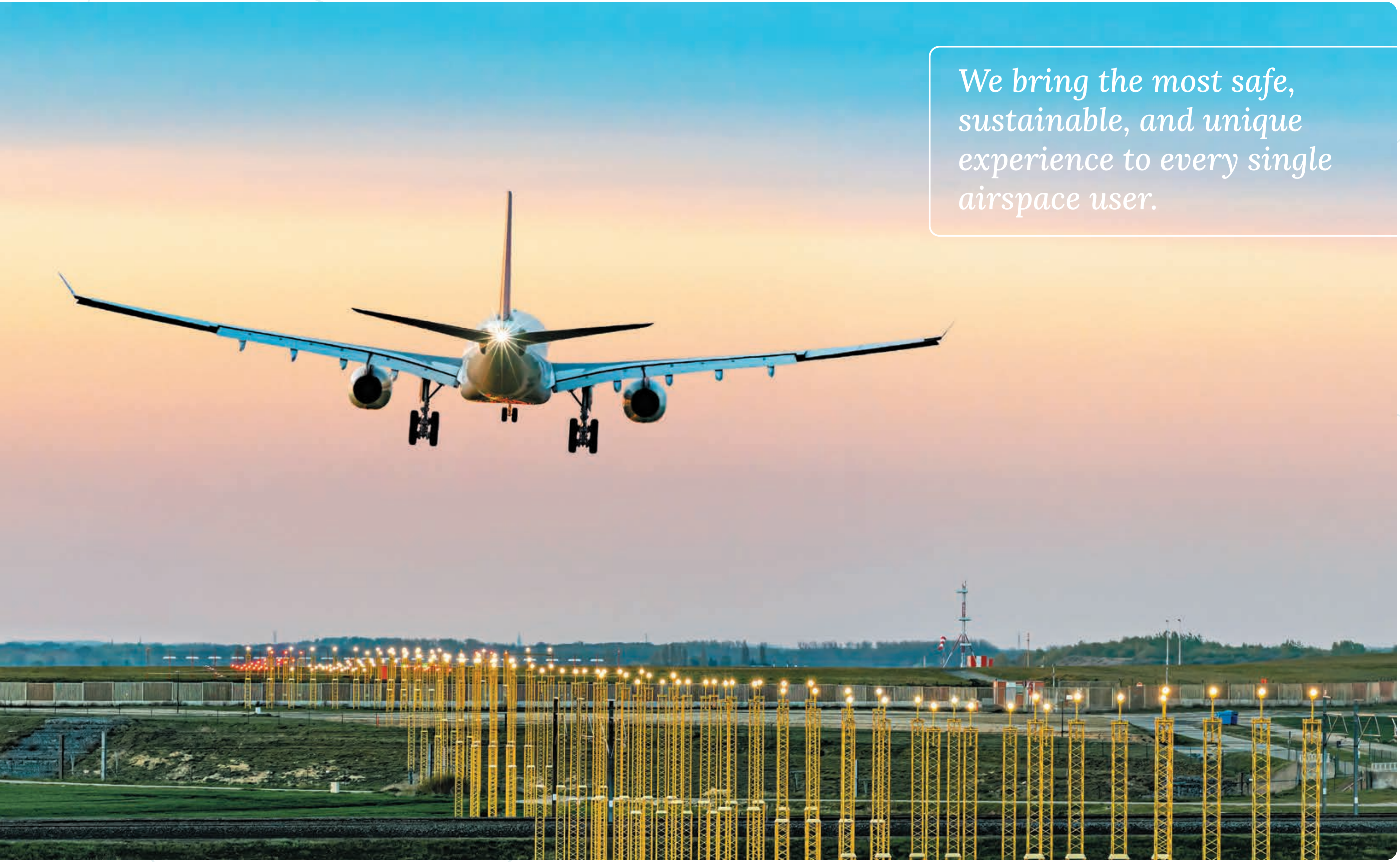
SUSTAINABILITY REPORT 2024

CLEARING THE SKIES FOR TOMORROW

skeyes nice to guide you



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

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1. INTRODUCTION

1.1. Foreword

Dear reader,

As I reflect on 2024, I am filled with a sense of pride in the skeyes team and our progress in delivering on our commitment to sustainability.

In the past year, we signed our fourth management contract with the Belgian State. By providing the necessary resources, it enables investments in technological innovations aimed at making airspace safer and more efficient. This support also covers efforts towards more sustainable aviation. Through air traffic management, flight procedures, new approach techniques, and the modulation of fees based on aircraft environmental performance, skeyes will do its utmost to reduce the impact of aircraft on the climate, the environment, and the health of the populations overflown. The new contract also provides for additional space to be freed up for wind turbines near airports, without any risk to aviation safety.

In 2024, we also successfully renewed our Level 3 GreenATM environmental accreditation. This achievement reaffirms that skeyes's environmental management activities have reached a mature level, with implementation of concrete plans that contribute to reducing emissions.

We are committed to enhanced transparency. In preparation for our alignment with the Corporate Sustainability Reporting Directive (CSRD), we conducted a stakeholder consultation as a key part of our double materiality assessment. This process provided valuable insights into how our stakeholders view skeyes's most significant impacts, risks, and opportunities; insights that will also shape and strengthen our sustainability strategy moving forward.

In 2024, we continued to make progress in reducing our direct environmental impact. Our carbon footpring for Scope 1 and 2 emissions, which we directly control, has declined steadily, reflecting our internal efforts to operate more efficiently. However, Scope 3 emissions, which include indirect impacts across our value chain, showed greater variation, driven largely by essential investments in aviation systems, infrastructure, and radar technologies. These investments support both safety and long-term sustainability.

At skeyes, we believe that a sustainable future is not only about environmental progress, but also about building a workplace and an industry that reflects the diversity of the world we serve. In 2024, we took meaningful steps to advance greater inclusion within Air Traffic Management by participating in key workshops, supporting the development of a sector-wide Diversity, Equity, and Inclusion (DE&I) toolkit, and engaging in initiatives aimed at fostering a more inclusive and diverse workforce.

In our journey towards a sustainable future, we understand that lasting climate action can only be achieved through strong partnerships and collective commitment across the industry. Together with the Belgian Defence, we have delivered a roadmap to support the development of renewable energy. This initiative will expand the number of sites where wind turbines can be installed, accelerating Belgium's transition to clean energy.

None of these accomplishments would have been possible without the dedication of our colleagues, the engagement of our stakeholders, and the support of local communities and key partners. Looking ahead, however, we face a rapidly evolving landscape shaped by rising air traffic demand and accelerating technological change. As we pursue the aviation industry's collective goal of net-zero CO_2 emissions by 2050, I am confident that skeyes is not only ready to navigate these complexities, but to lead the way with purpose, innovation, and a strong sense of responsibility.

I look forward to sharing more about our successes in the coming years. In the meantime, I invite you to read more about the momentum we have already achieved in this report.

Johan Decuyper, CEO

1.2. About this report

skeyes proudly presents its sixth sustainability report, with reference to Global Reporting Initiative (GRI).

This report summarises how we are implementing our Environmental Social Governance (ESG) 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 tribute to our ongoing efforts to lead the way towards a more sustainable aviation sector."*
>
> *Johan Decuypper, CEO*

Reporting period:

Publication of the report in 2025. Reporting on the financial year 2024. 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.

ESG advice, layout and design:

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Editor:

Alain Ntwari, CSR Assistant skeyes

skeyes governance model:

As an autonomous public company, skeyes is subject to the Belgian 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, accounting for 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 operates at Brussels Airport and at the airports of Antwerp, Charleroi, Kortrijk, Liège, and Oostende.

Thanks to its CANAC2 control centre, skeyes manages 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.

335.2 million

Annual turnover (in EUR)

946,768

Number of flight movements managed by skeyes per year.

2,594

Average flight movements managed by skeyes per day.

34.8 million

Belgian airports welcomed **34.8** million passengers in 2024.

While this represents a **9%** increase compared to 2023, this is still **2%** less than in 2019 before the onset of the pandemic.

