

# Sustainable Performance

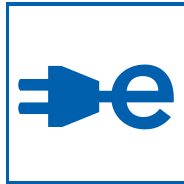
Schiphol Group stands for the creation of sustainable value. We consciously balance the interests of people, planet and profit. For us at Schiphol, how we achieve our business goals is as important as achieving them. Corporate Responsibility means conducting your business with respect for people, the community and the environment.

## Employment



**65,000**  
Schiphol workers

## CO<sub>2</sub> emissions



**= Neutral**

## Net result



**227**<sub>m</sub>

For Schiphol Group, a leading organisation with a strong sense of social awareness, Corporate Responsibility is about making our own choices for the future of the business, our surroundings and society as a whole. These choices are focused around five socio-economic themes: climate-friendly aviation, accessibility and air quality, commodity shortages, sustainable employment and noise and the local community. In 2013 we started formulating specific targets for 2020, which will be finalised in 2014. Sometimes we are able to achieve targets on our own, while at other times we need to involve other companies or partners.

One of the strategic objectives is to ensure a careful balance between people, planet and profit. To that end, Corporate Responsibility must become an increasingly familiar factor in the business planning process. In approving investments, we weigh up the interests of people, planet and profit. Awareness is key: our aim is for all our employees to consider the effects of what they do on the environment or their immediate surroundings. With this aim in mind, among other initiatives we trained six new CR ambassadors in 2013.

In our day-to-day business operations we are aware of the effects of our actions. The safety of passengers, visitors and employees in our grounds is of paramount importance. Now

that large-scale renovation work is being carried out, special consideration is given to health and safety in the workplace.

## Consultation with stakeholders

Schiphol has a large number of socio-economic stakeholders who often have diverging interests. These include travellers, airlines, local residents, public authorities, financial stakeholders, employees, business partners and sector partners. We maintain regular contacts with our stakeholders at several levels and on a wide range of subjects.

The Corporate Development department is responsible for stakeholder management. Under the chairmanship of Corporate Development, those departments which are in frequent contact with stakeholders on the strategic and tactical level meet every two weeks. During these meetings, subjects are discussed from a multidisciplinary perspective and the wishes and queries of the parties involved are identified and grouped. Our stakeholder policy is a standard agenda item at meetings of the Public Affairs & Corporate Responsibility Subcommittee of the Supervisory Board. We

organise stakeholder dialogues around our five socio-economic themes. In 2013 the focus was on sustainable employment and commodity shortages. We ask our stakeholders for feedback on how they would like us to approach these subjects.

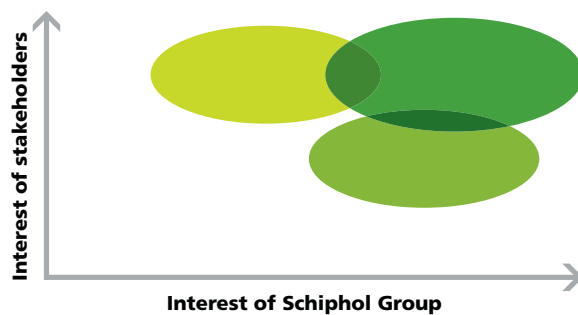
Our activities are closely related to those of airlines and other partners in the chain. We consult with them on a ongoing basis about our business operations. On these occasions, we also talk about changes in laws and regulations, large-scale investments and renovations.

Through regular contacts and dialogue we keep abreast of our stakeholders' concerns. Consultations are also an opportunity for us to inform our stakeholders of the latest developments at Schiphol. We know that stakeholders obtain most of their information on our strategy and targets from direct contacts. In addition, we have other means of communication which we can use depending on the subject and the target group. The target groups of the annual report are, principally, our shareholders, financiers, policy-makers and regulators. The report provides an up-to-date picture of current projects and important developments, which information may also be useful for other stakeholders and for current and future employees or suppliers.

With respect to the 2013 Annual Report, we interviewed various stakeholders about the subjects discussed. The feedback is positive: the interviewees feel that the annual report covers all subjects and that the information offered is relevant and detailed. The only point for improvement is that we could present a more integrated vision of the company's policy and of the developments in the coming years.

