

Quality of Work

Royal Schiphol Group places a strong emphasis on the Quality of Work, acknowledging its role not only as a social responsibility but also as a response to significant labor market challenges. This commitment extends beyond Schiphol Group's direct employment, encompassing the entire value chain.

Schiphol Group, the managing entity of Schiphol Airport, a key hub for global travel, is undergoing a major transformation to enhance its operations and services. Building on insights from the Schiphol Social Agreement 2022, the leadership of Schiphol Group has increased its commitment by introducing a fourth pillar to its overarching Vision: the Quality of Work. This initiative aims to redefine the essence of work at Schiphol Airport for everyone involved, contributing to our goal of becoming the world's most sustainable and high-quality airport.

The year 2022 brought valuable lessons about the labour market's complexities and their effects on airport operations. Much of the airport's functionality depends on labour-intensive services, including security, cleaning and ground-handling. We discovered the importance of balancing labour market needs with the operational requirements of Schiphol Airport. Dealing with the changing nature of the labour market added further complexity to managing Schiphol's operations.

Schiphol Group recognises its social responsibility, not just as an employer but also as a client and operator of the airport. At the core of this responsibility is ensuring a work environment at Schiphol that is not only productive, but also safe, healthy and appealing. We aim to restore Schiphol's magic, creating a place where people not only earn fair wages but also enjoy a harmonious work-life balance.

Moving into 2023, together with the unions and sector partners, the agreements of the Schiphol Social Agreement 2022 were executed. The labor market allowance of 1.40 euros per hour, applicable to positions related to security, cleaning, PRM, and private bus transport, was eventually planned until September 1, 2023. An additional 'object Schiphol allowance' of 2.50 euros per hour was secured for security staff, aiding in the recruitment of at least 1,000 extra security personnel in 2023.

Top performance indicator Quality of Work



Other provisions from the Social Agreement 2022 materialized in 2023, including the introduction of the License to Operate for ground-handling staff and the establishment of a social standard for working at Schiphol. These initiatives laid the foundation for the Quality of Work strategy, culminating in the 'Team Schiphol Check-In' document, outlining principles for quality of work in tenders.

In October 2023, Schiphol Group and unions reached a successive Social Agreement, comprising two parts: the temporary continuation and phasing out of the labor market allowance and the establishment of a joint Quality of Work agenda. The labor market allowance was extended until September 1, 2024, with a reduced allowance of 0.70 euros per worked hour from September to December 2024, after which it will be definitively ended. Schiphol Group agreed to support and automatically follow wage and payment rises in CLAs of suppliers as part of its commitment to labor market dynamics outlined in the new Social Agreement.



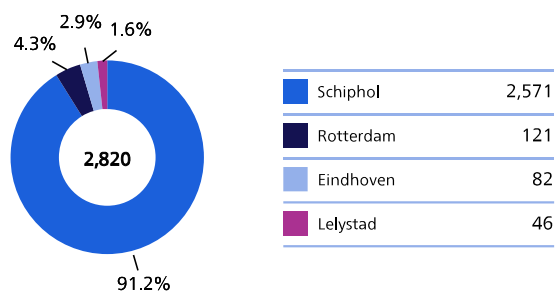
➔ Employment practices own workforce

In 2023, as in previous years, we want our employees to feel welcome, comfortable, valued, inspired and proud to work for Schiphol. Our employees at Schiphol Group have faced operational challenges, which has increased the need for better cooperation between departments. The tight labour market and reputational pressures presented recruitment hurdles, and the implementation of wage increases added another layer of adjustment to the employee experience.

In this section we highlight several key initiatives that have contributed to the continued development of Schiphol as a workplace where employees thrive and feel inspired.

Total workforce in 2023

(Per location, in % of total average FTEs of 2,664)



Employees in 2023

Numbers by location	Joined	Internal mobility	Left
Group	644	411	219
Schiphol	578	404	178
Rotterdam	32	0	24
Eindhoven	20	5	15
Lelystad	14	2	2

Improving the employee journey at Schiphol

Our 2023 Employee Net Promoter Score (eNPS) at Amsterdam Schiphol Airport shot up to 24 in 2023, a considerable leap from the previous year's score of 7 and exceeding our ambitious target of 20. This improvement reflects a positive energy that increases our pride in our organisation. Colleagues are increasingly recommending us as an employer, a sign of recovery and confirmation that we are on the right track.

