OUR DECADE OF CHANGE
2011 PERFORMANCE
We’re competing to become London’s airport of choice. We have ambitious plans and are focussed on doing what’s best for our passengers, airlines, employees and community.

We’re putting the passenger at the centre of our plans. Everything we do is designed to make their journey faster, easier and more rewarding. We’re working hard to understand what they want and to deliver a better experience at every step of their journey.

Our credentials to transform Gatwick into a great airport are grounded in years of working closely with airlines, business partners and communities. It’s about listening, sharing ideas and delivering long-term benefits that will make Gatwick the first choice for airlines.

We are modernising and developing the airport with a £1.2 billion investment programme that will deliver better service and more efficient operations. And we are doing it in the most efficient, and sustainable way.

Over the next few years, Gatwick will change beyond all recognition. We’re changing the way we look at the world, and the world is beginning to see us differently too.

Stewart Wingate
CEO

ABOUT THIS REPORT

This report looks at the progress we have made since the launch of Decade of Change in Summer 2010. Issue by issue we set out our approach, performance and plans through to 2020. We’ve built on last year’s report by including more information about how we run the airport responsibly every day.
Gatwick's Vital Statistics

33.6 million passengers

500 trains, 900 coaches and buses

33,000 parking spaces

230+ companies operating at Gatwick

53 aircraft movements each hour - that's one every 58 seconds at peak times

£2 billion value to the UK economy each year

OHSAS 18001 in recognition of our approach to occupational health and safety management

UK's 2nd largest airport

Carbon Trust Standard Accreditation: Gatwick Airport has been awarded its second Carbon Trust Standard (CTS) certification after a rigorous assessment and audit process, demonstrating a reduction in operational carbon emissions.

60 airlines flying to more than 200 destinations

Carbon Trust Standard
## OUR ENVIRONMENTAL PERFORMANCE

A summary of our 2011 performance data is included below. We have included data from 2008, 2009, 2010 and 2011 to indicate how things are changing. More information can be found under each section and on our website.

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<th>2011</th>
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<td>Total waste (t)</td>
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<td>9,685</td>
<td>9,206</td>
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<td>Waste – recycled (%)</td>
<td>39</td>
<td>41</td>
<td>54.6</td>
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<td>Waste per pax (kg)</td>
<td>0.31</td>
<td>0.31</td>
<td>0.27</td>
<td>-13%</td>
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<td>Water – consumption (l)</td>
<td>1,059,141</td>
<td>956,539</td>
<td>754,599</td>
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<td>Electricity – consumption (kwh)</td>
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<td>162,621,805</td>
<td>161,234,426</td>
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<td>Gas – consumption (kwh)</td>
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<td>75,333,903</td>
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<tr>
<td>Passenger public transport use (%)</td>
<td>37.2%</td>
<td>40.4%</td>
<td>42%</td>
<td>+4%</td>
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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 2021/22, 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.

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

- Deliver great service every day
- Be better than the rest
- Work together as one team

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.
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 five 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.

The Government is currently undertaking a thorough review of aviation policy for the UK, with the aim to promote sustainable aviation through the development of a Sustainable Aviation Policy (SAP) framework. The most recent (July 2012) consultation document considers how UK aviation can grow without unacceptable environmental consequences in terms of climate change, noise and local air quality.

We are contributing effectively to the Government’s work in developing this framework and helping to forge a consensus on the issues raised. The Government plans to publish its final SAP in March 2013.

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 communicating across the Gatwick Executive Management Board and our Shareholder Board.

2012 welcomed the appointment of our Director of Corporate Affairs and Sustainability. This role has overall responsibility for delivery of the Decade of Change and with Board membership, sustainability and corporate responsibility are already moving further up our agenda.

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 year 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.

With the launch of Decade of Change came the search for a network of volunteers to help deliver the strategy. These people became our Airport Environment Partners (AEPs). After putting each of them through an accredited training programme they have now been challenged with taking the Decade of Change out to all parts of the airport.

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.

Corporate Governance
- Shareholder Board
- Executive Management Board

Decade of Change
- MCR
- EMS
- GAL business units & AEP network

S106 Legal Agreement
- S106 Steering Group
- GATCOM
- Stakeholder Groups
MANAGING RESPONSIBLY - FOR OURSELVES, OUR PARTNERS AND OUR PASSENGERS

We’ve set out our vision for making Gatwick more sustainable. We need to engage our employees, business partners and passengers to make this a reality.

**EMPOWERING OUR EMPLOYEES**

We knew that if Decade of Change was going to be successful we’d need the support of our employees from day one. We went a step further and secured their support before we’d even gone public. By the time we launched we’d already established a network of Airport Environment Partners (AEPs).

This network covered every part of our business and each AEP is responsible for making sure that the key principles of Decade of Change are embedded into the everyday operation of the airport.

To help them succeed we worked with REED training to develop a bespoke programme to give them all the skills they would need.

**GREEN MANAGER TRAINING**

We developed our Green Manager training with REED to ensure that our AEPs had the skills, knowledge and support they required.

This programme was rolled out in 2011 and we are pleased to report that all our AEPs passed their exams.

**CBI PEOPLE’S AWARD**

Our AEP programme was nominated as a finalist for the CBI’s Green Strategy - People Award programme.

Although we didn’t quite make it this year we are pleased that our programme was recognised in this way and look forward to doing better next year.
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 cooperatively, we can all achieve our respective targets. Our partners are often at the forefront of industry improvements 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.

GREEN APPLE ENVIRONMENT AWARD

In a national campaign to find Britain’s greenest companies, Gatwick was presented along with West Sussex companies Bio-Productions and OCS a Green Apple Environment Award by The Green Company for their successful collaboration in introducing a chemical free cleaning product. This was awarded at the House of Commons.

