

Sustainable Development @ Brussels Airport

Strategy and Strategic priorities 2021

Cifal Action learning day 05.02.2019

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Strategic Vision 2040



#BRU2040



Sustainable Development in BAC's current Purpose & Vision



Sustainable Development Focus aligned with Brussels Airport's overall Strategy

- ✓ **Destination 'License to Grow':** "We gain wide support for our Strategic Vision 2040 to grow our airport in a balanced way."
- ✓ **Sustainable Development** is one of the four **'strategic blocks'**: "Align our activities with the choice of priorities out of the 17 Sustainable Development Goals of the UN agenda 2030".



Sustainable Development - Strategy

Brussels Airport 2040 Sustainable Development Horizon

The objective is to ensure that the interests of all our stakeholders are taken into account in a balanced way in our day to day actions, so we can further develop Brussels Airport in the long term (Horizon 2040)



Brussels Airport Sustainable Development Horizon (2040)

2040 Strategic Blocks	2021 Material topics leading to the biggest change / impact
1. Governance	Reporting Innovation
2. Environmental impact	Local Air Quality Noise reduction (Airborne & Ground noise) Sustainable Energy & infrastructure Waste and (material) resources management Climate protection and adaptation
3.1 Society: An engaged community	Co-creation partnerships Stakeholder involvement Community collaboration
3.2 Society: Economic value and Job creation	Job generator Shared value creation
4. Employees experience	Diversity and equal opportunities
5. Customers satisfaction	Accessibility and Mobility

Peace



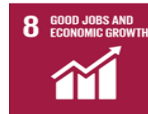
Planet



People



Prosperity



Partnerships



Sustainable development 2040 Horizon

2021

*Secure our position amongst
the 'Best in Class' European
Airports in Sustainable
Development*

2030

*Become a low
emission airport*

2025

*Secure inclusive
partnerships with
the full airport
community*

2040

*Our sustainability
agenda has been
supported with and by
our stakeholders*

Sustainable Development – Our 2021 Strategy

Our Sustainable Development 2021 Ambition

To embed Sustainable Development in our Company's DNA in order to be recognized among the 'Best in Class' European Airports



What does Sustainability mean for BAC?

Brussels Airport Company is a **responsible actor** in **Belgian society** striving **everyday** to balance **IMPACT & CARE** of the **people** and the **environment** it interacts with

Sustainable Development – 2021 Strategic Priorities



Concrete key initiatives

1. Waste Management

- Collaboration with FostPlus and airport partners (reduce waste & better sorting of waste)
- Collaboration project with WWF, douane, Brussels Airlines, Natuurhistorisch museum related to reduce the import of bushmeat and protected species
- Actions to reduce the use of plastic bottles

2. Noise Impact & Air Quality

- Study and implement mitigating measures for ground noise and fine particles by using new technology
- Study and implement the adjustment of our existing noise walls
- Electrification of company cars and service vehicles fleet
- Electrification of ground equipment

3. Inclusion

- Define and reach out to specific candidate segments
- Determine Employee Value Proposition and communication approach
- Reach out to candidates with less chances on employer market
- Determine the role of people managers and HR activities in which we empower them

4. Sustainable Infrastructure

- Studies on future heating/cooling grid en renewable energy sources
- Develop and implement energy and sustainability standards for new buildings based on the principles of energy neutrality and circular economy

5. Intelligent Mobility

- One ticket for all modes of transport
- Adjust Diabolo allowance
- Better cooperation between airport companies to encourage employees to opt for more sustainable transport
- Develop a sustainable mobility and car policy

Sustainable Development - Governance

Our Governance principles for Sustainable Development

- The governance model consists of 3 levels: ManCom/SteerCo/Ambassador Community
- SD Board consists of Mancom members and will primarily govern the development, decisions, alignment, budget and deployment of SD vision, 2021 ambition and strategic roadmap
- The SD SteerCo consists of key Domain experts and will drive the MWB implementation process across BAC, while the Ambassador Community consists of the SD team and transversally operating individuals looking after the actual anchoring of the renewed focus

