

SUCCESS TAKES A TEAM



ACTIVITY REPORT 2025

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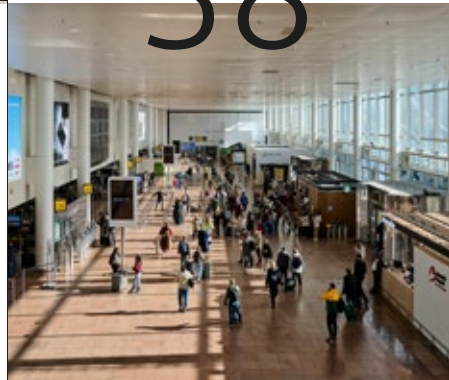
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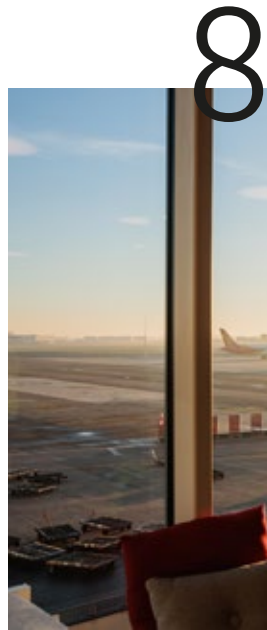
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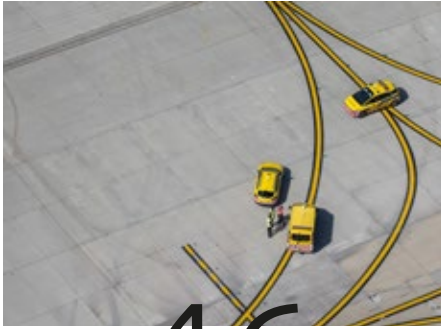


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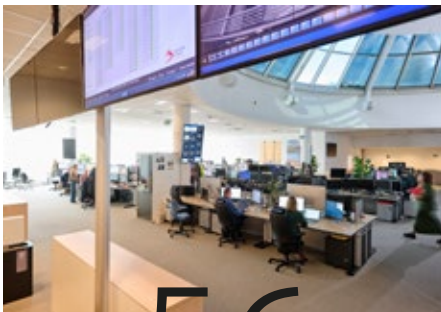
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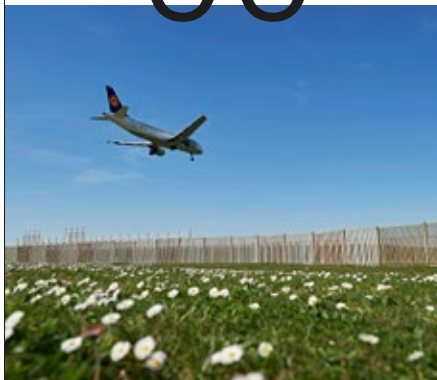
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About this report

Inspired by the feel of an in-flight magazine, this annual report takes you through the key moments and activities of our airport. Along the way, you'll discover a selection of advertising-style stories that highlight the "Belgitude" of our airport, illustrating the diversity and identity of Belgian culture.





The Headlines Only Tell Part of the Story

From my office, I have a front-row seat overlooking the airfield at Brussels Airport. I see ground crews working in all weather conditions, preparing aircraft for departure and ensuring that every movement happens safely and on time. That daily rhythm never stops. And yet, it can also come to a standstill in an instant.

Disruption is no longer the exception. The environment around us keeps changing, often in unpredictable ways. From security threats and pandemics to geopolitical tensions that impact supply chains and energy markets. And disruption is never abstract for an airport. National strikes can ground flights. A cyberattack at an external service provider can suddenly take critical systems offline. Drone sightings can force airspace closures. These moments are felt immediately by passengers, partners and colleagues, and beyond the airport itself, by an entire country on the move.

These are also the moments that make headlines. But they rarely capture what really matters. What stays with me is how all the teams respond. Behind every cancelled flight, there are people making decisions under pressure. Colleagues guiding families. Crisis teams coordinating day and night. Airlines, handlers, partners and public services adapting to unforeseen circumstances.

Thanks to that collective effort, Brussels Airport keeps connecting Belgium to the world, despite those disruptions. In 2025, we welcomed 24.4 million passengers and handled around 800,000 tonnes of cargo. We strengthened our position as a leading pharma and life sciences hub and as a key gateway for trade and mobility.

This activity report looks back at those moments, and how they shape our future. 2025 was a year of building. We opened Brucargo Central, a new state-of-the-art cargo hub. We continued to grow our destination network, and we launched Hub 3.0, our next major wave of investment to prepare Brussels Airport for the decades ahead. From 2026 onwards, passengers will already start seeing concrete changes, step by step, zone by zone.

When I look at the tarmac and see aircraft lining up for departure, I feel pride and confidence. The headlines do not tell the whole story. The real story is about people, teamwork and ambition. Success takes a team.

Arnaud Feist
CEO, Brussels Airport

“Disruptions make headlines. But the real story is about people, teamwork and ambition. Success takes a team.”

A Leading Economic Hub for Belgium



From early morning departures to late-night arrivals, Brussels Airport links Belgium to over 200 destinations worldwide. For a small, export-driven economy like Belgium, that connectivity is crucial. Three business leaders explain why Brussels Airport is a powerful force for connecting people, businesses and communities.



Olivier Jankovec
Director General of
ACI EUROPE

The impact of Brussels Airport reaches far beyond its runways. Every job created on site supports many more across the wider economy, from logistics and catering to consultancy and real estate.

“The airport’s strength goes beyond sheer volume,” says Olivier Jankovec, Director General of ACI EUROPE, which represents over 500 airports across the continent. “Airports and air connectivity are uniquely productive as they support and underpin other branches of the economy. Brussels Airport’s cargo activities, for instance, have built a strong reputation as a pharma hub, especially in the handling of temperature-sensitive medicines and vaccines. It’s a concrete example of a broader reality: each 10% of direct air connectivity automatically generates +0.5% in GDP per capita and +1.6% in jobs.”

“THE AIRPORT IS JUST AS IMPORTANT FOR DAILY MOBILITY AS IT IS FOR GLOBAL CONNECTIONS.”

Meanwhile, the area around the airport is transforming into an international business district in its own right. Companies like Microsoft and KPMG are attracted to the site, thanks to its connectivity and strategic location. This growing concentration of businesses further strengthens the region’s appeal as a place to invest, innovate and work.

“Brussels Airport is one of the most important economic gateways for Flanders and places us at the heart of the European economy,” says Frank Beckx, CEO of VOKA, Flanders’ Chamber of Commerce and Industry. “Tourism, business aviation and cargo are all performing strongly. Our companies rely on the airport, not only as an aviation hub, but increasingly as a well-connected international business centre with offices and conference facilities.”

If current growth trends persist, employment linked to the airport could grow considerably over the coming decade. “Policy decisions will be decisive,” says Olivier. “Without a strategic understanding on aviation’s key role, they may temper growth. More structural reductions in traffic could have far-reaching consequences, shrinking the ecosystem and affecting jobs, investment and Belgium’s competitive position in Europe.”

And the importance of Brussels Airport is not only economic. Belgium is home to international institutions such as NATO and the European Union, as well as many corporate headquarters.

“As a city with the ambition to be the capital of democracy, it needs to stay closely connected to other capitals around the world,” says Thierry Geerts, CEO of BECI, the Brussels Chamber of Commerce. “At the same time, local connectivity matters just as much. Thanks to a dense public transport network, the airport is deeply integrated into the city and the wider region. In fact, more buses run between the airport and Brussels than planes take off.”



Thierry Geerts
CEO, BECI

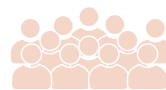


Frank Beckx
CEO, VOKA

BRUSSELS AIRPORT’S CONTRIBUTION TO BELGIAN PROSPERITY



€8.8 billion
in added value
annually



64,000
direct and
indirect jobs



357
companies on
the airport site

Connecting Belgium to the World





Imagine Brussels Airport as a crossroads where people, ideas and goods come together. Our location in the heart of Europe makes us a gateway to exciting places far beyond Belgian borders. We continuously build on this position by adding new destinations, welcoming new airlines, and maintaining strong partnerships with our existing airline community.

As our intermodal hub grows, the airport is bringing different modes of transport together, creating even more ways for travellers and businesses to connect with the world. Every new link creates new opportunities, and we are already taking the next steps to further expand our global network.



The Making of a New Route

New routes do not appear overnight. They are developed through research, teamwork and smart decisions that turn potential into real connections. Behind every destination lies a careful process of analysing markets and bringing partners together. Developing new routes keeps Belgium linked to the world, opening doors for people, businesses and communities.



Before a route takes off

A new route may look simple on a map, but behind it lies years of preparatory work. Route development starts with understanding how people and goods move between Belgium and the rest of the world. To assess whether there's genuine demand, we study travel patterns, analyse data and explore emerging trends.

Sometimes travellers are already flying to a region, but by connecting through other airports because Brussels Airport doesn't yet offer a direct service. In those cases, our goal is to understand long-term demand and lay the groundwork for a future direct connection.

But demand alone isn't enough. A new route needs balanced traffic in both directions, and cargo plays an important role in making long-haul operations sustainable. High-value goods help airlines fill the hold and keep flights profitable throughout the year. Only when those elements align can a new connection take shape.

Putting Belgium on the map

Brussels Airport has one major advantage that few airports can match: its central position in Europe. From here, travellers can quickly reach a strong network by plane, while shorter journeys within Belgium or to neighbouring countries can easily be continued by train or bus. Being able to step straight from a plane onto a train or bus at the airport gives travellers more choice and offers airlines a flexible, sustainable way to connect their passengers to the wider region. This intermodal strength is becoming one of Brussels Airport's most important assets.

Standing out internationally also means telling a clear and unified story about Belgium. That is why Brussels Airport created Hello Belgium, →



a platform that brings the country's regions and attractions together in a shared identity. Instead of separate promotional initiatives abroad, Hello Belgium showcases Belgium as a unified travel destination. For airlines exploring new opportunities, this makes the country easier to understand.

But visibility alone isn't enough. Route development is a team effort that reaches far beyond the airport grounds. Tourism bodies, embassies, political partners and Belgian companies all play a role. Businesses with offices abroad often show direct interest in new routes, proving to airlines that demand is real. Travel agents, still highly influential in Belgium, provide first-hand insight into what passengers are looking for, helping airlines shape their offer for the local market.

By combining its central location, strong intermodal connections, unified destination story and close partnerships across the country, Brussels Airport positions itself not only as the gateway to Belgium, but as a smart, connected hub in the heart of Europe. This mix of geography, collaboration and strategic communication helps the airport attract new routes and keep growing its network over the long term.



A NEW GATEWAY TO SOUTH AMERICA

For the first time in 25 years, Brussels Airport has a direct passenger flight to South America. LATAM Airlines' new route to São Paulo opens up a whole continent, supported by strong demand, a growing Brazilian community in Belgium and many Belgian companies active in the region. São Paulo connects far beyond Brazil, strengthening trade links across South America and creating new opportunities for travellers and businesses alike.



“A smooth departure is the result of preparation, teamwork and love for the job.”

Nele De Kunst
Station Manager, Cathay Pacific

What does your job involve?

As Station Manager, I'm responsible for Cathay Pacific's entire ground and flight-related operation at Brussels Airport. I start early to prepare for the arrival of the plane. I brief the team, ensure check-in runs smoothly and oversee safety and cabin readiness. In short, I make sure everything is set for a smooth, safe and on-time departure back to Hong Kong.

Why is the collaboration with Brussels Airport so important?

A smooth departure doesn't just happen on its own. All day long, I work closely with different operational teams at Brussels Airport so that every step is prepared the right way. Only by planning together, solving issues quickly and staying aligned, can our flight take off as planned.

Why do you enjoy working here?

My favourite moment is just before departure, when the aircraft is pushed back. I love joining the team outside and giving the pilots the final go before they leave. A smooth departure is never a coincidence. It's the result of preparation, teamwork and love for the job.



Brussels Airport links Belgium with more than 200 destinations worldwide. Behind every connection is teamwork across the airport, keeping our country connected day after day.

A GROWING GLOBAL NETWORK



Regions	Passenger destinations (passenger flights, including cargo in the hold)	Cargo-only destinations (freighter flights, no passengers)
Europe	104	27
Africa	41	7
Middle East	16	6
Asia	8	10
North America	7	5
South America	0	7
Total*	176	62

* Some destinations are served by both passenger and cargo-only flights and therefore appear in both columns.



EUROPE

131

Gdansk
Poland

Oviedo
Spain

18

ASIA

Chengdu
China

22

MIDDLE
EAST

48

AFRICA

Kilimanjaro
Tanzania

NEW DESTINATIONS 2026

1. Halifax, Canada
2. São Paulo, Brazil
3. Oviedo, Spain
4. Gdansk, Poland
5. Kilimanjaro, Tanzania
6. Chengdu, China



5x Airline Celebrations

Airlines are more than the aircraft they fly or the destinations they offer. They are trusted partners who help shape how Brussels Airport connects Belgium to the world. Built on confidence and long-standing cooperation, these partnerships are ones we are proud to celebrate.

1

DHL, POWERING EXPRESS LOGISTICS

Since 1985, DHL has been a cornerstone of cargo operations at Brussels Airport. With a long-standing presence in Belgium, the company specialises in time-critical shipments and express services. Its continued innovation reflects a shared commitment to connectivity, efficiency and global reach.



2

ANA, KEEPING TOKYO CONNECTED

Since 2015, All Nippon Airways (ANA) has linked Brussels Airport directly to Tokyo, carrying over 550,000 passengers since its inaugural flight. Over the years, ANA has shown strong commitment and resilience by maintaining this direct connection, even during periods of global travel restrictions, when passenger flights were temporarily converted into cargo operations to transport medical supplies and vaccines.



15

AIR ARABIA, BRINGING COMMUNITIES CLOSER

For 15 years, Air Arabia has been a key partner for Brussels Airport, serving Belgium's diverse communities through its connections with multiple destinations in Morocco. The airline plays a vital role for passengers visiting friends and relatives abroad, strengthening personal, cultural and social ties between Belgium and Morocco.