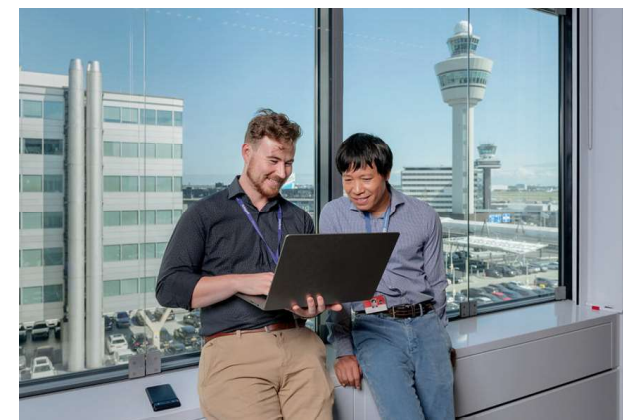
In our Schiphol Survey 2023, we excelled in autonomy, employability, commitment, social security, sustainable employability and team leadership, scoring 7 or higher on all themes. While the first five themes exceeded the benchmarks, collaboration between departments still needs improvement. We are committed to taking action. The evolution of our employee survey over the past five years has led us to measure feedback

more often. Starting in Q1 2024, we will work together to collect valuable feedback more frequently, focusing on pulse measurements to improve collaboration and our working environment. The 'Schiphol as an employer' study in early 2023 responded to changes in perception following COVID-19. We identified areas for improvement, emphasising recognition, appreciation and personal attention to foster a positive working culture.

The success of the Employee Experience event, which addresses HR communication needs, reaffirms our commitment to regular, informative gatherings that promote transparency, engagement and collaboration across our organisation. We look forward with confidence to 2024, where we will continue to grow and thrive together in our quest to bring back the magic to Schiphol.

Transitioning to a hybrid and inspiring workplace

Schiphol Group's journey to a hybrid and inspiring workplace has been crucial in the post-COVID era. In 2022, when we welcomed back our employees, we implemented a series of measures to make this transition seamless. Due to the growth of the organisation, the structural new workplace concept is yet to be implemented. This upcoming milestone is an important step in



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our efforts to create a modern and dynamic working environment. At the same time, we were also committed to improving the working environment in 2023. SHG and Skyport will be the places where our employees will be accommodated. Both lots are yet to be realized, which is why it is a multi-year plan. But we already start with the housing concept. These efforts underline our ongoing commitment to cultivating a stimulating and progressive working environment within our organisation.

Addressing a challenging recruitment environment

Like other employers in the Netherlands, Schiphol Group has felt the effects of an increasingly tight labour market in a growing and more complex operation compared to the COVID-19 period. Consequently, there has been a sharp increase in the number of vacancies. This prompted us to professionalise our new strategic recruitment vision per department and as whole last year.

We have also made an effort to understand the data and results. To this end, a very detailed recruitment dashboard has been delivered in collaboration with IT, which provides insight into the entire recruitment funnel. As a result, we are able to monitor how successful we are at each step of our recruitment process. Finally, as part of our wider single system vision, we are currently

Introducing the Schiphol Career Hub

As an employer, we recognise the importance of continuous improvement to promote the happiness and well-being of our employees. This commitment is essential to ensure the future resilience and social responsibility of Schiphol Group as an organisation.

In 2023, we introduced the Schiphol Career Hub, an initiative aimed at providing comprehensive insight into career and development opportunities. Our aim is to empower everyone within our organisation and the industry as a whole. Recognising a real demand within our organisation to sustain the Career Hub, we are pleased to report 30 visitors in the first two months since its launch after the summer. Every Thursday the Career Hub is open and staffed with representatives from Recruitment, Learning & Development, Career Coaching and HR Advice.

