



Sustainability report  
2019



*“We have the responsibility to  
protect the environment beyond  
the statutory requirements.”*

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# 1. CONTEXT AND CORPORATE SOCIAL RESPONSIBILITY STRATEGY

## 1.1. About this report



skeyes proudly presents its first sustainability report in accordance with the GRI (*Global Reporting Initiative*) Guidelines for 2019. Not that sustainability hasn't been important to skeyes in all the years leading up to this point. In fact, it is very simple: anyone who engages in corporate social responsibility must also be accountable to society. This self-evidence deserves greater focus, because it is important to society that companies prove their sustainability.

Moreover, this report naturally offers added value in terms of communication with customers, employees, stakeholders and supporters: we aim to demonstrate what we think, do and feel more clearly. A sustainability report also provides more effective insight into operational improvements, reinforces compliance and improves our business reputation.

In this report you will find an overview of our corporate social responsibility strategy and the actions we took in the past year. At a time when emissions originating from the aviation sector are firmly in the spotlight, and sustainability issues such as climate change are of great concern to our stakeholders and personnel, skeyes believes it crucial to communicate about its sustainability efforts, actions and performance in a more transparent manner.

**The specific results of the first CSR report reveal how a sustainability mentality permeates all segments of the business.**



### → Reporting period:

Publication of the report in 2020.  
Reporting on the financial year 2019.  
This is the first publication of a sustainability report. First report, yearly update.  
Only available online:  
[www.skeyes.be/sustainabilityreport2019](http://www.skeyes.be/sustainabilityreport2019)

### → Scope:

The scope of this report is skeyes Belgium, with its operating office at Tervuursesteenweg 303, 1820 Steenokkerzeel.

### → Contact details:

If you have any questions about this sustainability report please contact:  
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### → GRI accordance:

This sustainability report has been compiled in accordance with GRI standards.

### → Partners:

CSR advice: Sustenuto BVBA

Layout & design: Sustenuto BVBA;  
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Editors: Sustenuto BVBA; Annelies Vanhaelst, Public Affairs Expert skeyes; Francine Carron, CSR Programme Manager 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.

## → Activities:

skeyes ensures the safety and efficiency of air traffic in Belgium 24/7. The skeyes air traffic controllers manage over 3000 aircraft every day, which makes up over one million flight movements per year. The autonomous public company is active at 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 Ostend. 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 meters.

The company relies on its nearly 900 experienced staff members who are at the service of their 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, among other things with respect to the environment.

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.



## 1.2. Foreword - Johan Decuyper, CEO

### 1. What are the reasons and motivations for skeyes to commit to social responsibility?

*We are aware that our actions as a public company have an impact on society. That is why we want to take responsibility towards community.*

*Corporate Social Responsibility (CSR) is about 'being the best company you can be', by taking into account social issues such as environmental conservation. We believe that a sustainable company is our future, a company that puts its employees, customers, investors and the community first. With sustainability the focus is not only on ecological sustainability, but also on many other aspects of a company, such as purchasing, economics, recruitment, diversity and education.*

*We are convinced that such a sustainable approach strengthens relations between all stakeholders. Both customers and (future) employees attach great importance to sustainability. CSR improves the satisfaction, loyalty and productivity of our employees. It also ties our customers to the company and our strategy. Because CSR is not greenwashing or a marketing tool. It is an essential part of our business strategy that is inextricably linked to our future.*

**We want to become the model of sustainability in our sector.**

**We are going to reduce our carbon footprint to zero by 2025.**

*Through **corporate social responsibility** we create (broader) social support for activities by building a good relationship with all our stakeholders.*

### 2. Does sustainability also mean an increase in costs?

*For us, there is more to it than just the financial side. It is true that there are initial costs for implementing a sustainable strategy, but most of these costs are offset in the long term by, for example, reducing waste and rationally using natural resources such as energy and water. Doing nothing would therefore be much more expensive. But the greatest benefits are for the planet, the people and the associated impact.*

### 3. What contribution does this sustainability report make to the perception of sustainability? Why this sustainability report?

*In order to demonstrate that skeyes is indeed taking action in the field of CSR, we are publishing a clear and detailed sustainability report. Our corporate social responsibility is authentic. This*

*sustainability report is proof of our social commitment.*

*Our employees and stakeholders want to know what skeyes is doing in non-financial terms. They want to know what we do with nature, people and the environment. The report also identifies the benefits in terms of risk management, cost savings, customer*

*relations, personnel policy, flexibility, innovation and then helps to inspire and encourage other companies to take action.*

**Setting goals in the form of KPIs also forces the organisation to achieve publicly set goals, making reporting an accountability tool.**





#### 4. What are the ways to initiate an effective CSR?

*Introducing CSR into a company requires a new ethics and corporate culture. This is not easy and takes time and effort. A first step is the management's decision to work on CSR. Their own commitment and example is crucial.*

**A great second step is to recruit someone with experience in CSR, business ethics or the environmental impact of companies.**

*This will allow us to focus more on implementing the policy and ensure that employees are fully engaged.*

## 5. How to engage employees?

We firmly believe that CSR is best achieved as much as possible from the shop floor. Without the involvement of our employees, there is no CSR policy. CSR must permeate to the core of the company, only then can we speak of a successful policy. Social responsibility and involvement appeal strongly to our employees. They do not want greenwashing, but real responsible entrepreneurship. Our employees attach importance to the values of the company, but also to their personal values (this also applies to the customers and partners in our business). That is why we have recruited a CSR Program Manager in 2020. He or she will be responsible for implementing our CSR strategy and for developing numerous initiatives to involve employees in CSR implementation.

With our planned CSR activities, we meet the expectations of the employees, because they also want to grow in this area.

*CSR will be incorporated into the short and long term strategies of the company.*

*This sustainability at the heart of the company shall help us achieve our*

*strategic goals. Our future goes hand in hand with our sustainable way of life.*

**Johan Decuyper - skeyes CEO**



# 1.3. About skeyes

**245.2 million euros**

Annual turnover



**1 081 281**

Number of flight movements managed by skeyes per year.



**1805**

In 2019, we received 1,805 requests related to wind turbines.



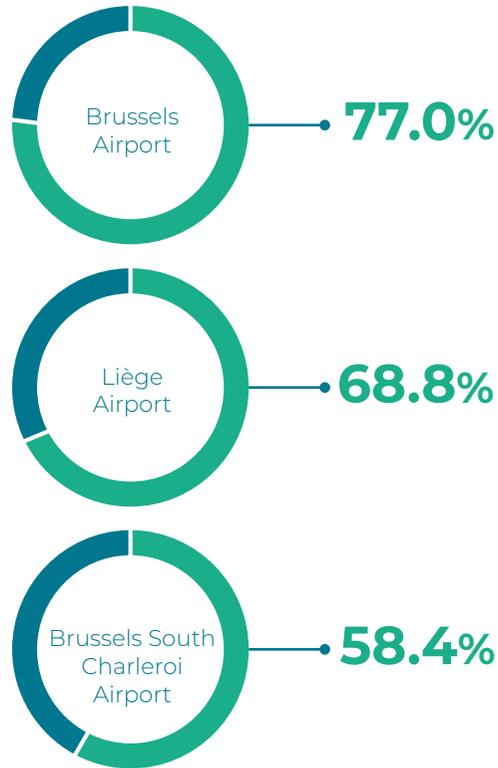
**72.1%**

Percentage of Continuous Descent Operations (CDO) green landings in Brussels, Liège and Charleroi.

