

SUSTAINABILITY REPORT

2025

KEEPING AIRSPACE SAFE
WHILE ADVANCING SUSTAINABILITY



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



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1. INTRODUCTION

1.1. CEO Foreword

Dear reader,

2025 was a pivot year for skeyes as we navigate an increasingly complex and uncertain environment. Safety and security remain our absolute priorities as evidenced in our daily operations, our decision-making, and our continuous improvement across the organisation. This unwavering commitment remains the foundation upon which trust, performance, and sustainability are built.



In 2025, skeyes reached a global milestone by becoming the first air navigation service provider (ANSP) worldwide to achieve Level 4 GreenATM environmental accreditation. This achievement recognizes our long-term efforts to reduce the environmental impact of air traffic management through operational efficiency, innovation and close collaboration with our partners. It also confirms that environmental performance and operational excellence go hand in hand.

Our commitment to reducing our ecological footprint continued to translate into tangible progress. We further reduced our direct emissions, driven by energy efficiency measures and smarter infrastructure management. We also made clear advances in green mobility: around 77% of our company fleet is now green, including 62% electric vehicles. These results reflect both organisational choices and the commitment of our employees.

Good governance remains a cornerstone of our ESG approach. Throughout 2025, we continued to strengthen our governance framework. The continued development of our Environmental Management System (EMS) paves the way for its integration into decision-making and risk management processes.

Transparency is also central to our responsibilities. This report includes the outcomes of our Double Materiality Assessment, ensuring that we focus on what matters most – both for skeyes and for our stakeholders.

Finally, 2025 was also a year of looking ahead. Building on our achievements, we have taken the first steps towards creating a new strategy – a roadmap to 2030 that will enable skeyes to remain safe, sustainable and resilient in a rapidly changing aviation landscape.

We could not have done this without our people, the real driving forces behind skeyes and our achievements. Every day, our teams bring their dedication, professionalism and resilience to the job, demonstrating excellence, collaboration and a strong sense of purpose in a demanding and rapidly evolving environment. Investing in our own workforce – through training, wellbeing, dialogue and inclusion – is essential for a safe, robust and future-ready organisation..

With this sustainability report, we reaffirm our commitment to responsible performance, transparency and continuous improvement. I would like to thank all our employees and partners for their engagement and trust as we continue this sustainability journey together.

Johan Decuyper, CEO

1.2 About skeyes

→ Activities:

skeyes ensures the safety and efficiency of air traffic in Belgium 24/7. Every day, the skeyes air traffic controllers manage around 2,800 aircraft every day, accounting for almost one million flight movements per year.

The autonomous public company operates in the heart of Europe, in one of the busiest and most complex sections of airspace of the continent. skeyes has a presence at Brussels

Airport and at the airports of Antwerp, Charleroi, Kortrijk, Liège, and Oostende.

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

The company relies on its 1006 experienced staff members to serve its customers: airline companies, airports, the aviation sector, and the authorities. skeyes also develops

innovative services relating 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 Europe in the framework of the Single European Sky.

352.8 million



Annual turnover (in EUR)



1,035,084

Number of flight movements managed by skeyes in 2025.

2,836

Average flight movements managed by skeyes in 2025.

36.4 million



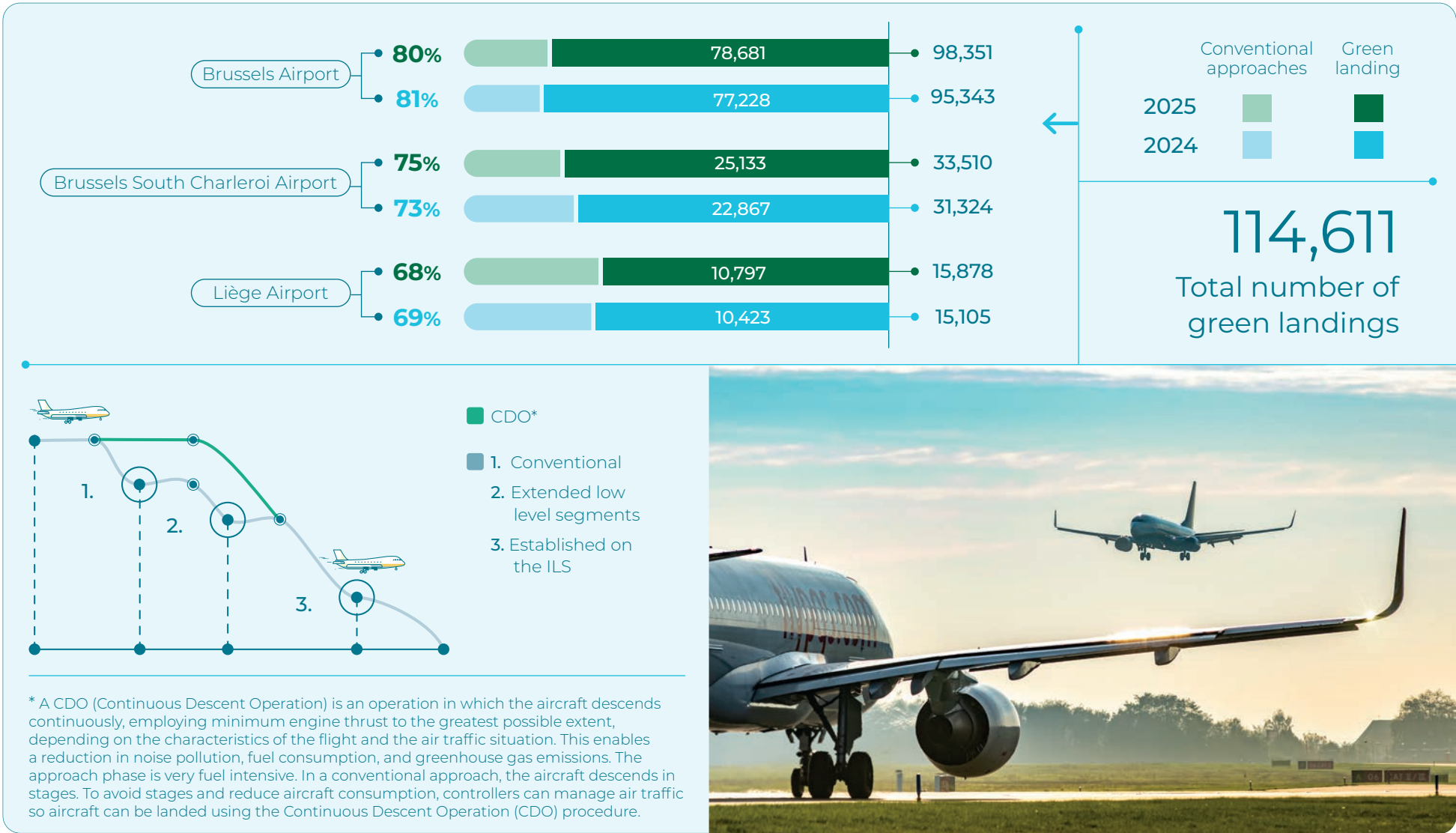
Belgian airports welcomed 36.4 million passengers in 2025.



In 2025, skeyes received **447** applications for the construction of new wind turbines, a **15%** increase over the last three years, indicating growth in this sector. As of December 31, 2025, **305** wind turbine requests received the green light from skeyes.

Actual comparison between green landings and arrivals in 2025

Percentage of Continuous Descent Operations, (green landings) in Brussels (80%), Liège (68%), and Charleroi (75%).





1006

We have **1006** employees (figures at end of 2025) of which **272** women and **734** men.

521 statutory employees and **485** contractual employees.



15+40

15 new ATCOs completed their ATCO training, and **40** candidates started their air traffic controllers training in 2025.

837

636 men work full-time
201 women work full-time

103

47 men work part-time
56 women work part-time



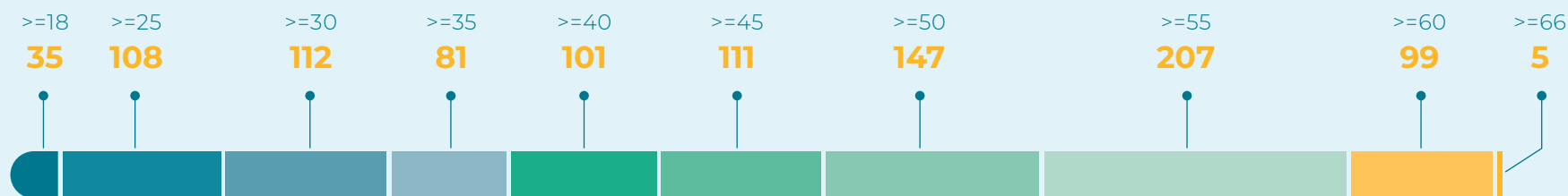
84

In 2025, we recruited **84** new employees.