We are proud of our innovative approach in helping to reduce the environmental impacts of cleaning Gatwick.
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/about/our-passenger-commitments/](http://www.gatwickairport.com/business/about/our-passenger-commitments/)
TELL US WHAT YOU THINK AND WE’LL ALWAYS LISTEN

Our passenger experience team will listen to our passengers’ views and always respond promptly. Our twitter site now has 24,800 followers and continues to be a vital way of communicating with our passengers.

The number of complaints we received in 2011 reduced by 31% from 2010, while our passenger compliments increased by 30% over the same period.

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. To help we’ve created dedicated assistance lanes within security areas and border zones (Immigration) at both terminals.

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 TRAVEL-CARE

Gatwick’s on-airport dedicated charity offers support to passengers and their families in the event of an emergency, major incident or crisis at the airport.

In 2011 the Travel-Care team of staff and volunteers helped approximately 2,400 passengers with travel related problems.

WE’LL GIVE YOU THE RETAIL AND CATERING BRANDS YOU PREFER

We are continually improving the retail range offered to our passengers and are proud to have recently opened a new walk-through World Duty Free store in South Terminal, the largest Duty Free Store in the UK. The new store has introduced lots of new and exciting brands to Gatwick.

Through research we knew our passengers wanted an Italian catering offering, so what better to give them than Jamie’s Italian, to which we have had some amazing feedback.

We have also just seen the opening of the largest airport Yo! Sushi, which was within the top 3 brands that passengers have asked for in the past 2 years of our brand research. The restaurant is a unique design that you will not see in any other Yo! restaurant. In addition, Yo! have recruited over 80% of their staff from the local area.
WE HATE QUEUES

WE’LL MAKE IT QUICKER FOR YOU AT CHECK IN
It’s often a passenger’s real first 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 2011 we opened a major expansion of North Terminal which includes a new check-in area for British Airways and Emirates passengers. New equipment includes self-service kiosks with boarding card and bag-tag printing to help reduce queuing times.

WE’LL MAKE IT QUICKER FOR YOU AT SECURITY
In 2011 we opened a new state-of-the-art security facility in South Terminal. The new facility sets a new standard for security screening with automated boarding card readers and a queuing system that lets passengers choose the shortest and quickest queue. The new search area has been very well received by passengers. In 2011 complaints related to security reduced by 29% from 2010, whilst passenger compliments increased significantly.

Average queue time was 1 min 32 seconds with over 97% of passengers taking less than five minutes to pass through security. 2011 also saw us maintain our longest queue time of less than 40 minutes compared to 1 hr 52 minutes in 2009.

WE LOVE TO BE ON TIME

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 UK Border Agency to deliver a secure and efficient passport control and they’ve set themselves a target of 95% of EU passengers to be processed in under 25 minutes and 95% of non-EU passengers processed in under 45 minutes.

We want to deliver performance that goes beyond these targets and through improving the consistency of passenger experience we expect 95% of EU passengers to be processed in under 10 minutes and 95% of non-EU passengers processed in no more than 20 minutes.

WE’LL DO OUR BEST TO GET YOU AWAY ON TIME
In 2010, our on time departures (OTD) averaged 66%. Gatwick established the Airfield Performance team at the start of 2011. In 2011, our on time departures averaged at 79%, a 13% point increase on the previous year.

Gatwick is driving towards a target of 80% OTD, this is part of our Airfield Performance transformation program, Airport Collaborative Decision Making (ACDM 55).

Performance is reviewed daily across the airport partners and monthly with Gatwick, Top 10 Airlines, Ground Handling, ATC and ACL review airfield performance and drive the improvement projects and actions.
With around 33.6 million people travelling through Gatwick in 2011, and ambitious plans in place to increase that to 40 million by 2021/22, 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 2011, our figures have shown that each passenger generates around 0.27 kg of waste whilst consuming 4.8 kWh of electricity and 22 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 around 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. If we need to we’ll run focus groups to help flesh things out a little more.
RUNNING A RESPONSIBLE AIRPORT

As an 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’ve made 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 £1 billion 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.

During the last twelve months we have invested in our 300 people leaders across the airport giving them the skills to deliver individual and collective high performance.

INVESTORS IN PEOPLE

We are committed to achieving IIP accreditation by early 2013.

Our 30 internal reviewers have been undertaking IIP health checks across the organisation and clear action plans are in place.

RHYTHM OF GATWICK

In the last year our 3000 Gatwick staff and airport partners have attended ‘The Rhythm of Gatwick’ programme which brings our values to life and how we can deliver unforgettable positive service.
OUR PEOPLE - KPIs

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OUR PLANS FOR 2012/13

- Roll out our plans for securing Investors in People accreditation
- Implement our People Leaders programme for all employees with managerial responsibilities
- Deliver our security apprentice scheme with Central Sussex College
- Work with partners to support employee recruitment from the local area
A SAFE AND SECURE AIRPORT

SAFETY

With around 33.6 million passengers using the airport every year, and in excess of 21,000 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 launched its Destination Zero Environment, Health and Safety programme during the year, with the ultimate aim of continual improvement in Environment, Health and Safety (EHS) for our own employees and Contractors working on the capital investment programme. The Company also introduced a new incident management system, which is supported by the new EHS training programme.

A key component of the Destination Zero Programme is the introduction of a new Contractor Support Centre. Following £1,000,000 of capital investment, we have built a facility that, with the Contractor Support Centre and the Engineering Services Control team, provides a step change in the level of support we are able to offer our contractors.

The Airport offers our contractors an EHS partnership. The airport will provide a one-stop-shop for contractors, providing education, support and control. This includes:

- We will provide a general airport induction and training for use of the Permit to Work (P2W) system.

OHSAS 18001 CERTIFICATION

A major success for the year was obtaining OHSAS 18001 certification. This will complement the ISO 140001 certification which the Company already holds. 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.
The Contractor Support Centre will be open 24/7 to support contractors with any EHS issues they may have.

We will Control works through P2W Hazardous Permits, the new P2W Work Request function and on-site EHS auditing of contractors’ works by our Contractor Support Centre (CSC) Technical Clerks.

