



Decade of Change —  
Moving towards a sustainable Gatwick

YOUR LONDON AIRPORT  
*Gatwick*

# WELCOME

We are committed to operating and developing Gatwick in a sustainable way.

Gatwick is the country's second largest airport and a major international gateway to the UK. Over the next 10 years we want Gatwick to become London's airport of choice delivering great service to more than 40 million passengers each year.

We are committed to sustainable growth through responsible environmental management coupled with strong economic and community programmes. We will build on the strong baseline achieved in 2009 but recognise there are areas for improvement in the future.

2010 has already seen us secure The Carbon Trust standard for our approach to carbon management as well as ISO 1401 certification. This makes us the largest UK airport to achieve both accreditations. This report also represents the launch of our new environment strategy through to 2020.



Stewart Wingate  
CEO

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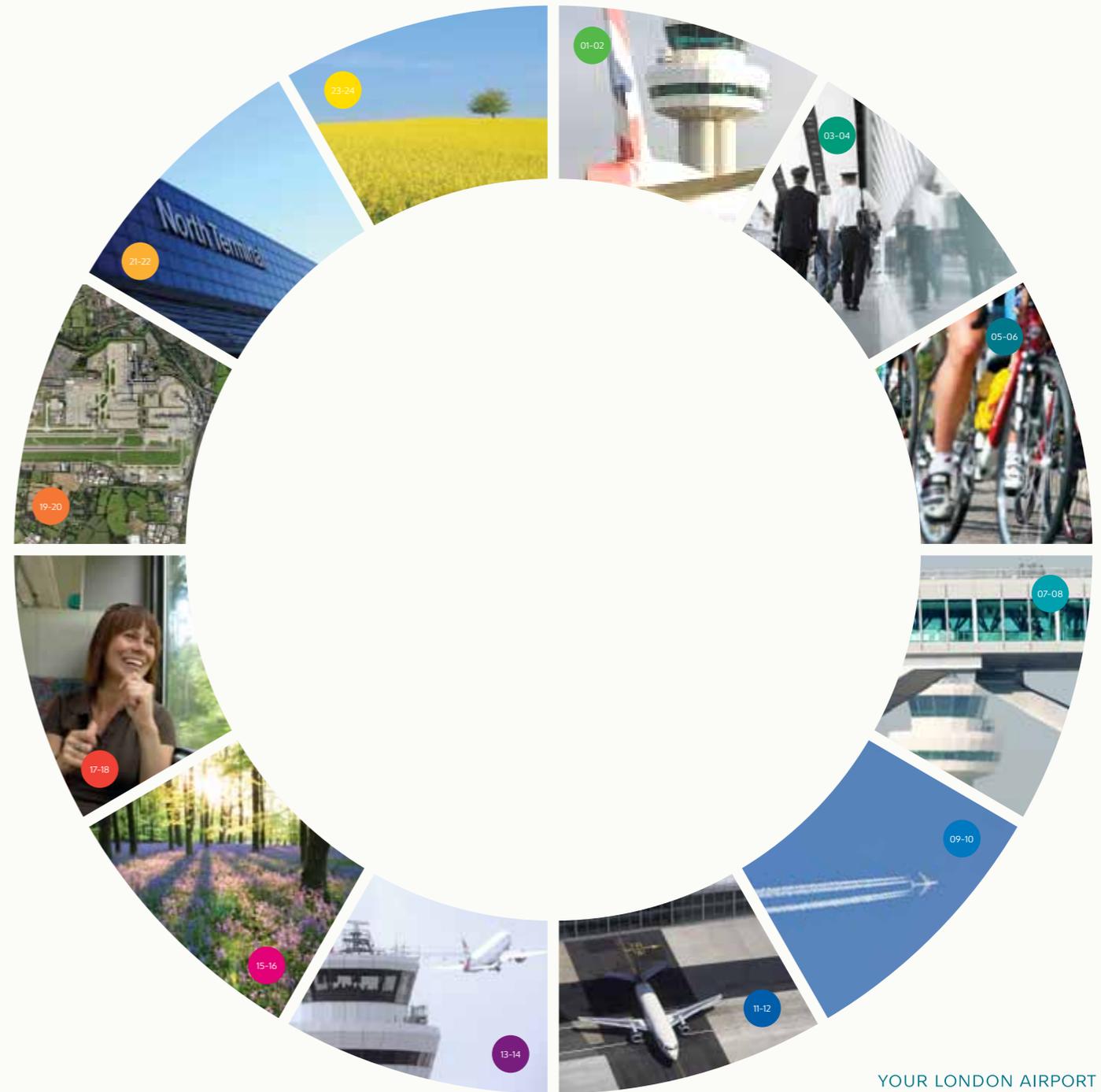
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## ABOUT THIS REPORT

This report summarises our 2009 performance and complements our full sustainability performance report that will be published Summer 2010 on [gatwickairport.com](http://gatwickairport.com). Each page details our approach, our 2009 performance and our plans for 2010. Our 10 year plan with targets through to 2020 is included on p23.

