



BRUSSELS
SOUTH
CHARLEROI
AIRPORT S.A.



SUSTAINABLE DEVELOPMENT

REPORT 2021

BRUSSELS SOUTH CHARLEROI AIRPORT S.A.

1. Introduction

Today, the notion of Sustainable Development is on every table and part of every conversation. Indeed, climate change, global warming, human health, economic growth, equality for workers and the short-, medium- and long-term future of businesses and countries around the world have become key issues within the framework of how our business and our impact are evolving and being managed.

The aviation industry is fully aware of its impact on the environment: it represents between 2 and 3% of the mass of CO₂ emitted into the atmosphere every year worldwide¹. It is estimated that this impact will continue to grow and grow, from one year to the next, especially due to the rising demographic curve². The aviation industry is committed to reducing its environmental impact and achieving carbon neutrality by 2050³.

For the sake of transparency, in 2021 BSCA decided to include a document with its management report setting out the company's main priorities, values, actions and KPI's when it comes to Sustainable Development as defined by the United Nations. The purpose of this report and its main goal is to ensure consistent, transparent and regular communication about the actions that BSCA and its partners are working on to promote Sustainable Development. This fits in more broadly with BSCA's desire for transparency with regard to its social solidarity (which goes above and beyond social responsibility).

2. Company (history – organisational chart – values)

The history of Charleroi Airport dates back to 1919, when King Albert I inaugurated Belgium's first flying school in Gosselies.

The following year, the Société Générale d'Aéronautique (SEGA) began maintenance and repair activities for flying machines used by the region's flying club.

The company Avions Fairey S.A. then decided to set up a subsidiary in Belgium.

Gosselies turned out to be the perfect location for this project because of its proximity to the city of Charleroi and the qualified workforce that was available there. It was this company that went on to put the airport right at the heart of the Belgian aviation industry.

After the Second World War, the "Mont des Bergers" (the highest point in the Gosselies area), now classified as a public airfield, was managed by the Régie des Voies Aériennes (RVA).

In 1978, the Société Nationale de Construction Aéronautique (SONACA) was set up in order to take over Fairey.

The name Brussels South Charleroi Airport (BSCA) finally appeared on 9 July 1991. The creation of this limited company played a direct part in the transfer of the management and exploration of regional airports from the state to the regions. This transfer took place on 1 January 1992.

Following this transfer, the Walloon Region decided to give back the management of these two main airports (Charleroi and Liège) to private companies subject to laws governing commercial companies.

During this period, the majority shareholder was holding company Sambrinvest.

¹ Source: Air Transport Action Group – September 2020: <https://www.atag.org/component/factfigures/?Itemid=>

² Source: Destination 2050 – A route to net zero European aviation. <https://www.destination2050.eu/>

³ Source: Toulouse Declaration. <https://www.aci-europe.org/toulouse-declaration>



In the years that followed, a number of management procedures were introduced, taking effect in 1995-1996.

The airport has continued to grow ever since.

On 1 May 1997, Ryanair launched its first route to Dublin departing from Brussel South Charleroi Airport.

On 26 April 2001, Ryanair made BSCA its first continental base.

Other airlines have followed Ryanair's lead, helping to diversify the destinations available from the airport. Jet4you began operations in 2006 with a direct route to Casablanca. Private Wings arrived in 2007, launching flights to Ingolstadt.

Throughout this time, the number of passengers has continued to grow, consolidating the airport's reputation.

In 2005, construction of a new terminal began in order to handle all the passengers, as the original one had become too small. It was officially opened on 28 January 2008 by HRH Prince Philippe.

In 2009, ILS CAT III "*Instrument Landing System*" was installed, allowing flights even when visibility is poor.

In the same year, the airport welcomed Jetairfly (which later became TUI Fly Belgium) and Air Arabia Maroc, doubling the number of destinations available from BSCA.

Belgian Airport, a new private shareholder, also joined the BSCA ecosystem in 2009.

On 30 March 2014, Pegasus Airlines landed at BSCA. In addition to its route to Istanbul Sabiha Gökçen, the airline offers a whole host of other destinations. At this point, the airport was able to open up point-to-hub connections, making it possible to fly to far-flung destinations in South Asia.

BSCA begins a new chapter in its development.

In the years that followed, BSCA continued to grow and diversify, opening its terminal to more traditional airlines.

In 2017, BSCA saw the arrival of planes from Air Corsica and Belavia on its tarmac.

As the number of passengers continued to grow over the years, a second terminal was opened in December 2016.

On 31 January 2018, Brussels South Charleroi Airport officially announced the launch of scheduled long-haul flights with the arrival of a new airline, Air Belgium, and its plans to fly to Hong Kong. Long-haul flights began to take off from BSCA.