We have not built this centre just to provide an easier life for our contractors. The Centre and our investment is a commitment to all of our contractor partners (including those appointed through our concessionaires) that we are serious about improving our EHS culture.

**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 - reduce false fire alarm activation’s)
- Protection of assets through robust change control.
- Promotion of excellence - this 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
In 2012 we continue to build on the huge improvements we have already made in the way we procure goods and services. As Gatwick continues to achieve its ambition and strategies it is building stronger relationships with our key suppliers, recognising the role our suppliers play in making sure Gatwick grows sustainably.

We launched the first of our annual ‘Supplier Days’ in September 2012 which covers Environment, Health and Safety (EHS) as a critical area of importance to ensure our suppliers are aligned to our policies & priorities. We continue to review and amend our tender documents to ensure we are embedding our EHS culture in the suppliers that we work with.

In line with our Decade of Change commitments we are working with our operational teams to plan how we procure in the future to meet these targets. We’re looking at our use of renewables, our energy contracts and are looking to award our Electricity contract, subject to contract terms, as 100% renewable energy.

CHARTERED INSTITUTE OF PURCHASING AND SUPPLY (CIPS)
Following our internal review of processes and procedures the Gatwick Procurement Team, working collaboratively with other departments, achieved the Chartered Institute of Purchasing and Supply (CIPS) certification standard for its procurement policies, practices and procedures. Gatwick is the first UK airport to achieve this accreditation and it supports our vision to be a high quality, centre of excellence.

WORKING WITH OUR SUPPLIERS
Following the environmental Green Apple Award in 2011, we have continued to work with our cleaning contractor (OCS) to significantly reduce the amount of chemicals and water used within the cleaning process at the airport. This has been achieved through the use of leading edge equipment and processes. Working closely with BIFFA, OCS also supports our goals of increased recycling and reduced waste to landfill.
PROCUREMENT PERFORMANCE

SUPPORTING OUR LOCAL ECONOMY
From an operational perspective we estimate that around 15% of our entire first tier suppliers are based within the Gatwick Diamond area. This equates to an annual spend of £30 million. Pan airport including construction spend the figure increases to £60 million.

Our commitment to supporting the local economy is cemented through our involvement in the Gatwick Diamond Meet the Buyers programme. Through this we encourage our main contractors to sub-contract with local suppliers.

In 2011 both our Procurement and Corporate Responsibility teams represented the Airport at the ‘Meet the Buyer’ event to advise suppliers how best to engage with Gatwick and the process by which they can bid for work at the airport. In total some 350 companies took part in the programme which included a series of seminars aimed at giving companies the skills and knowledge they need to tender for work.

OUR PLANS FOR 2012/13
We want to continue our improvement programme into 2012. Alongside our plan to introduce a new Green Procurement Policy, in 2012 we are looking at

- Further embedment of the 2011 new SAP Purchase to Pay system and increase the use of e-procurement
- Hosting of our first Supplier Innovation Awards Scheme. There will be a ‘Supplier Day’ held in September 2012 where key leaders from Gatwick will highlight vision, values, innovation, and partnership and launch scorecards and innovation awards to our existing suppliers
- The Procurement Co-ordinators within the Procurement team will achieve their CIPS NVQ level certification
- Further engagement with Constructionline, a UK certification service that allows suppliers to register their pre-qualification data and streamline the process of only utilising suppliers which meet all of our prerequisite sustainable credentials
BUILDING A SUSTAINABLE AIRPORT

The effective and efficient delivery of our £1.2bn capital investment programme (CIP) continues to be one of our strategic priorities.

Over the last year the results have begun to speak for themselves, with the completion of a large number of projects which together are helping to transform Gatwick for our passengers and airlines, such as the new forecourt and entrance in South Terminal and the extension to North Terminal.

The delivery of these projects continues to be underpinned by a strong focus on both safety and sustainability in construction by our delivery team and suppliers. In the early stages of our capital investment programme, our focus was on getting the right processes and procedures in place, such as the sustainable materials strategy; environmental assessments; and environmental targets.

As we move forward into the final two years of the programme, we are now able to focus our attention on rigorous implementation and continuous improvement.

OUR PERFORMANCE IN 2011

All of the projects delivered in 2011 were subjected to our rigorous policies and standards relating to sustainable construction.

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

DESIGNING FOR ENERGY EFFICIENCY

- North Terminal cooling tower replacement has been designed to make use of early morning free cooling. Also, the new system is cleaned using ozone which has significantly reduced the volume of biocide chemicals used

- The design for the new departures baggage systems, in both North and South Terminals, includes use of permanent magnet motors to significantly reduce energy use

- There has also been a significant programme of asset replacement and renewal including replacement of heating and ventilation systems, lighting, lifts and escalators with more energy efficient solutions, for example in the refurbishment of Pier 2, the Border Zone and the security area and entrance bridges in South Terminal

DESIGNING FOR NATURAL DAYLIGHT TO REDUCE LIGHTING DEMAND

- North Terminal extension includes extensive glazing and roof lights

- South Terminal concourse improvements including clearance of perimeter clutter to allow improved daylight penetration and replacement of the floor finish to lift lighting levels
USE OF OFF-SITE MANUFACTURE

- Multi storey Car Park 6 in North Terminal (1,177 new short stay spaces with easy access to check-in and arrivals) was manufactured off-site and brought to Gatwick for assembly. This delivered huge benefits not only in terms of cost and time required for construction but also in reducing the amount of vehicle movements around the airport, thereby reducing carbon emissions and pollution.

2011 ACHIEVEMENTS

- In March 2011 Gatwick became the first airport to sign up to the WRAP (Waste and Resources Action Programme) ‘halving waste to landfill’ commitment.

- In June 2011 we developed a process, in agreement with the Environment Agency, to enable the storage of concrete waste from projects on site, prior to it being processed and re-used on future Gatwick construction projects.

