

23 oktober 2023
Version 2.0
RSG / AO&AP

License to Operate

Rules to promote the proper functioning of the Airport

Welcome to Amsterdam Airport

Schiphol

Content

1. Introduction	2
2. Compliance	6
3. Safety.....	6
4. Health & Environment	8
5. Performance management & data.....	9
6. Supervision	12
Appendix 1 - Definitions	16
Appendix 2 - RSG assets and relevant training materials.....	17
Appendix 3 - Training records	17

1. Introduction

This chapter describes the framework for the License to Operate (LtO), the scope, important references, the responsibilities of Royal Schiphol Group N.V. (RSG) as the operator of the airport, the process for application and the process to assure the quality of the document.

1.1. Purpose and strategy

The Vision 2050 of RSG describes the way the airport operator wants to shape its company. RSG's vision is to create the world's most sustainable and high-quality airport and the corresponding mission is 'Connecting your world' (Figure 1). By doing so, RSG aims to create value for its customers, partners and environment, and society as a whole. Its corporate strategy consists of three pillars and two enablers.

Firstly, the quality of RSG's network: international connectivity, optimal use of capacity and multimodal airport. Secondly, the quality of life: circular economy, energy positive, communities and sustainable aviation. Thirdly, the quality of service: passenger journey, airline journey and airport ecosystem. These pillars are supported by the enablers 'safety first' and a 'robust organization'. This is the basis for how RSG aims to create the world's most sustainable and high-quality airport.



Figure 1 RSG corporate strategy

RSG goal is to direct passengers through a reliable and safe airport process. RSG organizes the process design, preparation, and day-to-day execution of the operation in coordination with all sector partners, for a safe continuous flow of aircraft, passengers, baggage, and cargo. From RSG's perspective, this strategy serves as the foundation for the LtO.

1.2. Goal of this document

This document sets out the terms and conditions for Ground Handling Service Providers (GHSP) to conduct services at Amsterdam Airport Schiphol (AAS) and the GHSPs obligations towards RSG to promote the proper functioning of the airport.¹ The LtO defines the minimum safety, quality and operating standards for the ground handling operation. The content was drafted with the involvement of GHSP, contributing to the shared goals:

- Safe and healthy workplace for all personnel;
- Reliable and excellent performance;
- Sustainable operations.

RSG recognizes the collective interdependence between Airlines, GHSPs and RSG as the operator of the Airport. Nevertheless, there is a shared aim to improve mutual co-operation amongst the parties and by formalizing the relationship between the RSG and GHSP, RSG aim to further optimize the collaboration within the sector.

¹ This LtO contains rules of conduct in the meaning of Article 16 of the EU Ground handling Directive and Article 16 of the Regulation Ground handling Airports (*Regeling grondafhandeling luchtvaartterreinen*), which provides the basis for the managing body of the airport to place conditions on GHSPs. For the sake of clarity: this LtO does not constitute a permit, a permission or a decision under public law.

1.3. Scope

This document applies to Self-Handling Service Providers and Generic Ground Handling Service Providers (both referred to as GHSP) providing two or more of the following services:

1. Passenger handling
2. Baggage handling
3. Ramp handling (passenger and cargo)

To the current state of affairs, the following undertakings would fall within the definition of GHSP²:

- Aviapartner, dnata B.V., Koninklijke Luchtvaart Maatschappij N.V. (KLM Ground Services), Menzies Aviation, Swissport Amsterdam B.V., and Viggo.

For the present, the following categories of GHSPs are out of scope.

- Single Service Ground Handlers. catering handlers, fuel handlers, warehouse handlers and generation aviation.

1.4. Applicable regulations

The LtO is an addition to the following laws, regulations:

- The Dutch Aviation Act/Law
- The Occupational Health and Safety Legislation
- EU Commission Regulation (EU) No 139/2014 ([EU Commission Regulation](#)) / [Easy Access](#)
- Schiphol Regulations ([Regulations](#))
- Schiphol Charges and Conditions Schiphol ([Charges and Conditions](#))
- Schiphol Access Policy and Admissions Regulations ([Regulations](#))
- Conditions Schiphol Pass Persons ([Schiphol Pass Persons](#))

As confirmed in Article 4 of the Schiphol Regulations, everyone is obliged to comply with all laws and regulations applicable at AAS.