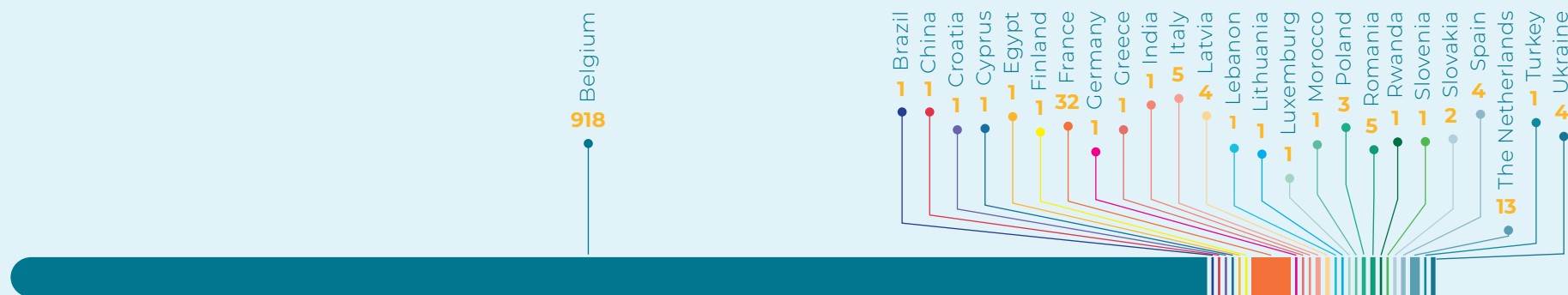
1006

Employees as of December 31, 2025

Employee age distribution:



Demographic breakdown by nationalities:



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

Johan Decuyper, CEO

1.3 About this report

skeyes is proud to present its seventh Sustainability Report, prepared with reference to the Global Reporting Initiative (GRI) Standards. While skeyes is not currently required to report according to the European Sustainability Reporting Standards (ESRS), our aim is to further enhance transparency for our stakeholders. This explains why, for the first time, this report includes references to the ESRS where relevant.

Important note

As explained in more detail in section 2.1, skeyes’s mission, business model and activities give rise to **two distinct but complementary aspects of sustainability**:

- **‘Aviation’ sustainability:** skeyes’ systemic impact and public service role within the aviation ecosystem, e.g., through green air traffic management to reduce the ecological footprint of flights.
- **‘Corporate’ sustainability:** the management of **impacts, risks and opportunities (IROs)** arising from skeyes’s activities as an organisation, such as its operational carbon footprint, employee safety and business conduct.

This report primarily focuses on **corporate sustainability**, historically referred to as *Corporate Social Responsibility (CSR)* and more recently described as *Environmental, Social and Governance (ESG) management*.

As such, it outlines how skeyes

- governs ESG topics;
- implemented policies and actions in 2025 to progress towards its targets;
- continues to develop its ESG strategy in support of a sustainable future.

Unless stated otherwise, ESG is used as a synonym for corporate sustainability throughout this report, while the term sustainability, when used without further specification, refers to both aviation and corporate sustainability.

→ Reporting period:

Publication of the report in 2026.
Reporting on the financial year 2025.
The report is available for download online and can be printed upon request.

→ Scope of the report:

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

→ Report governance:

All our departments contributed to the development of this report, which was reviewed by the Chief Compliance Officer before being approved by the Executive Committee.

→ ESG advice, layout and design:

Sustenuto B.V.

→ Contact details:

If you have any questions about this report, please contact: Alain Ntwari, ESG expert skeyes, nta@skeyes.be

→ Editor:

Alain Ntwari, ESG expert skeyes

Two aspects of sustainability at skeyes



Aviation Sustainability – skeyes as a facilitator ("Sustainable Aviation")

Definition:

Aviation sustainability is the long-term ability of the aviation system to operate safely, efficiently, and competitively while reducing its environmental footprint, supporting social well being, and ensuring economic resilience for future generations.

In practice, this means:

- **Minimizing environmental impacts** such as CO₂ emissions, non CO₂ effects, noise, and local air quality.
- **Optimizing the use of airspace and infrastructure** to reduce inefficiencies and waste.
- **Supporting a just and resilient aviation ecosystem**, including workers, communities, and passengers.
- **Ensuring economic viability** so the sector can continue to provide connectivity and value.

Key characteristics:

- Focus on greener ATM, including Continuous Climb and Descent Operations (CCO and CDO), Performance Based Navigation (PBN), trajectory optimization and collaborative environmental management with airports and airlines.
- Contribution to emissions and noise reduction of airspace users, while acknowledging that skeyes's influence is indirect.
- Active role in sector cooperation, European initiatives (FABEC, SESAR, CANSO), and innovation projects (e.g. HERON).
- Integration of sustainability into core operational decision making, balancing safety, capacity and environmental performance.

Nature of responsibility:

Facilitating and enabling: skeyes creates the conditions under which aviation can become more sustainable, without owning the resulting emissions.



Corporate Sustainability – skeyes's own activities and organisation "skeyes as an organisation"

Definition:

Corporate sustainability covers the IROs arising from skeyes' own activities as an organisation, including its people, operations, infrastructure, governance and value chain. In this dimension, skeyes has more control and accountability for performance, policies and results.

Key characteristics:

- Environmental impacts of operations, such as energy consumption, buildings, fleet, waste and procurement.
- Social topics, including own workforce, well being, safety culture, training, diversity & inclusion, and engagement.
- Governance and business conduct, including ethics, transparency, compliance, cybersecurity and ESG governance.
- Clear targets, policies and actions related to Scope 1 & 2 emissions, internal mobility, procurement practices and organisational culture.

Nature of responsibility:

Direct responsibility and control: skeyes defines policies, sets targets, implements actions and reports outcomes.



1.4 Sustainability governance

Governance at skeyes

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.

The skeyes' governance model comprises

A Board of Directors; the creation within the Board of Directors of an Audit Committee, a Strategy Committee, and a Remuneration Committee; and 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 any significant changes in terms of organisation and supply chain during this reporting period. More details about the skeyes' governance model can be found in the annual (management) report 2025.

Sustainability governance at skeyes

The sustainability governance structure is shown in the next page.

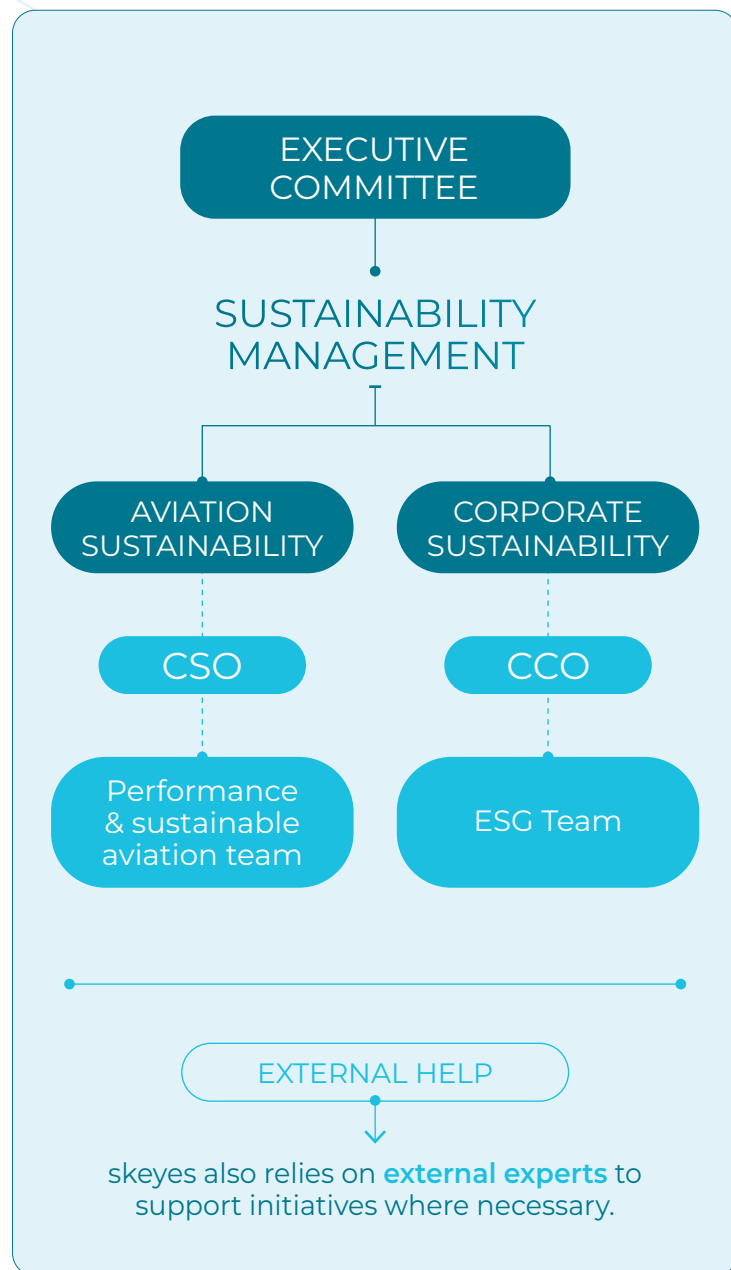
The Executive Committee sets the overall sustainability strategy, guides its implementation, and oversees the implementation of sustainable practices across all operations.

The Board of Directors may be requested by the Executive Committee to decide on or approve matters related to its long-term strategy and policies. In 2025, it approved the conclusions of the double materiality assessment (see section 2.3).

The Chief Compliance Officer (CCO) oversees the ESG department by ensuring that the company's ESG practices comply with legal requirements and ethical standards, while integrating sustainability objectives into the organisation's overall compliance framework.

The ESG team reports directly to the CCO and is responsible for implementing the strategy, creating an action plan, and monitoring execution, ensuring alignment with organisational objectives and regular progress reporting. The ESG team supports ESG initiatives and coordinates the practical implementation of sustainability efforts, structured around 3 strategic pillars.

The sustainable aviation team reports to the Chief Strategy Officer (CSO) and focuses on monitoring and improving the environmental performance of Air Traffic Management (ATM)/Operations (OPS), namely through flight efficiency. More information will be disclosed in the future report.



Due diligence and sustainability

Sustainability management is gradually being embedded in skeyes's due diligence processes. The 2024–2025 Double Materiality Assessment (DMA) project was used to strengthen the identification and assessment of sustainability related IROs.

To ensure a robust assessment of (potential) negative impacts, the DMA process considers:

- the skeyes' strategy, business model and related activities;

- their actual and potential impacts on the environment and society;
- the views of key stakeholders;
- relevant insights from skeyes's enterprise risk management framework.

