well as the description of the activities and the exchange relationships between the SAGAT Group and the main reference subjects (stakeholders).

At the bottom, at the end of the document, there are numerous indicators reported during the publication to supplement it, as well as the GRI and SDG frames to which the Social Report refers and the glossary containing the specific terminology of the sector of operation

The information and data contained in the sixth edition of the Social Report refer to the

performance recorded during the 2019 financial year of the SAGAT Group - Società Azionaria Gestione Aeroporto Torino S.p.A. (more generally referred to as the Group) and the Parent Company SAGAT S.p.A. (SAGAT), unless otherwise indicated. The data relating to the previous year or to previous years are reported for comparative purposes only, to allow an assessment of the dynamic performance of the Group's activities over a defined period of time.



## 9. DATA AND CHARTS

### TRAFFIC AND NETWORK DEVELOPMENT

#### Traffic

PASSENGERS	2019	2018	% VAR.
Domestic (regularly scheduled)	1,900,013	1,989,838	-4.5%
International(regularly scheduled)	1,907,891	1,932,138	-1.3%
<b>TOTAL REGULARLY SCHEDULED</b>	<b>3,807,904</b>	<b>3,921,976</b>	<b>-2.9%</b>
Charter	126,185	150,636	-16.2%
General Aviation	8,719	7,744	12.6%
Direct transit (*)	9,350	4,567	104.7%
<b>TOTAL</b>	<b>3,952,158</b>	<b>4,084,923</b>	<b>-3.3%</b>

(\*) Passengers landed and departed using an aircraft with the same no. flight time of arrival (source: Assaeroporti)

#### Airlines

PASSENGERS				
AIRLINES - REGULARLY SCHEDULED	2019	2018	Variation	% of total
Ryanair	1,004,525	984,297	2.1%	26.4%
Blue Air	569,185	817,693	-30.4%	14.9%
Alitalia	476,663	561,578	-15.1%	12.5%
Lufthansa/Air Dolomiti	384,568	388,385	-1%	10.1%
Volotea	256,803	182,968	40.4%	6.7%
easyJet	169,883	85,506	98.7%	4.5%
Air France	169,207	167,019	1.3%	4.4%
British Airways	153,738	136,475	12.6%	4%
Iberia	113,063	95,909	17.9%	3%
Klm	110,637	112,418	-1.6%	2.9%
<b>TOTALE PRIMI 10 VETTORI</b>	<b>3,408,272</b>	<b>3,532,248</b>	<b>-3.5%</b>	<b>89.5%</b>
Altri vettori	399,632	389,728	2.5%	10.5%
<b>TOTAL</b>	<b>3,807,904</b>	<b>3,921,976</b>	<b>-2.9%</b>	<b>100%</b>

## Destinations

PASSENGERS				
DESTINATIONS - REGULARLY SCHEDULED	2019	2018	Variation	% of total
Roma Fiumicino	485,391	513,367	-5.4%	12.7%
London Grouping	333,915	332,753	0.3%	8.8%
Catania	298,710	296,724	0.7%	7.8%
Palermo	275,475	272,640	1%	7.2%
Napoli	267,622	262,166	2.1%	7%
Barcelona	204,380	187,983	8.7%	5.4%
Frankfurt	192,455	210,350	-8.5%	5.1%
Munich	192,113	178,149	7.8%	5%
Paris Charles De Gaulle	171,163	186,818	-8.4%	4.5%
Bari	168,904	195,922	-13.8%	4.4%
Madrid	113,206	119,868	-5.6%	3%
Amsterdam	110,767	112,418	-1.5%	2.9%
Lamezia Terme	107,945	107,716	0.2%	2.8%
Cagliari	91,307	85,139	7.2%	2.4%
<b>TOTAL 14 LEADING DESTINATIONS</b>	<b>3,013,353</b>	<b>3,062,013</b>	<b>-1.6%</b>	<b>79.1%</b>
Other destination	794,551	859,963	-7.6%	20.9%
<b>TOTAL</b>	<b>3,807,904</b>	<b>3,921,976</b>	<b>-2.9%</b>	<b>100%</b>