In April 2019, BSCA became a hub, offering its passengers transit opportunities with Ryanair. Passengers could now arrive at and depart from Charleroi, without leaving a new transit area designed specifically for this purpose. Thanks to this new option for connecting passengers, their experience is much simpler, with new opportunities for travelling in Europe via BSCA.

Against this backdrop, passengers can opt for "*self-connecting*" flights, available on a number of



websites including BSCA's partner Kiwi.com. These sites help passengers find the cheapest way to reach their destination with one or more flights.

The new, longer runway, extended from 2,500m to 3,200m, was inaugurated in October 2021 and is now an integral part of BSCA's strategy for developing its activities. This extension of the runway will mean, in particular, that aircraft will be able to make use of its full length, which will reduce the strain on their engines when it comes to reaching the speed required for takeoff, resulting in lower fuel consumption and so a lower carbon impact.

Organisational chart:

The general organisational chart shows the different departments within Charleroi Airport. The Technical and Operations Department is the largest department in terms of the number of workers. This department is the hub of the airport's activities, encompassing runway/passenger handling, fuel, fire, disability access, Business Aviation and Cargo. This organisational chart highlights the many levels of hierarchy within BSCA. The other departments are day-to-day support services.

Values:

BSCA is keen to embody the following values:

- 1) **Trust** in internal and external relationships for everyone involved in the development of BSCA
- 2) The **skills** demonstrated by each individual in his/her relationship with the company
- 3) Engagement thanks to the **loyalty** of every single member of staff to BSCA's mission, vision and values
- 4) **Team spirit** at every level and at all times
- 5) A **focus on customers** and partners in all initiatives and actions
- 6) **Respect** for the environment, **safety** and **security**
- 7) Complete **integrity**

3. Sustainable Development and the United Nations

3.1 Introduction

BSCA has been committed to implementing measures to protect the environment for many years, including:

- Reducing the noise impact of the airport's activities on local residents, working closely with SOWAER, combined with transparent, real-time communication about flight paths and noise levels;
- Adopting measures to limit noise at source (curfew between 23:00 and 06:30, banning the noisiest aircraft, limiting noise levels);
- Installing sensors to measure air quality;
- Implementing an efficient rainwater and wastewater collection and treatment system, including an efficient wastewater treatment plant;
- Using electric vehicles;
- And many more...

See our website for more information: <https://www.brussels-charleroi-airport.com/en/environment>

Since November 2020, BSCA has been committed to “greening” its operations. Indeed, a number of certification processes, involving a series of measures and actions, have been launched since November 2020.

3.2 Airport Carbon Accreditation

To start with, BSCA signed up to the “*Airport Carbon Accreditation*” programme, achieving Level 2 “*Reduction*” in March 2022. This accreditation requires the public formulation of an environmental policy, the calculation of the carbon footprint of activities in Scopes 1 and 2 of the GHG Protocol (known as “direct emissions”) and the demonstration of a reduction in their rolling average over a 3-year period leading up to the year before certification is awarded, as well as the proposal and implementation of a plan to reduce these emissions over a number of periods (short-, medium- and long-term). In line with our longer term goal, BSCA has made a formal commitment to the European Commission to be Net Zero CO₂ by 2050. To do this, BSCA will be working in two phases:

1. Neutrality of its direct emissions (Scopes 1 & 2) by 2035
2. Neutrality of all its activities (Scopes 1, 2 & 3) in 2050.

Scope 3 of the GHG Protocol will then be addressed during the implementation of Airport Carbon Accreditation Level 3, this time considering all activities around the airport such as airlines, suppliers, passengers, waste management etc.

3.3 ISO 14001

In November 2021, the decision was made to implement an Environmental Management System (EMS) in order to be eligible for ISO 14001:2015 certification by early 2023. This once again demonstrates how seriously BSCA takes current concerns about the climate, and its willingness to help reduce not only CO₂ emissions but also “non-CO₂” gases or gases converted into “CO₂ equivalents”.

3.4 UN

In July 2021, all of BSCA's stakeholders made a commitment to achieve certification related to the 17

Sustainable Development Goals (SDGs) defined and promoted by the United Nations. This commitment makes BSCA the very first Walloon company to do so. We decided to take part in this programme because, unlike other certificates, this one encompasses all of the SDGs, including human (well-being at work, poverty, equality etc.) and social (partnerships, justice, growth, sustainable cities, etc.) issues, in addition to more traditional environmental concerns. We no longer talk about “environmental management”, but rather about “sustainable development management” for the airport, or social solidarity. This certification process, organised over 3 years, requires the establishment and implementation of a series of annual actions geared towards “Sustainable Development” (SD) to improve the score that the company achieved in its preliminary audit. In the first and second year of the certification process, a certificate of sustainable entrepreneurship is awarded to the candidate company by the Chamber of Commerce and Industry, which is piloting this certification scheme and offering support to the businesses taking part. In the third year, a certificate is formally issued by the United Nations, via UNITAR, to any company that has achieved its goals.