## KEY FACTS ABOUT GATWICK

- 32 million passengers in 2009
- One runway, two terminals
- 80 airlines operating to 200 destinations
- Over 250,000 aircraft movements in 2009
- Busiest UK airport rail station
- £1bn investment programme to 2013



## A SUSTAINABLE APPROACH

“We believe that sustainability means operating and developing the airport in a way that minimises our environmental impacts and maximises the socio-economic benefits for the local community, region and the nation”

**Liz Trevor**  
Head of Sustainability

### A RESPONSIBLE NEIGHBOUR

We work closely with airlines, stakeholders and business partners to make sure our vision is shared and supported.

It is only by developing these relationships that we can achieve our shared ambitions.

This report sets out our approach, highlights our progress and outlines the benefit of strong partnerships.

Our sustainability priorities

- enabling Gatwick to be the airport of choice for our passengers and customers;
- ensuring the safety and security of our passengers, partners and employees;
- generating national and regional economic wealth, connectivity, increasing airport catchment and employment;
- reducing adverse impacts to the environment;
- building and maintaining constructive relationships with stakeholders; and
- recognising the value of our employees, partners, and communities.

In delivering our sustainability goals we will:

- set clearly defined targets and policies for delivery from today to 2020;
- operate today as efficiently as we can and invest appropriately for the future;
- protect the business and ensure we have appropriate resilience;
- communicate our approach and performance with stakeholders;
- partner with organisations who can help us achieve our goals;
- work with government, industry and regulators to develop policy and plans; and
- engage with our community explaining our positive and negative impacts.

Our approach to sustainability supports our key management priorities:

- running more efficient operations
- delivering our investment programme more effectively
- establishing our voice as an independent airport
- separating from BAA
- creating the right organisation and culture needed to succeed.

## THE WAY WE DO BUSINESS

“We have a robust approach to environmental management of which a strong governance structure supported by technical policies, procurement processes, integrated plans and targets, performance criteria and decision making tools is key to our success.”

**Karen Potts**  
Head of Assurance

### ENVIRONMENTAL MANAGEMENT

Our environmental management system (EMS) demonstrates our commitment to continue improving our environmental performance, meet the requirements of our environmental policy and objectives, and the expectations of the community and our regulators. As a result of this robust approach Gatwick is the largest UK airport to attain certification to ISO14001 the international environmental standard.

### SUSTAINABLE GOVERNANCE

Sustainability is embedded throughout our governance process. Our Environment Strategy Group defines our strategic approach to responsible environmental management. Performance is monitored and tracked through our Managing Corporate Responsibility executive group chaired by our CEO.

As we continue to develop our sustainability strategy we are embedding sustainability within each department and across our new organisation.

Externally we work closely with our local authorities to communicate and share our performance against our S106 Legal Agreement.



## OUR PERFORMANCE



A summary of some of our performance data is included below.  
More information can be found under each section and on our website.

Issue (and metric)	2008	2009	%	Source
<b>CARBON</b>				
Scope 1 - direct emissions from GAL operations i.e. gas consumption and petrol/diesel in company owned vehicles (t CO <sub>2</sub> )	14,317	12,451	-13	
Scope 2 - indirect emissions from consumption of electricity either within our own assets or within tenanted facilities (t CO <sub>2</sub> )	87,592	87,237	-0.8	2008 Entec 2009 RSK/ Carbon Neutral Company
Scope 3 - emissions from aircraft movements, passenger and staff travel to the airport, airside activities, waste disposal, etc	724,990	633,510	-12.6	
Total	827,259	733,198	-11.3	