- In October 2011 we published a detailed benchmarking exercise covering 12 comparable airports across the world to identify best practice of integrating sustainability into development programmes.

- The programme to replace R-22 (hydrochlorofluorocarbon) ozone depleting gases within our cooling systems is now 97% complete, and the remaining 3% are on target to be completed in 2012.

- During the design stage of the runway resurfacing project we included the use of LED lighting technology for the runway centreline, touchdown zone and edge lights.

- Our projects were audited as part of the process for Gatwick’s continued ISO14001 certification.
OUR PLANS FOR 2012/13

Following our strong performance on waste management in 2011, we have increased our targets for the re-use and recycling for each of our three waste streams in 2012:

In March 2012 construction began on a £75m project to redevelop Pier 5 in North Terminal. This project has already started to use the agreement in place with the Environment Agency for the storage and re-use of materials on site. Concrete broken out from the aprons will be stored, processed and then reused as the new aprons are constructed. Other projects are due to follow this practice.

Over the next year we will be progress the concept design for additional pier service in North Terminal (Pier 6). The concept design includes features to optimise natural light, reduce solar gain and generate energy from renewable sources.

From March to December 2012, we will be improving and resurfacing the runway. This includes improvement to the airfield ground lighting (including the use of LED technology, as approved by the CAA) and improved drainage. The planings generated during the resurfacing process are being re-used off site on this project due to the high volume of material generated.

<table>
<thead>
<tr>
<th>Waste Stream</th>
<th>Target</th>
<th>Re-use or Recycling</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction Waste</td>
<td>90%</td>
<td>re-use or recycling</td>
</tr>
<tr>
<td>Demolition Waste</td>
<td>95%</td>
<td>re-use or recycling</td>
</tr>
<tr>
<td>Excavation Waste</td>
<td>95%</td>
<td>re-use or recycling</td>
</tr>
</tbody>
</table>
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 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 economic downturn. The growth in aviation emissions may be constrained by implementing the correct policy levers together with technological improvements.

Gatwick Airport supports the principle that aviation expansion should be considered only within the context of an appropriate environmental framework. We realise the need for and support the development of appropriate market-based mechanisms or other policy measures to control rising emissions from aviation in order to help meet the UK Government emissions reduction targets and avoid dangerous levels of global warming.

Gatwick Airport is currently engaging with Government over how these issues can be resolved.

The recently published Government’s Sustainable Aviation Policy (SAP) framework has revealed that UK aviation policy will, in the short term focus on optimising existing capacity. Despite recent industry lobbying for new runways, a consultation on possibilities for airport expansion has been postponed until after the summer 2012. A range of measures for increasing the efficiency of UK aviation are proposed, such as possible restrictions on the use of smaller aircraft. In addition, the policy sets out high level goals in relation to climate change, noise and other environmental impacts.

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.
CARBON REDUCTION COMMITMENT (CRC) ENERGY EFFICIENCY SCHEME

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 hourly metered electricity consumption is above 6,000MWh. The published CRC league table aims to provide a strong incentive for participants to reduce energy consumption and CO₂ emissions by producing a transparency in the performance of all scheme participants. The better an organisation performs in reducing its emissions, the higher it will appear in the annual performance league table.

Gatwick Airport exceeds the consumption threshold and as such is obliged to participate in the CRC. We are actively pursuing improvements in energy efficiency in order to incur financial and carbon efficiency savings together with reputational gains. In the first year Gatwick was pleased to be positioned 121 out of 1301 in the league table.

OUR CARBON FOOTPRINT

In 2011 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 those generated beyond our direct control. The favoured methodology is to report emissions in three levels as illustrated right:
2011 PERFORMANCE

Our scope 1 and 2 carbon emissions for 2011 are calculated as 69,481 tonnes of CO₂ compared to 95,605 tonnes in 2010, which equates to a reduction of approximately 27%. 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, despite 2010/11 being a challenging year for the business in terms of the severe winter weather in both December and January.

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 above has shown, these are over ten times larger than our own direct carbon footprint. It is imperative that we work with our partners here and across the industry in order to achieve change.

A breakdown of Scope 1, 2 and 3 emissions is shown below:

### 2010 CARBON KPIs

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

<table>
<thead>
<tr>
<th>Scope</th>
<th>tCO₂eq</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope 1</td>
<td>16,499</td>
</tr>
<tr>
<td>Scope 2</td>
<td>79,106</td>
</tr>
<tr>
<td>Scope 3</td>
<td>625,897</td>
</tr>
<tr>
<td>Total</td>
<td>721,502</td>
</tr>
</tbody>
</table>

### 2011 CARBON KPIs

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

<table>
<thead>
<tr>
<th>Scope</th>
<th>tCO₂eq</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope 1</td>
<td>14,579</td>
</tr>
<tr>
<td>Scope 2</td>
<td>54,902</td>
</tr>
<tr>
<td>Scope 3</td>
<td>656,150</td>
</tr>
<tr>
<td>Total</td>
<td>725,631</td>
</tr>
</tbody>
</table>
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 policies, 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.

Aircraft movement classifications i.e. landing and take-off cycle (LTO)
### Continuous Climb Operations (CCO)

Gatwick is currently developing CCO as an aircraft operating technique. CCO is enabled by airspace design, procedure design and facilitated by Air Traffic Control. It supports the execution of a flight profile that optimises the performance of the aircraft. The optimum vertical profile takes the form of a continuously climbing path. Instead of departing an airport in a stair-step fashion, throttling up and requesting permission to ascend to each new (higher) altitude, CCO allows for a smooth, constant-angle ascent from take-off to cruise altitude.

The climb phase uses a significant proportion of the total flight fuel and, efficiencies in this phase could provide significant economy of operation and environmental benefits in terms of both noise and emissions.

