



luxaviation X

# SUSTAINABILITY REPORT DIGEST 2022

*Reflecting on Our Impact and Our Progress.*



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# Welcome

## to Luxaviation's 2022 Sustainability Report

In this second Luxaviation Sustainability Report, we will share with you our most significant Environmental, Social, and Governance (ESG) topics identified in our materiality matrix, our progress during 2022, and our impact viewed through an even wider lens. This report will explore our commitment and progress towards the United Nations Global Compact Principles and its Sustainable Development Goals (SDGs) while acting as an educational piece in support of the Luxaviation Go-to-Zero journey including our multi-stakeholder engagement programme. The content of this report utilises various reporting input materials, including the Global Reporting Initiative (GRI). This year, the Luxaviation Group has undertaken its first greenhouse gas analysis and herewith discloses the results of this accounting report.

Luxaviation is committed to transparently displaying factual and evidence-based data.

Your feedback is welcome, and we invite you to send us your questions at [sustainability@luxaviation.com](mailto:sustainability@luxaviation.com)

## Corporate Information

Luxaviation is a respected global leader in business aviation, with more than 50 years of experience, comprising a broad range of brands, all operating within the luxury sector. The Group operates, manages, and charts one of the largest fleets of business aircraft in the world. Headquartered in Luxembourg with a global presence in five continents, Luxaviation Group has a combined staff of more than 1,200 employees, a fleet total of 227 business aircraft and helicopters, and multiple FBOs. The Group benefits from a strong network of global partners and close ties with all major aircraft manufacturers.

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# A Statement From Our CEO

I am delighted to present the second Sustainability Report of Luxaviation Group, a testament to our unwavering commitment to sustainability in 2022. This report is a comprehensive account of our progress and serves as a platform to transparently share our data and insights with you, our valued stakeholders.

Throughout the year, we recognised the significance of transparency and the power of factual reporting. By openly sharing our efforts, achievements, and challenges, we invite you to join us on our journey towards a brighter, more sustainable future.

Within these pages, you will discover the diverse range of initiatives we undertook to integrate sustainability into every facet of our operations. From pioneering sustainable and innovative transportation vehicles to reducing our environmental impact, we took tangible steps towards building a more sustainable organisation.

This report not only celebrates our achievements but also acknowledges our areas for improvement. We embrace the notion that sustainability is a continual process of learning, adaptation, and innovation. By humbly recognising our shortcomings and proactively addressing them, we strive to foster a culture of continuous improvement.

I extend my deepest gratitude to our dedicated team members who have been instrumental in driving our sustainability efforts. Their passion, expertise, and unwavering commitment have been pivotal in achieving our goals.

As you delve into this report, I encourage you to explore our initiatives, examine the data, and gain insights into our sustainability journey. Together, let us reflect on our progress and the challenges that lie ahead. By collaborating and leveraging our collective expertise, we can make a meaningful impact on society, our industry and on the environment.

I express my sincere appreciation for your ongoing involvement in our sustainability endeavours. Your interest and feedback is invaluable as we navigate the path towards a more sustainable future. Thank you for joining us on this inspiring journey, and I eagerly anticipate the continued exchanges and the resulting progress that lies ahead.

Yours faithfully,



Patrick Hansen  
Chief Executive Officer





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Our

Mission

We deliver excellence in a comprehensive range of business aviation services tailored to our customers and partners. We are dedicated to achieving the highest level of safety and strive to create an engaging workplace by cultivating genuine, open, and engaging relationships with passionate colleagues. We conduct our business in a socially responsible and ethical manner. We protect the environment and benefit the communities where we work.

Our

Promise

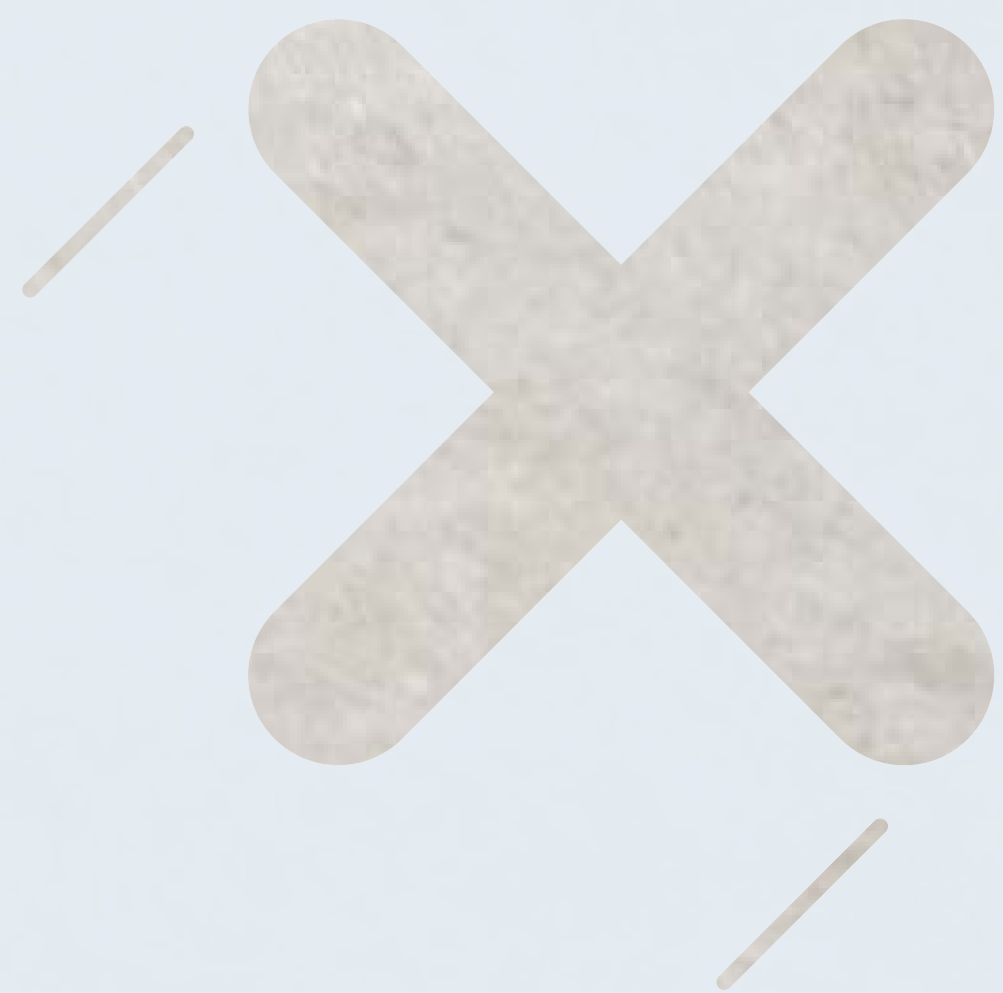
Our employees are the driving force behind our success and the continuous improvement of the organisation. Through open communication and recognition, ideas and opinions are valued, and teamwork is key to progress. We create a rewarding work environment based on mutual respect and invest in individual talents so that both our people and our business can grow together.

Our

Commitment

We are an international business aviation group with excellence, safety, and sustainability forming the cornerstones of our organisation. Our collective passion for outstanding customer service sets us apart from all others. We commit to the promise that every customer interaction will be unique and memorable, creating lasting relationships. We take full responsibility for our impact on the natural world and are committed to minimising that impact. We therefore continuously strive to improve our ways of operating and commit to protecting and preserving Planet Earth and the communities in which we operate.

*People are at  
the heart of the  
Luxaviation  
Group.*





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# Our Values

Our values guide the decisions we make every day. They define our commitment to outstanding customer service and help drive our passion for excellence.

## Customers

At the heart of everything we do

They are the most powerful ambassadors we can have because happy customers will not only return, but they will also 'spread the word' about our services. And let's not forget that our colleagues should be treated like customers, too. Let's show everyone our excellence and our respect.

## Communication

A two-way responsibility

We all enjoy and benefit from an environment that encourages the open and friendly exchange of feelings, ideas, and information. Working efficiently together is a great feeling.

## Safety

Is our highest priority

Nothing matters more. Every one of us understands that the well-being of our passengers and colleagues is our primary concern. We strive to continuously improve standards, promote safe working practices, and feed back on safety-related concerns to ensure a safe and positive working environment. We all feel the benefits of a comfortable, healthy and, above all, safe workplace.

## Trust

Every good relationship is built on trust

We're all at our most relaxed and efficient when we believe in the people around us and know that they have absolute faith in us, too.

## Quality

Excellence and quality of service is critical

We are constantly striving to set ever-higher standards, knowing our customers and employees deserve a best-in-class experience right across our organisation. We are proud of every member of the Luxaviation family, knowing they all take pride in the work they do.

## Responsibility

Our most important asset is our people

Without the outstanding work of our workforce, there would be no Luxaviation Group. The responsibilities undertaken every day, and the professionalism with which those responsibilities are executed, are vital to the future of our business. We shall also strive to preserve the resources of Planet Earth and look for ways to protect the environment in all we do. Our responsibility also extends to the communities in which we operate, which we will support through our charitable activities.

*Defining our past.  
Creating our present.  
Preserving our future.*



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# Organisation Services and Activities

Operating as a global business aviation services group, five principal and complementary services are functioning across the entire business aviation value chain, and these are the following divisions:



### Fixed Base Operations

19 FBOs operate under the ExecuJet brand and Luxaviation's network consists of 130 FBOs worldwide.

The FBOs handle aircraft and passengers and sell add-on services such as catering, de-icing, cleaning, fuel, hangarage, and parking.



### Jet Management & Charter

AVS manages a fleet of 227 aircraft across the globe. The all-inclusive aircraft management services include completions and delivery management, flight operations, crew management, aircraft dispatch and maintenance coordination, as well as fuel and insurance services.



### Helicopter Management & Charter

The HELI division offers helicopter management and pilot training solutions. As such the company offers VIP & VVIP charter services, organises crew provisions, takes care of maintenance coordination, and assists clients in sales and acquisitions.



### Business Aviation Real Estate

The B.A.R.E. division operates the group's real estate holdings in Dubai, Brussels, Paris, and other locations.



### Luxury Experience and Business Aviation Support Services

**The Business Aviation Support Services division operates the following services**

Fuel, across numerous locations around the world.



Crew training services, for pilots, across a variety of aircraft.



Technical services including AOG (Aircraft on Ground), reliability, CAMO (Continuing Airworthiness Management Organisation), and satellite communications services.



**The Luxury Experience division includes**

Amazing Trips, safaris, and cultural experiences: unique travel packages specially created for travellers in search of ultimate experiences around the world.



Fine Wines: a wine club providing Luxaviation clients access to buying the best and rarest wines in the world.



Luxaviation Service Academy: a training academy for high-level service and etiquette.





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# Spirit and Achievements

Luxaviation is an award-winning organisation, with proven excellence in luxury and sustainability, having received many accolades in recognition of our quality and services worldwide.

## Highlights



UAS (International Trip Support) Excellence Award at the UAS Outstanding Supplier of the Year Awards.

Luxaviation's first Group Sustainability Manager appointed.

Nicola-Jane Sellers, Luxaviation's Group Sustainability Manager, awarded the Sir Michael Marshall Award for Sustainability in Aviation.

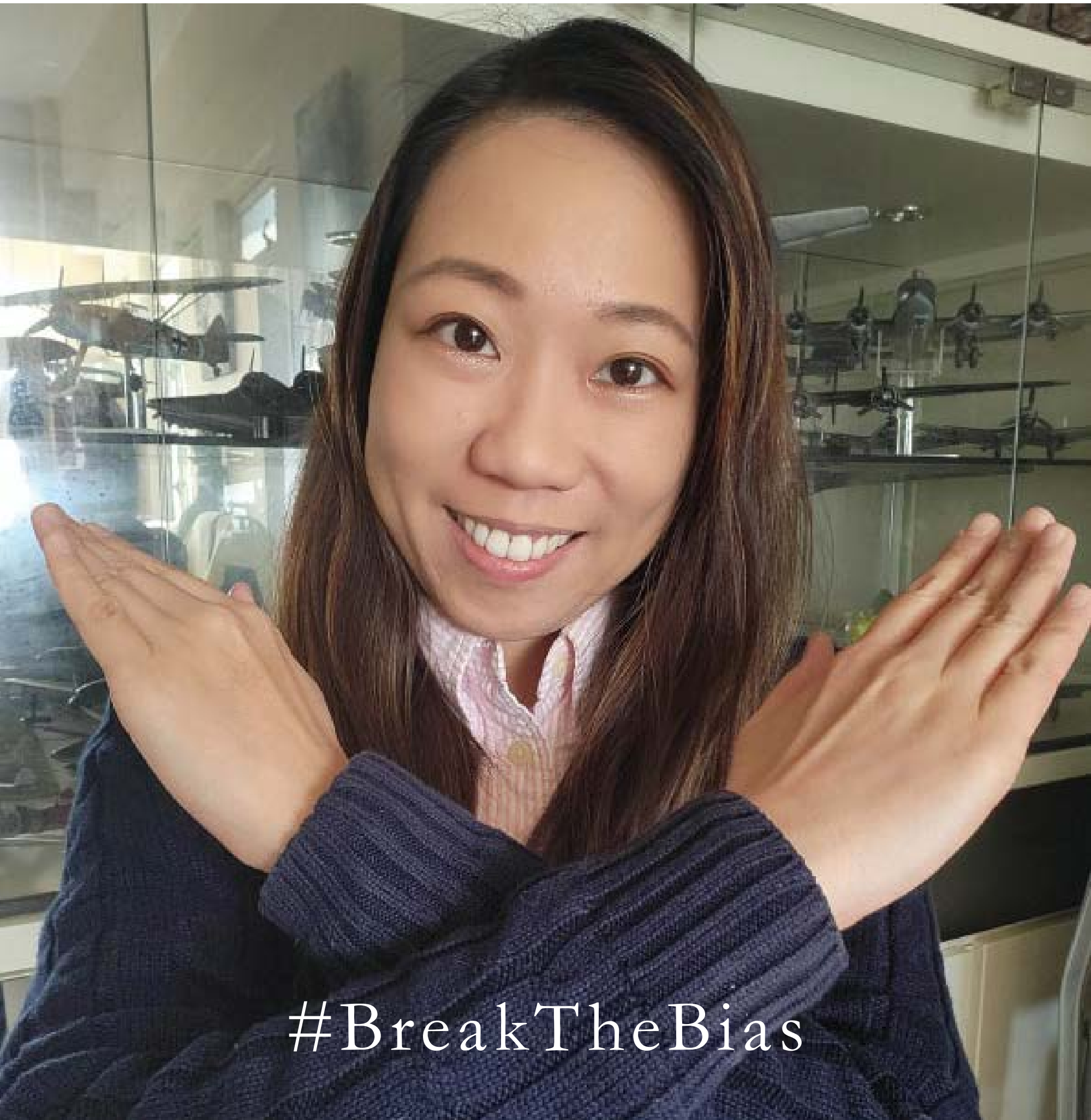
The inception of Sigma Air Mobility, scaling up our efforts towards decarbonising aviation.

Luxaviation's first GHG accounting report conducted.

Luxaviation ambassadors participated in the Group's #BreakTheBias campaign for International Women's Day.

ExecuJet Middle East joined a local government scheme aiming to promote reusable bottles and discourage the use of single-use plastic bottles.