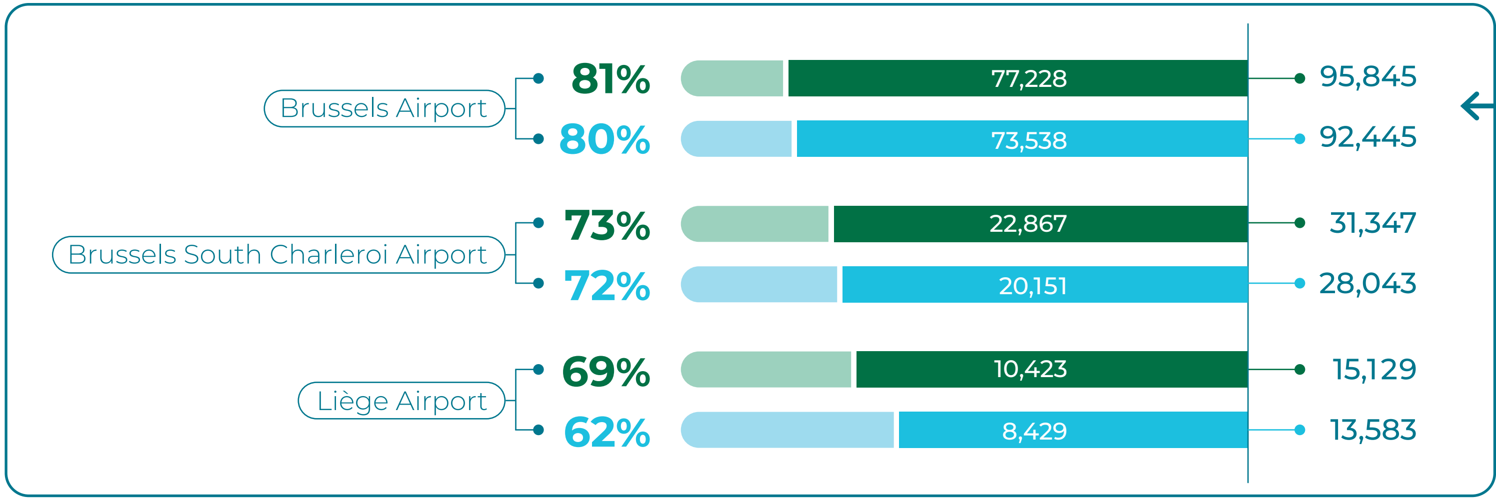
570

Total number of wind turbine applications.

(**24%** increase vs 2023) whereas **305** had already been approved at end 2024.

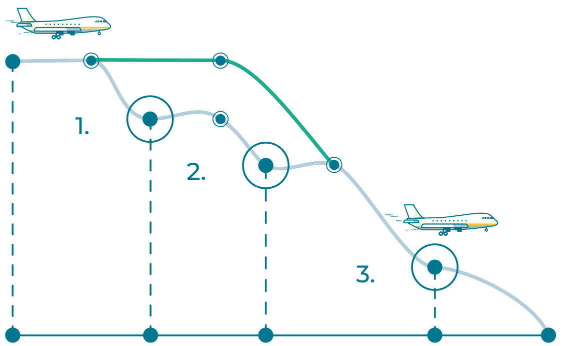
Actual comparison between green landings and conventional approaches in 2024

Percentage of Continuous Descent Operations, green landings in Brussels (81%), Charleroi (73%) and Liège (69%).



	Conventional approaches	Green landing
2024		
2023		

110,518
Total number of green landings



CDO*

1. Conventional
2. Extended low level segments
3. Established on the ILS

*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 aircraft can be landed using the Continuous Descent Operation (CDO) procedure.

982

We have 982 employees (figures at end of 2024) of which **272** are women and **710** are men.

522 statutory employees and **460** contractual employees.

19+41

19 new ATCOs completed their ATCO training, and **41** candidates started their air traffic control training in 2024.

888

670 men work full-time
218 women work full-time

94

40 men work part-time
54 women work part-time

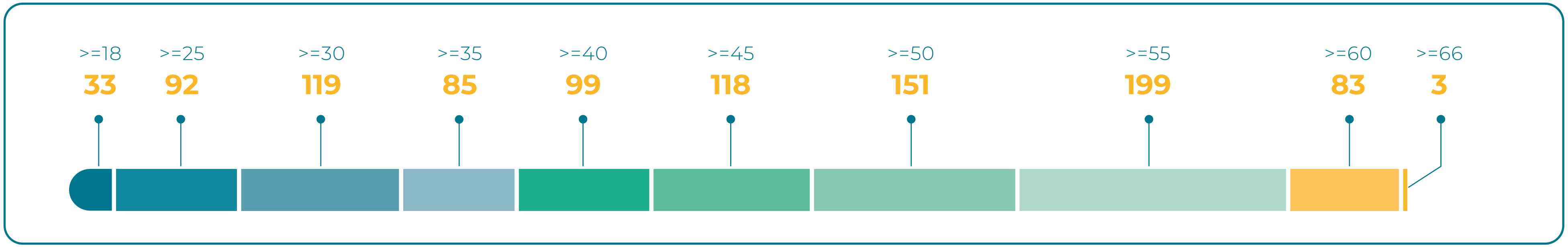
97

In 2024, we recruited **97** new employees.

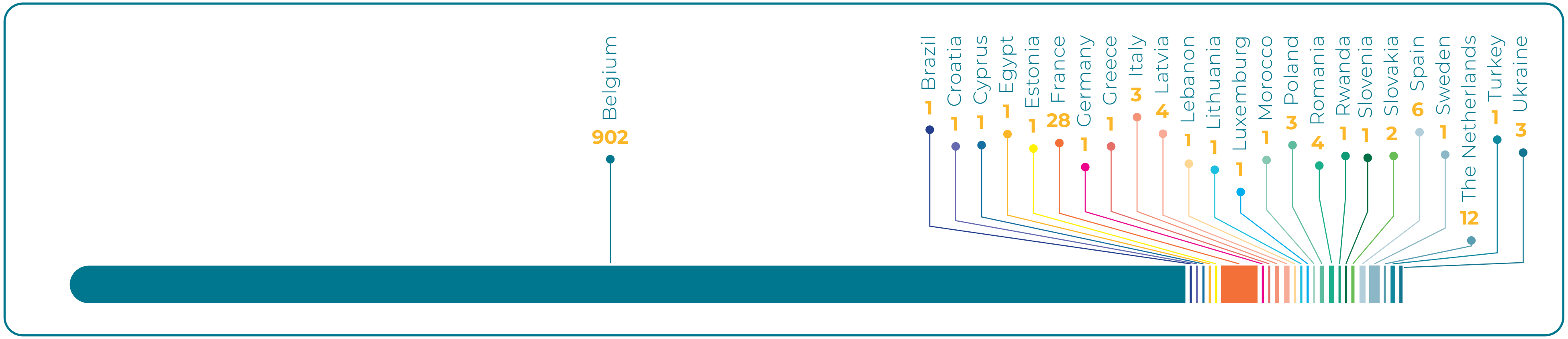
Employee age distribution:

982

Employees as of 31 December 2024



Demographic breakdown by nationalities:



2. ESG STRATEGY

2.1. ESG governance structure

In light of the current sustainability landscape, which is evolving faster than ever, and the fact that sustainability is a growing area of focus in operations at skeyes, the ESG governance structure has been strengthened over the years, as shown in the graph below.

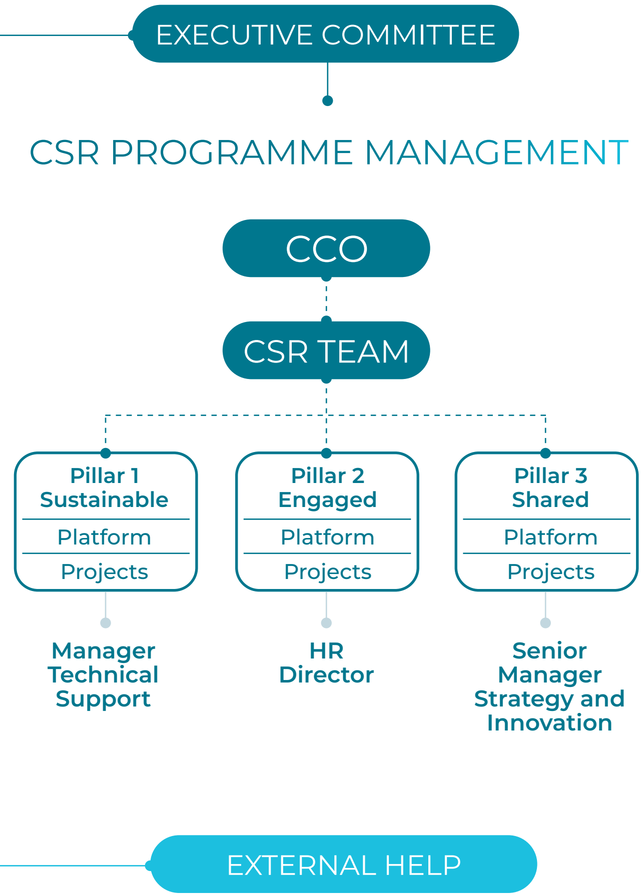
The Executive Committee sets the overall ESG strategy, guides its implementation, and oversees the implementation of sustainable practices across all operations.