Sustainable Development : Our Mandate

OUR MANDATE	
MISSION STATEMENT	Steer the design and deployment of the Sustainable Development Roadmap within Brussels Airport Company
CORE ACTIVITIES	<ol style="list-style-type: none">1. Member of the Sustainable Development Board2. Chairing the Sustainable Development SteerCo and the Sustainable Development Ambassadors Team3. Facilitating the design process of the SD Roadmap4. Shaping and steering needed change5. Engaging third parties into shared objectives6. Monitoring and reporting of the deployment journey7. Getting expertise and Best Practices outside-in
ROLES	<ul style="list-style-type: none">• Strategist – <i>Lead for Strategy</i>• Stimulator/Connector – <i>Challenge to inspire and connect</i>• Change Architect – <i>Engage, empower and grow</i>• Monitor & Coordinator – <i>Support and optimize deployment</i>• Communicator (Internally/Externally) – <i>Inform and advise</i>

SD Governance

ManCom

- Chaired by CEO consisting of all ManCom members
- Develop, align and ensure roll out of SD ambition, 2021 strategy and roadmap
- Make decisions on critical topics
- Monitor budget, outcomes and remove roadblocks (dashboard)
- Meeting: Every three months fixed topic on ManCom agenda

SteerCo

- Chaired by Head of Sustainable Development consisting of Head of Organizational Development, Head of Construction, Head of Strategic Planning, Head of Mobility, Head of Real Estate, Head Central Services, Head of Corporate Marketing, Head of PMO and Head of CorpCom
- Drive strategic roadmap implementation
- Define policy and policy rules based on decisions taken by the Board
- Monitor progress and push things forward (dashboard)
- Meeting: Every two months

Ambassadors

- Chaired by Head of Sustainable Development consisting of the Sustainable Development Extended team of BAC ambassadors who work day to day on material topics related to sust. dev. & the Core team of BAC ambassadors who will focus on the sust. dev. strategic priorities 2021
- Anchor the newly defined focus and mindset across BAC
- Develop a yearly action plan
- Follow-up of the implementation of the action plan
- Monitor and report to Head of Sustainable Development
- Pro-actively connect with key stakeholders to minimize resistance and potential obstacles
- Act as true ambassadors on a daily basis
- Meeting: Core team: Every Month – Extended team: Every three months

Team of Ambassadors

TEAM OF AMBASSADORS	
WHO	+/- 20 people across the entire organization, representing 1 or more departments fully supported by ManCom
MISSION	Anchor the mindset of Sustainable Development into our DNA
ROLE DESCRIPTION	<ul style="list-style-type: none"> The Ambassador is the first point of contact at department level for the Head of Sustainable Development and acts as the driving force to engage people into a sustainability mindset related to their respective domains The primary focus is to develop activities that maximize the involvement of employees in sustainable development and enable them to take a leading role in the execution of the proposed activities
CORE ACTIVITIES	<ol style="list-style-type: none"> Develop an action plan for 2019 - 2021 related to the respective sustainable development aspects within their domain on individual, team and cross departmental team level within the organization. The plan will consist of concrete engagement, communication and training activities for 2019 and milestones for 2020 and 2021 Implement the action plan across the organization Pro-actively connect with key stakeholders to guide and support the scheduled activities Monitor/measure the impact of the activities and develop a reporting structure to mitigate risks (governance) Act as a true ambassador on a daily basis
TIME INVESTMENT	<ul style="list-style-type: none"> Meeting with Core team Ambassadors – 1x/month for 2 hours and with Extended team Ambassadors – 4x/year Kick Off Day to get prepared for the role (Training & Information) Preparation, roll out and follow up on activities – 1 to 1,5 days/month

Eurocontrol & Airport Council International

Skeyes & ACI Europe

Sustainable Initiatives

- Collaboratief Environmental Management (CEM)
- Task Force Airport Carbon Accreditation
- Task Force Noise
- Task Force Sustainability
- Strategic Committee Environment
- Workforce on Ultrafine Particles
- Energy platform