2014 Performance
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Welcome

Every year, Gatwick contributes around £2 billion to the South East’s economy. As the single largest company in the region, we enable businesses to prosper and tourism to flourish, and more than 21,000 people are proud to work at Gatwick Airport. However, we also recognise that as an Airport, we have a responsibility to ensure that the extensive social and economic benefits that Gatwick creates must be balanced with a sustainable airport operation.

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

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

I am proud to say that Gatwick is the most efficient single runway airport in the world. Our efficiency has enabled us to have more arrivals and departures per hour than ever before and we continue to increase our passenger traffic with 38 million passengers in 2014. Furthermore, we have achieved this whilst continuing to reduce carbon emissions in many parts of the business.

In 2014 our electricity consumption decreased by 2.2% from the prior year; this maintains the trend of year on year reductions made. The reduction has been achieved by lowering our electricity use, for example by replacing the airport’s runway and taxiway lights with LEDs. The work at the airport to more readily detect water leaks has resulted in a 6.5% reduction in our water use. It is fantastic that Gatwick has been awarded The Wildlife Trust’s Biodiversity Benchmark Award for the first time. The Biodiversity Benchmark is a nationally recognised standard for commitment to biodiversity and responsible land management.

Gatwick has been in the spotlight since the Airports Commission included Gatwick in its shortlist of potential locations for the next runway in the South East of England. In July 2015, the Airports Commission made its recommendation but it is of course for the Government to decide and a final decision should be announced before the end of 2015. So now we enter the most important stage of this process and we will continue to seek input from our local communities and address any queries which have come to light as a result of this process.

In terms of air quality, we can still proudly say that we have never breached legal air quality limits in our local Air Quality Management Areas and we have in fact experienced a slight improvement over the previous year. Part of the Airports Commission work involved looking at issues of air quality and their findings second our guarantee that due to our location, even with a second runway, we will never breach legal air quality limits.

We recognise the effect that aircraft noise has on our communities and continue to develop our approach to reducing this impact. In the past year, our track keeping systems have vastly improved, enabling us to analyse tracks more accurately to provide greater insight. The Continuous Descent Approach (CDA) procedure is also improving. Aircraft are staying higher for longer and using significantly less engine thrust, and as a result, our communities in some areas are seeing a reduction in noise impacts.

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

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.

Stewart Wingate
Chief Executive Officer
Our 10 point plan to make Gatwick more sustainable, by 2020 we want to:

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

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

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

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

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

6. TRANSPORT
Achieve 40% public transport mode share for air passengers and staff by the time the airport reaches 40mppa

    Identify feasible measures to achieve a stretch target of 45% public transport mode share once the 40% target at 40mppa has been achieved

    Achieve a quality service rating of 4.5 (1 is lowest, 5 is the highest) for all surface access transport modes and facilities by the time the airport reaches 40mppa

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

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

9. WATER
Continually improve the quality of water leaving the airport

    Achieve a 20% reduction in water consumption (against 2010 baseline)

10. BIODIVERSITY
Have an award winning biodiversity approach through achieving a nationally recognised award for ecological awareness
Gatwick’s Vital Statistics

- Around 40 long haul destinations
- 346 check-in desks
- Serves 47 of the top 50 EU business routes daily
- Sunday Times Top Track 250 6th Place
- Investors in People Accredited
- 2 Terminals
- 38 million passengers and climbing
- Gatwick employs 21,000
- Runway 3,316m long x 45m
- 143 aircraft stands
Our environmental performance

A summary of our 2014 performance data is included below. We have included data from 2010, 2011, 2012 and 2013 to indicate how things are changing. More information can be found under each section and on our website.

