



# Sustainability Report 2023

Towards a brighter sky

*We bring the most safe, sustainable, and unique experience  
to every single airspace user.*

skyes

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An aerial illustration of a modern airport terminal and surrounding landscape. The terminal is a large, white, rectangular building with a curved roof and a prominent circular feature. It is surrounded by green fields, roads, and parking areas. In the background, there are other airport buildings and a distant horizon under a blue sky with light clouds. The overall style is a clean, stylized illustration with a color palette dominated by greens, blues, and greys.

# 1. INTRODUCTION

## 1.1. Foreword

*Dear reader,*

I am proud to introduce our 2023 sustainability report which reflects our commitment to building a more sustainable future for the aviation industry in Belgium. At skeyes, our responsibility extends beyond guiding aircraft, we are dedicated to protecting both the people and the planet.

*In every aspect of our operations, we prioritise efficient airspace usage, promote green landings, and ensure the safety of our customers, our employees and the community we serve.*

*We strive to embed sustainability in our day-to-day operations.*

*This CSR report details our approach, commitments and progress as they relate to our 3 strategic sustainability pillars: sustainable, engaged, shared.*

*In our pursuit of a sustainable future, we recognise the critical importance of collaborative efforts to combat climate change.*

*We are dedicated to reducing our GHG emissions in line with our decarbonisation targets through initiatives in various domains. In 2023, we reduced our total GHG emissions by 7% compared to 2022 and by 4% compared to our base year, 2019.*

*We aim to increase our commitment to our people by creating a safe and inclusive environment where our colleagues can grow and feel empowered. We also continue to invest in their well-being, encouraging active lifestyles and supporting a healthy work-life balance. We participated in two events (International Women's Day and the Global Aviation Gender Summit) to inspire and enhance our commitments to gender equality, diversity and inclusion.*

*Through partnerships with airlines, aircraft manufacturers and other key industry players, we are working together to find innovative solutions that help communities and contribute to a more sustainable, inclusive and equitable society for people and the environment. In partnership with Defence, skeyes is streamlining its radars*

*to broaden the horizon for wind energy development. This project is partially supported by a federal subsidy of €6,750 million.*



*Nothing would have been possible without our dedicated colleagues, our professional stakeholders, our local communities and other key partners of our societal projects.*

*Despite our progress, we are not blind to the challenges that lie ahead. The path to sustainability is dynamic and requires constant innovation and collaboration. We are committed to facing these challenges head-on, finding creative solutions that will contribute to a more sustainable aviation sector.*

*We aim to tackle challenges together as a team, working strategically and collaboratively with our industry partners and stakeholders. We look forward to 2024, when we review our strategy in line with the new management agreement and EU regulations, such as the CSRD and other upcoming legislations.*

*Thank you for reading this report and being a part of the sustainable future of aviation.*

**Johan Decuyper, CEO**



## 1.2. About this report



skeyes proudly presents its fifth sustainability report following GRI.

This report summarises how we are implementing our Corporate Social Responsibility (CSR) strategy and what we have accomplished in the past year. All our departments contributed to the development of this report, which was reviewed by the Chief Compliance Officer and approved by the Executive Committee.

*“This report serves as a testament to our ongoing efforts to lead the way towards a more sustainable aviation sector.”*

**Johan Decuyper, CEO**



### → Reporting period:

Publication of the report in 2024.  
Reporting on the financial year 2023.  
The report is available for download online and can be printed upon request.

### → Scope:

The scope of this report is skeyes Belgium, with its operating office at Tervuursesteenweg 303, 1820 Steenokkerzeel. There are no significant changes compared with previous reporting periods in terms of scope or demarcation. Any restatements of information given in previous reports and the reasons for such restatements are clearly mentioned throughout the report.

### → Contact details:

If you have any questions about this report, please contact: Alain Ntwari, CSR Assistant skeyes, [nta@skeyes.be](mailto:nta@skeyes.be)

### → Editor:

Alain Ntwari, CSR Assistant skeyes

### → skeyes governance model:

As an autonomous public company, skeyes is subject to the Law of 21 March 1991 on the reform of certain economic public companies. The provisions of the Belgian Companies Code are only applicable in cases to which the Law of 21 March 1991 expressly refers.

### → skeyes' governance model is characterised by:

A Board of Directors; the creation from within the Board of Directors of an Audit Committee, a Strategy Committee and a Remuneration Committee; an executive Committee consisting of the Chief Executive Officer and the members of the Executive Committee. In addition, there are also the supervisory bodies, such as the Board of Auditors and the Government Commissioner. There have not been significant changes in terms of organisation and supply chain during this reporting period.



## 1.3. About skeyes

### → Activities:

skeyes ensures the safety and efficiency of air traffic in Belgium 24/7. The skeyes air traffic controllers manage around 2,500 aircraft every day, which makes up almost one million flight movements per year.

The autonomous public company is active in the heart of Europe, in one of the busiest and most complex sections of airspace of the continent. skeyes is active at Brussels Airport and at the airports of Antwerp, Charleroi, Kortrijk, Liège, and Oostende.

Thanks to its CANAC2 control centre, skeyes manages the flight movements above Belgium and a part of Luxembourg up to an altitude of 7,500 metres.

The company relies on more than 900 experienced staff members who are at the service of its customers: airline companies, airports, the aviation sector, and the authorities. skeyes also develops innovative services with regard to drones and contributes to a sustainable future of the aviation sector.

skeyes is a member of FABEC, a joint airspace block (Belgium, Luxembourg, the Netherlands, Germany, France, and Switzerland) with the aim of improving air navigation efficiency in the heart of Europe in the framework of the Single European Sky.





# 309.6 million

Annual turnover (in EUR)



# 959,791

Number of flight movements managed by skeyes per year.



# 32 million

The Belgian airports welcomed 32 million passengers in 2023.

It's 13% more than in 2022 but still 9% less than in 2019, before the onset of the health crisis..

# 2,630

Average flight movements managed by skeyes per day.



# 458

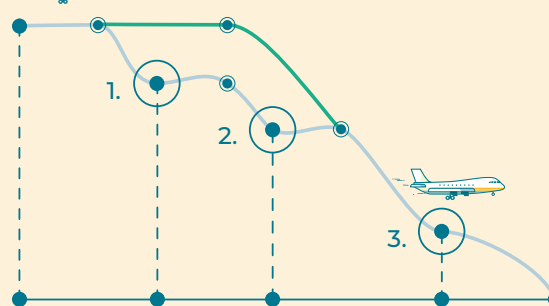
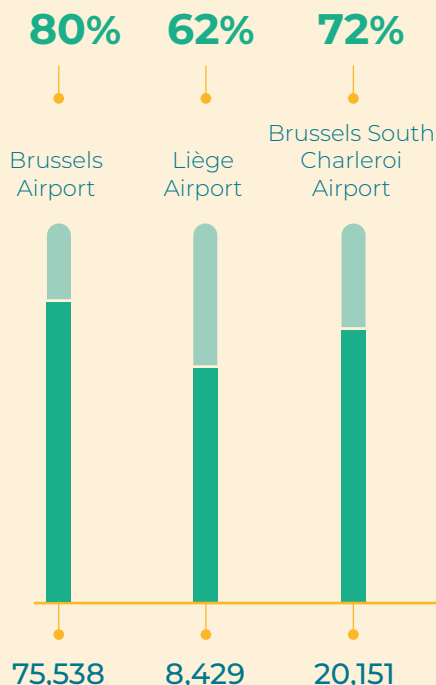
Total number of wind turbine requests.

In 2023, skeyes received 458 applications for the construction of new wind turbines, a 18% increase from 388 applications in 2022. 337 applications have already been approved by skeyes as at 31 December 2023.

Actual comparison between green landings and arrivals in 2023:

Percentage of Continuous Descent Operations, green landings in Brussels (80%), Liège (62%), and Charleroi (72%).

Total number of green landings: 104,118

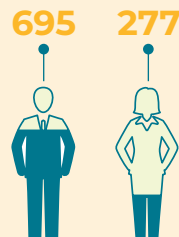


\*A CDO (Continuous Descent Operation) is an operation in which the aircraft descends continuously, employing minimum engine thrust to the greatest possible extent, depending on the characteristics of the flight and the air traffic situation. This enables a reduction in noise pollution, fuel consumption, and greenhouse gas emissions. The approach phase is very fuel intensive. In a conventional approach, the aircraft descends in stages. To avoid stages and reduce aircraft consumption, controllers can manage air traffic so that aircraft can be landed using the Continuous Descent Operation (CDO) procedure. The Continuous Descent Operations (CDO) performance varies significantly between airports due to multiple external factors. These factors include the pilots' familiarity with flying CDOs and their experience with the specific airport, which affects their ability to maintain optimal descent profiles. Air Traffic Control (ATC) experience also plays a crucial role, as ATC decisions can influence the ease with which a CDO can be achieved. Additionally, the traffic intensity at an airport and whether military airspace is active or inactive can either restrict or facilitate CDO practices.