## SAFETY

## Safety Management System indicators

	2019	2018	2017	2016	2015
Reports received	345	239	184	281	340
Laser beams	15	29	36	61	44
Damage to aircraft, vehicles, airport resources, infrastructure	16	17	16	8	7
FOD	12	9	6	7	7
Spills	24	19	6	22	27
<b>Wildlifestrike</b>					
N ° of impacts below 300 ft	23	10	17	18	9
BRI2 risk index	0.19	0.03	0.07	0.18	0.14

## HUMAN RESOURCES

## SAGAT Group Staff

## Employees by type of employment (part-time and full-time) and gender

PERSONNEL BY TYPE OF EMPLOYMENT	UDM	2019			2018		
		Men	Women	TOTAL	Men	Women	TOTAL
Full-time	n.	204	117	<b>321</b>	198	114	<b>312</b>
Part-time	n.	17	38	<b>55</b>	27	42	<b>69</b>
<b>TOTAL</b>	<b>n.</b>	<b>221</b>	<b>155</b>	<b>376</b>	<b>225</b>	<b>156</b>	<b>381</b>

## Exact headcount at 31 December every year

Chart A - Permanent employees	2018	2019
Executives	6	7
Total Clerical workers	244	248
Total Manual labourers	97	93
<b>Total Chart A</b>	<b>347</b>	<b>348</b>

Chart B - Set-term employees	2018	2019
Set-term employees	34	28
Job integration contract	0	0
Apprentices	0	0
<b>Total Chart B</b>	<b>34</b>	<b>28</b>
<b>TOTALE A+B</b>	<b>381</b>	<b>376</b>



### Turnover - Recruitments

	By gender			
	UDM	Men	Women	TOTAL
No. of Recruitments as at 31.12.2019	n.	10	3	<b>13</b>

	By age				
	UDM	<30	30-50	>50	TOTAL
No. of Recruitments as at 31.12.2019	n.	1	12	0	<b>13</b>

### Turnover - Terminations of employment

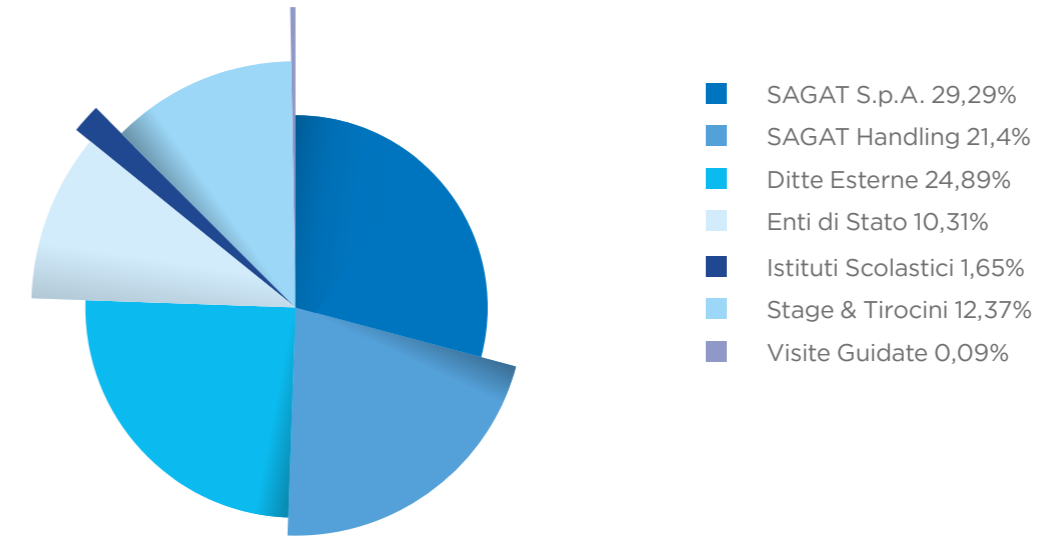
	By gender			TOTAL
	UDM	Uomini	Donne	
No. Terminations as at 31.12.2019	n.	11	3	<b>14</b>

