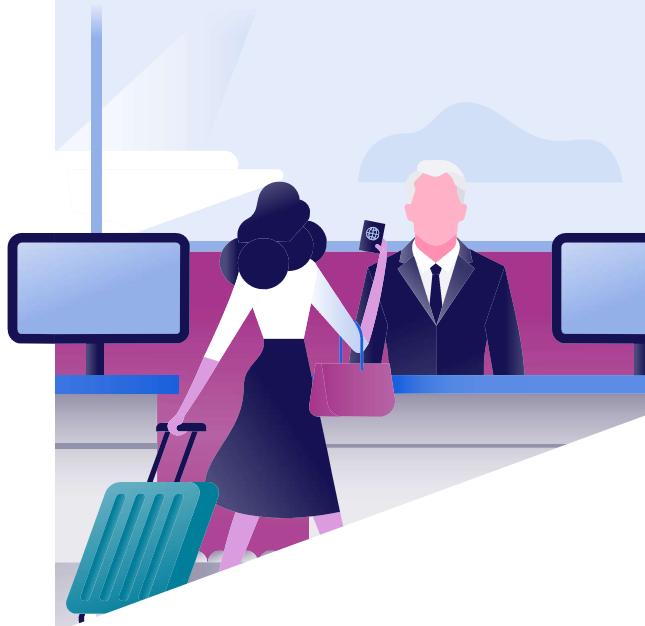


Safety first

Safety is Schiphol Group's number-one priority as an airport operator and one of two key enablers that support the four qualities of our Vision 2050. We invest in our safety and are working to develop a strong safety culture that unites Schiphol employees and partners in a common objective.



At Schiphol Group, we aim to provide safe, secure and responsible travel for everyone who visits and uses our airports each day. The airports in our Group face a range of day-to-day operational risks, while construction projects present further hazards to customers and staff. In 2023, we continued to make progress in improving safety around the airport site at Amsterdam Airport Schiphol.

To help us meet our objectives, we rely on high-quality safety processes, but we also depend on the support of our valued partners and stakeholders, as we work towards the same goal.

Schiphol Group also works with the Onderzoeksraad voor Veiligheid ('Dutch Safety Board'; OVV) as well as external regulators, and we play a central role in sector-wide safety initiatives such as the Integral Safety Management System (ISMS). As part of this integrated value chain approach, we cooperate closely on safety with airlines, ground-handlers and building contractors.

Top performance indicator Safety first



➔ Safety and security

We have a responsibility to safeguard the health of our passengers, employees and other visitors by carefully managing our facilities and processes. Security is fundamental for safe and efficient airport operations.

Safety

Safety is always top of mind at a busy airport, where we work with a wide range of partners 24/7 throughout the year. In other words, safety always comes first, whether at the office, on a construction site, in operations or during maintenance activities. In light of this, we set ourselves a clear target: zero safety incidents throughout the entire year. We keep close track of our safety levels and safety performance at our airports through the Net Safety Score (NSS). The NSS, which is one of our Top Performance Indicators (TPIs), monitors our ongoing safety performance by taking the percentage of days without serious incidents minus the days with serious incidents. In 2023, the NSS score was 96.2 (target value for 2023 was 95). We had 7 days with serious incidents compared to 5 days in 2022. These range from traffic incidents on the platform, to trips and falls of employees as well as passengers. A single fall resulting in injury can therefore significantly impact the Net Safety Score. Each serious incident is investigated either by Schiphol or other parties.

In addition to the NSS, we assess our performance on our top safety risks, which include bird strikes, runway incursions, fire safety risks, electrical safety risks and risks related to construction and maintenance. We do this by monitoring the number of occurrences and the functioning of risk-mitigating measures (key controls). Safety Performance is reported each quarter and discussed by Schiphol Airport's Safety Review Board.

In 2023, 3,883 (near) incidents and potentially dangerous situations were recorded in Schiphol Airport's Incident Learning System. The data in our safety database allows us to analyse incidents and trends and to investigate more serious incidents. We investigated 7 incidents during the year, an important starting point for us to learn and improve the safety of our processes.

Safety management

Our company safety management systems outline objectives, tasks, responsibilities, authorities and working agreements for managing health, safety and environmental risks at Schiphol Airport. All operational managers are responsible for effectively managing safety risks in their respective processes. The Safety Review Board formulates policies and goals to realise Schiphol Group's 'Safe performance' strategic objectives.