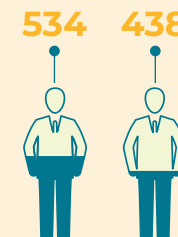
We have 972 employees (figures at end of 2023)  
of which 277 are women and 695 are men.

972



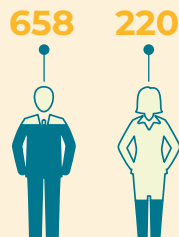
534 statutory employees and  
438 contractual employees

972



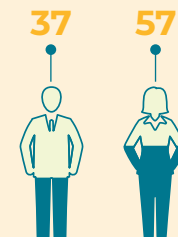
658 men work full-time  
220 women work full-time

878



37 men work part-time  
57 women work part-time

94



In 2023, we recruited 103  
new employees.

103



18 new ATCOs completed their ATCO training and  
37 candidate air traffic controllers started their training in 2023.

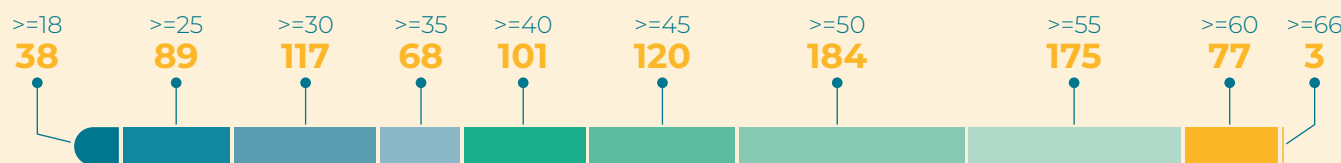
18+37



Employee age categories:

972

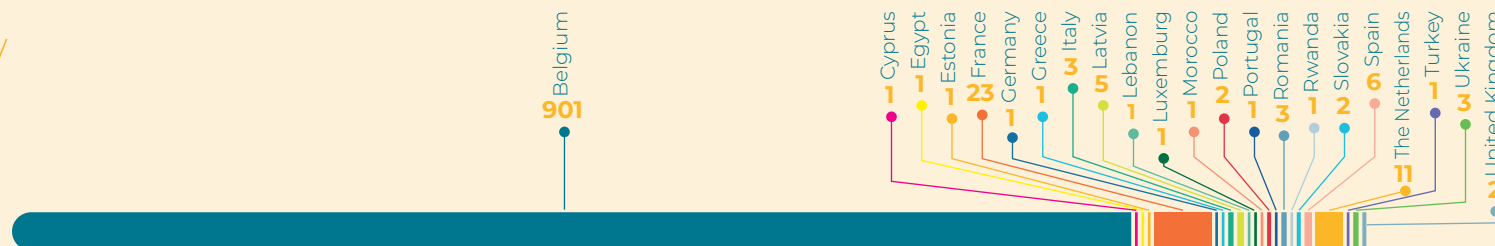
Employees on 31 December 2023



Distribution of nationalities:

972

Employees on  
31 December 2023



The diagram below illustrates skeyes' value chain:



#### DEVELOPMENTS & PROJECTS

- Safety studies & analysis
- Business continuity
- Risk management
- Partnerships (military, airports, etc.)
- Innovation (drones, etc.)
- Technology
- Flights procedures and routing



#### PROCUREMENT, LOGISTICS & INFRASTRUCTURE

- ICT & technical equipment
- Office supplies & utilities
- Sourcing & outsourcing
- Buildings
- Fleet



#### SITE OPERATIONS

- Air Traffic Control
- Towers
- Meteorology
- Training
- Technical support
- Office work



#### STAKEHOLDERS RELATIONS

- Customer service
- Public affairs
- Management of aeronautical information
- External & Internal communication
- Labour relations

## CSR governance structure

CSR is rapidly evolving. New scientific research, optimised approaches and solutions to remediate various impacts require constant screening. Additionally, the evolving national, EU and international regulatory landscape requires continuous monitoring. This ever-changing CSR landscape demands that our organisation increasingly strives for sustainability to be ingrained in all our operations. Hence, over the past two years, we have established a stronger CSR governance structure as shown in graph:

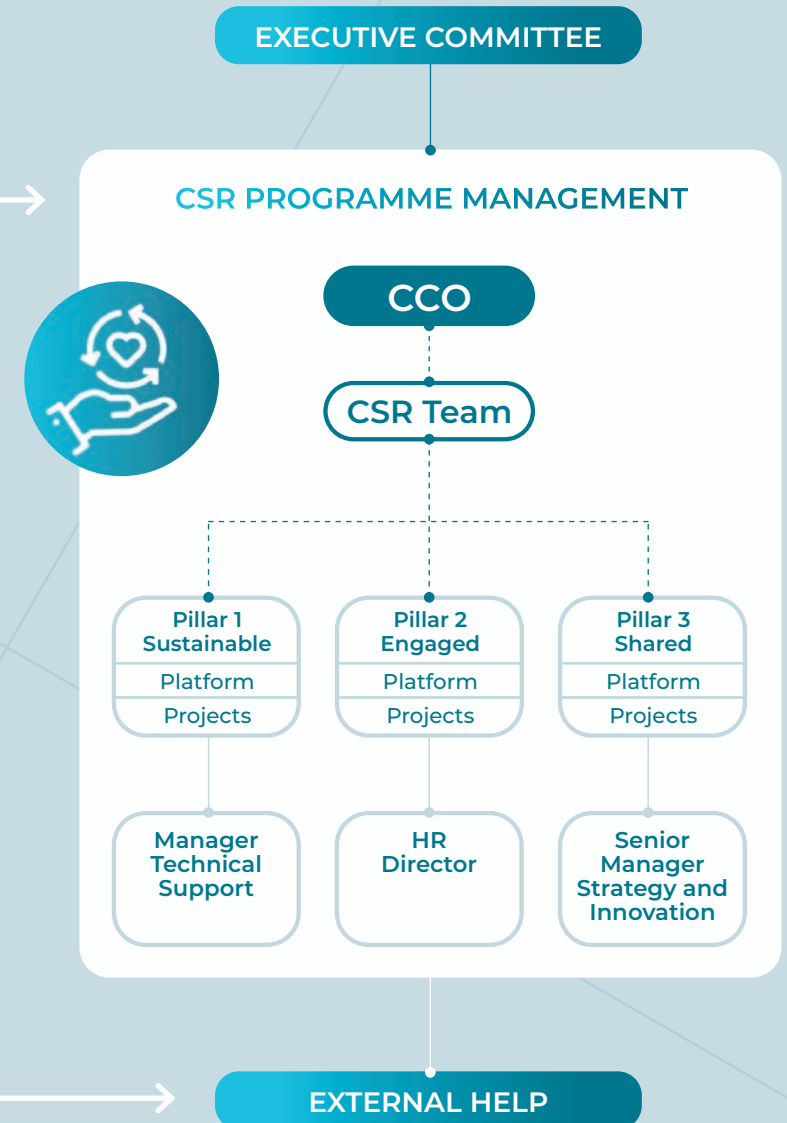
**The Executive Committee** sets the overall CSR strategy, guides its implementation, and oversees the implementation of sustainable practices across all operations.

**The Chief Compliance Officer** oversees the CSR department by ensuring that the company's CSR practices adhere to legal regulations and ethical standards, while also integrating sustainability goals into the organization's overall compliance framework.

**The CSR team** is responsible for implementing the strategy, creating an action plan, and overseeing the execution of activities. The CSR team reports directly to the executive team, ensuring alignment with organisational goals and providing regular updates on our CSR progress.

**The CSR team** supports CSR initiatives and coordinates the practical implementation of the sustainability efforts which are built around 3 strategic pillars.

skeyes also relies on **external experts** to support initiatives where necessary.







## 2. CSR STRATEGY

### 2.1. Impact materiality assessment, value chain and stakeholders

Starting from the results of independent desk research and an internal survey, functional experts participated in a series of workshops to define skeyes' material topics and to anticipate our external stakeholders' view on these matters.

