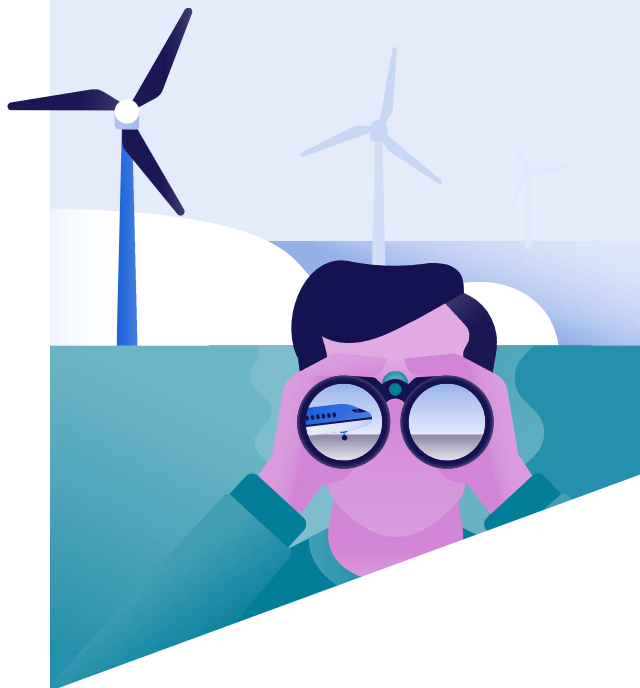


# Our Vision 2050

Royal Schiphol Group's ambition, outlined in our Vision 2050, is to create the world's most sustainable, high-quality airports, setting a new, aspirational goal for our organisation and the aviation value chain.

Vision 2050 is our aspirational goal, our long-term ambition. It lays the foundation for our business strategies and Master Plan, serving as the point of reference for discussions with our partners and stakeholders. The cornerstones of our Vision, the four Qualities – Quality of Network, Quality of Life, Quality of Work and Quality of Service – rest on a foundation of two key enablers: Safety first and a Robust organisation. These fundamental pillars will guide our Group through the challenging period ahead.

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## 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**

## Quality of Network

Maintaining a high-quality network is an essential pillar of our Vision 2050. Together with our other airports, Amsterdam Airport Schiphol provides and facilitates the connectivity that is vital for an open economy such as the Netherlands. Flight frequencies are on the rise again, enabling us to maintain the vast majority of our destinations and our connectivity. Indeed, Amsterdam Airport Schiphol is still high in the ‘direct connectivity ranking’ of European airports, based on the 2023 Airport Industry Connectivity Report – though it did slip from first to second place in the ranking in 2023, behind Istanbul.

Schiphol Group remains steadfast in its commitment to preserving a high-quality network, a cornerstone of our Vision 2050. While we navigate the complexities brought on by the suspension of the proposed flight movement cap, our focus remains on maintaining the connectivity crucial for the Netherlands’ open economy. We will continue our discussions with the government, seeking a resolution that not only upholds our network’s integrity but also prioritises the environmental footprint over the volume of air transport movements, thereby ensuring clarity and direction for all our stakeholders. We also remain committed to balancing the requirement for a high-quality network with the need to safeguard Quality of Service for our customers, Quality of Life for local residents and wider society, and Quality of Work for our own employees.

## Quality of Life

As outlined by our Most Sustainable Airports roadmap, Schiphol Group aims to operate zero-emissions and zero-waste airports by 2030. We also aim to uphold the principles of sustainable aviation and ensure a healthy living environment for local residents. This means prioritising the needs of local communities by ensuring noise pollution remains at an acceptable level as the aviation industry continues to grow again.

Key initiatives include the ‘Minder Hinder’ noise reduction programme in collaboration with LVNL. This multifaceted strategy includes using flight paths and runways that minimise disturbance, and incentivising airlines to operate quieter and cleaner aircraft by offering reduced airport charges. The launch of our 8-point plan, ‘Quieter, Cleaner, Better’ further supports these efforts and aims to create a harmonious balance between our airport, the aviation industry and the surrounding environment. Key focus areas include implementing night closure, banning private jets and prohibiting the use of the noisiest aircraft, marking a step towards a more sustainable and community-friendly approach to aviation at Schiphol Airport.

Schiphol Group’s sustainability strategy is further supported by the TULIPS alliance, aiming to accelerate the rollout of innovative technologies across the aviation sector. Our airport charges scheme, in effect from 2022 to 2024, includes incentives for using sustainable aviation fuels and cleaner, quieter aircraft. We are also continuing our policy of banning the noisiest aircraft. In our capacity declaration for the 2024 summer season, we listed 87 aircraft types that are no longer welcome at Schiphol.

These initiatives are critical to ensuring our license to operate as an airport, shifting the focus from last year’s recovery-oriented strategy to one that puts people first. In 2023, our priorities were taking social responsibility and putting the needs and wellbeing of our communities at the forefront of our operations.

## Quality of Work

In line with the 2022 Social Agreement, Schiphol Group is integrating a new cornerstone into our vision: the Quality of Work. This focuses on enhancing work standards at Schiphol Airport for everyone involved, aiming to establish it as the world’s leading sustainable, high-quality airport.

The past year revealed significant labour market challenges impacting airport operations. Key services such as security, passenger assistance, cleaning and ground-handling rely heavily on efficient labour organisation. We have seen that optimal functioning between the labour market and Schiphol Airport is not a given, and we are simultaneously navigating the complexities of a fluctuating labour market as well.

