



# SUSTAINABILITY REPORT 2022



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This marks Aviapartner’s third sustainability report. In line with our commitment to the UN Global Compact, we pledge to publish an annual Communication of Progress (COP) report.

Aviapartner aligns its reporting using the Global Reporting Initiative (GRI) framework.

This report outlines our sustainability initiatives from January 2022 to December 2022.

**Imprint**

United Nations Communication on Progress - Report 2022

**Aviapartner Group**

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# I Preamble

**“ We are committed to be a source for good and to support sustainable travel for generations to come. Our commitment has grown stronger as we understand the positive impact we can make.”**

We believe this is essential for the future of our company, our employees and the aviation industry. The idea is growing stronger and is fuelled by the acceleration of the pace of change. Developing our business in a sustainable way and contributing to the ongoing transition towards a sustainable future for aviation is driving the need to collaborate with all the stakeholders in our value-chain. As awareness for the challenges ahead grows in society and in our organisation, we have embedded sustainability as a core part of our strategy.

We are delighted to share with you our 2022 Sustainability Report. Transparency on what we have done and plan to do is key for us in becoming a responsible leader with a measurable impact on the environment and our society.

Decarbonising our part of the supply chain is our number one sustainability priority. Climate action is vital for the future of our business, the industry and the environment. It is our focus Sustainable Development Goal and a key point of our environmental strategy: to minimize greenhouse gas emissions focusing on GSE replacement, driving down fuel consumption and exploring innovative technologies such as smart battery technology.

Over the past year we have continued the preparation of our plans to reach 100% low carbon GSE by 2027 electrifying Ground Support Equipment, and using sustainable fuel in our vehicles. We are working with airlines, suppliers and airport partners to support our goal for carbon neutral operations by 2030. Infrastructure decisions and investments have a long lifespan, so the choices we make today are critically important for tomorrow. We have set steps to reduce waste introducing circularity principles and digitalisation in our processes.

High quality, safe, secure and sustainable ground handling services continues to be our main goal and sustainability cannot be reduced to caring for the environment, it also has a huge social – human – dimension to it. We consider the current and future needs of the people that make our company what it is. Their safety, security and well-being is crucial and reflects on the services we deliver. Over the past year we have laid out the building blocks for this essential social dimension of sustainability.

In the following pages, we share our implemented measures and relevant Key Performance Indicators (KPI) with reference to the Global Reporting Initiative (GRI) Standards for 2022.

Our commitment to the 10 principles of the United Nations Global Compact (UNGC), we have been supporting since 2021, is demonstrated in this report.

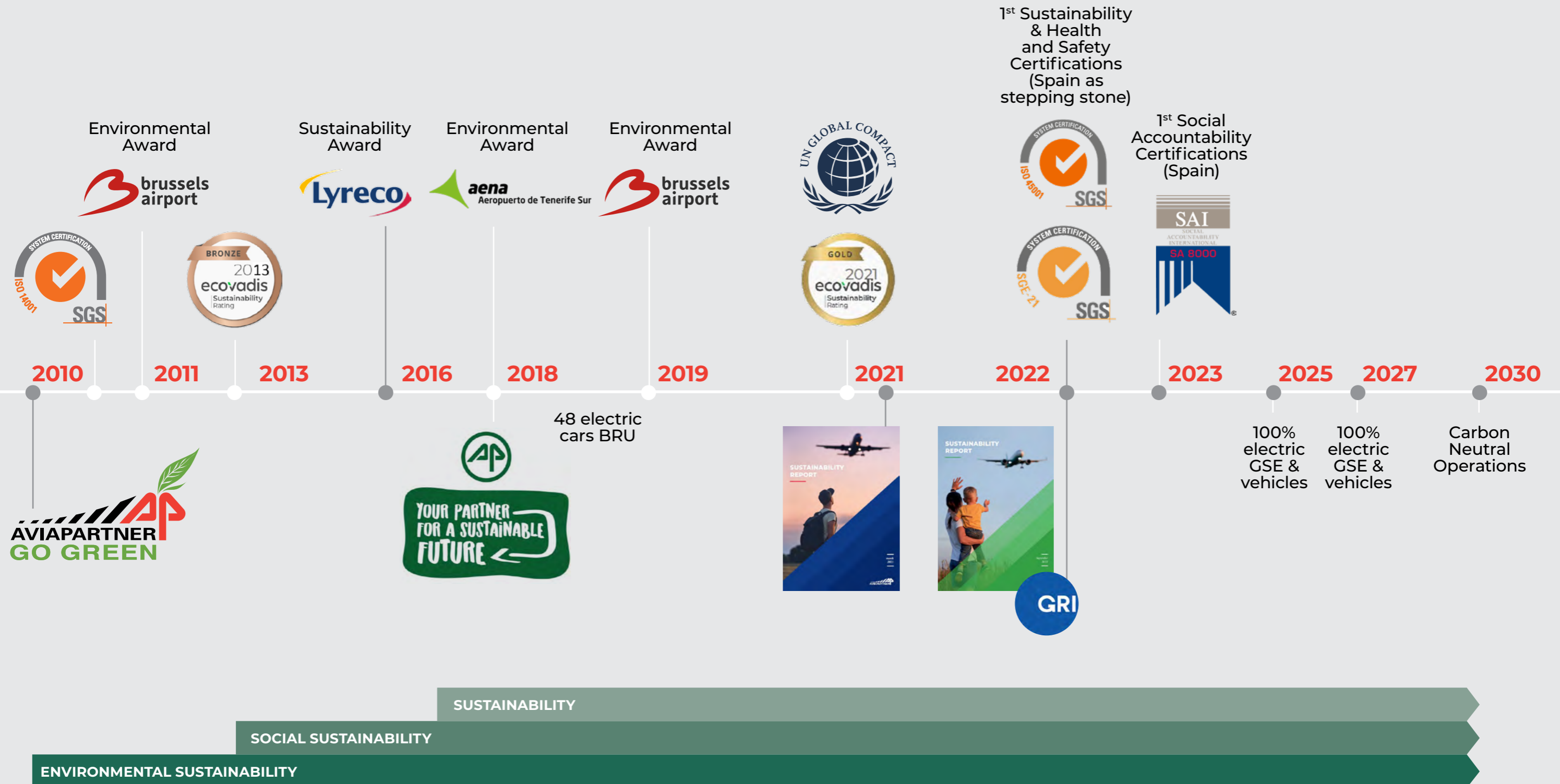
We are proud of every step bringing us closer to our goals and equally aware there is a lot of work ahead of us to be a sustainable handler. Therefore, we invite all stakeholders to provide us with feedback about this report or to contact us with any questions, comments or suggestions for improvement. We need your support and that of our entire ecosystem to reach the decarbonisation goals we have in common. We look forward to working with you and to contributing to making the aviation industry more sustainable.



Brussels, November 2023

**Laurent Levaux**  
Aviapartner Chairman

# Our Sustainability journey



# INTRODUCTION



# About Aviapartner

**Founded in 1949, Aviapartner is the leading European independent provider of Ground Handling Services.**

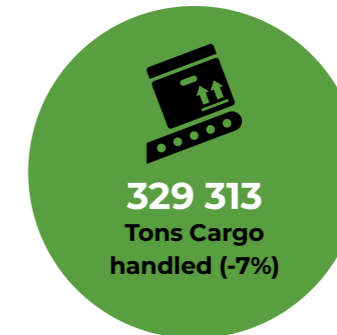
The Aviapartner Group is the leading independent ground handling service provider in Europe operating in 64 airports in France, Italy, Spain, Belgium, Germany and The Netherlands. We deliver safe, secure, reliable and on-time airport operations for airline and airports. We do this with long-term cost-effective handling solutions using technology and innovation and best in class partnerships. And we do provide this service for more than 100 million passengers per year. Aviapartner is headquartered at Brussels National Airport in Belgium, the capital of the European Union.

*At the heart of our business we distinguish 5 primary activities situated in an airport environment:*

GROUND HANDLING SERVICES				CARGO SERVICES
Passenger Services	Ramp Services	Operations	Baggage Services	
<ul style="list-style-type: none"> <li>&gt; Ticketing</li> <li>&gt; Check-In</li> <li>&gt; Boarding</li> <li>&gt; Departure Control System</li> <li>&gt; Special Assistance / Prm (Passengers With Reduced Mobility)</li> <li>&gt; Vip Services</li> <li>&gt; Passenger Lounges</li> <li>&gt; Station Coordination</li> <li>&gt; Concierge Service (*)</li> <li>&gt; Passenger Security Filter (*)</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Aircraft Marshalling</li> <li>&gt; Aircraft Towing / Pushback</li> <li>&gt; Stairs &amp; Bridge Operations</li> <li>&gt; Power, Airco &amp; Heating</li> <li>&gt; Water &amp; Toilet Service</li> <li>&gt; Bussing &amp; Crew Transport</li> <li>&gt; Cabin Cleaning</li> <li>&gt; Catering Transfer</li> <li>&gt; Belly Freight Handling</li> <li>&gt; De-Icing</li> <li>&gt; Aircraft Fuelling (*)</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Flight Documentation</li> <li>&gt; Flight Planning</li> <li>&gt; Crew Briefing</li> <li>&gt; Weight &amp; Balance</li> <li>&gt; Load Plan &amp; Load Sheet</li> <li>&gt; Ground-Crew Communication</li> <li>&gt; Flight Supervision</li> <li>&gt; Crew Lounges (*)</li> <li>&gt; Airport/ Airway Slot Coordination (*)</li> <li>&gt; Traffic Rights &amp; Landing Permits (*)</li> <li>&gt; Aircraft Reservation (*)</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Loading/ Unloading</li> <li>&gt; Baggage Transport</li> <li>&gt; Baggage Sorting</li> <li>&gt; Baggage Reconciliation</li> <li>&gt; Lost &amp; Found</li> <li>&gt; Baggage Tracing</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Cargo Terminal Operations</li> <li>&gt; Warehousing &amp; Inventory Control, Cargo Security</li> <li>&gt; Uld Build-Up &amp; Breakdown</li> <li>&gt; Dangerous Goods &amp; Live Animal Handling</li> <li>&gt; Documentation for Import &amp; Export, Customs Clearance</li> <li>&gt; Cargo Transport to/from Aircraft, Tracing, Airfreight Trucking Services</li> <li>&gt; Pharma Hubs</li> <li>&gt; Perishable Centres</li> </ul>

(\*) Services specific to General & Private Aviation activities

# 2022



We deliver our services to commercial airlines, private jet companies, passengers with private planes, cargo operators.

Our group objectives for People, Planet and Profit (PPP) are set at a Group Level and then delivered within our Country based operations. These objectives are shared with Senior Managers and operational teams who are then supported by Senior Executives from the group including VP Safety and Occupational Health, VP Quality & Environment, General Counsel, Group IT Director.

Managing Directors delegate responsibility for the management of impacts further to the Management Team and HR Directors in their respective country.



# I Company Values

**Our six core company values are embedded in our DNA. These reflect our approach to doing business. In early 2010, these were extended to care for the environment, making sure to embed environmental focus in our business.**

Our training programs and the Aviapartner Training Academy focus on human capital. It is our company philosophy to treat all our staff, customers and suppliers with warmth and respect. This enables us to care for each other, our internal and external stakeholders as well as the environment. Our company values are:

- > **Customer and Passenger Focus:** Customer satisfaction through the safe delivery of bespoke handling solutions. Partnerships and trust with airlines are the cornerstone of our growing organisation.
- > **Environmental Sustainability:** Investing in processes and technology which are key to ensuring environmental sustainability for generations to come is our commitment to the environment.
- > **People's Business:** Our people make the difference. Commitment and flexibility, strong team spirit, dialogue and mutual respect are the engines of our company. This is also the reason why training, job opportunities, dialogue with our employees and respect for each other's work are so important within the company. These are the priorities we have in mind when serving our customers.
- > **Quality & Safety:** In our business Quality and Safety go hand in hand. Safety always comes first and we never compromise on safety. New standards in quality handling processes and procedures are incorporated into our daily activities. Certifications are drivers of our continuous improvement strategy.
- > **Creativity:** Pioneering is our way to success. Active stimulation of new business ideas and practices. We encourage pro-active and dynamic approach to ground handling solutions for our customers. New technologies form the backbone of our efficient and streamlined organisation.
- > **Competitiveness:** In an ever-changing environment, quality, safety and customers come first. Aviapartner, together with our customers actively seek to identify new dynamic ways of approaching aircraft handling logistics resulting in sustained competitive advantages.

## SUSTAINABILITY APPROACH



# Sustainability Approach

It is Aviapartner's goal to be a partner for creating a sustainable future. We lead by example and support our employees and partners to enable a more sustainable work environment, which benefits the planet and our business and its stakeholders. Ultimately, we strive to become a source for good to support sustainable travel for generations to come.

Aviapartner benefits from an early start in 2010 consciously choosing to embed respect for the environment in its way of doing business. In 2013 this dimension of sustainable development was extended to include the social dimension, Ethics and Sustainable procurement. Today it has become such an important driver for the world we live in, for our current and future partners, customers and employees, that we believe it is the way forward for Aviapartner.

We focus on a more holistic way of thinking and address various aspects linked to the different sustainability dimensions.



# Stakeholder Engagement

In our operations, we interact with multiple categories of stakeholders. Below, is a non-exhaustive list of our main internal and external stakeholders based on their influence on our operations:



In our materiality process, we want to count on a full perspective of the topics that are most relevant for all our stakeholders.

While our engagement with each stakeholder can change based on the type of relationship and the influence of such relationship on our operations, we maintain an honest and strong collaboration. At Aviapartner, it is important to conduct all business relationships following the highest ethical standards and ensuring that the collaboration is fruitful for both parties. Stakeholder engagement allows us to strengthen our working relations with our partners, explore innovative solutions together and respond to new needs/request in a timely and efficient manner, preferably predicting them beforehand.

Our adherence and respect of legislative requirements in the different countries where we operate is regulated through our policies, Code of Business Conduct and Ethics and employee guidelines. These documents serve the purpose of detailing how to remain current and comply with the relevant laws and regulations applicable to our sector.



Our focus in stakeholder engagement is on our employees. They are the fundamental pillar of our activities. We aim to give all employees a voice creating opportunities to share their experiences with their management, as well as presenting any issues or challenges they are encountering daily. The employees can express their opinions and concerns in surveys organised locally, through our whistleblowing channels/open door policy, and anytime to their line manager or HR.

When working with our clients, we strive for full transparency of our operations and always aim for the highest quality level of services in line with their needs. To do so, we monitor customer satisfaction through frequent meetings, perception assessments, complaint management and customer satisfaction surveys (suspended during COVID and not resumed yet). These measures help us in understanding our clients' changing needs and expectations and allow us to continue delivering the best services and solutions possible.

As highlighted in the previous chapter on the importance of partnerships, our suppliers and more specifically our subcontractors, play a fundamental role in our operations. We believe that it is only through a strong collaboration with them that we can reach our sustainability goals. To do so, we carry out an attentive selection process when choosing new partners to work with. Suppliers are asked to sign our Supplier Code of Conduct, committing to support our sustainability development plans and engaging in various material topics ranging from environmental practises to human rights.

Once the supplier is on boarded, we continue our engagement through self-assessments and on-site audits for the suppliers with a high impact on our operation. We have a preference for suppliers which can demonstrate a sustainability approach from the start. However, as we experience in our own network that not every region or company is able to demonstrate the same energy to develop in this area, we understand this is the same for our suppliers. We appreciate all the support we have received from others and are happy to provide support to others in turn. Should a supplier not be performing as required by our standards, we engage in a corrective action plan to continue our long-lasting collaboration and find solutions together.

Aligned with SDG Goal 17 'Partnership for the Goals', Aviapartner considers collaborating with all different actors in our supply chain as well as with other stakeholders such as airports and airlines crucial for creating a sustainable future. The collaborative approach is incorporated into the structure of Aviapartner's continuous improvement procedure. A series of meetings calls and reports, on station and network level, assure the continuous evaluation and review of performance and effectiveness of processes and systems. Frequent meetings with customers, airport authorities and the airport community are part of this collaborative approach.

Based on this Continuous Improvement vision, the collaboration with other ground handlers is also considered and promoted whenever this can improve the operations. Meetings with customers and airport authorities enhance the collaborative approach with other handlers, above all in the management of scarce or critical airport resources such as safety cones, aircraft chocks or the pooling equipment.

When we work together with other ground handlers, we make sure we apply the highest standard of ethical behaviour.

# I Materiality

**Aviapartner's material topics are derived from the 10 United Nations (UN) Global Compact Principles and the activated criteria from our yearly EcoVadis assessment.**

The material issues cover relevant sustainability topics including Environment, Labour and Human Rights, Business Ethics and Sustainable Procurement. These topics were reviewed and confirmed with the Board, Senior Management and the CSR Committee in Spain. Next to an already existing Environmental analysis, to complement this process, a Social & Ethical Impact Analysis was conducted in 2021 to measure and manage the most prominent social & ethical positive and negative impacts to our stakeholders and business. Furthermore, by continuously engaging with our stakeholders, we assess on a daily- basis sustainability topics that are material for our supply chain. Aviapartner's main material topics per pillar include:

## ENVIRONMENT

- > **Energy consumption & GHG's** - Energy consumption from our equipment, in warehouses and offices, direct and indirect emissions.
- > **Waste Management** - Non-hazardous and hazardous waste generated from operations.
- > **Local pollution** - Accidental pollution by spills and leaks and impact from operations on local environment: noise emissions, fine particles, etc.

## LABOUR PRACTICES & HUMAN RIGHTS

- > **Diversity & Inclusion** - Discrimination and harassment prevention at the workplace.
- > **Working Environment** - Working hours, remunerations and social benefits granted to employees.
- > **Child labour and forced labour** - child, forced or compulsory labour issues within the supply chain as well as human trafficking.
- > **Career Management** - Main career stages i.e. recruitment, evaluation, training and management of layoffs.
- > **Employee Health and Safety** - Health and safety issues encountered by employees and workers during operations.
- > **Social dialogue** - Structured social dialogue i.e. social dialog deployed through recognized employee representatives and collective bargaining.

## BUSINESS ETHICS

- > **Privacy and data security** - data protection and privacy
- > **Anti-competitive practices** - anti-competitive practices e.g. related to pricing, monopolies, the non-respect of intellectual property, etc.
- > **Anti-corruption** - preventing all forms of corruption issues, including among other things extortion, bribery, conflict of interest, fraud, money laundering.

## SUSTAINABLE PROCUREMENT

- > **Supplier environmental practices** - Deals with environmental issues within the supply chain i.e. environmental impacts generated from the suppliers and subcontractors' own operations and products.
- > **Supplier social practices** - Deals with labour practices and human rights issues within the supply chain i.e. labour practices and human rights issues generated from the suppliers and subcontractors' own operations or products.




# Sustainable Development Goals




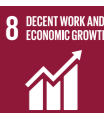






In line with its core values, Aviapartner has identified which Sustainable Development Goals (SDG) have an impact on our business, how our business impacts the SDG and how we can maximize the contribution to sustainable development.

The following table outlines an overview of our achievements during 2022 and where possible a comparison to previous results. In some cases a new definition aligned with the Global Reporting Initiative Standards (GRI) has been introduced. More results can be found throughout the report and in the GRI report 2022.

It also includes references to our SDG contribution. It is our mid-term goal to analyse how our core business influences the SDG as well as to assess our impacts on the environment and society in accordance with the SDG.

Overview of UN Global Compact Principles in relation to our achievements in 2022 and our contribution to the Sustainable Development Goals (SDG).

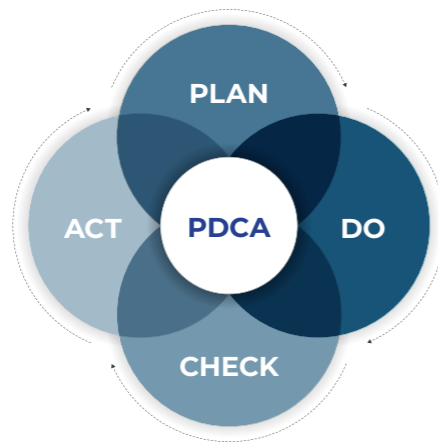
SUSTAINABILITY ASPECT	UNGC	ACHIEVEMENTS 2020	ACHIEVEMENTS 2021	ACHIEVEMENTS 2022	SDG CONTRIBUTION
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>&gt; <b>Principle 1:</b> Businesses should support and respect the protection of internationally proclaimed Human Rights</li> <li>&gt; <b>Principle 2:</b> Businesses should make sure that they are not complicit in Human Rights abuses</li> <li>&gt; <b>Principle 4:</b> Businesses should uphold the elimination of all forms of forced and compulsory labour.</li> <li>&gt; <b>Principle 5:</b> Businesses should uphold the effective abolition of child labour.</li> <li>&gt; <b>Principle 6:</b> the elimination of discrimination in respect of employment and occupation</li> </ul>	<ul style="list-style-type: none"> <li>&gt; 0 human rights related incidents</li> <li>&gt; 96% of our employees were trained on preventing discrimination during Safety Training</li> <li>&gt; 11 targeted suppliers that have gone through a CSR assessment</li> </ul>	<ul style="list-style-type: none"> <li>&gt; 4 human rights incidents (1 discrimination, 1 harassment, 2 GDPR)</li> <li>&gt; 98% of our employees were trained on preventing discrimination during Safety training</li> <li>&gt; 12 targeted suppliers that have gone through a CSR assessment covering human rights aspects</li> </ul>	<ul style="list-style-type: none"> <li>&gt; 17 human rights incidents (7 harassment, 3 conflict, 7 GDPR)</li> <li>&gt; 98% of our employees were trained on preventing discrimination during Safety training</li> <li>&gt; 2% Individuals from vulnerable groups (Ref GRI 405-2) among employees</li> <li>&gt; 0% Individuals from vulnerable groups (Ref GRI 405-2) in governance bodies</li> <li>&gt; 26 targeted suppliers that have gone through a CSR assessment</li> </ul>	  

SUSTAINABILITY ASPECT	UNGC	ACHIEVEMENTS 2020	ACHIEVEMENTS 2021	ACHIEVEMENTS 2022	SDG CONTRIBUTION
<b>Labour</b>	<ul style="list-style-type: none"> <li>&gt; <b>Principle 3:</b> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining</li> <li>&gt; <b>Principle 6:</b> the elimination of discrimination in respect of employment and occupation</li> </ul>	<ul style="list-style-type: none"> <li>&gt; 36% women employed in relation to the whole organisation</li> <li>&gt; 98% of the total workforce represented in joint management-Worker Health &amp; Safety Committees</li> <li>&gt; 98% of the total workforce who are covered by formal collective agreements concerning working conditions</li> <li>&gt; 98% of the total workforce who are covered by formally-elected employee representatives</li> <li>&gt; 18% of the total workforce who received regular performance reviews</li> <li>&gt; 51% of part-time employees</li> <li>&gt; 18% of the total workforce who received regular performance reviews</li> <li>&gt; 11 targeted suppliers that have gone through a CSR assessment covering labour aspects</li> </ul>	<ul style="list-style-type: none"> <li>&gt; 37% women employed in relation to the whole organisation</li> <li>&gt; 98% of the total workforce represented in joint management-worker Health &amp; Safety Committees</li> <li>&gt; 98% of the total workforce who are covered by formal collective agreements concerning working conditions</li> <li>&gt; 98% of the total workforce who are covered by formally-elected employee representatives</li> <li>&gt; 9% of the total workforce who received regular performance reviews</li> <li>&gt; 52% of part-time employees</li> <li>&gt; 12 targeted suppliers that have gone through a CSR assessment covering labour aspects</li> </ul>	<ul style="list-style-type: none"> <li>&gt; 36% women employed in relation to the whole organisation</li> <li>&gt; 10 % women in governance bodies (Ref GRI405-2)</li> <li>&gt; 98% of the total workforce represented in joint management-worker Health &amp; Safety Committees</li> <li>&gt; 97% of the total workforce who are covered by formal collective agreements concerning working conditions</li> <li>&gt; 98% of the total workforce who are covered by formally-elected employee representatives</li> <li>&gt; 29% of the total workforce who received regular performance reviews</li> <li>&gt; 46% of part-time employees</li> <li>&gt; 26 targeted suppliers (extended group) that have gone through a CSR assessment covering labour aspects</li> </ul>	    
<b>Environment</b>	<ul style="list-style-type: none"> <li>&gt; <b>Principle 7:</b> Businesses should support a precautionary approach to environmental challenges.</li> <li>&gt; <b>Principle 8:</b> Businesses should undertake initiatives to promote greater environmental responsibility.</li> <li>&gt; <b>Principle 9:</b> Businesses should encourage the development and diffusion of environmentally friendly technologies.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; 36% of vehicle and equipment fleet electric</li> <li>&gt; 11 targeted suppliers that have gone through a CSR assessment covering environmental aspects</li> </ul>	<ul style="list-style-type: none"> <li>&gt; 39% of vehicle and equipment fleet electric</li> <li>&gt; 12 targeted suppliers that have gone through a CSR assessment covering environmental aspects</li> </ul>	<ul style="list-style-type: none"> <li>&gt; 40% of vehicle and equipment fleet electric</li> <li>&gt; 26 targeted suppliers that have gone through a CSR assessment covering environmental aspects</li> </ul>	 
<b>Anti-corruption</b>	<ul style="list-style-type: none"> <li>&gt; <b>Principle 10:</b> Businesses should work against corruption in all its forms, including extortion and bribery</li> </ul>	<ul style="list-style-type: none"> <li>&gt; 10% of the target group trained on business ethics issues</li> <li>&gt; 100% of operational sites working with an ISO 27000 certified IT Provider</li> <li>&gt; 17 audits on GDPR</li> </ul>	<ul style="list-style-type: none"> <li>&gt; 92% of the target group 2021 trained on business ethics issues</li> <li>&gt; 100% of operational sites working with an ISO 27000 certified IT Provider</li> <li>&gt; 12 audits on GDPR</li> </ul>	<ul style="list-style-type: none"> <li>&gt; 86% of the target group 2022 trained on business ethics issues</li> <li>&gt; 100% of operational sites working with an ISO 27000 certified IT Provider</li> <li>&gt; 7 audits on GDPR</li> </ul>	
<b>Core Business</b>	–	<ul style="list-style-type: none"> <li>&gt; Provision of ground handling services</li> <li>&gt; Strong partnerships</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Provision of ground handling services</li> <li>&gt; Strong partnerships</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Provision of ground handling services</li> <li>&gt; Strong partnerships</li> </ul>	 

# Governance

Impact is identified and managed on different levels with a top-down approach throughout the organisation following the “Plan-Do-Check-Act” continuous improvement circle, whereby strategy is determined, measurable targets are agreed, and followed up by means of Monthly Board Reports and reviewed at regular intervals with the Stakeholders.

