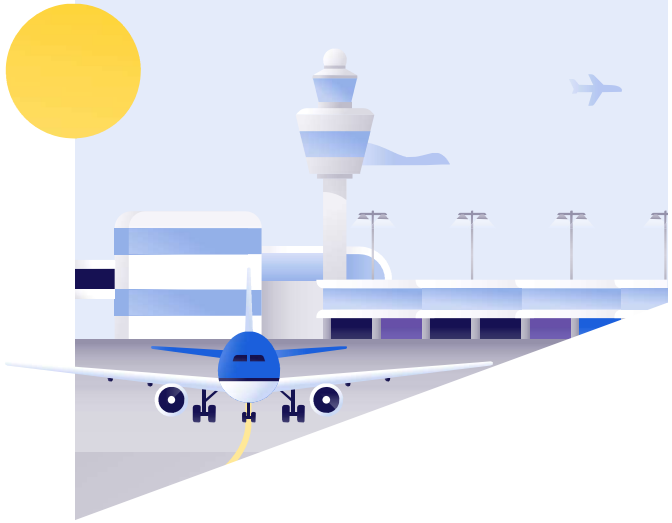
Sustainability statement

Iwan de Kok, Technical Expert:
'You see more and more Preconditioned Air Units (PCAs) at Schiphol. They ensure a pleasant indoor climate in the aircraft. When using a PCA, the plane's auxiliary engine can remain switched off. This improves air quality on the apron. That's good for the employees who work there and it contributes to a more sustainable airport.'

General basis of preparation for non-financial disclosure

Royal Schiphol Group (Schiphol Group or RSG) provides relevant information about our non-financial performance in accordance with the Corporate Sustainability Reporting Directive (CSRD) and the UN Sustainable Development Goals (SDGs). Our non-financial disclosure boundaries include Royal Schiphol Group N.V. and its value chain and follow the financial control consolidation approach.



Consolidation

Schiphol Group has voluntarily prepared the Sustainability statement in this annual report on a consolidated basis, in accordance with the European Sustainability Reporting Standards (ESRS), since the Corporate Sustainability Directive (CSRD) is not yet implemented in Dutch law. Where necessary, data is broken down by geographical locations or operational sectors, aligning with our financial statements and ensuring compliance with the CSRD requirements.

The non-financial disclosure boundaries include Royal Schiphol Group N.V. and its value chain and follow the financial control consolidation approach. In case of a deviation from this scoping approach, this is disclosed accordingly. This approach provides a comprehensive view of impacts and aligns with our financial statements. Segmentation by country or asset type is not deemed necessary, as the nature of the airport business inherently operates on a consolidated scale. The consolidation approach captures the full spectrum of operations and impacts more effectively than country-specific segmentation.

References in this report to Royal Schiphol Group, Schiphol Group or RSG pertain to our main airport Amsterdam Airport Schiphol and the regional airports Eindhoven Airport, Rotterdam The Hague Airport and Lelystad Airport. It does not include Maastricht Aachen Airport, as RSG holds only a minority stake. References to Amsterdam Airport Schiphol, Schiphol or AAS pertain specifically to activities at our main airport, Schiphol, located near Amsterdam.

Our international activities and participations pursue their own initiatives. These are consistent with RSG's vision but tailored to the local environment. All topics included in the double materiality assessment (DMA) are relevant to our airports and parties in the value chain. However, they are not equally material due to differences in operations between the consolidated airports. This annual report includes information on the areas that are most pertinent to our diverse operations. Where relevant and applicable, the performance reported in these areas also concerns our partners in the value chain. This underscores the varying degrees of material significance across different operational contexts.

On 18 January 2024, Schiphol Group acquired Kappé Group, the retailer for perfumes, cosmetics and sunglasses at Amsterdam Airport Schiphol. This acquisition has impacted environmental, social and governance (ESG) reporting at Schiphol Group, mainly relating to employees. Schiphol Group will dispose a majority share in the Kappé business in May 2025, as part of the transactions to be executed in connection with the new partnership with Lagardère Travel Retail for the new concession for duty-free retail activities.

There are no exemptions from disclosure applicable to RSG. In instances where intellectual property-related information is omitted, this is explicitly stated.

Reporting standards and frameworks

Schiphol Group adheres to the CSRD and draws from international reporting guidelines and best practices to disclose relevant information regarding its non-financial performance.

With the CSRD coming into effect in 2024, RSG has taken significant steps to be compliant with this framework. As this is RSG's first year reporting in accordance with the CSRD, this year's annual report provides a baseline for comparability in future years. To disclose relevant information regarding our non-financial performance, we base our reporting on the CSRD and the SDGs. Please refer to the CSRD reference table for detailed information on the relationship between these reporting frameworks.

All greenhouse gas (GHG) data points (Scope 1, Scope 2 and Scope 3) are reported based on the GHG Protocol. In line with the GHG Protocol, this proportionally includes Scope 1 and Scope 2 emissions from our minority shareholdings, which are reported under Scope 3, Category 15.

Double materiality as the basis for reporting

In 2024, we conducted a DMA, following the same scope as our sustainability and financial statements. This assessment resulted in an overview of the material impacts, risks and opportunities (IROs) applicable to all our consolidated airports: Amsterdam Airport Schiphol, Rotterdam The Hague Airport, Eindhoven Airport and Lelystad Airport. Please refer to the Double materiality assessment section for detailed information on the process, methodology and outcomes.

The Sustainability statement is structured around the key disclosure elements of policies, actions, metrics and targets. Each material topic is associated with an RSG policy that includes these elements, creating a connection between the policies and the Sustainability statement. The implementation of policies is reflected in the disclosure of actions for managing the related IROs. Depending on the chapter, these actions are linked to a defined scope of stakeholders, ensuring relevance to the parties involved. This structured approach provides clarity by showing how each policy is executed through specific actions, measured by metrics and targets, and aligned with the interests of relevant stakeholders.

RSG performs an ongoing due diligence and double materiality assessment process, including robust engagement with affected stakeholders. Due diligence is an on-going practice that responds to and may trigger changes in the company's strategy, business model, activities, business relationships, operating, sourcing and selling contexts. For our DMA, we use thresholds and judgements and may change in time due to new insights/sector-discussions and developments.

Risk management and internal controls over sustainability reporting

In 2024, the annual risk assessment and DMA were integrated to ensure a holistic approach. As part of this process, the top risks identified through the 2024 Enterprise Risk Management (ERM) process were cross-checked with those identified through the DMA. This ensured that all ESG-related risks highlighted in the annual risk assessment were also captured within the DMA, providing a comprehensive view of both financial and non-financial risks. Please refer to the Sustainability governance section for detailed information on the oversight of ESG topics and the Risk management chapter for a detailed description of Schiphol Group's approach to ERM.

For some material topics we have set targets to measure the effectiveness of the underlying actions. However, for most material topics, no specific targets have been established for 2025. This is because 2024 marks our first year of reporting in alignment with the CSRD. Furthermore, our strategy will be updated in 2025, after which we will reassess and refine our target-setting process for the coming years. The Executive Team, under the supervision of the Supervisory Board, actively steers and monitors progress closely, which serve as a mechanism for monitoring the effectiveness of these initiatives.

Assumptions and estimations

Amsterdam Airport Schiphol accounts for the majority of RSG's activities (over 90%). Consequently, we have aligned definitions and reporting processes among Amsterdam Airport Schiphol, Rotterdam The Hague Airport, Eindhoven Airport and Lelystad Airport to enhance comparability or to comply with relevant legislation. Any differences in definitions were maintained only where necessary to improve understanding of specific operations. While the data in this annual report is systematically collected and verified for reliability, we acknowledge that certain information may be based on assumptions. Where definitions deviate from the overall definitions or assumptions were made, we disclosed this information accordingly. The majority of the data and information disclosed in this annual report is based on actual group and value chain data. Where actual data was unavailable, we used the best possible estimates and stated this clearly. We used approximations and estimates for reporting certain data points, such as our Scope 3 emissions. These estimations and judgements were regularly reassessed based on experience, developments in ESG reporting and various other factors. Changes in estimates were recognised in the period when the change occurred. Additionally, judgements were applied during the implementation of ESG policies. If judgements, estimates or assumptions are used, this is explicitly stated. For some metrics we make use of the phased-in option or have a reason to omit the data. Please see the CSRD reference table for all applicable methodologies, phased-in options and omissions.

For more information on case that we make use of the phased-in option or if we omit information,

Due to the sensitivity of cyber related topics and other security data than waiting line information, we do not disclose other indicators for the effectiveness of our security and cyber processes. In alignment with ESRS 1, section 7.7 on Classified and Sensitive Information, we are not required to disclose such information, even if it is material, as it relates to safeguarding natural and/or legal persons.

Potential interpretations and uncertainties

We have prepared and presented the Sustainability statement in accordance with the requirements of the ESRS and applicable legislation, notwithstanding any uncertainties. Since this is the first year of CSRD reporting, we acknowledge that a better understanding of the requirements may be made available by the EFRAG the coming year by the publication of new implementation guidelines or Q&A's. Also other companies/ sector insights may change our interpretation in next year(s). The EU Taxonomy is also still subject to future changes and interpretations. We used thresholds that we consider appropriate for the eligibility assessment. These thresholds are carefully chosen to ensure a fair and realistic assessment process.

For the methodologies, estimations, key interpretations and uncertainties for all ESRS information that is important to the user's understanding, we refer to the CSRD Reference Table. The estimations we have used may be refined in future reporting periods when more relevant information becomes available. Currently, we don't have comparative consolidated figures yet for all indicators included in the Sustainability statement. Including comparative figures after this first year of reporting, would make the information more useful for our own monitoring and the user's understanding.

Reporting on current and future CAPEX and OPEX investments related to action plans

Schiphol Group invested 1,057 million in 2024 and plans to invest a total of 6 billion in infrastructure, working conditions and services in the coming 5 years, which are investments that impact several of our material topics. In accordance with ESRS 2 MDR-A 69a-b, we report on the significant current financial resources by disclosing the significant capital expenditures (CAPEX) associated with the actions plans. We do not have to report on the significant operational expenditures (OPEX) for the current financial resources associated with the actions plan as we deem the related operational expenditures on the actions plan to be insignificant, since the majority of the actions relates to CAPEX. The disclosure on the EU taxonomy for the operational expenditures confirms this statement.

For the future financial resources, we report on the future financial resources in accordance with ESRS 2 MDR-A 69c in this section. At this moment, we need to omit reporting on our future investment plans per individual action as reported for CSRD purposes, since our data is not set up to report accurately in this manner. Some of these investments impact the CAPEX of several action plans. Therefore it is not possible to split the (financial and other) resources by each of the action plans. As example, when we invest in our runways, it can impact both carbon emissions and biodiversity. Additionally, Schiphol is required to comply with European Tender Law and an assessment will need to be made as to whether this reporting obligation would lead to being non-compliant with European Tender Law. For information on the current investments per action plan we refer to the Sustainability Statement. We refer to the EU Taxonomy paragraph, where we have included current aligned CAPEX for the development of Pier A and the Doorlaatpost 90.

Incorporation by reference

The Sustainability statement outlines our commitment to integrating ESG principles into our business operations and decision-making processes. To provide a comprehensive overview of our sustainability initiatives, this statement incorporates by reference several disclosures in other sections of the annual report, as outlined in ESRS 1 9.1 Incorporation by reference. The reference included pertains to the Governance and risk management chapter and to the Strategy and Performance chapter, paragraph Performance. For all incorporation by references we refer to the CSRD reference table.

By incorporating these elements by reference, we aim to ensure consistency and alignment across our disclosures, reduce duplication and provide stakeholders with a clear and cohesive understanding of our sustainability efforts.

External review

Schiphol Group's independent external auditor signs the auditor's report and provides limited assurance on the Sustainability statement. A separate limited assurance report is provided on the allocation of the proceeds of our green bonds as presented in this report. Comments or questions regarding the 2024 annual report can be directed by email to investor_relations@schiphol.nl.

Stakeholders

We remain in regular dialogue with our stakeholders to understand their needs and interests. The nature and frequency of these interactions and sustainability matters discussed varies. The stakeholder groups in the stakeholder engagement table are based on RSG's five main stakeholder groups.
All stakeholders listed in the table stakeholdermanagement, received an invitation to participate in a stakeholder engagement activity. The input from these dialogues is used as input for our policies. The policies are communicated back to the stakeholders in our Sustainability Statement on a yearly basis. Although not all stakeholders responded to the invitation for the stakeholder engagement sessions, we deem the stakeholders that were included in the stakeholder dialogue representative of their respective stakeholder group. The overview is not exhaustive. The Sustainability statement includes results for each material topic.

Stakeholder engagement

Stakeholder	Matters discussed	How we engage
Airlines	– Safe and responsible travel – Sustainability related initiatives aviation industry – Operational challenges – Decisions on air traffic movements (ATMs)/capacity	– Regular meetings – Operational briefings – Collaborative planning for improvements
Passengers	– Safe travel facilitation – Enhancements to passenger experience	– Feedback surveys – Customer service interactions – Digital engagement initiatives
Local residents	– Quality of life improvements – Noise and hindrance reduction – Employment opportunities – Runway maintenance	– Civic Advisory Board Schiphol (MRS) – Schiphol Local Community Council (BRS) – Community forums – Noise reduction projects – Local employment programmes – Local information mail
Sector partners	– Safe travel facilitation – License to operate – Sustainability progress	– Strategic partnerships – Operational workshops – Joint sustainability initiatives
Government bodies	– Safe and responsible travel – Decisions on ATMs/capacity – Infrastructure projects – Elections	– Policy dialogues – Compliance meetings – Collaborative frameworks
Financial stakeholders	– Cost control – Creditworthiness – Financial health for future growth	– Financial briefings – Investor relations updates – Strategic planning sessions
Business partners	– Safe travel facilitation – Improving labour conditions – Airside electric charging – Responsible practices	– Joint campaigns – Collaborative development for labour conditions and operational efficiency
Employees	– Quality of work – Labour conditions – Diversity initiatives	– Internal communications via email, Teams and meetings – Feedback mechanisms (e.g., My Schiphol Survey) – Engagement with Work Councils
Suppliers	– Relationship and collaboration enhancement – Supply chain sustainability	– Regular supplier forums – Collaborative projects – Feedback and improvement initiatives
Network and special interest organisations	– Wildlife trafficking prevention – Policies relating to sustainability initiatives aviation industry	– Partnerships – Lobbying efforts – Knowledge sharing and research initiatives
Knowledge institutions	– Research on noise disturbance – Sustainable aviation fuels	– Collaborative research projects – Academic partnerships
Shareholders	– Financial and sustainability performance – Political decision-making – Fast Forward	– Regular meetings

Double materiality assessment

Through an updated double materiality assessment (DMA), we assessed both the financial and impact materiality of sustainability matters to help guide our efforts in operating the world's most sustainable and high-quality airports. Key steps in our DMA process included identifying potential topics, identifying and scoring impacts, risks and opportunities (IROs), and validation. This resulted in a list of 16 material topics.

To achieve our ambition of operating the world's most sustainable and high-quality airports, we used the material topics identified through our DMA to guide our sustainability efforts across the entire consolidated Royal Schiphol Group. This year's DMA follows the requirements of the CSRD, which comes into effect for Schiphol Group in 2024. Our analysis includes both financial and impact materiality, considering all CSRD and company-specific topics. Impact materiality refers to the significant (actual or potential) impacts that RSG has on people or the environment. Financial materiality pertains to the risks and opportunities that may arise from a sustainability matter, leading to a financial effect on the organisation.

DMA process and methodology

We updated the DMA in 2024 to reflect changes made to our methodology since our previous assessment in 2023. For the 2024 DMA, we enhanced the scoring criteria for potential human rights impacts. This focus ensures that any adverse effects on human rights are identified and addressed promptly, reflecting the organisation's commitment to ethical practices and ongoing due diligence. For 2024, we expanded the engagement process to include our external stakeholders, ensuring diverse perspectives are integrated into the assessment. This expansion helps validate the identified impacts and ensures that the assessment reflects the concerns and expectations of all relevant parties. Lastly, we expanded on the level of detail by scoring the individual IROs, instead of scoring the overarching topics, to align with CSRD requirements. The 2024 DMA process consisted of the following steps:

Step 1: Identifying a longlist of topics

A comprehensive longlist of topics was compiled from various sources to ensure a holistic assessment. These sources are:

- Value chain analysis: Examining each stage of the value chain to identify significant sustainability topics. See our Value chain chapter.
- Business relations: Assessing partnerships and collaborations to determine associated risks and opportunities.
- Desktop research: Utilising existing research and reports to guide the topic identification process.
- Peer analyses: Benchmarking against industry peers to identify common and emerging issues.
- CSRD topics: Incorporating topics mandated by the CSRD.
- RSG-specific topics: Considering unique topics pertinent to Schiphol Group's operations and strategic goals.

Step 2: Defining the shortlist of topics

In this step, we refined the longlist of topics into a more targeted shortlist by utilising a clear exclusion rationale and merging topics where appropriate. The exclusion rationale meticulously documents the reasons for excluding certain topics, ensuring transparency and consistency throughout the process. Management thoroughly discussed each exclusion, and these discussions are recorded in the underlying DMA documentation. This year, Schiphol Group re-assessed many topics from both the current and 2023 longlists. In some cases, we merged topics that shared common management oversight, creating a more cohesive and manageable set of topics. Alternatively, we split certain topics when they involved different responsible parties within the organisation. These assumptions ensured effective management and alignment with our strategic framework. We then refined the shortlisted topics to align with RSG's

strategic priorities and operational realities. To determine our final list of topics, we made several key assumptions about what distinguishes ESG topics from business management topics, ensuring that each is managed appropriately and supports our overall strategy. Further explanations on the final list of topics can be found in the corresponding chapters.

Step 3: Identifying the longlist of IROs

We translated the shortlisted topics to a longlist of IROs, using input from business experts and regional airports to gain a comprehensive and context-specific understanding of the IROs. This process involved considering the in-scope geography (regional airports in the Netherlands excluding Maastricht Aachen Airport) as well as the business relationships and activities, including the value chain of each airport, and how these factors may increase the risk of adverse impacts. This ensured that the relationship between risks and opportunities arising from impacts, dependencies, the strategy or the business model, were considered. We further refined the risks by aligning them with risks identified as part of the Enterprise Risk Management (ERM) process, ensuring a complete list of risks.

Step 4: IRO scoring

The 2024 DMA process used the impact scoring criteria that were established in the previous year. This approach ensures continuity and comparability when evaluating both financial and non-financial impacts. Consistent with last year, the financial impact assessment incorporates criteria from the ERM framework to facilitate the accurate evaluation of financial risks and opportunities.

- *Impact scoring process*: The first step in the scoring process is assigning a score to identified impacts. First, internal experts assigned scores individually, after which we held an alignment session. We then carried out a survey among approximately 70 external stakeholders, including our alliances and participations, to validate these scores. The response rate was 60%. The stakeholders were given the opportunity to provide feedback on our scores and point out any impacts that we might have missed. Their input was taken into consideration during the final impact scoring.
- *Impact scoring methodology:* Negative impacts were scored based on their relative severity (scale and scope), likelihood and irremediable character. Positive impacts were scored based on their severity (scale and scope) and likelihood. Furthermore, we distinguished between potential and actual impacts. We also identified potential human rights risks associated with the determined negative impacts. Where we identified such risks, we used a multiplier to adjust the severity score. With each DMA, we will reassess the human rights impacts based on the outcomes of the annual human rights risk assessment. For more information on our human rights due diligence process, please see the Minimum safeguards section.
- *Financial scoring process:* To assess financial materiality, internal stakeholders assigned a score to the risks and opportunities. This was followed by an alignment session. Directors then reviewed and validated the financial impact scores.
- *Financial scoring methodology:* We scored the risks and opportunities by prioritising them according to their likelihood and magnitude. This is consistent with the ERM scoring method, ensuring standardisation in the prioritisation of risks across the organisation.

The IROs were scored on all three time horizons: short-term (less than one year), medium-term (one to five years) and long-term (more than five years).

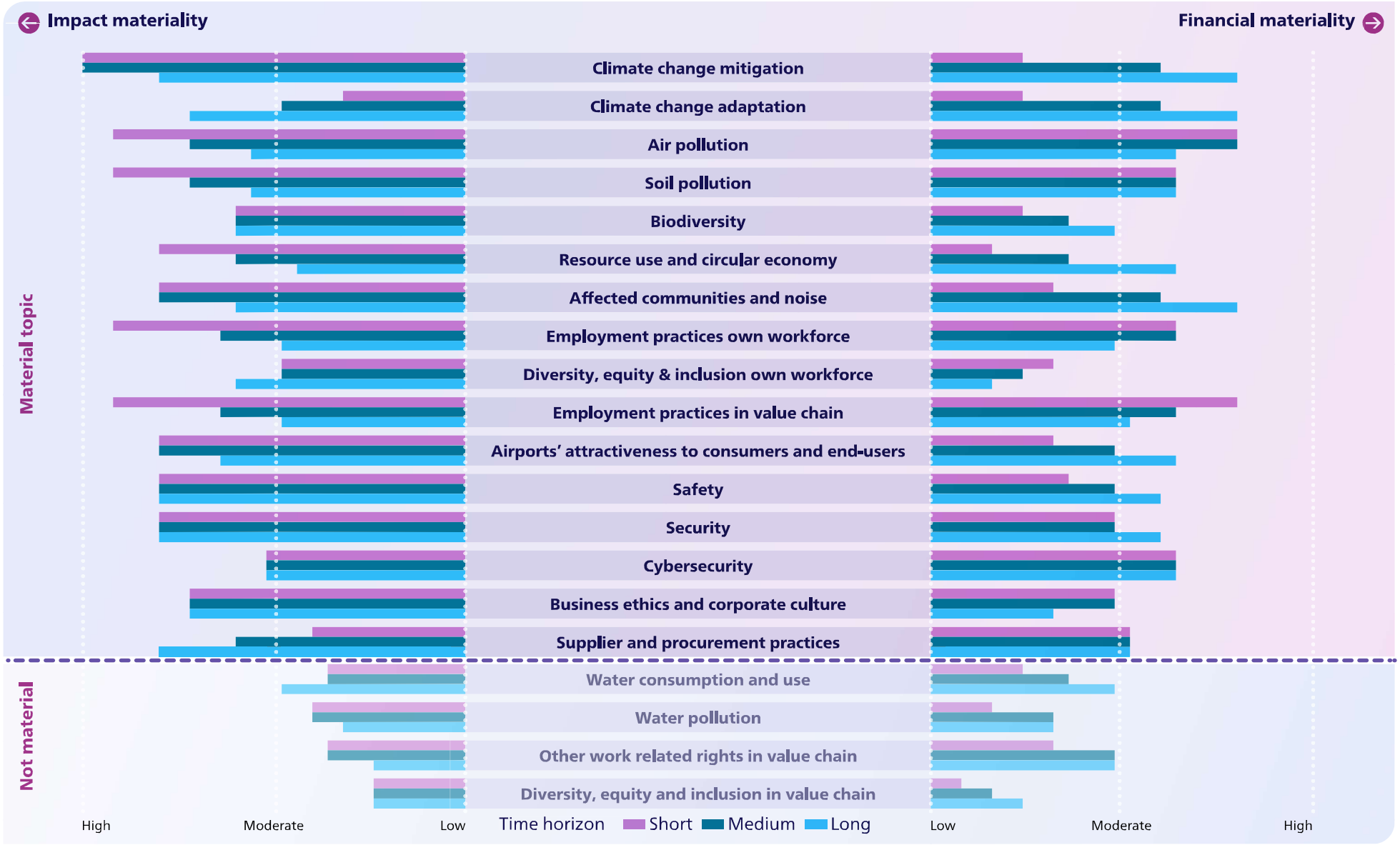
Step 5: Validation and decision on material topics/IROs

We used the highest score (positive or negative) per IRO as the final impact and financial score per topic. The Executive Team held a validation meeting to discuss and finalise the material topics, ensuring that the selected topics align with the organisation's strategic direction and stakeholder expectations. The results were compiled and presented to the Supervisory Board and separately to the Audit Committee and the Safety, Sustainability & Stakeholders Committee of the Supervisory Board. The presentation provided a comprehensive overview of the identified material topics, IROs and their respective scores. The applied materiality threshold was based on the ERM heatmap, which considers IROs and their related topics material if they exceed a score of 13. Therefore, the sustainability statement may not include every impact, risk and opportunity or additional entity-specific disclosure that each individual stakeholder (group) may consider important in its own particular assessment.

2024 results

We identified 16 material topics during the DMA process. The material IROs can be found in the respective material topic chapters. We note no key changes in the material IROs, as the previous DMA was conducted on a topic level rather than an IRO level. There are also no key changes in the strategy and business model this year. The key changes in the material topics from 2023 include the merging of the old topics Consumer and end-user experience, Network of destinations, Airport capacity and Accessibility and Business continuity into the new topic Airports' attractiveness to consumers and end-users. Each of the old topics contribute to the attractiveness of Schiphol Group's airports to consumers and end-users. Merging these topics helps us to better and more efficiently manage and report on our impact. In addition, the topic Biodiversity has become material as of 2024, and the topic Water pollution is no longer material. The figure below shows the results of the DMA. The impact materiality is shown on the left side, and the financial materiality is shown on the right side. A topic is considered material if an impact, risk or opportunity surpasses the materiality threshold of 13, ensuring alignment with the ERM framework.

Double materiality results



Double materiality results

Material topics	Definition	Material impacts, risks and opportunities (IROs)	Value chain activities up- and downstream
Climate change mitigation	Impact on climate change due to the use of fossil fuels in own operations and value chain.	– CO_2e emissions due to the use of fossil energy in our value chain (ANI) – Other greenhouse gas (GHG) (non-CO_2) emissions and/or impacts of emissions that are currently unknown (ANI) – Governmental restrictions on air traffic movements related to the CO_2e emissions (R) – Reputational damage and legal repercussions due to not meeting climate change mitigation ambitions (R)	– Air traffic arriving and departing – Raw material extraction – Manufacturing – Wholesale/distribution – (Cargo) transport to and from the airport – Passengers, staff and other visitors to and from the airport – Residual management
Climate change adaptation	Preparing for the physical and transition risks and opportunities associated with changing climate.	– Being prepared to adapt to transition risks and opportunities associated with the changing climate (API) – Impact of extreme weather conditions and climate change on business continuity (R)	– Air traffic arriving and departing – (Cargo) transport to and from the airport – Passengers, staff and other visitors to and from the airport
Air pollution	RSG's potentially harmful emissions (e.g., nitrogen oxides (NOx) and ultrafine particles). Prevention, control and reduction of such emissions at and around our airports, and improvement of air quality at our airport sites and in neighbouring communities.	– Air pollution due to ground operations, aviation, surface access, construction activities and buildings (ANI) – Legal and reputational repercussions as a result of air pollution endangering the health of affected stakeholders (i.e., contamination or presence of harmful substances in living organisms and the natural resources that serve as food sources) (R)	– Air traffic arriving and departing – Raw material extraction – Manufacturing – Wholesale/distribution – (Cargo) transport to and from the airport – Passengers, staff and other visitors to and from the airport
Soil pollution	RSG's emissions into soil and the prevention, control and reduction of such emissions and thereby pollution (e.g., with perfluoroalkyl and polyfluoroalkyl substances (PFAS)).	– Soil contaminated due to PFAS leakages and other spills (ANI) – Delays in the execution of construction projects due to changes in environmental regulations (e.g., finding PFAS in soil leading to construction stop) (R)	– Air traffic arriving and departing – (Cargo) transport to and from the airport – Raw material extraction
Biodiversity	Biodiversity encompasses the variety of life forms and ecosystems crucial for overall ecological health. For RSG, this specifically entails the presence of birds, ecological disruptions due to airport operations and the effects of air pollutants (NOx) on biodiversity.	– Ecological disruption (e.g., due to land use, land use change, fragmentation of habitat during airport operations, activities in value chain like transport and invasive species) (ANI) – Harm to animal presence during take-offs and landings (e.g., bird strikes, scaring off birds) (ANI)	– Air traffic arriving and departing – Raw material extraction – Manufacturing – Residual management
Resource use and circular economy	Resource inflows including the circularity of material resource inflows, considering resource use optimisation, intensity of materials and products and renewable and non-renewable resources and resource outflows related to products and services, including waste generation and significant waste related impacts.	– Predominantly linear use of resources (e.g., construction materials), including in transportation of new resources (ANI) – Sub-optimal treatment (e.g., incineration or landfill) of operational waste (e.g., single-use items, waste from passenger services, shops, restaurants) and construction waste (ANI) – Use of circular principles (materials, assembly) results in higher end-of-life value and higher value when selling assets (O)	– Raw material extraction – Manufacturing – Residual management

API: Actual positive impact - ANI: Actual negative impact - PPI: Potential positive impact - PNI: Potential negative impact - R: Risk - O: Opportunity.

Material topics	Definition	Material impacts, risks and opportunities (IROs)	Value chain activities up- and downstream
Affected communities and noise	Direct community engagement and the impact of aircraft and ground operations on surrounding communities.	– Noise disturbance in local communities due to air traffic (ANI) – Health impacts due to sleep disturbance in local communities and other health effects of exposure to high levels of noise (ANI) – Strain on availability of houses due to noise contours (ANI) – Noise disturbance leading to complaints, legal cases and organised events or protests (R) – Reputational damage leading to reduced public support for RSG: license to operate under pressure (R) – Non-compliance with noise regulations (R) – Stimulate fleet renewal resulting in better sustainability performance on other issues including GHG emissions and/or air pollution (O)	– Air traffic arriving and departing
Employment practices own workforce	RSG's impacts and the management of those on their own workforce in terms of working conditions.	– Providing enjoyable work experiences with attractive employment conditions (API) – Creating a work environment that is safe, healthy and comfortable (working conditions) (API) – Stimulate personal advancement and skill enhancement for professional development (development) (API) – Promoting career progress through job roles that encourage personal growth (job content) (API) – Exposure to emissions of ultrafine particles (UFPs) and substances of very high concern (SVHCs) (ANI) – Negative health effects due to exposure to UFPs, SVHCs and Aircraft and Diesel Engine Emissions (VDMEs) (R)	– N/A (only activities in relation to airport location)
Diversity, equity & inclusion own workforce	RSG's impacts and their actions on their own employees in terms of equal treatment and opportunities for all.	– Promoting diversity, equal opportunities and inclusion (API)	– N/A (only activities in relation to airport location)
Employment practices in value chain	RSG's impacts, and the management of those, on their value chain workers in terms of working conditions.	– Ensuring compliance with labour standards for fair and equal remuneration (employment conditions) (PPI) – Cultivating a supportive workplace environment, characterised by health, safety and pleasant conditions (working conditions) (API) – Workload and pressure, physical strain in ground handling and unpleasant work environment (working conditions) (ANI) – Exposure to emissions of UFPs and SVHCs (ANI) – Negative health effects due to physical strain, resulting in absenteeism and liability claims (R) – Negative health effects due to exposure to UFPs, SVHCs and VDMEs resulting in absenteeism and liability claims (R)	– Raw material extraction – Manufacturing – Wholesale/distribution – Residual management
Airports' attractiveness to consumers and end-users	Attractiveness of the airport for consumers and end-users is managed by the quality of the network (i.e., destinations and landside accessibility) and the quality of service (i.e., infrastructural airport capacity and passengers experience).	– Connecting the world through a high-quality network of destinations and multi-airline choice (API) – Providing a passenger journey with a high quality of service (API) – Improving airport attractiveness for passengers resulting in a higher pax, higher spend per pax and therefore commercial Return on Equity (O) – Decreasing destinations compared to competing airports leads to RSG's hub function being at risk (R)	– N/A (only activities in relation to airport location)

API: Actual positive impact - ANI: Actual negative impact - PPI: Potential positive impact - PNI: Potential negative impact - R: Risk - O: Opportunity.

Material topics	Definition	Material impacts, risks and opportunities (IROs)	Value chain activities up- and downstream
Safety	Ensure the safety of everyone on premises.	– Ensuring the safety of consumers and end-users on premises, in surrounding areas and air (API) – Runway incursion (R) – Inadequate response to crisis situation (e.g., airplane crash) (R) – Birdstrikes resulting in an airplane crash (R) – Uncontrolled crowd movements resulting in increased risk of mass stampede (R) – Vehicle collisions on RSG premises (R) – Fire on RSG premises (R) – Safety incidents during construction (e.g., falling of the load, collapse of crane) (R) – Electrocution during maintenance or projects (R) – Health and safety issues for employees, workers in the value chain and passengers in case of extreme weather events (e.g., extreme heat, rainfall, storms) (R) – Hitting an explosive remnant of war (R)	– Air traffic arriving and departing
Security	Secure airport operations and surrounding areas.	– Ensuring the security of consumers and end-users on premises, in surrounding areas and air (API) – Facilitating illegal activities (e.g., human and wildlife trafficking and spread of illegal substances) on RSG premises (PNI) – Extraordinary undesired events (R) – Terrorist attack on land- or airside (R)	– N/A (only activities in relation to airport location)
Cybersecurity	The application of digital technology to the business operation. This includes innovating airport processes and preventing unauthorised access to our networks, IT systems and data.	– Enabling business continuity through robust information processes (API) – Cybersecurity attacks resulting in full operational disruption or leaking of sensitive proprietary data (R)	– N/A (only activities in relation to airport location)
Business ethics and corporate culture	Transparent and fair business practices incl. anti-corruption and anti-bribery, protection of whistleblowers, human rights and political advocacy.	– Enable and promote ethical business practices (API) – RSG's lobbying activities are considerate of and advocate for environmental and public health concerns (PPI)	– Air traffic arriving and departing – Raw material extraction – Manufacturing – Wholesale/distribution – (Cargo) transport to and from the airport – Design/architecture – Residual management
Supplier and procurement practices	Management of relationships with suppliers, including payment practices.	– Adoption of ethical supplier and procurement practices (API) – Supply chain constraints or disruption, including bankruptcy of critical business partners (R)	– Raw material extraction – Wholesale/distribution – Design/architecture – Transport to and from the airport – Residual management

API: Actual positive impact - ANI: Actual negative impact - PPI: Potential positive impact - PNI: Potential negative impact - R: Risk - O: Opportunity.

Environmental

In this section, we provide detailed insight into our environmental impacts, risks and opportunities (IROs), along with the policies and actions we have implemented to address them. Additionally, we evaluate our economic activities against the six objectives as defined by the EU Taxonomy and report on their environmental sustainability using the KPIs turnover, CAPEX and OPEX.

EU Taxonomy disclosure FY24

The EU Taxonomy is a classification system adopted by the European Union that clarifies which economic activities are environmentally sustainable, supporting the EU's ambition to be a climate-neutral economy by 2050. Schiphol Group is required to report on the EU Taxonomy, as it is part of the CSRD and guides RSG in providing transparency on the environmental sustainability of its economic activities, based on three KPIs: turnover, CAPEX and OPEX. Within these three metrics, economic activities are further divided into two categories: eligible and aligned activities.

An economic activity can be defined as environmentally sustainable (Taxonomy-aligned) if it meets the Technical Screening Criteria, consisting of the Substantial Contribution criteria and the Do No Significant Harm criteria, as well as the Minimum Safeguards criteria.

- **Substantial Contribution criteria**: The EU Taxonomy comprises six environmental objectives to identify sustainable economic activities: climate change mitigation, climate change adaptation, sustainable use and protection of water and marine resources, transition to a circular economy, pollution prevention and control, and the protection and restoration of biodiversity and ecosystems. To meet the Substantial Contribution criteria, an economic activity shall contribute to (at least) one of these six environmental objectives.
- **Do No Significant Harm criteria**: The activity does no significant harm to any of the other environmental objectives.
- **Minimum Safeguards criteria**: The activity is conducted in accordance with established minimum safeguards.

Since FY21, Schiphol Group has been reporting on the EU Taxonomy, gradually expanding its scope. In FY23, RSG was unable to report alignment with the EU Taxonomy, as we were unable to fully implement the Minimum Safeguards. Therefore, RSG established a working group to ensure that the Minimum Safeguards would be met in FY24. To this end, RSG implemented the Responsible Business Policy (RBP) and conducted a value chain analysis (upstream and downstream). Compliance with the RBP is essential for promoting responsible business practices as well as adhering to European regulations. This new policy, which replaces the old Human Rights Policy, includes a process for preventing and addressing potential negative human rights impacts. It emphasises respectful communication, non-prejudice and equal treatment, and applies to all interactions, including those with partners and suppliers. Services are expected to be delivered sustainably and responsibly by respecting human rights, working conditions and the environment. For more information on the implementation of the Minimum Safeguards and the RBP, please refer to the next section of this chapter.

Alongside efforts to ensure the implementation of the Minimum Safeguards, RSG has increasingly emphasised conducting a more in-depth analysis of its turnover and CAPEX KPIs, further exploring the possibility of reporting alignment in FY24 for the first time. To this end, we closely worked with our (main) contractors to enhance knowledge sharing. Hence, EU Taxonomy-aligned CAPEX for RSG potentially translates to EU Taxonomy-aligned turnover for our main contractors, based on their own minimum safeguards and assessment.

Schiphol Group defines an economic activity as eligible if the activity corresponds with the activities listed in the EU Taxonomy's Delegated Acts and Amendments. An eligible activity is considered aligned only if the Technical Screening Criteria, consisting of the Substantial Contribution criteria and the Do No Significant Harm criteria as well as the Minimum Safeguards are satisfied. The resulting percentage of aligned turnover, CAPEX and OPEX reflect RSG's environmentally sustainable activities. We

recognise that the EU Taxonomy is an ever-evolving regulation, with activities and criteria being regularly updated. Therefore, RSG wants to emphasise that its eligibility and alignment percentages should not be viewed as a comprehensive reflection of its sustainability efforts and instead should be viewed in the context of the EU Taxonomy framework. Nonetheless, we are making continuous efforts to further embed the EU Taxonomy in our organisation, including the capital lifecycle, to ensure that our eligible and aligned percentages reflect the environmentally sustainable efforts being made.

Basis for preparation

Schiphol Group is required to report on each of the EU Taxonomy's six environmental objectives. This requirement applies to all three KPIs: turnover, CAPEX and OPEX. RSG's reporting scope is in line with the reporting scope of the financial statements and thus includes our regional airports, excluding Maastricht Aachen Airport. The capital expenditure used to calculate the CAPEX KPI can be reconciled with our capital expenditure in segment information, while the turnover used to calculate the turnover KPI can be reconciled with our consolidated income statement. RSG uses the predefined reporting template in table form for all three KPIs. To align its reporting, RSG uses the EU Taxonomy Compass, which provides guidance on the Technical Screening Criteria.

Eligibility

Despite significant progress in performing a more granular analysis, data availability remains a challenge when disclosing information on eligible activities, particularly for our smaller projects where gathering of documentation and the time-intensive nature of the assessment hold challenges.

The eligibility assessment for the CAPEX KPI is conducted by a multidisciplinary working group in various sessions. A threshold of 2 million euros has been established to determine which projects are included in the scope of this assessment. As a result, 76% of our CAPEX portfolio has been evaluated. While RSG continues to advance its efforts in relation to eligibility reporting, we see a lower percentage of eligible CAPEX in 2024 compared to 2023. This is primarily due to a significant increase in our annual budgeted CAPEX, which is expected to nearly double. In absolute terms, the assessed eligible CAPEX increased from 541 million euros to 767 million euros. RSG highlights that non-eligible CAPEX is not equivalent to non-assessed CAPEX. We expect that a large share of the non-assessed CAPEX may be reported as eligible CAPEX in the next fiscal year.

To increase the percentage of assessed eligible CAPEX, RSG has updated and enhanced its eligibility reporting approach for the CAPEX KPI. This will allow developers to review and report expected eligibility when presenting concepts and proposals to the Capital Lifecycle Board. These preliminary figures are based on input from our Cost Expertise Center and will be adjusted using actual data for inclusion in the annual report. This updated approach will improve efficiency compared to the retroactive assessments conducted in 2024 and prior years. Individuals responsible for eligibility reporting to the Capital Lifecycle Board will receive targeted training to enhance awareness and understanding of the process.

The EU Taxonomy defines OPEX much more narrowly than the definition that RSG applies in its financial statements under the International Financial Reporting Standards (IFRS). The operational expenditure used to calculate the OPEX KPI is defined as all direct non-capitalised costs, including supporting expenses that are not included in CAPEX (relating to research & development, building renovation measures, short-term leases, maintenance and repair, and day-to-day servicing of assets).

Reclassification after Green Finance Framework update

2023 saw the introduction of the 6.17 Low carbon airport infrastructure category, under which RSG classified a significant portion of its CAPEX portfolio (39.0%). The assets related to the CAPEX investments in these categories are eligible to be financed under the Green Finance Framework. During the second party opinion process with S&P and Moody's, RSG received feedback that the assets in question are better classified under economic activity 7.1 Construction of new buildings. RSG has adopted this feedback and in FY24 will classify these assets under economic activity 7.1 rather than 6.17. This will lead to a reclassification of CAPEX investment in FY23 and a restatement in this year's report of the 2023 figures. This table shows the impact:

Economic activity	**Reported** 2023 actuals in annual report 2023	**Reclassification** of 2023 actuals in annual report 2024
6.17 Low carbon airport infrastructure	€ 264,194,946	€ 12,856,535
7.1 Construction of new buildings	€ 1,549,807	€ 252,888,217
Total	**€ 265,744,752**	**€ 265,744,752**

Alignment

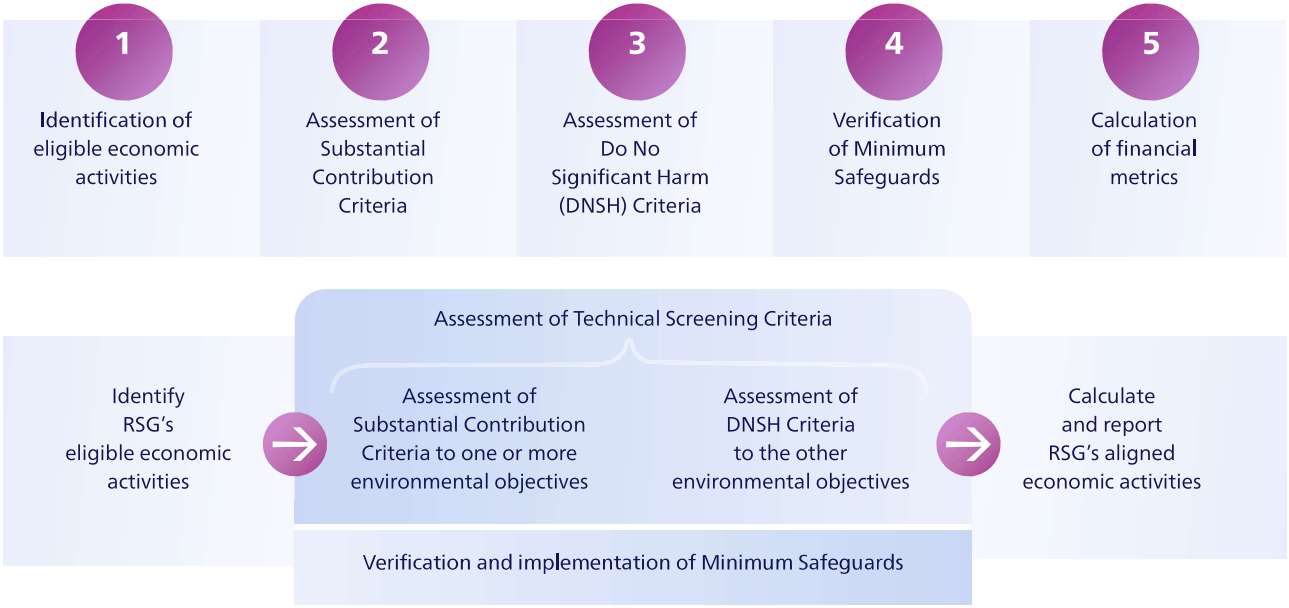
As of 2024, RSG meets all applicable criteria for two CAPEX projects and 13 buildings, thereby reporting alignment on the CAPEX and Turnover KPI. Due to the immaterial amount of eligible OPEX, 0.0% eligible OPEX will be reported. Hence, no further alignment assessment will be performed. The figure below shows RSG's EU Taxonomy alignment assessment process. The assessment is led by the ESG reporting team in close collaboration with other relevant functions, e.g., Finance, Strategy & Airport Planning, and Infrastructure.