The publication of *The Luxury of Private Aviation*. An elegant must-have for all luxury travel lovers.





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# Materiality Matrix

The Global Reporting Initiative (GRI) definition of material topics suggests these are topics that represent an organisation's most significant impacts on the economy, environment, and people, including impacts on their human rights.

Material topics for the Luxaviation Group have been previously established through an identification and pre-selection process in 2021 and remain unchanged for the reporting year of 2022.

We take the double materiality approach, which means we consider both the impacts (risks and opportunities) of sustainability on our company (value creation, non-financial disclosure), as well as the impact of our company on the different stakeholders (corporate responsibility).

An overview of the process that determined our material topics is presented in figure 1:

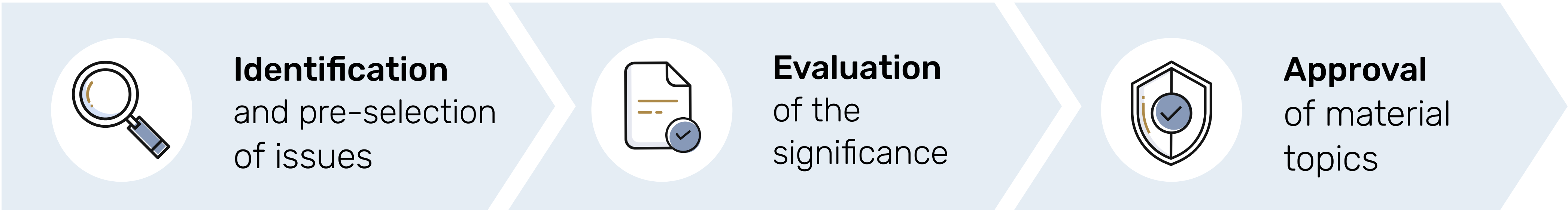


Figure 1: A three-stage process determines material topics.



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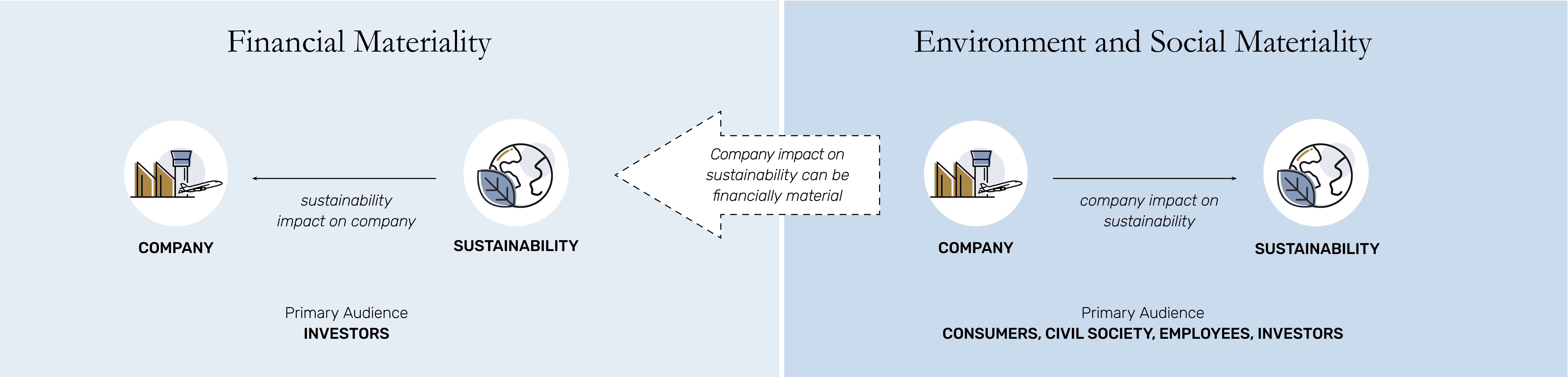
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Materiality Matrix continued

The evaluation of significance has been realised with the relevant internal stakeholder representatives.



The material topics for the Luxaviation Group are provided here:





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# Governance



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# Ethics and Business Conduct

## Our Approach

All new starters are enrolled in a Group Induction Programme through Cornerstone, Luxaviation Group’s Human Resource System. Our values and our code of conduct are very important to us.

The Luxaviation Group Employee Handbook guides managers and employees and sets boundaries, taking into account local legal requirements in the regions and countries where Luxaviation Group operates. Luxaviation Group is committed to conducting all business honestly and ethically and to acting professionally, responsibly, fairly, and with integrity in all business dealings and relationships wherever we operate.

Sustainability is critical for our organisation, and we recognise resources need to be available and accessible, which is why we aim for the Luxaviation Sustainability Manual to be assigned to all new starters and employees.

## Code of Conduct

The Luxaviation Group brings businesses together to work as a single worldwide team with a shared passion for service. Our approach has been created to shape the journey of the Group and introduce a Group-wide culture. Our goal is to draw the best ideas and approaches from each of the individual companies, creating a harmonised and truly outstanding shared culture.

## Data Protection

Across our activities, we collect, store, and process personal information about our staff and our customers, and we recognise the need to treat this data appropriately and lawfully. The information, which may be held on paper or a computer, or other media, is subject to certain legal safeguards in the relevant jurisdiction’s data protection laws including GDPR (General Data Protection Regulation).

Data is always treated appropriately and lawfully, and in 2022, there have been no compromising incidents breaching customer privacy for the Luxaviation Group.



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# Sustainable Development

## Our Approach

We prioritise sustainability and its underlining principles and therefore seek to continuously improve our ways of operating to ensure sustainable development is an organic integration. Our most material environmental and social topics have been established in our materiality assessment and we shall continue to enshrine all 11 selections with an aim to create a more harmonious balance across our business activities. As our sustainability journey matures, it will become increasingly refined.

A regenerative culture is essential for any successful sustainability adoption, but direction and governance also play a key role in its integration. With this consideration, in 2023 Luxaviation will begin creating its first sustainability manual with an overarching objective to create new policies and centralise all existing Group policies related to the environmental and social aspects of the business.

In time, the Luxaviation Sustainability Manual will be used by teams globally to ensure localised business operations align with the Group's reinforced commitment to environmental, social, and economic sustainability. This project is considered a short to medium-term development and one that will lay systemic foundations that encourage and create tangible progress over the coming years.

The European Business Aviation Association (EBAA) Standards & Training for Aviation Responsibility and Sustainability ([S.T.A.R.S.](#)) is an industry-wide programme that Luxaviation will voluntarily test, along with only a handful of other companies represented. This initiative will strengthen our overarching sustainability commitments, and despite the EBAA announcing the dormancy of this project this year, the testing period is expected to resume in September 2023. We look forward to collaborating with our peers to continue setting the standards and accelerating industry progress.

Since the publication of this report, the business aviation industry has mourned the loss of Athar Husain Khan, EBAA's Secretary-General. EBAA announced that "Athar had been actively involved in European and international aviation for over 30 years and passionately advocated for a better, sustainable future for air transport."

Luxaviation is proud to support Khan's legacy by participating in [S.T.A.R.S.](#), a project particularly dear to him.



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# Intertwining UN SDG with Luxaviation Group Strategy

We focus on the following eight SDGs where we believe our Group can create the biggest impact. These goals will continue to organically shape Luxaviation's progress.

Objectives	Goals and Targets from the 2030 Agenda for Sustainable Development	Report Section
<div>4</div> <div>QUALITY EDUCATION</div> <div></div>	<div>4.4</div> <div>By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship.</div>	People
<div>5</div> <div>GENDER EQUALITY</div> <div></div>	<div>5.1</div> <div>End all forms of discrimination against all women and girls everywhere.</div> <div>5.5</div> <div>Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.</div>	People
<div>8</div> <div>DECENT WORK AND ECONOMIC GROWTH</div> <div></div>	<div>8.5</div> <div>By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.</div> <div>8.8</div> <div>Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.</div>	People
<div>10</div> <div>REDUCED INEQUALITIES</div> <div></div>	<div>10.2</div> <div>By 2030, empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, economic or other status.</div> <div>10.3</div> <div>Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies, and practices and promoting appropriate legislation, policies, and action in this regard.</div>	People
<div>13</div> <div>CLIMATE ACTION</div> <div></div>	<div>13.2</div> <div>Integrate climate change measures into national policies, strategies, and planning.</div> <div>13.3</div> <div>Improve education, awareness-raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.</div>	Planet



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Intertwining UN SDG with Luxaviation Group Strategy continued

Objectives	Goals and Targets from the 2030 Agenda for Sustainable Development	Report Section
	<b>15.3</b> By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought, and floods, and strive to achieve a land degradation neutral world.	Planet
	<b>15.5</b> Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and protect and prevent the extinction of threatened species.	
	<b>16.5</b> Substantially reduce corruption and bribery in all their forms.	Governance
	<b>17.14</b> Enhance policy coherence for sustainable development.	Planet
	<b>17.16</b> Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilise and share knowledge, expertise, technology, and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries.	



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# Sustainability Leadership

Sustainability within the Luxaviation Group is governed by a Sustainability Leadership Group (SLG). The SLG is charged with oversight, decision-making, and management of the Group’s impacts on the economy, environment, and people. Divisional Heads of Divisions and/or SMEs (Subject Matter Experts) may be co-opted to the SLG as required.

In 2022, Luxaviation appointed the company’s first Group Sustainability Manager. Many industry competitors are still yet to make this all-important hire. Across the industry, people given responsibility for matters of sustainability often find themselves committed to other matters as well. Luxaviation is proud to have created this instrumental position and hopes the development will influence other companies to do the same.

## The Luxaviation Sustainability Leadership Group (SLG)



Patrick Hansen  
Group Chief Executive Officer



Mike Berry  
Chief Operating Officer



Sally Jones  
Chief Financial Officer



Ahmed Benssouna  
General Counsel



Georges Disewiscourt  
Chief Human Resources Officer



Juliane Thiessen  
Chief Marketing Officer



Pieter Steyn  
Chief Information Officer



Jana App-Sandering  
Chief of Client Service



Nicola-Jane Sellers  
Group Sustainability Manager



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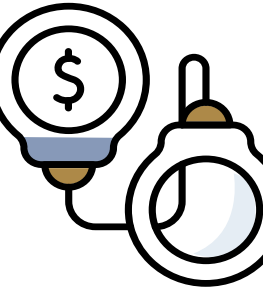
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# Responsible Sourcing

Our supplier code of conduct covers the following topics:



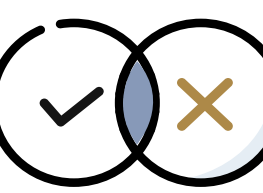
Legal and regulatory compliance



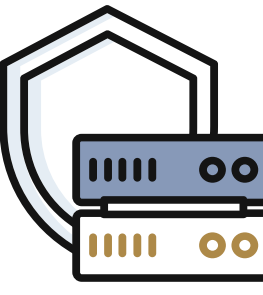
Anti-corruption



Anti-bribery and money laundering



Conflict of interest



Data protection and privacy



Workplace health and safety



Respect for human and labour rights



At Luxaviation, we integrate sustainability throughout our supply chain, educate and train our staff to source environmentally friendly products, and strive to minimise energy consumption on board and in our offices.

The supplier code of conduct is an integral part of Luxaviation agreements and outlines all ethical, social, and environmental expectations of our suppliers. Implemented for the suppliers of FBO, fuel, and several other areas of business, this policy is reviewed annually by the Luxaviation Group procurement team.



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“Whatever I do,  
I do so with meraki.

- Jana App-Sandering, Chief of Client Service, Luxaviation

Meraki - (v.) a Greek term used to express something  
or oneself with soul, creativity, or passion.



## The Luxaviation Client Service Academy

We are experts in providing tailored training services that focus on luxury trends including design, food and beverage, etiquette, and cultural variations.

We believe delivering impeccable service through our employees defines the concept of hospitality.

But we are striving to create and maintain a self-fulfilling sustainability culture across our workforce to actively redefine the concept of luxury hospitality and the future of luxury travel.

Cabin attendants  
are trained at the  
Luxaviation Client  
Service Academy  
to only the highest  
of standards and  
are simultaneously  
educated to give  
back to society,  
respect nature,  
and consciously  
consider  
their wider  
environmental  
impact when  
travelling.





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At Luxaviation, cabin attendants and client service representatives are actively encouraged to source in-flight items locally when and where possible. We believe these actions enhance our client’s overall experience and we will continuously support the suppliers who comply with our above-mentioned criteria.



Crews are trained to use water responsibly during their hotel stays with the aim to reduce their water consumption. They are also advised to switch off electrical appliances at the source when they are not present in their room/ accommodation. Crews are also encouraged to support any developing countries visited and, by way of contribution, donate unused clothes to communities and individuals who are lacking such resources.

Herewith are some of our actions from 2022:

Cabin attendants specifically request for third-party catering providers to prepare pre-ordered food items on fine porcelain plates and bowls in the aim to avoid unnecessary packaging wastage.

Crews have been trained to reduce and reuse where possible and when managing dirty laundry outside of a home base location, clean laundry is purposely folded to avoid consuming unnecessary plastic or metal materials which often occur during this process.

During the reporting period of 2021, the requirement for all Luxaviation-managed aircraft to replace any paper or plastic crew cups with a metal alternative such as a Nespresso cup has been successfully implemented across the Group.

Single-use paper napkins have been removed from our cabins and are replaced with high-quality fabric substitutes.

Single-use Tupperware and cutlery is avoided through our teams’ efforts to replace these items with reusable alternatives.

All single-use hand soap and lotion dispensers have been replaced with reusable bottles.

Crew cutlery that has previously been plastic-based is now wooden.

At Luxaviation we highlight the progress our teams are making in the cabin yet know there is still plenty of work to be done. We are committed to ensuring these efforts are always adopted and pledge to continue practising them.

Sustainable luxury isn’t a compromise, it’s a way of life.



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# Safety and Compliance Statement

Safety is one of Luxaviation’s six core values (Customer, Communication, Trust, Safety, Quality, Responsibility). The Luxaviation Group has implemented a state-of-the-art Safety Management System (SMS) based on European Union Aviation Safety Agency (EASA) regulations and overseen directly by the Agency. This year a new Group Safety Manager has been introduced with a direct reporting line to the President level of the Aviation Services Division (AVS), overseeing and coordinating safety standards across the group.

Luxaviation believes safety and compliance are fundamental to our business. This belief leads to our commitment to develop, implement, maintain, and constantly improve processes to ensure all our activities take place through a balanced allocation of resources, aimed at achieving the highest level of safety performance possible.

All staff are accountable and responsible for safety. Responsibility for safety performance and making our operations safer lies with each of us – from managers to front-line employees. Each employee is required to comply with all company procedures and standards and perform their duties in a way that promotes safety. Safety is a primary responsibility of each manager who is responsible for implementing and maintaining Safety Management System practices in their area of responsibility and will be held accountable to ensure all reasonable steps are taken to improve safety.



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# Safety Training and Communication

Our organisation aims to promote a culture of safety and to train everyone to be responsible for key safety functions in their day-to-day activity and thus contribute to the effective implementation of SMS. Management is the driving force of an effective SMS; thus, it is the responsibility of each manager to demonstrate their commitment to the principles of safety. Management must promote safety in everyday activities.