<b>AIR QUALITY</b>				
We have an Air Quality Management obligation (EU) that specifies Nitrogen Dioxide will not exceed 40 µg/m <sup>3</sup> as an annual average	35.8	34.3	-5	GAL
We have an Air Quality Management obligation (EU) that specifies particulates PM10 will not exceed 40 µg/m <sup>3</sup> as an annual average	25.6	20.9	-18	GAL

Issue (and metric)	2008	2009	%	Source
<b>NOISE</b>				
To reduce the impact of aircraft operations on the local community we encourage operators to adopt Continuous Descent Approach (CDA) wherever possible. Compliance with this is as stated	84%	88%	+4	GAL

<b>SURFACE CONNECTIONS</b>				
Overall passenger use of public transport	36.3%	37.2%	+0.9	CAA

<b>UTILITIES</b>				
Waste per passenger (kg)	0.36	0.31	-13.8	GAL
Total waste generated (t)	12,297	10,177	-17%	GAL
Waste recycled	26.6%	37.9%	+11.3%	GAL
Water consumption (m <sup>3</sup> )	1,058,000	1,059,141	+0.1	GAL
Electricity consumption (kwh)	163,477,226	159,578,773	-2.4	GAL
Gas consumption (kwh)	67,493,119	54,246,416	-19.6%	GAL



## A STRONG VOICE WITHIN THE COMMUNITY



“We want to be a valued and trusted neighbour. This means making a positive contribution to our local communities, contributing to their economies and enhancing their quality of life”

**Sean Mckee**  
Head of Public Affairs

### GATWICK AND THE COMMUNITY

Gatwick is an important economic hub. Around 23,000 people are employed on site and we estimate that the airport supports a further 13,000 jobs off-site.

We work closely with our consultative committee (GATCOM), local councils, stakeholders and other partners to develop and deliver a community programme focused on environmental and educational activities.

### GATWICK AIRPORT COMMUNITY TRUST

Gatwick Airport Community Trust (GACT) is an independent charity set up with West Sussex County Council and Crawley Borough Council. Since its launch the Trust has supported over 1,000 community projects and awarded around £1million in grants to organisations based in and around Gatwick Airport.

We make an annual contribution to the Trust. As part of our 2008 S106 legal agreement with our local authorities we contributed £130,000 in 2009.

### PERFORMANCE 2009

- £130,000 contribution to the Gatwick Airport Community Trust
- Core funding made to Gatwick Greenspace Partnership
- Continued support of the Forest Schools initiative offering the chance to participate in conservation tasks
- Contribution to the charity Travel-Care which provides passenger with support at times of need
- Financial support for the Surrey Youth Games to encourage and acknowledge the importance of volunteering in sport

### PLANS FOR 2010

- To review our community programme and charitable giving process
- To develop a dedicated school college visits programme
- To provide £170,000 worth of funding to GACT in 2010
- Develop a campus wide community programme
- To become a key sponsor of the annual Sussex Weald bike ride



## A SIGNIFICANT ECONOMIC DRIVER



“We want Gatwick to be recognised as a significant driver of the UK economy. The airport is a major facilitator of trade and tourism for the South East region and makes a real contribution to the economy and quality of life in and beyond the Gatwick Diamond area”

**Tom Hall**  
Sustainability Engagement Manager

Gatwick is the UK's second largest airport and plays a significant role in attracting and retaining investment in London and the South East.

Gatwick Airport generates over £2 billion GVA annually (Tribal 2009), facilitates UK and global trade, and generates 23,000 on airport jobs and a further 13,000 indirect jobs within the Gatwick Diamond region.

We believe it is critically important to work with our airlines, passengers and stakeholders at local, regional and national levels to ensure that the full economic value of Gatwick is realised.

### MEET THE BUYER

In 2009 we sponsored the annual 'Meet the Buyer' programme in conjunction with a number of partners, including Crawley Borough Council, West Sussex County Council, Mid Sussex District Council and Business Link.

The event has stimulated local supply chains by enabling local businesses to sell face-to-face to buyers in and around the local community.

The programme also included workshops for local businesses to gain a clearer understanding of how large regional organisations procure goods and services.

The event attracted over 20 major buying organisations and around 100 second tier suppliers. Overall some 360 delegates from 316 companies participated in the 2009 programme.

### 2009 ACTIVITY & PERFORMANCE

Increasing our external voice at a national level through building relationships with key business organisations and government

Continuing our support for regional (Gatwick Diamond) and local economic groups (CADIA, Crawley Local Economy Action Group).