In parallel, we started to develop an Environmental Management System (EMS) to further enhance the systematic management of environmental impacts.

Further details on skeyes's due diligence approach and related outcomes are provided in sections 2 and 3 of this report. (See table below)

Statement on due diligence

Core elements of due diligence	Sections in the sustainability report
a) Embed due diligence in governance, strategy and business model	See 1.4 Sustainability governance
b) Engage with affected stakeholders in all key steps of the due diligence process	See 2.2 Stakeholders insight
c) Identify and assess adverse impacts	See 2.3 Material sustainability topics
d) Take actions to address adverse impacts	See 2.4 skeyes sustainability strategy and section 3 Performance and achievement
e) Track the effectiveness of these efforts and communication	See 5.1 Results 2025



2. SUSTAINABILITY STRATEGY CONTEXT

2.1. The business model, strategy and value chain

Business Model:

'Overall'

skeyes is an autonomous public company in charge of the safety of air traffic in the civil airspace for which the Belgian State is responsible. Our company fulfils this mission while optimizing costs and punctuality, increasing capacity and ensuring the sustainable development of air traffic.

skeyes provides all the essential services to manage and control air traffic safely. More detailed information on skeyes's business model and activities can be found in section 1 ('About skeyes') of this report and in the skeyes Annual Report 2025.

'Relation to sustainability'

As described in section 1 in page 10 and 11, skeyes' mission, business model, and activities give rise to two distinct but complementary aspects of sustainable development.

Strategy:

skeyes's corporate strategy reflects its public service mission and long term ambition to deliver safe, efficient and sustainable air traffic management (of the Belgian lower airspace while addressing evolving technological, environmental and societal challenges.)

The strategy is structured around three strategic pillars:

- partner with our customers to deliver performance;
- future-proof organisation by fostering innovation;
- partner with our people building on our human capital.

'Relation to sustainability'

The skeyes' strategy aims to deliver value by enhancing operational performance, fostering innovation and strengthening its people, while contributing to a safe and sustainable aviation system. Sustainability is embedded both in skeyes's core mission and across the transformation of the organization, reflecting its integrated approach to aviation and corporate sustainability.

skeyes main positive impact continues to be its **core mission of ensuring safe air traffic** and is primarily achieved by **partnering with our customers**. Through the modernization of air traffic management systems, the deployment of digital towers and the optimization of air navigation services, skeyes enhances safety, capacity, and efficiency, essential enablers for more efficient, safe and sustainable aviation operations.

Sustainable aviation is further addressed by **building a future proof company**, in which innovation and environmental performance are closely linked. Initiatives such as digital transformation, U space development and green ATM solutions contribute to improved flight efficiency, support the energy transition and help reduce both aviation related and operational emissions.

Corporate sustainability is embedded across all pillars by **partnering with our people**, with the focus being on building an agile, engaged and skilled workforce. By strengthening training, employee engagement and responsible governance practices, skeyes ensures that its organisational transformation supports long term sustainability.

Value chain (sustainability perspective):

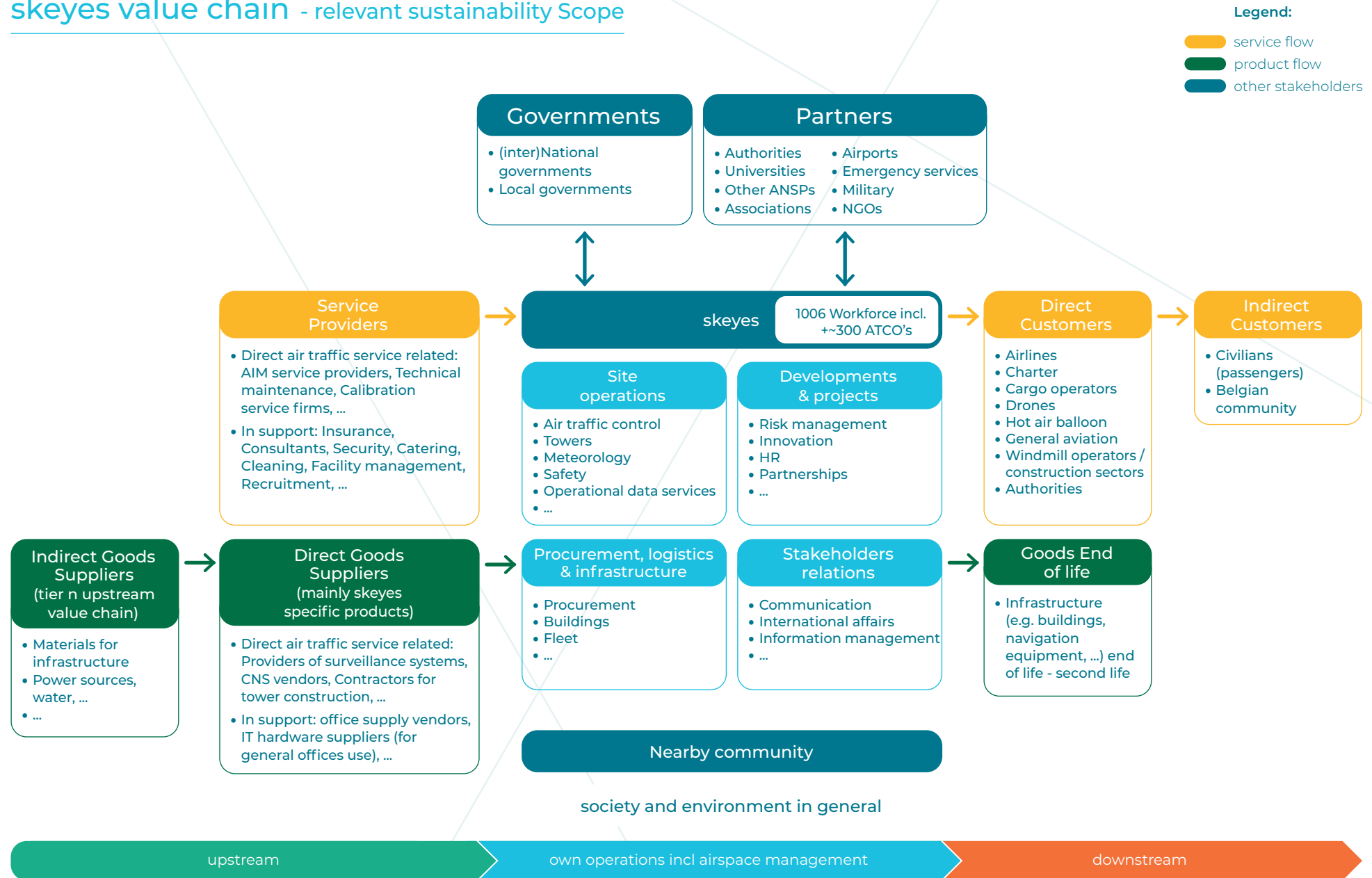
The skeyes' mission, business model and related activities translate into the value chain presented for the first time in the 2024 Sustainability Report.

This value chain illustrates how and where activities may trigger IROs for skeyes and its stakeholders.

As such, it serves as the basis for:

- the identification and assessment of IROs,
- stakeholder engagement, and
- the development of the skeyes' sustainability strategy.

skeyes value chain - relevant sustainability Scope



2.2 Stakeholder insights

Stakeholder engagement and consultation is a continuous process. skeyes engages with its key stakeholders—including the Belgian government, airports, airline companies, other air navigation service providers, local communities, and its own employees—on sustainability matters. In the context of the 2024–2025 Double Materiality Assessment (DMA), these stakeholders were consulted through online surveys and one-to-one interviews to understand their perspectives on key sustainability topics.

As explained in the 2024 Sustainability Report, these consultations confirmed, in addition to ensuring safe and sustainable aviation, three ESG topics as being the most important across stakeholder groups:

- Climate change,
- Own workforce, and
- Business conduct.

More detailed stakeholder information on topics & related IROs is provided in the materiality overview table (in pages 19-21).

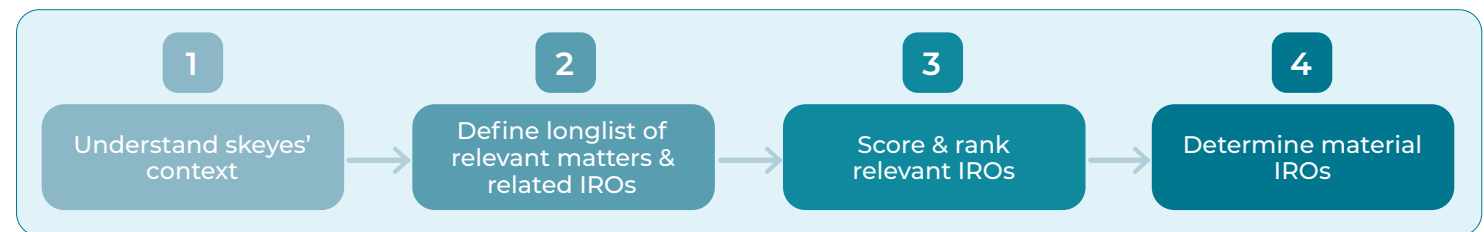
Looking ahead, and in the context of skeyes's overall sustainability improvement/development cycle and the EMS that is currently under development, further strengthening stakeholder engagement remains a clear objective.



2.3 Material sustainability topics

In 2025, skeyes successfully concluded its DMA. This considers impact materiality on the one hand, reflecting how its activities and those of its value chain affect people and the planet. On the other hand, it also covers financial materiality, i.e., sustainability-related topics that may trigger risks or opportunities that could influence skeyes's financial performance. The purpose of a double materiality assessment is thus to prioritize and determine material sustainability topics relevant to skeyes. The results of this comprehensive assessment were formally validated by the Board of Directors and are explained in the tables on pages 19 to 21.