This resulted in the following list which we believe shows the most relevant sustainability related topics for skeyes. In other words, the topics for which skeyes has or could have the highest impact on the environment, society and its people:

- Climate change mitigation and energy use
- Resource use and waste management
- Biodiversity refers to all types of life on Earth. The UN Convention on Biological Diversity (CBD) describes it as “the diversity within species, between species and of ecosystems, including plants, animals, bacteria, and fungi”.
- Our employees, with extra focus on engagement, well-being, development and diversity, equity & inclusion (DE&I)
- Working conditions of our partners' employees
- Business culture
- Partnerships & innovation

We are reviewing our current impact materiality view to prepare for the upcoming Corporate Sustainability Reporting Directive (CSRD). As part of this process, we will consult external stakeholders with respect to applying the new required standards, such as a double materiality assessment which considers financial risks and opportunities associated with ESG.

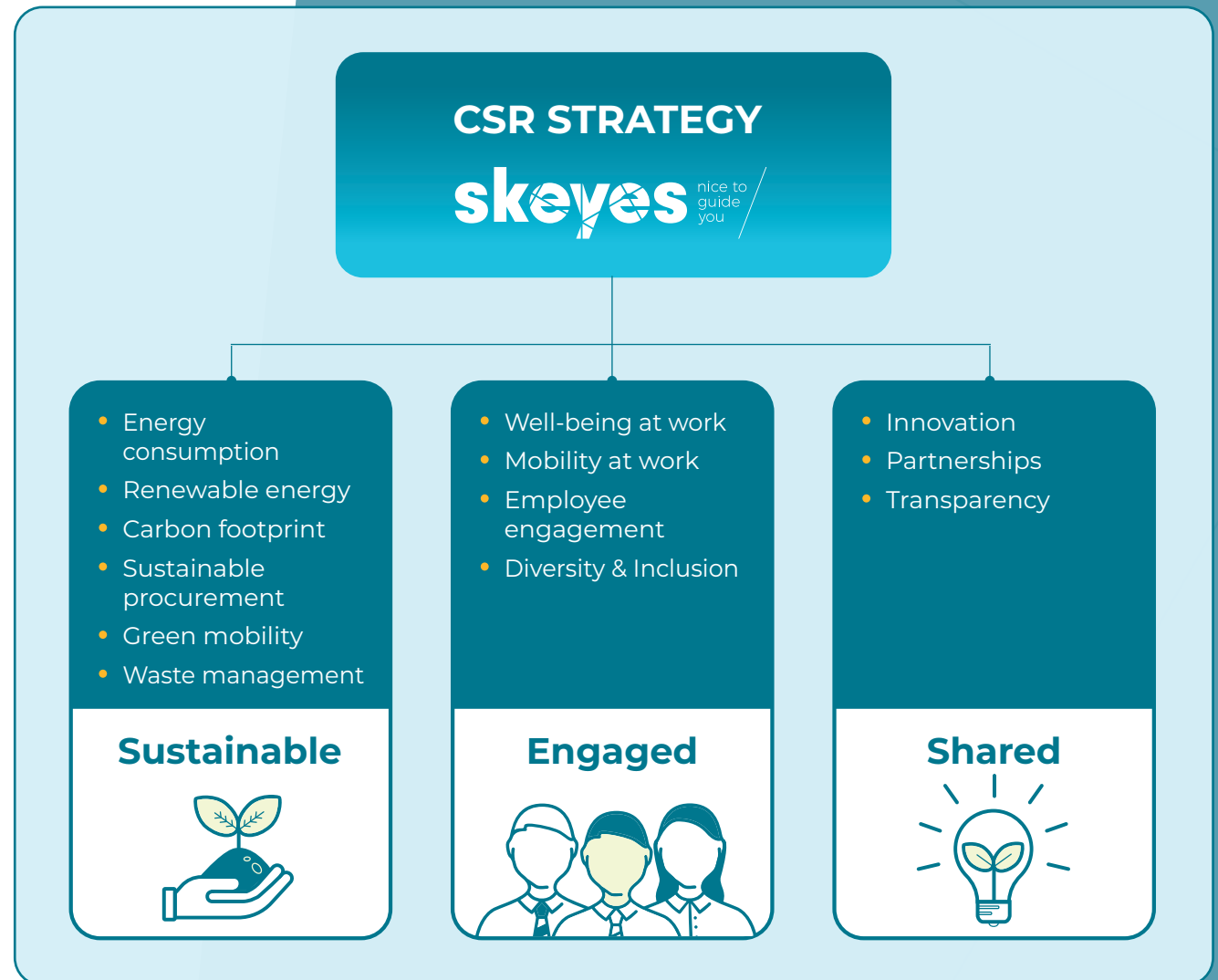
## 2.2. Three focus areas, and overview of targets

Our commitment is to provide our customers with safe, continuous, and efficient aviation navigation services and, at the same time, taking the necessary steps to

- (1) integrate sustainability in our daily activities,
- (2) increase employee involvement,
- (3) create shared value with our stakeholders and with the community as a whole.

In line with the current impact materiality assessment, **our CSR strategy** and actions are centred on three strategic pillars (Sustainable, Engaged and Shared), as illustrated in the diagram on the right.

**Our CSR strategy** was developed using the Sustainable Development Goals (SDGs) of the 2030 agenda of the United Nations as a framework.



## Our contribution to the sustainable development goals (SDGs)

skeyes' contribution to the 17 United Nations (UN) SDGs was determined following a comprehensive analysis by an internal team dedicated to this task. For all 169 subgoals of the UN 2030 agenda, the nature of the impact of skeyes' core activities was assessed based on:

- Material impact: significant direct impact of skeyes' core activities
- Linked impact: indirect or non-significant impact of skeyes' core activities
- Voluntary impact: indirectly related to skeyes' core activities

This allowed skeyes to identify its primary SDGs to which it intends to make a significant contribution in the future.

The implementation of this CSR strategy will help us to reach **ambitious sustainability targets** and contribute directly to the primary SDGs.

Among the long list of CSR objectives summarised in the appendix of this report, we highlight hereafter the most significant ones for each of skeyes' three strategic pillars.

### Sustainable

- **50%** reduction in CO<sub>2</sub> emissions scope 1 and 2 by 2030 vs 2019
- For the period 2020-2025, **2%** reduction in electricity consumption and **3%** in gas and fuel consumption in buildings and fleet per year
- By 2025, **50%** green vehicles (EV, Hybrid and CNG) in the fleet of commercial and service vehicles



### Engaged

- By 2025, **40%** of workers will use sustainable transport
- Promote CSR awareness and employee involvement



### Shared

- Evaluate innovation projects on sustainability impacts (drones, digital towers, wind energy)
- Promote joint CSR-related projects with key stakeholders





### 3.

## PERFORMANCE AND ACHIEVEMENTS

Total greenhouse gas emissions are divided into 3 scopes:

- **Scope 1:** Fuel Consumption, Buildings, Fuel economy – fleet, natural gas consumption
- **Scope 2:** Purchased electricity
- **Scope 3:** Fuel and energy-related activities, waste, business travel, commuting, purchased goods and services, capital goods

**As in previous years, we kept our focus on reducing our carbon footprint, and encouraging our staff to adopt sustainable practices. skeyes' carbon footprint is compliant with the Greenhouse Gas (GHG) Protocol.**

The total carbon footprint for 2023 amounts to 19.9 ktCO<sub>2</sub>e. This is a 7% reduction from our 2022 carbon footprint which was 21.4 ktCO<sub>2</sub>e, and a 4% reduction compared to our base year, 2019. Our scope 1 and scope 2 emissions have been steadily declining since base year 2019. In 2023,

## 3.1. Sustainable



### Carbon Footprint



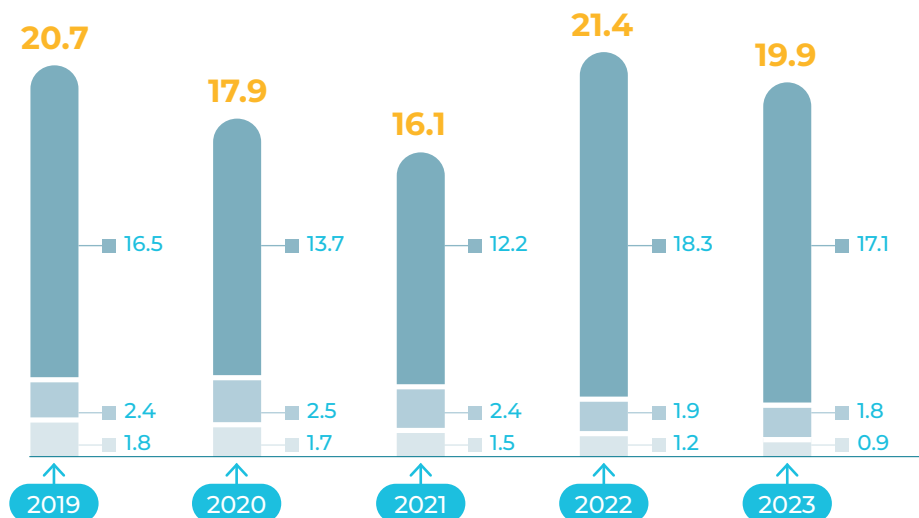
we managed to decrease scope 1 and scope 2 emissions by 11% compared to 2022, reaching all our annual reduction targets of -3% for natural gas and fuel consumption and -2% for electricity consumption.

