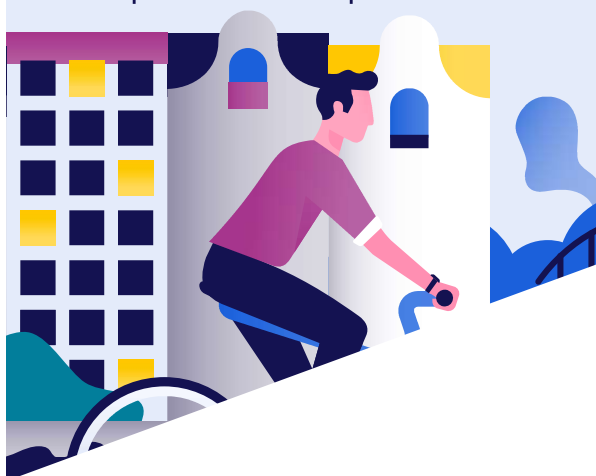


# Sustainability performance

In 2024, Schiphol Group took further steps towards creating a more environmentally and socially responsible value chain. We worked to enhance our positive impacts while mitigating negative impacts, particularly in areas such as greenhouse gas emissions, noise disturbance, working conditions, safety and passenger experience. Throughout the year, we upheld our commitment to the highest standards of business ethics, ensuring integrity across all aspects of our operations.



## Performance 2024

In 2024, Schiphol Group took further steps towards creating a more environmentally and socially friendly value chain. Our strategy is the framework we use to direct our sustainability efforts. We have embraced the (CSRD) Corporate Sustainability Reporting Directive this year voluntarily, since it is not yet implemented in Dutch law. Going forward, we are going to use the CSRD to further communicate and monitor progress on our material ESG topics. In this chapter, we will highlight the most important aspects of our 2024 performance in relation to our material topics. For detailed information and reporting on each material topic aligned with the CSRD framework, please refer to the [Sustainability statement](#).

While RSG has made significant strides in terms of sustainability, we recognise that there are important opportunities and challenges ahead. We are focused on improving the balance between our operations and the environment and the working conditions for all those contributing to the success of our airports.

## Climate change mitigation

Schiphol Group is committed to reducing greenhouse gas (GHG) emissions, which represent the biggest environmental impact in our value chain. Our GHG emissions result primarily from flight-related activities, such as the use of kerosene. CO<sub>2</sub> emissions are estimated to account for one-third of aviation's climate impact, while non-CO<sub>2</sub> emissions are estimated to contribute two-third of the industry's climate impact.

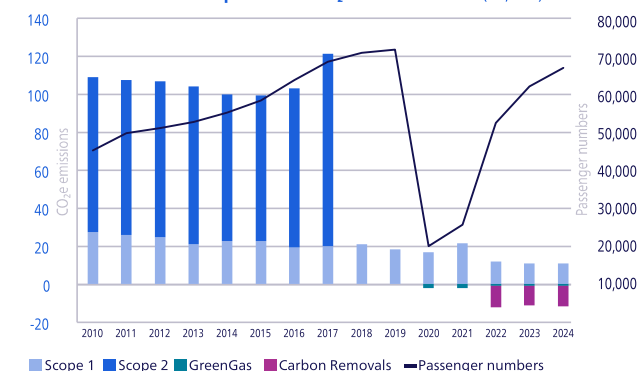
RSG has set targets that are aligned with those of the Intergovernmental Panel on Climate Change (IPCC) to remain within the planetary boundaries. With no baseline in place, we have not explicitly included non-CO<sub>2</sub> emissions in our target.

However, our target to reach net-zero carbon emissions by 2050, which is in line with the 1.5°C pathway, will also lead to a reduction in non-CO<sub>2</sub>e emissions. Reducing CO<sub>2</sub>e emissions is central to our approach, as is reducing emissions that impact local air quality such as nitrogen oxides (NO<sub>x</sub>) and ultrafine particles (UFPs).

In 2024, Schiphol Group focused on strengthening sustainability initiatives within its own operations, while actively engaging with our value chain—including airlines, service providers and other third-party partners—to encourage a shared responsibility towards sustainability.