### PLANS FOR 2010

- To support the Meet the Buyer initiative
- To deliver our economic engagement programme
- Establish locally focused economic programme to 2015
- To participate in national consultations on infrastructure and aviation policy

### KEY FACTS

- £2bn contribution to national economy
- 23,000 employed on-site
- Supports over 13,000 off-site jobs
- Generates 10% of the UK inbound tourism market

## A LOW CARBON GATWICK



“We want Gatwick to grow and develop in line with our £1 billion investment plan while reducing absolute carbon emissions. This means working with our partners to drive innovative and industry leading initiatives ensuring the airport has a prosperous and sustainable future”

**Tom Denton**  
Head of Climate Change  
and Environment Strategy

Our commitment to a low carbon Gatwick reflects the Government’s target of continually reducing the UK’s carbon emissions.

Implementing and communicating our low carbon strategy will see us working with airlines, business partners and key stakeholders so that we have an aligned approach to carbon management and reduction .

This will ensure that the joint plans we develop are co-ordinated and the benefits maximised.

### AIRPORT COLLABORATIVE DECISION MAKING

Airport Collaborative Decision Making (A-CDM) is based upon sharing real-time operational information with other airports, airlines, NATS and other operational partners.

In 2009 we developed an approach for A-CDM at Gatwick which will be implemented in 2010.

This approach will result in improved usage of our runways, gates and take-off slots, as well as enabling airlines to manage their schedules more efficiently.

All these activities will translate into operational efficiencies, lower costs through reduced fuel burn and has a direct reduction on carbon emissions.

A-CDM is a key part of the Single European Sky programme which aims to optimise airspace and operations across Europe.

### 2009 PERFORMANCE

Gatwick’s total carbon footprint for 2009, including scope 3 emissions was 733,198t CO<sup>2</sup>. This equated to an approximate 5% reduction over 2008. Of this, we as Gatwick Airport Ltd were directly responsible for 99,688t CO<sup>2</sup> (scope 1 and 2 emissions – full definition on p03).

### PLANS FOR 2010

- To roll-out Gatwick’s low-carbon strategy
- To prepare for Carbon Reduction Commitment energy efficiency scheme.
- To attain Carbon Trust Standard
- To work with Sustainable Aviation, ACI & AOA on key policy issues

### INDUSTRY FACTS

- Air travel represents 1.6% of global CO<sup>2</sup> emissions
- Total aviation equals 6.4% of UK CO<sup>2</sup> emissions, of which airport operation contributes around 5%



## MANAGING AIR QUALITY



“We aim to secure the trust of our local communities through consultation and transparent reporting on air quality.

We manage emissions from airport activities in a responsible manner while driving compliance with air quality standards”

**Julia Groenewold**  
Environmental Research  
and Policy Manager

### AN IMPORTANT ISSUE

We have been managing Gatwick’s air quality impact for many years and have made significant progress. Gatwick’s goal is to maintain that trend.

To achieve this and continue to grow sustainably we must act on all sources of pollution and forecast local air quality, and to measure performance.

### AIRPORT PARTNERSHIPS

Our 2008 S106 Legal Agreement laid the foundations for growing and developing the airport in a sustainable way.

Air quality management is a key part of this. We work in partnership with Reigate and Banstead Borough Council (RBBC) to model and forecast local air quality and measure performance.

Following the designation of Horley Gardens as an air quality management area in 2002 we have worked with RBBC to monitor and manage NOx emissions to make sure air quality limits have not been breached.

We will continue to work in partnership with RBBC and other local authorities to reduce Gatwick’s air quality impacts.

### 2009 PERFORMANCE

To reduce the air quality impact of aircraft operations we encourage operators to minimise the use of aircraft engines during turnaround. In support of this we ensured that Fixed Electrical Ground Power was available over 99% of the time, and recorded 90% compliance with our restrictions on use of auxiliary power units.

A reduction in the annual average NO<sub>2</sub> concentrations to 34.3 µ/m<sup>3</sup> and PM10 concentration to 20.9 µ/m<sup>3</sup> in 2009 was measured at our air quality monitoring sites.