In addition, the Career Hub organises (online) inspiration sessions on career opportunities and related topics on the first Thursday of every month. In this fast-changing, dynamic world, learning and development are more important than ever. Schiphol Group therefore wants to support all its employees in this in the best possible way.

implementing a new recruitment system, SAP SF. This new system should ensure that the recruitment process is simplified and the candidate process is improved. The main objective is to improve and shorten the candidate journey.

Together with the Schiphol Aviation Community (LCS), we have worked hard to increase the visibility of Schiphol Airport as an attractive place to work. Various job events were organised and the work and learning platform was further developed. In addition to vacancies, content was also developed and described

regarding the retention of current employees and development opportunities within the sector. Schiphol has also ensured, in cooperation with the five responsible security parties, that 1,250 new security officers have joined the sector. By joining forces, optimising processes and adopting a candidate-first approach, this great result has been achieved.

Celebrating fair compensation

In February 2023, Schiphol Group reached an agreement with the trade unions VPS, FNV and CNV Public Services on the continuation of the Collective Labour Agreement (CLA). The CLA covers the period from 1 April 2023 to 30 September 2024.

In financial terms, there was a significant shift in contractual wages, which increased by 8% from 1 April 2023 and by a further 3.25% from 1 January 2024. At the same time, we phased out the participation scheme from 2023, which was seamlessly integrated with the 8% salary increase. Payments for 2022 followed the usual schedule and were made in May 2023. The traditional year-end bonus was converted into a 13th month salary, escalating from 6.75% to 8.33%.

Another important agreement concerns the minimum hourly wage. From 1 April 2023, the minimum hourly wage for each pay grade was set at 14 euros, underlining our commitment to fair compensation. The decisions made in the agreement were reached in the context of challenging economic times and a tight labour market. Overall, these collective agreements reflect a balance between addressing the financial needs of employees and navigating the broader economic landscape. Schiphol Group's response to the challenges of the times underlines its commitment to fostering a positive and equitable work environment.

As we look ahead to the coming year, our focus is clear: developing strong leadership and preparing our organisation for meaningful conversations. We are on the cusp of an exciting period of growth and transformation. With the launch of our new performance management system and a company-wide leadership programme, we aim not only to support professional

development, but also to cultivate a culture where authentic conversations thrive. Together, we will build a resilient and agile organisation capable of meeting the challenges of the future.

➔ Diversity, equity and inclusion own workforce

Given Schiphol Group's important role in society, we acknowledge our responsibility to actively pursue a policy of diversity, equity and inclusion (DE&I). Recognising the profound impact of our actions on our employees, we are committed to creating an environment that guarantees equal treatment and opportunities for everyone.



Being yourself is the best start to any journey

Schiphol celebrates Coming Out Day

Schiphol
Welcome to Amsterdam Airport

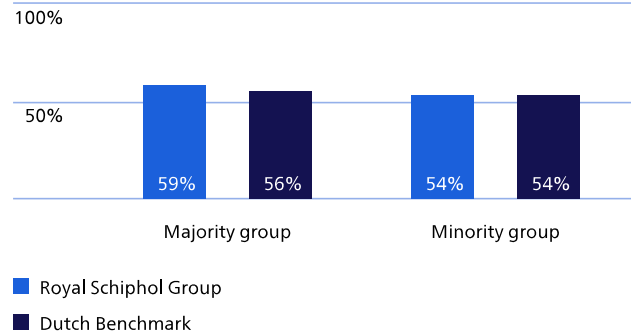
We are committed to creating an inclusive and supportive environment that embraces and empowers all individuals, regardless of background, age, race, gender, sexual preference or other (personal) preference.

To this end, we have made DE&I as part of our 'Destination'. As DE&I reflects both society and Schiphol Airport's customers, we believe that these are important prerequisites for operating as a successful organisation. In addition, DE&I are important steering points in the relationship with employees and other stakeholders, especially with regard to (personal) leadership. To achieve the above, we are continuously working to become an organisation where DE&I are self-evident to all employees, and an attractive workplace where all colleagues feel welcome and work together in diverse and inclusive teams. We are committed to creating an inclusive and supportive environment that embraces

and empowers all individuals, regardless of background, age, race, gender, sexual preference or other (personal) preference, which was confirmed this year with the start of our first full-time DE&I Business Partner.