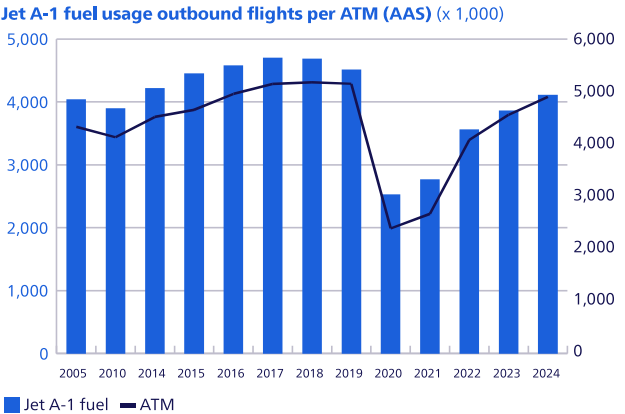
RSG has worked on decarbonisation for many years, resulting in net-zero for Scope 1 and 2 two years ago. Main driver was the shift to 100% Dutch wind and solar electricity in 2018, reducing our market-based footprint for Scope 2 to zero. Schiphol Group also continued its efforts to phase out natural gas (Scope 1) by delivering a central ATES system for heat and cold storage at one site and planning the connection of two more office buildings to the central ATES in 2025. The renovation of Pier E is ongoing and includes the replacement of the gas-powered boilers.

Historic overview of Scope 1 and 2 CO<sub>2</sub>e emissions AAS (x1,000)



Scope 3 emissions are all indirect emissions that occur in our value chains, including both upstream and downstream emissions. Reducing Scope 3 emissions remains challenging except for fuel use at airside. Thanks to joint and ongoing effort with our partners, we see a decrease in the HVO100 fuel consumption for ground operations. The sustained demand for air travel, combined with the extended timeline for bringing (radical) innovations in aircraft technology to market and a shifting political landscape, makes it difficult to reduce kerosene-related emissions.

Keeping emissions from outbound flights below 2005 levels by 2030 is a shared target established in 2018 by the Dutch government and the aviation sector. In 2024, the aviation sector exceeded the 2005 emissions level for the first time since the end of the COVID-19 pandemic. Research highlights the importance of scaling up our efforts and accelerating new innovations to ensure the aviation sector meets its targets and remains within the global carbon budget. See the figure below for the Jet A-1 fuel usage for outbound flights per ATM.



Our goals for 2030 and 2050 are ambitious and present challenges. Nevertheless, we are committed to exploring practical solutions and working collaboratively with industry partners to make meaningful progress in this area. RSG is actively involved in policy-shaping and invests in R&D for sustainable aviation fuel (SAF) and hydrogen propulsion.

### Climate change adaptation

The airports of Schiphol Group make the Netherlands highly accessible. Our open economy relies on air connectivity. Together, Amsterdam Airport Schiphol and our regional airports facilitate an expansive network that makes the Netherlands accessible to the rest of the world.

Climate change poses a significant risk for the aviation sector. Extreme weather events cause disruption to airport performance, pose a risk to the health of employees and passengers and can cause serious damage to assets. Since the aviation network is a global network, our airports can be impacted due to a situation at another airport, and vice versa. Climate change also affects flight times, delays and kerosene consumption.

We must therefore ensure that our airports are resilient to a changing climate. Schiphol Group is prepared for forecasted weather events. We also expect a shift towards more extreme weather events in terms of precipitation and days with tropical temperatures. Given the changing climate, we have taken measures to ensure that our assets remain resilient and to mitigate the risk of damage. Because we own our airports, we have direct control over activities related to climate adaptation—in contrast to climate change mitigation. Nevertheless, we accept a certain level of risk due to not being able to shield our airports from all extreme weather events.

For climate change adaptation we closely monitor the greenhouse gas emissions. Schiphol Group is in constant dialogue with different parties, inside and outside of the sector, to jointly define metrics that provide accurate insight into our progress

on climate adaptation. Our goal for 2025 includes researching historical data on operational disruptions due to extreme weather events and quantifying the impact. Additionally, we aim to quantify the financial impact of climate change on new and existing assets.

### Air pollution

Schiphol Group is taking measures to reduce emissions from aircraft, fossil-fuel-powered ground activities and road transport to and from our airports to limit air pollution. Besides GHGs, aviation-related activities emit several air pollutants, including NOx, UFPs, carbon monoxide (CO), particulate matter (PM10 and PM2.5) and polycyclic aromatic hydrocarbons (PAHs).