The Chief Compliance Officer oversees the CSR department by ensuring that the company's ESG practices adhere to legal regulations and ethical standards, while also integrating sustainability goals into the organisation'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 ESG progress.

The CSR team supports ESG 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.



2.2. Double materiality assessment and stakeholders

In response to the evolving regulatory landscape, skeyes has initiated the necessary steps to align its sustainability reporting with the requirements of the Corporate Sustainability Reporting Directive (CSRD).

This includes applying the double materiality principle, which considers both impact materiality, referring to how our operations affect people and the planet, and financial materiality, which addresses how sustainability related risks and opportunities may influence skeyes's financial performance. The purpose of a double materiality assessment is thus to prioritise and determine material ESG topics relevant to skeyes.

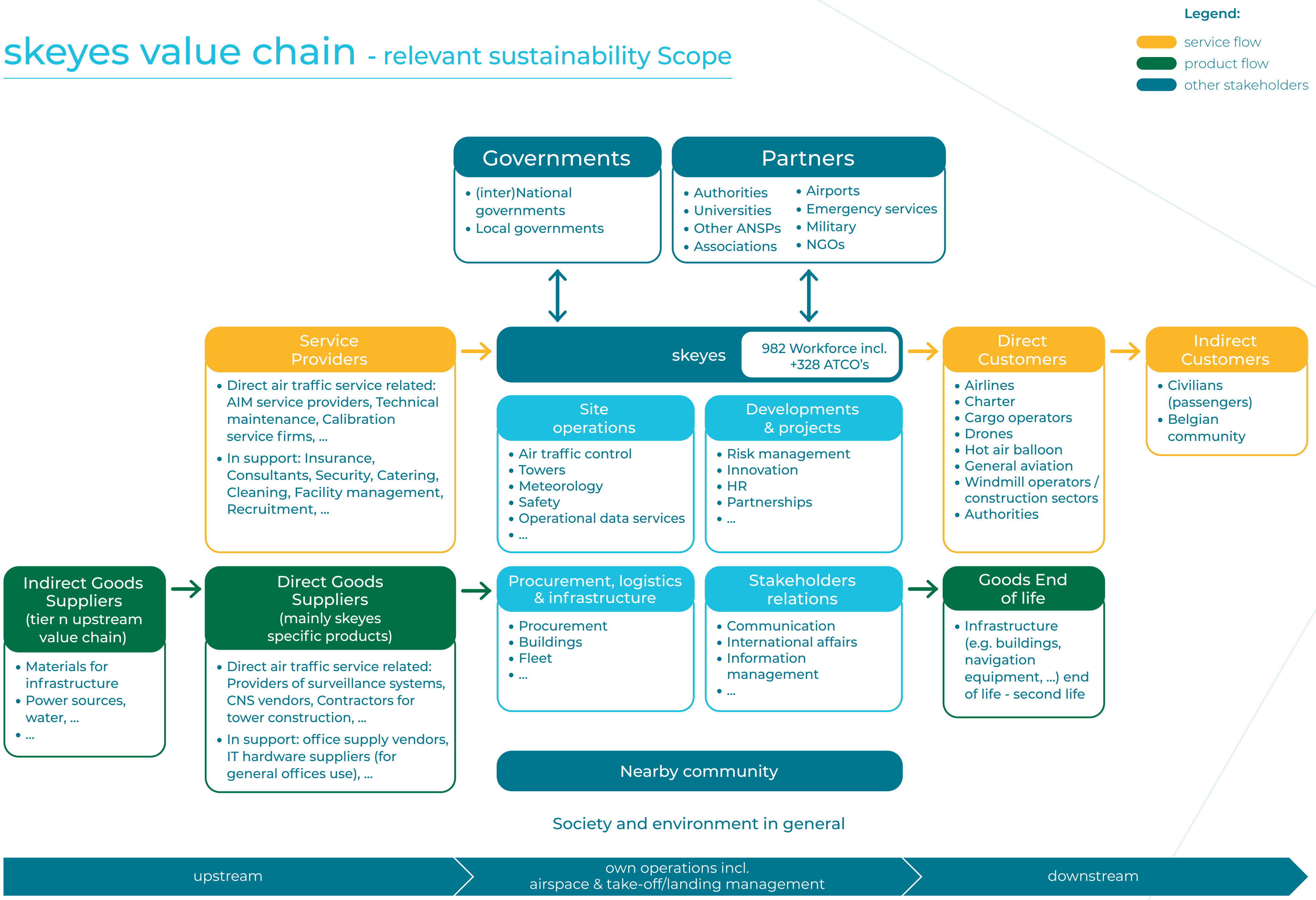
Together with an external consultant, we are currently conducting a Double Materiality Assessment (DMA).

DMA process - detail

	1	2	3	4
	Understand skeyes' context	Define longlist of relevant matters & related IROs	Score & rank relevant IROs (today)	Determine material IROs
Who	**consultant - skeyes ESG management**	**consultant - skeyes ESG & Risk management**	**consultant - skeyes ESG & Risk management**	**leadership**
What	• check 2022 CSR strategy & 2024 Management Contract • analyse sector & value chain • online 'impact' survey external stakeholders (ESRS based) • online 'impact' survey & interview with representative staff-selection • 'financial R&O' interview with exco members	using step 1 input: • indicate matters for further assessment • add entity-specific topics • link matters to IROs • validate with ESG and Risk management	• apply skeyes' ERM scoring methodology aligned with ESRS-EFRAG guideline • propose IRO 'scoring & ranking' (using input step 1-2) • discuss proposal with ESG & Risk management • fine-tune scoring proposal	• preliminary validation by exco • formal board decision
Result	• value chain definition & relevant stakeholder categories' selection • importance-view of stakeholders per ESG-ESRS matter (incl. list of matters ESRS 1 appendix A AR16)	• list of matters to be used for further assessment • list of IROs & related ESG matters to score	• motivated ranking of IROs	• material IRO (clusters) & related matters to be used in future ESG reporting

In 2024, we completed a context analysis, which included an active consultation of external stakeholders and confirmed skeyes's ESG-relevant value chain. This value chain was developed based on independent desk research and aligned with skeyes's mission. Given our central role in the Belgian aviation ecosystem, our operational activities naturally impact a broad range of stakeholders, including suppliers, partners, other ANSPs, airports, airlines, regulators, NGOs, academics and consultants.

skeyes value chain - relevant sustainability Scope



Guided by insights from the newly defined value chain, skeyes conducted its first external stakeholder sustainability survey. The objective of this survey was twofold: first, to understand which impacts of skeyes's activities are considered important by different stakeholder categories; and second, to identify material impacts, risks and opportunities, and determine their position along the value chain.

In a next step, we organised an internal stakeholder survey and individual interviews with some internal members of staff, with the same goal.

From an 'impact' perspective, the views of external and internal stakeholders were generally aligned on most topics, confirming existing fundamental and important ESG topics.

Three fundamental topics emerged from the longlist of European Sustainability Reporting Standard (ESRS) topics for skeyes, namely climate change, own workforce and business conduct.

Over 70% of respondents rated two topics as fundamental, i.e., airspace safety (our core mission) and sustainable aviation/green air traffic management (ATM), which is becoming increasingly important and was confirmed as a sustainable topic by our stakeholders.

Finally, we also interviewed skeyes's executive leadership team to share external and internal views on impacts and discuss the (potential) financial R&O in further detail.

The outcome of the financial materiality assessment and formal conclusion of the DMA are currently in the validation phase, and we expect to publish the full conclusions in our 2025 ESG report.

