Our decade of change

2013 Performance
Every year, Gatwick contributes around £2 billion to the South East's economy. We enable businesses to prosper, tourism to flourish, and 23,500 people to say they are proud to work at Gatwick Airport. We know that the extensive social and economic benefits that Gatwick creates must be balanced with a sustainable airport operation.

My team and I continue to take responsibility for managing and reducing our impact on the environment. That's why in 2010 we launched our Decade of Change strategy. This strategy sets targets across all key sustainability areas including water use, climate change and biodiversity issues for us to deliver by 2020. It describes how we aim to grow sustainably through responsible environmental management and performance coupled with strong community programmes.

This report will update you on our progress in achieving the challenging objectives we set ourselves in 2010 and our action plans going forward.

The year 2013 has truly been an exciting time for Gatwick. Our oldest pier, Pier one was closed, demolished and the construction of a much improved facility commenced. Pier five at the north Terminal is now mid-way through its transformation and the new aircrew reporting facility in Atlantic House opened offering a superb facility for our airline customers. The South Terminal departure lounge has been refurbished, bringing with it new retail and catering offerings and a number of hotels have also opened onsite, again enhancing the range of accommodation available to our passengers.

From an environmental perspective, we are realising the benefits from our previous £1bn investment programme as we have reduced the amount of electricity consumed in 2013 despite increasing passenger numbers and aircraft movements. As a result of this capital investment programme and the work we do across the airport with our business partners and third parties, Gatwick Airport has reduced its overall carbon footprint by 0.6% when compared to 2012.

On a national scale, in its Interim Report published in December 2013, the Airports Commission included Gatwick in its shortlist of potential locations for the next runway in the South East of England. Moving forward we will consult with our local communities seeking their input into our plans for a future two-runway Gatwick.

Gatwick Airport is truly competing and leading the way in enhancing the passenger experience and also in managing our environmental responsibilities. The Decade of Change strategy is fundamental in ensuring we grow sustainably and maintain the ongoing trust of our stakeholders as we move forward.

Stewart Wingate
CEO
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2013 Performance Report – Verification Statement
Gatwick’s Vital Statistics

Around 40 long haul destinations

346 check-in desks

Serves 45 of the top 50 EU business routes daily

Sunday Times Top 100 ‘One to Watch’

35 million passengers and climbing

Gatwick employs 23,500

Runway 3,316m long x 45m

2 Terminals

Investors in People Accredited

115 aircraft stands
Our environmental performance

A summary of our 2013 performance data is included below. We have included data from 2010, 2011, 2012 and 2013 to indicate how things are changing. More information can be found under each section and on our website.

<table>
<thead>
<tr>
<th>Issue</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>% Change 12-13</th>
<th>Data Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carbon scope 1 (tCO₂eq)</td>
<td>16,499</td>
<td>14,579</td>
<td>13,202</td>
<td>13,589</td>
<td>2.93%</td>
<td>RSK</td>
</tr>
<tr>
<td>Carbon scope 2 (tCO₂eq)</td>
<td>79,106</td>
<td>54,902</td>
<td>48,867</td>
<td>45,791</td>
<td>-6.29%</td>
<td>RSK</td>
</tr>
<tr>
<td>Carbon scope 3 (tCO₂eq)</td>
<td>625,897</td>
<td>660,731</td>
<td>643,087</td>
<td>641,182</td>
<td>-0.30%</td>
<td>RSK</td>
</tr>
<tr>
<td>Total carbon emissions (tCO₂eq)</td>
<td>721,502</td>
<td>730,212</td>
<td>705,146</td>
<td>700,562</td>
<td>-0.65%</td>
<td>RSK</td>
</tr>
<tr>
<td>Air quality – nitrogen dioxide (NO₂)</td>
<td>37</td>
<td>32</td>
<td>33</td>
<td>32</td>
<td>-3.03%</td>
<td>GAL</td>
</tr>
<tr>
<td>Air quality – PM10 μg m⁻³ (VCM Corrected)</td>
<td>22</td>
<td>21.8</td>
<td>21.9</td>
<td>23.8</td>
<td>8.68%</td>
<td>GAL</td>
</tr>
<tr>
<td>Noise – track keeping (%)</td>
<td>97</td>
<td>97.42</td>
<td>97.63</td>
<td>98.04</td>
<td>0.42%</td>
<td>GAL</td>
</tr>
<tr>
<td>Noise – total noise infringements</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>GAL</td>
</tr>
<tr>
<td>Noise – daytime noise infringements</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>GAL</td>
</tr>
<tr>
<td>Noise – night-time noise infringements</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>GAL</td>
</tr>
<tr>
<td>CDA compliance (%)</td>
<td>89.7</td>
<td>90.49</td>
<td>88.9</td>
<td>91.36</td>
<td>2.77%</td>
<td>GAL</td>
</tr>
<tr>
<td>Total waste (tonnes)</td>
<td>9,685</td>
<td>9,206</td>
<td>8,803</td>
<td>9,315</td>
<td>5.82%</td>
<td>GAL</td>
</tr>
<tr>
<td>Waste – recycled (tonnes %)</td>
<td>41</td>
<td>54.6</td>
<td>40</td>
<td>38.7</td>
<td>-3.25%</td>
<td>GAL</td>
</tr>
<tr>
<td>Waste per pax (kg)</td>
<td>0.31</td>
<td>0.27</td>
<td>0.26</td>
<td>0.26</td>
<td>0.00%</td>
<td>GAL</td>
</tr>
<tr>
<td>Water – consumption (m³)</td>
<td>956,539</td>
<td>754,599</td>
<td>718,369</td>
<td>700,902</td>
<td>-2.43%</td>
<td>GAL</td>
</tr>
<tr>
<td>Electricity – consumption (kwh)</td>
<td>162,621,805</td>
<td>161,234,426</td>
<td>158,798,686</td>
<td>152,934,224</td>
<td>-3.69%</td>
<td>GAL</td>
</tr>
<tr>
<td>Gas – consumption (kwh)</td>
<td>75,333,903</td>
<td>59,208,775</td>
<td>62,661,214</td>
<td>64,488,858</td>
<td>2.92%</td>
<td>GAL</td>
</tr>
<tr>
<td>Passenger public transport use (%)</td>
<td>40.4%</td>
<td>42%</td>
<td>43.7%</td>
<td>42.9%</td>
<td>-1.83%</td>
<td>CAA</td>
</tr>
</tbody>
</table>

Jacobs verified the accuracy and completeness of data presented in the Decade of Change 2013 Performance Report in relation to the Key Performance Indicators (KPI’s) listed below, for the calendar year 2013. These were selected by GAL. The following KPI’s were verified:

- Nitrogen Oxides (NO₂)
- Particulate Matter (PM₁₀)
- Noise – track keeping (%)
- Noise Infringements
- Continuous Descent Approach (CDA) compliance (%)
- Total waste generated (tonnes)
- Waste per passenger (kg)
- Waste recycled & reused (%)
- Water consumption (m³)
- Electricity consumption (kWh)
- Gas consumption (kWh)

The report provides an appropriate representation of GAL’s 2013 environmental performance data within the scope of this assurance engagement. Jacobs’s full verification statement can be found in the back of the report.
A responsible approach

Our ambition is to compete to grow and become London’s airport of choice. We want to set the standard for airport service, and to be known for the warm welcome, ease of use, on-time performance and exemplary service. By the end of the decade, over 40 million passengers should be experiencing that service every year.

To realise this ambition, we have set ourselves six strategic priorities which are to:

- Deliver the best passenger experience
- Help our airlines grow
- Increase value and our reputation
- Protect and enhance our reputation
- Build a strong environment, health and safety culture
- Develop the best people, processes and technology

Operating a responsible Gatwick means striking the right balance between the environmental impacts and the social and economic benefits of the airport while offering our passengers a great service. With operational efficiencies come environmental efficiencies, so the better we manage our facilities, the smaller our environmental footprint will become.

We will only achieve our targets by working closely with our stakeholders and business partners to deliver joint work programmes. This means that the people we work with, the companies we engage with and the passengers travelling through Gatwick all have a part to play.

It’s not simply about improving our environmental performance; it’s about modernising the airport in the most sustainable way that will enable us to achieve our targets. It’s also about making sure that during this period of development the benefits to the economy and to our local community are maximised.

Our values will help us achieve our ambition in the best possible way. We will:

1. **Deliver great service every day**
2. **Be better than the rest**
3. **Work together as one team**
NATIONAL POLICY

The UK’s aviation industry is a major contributor to the economic growth needed to secure the country’s future. As a critical element of national infrastructure, we want to do all we can to help safeguard the future growth and development of our industry, whilst minimising the airport’s environmental impact.

The right public policy is crucial if we are to reach our full potential. We regularly undertake an active programme of engagement with ministers and senior officials of major Government Departments to communicate the issues that we face. We input to the policy process and provide required information to relevant Government departments.

On a parliamentary front, senior staff also appear before parliamentary select committees to give expert insight into issues they are investigating. We see ourselves as an enabler and part of the solution to the issues that Government and parliamentarians face on both a short and long term basis.

In July 2012, the Government consulted on its strategy for aviation: the draft Aviation Policy Framework. This proposed a high-level strategy setting out the Government’s overall objectives for aviation and the policies utilised to achieve those objectives. The Aviation Policy Framework has replaced the 2003 Air Transport White Paper as Government’s policy on aviation, alongside any decisions Government makes following the recommendations of the independent Airports Commission. The Government believes that aviation needs to grow, delivering the benefits essential to our economic wellbeing, whilst respecting the environment and protecting quality of life. The Aviation Policy Framework is underpinned by two core principles:

- **Collaboration:** By working together with industry, regulators, experts, local communities and others at all levels, it will be able to better identify workable solutions to the challenges and share the benefits of aviation in a fairer way than in the past.

- **Transparency:** To facilitate improved collaboration, it is crucial to have clear and independent information and processes in place. Those involved in and affected by aviation need to have a clearer understanding of the facts and the confidence that proportionate action will be taken at the international, national or local level.

AIRPORTS COMMISSION

The Airports Commission was established in September 2012 with the remit of recommending how the UK can maintain its status as a global aviation hub and maintain our excellent international connectivity for generations to come, as well as making best use of our existing capacity in the shorter term. By defining Government’s objectives and policies on the impacts of aviation, the Aviation Policy Framework sets out the parameters within which the Airports Commission will work.

The Commission provided an interim report to the Government in December 2013 and included Gatwick in its shortlist of potential locations for the next runway in the UK. Throughout 2014, a range of detailed studies will be completed for shortlisted options and in 2015; the Airports Commission will make recommendations to the Government on how to meet any need for additional airport capacity in the longer term.