In the coming year, Schiphol Group will continue its efforts to increase its percentage of aligned CAPEX and turnover. We will draw from insights gathered in FY24, such as the documentation needed to report alignment, and collaborate with key stakeholders (e.g., main contractors). Together with its stakeholders Schiphol Group aims to develop a standardised way of working for reporting alignment. As such, we expect to report a larger number of aligned projects in the next fiscal year.

Our economic activities

Schiphol Group's ambition is to create the world's most sustainable and high-quality airports. Our core business presents significant potential for environmentally sustainable economic activities in relation to the EU Taxonomy activities listed below. In

Five steps of the EU taxonomy assesment



addition to its main role as an airport operator, RSG has a role in developing the infrastructure and real estate needed to operate its airports. The economic activities below reflect these two roles.

Our role as an airport operator

Maintenance of roads and motorways (CE3.4)
This activity is defined as the maintenance of streets, roads and motorways, other vehicular and pedestrian ways, surface work on streets, roads, highways, bridges, tunnels, aerodrome runways, taxiways and aprons, defined as all actions undertaken to maintain and restore the serviceability and level of service of roads. Our investments in upgrading our airports' runways are important input to this category.

Air transport ground handling operations (CCM6.20)
This activity is defined as the manufacture, repair, maintenance, overhaul, retrofitting, design, repurposing and upgrade, purchase, financing, renting, leasing and operation of equipment and service activities incidental to air transportation (ground handling), including ground services activities at airports and cargo handling, including loading and unloading of goods from aircraft. RSG deems economic activities related to ground handling operations, such as our baggage claim centre and related facilities (e.g., lifting aids), eligible under this category.

Data processing, hosting and related activities (CCM8.1)
This activity is defined as storage, manipulation, management, movement, control, display, switching, interchange, transmission or processing of data through data centres, including edge computing. We have qualified IT-related investments and projects that contribute to this activity under this category.

Our role as a developer and owner of commercial infrastructure

Remediation of contaminated sites and areas (PPC2.4)
This activity has a broad definition and includes the cleaning up of oil spills and other types of pollutants on or in water and soil. For RSG, this activity relates to the remediation of polluted soil (e.g., PFAS) on construction sites or the remediation of pollution to water.

Demolition and wrecking of buildings and other structures (CE3.3)
This activity is defined as the demolition and wrecking of buildings, roads and runways, railways, bridges, tunnels and other structures. At our airports, the construction, redevelopment or upgrade of our infrastructure often results in demolition activities at the start of projects. Economic activities related to the demolition and wrecking of buildings, roads and runways are therefore deemed eligible.

Use of concrete in civil engineering (CE3.5)
This activity is defined as the use of concrete for new construction, reconstruction, or maintenance of civil engineering objects. As concrete is used within RSG, this activity qualifies as eligible.

District heating/cooling distribution (CMM4.15)
This activity is defined as construction, refurbishment and operation of pipelines and associated infrastructure for distribution of heating and cooling, ending at the sub-station or heat exchanger. RSG has a project related to sustainable heating, making this activity eligible.

Manufacture, installation and servicing of high, medium and low voltage electrical equipment for electrical transmission and distribution that result in or enable a substantial contribution to climate change mitigation (CCM3.20) and Transmission and distribution of electricity (CCM4.9)
These activities involve developing, manufacturing, installing, maintaining or servicing electrical products, equipment, systems, or software to significantly reduce GHG emissions in electrical transmission and distribution systems. This includes electrification, energy efficiency, renewable energy integration, efficient power conversion and building and operating high-voltage transmission systems. As the energy grid owner at Amsterdam Airport Schiphol, RSG invests in expanding and strengthening electricity supply, incorporating renewable energy and reducing GHG emissions.

Construction, extension and operation of water collection, treatment and supply systems (CCM5.1)
This activity is defined as the construction, extension and operation of centralised wastewater systems including collection (sewer network) and treatment. Water systems such as drainage and sewer systems are key to our investments in (airport) infrastructure. Hence, we have qualified investments in such systems as eligible under this category.

Infrastructure for personal mobility, cycle logistics (CCM6.13), Infrastructure enabling low-carbon road transport and public transport (CCM6.15)
These activities include building, modernising, maintaining and operating infrastructure for personal mobility, such as roads, bridges, tunnels, pedestrian and bicycle paths (with or without electric assist). They also cover construction, modernisation, maintenance and operation of infrastructure that is required for zero tailpipe CO_2e operation of zero-emissions road transport, as well as infrastructure dedicated to transshipment, and infrastructure required for operating urban transport. In addition to this there is construction, modernisation, maintenance and operation of motorways, streets, roads, other vehicular and pedestrian ways, surface work on streets, roads, highways, bridges or tunnels and construction of airfield runways, including the provision of architectural services, engineering services, drafting services, building inspection services and surveying and mapping services and the like as well as the performance of physical, chemical and other analytical testing of all types of materials and products, and excludes the installation of street lighting and electrical signals. Schiphol Group continues to invest in the airports' infrastructure, maintaining dedicated bicycle paths and pedestrian walkways connecting the terminal with public transport hubs and local communities.

Low carbon airport infrastructure (CCM6.17)
This activity includes building and maintaining infrastructure for zero CO_2e emissions from aircraft and airport operations, such as electric ground power, preconditioned air, and rail or water transport connections. Schiphol Group makes continuous efforts to contribute to this activity, an example is the electrification of ground power units (GPUs). Schiphol Group invests in electric ground support vehicles, replacing diesel-powered equivalents. To support this transition, we upgrade our infrastructure with charging stations and renewable energy integration.

Construction of new buildings (CCM7.1)
This activity is defined as the development of building projects for residential and non-residential buildings by bringing together financial, technical and physical means to realise the building projects for later sale as well as the construction of complete residential or non-residential buildings, on own account for sale or on a fee or contract basis. A significant portion of RSG's economic activities fall under this category, which includes activities related to the development of commercial buildings, parking and retail facilities. In addition, RSG puts peripheral construction not directly related to our airport infrastructure under this category (e.g., fire station).

Renovation of existing buildings (CCM7.2)
As we continue to invest in our airports, a significant share of RSG's economic activities is related to this category, which is defined as the construction and civil engineering works or preparation thereof.

Installation, maintenance and repair of charging stations for electric vehicles in buildings (CMM7.4)
Installation, maintenance and repair of charging stations for electric vehicles in buildings and parking spaces attached to buildings. RSG has installed charging stations for electric buses and cars, qualifying this activity as eligible.

Installation, maintenance and repair of energy efficiency equipment (CCM7.3) and Installation, maintenance and repair of renewable energy technologies (CCM7.6)
In line with our sustainable ambitions, RSG is investing in the efficiency and sustainability of its assets.

Acquisition and ownership of buildings (CCM7.7)
This activity is defined as the buying of real estate and exercising ownership of that real estate. RSG's activities relate primarily to the ownership of buildings. Hence, rents and leases of our commercial real estate and terminals (e.g., retail stores) are considered eligible under this category.

Turnover

The EU Taxonomy definition of the eligible turnover KPI concerns the net turnover derived from products or services (including intangibles) associated with EU Taxonomy-eligible economic activities, divided by the total net turnover.

Turnover

In thousands of euros

	Absolute turnover	Proportion of turnover
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)	€ 49,484	**2.2%**
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)	€ 147,774	**6.6%**

Proportion of turnover/ Total turnover

	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	2.2%	6.6%
CCA	0.0%	0.0%
WTR	0.0%	0.0%
CE	0.0%	0.0%
PPC	0.0%	0.0%
BIO	0.0%	0.0%

CAPEX

The EU Taxonomy defines eligible and aligned CAPEX KPI as the CAPEX that meets its criteria, divided by all additions to tangible and intangible assets during the financial year before depreciation, amortisation and any remeasurements, including those resulting from revaluations and impairments, for the relevant financial year and excluding fair value changes.

We calculated eligible CAPEX by taking the budgeted expenditures for eligible economic activities and expressing them as a percentage of the total budget. These budget percentages were multiplied by the actual amounts at the end of the fiscal year. Although this is a proxy, we see no risk in misstatements of eligibility percentages related to these investments. To calculate the Taxonomy-aligned CAPEX, actuals are used.

We allocate green financing funds to green buildings and clean transportation in accordance with Schiphol Group's Green Finance Framework.

CAPEX

In thousands of euros

	Absolute CAPEX	Proportion of CAPEX
CAPEX of environmentally sustainable activities (Taxonomy-aligned) (A.1)	€ 170,221	**16.1%**
CAPEX of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)	€ 596,677	**56.5%**

Proportion of CAPEX/total CAPEX

	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	16.1%	40.0%
CCA	0.0%	0.0%
WTR	0.0%	0.0%
CE	0.0%	15.2%
PPC	0.0%	1.2%
BIO	0.0%	0.0%

OPEX

The EU Taxonomy OPEX definition is significantly more narrow than the IFRS OPEX definition that is applied in the financial statements. Because of this, approximately 10% of our IFRS OPEX also classifies as EU Taxonomy OPEX. For reporting year 2024, RSG has analysed the composition of the OPEX and concluded that the only potential eligible economic OPEX activities fall under the Maintenance & Repairs category, which accounts for 9.8 % of RSG's total operating expenses. Since the eligible activities have been assessed and concluded 0 eligible activities no alignment procedures have been required to perform.

OPEX

In thousands of euros

	Absolute OPEX	Proportion of OPEX
OPEX of environmentally sustainable activities (Taxonomy-aligned) (A.1)	€ -	**0.0%**
OPEX of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)	€ -	**0.0%**

Proportion of OPEX/total OPEX

	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0.0%	0.0%
CCA	0.0%	0.0%
WTR	0.0%	0.0%
CE	0.0%	0.0%
PPC	0.0%	0.0%
BIO	0.0%	0.0%

Turnover

		2024		Substantial Contribution						Criteria DNSH criteria ('Does Not Significantly Harm')									
Economic Activities	Code	Turnover	Proportion of turnover 2023	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular economy	Biodiversity	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular economy	Biodiversity	Minimum Safeguards	Proportion of Taxonomy aligned (A.1) or eligible (A.2) turnover 2023	Category enabling activity	Category transitional activity
		EUR	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. Taxonomy Eligible Activities																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**49,483,926**	**2.2%**	2.2%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	Y	Y	Y	Y	Y	Y	0%		
Of which Enabling - Acquisition and ownership of buildings (CCM 7.7)		49,483,926	2.2%	2.2%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	Y	Y	Y	Y	Y	Y	0%	E	
Of which Transitional		0	0.0%														0%		T
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Low carbon airport infrastructure	CCM 6.17	27,867,232	1.2%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								1.30%		
Acquisition and ownership of buildings	CCM 7.7	119,906,789	5.3%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								8.70%		
Turnover of Taxonomy eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**147,774,021**	**6.6%**	6.6%	0.0%	0.0%	0.0%	0.0%	0.0%								10.0%		
Turnover of Taxonomy eligible activities (A.1+A.2)		**197,257,947**	**8.8%**	8.8%	0.0%	0.0%	0.0%	0.0%	0.0%								10.0%		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
Turnover of Taxonomy non-eligible activities		2,047,519,217	91.2%																
TOTAL		2,244,777,164	100%																

CAPEX

		2024		Substantial Contribution						Criteria DNSH criteria ('Does Not Significantly Harm')									
Economic Activities	Code	CAPEX	Proportion of CAPEX 2024	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular economy	Biodiversity	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular economy	Biodiversity	Minimum Safeguards	Proportion of Taxonomy aligned (A.1) or eligible (A.2) CAPEX 2023	Category enabling activity	Category transitional activity
		EUR	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. Taxonomy Eligible Activities																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
CAPEX of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**170,221,477**	**16.1%**	16.1%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	Y	Y	Y	Y	Y	Y	0.0%		
Of which Enabling - Construction of new buildings (CCM 7.1)		170,221,477	16.1%	16.1%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	Y	Y	Y	Y	Y	Y	0.0%	E	
Of which Transitional		0	0.0%														0.0%		T
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Remediation of contaminated sites and areas	PPC 2.4	13,124,525	1.2%	N/EL	N/EL	N/EL	EL	N/EL	N/EL								1.4%		
Demolition and wrecking of buildings and other structure	CE 3.3	7,936,289	0.8%	N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.5%		
Maintenance of roads and motorways	CE 3.4	130,127,194	12.3%	N/EL	N/EL	N/EL	N/EL	EL	N/EL								16.4%		
Use of concrete in civil engineering	CE 3.5	22,587,274	2.1%	N/EL	N/EL	N/EL	N/EL	EL	N/EL								N/A		
Manufacture, installation, and servicing of high, medium and low voltage electrical equipment for electrical transmission and distribution that result in or enable	CCM 3.20	9,182,708	0.9%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								1.8%		
Transmission and distribution of electricity	CCM 4.9	36,586,877	3.5%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.3%		
District heating/cooling distribution	CCM 4.15	2,927,992	0.3%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.3%		
Construction, extension and operation of water collection, treatment and supply systems	CCM 5.1	3,182,641	0.3%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								1.6%		
Renewal of water collection, treatment and supply systems	CCM 5.2	10,234,187	1.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								N/A		
Infrastructure for personal mobility, cycle logistics	CCM 6.13	165,412	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.0%		
Infrastructure enabling road transport and public transport	CCM 6.15	18,024,899	1.7%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								1.6%		
Low carbon airport infrastructure	CCM 6.17	125,356,142	11.9%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								39.0%		
Air transport ground handling operations	CCM 6.20	73,748,957	7.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								7.2%		

		2024		Substantial Contribution						Criteria DNSH criteria ('Does Not Significantly Harm')									
Construction of new buildings	CCM 7.1	8,855,060	0.8%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.2%		
Renovation of existing buildings	CCM 7.2	77,174,068	7.3%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								3.2%		
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	9,668,665	0.9%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								3.9%		
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	CCM 7.4	2,326,264	0.2%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								N/A		
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	4,658,441	0.4%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.1%		
Acquisition and ownership of buildings	CCM 7.7	6,000,000	0.6%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.0%		
Data processing, hosting and related activities	CCM 8.1	34,809,456	3.3%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								2.0%		
CAPEX of Taxonomy eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**596,677,051**	**56.5%**	70.9%	0.0%	0.0%	2.2%	26.9%	0.0%								79.5%		
CAPEX of Taxonomy eligible activities (A.1+A.2)		**766,898,528**	**72.6%**	55.1%	0.0%	0.0%	1.7%	20.9%	0.0%								79.5%		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
CAPEX of Taxonomy non-eligible activities		289,621,049	27.4%																
TOTAL		1,056,519,577	100%																

OPEX

		2024		Substantial Contribution						Criteria DNSH criteria ('Does Not Significantly Harm')									
Economic Activities	Code	OPEX	Proportion of OPEX 2023	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular economy	Biodiversity	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular economy	Biodiversity	Minimum Safeguards	Proportion of Taxonomy aligned (A.1) or eligible (A.2) OPEX 2023	Category enabling activity	Category transitional activity
		EUR	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. Taxonomy Eligible Activities																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
OPEX of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**0**	**0.0%**	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N	N	N	N	N	N	N	0%		
Of which Enabling		0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N	N	N	N	N	N	N	0%	E	
Of which Transitional		0	0.0%														0%		T
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
OPEX of Taxonomy eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**0**	**0.0%**	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%								0.0%		
OPEX of Taxonomy eligible activities (A.1+A.2)		**0**	**0.0%**	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%								0.0%		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
OPEX of Taxonomy non-eligible activities		182,614,822	100.0%																
TOTAL		182,614,822	100%																

Nuclear and fossil gas related activities[1]

	Nuclear energy related activities	
1.	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	No
2.	The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to proudce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best availabe technologies.	No
3.	The undertaking carries out, fund or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processess such as hydrogen production from nuclear energy, as well as their safety upgrades.	No
	Fossil gas related activities	
4.	The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	No
5.	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	No
6.	The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	No

1 This table is included to transparently report on RSG's involvement in nuclear and fossil gas-related activities, as required by the EU Taxonomy framework. Given RSG's strategic focus and operational scope, the company does not engage in, fund, or have exposure to any of the listed activities.

Minimum Safeguards

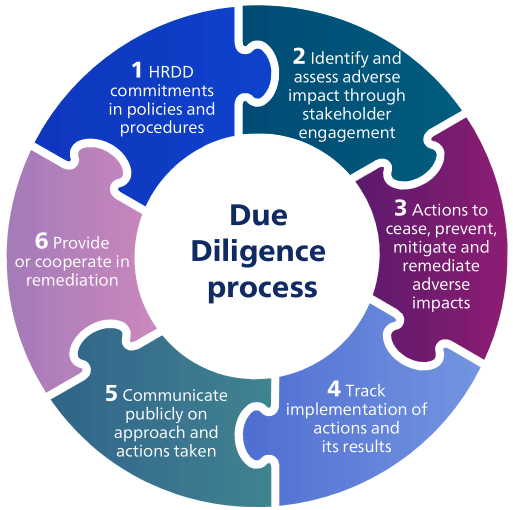
Introduction

In order to meet the Minimum Safeguards criteria, we drafted and finalised our Responsible Business Policy (RBP) at the end of 2023. The RBP describes Schiphol Group's commitments and due diligence procedure in relation to responsible business, including human rights. The document has been published on our website Schiphol | Integrity within Royal Schiphol Group. The chapter Business ethics and corporate culture includes a more detailed description of the RBP, including our commitments, actions to manage impacts and reporting procedure. The RBP is applicable to employees, employees in the value chain, customers and other stakeholders that RSG interacts with.

Due diligence process and outcomes

Through our RBP, we are committed to taking adequate measures to identify, prevent and mitigate the risk of adverse impacts on human rights and other behaviour contradictory to Schiphol Group's responsible business principles. In this context, we have implemented a responsible business due diligence process in accordance with the six steps of OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights. In 2024, no human rights violations were identified.

Six steps of OECD Guidelines



Due diligence step	Actions taken and outcomes
1. Embed responsible business conduct in policies and management systems	– Approved by Executive Team in April 2024. – RBP drafted in 2023 and published in 2024. – The values of the RBP are integrated in other policies and procedures, such as the Supplier Check-in document, Supplier Code, Code of Conduct and contract requirements. – Annually, the RBP is evaluated to determine necessary updates. – The RBP was updated in December 2024.
2. Identify and assess actual and potential adverse impacts associated with the enterprises, operations, products or services	– Visualising thevalue chain supported the identification of key risks in relation to RSG's activities and responsibility. – Internal and external (as part of the double materiality assessment) stakeholder engagement was done. – A risk assessment was executed by assessing the human rights risks (18) associated with the activities within the value chain and stakeholders affected by these activities. In total, this has led to a risk assessment and scoring of 177 risk items. – The risk matrix used is based on the United Nations Guiding Principles on Business and Human Rights (UNGP). – First, the inherent risk was determined; second, the residual risk was determined taking relevant controls, media signals and reports into account. – The risk assessment shows 87 low, 60 moderate, 29 high and one very high residual risk(s) for RSG.

3. Cease, prevent and mitigate adverse impacts	– For each activity in the value chain, RSG's connection to that activity (and stakeholders involved) has been identified. The level of involvement (causing, contributing, linking) is relevant in relation to RSG's responsibility for following up on potential adverse human rights impacts.
	– No actual human rights violations were identified in 2024.
	– Most human rights-related risks are activities that RSG contributes to or is linked to. The most important risks relate to:
	  – safe and healthy working conditions airside.
	  – human dignity, (e.g., unwanted behaviour occurring in the workplace).
	  – working conditions in the baggage hall.
	  – inclusive working environment, specifically the clothing policy, in relation to security services.
	  – air pollution and noise hindrance.
	  – high-risk retail categories, such as chocolate and diamonds, in relation to raw material extraction

4. Track implementation and results	– The effectiveness of the responsible business due diligence process was assessed.
	– Further improvement steps are needed in relation to:
	  – further implementation of the due diligence tooling (GSES).
	  – tracking and monitoring training participants
	– More frequent meetings with risk owners will be scheduled to follow up on identified high-risk areas and track progress and results.

5. Communicate how impacts are addressed	– The due diligence process is described in the RBP. – The outcomes are published internally via relevant channels and with relevant stakeholders in Dutch and English. This includes reports via the Speak Up policy. – The outcomes are externally reported in this chapter. – Throughout the year, RSG communicates on progress in relation to specific actions, such as the VDME programme.
6. Provide for or cooperate in remediation when applicable	– The remediation process is described in the RBP. – In 2024, no remediation activities were necessary, as no human rights violations or (new) adverse human rights impacts were identified. – Periodically, the Executive Team and Supervisory Board are informed on all (integrity) reports that have been filed via the reporting lines.

Introduction environmental material topics

In a world where demand for connectivity continues to grow, Schiphol Group wants to ensure that air travel develops responsibly. We achieve this by balancing the needs of passengers with those of society at large. Safeguarding both the planet and the opportunity to travel for future generations will require decisive action from all stakeholders. We work towards zero CO_2 equivalent (CO_2e) emissions and zero-waste operations for our own activities by 2030. In 2025, RSG's corporate strategy, including the sustainability ambitions, will be updated. As part of this process, we will incorporate new insights and regulatory requirements.

In 2018, RSG published its comprehensive vision and strategy Sustaining Your World, which explains the Quality of Life element of our Vision 2050 in more detail and outlines the steps we are taking to drive sustainability and achieve our ambition across four themes: Energy positive, Sustainable aviation, Circular economy and Communities. We have based our 2050 ambitions and 2030 goals on reports of the Intergovernmental Panel on Climate Change and on planetary boundaries. This concept presents a set of nine planetary boundaries within which humanity can continue to develop and thrive for generations to come. Some examples are climate change, ozone depletion and biosphere integrity.

The United Nations (UN) Sustainable Development Goals (SDGs) served as a third anchor point. Introduced in 2015, the SDGs address the 17 most significant opportunities and challenges facing the world through 2030. For each material topic, we have identified the relevant SDGs. Additionally, we have included the relevant SDG indicators and our contribution towards them in the reporting guidelines.

The themes Energy positive and Circular economy are within our direct sphere of control, as they are largely bound to our airport operations and own real estate activities at our airport sites. These themes and the resulting targets relate to our Scope 1 and Scope 2 CO_2e emissions, as well as our Scope 3 emissions.

We are executing our ten-year action plan Roadmap sustainability to achieve our 2030 goals. These goals also apply to our regional airports in the Netherlands, with the exception of Maastricht Aachen Airport, in which Schiphol Group holds a minority stake. Each airport has its own roadmap to achieve these goals.

TULIPS is our innovation programme focused on sustainability. It is supported by 25 million euros in EU funding as part of the European Green Deal. Schiphol is the lighthouse airport in the consortium. TULIPS projects are being executed at Schiphol and Rotterdam The Hague Airport. Other participating airport operators include Avinor, Hermes Airport and Turino Airport. This unique European consortium fosters collaboration between leading airports, airlines, knowledge institutes and industrial partners. Through innovation, the consortium will play a role in contributing to the objectives of the EU Green Deal, such as large-scale sustainable aviation fuel (SAF) deliveries, more sustainable energy storage and circular material solutions.

In 2024, Schiphol Group participated in Nationale Klimaatweek ('National Climate Week'), showcasing projects related to energy, circular economy, pollution and decarbonisation of aviation. The main goal was to inspire and show our appreciation to our colleagues and business partners for the work done so far.

TULIPS

Royal Schiphol Group accreditations

SBTi

ACA level 5

MSCI

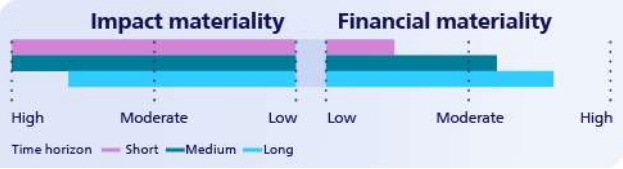
Sustainalytics

ISO 50001

EcoVadis

GSES

Climate change mitigation



Why it matters: our approach and policy

Greenhouse gas (GHG) emissions represent the biggest environmental impact in Schiphol Group's value chain. The relevant impacts are the result of flight-related activities (e.g., the use of Jet A-1 fuel for outbound flights). RSG endorses the objectives of the Paris Climate Agreement. Based on reports from the Intergovernmental Panel on Climate Change (IPCC), RSG has set targets for its entire value chain, encompassing Scope 1, Scope 2 and Scope 3 emissions, to ultimately stay within planetary boundaries. Absent a baseline, we have not explicitly included non-CO_2 emissions in our target. However, our net-zero-carbon target by 2050—which is in line with the 1.5°C pathways—will also lead to a reduction in non-CO_2 emissions.

The aviation industry is aware that it is not only part of the climate challenge, but also a crucial player in the solution. Reducing our emissions, expressed in CO_2e, is central to our approach, because shifting from fossil fuels to other energy sources goes hand in hand with reducing other emissions such as nitrogen oxides (NOx), ultra fine particles (UFPs), non-CO_2 climate forcers and substances of very high concern (SVHCs). Please refer to Air pollution for more information on air quality emissions. Climate mitigation actively supports the following two Sustainable Development Goals, Affordable and clean energy, Climate action:

Schiphol Group's policy delineates how it navigates its material impacts, risks and opportunities (IROs) in relation to climate change mitigation. This policy elaborates on our ambitions, actions and targets and operates in synergy with associated policies that address climate change adaptation, energy efficiency and renewable energy deployment.

Schiphol Group's four key objectives related to climate change are as follows:

- Zero carbon emissions for Scope 1, Scope 2 and selected activities in Scope 3 (category 6, 7 and category 11 ground operations) by 2030
- Net-zero carbon emissions for Scope 3 by 2050 or as per industry sector commitments
- Generate 100% renewable electricity on our own airport sites for our own consumption by 2050
- Follow the development of sectoral measures and standards on the inclusion of non-CO_2 GHG emissions closely

RSG is on track to achieve its CO_2e emissions reduction target related to its own operations (Scope 1 and Scope 2). We believe that to be a credible partner in the decarbonisation of Scope 3 emissions, we have to walk the talk and set ambitious goals for Scope 1 and Scope 2 decarbonisation.

Reducing Scope 3 emissions remains challenging. The consistently high demand for flights in combination with a changing political environment and the extensive time-to-market for (radical) innovations to decrease the environmental impact of aircraft makes reducing kerosene emissions difficult. Remaining below the 2005 emissions level for outbound flights by 2030 is a target jointly set by the Dutch government and the aviation sector in 2018. In 2024, the aviation sector exceeded the 2005 emissions level for the first time after COVID-19. Research shows that ambitions need to be scaled up and the execution of innovations needs to be sped up to stay within the remaining carbon budget.

One of the planned measures to reach the 2005 emissions level was to work towards 14% sustainable aviation fuel (SAF) blending by 2030. Due to the RefuelEU mandate, it is not clear yet whether a 14% blending mandate in the Netherlands is still feasible.

Since its 2018 commitment to net-zero CO_2e emissions for the aviation sector in 2050, Schiphol Group has become an active player in the decarbonisation of aviation. We have helped shape policy, invested in R&D for eSAF (a type of SAF produced synthetically) and introduced a SAF incentive. In addition, we are actively working on hydrogen propulsion and infrastructure. We are committed to continuing our efforts. However, due to several hurdles, such as delays in R&D breakthroughs and market entry of innovations, as well as economic and (geo)political conditions related to SAF, it will be challenging to achieve the 2030 goal and 2050 ambitions for the aviation sector.

Enabling the organisation

RSG's Executive Team and Supervisory Board provide support to uphold and facilitate the management of IROs. The Executive Team of RSG has endorsed this policy and the transition plan. Governance for climate change mitigation lies ultimately within Strategy & Airport Planning.

The Director of Strategy & Airport Planning oversees the implementation of this policy and provides regular progress and impact reports to the CEO. The relevant departments carry out the actual execution of mitigation measures. Each department is responsible for carrying out actions related to their emissions. We have earmarked the investments that are needed to reach the 2030 zero-emissions target in the investment portfolio. We factor climate-related considerations into the remuneration of members of the Management Board, including their performance against the GHG emissions reduction targets based on the Top Performance Indicator (TPI) Sustainability, which is directly linked to our GHG emissions reduction targets.

Impacts, risks and opportunities (IROs)

Schiphol Group has identified several IROs pertaining to Climate change mitigation. These IROs are reflected in the strategic pillar Quality of Life and are deemed material following the DMA process:

Actual negative impacts

1. CO_2e emissions due to the use of fossil energy in our value chain
2. Other GHG (non-CO_2) emissions and/or impacts of emissions that are currently unknown

Risks

3. Governmental restrictions on air traffic movements related to the CO_2e emissions
4. Reputational damage and legal repercussions due to not meeting climate change mitigation ambitions

Transition Plan

In our Transition Plan, we describe our goals and the actions needed to achieve the goals. The IROs are reflected in our Transition Plan. In general, RSG follows the Trias Energetica approach:

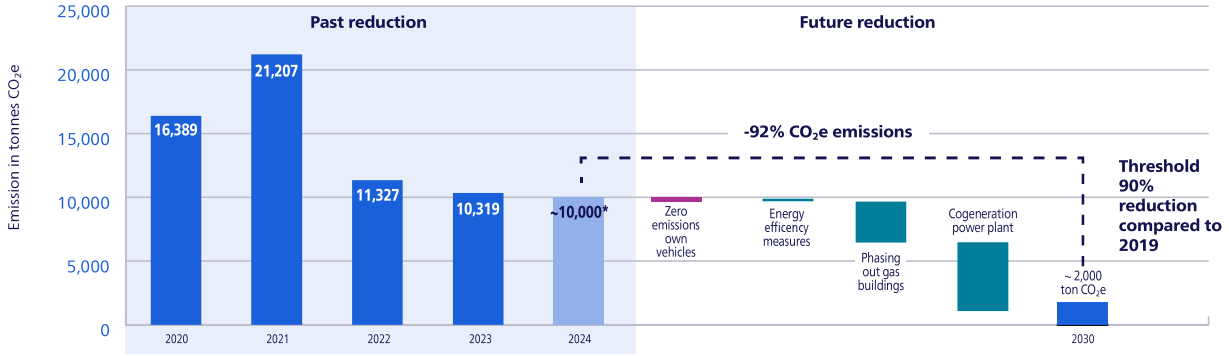
- Reduce the use of energy and fossil fuels
- Use energy as efficiently as possible
- Produce and use renewable energy to replace fossil energy

Scope 1 and Scope 2

Scope 1 emissions are direct emissions from owned or controlled sources, which for RSG refers to natural gas consumption, fuels used by own vehicles, propane, de-icing fluent, refrigerants, and ureum. Scope 2 emissions are indirect emissions from the generation of purchased energy.

Consistent with its key objectives, RSG is committed to ensuring that its strategy and business model are compatible with the transition to a sustainable economy and in line with the Paris Agreement. The figure historic Scope 1 and 2 emissions shows a decrease in emissions thanks to the measures taken. The figure

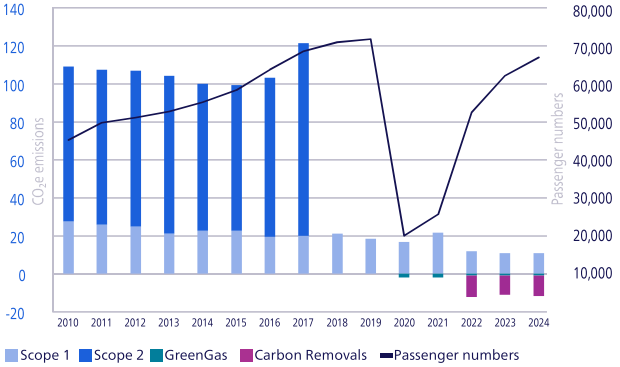
Transition plan AAS for Scope 1 and 2 emissions towards 2030



*Scope 1 2024 emissions data is not final yet

transion plan AAS shows our reduction path starting from 2024. Our four Dutch airports run on 100% Dutch wind electricity and/or Solar power, resulting in no market-based emissions in Scope 2. The main decarbonisation lever for the remaining emissions in Scope 1 is the phasing out of natural gas. The implementation of energy efficiency measures will remain important for responsible energy use. Because of the net-zero carbon status for three of the four Dutch airports and the planned projects to further reduce own CO_2e emissions, the expected increase in flight movements and passengers will not lead to an increase of market-based CO_2e emissions.

Historic overview of Scope 1 and 2 CO_2e emissions AAS (x1,000)



Scope 3

Scope 3 emissions are all indirect emissions that occur in our value chains, including both upstream and downstream emissions. RSG partners with Scope 3 stakeholders to stimulate decarbonisation efforts in our industry, particularly with airlines, suppliers, main contractors and operational business partners. Besides CO_2e emissions due to aviation, there are also CO_2e emissions because of surface access, materials and waste and construction activities, energy consumption of third parties and our internationial participations.

The International Civil Aviation Organisation (ICAO) member states adopted a collective long-term global aspirational goal of net-zero carbon emissions by 2050 for international aviation. The Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), adopted by the member states in 2016, is the first global market-based measure for any sector and offers a harmonised way to reduce emissions from international aviation, minimising market distortion while respecting the special circumstances and respective capabilities of ICAO member states. On 1 January 2024, CORSIA entered its first phase, with 126 participating states, marking the start of the offsetting requirements. From 2027, all international flights will be subject to offsetting requirements.

Multiple airlines and airports have made similar commitments via the International Air Transport Association (IATA) and Airports Council International (ACI) World. Several roadmaps have been developed to indicate what is needed from the industry and governments to reach the net-zero goal. Waypoint 2050 is the roadmap for global aviation, and Destination 2050 is the roadmap for European aviation. In addition, there are roadmaps being developed at the country level. Schiphol Group is involved in (inter)national working groups on the decarbonisation roadmap for aviation to share its knowledge and learn from stakeholders.

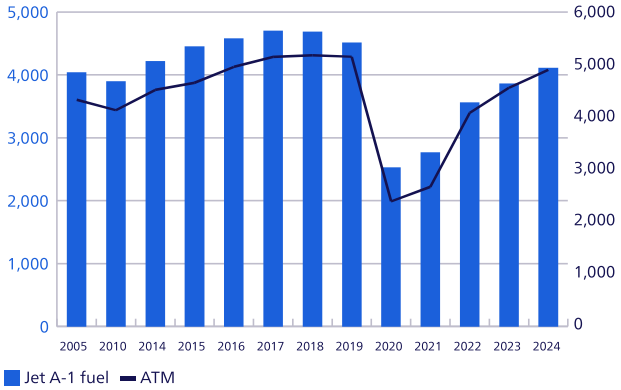
Intra-European flights have been included in the EU Emissions Trading System (EU ETS) since 2012. Acting as a cap-and-trade system, the EU ETS limits the number of emissions allowances issued, and thereby constrains the total amount of emissions of the sectors covered by the system. The European Commission will evaluate the effectiveness of the EU ETS and is considering including flights outside of the European Economic Area per 2027. Since 1 January 2021, departing origin and destination (O/D) passengers at Dutch airports are subject to air passenger tax. The Dutch government is exploring options to introduce flown distance as a criterion for determining the height of the air passenger tax, starting in 2027.

In effect, CORSIA, ETS allowances and the air passenger tax put a price on carbon emissions, reflecting the external costs of aviation. The total quantity of EU ETS allowances decreases over time, which may lead to an increase in the price of emissions over time. As airlines might incur higher costs, the instruments are by design an incentive to reduce in-sector emissions. The actual reduction follows the abatement curve, as emitting companies are allowed to trade the remaining allowances. In 2023, 78% of the departing flights from Schiphol went to a country in the European Economic Area, Switzerland or the UK. These flights are covered by EU ETS. 22% of the flights went to a country that is not covered by EU ETS, and are covered by CORSIA. This analysis is not yet available for 2024.

At the same time, RSG differentiates its airport fees to attract a cleaner and quieter fleet at Amsterdam Airport Schiphol. Airport fees are established every three years, with the next period being from 2025 until 2027. RSG financially supported the uptake of SAF at Schiphol between 2022 and 2024. In the long term, the extensive time-to-market for (radical) innovations to decrease the environmental impact of aircraft could jeopardise our Scope 3 ambitions.

The Jet A-1 CO_2e emissions from outbound flights and the flight movements from 2005 until 2024 are visualised in the figure below. The volume includes the fuelled SAF. RSG will evaluate its position on Scope 3 emissions as part of the updated corporate strategy for 2050. Since RSG cannot decarbonise Scope 3 emissions independently, collaboration with a large number of partners in the value and supply chain is crucial in reducing CO_2e emissions.

Jet A-1 fuel usage outbound flights per ATM (AAS) (x 1,000)



Investments

Our main principle is to upgrade assets in line with our sustainability goals at a logical moment in time. For buildings that still run on natural gas, the gas installation will be removed when the asset is renovated. Because of this integrated way of working, we do not execute many projects related exclusively to sustainability. It is therefore difficult to determine the share of an investment that contributed to our sustainability goals.

However, we believe that this integrated approach is most efficient for our business activities. From 2021 onwards, we will work with an investment portfolio, taking into account the different drivers that are important for our organisation. One of these drivers is sustainability. Projects to reduce natural gas and enable the transitions towards zero-emission ground operations are earmarked in the portfolio. RSG has external funding to partially finance its investments. We allocate green financing funds to green buildings and clean transportation in accordance with Schiphol Group's Green Finance Framework. Many or our projects are EU Taxonomy eligible. We are further embedding the EU Taxonomy into our organisation, including the capital life cycle, to ensure that our eligible and aligned percentages reflect the environmentally sustainable efforts being made. We provide information about relevant investments in 2024 in the topical sections of the Sustainability Statement. Some projects apply to more than one material topics. For example, the phasing out of fossil fuels contributes to lower CO_2e emissions and air pollution, while improving labour conditions for our own employees and those of our partners. Each investment is included once, primarily in the Climate change mitigation section. The investments are often recurring (e.g., charging facilities). The projects mentioned are highlights, but additional actions have been taken to progress towards our goals. Therefore, this overview is not exhaustive.

Locked-in GHG emissions in Scope 1 and Scope 3

Apparent locked-in GHG emissions coming from gas-heated buildings will be phased out during natural replacement moments, such as when an asset is being renovated or demolished. For the 10% natural gas that cannot be phased out by 2030, we use green gas. Since 2019, Schiphol Group buys green gas for a part of its gas consumption.

Locked-in emissions are also apparent in aircraft. Current fossil-fuel-powered aircraft have an average lifespan of at least 25 years, making it difficult to move towards more sustainable alternatives. Once the lifespan of aircraft is expired, they will be replaced with more efficient aircraft, reducing its CO_2e emissions.

External validation

To demonstrate credibility, we engage external validators to review our CO_2e commitments. The Science Based Target initiative (SBTi) validated the near- and long-term net-zero targets in 2023. Schiphol was the first airport worldwide with a validated long-term and science-based ambition. We will include Eindhoven Airport and Rotterdam The Hague Airport in 2025.

Amsterdam Airport Schiphol, Eindhoven Airport and Rotterdam The Hague Airport have obtained the highest level (level 5) of the ACI Airport Carbon Accreditation, the global carbon management certification programme for airports. This implies net-zero carbon for Scope 1 and Scope 2 and a decarbonisation roadmap for Scope 3, verified by external parties. Achieving net-zero status means that these three airports are aligned with the Paris Agreement 1.5 °C scenario for Scope 1 and Scope 2. Lelystad Airport is preparing its first full CO_2e footprint, also based on the ACI Airport Carbon Accreditation.

Actions in our Transition Plan

Our key actions to manage our IROs and reach our GHG emissions targets are spread over Scope 1, Scope 2 and Scope 3. Our full set of actions can be found in Sustaining your World.

Scope 1

The main measure for achieving our Scope 1 target is phasing out natural gas (90%). In 2024, Schiphol continued its efforts to phase out natural gas. A central ATES (Aquifer Thermal Energy Storage) at Schiphol Central Business District was successfully delivered, representing an investment of 7.1 million euros. Reducing natural gas is also part of the renovation of Pier E and two fire brigade stations, representing investments of 8.7 million and 9 million euros, respectively. Phasing out natural gas in Terminal 1 and 2 is the most challenging project because the operation needs to continue during the necessary construction activities. In 2024, we spent approximately 5.5 million euros on preparatory activities. The projects will span multiple years. These CAPEX expenditures are eligible under the EU Taxonomy CCM7.2. With our current scheduled investment portfolio, we are on the pathway to reduce the gas consumption of our buildings in 2030 by 52% to 90% compared to 2019 levels. Phasing out natural gas is a non-recurring activity per asset.

The electrification of our own vehicle fleet is an ongoing process. In 2024, some fossil fuel vehicles were replaced by electric vehicles. In addition, RSG purchased 50 new electric buses for its airside operations at AAS. The buses will mainly replace our oldest electric bus fleet, which has been in operation since 2015.

