



Quality of Work Ambition

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Our Mission: Connecting Your World

Our ambition is to create the world's highest quality and most sustainable hub for passengers, airlines and society

Vision 2050

In its original wording, Royal Schiphol Group's Vision 2050 was (RSG) built around three strategic pillars: Life, Network and Service. A robust organization was positioned as a means to achieve the vision.

With our Quality of Work ambition, we introduce Work as the fourth pillar of our strategy - recognizing that everyone in Team Schiphol is essential to achieving our ambition.

Our Quality of Work ambition is to make Schiphol a place that offers people good job content and attractive working conditions, ensuring healthy, safe and pleasant working conditions.

Our ambition is to achieve the best sector eNPS score of all relevant European airports. The focus here is on social commissioning, which means we strive for a healthy balance between people and business.

Connecting your world

Creating the world's most sustainable and high quality airports



Quality of
Network



Quality of
Life



Quality of
Work



Quality of
Service



Enablers

- Safety first
- Robust organisation

Ambition Quality of Work

Ambition for Quality of Work highlights Schiphol's vision of 'social employment'



Our ambition:

We offer employees **inspiring work** with **attractive benefits** ...

... **healthy, safe and pleasant working conditions** and **constructive labor relations**

Employment



Attractive income Reliable



employer



Control over working hours and leave

Employment

Attractive income

We want to ensure that people working at Schiphol have sufficient income and job security and a good work-life balance.

Attractive and adequate income

Everyone working at Schiphol must be able to earn an attractive and adequate income, from a full-time job.

Enough to provide a decent standard of living. Jobs at Schiphol thus offer sufficient job security, income security and attractive pay.

Applicable employment laws and regulations and/or collective bargaining agreements are observed.

In addition, adequate social security has been arranged for people working at Schiphol, including flex workers (including self-employed workers).

Working at Schiphol should not cost any money. Thus, travel expenses are reimbursed on the basis of the use of public transportation. When this is not reasonably possible, other appropriate travel and parking reimbursement will be provided.

Transparent remuneration

Remuneration systems are transparent and clear to all people working at Schiphol. The various components and criteria of pay are clearly communicated, with equal pay for equal work being the focus.

Reliable employer

A reliable employer delivers on its promises. We want people working at Schiphol to know what is expected of them and when, and to know what to expect from their employer at what time. Predictability of terms of employment and work schedules is therefore crucial.

Stable work environment

Permanent work based on an employment contract is the standard and other forms of contract (e.g., temp work) are for "peak & sick." This creates a work environment with familiar faces.

It is clear to all people working at Schiphol to which manager one can turn for any issue.

Managers hold regular work meetings, and have an explicit responsibility to support their staff in personal development goals, provide well-being and work-life balance.

Predictable terms of employment

We expect reliable performance from people working at Schiphol. From employers at Schiphol we expect:

- Salary is paid at least monthly, on time and on a pre-agreed date



Employment

- Changes in working conditions and renewals of tenders are discussed with interested parties
- Schiphol explicitly considers the impact of a contract change on affected employees as part of tender processes
- Employers of migrant workers provide or oversee appropriate and proper housing, access to social services, language support, cultural integration and offer support with administrative processes

Predictable work schedules

Work schedules are known in a timely manner and correspond to contractual agreements. Last- minute schedule changes are kept to a minimum.

Control over working hours and leave

Work-life balance

People who work at Schiphol have a good work-life balance. They are given the opportunity to arrange their working hours, working hours and leave flexibly. Central to this is:

- Not working split shifts: shifts last at least 4 hours and adequate recovery time is built in between shifts
- Wherever possible, people working at Schiphol can influence their working hours, for example through self-rostering
- RSG and its partners take work-life balance into account when making scheduling and capacity decisions, and people working at Schiphol are in principle not disturbed outside their working hours (with the exception of, for example, availability and picket shifts)
- The right to take at least 10 consecutive days off during the May-October period. In principle, people working at Schiphol can decide for themselves on the timing of days off during the rest of the year
- In principle, RSG and its partners take a flexible approach to granting leave for major life events (such as parenthood)



Labor content



Room for professionalism Varied



work



Adequate guidance

Labor content

Room for professionalism

Schiphol Airport offers great prospects for a promising (running) job. We want to be a place where people have autonomy in their work, can develop their mastery and do meaningful work.

Autonomy

At Schiphol, we offer people a lot of freedom to perform the work as they see fit.