Our ambition is to reduce these emissions at our airport sites and in neighbouring communities as much as possible. This goes hand in hand with reducing CO<sub>2</sub>e emissions. We are proud of our ongoing collaboration with our airport partners to reduce emissions and improve air quality, and therefore working conditions at our sites. This often requires new ways of working and changes in operational procedures. These take time to implement to ensure the safety of all people connected to our airports.

In 2024, we were proud to introduce 56 additional preconditioned air units (PCAs) on airside, thereby replacing and reducing the use of auxiliary power units in aircraft and reducing emissions and pollutants that can harm human health. These PCAs are now fully operational. This achievement required significant efforts from our company and partners, demonstrating our joint commitment to improving air quality. Due to the higher amount of traffic and related processes on the ground, the level of local air quality emissions was higher in 2024 compared to 2023.

Together with Air Traffic Control (LVNL), airlines and ground handlers, we will work on updated arrival and departure procedures in 2025. The intention is to further reduce emissions

and pollution that can negatively impact human health by having departing aircraft start their engines as far from the gate as possible. We will continue to investigate different scenarios such as efficient taxiing and operating on a single engine to reduce emissions.



In 2024, we started a trial with electric self-driving buses at Schiphol Airport.

## Soil pollution

Schiphol Group manages contaminations into soil and water and takes actions to prevent, control and reduce such emissions, thereby minimising pollution.

RSG does not intentionally cause soil pollution through its operations. However there are activities, such as the use and handling of fuels, that may have a negative impact. If incidents do occur, we act prudently and in line with our permits and regulations to ensure that the impact on the environment is limited.

Additionally, historical activities have contaminated the soil, such as the use of fire-fighting foam with perfluoroalkyl and polyfluoroalkyl substances (PFAS). Since 2020, Schiphol Group no

longer uses fluids that emit PFAS. Contaminated soil is stored on site in accordance with Dutch legislation. The amount of contaminated soil stored at Schiphol in 2024 (203,274 tonnes), was about equal to the amount in 2023 (197,056 tonnes). In 2024, Schiphol applied for permits to install a soil remediation facility. Pending permit approval, we hope to begin construction of the facility in late 2025.

Schiphol Group is deeply committed to addressing societal concerns regarding pollution and its impact on surrounding communities. As a responsible entity, we operate our airports in strict alignment with national and regional regulations, and we prioritise proactive engagement with local communities to keep them informed of developments. This includes sharing updates on the innovative solutions we are developing in collaboration with our partners to minimise environmental impact and contribute to the well-being of the communities we serve.

## Biodiversity

As an airport operator, we own and manage extensive areas of land. The use of that land to ensure the safe operation of our airports can influence biodiversity. Emissions and pollution related to the activities in our value chain also impact biodiversity. The nature permit describes what steps the aviation sector needs to take to reduce NOx emissions that negatively impact nature. Keeping the nature permit is crucial for our license to operate.

An appeal procedure is pending before the District Court of The Hague by NGO Mobilisation for the Environment u.a. and others regarding the granting of a nature permit to Schiphol. In December 2024, the District court has asked the parties involved to reflect on the latest case law of the Dutch Council of State on nitrogen. A further ruling in this case is expected in 2025.

In collaboration with our partners, we work to reduce CO<sub>2</sub>e emissions and pollutants, thereby contributing to the preservation of biodiversity both on airport premises and

throughout our value chain. We remain committed to carefully evaluating these risks and implementing strategies to minimise their impact.

RSG is knowledgeable about the flora and fauna on its premises. Until recently, we primarily focused on what actions we can take to maintain the landscape in such a way that our operations are not disturbed by fauna. Now, we are enhancing our knowledge of the global biodiversity crisis. We also realise that our land is part of a greater ecosystem and are therefore exploring how we can directly contribute to enhancing biodiversity on our premises without increasing risks related to local fauna.

In 2024, we continued our efforts to maintain the weasel population at Schiphol as a natural and eco-friendly form of pest control. At the same time, we began capturing American crayfish, an invasive species in the Netherlands that threatens the local ecosystem and damages banks of ditches.