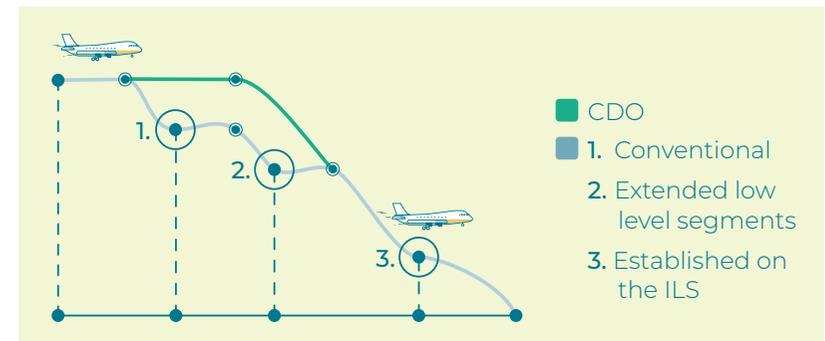
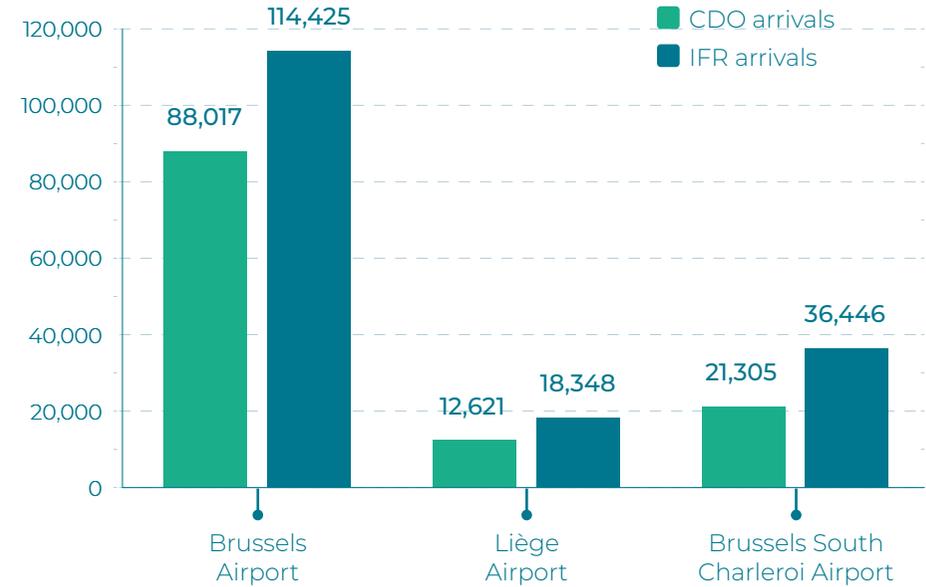
\* A CDO (Continuous Descent Operation) is an operation in which the aircraft descends continuously, employing minimum engine thrust to the greatest possible extent, depending on the characteristics of the flight and the air traffic situation. This enables a reduction in noise pollution, fuel consumption and greenhouse gas emissions.



Percentage of green landings (CDO, Continuous Descent Operations) per airport:



Actual comparison between green landings and arrivals:





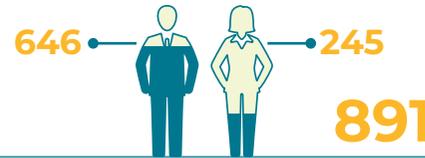
**35,5 million**

Number of passengers travelled safely in airspace under the responsibility of skeyes in 2019.

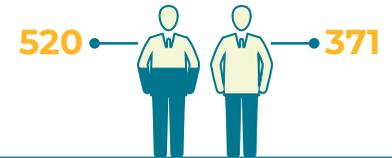


**68**

In 2019, we recruited 68 new employees.



We have 891 employees (figures at end of 2019), of which 245 are women and 646 are men.



No of statutory employees: 520  
No of contractual employees: 371



**> 1,5 million**

Number of tonnes of cargo passed through Belgian airports and arrived safely.

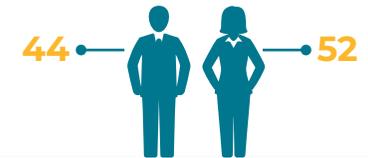


**27+19**

27 employees completed their ATCO-training.  
19 candidate air traffic controllers started their training in 2019.

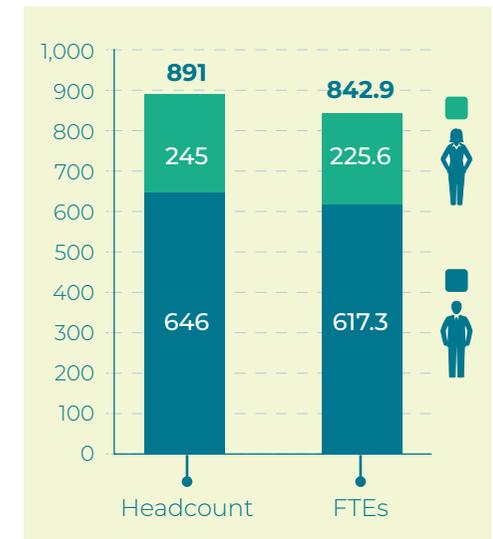


Employee age categories:



44 men work part-time and 52 women work part-time.

The registered office of skeyes and the operating sites:



## Value chain and activities

skeyes' operations, its value chain and principal activities are reflected in the different departments. They are illustrated in the following diagram:



## CSR Governance structure

The structure of our CSR organisation is built around a programme team responsible for implementing the strategy and action plan. This team reports to the CSR steering committee, which in turn reports to the Executive Committee. skeyes is able to rely on external experts such as Sustenuto to support initiatives where necessary.

This structure is clarified in the following diagram:



# 1.4. CSR strategy

## skeyes' CSR strategy

skeyes kicked off the process by analysing the concept of sustainability within the aviation sector. A connection was made to the specific context within which skeyes operates, and priorities were then established. At this stage, stakeholders were not contacted directly, with their involvement being based on an internal exercise.

The result is expressed in terms of the level of ambition, commitments, priorities and the contribution to the Sustainable Development Goals (SDGs) as follows:

### → Our ambition

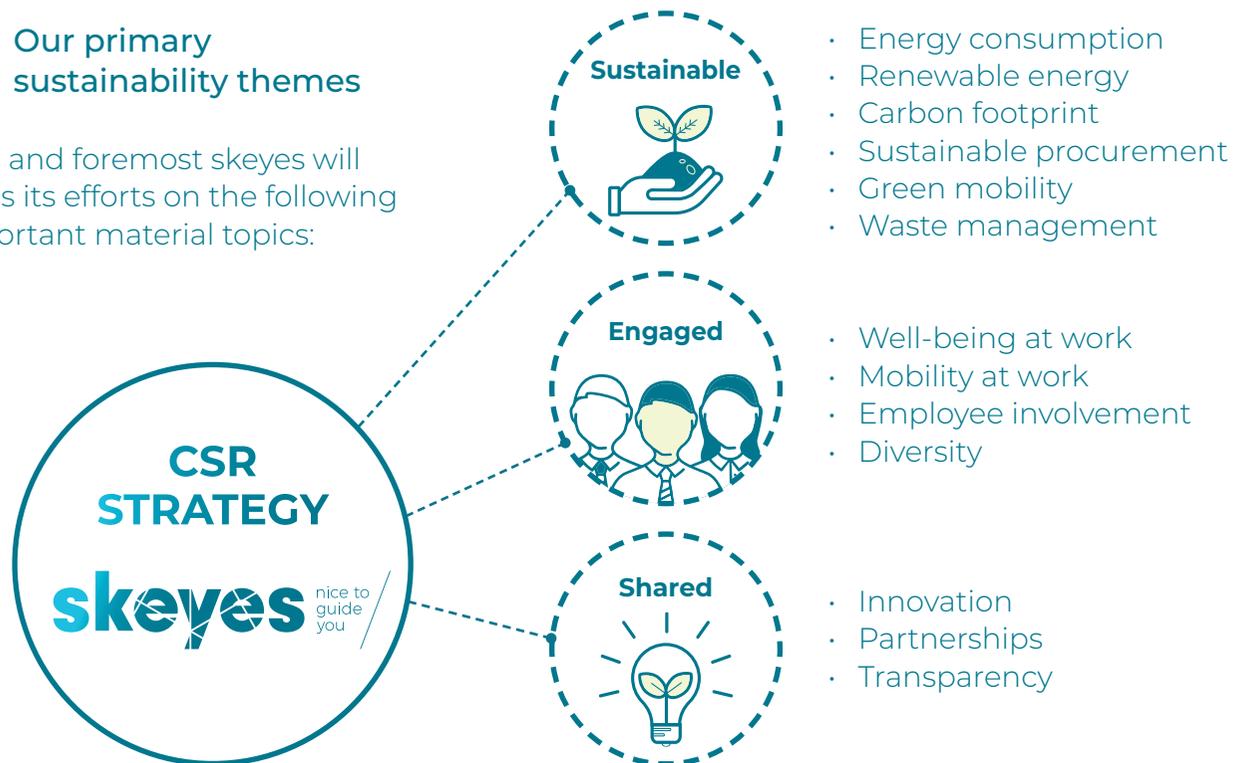
skeyes' ambition is to be recognised as one of the 'best in class' European ANSPs, (*Air Navigation Service Provider*) in terms of sustainability by 2025.