	By age				
	UDM	<30	30-50	>50	TOTAL
No. Terminations as at 31.12.2019	n.	0	3	3	<b>14</b>

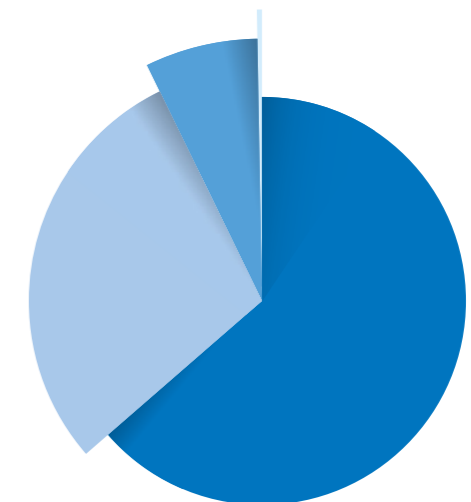
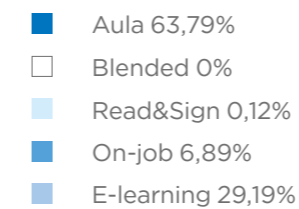
### Training - addressees

Ore di docenza erogate dall'Ufficio Formazione SAGAT Anno 2019 - Dati percentuali



### Training - modalities

Modalità svolgimento Corsi dipendenti Gruppo SAGAT Anno 2019 - Ore Formazione - Dati percentuali



## Training - teaching assessment

Quality report sheet: percentage of positive reviews		
	Gruppo SAGAT	External companies
Internal SAGAT training	97.55%	97.48%
External training	94.77%	95.17%
Average	96.16%	96.33%

## Health and safety - Accidents at workplace

INDICATOR	UDM	2019		TOTAL
		Men	Women	
Total number of injuries	n.	2	6	8
on workplace	n.	2	2	4
in transit	n.	0	4	4
Cases of occupational diseases	n.	0	0	0
Work related deaths	n.	0	0	0

## Health and safety - Working hours

INDICATOR	UDM	MEN	WOMEN	TOTAL
Total workable hours	hrs	410,301	273,458	<b>683,759</b>
Total hours worked	hrs	371,226	228,797	<b>600,023</b>
Total number of days lost due to injuries	dd	65	168	<b>233</b>
Total number of days lost due to occupational diseases	dd	-	-	-
Total days of absence	gg	2,101	1,685	<b>3,785</b>
Total hours of absence	hrs	15,755	12,634	<b>28,389</b>
Average duration of injuries	dd	33	28	<b>29</b>

## CUSTOMER EXPERIENCE

## Quality Results

Indicators	Unit of measure	Target 2019	Result 2019
Overall perception of the security control service for people and hand luggage	% of satisfied passengers	96,5%	98,8%
Overall perception of the level of personal and property security at the airport	% of satisfied passengers	95,5%	99,5%
Overall flight punctuality	% of flights on time on the total number of departing flights	78%	78%
Total misdirected baggage at the departure of the airport	No. of bags not embarked with the departing pax / 1,000 departing passengers	1	0,46
Delivery time of the first baggage from the aircraft block-on	Time in minutes calculated from the block-on of the aircraft to the delivery of the first bag in 90% of cases	21'30"	19'25"
Delivery time of the last baggage from the aircraft block-on	Time in minutes calculated from the block-on of the aircraft to the delivery of the last bag in 90% of cases	30'00"	25'39"
Waiting time on board for the first passenger to disembark	Time in minutes from block-on in 90% of cases	4'00"	3'48"
Overall perception of the regularity and punctuality of the services received at the airport	% of satisfied passengers	97,5%	99,9%
Perception of the level of cleanliness and functionality of the toilets	% of satisfied passengers	90%	94%
Perception of the level of cleanliness in the terminal	% of satisfied passengers	96%	99,7%
Perception of the availability of luggage trolleys	% of satisfied passengers	95,5%	99,8%
Perception of the availability / quality / prices of shops and newsstands	% of satisfied passengers	95,5%	98,5%
Perception of the availability / quality / prices of bars and restaurants	% of satisfied passengers	95,5%	97,3%
Perception of the clarity, comprehensibility and effectiveness of internal signs	% of satisfied passengers	94,5%	98%
Perception of staff professionalism (infopoint, security)	% of satisfied passengers	96%	98%
Overall perception of the effectiveness and accessibility of information services to the public (monitors, announcements, internal signage, etc.)	% of satisfied passengers	96%	99,2%
Waiting time at check-in	Waiting time in minutes in 90% of registered cases	8'00"	4'55"
Waiting time at security checks	Waiting time in minutes in 90% of registered cases	8'00"	4'30"
Perception of the adequacy of city / airport connections	% of satisfied passengers	91%	82%