Ultimately the Board of Directors is responsible. Over the last 12 months we have embedded sustainability in our strategy and made progress integrating it even further into our daily operations. Step by step, we encourage all employees to be involved in initiatives, training and other projects contributing to a more sustainable business.



<b>On Corporate Level</b>	<ul style="list-style-type: none"> <li>&gt; Annual Senior Management meeting to share group priorities, discuss Innovations, sustainability, targets, profitability, industry challenges as input to country strategic meetings.</li> <li>&gt; For specific topics linked to the overall strategies, separate Business Reviews are organised to reach specific decisions and review them.</li> <li>&gt; Quarterly Quality &amp; Safety Review Boards</li> <li>&gt; Annual People Performance Appraisal Meeting (has not taken place face to face during Covid)</li> </ul>
<b>On Country Level</b>	<ul style="list-style-type: none"> <li>&gt; Annual country strategic review meeting with Country Team</li> <li>&gt; Bi-annual strategy update meeting to follow up and review what was agreed upon during the strategic meeting</li> <li>&gt; Monthly OPSCOM meetings (MD with their Team, Finance, General Counsel, CEO, Chairman, etc.) ensure performance is evaluated versus the plan and corrective actions are taken where needed to reach the company goals.</li> <li>&gt; Annual Strategy Budget Setting Process in Q4</li> </ul>
<b>On Station Level</b>	Executive Directors/Managing Directors (MD) translate this to the station level.

Frequent meetings take place with customers, authorities, suppliers. Internally there are monthly meetings with Management, minimum 1x per year with European workers Council and Top Management. Meetings include views of main internal stakeholders in the different regions.

# Stakeholder Recognition

We have committed to contributing to a more sustainable future by conducting business responsibly and putting effort in implementing new approaches, strategies and measures. Our achievements are reflected in awards, ratings and recognition.

**Gold Rating by EcoVadis for Sustainability Performance (2022):** In 2022 Aviapartner improved its Sustainability score significantly across all sustainability criteria evaluated by EcoVadis. Aviapartner's total score now ranks in the 95<sup>th</sup> percentile, indicating that we outperform 95% of all companies assessed by EcoVadis globally.



The decision to follow the guidelines of the Global Reporting Initiative Standards in 2022 has been instrumental in determining clear goals and objectives. Obviously, not all our stations have the same level of awareness. The impact of the CSR team in Spain is crucial in maintaining momentum and showing how we operate in a sustainable way without necessarily being conscious about this. Step by step, we encourage employees to be involved in initiatives, training and other projects contributing to a more sustainable business.



On June 5<sup>th</sup>, 2023, in celebration of World Environment Day, Malaga-Costa del Sol, AENA Airport, awarded Aviapartner with its VII Environmental Management Award (2022) for remarkable management of environmental aspects, as well as for the collaboration and effort made to adapt to the new requirements arising from environmental legislation. With this award, AENA applauds the proper management of its environmental aspects, both in terms of sustainability and compliance with applicable environmental legislation. During the award ceremony, Aviapartner Spain shared its best practices and the most outstanding sustainability aspects of its environmental performance.



On March 8<sup>th</sup>, 2023, Aviapartner Cargo N.V. won the BRUCargo Award 2022 at the Brussels Airport Aviation Awards. This award is a recognition of excellence to our commitment to provide outstanding service in terms of performance, network development, our strong contribution to the BruCargo community and significant efforts for Air Cargo Belgium.

Aviapartner Cargo N.V. was equally nominated for the World Air Cargo Awards - Air Cargo Handling Agent 2022.

### RELEVANT RECOGNITION OF PREVIOUS YEARS INCLUDES

- > *Pride of Ground Handling Awards (2019): In 2019 Aviapartner Girona won the Award in the Category "Best station" for going above and beyond expectations in term of safety, KPI delivery and customer satisfaction with an exemplary reporting culture, highly customized services, the collaboration with airports and competitors and the great results achieved in terms of Customer satisfaction as well as the excellent relationship with customers and the strong results in terms of safety and quality.*
- > *In November 2021 Aviapartner Lanzarote won the FP Dual first Prize awarded by the Chamber of Commerce Spain to a company for its good work in Dual Vocational Training. This pioneering award from the Chambers of Commerce is part of the Dual Vocational Training in Business Programme and aims to highlight best practices within business.*

Our top priority is continuous improvement to meet the evolving needs of our customers, passengers, local communities, and other stakeholders. By consistently raising the bar and enhancing our performance, we strive to be a responsible business member. This commitment propels us to optimize our potential in fostering a sustainable business.



# I Human Rights

- Principle 1** Businesses should support and respect the protection of internationally proclaimed Human Rights
- Principle 2** Businesses should make sure that they are not complicit in Human Rights abuses
- Principle 4** Businesses should uphold the elimination of all forms of forced and compulsory labour
- Principle 5** Businesses should uphold the effective abolition of child labour
- Principle 6** The elimination of discrimination in respect of employment and occupation

## HUMAN RIGHTS RELATED KPI

No.	KPI	2020	2021	2022
1	Human rights related incidents	0	4	17
2	% Staff trained on preventing discrimination during Safety training	96%	98%	98%
3	Individuals from vulnerable groups (Ref GRI 405-2) among employees	New definition	New definition	2%
4	Individuals from vulnerable groups (Ref GRI 405-2) in governance bodies	New	New	0%
5	% of women employed in relation to the whole organisation	36%	37%	36%
6	% of women in governance bodies (Ref GRI405-2)	New definition	New definition	10%
7	% of employees > living wage	New	New	100% (Spain)

Since our company's inception in 1949, our foundation has always been centred around people. The success of Aviapartner is driven by the individuals within the organisation; they are our greatest asset. This essence is profoundly embedded in our core value "People."

Originally, when Aviapartner operated as a family-owned business under the name "Belgavia," this value was known to all employees as "Colleagues." However, with the company's expansion into Europe in 1999 and the subsequent change to "Aviapartner," the context and organisation evolved. Consequently, the value expanded beyond internal stakeholders. Today, "People" encompasses Aviapartner employees, as well as workers not directly employed by us, including those from business partners and subcontractor/supplier employees. We maintain an open-minded approach and foster mutual respect. This ethos extends to our interactions with customers, shaping a culture of collaboration and consideration.

We hold the responsibility of treating both our internal and external stakeholders as individuals, irrespective of nationality, gender, national or ethnic origin, colour, religion, language, or any other status. Our objective is to foster a work environment that promotes diversity, inclusion, and equal opportunities for all employees. Recognizing that diversity, equity, and inclusion are integral components of sustainability, we acknowledge the immense potential that diversity offers, particularly in our international business

environment. Whether it's gender diversity, generational diversity, ethnic diversity, or diversity in abilities, we are committed to embracing and leveraging the strength inherent in our diverse workforce.

Aviapartner is committed to safeguarding the dignity and rights of its staff members and any individuals involved in its business dealings. All individuals engaged in business with Aviapartner are treated with respect, fairness, and dignity. These principles are manifested in our Policy on Human Respect which alerts to the fact that harassment is prohibited under the laws of the European Community and all European countries where we are operating. It also provides remedies to complainants in recognition of the impact of harassment and outlines responses and consequences where harassment has occurred.

In the event of any Human Rights incidents, employees can turn to our Policy on Human Respect, outlining the procedure to follow when someone perceives discriminatory, harassing, or offensive conduct or experiences retaliation. In 2022, 17 Human Rights incidents were reported: 2 cases of physical and psychological violence, 3 cases of harassment, 2 cases of unwanted sexual behaviour, 3 cases of conflict, 7 GDPR cases). All have been investigated. The increase in incidents is due to improved reporting.

The principle of being an equal opportunity employer is integrated into our Human Resources Strategy and Procedures and implemented in our recruitment process. This strategy delineates the recruitment procedures and outlines the steps taken to prevent discrimination. Our approach involves multiple individuals in the process and is grounded in competence profiles for each function.

Furthermore, our collective labour agreements explicitly state a commitment to non-discrimination based on age or gender. To reinforce this commitment, France and Spain subscribed to the Diversity Charters in their respective countries in 2021, setting an example for other parts of our organisation. Additionally, France and Spain initiated pay gap analyses in 2019 and 2021, respectively.



As part of our day-to-day operations, we have implemented several measures to prevent any Human Rights breaches.

We communicate our policies and procedures via employee handbooks on intranet and issue communications on topics such as discrimination. Since 2022 we also publish the Policy on Human Respect and our Supplier Code of Conduct in our website where it is easily accessible to all our stakeholders.

We organise training for all our employees to complete the communications. To ensure a broad reach and follow-up, the topic is addressed in our mandatory safety training. The importance of diversity and anti-discrimination as well as the mechanisms to report infringements to the policy is included in the training on Human Respect, Business Ethics and Competition Law. In 2022 the target group for this training was extended to 262 key staff in the organisation. By end 2022, 86% of the extended target group had been trained.

In 2022 a more extensive training on Anti-discrimination and equal opportunities was introduced in Spain for a specific target group (57% of Spain staff) which will be further extended in 2023 to include all staff (100% trained).

We ensure that all forms of forced and compulsory work as well as child labour are eliminated. Similar to 2021, in 2022, no incidents were recorded in our operations and supply chain. A remediation procedure for incidents involving child labour was prepared for Spain as part of our social accountability measures but, fortunately, it has never been needed. Our Human Resources Strategy and Procedures demands age checks upon recruitment of new employees to mitigate the risk. Our stance on child and forced labour is also clearly outlined in our Supplier Code of Conduct every new supplier is invited to sign. This is verified during supplier Self assessments and on-site audits described in our chapter on Sustainable Procurement.

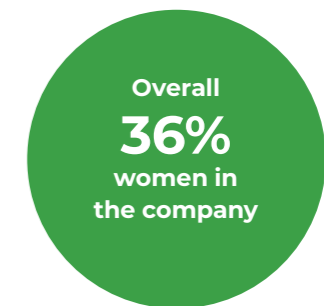
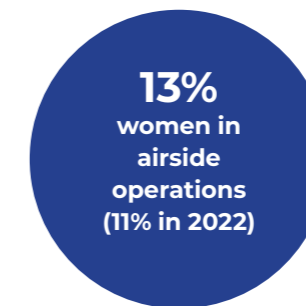


# Gender Equality



In April 2021 Aviapartner was the first ground handler to join the IATA Diversity & Inclusion Initiative, “25by2025”, highlighting our dedication to SDG 5, Gender Equality. The initiative effectively advocates for gender balance in the aviation industry, offering a collaborative platform for learning, exchanging experiences, sharing tools, monitoring progress and, most importantly, drawing inspiration.

As we firmly believe that significant changes start with small steps, Aviapartner set two targets to increase by 25%:



“Since our participation in IATA’s 25by2025 initiative in 2021, there has been a significant increase in awareness of gender diversity among management. Gender diversity is now firmly on the agenda, impossible to overlook.”

Eva Vanallemeersch, VP Quality & Environment

The initial steps were challenging, spurred by IATA’s initiative. The momentum for change is gradually gaining traction, although the pace varies across different areas. In governance bodies, women constitute only 10%, which falls short of harnessing the benefits of diversity. Addressing this requires in the first place identifying and preparing the untapped potential within our workforce. The local context varies greatly from one country to another. While legal requirements in this domain certainly contribute, these alone are insufficient. True commitment is needed to foster a diverse environment where everyone is not only present but also feels genuinely welcome. It is promising to witness the narrative changing and initiatives to welcome more women popping up.



In 2022, our HR Director in Spain, responsible for CSR initiatives, initiated a partnership with “Ellas Vuelan Alto” (Women Fly High), a social organisation committed to enhancing the visibility of women in the aerospace sector. Their mission revolves around promoting equality within the aerospace industry, operating across political, academic, business, and social spheres, guided by the principles outlined in the United Nations

Magna Carta. The agreement was formalised on 12/9/2022 with official signing session with the HR Director Spain who is also the CSR ambassador for Spain.

End 2022 Spain counted 33% women representation in governance bodies, marking the highest result within the Aviapartner network. In 2022, following the example set by the Spanish colleagues, Belgium initiated a recruitment campaign specifically aimed at women for roles traditionally perceived as male-dominated, such as loading baggage and operating specialised equipment around the aircraft. As a result, nine women joined the teams. Additionally, in alignment with the “Move Under One Roof” initiative detailed in the previous chapter on Partnerships, the Brussels staff canteen has achieved a more balanced gender mix with the introduction of a gender-diverse cleaning team operating “Under One Roof.” Plans for the next phase include the provision of showers for female staff members.

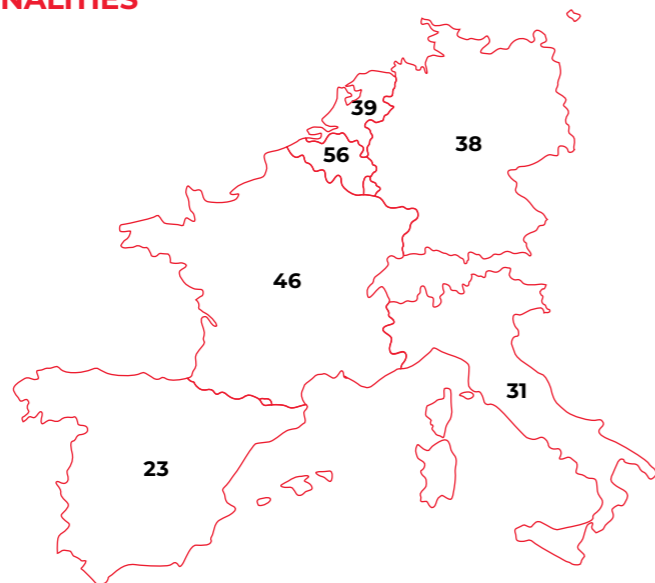
With the firm commitment to make progress on gender equality, in March 2022 Aviapartner Spain approved its first Equality Plan applicable to seven stations. The plan is a legal requirement that guarantees the absence of gender-discriminatory procedures or policies in various areas, including recruitment, hiring, promotion, training, and remuneration.

Actions to promote an inclusive work environment and the inclusion of persons with disabilities in ground handling were initiated in Spain where Aviapartner started a cooperation with NGO Adislan in Lanzarote to promote the social integration of people with intellectual disabilities in the workplace. In the same area Spain is also working with the Adecco Foundation on a project for the employability of personnel through a collaboration with Enaire to create jobs for people with disabilities in the aerospace sector.

The adoption of the SGE21 Sustainability and SA8000 Social Accountability standards marked a significant enhancement to our human rights approach. While safety audits have been routine, third-party audits specifically focused on human rights aspects, including discrimination and social dialogue, were introduced for the first time. This prompted a comprehensive review of our policies. Concurrently, we initiated the integration of more inclusive language into policy and procedure reviews, recognizing the transformative power of language, often underestimated. This approach not only stimulated dialogue on inclusivity but also generated additional ideas for improvement.

The richness of diversity within the Aviapartner teams is evident in the employee data recorded in our HR systems with a representation among our workforce of over 75 different nationalities, including two thirds beyond the Schengen or Extra Europe regions. The age range of our employees is also reflective of this diversity. In 2022, 25% of newly hired staff across our network were over 50 years old, while 21% were younger than 30.

**EMPLOYEE NATIONALITIES**



# Social Dialogue

**Principle 3** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining

Over the last 70+ years of providing ground handling services, Aviapartner has formed close relationships with its partners. The Aviapartner Management Team takes great care of fostering social dialogue daily as a positive social climate is considered crucial for providing upscale services to our customers. Our Human Resources Strategy and Procedures outline our approach to structured social dialogue and our working conditions are summarised in collective labour agreements which are different per country but have many things in common.

As a multinational company with operations across Europe, Aviapartner has established a European Works Council (EWC). The purpose of this council is to bring together employee representatives from different European countries. During the EWC meetings, these representatives are informed and consulted by central management on transnational issues of concern to all Aviapartner employees.

The impact of the above-mentioned actions is clear: our employees can enjoy the freedom of association and negotiate related to company agreements. This is also reflected by our Social Dialogue related KPI:

**SOCIAL DIALOGUE RELATED KPI**

NO.	KPI	2020	2021	2022
1	% of the total workforce represented in joint management-worker Health & Safety Committees	98%	98%	98%
2	% of the total workforce covered by formal collective agreements concerning working conditions	98%	98%	97%
3	% of the total workforce covered by formally elected employee representatives	98%	98%	98%



# Working Conditions

**Our Human Resources Strategy and Procedures serve as main guidance for any working conditions related matter. As Aviapartner is a customer-oriented service company, we consider our employees our most important asset.**

In turn, each individual employee is responsible for transmitting the core values of the company towards our customers and the communities that we serve. The selection, development and motivation of its employees is crucial to us. We continuously strive to be a great place to work at by fostering creativity, learning and promoting cross-functional and cross border teamwork.

As per our Salary Policy and collective agreements, fair remuneration is deemed essential for staff motivation. To determine a fair salary, we consider the qualification of the position within the organisation and the individual's performance. This leads to a minimum salary and a minimum-maximum range for each position to tie in the remuneration.

The SGE21 Sustainability and SA8000 Social also convinced us to approach seemingly obvious topics such as a fair remuneration, more systematically. Fair remuneration is enabled by collective agreements. Aviapartner wants all its staff to be paid a living wage. This is often confused with the legal minimum wage. We started monitoring this in Spain and concluded that 100% of the staff for which we did the analysis are paid a living wage (based on 40 hours worked).

Sector Agreements in the different countries specify the annual leave policy. On top of that, in some countries we offer additional leave for staff to accommodate personal circumstances and allow for a better work-life-balance. Older employees for instance, can request extra days off and special arrangements are made for breastfeeding mothers. For certain positions within the company, flexible time is part of the job conditions while support staff is eligible for working from home arrangements. This is only formalised in Italy where 12 individual arrangements were signed in 2022. Our employees also benefit from health care benefits which are classified as additional salaries as per our Salary Policy.

We encourage our stations to communicate working conditions and policies to all employees during staff information meetings. In 2022 a special session on working hours was organised in the Netherlands to familiarize staff with the conditions of the newly implemented Industry Collective Labour Agreement for passenger and baggage handling in aviation, agreed with social partners and the employer's association, consisting of Aviapartner and other ground handlers in the Netherlands. It is effective since July 1st, 2022 and provides a balanced package of employment conditions. 72 persons took this opportunity to get information and ask questions about their new working conditions.

Spain introduced in 2022 open door days to ensure staff has complete understanding of their salary and can always request explanation.

We actively seek feedback from our staff members by conducting regular satisfaction surveys. Over the past years, we rolled out work-pressure and social risk analysis studies in every country except Germany to gain insights into how our employees perceive their job satisfaction.



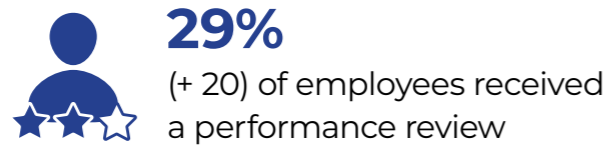
Aviapartner Spain organised a survey in December 2021. The survey assessed psychosocial risks among our employees to assess working time, autonomy, workload, psychological demands, variety/content, participation/supervision, worker interest/compensation, role performance, relationships and social support. An action plan was prepared following this survey with measures such as a mail for suggestions, implemented and communicated to staff end August 2022, consistent performance reviews and monthly staff meetings, handing over job descriptions to every person and a plan with focus on health and wellbeing.



The Aviacare programme set up by Aviapartner Spain promotes physical and emotional well-being sending regular communications related to physical, mental, emotional and social wellbeing to all Aviapartner employees in Spain.

In spring 2022 Aviapartner Belgium organised an online satisfaction survey using the Sonar methodology (a qualitative and quantitative psycho-social risk analysis). 39% of the target group responded to a set of questions measuring well-being impacts such as motivation, stress, harassment, discrimination, work/life balance, turnover and absenteeism. After thorough analysis of the results, an action plan was prepared for 2023-2024 including amongst other things a policy on absenteeism, aggression training, a respect & tolerance platform, etc.

We believe in the value of meetings and/or performance reviews for management offering structured opportunities to give and receive feedback, evaluate progress on goals and improve. For staff involved in our operation, frequent audits and inspections are our main tool to achieve this.



Spain set an overall target for 100% employee performance reviews. On corporate level this target is currently limited to management.

To promote open communication among all our employees, we use online tools such as our Sunrise staff communication app and a more informal internal tool called Yammer. The tool allows employees to start group conversations (or “communities”) about specific topics, and employees are free to join specific conversations that interest them.

With these measures we strive to impact our employees’ job satisfaction in a positive way showing care and giving recognition, which is sometimes hidden in small gestures.

In summer 2022, in response to the high temperatures and exhaustion of staff during the unprecedented traffic peak, Aviapartner Dusseldorf introduced a Go Green Water trolley. A 100% electric trolley carried around water on the apron to relieve employees and subcontractor’s staff on a flight, during their shifts. They receive a paper cup with cold fresh drinking water and can enjoy a few minutes to recover while handling a flight. Aviapartner cares for the people and the environment, both are key for a sustainable future of ground handling.

# Occupational Health & Safety

**The Safety and Security of our staff, the customer’s aircraft and their passengers and baggage, freight and mail is a top priority for Aviapartner. We are committed to continuous improvement of our performance, complying with applicable Health, Safety and Security laws and regulations and meeting any requirements of our stakeholders.**

Aviapartner strives for zero labour and aircraft accidents and reviews its performance versus its long-term objectives and targets continuously with the aim to take appropriate corrective actions where required. We promote a Just Culture where people are encouraged to report all accidents, incidents, risks and operational hazards or other deficiencies. Reporting is used to learn from such events and no disciplinary action is taken for omissions, or decisions by staff that are considered reasonable given their experience and training. However, deliberate neglect, wilful violation, repetitive misconduct, unlawful conduct, destructive acts or intentionally not reporting an accident are not tolerated.

Our core guidance document for Health and Safety matters is our Safety Management System (SMS) Manual. The SMS is specific to operational safety including all safety around the aircraft, safety and security of staff, passengers, subcontractors, airline crew and cargo but also features general Health & Safety aspects. As such, our Safety Management System goes beyond what is required by law and is tailored to the current safety needs and future requirements of the aviation industry, such as the upcoming EASA regulation.



**BUILDING FOR THE FUTURE**

As an integral part of our Rebound strategy, following the Covid-19 pandemic, a two-day safety meeting was organised in Barcelona in May 2022 to bring together our Country Safety Management team with the objective of outlining and establishing a clear direction for the group’s safety management program. This two-day event resulted in the creation of a framework 5-year safety plan covering three key areas of our business:



This 5-Year plan will be spearheaded by the new Vice-President for Safety and Occupational Health, Damian Atkins, who was appointed by the Executive Management Team during 2022 to further support Aviapartner’s commitment to its employees and safety programs.

The newly appointed Vice President for Safety and Occupational Health commented:

*“The challenges of returning to business-as-usual following 2 years of COVID-19 has put pressure on our industry, our business and our people and we need to ensure that the wellbeing of our employees stays at the centre of everything we do. At Aviapartner our number one priority is safety. We must ensure that our employees come to work each day and return home safe to their families. And that our airline passengers and airline customers aircraft travel safely”.*



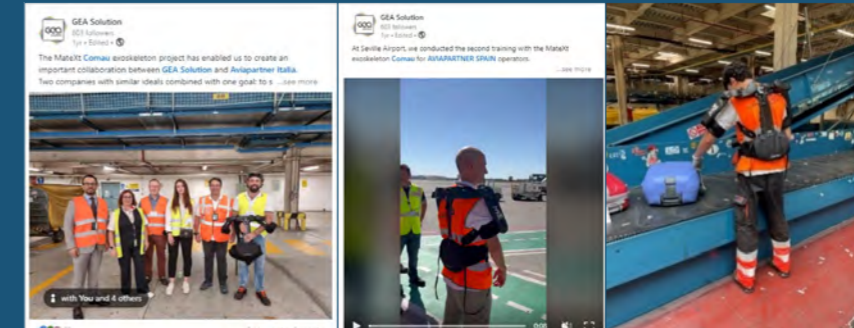
Damian Atkins, Vice President for Safety and Occupational Health



To ensure this we will establish a comprehensive safety strategy plan to enable our business to attain and continually improve the levels of safety for our employees. The key areas of the plan cover, among other activities within the wider plan, the following:

**Our people**

- > The creation of a systematic program and standard for ergonomic improvements across the network.
- > The implementation of ISO 45001 certifications to enhance our Health and Safety program.