As for communication, we include the flight data monitoring programme, fully implemented. Meetings are held quarterly and the evolution of KPIs is monitored for inclusion in actual decision-making.

Another part of safety communication is through dedicated channels, one of which is the distribution of our safety policy, which is forwarded to any new employee and can be found on each of our premises worldwide, clearly displayed. A further communication channel is the occurrence and hazard notification procedures as well as our quarterly newsletter. Inside the newsletter, employees can find critical safety information, the outcome of occurrence/hazard reporting, associated risk analysis, and safety objectives and targets.





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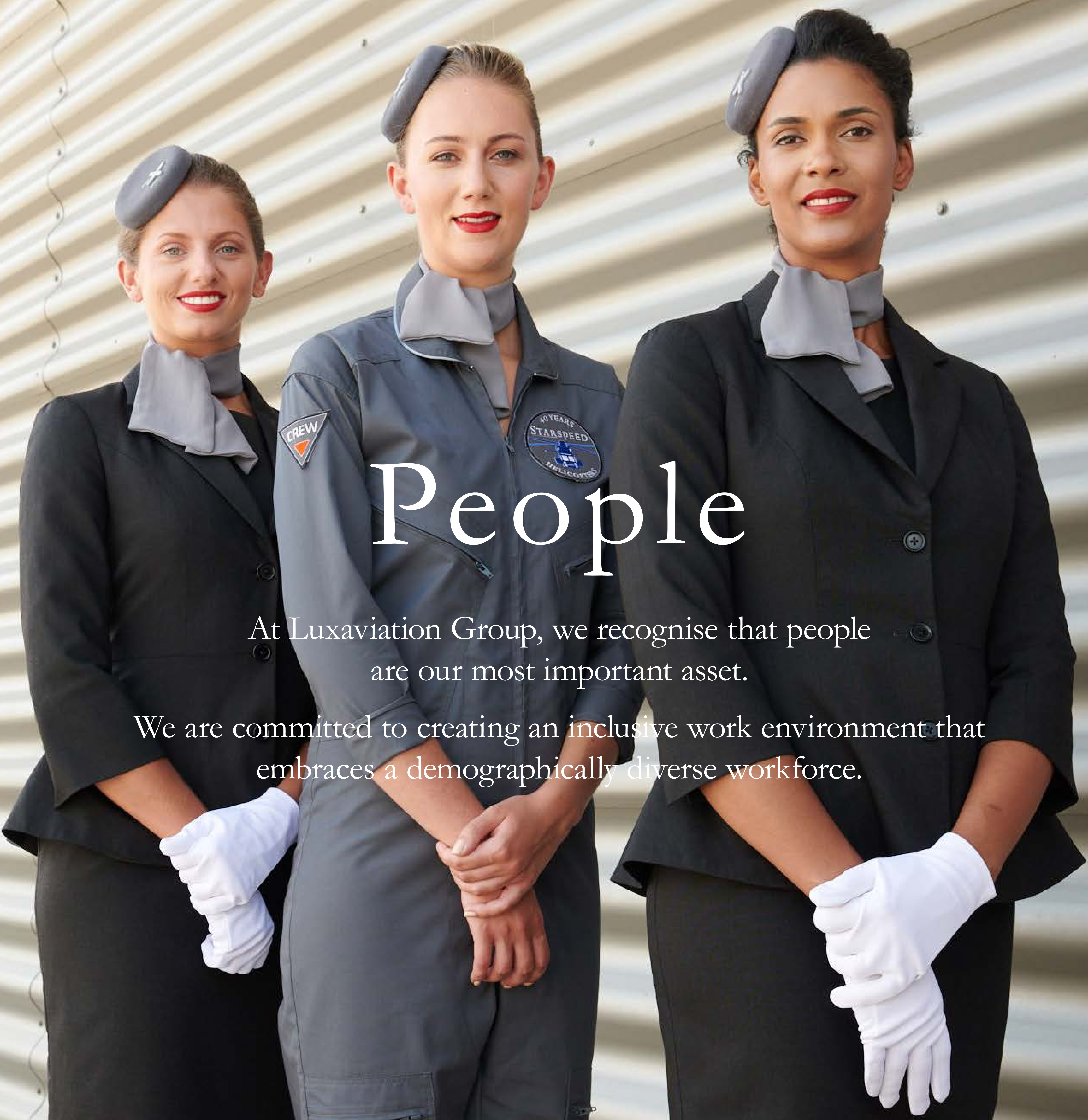
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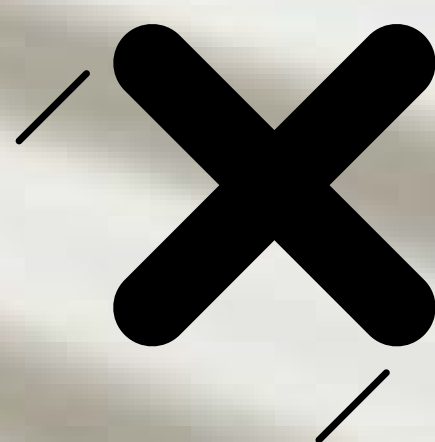
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# People

At Luxaviation Group, we recognise that people are our most important asset.

We are committed to creating an inclusive work environment that embraces a demographically diverse workforce.





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# Our Approach



People are at the heart of any business, and the Luxaviation Group is no exception. Not just the passengers, customers, and suppliers, but also our employees – people setting new standards of excellence every day in fields such as aircraft management and private jet operation, taking pride in the work we do and building a better future – and a better company – for everyone.

We are continuously striving to be recognised as an ‘Employer of Choice’ in the business aviation sector. This goal is only achievable through working collaboratively and engaging with our teams regularly. A core Group HR team has recently been established to drive best practices across the group, deliver and implement group initiatives, and support local entities to further mobilise our ambition of becoming an employer of choice.



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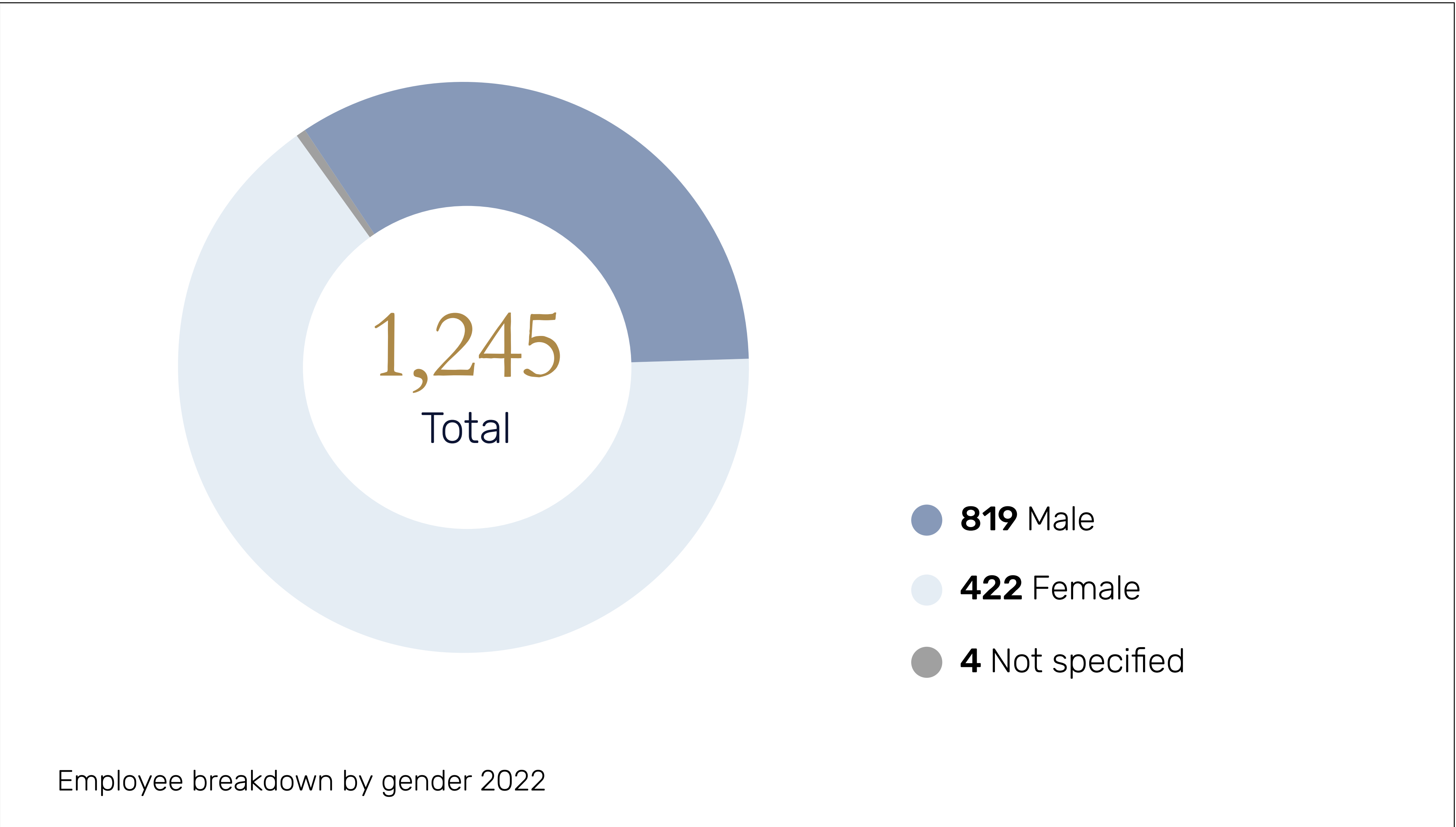
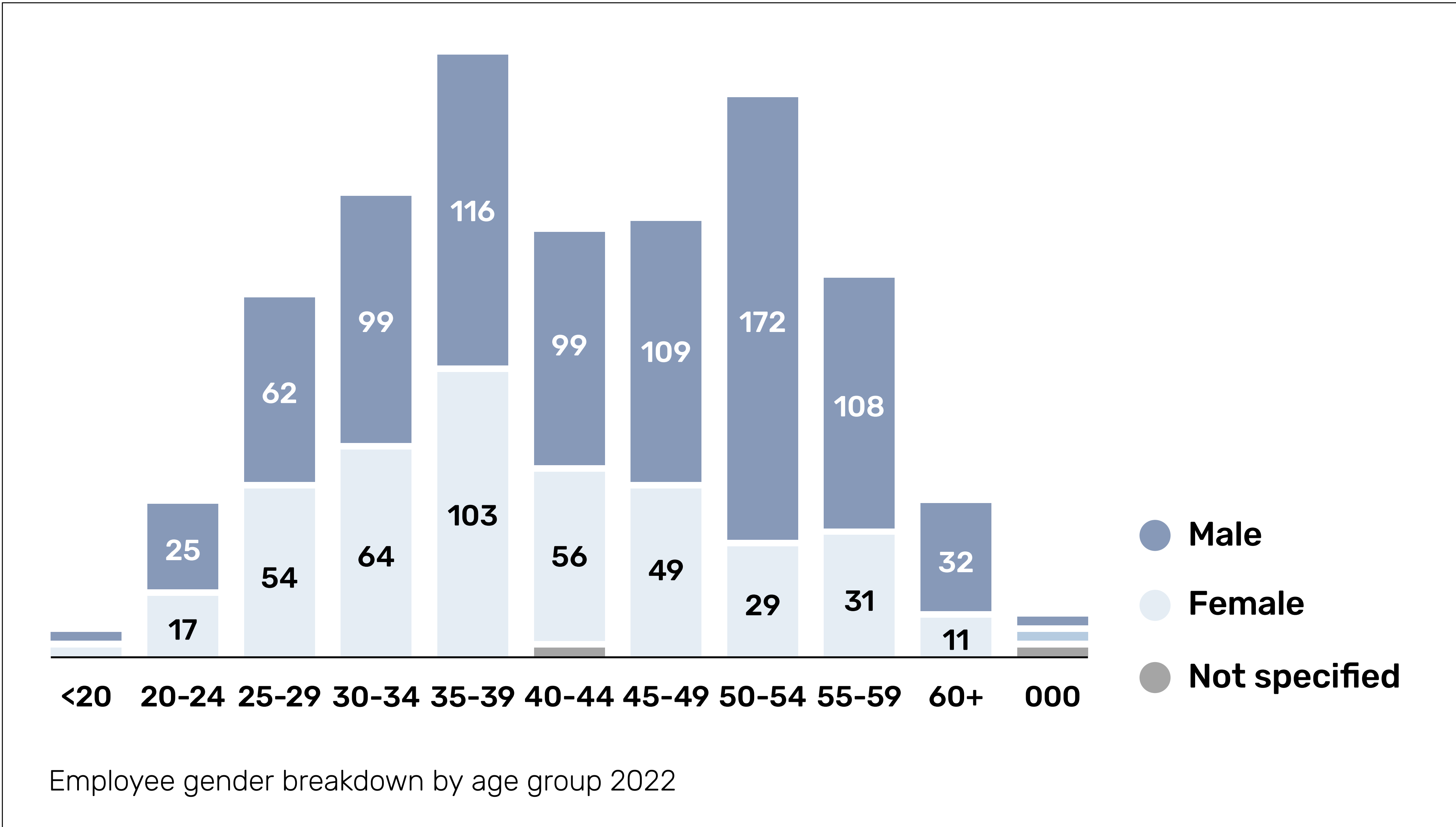
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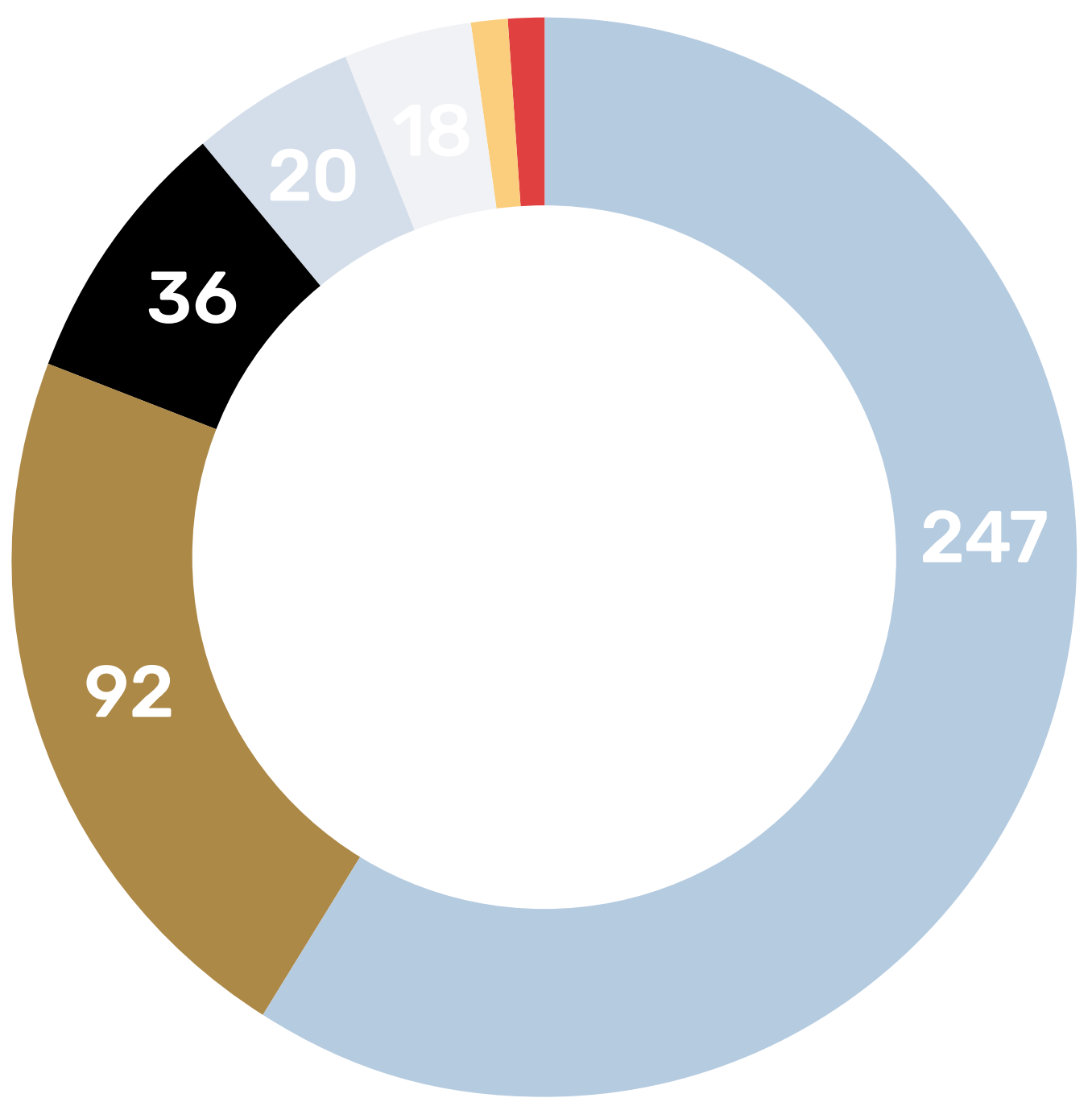
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# Employee Demographics by Country