2.3. 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, take the necessary steps to

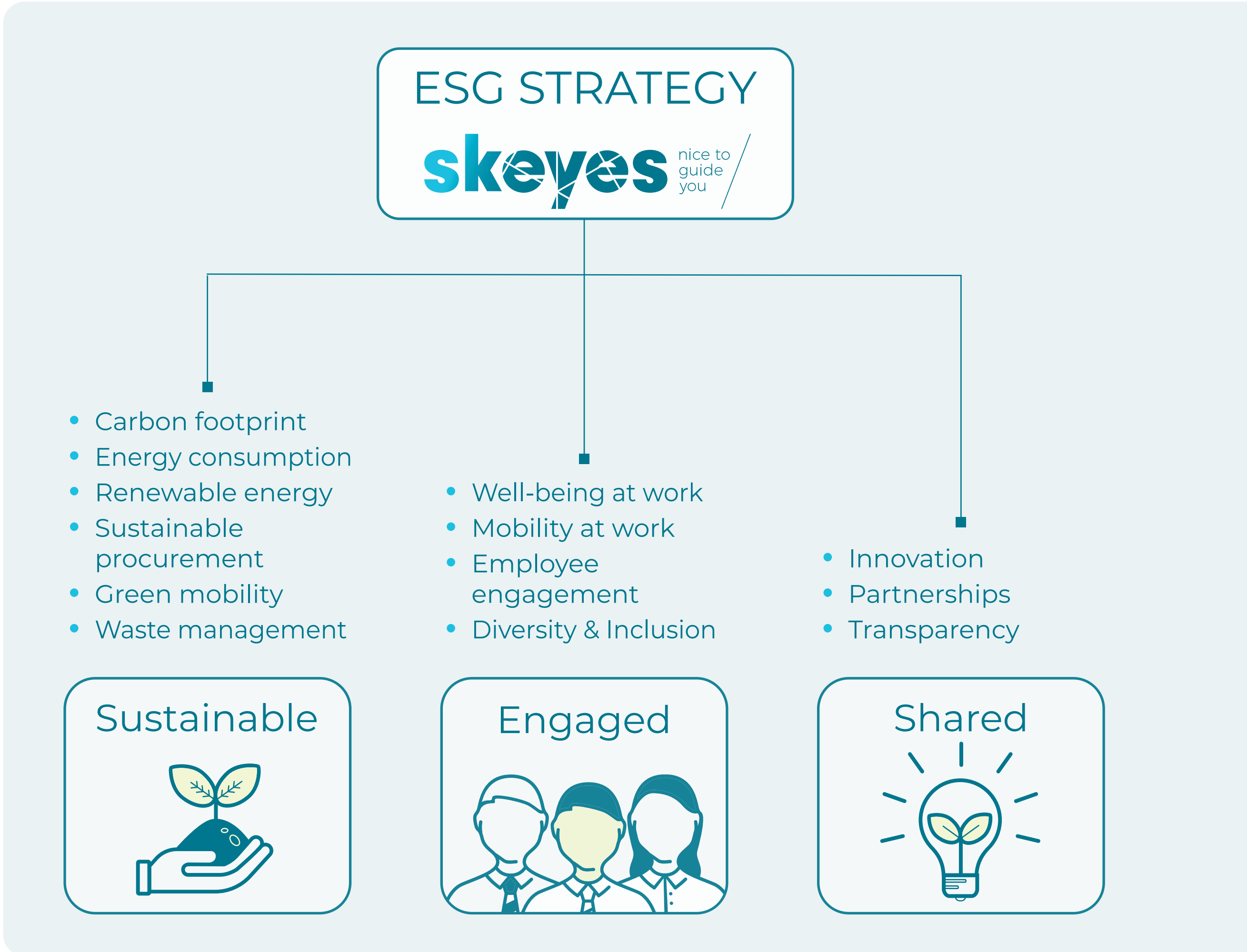
(1) integrate sustainability in our daily activities,

(2) increase employee involvement,

(3) create shared value with our stakeholders for people and the planet.

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

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

- Material impact: significant direct impact of skeyes's core activities
- Linked impact: indirect or non-significant impact of skeyes's core activities
- Voluntary impact: indirectly related to skeyes's 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 ESG strategy will help us to reach **ambitious sustainability targets** and contribute directly to the primary SDGs. Among the long list of ESG objectives summarised in the appendix of this report, we highlight the most significant ones for each of skeyes's three strategic pillars below.

Sustainable

- **50%** reduction in CO_2 emissions for 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 ESG awareness and employee involvement

Shared

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

3. PERFORMANCE AND ACHIEVEMENTS

3.1. Sustainable

Carbon Footprint

As in previous years, we continued to focus on reaching our reduction targets, improving the calculation method of our carbon footprint, and encouraging our staff to adopt sustainable practices. skeyes's carbon footprint is compliant with the Greenhouse Gas (GHG) Protocol.

In 2024, we achieved a 10% reduction of our Scope 1 and Scope 2 emissions compared to 2023, successfully reaching our annual reduction targets of -3% for natural gas and fuel consumption and -2% for electricity consumption. This continued downward trend in our direct emissions highlights the impact of our ongoing efforts since the base year 2019.

However, despite this progress, our total organisational carbon footprint for 2024 amounts to 37.7 ktCO_2e, representing a 90% increase from 2023 (19.9 ktCO_2e) and an 82% increase compared to 2019. This rise is largely driven by a sharp increase in Scope 3 emissions.

In 2024, there were no changes to the methodology used to calculate skeyes's carbon footprint.

Total greenhouse gas emissions are classified into three 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

Evolution of Scope 1 & 2 emissions
- (location-based)

Emission source	2019 [tCO_2e]	2024 [tCO_2e]
Scope 1	1,813	861
Scope 2	2,400	1,603
Total	**4,213**	**2,464**

Evolution of skeyes' carbon footprint with exact figures - (location-based)

Emission source	Category	2019 [tCO_2e]	2024 [tCO_2e]
Scope 1	Fuel consumption – buildings	498	213
	Fuel consumption – company cars	550	211
	Natural gas consumption	765	437
Scope 2	Purchased electricity (location-based)	2,400	1,603
Scope 3	Capital goods (CAPEX)	7,307	24,590
	Purchased goods & services (OPEX)	6,303	8,117
	Fuel- and energy-related activities	881	619
	Waste	51	34
	Upstream logistics	0	1
	Business travel	197	136
	Commuting	1,733	1,757
Total		**20,685**	**37,718**

Capital goods emissions are fully accounted for in the year of acquisition, in line with GHG Protocol Scope 3, Category 2. Annual figures may therefore fluctuate with investment cycles and should be interpreted accordingly.

Evolution of skeyes's carbon footprint

Emission source	2019 [tCO_2e]	2024 [tCO_2e]
Scope 1	1,813	861
Scope 2	2,400	1,603
Scope 3	16,472	35,254
Total	**20,685**	**37,718**

Indirect carbon emissions (scope 3) increase is mainly due to major investments in 2024.

Total carbon footprint divided by Scope
- (location-based)

Emission source	2019 [tCO_2e]	2024 [tCO_2e]
Scope 1	9%	2%
Scope 2	12%	4%
Scope 3 CAPEX	35%	65%
Scope 3 OPEX	30%	22%
Other Scope 3	14%	7%
Total	**20,685**	**37,718**

2024 results:

In 2024, skeyes's organisational carbon footprint amounted to a total of 37.7 ktCO_2e.

Indirect Scope 3 emissions accounted for 94% of the organisational carbon footprint, of which capital goods (65%) and purchased goods and services (22%) are the biggest categories.

Scope 1 and Scope 2 emissions represent 6% of the total carbon footprint, with most emissions generated by the consumption of electricity (4%) and natural gas (2%).

All the electricity we purchase (for our HQ and our Communication Navigation and Surveillance (CNS) equipment) is green. However, the figures in the graph use the location-based method, which enables us to transparently track electricity consumption. Under the market-based method, skeyes's total carbon footprint would amount to 36.1 ktCO_2e, as it would report zero Scope 2 emissions.

Emissions drivers in 2024:

- **Scope 1:** direct emissions mainly result from the use of natural gas and oil for heating buildings (51% and 25% of Scope 1 emissions, respectively).
- **Scope 2:** our HQ in Steenokkerzeel (70% of total electricity emissions) and regional CNS equipment (13% of total electricity emissions) are responsible for most of our location-based electricity emissions.
- **Scope 3:** most indirect emissions are linked to capital goods (65%) and purchased goods and services (22%). This corresponds to 35.3 ktCO_2e out of a total of 37.7 ktCO_2e across Scopes 1, 2 and 3.

The increase in Scope 3 is primarily driven by higher emissions from Capital Goods and, to a lesser extent, Purchased Goods and Services.