4. The UN’s 17 Sustainable Development Goals (SDGs)

As UNITAR certification takes into account the largest number of parameters related to the company’s Sustainable Development strategy, we have chosen to organise this report according to the 17 SDG’s defined by the United Nations and divided into three main categories:

- a. Human/Social;
- b. Environment;
- c. Economy.

a. Human / Social

SDGs 1 & 16 – No poverty, peace, justice and strong institutions

Since September 2021, we have been developing a specific communication strategy to share our progress in the field of Sustainable Development. This means that we now have an “Environment” section on our website (<https://www.brussels-charleroi-airport.com/en/environment>) where you can find BSCA’s full, ambitious policy, with its targets for reducing emissions and saving energy (<https://www.brussels-charleroi-airport.com/en/bscas-environmental-policy>).

As well as this, 2021 was, once again, a year dedicated to solidarity for BSCA. Indeed, an initiative was organised within the Executive Aviation terminal on 24 and 25 July to help those affected by the floods that hit our country so hard. This initiative involved collecting food and drink, clothing, hygiene and childcare products, cleaning materials etc. to distribute among the victims of the disaster. A total of 3 semi-trailers collected all the donations to be transported to the disaster victims.

Last but by no means least, 2022 will be our year of the environment, with the implementation of an Environmental Management System (or EMS) in accordance with the requirements of the international ISO 14001 standard. This standard and our EMS will help improve the way we manage Sustainable Development at BSCA, and issues related to Sustainable Development not taken into account in this one will be covered in the future.

SDG 2 – Zero hunger

For nearly 15 years, BSCA has been working hard to help the most disadvantaged in society. Indeed, all unused food products collected when sorting and checking in passengers are donated to “Faim et Froid”, a charity that helps struggling children and families in the Charleroi region.

SDG 3 – Good health & Well-being

Every year, at least one psychosocial risk analysis is carried out to ensure the well-being of BSCA employees at work. In addition to this, BSCA continues to keep an eye on the rate of absenteeism recorded, although it remains relatively low (approximately 3%). BSCA also offers a flu vaccine to all of its staff every year.

Following the Covid-19 health crisis, a series of protective measures were put in place for staff who come into direct contact with passengers, such as the provision of masks/gloves/hand sanitisers/wipes/visors and the installation of plexiglass screens on counters.

In the pre-check area, the Red Cross was responsible for distributing masks at the entrance to the terminal.

Inside the terminals, contact surfaces were cleaned more frequently and floor markings were introduced in as many places as possible, along with hand sanitiser dispensers.

Measures to promote the physical health of our employees, as well as awareness-raising brochures, particularly for people who work shifts, have been introduced. There is also always an option to do some exercise during breaks. Lastly, the use of products that are not hazardous to health (eco-labelled) has become commonplace and is a selection criterion when choosing a product to order and use. If a product that is hazardous to health is the only option available, safety training is systematically provided to staff who need to handle these products.

Lastly, BSCA has an extremely low rate of work-related accidents, with only 24 in 2021 for a frequency rate of 39.01. As a comparison, in sectors similar to BSCA's in Belgium, the average rate was 36. This is due to the many safety measures that BSCA has implemented to protect its employees and workers.

SDG 4 – Quality education (training)

When it comes to education, all of our employees are encouraged to grow both horizontally and vertically within the company thanks to our internal promotion policy and job rotation scheme. In 2020, BSCA staff members received a total of 311 hours of training in so-called "*soft skills*", compared to 260 hours between 1 January and 31 October 2021.