In addition, several manuals and instructions are relevant for ground handling at AAS:

- [Passenger process](#): for example, the check-in desk allocation rules (CIDAR) and bank-lining
- [Aircraft process](#): for example, the regulation aircraft stand allocation (RASAS) and Collaborative Decision Making (CDM)
- [Baggage process](#): for example, allocation rules reclaim, terms and conditions, emergency procedures baggage
- [Security process](#): for example, the pocketbook safety and security
- [Disruptions and calamities](#): for example, the company instruction manual

² If ground handling services are subcontracted by the GHSP, the GHSP is responsible to assure that the subcontractor complies with the terms and conditions of this LtO.

1.5. Application process

New applicants, as defined in paragraph 1.3 scope, must demonstrate that they comply with the terms and conditions set out described in this LtO, no later than 60 days prior to the proposed start date of the provision ground handling services. RSG will develop and publish a standard form for the application including:

1. A commitment declaration with regard to the LtO that all plans (e.g., Safety Management System, Sustainability Roadmap) and requirements mentioned will be complied with.
2. Certificates and/or other evidence (if available) related to the LtO.

RSG assesses this information and may request further evidence in support of any application if it considers it necessary to do so. The application will be discussed in a meeting between RSG and the applicant. If the application is complete and the requirements are met, the applicant receives the LtO at AAS. The LtO should be understood as an acknowledgment that the conditions have been met at that time, or – for the implementation period – as an intention to comply with these conditions. The communication by RSG will be given as soon as possible, and in any event, no later than ten working days following the meeting where the application is reviewed. The LtO does not in any way substitute or alter the conditions applicable to the undertaking: these conditions remain applicable at all times and notwithstanding the LtO, RSG may at any time require proof of such compliance.

1.6. Responsibility Royal Schiphol Group N.V.

According to article 8.25a of the Dutch Aviation Act (DAA), it is RSG's responsibility to operate the airport and, in compliance with Article 8.3 of the DAA, shall make the necessary provisions for the proper handling of airport air traffic and the related passenger and freight transport at the airport. On the basis of article 16 of the EU Ground Handling and article 16 of the Regulation Ground handling Airports (*Regeling grondafhandeling luchtvaartterreinen*) RSG, as the competent managing body of the airport, is authorized to place conditions on GHSPs.

1.7. Governance

The governance describes the mandate and way of working to achieve the goals and implement the measures. As the goals cannot be achieved without the support of ground handlers a cooperative design is chosen and reflected in the governance. The governance structure is visualized in the figure 2 and the accountabilities are described below.

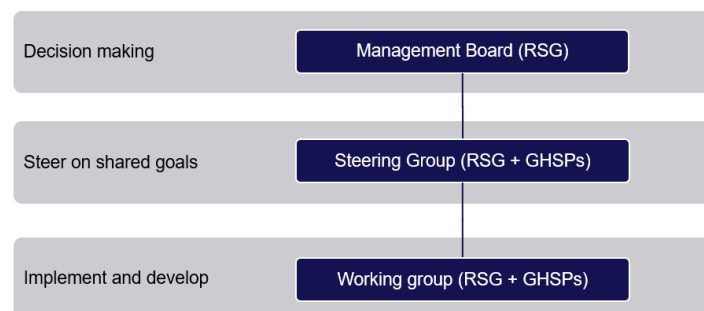


Figure 2: governance

- Management Board RSG – will make necessary provisions for the proper handling of air traffic and the related passenger and freight transport at the airport. The Management Board of RSG ultimately determines and approves the content of the LTO.
- Steering Group – assure the intended goals of the LtO are realized. The Steering Group is chaired by RSG and GHSPs that fall within the scope of the LtO participate. Representation at senior management level.
- Working Group – assure the quality of the LtO and the implementation within their own organization. RSG organizes a yearly evaluation to establish whether the terms and conditions and KPIs still reflect the intended goals. The feasibility of the requirements and unintended side effects are also evaluated. GHSPs are invited to give feedback- and to actively contribute to meetings. Each organisation provides one single point of contact for this working group.
- Airlines are involved in (future) adjustments to the LtO. RSG has chosen to do this within the context of the consultation of (adjusted) charges and conditions. Where applicable, involvement of Airlines in other groups (such as performance- or safety review board) is described in the requirement itself.

