

Health, Safety and Environment Policy Statement

Health, Safety and Environment are core values of Royal Schiphol Group. A safe and healthy workplace is our highest priority and we firmly believe that any accident, incident and pollution is unnecessary and can be prevented. Therefore, a 'safe performance' is a precondition for our operation and for achieving our strategic goals. We not only care about the people who work at Schiphol, or who work for us or with us, but also about everyone who travels through Schiphol, visits us or is otherwise involved with us. We are also conscious of the impacts of our business activities on the local community. Therefore we work continuously with our partners to minimize any nuisance and we invest to improve the quality of life in the region.

We, Royal Schiphol Group, assign great value to Health, Safety and Environmental protection. We do this as follows:

Taking responsibility and leading by example: All our employees have a key role in leading by example and conveying the importance of Health, Safety and the Environment (HSE) both within and outside Royal Schiphol Group. They follow the rules and hold each other and third parties accountable for their own responsibility.

Good contracting practices: We inform our contractors on process and location-related HSE risks and obligations when they perform work for us. In addition, we select them partly on the basis of clear and transparent criteria and regularly evaluate their performance.

Communication and continuous improvement: We communicate openly, effectively and structurally on HSE matters and believe this is essential in order to make adjustments in time. Recording and sharing of lessons learned and past experience contributes to continuous improvement of our performance.

Just culture: We actively work to maintain a 'just culture' where everyone reports unsafe situations or unsafe practices and accidents, so that we as an organization learn from them. Within this 'just culture', we assure everyone that reporting such information will not lead to personal repercussions, except in cases of intent or gross negligence.

Effective cooperation: We expect and encourage our employees, contractors and sector partners to cooperate actively on health, safety and environment. Safety in general, and a healthy and safe workplace in particular, is our joint responsibility!

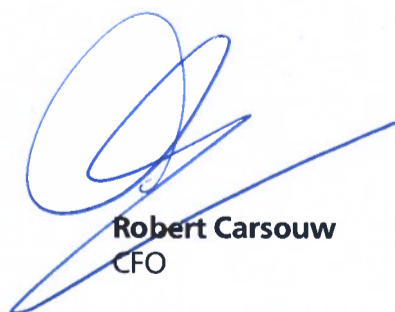
In order to achieve our HSE goals:

- We proactively and demonstrably comply with applicable laws and regulations.
- We work with management systems and use the best available methods and techniques.
- We monitor our performance with performance indicators, perform analyses and conduct investigations as well as audits. In doing so, we strengthen the effectiveness of our management systems.
- We report regularly on our performance and manage for continuous improvement.
- We achieve a safe and healthy workplace and environment through appropriate deployment of people and resources, and through training, education and practice.

Executive Team Schiphol



Ruud Sondag
CEO



Robert Carsouw
CFO



Patricia Vitalis
Dir. AO&AP / Accountable Manager



Sybren Hahn
Dir. Assetmanagement



Arthur Reijnhart
Dir. Schiphol Commercial



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