In 2022, we measured the DE&I status of the organisation in collaboration with the Netherlands Inclusivity Monitor (NIM). Schiphol received the results in 2023. Overall, our employees rate Schiphol as a more inclusive organisation compared to the Dutch benchmark see graph below.

DE&I status 2023



Employees who feel different from other colleagues feel accepted within the organisation. It was noticeable that employees who work on a permanent basis and/or have a practical educational background and/or a migration background perceive our organisation's inclusion less positively. As a result, we have identified follow-up actions. A first step has already been taken by updating the dress code policy for employees wearing Royal Schiphol Group branded clothing, which is now more inclusive and gender neutral.

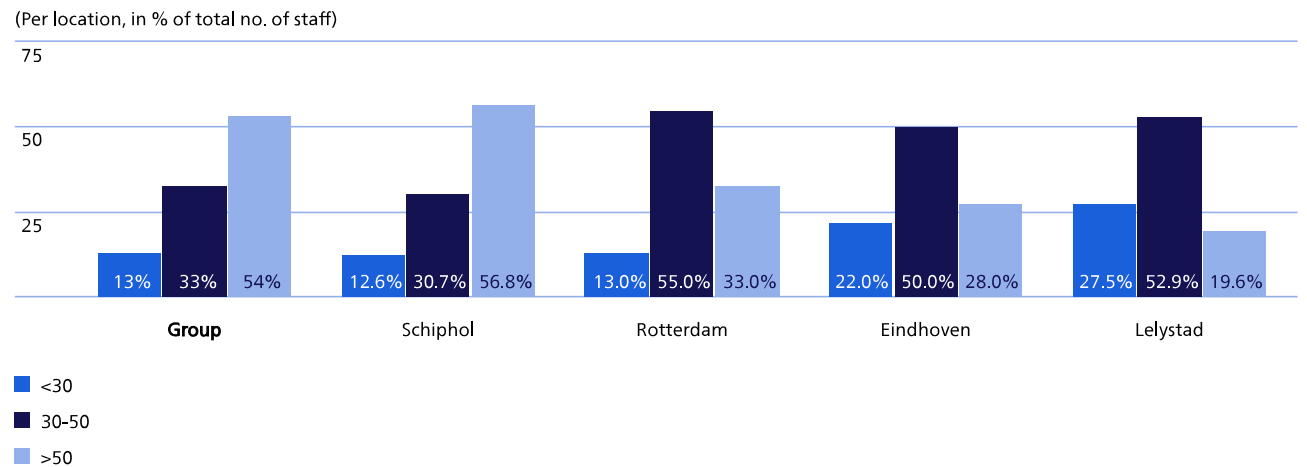
Other notable highlights during the year included the organisation of several events and DE&I talks to promote DE&I awareness among colleagues, including a traditional Iftar, a 'DE&I movie afternoon' for colleagues and their children, a Ketj Koti event to commemorate the abolition of slavery in the former Dutch colonies, the Amsterdam Pride Walk, VisAble made Visible

to celebrate the (in)visible differences of all our colleagues, the participation in the national Young Talent Award, a celebration to mark National Diversity Day and gatherings about 'The 7 check marks' and generational differences.

During National Diversity Day, the Schiphol DE&I games were launched. The DE&I games consist of three games: statements, 30 seconds and a quiz. The games are a fun and easy way to start a conversation with colleagues about DE&I. This conversation is important because we are committed to ensuring that everyone feels welcome at Schiphol Group and has access to equal opportunities.

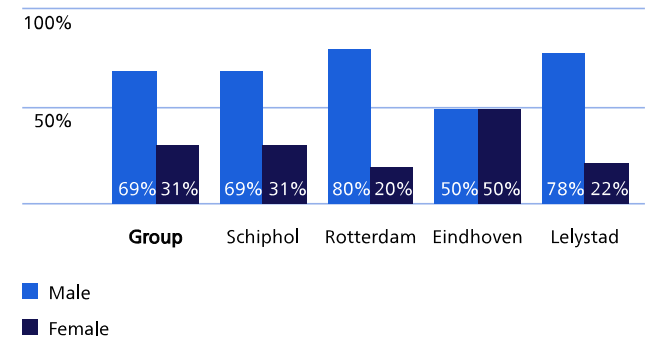
Externally, we continued to strengthen our relationship with other parties such as Workplace Pride and Emma at Work. Together with Workplace Pride, we signed the Amsterdam Declaration and once again participated in the Emma at Work mentoring programme. We also regularly communicated externally about DE&I at Schiphol Group. We also asked Abra to check our Schiphol app for iOS and Android for online accessibility. The results are positive: ours is one of the better performing apps tested by Abra. There is some room for improvement in terms of visibility and readability.