OPEX-related emissions have gradually risen from 6.3 ktCO_2e in the base year (2019) to 7.4 ktCO_2e in 2023, and 8.1 ktCO_2e in 2024. This steady increase reflects our expanding operational activities. Persistently high inflation is also a contributing factor.

CAPEX emissions, however, are fundamentally more variable and highly dependent on annual investment cycles.

In 2024, CAPEX-related emissions surged to 24.6 ktCO_2e, up from 7.4 ktCO_2e in 2023 and 7.3 ktCO_2e in 2019, due to major investments in aviation tools, basic infrastructure, telematics, and radar systems.

Within Scope 3, CAPEX represents 65% of total emissions, making it by far the largest category, followed by OPEX at 22%.

Throughout 2024, skeyes made significant investments. Major CAPEX were driven by the upgrade of air traffic control systems, the construction of new radio station sites, and the acquisition of new servers and radar installations.OPEX increased mainly due to purchased services.

In view of our mission to ensure safe, efficient and sustainable airspace management, we must invest year on year in advanced technologies and infrastructure. According to the GHG protocol, however, total cradle-to-gate emissions of CAPEX must be included in the carbon footprint in the year of acquisition, not over the asset's lifespan. As a result, the evolution of Scope 3 emissions and their potential reduction requires organisations to continuously find ways to balance their mission with the realities of sustainable investments. This will be one of the key elements of our emission-reduction roadmap and related sustainable procurement strategy.

To calculate OPEX and CAPEX emissions, we use spend-based carbon accounting. Each category of spending (in €) is transposed into an emission amount (CO_2e) by applying an industry average emission factor. These industry averages inherently carry a high level of uncertainty of up to 80%.

Given the importance of CAPEX and OPEX in the organisational carbon footprint and the high level of uncertainty associated with this, we will continue to work to shift from spend-based data to physical data to improve data accuracy.

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 by 2025.

Several energy efficiency measures that were implemented during the energy crisis in 2022 were still in place in 2024. They include regulating the use of air conditioning to a maximum of 27°C and turning off lighting between 19h00 and 06h00. Other measures include limiting the operating hours of ventilation groups in office buildings and lowering the boiler water temperature from 75°C to 65°C.

As part of our mid-term sustainability vision, we are implementing the Building 2.0 project, which runs from 2023 to 2030. This initiative aims to transform our buildings into energy-efficient and environmentally responsible facilities by upgrading infrastructure, reducing energy consumption, and lowering our carbon footprint.

A series of measures are currently being implemented in line with skeyes's sustainable approach to energy management and our emission reduction targets. These include phasing out natural gas for heating in favour of heat pumps, installing presence and motion detectors to optimise lighting and ventilation, and applying solar shading to building façades to improve energy performance. We are also using Combined Heat and Power (CHP) systems to efficiently produce domestic hot water.

→ **2024 results:**

Thanks to these energy efficiency measures, we managed to decrease our Scope 1 and Scope 2 emissions by 42% in 2024 compared to base year 2019, and by 10% compared to 2023.

In terms of Scope 1 emissions, we exceeded our annual target of -3%, achieving an 6% reduction in total natural gas and fuel consumption. When considering natural gas and heating fuel separately, the individual target of -3% was not reached for natural gas, instead there has been a 3% increase.
The explanation for this lies in the number of invoiced days, i.e., 380 in 2024 (vs. 351 in 2023). On top of that, the number of employees in the buildings has increased, leading to increased gas consumption in the kitchen. This was offset by the huge decrease (-29%) in heating fuel, made possible by the installation of heat recovery air handling units and heat pump boilers for sanitary hot water. The mild winter temperatures of 2024 helped to reduce natural gas and heating oil consumption. Similarly, we exceeded our annual -3% target for fuel for company cars, reducing our fuel consumption by 4%.

Our overall electricity consumption decreased by 3% in 2024, enabling us to achieve our annual target of -2%. The decrease can be explained by improved energy efficiency in Steenokkerzeel. However, there was a 4% increase in electricity consumption of CNS equipment. The reason for this is the fact that several new radio sites were installed. The electricity consumption accounted for under CNS equipment refers exclusively to installations located across Belgium, excluding those situated at the Steenokkerzeel site.

Furthermore, the number of FTEs (full-time equivalents) in regional offices has decreased by 2%. The number of FTEs is the base unit in our Scope 2 calculation method for these offices.

Electricity consumption for HQ Steenokkerzeel decreased by 5% in 2024 compared with 2023, even though we actively incorporated more electric vehicles into our fleet. Notwithstanding increased electricity consumption by electric vehicles (EV), the energy efficiency measures that were adopted and increased employee awareness offset this increase in electricity demand for EVs. In the future, we will continue to push for even more energy efficiency and to raise awareness among our employees.

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 possibilities for installing photovoltaic panels on the skeyes site in Steenokkerzeel in the future.

Sustainable procurement

skeyes integrates life cycle costing, circular economy principles, and life cycle assessment into its major purchasing decisions.

This approach was applied, among others, in the project to replace approximately 100 computers and servers, ensuring that environmental and social impacts are considered across the full equipment lifecycle.

In addition, for the tender covering supplies and services related to the replacement, extension, and modernisation of IT network infrastructure, skeyes required bidders to demonstrate the material composition of electrical and electronic equipment, outline measures for the elimination of related waste, and present a clear CSR/ ESG approach.

Green mobility

Fleet replacement

By the end of 2024, green vehicles accounted for 74% of skeyes's fleet, including 57% electric vehicles, 15% hybrids, and 2% CNG. This represents a significant increase from 2023, when 63% of the fleet was green. skeyes has already exceeded its 2025 target of achieving a 50% green fleet.

Launch of the Bike Leasing Programme to promote sustainable mobility

skeyes has introduced a bike leasing programme for staff. This initiative encourages healthier commuting options and plays a crucial role in reducing our mobility-related carbon footprint. By supporting sustainable transportation, we are minimising the environmental impact of commuting. Currently, around 15% of skeyes employees commute by bike, and we are optimistic that this programme will inspire even more employees to join our efforts towards a greener future.

Cycle to work

On 25 April 2024, skeyes participated in the *Ik Fiets Naar Het Werk* (I Bike to Work) campaign, organised by Cyclis Bike Lease. 34 skeyes employees joined the initiative, collectively covering 1,167 km by cycling to work. The campaign encourages participants to choose low-emission transport options and maintain a healthier lifestyle by cycling to work. In so doing, employees contribute to reducing their carbon footprint and improving their health. Additionally, the campaign's scope included remote workers, allowing them to participate in the initiative even if they work from home.

Transitioning to electric shuttles

skeyes is making continuous efforts to reduce its organisational carbon footprint. On 1 January 2024, , we took a significant step forward with the switch of our service fleet to electric shuttles. This move is expected to reduce our fleet's carbon emissions by a considerable margin annually. This initiative is part of our broader sustainability strategy, demonstrating how innovation and environmentally conscious decisions can drive meaningful change. By adopting electric vehicles, skeyes not only cuts greenhouse gas emissions but also sets a tangible example of leadership in sustainable mobility.

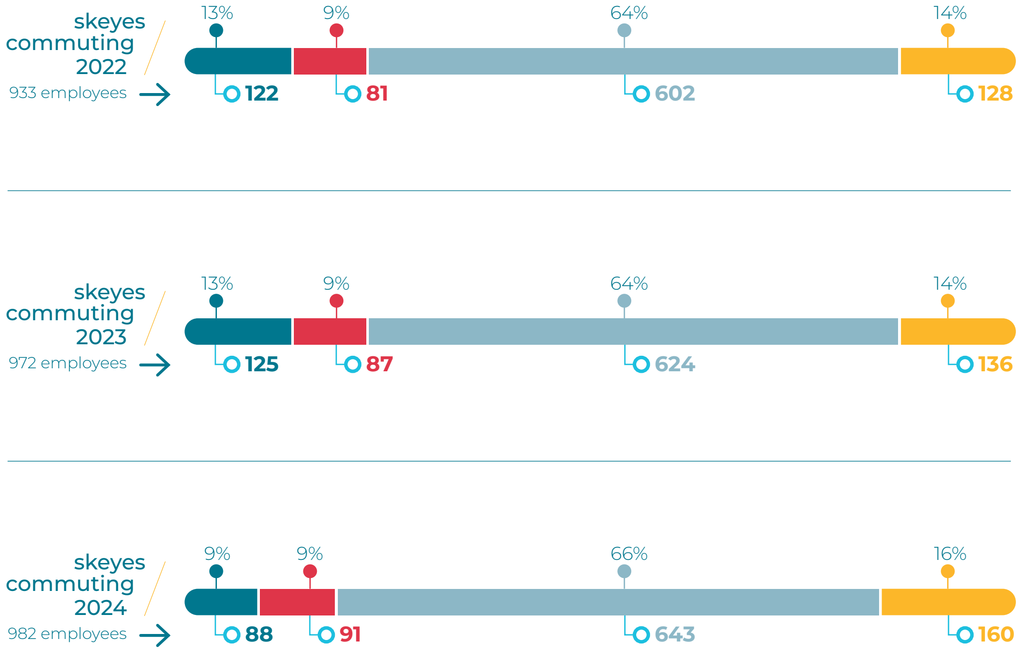
EV charging expansion

In 2024, We installed 7 additional charging points for electric cars, primarly intended for owners of non-company electric vehicles, in our Canac and H buildings (Steenokkerzeel site), bringing the total number of charging stations for plug-in hybrid and electric vehicles to 30. This initiative is part of our commitment to promote eco-friendly commuting options among our employees.