Examples of exoskeleton trials at our Seville and Turin Stations

**Our GSE**

- > The enhancement of our group GSE Fleet standards and associated lifecycle processes in line with Industry best practice IATA AHM 900 standards.
- > Development and rollout of GSE Telemetry Safety oversight program

**Our Operational Safety**

- > Rationalisation of group safety structure to meet to develop the “ramp safety coach” program and implementation across the network.
- > The enhancement of our proactive safety inspection management tools.

**SAFETY ACCOUNTABILITIES AND RESPONSIBILITIES**

Accountabilities and responsibilities for Health & Safety are well defined from top to bottom in the organisation. The Aviapartner Safety Governance Structure is as shown below:



Any Health & Safety issues are discussed during weekly Group Safety Management calls. Safety results and KPI's are reviewed with the Country Safety Managers at monthly meetings and quarterly safety reviews undertaken by the Safety Review Board which is headed up by the CEO.

As part of our SMS, we continuously analyse and manage Health & Safety risks. Risk management is crucial for preventing incidents and is based on predictive, proactive, and reactive methods. The identified risks and mitigation measures are then captured in our risk evaluation document which is updated regularly and each time a change is introduced, and the risks are communicated to all employees during safety training. Our training program is subject to the Aviapartner Corporate Training Policy and the Aviapartner Corporate Training Manual and is documented in the Aviapartner Academy on the Aviapartner intranet. The Aviapartner Safety Training is completely aligned with ISAGO Safety Training Specifications and considers EU regulations, local country and airport procedures.

**PROCESSES AND PROCEDURES**

To ensure our safety standards described in the SMS are adhered to, we have well established Standard Operating Procedures and Working Instructions in place. These are based on legal requirements and industry standards and are translated in languages spoken by employees locally and made available to all staff via our intranet.

**PERSONAL PROTECTIVE EQUIPMENT**

Aviapartner consistently ensures the provision Personal Protective Equipment (PPE) to all staff performing functions which require the use of PPE in their work environment or activities. Our stations provide PPE to all staff before they start to work, and we ensure the replacement of worn-out PPE.

In Rome Fiumicino a PPE dispenser is used for delivering the necessary protective equipment such as high visibility jackets, ear protection and protective gloves for loading and unloading. We continuously seek to improve the comfort of PPE such as for instance individually moulded hearing protection for all staff working on the ramp in France. During the COVID-19 pandemic, we provided face masks and sanitising gel to all our staff.

**EMERGENCY RESPONSE PLANNING**

As part of our Safety Management System, we also have an Emergency Response Plan (ERP) to be prepared in the event of any emergencies. Key staff undergo ERP training which is conducted in cooperation with other stakeholders such as airlines and the airports. Managers and Aircraft Dispatchers receive an online training course on Aviapartner's ERP which explains the active practical organisation at station level within the framework of the Safety Management System. All ERP documentation is elaborated per station and available online in Aviapartner intranet for easy access by staff. During numerous emergency situations such as the terrorist attack at Brussels Airport, the fatal Germanwings crash, and the Malaysia Airlines MH17 tragedy, Aviapartner staff have put their ERP training into practice handling the situations to their best possibilities.

**SAFETY ASSURANCE**

As part of our Safety Assurance Program, we regularly undertake audits and inspections, Ramp Safety Checks and safety reviews at station, country and at network level to identify the causes of substandard performance and possible corrective actions. In 2022, Aviapartner carried out circa. 14,000 safety inspections across our network. Since 2009, Aviapartner has consistently used ISAGO, IATA's Ground Operations Safety Audits, and IS-BAH (International Standard for Business Aircraft Handling) since 2018, as a means of promoting safety in its

network and ensuring consistency across our organisation. More than for its certification, this tool is used for continuous improvement to deploy Aviapartner procedures, all aligned with IATA industry best practise as a minimum requirement base, consistently across the entire network. The implementation process, the initial audit and the renewal audit every two years, are essential tools in maintaining high levels of safety awareness.

**PERFORMANCE EVALUATION AND INDICATORS**

A station's performance is evaluated by means of Safety Performance Indicators (SPIs) and is published on the internal QualityNet and reviewed monthly with Country Management.

As well as the operational safety management measures, we also actively manage general health and safety matters. Our Safety Review Board meets quarterly to facilitate the co-operation between management and employees in developing and promoting controls and initiatives. These controls and initiatives include:

- > Employee Health & Safety detailed risk assessment;
- > Health & Safety Training including safety flashes, intranet, campaigns;
- > A Fatigue Risk Management program;
- > A psychosocial risk assessment undertaken by external experts;
- > Active preventative measures for noise including training on the consequences of noise, and the provision of hearing protection;
- > Radiation protection measures to protect staff operating near X-ray generators;
- > Procedures and DGR training to handle dangerous goods during loading and offloading;
- > Lone working procedure;
- > Training for the prevention of musculoskeletal troubles;
- > Medical checks in all countries except the Netherlands.
- > Management of Change procedure with specific instructions to follow in case of changes impacting Health and Safety.

Our Health and Safety measures apply to our own employees and also to anyone working with or on our behalf. We therefore conduct Health and Safety Training for our subcontractors when necessary and have prevention plans in place in alignment with all subcontractors, airport authorities and customer airlines. Subcontractors are also audited on a regular basis to/ ensure they comply with our Health and Safety standards. In recognition of our efforts, we received ISAGO and IS-BAH certifications.

2022 saw an increase in number of lost days due to accidents, versus those of 2020 and 2021, a year in which saw us return gradually across the group to pre-covid levels of operational volumes. Additional lost days accidents were also observed due to the external effect of local interpretations of injury criterion, outside the control and application of Aviapartner, resulting in a significant increase of lost days accident reports being filed at a specific location.

**OCCUPATIONAL HEALTH & SAFETY RELATED KPI**

NO.	KPI	2020	2021	2022
1	Employee Health&Safety frequency of injuries	47.87	51.24	50.49
2	Employee Health&Safety severity of injuries	1.91	1.7	1.29
3	Number of days lost due to accident	7.422	8547	18020
4	% of Ramp Safety Checks performed	5%	5%	4%

# Training & Career Management

**As our employees are considered our most important asset, it is our goal to continuously promote their professional development. The Corporate Training Manual (CTM) explains training criteria and organisation used by Aviapartner to meet legislative standards and to respond to customer requirements.**

We provide technical training for our employees to have the opportunity to develop and upgrade their professionalism and skills throughout their career. We also provide training that goes beyond the job, such as cybersecurity training.

Sustainable employability is part of the Industry Collective Agreement signed in the Netherlands in 2022. It allows for customised career plans, so staff can make appropriate choices for their development and obtain time and compensation from Aviapartner. Similar arrangements exist in the other countries of the group.

To implement the guidelines set out in our Aviapartner Corporate Training Manual, we have a dedicated 'Euro Training Team' (ETT) which was created in 1999 when Aviapartner internationalised. This team consists of expert Training Managers in each country. The team manages the training plan, organises training seminars and workshops, exchanges best practices and co-ordinates the roll-out of training initiatives in the network. Individual training needs and programs are identified and are arranged on an annual basis and whenever changes in legislation or stakeholder needs require this. For specific training such as training in certification standards, auditing, social dialogue etc., we can count on the professional expertise of partners such as SGS, DNV and Bureau Veritas.

The 'Aviapartner Academy', our virtual training academy ensures a consistent high-quality level in training throughout the network and improves efficiency by learning from each other and avoiding rework and duplication.

## HIGHLIGHTS 2022

- > Cybersecurity training for all email-users was rolled out to protect the company. This training was also aimed at our employees and their families and included training on how to identify and deal with phishing emails and being aware of the threat and risks associated with technology.
- > An Emergency Response training with an external trainer for the Euro Safety Team and a key trainer for each country was organised in spring 2022. Objective: identify how to improve the Emergency Response training for key staff.
- > Disruptive Passenger Training to protect staff from aggressive and/or unruly passengers, is now rolled out in all countries of the group. Aviapartner also increased reporting on disruptive passengers to help protect staff, crews, and aircraft safety.
- > Concerned with providing the best quality of training and remaining compliant with legislation, in June 2022, Aviapartner France Training Academy was certified for the first time by SGS with a Qualiopi French training certification.
- > Our Training schools in France and Italy joined forces to prepare for an IATA DGR CBTA Provider accreditation including more competency-based training and evaluations. Accreditation was achieved early 2023 and was shortly after followed by the Corporate accreditation of Belgium.

To further foster mutual learning across our network, we actively promote lateral rotations. We believe job rotation is a key contributor to the development and motivation of our employees. Besides offering more flexibility, lateral rotation is typical between operational departments. On a voluntary basis employees can be transferred, permanently or on a temporary basis, from one station to another within the Aviapartner network. Several examples of lateral rotation have occurred in the Netherlands, Italy and Spain, where staff are given the opportunity to work in other stations for the summer, during calmer periods with less work, high operational needs, etc.

At Aviapartner, we give priority to internal recruitment. Vacancies are published internally first and are filled with internal candidates where possible. This also includes career opportunities for internal staff to move up a level. Close cooperation with schools is another valuable tool in promoting the aviation business towards students and attracting young potential employees, offering them apprenticeships in our organisation.

## Spain



Following the success of Aviapartner Lanzarote with the Dual Vocational Training Program which resulted in an award from the Chamber of Commerce end 2021, Aviapartner Spain embarked on a cooperation with the Escuela Técnica Superior e Ingeniería Aeronáutica y del Espacio of the Polytechnic University of Madrid ETSIAE - UPM. On November 4<sup>th</sup> 2022, Tais Iglesias, *HR Director Spain and CSR Ambassador*, presented the diploma for the best academic result in the 2022 Promotion in the specialty of "Airports and Air Transport".

### Vocational training in Lanzarote and Tenerife.

Aviapartner Lanzarote and Tenerife signed collaboration agreements with CIP Zonzamas and the Education Department of the Canary Islands Government. During familiarisation visits to the airport Aviapartner employees participate as "Ambassadors", sharing their experiences and explaining their work and training.

## The Netherlands

In September 2022 Amsterdam started an internal training program at Aviapartner Netherlands, together with MBO College Airport, to train Passenger Handling trainees. During the first year participants are enrolled in an internship at Amsterdam Schiphol Airport for 12 hours per week, following theory lessons during the rest of the week. In the second year they learn the entire check-in process and may be offered an opportunity for a final internship at one of the other Aviapartner stations in Europe. This strengthens the internal cooperation and is a unique opportunity for the students to gain more experience and widen their horizons.

In the event of us needing to part with an existing employee, we have implemented measures to reduce negative impacts associated with layoffs. Depending on the collective labour agreement, an outplacement service can be considered.

## CAREER MANAGEMENT RELATED KPI

NO.	KPI	2020	2021	2022
1	Staff who received career- or skills-related training	78%	94%	100%



ENVIRONMENT

# Environment

**Principle 7: Businesses should support a precautionary approach to environmental challenges.**

**Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.**

**Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.**

We are fully committed to minimising the impact of all our activities on the environment and to comply with all legal and other environmental requirements applicable to our business. We have set long-term strategic environmental objectives and targets and aim to become a truly sustainable ground services provider. Continuous improvement is part of our DNA. We therefore go beyond reducing the impacts of our own operations by leading by example and supporting our employees and partners to do the same. We have developed an impactful environmental strategy which is applicable to the entire organisation and new activities are continuously being enrolled in this.

The key points of our strategy are:

- > Protection of the environment
- > Prevent pollution at all levels
- > Minimise our waste by eliminating single use plastics
- > Reuse or recycle as much as possible
- > Minimise greenhouse gas emissions focusing on GSE replacement, energy consumption and innovative technologies.
- > Encourage the use of alternative means of transport and car sharing
- > Encourage the adoption of environmental principles by our suppliers and other stakeholders



# Our Environmental Objectives

**Every three years, these essential points are transformed into an Environmental Program, complete with measurable objectives that all stations are required to meet:**

- > Achieve carbon neutral operations by 2030 (Scope 1&2)
- > Electrify 70% of GSE & vehicles by 2025 - 100% electrification by 2027
- > Decrease the environmental footprint from travel/commuting
- > Incrementally increase the percentage of employees using alternative means of transport each year
- > Transition to the use of renewable energy wherever feasible
- > Achieve 100% reporting on waste at all stations
- > Ensure full visibility and a responsible disposal of all hazardous waste
- > Yearly reduction of waste sent to landfill or incineration, with a simultaneous increase in recirculated waste
- > Complete the phase-out of single-use plastics
- > Mandate the reporting and investigation of all leaks and spills
- > Implement screening of all new suppliers using Aviapartner's environmental and social criteria
- > Conduct audits for 100% of critical suppliers every 3 years
- > Secure signatures from 100% of critical suppliers on the Aviapartner Supplier Code of Conduct
- > Ensure 100% of staff receive training on environmental awareness
- > Maintain zero unidentified legal compliance issues
- > Timely conduct 100% of legal audits and inspections
- > Ensure there are no outstanding Non-Conformances related to the environment.
- > Maintain all ISO14001 certifications

*“We monitor all our environmental impacts very closely as we firmly believe that you cannot manage what you do not measure.”*

Eva Vanallemeersch, VP Quality & Environment

All our stations are required to report regularly on a wide range of environmental Performance Indicators including fuel, electricity, waste, water, paper and glycol consumption. Where possible, data is also collected automatically, such as the ratio electric equipment on the total or the number of environmental reports and inspections. We want to equip our employees with the knowledge and skills they need contribute to our environmental targets and objectives. Environmental Awareness Training is part of onboarding and is refreshed every three years. Since 2021, with only 7 in 10 staff trained on environment, we have increased to 96% of our staff trained on environment in 2022. We aim for 100% by 2025. For our experts on environment additional training such as Environmental Monitoring and Reporting, ISO14001 standards and internal auditor training are organised, to ensure that our Environmental Management System is implemented and managed correctly. They will need further upskilling in the future as our context is changing rapidly and the requirements are becoming more extensive and complicated.

# Energy Management and Greenhouse Gases

**We are keenly aware of the pressures that airlines and airports face to reduce their carbon footprint. Recognizing our collective responsibility, we are fully committed to achieving a low carbon operation and ensuring carbon neutrality in our operations by 2030. Our dedication extends beyond mitigating the impact from our fleet of vehicles and ground support equipment to encompass offices, warehouses, and various other facets of our operation.**

As part of this project, we recognise the challenge for our airport partners with the introduction of electrical charging capacity projects. To accommodate this, we have introduced Hybrid technology solutions and sustainable fuel solutions to ensure that where electrification cannot be delivered, we can still achieve a lower carbon impact.

Our commitment to emission reduction is an ongoing journey, and we consistently explore innovative approaches through regular audits within our operations and collaborative partnerships with suppliers and manufacturers. In this endeavor, equipment providers and manufacturers have evolved into crucial stakeholders. Together we identify and implement novel solutions for minimizing emissions across our operations.

## OUR FLEET OF GROUND SUPPORT EQUIPMENT AND VEHICLES

As a prominent provider of airport ground handling services, our commitment to the Sustainable Development Goals (SDG) is significant, notably aligning with SDG 13 - Climate Action. This alignment stems from the carbon emissions associated with our fleet of Ground Support Equipment, directly correlated with the volume of flights we handle.

Over the years, we have consistently prioritized the electrification of our basic GSE (tractors, baggage beltloaders) and vehicles wherever feasible. This commitment has now been intensified, with the establishment of ambitious targets: electrifying 70% of our equipment by 2025 and achieving complete electrification by 2027. This strategic timeline reflects our commitment to play our part in the decarbonisation of the aviation sector, even if we are only a small link in the value chain. Our electrification project spans multiple years and is carefully paced in accordance with the requirements of our stakeholders, encompassing airports and sometimes customer airlines. As part of this project, we recognise the challenge for our airport partners with the introduction of electrical charging capacity projects. To accommodate this, we have introduced hybrid technology solutions and sustainable fuel solutions to ensure that where electrification cannot be delivered, we can still achieve a lower carbon impact.

Our aspirations for the electrification of our equipment align with commitments made in collaboration with our airport partners. These ambitions also consider the forthcoming renewal of a significant portion of our non-electrified fleet in the coming years, providing an opportunity to replace existing equipment with electric versions. The transition to electric GSE and vehicles, is outlined in our Environmental Program for 2023-2025 and closely connected to our other sustainability initiatives.

A notable illustration of our commitment the decarbonisation of our operation is exemplified by the introduction of electric Ground Power Units at Rotterdam The Hague Airport (RTHA) in spring 2022. Rotterdam The Hague Airport has set a commendable goal to achieve emission-free ground operations throughout the entire airport by 2030. Aviapartner is proud to be a collaborative partner in this ambitious endeavor.

After a successful test in 2018 conducted in collaboration with the airport, Aviapartner introduced its first three electric Ground Power Units (eGPU) at Rotterdam The Hague Airport in spring 2022. These units are designed to supply electric power to aircraft.

This shift contributes to reducing noise and fine particles around the aircraft, creating a cleaner and safer working environment for our employees. With the renewable energy provided by the airport, emissions can be considerably reduced.

Upon the conclusion of current lease contracts for our other equipment at the airport, we plan to replace more units with electric alternatives, provided these are available. Meanwhile, all non-electric equipment has been running on HVO100 biofuel since April 2022.



*Complexity levels increase where more parties are involved.*

It is crucial for us to work closely together with the relevant airport partners to ensure that infrastructural needs, such as suitable charging points, and adequate spaces are available when new electric equipment is being introduced. This is challenging and we sometimes have to revert to intermediate solutions without losing the end goal out of sight.

**The electrical infrastructure at the airports is crucial to ensure the transition to electric powered equipment**

A prominent example of Aviapartner's efforts to electrify GSE is our work with Paris Orly Airport where we started operating in May 2022, committed to delivering our services with 100% electric GSE. This requires fleet optimisation, modern battery technology with a long battery life and the newest generation of chargers. For the airport it means heavy infrastructure works are needed to provide sufficient electricity to suit the needs. Aviapartner is helping the airport navigate the challenges this brings. For example, we proposed hybrid GSE (equipment that has both electric and fuel components) as transitional technology that will later be phased out by fully electric equipment. We equally proposed converters using electricity from the airport to power parked aircrafts that otherwise use kerosene generators. While our ambition was to start our operations in Paris Orly with 100% electric GSE, we kicked off with 50% and have increased gradually to 64%.

We want to invest in prominent technology. A technology watch is performed at the manufacturer level. It is our aim to procure GSE propelled with electric engines the moment the supplier can offer a product that is suitable for our operations.

*To date, we have electric equipment in use throughout our network:*

Small cars (at multiple airports)
Vans (Nice Executive Aviation, Paris Orly, Marseille)
Buses (Seville, Rome)
Baggage Beltloaders (at multiple airports)
Passenger stairs (at multiple airports)
Forklifts (at multiple airports)
Transport slave pallets (Brussels)
Baggage tractors (at multiple airports)
Nosewheel lifters (at multiple airports)
Pushback trucks (Lille, Seville, Tenerife, Nice, Brussels)
Loaders (Tenerife, Bordeaux, Nice, Rome)
EGPU (Rotterdam)
Water service Unit (Lyon)

Since the implementation of 48 electric cars and vans at Brussels Airport, leading to a 14% reduction in greenhouse gas emissions within their initial year of operation, the inauguration of the first electric bus at a Spanish airport in Seville in 2019 in collaboration with AENA and Air Rail, and the introduction of the pioneer electric pushback truck at Tenerife airport, our journey has been significant. We are proud to be at the forefront of the electrification of GSE.



By the end of 2022, 40% of Aviapartner's fleet was electrified. We will continue increasing this percentage as vehicles reach their end-of-life or when it makes environmental and economic sense for us and our our partners to do so.



Telematics is at the heart of our GSE management strategy. To reduce energy and fuel consumption we use a fleet management system for guaranteeing safety, planning and optimisation of use and routes to minimise distances travelled, continuous monitoring of fuel consumption, improving performance and space occupation as well as identification of inefficient driving habits.

**REDUCING OUR INTERNAL FOOTPRINT**

Although emissions of our GSE fleet represent the core of our Scope 1 and 2 emissions, we also focus on identifying any practices that have a negative impact in other parts of our operations and we have determined objectives and actions to reduce them in our Environmental Program. We aspire to annually raise the proportion of employees utilizing alternative transportation methods. Since the initiation of our Go Green Program in 2010, we have been promoting eco-friendly modes of transport for our workforce as an integral component of our Environmental Policy.

In anticipation of a comprehensive analysis for our Scope 3 footprint, we conducted a measurement of employee mobility across our network in 2022. In our handling operations, 18% of employees have embraced alternative means of transport, such as trains, buses, or bikes, for their home-to-work commute. In our cargo operations based in Belgium, this figure stood at 4% in 2022.



Regular energy audits across our network play a crucial role in pinpointing additional measures and quantifying the potential reduction of our environmental impact. The deployment of LED lights in cargo facilities is one such initiative stemming from these assessments. By the end of 2022, 43% of the lights in the Aviapartner Cargo N.V premises in Brussels had been successfully transitioned to LED lighting. We set the original goal of achieving 100% replacement by the end of 2022 and have now revised this target to 2024 as we continue to deliver improvements to the facilities including mains power installations, fire protection systems and employee safety systems.

### RENEWABLE ENERGY

We aim to switch to renewable energy sources where possible.

- > At Amsterdam and Rotterdam this is already a reality, facilitated by the supply of energy from renewable sources provided by the Royal Schiphol Group for both office spaces and the charging of electric Ground Support Equipment. Similarly, at Paris Orly, we exclusively utilize 100% renewable energy sourced from the airport.
- > All our GSE at Rotterdam is fuelled with HVO100 biofuel since April 2022.
- > Solar energy is harnessed to power certain activities in our operations, exemplified by the steps with solar panels we introduced at Paris Orly in 2022.



# Waste Management

Since 2010 our Go Green program promotes 5R waste hierarchy: Refuse, Reduce, Reuse, Repair and Recycle. The best waste is waste that is not produced. We ensure that all unavoidable waste is managed in the most environmentally friendly way. The waste hierarchy image highlights some of the actions we take within each level.



We believe in the need for society to move from a linear to a circular economy. In March 2021, Aviapartner signed a Circular Economy Commitment with different parties within and beyond the aviation sector: Brussels Airport, customer airlines, energy suppliers, etc. This peer-to-peer learning network is part of the Antwerp Management School's Sustainable Transformation Groups, which aims to create closed-loop systems and lead the transition to a low-carbon economy. Since 2021 this platform offers us a safe space for learning, mutual encouragement and support.

We respect the **waste hierarchy**, thereby striving, where feasible and sustainable, to first **prevent** waste, then **repair or re-use** existing products, then **upcycle or recycle** waste, then **recover** useful materials, or **recover energy** content from waste, before finally **safely disposing** of any residual waste. We measure and manage all significant energy, material and waste flows associated with our organisation's operations and offices. We introduce policies and actions to reduce the waste associated with our organisation's offices, operations and employees, such as food waste, electronic waste, and packaging waste where applicable. Specifically with respect to packaging waste we commit to achieve circularity in industrial packaging, first by prevention, reuse and the integration of recycled materials, and by increasing the recycling and selective collection rate of our industrial packaging waste, where feasible.

The above commitments are part of our **Circular Economy commitment**, signed in 2021.

On December 6<sup>th</sup>, 2022, our shared vision on a circular economy resulted in the renewal of our commitment to the Brussels Airport Waste Charter 2.0 which aims to increase the collection of recyclable waste to 50% in 2025 and have all waste sorted correctly by 2030.

Our Supplier Code of Conduct, described in the chapter on Sustainable Procurement, includes specific waste provisions.

In line with our commitments, we implement circularity principles in our operations.

We always strive to prevent waste.

In 2022 we finished the roll out of a digitalisation project started in 2021 to digitalise the existing paper flows surrounding turnaround documentation.

We are committed to prolonging the life of products by repairing or reusing items like paper or standards electronic equipment such as laptops and PCs which are no longer suitable and can be wiped clean to be re-used by others. In 2022 we reviewed our IT decommissioning process, establishing a dedicated email address to facilitate the process implementing enhanced security measures to ensure the secure wiping of disks, according to the National Institute of Standards and Technology (NIST) to protect against cyber-security risks.

At our handling station in Palermo, we embraced sustainability by repurposing an old pallet to transport decommissioned PCs.

Our Cargo team in Brussels successfully initiated a project to systematically reuse plastic pallets considered as “waste” by other companies, to send transit freight to other EU stations. The number of pallets reused in this way is still relatively small, but the initiative is promising as it extends the life cycle of the pallets considerably.