Age categories by headcount in 2023



Gender split in 2023

(Per location, in % of total no. of staff)



Looking ahead to 2024, the DE&I Business Partner, together with the DE&I Board, will continue to support improvements regarding DE&I within the organisation and increase awareness of DE&I. We will continue to follow up on the DE&I NIM measurement actions, improve the DE&I dashboard and organise more events and DE&I talks for our colleagues.

➔ Employment practices value chain

With the fourth pillar of our Vision, the Quality of Work, Schiphol Group is not only assuming social responsibility, but is also facing up to major challenges in the labour market. These responsibilities and challenges relate to the people who work at Schiphol, not only those employed by Schiphol Group, but also those who work for employers throughout the value chain.

In a complex ecosystem with a highly interdependent value chain consisting mainly of labour-intensive services, the quality of work is of fundamental importance. On the one hand, quality of work contributes to people's wellbeing through income security and a good work-life balance. On the other hand, quality of work leads to quality of service in the value chain of the airport operations.

Labour conditions

Together with the trade unions and our sector partners, we implemented the agreements in Schiphol Group's 'Social Agreement 2022' in 2023. Until 1 September 2023, employees in positions related to security, cleaning, PRM (Passengers with Reduced Mobility) and private bus transport (on the platform) were paid the labour market supplement of 1.40 euros per hour.



An important development in improving working conditions concerns minimizing the exposure to hazardous substances, like diesel of airplane motor emissions, of employees working at the platform.

For security staff, an additional 'object Schiphol allowance' of 2.50 euros per hour was agreed in an additional Social Agreement for Security (in October 2022) and implemented structurally in the sectoral collective labour agreement (CLA) for private security. Both allowances supported the successful centrally organised efforts of Schiphol Group's recruitment team to recruit at least 1,000 additional security staff in 2023 for the security companies, thus helping to solve the staff shortage in airport security.

Other provisions in the Social Agreement 2022 that were implemented in 2023 include the introduction and implementation of the license to operate for ground-handling staff and the development of a social standard for working at Schiphol Airport. The latter has resulted in a document with ambitions for the Quality of Work strategy and the translation of those ambitions into a basis of assumptions for a code of conduct for suppliers (of labour-intensive services), laid down in 'Team Schiphol Check-In'. These will then be the guiding principles for the quality of work for requirements and award criteria in tenders.

In October 2023, Schiphol Group and the unions concluded a follow-up Social Agreement. The new agreement consists of two parts: the temporary continuation and phasing out of the labour market allowance, and the establishment of a joint Quality of Work agenda.

The labour market allowance of 1.40 euros per hour worked will be paid until 1 September 2024, and from September until the end of December 2024 an allowance of 0.70 euros per hour worked will be paid. After that, the labour market allowance will be permanently discontinued. Schiphol and the trade unions have agreed that this kind of allowance, or other primary wage elements, belong at the collective bargaining tables of employers and trade unions in sectors or companies. For this reason, it was also agreed in the new Social Agreement that Schiphol Group, as a client, will automatically support and follow up wage and payment increases in the CLAs of its suppliers.

Working conditions

Schiphol Airport, as a workplace, faces vulnerabilities and challenges in ensuring safe and healthy working conditions. For this reason, Schiphol Group and its sector partners are undertaking various initiatives to improve working conditions at Schiphol Airport. Part of the Social Agreement was a plan to renovate all rest areas and sanitary facilities for employees working at our airport terminal, platforms and baggage halls. New designs for these facilities have been piloted and the first renovations have begun.