### → Our commitment

We commit to providing 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 our employees' involvement and (3) create shared values with our stakeholders and with the community as a whole.

### → Our primary sustainability themes

First and foremost skeyes will focus its efforts on the following important material topics:





→ 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 sub-goals of the UN 2030 agenda, the nature of the impact of skeyes' core activities was assessed based on:

- material impact, in particular the 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, namely:





*“This sustainability report is proof of our genuine social commitment.”*

## 1.5. Our stakeholders

skeyes' CSR policy includes an approach to tackle the effects of our core activities. In its procedures, processes and services skeyes aims to:

- take responsibility for identifying, preventing and reducing potential negative effects;
- create as much shared value as possible for its stakeholders and society as a whole.

### Impact analysis

This analysis is based on the relevant themes of skeyes' value chain which possibly have an impact on society. The CSR team carried out an assessment exercise to examine how significant the direct and indirect impact skeyes exerts is with regard to each of these themes. It concerns both a positive and negative impact, and their relative size was also taken into account.

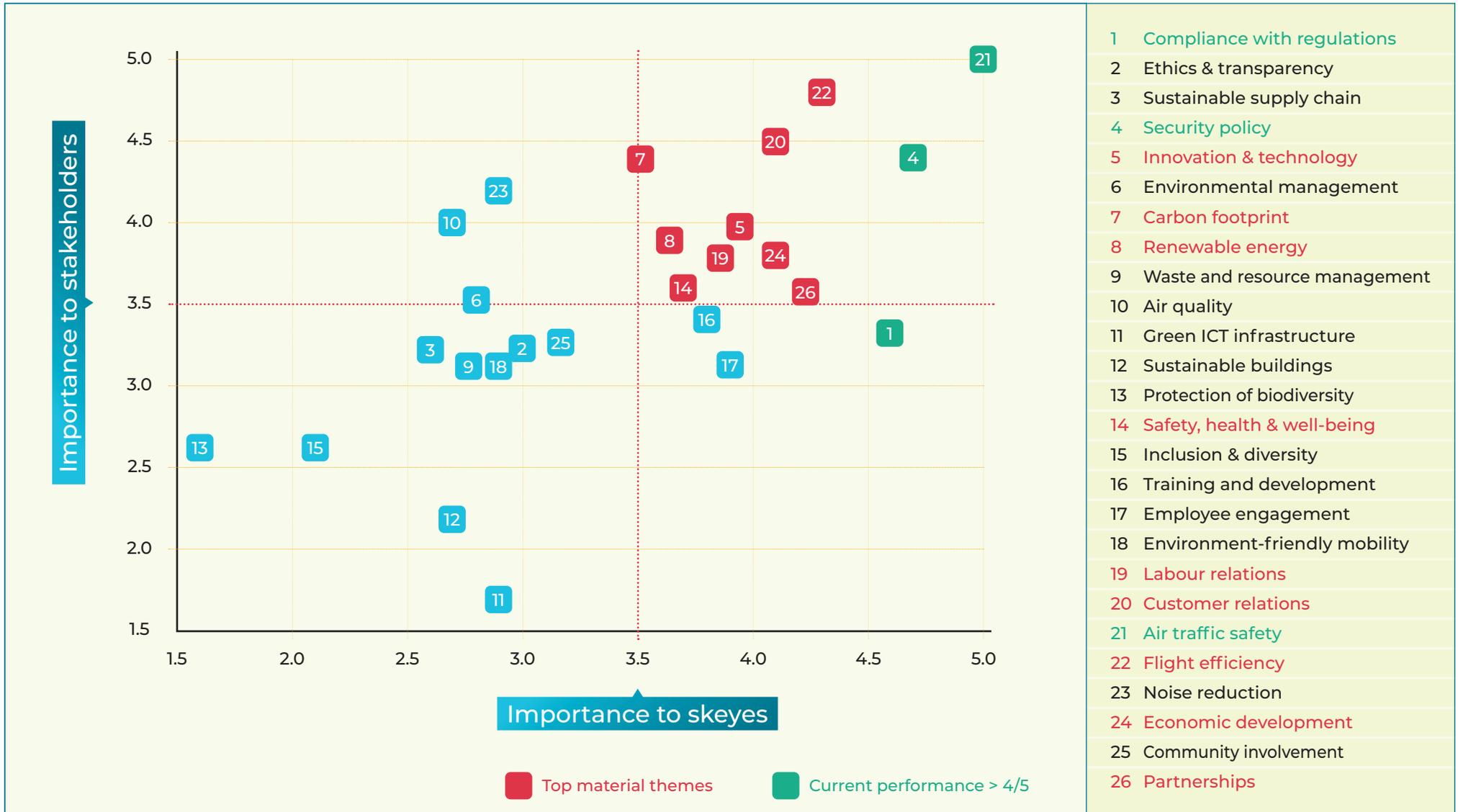
### Stakeholder expectations

The CSR team carried out an initial evaluation of stakeholder expectations. This was achieved by assessing the importance of each of the impact themes with regard to the different stakeholder groups. The exercise was carried out for the large groups of stakeholders: customers (airlines and airports), employees, society, partners, the government and so on.

The result of the previous phases is presented using a materiality matrix. It illustrates the importance of the various topics as assessed by skeyes and through the assessment exercise of its stakeholders.



skeyes' materiality matrix:



The elements at the top right of the chart are considered important by both skeyes and its stakeholders. These are the strategic topics related to sustainable development for skeyes. For each of these themes, skeyes' current performance is also taken into account in order to set priorities.

**These strategic topics  
are addressed in the GRI  
sustainability report.**

In the next phase, skeyes' stakeholders will be consulted directly to collect both qualitative (opinions, suggestions, explanations) and quantitative (votes, scores, etc.) information. This valuable information will help confirm the priority CSR themes and possibly improve the structure of the content of a subsequent sustainability report.



