

Quality of Service

Royal Schiphol Group aims to provide its passengers and other customers with an unrivalled Quality of Service. By harnessing digital tools and processes and working closely with our partners to introduce innovative concepts and services, we seek to orchestrate a smooth and inspiring airport experience for all our visitors.

At Schiphol Group, our vision is to create the most sustainable and high-quality airports in the world. This vision is underpinned by our commitment to delivering a seamless and engaging passenger experience, supported by digitally-enabled and efficient airport operations. In response to the challenges of long security queues in 2022, we made decisive improvements in 2023, focusing on supporting and growing our operational workforce. Our strategic investment in people and technology has improved service standards. This was particularly evident during peak travel periods, such as the May and summer holidays, when we successfully met our service targets, with 93% of passengers passing through security in less than 10 minutes.

In 2023 we also announced a significant investment in our airport infrastructure and facilities. Between 2024 and 2027 we will be investing 3 billion euro into catching up on maintenance and upgrades. This demonstrates our commitment to improving the quality of our physical assets.

Our concept of quality of service extends beyond air travel. Our airports serve as dynamic hubs where people from all walks of life – travellers, business people, students and researchers – come together.

By stimulating connections between people, businesses and ideas from around the world, our real estate and commercial teams play a key role in enriching the local business ecosystem and knowledge economy. We provide our tenants with world-class workspaces that add value to their operations.

Through the use of technology and data analytics, Schiphol Airport continuously strives to improve the passenger experience. Smart maintenance initiatives provide valuable insights into asset performance and maintenance needs. In addition, our collaboration with the aviation chain, in particular through the Airport Operations Centre (APOC), enables comprehensive management of key aviation processes. This collaborative approach facilitates efficient knowledge and data sharing with our key aviation partners, ultimately benefiting our customers.

➔ Consumer and end-user experience

At Schiphol, we continuously monitor the satisfaction levels of our passengers and other customers as part of our efforts to maintain a high Quality of Service.

Passenger experience

Schiphol Group's ambition is to return to the top three in the Airport Service Quality (ASQ) benchmark (through which our quality perception levels are compared with the medium-to-large hub airports in Europe). We compare ourselves to seven other European hubs: Paris Charles de Gaulle (CDG), Copenhagen (CPH), London Heathrow (LHR), Madrid (MAD), Munich (MUC), Istanbul airport (IST) and Zurich (ZRH). In 2023, Schiphol remained in last place.

Top performance indicators Quality of Service



We measure the passenger experience at the key touchpoints of our passenger journey over time. In 2023, the willingness to recommend (Net Promoter Score; NPS) recovered from a decline in 2022 caused by staff shortages in security and third parties (KMAR, ground-handlers, retail staff and food and beverage outlets) combined with high passenger volumes resulting in long queues and waiting times. The NPS improved to +36 at the end of 2023 (moving average – on target). With this score, the NPS is back to its pre-COVID-19 level of late 2019. The improvement is due to better perceptions of waiting times at security (as a result of more available staff) and check-in, friendliness of staff, ease of making connections for transfer passengers and ambience. In 2023, passengers felt more welcome, in control and better informed than a year ago. Waiting times at passport control (both on arrival and departure) and baggage reclaim remain points of attention.

Improving the passenger experience

In 2023, we focused on making passengers feel welcome by introducing a (Schiphol-branded) hospitality team at departures, arrivals, airport piers and lounges. The core tasks of the hospitality specialists are to inform, guide and reassure passengers.



To ensure Quality of Service, we pay close attention to the evolving preferences of our airport visitors and other customers, and are constantly looking for new ways to engage and support those who use our services.

By implementing a trolley service at departures and in the long queues on the piers before arriving at passport control, we gave our passengers a warm welcome by distributing food and drinks. For arriving passengers, we provided complimentary coffee, snacks and refreshments to welcome and invigorate them.