In 2025, Schiphol Group will establish a biodiversity baseline by collaborating with third-party experts, with the aim of enhancing the resilience of biodiversity to climate change while actively supporting and preserving ecosystems.

## Resource use & circular economy

The shift from a linear to a circular economy is fundamental to ensuring the quality of life for current and future generations. Global population growth and rising prosperity levels put pressure on the earth's natural resources, which are in increasingly limited supply. Schiphol Group does its part to remain within planetary boundaries by operating in a way that preserves our natural resources and derivative materials.

Materials used in production, products and services, as well as waste streams, are part of Schiphol Group's Scope 3 emissions. The transition towards circularity and CO<sub>2</sub>e reduction are interlinked. A circular economy where resources remain valuable and in use for longer significantly reduces the need for virgin

natural resources and fossil fuels, along with the associated emissions. Additionally, the scarcity of natural resources is likely to result in higher costs and longer delivery times, which could present challenges for the timely execution of our planned construction activities.

Schiphol Group's introduction to the circular economy philosophy dates back to 2016. As an early adopter, we are pleased with the growing attention for circularity. An increasing number of partners and suppliers consider circular principles in design, material use and consumption. The CSRD serves as a driving force for deeper conversations and the exchange of data with (potential) stakeholders, which supports the definition of effective actions. In addition, RSG is in contact with other airports to discuss which metrics best reflect (progress towards) the zero-waste ambitions. These insights will be incorporated into the updated corporate strategy of Schiphol Group.



In 2024, we started with the construction of our almost fully circular security checkpoint, Doorlaatpost 90, which we are building by placing existing structures in new positions and using materials from other demolished buildings.

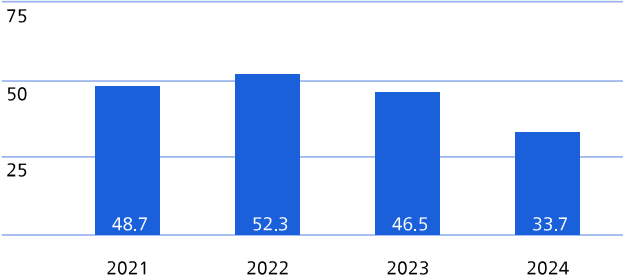
The new food and beverage covenant with our Schiphol concessionaires was a highlight in 2024. Schiphol engaged its retail partners in its circularity ambitions, collaborating to set targets to decrease the environmental footprint of food and beverage items served at Schiphol. Together, we will expand

plant-based food options and reduce (packaging) waste. Since concessionaires are often active at multiple airports, it is our hope that this development will also have a positive effect outside of the Netherlands.

To measure our progress towards our 2030 goal, we focus on total waste, waste per passenger and the separation rate for operational residual streams. For Amsterdam Airport Schiphol, total waste is 7.5% lower in 2024 compared to 2023. The lower amount of waste and the increasing number of passengers have resulted in a 0.18 kg/waste per passenger (2023: 0.2 kg). The separation rate is lower than in 2023 because we excluded post-separation on site. Next to that, construction residuals from small construction projects in the terminal were included in the operational residuals. From 2024 onwards, we report on separation at the source. For 2025, we expect the separation rate of operational residual streams to increase again. Together with our partners, we have planned several measures to improve the quality of the separated residuals.

Percentage of separated operational residual flows<sup>1</sup>

(per year at Amsterdam Airport Schiphol)



<sup>1</sup> Excluding CAT1 aircraft waste.

Affected communities and noise

Schiphol Group is and remains committed to reducing noise disturbance in the surrounding area.

Noise disturbance from air traffic remained a key issue in our discussions with local communities in 2024. Direct community engagement and communication is crucial in navigating the delicate balance between aviation and the well-being of people who live near Schiphol Group's airports. This balance influences the future development of our airports and is therefore important for our license to operate.

Currently, since the withdrawal of the Experimental Decree in 2023 and the following instruction by the Minister of Infrastructure and Water Management to the Inspectorate for the Living Environment and Transport, the practice of anticipatory enforcement is continued. New legislation is expected after the European Commission has published its opinion in conclusion of the Balanced Approach procedure. This will help to create a better balance between local communities and the aviation sector. At Schiphol Group, we act within our sphere of control to improve this balance, driven by our belief that airports add value by providing connectivity to the different regions in the Netherlands and contributing to the Dutch economy. At the same time, we will face constraints in pursuing our mission 'Connecting your world' due to scarce noise budgets.

