

# Employees

Our employees are essential to our organisation and to the daily operation of Schiphol. In 2025, we strengthened our approach to creating a positive employee experience by focussing on fair pay, a healthy work-life balance, safe and secure conditions, and opportunities for development. These priorities guide how we support both our own employees and all other workers contributing to airport operations, today and in the years ahead.

## Company target performance

Metric	Scope	2025 target	2025 actual	2024
Employee satisfaction	RSG	≥ 65% of employees score 8 or higher	65%	65%

## Protecting health and safety

At Schiphol Group, there is no higher priority than the health and safety of everyone who works at our airports. Our approach combines long-term programmes with practical measures that reduce everyday risks and support a healthier working environment. In 2025, we built on this foundation with initiatives that limit emissions exposure, strengthen protective measures and improve operational practices.

## Reducing emissions exposure

Exposure to aircraft and diesel emissions remains a health concern for airside employees. In 2025, we advanced Schiphol's VDME programme by expanding the use of electrical alternatives during aircraft turnaround, including electric preconditioned air units (ePCAs). The number of ePCAs increased steadily through collaboration with maintenance partners, ground handlers and airlines, helping reduce reliance on APUs.



## Strengthening protective measures

In May 2025, Schiphol implemented a new policy to protect airside employees who are exposed to elevated concentrations of UFPs. The policy strongly recommends that airside personnel use personal respiratory protection when working on aprons or in other areas near operating aircraft engines and diesel engines. This requirement will remain in effect at least until additional measures to improve air quality have proven sufficiently effective.

As part of a pilot programme, the airport invested in four electric Taxibots, complementing the current fleet of two diesel-powered Taxibots. Aircraft are also regularly towed to the Polderbaan runway so engines can be started away from workers. Minimising exposure is essential for protecting

employee well-being. Therefore, ongoing research into the health impacts of aviation-related emissions will continue to inform our actions.

## Improving quality of labour

In 2025, we introduced and expanded several initiatives to improve the sector's quality of labour and anticipate a tight labour market.

## Supporting our own employees

The Building Forward Programme contributes to a pleasant and inspiring work environment for Schiphol employees. To that end, Schiphol's head office got a fresh look in 2025.

From 1 January 2026, Schiphol will introduce the My Choice programme, enabling employees to tailor their benefits, including options such as a leave savings scheme and student debt repayment. Eindhoven Airport's labour agreement includes flexible employment conditions, with Rotterdam The Hague Airport and Lelystad Airport developing similar labour agreements. These initiatives, along with others, will help Schiphol Group remain an attractive employer in a competitive labour market.

## Employee satisfaction score

As in previous years, we monitored satisfaction through our annual survey and regular pulse checks. Response rates across all airports were strong, reflecting active engagement between staff and leadership.



The My Schiphol Survey shows that colleagues continue to value their experience of working at Schiphol Group. In the 2025 survey, 65% of employees rated their overall experience an 8 or higher on a scale of 1 to 10, matching both our company target and the 2024 result. Colleagues also remain engaged and proud of their work: 92% are proud of what they do, and 91% are proud to work at Schiphol, Rotterdam The Hague Airport or Lelystad Airport. The recent refresh of Schiphol's SHG office building has had a positive impact, with notable improvements in workplace satisfaction among employees working in areas that have been upgraded. Employees also feel more empowered to invest in their development.

Eindhoven Airport conducted its annual employee satisfaction survey (MTO) in September 2025. The score was 8.0, almost the same as in 2024 (8.1). Employees are positive on nearly all points, such as the atmosphere, organised activities, refresher leave and other employment conditions. The score on social safety is less positive: several employees experience undesirable behaviour in the workplace. The airport had already taken action on this, but will further intensify these efforts. Other improvement areas have also been addressed, and several key priorities have been set for 2026.

### Supporting workers across the value chain

We continued to work closely with sector partners to improve working conditions and support the well-being of their employees, while strengthening collaboration across the airport community. In 2025, we made progress in areas such as physical workload, cleaner facilities and social dialogue.

### Improving working conditions in baggage handling

In 2025, all 385 workstations in Schiphol's baggage halls were equipped with lifting aids, meeting the requirements of the Netherlands Labour Authority. The technology was enhanced in collaboration with suppliers, and employees are encouraged to use the aids as standard practice. Lifting aids are also being introduced at Eindhoven Airport and Rotterdam The Hague Airport.



### Progressing automation

Mechanisation of the baggage halls is another key step in reducing physical workload and supporting a more sustainable way of working in the long term. Schiphol progressed with its multiyear roadmap, supported by a 100 million euro investment and collaboration with partners. Although automated loading and unloading technology is still in its early stages, initial trials are promising. Our long-term ambition is to eliminate heavy lifting and create a healthier and more efficient working environment.

### Addressing work pressure and social safety

Work pressure and social safety directly influence how people feel at work and how well they can perform their roles. Schiphol carried out the first in a series of periodic surveys on mental workload imbalance, safety culture and social safety across several sectors. The findings show that Schiphol scores below the national average in some areas, signalling the need for improvement together with sector partners and unions.

### Upgrading restroom facilities for employees

Clean, comfortable facilities contribute to a safer, more dignified working environment. In 2025, nearly all rest and sanitary areas used by baggage handling, security and cleaning staff were renovated. By 2026, all 242 sanitary units will have been fully refurbished.

### Maintaining social dialogue

Social dialogue remains an essential mechanism for improving working conditions and ensuring compliance with labour standards. In 2025, Schiphol continued to organise dialogue sessions with unions, their executives and companies in security, cleaning and temporary employment. Quality of work requirements were included in the security, cleaning and taxi tenders issued during the year.

Reaching all workers in the value chain remains challenging. Dialogue was temporarily suspended in the second half of 2025 after unions attributed a decisive role in two strikes at KLM Ground Services to Schiphol Group. Nevertheless, labour relations at the airport remained relatively stable. Social dialogue will continue to play a key role in improving working conditions, job content and labour relations.