We also piloted and rolled out our security check timeslot booking system at no cost to passengers and across all our departure security filters. Its successful implementation demonstrates our commitment to improving the passenger experience. With up to 22% of travellers having booked a slot on peak days since its introduction, and an overwhelming 98% of travellers expressing satisfaction, this initiative has clearly been a resounding success for both passengers and our operations, as it has also helped to divert around 7.5% of passengers away from our busiest times, directly improving demand in the security lanes.

We have also continued to develop the Self-Service Units (SSUs), a passenger information kiosk that allows users to access flight information, locate gates and other points of interest, and even initiate a video call or chat with an airport assistant. In 2023, we introduced several unique features such as personalised itineraries, move-to-mobile (where a user's session continues on their mobile by scanning a QR code) and continuous CSAT measurements to gather both quantitative and qualitative passenger feedback. Behind the scenes, we are able to orchestrate a continuous stream of feature delivery based on this feedback.

The SSUs are part of our larger Passenger Experience Platform concept, which is available from Schiphol to other airports as a comprehensive solution. Its purpose is to provide travellers with a holistic and personalised airport experience and retail recommendations that are aligned with their flight itinerary and tailored to their individual needs. The value of the platform lies not only in the improved traveller experience, but also in the new revenue opportunities that can be directly exploited by an airport operator.



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Adding value for airport visitors

To ensure Quality of Service, we pay close attention to the evolving preferences of our airport visitors and other customers, and are constantly looking for new ways to engage and support those who use our services. In recent years we have introduced innovative retail and food and beverage concepts and implemented solutions for a more personalised, connected and technology-driven airport experience.

We are increasingly creating dedicated shopping experiences in our terminal, ranging from well-known Dutch brands to lavish luxury experiences. Schiphol welcomed several new shops and concepts. Airside, we introduced new store concepts with the Omega and Bruna brands. We also reached agreements with Louis Vuitton and Bulgari for store openings in 2024. In addition to the introduction of several new food and beverage concepts, this year saw the opening of the Bubbles Bar in Lounge 2, which combines luxury retail with gastronomy. On the landside, Rituals and Victoria Secrets reopened after renovations. In terms of food and beverage, the Dutch brand FEBO will be added to the current offering.

Schiphol starts construction of the largest car rental location in the Netherlands

In 2023, the construction of a new car rental location at Schiphol Airport began. We are transforming our former P4 car park into a new, future-proof car rental location with a total surface area of 40,000 m². The car rental service centre will be the largest car rental facility in the Netherlands, with space for around 2,500 vehicles.

The five largest car rental companies at Schiphol Airport will come together in five buildings under one roof, which will be covered by 17,000 m² of solar panels. The solar panels will generate a large amount of electricity, equivalent to the annual energy consumption of around 1,000 households. The new electrical infrastructure will allow more than 300 electric cars to be charged simultaneously.

With the electric facilities at the new car rental service centre, Schiphol Group is investing in the transition to electric mobility to and from the airport and encouraging car rental companies to switch to electric vehicles. This contributes to our goal of making transport to and from our airport as sustainable as possible. Construction is expected to be completed by the end of 2024.



With air traffic numbers at our airports increasing continuously in 2023, we are committed to investing in the passenger experience and ensuring safe, inspiring and comfortable journeys. We have made great strides in making operational data available to our passengers through digital channels and in the terminal. In this way, we increase transparency and reduce passenger stress.

Airline satisfaction

After a challenging year for our airlines, partners, passengers and ourselves, it was good to see that our summer operations were successful again in 2023. The many efforts and close cooperation between our airlines and partners were essential to accomplish these results. Data sharing and joint planning were essential steps in achieving this success. It required a lot of flexibility from all parties involved. It was encouraging to see that both airlines and partners were willing to contribute and be flexible in their approach.

The benefits achieved not only underline the success of our summer operations, but also provide valuable learning opportunities. The ability to learn and grow together from the lessons learned strengthens the partnership and confidence for 2024. The interdependence and the fact that working together pays off underlines the importance of a joint effort. We will continue this for 2024, working towards a strong and resilient partnership, working together as one Team Schiphol. We will focus particularly on maintaining and securing adequate resources at Schiphol Airport, which are essential for our airlines and partners to ensure smooth operations. Furthermore, we will continue to engage with airlines regarding their network plans and any potential capacity reductions.