In 2023, there were no changes to the methodology that was used to calculate skeyes' carbon footprint. Only in 2022, skeyes improved its methodology and enhanced the data collection methodology by incorporating capital goods (CAPEX) and purchased goods and services (OPEX) for all years, including the base year 2019.

For OPEX and CAPEX emissions, we work with spend-based activity data. Such expenses (in €) are translated into an emission amount (CO<sub>2</sub>e) by applying an industry average emission factor. These industry averages intrinsically have an associated high uncertainty level, which can go up to 80%.

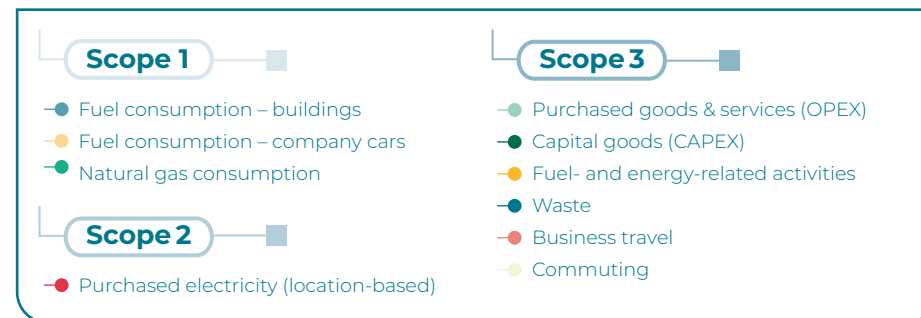
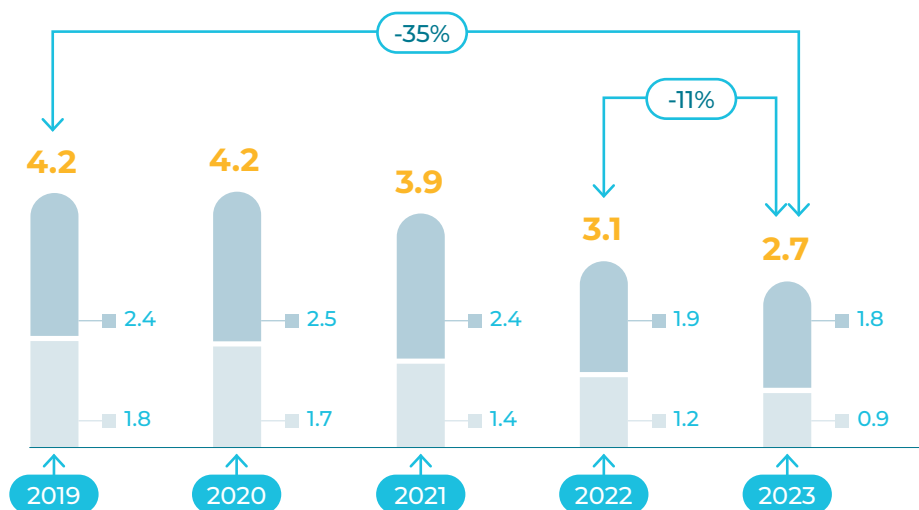
Given the importance of CAPEX and OPEX in the total carbon footprint and its associated high uncertainty degree, we will continue to work to shift from spend-based activity data to physical data to increase data accuracy.

## Evolution of skeyes' carbon footprint - [ktCO<sub>2</sub>e]

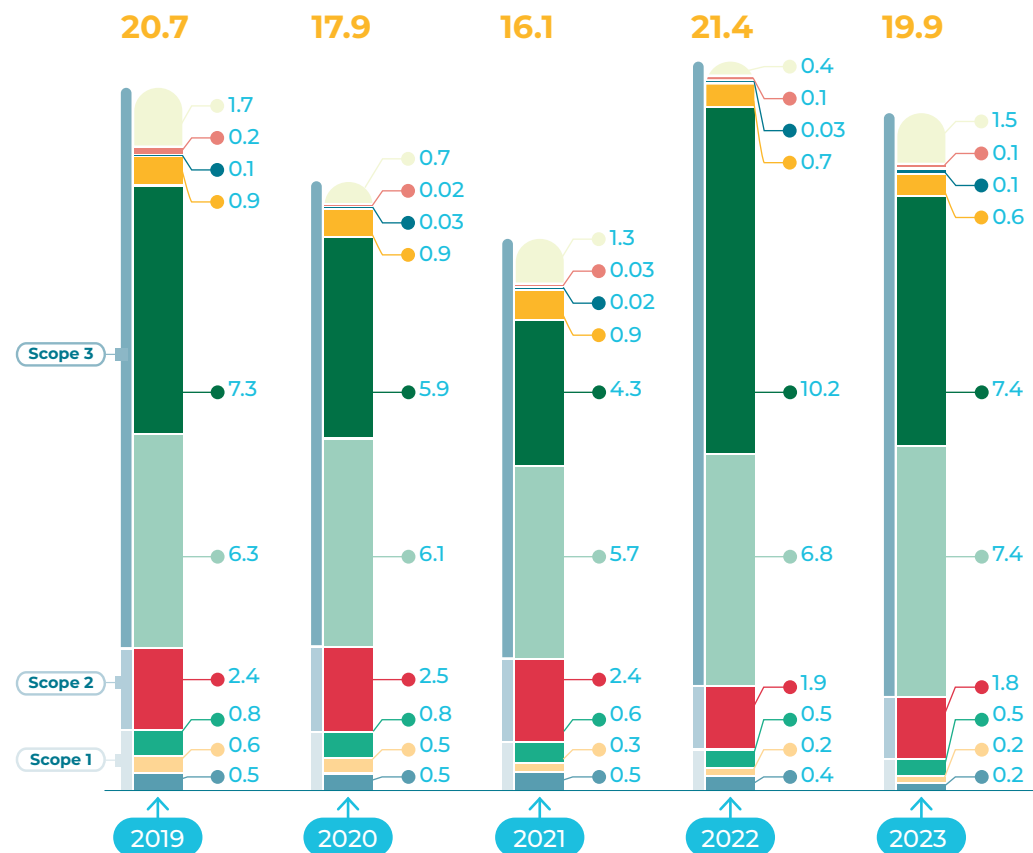


The share of scope 3 decreased between 2020 and 2021 following the slowdown in investments during the COVID 19 period. The sharp increase in 2022 is due to the resumption of investments and high inflation.

## Evolution of scope 1 & 2 emissions (location-based) [ktCO<sub>2</sub>e]



## Evolution of skeyes' carbon footprint with exact figures (location-based) [ktCO<sub>2</sub>e]



The sudden increase in waste in 2023 is due to a container of 126l of waste oil in Ostende Airport. The rise in commuting is partially explained by increase in FTE and enhanced data collection methods.

## → 2023 results:

skeyes' carbon footprint amounted to a total of 19.9 ktCO<sub>2</sub>e in 2023. Indirect scope 3 emissions represent 86% of the total carbon footprint, of which capital goods (37%) and purchased goods and services (37%) are the biggest categories. Scope 1 and scope 2 emissions represent 14% of the total carbon footprint. Here, most emissions come from the consumption of electricity (9%) and natural gas (2%).

All the electricity that we purchase (for our HQ and our Communication Navigation and Surveillance (CNS) equipment) is green. However, the figures reported in the graph

use the location-based approach. This method enables us to transparently track consumption of electricity. In the market-based approach, the total carbon footprint of skeyes would amount to 18.1 ktCO<sub>2</sub>e, as the scope 2 emissions would equal to 0.

## → Emissions drivers in 2023:

- **Scope 1:** Direct emissions are mainly driven by natural gas and oil for heating buildings (53% and 24% of scope 1 emissions, respectively).
- **Scope 2:** Location-based electricity emissions are mostly driven by HQ in Steenokkerzeel (70% of total electricity

emissions) and regional CNS equipment (13% of total electricity emissions).