Schiphol Group is committed to reducing noise disturbance for the communities surrounding its airports. We have been working with Luchtverkeersleiding Nederland ('Air Traffic Control the Netherlands'; LVNL) and with the support of airlines on the Minder Hinder noise reduction programme. This involves developing and implementing concrete measures that reduce noise disturbance in the area surrounding Schiphol.

The ambition to reduce noise disturbance in the surrounding area is also reflected in the new airport charges published at the end of October. Once the new airport charges come into effect, newer, quieter aircraft will pay lower fees while older, noisier aircraft will pay higher fees for landing at Schiphol.

Schiphol Group contributes to the mitigation of noise disturbance. In 2008, the Schiphol Living Environment



Foundation was established in collaboration with the Province North Holland. The Environmental Fund, successor to the Stichting Leefomgeving Schiphol ('Schiphol Quality of Life Foundation'), now has a definite form and will start work in early 2025. The Environmental Fund has 10 million euros per year to spend on measures to improve the quality of life in the local environment until 2031.

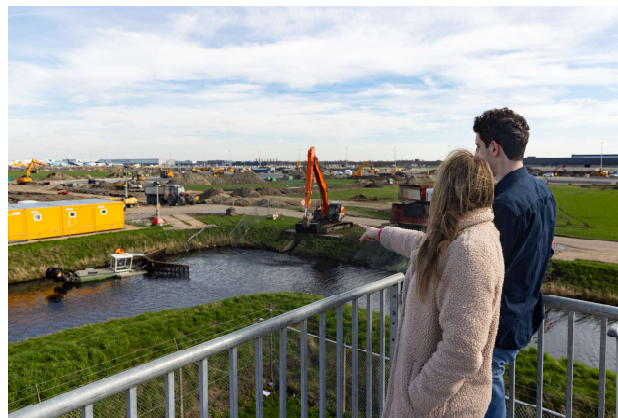
Schiphol Group supports the Dutch government in its efforts to maintain a good balance between Schiphol and the surrounding environment, with a focus on reducing noise disturbance and strengthening the legal protection of local residents. The legal safeguarding of these aspects in a new Airport Traffic Decree will provide certainty and clarity, which benefits all parties involved.

The final Balanced Approach package was communicated and submitted to the European Commission by the Ministry of Infrastructure and Water management in December 2024. Schiphol Group regards the Balanced Approach procedure as an important piece to solidifying the Airport Traffic Decree for future operations. This is in the interest of all involved stakeholders given the court cases that have been started over the past years.

In March 2024, the District Court of The Hague ruled in the case between the Stichting Recht op Bescherming tegen Vliegtuighinder ('Foundation for the Right to Protection against Aircraft Noise'; RBV) and the State. The court ruled that the State violated the rights of local residents by insufficiently protecting them against noise disturbance from air traffic at Schiphol. The court ordered that the State must enforce the applicable laws and regulations within 12 months and that it must provide a form of effective legal protection to local residents. The State has appealed against the ruling to the Court of Appeal in The Hague and has also requested a suspension of the ruling, since it is expected that the necessary new legislation cannot be ready within the 12-month period set by the court. A number of airlines and RSG have asked the Court of Appeal to intervene in this procedure. A decision on the requested suspension and intervention is expected by the end of February 2025.

In addition, an appeal procedure is pending before the District Court of The Hague by NGO Mobilisation for the Environment u.a. And others regarding the granting of a nature permit to Schiphol. In December 2024, the District court has asked the parties involved to reflect on the latest case law of the Dutch Council of State on nitrogen. A further ruling in this case is expected in 2025.

The number of severely annoyed people (48Lden) in the Schiphol area increased in 2024. Main reason is the rise in air traffic movements. The number of severely annoyed people per flight has not changed compared to 2023.



In 2024, local residents and other interested parties had the opportunity to come and watch the maintenance of the Kaagbaan from a specially built observation tower at Schiphol Airport.