Mobility at work

Distribution by transport mode:

[total employees in 2024 = 982]



Data are based on commuting allowance requests and estimates. Results are indicative and may not fully reflect actual commuting behaviour.

Waste management and circular economy

Seven years of partnership with Out of Use:

Since 2017, skeyes has partnered with **Out of Use**, a leading organisation specialising in responsible e-waste management. Out of Use focuses on the reuse and recycling of IT materials to reduce environmental impact and promote sustainability.

Over the past seven years, our partnership has achieved remarkable results. From 2021 to 2024, a total of 39,698 kg of e-waste was collected, of which 38,874 kg was recycled, and 824 kg was reused. These efforts contributed to avoiding 98,728 kg of CO_2 emissions.

To celebrate this successful partnership, we hosted an e-waste handover event, attended by the CEOs of both skeyes and Out of Use. The event highlighted our shared commitment to sustainability and showcased the impact of our efforts. By recycling critical items such as monitors, printers, and server racks, we ensure that non-reusable components are transformed into valuable secondary raw materials, supporting a circular economy and preventing waste.

Donation to Close the Gap:

We donated 66 monitors, 29 motherboards, and various other IT materials to our partner **Close The Gap**.

This international social enterprise aims to bridge the digital divide by providing 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.

Biodiversity preservation

→ skeyes's commitment to nature:

In 2024, skeyes made significant strides towards biodiversity conservation through partnerships with **Natagora** and **Natuurpunt**. Our commitment to preserving biodiversity was reinforced by a protocol agreement signed by our CEO, alongside Natagora and Natuurpunt's CEOs.

With Natagora, we are focusing on revitalising the Bois de Wadergnies in Les Plaines de l'Escaut, restoring wetlands and forests to support biodiversity. A discovery trail will also be developed to encourage public engagement with nature.

In Steentjesbos forest in Kampenhout, our partnership with Natuurpunt is aimed at planting more forest in Flanders.

These initiatives mark the start of our ongoing journey towards a greener future, showcasing our resolve to protect and restore nature for generations to come.

3.2. Engaged

Well-being at work & employee engagement

→ skeyes at the Brussels Airport (Half) Marathon

The Brussels Airport (Half) Marathon brought together over 18,000 runners. Among them were 26 colleagues from skeyes, who rose to the challenge with enthusiasm and determination.

Our runners competed in three categories: the marathon, half marathon, and 7-km race. Four of our colleagues participated in the marathon, while 17 opted for the half marathon and five others ran the 7 km race.

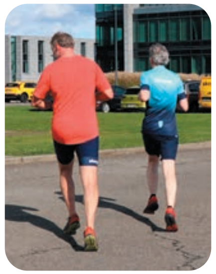
→ skeyes Sports Day 2024

In 2024, skeyes reaffirmed its commitment to employee well-being and a strong company culture. **The skeyes club**, dedicated to organising sports and social activities, successfully hosted the 8th annual skeyes Sports Day, an event that continues to grow each year.

This year's edition featured an expanded selection of over 20 sports. The day was filled with energy, camaraderie, and friendly competition, bringing together employees from across the organisation to enjoy an active and engaging experience.

More than just a day of sports, this event fosters teamwork, strengthens connections, and promotes a healthy lifestyle in the workplace. It was an opportunity for colleagues to take a well-deserved break, recharge, and embrace the importance of well-being.

The skeyes Sports Day is a perfect reminder of the value of balancing work with physical activity and meaningful social interactions.



Community cleanup

At skeyes, sustainability is an ongoing commitment. To mark **Global Recycling Day** (March 18), we organised a waste cleanup activity near our Steenokkerzeel site on March 27, in collaboration with **Mooimakers**, a Flemish initiative dedicated to combating littering and fly-tipping.

Colleagues joined forces to clean nearby streets, collecting waste that was later processed by the local commune. This initiative not only enhanced our surroundings but also reinforced our commitment to environmental responsibility and teamwork.

Contribution to 'De Warmste Week' and 'Viva for Life'

At skeyes, we are committed to making a positive impact beyond our operations. Thanks to the remarkable efforts of our employees, we raised €15,000 for two charities, 'De Warmste Week' and 'Viva for Life'.

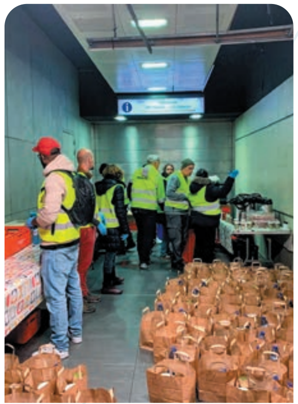
'**De Warmste Week**' is an annual fundraising initiative in Flanders that brings together communities to support various social causes, focusing on themes such as poverty, mental health, and equal opportunities. Similarly, '**Viva for Life**' is a French-speaking Belgian initiative organised by La Radio-télévision belge de la communauté française (RTBF) to combat child poverty, raising funds to provide essential resources and support for vulnerable children and families.

skeyes contributed to these initiatives through a challenge, where employees cycled as many kilometres as possible between 16 and 20 December. For every kilometre, skeyes contributed €2 to these causes. The enthusiastic participation of our employees demonstrates the power of collective action in making a meaningful difference.

skeyes and Compass Group Belgium partner to support Opération Thermos

skeyes partnered with Compass Group Belgium to support Opération Thermos, a non-profit organisation dedicated to providing food aid to those in need. Opération Thermos distributes hot and complete meals (starter, hot main course, coffee/hot chocolate and a dessert) every evening in winter from 1 November to 30 April at the Botanique metro station in Brussels.

In April and November, a team of skeyes and Compass volunteers prepared and distributed 186 and 200 hot meals, respectively, offering immediate relief to individuals facing hardship. This initiative reflects our commitment to supporting local communities and embodying the values of compassion and solidarity.



Diversity and inclusion

Advancing Diversity, Equity, and Inclusion (DE&I) in aviation

In 2024, skeyes actively contributed to promoting Diversity, Equity, and Inclusion (DE&I) within **Air Traffic Management (ATM)** through a series of workshops and initiatives.

In March, skeyes participated in a DE&I workshop in Dublin, organised by **AirNav Ireland**, **EUROCONTROL**, and **EASA**. This event provided a platform to assess progress in developing a comprehensive DE&I toolkit designed to help ATM organisations integrate DE&I programmes into their operations. Key discussions focused on effective engagement strategies, targeted training programmes, data-driven actions, and enhanced communication practices.

Later in the year, skeyes attended the Workshop on Inclusion and Diversity in ATM hosted by EUROCONTROL, where the finalised DE&I Toolkit was unveiled.

Developed under the EU Platform of Change, this valuable resource is designed to support organisations in promoting workforce diversity and establishing inclusive programmes. By addressing the pressing workforce shortage, the toolkit aims to attract talent from underrepresented groups, ensuring that the aviation sector mirrors the diverse communities it serves.

3.3. Shared

Innovation

→ skeyes and Belgian Defence support wind energy expansion

skeyes and Belgian Defence have teamed up to increase the number of sites where wind turbines can be installed, supporting Belgium's renewable energy transition. On 26 April 2024, they submitted a joint roadmap to the federal government, outlining measures to accelerate the deployment of renewable energy.

The roadmap ensures that wind turbine installations are compatible with air navigation systems and military operations. skeyes and Belgian Defence assess each project's impact on aviation infrastructure, including radar and communication systems, and work to safeguard air traffic safety.