## 2. PERFORMANCE AND ACHIEVEMENTS



## 2.1. Sustainable

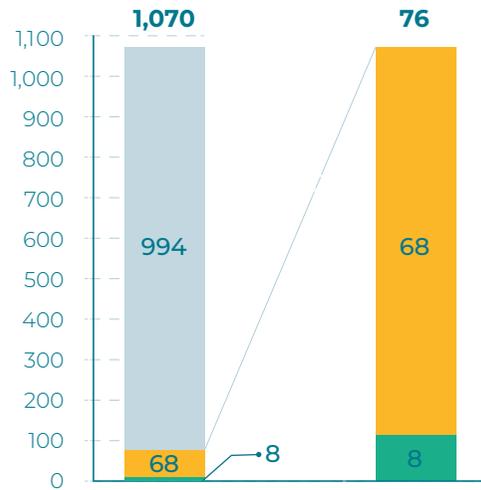
Responsible energy consumption and the reduction of harmful emissions are a major challenge for skeyes. Over time, we are striving for an ecologically neutral footprint in terms of our own activities. This excludes emissions generated by airports and aviation. This objective is also included in the proposal for the fourth management contract which was submitted to the Minister of Mobility, who is responsible for skeyes.

In 2019, our greenhouse gas emissions, visually presented below, form the starting point on which our targets are based.



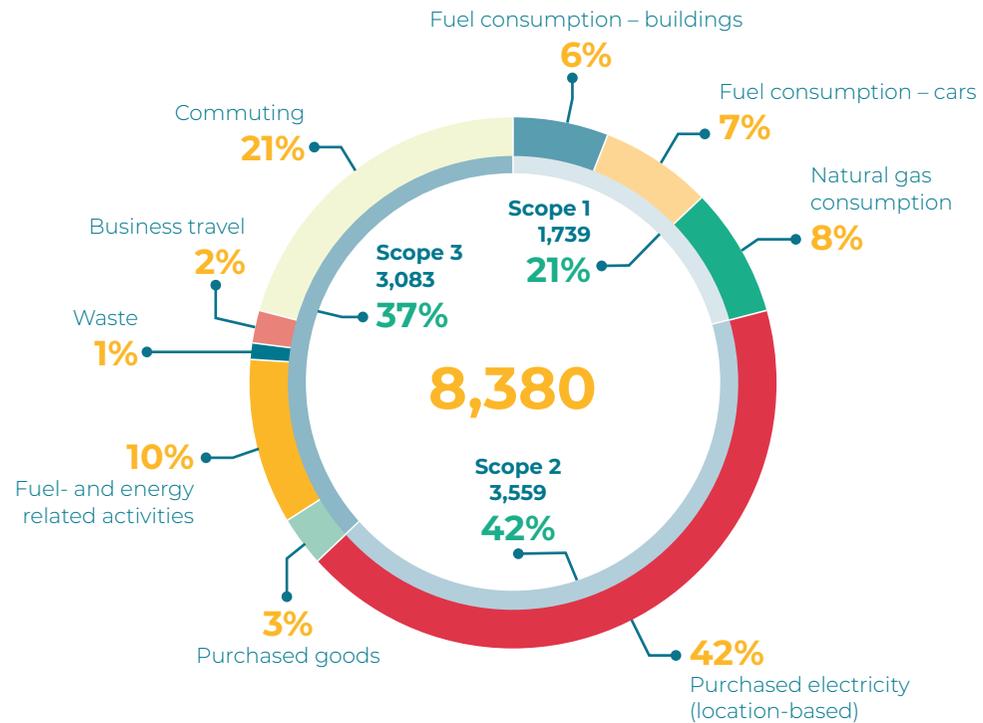
**Greenhouse gas emissions from skeyes' activities<sup>(1),(2)</sup> in 2019: 8.4 k tonnes of CO<sub>2</sub>e**

**Carbon footprint including emissions from aviation<sup>(3)</sup> and airports [k tonnes of CO<sub>2</sub>e]**



- Estimates of aviation emissions (conservative)
- Airport emissions
- skeyes' total carbon footprint excluding aviation and airports

**Carbon footprint excluding aviation and airports [tonnes of CO<sub>2</sub>e] [location-bound electricity]**



Note: (1) Excluding aviation and airport emissions (2) Market-based electricity emissions are equal to 0 as skeyes purchases green electricity. (3) The method used to calculate aviation emissions is a subject of debate. The current figures are only provided for information purposes and are considered conservative - emissions are likely to be greater than indicated.

In 2019, most emissions result from electricity consumption and purchase. Commuting and business travel collectively make up the second largest source. Fuel consumption for, among other things, heating our buildings is another important emission source.

The sources of greenhouse gases can be traced back to **3 scopes** on which skeyes will work intensively in the coming years:

|                |  |
|----------------|--|
| <b>Scope 1</b> | Fuel Consumption - Buildings<br>Fuel economy - fleet<br>Natural gas consumption                |
| <b>Scope 2</b> | Purchased electricity  |
| <b>Scope 3</b> | Purchased goods<br>Fuel and energy-related activities<br>Waste<br>Business travel<br>Commuting |

These are discussed below.



## Energy consumption

In 2019, skeyes installed around 100 energy consumption meters at the Steenokkerzeel site. This allows the consumption of electricity, gas, fuel oil and water to be measured. Energy guzzlers and possible savings will be identified on the basis of this inventory.

The fine-tuned KPIs will be established in 2020, based on real consumption. Possible actions, along with a timetable and budget estimate, will also be defined in the coming year.

In addition to this inventory, skeyes has already formulated the following goals compared with 2019:

- electricity consumption: minimum reduction of **2% per year**;
- gas and fuel oil consumption: minimum reduction of **3% per year**;
- water consumption: minimum status quo, in other words no increase in consumption.



## Renewable energy

The use of fossil fuels must be kept to an absolute minimum. **The electricity purchased by skeyes has been 100% green since 2015.** To further reduce the impact, skeyes will only purchase green electricity generated locally.

In addition, skeyes has approved the project for the installation of solar panels at the Steenokkerzeel site. This project will be analysed from 2020.



## Carbon footprint

### Towards climate neutrality

In addition to preventing energy consumption and maximising the use of renewable sources, in the long term skeyes aspires to be climate neutral.

With this goal in mind, skeyes has the ambition to offset for any remaining CO<sub>2</sub> emissions following its reduction efforts. We will elaborate on the way in which we will do this, for example, by planting forests or investing in CO<sub>2</sub>-reducing projects, in 2020.

**The ambition is to be recognised as one of the 'best in class' European ANSPs in the field of sustainability by 2025.**

skeyes profiles itself as a frontrunner, which implies:

- a reduction in CO<sub>2</sub> emissions, based on the Science Based Targets<sup>1</sup>, of **50%** by 2030;
- **CO<sub>2</sub> neutrality** by 2025.

These ambitions were drawn up compared with 2019 and relate to scopes 1, 2 and 3 of skeyes' activities, excluding actual aviation and airports.



## Sustainable procurement

skeyes has been pursuing a sustainable purchasing policy for some time. In the coming years, we will continue and intensify the integration of sustainability criteria and labels in the selection process for potential suppliers. This means that companies, services or products are also assessed in terms of social and environmental aspects.

Through a sustainable purchasing policy, skeyes can use its purchasing power and influence in relationships with suppliers and customers to improve the social and environmental performance of the entire product chain.

In addition, in the coming years, skeyes will also evaluate its current suppliers and, where possible, adjust its choices in terms of sustainability.

Here are a few examples of areas in which skeyes has invested in recent years:

### The purchase of sustainable office equipment

Purchased office material is made from recycled or renewable materials as much as possible. Ink cartridges and toners are always recycled. By grouping purchases and deliveries, we also reduce the climate impact of transport.

### Energy

The energy that skeyes purchases is already **100% green**.



1. Science Based Targets (SBT) is a collaborative venture between the Carbon Disclosure Project (CDP), the United Nations Global Compact (UNGC), the World Resources Institute (WRI) and the World Wide Fund for Nature (WWF). They form the scientific frameworks needed for the transition to a low-carbon economy.