## Own workforce

We want our employees to feel welcome, comfortable, valued, inspired and proud to work for Schiphol Group. We prioritise employee well-being and career growth by offering fair pay, work-life balance, career progression and a safe, secure and private work environment. These elements are fundamental to creating a supportive and engaging workplace. Although we made some good progress last year, the labour market remains tight, and the organisation continues to experience reputational pressure. This underlines the importance of our initiatives in relation to these topics to ensure that our employees remain motivated, engaged and committed to the collective success of Schiphol Group, enhancing employee satisfaction and driving organisational performance and growth. For employee turnover we refer to the figure below.

Important successes in 2024 were, among other things, the new collective labour agreement for Schiphol employees, which is the most flexible and modern to date. Furthermore, a new leadership (mid and senior) programme was introduced, and several diversity, equity and inclusion (DE&I) events were organised throughout the year. Schiphol is currently in run and maintain mode when it comes to DE&I, and 2025 will be a crucial year for determining the way forward. Employees also indicate that they are proud to work for RSG and have a positive view of RSG in terms of the company's ambition, objectives, DE&I, getting fulfilment from work, and vitality. On the other hand, the organisation has fewer promoters than previous years, leading to a lower Net Promotor Score than anticipated.

Schiphol Group remains highly focused on its impact on working conditions related to workers' exposure to emissions of UFPs and substances of very high concern. Although this impact extends only to people that work on platform, which is a small portion of RSG's own workforce, RSG is working hard to address the negative impact of exposure to these substances. Projects included in the announced 6 billion euro investment programme will also substantially contribute to these efforts.

### Employee turnover

In headcount, by location

	Leavers	Turnover rate
Schiphol	186	6%
Eindhoven	4	4%
Rotterdam	14	10%
Lelystad	6	12%
Kappé	61	22%
<b>RSG</b>	<b>271</b>	<b>7%</b>

## Workers in the value chain

Schiphol is taking proactive measures to safeguard the quality of work for employees at the airport. Schiphol wants the airport to be a place where people work with pride and dignity, fostering a work environment that is productive, safe, healthy and attractive. The terms and conditions of employment must be fair for everyone who works at the airport. These elements form the foundation of a supportive and engaging workplace for our value chain workers, who are essential to the efficient and effective operation of the airport. For the number of employees with an airport badge we refer to the figure below.

In 2022 and 2023, this was outlined in the Social Agreements that RSG made with the trade unions. Since then, Schiphol has taken various measures to improve working conditions and set a new standard for employee well-being. In 2024, we also took various steps to improve employees' experience of the quality of work at our airport and to promote health and safety and positive employment relationships.

Examples of progress in this area in 2024 include the installation of lifting aids to reduce physical strain, improvements in airside air quality through electrification, lower emissions from diesel engines and aircraft engines on the apron, and the incorporation of air quality requirements in relevant tenders. However, we are not there yet, and we continue to face challenges such as

resource shortages, supply chain disruptions and the utilisation of available lifting aids. These challenges highlight the importance of our initiatives.

### Number of employees with airport badge

In headcount, by location

<b>RSG</b>	<b>80,374</b>
Schiphol	73,865
Eindhoven	3,842
Rotterdam	2,319
Lelystad	348

An evaluation of 2024 indicates that a continuous focus on incorporating Quality of Work in tenders, intensifying social dialogues and improving social safety are essential to advance employment practices for value chain workers in 2025.

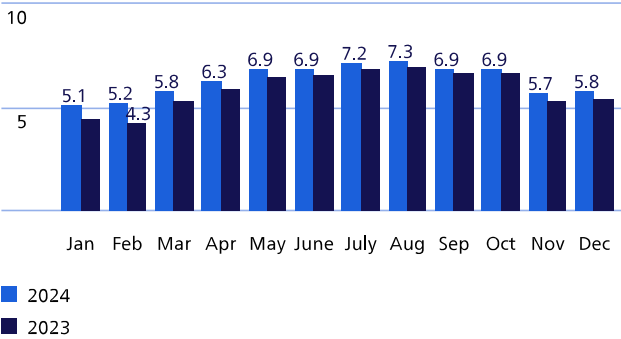
In 2025, we will also address the scope of workers in the value chain. We recognise that this group includes people working at sites other than the airport. These workers are currently only addressed as part of the Responsible Business Policy cycle.