<table>
<thead>
<tr>
<th>Issue</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>% Change 2013-14</th>
<th>Data Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carbon scope 1 (tCO₂(eq))</td>
<td>16,499</td>
<td>14,579</td>
<td>13,202</td>
<td>13,589</td>
<td>10,759</td>
<td>-20.83%</td>
<td>RSK</td>
</tr>
<tr>
<td>Carbon scope 2 (tCO₂(eq))</td>
<td>79,106</td>
<td>54,902</td>
<td>48,867</td>
<td>45,791</td>
<td>48,711</td>
<td>6.38%</td>
<td>RSK</td>
</tr>
<tr>
<td>Carbon scope 3 (tCO₂(eq))</td>
<td>625,897</td>
<td>660,731</td>
<td>643,087</td>
<td>641,182</td>
<td>692,888</td>
<td>8.06%</td>
<td>RSK</td>
</tr>
<tr>
<td>Total Carbon emissions (tCO₂(eq))</td>
<td>721,502</td>
<td>730,212</td>
<td>705,146</td>
<td>700,562</td>
<td>752,358</td>
<td>7.39%</td>
<td>RSK</td>
</tr>
<tr>
<td>Air Quality - nitrogen dioxide (NO₂)</td>
<td>37</td>
<td>32</td>
<td>33</td>
<td>32</td>
<td>31</td>
<td>-3.13%</td>
<td>GAL</td>
</tr>
<tr>
<td>Air Quality – PM₁₀ µg m⁻³ – VCM Corrected</td>
<td>22</td>
<td>21.8</td>
<td>21.9</td>
<td>23.8</td>
<td>23.6</td>
<td>-0.84%</td>
<td>GAL</td>
</tr>
<tr>
<td>Noise - track keeping (%)</td>
<td>97</td>
<td>97.42</td>
<td>97.63</td>
<td>98.04</td>
<td>99.33</td>
<td>1.32%</td>
<td>GAL</td>
</tr>
<tr>
<td>Noise - total noise infringements</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>GAL</td>
</tr>
<tr>
<td>Noise - daytime noise infringements</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>GAL</td>
</tr>
<tr>
<td>Noise - night-time noise infringements</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>GAL</td>
</tr>
<tr>
<td>CDA compliance (%)</td>
<td>89.7</td>
<td>90.49</td>
<td>88.9</td>
<td>91.36</td>
<td>92.59</td>
<td>1.35%</td>
<td>GAL</td>
</tr>
<tr>
<td>Total waste (t)</td>
<td>9,685</td>
<td>9,206</td>
<td>8,803</td>
<td>9,315</td>
<td>9,803</td>
<td>5.24%</td>
<td>GAL</td>
</tr>
<tr>
<td>Waste recycled and reused (%)</td>
<td>41</td>
<td>54.6</td>
<td>40</td>
<td>38.7</td>
<td>40</td>
<td>3.36%</td>
<td>GAL</td>
</tr>
<tr>
<td>Waste per passenger (kg)</td>
<td>0.31</td>
<td>0.27</td>
<td>0.26</td>
<td>0.26</td>
<td>0.257</td>
<td>-1.15%</td>
<td>GAL</td>
</tr>
<tr>
<td>Water - consumption (m³)</td>
<td>956,539</td>
<td>754,599</td>
<td>718,369</td>
<td>700,902</td>
<td>655,064</td>
<td>-6.54%</td>
<td>GAL</td>
</tr>
<tr>
<td>Electricity - consumption (kWh)</td>
<td>162,621,805</td>
<td>161,234,426</td>
<td>158,798,686</td>
<td>152,934,224</td>
<td>149,603,424</td>
<td>-2.18%</td>
<td>GAL</td>
</tr>
<tr>
<td>Gas - consumption (kWh)</td>
<td>75,333,903</td>
<td>59,208,775</td>
<td>62,661,214</td>
<td>64,488,858</td>
<td>50,278,095</td>
<td>-22.04%</td>
<td>GAL</td>
</tr>
<tr>
<td>Passenger public transport use (%)</td>
<td>40.4</td>
<td>42</td>
<td>43.7</td>
<td>42.9</td>
<td>43</td>
<td>0.23%</td>
<td>CAA</td>
</tr>
</tbody>
</table>

1 Does not include PRNAV departures on the 26LAM wraparound route.
2 Calculated by dividing the airport's total annual waste by total annual passengers (38 million in 2014).