Scope 2

The Dutch airports within Schiphol Group all run on 100% renewable electricity, reducing our market-based footprint for Scope 2 to zero. Each year, RSG aims to become more energy efficient. The ISO 50001 standard for energy management provides essential guidance. We aim to generate renewable energy on our own sites to achieve our energy-positive goal in 2050. However, the increased electricity demand forces us to strengthen our grid and become more energy efficient. Furthermore, we have a master plan power grid in place to prevent grid congestion now and in the future. We applied for additional grid capacity on the grid at Schiphol some years ago. These efforts were successful and led to the investment in a new high-voltage substation at Schiphol Centre, the upgrade and replacement of other substations and the installation of a new cable network. Work on the substations and network began in early 2024. The new high-voltage substation will be integrated into the surrounding environment. Most of the structure is covered by an 11-metre-high dome, over which herbs, shrubs and trees will grow. A total of approximately 41 million euros in CAPEX was spent in EU Taxonomy categories CCM 3.20 and CCM 4.9. Strengthening the electricity grid will be an ongoing activity for Schiphol. The three regional airports do not own the electricity grid and do not have to invest in additional grid capacity.

New buildings

Schiphol Group integrates its sustainability objectives into the design and construction of new buildings. Pier A will be delivered in 2027 and will run on electricity and an ATES system. The process to obtain a LEED Gold certification for Pier A is ongoing. Because of the incorporation of sustainability requirements, the entire asset can be reported in alignment with the EU Taxonomy criteria, with a total CAPEX of 179 million euros. The new security checkpoint (Doorlaatpost 90) is also EU Taxonomy aligned, with a CAPEX of 1.9 million euros. The total CAPEX of this project was 5.7 million euros in 2024. We also built a new car rental facility. The facility is EU Taxonomy eligible, with a total CAPEX of 23 million euros. It is equipped with solar panels and does not have a gas connection. All new buildings fall in category CCM7.1 of the EU Taxonomy.

Scope 3

Kerosene emissions are the largest contributor to Scope 3 (94%). At the same time, reducing these emissions is difficult and costly. In the short term, blended SAF is the best option to reduce emissions. SAF is not 100% sustainable, but it is a more sustainable alternative to fossil fuels, emitting 70% to 90% less CO_2e compared to fossil kerosene. While we support the aviation sector in reducing emissions where possible, we do not have direct influence.

Since 2022, Schiphol Group has received a continuous supply of SAF and distributed it to multiple airlines operating at Schiphol, including Air France, KLM, Delta, Ryanair, Transavia and DHL. At Schiphol, over 110,000 tonnes of SAF were delivered in 2024, making the airport one of the leading SAF hubs in the world. Between 2022 and 2024, RSG made 15 million euros available to incentivise the uptake of SAF by airlines at Schiphol. The SAF incentive will not be continued in 2025 because the ReFuelEU Directive will come into effect. This directive requires all fuel suppliers to ensure that, on average, SAF constitutes at least 2% of their yearly delivery of kerosine to EU airports, ramping up to 6% by 2030. Airports need to enable these SAF deliveries. Schiphol Group is already well prepared and will further encourage the supply chain to produce and supply SAF to its airports in the Netherlands.

Since 2019, RSG has financially supported several initiatives related to research and development and the upscaling of SAF production facilities.

In 2024, the Synkero eSAF production facility was set up in the Port of Amsterdam. The plot and pre-engineering study has been finalised. The consortium concluded that the current availability of green hydrogen and biogenic CO_2e is too limited to advance to the next stage without sufficient funding.

While some production facilities (e.g., Shell, Arg) stopped increasing the supply of hydroprocessed esters and fatty acids (HEFA) fuels for aviation, SkyNRG is still preparing the DSL01 facility in the Netherlands, planned to start in 2028. Meanwhile, the EU TULIPS project will also contribute to the scaling up of the SAF supply at EU airports. Initiatives we plan to explore over the next two years include creating new supply channels for e-fuels, enabling large-scale supply options and introducing potential SAF incentives at other EU airports.

Schiphol Group also participates in initiatives to develop hydrogen and battery-electric propulsion. Together with various innovation partners, such as Rotterdam The Hague Innovation Airport (RHIA) and Port of Rotterdam, Rotterdam The Hague Airport (RTHA) is working towards facilitating hydrogen-powered aviation.

RTHA plays an important role in a new European research project for the use of hydrogen in aviation: GOLIAT. This project, which started in 2024, focuses on developing technologies for the safe and reliable use and refuelling of aircraft with liquid hydrogen at airports. RTHA is one of three airports, along with Stuttgart (Germany) and Lyon-Saint Exupéry (France), where pilot schemes will take place as part of this innovation project. RTHA was granted the environmental permit to build a liquid hydrogen storage and dispensing facility, and has finalised a delivery contract to receive liquid hydrogen from Air Products. From 2025 onwards, RTHA will be able to deliver liquid hydrogen to various research and development aircraft and carry out tests. The EU funded the GOLIAT project, which involves, amongst other developments, the demonstration of small-scale liquid hydrogen aircraft ground operations was granted in 2024 and will run in the upcoming years. In 2025, Schiphol Group will intensify its efforts related to hydrogen supply and demand.

In 2024, a charging area for electric aircraft was installed at Lelystad Airport, and fuel options were expanded to include Avgas UL94, a more sustainable option.

Taxiing of aircraft

Schiphol Group is working with a consortium to take steps towards the operational roll-out of more sustainable taxiing at Schiphol. The consortium includes Corendon, dnata, KLM, Luchtverkeersleiding Nederland ('Air Traffic Control the Netherlands'; LVNL), Swissport, Transavia, TUI and Viggo. While our ambition to eliminate all avoidable taxiing-related emissions remains unchanged, the consortium members have submitted an update to the strategic roadmap, detailing the scale-up of more sustainable taxiing until 2030. These efforts will build on the insights gained from the showcase executed with the two TaxiBots, special towing vehicles owned by Schiphol. Scaling up sustainable taxiing is an opportunity to drastically lower fuel consumption, GHG emissions, local UFP levels and disturbance caused by ground operations.

Schiphol and KLM are continuing their collaboration on a European level as part of the EU-subsidised HERON consortium, which aims to drive sustainability by reducing CO_2e emissions related to airport operations. Within the context of HERON, RSG successfully established more sustainable taxiing as a Single European Sky ATM Research and Development (SESAR) solution. RSG received 4.8 million euros for the HERON project. We also continue to work with the European Organisation for the Safety of Air Navigation (Eurocontrol) to align recommendations, implement more sustainable taxiing across Europe and develop European operational standards for TaxiBot operations.

Other actions

Other Scope 3 emissions categories we are working on include surface access, materials and waste, and ground operations. Higher passenger volume and more air traffic movements may result in an increase in emissions in most categories.

Surface access includes passengers travelling to and from the airports, commuter traffic of third party employees and truck traffic. Although 2% of our total carbon footprint may seem small, it represents a substantial portion of our emissions in absolute terms. Given the impact of transport on air pollution, we took action by upgrading the bus station at Schiphol to better facilitate public transport. This project falls in categories CCM6.15 and CCM6.16 of the EU Taxonomy and amounted to 19 million euros in 2024. The project will span multiple years. The buses running to and from parking areas for passengers have run on electricity since December 2024. We have installed charging facilities for these buses, a 2.5 million euro activity in EU Taxonomy category CCM6.17 in 2024. For the coming years, we have budgeted the expansion the network of charging facilities at landside.

For the electrification of its ground operations, Schiphol Group has initiated several projects to facilitate business partners in switching to zero-emissions ground handling equipment. These projects are carried out between 2021 and 2030. Investments to enable the transition towards electric ground operations amounted to 20 million euros in 2024 in EU Taxonomy category CCM6.17 and CCM6.20. Additional budget is available for the coming years to facilitate this transition. In 2024, the European Commission granted RSG a 20 million euro subsidy via the CEF Transport Alternative Fuels Infrastructure Facility. 17 million euros is available for charging infrastructure, battery storage, preconditioned air (PCA) units and for contributing to the development of a new energy main station in the next three years. TCR/KES received 3 million euros for electric ground power units (eGPUs) through the same grant.

In 2024, 56 additional electric PCA units were put into service, limiting the use and emissions of the auxiliary power units in the aircraft. All wide--body stands and a large number of narrowbody stands now have a PCA unit. We are tendering the last set of PCAs, planned for delivery in late 2025. Our business partner, KES, has replaced some GPUs with electric GPUs on narrow-body stands. At Eindhoven Airport, there are now four electric GPUs in operation. The ground handler at Rotterdam The Hague Airport also uses several electric GPUs and piloted an electric tow tractor in 2024. In addition, demonstrations of the first hydrogen-powered GPU for providing electricity to aircraft took place. While RSG and

its business partners are transitioning to electric and hydrogen-powered equipment, HVO100 is the default transition fuel at our Dutch airports. Because of HVO100 the share of ground operations in the carbon footprint is 0%.

By making these investments, RSG is working to comply with the EU Alternative Fuels Infrastructure Regulation Directive and the Trans-European Transport Network policy.

Non-CO_2 emissions

Non-CO_2 emissions of NOx, soot, oxidised sulphur and water vapour, which occur at high altitudes, also contribute to global warming. These emissions and induced contrails can have both warming and cooling effects on the climate, although the net impact results in positive (warming) radiative forcing. CO_2e emissions are likely to reflect one third of the climate impact of aviation, but reliable estimates at the airport level are currently lacking. Hence, non-CO_2 emissions are not yet quantified. In addition, further reflection on how to best address non-CO_2 climate impacts is required. Absent a baseline, we have not explicitly included non-CO_2 emissions in our target. However, our net-zero-carbon target by 2050—which is in line with the 1.5°C pathway—will also lead to a reduction in non-CO_2 emissions. RSG is actively involved in further research and potential mitigation actions for non-CO_2 emissions. RSG participates in sessions with Eurocontrol and is in close contact with Breakthrough Energy and Imperial College London on this topic. Airlines will report non-CO_2 emissions for flights under the EU ETS for the first time during 2025. The European Commission and the aviation sector will learn from the reports. Because of the early stage of this reporting, no EU ETS allowances are needed for non-CO_2 emissions.

Carbon removals

Amsterdam Airport Schiphol, Eindhoven Airport and Rotterdam The Hague Airport compensate the remaining Scope 1 emissions using carbon removals. The specific guidelines for these removals can be found in the ACI Airport Carbon Accreditation carbon offsetting guideline. RSG invested in a nature-based reforestation project in Tanzania, involving the conversion of more than 10,000 hectares of degraded grasslands into forest. To promote environmental conservation, the project focuses on soil conservation, protection of water sources and enhancement of biodiversity. The project involves local communities by offering them employment and income via carbon financing. Over 600 employees receive a salary and carbon income equal to 10% of the projected carbon revenue. The project is a combination of climate change mitigation, biodiversity actions and social impact. The project is Verified Carbon Standard and Climate, Community & Biodiversity Standards certified, ensuring that the effects, monitoring and auditing of emissions-reducing projects is conducted properly and that socio-economic and biodiversity benefits for the local communities and nature are in accordance with the Climate Community & Biodiversity standard. The carbon credits were provided by Anthesis, which is a founding member of the International Carbon Reduction and Offset Alliance (ICROA). ICROA monitors the working methods annually and ensures reliable climate compensation. More information is available in Additional environmental information.

Metrics and targets

Schiphol Group involves relevant stakeholders and consults the latest scientific reports to develop targets. We use our TPI Sustainability to assess our climate mitigation efforts for Scope 1, Scope 2 and partially for Scope 3, reported quarterly. It shows our progress towards our zero CO_2e emissions 2030 goal. Our TPI Sustainability is expressed in CO_2e.

Results

TPI Sustainability

The 2024 target was to achieve a 65% reduction in CO_2e compared to the 2019 baseline. Although the decrease in fuel consumption was less than we expected due to, for example, the delayed delivery of zero CO_2e emissions equipment, RSG was able to achieve the target. In 2025, we will no longer use a single performance indicator for all airports and instead will report on each airport separately.

TPI Sustainability

	Unit	2024	2019	Change
Royal Schiphol Group	K tonnes CO_2e	17.73	51.2	-65%
Amsterdam Airport Schiphol	K tonnes CO_2e	16.77	48.8	-66%
Eindhoven Airport	K tonnes CO_2e	0.74	1.2	-38%
Rotterdam the Hague Airport	K tonnes CO_2e	0.15	1.1	-86%
Lelystad Airport	K tonnes CO_2e	0.07	0.1	-30%

Energy efficiency

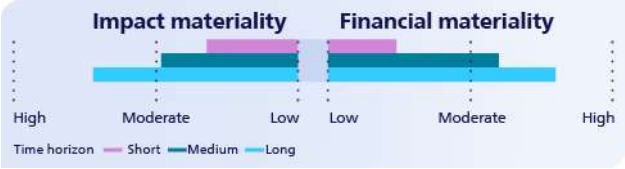
RSG aims to make the most efficient and sustainable use of energy in its business operations. We take measures to limit our energy consumption every year, and this is a key consideration when replacing our installations and systems. The 2024 target was to achieve a 5% energy efficiency rating for Schiphol Group. A comprehensive assessment resulted in a set of measures to achieve this target, however, we experienced delays in the implementation. As such, the overall energy efficiency rating amounted to 3.6% in 2024.

Scope 3 emissions

Kerosene emissions are the largest contributor to Scope 3. The 2030 target set jointly by the Dutch government and the aviation sector is to limit aviation emissions from outbound flights to below 2005 levels. In 2024, the aviation sector exceeded the 2005 emissions level for the first time since the COVID-19 pandemic (2005: 10.3 MT; 2024: 10.5 MT CO_2e).

We report on all other targets at different frequencies throughout the year.

Climate change adaptation



Why it matters: our approach and policy

RSG airports make the Netherlands highly accessible. Our open economy relies on air connectivity. Together, Amsterdam Airport Schiphol and the 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. Globally, airports have already faced the impacts of climate change, including melting runways due to extreme heatwaves and flooding due to extreme rainfall. These 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 leads to changes in kerosene consumption, flight times and delays.

The effects of climate change will make RSG vulnerable across different assets, activities and interactions with both passengers and employees. Due to historical CO_2e emissions, a lock-in situation exists, meaning that even in a hypothetical scenario where CO_2e emissions cease, climate change adaptation remains necessary. Moreover, climate change and the associated risks are expected to increase in the next decades. Mitigating climate risks is crucial for maintaining our resilience in the coming years and for reducing the risk of damage due to climate change. Climate change adaptation actively supports the Sustainable Development Goal climate action.

Schiphol Group's policy delineates how it navigates its material impacts, risks and opportunities (IROs) in relation to climate change adaptation. This policy elaborates on our ambitions, actions and targets and operates in synergy with associated policies that address climate change mitigation and labour conditions. The following three policies in particular support our overall climate change adaptation strategy:

- Climate resilient airports – climate adaptation strategy 2022: The starting point for an integral climate adaptation policy for RSG, which enables the Executive Team to evaluate our Top Performance Indicators (TPIs) and make decisions while taking into account climate-related risks.
- Strategic investment plan water: A comprehensive plan to address challenges concerning water storage, drainage and connectivity.
- HSE Management Plan – Hot-cold working conditions: A management plan with measures taken by RSG ahead of a specific season and/or in the event of extreme weather conditions.

To stay climate resilient, RSG has determined the following three key objectives:

- Embed climate adaptation in requirements and principles
- Expand climate change knowledge and monitor climate impact
- Create awareness and embed the ambitions and strategy in the organisation

Our airports make the Netherlands highly accessible, facilitating the flow of passengers and goods. In doing so, they contribute to economic growth, direct and indirect employment, and individual well-being. Ensuring that our airports are resilient in a changing climate is key. Schiphol Group is prepared for known weather events. We also expect a shift towards extreme weather events related to precipitation and tropical days. Given that the climate is changing, we need to step up and ensure that our assets remain resilient and to reduce the risk of damage. We need to prepare today, to be ready for the changes of tomorrow. Since we own and operate our airports, climate adaptation is in our direct control, unlike mitigating climate change. However, we accept a certain level of risk due to our understanding that we cannot shield our airports from all extreme weather events.

Our goal for 2025 is twofold:

1. Get more historical data on operational disruptions due to extreme weather events to enable quantitative monitoring and identification of trends. We also plan to research the impact of extreme weather events at destinations, which can result in delayed flights to and from our airports in the Netherlands.
2. Quantify the financial impact on new and existing assets due to climate change.

Enabling the organisation

RSG's Executive Team and Supervisory Board provide support to uphold and facilitate the management of the IROs described in this policy. The Executive Team of Schiphol Group has endorsed this policy. The Executive Director of Infrastructure oversees the implementation of this policy and provides regular progress and impact reports to the CEO. The infrastructure department, in close collaboration with pertinent departments, carries out the actual implementation of this policy along with the establishment of mitigating measures.

Issues related to the IROs are routinely discussed with the Safety, Sustainability and Stakeholder Committee of the Supervisory Board, ensuring constant dialogue and action.

Physical and transition risks

Physical risks

We conducted a resilience analysis in 2022. The extreme weather events that occur at our airports are heavy precipitation, winter days and storms. In the near future, we foresee more extreme and irregular precipitation, more heat days, fewer winter days and fog.

For our physical risk analysis, we used the following Koninklijk Nederlands Meteorologisch Instituut ('The Royal Netherlands Meteorological Institute'; KNMI) climate projections: KNMI '14 scenarios, Klimaatsignaal '21 insights and support from the latest meteorological insights from the KNMI '23 scenarios. These projections are in line with the newest insights from reports of the Intergovernmental Panel on Climate Change and range from high to low emissions scenarios. In the moderate scenarios the global temperature increase is 1 °C in 2050 and 1.5 °C in 2085 (compared to 1981-2010); in the warm scenarios the increase is 2 °C in 2050 and 3.5 °C in 2085 (compared to 1981-2010). The warm scenarios are the high emission climate scenarios. The climate scenarios were specific to Amsterdam Airport Schiphol, while our double materiality assessment (DMA) applies to Schiphol Group as a whole. The timespan for the strategy is 2022 to 2030 for the short term and 2050 for the long term.

Transition risks

The Task Force on Climate-Related Financial Disclosures framework describes four types of transition risks:

- **Policy and legal risks**: Transition risks are relevant for Schiphol Group. There are political and legal changes (i.e., EU ETS and Fit for 55 at the EU level and a potential CO_2e ceiling at the national level).
- **Technology risks**: Mitigation of climate change is a key activity for our organisation. RSG is net-zero for Scope 1 and Scope 2 at three Dutch airports and considers the decarbonisation of aviation crucial. While not in our direct control, RSG contributes where possible, for example through the SAF incentive and advocacy. RSG lobbied for an air passenger tax differentiated by travel distance. Please refer to Governance to read more about our advocacy activities.
- **Market risks**: There are many technological innovations needed to transition towards a net-zero aviation sector (e.g., hydrogen propulsion). These innovations may lead to higher priced flight tickets and thereby impact demand. This is an example of a market risk we need to manage.
- **Reputational risks**: If RSG does not do enough to enable the decarbonisation of the aviation sector, there is a risk of climate-related court cases, diminished support from society and reduced interest from financial investors. NGOs are targeting the aviation sector and using airports as central and accessible locations to demonstrate. In 2024, the efforts focused on frequent flyers, following actions targeting private jets in 2022.

Impacts, Risks and Opportunities (IROs)

Transition risks and mitigation measures are incorporated in other material topics resulting from the DMA. For example, increasing prices for greenhouse gas (GHG) emissions is incorporated into the IROs of Climate mitigation, and the increased cost of raw materials is addressed in Resource use and circular economy.

For both types of risks, RSG collaborates on a sector-wide level with Eurocontrol, Airport Council International and airports. On a national level, RSG works with and leverages insights from the Dutch government, KNMI and research institutes. For detailed IROs on a physical and transitional level, please refer to our climate adaptation strategy.

Schiphol Group has identified several IROs pertaining to Climate change adaptation. These IROs are reflected in the strategic pillar Quality of Life and are deemed material following the DMA process:

Actual positive impact

1. Being prepared to adapt to transition risks and opportunities associated with the changing climate

Risk

2. Impact of extreme weather conditions and climate change on business continuity

Actions to manage our IROs

Schiphol Group is prepared for known events. The handbook Adverse weather conditions provides relevant guidance on managing current extreme weather events and resuming the operation as quickly as possible. Occasionally, flights are cancelled or rerouted to other airports. An example from 2024 was disrupted operations at Eindhoven Airport due to fog.

Schiphol has conducted multiple studies on flooding. Amsterdam Airport Schiphol is able to withstand rainfall with a likelihood of 1/100 years, which means no significant delays and damage occur during heavy rainfall. The rainfall can be stored locally without the flooding of critical assets.

The risk that airport infrastructure will not be adapted to climate change in time is covered in our Enterprise Risk Management framework. Risks related to extreme weather conditions are part of our Operational Risk Management framework.

Rainfall is becoming more extreme and more frequent. Extreme precipitation may lead to flooding, damage aircraft and delay construction activities. For new infrastructure developments, RSG will take into account climate projections after 2050 to anticipate climate change in the long term. Because our assets have a long lifespan, this is crucial to stay resilient. Two projects that are in the design phase are the redevelopment of Schiphol East and of Terminal South. Expenditures related to climate adaptation are an integral part of the project budget.

Temperatures and heat are also becoming more extreme as a result of climate change. More tropical days (temperatures exceeding 30 degrees Celsius) are expected in the Netherlands.

Currently, Eindhoven Airport and Lelystad Airport have the highest number of tropical days. In the high 2050 scenario, Eindhoven Airport will experience the largest increase in tropical

days: from three to six days per year to approximately 15 to 18 days per year. Rotterdam The Hague Airport, Amsterdam Airport Schiphol and Lelystad Airport will see approximately nine to 12 tropical days per year due to the more mitigating influence of the sea.

Since workers wear protective clothing outside, the risk of dehydration and heat stroke increases. We aim to learn from airports located in high-temperature areas about the measures they implement to ensure employee safety and maintain their infrastructure amid changing weather conditions. These changing conditions also require more cooling in buildings (air conditioning), aircraft (preconditioned air units) and assets (cool runways with water).

In 2025, we will take the first steps to assess whether the buildings in our commercial real estate portfolio are climate adaptive. Together with a third party, Schiphol Group will scan its current portfolio and formulate future actions where needed. These changing standards will lead to cost increases in the portfolio.

We conduct research on the transition risks related to demand shifts in collaboration with the Knowledge and Development Centre (KDC) to obtain extensive knowledge of the transition risks for Schiphol related to climate adaptation and to develop mitigating policies. We participate in a working group led by Airports Council International Europe and Eurocontrol to gain more knowledge and share best practices. Extreme weather events are expected at our own locations, but even more so at locations within our network. These events lead to service interruptions for inbound and outbound flights. We aim to gain more knowledge on this consequence of climate change and how to adapt to it. In 2024, we started the process of identifying our transition risks by collaborating with KDC to initiate an explanatory study.

Metrics and targets

Decarbonisation metrics are available in the Climate change mitigation section. 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.

Emissions reporting overview

Below you will find the emissions table of Royal Schiphol Group. The emissions data covers Amsterdam Airport Schiphol, Eindhoven Airport, Rotterdam The Hague Airport and Lelystad Airport. Additionally, Brisbane Airport, Hobart Airport and Maastricht Airport are included under Scope 3, Category 15 emissions.

All calculations are conducted in accordance with the GHG Protocol. Emission factors are derived fromCO_2-emissiefactoren and the ACA Acert Tool V7, with emission origins based on ACA Level 5 guidelines, as these are the most comprehensive calculation methods to determine the total GHG footprint for airports.

The 2024 emissions data is preliminary and subject to further refinement. Some items are marked as not available yet and will be included in the next annual report in alignment with reporting cycles. This delay is primarily due to data availability from third-party stakeholders in Scope 3, who require additional time to process and interpret their information. Additionally, gas and electricity usage data for the final months of 2024 may be updated in 2025 as this information will be actualised. 2019 is used as the base year; however, this is not the official base year for RSG airports in terms of accreditations. Rather, 2019 was the first year in which total emissions were categorised according to the latest GHG Protocol framework, making it easier to compare emissions in the table.

Certain emission sources such as de-icing, refrigerants, urea and firefighting are excluded from target-setting due to mandatory training or regulations. Within Scope 3, Category 1 and 2 are still evolving, therefore it is not yet possible to determine targets.

It is also important to note that CO_2e emissions are likely to account for only one third of aviation's total climate impact. Non-CO_2 emissions have not yet been quantified, as further consideration is required to determine the best approach for addressing non-CO_2 climate impacts.

Total GHG emissions[1,2,3,4,5,6]

	Retrospective				Milestones and target years			
	Base year (2019)	**Comparitive (2023)**	**2024[7]**	**%2024/2023[8]**	**2025**	**2030**	**(2050)**	**Annual % target/ Base year**
			Scope 1 GHG emissions					
Gas consumption	19,957	10,813	10,883	0.6%	n/a	90% reduction	0	not linear
Vehicle fleet including lease cars	2,144	244	*244*	0%	n/a	90% reduction	0	not linear
Fire brigade & other fuel consumptions (incl emergency power supply), De-icing fluids for surface de-icing, Refrigerants, and Ureum[9]	639	793	*793*	0%	n/a	n/a	0	n/a
Gross Scope 1 GHG emissions (tCO_2e)	**22,740**	**11,850**	*11,920*	**0.6%**	**n/a**	**90% reduction**	**0**	**not linear**
Green gas consumption	-3,167	-1,569	-1,708	8.9%	n/a	0.1	n/a	n/a
Net Scope 1 GHG emissions (tCO2e)	19,573	10,281	10,212	-0.7%	n/a	90% reduction	0	n/a
			Scope 2 GHG emissions					
Gross location-based scope 2 GHG emissions (tCO_2e)	**116,421**	**68,013**	**79,467**	**16.8%**	**n/a**	**0**	**0**	**n/a**
Gross market-based scope 2 GHG emissions (tCO_2e)	0	0	0	0%	n/a	0	0	n/a
			Significant scope 3 GHG emissions					
Total gross indirect (scope 3) GHG emissions (tCO_2e)	**12,243,946**	**11,025,544**	**11,790,924**	**not available yet**	**n/a**	**n/a**	**net-zero CO2e emissions**	**n/a**
1. Purchased goods and services	498	19,689	*19,689*	0%	n/a	n/a	net-zero CO2e emissions	n/a
2. Capital goods	n/a	233,847	*233,847*	0%	n/a	n/a	net-zero CO2e emissions	n/a
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	20,568	4,612	*4,612*	0%	n/a	n/a	net-zero CO2e emissions	n/a
4. Upstream transportation and distribution	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a
5. Waste generated in operations	3,664	3,985	*3,985*	0%	n/a	Zero Waste	net-zero CO2e emissions	not linear

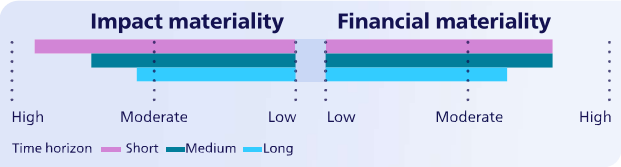
1 These emissions include AAS, EIN, RTHA and LEY airport. Brisbane Airport, Hobart Airport and Maastricht Airport are included in scope 3 cat 15
2 Calculations according to the GHG protocol.
3 Emission factors based on CO2emissiefactoren.nl and ACA Acert tool V7.
4 Emission origins based on ACA Level 5.
5 CO_2e emissions are likely to reflect 1/3 of the climate impact of aviation. The non-CO_2 emissions are not quantified yet, because further reflection on how to best address non-CO_2 climate impacts is required.
6 Data that is not available yet will be included in the next annual report in alignment with the reporting cycles.
7 Italic 2024 numbers are preliminary and have not been finalised yet, they will be finalised in the next reporting cycle.
8 If change is 0.0% the 2024 emissions are not availible yet and will be provided in the next update.
9 Emissions related to de-icing, refrigerands, ureum and fire fighting will have no targets due to mandatory training/ regulations

Total GHG emissions[1,2,3,4,5,6]

	Retrospective				Milestones and target years			
	Base year (2019)	**Comparitive (2023)**	**2024[7]**	**%2024/2023[8]**	**2025**	**2030**	**(2050)**	**Annual % target/ Base year**
6. Business traveling	1,172	796	*796*	0%	n/a	Net-Zero Emissions	net-zero CO2e emissions	not linear
7. Employee traveling	3,124	2,210	*2,210*	0%	n/a	0	net-zero CO2e emissions	not linear
8. Upstream leased assets	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
9. Downstream transportation	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
10. Processing of sold products[9]	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
11: Use of sold goods	11,986,642	10,683,010	11,448,390	7%	n/a	n/a	net-zero CO2e emissions	n/a
Jet-A1 emissions outbound flights[10]	11,543,582	10,415,922	11,181,764	7%	n/a	2030 = 2005	net-zero CO2e emissions	not linear
Fuel uses for ground operations	37,414	1,145	845	-26%	n/a	0	net-zero CO2e emissions	not linear
De-icing fluids used for aircraft	741	838	676	-19%	n/a	n/a	net-zero CO2e emissions	n/a
Other items Category 11[11]	404,905	265,105	*265,105*	0%	n/a	n/a	net-zero CO2e emissions	n/a
12. End-of-life treatment of sold products	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
13. Downstream leased assets	100,446	69,845	*69,845*	0%	n/a	n/a	net-zero CO2e emissions	not linear
14. Franchises	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
15. Investments	127,832	7,550	*7,550*	0%	n/a	n/a	net-zero CO2e emissions	n/a
			Total GHG emissions					
Total GHG emissions Location based (tCO_2e)	**12,383,107**	**11,105,407**	**11,882,311**	**7%**				
Total GHG emissions Market based (tCO_2e)	**12,263,519**	**11,035,825**	**11,801,136**	**7%**				

1 These emissions include AAS, EIN, RTHA and LEY airport. Brisbane Airport, Hobart Airport and Maastricht Airport are included in scope 3 cat 15
2 Calculations according to the GHG protocol
3 Emission factors based on CO2emissiefactoren.nl and ACA Acert tool V7
4 Emission origins based on ACA Level 5
5 CO_2e emissions are likely to reflect 1/3 of the climate impact of aviation. The non-CO_2 emissions are not quantified yet, because further reflection on how to best address non CO_2 climate impacts is required.
6 Data that is not available yet will be included in the next annual report in alignment with the reporting cycles.
7 Italic 2024 numbers are preliminary and have not been finalised yet, they will be finalised in the next reporting cycle.
8 If change is 0.0% the 2024 emissions are not availible yet and will be provided in the next update.
9 Emissions of Kappé were 75 ktonnes in 2023, they were not included in this overview as they were aquired midway 2024. Calculation based on spend based emission method in line with GHG protocol.
10 Jet-A1 emissions outbound flight also include SAF
11 Other items in scope 3 cat 11: Use of sold goods consists of Commuter traffic employees other parties, Passenger transport to Schiphol and Truck traffic to Schiphol.

Air pollution



Why it matters: our approach and policy

Schiphol Group is committed to reducing emissions from aircraft and fossil-fuel-powered ground activities, including construction activities and road transport to and from RSG airports, to limit substances that affect the climate, the environment and human health. Besides greenhouse gasses (GHGs), covered in Climate mitigation, there are several air pollutants emitted by activities related to RSG, including carbon monoxide (CO), nitrogen oxides (NOx), particulate matter (PM10 and PM2.5), polycyclic aromatic hydrocarbons (PAHs), ultrafine particles (UFPs), sulphur oxides (SOx) and volatile organic compounds (VOCs). Air pollution reduction actively supports the Sustainable Development Goal sustainable cities and communities.

Schiphol Group's policy delineates how it navigates its material impacts, risks and opportunities (IROs) in relation to air pollution. This policy elaborates on our ambitions, actions and targets, with a focus on reducing air pollution in our own operations and value chain by focusing on electrification.

The policy is closely connected with policies for our own workforce and workers in the value chain, as mitigating air pollution is critical for a healthy work environment. The policy scope includes IROs throughout the entire RSG value chain, specifically in the aviation, construction, retail, food & beverage, services and transport value chain. It is important to note that the majority of emissions stem from the aviation value chain. We strive to take measures within our sphere of influence to encourage emissions reductions. However, the primary responsibility for aircraft emissions lies with airlines operating at RSG airports.

Schiphol Group's ambition is to reduce emissions that could negatively impact air quality, and therefore labour conditions for workers, at its airport sites and in neighbouring communities as much as possible and to comply with all relevant regulations, including those prescribing the quality requirements for our surface water during the winter operation.

We continuously work with our partners to improve air quality, which goes hand in hand with reducing CO_2e emissions. This often requires new ways of working and changes in procedures. This process takes time, especially given the importance of keeping our operation safe amidst these changes. RSG is proud of the introduction of preconditioned air units (PCAs), which are fully operational, limiting emissions and reducing emissions that can harm human health. This asked a lot from our organisation and our partners, with whom we delivered part of the solution.

In 2025, we will work on arrival and departure procedures together with Air Traffic Control The Netherlands (LVNL), airlines and ground handlers. The goal for the coming years is for departing flights to start their aircraft engines as far from the gate as possible. We are taking steps to update the arrival procedures so that aircraft can drive from the main taxiway to the stand without having to stop. This allows them to use only one engine if possible and minimises the engine power used.

Enabling the organisation

Schiphol Group's Executive Team and Supervisory Board provide support to uphold and facilitate the management of the IROs described in the policy. The Executive Team of RSG has endorsed the policy. The two sources contributing to air pollution are aviation and ground operation emissions. Governance varies by emissions category. This is presented in the table. The actual implementation of the policy and establishment of mitigating measures takes place within the context of various programmes, involving collaboration between relevant departments.

Emission category	Responsible department	Governance
Ground operation	Safety & Environment Risk Management	The Director of Safety & Environment is tasked with overseeing the comprehensive implementation of the ground operation-related emissions.
Aviation emissions	Strategy & Airport Planning	The Director of Strategy & Airport Planning is tasked with overseeing the comprehensive implementation of the aviation-related emissions.
Road transport emissions to and from airport	Strategy & Airport Planning	The Executive Director of Commercial is tasked with overseeing the comprehensive implementation of road transport-related emissions.
Construction activities	Infrastructure	The Executive Director of Infrastructure is tasked with overseeing the comprehensive implementation of the construction-related emissions

Impacts, risks and opportunities (IROs)

Schiphol Group has identified several IROs pertaining to Air pollution. These IROs are reflected in the strategic pillar Quality of Life and Quality of Work and are deemed material following the DMA process:

Actual negative impact:

1. Air pollution due to ground operations, aviation, surface access, construction activities and buildings

Risk:

2. Legal and reputational repercussions because of air pollution endangering the health of affected stakeholders (i.e., contamination or presence of harmful substances in living organisms and the natural resources that serve as food sources)

For the impact of air pollution on our own workforce and workers in the value chain, please refer to Workers in the value chain.

Actions to manage our IROs

Schiphol Group has three key principles with regards to managing air pollution IROs:

1. Start with measures that RSG can implement on its own to be a credible partner for actions that are in our indirect sphere of influence.
2. Focus on measures that have the largest impact, considering the required effort (investment, time and complexity).
3. Prioritise 'triple impact' projects, for example those with a positive effect on CO_2e, NOx and working conditions.

Our actions are categorised as follows:

- Reducing emissions from ground operations related to aviation
- Reducing emissions from airplanes arriving at and leaving from the airport
- Reducing emissions from road transport to and from the airport
- Reducing emissions from construction activities
- Reducing employee exposure to pollutants (for more details, see Workers in the value chain)
- Performing research to better understand pollution and its impacts

It is important to note that decreasing the combustion of fuel in either airplanes or other engines reduces emissions of pollutants as well as GHG emissions. This is not always the case for NOx emissions, as operating pressure and turbine inlet temperatures are increased during engine development for fuel reduction (and consequently CO_2e reduction) purposes. This increase in temperature and pressure results in adverse effects on NOx emissions.

These elements translate into the set of actions described below. In addition, we have procedures in place to foster contact with stakeholders and potentially affected communities. For more details on these procedures, please refer to Noise and affected communities.

Nature permit

Schiphol Group applied for a nature permit for its four Dutch airports in 2020. The Ministry of Agriculture, Fisheries, Food Security and Nature (LVVN) granted RSG a nature permit for Amsterdam Airport Schiphol in 2023. Schiphol has to stay within the requirements of NOx emissions for landing and departing flights, ground operation, construction projects and road traffic. The requirements include a reduction of NOx taxiing and further electrification of ground operation. Several NGOs have started a court case against the Dutch State to fight Schiphol's nature permit. These environmental organisations argue that the Dutch government did not sufficiently take the impact on nature into account. The court proceedings took place in November 2024, and the verdict is expected in the course of 2025. In the meantime, the Council of State has published a new ruling on 18 December 2024 in relation to internal netting. The court has reopened the nature permit case to analyse the impact of this ruling on Schiphol's nature permit.

In 2024, the Dutch government decided that Eindhoven Airport and Rotterdam The Hague Airport are exempt from the permit requirement, as the request pertains to the airports' pre-existing rights. However, the Dutch government did implement a NOx cap for both airports to safeguard the adjacent Natura 2000 sites. The ruling of the Council of State on the 18th of December 2024 may also effect Eindhoven Airport and Rotterdam The Hague Airport. We are investigating the possible consequences at the moment, whether a nature permit must be requested after all with the new ruling. We await announcements from the Ministry of Agriculture, Fisheries, Food Security and Nature. Lelystad Airport is in the process of obtaining a nature permit. As outlined in the current government policy, a decision on opening Lelystad Airport for commercial traffic can be expected in 2025.

NOx charge in airport charges structure

Since 2022, a specific NOx charge is included in the landing and take-off charges structure at Schiphol. This financial incentive seeks to stimulate the use of aircraft engines that emit less NOx, decreasing total NOx emissions.

The current tariff period runs until March 2025. In the airport charges structure for the period 2025 to 2027, the NOx charge is set to be 4 euros per kilo. Eindhoven Airport has a NOx differentation in the landing and take-off charge. Rotterdam The Hague Airport and Lelystad Airport are considering implementing a similar element in their charges structure.

Aircraft and Diesel Engine Emissions programme

The Aircraft and Diesel Engine Emissions (VDME) programme is a collaboration between Schiphol and sector parties that aims to minimise employees' exposure to UFPs emitted by aircraft and diesel engines. Although the programme is designed to reduce emissions and exposure to UFPs, many of programme measures are also relevant to reducing other emissions, such as NOx (in relation to the nature permit) and CO_2e.

In 2023, Schiphol received two sets of demands, Deelbesluit 1 and Voorgenomen Deelbesluit 2 ('Sub-decision 1 and Proposed sub-decision 2') from the Netherlands Labour Authority (NLA),

with which it must comply, regarding the health conditions of employees in relation to VDME. Schiphol is in constant contact with the NLA about the progress of the measures in the VDME programme that meet the requirements.

The auxiliary power units (APUs) action plan, submitted by Schiphol in collaboration with its sector partners in 2023, aims to reduce the use of APUs by aircraft parked on the apron. APUs run on kerosene and cause harmful emissions as well as noise disturbance for apron workers. The Inspectie Leefomgeving en Transport ('Human Environment and Transport Inspectorate'; ILT) monitors the progress of the measures on a regular basis. The main requirement is to provide PCA units at 61 stands at Schiphol by the end of 2025. We are on schedule to achieve this.

In 2024, 56 additional electric PCA units were put into use, limiting the use and emissions of the APUs in aircraft. Our business partner KES has replaced some GPUs with electric ground power units (eGPUs) on narrow-body stands. In addition, demonstrations of the first hydrogen-powered GPU for providing electricity to aircraft took place. While Schiphol Group and its business partners are transitioning towards electric and hydrogen-powered equipment, HVO100 is the default transition fuel at our Dutch airports.

Measures to reduce emissions on the platform

The Nederlandse Organisatie voor Toegepast Natuurwetenschappelijk Onderzoek ('Dutch Organisation for Applied Scientific Research'; TNO) carried out a UFP exposure study, which showed that employees on the platform are exposed to UFPs. Rotterdam The Hague Airport has been developing measures to reduce emissions of and exposure to UFPs for some time. This includes source-based measures, such as the continuous electrification of vehicles and equipment on the platform to reduce emissions during taxiing and parking, as well as personal protection measures. As stated, the continuous electrification of vehicles and equipment on the platform to reduce emissions during taxiing and parking are also important measures for our nature permit (NOx) and for the reduction of CO_2e emissions.

Please refer to Workers in the value chain for more information on the VDME programme.

Mobility Plan

The aim of the Mobility Plan is to stay below the maximum number of fossil-fuel-dependent road transport movements ('fossil movements') of 76,713 on average per day as part of the nature permit. Monitoring started on 1 November 2023 and runs through October 2024. Additionally, a prognosis is made for each year until 2027, considering both low and high scenarios based on the latest passenger figures. In 2024, we submitted our first annual report to the the Ministry of Agriculture, Fisheries, Food Security and Nature demonstrating that we stayed within the set limits in operating year 2024. In this period there was a higher share of electric vehicles and public transport than prognosed. Combined with the fact that Schiphol has not yet reached pre-COVID-19 passenger numbers, the maximum fossil movements is not exceeded in the reporting period.

Schiphol Group is working on multiple measures to mitigate the risk of exceeding the maximum allowed fossil movements, including measures related to personnel, airport drop-offs, electrification of (Uber and Bolt) taxis and the promotion of public transport. Another effective measure we considered was including taxis in the zero-emissions zone at Schiphol, further decreasing vehicle movements with a fossil fuel engine around the airport. A zero-emissions zone for taxis requires a change in legislation. RSG is in discussion with the local and national government to advocate for this.

Emission-free construction programme and reducing building emissions

Together with our business partners, we are investigating how to enable emission-free construction. We are currently testing zero CO_2e emissions equipment during construction projects.

Schiphol Group signed the Covenant Schoon en Emissieloos Bouwen ('Clean and Emission-Free Building Covenant'). In doing so, RSG joined the many other municipalities and organisations that are working to make their construction activities cleaner, healthier and quieter in the coming years. This collaboration, involving knowledge sharing and innovation, contributes to RSG's ambition to achieve zero CO_2e emissions and zero waste by 2030. In addition, construction activities are part of the nature permit and NOx emissions from construction activities therefore need to be reduced. Part of the covenant is a roadmap that shows clear steps for replacing fossil-fuel-powered machines with electric ones. Reducing transport emissions goes hand in hand with zero waste; by recycling more material on RSG's premises, we reduce total transport emissions.

Metrics and targets

The Dutch government continuously monitors the air quality around Schiphol, with the province of North Holland operating three air quality monitoring stations near the airport and publishing its measurements online. In 2023, Schiphol met all government air quality requirements (based on EU Directive 2008/50/EC) for this category. Frequent reporting and constant evaluation of our goals ensures that our targets remain effective.