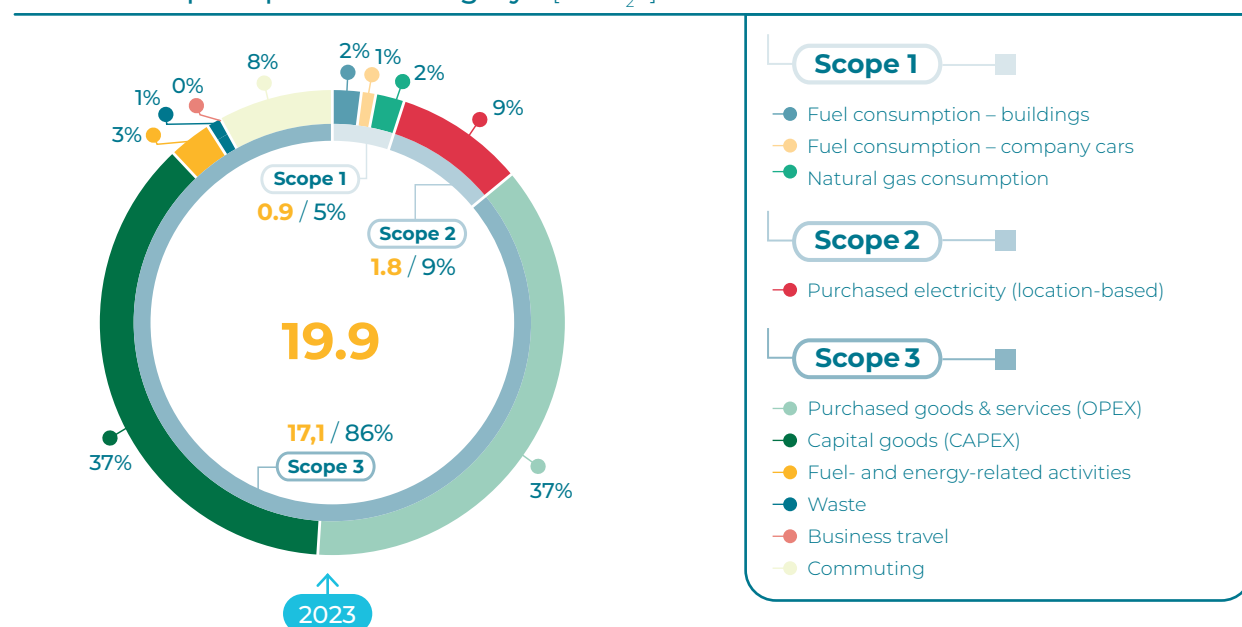
- **Scope 3:** Most indirect emissions are linked to capital goods (37%) and purchased goods and services (37%).
- **Scope 3 emissions decreased by 6% compared to 2022 but increased by 4% compared to the base year 2019:**

This corresponds to 17.1 ktCO<sub>2</sub>e out of a total of 19.9 ktCO<sub>2</sub>e in scopes 1, 2 and 3. The volatility in scope 3 emissions is attributable to investments in capital goods and the purchase of goods and services. OPEX share has been slowly increasing from 30% in the base year, to 32% in 2022 and 37% in 2023. CAPEX, however, is more prone to fluctuations in investments. CAPEX share has gone from 35% in 2019 to 48% in 2022 and back down to 37% in 2023.

Throughout 2023, skeyes made significant investments in telematics, ILS and IT equipment (CAPEX). OPEX increased mainly due to the increase in investments in consultancy services. It has also increased due to the exceptionally high inflation in 2023.

Each purchase of goods and services and investment in capital goods was investigated and vetted to uphold our sustainability strategy and overall mission.

Carbon footprint per GHG category - [ktCO<sub>2</sub>e]







## Energy consumption

### → skeyes' Energy Saving Plan:

**We are committed to achieving our energy reduction targets of 2% per year for electricity consumption and 3% per year for gas and fuel consumption in our buildings and commercial fleet from 2020 to 2025.**

Several measures to reduce energy consumption that were implemented during the energy crisis in 2022 were still in place in 2023. These measures include lowering the temperature in all buildings to 19°C, regulating the use of air conditioning to a maximum of 27°C, and turning off lighting between 19h00 and 6h00. Further measures include limiting the operating hours of ventilation groups in office buildings, and lowering the boiler water temperature from 75°C to 65°C.

Moreover, we have identified medium- and long-term measures that align with skeyes' sustainable approach to energy saving and will help achieve our emission reduction targets. These measures include installing presence detectors for lighting and ventilation, motion detectors for lighting in corridors and plumbing, and solar shading on building facades. We will also install solar panels and produce domestic hot water with CHP (Combined Heat and Power).

### → 2023 results:

**Thanks to these energy efficiency measures, we managed to decrease our scope 1 and scope 2 emissions by 35% in 2023 compared to base year 2019, and by 11% compared to 2022.**

In terms of natural gas and heating fuel consumption, we surpassed our annual target of -3%, reaching -14% for overall natural gas and -30% for overall heating fuel. The mild winter temperatures of 2023 helped reduce the natural gas and heating oil consumption. Similarly, we surpassed our annual -3% target for fuel for company cars, reducing fuel consumption by 6%.

Our overall electricity consumption decreased by 3% in 2023, reaching our annual target of -2%. The decrease can be explained by a better energy efficiency (7% consumption reduction by our CNS equipment). Furthermore, our FTE (full-time equivalent) in regional offices has decreased by 2%; the number of FTE being the base of our scope 2 calculation method for these offices.

Electricity consumption for HQ Steenokkerzeel remained stable throughout 2023, despite actively incorporating more electric vehicles into

our fleet. One explanation is that increased electricity consumption of electric vehicles has offset the reduced electricity demands in our offices thanks to the energy efficiency measures that have been adopted and the increased employee awareness. In the future, we will continue to push for even more energy efficiency and will continue to raise awareness among our employees.

CNS equipment includes navigation systems, radars, etc. located everywhere in Belgium except in Steenokkerzeel. The reduction in electricity consumption can be explained by decommissioning of low energy efficient navigation aids (radars).

In line with Buildings 2.0, an energy optimisation project to reduce energy consumption and carbon footprint, skeyes pursues a proactive policy in the ecological management of its buildings. We use new construction materials which not only save energy through a better insulation but which are also reusable after dismantling. This makes it possible to meet the company's needs in terms of flexibility of its spaces without generating construction waste. In this regard, six air conditioning systems were replaced by energy recovery systems and 1,200 lighting fixtures were replaced by LED systems with much greater energy efficiency.



## Renewable energy

### **skeyes has been purchasing 100% green electricity since 2015.**

In our CSR strategy, we added the target of only purchasing locally generated electricity. We have also been analysing the possibilities to install photovoltaic panels on the skeyes site in Steenokkerzeel.



## Sustainable procurement

### **In 2023, skeyes adopted a comprehensive Sustainable Purchasing Policy.**

The policy mandates fair and ethical treatment of suppliers, adherence to environmental, social, and governance (ESG) standards, and compliance with all applicable laws. It outlines expectations for suppliers, including respect for human

rights, non-discrimination, fair labour practices, and environmental stewardship. The policy also includes provisions for transparency, anti-bribery, anti-corruption, and conflict of interest, aiming to foster a responsible and sustainable supply chain.



## Green mobility

CO<sub>2</sub> emissions from business travel have decreased significantly from 197 tCO<sub>2</sub>e in 2019 to 90 tCO<sub>2</sub>e in 2023. In 2023, 63% of skeyes' fleet was composed of green vehicles, including 46% electric vehicles, 15% hybrids and 2% CNG. This represents a notable improvement from 2022, where 58% of the fleet was green. This progress positions skeyes well to achieve its 2025 target of a 50% green fleet.

In 2023, we installed an additional charging point for electric cars in Building H,

increasing the total number of charging stations for plug-in hybrid and electric vehicles to 23.

In addition, we installed 4 new charging points for e-bikes in the bicycle shelter at the Canac building. This initiative aims to encourage the use of eco-friendly commuting options among our employees.

On 27<sup>th</sup> April 2023, skeyes participated in the Ik Fiets Naar Het Werk (I Bike to Work) campaign, organised by Cyclis Bike Lease. Six skeyes employees joined the initiative,

collectively covering 232 kilometres by cycling to work. The campaign encourages participants to choose low-emission transport options and maintain a healthier lifestyle by cycling to work. By doing so, employees contributed to reducing their carbon footprint, improving their health, and supporting a good cause. Additionally, the campaign highlighted the inclusivity of remote workers, allowing them to participate in the initiative even if working from home.