Inspiring environment for tenants

Schiphol Real Estate (SRE) aims to create an inspiring work environment for our more than 450 tenants and 65,000 professionals; a place where people can connect, meet and work together. The traditional role of the office has changed. By offering high quality offices and a wide range of flexible working and meeting facilities, we meet the changing needs of our tenants. Our vibrant community of international standing makes



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Schiphol a place to meet, not just a place to work. We care about the well-being of everyone who works in our office buildings at Schiphol every day.

Our community platform SPOT gives our tenants a sense of connection and the opportunity to share experiences and knowledge. In 2023, we organised the first SPOT festival with and for our tenants. SPOT also promotes a healthy lifestyle by offering many sports and leisure activities.

Creating sustainable workspaces

We are constantly adapting and improving our leased facilities as part of our ambition to become a zero-waste, zero-emission organisation. We cannot do this alone, so we work closely with our tenants to become more sustainable. Working with our tenants, we have saved around 20% of gas consumption (compared to 2022), mainly by talking about behaviour and adjusting settings in our buildings.

In 2023, we undertook extensive engineering research that resulted in a final design for the centralised thermal energy storage system that will serve The Outlook and Avioport, as well as our headquarters, in the near future. The contractor has been appointed to build the facility and has commenced the

engineering process. The physical work is scheduled to take place in 2024 and is expected to be completed by the end of 2024.

Schiphol certifies commercial real estate according to BREEAM-NL In-Use, an environmental assessment method that enables property investors, owners, managers and tenants to determine and drive sustainable improvements in the operational performance of their buildings.

In 2023, our focus was on implementing the latest BREEAM-NL In-Use assessment framework for the certified buildings in our portfolio, as BREEAM standards are regularly upgraded. The World Trade Center (WTC) Schiphol Airport, our tallest office building at 56,000 m², achieved a BREEAM-NL In-Use rating of 'very good' in 2022 and achieved even more points in 2023 within this 'very good' rating. The Avioport and Transport buildings have a BREEAM-NL In-Use 'excellent' rating and have improved within this range. The new Cargo Building 17 will be built to BREEAM-NL Excellent standards and will be added to the BREEAM-NL In-Use portfolio.

Tenant satisfaction

SRE conducts an annual Tenant Satisfaction Survey to understand how satisfied our real estate customers are with their rental partnership and the service we deliver. In 2023, 77% of the respondents described our service as either 'good', 'very good' or 'excellent'.

In addition, SRE conducts an annual Tenant Employee Satisfaction Survey to understand how satisfied our tenants' employees are with their working environment (the building they work in and the surrounding area) at Schiphol. In 2023, 86% of the respondents described our buildings and surroundings as 'good', 'very good' or 'excellent'. This is very important to us as we want to provide an inspiring and healthy working environment for everyone who works at Schiphol.

➔ Business continuity

Schiphol has an internal 'calamity organisation' that incorporates training activities, scenarios and governance to be applied in the event of a major disruption or crisis. In 2023, our calamity organisation was activated on 10 occasions for a 'medium alert', where there was a real disruption. The Corporate Crisis Team met three times. The Veiligheidsregio Kennemerland ('Kennemerland Safety Region'; VRK) – a regional body that coordinates the deployment of police, firefighters, ambulances, municipal authorities and other parties in the event of an incident – was involved in a number of precautionary alarms that ultimately did not require an actual response. There were no air incidents requiring an emergency response.

Most of the situations where the calamity organisation was required involved problems with the baggage system, in total 4 out of 10. Another was storm Poly on 5 July and a third incident involved a power failure in Terminal 3. All the other four major disruptions were caused by 'co-makers', the links responsible for transport and handling in our airport's cargo chain. Problems in the systems of the Royal Netherlands Marechaussee, air traffic control, aircraft fuel supply and Dutch Railways (NS) also led to disruptions in our processes. The main focus in all these incidents was to ensure the safety of passengers and staff by regulating traffic and passenger flows.