SUSTAINABLE AVIATION

We are also a member of Sustainable Aviation, which brings together the main players from UK airlines, airports, manufacturers and air navigation service providers in order to collaboratively find ways of ensuring sustainable growth. As part of this, we support the Government and aviation industry target to halve CO2 emissions by 2050, compared with 2005 levels.
Our governance structure

Our strategic priorities are embedded throughout the airport with a robust governance process, strong technical policies and an innovative employee engagement programme.

Delivery against environmental targets is driven and monitored through our Managing Corporate Responsibility (MCR) group, which is chaired by our CEO. Progress in this area is then communicated across the Gatwick Executive Management Board and our Shareholder Board.

Internally within Gatwick Airport Ltd, the Director of Corporate Affairs and Sustainability has overall responsibility for the delivery of the Decade of Change, and with Board membership, sustainability and Corporate Responsibility continues to remain a ‘Top 10’ priority for the business.

Our environmental management system (EMS) tracks progress against these targets and ensures that our approach meets the expectations of our stakeholders and regulators. As a result Gatwick is the largest UK airport to attain ISO 14001 certification – the international environmental standard. In addition, a major success for the business was obtaining OHSAS 18001 certification.

Both certifications demonstrate the company’s commitment to implementing robust systems and controls for managing EHS risks, which are independently audited and verified for effectiveness.

As a ‘Top 10’ priority for the business, all people leaders within the business are challenged with taking the Decade of change message out all of their teams across the business.

With our effective internal communications the Decade of Change features prominently in the staff magazine, on interactive question and answer sessions on Yammer and the Decade of Change is also a regular feature on the company intranet.

Externally our commitment to sustainable development is set out in our S106 Legal Agreement, signed in partnership with Crawley Borough Council (CBC) and West Sussex County Council (WSCC) in 2008. This document outlines our approach to growing to 40 million passengers a year sustainably.

Performance against this agreement is governed and communicated through our S106 Steering Group, attended by both CBC and WSCC, and to our consultative committee, GATCOM.
A partnership for success

While we were developing our targets, we recognised that much of what we wanted to achieve was outside our direct control. The only way we’d succeed was to work with the 240 businesses operating here.

We spoke to a number of our key partners during the development of Decade of Change to help shape our strategy and since then we’ve further strengthened these partnerships. We then set up the Gatwick Airlines Sustainability Group, which develops and delivers a rolling programme of sustainability initiatives.

Supporting this has been a programme of discussions with our other business partners - the retailers, construction firms, cleaning companies, hotels and other companies operating here at Gatwick. Our aim is to identify opportunities that, by working co-operatively, we can all achieve our respective targets. Our partners are often at the forefront of industry improvements and wherever possible we want to enable them to deliver these improvements for the good of the airport.

One thing that is clear is that Gatwick feels very much like a community. We want to harness that spirit to build a sustainability programme that is both designed and delivered by the airport community.

FLY QUIET & CLEAN

Fly Quiet and Clean is a unique framework that pulls together all our noise initiatives. Launched at our noise seminar in December 2012, it includes both on-going initiatives and new thinking. The nine components of Fly Quiet &Clean are:

A-CDM

Airport Collaborative Decision Making aims to improve the operational efficiency of all airport operators by reducing delays, increasing the predictability of events during a flight and optimising resources. This in turn then provides the best environmental solutions and reduces noise and emissions for aircraft on the ground and in the air. More information is available at www.eurocontrol.int

AIRSPACE DESIGN

This piece of work involves Gatwick and NATS, the air traffic services provider, working together to look at how the airspace directly affecting Gatwick flights can be better managed with more direct routes and better ways of operating. The result will be reduced noise and emissions.

PRECISE AREA NAVIGATION (P-RNAV)

Precision based satellite navigation is the ability of an aircraft’s flight management system to navigate by means of waypoints defined by latitude and longitude, rather than by conventional ground based navigational aids.

Airline operators and the CAA are eager for the potential advantages offered by existing equipment to be fully exploited. The deployment of P-RNAV will realise a number of operational benefits, depending on the type of P-RNAV application and the target environment. These could include controller and pilot workload, improved situational awareness, noise reduction, reduced emissions, fuel savings and reduced engine maintenance costs. The P-RNAV standard is intended for airspace around airports and requires that an aircraft is capable of trackkeeping accuracy of ±1 nautical miles for 95% of its flight time. Further information can be found at www.nats.co.uk
AIRLINE COMMUNITY

Airlines are an essential part of our quiet and clean story, as they are fundamental to achieving noise reduction. Our aim is to continue to work with our airlines to help them improve the way they fly through collaborative working, trials and by sharing best practice.

NOISE ACTION PLAN (NAP)

The NAP is an evolving five-year plan for how Gatwick manages noise which revised in 2013. The NAP sets out how we manage noise not only on a day-to-day basis, but also in the medium and longer term.

DEPARTURES AND ARRIVALS CODES OF PRACTICE

The Departures and Arrivals Codes of Practice are collaborative initiatives driven by Sustainable Aviation and its member organisations. Many years of work, including trials, modeling and data analysis have developed best practice methods for arriving and departing aircraft. These have been identified and implemented throughout airlines in order to reduce noise and emissions.

QUIET AND CLEAN INNOVATION GROUP

The Quiet and Clean Innovation Group is a dedicated team looking at creating ground-breaking solutions within our Fly Quiet and Clean programme. The group is technical in nature with a membership comprising airlines, NATS and the regulator, and is distinct from our Noise and Track Monitoring Advisory Group and the Flight Operations Performance & Safety Committee.

SUSTAINABLE AVIATION

Sustainable Aviation is an essential link within our programme because of its reputation within industry. You can find out more about them at www.sustainableaviation.co.uk

THE FUTURE

Technology is improving all the time and will, in time, further improve the impacts of the aviation industry. Advancements in aircraft design, the overall strategic UK and European wide airspace management, together with forward thinking within the aviation industry are all key components to the future of noise management for us.
Our passenger commitments

Gatwick wants to deliver the service you expect at every stage of the airport journey.

Gatwick’s ambition is to deliver the service you expect at every stage of the airport journey. Our drive to run a responsible airport starts with our passengers which is why we have developed our passenger commitments alongside everyone who works at the airport - airlines, handling agents and other service partners. We’re all working hard every day to deliver the high standards across the airport which meet our passengers’ expectations.

Our commitment to our passengers is quite simple:

- **We’ll treat you as our guest** - we’ll always try and offer you the very best possible airport experience or make it right if we don’t;

- **We hate queues** - we know you do too, so Gatwick is working hard with our staff and airport partners to keep queues in all areas to a minimum;

- **We love to be on time** - we’ll do our best to get you away on time.

To find out more about our passenger commitments visit [http://www.gatwickairport.com/business-community/about-gatwick/at-a-glance/passenger-commitments](http://www.gatwickairport.com/business-community/about-gatwick/at-a-glance/passenger-commitments)
WE’LL TREAT YOU AS OUR GUEST

TELL US WHAT YOU THINK AND WE’LL ALWAYS LISTEN
We value the views of our passengers. We listen to what they have to say and always respond promptly.

Social media continues to be a vital communications tool and we now have over 100,000 followers on Twitter and more than 40,000 Facebook fans.

The number of complaints we received in 2013 increased by 30% from 2012, while our passenger compliments increased by 13% over the same period.

CHAPLAINCY
The Gatwick Chaplaincy provides spiritual support to passengers and airport personnel, holding both Christian and Buddhist services each week.

Our chapel and prayer rooms, located in both terminals, are open 24 hours a day to people of all faiths for private prayer and meditation.

IF YOU NEED EXTRA SUPPORT, WE’LL BE THERE TO HELP
Our passengers are all different and many require additional support while at the airport. We provide dedicated assistance lanes within Security areas and extra help on arrival, including pushchairs for young children.

We’re also committed to working with our airport partners to offer the very best possible experience from the moment you arrive at the airport to when you board your plane.

GATWICK TRAVELCARE
TravelCare is Gatwick’s on airport charity dedicated to offering vital support to passengers and their families in the event of an emergency, major incident or crisis at the airport.

Over 2500 clients with travel related problems were also helped by TravelCare in 2013, covering a wide range of issues including financial difficulties, missed flights and passport irregularities.

WE’LL GIVE YOU THE RETAIL AND CATERING BRANDS YOU PREFER
We continued our development of the Retail and Catering offer throughout the airport. In the South Terminal we completed the transformation of the departure lounge opening 22 new stores as part of our £41m investment. These included a flagship Harrods Department store and the first airport stores for Aspinal of London, Ernest Jones and Snow + Rock.

Our drive to deliver stores that our passengers have asked to see at Gatwick was further supported by Zara opening in the South Terminal during December. In the North Terminal we have completed many exciting projects during the year; our Red Lion Pub won the award for the “Best Airport Bar” at the FAB awards in Dubai.

Our latest restaurant opening is “Comptoir Libanais” adding wider choice in quality dining for our passengers. Nandos will open their first airport restaurant in the South terminal in July 2014.
**WE’LL MAKE IT QUICKER FOR YOU AT CHECK IN**

It’s often a passenger’s real first real experience of the airport so we’re investing in technology that allows our airlines to speed up the process. We’re also supporting the expansion of online and self-service check-in, together with new baggage systems that facilitate longer opening times, giving the passengers more options on when they want to check-in.

In 2013 we have successfully delivered a whole programme of pilot trials in check-in testing new technology and innovation to improve the passenger experience. These have involved multiple airlines and business processes, all leading to a better check-in experience for our passengers.

**WE’LL MAKE IT EASIER FOR YOU AT PASSPORT CONTROL**

It’s also about improving your journey when flying into Gatwick. So we’re working with the Border Force to deliver a secure and efficient passport control and to help them achieve their national targets of 95% of EU passengers to be processed in under 25 minutes and 95% of non-EU passengers processed in under 45 minutes. All of these targets have been achieved consistently month on month for the last year.

We are also working in partnership with Border Force to implement new systems and processes to make the journey through passport control even smoother.

- On 31st October 2013, we opened 15 new generation E-gates in the South Terminal. These were officially opened by Immigration Minister Mark Harper on 4th December.
- Border Force launched a Registered Traveller pilot scheme which allows eligible passengers from USA, Canada, Japan, Australia or New Zealand to use the UK/EEA channels at border control and don’t need a landing card if you fly into Gatwick. The pilot is due to end on 31st March 2014.