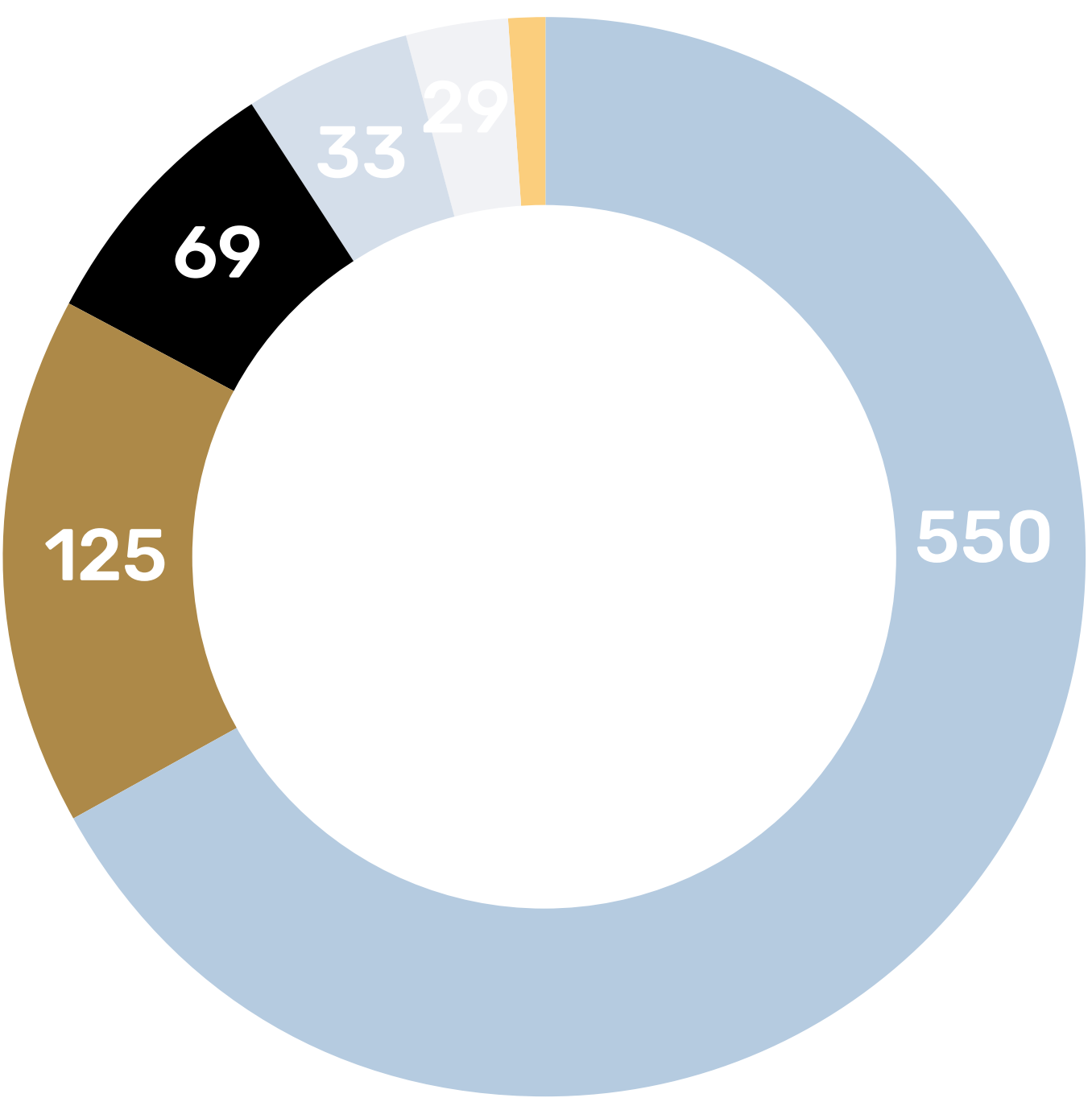
Employees - Total **1,245**  
Female - **422**



- 59% Europe
- 22% Africa
- 8% Middle East
- 5% Asia
- 4% Australia
- 1% Latin America
- 1% Other

Female employees by country 2022

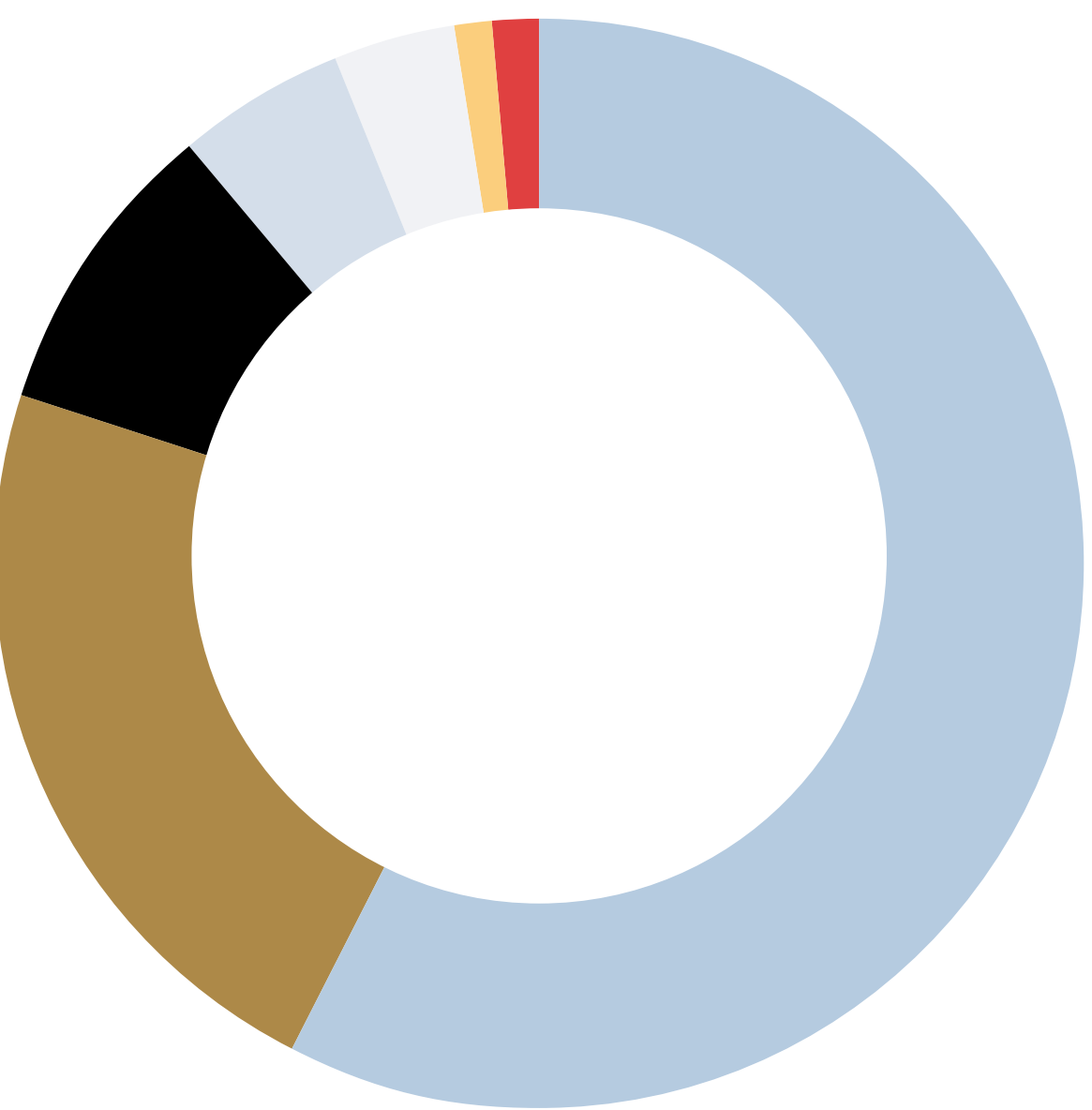
Male - **819**



- 67% Europe
- 16% Africa
- 8% Middle East
- 5% Asia
- 3% Australia
- 1% Latin America
- 0% Other

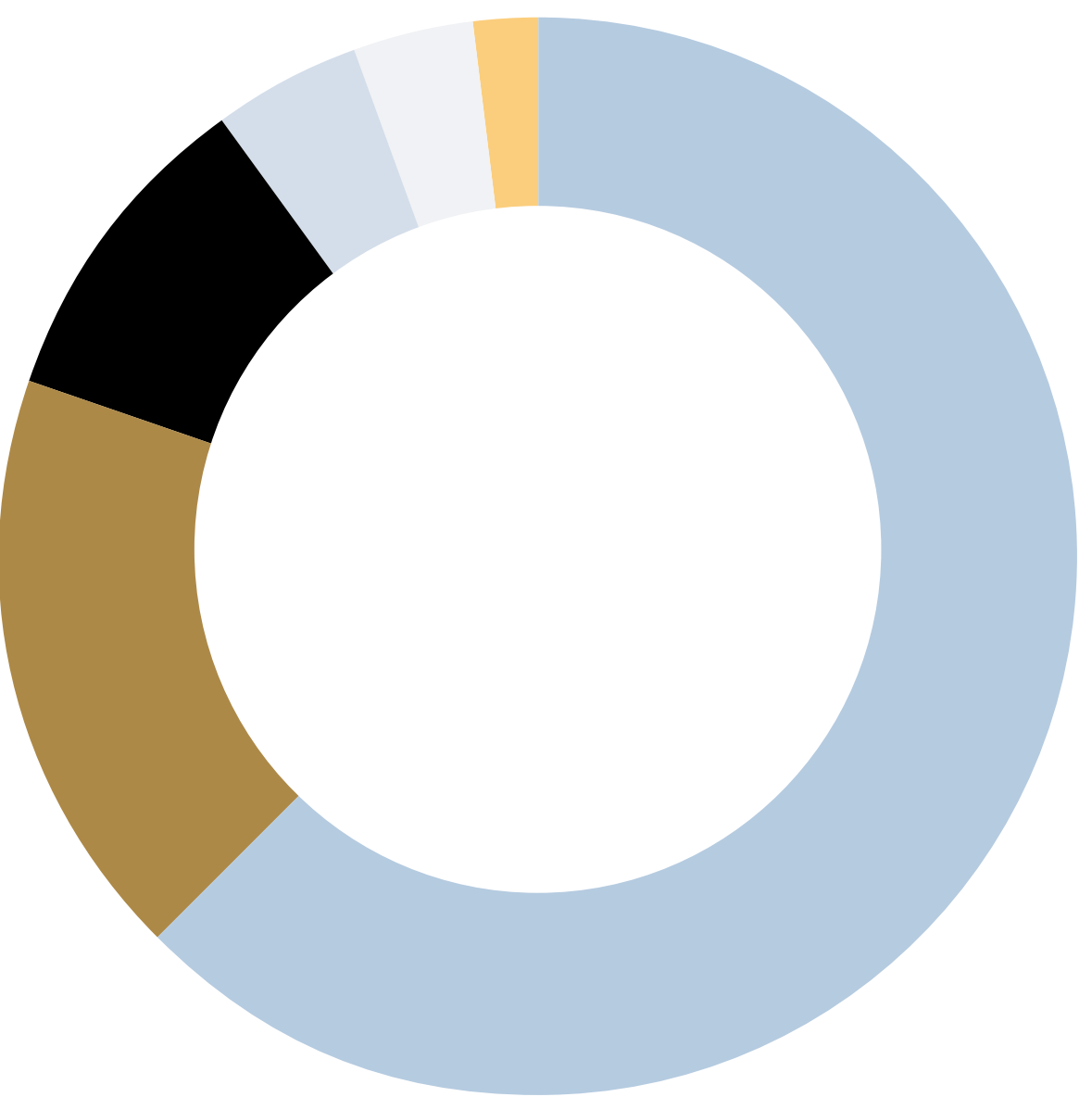
Male breakdown by country 2022

Permanent Employees - Total **1,179**  
Female - **415**



- 231 / 5 / 6 / 4
- 89 / 0 / 0 / 0
- 36 / 0 / 0 / 0
- 20 / 0 / 0 / 0
- 15 / 0 / 0 / 0
- 4 / 0 / 0 / 0
- 5 / 0 / 0 / 0

