



# 2021 SUSTAINABILITY REPORT

VAS "Starptautiskā lidosta "Rīga""

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Abbreviations

Explanation

ABC	Automated Border Control
ACA	ACI Airport Carbon Accreditation
ACDM	<i>Airport Collaborative Decision Making</i>
ACI	Airports Council International
ACI ASQ	Airports Council International Airport Service Quality
AIP	Aeronautical Information Publication
PNT	Position Necessary Training
airBaltic	AS Air Baltic Corporation
CAA	Latvian Civil Aviation Agency
CDA	Continuous Descent Approach
CSDD	Road Traffic Safety Directorate
SMS	Safety Management System
EASA	European Union Aviation Safety Agency
ECAC	European Civil Aviation Conference
EC	European Commission
EU	European Union
<i>Eurocontrol</i>	European Organisation for the Safety of Air Navigation
GRI	Global Reporting Initiative
IATA	International Air Transport Association
ICAO	International Civil Aviation Organization
GDP	Gross Domestic Product
CF	EU Cohesion Fund
KNAB	Corruption Prevention and Combating Bureau
CSR	Corporate Social Responsibility
LAA	Latvian Aviation Association
LDDK	Employers' Confederation of Latvia
LGS	AS 'Latvijas gaisa satiksme'
Law	Law on Governance of Capital Shares of a Public Person and Capital Companies
GHSP	Groundhandling Service Provider
RL	Republic of Latvia
TC	Airport Training Centre
MRO	Aircraft Maintenance, Repair, and Operations
MUB	'Mārupes uzņēmēji' business association
PKC	Cross-Sectoral Coordination Centre
PRM	Passengers with Reduced Mobility
RIX GH	Airport Groundhandling Department
SAF	Sustainable Aviation Fuel
GHG	Greenhouse Gases
STC	Student Training Companies
SPSIL	Law on the Procurements of Public Service Providers
Strategy	Airport Mid-Term Operating Strategy
TEN-T	Trans-European Transport Network
TSI	Transport and Telecommunication Institute
VAS 'Starptautiskā lidosta "Rīga"'	Riga Airport
GDPR	General Data Protection Regulation,
VID	State Revenue Service

ABBREVIATIONS  
USED IN THE  
DOCUMENT

# COMPANY INFORMATION AND OVERVIEW

102-1, 102-3, 102-14, 102-45, 102-48, 102-49,  
102-50, 102-51, 102-52, 102-53, 102-54

State Joint-Stock Company (VAS)  
‘Starptautiskā lidosta “Rīga”’

The registered office of VAS ‘Starptautiskā lidosta  
“Rīga”’ is: Lidosta ‘Rīga’ 10/1, Lidosta ‘Rīga’,  
Mārupe Municipality, LV-1053, Latvia.

## Reporting period

01.01.2021.–31.12.2021.

## Reporting frequency

The frequency of reporting has been once a year since 2019,  
in line with the GRI standard.

## Date of publication

## Date of publication of the previous report

5 July 2021

## Comparative data period

2020 (where required, an additional period of up to the last five years is shown)

## Global Reporting Initiative

The 2021 Sustainability Report was prepared in accordance with  
the *Global Reporting Initiative* (GRI) Standard Core Level.

## Scope of the report

The report contains information about VAS ‘Starptautiskā lidosta “Rīga”’.

The report provides information about topics and indicators relevant to  
VAS ‘Starptautiskā lidosta “Rīga”’ and its sustainability. The Sustainability  
Report covers critical, medium-critical, and less critical topics. In line with  
the GRI standard, all the 19 topics are covered through 43 indicators, seven  
airport operators sector supplement indicators, and other relevant topics.  
The index of the GRI indicators is provided on [page 140](#). Each section of the  
report indicates which indicators the information provided corresponds to.

The procedure for preparing the report is described in the ‘Key  
sustainability and responsibility topics’ section. The data disclosure  
methods did not change significantly compared to the previous year.

## Content of the report

Information updated in the 2020 report:

- number of transfer and transit passengers for 2020 in the table  
‘Number of transfer and transit passengers’ on [page 38](#);
- number of safety incidents in 2017, 2018, 2019 and 2020, shown on [page 80](#);
- the GRI Indicator table in the published version of the Report did not include  
the GRI Indicator 102-43(a) exception, and incorrectly named the GRI Indicator  
201-4(a)(ii) exception (shown as GRI Indicator 201-1(a)(ii) exception in the report);
- amount of rainwater discharged into the environment in  
2020 was 151.4 thousand m<sup>3</sup>, shown on [page 123](#).

## Corrections in information provided in previous reports

## Independent auditor confirmation report

A limited confirmation report on the 2021 Sustainability  
Report was provided by SIA KPMG Baltics.

## Report format

Pārskats pieejams elektroniski:

- Riga Airport website [www.riga-airprot.com](http://www.riga-airprot.com) (in Latvian and English);
- GRI international sustainability reporting database  
<http://database.globalreporting.org/> (in English).

## Contact details

E-mail address for suggestions and questions concerning  
the sustainability report: [quality@riga-airport.com](mailto:quality@riga-airport.com).

## Responsibility for preparing and approving the report

The preparation of the report is the responsibility of the management board of  
VAS ‘Starptautiskā lidosta “Rīga”’, which acknowledges that the information contained  
in the report is true, and offers a true and fair view of the company’s activities in 2021.  
The report was accepted by the management board and the supervisory council of  
VAS ‘Starptautiskā lidosta “Rīga”’ prior to its publication, and approved on 14 April 2022.





Board chairwoman  
Laila Odiņa

# FOREWORD

The protracted COVID-19 pandemic continued to affect daily lives of people and many sectors of the economy in 2021. The aviation industry also continued to face a difficult and challenging period, which is reflected in the operating results of Riga Airport, which, despite the rapid growth of certain fields of business, are still far behind the pre-crisis levels (for more information about the operating results of the airport, see page 5 of the report). However, it was also a time of opportunity, allowing us to take stock of what we had achieved and to review our plans for the future.

Riga Airport spent 2021 dedicated to careful analysis and planning. The company's new medium-term strategy extending up to 2027 is now in place, setting the objectives, targets, and expected results for the next five years. The strategy consolidates Riga Airport's commitment to becoming a major Northern European air hub in the future: an important decision and goal not only for the company itself, but for the Latvian economy as a whole. More information about the new strategy is available on [page 16](#) of the report.



Riga Airport has made sustainability one of the foundations for its future development, and in 2021, we dedicated our efforts to integrating sustainability deeply into the company. A Corporate Sustainability Strategy for 2022–2030 was developed with the involvement of stakeholders and company units, approved in early 2022. Drafting the document, the airport took into account the UN Sustainable Development Goals, European Union requirements and recommendations, international industry guidelines, as well as best practices and experience of other airports.

The strategy sets 11 sustainability objectives across environmental, social and economic dimensions, and plans almost 200 activities in various fields of sustainability by 2030. The plans of the company focus mainly on climate change mitigation and energy efficiency, for which 51 activities are planned. The strategy also includes activities pertaining to employment, resource efficiency, circular economy, biodiversity,

ethical and open governance, and other sustainability affairs. Recognising the importance of Riga Airport for the Latvian economy, the sustainability strategy also envisages cooperation with travel organisations and local governments to promote the development of Latvia as a sustainable travel destination, encouraging intermodality and the use of relatively low-CO<sub>2</sub> transport modes not only in the airport itself, but also in a wider area.

The goals and objectives set in the strategy are linked to other corporate planning documents and the *Global Reporting Initiative* (GRI) performance indicators. The company also underwent structural changes and took educational efforts: every employee feeling knowledgeable, engaged, and responsible for the common goals is essential in achieving sustainability goals.

The strategy sets the care and well-being of employees as one of the company's priorities. In 2021, Riga Airport

paid special attention to the emotional health and motivation of its employees, and to providing them with information, taking into account the difficult and psychologically exhausting conditions created by frequent and rapid changes in what pertains to epidemiological safety, which directly affected the work of the airport, and by worries about the health of the employees and their relatives. Meticulous work was also performed to improve HR policies, drafting a new remuneration policy and introducing new principles for motivating and promoting growth among the staff, including the introduction of development interviews at the company. See [page 94](#) of the report for more information about the company's work to improve the working environment.

With all signs pointing towards a gradual reduction of the burden of the pandemic, the main challenge for Riga Airport in the coming years will be to restore its operations to pre-crisis levels and beyond, and to successfully

implement the planned investment projects, including those in the area of sustainability, given the significant energy and construction cost increases.

At the same time, the geopolitical situation in the region poses new challenges. The Airport has identified the impact of this situation on its operations, including its key operational and financial indicators, and the identified financial, strategic and operational risks caused by the geopolitics, including risks of sanctions, which can negatively affect the sustainability of Riga Airport, are being assessed, and approaches and measures for risk response are being determined in accordance with the Riga Airport risk management policy.

However, the thorough analysis and planning work invested in the drafting of Riga Airport strategic documents and financial planning makes it possible to reasonably assume that the company is prepared to achieve the set objectives.



# 01

## ABOUT RIGA AIRPORT





# ABOUT RIGA AIRPORT

102-2, 102-4, 102-5, 102-6, 102-7



VAS ‘Starptautiskā lidosta “Rīga”’ (‘Riga Airport’) plays a role of strategic importance in the development of Latvian economy, as it is the biggest international airport in Latvia and the largest air traffic infrastructure provider in the Baltics, handling regular international passenger, cargo, and postal traffic by air, and providing essential support for military and government flights within Latvia. In 2021, 38% of all passengers (43% in 2020), 39% of all flights (40% in 2020), and 47% of all cargo (44% in 2020) in the Baltics went through Riga Airport.

Riga Airport is a part of the Trans-European Transport Network (TEN-T), which provides access and mobility in the European Union (EU). In 2021,

Riga Airport had connections to 33 countries. Riga Airport divides its clients into two groups: corporate clients, which include airlines, business partners and service providers, and end clients, which are passengers.

The essence of Riga Airport’s business is to provide the infrastructure and maintenance necessary for the handling of passengers, cargo and aircraft, as well as services related to these activities. In order to conduct its core business, i.e. the carriage of passengers by air, the company must ensure that a large number of services and processes meet the general requirements set by the aviation industry and the agencies that supervise it, while identifying and satisfying

the needs of the client as much as possible. The range and level of services available at airports is one of the most important competitive factors. As a result of the infrastructure and services provided by Riga Airport, passenger and cargo transportation, lease of premises and grounds, car parks, VIP rooms, and other services are offered to clients and business partners.

All of the company’s shares are owned by the Latvian government, and, according to the Law on Governance of Capital Shares of a Public Person and Capital Companies (‘Law’), Riga Airport is a state-owned enterprise, whereby the Ministry of Transport is the holder of its shares.

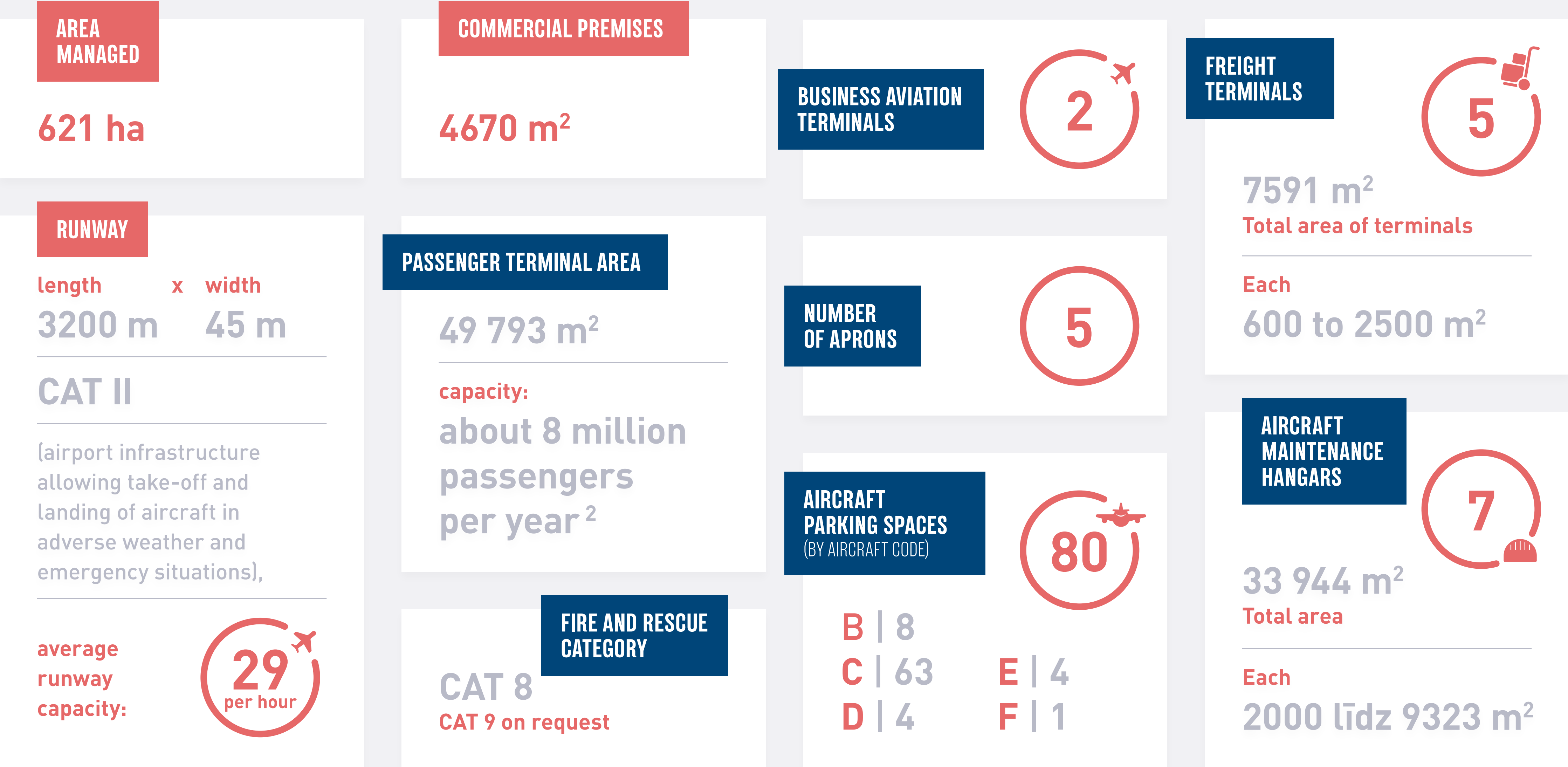
As of 31 December 2021, Riga Airport employed 1,165 employees (1,009 employees in 2020), while more than 4,400 people were directly employed by airport-related companies and services in the airport area before the COVID-19 crisis, according to the data of the Latvian Aviation Association (LAA)<sup>1</sup>. The number of people employed in related sectors reached 21,000.

<sup>1</sup>Source: LAA study ‘Latvijas aviācijas loma tautsaimniecībā’. Available at: [https://217bebb8-ac9e-451b-9c37-143d01207631.filesusr.com/ugd/d4ddd3\\_47868a710aa34878a711d9c0a8ecff82.pdf](https://217bebb8-ac9e-451b-9c37-143d01207631.filesusr.com/ugd/d4ddd3_47868a710aa34878a711d9c0a8ecff82.pdf).





# AIRPORT FACTS AND FIGURES (2021)



<sup>2</sup> Depending on the number of passengers at peak times, there may be longer queuing times at reduced service levels.



## MINIMUM CONNECTION TIME BETWEEN FLIGHTS

**30 minutes**



Schengen  
to Schengen

**40 minutes**



Outside Schengen  
to outside Schengen

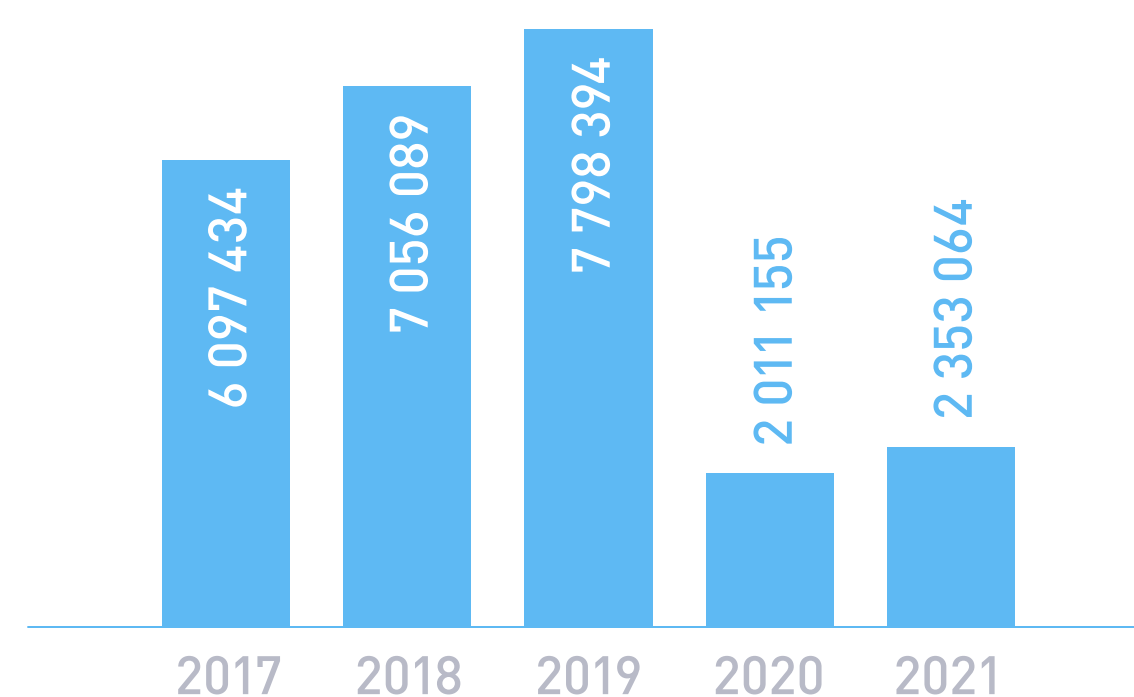
**45 minutes**



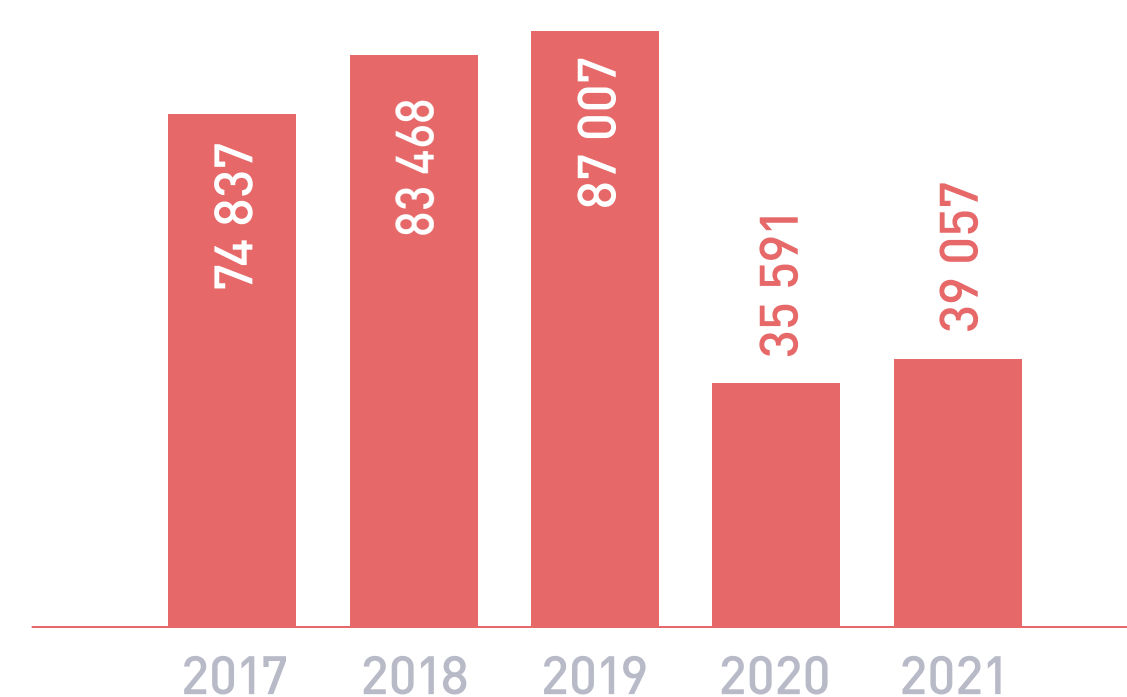
Schengen to outside  
Schengen; outside  
Schengen to Schengen

## NUMBER OF PASSENGERS AND FLIGHTS PROCESSED:

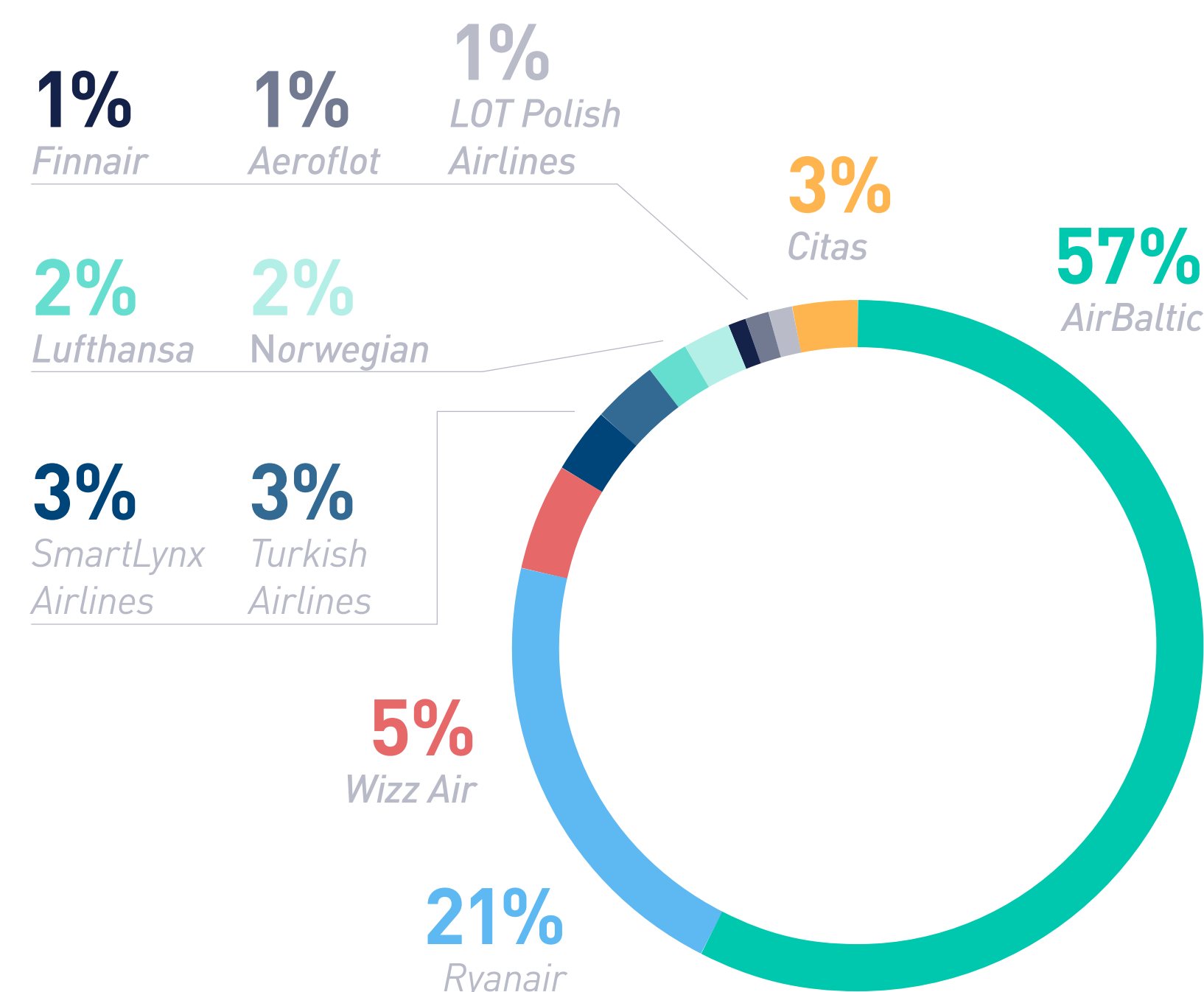
Number of passengers



Flights



## KEY CARRIERS BY NUMBER OF PASSENGERS PROCESSED IN 2021:



## NUMBER OF DESTINATIONS

**95**

a total of 95  
scheduled passenger  
destinations in summer,  
and 82 destinations  
in winter

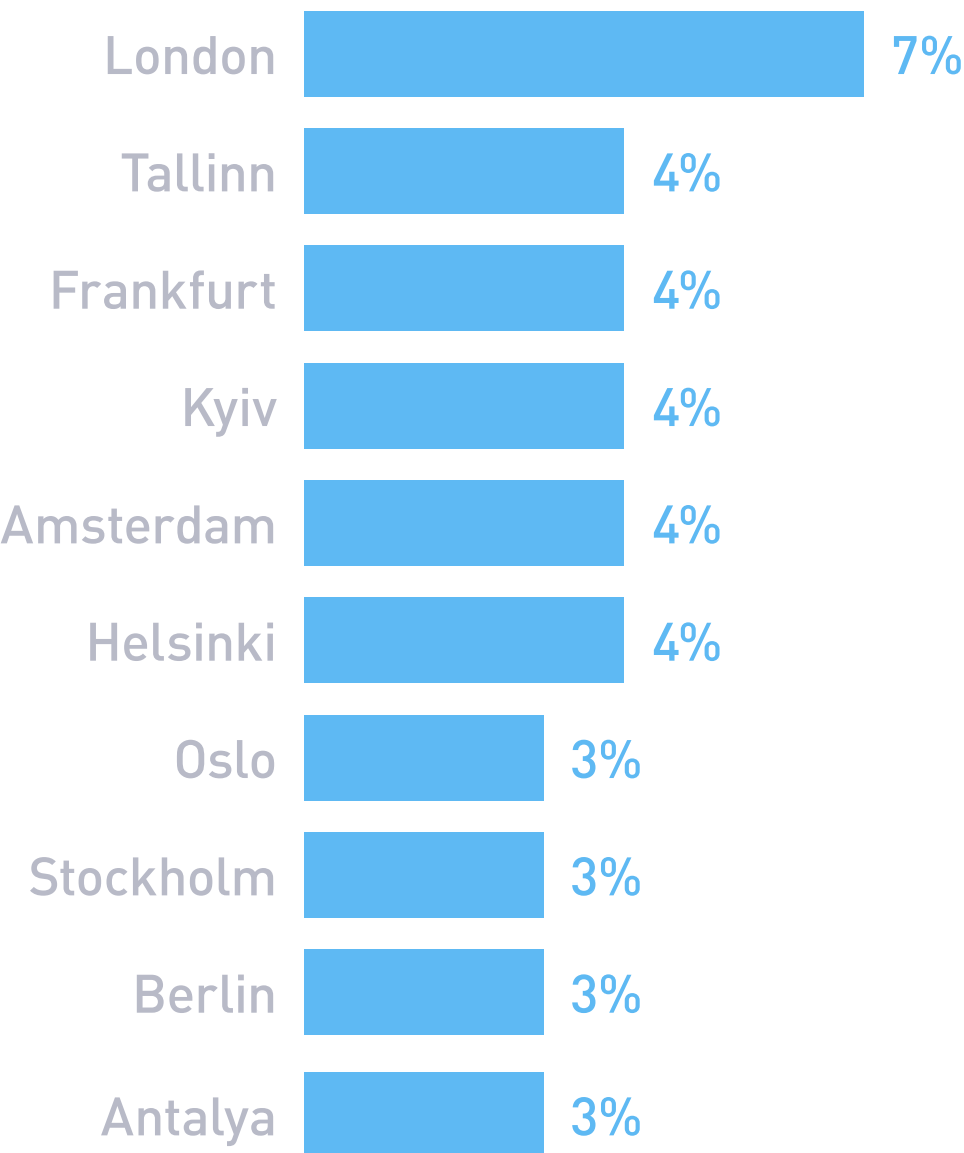
## NUMBER OF AIRLINES

**11**

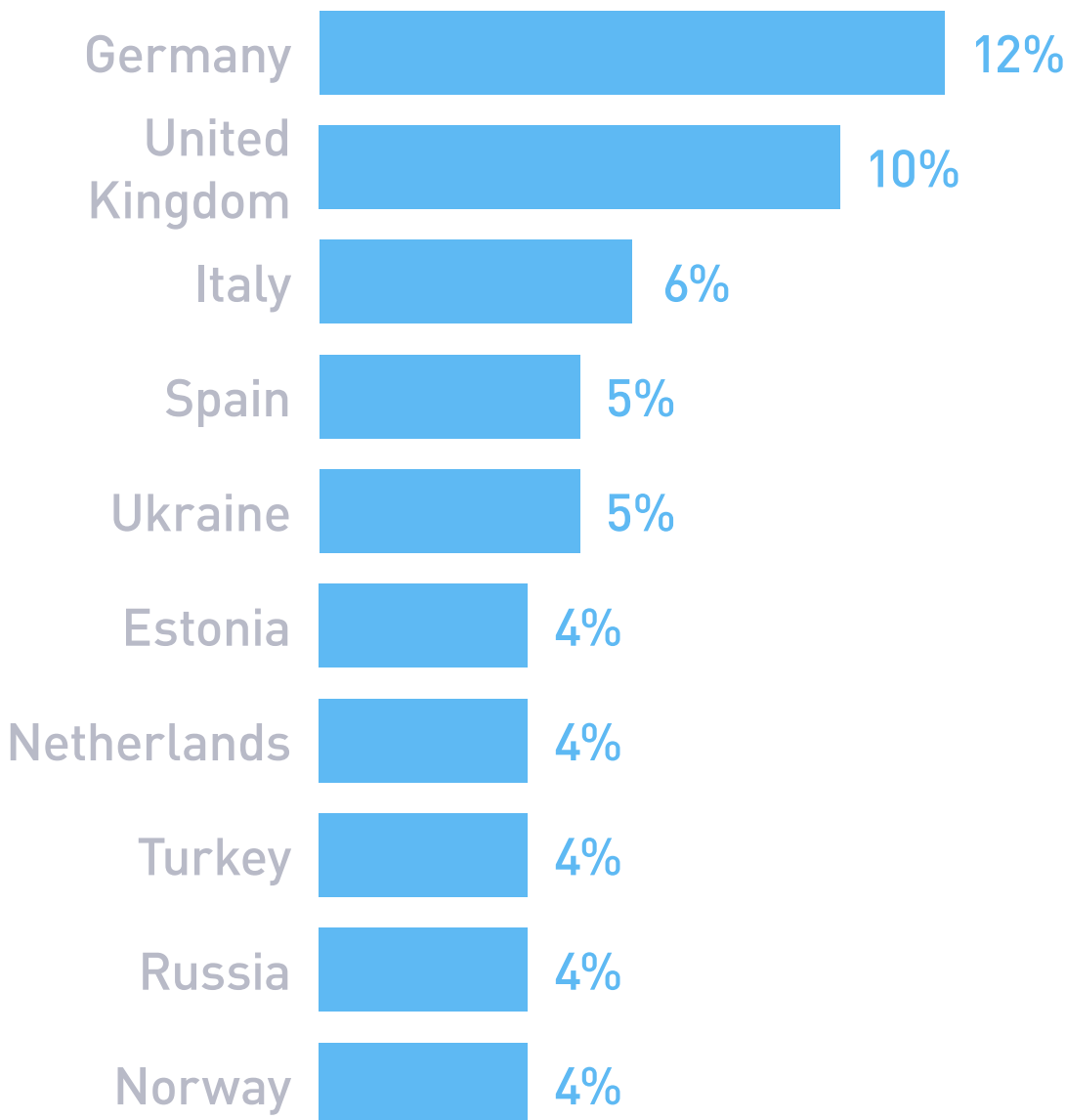




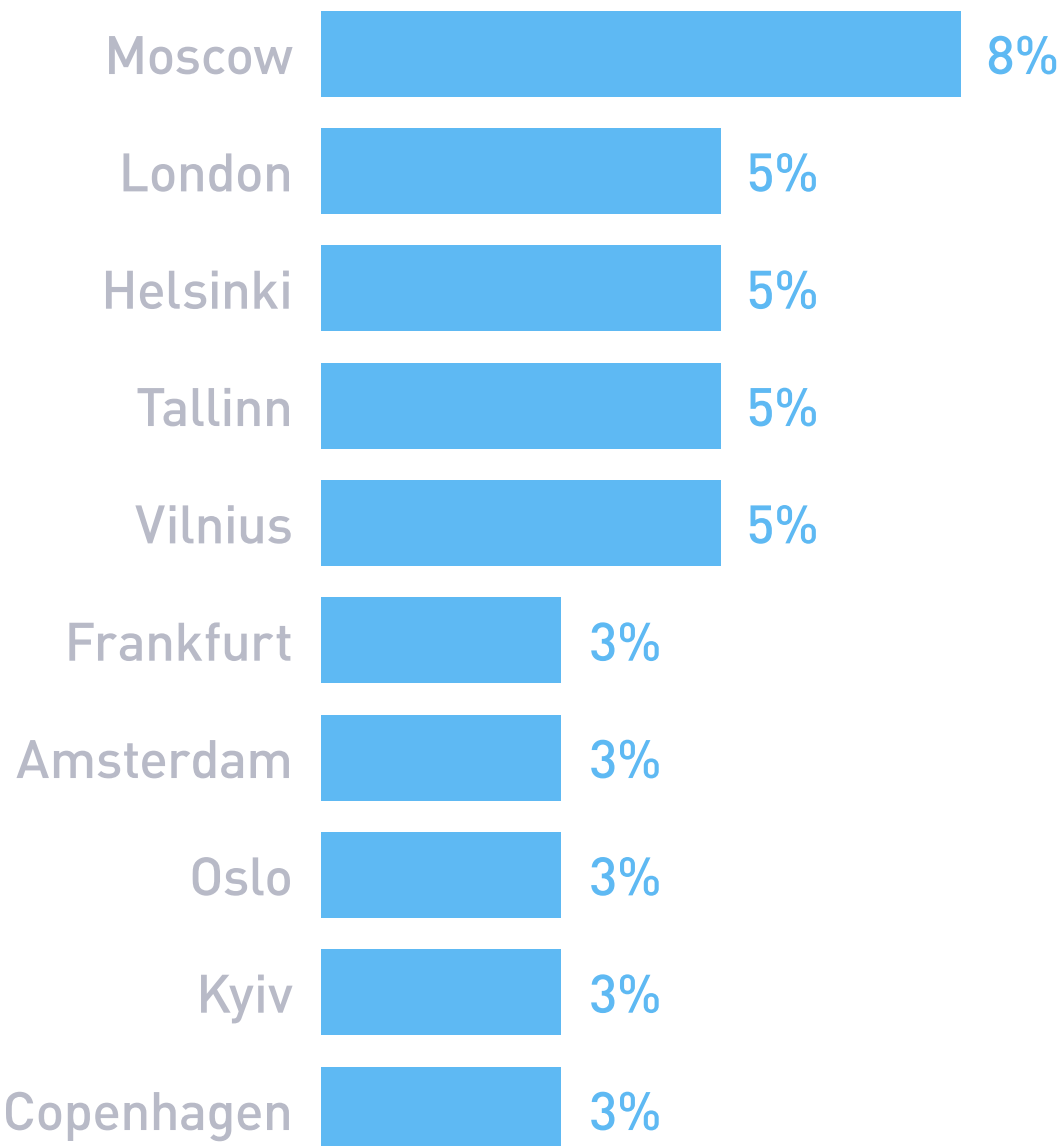
TOP 10 DESTINATION  
BY PASSENGER TRAFFIC:



TOP 10 COUNTRIES  
BY PASSENGER TRAFFIC:



TOP 10 DESTINATIONS  
BY NUMBER OF FLIGHTS:



KEY FINANCIAL INDICATORS

	2017	2018	2019	2020	2021
Net turnover	54,639,215	60,787,226	64,986,666	29,797,924	31,768,910
EBITDA	12,316,107	16,722,217	16,988,208	-3,634,159	-3,126,152
Gross profit or loss	3,486,688	10,022,216	22,140,607	-15,846,347	-9,423,404

For more information about the financial results, please refer to the Riga Airport 2021 Financial Statement, available on the company's [website](#).







# AIRPORT BRAND DEVELOPMENT

In 2021, the marketing unit developed the company’s Brand Strategy for 2022–2027, which sets the overall brand development for the next five years and identifies two key areas of development: *rebranding*, to be carried out in 2023 and implemented starting in 2024, and *RIX Airport City* sub-brand development with a target performance deadline of Q2 2022. According to the Brand Strategy for 2022–2027, before the development and implementation of the new Riga Airport brand, Riga Airport’s priority is to integrate the existing brand positioning and tone of communication into all its forms of communication (advertising, marketing, public relations, etc.) and levels (internal and external communication, customer service, etc.).

# IMPORTANCE OF SUSTAINABILITY AND RESPONSIBILITY AT RIGA AIRPORT

102-16

Riga Airport took its first steps towards sustainable and responsible business practices before 2019, when Airports Council International Europe (ACI Europe) approved the first European document on aviation sustainability: the Airport Sustainability Strategy. Before the formulation of a common industry opinion, Riga Airport already adopted a sustainable growth policy, which was also in line with the industry-wide objectives set out in the ACI Airport Sustainability Strategy.

However, the most significant changes in the organisation of sustainability work at Riga Airport took place in 2021, when the management board decided to integrate the sustainability function into the Quality and Sustainability Department, creating a new unit within the Department: the Sustainability and Environmental Management Unit. The purpose of the unit is to manage the sustainability



process at Riga Airport in a uniform manner, to incorporate the process into all levels of the company’s operations, to implement the measures and requirements for sustainable development introduced by the European Commission, to analyse the sustainability requirements of potential sources of financing, and to ensure the functioning of the environmental management and environmental noise management system.

In July 2021, Riga Airport joined the *ACI Europe Net Zero 2050* initiative, which aims to remove all direct

emissions created by Riga Airport’s operations from the atmosphere, as part of its commitment to climate neutrality in Europe and the achievement of global climate goals.

On 27 September 2021, the Sustainability Committee of Riga Airport decided to support the development of a sustainability strategy in accordance with the guidelines developed by *ACI Europe*, with the relevance aspects identified by the airport and the industry relevance aspects identified by *ACI Europe*; the Sustainability Committee also





decided to achieve the linking of these aspects with the UN Sustainable Development Goals, in order to fully reach sustainability in all aspects of corporate responsibility and, taking into account global and regional trends, to be able to orient its activities towards better achieving its environmental goals.

Riga Airport’s Sustainability Strategy sets 10 sustainable development goals, and its schedule summarises the tasks and actions to be undertaken to achieve the sustainability goals in the following aspects:

On 24 January 2022, Riga Airport’s Sustainability Strategy was approved by its management board.

Impact	Significance	ANO IAM
Environmental	Climate change	  
	Effective use of resources and circular economy	
	Water	
	Biodiversity	 
Social	Open and ethical governance	 
	Environmental noise and quality of life among local residents	 
	Employee experience and involvement	  
	Service quality and passenger experience	 
Economic	Economic development and employment	 
	Sustainable destinations	 
	Intermodality	 



RIGA AIRPORT SUSTAINABLE DEVELOPMENT POLICY:

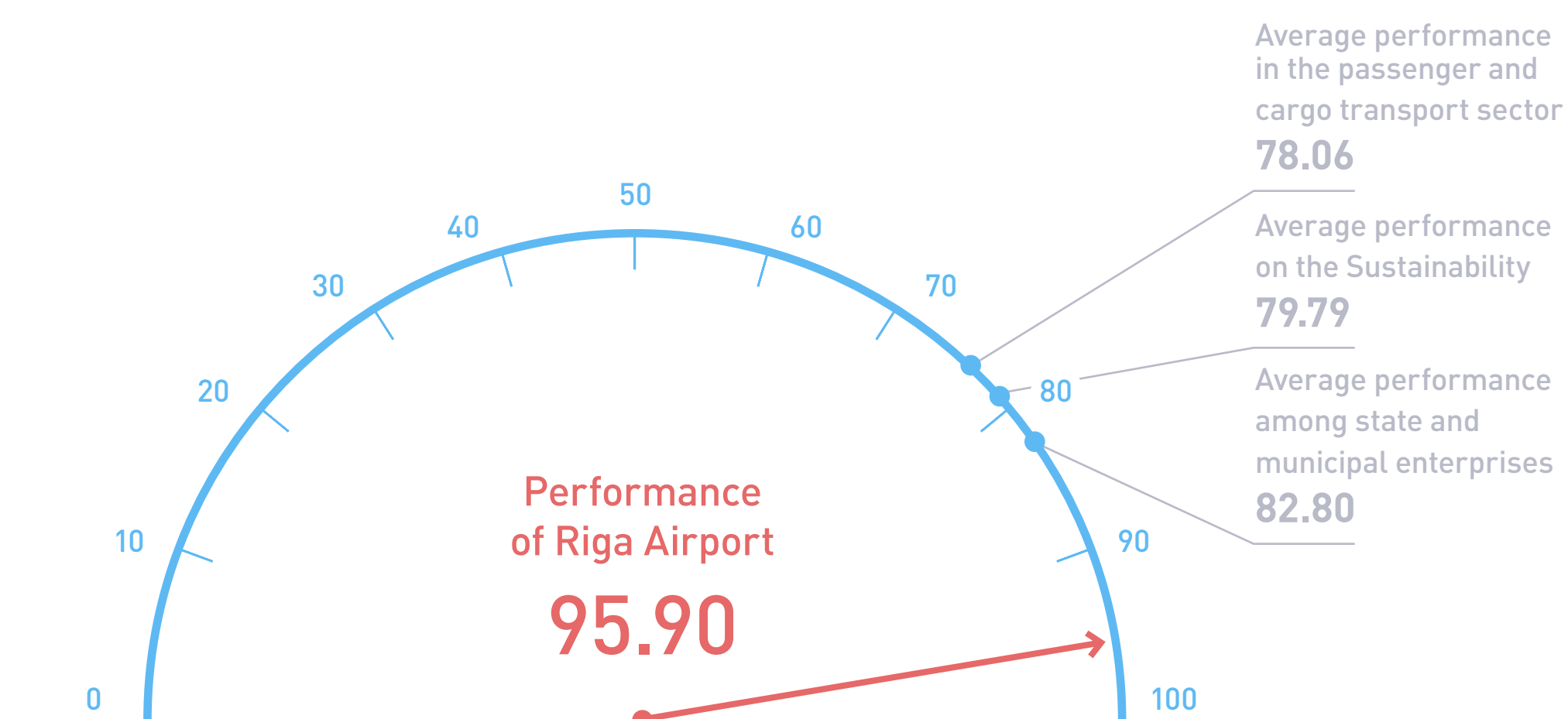
Environment	We use natural resources responsibly, and actively work to achieve even more sustainability and efficiency in our resource use.
	We care for the environment, and use environmentally-friendly business methods.
Employees	We keep a safe working environment; we pay fair and motivating wages.
	We grow the potential of our workers, providing them with appropriate training, and inspiring them for growth.
	We respect and observe labour and human rights.
Clients	We make sure that our clients get a safe and quality service.
	We develop new services and infrastructure, without compromising on our high quality.
Society and local community	We support and contribute to the community and the area, in which we operate, to demonstrate that our presence has a positive effect, and yields benefits.
	We respect public opinion, and participate in social dialogue on different levels.
	We educate the public about our company and the aviation industry.
Partners	We are a reliable, safe, and stable partner for our clients and partners.
	We maintain a responsible attitude in preparing and publishing information.
	We promote honest and responsible business practices and cooperation, seeking sustainable solutions.
	We expect top business and performance standards in all of our supply chain.

Riga Airport continues to implement measures to ensure that its business success and strategic goals are achieved through responsible and balanced actions, and shows stable performance in the Latvian Sustainability Index in 2021, having stayed in the high platinum category for three years.





## SUSTAINABILITY INDEX RESULTS IN 2021<sup>3</sup>



Continuing the practice of non-financial reporting, in 2021, Riga Airport published its second sustainability report (for 2020), prepared in accordance with the GRI standard. To ensure confidence in the airport's non-financial performance and indicators, the sustainability report of Riga Airport for the first time

underwent a limited assurance review by an independent auditor in accordance with International Standard on Assurance Engagements 3000 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' issued by the International Auditing and Assurance Standards Board.

## AIRPORT SUSTAINABILITY MANAGEMENT

**MID-TERM STRATEGY** defines sustainability as a priority

**SUSTAINABILITY DEVELOPMENT POLICY**  
sets the principles and fields of sustainability

**SUSTAINABILITY POLICIES** (environment, energy efficiency, CSR, HR)

**PROGRAMMES, WORK PLANS** for implementing policies

**UNIT WORK PLANS**

**SUSTAINABILITY COMMISSION** assesses the results, sets the tasks

**SUSTAINABILITY REPORT**  
(GRI, stakeholder involvement, significance analysis, inspection)

Due to the impact of the pandemic, in the second half of 2020, Riga Airport prepared a new draft Medium-Term Strategy for 2021–2027, which was approved by the authorities in charge in 2021. According to Riga Airport's Medium-Term Strategy for 2021–2027, the company's sustainability (also

defined as corporate social responsibility) is a part of one of the five of the company's values (responsibility), and a part of its strategic objectives, covering aspects aimed at sustainable development. For more information about the strategy, see 'Operating principles' on [page 16](#).

<sup>3</sup>Source: Institute for Corporate Sustainability and Responsibility





# OPERATING PRINCIPLES

## MISSION, VISION, AND VALUES

102-16

### MISSION

Riga Airport is an international transport hub that contributes to the growth of the Latvian economy by providing convenient and safe connectivity for passengers and businesses, creating jobs and opportunities for business development.

### VISION

A Northern European transport hub of the future that contributes to Latvia's competitiveness in the region.

### VALUES

Riga Airport bases its activities on five values.

#### 1. GROWTH

We move forward through personal, team, and company growth. In our dynamic industry, the key to success is the ability to develop knowledge and skills, to innovate and make processes more efficient.

#### 2. RESPONSIBILITY

Our sustainable operations are based on a responsible approach to analysing and evaluating the impact of our business decisions on the environment, society, local community, and the economy.

#### 3. SAFETY AND SECURITY

The safety and security of our employees, passengers, airport guests, and business partners is the cornerstone of our decisions, processes and actions.

#### 4. OPENNESS

We provide connectivity and open routes to new destinations for people and businesses. We are a place where different worldviews, ethnicities, and religions come together, and we are open to respectful and professional cooperation.

#### 5. EFFICIENCY

We are based on clear, simple, accessible and efficiently organised processes focused on creating a positive customer experience.







The planned development of Riga Airport has changed significantly, taking into account national policy planning documents and the objectives and expected results determined by the Ministry of Transport<sup>4</sup>, as well as the rapid growth of aviation traffic in Latvia before March 2020 and its significant decline caused by the COVID-19 pandemic. Between 2020 and 2021 the number of passengers carried fell significantly, affecting the financial situation, business activities and the implementation of projects at Riga Airport. This is why in the last quarter of 2020, Riga Airport drafted a new medium-term

strategy for 2021–2027 ('strategy').

In 2021, Riga Airport completed the approval of the strategy, which started in late 2020.

In accordance with the Law, on 28 April 2021 the Cabinet of Ministers approved the overall strategic objective of Riga Airport: 'Provide modern air transport infrastructure and services appropriate for a regional hub, offering convenient and safe connectivity for passengers and business, and to promote sustainable development and competitiveness.'

This objective was set taking into account the goals determined for the aviation sector and Riga Airport in the national planning documents, which stipulate that within the framework of the Latvian Sustainable Development Strategy<sup>5</sup>, the development of road, railway, port, and international airports infrastructure will play an important role in improving Latvia's external accessibility by 2030: air transport remains the main means of ensuring rapid external accessibility for transporting passengers.

In June, the Ministry of Transport gave a positive evaluation of the strategy, and in September, the Cross-Sectoral Coordination Centre gave its opinion, after which, in early October 2021, the Ministry of Transport approved the strategy again. On 20 October 2021, the airport's supervisory council approved the Riga Airport strategy.

## STRATEGIC GOALS AND OBJECTIVES

Taking into account the Strategy, Riga Airport is working to develop Riga International Airport as a profitable and competitive, confidently growing

air traffic hub for the Baltic and Nordic regions by expanding its flight network to the west and the east, and facilitating the growth of transit passenger traffic and cargo capacity.