DMA process -
steps as mentioned
in the previous report





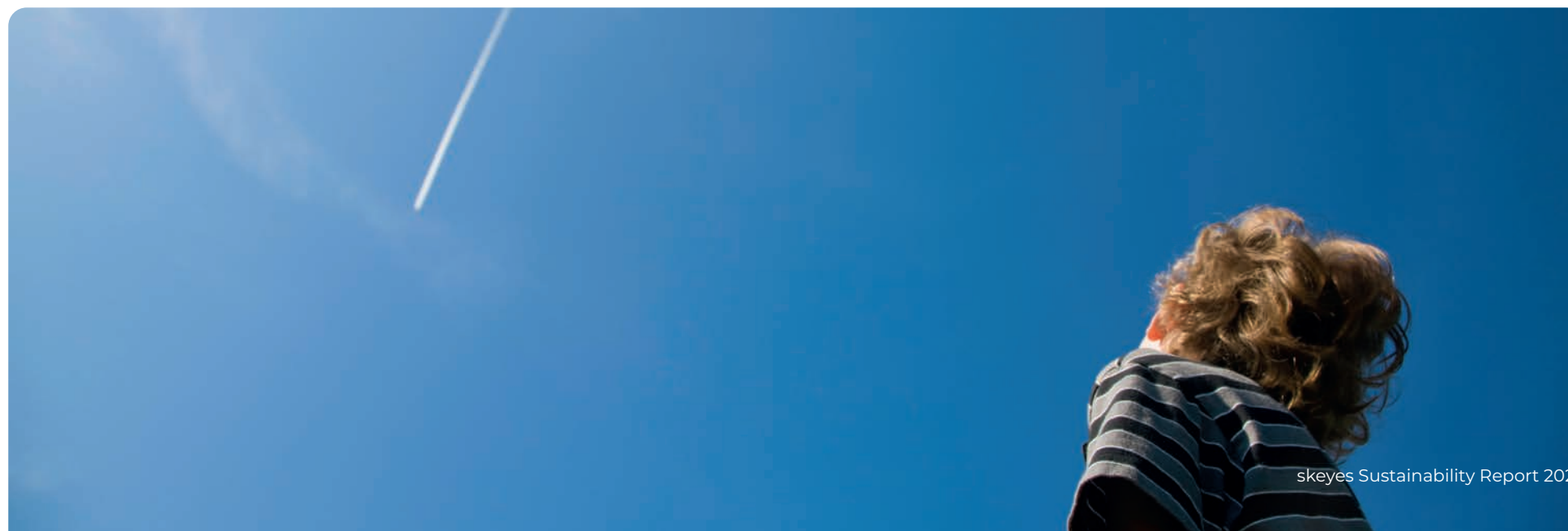
Material Topic	Value Chain	Impact Risk Opportunity	Relation to skeyes' business model (Why Material?)	External stakeholders view
ENVIRONMENT				
Air space & traffic safety		IMPACT	Air space and traffic safety generate a positive impact through skeyes' core mission, as its air traffic management activities ensure the safe and orderly use of airspace, benefiting all airspace users and the wider community.	High
Sustainable aviation - Flight efficiency		IMPACT & RISK	By maximising predictability of flight routes, skeyes positively contributes to sustainable aviation, reducing fuel consumption, avoiding related emissions (e.g. continuous descent operations, short taxi-time and direct routing) and reducing related biodiversity, air and soil pollution impacts across own operations and downstream. Aviation in general must navigate strict regulation on ESG, putting pressure on skeyes' financial performance.	(Input from internal consultation)
Noise pollution		IMPACT	Noise pollution is a relevant downstream impact, particularly during landing and take-off. While skeyes does not directly control aviation-related noise, it plays a facilitating role by supporting airports and stakeholders through coordination and communication with local communities. As such, this is considered a positive contribution.	High
Climate change and adaptation risks		RISK	Climate change and adaptation risks for skeyes include physical risks from more frequent extreme weather events (e.g. storms, heatwaves, flooding) that may impact the number of flight movements, infrastructure reliability and service continuity, as well as transition risks linked to tightening climate-related regulations that may impact investment decisions.	Medium
GHG emissions & energy use (excl. aviation)		IMPACT & RISK	GHG emissions from skeyes' own operations (Scope 1 and 2) are relatively low, thanks to reduced fossil fuel use and the use of 100% renewable electricity. However, the main negative impact lies in Scope 3 emissions, driven by investments in infrastructure, data centres and advanced air navigation systems needed to ensure safe and efficient airspace management. Investments needed to support the transition towards a net-zero service, such as the renewal of buildings, towers and servers, may also have an impact on skeyes' financial costs.	Very high
Land use management (biodiversity)		IMPACT	Land use management is material because skeyes requires unobstructed visibility for air navigation services, which can lead to negative biodiversity impacts through vegetation removal, tree cutting, and disturbance of ecosystems and birdlife around operational sites.	Medium
Resource use & waste management (circular economy)		IMPACT	Resource use and waste management are material for skeyes because its operations rely on significant inflows of equipment and consumables (e.g. IT, infrastructure, packaging and catering), leading to waste streams at end-of-life. Through sustainable procurement, reuse and donation of IT equipment, skeyes can reduce negative impacts and strengthen circularity across its operations.	Medium



Material Topic	Value Chain	Impact Risk Opportunity	Relation to skeyes' business model (Why Material?)	External stakeholders view
SOCIAL				
Employee well-being incl. worklife balance		IMPACT & RISK	Employee well-being and work-life balance are material for skeyes as 24/7 operations, night work, extended shifts and high cognitive workload for air traffic controllers and technical staff create sustained work pressure which can affect health and psychosocial risks, with potential impacts on productivity, absenteeism, talent retention, business continuity and financial performance.	Medium
Diversity, equity & inclusion		IMPACT	«As a public autonomous company, skeyes aims for its workforce to reflect the society it serves. Insufficient diversity, pay gaps or a perceived lack of inclusion within its highly specialised and safety-critical workforce could negatively affect employee engagement, retention and talent attraction. In a sector already facing staffing constraints and long training lead times, this may in turn impact costs and service continuity.»	Medium
Training and development for all		IMPACT & RISK	Continuous training and development are a core activity for skeyes, positively impacting the highly skilled workforce (and workforce at direct partners) required for its safety-critical operations. Insufficient training capacity mixed with fast transformations could pose a risk to service continuity and the fulfilment of skeyes' mission.	Medium
Talent attraction & retention		IMPACT & RISK	Talent attraction and retention are material for skeyes as difficulties in recruiting and retaining specialised staff may lead to capacity constraints, higher training and overtime costs and limit growth.	(Input from internal consultation)
Economic working conditions		IMPACT	Economic working conditions at skeyes positively impact the attraction and retention of its skilled workforce as the organisation provides stable, high-quality employment with fair remuneration and social protection.	Low
Social dialogue		IMPACT & RISK	Constructive and ongoing engagement with employee representatives is essential to manage working conditions in a highly regulated, safety-critical environment and to prevent disruptions that could affect service continuity.	High
Responsible business conduct in the supply chain		IMPACT	Responsible business conduct in the supply chain is strategically important for skeyes as its operations depend on reliable suppliers and service providers, where inadequate work-life balance and training might impact the workforce.	Medium
Nearby community stewardship		IMPACT	Managing relationships with nearby communities is of strategic importance for skeyes. As a public company operating within the Belgian aviation ecosystem, skeyes plays an active role in ensuring open communication and constructive collaboration with local communities.	(Input from internal consultation)



Material Topic	Value Chain	Impact Risk Opportunity	Relation to skeyes' business model (Why Material?)	External stakeholders view
GOVERNANCE				
Partnership management		IMPACT	Partnership management is strategically important for skeyes because effective coordination with a complex ecosystem of operational, technical and institutional partners is essential to manage shared impacts and risks.	Very high
Corporate culture		IMPACT	skeyes' central role in the aviation ecosystem requires a strong corporate culture to avoid negative impacts on both internal and external stakeholders.	Very high
Transparent communication		IMPACT	Transparent communication is strategically important for skeyes as clear, timely and reliable information-sharing with employees, operational partners, authorities and society is essential in a safety-critical environment, directly supporting coordination, trust and effective decision-making.	Medium
Political engagement		IMPACT	As a public autonomous company, constructive and transparent interaction with authorities, in line with the public interest, is essential to manage potential impacts on stakeholders and ensure its licence to operate.	Low
Regulatory compliance		IMPACT & RISK	Regulatory compliance is strategically important for skeyes because failures to comply with aviation, safety or labour regulations could negatively impact various stakeholders and result in flight disruptions, penalties or loss of authorisations and public trust.	Internal



2.4 The skeyes sustainability strategy

Building on the insights from the 2024-2025 DMA, skeyes has taken the first steps towards creating a new sustainability strategy – a roadmap to 2030. This strategy aims to further embed sustainability across the organisation, strengthen stakeholder engagement and steer initiatives towards measurable environmental and social outcomes. It will serve as a key reference for future ESG actions and reporting, ensuring alignment with evolving regulatory requirements and relevant international best practices.

A first comparison between the current strategic sustainability-topics and the material topics identified in the DMA reveals that most relevant topics are already being addressed. At the same time, the analysis highlights an opportunity to better integrate the corporate ESG strategy with the sustainable aviation strategy (see materiality table).

The new overall sustainability strategy therefore aims to combine the management of the selected topics arising from both aviation related activities and skeyes' own operational activities into a single, coherent framework. The objective is to validate the revised and integrated sustainability strategy in 2026.

'Corporate Sustainability' - focus on ESG-pillars



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, and
- (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 around three strategic pillars (Sustainable, Engaged and Shared), as illustrated in the diagram on the previous page.