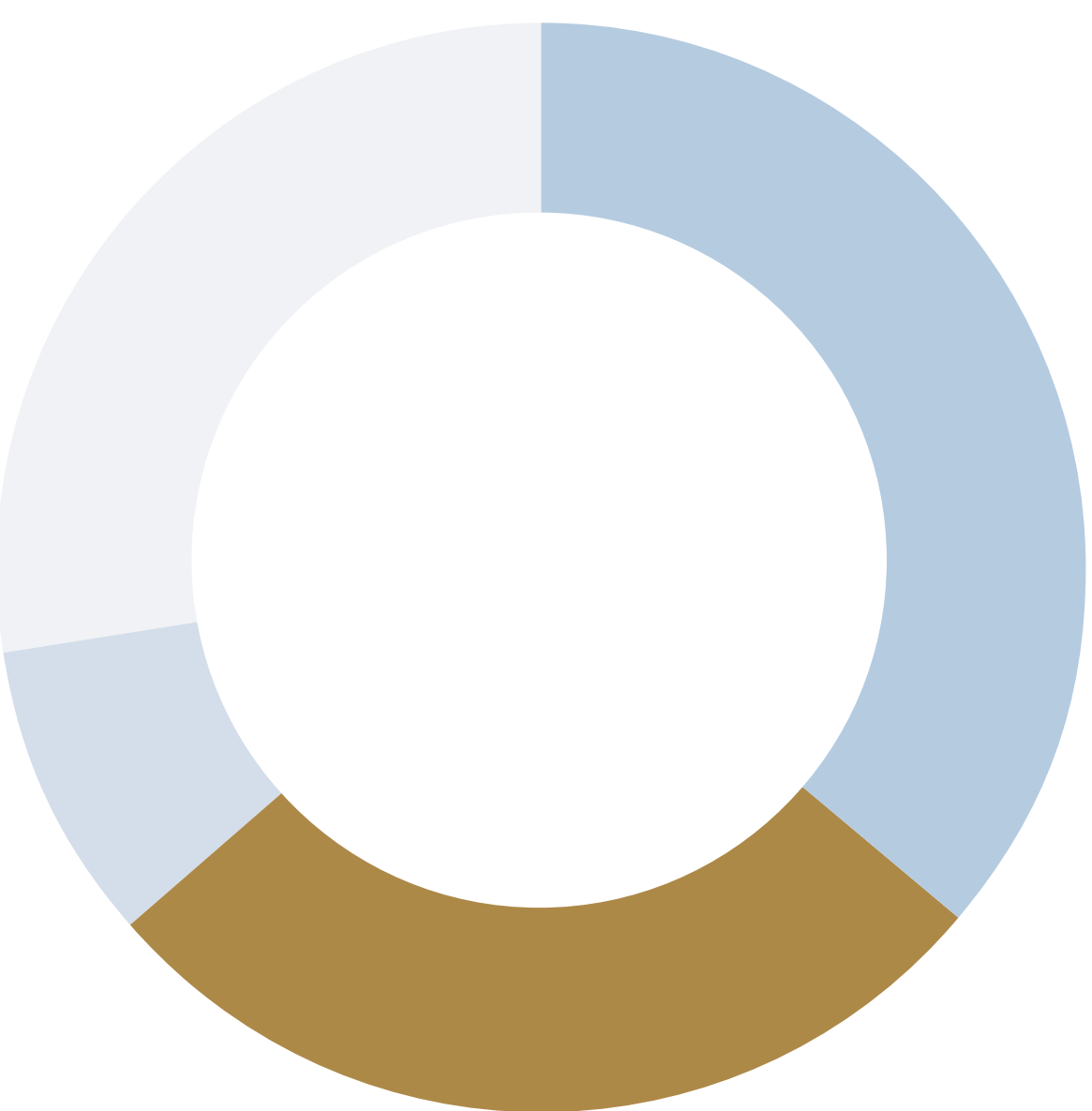
Male - **764**



- 444 / 38 / 18 / 0
- 125 / 0 / 0 / 0
- 69 / 0 / 0 / 0
- 32 / 0 / 0 / 0
- 25 / 0 / 0 / 0
- 13 / 0 / 0 / 0
- 0 / 0 / 0 / 0

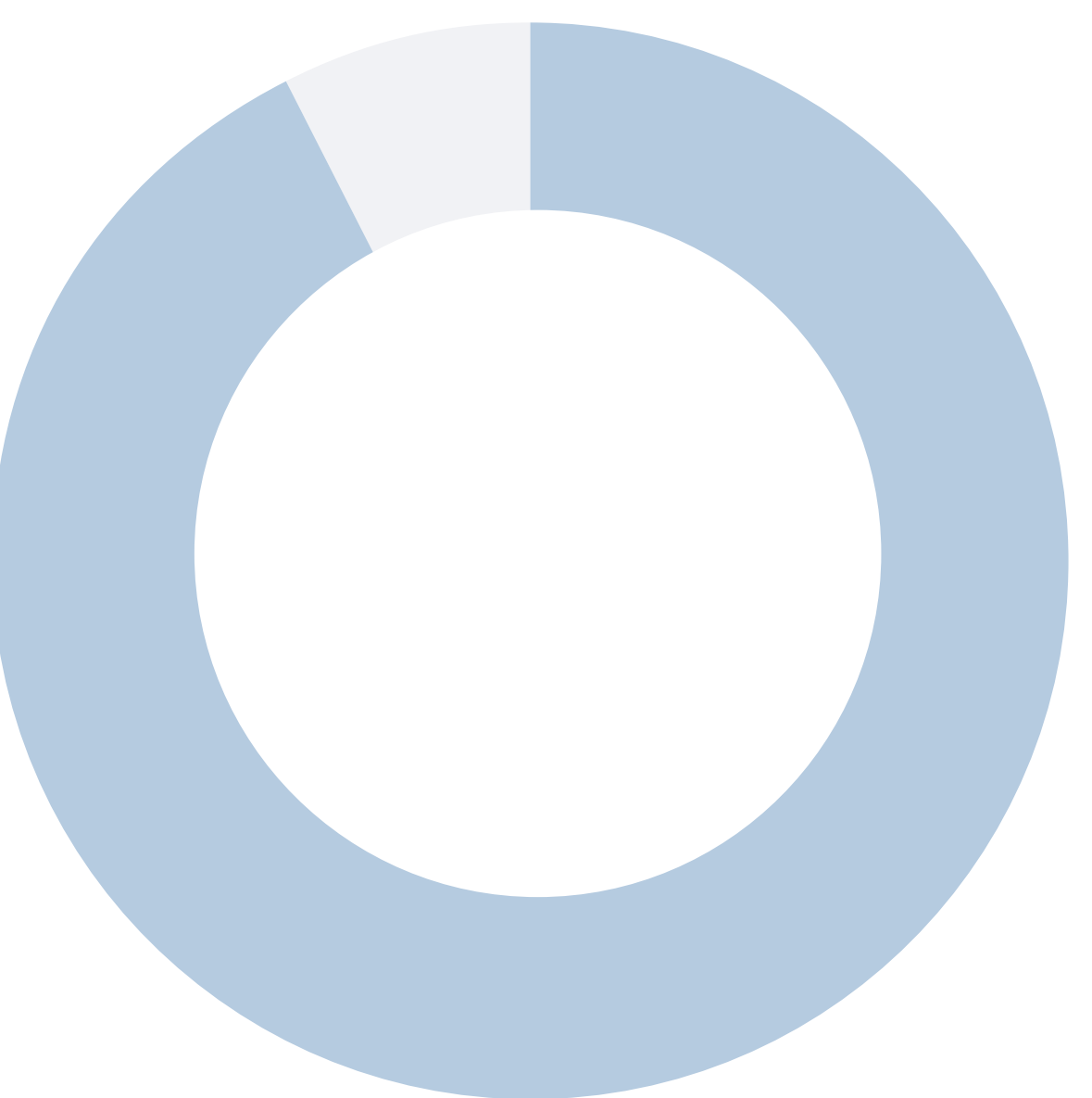
Permanent employees by country 2022  
Including: **Employees** / **permanent contractors** / **seconded** / **unspecified**

Temporary Employees - Total **66**  
Female - **12**



- 0 / 1 / 2 / 2 / 0
- 3 / 0 / 0 / 0 / 0
- 0 / 0 / 0 / 0 / 0
- 0 / 0 / 0 / 0 / 1
- 0 / 0 / 0 / 2 / 1
- 0 / 0 / 0 / 0 / 0

Male - **54**



- 18 / 18 / 12 / 2 / 0
- 0 / 0 / 0 / 0 / 0
- 0 / 0 / 0 / 0 / 0
- 0 / 0 / 0 / 0 / 1
- 0 / 0 / 0 / 4 / 0
- 0 / 0 / 0 / 0 / 0

Temporary employees by country 2022  
Including: **Contractors** / **3rd party employed** / **freelance** / **seasonal workers** / **unspecified**



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# Employee Well-being

The Luxaviation Group recognises that actively supporting employee well-being is good for both employees and the organisation. Accordingly, the Luxaviation Group Weekly Line Up is released on the company's internal communication channel, accessible for all employees and covering various topics around physical, emotional, and mental well-being. Factual and useful information is provided along with engaging activities such as quizzes/challenges as well as signposting to resources.

When considering flexible working arrangements, we aim to accommodate flexibility while considering the operational needs of the business, which must take priority. Employees allowed to work under a flexible working arrangement must comply with the relevant local policy.

Luxaviation Group continues to support flexible working arrangements where possible to promote well-being by facilitating the balance of work and home life.





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# Diversity, Equity and Inclusion (DEI)

The Luxaviation Group is committed to creating and sustaining a positive and inclusive working environment for our people. We aim to ensure that all employees are equally valued and respected and that our organisation is representative of all members of society. We define diversity as valuing everyone as an individual, which is reflected within our values. This approach applies to all Luxaviation Group stakeholders which includes all staff (including but not limited to employees, consultants, self-employed contractors, and agency workers) along with relationships with clients and customers (including but not limited to access to the services and goods supplied by Luxaviation



Group) and to the treatment of Luxaviation Group's visitors and suppliers and of job applicants and former staff members.

We believe that all individuals are entitled to be treated with dignity and respect and we strongly value a working environment that is free from discrimination, harassment, or victimisation. Everyone deserves to be treated equally, irrespective of their race, colour, nationality, ethnic or national origin, gender, marital or civil partnership status, disability, religion or belief, age, or sexual orientation.



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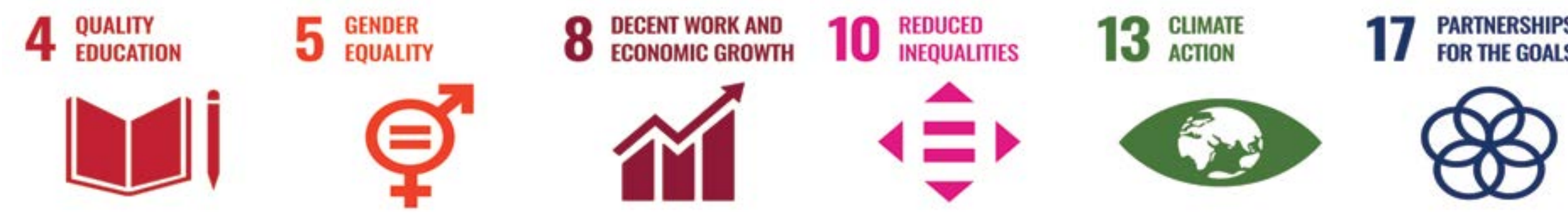
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# Community Engagement



Community engagement has always been in the DNA of Luxaviation, and we recognise the challenges humanity must overcome are multifaceted and can vary depending on geographical location. We therefore consider localised action an imperative function of our wider Group sustainability efforts. We actively encourage a ‘think global, act local’ mindset across our teams and all Group divisions should support and encourage such related activities.

As a valued voluntary member of the Air Charter Association’s (ACA) Sustainability & Innovation Group and Deputy Chair of the Association’s NextGen Group, Nicola-Jane Sellers, Luxaviation Group’s Sustainability Manager, is charged with the responsibility of educating, influencing, and inspiring the next generation of aviators to explore a career within business aviation, all the while promoting the importance of creating a more sustainable aviation industry.

In recognition of her work and involvement with local colleges and universities, Nicola-Jane was awarded the prestigious Sir Michael Marshall Award for Sustainability in Aviation, sponsored by Cambridge City Airport, in November 2022. The event was hosted by the Air Charter Association in Brighton (United Kingdom), and the award was chosen through a combination of member voting and an independent adjudicating panel.

As the first female and individual to receive this accolade, Nicola-Jane said:

“This award is only the beginning of what is an infinite journey. I hope the award influences and inspires future generations, steering us towards a more sustainable aviation industry.”



A total of 9 winners at the Air Charter Excellence Awards



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The global theme for the 2022 Mandela Day was

*“Do what you can, with what you have, wherever you are.”*

“Thank you, ExecuJet is simply amazing!

- Dagmar Kahn, Business Development Manager  
Source: Witkoppin Clinic

# Mandela Day

The late Nelson Mandela, former President of South Africa, was viewed as a father figure and many South Africans still depict him as Tata – an isiXhosa word for “father”. Mandela Day honours his achievements in his work toward conflict resolution, democracy, human rights, peace, and reconciliation.

Our team at ExecuJet Lanseria reflected on all Tata Mandela stood for and in doing so teamed up with Witkoppin Clinic, a South African non-profit organisation providing

comprehensive, high-quality primary healthcare and social welfare services to the less fortunate members of society.

On July 19 2022, the ExecuJet team donated and served a selection of sandwiches to the Witkoppin Clinic patients. The team’s efforts and care helped the patients and also highlighted the meaning of the day. The food and beverage supplies were well received as many patients had been waiting in queues since the early hours of the morning to access the healthcare services provided.





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Community Engagement Continued

Cabin Crew Manager for Luxaviation UK, *Gemma Morris, raised £30,000 for Anthony Nolan* – a charity saving the lives of people with blood cancer. Gemma raised funds through her participation in various physically exerting running challenges, including 24-hour runs, lockdown challenges, and international marathons. In the gruelling Marathon Des Sables, known as ‘the toughest footrace on Earth’, Gemma endured the challenges of one of the world’s most inhospitable environments, the Sahara Desert. In recognition of this significant contribution, Gemma received a nomination for the Anthony Nolan Supporter Awards (ANSAs).



**Clean Up Australia Day** inspires and empowers communities to clean up and conserve the environment. This year team members at ExecuJet Australia participated and engaged with local communities to take impactful practical action.

Volunteering

Luxaviation is striving to improve all environmental and social contributions and volunteering efforts must be scaled up moving into 2023. We aim to explore all options for introducing relevant volunteering measures and discussions will be focussed on implementing a Group-wide initiative that can focus on localised action.





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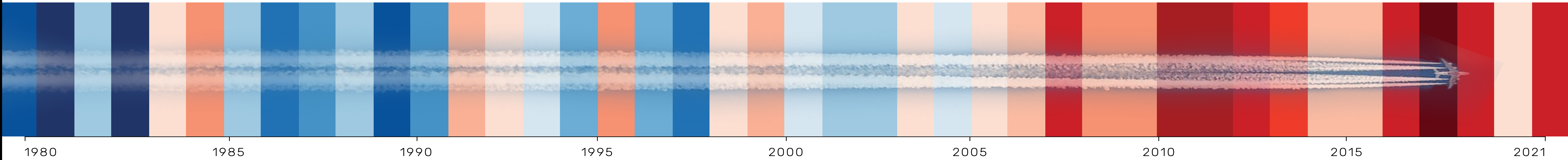
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# Greenhouse Gas (GHG) Emissions

The global aviation industry is responsible for around 2% of the total global anthropogenic CO<sub>2</sub> emissions, and business aviation accounts for just 2% of this total – in other words, 0.04%.<sup>3</sup> The combustion of conventional jet fuel can be considered the main contributor, but when considering the wider GHG contributions, the total percentage for aviation rises to approximately 5%. Other non-CO<sub>2</sub> pollutants are also produced from air travel and an EU study suggests that contrails warm the planet twice as much as CO<sub>2</sub>.<sup>4,5</sup> Also known as vapor trails, contrails can be seen as white line-shaped clouds that slowly drift during an aircraft's flight. While CO<sub>2</sub> can linger in the Earth's atmosphere for decades and sometimes centuries, contrail implications are more temporary, with most accumulating a lifespan of just a few hours at most.