Reporting on emissions from aviation sources is prescribed by the Regeling Milieu Informatie ('Environmental Information Regulation'; RMI) Schiphol, as part of the Luchthavenverkeerbesluit ('Air Traffic Decree'; LVB). The LVB/RMI requires the reporting of CO, NOx, particulate matter (PM10), SO_2 and VOCs from airplanes. The modelling is performed using the Netherlands Aerospace Centre LEAS-iT model, which applies the government-prescribed RMI method to calculate emissions. The method is based on the registration of aircraft that dock at RSG airports and the associated engine and APU types, along with government prescribed assumptions on the use of APUs and on the landing and take-off cycle. This results in a calculated kerosene consumption figure which can be multiplied with emission factors. For more information on requirements, please refer to the RMI legislation. The LVB and RMI are currently being revised by the Dutch Government.

In addition to aviation sources, RSG also reports air pollutants from ground sources, including aircraft engine testing and cranking, emergency power aggregates, fire department, ground

support equipment, and vehicles in parking garages. The calculation is based on the total volume of fuel consumed in combustion processes at RSG, which are multiplied by emission factors to calculate the total volume of pollutants emitted. In 2024, the emissions increased compared to 2023 due to higher amount of traffic and related processes on the ground.

There are additional pollutants in scope for ground operations due to health effects on our own workforce. This is due to the substances of very high concern reporting obligation.

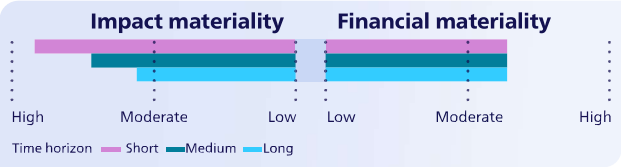
We currently model all our air pollution emissions due to the large number of emission sources to consider to accurately perform source measurements. These sources include airplanes landing and taking off, a large variety of vehicles, the fire department and various buildings. This modelling is particularly important because the emissions are not channelled, meaning they disperse freely into the environment, and because there are emissions from other sources such as highway traffic. We are working on a system to measure airside air quality at Schiphol in real time. We expect this measurement system to be ready in 2026.

Air pollution metrics

Metric	(Non-)ZZS[1]	Unit	2024	2023
Emissions of benzene to air	ZZS	Kg	1,215	not available
Emissions of carbon monoxide to air	non-ZZS	Kg	3,227,189	2,974,548
Emissions of Naphthalene to air	ZZS	Kg	115	not available
Emissions of Nitrogen oxides to air	non-ZZS	Kg	2,725,818	not available
Emissions of Non-methane volatile organic compounds (NMVOC) (same as VOC) to air	non-ZZS	Kg	316,823	299,179
Emissions of Particulate matter (PM10) to air	non-ZZS	Kg	103,551	95,777
Emissions of Polycyclic aromatic hydrocarbons (PAHs) to air	ZZS	Kg	1	not available
Emissions of Sulphur oxides to air	non-ZZS	Kg	116,895	110,788
Emissions of Particulate matter (PM2.5) to air	non-ZZS	Kg	4,478	not available
Emissions of lead to air[2]	ZZS	Kg	66	not available

1 Zeer zorgwekkende stof, as defined by the dutch RIVM.
2 Emission of lead is only for Rotterdam The Hague Airport.

Soil pollution



Why it matters: approach and policy

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

There are no activities or processes with intentional emissions of pollutants into soil. However, due to activities such as the use and handling of fuels, soil contamination incidents can still occur. If emissions do occur, we act prudently and in line with our permits and regulations to ensure that the impact on the environment is limited.

In addition to soil contamination incidents, there is also contaminated soil due to historical activities performed on RSG grounds, for example with perfluoroalkyl and polyfluoroalkyl substances (PFAS). RSG no longer uses fluids that emit PFAS. The contamination dates back to the use of PFAS-containing firefighting foam applied by the fire brigade from1985 to 2020 to extinguish liquid fires. Since 2020, because of an adjustment in European Union Aviation Safety Agency legislation and regulations, PFAS-containing extinguishing agents are no longer used in incidents. For every project that requires work in or with soil, the quality of the soil is assessed using the standard protocol and parameters in accordance with Dutch legislation. As of 2016, these assessments include testing for PFAS. Originally, the legislation restricted the reuse or disposal of PFAS-contaminated soil, and no effective remediation methods were available, leading to the establishment of storage facilities for contaminated soil on our grounds.

RSG has a permit from the Rijnland Regional Water Authority for Schiphol, describing the quality requirements for our surface water.

RSG's impact on water pollution is primarily related to the use of de-icing and anti-icing agents on planes and runways to ensure the safe operation of the airport. Although these agents are biodegradable, they can still have a negative effect on surface water quality as oxygen is used during the biological breakdown of the agents. Depleted oxygen levels in water bodies significantly affect living organisms, including plants. Two types of de-icing agents are used: monopropylene glycol and potassium formate, of which glycol has the greatest impact on oxygen levels in water bodies. In addition to water pollution, potassium formate contributes to Scope 1 and glycol to Scope 3 greenhouse gas (GHG) emissions.

Reducing and remediating pollution actively supports the Sustainable Development Goal life on land.

Schiphol Group's policy delineates how it navigates its material impacts, risks and opportunities (IROs) in relation to soil pollution, specifically in the aviation and the construction value chain. This policy covers our objectives and action plans to reduce and remediate soil pollution. In addition, we have procedures in place to foster contact with stakeholders and potentially affected communities. For more details on these procedures, please refer to the actions or to Noise and affected communities.

This policy is applicable to RSG and its consolidated group companies. This implies that while the consolidated group companies adhere to the principles of this policy, they may tailor their approach or develop their own internal policies, procedures, actions and, where possible, metrics and targets, to ensure compliance with the relevant principles.

RSG has the following three key objectives regarding pollution:

- Prevention of future pollution
- Control of the amount of pollutants leaking into the environment
- Detection and remediation of contaminated soil

Schiphol Group fully understands societal concerns about pollution and the impact that pollution may have on communities. We operate our airports in accordance with national and regional legislation. Engagement with local communities is important to keep everyone up to date on developments, including on the innovative solutions that we work on with partners. Schiphol applied for permits to install a soil remediation facility in 2024. We hope to begin the realisation of the facility at the end of 2025, pending permit approval.

Enabling the organisation

Schiphol Group's Executive Team and Supervisory Board provide support to uphold and facilitate the management of the IROs described in the policy. The Executive Team of RSG has endorsed this policy. Soil and water pollution are covered in the already existing Health, Safety and Environment (HSE) risk management processes and is included within the RSG top risk defined as 'failing to comply with applicable environmental laws and regulations'. The Safety Review Board determined that the Infrastructure department is the risk owner for soil and water pollution for areas related to aviation process and the Commercial departments for the other areas.

The Director of Safety & Environment oversees the implementation of the policy and provides regular progress and impact reports to the CEO via the Executive Director Operations.

The operations department, in close collaboration with other relevant departments, carries out the actual implementation of the policy, along with the establishment of mitigating measures.

Impact, Risks and Opportunities

Schiphol Group has identified several IROs pertaining to soil and water pollution. These IROs are reflected in the strategic pillar Quality of Life and are deemed material following the DMA process:

Actual negative impact:

1. Soil contaminated due to PFAS leakages and other spills

Risk:

1. Delays in the execution of construction projects due to changes in environmental regulations (e.g., finding PFAS in soil leading to construction stop)

Actions to manage our IROs

Schiphol Group makes every effort to manage pollution under the key principles of prevention, control and remediation. Prevention refers to processes that minimise the risk of spills and incidents. Control refers to processes that minimise the amount of pollutant that is leaked to the environment in case of a spill. Remediation refers to restoring the environment if a spill has occurred or historic pollution is discovered from previous activities performed at consolidated RSG sites.

Prevention

Schiphol Group adheres to the national guideline for soil protection as outlined in the Omgevingswet ('Environmental and Planning Act'), specifically the best available techniques described in the document Bodembescherming: combinaties van voorzieningen en maatregelen ('Soil protection: combinations of facilities and measures'). In addition, RSG follows a comprehensive soil risk analysis process to identify risks and implement essential measures and technical solutions that minimise contamination risks. HSE Risk & Compliance oversees that the preventative steps are firmly in place before activities commence.

Control

Leak and spill incident management

Every person active in the airport area is required to immediately report any leak and spill incidents. All reports of accidents, near-accidents, incidents and unsafe or undesirable events are registered in the Schiphol Incident Learning System (SILS), managed by HSE Risk & Compliance. If a leak does occur, it must be contained as soon as possible. Authority Officers oversee incidents and request the relevant service provider to clean and remediate incidents. If any pollutants have been released into the soil, the service provider notifies the Authority Officer, and a remediation plan is formulated.

Controls in case of existing or newly discovered soil contaminations with risks

In the case of an existing soil contamination with risks, or in the case of a newly created soil contamination with risks that cannot be remediated in the foreseeable future, we implement control measures. The control measure in these two situations is to carry out groundwater monitoring, where the concentrations of substances are periodically checked. If these concentrations exceed predetermined signal values, we take additional measures to remediate soil pollution or prevent further spreading.

Detection and remediation

Detection

Rotterdam The Hague Airport commissioned an external consultancy company to execute soil research at the fire brigade training site. This research indicated increased concentrations of PFAS in the soil, groundwater and ditches around the training site. In addition, the company conducted soil, groundwater and surface water measurements at the allotment garden associations Wilgentuin and Zuiderlaan, Ponyclub de Schieruiters and in the adjacent ditches. The GGD (Public Health Service) followed up on these results by carrying out a health-based assessment. In most gardens, PFAS levels exceeded the recommended daily limit for the consumption of self-grown food. This was true for both allotment associations. This can present a risk to individuals who consume food from their garden on a daily basis. In case of occasional consumption, the extra amount of PFAS ingested is small and the health risk limited. The GGD also found that in some places, the concentrations of PFAS in the ditches bordering the allotment gardens are higher than the standard for watering vegetable gardens.

The two nearby allotment associations and pony club have been informed about these research findings. The gardeners are advised by the GGD to alternate eating vegetables from their own garden with vegetables from the supermarket and consider growing crops in containers. In addition, the GGD advises against spraying vegetables with water from the ditches. No measures are necessary for the pony club.

Remediation

Schiphol implements remediation measures to mitigate existing soil pollution risks that are newly discovered. In the case of significant risks, we implement measures such as soil excavation, storing soil in a safe location or soil treatment. Dutch legislation currently prohibits the reuse or disposal of soil contaminated with PFAS. Additionally, there has long been a lack of remediation techniques. As a result, the only option for PFAS-contaminated soil was to store it. We have arranged several storage sites where the soil is stored pending a solution. Meanwhile, RSG has made a substantial effort to find a remediation technique that allows the soil to be reused after processing. We have considered several options and carried out tests with PFAS-contaminated soil from the Schiphol site.

In 2023, we made the decision to purchase a soil purification installation for the remediation of the stored PFAS-contaminated soil. The installation operates using a commonly used technique but features an adapted cleaning process for PFAS-contaminated soil that is based on the adhesion between PFAS and water. Schiphol applied for permits to install the soil remediation facility in 2024. We hope to begin the realisation of the facility at the end of 2025, pending permit approval.

We have recorded a provision for the expenditure to be incurred for the remediation of the contaminated soil. This is a recurrent activity. We refer to Note 24 in the Consolidated financial

statements for further information on the provision. Under the EU Taxonomy, these expenditures fall within category PPC2.4 and amount to approximately 5.5 million euros in 2024.

Communication to stakeholders

Schiphol Group understands that the community is an important stakeholder and that we have a responsibility to provide information to residents of communities surrounding our airports. RSG aims to provide transparent and timely information regarding soil pollution to local residents via its website. In addition, we organise information sessions and invite interested parties to answer questions, provide explanations or express their concerns. On 17 July 2024, approximately 75 residents from Badhoevedorp and the surrounding area attended the information session about PFAS-contaminated soil organised by RSG in the village hall in Lijnden. Rotterdam The Hague Airport organised an informative meeting for the local residents of the airport on April 2nd at the airport, which was attended by approximately 60 people.

Metrics and targets

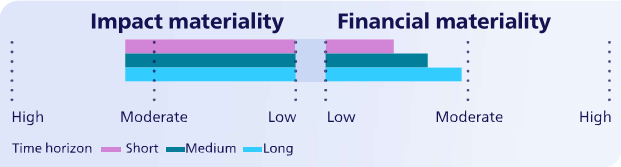
Schiphol Group's policies require every person active in the airport area to immediately report any leak and spill incidents. All reports of accidents, near-accidents, incidents and unsafe or undesirable events are registered in the SILS. RSG employees and third parties submit the reports, after which the data is consolidated and reported on. We do not set targets for this metric, due to not having control over the number of incidents or spills during the reporting year, including the volume of pollutants released.

For Schiphol, we monitor the volume of PFAS-contaminated soil stored on site. Due to construction activities and the associated remediation, the volume increased in 2024. We do not have targets in place for this metric. Once the soil remediation facility is operational, we aim to measure the volume of treated soil.

Soil pollution metrics

Metric	**Unit**	**2024**	2023
Total number of leak and spill incidents that occurred during the reporting year.	#	12	-
Volume PFAs contaminated soil stored at AAS	Tonnes	203,274	197,056

Biodiversity



Why it matters: our apporach and policy

Humans, flora and fauna are part of the same ecosystem, and biodiversity serves as a key indicator of the ecosystem's overall health. Human activities pose a significant threat to nature and therefore biodiversity. Biodiversity is also imporant because diverse ecosystems are more resilient to environmental changes and stresses, including climate change. As an airport operator, we own large areas of land where we, in some cases, intentional influence biodiversity. Emissions and pollution related to the activities in our value chain impact biodiversity as well. Together with our partners, we reduce CO_2e emissions and pollution (NOx emissions), contributing to biodiversity on our airport premises and in the value chain.

This contributes to the Sustainable Development Goal life on land.

Schiphol Group's policy delineate how it navigates its material impacts, risks and opportunities (IROs) in relation to biodiversity. This policy elaborate on our ambitions, actions and targets and operates in synergy with associated policies. Our biodiversity policy is focused on maintaining and enhancing biodiversity. Our ambition is to do no harm to local biodiversity, preserve our current ecosystems and enhance ecosystems where possible. RSG seeks to avoid a net loss in biodiversity by balancing any lost biodiversity with measures that restore or enhance it elsewhere on the premises and strives to achieve a net gain in biodiversity through innovation projects. As part of this policy, RSG initiates the restoration of biodiversity as well.

The scope of the policy extends to Amsterdam Airport Schiphol, Eindhoven Airport, Rotterdam The Hague Airport and Lelystad Airport, as well as our value chain, with a focus on biodiversity-sensitive areas. Natura 2000 areas are impacted by nitrogen oxides (NOx) deposition from fossil fuel engines. Mitigation measures are part of the nature permit of Schiphol to reduce NOx emissions in the value chain.

In line with the Kunming-Montreal Global Biodiversity Framework, RSG's key objectives related to biodiversity are as follows:

1. Restoring biodiversity: This involves helping native species adapt to changing environments, rehabilitating habitats, removing invasive species and fostering ecological resilience, provided it is consistent with site-specific requirements. This enhances ecosystem health, supports wildlife and mitigates climate change impacts, ensuring environmental sustainability and human well-being.
2. Maintaining biodiversity: This involves a combination of conservation, preservation and restoration efforts. It encompasses establishing and managing certain areas to safeguard habitats, implementing eco-friendly agricultural and forestry practices, and rehabilitating degraded ecosystems. Reducing pollutants, addressing climate change and controlling invasive species are also crucial. Continuous research and monitoring of ecosystems and species serves as input for the development and updating of conservation strategies. These efforts collectively preserve the variety of life on Earth, ensuring ecosystem resilience and essential services for human well-being.
3. Improving biodiversity: This is necessary for ecosystem stability, climate resilience and resource sustainability. It ensures long-term resource availability for neighbouring farmers, reduces operational risks and enhances overall quality of life for surrounding communities.

RSG is knowledgeable about the flora and fauna on its premises. Until recently, we primarily focused on actions we can take to manage the landscape in a way that ensures flight safety. Now, we are enhancing our knowledge of the global biodiversity crisis. In addition, we realise that our land is part of a greater ecosystem and are therefore exploring how we can contribute to enhancing biodiversity on our premises without increasing risks related to local fauna. By establishing a biodiversity baseline in 2025 and collaborating with third-party experts, Schiphol Group aims to enhance the resilience of biodiversity to climate change while actively supporting and preserving ecosystems.

Enabling the organisation

Schiphol Group's Executive Team and Supervisory Board provide support to uphold and facilitate the management of the impacts, risks and opportunities (IROs).

The Director of Strategy & Airport Planning is tasked with overseeing the implementation of this policy and provides regular progress and impact reports to the CEO. The actual implementation of this policy, along with the establishment of mitigating measures, is carried out by the Strategy & Airport Planning department, in close collaboration with pertinent departments.

Issues in relation to the IROs are routinely discussed with the Safety, Sustainability and Stakeholder Committee of the Supervisory Board, ensuring constant dialogue and action.

Impacts, risks and opportunities (IROs)

Schiphol Group has identified material IROs pertaining to Biodiversity. These IROs are reflected in the strategic pillar Quality of Life and are deemed material following the DMA process:

Actual negative impacts:

1. Harm to animal presence during take-offs and landings (e.g., bird strikes, scaring off birds)
2. Ecological disruptions (e.g., due to land use, land use change, fragmentation of habitat during airport operations, activities in value chain such as transport, and invasive species)

Actions to manage our IROs

We have an action plan in place to manage our IROs. The Executive Team has discussed and improved all actions in the action plan. In 2024, our key actions to restore, maintain and improve biodiversity covered four areas:

- Habit loss and fragmentation
- Impact on Natura 2000 areas
- Bird strikes
- Invasive species

Our actions to mitigate climate change and reduce soil and air pollution also help mitigate our negative biodiversity impacts. Please refer to the respective sections for more information.

We encourage project teams to actively take ecosystems into account by recommending several initiatives that are known to increase biodiversity. Our impact on Natura 2000 areas is assessed by calculating the NOx deposition of both our own operations and of the planes that fly over these areas. This is done in advance to allow for mitigating measures.

RSG's airports have strict policies in place in relation to bird strikes and the introduction of invasive species that are in line with both national and international legislation.

To prevent bird strikes, all airports have implemented bird control and fauna monitoring. The use of radar solutions and collaboration with both the municipality and regional environmental services also help reduce the risk of bird strikes.

Bird strike prevention may lead to restricting biodiversity, however, RSG tries to reduce this to a minimum. We refer to the safety chapter for more information on bird strike mitigation.

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. To reduce the risk of introducing more and/or other invasive species, our airports communicate to the public about prohibited materials to bring into the Netherlands. RSG also collaborates closely with the Koninklijke Nederlandse Marechaussee ('Royal Netherlands Marechaussee'; Kmar) to prevent the spread of invasive species detected at the airports.

Most actions to manage our IROs are part of our standard way of working. In 2025, we aim to gain a deeper understanding of the impact of our operations on biodiversity to develop a biodiversity transition plan. The biodiversity scope of RSG is multifaceted and complex due to nearby farmland, continuous maintenance and construction projects, and challenges from invasive species.

Metrics and targets

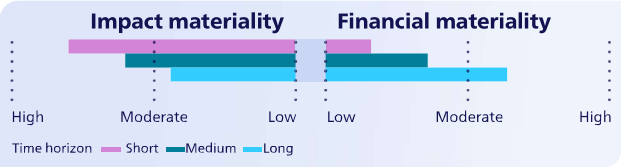
In relation to ecological disruptions due to land use, Schiphol Group monitors whether its sites are used for development (the built environment) or green areas. To measure land use, the total square kilometres of RSG's sites is determined every year. This metric can change year to year due to the purchasing and selling of land but remains vital for measuring land use. In 2024, the total area of RSG consisted of approximately 66% green areas (e.g., grass, water) and 34% grey areas (e.g., buildings, roads). Eindhoven Airport it not material and was excluded from the calculation for 2024 due to data availability, but will be included in the calculation for 2025. Our target for 2025 is to establish a biodiversity baseline and conduct an opportunities assessment.

RSG's operations and value chain activities on key biodiversity areas by measuring and reporting NOx deposition in Natura 2000 areas. For this metric, we counted all areas where any level of NOx deposition was calculated, no matter how small. In 2024, this applied to 43 Natura 2000 areas due to activities at Amsterdam Airport Schiphol, Rotterdam The Hague Airport, and Eindhoven Airport. Lelystad Airport does not facilitate commercial aviation and therefore is excluded from this calculation.

Biodiversity metrics

Metric	Unit	2024
Share of green area at RSG airports *The percentage of the lands owned by the airports of RSG that are open (no surface has been built on top).*	%	66%
Number of sites owned, leased or managed in or near protected areas or key biodiversity areas that undertaking is negatively affecting	#	4
Number of hectares sites owned, leased or managed in or near protected areas or key biodiversity areas that undertaking is negatively affecting	Km^2	42.3
Number of Natura 2000 areas affected by the airport operations	#	43

Resource use and circular economy



Why it matters: approach and policy

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. As Schiphol Group, we need to preserve our natural resources and derivative materials to do our part in staying within planetary boundaries.

Materials used in production, products and services, as well as waste streams, are part of RSG's Scope 3 emissions. Moving towards circularity and reducing CO_2e are interlinked. A non-linear 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. Scarcity of natural resources will lead to higher prices and longer delivery times, which is undesirable given the multitude of construction projects planned.

Consequently, RSG aims to realise zero-waste airports by 2030. A zero-waste airport implies that all raw materials, components and products will be reused or recycled to the maximum extent possible using the waste hierarchy. Following this vision, RSG will regard used materials as the resources of tomorrow, rather than useless waste. Our 2030 zero-waste goal is an important milestone towards our 2050 circular economy ambition.

Our resource use and circular economy policy actively supports the Sustainable Development Goals, industrial innovation and infrastructure, sustainable cities and communities, and responsible consumption and production.

Schiphol Group's policy delineates how it navigates its material IROs in relation to Resource use & circular economy. The scope includes IROs throughout the entire RSG value chain, specifically in the aviation, construction & real estate, retail, food & beverage, and services value chains.

This policy is applicable to RSG and its consolidated group companies. This implies that while the consolidated group companies adhere to the principles of this policy, they may tailor their approach or develop their own internal policies, procedures, actions and, where possible, metrics and targets to ensure compliance with the relevant principles.

Due to the nature of our organisational activities, we mainly focus on the technical cycle (i.e., reuse, repair, recycle products). Where possible, we also consider the biological cycle. Resource use & circular economy for RSG can be divided into two categories: construction and operational streams.

RSG key objectives are as follows:

- Zero-waste airports in 2030
- Fully circular airports in 2050

Our zero-waste roadmap, Bouwen zonder afval ('Building Without Waste') programme, and food and beverage sustainability guidelines are all in support of these goals.

As an early adopter of the circular economy philosophy, RSG is 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.

The new food and beverage covenant with our Schiphol concessionaires was a key highlight in 2024. Together, we have set ambitious milestones to decrease the environmental footprint of food and beverages. Since concessionaires are often active at multiple airports, we hope that this development will also have a positive effect outside of the Netherlands.

Enabling the organisation

Schiphol Group's Executive Team and Supervisory Board provide support to uphold and facilitate the management of the impacts, risks and opportunities (IROs). The Executive Director of Infrastructure is tasked with overseeing the comprehensive implementation of this policy and provides regular progress and impact reports to the CEO. Issues relative to the IROs are routinely discussed with the Safety, Sustainability and Stakeholder Committee of the Supervisory Board, ensuring constant dialogue and action. Circular economy plays an important role in RSG's (major) projects and is therefore also part of the discussions with the Capital Programme, Operations & Investments Committee.

Impacts, risks and opportunties (IROs)

Schiphol Group has screened its value chain for IROs related to Resource use & circular economy by tracking the resources used and by identifying where the material IROs are likely to occur. These IROs are reflected in the strategic pillar Quality of Life and are deemed material following the DMA process:

Actual negative impacts:

1. Predominantly linear use of resources (e.g., construction materials), including in the transportation of new resources
2. Sub-optimal treatment (e.g., incineration, landfill) of operational waste (e.g., single-use items, waste from passenger services, shops, restaurants) and construction waste

Opportunity:
3. Use of circular principles (materials, assembly) results in higher end-of-life value and higher value when selling assets

Actions to manage our IROs

Achieving a circular economy is important for our 2030 zero-waste goal. We focus on three pathways to achieve fully circular airports in 2050. The pathways are described in our Sustaining your world vision and strategy:

1. Circular design principles: designing to enable reuse of materials and reduce virgin materials needed in construction projects
2. Reuse and recycling of materials and products in the highest possible form: minimising, separating and recycling materials to reduce the consumption of virgin raw materials
3. Closed loops: reusing materials and products in high-value, next-life applications

Schiphol Group uses the waste hierarchy and the R-strategies to determine the optimal use of residual streams and to eventually reduce CO_2e emissions. The hierarchy helps us minimise, separate and upcycle everyday residual streams at our airports. The strategies described in the R-ladder indicate the degree of circularity: the higher the strategy is on the ladder, the higher the circular value. Materials cycle through and remain in the chain as long as possible and resource loss is prevented. We promote the high-grade reuse of residual flows, which yields economic residual value. The waste hierarchy shows the best future application of a material to reduce its environmental impact and create value. By following these strategies, we minimise the need to recover, incinerate and send materials to landfill.

Achieving zero waste in 2030 and circularity in 2050 requires a new vision on residual flows. We refer to this as material flow management (MFM). MFM not only focuses on the end-of-life phase of products and materials but also on the entire life cycle and value chain. This includes the purchasing, use and end-of-use phases of products and materials.

Focus on front-end and back-end

Schiphol Group is currently implementing actions to reduce resource use and enable a circular economy. We have mapped our front-end and back-end activities for both construction streams and operational streams.

- Front-end: The largest impact can be realised at the front end by designing the system in such a way that all waste is eliminated. By making the right decisions in the design phase, we can increase material efficiency, avoid using unwanted materials, prioritise renewable materials instead of raw materials where possible and make sure assets can be disassembled to enable reutilisation of products, components and materials at the end-of-life stage.
- Back-end: We also need to take measures at the end-of-life stage by working with partners to make sure that materials are reutilised in high-value applications, as much as reasonably possible.

There are two types of actions: enabling actions to make a circular economy possible (e.g., start material hub, develop material passport process for RSG), and aligning our way of working with circular economy principles to lower our environmental footprint in projects.

Construction streams

For construction streams (building materials used for infrastructure and assets), we focus on high impact streams, both in volume and environmental impact. Our primary streams are asphalt and concrete, which represent the majority of our residual streams in terms of weight and embodied impact. Schiphol Group's main contractors are executing the majority of projects. Construction projects (renovations and new construction) exceeding a threshold of 5 million euros are included in our data.

The actions for construction are centralised in the Building Without Waste programme and the project Meerwaarde door meer waarden (‘Adding value by adding values’). We have created a materials hub for the main contractors to store materials that can be reused or recycled in other projects.

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. In addition, we used the Building Circularity Index (BCI) to make our circular building efforts more measurable. The maximum score in the BCI is 80. Security checkpoint Doorlaatpost 90 earned a score of 68.

To keep the six runways and the taxiways at Schiphol safe and in good condition, we regularly perform maintenance and other works on and around them. In addition to various periods of short and regular maintenance, major maintenance is carried out on one of the runways every year. The Kaagbaan Runway was undergoing major maintenance in the first half of 2024. Work was carried out on the frequently used parts of the runway and 86,800 square metres of new asphalt was laid. There is also a new taxiway and a refurbished airport lighting system, as well as 1,500 metres of rainwater drainage system and 160 kilometres of electricity cables. The amount of rainfall had an impact on the schedule, and maintenance on the Kaagbaan Runway progressed more slowly. This was mainly because the asphalt layers needed to be applied to a dry surface.

In 2025, it is the Buitenveldertbaan Runway’s turn for major maintenance. We will replace the asphalt, the foundation and all cabling of the runway itself and the surrounding taxiways. This is necessary because parts of the runway have been in use for more than 50 years.

In addition to regular maintenance of the runways, we have upgraded Platform G and expanded Platform U. In 2024, we spent approximately 37 million euros on maintenance and upgrades of the airfield, aligned with EU Taxonomy category CM3.4

Operational streams

The priority streams represent the largest streams in terms of kilograms and the streams with the highest impact in terms of CO_2e emissions. The priority streams are:

- Residual waste
- CAT-1: residual waste from outside the EU
- Paper/cardboard
- Swill
- Plastic/drink cartons

The actions for operational streams are included in the zero-waste roadmap and pertain primarily to the airlines, terminal and office. Importantly, our actions are data driven. Through MFM, we provide business partners with more insight into the type of residuals. Our main focus is on the terminal and airline operation.

Together with our business partners, we are working towards more sustainable food and beverage services. In 2024, the parties involved signed a covenant to progressively reduce the negative impact on our environment and advocate for positive and more environmentally friendly consumer behaviour. This entails offering more plant-based food, preventing food waste and using fewer packaging materials. Rotterdam The Hague Airport introduced a reverse vending machine for items with a deposit fee. Passengers can now choose to donate deposit refunds to the foundation Jarige Job. The airport also installed new segregated waste bins with clear instructions for separating waste.

Currently, most cabin waste is being incinerated in the Netherlands. Together with airlines and cleaning companies, we are investigating possibilities for recycling certain residual streams. We are discussing opportunities with Airports Council International and airports at the European and global level. We have collected lessons learned and best practices based on surveys we held among European and global airports, and we share these with interested airports.

We have eliminated disposable coffee cups at our Schiphol offices. An average of 1.4 million coffee cups were disposed of every year. Every employee has received a reusable coffee cup, and visitors may borrow mugs.

Resource use and circular economy metrics

Metric	Unit	2024	2023[1]	Target 2025[2]
Total waste generated in the operation	Tonnes	12,837	13,631	11,849
Total amount of residual streams per passenger	kg/pax	0.17	0.20	0.17
Source separation rate - share of operational waste that is picked-up as separated streams, excl CAT1 waste	%	32%	46.5%	40%
Waste diverted from disposal in the operation	Tonnes	12,549	Not available	
Waste directed to disposal in the operation	Tonnes	288	Not available	
Non-recycled waste in the operation	Tonnes	10,187	Not available	
Percentage of non-recycled waste in the operation	%	79%	Not available	
Total amount of hazardous waste in the operation	Tonnes	20	Not available	

1 2023 data is only for Amsterdam Airport Schiphol
2 Target 2025 is only for Amsterdam Airport Schiphol

Metrics and targets

Figure 1 shows all relevant Resource use & circular economy metrics. Because of our IROs, we believe it is important to measure progress towards achieving zero-waste by 2030 and fully circular airports by 2050.

Separation at the source

Efforts to improve data quality and availability related to operational waste streams have resulted in better insights. In previous years, construction residuals from small construction projects in the terminal were included in the operational residuals. In addition, previously reported data included limited post-sorting data. From 2024 onwards, we report on separation at the source. Post-sorting still takes place at the processing facility but is not included in this metric. The current separation rate is 32%. For Amsterdam Airport Schiphol, we consider a separation rate of 65% to be both an ambitious and realistic target for 2030. We expect to reach this target by executing the planned measures. We are engaged in discussions with other airports about the metrics that best reflect the zero-waste ambition.

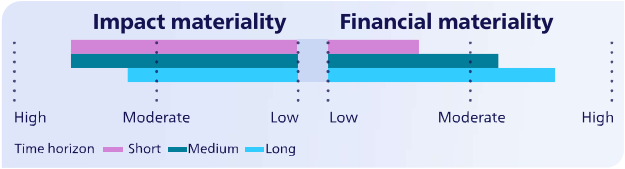
Waste disposal

	Unit	Hazardous	Non-hazardous
Total waste diverted from disposal	Tonnes	**18**	**12,531**
Preparation for reuse	Tonnes	-	-
Recycling	Tonnes	8	2,611
Other recovery operations	Tonnes	10	9,920
Total waste directed to disposal	Tonnes	**2**	**286**
Incineration	Tonnes	0.4	-
Landfilling	Tonnes	-	-
Other disposal operations	Tonnes	2	286

Social

As an airport operator, we consider the social aspect of sustainability to be a top priority. We strive to achieve a harmonious balance between our airports' operations and the needs of local communities. Additionally, we take into account the interests of everyone working at our airports, from our own employees to workers in the value chain. Key topics include safety, security, cybersecurity and our airports' attractiveness to consumers and end-users.

Affected communities and noise



Why it matters: our approach and policy

Noise disturbance from air traffic remained a key issue in our discussions with the local community in 2024. Direct community engagement 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 RSG airports and is therefore a material topic for RSG. Schiphol Group engages with the community by listening to community concerns, involving residents in decision-making processes and implementing measures that prioritise the needs and preferences of those directly affected by airport operations. Residents are mainly affected by airport operations through noise disturbance.

Schiphol Group envisions a future where the Netherlands remains seamlessly connected to the world, in harmonious balance with our airports, the aviation industry and the surrounding environment. RSG is therefore constantly working to reduce noise disturbance and improve its reputation among local residents.

Schiphol Group's policy delineates how it navigates its material IROs in relation to Affected communities and noise in the aviation value chain. Additionally, the Responsible Business Policy is applicable to this topic. The focus of our community engagement efforts is to address the most significant impact of noise disturbance on the neighbourhoods surrounding our airports. The scope of our policy covers reducing the noise hindrance levels and active engagement with our communities concerning noise hindrance and other topics.

RSG's two key objectives are as follows:

- Prevent negative impacts on affected communities as much as possible, which in this case means preventing noise disturbance in neighbouring communities
- Actively engage with local communities by providing information and mitigating noise disturbance; all with the goal of being a good neighbour

Schiphol Group is committed to reducing noise disturbance for the communities surrounding its airports. 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. RSG 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.

Currently, there is a disbalance between local communities and the aviation sector. Consequences include court cases, the introduction of the Balanced Approach procedure, plans to use Rotterdam The Hague Airport for other activities like housing and demonstrations. As Schiphol Group, we act within our sphere of control to improve this balance based on our belief that airports provide connectivity to the different regions in the Netherlands and contribute to the Dutch economy. At the same time, scarce noise budgets act as a constraint in achieving our mission 'Connecting your world'. Schiphol Group

updated the airport charges for Schiphol to further stimulate the use of quieter aircraft. We will continue our collaboration with all involved stakeholders to restore the balance between communities and aviation.

Enabling the organisation

Schiphol Group's Executive Team and Supervisory Board provide support to uphold and facilitate the management of the impacts, risks and opportunities (IROs) described in the policy. The Executive Team of RSG has endorsed this policy. The Director of Strategy & Airport Planning is tasked with overseeing the implementation of noise-related aspects of the policy. The Director of Corporate Affairs is tasked with overseeing the relationship building and community engagement aspects of this policy.

Impacts, risks and opportunities (IROs)

Schiphol Group has identified several IROs pertaining to Affected communities and noise. The following IROs are deemed material following the double materiality assessment:

Actual negative impacts:

1. Noise disturbance in local communities due to air traffic
2. Health impacts due to sleep disturbance in local communities and other health effects due to exposure to high levels of noise
3. Strain on housing availability due to noise contours

Risks:

4. Noise disturbance leading to complaints, legal cases and organised events or protests
5. Reputational damage leading to reduced public support for RSG: license to operate being under pressure
6. Non-compliance with noise regulations

Opportunity:

7. Stimulate fleet renewal resulting in better sustainability performance on other issues including greenhouse gas (GHG) emissions and/or air pollution

The IROs are reflected in the strategy pillar Quality of Life. The negative impacts are systemic in the context of an airport. Schiphol Group is working hard and has several actions in place to address these issues.

Actions to manage our IROs

Minder Hinder programme (Schiphol)

Luchtverkeersleiding Nederland ('Air Traffic Control the Netherlands'; LVNL) and Schiphol Group together formed a programme called Minder Hinder ('Reduced Disturbance'), which aims to reduce noise disturbance and improve the quality of life for local residents. The programme started in 2020 and is ongoing. It is organised along five themes: runway use, flights during the day, aircraft types, night flights and ground noise. The programme is supported by airlines. In addition to the Minder Hinder programme, RSG also commissions various exploratory studies to examine additional possibilities that may fall outside the scope of the Minder Hinder programme.

Balanced Approach procedure

In 2024, the Dutch government continued the Balanced Approach procedure following its initial notification to the European Commission in September 2023. In May 2024, an additional consultation was held with all stakeholders, leading to a final, amended package of measures. This package was formally notified in December 2024, with implementation planned for 1 November 2025. The European Commission is expected to publish its final opinion by March 2025.

Under EU Regulation 598/2014, following Resolution A33/7 of the International Civil Aviation Organisation (ICAO), the Balanced Approach procedure is mandatory when member states decide to introduce noise-related operating restrictions at airports that meet the threshold of 50,000 air traffic movements (ATMs). Schiphol falls into that category. The Balanced Approach regulation aims to address noise problems for each airport individually and identify the noise-related measures that provide the greatest environmental benefit in the most cost-effective way, using objective and measurable criteria. In the context of Schiphol, the purpose of the Balanced Approach is to establish a better balance between the interests of the local community, airlines and Schiphol as a hub airport.

The aforementioned final package notified by the Dutch government to the European Commission contains the following measures:

- Ban on noisy aircraft during the night
- Commitment of airlines to use less noisy aircraft during the night
- Charges differentiation by Schiphol
- Additional fleet renewal based on commitments made by airlines
- Reduction of ATMs in the night from 32,000 to 27,000 per year
- Capacity reduction from 500,000 to 478,000 ATMs annually

The Dutch government has adopted a two-phase approach: a noise reduction target of 15% for the 24-hours metrics (Lden) for the first phase, while maintaining an overall reduction target of 20%, potentially resulting in a separate target for a second phase, depending on the effectiveness of the measures in phase 1. The balanced approach baseline is the reference point for this metric.

In 2024, the Supreme Court ruled that the Balanced Approach is mandatory to end both the current practice of anticipatory enforcement and the implementation of the Experimental Decree. The Experimental Decree aimed to bridge the period between the Dutch government's decision to discontinue anticipatory enforcement and the adoption of a new Airport Traffic Decree, which is necessary to implement some of the measures in the Balanced Approach package (see page 7 and 15 of the Annual Report 2023). Therefore, the outcome of the Balanced Approach is considered a prerequisite for any new Airport Traffic Decree containing noise-related operating restrictions.

Schiphol supports the Dutch government in its efforts to find a better balance with its environment, with a focus on reducing noise disturbance and strengthening legal certainty and protection. The legal safeguarding of these aspects in a new Airport Traffic Decree will provide certainty and clarity, which will benefit all parties involved.

At this stage, the Dutch government has not included a night curfew in the measures, as advocated by Schiphol. We will nevertheless substantially contribute to reducing noise disturbance, especially during the night, through our airport charges for the period 2025 to 2027. We have shared our insights and calculations with the Ministry of Infrastructure and Water Management, which are based on our expertise as well as data submitted by airlines who are planning changes to their fleet in response to our new charges.

Airport charges

To address the pressing issue of noise disturbance, Schiphol Group is encouraging the use of quieter aircraft by offering reduced airport charges to airlines that operate these models. In 2024, the new airport charges were set for the period 2025 until 2027. Schiphol is raising its airport charges by a total of 37% in three years (2025: +41%, 2026: +5%, 2027: -7.5%). The final rates for 2026 and 2027 are to be formally set over the next 2 years. They may still be affected by future settlements and future external factors. Schiphol's airport charges consist of fixed rates per traveller and a variable rate based on the type of aircraft. Airlines pay less for using newer, quieter aircraft and more for older, noisier models. In addition, airlines will be charged extra for night flights. The cost difference between flying during the day and flying at night is also increasing: night flights will be approximately three to six times more expensive than daytime flights, depending on the aircraft. There is a category of aircraft that are so noisy that they will be banned from 2025.

Fleet renewal contributes to the reduction of noise disturbance and emissions from the aviation industry. New aircraft are more efficient and reduce noise disturbance in the area surrounding Schiphol, thereby making the aviation sector more sustainable. Since 2019, noisy aircraft have been paying considerably more to use Schiphol than quieter, more efficient aircraft. Figures show that this encourages airlines to fly with quieter aircraft. 20% of aircraft at Schiphol now belong to the quietest categories. In 2019, this was only 6%.

Differentation in charges

Stichting Leefomgeving Schiphol ('Schiphol Living Environment Foundation')

Schiphol Group contributes to the mitigation of noise disturbance. In 2008, the Schiphol Living Environment Foundation was established, together with the Province North Holland. The foundation offered assistance to individual inhabitants and provided compensation for physical damage to buildings as a result of turbulence caused by aircraft taking off or landing. In addition, the foundation made financial contributions to projects that improved the quality of life. Initially, the foundation would be active until 2020. Due to COVID-19, the establishment of a new fund was delayed. The Environmental Fund, successor to the Stichting Leefomgeving Schiphol, 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.

Runway maintenance and disruption

At Schiphol, the preferred runways, Polderbaan and Kaagbaan, are used as much as possible because their flight paths are over areas with relatively few inhabitants. However, runway maintenance can necessitate the use of other runway combinations, leading to increased noise disturbance. To minimise disruption, Schiphol takes several key factors into account when planning maintenance: runway closures are kept as short as possible to limit the unavailability of preferred runways, activities are merged to shorten periods of deviation from normal runway use, and major maintenance is executed in accordance with the Baan Onderhoud Strategie ('Runway Maintenance Strategy'; BOS). The BOS aims to find a balance between the environment, maintenance and operation. The BOS provides frameworks for scheduling different types of maintenance activities.

In 2024, we executed a large maintenance project for the Kaagbaan, leading to an increased use of other runways. During our maintenance works, we invited local residents and other interested parties to watch the progress. A watchtower was placed so that visitors could have a clear view of the runway.

The use of our runways at Amsterdam Airport Schiphol has a major impact on the environment. That is why Schiphol Group aims to provide clarity about its agreements and what local residents can expect. The Schiphol usage forecast report lays out expected runway usage for the upcoming year. This forecast is evaluated by comparing predictions with actual runway usage. Both documents are available on the Schiphol website.