At the same time the team worked with suppliers and customers of insulation material for pharmaceutical packaging used in our Pharma hubs in Brussels to reduce the amount of material needed for proper protection of the products. They also investigated the replacement of temperature foils by reusable temperature covers. The impact of this effort is currently minor but some customers have adopted these measures. It is a clear sign that both internal and external stakeholders are embracing circularity principles, reusing and reducing resources.

In 2021, a project focused on regenerating lead batteries for the charging of Ground Support Equipment, specifically baggage beltloaders and tractors was initiated. The success of this project led to its expansion, reaching a total of 11 stations in France. Instead of purchasing new batteries, we have successfully regenerated 17 units, resulting in a significant environmental impact. This effort has saved nearly 62 tons of CO<sub>2</sub> equivalent per battery and prevented the generation of 17,000 kilograms of waste.

We have implemented sorting bins across most locations and staff is trained during environmental training to avoid waste, reduce, reuse and only then, recycle waste. Our emphasis is on paper & cardboard, followed by wood, plastic and other materials.

Unrecoverable residual waste is appropriately disposed of and undergoes incineration with energy recovery. In this category, waste from aircraft is still the most challenging. In 2022, in collaboration with a key customer and supplier in Brussels, we successfully recycled 1,3 ton (an increase of 0,3 tons) of plastic waste derived from inbound flights. We recognize that further progress can be achieved through close collaboration with our airport partners, customers, and waste management providers.

During our environmental journey monitoring of waste streams has been limited to some stations with a certified Environmental Management System. Since 2021 data collection on waste has become more consistent however there is still a lot of work to be done in this area. This will continue to improve in the coming years as part of our Environmental Program which we aim to conclude by 2025. Our main focus for 2022 has been on getting an accurate picture of the waste produced by our activities and the management of hazardous waste in line with legal environmental requirements. Other waste such as the waste from our lounge activities or aircraft cabin cleaning which involves more stakeholders will take longer to measure and manage according to the circularity principles we committed to.

### ENVIRONMENTAL AUDITS AND INSPECTIONS

Environmental audits and inspections help us to identify where we can improve. In 2022 almost 30 internal environmental audits and some 600 environmental inspections, all digitalized, were performed in our network.

Two thirds of the inspections took place in offices, one third in our airside operations. We focus on paper use, waste sorting, lights, leaking water taps, single use plastic, spills and leaks, engines which keep running when not in use, etc.

The presence of single use plastic and accidental spills and leaks are the most common failures. Water fountains are introduced in most staff canteens. The gradual replacement of our Ground Support Equipment by electric versions will reduce the hydraulic leaks which are most frequent in the motorized diesel fleet.

### KPI DATA TABLE

NO.	KPI	UNIT	2020	2021	2022
1	<b>Diesel consumption</b>	L	1 510 423	1 837 403	2 790 883
2	<b>Gasoline consumption</b>	L	52 906	60 363	152 996
3	<b>Jet Fuel consumption</b>	L	659	174	2 329
4	<b>Natural gas consumption</b>	m3	179 513	286 773	181 310
5	<b>Fuel consumption per 1000 flights (Handling)</b>	L	7 617 (small correction)	7 279	7 382
6	<b>Total electricity consumption</b>	kWh	5 192 652	8 254 509	8.322.476
7	<b>Total scope 1 CO<sub>2</sub> emissions</b>	Tonnes CO <sub>2</sub>	4 520	5 925	8 652
8	<b>Total scope 2 CO<sub>2</sub> emissions</b>	Tonnes CO <sub>2</sub> eq	856	1 543	1 551
9	<b>Total scope 1 and 2 CO<sub>2</sub> emissions</b>	Tonnes CO <sub>2</sub>	5 376	6 078	10 203
12	<b>Electric GSE &amp; vehicles ratio versus total GSE</b>		36%	39%	40%



**COMPLIANCE AND  
BUSINESS ETHICS**

# Anti-corruption

**Principle 10 Businesses should work against corruption in all its forms, including extortion and bribery**

Our Code of Business Conduct and Ethics serves as a guideline on how we conduct business ethically as part of our daily operations. To prevent corruption and bribery, the Code of Conduct provides guidance on sensitive transactions specifically with respect to gifts.

The Code of Conduct is available on the Aviapartner intranet for all staff. In 2021 89% of management signed off this policy by means of our online Read& Sign tool (Sunrise). This exercise is repeated minimum every 2 years. We aim to extend this to more staff. End 2021 Spain kicked off extending this procedure to all their staff with a 67% signature rate.

To raise awareness of our Business Ethics principles amongst staff, the target group identified to participate in a Human Respect and Business Ethics training including anti-corruption and bribery, has been extended gradually from only Senior management to all managers and key staff. 86% of this target group of 262 people was trained in 2022. For the governance bodies the training is repeated during the management conferences.

A whistle blower mechanism to report irregularities is part of the Code of Conduct. End 2019 an online mechanism was added to report specifically any incidents related to corruption, bribery, money laundering or fraud, using a QR code to access our QPulse Web Reporting tool. As no reports were submitted both in 2021 and 2022, the Code of Business Conduct and Ethics was fully revised end 2022 and a separate whistle blowing policy was prepared. To be as effective as possible for the different stakeholders, a new whistleblowing tool, valid for the entire Aviapartner group, for both internal and external stakeholders will be launched in 2023.

Any reported incidents are investigated immediately and if any behaviour that is either unethical, illegal or does not comply with the Code of Conduct is confirmed, disciplinary and legal action up to termination of employment without prejudice to Aviapartner's right to compensation, is applied. Aviapartner does not allow any retaliation against anyone who acts in good faith in reporting any such violation and grants full immunity and anonymity.

**ANTI-CORRUPTION RELATED KPI**

NO.	KPI	2020	2021	2022
1	Percentage of target group trained on business ethics issues	10%	92%	86%

# Information Security

**Aviapartner maintains and communicates an Information Security Program consisting of topic-specific policies, standards, procedures, and guidelines that:**

- > Meet contractual agreements
- > Comply with all regulatory, legal and other requirements
- > Serve to protect the confidentiality, integrity and availability of the Information Resources maintained within the organisation using administrative, physical, and technical controls.
- > Provide value to the way we conduct business and support company objectives.
- > Comply with Information Security best practices, including ISO 27002 and NIST CSF. Our main external IT providers are ISO27001 certified

As part of Information Security best practices, Aviapartner has implemented tools and procedures to identify, detect, respond, prevent and recover data security breaches.

These include:

<b>Incident Response Procedure (IRP)</b>	<ul style="list-style-type: none"> <li>&gt; Security incident procedure with predefined scenarios</li> <li>&gt; Security Operations Centre (SOC) services are implemented</li> </ul>
<b>IT security audits</b>	<ul style="list-style-type: none"> <li>&gt; external IT auditor conducts vulnerability scans for hosted infrastructure</li> <li>&gt; Information security risk assessments</li> <li>&gt; Microsoft 365 Assessment</li> <li>&gt; Mc Afee EPO Assessment (yearly)</li> <li>&gt; Security Operations Centre (SOC) services</li> </ul>
<b>Server protections</b>	<ul style="list-style-type: none"> <li>&gt; Norton Antivirus</li> <li>&gt; SecureDNS (URL inspection)</li> <li>&gt; Sweepattic (attack surface management)</li> <li>&gt; Azure Advanced Threat Protection</li> <li>&gt; Azure AD Identity Protection</li> </ul>
<b>End-user level protections</b>	<ul style="list-style-type: none"> <li>&gt; McAfee Antivirus software</li> <li>&gt; Microsoft Advanced Threat Protection (ATP) for Microsoft365</li> <li>&gt; Microsoft Defender for Endpoint</li> <li>&gt; Multi Factor authentication (MFA)</li> </ul>

The results of the assessments, audits and scans are evaluated by Aviapartner and their service providers with a risk-based approach. Based on the results and alignments, improvements are proposed and implemented to systems, software and procedures.

**CYBER SECURITY**

In 2021, Aviapartner was targeted in various cyberattacks, such as phishing, credential theft and brand impersonation. Through the various security layers in place, the early detection, and fast response by our teams, these attacks were contained and no security breaches occurred. To raise user awareness and participation of our staff in keeping their own data and that of our customers and the company safe, the level of investment in IT Security and was significantly increased.

A cyber security training program was rolled out including the introduction of mandatory regular online training for all mail users from May 2022 onwards. We are convinced that the single best way to protect ourselves against prevent attacks is through awareness and training to recognize threats and knowing how to deal with them.

Subjects of the training concerned an introduction to phishing, passwords, security on mobile devices, USB safety, multifactor authentication, USB factory, travel Security, avoiding dangerous attachments, protecting against ransomware, IT cloud security, etc. 39% of the target group followed training in 2022.

To evaluate the security awareness of our employees a penetration and phishing email test was performed by our information security provider end 2022. It confirmed that the reporting process is working and training is essential. Training efforts will continue in 2023.

**DATA PRIVACY**

As part of our regular documentation process, our **General Privacy Policy** and our **Privacy notice for Employees** were reviewed and updates were communicated to staff in each country early 2022.

To consult customers on personal and confidential data, Data Processing Agreements (DPA) are signed both with customers and suppliers.

An in-house developed e-learning program, specifically oriented to our staff and business context, is available in six languages. It was introduced in 2020 and had been followed by 99% of the target group by end 2022. Cartoons and posters in our offices raise awareness for data security issues on a continuous basis.

In 2019, based on staff feedback, we also extended our existing GDPR procedures with specific GDPR procedures tailored to the needs of our staff including how to handle personal data during audits and safety investigations, how to destroy flight files and confidential paper documents correctly etc. The latter also forms part of our regular quality audits and is reported on an annual basis.

Any GDPR data breaches can be reported via the QPulse Web Reporting platform or directly to our GDPR Data Protection Coordinator. For 2022, 7 reports were registered.

**BUSINESS ETHICS RELATED KPI**

NO.	KPI	2020	2021	2022
1	Percentage of operational sites working with a certified ISO27000 IT provider	100%	100%	100%
2	Number of audits on GDPR	17	12	7
3	Number of reports on GDPR	6	4	7

# Anti-competitive Practices

**In the Anti-trust Competition Law Policy, Aviapartner has set out guidelines on how to prevent anti-competitive practices. Employees acknowledge this policy by signature.**

Any incidents in relation to anti-trust can be reported electronically via the QPulse Web Reporting platform and are investigated immediately.

Like corruption topics, we raise awareness amongst staff through training for a specific group. As previously mentioned, the target group identified to take the training on Human Respect and Business Ethics including anti-competitive pricing, is extended from Senior management – 92% trained in 2021 – to managers and key staff with 86% trained in 2022.



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SUSTAINABLE  
PROCUREMENT

AIRBUS A320



# Sustainable Procurement

**We strive to use and buy sustainable products, and equally consider it important that Aviapartner's suppliers believe in our sustainability approach.**

Therefore, since 2021 we ask our suppliers of goods and services to commit to our Supplier Code of Conduct (SCoC). This Code of Conduct, which is also published on our website, contains environmental principles and social and compliance aspects which matter to us, such as working conditions, harassment, human rights, anti-corruption, anti-trust and responsible information management. In 2022 following a risk analysis on Social and Ethical topics, it was extended with new topics on hiring and employee practices such as working hours, remuneration, freedom of association and the right of collective bargaining, next to complaint handling and continuous improvement. Since we launched the Supplier Code of Conduct in 2021 with our Spanish suppliers, our focus has been on implementation with new subcontractors and those suppliers which are of critical importance for our services from a safety, environmental and/or quality point of view. We are progressing slowly but steadily. End of 2022 39 Supplier Code of Conducts had been signed by different suppliers, from all countries where we operate.

We aim to include environmental, social and ethical standards in all our Contracts and Service Level Agreements with subcontractors. In the past year, we included sustainability principles in our RFP for uniforms and office supplies. The Aviapartner Ground Support Equipment (GSE) Policy is a vital policy for working with our GSE suppliers. This Policy includes our environmental principles related to GSE procurement and lists our Health & Safety and Ergonomics Standards. We organise a Supplier self-assessment minimum once every three years and whenever changes occur to the business. As part of this assessment, documentation to verify compliance is requested. Analysis of the data provides us with an overview of the management system, environmental performance, social responsibility, ethical aspects and GDPR compliance status amongst other things. This allows us to set priorities when planning for on-site audits.

These audits are performed by a qualified auditor using a specific checklist. On-site our qualified auditors can get a better insight in safety, quality, working conditions and the environmental approach. Each audit results in a Supplier Audit Report in which corrective actions can be identified. These are actively followed up by the station to identify possible areas of risk as well as support including training, access to our communication resources, our reporting tool etc. Effective communication is crucial in establishing the partnership we aim to build with our subcontractors and suppliers who play a critical role in our business. We conduct regular operational meetings with them to discuss performance. This is reinforced through daily monitoring of punctuality, incidents, and registered complaints. Where agreed during contract negotiations, yearly evaluations take place based on this data.

## Sustainable Procurement related KPI

No.	KPI	2020	2021	2022
1	Number of targeted suppliers that have signed the Supplier code of Conduct	Not applicable	2	39
2	Number of targeted suppliers that have gone through a CSR assessment	11	12	26
3	Number of targeted suppliers that have gone through a CSR on-site audit	19	39	24

# Partnerships

**Strong partnerships across our supply chain and with other stakeholders such as airports and customer airlines, are crucial in creating success for our sustainable approach. We can contribute to a sustainable future and a more sustainable industry when we understand each other's needs and create partnerships to tackle sustainability issues working closely together.**

"Encouraging the adoption of similar principles by our suppliers and other stakeholders" is a key objective included in Aviapartner's Environmental Policy on our website since day one in 2009. We aim to achieve a win-win relationship.

Our subcontractors are crucial in providing service to our customers. Getting an aircraft out on time requires everyone to work together, as one team. We call it "One team, One flight" and subcontracting services to third parties has not changed this. Regular meetings with our partners are a must to come to a shared vision and strive for excellence together. We organise on-site audits and inspections, providing support to improve where needed, e.g. we share our systems, provide where needed training on safety, environmental awareness etc. This is crucial to understand each other's challenges.

## Building a Sustainable Future Together with our subcontractor Cabin Cleaning Group-F at Brussels Airport

In a world where collaboration and unity pave the way for progress, Aviapartner and Group-F stand side by side, exemplifying the power of cooperation and a strong relationship. We have a shared vision to reduce the environmental footprint of travel and create a positive impact on the aviation industry and the environment.

We challenge traditional practices aiming for more sustainable alternatives such as replacing the single use plastic packaging in providing on-board comfort items like pillows and blankets, by circular solutions.

In 2022 we participated in a Climathon to sort the waste collected on board. We did not find the holy grail but it confirmed the idea that a solution will only be possible if we engage with more different parties in this and incentivize the producers of the waste, our airline customers. Working together with Brussels Airport in the Sustainable Transformation Group on Circularity provides us with the perfect platform to do so.

Beyond the realm of sustainability, a joint project between our companies, called "Move under one Roof", successfully brought teams together in a seamless integration. Operations now share the same breakroom, fostering an environment of camaraderie and mutual understanding. Through this project, a new awareness has emerged, recognizing aircraft cleaning as an integral part of delivering service to both airlines and passengers. The cleaning dispatch embedded into the operations room ensures smooth coordination, promoting efficiency and ensuring that every aspect of ground operations is interconnected.

Even though this is definitely not always going smoothly and we still have some roadblocks to remove, the synergy between Aviapartner and Group-F has demonstrated that collaboration is not just about achieving common goals but also about creating a harmonious work environment that values every team member's contribution.

*“We have built strong collaborative efforts with Paris Orly airport where we started-up operations in spring 2022 and committed to find solutions for reduced energy use. They have a very ambitious plan for decarbonisation, we are proud to contribute to. We aim to reach 100% electric Ground Support Equipment and depend on the equipment manufacturers and suppliers of Ground Support Equipment for research and development. Over the last 30 years, TLD, a French-based company with a high sustainability rating, has developed a complete range of electric GSE. They help us to introduce these new technologies in our operations, in the case of Paris Orly, with the help of TCR, one of our GSE suppliers.”*



Stephan Denner, Managing Director France



# INNOVATION MANAGEMENT



# Innovation Management

**As 'Creativity' is one of Aviapartner's company values, we actively promote new business ideas and practices.**

Innovative thinking is key in a fast-paced and ever-changing work environment. We encourage a pro-active and dynamic approach to ground handling solutions for our customers. New technologies form the backbone of our organisation. However, we are not inventing or installing new technologies on our own, but we are key stakeholders of the airports of the future and believe in a multi-stakeholder approach.

In 2021 we initiated a project to digitize aircraft turnaround processes in collaboration with a team of expert IT specialists and suppliers. The system was implemented across the entire network in 2022, serving as the foundation for ongoing digitalisation efforts.



In 2022 France appointed a Transformation & Innovation Director to closely oversee new projects including the start of our operations at Paris Orly with the ambitious goal of transitioning to 100% electric equipment.

Sami Khedaier, *Transformation & Innovation Director*

The Aviapartner Spain R&D&I Management System (Research & Development & Innovation) was certified UNE166002: 2021, UNE166006:2018 and UNE166008:2012 in April 2022 recognizing the efforts delivered to systematically improve R&D&I and ensure surveillance and intelligence is focused on R&D activities including technology transfer.



Some noteworthy multi-stakeholder projects include:

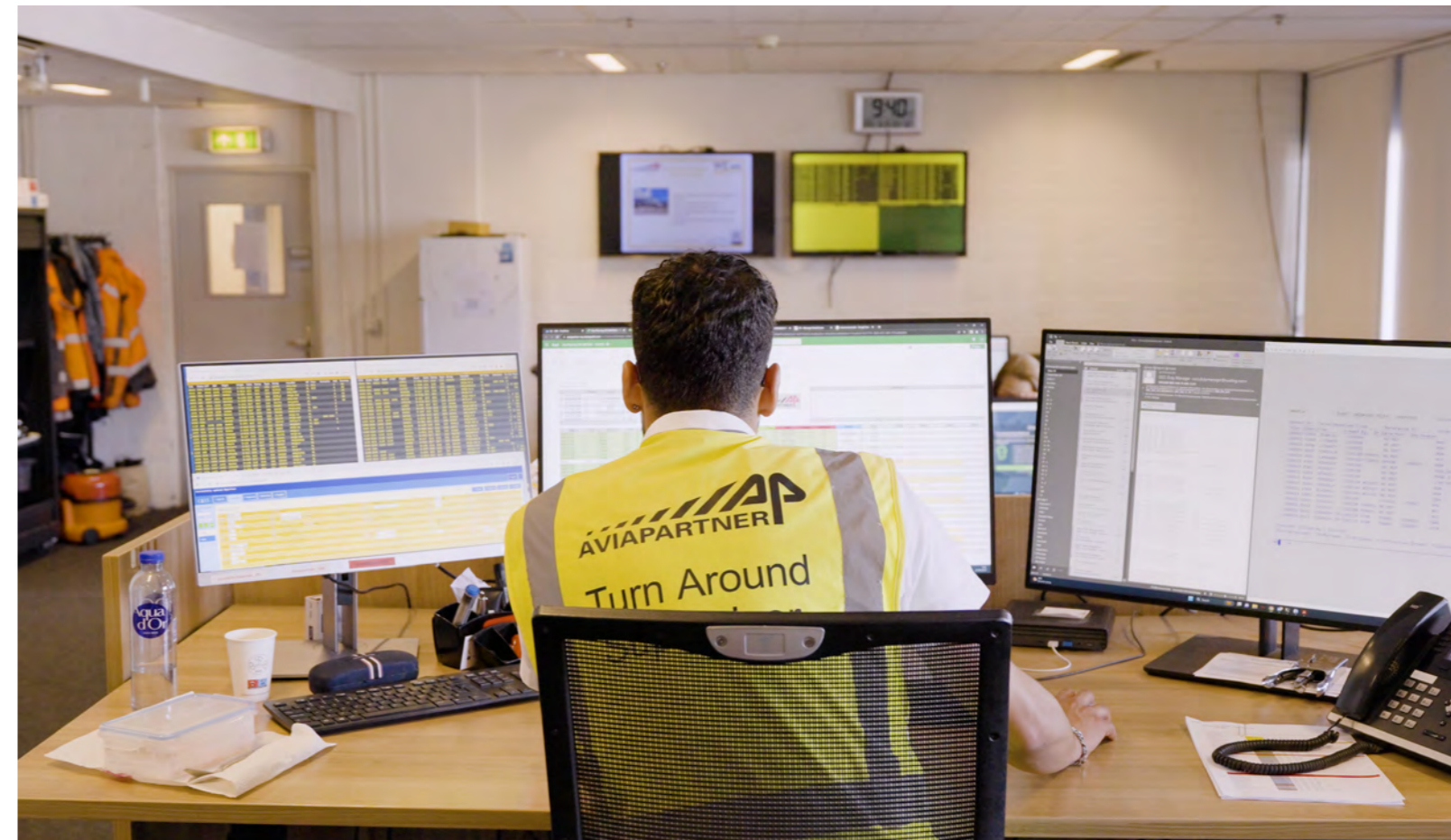
- > The implementation of a speed limitation feature on Ground Support Equipment in collaboration with Adveez, operational in several airports.
- > Introduction of Self-Service Kiosks at Lost & Found Services, enabling passengers with lost bags to make declarations.
- > A test project conducted at Rotterdam The Hague Airport exploring the feasibility of autonomous vehicles in the baggage sorting area, in collaboration with Vanderlande and Schiphol Airport Group (project was stopped).
- > The deployment of the first electric bus at Seville in 2019, testing the preparedness of Spanish airports for a zero-carbon future.
- > Pioneering the first electric pushback in Spain at Tenerife South.
- > Collaborative efforts with a startup company in France to regenerate lead batteries for charging Ground Support Equipment, specifically baggage belt-loaders and tractors.

In 2022 Aviapartner senior management met with the leading OEM (Original Equipment Manufacturers) and Ground Support Equipment Providers on sustainable innovation topics on GSE. Battery technology and their origin, charging infrastructure, potential impact of solar technology and biofuel on GSE, retrofitting old Ground Support equipment and converting from fossil to electric were discussed.



As strong advocates of innovation, in March 2022, Aviapartner actively participated in a Climathon organized by "Entrepreneuriat et Transition" (Brabant-Wallon). The event, supported by the Fund of Prince Philippe, the Walloon agency of Air and Climate, and the Walloons in collaboration with CEI Louvain l'Yncubator and Mind &Market, brought together students to devise solutions to environmental challenges posed by participating companies.

Aviapartner presented the challenge of managing waste from inbound aircraft. The winning team proposed a scoring system to incentivize customers. It was found to be currently unfeasible for implementation but offered us new perspectives.





# QUALITY AND CERTIFICATIONS

# Quality

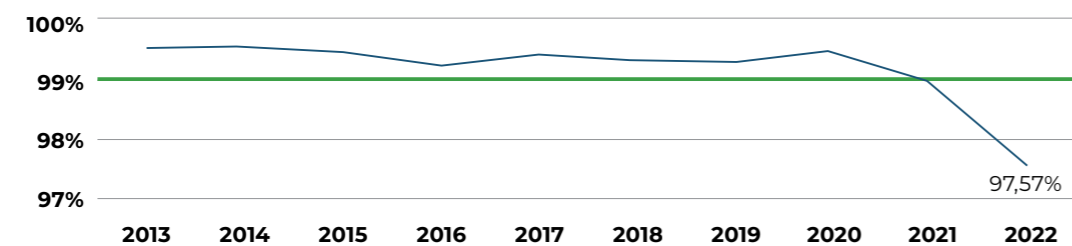
**In our industry, quality is inseparable from safety. At Aviapartner, our commitment extends beyond mere service provision. We strive to deliver added value to all our stakeholders, including airports, suppliers, and airlines.**

Our pledge ensures that every passenger and bag handled by our services receives the utmost in reliability, safety, and efficiency. In recent years, we have intensified our focus on safety, recognizing its pivotal role for both our staff and the aircraft of our customer airlines. Guiding our efforts is our Quality Assurance Manual (QAM), which describes our quality organisation, establishes minimum service levels, outlines quality monitoring processes and incorporates instruments and benchmarking as essential components of our quality framework. To keep improving our services, we reviewed the Quality Assurance Manual in December 2022. To maintain the service standards outlined in the manual, we conduct regular audits and inspections.

We strongly believe in the power of certification programs which are the main driver of our continuous improvement. See Certifications chapter. Engaging in regular customer meetings, perception assessments, and complaint management, we actively foster customer intimacy to enhance our service quality. Quality Monitoring is deployed across all stations in the Aviapartner network through the dedicated Quality Organisation. Our monitoring efforts are driven by the overarching objective of comprehending trends in non-conformities, identifying their root causes, and implementing targeted corrective actions. Concurrently, we proactively explore potential risks and opportunities for improvement, reinforcing our commitment to delivering services tailored to our customer's needs.

The monitoring is complemented by the review of the customer's independent monitoring, when available, and the short-term scrutiny of specific areas outlined in the Service Level Agreements. The outcomes of these monitoring activities are translated into various types of reports tailored to distinct user groups. Aviapartner relies on a variety of Key Quality Performance Indicators to measure its service level. Besides safety, on-time performance stands out as a crucial benchmark, reflecting one of the Standards in the Aviapartner Minimum Service Level. The primary goal is consistently achieving on-time performance avoiding delays attributable to Aviapartner. We aim for a 99% on-time performance at 15 minutes, meaning no more than 1 out of 100 flights is delayed by more than 15 minutes. The graph displays results from 2013 to 2022. The results reveal a significant downturn in 2022 which can be attributed to an exceptionally sharp surge in flight activity during the summer of 2022, after the COVID-19 pandemic. Across several airports in our network, staff numbers faced challenges in keeping pace with the sudden increase in demand and the congestion at certain airports. In these demanding circumstances we committed to prioritizing safety for our staff, our customers and their passengers.