3

4 ETIHAD AIRWAYS, EXPANDING GLOBAL HORIZONS

For 20 years, Etihad Airways has linked Brussels Airport via Abu Dhabi to destinations far beyond. As a premium airline with a global network, Etihad Airways has helped strengthen Belgium's link with South East Asia and Oceania, reinforcing Brussels Airport's role as a gateway to longhaul travel and global connectivity.

20



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5 ROYAL AIR MAROC CARGO, MOVING ESSENTIAL GOODS

For 35 years, Royal Air Maroc Cargo has served as a vital bridge between Brussels, Casablanca and markets across Africa. From medicines to fresh produce, the airline plays a key role in moving essential goods. Its long-standing presence reflects reliability and a mutual drive to keep trade flowing and connections strong between continents.

At Brussels Airport, cargo is about much more than volume. With the ambition to be Europe's preferred cargo hub, we focus on reliability, expertise and care. Every day a wide variety of goods move through our cargo zone, from life saving medicines and fresh produce to e-commerce goods and live animals. This diversity not only defines our role but also strengthens our resilience as markets evolve.

To remain the hub of choice, we pursue operational excellence: staying connected with the world and moving goods quickly and efficiently, without ever compromising on quality. Innovation, digital tools and a united cargo community help us stay one step ahead. And because cargo depends on more than air connectivity alone, we are investing in modern, more sustainable logistics facilities to support future growth.



Building the Future of Cargo



Moving Life-Saving Cargo, Today and Tomorrow

Brussels Airport is where many life-changing journeys take flight. Here, in one of Europe's leading medical research regions, medicines, therapies and other sensitive life-science products arrive from nearby labs and production sites before being shipped across the world. Backed by Europe's largest cluster of temperature-controlled warehouses and expert teams on site, every shipment continues its journey under optimal conditions.



Built for time-critical cargo

Minutes after leaving the lab, a sealed box with medicines, blood samples or diagnostic kits reaches the cargo zone of Brussels Airport. The short distance from the development and manufacturing site to the runway is a real advantage for these time-sensitive items. And that's exactly where we make the difference.

Speed only matters if quality keeps pace. Our cargo community brings together the world's largest concentration of companies trained and certified to handle medicines safely and at the right temperature. Each company works in the same way, follows the same procedures and carries out necessary checks. This shared approach makes every handover smooth and reliable.

At our airport, pharma and life sciences make the headlines of our cargo story. In this sector, Brussels Airport handles more than four times the European average. Our investments, expertise and consistent quality make us the trusted choice, especially when timing and temperature leave no room for error. And because the most critical minutes often fall between warehouse and aircraft, dedicated airside solutions keep products within the required temperature range all the way to loading, protecting their integrity at every step.

Planning for growth

To keep up with growing volumes, we are improving the cargo area's primary processing zone, where the highest flows of goods pass through. Even the smallest changes can make a big difference. In the coming years, we will continue to innovate by fine-tuning flows, simplifying routes and digitising handovers to handle more cargo with even less friction. This gives our partners the space and predictability they need to grow with confidence.

Across the cargo zone, more than a hundred companies work side by side: airlines, forwarders, ground handlers,

truckers and many others. Together, they form a close-knit ecosystem with short communication lines and a shared way of working. When volumes rise or timelines tighten, proximity and coordination keep flows steady and reliable.



Brucargo Central

To sustain this way of working and support growth, the cargo zone is undergoing a major redevelopment. Older warehouses are being replaced by modern, future-proof facilities. At the heart of this sits Brucargo Central: an 83,500 m² site with three state-of-the-art buildings designed to meet the needs of our long-term partners. By rethinking the existing footprint, the project creates more usable warehouse capacity than before. With additional temperature-controlled space, total cool-chain capacity in the cargo zone now reaches 45,000 m², the largest in Europe. Built to BREEAM Excellent standards, these buildings combine performance with sustainability.

Shipments then go to the best-suited carrier. Many are small enough to travel in the belly of passenger aircraft, which offer frequent flights and global reach. Larger volumes and peak waves move via dedicated freighters and express services. Whatever the route, the goal is the same: minimise time, maximise product integrity.



BREEAM EXCELLENT, IN A NUTSHELL

All new buildings at Brussels Airport are developed to BREEAM Excellent standards. This leading sustainability benchmark covers every stage of the building process, from design and construction to operation. In practice, that means fossil-free energy, smart water use, good indoor air quality, natural light and responsible materials. The result is a building that not only uses less, but also feels better and is made to last.



“The patient determines the logistics, not the other way around.”

Some breakthroughs in modern medicine aren't made by scientists alone. They also depend on the dedicated people who ensure that life-saving therapies can travel swiftly and safely across the world. With a groundbreaking project in transporting precision therapies, Brussels Airport is helping build a future where tailor-made treatments reach the patients who need them most. Isabelle, who coordinates the Precision Therapy Logistics Gateway project, and Frank, Secretary General at Pharma.Aero, explain how.

← **Frank Van Gelder:**
Secretary-General at Pharma.Aero, a global collaboration platform focused on advancing air cargo logistics for pharmaceutical and life-science products.

Isabelle François:
Project Coordinator, Precision Therapy Logistics Gateway

Why is the project important for healthcare today?

Isabelle: Certain blood cancers require highly innovative, personalised therapies. These treatments travel from the hospital to a specialised pharmaceutical facility, where they are produced uniquely for one patient, and then back again. This journey is highly time-sensitive and logistically complex. We aim to optimise this process so patients receive their therapy at the right moment and under the right conditions. Much of this transport happens by air because speed is essential.

Frank: Healthcare is shifting from standardised treatments to cell- and gene-based therapies. These advanced treatments often use a patient's own cells to fight the disease. When each therapy is designed for just one person, logistics must also adapt. This project prepares the aviation and logistics sector for a completely new way of working.

Why is this needed now, and how did the project begin?

Frank: We saw a surge in clinical trials for these therapies and realised that once commercialised, the existing logistics chain would not be up to the task. Pharma.Aero began studying the challenges, as no logistics model existed for this type of treatment. At that point, core partners stepped in: at.las, an ecosystem for cell and gene therapy, brings deep domain expertise, while Air Cargo Belgium contributes its network and strength in writing operational procedures.

Isabelle: To move from analysis to real world implementation, we rely on the strength of a broad consortium of partners with biotech expertise and logistics knowledge. And to make this project financially feasible, we receive essential support from POM Antwerp, the economic development agency of the Province of Antwerp, and the Province of Flemish Brabant.

How did Brussels Airport become involved?

Frank: Brussels Airport is a recognised global hub for pharmaceutical transport. It's the natural place to develop and test a logistics model for these therapies. The truth is →



→ simple: this didn't exist anywhere. Brussels Airport stepped in while the world was still figuring out what would be needed.

How is this different from traditional pharma transport?

Isabelle: This is not palletised cargo. These are small, individual boxes, each tied to a single patient. They may move from A to B, back to A, or on to C. They require controlled temperatures, rapid handovers and absolute traceability. Often, they must return to the same patient, which adds a layer of complexity. It is fully tailor-made. The patient determines the logistics, not the other way around.

What infrastructure does this require?

Isabelle: We need secure spaces where these urgent shipments can be screened and held safely for short periods. But infrastructure is only half the story. People handling these shipments must understand the life-saving impact of what they hold and react instantly when temperatures change. And because the return journey matters just as much, we need experts who can train other airports so that the entire chain meets the same standards.

Frank: We also need an advanced end-to-end tracking system. We must follow each shipment at every step so nothing goes missing and we can act immediately. And because precision therapies are being developed worldwide, the network must become global.

Do people need a pharmaceutical background to handle these shipments?

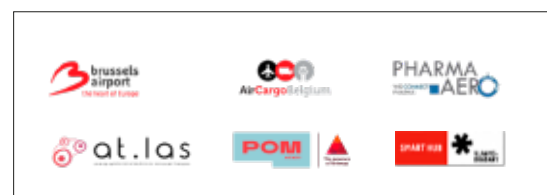
Frank: Not necessarily. A logistics expert can learn what makes these therapies unique, and someone

with a scientific background can learn the operational side. What matters is understanding that traditional cargo processes don't apply here and that lives are at stake. These shipments move fast and require precision. Building this new model will even create new jobs, especially in training.

What makes this project unique, and what would define its success?

Isabelle: Success means a global network of airports trained and certified to handle these therapies. It's not enough for Brussels Airport to get everything right. The receiving airport must meet the same standards. If we ensure reliable packaging and robust digital tracking from start to finish, we can guarantee global consistency. Only then will the project truly deliver on its promise.

Frank: For the first time, logistics directly determines whether a treatment works. Once a therapy is activated, it must reach the patient. If not, valuable time is lost and the patient may lose their chance. That human responsibility is what makes this project so important.





The World's Biggest Chocolate Shop



850 tonnes. That's how much chocolate is sold at Brussels Airport every year. That is an average of 1.5 kilograms every minute, making Brussels Airport the biggest chocolate shop in the world. Grab your pralines and fly home with a piece of Belgium in your bag.

Since its opening in 2020, the Animal Care & Inspection Centre has grown into a trusted hub behind the busy cargo zone. Here, animals prepare for take-off or continue their journey by road after touchdown. From family pets to rare and delicate species, each receives attentive care before moving on. With dedicated teams and thoughtfully designed spaces, the centre ensures every animal travels safely onward and with respect for its wellbeing.

ANIMALS

Figures 2020-2025

5,500
dogs



800
cats



3 giant
pandas

going from Pairs
Daiza back to China



ON

2 snow
leopards



Upwards of
1,600
horses



THE

489 alpacas

arriving all at once from Chile. After inspection and rest, they continued their journey to the Netherlands



3 rescued
serval cats

returned to their natural habitat in South Africa



3 golden
snub-nosed
monkeys

heading to Pairs Daiza, marking the species' first appearance outside China



MOVE

Total > **10,000**
mammals

“Brussels Airport feels like a second home.”

Roeland Van Hulle
Business Unit Manager, Menzies Aviation

What does your job involve?

I lead the team at Menzies Aviation, a new ground handler at Brussels Airport specialising in cargo. Every day, we make sure aircraft are loaded and unloaded safely and on time. I oversee these operations and keep everything running smoothly. I also stay in close contact with our regional management so that our work on the ground fits perfectly with our wider goals.

Why is the collaboration with Brussels Airport so important?

Brussels Airport is where it all begins. They help us understand the rules, meet the right partners and find our place in the cargo community. Their door is always open, and we work closely together. With that support, we can focus on one thing: keeping cargo moving.

Why do you enjoy working here?

Brussels Airport feels less like a workplace and more like a second home. I've worked many jobs at the airport, and each time I've discovered a new side to this place. What keeps me here aren't the aircraft or the logistics, but the people. This living ecosystem of experts pushes everyone forward and makes working here truly rewarding.



An aerial architectural rendering of a modern building complex. The main building is a large, multi-story structure with a flat roof covered in solar panels. The facade is composed of a grid of windows and concrete columns. To the right, there is another building with a similar design. In the foreground, a parking lot is filled with cars. The surrounding area includes landscaped courtyards with plants and trees, and a paved plaza. The overall scene is bright and clear, suggesting a sunny day.

A New Pride for Belgium



Picture this. It's 2032. You arrive at Brussels Airport by tram, ready to cross the ocean to visit a friend. Outside, the sun sets over a brand-new park. Your hotel is a two-minute walk from the terminal. And your flight leaves the next day from a bright, airy hall with stunning runway views.

That dream will soon become a reality with Hub 3.0, the third great wave of investment in our airport's history. One that will secure our place as a central European hub for years to come. And one that will offer over 30 million passengers a year the experience they deserve.

In this chapter, we explore the plans, how the airport is preparing to stay operational while construction is underway, and what happens behind the scenes to keep everything running. Together, these stories mark the first step in our transformation.

5x Hub 3.0

At Brussels Airport, the goal is not just to impress you once, but to improve passenger journeys every single day. Hub 3.0 is designed to steadily and sustainably raise comfort levels for everyone passing through. The first phase sets this ambition in motion. Here are the five pillars shaping what comes next.



2 NEW INTERMODAL TRANSPORT HUB

Train, bus, bike, taxi and the brand-new airport tram. Soon, they will all meet in our intermodal hub. You will spot it straight away thanks to a cloud-shaped canopy floating above the building. Getting to and from the airport, whether you're a passenger, a visitor, a community member or a neighbour, will be simpler and more sustainable than ever. It is a key step towards our goal of ensuring 45% of all visitors arrive by sustainable transport by 2032.



Scan to discover our Sustainable Airport Mobility Plan.

1 NEW DROP-OFF ZONE

The new drop-off zone will sit right at departures level, so the moment you say goodbye, the terminal is right there. Access will be kept separate from other traffic, which will make flows considerably smoother for everyone. It's the first part of Hub 3.0 to be completed and is scheduled to open in autumn 2026.





3 TERMINAL EXTENSION

The departures and arrivals halls will be extended to offer every passenger a comfortable journey through the airport. Arriving passengers will enter a bright, welcoming space filled with natural light and floor-to-ceiling windows, with views straight onto the runway. Meeters and greeters, meanwhile, will be able to enjoy a generous offer of food and beverage while awaiting the arrival of their loved ones.

Departures and arrivals will come together in one generous, open space, creating a seamless flow between both halls and offering spatial comfort, improved orientation and a high-quality experience.

4 GREEN BOULEVARD AND PARK

One of the airport's access roads is getting a full makeover. Separate lanes for trams, buses, bikes and cars will make getting there smoother and safer. And right next to the new boulevard? A park the size of two football fields, bringing more greenery and biodiversity to the area. A place to slow down, take a walk or enjoy a picnic in the sun.



5 NEW HOTEL

For many passengers, the journey starts early in the morning. Staying close to the airport can make all the difference. The current Sheraton hotel fills up most nights, so a brand-new four-star hotel is on its way, offering more than 300 rooms and a direct connection to the departures hall. Built to the highest sustainability standards, it aims to become the first hotel in Belgium with both a WELL and BREEAM certification. Good news for guests and the environment alike.



Business as (un)usual

How Tim and Bruno help keep Brussels Airport running while building its future

Well before construction of Hub 3.0 begins, the groundwork is already under way. At the new temporary bus station, the first milestone of the project, we meet two members of the team. Tim and Bruno show us what it takes to build in and around a fully operational airport.