### PLANS FOR 2010

- To publish a pre-conditioned air feasibility study for Gatwick
- To undertake the 2015 air quality inventory and modelling
- To consult with airlines over NOx reduction targets by the end of 2010
- To fund RBBC’s air quality management in line with our 2008 S106 Legal Agreement

### KEY FACTS

- There are 5 air quality monitoring stations in the area around Gatwick Airport
- EU air quality limits in line with the 2008 S106 Legal Agreement:
  - NO<sub>2</sub> 40 µ/m<sup>3</sup> (annual average)
  - PM10 40 µ/m<sup>3</sup> (annual average)



## UNDERSTANDING NOISE IMPACTS

“We want to establish Gatwick as an industry leader in international airport noise management. This means working with government, industry and business partners and local communities, to minimise aircraft noise impacts”

**Lee Howes**  
Flight Evaluation Unit Manager

### GATWICK AND NOISE

Limiting and reducing the impact of noise has been a long standing commitment and is critical to maintaining our license to operate and grow.

We have a robust and detailed noise strategy, established in conjunction with local authority partners, which will be supplemented with the publication of Gatwick’s European Noise Directive (END) action plan in 2010.

It is important that we continue to gain the trust of our stakeholders and demonstrate best practice to minimise the impacts of aircraft noise.

### END NOISE ACTION PLAN

In November 2009, we submitted a draft action plan to the UK Secretary of State for Environment.

The draft included feedback from a 16 week public consultation, during which we spoke to a range of local community representatives, local authorities, government agencies and business partners.

It detailed our plans for the next five years to help manage and reduce noise impacts on local communities.

Following a review by the Secretary of State, the Government will publish the action plan later in 2010.

### 2009 PERFORMANCE

To reduce the noise impact of aircraft operations we encourage operators to adopt continuous descent approach (CDA) wherever possible. Nearly 90% of arriving flights used CDA in 2009, a 4% improvement over 2008.

391 applications were received for our noise insulation scheme by the end of 2009

In 2009 we received 6497 complaints from 473 complainants. Only one noise infringement happened in 2009 the airline was fined £500 which was given to our Community Trust Fund.

Over 250,000 aircraft took off or landed at Gatwick in 2009. We recorded that over 98% of easterly flights and over 99% of westerly’s as ‘on track’.

### PLANS FOR 2010

- To implement Gatwick’s END Action Plan
- To publish best practice guide for departures
- To work with the Government on the forthcoming night flight’s consultation





## REDUCING OPERATIONAL IMPACTS

“Our aim is to manage the airport’s assets and activities, driving efficiencies throughout our operations, to mitigate our impact on the environment”

**Scott Stanley**  
Chief Operating Officer

Improving the efficiency with which we use electricity, gas and water and drive improvements in waste recycling and water quality is integral to our development and operations.

While significant levels of the airports utility consumption and waste production is from third parties we understand and take seriously our leadership role in influencing efficiency and improvements.

We work closely with our partners and stakeholders to ensure our operational utility strategies are aligned and fully supported throughout the airport community.

### UPPER MOLE FLOOD ALLEVIATION SCHEME

We worked closely with the Environment Agency (EA) and Crawley Borough Council on a combined strategic approach to regional flood risk management.

Scheduled to be fully completed by the EA in 2013, the scheme will increase the storage capacity of flood water to 1.8 million m<sup>3</sup>, with stored water slowly released back into the river to reduce the risk of flooding.

### BIODIVERSITY

We increase the level of biodiversity through our investment programme through the creation of new habitats.

We will seek to improve the quality of the river water flowing around the airport and seek appropriate accreditation for our approach to bio diversity management.

### 2009 PERFORMANCE

**Energy consumption:**  
Gas usage reduced by nearly 20% to 54,246MWh. Electricity usage reduced by just over 2% to 159,578 MWh

**Waste:**  
We handled 10,177 tonnes of waste, of which 37.9% was either reused or recycled.

**Water quality and consumption:**  
Our average Biological Oxygen Demand at D Pond outlet was 19.2 mg/l. Our water consumption was 1,059,141 m<sup>3</sup> an increase of less than 1% over 2008

### PLANS FOR 2010

**Energy:**  
Reduce our energy consumption by 2%

**Waste:**  
Increase our waste re-use & recycling levels to 40%

**Water quality and consumption:**  
Continue with the active repair of leaks and improvement of metering. Construct a new balancing pond that will improve the quality of our surface water discharges.





## SUSTAINABLE CONNECTIONS

“Our aim is to ensure that Gatwick has high quality transport links for passenger and staff access to the airport. This means providing a range of travel options to meet their particular needs”

**James Bradley**  
Surface Access Manager

With approximately 32 million air passengers and 10 million staff journeys to and from the airport on an annual basis, the demand for travel to Gatwick is substantial.