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, and
- voluntary impact: indirectly related to skeyes's core activities

This allowed skeyes to identify the primary SDGs to which we intend 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 CO₂ emissions for Scope 1 and 2 by 2030 vs 2019.
- For the 2020-2025 period, **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.



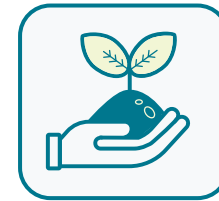
Shared

- 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



GreenATM level 4 accreditation

We are proud that skeyes has become the first ANSP worldwide to achieve GreenATM Level 4 accreditation, awarded by CANSO in 2025. This milestone reflects consistent and measurable progress in reducing both our own environmental footprint and that of our airspace users.

The GreenATM program provides an independent assessment of environmental performance across key areas, including operations, infrastructure, procurement, and governance. Compared to Level 3, skeyes further improved its performance across all assessed topics, confirming the strength of its sustainability approach.

Achieving Level 4 demonstrates:

- three consecutive years of reduced CO₂ emissions;
- ambitious environmental targets supported by structured monitoring;
- progress towards a certified Environmental Management System;
- use of 100% renewable electricity and enhanced energy tracking; and
- ongoing modernization of infrastructure to improve resource efficiency





skyes recently initiated the development of an EMS aligned with ISO 14001 standards. This EMS provides a structured and systematic approach to identifying, managing and monitoring environmental impacts, while considering operational activities, stakeholder expectations and regulatory requirements.

The EMS, which is closely linked to both the ESG strategy and the GreenATM accreditation, supports the consistent integration of environmental considerations across the organization, thus contributing to skyes's broader sustainability objectives.

skyes also contributes to reducing fuel consumption and emissions from aircraft operating in its airspace through optimized flight procedures and close collaboration with partners.

This international recognition reinforces skyes's commitment to driving sustainable aviation and to continuously improving its environmental performance.

For more details on our sustainable aviation progress, please refer to the skyes Annual Report 2025.

To complement its role in enabling sustainable aviation, skyes is also strengthening the management of its **own environmental impacts by implementing an Environmental Management System (EMS)**.



3.1.1 Climate change



Carbon Footprint

Before reviewing this in further detail, it is important to mention that we have made a recalculation of categories 3.1 Purchased goods & services and 3.2 Capital goods, both of which are currently calculated based on spend. To ensure that inflation does not artificially inflate our reported emissions over time, we have switched to emission factors. As a result, scope 3 emissions for 2019–2024 have been recalculated to ensure consistency and comparability across years.

Total greenhouse gas emissions are divided into three scopes:

- **Scope 1:** fuel consumption - buildings, fuel consumption – 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

Below you can find the updated numbers

	2019 [tCO ₂ e]	2020 [tCO ₂ e]	2021 [tCO ₂ e]	2022 [tCO ₂ e]	2023 [tCO ₂ e]	2024 [tCO ₂ e]	2025 [tCO ₂ e]
Scope 1	1,813	1,716	1,436	1,206	919	871	578
Scope 2	2,400	2,513	2,438	1,863	1,661	1,559	1,421
Scope 3	12,789	10,688	10,247	13,798	12,444	22,732	14,426
Total	17,002	14,917	14,121	16,867	15,023	25,162	16,425

As in previous years, we have focused 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.

The total carbon footprint for 2025 amounts to **16,425 tCO₂e**. This is a **-35%** decrease from our 2024 carbon footprint which was 25,162 tCO₂e, and a **-3%** decrease compared to our base year, 2019, which was 17,002 tCO₂e. It is important to distinguish the trends in our Scope 1 and Scope 2 emissions and those in our Scope 3 emissions. Our Scope 1 and Scope 2 emissions have been steadily declining since 2019 (base year). Our efforts to reducing our direct emissions are clear. In 2025, we managed to decrease **Scope 1 and Scope 2 emissions by -18%** compared to 2024, reaching our annual reduction targets of -3% for

natural gas and fuel consumption and -2% for electricity consumption. In addition, Scope 1+2 emissions have decreased by -53%, **reaching the 2030 target of -50% compared to the base year**.

As mentioned above, the methodology used to calculate skeyes's carbon footprint has changed in 2025 to include new emission factors to calculate spend-based categories (3.1 Purchases and 3.2 Capital Goods) as this also accounts for inflation. In 2022, skeyes already improved its methodology and enhanced its data collection methodology by incorporating capital goods (CAPEX) and purchased goods and services (OPEX) for all years,

including the base year 2019.

For OPEX and CAPEX emissions, we work with spend-based activity data. Such expenses (in €) are translated into an emission amount (CO₂e) by applying an industry average emission factor. These industry averages intrinsically have an associated high uncertainty level, which can go up to 80%.

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

Evolution of skeyes's carbon footprint

Emission source	2019 [tCO ₂ e]	2024 [tCO ₂ e]	2025 [tCO ₂ e]
Scope 1	1,813	871	578
Scope 2	2,400	1,559	1,421
Scope 3	12,789	22,732	14,426
Total	17,002	25,162	16,425

Direct emissions (scopes 1 & 2) decreased by -18% compared to 2024 and by -53% since 2019, reaching the 2030 target of -50% from the base year. Indirect emissions (scope 3) decreased by -37% compared to 2024 and increased by 6% compared to the base year. They have been more volatile – spiking in 2024 due to high CAPEX activity and has fallen back to its lowest level in the last four years, In 2025.

(*) Scope 3 emissions have been recalculated for 2019-2024 with harmonized emission factors that take inflation into account.

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

Emission source	2019 [tCO ₂ e]	2024 [tCO ₂ e]	2025 [tCO ₂ e]
Scope 1	1,813	871	578
Scope 2	2,400	1,559	1,421
Total	4,213	2,430	1,999

Scope 1 emissions have decreased with -34% in 2025 compared to 2024, driven by the phase-out of fossil heating and fleet electrification. Scope 2 emissions have decreased by -5% in 2025 due to better energy efficiency due to staff awareness in the HQ and more efficient regional CNS equipment*.

(*) CNS equipment includes navigation systems, radars, etc. located everywhere in Belgium except in Steenokkerzeel

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

Emission source	Category	2019 [tCO ₂ e]	2023 [tCO ₂ e]	2024 [tCO ₂ e]	2025 [tCO ₂ e]
Scope 1	Fuel consumption – buildings	498	288	222	203
	Fuel consumption – company cars	550	209	195	143
	Natural gas consumption	765	422	454	232
Scope 2	Purchased electricity (location-based)	2,400	1,661	1,559	1,421
Scope 3	Capital goods (CAPEX)	4,054	3,751	13,687	4,337
	Purchased goods & services (OPEX)	5,873	6,103	6,462	7,941
	Fuel- and energy-related activities	881	657	630	536
	Waste	51	118	34	34
	Upstream logistics	0	3	1	0
	Business travel	197	302	136	119
	Commuting	1,733	1,509	1,781	1,457
Total		17,002	15,023	25,162	16,425

The importance of scope 3 emissions in the CFP is growing. Most emissions are linked to purchased goods & services and capital goods.Scope 3 emission have fluctuated significantly, spiking in 2024 but now in 2025 at their lowest point in four years

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

Emission source	2019 [tCO ₂ e]	2024 [tCO ₂ e]	2025 [tCO ₂ e]
Scope 1	11%	3%	3%
Scope 2	14%	6%	9%
Scope 3 CAPEX	24%	54%	26%
Scope 3 OPEX	35%	26%	48%
Other Scope 3	17%	10%	14%
Total	17,002	25,162	16,425

Most indirect emissions are linked to capital goods (26%) and purchased goods and services (48%)

→ 2025 results:

skeyes's carbon footprint amounted to a total of 16 ktCO₂e in 2025.

Indirect Scope 3 emissions account for 88% of the total carbon footprint, of which capital goods (26%) and purchased goods and services (48%) are the biggest categories.

Scope 1 and Scope 2 emissions represent 12% of the total carbon footprint. Here, most emissions are generated by the consumption of electricity (9%) and natural gas (1%).

All the electricity we purchase (for our HQ and our Communication Navigation and Surveillance (CNS) equipment) is

green. However, the figures reported in the graph use the location-based approach. This method enables us to transparently track consumption of electricity. In the market-based approach, the total carbon footprint of skeyes would amount to 15,004 tCO₂e, as the scope 2 emissions would equal 0.

→ Emissions drivers in 2025:

- **Scope 1:** direct emissions are mainly driven by natural gas and oil for heating buildings (40% and 35% of scope 1 emissions, respectively).
- **Scope 2:** location-based electricity emissions are mostly driven by HQ in Steenokkerzeel (72% of total electricity emissions) and regional CNS equipment (12% of total electricity emissions).
- **Scope 3:** most indirect emissions are linked to capital goods (26%) and purchased goods and services (48%).

→ Scope 3 emissions have decreased by -37% compared to 2024 and increased by 13% compared to the base year:

The volatility in Scope 3 emissions is attributable to investments in capital goods and the purchase of goods and services in that year. After recalculation, the OPEX share has increased slightly, from 5.9 ktCO₂e in the base year to 6.5 ktCO₂e in 2024 and 7.9 ktCO₂e in 2025. CAPEX, however, is much more prone to fluctuations in investments, from 4.1 ktCO₂e in 2019 to 13.7 ktCO₂e in 2024 and to 4.3 ktCO₂e in 2025.

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



Energy consumption

→ skeyes' Energy Saving Plan:

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

In 2025, natural gas consumption dropped by -49% compared to 2024. This is due to a new heat pump with heat recovery from the server rooms. This heat pump was the main heating source for buildings U, H, and R, with the gas boilers only serving as back-up.