**WE’LL MAKE IT QUICKER FOR YOU AT SECURITY**

We started 2013 with a number of very clear objectives. Most importantly we were determined to treat our passengers as individuals and inspire them to become advocates of Gatwick Airport. We enhanced the passenger experience with our “Turn it Up” initiative. This bespoke training package delivered the message of improving accountability and passenger’s perceptions to all our security staff. On completion of “Turn it Up”, we measured our performance by using mystery shoppers to answer a set of questions. In three months our Net Promoters scores increased from 30% to 70%.

Our Security Max project is targeting huge improvements in our screening and searching process; enabling us to utilise our security officer’s strengths and provide an optimum screening environment with a dedicated, UK first, remote cabin baggage screening facility. Deploying new technologies such as our Security Scanners in the South Terminal has strengthened our detection capability and improved the passenger search experience. Finally, our commitment to saving energy is moving in the right direction as we trial switching off a range of electrical equipment at off-peak times across our security areas to meet our 1% energy reduction target.

**WE’LL DO OUR BEST TO GET YOU AWAY ON TIME**

For the period January to December 2013 our ‘on time departure’ rate was 78% against a target of 80%.

We continue to review airfield performance in real time and drive the necessary improvement actions and associated projects.

To further enhance the performance of the airfield we have built a state of the art Airside Operations Centre and have brought representatives from our key airlines and third parties together there in order to create a closer and more collaborative working relationship.

Our Airfield Performance transformation program, Airport Collaborative Decision Making (A-CDM 55) continues to gather significant pace and we aim to achieve CDM compliance by the end of 2014.
A sustainable journey for our passengers

With around 35.4 million people travelling through Gatwick in 2013, and ambitious plans in place to increase that to 40 million by the end of the decade, enabling our passengers to make sustainable choices is an integral part of our strategy.

This isn’t just about telling our passengers about the good work that is going on behind the scenes; it’s about presenting them with realistic and attractive options that make their journey to and through Gatwick more efficient and enjoyable.

We want to talk to our passengers about what they want and then build upon the start made through Decade of Change to create a programme that makes people proud to choose Gatwick. We know what we want to deliver, but we need our passengers help to shape it.

DEFINING GATWICK’S COMMUNITY PROGRAMME
We want our passengers, the majority of who live close to the airport, to help shape how we work with community groups. If we know what’s important to them we can build an airport wide community programme around their ideas.

RECYCLING, REDUCING AND REUSING
In 2013, our figures have shown that each passenger generates around 0.26 kg of waste whilst consuming 4.32 kWh of electricity and 20 litres of water.

Our waste management strategy mirrors the best practice “waste hierarchy”. This ranks waste management options according to what is best for the environment.

We give top priority to preventing waste in the first place, ensuring that passengers have the facilities to reduce their impact. When waste is created, we give priority to preparing it for re-use and giving passengers the choice to recycle.

SUSTAINABLE TRAVEL CHOICES
The way passengers and staff travel to the airport contributes to approximately 30% of Gatwick’s total carbon footprint. Increasing the use of public transport through improved services will not only reduce the airport’s carbon impact but also help provide an improved journey.

ENGAGEMENT
We’ll start by simply talking to our passengers. We’ll tell them what we are doing and get their thoughts on what we can do differently, and importantly, how they can participate. There are a number of ways in which we engage with our passengers and the Passenger Advisory Group of GATCOM is one of these together with Meet Our Team, focus groups (You GOV) and through feedback.
As a major independent airport competing directly with Heathrow, Stansted, and other UK and European airports, we have established a management system that ensures we have the people, policies and processes to maximise the benefits of competition.

The following pages include information on the improvements we continue to make with regard to our people, how we manage safety and security across the airport, how we procure goods and services and how we make sure that our investment programme is truly sustainable.

OUR PEOPLE

As Gatwick develops as a stand-alone business in a more competitive environment, the development of our people is key to our future success. We’re building a world class team that will make sure we compete to become London’s airport of choice.

Developing our employees is central to our success. Our priorities are all aligned to individual’s objectives so that everyone can clearly see the role they have to play. Our learning and development strategy focuses on people leadership, innovation and customer service.

The focus on people leadership continues with a twice a year survey showing that our people leaders are showing significant improvement.

RECRUITMENT

The Company actively recruits internally, promoting the development and progression of the Company’s employees. During the current year, the Company has focussed on improving its selection and recruitment processes both internally and externally.

The Company has a range of equal opportunities policies in order to create and support a diverse workforce. It is the policy of the Company that no form of discrimination due to disability, race, sex or age should/will exist in the workplace.

Applications for employment by disabled persons are welcomed and fully considered against the needs of the role. In the event of employees becoming disabled, every effort is made to ensure that their employment with the Company continues and that appropriate reasonable adjustments and training are provided.
HIGHLIGHTS OF 2013

High Performance Organisation

Having successfully achieved Investors in People accreditation in February 2013 we have set ourselves a new goal of attaining a position in the Sunday Times top 100 best companies to work for in 2016.

We had our initial assessment in 2013 and were very pleased to be awarded “One to Watch”. We need to keep focused on improving leadership and communications across the organisation.

During the year there has been much focus on improving the customer experience. All frontline staff participated in a ‘Turn it Up’ programme that explored how as individuals and teams we can improve the passenger experience. This was followed up by ‘Turn it Up 2’ which focused on the relationships in teams and what we can expect from each other.

This year we have focussed on understanding and developing our internal talent pool. We have identified a pool of 12 senior managers with potential for fast track development. In addition we are identifying an external pool for operational leadership roles.

All employees have personal objectives that are aligned to the business plan and have a bi-annual performance review. Individual performance is assessed against a 9 box performance grid that covers both task and behaviours. Individual performance ratings form the basis of awarding an element of performance bonus for all staff.

HEAD COUNT

During the financial year ended 31 March 2014 the Company had on average 2,454 FTE employees (2013: 2,371). Turnover of permanent employees during 2014 was 5.6% (2013: 5.6%) with 135 (2013: 135) people leaving the Company.
A SAFE AND SECURE AIRPORT

SAFETY

With around 35.4 million passengers using the airport every year, and in excess of 23,500 staff working here, it is imperative that we maintain a safe environment in all areas of the airport at all times.

Our approach to safety is embedded throughout our business. We also work with our airport business partners to ensure that they too adopt a rigorous approach towards safety. This includes all companies operating here – from construction to catering, and from handling agents to bus operators.

We examine all issues from making sure our passengers and employees have a safe airport environment, to maintaining a strong approach to fire safety and through to ensuring that, as a business, we effectively mitigate and manage our operational and corporate risks.

DESTINATION ZERO

Gatwick continued to implement its Environmental, Health and Safety (EHS) Destination Zero Programme during 2013. This programme is designed to continually improve EHS for employees and third parties working at Gatwick with the ultimate goal of zero incidents.

As part of the programme, Gatwick invested in a behavioural safety programme with over 30 specialist champions now trained and over 600 staff completing initial training. As part of the Destination Zero programme Gatwick also launched an Occupational Health and Well being Strategy which involved in-sourcing it’s occupational health service provision, the completion of a wellbeing survey and the roll out of a health surveillance programme across the Gatwick campus.

One of Gatwick’s key Destination Zero priorities is the safety of our passengers. During 2012 the terminals team focused their efforts on escalator safety specifically improving signage and lighting. As a direct result of this initiative, a 20% reduction in passenger slips, trips and falls has been achieved in 2013, ensuring the best passenger experience whilst at Gatwick Airport. In addition to escalator safety, the continual focus on the management of fire has resulted in a 90% reduction in unwanted fire alarm activations over the last 10 years, with a 25% reduction achieved during 2013.

These significant year-on-year performance gains during 2013 have resulted from the Destination Zero Programme improvements.

ISO 14001 RE-CERTIFICATION

A key success for 2013 was the ISO14001 surveillance audit, after which we retained the certification. We gained useful feedback from the audit which will help define our controls and processes moving forward. This recertification complements the OHSAS 18001 certification which the Company already holds.
BENEFITS ARE NUMEROUS AND INCLUDE:

- People travelling through or working at the airport go home safe – supporting Destination Zero.

- There is a reduced environmental impact from contracted work.

- There is a real reduction in business and passenger disruption. This inevitably presents a cost saving (example – reduced false fire alarm activations).

- Protection of assets through robust change control.

- Promotion of excellence - our Contractor Support Centre holds the real potential to be an industry leader in contractor support and EHS control, building upon and supporting the recent successes of PAS55, OHSAS 18001 and ISO 14001.

- Creating measurable efficiency savings through reducing the time taken to process permits and real reduction in permit rejection rates.

- Reduction in risk exposure to contracted works.
RESponsible Procurement

Our Approach
We have continued to build upon our successes of 2012 by improving our procurement processes and initiatives. Our relationship with strategic suppliers remains the cornerstone for achieving our ambition, strategic objectives and sustainability targets.

We held our 2nd annual supplier day in September. Five suppliers achieved recognition based on 4 key Gatwick criteria: EHS, Cost, Quality and Partnership & Innovation (Mansells, Marco, TA Boxhall and Volker Fitzpatrick respectively) while Mitie won the overall Supplier of the Year Award. We will continue with the event for the foreseeable future and are seeking opportunities to extend this networking opportunity to our 2nd and 3rd Tier suppliers and other local suppliers to ensure our existing and new suppliers can continue to support GAL in our strategic priorities.

EHS considerations remain at the forefront of our process when it comes to procurement. We have revised and simplified our contract and tender documentation. In particular, we have refreshed the EHS sections to ensure synergy between our EHS targets and services delivered by our suppliers.

In line with our Decade of Change commitments we will target use of renewable materials and reduction in waste generation. We continue to develop our Technical Standards to ensure opportunities to improve our sustainability performance is supported through best practice design and incorporation of latest technology. Recent examples include the installation of LED lights on the main runway – Gatwick was the first runway in the UK to install LED’s, and the inclusion of PV panels, solar heating and rainwater harvesting technologies in the new Airfield Operations Building which is due to open in spring 2014’. We are also looking to nominate a member of the team to be our representative for all our Green procurement initiatives.

Chartered Institute of Purchasing and Supply (CIPS)
Gatwick Procurement is committed to continuous improvement of its processes and practices. Following our success in becoming the first UK airport to achieve the Chartered Institute of Purchasing and Supply (CIPS) certification standard last year, we are busily preparing for the CIPS interim audit of our procurement processes and practices. This interim audit will ensure we maintain the standard necessary to retain qualification, while taking stock and evaluating improvements we have achieved since, thus supporting our continuous improvement efforts and vision to be a high quality centre of excellence. Further to this, Gatwick Procurement was recognised at the CIPS Annual Supply Management Awards as the Most Improved Procurement Operation – Step Change, a proud recognition of the journey the Procurement team has been on since separation from BAA.
PROCUREMENT PERFORMANCE

SUPPORTING OUR LOCAL ECONOMY

From an operational perspective we estimate that around 24% of our entire first tier suppliers are based within the Gatwick Diamond area, which is an increase of 6% compared to last year. This equates to an annual spend of £39 million. Pan airport, including construction spend, the figure increases to £68 million or 24% of the total PO spend.