### 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.
AIRPORT COLLABORATIVE DECISION MAKING 55 (ACDM 55)

Gatwick is driving towards a target of 80% On Time Departures (OTD) and 85% OTD as a stretch target. This forms part of our Airfield Performance transformation program, Airport Collaborative Decision Making (ACDM 55). The Airport CDM procedure was launched by Eurocontrol 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.

Our ACDM 55 programme is summarised below:

<table>
<thead>
<tr>
<th>ACDM 55 Target</th>
<th>Current (2011)</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>79% (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>40% achievement of Target off Block Time</td>
<td>80% achievement of Target off Block Time</td>
</tr>
<tr>
<td>Eurocontrol ACDM Compliance December 2013</td>
<td>Not connected</td>
<td>Network Connected</td>
</tr>
</tbody>
</table>
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 is currently developing 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 (TTOTs) to pilots. This enables pilots to plan for single engine 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 below plan outlines 10 actions over the next 3 years 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.

SUSTAINABLE AVAITION

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 have been reaccredited with the Carbon Trust Standard after a rigorous verification assessment.

The 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
# Carbon Management Action Plan

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Define Gatwick’s approach to carbon management and publish a climate change report in 2012</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Identify how low carbon energy production can be developed at Gatwick</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>3. Continue to develop the business case for CCHP and implementation plans as required</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>4. Reduce carbon impacts from GAL vehicle fleet through a rolling programme of vehicle replacement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Review the approach to airline carbon reduction initiatives and agree a programme to improve</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Implement a programme to deliver reduced carbon impact buildings in line with forthcoming legislation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Implement Gatwick’s carbon management zone for airside vehicles</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>8. Align carbon and energy strategies to fully understand the carbon benefit of energy management activities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Implement continuous carbon footprinting and ensure retention of external standards (eg The Carbon Trust Standard, etc)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Report performance through internal governance processes and externally via stakeholder groups, websites and annual reports</td>
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</tr>
</tbody>
</table>

# Delivery Monitoring & Reporting
COMMUNITY

AT THE HEART OF OUR COMMUNITY

While Gatwick makes a major contribution to the local economy we recognise that our operations have an impact on the local community. We are committed to developing Gatwick in a sustainable way and welcome dialogue with our neighbours on how these impacts should be managed.

As well as this we continue to support the on airport charity Travel Care and the St Catherine’s Hospice. In 2011 we saw another very successful Sussex Weald ride in which many employees and their families took part.

Gatwick airport has long supported the annual Surrey Youth Games which aim to encourage young people to take part in a range of competitive sports, which is all the more important with the 2012 London Olympics.

Gatwick is a main donor and board trustee of the Sussex Community Foundation which targets grants on voluntary, community and not-for-profit groups that work to improve the quality of life for people in West and East Sussex and Brighton and Hove.

Beyond funding, many Gatwick employees become involved in local community activities and team-building exercises that are designed to improve both the local environment and the quality of life of our neighbours. One group we work with on these activities is the Gatwick Greenspace Partnership.

GATCOM

Our community engagement is primarily led through our consultative committee GATCOM, this forum allows us to engage bilaterally with community stakeholders that approach the airport with issues of concern or requests for support.

GATWICK AIRPORT COMMUNITY TRUST

Strong support is also given through the Gatwick Airport Community Trust; in 2011 we donated over £180,000 in line with our S106 Agreement.
HOME START

Local charity Home-Start Crawley, Horsham and Mid-Sussex (CHAMS) have been awarded significant funding by Gatwick Airport Community Trust.

The grant of £10,000 per year for 3 years will support the work that Home-Start CHAMS carries out with vulnerable families in need. It will enable them to recruit and train volunteers who visit the families in their own homes, as well as developing their fund raising work, following the recent recruitment of a new Fundraising Manager.

Mike Roberts, Chairman of Gatwick Airport Community Trust, visited the Home-Start CHAMS offices to see how the grant will be used and met with home-visiting volunteers who were taking part in training.

OUR COMMUNITY PLANS

Towards the end of 2011 we developed a ten-point action plan that outlines some of our key community targets up to 2014, some of the main actions are listed below.

- Work with airport partners to develop an airport-wide approach to community support
- Support local businesses through Meet the Buyers programme
- Define a programme to work with Gatwick Greenspace to deliver community and environmental activities that the airport and its partners can support
- Deliver a programme of charitable giving led and supported by Gatwick employees and passengers
- Create a programme of employee volunteering that directly benefits the local community
- Define community KPI's and track progress
- Report progress through annual reports and via Gatwick’s website
ECONOMY

Being the UK’s second largest international gateway and a major economic hub, we account for a significant portion of this overall contribution. The airport has a crucial role to play in stimulating economic growth.

The aviation sector directly accounts for £53 billion (3.8%) of UK GDP. Gatwick Airport contributes just under £2 billion of Gross Value Added (GVA) to London and the South East each year. In our journey to becoming London’s airport of choice it is vital that we continue to attract and retain investment and employment in the south east.

We work closely with all our business partners on and off campus to ensure strong effective relationships are built and opportunities for development are identified. We have a close working relationship with the Gatwick Diamond Business Group, supporting their on-going business development activities and their annual awards event.

We are also strong supporters of the annual Meet the Buyers event holding seminars that are designed to provide local firms with the opportunity and necessary skills to successfully tender for work at the airport.

2011 PERFORMANCE

GATWICK MEET THE BUYERS

Our annual Meet the Buyers Programme continues to go from strength to strength. Gatwick Airport is one of the main sponsors of this programme that is designed to make the airports extensive supply chain more accessible to local suppliers.

In 2011 both our Procurement and Corporate Responsibility teams represented the Airport at the ‘Meet the Buyer’ event to advise suppliers how best to engage with Gatwick and the process by which they can bid for work at the airport. In total some 350 companies took part in the programme which included a series of seminars aimed at giving companies the skills and knowledge they need to tender for work. The event was a great success with a predicted £4.5 million worth of business generated.