Before we can start building on the site, all existing activities have to move and stay operational," Bruno says. "That's what the enabling works are about." They form the invisible foundations of Hub 3.0, clearing the future construction zone. "Bus routes, entrances, circulation flows, underground utilities, all of it has to keep running," Tim adds. "So we first build a temporary, fully operational set-up. Only then can the real construction begin."

A complementary duo

Their roles reflect the complexity of the task. Bruno is the technical lead of the enabling works: he shapes the technical design, checks specifications, negotiates with contractors and brings decades of engineering experience to every decision.

Tim manages the organisational side of the project, coordinating with stakeholders, aligning departments and keeping the wider airport community informed. "While I dive deep into the technical detail," Bruno says, "Tim makes sure everyone across the organisation is with us."

The biggest challenge: building in a live airport

"We're not building an airport in a vacuum. Everything we do takes place in a fully operational environment," Tim explains. "There are 70,000 passengers per day and countless stakeholders to consider. Among them are airlines, public transport partners, neighbours and staff, each with their own needs." Bruno adds: "It's very complex. Every change demands planning, negotiation and alignment."

← **Tim Sablon**, Project Lead, Hub 3.0 Enabling Works

Bruno Malfroy, Technical Lead, Hub 3.0 Enabling Works





CHANGE, BUT NO SURPRISES

This is how Brussels Airport manages a live construction site:

- 1. We communicate phase by phase.** Every change is announced well in advance, so no one is caught off guard.
- 2. We strive to make every new route intuitive.** Clear signage guides passengers, staff and visitors in the right direction. Follow the signs and you'll find your way.
- 3. We explain the why.** Changes make more sense when you understand the reason behind them.
- 4. We guarantee continuity.** All essential functions remain available, so passengers can travel with peace of mind.
- 5. We minimise disruption every day.** Less disruption is part of our daily efforts.

“IN 2025 WE FINALLY GOT OUR HANDS DIRTY.”



Their ambition? To find the best possible solutions. Every decision is weighed against three criteria: is it the most seamless option for users, does it meet the airport's quality standards, and can it be delivered within budget and scope?

2025: from drawings to concrete

The temporary bus station was the first major milestone after a long period of planning on paper, “We finally got our hands dirty,” says Tim. “It’s a key example of an enabling project,” continues Bruno, “We had to free up space and moved the airside border by 45 metres. Passengers won’t notice it, but it was essential for the project.”

What passengers will notice is the covered walkway linking the bus station to the terminal. “We had to keep the passenger journey intuitive,” Tim says. “So before closing the old entrance, we opened a new one, making sure people can find their way without having to think about it.”

And then there were the smaller tasks, like relocating the beer kegs for Hi! Brussels, a restaurant inside the terminal. “Their previous stockroom was close to the future construction zone, and in Belgium, running out of beer is not an option,” Tim says with a smile.

What passengers can expect next

The coming months will bring changes that passengers will notice, and many more they will not. “In autumn 2026, the new drop-off zone will open, with direct access to the terminal,” Tim says. “Passengers will notice the difference immediately.” Bruno adds: “Behind the scenes, even more is shifting, like the medical centre, cycle storage and taxi circulation. All of them small pieces of a much larger puzzle.”

“And once all that is in place,” Tim concludes, “demolition in front of the departures hall will begin. That will be hard to miss, but we plan every step to keep disruption as short and manageable as possible.”



Adventure Begins Here



Tintin and his loyal companion Snowy have long been icons of Belgian culture, and at Brussels Airport we proudly share their spirit of adventure. It's no wonder the Snowy soft toy is one of our most popular souvenirs, accompanying young explorers from our terminal to the far corners of the world.



Every suitcase begins its journey long before passengers fasten their seatbelts. Beneath Brussels Airport's departures hall lies a world most travellers never see: a vast, carefully, choreographed network of conveyors, scanners and people. Meet Stefaan, process manager for the baggage department, and discover the unseen work that sends tens of thousands of bags exactly where they need to go.

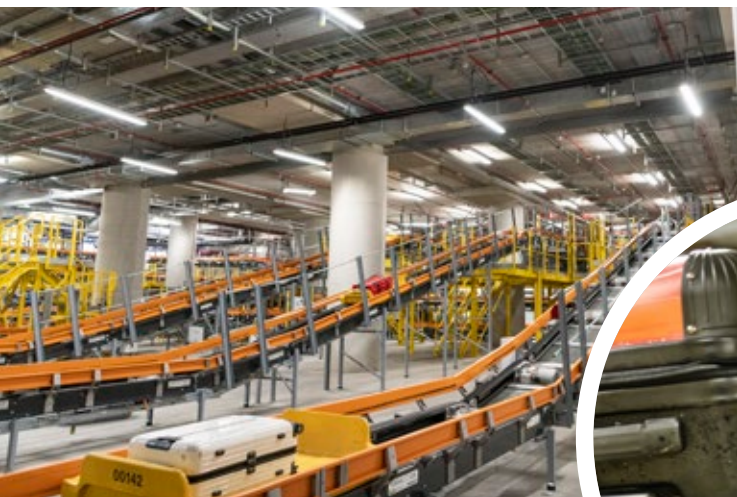
Keeping Every Bag on Track

6:45 am During the morning peak, Stefaan heads to APOC, the Airport Operations Centre. He glances at the screens and briefly checks in with duty managers. It's a moment he never rushes. "Those conversations are always time well spent," he says.

8:30 am

Downstairs, Stefaan's steps add up quickly. Twenty kilometres of belts curve, climb and dive beneath the terminal, guiding bags at up to 25 km/h from check-in to the aircraft in a maximum of 15 minutes. What seems effortless from above is a finely tuned dance of engineering and timing down below. Stefaan keeps the system running. He fine-tunes procedures and trains everyone from duty managers to handlers. "This place works because everyone works together," he says.





11:00 am

In baggage sorting, routine can flip in seconds. One small issue can bring check-in to a halt. The team is trained for every scenario, though some fixes take time. “That’s why we ask travellers to use suitcases that close properly and secure loose straps. Attention to details prevents big disruptions.”



12:00 pm

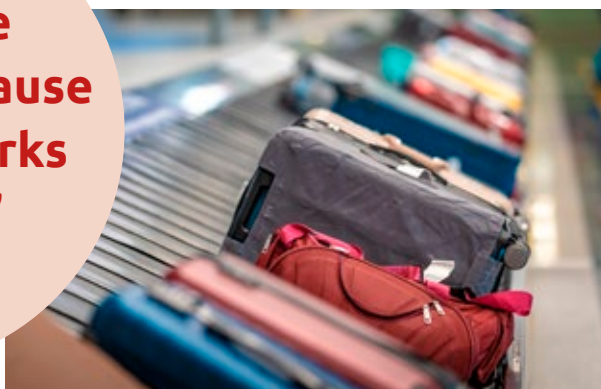
“Bag to the Future” is Brussels Airport’s next-generation baggage system. Bags wait in smart storage, up to 3,000 at a time, before being loaded in batches, boosting both capacity and reliability. With increased automation and ergonomic tools, the system handles peak volumes smoothly while supporting a more efficient and comfortable working environment for staff. Stefaan and his team test the tools before they become part of the daily rhythm.



2:00 pm

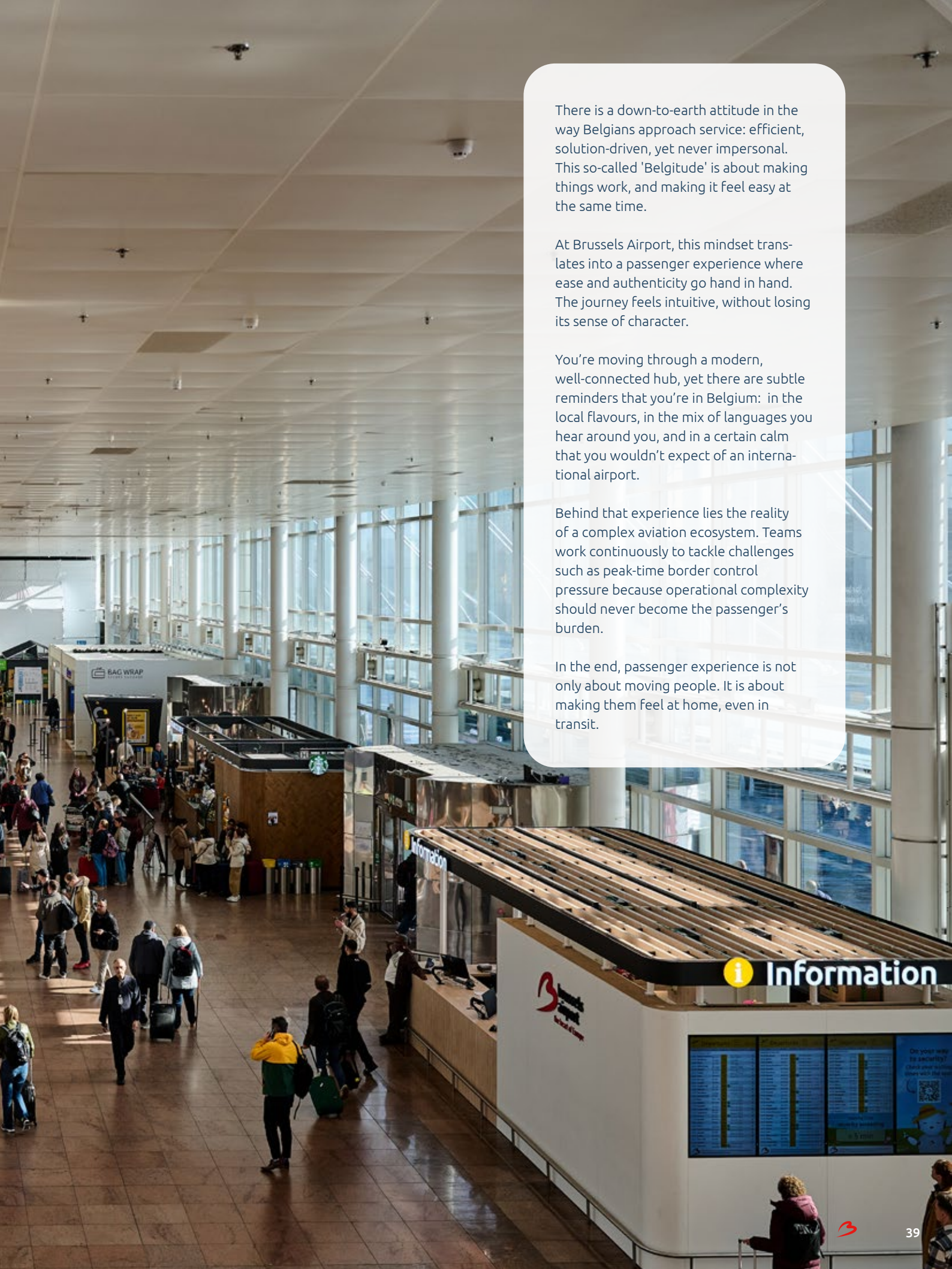
When every flow aligns and every bag finds its aircraft on time, there’s a quiet satisfaction. Moving 30,000 to 40,000 bags with near perfect precision is no small achievement. “When everything fits together,” he says, “you really take pride in this place.”

“This place functions because everyone works together.”



The Art of Making Travel Feel Easy





There is a down-to-earth attitude in the way Belgians approach service: efficient, solution-driven, yet never impersonal. This so-called 'Belgitude' is about making things work, and making it feel easy at the same time.

At Brussels Airport, this mindset translates into a passenger experience where ease and authenticity go hand in hand. The journey feels intuitive, without losing its sense of character.

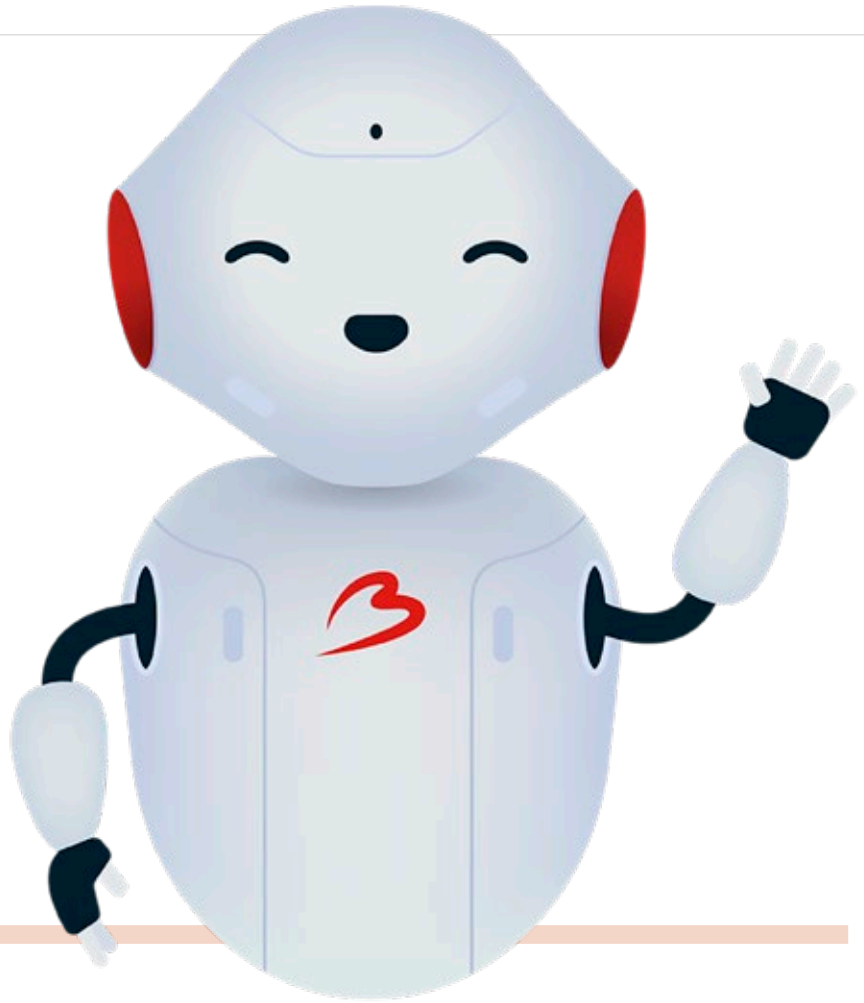
You're moving through a modern, well-connected hub, yet there are subtle reminders that you're in Belgium: in the local flavours, in the mix of languages you hear around you, and in a certain calm that you wouldn't expect of an international airport.