We support the local economy through our longstanding involvement in the Gatwick Diamond Meet the Buyers programme, where we engage with local and prospective businesses and educate on ways to do business at Gatwick. We have extended our support through attending many more workshops and regular attendance at networking events run by Gatwick Diamond.

We have reinforced our commitment to supporting the local economy by signing up to the Crawley Developer and Partner Charter, run by the Crawley Borough Council. This charter promotes the principles of sourcing locally, provision and support of local training and education, investment and development in the Crawley region, promotion of the good and sustainable businesses and encouragement of contractors and suppliers to commit to the same charter.

In line with our community and sustainability commitments, Gatwick Airport will award a contract in the 1st quarter of 2014 for a Service Provider for the installation of Noise Proofing double glazing. This solution supports our public commitment to provide this service and loft insulation to a range of domestic properties in a predefined boundary around the airport.

IMPROVEMENT PLAN UPDATE FOR 2014/15

In 2014/15 we are focusing on achieving the following targets:

- Continued support of the Meet the Buyer event and a planned approach to suppliers we are looking for based on our category plans
- Working with our 1st Tier suppliers to identify and maintain spend with local suppliers
- Conduct a questionnaire to our local suppliers to understand what they consider to be the barriers to success of gaining a contract at Gatwick and make an action plan to address barriers where possible
- Explore e-tendering solutions to support the advertising of low value contracts
- Obsolete materials process, exploring ways of recycling and reusing obsolescent inventory and equipment
- Printer estate review and refresh, replacing current fleet with more energy efficient printers; this project also includes a culture change element through introduction of follow me printing so that waste generated through idle print or mistake print is minimised
BUILDING A SUSTAINABLE AIRPORT 2013

The effective and efficient delivery of our £1.2bn capital investment programme (CIP) continues to be one of our strategic priorities as we come towards the end of the current investment period. Over the last year the results have begun to speak for themselves, with the completion of many more projects which are further transforming Gatwick for our passengers and airlines. These include the new retail offers in both North and South Terminals, the first phase of the refurbishment of Pier 5 and a new crew reporting facility in Atlantic House.

The delivery of these projects continues to be underpinned by a strong focus on safety, sustainability and quality in construction by our delivery team and suppliers. In the final last year of the capital investment programme, we have continued to focus our attention on rigorous implementation of our processes and procedures and applying continuous improvement.

The Continuous Improvement Team, established within the Construction team at the end of 2012 has focussed on improving efficiency in delivery using Six Sigma and Lean techniques.

OUR PERFORMANCE IN 2013

All of the projects delivered in 2013 were subjected to our rigorous policies and standards relating to sustainable and efficient construction and our performance audited against the requirements of ISO 9001, the quality standard.

We require our designers on all projects to ensure that improved environmental performance and efficient delivery methods are designed into both our new buildings and refurbishments, for example:

USE OF OFF-SITE MANUFACTURE

- The new crew reporting facility, completed this year in South Terminal, used precast lift shafts and precast concrete wall panels reducing the amount of vehicle movements around the airport, thereby reducing carbon emissions and pollution.

- The first phase of the refurbishment of Pier 5 has constructed the new arrivals corridor from a kit of parts, bolted together on the apron and then lifted into place. They have also installed the services units from modules, again manufactured off site. Both of these approaches have reduced waste production on site and have reduced the numbers of vehicles delivering to the site and are to also be used in the second phase.
2013 ACHIEVEMENTS

- Is part of the runway resurfacing project approval to installed LED lighting for the runway centreline, touchdown zone and edge lights was obtained from the CAA. The LED lighting was installed by March 2013 and will reduce energy use on the airfield by of the order of 50%.

- Our projects were audited twice in 2013 as part of the process for Gatwick's continued ISO14001 and OHSAS18001 certifications.

- The Construction team's compliance to their processes and procedures was also audited twice to ISO 9001, the Quality management standard.

- Phase 1 of the Pier 5 project has used the Environment Agency licensed, on airport concrete recycling facility. The project has processed, crushed and reused concrete removed from the apron slab as part of the new construction, reducing the amount of virgin aggregate required. This facility is also being used by phase 2 of the project.

- The construction of the new flood alleviation project has involved the removal of over 135,000m³ of excavated material which has been reused in the local area. In addition 16,000m³ of excavated clay has been reused on site.

- The old Pier 1 was demolished, commencing in June, to allow the construction of a new pier and baggage factory. Much of the concrete has been taken off site to be crushed and will be brought back and reused. Of the remaining 640 tonnes of demolition material over 95% has been diverted from landfill.

- Overall our projects exceeded the targets set in 2013 for diverting from landfill 95% of excavation waste, 95% of demolition waste and nearly reached the target of diverting from landfill 90% of general construction waste.

- The construction contractors have worked over 2 million man-hours on projects in 2013. While we continually strive for ‘Zero Harm’ on our projects unfortunately some accidents have still occurred. The level of reportable accidents and Lost Time Incidents are well below that of the industry average and we are actively working with our contractors to improve it further.
OUR PLANS FOR 2014

- Following our performance on waste management in 2013, we will continue to monitor our performance against the targets for the re-use and recycling for each of our three waste streams, leaving the targets at existing levels.

- In September 2013 construction began on the second phase of the £75m project to redevelop Pier 5 in North Terminal. The project will continue to use the onsite concrete recycling facility and to benefit from the use of offsite manufacture.

- The Pier 1 project will continue, building a more efficient pier and baggage factory, designed to be highly energy efficient using technology including permanent magnet motors in the baggage system and LED lighting in the pier and gaterooms.

- 2014 will see the completion of a number of projects started in 2013 including the second phase of Pier 5, the Airfield Operations Building and the new flood alleviation scheme. Completion of the new lagoon, due in April, will allow the area to be reopened to the public with new footpaths and safe access routes. Before April there will also be additional planting to enhance the biodiversity of the surrounding area.
In 2010 we launched our Decade of Change sustainability strategy. This set challenging targets for delivery across ten key issues by 2020.

The following pages detail our approach, our performance and our plans for each of these.
CLIMATE CHANGE AND AVIATION

Climate change is widely recognised as the greatest global threat of the 21st century. Aviation accounts for a substantial proportion of UK and global greenhouse gas emissions. These emissions are rising significantly and are forecast to continue growing, despite rising fuel prices and the recent economic climate. The growth in aviation emissions may be constrained by implementing the correct policy levers together with technological improvements.

EUROPE’S EMISSIONS TRADING SYSTEM (EU ETS)

Countries with commitments under the Kyoto Protocol to limit or reduce greenhouse gas emissions must meet their targets primarily through national measures. As an additional means of meeting these targets, the Kyoto Protocol introduced market-based mechanisms in order to offer significant additional emission reductions, such as the Europe’s Emissions Trading System (EU ETS).

A small element of Gatwick Airport’s operations is regulated by EU ETS and we undergo an annual verification audit on our EU ETS emissions. We have been lobbying for aviation to be included into the EU ETS and in 2012 phase three of the scheme was expanded to include aviation. The scheme requires all aircraft operators falling under the scope of the EU ETS to monitor and report their carbon dioxide emissions. As of 1 January 2012, aircraft operators are required to surrender one allowance for each tonne of carbon dioxide (CO2) they emit during the reporting year. At the end of the year if an aircraft operator does not have enough allowances to cover their annual CO2 emissions it will need to buy more. Failure to comply with the requirements of the system may result in financial (civil) penalties and even a ban on operating within the EU.

When aviation was originally included in the ETS, the scheme applied to all aircraft operators flying to, from or within the European Economic Area (EEA). However, under international pressure, the EU in 2013 limited the inclusion of aviation within the ETS to intra-EEA flights only. This exemption for flights to or from non-EEA airports was extended in 2014 until the end of 2016, pending negotiations at ICAO on a global agreement for a system of market-based measures to curb aviation emissions. At present therefore, flights that originate in, or are flying to, non-EU airports do not have to surrender allowances for the carbon dioxide they emit under the ETS.
The Carbon Reduction Commitment (CRC) Energy Efficiency Scheme is a mandatory emissions trading scheme introduced by Government in 2008 to cover large business and public sector organisations whose annual half-hourly metered electricity consumption is above 6,000MWh.

Gatwick Airport exceeds the consumption threshold and as such is obliged to participate in the CRC. We continue to develop and implement improvements in energy efficiency in order to incur financial and carbon efficiency savings together with reputational gains.

Included in Gatwick Airport’s 2013 Carbon Footprint

<table>
<thead>
<tr>
<th>SCOPE 1</th>
<th>Emissions on-site, or an associated process, from the combustion of fossil fuels, i.e gas, oil, LPG, refrigerants and company-owned vehicles</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCOPE 2</td>
<td>Emissions associated with the use of electricity imported from the grid or from a third party supplier of energy in the form of heat or electricity</td>
</tr>
<tr>
<td>SCOPE 3</td>
<td>Emissions as a direct consequence of the use of goods or services provided by the company. Sources include aircraft movements, passenger &amp; staff travel to the airport, airside activities, waste disposal, water, business travel</td>
</tr>
</tbody>
</table>

OUR CARBON FOOTPRINT

In 2013 we once again appointed consultants RSK to calculate our total carbon emissions. We asked RSK to calculate carbon emissions for activities over which Gatwick Airport has direct control together with those which are generated beyond our direct control. The favoured methodology is to report emissions in three levels as illustrated right:
2013 PERFORMANCE

Our scope 1 and 2 carbon emissions for 2013 are calculated as 59,381 tonnes of CO₂ compared to 62,026 tonnes in 2012 which equates to a reduction of approximately 4.26%. We are very proud of our achievement and we are making progress towards achieving our target of reducing emissions under our control by 50% before 2020.

A LOW CARBON GATWICK – MANAGING OUR EMISSIONS

Understanding and effectively managing our impact is a high priority. Given the growing public concern of climate change, we know that a robust and proactive approach to carbon management is fundamental to our license to operate. Moreover, increasing efficiency savings from our operations is crucial in order for us to achieve a competitive advantage.

SCOPE 1 EMISSIONS

We are fully committed to managing the carbon emissions that we have a direct responsibility for. We have highlighted throughout this report our plans to tackle the emissions from operations within our control, such as our terminals and office buildings.

SCOPE 3 EMISSIONS

In addition to managing the emissions within our direct control we cannot ignore the wider emissions associated with the airport, such as those from the activities of our staff, business partners, customers and passengers. As our carbon footprint analysis has shown, these are over ten times larger than our own direct carbon footprint. It is imperative that we continue to work with our partners here and across the industry in order to achieve change.