Noise monitoring

The Noise Monitoring System, abbreviated as NOMOS, is the noise measurement system of Amsterdam Airport Schiphol. NOMOS has been active since 1993 and objectively measures

aircraft noise in residential areas surrounding the airport. To carry out the measurements, so-called noise measurement stations have been placed in a large area around Schiphol. A noise measurement station consists of a calibrated microphone mounted on a mast ranging from six to ten meters in height. The microphone measures all noise in the environment. These measurement stations are located on rooftops of buildings or on ground locations in the vicinity of Schiphol. In 2024, a new measurement station was placed in De Kwakel. In total, there are 42 measurement stations, two of which are for low-frequency noise, and the results are made available in real time through NOMOS online. Schiphol invests 300,000 to 400,000 euros annually in the NOMOS system and is exploring an upgrade of the system in 2025.

Direct community engagement

Direct engagement with the community is an important responsibility for a major airport group in a densely populated area. We are continuously improving our communication channels, messaging and information to ensure relevance and transparency.

We regularly update our website for local residents and send out a monthly newsletter, which includes information on various topics that affect the community, such as runway maintenance, noise disturbance measures and new operational procedures. Schiphol Group also publishes a bi-weekly air traffic outlook, which contains forecasts for ATMs and runway use. Additionally, a variety of processes are in place to help mitigate negative impacts on affected communities. Multiple channels are also available for affected communities to raise concerns and have them addressed. Examples include the Schiphol Resident Contact Point, Notifly (an app designed for local residents to track flight activity over their location), reputational surveys, the Neighbour Website & Newsletter (for everyone living or working near the airport) and a monthly newsletter that informs residents about runway maintenance, deviations in runway use and relevant developments and activities at Schiphol. Other examples are DCMR Milieudienst Rijnmond ('Environmental Protection Agency Rijnmond'), De Commissie Regionaal Overleg Luchthaven Rotterdam ('The Rotterdam Airport Regional Consultation Committee'), the Airport Eindhoven Consultation, neighbour days, contact with legitimate representatives from local governments, resident evenings and meet-and-greet events.

Metrics and targets

There are no prescribed metrics defined in the European Sustainability Reporting Standards for Affected communities and noise. Due to this, we have defined two company-specific metrics to measure our performance on these topics. They are described below.

Amsterdam Airport Schiphol

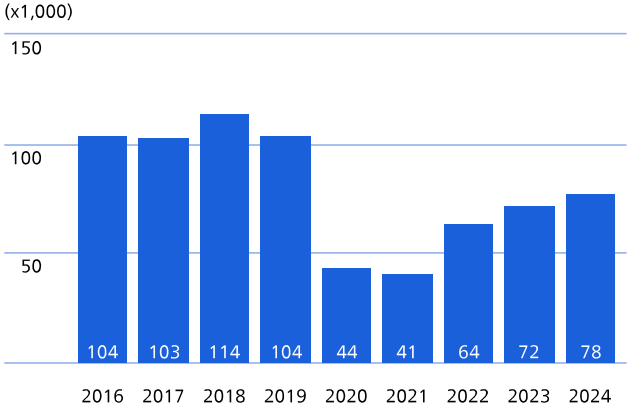
We monitor our performance on the number of people experiencing severe annoyance over 24-hour period and sleep disturbance during the night. We calculate the number of people experiencing severe annoyance over a 24-hour period and the number of people experiencing sleep deprivation at night to assess our performance related to Affected communities and noise. Schiphol Group uses the European Doc.29 calculation model to calculate these figures. Every year, we report the expected noise disturbance in the report Gebruiksprognose ('Runway Usage Forecast') and we look back at the previous year in the report Evaluatie Gebruiksprognose ('Evaluation Runway Usage Forecast').

We assume favourable conditions when forecasting runway usage, without factoring in disruptions such as runway maintenance. Scenarios for weather conditions are included. The report explains how we will adhere to the rules and agreements regarding flight movements, noise, emissions and external safety in the year ahead. The forecasts are based on data and evaluations from previous years. The effectiveness of our Affected communities and noise metrics and status of the respective actions are tracked every year.

For this metric, we use the operational year that runs from 1 November to 31 October.

Based on all historical flights for an operational year, the 48 dB(A) Lden (day-evening-night) contour is plotted. Within this contour, the number of people affected is determined, along with the level of noise they experience. The current exposure-response relationship for Schiphol is then applied, as defined by the GGD (Public Health Service) survey. This relationship indicates the number of people who experience severe disturbance for each Lden noise level above 48dB(A). The number of severely annoyed people increased in 2024. Main reason is the rise in air traffic movements. The number of severely annoyed people per flight has not changed. For 2025, we expect a higher number because the noise hindrance will be calculated based on the actual housing stock, including newly built houses, resulting in more noise disturbed people.

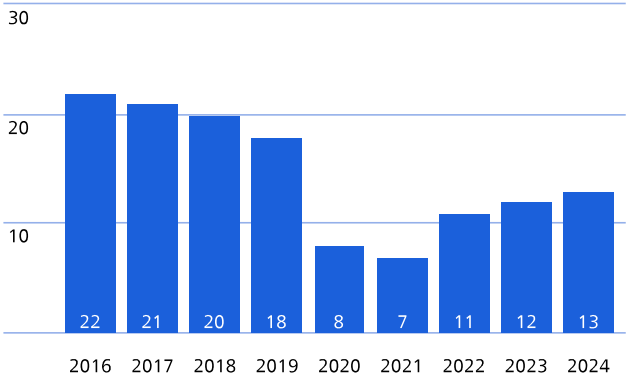
Number of people experiencing severe disturbance (#) above 48 dB(A) Lden around Schiphol



Based on all historical flights for an operational year, the 40 dB(A) Lnight contour is plotted. Within this contour, the number of people affected is determined, along with the level of noise they experience at night. The current exposure-response relationship for Schiphol is then applied, as defined by the GGD survey. This relationship indicates the number of people who experience severe sleep disturbance for each Lnight noise level above 40dB(A). For 2025, there is a higher prognosis, for the same reason as the 24-hour metric.

Number of people experiencing severe sleep disturbance (#) above 40 dB(A) Lnight around Schiphol

(x1,000)



TPI Local residents

The Top Performance Indicator (TPI) Local residents is the main indicator used by Schiphol Group's Executive Team to assess performance as perceived by local residents (affected communities). In 2024, the TPI Local residents was based on quarterly reputation surveys conducted among local residents by the research agency Motivaction. It is calculated by taking the average score of a thousand respondents who score seven individual themes on a 1-to-10 scale, with the importance of each theme weighted on a 1-to-5 scale. The scope of this TPI is Schiphol and the baseline value is the value of 2023.

The TPI Local Residents is based on the results of the reputation score as surveyed quarterly by the research agency Motivaction among local residents. The average score obtained from these surveys in 2024 was 6.6 (6.7 in 2023). This means that the target of 7 has not been achieved. Over the past year, significant efforts have been made to streamline operations, improve the quality of work, and foster a better balance with our surrounding environment. While progress has been made, local residents indicate that there are still opportunities for improvement, particularly in strengthening corporate responsibility such as sustainability, noise mitigation, improving living conditions and transparent communication.

Reputation score

	2024	2023
Schiphol	6.6	6.7
Eindhoven	7.0	7.0
Rotterdam	8.1	8.2
Lelystad	Not applicable	Not applicable

Eindhoven Airport

In the airport decree of Eindhoven Airport (2014), the noise surface is determined as the 35 kE zone, with a total surface of 10.27 km^2. The available noise surface is decreasing and is now limited to 8.9km^2. This is limited to civil aviation. Calculations are done by an external party, Nederlands Lucht- en Ruimtevaartcentrum ('Royal Netherlands Aerospace Centre': NLR). More information is available on www.samenopdehoogte.nl.

Rotterdam The Hague Airport

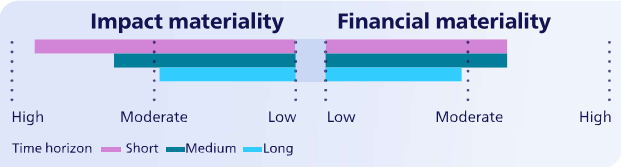
Rotterdam The Hague Airport experienced no noise impact breaches in the 2024 operating year. Approximately 87% of the available noise capacity was used at the most critical enforcement point. That capacity is calculated based on six enforcement points as laid down in transitional regulations, which serve as a provisional airport decree (based on the Aviation Act). These enforcement points indicate the maximum cumulative amount of noise that aircraft landing at and taking off from Rotterdam The Hague Airport may produce in a year. Rotterdam The Hague Airport has its own Regional Consultative Committee, which holds regular meetings with the main groups in the local communities. More information is available on the website of Rotterdam The Hague Airport.

Affected communities and noise metrics

Metric	**Unit**	**2024**	2023	Prognosis 2025[1]
Number of severely annoyed people above 48 dB(A) Lden noise AAS	#	77,590	71,993	105,000
Number of people that experienced noise disturbance at night AAS	#	12,835	11,775	19,500
Available noise surface (EA)	Km2	8.9	9.09	8.9
Environmental noise capacity (RTHA)		No breaches	No breaches	No breaches

1 In 2025 noise hindrance will be calculated based on the actual housing stock, including newly built houses, resulting in more noise disturbed people. Therefore, the 2025 number are not comparable to the 2024 numbers.

Own workforce



Why it matters: our approach and policy

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 and secure work environment that safeguards their privacy. These elements are fundamental to creating a supportive and engaging workplace. In 2024, progress was made in terms of the quality of work for our own workforce. Nevertheless, the labour market remains tight, and the organisation continues to experience reputational pressure. This underlines the importance of our initiatives in relation to employment conditions, working conditions, development, job content, privacy, and diversity, equity and inclusion (DE&I).

We have identified two material topics in relation to RSG's workforce:

1. **Employment practices:** We aim to maintain and/or improve employment conditions, working conditions, job content and privacy.
2. **DE&I:** We aim to foster an environment that is inclusive and equitable.

We are addressing 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.

Own workforce is defined as all individuals in an employment contract with RSG, referred to as both internal employees, which is the RSG term for the CSRD definition of 'employees', and external employees, which is the CSRD definition of 'non-employees', who either have agreements with RSG to provide labour, known as 'self-employed' or 'ZZP', or individuals sourced by RSG primarily for 'employment activities'. Own workforce is part of Own operations within RSG's value chain.

Internal and external policies guide the execution of this policy, including the collective labour agreement, Code of Conduct and the workplace accident prevention policy or management system and the Responsible Business Policy (RBP). For more information on the RBP and the international frameworks that we adhere to, please refer to the Governance chapter of the Sustainability statement.

Our own workforce policy actively supports the Sustainable Development Goals, gender equality, and decent work and economic growth.

This chapter outlines RSG's governance, material impacts, risks and opportunities (IROs) and actions to manage these impacts in relation to own workforce. We also report on a variety of metrics, including our own Employee Promotor Score (EPS).

Enabling the organisation

The Executive Director of Human Resources oversees the implementation of the policy, including actions taken to manage the IROs, as well as the associated metrics and achievement of targets. The Executive Director Human Resources provides regular progress and impact reports to the Executive Team. The Human Resources department, in close collaboration with pertinent departments, implements the policy and establishes the actions to be taken.

The Executive Team and Supervisory Board provide the needed support to manage the IROs, and issues related to the IROs are routinely discussed with the People Committee of the Supervisory Board to ensure constant dialogue and action.

Impacts, risks and opportunities (IROs)

Schiphol Group has identified several IROs pertaining to Employment practices and DE&I:

Actual positive impacts:

1. Providing enjoyable work experiences with attractive employment conditions
2. Creating a work environment that is safe, healthy and comfortable (working conditions)
3. Stimulating personal advancement and skill enhancement for professional development (development)
4. Promoting career progress through job roles that encourage personal growth (job content)
5. Promoting diversity, equal opportunities and inclusion

Actual negative impact:

6. Exposure to emissions of ultrafine particles (UFPs) and substances of very high concern (SVHCs)

Risk:

7. Negative health effects due to exposure to UFPs, SVHCs and Aircraft and Diesel Engine Emissions (VDMEs)

The above IROs are reflected in the strategy pillar Quality of Work and enabler Robust organisation. For the actions to manage IRO 6 and 7, we refer to the Workers in the value chain paragraph of the Sustainability Statement.

Actions to manage our IROs

Employee engagement and communication (all IROs)

The primary stakeholder group in relation to these IROs is Schiphol Group's own workforce. We uphold our policies and manage these IROs through consistent and clear communication at all levels of the organisation.

We promote awareness through information campaigns and encourage open discussions to improve and implement these values in our daily operations. In addition, we consistently and proactively inform and consult our workforce through various formal and informal channels. Depending on the airport, we communicate through channels such as email, Microsoft Teams, Viva Engage, periodic All Staff meetings and monthly updates.

Additionally, we conduct an annual employee survey. Since 2024, we have also introduced four pulse surveys, which are conducted throughout the year to track progress on specific topics related to employee satisfaction.

Regular meetings between the Executive Team and RSG's Central Works Council, as well as meetings with the other Works Councils within RSG, further ensure that employees' voices are heard.

Unions represent another important stakeholder group. The Executive Director Human Resources is responsible for ensuring that engagement efforts are effective and that follow-ups are conducted. In our engagement efforts, we do not differentiate between minority and majority groups, ensuring inclusivity in all our interactions.

Remediation processes and reporting channels (all IROs)

We have established multiple confidential channels for our own workforce to report issues, ensuring that concerns are resolved promptly while addressing any negative impacts. These channels include:

Employee reporting channels: Employees are required to report any suspected Code of Conduct violations through internal channels, such as their manager, the Compliance & Ethics team or the Integrity Committee.

Employees may also report concerns anonymously using the Integrity Reporting Line or by contacting external authorities such as Meld Misdaad Anoniem. Please refer to the chapter Governance – Business ethics and corporate culture for more information.

Grievance mechanisms: The Speak-up hotline may be used to report employee-related grievances or complaints for both own employees and employees in the value chain. We also have internal and external trusted persons.

Supporting processes: The Code of Conduct's internal claims procedure outlines the processes supporting these reporting channels.

Monitoring and tracking: The annual employee survey (My Schiphol Survey), as well as four pulse surveys throughout the year, are used to track progress on specific topics. The surveys include integrity-related questions, contributing to employee awareness and trust in our mechanisms.

The survey results are reported in the annual report. The training and awareness programme ensures that employees know how to raise concerns. The periodic presentation of integrity reports to the People Committee of the Supervisory Board and internal publications help maintain trust.

Survey outcomes help inform future remedial actions in response to negative impacts on the workforce. One survey revealed that employees lacked sufficient insights into how the reporting and integrity channels work. In response, RSG implemented organisation-wide trainings in 2024 to provide better guidance to employees. The survey also includes questions about employees' perceptions of the trustworthiness of grievance mechanisms, helping RSG remain aware of employee trust in its systems.

Additionally, we conducted an external DE&I benchmark in 2023 using instruments developed by the Nederlandse Inclusiviteits Monitor ('Netherlands Inclusivity Monitor'; NIM). The NIM benchmark provides valuable insights that help us enhance workplace practices. Insights from the 2023 benchmark were used to establish strategic focus areas and implement improvements. A second external survey, executed by Workplace Pride, shows significant improvements in promoting an inclusive environment for individuals in the LGBTQIA+[2] community.

Awareness and trust: New employees receive information about the various reporting channels and mechanisms as part of their onboarding process. In addition, one of the channels is highlighted on the RSG intranet and promoted on a regular basis. Finally, managers are expected to refer team members who are looking for help to the appropriate channel.

As part of the annual employee survey and pulse surveys, we ask questions about employees' confidence in the reporting mechanisms.

Engaging employment practices (all IROs)

We recognise the importance of employment conditions in enhancing workforce satisfaction and productivity. We have therefore implemented several initiatives to manage IROs related to employment conditions. These are:

Enhancing employment conditions: Through a modern collective labour agreement, we offer attractive employment conditions that meet the diverse needs of our employees. The agreement is flexible, allowing employees to adjust their conditions to fit their life stages. The goal of the agreement is to create a welcoming and rewarding workplace, prioritising well-being, career growth, fair pay, work-life balance and a safe work environment.

Sustainable employability budget: To support personal and professional development, employees receive a Duurzaam Inzetbaarheidsbudget ('Sustainable Employability Budget'), which equals 2% of their annual salary. This budget can be used for pension contributions, financial advice, paid leave, training, education, career coaching and personal vitality.

Safe, healthy and comfortable work environment: We have initiated a mental health programme to prevent mental health issues among employees. This programme consists of online platforms for mental health support and guidance. The goal is to reduce absenteeism due to mental health issues, with the effectiveness of the programme being measured by a decrease in absenteeism rates.

Personal advancement and skill enhancement: We have allocated resources to implement the Performance 2.0 GROW/Treams tooling, aimed at enhancing employee performance, development and well-being. This includes the following initiatives:

- **Talent & LIFT**: This programme promotes employee development with assessments that identify individual strengths. The LIFT qualities include empathy, collaboration, flexibility, boldness and ownership.
- **G.R.O.W. conversations**: These quarterly conversations between managers and employees about goals, reality, opportunities and well-being are integrated into our culture and enhance learning, performance and job satisfaction. We aim for full implementation of both initiatives in 2025.
- **Career Hub:** The Career Hub is designed to support employees in their career development within RSG. By offering access to experts and personalised advice sessions, the hub helps employees explore their career paths, set goals and identify opportunities for advancement.

Each of these initiatives is applicable to Schiphol. Some initiatives are also applicable to the regional airports, though in an adjusted form.

Managing DE&I (IRO 5)

Promoting DE&I within our workforce is crucial to realising our ambitions. We have allocated an annual operational expenditure to support DE&I initiatives, including updating our DE&I strategy, raising awareness, facilitating 'difficult conversations' and developing an in-house DE&I e-learning platform. The My Schiphol Survey shows that DE&I is perceived positively by employees.

Updating DE&I strategy and vision: Our updated DE&I strategy and vision, 'Being yourself takes you further', will serve as the foundation for all action plans until 2030. This initiative aims to embed DE&I into the organisation, with action owners assigned to move the action plans forward. The strategy and vision mainly focus on gender equality in top management and internal mobility of employees with a bi-cultural background. RSG is currently performing both an internal and external analysis, which serves as input for setting realistic targets in this respect for the coming years.

Raising awareness and developing DE&I e-learnings: We organise awareness events and facilitate 'difficult conversations' to enhance DE&I understanding. In 2024, we organised, among other gatherings and events, the annual Iftar meal, Keti Koti, Diversity Day and a reading on neurodiversity. A customisable e-learning programme on the topic of unconscious biases will be rolled out in 2025 to further enhance DE&I knowledge. In 2023, the entire recruitment team was trained extensively in relation to unconscious bias.

Creating equitable policies: We are committed to drafting and updating policies to promote inclusion and eliminate systemic inequities. This includes updating the RSG Diversity Policy and integrating DE&I principles into general policies, leadership profiles and assessments.

Accessibility: In preparation for the Accessibility Act, which will come into force in June 2025, we asked the external company Accessibility (part of Bartiméus) to perform an accessibility audit of our website and the self-service units in the terminal. The outcome for both audits is a score of AA (maximum score is AAA), which is considered a good score. RSG will follow up on the improvement areas going forward.

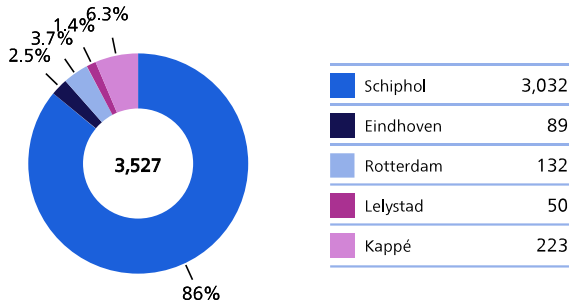
Metrics and targets

As in previous years, we measured the likelihood of employees recommending Schiphol Group as a place to work using the employee net Promotor Score (eNPS). The outcome of the eNPS for Schiphol was 16, which is below our target of 31. This lower eNPS is attributed to the fact that fewer employees are 'promotors' of RSG (scoring a 9 or 10). Nevertheless, the number of 'detractors' (scoring a 1 to 6) has also decreased. The My Schiphol Survey demonstrates the need for collaboration among (sub)departments, as well as attention for employee growth and development opportunities, communication during periods of change in the organisation, RSG's vision, and trust.

For next year, a different target will be used. Schiphol Group will be measuring the employee satisfaction, instead of the eNPS. Lelystad airport already reports an employee satisfaction score, which measures how satisfied employees are with their employer.

Own employees in 2024

In FTE, by location



Employee turnover

In headcount, by location

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

Own workforce metrics

Metric	Unit	2024	2023[1]
Number of employees			
Total number of employees *An FTE consists of 36 working hours for AAS, RTHA and LA, 40 working hours for EA, and 35 workinghours for Kappé.*	FTE	3527	2833
Number of employees that left	Headcount	271	198
Employee turnover rate	%	7%	6%
Number of non-employees in own workforce *Non-employees include both individual contractors supplying labour to RSG ("self-employed workers") and workers provided by undertakings primarily engaged in "employment activities".*	Headcount	1,285	1,139
Collective bargaining agreement			
Percentage of total employees coverd by collective bargaining agreements	%	91%	90%
Of which are coverd by NCM (Niet CAO Medewerker)	%	6%	7%
Performance and career review			
The percentage of male employees that participated in regular performance and career development reviews	%	99%	99%
The percentage of female employees that participated in regular performance and career development reviews	%	99%	99%
The percentage of other employees that participated in regular performance and career development reviews	%	0%	0%
Gender split top management			
Percentage of male employees at top management	%	67%	67%
Percentage of female employees at top management	%	33%	33%
Percentage of other employees at top management	%	0%	0%
Number of male employees at top management	Headcount	4	4
Number of female employees at top management	Headcount	2	2
Number of other employees at top management	Headcount	0	0

1 Kappé is excluded in the 2023 data

Employee Net Promotor Score

	2024	2023
Schiphol	16	24
Eindhoven	30	31
Rotterdam	5	16
Lelystad[1]	62	11

1 Lelystad airport reports an employee satisfaction score instead of an employee promotor score.

Gender split

In headcount

	2024	2023[1]
Male	2,581	2,205
Female	1,349	998
Other	2	0
Total employees	**3,932**	**3,203**

1 Kappé is excluded in the 2023 data

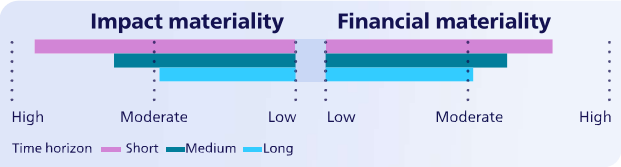
Metric	Unit	2024	2023[1]
Family related leave			
Percentage of employees entiteld to take familiy related leave	%	100%	100%
Percentage of male employees that took family related leave	%	28%	27%
Percentage of female employees that took family related leave	%	32%	25%
Percentage of other employees that took family related leave	%	0%	0%
Remenuration			
Gender pay gap	%	7.8%[2]	2.5%
Remenuration ratio	#	7.87	-
Age categories			
Number of employees under 30 years old in headcount	Headcount	513	327
Number of employees between 30 and 50 years old in headcount	Headcount	2,188	1,837
Number of employees over 50 years old in headcount	Headcount	1,231	1,039

1 Kappé is excluded in the 2023 data
2 The significant increase in gender paygap is due to the aquisition of Kappé. Which is a different type of business compared to the rest of the group. The gender paygap without Kappé for 2024 is: 2.4%

Contract type

	Female	Male	Other	Total
Number of employees (in FTE)	1,150	2,376	0	3,527
Number of permanent employees (in FTE)	937	2,036	0	2,973
Number of temporary employees (in FTE)	207	339	0	547
Number of non-guaranteed hours employees (in FTE)	6	1	0	7
Number of full-time employees (in FTE)	914	2,250	0	3,164
Number of part-time employees (in FTE)	236	126	0	363

Workers in the value chain



Why it matters: approach and policy

At Schiphol Group, we recognise our societal responsibilities as an employer, client and airport operator. We are committed to fostering a work environment that is productive, safe, healthy and attractive for all workers in our value chain. Promoting fair wages and a balanced work-life experience and ensuring safe and healthy working conditions are central to this commitment. 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.

We have identified the following material topic in relation to Schiphol Group's value chain workers:

1. **Employment practices**: We aim to maintain and/or improve employment conditions, working conditions, job content and labour relations.

We set this objective to ensure that our value chain workers at the airport remain motivated, engaged and committed to the collective success of RSG, thereby enhancing employee satisfaction and contributing to organisational performance and growth.

RSG has implemented specific measures to address this material topic. The Workers in the Value Chain policy emphasises fairness, respect and integrity in interactions with value chain workers. Additionally, our Responsible Business Policy (RBP) aligns with international standards, focusing on, among other topics, fair and attractive remuneration and safe and healthy working conditions.

The implementation of these policies is supported by ongoing communication and concrete initiatives in collaboration with sector partners and (representatives of) value chain workers. We strive to establish a stable and compliant employment framework in line with our ambitions related to quality of work.

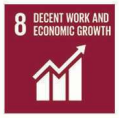
As we navigate ongoing resource shortages and supply chain disruptions, we remain committed to working with our partners towards a more sustainable employment model. The Workers in the Value Chain policy is in place to ensure we uphold the highest standards of fairness, respect and integrity in our interactions with value chain workers. In addition, the RBP is part of our organisational ethos and is in line with the OECD Guidelines for Multinational Enterprises. These policies address material impacts, risks and opportunities (IROs) related to employment practices, emphasising fair and equal remuneration, safe and healthy working conditions, and the overall well-being of workers employed by our sector partners.

The Workers in the Value Chain policy applies to a diverse range of workers across the value chain who could be materially impacted. These include:

1. **Workers employed by contractors of RSG:**
    1. Security, cleaning services, main contractors (in relation to construction, maintenance and demolition), passengers with reduced mobility services, parking and bus transportation
2. **Workers employed and/or active on RSG operational sites:**
    1. Workers using assets owned by RSG (e.g., baggage handling companies using lifting aids in baggage halls)
    2. Workers employed by other entities on the operational site with varying levels of RSG influence, including employees of airlines, their contractors, customs, handlers and the Koninklijke Nederlandse Marechaussee ('Royal Netherlands Marechaussee'; Kmar)

The execution of the policy is supported by a range of both internal and external policies and guidelines. Important related policies include the RBP, which underscores RSG's zero-tolerance stance on child and forced labour, among other key human rights.

Our workers in the value chain policy actively supports the Sustainable Development Goal, decent work and economic growth.



The following sections outline our actions for managing working conditions, addressing health and safety concerns, and fostering an inclusive and equitable work environment.

Enabling the organisation

The Executive Director Human Resources oversees the implementation of the policy, including the actions taken to manage the IROs, as well as the associated metrics and achievement of targets. The Executive Director Human Resources provides regular progress and impact reports to the Executive Team. Schiphol Group's sector partners hold the primary responsibility for the actual implementation of the policy and establishment of actions, in close collaboration with the Human Resources department (in particular Team Quality of Work) and with labour unions.

The Executive Team and Supervisory Board provide the needed support to manage the IROs, and issues related to the IROs are routinely discussed with the People Committee of the Supervisory Board to ensure constant dialogue and action.

Impacts, risks and opportunities (IROs)

RSG has identified several IROs pertaining to Employment practices in our value chain:

Actual positive impact:
1. Cultivating a supportive workplace environment characterised by health, safety and pleasant conditions (working conditions)

Potential positive impact:
2. Ensuring compliance with labour standards for fair and equal remuneration (employment conditions)

Actual negative impacts:
3. Workload and pressure, physical strain in ground handling and unpleasant work environment (working conditions)
4. Exposure to emissions of ultrafine particles (UFPs) and substances of very high concern (SVHCs)

Risks:
5. Negative health effects due to physical strain, resulting in absenteeism and liability claims
6.Negative health effects due to exposure to UFPs, SVHCs and VDMEs resulting in absenteeism and liability claims

The above IROs are reflected in the strategy pillar Quality of Work and enabler Robust organisation.

Schiphol Group is working hard and has several actions in place to address these negative impacts, which are systemic in the context of an airport. We describe our actions to reduce the exposure to emissions and physical strain from workload and pressure in the section Managing working conditions.

Actions to manage our IROs

Engagement and communication with workers in the value chain

The primary stakeholders in relation to these IROs are workers in RSG's value chain. We uphold our policies and manage these IROs through consistent and clear communication at all levels of the organisation and with the entire Team Schiphol.

We communicate with value chain workers through various traditional and digital channels to reach the largest possible audience. Examples include account conversations ('accountgesprekken'), sectoral dialogues, periodic newsletters that are published five times per year (OpSchiphol), video messages, stakeholder events, our annual report, market consultations in the context of tenders and periodic evaluations with our suppliers.

We aim to reach all workers, while taking the diversity of our target groups into account. It remains an enormous challenge to reach all workers in the value chain. We are aware that our current communication channels do not always reach all stakeholders.

The relative stability of labour relations at the airport indicates that our approach to stakeholder management is effective. Since reaching social agreements with labour unions and implementing a structured social dialogue framework, there have been no disruptions in labour relations leading to strikes. In 2024, the strikes were related to the national political discussion on the Regeling voor Vervroegde Uittreding ('Early Retirement Scheme') for 'heavy-duty' professions.

Process of addressing IROs and managing effectiveness of actions (all IROs)

In collaboration with sector partners, Schiphol Group is working hard to achieve its vision of a safe and equitable workplace for its value chain workers. Through conversations with (employees of) sector partners, RSG gains a better understanding of areas for improvement. RSG then takes action based on these insights.

We manage effectiveness in various ways, such as:

Social agreement: Monitored in overarching social dialogues with trade unions (once every four weeks).

Fast Forward: The status of this programme is discussed every four weeks with the Executive Team (bi-weekly up to September 2024).

Social dialogues: In 2024, Schiphol organised a number of social dialogues with the unions, their executives and companies in security, cleaning, cargo and the temporary employment sector. With these dialogues, participants discussed the progress of the agreements from the Social Agreements of 2022 and 2023. For separate sectors (security, cleaning, cargo), Schiphol, unions, executives and companies conducted a social dialogue on relevant topics related to quality of work.

The social dialogues create a platform for critical voices on what needs to be improved in terms of quality of work, and for discussion partners to jointly seek solutions and improvements. The social dialogues ensure that continuous attention is paid to initiatives that improve quality of work. It ensures stable employment relationships and an attractive place to work.

Quality of Work sponsorship group: The group meets once every six weeks to discuss the progress per workstream, elaborating as needed. Discussions take place with the Sector Industrial Relations (SIR) department of RSG, Luchtvaart Community Schiphol (LCS) and three workstreams, being Vliegtuig- en Dieselmotoremissies ('Aircraft and Diesel Engine Emissions'; VDME), Resting Areas Sanitary Cluster Investment (RASCI) and Working Conditions Baggage.

Quality of Work steering committee: The committee meets once every four weeks to discuss the progress of SIR and LCS, elaborating as needed.

LCS is a partnership between Amsterdam Airport Schiphol, KLM and ROC Amsterdam-Flevoland. The goal of the partnership is to create a strong and sustainable labour market at Schiphol and attract and retain workers. The community consists of many parties, including the municipality of Haarlemmermeer as of 2024.

We use a reporting template to document all Quality of Work initiatives and their status, and we maintain a document per workstream. During its meetings, the committee

determines actions and takes minutes. We subsequently monitor these actions.

We currently do not measure the effectiveness of these actions. The effectiveness is reflected by the absence of strikes, audits (e.g., use of lifting aids) and a higher inflow than outflow of staff. RSG is looking into measurement methods and is involving value chain workers in this process.

Managing employment practices

Schiphol Group seeks to ensure fair and equal remuneration, as well as healthy, safe, productive and attractive work across the value chain. To this end, RSG integrates principles such as attractive and adequate wages, compliance with collective labour agreements and travel expense reimbursements into new tenders. In addition to remuneration requirements, RSG integrates requirements related to safe and healthy working conditions, social safety, constructive labour relations and possibilities for development and training for workers. This initiative, which began in 2024, is ongoing and aims to create stable, compliant and attractive employment conditions for everyone working at RSG. Initial tenders have been published and are in the awarding phase, and effectiveness will be evaluated during the contract period. Collaboration with employers and unions is essential to this process.

Managing working conditions

Schiphol Group is committed to improving working conditions for value chain workers, with a focus on reducing physical strain, mental workload and exposure to harmful substances.

Addressing physical strain: RSG is actively working to reduce physical strain and improve working conditions in baggage handling areas. We are installing and operationalising lifting aids in all baggage handling workstations, with an investment of around 21.5 million euros in 2024 for 150 units. By February 2025, all workstations in the baggage halls are expected to be equipped with lifting aids. This initiative involves handlers, the Nederlandse Arbeidsinspectie ('Netherlands Labour Authority'; NLA) and lifting aid suppliers.

At year-end, 281 lifting aids had been installed at Schiphol, although some were not yet in use, necessitating enforcement actions by the NLA. The effectiveness of this initiative has been mixed, with some handlers complying with the new requirement and others requiring further enforcement. The NLA imposed fines on four ground handlers for, among other violations, not using the lifting aids sufficiently and correctly. Ongoing discussions and adoption sessions, led by external agencies, aim to address these challenges.

The Future Travel Experience conference in Dublin saw the kick-off of BOOST, a programme that focuses on reducing physical strain in baggage handling. In BOOST, three airports work together to improve working conditions by applying new technologies. It is an initiative of Royal Schiphol Group, Future Travel Experience and the innovation consultancy company nlmtd. The airports involved are Schiphol, Brussels Airport, Incheon (South Korea) and Avinor (Norway).

Renovation of resting areas and sanitary clusters: The RASCI project was launched at Schiphol to renovate the resting and sanitary areas, creating comfortable and clean spaces for staff in baggage handling, security and cleaning services. This is a challenging project, however, significant progress has been made. In total, 27 sanitary areas and 26 resting spaces have already been renovated, and the renovation of additional spaces is underway. The total investment in 2024 in this project was approximately 22 million euros.

Work pressure research: In August 2024, RSG began preparations for a periodic survey to gain insight into and address mental workload imbalance, undesirable behaviour and social safety. The survey extends across various sectors, including security, bus transport and cleaning. This initiative involves ambassadors and unions, with an investment of 199,194 euros in 2024.

Automation: We began developing a roadmap for the full automation of baggage halls, involving an investment of 100 million euros over several years. Collaboration with handlers, service providers, external consultants, international airports, the NLA and airlines is crucial for the initiative to succeed.

Introducing auxiliary power unit (APU) usage regulations: Another critical action is the implementation of APU usage regulations. The goal of this regulation is to reduce unauthorised use of the APU, thereby minimising kerosene emissions and creating a healthier workspace airside. This initiative started in 2024, with pilot inspections and improved registration forms being developed. The effectiveness of this action is still unknown and will be determined in collaboration with airlines, baggage handlers and the NLA. Another 190 areas will follow in the period 2025-2026. Employees of companies involved in airport operations can then take their breaks in clean and attractive rest areas.

Reducing exposure to emissions: To create a healthier work environment, RSG is acquiring electric preconditioned air (PCA) units to reduce ground handlers' exposure to UFP emissions. This initiative was launched in 2024 and remains ongoing. By the end of 2024, 56 additional PCA units were operational. The initiative involves collaboration with maintenance providers, handlers, airlines and the NLA.

Additionally, we piloted a respiratory protection policy to minimise exposure to very dangerous materials and emissions for airside employees. Although the pilot faced significant resistance from employees and supervisors, it highlights the need for ongoing dialogue and adaptation. This initiative involves various stakeholders, including handlers, main contractors, security companies and other airside employers.

Also, together with partners from the TULIPS consortium, Schiphol carried out a study on the use of water droplets to remove UFPs from the air. The airport has initiated modified departure procedures at two gates with high concentrations of UFPs.

Quality of Work in tenders: In 2024, Schiphol was actively integrating quality of work into minimum requirements and

award criteria in tenders for labour-intensive services at the airport. Tenders included requirements and criteria such as attractive and adequate income, predictable work schedules and working conditions that contribute to safe, healthy and attractive work. Service companies commit to these principles and are assessed partly on the basis of quality of work.

These initiatives enhace the attractiveness of working at Schiphol. Additionally, we encourage more sustainable collaboration with contractors who support our vision of being a socially responsible employer. In the Social Agreements of 2022 and 2023, Schiphol and the trade unions agreed to the setting of requirements for quality of work in tenders.

In 2024, in order to improve the quality of work offered by the cleaning companies in the terminal and baggage basement, RSG announced that it would secure new, long-term contracts with GOM, Hago Airport Services and Victoria. Schiphol will work more closely with the cleaning companies and their employees. Quality of work for the staff, in addition to having a cleaner terminal, is a top priority.

The tendering processes for airport security services and the concession for baggage handling initiated in 2024 also include requirements and award criteria aimed at ehancing the quality of work for employees involved.

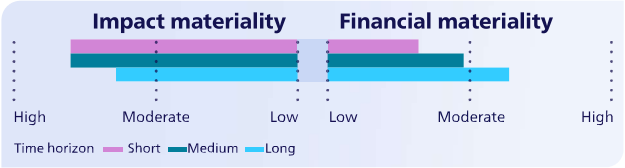
Metrics and targets

The following company-specific metrics provide insights into the characteristics of Schiphol Group's value chain workers. These metrics aim to offer a comprehensive understanding of the workforce dynamics and demographics. We do not have any targets (yet) in relation to this material topic.

Workers in the value chain metrics

Metric	Unit	2024
Total number of employees in the value chain with an airport badge	Headcount	80,374
Gendersplit		
Number of male employees in the value chain with an airport badge	Headcount	52,145
Number of female employees in the value chain with an airport badge	Headcount	28,228
Number of other employees in the value chain with an airport badge	Headcount	0
Age categories		
Number of employees in the value chain with an airport under 30 years old	Headcount	21,743
Number of employees in the value chain with an airport badge between 30 and 50 years old	Headcount	29,993
Number of employees in the value chain with an airport badge older than 50 years	Headcount	28,638
Employee turnover		
Number of employees in the value chain with an airport badge that joined	Headcount	2,137
Number of employees in the value chain with an airport badge that left	Headcount	2,041
Sector categories		
Number of construction employees in the value chain with an airport badge	Headcount	6,101
Number of cleaning employees in the value chain with an airport badge	Headcount	3,443
Number of security employees in the value chain with an airport badge	Headcount	5,584
Number of airline employees in the value chain with an airport badge	Headcount	31,897
Number of goverment employees in the value chain with an airport badge	Headcount	5,049

Airports' attractiveness to consumers and end-users



Why it matters: approach and policy

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. 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. Ensuring that our airports remain attractive, accessible and user friendly directly impacts passenger satisfaction, airline partnerships and overall operational efficiency. This focus on attractiveness helps us retain and grow our market position, benefiting all our stakeholders.

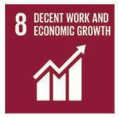
To support these objectives, RSG has established a comprehensive policy focused on enhancing our airports' attractiveness. This policy guides our efforts to improve passenger experience, maintain and expand our network, and foster more sustainable practices.

RSG's strategic focus on airport attractiveness not only enhances the passenger experience and operational efficiency but also solidifies its status as a global leader in the aviation industry, driving investments in the airport and connectivity.

A key policy to achieve these objectives is the attractiveness of airports for consumers and end-users policy. The policy defines how Schiphol Group navigates its material impacts, risks and opportunities (IROs). Its reach extends to all aspects of the airports' operations that fall under the control and maintenance of RSG, covering all consumers and end-users of RSG services.

We use a range of internal year plans and guidelines to execute the policy. Important related year plans include: (1) The Master Plan, which enables greater integration between infrastructural projects at Schiphol and relevant regional developments; (2) The Mid-term Plan 2035, which sets out the major developments required over the next ten years regarding capacity, quality and safety; (3) The Passenger Experience Roadmap, which encompasses the enhancement of projects, the characteristics of each initiative, the progress of its implementation and the timeline; and (4) The Multi-year Maintenance Programme, which determines the maintenance of airport assets that are essential to ensure their reliability and availability.

Our airports' attractiveness to consumers and end-users policy actively supports the Sustainable Development Goal, decent work and economic growth.



In this chapter, we outline RSG's approach to airport attractiveness, detailing relevant policies, governance and our impacts and actions to manage them.

Enabling the organisation

Schiphol Group's Executive Team and Supervisory Board uphold the management of the material IROs. Governance is distributed across departments, with designated responsibilities for each department:

Airline experience: Managed by the Schiphol operations department.

Passenger experience: Managed by the commercial department.

Regular discussions in the Executive Team and relevant committees of the Supervisory Board ensure constant dialogue and action in relation to the IROs. Annual disclosures on the effectiveness of the policy and associated risks help maintain transparency and accountability.

Impacts, risks and opportunities (IROs)

Schiphol Group has identified several IROs pertaining to Airports' attractiveness to consumers and end-users:

Actual positive impacts:
1. Connecting the world through a high-quality network of destinations and multi-airline choice
2. Providing a passenger journey with a high quality of service

Opportunity:
3. Improving airport attractiveness for passengers resulting in higher passenger numbers, higher spend per passenger and, consequently, higher commercial Return on Equity

Risk:
4. Decreasing number of destinations compared to competing airports leads to RSG's hub function being at risk

The above IROs are reflected in the strategy pillars Quality of Service and Quality of Network.

The actual positive impacts relate to Schiphol Group's consumers and end-users, including all aviation partners, passengers and commuters making use of RSG's products and services.

Actions to manage our IROs

Stakeholder management (all IROs)

We engage with stakeholders through continuous conversations, questionnaires, information campaigns and open discussions aimed at improving our joint daily operations. Our proactive communication channels allow us to directly engage with passengers, airlines and tenants to gather diverse perspectives and feedback.

We maintain ongoing contact with airlines–our primary customers–and other key parties, including governmental bodies and business partners. Regular dialogues covering topics such

as safe and responsible travel, connectivity, sustainability in aviation, on-time performance, operational challenges and the implications of government decisions, such as the potential reduction of air traffic movements (ATMs) at Schiphol, allow us to understand their needs and interests. Transparency regarding external developments that impact RSG's plans, such as regulations, litigation, politics and dependencies on hub carriers, is a priority to maintain our role in Dutch society.

Our commercial customer insights team consults passengers monthly through the Passenger Experience monitor and quarterly via the Airport Service Quality benchmark. This feedback informs our strategy and helps prioritise projects that enhance the passenger experience.

Network of destinations (IRO 1 and 4)

Maintaining and expanding RSG's network of destinations is essential to our mission of connecting the world. Our strategy involves fostering strong airline partnerships and prioritising intercontinental destinations while also maintaining our European network.

Maintaining our network

Our primary focus has been on maintaining our existing network and exploring new intercontinental opportunities. Despite capacity constraints and political uncertainties, we continue open dialogues with airlines to manage expectations and explore realistic opportunities to expand our network.