### STRATEGIC GOALS

**1. Maintain a leading position in the Baltics, building up connectivity and increasing passenger and cargo traffic, with the aim of becoming a hub in Northern Europe.**

The objective is to expand the passenger and cargo network, ensuring Riga Airport's leading position as the largest airport in the Baltics. To achieve this strategic goal, Riga Airport is working to offer competitive rates and maintain a positive image and an impeccable reputation.

In 2021, the number of passengers handled at Riga Airport rose 17% compared to the previous year, but compared to 2019, the reduction was still at 70%.

<sup>4</sup>Source: Ministry of Transport. Available at: <https://www.sam.gov.lv/lv/aviacija>.

<sup>5</sup>Source: 2030 Latvian Sustainable Development Strategy.







Based on the forecasts of international aviation organisations, Riga Airport predicted the possible passenger traffic for 2021 and the following years, with the 2019 traffic expected to be reached in 2024. The 2021 budget and medium-term operational strategy expected 2.84 million passengers in 2021, but with the ongoing COVID-19 restrictions, which were generally tighter than elsewhere in Europe, processed passenger amounts were lower, at 2.35 million. The percentage drop compared to 2019 due to the restrictions was 10% more severe on average than in other European airports. In Riga, the average change compared to 2019 was -70%, with a -59% average in European airports, -62% in Lithuanian airports, and -60% in Tallinn.

The number of flights in 2021 was up 10% compared to 2020, but down 55% compared to 2019, due to a decrease in passenger flights (-65% compared to 2019), while cargo flights were up 60% and other flights (including business aviation) were up by half compared to 2019.

In 2021 Riga Airport processed 27.8 thousand tonnes of air cargo. This is 20% more than in 2020 and

2% more than in 2019. 71% of the total cargo, or 19.8 thousand tonnes, was transported using cargo flights (21% more than in 2020), while passenger aircraft carried 8 thousand tonnes (up 16% compared to 2020, but down 48% compared to 2019). The increase in freight amount was driven by actively pursuing an increase in e-commerce freight and making investments in freight infrastructure.

In 2021, Riga Airport had a total of 95 scheduled destinations, with the largest number of destinations in summer, reaching 88 destinations in August. The most popular destinations were London (6.6%), Tallinn (4.5%) and Frankfurt (3.9%). Popular holiday destinations included Antalya, Dubai, Greek islands, Spain, and Italy. Flights were launched to 31 new destinations, one of the highest numbers of new destinations in recent years.

**2. Developing safe, sustainable, and future-proof airport infrastructure.**

This objective is to develop and improve the range of the airport's services and to continue providing safe and secure infrastructure at Riga Airport, in line with traffic forecasts, maintaining a consistently high quality of





customer service. The following key actions were taken in 2021:

- Four out of six projects that took place within the framework of the Cohesion Fund project ‘Development of safe and environmentally friendly infrastructure’ at Riga Airport were completed and accepted. For more information, see ‘Investments’ on [page 73](#);
- In 2021, the construction for the project ‘Resurfacing of the Z3 area’ was completed and the resurfaced open area was put into operation;
- The construction design development for phase 6 of the terminal expansion continued in 2021. The general deadline for the submission of the construction design, including the time required for the expert review, is 30 April 2022;
- There is cooperation with *Rail Baltica* in the implementation of the project ‘Construction of *Rail Baltica* station at Riga International Airport, and related infrastructure’, and an agreement for cooperation in the implementation of the *Rail Baltica* project was signed. General Phase 1 construction is underway at the construction site.

In 2021, the following projects were worked on to meet environmental, energy efficiency, and climate goals:

- the TP-23 and TP-24 substations are being rebuilt to provide power supply to the critical infrastructure of the airfield, and to significantly reduce power losses and the airport’s monthly costs for the permitted capacity;
- in cooperation with the Road Traffic Safety Directorate (CSDD), two 50 kW DC fast charging stations were built in the P3 car park. In 2022, Riga Airport plans to expand its electric charging network by installing electric vehicle charging station in the airport’s controlled area;
- Riga Airport joined *ACI Europe’s Net Zero 2050* initiative, demonstrating its commitment to achieving the complete elimination of CO<sub>2</sub> emissions from sources under its direct control by 2050. A Sustainability Strategy to achieve the 2030 climate goals was drafted;
- Riga Airport’s energy metering system (not including commercial metering) was fully modernised, which included the installation of smart meters and the

- introduction of a state-of-the-art energy analytics tool;
- the automation of water metering and the connection of the meters to the energy network was completed;
  - work continued on mitigating Riga Airport’s impact on climate change: a new equipment replacement plan was developed, which provides for a focused transition of the company to alternative-fuel equipment;
  - *Eurocontrol* certification for the full implementation of the ACDM system was received. The system enables more precise scheduling of aircraft take-off times, reducing passenger waiting times, eliminating wasteful aircraft engine operation, reducing resource and fuel costs for airlines, as well as environmental pollution and noise.

**3. Improve the passenger and partner experience by making processes more efficient through innovation and automation.**

The main objectives of this goal are to improve and optimise Riga Airport’s core business processes by using digital technologies and solutions, improving existing and

creating new services, making the company’s business and management processes more efficient, making it possible to respond quickly to changing market conditions, improving the company’s business culture, and multiplying positive customer experiences.

In order to ensure the fulfilment of the target objectives, Riga Airport’s Customer Service Strategy 2021-2025 was developed, and approved by the management board in 2021. A Customer Service Standard was approved by the Customer Service Work Group and took effect on 1 January 2022, with its implementation planned for 2022.

In order to accomplish the objectives set out in the Customer Service Strategy, customer service agent/assistant posts were restored in 2021, enabling the manual measurement of luggage deliveries and passenger flows at border crossing points. In 2021, Riga Airport provided support at self-service luggage handover points, while most resources and time were devoted to organising passenger flows and supporting passengers with COVID-19 tests at Riga Airport.







Additional preparation tables, baskets and trolleys were purchased to equip seven lines of security checkpoints to increase the efficiency of aviation security check processes. The additional equipment increased the capacity of one security line by an average of 26 passengers/hour. New electronic gates were installed before security checks, modernising and speeding up passenger service and reducing the need for manual document checks.

The opening hours of the ‘E. Gulbja laboratorija’ laboratory branch at the airport were adjusted to match the flight schedule and passenger demand, set at 06:00 to 24:00 in July. In accordance with the national procedures, the testing of arriving passengers is arranged and takes place also outside the laboratory premises, in both the Schengen and non-Schengen arrival areas.

**4. Create new opportunities for business partners and travellers by developing the airport city and a broad range of services.**

The main objectives of this goal are to develop the airport city concept,

taking into account the demand for a wide range of services and appropriate infrastructure. Attracting business partners and investors, develop the business park of the airport as a place for various types of business development, making the airport a multimodal traffic and logistics centre.

The Riga Airport Brand Strategy for 2022–2027 was approved in 2021. One of the aspects included in the brand strategy is the development and communication of the *RIX Airport City* sub-brand concept. Work continues on the development of the business park area, with a summary analysis of business models, and the selection of the best-suited model.

With the publication of the new e-commerce platform, Riga Airport services are sold digitally since December 2021. It enables the sale of fast-track security checks and business lounge services. The trading of the parking service is planned to start in Q1 2022.

The work groups in charge of developing the premises of Riga Airport are as follows:

- the cargo infrastructure development work group is responsible improving the existing

- infrastructure and began updating the cargo development strategy;
- The utility zone development work group determined the condition of all buildings, identified priority buildings for airfield operations, drafted a building reconstruction plan, assessed options for the installation of electrical charging stations, prepared three reconstruction scenarios for the technical services building, and carried out their critical analysis;
  - The airfield area development work group considered the renovation of Z3, possible DH4 parking on the airfield and the *Follow the Green* project; work on a plan for the implementation of taxiway centreline lights continues.

**5. Contribute to the development of the aviation industry by retaining and attracting leading specialists, providing opportunities for growth and a working environment conducive to success.**

The main objectives enabling this goal are the development of a sustainable human resources policy, including the aspects of attracting, training, growth, motivation, and satisfaction. The objective is to provide an inclusive and

non-discriminatory working environment that meets the highest standards of occupational health and safety.

Key progress towards the goal in 2021:

- in order to promote the competitiveness of Riga Airport on the job market, and to provide remuneration that is appropriate to the positions at the airport, changes in the remuneration system were approved, effective 1 January 2022;
- a human resources development plan took effect, setting five goals, as well as objectives, for implementation in 2022;
- employee opinions and suggestions on current company issues were collected, including a survey on the need for psychological support, an annual employee survey on the health insurance service, a survey for new and retiring employees, etc.;
- to involve employees in improving the company’s performance and working environment, all the groundwork was put in place for the launch of an employee Idea Bank. The tender was announced in January 2022 and received much response in its first weeks.





# ETHICS AND ANTI-CORRUPTION POLICY

103, 102-16, 205-3

Riga Airport promotes business activities in accordance with the principles of integrity and ethics compliance, and takes actions to prevent the risk of corrupt and fraudulent practices and to mitigate and prevent possible breaches.

Riga Airport has drafted and approved a Code of Ethics, which includes a prohibition of fraudulent and corrupt practices and is binding to every employee in the company.

All employees of Riga Airport are guaranteed the right to report (ensuring the anonymity of the reporter) possible violations, including:

- possible breaches of the fundamental principles of professional ethics, including corrupt and fraudulent practices, as set out in the Riga Airport Code of Ethics;
- possible breaches identified as part of the whistleblowing procedure;
- possible violations of the rights and interests of the employee as laid down in the internal regulations and other regulatory documents.

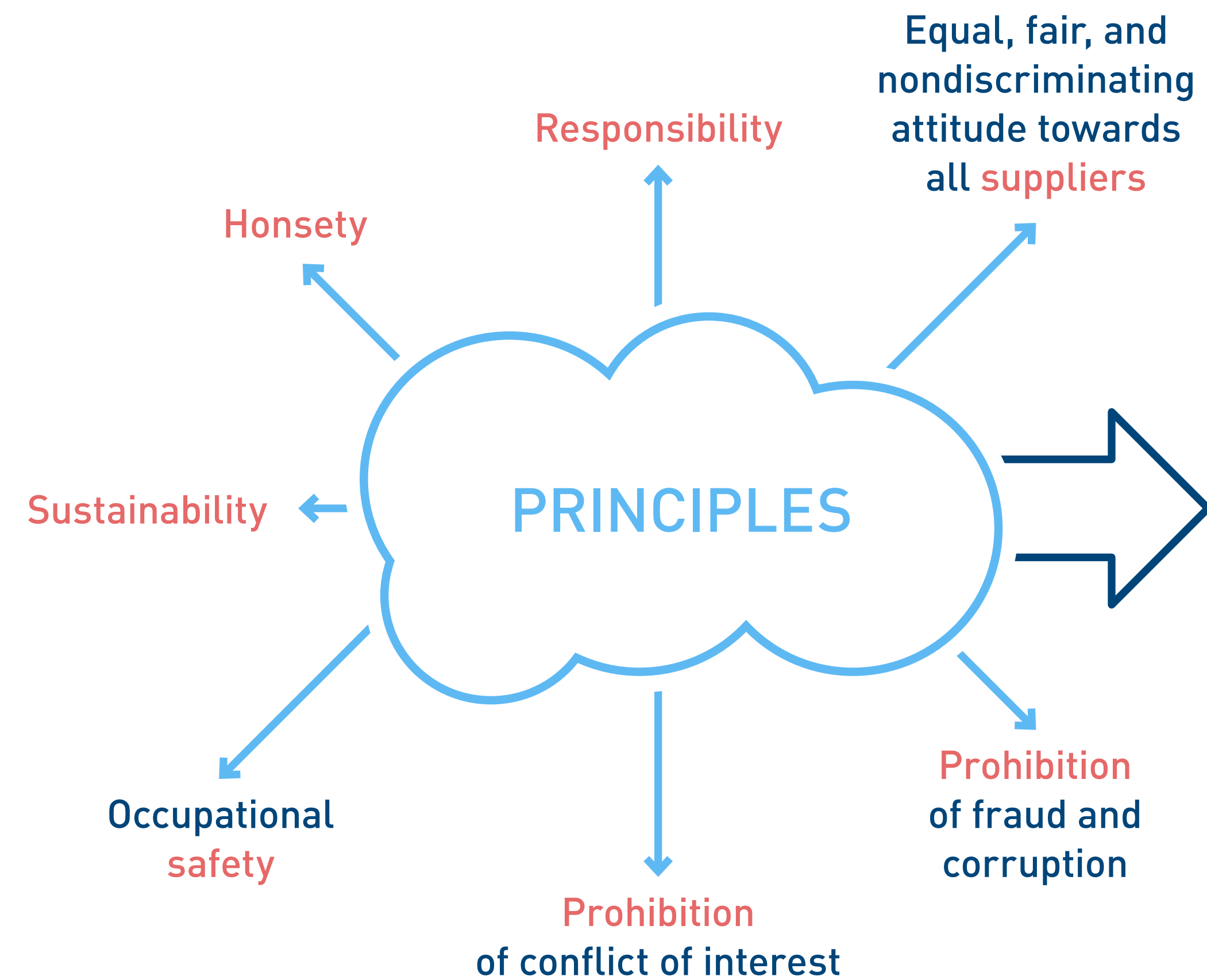
Riga Airport has established a Permanent Commission for the Investigation of Alleged Violations, which is responsible for reviewing information received about alleged violations, and for preparing statements on further action. In 2021, there were no reported cases of possible corruption at Riga Airport. In 2021, Riga Airport reviewed the functioning of its internal control system in the light of Cabinet Regulation 630 'Regulations Regarding the Basic Requirements for an Internal Control System for the Prevention of Corruption and Conflict of Interest in an Institution of a Public

Person' of 17 October 2017, including the identification and assessment of potential corruption risks, the identification of positions and functions exposed to the risk of corruption, and the drafting of an anti-corruption action plan, including measures to be implemented to mitigate corruption risks. In accordance with the Cabinet Regulation 630 'Regulations Regarding the Basic Requirements for an Internal Control System for the Prevention of Corruption and Conflict of Interest in an Institution of a Public Person' of 17 October 2017 and Riga Airport's internal regulatory document 'Strategic, Operational and Financial Risk Management Instructions', the risk manager regularly reviews the anti-corruption measures and monitors the accomplishment of the anti-corruption measures plan.

When arranging tenders, Riga Airport immediately informs its business partners in the tender documentation that Riga Airport and each of its employees do not tolerate fraudulent and corrupt behaviour in their activities, which includes the prohibition of bribery of both local and foreign officials.



PRINCIPLES FOR WORKING WITH CONTRACTORS



Prohibition of conflict of interest

Airport employees make decisions solely in the interests of the employer.

The employees do not engage in any private activities, or ancillary activities, or any other work, that prevent them from responsibly and professionally performing their duties, and that create suspicions of potential or real conflicts of interest.

The section ‘Procurement and commercial tenders’ of the Riga Airport website includes and makes publicly available the principles for cooperation with contractors, including such principles as ‘Integrity’, ‘Prohibition of conflicts of interest’, ‘Prohibition of fraud and corruption’, etc.





# SERVICES

102-9

The operations and services of Riga Airport can be divided into four groups: aviation services, non-aviation services, security services, infrastructure and its capacity.

**Aviation services:**

- passenger transport;
  - cargo transport;
  - business aviation;
  - aircraft maintenance;
  - groundhandling.
- Non-aviation services:**
- commercial premises;
  - advertising services;
  - car parks;
  - business park and grounds development;
  - VIP centre services;
  - training services.

**Security services:**

- aviation security and rescue services;
- risk analysis;
- security and CCTV.

**Infrastructure and its capacity:**

- airfield infrastructure;
- terminal, access roads, and car parking infrastructure.

# RIGA AIRPORT TENDERS AND SUPPLY CHAIN

102-9, 102-10, 204-1, 308-2, 414-2

As Riga Airport provides both aviation and non-aviation services, it mainly procures various types of services, deliveries, and construction for its core business, taking into account the requirements of the Public Procurement Law and other laws and regulations applicable in Latvia, and it conducts tenders as part of investment projects. There were no significant changes in the structure of the company’s supply chain and its relationships with suppliers, service providers or clients during the reporting period.

Each year, the company allocates some €25–30 million for procurement (services, deliveries, and construction). In 2021, about €27 million were earmarked.

In 2021, 281 transactions (contracts) were concluded, including 7 construction contracts, 139 delivery contracts, and 135 service contracts. Compared to 2020, the total number of transactions rose by 58 (for construction, up 3; for deliveries, up 59; for services, down 4), due the COVID-19 pandemic and other factors.





Types of procurement in 2021 (contract prices of transactions concluded)		
Services	Deliveries	Construction
EUR 3,247,024	EUR 8,175,423	EUR 6,471,273

KEY PROCUREMENTS

AT RIGA AIRPORT

- **Deliveries.** Acquisition of anti-icing reagents, acquisition and installation of a third set of standard explosive detection system (EDS) equipment, acquisition of electronic gates, supply of various items of equipment for the Groundhandling Department, etc.
- **Services.** Advertising agency services, hazardous waste removal and disposal, various types of insurance, etc.
- **Construction.** Repairs of buildings and structures, repairs of streets, paved areas, apron surface repairs, and replacement of pavestone surfacing in the airport area, rebuilding of substations TP-23 and TP-24, resurfacing of paved area Z3.

LEGISLATIVE BASIS

When organising procurement, Riga Airport complies with Directive 2014/24/EU of the European Parliament and of the Council on public procurement by entities operating in the water, energy, transport, and postal services sectors, including the Law on the Procurements of Public Service Providers (SPSIL), the Cabinet Regulations issued on its basis, as well as other laws and regulations governing the tenders in question.

If the estimated contract price does not reach the threshold set by the Cabinet of Ministers for the application of SPSIL, the company must comply with the procurement guidelines for public service providers developed by the Procurement Monitoring Bureau, and the procurement procedures of Riga Airport drafted in accordance with the principles and requirements of the above external regulations.





Riga Airport also takes into account the case law of the European Union (EU), the decisions and explanations of the Procurement Monitoring Bureau, the provisions and principles of the Treaty on the Functioning of the EU, such as the free movement of goods, the right of establishment, the freedom to provide services, the non-discrimination principle, the equal treatment principle, the openness principle and the mutual recognition principle.

## BUSINESS ETHICS

In its tenders, Riga Airport requires suppliers to certify that, if the supplier employs EU and/or third-country nationals, the supplier must, with a high level of responsibility, comply with the laws and regulations governing the sector and the principles and obligations of those laws and regulations. In this way, Riga Airport reduces the likelihood of suppliers employing persons without valid employment contracts and promotes the respect for their rights under law.

## SUPPLIERS

In the majority of cases (approx. 88%), Riga Airport purchases goods and services from Latvian suppliers, service providers and building contractors. As many of the goods necessary for the operation of the airport are produced abroad, Riga Airport also cooperates with suppliers from other European countries and North America. Riga Airport has more than 235 suppliers in total.

## USE OF SOCIAL AND ENVIRONMENTAL CRITERIA

Riga Airport regularly revises and improves its internal regulations during the reporting year, modernising and improving the operating efficiency of the airport's Procurement Department in line with SPSIL and case law.

In order to strengthen the social responsibility topic in the procurement system, the procurement procedure of Riga Airport includes a provision

that in certain cases, when selecting a supplier of services/goods, Riga Airport may award the contract to a company that has the status of a social enterprise. This means that when choosing a supplier of goods/services, the contracting authority can set criteria that, for example, favour a company that employs people with disabilities.

In line with this, a number of tenders included social and/or environmental criteria, such as those concerning:

- delivery of work clothing and footwear,
- cleaning of managed buildings and the terminal,
- delivery of granular reagent, etc.

In accordance with SPSIL, Riga Airport uses so-called 'green' tenders in certain procurements, seeking to procure goods and services with the lowest possible environmental impact, taking into account the life cycle costs of the products or services with the same primary function and those that contribute to social improvements.

Beside external regulations, Riga Airport has not yet developed other

criteria that assess the sustainability impact of its suppliers, including the social impact (positive and negative) and the environmental impact.

Riga Airport is committed to developing internal guidelines by the end of 2022, summarising best practices and options for applying sustainability criteria and socially responsible procurement principles. This will enable airport staff to find the information necessary to prepare the best possible sustainability-related procurement documents, and to get the best possible value for every euro of company money spent, all in one document, and thus help make airport procurement innovative, sustainable, inclusive and competitive.





2021

# SUMMARY





# 2021 HIGHLIGHTS AND ACHIEVEMENTS

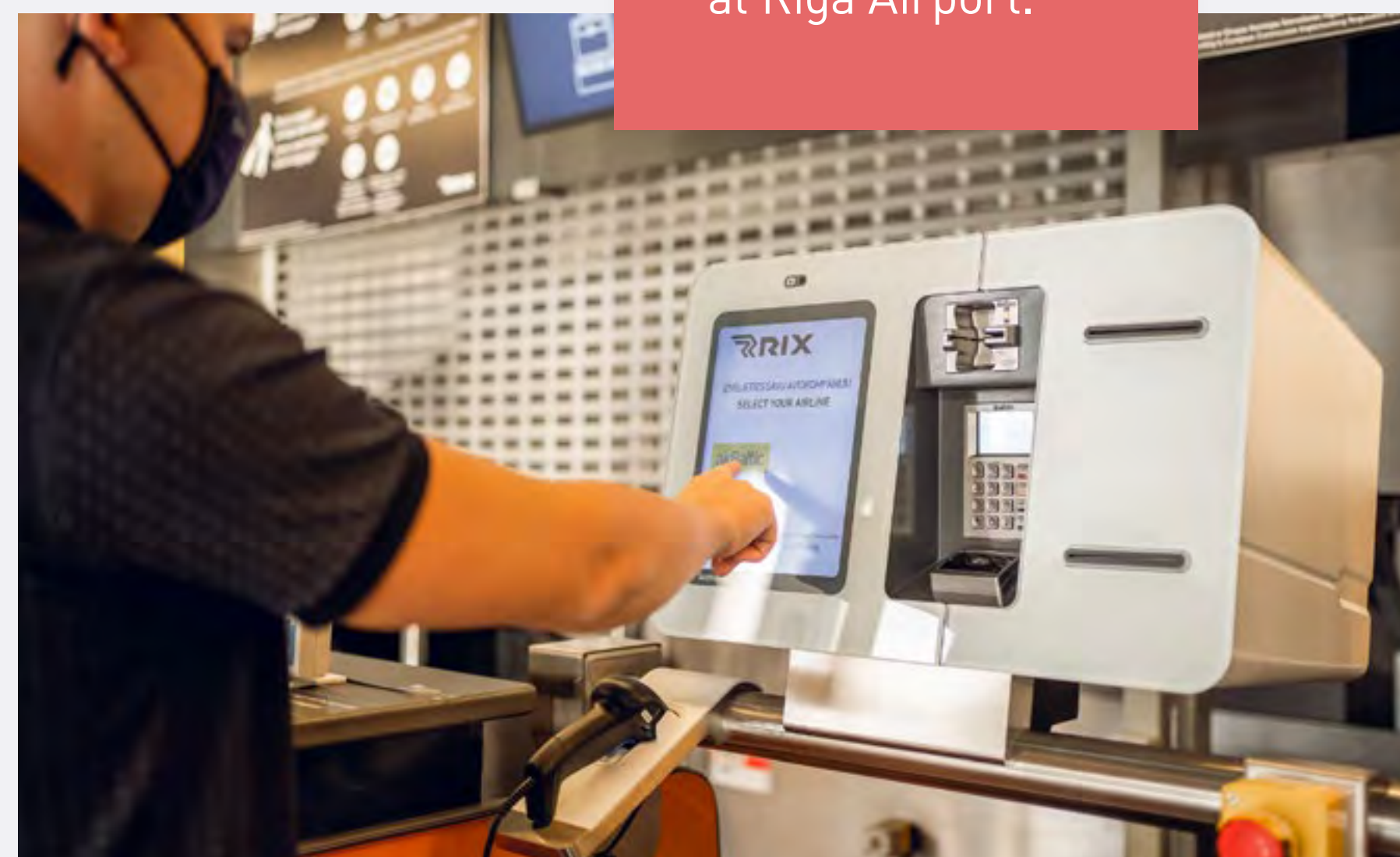
Ryanair opened a new base and doubled the number of destinations from Riga Airport.



As part of improving the equipment of Riga Airport, four electronic gates for document checks were replaced at the departures terminal, thus modernising and speeding up passenger service, and reducing the need for manual document checks.

Riga Airport's business lounge received the highest grade in the *Skytrax* COVID-19 security rating.

Four self-service luggage drop points launched at Riga Airport.



VAS 'Latvijas gaisa satiksme' (LGS) and Riga Airport received the European Organisation for the Safety of Air Navigation (*Eurocontrol*) certificate confirming the successful development and implementation of ACDM (*Airport Collaborative Decision Making*) procedures.



Riga Airport launched an electric car charging station and, thanks to the equipment available, any electric car can be charged there. The charging station is located at the entrance to the airport's P3 car park.





# 2021 HIGHLIGHTS AND ACHIEVEMENTS

Work began at the construction site for the *Rail Baltica* station at Riga Airport and related infrastructure.



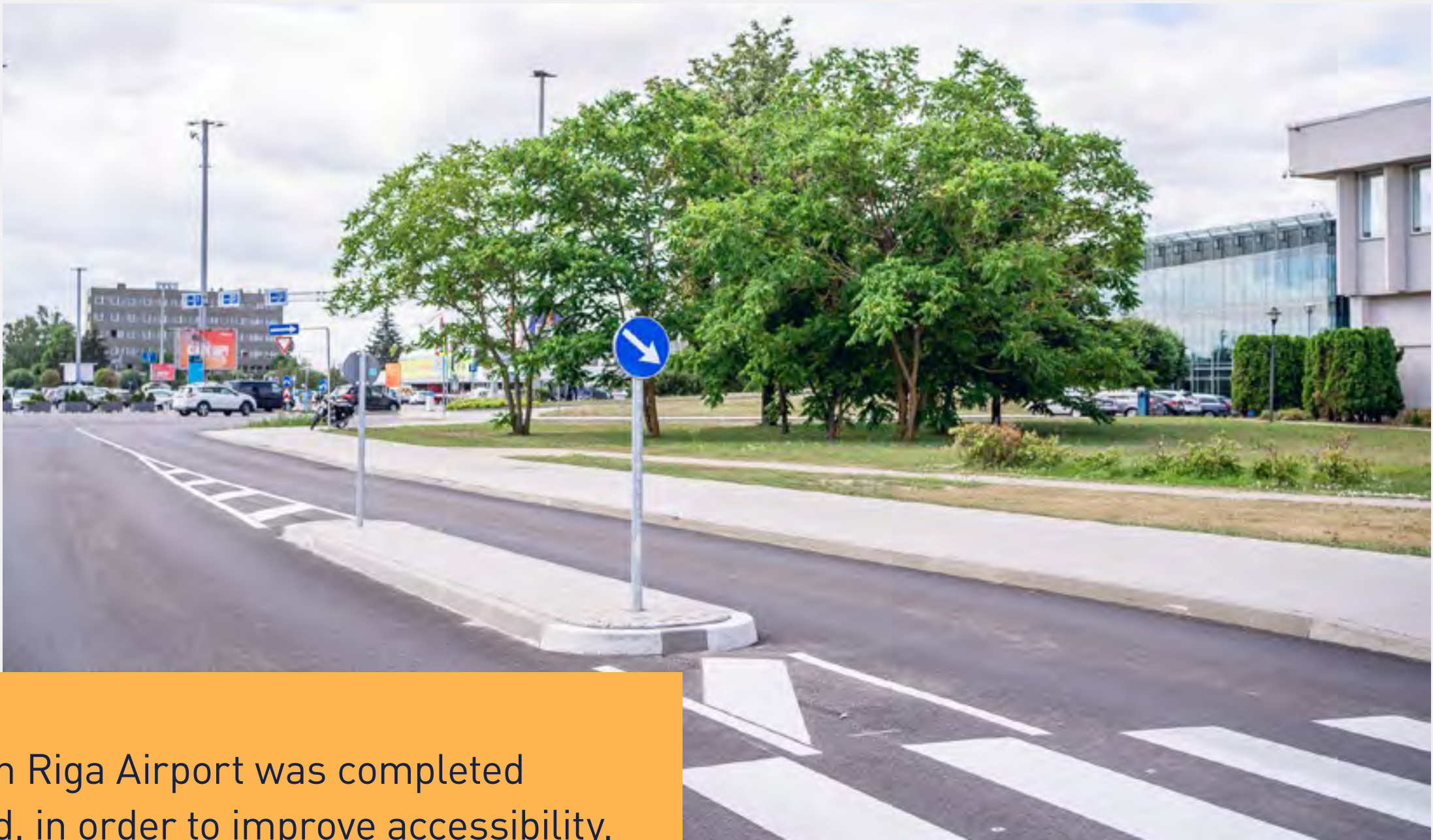
Riga Airport joins the Airport Council International Europe (ACI Europe) *Net Zero 2050* initiative, thus demonstrating its commitment to achieve the total elimination of CO<sub>2</sub> emissions from sources under the airport's direct control by 2050.

98.71%: groundhandling punctuality rate at VAS 'Starptautiskā lidosta "Rīga"' ('Riga Airport').

Riga Airport provided apron handling for airBaltic.

On 17 November 2021, the Ministry of Foreign Affairs joined the Memorandum of Cooperation on the Prevention of Human Trafficking in the Aviation Sector signed by Riga Airport, the national air carrier airBaltic, the Ministry of the Interior, the 'Patvērums "Drošā māja"' association, and the Centrs MARTA association.

The second taxiway, built with the support of the Cohesion Fund, started operation at Riga Airport.



The reconstruction of Muzeja Street in Riga Airport was completed with the support of the Cohesion Fund, in order to improve accessibility, increase traffic safety, and reduce environmental pollution risks.





# AWARDS AND RECOGNITIONS

**Sustainability Index  
Platinum Category 2021**  
(Institute for Corporate Sustainability and Responsibility)<sup>6</sup>.

**3rd place in the 2020 Top Employer survey** for the transport and logistics sector (by CV-Online)<sup>7</sup>.

**Seventh most loved, and ninth most humane/ socially responsible Latvian brand in 2021<sup>11</sup>**  
(Latvia's best-loved brands list).

**Riga Airport was found to be one of the most attractive employers in Latvia** in the 2021 Most Attractive Employers in the Baltics study<sup>8</sup> (by Kantar Latvia).

**Gold-tier company** in the SRS Advanced Cooperation Programme, in 2021<sup>9</sup>  
(State Revenue Service).

**Family Friendly Workplace 2021–2023**  
(Social Integration Fund).

**RailBaltica Platform 5 at Riga Airport was found to be the best new civil engineering structure of the year in the 2020 Best Building of the Year in Latvia<sup>10</sup>**  
(Latvian Builders' Association).

**Inclusive Working Environment Award in the Our Principles category in 2021** ('Dažādība ir spēks' movement of the Social Integration Fund)<sup>12</sup>.

<sup>6</sup> Source: Institute for Corporate Sustainability and Responsibility Available at: [Sustainability Index 2021 results — InCSR — InCSR](#)

<sup>7</sup> Source: CV-Online. Available at: [TOP darba devējs 2020 tops | Topdarbadevejs.lv](#)

<sup>8</sup> Source: Kantar Latvia. Available at: [Kuri ir pievilcīgākie darba devēji Latvijā un kā par tādu kļūt? — KANTAR Latvia](#)

<sup>9</sup> Source: State Revenue Service. Available at: [Register of participants | State Revenue Service \(vid.gov.lv\)](#)

<sup>10</sup>Source: Best building of the year in Latvia. Available at: [Engineering structures 2020: Best Building of the Year in Latvia \(gadabuve.lv\)](#)

<sup>11</sup>Source: Latvia's best-loved brands. Available at: <https://balticbrands.eu/en/rankings/mostloved/lv/1>

<sup>12</sup>Source: Dažādība ir spēks. Available at: [2021 winners: Dažādība.lv \(dazadiba.lv\)](#)





# EXTERNAL FACTORS AND TRENDS AFFECTING THE COMPANY

The following external factors affecting the company were identified and analysed in the Riga Airport strategy<sup>13</sup>.

## INTERNATIONAL TRENDS IN AVIATION

Aviation and aviation services are some of today's most dynamic business sectors. Airports and related aviation services are distinguished from other sectors by their ability to create and contribute to a wide and diverse range of economic activities, improving the country's overall growth performance.

Various studies have shown that air traffic is sensitive to fluctuations in GDP, determined by the wealth of the population and growth in economic activity, which in turn affects air traffic volumes<sup>14</sup>. This means that predicting the future growth rates of the aviation sector requires an analysis of the expected global GDP growth rates.

Over the past decade, the overall geopolitical context and global challenges have significantly altered the world's social, economic and political realities. Developing regions experienced strong growth, with investment and private financing flows in developing countries increasing significantly

and demographic trends changing. Increasing urbanisation and digitisation of processes was observed. At the same time, Western European countries faced a complex migration crisis. Unrest and political instability, food security crises caused by climate change, as well as instability in financial and capital markets, and illegal migration, had the greatest negative impact on the world's poorest countries. The number of regions where military conflicts are taking place increased. The threat of illegal migration and terrorism had a significant impact on economic growth and tourism demand in Greece, Egypt, Cyprus, and Turkey. All of these factors had

a direct and indirect impact on the aviation industry. However, air traffic proved resilient to the various external shocks that the world had experienced up to the 2020 COVID-19 pandemic<sup>15</sup>.

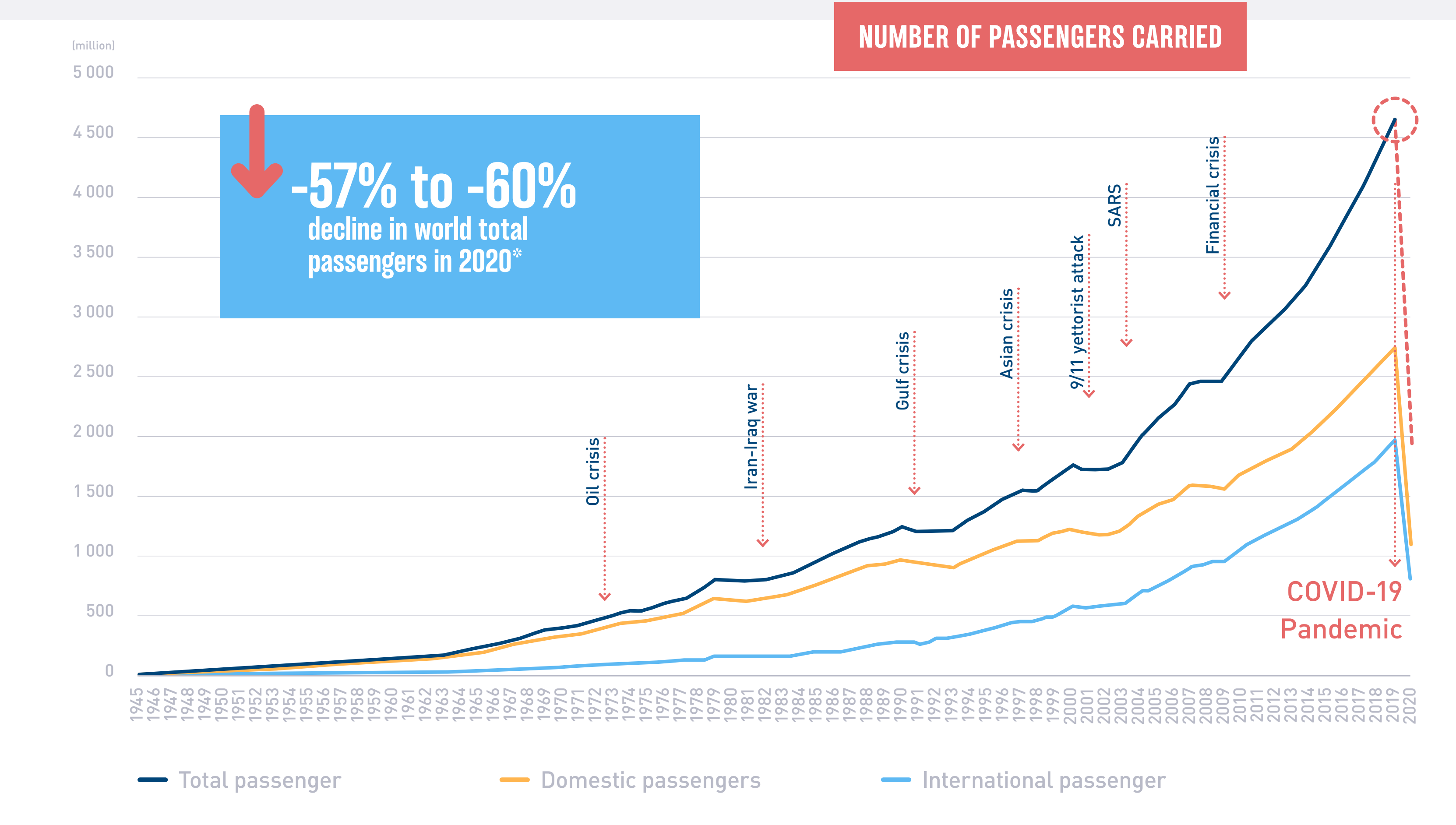
<sup>13</sup> Medium-term operational strategy of VAS "Starptautiskā lidosta "Rīga"" for 2021–2027

<sup>14</sup> Global air passenger growth and GDP growth (%) in 1990–2018. Source: World Bank data. Available at: <https://data.worldbank.org/>.

<sup>15</sup> Global air traffic trends in 1945–2020, ICAO Report *Economic Impact Analysis*.







# AVIATION IN EUROPE AND THE BALTICS

Considering the aviation sector in the context of Europe and the Baltic States, passenger traffic growth rates in Europe, the Baltics and Latvia started to slow down in 2019. The increase in Latvia's average growth rate compared to the European Union average leads to the conclusion that Latvia's market saturation in recent years exceeded that European average level. However, with the COVID-19 pandemic, the aviation market took a significant hit, and its future development is difficult to predict. The recovery of both the European and Baltic aviation markets to 2019 levels is unlikely to be achieved before 2024. At the same time, the main long-term growth drivers and trends will persist. Recent years' growth indicators confirm Riga Airport's stable leading position in the Baltics. They also prove that the Baltic market is becoming too small for Riga Airport and that the airport was right in its decision to compete on a wider international arena, aiming to become a growing aviation hub in Northern Europe.

The COVID-19 pandemic led to a downward revision of both GDP and passenger and freight traffic forecasts for 2039, as compared to those made at the beginning of 2019. Annual growth rates in Europe are projected to be on average lower than global averages in the future. European GDP is expected to grow 1.2%, while passenger traffic is to rise 3.1%. GDP growth is predicted to be at an average of

only 2.5% globally, and 3.6% in Asia, indicating that passenger and freight traffic will grow faster there. The impact of the COVID-19 pandemic is still subject to many unknowns. The impact is projected to be strong in the coming years, but the main drivers of long-term growth and trends in the aviation sector will persist. It is predicted that air traffic will take

three years to return to 2019 levels after beginning of the vaccinations, after which it will take a few more years for the industry to return to its long-term growth trends.





## ECONOMIC GROWTH AND TRANSPORT DEVELOPMENT POLICY IN LATVIA

Economic growth directly correlates with demand for aviation services, which generates more passenger traffic, meaning that further development of Riga Airport depends on Latvia's economic growth rates in the medium run. According to the Ministry of Finance<sup>16</sup>, in 2021 GDP gradually increased compared to 2020 due to better external demand and the European Recovery and Resilience Facility financing, which promotes new investments and exports.

In addition to GDP forecasts, the demographic situation is an important factor that will affect Riga Airport's passenger traffic. Given the geographical location of Riga Airport, its passenger growth potential is limited. Although the economy is expected to gradually recover, the population of the Baltic States is on a downward trend. Due to negative natural population growth and international migration,

by 2027 the projected population of Latvia will have fallen to 1.78 million, that of Lithuania to 2.5 million, and in Estonia, to 1.31 million.

Although the Baltic States have a small population and the potential for population growth is limited, the construction of the new *Rail Baltica* railway line, which will integrate all the Baltic States into a common European rail network, will extend the coverage area of Riga Airport and improve access to it from other regions. *Rail Baltica* will bring additional passenger traffic from the Pärnu region in Estonia and from Kaunas and Panevėžys in Lithuania. At the same time, *Rail Baltica* will compete with airlines operating short flights, potentially drawing direct and transfer passengers away from them.

The Latvian Sustainable Development Strategy 2030<sup>17</sup> envisages that the development of road, railway, port, and international airports infrastructure will play an important role in improving Latvia's external accessibility. Air transport remains the key to fast external accessibility for passenger traffic.

The National Development Plan for 2021–2027<sup>18</sup> identifies quality living

environment and territorial development as one of its priorities, and among the tasks to be carried out is also the improvement of international connectivity by implementing the *Rail Baltica* project, further developing Riga International Airport and at the same time increasing the competitiveness of transit services, and reaching new markets, making Riga an important and modern multimodal transport hub.

The medium-term policy planning document for the development of the transport sector, the Guidelines for Transport Development in 2021–2027<sup>19</sup>, sets a number of objectives for meeting mobility needs of people in a sustainable way, while contributing to the country's economic growth, including the development and accessibility of the business environment. In order to achieve this, Riga Airport's priorities include the implementation of stage 6 of the development of the passenger terminal, the provision of cargo infrastructure adequate to the amount of cargo processed, and the completion of the ongoing Cohesion projects.

According to the Law on Governance of Capital Shares of a Public Person and

Capital Companies, the overall strategic objective of Riga Airport is determined by the Cabinet of Ministers, and defined as follows: 'Provide modern air transport infrastructure and services appropriate for a regional hub, offering convenient and safe connectivity for passengers and business, and to promote sustainable development and competitiveness.'

<sup>16</sup> Ministry of Finance projections for 2020–2023. Available at: <https://www.fm.gov.lv/lv/aktualitates/jaunumi/budzets/62635-fm-2021-gada-prognoze-ekonomikas-izaugsmes-atjaunosanos-ar-51-pieaugumu>

<sup>17</sup> Source: 2030 Latvian Sustainable Development Strategy.

<sup>18</sup> Source: Latvian National Development Plan for 2021–2027. Available at: <https://www.pkc.gov.lv/index.php/lv/nap2027>

<sup>19</sup> Source: Guidelines for Transport Development in 2021–2027. Available at: [https://www.sam.gov.lv/lv/sabiedriskas-apsriesana-transporta-attistibas-pamatnostadnu-2021-2027-gadam-projekts-un-strategiskas-ietekmes-uz-vidi-novertejuma-vides-parskata-projekts/tap-2021-2027\\_pirma-redakcija.pdf](https://www.sam.gov.lv/lv/sabiedriskas-apsriesana-transporta-attistibas-pamatnostadnu-2021-2027-gadam-projekts-un-strategiskas-ietekmes-uz-vidi-novertejuma-vides-parskata-projekts/tap-2021-2027_pirma-redakcija.pdf)





The main future priorities of the Ministry of Transport, which directly apply to Riga Airport in promoting the development of the aviation industry until 2027, are:

- Increase Riga’s influence as a major European hub by further developing the infrastructure of Riga Airport, expanding the network of flights, facilitating the growth of transit passenger traffic, and pursuing an attractive pricing policy;
- Increase the capacity of Riga Airport’s terminal and airfield to manage the planned increase in passenger traffic.

# COMPETITION ANALYSIS

Competition is intense not only for airlines, but also for airports, which often have to compete for the same passengers due to the opening of national borders and the development of road and rail networks. Riga Airport has positioned itself as a regional air traffic hub and a leader in the Baltic States thanks to successful infrastructure development, the growth of airBaltic, as well as



geographic location. Transport hubs are characterised by large and stable coverage areas, high proportion of transfer passengers, high levels of connectivity, and high-quality services. Although Riga Airport has a relatively small coverage area, it has achieved a high proportion of transfer passengers and a high connectivity rate, largely thanks to the airBaltic business model, and as a regional hub, Riga Airport has no directly comparable competitors in the Baltics. The airports that act as transport hubs in Riga Airport’s target markets are those of Berlin, Copenhagen, Helsinki, St Petersburg, Stockholm,

Oslo, and to a lesser extent, Warsaw.

Considering the geographical position of Riga Airport and its operation as a regional hub in cooperation with airBaltic, one can identify the following groups of competitors:

- the largest airports in the Baltic States, i.e. Tallinn, Vilnius and Kaunas, analysing competition from the perspective of serving direct destinations, and
- Helsinki, Stockholm, Copenhagen, and Oslo airports, which can be considered the closest hubs to Riga Airport, analysing the

competition in the context of hubs, insofar as this is in line with Riga Airport’s connectivity objectives.

In the future, it is expected that airBaltic will continue to use Riga Airport as its main transit airport. Nevertheless, Vilnius airport also experienced rapid development in recent years, which has intensified competition between the major airports in the Baltic States.





# COVERAGE AREA OF RIGA AIRPORT

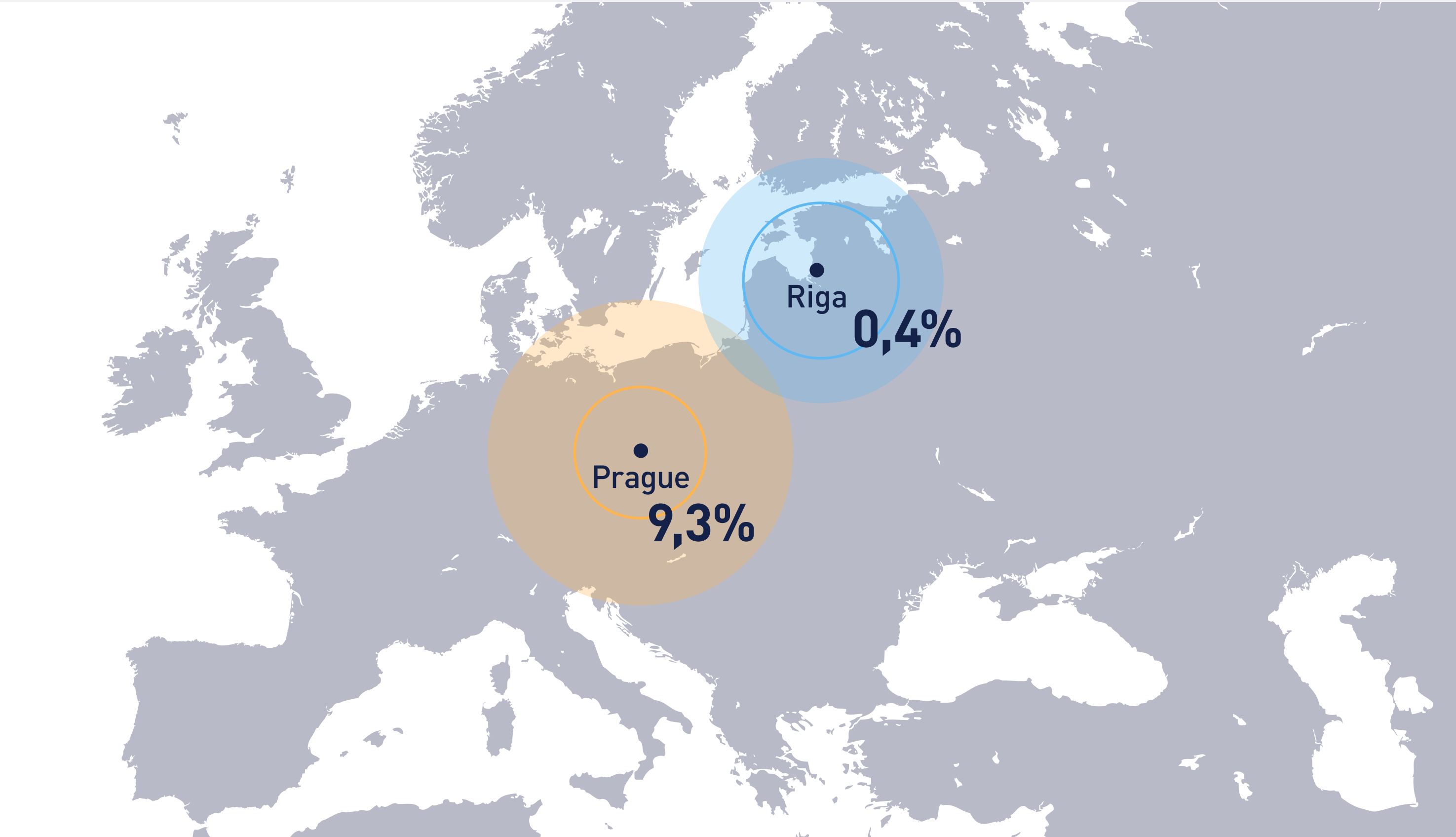
The Baltic States are located on Europe’s periphery, with a low population density and a poorly developed transport infrastructure. Baltic airports<sup>20</sup> have partially overlapping coverage areas, which means that they are trying to attract the same passengers.