2011 CARBON KPIs

<table>
<thead>
<tr>
<th>Scope 1 (tCO₂eq)</th>
<th>14,579</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope 2 (tCO₂eq)</td>
<td>54,902</td>
</tr>
<tr>
<td>Scope 3 (tCO₂eq)</td>
<td>660,731</td>
</tr>
</tbody>
</table>

Total airport footprint

730,212 (tCO₂eq)

2012 CARBON KPIs

<table>
<thead>
<tr>
<th>Scope 1 (tCO₂eq)</th>
<th>13,202</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope 2 (tCO₂eq)</td>
<td>48,867</td>
</tr>
<tr>
<td>Scope 3 (tCO₂eq)</td>
<td>643,087</td>
</tr>
</tbody>
</table>

Total airport footprint

705,156 (tCO₂eq)

2013 CARBON KPIs

We calculate Gatwick’s total carbon footprint on an annual basis.

<table>
<thead>
<tr>
<th>Scope 1 (tCO₂eq)</th>
<th>13,589</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope 2 (tCO₂eq)</td>
<td>45,792</td>
</tr>
<tr>
<td>Scope 3 (tCO₂eq)</td>
<td>641,181</td>
</tr>
</tbody>
</table>

Total airport footprint

700,562 (tCO₂eq)
In order to reduce these indirect emissions we are establishing initiatives as part of the International Civil Aviation Organisation (ICAO) defined landing and take-off cycle (LTO). The LTO is defined as being operations below 1000m and is illustrated below.

The LTO represents the limit where the airport has some influence over these activities. We do not look to reduce emissions from aircraft in flight. Firstly, because these are regulated and managed through national polices, such as the recent inclusion of aviation in the EU ETS. Secondly, emissions from aircraft on the ground and as they approach/depart from an airport are among the more significant sources.

It is during the following phases that we can work with our partners to minimise emissions:

- Ground movements: taxiing, time in hold, use of auxiliary power units (APUs);
- Departing flights: take-off roll; initial climb (to 450 m); and climb to 1000m; and
- Approaching flights: approach (from 1000 m); landing roll and reverse thrust.
CONTINUOUS DECENT APPROACH (CDA)

Gatwick has developed, as a standard, Continuous Descent Approach (CDA) and is proud to be currently achieving a >90% CDA rate. CDA involves maintaining a constant three degree descent angle during landing, until meeting the instrument landing system (ILS). Instead of approaching an airport in a stair-step fashion, throttling down and requesting permission to descend to each new (lower) altitude, CDA allows for a smooth, constant-angle descent to landing.

CDA is designed to reduce fuel consumption and noise compared to certain conventional approaches.

ANGLE OF DESCENT

Where airports are located close to populated areas, landing noise is increasingly regarded as a more serious problem than departure noise, due to the need for final approach paths to operate in straight lines, thus giving little flexibility in deciding which areas will be overflown.

Gatwick is currently exploring what noise reduction opportunities can be delivered by changing the angle of descent. Moving towards steeper descent angles so that aircraft are higher at any particular distance from the airport during their final approach is an option, although this is unlikely in the short term. The current design of larger jets is such that they cannot land at steeper descent angles than the standard 3 degrees without compromising safety. However, many smaller aircraft can follow steeper final approach paths. However, current air traffic control procedures would find it difficult to manage aircraft approaching at different angles safely.

THE LONDON AIRSPACE CONSULTATION

The London Airspace Consultation ran from 15 October 2013 to 21 January 2014 and was a joint consultation between NATS and Gatwick Airport Ltd. New European legislation requires all member States, including the UK, to revise their airspace to incorporate the latest aircraft navigation capability. The consultation was about how best to enable that change.

This consultation was the first stage in a wider programme of proposed changes to deliver the UK’s Future Airspace Policy, developed by the Civil Aviation Authority (CAA) with the support of the aviation industry. It will deliver significant benefits, including fuel savings for airlines which will also mean fewer CO₂ emissions, and less noise overall for people living below.

This first stage addressed changes to the airspace supporting Gatwick Airport from ground level up, and to the airspace supporting London City Airport above 4,000ft. Later stages will address proposals for airspace supporting other parts of the London airports network, to be complete, by 2020.

The following points should be noted:

• We consulted on broad areas of airspace within which routes will need to be positioned. Final route positions will be determined after considering the consultation feedback.

• The net effect of these proposals will be less noise - aircraft will climb higher, more quickly on departure and stay higher for longer on arrival.

• However, flight paths will change, some areas may be overflown more, others less and some will not notice any significant change.

• We include the possibility of “respite routes” - additional routes that could provide some predictable respite from noise for people living below flight paths near Gatwick.

• Our new design concept, making the most of modern navigation capability, will significantly reduce the use of conventional holds (or stacks), and put new route structures over the sea where possible.

• This change will improve efficiency - reducing the average amount of CO₂ emitted by each flight.
A-CDM is about airport partners working closely together by openly sharing data transparently and in real time by implementing a set of operational procedures and automated processes.

Gatwick is driving towards a target of 80% On Time Departures (OTD) and 85% OTD as a stretch target. This formed a key aspect of our Airfield Performance transformation program, Airport Collaborative Decision Making (ACDM 55). The Airport CDM procedure was launched by ACI Europe, Eurocontrol and the Civil Air Navigation Services Organisation in 2004.

Airport CDM is about partners (airport operators, aircraft operators/ground handlers, Air Traffic Control) working together more efficiently and transparently in the way they work and share data. The Airport CDM project aims to improve the overall efficiency of operations at an airport, with a particular focus on the aircraft turn-round and pre-departure sequencing process. One of the main outputs of the Airport CDM process will be more accurate Target Take Off Times (TTOTs) which can be used to improve en route and sector planning of the European Air Traffic Management Network.

100% of commercial departures from Gatwick Airport are now running under local A-CDM procedures and we will continue to bed in the new practices and systems and we will convert to Network CDM in August 2014.

Network CDM will have benefits for Gatwick Airport, our airlines, our service partners and our passengers, including:

- Better on time performance due to a more efficient turnaround
- Decreased fuel burn thanks to better sequencing of arrivals and departures
- Improved customer service through more flights and on time departures
- A better reputation with local communities thanks to better noise management
- More efficient resource planning through more accurate scheduling

Our ACDM 55 programme is summarised below:

<table>
<thead>
<tr>
<th>ACDM 55 Target</th>
<th>Current (2013)</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased Runway Capacity - Air Transport Movement (ATM)</td>
<td>53 ATM’s</td>
<td>55 ATM’s</td>
</tr>
<tr>
<td>Improved On Time Performance (ATM)</td>
<td>78% (ATM)</td>
<td>80% On Time Departures (OTD) and 85% OTD as a stretch target.</td>
</tr>
<tr>
<td>Noise - 57dB equivalent continuous noise level</td>
<td>-</td>
<td>Maintain existing noise level despite growth</td>
</tr>
<tr>
<td>Improve Turn Performance</td>
<td>50% achievement of Target off Block Time</td>
<td>75% achievement of Target off Block Time</td>
</tr>
<tr>
<td>Eurocontrol ACDM Compliance September 2014.</td>
<td>Not connected</td>
<td>Network Connected</td>
</tr>
</tbody>
</table>

As we continue to strive to become London’s airport of choice, there’s a constant need for development of new infrastructure and existing buildings. Each building has a set of regulations to abide by, which includes a limit for carbon emissions - one of our Decade of Change targets. The Gatwick Carbon Council was established as a forum to provide a focus for strategic energy and carbon saving initiatives.

The Carbon Council includes senior management from Development Engineering, Corporate Responsibility, Facilities, Retail and Airside Operations, meet once every two months. They are dedicated to joining up on-going projects and operations with the Decade of Change programme.

The Gatwick Carbon Council

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The Carbon Council includes senior management from Development Engineering, Corporate Responsibility, Facilities, Retail and Airside Operations, meet once every two months. They are dedicated to joining up on-going projects and operations with the Decade of Change programme.
SINGLE ENGINE TAXIING

All aircraft utilise the thrust that is produced by their engines to taxi to or from the runway for takeoffs and landings, which burns fuel and creates emissions. However, by shutting down an engine while taxiing, aircraft can reduce ground-level fuel burn and emissions.

Gatwick continues to develop single engine taxiing as one of the objectives of ACDM 55. The key to enabling single engine taxiing is to provide accurate Target Take Off Times (TTOT’s) to pilots. This enables pilots to plan for single engine taxiing while ensuring no runway holding/ slot delays due to second engine start.

CARBON MANAGEMENT ACTION PLAN

We have devised action plans to show how our S106 Legal Agreement and our Decade of Change sustainability strategy are aligned to ensure that the airport continues to grow sustainably.

The Carbon Management action plan outlines 10 actions to 2014 that encapsulate the approach we need to take to deliver against these two programmes. We’ll continuously monitor our performance and report annually our progress against the actions. Full details of the progress against all our Section 106 obligations and action plan actions are detailed in the Section 106 Annual Monitoring Report published on the Gatwick Airport website.

SUSTAINABLE AVIATION

Gatwick airport is a member of Sustainable Aviation, which brings together the main players from UK airlines, airports, manufacturers and air navigation service providers in order to collaboratively find ways of ensuring sustainable growth. As part of this, we support the Government and aviation industry target to halve CO₂ emissions by 2050, compared with 2005 levels.

A CREDIBLE APPROACH TO CARBON

Gatwick Airport is delighted to be accredited with the Carbon Trust Standard. The Carbon Trust Standard requires us to keep reducing our carbon emissions and to recertify every two years.

The Carbon Trust Standard is testimony to our continued commitment to reducing our on-airport carbon footprint. It is an important and independent benchmark which demonstrates how seriously we take our responsibility to effectively reduce our environmental impact and move towards a more sustainable Gatwick.

CARBON ACTIONS IN OUR DECADE OF CHANGE 10 POINT PLAN:

- Define and implement a low carbon roadmap for Gatwick
- Reduce our carbon emissions by 50% (Total known CO₂ at 1990 baseline vs 2020 scope 1 & 2 emissions). 25% of our energy to come from renewable sources
- Demonstrate our commitment through investment in innovation, achieving accreditations and delivering compliance and standards

We will deliver these actions by:

- Working with Government on new and emerging legislation
- Maintaining a strong relationship with the airport’s key local authorities
- Working with business partners to deliver innovative work programmes
- Engage with airport employees and passenger to ensure they support our approach
GATWICK’S APPROACH TO
ENERGY AND CARBON

Gatwick’s approach to Energy and Carbon reduction was issued in May 2014 and is underpinned by the following hierarchy of principals:

1. People & Governance
   Is everyone, including business managers, project teams and members of the supply chain, aware of Gatwick’s commitment to Decade of Change and what their obligations are?