1.8. Reading guide

- Requirement using the words 'shall' or 'will' are mandatory minimum requirement of the LtO.
- Requirement using the word 'should' are recommended or desired requirements.
- Every requirement starts with a main part and is further operationalised with sub requirements.
- Notes contain relevant context or an explanation of the requirement.
- When requirements / norms are conflicting, the following priority sequence prevails:
 1. Compliance with rules and regulations,
 2. Safety,
 3. Health & environment,
 4. Performance & data.

2. Compliance

At Amsterdam Airport Schiphol all personnel must be able to work with pleasure, under fair and safe conditions, and in compliance with (inter)national and local laws and regulations.

2.1 Main requirement: GHSP shall have a valid IATA Safety Audit for Ground Operations (ISAGO) accreditation for the station Amsterdam Airport Schiphol.

- A GHSP shall have and provide a valid ISAGO accreditation to RSG for its relevant ground handling activities at station Amsterdam Airport Schiphol.

3. Safety

Safety in the ground handling operation is the first priority and must be ensured at all times. The ambition is zero safety accidents and a JUST-culture. The GHSP and their business operations play an essential role in realizing this ambition.

3.1 Main requirement: RSG and GHSP shall participate (based on a signed Non-Disclosure Agreement) in the Integral Safety Management System (ISMS) to improve safety performance, JUST-culture and safety promotion at AAS, meeting the joint standards set by the ISMS Safety Review Board. RSG and GHSP shall operationalise its active ISMS participation according to the following minimum requirements via:

- safety performance management on 'ISMS Airside Safety KPIs', demonstrable included in the GHSPs own Safety Management System.
- monitoring and reporting on Airside safety KPI performance. In case, KPI norms are not realised, a CAP (Corrective Action Plan) is mandatory.
- attendance of meetings, participation and realization of actions in the dedicated program 'Safe Ground Handling', including timely sharing of necessary data and information, with a minimum investment of 80% of the agreed hours, attendance and capacity/resources.

Note: monitoring and reporting on KPI performance, performance of actions, attendance at periodic meetings and events of the dedicated program 'safe ground handling' will be reported by ISMS. ISMS is an independent body, judgment and possible sanctioning (CAP) on safety performance is at RSG.

3.2 Main requirement: all GHSP personnel, working at Airside Area and/or Baggage Area, shall be able to communicate at a sufficient level in either Dutch or English to safely work in these areas (defined as level A1/A2, following the European Frame of Reference).

- GHSP shall have a training process in place to ensure that all personnel meet the languages requirement. Personnel that do not meet the language requirements shall be provided with training by the GHSP in Dutch or English.
- New GHSP personnel shall successfully acquire the language proficiency check, which is combined with the RSG Safety and Security test, applicable for orange or blue Schiphol Pass.³
- RSG shall provide proficiency checks in Dutch and English, according to required levels for speaking and reading at AAS. RSG is responsible for the implementation, operation and maintenance of a proficiency check to verify that language proficiency requirements are met.

³ This is applicable for all users with a orange or blue pass, as part of the SPL-regulations.

3.3 Main requirement: All GHSP personnel, working at Airside Area and/or Baggage Area, shall be qualified and able to demonstrate sufficient skill level for the use of RSG assets such as, but not limited to the Visual Docking Guidance System (VDGS) and Passenger Boarding Bridges (PBB).

- GHSP shall have (ISAGO certified) training processes in place assuring all relevant personnel meet the training requirements for the use of RSG assets. The relevant assets are: Visual Docking Guidance System (VDGS), Passenger Boarding Bridges (PBB), RSG owned Lifting Aids, PCA unit and fixed power unit (this list of RSG-assets is not limited and may be expanded over time).
- RSG shall make training materials available for the listed RSG assets and assure the quality and actuality of the training materials. Training material for current assets shall be available per 1/1/2024. Training material for new assets shall be available at commissioning.
- GHSP shall log all theoretical and practical training, including assessments and achievements of competence, in a timely and consistent manner. (See appendix in final version).
- GHSP shall have logging and training records available to RSG during the yearly audit. RSG shall log records of 'train the trainer' trainings.