Central to our mission and a fundamental element of our eight-point ‘Quieter, Cleaner, Better’ plan is the principle that people come first. At Schiphol Group, we are deeply committed to our social responsibility as an employer and as an airport operator. Our aim is not only to provide a rewarding work environment, but also to prioritise the well-being and development of our employees.

This includes offering fair wages, work-life balance, career opportunities and safe working conditions until retirement, underlining our commitment to putting our staff first in everything we do. To further this commitment, we have introduced measures such as providing rest areas and other support mechanisms to improve the work environment. Moreover, the introduction of electric cars on airside not only supports our environmental goals but also improves air quality for our staff working in these areas.

Our Quality of Work initiative aims to provide inspiring and attractive working conditions for Schiphol’s employees, promoting health, safety, and positive labour relations. This includes setting an agenda for quality work policies and initiatives through social dialogue, which is vital for supporting and monitoring these efforts.

The renewal of the Schiphol Social Agreement in 2023 marked the first time this agenda was set through social dialogue, further detailed in the ‘Employment practices value chain’ chapter.

## Quality of Service

At Schiphol Group, we are committed to creating the most sustainable, high-quality airports. We aim to do this by orchestrating smooth and inspiring passenger experiences, supported by efficient, digitally enabled airport processes. This commitment was recognised in 2023 when Schiphol Airport was ranked #2 for 'direct connectivity' and #4 for 'global hub connectivity' in ACI Europe's 2023 connectivity report, underscoring our status as a premier global hub.

Confronted with the challenge of long queues at security checkpoints in 2022, we took decisive action in 2023 to bolster our workforce, particularly those integral to operational efficiency. Our targeted investments in staff and technology have improved service levels. During peak travel times, such as the May vacation and summer break, we were again able to provide the high-quality service our customers expect, with 93% of passengers clearing security in under 10 minutes. In addition to these improvements and supplemental to our multi-year maintenance plan, in 2023 we announced that we would invest a further three billion euros in infrastructure and facilities across our airports.

Quality of Service extends beyond serving air passengers: our airports are a place where people from all walks of life – travellers, businesses, students and research institutions – can come together. Our real estate and commercial teams further support the local business community and knowledge economy by connecting people, businesses and ideas from around the world, and by providing high-quality workspaces for our tenants.

Schiphol Airport uses technology and data to improve the passenger experience. Innovations such as smart maintenance provide insights into how airport assets are performing and when they require maintenance. We also work closely with the aviation chain to meet the needs of our customers: Schiphol's Airport Operations Centre (APOC) enables us to jointly manage essential aviation processes alongside our key aviation partners, with efficient exchanges of knowledge and data.

## Safety first

Safety remains one of the key enablers of our four qualities, as we continue to prioritise the health and well-being of those using our services. As an operator of airports, we have a responsibility to safeguard the health of our passengers, employees and other visitors by carefully managing our facilities and processes.

Schiphol Group remains committed to ensuring the safe running of our airport operations for all those working at the airport site, as well as safe surroundings for passengers and local residents. We have safety-focused measures in place at all times to support our goals. Our medium-term safety objectives are outlined in the Safety Improvement Roadmap Schiphol and implemented through the Integral Safety Management System (ISMS). The shared goals are to control current safety risks, reduce future risks and create shared opportunities for continuous safety. This integrated approach to collaboration on safety makes the Netherlands a global front runner in aviation safety. We want air travel to remain the safest mode of transport, and we will do our part by ensuring safety remains our top priority.

In 2023, we made considerable investments in airport processes and infrastructure. The multiphase project to upgrade the Quebec taxiway into a dual taxiway system is advancing steadily, with the completion anticipated in the coming years. This enhancement will facilitate air traffic control operations and reduce aircraft queue times, improving airside safety and service quality. In addition, Schiphol Airport is embarking on extensive maintenance to renovate aircraft stands and taxiways, ensuring robust asphalt and concrete surfaces across the airport. To maintain a safe and accessible environment, adjustments to roads and viaducts are also underway, reflecting our ongoing efforts to reinforce safety and accessibility at our airport. Security is fundamental for safe and efficient airport operations. In 2023, our top priority was to restore the efficiency and predictability of the security process. Our efforts were driven by three pillars: Improving manpower capacity, enhancing the productivity of our security process and ensuring the availability of our security assets.

We are also looking to introduce 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.

## Robust organisation

To cope with similar shocks in the future, we need to focus on restoring our financial resilience. To restore this financial resilience, we need to ensure that our regulated airport charges cover the costs and investments associated with our core aviation product. In 2021, we set airport charges for the three-year period 2022-2024. Although the airport charges have increased, Schiphol has faced significant additional costs due to inflation, the social agreement and other quality of work initiatives, for which it does not receive cost recovery through the airport charges as these were already set in 2021. In addition, restoring financial resilience is necessary to finance the multi-billion euro investments in infrastructure and facilities at our airports, which are part of our multi-year maintenance plan. This investment is necessary to improve the quality of our assets and to support our commercial and international activities, thereby increasing profitability and financial resilience.

We uphold the highest standards of integrity. Our robust compliance and integrity programme is designed to monitor employee behaviour and mitigate compliance and integrity risks effectively. We have an Ethics Annual Plan, detailing new developments and preventive measures, including the promotion of ethical behaviour and culture evaluation. In line with our corporate strategy, as outlined in the Fast Forward programme, the eight-point-plan, and the 'people first' perspective, we are also pioneering a vision for sector-wide integrity and social safety within the aviation sector.