All these contacts have produced a materiality matrix. The focus of the annual report is on the subjects which both we and our stakeholders consider important. The ovals emphatically show that there is no difference in the degree of importance that we and our stakeholders attach to these subjects. We intend to have the materiality matrix assessed by our stakeholders in 2014. For each material theme, the table lists our management focus and the partnerships with our stakeholders in the relevant fields.

### Schiphol Group Materiality Matrix



- Security
- Spatial planning
- Chain responsibility
- Social engagement

- Internationalisation
- Business climate
- Government policy
- Regulation
- Return and dividend

- Destinations network
- Competitive position
- Economic impact
- Noise and the local community
- Climate-friendly aviation
- Accessibility and air quality
- Commodity shortages
- Sustainable employment
- Safety



<b>Material theme</b>	<b>Control factor</b>	<b>Partnership<sup>1</sup></b>	<b>Results in<sup>1</sup></b>
Destinations network	Number of direct destinations for passengers and cargo	Shared Vision Consultation Account interviews	<a href="#">Top Connectivity</a>
Competitive position	Percentage of passenger market share Percentage of cargo market share Percentage of departing passengers rating Schiphol 'good' or 'excellent' Percentage of arriving passengers rating Schiphol 'good' or 'excellent' Percentage of passengers rating the price-quality ratio of airside retail outlets 'good' or 'excellent' IR rate Costs per WLU Investments	Account interviews Concessionaire consultations	<a href="#">Top Connectivity</a> <a href="#">Excellent Visit Value</a>
Economic impact	Number of persons working at the Schiphol location Number of businesses based at the Schiphol location Real estate occupancy rate Net result	Tenant consultations Amsterdam Economic Board Amsterdam Connecting Trade Amsterdam Region Business Association (ORAM) Schiphol Governance Forum Mainport Amsterdam Schiphol Haarlemmermeer Structural Concept (SMASH) Schiphol Area Development Company (SADC) General Meeting of Shareholders	<a href="#">Top Connectivity</a> <a href="#">Excellent Visit Value</a> <a href="#">Competitive Marketplace</a> <a href="#">Sustainable Performance</a>
Noise and the local community	Number of enforcement point breaches Execution of Alders Platform covenants	Alders Platform Schiphol Regional Consultative Committee Local Community Contact Centre (Bas) Schiphol Quality of Life Foundation The Stichting Mainport en Groen landscaping project Knowledge and Development Center (KDC)	<a href="#">Noise and the local community</a>
Climate-friendly aviation	CO <sub>2</sub> emissions of own activities CO <sub>2</sub> emissions reduction Energy efficiency EPBD labels for existing buildings	theGROUNDS Kennis voor Klimaat Airport Carbon Accreditation Scheme Climate KIC Innovative Mainport Alliance (SIM) Knowledge and Development Center (KDC) Biofuels of the future	<a href="#">Climate and the environment</a>
Accessibility and air quality	O&D passengers' choice of transport Aircraft stands modified during the year for FEGP and PCA	theGROUNDS Collaboration programme with Dutch Rail, Prorail and the ministry of Infrastructure and the Environment Innovative Mainport Alliance (SIM) Fuel mix of the future Collaboration Hydrogen economy in the Amsterdam region	<a href="#">Accessibility</a> <a href="#">Climate and the environment</a>
Commodity shortages	Percentage of recycled regular waste Oxygen content of surface water Drinking water consumption at the terminal per passenger	theGROUNDS Innovative Mainport Alliance (SIM)	<a href="#">Climate and the environment</a>
Sustainable employment	KPIs of Schiphol Aviation College Percentage of female SNBV executives Employee engagement Sickness absence rate	Schiphol Aviation College Trade unions Contractors' Job Health and Safety Platform Health & Safety consultations	<a href="#">Sustainable employment</a>
Safety	Number of bird strikes per 10,000 air transport movements Number of runway incursions Execution of integral fire safety tests Number of work-related accidents leading to absenteeism	Schiphol Safety Platform Runway Safety Team Netherlands Control Group for Bird Strikes Schiphol Security and Public Safety Platform	<a href="#">Safety</a>

1) This overview is not exhaustive