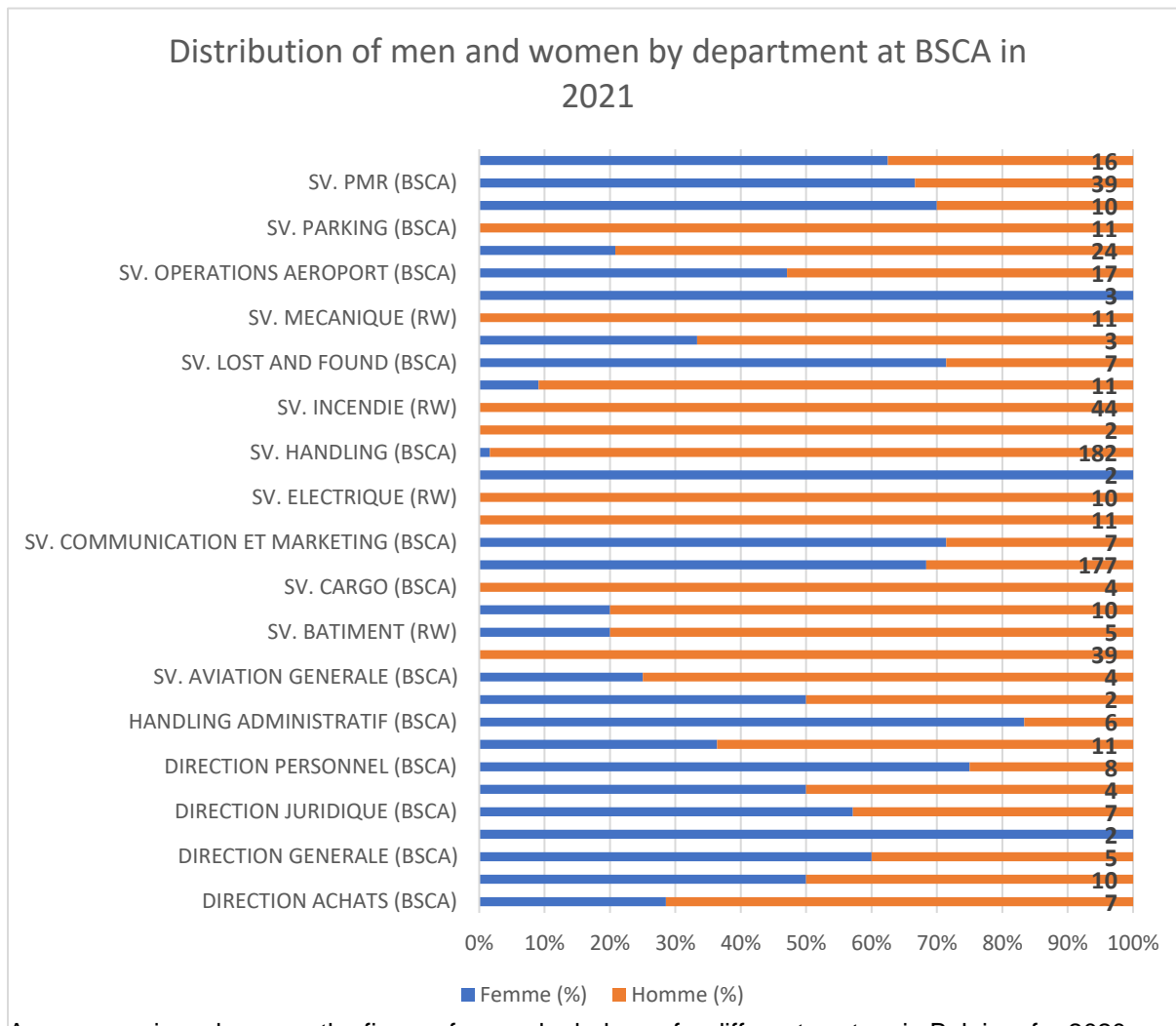
As well as this, numerous internships and apprenticeships offering serious job opportunities are created every year (e.g. mechanics training). As an indication, there were 55 interns in 2020 from colleges as well as the WAN training centre, compared with just 17 between January and October 2021. In addition to this, all sorts of partnerships with schools and training institutions have been set up (tourism colleges, ONE etc.). Three aviation colleges are based in premises on our airport site (Air Academy New CAG, Belgian Flight School, Brussels Aviation School).

Despite its development, Charleroi airport is the only international Belgian airport to support training for airline pilots to such an extent.