## Aviation Warming Stripes

Warming stripes, also known as climate stripes, are a visualisation of the Earth's average surface temperature trends and historical data. According to EASA, and a recent study that quantifies aviation's contribution to global warming, the referenced 'Aviation Warming Stripes' signify the modelled % contribution of aviation emissions to overall global warming (temperature increase against a pre-industrial baseline) on an annual basis between the period of 1980 (1.9% on left) and 2021 (3.7% on right). Further information may be found in the [EASA European Aviation Environmental Report 2022](#).



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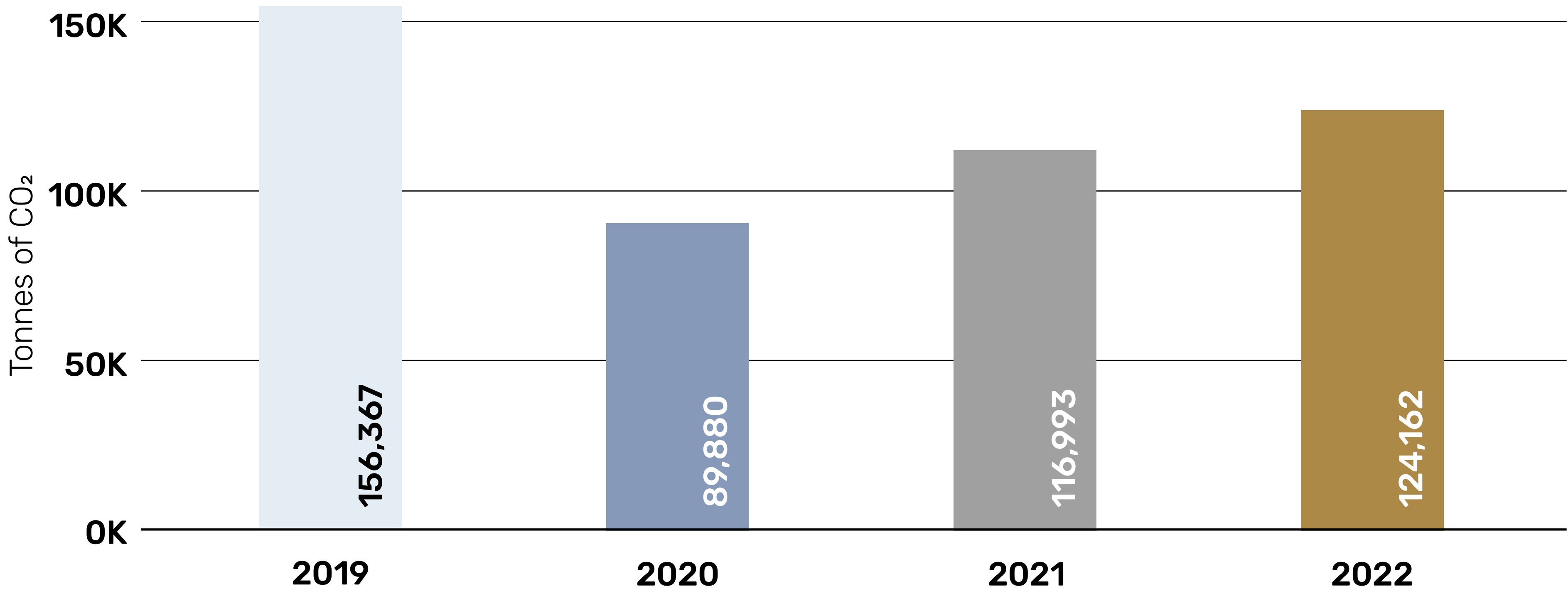
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# Environmental Footprint

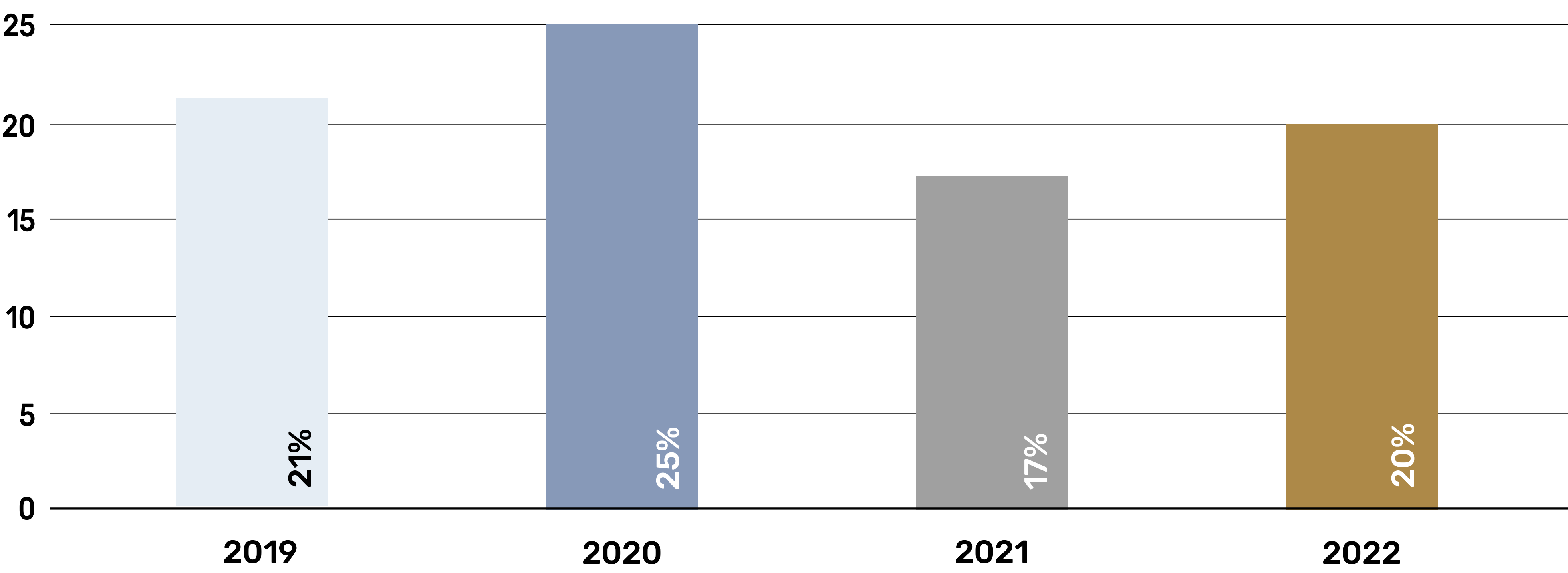
Luxaviation's footprint is global and so is our impact on the environment.

We have been measuring our Scope 1 (direct) emissions since 2019. We are working hard to become a more sustainable business to reduce our impact on the environment and [Luxaviation's Go-to-Zero journey](#) outlines the steps we are taking to achieve this goal.

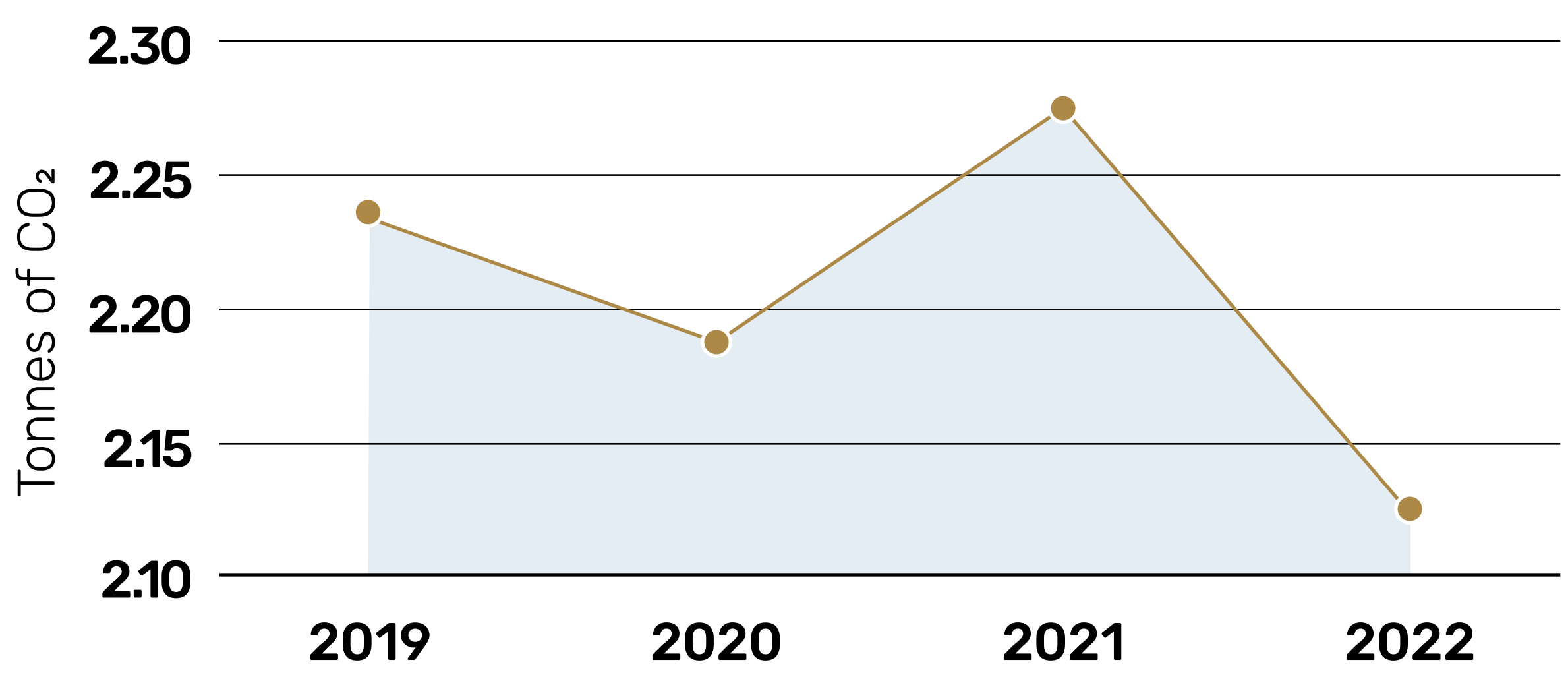
tCO<sub>2</sub> emissions



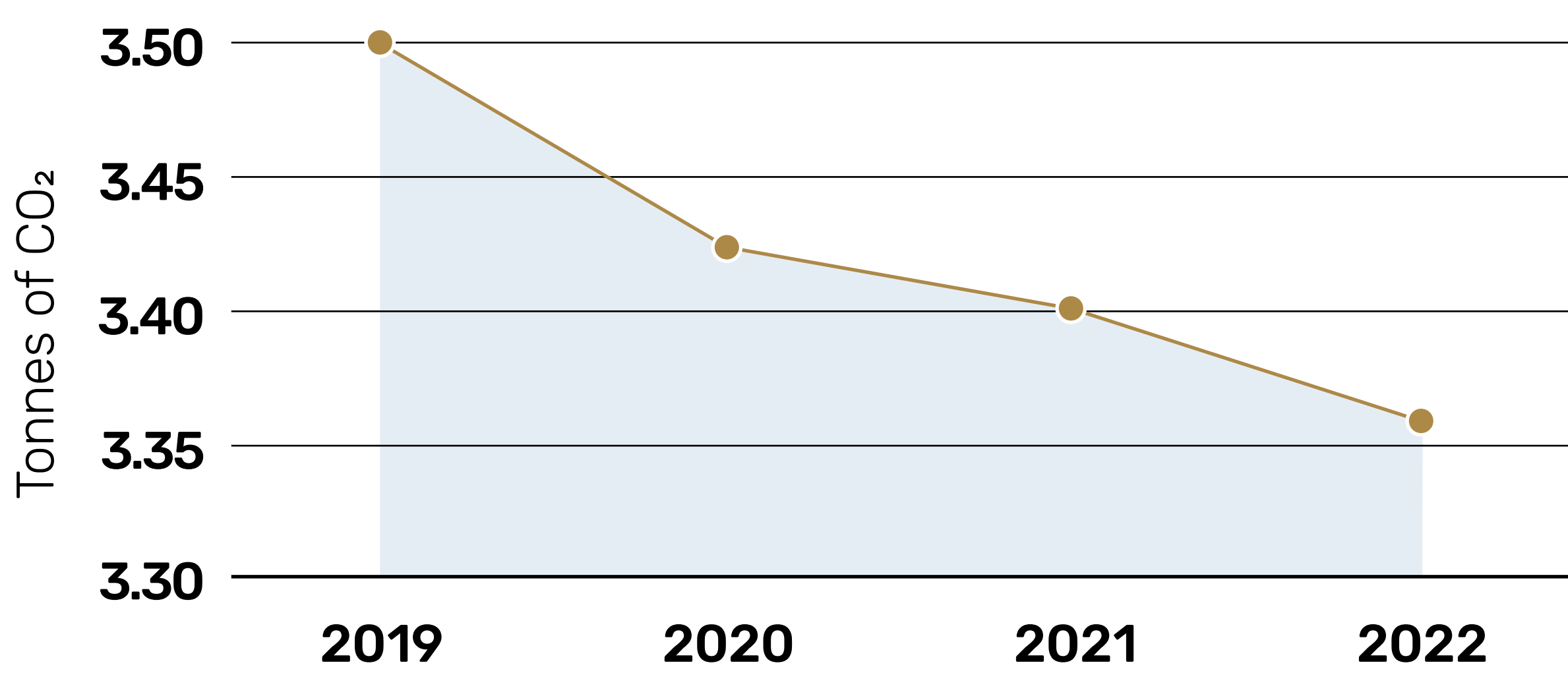
Emissions compensated through sectoral schemes



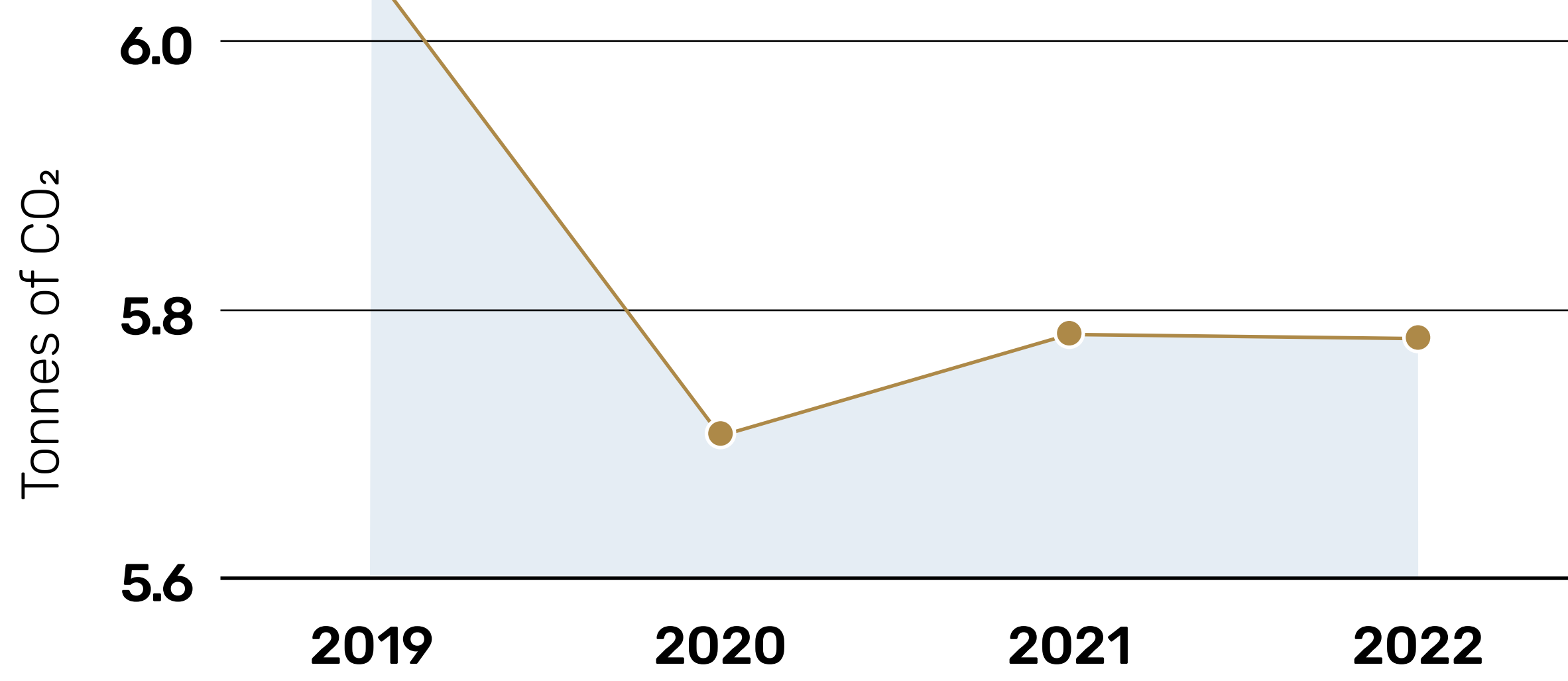
Average tCO<sub>2</sub> emissions per passenger



Average tCO<sub>2</sub> per flight hour



Average tCO<sub>2</sub> per flight





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# Greenhouse Gas (GHG) Accounting

The physical and transitional risks of climate change will inflict exponential pressures on all sectors, including aviation.