Three quick scan evaluations were carried out in 2023. The first concerned the baggage disruption of 5 May, which resulted in some basic recommendations on baggage organisation. The second looked at the working and communication methods used during the storm. And the last assessed the causes of the power failure in Terminal 3 and made some recommendations for future emergency power tests.

Work continued on the systematic examination of business continuity risks throughout the service delivery chain. For each specific airport process, the resources used and the impact of relevant disruptions are identified and potential measures to further strengthen the reliability of these processes are identified.

In 2023, analyses were carried out on control and dispatch centres, including back-up facilities and contingency for critical IT systems, as well as various security devices.

Company emergency response

Between 1 January 2023 and 31 December 2023, the company emergency response organisation of the Airport Operations & Aviation Partnerships was deployed 3,792 times to respond to the first alarm in the terminal building. Of these, 3,469 were first aid calls and 323 were fire hazard calls. In 2023, we conducted several exercises to improve cooperation with the internal and external emergency services of the safety region Kennemerland.

➔ Cybersecurity

Throughout 2023, Schiphol continued to prioritise secure operations, with a particular focus on cybersecurity. Our Schiphol Cyber Security Centre (SCSC) remained vigilant, protecting our digital processes and sensitive data, while fostering a culture of resilience and awareness.

This year, we participated in ISIDOOR, a national cybersecurity exercise, together with KLM and LVNL. This resulted in an increase in the quality of cybersecurity, as measured by our level of participation and the results of the exercise.

Our anti-phishing campaign improved our technical defences and staff awareness, minimising the risks associated with phishing emails. We used innovative tools such as SafeLinks to improve our email security and strengthen our ability to deal with potential threats.

We also launched a comprehensive privacy and cybersecurity training initiative, further emphasising our commitment to cybersecurity. This company-wide programme, delivered in an engaging microlearning format, strengthened our employees' understanding and responsible handling of sensitive information.

In collaboration with KLM and LVNL, we further developed the ICWOS initiative, which enabled us to share critical information on cybersecurity threats and developments. Our joint red-teaming exercises proved invaluable in testing and strengthening our collective cybersecurity resilience. Collaboration led to an improved focus on real threats, fostered a cybersecurity aware culture, and strengthened resilience, underscoring our readiness for future cybersecurity challenges.

Innovation

As a part of Schiphol Group's strategic vision, we are committed to developing into a fully autonomous airport. This ambitious goal presents a unique set of challenges, which we recognise and are determined to address. Our drive stems from a deep-rooted belief in the transformative power of this initiative - not only for our organisation, but also for our valued passengers and stakeholders, as we pioneer unique solutions that are trendsetters in the industry.

Our journey towards this goal involves a comprehensive integration of technological advances. From installing complex networks across our many facilities and assets to ensure seamless data collection, to implementing robust firewall systems for enhanced security, our efforts are multifaceted. We are building our foundation on a state-of-the-art cloud infrastructure capable of processing the huge streams of data in real time. This not only improves our operational efficiency, but also strengthens our position as a data-driven organisation.

As many data sources as possible are critically analyzed to extract their value, enabling us to develop innovative solutions that enhance the passenger experience and drive sustainable growth. We are committed to using these technological advances to optimise our operations, deliver exceptional service and pave the way for a future that is in line with our core values of innovation and sustainability