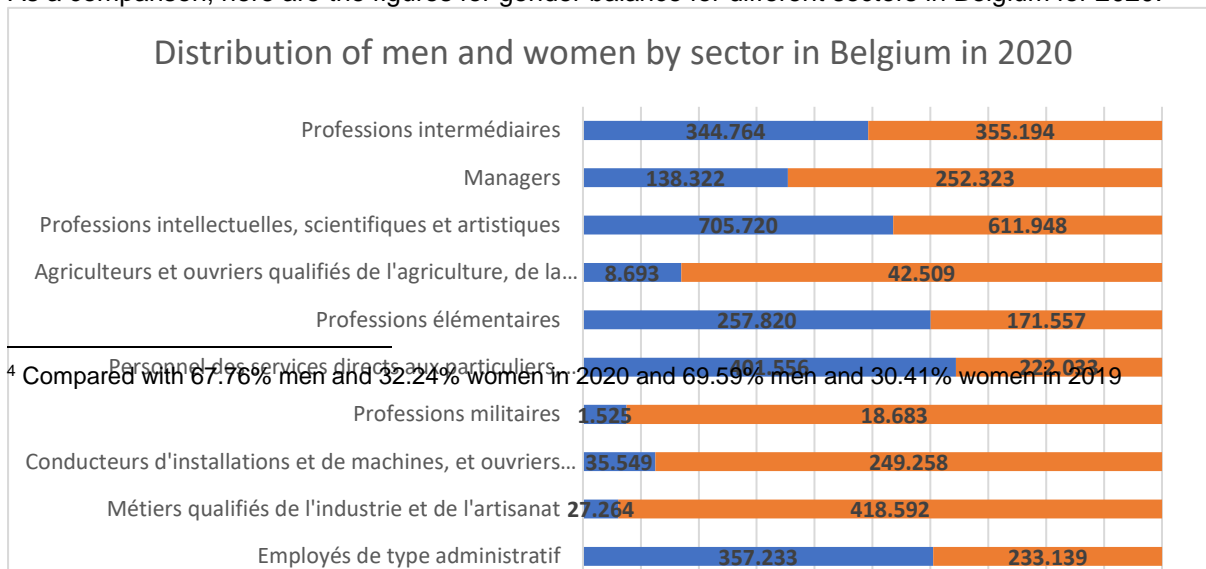
SDG 5 – Gender equality

Within BSCA, it is widely known that men, women and LGBTI people have equal opportunities within the organisation, without any prejudice. As of 31 December 2021, we had a ratio of 66.95% men and

33.05% women⁴. BSCA is getting closer and closer to the target ratio of 50-50 men to women every year. Furthermore, we have a gender equality policy that insists on a decent work-life balance for both men and women, taking their respective family commitments into account. Below is a graph showing the proportion of men and women represented in each BSCA department. The total number of people per department is also shown.



As a comparison, here are the figures for gender balance for different sectors in Belgium for 2020:



⁴ Compared with 67.76% men and 32.24% women in 2020 and 69.59% men and 30.41% women in 2019

SDG 10 – Reduced inequalities

Within BSCA, 34 different nationalities are represented among the workforce, and staff representatives have not expressed any concerns about inclusiveness.

BSCA also respects the right to freely and peacefully practise your religion at work and insists that its concession holders and suppliers respect human rights by systematically including relevant clauses in its specifications. As well as environmental responsibility, these clauses cover combatting slavery, child labour etc.).

b. Environment

SDGs 6 & 14 - Clean Water, Sanitation & Life below water

As part of the process of reducing our consumption of drinking water, we are redirecting some of our roof water to a rainwater tank to supply our bathrooms. All the roofs of the new buildings currently being constructed or planned will also have the same goal to minimise our consumption of drinking water from the network. To this end, we are tracking our consumption in relation to the number of passengers flying via BSCA as a monitoring indicator.

One of the biggest issues that most European airports focus on, with the exception of aircraft, is the treatment of glycol-rich runoff during the winter months. To this end, a study is currently being carried out with a view to implementing a new sanitation process that breaks down the glycol in the water between 8 and 9 times faster. This new method will also reduce the energy required for it to work properly by about 30%, as well as reducing the amount of sludge treated as waste.

SDG 7 – Affordable and clean energy

BSCA has been powered by 100% green electricity for many years. In 2019, in order to become independent from the grid, BSCA installed and commissioned nearly 1,560 photovoltaic panels on the roof of its T2 terminal. This represents an annual production of approximately 440 MWh, or 4% of the airport's annual consumption, and a reduction in CO2 emissions of approximately 90 tonnes per year. In addition, all of BSCA's lighting fixtures are gradually being replaced with LED lights, which equates to reducing energy consumption by 70% and CO2 emissions by approximately 50 tonnes every year.

New photovoltaic projects are currently on the agenda, gradually increasing the airport's self-consumption.

As the saying goes: “Divide and rule”: which is why BSCA is not planning to stop at the installation of photovoltaic panels. Indeed, following this principle, many other energy projects are currently being investigated, including:

- Installing a trigeneration unit within the terminals;
- Using “hydrogen” technology to store energy and power all types of hydrogen vehicles based both on- and off-site;
- Improving insulation in buildings by using a range of different solutions;
- Etc.

All of these different aspects of energy consumption are constantly monitored using appropriate performance indicators (kWh/m², m³Gas/m², Litres of Oil/passenger etc.).

SDG 9 – Industry, innovation and infrastructure

At the moment, BSCA has set itself the target of replacing all of its cooling systems and boilers with more efficient alternatives that use coolants that are less harmful to the environment. Taking into account the conversion work already carried out on the boilers and cooling systems, approximately 25% of the energy needed for them to operate has already been saved.