We are dedicated to gaining an in-depth understanding of our environmental footprint, and measuring our impact is an essential course of action if we are to effectively address the risks, challenges, and opportunities associated with this global phenomenon.

In 2022, Luxaviation has undertaken our first GHG analysis to build our baseline. This milestone highlights work that will continue indefinitely as our-Zero journey matures. Our GHG accounting report has been undertaken by a third-party consultant and informed by The Greenhouse Gas Protocol's Corporate Accounting and Reporting Standard – Revised Edition (GHG Protocol).

The following tables present an overview of Luxaviation's Scope 1, Scope 2, and Scope 3 emissions aligned with this year's reporting boundaries.

Luxaviation's Total GHG Emissions (tCO<sub>2</sub>e)

2022	Scope 1 <small>*tCO<sub>2</sub></small>	Scope 2	Scope 3	Total
Total	124,162	575	72,456	<b>197,193</b>
Percent	63%	0.3%	36.7%	<b>100%</b>

Total GHG emissions by region (tCO<sub>2</sub>e)

Region	Scope 1 <small>*tCO<sub>2</sub></small>	Scope 2	Scope 3	Total	Percent
Asia-Pacific	10,484	189	2,339	<b>13,012</b>	<b>6.60%</b>
Europe	94,808	27	61,118	<b>155,960</b>	<b>79.09%</b>
Africa	11,281	358	124	<b>11,764</b>	<b>5.97%</b>
Middle East	7,589		8,816	<b>16,405</b>	<b>8.32%</b>
The Americas			60	<b>60</b>	<b>0.03%</b>
<b>Subtotal</b>	<b>124,162</b>	<b>575</b>	<b>72,456</b>	<b>197,200</b>	<b>100%</b>



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## Overview

This instrumental exercise has successfully proven to raise emissions awareness across the organisation through material outputs and the associated recommendations. Furthermore, the analysis has influenced the creation of new localised reporting procedures, encouraging teams globally to embed a higher sustainability mindset into and across their operations, rather than considering sustainability a separate subject matter.

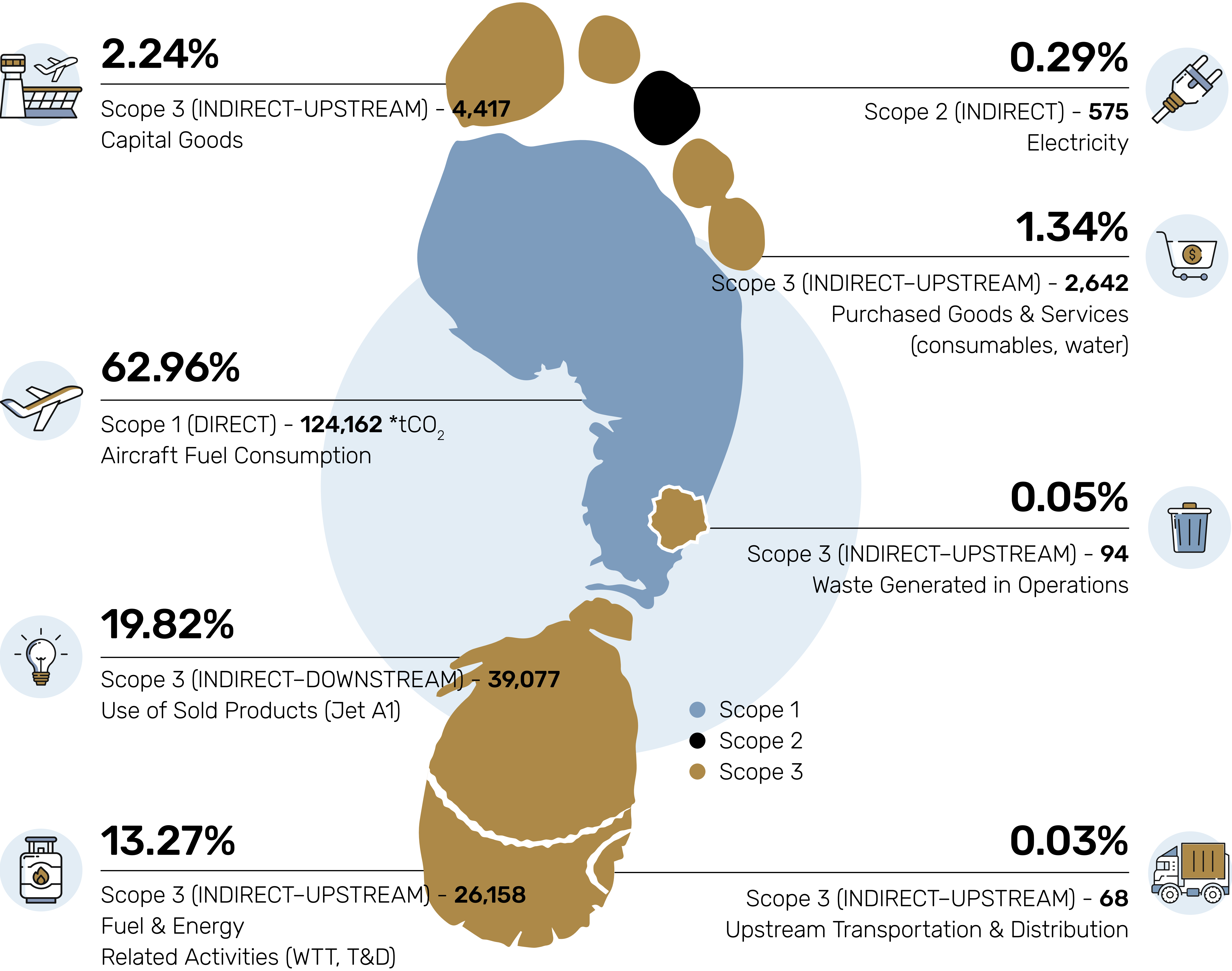
In the review of the GHG analysis undertaken, and the recommendations presented to Luxaviation, we are trying to use the data to expand the boundaries of our reporting, while harnessing our Go-to-Zero strategy on our journey to decarbonisation.

Luxaviation will increase the number of indicators included in our annual GHG accounting report in 2023 and, in doing so, we anticipate our total full-scope emissions will rise. Our Group is committed to taking the necessary steps to improve on the areas of reporting presented.

Luxaviation's full GHG emissions accounting report can be found [here](#).

Here are the indicators used to track our environmental performance:

### Total GHG Emissions by Category (tCO<sub>2</sub>e)





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# Luxaviation's Go-To-Zero Journey

The aviation industry is undergoing a paradigm shift, mobilised by radical behavioural movements, expectational changes, and significant technological advances. Luxaviation is committed to developing our Go-to-Zero strategy to ensure our momentum exceeds that of the wider industry.

Luxaviation follows a comprehensive management approach, one that promotes the importance of protecting and preserving Planet Earth – a core value of our Group. We are committed to acknowledging our

carbon footprint and exploring all opportunities to reduce that footprint.

As we and the wider industry navigate the complexities of transition, Luxaviation stands by a holistic approach. We recognise the importance of remedial diversification and are therefore considering all tangible routes to accelerate the scaling up of our contributions.

Luxaviation's Go-To-Zero journey is an ongoing initiative to help both us and the industry overcome the challenges of greenhouse gases.





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## Optimising Empty Legs

Empty legs naturally occur during the booking process. Re-sold empty legs are defined by the original empty leg being re-sold to a customer, resulting in empty leg occupancy.

Upon review of the 2021 Sustainability Report, we have revised one of the below KPIs to ensure accuracy and continuity and the data presented in this table reflects the associated amendments.

Empty Legs	2019	2020	2021	2022	Target by 2027
Empty legs % vs total legs - nm	20%	24%	26%	27%	Significant decrease
Resold empty legs vs total empty legs	3.3%	3.9%	4.7%	3.3%	10%

The data provided has been taken from Avinode and the FlightWare systems.



Booking an empty leg is a much cheaper alternative to booking a regular charter flight. Considering our global footprint, these flights are regularly available at short notice, flexible in the sense that they can be organised for a drop off en-route to their re-positioning location, and they make a great environmentally conscious option.

*As a seamless way for our clients to see empty leg availability across the entire Luxaviation Group, this year we launched our **empty leg portal**.*



Subscribe to Empty Legs



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## Efficient Aircraft

We are flying into a new era that embraces sustainable travel and eco-friendly, guilt-free flying. Many of the world’s largest aircraft manufacturers are tirelessly working to create solutions for an industry that can become greener and cleaner for more sustainable travel. There is no time to act like the present.

Luxaviation’s core fleet composition ensures we can offer aircraft to suit any mission requirement and, as we evolve with innovation and technological advances, we will continuously explore all associated opportunities relating to the adoption of aircraft with Environmental Product Declaration (EPD).

At present, Luxaviation’s fleet includes managing Bombardier’s flagship Global 7500 – an aircraft that made history after becoming the first business jet with an EPD. In the years to follow we anticipate an increase in EPDs and Luxaviation aims to consider EPD during our aircraft onboarding processes.

## FLYER

The LXA FLYER is a concept that promotes the ultra-efficient and economical offerings of next-gen aircraft. With a 25% lower fuel burn vs previous gen aircraft, the FLYER harnesses efficiency and noise reduction, but not at the compromise of time or safety. The FLYER service can be utilised for business or leisure – a practical solution that bridges the gap between commercial travel and business aviation.





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# Sustainable Aviation Fuel (SAF)

## Fuelling the future

Sustainable Aviation Fuel (SAF) is an umbrella term that refers to fuels derived from non-fossil sources.<sup>10</sup>

This non-conventional fuel has similar chemical and physical characteristics to conventional jet fuel and almost identical properties. SAF is renowned for dramatically reducing the lifecycle of emissions relative to traditional jet fuel and can be safely mixed with the latter to varying degrees, using the same supply infrastructure, and does not require the adaptation of aircraft or engines. Fuels with these properties are called “drop-in fuels”. At present, the maximum blend is a ratio of 50%, although most commercially available blends are less than 40% blend.

The term biofuel typically refers to fuels produced from biological resources such as waste and residue oils, municipal waste, and algae. However, current emerging technologies allow fuel to be produced from other alternative sources (Power-to-Liquids technologies), including non-biological resources. The term has therefore been adjusted to highlight the sustainable nature of these fuels.

SAF can reduce lifecycle emissions by up to 80%.<sup>12</sup>

Under **CORSIA**, SAF must meet certain sustainability criteria to ensure the validity of the term. If fuel is derived from a feedstock source that competes with essential food production or involves deforestation as a result, the fuel would not classify as a sustainable alternative to conventional jet fuel.

The estimated output for SAF production in 2022 was over three times the amount produced in 2021. Nevertheless, if the sector is to achieve carbon neutrality, the production of SAF must continue to be scaled up, to drive costs down, ensure accessibility, and accommodate the much-anticipated increase in consumer demand.<sup>11</sup>

According to the International Air Transport Association (IATA), by 2025 there will be over 10 technical pathways for SAF production. Looking ahead to 2050, SAF has the potential to contribute approximately 65% of the reduction in emissions needed by aviation to reach the goal of net-zero carbon emissions by 2050.



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Carbon Offsetting

At Luxaviation Group we prefer to first avoid emissions by improving fuel efficiency and promoting the use of SAF when and where possible. However, in response to the challenges faced by our industry, we also consider voluntary carbon offsetting a crucial component of our GHG emission reduction strategy. This initiative is an essential element that will work in parallel with other developing technologies while supporting our transition to net zero. Carbon offsetting residual emissions is a necessary step Luxaviation believes should be taken when carbon emissions cannot be avoided.

Climate change is rapid, and intensifying.<sup>14</sup> The relationship between this global phenomenon and the biodiversity crisis is closely linked and global temperature increases are impacting the natural world. We believe these two crises should be tackled together.

In 2021 we aimed to invest in certified nature-based projects of high impact and quality. Since then, we have been working tirelessly to select and collaborate with a reputable partner who shares our vision to create more sustainable aviation. Our global carbon offsetting project portfolio is under development, and this process is enabling

us to carefully select and support projects that align with our core values and highlight the United Nations’ Sustainable Development Goals: SDG 13: Climate Action and SDG 15: Life on Land, and beyond. There should be no limits on creating positive impacts.

A healthy natural world is our greatest ally in the fight against climate change and, as we strive for sustainable development, we choose to cherish biodiversity along the way. The natural world has a deep capacity for capturing and storing carbon and by default, the more diverse the habitat, the better the job done. We are therefore choosing to invest in nature.

Luxaviation looks forward to launching our largest carbon offsetting programme in 2023.

A healthy natural world is our greatest ally in the fight against climate change.

<sup>14</sup>Climate change widespread, rapid, and intensifying – IPCC – IPCC



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# Noise Reduction

Our operations have been, for several years, compliant with noise abatement procedures, both on take-off and landing, to minimise our actual noise footprint. We refrain, depending on safety considerations, from the usage of reverse thrust beyond idle and prefer the usage of the full length of a runway to slow down. We have equipped our airplanes to be able to perform continuous descents and follow a 3D pattern to a landing.