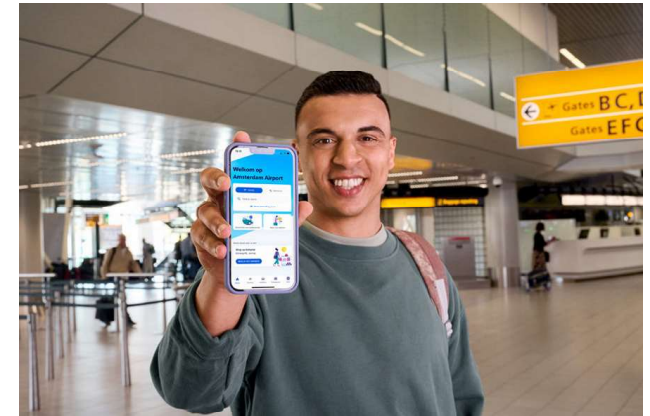
Security process achievements

Our tireless efforts to improve security have not gone unnoticed. During the May holiday, 98% of departing passengers experienced a security wait of less than 10 minutes, a testament to the efficiency and effectiveness of our efforts to improve security operations over last year. This achievement is a clear indication of our commitment to providing a seamless and hassle-free experience for all travellers.

In anticipation of the expected capacity in 2023, we strategically increased the required human resources to cope with the high number of passengers expected. These efforts have been made possible by numerous improvements in the security process itself. Our initiative to streamline data collection for all airport-wide security assets provided valuable insights that allowed us to increase asset availability to ensure that all security personnel were adequately equipped to meet the expected demand. We also deployed state-of-the-art passenger scanners following the results of a comprehensive assessment. These allowed us to speed up the screening process for security staff and reduce false positive rates. Another notable example is the implementation of the Multiplex pilot programme, which allows security officers to evaluate CT scanner images from a lane other than where they are physically stationed, resulting in a net throughput increase of approximately 5%.

Digital innovation

The imminent launch of the Airport Operational Database (AODB) marks a milestone in our quest to streamline our information about airport operations. As a central repository for airport-wide data, the AODB will be a leap forward from our current system, CISS, ensuring that information is readily accessible and enabling improved operational efficiency for the foreseeable future. This development is a testament to our vision of a more agile and efficient data strategy for Schiphol.



Every source of data is critically analyzed to understand how we can best extract its value, enabling us to develop innovative solutions that enhance passenger experiences.

We have also embraced digital transformation by adding Security Operations and Aircraft Operations as user groups to the Schiphol Today mobile application. This innovative application now supports four key departments at the heart of our airport operations. Several operational processes have now been digitised, automated, innovated and accelerated. These include sharing operational briefings, gathering the latest operational insights, conducting inspections and registering incidents. These efforts have gone hand-in-hand with user feedback to ensure that these tailored improvements result in empowered, real-time knowledge to facilitate their 24/7 operational tasks.

Our continuous improvement of Wilbur, a platform that provides real-time insights into key indicators, has been instrumental in empowering the security companies that monitor our security lanes. The data provided by Wilbur enables these companies to manage operations more effectively and in real time, providing valuable and actionable feedback to agents in the field. The positive response from users is testament to Wilbur's success in achieving its goal.

➔ Airport capacity

Meeting the demands of airlines and passengers and providing a safe, sustainable, reliable and high-quality airport experience is an ever-increasing challenge. Royal Schiphol Group is undertaking an extensive investment programme to support our short, medium and long-term capacity needs, with several major projects underway or in preparation. Our capacity-related investments include the steps we are taking to improve the landside access road system at Schiphol Airport, as well as the construction of a new pier and the redevelopment of Lounge 1.

Master Plan

Schiphol Group is creating a new development framework, spatial development strategy and land use plan to guide future airport developments in line with our Vision 2050 and ambitions. The Master Plan aims to enable greater integration between infrastructure projects at Schiphol Airport and relevant regional developments, through specific developments such as the extension of the North-South metro line to Schiphol. The plan also aims to support sustainable aviation by defining the infrastructure needed to support the transition to quieter and cleaner aircraft operations.

Mid-Term Plan 2035

In 2023, the Schiphol Group updated its Mid-Term Plan (MTP) for the next decade and extended its outlook to 2040. The updated MTP, which is based on the Schiphol Group's strategy, focuses on regaining control, improving quality and robustness, and creating sufficient room for manoeuvre to enable the necessary renewal projects and major maintenance work to be carried out, such as the renewal of Pier C and the baggage system in Hall D. The MTP also aims to prepare Schiphol Airport to facilitate the renewal of the airline fleet with cleaner and quieter aircraft, as this will require more airside space and additional terminal, baggage and landside capacity (due to an increase in aircraft seating capacity).