There are plans to renovate the South Terminal to create offices for the administrative staff, which will involve updating the window frames and roof, replacing the boilers etc.

Within the framework of the runway extension, approximately 180,000m³ of soil was excavated and remediated directly on-site. This avoided the need to transport too much soil, reduced the carbon impact of the work and improved soil quality on the site.

SDG 12 – Responsible consumption and production

In March 2021, BSCA introduced household waste sorting facilities on its premises. In fact, all so-called “hazardous” waste has always been sorted according to the standards in force, unlike household waste. Since then, BSCA has been working on a number of initiatives:

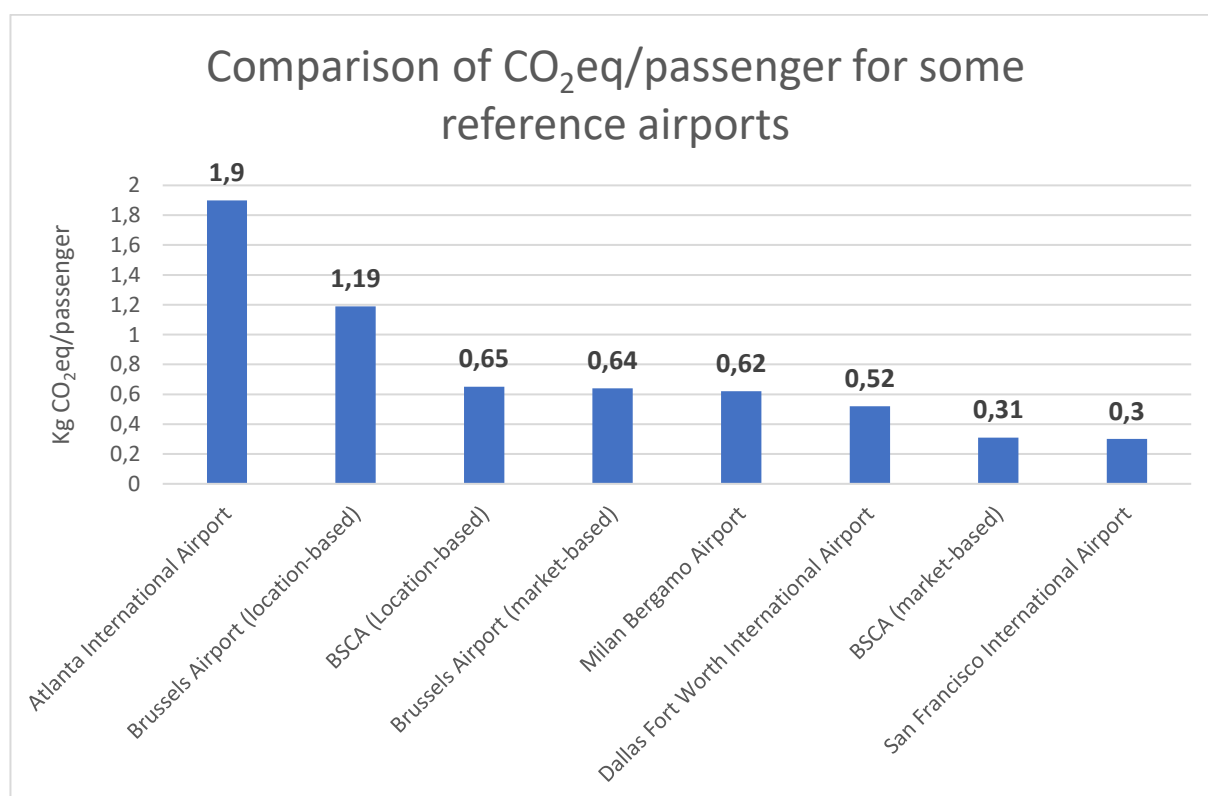
- Drafting of a charter with the concessionary holders based in the airport terminal to make sure waste is recycled properly, as well as eliminating single-use plastics in January 2021;
- Installation of recycling islands (Residual - plastic, metal and cardboard drinks containers - Paper/Cardboard) in private offices since March 2021;
- Raising awareness among the airlines about sorting and processing their waste and the corresponding cost in September 2021;
- Installation of recycling islands (Residual - plastic, metal and cardboard drinks containers) for passengers and planning for the obligation to sort organic matter introduced in November 2021.

In addition, since November 2020, BSCA has systematically included Sustainable Development criteria in all of its specifications and purchasing procedures.

Lastly, an information programme dedicated to the SDGs has been developed and is reviewed every month to inform our suppliers and partners, as well as our passengers, about the measures and action taken by BSCA related to Sustainable Development.