Based on performance, people working at Schiphol can be given more responsibilities. Performance is measured based on the quality of the work delivered.

Mastery

People working at Schiphol have the opportunity to become skilled and fully develop their talents, they:

- Receive regular transparent feedback on their performance to encourage development
- Are rewarded for excellence, for example with an award for customer focus
- Are supported by managers in achieving personal goals

- Have jobs that offer personal growth and development opportunities
- Receive adequate job-specific training and education

Within this framework, there is strategic cooperation between the sector partners and regional educational institutions. Both aimed at the inflow from education into the airport sector, and for the benefit of further development of employees.

Meaningful work

At Schiphol Airport, everyone understands how to make a valuable contribution to promoting the safety, efficiency and customer-friendliness of processes within the organization. People working at Schiphol actively contribute to this and are given the freedom to provide excellent service.

Varied work

Working at Schiphol means working in a versatile location. This provides opportunities for versatile and varied work.

Different tasks

At Schiphol we strive to provide everyone with as varied a range of duties as possible.

In addition, we strive to balance the complexity of tasks.



Labor content

Variation in work

At Schiphol, people can have fun and versatile careers, with the opportunity to rotate in tasks and roles.

- People working at Schiphol are offered active support for further training and retraining
- People working at Schiphol will have the opportunity to participate in pilots for task rotation, career paths, talent sharing, etc.

Adequate guidance

In order to work well and with pleasure, it is important that the help of colleagues and supervisors can be easily called upon. In addition, people working at Schiphol receive adequate and timely information and feedback about their work.

Internships

To learn the work well, apprenticeships in preparatory education are essential. For students and for the aviation industry. Adequate supervision of interns is key to this. Internships are meant for learning and not to be used in full-fledged positions as labor. The internship guidelines of the Schiphol Aviation Community are followed in this regard.



Working conditions



Safe and healthy working conditions



Pleasant work environment



Appropriate (safety) training and -education

Working conditions

Safe and healthy working conditions

RSG ensures that people work under safe and healthy working conditions where risks and work pressures are minimized.

Working together on healthy and safe work

Although we are not the employer of many employees at Schiphol, we see it as our social responsibility as the operator of the airport to ensure good and safe work at Schiphol.

This is done in cooperation with sector partners. Now still on certain themes, with the ambition to arrange it in sustainable cooperation. Sharing expertise and identifying occupational risks are central to this. As employers, the sector partners themselves remain responsible for a safe and healthy workplace for their own employees. Where necessary and possible, joint measures will be taken, for example using a sectoral occupational health and safety catalog.

We are constantly looking together for innovative solutions to minimize occupational risks and continue to work in a healthy manner at Schiphol. This is already happening intensively when it comes to reducing exposure to hazardous substances, reducing the physical load in baggage handling, or optimizing the woman-male distribution in security at the passenger filters.

Together we ensure that safety and personal protection equipment is readily available to all people working at Schiphol.

In accordance with the Safety Improvement Roadmap, we set our joint safety goals regarding safety in the air and on the platforms, and continuously supplement them based on joint sector ISMS decisions and results achieved.

Reduction of workload

The workload of people working at Schiphol is kept to a minimum by taking preventive and proactive action:

- Responsibilities of people working at Schiphol are clearly defined and respected
- Workload is actively monitored, concerns can be reported (anonymously) and are carefully handled
- Periodically, we conduct a survey of people working at Schiphol to gain insight into perceived work pressure and (social) safety on the shop floor

Pleasant work environment

RSG aims to provide a pleasant working environment so that people working at Schiphol feel comfortable in their workplace.



Working conditions

Good working facilities

Good work facilities are essential to provide pleasant working conditions:

- There are enough break rooms and washrooms for everyone working at Schiphol
- Break rooms, plumbing and other work facilities are clean and well maintained and have pleasant temperature and ventilation
- Amenities such as coffee, tea and water are always available free of charge

Comfortable and safe workwear

People working at the airport receive work clothes that are comfortable to work in and help ensure that people feel confident and proud to work at Schiphol.

Suitable (safety) training and -education

Appropriate safety leadership and education are two important elements of Schiphol's safety culture.

Clear safety rules and guidelines

As a best practice standard, the Schiphol Rules and the Golden

Rules of Safety. These are concrete rules for all people working at Schiphol to ensure safety in the workplace, based on the main risks of working at the airport.

These include guidelines on the condition of PPE materials, conducting last-minute risk assessments and communicating safety with colleagues.