Behind that experience lies the reality of a complex aviation ecosystem. Teams work continuously to tackle challenges such as peak-time border control pressure because operational complexity should never become the passenger's burden.

In the end, passenger experience is not only about moving people. It is about making them feel at home, even in transit.

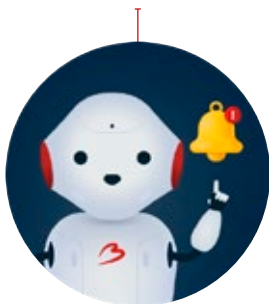
 **Information**

Keep Calm Ask BRUce



Every journey comes with its fair share of last-minute questions. Meet BRUce, Brussels Airport's award-winning travel buddy, ready to help wherever you are: on the web, in the app, or via WhatsApp and Messenger.

"Today, nearly half a million users rely on me each year. And that number continues to grow."



Hi BRUce, how can you help me along my journey?

"My job is about giving you the right information at the right moment. Whether it's a quick check before leaving home, a last-minute question at security, or simply the need for reassurance, I'm here to help. Passengers no longer type a few keywords. They ask full questions, just like they would to a person. And that's exactly what I'm here for. I connect real-time airport data with conversational intelligence."

So, you are more than just a chatbot?

"Absolutely. I started out as a more traditional chatbot working with predefined instructions and answers. Today, I combine that efficiency with generative AI for more natural, conversational responses. This evolution allows me to better understand context and intent, making every interaction more intuitive."

Passengers can subscribe to their flight and receive personalised notifications along the way: when to arrive at the airport, where to check in, how busy security is or when their gate opens. Even small reminders, like taking liquids out of hand luggage just before screening takes place, help make the journey smoother."

“Going through security is stressful. Don’t know what you can bring? Just take a picture and ask me.”



What kind of things do passengers ask you?

“A bit of everything: Do I really need to be at the airport two hours in advance? What time does my gate open? Can I get to the airport by public transport? These are the classic ones. But I get plenty of less standard questions as well.”

Such as?

“Passengers have asked if they can travel with everything from oversized paintings to car batteries. And yes, quite a few snow globes too ... I’m designed to always stay focused. Even when passengers test the limits or ask unexpected questions, built-in safeguards ensure that my answers are relevant, reliable and always within the airport context.”

Where do you make the biggest difference?

“During disruptions, I can see my usage increase by up to 500% as passengers turn to me for clear, immediate answers. Whether it’s a delay, a strike or changing weather conditions, I act as a first point of contact, helping both passengers and airport operations stay on track.”

As more passengers rely on you, what does this say about what travellers expect today?

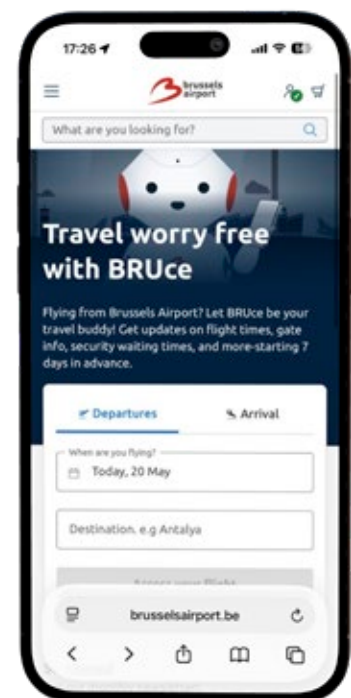
“It shows that passenger expectations have changed. Travellers are no longer just looking for duty-free shopping. They now look for guidance, inspiration and convenience. That’s where I come in. I provide clear information, like timings or gates, but I can also point passengers towards places to eat, drink or shop after security — helping make time at the airport smoother and more enjoyable.”

BEST IN CHAT

Brussels Airport’s digital travel buddy, BRUce, has been recognised multiple times as one of Belgium’s top-performing chatbots.

It has been praised for the quality of its conversations, the clarity of its answers, and its ability to handle a wide range of passenger questions efficiently. By combining smart technology with a strong focus on user experience, BRUce continues to set the standard for digital assistance at the airport.

Keep it up, BRUce!



On the Radar



A view worth arriving early for

Our lounge 'The View' invites passengers to slow down and enjoy a calm moment before taking off. Now larger than before, the lounge combines comfort, design and panoramic runway views, with an Art Deco-inspired bar that pays tribute to Belgian architecture. A premium setting to relax, work or simply soak up the airport atmosphere.



The Smurf way

As the Smurfs returned to the big screen in the summer of 2025, they also brought their magic to Brussels Airport. Travelling families stepped into a Smurf-themed world with fun photo moments, playful encounters and chances to win prizes – adding colour and smiles to their journey.



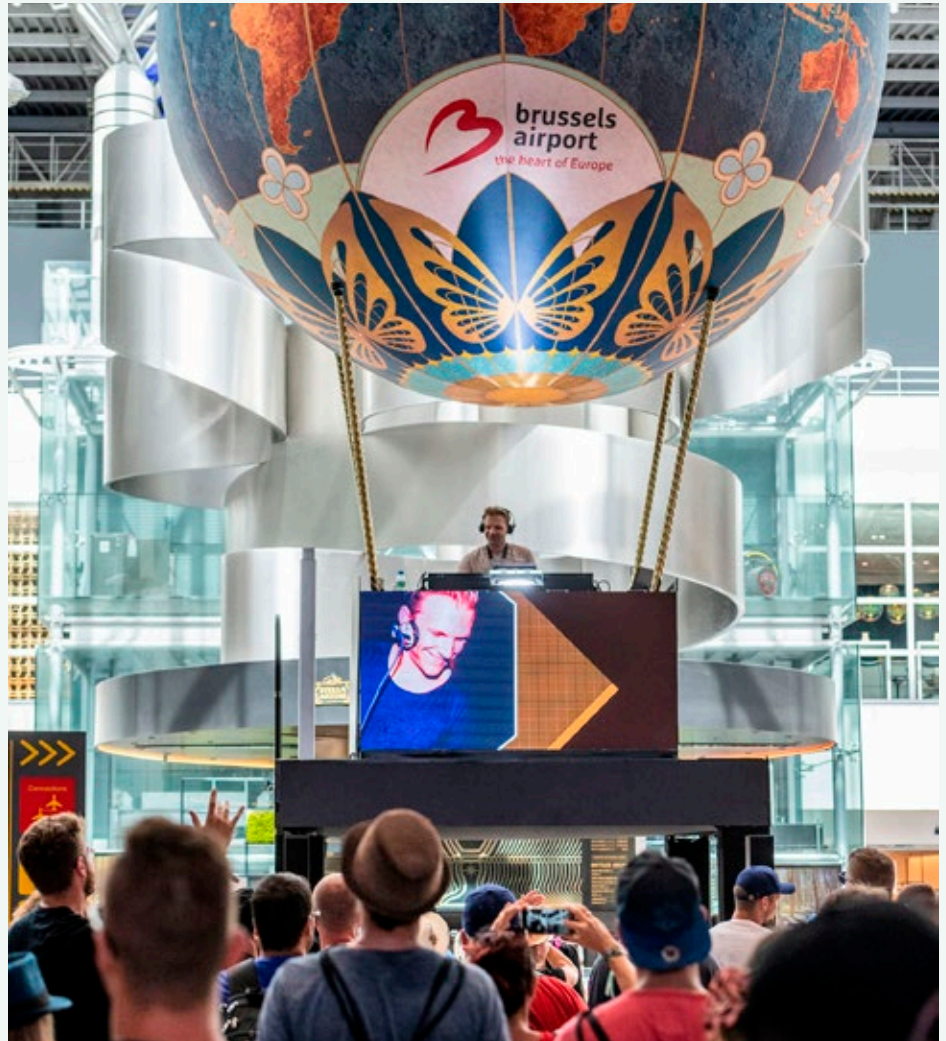
The sound of Belgium

During Belgian Music Week, live music filled the airport. From 27 January to 2 February 2025, Belgian artists performed some of their biggest hits, surprising passengers as they waited for their flight and turning the time before boarding into a surprisingly pleasant and musical part of the journey.



Turning up the festival vibes

From beats to boarding, Belgian festival season made its way into the terminal. In honour of Belgium's biggest dance festival, live DJ sets brought the sound and energy of Belgium's vibrant summer culture to Brussels Airport just before take-off.



On the road with Team Belgium

As a long-term partner of Team Belgium, the airport is often where the journey to the Olympic and Paralympic Games begins. A countdown clock in the departures hall brought the spirit of the Milano Cortina Winter Games to life, marking the moment athletes took off to chase their dreams.

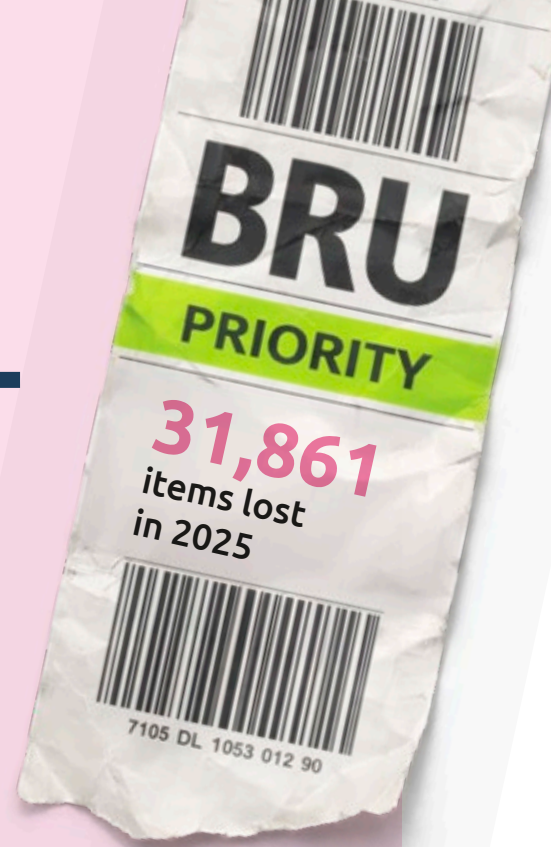
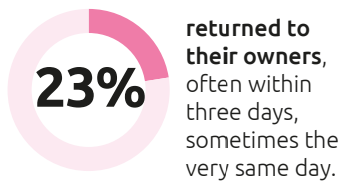
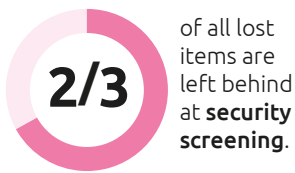


Belgium on Tap

Belgium counts over 400 breweries crafting some 1,600 beers. Loved worldwide and recognised by UNESCO, our beer culture travels far: 70% is exported. At Brussels Airport alone, more than 2,600 glasses of Belgian beer are enjoyed every day.
Cheers!

With more than 24 million passengers passing through Brussels Airport in 2025, thousands of personal items also went on an unplanned detour. From everyday essentials to the genuinely surprising, the Lost & Found team works tirelessly to reunite every item with its owner. And when that's not possible, they make sure nothing goes to waste.

LET'S GET LOST AND FOUND!



MOST SUCCESSFULLY REUNITED



WHAT TRAVELLERS LOSE MOST OFTEN



UNCLAIMED DOESN'T MEAN UNWANTED

Brussels Airport gives items a second life:

Clothing goes to social services organisations, supporting people experiencing homelessness.

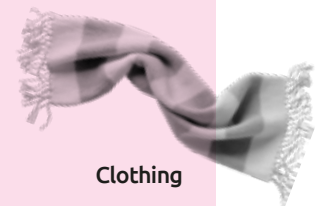


Large **unopened liquids** go to local welfare organisations.
→ In 2025: 16,440 kg of products.

Electronic devices go to Close The Gap for social and educational projects.
→ In 2025: 265 mobile phones, 243 tablets, and 156 laptops.



Electronic devices
(phones, laptops, tablets)



Clothing



And the occasional oddity. Including, yes, a set of dentures.

Good to know

Items are kept in storage for up to six months. ID cards and passports are transferred to the federal police after one month.



Operational Excellence in Action

Waiting for your flight? Look through the terminal windows and you'll see a world in constant motion. Our colleagues work together around the clock to keep every aircraft safe and on time, no matter the weather.

Spot a vehicle driving on the runway? It's checking the surface, lights and surroundings to make sure everything is ready for landing and take-off. And when extreme weather arrives? Well, the show doesn't stop. The operational work only becomes more impressive. Behind every departure is a carefully coordinated effort to get each aircraft safely on its way.

Meet the people behind the scenes who keep the heart of the airport beating long before passengers fasten their seatbelts.



A Carefully Orchestrated Renovation

A runway is more than a strip of asphalt. It's the foundation beneath every safe take-off and landing. After years of aircraft rolling, touching down and lifting off in all kinds of weather, even the strongest surface begins to wear. That's why Brussels Airport keeps a constant watch over its runways. And when time and weather take their toll, they are renewed to preserve the safe and reliable foundation every flight depends on.



When a runway is up for surgery

Even with regular care, every runway eventually needs a thorough upgrade to keep supporting safe and efficient operations. Much like surgery, such a project calls for careful preparation, precise execution and perfect timing. Long before any machinery appears on site, engineers and planners determine how to rebuild the surface, how to organise the work safely, and how to keep the airport running while such a vital piece of infrastructure is temporarily taken out of service.

Brussels Airport has three runways, two of which lie in parallel. In the summer of 2025, we renovated runway 07R/25L: the southern parallel runway, which stretches 3,210 metres long and 45 metres wide. As one of the airport's main landing runways, its surface reached the point where full refurbishment was essential to sustain

intense daily use. Construction crews removed the old asphalt down to the original concrete from 1958 and rebuilt it with four new asphalt layers, amounting to around 90,000 tonnes.

Alongside the new asphalt, new runway lighting was installed and the drainage system upgraded so rainwater can flow away more easily. A crucial improvement in Belgium's rainy climate. During the refurbishment, the runway was completely closed to air traffic to ensure that construction could proceed safely and efficiently.

Such a renovation touches the heart of airport operations, making clear communication with the entire airport community essential. Everyone affected was kept well informed so they could adjust their schedules and planning. And because we care about our neighbours, we made sure local municipalities and residents were properly →



- informed, explaining why the work was necessary and how the impact would be mitigated.

