

## Message from the CEO

After what can only be described as a difficult year for Schiphol, we have taken important steps to get our services to the desired level and make Schiphol a place where everyone works with pride and dignity. Our next priority is to bring together all operational responsibilities so we can more effectively address some of the key issues facing the aviation sector.



# Airport in transition

Never before in Schiphol's history have we disappointed so many travellers and airlines as in 2022. A lot of hard work has been done to limit this disappointment. After two years of silence at the airport, our people did everything they could to ensure a safe and worry-free journey for all those passengers who were so eager to fly again. But the impact of the pandemic, combined with the huge demand for labour in the Netherlands and the surge in passengers and flights shortly after a period of travel restrictions and lockdowns, got in the way. The conclusion is that our efforts did not lead to the necessary improvements in the system and, as a result, we were not able to provide the service we wanted to. This year will therefore go down as a bad chapter in our own history books. But it is also **a chapter we will not forget**, so that all the new chapters we write will be better. We are working hard on this, and in 2022 we started to implement structural improvements.

Because we have to do better. And I am convinced that we can. It is now clear that the system the Netherlands and we as the aviation industry have allowed to develop in recent decades has **reached its sell-by date**. For too long, the airport process has been based on cost minimisation and too much diffusion of responsibility. For years, the focus has been on cost efficiency rather than the total cost of ownership. The result has been insufficiently sustainable employment and working conditions and a culture in the industry that lacks sufficient collaboration and transparency. These exceptional circumstances have shown that the distance between Schiphol and the outsourced part of the operation may have become too great. And this needs to change. Insight into day-to-day operations must become central to Schiphol's business model. This means changing the way we manage our business.

And that is what we are doing now. Because it is our business and because we take responsibility. Not only for our own people, but also for all the colleagues who work at, but not for, Schiphol.

Schiphol must be a place where everyone works with pride and dignity. Whether you work for Schiphol or another employer. With **good working conditions** and with **a good salary**. Only then will people want to work and stay at our airport. And this is the foundation on which we want to bring the service we offer travellers and airlines to the desired level. This includes managing our assets better and ensuring a structural adjustment of the operating model. Every individual and every area of expertise within the Schiphol organisation can contribute to this. There is a shared desire to improve.

Furthermore, the aviation sector in general and Schiphol in particular are facing other important issues that need to be urgently addressed. Issues that already existed in 2022 and that will still be relevant in 2023. To name a few: nitrogen, obtaining a nature permit, ultra-fine particles, night flights, the government's decision on Schiphol's contraction, sustainability, accessibility, noise reduction and maintaining the network. Schiphol worked on all of these issues in 2022. Much work remains to be done on these issues. **This will be one of our priorities in 2023**. We will focus much more on implementation and bringing all operational responsibilities together. With fewer layers, less bureaucracy and a greater capacity for implementation. Because that is what our passengers, the airlines and local residents expect from us. Their impatience is understandable. As an industry, we must now deliver and do a better job of meeting the social demands placed on us. Because we did not do that adequately in 2022.

We have a lot to accomplish together. To achieve the desired result and create value again, we must work together with everyone who is or feels connected to Schiphol. That is what will make 2023 truly different.

Ruud Sondag  
President & CEO of Royal Schiphol Group