On time performance handling 15'



# Certifications

**To ensure systematic progress we opt for frameworks and standards to improve our procedures and processes.**

Regular objective certification audits at a selection of our main stations provide evidence for our stakeholders of what we value and stand for. We are proud to see that so many of our suppliers follow us in this, allowing us to share experiences and encouraging others to follow this road. We hold multiple external certifications including industry specific certifications such as IATA's ISAGO, IATA- CEIV Pharma in Cargo, IS-BAH in private aviation as well as certifications for other local and universal standards such as the French Qualiopi training standard and the well-known ISO standards for our quality and environmental management system. We evaluate our certifications and their coverage in our network regularly and adjust where needed to remain aligned with our most important material topics and the requirements of our stakeholders.

In line with our focus on People and the social dimension of sustainability in 2022 we strengthened our health & safety approach with twelve (12) ISO45001 certifications in Spain and Italy. This completes our ISO9001 quality and ISO14001 environmental management system certifications which cover more than 50% of our business in all activities. By end 2023 we aim to certify also our main stations in Belgium and France. This fits into our 5-year Safety Plan where we have included the objective to roll-out ISO45001 further in our network in coming years. In 2022 we also opted to restart the environmental management system certifications in the Netherlands. Rotterdam was ISO14001 certified in December 2022 and will be followed in future by our Amsterdam station which was certified until end 2019. The quality management system benefits from the ISO9001 extension at our Rome station, including for the first time our lounge activities into our quality management system certifications.

Since 2009, when we were ISAGO registered as the first network handler in Europe, operational safety and security have been at the top of our priority list. We currently have 18 stations on IATA's ISAGO Registry covering more than 80% of our business. Social and Ethical Responsibility was further embedded into our existing management system with the certification of seven (7) commercial stations in Spain for SGE21 by Forética, to be followed by an extension to our private aviation activity. This certification ensures that Aviapartner's management system meets high ethical and social responsibility standards. It is Aviapartner's first certification in this area and serves as a steppingstone for the network. In line with this new approach we also delved deeper on social accountability with our Spanish teams resulting in spring 2023 in seven (7) SA8000 Social Accountability certifications.



*"We are proud to lead the way for the Aviapartner group to be a source for good to support sustainable travel for generations to come."*

Miguel Salido, Managing Director Spain

In addition to this, Aviapartner Spain embarked on an R&D&I Management System (Research & Development & Innovation) - certified UNE166002:2021, UNE166006:2018 and UNE166008:2012 in April 2022 - to systematically improve R&D&I and ensure surveillance and intelligence is focused on R&D activities including technology transfer.



In 2022, Aviapartner France achieved a Qualiopi certification for its training activities. It guarantees the quality of the processes and contributes to our continuous improvement ambition.

# OUTLOOK



# Outlook

**As we navigate through this transformative journey, we understand and acknowledge that we have a long way to go.**

We take pride in our accomplishments shared in this report, and we are determined to proceed with our plans to be a source for good and to support sustainable travel for generations to come.

In the upcoming years, our strategic initiatives include the implementation of our 5-year safety plan to ensure a safe working environment for all our stakeholders.

We are dedicated to advancing our certification program, with a special emphasis on social sustainability, extending its positive influence to encompass additional countries and stations. Our commitment to training extends to cybersecurity, anti-discrimination, and other crucial human skills, with plans for further expansion. We will continue our efforts to decarbonise our operation focusing our ambitions of achieving 70% electric Ground Support Equipment (GSE) and vehicles by 2025, escalating to 100% by 2027. This includes acquiring electric GSE for new stations, replacing existing GSE by electric versions, driving down fossil fuel consumption and implementing smart battery technology, and if this is not possible adopting the use of sustainable fuel sources.

An integral aspect of our vision involves promoting circularity principles throughout our organisation, sharing our approach with our suppliers and subcontractors. Their active participation is crucial for providing relevant data on waste in future sustainability reports.

In 2023, our IT Security will be further enhanced to ISO27001, and we anticipate launching a new whistleblowing tool accessible to both internal and external stakeholders.

Recognizing sustainability is an ongoing process, we eagerly anticipate the road ahead and look forward to sharing updates on our progress of these projects in our next sustainability report.



DESCRIPTION	DATA GROUP 2022
<b>GRI 2 General Disclosures</b>	
<b>2-1 Company information</b>	
a. Legal Name.	The Aviapartner Group currently has two main Belgian holding entities, Aviapartner Holding NV and Aviation Ground Handling Services SA. Furthermore one smaller holding entity Aviation Tuscany SRL (holding the Consulta activities).
b. Nature of ownership and legal form.	The Aviapartner Group owned 100% by private individual Mr. Laurent Levaux. It's two holding companies are limited liability companies.
c. Location of Headquarters.	The HQ is located in Zaventem/Brussels (Belgium). Brussels National Airport - 1930 Zaventem
d. Countries of operation.	The Aviapartner Group is actively operational in Belgium, the Netherlands, Germany, France, Italy and Spain (and setting up in Switzerland).
<b>2-2 Scope of the report</b>	
a. Entities included in its Sustainability Reporting.	Aviapartner BV. Aviapartner Belgium N.V. Aviapartner Cargo N.V. Aviapartner Group Shared Services NV. Aviapartner Genav Brussels BV. Aviation Services Ostend NV. Aviapartner Liège S.A. Aviapartner Liège PAX SRL. Aviapartner Dusseldorf GmbH & Co KG. Aviapartner Hannover GmbH. Aviapartner GmbH. Aviapartner Holding Deutschland GmbH. Aviapartner Merignac SAS. Aviapartner Lille SAS. Aviapartner La Rochelle SAS. Aviapartner Lounge Paris SAS. Aviapartner Lyon SAS. Aviapartner Marseille SAS. Aviapartner Montpellier SAS. Aviapartner Nice SAS. Aviapartner Executive SAS. Aviapartner Orly SAS. Aviapartner Orly Landside SAS. Aviapartner Orly Airside SAS. Aviapartner Nantes Atlantique SAS. Aviapartner Toulouse SAS. Aviapartner Academy France SAS. Aviapartner S.p.A. Aviapartner Handling S.p.A. Aviapartner Sicily S.R.M. Aviapartner Palermo S.R.L. Aviapartner Malaga FBO S.A. Aviapartner Fuerteventura S.A. Aviapartner Girona S.A. Aviapartner Lanzarote S.A. Aviapartner Menorca S.A. Aviapartner Sevilla S.A. Aviapartner Tenerife S.A. Aviapartner Malaga Handling S.A. Aviapartner Ibiza FBO S.A. Aviapartner Menorca FBO SA. Aviapartner Palma de Mallorca S.A. Aviapartner Fueling Partner SAS and the joint ventures with Strasbourg Handling SAS and Argos VIP Private Handling S.R.L., as well as Societa della Consulta S.p.A, Aviation Tuscany SRL, added in 2022 have not yet been fully included in the Sustainability Reporting.
b. Financial Reporting.	In the Sustainability Reporting the operational entities are included.
c. Approach used for consolidating the information.	Significant companies over which Aviapartner has direct or indirect exclusive control have been fully consolidated. They include those of the company, its subsidiaries and its interests in companies accounted for using the equity method. All intra-group entries and the application of consolidation standards are considered to ensure the integrity of the information. No differences in the approach to the different items.

<b>2-3 Current Reporting Period</b>	
a. Sustainability Reporting.	Period: 2021-2022 / Frequency: annual.
b. Financial Reporting.	Period: 2021-2022 / Frequency: annual.
c. Publication date.	December 2023.
d. Contact point.	Eva Vanallemeersch < <a href="mailto:Eva.Vanallemeersch@aviapartner.aero">Eva.Vanallemeersch@aviapartner.aero</a> >
<b>2-4 Previous Reporting Period</b>	
a. Report restatements.	Period: 2020-2021
<b>2-5 External assurance</b>	
a. Policy and practice for seeking external assurance.	For the first time, in cooperation with senior management, a number of KPI with high impact and importance for our stakeholders have been verified externally by RSM who also verify our financial data. It is our intention to extend this gradually. The KPI verified in the Sustainability Report 2022 are indicated with an asterisk. (*)
b. External assurance of sustainability reporting.	Type of assurance: ISAE 3000. Level of assurance: limited assurance
b.i. Link or reference to external assurance report.	See Verification Statement prepared for Aviapartner, pages 105-108.
b.ii. Subjects of external assurance and assurance standards used, level of assurance obtained and any limitations of the assurance process.	Subject matter under assurance. GRI 302.1e, f, g. GRI 302.3 a. GRI 305.1 a, b, e, g. GRI 305.2 a, b, c, e, g. GRI 305.3 a. GRI 305.4 c, d. GRI 2.7. GRI 401.1. GRI 405.1
b.iii. Relationship with assurance provider.	Independent
<b>2-6 Activities and Workers</b>	
a. Sector.	Aviapartner is a private independent Ground Handling company in the aviation sector operating in Europe.
b. Value Chain Description.	Upstream: manufacturers of Ground Support Equipment (GSE), suppliers of Ground Support Equipment & IT Technology, glycol for de-icing, uniforms etc. At the heart of our value chain we distinguish 4 primary activities situated in an airport environment: <b>Ground Handling for Commercial flights:</b> (and the passengers on commercial flights). <b>Ground Handling for Executive flights:</b> (and the Passengers on private flights). <b>Cargo Warehousing.</b> <b>Ground Handling for Full Freighter flights:</b> (and the Cargo on Full Freighter flights). <b>Services are delivered downstream to:</b> Commercial airlines/passengers. Private jet companies/passengers. Passengers with private planes. Cargo operators. Ground Handling services, assisting airlines with handling aircrafts, passengers and freight on airport premises, are provided to both Commercial & Private Aviation. Our Services Portfolio includes Premium Services such as General Aviation and Passenger Lounges. <b>See page 10: About Aviapartner.</b> Supply chain consists of third-party contractors. Main categories are subcontractors of cabin cleaning, office cleaning, Ground Handling and interim staffing services, next to Ground Support Equipment & Maintenance, IT services and glycol for de-icing in the countries of operation. Also uniforms, office supplies and consulting services are purchased in Europe. Mainly with long-term contractual relationships, but also some event-based.
c. Other relevant business relationships.	Joint venture with Strasbourg Handling SAS. Joint venture with Argos VIP Private Handling S.R.L Societa della Consulta S.p.A, Aviation Tuscany SRL.
d. Changes compared to the previous reporting period.	No changes versus previous reporting period for sector or value chain. In 2022 we started ground handling operations for Commercial flights at Paris Orly and Ground handling operations for Executive flights at Alicante and Valencia, which were added to Aviapartner Malaga FBO S.A. This business is included in this Sustainability Report. The number of flights increased with 75% versus 2021 following a recovery of aviation after COVID-19, starting in summer 2022. Cargo tonnage dropped with 7% over the same period. We added Ground handling for Commercial flights at Florence and Pisa. as Comav, under Business Entity Societa della Consulta S.p.A of which Aviapartner Tuscany SRL is the owner. This business is not yet included in this report as it only started in the course of 2022.

(\*) The KPI verified in the Sustainability Report 2022 are indicated with an asterisk.

2-7 Employees (*)	
a. Total Number of employees - by gender and by region.	See table Disclosure GRI 2-7 Employees, page 99
b. Permanent employees, Temporary employees, on-guaranteed hours employees, full-time employee, part-time employees.	See table Disclosure GRI 2-7 Employees, page 99
c. Methodologies and assumptions used to compile the data.	Headcount (HC), Full-Time Equivalent (FTE): See table Disclosure GRI 2-7 Employees, page 99.
d. Report contextual information necessary to understand the data reported under 2-7-a and 2-7-b.	Each entity provided data in both FTE and HC. We highlighted in the table where data was calculated based on a year-average or at the end of the reporting period. We aim to align the calculations for next year.
e. Significant fluctuations in the number of employees during and between reporting periods.	The increase in flights following the recovery of aviation after COVID-19, starting in summer 2022 resulted in increased staff numbers which are however not reflected in our total Headcount as the staffnumbers now reflect data at year end versus average year data in 2021.
2-8 Workers who are not employees	
a. Total number of workers who are not employees.	See table Disclosure GRI 2-8 Workers who are not employees, page 100. i. The most common type of workers who are not employees are Blue collars, White Collars, Consultants, Consultants directly engaged by Aviapartner, Workers indirectly through an employment agency. ii. Type of work performed: Aircraft handling, Baggage handling, Passenger Handling, Load Control and Operational work
b. Methodologies and assumptions used to compile the data.	See table Disclosure GRI 2-8 Workers who are not employees, page 100. Headcount (HC), Full-Time Equivalent (FTE). We have not included the staff from subcontractors in our calculations.
c. Significant fluctuations in the number of workers who are not employees during and between reporting periods.	The increase in flights following the recovery of aviation after COVID-19, starting in summer 2022 resulted in increased staff numbers which are however not reflected in our total Headcount as the staffnumbers now reflect data at year end versus average year data in 2021.
2-9 Governance Structure	
a. Governance structure, including committees of the highest governance body.	We have sole directorship of Lys Conseil SRL represented by Laurent Levaux in our holdings. He is also the Chairman. We have an executive management board which consists our of 3 members including Lys Conseil and the CEO (all male).
b. Committees of the highest governance body that are responsible for decision.	See Governance in the Sustainability Report 2022, page 20.
c. Composition of the highest governance body and its committees.	The highest Governance Body is our Sole Director/Chairman. We have an executive management board which consists our of 3 members including Lys Conseil and the CEO. There are no under-represented groups as the structure is very lean.
2-10 Highest governance body	
a. Nomination and selection processes for the highest governance body and its committees.	We only have one shareholder, Laurent Levaux. We have an executive management board which consists our of 3 members including Lys Conseil and the CEO.
b. Criteria used for nominating and selecting highest governance body members	Competences are focused on responsibilities and involvement.
2-11 Senior executive in the organisation	
a. Whether the chair of the highest governance body is also a senior executive in the organisation.	Our Sole Director and Chairman is also an Executive and non-Exutive Director within several entities of the group.
b. Explain their function chair's function within the organisation's management, the reasons for this arrangement, and how conflicts of interest are prevented and mitigated.	The structure generally operates without any conflicts of interest. In the event conflict is encountered, the appropriate procedure as outlined in art. 5:76 CCA art. 7:96 CCA (Code of Companies and Associations) is applied.

(\*) The KPI verified in the Sustainability Report 2022 are indicated with an asterix.

2-12 Role of the highest governance body	
a. Role of the highest governance body and of senior executives in developing, approving, and updating the organisation's purpose, value or mission statements, strategies, policies, and goals related to sustainable development.	The relevance of sustainable development for the Aviapartner group is the main topic of the Chairman's preamble to the yearly Sustainability report addressing impacts on both people and the environment. The ultimate responsibility lies with the Sole Director. Senior Members are involved where needed and/or appropriate. This is carried out during OPSCom meeting per country. (Managing Director (MD) and their Team, Finance, General Counsel, CEO and Chairman). We have an executive management board.
b. Role of the highest governance body in overseeing the organisation's due diligence and other processes to identify and manage the organisation's impacts on the economy, environment, and people, including:	See Governance in the Sustainability Report 2022, page 20.
c. Role of the highest governance body in reviewing the effectiveness of the organisation's processes as described in 2-12-b, and report the frequency of this review.	See Governance in the Sustainability Report 2022, page 20.
2-13 Responsibilities of the highest governance body	
a. describe how the highest governance body delegates responsibility for managing the organisation's impacts on the economy, environment, and people, including:	See About Aviapartner in the Sustainability Report 2022, page 10.
b. Process and frequency for reporting to the highest governance body on the management of the organisation's impacts on the economy, environment, and people.	See Governance in the Sustainability Report 2022, page 20.
2-14 Reviewing and approving reported information	
a. Whether the highest governance body is responsible for reviewing and approving the reported information.	On Corporate Level, no specific Sustainability Reporting Committee has been set up yet. Topics are discussed in a yearly Top Management Meeting. The Social Responsibility Committee founded in Spain end 202, with support and close follow-up of the Board of Directors, serves as inspiration and steppingstone for the Group.
b. If the highest governance body is not responsible for reviewing and approving the reported information, explain the reason for this.	Not applicable.
2-15 Conflicts of interest	
a. Processes to ensure that conflicts of interest are prevented and mitigated.	Should there be any conflicts of interest, this will be notified. Advice shall be given by the Legal Department. The structure generally operates without being confronted with conflicts of interest, but should this be the case the appropriate procedure of art 5:76 CCA and art. 7:96 CCA (Code of Companies and Associations) is applied.
b. Whether conflicts of interest are disclosed to stakeholders.	Nothing to report (mainly because the Sole Director of the holding companies is also the sole shareholder). Legal requirement if applicable are complied with.
2-16 Reporting critical concerns	
a. Whether and how critical concerns are communicated to the highest governance body.	A set of grievance mechanisms for internal and external stakeholders are in place as part of our policies and procedures (ranging from reporting forms in our QPulse software, mail addresses to surveys, etc.) A framework of meetings from the station level up to the country level also allows any critical concerns to be communicated to the highest governance body. In 2022 a Whistleblowing policy valid for the entire group was prepared. To increase awareness and transparency it will be extended with a tool for internal and external reporting, to be launched in 2023.
b. Total number and the nature of critical concerns during the reporting period.	19 critical concerns were raised during the reporting period: (2 cases of physical and psychological violence, 3 cases of harrasment, 2 cases of unwanted sexual behaviour, 3 cases of conflict, 2 other, 7 GDPR

2-17 Advancing sustainable development	
a. Measures taken to advance the collective knowledge, skills, and experience of the highest governance body on sustainable development.	The Executive Management Board and Chairman as the highest governance bodies, as well as key management participated in industry conferences (IATA International Ground Handling Conferences (IGHC), Ground Handling International conferences). Sustainability is part of the agenda of these conferences with dedicated forums in which Aviapartner actively participates to exchange best practices and learn from others. In 2022 our CEO and key management attended 3 major customer airline forums to gain and exchange knowledge on their requirements as key stakeholders and the industry in general. These forums aim at discussing innovation and sustainable development including low carbon operations, decarbonisation strategies and future developments. In 2022 Aviapartner top management met in Barcelona with leading OEM (Original Equipment Manufacturers) and Ground Support Equipment Providers on sustainable innovation topics on GSE (battery technology and their origin, charging infrastructure, potential impact of solar technology and biofuel on GSE, retrofitting old Ground Support equipment, converting from fossil to electric.). Our CEO met with a main airport in our network to understand how they see the transitions from fossil fuels and electric to more electric and/or biofuel as well as the transition from biofuel to electric in the next 3 years. Our VP Quality & Environment, as industry and organisation aviation expert, provides expertise and links to other experienced sustainability advisors and informs the sustainability approach providing guidance to shape the governance.
2-18 Evaluating performance on sustainable development	
a. Processes for evaluating the performance of the highest governance body in overseeing the organisation's impacts.	On a yearly basis CSR KPI are reported by Station/Country in cooperation with the Human Resources, Euro Training Team, Euro Safety Team and Quality/Eco Pilots and Managers and consolidated on Corporate Level. Reports are available internally in databases and parts on our intranet for all employees.
b. Whether the evaluations are independent and the frequency of evaluations.	Evaluations of the highest governance body are conducted internally on an annual basis.
c. Actions taken in response to the evaluations.	Investments in sustainable Ground Support Equipment. Finetuning the target-setting including the preparation of a new Environmental Program for 2023-2025. Extension of the certifications supporting the Sustainability strategy (ISO45001 Health & Safety Management, SGE21 Corporate Social Responsibility, SA8000 Social Accountability, ISO14001 Environmental Management, etc.). Preparation of the 5 year Safety Plan. See our Sustainability Report to see all actions taken in 2022.
2-19 Remuneration policies	
a. Describe remuneration policies for members of the highest governance body and senior executives.	Remuneration conforms to market practices. Fixed payment and bonus payments according to results but is not documented. Termination payments are in line with Belgian law.
b. Describe how the remuneration relate to objectives and performance in relation to the management of the organisation's impacts on the economy, environment, and people.	A process is in place to discuss performance and objectives currently focused on economic performance and labour rights, but it is not yet fully formalised in all countries. We plan to do extend this to human rights, environment and anti-corruption within 2 years.
2-20 Remuneration policies	
a. Describe the process for designing its remuneration policies and for determining remuneration, including:	Ultimately the Board of Directors is responsible on all remuneration aspects.
b. Report the results of votes of stakeholders (including shareholders) on remuneration policies and proposals, if applicable.	Not applicable.
2-21 Compensation for the highest-paid individual	
a. Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees.	Not available - Confidentiality constraints.
b. Ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees.	Not available - Confidentiality constraints.
c. Contextual information necessary to understand the data and how the data has been compiled.	Not available - Confidentiality constraints.

2-22 Sustainable development strategy	
a. Statement from the highest governance body or most senior executive of the organisation about the relevance of sustainable development to the organisation and its strategy for contributing to sustainable development.	See Sustainability Report 2022, Preamble in the Sustainability Report, page 5
2-23 Policy commitments	
a. Policy commitments for responsible business conduct, including:	Our Policy on Human Respects and our Supplier code of Conduct focus on code of conduct regarding human rights in our operations and in our value chain (e.g., suppliers, consumers, communities, other business relationships). For labour rights and decent work + Anti corruption it is focused on employees and suppliers. Aviapartner committed to the UN Global compact in January 2021. Human Rights are reflected in Aviapartner's policies such as the HR Strategy and Procedures, the Safety, Security and Environmental policies and the Human Respect Policy.
b. Specific policy commitment to respect Human Rights.	Aviapartner is committed to respect all Human Rights. As specified in Aviapartner's HR Strategy and procedures Aviapartner supports and respects the protection of internationally proclaimed human rights in line with Principle 1 of the UNGC. The commitment also covers that it will not be complicit in human rights abuses, in line with Principle 2 of UNGC. It is equally an objective of the HR Strategy to contribute to equal and fair treatment and working conditions, and inclusive recruitment. Aviapartner has zero-tolerance on discrimination and strives for zero discrimination incidents with regards to nationality, sex, national or ethnic origin, colour, religion, language, or any other status. Aviapartner expects that all its employees, as well as all individuals with whom they conduct business are treated with respect, fairness and dignity. Policy of Human Respect, edition September 12 <sup>th</sup> , 2019 covers the principles of non-discrimination, encourages equal opportunities and valorisation of diversity. It refers specifically to Section 1 of the Human Rights Code which provides that every person has a right to equal treatment with respect to services, goods and facilities, without discrimination because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, same-sex partnership status, family status, disability or the receipt of public assistance. The Supplier Code of Conduct equally addresses human rights principles with respect to human respect, equal opportunity, fair and ethical behaviour, child labour, forced labour, personal data. The stakeholders included in the commitments cover consumers (passengers, including passengers with reduced mobility, unaccompanied minors and other vulnerable groups), customers, suppliers, (potential) employees, workers who are not employees and any individuals with whom we conduct business and/or could impact. End 2021, Aviapartner Spain S.A. was the first to sign a Social Responsibility Policy for Spain with the aim of leading the way for the Aviapartner Group to become a source for good in supporting sustainable travel for generations to come.
c. Links to the policy commitments if publicly available.	<a href="https://www.aviapartner.aero/sustainability">https://www.aviapartner.aero/sustainability</a>
d. The level at which the policy commitments was approved within the organisation.	Policy commitments are approved by the General Counsel Aviapartner group, at the most senior level of the company and where applicable (e.g. Safety, Security, Quality and Environmental Policy) also signed by the CEO.
e. The extent to which the policy commitments apply to the organisation's activities and to its business relationships.	Our policy commitments are applicable to the entire organisation and any business partners Aviapartner conducts business with.
f. How the policy commitments are communicated to relevant parties (workers, business partners, and other relevant parties).	<b>The general public and stakeholders:</b> The following policy commitments are available on line through our Aviapartner website <a href="http://www.aviapartner.aero">www.aviapartner.aero</a> . Supplier Code of Conduct. Code of Business Conduct and Ethics. Policy on Human Respect. Social Responsibility Policy Spain (in Spanish). Environmental Policy. Privacy & Cookie notice. <b>Workers:</b> The Quality, Safety, Security and Environmental policies are displayed in offices and departments, on billboards and digital displays throughout the organisation for stakeholders visiting the operations. Revisions are communicated internally via digital alerts and a digital online communication tool (Sunrise) accessible through mobile devices. All available Policies (Privacy, Human Respect, Anti-trust, etc.) are shared with employees via different internal communication channels such as the Aviapartner intranet. During the Basic Safety for All Training, in which all employees and in some cases also non Aviapartner workers such as employees from business partners and subcontractor/supplier employees, participate, principles on human respect and the zero tolerance on discrimination are communicated. A Training on Business Ethics targeting 262 key staff in the organisation of which 95% were trained, equally addresses these principles as well as the mechanisms to report infringements of the policy. <b>Customers and airports</b> are informed of our commitments during meetings and via mail. <b>Suppliers</b> are invited to sign the Aviapartner Supplier Code of Conduct which reflects our commitments and is available on our website.