It is vitally important that surface access connections to Gatwick continue to improve to support sustainable airport growth. Increasing accessibility from London and the wider catchment area, and improving existing infrastructure is key to the success of this.

We work closely with Government, transport operators and stakeholders to ensure that future network improvements reflect the needs of a growing international airport.

### CONTRIBUTING TO A LOW CARBON GATWICK

Gatwick Airport offers a dedicated Gatwick Commuter travel product available to the 23,000 staff based on the airport site.

This encourages the use of local bus, coach and rail services through substantial discounts. We also run a liftshare scheme to reduce car use and we encourage staff to cycle.

### PARTNERSHIPS FOR SUSTAINABLE CONNECTIONS

Gatwick Airport facilitates a regular Transport Forum to deliver improvements to airport access in partnership with local, regional and national authorities and transport operators. We also have a

strong partnership with our key local bus operator, Metrobus. By working closely with them we can ensure that airport focused services arrive and depart at times, and serve locations, that are suited to the needs of Gatwick employees and passengers.

### 2009 PERFORMANCE

- Over 37% of passengers used public transport for their journey to and from Gatwick
- In 2009 we published our new surface access action plan which details what we will deliver with our partners through to 2013.
- We have also strengthened our relationship with Southern Railway and have introduced a joint airport rail development plan.

### PLANS FOR 2010

- Implement our surface access action plan
- Investigate new express coach opportunities from regional locations
- Establish local bus and express coach working group with key partners

### KEY FACTS

- Busiest airport rail station in the UK with over 12 million users
- Over 450 daily coach services
- Up to 14 buses an hour providing local connections
- Around 50,000 long term parking spaces (on and off airport)
- Around 4,000 short term parking spaces





## BUILDING A SUSTAINABLE FUTURE

“We’re building a new Gatwick that will meet the needs of airlines and passengers in the future. We’ll soon be spending almost £30million per month as nearly £1 billion is invested in transforming the airport”

**Ray Melec**  
Projects Director

### CHANGING THE FACE OF GATWICK

Investment is vital to safeguard Gatwick’s growth aspirations and we are now transforming Gatwick into the airport of choice for all our customers.

Gatwick will become a bright contemporary space that provides great passenger journeys while being flexible enough to deal with increasing passenger numbers.

The changes include increased capacity at check-in, within the terminals and on the airfield, an improved shuttle system, improved baggage systems, an extended departure lounge in South Terminal and lots more.

The process for development, design and delivery of capital projects has always included responsible environmental management.

Our holistic approach begins with agreeing the right design and using the right materials, and continues throughout construction and ultimately to how the new facilities are operated and maintained.

### 2009 PERFORMANCE

Last year we opened the extension to the departure lounge in South Terminal, giving our passengers more space and more choice. Infrastructure improvements also ensured our buildings meet current standards and operate in support of our energy targets.

Hangar 7 was demolished to make way for future tenant accommodation. A target of 85% recycling was set for construction waste. We ended up recycling or reusing over 99% of waste - including sending steel beams to the The Brooklands Museum for the reconstruction of a De Havilland Comet!





## DELIVERING OUR INVESTMENT PLAN

“We’re already driving an improved service for passengers – especially in security and check-in – but we’re also building a new Gatwick that will meet future needs of airlines and passengers.

In all, there is nearly £1 billion being invested in the development of the airport. The plans will modernise the airport, expand our capacity and improve baggage, retail and our lounges.

Over Summer 2010 we entered the main construction phase of our revised plan which saw our new shuttle on their tracks, and behind the hoardings and construction work a new Gatwick will be being built”

**Kyran Hanks**  
Strategy and Regulation Director

### RUNNING MORE EFFICIENT OPERATIONS

One of our priorities this year is to deliver our investment programme more effectively and efficiently.

Our drive for efficiency begins with our construction processes. We will be updating our sustainable materials strategy to include a more rigorous approach to design, selection of materials, and setting new targets for the next five years.

Running more efficient operations starts with getting it right in security and check-in. We are also looking to improve punctuality and aircraft turnaround times, that will increase airfield and runway efficiency.

A new £45 million security facility that will open in South Terminal before Summer 2011 will greatly improve the passenger experience.

### IMPROVING PASSENGER EXPERIENCES

**A new shuttle service**  
This offers an improved, more reliable service to passengers moving between the two terminals. It will also be more energy efficient.