Riga Airport’s<sup>20</sup> main coverage area includes Riga, the capital of Latvia, and the broader area around it. In the broadest sense, Riga Airport’s coverage area is within a radius of 300 km, or a 3–4-hour drive from Riga, and includes all Baltic capitals, with a total population of around 6.2 million. Riga Airport enjoys an advantageous geographical location in the centre of the Baltic States, while the coverage area of Tallinn and Vilnius airports

are limited by the Baltic Sea and the borders with Belarus and Russia. The coverage area of Riga Airport is characterised by a low population density and low purchasing power, as evidenced by the fact that only 2% of Europe’s purchasing power can be reached within an eight-hour drive from Riga.

<sup>20</sup> Coverage area: the geographical area, from which an airport draws passengers for air transport.

Riga Airport’s location (the part of Europe with the most purchasing power is within a distance of two and four hours) and coverage area within a 300 km radius.





# RIGA AIRPORT'S INFLUENCE, ROLE, AND RESPONSIBILITIES

## CONNECTIVITY AND PROMOTING LATVIA AS AN ATTRACTIVE DESTINATION

As mentioned in the Airport Facts and Figures section, Riga Airport handled 2.35 million passengers in 2021, which is 17% more than the year before, but still 70% less than before the pandemic, in 2019. In 2021, Riga

Airport continued to provide services in the travel environment changed by the COVID-19 pandemic, implementing effective epidemiological safety measures to protect employees and passengers and ensuring economic stability in the face of a sharp decline in passenger numbers, supporting those activities that were less affected by the pandemic: the airport's business park, cargo operations, maintenance services and others.

One of Riga Airport's priorities was to

develop an extensive route network, and the airport continuously negotiates with air carriers to open new routes.

Throughout 2021, individual negotiations with air carriers to maintain and expand the route network have resulted in a high number of direct destinations in the summer season, with 95, and in the winter season, the airport got six more destinations than even in 2019. The most important negotiations were held with *Ryanair*, about establishing its base at Riga Airport. *Ryanair* opened the base in October, for two aircraft and flights to 16 new destinations.

In 2021, 31 new destinations were launched, one of the highest numbers of new destinations in recent years. *Turkish Airlines*, *Uzbekistan Airways*, and Norwegian resumed scheduled flights from the airport in the second quarter, after the bans were lifted, but the Belarusian airline *Belavia* stopped its flights. A total of 11 airlines offered scheduled flights in 2021. Charter flights were provided by *SmartLynx Airlines*, Greek carrier *Aegean Airlines*, Turkey's *Sun Express* and *Freebird Airlines*, as well as the Lithuanian carrier *GetJet Airlines*. A

new tour operator, *Coral Travel*, began operating at Riga Airport, providing flights to Antalya.

Marketing support is provided to air carrier to encourage passenger and cargo traffic growth and to expand the destination network. A summer destination campaign took place in June, as well as a winter season campaign and nine new destination launch events in autumn.

In 2021, Riga Airport representatives took part in the *World Routes 2021* forum in Milan, the world's largest forum for developing routes, which was held in person for the first time after a long break due to COVID-19. The forum brought together 13 carriers and representatives of several airports to discuss the potential of flights to Riga Airport, plans for new flights, the impact of flight restrictions and other cooperation matters.

The aviation industry—Riga Airport, airBaltic, VAS 'Latvijas gaisa satiksme', Civil Aviation Agency, and LAA—continued to work together to build a common dialogue on resuming flights with the government. There was also cooperation with the tourism industry—the Association of







Latvian Travel Agents and Operators and its members—on joint proposals to restore travel flows.

One of the pillars of Riga Airport’s growth is the development of air cargo traffic. To promote the development of the cargo segment, Riga Airport joined the national transit and logistics trademark *VIA Latvia*, developed under the supervision of the Ministry of Transport. The airport’s participation in this project is an opportunity to become involved in the development and presentation of multimodal transport and logistics solutions at international fairs and national work group meetings abroad.

Thanks to the joint marketing activities of air, sea, and rail transport companies, in conjunction with VAS Latvijas Pasts, an e-commerce programme was implemented delivering cargo from China (Hangzhou and Hong Kong) with further distribution to other countries via the postal network. There was also success in securing e-commerce transit courier traffic for shipments from China to Ukraine, Lithuania and Estonia via Riga. Participation in international fairs in Shanghai, Shenzhen, Riga, Minsk, Moscow, Almaty, and Tashkent

under the brand *VIA Latvia* contributed to the global recognition of Riga Airport as an excellent and competitive provider of cargo transportation services. Despite the impact of COVID-19, Riga Airport processed 27.8 thousand tonnes of cargo in 2021. This is 20% more than in 2020 and 2.1% more than in 2019.

Key cargo segment development projects in 2021:

- An agreement was signed with AS Air Baltic Corporation on providing development rights for the construction of a logistics centre at the new cargo apron. The new cargo terminal is planned to be built by 2024, which will significantly increase the capacity of cargo warehouses and, consequently, the potential to expand the processing of cargo at Riga Airport;
- Regular cargo services were launched on the Riga–Hong Kong–Riga route, operated by the international courier operator Venipak in conjunction with Atran Airlines;
- Discussions are underway to increase e-commerce through Riga Airport.





AIR CARRIERS



airBaltic



Ryanair



Wizz Air



Norwegian



Aeroflot



Lufthansa



SmartLynx Airlines



Finnair



LOT Polish Airlines



Turkish Airlines



Belavia



Uzbekistan Airways



Aegean Airlines



Sun Express



Freebird Airlines



GetJet Airlines

PASSENGER CARRIERS

In 2021, Riga Airport served 11 airlines, both full-service and low-cost ones. The largest air carrier at Riga Airport is the national airline airBaltic, whose share in 2022 was 57.2%.

The second largest carrier at Riga Airport is the Irish low-cost airline *Ryanair* with 21.2% share of passengers. *Ryanair* has based two aircraft at the airport since October, which has significantly increased both the number of destinations and the airline's market share. In the third place is the Hungarian low-cost carrier *Wizz Air*, with 5.5%, which closed a base for two

aircraft at Riga Airport, but continues to operate flights to several destinations. For information about the top 10 airlines by passenger and flight numbers, see also About the Airport on [page 8](#).

*airBaltic* also brings the largest share of transfer passengers to Riga Airport. In 2021, the number of

transit/transfer passengers reached 534.5 thousand, representing 23% of the total passengers carried. Transfer passenger numbers in 2021 rose 7.9% compared to 2020, but remain lower than in 2019 because of COVID-19, not least due to the banning of flights to non-EU countries, which accounted for a large amount of transfer passengers, at the beginning of the year.





Number of transfer and transit passengers, thousands					
Years	2017	2018	2019	2020	2021
Number of transfer and transit passengers	1787	1984	2377	496 <sup>21</sup>	535

Riga Airport offers direct flights to major cities in Europe, Asia, and Africa. In 2021, the most popular scheduled destinations from Riga were London, Tallinn, and Frankfurt, while in terms of countries the most popular were flights to Germany and the UK (see also the About the Airport section on [page 8](#) for information about the top 10 destinations by passenger and flight amounts).

Air travel has historically been more popular during summer months. The busiest period of the year at Riga Airport is from May to October, when around 60% of the passenger traffic for the year is processed. With the gradual relaxation of travel restrictions intended to contain the spread of COVID-19 during summer 2021, caused by the progress of the vaccination campaign and the introduction of the EU Green Certificate, the number of passengers served increased significantly in the second half of 2021, resulting in 83% of the 2021 total being served within the period between July and December.

In 2021, the most popular destinations for charter flights in the summer season were Antalya, Heraklion, and Burgas, and in the winter season Hurghada, Sharm el-Sheikh, and Tenerife. Charter flights accounted for around 7% of the total passenger traffic in 2021.

## CARGO CARRIERS

In 2021, Riga Airport handled 47% of all air cargo in the Baltic States: a total of 27.8 thousand tonnes, 20% more than the year before. Cargo transport as part of passenger transport increased by 16%, and cargo flights rose 21%.

In 2021, the cooperation with Cainiao Smart Logistics Network Limited, Alibaba Group’s e-commerce shipping logistics subsidiary, continued, delivering e-commerce air cargo from China to Ukraine, Lithuania, and Estonia via Riga. Atran, AviaStar TU, Red Wings, Rossiya Airlines, Smartlynx Airlines, GetJet Airlines, S7 Cargo, and Siberia



Airlines operate deliveries from Hangzhou and Hong Kong to Riga.

The airport most frequently processed postal and e-commerce shipments, electronics, pharmaceuticals, spare parts, and high-value and dangerous goods intended for export, as well as high-value and spare parts, postal and e-commerce shipments, pharmaceuticals, food, and transit cargo intended for import. In 2021, post (including transit post) accounted for 32% of all cargo traffic at Riga Airport.

Riga Airport has five air cargo warehouses: Baltic Cargo Center, ACTS, DHL, KOLL, GreenCarrier, as well as the central mail processing complex of VAS Latvijas Pasts.

Destinations for scheduled air cargo services:

- Lithuania (Vilnius, Kaunas);
- Sweden (Stockholm, Örebro);
- Germany (Munich, Cologne, Erfurt);
- Belgium (Liege);
- People’s Republic of China (Hangzhou, Hong Kong).

Air cargo partners:

- DHL;
- TNT/FedEx;
- UPS;
- ATRAN.

<sup>21</sup> The number of transfer and transit passengers was updated in the 2020 Sustainability Report, as the number of transfer passengers in the report was shown not including the number of transit passengers.





# POSITIVE IMPACT AND CONTRIBUTION TO THE ECONOMY AND SOCIETY

103, 203-2

The economic dimension of sustainability represents the impact of an enterprise or organisation on the economic conditions of its stakeholders and on economic systems at local, national and global levels.

## MANAGING ECONOMIC IMPACT

Strategy, activity plans

Audit plans

ISO certification

Risk assessment tool

Whistleblowing tool

Data collection and analysis

The economic impact of Riga Airport is incalculable: as a leader in passenger and air cargo transport in Latvia and in the Baltic States that strives to become one of the key air traffic hubs in Northern Europe, Riga Airport takes care the region's connectivity to strategic destinations, which directly affects the tourism and hospitality industry, and foreign investments in Latvia.

According to an industry study commissioned by LAA<sup>22</sup>, aviation in Latvia accounts for 76% of the aviation industry's value added and €177 million of the gross domestic product (GDP). Of this share, Riga Airport's contribution is estimated at around 20%.

In its studies, LAA uses indirect benefits to measure the associated impact on Latvia's GDP, including:

- indirect contribution, linked to supply chains for goods and services;
- induced contribution, related to the consumption of aviation workers;
- catalyst effect, linked to the availability of quality aviation services (tourism, mail, courier services, etc.).

According to LAA, studies carried out between 2014 and 2020 estimated the share of this impact in the GDP structure at between 2.5% and 3.5%, indicating that the share of aviation's economic impact on the economy was very stable for at least the last five years,

even slightly outpacing the country's overall economic growth.

For example, in 2019, the direct impact (aviation sector output) was 0.99%, the indirect impact (goods and services supply chains) was 0.55%, the induced impact (consumption by those working in aviation) was 0.30%, and the catalytic impact (tourism, post, courier services, etc.) was 1.65%, for 3.5% of the GDP in total<sup>23</sup>.

<sup>22</sup> Source: LAA study 'Assessment of Economic Impact on the Latvian Aviation Sector'. Available at: [https://217bebb8-ac9e-451b-9c37-143d01207631.filesusr.com/ugd/d4ddd3\\_9060f358eda34fb9b77daed747e4d707.pdf](https://217bebb8-ac9e-451b-9c37-143d01207631.filesusr.com/ugd/d4ddd3_9060f358eda34fb9b77daed747e4d707.pdf)

<sup>23</sup> Source: LAA study 'LAA pētījums par Covid-19 ietekmi uz Latvijas aviācijas nozari'. Available at: [https://217bebb8-ac9e-451b-9c37-143d01207631.filesusr.com/ugd/d4ddd3\\_88be0a4f9cbc402d8160d277ab9dfc32.pdf](https://217bebb8-ac9e-451b-9c37-143d01207631.filesusr.com/ugd/d4ddd3_88be0a4f9cbc402d8160d277ab9dfc32.pdf)





In contrast, the COVID-19 pandemic reduced the estimated contribution of the aviation sector to GDP by 46% in 2020<sup>24</sup>, taking up 19.4% the total national GDP reduction (-4.32%), and 43.82% if including the induced and catalytic effects<sup>25</sup>.

The decline in national GDP in 2020 is directly attributable to aviation services<sup>26</sup>. The number of people directly

employed in the aviation sector also fell, by 21% (provisional figure). The aviation employment figures are not expected to recover to 2019 levels before 2026, assuming that traffic figures return to 2019 levels around 2024.

The aviation industry commissioned *Oxford Research* to carry out a study on the economic impact of reduced

traffic due to COVID-19<sup>27</sup>. One can conclude that the restrictions imposed on the sector cause very significant losses to the national economy, accounting to a proportion of 20% (direct losses to the aviation sector) to 43% (taking into account the tourism and related services sectors) of the total GDP decline.

Before the crisis, the aviation sector

directly employed a total of 4400 people. The number of people employed in related sectors reached 21,000.<sup>28</sup>

The next LAA study will take place in the first half of 2022 and will take a very detailed look at the current situation in aviation and related industries after several years of the pandemic, calculating the losses to the industry and the national economy.

**SHORT-TERM ECONOMIC EFFECT OF THE AVIATION SECTOR IN EU27<sup>1</sup>:**

Tourism catalyst **33.3%**

Induced impact **16.9%**

Indirect impact **23.7%**

Direct impact **26.2%**

**LONG-TERM ECONOMIC EFFECT OF THE AVIATION SECTOR IN LATVIA<sup>2</sup>:**

Long-term economic effect of the aviation sector: rise in investment and productivity, accounting to up to 1% of the GDP.

**THE AVIATION SECTOR HAS A CRITICAL LONG-TERM AND SHORT-TERM ECONOMIC EFFECT IN LATVIA AND EUROPE.**

**RESTRICTIONS IN AVIATION LEAD TO SEVERE ECONOMIC CONSEQUENCES THAT TAKE A LONG TIME TO ELIMINATE.**

<sup>1</sup> Lacus Et AL., Estimating and projecting air passenger traffic during the COVID-19 coronavirus outbreak and its socio-economict, 2020

<sup>2</sup> Roland Berger, Economic impact assessment 2019.

<sup>24</sup> Source: LAA study 'LAA pētījums par Covid-19 ietekmi uz Latvijas aviācijas nozari'.

<sup>25</sup> Source: LAA study 'Pētījums par Covid-19 ietekmi uz aviācijas nozari Latvijā un Eiropā'. Available at: [https://217bebb8-ac9e-451b-9c37-143d01207631.filesusr.com/ugd/d4ddd3\\_2f4a3385a644469599b1713498cb957f.pdf](https://217bebb8-ac9e-451b-9c37-143d01207631.filesusr.com/ugd/d4ddd3_2f4a3385a644469599b1713498cb957f.pdf)

<sup>26</sup> Source: IATA 'The importance of air transport to Latvia'. Available at: <https://www.iata.org/en/iata-repository/publications/economic-reports/latvia--value-of-aviation/>

<sup>27</sup> Source: LAA study 'Pētījums par Covid-19 ietekmi uz aviācijas nozari Latvijā un Eiropā'.

<sup>28</sup> Source: LAA study 'Latvijas aviācijas loma tautsaimniecībā'.





## IMPACT ON THE ECONOMY

Riga Airport is one of the largest taxpayers in Latvia, paying EUR 10,356,085 in taxes to the national treasury in 2021.

Given that

- Riga Airport does not miss any business reporting and tax reporting deadlines;
- the net turnover in each of the last three accounting years exceeded EUR 4,000,000;
- the total annual tax revenue recovered by the State Revenue Service (SRS) over the last three years exceeded EUR 700,000,
- and other criteria, Riga Airport was included in the highest Gold tier of the State Revenue Service's Advanced Cooperation Programme<sup>29</sup>.

<sup>29</sup> Source: SRS, available at: <https://www.vid.gov.lv/lv/dalibnieku-registrs>.

## ACTIVE CIVIC ENGAGEMENT IN INDUSTRY AFFAIRS

Riga Airport actively participates in the special-interest think-tanks jointly established by LAA and the Ministry of Transport. This cooperation platform involves almost all Latvian aviation stakeholders, providing an integrated platform for communication, exchange of information, and implementation of new cooperation projects. The think-tank meetings are held once a month and cover a variety of topics, such as the state of sustainable aviation fuels and solutions, drafting of laws for the safe use of drones, etc. The think-tank meetings also look at the development plans of various aviation companies.

The results of the think tank meeting can be found publicly on the LAA website, in the [Domnīca blog](#).

The annual Riga Aviation Forum organised by the LAA, one of the largest events for aviation professionals in the Baltics, did not take place in 2021. The forum was cancelled as a result of the threat of the pandemic and the



various epidemiological limitations it caused. The next event is planned for June 2022.

Riga Airport participates in the initiatives of Latvian employers, including participation in the permanent working group on labour legislation of the Employers' Confederation of Latvia (LDDK), which examines, proposes and provides opinions on labour legislation and regulations, and amendments to them. In 2021, the LDDK work group

discussed and made recommendations on the amendments proposed by the Free Trade Union Confederation of Latvia to the Labour Law, held discussions on the reimbursement of expenses for distance working and discussed the draft 'Amendments to the Labour Law', which were prepared to implement Directive (EU) 2019/1158 of the European Parliament and of the Council of 20 June 2019 on work-life balance for parents and carers, and other issues.







# WORK WITH STAKEHOLDERS

102-40, 102-42, 102-43, 102-44

As a sustainable and socially responsible company, Riga Airport seeks to recognise its true impact and manage its role in society. The airport makes a significant contribution to Latvia’s economy and future development, and its activities involve a wide range of stakeholders. Cooperation with them is part of Riga Airport’s responsibility in business.

The airport’s stakeholders were identified, assessed and grouped according to GRI guidelines and the

AA1000 Stakeholder Engagement Standard.

In 2019, Riga Airport identified the following groups of stakeholders:

- 1. those with a significant influence (most important and closely associated stakeholders without which the company cannot exist): the shareholder (Ministry of Transport), employees and their trade union, business partners, investors/sources of financing, clients, passengers, and

suppliers (importance rating: 1);

- 2. those with a moderately significant influence (that require the company to implement regulations and a framework to govern activities): supervisory organisations, national and local authorities (importance rating: 2);
- 3. less significant stakeholders (fostering relationships to ensure better long-term business success): media, local community and

representatives of the public, educational facilities, NGOs and environmental organisations, professional associations and industry experts (importance rating: 3).

In 2019, Riga Airport surveyed the most relevant organisations in each group and invited them to a stakeholder workshop, which led to the identification of the most important environmental, social and economic topics, see [page 45](#).

At the first stakeholder workshop organised by Riga Airport in May 2019, representatives of key stakeholders expressed their views on their co-operation to date, stating proposals and expectations on topics of importance for the company’s sustainability as part of the discussion-based event. The workshop was attended by 51 representatives of stakeholders, and Riga Airport received a total of 55 recommendations in the following six sustainability fields:

- passenger experience and safety;
- environment;
- working environment;
- supplier relations;
- local community;
- stakeholder relations.





# KEY STAKEHOLDERS OF RIGA AIRPORT

Stakeholder significance	Stakeholder	Stakeholder organisations represented at the workshop that made recommendations
1	Air carriers (including cargo carriers)	Aeroflot, airBaltic, RAF-AVIA, Smartlynx Airlines, Turkish Airlines, Greencarrier Freight Services Latvia
1	Business clients/tenants operating on the company's premises	TAV Latvia
1	Non-aviation service providers	TAV Latvia
1	Employees and trade union	Latvian Trade Union of Airport Employees: 14 employees from different departments of Riga Airport with standard and shift working hours
1	Aviation service providers	SIA Capital Handling, SIA Havas Latvia, VAS 'Latvijas gaisa satiksme'
1	Other suppliers and subcontractors	SIA Ferrus, ESSPO UAB
1	Shareholder	Ministry of Transport
1	Passengers (clients)	Clients offered their suggestions via an online survey
2	Military clients	National Armed Forces
2	Regulators and public authorities	LIAA, Ministry of the Interior, Radiation Safety Centre, Transport Accident and Incident Investigation Bureau, Customs Administration, Cross-Sectoral Coordination Centre
3	Local communities (municipalities, citizens, organisations)	Chairman of Mārupe Municipal Council, chairman of Babīte Municipal Council, residents of Mārupe and Babīte Municipalities, 'Bieriņu apkaimes attīstības biedrība' association, 'Mārupes uzņēmēji' association
3	Business associations	Latvian Chamber of Commerce and Industry
3	Public sector organisations	Latvian Aviation Association
3	Civic society organisations	'Korporatīvās ilgtspējas un atbildības institūts' association, Apeirons association, 'Latvijas Ornitoloģijas biedrība' association, Homo Ecos association
3	Media	Media offered their suggestions via an online survey

stakeholders, the list of stakeholders, and their prioritisation. However, due to the COVID-19 restrictions, this activity was postponed until spring 2022, when the second Riga Airport stakeholder workshop will take place.

Riga Airport assesses the social, environmental and economic impacts of its operations and engages with its stakeholders on relevant issues through such channels as:

- **surveys** – to identify current issues and opinions about services;
- **feedback** – to obtain customer feedback;
- **negotiation or dialogue** – individual or collective consultations;
- **consultations** – seeking or exchanging views;
- **partnerships** – joint decision-making and cooperation.

Communication with stakeholder groups takes place as necessary, but at least once a year.

Riga Airport is already implementing many of the recommendations, and it has decided to improve its reporting practices about its progress to ensure that this information reaches its stakeholders. Proposals already implemented include, for example, the installation of self-care facilities for PRM, and free drinking water facilities in the passenger terminal, as well as the updating and approval of

the new collective bargaining agreement, etc. Other proposals that are in line with the strategic objectives of Riga Airport, but have not yet been implemented, are planned to be put in place in the future, taking into account their relevance and budgetary constraints. These include the development of an interactive website dedicated to environmental issues (including noise), continued work with

schoolchildren by organising special career days for schools in local municipalities, evaluating the possibility of introducing employee contributions to level 3 pensions and helping the local community with maintaining biodiversity.

The stakeholders were last identified in 2019. In 2021, it was planned to update the categories of RIGA Airport's





# KEY SUSTAINABILITY AND RESPONSIBILITY TOPICS

102-46, 102-47, 102-49

The most important social, economic and environmental topics of Riga Airport were identified in a focused manner, and taking into account specific methodology in 2019, using the international GRI standard. The identification of the topics took place in five stages:

- 1. mapping potentially relevant topics;
- 2. identifying priority stakeholders and analysing the relevance of sustainability topics among employees and external stakeholders;

- 3. meetings and discussions with stakeholders;
- 4. summarising the views of external and internal stakeholders in a relevance matrix;
- 5. selecting appropriate sustainability indicators and including them in the non-financial statement.

In 2019, Riga Airport voluntarily adopted the AA 1000 Stakeholder Engagement Standard.

## 1. STAGE

The list of potentially relevant topics initially includes topics relevant to the operation of Riga Airport that could be of interest to both the airport and the affected parties. The following sources were used to identify relevant topics:

- GRI Guidelines and GRI Airport Operators Sector Supplements;
- information disclosed by similar companies in the aviation sector;
- Riga Airport strategy, policies, planning documents and other sources.

## 2. STAGE

The most significant stakeholders of Riga Airport were identified and assessed in a survey of senior managers and leading specialists. See Riga Airport's key stakeholders chart on page 35.

Riga Airport surveyed its internal and external stakeholders to identify key sustainability topics. 98 external stakeholders and 136 internal stakeholders took part in the survey, with a total of 234 responses.

## 3. STAGE

Continuing the work on defining the most important sustainability topics, Riga Airport organised a workshop for key stakeholders in May 2019. It was attended by the company's top management and 50 participants representing all the priority stakeholders of Riga Airport.

During the workshop, both the stakeholders and the management of Riga Airport graded the relevance of the identified topics on a scale of 0 to 4. In addition, the participants of the work





groups discussed ideas and suggestions for how Riga Airport could ensure its sustainability in key topics, and what else Riga Airport could do to become more responsible and contribute to the sustainability of the Latvian public.

The results of the group discussions were presented in a panel discussion.

# 4.STAGE

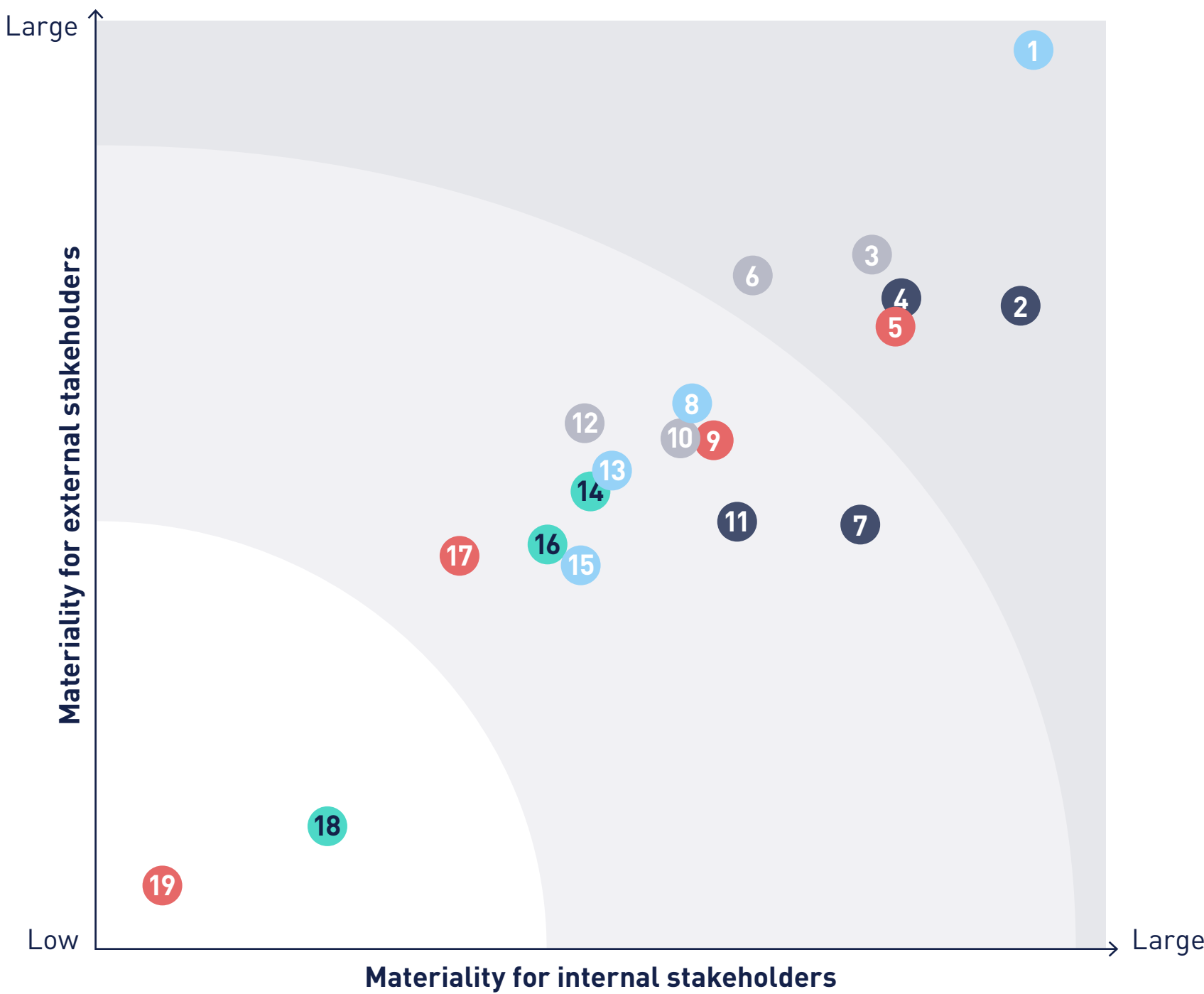
At this stage, the results of the stakeholder vote were compiled and a matrix of the relevance of the sustainability topics was produced. It includes 19 sustainability topics identified relevant to Riga Airport. The vertical axis of the matrix shows the relevance of the topics to external stakeholders, while the horizontal axis shows their relevance to internal stakeholders. The matrix is divided into three parts: significant, moderately significant, and less significant topics. 6 topics were considered significant, 11 topics were considered moderately significant, and 2 topics were considered less significant. The safety of passengers and clients is of paramount significance to both Riga Airport and its external

stakeholders. Of the social topics, infrastructure development was identified as the most important, while noise pollution, waste management, impact on soil, and biodiversity were cited among the environmental topics.

# 5.STAGE

The Sustainability Report covers critical, medium-critical, and less critical topics. Following the GRI standard, 43 indicators were defined for all 19 topics, 5 indicators for airport operators sector supplements, and other relevant topics, see GRI indicator table on page 130. The further aim is to review the significant topics, reported topics, and indicators every two years. The next meeting of the stakeholders was to take place in 2021, but the COVID-19 pandemic led to its postponement to 2022. If the epidemiological situation still prevents the meeting, the company will look for the most efficient ways to organise a similar event in a distance setting.

SIGNIFICANCE MATRIX



Minor aspects Medium significant aspects Important aspects  
Governance Service Workplace Environment Society

1	Safety and security of passengers and customers
2	Health and safety of employees
3	Transparent and ethical governance, compliance
4	training, skills and development
5	infrastructure development
6	Open and fair stakeholder engagement, communication and cooperation
7	Motivation, engagement and fair treatment of employees
8	Accessibility for all (including disabled people)
9	Connecting and promoting Latvia as an attractive destination
10	Human rights in operations and expectations to tenants
11	Availability of workforce and diverse employment
12	Responsibility and sustainability in supply chain/tenders and among tenants
13	Capacity and service quality
14	Noise pollution, waste, impact on ground and biodiversity
15	Passenger and customers experience and satisfaction
16	Energy efficiency and climate impact
17	Active citizenship in teams of sectoral issues
18	Promoting green thinking among passengers
19	Community engagement and employee volunteering





03

# PRINCIPLES OF CORPORATE GOVERNANCE





# EXTERNAL INITIATIVES, GOVERNANCE PRINCIPLES, AND SYSTEMS

102-12

In order to streamline work processes, build reliable and safe infrastructure, reduce environmental impact, and improve service quality, thus contributing to the accomplishment of the company's objectives, Riga Airport has implemented and maintains an integrated management system (quality management system and environmental management system). It is certified in accordance with ISO 9001:2015 and ISO 14001:2015.

In order to demonstrate the sustainable growth of Riga Airport, to reduce CO<sub>2</sub> emissions, and to use energy resources efficiently, the company has implemented and maintained an energy management system since 2018, which in 2020 was certified in accordance with the requirements of the ISO 50001:2018 standard.

Globally, aviation accounts for around 3.5% of greenhouse gas emissions. As

a sustainable company, Riga Airport is committed to reducing greenhouse gas emissions from airport-controlled sources and is one of 193 European airports certified as part of the Airport Carbon Accreditation programme. The airport carries out annual climate impact mapping in accordance with the Greenhouse Gas Protocol and prepares a report verified by an independent third-party auditor, in accordance with ISO 14064:3.

In 2021, the airport joined the ACI NetZero2050 initiative, which aims to reduce the airport's direct emissions to zero by 2050. In 2021, work began on drafting a sustainability strategy, with Climate Impact as one of the sections. The new strategy sets a more ambitious target, that of reducing CO<sub>2</sub> emissions by 65% (relative to 2014) by 2030.

In 2021, Riga Airport continued its participation in the Sustainability Index organised by the Institute of Corporate Governance and Responsibility to promote the integration of sustainability and governance topics into the company's operations. In 2021, Riga Airport was also included in the High Platinum category, remaining in it for three consecutive years.

Riga Airport's Primeclass business lounge was awarded a five-star rating for COVID-19 security measures by Skytrax, the prestigious aviation rating agency.

In order to assess and further improve its approach and practices in diversity management, Riga Airport applied and submitted information for an assessment as part of the 'Dažādībā ir spēks' (Strength in Diversity) ('Ķiploka balva' award) movement, winning one of the five main awards for creating an inclusive working environment and achieving high performance in the organisation's approach to diversity management. The airport received its award in the Our Principles category, for developing a system promoting diversity and an inclusive working environment in general, with a clear and supportive management approach to diversity management principles. At the end of the year, airport representatives shared their experience with others at a training workshop organised by 'Dažādībā ir spēks', presenting the progress made in the accessibility of environments and processes, and psycho-emotional support measures introduced for employees.

In 2021, Riga Airport was awarded the





status of a Family Friendly Workplace for two years, organised by the Society Integration Foundation. The aim of the initiative is to promote the development of an empathetic, humane, and nurturing workplace culture in Latvia, while offering tools to assess the existing workplace environment and help to implement various support measures.

The airport shared examples of good practice:

- Conference ‘Strādāt gudrāk!’ (Work Smarter!) organised by the State Labour Inspectorate on measures to reduce ergonomic risk factors at the airport;
- EPALE\* Community Initiative, talking about the airport’s e-learning experience and lessons learned during the COVID-19 pandemic<sup>30</sup>. Story published on the EPALE platform;
- Business Experience Day events, inviting representatives of other companies to make a virtual visit. The Business Experience Day events aim to promote the exchange of knowledge between different companies, for business development;
- In cooperation with other companies, the airport shared its

experience in the use of e-learning and the company’s car policy.

The airport organised two sessions for sharing experience on business topics:

- the virtual classroom: organising training and engaging staff using online solutions, in the past, present, and future
- COVID-19 information as part of internal communication: pandemic-related stress and learning; how to communicate about health issues important to employees during the pandemic; how to deal with conflicting views and how to achieve results. Riga Airport’s story.

The airport actively cooperates with other companies by contacting them or organising meetings, especially those in the aviation sector, to discuss topical issues such as the practical application of COVID-19 rules, labour law issues, cooperation in recruiting employees, access to more convenient transport for employees, and to organise on-site vaccinations at Riga Airport for the employees of its partners.

Promoting employment and the use of human resources within the industry, Riga Airport cooperated with companies

that were planning to downsize, to offer positions at Riga Airport to employees who would soon lose their jobs.

In 2021, Riga Airport supported young people and other interested individuals in choosing a career and learning practical work skills:

- continued partnership with the ‘Iespējamā misija’ foundation as part of the ‘Dzīvei gatavs’ (Ready for Life) programme for schools, with seven classes taking place;
- provision of internships for 18 interns—students from vocational or higher education institutions—and support for the preparation of their graduation theses;
- organising of several open day events, with one face-to-face and five online sessions;
- offering airport internships for faculty members of the Transport and Telecommunication Institute (TCI), contributing to better higher education in the sector;
- participating in career events coordinated by other organisations: RISEBA University of Applied Sciences, and the State Employment Agency;
- taking part in the State Education Development Agency’s project

- ‘World of Professions’;
- cooperating with the local community (social services of Mārupe and Babīte Municipalities) and educational institutions, providing information about the airport’s career events, internships, and/or job opportunities in various professions.

Riga Airport, as a civic partner and the leading airport and air traffic hub in the Baltic region, participates in activities related to the implementation of the document on the prevention of human trafficking in the aviation sector, together with the national airline airBaltic, the Ministry of the Interior of the Republic of Latvia and the ‘Patvērums “Drošā māja”’ and ‘Resursu centrs “Marta”’ association. In order to improve its services for passengers with reduced mobility, in 2021 the company consulted the Liepaja Society for the Blind on the development of the Phase 6 expansion project, selecting the best options for Braille block guidelines and a signage layout map.

<sup>30</sup> Story published on EPALE platform on 12 January 2022.  
\*EPALE: Electronic Platform for Adult Learning in Europe: adult educators and trainers, counsellors and support staff, researchers and academics, and policy makers.





# ETHICS AND PROFESSIONAL INTEGRITY

102-16, 205-2

A Code of Ethics was approved by the management board in 2018, and in 2019, the principles of business ethics for business partners were developed and approved by the Sustainability Commission, to ensure transparent and ethical business operations.

In addition, Riga Airport developed the PD 0611 P Code of Ethics training programme and requires all employees to complete it every three years. The training programme is based on requirements for dealing with questions about possible violations, and

fraudulent or corrupt practices. In 2019, as part of organising a test of the knowledge of principles of the Code of Ethics among employees, the entire airport staff (except for public officials who are bound by the Law on Prevention of Conflict of Interest in the Activities of Public Officials) underwent e-learning.

For the most corruption-prone positions, in-depth knowledge improvement events are planned to take place at least once every three years, involving speakers from the Corruption

Prevention and Combating Bureau (KNAB) or other external organisations. In 2019, in cooperation with KNAB, Riga Airport organised the Internal Control System for Preventing the Risk of Corruption and Conflict of Interest seminars attended by 25 employees in total.

According to the anti-corruption action plan approved by Riga Airport, the next training course for all of the company's employees, as well as for the most corruption-prone positions, is planned for 2022.

Since April 2019, Riga Airport has included an additional clause in its tender regulations to promote the integrity of the company's business partners. The clause requires the contracting authority of the tender and each of its employees to prevent fraudulent and corrupt practices in their activities, which includes the prohibition of bribing local and foreign officials. The client has approved a Code of Ethics, conducts a corruption risk assessment and implements measures to mitigate and prevent corruption risks. No separate training is organised for business partners. The principles for cooperation with contractors can be found [on the website](#) of the airport.

## COMPLIANCE WITH LAWS AND REGULATIONS IN SOCIAL AND ECONOMIC FIELDS

419-1

In 2021, no fines or sanctions were imposed for Riga Airport's operations breaching the laws and regulations governing social and economic fields.





# MANAGEMENT STRUCTURE

102-18

## MANAGEMENT MODEL AND ORGANISATIONAL STRUCTURE



Riga Airport’s management model is built around best practices in corporate governance. Strategic and operational management are separated to ensure effective governance, decision-making and achievement of objectives. Strategic management is effected by the management board, which bears collective responsibility under the Commercial Law, while the department heads, which bear individual responsibility, are in charge of operational management. The management board’s main task is to ensure that the company operates to achieve the objectives set out in its strategy.

Departments are organised according to the core business and the functions needed to support it.

According to the articles of association of Riga Airport, the members of the management board and the supervisory council are elected for a term of five years. All members of the management board have the power to act on behalf of Riga Airport. In accordance with the authorisation of the management board, the board chairman together with the responsible member of the management board—and in the absence of the responsible

member of the management board with another member of the management board—are authorised to represent Riga Airport, with the right to enter into any type of transactions, and to perform actions related to commercial activities, including signing correspondence, complaints, and similar documents. In 2021, the management board of Riga Airport consisted of three persons: the board chairman and two board members. On 16 April 2021, Laila Odiņa was reappointed as the board chairwoman for another five years. On 10 November 2021, Normunds Feierbergs was re-elected

as a board member for five years, and Artūrs Saveljevs remains in office since of 13 September 2017.

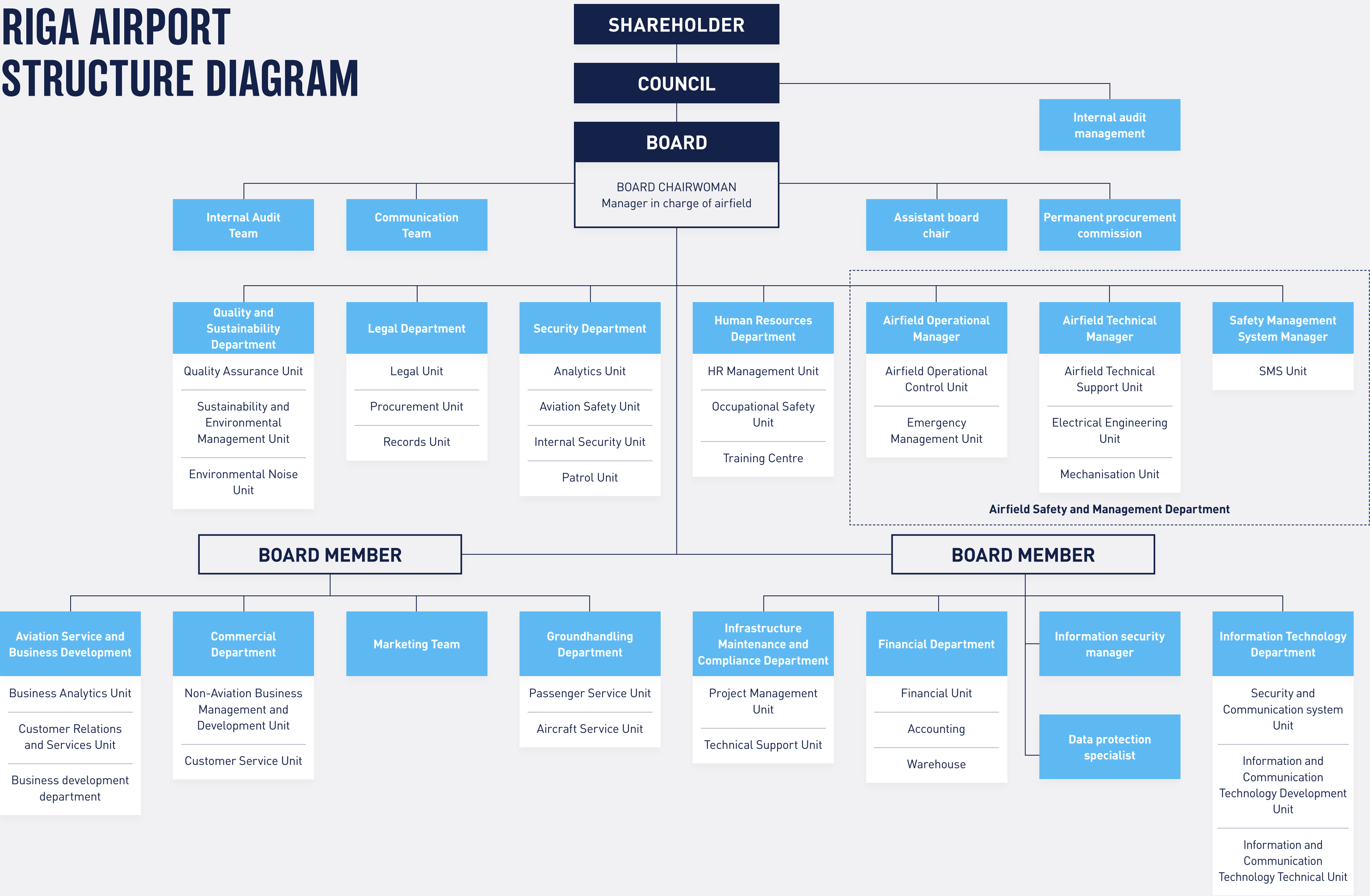
- The board chairwoman (also the manager in charge of the airfield) is responsible for the operation of the Airfield Safety and Management Department, Security Department, Legal Department, Human Resources Department, Communications Unit, Quality and Sustainability Department, Internal Audit Unit, Permanent Procurement Committee, and the assistant board chairwoman.
- The board members are responsible for the Aviation Services and Business Development Department, the Marketing Unit, the Finance Department, the Groundhandling Department, the Information Technology Department, the Commercial Department, the Infrastructure Maintenance and Development Department, as well as the Information Security Manager and the Data Protection Officer.

On 14 June 2021, the company’s articles of association were amended with respect to the company’s share capital, dividends and shares.





# RIGA AIRPORT STRUCTURE DIAGRAM





# SHAREHOLDER

VAS ‘Starptautiskā lidosta “Rīga”’ is a state joint-stock company in the Republic of Latvia, and the Ministry of Transport of the Republic of Latvia is the holder of its state-owned shares. At shareholder meetings, the interests of the shareholder are represented by the State Secretary for the Ministry of Transport or another ministry official authorised by the State Secretary. Shareholder meetings are convened in compliance with the requirements and deadlines set in the Law on Governance of Capital Shares of a Public Person and Capital Companies. Shareholder meetings may pass decisions on:

- the use of the profits for the previous financial year, as specified in the Company annual accounts;
- electing and recalling the members of the supervisory council and auditors, and deciding on their remuneration;
- amending the company’s articles of association;
- reducing or increasing the share capital;
- issuing and converting the company’s securities;

- taking other decisions on other matters referred to in the law.

Six shareholder meetings were held in 2021 to review the following key issues:

- the 2020 Internal Audit Report of VAS ‘Starptautiskā lidosta “Rīga”’;
- the 2021 Internal Audit Report of VAS ‘Starptautiskā lidosta “Rīga”’;
- the approval of the annual accounts of VAS ‘Starptautiskā lidosta “Rīga”’ for 2020, the coverage of losses, the fulfilment of the budget for 2020, the financial and performance indicators, and the individual performance evaluation of the board members in 2020;
- the implementation of the decisions of the shareholder meeting of VAS ‘Starptautiskā lidosta “Rīga”’ for the second half of 2020 and the first half of 2021;
- the election of the auditor and the determination of the remuneration for the audit of the financial statement of VAS ‘Starptautiskā lidosta “Rīga”’ for 2021;
- the use of the previous years’ profits of VAS ‘Starptautiskā lidosta “Rīga”’;
- the composition of the supervisory council of VAS ‘Starptautiskā lidosta “Rīga”’;

- the distribution of VAS ‘Starptautiskā lidosta “Rīga”’s profit for 2019, and the coverage of losses incurred in 2020;
- the approval of the provisions for increasing the share capital, amendments to the articles of association, and the new version of the articles of association of VAS ‘Starptautiskā lidosta “Rīga”’;
- the assessment of the 2020 performance of VAS ‘Starptautiskā lidosta “Rīga”’;
- the financial performance of VAS ‘Starptautiskā lidosta “Rīga”’, and expected performance indicators for 2022.

# COUNCIL

The supervisory council is the company’s supervisory body, representing the interests of the holder of the state-owned shares between shareholder meetings and supervising the work of the company’s management board. In accordance with Cabinet Regulation 63 ‘Number of members of the management board and supervisory council of public entity companies and public private companies based on the indicators characterising the size of a company; maximum

monthly remuneration of members of the management board and supervisory council’ of 4 February 2020, the supervisory council of Riga Airport consists of three members: Juris Kanels, Eduards Toms and Elīna Salava. On 13 May 2021, Juris Kanels was elected council chairman for a five-year term (taking office on 17 May 2021), and on 7 July 2021, Elīna Salava was elected independent member of the supervisory council, for a five-year term. The council’s term of office is five years.

The council’s main responsibilities are:

- elect and dismiss the chairman and members of the board, set the remuneration of board members and supervise the board’s activities;
- constantly monitor the company’s affairs to ensure that they are managed in accordance with the requirements of laws and regulations, the company’s articles of association and the resolutions of shareholder meetings; approve the medium-term business strategy and monitor its implementation;
- examine the company’s annual accounts, the management report, and the management board’s proposals on the use of profits; prepare the







- supervisory board’s report on these documents, and submit it to the shareholder meeting;
- represent the company in court in all actions brought by the company against its board members, and in actions brought by the board members against the company;
  - approve transactions between the company and a board member or auditor;
  - consider in advance all matters within the competence of the shareholder or the shareholder meeting, or recommended for consideration at the shareholder Meeting by the management board or members of the supervisory council, and to provide an opinion about them;
  - make recommendations to improve the company’s performance for the shareholder;
  - approve the annual budget and monitor its implementation;
  - monitor the functioning, adequacy and effectiveness of internal control and risk management systems;
  - approve key policies defining the company’s operating principles in risk management, conflict of interest prevention, anti-corruption, corporate governance and other issues;

- carry out an annual self-assessment of the council’s performance.

The supervisory committee for Phase 6 of the expansion of the passenger terminal of VAS ‘Starptautiskā lidosta “Rīga”’, chaired by the council chairman, was established in July 2020 and continues to operate.

On 16 September 2021, the supervisory council initiated the creation of the VAS ‘Starptautiskā lidosta “Rīga”’ business park development project supervisory committee, which is chaired by the council chairman.

The rules of procedure of the supervisory council of Riga Airport and its announcements are available on the company’s website.