4. Health & Environment

At Amsterdam Airport Schiphol all personnel must be able to work with pleasure, under fair and safe working conditions. Parties at AAS aim to operate as a zero emission and a zero waste airport by 2030 (part of the Sustainable Aviation Agreement, led by the Ministry of Infrastructure and Water Management (2019). Ground Handling operations play an essential role in realizing this ambition, contribute to fair working conditions and safe sustainable operations.

4.1 Main requirement: RSG and GHSP shall, together, put forth efforts to continuously improve the working environment and working conditions, as well as to provide opportunities for personnel to develop themselves.

- All parties at AAS shall manage their own occupational risks, as required by Dutch law. RSG and GHSP shall jointly mitigate occupational risks related to relationships and/or interactions between these individual parties (interfaces).
- RSG and GHSP shall share information on relevant interface occupational risks. RSG investigates and shall propose an appropriate consultation forum to discuss occupational risks.

4.2 Main requirement: RSG and GHSP shall, together, put forth efforts to reduce physical load of personnel in the Baggage- and Airside Area.

- RSG shall provide 'RSG common use' lifting aids in the Baggage Area to GHSP, that demonstrate a reduction of physical load of GHSP personnel considering relevant labor legislation, technical availability, applicable operating procedures ('safe for use') and user acceptance of GHSP ('fit for purpose').
- RSG shall provide 1 lifting aid for each Baggage Area working spot, ultimately per April 23, 2024.
- GHSP shall use available lifting aids at the Baggage Area.
- GHSP shall facilitate use of lifting aids, roller trackers (e.g. PowerStow) and other materials that make the work less heavy at the Airside Area.

4.3 Main requirement: RSG and GHSP shall collaborate on sustainable ground operations to reach zero CO2 emission in 2030 at the latest, monitored at the sustainable aviation table (duurzame luchtvaarttafel) and the coordination group ultrafine particles. All parties commit to the agreed goals and actions. To achieve the goals, the following minimum requirements are set:

- RSG shall carry out the electrification airside program (ROEV projects), using BOEV 2.0 policy (Beleid Opladvoorzieningen Elektrische Voertuigen) as a guideline. Subsequent policies shall be discussed with GHSPs.
- GHSP shall make use of emission free vehicles/materials/equipment, if available, using BOEV 2.0 policy as a guideline. Subsequent policies shall be discussed with GHSPs.
- GHSP shall share relevant information on their vehicle fleet, replacement schedule and specify their required electrical power capacity demands to RSG.

5. Performance management & data

The purpose is to jointly improve the operational performance and quality of service at AAS. The ambition is to be clear about the required (minimal) operational performance at AAS.

5.1 Main requirement: RSG, Airlines and GHSP shall manage ground handling performance, contributing to integral airport performance and airport capacity. RSG, Airlines and GHSP shall operationalise performance management, considering operational dependencies of all parties, according to the following:

- RSG, Airlines (representative group of airlines) and GHSP (one representative for all generic ground handlers) collaborate in a Performance Review Board (PRB) on strategic level. A Terms of Reference ("ToR") describes the governance of the PRB and the procedural rules and safeguards on how to set the norms. As this is a joint learning process, the implementation of joint performance management will take place with due consideration. The pace of the development of KPIs takes into account the time needed by GHSP to implement these KPI's.
- The PRB comes to a definition of KPIs, performance norms, steer and improve on performance and solve issues. The PRB has no commercial objective, nor interest in the contractual relationship between airlines and GHSPs. Norm setting is based on 2023 performance- and setting minimum quality standards for the operation of the airport as a whole. A gradual approach will be taken. In case performance improvement is lagging in 2024, an improvement action plan is required.
- RSG shall provide performance information, based on the AAS operating model and associated data. All parties shall jointly execute the performance management cycle (plan-do-check-act) on selected performance KPIs. GHSPs are informed on their performance on a quarterly basis. GHSPs and RSG can take joint action improving the performance. The analysis and improvement actions will consider all relevant factors (not GHSP performance only).
- The following KPIs for minimum quality standards will be proposed to the PRB. The norms will be defined by the PRB before January 2024, according the governance and procedural rules of the ToR.
 - Airside – TOBT Adherence performance is the percentage of flights without a TOBT change in the final 10 minutes before the final TOBT. (RSG shall use delay codes and deep turn data to verify the contribution of GHSP in analysis and evaluation of TOBT adherence).
 - Baggage - Reclaim Performance (BRP) is the time between the AIBT (Actual In Block Time) and the unloading of the last baggage on the arrival unloading dock (LABAG), considering that norm setting and steering does not increase identified occupational risks or reduce the use of lifting aids.
 - Passenger - Check-in Desk Utilization is the actual number of desk hours divided by the number of planned desk hours per handler.
- RSG and GHSP shall inform each other in case of issues or circumstances that may lead to an inability to meet its obligations, including not meeting the agreed performance norms.
- RSG and GHSP shall inform each other on critical risks and corresponding mitigations impacting the overall performance of the upcoming season (IATA summer or winter), including a quantification of resource planning.

Note: in case of conflicting norms the following priority is applicable: compliance, safety, health & environment, performance & data (see paragraph 1.8 definitions).

5.2 Main requirement: RSG and GHSP shall participate and contribute in the Airport Operation Centre (APOC) to jointly manage overall airport capacity. The APOC focuses on day-to-day performance-based operations, participation in the briefing improves sector collaboration and alignment.

- The representatives (RSG or GHSP) shall daily participate in the APOC briefing sessions during the morning and should participate in the afternoon briefing, on each day of the week. APOC shares participation registers with RSG. In case a representative is unable to join for the morning meeting, the following APOC procedure applies:
 - The representative shall promptly send their inputs, updates, or feedback via email to the designated APOC contact person or the relevant team responsible for the briefing sessions.
 - The email should clearly indicate the subject, date, and specific sections or topics to which the input pertains. Additionally, it should state that the input is being provided due to the GHSP representative's inability to physically attend the morning briefing.
 - The representative is encouraged to provide detailed explanations, recommendations, or any relevant attachments that support their input.
 - It is advisable to follow up with the APOC contact person to ensure the email has been received and to address any questions or seek clarifications if needed.
- The representatives should have a sufficient mandate to attend meetings and to take any required operational decisions. .
- The representatives shall provide the required data for APOC on a daily basis, utilizing the IRIS and CISS platforms, to support the capacity performance tools.
 - If the IRIS platform is available, the GHSP representative shall log in to the tool and access the appropriate section or channel where AOP (Airport Operational Plan) updates are being discussed. Within the "IRIS" platform, the GHSP representative shall post their input, ensuring it is clearly visible to the relevant stakeholders.

Note: It is essential to label or tag the input appropriately to facilitate easy identification and accessibility by the APOC team and other participants.

- The GHSP should make all efforts to adhere to the requirements mentioned above. However, in the event that the GHSP encounters difficulties in meeting these requirements despite making all reasonable efforts, the APOC shall provide necessary support. The GHSP is responsible for notifying the APOC when support is required.

Note: APOC enhances mutual data, information insight and collaboration over the total airport operation. By sharing data and information for performance improvement, all parties benefit.

5.3 Main requirement: GHSP shall participate and contribute to Airport Collaborative Decision Making (A-CDM / CDM) with the aim to optimize the turnaround process to assure the best possible coordination of resources and to make sure that the capacities of the runways and European Network are fully utilized.

- GHSP shall provide the necessary A-CDM information for each flight in CISS (or its successor).
- RSG shall facilitate this process by granting access to, and maintaining the A-CDM system to meet the current needs, as well as providing training/guidance material which meets the minimum knowledge standards to execute A-CDM procedures properly.
- GHSP shall assure that relevant functions/officers within a GHSP have completed the A-CDM training, offered by RSG (see appendix 3).