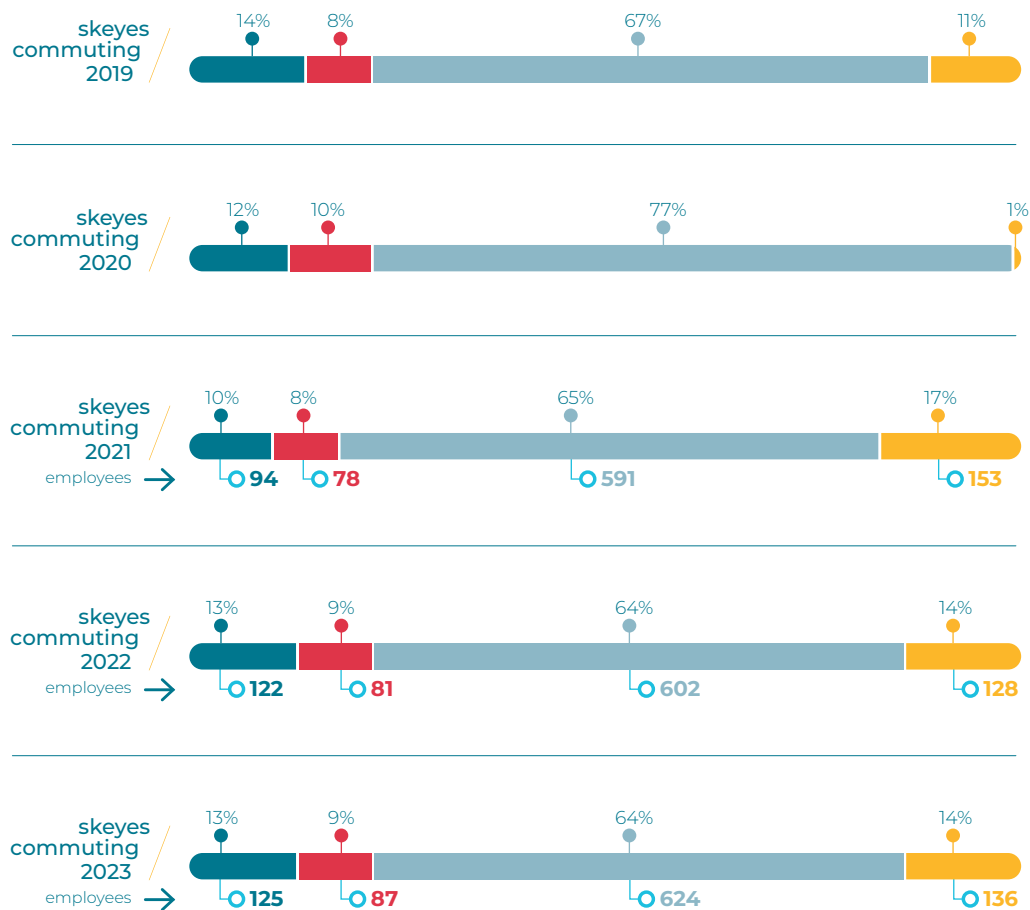


## Mobility at work

### Mode

- Public transport
- Company cars
- Own cars
- Bicycle

Distribution by sustainable transport mode:





## Waste Management and Circular Economy

**In 2023, we collaborated with Out of Use, a Belgian waste management company specialising in the reuse and recycling of commercial materials.**

They work tirelessly to collect and repurpose commercial e-waste. They seek a new destination and purpose for the collected products. If a product cannot be reused, they recover materials as far as possible through recycling into secondary raw materials, giving even non-reusable products a new use.

E-waste such as broken monitors, coffee machines, printers, large batteries, and server racks was collected and processed by **Out of Use**.

**Out of a total of 9,363 kg of e-waste collected:**

- 9,279 kg was recycled
- 84 kg was reused
- 17,718 kg of CO<sub>2</sub> emissions were avoided (4,356 kg through reuse and 13,362 kg through material recycling)

Our efforts represent the equivalent to the CO<sub>2</sub> absorbed by 1,5 hectares of forest in 1 year.

→ **Donation to Close the Gap:**

We donated 60 laptops and 21 desktop computers to our partner **Close The Gap**, an international social enterprise that aims to bridge the digital divide by offering high-quality, pre-owned IT devices to educational, medical, and social projects in developing and emerging countries.

Our donations to Close the Gap are part of our CSR strategy to make IT more sustainable.

**CLOSE  
THE  
GAP**  
BRIDGING  
THE DIGITAL  
DIVIDE

**Help bridge  
the digital divide**



© Close the Gap





## 3.2. Engaged



Well-being at work & employee engagement

### → skeyes Sports Day 2023

Building on the success of previous years, skeyes continued its commitment to employee well-being and building a strong company culture in 2023. The **skeyes club**, dedicated to organising sports and social activities, arranged the 7<sup>th</sup> annual skeyes Sports Day.

This event offered an even wider range of activities, with more than 20 sports available for employees to participate in, including badminton, karting, petanque, cycling, and volleyball. The 2023 skeyes Sports Day was another resounding success, filled with team spirit, camaraderie, and enthusiastic participation from colleagues across the organisation.





skeyes / club





## → Brussels Airport Marathon / Half Marathon 2023

On 1<sup>st</sup> October 2023, 15 skeyes employees participated in the 18<sup>th</sup> edition of the **Brussels Marathon & Half Marathon**. The event attracted around 12,600 runners, a significant increase of 30% compared to the previous year. Participants from more than 100 countries came together to enjoy beautiful areas of Brussels with

a finish on the renovated track of the King Baudouin Stadium. The event was not only a sporting spectacle but also a celebration of unity and diversity, with runners of all ages and backgrounds coming together to run, cheer, and explore Brussels. skeyes was delighted to be part of this international running celebration and proud to support the **Demoucelle Parkinson Charity** through its participation in the event.





## → Community clean up



To increase employee awareness of environmental protection and sustainability, the CSR team, in collaboration with **Mooimakers**, an initiative from the Flemish region dedicated to combating littering and fly-tipping, organised a waste clean-up activity to collect waste in the streets surrounding our Steenokkerzeel site. As a result, two streets were cleaned, and 15 trash bags were collected. They were given to the commune for processing. It was an excellent opportunity to meet colleagues and contribute, in a more than symbolic way, to a clean environment beyond our office workspaces.

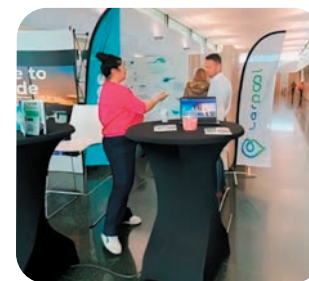


## → Carpooling awareness event

On 25<sup>th</sup> April 2023, skeyes hosted a **carpooling awareness** event at its headquarters. The event aimed to raise awareness among employees about the company's carpooling platform, which was launched in 2022. The initiative serves to promote sustainable mobility options for employees and encourages participation in carpooling to reduce carbon emissions and alleviate traffic congestion.

The event featured a live demonstration and information session conducted by representatives from Mpact, the service provider collaborating with skeyes on the carpooling platform. Employees had the opportunity to learn about the functionalities of the platform, how to register, and the benefits of carpooling for both individuals and the environment.

Overall, the event was successful in engaging employees and promoting sustainable commuting options.





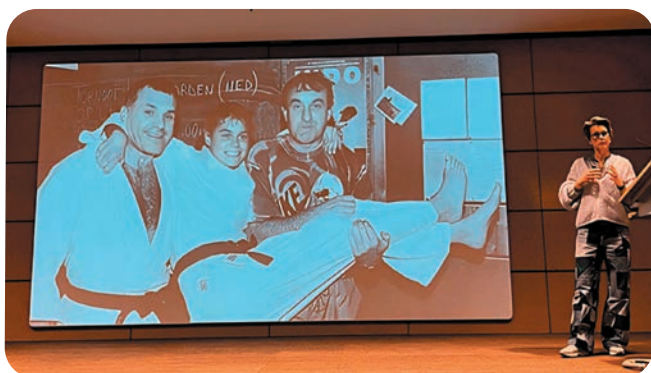


## Diversity and inclusion

### → International Women's Day

On 8<sup>th</sup> March 2023, skeyes celebrated **International Women's Day** with keynote speaker Gella Vandecaveye, an accomplished former judoka and Olympic medalist. Vandecaveye's inspiring message

emphasised teamwork and resilience, reflecting skeyes' commitment to gender equality and diversity in aviation. The event highlighted the importance of empowering women in STEM and promoting inclusivity within the industry.



### → Global Aviation Gender Summit

skeyes participated in the 2023 **Global Aviation Gender Summit** organised by the International Civil Aviation Organization (ICAO) in Madrid, Spain. This event focused on achieving gender equality within the aviation sector.