In total, 17 meetings of the supervisory council of VAS ‘Starptautiskā lidosta “Rīga”’ were held in 2021, reviewing 95 agenda items and adopting decisions.

The supervisory council has also considered issues related to beginning the provision of groundhandling services to AS Air Baltic Corporation and the construction of a cargo handling logistics centre.

# MANAGEMENT BOARD

According to the articles of association of Riga Airport, the activities of the company are organised and governed by the management board, which in 2021 consisted of three members. One of the members of the management board is its chairman. The work of the management board of Riga Airport is monitored by its supervisory council, consisting of a chairman and two members. The management board must report on the performance of Riga Airport to the supervisory council and to the Ministry of Transport of the Republic of Latvia, the holder of the company’s shares.

Board members are elected by the supervisory council for a five-year term, and act in accordance with the rules of procedure of the management board, available on Riga Airport’s website.

The chairman of the management board is appointed by the supervisory council from among the board members. The board chairman is responsible for the operational activities of the company. In 2021, the management

board of Riga Airport consisted of Laila Odiņa, the chairwoman of the management board, and two board members: Normunds Feierbergs and Artūrs Saveljevs.

The main responsibilities of the management board are:

- organise and manager the company’s activities in accordance with laws and regulations, and the company’s strategy;
- review and approve transactions; be responsible for the company’s business operations, and for keeping proper accounting records in accordance with the law;
- approve the annual budget and investment plan for each year and for a period of three to five years;
- approve the company’s structure, staffing, and remuneration rules;

Unless otherwise agreed, the management board must meet once a week. 55 Board meetings were held in 2021.







**VAS 'Starptautiskā lidosta "Rīga" council**  
**Juris Kanelis,**  
**council chairman**

Since 17 May 2021  
Term of office: 5 years

Professional experience:

05.2021–to date	Rector, Transport and Telecommunication Institute
03.2012–05.2021.	Acting rector, vice-rector for Administration and head of International Relations Division, Transport and Telecommunication Institute
08.2015–05.2019.	Director, Transport and Telecommunication Institute Academic and Professional Aviation Centre (TSI/APAC)
10.2009–09.2010.	Board chairman, SIA Selkoms
06.2009–12.2011.	Board chairman, SIA ANS (former name: SIA 'Aeronavigācijas serviss. Mācību centrs')
12.2008–06.2009.	Board member, VAS 'Latvijas gaisa satiksme'
02.2007–12.2008.	Board member, VAS 'Starptautiskā lidosta "Rīga"'
11.2004–11.2006.	Board chairman, VAS 'Valsts informācijas tīkla aģentūra'
03.2004–11.2006.	Council member, VAS 'Starptautiskā lidosta "Rīga"'
07.2003–12.2003.	Board member, Freeport of Ventspils
04.2003–10.2004.	Board chairman, BO VAS 'Latvijas Attīstības aģentūra', and after its reorganisation: head of Investment and Development Agency of Latvia
11.2002–05.2003.	Deputy council chairman, AS 'Rīgas jūras līnija'
01.2002–04.2003.	Board member, BO SIA 'Rīgas reģiona attīstības aģentūra'
07.1998–12.2002.	Deputy board chairman, SIA Eirokonsultants
01.1998–05.1998.	Ambassador-at-large, Ministry of Foreign Affairs of the Republic of Latvia
09.1993–01.1998.	Ambassador extraordinary and plenipotentiary, Embassy of the Republic of Latvia in Belgium, the Netherlands, Luxembourg and NATO, Mission to the European Union
01.1992–09.1993.	Head of the Department of Economics and Deputy State Secretary, Ministry of Foreign Affairs of the Republic of Latvia
01.1991–01.1992.	Deputy Director-General, Department of Foreign Economic Relations, Cabinet of Ministers of the Republic of Latvia

Other professional experience and company official positions:

02.2016 – 12.2020.	Council member, Latvian Aviation Association
09.2012–09.2016.	Member of the Qualification Commission, Ministry of Foreign Affairs of the Republic of Latvia
09.2007–12.2008.	Member of the Technical and Operations Safety Committee, Airport Council International European Regional Organisation
1998–2003	Board member, NGO 'Eiropas Kustība Latvijā' (vice-president in 1998–2000)

Education:

2020: Doctorate of Science in Political Science
Higher education: degree in Industrial Planning at the Faculty of Economics, University of Latvia, 1978.
CAM&CONS training course on EASA Part 66/147, completed in July 2015.
ICAO Aviation Training Course in Safety Management Systems completed in September 2008.
IATA Training and Development Institute training completed in September 2007, with courses on Airport Planning and Airport Operations.
In September 2004, completed the training course Introduction to Strategic Communication.
In 2003, completed a Joint Vienna Institute training course in Foreign Direct Investment Policy.
In 1992, completed courses in Dalhousie University in Halifax (Canada), covering foundational economics, and at the British Council in Oxford/London, covering the functioning, structure and procedures of the European Union.

Positions in other companies:

None
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**Council member**  
**Eduards Toms**  
Since 24 May 2019  
Term of office: 5 years

**Professional experience:**

Eduards Toms is a member of the supervisory council of VAS ‘Starptautiskā lidosta “Rīga”’, formerly

chief financial officer (CFO) of Primera Air (Primera Air Scandinavia A/S, Primera Air Nordic SIA, Primera Air ehf), chief financial and administrative officer and board member with

signing powers at Consolis Latvija SIA, CFO at Betonika UAB (Consolis group subsidiary), financial process improvement manager at Consolis regional

office, chief financial officer (CFO), senior

vice president of airBaltic for finance and control.

**Education:**

Bachelor of Economics and Master of Economics, University of Latvia;

EMBA, Stockholm School of Economics in Riga.

**Positions in other companies:**

Board member of SIA GC Project



**Council member**  
**Elīna Salava**  
Since 7 July 2021  
Term of office: 5 years

**Professional experience:**

Member of the supervisory council of VAS ‘Starptautiskā lidosta “Rīga”’.

Elīna Salava has significant experience in corporate governance, finance, and management

processes in both the public and private sectors. Since 2017, E. Salava has been a financial advisor to the management board of Development Finance Institution ALTUM, the founder and chairwoman of the management board of RECOLO, a biotechnology start-up. Previously, she was a financial consultant to the supervisory council of Development Finance Institution ALTUM, deputy chairwoman of the management board of AS Sakret Holdings in the Baltics, board member of AS Sportland International Group in the Baltics and Ukraine, and has held management positions in SIA ‘Rīgas ūdens’, Linstow Group shopping centre companies in the Baltics, and SIA PricewaterhouseCoopers.

**Education:**

Elīna Salava holds a bachelor’s degree in Business Administration from the University of Latvia and an ACCA(Association of Chartered Certified Accountants) qualification.





# VAS 'STARPTAUTISKĀ LIDOSTA "RĪGA" MANAGEMENT BOARD

## Board chairwoman

### Laila Odiņa

Since 16 April 2021

Term of office: 5 years



## Professional experience:

Laila Odiņa has been a member of the supervisory council of VAS 'Starptautiskā lidosta "Rīga"',

board member of the Transport and Telecommunication Institute, head of Operations Management of UTAir Airlines JSC, chief executive officer of Azerbaijan Airlines JSC, and head of Operations Management of AS Air Baltic Corporation.

## Education:

City University London, Pg Air Transport Management;

RISEBA University of Applied Sciences, Business Administration.

## Positions in other companies:

None.

## Board member

### Normunds Feierbergs

Since 10 November 2021

Term of office: 5 years



## Professional experience:

Normunds Feierbergs has been a member of the management board of VAS 'Starptautiskā lidosta "Rīga"', head of Information Technology Administration and vice-president of AS Latvijas Krājbanka, head of General Banking Administration and first vice-president of AS UniCredit Bank, and has held other senior positions in various companies.

## Education:

University of Latvia, Faculty of Economics and Management, master's degree in Business Administration.

University of Latvia, Faculty of Physics and Mathematics, bachelor's degree in Computer Science.

## Positions in other companies:

VAS 'Latvijas Valsts radio un televīzijas centrs'

## Board member

### Artūrs Savelļevs,

since 13 September 2017

Term of office: 5 years



## Professional experience:

Artūrs Savelļevs is a member of the management board of VAS 'Starptautiskā lidosta "Rīga"', a guest lecturer at the Transport and Telecommunication Institute and Cranfield University, and chairman of the Commercial Forum of Airports Council International Europe. Previously, he was also the head of the VAS 'Starptautiskā lidosta "Rīga"' Commercial and Marketing Department, and head of the vocational master's programme in Aviation Management at the Transport and Telecommunication Institute.

## Education:

Cranfield University, MSc in Airport Planning and Management. University of Latvia, master's degree in Economics (International Economics). Riga International School of Economics and Business Administration, vocational bachelor's degree in Business Administration.

## Positions in other companies:

None





## ECONOMIC, ENVIRONMENTAL, AND SOCIAL COMMITTEES

Riga Airport has two committees and two work groups, responsible for decision-making on economic, environmental, and social issues.

## ENERGY MANAGEMENT SYSTEM WORK GROUP

The energy management system work group is responsible for maintaining and improving the energy management system, planning, pursuing, and monitoring energy management measures. The work group is chaired by a member of the management board and includes representatives of the departments responsible for energy use and environmental protection at the airport.

10 meetings of the energy management system work group were organised and recorded in 2021. The composition of the energy management system work group was changed twice in 2021.

A total of 59 decisions were taken at the work group meetings. Each meeting of the energy management system work group follows up on decisions taken in the past.

Key decisions and actions of the energy management system work group in 2021:

- assessing quarterly and annual consumption, analysing causes, and identifying future actions to improve energy efficiency;
- preparation and approval of an energy report;
- preparation of a CO<sub>2</sub> target for 2030, and drafting of the climate section of the Sustainability Strategy;
- development of an energy management risk assessment methodology, conducting of risk assessment;
- monitoring of the implementation and use of the energy management tool;
- monitoring of the progress



of energy efficiency and CO<sub>2</sub> reduction projects.

## ENVIRONMENTAL NOISE MANAGEMENT WORK GROUP

Since 2016, VAS 'Starptautiskā lidosta "Rīga"' has had an environmental noise management work group. It is chaired by a representative of the airport and includes representatives of the Mārupe Municipality, Riga, and Jūrmala, the Health Inspectorate, the Lielrīga Regional Environmental Administration of the State Environmental Service, AS Air Baltic Corporation, and VAS 'Latvijas

gaisa satiksme'. The work group's functions have gradually expanded. As part of this, a noise reduction action plan was developed and its implementation is monitored.

Three work group meetings took place in 2021, deciding on the following:

1. the work group's regulations;
2. temporary changes in training flights;
3. noise reduction zone JURMALA2;
4. daytime aircraft engine inspections at the northern de-icing area and the 'Inversija' aircraft maintenance area.





The work group meetings examined information about:

- 1. 2020 noise monitoring and noise management results;
- 2. status of the implementation of PBN procedures;
- 3. status of financial instruments intended to promote the implementation of quieter aircraft;
- 4. aircraft noise feedback received;
- 5. progress on the implementation of the noise reduction action plan;
- 6. preparation of a strategic noise map.

The work group has an aviation sub-group. It was set up as a platform for the implementation and assessment of activities in the action plan. The sub-group of experts works on specific issues related to aircraft flight paths and procedures. Five aviation sub-group meetings took place in 2021.

They addressed questions concerning:

- 1. the activities of the current action plan
- 2. the NADP1 procedure, introduced on 17 June 2021;
- 3. noise reduction zone JURMALA2;
- 4. training flights;
- 5. aircraft noise feedback received;
- 6. PBN procedures in place;
- 7. daytime aircraft engine inspections at the northern de-icing area and the 'Inversija' aircraft maintenance area;
- 8. 2020 noise monitoring and noise management results;
- 9. possibility to relocate the visual flight waiting areas.

# PERMANENT COMMISSION FOR THE REPORTING AND REVIEW OF ALLEGED VIOLATIONS

The commission must examine information about a violation that it receives and meets the definition of a whistleblower report under the Whistleblowing Law, or a violation of the Code of Ethics, and act in accordance with the procedures established by the company. The commission must be chaired by the head of the Internal Audit Unit and must have four additional members.

In 2021, the Commission did not meet due to the absence of reports/recommendations of possible violations.

# SUSTAINABILITY COMMITTEE

The purpose of the committee is to implement Riga Airport's

sustainability measures, taking into account the company's Corporate Social Responsibility Guidelines and Sustainable Growth Policy, and to coordinate matters related to sustainable growth at the airport in order to ensure the sustainability of the company in all its aspects. The composition of the committee is based on the responsibilities defined in the company's sustainability policy. The committee is chaired by the board chairman, and consists of 14 members.

In 2021, the sustainability committee met five times and the most important decisions were:

- Sustainability Calendar sustainability action package for 2021;
- development of a sustainability strategy;
- determining the composition of work sub-groups for the Sustainability Strategy;
- accepting for review the draft of the Sustainability Strategy;
- analysis of Sustainability Index performance and expert comments.





# REMUNERATION POLICY FOR THE SUPERVISORY COUNCIL AND THE MANAGEMENT BOARD

The remuneration of the members of the management board and the supervisory council is determined in accordance with the Law on Governance of Capital Shares of a Public Person and Capital Companies and Cabinet Regulation 63 ‘Number of members of the management board and supervisory council of public entity companies and public private companies based on the indicators characterising the size of a company; maximum monthly remuneration of members of the management board and supervisory council’ of 4 February 2020, and in compliance with the provisions of Cross-Sectoral Coordination Centre ‘Guidelines for determining the remuneration of board members and supervisory council members of public entity and public private companies’

No 1.2-23/4/1 of 18 September 2020, as amended on 22 January 2021 (No 1.2-23/5/1).

The remuneration of the board chairman and of the board members consists of a monthly wage or fixed part of the remuneration and an annual bonus or variable part of the remuneration. The monthly remuneration of the supervisory council chairman and members consists only of the fixed part of the remuneration, as supervisory council members are not paid bonuses.

The monthly remuneration of a board member must be determined in accordance with the maximum monthly remuneration set in the Cabinet Regulation, as well as the principles for determining remuneration set out in the Cross-Sectoral Coordination Centre Guidelines. The Cabinet determines the maximum monthly remuneration of a board member, taking into account the average remuneration of management of similar-size (in terms of net turnover, balance sheet total, number of employees) companies in the private sector or, in certain cases, in the sector, in which the company operates. The maximum monthly remuneration of

a board member may in no case exceed the average monthly remuneration of employees in the country in the preceding year, as published in the Official Statistical Bulletin of the Central Statistical Bureau, rounded to the nearest euro and multiplied by a factor of 10. The monthly remuneration of a board member is set for the entire term of office of the member, subject to annual review.

A bonus may be paid to a member of the management board once a year after the approval of the annual accounts. The bonus may not exceed two months’ remuneration as a board member.

A council member is elected for a term of five years. Council members are elected and dismissed by the shareholder meeting.

The monthly remuneration of a council member must be determined in accordance with the maximum monthly remuneration set in the Cabinet Regulation, as well as the principles for determining remuneration set out in the Cross-Sectoral Coordination Centre Guidelines. The Cabinet determines the maximum monthly remuneration of a council

member, taking into account the average remuneration of management of similar-size (in terms of net turnover, balance sheet total, number of employees) companies in the private sector or, in certain cases, in the sector, in which the company operates. The maximum monthly remuneration of a council member may in no case exceed the average monthly remuneration of employees in the country in the preceding year, as published in the Official Statistical Bulletin of the Central Statistical Bureau, rounded to the nearest euro and multiplied by a factor of 10. No bonuses are paid to members of the supervisory council.

The monthly remuneration of the board chairman and the council chairman is linked to the average monthly remuneration of employees in the country in the previous year, as published in the Official Statistical Bulletin of the Central Statistical Bureau, multiplied a factor determined according to the classification of the company. According to the criteria describing a company (number of employees and financial indicators) Riga Airport is classified as a large company, where the monthly remuneration of the board chairman is determined by using a factor of 10,





and the monthly remuneration of the council chairman is determined by using a factor of 3.

The remuneration of the board and council members is set at up to 90% of the monthly remuneration of the board and council chairman, respectively. If a board member performs other duties, the total remuneration remains unchanged at the 90% level, with the remuneration for performing the duties of a board member and the remuneration for performing other duties divided proportionally.

The council may once a year decide to pay a bonus to a board member after approval of the annual accounts. The bonus may not exceed two months' remuneration of a board member, and its amount must be determined taking into account the company's performance during the reporting year, the accomplishment of the medium-term business strategy, and the performance of the board member. As Riga Airport receives government aid to cope with the effects of the COVID-19 pandemic, no bonuses are planned for the board members prior to the company no longer using the aid.

Board and council members sign an authorisation agreement and are not subject to the collective bargaining agreement.

In 2021, the remuneration of the board and council members (in total) amounted to EUR 421,790 (including EUR 96,493 as mandatory state social insurance contributions).

Information on the remuneration of the management board and council of Riga Airport is publicly available in the public official tax returns of the board and council members published on the website of the State Revenue Service.

## DIVIDEND POLICY

2 In 2019, Riga Airport agreed with the European Commission (EC) on a different dividend policy for the period of 2017 to 2022, applicable in 2017 and 2018.

With the onset of the COVID-19 pandemic and the decline in air traffic, the Ministry of Transport, as the airport's shareholder, asked the Cabinet of Ministers of the Republic of Latvia to increase the company's share

capital by EUR 49.9 million, and leaving EUR 4.5 million in 2019 dividend payments at the company's disposal to implement ongoing investment projects and mitigate the losses caused by the COVID-19 crisis. On 23 April 2020, the Cabinet of Ministers approved the increase of the airport's share capital by EUR 35.2 million, with EUR 1.5 million of dividends to be retained at the company's disposal.

On 8 March 2021, the EC approved the increase in the share capital of Riga Airport by EUR 35.2 million, and retaining EUR 4.5 million of 2019 dividends in the company (Decision in Case SA/57756 (2021/N) — Latvia COVID-19: Recapitalisation of Riga International Airport ('EC Decision')).

On 2 June 2021, the Cabinet of Ministers, taking into account the EC Decision, issued Order 366 (minutes No 45, § 76) to update Order No 219 'On increasing the share capital of the State Joint Stock Company "Starptautiskā lidosta 'Rīga'"' of 23 April 2020 ('Order'), stating that the share capital of Riga International Airport was to be increased by EUR 35.2 million, with the dividend of EUR 4.5 million of 2019 profits retained at the company's disposal.

Similarly, on 1 July 2021, in line with Section 10 of Order 366, the Ministry of Transport concluded Government Aid Agreement No K-21-2 with Riga Airport, ensuring the requirements of the EC 'Temporary Framework for State aid measures to support the economy in the current COVID-19 outbreak' ('Temporary Framework').

Also, in accordance with Section 9 of Order No 366, the Ministry of Transport was tasked with submitting to the Cabinet of Ministers an exit strategy for the government's ownership of the airport by 20 June 2022 at the latest. Section 77 of the EC Temporary Framework provides that before its public ownership is terminated, a recipient of government aid may not pay dividends.





# RISK ASSESSMENT AND RISK MANAGEMENT

102-11

In 2020, in order to establish an appropriate and effective internal control system in the field of risk management, Riga Airport approved a risk management policy, defining common objectives of the risk management process, fields of risk management, key elements, process stages, principles and guidelines, as well as duties and responsibilities of the participants involved in the risk management process. An airport risk management committee was established by management order, to manage airport risks.

The safety risk management process of Riga Airport must take place as part of the safety management system, taking

into account Commission Regulation (EU) No 139/2014 of 12 February 2014 laying down requirements and administrative procedures related to aerodromes pursuant to Regulation (EC) No 216/2008 of the European Parliament and of the Council.

The risk management policy provides for the management of different types of risks, such as strategic risks, operational risks (legal, compliance, HR, fraud, corruption, and conflict of interest risks, business continuity risks, etc.), financial risks, operational risks (aviation security, information systems, environment, energy management system and work environment risks).



**Strategic risks** – risks associated with inadequate planning and implementation of the airport’s strategy and strategic or development decisions affecting the airport’s operations, including reputational risks.

**Safety risks** – risks associated with the safe operation of the airfield, and managed as part of the airport’s safety management system.

**Aviation security risks** – risks managed by airports as part of the aviation security system.

**Environmental risks** – risks managed as part of the airport’s environmental

management system.

**Energy management risks** – risks managed as part of the airport’s energy management system.

**Information system risks** – risks pertaining to the security of airport information systems, including risks related to the protection of personal data.

**Working environment risks** – risks associated with the working environment of the airport.

**Operational risks** – risks associated with inadequate, incomplete, or non-compliant airport processes/





projects, staff actions or external events, such as legal, compliance, personnel, fraud, corruption and conflict of interest risks, personal data protection risks and information and communication technology risks.

**Financial risks** – risks related to potential losses due to unforeseen changes in the financial environment, as well as insufficient financial flows in the airport, including budget planning, performance monitoring, raising funds to cover financial liabilities, such as liquidity risks, market risks, and credit risks.

The risk management policy observes the following risk management principles: integration with governance, dynamism, practicality and efficiency, traceability and validity of information, continuous improvements, engagement and cooperation, the ‘three lines of defence’ concept. Detailed information about the risk management principles is published in the [About RIX/Corporate Information/Policies](#) section of the website of Riga Airport.

In 2021, in order to ensure the sustainable operation of Riga Airport, risks associated with corporate



social responsibility were identified and assessed, including environmental risks, energy management risks, working environment risks, risks affecting the medium-term strategy of Riga Airport (strategic, reputational, operational, and financial risks), corruption risks, as well as other risks. These risks are managed in accordance with the company’s internal regulatory documents governing the corresponding risk type.

The strategy has a ‘Risk Analysis’ section which identifies the risks (strategic, reputational, operational, and

financial) affecting the strategy, and presents their assessment and mitigating measures.

The implementation of the risk management policy is monitored by the permanent risk management committee, the management board and the supervisory council, in accordance with their respective competences. In order to facilitate the achievement of the objectives set out in the strategy, one must ensure the continued maintenance and continuous improvement of Riga Airport’s risk management process.

# INTERNAL ADIT FUNCTION

Riga Airport is subject to continuous internal audits carried out by the head of the Internal Audit Unit. In 2021, the Internal Audit Unit at Riga Airport consisted of the unit head and risk administrator. However, in accordance with 2021 decisions of the management board and the supervisory council, the Internal Audit Unit functionally reports to the supervisory council and administratively reports to the management board, while the risk administrator reports directly to the board chairman starting from 1 January 2022. In line with the Strategic Internal Audit Plan for 2019–2021 and the Internal Audit Plan for 2021, three audits of priority systems took place in 2021: ‘Audit of the compliance and effectiveness of the procurement and contract management process’, ‘Audit of the compliance and effectiveness of the management of projects co-financed by EU structural funds’, and ‘Audit of the compliance and effectiveness of the financial management process’. The head of the Internal Audit Unit provides regular reports to the management





board, supervisory council, and the shareholder, discussing the results of the audits, and the implementation of audit recommendations, offering advice/assessments on relevant issues, as requested by the management and company units.

...

# PROCESS QUALITY AND SAFETY AUDITS

The process and risk management is performed and implemented in the integrated management system to achieve the airport’s strategic objectives. Process quality and safety audits assess the effectiveness of the established system, the fulfilment of the processes and the conformity of the services to the specified requirements. In 2021, 23 process audits were carried out of the airport’s business units and groundhandling service providers. In addition to the internal audits, 13 external audits and inspections were carried out in Riga Airport’s departments in 2021, for example, by Civil Aviation Agency, VAS ‘Latvijas gaisa satiksme’, SIA BM Certification, SIA Bureau Veritas Latvia, DHL, and by air carriers (e.g. *Ryanair*, *Lufthansa*,

*Finnair*, *Norwegian*) operating flights to/from Riga Airport.

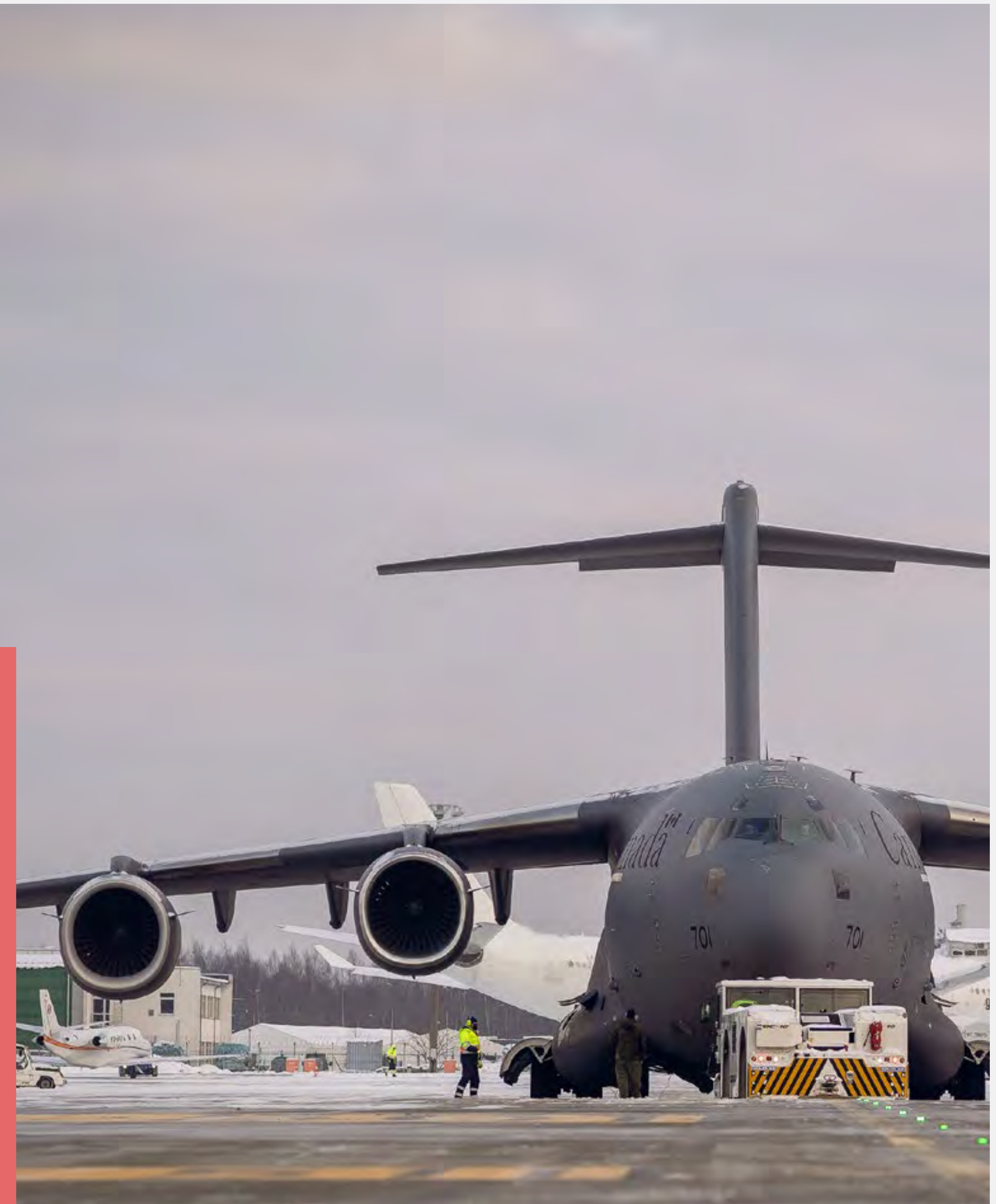
Every year, the airport drafts a schedule of environmental inspections. According to the environmental inspection schedule, 16 environmental inspections were carried out in 2021, covering the premises occupied by the tenants and service providers of Riga Airport. No significant pollution or pollution risk violations were found during the inspections. In 2021, the largest number of violations/deficiencies was related to the lack of permits issued to the airport’s tenants and service providers or failure to comply with these permits, as well as failure to clean up grounds, and inadequate management of hazardous waste. Some recommendations were related to making safety data sheets available to employees, and improvements in hazardous waste record-keeping and inventories of chemicals and mixtures.

Once a year, the company’s board assesses the integrated management system as part of the annual management review and identifies possible improvements to ensure its continued suitability, effectiveness, and compliance with the certified standards.





# 04 OPERATING RESULTS







# MAIN BUSINESS AMOUNTS

A01, A02, A03

## OPERATING RESULTS

In 2021, Riga Airport processed 2.35 million passengers, of which the majority, or 99.95%, were international passengers and 0.05% were domestic passengers. Since 2017 Riga Airport has offered one domestic flight between Riga and Liepāja, operated by the airBaltic national air carrier, but no such scheduled flights took place in 2021.

International flights	
Commercial passenger flights	28,705
Commercial cargo flights	2785
General aviation flights	504 (weight < 5.7 tonnes)
Government aviation flights	70

In 2021, direct passengers accounted for 77% of the total passenger traffic (1.81 million passengers), while transfer passengers accounted for half a million passengers, or 23% of

Quantity	
Commercial passenger flights	28,705
Commercial cargo flights	2785
General aviation flights	504 (weight < 5.7 tonnes)
Government aviation flights	70

total passenger traffic. In 2021, Riga Airport processed 27,831 tonnes of cargo. Of these, 16,894 tonnes were inbound, and 10,936 tonnes

Domestic flights	
Commercial passenger flights	11
Commercial cargo flights	-
General aviation flights	163 (weight < 5.7 tonnes)
Government aviation flights	-

outbound. A total of 19,813 tonnes, or 71%, were transported using dedicated cargo services, while the remaining 8017 tonnes, or 29%, were transported in combination with passenger services.

IN 2021, RIGA AIRPORT PROCESSED 39,057 FLIGHTS:





# PUNCTUALITY AND CAPACITY

RIX 1

In 2021, Riga Airport’s overall punctuality performance (departures and arrivals) was 72.76%. This indicator includes all aircraft delay circumstances, including those beyond the control of the airport’s units, such as late arrival in Riga with correspondingly late departure.

The actual result for punctuality rate in 2021, based on the processes that are influenced by the airport’s units, was 97.65%. This indicator includes the causes that the airport controls, related to the provision of security, border control, and customs services, infrastructure and infrastructure support functions, not taking into account weather and delays caused by air carriers and groundhandlers.

Riga Airport has two ground service providers: SIA Havas Latvia and Riga Airport Groundhandling Department (RIX GH). In 2021, RIX GH had an overall punctuality rate of 98.71%.



On average, Riga Airport security can process 1097 passengers per hour. Therunway has a capacity of 29 flights per hour.

# DIRECT ECONOMIC VALUE CREATED AND DISTRIBUTED

201-1

With the COVID-19 pandemic, declared as such by the World Health Organisation on 11 March 2020<sup>31</sup>, the Cabinet of Ministers issued Order No 103 ‘On Declaring a State of Emergency’ (‘Order No 103’) on 12 March 2020, to limit the spread of the new coronavirus disease. Between 17 March and 9 June 2020, scheduled international passenger services via airports, ports, bus, and rail were cancelled, with the exception of passenger services via government aircraft and military transport, which had a significant impact on the economic activity of the airport.

Overall, 2020 started with relatively strong passenger growth, with 117,000 more passengers in January and February than in 2019. However, with the onset of the COVID-19

pandemic and Cabinet Order No 103, passenger numbers declined sharply, reaching a year-on-year low in April, with just 3000 passengers for a drop of 99.5%. With the improvement of the epidemiological situation leading to the lifting of the national emergency by the Cabinet of Ministers, Q3 2020 brought a positive trend in passenger numbers. However, with the second wave of COVID-19 spreading rapidly in the EU in Q4 2020,<sup>32</sup> passenger traffic at the airport fell significantly again, and in 2020, Riga Airport handled a total of 2.01 million passengers, which is 5.8 million passengers or 74% less than had been planned in the budget approved for 2020.

<sup>31</sup> Source: WHO Director- General’s opening remarks at the media briefing on COVID-19, 11 March 2020, available at: <https://who.int/dg/speeches/detail/who-director-general-s-opening-remarks-at-the-media-briefing-on-covid-19---11-march-2020>

<sup>32</sup> See European Centre for Disease Prevention and Control data on the incidence of laboratory-confirmed COVID-19 in EU Member States in 2020–2021, <https://www.ecdc.europa.eu/en/cases-2019-ncov-eueea>





In 2021, the impact of the COVID-19 pandemic on Riga Airport’s operations persisted, and the amounts of services provided by the airport were significantly below the pre-COVID-19 levels. In 2021, services were provided to:

- 2.35 million passengers, or 486 thousand passengers (17%) less compared to the approved budget for 2021. This is 17% more than in 2020, and 70% less than in 2019;
- 39,057 flights, 12,417 or 24% fewer than planned in the approved budget for 2021. This is 10% more than in 2020, and 55% less than in 2019.

While all services lines showed an increase compared to the 2020 amounts, the main explanation for the deviations from the approved budget is the high uncertainty about the recovery of the aviation industry in terms of the forecasts at the time of the preparation of the 2021 budget.

Taking the above into account, the net turnover of Riga Airport in 2021 was EUR 31,769 thousand, i.e. EUR 3501 thousand, or 12.4% more than planned in the approved budget for 2021. Net turnover was generated by income from:

- aviation services at EUR 18,876 thousand, EUR 1343 thousand or 8% more than planned in the approved budget for 2021;
- non-aviation services at EUR 12,893 thousand, EUR 2158 thousand or 20% more than planned in the approved budget for 2021;

The net turnover increase (by EUR 3501 thousand more than budgeted) despite the lower passenger and flight numbers was a result of:

- a significant increase in groundhandling revenues compared to the budgeted level, with Riga Airport’s Groundhandling Department reaching an 88% market share of all aircraft handled at the airport in Q4 2021;
- a relatively small decline in the direct passenger segment, which, unlike transit passengers, generates significantly more revenue for the airport;
- an increase in cargo handled (tonnes);
- an increase in the average passenger purchase in the shopping areas, which increases the fees the operator of the retail premises pays to the airport;

- a significant increase in VIP passenger and parking revenue compared to the budgeted levels.

The airport closed 2021 with a loss of EUR 9.4 million.

A comparison of actual performance with that of the forecast shows that the former is better, and the following factors had a positive effect on this result:

- higher turnover in both aviation and non-aviation revenue positions;
- cost reductions in line with the decline in services provided;
- compensation received in 2021 for land sale (the compensation received amounted to EUR 1897 thousand in accordance with the 13 May 2021 Purchase Agreement No P-21-16 with SIA ‘Eiropas Dzelzceļa līnijas’);
- reversal of accruals for possible *Ryanair* litigation, EUR 2577 thousand, and other income.

Moreover, taking into account the 23 April 2020 decision of the Cabinet of Ministers to support Riga Airport by investing EUR 49.9 million in its share capital in order to overcome

the economic crisis and stabilise the economic situation in the sector. The Cabinet also decided to retain EUR 4.5 million of the airport’s 2019 dividends, in order to compensate the losses caused by the COVID-19 crisis, and to support the implementation of the investment projects required under effective international and Latvian law, because breaching the obligations assumed as part of existing agreements would have created additional costs and litigation risks for the airport.

By 31 December 2021, the budgeted investments were used to purchase fixed assets and implement investment projects.

During 2021, several major investment projects were successfully implemented despite the COVID-19 crisis:

- setting up the helipad;
- construction of the Y rapid exit taxiway;
- installation of apron taxiway centreline lights and their integration into the existing airfield fire control system, including the ADB Safegate section for equipping apron taxiways with centreline lights;





- reconstruction of the rainwater drainage system in the public section and reconstruction of Muzeja Street;

The helipad and the apron centreline lights are still in the process of being certified and commissioned.

Type of costs	Costs
	thousand EUR
Production costs	50,546
Staff costs	22,911
Interest payments	412
Dividends	-
Funding for neighbourhood activities (planned activities were not implemented due to the COVID-19 pandemic)	-

# FINANCIAL RISKS AND IMPACTS RELATED TO CLIMATE CHANGE

Riga Airport’s environmental and energy management policy is aimed at sustainable development, environmental protection and care for public as a whole. The airport’s objective is to serve aircraft and passengers, operate the airfield, and to maintain and develop the infrastructure in accordance with the principles of sustainable growth, taking into account environmental, economic and social aspects, and complying with legal standards, as well as ISO 14001 and ISO 50001.

The company regularly invests financial resources to meet the environmental protection and energy management requirements set out in laws and regulations, and assesses the airport’s operational compliance to ensure that the requirements are met.

The implementation of an energy management system in accordance

with ISO 50001 is required by applicable laws and regulations. Failure to comply with the requirements of the energy management system and to invest financial resources to fulfil the obligations for the energy management system puts the company at risk of having to pay an energy efficiency charge in the manner and to the extent set out in the Energy Efficiency Law. No energy efficiency charge was paid in 2021.

The Energy Efficiency Law sets obligations for the airport as the party responsible for the energy efficiency obligation scheme, as part of which energy efficiency improvement measures for end users are to be carried out within three obligation periods. If financial resources are not available and it is not possible to fulfil the above obligations, a mandatory contribution to the state energy efficiency fund is payable in accordance with the procedures and to the extent specified in the Energy Efficiency Law. No contributions were made to the state energy efficiency fund in 2021.

The 2021 environment and energy management programme included ten goals, 28 objectives and 52 actions to achieve the goals. Of the 28 objectives,

20 were fully met, four partially met, one not met, and two were postponed to 2022. Overall, 75% of all the actions included in the 2021 environment and energy management programme were fully implemented, meaning better performance than in 2020.

# CONTRIBUTIONS TO PENSION FUNDS

As an employer, Riga Airport is aware of the importance of financial savings for the purpose of increasing retirement capital and considers the possibility of allocating a part of its employees’ salaries to a pension fund manager selected as part of a tender through the private pension funds offered by that manager. Given the dramatic impact of the COVID-19 pandemic on the airport’s operational and financial performance, the company postponed further progress with this approach until the aviation sector recovers to the operational and financial performance it enjoyed prior to the COVID-19 crisis.





# GOVERNMENT FINANCIAL SUPPORT

201-4

In 2021, Riga Airport has received the following government subsidies.

### Aviation safety

According to Cabinet Order 167 ‘On the use of funds specified in State Budget Programme 44.00.00 “Funding for aviation security, rescue, and civil-military cooperation”’ of 7 April 2020, and Order 01-03/99 of the Ministry of Transport of 16 April 2020, VAS ‘Starptautiskā lidosta “Rīga”’ received EUR 42,418 for the purchase of two explosives detectors. On 20 November 2019, on the basis of the results of the open tender ‘Purchase of four explosives residue detectors’ (AK-19/187), a contract was concluded with UAB MTS Novatex for a total amount of EUR 134,877.16 and an additional agreement, No V1-D-19/211, was signed on 29 April 2020 for the purchase and installation of one explosives residue detector. Acceptance

certificate No P1-D-19-211 was signed on 12 August 2020, and a payment of EUR 34,243.08 was made on 1 September 2020. EUR 34,243.08 was used of the subsidy, leaving an unused balance of EUR 8174.92. Due to the impact of the COVID-19 pandemic on the airport’s operations and the limited availability of financial resources to co-fund the project, the airport postponed the project until additional funding was available for the purchase of a second explosives detector.

On 14 December 2021, by Order No 01-03/231, based on the Cabinet of Ministers Order No 916 ‘On financing civil aviation security maintenance measures using State Budget Programme 44.00.00 “Funds for aviation security, rescue, and civil-military cooperation” in 2021’ of 7 December 2021, the Ministry of Transport of the Republic of Latvia provided a subsidy of EUR 52,418 to partially cover the cost of purchasing two explosives residue detectors for the Riga national civil airfield.

Consequently, a total subsidy of EUR 60,592.92 was allocated and is now available for the implementation of the project under programme 44.00.00 ‘Funds for aviation security, rescue,

and civil-military cooperation’. As the decision on the allocation of the 2021 subsidy was reviewed by the Cabinet of Ministers only at the end of the year, Riga Airport postponed the beginning of the tender ‘Delivery of two explosives residue detectors’ (ID No RIX 2021/16) with an estimated contract price of EUR 58,000.00 (excluding VAT) to Q3 2021, by a 9 July 2021 decision of the management board.

Two tenderers submitted their bids by the deadline of 26 November 2021. The contract was awarded to Novatex Mokslinis-tehninis susivienijimas UAB, for a total contract amount of EUR 76,951.44 (without VAT). At the time of reporting, the contract was sent to UAB MTS Novatex for signing. According to the contract, the equipment is to be delivered by the end of May 2022.

The airport regularly informs the Ministry of Transport about the use of the subsidy.

### Strengthening the national defence capability

Cabinet of Ministers Order No 738 (minutes No 77, § 64) ‘On allocation of funding to VAS “Starptautiskā lidosta “Rīga”” for improvement of airport infrastructure’ of 4 December 2020 awarded the airport funding in the amount of EUR 530,000.00 (including VAT) for the development of military infrastructure.

On 22 December 2020, a contract was signed with the National Defence Military Facilities and Procurement Centre (‘Centre’) for the implementation of the ‘Resurfacing of Z3 area’ project. The contract was awarded to AS A.C.B on the basis of the results of an open tender for the ‘Resurfacing of Z3 area’. According to the information provided by the National Defence Military Facilities and Procurement Centre, of the funding of EUR 530,000.00 allocated in 2020, EUR 528,438.67 was used and approved before 8 October 2021, and VAS ‘Starptautiskā lidosta “Rīga”’ deducted a balance of EUR 1 561.33 from the Centre.





# FEE POLICY

Riga Airport sets its fees using the so-called ‘one-stop-shop’ principle. This principle requires that costs are covered by both aviation and non-aviation

revenue, which affects the level of the fees that air carriers and passengers are charged. In general, fees should cover operating costs and the costs of financing capital investments, including a reasonable profit.

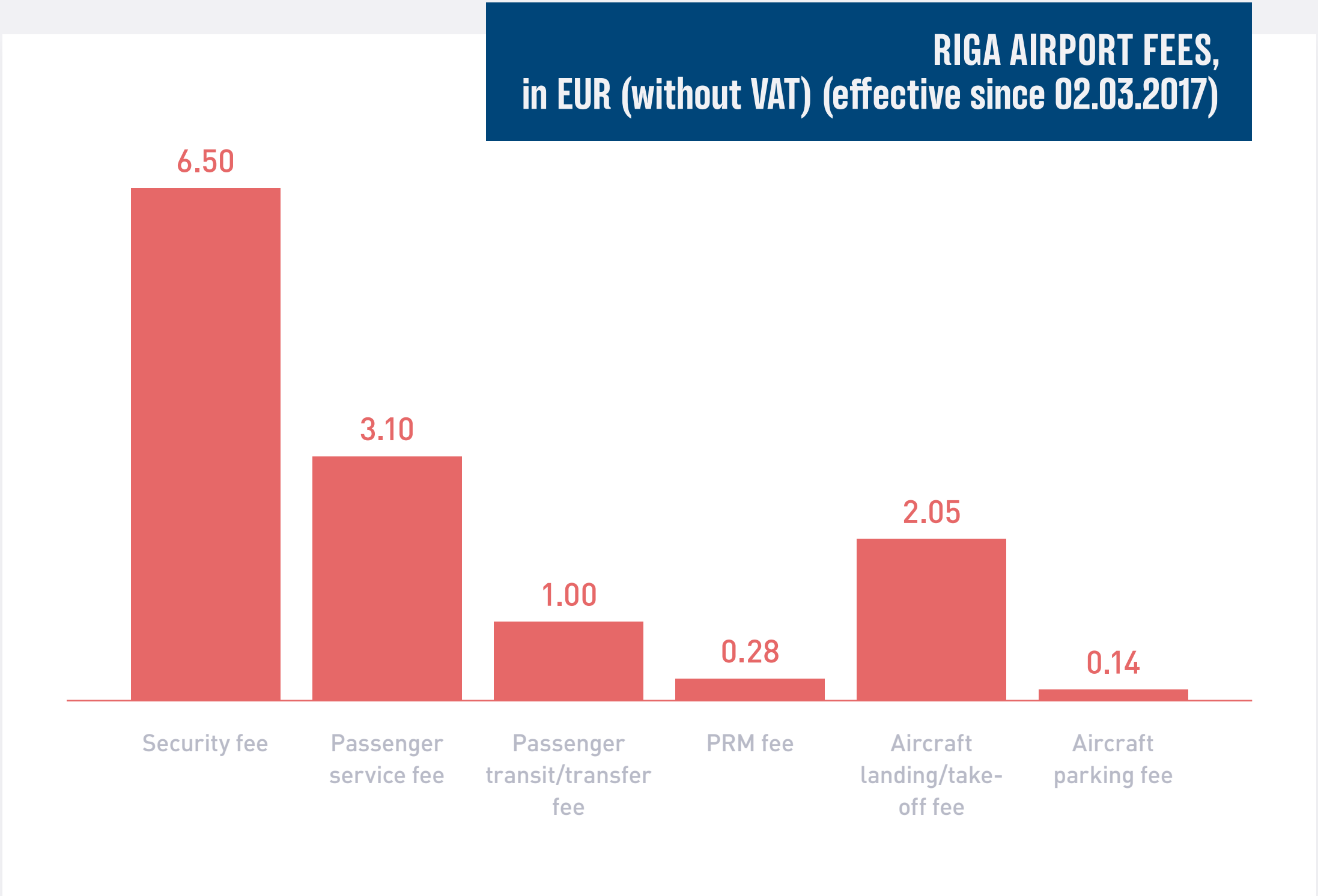
European legislation prohibits discrimination and unlawful government aid to air carrier clients, and Riga Airport may change its fee/fee structure only in accordance with the Cabinet Regulation 540 ‘Setting and changing fees for airfield services provided’ of 5 July 2011, which incorporates legal provisions resulting from Directive 2009/12/EC of the European Parliament and of the Council of 11 March 2009 on airport charges. Transparency, fairness, and equality are the key principles in setting fees. Before changes are

made, air carriers are consulted on the costs included in the charges and their amounts.

# FEE STRUCTURE

At Riga Airport, most fees are charged in the following fee categories:

- security fee;
- passenger service fee;
- aircraft take-off/landing fees.





The **security fee** includes the following services provided by Riga Airport:

- passenger security checks;
- inspection of passenger checked-in and hand luggage;
- providing airport security and crisis management (including rescue).

It also includes Civil Aviation Agency’s measures for the safety of flights, and for civil aviation safety oversight.

Security fees, passenger service fees, transfer passenger service fees, and PRM passenger service fees apply per departing passenger.

The fee for the take-off and landing of an aircraft, including the use of the runway and taxiways, runway and taxiway lighting, ground control services and other airfield infrastructure, if the infrastructure is necessary for the take-off and landing of the aircraft, is EUR 2.05 per 1000 kilograms of the maximum take-off weight of the aircraft (rounded up to the nearest 10 kg) per take-off and landing. Aircraft parking charges are set at for every 1000 kilograms of the aircraft’s maximum take-off weight per hour.

# FEE COMPETITIVENESS

Despite the difficult financial situation, Riga Airport managed to keep its aviation fees unchanged since 2017 and made it possible for air carriers to extend payment deadlines during the period of hardship for the entire industry.

In 2021, Riga Airport continued consultations with air carriers on the increase of bus and aircraft bridge fees and agreed on changes to these fees to take effect in 2023. The PRM fee was also revised upwards, from €0.28 to €0.38 per passenger, effective 1 July 2022.

Under the new strategy, the take-off/landing fees are to increase in 2024, and terminal-related departure fees, in 2027, after the implementation of Phase 6.

As shown in the figure, Riga Airport offers air carriers some of the lowest airport fees in Europe. Depending on the type of aircraft operated, Riga Airport’s fees in 2021 were the lowest or the second lowest in the region.