## Airports' attractiveness to consumers and end-users

Airport attractiveness for consumers and end-users is crucial to our mission of providing seamless and enjoyable travel experiences across all our airports. By prioritising this, Schiphol Group aims to reclaim its position as an iconic airport, appreciated by passengers and tenants alike, after passengers rated Schiphol the lowest of eight major European hub airports in recent years. As a leading airport group, RSG plays a pivotal role in facilitating regional and global connectivity, which is essential for economic vitality and the mobility of people and goods. Keeping our airports attractive, accessible and user friendly directly impacts passenger satisfaction, airline partnerships and overall operational efficiency. This focus on attractiveness helps us retain and improve our market position, benefiting all our stakeholders.

In 2024, RSG made significant progress on these priorities, but has not yet reached the desired level. Initiatives to enhance the passenger experience included the start of much-needed terminal renovations, as well as a new strategy for retail and hospitality with a focus on design improvements, luxury offerings and enhanced cleanliness and ambiance to boost overall satisfaction. In the coming five years, RSG will invest 6 billion euros in maintenance and the renewal of important aspects of the airport infrastructure, including Pier A and Pier C, the baggage basement, climate control systems, escalators, aircraft stands and taxiways. These investments should also have a significant positive impact on the passenger experience.

Number of passengers (including transit) in millions



Furthermore in 2024, we successfully maintained our existing network. We also explored new intercontinental opportunities by engaging in open dialogues with airlines, while simultaneously managing expectations amid capacity constraints and political challenges. Additionally, we encouraged airlines to use more efficient aircraft to reduce noise and emissions and support our sustainability goals. We strengthened airline partnerships through strategic collaborations, addressing operational and commercial challenges to ensure alignment with airlines' needs.

Safety

At Schiphol Group, safety is a deeply ingrained value. This is reflected in our strategy. Our priority is to provide safe, secure and responsible travel for everyone using our airports.

Operating a bustling international hub and managing ongoing construction activities presents unique risks. In 2024, we remained focused on managing safety risks, diligently addressing any safety events. Safety requires ongoing commitment, objective assessments and proactive measures. We learn from incidents to enhance our protocols, ensuring the highest safety standards for employees, value chain workers and airport users.

Our robust safety policy, which is built on our Health, Safety and Environment Management System, guides our efforts to mitigate risks and ensure compliance with regulations. We collaborate with relevant stakeholders to maintain high safety standards, focusing on infrastructure safety and emergency preparedness.

We closely monitor safety levels and performance at our airports using the Net Safety Score (NSS). The NSS measures the percentage of days without serious incidents minus the percentage of days with serious incidents. In 2024, the score was above target. The incidents occurred ranged from traffic incidents on the platform to trips and falls of employees and passengers. Rotterdam The Hague airport calculates their NSS based on a different scope of incidents.

TPI Net Safety Score

	2020	2021	2022	2023	2024
Schiphol	97	95.1	97.3	96.2	97.8
Eindhoven	98.4	98.9	98.4	99.5	97.3
Rotterdam <sup>1</sup>	4.4	3.6	3.4	3.1	2.7
Lelystad	81	99	97.4	99.5	98.4

<sup>1</sup> Rotterdam The Hague airport reports their own net safety score, using their own calculation methodology

Security

Security is fundamental for safe and efficient airport operations. Schiphol Group works closely with relevant stakeholders to drive compliance with relevant security laws and regulations in a customer-friendly and cost-efficient way.

As an international hub, Amsterdam Airport Schiphol faces a range of threats including terrorism, crime and other unlawful activities that could disrupt airport or civil aviation operations. Ensuring the security of passengers, staff and airport property is not only a regulatory requirement, but a deeply ingrained value that supports our strategy and ambitions.

2024 was a pivotal year for Schiphol Group in reinforcing its security framework. We focused on integrating advanced technologies and enhancing partnerships to proactively manage security risks. This strategic focus ensures that our security measures not only protect against immediate threats but also anticipate future challenges, maintaining our standing as a global leader in airport security. In mid-November, we issued a press release announcing that we would re-tender the security services at the European level, aiming for the three selected and contracted parties to start their security operations according to the new agreements in February 2026. Schiphol will establish a new private limited company with each party to promote collaboration and high-quality operations.