Note: The responsibility for updating A-CDM information is often delegated by the airline to GHSP. If this is the case, the airline and GHSP should make agreements on how the data/information is processed, how performance is monitored and improved.

5.4 Main requirement: RSG is dependent on the delivery of correct and timely data by Airlines and GHSPs. The quality of this data is conditional to increase integral airport performance, planning reliability and allocation of operational capacity. Airlines are the primary source of data.

- RSG shall provide a flight information specification that includes an overview of required data and its timelines, including (at least) minimum turnaround-, flight schedule- and flight data and time, and shall discuss this with GHSP.
- RSG shall investigate current data quality / data delivery of Airlines, on behalf of GHSP and report this at performance management board
- In case GHSP is unable to provide required data, it should inform RSG to take joint action towards relevant Airlines.

Note: RSG shall formalize the flight information specification before 1-1-2024.

6. Supervision

The ambition is to improve the performance of ground handling at AAS, together with the GHSP, by aligning and checking on a frequent basis, following the seasonal planning. This chapter describes how the LtO requirements are monitored and how supervision takes place.

6.1

The monitoring of compliance with the LtO by RSG will be embedded in existing controls (such as operational oversight, safety reporting systems, committees, and other meetings) as much as possible.

- The monitoring consists of a formal yearly audit by RSG and a quarterly performance analysis of the performance of RSG and GHSPs. RSG may hire an external audit party for support.
- The frequency of assessing performance differs per LtO item as indicated in the table below. Only 'shall' requirements are within the scope of the quarterly performance analysis.
- The findings of the assessment lead to a conclusion whether or not the GHSP is in compliance with this LtO.
- RSG commissions an external party to review the effectiveness of the License to Operate, researching if the desired results are realized and/or the system can be improved. This takes place after the first effective year (Q1 2025).

6.2

RSG reserves the right to carry out periodic inspections by using desk audits and site visits with the GHSP on requirements in the LtO. The GHSP is obliged to fully cooperate with these audits, frequency in line with the table below.

RSG shall respect IATA ISAGO accreditation and shall only conduct audits to assess the GHSP's level of conformity with this LtO on those standards that have not already been assessed in ISAGO audits.

Subject	LtO Item	Summary	Means of verification	Assessment Frequency	Conformance
Compliance	2.1	ISAGO certificate	ISAGO Certificate	Every 24 months	Yes/No
Safety	3.1a	ISMS – Safety performance management	RSG audit or external audit	Every 12 months	Yes/No
	3.1b	ISMS – Airside safety KPIs	Airside safety KPIs	Every 3 months	Yes/No
	3.1c	ISMS – dedicated program	Participation meetings Participation dedicated program Timely sharing data Incident investigation	Every 3 months	Yes/No
	3.2	Languages requirements	RSG audit or external audit	Every 12 months	Yes/No
	3.3	Training RSG assets	RSG audit or external audit	Every 12 months	Yes/No
Health & Environment	4.1	Occupational risks	Actualisation and follow-up on forum (tbd)	Every 12 months	Yes/No
	4.2	Heavy lifting	Audits / incident analysis Site-visits	Every 3 months Bi weekly	Yes/No
	4.3	Sustainability	RSG audit or external audit	Every 12 months	Yes/No
Performance and data	5.1	Performance management	Performance information in Ground Handling	Every 3 months	Yes/No
	5.2	APOC Airport briefing	APOC briefing attendance	Every 3 months	Yes/No
	5.3	A-CDM training qualifications	RSG audit or external audit	Every 12 months	Yes/No
	5.4	Data input & quality	RSG data analyses on CISS	Every 3 months	Not applicable

6.3

Every year, RSG shall prepare an audit planning, which is managed together with the GSHP during the year. The audit process includes the following steps: formal notice of objective, scope and planning; kick-off session, initial feedback of findings and observations, review by the GHSP, delivery of final report.

The IATA ISAGO Certificate shall be available at the request of RSG for the purpose of demonstrating regulatory compliance. On request of the GHSP, IATA will provide the IATA ISAGO Audit Report to

RSG, with a confidentiality clause either in a specific agreement or as part of the report itself. ISAGO audit reports are confidential and may only be used for improving the GHSP performance, and are not shared with any other third party, unless both the involved GHSP and RSG agree otherwise.