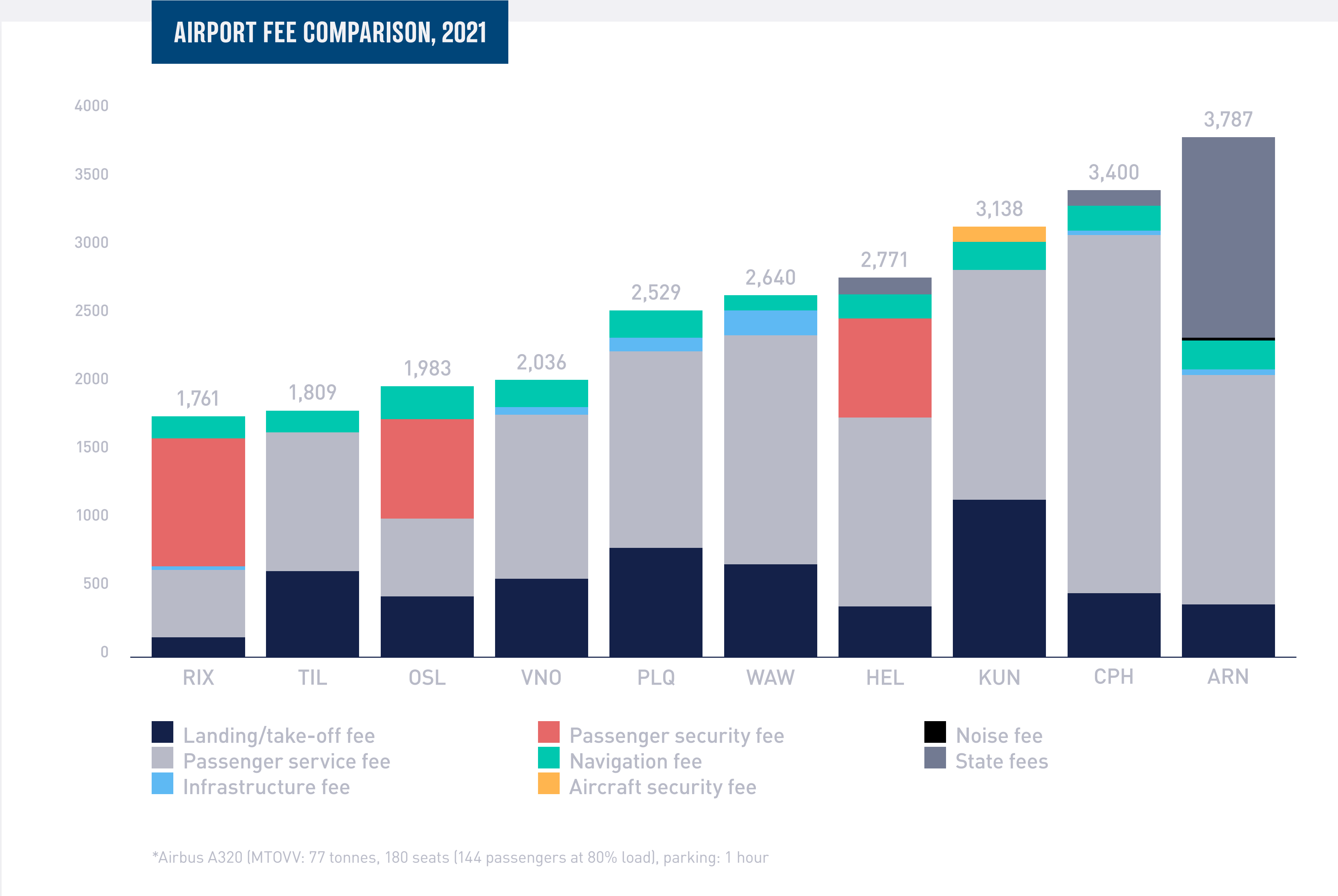




Riga Airport offers fee discounts for new routes over 4200 km to encourage the expansion of the destination network and the opening of long-haul destinations. Meanwhile, it supports shorter-range new destinations and new carriers through marketing activities.

When comparing Riga Airport to the largest airports and regional airports in Northern Europe with which Riga Airport competes in terms of strategy, externalities, and methods of analysis, it is important to compare airport fees with the total amount payable per aircraft by the air carrier, as airports have different approaches to setting fees, and their fee structures differ as well. Airports can operate by covering all aviation costs through aviation revenues, or, like Riga Airport, they can choose to offset part of their aviation costs through non-aviation income, which allows them to charge lower fees. Some airports separate infrastructure and security fees, while in others, the costs are included in the passenger service fee.

Given the rise in passenger traffic at Riga Airport in recent years, this fee strategy has contributed to the growth of the company. It is therefore planned



to continue to pursue it in the medium term, but to make a reassessment in the longer run, to determine if this fee structure allows the company to secure investment capital for its development projects. Riga Airport plans to review its fees every five years.







# 05 INVESTMENTS



# INVESTMENT AND DEVELOPMENT PROJECTS

103, 203-1

VAS 'Starptautiskā lidosta "Rīga"' ('Riga Airport') is a company whose main business is based on the availability of infrastructure and its capacity to accommodate passenger, flight, and cargo amounts. Therefore, the company's priority is to ensure an appropriate quality of the existing infrastructure in order to maintain the continuity of the company's operations, and to implement development projects increasing the capacity of Riga Airport, without which it would be impossible to cope with the

predicted increase in turnover.

Investments are intended to improve the capacity of the passenger terminal, maintain and develop airfield infrastructure, IT and security infrastructure, and to introduce environmental and energy efficiency improvements as part of ongoing projects.

Riga Airport made strategic decisions to continue investing in the most important development projects to face the challenges posed by the COVID-19

pandemic, which enable the company to emerge from the crisis as an even more competitive entity.

In the medium term, the following priority investment projects were identified: the 6th phase of the passenger terminal extension and a number of projects funded by EU funds for the period 2014–2022, which are described later in this section.

In terms of impact on local residents, the positive aspects include the development of a vibrant business environment and increased economic activity, improved road infrastructure, connectivity and employment, while the negative aspects include noise and its spread, the emission of air pollutants, and changes in air quality.<sup>33</sup>

## EXPANSION OF THE PASSENGER TERMINAL

Riga Airport has launched an ambitious development project which includes the expansion of a passenger terminal for a capacity of up to 12 million passengers per year. The

expanded airport terminal will be connected to the *Rail Baltica* railway station, forming a single passenger service hub.

The terminal expansion is designed by the contractor consortium of ONE WORKS S.P.A., SINTAGMA S.R.L., Vektors T SIA. Its members include: Sintagma, an Italian company specialising in transport infrastructure projects; One Works, an Italian company which has worked on numerous airport development and expansion projects, including the reconstruction of Venice Marco Polo Airport

and the expansion concept for the passenger terminal at Brussels-Charleroi Airport; Vektors T, a Baltic company specialising in designing artificial structures.

A conceptual agreement was reached with the designer to include the commercial zone development project (Phase 7) within the scope of Phase 6, and a supplementary agreement for additional work was concluded on 19 October 2021, extending the contract to 30 April 2022.

<sup>33</sup> Source: Environment Supervision State Bureau. Available at: <https://www.vpvb.gov.lv/lv/ietekmes-uz-vidi-novertejumu-projekti/starptautiskas-lidostas-riga-infrastruktur-attistibas-projekti-lidz-2020gadam>





The Terminal Expansion Phase 6 project includes the construction of the following infrastructure and its equipment:

- reconfiguration of existing processing facilities, to enable the installation of standard 3 explosives X-ray detection systems as required by European Union regulations;
- construction of a new central building for check-in, security control and inbound luggage handling;
- equipment and machinery to support Phase 6 operations;
- construction of an access ramp and a multi-storey car park;
- new luggage processing facilities.

The project includes the construction of new facilities and the acquisition of equipment to ensure that the capacity of the check-in, security control, and inbound luggage claim areas is appropriate for the number of passengers during peak hours, and that there is sufficient space for passenger flows and expanded commercial space. The project also includes the construction of new checked luggage handling infrastructure, a redesign of access roads, and the relocation and expansion of the car parking area.

Preparations are currently underway for the launch of the tender ‘Terminal Expansion Phase 6 Construction’. According to the provisional schedule for Phase 6, the planned start date is June 2023.

In early 2021, in order to involve social partners in the progress of the Riga Airport Phase 6 project, the airport organised consultations with non-governmental organisations working in several sectors to discuss the passenger terminal expansion project and its connection to the *Rail Baltica* station. During the online meetings, NGOs working with children and families, people with disabilities, environment and urbanism were presented with the project for the new terminal, and provided their suggestions for improvements. In general, the suggestions made by NGOs were not directly related to the technical solutions of the construction design, but to the passenger service processes, while other suggestions, such as the creation of an interior design adapted to people with disabilities, will already be implemented during construction. A total of 20 NGOs took part in the consultations. The project was also presented to the Mārupe local government and businesses.

# IMPLEMENTATION OF THE PROJECT ‘DEVELOPMENT OF SAFE AND ENVIRONMENTALLY FRIENDLY INFRASTRUCTURE AT RIGA AIRPORT’

In 2016, Riga Airport signed an agreement with the Central Finance and Contracting Agency on the implementation of the Cohesion Fund project ‘Development of safe and environmentally friendly infrastructure at Riga Airport’ in order to continue providing safe and environmentally friendly services, introducing modern technologies, and reducing environmental harm. The project consists of seven activities:

- construction of a second taxiway;
- installation of centreline lights to apron shunting ways;
- reconstruction of the technical services building;

- reconstruction of the rainwater drainage system in the public section and reconstruction of Muzeja Street;
- reduction of carbon dioxide emissions from the airport’s lighting infrastructure;
- construction of a helipad;
- purchase of a third standard EDS unit.

In total, five of the seven project activities were completed under the Cohesion Fund (CF) project. The carbon dioxide reduction project within the airport’s lighting infrastructure was implemented back in 2019.

Construction completed in 2021:

- setting up the helipad;
- construction of the Y rapid exit taxiway;
- installation of apron taxiway centreline lights and their integration into the existing airfield fire control system, including the ADB Safegate section for equipping apron taxiways with centreline lights;
- reconstruction of the rainwater drainage system in the public section and reconstruction of Muzeja Street;





- the helipad and the apron centreline lights are still in the process of being certified and commissioned.

In late 2021, the implementation of two activities began as part of the CF project:

- a contract was concluded for the purchase and installation of a third standard explosive detection system (EDS);
- a scenario for the reconstruction of the technical services building was approved, involving the implementation of the construction design within the scope of the project and the future construction of an annex to the building. Phase 1 of the project is scheduled to be completed by 30 November 2023.

A total investment of EUR 6678 thousand was made in 2021.

## INNOVATION AND RESEARCH INVESTMENTS

In 2021, Riga Airport carried out four major IT infrastructure-related innovation and research projects:

- On 20 October 2021, the *Airport Collaborative Decision Making* (ACDM) project was officially completed with the certification by *Eurocontrol*. *Eurocontrol* recognises the ACDM system set up at Riga Airport as fully implemented and tested. The aim of the ACDM implementation

is to increase the capacity of Riga Airport and to improve the coordination between all parties involved in flight operations: air traffic control, groundhandlers, air carriers, the airport and *Eurocontrol*, thus integrating the airport into the air traffic flow and workload management system. The introduction of ACDM procedures enable a more efficient decision-making process based on a more accurate and timely exchange of information, and a common understanding of the big picture by all the parties involved. The project significantly improves the quality and safety of services for both airspace users and passengers. This is achieved through more accurate scheduling of aircraft take-off times, reducing waiting times both at the terminal and on the runway, especially during peak periods, and reducing the resource and fuel costs incurred by air carriers in relation to waiting times before take-off and aircraft preparation for flight. Eliminating unnecessary aircraft engine operation reduces environmental pollution and noise. The investment used for this project in 2021 was €28,417.

- In 2021, work continued on the implementation and digitisation of new

processes in the document management system (DMS). Riga Airport developed its pass application system, improved its tendering module, began the use of an electronic for signing and approval of internal regulations, etc. This project involved an investment of €86,502 in 2021.

- The implementation of the airport's Microsoft Dynamic ERP system continued in 2021. The financial accounting section was updated and integration for data exchange with other airport systems was set up. This project involved an investment of €111,026 in 2021.

- In 2021, the e-gates were upgraded: four of the six e-gates installed in the terminal, which had been in service for almost ten years, were replaced by new i720 Skylane devices, technically improving and speeding up passenger service, and reducing the need for manual document checking. The equipment was supplied and installed by the French manufacturer Impression Enregistre Resultat SAS. The cost of the upgrades, including purchase, installation, and warranty service, was €83,142 (excluding VAT).

Investment projects	Implementation in the reporting period
	(thousand EUR)
Airport grounds infrastructure	124
Emergency, security, and IT infrastructure	474
Passenger and aircraft service infrastructure	1978
Development of power supply infrastructure	2312
Replacement of vehicles, machinery, and apron equipment	307
Airfield infrastructure	1415
Other projects	69
Total	6678





# 06

## SAFETY AND SECURITY





# SAFETY AND SECURITY

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Flight safety is a top priority at Riga Airport. The company’s mission is to ensure safe flights and a continuously safe environment for its employees, tenants, and clients.

To accomplish it, security at Riga Airport has two components: aviation security and safety, which are the responsibility of two airport units. Safety and security requirements are determined by the top management of the company, taking into account the requirements of the International Civil Aviation Organisation (ICAO), the European Commission (EC), and other documents regulating and providing recommendations for the operation

of Riga Airport.

In accordance with Riga Airport’s safety policy, safety on the airfield is the responsibility of everyone working on the airfield and on company premises, and is monitored by the Safety Management System (SMS) Unit of the Aerodrome Safety and Management Department, which works to minimise safety-related risks and hazards. The safety requirements for the operation of Riga Airport in the area covered are determined by the responsible airfield manager.

Riga Airport operates an SMS based on the LV-02 certificate issued by the

Civil Aviation Agency (CAA), and complies with the requirements and recommendations of international regulatory documents and the CAA. The SMS activities, priorities, and progress are guided by the SMS manual, security policy, and objectives.

## SECURITY

The duties and functions of the Riga Airport Security Department, which is responsible for security at Riga Airport, are governed by the following international and national laws and regulations:

- Regulation (EC) No 300/2008 of the European Parliament and of the Council of 11 March 2008 on common rules in the field of civil aviation security;
- Commission Implementing Regulation (EU) 2015/1998 of 5 November 2015 laying down detailed measures for the implementation of the common basic standards on aviation security;
- Commission Implementing Regulation C(2015) 8005 of 16 November 2015 laying down detailed measures for the

implementation of the common basic standards on aviation security containing the information referred to in Article 18(a) of Regulation (EC) No 300/2008;

- ECAC Doc 30 ‘ECAC recommendations and decisions on air transport facilitation and aviation safety’;
- Law on Aviation;
- Cabinet Regulation 397 ‘Regulations for the national civil aviation security programme’ of 27 April 2010;
- Security Guard Activities Law.

Taking into account the above regulations, the Security Department handles the drafting, execution, and implementation of changes to the aviation security programme and internal regulations, plans civil aviation security measures, manages and monitors their implementation on a daily basis and in emergency situations, conducts quality control of aviation security processes, manages the purchasing of equipment/security inspection equipment, as well as the corresponding records and compliance with international and national regulatory requirements, and prevents unlawful interference in the work of civil aviation.





The aviation security services and functions provided by the Security Department of Riga Airport include:

- security checks of vehicles, passengers, non-passengers, and luggage;
- access control, and entry pass control for persons and vehicles, cargo, post, supplies consumed at Riga Airport and in-flight;
- aircraft security and security screening on request;
- escorting and monitoring of vehicles and persons in the critical part of Riga Airport, in its technical area and in the open-area controlled-access facilities;
- measures to prevent planned and actual aviation security breaches and unlawful activities in the operation of Riga Airport;
- systematic monitoring of the security situation at Riga Airport, inspections/ investigations of aviation security and other violations;
- aviation security risk analysis;
- security and CCTV services;
- public order monitoring at the terminal and on the grounds of Riga Airport;
- initial inspection of potentially dangerous objects left unattended;

- activities (licences, monitoring, etc.) related to sources of radiation, as defined in laws and regulations;
- monitoring the operation of all security systems, responding appropriately to alarms;
- compliance with international and national sanctions at Riga Airport.

Riga Airport Security Department is the only service provider that provides aviation security services not only within the entire Riga Airport, but also in business aviation terminals.

## OPERATION OF THE SAFETY MANAGEMENT SYSTEM

The requirements for the safe operation of the airfield (within the scope of Regulation No 139/2014<sup>34</sup>) are determined by the manager in charge of the airfield, while the safety requirements for the rest of the operation of Riga Airport are determined by the top management of the company, taking into account the requirements of ICAO, EC, and other documents regulating

and providing recommendations for the operation of Riga Airport. Riga Airport has implemented and maintains a SMS, the main task of which is to manage the safety of operations at Riga Airport and to promote a safety culture among all employees of Riga Airport and the companies operating at Riga Airport.

In order to ensure the level of safety set at Riga Airport, the SMS systematically identifies, assesses and mitigates risks to the operation of Riga Airport. In addition to the change impact assessments, the SMS also manages existing risks by regularly reassessing them in order to monitor and maintain the level of risk at an acceptable level for safety. The SMS conducts consistent monitoring of compliance with security requirements in the processes taking place at Riga Airport, and manages the necessary resources and the maintaining of the skills of the staff. The SMS work group works continuously, and its members must take an active part in assessing the effectiveness of the SMS, analysing the problems identified and improving the functioning of the SMS, within the scope of their competence. The SMS work group meets at least once a month: 14 meetings were held in 2021.

## SAFETY COMMITTEE AND SMS REVIEW WORK GROUP

Safety committees are organised on a regular basis, in accordance with the procedure laid down in the regulations, to ensure active communication on current and important issues pertaining to the processes controlled by the SMS and coordination of the views of all interested parties between representatives of Riga Airport and other companies operating at Riga Airport. Riga Airport has four safety committees: Runway, Aircraft Handling, Airfield Maintenance and Movement Control, and Emergency Management.

<sup>34</sup> Commission Regulation (EU) No 139/2014 of 12 February 2014 laying down requirements and administrative procedures related to aerodromes pursuant to Regulation (EC) No 216/2008 of the European Parliament and of the Council.





Meetings of the SMS management review group take place once every six months, chaired by the responsible airfield manager and attended by the company's management board, departmental directors, the SMS manager and external experts. The SMS management review group meetings are organised to assess the effectiveness of the SMS during the previous period and potential for improvement.

## SAFETY AUDITS

The monitoring of the operation of the SMS is carried out through regular safety audits and scheduled safety inspections. Safety audits are subject to an annual plan approved by the management board. In 2021, the SMS Unit carried out seven audits: three in airfield maintenance, one in air traffic management, one in aircraft maintenance, and one in emergency management. Riga Airport systematically monitors compliance with security requirements through independent security inspections. A total of 64 inspections took place in 2021.

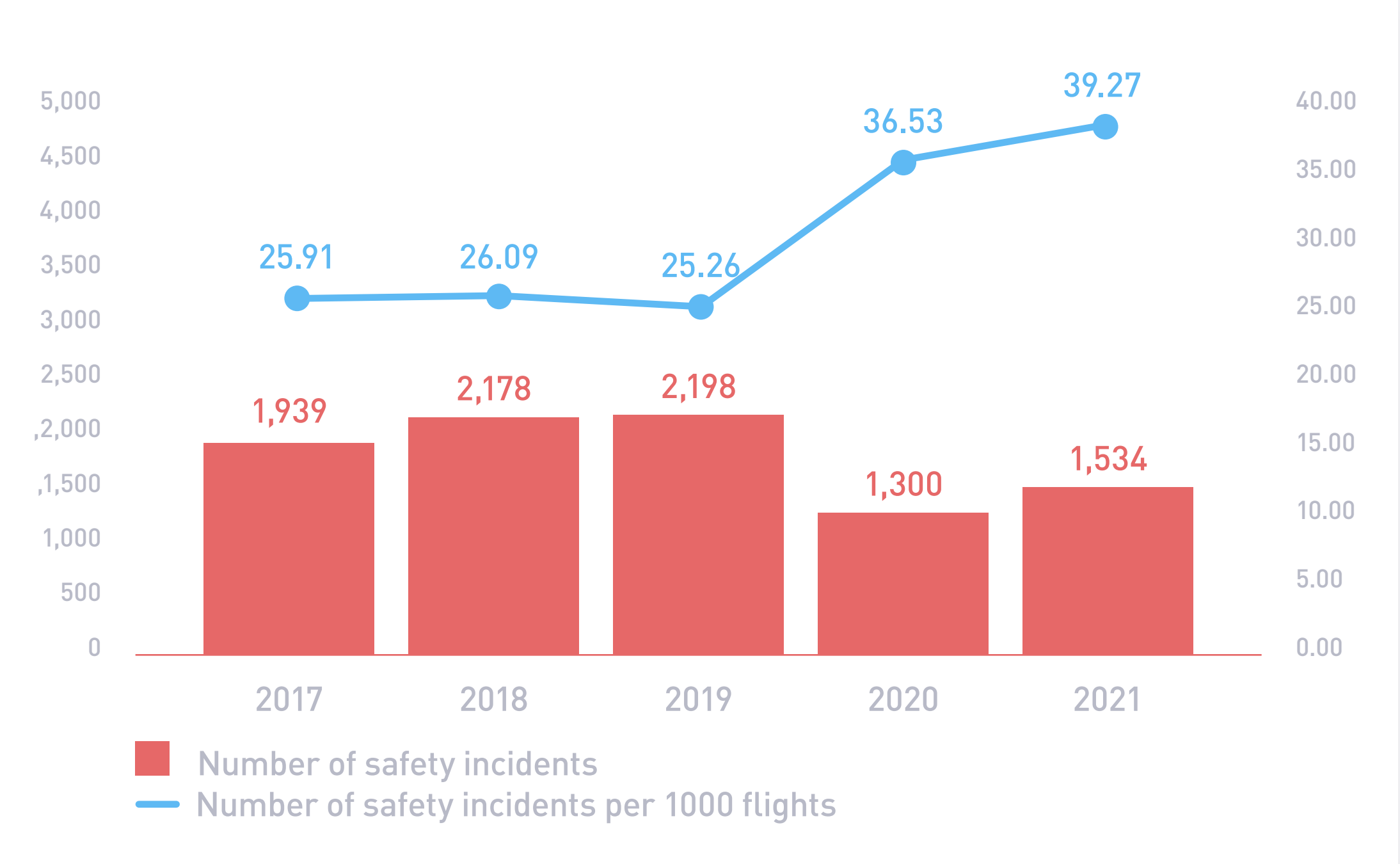
## RECORDING AND ASSESSMENT OF SAFETY INCIDENTS

Riga Airport has implemented and maintains mandatory and voluntary security incident and threat reporting procedures, and one of the indicators of the effectiveness of the SMS is the number of security incidents recorded at Riga Airport. All safety incidents must be recorded in a single database. Depending on the type and significance of the safety incident, a safety incident investigation is initiated at the necessary level of analysis. The SMS Unit collects the numerical data of safety indicators recorded during the calendar month and analyses the content and trends of safety incidents within the SMS Unit, the SMS work group, and the safety committees, involving experts and interested airfield service providers as necessary. The responsible airfield manager, the company's management board, heads of departments and companies operating at Riga Airport receive regular electronic reports on safety incidents.

## MONITORING OF SAFETY INDICATORS

For a precise assessment of the safety performance of each of the processes controlled by the SMS, safety indicators were defined with an safety performance level to be achieved, which are reviewed by the SMS work group at least annually. Safety status indicators are monitored by the head of the unit responsible for the process.

In 2021, Riga Airport recorded 1534 safety incidents, or 39.27 incidents per 1000 flights<sup>35</sup>. The number of safety incidents rose 18% compared to the previous period, corresponding to 7.5% per 1000 flights. The increase is partly due to the increase in the number of flights, which means more the workload on the apron, and thus more safety incidents. Additional factors that contributed significantly to the increase in safety incidents were working in adverse weather conditions (heavy snow, frost and thaw, which made apron maintenance difficult, as well as unprecedentedly strong winds), and the reduced experience





of the staff during the previous year, when the COVID-19 pandemic resulted in a significant drop in the number of flights operated. The SMS monitors trends in safety incidents and reviews, expands the safety indicators, or splits them into more specific indicators, as necessary, on an annual basis. In 2021, a new safety indicator was added: ‘Vehicles colliding with or dangerously approaching buildings or objects during airfield surface maintenance’.

## SAFETY TARGETS

The safety targets for the calendar year are defined in direct relation to the safety policy approved by the manager in charge of the airfield and the company’s management board. The targets set a specific level of safety or process performance to be achieved within a given timeframe. Whenever possible, safety targets are quantified using safety performance indicators, e.g. ‘Prevent passenger air bridges from failing more than 0.89 times per 1000 flights’ (the 2021 target was achieved with 0.56 cases per 1000 flights), ‘Prevent occupational accidents (disabling) and injuries (non-disabling) to employees within

SMS-controlled processes exceeding 0.88 cases per 1000 flights’ (the 2021 target was not achieved, with 1.23 cases per 1000 flights). The safety targets are set for Riga Airport as a whole (including other companies operating at the airfield) and for the company’s units individually. In 2021, Riga Airport had a total of eight safety targets. Company unit objectives are defined on the basis of the results of the safety (risk) assessment of the processes of the unit, the safety performance of the unit, and the requirements of regulatory and guidance documents. In 2021, a total of 29 safety targets were set for the company units.

## SAFETY RISK MANAGEMENT

The risk management process is used to ensure the safety level of airfield operations and to reduce risk in a consistent manner, the aim of which is to identify and assess existing and potential hazards affecting the safety of the airfield within the SMS and, based on the results of the safety (risk) assessment, to make decisions on appropriate and reasonable risk

reduction measures ensuring and improving the safety at the airfield. Risk management takes place in all the processes controlled by the SMS. The risk management process determines the current safety status of the airfield and the necessary mitigation measures through hazard identification and hazard risk assessment. Risk management is a continuous process, the intensity of which depends on the level of risk. In 2021, a total of ten new mitigating activities were identified for airfield processes (as part of the SMS), following a re-assessment of the risk levels of existing hazards.

Due to the restrictions imposed as a result of the national emergency, safety risks related to maintaining the competences of operational staff, as well as their training and changes in daily work routines were given additional attention since Q2 2020. Although the number of flights (and consequently the activities required to serve them) at the airport increased in 2021 compared to 2020, it was still significantly lower than in the previous decade. Effective safety management is critical in such working conditions. Recording safety incidents, analysing all incidents, trends and identifying mitigation measures to improve

the overall safety at Riga Airport is essential, and Riga Airport pays systematic attention to this matter.

## PROMOTION AND COMMUNICATION OF SAFETY

Safety culture is based on the safety policy defined by the manager in charge of the airfield and the company’s management board; it is also based on the safety guidelines for the activities to be carried out at Riga Airport. The SMS ensures that safety requirements are explained, enforced, and that safety concerns are actively and openly discussed. Active involvement of all levels of Riga Airport management in the assurance of safety contributes to the development and strengthening of safety awareness among the employees of the company and other companies operating at Riga Airport. The SMS handles communication on safety requirements, enforcement and the

<sup>35</sup> In 2021, the overall calculation approach for the safety incident count was changed to include cases where no high visibility clothing was worn on the airfield, which were counted separately in the 2017–2020 period.





most relevant problems. In addition to nine safety committees, 14 SMS work group meetings and separate weekly meetings with surface service providers, 13 safety bulletins and nine briefing papers were issued in 2021. The manager in charge of the airfield, the SMS head, the SMS unit, heads of units (including of other companies), operational managers, Riga Airport Training Centre staff and the Communications Unit are involved in explaining safety requirements. The safety culture is maintained through a system of employee training, active communication on safety issues and their importance, and regular safety promotions in the company as a whole and in the day-to-day operations of the company units. All employees of Riga Airport and other companies are provided with the necessary training in safety management prior to the issue of entry passes. In order to raise awareness among employees of the importance of maintaining safety and to provide them with the knowledge, skills, and abilities necessary for their job duties, the Safety Management System training programme provided successful training to 550 employees in 2021, and 523 employees were trained in Airfield Safety in 2021. In 2021, 30 employees of Riga Airport

involved in safety risk assessment were successfully trained as part of the Safety Risk Management training programme. The SMS regularly reaffirms that all employees of Riga Airport or other company can submit suggestions for improvements in safety requirements. Each suggestion is evaluated by the SMS support unit and, if necessary, by the SMS work group or the relevant safety committee, which decides on the necessary actions to put the suggestion into practice.

**DEFICIENCY  
CONCERNING  
THE HEALTH AND  
SAFETY EFFECTS  
OF PRODUCTS  
AND SERVICES**

416-2

In 2021, two deficiencies pertaining to the health and safety impact of products and services were recorded at Riga Airport. Both the deficiencies had to do with one case of excessively rapid braking of a bus transporting passengers from the departures sector to the aircraft, resulting in two passengers sustaining bruises.

**BIRD  
STRIKES**

A09

28 bird strikes were confirmed at Riga Airport in 2021. Number of incidents per 1000 flights: 0.72 (during the previous period: 0.70). The bird strike index in 2021 was five. The aim is to prevent a (quarterly) bird strike index value greater than nine.





# 07 QUALITY OF SERVICE







# AVAILABILITY

## ACCESS BY PUBLIC TRANSPORT

To get to and from the capital, passengers can use public transport bus 22 of SIA ‘Rīgas satiksme’, as well as taxi services. The bus stop is 300 metres from the Riga Airport passenger

terminal. Buses from Riga Airport to Riga run several times an hour, on average every 20 minutes. Taxi services are available on the road nearest to the terminal. To get to/from the city, one can use the website or the mobile app to call for transport services. Riga Airport also offers international connections operated by the following international transport

companies: Eurolines with routes to Vilnius, Tallinn and Warsaw; Ollex with routes to Šiauliai and Klaipėda; FlixBus with routes to Tallinn and Warsaw.

Riga Airport has four car parks for passengers and clients, providing parking for 2886 cars. Parking capacity percentage (of total parking spaces):

- 12% in the P1 short-term car park;
- 10% in the P2 long-term car park;
- 59% in the P3 long-term car park;
- 19% in the P4 long-term car park.

The P1 short-term car park is located at the front of the terminal, in front of arrivals sectors E and C, while the P2, P3, and P4 long-term car parks are a few minutes’ walk from the terminal. Clients have access to a free shuttle service is available from the long-term car parks to the airport terminal. There is no charge for the first 10 minutes of using the P1 short-term car park when picking up or dropping off passengers. All car parks accept cash, payment card, and Mobilly mobile app payments. Due to a decrease in the number of passengers and clients, the P2 long-term car park was closed indefinitely. Long-term parking is available at P3 and P4.

Riga Airport has three companies that provide a car sharing service, offering low-emission and zero-emission vehicles for rent.

Passengers can also drive their electric cars to Riga Airport, as a fast charging station was built and put into operation at the public car park P3 in 2021, in cooperation with the Road Traffic Safety Directorate (CSDD).

Information about the airport’s car parks is available in the [Parking](#) section of the Riga Airport website.

Information on travel to and from the airport is available in Latvian and English on the airport’s website, at <https://airport-transport.lv/>.





# ACCESS FOR PEOPLE WITH REDUCED MOBILITY

RIX 2

Riga Airport is responsible for implementing and enforcing the requirements of Regulation (EC) No 1107/2006 of the European Parliament and of the Council concerning the rights of disabled persons and persons with reduced mobility when travelling by air. It includes staff training and disability awareness, environmental accessibility, infrastructure improvement/adaptation and equal, harmonious, and non-discriminatory treatment of passengers with reduced mobility (PRM). In accordance with the requirements of Regulation No 1107/2006, Riga Airport promotes equal service to all passengers and guests of Riga Airport.

By investing in the modernisation of passenger infrastructure, the airport's passenger terminal, built in 1974, was extended with annexes adapted for PRM and meeting the

requirements of an accessible environment for everyone, regardless of their physical or other abilities.

In 2021, the second highest number of praises received by Riga Airport was for the quality of its PRM services (9) (for more information about the PRM passenger survey, see Quality of Services section on [page 84](#)).

## PRM SERVICE

The PRM service is available to passengers with temporarily or permanently reduced mobility. This service must be booked in advance, at the time of purchase of the tickets. If the ticket is purchased less than two days before the flight, the service can be requested via e-mail, [IPAsupervisor@riga-airport.com](mailto:IPAsupervisor@riga-airport.com). The airport provides a pre-booked PRM service within 10 minutes of activation, and a non-pre-booked PRM service within up to 40 minutes.

The service is provided from the moment it is requested until the boarding of the aircraft and includes the following assistance:

- check-in, submission of luggage,

wheelchair or other assistive device approved for carriage by the air carrier chosen for the flight;

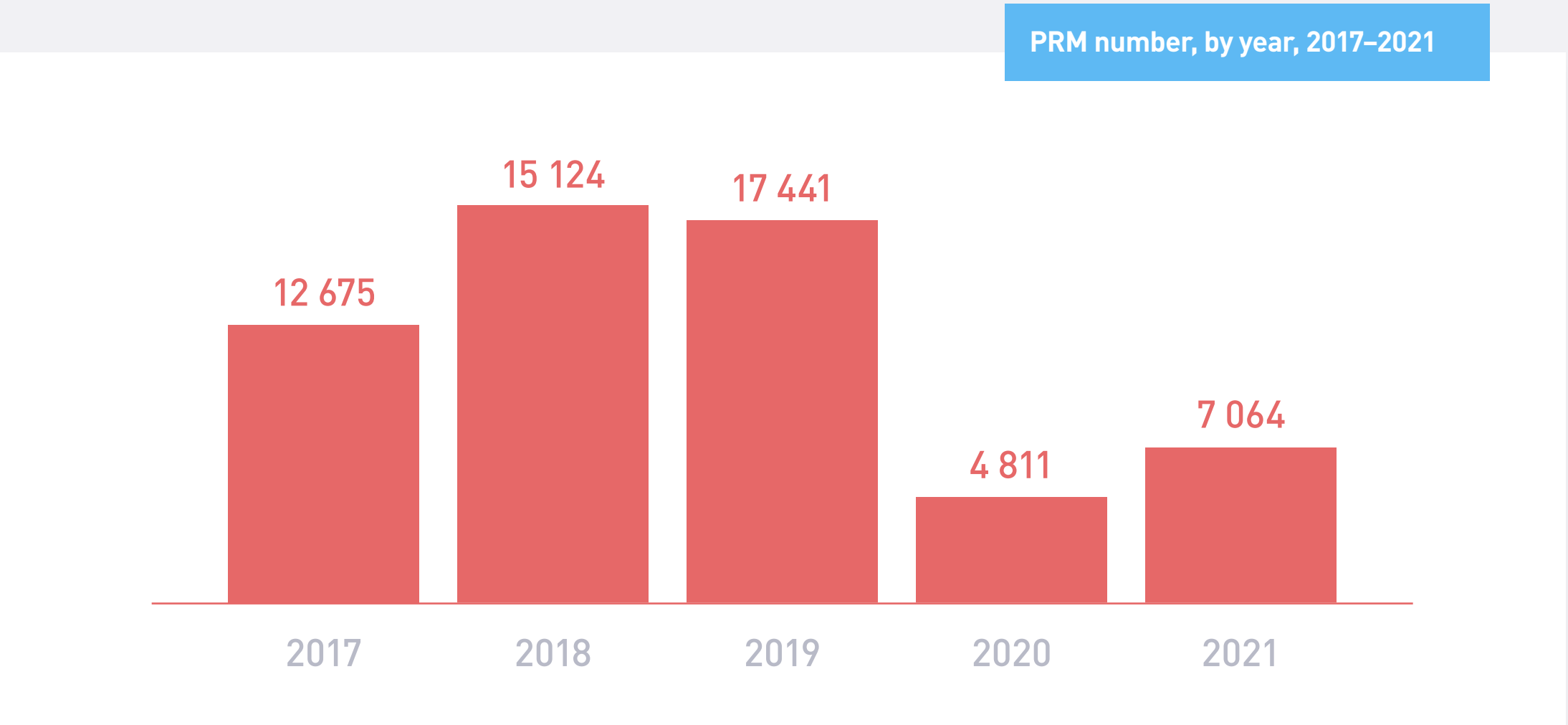
- security, customs and border checks;
- visiting a shop, café, or business lounge;
- going to the toilets;
- getting from the departure sector to the aircraft seat and stowing the passenger's hand luggage in its designated place.

- getting to the arrivals room (if the passenger is a resident of Latvia), going through customs and border checks, collecting luggage, getting to the next location chosen by the passenger (within the airport), which is a car park, taxi, public transport stop, or hotel;
- getting to the needed flight connection (for transfer passengers), and passing customs and border checks.

On arrival at Riga Airport, the following assistance is provided:

- disembarking from the aircraft and proceeding to the terminal;

In 2021, Riga Airport handled 47% more PRM than in 2020. A total of 7064 PRM were served in 2021. Relative to the total number of passengers in 2021, the share of PRM was 0.30%.





# STAFF TRAINING FOR WORKING WITH PRM

Riga Airport PRM provides training to its passenger service staff in accordance with Annex 5-G of the ECAC Doc 30 requirements.

In 2021, mandatory training was provided to all airport staff directly involved in PRM passenger services (physical contact possible), to all staff indirectly involved in PRM services (no physical contact expected, e.g. security, check-in or aircraft handling staff), to all staff working in businesses, including shops and cafés, at the airport/terminal, and to officials of public authorities, such as Customs, State Border Guard and State Police. In connection with the fact that in 2021, airBaltic used its own resources to provide the check-in service, Riga Airport also trained all airBaltic check-in staff and apron service staff.

Riga Airport provides five training programmes for ‘Handling Persons with Reduced Mobility’, each of which is designed for a different target group:

- passenger service staff;

- apron service staff;
- aviation security officers;
- PRM service staff;
- staff of external organisations.

This training takes place every two years, and annually for PRM service staff. PRM staff receive practical training, including correct passenger lifting, kinetics, escorting a blind passenger, etc. The PRM training also covers the identification of victims of human trafficking, as they can be transported as PRM.

Training for employees and external organisations is conducted by Riga Airport trainers prepared by a company accredited and certified company in Europe, who have practical experience with PRM.

# PRM PASSENGER SURVEY

Riga Airport surveys PRM to assess the quality of services provided to these passengers. Of the 7064 PRM served in 2021, 10.03% or 709 PRM participated in the survey, which is in line with the target set in the PRM quality standards, to survey 10% of the annual PRM. Of the respondents, 472 were departing passengers, 190 were arriving passengers and 47 were transit passengers, of whom 535 had booked a PRM service and 174 had not previously booked a PRM service.

The average satisfaction score on a five-point scale was 4.71, the target being 4.5.

## CLIENT RELATIONS AND SATISFACTION

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As mentioned on page xx, one of the strategic objectives of Riga Airport is to provide modern and high-quality services. The company works continuously to improve the quality of its services, expand their range, and to develop new services, taking into account the needs of its clients in achieving this. The company values the expectations and opinions of its clients and uses these as a basis for building sustainable relationships and partnerships with its clients.

According to the ASQ survey, the most important services for passengers at Riga Airport were:

- ease of navigation;
- Wi-Fi quality;
- convenience of departure gates;
- feeling safe at the airport;
- getting to/from the airport;
- waiting time at the check-in;
- waiting time for security checks.





Airfield service providers, on the other hand, represent different types of business, so what matters most to each of them is what directly affects the business of that particular airfield service provider. Air carriers also have different needs, influenced by whether they are low-cost or classic, and whether they have a base in Riga or not.

At Riga Airport, customer service is based on the customer experience throughout the entire airport service chain, from parking to boarding, regardless of the company providing the service.

Riga Airport's customer service strategy was approved in 2021. The customer service strategy is based on planning, designing, implementing, and maintaining an acceptable customer experience throughout the service chain, progressively improved to provide excellent service to airport clients, which in turn is a result of the airport's ability to continuously exceed client needs and expectations by supporting the view among the clients that their needs and expectations are met. To achieve this, one must achieve a common understanding of the airport's customer

service standards among all the staff involved in the provision of the service. The Riga Airport Customer Service Standard was developed and approved for this purpose in 2021.

In order to improve the quality of services provided to the clients of Riga Airport, Riga Airport implements various measures to ascertain the opinion of the clients, to assess their satisfaction and to implement the necessary improvements (for more information see 'Passenger experience and satisfaction' section on page xx). The company has formed a Customer Service Work Group whose task is to develop proposals for improving customer service by assessing customer needs and expectations, and to monitor and implement the implementation and compliance with the customer service strategy in the companies operating as part of the service chain at the airport.

# PASSENGER EXPERIENCE AND SATISFACTION

RIX 4

## PASSENGER SURVEY

Since 2015, to assess the quality of airport services and to analyse data, the company has been participating in ASQ (Airport Service Quality) global comparative assessment programme created by ACI, which asks passengers to rate the services available at the airport from the moment they arrive at the airport. Since 2016, Riga Airport has been included in the group of EU airports serving 5–15 million passengers per year.

The passenger survey is conducted by the Aviation Services and Business Development Department (ASBSD), which asks passengers to fill in the survey on a tablet. Survey participants are selected according to the methodology set by ACI ASQ, with a specific number of surveys for a specific flight on a specific day and time of the week.

The last ACI ASQ survey took place in 2020. Further participation in ACI ASQ surveys was suspended indefinitely due to the interruption and subsequent drastic reduction of scheduled passenger services as a result of the COVID-19 pandemic, as well as the removal of the ACI ASQ staff positions.

503 passengers took part in the 2020 survey. Of the 38 airports in its group,

Riga Airport ranked 17th, with an average passenger satisfaction score of 3.94 out of 5, which was 0.05 higher than in 2019. Riga Airport strives to have a ASQ score of 3.90.

A comparison of the changes in Riga Airport's service indicators in 2020 with the results of 2019 shows that almost all indicators had improved. The highest scores (4.11–4.21) were in airport navigation, availability of toilets, cleanliness of the terminal, friendliness and helpfulness of the airport staff, and feeling of security. The lowest score is the value car parking services relative to their price (3.32).

As passenger numbers started to increase in 2021, it is planned to resume participation in the ACI ASQ surveys in Q2 2022.





# CLIENT FEEDBACK

Client feedback can be obtained at Riga Airport:

- verbally;
- online;
- via an e-mail address of Riga Airport, at office@riga-airport.com, customer@riga-airport.com or other;
- using the online feedback form;
- in writing, filling in the feedback form;
- in writing by post.

Feedback forms and verbal customer feedback are the formats most often submitted to the information service staff.

In 2021, Riga Airport received 1436 items of feedback, an increase of 53% compared to 2020. The increase in the amount of feedback is due to the increase in the number of passengers at Riga Airport and, consequently, the number of people meeting and accompanying the passengers, and the restrictions created by the COVID-19 pandemic. However, in terms of the total number of complaints received per 1000 passengers per year, the

number of complaints rose to 0.13 in 2021 compared to 0.09 in 2020.

Feedback can be divided into several groups: questions, suggestions, praise, and complaints.

Type of feedback	2018	2019	2020	2021
Praise	16	31	16	42
Questions	334	810	723	1065
Suggestions	10	27	16	22
Complaints	449	613	181	307
Total	809	1482	936	1436

The most praised items were the kindness and helpfulness of the check-in staff (14) and the airport staff (7), and the quality of the PRM service (9). There were four praises for the security staff, two for the ticket counters, two for the VIP lounge, two for the arrival service, one for the passenger escort and greeting service, and one for the work of the shop assistant.

The amount of praise received in 2021 increased from 0.008 (2020) to 0.018 (2021) per 1000 passengers.

The most frequent complaints were about the airport experience, such as

cancelled flights (49), items removed from luggage (24), delayed flights (16), as well as the friendliness, helpfulness, competence, etc. of the check-in and security staff.

Of the 1065 questions received in 2021, 426 were related to COVID-19: travel restrictions in other countries, in Latvia, etc. Passengers were very interested in getting tested for COVID-19 at the airport.

216 questions received were about security, most of them concerning prohibited articles removed from checked-in luggage, and their recovery. Similarly, a number of questions (146) pertained to passenger experience, a large proportion of which were about items lost at the airport.

In response to the feedback received

and in order to further improve the level of customer service in the company, the Customer Service Team is working on the quality of customer service. In 2021, improvements were made to the baby feeding rooms, providing more comfortable chairs for feeding children, and installing electrical power sockets.

In 2021, increased focus was placed on organising passenger flows and providing COVID-19 testing for departing passengers.

Given the increase in the share of passengers not allowed into the country in summer 2021 (due to the additional COVID-19 requirements), much attention was paid to improving the comfort of clients who were forced to spend longer periods outside the Schengen transfer area, with materials prepared containing basic information and frequently asked questions, hygiene products stocked in the shops, and overnight stay comfort improved (clean rooms with blankets for individual use were provided).

In summer 2021, the customer service agent and assistant positions were restored, providing additional support to clients at the terminal.





# SURVEY OF AIR CARRIERS AND GROUNDHANDLERS

Riga Airport conducts an annual survey of air carriers and ground-handling service providers (GHSP), in order to assess the quality of the services provided by the company.

The questions and breakdown of the air carrier survey for the 2021 reporting period were based on the ACI ASQ passenger survey questions, with the aim of comparing how air carriers perceive the airport’s services and infrastructure. In turn, the GHSP surveys assessed the suitability of the airport infrastructure (terminal, apron, and cargo handling) for business needs, the impact of the existing air carrier route connections on business development, and the opinion on cooperation and communication with Riga Airport.

The 2021 GHSP survey focused on the gradual recovery of operations under COVID-19 and the necessary improvements that could be implemented to ensure the quality of the

services as passenger flows gradually recover.

The survey was completed by 27 respondents, including 10 air carriers (10 in 2020) and 17 GHSP (17 in 2020). Representatives of air carriers that did not operate to Riga in 2020 and were not permanently based in Riga did not take part in the survey, while aircraft maintenance (AM) companies mainly did not take part in the GHSP survey. The rating was on a scale of 10, with 1 being very poor and 10, excellent, while for comparability with 2020, the rating for communication with the airport was on a scale of 5.

In the survey, the GHSP and air carriers providing their services at Riga Airport indicated that in 2021, they could restore operations to an average of 59% of the 2019 levels. The best recovery was achieved by some AM, freight, and business aviation companies. However, the biggest financial losses were sustained by fuel companies, air carriers, and businesses working in the passenger terminal.

On average, respondents rated the suitability of Riga Airport’s

infrastructure to the needs of air carriers and passengers at 9.2 (out of 10). In their comments, air carriers noted the insufficient capacity of the check-in room and the need to increase the use of passenger air bridges.

The lacking capacity of the check-in room and other passenger terminal facilities will be addressed by the construction of the Round 6 expansion project, while improvements in the capacity of the passenger air bridges are planned for the summer of 2023.

On average, Riga Airport’s customer service was rated at 8.7 (out of 10). The comments were mainly positive, indicating that customer service and cooperation were always fast, uncomplicated, friendly, and that solutions were considered in every situation. The monthly newsletter that Riga Airport sends to its clients was praised. A lower rating was given to situations where internal/external regulations made it impossible to find a solution that the client wanted.

The necessary improvements in airport infrastructure, customer service and other services identified by

the partners can be divided into the following groups:

- passenger terminal: expansion of check-in, security, luggage pick-up rooms and their equipment; expansion of aircraft bridges; expansion of border control stations; technical solutions to improve operational processes;
- airfield: replacement of passenger buses; additional apron parking; water in the southern de-icing area; replacement of concrete slabs for the asphalt surface on the way to the sixth checkpoint;
- technical area: installation of a roof for the third and fourth checkpoints;
- cargo warehouses: information signs about cargo warehouses for carriers; improvement of the area near the customs; improvement of lorry parking, water pressure improvements near the customs building.

Communication with Riga Airport was rated 4.61 in 2021 (4.36 in 2020), indicating that with the onset and continuation of the COVID-19 crisis, communication with the airport improved at all levels, with more successful and quicker solutions to everyday issues, and faster and more





productive processes at the management level.

For the first time, a separate section of the survey for air carriers and groundhandlers was dedicated to the readiness of the respondents for the potential requirements of the EU Fit for 55 proposals, to identifying the most significant challenges and opportunities for air carriers and groundhandling service providers to reduce their emissions, which is relevant for Riga Airport in the context of qualifying for the airport Carbon Accreditation Level 3 ACI programme.

A total of 30 companies responded, with 12 airfield service providers, 10 air carriers, three fuel suppliers, two groundhandlers, and three other respondents (major tenants, and VAS ‘Latvijas gaisa satiksme’).

Three fuel suppliers operating at the airport indicated in the survey that the most significant barriers to meeting the Fit for 55 requirements for Sustainable Aviation Fuel (SAF) were related to the technical capacity to supply SAF, the lack of suppliers and the significant price increase when importing SAF. Fuel suppliers would

also appreciate assistance providing explanations and information about the requirements of the legislation governing SAF. All fuel suppliers indicated that they would be able to provide a 2% SAF component in aviation fuels in 2025, subject to the requirements of ‘ReFuelEU Aviation for sustainable aviation fuels’.

All but one of the air carrier indicated that they would comply with the requirements and planned to use SAF at Riga Airport.