## Cleaning buildings

When awarding the cleaning contract, special attention was devoted in the selection process to the sustainability of the service itself, including by:

- respecting social legislation, by excluding tenders with abnormally low prices. After all, this can be an indication of social dumping;
- checking professional competence: through knowledge of / practical experience with the sustainable use of products and water; sustainable selection and recruitment of staff, and staff training;
- offering day work, which means both a social as well as an environmental gain. This benefits family life, among other things, but also increases the likelihood that the company will create full-time work positions. Staff can travel to work by public transport and work in daylight.
- the criteria for cleaning products: all products must have an ecolabel and toxic products are prohibited.



## Green mobility

The measurement of our ecological footprint showed that staff mobility, both in terms of private and professional movements, can still be improved.

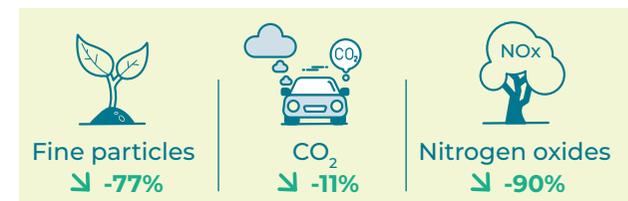
### Greening the fleet

From 2020, skeyes will only lease hybrid or CNG (natural gas-powered) cars for its pool and service cars. skeyes aims to replace 5% of its fleet by 2020, 15% by 2021, and at least 50% by 2025. Our fleet includes

executive cars, pool cars and service cars.

The big advantage of **hybrid** cars is their low consumption. Additional benefits are limited CO<sub>2</sub> emissions and reduced noise pollution.

**CNG** is particularly sustainable because of the greatly reduced emissions of fine particles.



## Charging points for cars and bicycles on the site in Steenokkerzeel

In the coming years, charging points will be provided in four phases:

8 wall chargers for plug-in hybrid vehicles  
Location: Administrative building

12 charging stations for plug-in hybrid and electric vehicles  
Location: CANAC building

Solar-powered charging stations for e-bikes  
Location: Several bicycle parking areas

Charging stations for plug-in hybrid and electric vehicles  
Location: Parking



## Waste management

In 2019, skeyes invested heavily in sustainable waste management. Firstly, of course, by preventing waste, but also by improving collections of waste for recycling and by getting involved in the concept of the circular economy.

## Waste prevention

Waste that is not created does not need to be sorted, collected or processed. Therefore, skeyes aims to support all its employees in preventing as much waste generation as possible. In the upcoming years, we will launch an awareness campaign. Our focus on waste prevention will also extend to our suppliers of products and services.

We have succeeded in generating less waste in our restaurant, where hot and cold meals are offered throughout the day. In 2019, our suppliers were asked to reduce waste as much as possible in their products and to use ecological (or more ecological) or reusable packaging.

This allowed us to reduce waste volumes by **no less than 30%**.

## Giving 'waste' a new lease of life

We call it waste, but this is still extremely useful and high quality material that we are writing off.

Outdated lockers were donated to **FLEUR asbl**. The company repairs the lockers and makes them available free of charge to homeless people in Liège.



Together with Close the Gap, we donate 'obsolete' IT material to social and educational projects in developing countries.

We are also looking for solutions to give our radio equipment a new home. Here, discussions are already underway with several organisations that can reuse our equipment in the South.

## Expanding sorting capabilities

By expanding our recycling depot, we achieved **a 20% reduction** in unsorted residual waste.

Additional recycling containers are now being provided for larger projects. As a result, waste fractions of metal and wood can also be recycled.

## And there's more

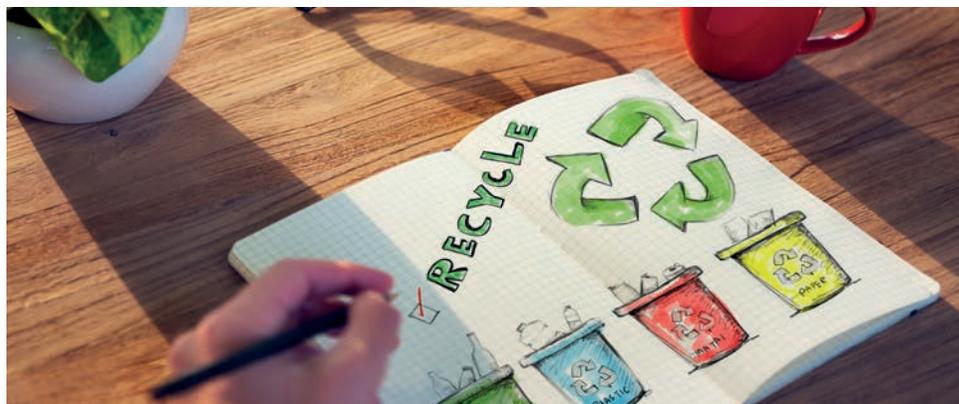
To remove fallen trees, clear sick trees and maintain vegetation on the Steenokkerzeel site, we work with the company **La Serre Outil asbl**. The company works with people with disabilities or those who find it difficult to integrate in society.



The coffee skeyes supplies in its meeting rooms is already **84% sustainably** produced. Our supplier is aiming **for 100% in 2020**. In addition, the coffee pads used are fully recycled.

## The future

In the near future, skeyes will provide extensive sorting points on each floor of its office buildings. This sorting system will eventually replace individual bins in each office.



We expect to achieve a sorting quality of almost 100%, as well as a decrease in waste management costs of about 20%.

| Material Themes                | Objectives   | Indicator   | Results 2019              |
|--------------------------------|--|---|---------------------------|
| <b>Pillar 1: Sustainable</b>   |  |   |                           |
| <b>Energy consumption</b>      | 2% per year reduction in electricity consumption for the period 2020-2025                                    | % reduction in electricity consumption per year           | to be measured as of 2020 |
|                                | 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 per year          | to be measured as of 2020 |
| <b>Renewable energy</b>        | Generation of own renewable energy   | installed photovoltaic power (KW)                         | project yet to start      |
|                                | Purchase of 100% green electricity of local origin   | % of purchased electricity of green and local origin      | 100% green in 2019        |
| <b>Carbon footprint</b>        | 50% reduction in CO <sub>2</sub> emissions by 2030 vs 2019 for scopes 1, 2 and 3 of skeyes' activities       | % reduction of CO <sub>2</sub> emissions (scopes 1, 2, 3) | to be measured as of 2020 |
|                                | CO <sub>2</sub> - neutrality (scopes 1, 2 and 3) in 2025 through compensation projects with high added value | amount of CO <sub>2</sub> compensated                     | gno compensation in 2019  |
| <b>Sustainable procurement</b> | Evaluate the sustainability of our key suppliers   | % of top suppliers evaluated                              | project yet to start      |
| <b>Green mobility</b>          | By 2025, 50% green vehicles in the fleet of commercial and service vehicles                                  | % of green vehicles in the fleet                          | to be measured as of 2020 |
|                                | Installation of recharging capacity for electric vehicles and bicycles                                       | number of recharging points installed                     | from 2020                 |
| <b>Waste management</b>        | Zero residual waste by implementing a selective sorting system for employees                                 | % reduction in unsorted waste                             | to be measured as of 2020 |
|                                | Reducing waste and food loss in the restaurant   | % reduction of waste in the restaurant                    | -30% in 2019              |
|                                | Giving a second lease of life to IT and radio equipment  | amount of reused IT and radio equipment                   | from 2020                 |





## 2.2. Engaged

skeyes is fully engaged to a sustainable health policy, and works on the health, involvement and development of its employees. We want our employees to feel good and derive greater satisfaction from their work. To this end, several initiatives have already been taken or will be rolled out in 2020.