2. Reduce the Need to Expend Energy
   Are there ways to extend the life of existing assets or process improvements which could mitigate the need to build?

3. Passive Design
   Has the energy demand of the asset been minimised? e.g. good insulation, air tight buildings, reducing heat loss through windows, maximising daylight and heating during cooler months, reducing solar load through shading and window treatment, use of natural ventilation.

4. Efficient Systems
   Will the energy be used efficiently? e.g. efficient lighting, heating, vent and cooling, materials handling by considering overall system efficiency, effect of and on environment and effective controls. Can carbon or energy shortfalls be offset by improving the efficiency or passive design of an adjacent asset?
   a. Crossover technologies, systems which are sometimes classed as renewables, but do not suit consolidation and have a proven short term business case. E.g. solar water heating, rainwater harvesting and air source heat pumps.
   b. Carbon offsets, before considering the next stage (5) can the same carbon savings be achieved by upgrades to fixed building fabric and services in other locations at the airport? Preference would be at an adjacent location which is served by the same systems or forms part of the same fabric envelope.

5. Renewable Technologies
   When all other stages of the hierarchy have been satisfied then renewable technology may be considered. Renewables must only be installed in a centralised location as part of a managed scheme. Individual projects shall not specify remote installations of renewables to meet energy and carbon targets.

MEETING DECADE OF CHANGE

All new buildings must meet the requirements of part L building regulations outright, applying the underlying principles above. Furthermore all new projects shall be assessed for additional measures which could be adopted to achieve zero net annual emissions for potential incorporation within the project scope.
AT THE HEART OF OUR COMMUNITY

Gatwick Airport is the single biggest employer in the area and we have a significant impact on the region. We accept the responsibilities that this brings and strive to be a good neighbour and play a positive role in the community.

OUR COMMUNITY PLAN FOR 2014

We will continue to support our airport partners to help them deliver their own successful charity events on the airport.

Not only will we support the annual Meet the Buyers event, but we will host our own workshops for local suppliers giving information about how they can go business with Gatwick.

We have a fund matching scheme which supports any of our staff who are embarking upon their own fund raising activities for charity. We will make a donation of up to £250.

We contribute to the cost of a Ranger for Gatwick Greenspace which maintains the countryside between Horsham, Horley, Crawley, Dorking and Reigate.

We will continue to encourage our staff to go out and volunteer in the community.

We sponsor a website called Around Gatwick which is run by Tourism South East and offers inspiration and ideas to encourage our visitors to stay and spend their time in the area.

We work with the STEM (Science, Technology, Engineering and Mathematics) organisation and are a sponsor of STEMFest an annual event celebrating STEM subjects in schools. Over 3,000 students from across the south east come to a festival showcasing how STEM subjects are used in industry.

We have worked with local business organisations like Gatwick Diamond Business to conduct a survey into the business travel needs of local firms and this will which can help to shape our route development.
TRAVEL-CARE
Travel-Care is our charity which provides assistance and support for passengers who are in difficulty at the airport. It also provides help for passengers in times of major incident or emergency. In 2013 the Travel-Care team of staff and volunteers helped 1,793 clients.

GATWICK AIRPORT COMMUNITY TRUST
Through our S106 Agreement with West Sussex County Council and Crawley Borough Council we fund the Gatwick Airport Community Trust which is an independent trust supporting local charities. The Trust ensures that as the airport continues to grow, funds are ploughed back in to the local communities most affected by the airport and its operations. In 2012 Gatwick gave £198,000 to the Trust which awarded grants to 148 charities and community groups in the area.

CHESTNUT TREE HOUSE
based in Arundel, is the only children’s hospice in Sussex and cares for 280 young people with progressive life-limiting conditions from all over Sussex and South East Hampshire. Families are never charged for their care and less than 8p in every pound is funded by the government, so we rely heavily on the generosity, help and support of local people. Chestnut Tree House offers support for the whole family (the child, their mums, dads, grandparents, sisters and brothers) including psychological and bereavement support, end of life and short break care and sibling support.

CANCER RESEARCH UK
Is the world’s leading charity dedicated to beating cancer through research. Thanks in large part to their efforts, cancer survival rates have doubled over the past 40 years. Every day in the UK, there are more than 400 people diagnosed with cancer that will survive the disease for more than 10 years thanks to research.
As the single largest company in the region Gatwick has a significant impact on the local economy not only through jobs created and direct spend with local businesses, but also through the companies which have chosen to base themselves in this region because of the airport.

Our ambition is to compete to grow to become London’s airport of choice, and our aim is for the local economic region to enjoy the benefits of growth at Gatwick too.

**WORKING WITH LOCAL BUSINESSES**

We work hard to encourage local companies to do business with us and ensure we have a positive impact on the region’s economy.

We are a key sponsor of the annual Meet the Buyers event. In 2013 our Procurement Team represented us at the event to give important advice and information to suppliers on how they can engage with Gatwick encouraging them to participate in tendering for goods and services, work with our prime contractors and work with local sub-contractors. In addition, we share details of our prime contractor list and have introduced the use of procurement cards to speed up payment.

We have signed the Crawley Developers Charters which is a commitment to do our best to work with local organisations where we can on the construction projects at the airport.

**OUR PLANS FOR 2014**

- We continue to work with business organisations and the Local Enterprise Partnerships in the region across West and East Sussex, Surrey and Kent, strengthening our relationships and supporting plans for growth and development.

- We will continue to support the annual Meet the Buyers event and will also run workshops at Gatwick giving insight and information on how local firms can work with us.

**THE GATWICK DIAMOND**

We have excellent relationships with the Gatwick Diamond Initiative and Gatwick Diamond Business which ensures we continue to play an important part in attracting and retaining significant investment in the region and also supporting the businesses already based here.
SUPPORTING THE LOCAL ECONOMY

ECONOMY - THE FACTS

30 minutes to Victoria and 28 minutes to London Bridge by train

£1.2billion
invested between 2008 - 2014

YOUR LONDON AIRPORT
Gatwick

Direct connections to 129 Railway Stations

Gatwick supports around
20,000 off-site jobs

200
Over destinations worldwide

£2billion
economic contribution each year

1 in 5 passengers now travel through Gatwick on business and that’s increasing

Only airport in south-east with legacy, charter and low-cost airlines

Serves 45 of the top 50 EU business routes daily

Total on-site jobs (not Gatwick employees)
23,500
MANAGING AIR QUALITY

We continue to take our impacts on air quality very seriously and maintain our strong relationship with the Local Authority to continually manage and reduce these impacts where we can.

Our continuous monitoring of air quality around the airport has been on-going since 1992 in partnership with Reigate and Bansted Borough Council (RBBC). Developing and growing the airport into the future, we and our local authorities continue to identify NO₂ as the airport related emission requiring the closest management.

We look to build on the current comprehensive monitoring and management programme we have in place with RBBC and continue to contribute £65,000 per annum in support of this. Our emissions performance since the creation of the Horley Air Quality Management Area (AQMA) have been very good, the latest air annual air quality report from RBBC highlights a continual trend of reducing NO₂ with none of the AQMA monitoring sites recording a breach of the 40 microgramme limit.

ACDM

Airport collaborative decision making is the name given to the process by which airfield operational efficiencies are developed to deliver reduced aircraft delays, increasing the predictability of events during the progress of a flight and optimising the utilisation of resources. This in turn then provides significant reductions in aircraft fuel burn and therefore emissions. We are in the process of rolling out this practice across the airside operation and hope to have full ACDM operational by the end of 2014.
OUR PLANS FOR 2014/15

- Maintain current level of zero air quality breaches

- Undertake air quality forecasting and modelling relevant to future airport growth plans, including second runway scenarios

- Ensure delivery and implementation of ACDM across the airfield

- Improve knowledge around sources of on-airfield emissions

- We will continue to work with our airlines to encourage reduced engine taxing

- All new or modified aircraft stands will continue to be fitted with Fixed Electrical Ground power as standard.

- Continue to work with our partners in Sustainable Aviation and the Industry to identify operational improvements that will reduce aircraft fuel burn and so improve local air quality.
Noise matters to us and we aim to be a good neighbour. Gatwick Airport sets noise targets each year to manage noise; these are published in our annual Corporate Responsibility, Decade of Change and Flight Performance Team reports together with our noise related key performance indicators. We have a full and comprehensive range of noise management and mitigation measures already in place.

We are committed to working with Government, industry, business partners and local communities. We currently have in place an extensive and robust noise strategy developed in conjunction with all our key stakeholders. In support of this we have a detailed 55 point European Noise Directive (END) noise action plan; this was formally signed off by the Secretary of State in 2010.

This noise action plan was revised in December 2013 in response to new noise mapping undertaken by the Department for Environment, Food and Rural Affairs. In revising this noise action plan we consulted with the members of the Gatwick Airport Consultative Committee and made revisions as appropriate once feedback was received. We are now awaiting formal adoption of the noise action plan by the Secretary of State.

This year we installed a new Noise & Track Keeping System provided by CASPER to further enhance the monitoring and reporting of aircraft performance against the noise mitigation measures applicable to Gatwick Airport. The system monitors all aircraft traffic within a 30 miles radius of the airport, up to 40,000 feet, and automatically records any infringements of the departure noise limits, deviations from the departure flightpaths as well as monitoring adherence to our other noise mitigation measures.

The CASPER Noise and Track Keeping system is a new more capable system which was introduced at Gatwick in 2013 and provides a free flight tracking service available at www.gatwickairport/noise. Unlike our previous tracking tool which had a delay of 24 hours, CASPER offers a near ‘real time’ service with just a 15 minute delay, (set for security reasons). Gatwick were the first UK airport to introduce this new innovative system.

During 2013 the team has worked closely with NATS on a number of new innovative projects which are aimed at improving the efficiency of airspace management, reducing emissions and providing respite.

A night time respite trial was trialled in the late summer which provided particular communities respite from overflight during the night on a predictable basis. By close co-ordination with traffic from other airfields another aim was to raise the average of height of inbound traffic during the duration. The trial was deemed an operational success with no new areas overflown and no increase in complaints.

We devised a new innovative domestic noise insulation scheme that is unique in its design and scope to any other European airport. It covers a much wider geographically area than the previous scheme with homes up to 15 km from the airport able to take advantage.

During 2013 the airport’s Flight Performance Team has worked closely with NATS on a number of new innovative projects which are aimed at improving the efficiency of airspace management, reducing emissions and providing respite. The introduction of (P-RNAV) at Gatwick, the first UK airport to do so, will result in better track keeping performance and give greater option for providing respite in the future.