In addition to the improvement of working facilities, more fundamental working conditions were called into question. After on-site inspections, the Dutch Labour Inspectorate concluded that work in the baggage halls was too physically demanding, with too many suitcases being lifted by hand per employee. The ground-handling companies and Royal Schiphol Group drew up a joint plan to minimise the physical strain of baggage handling. Both Schiphol Group and the ground-handlers have complementary responsibilities as airport operators and employers. By the end of April 2024, every workstation in the baggage halls must be equipped with a lifting aid. Schiphol Group started ordering, purchasing and implementing various types of lifting aids in 2023. In the longer term, Schiphol



Schiphol Group and sector partners undertake several initiatives to improve the working conditions at Schiphol.

Group is investigating the possibility of fully automated baggage handling at the airport.

Another important development in improving working conditions concerns minimising the exposure of employees working on the platforms to hazardous substances, such as diesel or aircraft engine emissions. In this case too, the conclusions of inspections by the Dutch Labour Inspectorate have prompted industry partners to work together to find solutions to minimise exposure to hazardous substances. One of the solutions is to electrify all aircraft maintenance equipment on the platforms (see also 'Clean mobility'). Other measures include starting aircraft engines further away from the platform and stopping APUs earlier before they reach the platform (see also chapter 'Air pollution'). Various experiments will also be carried out, such as the wearing of face masks while working on the platform.

Job content

Sector partners and Royal Schiphol Group work together in the Schiphol Aviation Community (LCS) and with regional training centres to strengthen Schiphol Group's labour market as an attractive place to work. The main focus of the LCS is to develop, initiate and/or support initiatives to improve employability, development and education. For example, organising pilots for task rotation in cleaning jobs or talent sharing between different types of employers at Schiphol Airport or exploring the possibility of a pilot for a (multi-disciplinary, multi-purpose) 'labour pool'. The latter is part of the new Social Agreement. LCS also plays a coordinating role in the Aviation Inclusive programme, an initiative offering support to individuals who have difficulty accessing employment.

Moreover, LCS plays a coordinating role with regard to internships at the various companies at the airport. Part of the Social Agreement 2022 included establishing guidelines for internships at the airport, primarily aimed at secondary vocational education (MBO) students. In the renewed Social Agreement 2023, Royal Schiphol Group and the trade unions agreed to evaluate the internship guidelines and to set a minimum internship allowance of 350 euros per month.



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Labour relations

In the highly interdependent Schiphol ecosystem, it is important to have stable labour relations and labour peace. For this reason, Royal Schiphol Group and the trade unions started a structural social dialogue in early 2023. The implementation of the agreements in the Social Agreements is being monitored by the social partners. In addition, the social dialogue serves as a process to set the agenda and plan collaborative initiatives aimed at enhancing work quality throughout the value chain. The renewal of the Social Agreement for 2023 (and beyond) was based on the social dialogue discussions.

The social dialogue structure will be extended to sub-sectors such as security. Security companies, security agents, trade unions, trade union members and Royal Schiphol Group participate in specific working groups on rosters and working conditions in security. A social dialogue will also be started for the airport cleaning services.

Safety at work

Schiphol Group works hard to ensure the well-being of our airport employees and all visitors to our facilities, and we regularly carry out risk assessments in the workplace. Work-related accidents that result in absences and are registered as Lost-Time Injury Frequency (LTIF) are calculated on the basis of the number of incidents per million hours worked. This allows us to compare our performance with other companies. While it is important to measure lost time, we believe that every accident is one too many. In 2023, Schiphol Airport (excluding the fire department) recorded an LTIF of 1.6 (2022: 1.2), while the LTIF score for the fire department was 7.7 (2022: 12.3). Both the LTIFs for Schiphol Airport and the fire department were below the previously set limits of 1 and 22 respectively. Over the past five years, the absolute number of lost-time incidents leading to injury at Schiphol Airport including the fire department fluctuated between 4 and 8, resulting in an average of 7 (2022: 6.4). The LTIF for construction work was 1.6 and for maintenance work 2.3. In 2023, there were 0 fatal incidents involving our own employees or contractors. To ensure that everyone can work safely at our airport, we have placed all important information online.

For more information refer to the [Safety first chapter](#).