### Well-being at work

Happy employees are also healthy and fit employees. skeyes is actively developing a sustainable health policy, awareness and behavioural change. Health is addressed in a holistic way, in which both the mental and emotional, as well as the physical aspect, are important.

A preventive health policy is an integral part of this approach. Some examples of initiatives already taken and planned are:

#### Healthy food:

- free fruit for each department;
- healthy meals, including a 500 cal lunch;
- workshops and coaching on healthy eating;
- specific guidance for staff with irregular hours and for sportsmen and women.

#### Health-related courses:

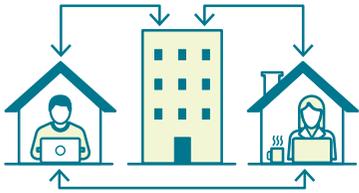
- developing a policy that gets employees moving to break up long periods spent sitting down;
- health check for those aged 45 and over.

#### Psychosocial well-being:

- stress management courses;
- workshops and coaching on sleep and rest hygiene;
- development of a training and career plan.

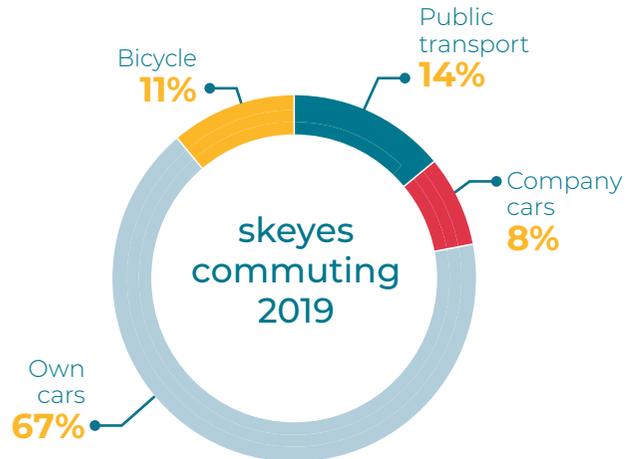
#### Absenteeism

In 2019, skeyes developed absenteeism statistics. This allows us to monitor the evolution of absenteeism due to illness and to respond in a timely manner to any alarming signs. A new absenteeism policy was developed with unambiguous follow-up to maintain contact between absent employees, their managers and skeyes as a whole.



## Mobility at work

In the field of mobility, skeyes opts for an integrated approach: efficient, sustainable and achievable mobility. For example, depending on his or her personal situation, each employee can choose the greenest means of transport to conveniently get to work.



## Public transport

skeyes offers its staff access to sustainable transport in many ways. For example, sustainable transport to and from work is paid for in full by skeyes. The existing shuttle service between Brussels Airport and the skeyes site in Steenokkerzeel, used by rail commuters, was extended in 2019.

skeyes pays the *Brussels Airport Supplement* (Diabolo Fee) for trips to and from Brussels Airport-Zaventem for its employees. Also, parking costs for using an SNCB car park are reimbursed.

Sustainable mobility is even encouraged in employees' free time. In this connection skeyes offers its staff and their families free train vouchers every year, which can be used both in Belgium and abroad.

## Green cars

Last year, the policy on the traditional car was replaced by a mobility policy with incentives for green cars and a mobility budget. The upcoming years, skeyes will offer courses in eco-driving and invest in a carpooling platform.

## Electric bikes

In 2020 we will start using electric bicycles in our company.



## Teleworking

In 2020 skeyes shall revise its telework policy. The goal is to increase the number of teleworkable days in the company. After all, the greenest kilometre is the one you don't have to travel.



## Employee involvement

### De Warmste Week and Viva for Life - 5,054 euros raised!

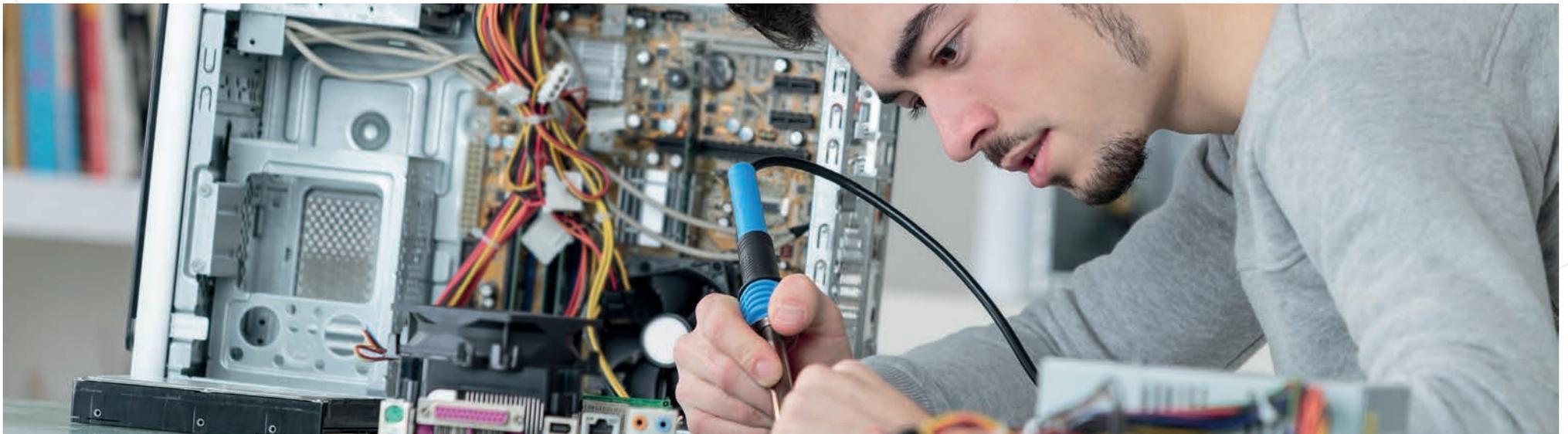
skeyes has been actively supporting Warmste Week and Viva for Life for several years now. In 2019, several staff members also set up their own campaigns and skeyes again organised a number of initiatives to raise money.

For example, employees' children could colour or design Christmas cards, which were subsequently offered for sale.

Calendars were also sold. Members of the skeyes sports & culture club took part in several Warmathons and organised a movie night.

The finale of all the initiatives was the annual X-mas Happy Hour, during which all employees could kick off the Christmas period together and the collected amount was announced. skeyes' management doubled the amount raised, which means that in 2019 we were able to donate € 2,527 to each organisation.

**Viva for Life** combats child poverty, while during the **De Warmste Week** participants choose an organisation to support. The choice was soon made for **Close the Gap**. Since 2019, skeyes has partnered with *Close the Gap* in which old IT material, after having been refurbished and updated, is used in local projects worldwide to reduce the digital divide. In addition to financial support, skeyes has already been able to donate 40 desktops, 11 monitors and three printers. In 2020, we expect to donate even more material.





## Diversity

### Gender



skeyes consciously and actively participates in **Women in Aviation**, an initiative by **EUROCONTROL** to encourage women to pursue careers in aviation and promote gender equality across the sector. The conference was created for and by women engaged to the same goal: to disrupt, strengthen and bring about change.

In 2019, skeyes also participated in the first edition of the **Girls in Aviation Day**. The aim of this day of encounters is to increase enthusiasm among girls between the age of 15 and 18 for a career in the aviation sector. Our COO, Peggy Devestel was one of the keynote speakers. The attendees were invited to visit skeyes, which took place at a later time.