2-24 Policy commitments	
a. How it embeds each of its policy commitments for responsible business conduct throughout its activities and business relationships.	To ensure that all employees act responsibly, with awareness of and respect for Human Rights, responsibility is given to everyone in the company by means of the employment contract. The Board keeps oversight top down, via country, Station Management up to the Supervisory level in charge of the day-to-day follow up on the workforce. Responsible business conduct is also a fixed topic in Top Management Meetings where the General Counsel provides a yearly review to the top 30 managers. Updated commitments will get updated in strategies, operational policies and operational procedures. An extensive Supplier Code of Conduct was introduced in 2021 and was extended in 2022 with additional topics on social accountability such as Hiring and employee practices: working hours, remuneration, freedom of association and right of collective bargaining, next to Complaints and continuous improvement and the possibility of anonymous suggestions. Since 2022 it is also publicly available on the website. Service Level Agreements are also signed with subcontractors to ensure standards regarding Safety, Security, Environment, Social and Ethical factors are being fulfilled. In certain cases Training such as the Basic Safety for All and Environmental awareness is equally provided to subcontractors' staff. During the Basic Safety for All training, during which all employees and in some cases also non Aviapartner workers such as employees from business partners and supplier employees participate, principles on human respect and the zero tolerance on discrimination are communicated.
2-25 Remediation of Negative Impacts	
a. Commitments to cooperate in the remediation of negative impacts.	Environmental Awareness Training for all staff is also mandatory for all new employees including sometimes supplier or subcontracting staff. A Training on Business Ethics targeting 262 key staff in the organisation of which 95% were trained, equally addresses these principles as well as the mechanisms to report infringements of the policy. These trainings are mandatory and refreshed minimum every 3 years. Top Management is trained on Business Ethics directly by the General Counsel and refreshed during the senior management conference. Employees dealing with personal data receive a GDPR eLearning training, which has been designed by Aviapartner tailored to the specific situations staff are confronted with. This is a mandatory training, refreshed every 3 years. More specific training also exists in the countries, such as a training on Equal Opportunities for a specific target group in Spain, etc. In 2022 Spain introduced specific training on Social Accountability. By March 2023 all Spanish staff will be trained.
b. Approach to identify and address grievances.	Aviapartner has several grievance mechanisms in place. Our most important operational-level grievance mechanism is embedded in our QPulse software system which allows for reporting and investigation of Safety, Environmental, Security, GDPR or other issues. This is complemented with regional mechanisms for discrimination and harassment which are both internal and external. Since 2021 we have extended the mechanisms for reporting to subcontractors and their staff. We aim to lower the threshold for reporting even further in future, facilitating the reporting by external parties introducing an external network-wide whistleblowing tool, planned for 2023. The reporting culture is closely monitored and reported minimum yearly. There has been considerable improvement over the last years. One of the cornerstones of our Safety Management System (SMS), included in our Safety Policy is our Just Culture which is included in our Safety Policy. This is part of basic training for all staff and well known throughout the company. We have an open culture, whereby grievances can be easily submitted to Senior Management or directly to the Board.
c. Processes the organisation provides cooperates in the remediation of negative impacts.	Investigations and remediations are handled by experts in the different fields. No formalised process is currently in place.
d. How stakeholders are involved in the design, review, operation, and improvement of these mechanisms.	Mechanisms are designed with expert users coming from different areas of the business and are reviewed regularly to include feedback from stakeholders.
e. How the organisation tracks the effectiveness of the grievance mechanisms and other remediation processes.	The number of reports on Qpulse is continuously monitored. Effectiveness of local grievance mechanisms is also monitored yearly. A new external Whistleblowing tool, to be introduced in 2023, aims at lowering the threshold for reporting further and respecting privacy legislation.

2-26 Mechanisms for individuals on responsible business conduct	
a. Mechanisms for individuals to. - seek advice on implementing the organisation's policies and practices for responsible business conduct. - raise concerns about the organisation's business conduct.	To report on wrongdoings or breaches of the law in the organisation's operations or business relationships, regardless of whether individuals are harmed or not, the following internal mechanisms for internal and external stakeholders are included in the relevant policies: - <b>Code of Business Conduct and Ethics</b> , entirely revised in 2022 and published on 8/3/2023 including alignment with a new Whistleblowing policy and specifications on money laundering, conflict of interest and fraud. KPI were added. Directors, Managers and employees of Aviapartner and all of its subsidiaries and other business entities controlled by it can seek advice and/or raise concerns via a QPulse report. Call, detailed notes and/or emails are dealt with confidentially. Anonymous reporting is possible via the QPulse tool. Retaliation will not be tolerated. QPulse reports can easily be followed up and trends monitored. No reports were registered in 2022. We strive to fine-tune the mechanisms to be as effective as possible for the different stakeholders. A separate whistleblowing policy was therefore prepared in 2022. The launch was postponed to 2023 in order to include a new corporate whistleblowing tool which will also be available to external parties. - <b>Antitrust and Competition Law Compliance Policy</b> , reviewed September 30 <sup>th</sup> , 2020: it describes what Aviapartner expects from each of its employees in this respect including a list of do's and don't's. An entire chapter is dedicated to conduct in the event of an official investigation. All possible scenarios are described and readers of the policy are advised to inform the Legal Department, the General Counsel in the event of an investigation. Advice can be obtained via CEO or Aviapartner Legal Department. Misbehaviour or concerns are to be raised via the Aviapartner Legal Department. Managers are invited to cascade to all staff who are likely to conduct business with competitors. Specific training concerning the above policies is organised for Senior Management during senior management meetings. Since 2021, eLearning is available for a target group of 262 key staff of which 95% was trained by end 2022. Managers are requested to Read & Sign the named procedures acknowledging understanding. The policies are available (in English) to all staff on the Aviapartner intranet. See Compliance and Business Ethics in the Sustainability Report page 28
2-27 Instances of non-compliance with laws and regulations	
a. Total number of significant instances of non-compliance with laws and regulations during the reporting period.	To the best of our knowledge there were no significant instances of non-compliance with laws and regulations in 2022.
b. Total number and the monetary value of fines for instances of non-compliance with laws and regulations that were paid during the reporting period.	To the best of our knowledge there were no significant instances of non-compliance with laws and regulations in 2022.
c. Significant instances of non-compliance.	Not applicable.
d. Describe how significant instances of non-compliance has been determined.	Not applicable.
2-28 Associations & memberships	
a. Industry associations, other membership associations, and national or international advocacy organisations.	Since April 9 <sup>th</sup> , 2021 Aviapartner is a member of IATA's 25by2025 DE&I program as a signatory and participant to quarterly meetings. See page 27 Gender equality in the Sustainability report 2022. In Belgium, Aviapartner Cargo is an active member of ACB, Air Cargo Belgium, an association which strives to make BRUCargo the most attractive, efficient, innovative, and successful logistical platform. Aviapartner participates in ACB (projects, steering groups) and holds two important roles: Our Station Director takes active part in the Handling cluster ACB, representing all handling agents at BRUCargo. The HR Business Partner is the Chairman of the steering group HR & Training, engaging in cooperation and consultation between the HR partners in the BRUCargo zone. In the Netherlands, Aviapartner is a member of the WPBL, the association for Employers regarding Collective Labour Agreement (CLA). In Italy Aviapartner is a member of the National Board of Directors of Assohandler, Handling Employers Association representing handler's interests in CLA national negotiations, toward government and authorities. In France Aviapartner is a member of the CSAE, Chambre syndicale de l'assistance en escale, Trade union. The Managing Director France is one of the 3 Vice Presidents. Aviapartner is equally member of the A.M.A, Association des Métiers de l'Aéroportuaire in the role of Secrétaire Général Adjoint. Aviapartner also participates in the FDCAP, Fond de Dotation de la Communauté Aéroportuaire de Paris. The FDCAP's vocation is to support associations that act for populations in difficulty in the environment of airport platforms in Ile-de-France and thus act for greater social equality. In Spain Aviapartner is member of ASEATA, Asociacion de Empresas de Servicios de Asistencia en Tierra en Aeropuertos and Ellos Vuelan Alto. Since 2022 Aviapartner is also a member of Airport Services Association (ASA).

<b>2-29 Stakeholder engagement</b>	
a. Categories of stakeholders.	See Sustainability Report 2022, page 15.
b. Purpose.	See Sustainability Report 2022, page 15.
c. Meaningful engagement.	See Sustainability Report 2022, page 15.
<b>2-30 Collective bargaining agreements</b>	
a. Employees covered by collective bargaining agreements.	See Disclosure GRI 2-30 Collective bargaining agreements, page 96.
b. Working conditions of employees not covered by collective bargaining agreements.	Most employees are covered by Collective Labour Agreements. For the remaining part, working conditions and terms of employment are applicable with the same entitlement as others.
<b>GRI 205 Anti-corruption 2016</b>	
<b>205-1 Corruption risks</b>	
a. Number of operations assessed for corruption risks.	Aviapartner globally assesses operations for corruption, relying on Aviapartner's legal representation in each country. We apply the anti-corruption guidelines on the entire organisation with a greater focus on Management, top down. Data is currently not available.
b. Significant risks related to corruption identified through the risk assessment.	Not available.
<b>205-2 Anti-corruption policies &amp; training</b>	
a. Number of governance body members that the organisation's anticorruption policies and procedures have been communicated to by region.	Anti-corruption policies and procedures were communicated to governance bodies in October 2021. This was not repeated in 2022 as the annual Senior Management Conference was postponed to May 2023.
b. Total number and percentage of employees that the organisation's anti-corruption policies and procedures have been communicated to, broken down by employee category and region.	The Antitrust and Competition Law Compliance Policy and the code of Business Conduct and Ethics are available in English to all staff in the Aviapartner intranet as part of the Company Manual. These policies are included in the staff manual in Spain, signed off by all new staff (85) when hired.
c. Total number and percentage of business partners that the organisation's anticorruption policies and procedures have been communicated to, broken down by type of business partner and region.	Not applicable.
d. Total number and percentage of governance body members that have received training on anti-corruption, broken down by region.	Anti-corruption policies and procedures were communicated to governance bodies in October 2021. This was not repeated in 2022 as the annual Senior Management Conference was postponed to May 2023.
e. Total number and percentage of employees that have received training on anticorruption, broken down by employee category and region.	86% of the target group identified for recurrent training on anti-corruption was trained in the period 2020-2022.
<b>205-3 Corruption incidents</b>	
a. Corruption incidents.	Zero (0).
<b>GRI 206 Anti-competitive Behavior 2016</b>	
<b>206-1 Anti-competition incidents</b>	
a. Number of legal actions pending or completed period regarding anti-competitive behavior.	Zero (0).
b. Main outcomes of completed legal actions.	Non applicable.
<b>GRI 3 Material Topics 2021</b>	
<b>3-1 Determining material topics</b>	
a. Process to determine material topics	See Materiality in the Sustainability Report 2022, page 17.
b. Stakeholders and experts involved with determining its material topics.	See Materiality in the Sustainability Report 2022, page 17.
<b>3-2 Material topics</b>	
a. Material topics.	See Materiality in the Sustainability Report 2022, page 17.
b. Changes to the list of material topics compared to the previous reporting period.	See Materiality in the Sustainability Report 2022, page 17.

<b>GRI 302 Energy 2016</b>	
<b>302-1 Fuel &amp; energy consumption</b>	
a. Total fuel consumption within the organisation from non-renewable sources, in joules or multiples, and including fuel types used.	See Disclosure GRI 302-1 Fuel & Energy consumption, page 100.
b. Total fuel consumption within the organisation from renewable sources, in joules or multiples, and including fuel types used.	Zero (0).
c.i. Electricity consumption (joules, watt-hours or multiples).	8.322.476,26 kWh.
e. Total energy consumption within the organisation, in joules, watt-hours or multiples. (*)	
e. i. Electricity consumption. (*)	8.322.476,26 kWh.
e. ii. Heating consumption. (*)	Already included in the other energy sources.
e. iii. Cooling consumption.	Not available.
e. iv. Steam consumption. (*)	1.987.000,00 kWh delivered by Brussels Airport for heating of buildings.
f. Standards, methodologies, assumptions, and/or calculation tools used. (*)	Fuel consumption: Primary activity data was used. Emissions of fuel from company cars for management were included where available. Electricity consumption: As consumption was not available for all locations as primary activity data, estimations based on available data were made based on electricity intensities of available spaces/activities.
g. Source of the conversion factors used. (*)	Association of Issuing Bodies (AIB) 2022 (Production mix) for electricity consumption. DEFRA 2022 (UK) Conversion Factors were used for fuel. CO <sub>2</sub> emissiefactoren.nl (for GTL). Natural gas was based on average from invoices 2022. <a href="https://nl.goodfuels.com/road-rail/">https://nl.goodfuels.com/road-rail/</a> for HVO100 biofuel. 1 KWH (kilowatt hour) = 3,6 MJ (megajoule)
<b>302-2 Energy consumption</b>	
a. Energy consumption outside of the organisation, in joules or multiples.	Not applicable.
b. Standards, methodologies, assumptions, and/or calculation tools used.	Not applicable.
c. Source of the conversion factors used.	Not applicable.
<b>302-3 Energy intensity ratio</b>	
a. Energy intensity ratio for the organisation. (*)	415 MJ/flight handled.
b. Organisation-specific metric (the denominator) chosen to calculate the ratio.	Number of flights handled.
c. Types of energy included in the intensity ratio. whether fuel, electricity, heating, cooling, steam, or all.	Fuel: diesel, gasoline, kerosene, jetfuel, HVO100, GTL. Electricity excluding cargo operation.
d. Whether the ratio uses energy consumption within the organisation, outside of it, or both.	Energy consumption within the organisation is used
<b>302-4 Energy consumption reductions</b>	
a. Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples.	Information incomplete/unavailable.
b. Types of energy included in the reductions. whether fuel, electricity, heating, cooling, steam, or all.	Information incomplete/unavailable.
c. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it.	Not applicable.
d. Standards, methodologies, assumptions, and/or calculation tools used.	Not applicable

(\*) The KPI verified in the Sustainability Report 2022 are indicated with an asterix.

<b>302-5 Energy consumption reductions</b>	
a. Reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples.	Information incomplete/unavailable.
b. Basis for calculating reductions in energy consumption.	Not applicable.
c. Standards, methodologies, assumptions, and/or calculation tools used.	Not applicable.
<b>GRI 305 Emissions 2016</b>	
<b>305-1 Scope 1 Greenhouse gas emissions</b>	
a. Gross direct (Scope 1) GHG emissions in metric tons of CO <sub>2</sub> equivalent. (*)	8652,17 ton CO <sub>2</sub> e.
b. Gases included in the calculation. whether CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , or all. (*)	CO <sub>2</sub> e, including CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O.
c. Biogenic CO <sub>2</sub> emissions in metric tons of CO <sub>2</sub> equivalent.	Not applicable.
d. Base year for the calculation, if applicable, including:	Not applicable.
e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. (*)	DEFRA 2022 (UK) Conversion Factors were used for fuel. <a href="https://nl.goodfuels.com/road-rail/">Co2emissiefactoren.nl</a> (for GTL). <a href="https://nl.goodfuels.com/road-rail/">https://nl.goodfuels.com/road-rail/</a> for HVO100 biofuel. Petrol (100% mineral petrol) Benzine/gasoline: 2,34 kg CO <sub>2</sub> e/liter. Diesel (100% mineral diesel) = 2,7 kg CO <sub>2</sub> e/liter. Aviation turbine fuel (Kerosine) = 2,55kg CO <sub>2</sub> e/liter. Gaseous fuels - Natural gas = 2,03 kg CO <sub>2</sub> e/m <sup>3</sup> . GTL (NL specific, TTW) = 2,47 2,03 kg CO <sub>2</sub> e/liter. HVO100 = 0,03558 kg/CO <sub>2</sub> e/liter.
f. Consolidation approach for emissions. whether equity share, financial control, or operational control.	Operational control. Fugitive emissions are currently still incomplete and subject to further investigations. Cargo operation data is available from airconditioning, fridges and freezers, as well as a catering storage cooling facility in one station in France.
g. Standards, methodologies, assumptions, and/or calculation tools used. (*)	Fuel and gas data used is based on primary activity data (invoices), inserted in the Aviapartner Management System directly by the different stations and consolidated on group level. For missing data estimations within same station/year were used to complete the data set.
<b>305-2 Scope 2 Greenhouse gas emissions</b>	
a. Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO <sub>2</sub> equivalent.	1551,39 tCO <sub>2</sub> e
b. Gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO <sub>2</sub> equivalent.	1551,39 tCO <sub>2</sub> e
c. If available, the gases included in the calculation. whether CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , or all.	Only CO <sub>2</sub> is included in the calculation
d. Base year for the calculation, rationale, emissions for base year.	Not applicable
e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.	Association of Issuing Bodies (AIB) 2022 - Production mix. We used CO <sub>2</sub> eq as a emission factor so GWP was already integrated for the different GHGs. The following location-based emission factors have been used to calculate the emissions. France: 0,05357 kg CO <sub>2</sub> /kWh Belgium: 0,12177 kg CO <sub>2</sub> /kWh Germany: 0,35183 kg CO <sub>2</sub> /kWh Italy: 0,31438kg CO <sub>2</sub> /kWh The Netherlands: 0,29634 kg CO <sub>2</sub> /kWh Spain: 0,16372 kg CO <sub>2</sub> /kWh
f. Consolidation approach for emissions. whether equity share, financial control, or operational control.	Operational control.
g. Standards, methodologies, assumptions, and/or calculation tools used.	Electricity consumption: As consumption was not available for all locations as primary activity data, estimations based on available data were made based on electricity intensities of available spaces/operations.
<b>305-3 Scope 3 Greenhouse gas emissions</b>	
a. Gross other indirect (Scope 3) GHG emissions in metric tons of CO <sub>2</sub> equivalent. (*)	This information is unavailable as the inventurisation of Scope 3 emissions has not started yet. A preliminary assessment into employee mobility has been done since 2021 across all stations in preparation of further inventurisation.

(\*) The KPI verified in the Sustainability Report 2022 are indicated with an asterix.

b. If available, the gases included in the calculation. whether CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , or all.	Not available.
c. Biogenic CO <sub>2</sub> emissions in metric tons of CO <sub>2</sub> equivalent.	Not available.
d. Other indirect (Scope 3) GHG emissions categories and activities included in the calculation.	Not available.
e. Base year for the calculation, rationale, emissions in the base year.	Not available.
f. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.	Not available.
g. Standards, methodologies, assumptions, and/or calculation tools used.	Not available.
<b>305-4 Greenhouse gas emissions intensity ratio</b>	
a. GHG emissions intensity ratio for the organisation.	For every flight handled we emit 0,029 ton CO <sub>2</sub> e
b. Organisation-specific metric (the denominator) chosen to calculate the ratio.	Flights handled.
c. Types of GHG emissions included in the intensity ratio. whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3). (*)	Direct emissions in Scope 1 and indirect energy in Scope 2.
d. Gases included in the calculation. whether CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , or all. (*)	CO <sub>2</sub> e including CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O for Scope 1 emissions, only CO <sub>2</sub> for Scope 2 emissions.
<b>GRI 306 Waste 2020</b>	
<b>GRI 306-1 Waste-related impacts</b>	
a. Significant actual and potential waste-related impacts.	Waste impacts depending on type of waste.
<b>GRI 306-2 Waste generation prevention</b>	
a. Actions taken to prevent waste generation in the organisation's value chain, and to manage significant impacts from waste generated.	See Environment, Waste, page 49 in the Sustainability Report 2022.
b. If the waste generated by the organisation in its own activities is managed by a third party, a description of the processes used to determine whether the third party manages the waste in line with contractual or legislative obligations.	Monitoring of waste-related environmental incidents for third parties. Supplier/subcontractor audits and inspections. Supplier self-assessments. Supplier meetings and evaluations
c. Processes used to collect and monitor waste-related data.	The process to collect and monitor waste-related data is currently limited to waste in own operation and differs per station. All data collected at the different stations is centralised via online data entry. This results in waste reports per station consolidated per country which are closely monitored and help to guide decisions. As we are still finetuning this process, we have decided not to include waste data in this report.
<b>GRI 308 Supplier Environmental Assessment 2016</b>	
<b>308-1 Percentage of new suppliers screened using environmental criteria</b>	
a. Percentage of new suppliers that were screened using environmental criteria.	31%.
<b>308-2 Supplier environmental impacts</b>	
a. Number of suppliers assessed for environmental impacts.	37.
b. Number of suppliers identified as having significant actual and potential negative environmental impacts.	23.
c. Significant actual and potential negative environmental impacts identified in the supply chain.	Main potential impacts are linked to waste management and contamination resulting from use of chemicals (Cleaning products) during cabin cleaning and maintenance of GSE& vehicles: Soil and water pollution, air pollution.

d. Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment.	9%.
e. Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment, and why.	4%.
<b>GRI 401 Employment 2016</b>	
<b>401-1 Employee hires &amp; turnover (*)</b>	
a. Total number and rate of new employee hires during the reporting period, by age group, gender and region.	See table Disclosure GRI 401-1 a Employee Hires & Turnover, page 101.
b. Total number and rate of employee turnover during the reporting period, by age group, gender and region.	See table Disclosure GRI 401-1 a Employee Hires & Turnover, page 101.
<b>401-2 Employee benefits</b>	
a. Standard benefits for full-time employees	See table Disclosure GRI 401-2 Employee Benefits, page 101.
b. The definition used for 'significant locations of operation'.	'Significant locations of operation' includes all Aviapartner stations.
<b>401-3 Parental leave</b>	
a. Total number of employees that were entitled to parental leave, by gender.	Data not available in all countries due to different conditions applicable.
b. Total number of employees that took parental leave, by gender.	See table Disclosure GRI 401-3 Parental Leave, page 101.
c. Total number of employees that returned to work in the reporting period after parental leave ended, by gender.	See table Disclosure GRI 401-3 Parental Leave, page 101.
d. Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender.	See table Disclosure GRI 401-3 Parental Leave, page 101.
e. Return to work and retention rates of employees that took parental leave, by gender.	See table Disclosure GRI 401-3 Parental Leave, page 101.
<b>GRI 402 Labour/Management Relations 2016</b>	
<b>402-1 Notice period of significant operational changes</b>	
a. Minimum number of weeks' notice for significant operational changes.	Minimum 1 week.
b. For organisations with collective bargaining agreements, report whether the notice period and provisions for consultation and negotiation are specified in collective agreements.	This depends on the country of operation. Aviapartner follows all relevant laws and legislation related to collective bargaining agreements. Where statutory, Aviapartner specifies the notice periods and provisions for consultation and negotiation.
<b>GRI 403 Occupational Health and Safety 2018</b>	
<b>403-1 Health &amp; safety management system</b>	
a. Statement of whether an occupational health and safety management system has been implemented.	The Aviapartner Safety Management System (SMS) is based on industry specific best practice for the Management of Safety that meets all current stakeholder requirements including Occupational Health and Safety requirements of the countries where Aviapartner operates. The Aviapartner SMS formally exists since 2015 and is based on the following, extended with Occupational Health and Safety requirements: - IATA's Safety Audit for Ground Handling Operations (ISAGO) Standards Manual Edition 10. - International Business Aircraft Handling (IS-BAH) Standards and Recommended Practices. Where applicable, country specific requirements regarding Occupational Health and Safety, are an essential part of the system. Requirements included are followed up on country level by qualified Safety Managers in the countries, in some cases with the support of external parties.