## Quality Targets

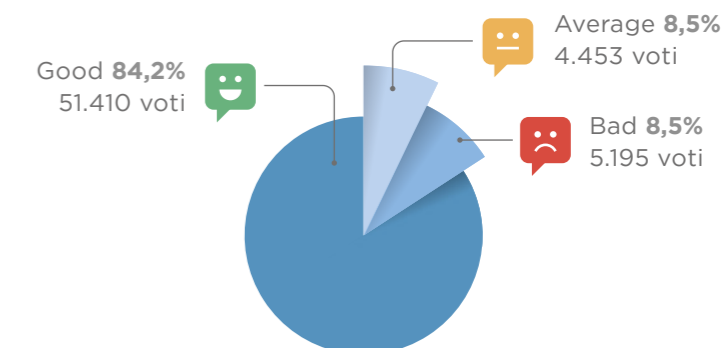
Indicators	Unit of measure	Targets 2019	Results 2019
Delivery time of the 1st bag	Time in 90% of cases	18'16"	19'25"
Delivery time for the last bag	Time in 90% of cases	23'48"	25'39"
Perception of the level of cleanliness and functionality of the toilet	% of satisfied passengers	88%	94%
Waiting time at security checks	Time in 90% of cases	8'00"	4'30"
PRM - Waiting time for passengers booked on departure to receive assistance once presence has been notified	Elapsed time (in 90% of cases)	6'00"	4'32"
PRM - Perception of the effectiveness of assistance	% of satisfied passengers	99,1%	100%
Total misdirected baggage at the departure of the airport	No. of bags misdirected/No. of tot. baggage on departure	0,14%	0,11%
Reliability of the baggage handling system (BHS)	% operating time/airport operation	100%	100%
Efficiency of internal transfer systems (elevators and escalators)	% operating time/airport operation	98,3%	99,8%
Perception of the regularity and punctuality of the services received at the airport	% of satisfied passengers	97,4%	99,9%

## Overall satisfaction

2016	2017	2018	2019
3,66	3,73	3,86	<b>3,96</b>

## Smiley

3 luglio (data di installazione) - 31 dicembre 2019.



**ECONOMIC VALUE**

**Relations with suppliers**

Indici di bilancio	2014	2015	2016	2017	2018	2019
Average duration of trade payables	130	146	196	209	212	238

**COMMUNICATION**

**Insights social network**

Below are reported the insights relating to the social media channels, with particular emphasis on the indicators relating to the start-up period (July / December 2019):

**Facebook:** 27,860 fans; 9,418 interactions; 64 social customer care interventions;  
**Instagram:** 1,308 followers; 2,370 interactions.

**PRIVACY**

**Complaints due to breach of privacy or data loss**

TYPE	UDM	2019
Complaints received from outside and confirmed by the organization for privacy issues	n.	0
Complaints received from regulatory bodies for privacy issues	n.	0
Total number of leaks, losses or thefts of sensitive customer data detected	n.	0

ENVIRONMENT

Energy sources of consumption 2019

Energy Source	2019 Consumption	Coefficient in tep	tep
Electric energy	17,121 MWh	0,187 tep x MWh	3,201.66
Heating oil	83,457 kg	1,02 tep x 1000 kg	85.1
Traction oil	40,109 kg	1,02 tep x 1000 kg	40.9
Natural gas	804,355 Sm <sup>3</sup>	0,836 tep x 1000 Sm <sup>3</sup>	672.4
Heating GPL	1,176 Kg	1,1 tep x 1000 kg	1.3
Traction petrol	321 l	0,765 tep x 1000 l	0.2
<b>TOTALE tep</b>			<b>4,001.68</b>