Safety and compliance

Schiphol Group's Safety Leadership Principles are based on our target of zero safety incidents and they require our leaders to set an example on safety and promote an open and just safety culture. Initiatives such as safety walks, safety moments and safety days are increasingly valued by our employees and other airport site workers, and are now seen as an everyday part of our work.

Compliance with HSE legislation

Schiphol Group has formed public-private partnerships relating to inspections and supervisory duties with the Human Environment and Transport Directorate (ILT) of the Ministry of I&W, Rijnland Water Authority, and the municipality of Haarlemmermeer. These agreements cover activities such as monitoring threats to aviation safety, inspecting the use of auxiliary power units (APUs), supervising Ground-handling activities and monitoring airside traffic safety. The mutual obligations of Schiphol Group and its partners are outlined through covenants: we scored a compliance percentage of 97.95% on ground-handling inspections, 96.62% on APU inspections and 86% on temporary obstacle inspections.

Under the Environmental Management Act, in 2023 Schiphol Group had to submit a complete Avoidance and Reduction

Program (VRP) for substances of very high concern (SHVC) to the Omgevingsdienst (Environment Agency before 1 December.

EASA compliance

Schiphol Group complies with EASA regulations by regularly undergoing internal and external audits. External audits are performed by the ILT under the 48-month oversight programme as stipulated in EU Regulation 139/2014.

Licence to Operate for ground-handling

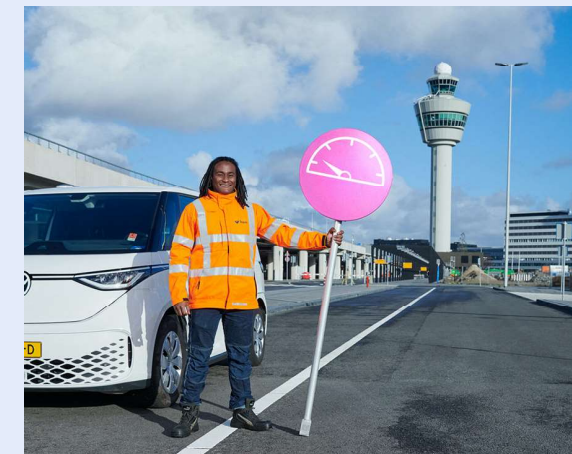
On 1 January 2023, Schiphol Group's Licence to Operate (LtO) for ground-handling operations came into effect. The LtO comprises a set of requirements and minimum standards in the areas of safety, sustainability, and quality, in order to safeguard and enhance the quality of ground-handling. The LtO includes 16 requirements to which handlers adhere. Examples are the usages of lifting aids in the baggage area, a languages proficiency at airside and a minimum amount of self-inspections to assure a clean aircraft stand. Schiphol Group and its ground-handlers implemented a way of working according to the LtO in 2023, overseeing compliance through inspections and audits. The lessons learned have been incorporated into a renewed version of the LtO that came into effect in January 2024.

In 2023, we conducted audits of all six generic ground-handling companies. The audits focused on aspects such as the competence of workers using our assets. Since May 2023, we have also carried out 346 inspections on the use of lifting aids. While the usage has seen a slight increase, we are closely monitoring it until it reaches the desired level. If any of the 16 commitments are not met, ground-handlers may be required to formulate a Corrective Action Plan and conduct a root-cause analysis. In 2023, twelve of these plans were requested by Schiphol distributed among the various handlers. These plans result in measures taken by handlers, such as hiring additional staff, improving internal work processes to meet ISAGO standards, and/or adjusting agreements with employment agencies. There has been substantial engagement from handlers on this matter. Schiphol expects the LtO to support an upward trend in quality of ground handling at Amsterdam Airport Schiphol.

Safety Day

Schiphol organises a Safety Day each year to raise employees' awareness of the importance of safety at Schiphol and how they can contribute to a safer airport environment. Schiphol's ambition is to have zero safety incidents, which means that safety must always be top-of-mind for our colleagues and partners at all times.

Safety Day 2023 took place on 30 November, with the theme of 'traffic safety'. The day featured an extensive programme of lectures, exercises and demonstrations focused on traffic safety.



Safety of passengers and visitors

In 2023, Schiphol Airport reported 373 (2022: 331) incidents involving injuries to passengers and visitors that required attention from our in-house emergency response service.