Of all the organisations that responded to the questions on measuring direct and indirect CO<sub>2</sub> emissions, the majority, 16 respondents, indicated that they did not measure direct CO<sub>2</sub> emissions. An even higher proportion of respondents—18 organisations—indicated that they also did not measure the indirect CO<sub>2</sub> emissions they produced. Similarly, more than half of the organisations (12) indicated that they did not have CO<sub>2</sub> reduction targets at the moment. Four organisations had such targets in place, while five organisations were working on CO<sub>2</sub> reduction targets, given the urgency of climate neutrality. The survey indicated the provision of electric charging stations



as the main element of support expected from the airport to help reduce CO<sub>2</sub> emissions.





**SUBSTANTIATED  
COMPLAINTS  
ABOUT  
BREACHES OF  
CLIENT PRIVACY  
AND LOSS OF  
CLIENT DATA**

418-1



In 2021, there were no complaints related to breaches of client privacy and personal data processing. There were also no cases of client data loss, leaks, or theft in 2021.

Riga Airport must be able to demonstrate that the processing of personal data is carried out in compliance with the requirements of Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on

the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation, GDPR).

When processing the data of natural individuals, Riga Airport must also comply with the principles of personal data processing set out in Article 5(1) of GDPR and with the requirements

set out in other laws and regulations in the field of personal data processing and protection. The airport must ensure that the processing of personal data is lawful, fair, transparent for the data subject, accurate, and limited to the minimum necessary to achieve the purpose. Where necessary, Riga Airport must ensure that the processing of personal data is kept up to date by erasing, rectifying, or destroying inaccurate data, and by complying with a restriction to store data, erasing (destroying) data or making data publicly unavailable if they are no longer necessary for the purpose for which they were collected.

At Riga Airport, the processing and protection of personal data is carried out in compliance with the requirements set out in various external and internal regulations of the airport.

In 2021, in compliance with the requirements of GDPR, Riga Airport:

- audited Riga Airport’s business processes involving the processing of personal data;
- carried out personal data protection impact assessments, taking into account the provisions of Article 35(3) of GDPR, if an

assessment of the processing of personal data showed that it was likely to result in a high risk to the rights and freedoms of natural individuals and that no personal data protection impact assessment including a risk analysis had been carried out beforehand;

- advised its staff on relevant personal data protection matter;
- assessed information systems from a risk and data protection perspective;
- maintained a register of personal data incidents, and a register of personal data processing operations;
- drafted new and updated existing quality system procedures governing data protection;
- provided statements on draft agreements, international agreements, cooperation agreements and their draft amendments prepared by the airport’s units;
- informed and advised users of personal data on their obligations regarding the processing and protection of personal data;
- audited the personal data on computers within the airport’s IT infrastructure and associated with its users.





# HUMAN RIGHTS

103, 412-1



Riga Airport aims to ensure compliance with all applicable laws and regulations concerning the respect for human rights in the workplace, in the provision of services and in the evaluation of partners.

Riga Airport recognises all the conventions and protocols of the International Labour Organisation ratified by Latvia, the main purpose of which is to promote social justice and the recognition of international labour rights. Riga Airport's HR policy states that the company must comply with the prohibition of different treatment and discrimination based on an employee's gender, age, race, origin, financial status, and other circumstances.

In order to ensure respect for human rights among employees, the Code of Ethics of Riga Airport sets out such aspects as respectful, tolerant, and equal treatment in interaction and communication. The Code of Ethics is binding to all staff.

The Riga Airport Training Centre organises training to ensure that the airport staff have the understanding and knowledge to serve clients of different cultures, ethnic backgrounds, and religions. This topic is a part of the Customer Service course, which is taught every two years to customer service staff; non-discriminatory service is also covered in the training covering the rules of passenger service adopted by air carriers. To improve

the knowledge and understanding of cultural differences among the staff, the Security Department's Aviation Safety Training programmes include topics on different religions and cultures. Riga Airport Training Centre also organises outsourced training courses covering various aspects of human rights. For example (courses):

- tolerance and diversity management skills;
- occupational safety training programme (trustee training);
- generation management;
- combatting human trafficking;
- employing third-country nationals in Latvia;
- professional communication with different categories of clients.

The single market for air transport services must be equally accessible to all people, which is why Riga Airport pays special attention to serving those whose mobility is reduced due to a disability. People with reduced mobility have the same rights to free movement, free choice, and non-discrimination as all others (see page xx for more information).

Riga Airport monitors its contractual partners in terms of the choice of

suppliers; for more information see [page 23](#).

As mentioned on page xx, the Memorandum on Preventing Human Trafficking in Aviation, initiated by Riga Airport in 2020 and signed in October on the occasion of the EU Anti-Trafficking Day by the biggest companies of the aviation sector, the Ministry of the Interior, and NGOs, was joined by the Ministry of Foreign Affairs in 2021. The preparation of the aviation sector memorandum was initiated by Riga Airport, which was previously involved in various activities to prevent this global crime. The aim of the memorandum is to contribute to the prevention of human trafficking and to strengthen cooperation between aviation companies, public institutions, and non-governmental organisations in identifying and directing victims of trafficking for support, assistance, and protection. Under the memorandum of cooperation, stakeholders in the sector, responsible public authorities, and the non-governmental sector commit to voluntary cooperation, outlining the boundaries, scope, and guiding principles of their cooperation.





# 08 EMPLOYEES





# EMPLOYEES

103

Riga Airport is one of Latvia’s largest and most visible employers, with employees of all generations and education levels working together. Many of the company’s professions and the knowledge and skills needed for them are unique for Latvia. Hiring, training, managing, and retaining professional, motivated, results-oriented, and loyal employees is essential in achieving the company’s strategic goals, and upholding high safety and service standards. This is why the company aims to ensure equal opportunities for all its employees, with a special focus on socially vulnerable groups. Its recruitment, training, remuneration, assessment, and occupational safety systems are continuously improved, and career development opportunities are encouraged.

One of the strategic goals of Riga Airport is to contribute to the development of

the aviation industry by retaining and attracting leading specialists, providing opportunities for growth and a working environment conducive to success. In 2021, a number of major projects were implemented to achieve this objective, in line with the airport’s operational plan, the HR Department’s operational plan, the Work Environment Monitoring Plan, and other strategic documents (the projects are described below).

In order to build a sustainable HR policy, which encompasses hiring, training, growth, motivation, and satisfaction of staff, changes to the remuneration system were drafted and implemented in 2021, with a significant increase in staff remuneration in 2022. A new growth interview model was introduced, growth interviews were carried out; a staff growth plan was drawn up and its implementation began. A strategy for the development of the Training

Centre was developed and approved; work continued on the modernisation and digitisation of the training process and the identification of departmental training needs, and new training programmes were developed.

In connection with the resumption of operations at Riga Airport and the ambitious plans for its future operations, it was necessary to recruit and train a significantly larger number of staff with different levels of qualification and specialisation. When introducing new positions, the company contacted its former employees and actively organised recruitment events.

To better pursue HR management functions, changes were made in the HR Department, creating business partner and recruitment specialist positions, and a separate Occupational Safety Unit.

Healthcare and health promotion facilities for employees were provided and improved to create an inclusive and non-discriminatory working environment that meets the highest standards of occupational health and epidemiological safety. The challenges related to the COVID-19 crisis continued during the year. The staff faced increased

psycho-emotional stress due to changing epidemiological requirements and limitations. At the same time, their workload and working hours increased. Therefore, several initiatives focused on ensuring the physical and mental health of employees were introduced: safe and ergonomic work, physical activity, comprehensive healthcare, psycho-emotional well-being, and a wide range of activities related to limiting the spread of COVID-19. The methodology for assessing workplace risks was improved and there was active cooperation with trade unions and trustees to improve the working environment.

In order to develop a company culture based on values, integrity, mutual respect, and openness, e-learning courses covering the principles of ethics and conduct are provided to all employees on a regular basis (upon recruitment and every three years after it). In 2021, there was a focus on positions more exposed to corruption risks, with the preparation of a special infographic, reminders to staff members on the conditions for combining different positions, and training on the protection of business secrets. An etiquette for online learning and meetings was defined for effective and respectful online collaboration.





NUMBER  
OF EMPLOYEES,  
COLLECTIVE  
BARGAINING  
AGREEMENT,  
AND DIVERSITY  
AT RIGA AIRPORT

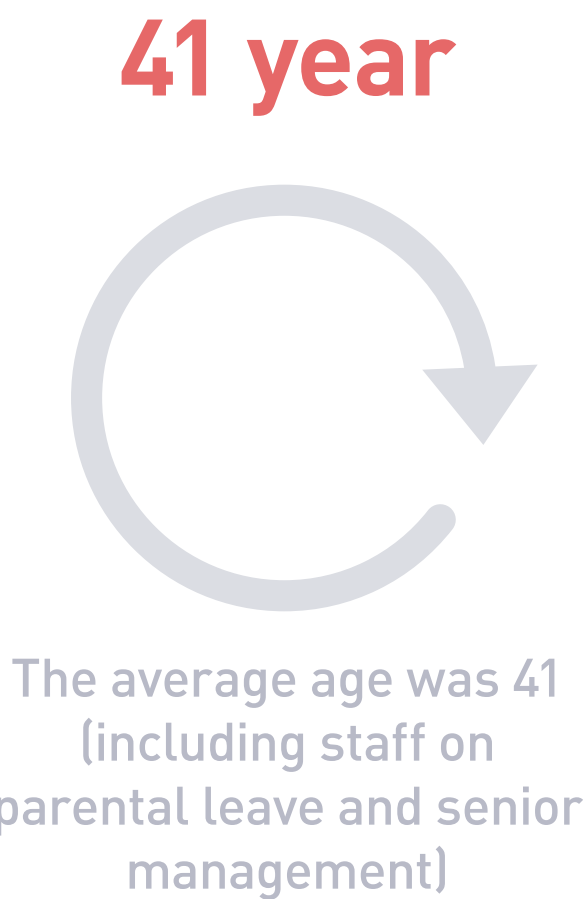
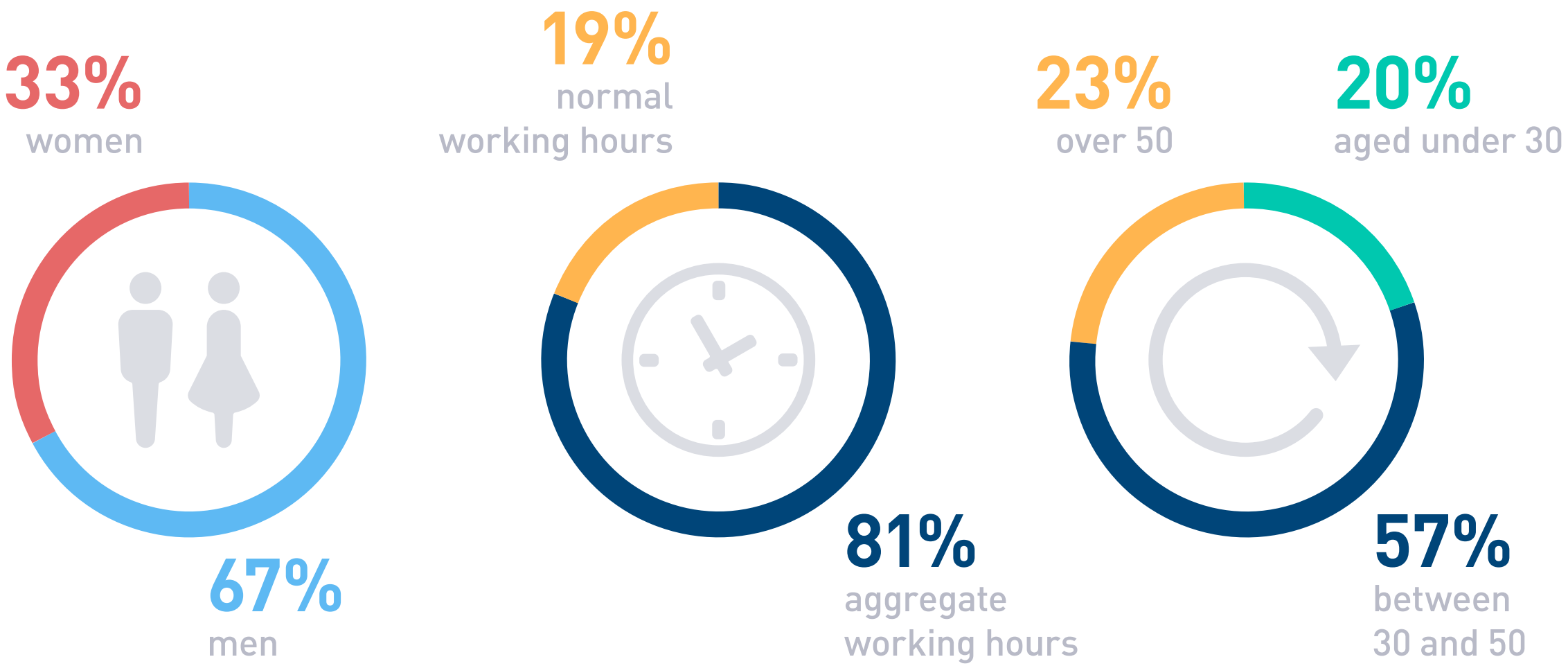
102-8, 102-41, 405-1

As of 31 December 2021, Riga Airport employed 1165 people. The proportion of men reached its level historically and can be explained by the high number of technical jobs, as well as jobs requiring high physical endurance. Most employment contracts are full-time and open-ended. In 2021, 749 men and 370 women had open-ended employments contracts, and 28 men and 18 women on a fixed-term basis (mainly as replacements for parental leave, as well as additional winter season airfield maintenance machinery drivers, and positions for certain projects). In 2021, 755 men and 354 women worked full-time at Riga Airport, and 17 men and 2 women

STAFF COMPOSITION

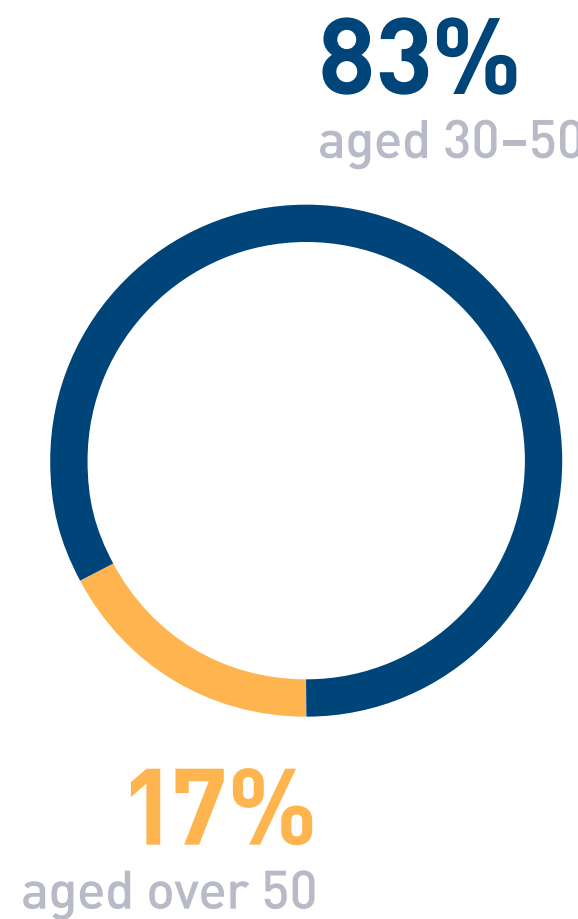
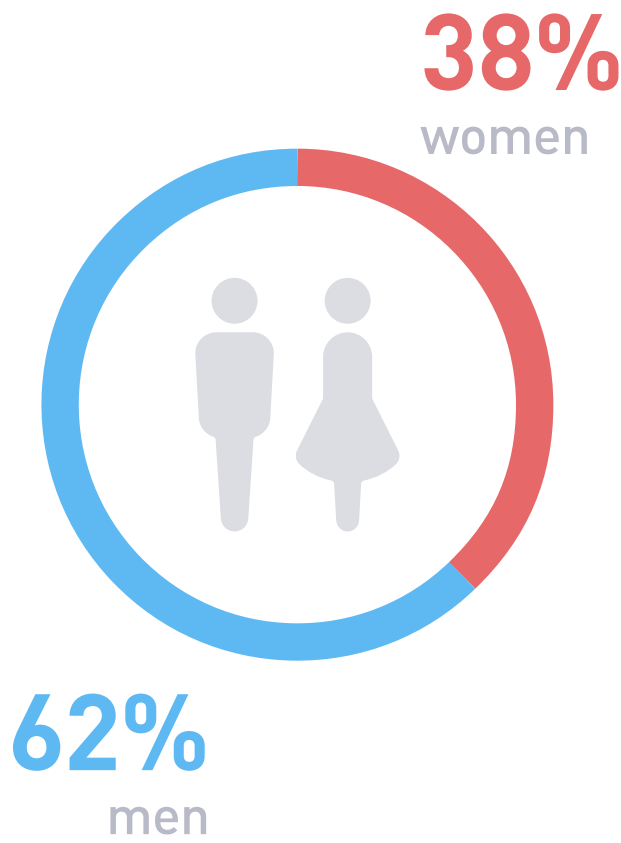
STAFF COMPOSITION

(excluding senior management, including staff on parental leave)



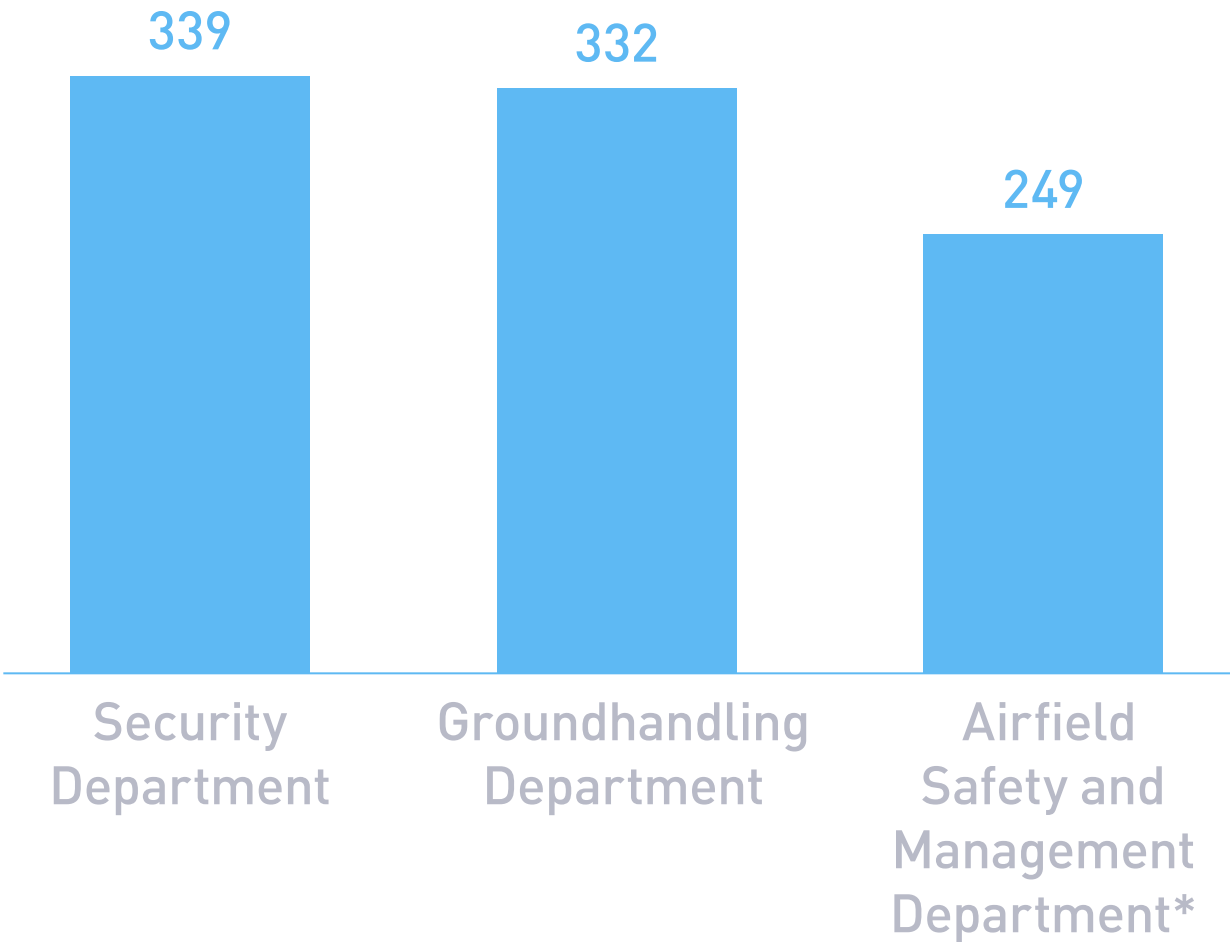
SENIOR MANAGEMENT

(board, directors, deputy directors)



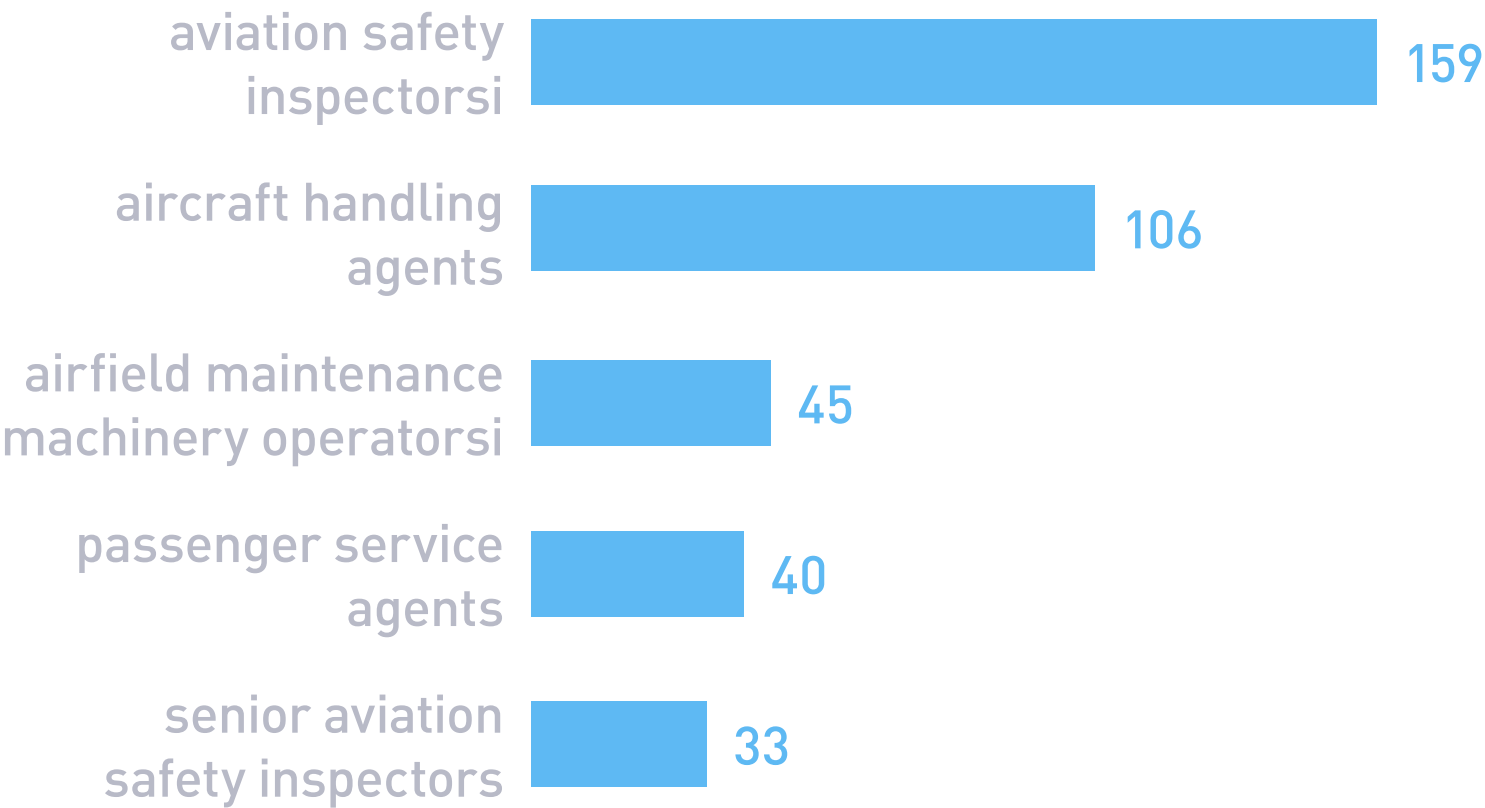


TOP 3 DEPARTMENTS BY NUMBER OF EMPLOYEES (including directors):

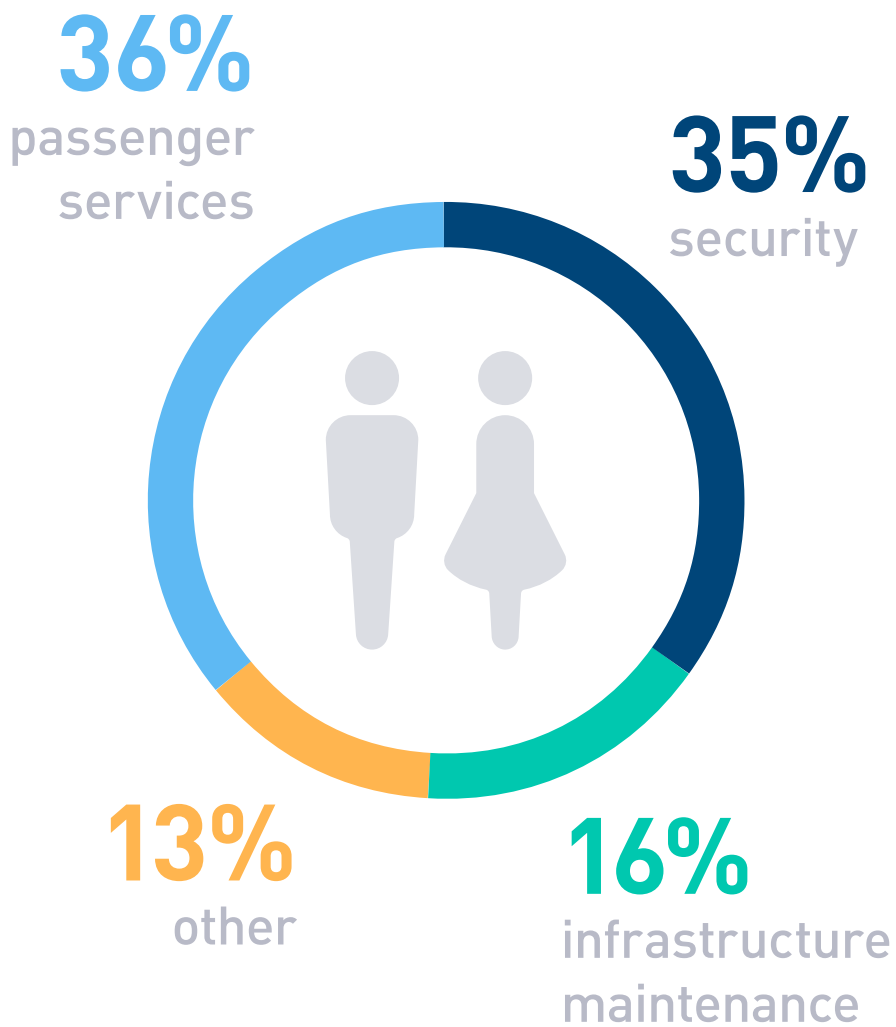


\* including seasonal staff

TOP 5 POSITIONS BY NUMBER OF EMPLOYEES:



NUMBER OF EMPLOYEES BY SECTOR



worked part-time. A total of 37 full-time staff, including 5 men, were on parental leave (open-ended employment contracts).

The collective bargaining agreement concluded between Riga Airport and the Latvian Trade Union of Airport Employees protects the legal, economic, and social interests of employees, in addition to the requirements laid down by law. In 2021, the effective collective bargaining agreement including 99% of Riga Airport employees (excluding seasonal employees)

who have completed their probationary period. The collective bargaining agreement includes not only trade union members, but also all employees. This ensures that all employees are treated equally in terms of social security and benefits and reduces the likelihood of conflicts between employees and the employer.

The current version of the collective bargaining agreement was approved general meeting of employee representatives on 6 March 2020, which completed the work on changes to the

collective bargaining agreement that had begun in 2019. The collective bargaining agreement was concluded for two years (with an option to extend it for another year). The new version of the collective bargaining agreement included many significant improvements for airport workers, such as an increase in the number of benefits, and additional night work pay starting from the first hour. It also provided for even greater union involvement in the processes taking place for improving the working environment and airport support for the union.

Seven employee trustees were elected at the 2020 general staff meeting, and have since been actively involved in representing the interests of employees, e.g. in occupational safety processes, work groups, etc.





# HEALTH AND SAFETY

103

In line with its strategy, employees have always been Riga Airport's greatest asset and the foundation of its outstanding achievements. Safety is one of the airport's core values, and taking care of the health and safety of its employees one of top priorities. The occupational health and safety of the airport's employees and other people working at the airport are ensured through well-developed safety management and occupational health systems, regular risk assessment, preventive actions aimed at risk mitigation and hazard prevention, and targeted employee information and education. The airport invests heavily in promoting employee health and improving the working environment.

In 2021, the time and resources of occupational health and safety professionals were also largely occupied by measures to limit the spread of COVID-19. A team of occupational health and safety specialists

continued to monitor the airport's hazardous equipment and instruments. They regularly carried out inspections and document checks in connection with the preparation and execution of several major construction projects performed by building contractors at the airport: construction of the Z3 runway and TP23 substation; the implementation began of the *Rail Baltica* project.

# OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

403-1

The system and organising of occupational safety at Riga Airport are pursued on the basis of Latvian law and the occupational safety requirements of the company. The occupational health and safety requirements

are governed by the DA 1100 P Occupational Safety Organising Procedure, approved by the board chairman. The procedure applies to all airport departments and is binding to all airport staff. Commitments to safety objectives are set out in the Safety Policy. The plan for the internal monitoring of the working environment for the year is established by a management order, the airport's security objectives, and the action plan for achieving the 2021 security objectives were approved by the management board of Riga Airport.

The airport's safety targets for 2021 also included occupational safety targets:

- to prevent, within the processes controlled by the Safety Management System (SMS), an occupational accident (resulting in disability) and injury (not resulting in disability) rate that is greater than 0.88 incidents per 1000 flights. With fewer flights in 2020 and a significant increase in 2021, staff had to quickly return to a more intensive work rate, resulting in more accidents at work among airport and non-airport employees, and the target was not met (0.92

- incidents per 1000 flights);
- to prevent, within the processes controlled by the Safety Management System (SMS), an accident (resulting in disability) and injury (not resulting in disability) rate that is greater than 0.01 incidents per number of employees, for Riga Airport staff members. In 2021, the occupational safety target was not met (0.02 incidents per number of employees), mainly due to the rapid increase in the number of flights operated, workload, especially in the second half of the year with the takeover of services provided to airBaltic, the significant increase in the number of new employees and their ratio to experienced employees. Many injuries were also linked to bad weather at the end of the year, in November and December. Each incident was carefully analysed, and necessary measures were taken.







**IDENTIFICATION  
OF HAZARDS,  
RISK  
ASSESSMENT,  
AND ACCIDENT  
INVESTIGATION**

403-2

Riga Airport has defined the duties, rights and responsibilities of the employer, heads of units, and employees in the field of occupational health and safety. Riga Airport has two occupational health and safety specialists—a senior occupational health and safety specialist and an occupational health and safety manager—who are responsible for maintaining and improving the occupational health and safety system. The third position in this field, that of occupational health specialist, was not filled in 2021. All the airport’s occupational health and safety specialists have a vocational master’s degree in occupational health and safety and the professional qualification of a Senior Occupational Safety and Health Specialist.

In September 2021, a separate unit, the Occupational Safety and Health Unit, was created within the Human Resources Department, consisting of the above three positions.

For more information about the internal regulations governing the actions to be taken in the event of an accident, see ‘Accidents at work’ on [page 100](#).

A voluntary reporting system has been introduced and is maintained in the

company, in accordance with the DP 8003 R Safety Management System Manual. It states that the management of the airport and other companies operating at the airport undertake not to impose penalties on whistleblowers, unless the security incident is caused by negligence, willful act, or omission.

In 2021, a particular focus in the area of occupational health and safety was on training and improving risk assessment. An external service provider, SIA SafetyFirst, was contracted to carry out a risk assessment of the working environment of the Aircraft Handling Unit of the Groundhandling Department, to review the airport’s working environment risk assessment methods, and to assess the possibility of choosing of a better methodology for assessing the company’s working environment risks.

Two training programmes that employees go through in the e-learning environment—induction training in occupational health and safety and safety training for unit managers and instructors—were completely overhauled. The aim of the training is to improve the occupational health and safety knowledge that the airport’s unit managers and instructors who train airport employees in occupational health and safety, need.





# EMPLOYEE PARTICIPATION, CONSULTATIONS AND COMMUNICATION PERTAINING TO OCCUPATIONAL HEALTH AND SAFETY

## ASSESSMENT OF RISK FACTORS IN THE WORKING ENVIRONMENT

403-4, 403-7, 403-10

The risks to the working environment in each unit must be assessed at least once a year. The risk assessment plan for the working environment of the units is determined by management order. In 2021, the working environment risks were assessed in all Riga Airport units: 11 departments, three teams and 33 divisions. Employees and trustees or employee representatives have access to occupational health and safety documentation, including working environment risk assessments.

The collective bargaining agreement and Riga Airport's DA 1100 P Occupational Safety Organising Procedure stipulate the involvement of employees in the improvement of the occupational safety system, and define and describe the occupational

safety organising procedure to improve the health and safety of the employees at work. Working environment risks are assessed by occupational health and safety experts, with the additional involvement of trustees or employee representatives, employees who work at the workplace in question and are familiar with it, and the head of the unit in question, or their representative. In 2021, trustees participated in accident investigations and workplace risk assessments within eight airport departments.

The occupational safety instructions and the combined instructions on the use of equipment identify the conditions in the working environment that are harmful to the worker's health and prohibit beginning or continuing work if damage to equipment is found that could endanger the worker's health. The assessment of risks to the working environment must be carried out in accordance with the 2021 internal working environment monitoring plan, using the Finnish five-point system. For each risk factor, risk degrees are determined, and the risk consequences are multiplied by the risk probability. Risk mitigation measures are implemented if the risk level is III ('tolerable risk') or higher.





In such cases, a plan of preventive action in the field of occupational health and safety must be drawn up, specifying the staff responsible, and the deadlines for implementation.

# REPORTING PROCEDURE

The procedure for reporting accidents or near-misses is governed by the DA 1100 P Occupational Safety Organising Procedure. The reporting procedure is also set out in the section of each occupational safety manual called ‘Occupational safety in emergencies’, which describes what workers should do in the case of damage to work equipment, if first aid is needed, in the event of a fire, or a hazard to the life and health of people. Employees may also report accidents or near-misses anonymously through the voluntary safety incident reporting system, by filling in the DP 8201 F Safety Report form, or by submitting a safety report on the Riga Airport website, or in the ERIX intranet, at Help desk — Safety Report.

If information is obtained from an employee through the incident reporting system, and the employee reports

a threat to the safe operation of the airfield caused by their actions, and if there was no malicious intent, the information provided must not be used to penalise the employee.

# INVESTIGATING OCCUPATIONAL ACCIDENTS

In 2021, no serious occupational accidents (with fatalities or disabilities) occurred at Riga Airport. The occupational accident rate at Riga Airport is calculated by taking the number of employees (in 2021, this rate was 0.02) and the number of occupational accidents (in 2021, this rate was 0.92) per 1000 flights (employees of companies operating on the airfield of Riga Airport, including airport employees).

Information on measures needed to improve the working environment, including hazardous situations, is also obtained from employee trustees. Once a quarter, representatives of the Human Resources Department, including a representative of the Occupational Safety Unit, meet with the airport’s chief trustee to discuss

all current information concerning HR and occupational safety issues.

The investigation of work-related accidents at Riga Airport is governed by Section 5.7 of DA 1100 P Occupational Safety Organising Procedure (‘Investigating and recording work-related accidents’). The actions to be taken by the persons in charge after a work accident are determined in a management order. The order lays down the procedure for investigating accidents and determines the composition of the accident investigation commission. A trustee or employee representative is involved in the investigation of work accidents.

Each work accident is investigated by the following airport staff:

- the victim’s manager,
- the victim’s immediate supervisor,
- occupational safety specialist,
- trustee,
- head or representative of the safety management system (SMS).

Every accident is followed by an accident investigation with a committee organised, and preventive measures are identified and implemented, such as improvements in machinery,

unscheduled occupational safety briefings, changes in the aircraft maintenance manual. The SMS unit organises monthly work group meetings where the work group discusses recent safety incidents, including occupational accidents, near misses, potential hazards in the working environment, etc.

## ACCIDENTS AT WORK

403-9, LA6

In 2021, the company had a recorded accident rate of 0.02 accidents per employee, including 14 disabling accidents (classified as non-severe) and 12 near-misses without disability.

In 2021, no fatal or serious occupational accident was recorded for Riga Airport employees.

The main types of injuries are related to crushing of different parts of the body, injuries caused by falling and musculoskeletal system strain. When





looking at statistics on accidents at work in recent years, it is clear that the majority of the injuries are suffered by men. Most accidents are caused by carelessness or failure to comply with the requirements set out in occupational safety instructions. In 2021, half (seven) of all (14) accidents involved young workers with less than one year of airport experience.

Among all workers, who are employees of Riga Airport or the companies operating at its airfield, 0.92 accidents occurred per 1000 flights in 2021. A total of 36 workplace accidents with or without disability were recorded in Riga Airport for employees of five companies that are not the airport itself. No fatal or serious accidents were recorded in 2021. The main injuries sustained by airfield service provider employees were musculoskeletal injuries to the hands, fingers, and back when using work equipment.

The actions that the persons in charge must take after a work accident at Riga Airport are governed by Order No 18-89B and by the DA1100 P Occupational Safety Organising Procedure. An analysis of the 2021 statistics on accidents at work shows that the following key actions were

taken at Riga Airport:

- conducting safety briefings, and informing workers about accidents;
- checking the condition of work equipment, and replacing parts;
- a memo prepared and workers briefed again on working safely and safe occupational health and safety requirements;
- improving work equipment with additional safety devices;
- informing those in charge of units of accidents and the action to be taken.

The total number of hours worked by the airport staff was 1,642,848 h<sup>36</sup>. It is not currently possible to summarise the total working hours of the staff working at the airfield (including staff of external organisations).

# OCCUPATIONAL DISEASES

403-10, LA6

The occupational diseases of employees at Riga Airport are examined and diagnosed in accordance with the binding Cabinet Regulations and the procedures established by the airport. In 2021, five workers were confirmed as suffering from an occupational disease, four of whom continue to work. None of the staff members terminated their employment for any reason other than ill health. Most occupational diseases are joint and spinal disorders caused by physical risk factors at the workplace, such as carrying weights, ergonomic risk factors, forced postures, and general body vibration, as well as psycho-emotional risk factors.

Measurements of workplace risk factors are carried out to reduce the risk of occupational diseases and to assess the exposure time of workers in those situations where this is possible. Managers and their subordinates receive regular information

about the risks in their working environment. All employees receive a safety report from the company's occupational health and safety specialists, covering the latest developments in occupational health and safety. Regular information about occupational health and safety issues is provided via the e-RIX intranet, e-mail, the e-RIX newsletter and the occupational health and safety e-mail newsletter. Riga Airport provides new work equipment and trains its employees in the use of the equipment, replacing obsolete equipment with modern solutions.

In terms of occupational disease applications by Riga Airport employees, two State Labour Inspectorate inspections were carried out to assess the hygienic parameters of the workplace in 2021. In the remaining cases, occupational diseases were found in jobs where an inspection had already been carried out.

The organisation and procedures for occupational health and safety apply to all employees at Riga Airport.

<sup>36</sup> The 2020 non-financial report did not include data on the total number of the hours worked by the airport staff; the collection of the data began in 2021.





## TRAINING OF WORKERS IN OCCUPATIONAL HEALTH AND SAFETY

403-5

The procedure for training employees in occupational health and safety is laid down in the DA 1100 P Occupational Safety Organising Procedure and in the order on the list of positions for which initial and regular health and safety briefings must be carried out. New employees are trained in occupational health and safety on their first day at work. All new recruits, staff returning from long-term absences, and seasonal staff were trained in 2021. Trustees are also involved in staff training.

In order to more attractively inform and remind employees of the most important occupational safety topics at work, a video with the airport's mascot Erix and trustees was produced in Spring 2021, titled 'Esi uzmanīgs un

strādā droši!' (Be Careful and Work Safely!) demonstrating the risks and correct behaviours in the working environment in a practical way. Educational video 'Kā strādāt droši un pareizi birojā un mājās?' (How to Work Safely and Correctly at the Office and at Home?) offered advice for office workers, and 'Kā strādāt droši un pareizi?' (How to Work Safely and Correctly?), for aircraft maintenance staff.

A new e-mail newsletter, 'Darba aizsardzības jaunumi' (Occupational Safety News), was launched, sent to all employees at least once a week, informing them about the latest developments at the airport and in the country.

In accordance with Order No 21-17B 'Training of employees in hazardous work', external training in hazardous work was provided in 2021 for the following number of employees:

- 32 for work at heights;
- 17 for chainsaw and brush cutter work;
- 9 for driving forklift trucks and electric forklifts;
- 16 for gas burner work;
- 70 for slinging.

The following hazardous equipment operation training was provided in accordance with Order No 21-3B 'Intervals for training of staff manning hazardous equipment, and assignment of such staff':

- 26 employees were trained to operate an aerial work platform;
- 11 employees were trained as gantry crane operators;
- 5 employees were trained in the technical condition of the goods crane, its safe use, maintenance and safe handling;
- 8 employees were trained in the technical condition, safe use and maintenance of an aerial work platform;
- 4 employees were trained in the technical condition and proper operation of lifts;
- 2 employees were trained in the technical condition and safe use of the escalator and conveyor;
- 3 employees were trained for compliance with the requirements for maintenance and servicing of fuel station storage tanks.

A number of training events related to electrical engineering took place in 2021:

- 13 employees were trained to operate an aerial work platform;
- 21 employees were trained for working with electrical installations with a voltage above 1000 V;
- 3 employees were trained for electrical measurements;
- 21 employees were trained for the installation and operation of electrical distribution network equipment;
- 2 employees were trained for the installation of power transmission lines of up to 1 kV.

Several reminder materials on topical issues were prepared and discussed with the staff, such as 'Ziema. Slidens. Esi uzmanīgs!' (Winter. It's Slippery. Watch Out!), the procedure for reporting accidents and near-misses, the principles of ergonomics when moving loads, and different types of accidents. Employees receive a quarterly summary of statistics on accidents and near misses at work.





## COVID-19 RESTRICTIVE MEASURES

To deliver an effective package of measures for the safety of airport staff and clients during the COVID-19 pandemic, Riga Airport developed the #NeļaujVīrusamCeļot (Don't Let the Virus Travel) programme and the set of measures for the safety of airport staff #Strādāvesels (Work Healthy). In 2020, Riga Airport was awarded four out of five stars by the prestigious *Skytrax* aviation industry rating agency, as part of its assessment of airport's COVID-19 safety measures.

Riga Airport consistently provides clear and understandable information about the epidemiological safety measures in place at the airport, and details as to what arriving and departing passengers should do. The airport has rules on the use of masks and access to the terminal, which are enforced by the security staff checking ticket reservations. Workers were informed of the health and safety measures through special management orders, updated according to

the national procedure for limiting the spread of COVID-19. The information was communicated to staff frequently, regularly, and covering various aspects via e-mail, the weekly e-RIX newsletter, the e-RIX intranet, at staff meetings, and using informative visual materials at the workplace. Workplaces were equipped with safety meshes, markings, and signs warning to keep a distance.

In 2021, Riga Airport continued to take measures to control COVID-19 in accordance with government requirements, expert recommendations, and best practices:

- the airport staff received information about COVID-19 containment measures effective in the country and at the airport at least once a week;
- hand and surface sanitisers, face masks, and other PPE were provided;
- regular workplace inspections took place;
- purchase of natural immunity boosters (lemons, ginger) for staff;
- staff testing was arranged and carried out in line with current regulations and needs;
- a test sample submission desk

was set up at the airport, and self-tests were available for the staff;

- in units with higher infection rates, disinfection of shared-use areas was outsourced to a certified service;
- measures to promote psycho-emotional health and reduce stress were arranged;
- special attention was paid to internal communication activities (for more information, see 'Internal campaign to promote epidemiological safety and vaccinations' on [page 117](#)).

For employers, encouraging the vaccination of employees against COVID-19 was a topical issue in 2021. Riga Airport provided its employees with easy access to vaccination at the workplace. Between 8 May and 28 June, four on-site COVID-19 vaccination events took place, vaccinating 308 employees, or 31% of the airport's total workforce.

After stricter epidemiological safety rules were imposed, three more on-site vaccinations against COVID-19 were held at Riga Airport, during which vaccines were also offered to companies operating in the airport area. 83 employees of external companies and

82 airport employees took advantage of this opportunity. In total, 37% or 390 airport staff received the vaccines in all the on-site vaccination events. On 3 December 2021, 92 airport employees got a booster vaccination, organised by the airport.

Cabinet Order No 720 'On Declaring a State of Emergency' of 9 October 2021 stipulated that starting from 15 November 2021 employees and officials of national and local government institutions (including companies) might perform their duties only if they had a vaccination or disease recovery certificate. Starting 15 November 2021, only employees with a vaccination or recovery certificate worked at the airport.





# EMPLOYEE HEALTH

403-6

Employee health is one of the priorities of Riga Airport’s HR policy. In order to maintain the confidentiality of the personal and health data of Riga Airport employees, the company takes the following actions:

- health information is stored and shared in a confidential manner meeting data security requirements (locked offices/cabinets, password-protected electronic documents, only issued to staff members via work e-mail or in person, requiring an identification document);
- the information is available only to the staff members whose duties necessitate working with it;
- the data are processed to the minimum extent necessary;
- health insurance services information is exchanged directly between the employee and the insurer.

## HEALTH INSURANCE

All workers who have completed their probationary period, except seasonal workers, are covered by a health insurance policy in accordance with the collective bargaining agreement. The policy is retained by the employee after termination of their employment, in the cases provided for in the collective bargaining agreement. The policy has a wide range of coverage and limits, including health checks, vaccinations, medical consultations and examinations, outpatient and inpatient care, rehabilitation, dental care, sports and critical illness insurance. The health insurance policy gives employees a sense of security by speeding up their access to medical services, encouraging early detection and treatment of diseases, which leads to quicker recovery. The policy also includes measures for improving health. The health insurance policy provides for employees to receive healthcare services at no out-of-pocket cost, including those at the outpatient medical facility located at the airport. Employees also have the option to buy a policy for their first-degree relatives.

Once a year, the HR Department surveys staff on the health insurance service and analyses the statistics on the use of the policy and, based on the information obtained, tailors the policy coverage to the needs of the staff as much as possible. The August 2021 survey showed that the staff were satisfied with the variety and relevance of the services included in their insurance policy (97% rated them as ‘excellent’ or ‘good’, 3% higher than in 2020), with the biggest increases in satisfaction related to the sub-limits (6%) and the number and availability of medical facilities included (5%). Riga Airport involves a trade union representative in the procurement of the health insurance.

Despite the financial constraints, the procurement of an employee health insurance policy also took place in 2020, with effect from 2021, in order to ensure the health and motivation of the staff, maintaining the current policy coverage and even including improvements such as an increased limit for outpatient services and outpatient rehabilitation, the inclusion of paid oncology care and paid maternity care. In 2021, the 2022 policy was procured, with further improvements such as specific vaccines, additional

psychotherapy counselling, etc. In 2021, information about health insurance services was continuously updated, e.g. on how to get paid physician or psychotherapist services online, whether remote sport sessions can be covered by the policy, etc.

The airport provides all its employees with occupational accident insurance every year.

## OTHER ACTIVITIES TO PROMOTE HEALTH

There is a medical station in the passenger terminal of Riga Airport. Employees can go there if they are injured, suddenly fall ill, or unwell. The medical station is open 24/7 (except during certain periods due to the COVID-19 pandemic) and provides first aid and medical advice. The medical station actively cooperates with occupational health and safety specialists—for example by sending information about accidents that occur on airport premises, including to employees of other companies. For each injury to employees of companies working in the airport area, the medical station sends information to





the Occupational Safety Unit and the SMS Unit.

The airport terminal has a branch of the 'E. Gulbja laboratorija' laboratory, where employees undergo COVID-19 and other tests.