CO<sub>2</sub> emissions

Summary of thermal energy and CO<sub>2</sub> emissions (SAGAT data processing February 2020)

Total electrical energy consumption of the site	61,636	GJ/year
Total thermal energy consumption of the site	31,718	GJ/year
Energy consumption for transport and total site emergency	1,816	GJ/ year
<b>Total energy consumption</b>	<b>95,170</b>	<b>GJ/year</b>
CO <sub>2</sub> emissions associated with electricity	5,496	t/year
CO <sub>2</sub> emissions associated with thermal energy	1,781	t/year
CO <sub>2</sub> emissions associated with transport and generating sets	134	t/year
<b>Total CO<sub>2</sub> emissions</b>	<b>7,277</b>	<b>t/year</b>

Waste management by type and method of disposal

TYPE	UDM	2019	2018
Recovered hazardous special waste	Kg	1.815	2.950
Special hazardous waste disposed	Kg	747	920
<b>Total hazardous waste</b>	<b>Kg</b>	<b>2.562</b>	<b>3.870</b>
Special non-hazardous waste recovered	Kg	157.515	217.600
Special non-hazardous waste disposed	Kg	18.840	199.580
<b>Total non-hazardous waste</b>	<b>Kg</b>	<b>176.355</b>	<b>417.180</b>
<b>Total special waste produced</b>	<b>Kg</b>	<b>178.917</b>	<b>421.050</b>

## Airport noise

Below is reported the trend of the LVA acoustic indicator for the eight airport noise monitoring stations located around the airport.

Please note that this index is calculated considering the three weeks of increased air traffic, each one is identified within the four-month periods February-May, June-September and October-January.

Code station	Station name	Town	LVA	LVA	LVA	LVA	LVA	LVA	LVA	LVA	LVA	LVA
			2011	2012	2013	2014	2015	2016	2017	2018	2019	
LIMF01	Playground	San Francesco al Campo	57,0	55,5	56,5	54,7	56,2	55,8	55,0	55,0	55,0	53,7
LIMF02	Cemetery	San Francesco al Campo	60,8	60,3	59,2	58,0	59,4	60,6	60,0	60,4	59,3	58,2
LIMF03	S. Giacomo	San Francesco al Campo	54,9	54,0	54,4	53,4	55,3	54,2	54,2	54,4	53,5	52,3
LIMF04	Pozzo Bona	Caselle T.se	48,3	47,4	47,0	47,1	46,5	47,2	48,3	48,3	47,3	45,2
LIMF05	Nefoipsometro	Caselle T.se	62,3	61,5	62,0	61,8	62,3	62,5	63,9	63,7	62,7	61,5
LIMF06	Prato Fiera	Caselle T.se	62,6	61,9	61,6	61,1	61,9	62,3	62,6	63,6	61,7	61,1
LIMF07	Malanghero	San Maurizio C.se	59,4	58,9	59,0	60,7	61,6	60,1	59,2	60,5	58,2	57,1
LIMF09	Fire station	-	49,6	49,8	52,0	44,6	47,1	45,7	-	-	-	-
LIMF10	Playground	San Maurizio C.se	-	-	-	-	-	-	50,8	53,3	52,1	51,8

Compared to the previous year, there was a general decrease in the LVA values and therefore the acoustic limits defined by the airport zoning (ex DM 31/10/97) were not exceeded.

The breakdown of traffic according to the anti-noise category of aircraft is also shown below.

	2016	2017	2018	2019
CATEGORY 3	2019	67,3%	59,3%	63,99%
CATEGORY 4	28%	32,2%	39,7%	35,02%
CATEGORY 5	0,1%	0,5%	0,8%	<0,1%
COMPLAINTS	0	0	3	1

During 2019 it was received just one complaint relating to airport noise, presented by a citizen residing in Caselle Torinese and regarding some take-offs that took place from runway 18 (i.e. towards the south), which flew over the inhabited center of Caselle Torinese municipality, usually affected only from the noise generated by landing operations.