Percentage of people waiting longer than 10 minutes

	2023	2024
Number of passengers that waited longer than 10 minutes	5.8%	7.7%

Cybersecurity

Schiphol Group's success is largely contingent upon the robustness of its digital and technological infrastructure. Considering that RSG forms part of the critical infrastructure for the Netherlands, cybersecurity is crucial to the success of

our airport operations. Therefore, RSG's cybersecurity standards must remain at the forefront of industry best practices. We are dedicated to ensuring that the expectations of all stakeholders with regard to cybersecurity are met. By protecting the confidentiality, integrity and availability of information and information systems, we aim to execute our business strategy and realise our ambitions.



Considering that Royal Schiphol Group forms part of the critical infrastructure for The Netherlands, cybersecurity is crucial to the success of our airport operations.

In 2024, RSG demonstrated its dedication to cybersecurity through the implementation of a comprehensive Cybersecurity Management System (CSMS) that aligns our security objectives with our corporate strategy. The CSMS facilitates continuous protection and risk management through a structured plan-do-check-act cycle. Key measures include collaborating with external partners and maintaining a 24/7 Security Operations Centre and Computer Security Incident Response Team to prevent and respond to cyber threats. These efforts ensure that our cybersecurity protocols remain proactive and responsive to evolving risks. Through rigorous governance processes and strategic partnerships, RSG safeguards its critical infrastructure, reinforcing operational security and instilling confidence among stakeholders. Our approach to cybersecurity contributes to our long-term vision and operational excellence.

Schiphol Group will continue to address cyber challenges through improvements in governance and management systems, testing, disaster recovery and back-up, and cyber controls. RSG keeps a strong focus on the compliance of its critical IT assets. In addition, we continue to invest in our ecosystem. These initiatives contribute to improved cyber collaboration with our partners and boost Schiphol Group's overall resilience.

## Business ethics and corporate culture

At Schiphol Group, our employees are expected to act with the utmost integrity at all times. Upholding high standards of business ethics is fundamental to our core values and reflects the ethical way in which we aim to operate. Our dedication to business ethics is paramount for fostering trust among our stakeholders, including employees, customers, partners and the broader community. By adhering to stringent ethical guidelines, we ensure long-term success and contribute positively to society.

RSG believes that it is important that employees speak up about (potential) incidents without fear of repercussions. We have observed that the tone at the top is crucial for creating an environment in which employees feel comfortable speaking up. Incidents and potential incidents can be reported using the integrity reporting line. In 2024, we received 25 reports, mainly related to unwanted behaviour. No human rights violations or violations related to material fraud and bribery or corruption occurred in 2024.

The number of reports in 2024 was slightly lower than in previous years. The yearly My Schiphol Survey shows no irregularities in this respect. However, further analysis based on employee age and duration of employment shows that employees within the age group 20 to 39 and employees who have worked for RSG for less than two years are less likely to know the process for discussing or reporting (potential) integrity issues. RSG will focus on this aspect in the coming year.

## Supplier and procurement practices

High standards in supplier and procurement practices are essential for operational excellence and ethical conduct. They also contribute to trust among our stakeholders, including suppliers, partners, employees and the broader community.

In 2024, Schiphol Group further strengthened its focus on ethical supplier collaboration and procurement practices. We implemented several key initiatives to enhance our supply chain resilience and to ensure that ethical standards are upheld. RSG introduced check-in principles for ethical supplier collaboration, which are embedded in new contracts and tenders to foster effective partnerships. We also continued to conduct rigorous compliance checks to manage financial and compliance risks within our supplier base. Additionally, we focused on managing supply chain constraints through a new sourcing framework. Our Tender Committee played a crucial role in overseeing procurement projects to ensure transparency and compliance with ethical standards.

Schiphol Group is aware of the current and upcoming challenges in relation to this topic. RSG will invest 6 billion euros in the coming five years, which will require significant efforts in terms of procurement and involve many suppliers. To manage supply chain disruptions related to both resources and materials, RSG is working on a new sourcing framework to prevent disruptions and leverage market expertise. In 2025, Schiphol Group will assess the consequences of the upcoming Corporate Sustainability Due Diligence Directive (CSDDD). The CSDDD will be applicable to RSG starting in 2028.

For detailed information on the EU Taxonomy disclosure, including our Minimum Safeguards criteria and Taxonomy-aligned projects in 2024, please refer to the [EU Taxonomy disclosure 2024](#).