From early 2014 all departing flights that are equipped to fly PRNAV routes will be required to do so.
On 15 October 2013 we launched in conjunction with NATS, the public consultation exercise of the London Airspace Management Programme (Phase 1). This consultation was the first stage in a wider programme of proposed changes to deliver the UK’s Future Airspace Strategy, developed by the Civil Aviation Authority (CAA) with the support of the aviation industry.

The London airspace Management Programme will deliver significant benefits, including fuel savings for airlines which will also mean fewer CO₂ emissions, and less noise overall for people living below.

THE SUSTAINABLE AVIATION NOISE ROAD MAP

Gatwick Airport is a member of Sustainable Aviation (SA), an alliance of the UK’s airlines, airports, aerospace manufacturers and air navigation service providers. Together, we drive a long term strategy to deliver cleaner, quieter, smarter flying. SA is the first alliance of its type in the world, and reports regularly on progress in reducing aviation’s environmental impact.

The SA Noise Road-Map prioritises four key areas of work to reduce noise before operational restrictions should be considered.

- Aircraft and engine technology
- Operational improvements
- Land use planning
- Noise communication and community engagement

The SA Noise Road-Map is published at [www.sustainableaviation.co.uk](http://www.sustainableaviation.co.uk)

OUR PLANS FOR 2014

- Begin to measure Continuous Climb Operations in line with the airports adoption of the recently launched Departures Code of Practice.
- Look at new noise monitoring technology to enhance our noise monitor detection system located around the airport.
- Launch a website application that will provide local communities access to detailed information about aircraft traffic and the noise environment in their area and provide an educational suite of tools and videos.
- Be consistently recognised as a leading airport in noise management, mitigation and reduction.
- Review the feedback from the London Airspace Management Programme public consultation and progress to the route design phase.
SURFACE ACCESS

Our aim is to ensure that Gatwick is well connected through a wide range of high quality transport links both locally and nationally. We aim to maximise the choice of travel options for passenger and staff access to the airport and at times when they are required.

With approximately 45 million passengers and staff journeys to and from the airport on an annual basis, the demand for travel to Gatwick is substantial. We estimate that this activity accounts for up to 30% of the airport’s total carbon footprint. Increasing public transport mode share is key to reducing the carbon impact of surface transport as well as reducing congestion on surrounding roads.

We work closely with local and national Government, transport operators and stakeholders to ensure that Gatwick has the best services and supporting infrastructure to reflect the needs of a growing international airport.

GATWICK RAILWAY STATION

Construction of the seventh rail platform was completed on-time and in budget January 2014. Work is now on-going for a station development project.

GATWICK COMMUTER

Staff travel has made progress with a high surge in local bus use. Rail use went down due to the reduction of staff discount and has recently started growing in users again.

2013 PERFORMANCE

In 2013, we saw over 42.9% of our 35.4 million passengers consistently using rail, coach or bus services for their journey to and from Gatwick. The 0.8% drop was due to the closure of Gatwick rail station over Christmas and New Year to allow final works to be completed on platform 7 and local area signalling works to be carried out. With the opening of the additional platform in the station, there has been a significant increase in services available through Gatwick and this will help us to reach our overall target of 40% of air passengers and staff using public transport when the airport handles 40 million passengers per annum.
OUR PLANS FOR 2014/15

- Deliver the 2014/15 activities from the Action Plan
- To develop an action plan working with the rail franchise winner to deliver a future vision for Gatwick Airport Rail Station
- To create an ongoing program with coach operators to develop new services to Gatwick
- To undertake quality service studies for all transport modes and identify actions to improve their scores

OUR PLANS FOR 2020

- Introduction of full integration of smartcard ticketing on local bus and rail network
- A better fully integrated rail station
- Introduction of further coach routes on priority corridors
- Provision of further cycle parking facilities

PERFORMANCE AGAINST 2013/14 ACTIONS

In early 2014, we welcomed TfL to Gatwick North Terminal. They opened their first Travel Advisory Centre outside of London and with its success TfL will open a further desk at Gatwick South Terminal and use Gatwick as its flagship for developing other centres outside of London.

With our Transport Forum Steering Group we successfully delivered out Surface Access Action Plan and launched a new Staff Travel Plan, ‘Your Journey to Work’.

For both passengers and staff, Smartcards have been introduced on rail services giving more choice and ease of travel through our station. These have been linked with local bus smartcards in specific areas, offering travellers multi-modal use of their Smartcard.

A key focus of activity was intensive lobbying to improve the Gatwick Express services through the Thameslink Franchise. This activity was successful with confirmation that the Gatwick Express was safeguarded for the future and that new rolling stock would be delivered through the new franchise period.
MANAGING OUR ENERGY USE

Gatwick Airport covers a large area and includes a large number of operational businesses, buildings and systems which use energy 24 hours a day. Not all of the energy used on the estate is with our direct control; approximately a third of energy is re-sold to 3rd party businesses. The weather also plays a large part in our ability to effectively manage absolute energy consumption, this was emphasised again this year by a further increase in gas consumption due to a cold start to 2013.

Our energy management strategies and practices are continually evolving to focus on the areas that will most influence reducing energy use without compromising customer service. This means we need to work closely with colleagues in our project teams who are designing new and upgrading existing facilities, with third party businesses and with the operational managers who run the airport buildings and systems day to day.

ENERGY PROJECTS

In 2013 we implemented some energy saving projects with our electrical maintenance contractor which mainly focused on providing lighting upgrades using standard lamp and light fitting approaches to retrofitting LED's. Our project teams also completed a first phase of an ‘aircraft stand’ lighting upgrade providing a new solution, again with LED lighting. As demand management of peak power in the winter becomes a serious issue for the UK national grid and the subject of increasing government and industry attention we devised and implemented a series of building management system load shedding controls to both reduce peak demand and consumption between November & February.

2013 PERFORMANCE

In 2013 our electricity consumption decreased by 3.7% to 152,934,224kWh. This reduction was influenced by our energy efficiency project work in 2012 as well as the ongoing refurbishment of a number of airport buildings. Our gas consumption increased by 2.9% to 64,448,858kWh, this increase was substantially related to the colder weather experienced in this reporting year.

PERFORMANCE AGAINST 2013 ACTIONS

We developed and delivered a set of energy conservation projects in 2013 that mainly focused on upgrading lighting for more efficient LED technology as well as a ‘peak demand’ management scheme.

We set ourselves a target of 2% absolute electricity reduction for the financial year 2013-14 compared to 2012-13; this was achieved with an actual electricity reduction of 4.9%.

2013 ENERGY KPIs

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity consumption (kWh)</td>
<td>152,934,224</td>
</tr>
<tr>
<td>Gas consumption (kWh)</td>
<td>64,448,858</td>
</tr>
</tbody>
</table>
OUR PLANS IN 2014

In 2014-15 we are looking to:-

- Deliver against our energy conservation project plans
- Continue to develop our approach to monitoring and targeting energy use

2020 DECADE OF CHANGE TARGETS

- 20% reduction in energy (against 1990 baseline)
MANAGING OUR WASTE

In 2013 Gatwick Airport generated just over 9,300 tonnes of waste. This waste relates to operational (non-construction) activities and includes waste from retailers, passenger, staff, security, engineering and airfield operations. This is a slight increase in absolute terms from 2012 but a reduction per passenger.

Our waste management strategies are prioritised to maximise recycling; minimise waste to landfill and find the best environmental option for our waste streams.

2012 WASTE KPIs

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Re-use and Recycled (%)</td>
<td>38.7</td>
</tr>
<tr>
<td>Per pax (kg)</td>
<td>0.26</td>
</tr>
<tr>
<td>Total waste (tonnes)</td>
<td>9,315</td>
</tr>
</tbody>
</table>

PASSENGER RECYCLING

In 2012 we set out to improve the recycling facilities available to passengers. The solution provided included a new layout of twin-bin positions in landside areas of both South and North terminals offering the public the option of either general waste or dry mixed recycling bins.
2013 PERFORMANCE

We set ourselves a target of achieving 90% ‘diversion of waste from landfill’ and this target this was fully achieved with an actual performance of 90.7%. During 2013 we did not ‘directly’ transfer any waste from the airport to landfill however, after treatment, the remaining 9.3% of waste goes to landfill.

PERFORMANCE AGAINST 2013 ACTIONS

Our main focus during 2013 was to improve our understanding of the composition of our operational general waste streams so that we can devise more focused strategies to increase recycling. To achieve this we employed a waste specialist to carry out a detailed waste stream analysis project and the work was completed in early 2014. The results clearly showed that we have a significant level of recycling material in our general waste streams but currently these are not segregated and are contaminated with liquid and food.

OUR PLANS FOR 2014

In 2014 we are looking to build on the knowledge gained from our recent work and focus on:-

- Identifying key trials needed to improve waste and recycling segregation
- Explore the feasibility of a ‘materials recycling facility’

2020 DECADE OF CHANGE TARGETS

- Generate no untreated waste to landfill and achieve a 70% waste recycling rate.
Gatwick Airport covers over 760 hectares and is surrounded by watercourses including the River Mole, Gatwick Stream and Crawters Brook. Gatwick has a duty to ensure that we protect these watercourses by maintaining a robust water infrastructure to manage the rainwater runoff from the airport.

We actively work with the Environment Agency and Local Authority to minimise the risk of both flooding and pollution. We have developed a water flow model to model our discharges and the impact of improvement projects. These improvement projects include water infrastructure refurbishment, increased storage capacity and alternative treatment investigations.

To reduce the amount of water consumed on-airport Gatwick has continued its focus on deploying an effective maintenance regime which includes audits, leakage surveys and proactive leak repairs of our water networks.

**2013 PERFORMANCE**

The first few months of 2013 were very cold resulting in the application of high volumes of anti-icer to ensure safe and continued airfield operation. We continued to progress a number of initiatives to improve the resilience of our airport surface water run-off with the aim of reducing environmental impact. In December 2013 the airport experienced extremely high rainfall and localised flooding.

In 2013 our water consumption fell by 2.4% to 700,902 m³. This is primarily due to taking a proactive approach to repairing water leaks.

**WATER LEAKAGE REPAIR**

During 2013 we repaired a major underground water leak on a water main network serving the North Terminal Campus. The leak, once pinpointed, was located on a large water main around 3m deep. The repair has reduced water use for the North Terminal campus by 30% and now means that we can fully account for all the water being used at North Terminal giving us good confidence that we have leakage under control.