Visible and tangible security leadership

We also introduced the Safety Leadership Principles to support Schiphol's executives in providing good safety leadership.

To promote a "Just Culture," we have implemented a system by which anyone can report safety issues to Schiphol's or a partner's leadership.

Adequate safety education

All people working or coming to work at Schiphol receive Schiphol-specific introductory training in health and safety. In addition, everyone working at Schiphol has access to RSG's Safety & Security e-learning and Learning Management System (LMS). This allows them to take safety training courses appropriate to their work.

These principles can be applied in the entire industry.



Labor relations



Involvement with Schiphol



Social security



Constructive labor relations

Labor relations

Involvement with Schiphol

All people who work at the airport are involved in the Schiphol Airport. Together they are part of the overall Team Schiphol and are treated as such.

Liaison with Team Schiphol

People who work at Schiphol feel part of Team Schiphol. All Schiphol Passholders:

- Are treated as equal team members
- Get the chance to contribute to improving Schiphol and their ideas will be considered
- Get the opportunity to interact not only with their immediate colleagues, but also with people working in other positions at the airport and learn how their work affects them
- Are encouraged to join the Spot community and participate in events organized by Spot
- Be able to count on the Team Schiphol Collateral (see appendix)

Team Schiphol Check-in

Our ambition is to operate the world's most sustainable high-performance airport. The people who work at Schiphol play a crucial role in achieving this ambition. Together we are one Team Schiphol.

The Team Schiphol Check-in (see appendix) describes our principles for cooperation with our partners. These principles guide the way we do business and define common expectations for all people working at Schiphol, regardless of their employer.

Social security

RSG is committed to all people who work at Schiphol. People who work at Schiphol need to feel safe at work.

A socially safe workplace

We believe it is important that people behave with integrity and comply with relevant laws, rules and procedures. People working at Schiphol can be themselves:

- People working at Schiphol treat each other with respect and integrity
- There is a clear code of conduct that applies to everyone working at Schiphol. This includes what is meant by undesirable behavior, such as bullying, intimidation or discrimination



Labor relations

- Schiphol airport is an inclusive workplace for all
- Leadership is diverse and exemplifies inclusive behavior
- Processes such as career development, benefits and talent retention are fair and inclusive
- A Speak-up culture is encouraged to safely raise issues and ideas. The Speak-up program encourages people working at Schiphol to discuss integrity-related questions and dilemmas
- There is an Integrity Committee and the Integrity Hotline. People who work at Schiphol can come here to report matters that violate the Schiphol Code of Conduct, Schiphol procedures or laws and regulations.
- There are internal and external confidants, who can act as a sounding board in case of suspected acts in violation of the rules of conduct

Education social safety and integrity

People working at Schiphol receive regular training to further develop in the areas of social safety, integrity and inclusion. For example, an e-learning Strong Airport is offered as part of undermining prevention, and there is other customized training for high-risk contracts.

Constructive labor relations

To promote a pleasant workplace, it is essential to maintain positive relationships with our social partners, including unions and other airport partners.

Dialogue with social partners

We want to facilitate cooperation with and between social partners at the airport through cross-industry initiatives, such as organizing an ongoing sectoral social dialogue and, where desired, social dialogues for specific sectors. Collecting experiences from individual employees is an important goal in this regard.

We will actively engage the social partners for input into the development and implementation of policies or procedures related to quality of work, and consider the interests of the sector as a whole when reaching agreements.

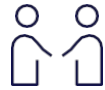
In doing so, RSG supports union access to the workplace, training and onboarding programs. We encourage employers to make concrete agreements with unions on union leave, within the framework of applicable collective bargaining agreements for this purpose.



Appendix



Team Schiphol securities



Team Schiphol Check-in

As part of Team Schiphol...

1
Receive your appropriate training to do your job well

2
Is your work schedule predictable and do shifts fit together

3
Does it never cost you money to come and work at Schiphol Airport

4
Is coffee, tea and water always free and readily available

5
Always have access to well-groomed break rooms

6
Report your

7
unwanted behavior

8
Contribute to a positive passenger experience

Team Schiphol Check-in collaboration principles

How we work together

We are **one Team Schiphol**,
based on trust and long-term equal relationships



Continuously **improve** our
joint activities



What we stand for

Our passengers
**high quality
service**
deliver



Realizing our
**environmental
and social
ambitions**



Ensuring jobs with
**fair pay, work-life
balance and
development
opportunities**



Creating **safe** and
healthy working
conditions



Ensuring **social
safety** and
integrity