Why summer made sense

Renovating a runway is not something that can be rushed. The full renewal of runway 07R/25L required several weeks of continuous, carefully planned work, and doing it right is essential for long-term safety. Spreading the refurbishment over several weeks allowed teams to work thoroughly while keeping the overall impact as manageable as possible.

Longer summer days mean more daylight, giving construction teams more safe working hours. Summer also brings more stable weather and fewer rainy days, which is crucial when laying asphalt and performing precision work. Favourable conditions help crews maintain momentum, avoid weather-related delays and deliver the level of quality a runway demands.

WHO KEEPS THE RUNWAY RUNNING?

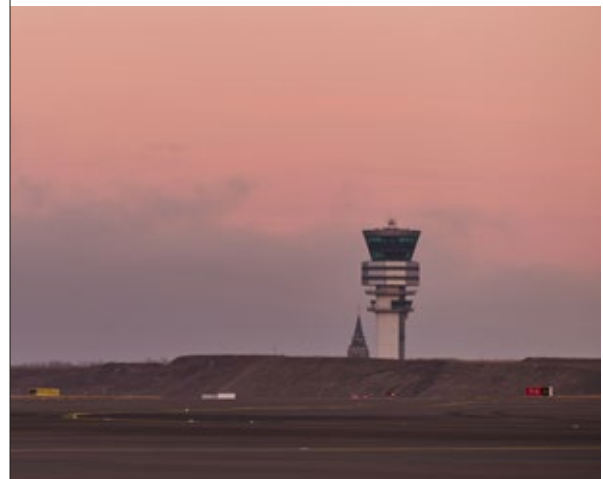
Behind every take-off and landing stand two key players, each with their own mission.

BRUSSELS AIRPORT

Think of us as the caretaker of the airport grounds. We look after everything you can see on the airfield: the runways, lighting and entire physical infrastructure. When a runway needs fresh asphalt or a full rebuild, we plan, coordinate and deliver the work needed to keep the airfield in top condition for the long term.

SKEYES

skeyes is the company responsible for air traffic control in Belgian airspace. They are the voices pilots hear in the cockpit, guiding every aircraft during take-off, landing and everything in between. Changing weather? Construction in progress? Busy skies? skeyes coordinates runway use and guides aircraft to ensure safe and smooth take-offs and landings. Their top priority is keeping aircraft safely separated in the sky and on the ground.



WINTER IS COMING

As winter weather rolls in, the airport transforms into a carefully coordinated effort. Mechanics, partners and support teams work through the cold to keep the airport open. A reminder that winter operations are, above all, a human story.



TEAMS & INVOLVED SERVICES

15

winter operations coordinators

90

colleagues across various operational teams involved in winter operations

130

external workers



PRODUCT STORAGE

22 tonnes
of de-icing pellets

110 tonnes
of road salt

180,000 L
of de-icing fluid,
plus an 80,000 L buffer



VEHICLES



28 snowploughs (large and small)

- » including 5 new units for the 2026–2027 winter season
- » deployed on runways, taxiways, exits, and aircraft stands

3 snow blowers

- » 1 large unit (TV1000) capable of blowing dry snow up to 60 m
- » 2 smaller snow blowers (that can also load snow into trucks)



6 salt spreaders

- » airside for service drives
- » cargo zone, access roads, cycle paths and car parks

7 de-icing sprayer trucks (total capacity: 52,000 L)

- » 1 new sprayer truck able to treat a 45 m-wide runway in one pass
- » 6 smaller units, operating in pairs to cover another runway



When winter weather threatens to slow the airport down, Mattias steps up. As Winter Operations Manager, he knows every corner of the airfield and leads a tight, reliable team that keeps the airfield safe. While most people head indoors when frost arrives, Mattias does the opposite. He walks out onto the airfield, the place where he feels most at home.



In Sync with the **Rhythm of Winter**

November to March

From mid-November onwards, Mattias leads the operations that keep the airfield safe throughout winter. Whenever temperatures drop and winter conditions appear, he and his team jump into action. They clear runways, taxiways and aprons. Every second matters. One small error can close a runway and disrupt flights. Knowing when to treat the surface is a constant challenge and depends on experience and judgement. When in doubt, no risks are taken: the team intervenes to ensure aircraft can land and take off safely.

April to June

When the winter season ends, Mattias reviews what went well and what needs improvement. Procedures are reviewed, documents streamlined and routines improved. Meanwhile, equipment is cleaned, inspected and stored for the long maintenance period ahead. This is also when Mattias gathers Brussels Airport colleagues for hands-on training based on real cases, keeping their skills sharp for the next winter season.



“Knowing when to treat the surface is a constant challenge.”



July to August

In summer, his focus broadens. On top of regular sessions for Brussels Airport staff, training efforts now expand to external partners returning for their annual refreshers. They are taught how to execute safe operations around aircraft and winter machinery. These practical and theoretical sessions enhance coordination across all teams before the winter season returns.

September to October

As winter approaches again, the final preparation phase begins. Teams gather to reconnect and strengthen the working relationships they rely on once the cold sets in. In this phase, large training exercises take place on the airfield at night, when the airport is quieter. In realistic conditions, they rehearse their roles and work together to discover any remaining gaps. Machines are lined up, stock levels checked and everyone is briefed. With everything in place, Mattias and his team stand ready to switch back into winter mode.



On the Radar

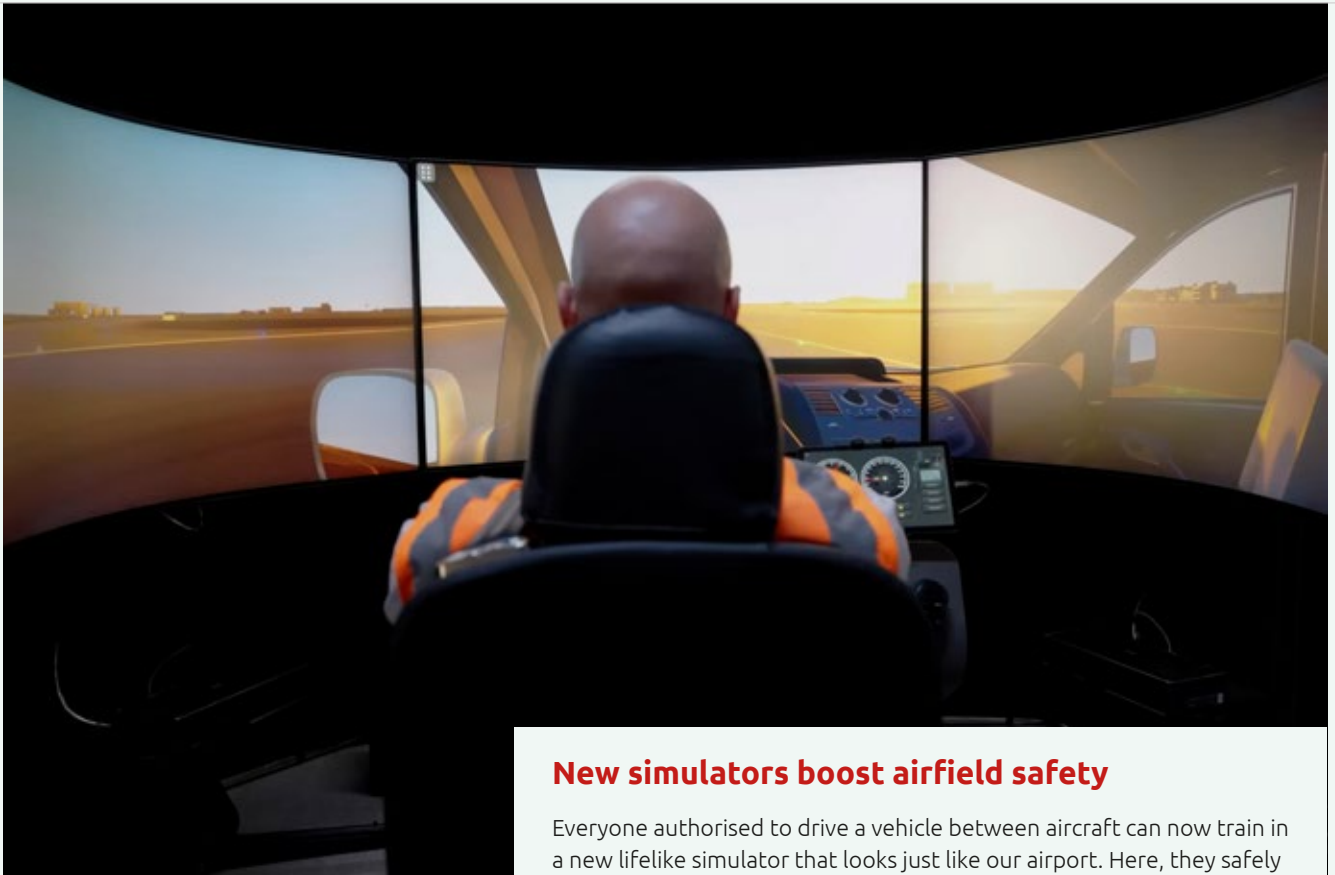
A new hangar for big missions

In just a few months, a brand-new hangar was built for Sabena Engineering, large enough to welcome the Airbus A400M military aircraft. This modern facility helps technicians keep these giant planes mission-ready and supports Belgian Defence. It also boosts capacity for other maintenance activities, giving partners the tools and space they need to work safely and efficiently.



FOD walk: spotting risks before they come real

Once a year, colleagues from the airport community step onto the airside together. Gloves on and bags ready, we look for FOD (Foreign Object Debris): anything that doesn't belong on an airport surface or near an aircraft. While objects are removed year-round the moment they are spotted, this walk helps raise awareness of how even tiny objects can create big risks and why keeping our airport safe is something we do together.



New simulators boost airfield safety

Everyone authorised to drive a vehicle between aircraft can now train in a new lifelike simulator that looks just like our airport. Here, they safely practise everything they'll face in the field, including communication with air traffic controllers. Both new and experienced drivers use these brand-new simulators, a far safer alternative to going out on the airfield. This is a model many airports are now looking to replicate.

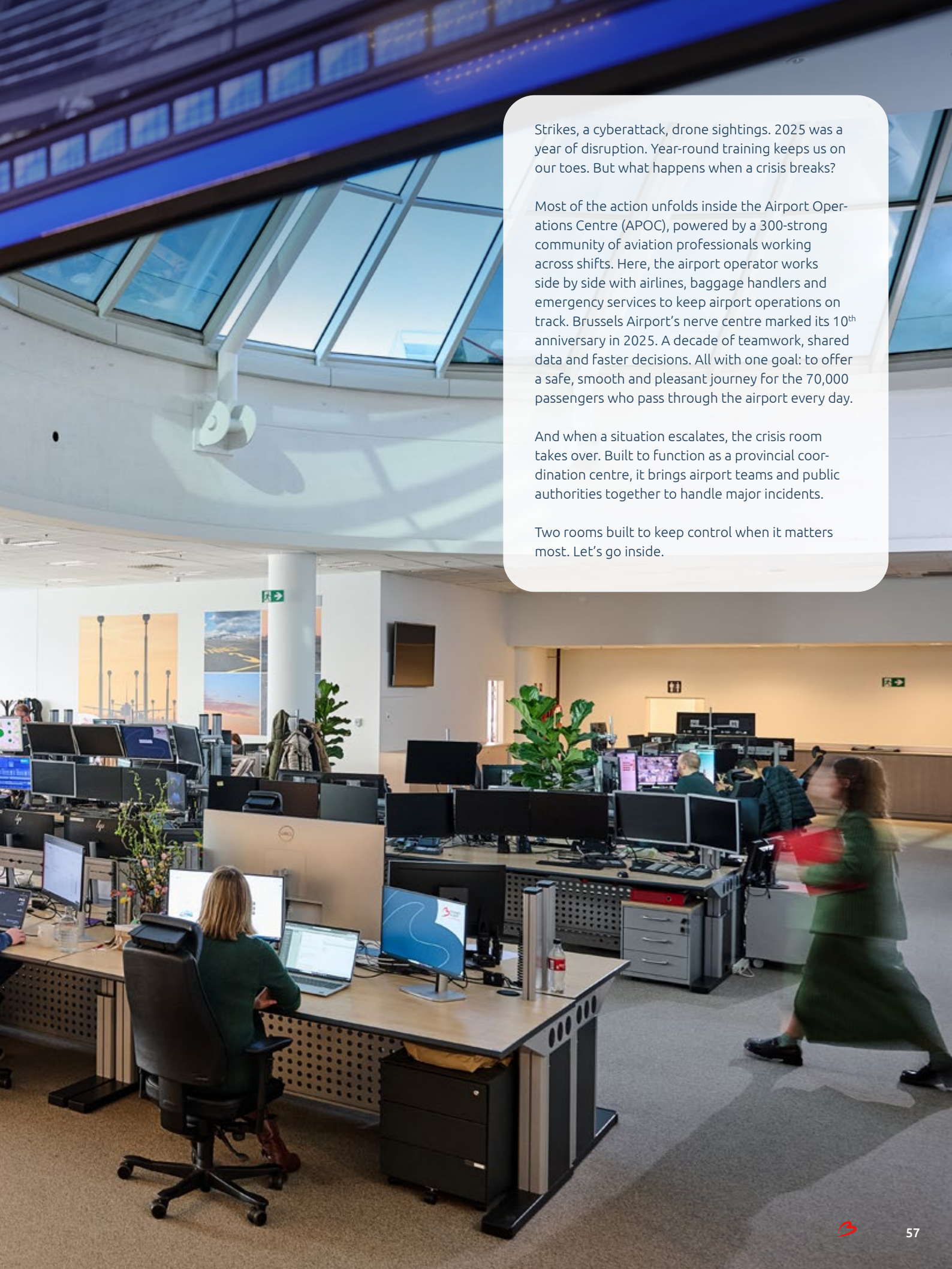
Fire safety gets a high-tech upgrade

Brussels Airport is upgrading its fire safety systems. The improvements are happening in phases and include the renewal of more than 13,000 sensors, voice alarm systems, smart escape signs and the monitoring system. With this modern setup, alerts are clearer and staff can respond faster, making the whole terminal an even safer place for everyone.



The Hidden World of Airport Crisis Management





Strikes, a cyberattack, drone sightings. 2025 was a year of disruption. Year-round training keeps us on our toes. But what happens when a crisis breaks?