SDG 13 – Climate action

Since calculating its carbon footprint (+/- 2,000 tonnes of CO₂/year), only taking Scopes 1 & 2 of the GHG Protocol into account, work has been done within BSCA to draw up a plan to reduce this, together with a Carbon Management Plan for 2024. The calculation of CO₂ emissions took the emissions generated in 2019 as the reference year for monitoring the measures it has implemented. This Carbon Management Plan has been validated by all of BSCA's bodies. As an example, here is a graph showing the CO₂ equivalent emissions per passenger of some reference airports, which demonstrates BSCA's strong position. These emissions only take Scopes 1 & 2 of the GHG Protocol into account, which excludes emissions linked to aircraft, suppliers etc. from its calculation. It is also worth noting that, in some cases, calculations are shown as "market-" or "location-based". "Location-based" is a calculation that includes the energy purchased, where the CO₂ emitted by this energy does not take into account the terms and conditions of the supply contract. Where the calculation is "market-based", the terms and conditions of the energy supply contract are taken into account. This means that, as BSCA's energy contract is classed as "green energy", the emissions associated with electricity consumption are reduced to 0, considerably decreasing BSCA's overall scope 1 & 2 emissions. If the calculation method is not specified, it means that emissions were calculated according to the "market-based" method.



In addition, a protocol for managing complaints related to the environment has been drawn up and approved in collaboration with the Société Wallonne des Aéroports (SOWAER). As a result, all complaints related to the "Air" and "Noise" components of our environmental policy are handled by SOWAER, while BSCA is responsible for the other components, namely "Land" and "Water".

As well as this, as part of its noise management procedure for local residents, SOWAER has so far acquired 213 buildings and soundproofed another 3,653 around Charleroi airport, representing an

improvement in the quality of life and the noise environment of approximately 3,900 families.

Lastly, a CEM (*Collaborative Environment Management*) committee is responsible for maintaining an ongoing conversation between BSCA, the airlines, SOWAER and Skeyes to standardise and create new flight procedures (focusing mainly on landing) allowing a substantial saving of fuel and a reduction of the noise impact of the aircraft using the airport. In addition to this, the recent extension of the BSCA runway means that the engines of the most frequent aircraft can reduce the load on the engines during takeoff, thus reducing the amount of fuel consumed during takeoff and the noise impact on BSCA's direct neighbours. At the same time, more and more airlines are committed to reducing their CO₂ emissions and their overall impact on the environment. For example, Ryanair, Wizzair and Pegasus Airlines have formally committed to reducing their CO₂ emissions within various timeframes. Ryanair has committed to reducing its CO₂ emissions per passenger by 10% and to be completely carbon neutral by 2050. Wizzair has set itself the goal of reducing its CO₂ emissions per passenger by 25% by 2030. Lastly, Pegasus Airlines has also committed to reducing its emissions per passenger by 20% by 2030 and to becoming carbon neutral by 2050.

SDG 15 – Life on land

BSCA is keen to make improvements in this area, and has therefore taken the initiative to forge relationships with a number of different Walloon universities. Indeed, a doctoral thesis had already been completed on-site, in collaboration with the UMons and written by Julien Denis-Tricart, on the subject: "*Airport presence and territorial dynamics: the economic footprint of Charleroi Airport*". Again this year, a number of academic institutions were approached and asked to assess the impact of aviation on the environment, as well as to evaluate and characterise the biodiversity and the specific fauna of an airport site thanks to a new doctoral thesis and a dissertation.

In addition, BSCA has recently ordered a voluntary offsetting point, where passengers who would like to reduce the environmental impact of their flight can make a financial contribution to local carbon offsetting projects to encourage sustainable farming practices.

c. Economy

SDG 8 – Decent work and economic growth

During the past year, BSCA has organised brainstorming workshops as well as some training sessions focused on "*soft skills*", such as stress and energy management, leadership, team management etc.

All risk-prone roles have been clearly identified and the risks are addressed and described to all staff in these roles in safety datasheets.

All BSCA roles have a clearly defined salary scale and BSCA is fully transparent about high salaries.

Following the Covid-19 health crisis, BSCA staff were asked to participate in the joint effort to implement BSCA's strategic plan and the employment pact that is a component of that plan. This pact includes, among other things, all the company's employees agreeing to a pay cut or a pay freeze, including the directors and members of the management team.

SDG 11 – Sustainable cities and communities

For many years, BSCA has been donating used but functioning PCs to schools that need them to run properly. As well as this, plans to develop sustainable, local and short supply chains for food with companies based near the airport are becoming more common. In addition, as part of the company's



growing commitment to sustainability, BSCA's Car Policy is currently being amended to further encourage employees to switch to electric vehicles.