The collaboration includes necessary investments in infrastructure, funded in part by the federal government, ensuring both renewable energy growth and aviation safety. This initiative reflects a positive response to the wind energy sector's needs and contributes to the broader energy transition goal.

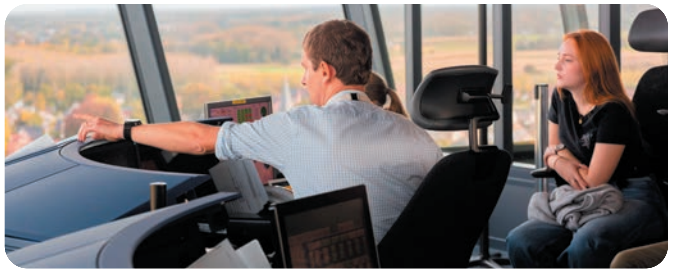
Partnerships

→ YOUCA Action Day 2024 @ skeyes

Once again, skeyes had the pleasure of participating in the **YOUCA** (Youth for Change and Action) **Action Day**, an annual initiative that gives students the opportunity to spend a day working in various companies and donate their earnings to projects supporting education for young people around the world. In 2024, the funds raised through YOUCA supported youth projects in Burundi (Spring Communities) and Gaza (TDP, Theatre Day Productions).

For skeyes, this initiative was an opportunity to inspire the next generation of aviation professionals while contributing to a meaningful cause. The eight students who participated embraced the day's programme, gaining valuable insights into the world of aviation. Their experience included hands-on activities in various departments such as the training school (tower simulator), Meteo, Finance, and Human Resources. They also enjoyed guided tours of CANAC 2 and the control tower, providing them with a comprehensive view of our operations.

By supporting the YOUCA Action Day, skeyes continues to demonstrate its commitment to education, community engagement, and inspiring young people to pursue careers in aviation.



GreenATM programme

skeyes renewed its Level 3 GreenATM Accreditation

skeyes has successfully renewed its **Level 3 GreenATM environmental accreditation**. This achievement reaffirms our continued commitment to sustainability and to reducing our environmental impact both in our operations and in the airspace we manage.

The GreenATM programme evaluates air navigation service providers based on their efforts to mitigate environmental impacts. The evaluation covers topics relating to governance and policy, ground, terminal and enroute operations, infrastructure, and procurement practices among others. Achieving Level 3 accreditation highlights our proactive approach to environmental management.

With this renewed certification, skeyes continues to:

- Implement measures to cut CO_2 emission,
- Support aviation's net-zero CO_2 emissions goal by 2050,
- Pioneer sustainable strategies for a greener aviation future.

EPNB training - Training as a lever for development

1,272

days of training attended by skeyes operational staff in 2024. Training is organised in collaboration with skeyes subsidiary Entry Point North Belgium (EPNB).

146

Air traffic control simulator sessions organised.

317

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

374

system and equipment training courses delivered to ATSEP staff through skeyes subsidiary EPNB.

1,180

participants in technical training courses.

In 2024, skeyes continued its commitment to employee development through a variety of targeted training programmes. A total of **95** new hires participated in comprehensive onboarding sessions covering essential topics such as communication, cybersecurity, and safety management. Additionally, there were **27** individual requests for different training programmes.

Transparency

skeyes values transparency and ethics and has committed to publishing 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 these impacts. The GRI Standards are the world's most widely used standards for sustainability reporting. In the appendix to this report, we present all our objectives with their indicators and the results we achieved in the last two years. In addition, we indicate the relevant **SDGs** for each key objective to facilitate understanding of our contribution.

SUSTAINABLE DEVELOPMENT GOALS

European Corporate Sustainability Reporting Directive (CSRD) Preparedness

→ ANSPs webinar series on the CSRD

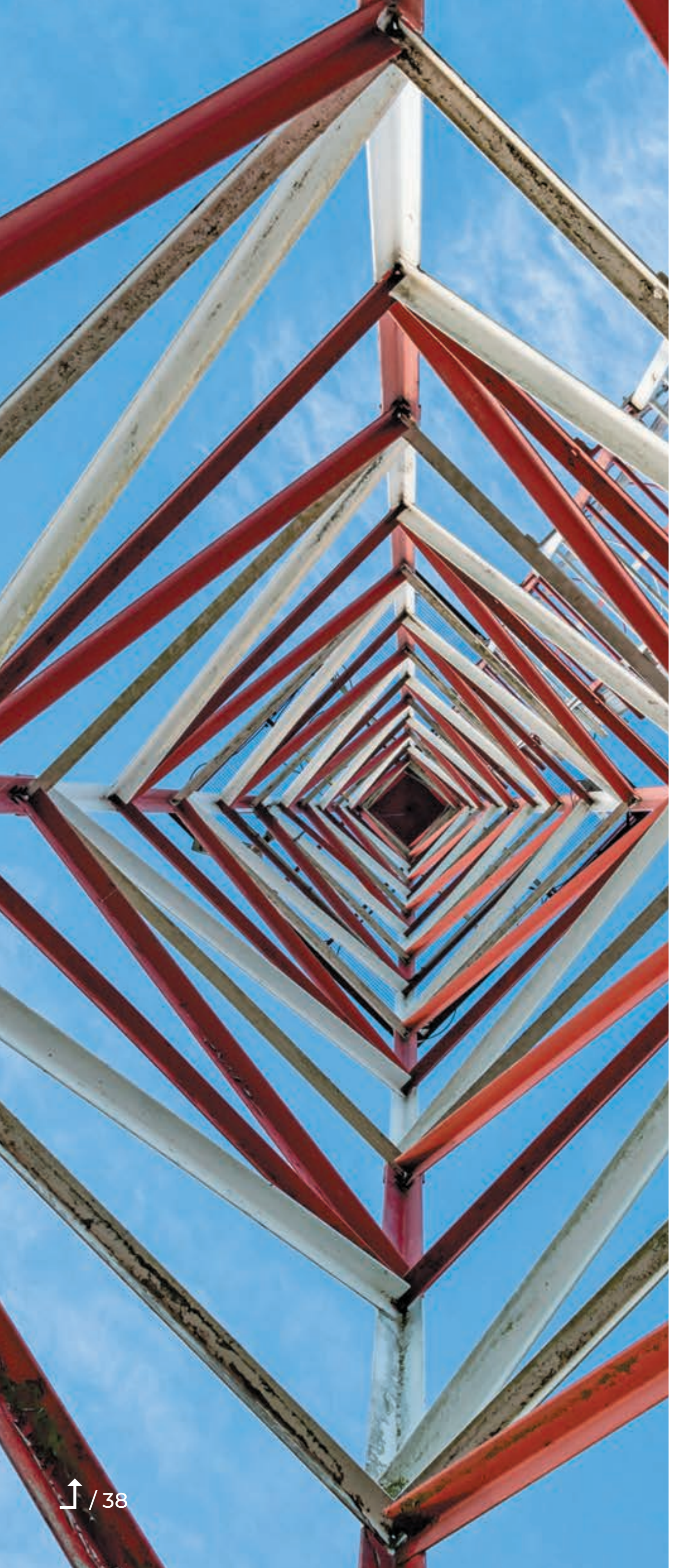
CSRD

The European Corporate Sustainability Reporting Directive (CSRD) aims to revolutionise the sustainability reporting of EU businesses by mandating consistent and comparable non-financial disclosures. Given the aviation sector's significant environmental impact, the CSRD holds particular importance for Air Navigation Service Providers (ANSPs).

In response, CANSO brought together an informal group of ANSPs, including skeyes, ANA, Austrocontrol, LVNL, skyguide, NATS, and Enaire, to host a series of webinars dedicated to Corporate Social Responsibility (CSR), strategic planning, and reporting requirements under the new EU Directive.

The webinar series covered a range of key topics:

- **CSRD Introduction:** an overview of the directive's fundamentals and the role of Green ATM accreditation in promoting sustainability.
- **Double Materiality:** insights into how different ANSPs conduct Double Materiality analyses to align their strategies with the CSRD.
- **Sustainability Strategy:** guidance on developing actionable strategies with measurable sustainability metrics.
- **Project Implementation:** case studies and best practices for turning sustainability strategies into concrete projects.
- **Reporting and Disclosure:** a detailed examination of CSRD requirements and the European Sustainability Reporting Standards (ESRS).
- These webinars reflect skeyes's ongoing commitment to knowledge sharing and advancing sustainability practices within the aviation industry.