# 10. GRI Content Index: material issues and impact perimeter

Material issues	Related GRI Standard	Impact Perimeter
Legality and transparency	Anti-corruzione; Socioeconomic e environmental compliance	SAGAT
Innovation and digital transformation	Economic performance	SAGAT; Handlers; Airlines companies; Sub-concessionaries
Safety & Security	Customer health & Safety	SAGAT; Handlers; Airlines companies; Sub-concessionaries
Customer Experience and customer satisfaction		SAGAT; Airlines companies; Handlers; Sub-concessionaries; Institutional Bodies
Enhancement of human capital	Employment; Training and Education; Diversity and equal opportunity	SAGAT
Health & Safety	Occupational Health and Safety	SAGAT; Handlers; Airlines companies
Responsible management of the supply chain	Supplier social and environmental assessment	SAGAT; Handlers; Airlines companies
Environmental impact mitigation	Energy, Emissions, Water, Effluent and Waste	SAGAT; Handlers; Airlines companies
Acoustic impact	Noise; Local Communities	SAGAT; Airlines companies
Network development and traffic capacity	Market Presence	SAGAT; Airlines companies
Value creation	Local Communities; Economic performance	SAGAT
Community involvement		SAGAT; Handlers Airlines companies; Suppliers; Institutional Bodies; Sub-concessionaries

# 11. Agenda 2030 and SDG- targets for ONU sustainable development

SAGAT Group 2019 Social Report is contextualized within the framework of the SDGs-Sustainable Development Goals defined by the United Nations in the 2030 Agenda, which place green and research policies at the center of attention and development; social inclusion and circular economy projects, as well as partnerships with stakeholders for the promotion of sustainable mobility.



The United Nations 2030 Agenda includes 17 SDGs in a broad action program, for a total of 169 milestones or goals. The activity of the SAGAT Group, as mentioned, collaborates with 13 of these SDGs.

The official launch of the SDGs, which took place in 2016, guides the countries of the world that have joined them on the path to follow over the next few years, with the aim of achieving results that put research and development, green philosophies and principles of inclusion at the heart of growth strategies. Shared targets that do not exclude any link in the supply chain, whether it is made up of realities belonging to the public or private sphere, no matter their sector of operation, just as they do not exclude any country, but concerning them globally. Furthermore, no one should be left behind in achieving goals that will guide the world towards greater sustainability.

For further information, visit the site: <https://sustainabledevelopment.un.org>

## 12. GLOSSARY

**Airside:** the area of the airport meant exclusively for departing and arriving passengers, located beyond the security checkpoints, meaning individuals without tickets accompanying passengers cannot enter; the airside also includes the baggage claim area, the aircraft taxiways and the parking aprons for planes;

**Bird-strike:** when one or more birds hit an aircraft during take-off or landing, or while it is in flight;

**Block-on:** the moment when an aircraft arrives at its gate or parking apron of destination at the airport;

**Catering:** the sum total of the mass procurement and supply activities for food and beverages ready to be served aboard an airplane; this service is carried out by specifically designated organizations (caterers);

**Handling:** The sum total of airport activities and services of assistance performed on the ground by specifically designated organisations (handlers);

**Landside:** the area of the airport that comes before the security and the passport control of departing passengers, while it comes after the baggage-claim area and the customs controls for arriving passengers; it is not subject to limitations on entry;

**PRM:** acronym for “Passengers with Reduced Mobility”;

**Safety:** the set of procedures for guaranteeing the safety of airport operations, with the primary goal being to prevent mishaps or accidents;

**Security:** the set of measures and resources meant to prevent and/or remedy acts of illicit interference with the civil-aviation system or defend against threats from outside parties;

**Wildlifestrike:** when one or more wild animals (i.e. foxes, rabbits) are hit by an aircraft during take-off or landing.



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