Furthermore, we are developing our recruitment campaigns for air traffic controllers and other profiles in order to appeal to as much diversity as possible.



| Material Themes             | Objectives  | Indicator                                | Results 2019                   |
|-----------------------------|---|--|--------------------------------|
| <b>Pillar 2: Engaged</b>    |   |  |                                |
| <b>Well-being at work</b>   | Positive trend in employee satisfaction compared to the 2016 survey | % satisfied employees                    | new survey in 2021             |
|                             | Reduction of stress-related illness                                 | Number of days of stress-related illness | to be measured in 2020         |
|                             | Absenteeism below 5%  | % absenteeism                            | 4.69%                          |
| <b>Mobility at work</b>     | By 2025, 40% of workers will use sustainable transport              | Modal share of sustainable transport (%) | 25%                            |
|                             | Increase in the number of teleworkable days                         | Number of teleworking days               | to be measured as of 2020      |
| <b>Employee involvement</b> | Promoting CSR awareness and employee involvement                    | Pulse survey                             | from 2020                      |
|                             | Increase participation in projects with the surrounding community   | Number of employees participating        | from 2021                      |
| <b>Diversity</b>            | Increase in the share of women in management positions              | % of men and women in senior positions   | 20% women in the 'Forum' group |
|                             | Increase in the number of initiatives for disabled people           | Number of initiatives launched           | from 2021                      |





## 2.3. Shared



### Innovation

#### a. Drones

skeyes founded the *Innovation Department* in 2017 - 2018. The aim of this department is to support the development of innovative services, with skeyes acting as a knowledge centre and facilitator.

The presence of drones in our airspace poses a risk and the question quickly arises: how do we ensure the situation remains safe for everyone? The drone industry will also ensure that a number of applications that are now only carried out using helicopters or road transport will be replaced by drones in the future. Drones are lighter in weight and electrically powered, so in short they are also better for the environment. Furthermore, the drone sector has evolved to become an important economic player.

#### Frontrunner in Europe

skeyes is taking the lead in integrating drones into existing traffic in complete safety. We take part in many projects that explore the possibilities offered by drones to learn the necessary lessons in terms of air traffic control and regulation. As a result, we are the frontrunner in Europe.

In association with the Belgian Civil Aviation Authority (BCAA), in March 2018 skeyes published its first version of the **droneguide** as a *web interface*, followed by the mobile app in June of the same year. Since October 2019, it is even possible for professional drone users to fully plan their flight via the platform and obtain the necessary permissions.

skeyes is a prominent player within the *U-space Demonstrators network*, founded by the European Union. Together with Amazon Prime Air and numerous Belgian companies including Proximus, Elia, the Port of Antwerp, Sabca, Helicus and Unifly, skeyes is participating in the **SAFIR** project, which organises demonstrations in integrated drone traffic management for a wide range of drone activities in Antwerp.



In addition, skeyes actively participates in several other projects in the context of the European *Smart Cities* programme and *Smart Mobility Belgium*. One of these projects is **Medrona**, which **will develop a concept for delivering medical packages between** a number of hospitals in Antwerp and Hasselt.



## b. Digital control towers

skeyes is situated in a rapidly-evolving technological and regulatory landscape. Just consider the continuous and growing demand for the efficiency of operations, a reduction in energy consumption, the development of new technology and so on. At the same time, air traffic control towers at the regional airports need to be thoroughly renovated.

Based on various feasibility studies carried out in 2017-2019, skeyes has engaged to building digital control towers to accommodate these elements. A tender was issued for this project at the European level.

**The idea is to have the first digital tower operational by early 2024.**

## c. Wind energy

The renewable energy targets have been defined at the European level. By 2020, up to **20% of the energy consumed must originate from renewable sources**. By this time, Belgium must draw up to 13% of its final energy consumption from renewable energy sources. Efforts need to continue beyond 2020, and it has been determined at the European level that the share of

renewable energy must increase by 27% by 2030. By 2050, the EU aims to further reduce greenhouse gas emissions by at least 80% compared with 1990 levels.

Wind turbines make a crucial contribution to the generation of green energy, but the space available for installing them is very limited. For this reason, skeyes is actively looking for solutions to this challenge.

### DVORs

skeyes has developed a new, sophisticated calculation mechanism in consultation with the wind energy sector and with respect for the safety and efficiency of Belgian air traffic. It frees up twice as much space for wind turbines around our twelve civilian radio beacons, the so-called DVORs.

DVOR stands for *Doppler VHF Omnidirectional Radio range*.

These transmission stations are essential for accurate radio navigation. The airways, similar to motorways, are largely based on the position of these DVORs. Pilots and air traffic controllers also use these installations in landing procedures. However, the moving blades of a wind turbine affect the radio signals, meaning there is little room for wind turbines in the vicinity of such a station.



Until now, 9 wind turbines per 60° sector could be installed in a radius of seven kilometres around a DVOR. **Now, thanks to the new dynamic calculation mechanism, there is room for up to 18 wind turbines per sector of 60°.** This enables skeyes to contribute to a sustainable future.

### Surveillance roadmap

skeyes reviewed aviation restrictions last year. This includes checking whether the construction of wind turbines is possible in the vicinity of civilian and military airports through an adaptation or renewal of the existing aviation infrastructure. The Government of Flanders awarded a grant to skeyes to help achieve this policy.

skeyes is now taking the lead in drawing up a global approach (*Surveillance Roadmap*) to mitigate the impact of wind

turbines on radar installations. Together with Belgian Defence, we will be able to reduce the number of radars in the long term and work with new surveillance systems that will be less affected by wind turbines and increase safety at the same time. This will eventually free up more space for the construction of wind turbines. We will achieve this by:

- **reducing the number of rotating antennas.** The less infrastructure, the fewer restrictions for the wind energy sector.
- **deploying new surveillance techniques to increase safety.** Of course, these antennas will also have to be protected, but the safety zones will be smaller than those around the radar sites.
- **installing a Wind Farm Filter on the radars at Ostend, Brussels and Florennes.** This installation increases the detection capabilities of the radar, thereby increasing safety.

#### d. Sustainable impact of TomorrowLab initiatives

In mid-2018, skeyes launched the *Innovation 360° Program* together with **Living Tomorrow** and **TomorrowLab**.

This innovation programme aims to develop potential future scenarios and associated business models for skeyes. To this end, skeyes' *future values* were established for the next 10 years. These values form an internal guideline and also define the evaluation framework for all new projects. In other words, our *future values* will be represented in every innovative project.

A holistic approach and sustainability are two important future values. skeyes focuses on the progress of the entire ecosystem and wants to contribute to improving sustainability in aviation. A project that is closely related to this endeavour is the European Urban air mobility project, in which skeyes will participate together with Living Tomorrow and TomorrowLab. This research involves the design and management of urban mobility in the third dimension: airspace.



## Partnerships

### Joint environmental management at Brussels Airport

skeyes, together with the main operational parties active at Brussels Airport, has endorsed the concept of *Collaborative Environmental Management* (CEM). This cooperation has existed for a long time and was formalised on 18 September 2018 with Brussels Airport Company, Brussels Airlines, TUIFly and DHL. Both EUROCONTROL and Airport Council International (ACI) Europe support the CEM principle.



CEM focuses on sustainable airport growth and operational improvements to reduce the environmental impact, for example **through noise reduction, fuel savings and flight efficiency**. This is achieved by the different actors exchanging best practices. This is the DNA of CEM and has already proven to be the best way for us to achieve improvements together.

Thanks to this joint approach, concrete operational improvements could be made in 2019 to reduce CO<sub>2</sub> emissions and noise around Brussels Airport. *Continuous Descent Operations* (CDO) or green landings on satellite approaches have been significantly improved by reducing energy-consuming steps. In cooperation with the airlines present, Brussels Airport has published a new section in the *Aeronautical Information Publication* (AIP) to promote the use of a single engine when taxiing. A new zone for engine testing is also being sought to reduce noise pollution.