Integral Safety Management System

Safety processes between aviation organisations at Schiphol Airport are managed and coordinated by the Integral Safety Management System (ISMS). This is a collaboration involving

Amsterdam Airport Schiphol (AAS), Air Traffic Control the Netherlands (LVNL), airlines based at Schiphol Airport and ground handlers. It also includes service partners, such as companies responsible for refuelling, catering and cleaning. The ISMS proposes and implements a series of safety improvement measures that collectively form the [Safety Improvement Roadmap Schiphol](#), a working document aligning all parties on shared goals.

The implementation of the Safety roadmap continued throughout 2023 as the ISMS partners implemented the following safety improvements:

- licence to operate;
- implementation of airside safety KPIs for ground-handlers;
- implementation of the Safe Ground-Handling programme;
- equipment pooling trial;
- action-based plan to improve lines of sight at airside on platforms and service roads;
- improving the process for checking the correct stopping position for docking aircraft (single point of failure);
- online pushback procedure.

In 2023, ISMS launched three safety campaigns: 1. New awareness topics as part of the campaign for pedestrians at airside, 2. 'Welcome to my world!', a campaign aimed at improving communications between ground air traffic controllers and pushback drivers, and 3. A 'safe summer' awareness campaign with a focus on work pressure at airside, where 100 posters were placed at key spots on airside and interactive sessions were held with workers from different organisations at Schiphol Airport.

The above measures were developed either by individual ISMS partners or sector-wide task-forces, and steered by the TOP Safety Action Group of the ISMS.

In addition, the following committees, safety teams and task-forces were active during 2023:

Ground Handling Safety Team

The Ground Handling Safety Team (GHST), consists of representatives from Amsterdam Airport Schiphol and the various ground-handling companies operating at the airport site. The team aims to minimise risks involving ground handling at Airside, such as the safe use of aircraft stands and service roads. In 2023, the GHST carried out a dedicated programme safe ground handling that included a set of ongoing actions to support a cultural change regarding safe behaviour and reduce risks related to ground-handling. Further actions agreed by the GHST in relation to the ISMS included introducing airside safety KPIs for ground-handling companies, supported by minimum performance targets. In 2023, a total of 78 incidents of aircraft being damaged occurred during ground-handling and 24 injuries due to traffic collisions occurred on the peripheral roads and aprons at Schiphol Airport.

Ground Movement Safety Team

The Ground Movement Safety Team (GMST) consists of representatives from Amsterdam Airport Schiphol and LVNL, as well as airlines and ground handling companies operating at the airport. The team works to prevent and reduce the severity of incidents in the manoeuvring area at Schiphol Airport involving moving aircraft on the aprons by identifying mitigation measures and solutions to identified problems. In 2023, the GMST and the training organisation supervised by LVNL initiated a joint awareness programme aimed at improving communication and trust between ground air traffic controllers and pushback drivers involved in the pushback process.

Runway Safety Team

The Runway Safety Team (RST) is tasked with monitoring and reducing runway risks, most notably runway excursions and runway incursions (defined by the International Civil Aviation Organization (ICAO) as the incorrect presence of an aircraft, vehicle or person on a surface designated for aircraft landings and take-offs). The RST monitors trends and conducts studies to identify locations where runway incursions are more likely. In 2023, 19 runway incursions occurred (2022: 20), of which 18 were classified as having no immediate safety consequences.

One incident was classified as a potential conflict but with enough time and distance to prevent a serious outcome. To further mitigate the risk of runway incursions, the RST continuously targets specific behavioural and infrastructural contributing factors.

Schiphol Bird Strike Committee

The Schiphol Bird Strike Committee (SBC) monitors and analyses bird strikes at Schiphol, as well as the presence and movements of birds, and develops preventative strategies. In 2021, Schiphol Airport developed a risk reduction action plan, and wildlife management actions are ongoing. In 2023, Amsterdam Airport Schiphol experienced 4.8 bird strikes per 10,000 air transport movements (2022: 8.1/10k), none of which resulted in a major incident. The reduction can be attributed to our active measures. Weather conditions were also a factor, as rain reduced the food available to some high-risk bird species.

Taskforce Runway Safety Improvement

In 2023, a temporary taskforce, Runway Safety Improvement (RSI) was set up to prepare for decision-making on specific measures to further reduce the runway incursion risk at Schiphol Airport. The taskforce RSI consists of representatives from LVNL, Amsterdam Airport Schiphol and the airlines.