**PERFORMANCE AGAINST 2013 ACTIONS**

During 2013 project work continued on the extensive refurbishment of D balancing pond and the new pollution lagoon facility became operational, increasing the contaminated storage capacity for airport run-off by 50%. The Gatwick Stream flood attenuation ‘reservoir’ project continued with completion planned during 2014. Further water infrastructure modelling was completed and the 6 Sigma study on pavement anti-icer application was completed to 2011-12. This was achieved with an actual reduction of 4.4%.

We completed our leakage survey of the ‘east of railway’ water network as planned and organised a number of small repairs. We set ourselves a target of meeting our 2020 ‘Decade of Change’ target for water consumption i.e. consumption 20% less than 2010. This target was achieved and exceeded by 9.6% with an actual consumption of 691,469 m³.
OUR PLANS IN 2014

In 2014-15 we are looking to:-

- Complete refurbishment of D pond
- Complete construction of Gatwick stream flood attenuation reservoir to increase the flood resilience of South Terminal
- Carry out the diversion of Westfield Stream to increase storm balancing capacity
- Undertake the ‘6 Sigma’ study recommendations, trial alternative pavement anti-icers, modify “Multihog” anti-icer spreaders
- Carry out water audits/leakage survey on the ‘Northern’ network

2020 DECADE OF CHANGE TARGETS

- Sustain and further improve our water efficiency
- 20% reduction in water consumption (against 2010 baseline)
- Maintain and enhance surface water quality and ensure compliance with relevant legislation and discharge consents
SAFEGUARDING OUR OUTSTANDING NATURAL BEAUTY

‘Biodiversity’ is about promoting the variety of wild plant and animal species. We can achieve this by managing the habitats that they live in. Although Gatwick is a busy international airport you don’t have to go far to find areas of Gatwick Airport’s land containing woodland, grassland and hedgerows and all the plant and animal species that they contain including rare and protected species. As a responsible neighbour Gatwick has a responsibility to proactively manage these areas to maximise their biodiversity potential.

We have two key non-operational areas of Gatwick’s landholding that we are actively looking after to enhance their biodiversity potential. One area is the North West Zone and River Mole and the other is to the land east of the Railway Line. These areas include meadows, scrub, ponds, hedgerows and woodlands. The land east of the railway land includes Horleyland Wood which is designated as ancient woodland and a Site of Nature Conservation Interest. Both areas total approximately 125 acres of land.

In partnership with our landscape contractor JSAgriculture Ltd and Gatwick Greenspace Partnership (GGP) (part of Sussex Wildlife Trust) we have developed Biodiversity Action Plans for these two areas. These plans detail the surveys that need to be undertaken to determine the species and habitats that are present and also the habitat management and improvement plans to enhance the biodiversity of these areas.

With the support of our partners Gatwick Airport is working towards achieving the Biodiversity Benchmark Award. To achieve this nationally recognised and independently audited award we need to demonstrate that we have effective management systems in place and that we are actively managing and improving our biodiversity action plan areas.

Gatwick Airport continues to support GGP who undertake biodiversity management and enhancement work on over 15 different designated wildlife sites in neighbouring boroughs and districts.

EMPLOYEE VOLUNTEERING

GGP continue to lead a number of volunteering activities amongst companies working at Gatwick Airport in particular British Airways Engineering. Volunteering helps support wildlife on-site and tasks have included woodland management, installation of dormouse boxes and footpath enhancement.

BLACK POPLAR PLANTING

In 2012 we undertook planting of the Poplar tree along the River Mole. This is a native endangered tree which loves the wet environment. By planting the trees we are helping to ensure the survival of the species and also encouraging other wildlife. This forms part of a regional wide initiative ‘the living landscapes’ project with the Sussex Wildlife Trust.
OUR 2013 PERFORMANCE

Significant contributions were made by Gatwick Airport Limited to help Sussex Wildlife Trust fund the employment of an Assistant People and Wildlife Officer for the Gatwick Greenspace Partnership. In return this has increased conservation volunteer participation and habitat management onsite and assisted in implementing the Gatwick Biodiversity Action Plan Targets.

We also introduced an Assistant People and Wildlife Officer for Gatwick Greenspace Partnership, part-funded by Gatwick Airport Limited and the Wildlife Trust. Their responsibilities are to manage habitats and organise volunteering in the areas we are actively managing.

A Biodiversity Blog, written by our onsite ecologist Rachel Bicker of JS Agriculture, has been introduced and has become a widespread, informative narrative of the ecology works going on at the Airport.

The Airport received their first assessment for the Biodiversity Benchmark Award, by the Wildlife Trust, and was given an encouraging review on the work that is currently being carried out on site.

Harvest mice have been found on site during ecological surveys and a couple of rare bat species have also been spotted.

Several areas of reptile hibernacula have now been set up.

OUR PLANS FOR 2014

- We are planning to introduce hedgehog surveys in the two ecologically managed areas at the airport to find any sign of this declining population.

- We will have a final assessment by the Wildlife Trust for the Biodiversity Benchmark Award after which we will hopefully be accredited to this scheme.

- The intention is to encourage more volunteering out on site including Gatwick staff but also third parties that work on the airport to help maintain and improve the wildlife habitats around the airport.

- Installation or Replacement/Update of existing interpretation boards

- We intend to install a beehive at the airport to encourage more wildlife variety in this area and to provide a habitat for a declining species in the UK.

- Use of social media to improve people’s perceptions of the work that goes in to improving habitats around the airport and to give people more knowledge of what is being accomplished.
Our 10 point plan to make Gatwick more sustainable, by 2020 we want to:

1. COMMUNITY
   - To share the benefits of Gatwick’s growth, contributing to the social, environmental and educational development of our community

2. ECONOMY
   - Develop and fulfil our role as an economic driver of local, regional and national significance

3. CARBON
   - Reduce our carbon emissions by 50% (Total known CO₂ at 1990 baseline vs 2020 scope 1 & 2 emissions). 25% of our energy to come from renewable sources

4. AIR QUALITY
   - Maintain current zero breaches of air quality limits

5. NOISE
   - Be consistently recognised as a best practice operator for noise management

6. TRANSPORT
   - Achieve 40% public transport mode share for air passengers and staff by the time the airport reaches 40mppa
     - Identify feasible measures to achieve a stretch target of 45% public transport mode share once the 40% target at 40mppa has been achieved
     - Achieve a quality service rating of 4.5 (1 is lowest, 5 is the highest) for all surface access transport modes and facilities by the time the airport reaches 40mppa

7. ENERGY
   - 20% reduction in energy (against 1990 baseline) and water consumption (against 2010 baseline)

8. WASTE
   - Generate no untreated waste to landfill and achieve a 70% waste recycling rate

9. WATER
   - Continually improve the quality of water leaving the airport
     - Achieve a 20% reduction in water consumption (against 2010 baseline)

10. BIODIVERSITY
    - Have an award winning biodiversity approach through achieving a nationally recognised award for ecological awareness
Verification Statement

Jacobs has conducted an independent assurance review of selected information presented in Gatwick Airport Limited’s (GAL’s) Decade of Change 2013 Performance report. The intended users of this statement are the readers of the Decade of Change Performance Report.

Responsibilities

The information and presentation of data within the Decade of Change 2013 Performance Report are the responsibility of GAL. This statement is the responsibility of Jacobs and represents our independent opinion and is written to be read in its entirety by readers of the GAL Decade of Change 2013 Performance Report.

Scope of the Verification

Jacobs’ scope of work included the assurance of the accuracy and completeness of data presented in the Report in relation to the Key Performance Indicators listed below, for the calendar year 2013. These were selected by GAL and the following KPI’s were verified:

- Nitrogen Oxides (NO2)
- Particulate Matter (PM10)
- Noise – track keeping (%)
- Noise Infringements
- Continuous Descent Approach (CDA) compliance (%)
- Total waste generated (tonnes)
- Waste per passenger (tonnes)
- Waste recycled & re-used (%)
- Water consumption (m³)
- Electricity consumption (kWh)
- Gas consumption (kWh)

Methodology

This assurance engagement was conducted between June - August 2014 via meetings, telephone discussions and e-mail correspondence with staff responsible for collating and reporting the data. We also reviewed supporting evidence and data collection systems to substantiate the data.

Quality Assurance

The team performing the verification has the appropriate experience and competency to do so and other than providing verification of the GAL Annual Monitoring Report, are not working for GAL in any other capacity. Jacobs has a Quality Management System (QMS) which is certified to BS EN ISO9001.

Findings and Conclusions

The report provides an appropriate representation of GAL’s 2013 environmental performance data within the scope of this assurance engagement.

During the assurance process a few minor anomalies were identified which have now been revised. These anomalies were identified in the track keeping data and were due to human error when selecting the data to be transferred to the performance reports.

GAL has developed a gas and electricity process flow which details how the consumption data is collected and reported. This is a positive improvement in the data management process. It would be best practice to produce a similar data collection procedure or flow schematic for the water and waste data collection processes.
It is positive that during 2013, GAL started the process to undertake a Waste Stream Analysis Audit. GAL should use this analysis during 2014 to identify further opportunities to reduce waste and increase recycling rates at the airport.

GAL’s Decade of Change 2020 priority related to water is to achieve a 20% reduction in water use against the 2010 baseline; however, the target was achieved by 2012 and no further water targets have been set.

Waste contractor audits were not conducted and recorded in line with the quarterly schedule during 2013. Although, the waste data collection spreadsheet has developed over the last year, further improvements could be made to improve ease of use by adding an introductory tab.

The Waste KPI ‘Waste per passenger’ is not a true representative of the amount of waste generated per passenger, as the figures collated do not just include waste from the aeroplane/cabins. The presentation of this KPI could therefore be misleading and requires an explanatory footnote.

In consideration of the GAL report compared to other reports from the aviation sector, there are some additional reporting metrics which are commonly reported in particular, around community use, economic indicators and construction waste.

A number of our recommendations relating to verification of the GAL Decade of Change 2012 Performance report have not been addressed and are included together with some new recommendations below.

**Recommendations for Future Reports and Decade of Change Strategy**

It is recommended that GAL:

- Creates a waste data collection procedure and an introductory tab on the waste data collection system to improve ease of use.
- Ensures that quarterly audits of its waste contractor are completed in 2014.
- Adds a footnote to the waste per passenger KPI explaining how it is calculated, as it could be misleading.
- Creates a water data collection procedure.
- Revises its 2020 water consumption target to ensure it’s a more stretching target.
- Considers reporting additional sustainability performance data within the Decade of Change Performance Report e.g. around community use, economic KPI’s and construction waste.

Jacobs

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The publication of this report supports our decade of change. We’ve used a 100% recycled paper and board.

We’ve also used a local design agency and a local printing firm to produce this report.