The airport has an outpatient medical facility where one can receive urgent services and mandatory health checks, which can be covered by a health insurance policy.

Staff members are covered for prescription corrective optical gear every two years, within a set price limit. In cases of prolonged and/or serious illness, the collective bargaining agreement provides for an allowance for employees if the costs are not covered by a health insurance policy or by the state. In 2021, the airport paid the child medical expenses for eight staff members, and other health-related expenses for three staff members.

## HEALTHY LIFESTYLE

In 2021, the focus was on measures to contain COVID-19, but other measures were also taken.

In September, the airport conducted an on-site vaccination drive for 70 employees.

The staff received regular information about online training sessions to promote a healthy lifestyle (and recordings of these sessions), including those covering stress mitigation and psycho-emotional health.

## SPORT

Riga Airport believes that providing various sporting activities is important for the health of its employees, and that shared sports activities bring the company's employees together and create a positive social climate, which is also an important part of promoting health and well-being. In 2021, despite the restrictions on sports activities due to the COVID-19 pandemic, the company, in conjunction with the Latvian Trade Union of Airport Employees, provided employees with the opportunity to participate in various sports activities, providing fully paid football, basketball, and volleyball lessons, and partially paid hockey lessons.

Unfortunately, due to the COVID-19

pandemic, several sporting events that Riga Airport teams usually participate in, such as the Mārupe Municipality Basketball League and the Riga Football League, did not take place in 2021. Also, due to epidemiological safety concerns, the participation of the airport team in the Rimi Riga Marathon was not organised.

Due to the restrictions of the COVID-19 pandemic, the company's annual sports games were not organised in the traditional way in the summer of 2021, replaced with an activity called 'Big Summer Challenge', combining virtual games and individual outdoor sports activities. The activity took place in three phases, the first of which—the Cilpo orienteering game—involved 65 airport employees and their families. The second—the Peak Performance virtual game—had nine teams, and the third—the Roadgames car orienteering game—was a competition among 11 teams.

Riga Airport employees could take part in sporting events where participants competed individually thus avoiding large gatherings of people, the Stirnu Buks running race and the Vienības cycling race. In 2020, 20 Airport employees took part in

the Stirnu Buks run, and 10, in the Vienības cycling race.

Also, taking into account the impact of the pandemic on people's lifestyles, Riga Airport invited employees to get active and have fun getting some exercise with their colleagues during the Work Environment Month in April. From 19 to 25 April, 51 airport employees joined the virtual team on the Strava RIX app for a one-week challenge, playing sports together, challenging and encouraging each other. Airport staff who recorded their activities:

- covered a distance of 2270 km;
- spent 12,211 minutes exercising;
- accumulated the most kilometres during the week and spent the most time cycling, covering 1495 km in 5337 minutes;
- ran a total distance of 422.9 km in 2752 minutes;
- walked 263.9 km in 3030 minutes.

RIX Strava club members continue to exercise, and new colleagues joined the club.

The airport's e-RIX intranet offers its staff a range of advice on online, remote, and outdoor fitness options







# STAFF SKILLS AND GROWTH

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covered by the health insurance policy. Within the set limits, the health insurance policy of Riga Airport employees covers the costs of a wide range of sports activities, including subscriptions to training sessions in sports clubs, swimming pool, sport dancing, ice-skating, etc. During the national restrictions on access to sports clubs, employees were still able to attend outdoor classes, online classes or video-recorded classes of their choice.

In summer, when those with COVID-19 certificates were allowed to group or indoor fitness classes, employees could attend a group fitness class organised directly for Riga Airport

employees at the nearby Ruukki beach centre. The training sessions focused the individual needs of the employees. The training was free of charge for the employees, and covered by the Latvian Trade Union of Airport Employees, to mitigate the health effects of COVID-19.

In the last week of August, a friendly football match against breast cancer took place between the teams of the logistics company DHL and Riga Airport. The football match was part of the As One Against Cancer campaign, which aims to raise awareness about breast cancer and the need for regular breast checks.

Working in the aviation industry requires a sense of responsibility, precision, knowledge, and diligence, which means that by providing appropriate training, Riga Airport takes care of both the growth of its employees' potential and their responsibility in providing quality services. Training is organised and largely provided by Riga Airport's Human Resources Development Unit, which became the Training Centre in September 2021.

The Riga Airport Training Centre (TC) provides professional training not only to the airport staff, but also to the employees of the companies operating at the airport and those of the airport's tenants, as well as to specialists of various Latvian and foreign aviation and other companies. TC training is delivered by professional instructors qualified by IATA, ICAO, ACI, ECAC, and other major international industry training institutions, who have both theoretical

and practical knowledge of the topics covered in the courses. TC also works with other Latvian and foreign training centres as part of joint training projects. With more than 20 years of operation, TC has become the leading and the most modern airport training centre in the Baltics. The Training Centre develops and teaches specialised training programmes in compliance with the requirements of applicable regulatory documents and best practices.

Since May 2020, the TC is located on modern and comfortable premises specifically adapted for the training. The existing infrastructure is enough for the TC to successfully provide training, even as the number of trainees increases.

Staff training, and career growth policy and procedure are set out in a number of documents: HR Policy, PD 0099 P Staff Training and Competence Procedure, and PD 1399 R Staff Management Manual, etc.

Data on training hours broken down by job category cannot be obtained at present, because the various systems used are not compatible with each other, but a new training tracking system is to be introduced in 2022, making it possible





for data to be arranged by different categories, including job categories.

# TRAINING CENTRE STRATEGY

The Human Resources Department’s TC Development Strategy for 2022–2027 was developed in 2021, and approved in December. It is a new planning document that sets out the TC’s priorities, the main development objectives, and the tasks to be performed to achieve each objective.

Goal of the strategy: ‘Provide a medium-term vision for the development of the TC by 2027, which is the basis for a consistent planning of activities and resources, and for the efficient, growth-oriented operation of the Vocational Training Unit.’

During the development of the strategy, the relevant regulatory documents and forecasts in the field were analysed, assessed and applied, taking into account the TC’s field of activity. The strategy was developed in accordance with the forecasts, assumptions, development trends and objectives of the Medium-Term

Operational Strategy 2021–2027 of Riga Airport.

To implement the strategy, the TC strategy implementation plan for 2022–2027 was approved in January 2022, with a detailed action and time schedule setting the actions to be implemented, the expected timeframe for implementation, the expected outcome and the deadline.

Further objectives for staff training are to optimise TC’s operations and training process in order to maintain its role as a reliable, efficient, and competitive training provider, and to ensure that the airport staff have the necessary competences, including through the use of the latest IT and training programme technology solutions.

A new, more efficient approach to the training process, planned for 2022–2024, divides the training process into short, logical training steps, some of which the trainee learns on their own, while the trainer participates in the critical training and its hands-on part.

## PROVISION OF SKILLS AND UP-SKILLING

404-2

Each employee receives on-the-job training and advanced training during their paid working hours. All new employees receive training that lasts from two days to several weeks, depending on the position. In 2021, the training took place mainly in online, but also included e-learning and practical training at the workplace.

Training formats for Riga Airport staff:

- face-to-face training;
- remote training via streaming;
- e-learning or self-paced training;
- combination training via e-learning, streaming, and/or face-to-face training.

Types of training for Riga Airport staff:

- first-time and recurrent training, most notably in groundhandling, aviation safety,

- and airfield maintenance;
- unscheduled training: following an incident, negative process trends, management order, significant changes in the airport’s operations, structure, binding processes, and regulatory documents;
- training other than mandatory training, as described in the PD 1399 R Staff Management Manual, such as part- or fully-funded university studies or training courses.

# TRAINING PROVIDED BY THE COMPANY

Heads of units must determine the training package required for each position, which is included in the PD 1462 F Job Mandatory Training form (JMT). The training is organised by the TC or by the unit itself, as specified in the JMT form. On average, a staff member spent 5.73<sup>37</sup> hours training at TC in 2021, not including self-learning courses, which can be taken at

<sup>37</sup> The current database does not allow a detailed breakdown of the staff by age and sex, only by unit. There is no substantive basis for such data, as training is provided on the basis of job necessities, to all staff members holding the given job, irrespective of their age or gender.





one’s own pace, and voluntary training, such as mini-lessons on various topics for the staff.

In 2021, 38 staff members took professional tests.

In 2021, 1372 face-to-face (or online) training courses (for a total of 5515.9 hours) were held at the TC, providing training to 11,092 people. 6932 courses were attended by Riga Airport employees (one employee could attend multiple courses), and 4160, by employees of other organisations. In 2021, 54 people were trained by guest lecturers. 9621 people completed courses on their own, via e-learning. Hours of training provided by external organisations are only listed for training provided on the premises of Riga Airport (the average duration of training is eight hours).

On-site training in the first half of 2020 and 2021 was significantly affected by COVID-19 restrictions on the number of participants allowed, in particular practical training such as security checks, driving or the use of specialised airport equipment. The necessary training was adapted to the online environment as quickly as possible. The time when the airport had a limited operating load

was used to maintain and improve the skills of its staff. At the same time, projects to introduce elements of a new, more effective learning environment were underway.

Riga Airport TC developed and implemented 139 relevant training programmes in 2021, of which 23 training

well as crisis management, fire safety, and occupational health and safety. Training programmes for learning new equipment or processes were created from scratch. In 2021, work continued on the modernisation and digitisation of the training process and the identification of departmental training needs.

to improve their knowledge through various types of e-learning, allowing them to spend their time efficiently, especially in the event of downsizing or downtime, while enhancing their individual competitiveness.

In 2020, the e-RIX intranet was further developed and used to improve the e-RIX Upskilling section, with information about free online training for staff uploaded and regularly updated. In order to keep the information up-to-date, Riga Airport e-mail and e-RIX platform can also be used remotely (on a smartphone, tablet, computer at home) by logging in with the employee’s access credentials. The company provided access to information about courses of interest to its employees, and competences that were identified in the 2021 growth interviews as those that employees should develop, as well as information about topics to promote employee well-being and reduce stress.

Riga Airport’s HR Department regularly informs employees about free training available online, including training offered by foreign organisations, as well as current training courses and webinars in Latvia, directing attention to national projects,

Key fields of the training programmes developed by TC		
Field	Quantity	Training programmes developed/updated in 2021
Aviation security	18	1
Occupational safety	5	2
Crisis	13	4
Airfield	15	4
Fire safety	19	4
Groundhandling	53	7
General	6	1

programmes were either newly developed or updated in 2021. The creation and updating of new programmes is an ongoing process, and takes into account the latest developments in the industry and at the airport, changes in regulatory documents, and case studies. The main areas of the training programmes developed by TC are related to the airport’s core business areas: groundhandling, aviation safety, and airfield operations, as

In addition to the training required for their position, Riga Airport employees can attend upskilling training in Latvia or abroad, but in 2020 and 2021 this was a relatively smaller scale due to travel and financial constraints.

Since 2020, with the expansion of external training providers and improvements in technical solutions, employees are actively encouraged to take advantage of opportunities





such as 'Improvement of professional competence of employees', and what educational institutions and organisations have to offer in relevant areas, such as communication, stress management, leadership skills, personal efficiency. For better employee engagement, Riga Airport organised a separate webinar on the project specifically for the airport staff, led by representatives of the State Employment Agency (SEA). A recording of the webinar, and a summary of the questions and answers for the staff, are available on the intranet.

In 2021, specialised online webinars were also organised specifically for Riga Airport employees, and were also available on the intranet for a certain period of time after they were held, for example, the masterclass 'Psycho-emotional fitness: our safest path to well-being' (Helmuts Ancāns) and the stress/emotional management webinar 'Make friends with your emotions' (Laila Snidzāne).

## SUPPORT FOR EDUCATION

In accordance with the PD 1399 R Staff Management Manual, staff members are entitled to apply for the compensation of tuition fees at Latvian accredited universities, accredited bachelor, master, and doctoral study programmes, as well as vocational training or upskilling.

If the vocational training or further training is considered to be relevant to the work to be performed by the employee under the circumstances, but such vocational training or further training is not essential for the performance of the work, the employer may reimburse the costs of the vocational training or further training. An agreement between the employee and the company is concluded on the training and the reimbursement of the related costs.

In 2021, however, no employees took up the opportunity to apply for the reimbursement.

## STUDY LEAVE

Riga Airport employees may take a study leave for up to 10 working days per year to take semester examinations or to prepare a thesis, or up to 20 working days to take final examinations and national examinations. Riga Airport grants study leave with pay if needed to obtain the knowledge necessary for the performance of the job in accordance with the job description and if the working conditions so permit. In this case, the employee must have successfully completed studies at a state-accredited educational institution or at a foreign educational institution whose diplomas are recognised in Latvia.

In 2021, two staff members took paid study leave. Student staff spent 22 calendar days on paid study leave.

## MANAGER TRAINING

Training in 2021 was done mainly through distance learning. Given the high workload of managers and the need for distance and flexible working, e-learning offering a variety of resources also played an important

role in improving the skills of managers. The HR Department collected and regularly provided managers with information about recommended webinars, such as those offered by our partner, the Latvian Chamber of Commerce and Industry (LCCI). These webinars were easily accessible to managers interested in a particular topic, and they could watch the recording afterwards. Managers, like all airport staff, could take advantage of the above training opportunities, which covered the different competences that managers need: information about them was sent to all staff and published on the intranet.

In addition, managers were trained to accomplish these objectives:

- In January 2021, all managers involved in conducting 2021 growth interviews under the new concept of annual reviews and growth interviews were trained in the conducting the reviews and growth interviews;
- 66 managers participated in the training, after which they had access to a recording of the webinars and various supplementary materials, as well as advice from the HR Department.





## STAFF MOTIVATION AND REMUNERATION

Riga Airport is continuously exploring ways to address motivation and remuneration issues in line with best practices and current challenges.

In 2020, the aviation crisis caused by the COVID-19 pandemic significantly reduced Riga Airport's revenue, and forecasts as to when the aviation industry might recover were cautious. The company had to reduce the number of employees and the pay and benefits of remaining employees. It was important to keep the staff motivated in the protracted crisis, and to be prepared to return to active growth by strategically planning human resources and devoting time to training.

Although in the first half of 2020, some bonuses and variable pay had to be temporarily withheld due to the crisis, the withheld bonuses were gradually compensated and variable pay was restored as the airport reopened.

The variable pay effective in 2020 and all the other allowances and bonuses were also kept in 2021, with the

exception of the holiday allowance, which was temporarily suspended and paid at the end of the year.

## REMUNERATION SYSTEM AT RIGA AIRPORT

One of the most important projects for 2021 was the improvement of the staff remuneration system. After the COVID-19 crisis, as the airport's operations recovered and its financial performance improved, the issue of reviewing the entire remuneration system and increasing staff remuneration was raised.

Comprehensive research and the involvement of the staff on all levels were essential to the project. In April, a remuneration system work group was set up to assess the existing pay system and identify what needed to be changed. At the meeting, employee representatives were invited to contribute to the development of proposals to improve the airport's remuneration and incentive system. Four thematic webinars for employees were held in May, led by the expert Ilze

Rozenberga. Managers, the Latvian Trade Union of Airport Employees, and trustees were also invited to fill in a survey, to provide their assessments and suggestions. An external consultant was hired to assess the existing pay system and make proposals for improving it, and to obtain information about the current pay trends and good practices. The competitiveness of salaries was assessed for specific positions and their groups, and proposals were made for the revision of position grades and salaries.

In autumn, the steps for increasing remuneration within grades and the qualification requirements to achieve them were identified, and departmental proposals for setting staff members' individual salaries, requirements for setting them, additional qualification requirements/criteria for setting them were put together, and the staff member individual salaries were ultimately set.

In November, changes to the remuneration system were approved, with effect since 1 January 2022. Employees were informed of the changes through internal communication, and the new salaries were included in the current job advertisements. In order to

improve Riga Airport's competitiveness on the job market and to provide the remuneration appropriate to its positions, a total of 16 new salary grades and salary limits for each of them were revised and established. The average salary increase was between 15% and 25%. Higher increases were applied to positions where remuneration was less competitive compared to the job market and where the employee turnover was higher, or to vacancies that had not been filled for a longer period. In addition, employees who worked on an aggregate working time basis received overtime pay every two months starting from 2022, instead of every four months as was the case before.

The work on improving the remuneration system continues in 2022. A review of the bonus system, including the drafting of KPIs, is planned to take place by the end of July.





## RANGE OF BENEFITS

401-2

According to the collective bargaining agreement concluded between Riga Airport and the Latvian Trade Union of Airport Employees, employees who have completed their probationary period (except seasonal employees) have access to a wide range of benefits in addition to those provided for by the Labour Law.

The benefits include:

- social benefits;
- benefits for important life events such as marriage, childbirth, or adoption;
- financial aid for employees or their relatives, for example for child medical expenses, expenses related to the death of a family member or former employee;
- holiday allowance (awarded starting from the second year of employment): once a calendar year, when taking paid annual leave of

- no less than 14 calendar days;
- retirement benefit;
- purchase of corrective optical aids;
- beginning of school year allowance for employees with children aged 5-18;
- health insurance policy for employees, with an option for first-degree relatives;
- one-off financial benefit for other reasons.

Subject to availability of funding in the budget, every fifth anniversary of the company pays a one-time bonus to the employees who have worked at the company for 10 or more years.

With the state of emergency and travel restrictions that took effect in March, already in April, the airport's expected revenue fell to critically low levels due to the economic crisis. The forecasts for the recovery of the aviation industry were also pessimistic, so a decision had to be taken to reduce the staff.





# FLEXIBLE WORKING HOURS AND DISTANCE WORKING

Work-life balance is essential for employees at Riga Airport, just like in other companies.

The majority of airport staff (80%) work in shifts (aggregate hours) and can influence their work, holiday, and weekend schedules by requesting unscheduled shifts on specific days or by changing their shifts.

Starting from 2020, due to the COVID-19 pandemic, Riga Airport also looked for solutions to quickly and efficiently introduce and support flexible working arrangements. The HR Department prepared guidelines for distance working, including setting up a safe working environment, communication, work organisation, and self-efficiency, as well as information about free webinars 'Distance Working' and 'Distance Management' was available to employees and managers on the airport's intranet. Managers also engaged in e-learning, with a Training Lab webinar on

managing your team remotely.

Information was provided on free webinars for learning IT technologies for working online, and for organising the working environment, occupational health and safety requirements, and risk assessment in the context of working at home. The Information Technology Department worked hard to enable remote access to its information systems and to provide the necessary support.

The findings and suggestions based on surveys of managers and staff that took place in 2020 asking them about the potential and experiences of distance working and flexitime were used in the organising of work. At the end of 2020, the airport approved the PD 1456 P Procedure for Distance Working and Flexitime, which sets out the arrangements and conditions for distance working and flexitime. Company staff may use distance working and flexitime options in accordance with clearly defined procedures (as approved by the manager, and if it is possible to perform the duties remotely). In 2021, work continued to improve remote access and functionality through airport information systems.

## ANTI-DISCRIMINATION AND EQUAL OPPORTUNITIES

406-1

There are no gender quotas at Riga Airport. The company complies with gender equality: recruitment and employment are based on the requirements of the job, the potential to learn and perform the duties and tasks, and the qualifications required for the job. Recruitment takes place in compliance with labour legislation, the principles of equality and non-discrimination, the confidentiality of information provided by the applicants and the recruitment process. At the end of the job interview, the candidates sign a declaration that no discriminatory questions were asked during the recruitment process.

The Riga Airport HR policy states: 'When hiring and during employment, in particular when promoting the employee, determining their working

conditions, remuneration, vocational training or upskilling, the company must observe the prohibition of differential treatment and discrimination based on the employee's sex, race, skin colour, age, disability, religious, political or other beliefs, ethnic or social origin, property or family status, sexual orientation or other circumstances.'

Employees can report cases of discrimination using the Code of Ethics Violations reporting tool. For more information about the reporting tool, see 'Ethics and anti-corruption' on page 86.

No cases of discrimination were recorded at Riga Airport in 2021. No allegations of breaches of the Code of Ethics were received in 2021. There were no cases of whistleblowing.





STAFF  
TURNOVER

401-1

In 2021, Riga Airport had 1165 employees (as of 31 December 2021). Staff numbers had increased compared to 2020, still remaining below the previous years, due to extensive lay-offs in early 2020, caused by the radical cost-cutting to tackle the COVID-19 pandemic crisis. As the airport's operations were restored, new positions and employees were introduced to cope with the growing number of passengers, and the development of infrastructure, attracting new staff members to provide passenger and aircraft services, as well as employees with the necessary technical competences.

As of 1 January 2022, Riga Airport took over the full apron handling of airBaltic aircraft. This required a large number of trained staff with different skill levels and specialisations. Therefore, changes to the structure and staff of the Groundhandling Department were already approved in August

2021, increasing the number of staff involved in aircraft maintenance by 212, creating a tiered structure and launching intensive recruitment and training. In 2021, 151 new staff members were recruited in the Aircraft Handling Unit. Employees with sufficient experience in aircraft maintenance had ample opportunities for career development by applying for various internal vacancies: those of aircraft maintenance operator, shift dispatcher, unit manager, training instructor, etc. A total of 56 staff members were reassigned within the Aircraft Handling Unit. There were also internal vacancies and career growth opportunities for employees in other parts of the company.

Changes were made in the HR Department in order to improve the implementation of HR management functions to provide the necessary support to the departments both in the day-to-day work process and in the achievement of objectives. A business partner position (for three staff members across several units) was created to ensure that the HR strategy is integrated with the business strategy, and that the overall structure and culture of the HR management process is built. The business partners

started their work in Autumn 2021, creating the necessary link between HR processes and business needs, and providing the necessary support for more efficient departmental operations.

The recruitment function was also strengthened by the recruitment of three recruitment specialists to ensure rapid filling for the high number of vacancies, taking into account the labour market situation and increasing competition among employers. The company also actively organised open days and other recruitment campaigns, including trying new channels to reach people who are not actively looking for work, such as advertising in public transport. As a result, 375 new staff members began work in 2021 (158 in 2020).

With the resumption of airport operations and the introduction of new positions, Riga Airport, as a loyal employer, first turned to its former employees who had been laid off in the context of extensive redundancies at the onset of the crisis. In 2020 and 2021, 74 employees were rehired at Riga Airport.

Of the staff dismissed in 2021, 81 were

women and 113 were men. 79 persons aged under 30, 91 persons aged 30 to 50, and 24 persons aged over 50 ended their employment.

New employee statistics

376 employees were recruited, 32% of the workforce:

- 184 aged under 30,
- 146 aged 30 to 50
- 46 aged over 50
- 104 women, 272 men.

In 2021, voluntary turnover (i.e. employees who quit on their own) reached 14.28%, an increase of about two times compared to 2020 (7.44% in 2020), within the limits set above. This is due to the fact that in 2020, the crisis caused by the COVID-19 pandemic made workers more cautious with regards to the job market and discouraged them from quitting their jobs. In 2021, however, the airport continued to maintain strict financial discipline, while other industries were already seeing wage increases and active recruitment activities. The total rotation of staff at Riga Airport approximately doubled in 2021. Two Riga Airport employees retired in 2021. In the previous four years—2020, 2019, 2018,





and 2017— it was six, three, four, and seven, respectively.

## CAREER EVENTS AND INTERNSHIPS

It is important for Riga Airport to attract new employees, which is why various events are held throughout the year to give schoolchildren and university students the opportunity to learn about working at Riga Airport. Career activities in 2021 continued to be affected by the COVID-19 pandemic: events with gatherings of people were restricted, and the conditions of the restrictions could not be predicted in detail, which made it difficult to organise face-to-face events. Most events were therefore planned or moved online. Unlike many previous years, for a second year in a row, it was not possible to employ schoolchildren at the airport during the summer, in cooperation with the State Employment Agency (SEA).

Despite the obstacles and the changing situation, Riga Airport successfully continued to implement the projects it had started, launching new cooperation projects, and actively

using online opportunities for organising career events:

- In 2021, Riga Airport continued working with the 'Iespējamā misija' foundation as part of the 'Dzīvei gatavs' (Ready for Life) programme for schools. Airport staff taught two lesson topics related to the physics and chemistry curricula of secondary schools. During the lessons, airport employees introduce students to two important airport processes: aircraft handling and the transport of hazardous goods. In 2021, seven lessons were taught on both topics.
- In Spring 2020, an open week event was planned for the first time at the airport in conjunction with prakse.lv: this event was postponed until the epidemiological situation would allow it, before it was finally held online in October 2021.
- In Autumn 2021, a face-to-face open day event was held, while as the epidemiological situation worsened, the other five sessions that year were held online. The open days were targeted at different audiences. Some sessions were comprehensive, introducing the participants to job and career opportunities at Riga Airport. The specialised ones revealed in

more detail the job opportunities in aircraft maintenance or technical fields, or in a format and content directly relevant to schoolchildren and students.

Riga Airport participated in career events coordinated by other organisations according to the format of the events, with presentations and Q&A sessions (at the RISEBA University of Applied Sciences in April, at the SEA in October).

In Summer 2021, the internship of the Transport and Telecommunication Institute (TSI) at Riga Airport came to an end. The project implementation began in February 2019 for five trainees, as part of the European Social Fund project 'Strengthening the academic staff of the Transport and Telecommunication Institute in the strategic specialisation fields' (agreement No 8.2.2.0/18/A/011). During the project implementation, each of five instructors had 200 hours (for a period of up to one year) to get acquainted with airport work processes relevant to their academic specialisation, according to their individual internship plan, in order to improve their academic activities with the experience, insights, and practical example,

contributing to the higher education in the sector.

Riga Airport took part in the State Education Development Agency's project 'World of professions', which involves interviewing and photographing representatives of various professions with the aim of introducing young people and other interested parties to various professions, their skills, knowledge, daily working life, etc. The project was implemented within the framework of the 'Growth and Employment' EU Fund Operational Programme, Specific Support Objective 8.3.5 'Improving access to career support for students in general and vocational education institutions', Project No 8.3.5.0/16/I/001 'Career support in general and vocational education institutions'<sup>38</sup>.

Riga Airport actively announces its career events, internship and/or job opportunities in various specialities, using various ways to reach and appeal to the target audience. Riga Airport informs the local community through the social services of Mārupe and Babīte municipalities, schoolchildren,

<sup>38</sup> [www.profesijupasaule.lv](http://www.profesijupasaule.lv)







students at universities and vocational education institutions through the prakse.lv portal, and by addressing the corresponding specialists working for educational institutions: career counsellors, methodologists, programme managers, etc.

Information about job openings and career events is always posted on Riga Airport's career website<sup>39</sup> [darbslidosta.lv](http://darbslidosta.lv), and promoted via social media.

In 2021, Riga Airport provided 18 internships at different levels of education: secondary vocational education, level one higher education, bachelor and master studies, and advanced vocational education. The most popular fields were:

- business (organising and managing of institutions, start-up management, management of tourism and hospitality businesses),
- energy and electrical engineering,
- human resources management.

Other fields:

- metalworking,
- law,
- organisational safety,

- computer systems,
- multimedia communication.

Riga Airport also supports its employees in gaining education or qualifications by organising the necessary educational internships in the company, if the employee so wishes, and one can get an internship in their own or another department. In 2021, 11 Riga Airport employees took advantage of this opportunity.

<sup>39</sup> [www.darbslidosta.lv](http://www.darbslidosta.lv)





# INTERNAL COMMUNICATION AND ENGAGEMENT

## MINIMUM NOTIFICATION PERIODS FOR CHANGES IN THE COMPANY'S ACTIVITIES

402-1

## GROWTH INTERVIEWS

404-3

In 2020, in accordance with the Cabinet Regulation 427 'Procedure for the election of trusted representatives and the activities thereof' of 17 September 2002, seven trustees were elected at the general meeting employees, and a chief trustee was selected from these seven.

Riga Airport regularly informs its employees and the trade union about the latest developments and planned changes in its structure. If layoffs are planned, then under the Labour

Law, consultations with the trade union must start at least one month before the notification is submitted to the State Employment Agency. Staff members must be informed of any changes in the structure resulting in redundancies no later than five days after the decision is taken. Employees are given at least one month's notice of any other significant changes in the company's operations, pay, or conditions. A permanent work group for consultations with the trade union was set up under Order No 20/74B of 19 June 2020.

In the case of the downsizing of the Groundhandling Department's Passenger Handling Unit in Spring 2021, Riga Airport consulted employee representatives in a timely and regular manner. The layoffs were planned in the context of a decrease in the forecasted number of passengers (handled by Riga Airport). 17 staff members were actually dismissed, instead of the planned 25.

Annual reviews and related growth interviews are held once a year for all employees who have completed their probationary period, including all managers. The annual assessment procedure is laid down in the PD 1399 R Staff Management Manual, based on the assessment criteria defined for the position, using a structured assessment questionnaire. After the annual review of the employee, their head of unit conducts an interview to discuss the employee's performance: strengths and areas for improvement, and, where appropriate, any relevant topics for the next year's plans, as growth and communication with the line manager is an ongoing process.

From 2021, Riga Airport introduced significant changes to its concept of annual review and growth interviews. The development of a new concept in 2020 was preceded by a comprehensive study of the experiences and proposals of the stakeholders, based on





proposals by employee representatives, managers, and experts, the specific features and opportunities of working at the airport, and taking into account best practices in the field of human resources management. The new system provides for a more flexible approach in a number of areas, so that departments can carry out assessments more in line with the specific features of their activities. Guidelines, forms, information materials and other documents were prepared and training for managers in conducting growth interviews was organised, taking place in January 2021.

A separate section on the intranet, 'Annual Review: Growth Interviews', was set up to compile all materials and information, and to provide advice to managers and staff. The review and growth interview process took place between February and May. The review results and growth objectives were collected by the Human Resources Department. Based on the results of the growth interviews, a Human Resources Development Plan was drafted and accepted for consideration at a meeting of the management board of Riga Airport.

Employee and reviewer surveys were carried out at the end of May/beginning of June to assess the progress of the reviews and growth interviews. 285 staff members participated in the employee survey, and 42 staff members participated in the reviewer survey. The results of the survey show that the majority of the reviewers and employees were satisfied with the key areas of the evaluation and growth interviews (with an average score of 4.5 for the reviewers, and 4.3 for the employees, on a scale of 6) and many valuable suggestions were received which will be used to improve the process.

In preparation for the 2022 review and growth interviews, work was carried out in 2021 on digitising the review process, which was one of the key recommendations to facilitate it. In 2022, the review form will be simplified, and circulated and filled in electronically.

In the context of employee growth, a survey of employee growth experience and achievement of objectives was conducted in December 2021, to find out the views of employees on their learning and growth experience at Riga Airport over the past year. 48 staff members gave their views and the results will be

analysed, with additional interviews to be conducted in 2022.

## INTERNAL CAMPAIGN TO PROMOTE EPIDEMIOLOGICAL SAFETY AND VACCINATIONS

Taking into account the particular importance of epidemiological safety measures at the airport, as well as the need to motivate airport employees to receive the COVID-19 vaccine, in 2021, Riga Airport introduced an extensive package of internal communication measures aimed at reducing the impact of pandemic fatigue on occupational safety, motivating employees to comply with the epidemiological and occupational safety measures established at the airport, and providing answers to questions related to concerns and uncertainty about the spread of the virus and vaccination. The campaign focused on horizontal communication (employee to employee), as well as direct and personalised messages to airport employees.

The campaign was implemented in two phases. In spring 2021, staff were informed on the topics of epidemiological safety and occupational health, while in autumn, the focus was on the importance of vaccination.

During spring, Riga Airport employees themselves were extensively involved in the campaign, with a series of videos featuring the airport's 'safety ambassadors', which included stories of employees contracting COVID-19 and their personal motivation to comply with epidemiological safety measures. Riga Airport employees also could participate in the 'Brīvais mikrofons Taviem sapņiem' (Free Microphone for Your Dreams) campaign, by expressing their wishes and ideas for the future.

Staff were also invited to participate in webinars for generating ideas on how to improve COVID-19 safety measures at the airport. Eight of the proposals made at the webinars were endorsed for further implementation.

Employees could also get acquainted with expert recommendations on occupational health and epidemiological safety, tailored to the airport's specific circumstances, provided in video





format by Anda Kīvīte-Urtāne and Ivars Vanadziņš from Riga Stradiņš University.

During this period, a strong focus on staff well-being and mental health was put in place through online seminars on psycho-emotional health, as well as online Coffee Breaks, following the employees' opinion that the pandemic restrictions had weakened the personal and informal connections between colleagues.

In autumn, the main focus of internal communication was on motivating the staff to get vaccinated against COVID-19, answering questions about the vaccination that were unclear or of concern and explaining the benefits of the vaccination.

The campaign included five online seminars led by Cambridge University epidemiologist Nikita Trojanskis, in which employees could ask the expert their questions. Family physician consultations were organised at the company in conjunction with the Latvian Trade Union of Airport Employees, during which employees could receive personal explanations about vaccinations. Several explanatory materials were also produced

covering the risks of COVID-19 and the importance of vaccination.

## INTERNAL COMMUNICATION TOOLS

Several communication channels were set up to enable direct day-to-day communication with the staff.

All employees receive a weekly 'e-RIX ziņo' (e-RIX Reports) newsletter in their e-mails, providing them with information about what is happening in the company, in a brief and timely manner. This is a summary of the week's highlights, performance, results, and available vacancies.

In addition to the weekly newsletter, a separate newsletter on occupational health and epidemiological safety issues was launched in 2021, containing up-to-date information about COVID-19 containment measures, and recommendations at the airport and in the country, and on key occupational health issues.

The development of the e-RIX intranet

continued in 2021, providing not only up-to-date information, but also a directory of staff contacts, documents needed for work, application forms, information about salaries, health insurance, bonuses, and other useful information for the staff. In order to keep the information up-to-date, Riga Airport e-mail and e-RIX platform can also be used remotely (on a smartphone, tablet, computer at home) by logging in with the employee's access credentials.

At Riga Airport, internal communication channels include e-mail, phone, WhatsApp groups, meetings, employee surveys, and direct communication with the manager.

Regular bimonthly online board meetings with employees on Zoom continued in 2021. During the meetings, the company's management presents up-to-date information, operational data, and business results, planned activities, and everyone can ask questions to the company's management. 350–400 employees took part in each of the online conversations with the management.

Regular (e.g. weekly) online meetings were also increasingly organised

within departments, involving departmental staff, discussing progress, plans and other issues, while providing and receiving mutual support and fostering team spirit.

## SURVEYS

The employee satisfaction survey, planned for the end of 2021, was postponed to 2022. Instead, in 2021, a survey was held to gather employee opinions and proposals on the following topical issues:

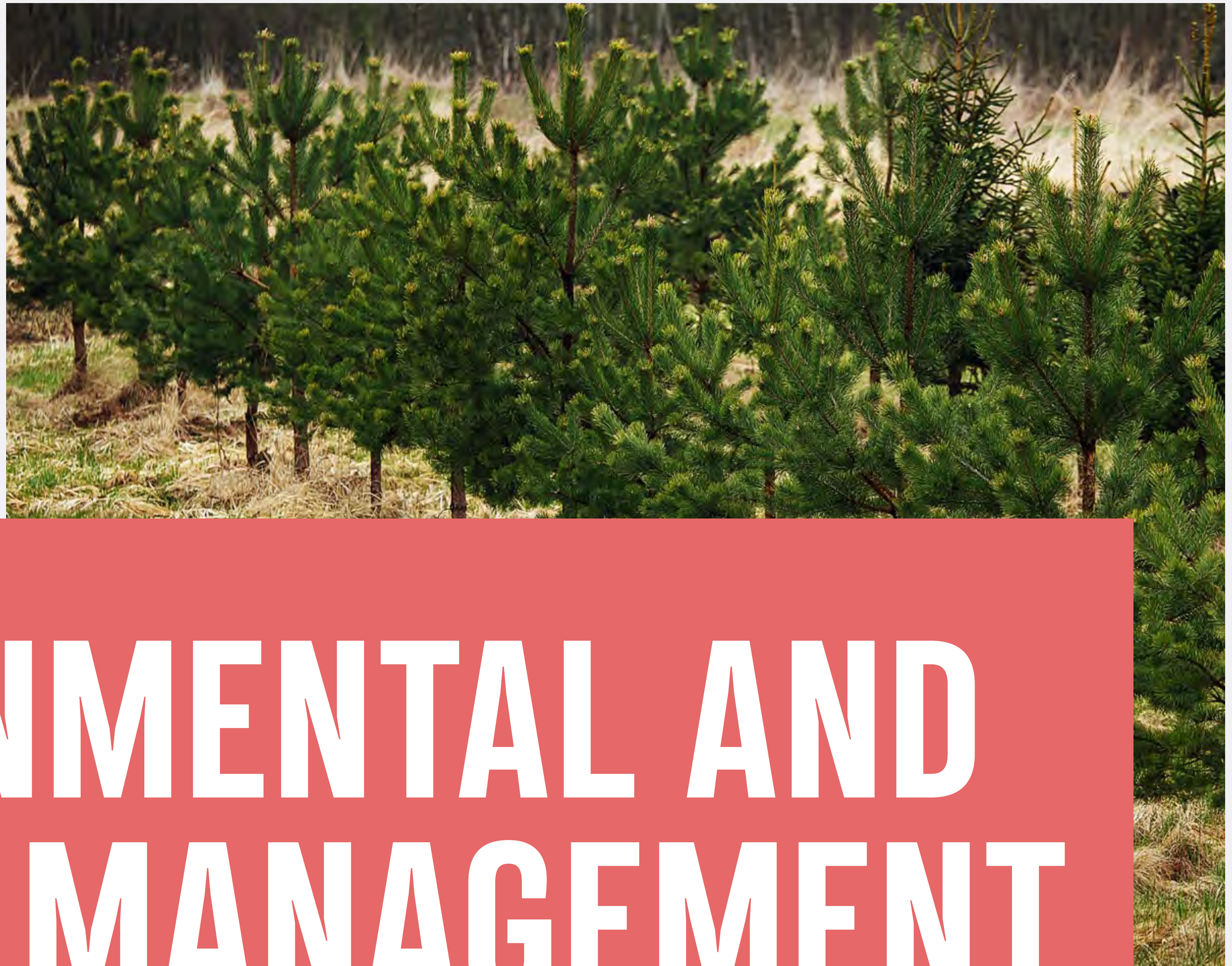
- staff survey on the need for psychological support,
- staff survey on exercise sessions,
- staff and reviewer survey on reviews and growth interviews,
- annual staff survey on health insurance,
- survey on staff growth experience and achievement of objectives.

Ongoing activities include:

- survey of new recruits,
- survey of employees who are leaving the company.







# 09 ENVIRONMENTAL AND ENERGY MANAGEMENT



# ENVIRONMENTAL AND ENERGY MANAGEMENT

103

## MANAGEMENT APPROACH

Riga Airport knows that only by successfully combining the efficiency of its business operations with the achievement of environmental objectives can the prerequisites for sustainable operation and business development be created. Reducing environmental impact and controlling the most important energy users form a part of the company's business planning and day-to-day operations. For more efficient environmental and energy management, Riga Airport has implemented and certified an environmental management system in accordance with

ISO 14001, and an energy management system in accordance with ISO 50001. Regular environmental monitoring and control of energy consumers provides baseline information for tracking whether the environmental and energy management objectives are being met.

## ENVIRONMENT AND ENERGY MANAGEMENT POLICY

Riga Airport's environmental philosophy, attitude to the environment and

principles of environmental management are set out in the environmental and energy management policy. The environmental policy was last reviewed and updated on 15 February 2021. The environmental and energy management policy sets out the following principles:

- comply with the environmental protection and energy management requirements set out in laws and regulations, and perform a compliance assessment of the airport's operations to ensure compliance with the requirements;
- systematically monitor the environment and energy consumption, ensuring that the quality of the environment does not deteriorate and, where possible, improving its quality within financial and technical means;
- establish and monitor strict control measures in relation to the relevant environmental aspects of the airport and communicate them to airport staff and third parties working at the airport;
- create and raise environmental awareness among the airport staff, ensuring the efficient use of natural resources;

- work with airlines and airport partners to jointly find solutions to critical environmental issues beyond the airport's direct control, such as aircraft noise;
- reduce the airport's energy consumption, improve the energy efficiency of buildings, infrastructure, and equipment;
- improve the airport's sustainability by increasing the use of renewable energy for main business activities;
- regularly analyse the airport's environmental performance and energy efficiency, and identify necessary improvements;
- provide stakeholders with open, comprehensive information about the airport's environmental policy, energy policy, and significant environmental measures.

The most significant environmental impacts of the airport are energy consumption, environmental noise, and production of waste.

According to contracts, the environmental and energy management policy is binding not only to the employees of Riga Airport, but also to its tenants and service providers operating in the airport area.





RIGA Airport regularly conducts environmental inspections of its tenants and service providers operating on the premises of the airport, in accordance with the approved schedule. These inspections check for compliance with environmental legislation, and determine whether the employees of the companies are familiarised with the Riga Airport environmental and energy management policy and whether training in environmental protection is provided at the company.

## ENVIRONMENTAL AND ENERGY MANAGEMENT GOALS

Riga Airport has both short- and medium-term goals for its environmental and energy management systems. The environmental and energy management programme, prepared and approved for the calendar year, sets short-term goals for the year. The following short-term environmental and energy management goals were defined in 2021:

- avoid an increase in the airport's total electricity consumption above 0.0050 MWh (0.0024 MWh in 2020) per unit of traffic handled<sup>40</sup>;
- avoid an increase in the airport's heat consumption above 0.33 MWh per 1 m<sup>2</sup> (0.36 MWh in 2020) of heated area;
- reduce the amount of unsorted household waste to below 69% (70% in 2020) of the total household waste;
- manage environmental noise and contribute to the reduction of noise index values at noise monitoring stations in 2021;
- raise the environmental awareness among the airport staff and stakeholders;
- conduct the accounting, implementation and monitoring of reduction measures for the airport's consumption of natural resources;
- prevent and control emissions of pollutants into the environment, improve environmental quality;
- control pollution generated tenants and airfield service providers;
- monitor and reduce GHG emissions;
- identify the impact of airport operations on biodiversity in the areas surrounding the airport.

The targets are set for the calendar year as a whole and can be affected seasonally by weather and other relevant factors. Indicators and targets are assessed at the beginning of the following calendar year: this is important when adopting a new Environment and Energy Management Programme.

## INVOLVEMENT IN MITIGATING CLIMATE CHANGE

In 2009, at the 18th Annual Congress of *ACI Europe*, European airports pledged to reduce CO<sub>2</sub> emissions to achieve the ultimate goal of becoming carbon-neutral airports. The Airport Carbon Accreditation (ACA) programme was set up to accomplish this goal. More than 390 airports worldwide are currently accredited under the programme<sup>41</sup>, and are working hard to decarbonise their operations, including Riga Airport.

Riga Airport takes care to reduce greenhouse gas emissions from the emission sources it controls, and has participated in the ACA programme

since 2015. With Tier 2 certification in the Airport Carbon Accreditation programme in 2020, the airport began a focused effort to reduce emissions to reach Tier 3 in the coming years. Starting in 2021, the Riga Airport CO<sub>2</sub> emissions assessment will also include Scope 3 emissions which are not under the airport's direct control, but are generated by ground service providers and passengers. In 2021, the airport joined the ACI NetZero initiative, which aims to reduce the airport's direct emissions to zero by 2050. In 2021, work began on drafting a Sustainability Strategy, approved on 24 January 2022, with Climate Impact as one of the sections. The new strategy sets a more ambitious goal, to reduce CO<sub>2</sub> emissions by 65% by 2030, as compared to 2014, which means that the Carbon Management Plan will be revised in 2022 to align the activities in the plan with the Sustainability Strategy goal.

<sup>40</sup> One traffic unit is equivalent to one passenger or 1 tonne of air cargo processed.

<sup>41</sup> Source: <https://www.airportcarbonaccreditation.org/participants.html>.





# PRECAUTIONARY PRINCIPLE

102-11

One of the fundamental principles of environmental protection on which the airport's environmental management system rests is the precautionary principle. The airport has an environmental risk assessment procedure in place to prevent consequences before they occur. At the airport, environmental risk assessments are carried out for tenders, proposed construction projects, and new activities before these take place. This allows environmental risks to be eliminated or environmental impacts to be mitigated from the outset. 18 environmental risk assessments were carried out in 2021.

Environmental risks at Riga Airport were assessed for the following risk sources: operation of utility lines and waste water treatment, aircraft, airfield aviation fuel hydrants, airport grounds beyond the airfield, activities of tenants, procurement of goods and services.

# WATER EXTRACTION AND CONSUMPTION

303-1, 303-5

Riga Airport gets its water from three ground water wells. After extraction, the water is desalinated and softened to meet drinking water quality requirements. Water consumption limits and quality indicators to be achieved are set out in national laws and regulations and in the polluting activity permit. Once a year, the company must inform the supervisory authorities of the amount of drinking water produced and the results of the quality and quantity monitoring, in accordance with the procedure laid down in laws and regulations.

Once every quarter, an environmental protection officer measures the static and dynamic levels of water extraction wells using a special spirit level. Reports are prepared about the measurements, making it possible to assess the rate of ground water recovery in the wells, and the operational capacity of

the wells. Water extraction from each well is regulated such that it does not create potential geophysical hazards, such as depression funnelling.

The availability of water resources at the airport and the technical and organisational controls in place ensure that water can be extracted in the short and the long run. The water produced is not only used for the airport's needs, but is also supplied to the airport's tenants and airfield service providers under utility contracts concluded with them. The largest water consumption level is in the terminal (including for sanitary purposes), in the administration buildings, and in the hangar for washing equipment.

Small quantities of drinking water are supplied to the company in 18.9 l polycarbonate bottles by an external

service provider.

Water storage has no significant impact on water consumption: it is stored in small amounts in a water tower to ensure the continuity of water supply.

Riga Airport's water consumption data are obtained from verified water meters. The consumption of airport tenants is mainly determined based on verified water meters, with a small proportion of tenant water consumption calculated according to an approved methodology. The methodology for calculating water consumption is applied to tenants where it is technically not possible to install water meters (no connection to the water line), e.g. certain shops in the terminal.

Riga Airport does not extract water from areas with water scarcity.

## Water extraction, m³

		%
Ground water wells	75,824	99.86
Other sources (polycarbonate bottles)	104	0.41
Total	75,928	100

## Water consumption, m³

Airport	30,463	40.18
Tenants and airfield service providers	45,361	59.82
Total	75,824	100







WASTE WATER  
MANAGEMENT

303-2, 306-1

In 2021, 151.4 thousand m<sup>3</sup> of waste water was drained<sup>42</sup> into the drainage ditch, from where it flowed into the Neriņa River. Household waste water, in the amount of 75,824 thousand m<sup>3</sup> was transferred to SIA ‘Rīgas ūdens’. On 5 May 2021, Riga Airport signed an agreement with SIA ‘Rīgas ūdens’ for the transfer of industrial waste water for treatment. In 2021, 1410 m<sup>3</sup> of industrial waste water was transferred to SIA ‘Rīgas ūdens’.

WASTE WATER  
QUALITY AND  
TREATMENT  
METHODS

The quality of waste water and household waste water is controlled on the basis of an approved water monitoring plan carried out by an accredited laboratory. The quality objectives and limit values for rainwater and household waste water are laid down in national legislation, e.g. the achievable quality objectives for household waste water are set in Riga City Council Binding Regulation 17 ‘Binding rules for Riga centralised water supply and sewer system operation, use, and protection’, while the quality indicators and limit values for rainwater are set out in Cabinet Regulation 34 ‘Regulations for the emission of pollutants into water’. Once a year, a report on the results of rainwater quality testing is submitted to the Lielrīga Regional Environmental Administration of the State Environmental Service. A biological waste water treatment plant with a capacity of 25 m<sup>3</sup> was built to treat waste water from the car wash

at the airport/dn. Other household waste water is transferred for treatment to SIA ‘Rīgas ūdens’ according to a contract concluded with that company. Grease traps provide initial treatment in order to ensure that the quality of household waste water is adequate. In accordance with the policies and procedures established by Riga Airport, the cleaning and maintenance schedules, the actual condition of the grease traps and the qualitative indicators (data from test reports) are checked during regular environmental inspections of the airport’s departments, tenants, and service providers. The requirements for the installation of appropriate treatment facilities are set by Riga Airport and the national supervisory authorities, taking into account the specific nature of the planned activities, and the requirements of laws and regulations. Facilities are regularly inspected, cleaned and maintained at least semi-annually (and quarterly if necessary) to ensure the quality of rainwater and household waste water. Drained household waste water is not metered.

Rainwater is drained into the environment without treatment, except in areas where oil spills may occur.