Taskforce Sustainable Ground Movement

The Sustainable Ground Movement (SGM) taskforce is another temporary taskforce established in 2023. Its role is to analyse operational concepts for ground movement in order to reduce kerosene emissions from aircraft.

Taskforce pedestrian safety

In 2023, a temporary taskforce consisting of representatives from the ground-handling companies and Amsterdam Airport Schiphol defined risk reduction actions to improve the safety for pedestrians at airside. As a result of this taskforce, ISMS agreed upon two actions: provide routes through lounges and piers for employees working at airside and optimize pedestrian crossings at airside.

Security

Security is fundamental for safe and efficient airport operations. Schiphol Group works closely with the Royal Netherlands Marechaussee, Dutch Customs, the National Coordinator for Security and Counterterrorism, private security firms and other partners to drive compliance with relevant security laws and regulations in a customer-friendly, cost-efficient way.

Restoring confidence in our security operations

A key priority at Amsterdam Airport Schiphol in 2023 was to consolidate the measures taken to overcome the post-COVID staff shortage. With the airport's capacity restriction no longer in place since the second quarter of the year, our aim was to support unrestricted flight operations and restore confidence in Schiphol among passengers and employees. The holiday periods were an important test of the effectiveness of the measures taken. With each new holiday successfully passed, confidence in our security operations started to return, step by step.



Schiphol Airport's centralised recruitment campaign for security staff continued in 2023.

Pillars of improvement

Schiphol's efforts to re-establish the efficiency and predictability of the security process were organised along three pillars:

1. Manpower capacity

- Schiphol Airport's centralised recruitment campaign for security staff continued in 2023. Working closely with the security companies, we managed to onboard a total of 1983 new security officers, allowing us to meet (and in some cases exceed) the required number of working hours.
- Special attention was paid to achieving a balance between male and female security offers, to relieve female agents of continuous pat-down duties for female travellers. In 2023, the proportion of female agents at Schiphol Airport rose from 40% to 45%.
- Various incentives were offered to security officers to improve their overall quality of work. Examples included less variation in shift starting times, competitive pay and performance bonuses.
- Resting areas for security officers were upgraded to improve employee well-being.
- Due to the large influx of new security officers in 2023, we increased our focus on quality of work through specialised training programmes and bi-monthly meetings to monitor improvements.
- We re-opened the security checkpoint in Departure hall 1A, to serve as a backup during busy periods.

2. Productivity of the security process

- Additional screening capacity (through multiplexing of X-ray images).
- Creation of dashboards and integral weekly monitoring of security performance along different axes.
- Carrying out 'pressure tests' and process improvements to boost productivity.
- 'Get ready for security' communication campaign to better prepare passengers for security checks through online and on-site tips and instructions.
- These measures resulted in a waiting time of less than 10 minutes for 93% of passengers.

3. Availability of security assets

- Deployment of specialised asset maintenance personnel on standby.
- Preventive maintenance and software updates.
- Rapid deployment of better-performing screening equipment.
- These measures resulted in a high availability and reliability of security lanes nearing an average of 93%.
- Start of tender procedures and pilots for the replacement of assets such as screening equipment and security lanes in the coming years (2024-2026).

Security innovations

Schiphol is exploring a range of technological innovations to improve our security processes in terms of compliance, passenger friendliness, employee satisfaction and cost. We use state-of-the-art technology, such as CT and Security scanners. In addition, we are working with external experts to develop software solutions for our 3D cabin bag screening equipment that will support the work of airport security staff.

Cooperation with the Royal Netherlands Marechaussee

Schiphol's security department has focused on continued close cooperation with the Royal Netherlands Marechaussee to facilitate border processes and manage capacity challenges on their side. To this end, Schiphol improved signage and queue formation design in addition to the allocation of staff to guide passengers to self-service border check gates.

Implementing European Entry-Exit System

Schiphol Group is working with the Ministry of Justice and Security and Royal Netherlands Marechaussee to prepare for the introduction of the mandatory European Entry-Exit System (EES) legislation which will impact non-EU citizens entering the region. The implementation deadline has been moved from 2023 to November 2024. Schiphol is implementing measures to prepare, like installing registration kiosks and expanding its border filters.