The new MTP brings together current knowledge of trends and developments, long-term maintenance plans, quality ambitions, sustainability ambitions, improvements in working conditions and planned developments into a clear definition of the integral feasible capacity available. Based on demand scenarios, gaps are identified and asset, non-asset and digital solution directions are identified and tested for feasibility (operational, financial, etc.). The outcome of the MTP defines the development path for the 10-year time horizon and provides guidance for Schiphol Group's development projects, including spatial planning and (large) CAPEX projects.

Multi-Year Maintenance Programme

Proper maintenance of airport assets is essential to ensure their reliability and availability. Maintenance is determined annually based on the Multi Year Maintenance Programme (MYMP). From 2022, the MYMP has focused on improving the performance of the assets to support Schiphol Group's 'quieter, cleaner, better' ambition.

The interests of people, the environment and asset reliability (in that order) are considered when making decisions about maintenance projects. This provides a practical interpretation of concepts such as socially responsible and sustainable entrepreneurship.

Due to the current maintenance backlog at Schiphol Airport, we decided in 2022 to accelerate the MYMP with the aim of eliminating the backlog by 2032. This decision is already showing positive results. In 2023, the maintenance level at the airport was 120% higher than in 2022. Specific maintenance projects include repairs to walkways, security filters and baggage robots in the terminals, as well as maintenance of airside and landside roads. The recent increase in maintenance levels is partly due to the close cooperation between Schiphol Airport and the private market. By pooling expertise and resources at the right time, maintenance activities can be carried out more effectively and the quality of the assets optimised.

With the lessons learnt in 2023 and the resulting practical acceleration of the maintenance process, major steps have been taken to address the maintenance backlog and put us on track to meet our 2032 target. By continuing to invest in new technologies and innovative solutions, we expect to be able to maintain the airport's assets in a cost-effective and environmentally friendly manner, allowing us to continue to meet the increasing demands and expectations of passengers, airlines and other airport stakeholders.

The new Pier A and southern development

Schiphol Airport is building a new pier to accommodate large and medium-sized aircraft. This pier is necessary to meet future demand for new aircraft stands and gates. Additional stands can be added to the pier at a later stage.

In November 2021, due to ongoing delays and an unpredictable project outcome, we terminated the contract with the former contractors of the Pier A construction project, Ballast-Nedam and TAV (BN-TAV). We then appointed our framework contractors, Heijmans and Volker Infra, to carry out 'emergency works' to make the pier fully wind and weather resistant, but also to carry out structural reinforcements, air condition the building, resolve quality issues and complete the pier's aircraft stands to



The new Pier A is necessary to guarantee the future demand for new aircraft stands and gates, but also to create redundant capacity to be able to renew or refurbish existing piers.

resolve operational issues. The vast majority of these works were completed by the end of 2023.

Since 2023, BAM oversees the further completion of the detailed engineering and delivery of the construction-ready design. In October 2023, BAM and Schiphol signed an execution contract to finalise the construction of the pier, while BAM started the preparatory and pre-construction work.

Schiphol and BN-TAV are still in dispute. BN-TAV initiated formal proceedings in December 2023. Schiphol has received a writ of summons on 8 December 2023 and is preparing its counterclaim and statement of reply, which will be submitted ultimately on 5 June 2024. Reference is made to note 25 [Contingent assets and liabilities](#) for the status on the BN-TAV claims with regards to the construction of Pier A.