Most of the action unfolds inside the Airport Operations Centre (APOC), powered by a 300-strong community of aviation professionals working across shifts. Here, the airport operator works side by side with airlines, baggage handlers and emergency services to keep airport operations on track. Brussels Airport's nerve centre marked its 10th anniversary in 2025. A decade of teamwork, shared data and faster decisions. All with one goal: to offer a safe, smooth and pleasant journey for the 70,000 passengers who pass through the airport every day.

And when a situation escalates, the crisis room takes over. Built to function as a provincial coordination centre, it brings airport teams and public authorities together to handle major incidents.

Two rooms built to keep control when it matters most. Let's go inside.



Indra's maiden flight as an APOC Manager came early on the job. One November evening, sudden drone sightings temporarily shut down the airspace and sent a ripple through the entire operation. Step into her shoes and discover what her job really feels like, from the tiny signals to the split-second calls that keep the airport on the move.

The Maestro's Crisis Playbook

6:00 am

When Indra enters the APOC, the room is already abuzz with overlapping phone calls and discussions. This is exactly the kind of environment where she thrives. Indra takes one quick sweep of the room, senses where the tension sits, and steps effortlessly into the flow.

Despite the rush, Indra never skips one ritual: saying "Hi" to everyone before she even sits down. A quick round of nods and updates gives her more real-time insight than any dashboard could.

7:30 am

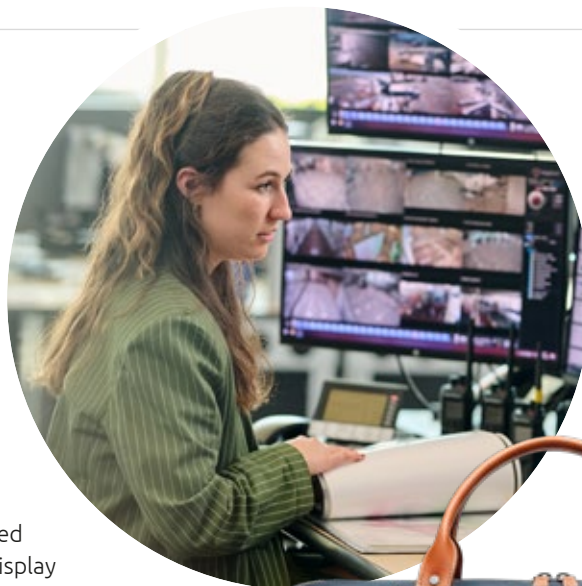
She then turns to her favourite moment of the day: the morning briefing. The prep is methodical: scanning the evening and night debrief, checking the expected peaks and weather, and noting the morning's friction points. Her shift only truly begins once that mental map is clear.



8:00 am

Even as Indra shifts gears and dives into a long-term project, her five screens keep humming in the background, cycling through surveillance feeds, aircraft movements and weather updates. Then her phone rings. The project will have to wait.

A forgotten bag prompts a temporary closure of the screening area, with police securing the scene. That means passengers need reassurance ... and fast. Information screens display a clear, simple message. And Indra begins what she calls "the real work": informing everyone who might feel the impact. Security, airlines, ground handlers. Most travellers never even realise what happens. This is, for Indra, the real sign of success.



“Being an APOC Manager is like conducting an orchestra. We guide the musicians and see the bigger picture.”

10:00 am

The rest of the morning unfolds without turbulence. A few late arrivals from the US, slowed down by local snowfall. The type of weather Indra finds the hardest to manage. But nothing the teams can't absorb.

1:00 pm

Patrick walks in for the next shift. They have one hour to align on everything that happened over the morning. After this careful handover, it's time for Indra to step out with plenty to talk about. Indra can go on about her job for hours to friends and family. For her, the APOC isn't just a workspace. It's a whole world she loves to be part of.



The Cyberattack That Put the Airport to the Test

When the check-in screens went dark on 19 September 2025, nothing felt routine. For Charles, it was trial by fire at the airport, despite his many years as a cybersecurity professional. For Karolien, with 7 years' experience at Brussels Airport, it felt just as unprecedented. A cyberattack on a service provider froze check-in systems across several European airports, including ours. In this interview, they look back on a crisis that put the organisation of Brussels Airport to the test and revealed the strength of a whole community.

This cyberattack was aimed at an American service provider. How did it impact Brussels Airport?

Charles: It was 6 PM on a Friday evening. The weekend was about to begin and it started as a rocket with a series of crisis meetings and a week-end on site. My first focus was very practical: identifying the origin of the issue and how it affected the critical systems needed to keep the airport running.

Karolien: We immediately contained the risk, isolating the supplier's platform, so it couldn't infect our own systems. But the platform itself was gone. From one moment to the next, operational teams had to work without the systems they rely on every day.

How did you move forward from there?

Karolien: The very next day, we were already able to implement solutions overnight with the airlines, the business and ICT teams. We set up alternative workflows and, step-by-step, digitised them. Restoring a minimum level of automation

helped our operations run far more efficiently, especially when it came to baggage handling.

Charles: The airport continued to function. First in a fallback mode, but we were able to very quickly resume close-to-normal operations. In the end, around 85% of scheduled flights took off, which is remarkable given the circumstances. Every plane we saw taking off felt like a victory.

Did you have a secret weapon?

Karolien: The people we worked with in all involved teams. Technology matters, but resilience starts with humans. Both our own colleagues and our partners at airlines, handlers and suppliers really went the extra mile. What made the difference was their vast experience, strong engagement and skills.

In a crisis like this, did you also rely on partners beyond the airport itself?

Charles: From the very start, we worked closely with the Belgian authorities. We also initiated an emergency task force with the other European

“THE DAY AFTER THE CYBERATTACK, WE WERE ALREADY ABLE TO IMPLEMENT SOLUTIONS WE HAD WORKED OUT OVERNIGHT.”

airports affected by the same attack. Five airports shared their information, compared their situations, and challenged each other’s solutions. That collective approach helped us move faster.

At one point, you decided not to restore the old system. Why?

Charles: Restoring the impacted systems proved complex with no guarantees of success. That is why we accelerated the deployment of a new system that had already been tested but was only supposed to be rolled out later in the year. That was not without risk, because deploying a new system in the middle of a crisis requires even additional efforts on already overloaded teams.

Several airports were hit, yet Brussels Airport was the first to switch to a new system. How did you manage that?

Karolien: It came down to trusting our own capabilities and preparing collectively each step carefully. The new platform was already in preparation and ran in a fully isolated environment, so it was not infected. While we kept operations going with alternative workflows, we accelerated the rollout of the new system. In less than a week, we progressively deployed it to more than 500 workstations, with close attention to ICT constraints and business and client needs.

What are you most proud of today?

Charles: First, seeing Brussels Airport return to near-normal operations within hours, even without a key platform. It showed the resilience of the entire airport community and our ability to face a cyberattack that disrupted our operational chain. Second, a recent inspection by the federal authority confirmed that the way we managed this crisis from a cybersecurity point of view was in line with the expectations from NIS2. This is the European cybersecurity directive for critical infrastructure, to which we need to formally comply by end of this year.



↑ Charles Cuvelliez, Chief Information Security Officer, and Karolien Dewit, Cyber Security Manager, helped keep the airport running during a Europe-wide cyberattack in September.



From Mayday to Coordinated Response



A plane bound for Brussels Airport encounters severe turbulence. Several passengers are injured. Very quickly, the Province of Flemish Brabant takes command. Fortunately, it was only an exercise. Last year, Brussels Airport and its partners rehearsed a large-scale crisis simulation. A reminder that all airport partners need to be ready for the unexpected.

Brussels Airport may appear to be a single, well-defined site, but crisis management transcends the airport's boundaries. In our daily operations, we work closely with local authorities. In the event of a serious incident, however, a different framework is needed.

When an emergency exceeds the airport's own capabilities, the fire brigade takes over operational command. When decisions must go beyond the airport itself, coordination automatically shifts to the provincial level. →

- This applies, for instance, in the case of an aircraft accident or a major fire on airport grounds. This clear chain of command ensures fast decisions and a coordinated response.

That smooth transition only works because partners stay in regular contact. Training is part of that effort. Year-round exercises build familiarity, while every two years a full-scale emergency exercise puts the entire ecosystem to the test.

Last year's scenario did exactly that. Led by the Provincial Governor of Flemish Brabant, the exercise brought together 300 participants from the fire brigade, the Red Cross, medical intervention services, the federal police, defence forces, and airport partners. The drill also marked an important milestone for the airport. For the first

time, our brand-new crisis centre operated at full capacity, proving its value as a central coordination hub when pressure is highest.

These rehearsals are not about ticking boxes. They sharpen reflexes, clarify roles, and strengthen cooperation across organisations. More importantly, they ensure that when a real emergency unfolds, every partner knows how to work seamlessly as one. Because in a crisis, every second counts.





Pedal. Park. Take off.

More than 100,000 trips were made to Brussels Airport by bike in 2025. Now it's time to shift up a gear. Together with the Province of Flemish Brabant, Brussels Airport is making cycling to the airport easier than ever, with clear signage, more than 15 km of dedicated bike lanes, and even a bicycle service point.



Our purpose is to connect people and businesses, but this also has an impact on our neighbours and the environment. Travelling becomes even more rewarding when it is done more sustainably. We are constantly seeking ways to improve passenger comfort while at the same time reducing our environmental footprint.

That is why, behind the scenes, we work every day towards a more sustainable airport. Our efforts are built on four pillars: reducing our carbon emissions, promoting circularity, improving local environmental quality and further developing the airport as an intermodal hub. In this way, we steadily turn progress into tangible results.

Flying Towards More Sustainable Aviation



Two Voices, One Transition



At Brussels Airport, the transition towards a more sustainable future is not driven by a single department or discipline. It is the result of constant dialogue between strategy and operations, long-term ambition and day-to-day reality. Christel Vandenhouten, Head of Sustainable Development, and Martin Jasienski, Head of Energy, embody that collaboration.

Sustainable development is built around several pillars: circularity, decarbonisation, local environmental quality and mobility. Christel's team defines the airport's overall sustainability ambitions and ensures that we stay on track with our goals. Within that broader framework, Martin and his team play a key role by delivering one essential part of the strategy: energy as a driver of decarbonisation.

Martin joined the airport relatively recently, drawn by its unique energy landscape. "On the same site, you have consumption, production and a closed electricity network, equivalent to a small distribution system operator," he explains. "Also, here, all the challenges linked to the energy transition come together in one place. That's what really convinced me to join Brussels Airport." Christel's story started in 2005. She is also driven by the complexity of the airport environment. "What fascinated me from the beginning was the diversity of topics," she says. "Almost all environmental legislations apply here. That complexity is still what makes this place so interesting today."

Sustainability and energy have evolved significantly in recent years. What has changed most?

Christel: "In the beginning, the focus was almost entirely on compliance. Things started to change when sustainability became part of the corporate strategy. Growth is possible in our sector, but we have to accommodate that growth responsibly and mitigate its negative impact."

Martin: “Energy has clearly become a strategic topic for companies. It’s no longer just a technical subject. We brought expertise from several departments together, defined quantified objectives, and took a much more centralised approach to how we develop the airport’s energy strategy.”

How do your teams collaborate in practice?

Martin: “Our role is to make sure the airport always has the energy it needs; energy that is green, reliable and available at a competitive price. We focus on renewable procurement, consumption follow-up and preparing the network for future needs.”

Christel: “Our role is to constantly seek new solutions to reduce our impact (including on noise, air, and water), to set targets and long-term alignment across all sustainability pillars. Sustainable development is a supporting department: we set the framework and ambition, but implementation happens across the organisation.”

Martin: “We have regular transversal exchanges, including a monthly moment where we align on KPIs and major projects to make sure we’re still on track.”

Christel: “The transition does not stop at departmental boundaries. It impacts all teams: buildings, mobility, operations and asset management. And beyond Brussels Airport, we also work with airlines, ground handlers, manufacturers and our neighbours. Even though we do not always have the same interests, staying in dialogue with each other is key for further collaboration”.

What are the main challenges you face today?

Christel: “Although we see a will for innovation, we also notice a certain resistance to change. The first reaction is often ‘Yes, but ...’. My role is to keep asking a different question: what is possible?”

Martin: “We operate in a complex environment. For example, managing peak demand is a major challenge: passenger peaks, aircraft operations and employees charging their cars often happen at the same time. Price volatility and production constraints add to that.”

Despite the challenges, do you remain optimistic?

Christel: “Yes. When I look at where we come from and where we are today, we’ve made enormous progress. We are doing things now that I wouldn’t have dared to dream of a few years ago.”

Martin: “True. I see Brussels Airport as a place to test and inspire. With our own network and so many specific energy uses, we can act as a small laboratory for the energy transition.”

Christel: “I would consider my role successful if one day it’s no longer needed, if sustainability becomes second nature.”

Martin: “And that only works through collaboration. Alone, we won’t make a difference. Together, we can.”





Cutting Emissions, Not Corners

Decarbonising aviation can sometimes sound like an abstract exercise involving futuristic aircraft and timelines measured in decades. At Brussels Airport, while the sector works on the aircraft of tomorrow, we are transforming how we heat buildings, power operations and move vehicles and goods today.

Towards net-zero carbon by 2030

At around 3 to 4%, aviation represents a sizeable share of EU greenhouse gas emissions. Without action, those emissions would increase as the sector grows. Sector-wide roadmaps such as Destination 2050 by ACI EUROPE and other stakeholders in the aviation sector, show that net-zero aviation is achievable by combining more efficient aircraft, sustainable aviation fuels, new technologies and economic measures. The challenge is timing, as many of these solutions are still in development. While Europe sets a 2050 horizon, Brussels Airport has chosen a more ambitious path, aiming for net-zero carbon for its own activities by 2030.

While we have taken actions to reduce and offset emissions in Scope 1 and 2, we are now taking our ambitions further: structurally reducing emissions, then mitigating what truly cannot be avoided. To do so, the airport is looking at electrification as the most efficient way to decarbonise, while becoming more resilient and efficient from an energy standpoint.

Plugging into the future

One of the most high-impact projects concerns heating. The airport's main fossil-fuel heating plants will be replaced with zero-emission installations, based on heat pumps, combined with energy-efficient building design and accelerated renovation.