To address competitive challenges and sustainability goals, we have engaged in:

Schiphol airport charges consultation: We are nearing the completion of the consultation process for the 2025-2027 airport charges, ensuring our competitive position relative to other major European airports.

Sustainability initiatives: Encouraging airlines to operate with their most efficient aircraft to reduce noise and greenhouse gas emissions, contributing to our sustainability objectives.

Our efforts to maintain open communication and realistic expectations have been appreciated by our airline partners, even during times when new routes and an increase in flight frequencies were not possible due to a government-regulated maximum cap on the total number of flights at Schiphol. Participation in industry events, such as the Slot Conference, Routes events and headquarter visits, remains essential for fostering these relationships.

Our current Top Performance Indicator (TPI) Network is purely focused on the total number of intercontinental destinations served by Schiphol. As we continue to refine our TPI Network, we aim to provide better insights into our network quality, moving beyond a purely quantitative indicator. Reports such as the Grey & White Spot Analysis, ACI Connectivity Report 2024 and Stichting Economisch Onderzoek network quality assessments will support this ongoing effort. This will also provide better guidance for our discussions with airlines.

Airline partnerships

Effective collaboration with airlines is key to RSG's success. We engage with airlines at various organisational levels to address operational, commercial and logistical issues:

Operational and daily issues: Regular interactions with local station management or regional managers ensure smooth day-to-day operations.

Commercial issues: Collaboration with local general managers or sales teams and direct contact with headquarters helps resolve commercial challenges and align strategic goals.

User requirements: We engage with local station management, procurement teams and corporate strategy departments to meet user needs effectively.

Scheduling and route development: Our discussions with the fleet and scheduling and network planning departments at airline headquarters focus on optimising flight schedules and exploring new route opportunities.

Airport charges: We work closely with airlines' procurement departments and our own pricing department to ensure competitive and transparent airport charges.

Cargo and logistical operations: Collaboration with local cargo communities and headquarters ensures efficient cargo handling and logistics.

Regular interactions, including one-on-one meetings, board sessions and industry events, help us understand and meet airline needs.

In March 2024, a stakeholder survey provided insights into our airline partnerships. We hold regular feedback sessions to improve communication and foster a customer-centric approach across Schiphol.

Passenger experience (IRO 2 and 3)

At RSG, we are dedicated to enhancing the passenger experience by making it more convenient, seamless, comfortable, enjoyable and stress free. Each month, we survey over 1,200 passengers on more than 40 satisfaction metrics, while frequently benchmarking ourselves against leading global airports. This approach allows us to gain valuable insights into passenger needs, prioritise impactful improvement initiatives and continuously improve the passenger experience.

In 2024, we introduced several initiatives aimed at improving overall satisfaction for our passengers:

Renovations in the terminals: We are transforming the overall travel experience by renovating Lounges 1, 2, 3, 4, and Plaza. Starting with Lounge 1 in 2023, this programme aims to enhance the overall attractiveness of the airport and its commercial offerings by shaping the terminal with leading, recognisable design to create a comfortable and enjoyable environment.

Strategic focus for terminal activities: In early 2024, Schiphol introduced a new strategy for its commercial terminal activities

aimed at elevating both commercial performance and the passenger experience. This strategy consists of four pillars:

1. **Core category focus**: In 2024, Schiphol launched a structured tender process to prioritise core retail categories (i.e., perfume, cosmetics, sunglasses, liquor, tobacco and confectionery) to align the passenger experience with top-tier global airports. In Q4 2024, Schiphol selected Lagardère as its new ten-year strategic partner, effective from May 2025. A detailed roadmap for new outlets will be implemented in 2025, supported by a clear and competitive pricing strategy aimed at enhancing passenger satisfaction and driving commercial performance.
2. **Luxury proposition expansion**: To meet growing passenger demand and elevate the luxury experience in Lounge 2, Schiphol expanded its top-brand offerings in 2024. New stores were successfully opened, such as Bvlgari and Breitling in Lounge 2 and Gassan stores featuring Rolex and Swatch in Lounge 1. Additionally, Schiphol continued to attract top-tier luxury brands, with Louis Vuitton set to open in 2025, further enhancing the airport's reputation for luxury retail.
3. **New food & beverage strategy**:We are implementing a strategy to ensure high-quality, low-impact, diverse and hospitable food outlets. In 2024, Schiphol and its food & beverage partners committed to reducing emissions by increasing plant-based food offerings and prioritising sustainability in procurement, with a focus on people, animals and the environment. Additionally, significant quality improvements in key product categories, such as coffee and bread, have been initiated and will be fully implemented by 2025.
4. **Commercial excellence**: In 2024, Schiphol started to develop a roadmap to optimise the category mix within its limited food & beverage and retail footprint, tailoring offerings to passenger needs across different terminal areas. As part of Schiphol's announced CAPEX plans, commercial developments are strategically designed to address gaps in the passenger experience while maximising the efficiency and appeal of retail and food & beverage spaces.

Cleanliness and ambiance: To maintain a clean and tidy airport environment, we have appointed Area Quality Supervisors responsible for specific terminal areas. After successful pilots, we expanded the team from two to five quality supervisors in Q4 2024, with plans to add one more in 2025. These supervisors focus on maintaining cleanliness and tidiness.

Dedicated cleaners have also been stationed at strategic locations to guarantee consistent cleanliness and odour-free facilities. A pilot at Pier C in 2024 delivered promising results, showing a 10% increase in passenger satisfaction.

In addition to cleanliness, we are enhancing the ambiance of the arrival hall. Between 2024 and 2026, small renovations will include adding greenery, installing hoardings that create a sense of place, conducting scent pilots and providing extra seating. Larger renovations are planned for 2030.

Family and children services: To enhance the experience for families with young children, we piloted a dedicated family lane at passport control. The initial feedback has been promising, highlighting reduced stress for families and a smoother experience for other passengers, with fewer disturbances in the regular lanes.

Charging stations: In July 2024, we launched a pilot project offering passengers the convenience of borrowing power banks for electronic device charging. Stations at Pier B provide power banks free of charge for the first four hours, with the option to purchase them thereafter. This pilot, running until July 2025, so far has received highly positive feedback, with an impressive average satisfaction score of 4.6 out of 5 among users.

Art gallery 'New Dutch Horizons': In December 2024, we introduced a unique experience around the construction site of Lounge 1, titled *New Dutch Horizons*. This 200-metre-long art gallery showcases photographs, video art and collages by 19 Dutch artists, each presenting their vision of the natural and cultural landscapes of the Netherlands. Designed to inspire our passengers, it also contributes to creating a calm and stress-free environment.

Digital passenger experience innovations: In 2024, we focused on improving the arrival journey for passengers and enhancing the question-to-answer process in collaboration with Customer Care. Key innovations include:

- **Time-to-exit:**
  We developed a time-to-exit model to be able to answer a key question of arriving passengers, namely how long it will take to leave the airport. This model combines walking times, waiting times, and forecasted baggage delivery times to provide a clear timeframe for completing airport processes. Accessible via our website and app itineraries, this information will be prominently featured in passenger campaigns throughout the year. We are also researching and prototyping additional channels to maximise reach and impact.
- **Baggage arrival time predictions:**
  We introduced an industry-first prediction model that forecasts when passengers' luggage will arrive at the baggage belts. This feature meets a critical need for arriving passengers and creates commercial opportunities by freeing their attention for other activities. Since its launch, passenger information for information findability at baggage reclaim has risen by 5%.
- **Revamped online shopping environment:**
  To better inspire and inform passengers about shopping and dining options in the terminal, we revamped our online pages. Improvements include enhanced navigation, clearer shop and restaurant information, and updated visuals.
- **AI-powered customer care:**
  To stay at the forefront of digital innovation, we developed an in-house large language model trained with Schiphol-specific knowledge, which was initially launched in our online Customer Care chat. Plans are underway to expand its functionality to further enhance the passenger experience, including integration with direct messaging platforms like WhatsApp.

Passengers with reduced mobility (PRM): At RSG, we strive to ensure a seamless travel experience for all passengers, including those with reduced mobility. Feedback on our PRM services has been overwhelmingly positive, reflecting our commitment to accessibility and care. In 2024, we implemented significant improvements to our internal organisation, including stronger management focus on PRM processes and compliance, enhanced collaboration with airlines through regular meetings, and advancements in service quality, employee engagement and innovation.

Additionally, we are piloting an autonomous wheelchair programme. Passengers departing from Lounges 2 or 3 can access one of ten self-driving wheelchairs, which transport them to their designated gate before autonomously returning to their base location. Early feedback from users has been very encouraging, highlighting the potential of this initiative to further enhance accessibility and convenience.

In 2025, we will prioritise key areas to further enhance PRM services, including managing flights with a high number of passengers with reduced mobility, providing specialised training for relevant employees, and optimising aircraft door occupation for inbound flights.

These initiatives are the result of close collaboration with our partners and stakeholders. By continuing to invest in these efforts, we aim to deliver a seamless and enjoyable journey for all passengers, solidifying RSG's reputation as a world-class global airport.

Metrics and targets

On-time performance shows the punctuality of outbound traffic derived from the percentage of commercial flights that depart on time (based on the sector-wide standard D15). The on-time performance score for AAS in 2024 was 62%, which has led to the second position for Schiphol in the Top-5 European Airports benchmark.

The number of direct intercontinental destinations for passengers and cargo within the Schiphol Group was 125. With these intercontinental destinations, Schiphol Group ensures maintaining good direct connectivity with the rest of the world.

Despite our efforts, we have not met our passenger satisfaction target for 2024 at Amsterdam Airport Schiphol. The passenger satisfaction score measures the overall satisfaction of the airport among departing and arriving passengers. Reasons include an overestimation of potential growth during a period of rapidly increasing passenger volumes (+9%) and ongoing terminal renovations, which have negatively affected the passenger experience. As renovations are completed in the coming years and structural improvements take effect, we expect passenger satisfaction at our airport to improve at an accelerated pace, paving the way for a recovery of our position among the top hub airports in Europe in the next five years. The regional airports Eindhoven airport and Rotterdam The Hague airport report on the net promoter score for their passengers. The net promoter score measures how likely passengers are to recommend Eindhoven and Rotterdam The Hague airport.

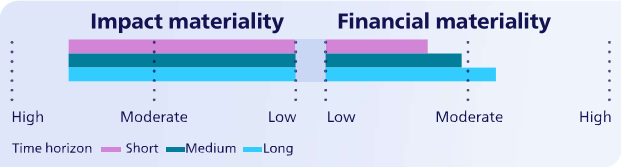
Metric	Unit	2024	2023
Intercontinental destinations *The number of direct intercontinental destinations for passengers and/or cargo.*	#	125	128
Direct destinations	#	322	329
Air Traffic movements *Number of commercial flight movements*	#	529,248	498,194
Air Traffic movements *Number of General aviation flight movements*	#	138,253	139,682
On time performance *Percentage of flights that departed on time*	%	62%	59%[1]
Number of passengers including transit	#	75,881,197	70,946,209

1 For 2023 the on time performance is only for Amsterdam Airport Schiphol

Passenger experience

	2024	2023
Schiphol (passenger satisfaction score)	3.78	3.79
Eindhoven (net promoter score)	43	44
Rotterdam (net promoter score)	60	55
Lelystad	n/a	n/a

Safety



Why it matters: approach and policy

At Schiphol Group, we aim to provide safe, secure and responsible travel for everyone who visits and uses our airports. In our role as an airport operator, we face not only the daily complexities of operating a bustling international hub, but also complexities resulting from ongoing construction activities. As a result, we encounter a unique set of risks. More than a regulatory requirement, safety is a deeply ingrained value. This is reflected in our Vision 2050 and our key enabler Safety first. As such, safety plays an important role in our continuous pursuit of excellence and high-quality operations.

We collaborate closely with airlines, ground handlers and contractors to maintain high safety standards at our airports. Infrastructure safety is a key focus, with stringent protocols in place to address construction-related risks. We also prioritise emergency preparedness. RSG has comprehensive crisis response plans in place and carries out rigorous training exercises to ensure readiness for potential incidents such as extreme weather events and airplane crashes.

We perform continuous risk management activities to adapt to the evolving airport environment, and we regularly assess and update our safety measures to address new challenges. This is supported by a culture of safety that promotes awareness and proactive behaviour among all stakeholders.

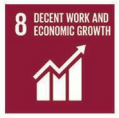
Management is dedicated to cultivating a culture of safety characterised by open communication and accountability. We use insights from the objective evaluation of safety events to effectively mitigate risks, supported by investments in training, technology and partnerships. Our goal remains clear: to provide a safe and secure environment that contributes to operational excellence and the well-being of everyone who relies on us. Through our steadfast focus on safety, we uphold our mission to lead with integrity and responsibility, making our airports a beacon of safety and reliability.

To help us meet our objectives, we rely on high-quality safety processes and depend on the support of our valued partners and stakeholders, with whom we work towards the same goal. Schiphol Group plays a central role in sector-wide safety initiatives such as the Integral Safety Management System (ISMS). As part of this integrated value chain approach, we cooperate closely on safety with airlines, ground handlers and building contractors.

Our safety policy is key to meeting these objectives. It delineates how RSG navigates its material impacts, risks and opportunities (IROs). The policy's reach extends to all aspects of the airports' operations that fall under the control and maintenance of RSG, covering the entire workforce (including value chain) and all consumers and end-users of Amsterdam Airport Schiphol services.

The execution of this policy is supported by a range of both internal and external policies and our safety management systems, including the joint sector ISMS. Important related policies include the Safety Roadmap 2021-2025, the HSE Protocol for incident investigations and its related Incident Learning System for accident prevention and management.

Our safety policy actively supports the the Sustainable Development Goal, decent work and economic growth.



Enabling the organisation

The Safety & Environment Director is tasked with overseeing the implementation of the safety policy and provides regular progress and impact reports to the Safety Review Board. The actual implementation of the policy, along with the establishment of mitigating measures, is carried out by each department within RSG in close collaboration with HSE Risk & Compliance.

Impacts, risks and opportunities (IROs)

RSG has identified several IROs pertaining to Safety:

Actual positive impact:

1. Ensure the safety of consumers and end-users on premises, in surrounding areas and in the air

Risks:

2. Fire on RSG premises
3. Uncontrolled crowd movements resulting in an increased risk of mass stampede
4. Vehicle collisions on RSG premises
5. Safety incidents during construction (e.g., falling of the load or collapse of a crane)
6. Electrocution during maintenance or projects
7. Health and safety issues for employees, workers in the value chain and passengers in case of extreme weather events (e.g., extreme heat, rainfall, storms)
8. Hitting an explosive remnant of war
9. Inadequate response to crisis situations (e.g., airplane crash)
10. Runway incursion
11. Bird strikes resulting in an airplane crash

The above IROs are reflected in the enabler Safety first.

The actual positive impact relates to Schiphol Group's operations on airport premises and extends to our own workforce (both employees and non-employees), value chain workers, consumers and end-users.

Actions to manage our IROs

Our company's safety management systems outline objectives, tasks, responsibilities, authorities and working agreements for managing health, safety and environmental risks at Schiphol. All operational managers are responsible for effectively managing safety risks in their respective processes. The Safety Review Board formulates policies and goals to realise Schiphol Group's 'Safe performance' strategic objectives.

RSG's Safety Leadership Principles are based on our target of zero safety incidents. They require our leaders to set an example on safety and promote an open and just culture. Initiatives such as safety walks, safety moments (such as safety alerts) and a yearly safety day are increasingly valued by our employees and other airport site workers and are now seen as an everyday part of our work. The 2024 safety day featured a variety of activities for our employees that highlighted the different aspects of safety. Examples included a visit to the A pier, tours of the airport's technical rooms and a workshop on safety in innovation.

Safety and compliance

Schiphol Group is committed to complying with (inter)national regulations and permit requirements at all times. We consider compliance with laws and regulations the bare minimum.

We use the three lines of responsibility model. The business areas (BAs) represent the first line and are accountable for ensuring that assets, installations and processes are fully compliant. The BAs are supported by the HSE department, which represents the second line. The HSE department provides complementary expertise, support and monitoring. This department also reports on the adequacy and effectiveness of the compliance management process. The third line responsibility is fulfilled by the Corporate Risk & Audit (CRA) department. CRA audits the efforts of the first and second lines.

In 2024, Schiphol Group started structuring the compliance framework for environmental laws and regulations to make it more integrated. Applicable laws and regulations are now recorded in a central register and assigned to all assets, installations and processes, providing better insight into the extent to which laws and regulations are complied with.

Schiphol Group is monitored by various competent authorities, such as Inspectie Leefomgeving en Transport ('Human Environment and Transport Inspectorate'; ILT), Omgevingsdienst Noordzeekanaalgebied ('North Sea Canal Area Environment Agency') and Hoogheemraadschap van Rijnland ('Water Authorities Rijnland'). We aim to communicate with these organisations as transparently as possible.

RSG complies with European Union Aviation Safety Agency regulations by regularly undergoing internal and external audits. External audits are performed by the ILT under the 48-month oversight programme, as stipulated by EU Regulation 139/2014.

Fire safety (IRO 2)

Schiphol Group continues to invest in fire safety initiatives, resulting in significant upgrades and compliance achievements. These actions are part of a broader strategy to mitigate fire risks and ensure the safety of all stakeholders.

The Brandveiligheid Terminal ('Fire Safety Terminal') programme focuses on keeping the integral fire safety system up to date and compliant with relevant regulation. Remaining necessary upgrades and/or replacements are being implemented before 2030, ensuring that the fire safety system will be fully in line with all requirements set by the independent inspection body in the Netherlands. We align our programme efforts with the environmental protection agency ('Omgevingsdienst') on a monthly basis. The environmental protection agency acts as a regulator and monitors the programme. Despite minor delays, the initiative is progressing well, with all components of the system expected to receive inspection certificates.

The Project Fire Safety Real Estate Buildings aims to ensure that all commercial real estate buildings at Amsterdam Airport Schiphol and Rotterdam The Hague Airport comply with Dutch building regulations. With 40% of the work completed and 60% in progress, the project is advancing towards its goal of reaching full compliance for RSG's real estate buildings by 2028. Collaboration with various stakeholders, including regulatory bodies and tenants, has played a key role in its success, ensuring a comprehensive approach to fire safety compliance.

Crowd risk management (IRO 3)

Schiphol Group is committed to managing crowd risks to prevent uncontrolled crowd movements and potential mass stampedes. Initiatives focus on improving flow regulation and enhancing crowd management capabilities.

RSG uses effective 24/7 flow regulation to manage passenger movements and reduce the risk of overcrowding. Advanced monitoring and control systems are deployed to maintain order during peak periods.

The Day2Day Operations Officer team and Schiphol Airport Authority participate in targeted training sessions, receive explanations on Vakbekwaamheid ('Professional Competence') days and complete updated e-learning modules to enhance their knowledge and competence about crowd management and fire safety. This ongoing initiative aims to improve operational control over large groups of passengers.

Improving the handling of crowd reports regarding imminent uncontrollable situations involves collaborating with Koninklijke Nederlandse Marechaussee ('Royal Netherlands Marechaussee') and Security teams to respond swiftly and effectively to potential threats.

Traffic safety on RSG premises (IRO 4)

Continuously enhancing traffic safety in airside, landside and baggage areas is a key focus for RSG, and a series of targeted actions are underway.

The supervision and enforcement of traffic regulations on RSG premises remains ongoing and is intended to reduce traffic violations and enhance overall safety for all users.

In the E/F Area and E Hall, RSG is enhancing baggage traffic safety by addressing visibility and signage issues. Priorities include updating drawings, meeting customer needs, ensuring safe driving directions and installing digital mirrors and speed indicators. Actions are coordinated with operations to minimise disruption.

At airside, efforts to improve lighting on peripheral roads, including underpasses and tunnels are ongoing. These efforts ensure regulatory compliance and enhance traffic safety. This is done together with the ISMS. Schiphol Group has selected a main contractor to carry out the necessary work. We are taking additional measures to promote and facilitate employees in walking to and from their airside homebase via the terminal.

At landside, we are also assessing the road network surrounding the Buitenveldert Tunnel, with the goal of making it safer for all road users. As part of the assessment, we will assess and evaluate current conditions and prioritise safety enhancements.

Safety Incidents during construction (IRO 5)

Mitigating the risks of safety incidents during maintenance and construction projects is a key focus.

Every project must have a health and safety management plan in place. In this project plan, health and safety risks that can occur during construction must be assessed, and measures must be determined. This plan must also include a procedure to prevent, report, register and follow up on incidents.

Key controls to prevent safety incidents during construction maintenance or projects are:

- General: working according to the health and safety management plan and HSE Schiphol Standard
- Task-risk assessment in the Permit to work
- Working with an authorised crane plan
- Certified riggers in place (crane handling)
- Use of positioning lines/fall protection
- Rails (i.e., fall protection) in place on scaffolds when working at heights

Electrocution during maintenance or projects (IRO 6)

In addition, we focus on mitigating the risks of electrocution during maintenance.

Key controls to prevent electrocution during maintenance or projects are:

- Working according to the Veiligheidsmanagementsysteem Elektrotechniek ('Electrical Engineering Safety Management System'; VMSE) standard
- Project-based inspection and securing of exposed copper wire found throughout the terminal
- Carrying out the inspection according to the OIP (NEN 3140, NEN 3840) and running inspection results by an installation manager, and, if necessary, repairing shortcomings
- Handover inspection before commissioning (NEN 1010)
- Work with an approved work method statement, collect input from specialists (IV) and work on electrical installations in compliance with the LOTOTO procedure

Health and safety issues during extreme weather events (IRO 7)

Addressing health and safety issues during extreme weather events such as extreme heat, rainfall and storms is a priority. Schiphol Infrastructure manages measures in the terminal and measures related to Assets Infrastructure, while Schiphol Commercial Real Estate handles buildings within their scope. Operational procedures for managing extreme weather conditions at airside are also in place.

The following policies are in place to manage the health and safety of employees and value chain workers at Schiphol in extreme weather events:

- **HSE Management Plan – Hot-cold working conditions:** The plan outlines measures to mitigate risks associated with hot and cold working environments, ensuring the safety and well-being of employees and passengers. It emphasises compliance with relevant legislation, such as the Arbowet, and involves key stakeholders such as Infrastructure, Schiphol Real Estate and contractors. The plan includes detailed protocols for winter and summer operations, focusing on protective measures, training and operational adjustments to maintain a safe and efficient airport environment. Regular updates and evaluations are conducted to adapt to evolving weather conditions and regulations.
- **ASM Seasonal Handbook:** This is a comprehensive guide outlining preparations for winter, summer, storm seasons and peak traffic periods. It details specific actions to maintain asset performance and service delivery during extreme conditions, with tailored checklists for each season. This protocol emphasises the roles and responsibilities of various departments, ensuring operational integrity and safety.
- **Climate Control Terminal:** For Schiphol, we set up a policy document for controlling the climate in the terminal in extremely cold and hot conditions. This policy links the overall Climate Adaptation Plan to operational procedures within Schiphol Infrastructure, highlighting RSG's commitment to maintaining a secure and efficient operational environment.

Hitting an explosive remnant of war risk mitigation (IRO 8)

Given Schiphol's history, RSG must exercise extreme caution during soil-moving activities due to the potential presence of explosive remnants of war. Over the years, we have developed extensive knowledge of area-specific risks and implemented processes to mitigate these risks during project preparation and soil movement. As a result, no incidents related to this risk were reported in 2024. Several initiatives are currently underway to further enhance risk management in this area.

Updating the risk map

Efforts are in progress to update the Bodembelastingkaart ('Soil Risk Map'), ensuring a more precise mapping of areas suspected of containing explosive remnants of war. This initiative aims to facilitate better preparation and implementation of control measures during earth-moving operations. The project was

completed in Q4 2024 and involves stakeholders who prepare, supervise or conduct soil-moving activities. The outcome will be an updated risk map, significantly improving the efficiency of project planning.

Enhancing processes and procedures

The Schiphol Explosive Remnants of War Detection Manual is being revised to clearly outline the processes, procedures and work instructions for soil-moving activities. This ensures that all involved stakeholders understand the necessary steps to minimise the risk of hitting an explosive remnant of war. The ongoing update, concluded in Q4 2024, involves collaboration with key departments, ensuring comprehensive stakeholder engagement and sign-off.

Introducing advanced detection techniques

Innovative non-destructive detection techniques are being piloted to provide detailed information about subsurface risks. These techniques can identify various subsurface elements, including explosive remnants of war, cables, pipes, archaeological artefacts and groundwater levels, before commencing activities. In collaboration with RSG's main contractors, the first pilot has shown promising results in achieving more efficient and secure area analysis. Additional pilot locations are being selected. The effectiveness of these new methods will be evaluated after the pilot concludes to determine their impact on risk assessment and operational efficiency.

Crisis response enhancement (IRO 9)

Schiphol Group is committed to strengthening its response capabilities for crisis situations, such as airplane crashes. This involves maintaining a well-trained fire brigade equipped with advanced Aircraft Rescue and Firefighting vehicles, procedures and tools. The Emergency Response Control Centre and the broader crisis organisation play crucial roles in ensuring that all participants are educated, trained and practised according to their roles, emphasising continuous readiness.

The Schiphol Crisis Plan defines the primary focus, extending to a 40km radius around the airport for the fire brigade in the event of an airplane crash. The Crisis Plan as a whole covers an even larger area. Ensuring the health and well-being of passengers and their families is crucial. We therefore engage with key stakeholders, including public and private emergency services, airlines and handlers, to provide comprehensive support and safety measures. Effective crisis management necessitates strong partnerships, and RSG invests significantly in fostering these relationships.

Schiphol Group aims for optimal performance from the fire brigade and crisis organisation, alongside its partners. Our main crisis management partners are the Dutch Border and National Police, Safety Region Kennemerland, Airport Medical Service the municipality of Haarlemmermeer, the National Coordinator for Security and Counterterrorism, Air Traffic Control, Dutch Railways and ProRail. Key success factors include well-trained personnel, appropriate vehicles and tools, and strong inter-agency relationships. A plan–do–check–act cycle that evaluates crises and incidents globally drives continuous improvement, ensuring the crisis organisation evolves effectively.

Schiphol Group prepares primarily for scenarios involving short-term disruptions. The government's view is that society as a whole should be prepared for wide-spread, long-term disruptions. With this in mind, RSG will review and update its crisis response plans where appropriate.

Integral Safety Management System (IRO 1, 10 and 11)

The ISMS at Amsterdam Airport Schiphol is a collaborative initiative designed to maintain high safety standards across all aviation organisations at the airport. It involves key stakeholders, including Schiphol, Luchtverkeersleiding Nederland ('Air Traffic Control the Netherlands'; LVNL), airlines, ground handlers and service partners responsible for refuelling, catering and cleaning.

The ISMS coordinates safety processes and implements strategic improvements through its Safety Improvement Roadmap, aligning all parties with shared safety goals. The ISMS complements existing safety management systems by focusing on broader risks associated with Schiphol's operations. It provides a comprehensive view of safety risks and opportunities beyond the scope of individual entities, allowing for joint decision-making among aviation parties to enhance safety measures.

Safety planning within the ISMS involves systematically identifying, quantifying and resolving safety risks. Aviation companies apply robust risk management principles under the supervision of the Human Environment and Transport Inspectorate. Safety improvements are identified through various methods, including incident analyses, trend assessments and insights from the Dutch Safety Board. Preliminary assessments of long-term plans ensure that safety considerations are proactively integrated into future developments.

The ISMS has developed a Safety Improvement Roadmap, a dynamic working document that aligns all stakeholders on common safety goals. It includes measures addressing recommendations from the Dutch Safety Board and analyses by the Nederlands Lucht- en Ruimtevaartcentrum ('Royal Netherlands Aerospace Centre'). Regular updates ensure the roadmap reflects new initiatives, investigations and sector-wide decisions, supporting ongoing progress and adaptability.

Runway safety (IRO 10)

A critical component of the ISMS is its focus on mitigating material risks such as runway incursions and bird strikes. Schiphol Group's ongoing commitment to runway safety, which is highlighted by efforts to improve signage and markings and the implementation of new intersection designs, is fully integrated within the ISMS framework. Notably, key improvements, such as the new intersection at Sierra 1 on Runway 06-24 (Kaagbaan) and the redesign of Hotspot N2/E6 with a stop bar installation, are strategic measures developed through collaboration with ISMS partners. These initiatives reduce runway incursion risks by preventing high-energy crossing points and unauthorised runway access.

In 2024, 34 runway incursions occurred (2023: 60), of which 34 were classified as having no immediate safety consequences.

Bird strike mitigation (IRO 11)

Bird strike mitigation is another priority managed by ISMS partners. Active bird control measures, combined with innovative projects such as testing new crayfish trapping methods, play a vital role in reducing bird presence on the airfield, thus minimising bird strike risks. These efforts are complemented by ongoing research into sustainable bird deterrent methods, ensuring environmental concerns are addressed alongside safety priorities.

In 2024, RSG experienced 3.8 bird strikes per 10,000 air transport movements (2023: 4.5/10k), none of which resulted in a major incident. The reduction can be attributed to our ongoing measures. Weather conditions were also a factor, as rain reduced the food available to some high-risk bird species.

These measures, developed by ISMS partners or sector-wide task forces, were steered by the TOP Safety Action Group. For more details on the Safety Improvement Roadmap and the implementation status of all measures, please visit Safety in the Dutch Aviation Sector — Integral Safety Schiphol.

Metrics and targets

Schiphol Group and its partners work at the airports 24/7. At all our sites and during all our activities, we keep safety top of mind. In light of this, we set a clear target: zero safety incidents throughout the year. We keep close track of our safety levels and safety performance at our airports through the Net Safety Score (NSS). The NSS is used to monitor our ongoing safety performance. It is the percentage of days without serious incidents minus the percentage of days with serious incidents. In 2024, the NSS was 93,4. We had 12 days with serious incidents compared to 10 days in 2023. These range from traffic incidents on the platform to trips and falls of employees as well as passengers. A single fall resulting in injury can therefore significantly impact the NSS. Each serious incident is investigated either by RSG or other parties.

In addition to the NSS, we assess our performance on our top safety risks, including bird strikes, runway incursions, fire safety risks, electrical safety risks and risks related to construction and maintenance.

We do this by monitoring the number of occurrences and the functioning of risk-mitigating measures (key controls). Safety performance is reported each quarter and discussed by Schiphol Group's Safety Review Board.

In 2024, 1,627 near incidents and potentially dangerous situations were recorded in RSG's Incident Learning System (accident prevention and management system). The data in our safety database allows us to analyse incidents and trends and to investigate incidents.

In May 2024, a fatal incident occurred at airside of Schiphol Airport. The victim was working for a company at the airport. Investigations by the Royal Military Police revealed that it was a case of suicide. Schiphol followed up on the incident with relevant parties, including victim help for bystanders during the incident.

Safety of own workforce and value chain

In 2024, we recorded 0 fatalities resulting from work-related injuries and work-related ill health among workers in the value chain working at RSG's sites. The number and rate of recordable work-related incidents (LTIF) were 12 and 2.3 per 100 FTE, respectively. Additionally, there were 41 cases of recordable work-related ill health, subject to legal restrictions on the collection of data. The number of days lost to work-related injuries, fatalities from work-related accidents, work-related ill health and fatalities from ill health totalled 266 days.

Safety of passengers and visitors

In 2024, RSG reported 822 (2023: 778) incidents involving injuries to passengers and visitors that required attention from our in-house emergency response service.

Total number of runway incursions

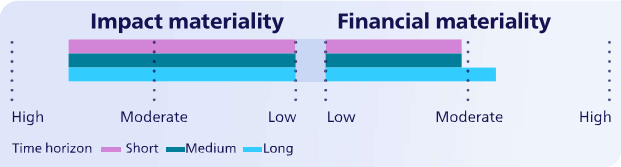
	2024	2023
Schiphol	14	17
Eindhoven	5	17
Rotterdam	6	8
Lelystad	9	18
RSG	**34**	**60**

Safety metrics

Metric	2024	2023[1]
Net safety score *Net safety score is the percentage of days without serious incidents minus the percentage of days with serious incidents. An incident is classified as serious according to our Event risk classification methodology*	93.4	96.2[2]
Number of days with serious incidents	12	10
Number of near incidents and potentially dangerous situations	1,627	959
Number of incidents of aircraft being damaged during ground handling	92	89
Number of incidents leading tot injuries to travelers and visitors	822	778
Health and safety		
Number of days lost to work related injuries and fatalities from work related accidents	266	353
The number of fatalities as a result of work-related injuries and work-related ill health	0	0
The number of recordable work-related incidents	13	8
Number of injuries due to traffic collisions on the peripheral roads and aprons	25	18
Percentage of employees coverd by the health and safety management system	100%	100%
Average number of incidents leading to injuries over past 5 years (incl. fire dep) *Amsterdam Airport Schiphol*	7.6	7.0
Number of cases of recordable work-related ill health	41	42
Lost Time Injury Frequency (LTIF)		
The rate of recordable work-related incidents (LTIF)	2.3	1.8
Lost Time Injury Frequency (incl. fire dpt) *Amsterdam Airport Schiphol*	2.3	2
Lost Time Injury Frequency (excl. fire dpt) *Amsterdam Airport Schiphol* (target 2024: 1)	1.3	1.6
Lost Time Injury Frequency fire department *Amsterdam Airport Schiphol* (target 2024:22)	19.5	7.7
Runway incursions		
Total number of runway incursions occurred	34	60
Number of runway incursions with immediate safety consequences (A/B)	0	1
Number of runway incursions with a potential safety consequence (C)	0	4
Number of runway incursions without immediate safety consequences (D)	34	55
Birdstrikes		
Number of bird strikes per 10,000 commercial air transport movements	3.8	4.5

1 Kappé is excluded in the 2023 data
2 For 2023 the net safety score is only for Amsterdam Airport Schiphol

Security



Why it matters: approach and policy

Security is fundamental for safe and efficient airport operations. Schiphol Group works closely with the Koninklijke Nederlandse Marechaussee ('Royal Netherlands Marechaussee'; Kmar), the National Coordinator for Security and Counterterrorism (NCTV), private security firms and other partners 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 Vision 2050.

The most important and unexpected adjustment was the liquid restriction introduced on September 1, 2024. This made it no longer allowed to take liquids in packaging larger than 100 ml in hand baggage. In taking this measure, Schiphol was following new guidelines from the European Commission. Thanks to good collaboration with the stakeholders, this was implemented without any significant incidents. Additionally, in mid-November, we issued a press release announcing that we would re-tender the security services at the European level. The goal is 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, where Schiphol holds a 25% share and the security company a 75% share, to promote collaboration and high-quality operations. This is in line with the strategy pillar Quality of Work.

The airports' strategic approach to security encompasses comprehensive measures to mitigate risks and prevent incidents. This includes advanced screening processes, extensive surveillance and strict access control protocols, all of which are regularly reviewed and updated to address evolving threats.

RSG takes an integrated approach by working closely with sector partners to combat illegal activities, including human and wildlife trafficking. Collaboration with national and international organisations, including Airports Council International (ACI), enhances our ability to detect and deter unlawful activities, reinforcing our security framework.

To help meet its security objectives, RSG relies on high-quality security processes and the support of valued partners and stakeholders. Our security policy outlines our proactive approach to managing our impacts, risks and opportunities (IROs) related to security, ensuring regulatory compliance and driving continuous improvement through innovation and collaboration.

Our security policy actively supports the the Sustainable Development Goal, decent work and economic growth.

Enabling the organisation

The security department, under leadership of the Director of Security and in close collaboration with pertinent departments, implements the security policy and establishes mitigating measures.

Impacts, risks and opportunities (IROs)

Schiphol Group has identified several IROs pertaining to Security.

Actual positive impact:

1. Ensuring the security of consumers and end-users on premises, in surrounding areas and in the air

Potential negative impact:

2. Facilitating illegal activities (e.g., human and wildlife trafficking, and the distribution of illegal substances) on RSG premises

Risks:

3. Extraordinary undesired events
4. Terrorist attacks on land or airside

The above IROs are reflected in the strategy pillar Quality of Service and the enabler Safety first.

These impacts are systemic in the context of an airport. Schiphol Group is working hard and has implemented several actions to address these issues.

Actions to manage our IROs

Ensuring security at the airport (IRO 1, 3 and 4)

RSG's approach to managing IROs is centred around comprehensive and ongoing security measures, including the screening of individuals and their baggage, extensive camera surveillance and stringent area and access control protocols. These measures, which cover the entire airport area and affect every user, are designed to prevent significant security incidents. They are regularly updated based on changes in risks and compliance requirements, ensuring they remain effective. This will help minimise the occurrence of security incidents with substantial impacts, maintaining a safe environment on premises, in surrounding areas and in the airspace.

In 2024, we invested approximately 19 million euros in capital expenditures for security-related assets.

Fighting illegal activities (IRO 2)

Schiphol Group is committed to fighting human and wildlife trafficking and smuggling by collaborating with sector partners, the Dutch government and ACI (with RSG acting as chair of the relevant committee), and by establishing value chain management to combat illegal trade. Schiphol Group has a separate policy in place that focuses on educating employees to improve awareness, monitoring and reporting, as well as

collaborating with partners to better detect signals and facilitate the fight against human and wildlife trafficking and smuggling.

Collaboration within the sector

Collaboration plays a crucial role in the security strategy. Schiphol Group works closely with the NCTV, Kmar, private security firms and sector parties, such as ACI Europe, to foster a coordinated and integrated approach to security. These partnerships enable the sharing of best practices and resources, enhancing the overall security posture. The combined efforts and integration of these security protocols, supported by the airport's comprehensive security budget, highlights RSG's commitment to maintaining a secure and efficient airport environment in alignment with its Vision 2050.

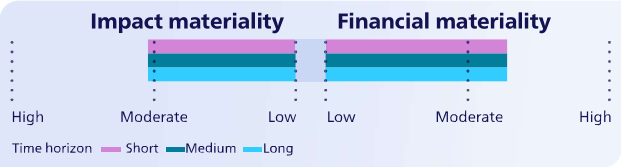
Metrics and targets

The smooth operation of these security operations is reflected in key performance metrics, such as the average waiting time for passengers. In 2024, the percentage of passengers experiencing waiting times of less than 10 minutes, from the start of the queuing line to the start of the security process for economy passengers, was 92.3% (2023: 94.2%). This metric serves as an indicator of the efficiency and effectiveness of our security operations, ensuring a balance between stringent security measures and passenger convenience. 10 minutes is a common standard in the aviation industry and also part of the agreements with airlines. Due to the sensitivity of other security data, we do not disclose other indicators for the effectiveness of our security processes. In alignment with ESRS 1, section 7.7 on Classified and Sensitive Information, we are not required to disclose such information, even if it is material, as it relates to safeguarding natural and/or legal persons.

Security metrics

Metric	**2024**	2023
Waiting time		
Percentage of passengers waiting longer than 10 min to go through security	7.7%	5.8%

Cybersecurity



Why it matters: approach and policy

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 need to remain at the forefront of industry best practices.

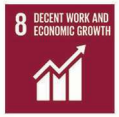
RSG is dedicated to ensuring that the expectations of all stakeholders with regard to cybersecurity are met. By protecting the confidentiality, integrity and availability of information and information systems, we aim to execute our business strategy and realise our ambitions.

Information security, by design and default, limits incidents that can affect the confidentiality, integrity and availability of Schiphol Group's information assets.

The cybersecurity policy we have in place is designed to anticipate and respond to the evolving impacts, risks and opportunities within the digital landscape, ensuring that RSG's cybersecurity standards meet the latest industry best practices. It serves as the foundation of our endeavours to uphold a secure digital environment, safeguarding our stakeholders' interests and reinforcing the trust placed in our capabilities as a leading airport operator.

The execution of the policy is supported by a range of both internal and external policies and management systems. Important related policies include the information security policy, which outlines the objectives, stakeholders, strategic direction, scope and governance of information security, and defines the cybersecurity management system.

Our cybersecurity policy actively supports the Sustainable Development Goal, decent work and economic growth.



Enabling the organisation

The Chief Information Security Officer (CISO) is tasked with overseeing the implementation and management of cybersecurity, providing regular progress and impact reports to the Executive Team.

The actual implementation of the information security policy, along with the establishment of mitigating measures, is carried out by several governance bodies at the strategic, tactical and operational level. These governance bodies unite information security stakeholders throughout RSG and serve as coordinators.

Information related to compliance with information security policies must be reported to the CISO. First-line management provides status updates on the implementation of information security policies and standards to the IB-Board (strategic), KIBS (tactical) and Schiphol Cyber Security Centre (SCSC). KIBS and SCSC act as the second line of defence within Schiphol Group, maintaining an overview of compliance with information security policies to ensure that risks are actively and appropriately managed. In the event that the development and/or the maintenance of an information asset is outsourced to a third party, the business application owner remains responsible for ensuring and validating third-party compliance. Information gathering and evidence of control implementation must take place periodically so that SCSC can report the status and risks to the CISO. Schiphol Group includes a cybersecurity annex in all relevant contracts with third parties.

Impacts, risks and opportunities (IROs)

RSG has identified several IROs pertaining to cybersecurity:

Actual positive impact:
1. Enabling business continuity through robust IT and data processes

Risks:
2. Cybersecurity attacks resulting in full operational disruption or leaking of sensitive proprietary data

The above IROs are reflected in the strategy pillar Quality of Service and enabler Safety first.

Actions to manage our IROs

How we take action (all IROs)

At Schiphol Group, managing IROs is a comprehensive and continuous process. Cybersecurity is classified as an enterprise risk, with its status regularly reported to the Executive Team and the Audit Committee of the Supervisory Board. The process is governed at both the operational and enterprise levels, ensuring that cybersecurity risks are managed systematically and consistently across the organisation.

Enabling business continuity through robust IT and data processes (IRO 1)

Enabling business continuity through robust IT and data processes is a top priority. To achieve this, RSG has established a CSMS designed to align information security objectives with its corporate strategy. The CSMS is built on multiple processes embedded in the information security policy. Regular compliance assessments and risk status reports are provided to the Executive Team and Supervisory Board. The system is fully operational, with bi-monthly and ad-hoc reporting schedules in place. Each airport within Schiphol Group has its own CSMS, covering its respective company structure.

The intended outcome of the bi-monthly reports, reviewed through the governance framework, is to foster trust and enable informed decision-making on risks, leading to actionable

plans. The governance framework prescribes a continuous PDCA cycle to manage progress on agreed upon action plans. These action plans are therefore continuously being updated, based on findings and risks. The effectiveness of the actions is measured through the CSMS and the Cyber Security Programme, which highlight the efficiency of risk mitigations. Collaboration with local, national and international bodies ensures Schiphol Group remains cyber secure. The annual CSMS PDCA cycle results in the identification of strategic security actions, which are managed through the Cyber Security Programme.