## Transparency

### Joint environmental management at Brussels Airport

skeyes strives for clear communication with its stakeholders. Since August 2019, we have been communicating monthly via our CEO newsletter. In *'news to guide you'*, skeyes always provides the *Key Performance Indicators*, a service of skeyes is showcased and new projects or partnerships are presented.

In the November 2019 edition, skeyes' CSR project was highlighted. It discussed skeyes' goal to achieve a neutral ecological footprint and the results of the CO<sub>2</sub> emissions study were presented (see Pillar 1 for more information).

At the end of 2019, skeyes conducted a new online survey among the various airports and airlines on their cooperation with skeyes. The aim here was to collect information in order to further improve our services.

In the coming years, we will expand our internal and external communication in such a way as to serve all stakeholders.

### Events that occurred at the date of this report:

As of the date of this report, the coronavirus crisis is continuing unabated. It is having an unprecedented impact on the aviation sector and is hitting airlines, airports and air navigation service providers hard. This crisis will have a significant impact on the overall operations of the company.

| Material Themes         | Objectives  | Indicator                       | Results 2019 |
|-------------------------|---|---------------------------------|--------------|
| <b>Pillar 3: Shared</b> |   |                                 |              |
| <b>Innovation</b>       | Evaluation of innovation projects on the impact of sustainability       | Number of projects evaluated    | from 2020    |
| <b>Partnerships</b>     | Promotion of joint CSR-related projects with key stakeholders           | Number of projects launched     | CEM project  |
| <b>Transparency</b>     | Increase in stakeholder satisfaction in their relationships with skeyes | Stakeholder satisfaction survey | from 2021    |





# GRI reference table

| General Standard                      | Description   | Pages/ Answer  |
|---------------------------------------|---|----------------|
| <b>1. Profile of the organisation</b> |   |                |
| 102-1                                 | Name of the organisation  | 6              |
| 102-2                                 | Main activities, brands, etc.   | 6              |
| 102-3                                 | Location of the organisation's headquarters   | 6              |
| 102-4                                 | Number of countries in which the organisation operates (with relevance to sustainability issues)              | 6              |
| 102-5                                 | Ownership structure and legal form  | 6              |
| 102-6                                 | Markets   | 6              |
| 102-7                                 | Size of the organisation  | 12             |
| 102-8                                 | Employees   | 13             |
| 102-9                                 | Description of the supply chain   | 14             |
| 102-10                                | Significant changes during the reporting period in terms of organisation and supply chain                     | first report   |
| 102-11                                | Description of how the precautionary principle is applied   | 5              |
| 102-12                                | External initiatives  | 28,32-37       |
| 102-13                                | Membership of associations  | not applicable |
| <b>2. Strategy</b>                    |   |                |
| 102-14                                | Statement by senior management  | 8-11           |
| <b>3. Ethics &amp; Integrity</b>      |   |                |
| 102-16                                | Values, mission or declarations of principle, codes of conduct and principles of interest in the field of CSR | 16-17          |
| <b>4. Governance</b>                  |   |                |
| 102-18                                | Management structure  | 15             |

| General Standard                  | Description   | Pages/ Answer      |
|-----------------------------------|---|--------------------|
| <b>5. Stakeholder involvement</b> |   |                    |
| 102-40                            | List of relevant stakeholder groups   | 19                 |
| 102-41                            | Collective Labour Agreement (CLA)   | not applicable     |
| 102-42                            | Basis for the inventory and selection of stakeholders   | 19                 |
| 102-43                            | Approach to involving stakeholders  | 19                 |
| 102-44                            | Key feedback from stakeholders and how the organisation has responded                                     | 19                 |
| <b>6. Reporting practice</b>      |   |                    |
| 102-45                            | Demarcation of the report, operational structure  | 6                  |
| 102-46                            | Process description for determining the content of the report and the application of reporting principles | 5                  |
| 102-47                            | List of material aspects  | 20,21              |
| 102-48                            | Transposing information provided in previous reports  | first report       |
| 102-49                            | Significant changes compared with previous reporting periods in terms of scope or demarcation             | first report       |
| 102-50                            | Reporting period  | 6                  |
| 102-51                            | Date of the most recent report  | 6                  |
| 102-52                            | Reporting cycle   | 6                  |
| 102-53                            | Contact for questions about the report or its contents  | 6                  |
| 102-54                            | Claims of reporting in accordance with GRI standards  | 5,6                |
| 102-55                            | GRI Content Index   | 39-41              |
| 102-56                            | External verification   | not applicable     |
| <b>7. Management approach</b>     |   |                    |
| 103-1                             | Explanation of the material theme and its limits  | 29,33,37           |
| 103-2                             | Management approach and its components  | 23-29,30-33, 34-37 |
| 103-3                             | Evaluation of the management approach   | 23-29,30-33, 34-37 |

| CSR Pillars                              | Material Themes         | GRI Standard Code   | Specific Disclosure  | Pages    |
|--|-------------------------|---------------------|--|----------|
| 1. Sustainable                           | Energy consumption      | 302-4               | Electricity reduction  | 25,29    |
|  |                         |                     | Gas/Fuel Reduction   |          |
|  | Renewable energy        | 302-1               | PV capacity installed  | 25,29    |
|  |                         |                     | % green in electricity purchase                                |          |
|  | Carbon footprint        | 305-1,305-2,305-3   | CO <sub>2</sub> emissions reduction (scopes 1, 2, 3)           | 24,25,29 |
|  |                         |                     | CO <sub>2</sub> offset   | 25,26,29 |
|  | Sustainable procurement | 308-1, 308-2        | % of top suppliers evaluated                                   | 26,27,29 |
|  | Green mobility          | 305-5, 305-7        | % green cars in the fleet                                      | 27,29    |
|  |                         |                     | Recharging capacity installed                                  |          |
|  | Waste management        | 306-2               | Reduction of unsorted waste                                    | 28,29    |
| Reduction of food loss in the restaurant |                         |                     |  |          |
| % IT and radio equipment reused          |                         |                     |  |          |
| 2. Engaged                               | Well-being at work      | 403-2, 403-3        | Employee satisfaction  | 30,33    |
|  |                         |                     | Stress-related illness   |          |
|  |                         |                     | Absenteeism percentage   |          |
|  | Mobility at work        | 305-5               | Modal share of sustainable transport                           | 31,33    |
|  |                         |                     | Teleworking days   |          |
|  | Employee involvement    | 413-1               | CSR awareness and employee involvement                         | 32,33    |
|  |                         |                     | Participation in projects with the surrounding community       |          |
|  | Diversity               | 405-1               | Share of men and women in senior positions                     | 33       |
| Initiatives for disabled people          |                         |                     |  |          |
| 3. Shared                                | Innovation              | 203-1, 203-2, 413-1 | Innovation projects evaluated for the impact on sustainability | 34-36,37 |
|  | Partnerships            | 413-1               | Joint CSR-related projects with key stakeholders               | 36,37    |
|  | Transparency            | 103-1,103-2,103-3   | Stakeholder management approach                                | 37       |

# Abbreviations used

|             |  |
|-------------|--|
| <b>ACI</b>  | Airport Council International          |
| <b>AIP</b>  | Aeronautical Information Publication   |
| <b>ANSP</b> | Air Navigation Service Provider        |
| <b>CDO</b>  | Continuous Descent Operations          |
| <b>CEM</b>  | Collaborative Environmental Management |
| <b>CNG</b>  | Compressed Natural Gas                 |
| <b>IFR</b>  | Instrument Flight Rules                |
| <b>ILS</b>  | Instrument Landing System              |
| <b>CSR</b>  | Corporate Social Responsibility        |
| <b>VOR</b>  | VHF Omnidirectional Radio range        |
| <b>GRI</b>  | Global Reporting Initiative            |
| <b>SDGs</b> | Sustainable Development Goals          |
| <b>UN</b>   | United Nations                         |



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