Electrification doesn't stop with heating. By the end of 2025, 413 of Brussels Airport's 424 company cars were already fully electric, supported by more than 450 charging points. Electricity supply is also becoming greener: Brussels Airport purchases 100% renewable electricity and has installed 15.3 MWp of solar capacity in 2025. The airport is also looking at wind turbines to complement its current supply of green electricity.

The new central heating plant will require more electricity on its own than the airport currently consumes. As Brussels Airport operates its own electrical grid, it can plan infrastructure upgrades efficiently, with projects to triple its capacity by 2030.

Bringing partners along

A large share of aviation emissions comes from aircraft operations (Scope 3). These emissions cannot be reduced by an airport operator alone. That's why Brussels Airport works closely with its partners and the wider sector. One key action under the new ground handling licences (2025-2032) requires ground handlers are required to commit to net-zero carbon by 2030 and to transition fully electric ground support equipment.

Decarbonisation is not a single project with a neat end date. It is a longterm transition built on major technical, operational and strategic decisions. By acting now, pragmatically and in collaboration with others, Brussels Airport is turning climate ambition into measurable progress.

DID YOU KNOW?

Aircrafts previously relied on auxiliary power units (APUs) while parked, burning fuel and emitting CO₂ and particles. Now, APUs must be shut off within 5 minutes of arrival and remain off until 15 minutes before departure. To support this, Brussels Airport is investing in fixed electricity and pre-conditioned air supply at stands, allowing for a reduction in greenhouse gas, ultrafine particles and noise emissions.



WHAT DOES DECARBONISATION MEAN FOR AN AIRPORT?

Decarbonisation supports the sustainable transition, increases energy independence and reduces vulnerability to energy price fluctuations. For an airport, decarbonisation means reducing greenhouse gas emissions at the source and changing how the airport operates so those reductions last. At Brussels Airport, this starts with Scope 1 (heating and vehicles) and Scope 2 (green electricity). Emissions linked to aircraft operations and the wider supply chain, Scope 3, require cooperation across the aviation ecosystem.

4x Stargate

Making aviation more sustainable takes a team. That's why in 2021 Brussels Airport answered a call from the European Commission and gathered 22 EU companies together to make tomorrow's aviation more sustainable. Stargate was born. The initiative focuses on four streams: decarbonisation, circularity, local environmental quality and the modal shift.



1 MODAL SHIFT: SHARED BIKES FOR THE LAST MILE

In July 2025, partnering with Blue-bike, we rolled out 48 shared bikes across the airport site. Our goal? To encourage colleagues to use bikes for short trips in and around the airport. The whole community loves it, with more than 500 registered trips in the first few months. Even better, new companies are now asking to join in and have a bike point in front of their offices as well.

2 GOING CIRCULAR: TRANSFORMING WASTE IN THE TERMINAL

Airports are multicultural spaces where many sorting habits clash, often resulting in poor sorting rates. To tackle this, we offered passengers reusable utensils and discovered that many of them are open to drinking from reusable cups, with most willing to pay a deposit. And we turned hundreds of kilos of used coffee grounds into travel mugs to upcycle unavoidable waste and map the complex logistics chain needed to set up recycling schemes.



3

DECARBONISATION: ACCELERATING SAF THROUGH SHARED KNOWLEDGE

To decarbonise flying, we must tackle emissions at the source. Enter Sustainable Aviation Fuel (SAF): made from bio-materials or waste such as used cooking oil and municipal waste, as mandated by EU regulation. Through the Stargate consortium, we are bridging the gap from refiners to airlines. Following a forum at Brussels Airport in October 2025, we've mapped the infrastructure needed to dismantle roadblocks and clear the runway for a SAF future.



4

LOCAL ENVIRONMENTAL QUALITY: SHARING GREEN ELECTRICITY WITH OUR NEIGHBOURS

What if you could purchase power from your local airport? This is exactly what Stargate tested in 2025. By tapping into Brussels Airport's growing solar capacity, we shared renewable energy with 100 neighbouring households via energy distributor Bolt. This successful test proved that complex hubs can become green powerhouses as their production capacity grows, directly involving the community in the airport's sustainable development.



Stargate has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement GA101037053.



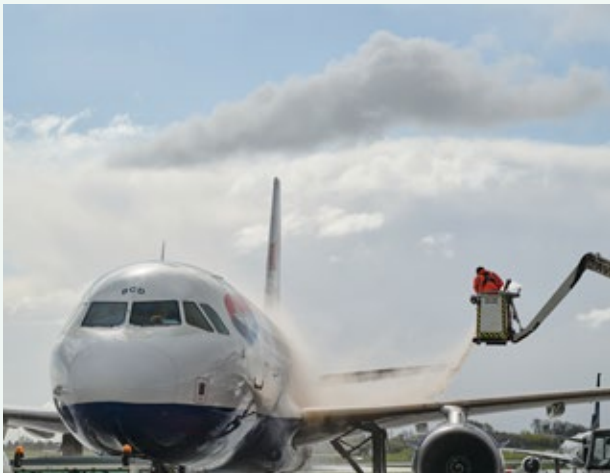
Scan for more information about Stargate.

On the Radar



Sheep at the airport

Each summer since 2019, around 200 sheep graze the airport's noise barriers as part of an ecological management plan. By replacing mechanical mowing, we reduce both noise and carbon emissions. Controlled grazing also helps to create the right conditions for flowers and plants to thrive, creating better habitats for butterflies and bees and supporting local biodiversity.



De-icing water treatment

Keeping aircraft and runways free of snow and ice is essential for safe operations in winter. The water used for de-icing products is collected via the drainage system and stored on-site. It is then treated in the airport's own wastewater treatment plant. This controlled process ensures safe purification and limits the impact on the quality of the surface water in nearby streams.



Bike Test

Cycling to the airport? Juggling your luggage on a bike may not be the smoothest start to your holiday. But for many airport employees, cycling to work is not yet a regular habit either. That is why we invite them to take part in the Bike Test each year to give commuting by bike a try. The results are encouraging: 88% reported a positive experience, while 64% said they are likely to cycle more often in the future, showing that cycling can be a viable commuting option.



Sustainability ambassadors

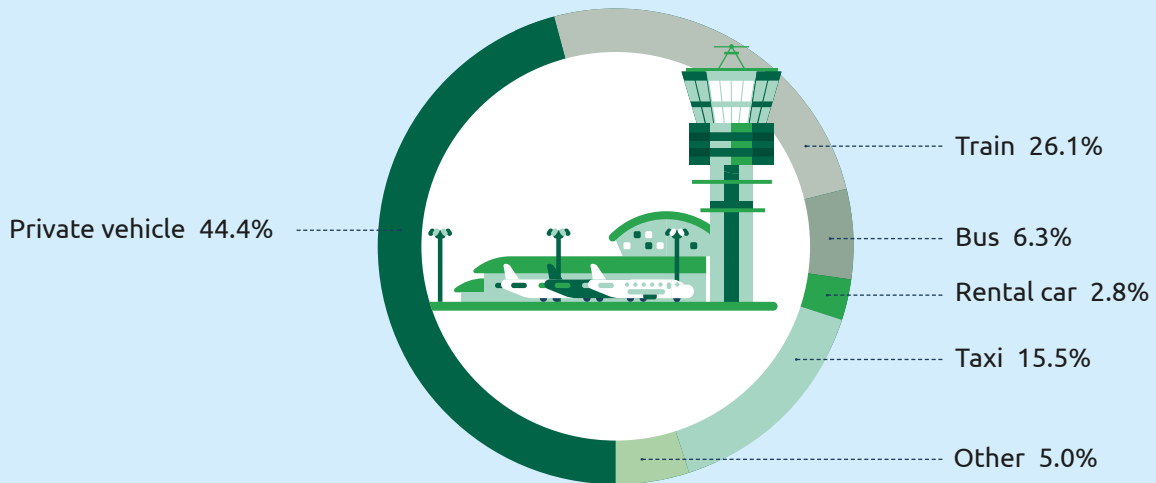
Sustainability starts with our everyday work. That is why Brussels Airport brings together Sustainability Ambassadors from different departments across the organisation. This group helps identify practical ideas and actions from our daily operations, making sure sustainability is embedded in the way we work, think and make decisions.

POWERING THE MODAL SHIFT

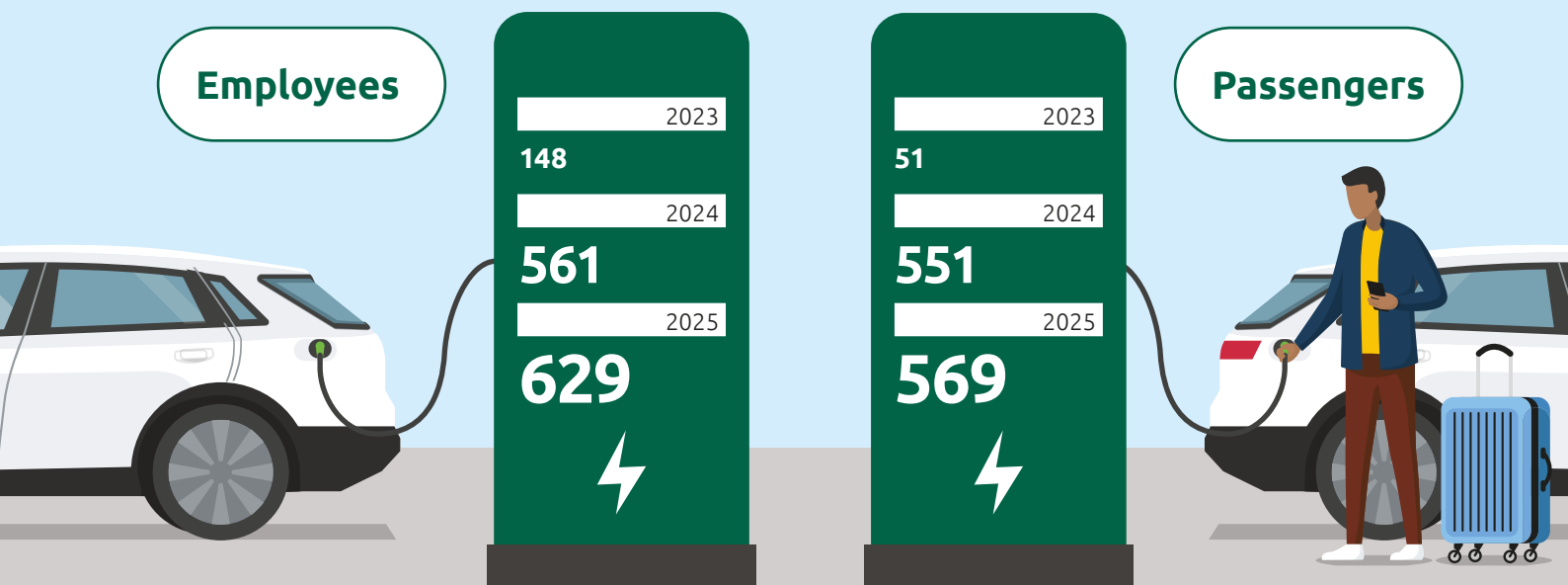
At Brussels Airport, the modal shift goes beyond ambition. It reflects a change in mindset, encouraging travellers to choose more sustainable ways of reaching the airport. This transition is supported by infrastructure investments, awareness-raising campaigns and a clear mobility strategy.

HOW TRAVELLERS REACH BRUSSELS AIRPORT

Percentages may not total 100% due to rounding.



EVOLUTION OF CHARGING POINTS FOR CARS





Closer to Our Neighbours

As an airport operator, we aim to be a socially responsible neighbour. Investing in the community and balancing economic interests with local quality of life is part of that mission.

Focus group interviews with local residents showed us there's still work to do. While most of our neighbours have a rather positive attitude towards the airport, many said they feel little real connection to it.

So, we are stepping up to change that. From scooping ice cream at the weekly market to guiding school visits at the airport, we are finding more ways to connect with our neighbours and take a more active role in the community.



Opening Up to Our Neighbours

Since launching our community outreach programme, surveys show more local residents feel more positive about Brussels Airport as their neighbour. We spoke to Public Affairs Manager Benjamin Werrebrouck, one of the driving forces behind this initiative, about what has made it so successful.



Why does Brussels Airport find it so important to engage with its neighbours?

We used to focus primarily on maintaining our relationships with local authorities and politicians. But today, we are also focussing on building a relationship of trust with our neighbours. We want to grow sustainably, and for that we need the support of the local community.

How do you reach out to people?

Through transparent communication, an open-door policy and targeted sponsorship. In collaboration with the communications department, we launched our community newsletter in 2025. Our community website also has had a makeover and now includes a blog



Are you a neighbour?
Scan here for more information.

"WE WANT TO GIVE OUR NEIGHBOURS THE OPPORTUNITY TO TRULY EXPERIENCE THE AIRPORT, TO SEE IT, FEEL IT, AND MAYBE EVEN FALL IN LOVE WITH IT."



with the latest news and a FAQ section with information on everything you'd like to know as an airport neighbour.

Crucially, we don't just tell neighbours what we're doing, we also listen to them. Through the online reporting tool on the community website, neighbours can now contact us directly with any questions, suggestions or complaints.

You also open your doors to your neighbours?

Absolutely. We want to give our neighbours the opportunity to truly experience the airport, to see it, feel it, and maybe even fall in love with it.

That's why we take part in events such as Open Business Day, organise guided tours for local clubs and team-building events for council staff,

and have set up a dedicated school programme. In 2025 around 1,300 local residents got to take a look behind the scenes.

You also mentioned sponsorship? What does that mean?

In the immediate surroundings of the airport, we support associations and initiatives that strengthen community life. This can range from one-off support for a neighbourhood barbecue to structural support as shirt sponsor for local sports clubs.

Through the Brussels Airport Fund, we support sustainable projects in the wider area around the airport. The focus is on projects that bring people together, strengthen communities and contribute to a liveable environment. We launch a new call for proposals every spring.

4x Community Engagement

Brussels Airport exists to connect people, and that includes connecting with our neighbours. From hiring ice cream vans to opening up the runway, here's how we're playing an active part in local life.

1

A SCHOOL TRIP TO REMEMBER

To give all local children the opportunity to discover the fascinating world of aviation, Brussels Airport organises tailored school visits for pupils in Years 3 and 4 of primary school. In 2025 we welcomed pupils from six different local schools. In 2026, we are expanding the interactive programme to allow all 22 primary schools in the four surrounding municipalities to participate.