6.4

Through the means of verification mentioned in section 6.1, RSG may conclude that compliance is (in)sufficient. The qualification "insufficient" means that the standards of this LtO are not achieved, and that follow up actions are needed (section 6.5). In addition, RSG can make observations where the performance with regard to the LtO requirements could be improved. If the terms and conditions of this LtO are met, the GHSPs will receive a (positive) confirmation letter from RSG stating that its compliance with the LtO is "sufficient". Any recommendations for improvement will be explained in a personal and bilateral meeting with the GHSP.

6.5

Whenever the assessment of a standard as specified in section 6.1 is marked as insufficient, the GHSP is required to develop a Corrective Action Plan (CAP). Each corrective action will contain:

- (1) all details needed to address all aspects of the non-conformity; and
- (2) a description of how the GHSP shall establish that corrective action(s) result in conformance with the LtO standard.

The plan must be presented to RSG within 30 days after the notification of non-conformity. The GHSP shall establish the corrective action plan and submit it for acceptance by RSG.

Improvements need to be visible within a reasonable period as described in the CAP, taking a maximum of 3 months after acceptance of the CAP as a guideline.

6.6

The GHSP shall record the evidence (such as documents, records, inspection reports) of the action taken, and submit the information for acceptance by RSG. RSG shall examine all details of the action taken, verifying that the CAP has been implemented and that conformity has been achieved.

The outcome of the verification of implementation of the CAP can either be sufficient or insufficient.

- 1) In case the verification of the CAP results in a conformity and/or the agreed improvement, the GHSP will receive a formal notification of improvement from RSG to GHSP. With this letter the action will be closed.
- 2) In case the non-conformity is not solved as described in the CAP, the following process takes place:
 - A. Formal notification from RSG to GHSP. This letter can be shared with the headquarters of the GHSP.
 - B. The GHSP is required to improve the CAP within 30 days. The CAP is presented by a C-level company-member towards the Director Airport Operations and Aviation Partnerships from RSG and must be submitted for acceptance by RSG.
 - C. The GHSP might be required to have a triangular conversation between GHSP/ RSG / Airline (if required on a periodic basis).

6.7

Upon completion of an improved CAP, RSG shall examine all details of the action taken, verifying that the improved CAP has been implemented and that conformity has been achieved.

The outcome of the verification of the improved CAP can either be sufficient or insufficient.

- 1) In case the verification of the improved CAP results in a conformity and/or the agreed improvement, the GHSP will receive a formal notification of improvement from RSG to the GHSP. With this letter the action will be closed.
- 2) In case the non-conformity is not solved as described in the improved CAP, the following process takes place:
 - A. Ultimate warning letter will be sent from RSG to GHSP. This letter is shared with the headquarters of the GHSP and/or the airline involved.
 - B. The GHSP will develop a final improvement plan within 30 days, including an ultimate date for improvement (taking maximum of 3 months as a guideline). The CAP is presented by a C-level headquarter company-member towards the COO of RSG and must be submitted for acceptance by RSG. Upon completion of the CAP, RSG shall examine all details of the action taken, verifying that the final improvement plan has been implemented and that conformity has been achieved.
 - C. In case the ultimate deadline expires, or in case that the final improvement plan was assessed as insufficient, RSG can impose a sanction on the basis of Article 14, paragraph 1 of the Schiphol regulations. RSG can temporarily or permanently withdraw this LtO which effectively means that a sanction to temporarily or permanently halt operations, suspending or stopping an activity, or any other sanction on that same basis RSG considers suitable given the facts and circumstances of the non-conformity. The Ministry of Infrastructure and Water Management will be informed on the lagging performance and the sanction(s) RSG imposed.