APPRENTICESHIP SCHEME

In 2011 we expanded our apprenticeship scheme to security and to date have taken on 24 apprentices in this area of the business. We are looking to build on this already successful scheme with more apprenticeships for 2012/2013.

OUR PLANS FOR 2012/13

In 2012/13 we will remain focused on engaging with all levels of government to ensure Gatwick’s economic value is realised. On a local level we will strive to make the airport’s supply chain more accessible through events like Meet the Buyers.

- Launch an improved economic engagement plan focussed around a strong Meet the Buyers programme
- Work with Gatwick’s airline community to facilitate discussions with local businesses to understand their destination requirements
- Develop a series of KPI’s that define Gatwick’s contribution to the local economy
SUPPORTING THE LOCAL ECONOMY

£39 MILLION
OPERATIONAL SPEND

230 companies
operating on-airport

£2 Billion
contribution to the economy

Gatwick employs
21,100 people

Gatwick supports around
20,000 off-site jobs across region

£360 Million
Air Passenger Duty
paid by passengers using the airport
We take our impacts on air quality very seriously and work closely with the Local Authority to manage and reduce these impacts where we can. We have been continuously monitoring air quality at the airport since 1992. Looking to the future we, and local authorities have identified NO\textsubscript{2} as the local airport related emission requiring closest consideration.

We therefore have a comprehensive monitoring and management programme in place with Reigate and Banstead Borough Council (RBBC) and contribute £65,000 per annum in support of this work. Our emissions performance since the establishment of the Horley Air Quality Management Area (AQMA) has been very good with no annual breaches in the limits and future modelling stating that our growth plans will not change this position.

We recently commissioned some air quality monitoring to support our Master Plan. The Plan sets out our aims to serve 40 million passengers per annum by 2020/21 and outlines the impacts associated with this growth. Our air quality impacts are not predicted to breach any current legal limits and this is against a background of increasing air traffic movements. This is a clear indication that we are able to grow sustainably and not at any cost.
AUXILIARY POWER UNIT

An auxiliary power unit (APU) is a device on an aircraft that provides energy for functions other than propulsion. The primary purpose of an aircraft APU is to provide power to start the main engines.

Following consultation with airlines, the amount of time allowed for aircraft auxiliary power units (APUs) to be run before departure and after arrival, was reduced with effect from March 2011. Compliance with the revised timings has remained consistently high.

OUR PLANS FOR 2011/12

- Maintain current level of zero breaches of air quality limits
- Understand fully the air quality impacts of the airport culminating in the production of an emission profile zoning map for Gatwick
- Work with RBB and business partners to develop a strategy that evaluates local air quality impacts in the context of the Horley Gardens AQMA
- Undertake air quality forecasting and modelling relevant to future airport growth – the programme and focus of this activity will be agreed with RBB via the Air Quality Steering Group
- Work with NATS to improve ground operations that have a positive impact on local air quality

2010 AIR QUALITY KPIs

<table>
<thead>
<tr>
<th>Nitrogen dioxide (μg/m³)</th>
<th>PM₁₀ (μg/m³)</th>
</tr>
</thead>
<tbody>
<tr>
<td>32</td>
<td>23</td>
</tr>
</tbody>
</table>
NOISE

MANAGING OUR NOISE IMPACTS

As Gatwick is a designated airport under section 78 of the Civil Aviation Act, this gives the relevant Secretary of State direct responsibility for the control of air noise around Gatwick. This means that all noise restrictions and noise departure limits are set by the Secretary of State.

We take noise issues very seriously and 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.

<table>
<thead>
<tr>
<th></th>
<th>2006 BASELINE</th>
<th>2010 NOISE KPIs</th>
<th>2011 NOISE KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDA compliance</td>
<td>81%</td>
<td>89%</td>
<td>90%</td>
</tr>
<tr>
<td>Total noise infringements</td>
<td>12</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Total number of noise enquiries</td>
<td>6578</td>
<td>6936</td>
<td>4036</td>
</tr>
<tr>
<td>Callers</td>
<td>580</td>
<td>409</td>
<td>345</td>
</tr>
</tbody>
</table>

FLIGHT PERFORMANCE TEAM

During 2011 we carried out an internal noise governance review looking at how we manage noise and the structure of our governance committees. This has resulted in a change of name and reporting line for our old Flight Evaluation unit. This team is now the Flight Performance Team and it reports into the Head of Corporate Responsibility. We have also streamlined our governance structure with fewer meeting groups with a more efficient approach.
Following consultation with airlines, the amount of time allowed for aircraft auxiliary power units (APUs) to be run before departure and after arrival, was reduced with effect from March 2011. Compliance with the revised timings has remained consistently high.

2011 PERFORMANCE

We completed an independent assessment of the airports approach to managing and communicating noise. Gatwick Airport was benchmarked against several key international airports across the world and was deemed to be in the top six for noise management. Whilst this is clear confirmation of best practice we strive to do better and become number one.

We also worked together with Sustainable Aviation to produce a best practice guide for departing aircraft, we are signatories to this code of conduct. This is now completed and published available at:


OUR PLANS FOR 2012/13

- Introduce a new noise insulation scheme
- We have been running a scheme for the last three years which will come to a close at the end of 2012. As such, we are currently developing a new and improved scheme which we will consult on in early 2013 and launch later that year

We have taken on board the views of everybody that benefited in the current scheme and the views from people eligible but did not take advantage of the scheme. This is invaluable information and will enable us to provide a better more effective scheme next year.

- Be consistently recognised as a best practice operator for noise management
Our aim is to make sure that Gatwick is well connected and easy to use through a wide range of high quality transport links both locally and nationally. We aim to maximise the choice of travel options for both passengers and staff, reflecting their different needs. Gatwick is home to the UK’s best connected airport rail station, with direct links to over 120 UK rail stations and we already see more passengers travelling by public transport than any other UK airport.