2

ANYONE FOR ICE CREAM?

Open communication is key in building trust and achieving community support. That's why we launched the newsletter 'Among Neighbours' in Dutch, French and English. To have people sign up for it, our colleagues from Public Affairs and Corporate Communication hired an ice cream van to tour the weekly markets of Zaventem, Machelen, Steenokkerzeel and Kortenberg. A great way to meet with local residents and listen to their concerns.



3

RUNWAY STARS FOR A DAY

On 27 August 2025, 20 residents from surrounding municipalities won the chance to take a walk on the renovated runway 07R/25L before it reopened to air traffic. At 3,210 m long and 45 m wide, it certainly makes for quite a walk. Through events like these, we want to involve our neighbours more closely in the life of the airport and make them feel that they too are part of the airport community.

4

FUNDING LOCAL CHANGE

Through the Brussels Airport Fund, we support sustainable projects in the wider area around the airport that connect people, strengthen communities and improve the local quality of life. This year an independent jury, guided by the King Baudouin Foundation, selected eleven inspiring initiatives that together will receive €100,000 in financial support. The initiatives range from shared vegetable gardening and urban farming to programmes that promote soft mobility.



Scan to explore the Fund and its selected projects.

On the Radar



A big day for plane spotters

Every year in summer, Brussels Airport gives away 20 tickets to the annual Spotters' Day allowing winners to photograph planes from a privileged vantage point airside.

To mark its eighth edition on 11 August 2025, several airlines flew in with special liveries, including ITA Airways' "Born in 2021", airBaltic's "Lithuanian Flag", and Icelandair's "Bucketlist Xperiences". A real treat for AvGeeks. The programme also included a tour of Brussels Airlines' maintenance hangar and ended with a visit to BruMil military airport where they got to admire the A400M from up close.



Proud to present Brussels Airport

On Open Business Day, companies in Flanders and Brussels open their doors to the public. In 2025, we took part for the first time, offering 200 people the opportunity to go on a guided bus tour of the airport. Half of the available spots were reserved for our neighbours. From the bus, the participants got a front-row view of the various aspects of running an airport and of the different parties involved in an aircraft turnaround.

Open Business Day has been organised since 1991 by VOKA, Flanders' Chamber of Commerce and Industry.



All the available places for both Brussels Airport and AHLEX tours were snapped up in no time. Missed out? No worries, you'll get a new chance on Sunday, 4 October 2026.



Preparing for the future of aviation

As the second largest economic growth centre in Belgium, Brussels Airport directly employs 30,000 people in a wide variety of jobs. Quite a few of them started their journey at the Aviation Hub for Learning and Experience (AHLEX), the airport's training centre. More than just a place to learn, it is a place where people meet, exchange ideas and help shape the future of aviation. With 4,200 m² of state-of-the-art training facilities, from interactive classrooms to a high-tech experience centre, AHLEX prepares people for a job in the aviation industry of tomorrow.

Welcome on Board

“We often hear we have the world’s most beautiful offices. I understand why. The sight of airplanes fuels my day and connects everything we do.”

Kristien Bulens
Executive Assistant & Project Coordinator,
Daimler Truck

What does your job involve?

From day one, I’ve been part of our move to Brussels Airport, from workplace design to office set-up and daily operations. That’s why it feels like a second home. Today, my role is about connecting the dots: from CEO support to managing daily operations and organising visits and events, while ensuring everything runs smoothly.

Why is the collaboration with Brussels Airport so important?

We work with different means of transport, but our purpose is closely aligned. Daimler Truck exists for all who keep the world moving, just like Brussels Airport. Goods arrive by air, and we carry them further on the road. This seamless flow makes the partnership feel natural.

Why do you enjoy working here?

Working here means being part of a 30,000-strong community in a place that never sleeps. I am surrounded by passionate people, and every encounter brings energy. Welcoming visitors at arrivals always creates a wow effect. The view over the tarmac never gets old, and I’ll never take it for granted.



Appendices

ESG GOVERNANCE AND SUSTAINABLE DEVELOPMENT GOALS

Our ESG Governance is driven by the Sustainable Development team, with oversight at the management committee level. Our approach combines an inside-out and an outside-in view. The inside-out approach assesses the social, environmental and governance impacts of our operations in line with ISO 14001 standards, while the outside-in approach focuses on our positive contribution to society through the United Nations Sustainable Development Goals (SDGs).

The SDGs are embedded across five focus areas (people, prosperity, planet, peace and partnerships) to guide strategic priorities, performance targets and value creation for stakeholders.

Recognising that sustainability in the aviation sector requires collaboration, we work closely with external partners, including CIFAL Flanders (in partnership with UNITAR), surrounding municipalities, sector organisations and international networks, to exchange expertise and co-develop solutions.

This governance framework underpins our structured pathway towards full CSRD compliance by 2028 (based on the 2027 financial year) ensuring robust oversight, credible data and continuous improvement in ESG performance.

PEOPLE

Working towards a healthier living environment in and around the airport by improving air and noise quality, while embedding diversity and inclusion in our organisation. We provide all employees with continuous learning opportunities to support sustainable careers.



PROSPERITY

Working towards a healthier living environment in and around the airport by improving air and noise quality, while embedding diversity and inclusion in our organisation. We provide all employees with continuous learning opportunities to support sustainable careers.



PLANET

Paving the way towards a carbon-free airport, helping to reduce Scope 3 greenhouse gas emissions, and strengthening climate resilience and adaptation.



PEACE

Embedding sustainability reporting within the organisation and strengthening good governance practices.



PARTNERSHIPS

Accelerating our ambitions through collaboration and strong partnerships.



GRI STANDARDS REFERENCE TABLE

Use statement

Brussels Airport Company has reported the information presented in this GRI content index for the period 1 January 2025 to 31 December 2025, with reference to the GRI standards.

By applying the GRI standards, any organisation, whether large or small, private or public, can understand and report

its impact on the economy, the environment and people in a comparable and credible way. As a result, its contribution to sustainable development becomes more transparent. These standards are highly relevant not only for companies but also for other stakeholders such as investors, policymakers, capital markets and civil society organisations.

GRI 1: FOUNDATION 2021

GRI 2: GENERAL DISCLOSURES 2021

DISCLOSURE	GRI DESCRIPTION	ADDITIONAL INFORMATION	PAGE
The organisation and its reporting practices			
2-1	Organisational details		87
2-2	Entities included in the organisation's sustainability reporting		87
2-3	Reporting period, frequency and contact point		87
2-4	Restatements of information	Not applicable	
2-5	External assurance	Not applicable	
Activities and workers			
2-6	Activities, value chain and other business relationships		6-7
2-7	Employees		87
2-8	Workers who are not employees	197 contractors	
Governance		https://www.brusselsairport.be/en/our-airport/about-brussels-airport/in-a-nutshell	
2-9	Governance structure and composition		
2-10	Nomination and selection of the highest governance body		
2-11	Chair of the highest governance body		
2-12	Role of the highest governance body in overseeing the management of impacts		
2-13	Delegation of responsibility for managing impacts		84
2-14	Role of the highest governance body in sustainability reporting		84
2-15	Conflicts of interest	Not available	
2-16	Communication of critical concerns	Not available	
2-17	Collective knowledge of the highest governance body	Not available	
2-18	Evaluation of the performance of the highest governance body	Not available	
2-19	Remuneration policies	Communicated internally	
2-20	Process to determine remuneration	Communicated internally	
2-21	Annual total compensation ratio	Not available	
Strategy, policies and practices			
2-22	Statement on sustainable development strategy	https://www.brusselsairport.be/en/sustainability/strategic-priorities	66-69
2-23	Policy commitments	Code of conduct (communicated internally only)	
2-25	Processes to remediate negative impacts		84
2-26	Mechanisms for seeking advice and raising concerns	Not applicable	
2-27	Compliance with laws and regulations	We received no sanctions in 2025 regarding non-compliance with legislation.	
2-28	Membership associations	Not available	
Stakeholder engagement			
2-29	Approach to stakeholder engagement		84
2-30	Collective bargaining agreements	Not available	

GRI 3: MATERIAL TOPICS 2021

DISCLOSURE	GRI DESCRIPTION	ADDITIONAL INFORMATION	PAGE
The organisation and its reporting practices			
3-1	Process to determine material topics	Communicated internally	
3-2	List of material topics	To be defined later	

MATERIAL TOPICS, BOUNDARIES, MANAGEMENT APPROACH AND INDICATORS

ENVIRONMENTAL TOPICS			
Towards a carbon-free airport			
3-3	Management of material topics GRI 302: Energy 2016	https://www.brusselsairport.be/en/sustainability/strategic-priorities/towards-a-carbon-free-airport	
302-1	Energy consumption and % renewable energy GRI 305: Emissions 2016		87
305-1	Direct (Scope 1) GHG emissions	Scope 1 in tonnes CO ₂ -eq	87
305-2	Energy indirect (Scope 2) GHG emissions	Scope 2 in tonnes CO ₂ -eq	87
305-3	Other indirect (Scope 3) GHG emissions	Scope 3 in tonnes CO ₂ -eq	87
305-3	Reduction of GHG emissions	CO ₂ reduction	87
Towards a circular airport			
3-3	Management of material topics GRI 306: Waste 2020	https://www.brusselsairport.be/en/sustainability/strategic-priorities/towards-a-circular-airport	
306-1	Waste generation and significant waste-related impacts	Construction and real estate, freight packaging, catering, and offices	72, 74
306-2	Management of significant waste-related impacts	Circular Economy Commitment, material passport, second life, waste charter	72, 74
306-3	Waste generated	Total waste volume (kg)	87
306-4	Waste diverted from disposal	% of selectively collected waste	87
Towards a better living environment around the airport			
3-3	Management of material topics GRI 305: Emissions 2016	https://www.brusselsairport.be/en/sustainability/strategic-priorities/towards-a-better-living-environment	
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions		87
The airport as an intermodal transport hub			
3-3	Management of material topics	https://www.brusselsairport.be/en/sustainability/strategic-priorities/the-airport-as-an-intermodal-transport-hub	
SOCIAL TOPICS			
Sustainable jobs in an inclusive work environment			
3-3	Management of material topics GRI 404: Training and education 2016	https://www.brusselsairport.be/en/sustainability/strategic-priorities/sustainable-jobs-in-an-inclusive-work-environment	
404-1	Average hours training per year, per employee	Number of formal training days per year	87
404-2	Programmes for upgrading employee skills and transition assistance programmes GRI 405: Diversity and equal opportunity 2016	AHLEX, Aviation Hub for Learning & Experience	
405-1	Diversity of governance bodies and employees	Gender ratio and age distribution	87
A safe airport			
3-3	Management of material topics GRI 403: Occupational health and safety 2018	https://www.brusselsairport.be/en/sustainability/strategic-priorities/sustainable-in-every-domain	87
403-1	Occupational health and safety management system	Safety systems	87
403-2	Hazard identification, risk assessment and incident investigation	Risk analysis, audits, annual action plan and global prevention plan	87
403-3	Occupational health services	New policy statement	87
403-4	Worker participation, consultation and communication on occupational health and safety	New policy statement	87
403-5	Worker training on occupational health and safety	Safety training and emergency drill	87
403-6	Promotion of worker health	Global prevention plan and annual action plan	87
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Global prevention plan and annual action plan	87
403-9	Work-related injuries	Number of (fatal) accidents and number of lost calendar days	87

ADDITIONAL INFORMATION

DISCLOSURE	DATA 2025
Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	NO _x : 16 µg/m ³ SO ₂ : 1.55 µg/m ³ NO ₂ : 13 µg/m ³ PM ₁₀ : 17 µg/m ³ PM _{2.5} : 10 µg/m ³
Total energy consumption and % renewable energy	81,310 MWh / 11.4% (9,287 MWh)
Scope 1 (CO ₂ -eq)	15,223 tonnes
Scope 2 (CO ₂ -eq)	136 tonnes
Scope 3 (CO ₂ -eq)	3,719,626 tonnes
CO ₂ reduction	74% reduction of direct CO ₂ emissions (Scope 1 and 2) compared to 2010
Total waste (kg)	2,932,530
% of selectively collected waste	37%
Tap water consumption (litres)	321,013 m ³
Number of formal training days per year	4
Employees at Brussels Airport Company	1,213
Gender ratio and age distribution	29.18% female / 70.82% male – <30yrs 10.80% / 30-50yrs 58.20% / >50yrs 30.40%
Safety systems	High-level safety systems, established according to ICAO and EASA guidelines, ensure safety at the airport.
Risk analysis, audits, annual action plan and global prevention plan	Various Brussels Airport Company staff are involved daily in conducting risk analyses of existing or changing airport operations. Brussels Airport Company undergoes regular audits to verify compliance with statutory safety regulations. In line with the well-being act and ISO 45001 standard, our occupational health policy is based on a dynamic risk management system, where health risks are continuously identified and assessed. A five-year global prevention plan and an annual action plan map the main workplace health risks and define actions to mitigate them.
New policy statement	Employee wellbeing remains a key priority, with a focus on building a strong wellbeing culture, supporting mental and physical health, and proactively identifying and managing risks across our organisation.
Safety training and emergency drills	Every two years, we organise a full-scale emergency exercise at the airport. Led by the governor of Flemish Brabant, it is part of the provincial emergency and intervention plan. It meets the safety requirements of EASA, which every international European airport has to meet.
Number of (fatal) accidents and number of lost calendar days	Number of accidents 2025: 17 (vs. 18 in 2024) Number of fatal accidents 2025: 0 (vs. 0 in 2024) Number of lost calendar days in 2025: 230 days (vs. 183 in 2024)

ORGANISATIONAL INFO

Name of the organisation

Brussels Airport Company

Registered office

Topos Merode, Priester Cuypersstraat 3,
1040 Etterbeek,
Brussels, Belgium.
Company registration number: 0890.082.292 (RPR Brussels)

Ownership and legal form

Brussels Airport Company operates Brussels Airport.
It has two shareholders:
- BAISA consortium between PMV and private investors
- the federal state via the Federal Holding and Investment Company (SFPIM)

Scope

This activity report covers activities and initiatives for the year 2025 that fall under the ownership of Brussels Airport Company: airport operations, real estate leasing, service provision, subsidiaries and partnerships.

Reporting period

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