Preventing and managing cybersecurity attacks (IRO 2)
To address the risk of cybersecurity attacks resulting in full operational disruption, Schiphol Group has implemented various defence mechanisms to prevent, detect, analyse and respond to cyber threats. In addition to the CSMS, RSG collaborates with external cybersecurity partners, Luchtverkeersleiding Nederland ('Air Traffic Control the Netherlands'; LVNL), the National Cyber Security Centre (NCSC), other airports and regulatory bodies. Internally, Schiphol Group's SOC and CSIRT operate 24/7 to ensure continuous protection. Each airport has its own SOC/CSIRT and associated partners managing cybersecurity risks.

With these initiatives, we expect that incidents are managed and reported effectively. Daily and monthly CSIRT incident reports are provided to governance bodies and the organisation as part of the Awareness Programme. The governance framework informs the monitoring of progress on agreed upon action plans, allowing for escalation as needed. These action plans are continuously being updated, based on findings and risks. The effectiveness of the initiatives is monitored through the SOC and CSIRT in a continuous PDCA cycle, with reports submitted to the Executive Team and Supervisory Board. Data sharing with LVNL, NCSC and other partners is conducted based on agreements and data classification.

Our procedures were tested in July 2024 when a worldwide computer outage forced systems to go out of service. Amsterdam Airport Schiphol, Eindhoven Airport and Rotterdam The Hague Airport were among the many organisations affected. The outage was caused by a faulty update by cybersecurity company CrowdStrike. In August 2024, a Ministry of Defence IT system outage resulted in flights being grounded at Eindhoven Airport. The outage was not the result of a cyberattack. Both incidents led to cancellations and delays at all three airports. Amid the busy summer holiday period, our airports and partners resumed operations promptly after the issues were resolved.

How we assess effectiveness (all IROs)
At Schiphol Group, managing IROs is a comprehensive and continuous process. Cybersecurity is classified as an enterprise risk, with its status regularly reported to the Executive Team and the Audit Committee of the Supervisory Board. The process is governed at both theoperational and enterprise levels, ensuring that cybersecurity risks are managed systematically and consistently across the organisation.

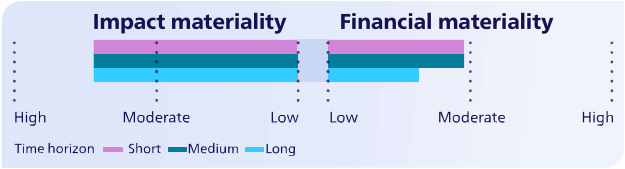
Metrics and targets

Although RSG has relevant metrics and targets in relation to cybersecurity, we have chosen not to report on them for confidentiality reasons. This includes data on how we enable business continuity through our cybersecurity system, as the operations of the airport are considered sensitive. In alignment with ESRS 1, section 7.7 on Classified and Sensitive Information, we are not required to disclose such information, even if it is material, as it relates to safeguarding natural and/or legal persons. This ensures the protection of our operations against cybersecurity attacks that could lead to operational disruptions or the leaking of sensitive proprietary data, while maintaining the overall relevance of our disclosures.

Governance

At RSG, we are committed to upholding the highest standards of responsible and ethical business conduct. Our governance practices reflect our dedication to transparency, fairness and accountability. In alignment with the CSRD, we provide comprehensive insights into our approach to managing our impacts, risks and opportunities related to business ethics and corporate culture.

Business ethics and corporate culture



Why it matters: approach and policy

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. We are committed to conducting our business in a responsible and ethical manner, emphasising transparency, fairness and accountability.

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 aspires to drive positive changes that universally uphold ethical business practices and nurture our environment. Our commitment aligns with both local and international standards, including the OECD Guidelines for Multinational Enterprises, UN Guiding Principles on Business and Human Rights (UNGPs) and the ILO Declaration on Fundamental Principles and Rights at Work. An important step in this respect is our Responsible Business Policy (RBP), which was approved and implemented in 2024. The RBP has also been published on our website Schiphol | Integrity within Royal Schiphol Group. The RBP is applicable to employees, employees in the value chain, customers and other stakeholders that RSG interacts with.

The RBP outlines how we navigate our material IROs in business ethics and corporate culture. This policy focuses on RSG-defined human rights topics (key human rights topics), ensuring our operations align with our ethical standards and commitments.

The RBP details how Schiphol Group respects and ensures compliance with human rights, including taxation, fair competition, bribery and corruption, and lobbying activities. It highlights human rights relevant to our airport operations, such as equal treatment, freedom of association, belief, expression and religion, human dignity, labour conditions (including forced and child labour), a liveable climate, privacy, safety and preventing human trafficking and smuggling, in line with the UNGPs. It also explains our governance of these topics, including processes for preventing, ceasing and mitigating potential negative human rights impacts, monitoring and tracking performance, and providing remediation. The policy ensures compliance with the minimum safeguards as part of the EU Taxonomy. In 2024, RSG performed an extensive human rights due diligence process, which is reported in the EU Taxonomy chapter.

On a yearly basis, we reassess the key human rights topics and perform a risk assessment on RSG's responsible business impact throughout the entire value chain as part of the due diligence process.

The RBP works in harmony with other policies and processes, especially the Code of Conduct, the integrity reporting line and the supplier Check-in document and Supplier Code. The Code of Conduct sets general ethical guidelines and expectations for all employees, emphasising behaviours such as avoiding discrimination, sexual harassment, bullying and complying with laws on competition, public procurement, data protection, fraud, anti-corruption and bribery. While the Code of Conduct provides a broad integrity framework, the RBP zeroes in on human rights and related ethical practices. Together, these policies

form a robust framework supporting RSG's commitment to ethical conduct.

Our RBP actively supports the Sustainable Development Goals, gender equality, and decent work and economic growth.

As outlined in our Code of Conduct, we strive to create a strong and inclusive culture of integrity, where all colleagues conduct business responsibly and ethically at all times. We continuously raise awareness of these crucial issues throughout our organisation, fostering an environment where every employee upholds our high ethical standards.

This chapter outlines RSG's approach to business ethics and corporate culture, including the RBP, governance, RSG's material impacts, risks and opportunities (IROs) and actions to manage these IROs. We also provide context on the various reports that were filed via the integrity reporting line throughout 2024.

A separate table is dedicated to our lobbying activities, which is an important element of our RBP framework. We explain our focus areas for 2024, including our view of lobbying and the relationship with our IROs.

Enabling the organisation

Our commitment to responsible business is established and supported through Schiphol Group's Executive Team and Supervisory Board. RSG's Executive Team has adopted the RBP. They have delegated the responsibility of drafting and implementing the RBP to a working group consisting of experts from relevant departments. The RSG Leadership Team, reporting to RSG's Executive Team, is responsible for following up on the RBP, taking mitigating measures within their respective department and ensuring compliance with applicable laws and internal policies in their own operations. In line with RSG's overview of compliance risk areas, the Director Corporate Legal oversees the overall implementation of the RBP and reports on the progress and impact to the Executive Team. The Safety, Sustainability and Stakeholders Committee of the Supervisory Board is updated at least annually on the progress and results in relation to the RBP.

Impacts, risks and opportunities (IROs)

Schiphol Group has identified several IROs pertaining to Business ethics and corporate culture.

Actual positive impact:
1. Enable and promote ethical business practices

Potential positive impact:
2. RSG's lobbying activities are considerate of and advocate for environmental and public health concerns

The above IROs are reflected in the strategic pillars Quality of Work, Quality of Life and Robust organisation.

Actions to manage our IROs

Business conduct policies and corporate culture (IRO 1)

Schiphol Group emphasises the utmost integrity among its employees. Our Code of Conduct outlines the establishment, development and promotion of our corporate culture. This culture is identified as a key material topic in our materiality assessment and is supported by a robust compliance and integrity programme. This programme aims to prevent non-compliance and mitigate integrity risks. It is a cross-functional training programme, that is provided for all employees including the administrative, management and supervisory bodies and the functions-at-risk.

Each year, we create an Ethics Annual Plan to provide direction and structure to our integrity programme. This plan incorporates new developments with the aim of promoting ethical behaviour and forms a critical component of our corporate strategy. Additionally, we measure our integrity culture through the My Schiphol Survey. The findings from this survey are evaluated and serve as input for our integrity programme.

Furthermore, we have integrated the Schiphol Fast Forward programme (Quality of Work pillar), into our integrity programme. This integration aims to create a great and socially safe place to work for everyone at our airports.

Stakeholder engagement

We communicate proactively with stakeholders and offer different channels for them to engage with us. We seek to understand their perspective on our products and services, our business performance, our role in society and other topics. The input is incorporated into our strategy development and decision-making processes and tells us how we can best align our business interests with the needs and expectations of our stakeholders and society. Please refer to the stakeholders table.

Mechanisms for reporting and investigating integrity concerns

Schiphol Group has mechanisms in place for identifying, reporting and investigating concerns about unlawful behaviour or behaviour that contradicts our Code of Conduct or RBP. Integrity reports are submitted to the Integrity Committee, which can investigate and advise on the necessary response to (possible) concerns. The Integrity Committee reports incident findings to the Executive Team at least twice a year, however, the Executive Team is informed immediately in the event of a serious report. The Committee also reports to the Supervisory Board's Audit Committee every six months and to the People Committee annually. The external auditor is updated two to four times a year.

Additionally, external stakeholders can report concerns. If necessary, we ensure that reports are handed over to and are adequately handled by the relevant (external) stakeholder responsible for the concern.

Whistleblower protection

Our Code of Conduct includes detailed provisions for internal reporting channels and measures to protect against retaliation in

accordance with Dutch law ('Wet bescherming klokkenluiders'). This ensures a clear framework for whistleblowers. Their protection and the integrity of the reporting process are of utmost importance to us. While there is no targeted training for staff receiving reports, the governance structure and Mechanisms for reporting and investigating integrity concerns section clarify the process for all involved parties.

Prevention and detection of corruption and bribery (IRO 1)

Anti-corruption and anti-bribery standards

RSG incorporates anti-corruption and anti-bribery standards into its compliance policies, aligned with the UN Convention against Corruption. These standards are designed to prevent and detect possible incidents of corrupt practices within our organisation. This includes, but is not limited to, an appropriate ethics and compliance programme and reporting mechanisms.

Training and awareness programmes

RSG conducts regular business conduct (integrity) training for its own workforce (all employees, including management). We offer both physical and digital trainings, including our Code of Conduct e-learning, which also pays attention to (topics that contribute to the prevention of) anti-bribery and corruption. The e-learning is available to all employees. RSG is currently working on an e-learning that focuses specifically on corruption and anti-bribery.

We aim to train the entire organisation every two years, with the ethics component integrated into the onboarding process for new employees.

Investigating corruption and bribery incidents

RSG encourages all employees and employees in the value chain to report any concerns regarding fraud, bribery and/or corruption through its established reporting channels and Speak-Up tool, as previously mentioned in Mechanisms for reporting and investigating integrity concerns. The Integrity Committee operates independently of the management chain involved in the reported matter, ensuring objectivity and thoroughness. In case of a report about a committee member, a separate procedure is followed.

Metrics and targets

In 2024, 25 issues were reported to the Integrity Committee (*2023: 32*), mainly related to unwanted behaviour. No human rights violations or violations related to material fraud and bribery or corruption, occurred in 2024. There was 1 reported issues relating to discrimination on the basis of gender, race or ethnic origin, nationality, religion or belief, disability, age, sexual orientation or other forms of discrimination. Appropriate actions were taken.

In addition, there are no known incidents or complaints that have resulted in material, legal cases, fines, penalties or damages, nor are there any known human rights incidents involving RSG's employees that may have resulted in legal cases, fines, penalties or damages.

Business ethics metrics

Metric	2024	2023
Incidents		
Total number of incidents of discrimination reported in the reporting period	1	8
Total number of incidents of harassment, reported in the reporting period	13	7
Tota number of incidents involving actors in the value chain when own employees are directly involved	0	0
The number of complaints filed through channels for people in own workforce on all other incidents	11	17
Fines and convictions		
Total amount of fines, penalties, and compensation for damages as a result of the incidents	0	0
Amount of material fines, penalties, and compensation for severe human rights issues and incdients connected to own workforce	0	0
Amount of fines for violation of anticorruption and antibribery laws	0	0
Number of convictions for violation of anticorruption and antibribery laws	0	0

Political influence and lobbying activities (IRO 2)

RSG is committed to driving sustainability within the aviation industry. This commitment is reflected in our lobbying activities, which emphasise environmental and public health considerations. We achieve this through a variety of initiatives, such as incorporating incentives for sustainable aviation charges, providing subsidies for sustainable aviation fuel (SAF)[1] and advocating for structural sustainability improvements at both the national and European level.

Registration and transparency

RSG is registered in the EU Transparency Register under the identification number 793750635630-82.

Lobbying focus areas in 2024

In 2024, our lobbying efforts focused on the following themes:

- The 8-point plan, including night closure and phasing out the noisiest aircraft, as well as private jets and small traffic
- Quality of Work, including Aircraft and Diesel Engine Emissions (VDME), ultrafine particles and physical strain
- Opening of Lelystad Airport for commercial traffic
- European Entry Exit System
- Expansion North/South line (landside accessibility)
- Adjustment of the outdated EU Slots Regulation
- PFAS/soil
- Tariff consultation
- Expansion of the European emission trading system and higher blending of SAF[1]

For many of these themes, RSG lobbies together with relevant (sector) partners.

Our main positions on the above topics are aligned with our material IROs. This ensures that our lobbying efforts not only address immediate concerns but also contribute to long-term sustainability goals. Please refer to the next pages for an extensive overview of the topics in relation to relevant material IROs including RSG's point of view.

Governance and responsibility

- **Executive Team:** The CEO is the key representative responsible for our lobbying activities.
- **Supervisory Board:** The Chair of the Supervisory Board holds ultimate responsibility. Additionally, several Supervisory Board members with political backgrounds play significant roles in shaping our political influence and lobbying strategies.

Compliance and ethical standards

In 2024, there were no appointments of managing or supervisory directors who have or have had a position in public administration within the two years preceding their appointment. This ensures compliance with regulations and maintains the integrity of our lobbying efforts.

Financial contributions

The total monetary value of financial and in-kind political contributions made directly and indirectly by RSG is zero. Financial or in-kind support being: procided directly to political parties, their elected representative or persons seeking political office. Financial contributions can include donations, lons, sponsorship, advance payments for services, or the purchase of tickets for fundraising events and other similar practices. In-kind contributions can include advertising, use of facilities, design and printing, donation of equipment, provision of board membership, employmnet or consultancy work for elected politicians or candidates for office. 'Indirect political contribution' refers to those political contributions made through an intermediary organisation such as lobbyist or charity, or support given to an organisation such as think tank or trade association linked to or supporting particular political parties or causes.

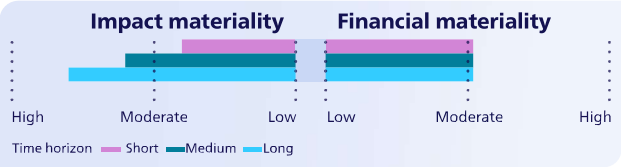
1) SAF is an aviation industry term. Although the term suggests otherwise, they are not yet 100% sustainable. While these fuels emit 70-90% less CO_2 compared to fossil fuels, emissions will always remain.

Most important lobbying topics	Most important related material impacts, risks and opportunities (IROs)	RSG's point of view
'Quiter, cleaner and better', including night closure and keeping out the noisiest aircraft and keeping out private jets and small traffic *Lobbying activities at the European, national and local level.*	CO_2e emissions due to use of fossil energy in our value chain and other greenhouse gas (GHG) (non-CO_2)	Since 2023, RSG has been working on a 'quieter, cleaner and better' Schiphol. This plan was drawn up to meet the increasing pressure on Schiphol to demonstrate where it stands in achieving greater balance between economic and social interests. The plan includes structural improvements for the airport and the aviation sector, aiming for harmony with both the immediate environment and the global community. Residents living near our airports experience serious inconvenience from flights during the night. According to the Schiphol Resident Contact Point (BAS), nuisance from air traffic at night is the most important area of attention for improving the quality of the living environment in the Schiphol region. Schiphol therefore proposes a night closure between 00:00 and 06:00 for departing aircraft and between 00:00 and 05:00 for landing aircraft. With a night closure, Schiphol's contribution to the Dutch business climate is not jeopardised because the hub remains intact, but the number of people with serious sleep disturbances decreases from 24,500 to 15,000 (-39%). Banning private jets and small business aviation will also contribute to reducing nuisance for local residents. It also has a positive impact on reducing CO_2e emission per passenger.
	Noise disturbance in local communities due to air traffic, including sleep disturbance	
	Governmental restrictions on air traffic movements related to the CO_2e emissions	
Quality of Work, including VDME/UFP and physical strain *Lobbying activities at the European, national and local level.*	Air pollution due to ground operations, aviation, surface access, construction activities and buildings	The airport operation is vulnerable to disruptions in the labour market. An attractive labour market proposition must support the management of the risks of staff shortages to organise sufficient capacity, especially in labour-intensive services at the airport (security, passengers with reduced mobility (PRM), ground handling, cleaning, etc.). In addition, the airport operation benefits from stable labour relations and labour peace. Initiatives in the field of Quality of Work contribute to an attractive labour market proposition, stable labour relations and labour peace and socially responsible commissioning. Even though we are not the employer of the vast majority of employees, as the airport operator, we see it as our social responsibility to ensure good and safe work for everyone. Everyone matters at our airport. Schiphol is actively taking steps in the field of work quality, and the various actions we take for this can be divided into four subcategories: labour relations, employment conditions, working conditions and work content. This also includes the exposure to hazardous substances. A sector-wide partnership has been established to tackle this theme for emissions from Aircraft and Diesel Engine Emissions (VDME).
	Providing enjoyable work experiences with attractive employment conditions	
	Creating a work environment that is safe, healthy and comfortable	
	Exposure to emissions of ultra fine particles (UFPs) and substances of very high concern (SVHCs)	
	Workload and pressure, physical strain in ground handling and unpleasant work environment	

Opening Lelystad Airport for commercial traffic *Lobbying activities at the national and local level*	Decreasing destinations compared to competing airports leads to RSG's hub function being at risk Connecting the world through a high-quality network of destinations and multi-airline choice Ensure the safety and security of consumers and end-users on premises, surrounding areas and air Extraordinary undesired events	RSG continues to advocate for the opening of Lelystad Airport for commercial traffic to relocate holiday flights and private jets from Amsterdam Airport Schiphol, thereby maintaining our hub function and competitive edge. Schiphol's aim is to move flights from Schiphol to Lelystad Airport.
European Entry Exit System (EES) *Lobbying activities at the European and national level*	Providing a passenger journey with a high quality of service Ensure the safety and security of consumers and end-users on premises, surrounding areas and air	RSG is addressing concerns about several critical issues for the effective and timely implementation of the European EES. We are in contact with key national and international stakeholders, including the European Commission, in close collaboration with foreign partner airports. The aim is to secure a smooth and stable introduction of EES and a realistic transition period.
Expansion North/South line *Lobbying activities at the national and local level*	Providing a passenger journey with a high quality of service	Together with industry partners, provinces and several municipalities, RSG addresses the need to expand the current North/South line to the municipality of Haarlemmermeer. This expansion is crucial to generating more capacity in the Schiphol tunnel, accommodating the growing number of local and regional commuters, and facilitating more intercity and international trains.
Adjustment of the outdated EU Slot Regulation *Lobbying activities at the European and national level*	Connecting the world through a high-quality network of destinations and multi-airline choice Noise disturbance in local communities due to air traffic, including sleep disturbance CO_2e emissions due to use of fossil energy in our value chain	The current Slot Regulation is no longer up to date nor fit for purpose to solve current and future challenges, such as reducing noise and emissions and capacity constraints, which will determine the political agenda in many member states in the coming years. Therefore, we engage with our Ministry of Infrastructure and Water Management, the European Parliament and the European Commission to push for a revision of the Slot Regulation. Furthermore, RSG aims to protect certain traffic segments with high economic value, like full freight operation at Amsterdam Airport Schiphol. By allocating a minimal number of slots to full freighters, Amsterdam Airport Schiphol can better protect this market.
PFAS/ground Lobbying activities at the national and local level	Soil contaminated due to perfluoroalkyl and polyfluoroalkyl substances (PFAS) leakages and other spills	We aim to rebuild trust regarding PFAS-contaminated soil by prioritising proactive communication on the actions we take, addressing stakeholder and community concerns and ensuring transparency in our methods and progress. This approach aligns with our communication and stakeholder strategy for PFAS and our ambition to become a circular and energy-positive airport by 2050.
Tariff consultation *Lobbying activities at the national level*	Noise disturbance in local communities due to air traffic, including sleep disturbance	RSG wants to stimulate the use of more silent and cleaner aircraft via stronger differentiation of the airport charges. This way, we aim to reduce the negative impact of noise nuisance.

	CO_2e emissions due to use of fossil energy in our value chain	We lobby at the European Parliament and European Commission for expansion of the EU ETS for intercontinental flights. Currently, external costs related to climate are only a small part of the ticket price. By expanding EU ETS, airlines will have to compensate their emissions related to intercontinental flights via the purchase of EU ETS rights. To stimulate the use of sustainable aviation fuel (SAF), RSG pushes for investments in production capacity and a favourable investment climate. Besides that, the cost difference between SAF and kerosine limits its use. Costs can be reduced by incentives, for example earmarking EU ETS revenues or revenues from aviation tax. Towards the Cabinet Agreement that was published in May 2024, RSG did a lobby for air passenger tax differentiated by distance. This will start as of 2027. RSG supports the measure because it contributes to a cleaner Schiphol and a better climate; however it urges the Cabinet to commit to earmarking (part of) the revenues from this tax for more sustainable aviation.
Carbon emissions *Lobbying activities at the European and national level*	Less demand due to higher ticket prices resulting from increased carbon taxes (e.g., EU Emissions Trading System [EU ETS])	

Supplier and procurement practices



Why it matters: approach and policy

High standards in supplier and procurement practices are essential for operational excellence and ethical conduct. This dedication fosters trust among stakeholders, including suppliers, partners, employees and the broader community.

Schiphol Group emphasises the principles of collaboration, integrity and responsibility, prioritising a balanced relationship with our suppliers. These efforts contribute to a quieter, cleaner and better airport experience. Maintaining high service levels, especially during peak operational periods, is crucial.

Schiphol Group has developed a comprehensive supplier and procurement practices policy. This policy outlines how we manage impacts, risks and opportunities (IROs) in our procurement and supplier relationships. Rooted in principles of collaboration, integrity and responsibility, the policy ensures that all procurement activities contribute to a quieter, cleaner and better airport environment. It complements other critical policies and guidelines such as the Schiphol check-in document, Code of Conduct, General Purchasing Conditions and the RBP, guiding our actions and setting expectations for ethical conduct and collaboration with our suppliers. In addition, our approach to all payment practices follows the policy that if the delivery of a product or service, as stated on the invoice, is agreed upon, payment will be made no later than the due date indicated on the invoice. Schiphol Group also screens its potential suppliers on environmental and social criteria. The selection of suppliers is based on requirements approved by the internal Sustainability Lead. Furthermore, suppliers need to agree with the Health, Safety and Environment (HSE) management system. Other criteria are described under Actions to manage our IROs.

Our supplier and procurement practices policy actively supports the Sustainable Development Goal, peace, justice and strong institutions.

Enabling the organisation

Our commitment to responsible supplier and procurement practices is backed by Schiphol Group's Executive Team and Supervisory Board. The Executive Team has fully endorsed the policy, delegating its implementation to the Procurement & Contracting department. The Chief Procurement Officer (CPO) oversees the implementation of this policy, with progress and impact reports provided to the CFO. The Supervisory Board, specifically the Capital Programme and the Operations & Investments Committee, is involved in the tender strategy of major and/or strategic projects.

Impacts, risks and opportunities (IROs)

Schiphol Group has identified several IROs pertaining to Supplier and procurement practices.

Actual positive impact:

1. Adoption of ethical supplier and procurement practices

Risk:

2. Supply chain constraints or disruption, including bankruptcy of critical business partners

The above IROs are reflected in the strategic pillar Quality of Work and Robust organisation.

Actions to manage our IROs

How we take action and assess effectiveness (all IROs)

At RSG, we employ a comprehensive approach to ensure our actions are both effective and aligned with ethical and lawful standards. This involves continuous analysis of our supplier and procurement practices to maintain their integrity. We actively monitor the financial health and compliance of our supplier base through ongoing dialogues with suppliers, market analyses and internal audits. Given our reliance on key suppliers, securing the supply of materials and resources is crucial, and we actively manage this aspect as well.

To assess the effectiveness of these actions, RSG utilises audits, baseline measurements and weekly Tender Committee meetings. These meetings are instrumental in reviewing, approving and testing compliance and effectiveness. By integrating these practices into our operations, we ensure that our strategies are thoroughly evaluated and adjusted as necessary, maintaining our commitment to strategic management and operational efficiency.

Management of relationships with suppliers (all IROs)

Incorporating check-in principles for ethical supplier collaboration (IRO 1)

Schiphol Group's commitment to ethical supplier collaboration is embodied in the check-in principles. Developed during a crisis period, these principles aim to restore and maintain effective partnerships. This ongoing initiative involves embedding these principles into all new and existing contracts and tenders, with a dedicated operational expenditure planned for their continued integration.

The scope of this action includes all new contracts and tenders, affecting various stakeholders such as Procurement & Contracting employees, RSG departments and tenderers. The expected outcome is a robust, ethical collaboration framework, with the principles already embedded in strategic tenders and supported by a comprehensive text database and templates.

General purchasing conditions for ethical practices (IRO 1)

To maintain ethical procurement practices, RSG has implemented general purchasing conditions that address personal data processing, digital security, legal obligations, integrity and corporate responsibility. This ongoing action ensures that these

conditions are periodically updated based on new legislation or feedback.

These conditions are mandatory for all contracts of and procurement activities by RSG, affecting all suppliers and tenderers. The goal is to uphold a baseline of ethical practices, with the conditions fully implemented and regularly updated.

Tender Committee for ethical procurement practices (IRO 1)
RSG established a Tender Committee to ensure procurement practices are ethical and lawful. The committee, comprising the CPO, senior managers and Legal Counsel representatives, meets weekly to review procurement projects that fall within specific risk categories. This ongoing action aims to guarantee a transparent, objective, non-discriminatory, proportional and efficient procurement process.

The committee's scope includes all procurement projects posing safety, reputation or significant financial risks affecting a broad range of stakeholders. Their effectiveness is ensured through mandatory approvals at five critical stages, with external expert advice sought when necessary.

Credit check policy for financial health of suppliers (IRO 2)
To manage financial risks, Schiphol performs credit checks on all potential, new and current suppliers using Dun & Bradstreet (D&B) financial analytics. This ongoing action helps us assess the financial health of our suppliers, with regular assessments ensuring continued oversight.

All suppliers are subject to these credit checks, aiming to control financial risks within our supplier base. The policy is fully implemented, with an annual investment of 9,000 euros expected for 2024 and subsequent years.

Compliance check policy for risk management (all IROs)
We conduct compliance checks of all suppliers to identify risks related to sanctions, industry type, politically exposed person (PEP) involvement and adverse media. This ongoing action, utilising D&B indueD, provides us with insights and control over compliance risks within our supplier base.

These compliance checks apply to all suppliers, ensuring that we can manage potential risks effectively. The policy is implemented and regularly assessed, with an annual investment of 10,000 euros expected for 2024 and beyond.

Financial measures in tenders for risk control (IRO 2)
In national and European tenders, RSG applies financial measures with yearly assessments to ensure compliance. This ongoing action involves regular audits and assessments to control financial risk through standardised measures.

Applicable to all tender participants, these financial measures are tested through yearly assessments and require Tender Committee approvals. The initiative relies on internal hours for implementation, with the same approach expected in future years.

Supply chain constraints and disruptions management (IRO 2)
RSG is working on a new sourcing framework that is based on a collaborative and partnership approach to interactions with suppliers and other partners. This approach is built on mutual trust and is focused on creating win-win situations, leveraging external knowledge and expertise available in the market. The starting point is an analysis at the beginning of a procurement project, leading to a decision between a make buy or ally approach. As part of the analysis, Schiphol Group takes into account and seeks to find a balance between cost and RSG's strategic principles. The strategic pillars Quality of Work and Quality of Life play an important role in the analysis decision-making process.

Responsible business (IRO 1)
Schiphol Group expects all suppliers to act in line with its RBP. Please refer to the Business ethics and corporate culture chapter as well as the Minimum safeguards paragraph for more information regarding responsible business.

Metrics and targets

RSG closely monitors and optimises its payment processes to maintain robust supplier relationships and operational efficiency.

We take an average of 21 days to pay an invoice from the date when the contractual or statutory term of payment begins. This ensures timely settlement of dues and supports our commitment to financial responsibility. Our standard payment terms by main categories of suppliers is 30 days, with a notable 79% of our payments being made within these established timelines. This adherence to standard payment terms highlights our reliability and consistency in financial dealings. We currently have zero legal proceedings outstanding related to late payments.

Supplier and procurement practices metrics

Metric	2024
Standard payment terms in number of days	30[1]
The average time the undertaking takes to pay an invoice	20.9
The percentage of the payments aligned with these standard terms	79%
The number of legal proceedings currently outstanding for late payments	0

1 Kappé has a standard payment term of 45 days

Reporting guidelines

CSRD reference table

Ref. CSRD	Description	Reference(s)	Additional information, if any	Derived from other EU legislation[1]
ESRS 2: General disclosure				
BP-1	General basis for preparation of the sustainability statement	General basis of preparation for non-financial disclosure, p. 86-89	Consolidated basis including RSG and its value chain; follows financial control approach. No disclosure exemptions; omissions explicitly stated where applicable.	
BP-2	Disclosures in relation to specific circumstances	General basis of preparation for non-financial disclosure, p. 86-89	Any deviations from scoping are disclosed. Includes time horizon definitions, uses GHG protocol for Scope 3 emissions, and updates for emission factors yearly. Kappé Group acquisition impacts ESG reporting, primarily concerning employees. ESRS BP-2 13a: Change in the method of calculation for the net safety score. For every monthly calculation, the effective total days is used (Jan 31 days, Jan-Feb 59 days etc.) instead of already the full amount of 365 days in previous years. Furthermore, in previous years, the reputation score was partly based on the Motivation score (80%) and partly based on the 24-month rolling average of the number of reporters at Bewoners Aanspreekpunt Schiphol (BAS) (20%).RSG wants the performance indicator to reflect the current sentiment of local residents. Hence, RSG decided to exclude the BAS reports due to the lag in this metric.	
GOV-1	The role of the administrative, management and supervisory bodies	**Incorporation by reference** Corporate governance: Governance structure and responsibilities, p. 71	Incorporated by reference: Integrated with ERM and ESG governance. CEO responsible for sustainability; the Executive Team defines vision.	x
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	**Incorporation by reference** Corporate governance: Governance structure and responsibilities, p. 71	Incorporated by reference: Executive Team and Supervisory Board have defined governance structures and responsibilities for sustainability.	
GOV-3	Integration of sustainability related performance in incentive schemes	**Incorporation by reference** Corporate governance: Governance structure and responsibilities, p. 71 **Sustainability Statement** Climate change mitigation, p. 108	Incorporation by reference: All TPI targets are a key component of the Executive Team remuneration. For statement related to climate-related targets, please see climate change mitigation chapter.	
GOV-4	Statement on sustainability due diligence	EU Taxonomy: Minimum Safeguards, p. 105-106	Aligned with OECD and UN guidelines.	x

Ref. CSRD	Description	Reference(s)	Additional information, if any	Derived from other EU legislation [1]
GOV-5	Statement on sustainability due diligence	EU Taxonomy: Minimum Safeguards, p. 105-106	Integrated with annual risk assessment and Double Materiality Assessment(DMA); Supervisory Board supervises material topics management. Any relevant risk management and internal control processes are disclosed.	
SBM-1	Market position, strategy, business model(s) and value chain	**Incorporation by reference** Introduction: Value chain, p. 10-11 Strategy and performance: Vision and strategy, p. 14 **Sustainability Statement** General basis of preparation for non-financial disclosure, p. 86 Double Materiality Assessment, p. 90	Incorporation by reference: Refer to Value chain and Vision and strategy chapter for linkage between business model, strategy and value chain, connecting with the DMA. Strategy aims for zero-emissions and zero-waste by 2030. Includes key elements of business model and value chain impacts, supported by data from the DMA. ESRS 2 40: As for all requirements relating to a breakdown of geographical area, this kind of segmentation is not appropriate for RSG, due to current activities being almost entirely concentrated in the Netherlands.	x
SBM-2	Interests and views of stakeholders	**Incorporated by refence** Corporate governance: Governance structure and responsibilities, p. 71 **Sustainability Statement** General basis of preparation for non-financial disclosure: Stakeholders, p. 88-89	Stakeholder interests integrated into our Vision 2050 and DMA. Regular dialogues ensure alignment with strategic priorities. Incorporated by reference: for the way that administrative, management and supervisory bodies are informed about views and interests of affected stakeholders with regard to sustainability-related impacts, we refer to the chapter Governance and Risk Management.	
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model(s)	**Incorporation by reference** Strategy and performance: Vision and strategy, p. 14 **Sustainability Statement** Double materiality results, p.93-95	Incorporation by reference: The overview connecting your world shows the link between our material topics and our strategic pillars and enablers. A DMA is conducted, that affects strategy and resource allocation. This ensures resilience against identified impacts and opportunities. Phased-in option used for ESRS 2 SBM-3, 48e (anticipated financial effects), in line with ESRS 1 Appendix C, since this data is not yet available. We will work towards reporting on the anticipated financial effects in the coming years.	
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	Double materiality assessment, p.90-91	Detailed DMA process is described. This aligns material topics with strategic goals and the ERM framework.	
IRO-2	Disclosure Requirements in ESRS covered by the undertaking's sustainability statement	Double materiality results, p.93-95	All key topics are covered, considering MDR guidelines. Deviations are noted in the ESRS Content Index.	
MDR-P	Policies adopted to manage material sustainability matters	Refer to each topic chapter for disclosure of policy	All material topics are disclosed in accordance with the MDR approach. Each policy details related actions, metrics and targets, as disclosed per material topic. Deviations are noted in the CSRD reference table.	
MDR-A	Actions and resources in relation to material sustainability matters	Refer to each topic chapter for disclosure of actions to manage IROs	All material topics are disclosed in accordance with the MDR approach. Deviations are noted in the CSRD reference table.	
MDR-M	Metrics in relation to material sustainability matters	Refer to each topic chapter for disclosure of metrics	All metrics in relation to material topics are disclosed in accordance with the MDR approach. Deviations are noted in the CSRD reference table. For company specific metrics, methodologies and assumptions are additionally disclosed in the respective section that follows per topic. For all metrics, Kappé is not included in the 2023 numbers, since the purchase of Kappé was done in 2024. This will cause a fluctuation in the numbers for 2023 and 2024.	

Ref. CSRD	Description	Reference(s)	Additional information, if any	Derived from other EU legislation [1]
MDR-T	Tracking effectiveness of policies and actions through targets	**Incorporation by reference** Governance and Risk Management: Setting and monitoring sustainability targets, p.72 **Sustainability Statement** General basis of preparation for non-financial disclosure, p. 86	For most material topics, no measurable time-bound outcome-oriented targets are set, since it is the first year of CSRD reporting, except for the TPI Sustainability and some E5 targets. For these targets all MDR-T requirements are applied. For the process of tracking the effectiveness of our actions to address our IRO's, we refer to the basis of preparation chapter. Incorporation by reference: For the target setting process, we refer to the chapter Governance and Risk Management, paragraph Setting and monitoring sustainability targets.	
ESRS E1: Climate change adaptation and mitigation				
E1 SBM-3	Material impacts, risks and opportunities, and their interaction with strategy and business model	Climate change adaptation: Physical and transition risks, p. 115	Resilience analysis conducted in 2022	
E1 IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	Climate change adaptation: Physical and transition risks, p. 115	For physical risks, we utilised the KNMI climate projections, while the TCFD framework was employed to identify transition risks. These risks were incorporated into the DMA.	
E1 GOV-3	Integration of sustainability related performance in incentive schemes	Climate change mitigation: Enabling the organisation, p. 108		
E1-1	Transition plan for climate change mitigation	Climate change mitigation: Transition Plan, p.109-113	Plan aligns with Trias Energetica approach.	x
E1-2	Policies related to climate change mitigation and adaptation	Climate change mitigation: Why it matters: our approach and policy, p.108 Climate change adaptation: Why it matters: our approach and policy, p.114	RSG has both a climate change mitigation and adaptation policy in place. The policies support RSG's goals for zero carbon emissions by 2030 for Scope 1, 2 and selected Scope 3 activities and include adaptation strategies and investment in resilient infrastructure.	
E1-3	Actions and resources in relation to climate change policies	Climate change mitigation: Transition Plan, p.109-113 Climate change adaptation: Actions to manage our IROs, p. 115-116	AR19-22: Key actions focus on energy efficiency and electrification. Investments in green bonds and infrastructure support climate goals. Resource dependency is critical, with alignment to climate objectives.	
E1-4	Targets related to climate change mitigation and adaptation	**Incorporation by reference** Strategy and performance: Sustainability - CO2e emissions, p. 19 Governance and Risk Management: Setting and monitoring sustainability targets, p.72 **Sustainability Statement** Climate change mitigation: Metrics and targets, p.113 Climate change adaptation: Metrics and targets, p. 116-118	Incorporation by reference: For the target setting process, we refer to the chapter Governance and Risk Management, paragraph Setting and monitoring sustainability targets. Additionally, we refer to our Strategy and performance chapter for our performance on the TPI Sustainability target. ESRS E1-4 34c: For the target on the TPI Sustainability the MDR-T requirements are met. Targets are reported against base year 2019. For the process of tracking the effectiveness of our actions to address our IRO's, we refer to the basis of preparation chapter.	x
E1-5	Energy consumption and mix	Additional environmental information, p.183		x

Ref. CSRD	Description	Reference(s)	Additional information, if any	Derived from other EU legislation [1]
E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	Climate change mitigation: Metrics and targets, p.113 Climate change adaptation: Metrics and targets, p. 116-118	Calculation methodologies, scope and boundaries can be found in the additional environmental information chapter.	x
E1-7	GHG removals and GHG mitigation projects financed through carbon credits	Additional environmental information, p. 185-187	Calculation methodologies can be found in the additional environmental information chapter.	x
E1-8	Internal carbon pricing	Omitted	No internal carbon pricing scheme in place.	
E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	Phased-in	Phased-in option used, in line with ESRS 1 Appendix C. We are working towards reporting on the anticipated financial effects in the coming years.	x
ESRS E2 Air and Soil pollution				
E2-1	Policies related to pollution	Air pollution: Why it matters: our approach and policy, p. 119 Soil pollution: Why it matters: our approach and policy, p.123		
E2-2	Actions and resources related to pollution	Air pollution: Actions to manage our IROs, p. 120-121, Soil pollution: Actions to manage our IROs, p.124-125		
E2-3	Targets related to pollution		ESRS E2-3 23b : Not applicable - Water pollution deemed immaterial. ESRS E2-4: We do not have any measurable targets (yet) in relation to this material topic for 2025. For the process of tracking the effectiveness of our actions to address our IRO's, we refer to the basis of preparation chapter.	
E2-4	Pollution of air, water and soil	Air pollution: Metrics and targets, p.121-122 Soil pollution: Metrics and targets, p. 125	ESRS E2-4 28b, 31: Not applicable - Microplastics considered immaterial and estimation methodology disclosed. Key Assumptions and Methodologies: 1. Air Pollution Metrics: Estimations for Eindhoven Airport, Rotterdam The Hague Airport, and Lelystad Airport include total Air Traffic Movements (ATMs) for commercial and general aviation, excluding NOx emissions. Kappé is included in the Amsterdam Airport Schiphol numbers for air pollution. For NOx emissions, only commercial aviation was considered this year, because the NOx emission for general aviation is excluded in the most accurate source we use to calculate all air emissions (Natuurvergunning). This will be included from 2025 onwards. 2. Data Coverage: Aviation emissions of nitrogen oxides are based on data from 01 November 2023 to 31 October 2024. For all aviation emissions (excluding NOx), the following categories are included in the calculations: take-offs, landings, Auxiliary Power Unit (APU) usage, and taxiing of aircraft. Airside emissions calculated include NMVOC, PM10, NOx, CO, and SO2. 3. Ground Source Emissions: Ground sources taken into account include test runs, pick-up operations, emergency power generators, central fire suppression system, Ground Support Equipment (GSE), parking, and fire training exercises. 2023 data was used for emergency power generators and central fire suppression system. The source of the emission factors used to calculate the air emissions coming from ground sources is Geilenkirchen, et al. The source of emissions coming from transport was the emission list as released by Rijksoverheid in April 2024. 4. Lead Pollution: Lead emissions are reported solely for Rotterdam The Hague Airport, as this is applicable only to this location. 5. Soil Pollution Metrics: Kappé is included in the Amsterdam Airport Schiphol emissions data.	x
E2-5	Substances of concern and substances of very high concern	Metrics and targets, p. 122	Air pollution metrics categorised, defined by the RIVM, as either a 'zeer zorgwekkende stof' (ZZS), or as a non-ZZS. Exclusions to scope are detailed as footnote below the table.	

Ref. CSRD	Description	Reference(s)	Additional information, if any	Derived from other EU legislation [1]
E2-6	Anticipated financial effects from material pollution-related risks and opportunities	Phased-in	Phased-in option used, in line with ESRS 1 Appendix C. We are working towards reporting on the anticipated financial effects in the coming years.	
ESRS E4 Biodiversity				
E4 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Actions to manage our IROs, p.127	While a transition plan is underway, actions to restore, maintain and improve biodiversity do consider RSG's impact on Natura 2000 areas.	
E4-1	Transition plan and consideration of biodiversity and ecosystems in strategy and business model	Actions to manage our IROs, p.127	Development of biodiversity transition plan is underway for 2025. Actions related to managing biodiversity impacts, stemming from our business model are covered.	
E4-2	Policies related to biodiversity and ecosystems	Why it matters: approach and policy, p. 126		x
E4-3	Actions and resources related to biodiversity and ecosystems	Actions to manage our IROs, p.127		
E4-4	Targets related to biodiversity and ecosystems		ESRS E4-4: We do not have any measurable targets (yet) in relation to this material topic for 2025. For the process of tracking the effectiveness of our actions to address our IRO's, we refer to the basis of preparation chapter.	
E4-5	Impact metrics related to biodiversity and ecosystems change	Metrics and targets, p.127		
E4-6	Anticipated financial effects from biodiversity and ecosystem-related impacts, risks and opportunities	Phased-in	Phased-in option used, in line with ESRS 1 Appendix C. We are working towards reporting on the anticipated financial effects in the coming years.	
ESRS E5 Circularity				
E5-1	Policies related to resource use and circular economy	Why it matters: approach and policy, p. 128		
E5-2	Actions and resources related to resource use and circular economy	Actions to manage our IROs: Construction streams, p.129		
E5-3	Targets related to resource use and circular economy	**Incorporation by reference** Governance and Risk Management: Setting and monitoring sustainability targets, p.72 **Sustainability Statement** Metrics and targets, p.130	For the metrics total waste generated in the operation, total amount of residual streams per passenger and the source separation rate we have set targets for Amsterdam Airport Schiphol. For the process of tracking the effectiveness of our actions to address our IRO's, we refer to the basis of preparation chapter. Incorporation by reference: For the target setting process, we refer to the chapter Governance and Risk Management, paragraph Setting and monitoring sustainability targets.	
E5-4	Resource inflows	Omitted	Our activities and measures are prioritised on the operational outflow streams. Based on the outflow data, we define front-end and back-end actions to reduce total amount of waste. Therefore, inflow metrics are not directly material to steer and measure progress on.	