With approximately 40 million passenger and staff journeys to and from the airport each year, the demand for travel is substantial. We estimate that this accounts for around 30% of the airport’s total carbon footprint. Therefore, encouraging the use of public transport is key to reducing our carbon impact as well as reducing congestion on surrounding roads. We work closely with local and national Government, transport operators and other stakeholders to ensure that Gatwick has the public transport services and supporting infrastructure that reflect the needs of a growing international airport.

In 2011, we saw over 42% of our 33 million passengers consistently using rail, coach or bus services for their journey to and from Gatwick. This shows great progress towards our overall target of 40% of air passengers and staff using public transport when the airport handles 40 million passengers per annum. Whilst we have a significant way to go to reach this target, it now certainly looks achievable.

Work is now well underway for the £53 million pound scheme to develop Gatwick Rail Station. The Station concourse has been refurbished and construction on the seventh rail platform has commenced. Through the Passenger Transport Levy Gatwick has contributed £7.6m to this project. This is due to be complete in late 2013.

We offer a dedicated Gatwick Commuter travel service to the 21,000 staff based on-airport. This encourages the use of bus, coach and rail services through substantial discounts. We also run the Liftshare scheme to reduce car use and encourage staff to cycle through discounted bicycle purchase schemes.
PERFORMANCE AGAINST 2011/12 ACTIONS

In April 2012, we held a surface access vision workshop with the top 80 transport professionals in the UK. This kick started our process to develop our new Airport Surface Access Strategy.

Two new coach services were launched by National Express to Bournemouth and London Victoria during 2011. Along with other buses and coaches they are now using the new interchange facilities in the North and South Terminals.

For staff travelling to and from the airport, new cycle parking facilities have been introduced in the North and South Terminal areas as well as the Cycle to work scheme offering discounted cycle purchase.

OUR PLANS FOR 2012/13

- Introduce our updated Airport Surface Access Strategy by December 2012
- Introduce a new Airport Travel Plan by December 2013
- Introduce a new 5 year Action Plan for surface access
- Introduce new surface transport information for passengers
- Lobby for improvements in the Gatwick Express service

OUR PLANS THROUGH TO 2020

- 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
MANAGING OUR ENERGY USE

Gatwick Airport uses considerable electricity and gas energy resources to operate. Gas consumption is primarily driven by the weather and our electricity consumption by the 24 hour operational nature of our buildings, systems and the businesses that operate on airport.

Our energy management strategies are primarily focused on reducing the energy that is used through effective life-cycle development and maintenance of our facilities, investing in technology which can improve energy efficiency and monitoring consumption in order to identify areas for improved operational control.

ON THE GROUND

In 2011 Gatwick installed a 212 panel solar array at the eastern end of our main runway. The 50kW peak installation will generate approximate 46MWh of renewable electricity per year and help us evaluate whether a larger installation is feasible.

Gatwick upgraded a number of lighting systems in 2011 using higher efficiency lamps as well as successfully trialling a number of LED lighting products in our terminals and offices. We hope to implement more LED lighting schemes in 2012-13.

The upgrade to our building management system (BMS) was completed with energy savings being realised through replacing and upgrading the equipment that optimises energy used for heating, ventilating and air conditioning our buildings.

2011 PERFORMANCE

In 2011 our electricity consumption fell by 0.9% to 161,234,426 kWh and our gas consumption also fell by 21.4% to 59,208,775 kWh. The significant reduction in gas use is mainly related to the milder weather experienced in this reporting year compared to the preceding 12 months.

PERFORMANCE AGAINST 2011 ACTIONS

We set ourselves a target of 1% absolute energy reduction for the financial year 2011-12 compared to 2010-11. This was achieved with an actual reduction of 6%.

2011 ENERGY KPIs

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity consumption (kWh)</td>
<td>161,234,426</td>
</tr>
<tr>
<td>Gas consumption (kWh)</td>
<td>59,208,775</td>
</tr>
</tbody>
</table>
OUR PLANS FOR 2012/13

- Carry out an energy audit/survey of Pier 3 and Pier 6
- Deliver against our energy conservation project plan
- Continue to develop our approach to monitoring and targeting energy use
- Publish our energy action plan through to 2015

OUR PLANS THROUGH TO 2020

- 20% reduction in energy (against 1990 baseline

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<table>
<thead>
<tr>
<th>Year end</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>159,578,773</td>
<td>162,621,805</td>
<td>161,234,426</td>
</tr>
<tr>
<td>Gas</td>
<td>54,246,416</td>
<td>75,333,903</td>
<td>59,208,775</td>
</tr>
</tbody>
</table>
In 2011 Gatwick Airport generated just over 9,200 tonnes of waste. This waste comes from our operational (non-construction) activities and includes waste from retailers, passenger and security areas, cleaning, engineering and airfield operations.

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

In 2011, in partnership with our waste contractor, we changed the disposal location for our dry mixed recycling. This has greatly increased the types of waste material that can be recycled for example in our offices we have moved from being able to recycle just the traditional waste streams of paper, card, cans and plastic bottles to anything providing that it is clean and dry; this includes a whole array of new recyclables including package, plastics and cups.

### 2011 WASTE KPIs

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recycled (%)</td>
<td>55</td>
</tr>
<tr>
<td>Per pax (kg)</td>
<td>0.27</td>
</tr>
<tr>
<td>Total waste (t)</td>
<td>9.206</td>
</tr>
</tbody>
</table>

**DRY MIXED RECYCLING (DMR)**

In 2011, in partnership with our waste contractor, we changed the disposal location for our dry mixed recycling. This has greatly increased the types of waste material that can be recycled for example in our offices we have moved from being able to recycle just the traditional waste streams of paper, card, cans and plastic bottles to anything providing that it is clean and dry; this includes a whole array of new recyclables including package, plastics and cups.
2011 PERFORMANCE

In 2011 we handled 9,206 tonnes of operational waste and of this we re-used and recycled 55%. This was a 25% improvement on our performance in 2010 (44% re-use and recycling).