BSCA is in the process of implementing the "Airport Community" concept, in consultation with SOWAER. The idea behind developing this concept is to cultivate the inclusion, integration and participation of non-airport stakeholders in an ecosystem revolving around the airport.

Lastly, in order to guarantee everyone's safety, an Internal Emergency Plan has been drawn up and adapted into guidelines. It is reviewed twice a year and presented to the CPPT (health and safety committee) to involve the whole airport and ensure full compliance.

SDG 17 – Partnerships for the goals

In order to make sure that the targets that BSCA has set for itself are met, there are plans to establish a range of different partnerships on various subjects. In fact, in addition to the doctoral thesis mentioned above in SDG 15, BSCA is re-launching its research requirements around a wide range of different themes involving both doctoral students and dissertations from lots of universities (ULg, ULB, UCL, UNamur, UMons).

As the airport world needs all of its stakeholders to get involved, including airlines, BSCA is also behind the creation of a *Collaborative Environmental Management* (CEM Committee. This committee brings together a large proportion of the airport's stakeholders (BSCA, SOWAER, Skeyes, EUROCONTROL and airlines) and is designed to formalise the relationship between these stakeholders when it comes to dealing with, reducing and/resolving the various environmental impacts and problems resulting from their operations both on and around the site.

5. Risk matrix

Details of the risk		
Possible causes	Description of the risk	Possible consequences
<ul style="list-style-type: none"> • <u>Organisation and procedures:</u> <ul style="list-style-type: none"> - Insufficient measures regarding waste prevention, recycling and disposal - Waste management is not an integral part of the corporate culture - Insufficient or inadequate internal procedures to reduce environmental impacts in terms of noise, CO₂ emissions, waste, energy consumption etc. - Lack of communication about environmental impact • <u>Management and the human element:</u> <ul style="list-style-type: none"> - Lack of management and employee commitment managing waste, reducing waste and mitigating environmental impact 	<ul style="list-style-type: none"> • <u>Description:</u> <ul style="list-style-type: none"> - The production of CO₂, noise pollution or any other pollution (air/water) in the airport area leads to reputational damage and sanctions. In addition to this, the lack of control over limiting waste and energy consumption might tarnish the airport's image. • <u>Background:</u> <ul style="list-style-type: none"> - Passengers are increasingly concerned about their impact on the environment in general and on CO₂ emissions in particular given the context of global warming. ACI has established an ACA certification programme for airports to achieve carbon neutrality by 2050. For Wallonia, the DPR plans to achieve carbon neutrality for Walloon airports by 2030 (compared with 2050 for Flanders). 	<ul style="list-style-type: none"> • <u>Strategic:</u> <ul style="list-style-type: none"> - Loss of competitiveness - Penalties • <u>Financial:</u> <ul style="list-style-type: none"> - Additional costs - Loss of customers - Loss of business • <u>Human:</u> <ul style="list-style-type: none"> - Inability to attract and retain key people and talent - Reduced commitment from employees • <u>Image:</u> <ul style="list-style-type: none"> - Damage to reputation - Loss of credibility - Negative publicity • <u>Legal:</u> <ul style="list-style-type: none"> - Failure to comply with legal environmental requirements can result in litigation and fines
Limiting/aggravating factors	Lessons learned	Risk indicators
<ul style="list-style-type: none"> • <u>Limiting Factors:</u> / • <u>Aggravating factors:</u> <ul style="list-style-type: none"> - Wallonia's new regional policy statement requires a reduction in airport related noise and neutrality by 2030. 		<p>Progress in the ACA project (levels 1, 2, 3 and 4).</p>

6. KPI's of the actions undertaken

A number of different Key Performance Indicators have been defined by BSCA to make sure that the measures and actions implemented within the framework of Sustainable Development are followed up. These indicators are presented as a non-exhaustive list and broken down into 4 categories:

- Natural Resources:
 - o Water consumption per passenger;
 - o Electricity consumption per surface unit;
 - o Natural gas consumption per surface unit;
 - o Oil consumption per surface unit and per type of vehicle (handling, company car etc.).

- Emissions and waste:
 - o Kg waste destroyed per passenger;
 - o Kg of recycled/reused waste per passenger (plastic, metal and cardboard drinks containers & paper/cardboard);
 - o Carbon footprint of BSCA's activities by type of role, building, energy and passenger.

- Sustainable Development:
 - o Number of actions dedicated to solidarity
 - o Rate of absenteeism
 - o Gender parity
 - o Percentage of action plans implemented
 - o Number of hours of training related to Sustainable Development

- Incidents:
 - o Number of accidents and near misses;
 - o Operational efficiency and time lost.

- Proactive measures:
 - o Implementation of measures to reduce risk;
 - o Scores from upcoming environmental audits.

7. Timeline for targets