The summit featured discussions and presentations on various topics critical to achieving this goal. These included encouraging women in STEM fields, promoting gender equality in workplaces, and using data to inform inclusive policies. Additionally, the importance of role models, sharing best practices, and setting collaborative goals across the industry were highlighted.





### 3.3. Shared



Innovation

#### → Drones

In 2023, 15,462 drone flights were authorised via the Drone Service Application (DSA). These authorisations covered flights within skyes-managed Controlled Traffic Regions (CTRs) and the Kortrijk Radio Mandatory Zone (RMZ). This represents a 24% increase in the number of drone flight authorisations compared to 2022.



#### → Digital Control Towers

By 2026, **Namur will host Belgium's first digital control tower centre**. This facility will centralise the control towers for Liège and Charleroi airports, replacing their current physical towers. Equipped with advanced camera masts, the system will grant air traffic controllers enhanced remote management capabilities for ground movements, runway operations, and airborne traffic. This innovative technology, leveraging cameras for precise visibility in adverse weather, promises to elevate air navigation safety and operational efficiency.





A significant milestone was achieved on 20<sup>th</sup> November 2023, with the erection of the first camera mast at Liège airport, standing at 46 metres tall. This event marked the beginning of the project's implementation phase. Additionally, the Remote Tower Development Centre at Steenokkerzeel will open in early 2024, facilitating the development and configuration of the new system using real-time images from both airports.

### → Contribution to the development of wind energy

skeyes' mission is to guarantee aviation safety. It therefore also ensures that interference between wind turbines and navigation and surveillance systems is minimised. Hence, the Belgian ANSP contributes directly to the safe installation of these green power plants. skeyes' innovation programme makes it possible to deploy new technologies – such as satellite-based navigation or multilateration – that do not cause interference with wind turbines. skeyes is also streamlining its radars, in partnership with Defence, to broaden the horizon for wind energy development. This project is partially supported by a federal subsidy of €6,750 million.

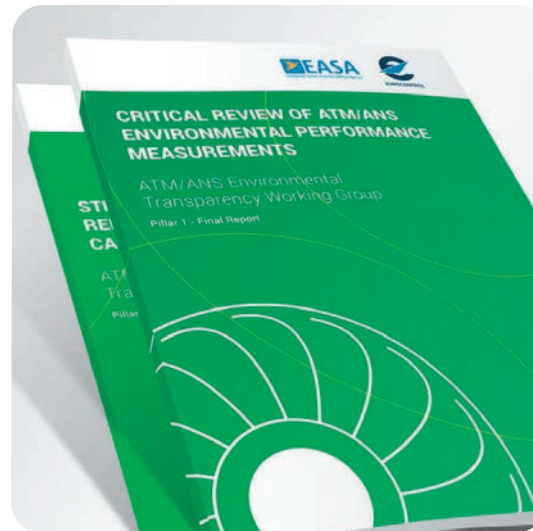


## Partnerships

### → Step-by-Step Guide

In 2023, the **European Union Aviation Safety Agency (EASA)** and **EUROCONTROL** published their report titled “Step-by-Step Guide to Measure, Reduce, and Report your ANSP's carbon footprint.” This was a result of the Pillar 3 ATM/ANS Environmental Transparency Working Group, co-chaired by the skeyes CSR team.

The step-by-step guide provides an overview of what ANSPs can do to control their own environmental impact. It also equips the reader with the knowledge, skills, and tools necessary to apply carbon footprinting to their own ANSP business processes.



➔ **skeyes participation in Youth for Change and Action day**

skeyes participated in the **Youth for Change and Action (YOUCA)** day.

On this day, students commit to working for a day at a company, an organisation, a government or a private individual.



The wages they earn on that day are donated to projects of committed young people worldwide.

At skeyes, six high school students had the unique opportunity to shadow some of our colleagues for the entire day. This hands-on experience allowed them to explore various departments and roles



within skeyes, gaining valuable insights into the world of aviation. The wages earned by these students was generously donated in full to Plan International's youth project in Senegal.

YOUCA is an organisation that encourages young people to work together towards a sustainable and just society.





## ➔ GreenATM programme

skeyes has been awarded Level 3 in the **GreenATM environmental accreditation program by the Civil Air Navigation Services Organisation (CANSO)**. This prestigious achievement recognises skeyes' commitment to reducing its environmental footprint and minimising emissions in the airspace under its control. The GreenATM programme, initiated in 2022, evaluates air navigation service providers' endeavours to mitigate their environmental influence across various operations, encompassing governance, air traffic management, infrastructure, and sustainable procurement. The attainment of Level 3 accreditation by skeyes signifies the company's maturity in implementing

comprehensive plans to effectively manage its environmental impact, a testament to its robust environmental management capabilities.

The CANSO GreenATM programme levels range from 1, where the operator recognises that the company's policies can effectively contribute to reducing environmental impacts, to level 5, where all strategies are fully implemented with a positive impact on the environmental footprint and the organisation is actively involved in researching and testing innovations.

The GreenATM programme has provided valuable insights into areas for improvement, encouraging skeyes to continue implementing effective initiatives and investing in innovative solutions for a greener future.

**CANSO**

**GREEN  
ATM**



## → Training as a lever for development

874

days of training were attended by skeyes operational staff in 2023. Training is organised in collaboration with skeyes subsidiary Entry Point North Belgium (EPNB).

64

Air traffic control simulator sessions were organised.

36

courses on the human factor in air traffic control were completed by operational staff.

6

ATSEP (Air Traffic Safety Electronic Personnel) employees were trained and joined the CISM (Critical Incident Stress Management) peers team, the structural psychological support available for air traffic controllers and

In 2023, skeyes continued its commitment to employee development through a variety of targeted training programs. A total of **88** new hires participated in comprehensive onboarding sessions covering essential topics like communication, cybersecurity, and safety

members of the operational services. The support was extended to members of the technical staff (ATSEP) and IT services.

378

coaching sessions were delivered to ATCO students by experienced colleagues alongside their air traffic controller training programme, with the participation of Defence.

348

System and equipment training courses were delivered to ATSEP staff, via skeyes' subsidiary EPNB.

195

technical staff members (ATSEP) underwent this training.

management. Furthermore, **37** senior employees embarked on a two-year leadership development journey, with a focus on people management, negotiation skills, and personal coaching. Additionally, there were **21** individual requests for different training programs.




## Transparency

skeyes values transparency and ethics and has committed to publish a sustainability report with reference to the **Global Reporting Initiative (GRI)**. The GRI is an independent, international organisation that assists corporations and other organisations in taking accountability for their impacts by offering a common global language to communicate those impacts. The GRI Standards are the world's most widely used standards for sustainability reporting. In the appendix of this report, we present all our objectives with their indicators and the results over the last two years. In addition, we indicate the relevant **SDGs** per key objective to facilitate the understanding of our contribution.







## 4. ON THE RADAR: SKEYES IN 2024 AND BEYOND

**In 2024, we will kick off the renewal process to retain our Level 3 GreenATM accreditation. This demonstrates our dedication to striving to reduce both our direct impact on the environment and the emissions of the airspace users under our control.**

We are also taking a significant step towards a greener future by launching a tender for the installation of solar panels. This project will see us harnessing renewable energy to power our operations and significantly reduce our carbon footprint.

Looking ahead, we are committed to enhanced transparency. In preparation for the Corporate Sustainability Reporting Directive (CSRD), we will be taking first steps to refining our reporting frameworks to provide even more comprehensive and transparent disclosures on our sustainability efforts.

To further minimise our environmental impact, we will be prioritising the implementation of a robust Environmental Management System (EMS). This system will allow us to systematically manage our environmental footprint and continuously improve our sustainability performance.

We will launch a biodiversity project focused on tree planting and forest management, aiming to create nature reserves, tackle climate challenges, and enhance our commitment to sustainable development through partnerships with organizations like Natagora and Natuurpunt.

Finally, with a focus on promoting eco-friendly commuting, we will be introducing a bike leasing programme for our staff. This initiative aims to encourage our employees to adopt greener travel habits and contribute to a more sustainable future.