PERFORMANCE AGAINST 2011 ACTIONS

In 2010 we set ourselves a 40% recycling target and after achieving this we set ourselves a challenging target of 60%. In 2011 our material re-use and recycling increased to 55% and whilst this was a significant improvement in recycling we still have work to do to achieve our target.

OUR PLANS FOR 2012/13

- Improve the recycling facilities available to our passengers
- Trial food waste recycling in office areas
- Work with our airline cleaning contractors
- Continue to be an active member of the Sustainable Aviation group

OUR PLANS THROUGH TO 2020

- Generate no untreated waste to landfill and achieve a 70% waste recycling rate
MANAGING OUR WATER

Gatwick covers over 60 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 runoff from the airport. We actively work with the Environment Agency and Local Authority to minimise the risk of both flooding and pollution.

In 2011 we made a number of investments to improve the quality of our discharges. This included new water quality monitoring equipment and the installation of two new treatment plants. One plant for wash water from aircraft cleaning and another to treat the water used to clean aircraft stands. In addition, we have recently gained planning permission for a new lagoon facility to further increase the volume of de-icer contaminated run off that we can contain and treat. This planned for construction in 2012/13.

In addition, in 2011 the Upper Mole Flood Alleviation scheme at Tilgate was completed. Gatwick Airport has worked closely with the Environment Agency regarding flooding risk in the region. In addition to making a significant contribution to this scheme we also published a document, Flood Risk Management and Reduction at Gatwick Airport.

To reduce the amount of water consumed on-airport Gatwick focuses on deploying an effective maintenance regime which includes audits, leakage surveys and repairs of our water networks as well as investing in technology which can improve water efficiency.

SMART METERING

In 2011 we worked in partnership with local water company, Sutton and East Surrey Water, to install automated ‘Smart’ metering to our main water incomers to monitor consumption on a 15min interval, 24 hrs a day. This information assists us identify consumption pattern changes which could indicate water leaks and secondly, when we do find pipework leaks we can monitor the effectiveness and value of repairs undertaken.

2011 PERFORMANCE

Our de-icer use, essential for the safe operation of the airport, creates a significant quantity of contaminated run off that requires storage and treatment to protect the watercourses. Our future plans include the construction of additional storage capacity to further reduce the impact on the local watercourses.

Penny Anderson, Consultant Ecologists have been employed to monitor and report on river ecology this year concluded that “comparisons between sites suggest that the airport discharges, on the whole, are having little impact on the water quality within the river”.

PERFORMANCE AGAINST 2011 ACTIONS

In 2011 our water consumption fell by 21% to 754,599 m³. We believe that this is primarily a direct result of taking a proactive approach to repairing leaks.

We set ourselves a water conservation target of 1% absolute water reduction for the financial year 2011/12 compared to 2010/11. This was achieved with an actual reduction of 15%.
OUR PLANS FOR 2012/13

- Construct a new lagoon for additional contaminated surface water storage prior to treatment
- Refurbish key surface water assets
- Carry out water infrastructure modelling and investigations into additional treatment options
- Carry out water audits/leakage survey on the northern network
- Continue to take a proactive approach to repairing leaks
- Continue to develop our approach to metering and monitoring water use
- Develop our water conservation project plans

OUR PLANS THROUGH TO 2020

- 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

Gatwick Airport is an area of outstanding natural beauty. It is essential that we manage our estate in a co-ordinated and responsible way to safeguard and enhance biodiversity.

Our estate extends far beyond the runways and terminal buildings. There is a 74ha / 185 acre block of land east of the railway, which has meadows, ponds and woodland. This includes Horleyland Wood which is ancient woodland, whose history can be traced back hundreds of years and is designated as a Site of Nature Conservation Interest. On the north west of the airport the River Mole forms an attractive valley of grassland and reeds, and is surrounded by more woodland, scrub and rough grassland, totalling a further 51 ha / 128 acres of land.

We want to show our commitment to the sensitive management of our land. In partnership with our landscape contractor JS Agriculture we are seeking to achieve the nationally recognised and independently scrutinised Biodiversity Benchmark Award by 2015.

Our estate is supported by the Gatwick Greenspace Partnership (GGP), part of Sussex Wildlife Trust and our grounds maintenance contractors, JS Agriculture Ltd. These organisations have drawn up a site management plan, which comprises a series of identified actions to enhance the different habitats. These include practical habitat management work, species’ surveys and community engagement.

Our on-going support for GGP also means that we are contributing to biodiversity improvements off the airport estate, as they work on over 15 different designated wildlife sites in neighbouring boroughs and districts.

EMPLOYEE VOLUNTEERING

GGP have led a number of volunteering days amongst Gatwick Airport Limited, Airline and BA Engineering employees. Volunteering helps support wildlife on-site and tasks have included woodland management, installation of otter holts and a section of boardwalk to improve access.
2011 PERFORMANCE

We have made significant strides in working towards our long term biodiversity targets by producing Biodiversity Action Plans and addressing the environmental impact of the new pollution lagoon. Our ever strengthening relationship with Gatwick Greenspace Partnership and JS Agriculture Ltd is increasing the effectiveness of our delivery.

Great crested newts

POLLUTION CONTROL INFRASTRUCTURE – NEW POLLUTION LAGOON

The work to create additional pollution control infrastructure has meant that mitigation works to improve grassland and public amenity has taken place. Independent consultant ecologists have surveyed the area in question and identified protected species including great crested newts, bats and grass snakes. Measures have been put in place to protect these species and further enhance their habitat. Consultation with local residents, West Sussex County Council and the Ramblers Association has been undertaken, leading to positive engagement with the work.

OUR PLANS FOR 2012/13

- Undertake a range of baseline surveys, including those for birds and dragonflies
- Work towards implementing the new Biodiversity Action Plans
- Have an award winning biodiversity approach through achieving a nationally recognised award for ecological awareness.

Grass Snake
2020 VISION

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

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

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