**A new gateway to North Terminal**  
The North Terminal interchange will provide improved access into the terminal for passengers arriving by car, train or bus. Moving walkways, lifts and escalators will improve access to the terminal.

**North Terminal extension**  
Completing the extension to North Terminal will deliver more space for check in, arrivals and a more efficient baggage system.

**On the airfield**  
Airfield developments including eight new large aircraft stands will give space and flexibility to develop the airfield for the future.

**A refreshed South Terminal**  
A programme of development to refurbish South Terminal concourse, forecourts and facilities including new consolidated security and baggage handling areas.





## OUR DECADE OF CHANGE

“We operate in a dynamic and fast changing world where plans can change, dates may alter, schedules may be brought forward or pushed back - however our commitment and approach to a sustainable Gatwick will remain focused.

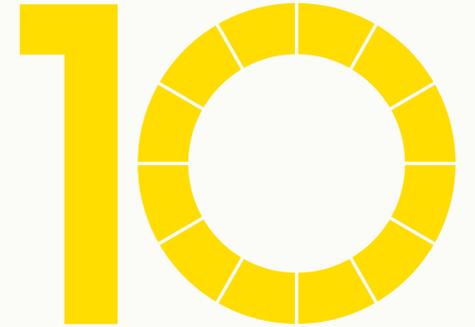
At the core of our journey towards a sustainable Gatwick is keeping things simple”

**Joe Attwood**  
Environment Strategy Manager

We have a ten point sustainability plan - 10 issues, 10 years.

By 2020 we want to:

1. Demonstrate we are a trusted and valued neighbour:
  - Work with our partners and make a positive contribution to Gatwick’s local communities
  - Implement an enhanced community and charitable giving programme
  - Increase the educational value of Gatwick across the Gatwick Diamond
2. Fulfil our role as an economic driver of local, regional and national significance
  - Work with government and stakeholders to demonstrate Gatwick’s significant economic role for London and the UK economy
  - Ensure strategic infrastructure is delivered to enable Gatwick to grow
  - Support economic growth in the Gatwick Diamond and local economies
3. Increase sustainable access options for our passengers and staff
  - Increase Gatwick’s catchment through better public transport access
  - Transform public transport infrastructure and facilities at the airport
  - Provide the right car parking facilities, forecourt infrastructure and services supported by an efficient and effective airport road network
4. Reduce our carbon emissions by 50% (scope 1 & 2 emissions against 1990 baseline)
  - Define and implement a low carbon roadmap for Gatwick
  - Reduce Energy Consumption by 20% (against 1990 baseline)
  - Demonstrate our commitment through investing in innovation, achieving accreditations and delivering compliance and standards
5. Improve air quality impacts
  - Work with airlines and partners to reduce air quality impacts using new technology, processes and systems
  - Develop vehicular low emission zone for Gatwick
  - Understand the impacts of future legislation for Gatwick and plan accordingly
6. Reduce the impact of operational noise
  - Implement Gatwick’s European Noise Directive (END) noise action plan
  - Maintain Gatwick’s position as ‘best practice’ for noise management
  - Work with airlines and partners to reduce noise impacts on Gatwick’s campus
7. Generate no waste to landfill
  - 70% of Gatwick waste recycled
  - Work with airlines, partners and stakeholders to deliver a joint approach to waste management
  - Embrace innovation to drive improvements to waste management practices
8. 20% reduction in energy (against 1990 baseline) and water consumption (against 2010 baseline)
  - Investing in low carbon and zero carbon technology
  - Empowering our employees to change the way they work
  - Working with partners to drive improvements in waste management
9. Improve the quality of water leaving the airport
  - Significant investment to improve infrastructure and resilience
  - Strong strategic relationships with the regulator and local authorities
  - Implement a new pollution control regime to improve performance
10. Have an award winning biodiversity approach
  - Have biodiversity action plans for three on-airport sites
  - Increase the biodiversity value of the airport
  - Increase the educational value of biodiversity



### THE LAST WORD

We want to build an airport that challenges its London competitors; one that’s obsessed with great service; one that offers passengers a more human and easier journey; and one that can grow to at least 40 million passengers by 2018 by working in partnership with stakeholders.

Despite all this change, there’s one thing we can be sure of. After over 50 years of flying from Gatwick, our passengers and airlines expect a smooth and safe journey every day.

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