(\*) The KPI verified in the Sustainability Report 2022 are indicated with an asterix.

b. Description of the scope of workers, activities, and workplaces covered by the occupational health and safety management system.	The following operations throughout the Aviapartner network are covered within the scope of the Safety Management System: For Commercial Ground Handling, this scope covers from Passenger Services personnel that assist check-in, boarding and other customer facing processes through to all Ramp related activities. Ramp related activities cover the servicing of commercial aircraft in accordance with customer specific requirements that can include aircraft cleaning, provision of potable water and waste through to commercial baggage, cargo and other types of payload that is loaded and offloaded from aircraft. For General Aviation, the scope of activities is more limited to the customer facing processes of meeting and greeting arrival / departure customers, assisting in passenger hospitality. On exceptional occasions staff may be required to assist in load and unloading passenger payload onto and from aircraft. For Cargo services next to the cargo transport to/from aircraft and the ramp related activities as described above, the scope also includes Cargo terminal operations such as warehousing, ULD build-up and breakdown, dangerous goods and live animal, pharma and perishable handling next to documentation handling for import and export and customs clearance.
<b>403-2 Work-related hazards</b>	
a. Processes used to identify work-related hazards and assess risks.	Reporting accidents, incidents, threats and hazards, among others, is one of the main pillars of Aviapartner's SMS. Hazards are reported to involved partners through the usual means of communication: channels or communication systems established by the airport, by the airline, by the subcontractor, etc. Reporting such events follows a detailed classification to distinguish accidents, incidents, threats, hazards, risks, etc. To ensure the quality of the processes all safety specific functions are held by qualified individuals in accordance with company standards which are designed to achieve both internal and national / regional requirements. Qualification validation is performed during regular audits and inspections. Safety Management is an integral part of the company management review process, which is performed at Group Level, Regional and location specific level. This annual process consists of the review of key safety performance indicators, trend analysis and the review of the relevant occurrences during the period to ensure corrective and preventive actions are taken consistently and the effectiveness of the system is assessed across our network. Safety audits and inspections, by internal and external stakeholders, as well as an increasing number of ISAGO and ISBAH certifications are the drivers of continuous improvement of the system. Every country Safety Manager establishes an annual safety action plan for stations in their respective countries, including measurable indicators, performance monitoring plan, corrective and preventive measures, information and awareness campaigns on risk prevention.
b. Processes for workers to report work-related hazards and hazardous situations.	Reporting is at the heart of the Aviapartner SMS. We encourage and facilitate staff reporting all hazards whatever their severity, even if the occurrence may not represent a significant risk to personal or flight safety, by offering different ways of reporting incidents and risks, always integrating the systems with those provided by the airport. Several channels are available to the users: - Informal Reporting: Local Safety Advisors are available to receive any type of information on accidents, incidents and risks, in complete confidentiality. - Reporting via Aviapartner software tools linked to the Flight Information System: a simple, quick and user-friendly way to report accidents, incidents, potential hazards, defects, irregularities, etc. - Anonymous reporting via QPulse software for Quality and Safety Management: Aviapartner web reporting makes it easy to report anonymously via internet, outside the Aviapartner network. A QR code is used to enhance user-friendliness. This type of reporting is strongly encouraged. - Confidential Reporting: All anonymous reporting via web reporting is also confidential (report is only sent to the Safety Managers and Legal Department) depending on the country. - Occupational Accident Reports: reported by the victim, witnesses, a Supervisor to describe the event, circumstances, equipment involved, immediate consequences etc. - At any time, staff can also report safety incidents by mail to the mail address of the Euro Safety Team (Safety Manager Group). The Safety Team follows up on these reports. The reporter is kept confidential. These systems are used in conjunction with systems which have been put in place by stakeholders, such as the airports where we operate and/or airlines we handle. - Shift reports. Aviapartner promotes a Just Culture, a fundamental pillar of its SMS. People are encouraged to report all accidents, incidents, risks, environmental and operational hazards or other deficiencies with the knowledge that this reporting will be used to continually improve by learning from such events and where no disciplinary action will be taken for such actions, omissions, or decisions by staff that are considered reasonable given their experience and training, but where deliberate neglect, willful violation, repetitive misconduct, unlawful conduct, destructive acts or deliberately not reporting an accident will not be tolerated.

<p>c. Policies and processes for workers to remove themselves from dangerous work situations.</p>	<p>As a key element of the Aviapartner Corporate Safety Policy, Aviapartner continually reviews the process of hazard identification and safety risk management with the aim to reduce risk or eliminate occupational health and safety risks where practicably feasible. As part of the Aviapartner Safety Management System, we ensure: The reporting accidents, incidents, threats and hazards, both formally and anonymously via our robust reporting tools and processes. These hazards or dangerous situations are reported to involved partners through the established means of communication: channels or communication systems established by the airport, by the airline, by the subcontractor, etc. Reporting such events requires a detailed prior classification to distinguish accidents, incidents, threats, hazards, risks, etc. - Accident: an accident is an unforeseen, unexpected, sudden, unsafe and abnormal event that causes damage. - Incident: An incident is an unforeseen, unexpected, sudden, unsafe and abnormal event that does not cause immediate damage. - Threat: cause of a hazard. - Hazard: unwanted state, may lead to negative consequences. - Risk: unwanted incident, loss of control, a hazardous event, possibility of loss, consequences or outcomes of a hazard. - Damage to aircraft: any damage whatsoever caused by Aviapartner staff or Aviapartner equipment to the outside of any aircraft, including accidental activation of emergency escape slides and structural damage to the hold floor, ceiling and sidewalls, irrespective of the extent or nature of the damage, delay or claim.</p>
<p>d. Processes used to investigate work-related incidents.</p>	<p>Work-related incident investigation is performed in accordance with group requirements, based on the application of an initial risk assessment that is then validated and followed-up at country level, in accordance with the relevant national and regional specific requirements. All work-related incidents and accidents are evaluated whether internally or by the sub-contracted Occupational Health Service provider and subsequently communicated to the relevant country/ regional governing bodies. The reporting, evaluation and communication of occupational health accident / incidents is covered within the Corporate and Country specific Audit Oversight Program.</p>
<p><b>403-3 Occupational health services</b></p>	
<p>a. Occupational health services' functions that contribute to the identification and elimination of hazards and minimization of risks.</p>	<p>Aviapartner employs the relevant measures across the company, to meet and exceed the relevant Regional, National requirements where we operate: <b>BELGIUM</b> The structure, functions, assignments and working of the internal service is described in the internal service identification document imposed by law. This document, and any changes to it, must be submitted to the Health and Safety Committee. The federal government also supervises the presence and content of this document. This document is available and can be requested. <b>SPAIN</b> There is a contract that is renewed annually with an external prevention service (SPA ASPY). All the company's employees are offered an annual medical examination. The workers can accept or refuse the medical check-up. Employees attend the check-up during their working day. If the periodicity indicated in the medical result of a worker is less than one year, the worker will attend on the date indicated by the health service. Employees receive the results of their medical examination by e-mail or by post. The company only receives a letter of medical validity detailing the medical protocols applied (depending on the risks to which the worker is exposed) and whether he/she is fit or has medical restrictions that prevent him/her from carrying out any task. In no case does the company receive the worker's health data. <b>ITALY</b> In Italy there are diverse figures involved in the process, like the Medico competente (dedicated doctor) and RSPP (Responsabile Servizio Protezione e Prevenzione) who act in continuous monitorings of workers' health (Sorveglianza sanitaria costante). A document that includes all risks related to all activities is prepared yearly (DVR: Documento di Valutazione dei Rischi). <b>FRANCE</b> Independent state controlled Health services ( Médecine du travail) are present in each airport. fully qualified doctor and nurses are available H24 7/7 to airport workers. These services provide entry into functional medical check ups, recurrent (every 2 or 3 years depending on function) medical checks, on request (from employer or employee) medical checks, Medical checks are also organised based on age and end of career forecast. All medical checks are provided at the workplace and during working hours (checks are planned into the workers rosters). Doctors are also invited at each Health and Safety Committee meeting and are strongly involved in prevention, and hazard and risk identification. for instance they were systematically consulted during the Covid crisis to ensure preventive measures were efficient. Airport Medical Services provide a yearly report with details of their activity and actions taken, this is used to evaluate their effectiveness. Emergency services are available at each airport H24 7/7 in case a severe Health and Safety accident requires an emergency response and/or transport to hospital.</p>

<p><i>Following</i> a. Occupational health services' functions that contribute to the identification and elimination of hazards and minimization of risks.</p>	<p><b>GERMANY</b> The employer is obliged to take the necessary action to prevent occupational accidents, occupational illness and work-related health hazards and to provide effective first aid. The measures to be taken are specified in particular in state occupational health and safety regulations and in various accident prevention regulations. The most important functions in this context are the OSH manager and the company physician. Both occupy a so-called Stabsstelle within the framework of the company's occupational safety organisation, providing guidance, support and consultancy to the employer in OSH matters. As part of the measures mentioned before, among other actions, periodic preventive medical check-ups or protective vaccinations are offered. These are provided by BAD, a provider of Industrial health services and Occupational Safety and Health Management. The responsible persons are doctors with Occupational Medicine Specialist qualifications and/or physiotherapists or graduated sports scientists with appropriate further educations. The dates for occupational health check-ups or vaccinations are arranged by the organisation and communicated to the employees. These appointments are usually during the employees' working hours and they are released from work for the duration of the appointment. In general, the results of occupational health examinations are subject to medical confidentiality. Results are only shared with the organisation if the employee gives explicit consent and if the results are relevant to the working relationship. In this case, the employee's activities will be modified to adjust the workload according to the results of the medical examination until the situation can be resolved. For new recruits, an impairment identified during the pre-employment medical examination may lead to termination of employment if the examination shows that the new employee is not suitable for the expected physical demands of the job. <b>THE NETHERLANDS</b> not in place</p>
<p><b>403-4 Health &amp; safety management system</b></p>	
<p>a. Processes for worker participation and consultation in the occupational health and safety management system.</p>	<p>The processes for worker participation in the development of the Health and Safety Management System are adapted to the relevant Regional or National requirements across our group. Oversight of the relevant inputs and outputs are managed at a country level and overseen at group level via the safety assurance audit program. Processes include: - Monthly Report of the Internal Service for Health &amp; Safety. - Workforce representation at Health &amp; Safety Committee meetings. - Workers' Committees. - Constant reporting of all dangerous conditions or non-compliances. - Basic Safety Training for all Staff. - Annual OSH instructions. - Quarterly OSH committee</p>
<p>b. Where formal joint management-worker health and safety committees exist, a description of their responsibilities, meeting frequency, decision-making authority, and whether and, if so, why any workers are not represented by these committees.</p>	<p>Formal Management-Worker Health and Safety Committee are in place across our entire network and are adapted to the nature and size of the activity that our operations handle. Amongst others, here are some examples from across our network: <b>BELGIUM</b> The functioning of the committee is defined by Law, the internal functioning is regulated by the internal regulations of the committee, meeting is organized monthly, with a representation of the workers, employer and prevention service. <b>FRANCE</b> The Comité Social et Economique represents all workers without exception. They follow an extensive H&amp;S trainingcourse via an external company. Its mission is to: - Submit collective or individual employee claims to the employer. - Ensure that labour regulations are enforced in the company. - Promote the improvement of health, safety and working conditions in the company and carry out investigations into work-related accidents or occupational diseases. - Carry out investigations into work-related accidents or disease of an occupational nature or occupational diseases and has the right to alert the employer in case of infringement of people's rights and in case of damage to their physical and mental health. The committee is informed and consulted on issues of interest to the organisation, management and overall business operation of the company. In the areas of health, safety and working conditions, the Committee is informed and consulted on: - Conditions of employment, work, including working hours, and vocational training. - The introduction of new technologies, any major development that changes health and safety conditions or working conditions. - Measures taken to facilitate the employment, return to work or job retention of workers, war disabled persons, civil disabilities, people with progressive chronic diseases and workers with disabilities, including on the workstations layout. In case of disputes, experts or the government Health and Safety Inspector can be called in. Members of the Committee are protected by law against any reprisal and cannot be dismissed with the consent of the Health &amp; Safety government Inspector. Meetings are organised on a monthly basis.</p>

<p><i>Following</i></p> <p>b. Where formal joint management-worker health and safety committees exist, a description of their responsibilities, meeting frequency, decision-making authority, and whether and, if so, why any workers are not represented by these committees.</p>	<p><b>SPAIN</b> The Committee consists of the Prevention Delegates, on the one hand, and by the employer and/or their representatives in a number equal to that of the Prevention Delegates, on the other. In the meetings of the Health and Safety Committee, the Union Delegates and the Technical Managers of Prevention in the company who are not included in the composition referred to in the previous paragraph, participate vocally but without voting possibilities. Under the same conditions, company workers who have special qualifications or information regarding specific issues discussed in this body and prevention technicians from outside the company may participate, provided that one of the representations on the Committee so requests. The Health and Safety Committee meets quarterly and whenever requested by any of the representatives. The Committee adopts its own rules of operation.</p> <p><b>ITALY</b> There is no formal structure of joint employer/employee safety committees as such, nevertheless there is a meeting with the employer and Health and Safety staff once a year or when there are major changes. Each station has an RLS (Rappresentante dei Lavoratori per la Sicurezza) as part of legal requirements, who represents all employees at each station along with the Employer and the RRSP (Responsabile di Prevenzione di Sicurezza/Responsible for Prevention and Safety). Where present, as required by the law, more than one RLS work together but do not constitute committee.</p> <p><b>GERMANY</b> The Occupational Health &amp; Safety Committee meets every quarter and is also joined by representatives of the Works Council (the employee representative body). At these meetings, risk assessments are discussed and actions are agreed upon to improve Occupational Safety and Health Management as part of a preventive strategy of continuous improvement. Likewise, measures taken are continuously reviewed for their effectiveness. The company physician, employee health &amp; safety managers (certified according german legal requirements), Occupational health management consultants, honorary safety officers (drawn from the staff) and, if necessary, the inspector of the Employer's Liability Insurance Association also attend the meetings.</p>
<p><b>403-5 Health &amp; safety training</b></p>	
<p>a. Occupational health and safety training provided to workers.</p>	<p>All locations provide, as a minimum, a Basic Safety Training to all employees. This mandatory training, is provided to all employees, including contractors, in local language with a frequency of minimum every 2 years. It contains all basic elements including reporting, responsibilities, risks, Just Culture etc. Depending on the needs of the location, various other specific Health and Safety Trainings are also provided such as disruptive pax training. Effectiveness of training is evaluated during daily Safety inspections on the workforce which are closely followed up by the Safety Managers. In addition to the Basic Safety Training, more prescriptive training is implemented in accordance with the relevant needs of our business, here are some examples from across our network:</p> <p><b>BELGIUM</b> For the members of the hierarchical line, there is a specific health and safety training with focus on responsibilities and liabilities. The members of the internal service are all accredited, as described in the identification document. Specific topics such as ergonomics, lifting and hoisting, psychosocial training, etc., are organized separately to the specific target groups.</p> <p><b>ITALY</b> In addition to the internal training policy, in Italy is provide the application of the specific legislation on matter Accordo Stato Regioni del 22/12/2011 in accordance to the every new related emendament.</p> <p><b>GERMANY</b> Every employee must be instructed on occupational health and safety on an annual basis. This instruction must relate to their specific tasks and functions and cover the hazards that have been identified in the risk assessments as well as the defined actions.</p>
<p><b>403-6 Non-occupational medical and healthcare services</b></p>	
<p>a. How the organisation facilitates workers' access to non-occupational medical and healthcare services.</p>	<p>Locations have different measures in place depending on relevant regulations and resources available.</p>
<p>b. Voluntary health promotion services and programs offered to workers to address major non-work-related health risks.</p>	<p>In each country a program regarding alcohol &amp; drug abuse is in place. This aspect is also included in the Basic Safety for All training for all staff and is subject to audits, both internally and externally.</p> <p><b>BELGIUM</b> Aviapartner has an approved mobility plan whereby employees are (voluntarily) encouraged to come to work by bicycle, and receive a bicycle allowance for this.</p> <p><b>GERMANY</b> Additionally, a voluntary ergonomics training for maintaining a healthy posture in holds and for health-conscious lifting and handling of weights is being planned, as are voluntary workshops on relaxation and relief of stressed body regions (gymnastics, yoga, etc.).</p>

<p><b>403-7 Preventing or mitigating significant health and safety impacts</b></p>	
<p>a. Organisation's approach to preventing or mitigating significant negative occupational health and safety impacts.</p>	<p>A comprehensive 5-year safety plan is in the final process of endorsed by the group CEO and Country Directors, this comprehensive safety plan shall cover three key areas within our business, these being: - Our People. - Our Equipment. - Our Operations. Extensive ergonomic studies and trials of exoskeletons (amongst other ergonomic enhancement devices) are being performed at various locations from across our network to address the ergonomic improvement of our shared workspaces within airport terminals and facilities. Emerging hazards and risks from across are network, such as those of Ultr fine particles are being addressed with the trial of individual face masks, amongst other mitigational activities that are actively being discussed within the relevant airport safety committees.</p>
<p><b>403-8 Health &amp; safety management system</b></p>	
<p>a. If the organisation has implemented an occupational health and safety management system based on legal requirements and/or recognized standards/guidelines.</p>	<p>Health and Safety Management is embedded in the Safety Management System which is fully integrated in the Aviapartner Management System. It is applicable to all workers and non-workers. 'Qualified Aviapartner Auditors perform internal safety audits and audits of the subcontractors considered as critical suppliers, minimum every 2 years, following a corporate checklist which is adapted to the specific national safety requirements. A minimum 3% of flights Ramp Safety Checks (inspections) are also carried out in all stations (5% in 2021). 18 stations and the corporate headquarter representing in total &gt;80% of the flights are ISAGO registered (IATA International Standard for Ground Operation) and audited minimum every 2 years by external auditors: Amsterdam, Rotterdam, Brussels, Dusseldorf, Nice, Marseille, Malaga, Rome, Milan Malpensa, Toulouse, Tenerife, Lanzarote, Fuerteventura, Sevilla and Lyon, Montpellier, Nantes and Lille. The program will be further extended to other stations in the course of 2024. In 2022 ISO45001 was implemented in Spain and Italy, in 12 stations in total, representing 26% of the flights. This certification will be rolled out further in the network in 2023.</p>
<p>b. Workers who are not employees.</p>	<p>No workers excluded.</p>
<p>c. Contextual information</p>	<p>Not available.</p>
<p><b>403-9 Work-related injuries</b></p>	
<p>a.i. For all employees - Number and rate of fatalities as a result of work-related injury.</p>	<p>Zero (0).</p>
<p>a.ii. For all employees - Number and rate of high-consequence work-related injuries (excluding fatalities).</p>	<p>84 high-consequence work-related injuries recorded during 2022 for the group-wide activities. Broken down by Country: Belgium: 9. France: 66. Germany: 0. Italy: 3. Spain: 2. The Netherlands: 4. Rate: 0.009</p>
<p>a.iii. For all employees - Number and rate of recordable work-related injuries.</p>	<p>582 recordable work-related injuries</p>
<p>a.iv. For all employees - Main types of work-related injury.</p>	<p>Muscle strain (upper and lower body). Trips and Falls. Entrapment. Contusions. Cuts and Bruising. Joint Injuries .</p>
<p>a.v. For all employees - Number of hours worked.</p>	<p>Ground Handling: 9214752 hours worked. Cargo: 723029 hours worked. TOTAL GROUP: 9937781 hours worked</p>
<p>b. For all workers who are not employees.</p>	<p>Not available.</p>
<p>c. Work-related hazards that pose a risk of high-consequence injury: c.i. How these hazards have been determined.</p>	<p>Working at height risks are inherent within our operational activities when servicing aircraft, but are significantly mitigated due to the use industry best practise compliant (IATA AHM 900) equipment being used within our operations and the rigorous ramp safety checks that are performed to establish the level of conformity of our standard operating procedures. Working at height hazards are detected, reviewed and mitigated as part of the corporate Risk Assessment program that looks at Occupational and Operational risks.</p>
<p>c.ii. Which of these hazards have caused or contributed to high consequence injuries during the reporting period.</p>	<p>Poor or incorrect ergonomic handling or passenger baggage, cargo or other payloads. The implementation of ergonomic assisted devices for both in-aircraft hold and ex-aircraft hold are the focus areas to mitigate these hazards that lead to work-related injuries and illness within our workforce.</p>

c. iii. Actions to determine and minimise hazards.	<ul style="list-style-type: none"> <li>- Creation of group-wide 5-year safety plan.</li> <li>- On-site checks.</li> <li>- Evaluation of injury reports.</li> <li>- Internal Risk Management System.</li> <li>- Risk Assessments (more specific, noise, ergonomic, environmental and psychosocial).</li> <li>- Handling of luggage. Train-the-Trainer (TTT) program with basic trainers for handling, supporting other members.</li> <li>- The measures aimed at eliminating or minimizing the dangers are training and information on Occupational Risk Prevention for the entire workforce.</li> <li>- Training based on ergonomic study, rostering according to work load, flight typology.</li> </ul> <p>Hazards evaluated in Gefährdungsbeurteilungen (EH&amp;S risk assessments), actions agreed on following the TOP Approach: T = Technical Actions. O = Organisational actions. P = Personnel-related actions.</p> <ul style="list-style-type: none"> <li>- Safety checks on equipment.</li> <li>- Toolbox talks.</li> <li>- internal controls and inspections.</li> </ul>
d. Any actions taken or underway to eliminate other work-related hazards and minimize risks using the hierarchy of controls.	<p>A comprehensive 5-year safety plan is in the final process of endorsed by the group CEO and Country Directors, this comprehensive safety plan shall cover three key areas within our business, these being:</p> <ul style="list-style-type: none"> <li>- Our People.</li> <li>- Our Equipment.</li> <li>- Our Operations.</li> </ul> <p>Extensive ergonomic studies and trials of exoskeletons (amongst other ergonomic enhancement devices) are being performed at various locations from across our network to address the ergonomic improvement of our shared workspaces within airport terminals and facilities.</p> <p>Emerging hazards and risks from across are network, such as those of Ultr fine particles are being addressed with the trial of individual face masks, amongst other mitigational activities that are actively being discussed within the relevant airport safety committees.</p>
e. Whether the rates have been calculated based on 200,000 or 1,000,000 hours worked.	1000000 hours.
f. Workers who are not employees.	None.
g. Contextual information.	Not applicable.
<b>403-10 Work-related ill health</b>	
a. For all employees:	Zero (0).
a.i. the number of fatalities as a result of work-related ill health.	
a.ii. The number of cases of recordable work-related ill health.	Reportable Injuries / Illnesses: 582. Result= 0,08. See also d.
a.iii. The main types of work-related ill health.	Hearing loss. Muscle strain and injury. Gastrointestinal disorders due to irregular work hours. Psychosomatic effects due to stress etc. Skeletal injuries
b. For all workers who are not employees:	Zero (0)
b.i. The number of fatalities as a result of work-related ill health.	
b.ii. The number of cases of recordable work-related ill health.	Not available
b.iii. The main types of work-related ill health.	Not available

c. The work-related hazards that pose a risk of ill health.	<ul style="list-style-type: none"> <li>- Reporting on number of incidents.</li> <li>- Hazard severity measurements.</li> <li>- Performing job position/tasks risk assessment at the airport.</li> </ul> <p>Hazards that contributed to ill health:</p> <ul style="list-style-type: none"> <li>- Excessive noise.</li> <li>- Fine dust.</li> <li>- Loading / unloading.</li> </ul> <p>Actions taken to minimise risks:</p> <p>The implementation of a comprehensive 5-year safety plan is in the final process of endorsed by the group CEO and Country Directors, this comprehensive safety plan shall cover three key areas within our business, these being:</p> <ul style="list-style-type: none"> <li>- Our People.</li> <li>- Our Equipment.</li> <li>- Our Operations.</li> </ul> <p>Over and above the 5-Year plan, the following actions are being taken at Country level, where appropriate:</p> <ul style="list-style-type: none"> <li>- Study by airport on the presence of fine dust particles, and analysis of the results by the Occupational Physician.</li> <li>- Staff awareness programs and monitoring of hearing protection measures as part of the continuous safety oversight program.</li> <li>- Training based on ergonomic study requirements, rostering according to work load, flight typology.</li> <li>- Health surveillance by the competent doctor and limitation of activities where useful.</li> <li>- Safety Awareness Flashes,.</li> <li>- Toolbox talks.</li> <li>- Increase the level of luminosity at certain admin position where the luminosity study shows a lack of lumen.</li> </ul>
d. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.	The observation of elevated numbers of work-related at our Lyon Station has been observed and reviewed, the elevated numbers of reported injuries resulting in lost time has been understood as and outlier due to the presence of a dedicated external medical resource that consistently registers lost time injuries no matter the extent of the reported employee injury.
<b>GRI 404 Training and Education 2016</b>	
<b>404-1 Average hours of training</b>	
a. Average hours of training.	6,21 hours per employee. Results fluctuate from year to year following required recurrency intervals of the different trainings.
<b>404-2 Employee skills &amp; employability</b>	
a. Programs and assistance provided to upgrade employee skills.	Not available on a Group level.
b. Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment.	Not available on a Group level.
<b>404-3 Regular performance reviews</b>	
a. Percentage of employees who received a regular performance review.	See Working Conditions of the Sustainability Report 2022, page 32.
<b>GRI 405 Diversity and Equal Opportunity 2016</b>	
<b>405-1 Governance body &amp; employee diversity (*)</b>	
a. Governance body diversity.	See table Disclosure GRI 405-1 Governance Body & Employee Diversity, page 103.
b. Employee diversity.	See table Disclosure GRI 405-1 Governance Body & Employee Diversity, page 103.
<b>405-2 Salary &amp; remuneration of women to men</b>	
a. Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation.	Data not available.
b. The definition used for 'significant locations of operation'.	Not applicable.
<b>GRI 406 Non-discrimination 2016</b>	
<b>408-1 Child labour risks</b>	
a. Total number of incidents of discrimination.	13.
b. Status of the incidents and actions taken with reference to the following:	Incidents reviewed by the organisation: 13. Remediation plans being implemented: 8 incidents reviewed by Trusted person and External service for prevention and protection, 1 generic action: start up platform for respect and tolerance. remediation plans that have been implemented with results reviewed through routine internal management review process: zero (0). Incidents no longer subject to action: 1, handled by Federal Police.

(\*) The KPI verified in the Sustainability Report 2022 are indicated with an asterix.