In these areas, rainwater is collected and drained to oil separators, which remove oil before the water is discharged into the environment. A total of 15 oil separators are set up at the airport.

Prior to January 2021, waste water from de-icing treatment sites was collected in tanks and handed over to SIA Lautus for treatment as hazardous waste. Starting from February 2021, de-icing site waste water was accumulated in the airport’s fixed storage tanks, and since 5 May 2021 it is transferred to SIA ‘Rīgas ūdens’ as industrial waste water. The Lielrīga Regional Environmental Administration of the State Environmental Service was informed about the changes in waste water management and on 21 June 2021 adopted Decision No RI21VL0134 on updating the details of Category B permit No RI15IB0030.

<sup>42</sup> In 2020, the amount of rainwater drained into the environment was 151.4 thousand m<sup>3</sup>.





# WASTE MANAGEMENT

306-2

Once a year, Riga Airport submits national statistical report No 3 'Waste' to the Single Environmental Information System of the Latvian Environment, Geology and Meteorology Centre, indicating the types, hazards, amounts of waste generated at the airport, and the companies, to which the waste was handed over for management, in the previous calendar year.



The short-term storage of household, hazardous, and environmentally hazardous waste takes place in the waste hangar of Riga Airport and in a specially designated room at the terminal, except for certain types of waste that are transferred to the waste management company from where the waste was generated. There are no permanent long-term waste storage facilities at the airport. All types of waste are accounted for in accordance with the requirements of laws and regulations.

The company hands over the household, hazardous, and environmentally harmful waste it produces to licensed waste management companies with which it has a fixed-term contract. The largest share is made up of unsorted household waste, which Riga Airport hands over to SIA 'Eco Baltia vide' on the basis of a contract. A

supplementary agreement for the transfer of paper and cardboard packaging, plastic packaging, glass packaging, bulky and biodegradable waste was concluded in addition to this contract. Confidential waste paper was handed over to SIA ŠRĒDEREJA, based on a contract.

Information about waste management methods is obtained from consignment notes and by contacting the waste management companies. The method used for household waste depends on whether it is sorted. Paper, glass, cardboard, and other types of household waste are recycled. The purpose of hazardous waste is indicated in the hazardous waste registration consignment notes. The storage and processing of hazardous waste takes place at the addresses of the facilities receiving the hazardous waste.

Riga Airport does not collect information about the further use of hazardous waste after storage.

In 2021, there was a slight decrease in the total amount of household waste because shops and catering services did not fully operate at the terminal due to COVID-19 restrictions. Certain waste groups, such as bio-waste and metals were not handed over for management in 2021. Hazardous waste also decreased significantly compared to 2020. The most important reason for the decrease in hazardous waste compared to the previous year is the reclassification of the waste class (161001) 'Water-containing liquid waste that contain hazardous substances' (approved the State Environmental Service) as industrial waste water, and the removal of their hazardous waste status.

	2019		2020		2021	
	Household waste, t	Hazardous waste, t	Household waste, t	Hazardous waste, t	Household waste, t	Hazardous waste, t
Recycling	1231	1639	657	1509	511	225
Composting	118	-	20	-	-	-
Disposal in landfill	3522	-	1546	-	1548	-
Storage	-	33	-	157	-	22
Other management methods (regeneration, incineration, underground disposal, etc.)	-	-	-	-	-	-
Waste destination not specified	-	-	-	-	-	2
Total	4871	1672	2223	1666	2059	249





# USE OF DE-ICING/ANTI-ICING MATERIAL FOR AIRCRAFT AND AIRFIELD SURFACING

A06

Anti-icing treatment products are used on aircraft and airfield surfaces to ensure safe flight operations. Because aircraft de-icing is carried out at the airfield, Riga Airport must ensure the collection and recycling

of chemicals and mixtures used during the de-icing. In 2021, 1410 tonnes of industrial waste water containing de-icing agents was collected from de-icing treatment sites and handed over to SIA 'Rīgas ūdens'.

## Quantity of de-icing/anti-icing material for aircraft and airfield surfacing

In 2021, 1220 cubic metres of Type I and 135 cubic metres of Type II aircraft de-icing/anti-icing material were used.

## Percentage of aircraft and airfield de-icing/anti-icing material recycled or disposed of without recycling

During the 2020/2021 de-icing season\*, 99.96% of all de-icing took place at remote de-icing sites where de-icing fluids were collected. Waste water containing de-icing agents for airfield surfaces was not treated and was not separately accounted for.

\* Data for the season ending on 28 February 2022.



# IMPACT ON BIODIVERSITY

304-2

The protected natural area closest to Riga Airport is Beberbeķi Nature Park, which is included in the Natura 2000 list of sites, but the airport has no direct impact on this protected natural area. To monitor the potential impact of aircraft emissions on forest ecosystems, forest monitoring was launched in 2018, including in

Beberbeķi Nature Park. The monitoring methodology was developed, and a forest monitoring programme was prepared and approved by the Nature Conservation Agency. The 2021 monitoring results show no significant changes in the forest ecosystem that could be related to the impact of aircraft engine emissions.







Riga Airport is aware of the impact of noise on the surrounding population and its role in aircraft noise management, and therefore regularly carries out aircraft assessments, promotes optimisation of flight procedures, and encourages stakeholders to take joint action to reduce the impact of noise on people living in the vicinity of the airport.

The Law on Pollution regulates

environmental noise management on a national level by requiring entities managing transport infrastructure to draft strategic noise maps and action plans to reduce noise. Cabinet Regulation 16 ‘Noise assessment and management procedure’ of 7 January 2014 sets noise limit values and requirements for strategic noise mapping, as well as the development of noise reduction action plans, under the Law on Pollution.

Riga Airport collects and analyses aircraft noise measurements at four fixed stations, as well as aircraft radar data and information about aircraft flights. The aircraft noise monitoring started in 2008. Once every five years, Riga Airport develops a strategic noise map and a noise reduction action plan.

The strategic noise map developed in 2017 and based on data from 2016 is currently up-to-date, and a new VAS ‘Starptautiskā lidosta “Rīga”’ noise reduction action plan and its summary were approved in December 2018. It was developed by the Environmental Noise Management Work Group in cooperation with Riga Airport, local authorities, government institutions, air carriers, and VAS ‘Latvijas gaisa satiksme’.

In June 2021, new rules in the aeronautical information publication came into force requiring aircraft to use as much of their engine power as possible to increase altitude to 900 m. Previously, this requirement was of up to 450 m. The action plan introduced information activities, such as the publication of the 2021 aircraft noise index and information about the frequency of overflights of specified

areas on the Riga Airport website. Riga Airport analyses the use of taxiways and the performance of Type E flight procedures at night, and the arrival profile of aircraft. As a result, changes were made to the airport’s Aeronautical Information Publication (AIP), and information about the arrival performance of air carriers was published on the airport’s website.

In 2020 and 2021, the number and structure of flights were not in line with long-term trends due to the COVID-19 pandemic. Laws and regulations require a strategic noise map for airports with more than 50,000 flights. The number of flights at the airport did not reach this figure in 2020 and 2021. In order not to mislead local residents and governments near the airport about the noise impact, the airport will not draft a strategic noise map based on 2021 data in 2022, but will prepare one once 50,000 flights per year are exceeded. Riga Airport expects that a strategic noise map will be developed in 2023, based on 2022 flight data. The development of the action plan will start immediately after the approval of the strategic noise map.





# NOISE INDEX AT NOISE MONITORING STATIONS

The noise index at noise monitoring stations is calculated in accordance with instructions approved by Riga Airport. The aircraft noise level measured is taken into account in the calculation of the index. It is normalised by the number of passengers carried during the base year, the amount of cargo handled in cargo flights, and the number of other flights. The base year for TMS2B is 2016, and for TMS1 and TMS4, it is 2012. The index methodology significantly increases the impact of evening and night flights. One evening flight is equivalent to approximately three day flights, and one night flight is equivalent to 10 day flights.

The noise index improved by 0.7 dBA for TMS1, 0.8 dBA for TMS2B, and 0.6 dBA for TMS4, as compared to 2020. Compared to 2019, the improvement for TMS1 is smaller, at 0.3 dBA, while the improvement for TMS2B is larger, 1.4 dBA, and the reduction in the TMS4 index is smaller, 0.2 dBA.

The significant changes in the number of aircraft flights, aircraft type mix, aircraft load, and allocation of flights over the time of day that took place in 2020, largely persisted in 2021. The share of aircraft night flights increased in 2021, as compared to 2020, but did not reach the 2019 levels. Passenger aircraft load factor in 2021 was even lower than in 2020. The largest carrier at Riga Airport, airBaltic, permanently transitioned to Airbus A220-300 aircraft.

Although the fleet upgrade continued in 2021, analysis of the aircraft

noise index shows that aircraft did not become quieter. The index values for TMS2B and TMS1 decreased, although the impact of night flights rose, and aircraft became generally louder.

The TMS2B index was significantly reduced by the move away from type J flight procedures. The decrease in TMS1 is due to the fact that at this station around 60% of the noise index is made up by arriving aircraft, whereby arrival aircraft types have generally become quieter, as opposed to departures, which are more negatively affected by their increase in size. The increase in TMS4 is due to larger aircraft, more night flights, and lower load factors.

# AIRCRAFT NOISE INDEX

The aircraft noise index is calculated according to the methodology approved in the Noise Action Plan. For less frequently used aircraft, the average certified noise level of the aircraft type is used. 2017 is the base year of the index, whereby the index value corresponds to the number of

flights. In accordance with Section 8 of the VAS ‘Starptautiskā lidosta “Rīga”’ Noise Reduction Action Plan, ‘Introduction of an additional aircraft noise indicator’, once a year (by the end of March), the airport must calculate and publish on its website information about the previous year’s noise index value.

Year	Aircraft noise index
2017	74,516
2018	84,414
2019	83,821
2020	26,725
2021	34,063

The aircraft noise index was higher in 2021 than in 2020, but significantly lower than in 2019, mainly due to a significant reduction in the number of flights, as well as a decrease in the share of evening and night flights. The increase compared to 2020 was driven by an increase in the number of flights, use of larger aircraft and an increase in the share of night flights. Certified aircraft noise levels increased by 6% in 2021, mainly due to the replacement of airBaltic’s Bombardier Dash Q400 with Airbus A 220-300, which has twice the seating capacity and can carry passengers

Station	Noise index, dBA				
	2017	2018	2019	2020	2021
TMS1	51.6	51.2	50.0	50.4	49.7
TMS2B	56.3	56.2	55.4	54.8	54.0
TMS4	57.3	56.6	55.0	54.6	55.2





over much longer distances, as well as a significant increase in the share of Boeing 737-800 flights. The rise in night flights increased the noise index by 9.6%, while more flights led to an increase of 9.7%.

# NOISE COMPLAINTS

In 2021, there was one aircraft noise question and 11 complaints, of which eight were made by private individuals, two by neighbourhood associations and in one case there was media interest concerning complaints by unidentified parties. In five cases, Riga Airport received the complaints, in six cases other institutions forwarded the complaints to the airport in accordance with the complaints handling procedure set out in the Noise Action Plan.

Four complaints were about aircraft performing type J procedures, four were about flights over the village of Jaunolaine in the vicinity of Lubauš, one was about flights over Jaunmārupe, one was about the specific sound of an Airbus A220-300 aircraft and one was about fighter noise at night. Only two complaints were for areas where the 2016 Strategic Noise

Map identified noise levels close to or above the night-time noise limit value in the single-family housing area.

The increase in complaints can be attributed to several concurrent factors:

- better institutional cooperation and exchange of information about complaints,
- sharp increase in the number of flights in the second half of 2021,
- changes resulting from the introduction of PBN procedures.

# CDA SHARE

The proportion of CDA (continuous descent approach) aircraft is calculated taking into account the methodology approved in the Noise Action Plan. In 2021, 83% (in 2020 84%) of arrivals were in line with Riga Airport's CDA criteria. The criterion used by the airport is an aircraft flying at an altitude of less than 10 km with a gradient of less than 1% below 10,000 ft (approximately 3000 m).

In 2021, passenger carriers—airBaltic, Ryanair, Finnair, Norwegian Air Shuttle and Lot Polish Airlines—had a good track record, with more than



**COMPLIANCE  
WITH  
ENVIRONMENTAL  
LAWS AND  
REGULATIONS**

307-1

90% of aircraft arriving at a steadily decreasing altitude. Freight carriers, on the other hand, underperformed, with Atran having the highest share at 88%. Business aircraft and carriers with less than 120 flights had a significantly lower rate, typically below 60%.

No integrated inspections were carried by supervisory authorities in 2021. No breaches of environmental legislation and the category B pollution permit were detected in 2021, and accordingly no fines were imposed by environmental authorities.





# ENERGY CONSUMPTION

302-1

Riga Airport uses several energy sources for its operations: heat, electricity, and fuel.

Electric power is supplied to the terminals, technical service buildings, and the cooling systems. Electricity is used for outdoor lighting of the airfield and public areas, and to power various equipment and vehicles. Riga Airport does not use all the electricity it purchases for its own needs, and sells some of it to its tenants and to airfield service providers.

Heat energy is supplied to Riga Airport by SIA Industry Service Partner, which produces heat energy using wood chips and natural gas. The airport sells some of the heat it buys to tenants.

Riga Airport uses diesel, petrol and electricity to power its vehicles and equipment. Fuel is dispensed at Riga Airport’s fuel station, and purchased at off-airport fuel stations. The amount of electricity used to charge the luggage tug is not considered separately, and is included in the total electricity consumption.

Energy metering and calculation is based on measurements, delivery documentation and the company’s internal resource accounting. Riga Airport records fuel consumption in litres for each calendar month, which is why ‘litres’ were converted to ‘MWh’ in the processing of energy consumption data using the methodology included in the airport energy report.

In 2021, Riga Airport’s heating energy consumption was 8886.802 MWh, 29.42% more than in 2020, reaching almost the same consumption level as in 2019. In 2020, the COVID-19 pandemic led to large-scale austerity measures, with some buildings shut down or provided with minimal heating. Such cost-saving measures were not possible in 2021 when the airport reopened, and the heat consumption per heated area increased accordingly.

In 2021, Riga Airport’s electricity consumption was 15,734.017 MWh, which is 27.8% more than in 2020. In 2020, when passenger traffic virtually halted, the airport introduced major cost-saving measures (switching off heating, lights, etc.), which

resulted in significant reductions in consumption figures. In 2021, air traffic gradually recovered, so it was not possible to continue the cost-saving measures based on switching off the lighting, which is why electricity consumption increased significantly compared to 2020.

In 2021, Riga Airport’s diesel consumption was 462,006 l, 81.3% more than in 2020. Petrol consumption was 21,495 l, an increase of 5.5% year-on-year. As the significant increase in diesel consumption was observed in January and December 2021, with the highest consumption in the ‘apron cleaning equipment’ group, it can be concluded that the consumption was affected by weather, in particular, snow.

Energy, resource	Unit	2019	2020	2021
Riga Airport energy consumption				
Electricity	MWh	13,209.450	12,308.876	15,734.017
Heat, energy	MWh	9136.813	6866.369	8886.802
Diesel, fuel	MWh	8018.76	2544.86	4605.90
Petrol	MWh	353.56	205.99	198.85
Total	MWh	30,718.58	21,926.095	29,425.569
Amount of energy transferred to tenants				
Electric, power	MWh	15,919.168	13,777.87	14,846.148
Heat, energy	MWh	2444.927	1981.632	2525.159
Total	MWh	18,364.095	15,759.502	17,371.307





# ENERGY EFFICIENCY

302-3

Riga Airport continuously monitors the performance of its energy management system to determine its effectiveness and the achievement of its objectives. Once a quarter, the energy management work group reviews quarterly consumption figures and analyses the causes of any deviations in consumption exceeding 15%. For the determination of efficiency in the use of electricity, one assesses the consumption of electricity (in MWh) relative to the number of traffic units handled, while for the determination of thermal energy efficiency, thermal energy consumption is assessed in relation to the heated area in m<sup>2</sup>.

Riga Airport cannot estimate the share of electricity generated from renewable energy sources, as it purchases all its electricity, and the supplier

does not provide such information. However, having conducted calculations under the ACA programme, Riga Airport assumes that this share corresponds to the residual mix in Latvia.

Riga Airport does not collect data on the amount of heat generated from renewable energy sources, but does collect data on the amount of emissions from each type of fuel and the percentage of emissions it accounts for. In 2021, the percentage of emissions by fuel type was 97.89% for wood chips and 2.11% for natural gas.

In 2021, the Environmental and Energy Management Programme set a target to reduce Riga Airport's total electricity consumption below 0.0050 MWh per traffic unit, but this was not achieved. In early 2021, the electricity target was based on a more optimistic passenger growth forecast than the actual 2021 passenger growth figure.

For several years now, Riga Airport has been pursuing a special 'Energy Management Data Monitoring Tool' programme to assess and regulate the heat consumption of buildings.

In 2021, power meters and fuel consumption data were also installed at the airport and connected to the monitoring tool. The programme enables the assessment of consumption and recording of deviations from normal value, if the necessary technical and organisational measures are taken in time.

With regard to energy efficiency and energy efficiency measures, information measures for airport staff are being implemented: in 2021, information posters on saving energy were produced and put up in staff rooms and sent to tenants.

Performance indicator	2019	2020	2021
Electricity, MWh/SV <sup>43</sup>	0.0021	0.0055	0.0060
Heat energy, MWh/1 m <sup>2</sup>	0.269	0.238	0.308

<sup>43</sup> One traffic unit is equivalent to one passenger or 1 tonne of air cargo processed.





# REDUCING ENERGY CONSUMPTION

302-4

According to the Cabinet Regulation 668 ‘Regulations on energy efficiency monitoring and the applicable energy management system standard’, annual accounts on the implemented energy efficiency improvement measures are prepared and submitted to the State Building Control Office by 1 November each year. At the time of the report, the savings for 2021 had not yet been calculated.

MWh	2019	2020
Achieved energy savings, MWh	25.716	1209.769

The ex-ante method is used to calculate energy savings.



# GREENHOUSE GAS EMISSIONS AND INTENSITY

305-1, 305-2, 305-4

Riga Airport uses ACA programme guidelines, and the ACA Acert 5.1 tool to assess its GHG emissions. The ACA guidelines include the calculation of emissions by applying location-based emission factors and trade-based emission factors. The airport’s GHG emissions report includes both direct and indirect emissions from the airport. The direct emissions of an airport

are those resulting from the consumption of energy resources at the airport and under the airport’s direct control. Indirect emissions are those that result from the services provided by the airport, but the airport itself is not a consumer and has no direct control over the emissions. CO<sub>2</sub> emissions are associated with a relative value: the number of passengers. Riga Airport

has developed a Carbon Management Plan for 2020–2023, which sets out the arrangements for managing and controlling carbon dioxide emissions. Riga Airport does not collect emissions data for individual pieces of equipment or individual activities, but calculates total CO<sub>2</sub> emissions from energy consumption.





The direct greenhouse gas emissions of the airport are considered to include CO<sub>2</sub>, methane and N<sub>2</sub>O, while the indirect emissions are considered to include CO<sub>2</sub>. The CO<sub>2</sub> emissions from thermal power generation are considered, but no information is available on the gases used to calculate the emission factors for the electricity consumed by the company.

Riga Airport uses absolute emission amounts, and for direct emissions, the

emission factors built into the Acert tool. The emission factor for electricity is the emission factor specified in laws and regulations, and the emission factor for thermal energy is calculated based on the information provided by the thermal energy supplier.

The previous year's GHG emissions are calculated by 1 November each year, so the report does not include data for 2021, as this had not yet been calculated at the time of its preparation.

For the assessment of emission reductions, a base year of 2020 was established and confirmed as part of the drafting of the Carbon Reduction Plan for 2020–2023. The base year, against which the CO<sub>2</sub> reduction is measured, is 2018. In 2018, the emissions recorded in absolute units were 3522 tCO<sub>2</sub>, and in relative units, 0.499 kgCO<sub>2</sub> per 1000 passengers.

# GHG EMISSION REDUCTION

305-5

The 2021 savings data are calculated for up to 1 November 2022, which is why the report includes emissions reductions in 2020. In 2020, several projects were carried out to replace lighting with LED lamps, which has reduced the airport's direct emissions, and to install smart meters. The base year set at the airport is 2018, and a reduction target of 1% relative to the base year is determined in its Carbon Management Plan. The Acert 5.1 tool is used to calculate emissions.

	2017	2018	2019	2020	2021
Emissions from own direct consumption					
CO <sub>2</sub> emissions	1353 t	1472 t	1403 t	718 t	1277 t
Biogenic CO <sub>2</sub> emissions in metric tonnes of CO <sub>2</sub> equivalent	3	30 <sup>44</sup>	25 <sup>45, 46</sup>	23 <sup>47</sup>	23
Emissions from purchased energy production					
Site-specific emission factors	2487 (2047) t	2050 t	2058 t	1540 t	1836 t
Emission factors calculated on a trading basis	6795 (5485) t	5510 t	5356 t	5305 t	— <sup>47</sup>

<sup>44</sup> Emission factor of 2.50 kg CO<sub>2</sub> eq/l based on a biodiesel emission factor of 9.45 kg/gallon (3.785 l) or 2.50 kg/l, <https://www.epa.gov/sites/default/files/2020-04/documents/ghg-emission-factors-hub.pdf>

<sup>45</sup> Emission factor of 2.50 kg CO<sub>2</sub> eq/l, based on a biodiesel emission factor of 9.45 kg/gallon (3.785 l) or 2.50 kg/l, <https://www.epa.gov/sites/default/files/2020-04/documents/ghg-emission-factors-hub.pdf>

<sup>46</sup> Emission factor of 1.52 kg CO<sub>2</sub> eq/l based on an ethanol emission factor of 5.75 kg/gallon (3.785 l) or 1.52 kg/l, <https://www.epa.gov/sites/default/files/2020-04/documents/ghg-emission-factors-hub.pdf>

<sup>47</sup> The calculation requires data on electricity generation emissions in the previous year, which is not available for the first half of the year (<https://www.aib-net.org/facts/european-residual-mix>)

GHG emissions reduced as a result of projects		
	2019	2020
Site-specific emission factors	1.1 t	132 t
Emission factors calculated on a trading basis	3 t	510 t







# ENVIRONMENTAL AWARENESS CAMPAIGNS

Riga Airport employees are offered examples of how they can reduce their environmental impact. In 2019, in conjunction with the ‘Homo ecos’ NGO, the airport conducted a water and waste monitoring activity which revealed that

many passengers used reusable water bottles, but there was no place to dispose of the water before security checks. To address the situation, the pre-security check station underwent an upgrade, beginning in 2020 and ending in 2021.

A sink was installed for water disposal and an information wall panel was set to educate passengers on waste management. In 2021, the airport terminal only had a repeat water monitoring

activity, which investigated how the improvement had influenced passenger waste management and water draining habits.

The study found that passengers did not always dispose of their waste using the right compartment, but that the overall trend had improved, with more frequent travellers using the sink installed to drain their water. To make the preparation area even more visible, changes to the position of the

signs were necessary, and were implemented in 2021.

There is a [video](#) on the findings of the monitoring posted [here](#).

Two information videos were also produced to inform the general public about Riga Airport’s environmental and energy management performance.

# ENVIRONMENTAL COMPETITION FOR EMPLOYEES

Riga Airport pays great attention to educating its employees on environmental and energy management issues, as educated employees are one of the keys to the success of environmental and energy management systems.

In 2021, the annual Zaļais RIXis environmental competition was organised on Facebook, where employees collected and weighed waste paper, shared ideas on how to reuse waste, prepared healthy lunches in eco-friendly packaging, calculated their environmental footprint, and researched eco-labels for electrical appliances.





# 10 ACTIVE CIVIC ENGAGEMENT





# MEMBERSHIP IN ORGANISATIONS

102-13

VAS ‘Starptautiskā lidosta “Rīga”’ (‘Riga Airport’) is a member of national and international aviation, business, and employer organisations, where it supports and participates in the representation of the company’s interests insofar as it relates to the promotion and development of the sustainable operation of the aviation industry.

Riga Airport is a member of the following organisations representing the interests of the industry, economic development, and business:

- **ACI EUROPE** – Airports Council International EUROPE;
- **IATA GHC (IGHC)** – International Air Transport Association, Ground Handling Council;
- **LAA** – Latvian Aviation Association;
- **LDDK** – Employers’ Confederation of Latvia.;
- **LTRK** – Latvian Chamber of Commerce and Industry;
- **DAIF Latvija** – Federation of Security and Defence Industries of Latvia;

- **LPVA** –: Latvian Association for People Management;
- **“Mārupes uzņēmēji”** – ‘Mārupe Businesses’ association.

Representatives of Riga Airport are also members of organisations representing the interests of businesses, thus contributing to the development of Riga Airport, and the aviation industry as a whole. The airport participates in the drafting of legislation and regulations, such as those setting skill requirements for people employed in the industry.

In 2021, several representatives of Riga Airport participated in the ACI Facilitation and Customer Service work group. Membership in this group is an opportunity for airports to share experience in passenger service and other topics, bringing together best practices and recommendations for the industry as a whole. The group drafts and regularly updates passenger service guidelines, which contain



Airports Council International  
EUROPE



International Air Transport Association,  
Ground Handling Council



Latvian Aviation  
Association



Federation of Security  
and Defence Industries of Latvia



Employers’ Confederation  
of Latvia



Latvian Association  
for Personnel Management



Latvian Chamber of Commerce  
and Industry



Local Association  
“Mārupe Entrepreneurs”





best practices and recommendations for European airports in terms of infrastructure, processes, service, and attitudes. The *ACI Europe Handbook of Airport Culture* was developed with the participation of Riga Airport.

On HR management issues, Riga Airport cooperates with other airports at the international level within the ACI Leadership & HR Forum, by participating in group meetings and engaging in research, related, for example, to initiatives, activities and programmes undertaken to improve employee engagement during the COVID-19 crisis.

In 2021, the work group contributed to the development of a safe travel protocol for European airports and to the study and development of recommendations for a single, digitised test/vaccination certificate.

Riga Airport is also an active member of the Airports Communication Group(ACG) and the *ACI Europe Digital Communications Forum(DCF)*, which aim to share experience and solutions for improving airport public relations and communication. In 2021, due to the COVID-19 pandemic, no face-to-face ACG meetings were held, and had to be postponed, while DCF meetings

were organised remotely in May and November.

At the local level, representatives of Riga Airport work actively in the LAA industry association, whose council is chaired by the airport’s board chairwoman, and in the ‘Mārupes uzņēmēji’ (MUB) local business association, thus contributing not only to the development of aviation, but also to the improvement of the business environment in the municipality and of relations with the local government. Riga Airport, as a member of MUB, participated in the activities of the association in 2021, and in autumn that year, set up an exhibition to mark the 10th anniversary of the association at the airport terminal.

In 2021, Riga Airport, in cooperation with other Latvian aviation companies and the Ministry of Transport, actively participated in the aviation sector initiative work group. The work group prepared, last year, and is still preparing proposals for the recovery of the aviation sector for the government, such as the development of safe air travel principles for the resumption of flights, so that the government takes scientifically based and well-informed decisions on air transport when deciding on restrictions to reduce the spread of COVID-19.





## SUPPORT FOR THE PUBLIC

103

In 2016, Riga Airport corporate social responsibility (CSR) guidelines were developed to set the priorities and tactical-level activities, and to ensure a balanced development of the organisation in the long run. Recognising Riga Airport's place and role in the overall development of Latvia and the dimensions of its responsibility, the company has defined the following CSR and community investment policy fields (fields of support):

- well-being of the local community;
- environmental protection;
- human resources development;
- business and tourism development in Latvia.

Riga Airport implements community support projects through volunteering and financial support, ensuring transparency in the process.

To request the support, applicants must fill in the form published on the

airport's website and send it to [pr@riga-airport.com](mailto:pr@riga-airport.com). All applications received that are within the priority areas and criteria defined in the airport's community investment policy are assessed by the Sustainability Commission, on a semi-annual basis.

Information about the financial support provided by the company is published on the website of Riga Airport in the section '[Overview of donations and gifts by the airport](#)'.

The recipients of the support are organisations and institutions whose activities or projects are in line with the priority support areas defined in the company's community investment policy, while religious organisations, and persons and organisations linked to political processes are excluded. No projects were submitted in 2021.

Section 10 of the Law on Prevention of Squandering of the Financial Resources and Property of a Public Person stipulates that state-owned companies may donate financial resources or property if they made a profit in the previous reporting year. Given the financial impact of the COVID-19 pandemic on the economic activity of Riga Airport, and the need for government assistance,

which the company applied for in 2020 and received in 2021, further donations or gifts are not possible under the law until Riga Airport becomes profitable and the aviation industry recovers from the crisis.

As part of the Human Resources Development CSR priority, Riga Airport is actively involved in various educational projects. One of them is the joint project of the 'Mārupes uzņēmēji' association and Mārupe Primary School 'Skola dodas dzīvē – dzīve ienāk skolā' (School Meets Life, Life Meets School), which includes specialised lessons taught by businesspeople from Mārupe, giving students the opportunity to learn in the practical conditions of a real business. As part of this project, Riga Airport collaborates with teachers developing Year 4–9 curricula for English (translation, customer service professions), social sciences (job applications, preparing for job interviews, cover letter and CV), IT (cyber security), and biology (birds, animals, plants). Riga Airport employees contribute their voluntary work to the preparation of the programmes and the teaching of the lessons. Taking into account the impact of the COVID-19 pandemic on the work of educational institutions in 2021, the

training programmes developed by Riga Airport were planned to be implemented in Spring 2022. Since 2020, Riga Airport participates in the 'Dzīve gatavs' (Ready for Life) project of the 'Iespējamā misija' foundation, teaching two lesson topics: Coordinating Groundhandling of Aircraft, and Transport of Hazardous Substances.

In December 2021, in cooperation with the businesses from Mārupe Municipality, Riga Airport conducted the campaign 'Dāvinām pasaulei Latvijas garšu' (Give the World a Taste of Latvia) to promote Latvia's image, in line with the CSR priority Development of Business and Tourism in Latvia. As part of the campaign, Riga Airport, in cooperation with businesses from Mārupe and Babīte (family restaurant Hercogs, and family businesses Mārlapiņi, Biki, and Apero) prepared a surprise for Riga Airport's passengers by offering special Latvian Christmas treats made by these companies. The event was featured in videos on the social media and websites of Riga Airport and the companies, promoting the tourism and business opportunities of Mārupe Municipality to a broad local and international audience, and creating a positive image of Latvia.







Aware of the dimensions of its responsibility, the impact of the company and the quality of life of the people in the neighbourhood, Riga Airport has set the well-being of the local community as one of its priorities.

In 2018, Riga Airport signed a memorandum of cooperation with Babīte Municipality, and in 2019, with Mārupe Municipality.

In 2020, the areas for cooperation in 2021 were defined in conjunction with the local governments of Babīte and Mārupe Municipalities, focusing support on the following target groups: children and young people (also those from large and low-income families), seniors and persons with disabilities, job seekers and socially vulnerable individuals. However, the 2021 projects were not implemented due to the

COVID-19 pandemic. As Riga Airport's support is provided in the form of face-to-face volunteering, this was not feasible under the strict restrictions on gatherings and human contact in place. The local governments of Babīte and Mārupe Municipalities also reduced to a minimum the public events previously supported by Riga Airport, which provided its merchandise for the prize fund of the events;

there was also a lack of activity among the schoolchildren learning companies (SLCs) resulting in no traditional SLC exhibition at the airport.

In view of the administrative-territorial reform, as a result of which Mārupe and Babīte Municipalities were merged into one Mārupe Municipality, in Autumn 2021, after the municipal elections, Riga Airport organised a





meeting with the new government of Mārupe Municipality, during which Riga Airport presented its development plans and initiated the conclusion of a new memorandum of cooperation. However, due to the workload of the local government dealing with the merger, the drafting and conclusion of the memorandum was postponed to the first half of 2022.

However, to ensure continuity in cooperation and support, Riga Airport, in conjunction with the local authorities of the municipality developed an action plan for 2022 based on previous memoranda, which includes activities for the above target groups. The implementation of the plan will depend on the epidemiological situation and national restrictions.

## GIVING LOST AND FOUND ITEMS TO CHARITY

Riga Airport donates to charity items found in the passenger terminal and not claimed by their owner within a month. Since 2018, an agreement for handing over lost items was signed

with the 'Ideju partneru fonds' foundation which runs the 'Otrā elpa' charity shops.

Some of the items are put up for sale in the foundation's shops, and the proceeds are donated to social charity projects, while others 'Ideju partneru fonds' donates to partner organisations, which distribute them to socially disadvantaged groups as needed.

Other charities can also apply to receive items found at the airport. According to Riga Airport rules, such an organisation must have the public benefit status.

## DONATIONS AND GIFTS

The principles of donation and charity are part of Riga Airport's CSR and community investment policy. Charity can take the form of free-of-charge assistance in various community activities in accordance with the applicable laws and regulations of the Republic of Latvia, for which a donation (gift) agreement must be signed.

In accordance with the applicable

laws and regulations of the Republic of Latvia, and based on the available financial resources, all applications received that meet the fields of support defined by the company are evaluated by the Sustainability Commission on a semi-annual basis. Riga Airport personally informs the support recipients of the projects the airport decides to support. Donations (gifts) or projects are:

- a part of the company's corporate social responsibility and community investment policy;
- a charity activity that can take the form of free-of-charge assistance in various community activities in accordance with the applicable laws and regulations of the Republic of Latvia, for which a donation (gift) agreement must be signed.

An overview of donations and gifts made by Riga Airport is available on the company's [website](#). No donations/gifts were made in 2021, given the financial situation of the company.

## DONATION STANDS

The donation stands set up and maintained by Riga Airport are located in

the check-in sector of the passenger terminal, and in sectors B and C in the passenger area after security control. Any charitable organisation whose activities are in line with the fields of corporate social responsibility of Riga Airport may apply for the right to place their donation box there. Organisations rotate their stands twice a year.

In 2021, more than 15 organisations were allowed to place a donation box in the donation stands of Riga Airport. The amount donated in 2021 was EUR 3313.51.

An overview of the use of the funds raised at the donation stands is available on the Riga Airport [website](#).





# INFORMATION ABOUT THE GENERAL STANDARDS

GRI standard name	GRI indicator		Exceptions
102, Information about the general standards 2016	102-1	Organisation name	
	102-2	Activities, brands, products and services	
	102-3	Location of head office	
	102-4	Location of business	
	102-5	Ownership and legal status	
	102-6	Markets served	
	102-7	Extent of the organisation's activities	
	102-8	Information about employees and other workers	
	102-9	Supply chain	
	102-10	Significant changes in the organisation and its supply chain	
	102-11	Precautionary principle or approach	
	102-12	External initiatives	
	102-13	Membership in organisations	
		<b>Strategy</b>	
	102-14	Chief executive report	
		<b>Ethics and professional integrity</b>	
	102-16	Values, principles, standards, and rules of conduct	







	<b>Management</b>	
102-18	Management structure	
	<b>Stakeholder involvement</b>	
102-40	List of stakeholders	
102-41	Collective agreements	
102-42	Identification and selection of stakeholders	
102-43	Approach to stakeholder involvement	
102-44	Key issues raised in the context of stakeholder involvement	
	<b>Reporting practices</b>	
102-45	Companies included in consolidated financial statements	
102-46	Defining the content and aspects of the report	
102-47	List of key aspects	
102-48	Corrections in information provided in previous reports	
102-49	Changes in reporting practices	
102-50	Reporting period	
102-51	Date of publication of the report	
102-52	Reporting frequency	
102-53	Contact details for questions about the report	
102-54	Reference for reporting as per GRI Standards	
102-55	GRI indicator table	
102-56	External confirmation	





INFORMATION ABOUT THE SPECIFIC STANDARDS

Aspect	GRI standard name	GRI indicator	Exceptions
ECONOMIC ASPECTS			
Infrastructure development	201 Economic performance 2016	201-1 Direct economic value created and distributed	
		201-4 Government financial assistance	
	203 Indirect economic impact 2016 103 Management approach 2016	103 Management approach 203-1 Investment in infrastructure and services	
		103 Management approach	
Active civic engagement on industry affairs		203-2 Significant indirect economic impact	
Responsibility and sustainability in the supply chain/tendering, and among tenants	204 Procurement practice 2016	204-1 Proportion of local suppliers	
		103 Management approach	
Open and ethical governance, compliance	205 Anti-corruption 2016	205-2 Communication and training in anti-corruption policies and procedures	
		205-3 Confirmed cases of corruption and subsequent action	
Capacity and quality of service	Airport Operators Sector Supplements (G4)	A01 Number of passengers processed	2.4., 2.5.
		A02 Number of flights operated	2.1., 2.2.
		A03 Amount of cargo handled (t)	





Aspect	GRI standard name	GRI indicator	Exceptions
ENVIRONMENTAL ASPECTS	103 Management approach 2016	103 Management approach	
		302-1 Energy consumption in the organisation	
Energy efficiency and climate impact	302 Energy 2016	302-3 Energy intensity	
		302-4 Reduction of energy consumption	
		303-1 Extraction of water	
Noise pollution, waste, impact on soil, and biodiversity	303 Water 2018	303-2 Waste water management	
		303-5 Water consumption	
		304-2 Significant biodiversity impact of activities, products and services	
Noise pollution, waste, impact on soil, and biodiversity	304 Biodiversity 2016	305-1 Direct greenhouse gas emissions	
		305-2 Emissions from energy transferred to tenants	
		305-4 Greenhouse gas emission intensity	
Energy efficiency and climate impact	305 Emissions 2016	305-5 Reduction of direct greenhouse gas emissions	
		306-1 Transfer of waste water for treatment	
		306-2 Waste by type and method of disposal	
Noise pollution, waste, impact on soil, and biodiversity	306 Waste water and waste 2016	307-1 Non-compliance with environmental legislation and regulation	
		308-2 Negative environmental impacts in the supply chain, and measures taken	
Open and ethical governance, compliance	307 Environmental compliance 2016		
Responsibility and sustainability in the supply chain/tendering, and among tenants	308 Supplier environmental assessment 2016		
Noise pollution, waste, impact on soil, and biodiversity	Airport Operators Sector Supplements (G4)	A06 Application of de-icing fluid to aircraft and airfield paved surfaces	







SOCIAL ASPECTS

Aspect	GRI standard name	GRI indicator	Exceptions
Availability and diversity of workforce	103 Management approach 2016	103 Management approach	
		401-1 Recruitment and turnover of staff	
	401 Employment 2016	401-2 Benefits provided to full-time employees that are not provided to fixed-term or part-time employees	
Fair treatment of employees, motivation and engagement			
Fair treatment of employees, motivation and engagement	402 Employee-management relations 2016	402-1 Minimum notification periods for changes in the company's activities	
		103 Management approach	
		403-1 Occupational health and safety management system	
Health and safety of employees		403-2 Identification of hazards, risk assessment, and accident investigation	
	103 Management approach 2016	403-4 Employee participation, consultations, and communication on occupational health and safety issues	
	403 Occupational health and safety 2018	403-5 Occupational health and safety training for employees	
		403-6 Promotion of the health of workers	
		403-7 Prevention and reduction of occupational health and safety violations by tenants	
		403-9 Accidents at work	
		403-10 Occupational diseases	







	103 Management approach 2016	103 Management approach	
		404-1 Average number of training hours per year per employee	
<b>Training, skills and development</b>	404 Training and education 2016	404-2 Programmes to support the up-skilling and growth of employees	
		404-3 Proportion of employees regularly undergoing career and personal growth assessments	
<b>Availability and diversity of workforce</b>	405 Diversity and equal opportunities 2016	405-1 Diversity among management and staff	
<b>Fair treatment of employees, motivation and engagement</b>	406 Non-discrimination 2016	406-1 Number of cases of discrimination, and corrective action	
<b>Respect for human rights in own operations, and what is expected of tenants</b>	103 Management approach 2016	103 Management approach	
	412 Human rights assessment 2016	412-1 Company activities pertaining to human rights	
<b>Responsibility and sustainability in the supply chain/tendering, and among tenants</b>	414 Supplier social impact assessment 2016	414-2 Negative social impact in the supply chain, and measures taken	
<b>Passenger and client safety</b>	416 Client health and safety 2016	416-2 Deficiency concerning the health and safety effects of products and services	
<b>Passenger and client experience and satisfaction</b>	418 Client privacy 2016	418-1 Significant complaints relating to breaches of client privacy and loss of client data	
<b>Open and ethical governance, compliance</b>	419 Socio-economic compliance 2016	419-1 Breaches of laws and regulations in social and economic fields	
<b>Passenger and client safety</b>		A09 Bird strikes	
<b>Health and safety of employees</b>	Airport Operators Sector Supplements (G4)	LA6 Occupational accidents and occupational diseases, broken down by type	





# RIGA AIRPORT INDICATORS

Indicator	Name
RIX 1	Punctuality
RIX 2	Access for people with mobility disorders
RIX 3	Environmental noise
RIX 4	Passenger and client experience and satisfaction (+management approach)
RIX 5	Community support (+management approach)







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**NEATKARĪGU REVIDENTU IEROBEŽOTA APLIECINĀJUMA UZDEVUMA ZIŅOJUMS**

**VAS “STARPTAUTISKĀ LIDOSTA “RĪGA”” VALDEI**

Šis ierobežota apliecinājuma uzdevuma ziņojums ir sagatavots, pamatojoties uz mūsu 2022. gada 28. februārī noslēgto līgumu ar VAS “Starptautiskā lidosta “Rīga”” (turpmāk - Starptautiskā lidosta “Rīga”), un paredzēts iesniegšanai VAS “Starptautiskā lidosta “Rīga”” valdei, saistībā ar pievienoto Starptautiskā lidosta “Rīga” ilgtspējas pārskatu par 2021. gadu (turpmāk - Ilgtspējas pārskats), kas ir sagatavots saskaņā ar bezpeļņas organizācijas Global Reporting Initiative (GRI) izdoto GRI Ilgtspējības ziņošanas standartu pamata (Core) prasībām (turpmāk – GRI standarti).

***Ziņojuma mērķis***

Šis ziņojums, iekļaujot secinājumu, ir sagatavots tikai un vienīgi Starptautiskā lidosta “Rīga” valdei, lai palīdzētu tai izpildīt ziņošanas pienākumu par Starptautiskā lidosta “Rīga” ilgtspējas darbībām un aktivitātēm.

***Starptautiskā lidosta “Rīga” vadības atbildība***

Starptautiskā lidosta “Rīga” vadība ir atbildīga par Ilgtspējas ziņojuma, tai skaitā pārskatā ietvertās informācijas un pieņēmumu, sagatavošanu saskaņā ar GRI standartiem, kā arī Starptautiskā lidosta “Rīga” mērķu izvirzīšanu attiecībā uz ilgtspējīgas attīstības sniegumu un ziņošanu, tai skaitā ieinteresēto pušu un būtisko aspektu identificēšanu un tādu iekšējo politiku un procedūru izveidošanu, ieviešanu un uzturēšanu, kas nodrošina, ka Ilgtspējas pārskatā iekļautā informācija nesatur būtiskas neatbilstības.

Vadība ir atbildīga par krāpniecības novēršanu un identificēšanu, kā arī par to, ka Starptautiskā lidosta “Rīga” ievēro likumdošanas no normatīvo aktu prasības, kas attiecināmas uz Starptautiskā lidosta “Rīga” darbību.

***Revidenta atbildība***

Mēs esam atbildīgi par ierobežotas pārbaudes secinājumu, kuru, pamatojoties uz mūsu veiktajām pārbaudes procedūrām, mēs izsakām par to, vai mūsu uzmanības lokā nav nonākuši tādi apstākļi vai fakti, kas mums liktu uzskatīt, ka Starptautiskā lidosta “Rīga” Ilgtspējas pārskats par 2021. gadu nebūtu sagatavots visos būtiskajos aspektos saskaņā ar GRI Standartiem. Pārbaude tika veikta saskaņā ar Starptautisko apliecinājuma uzdevumu standartu Nr. 3000 “Apliecinājuma uzdevumi, kas nav vēsturiskās finanšu informācijas revīzija vai pārbaude”. Šis standarts nosaka, ka mums jāplāno un jāveic pārbaudi tā, lai iegūtu ierobežotu pārlicību par to, vai Starptautiskā lidosta “Rīga” sagatavotais Ilgtspējas pārskats kopumā nesatur būtiskas neatbilstības.

Mēs piemērojam 1. Starptautisko kvalitātes kontroles standartu un saskaņā ar tā prasībām uzturam visaptverošu kvalitātes kontroles sistēmu, kas ietver dokumentētas politikas un procedūras saistībā ar ētikas principu, profesionālo standartu un spēkā esošo tiesisko un regulatīvo prasību ievērošanu.

Mēs esam neatkarīgi no Starptautiskā lidosta “Rīga” saskaņā ar Starptautiskās Grāmatvežu ētikas standartu padomes izstrādātā Starptautiskā Profesionālu grāmatvežu ētikas kodeksa (tostarp Starptautisko neatkarības standartu) (turpmāk - SGĒSP kodekss) prasībām. Mēs esam ievērojuši arī pārējos SGĒSP kodeksā noteiktos profesionālās ētikas principus un objektivitātes prasības.

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***Veikto procedūru apkopojums***

Ierobežota apliecinājuma uzdevums attiecībā uz Ilgtspējas pārskatu ietver interviju veikšanu, galvenokārt ar sabiedrības pārstāvjiem, kuri ir atbildīgi par informācijas, kas ietverta Ilgtspējas pārskatā, sagatavošanu, un atbilstošu analītisko un citu procedūru veikšanu. Mūsu darba uzdevums bija ierobežots un ietvēra šādas procedūras:

- a) Intervijas ar Starptautiskā lidosta “Rīga” pārstāvjiem, lai iegūtu izpratni par Starptautiskā lidosta “Rīga” galveno ieinteresēto pušu viedokļa par tām būtiskiem aspektiem noteikšanas procesu.
- b) Intervijas ar Starptautiskā lidosta “Rīga” pārstāvjiem par Starptautiskā lidosta “Rīga” ilgtspējīgas darbības stratēģijas un politiku īstenošanu būtisko aspektu jomās.
- c) Intervijas ar Starptautiskā lidosta “Rīga” pārstāvjiem, lai izvērtētu, vai Ilgtspējas pārskatā iekļautā kvalitatīvā un kvantitatīvā informācija ir pilnīga, pamatota, precīza un pietiekama, kā arī izlases kārtā izvēlētu dokumentu pārbaude, lai gūtu apstiprinājumu vadības pārstāvju sniegtajiem apliecinājumiem.
- d) Ilgtspējas ziņojumā ietverto kvantitatīvo un kvalitatīvo datu salīdzināšana pret Starptautiskā lidosta “Rīga” revidēto finanšu pārskatu par 2021. gadu, vadības un grāmatvedības sistēmu datiem un publiski pieejamo informāciju, lai izvērtētu, vai Ilgtspējas pārskatā iekļautā kvalitatīvā un kvantitatīvā informācija ir pilnīga, pamatota, precīza un pietiekama.
- e) Ilgtspējas ziņojumā ietverto GRI standartu indikatoru pilnīguma pārbaude pret GRI standartiem.
- f) Iepazīšanās ar Ilgtspējas ziņojumā ietverto informāciju, lai izvērtētu, vai tā atbilst mūsu izpratnei, pieredzei un zināšanām par Starptautiskā lidosta “Rīga” darbību ilgtspējas jomā.

Mēs neesam veikuši nekādas procedūras attiecībā uz datiem par iepriekšējiem periodiem vai nākotnes plāniem un mērķiem, kuri ietverti Ilgtspējas pārskatā.

Ierobežotas pārlicības uzdevuma ietvaros veikto procedūru veids, izpildes laiks un apjoms ir būtiski mazāks par procedūrām, kas tiktu veiktas pietiekamas pārlicības uzdevuma ietvaros. Attiecīgi pārlicības līmenis, kas iegūts ierobežota apliecinājuma uzdevuma rezultātā ir būtiski zemāks par pārlicības līmeni, kas tiktu iegūts pietiekamas pārlicības uzdevuma ietvaros.

Uzskatām, ka mūsu iegūtie pierādījumi ir pietiekami un atbilstoši mūsu pārbaudes secinājuma sniegšanai.

***Pārbaudes secinājums***

Pamatojoties uz mūsu veiktajām pārbaudēm, mūsu uzmanības lokā nav nonākuši tādi apstākļi vai fakti, kas mums liktu uzskatīt, ka VAS “Starptautiskā lidosta “Rīga”” Ilgtspējas pārskats visos būtiskākajos aspektos neatbilstu GRI Standartiem.

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