A further project in the pipeline remains the construction of a new terminal (Terminal South), which will help Schiphol to meet its sustainability goals and improve the passenger experience. In 2023, Schiphol made a high-level integral design, where both the baggage system and the construction of the basement (and all its electrical and mechanical installations) will be developed simultaneously. The design is developed by KLAIR (Kaan architects, Lamela, ABT and Ineco). In October 2023, we launched a tender for a contractor to assist with the final phase of the development, with the contract to be awarded in the second half of 2024. The selected contractor is also expected to carry out the construction of the basement and its installations. In 2024, Vanderlande Industries will also continue to design a new baggage system that will improve the working conditions for baggage handlers.

Redevelopment of Lounge 1

In early 2023, construction has begun on the redevelopment of Lounge 1 at Schiphol Airport. The project aims to improve the experience for passengers and employers, while opening up new commercial opportunities for Schiphol and helping to improve our operational and asset performance.

Led by ESAP, a consortium of construction companies SPIE and Equans, the renovation will be carried out in phases to ensure the lounge remains fully operational. The first phase of the redevelopment of Lounge 1 was completed by the end of 2023. This is the first step towards improving the retail experience for passengers in Lounge 1 and working conditions for KLM staff with new offices in the crew centre.

We expect to complete the Lounge 1 extension in 2024. This will open up the next phase of the project, the further redevelopment of the existing lounge, putting the Lounge 1 project on track for completion by the end of 2025.

Aircraft stands

In 2023, maintenance was carried out on numerous aircraft stands in the Pier G, Pier E and Pier D areas. The maintenance project included an element of electrification to support more sustainable airside operations. In addition, we initiated the expansion of the Sierra platform to replace cargo aircraft stands displaced by the expansion of the dual taxiway system.



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Taxiways and runways

The Zwanenburgbaan and surrounding taxiways underwent extensive maintenance in 2023 to ensure the reliability of the runway and to enable the installation of new LED lights. We also carried out extensive maintenance on the taxiways to ensure their reliability.

In 2024, we will carry out maintenance work on the Kaagbaan and Bravo taxiway. During the runway maintenance, related projects will be carried out as well, such as a new runway intersection, maintenance of the Kaagbaan tunnel and increasing the capacity of the electricity grid. These projects aim to improve the overall safety and reliability of airside operations.

Completion of dual taxiway system (Project Quebec)

In 2023, Schiphol Airport made further progress on a project that started in 2018 to convert Schiphol's Quebec taxiway into a dual taxiway system. Project Quebec aims to address two key issues: 1) making the process of directing taxiing aircraft more manageable for Air Traffic Control the Netherlands (LVNL), and 2) ensuring that aircraft no longer have to queue on the Quebec taxiway. These improvements will help to increase safety in line with the ambitions of the Schiphol Safety Roadmap, while at the same time improving the quality of service for airline customers and passengers.

Construction of Phase 1B of the project began in early 2023. Roads were removed and repositioned for the construction of the new security checkpoint 90, including the associated airside roads. Construction of the new taxiway system also began. In early 2024, work on Project Quebec will join the already scheduled maintenance of the Kaagbaan Runway to complete the associated infrastructure to reduce the impact on operations later in the project. The first phase of construction will be completed by the end of 2024. In 2025, the second phase will begin with the relocation of dnata to the new freight station, which will leave the existing freight station vacant and ready for sustainable demolition. These steps will create sufficient



Project Quebec aims to address two key issues: making the process of directing taxiing aircraft more manageable for Air Traffic Control the Netherlands (LVNL), and ensuring that aircraft no longer have to queue on the Quebec taxiway.

physical space for the construction of the double taxiway system, including new remote holdings.

Implementation of Phase 2 will then begin. This final phase of the project will relocate the current Quebec taxiway to make way for the expanded A-Platform, which will require a new layout to accommodate larger narrow-body aircraft, as well as aircraft docking on the south side of the new Pier A. Phase 2 is expected to be completed by 2027.

Project Quebec will continue to promote sustainability and circularity at every stage of the project. Parts of demolished buildings are being used in new structures, such as the new security checkpoint 90. For example, the steel structure of the new canopy is made from second-hand steel that was released during the demolition of the existing office building that previously stood on the site.