Appendix 1 - Definitions

In this document, unless the context otherwise requires, the following words and abbreviations have the meanings assigned to them in this appendix:

Amsterdam Airport Schiphol (AAS)	The area defined in Appendix 1 of the Airport classification decision (Luchthaveninddelingsbesluit).
Airline	Each of the airline(s) or aircraft operators defined as the contractor(s) of GHSP services in the Agreement as hereinafter defined.
Airside Area	The part of the airport area that is used for the landing, take-off, taxiing, towing, parking, and handling of aircraft, including service roads and related other paved and unpaved parts, and for which a specific authorization on the Schiphol Pass or a Crew ID is required.
Airport Operator	The public limited company Royal Schiphol Group N.V. and group entities.
Airport Operating Center (APOC)	Airport Operations Centre (APOC) concept providing airports with the means to integrate more efficiently into the European network in a collaborative approach that involves all actors (airport operators, airport coordinators, airlines, air navigation service providers), operating at each airport in a harmonised approach.
Baggage Area	An area designated by the Airport Operator for baggage handling.
Baggage Area working spot	A working spot is an individual place where a person can perform work. It may be that one location consists of multiple workstations (as with carousels).
BOEV 2.0	Beleid Oplaadvoorzieningen Elektrische Voertuigen
Corrective Action Plan (CAP)	A corrective action plan is a step-by-step plan of action, which is developed to achieve targeted outcomes for resolution.
Collaborative Decision Making (CDM)	The aim of which is to handle air traffic at AASL as efficiently as possible in collaboration with all parties involved.
CISS	The Central Information System Schiphol.
EASA	European Union Aviation Safety Agency.
Ground handling services	According to Regulation (EU) 2018/1139: Ground handling service means any service provided at aerodromes comprising safety-related activities in the areas of ground supervision, flight dispatch and load control, passenger handling, baggage handling, freight and mail handling, apron handling of aircraft, aircraft services, fuel and oil handling, and loading of catering; including the case where aircraft Airport Operators provide those ground handling services to themselves (self-handling). For the purpose of this LtO, cargo transport is considered as ramp handling.
Ground Handling Service Provider (GHSP)	Undertaking providing ground handling services mentioned in the Annex to Council Directive 96/67/EC of 15 October 1996 on access to the ground handling market at Community airports.
GH- PRB	Ground Handling Performance Review Board
Ground Service Equipment (GSE)	Equipment employed by the GHSP at the airport for the purposes of providing Ground Handling Services to the airline.
IATA	International Air Transport Association.
ICAO	International Civil Aviation Organisation.
ISAGO	IATA Safety Audit Ground Operations.
ISMS	Integral Safety Management System
Loading Units (LUs)	Carts to carry baggage.
License to Operate (LtO)	The acknowledgment of RSG that the conditions of this document have been met at that time, or – for the implementation period – as an intention of the GHSP to comply with these conditions
Materials	Equipment owned by GHSP's or RSG that are not GSE.
OD pax	Origin and destination passenger.
Ramp	A part of an airport intended for aircraft parking and handling for the purpose of the boarding and disembarkation of passengers, loading and unloading of mail and cargo, refuelling and performing maintenance work.
ROEV	Realisatie Oplaadvoorzieningen Elektrische Voertuigen
RSG	Royal Schiphol Group N.V. – the Airport Operator
Single Service Ground Handler	A ground handler delivering only one service at the Airport, such as Axxicom.
Vehicles	All articulated and rigid motorised and non-motorised vehicles, with the exception of those intended to run on rails, but including all drivable and towable wheeled equipment, whether motorised or not, that is used to assist in aircraft or passenger handling.
VDGS	Visual docking guidance system – an aircraft parking system.
Zero emission	No longer emission of CO ₂ , nitrogen oxides (NO _x) or particulates. This means no fossil fuels or natural gas usage.

Appendix 2 - RSG assets and relevant training materials

RSG will provide an overview of all relevant RSG assets and Schipol specific procedures, including the type of training materials (manual, e-learning, train the trainer etc) and frequency of offering. Overview to be included before 1/1/2024 (in collaboration with GHSPs).

Appendix 3 - Training records

RSG and GHSP shall record their training with (at least) the following items:

- Trainee name
- Trainee function
- Subject/Title of Training
- Required pass mark or percentage
- Actual test mark or percentage achieved as evidence that competence is achieved
- Date of training
- Name and signature of trainer/assessor (when paper based) or have an electronic acknowledgement (in the case of computer based training).