Next to that, several measures to reduce energy consumption that were implemented during the energy crisis in 2022 were still in place in 2025. These measures include regulating the use of air conditioning to a maximum of 27°C and turning off lighting between 19h00 and 6h00. Further measures include limiting the operating hours of ventilation groups in office buildings, and lowering the boiler water temperature from 75°C to 65°C.

Moreover, we have identified medium- and long-term measures that align

with skeyes's sustainable approach to energy saving and will help achieve our emission reduction targets.

These measures include further phasing out natural gas for heating buildings and installing heat pumps, installing presence detectors for lighting and ventilation, motion detectors for lighting in corridors and plumbing, and solar shading on building facades. A total of 1,150 new LED lights, including 205 for outdoor lighting, were installed in 2025. We will also install solar panels and produce domestic hot water with CHP (Combined Heat and Power).

→ 2025 results:

Thanks to these energy efficiency measures, we managed to decrease our Scope 1 and Scope 2 emissions by 53% in 2025 compared to base year 2019, and by 18% compared to 2024.

In terms of Scope 1 emissions, we surpassed our annual target of -3%, reaching -34% for total natural gas and fuel consumption. When looking separately at natural gas and heating fuel, the individual target of -3% was reached for natural gas (-49%) and for heating fuel. (-9%).

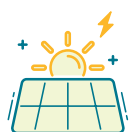
Similarly, we surpassed our annual -3% target for fuel for company cars, reducing fuel consumption by -32%. Our overall electricity consumption decreased by -5% in 2025, reaching our annual target of -2%.

Electricity consumption for HQ Steenokkerzeel has decreased by 8.4% in 2025 compared to 2024, despite actively incorporating more electric vehicles into our fleet. In the future, we will continue to push for even more energy efficiency and will continue to raise awareness among our employees.

The decrease in electricity consumption can be explained by improved energy efficiency in Steenokkerzeel and by the new CNS equipment purchased in 2024, which is more energy efficient. CNS equipment includes navigation systems, radars, etc. located throughout Belgium, except in Steenokkerzeel. The decrease is also partly due to the primary radar in Bertem having been out of service for almost a year.

In line with Buildings 2.0, an energy optimization project to reduce energy consumption and carbon footprint, skeyes pursues a proactive policy in the

ecological management of its buildings. We use new construction materials which not only save energy through better insulation, but which are also reusable after dismantling. This makes it possible to meet the company's needs in terms of flexibility of its spaces without generating construction waste.



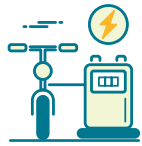
Renewable energy generation

Since 2015, skeyes has been sourcing its electricity from green energy.

In 2025, we took a further step by advancing plans to install photovoltaic panels at our Steenokkerzeel site. The installation tender was successfully completed. Following evaluation, a contractor has been selected, with works scheduled to begin in the first quarter of 2026. Once operational, the

panels will contribute to the generation of skeyes's own renewable electricity. The first phase of the project is expected to generate around 250 MWh per year, reinforcing skeyes's commitment to reducing carbon emissions and promoting sustainable energy use.





Green mobility

CO₂ emissions from business travel have decreased from 197 tCO₂e in 2019 to 119 tCO₂e in 2025.

→ Fleet replacement

By the end of 2025, green vehicles accounted for 77% of skeyes's fleet, including 62% electric vehicles, 13% hybrids, and 2% CNG. This represents a 3% increase from 2024, when 74%

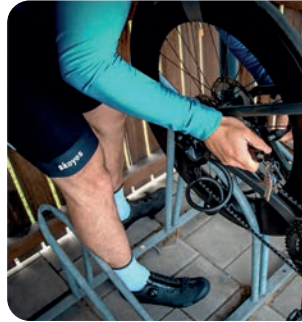
skeyes acknowledges that business travel contributes to its CO₂ emissions and is taking the necessary measures to reduce these emissions.

of the fleet was green. skeyes has achieved and exceeded its 2025 target of achieving a 50% green fleet.

→ Promoting sustainable mobility

skeyes continued to encourage sustainable commuting through its employee bike leasing program, promoting healthier travel while reducing mobility-related carbon emissions.

To further promote sustainable mobility, skeyes marked **World Bike Day** by participating in the Ik Fiets Naar Het Werk (I Bike to Work) campaign. 75 employees joined (up from 34 in 2024) collectively covering 3,173 km, with an average of 42.31 km per participant.

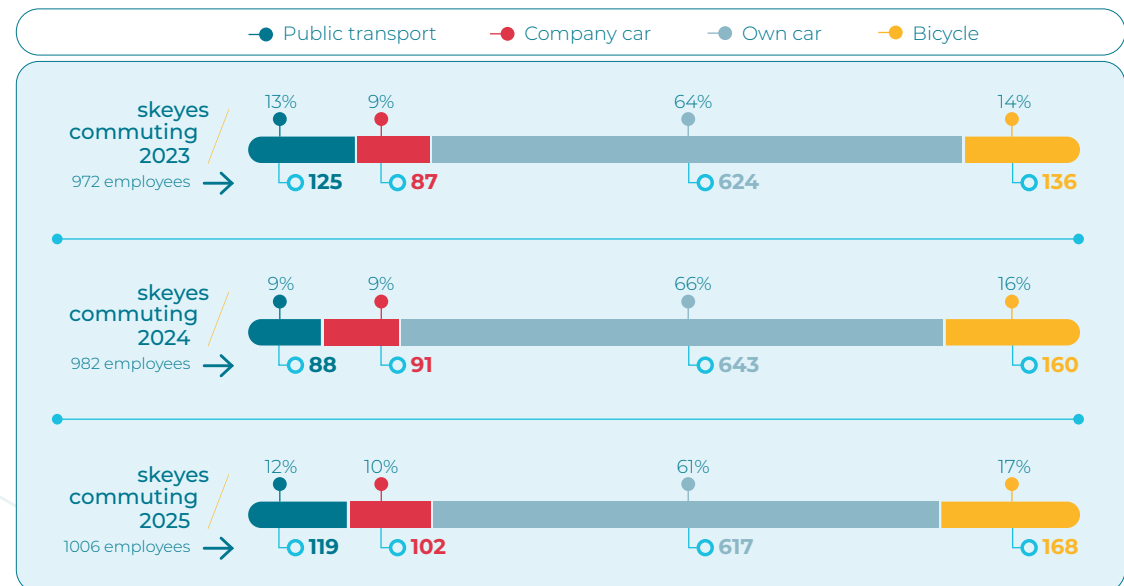


Mobility at work

Distribution by transport mode:

[total employees in 2025 = 1006]

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



3.1.2 Biodiversity

skeyes partnered with Natuurpunt for a hands-on tree-planting day in the Steentjesbos forest in Kampenhout. Together with employees and their families, over 2,000 trees were planted, creating new habitats and contributing to the long-term restoration of Flemish forests.

The initiative reflects skeyes's ongoing commitment to biodiversity through its Environmental, Social, and Governance (ESG) policy and demonstrates how community engagement and teamwork can drive tangible environmental impact. Following this successful collaboration with **Natuurpunt** in Flanders, skeyes will extend similar efforts to Wallonia in 2026 through a partnership with **Natagora**.



3.1.3 Circular economy and e-waste management

Since 2017, skeyes has been collaborating with Out of Use, a leading organization specializing in responsible e-waste management. Together, we focus on reuse and recycling of electronic waste to reduce environmental impact and promote a circular economy.

A total of 16,804 kg of e-waste was collected, with 16,801 kg recycled and 3 kg reused, resulting in 28.7 ktCO₂e emissions avoided; 28,128 kg through recycling and 655 kg through reuse.

Our efforts spanned a wide range of items, from monitors, printers, and server racks to coffee machines and large batteries. By ensuring that non-reusable components are transformed into secondary raw materials, we continue

to give new life to discarded equipment and prevent valuable resources from going to waste.

→ Reducing single-use plastic

skeyes continues to reduce single-use plastic using Dripl packaging-free cold drink dispensers. In 2025, this initiative helped avoid 218,156 plastic items, marking an increase of more than 41% compared to 2024, when 154,335 items were avoided.

Since the introduction of Dripl in 2021, a total of 649,122 plastic items has been kept out of the waste stream, preventing approximately 48.6 ktCO₂e emissions.

By offering sustainable alternatives to packaged beverages, we not only reduce plastic waste but also contribute to lowering our overall carbon footprint, reinforcing skeyes' ongoing commitment to environmental responsibility and circular solutions.

3.1.4 Sustainable procurement

skeyes launched its sustainable procurement program with a kick-off workshop held in September 2025, marking the start of a transformation of our procurement practices.

The program is fully aligned with our material sustainability topics, including responsible business conduct in the supply chain and fair supplier relationships and our commitments to reduce raw material use, reduce supply chain emissions, and establish a robust sustainable purchasing approach.

We laid the foundations for a comprehensive procurement framework that integrates

ESG criteria, strengthens supplier onboarding and engagement, improves data quality, and prepares the organization for enhanced monitoring of tier 1 and tier 2 suppliers. The program's launch in 2025 therefore represents a significant step toward embedding sustainability into procurement decisions and driving meaningful impact across the supply chain.



3.2. Engaged



3.2.1 Well-being at work

EPNB training - Training as a lever for development

960

days of training attended by skeyes operational staff in 2025. The partnership with Entry Point North has been extended for 5 years and the joint venture with Belgium (EPBN) which provides technical and operational training will see its functioning optimized.

319

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

272

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

128

air traffic control simulator sessions organised.

805

participants in technical training courses.