4. ON THE RADAR: SKEYES IN 2025 AND BEYOND

In 2025, we will continue to work on our CSRD compliance by finalising our DMA and refining our general disclosures to align with the ESRS. Building on the outcomes of our double materiality assessment, we will define Policies, Actions, and Targets (PATs) for relevant sustainability topics, ensuring full alignment with the minimum disclosure requirements.

A structured action plan will also be developed, supported by key performance indicators and metrics to enhance transparency and track progress effectively.

We will also apply for Level 4 GreenATM accreditation, following the successful achievement of Level 3 accreditation for two consecutive years. This reflects our continued commitment to minimising both our operational environmental impact and the emissions of airspace users.

To further strengthen our environmental governance, we will begin developing an Environmental Management System (EMS) aligned with ISO 14001. This system will enable us to manage our environmental footprint in a systematic and proactive way, driving continuous improvement in our sustainability performance.

Following the successful launch of our biodiversity project, in collaboration with Natagora and Natuurpunt, we are looking forward to planting a new forest in Kampenhout and restoring a nature reserve in Bois de Wadergnies. These initiatives will contribute to the creation of protected natural spaces, help address climate challenges, and reinforce our commitment to sustainable development.

5. APPENDIX

5.1. Results 2024

Sustainable / Pillar 1

Material Themes	Objectives	Indicator	Results 2023	Results 2024
Carbon footprint	50% reduction in CO_2 emissions by 2030 vs 2019 for Scopes 1 and 2 of skeyes' activities	% reduction of CO_2 emissions Scopes 1 and 2 vs 2019	35% reduction vs 2019	42% reduction vs 2019
Energy consumption	2% per year reduction in electricity consumption for the period 2020-2025	% reduction in electricity consumption (vs previous year)	Our overall electricity consumption decreased by 3% in 2023	Our overall electricity consumption decreased by 3% in 2024
	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)	Natural gas 14% reduction / heating fuel 30% reduction / fuel fleet 6% reduction	Natural gas 3% increase / heating fuel 29% reduction / fuel fleet 4% reduction
Renewable energy	Generation of own renewable energy	Installed photovoltaic power (kW)	Tender for installation of photovoltaic power has been launched in 2023	Tender for installation of photovoltaic panels was successfully published, and bids were received from interested and qualified companies
	Purchase of 100% green electricity of local origin	% of purchased electricity of green and local origin	100 % green	100% green
Green mobility	By 2025, 50% green vehicles in the fleet of commercial and service vehicles	% of green vehicles in the fleet	63% of green vehicles in the fleet	74% of green vehicles in the fleet
	Installation of recharging capacity for electric vehicles and bicycles	Number of recharging points installed	1 for EV (electric vehicles) and 4 for bicycles	7 for EV (electric vehicles). In total 21 charging points for EV and 38 for bicycles
Waste management	Reduce employee waste (paper, plastics and residual waste)	% decrease of weight of waste produced per employee and per day at skeyes (vs previous year)	26% decrease of weight of waste produced per employee and per day	3% decrease of weight of waste produced per employee per day
	Reducing waste and food loss in the restaurant	% reduction of waste in the restaurant (vs previous year)	15% increase in waste in restaurant vs previous year	3% 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	60 laptops and 21 desktops computers donated to Close the Gap	66 monitors and 29 motherboards donated to Close the Gap

Engaged / Pillar 2

Material Themes	Objectives	Indicator	Results 2023	Results 2024
Well-being at workt	Absenteeism below 5%	% absenteeism	2.52% absenteeism in 2023	2.27% absenteeism in 2024
Employee involvement	Increase participation in projects with the surrounding community	Number of employees participating	15 employees participated to the Brussels marathon, 12 to a clean up action	26 employees participated to the Brussels marathon, 8 to clean-up actions, 20 in Opération Thermos
Diversity and inclusion	Increase in the share of women in management positions	% of men and women in senior positions	36.8% women in Forum Group	27.8% women in Forum Group

Shared / Pillar 3

Material Themes	Objectives	Indicator	Results 2023	Results 2024
Innovation	Evaluation of innovation projects on the impact of sustainability	Number of projects evaluated	337 requests for wind turbines have been approved	305 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 (Youth for Change and Action) Action Day

5.2. GRI content index

Statement of use	skeyes has reported the information cited in this GRI content index for the period 1/1/2024 to 31/12/2024 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	6-7
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, 15
2-7	Employees	10-11
2-8	Workers who are not employees	9
2-9	Governance structure and composition	6, 12
2-10	Nomination and selection of the highest governance body	-
2-11	Chair of the highest governance body	12
2-12	Role of the highest governance body in overseeing the management of impacts	6, 12
2-13	Delegation of responsibility for managing impacts	11
2-14	Role of the highest governance body in sustainability reporting	6, 12
2-15	Conflicts of interest	-
2-16	Communication of critical concerns	-

GRI Standard	Disclosure	Pages/ Answer
GRI 2: General Disclosures 2021		
2-17	Collective knowledge of the highest governance body	12
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, 13-14
2-23	Policy commitments	19
2-24	Embedding policy commitments	18
2-25	Processes to remediate negative impacts	-
2-26	Mechanisms for seeking advice and raising concerns	-
2-27	Compliance with laws and regulations	6, 13, 37
2-28	Membership associations	7
2-29	Approach to stakeholder engagement	14
2-30	Collective bargaining agreements	-
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	13-14, 15-17
3-2	List of material topics	16-18
3-3	Management of material topics	16-17

GRI Standard	Disclosure	Pages/ Answer
GRI 302: Energy 2016		
302-4	Reduction of energy consumption	19, 22-23
302-5	Reductions in energy requirements of products and services	19, 22-23
-	Renewable energy	24
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	19-21, 23
305-2	Energy indirect (Scope 2) GHG emissions	19-21, 23
305-3	Other indirect (Scope 3) GHG emissions	19-23
305-4	GHG emissions intensity	19-21, 23
305-5	Reduction of GHG emissions	18-23
Green mobility		
-	Measures taken to promote a greener mobility	25-26
-	Mobility at work	25-26
GRI 306: Waste 2020		
306-4	Waste diverted from disposal	27, 31
GRI 308: Supplier Environmental Assessment 2016		
308-1	New suppliers that were screened using environmental criteria	24

GRI Standard	Disclosure	Pages/ Answer
GRI 403: Occupational Health and Safety 2018		
403-4	Worker participation, consultation, and communication on occupational health and safety	29-31
403-5	Worker training on occupational health and safety	30, 36
403-6	Promotion of worker health & wellbeing	29-31
403-10	Work-related ill health	30
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	33
Innovation		
-	Innovative projects with a positive impact on sustainability	34, 38
Partnerships		
-	Promotion of joint CSR-related projects with key stakeholders	29-32, 35
Transparency		
-	Publish a sustainability report yearly based on proven sustainability reporting standards	37

5.3. Abbreviations used

ANS	Air Navigation Service	**ESG**	Environment Social Governance
ANSP	Air Navigation Service Provider	**ESRS**	European Sustainability Reporting Standards
ATC	Air Traffic Control	**EV**	Electric Vehicule
ATCO	Air Traffic Controller	**FABEC**	Functional Airspace Block Europe Central
ATM	Air Traffic Management	**FTE**	Full Time Equivalent
CANAC2	Computer Assisted National Air Traffic Control Center	**GHG**	Greenhouse Gas
CANSO	Civil Air Navigation Services Organisation	**GHG protocol**	A global standard for GHG accounting
CAPEX	Capital Expenditure	**GRI**	Global Reporting Initiative
CDO	Continuous Descent Operations	**HQ**	Headquarter
CHP	Combined Heat and Power	**ILS**	Instrument Landing System
CNG	Compressed Natural Gas	**IRO**	Impacts Risks Opportunities
CNS	Communication Navigation Surveillance	**NGO**	Non Governmental Organisation
CSR	Corporate Social Responsibility	**OPEX**	Operating Expenditure
CSRD	Corporate Sustainability Reporting Directive	**PAT**	Policies Actions and Targets
DE&I	Diversity Equity and Inclusion	**R&O**	Risks and Opportunities
DMA	Double Materiality Assessment	**SDG**	Sustainable Development Goal
EFRAG	European Financial Reporting Advisory Group	**STEM**	Sciences Technology Engineering and Mathematics
EMS	Environmental Management System	**UN**	United Nations
EPNB	Entry Point North Belgium	**YOUCA**	YOUth for Change and Action

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