# 5. APPENDIX

## 5.1. Results 2023



### Sustainable Pillar 1

Material Themes	Objectives	Indicator	Results 2022	Results 2023
<b>Carbon footprint</b>	50% reduction in CO <sub>2</sub> emissions by 2030 vs 2019 for scopes 1 and 2 of skeyes activities	% reduction of CO <sub>2</sub> emissions Scopes 1 and 2 vs 2019	27% reduction vs 2019	35% reduction vs 2019
<b>Energy consumption</b>	2% per year reduction in electricity consumption for the period 2020-2025	% reduction in electricity consumption (vs previous year)	2% decrease for HQ Steenokkerzeel & CNS equipment but overall increase of 2% due to local sites (increase FTE)	Our overall electricity consumption decrease by 3% in 2023
	3% per year reduction in gas and fuel consumption in buildings and the fleet for the period 2020-2025	% reduction in gas and fuel consumption (vs previous year)	Gas 10% decrease/ Heating fuel 18% increase / Fuel fleet: 6% decrease	Natural gas 14% decrease/ heating fuel 30% decrease/ fuel fleet 6% decrease
<b>Renewable energy</b>	Generation of own renewable energy	Installed photovoltaic power (kW)	Technical analysis completed for Steenokkerzeel site	Tender for installation of photovoltaic power has been launched in 2023
	Purchase of 100% green electricity of local origin	% of purchased electricity of green and local origin	100 % green	100 % green
<b>Green mobility</b>	By 2025, 50% green vehicles in the fleet of commercial and service vehicles	% of green vehicles in the fleet	58% of green vehicles in the fleet	63% of green vehicles in the fleet
	Installation of recharging capacity for electric vehicles and bicycles	Number of recharging points installed	2 for electric vehicles	1 for EV (electric vehicle) and 4 for bicycles
<b>Waste management</b>	Reduce employee waste (paper, plastics and residual waste)	% decrease of weight of waste produced per employee and per day at skeyes (vs previous year)	7.6% decrease of weight of waste per employee	26% decrease of weight of waste produced per employee and per day
	Reducing waste and food loss in the restaurant	% reduction of waste in the restaurant (vs previous year)	1.8% increase of waste in restaurant vs previous year	15% increase in waste in restaurant vs previous year
	Giving a second lease of life to IT and radio equipment	Amount of reused IT and radio equipment	45 laptops and 48 notebooks donated to Close the Gap	60 laptops and 21 desktops computers donated to Close the Gap





## Engaged Pillar 2

Material Themes	Objectives	Indicator	Results 2022	Results 2023
Well-being at work	Absenteeism below 5%	% absenteeism	3.18% absenteeism in 2022	2.52% absenteeism in 2023
Employee involvement	Increase participation in projects with the surrounding community	Number of employees participating	16 employees participated in the Brussels marathon, 15 employees participated in the Brussels Ekiden	15 employees participated to the Brussels marathon, 12 to a clean up action
Diversity and inclusion	Increase in the share of women in management positions	% of men and women in senior positions	30.8% women in Forum group	36.8% women in Forum Group



## Shared Pillar 3

Material Themes	Objectives	Indicator	Results 2022	Results 2023
Innovation	Evaluation of innovation projects on the impact of sustainability	Number of projects evaluated	303 requests for wind turbines have been approved	337 requests for wind turbines have been approved
Partnerships	Promotion of joint CSR-related projects with key stakeholders	Number of projects launched	Participation in YOUCA Action Day Circular Economy Chair of the Antwerp Management School	Participation in YOUCA Action Day Circular Economy Chair of the Antwerp Management School

## 5.2. GRI content index

### Statement of use

skeyes has reported the information cited in this GRI content index for the period 1/1/2023 to 31/12/2023 with reference to the GRI Standards.

### GRI 1 used

**GRI 1: Foundation 2021**

### GRI Standard

### Disclosure

### Pages/ Answer

### GRI 2: General Disclosures 2021

2-1	Organizational details	6-7
2-2	Entities included in the organization's sustainability reporting	7-8
2-3	Reporting period, frequency and contact point	6
2-4	Restatements of information	6
2-5	External assurance	-
2-6	Activities, value chain and other business relationships	7, 10
2-7	Employees	9
2-8	Workers who are not employees	9
2-9	Governance structure and composition	6, 11
2-10	Nomination and selection of the highest governance body	-
2-11	Chair of the highest governance body	4-6
2-12	Role of the highest governance body in overseeing the management of impacts	6
2-13	Delegation of responsibility for managing impacts	11
2-14	Role of the highest governance body in sustainability reporting	4-6
2-15	Conflicts of interest	-
2-16	Communication of critical concerns	-

GRI Standard	Disclosure	Pages/ Answer
<b>GRI 2: General Disclosures 2021</b>		
2-17	Collective knowledge of the highest governance body	11
2-18	Evaluation of the performance of the highest governance body	-
2-19	Remuneration policies	-
2-20	Process to determine remuneration	-
2-21	Annual total compensation ratio	-
2-22	Statement on sustainable development strategy	4-5, 12-14, 32
2-23	Policy commitments	19
2-24	Embedding policy commitments	11-19
2-25	Processes to remediate negative impacts	-
2-26	Mechanisms for seeking advice and raising concerns	-
2-27	Compliance with laws and regulations	6-19
2-28	Membership associations	7
2-29	Approach to stakeholder engagement	12
2-30	Collective bargaining agreements	-
<b>GRI 3: Material Topics 2021</b>		
3-1	Process to determine material topics	12
3-2	List of material topics	12-13, 33-34
3-3	Management of material topics	15-31

GRI Standard	Disclosure	Pages/ Answer
<b>GRI 302: Energy 2016</b>		
302-4	Reduction of energy consumption	18-19, 33
302-5	Reductions in energy requirements of products and services	18-19, 33
-	Renewable energy	19
<b>GRI 305: Emissions 2016</b>		
305-1	Direct (Scope 1) GHG emissions	15-17, 33
305-2	Energy indirect (Scope 2) GHG emissions	15-17, 33
305-3	Other indirect (Scope 3) GHG emissions	15-17, 33
305-4	GHG emissions intensity	15-17, 33
305-5	Reduction of GHG emissions	15-17, 33
<b>Green mobility</b>		
-	Measures taken to promote a greener mobility	19-20, 25, 33
-	Mobility at work	19-20, 33
<b>GRI 306: Waste 2020</b>		
306-4	Waste diverted from disposal	21, 25, 33
<b>GRI 308: Supplier Environmental Assessment 2016</b>		
308-1	New suppliers that were screened using environmental criteria	19



GRI Standard	Disclosure	Pages/ Answer
<b>GRI 403: Occupational Health and Safety 2018</b>		
403-4	Worker participation, consultation, and communication on occupational health and safety	22-24, 34
403-5	Worker training on occupational health and safety	31
403-6	Promotion of worker health & wellbeing	22-24, 31
403-10	Work-related ill health	34
<b>GRI 405: Diversity and Equal Opportunity 2016</b>		
405-1	Diversity of governance bodies and employees	26, 34
<b>Innovation</b>		
-	Innovative projects with a positive impact on sustainability	27-28, 34
<b>Partnerships</b>		
-	Promotion of joint CSR-related projects with key stakeholders	28-30, 34
<b>Transparency</b>		
-	Publish a sustainability report yearly based on proven sustainability reporting standards	31

## 5.3. Abbreviations used

<b>ACI</b>	Airport Council International
<b>AIP</b>	Aeronautical Information Publication
<b>ANS</b>	Air Navigation Service
<b>ANSP</b>	Air Navigation Service Provider
<b>ATC</b>	Air Traffic Control
<b>ATCO</b>	Air Traffic Controller
<b>ATM</b>	Air Traffic Management
<b>ATSEP</b>	Air Traffic Safety Electronic Personnel
<b>CANAC2</b>	Computer Assisted National Air Traffic Control Center
<b>CANSO</b>	Civil Air Navigation Services Organisation
<b>CAPEX</b>	Capital Expenditure
<b>CDO</b>	Continuous Descent Operations
<b>CEM</b>	Collaborative Environmental Management
<b>CNG</b>	Compressed Natural Gas
<b>CNS</b>	Communication Navigation Surveillance
<b>CSR</b>	Corporate Social Responsibility
<b>CSRD</b>	Corporate Sustainability Reporting Directive

<b>DE&amp;I</b>	Diversity Equity and Inclusion
<b>DSA</b>	Drone System Application
<b>EPNB</b>	Entry Point North Belgium
<b>ESG</b>	Environment Social Governance
<b>EV</b>	Electric Vehicle
<b>FABEC</b>	Functional Airspace Block Europe Central
<b>FTE</b>	Full Time Equivalent
<b>GHG</b>	Greenhouse Gas
<b>GRI</b>	Global Reporting Initiative
<b>HQ</b>	Headquarter
<b>IFR</b>	Instrument Flight Rules
<b>ILS</b>	Instrument Landing System
<b>OPEX</b>	Operating Expenditure
<b>SDG</b>	Sustainable Development Goal
<b>STEM</b>	Sciences Technology Engineering and Mathematics
<b>UN</b>	United Nations
<b>YOUCA</b>	YOUth for Change and Action

Member of FABEC

[www.skeyes.be](http://www.skeyes.be)

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guide  
you