<b>GRI 408 Child Labour 2016</b>	
<b>406-1 Discrimination incidents</b>	
a. Operations and suppliers with significant risk of child labour.	See table Disclosure GRI 408-1 Child Labour, page 104.
b. Operations and suppliers with significant risk of child labour either in terms of type of operations or geographic area.	See table Disclosure GRI 408-1 Child Labour, page 104.
c. Measures taken by the organisation in the reporting period intended to contribute to the effective abolition of child labour.	See table Disclosure GRI 408-1 Child Labour, page 104.
<b>GRI 409 Forced or Compulsory Labour 2016</b>	
<b>409-1 Forced or compulsory labour risks</b>	
a. Operations and suppliers with significant risk of forced or compulsory labour either in terms of type of operations or geographic area.	See table Disclosure GRI 408-1 Child Labour, page 104.
b. Measures taken by the organisation in the reporting period intended to contribute to the elimination of all forms of forced or compulsory labour.	See table Disclosure GRI 408-1 Child Labour, page 104.
<b>GRI 414 Supplier Social Assessment 2016</b>	
<b>414-1 New suppliers screened using social criteria</b>	
a. Percentage of new suppliers that were screened using social criteria.	63%.
<b>414-2 Supplier social impacts</b>	
a. Number of suppliers assessed for social impacts.	29.
b. Number of suppliers with significant actual and potential negative social impacts.	5.
c. Significant actual and potential negative social impacts identified in the supply chain.	Health and safety risks.
d. Percentage of suppliers with significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment.	40%.
e. Supplier contracts terminated due to social incidents.	0%.
<b>GRI 418 Customer Privacy 2016</b>	
<b>418-1 Data breaches</b>	
a. Complaints received concerning breaches of customer privacy.	Outside parties: 1. Regulatory bodies: 0.
b. Number of identified leaks, thefts, or losses of customer data.	5.
c. If the organisation has not identified any substantiated complaints, a brief statement of this fact is sufficient.	N/A.

	BELGIUM	SPAIN	FRANCE	GERMANY	ITALY	THE NETHERLANDS	TOTAL
<b>Disclosure GRI 2-7 Employees 2022 (*)</b>							
<b>Employees Full Time Equivalent (FTE)</b>							
a. Number of Employees (FTE)	1238	714	1902	713	1115	299	<b>5980</b>
Male	868	484	1116	646	685	183	<b>3980</b>
Female	370	231	787	67	430	117	<b>2000</b>
b. i. Number of Permanent Employees (FTE)	1151	557	1564	640	1034	218	<b>5165</b>
Male	789	386	946	586	634	139	<b>3480</b>
Female	362	171	618	53	400	79	<b>1684</b>
b. ii. Number of Temporary Employees (FTE)	86	158	338	73	80	80	<b>816</b>
Male	79	97	170	60	51	43	<b>499</b>
Female	7	61	168	13	29	38	<b>317</b>
b. iii Number of Non-guaranteed Hours Employees (FTE)	0	0	0	9	0	0	<b>9</b>
Male	0	0	0	7	0	0	<b>7</b>
Female	0	0	0	2	0	0	<b>2</b>
b. iv Number of Full-time Employees (FTE)	774	254	1286	646	528	170	<b>3658</b>
Male	653	166	831	616	359	145	<b>2770</b>
Female	121	87	455	30	169	25	<b>887</b>
b. v. Number of Part-time Employees (FTE)	464	462	616	37	587	80	<b>2245</b>
Male	215	317	285	10	326	23	<b>1176</b>
Female	249	144	332	28	261	57	<b>1070</b>
Data based on Year End or Average	Year End	Year End	Year End	Year End	Year End	Year End	
<b>Employees Full Time Equivalent (HC)</b>							
a. Number of Employees (HC)	1389	928	2046	758	1510	559	<b>7190</b>
Male	935	624	1182	669	911	287	<b>4608</b>
Female	454	304	864	89	599	272	<b>2582</b>
b. i. Number of Permanent Employees (HC)	1295	666	1654	674	1319	362	<b>5970</b>
Male	850	462	985	607	783	192	<b>3879</b>
Female	445	204	669	67	536	170	<b>2091</b>
b. ii. Number of Temporary Employees (HC)	94	262	392	84	191	197	<b>1220</b>
Male	85	162	197	62	128	95	<b>729</b>
Female	9	100	195	22	63	102	<b>491</b>
b. iii Number of Non-guaranteed Hours Employees (HC)	0	0	0	26	0	196	<b>222</b>
Male	0	0	0	19	0	90	<b>109</b>
Female	0	0	0	7	0	106	<b>113</b>
b. iv Number of Full-time Employees (HC)	774	261	1286	646	528	170	<b>3665</b>
Male	653	169	831	616	359	145	<b>2773</b>
Female	121	92	455	30	169	25	<b>892</b>
b. v. Number of Part-time Employees (HC)	615	667	760	110	982	194	<b>3328</b>
Male	282	455	351	53	552	53	<b>1746</b>
Female	333	212	409	57	430	141	<b>1582</b>
Based on Year End or Average	Year End	Year End	Year End	Year End	Year End	Year End	

Edition 30/06/2023 – Source: Aviapartner HR Systems – (\*) Subject to External Assurance RSM, see page 101



	BELGIUM	SPAIN	FRANCE	GERMANY	ITALY	THE NETHERLANDS	TOTAL
<b>Disclosure GRI 2-8 Workers who are not employees 2022</b>							
a. Total number of workers who are not employees and whose work is controlled by the organisation	344	0	93	22	0	10	469
i. The most common types of worker and their contractual relationship with the organisation	Temporary labour via temp agencies		Interim Workers	Interim Workers		Interim workers	
ii. The type of work they perform	Blue collar work		Handling	"Aircraft Handling Baggage Handling Passenger Handling"		Handling	
b. Methodology and assumptions used							Based on average HC
c. Fluctuations versus previous reporting period			Difficulties to recruit, absenteeism, replacement of employees on paid leave, peaks.	"Affected by short-time work in previous period, therefore fewer interim workers in service in 2021 than in 2022"		Difficulty finding good employees	

Edition 30/06/2023 – Source: Aviapartner HR Systems

<b>Disclosure GRI 2-30 Collective bargaining agreements 2022</b>							
a. Percentage of total employees covered by collective bargaining agreements	100%	100%	100%	95%	100%	77%	97%
b. For employees not covered by collective bargaining agreements, report how the organisation determines their working conditions and terms of employment	-	-	-	Regulations for these employees are laid down in individual contracts	-	Contracts are made between HR director and management of the interim offices	

Edition 30/06/2023 – Source: Aviapartner HR – Target: Social dialogue: 100% of employees represented by a collective agreement

	BELGIUM	SPAIN	FRANCE	GERMANY	ITALY	THE NETHERLANDS	(AP) TOTAL (M)
<b>Disclosure 302-1 Fuel &amp; Energy Consumption 2022 (*)</b>							
Diesel	30 674 769,56	9 405 185,86	28 312 880,26	21 510 229,62	15 640 947,77	1 558 906,03	107 102 919,10
Diesel for heating	-	-	-	-	-	-	-
Gasoline	848 720,74	887 160,12	541 936,89	853 751,02	1 847 851,18	357 690,42	5 337 110,37
Jetfuel	-	-	-	-	86 023,94	-	86 023,94
Gas	7 949 540,24	-	-	-	-	-	7 949 540,24
GTL						5 281 607,36	5 281 607,36
Biofuel						3 699 235,93	3 699 235,93
<b>Total</b>	<b>39 473 030,54</b>	<b>10 292 345,98</b>	<b>28 854 817,16</b>	<b>22 363 980,63</b>	<b>17 574 822,89</b>	<b>10 897 439,74</b>	<b>129 456 436,93</b>

Edition 31/12/2022 – Source Aviapartner – (\*) Subject to External assurance RSM, see page 101

	BELGIUM	SPAIN	FRANCE	GERMANY	ITALY	THE NETHERLANDS	TOTAL
<b>Disclosure GRI 401-1 New Employee hires and employee turnover 2022 (*)</b>							
<b>a. Rate New Employee Hires</b>							
Hires	312	385	1093	143	368	240	2541
Total staff	1389	928	2046	758	1510	559	7190
% on total	22%	41%	53%	19%	24%	43%	35%
<b>a. New Employee Hires by Gender/Region</b>							
Male	207	236	599	118	221	119	1500
Female	105	149	494	25	147	121	1041
<b>Total</b>	<b>312</b>	<b>385</b>	<b>1093</b>	<b>143</b>	<b>368</b>	<b>240</b>	<b>2541</b>
% Male	66%	61%	55%	83%	60%	50%	59%
% Female	34%	39%	45%	17%	40%	50%	41%
<b>a. New Employee Hires by Age Range</b>							
% Under 30 years old	160	233	671	69	195	173	1501
Male	105	139	323	54	118	81	820
Female	55	94	348	15	77	92	681
% 30-50 years old	107	131	354	62	145	37	836
Male	74	82	225	55	83	21	540
Female	33	49	129	7	62	16	296
% Over 50 years old	45	21	68	12	28	35	209
Male	28	15	51	9	20	20	143
Female	17	6	17	3	8	15	66
<b>Total</b>	<b>312</b>	<b>385</b>	<b>1093</b>	<b>143</b>	<b>368</b>	<b>245</b>	<b>2546</b>
% Under 30 years old	51%	61%	61%	48%	53%	71%	59%
% 30-50 years old	34%	34%	32%	43%	39%	15%	33%
% Over 50 years old	14%	5%	6%	8%	8%	14%	8%
<b>b. New Employee Turnover rate</b>							
Turnovers	241	778	907	93	124	269	2412
Total staff	1389	928	2046	758	1510	559	7190
% on total	17%	84%	44%	12%	8%	48%	34%
<b>b. New Employee Turnover by Gender/Region</b>							
Male	174	521	491	77	66	115	1444
Female	67	258	416	16	58	154	969
<b>Total</b>	<b>241</b>	<b>778</b>	<b>907</b>	<b>93</b>	<b>124</b>	<b>269</b>	<b>2412</b>
% Male	72%	67%	54%	83%	53%	43%	60%
% Female	28%	33%	46%	17%	47%	57%	40%
<b>b. New Employee Turnover by Age Range</b>							
% Under 30 years old	78	262	502	46	77	111	1076
Male	59	194	250	37	41	40	621
Female	19	68	252	9	36	71	455
% 30-50 years old	119	425	335	34	42	120	1075
Male	79	270	198	29	20	58	654
Female	40	155	137	5	22	62	421
% Over 50 years old	44	92	70	13	5	38	262
Male	36	57	43	11	5	17	169
Female	8	35	27	2	0	21	93
<b>Total</b>	<b>241</b>	<b>778</b>	<b>907</b>	<b>93</b>	<b>124</b>	<b>269</b>	<b>2412</b>
% Under 30 years old	32%	34%	55%	49%	62%	41%	45%
% 30-50 years old	49%	55%	37%	37%	34%	45%	45%
% Over 50 years old	18%	12%	8%	14%	4%	14%	11%

Edition 30/06/2023 – Source: Aviapartner HR Systems – (\*) Subject to External Assurance RSM, see page 101

	BELGIUM	SPAIN	FRANCE	GERMANY	ITALY	THE NETHERLANDS
<b>Disclosure GRI 401-2 a Benefits standard for FT employees by significant location of operation 2022</b>						
<b>Benefits applicable to all workers</b>						
i. Life Insurance	•	•				
ii. Health Care	•	•	•			
iii. Disability and Invalidity Coverage	•		•			•
iv. Parental Leave	•	•	•	•	•	•
v. Retirement Provision	•		•	•	•	•
vi. Stock Ownership						
vii. Others	•					

Edition 30/06/2023 - Source: Aviapartner HR – (\*) Benefits applicable to all workers, including part-time employees

	BELGIUM	SPAIN	FRANCE	GERMANY	ITALY	THE NETHERLANDS	TOTAL
<b>Disclosure GRI 401-3 Parental Leave 2022</b>							
<b>a. Employees entitled to parental leave</b>	1295	928	2046	757	1510	560	<b>7096</b>
Male	850	624	1182	668	911	288	<b>4523</b>
Female	445	304	864	89	599	272	<b>2573</b>
<b>b. Employees that took parental leave</b>	54	19	359	25	266	13	<b>736</b>
Male	34	15	198	16	138	4	<b>405</b>
Female	20	4	161	9	128	9	<b>331</b>
<b>c. Employees that returned to work after the parental leave</b>	54	19	357	25	266	13	<b>734</b>
Male	34	15	198	16	138	4	<b>405</b>
Female	20	4	159	9	128	9	<b>329</b>
<b>d. Number of employees that are still employed 12 months after they return to work from parental leave</b>	N/A	19	354	N/A	N/A	7	<b>380</b>
Male	N/A	15	198	N/A	N/A	4	<b>217</b>
Female	N/A	4	156	N/A	N/A	3	<b>163</b>
<b>e. Return to work rate</b>	100%	100%	99%	100%	100%	100%	<b>100%</b>
Male	100%	100%	100%	100%	100%	100%	<b>100%</b>
Female	100%	100%	99%	100%	100%	100%	<b>99%</b>
<b>f. Retention rate</b>	N/A	100%	99%	N/A	N/A	54%	<b>52%</b>
Male	N/A	100%	100%	N/A	N/A	100%	<b>54%</b>
Female	N/A	100%	97%	N/A	N/A	33%	<b>49%</b>

<b>Disclosure GRI 404-3 Regular Performance Review 2022</b>							
<b>a. Percentage of Employees who received a regular performance review</b>	272	915	311	0	0	560	<b>2058</b>
<b>By Gender: Male</b>	N/A	<b>616</b>	<b>186</b>	<b>0</b>	<b>0</b>	<b>288</b>	<b>1090</b>
<b>By Gender: Female</b>	N/A	<b>299</b>	<b>125</b>	<b>0</b>	<b>0</b>	<b>272</b>	<b>696</b>
<b>Employees who received a regular performance review by position</b>	272	918	311	0	0	561	<b>2062</b>
<b>By Employee category: Governance Bodies</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>4</b>
<b>By Employee category: Other employees</b>	<b>272</b>	<b>915</b>	<b>311</b>	<b>0</b>	<b>0</b>	<b>560</b>	<b>2058</b>
<b>Percentage of employees who received a regular performance review</b>							
Male	N/A	99%	16%	0%	0%	100%	<b>24%</b>
Female	N/A	98%	14%	0%	0%	100%	<b>27%</b>
Governance Bodies	0%	100%	0%	0%	0%	100%	<b>13%</b>
Other employees	20%	99%	15%	0%	0%	100%	<b>29%</b>
Total employees	20%	99%	15%	0%	0%	100%	<b>29%</b>

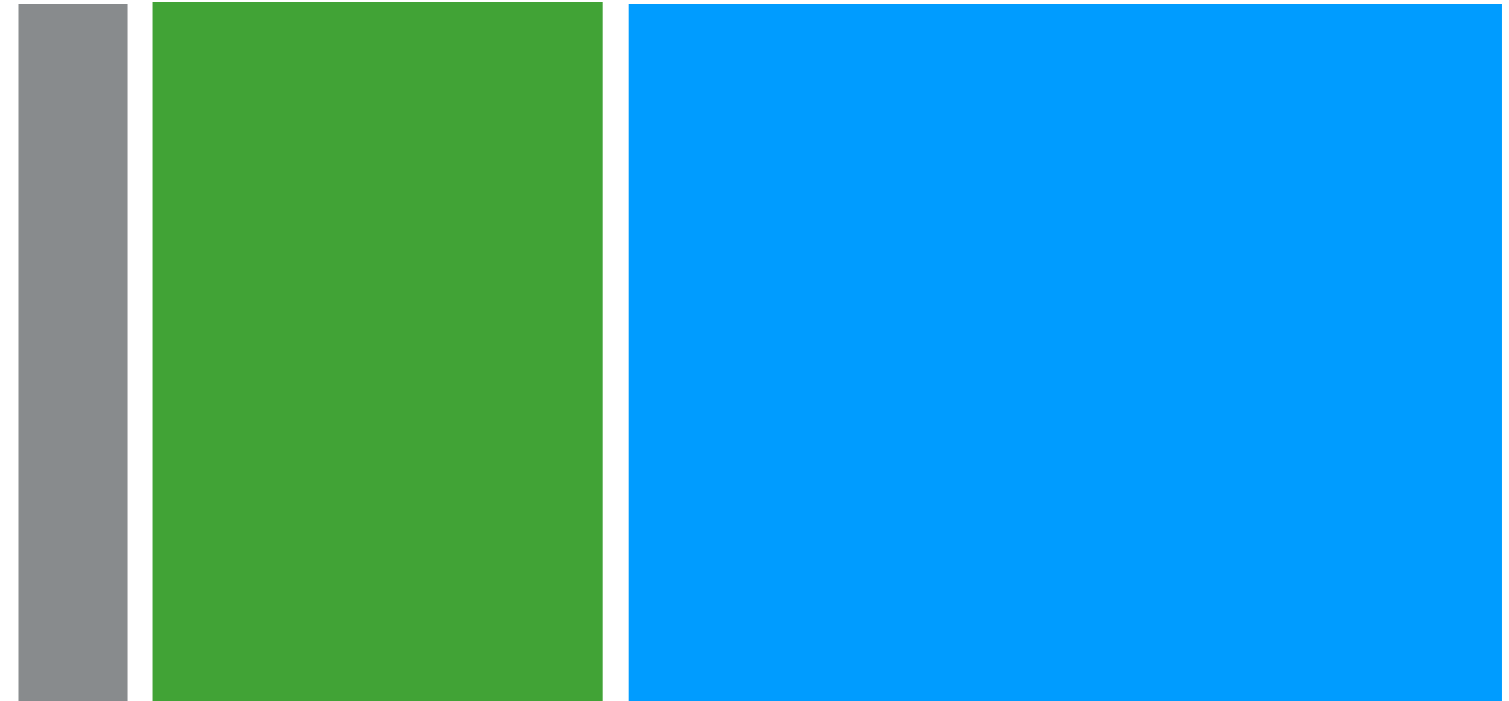
Target – Performance reviews: 100% performance reviews for indirect staff (top management up to department managers)

	BELGIUM	SPAIN	FRANCE	GERMANY	ITALY	THE NETHERLANDS	TOTAL
<b>Disclosure GRI 405-1 Diversity of governance bodies and employees 2022 (*)</b>							
<b>By Gender</b>							
Governance bodies	16	3	6	1	4	1	<b>31</b>
Male	15	2	6	1	3	1	<b>28</b>
Female	1	1	0	0	1	0	<b>3</b>
Other employees	1373	925	2040	757	1506	559	<b>7160</b>
Male	920	622	1176	668	908	287	<b>4581</b>
Female	453	303	864	89	598	272	<b>2579</b>
<b>By Age Group</b>							
Governance bodies	16	3	6	1	4	1	<b>31</b>
% Under 30 years old	0	0	0	0	0	0	<b>0</b>
% 30-50 years old	4	3	0	1	1	0	<b>9</b>
% Over 50 years old	12	0	6	0	3	1	<b>22</b>
Other employees	1373	925	2040	757	1506	559	<b>7160</b>
% Under 30 years old	289	309	422	98	163	220	<b>1501</b>
% 30-50 years old	664	424	1157	473	930	219	<b>3867</b>
% Over 50 years old	420	192	461	186	413	120	<b>1792</b>
<b>Individuals from vulnerable groups</b>							
Total	0	10	88	49	37	0	<b>184</b>
Governance bodies	0	0	0	0	0	0	<b>0</b>
Other employees	0	10	88	49	37	0	<b>184</b>
<b>Percentage of individuals by gender</b>							
<b>a. i in governance bodies</b>							
Male	94%	67%	100%	100%	75%	100%	<b>90%</b>
Female	6%	33%	0%	0%	25%	0%	<b>10%</b>
<b>b. i in other employee categories</b>							
Male	67%	67%	58%	88%	60%	51%	<b>64%</b>
Female	33%	33%	42%	12%	40%	49%	<b>36%</b>
<b>Percentage of individuals per age group</b>							
<b>a. ii in governance bodies</b>							
% Under 30 years old	0%	0%	0%	0%	0%	0%	<b>0%</b>
% 30-50 years old	25%	100%	0%	100%	25%	0%	<b>29%</b>
% Over 50 years old	75%	0%	100%	0%	75%	100%	<b>71%</b>
<b>b. ii in other employee categories</b>							
% Under 30 years old	21%	33%	21%	13%	11%	39%	<b>21%</b>
% 30-50 years old	48%	46%	57%	62%	62%	39%	<b>54%</b>
% Over 50 years old	31%	21%	23%	25%	27%	21%	<b>25%</b>
<b>Percentage individuals from vulnerable groups</b>							
<b>a. iii in governance bodies</b>							
	0%	0%	0%	0%	0%	0%	<b>0%</b>
<b>b. iii in other employee categories</b>							
	0%	1%	4%	6%	2%	0%	<b>3%</b>

Edition 30/6/2023 – Source: Aviapartner HR Systems – (\*) Subject to external assurance RSM, see page 106

	BELGIUM	SPAIN	FRANCE	GERMANY	ITALY	THE NETHERLANDS	TOTAL
<b>Disclosure GRI 408-1 Child Labour 2022</b>							
a. Operations and suppliers with significant risk of child labour and young workers exposed to hazardous work	0	0	0	0	0	0	0
b. Operations and suppliers with significant risk of child labour either in terms of type of operations or geographic area	0	0	0	0	0	0	0
c. Measures taken by the organisation in the reporting period intended to contribute to the effective abolition of child labour.	-	Remediation Policy	-	-	-	-	
<b>Disclosure GRI 409-1 Forced Labour 2022</b>							
a. Operations and suppliers with significant risk of forced or compulsory labour	0	0	0	0	0	0	0
b. Operations and suppliers with significant risk of forced or compulsory labour either in terms of type of operations or geographic area	0	0	0	0	0	0	0
c. Measures taken by the organisation in the reporting period intended to contribute to the elimination of forced or compulsory labour.	-	-	-	-	-	-	

Edition 30/06/2023 – Source: Aviapartner HR Systems



## AVIAPARTNER HOLDING N.V.

Non financial information at  
December 31, 2022

THE POWER OF BEING UNDERSTOOD  
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# AVIAPARTNER HOLDING N.V.

## REPORT OF THE INDEPENDENT AUDITOR FOR THE YEAR ENDED DECEMBER 31, 2022 TO THE ATTENTION OF AVIAPARTNER HOLDING N.V.

### SCOPE

We have been engaged by Aviapartner Holding N.V. to perform a 'limited assurance engagement', hereafter referred to as "the Engagement", to report on certain sustainability indicators of Aviapartner Holding N.V (the "Company") as listed in Appendix 1 (the "Subject Matter") and as included in the sustainability report 2022 (the "Report") for the period from 1 January 2022 to 31 December 2022.

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining sustainability indicators included in the Report, and accordingly, we do not express a conclusion on this information

### CRITERIA APPLIED BY AVIAPARTNER

In preparing the sustainability indicators as listed in Annex 1 of the Report, Aviapartner applied the reporting standards of the Global Reporting Initiative ("GRI") and the Greenhouse gas protocol, (the "Criteria").

### Aviapartner's responsibilities

Aviapartner's management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with the Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the Subject Matter,

such that it is free from material misstatement, whether due to fraud or error.

### Our responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our limited assurance engagement in accordance with the International Standard on Assurance Engagements 3000 (Revised) "Assurance Engagements other than Audits or Reviews of Historical Financial Information" (ISAE 3000), published by the International Auditing and Assurance Standards Board. This standard requires that we plan and perform our Engagement to obtain limited assurance about whether, in all material respects, the Subject Matter is presented in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

### Our Independence and Quality Control

Our engagement has been carried out in compliance with the legal requirements in respect of auditor independence, particularly in accordance with the rules set down in the Belgian Act of 7 December 2016 organizing the audit profession and its public

oversight of registered auditors, and with other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm also applies the International Standard on Quality Management 1. Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

### Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information, and applying analytical and other appropriate procedures.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

Our procedures included amongst other:

- ▶ Obtaining an understanding of the reporting processes for the Subject Matter;
- ▶ Evaluating the consistent application of the Criteria;

- ▶ Interviewing relevant staff at local level responsible for data collection, reporting and calculation of the Subject Matter;
- ▶ Interviewing management and relevant staff at corporate level responsible for consolidating and carrying out internal control procedures on the Subject Matter;
- ▶ Determining the nature and extent of the review procedures for each of the locations contributing to the Subject Matter.
- ▶ Obtaining information that the Subject Matter reconciles with underlying records of the Company;
- ▶ Evaluating, on a limited test basis, relevant internal and external documentation;
- ▶ Performing an analytical review of the data and trends in the Subject Matter for consolidation at corporate level and the data reported by the sites;
- ▶ Evaluating the overall calculation of the Subject Matter.

We also performed such other procedures as we considered necessary in the circumstances.

### CONCLUSION

Based on review, nothing has come to our attention that make us believe that the Subject Matter of Aviapartner Holding, as listed in Appendix 1, and as included in the Report for the period from 1 January 2022 to 31 December 2022, was not prepared, in all material respects, in accordance with the Criteria.

### ANNEX 1

#### Environment

- ▶ GRI 302.1e, f, g
- ▶ GRI 302.3 a
- ▶ GRI 305.1 a, b, e, g
- ▶ GRI 305.2 a, b, c, e, g
- ▶ GRI 305.3 a
- ▶ GRI 305.4 c, d



**Social**

- ▶ GRI 2.7
- ▶ GRI 401.1
- ▶ GRI 405.1

Uccle, January 19th, 2024

A handwritten signature in blue ink, appearing to read 'Fischer', with a long horizontal flourish extending to the left.

RSM INTERAUDIT SRL  
Registered Auditors

Represented by  
Deborah Fischer  
Partner

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**Aviartner Group**  
Luchthaven Brussel Nationaal  
Zaventem  
Belgium  
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