Ref. CSRD	Description	Reference(s)	Additional information, if any	Derived from other EU legislation [1]
E5-5	Resource outflows	Metrics and targets, p.130	ESRS E5-5 36, 40 : Not applicable to RSGs' construction outflow data as it primarily pertains to product durability and recyclability, which are not relevant to operational waste management practices. For waste metrics, we used an estimation for Lelystad Airport based on their number of commercial flights (being 0), due to the waste metrics being on operational waste. For all metrics, Kappé is not included in the 2023 numbers, since the purchase of Kappé was done in 2024.	x
E5-6	Anticipated financial effects from biodiversity and ecosystem-related impacts, risks and opportunities	Phased-in	Phased-in option used, in line with ESRS 1 Appendix C. We are working towards reporting on the anticipated financial effects in the coming years.	
ESRS S1 Own workforce				
ESRS 2	Material impacts, risks and opportunities and their interaction with strategy and business model	Impacts, Risks and Opportunities (IROs), p. 136	ESRS2 SBM-3 S1 14e: No material IROs related to own workforce resulting from RSG's carbon emission reduction. ESRS2 SBM-3 S1 14 f & g: No operations/countries/geographic areas considered at risk.	
S1-1	Policies related to own workforce	Impacts, Risks and Opportunities (IROs), p. 136	All policies on material IROs are detailed in the Own Workforce chapter, with references to RSG's Safety chapter covering the Safety Incident Learning System and additional safety policies. Key mention of Responsible Business Policy and reference to Minimum Safeguards chapter (ESRS S1-1 20-22).	
S1-2	Processes for engaging with own workforce and workers' representatives about impacts	Actions to manage our IROs: Engaging employment practices (all IROs), p. 137-138 Employee engagement and communication (all IROs), p.136-137	ESRS S1-2 27(d): Not applicable as own workforce is not covered by a Global Framework Agreement	
S1-3	Processes to remediate negative impacts and channels for own workforce to raise concerns	Actions to manage our IROs: Engaging employment practices (all IROs), p. 137-138 Employee engagement and communication (all IROs), p.136-137 Remediation processes and reporting channels (all IROs), p. 137		
S1-4	Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce and effectiveness of those actions	Actions to manage our IROs: Engaging employment practices (all IROs), p. 137-138 Managing DE&I (IRO 5), p. 138	ESRS S1-4 43: Non concrete reference made to how human resources are allocated to the management of IROs. Actions are either project/initiative based or relying on foundational management systems and policies. If applicable and measurable, allocated resources are disclosed.	
S1-5	Targets related to managing material negative impacts, advancing positive impacts and managing material risks and opportunities		ESRS S1-5 42: We do not have any measurable targets (yet) in relation to this material topic for 2025. For the process of tracking the effectiveness of our actions to address our IRO's, we refer to the basis of preparation chapter.	

Ref. CSRD	Description	Reference(s)	Additional information, if any	Derived from other EU legislation [1]
S1-6	Characteristics of the undertaking's employees	Metrics and targets, p. 138-140	ESRS S1 50a: Geographic breakdown not applicable. See information for ESRS 2 SBM-1. Key assumptions and methodologies: For FTE, we used the rolling average over 2024 to calculate the total number of FTE's. For all entities, 1 FTE consist of 36 working hours per week, except for Eindhoven Airport that use 40 working hours for 1 FTE and Kappé that uses 35 working hours for 1 FTE. For headcount numbers, we used the actuals on 31 December 2024 over the calendar year. As per note 8 of the financial statements (page 227/283), 'The average number of employees at Royal Schiphol Group N.V. and its subsidiaries on a full-time equivalent basis was 3535 for the year ended 31 December 2024 (2023: 2,820)'. In the Sustainability Statement page 142/283, we note the 'Number of employees (in FTE) 3524'.	
S1-7	Characteristics of non-employees in the undertaking's own workforce	Metrics and targets, p. 139	Key assumptions and methodologies: External employees is the RSG term for the CSRD definition of 'non-employees' who either have agreements with RSG to provide labour, known as 'self-employed' or 'ZZP', or individuals sourced by RSG primarily for 'employment activities'. This metric is reported on in headcount. The total number of non-employees is calculated by counting all non-employees that worked for the group during the year. For Rotterdam The Hague Airport and Lelystad Airport ,we used an estimation for 2023 data. For this estimation, we used the data from 2024, since there were no major fluctuations in the employee numbers. ESRS S1 50a: Geographic breakdown not applicable. See information for ESRS 2 SBM-1.	
S1-8	Collective bargaining coverage and social dialogue	Metrics and targets, p. 139 Actions to manage our IROs, Employee engagement and communication (all IROs), p. 137-138	ESRS S1 60-62: Key assumptions and methodologies: For Rotterdam The Hague Airport, we used an estimation for 2023 data. For this estimation, we used the data from 2024, since there were no major fluctuations in the employee numbers.	
S1-9	Diversity metrics	Metrics and targets, p. 139-140	Key assumptions and methodologies: Gender distribution is based on the gender that the employee is registered as in the HR system. Diversity metrics are reported on in headcount, for which the actuals on 31 December 2024 are used. Top management is defined as one and two levels below the administrative and supervisory bodies. In the case of RSG, this category includes all members of the Executive Team of RSG including the CEO and CFO.	
S1-10	Adequate wages	Actions to manage our IROs: Managing employment practices, p. 143	ESRS 69: All employees are paid an adequate wage. Key assumptions and methodologies: Adequate wage is in line with benchmark. For Rotterdam The Hague Airport and Lelystad Airport, we used an estimation for 2023 data. For this estimation we used the data from 2024, since there were no major fluctuations in the employee numbers.	
S1-11	Social protection		ESRS S1-11 74: All RSG employees are covered by social protection.	
S1-12	Disabilities	Omitted	Disabilities data is not disclosed due to GDPR restrictions on the collection of this data.	
S1-13	Training and skills development metrics	Metrics and targets, p. 139	Key assumptions and methodologies: ESRS S1-13 83 a: The total number of employees by headcount provided in S1-6 is used to calculate the percentage of employees that participated in regular (annual) performance and career development reviews. Phased-in option used for ESRS S1-13 83 b, in line with ESRS 1 Appendix C, since this data is not yet available. We are working on getting this data available in 2025.	
S1-14	Health and safety metrics	Safety Chapter: Metrics and targets, Safety of own workforce and value chain, p. 153	Health and safety related metrics are covered in the Safety chapter. Key assumptions and methodologies: ESRS S1-14 88a: All RSG employees are covered by the health and safety management system. ESRS S1-14 88b: The number of fatalities as a result of work-related injuries and work-related ill health covers all employees working on RSG sites (Own Workforce and Value Chain Workers).	

Ref. CSRD	Description	Reference(s)	Additional information, if any	Derived from other EU legislation [1]
S1-15	Work-life balance metrics	Metrics and targets, p. 139	Key assumptions and methodologies: ESRS S1-15 88d and 93 a&b: All RSG employees are entitled to family-related leave. For Rotterdam The Hague Airport and Lelystad Airport, we used an estimation for 2023 data. For this estimation, we used the data from 2024, since there were no major fluctuations in the employee numbers.	
S1-16	Remuneration metrics (pay gap and total remuneration)	Metrics and targets, p. 139	Key assumptions and methodologies: ESRS S1-16 97a: Average gross hourly pay of male employees is calculated by taking an average of the gross hourly pay of all male employees. The same methodology is applied to the calculation of the female average gross hourly pay. The gender pay gap is then calculated taking ratio of the difference between the average gross hourly payments between genders to the average gross hourly pay of male employees. For Rotterdam The Hague Airport and Lelystad Airport, we used an estimation for 2023 data. For this estimation we used the data from 2024, since there were no major fluctuations in the employee numbers. ESRS S1-16 97b: The remuneration calculation includes all employees who worked during 2024. Salaries, excluding bonuses, are annualised and adjusted to a full-time equivalent (FTE) basis to ensure that all salaries are standardised and can be compared. The total annual remuneration is then calculated taking the ratio of the annual total remuneration of the highest-paid individual in the organisation to the median annual remuneration of employees, excluding the highest-paid individual.	
S1-17	Incidents, complaints and severe human rights impacts	Business ethics and corporate culture, p.161	ESRS S1-17 103 a&b: Covered in the Governance section. ESRS S1-17 104: Not applicable, as there are no severe human rights incidents connected to Own Workforce.	
MDR-M	Metrics in relation to material sustainability matters (Company specific)	**Incorporation by reference** Strategy and performance: Employees – Employee Promoter Score, p. 19-20 **Sustainability Statement** Metrics and targets: Employee Net Promotor Score, p. 139	We have disclosed relevant company-specific metrics and applied the MDRs. Incorporation by reference: for the calculation method of the Employee Net Promoter Score (eNPS) we refer to the chapter Top Performance Indicators: results, paragraph Employees – Employee Promoter Score. Key assumptions and methodologies: Net promoter score: Employees are asked the following question in an annual survey: "On a scale of 0 to 10, how likely is it that you would recommend RSG as an employer to friends and acquaintances?". The survey is send out by a third parties, they also evaluate the results and calculate the score. The score is calculated by using the following formula: Percentage of employees who are promotors – Percentage of employees who are detractors The score is a number between -100 and +100. Employee satisfaction score (Lelystad Airport): Employees rate their experience of working at Lelystad Airport on a scale from 1 to 10.	
ESRS S2 Workers in the value chain				
S2-1	Policies related to value chain workers	Workers in the value chain: Why it matters: approach and policy, p. 141 Business ethics and corporate culture: Why it matters: approach and policy ,p. 159 Environmental: EU Taxonomy disclosure FY24, p. 96	All policies pertaining to material IROs on our workers in the value chain are described in the Workers in the Value Chain chapter, including reference to RSG's Responsible Business Policy. ESRS S2-1 17: The Responsible Business Policy details our approach to Human Rights, which is further covered in the Business ethics and corporate culture and Minimum safeguards chapter.	
S2-2	Processes for engaging with value chain workers about impacts	Actions to manage our IROs: Engagement and communication with workers in the value chain, p. 142	Incorporated by reference (ESRS S1 63): Refer to the Chapter Strategy and performance, Social dialogues (p.25) for processes for engaging with workers representatives. ESRS S2-22d & 23: Not applicable, due to social dialogue in place.	

Ref. CSRD	Description	Reference(s)	Additional information, if any	Derived from other EU legislation [1]
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	Actions to manage our IROs: Process of addressing IROs and managing effectiveness of actions (all IROs), p. 142		
S2-4	Taking action on material impacts on value chain workers and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	Actions to manage our IROs: Managing employment practices, p. 143 Managing working conditions, p. 143	ESRS S2-4 36: Not applicable, as there are no severe human rights incidents connected to value chain workers.	
S2-5	Targets related to managing material negative impacts, advancing positive impacts and managing material risks and opportunities		ESRS S2-5 39-40: We do not have any measurable targets (yet) in relation to this material topic for 2025. For the process of tracking the effectiveness of our actions to address our IRO's, we refer to the basis of preparation chapter.	
MDR-M	Metrics in relation to material sustainability matters (Company specific)	Metrics and targets: Workers in the value chain metrics, p. 144	We have disclosed relevant company-specific metrics and applied the MDRs. Key assumptions and methodologies: An employee in the value chain is defined as an employee that has an active airport badge used to access the airport. For Eindhoven Airport, Rotterdam The Hague Airport and Lelystad Airport, we used an estimation for the categorisation based on the categories of Amsterdam Airport Schiphol. The total number of employees in the value chain for Rotterdam The Hague Airport, Eindhoven Airport and Lelystad Airport are actuals. Kappé value chain employees are covered under the numbers for Amsterdam Airport Schiphol. For all metrics, Kappé is not included in the 2023 numbers, since the purchase of Kappé was done in 2024.	
ESRS S3 Affected communities and noise				
S3-1	Policies related to affected communities	Why it matters: our approach and policy, p. 131	ESRS S3-1 17: Information about our approach on potential human rights impacts in relation to our affected communities can be found in our Responsible Business Policy. A description of this policy is included in the EU-taxonomy chapter.	
S3-2	Processes for engaging with affected communities about impacts	Actions to manage our IROs, p. 132-134		
S3-3	Processes to remediate negative impacts and channels for affected communities to raise concerns	Actions to manage our IROs, p. 132-134		
S3-4	Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities and effectiveness of those actions	Actions to manage our IROs, p. 132-134	ESRS S3-4 36: Information about our approach on potential human rights impacts in relation to our affected communities can be found in our Responsible business policy. A description of this policy is included in the EU-taxonomy chapter. Incorporated by reference: for stakeholder involvement in target setting, we refer to the chapter Governance and Risk Management.	

Ref. CSRD	Description	Reference(s)	Additional information, if any	Derived from other EU legislation [1]
S3-5	Targets related to managing material negative impacts, advancing positive impacts and managing material risks and opportunities		ESRS S3-5: We do not have any measurable targets (yet) in relation to this material topic for 2025. For the process of tracking the effectiveness of our actions to address our IRO's, we refer to the basis of preparation chapter.	
MDR-M	Metrics in relation to material sustainability matters (Company specific)	Metrics and targets, p.134-135	We have disclosed relevant company-specific metrics and applied the MDRs. Key assumptions and methodologies: Lelystad Airport and Kappé are out of scope for the reputations score metric since they do not have commercial flights. For all metrics, Kappé is not included in the 2023 numbers, since the purchase of Kappé was done in 2024. For the noise metrics, we use an operational year that runs from 1 November to 31 October.	
ESRS S4 Airports' attractiveness for consumers and end-users				
S4-1	Policies related to consumers and end-users	Why it matters: approach and policy, p. 145	ESRS S4-1 16-17: Information about our approach on potential human rights impacts in relation to our consumers and end-users can be found in our Responsible Business Policy. A description of this policy is included in the EU-taxonomy chapter.	
S4-2	Processes for engaging with consumers and end-users about impacts	Actions to manage our IROs: Stakeholder management (all IROs), p. 145-146		
S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	Actions to manage our IROs: Stakeholder management (all IROs), p. 145-146		
S4-4	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	Actions to manage our IROs, p. 145-148		
S4-5	Targets related to managing material negative impacts, advancing positive impacts and managing material risks and opportunities		ESRS S4-5: We do not have any measurable targets (yet) in relation to this material topic for 2025. For the process of tracking the effectiveness of our actions to address our IRO's, we refer to the basis of preparation chapter.	

Ref. CSRD	Description	Reference(s)	Additional information, if any	Derived from other EU legislation [1]
MDR-M	Metrics in relation to material sustainability matters (Company specific)	Metrics and targets, p.148	We have disclosed relevant company-specific metrics and applied the MDRs. Key assumptions and methodologies: Kappé is out of scope for these metrics since they do not have commercial flights. Lelystad Airport is only in scope for the General aviation metric since they do not have commercial flights. Passenger experience: Together the PSAT and NPS make up our metrics for passenger experience. PSAT (reported for Amsterdam Airport Schiphol): measures the overall satisfaction of the airport among departing (OD and transfer) and arriving passengers. Based on a survey, consumers are requested to rate their satisfaction of the airport based on a 5-point scale. The consolidated average score across the three passenger groups is reported based on a five-point scale: (5) excellent, (4) very good, (3) good, (2) fair or (1) poor. The reported figure is based on a rolling average. NPS (Rotterdam The Hague Airport & Eindhoven Airport): measures how likely passengers are to recommend Schiphol as an airport. Passengers are asked to rate Schiphol on a scale from 1 to 10. Passengers who give a score under or equal to 6 are detractors, 9 or 10 are promoters. The score is determined by subtracting the percentage of passengers who are detractors from the percentage who are promoters. The result is a score between -100 and +100. The reported figure is based on the December year end score. Additional context: For the consolidated number of direct destinations and intercontinental destinations, the destinations that are a duplicate have been removed.	
Safety				
MDR-M	Metrics in relation to material sustainability matters (Company specific)	Metrics and targets: Safety of passengers and visitors, p.153, Total number of runway incursions, p.153 Safety metrics, p. 153-154	We have disclosed relevant company-specific metrics and applied the MDRs. Key assumptions and methodologies: Birdstrikes: Lelystad Airport and Kappé are out of scope for birdstrike metric since they do not have commercial flights. A birdstrike is considered if there is evidence on the plane or runway and surrounding areas of remains of birds. The calculation methodology to come to the amount of birdstrikes per 10.000 commercial air traffic movements is: (Number of commercial flight bird strikes)/(Number of commercial flight movements*10000) Lost Time Injury Frequency: Calculation method: (Number of Lost Time incidents * 1000000)/(Total average FTEs (average of 12 months)*1600 For Amsterdam Airport Schiphol, a separate LTIF is reported for the fire brigade. Due to the nature of their work, this LTIF is naturally higher than the overall LTIF. For all metrics, Kappé is not included in the 2023 numbers, since the purchase of Kappé was done in 2024. Runway incursions: The definition of this metric is any occurrence at an aerodrome involving the incorrect presence of an aircraft, vehicle or person on the protected area of a surface designated for the landing and take-off of aircraft. The total amount of runway incursions for the group are the sum of runway incursions at all our airports. Data for 2024 is preliminary, due to investigations to 1 runway incursion for AAS is not being finalised yet. This can result in 1 runway incursion less than reported. We will report on the final figures in the annual report 2025. Data on runway incursions is validated and supplied by the LVNL.	
Security				
MDR-M	Metrics in relation to material sustainability matters (Company specific)	Metrics and targets: Security metrics, p. 156	We have disclosed relevant company-specific metrics and applied the MDRs. Key assumptions and methodologies: For the security metric, only Amsterdam Airport Schiphol has a measuring systems in place to measure the waiting time per passenger. An estimation is used for Rotterdam The Hague airport and Eindhoven Airport. The waiting time is a weighted average based on the total number of commercial passengers using the following methodology: (Passengers with waiting time > 10 minutes)/(Total passengers measured) * 100	
Cybersecurity				
MDR-M	Metrics in relation to material sustainability matters (Company specific)	Metrics and targets, p. 158	For this material topic we do not disclose any metrics due to the sensitivity of the data, in line with ESRS 1, section 7.7 on classified and sensitive Information.	

Ref. CSRD	Description	Reference(s)	Additional information, if any	Derived from other EU legislation [1]
ESRS G1 Business conduct				
G1-1	Business conduct policies and corporate culture	Business ethics and corporate culture: Why it matters: approach and policy, p. 159	ESRS-G1-1 10h: We have a code of conduct training programme that is cross-functional. This training is provided for all employees.	
G1-2	Management of relationships with suppliers	Supplier and procurement practices: Actions to manage our IROs, Management of relationships with suppliers (all IROs), p. 166-167		
G1-3	Prevention and detection of corruption and bribery	Business ethics and corporate culture: Prevention and detection of corruption and bribery (IRO 1), p. 161	ESRS-G1-3 21 a-c: We have a code of conduct training programme that is cross-functional. This training is provided for all employees including the administrative, management and supervisory bodies and the functions-at-risk.	
G1-4	Incidents of corruption or bribery	Metrics and targets: Business ethics metrics, p. 161	Key assumptions and methodologies: The incidents are the total amount of incidents inspected by the integrity committee.	
G1-5	Political influence and lobbying activities	Business ethics and corporate culture: Actions to manage our IROs, Political influence and lobbying activities (IRO 2), p. 162-165		
G1-6	Payment practices	Supplier and procurement practices : Metrics and targets, p. 167	ESRS-G1-6 33b: There is no difference between sector categories, we have one payment term for all sectors. Key assumptions and methodologies: For the average payment time and percentage of payments that align with the standard payment term, we used the data from Amsterdam Airport Schiphol as an estimation for the consolidated group numbers. For the December 2024, we used an estimation that is in line with the weighted average of the prior 11 months. Since this is the first year we report on this metric on a consolidated level, we have no comparative 2023 figures available.	

1 The table includes all data points that derive from other EU legislation as listed in ESRS 2 Appendix B, indicating where the data points can be found in the report and which data points are assessed as not applicable for RSG.

UN Sustainable Development Goals

Introduced in 2015 by the United Nations, the UN Sustainable Development Goals (SDGs) relate to the 17 most important challenges facing the world towards 2030. RSG identified nine goals to actively support and contribute to over the following two decades. Behind the 17 goals are 169 key performance indicators (KPIs). To make our SDG approach clearer and more transparent, we publish the relevant KPIs for RSG in the Annual Report. Our contributions are not limited to the activities in the table. For example, by reducing soil pollution, we contribute to SDG 15 Life on Land. There are also indicators that are relevant for our role in the value chain: SDG 8 and 12 both address sustainable tourism. Because there are no SDG KPIs that fit our activities, we have not included these SDGs in the overview. Please refer to initiatives and the material topics described in the SDG table for details on how we are working to contribute to the goals and to continuously improve as an organisation.

SDG	Contribution to SDG targets	Results and initiatives	Material topics
SDG 5	**Gender equality** **5.C** Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels	– Diversity and Inclusion ambition – Diversity, Equity and Inclusion Board – Diversity, Equity and Inclusion dimensions (communities) – Diversity, Equity and Inclusion events – 34% female employees RSG – 31% female employees AAS – -7.9% Gender pay gap RSG	Diversity, equity and inclusion own workforce
SDG 7	**Affordable and clean energy** **7.2** By 2030, increase substantially the share of renewable energy in the global energy mix	– Schiphol Group operates on 100% renewable wind energy – Eindhoven Airport, Rotterdam The Hague Airport and Lelystad Airport all operate on 100% green gas – ACA Level 5 for Schiphol, Rotterdam The Hague Airport and Eindhoven airport	Climate change mitigation Additional environmental information
SDG 8	**Decent work and economic growth** **8.5** By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value **8.8** Protect labour rights and promote safe and secure working environments for all workers	– Number of persons employed at Schiphol site and direct surroundings: 71,000 – E-NPS AAS: 16 – LTIF: 2.3 – (International) Alliances and participations – Aviation Community Schiphol – The Safety Leadership principles – Responsible Business Policy	Employment practices own workforce Employment practices in value chain Safety and Security Business ethics and corporate culture
SDG 9	**Industrial innovation and infrastructure** **9.1** Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all **9.4** By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes	– Passenger and cargo volumes by mode of transport: 76 million passengers and 1.49 million tonnes of cargo – Energy efficiency level: 4% – Pier A is on track for LEED Gold, Pier E is undergoing renovations – Sustainability is integrated in the design and development of security checkpoint 90, Car rental P4 and Cargo Building 17	Airports' attractiveness to consumers and end-users Environmental material topics
SDG 11	**Sustainable cities and communities** **11.6** By 2030, reduce the adverse per-capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management	– Annual mean levels of fine particulate matter (PM10): The Schiphol site met all governmental requirements, which are based on the EU directive 2008/50/EG, for this category during the 2024 operating year (well below the European annual mean limit of 40µg/m³) – Electrification of vehicles towards zero emissions (Roadmap Zero Emissions Airside) – VDME programme and sustainable taxiing roadmap – Schiphol Quality of Life Foundation – Minder Hinder Schiphol – 8 Punten Plan	Environmental material topics Social material topics

SDG	Contribution to SDG targets	Results and initiatives	Material topics
SDG 12 	**Responsible consumption and production** **12.2** By 2030, achieve sustainable management and efficient use of natural resources **12.B** Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products	– Seperation rate: 32% – Circular economy requirements in construction projects – Leader of TULIPS consortium, including workpackage 6: Circular airports – Covenant with Food and Beverage concessionaires to reduce environmental impact. – Zero waste dashboard	Resource use & circular economy
SDG 13 	**Climate Action** **13.2** Integrate climate change measures into national policies, strategies and planning	– 110,000 tonnes of SAF deliverd at Schiphol – Sustainability is integrated into airport charges – Leader of TULIPS consortium, including work packages on energy, hydrogen and SAF – Multiple hydrogen projects at Rotterdam The Hague Airport	Climate change mitigation
SDG 15 	**Life on land** **15.7** Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products	– Chair of the Airports Council International (ACI) Wildlife Trafficking Taskforce – Policy on Human and Wildlife Trafficking – Wildlife Hazard Management	See: Wildlife trafficking under Security
SDG 16 	**Peace, justice and strong institutions** **16.5** Substantially reduce corruption and bribery in all their forms	– Reported integrity issues: 25 – Code of Conduct – Responsible Business Policy	Business ethics and corporate culture Supplier and procurement practices

Value chain RSG activities

Sectors	Upstream			Airport			Downstream		
	Activity	**Material topics**	**Responsible business impact**	**Activity**	**Material topics**	**Responsible business impact**	**Activity**	**Material topics**	**Responsible business impact**
Aviation	Air traffic arriving	E1 E2 E3 S3 S4 G1	■■	Check-in	S2 S4 G1	■■	Air traffic departing	E1 E2 E4 S3 S4 G1	■■
	Raw material extraction	E1 E2 E4 E5 S2 G1	■	PRM	S2 S4 G1	■■■	Cargo transport from airport	E1 E2 G1	■
	Manufacturing	E1 E2 E4 E5 S2 G1	■■	Security	S2 S4 G1	■■■	Residual management	E1 E4 E5 S2 G1	■■
	Wholesale/distribution	E1 E2 S2 G1	■■	Restrooms / lounges	S2 S4 G1	■■■			
	(Cargo) transport to airport	E1 E2 G1	■■	Border control	S2 S4 G1	■			
				Boarding	S2 S4 G1	■			
				Pax transport to aircraft	S2 S4 G1	■■■			
				Baggage handling	S2 S4 G1	■■			
				Baggage reclaim	S2 S4 G1	■■			
				Customs	S2 S4 G1	■			
				Runway handling	S2 S3 S4 G1	■■■			
				Aircraft handling	E1 E2 E5 S3 S4 G1	■			
				Cargo handling	E1 E2 S2 S4 G1	■			
				Air traffic control	S2 S4 G1	■			
				Emergency services	S2 S4 G1	■■			
				Cleaning services (terminal)	S1 S4 G1	■■■			
				Customer support	S1 S4 G1	■■■			
				Marketing	S1 S4 G1	■■■			
				Community management	S3 G1	■■■			
Construction and real estate	Design/architecture	S1 G1	■■	Construction	E1 E2 E5 S1 S4 G1	■■	Residual management	E1 E4 E5 S2 G1	■
	Raw material extraction	E1 E2 E4 E5 S2 G1	■	Maintenance	E1 E2 E5 S1 S4 G1	■■			
	Manufacturing	E1 E2 E4 E5 S2 G1	■	Demolition	E1 E2 E5 S1 S4 G1	■■			
	Transport to airport	E1 E2 G1	■	Real estate renting	S1 S4 G1	■■			
Retail, F&B and services	Raw material extraction	E1 E2 E4 E5 S2 G1	■	Retail, F&B, services (own)	E1 E2 E4 E5 S2 S4 G1	■■■	Residual management	E1 E4 E5 S2 G1	■■
	Manufacturing	E1 E2 E4 E5 S2 G1	■■	Retail, F&B, services (3rd)	E1 E2 E4 E5 S2 S4 G1	■■			
	Wholesale/distribution	E1 E2 S2 G1	■■	Premium services	E1 E2 E4 E5 S2 S4 G1	■■■			
	Transport to airport	E1 E2 G1	■■	Marketing	E1 E2 S2 G1	■■■			
Transport	Passengers to airport	E1 E2	■	Taxi	E1 E2 S2 S4 G1	■■	Passengers from airport	E1 E2	■
	Staff to airport	E1 E2	■■	Public transport: bus	E1 E2 S2 S4 G1	■	Staff from airport	E1 E2	■
	Other visitors to airport	E1 E2	■	Public transport: train	E2 S2 S4 G1	■	Other visitors from airport	E1 E2	■
				Parking (cars and bikes)	E1 E2 S1 S2 S4 G1	■■■			

Please note that the Responsible business impact is not related to the material topic.

E Environmental topics S Social topics G Governance topics ■ Potentially causing/ own activity ■■ Potentially contributing/ shared activity ■■■ Potentially linked/ sector activity

Additional environmental information

The Scope 1 and 2 energy mix of RSG includes total energy consumption from renewable and non-renewable sources, as well as the share of each energy type in the overall energy use. It emphasises transparency in dependence on fossil fuels, the transition to renewable energy and tracking energy efficiency improvements. RSG has a contract for 100% Dutch wind electricity, and we also generate solar power on our airport premises. By executing the actions of the climate change transition plan, RSG further reduces fossil energy consumption.

Energy consumption and mix

Energy consumption and mix

	Unit	2024[1]	2023
Fuel consumption from coal and coal products	MWh	0	0
Fuel consumption from crude oil and petroleum products	MWh	719	959
Fuel consumption from natural gas	MWh	1,000	1,368
Fuel consumption from other fossil sources	MWh	-	-
Consumption of purchased or acquired electricit, heat, steam, and cooling from fossil sources	MWh	67,415	66,979
Total fossil energy consumption	**MWh**	**69,133**	**69,306**
Share of fossil sources in total energy consumption	%	26%	28%
Consumption from nuclear sources	MWh	0	0
Share of consumption from nuclear sources in total energy consumption	%	0	0
Fuel consumption for renewables sources, including biomass	MWh	3,001	3,663
Consumption of purchased or acquired electricity, heat, steam and cooling from renewable sources	MWh	177,381	172,033
The consumption of self-generated non-fuel renewable energy	MWh	17,269	17,399
Total renewable and low carbon energy consumption (MWh)	**MWh**	**197,651**	**193,095**
Share of renewable and low carbon sources in total energy consumption	%	74%	74%
Total energy consumption (MWh)	**MWh**	266,784	262,401

1 2024 numbers are preliminary and have not been finalised yet

Intensity values

	Unit	2024	2023
Energy intensity from activities in high climate impact sectors (total energy consumption per net revenue)	MWh/EUR	0.0001	0.0001
GHG emissions intensity, location-based (total GHG emissions per net revenue)	Tonnes CO_2e/EUR	0.005293314	0.0067
GHG emissions intensity, market-based (total GHG emissions per net revenue)	Tonnes CO_2e/EUR	0.005257153	0.0066
Net revenue used to calculate GHG intensity[1]	Million EUR	2,244,777,000	1,851,973,000
Net revenue other than used to calculate GHG intensity	Million EUR	n/a	n/a

1 For net revenue used please refer to note 5 in the consolidated statement of income of the financial statements.

Carbon removals[1]

	2023	2022
Total amount of carbon credits outside value chain that are verified against recognised quality standards and cancelled	11,000	14,000
Total amount of carbon credits outside value chain planned to be cancelled in future	0%	0%
Percentage of reduction projects	0%	0%
Percentage of removal projects	100%	100%
Percentage for recognised quality standard	100%	100%
Percentage issued from projects in European Union	0%	0%
Percentage that qualifies as corresponding adjustment	n/a	n/a

1 Carbon removals are purchased with a one-year delay, following the finalization of Scope 1 and 2 emissions.

Calculation methods

Energy and emissions management: Scope 1, Scope 2 and Scope 3

Amsterdam Airport Schiphol, Eindhoven Airport and Rotterdam The Hague Airport started measuring emissions in 2006 and use 2010 as the base year. Schiphol Group published its first environmental report in 1992 and started using the Global Reporting Initiative as reporting guidance from 1999 onwards. Emissions data collection follows the guidelines provided by the Airport Carbon Accreditation (ACA) programme from Airports Council International (ACI). Airport Carbon Accreditation is aligned with the GHG Protocol, the ISO 14064 principles, and the ISO Net Zero Guidelines IWA 42:2022, which set the framework and management system to develop a carbon footprint and identify projects to reduce emissions. RSG is not excluded from the EU Paris-aligned Benchmarks.

Emissions data is validated by an external verifier accredited by ACI. After verification, the global administrator evaluates the process and data and provides final assurance before the accreditation is given. The emissions are reported in CO_2e emissions. These factors account for multiple greenhouse gases (e.g., methane, nitrous oxide), converting their impact into a common metric based on their global warming potential relative to CO_2. This provides a more comprehensive view of total climate impact which helps in the comparison across different emission sources.

This accreditation process is repeated every three years. In intermediate years, airports need to submit a verified carbon footprint. RSG's external auditor for the first time reviewed the carbon footprint for 2024. Currently, RSG's airports, Amsterdam Airport Schiphol, Eindhoven Airport and Rotterdam The Hague Airport, hold ACA Level 5 accreditation, the highest available level. To achieve this, Scope 1 and Scope 2 emissions had to be reduced by 90% compared to 2010 levels, with the remaining emissions offset using high-quality carbon removals. Besides this reduction target, airports need to show a detailed programme to enable the reduction of Scope 3 emissions.

We use primary data, which means real consumption data, as much as possible. For some Scope 3 categories (i.e. Category 2) we use secondary data. This means that CO_2 emissions are based on, for instance, expenditures or the surface area. This might lead to less accurate CO_2 emission calculations.

For some Scope 1 and 3 datapoints, we report with one-year delay because the data is not available at the time of the annual report's publication. The delayed Scope 1 datapoints will not significantly contribute to the overall Scope 1 and 2 emissions. For Scope 3 datapoints reported with one year delay, RSG depends on information provided by third parties in the value chain. However, jet A-1 fuel is the biggest contributor to Scope 3 and is reported based on primary data without delay.

Scope 1

Scope 1 includes direct emissions from RSG's airport operations, all of which are based on primary data (e.g., fuel consumption and natural gas usage). Emissions are calculated by multiplying usage primary data by emission factors provided by www.CO2emissiefactoren.nl. These are emission factors provided by the government and tailored to the Netherlands, in line with the GHG Protocol's direct use-phase calculation method.

- Natural gas consumption
- Fuel for company-owned vehicles (including leased cars)
- Fuel and propane for fire services and emergency power supplies
- Potassium formate for runway de-icing
- Refrigerants
- Urea

In addition to conventional natural gas, RSG also uses green gas produced from biomass within the Netherlands.

Scope 2

Scope 2 covers indirect emissions from purchased energy, which significantly contribute to the total Scope 1 and Scope 2 emissions. Since 2018, RSG airports have sourced 100% renewable Dutch wind energy from both onshore and offshore sources. Annual energy consumption data and Guarantees of Origin are provided by the energy supplier. Emissions are calculated using primary data (total kWh) and corresponding emission factors from www.CO2emissiefactoren.nl, following the GHG Protocol's location-based method. For market-based calculations, since all electricity is renewable, RSG's market-based Scope 2 emissions are zero.

RSG does not purchase heat, steam or cooling from fossil sources.

Scope 3

Scope 3 includes all indirect greenhouse gas (GHG) emissions that occur within RSG's value chain but are not directly controlled by the organisation. These emissions typically constitute the largest portion of an airport's carbon footprint, as they cover a wide range of activities both upstream and downstream. The GHG Protocol classifies Scope 3 emissions into 15 categories, ensuring a comprehensive approach to assessing and managing an organisation's total environmental impact. Not all categories apply to airports, and RSG focuses on those applicable to its operations. In total, 99% of the metrics included in Scope 3 are based on primary usage data.

Included categories and calculation methods:

- Category 1: Purchased goods and services
  This category includes emissions from the production and delivery of goods and services procured by RSG, such as on-site construction (including used fuel), maintenance projects and services.
  - Hybrid method: Emissions from construction activities are calculated using ACA-provided emission factors per square meter (m^2), which are more precise than general factors.
  - Spend-based method: For services and other procurement, RSG multiplies total expenditure by emission factors derived from online databases. This approach aligns with the GHG Protocol's recommendations for spend-based calculations.
- Category 2: Capital goods

Capital goods include finished construction projects and infrastructure investments.
  - Hybrid method: Emissions from completed projects are calculated using emission factors per m^2 provided by ACA.
  - Spend-based method: Emissions from purchased goods are calculated by multiplying total expenses by relevant emission factors, following the GHG Protocol's spend-based method.
- Category 3: Fuel and energy-related activities
These emissions cover the extraction, production and transportation of fuels and energy consumed in Scope 1 and Scope 2.
  - Well-to-tank (WTT) method: Primary energy usage data is multiplied by WTT emission factors from CO2emissiefactoren.nl to account for upstream emissions.
- Category 5: Waste generated in operations
This category includes emissions from the disposal and treatment of various types of waste, such as organic, industrial and municipal waste, as well as wastewater.
  - Hybrid method: Emissions are calculated using the actual tonnage of waste collected, multiplied by emission factors specific to the Netherlands. Transport emissions are based on the kilometres travelled by waste collection vehicles (distance-based method).
- Category 6: Business travel
This category captures emissions from employee travel for work purposes, including air travel, car use and international public transport.
  - Distance-based method: Emissions are calculated based on actual distances travelled, using data from travel agencies.
- Category 7: Employee commuting
Employee commuting emissions are generated from daily travel to and from work.
  - Distance-based method: Data from a commuting app records the distances travelled by employees, which are then multiplied by vehicle-specific emission factors. RSG plans to further refine this calculation by categorising emissions based on fuel types used, starting in 2025.
- Category 11 is the most significant contributor to Scope 3 emissions for airports, primarily because it includes the emissions generated by the operation of aircraft and the associated infrastructure. This category focuses on emissions resulting from the use of services sold by the airport, such as aircraft movements, ground handling services, and passenger transportation. Given the complexity and scale of airport operations, accurate data collection and detailed calculations are essential to ensure a comprehensive emissions assessment.

Key components of Category 11:

- Full flight cruise emissions outbound flights: These are the emissions generated during the cruising phase of a flight, which accounts for the majority of fuel consumption. Data is sourced from fuel providers operating at RSG airports. Calculations are based on the actual volume of fuel consumed, multiplied by the relevant emission factors.
- Landing and take-off (LTO) cycle: Emissions from the LTO cycle (including taxiing, take-off, climb-out, approach and landing) are calculated based on the number of aircraft movements and engine types. This method follows the GHG Protocol's fuel-based calculation approach and ensures that all phases of ground-level flight operations are accounted for.
- Auxiliary power unit (APU) usage: APUs are used to power aircraft systems while on the ground. Emissions are estimated based on the number of aircraft using APUs and the duration of their operation. This is modelled for all aircrafts using the airport. The model used is developed by the Dutch government and is mandatory to use.
- Ground support equipment (GSE) and third-party vehicles: fuel consumption data: Ground vehicles operated by third parties (such as fuel trucks, baggage carts and maintenance vehicles) contribute to emissions. Fuel usage data is obtained from the fuel supplier, and emissions are calculated using fuel-specific emission factors.
- De-icing operations: The use of glycol and other de-icing fluids is critical during winter operations. Emissions are calculated based on the quantity of fluids used, multiplied by corresponding emission factors.
- Passenger and cargo Transport: Passenger surface access traffic: Emissions from passenger travelling to and from the airport are a significant part of this category. RSG uses data on vehicle counts and typical travel distances to estimate emissions. Public data on passenger origin-destination patterns helps refine these estimates. The same method applies for cargo transport using the distance based calculation method provided by the GHG protocol.
- Third-party employee commuting: This includes emissions from staff employed by all other companies that work on the premises. Data is gathered through annual surveys, where employees report the type of vehicle used and the travel distance. This information is then multiplied by vehicle-specific emission factors.

- Category 13: Downstream leased assets
This category covers emissions from energy (gas and electricity) consumption by third parties leasing airport facilities and third parties that have own buildings on leased land
  - Consumption-based method: Energy usage data from tenants is multiplied by the corresponding emission factors.
- Category 15: Investments
RSG's investment-related emissions come from minority-owned airports.
  - Investment-specific method: Calculated by applying RSG's equity share to the Scope 1 and Scope 2 emissions of the invested airports, in line with the GHG Protocol.

Excluded categories:
Some Scope 3 categories are not relevant to RSG's operations:

- Category 4: Upstream transportation and distribution—This category applies to manufacturers' supply chains, which are not relevant to RSG. Regular supply transportation is accounted for in Category 11.

- Category 8: Upstream leased assets—Emissions from assets leased and used by RSG are already captured under Scope 1 (e.g., fuel for leased vehicles) or Scope 2 (e.g., energy for leased office space).
- Category 9: Downstream transportation and distribution—This category refers to transportation services provided to customers, which RSG does not directly offer. Passenger transport to the airport is included in Category 11.
- Categories 10 and 12: Processing and end-of-life treatment of sold products—RSG does not manufacture products. Emissions related to products sold in airport terminals - we have excluded Kappé for this year, since we will dispose a majority share in May 2025. RSG will assess category 10 with its new food and beverage strategy starting in 2025.
- Category 14: Franchises—RSG does not operate franchises.

SBTi calculations

As referenced in the section on Climate Change Mitigation, Schiphol Airport has held Science Based Targets initiative (SBTi) accreditation since 2023. The total emissions reported by Schiphol differ from those reported under the ACA guidelines due to varying interpretations of the GHG Protocol. Under SBTi guidelines, several metrics included in ACA Scope 3 Category 11—such as GSE, Jet A-1 fuel for full-flight emissions (outbound), APU usage, passenger transport, truck transport and third-party employee commuting—are not considered applicable because these activities do not involve products 'sold' by the airport. Consequently, the SBTi carbon footprint is smaller than the ACA footprint. However, the underlying primary data for the remaining applicable metrics are identical, resulting in consistent emissions calculations across both reporting frameworks. For both accreditations, a detailed emissions reduction pathway has been established, including defined intermediate targets. However, due to differences in the interpretation of applicable metrics and the use of different base years—2010 for ACA and 2019 for SBTi—these pathways feature distinct intermediate milestones and targets. Despite these variations, the overarching objectives remain consistent: achieving zero emissions by 2030 and attaining net-zero aviation by 2050.