Our operation is not only compliant with the most stringent guidelines imposed on civil aviation's noise print but also subscribes to voluntary initiatives like the good neighbour in Teterboro New Jersey, or the observance of a voluntary night curfew. We have been training our crews in using ground-supplied power rather than using onboard turbines to supply air conditioning and electrical power to our fleet when possible.

The procedures below describe methods for noise abatement, designed for application to turbojet aircraft, and can comprise any one or more of the following:

- Use of noise-preferential runways to direct the initial and final flight paths of aircraft away from noise-sensitive areas;
- Use of noise-preferential routes to assist aircraft in avoiding noise-sensitive areas on departure and arrival, including the use of turns to direct aircraft away from noise-sensitive areas located under or adjacent to the usual take-off and approach flight paths; and
- Use of noise abatement take-off or approach procedures, designed to minimise the overall exposure to noise on the ground and at the same time maintain the required levels of safety.

## Some interesting facts and figures

- 97% of our flights are between 6:00 and 23:00LT.
- We are being monitored across many airports worldwide from Sydney to Zürich to Nice to Teterboro and we have signed the good neighbour charter.
- A Citation XLS on initial approach, flying 2,000 feet above the ground, makes less noise on the ground than a car at 60mph.
- Some airports publish the noise data: [Aircraft Noise](#) or [VITRAIL](#)
- All our fleet have noise certificates compliant with Chapter 3 ICAO regulations, and most of our fleet is Chapter 4 compliant.
- We do not use thrust reverser at night beyond idle power.
- We have strict limits in utilisation of the APU (small turbine in the tail to provide power and air conditioning on the ground) – 50' before start to 30' after landing.
- Heavy penalties exist in case of violation of night curfew or noise levels (ACNUSA in France).<sup>15</sup>



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Initiatives

Sustainability is multifaceted, and as a global organisation we understand the challenges we must overcome are non-linear and can vary depending on geographical location. We therefore consider localised action an imperative function of our wider Group sustainability efforts. We actively encourage a ‘think global, act local’ mindset across our teams.

This year our team at ExecuJet (Middle East) joined a local government scheme in the Emirate called ‘Dubai Can’. The primary objective of this scheme is to discourage the use of single-use plastic bottles through multi-use alternatives, such as reusable water containers which can supply large volumes of water with minimal wastage and multi-use water bottles. Reusable bottles have been distributed across the ExecuJet Middle East team and the office water dispenser is regularly used.

Since introducing the **scheme** in October 2022, the team has made significant savings, as shown below:





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Valuing Partnerships

In support of the UN SDG 17: Partnerships for the Goals, we value our global partnerships and are committed to nurturing these relationships.

This year, the Luxaviation Group finalised a strategic partnership with industry leader **Rolls-Royce**. We believe this partnership will not only complement our business activities but also accelerate our Go-to-Zero journey. In addition, the Luxaviation Group has secured a strategic partnership with the Thien Minh Group (TMG) – Asia’s leading customer-centric travel group specialising in providing all-inclusive travel services. The partnership underlines Luxaviation’s strategy and will also accelerate plans for our geographical expansion.

Further information relating to our existing partnerships can be found on the **Luxaviation** and **ExecuJet** websites.



“ Our concept is to provide a solution that is agile and continuously evolving to scale up Advanced Air Mobility operations alongside regulatory development pace and market demand.

- Christophe Lapierre, Chief Executive Officer, Sigma Air Mobility

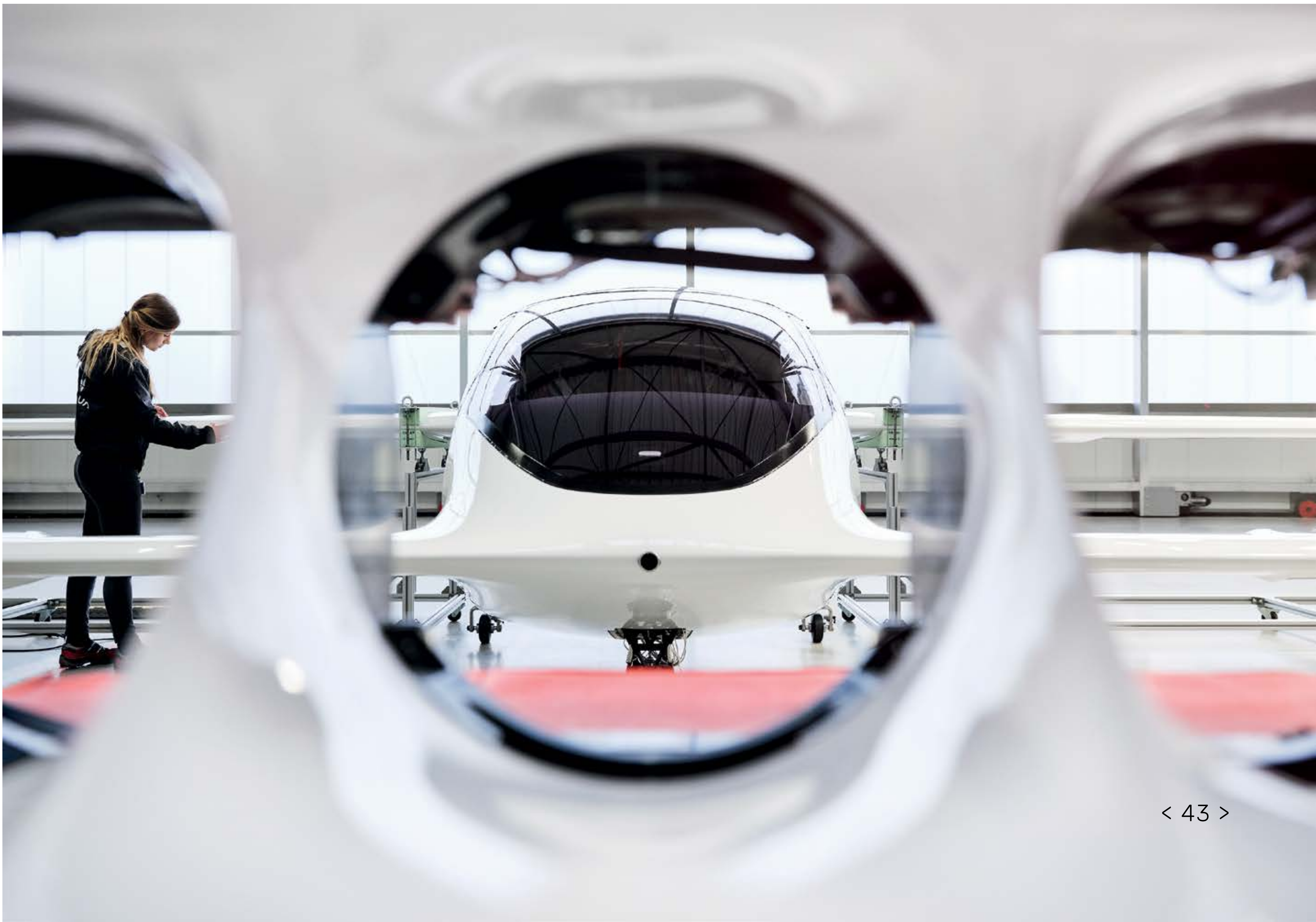


Leading the way in Advanced Air Mobility (AAM) operations

Since Luxaviation first stepped into the AAM ecosystem in 2019, the Group has established partnerships with companies such as Lilium and EDEIS, and in Q1 of 2022, we proudly announced our plans to collaborate with Rolls-Royce on leading the development and deployment of AAM. Rolls-Royce will provide electrification solutions, maintenance support services, and digital solutions for the Group’s planned network of vertiports.

This shared vision aims to support the development of AAM solutions including all-electric and hybrid-electric vertical take-off and landing aircraft, as well as fixed-wing commuter aircraft. The strategic partnership will look at three main areas:

- Maintenance provision for electric aircraft;
- Charging and energy infrastructure for vertiports;
- Digital solutions for related applications across AAM.





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Innovation

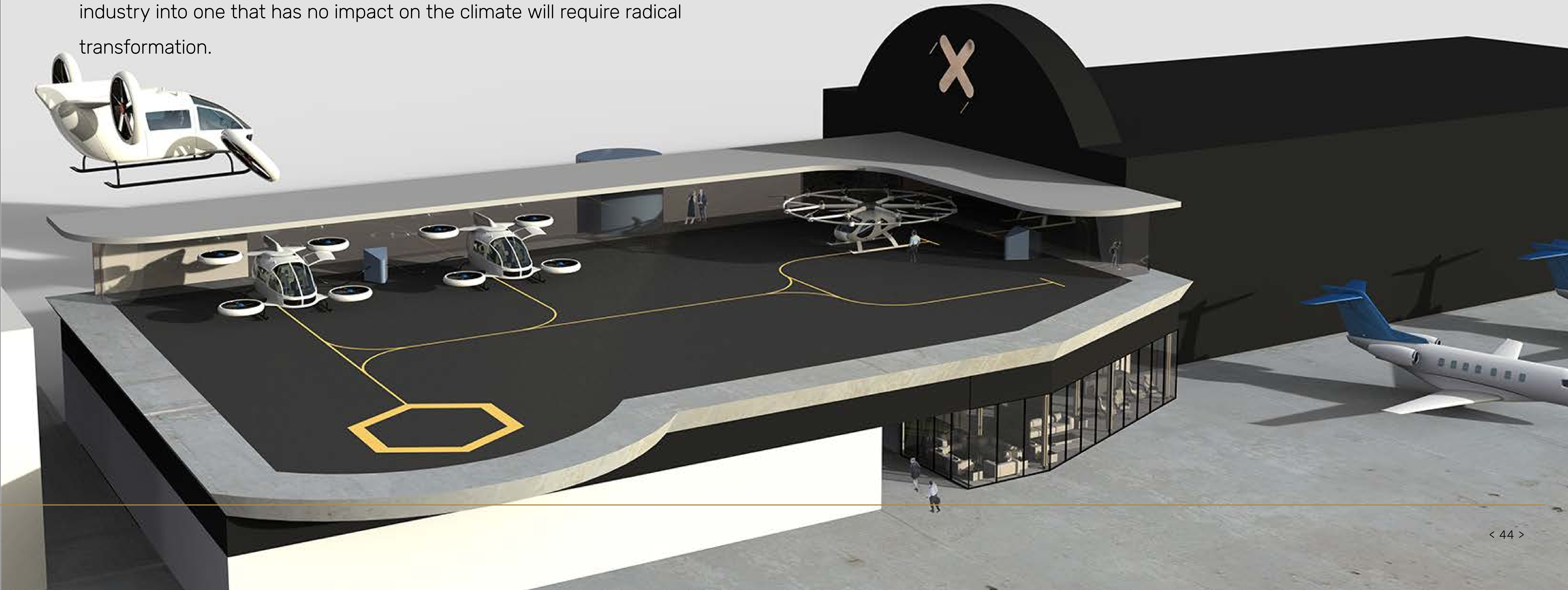
Luxaviation is scaling up our efforts towards decarbonising aviation, and in November set up a dedicated air mobility company called Sigma Air Mobility.

Sigma Air Mobility is strengthening all partnerships and developing many additional ones with original equipment manufacturers (OEMs) and ecosystem partners to build operating concepts and support the deployment of the latest hybrid-electric, full electric, and hydrogen vehicles across Europe and the Luxaviation Group, effectively achieving lower carbon impact from air transportation. This long-term project highlights Luxaviation's vision and commitment to a sustainable aviation industry.

The future of the aviation industry is based on a non-linear trajectory. The industry's ambitious decarbonisation goals are now at the forefront of activities every day. But shifting a heavily dependent fossil-fuelled industry into one that has no impact on the climate will require radical transformation.

While electrification plays a crucial role in the transition, the aviation industry acknowledges the requirement for a complementary energy source to bridge the gap, and hydrogen presents the largest potential to become the fuel of the future. This structural shift is without doubt a huge challenge for aviation, but through collaborative action, this opportunity can be seized.

Eric Colussi, Project Director for the Luxaviation Group, says: "The scalable utilisation of hydrogen in aviation is a long-term target that will require a commitment from all the parties involved. As leaders in our industry, we must step into the hydrogen ecosystem."





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“*Exploration once changed the world.*

*We must dedicate ourselves to doing the same again now.*

- Patrick Hansen, Chief Executive Officer, Luxaviation





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Acronyms and Units

AAM	Advanced Air Mobility
ACA	Air Charter Association
AOC	Aircraft Operator Certificate
APU	Auxiliary Power Unit
AVS	Aviation Services
BARE	Business Aviation Real Estate division
BARS	Basic Aviation Risk Standards
BASS	Business Aviation Support Services
tCo <sub>2</sub>	Tonnes of carbon dioxide
CO <sub>2</sub> e	Carbon dioxide equivalent
CORSIA	Carbon Offsetting and Reduction Scheme for International Aviation
CTOL	Conventional take-off and landing
DEI	Diversity, equity, and inclusion
EASA	European Union Aviation Safety Agency
EBAA	European Business Aviation Association
EPD	Environmental Product Declaration
ESG	Environmental, Social and Governance
ETS	Emissions Trading Scheme
EUA	European Union Allowances
EU	European Union
EVTOL	Electric Vertical Take-off and Landing
FBO	Fixed-base operator
GAMA	General Aviation Manufacturers Association
GDPR	General Data Protection Regulation
GHG	Greenhouse Gas
GHE	Ground Handling Equipment
GRI	Global Reporting Initiative
GPU	Ground Power Unit
IBAC	International Business Aviation Council
IS-BAH	International Standard for Business Aircraft Handling
IS-BAO	International Standard for Business Aircraft Operations
ICAO	International Civil Aviation Organization
IPCC	Intergovernmental Panel on Climate Change
LT	Local time
Mt	Megatonne, million metric tonnes
NATA	National Air Transport Association
OEM	Original Equipment Manufacturer
SAF	Sustainable Aviation Fuel
SAFUG	Sustainable Aviation Fuel User Group
SBTI	Science Based Target Initiative
SLG	Sustainability Leadership Group
SMS	Safety Management System
S.T.A.R.S.	Standards and Training for Aviation Responsibility and Sustainability
UN SDG	United Nations Sustainable Development Goals
UNGC	United Nations Global Compact

Glossary of Terms

- A    Anthropogenic Emissions: Emissions produced because of human activities.
- B    Biodiversity: The total types of plants and animals that exist in a specific area, or the world in general.
- C    Carbon footprint: The total carbon emissions released into the atmosphere by a given activity.
- G    GRI Reporting Standards: A modular system of standards for organisations used to report their economic, environmental and social impacts.<sup>18</sup>
- Greenhouse Gas (GHG) Emissions: These are emissions released into the Earth’s atmosphere consisting of various gases that contribute to the greenhouse effect.<sup>19</sup>
- S    Sustainable Development Goals: A collection of 17 interlinked objectives that are designed to serve as a “shared blueprint” for peace and prosperity for people and the planet, formulated by the United Nations General Assembly (UNGA).<sup>19</sup>[DD1] [NS2] [DD3]
- Sustainable aviation fuel (SAF): A non-conventional alternative to traditional fossil-derived jet fuel. This liquid fuel can be produced from a variety of sources such as biomass, used cooking oil and municipal solid waste.
- N    Net zero emissions: Reducing GHG emissions so the output is as close to zero as possible.

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<sup>9</sup>Science Based Targets (2021), Science-Based Targets for the Aviation Sector

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