→ skeyes at the Brussels Airport (Half) Marathon

On 2 November 2025, more than 20,000 participants took part in the 20th **Brussels Airport (Half) Marathon** in Brussels. skeyes was represented by 31 colleagues who participated in the marathon (9), half marathon (14), and 7 K race (8), demonstrating strong engagement in initiatives promoting health and wellbeing.

A special mention goes to **Steven Degreef**, who finished 938th in the marathon in a time of 3h49m49s; **Pascal Lardin**, who placed 548th in the half marathon in 1h34m13s; and **François Croquet**, who achieved 64th place in the 7 K race, finishing in 30m50s.

The participation of skeyes colleagues reflects our company's commitment to fostering employee wellbeing, engagement, and a healthy work environment.



Half-marathon results :

				5k		Km10		15k			
Pos	Nr	Name	NOC	Pos	Time	Pos	Time	Pos	Time	Checkpoint	Time
548.	4254	LARDIN Pascal SKEYES AIRPORT		571	0:22:04	526	0:44:12	513	1:06:36	Finish	1:34:13 13.5km/h
1019.	4503	VERSE Jérôme SKEYES AIRPORT		1644	0:24:53	1393	0:48:54	1295	1:12:56	Finish	1:39:47 12.7km/h
2920.	4084	COLLET Gils SKEYES AIRPORT		3856	0:28:03	3464	0:55:38	3336	1:22:55	Finish	1:54:28 11.1km/h
3190.	4410	TASPINAR Sumeya SKEYES AIRPORT		3291	0:27:25	3170	0:54:54	3117	1:22:06	Finish	1:55:57 11.0km/h
3191.	4083	COLLARD Terry SKEYES AIRPORT		3289	0:27:25	3173	0:54:55	3153	1:22:11	Finish	1:55:57 11.0km/h
3354.	4397	SMETS Malin SKEYES AIRPORT		2869	0:26:51	2951	0:54:16	3105	1:22:03	Finish	1:56:42 10.9km/h
5557.	4281	MAES Ann SKEYES AIRPORT		6312	0:31:30	5586	1:01:27	5571	1:31:26	Finish	2:09:00 9.9km/h
5992.	4103	DE BLOCK Gitte SKEYES AIRPORT		6424	0:31:44	5857	1:02:21	6130	1:34:08	Finish	2:12:10 9.6km/h
6182.	4511	WAETERSCHOOT Maarten SKEYES AIRPORT		6750	0:32:23	6455	1:04:37	6453	1:36:03	Finish	2:13:27 9.5km/h
7187.	4273	LISSENS Joeri SKEYES AIRPORT		6942	0:32:40	6747	1:05:51	7094	1:40:11	Finish	2:23:02 8.9km/h
7190.	4244	KORNEGOOR Huijbrecht SKEYES AIRPORT		6948	0:32:41	6751	1:05:51	7096	1:40:12	Finish	2:23:03 8.9km/h
7235.	4081	CLAEYS Stijn SKEYES AIRPORT		6971	0:32:43	6880	1:06:35	7229	1:41:18	Finish	2:23:39 8.8km/h
8030.	4113	DE KONINCK Jasper SKEYES AIRPORT		7761	0:34:45	7549	1:10:51	7925	1:48:29	Finish	2:36:51 8.1km/h
8420.	4517	WELBY Stephanie SKEYES AIRPORT		8300	0:37:44	8030	1:18:57	8435	2:04:08	Finish	2:55:34 7.2km/h

7k results :

Pos	Nr	Name	NOC	km3.2		Checkpoint	Time
				Pos	Time		
64.	20032	CROQUET François SKEYES AIRPORT		68	0:16:24	Finish	0:30:50 13.5km/h
304.	20062	GANCAREK Thomas SKEYES AIRPORT		226	0:19:29	Finish	0:38:16 10.9km/h
606.	20081	HOENGENAERT Laurens SKEYES AIRPORT		702	0:23:08	Finish	0:41:57 9.9km/h
716.	20091	JOLY Philippe SKEYES AIRPORT		847	0:23:53	Finish	0:43:08 9.7km/h
1181.	20050	DEPUYDT Dominique SKEYES AIRPORT		1214	0:25:58	Finish	0:48:20 8.6km/h
1234.	20031	COOL Erik SKEYES AIRPORT		1133	0:25:28	Finish	0:48:53 8.5km/h
1440.	20140	TUMBA BARAMOTO Diane SKEYES AIRPORT		1410	0:27:27	Finish	0:52:29 7.9km/h
1490.	20097	LAUWERS Inge SKEYES AIRPORT		1494	0:28:23	Finish	0:54:02 7.7km/h

Marathon results :

Pos	Nr	Name	NOC	10k		Half		30k		Checkpoint	Time
				Pos	Time	Pos	Time	Pos	Time		
938.	38	DEGREEF Steven SKEYES AIRPORT		955	0:51:37	972	1:50:26	1154	2:42:06	Finish	3:49:49 11.0km/h
1077.	110	VRINSEN Wim SKEYES AIRPORT		1545	0:55:32	1437	1:56:43	1276	2:44:50	Finish	3:53:19 10.9km/h
1298.	96	VAN LANCKER Jordan SKEYES AIRPORT		1548	0:55:32	1432	1:56:42	1370	2:46:28	Finish	3:58:24 10.6km/h
1419.	47	FORIER Sara SKEYES AIRPORT		1540	0:55:30	1714	1:59:20	1583	2:49:43	Finish	4:01:43 10.5km/h



→ skeyes wins the cup at the Hockey Corporate Tournament

On 26 June 2025, skeyes participated in the **Hockey Corporate Tournament** in the “Beginners” category, held at Wolu Sports Park. The team, composed of both experienced players and beginners, took part as part of an inter-company sporting initiative promoting teamwork, inclusion, and fair play.

The tournament brought together 12 teams divided into four pools. skeyes finished first in its group, advancing directly to the semi-finals and securing a place in the final. The decisive match was won with a score of 5–1, resulting in an overall tournament victory.

Beyond the sporting achievement, the event also served as an opportunity to strengthen connections between colleagues from different skeyes sites in a collaborative and informal setting, reinforcing team cohesion across the organization.



3.2.2 Employee engagement

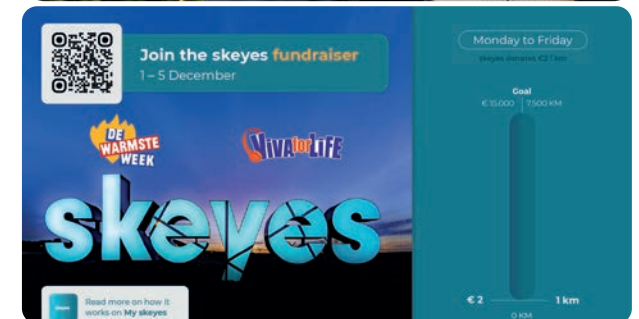
→ skeyes on the move for De Warmste Week and Viva for Life

We are proud to support **De Warmste Week** and **Viva for Life**, two initiatives that address important societal challenges and promote solidarity.

Our colleagues enthusiastically took part in a range of activities, including a sponsored run, sponsored walk, and quiz, all designed to encourage engagement and collective action. Others contributed individually by exercising from home or making use of the skeyes fitness facilities. For every kilometre walked, run, or cycled, skeyes donated €2 to the charities.

Thanks to the commitment and enthusiasm of our teams, we successfully raised €15,343.01. This remarkable achievement reflects the strong spirit of solidarity within skeyes and the willingness of our colleagues to make a meaningful difference.

The total amount raised was equally shared with Viva for Life and De Warmste Week, with each charity receiving €7,671.50.



→ YOUCA Action Day 2025



skeyes had the pleasure of welcoming eight enthusiastic students as part of **YOUCA**

Action Day, an initiative by Youth for Change and Action (YOUCA) that gives young people the opportunity to experience the world of work for a day. Through this initiative, students step into the shoes of professionals while the salary they earn is donated to projects that empower young people worldwide.

During their visit, the students discovered the fascinating world behind air traffic control. Following a welcome session and introduction to skeyes, they learned how we ensure the safety and efficiency of Belgian airspace and had the opportunity to practice on the training school's tower simulator. They also met colleagues from the Navigation, Surveillance, RadioCOM and Meteorology departments, before visiting the control tower and the CANAC 2.

The day offered a unique combination of learning, engagement, and solidarity, making it an inspiring experience for the students.



3.2.3 Diversity and inclusion

→ Airspace World 2025 – Next Wave of Talent: Embedding Diversity, Equity and Inclusion from day one

During **Airspace World 2025**, skeyes attended the workshop “Next Wave of Talent: Embedding Diversity, Equity and Inclusion from Day One.” The session highlighted the importance of integrating diversity, equity and inclusion (DE&I) from recruitment and onboarding to attract and retain the next generation of aviation professionals.

Speakers from across the aviation sector emphasized the role of inclusive leadership, mentorship, and data-driven approaches in fostering a welcoming workplace. Embedding DE&I from day one was identified as essential for building a resilient, future-ready workforce and supporting long-term collaboration across the European aviation network, including the objectives of the Single European Sky.

The insights gained from this workshop support skeyes’s ongoing efforts to strengthen inclusive recruitment, onboarding and talent development practices.

→ International Women’s Day 2025 @ skeyes

On March 8, 2025, skeyes celebrated **International Women’s Day** by highlighting women in leadership positions who are shaping the future of aviation. We are especially proud to spotlight our senior managers, whose passion, expertise, and leadership are essential to driving progress across our industry.



To mark the occasion, skeyes shared the voices and experiences of women leaders through personal testimonials. They reflected on their career journeys, highlighting themes such as passion, determination, and collaboration in a traditionally male-dominated sector.

These testimonials also emphasized the importance of representation, equal opportunities, and inclusive leadership. By sharing their perspectives, these leaders illustrate how diversity fosters innovation, strengthens decision-making, and contributes to a resilient and future-ready organization.

This initiative reinforced skeyes’ commitment to:

- promoting gender equality and diversity;
- supporting inclusive career development;
- encouraging female leadership in aviation; and
- building a future-ready and sustainable workforce.

By celebrating female role models and fostering an inclusive culture, skeyes continues to advance its social sustainability ambitions and create a workplace where all employees can thrive.



3.3. Shared



3.3.1 Innovation

→ New technologies for the development of wind energy

skeyes's mission is air traffic safety. It therefore also focuses on minimizing interference between wind turbines and surveillance and navigation systems. For years, skeyes has been working to expand the sector's horizons by reducing the required safety distances between wind turbines and air traffic management equipment. It achieves this by deploying new technologies – such as new radars less susceptible to interference, multilateration, and satellite navigation – which do not interfere with wind turbines. skeyes is also streamlining its radars in partnership with the Ministry of Defence. skeyes is the essential partner for the safe and harmonious development of wind energy.

3.3.2 Partnerships

In 2025, skeyes once again conducted a customer and stakeholder satisfaction survey to gain an insight into their perceptions of the quality of services provided, better understand their expectations, and identify new opportunities.

→ **The «skeyesConnect» project** was launched at the 2025 New Year's reception for stakeholders. skeyesConnect embodies this shared commitment to strengthening collaboration. Throughout 2025, several skeyesConnect meetings were organized with Belgian airports and airline representatives to support this ongoing dialogue and strengthen collaboration within the sector.



3.3.3 Transparency

As an autonomous public company, skeyes values transparency and ethical conduct. It reports transparently on how it ensures the safe and efficient use of Belgian airspace as well as on its role in providing aviation related information, including its facilitating role in noise management and environmental performance, in cooperation with relevant stakeholders.

skeyes also revamped and enhanced its online customer platform, renamed **My skeyes Connect**, to provide a permanent space for communication. This platform allows customers and users to easily access all information related to skeyes' services, activities, and updates on strategic projects.

With regard to sustainability, skeyes is committed to clear and structured reporting. It publishes a sustainability report with reference to the Global Reporting Initiative (GRI) and links its key objectives to the United Nations Sustainable Development Goals (SDGs).

As explained in section 1, and for the benefit of the reader, for the first time this report also includes references to the European Sustainability Reporting Standards (ESRS) alongside GRI, where relevant.

In the appendix, skeyes therefore presents:

- an overview of all sustainability objectives, their indicators and the results achieved over the past two years, and
- a GRI content index.





4. ON THE RADAR: SKEYES IN 2026 AND BEYOND

As outlined above, 2026 will be a pivot year in further strengthening sustainability at skeyes.

Building on the outcomes of the DMA, skeyes will continue to develop an **integrated sustainability strategy** that brings together both aviation related and corporate sustainability aspects into a coherent framework.

skeyes aims to strengthen its **climate action**. To meet its commitment to use more local renewable energy to reduce

its Scope 2 emissions, skeyes will begin installing photovoltaic panels at the Steenokkerzeel site in Q1 2026.

Moreover, skeyes will improve the quality of Scope 3 emissions data and will engage more closely with suppliers to reduce GHG-emissions across its value chain. To support this ambition, skeyes will **implement a sustainable**

procurement program, integrating ESG criteria into procurement processes and enhancing supplier monitoring.

In addition, skeyes will work on a **training program for all employees**, focusing on the most relevant ESG related topics, to further embed sustainability awareness and responsibility across the organisation.

5. APPENDIX

5.1. Results 2025



Sustainable / Pillar 1

Material Themes	Objectives	Indicator	Results 2024	Results 2025
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	42% reduction vs 2019	53% 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 2024	Our overall electricity consumption decreased by 5% in 2025
	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 3% increase / heating fuel 29% reduction / fuel fleet 4% reduction	Natural gas 49% reduction / heating fuel 9% reduction / fuel fleet 32% reduction
Renewable energy	Generation of own renewable energy	Installed photovoltaic power (kW)	Tender for installation of photovoltaic panels was successfully published, and bids were received from interested and qualified companies	Tender was successfully completed, a contractor has been selected, works scheduled to begin in the first quarter of 2026
	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	74% of green vehicles in the fleet	77% of green vehicles in the fleet
	Installation of recharging capacity for electric vehicles and bicycles	installed	7 for EV (electric vehicles). In total 21 charging points for EV and 38 for bicycles	0 charging points
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)	3% decrease of weight of waste produced per employee per day	0,37% increase 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)	3% increase in waste in restaurant vs previous year	4% 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	66 monitors and 29 motherboards donated to Close the Gap	no equipment donated in 2025



Engaged / Pillar 2

Material Themes	Objectives	Indicator	Results 2024	Results 2025
Well-being at workt	Absenteeism below 5%	% absenteeism	2.27% absenteeism in 2024	6.31% absenteeism in 2025
Employee involvement	Increase participation in projects with the surrounding community	Number of employees participating	26 employees participated to the Brussels marathon, 8 to clean-up actions, 20 in Opération Thermos	31 employees participated to the Brussels marathon, 13 to the Hockey Corporate Tournament
Diversity and inclusion	Increase in the share of women in management positions	% of men and women in senior positions	27.8% women in Forum Group	28,5% women in FORUM group



Shared / Pillar 3

Material Themes	Objectives	Indicator	Results 2024	Results 2025
Innovation	Evaluation of innovation projects on the impact of sustainability	Number of projects evaluated	305 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 (Youth for Change and Action) Action Day	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 1/1/2025 to 31/12/2025 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	10
2-4	Restatements of information	10
2-5	External assurance	-
2-6	Activities, value chain and other business relationships	6, 16
2-7	Employees	8-9
2-8	Workers who are not employees	8
2-9	Governance structure and composition	6, 12-13
2-10	Nomination and selection of the highest governance body	-
2-11	Chair of the highest governance body	12-13
2-12	Role of the highest governance body in overseeing the management of impacts	6, 12-13
2-13	Delegation of responsibility for managing impacts	12
2-14	Role of the highest governance body in sustainability reporting	6, 12-13
2-15	Conflicts of interest	-
2-16	Communication of critical concerns	-

GRI Standard	Disclosure	Pages/ Answer
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GRI 2: General Disclosures 2021

2-17	Collective knowledge of the highest governance body	12-13
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	11, 14-15, 22-23
2-23	Policy commitments	10, 12, 23, 26
2-24	Embedding policy commitments	12
2-25	Processes to remediate negative impacts	-
2-26	Mechanisms for seeking advice and raising concerns	-
2-27	Compliance with laws and regulations	10, 12
2-28	Membership associations	6
2-29	Approach to stakeholder engagement	17
2-30	Collective bargaining agreements	-

GRI 3: Material Topics 2021

3-1	Process to determine material topics	13, 18-21
3-2	List of material topics	18-21
3-3	Management of material topics	22-23

GRI Standard	Disclosure	Pages/ Answer
GRI 302: Energy 2016		
302-4	Reduction of energy consumption	29-30
302-5	Reductions in energy requirements of products and services	29-30
-	Renewable energy	30
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	26-29
305-2	Energy indirect (Scope 2) GHG emissions	26-29
305-3	Other indirect (Scope 3) GHG emissions	26-29
305-4	GHG emissions intensity	26-29
305-5	Reduction of GHG emissions	26-29
Green mobility		
-	Measures taken to promote a greener mobility	31
-	Mobility at work	31
GRI 306: Waste 2020		
306-4	Waste diverted from disposal	33
GRI 308: Supplier Environmental Assessment 2016		
308-1	New suppliers that were screened using environmental criteria	33

GRI Standard	Disclosure	Pages/ Answer
GRI 403: Occupational Health and Safety 2018		
403-4	Worker participation, consultation, and communication on occupational health and safety	34-39, 41
403-5	Worker training on occupational health and safety	34-36
403-6	Promotion of worker health & wellbeing	34-36
403-10	Work-related ill health	34-36
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	39
Innovation		
-	Innovative projects with a positive impact on sustainability	37-38
Partnerships		
-	Promotion of joint CSR-related projects with key stakeholders	37-38, 41
Transparency		
-	Publish a sustainability report yearly based on proven sustainability reporting standards	10, 45-48

5.3. Abbreviations used

ANS	Air Navigation Service	EPNB	Entry Point North Belgium
ANSP	Air Navigation Service Provider	ESRS	European Sustainability Reporting Standards
ATC	Air Traffic Control	ESG	Environment Social Governance
ATCO	Air Traffic Controller	EV	Electric Vehicle
ATM	Air Traffic Management	FABEC	Functional Airspace Block Europe Central
ATSEP	Air Traffic Safety Electronic Personnel	FTE	Full Time Equivalent
CANAC2	Computer Assisted National Air Traffic Control Center	GHG	Greenhouse Gas
CANSO	Civil Air Navigation Services Organization	GHG protocol	A global standard for GHG accounting
CAPEX	Capital Expenditure	GRI	Global Reporting Initiative
CDO	Continuous Descent Operations	HERON	Highly Efficient gReen OperatioNs
CHP	Combined Heat and Power	HQ	Headquarter
CNG	Compressed Natural Gas	ILS	Instrument Landing System
CNS	Communication Navigation Surveillance	IRO	Impacts Risks Opportunities
CSR	Corporate Social Responsibility	OPEX	Operating Expenditure
CSRD	Corporate Sustainability Reporting Directive	SDG	Sustainable Development Goal
DE&I	Diversity Equity and Inclusion	SESAR	Single European Sky ATM Research
DMA	Double Materiality Assessment	UN	United Nations
EFRAG	European Financial Reporting Advisory Group	YOUCA	YOUth for Change and Action
EMS	Environmental Management System		

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