Jacobs verified the accuracy and completeness of data presented in the Decade of Change 2014 Performance Report in relation to the Key Performance Indicators (KPI’s) listed below, for the calendar year 2014. These were selected by Gatwick Airport Ltd. The following KPI’s were verified:

- Nitrogen Dioxide (NO₂)
- Particulate Matter (PM₁₀ µg m⁻³ – VCM Corrected)
- Noise – track keeping (%)
- Noise Infringements
- Continuous Descent Approach (CDA) compliance (%)
- Total waste generated (tonnes)
- Waste per passenger (kg)
- Waste recycled & reused (%)
- Water consumption (m³)
- Electricity consumption (kWh)
- Gas consumption (kWh)

The report provides an appropriate representation of Gatwick Airport Ltd’s 2014 environmental performance data within the scope of this assurance engagement. Jacobs’s full verification statement can be found in the back of the report.
Our ambition is to compete to grow and become London’s airport of choice. We want to set the standard for airport service, and to be known for the warm welcome, ease of use, on-time performance and exemplary service. By the end of the decade, over 40 million passengers should be experiencing that service every year.

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

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

Operating a responsible Gatwick requires us to continually strike the right balance between the environmental impacts of our operation with the social and economic benefits of the airport while simultaneously offering our passengers and airline partner’s excellence in 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 periods of development the benefits to the economy and to our local community are maximised.

Our values will help us achieve our ambition in the best possible way. We will:
The aviation sector contributes around £18bn per annum of economic output to the UK economy and employs around 220,000 workers directly and supports many more. As a critical element of national infrastructure, we want to do all we can to help safeguard the future growth and development of our industry, whilst minimising the airport’s environmental impact.

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

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

The Aviation Policy Framework was presented to Parliament in March 2013, a decade after the then previous Government’s policy on aviation, the Air Transport White Paper. During that intervening decade many changes had taken place within the industry with greater completion between airlines and the break-up of the BAA monopoly over the London airports system.

What has remained the same however is the need to balance the benefits of aviation against local impacts, for example noise and air quality.

The Government believes that aviation needs to grow, delivering the benefits essential to our economic wellbeing, whilst respecting the environment and protecting quality of life. The Aviation Policy Framework is underpinned by two core principles:

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

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

### AIRPORTS COMMISSION

The Airports Commission, chaired by Sir Howard Davies, was established by Government in September 2012 to identify the scale and timing of any requirement for additional airport capacity. The Airports Commission was also asked to recommend to the Government options for delivering additional UK airport capacity in the short, medium and long term. The Airports Commission is expected to make a recommendation to the new Government in summer 2015 on whether a new runway should be built at Heathrow or Gatwick. It will then be for the Government to decide how to respond.

In December 2013, the Airports Commission released its Interim Report which concluded that there is a need for at least one additional runway to be in operation in the South East of the UK by 2030. The Airports Commission shortlisted three proposals for new runways:

- at Gatwick Airport, a new runway spaced sufficiently south of the existing runway to permit full independent operation;
- at Heathrow Airport, either a new runway constructed northwest of the existing airport or an extension of the existing northern runway to the west, lengthening it and enabling it to operate as two separate runways.

Following shortlisting Gatwick carried out a public consultation during April and May 2014. A Report of Consultation was published in July 2014 which confirmed Gatwick’s preference for a wide spaced runway of the type preferred by the Airports Commission.

The proposers of the shortlisted schemes submitted scheme designs in May 2014. The Airports Commission undertook its own analysis of the shortlisted options and on 11 November 2014 launched a 12 week consultation on its analysis. The consultation ran for twelve weeks to 3 February 2015.

If, following publication of the Airports Commission’s report, the Government’s decision is to support development of a second runway at Gatwick as a Nationally Significant Infrastructure Project (NSIP) via a National Policy Statement (NPS), Gatwick could then announce its intention to apply for a Development Consent Order (DCO). Alternatively, the Government could seek to deliver permission for another runway via a Hybrid Bill.

Subject to obtaining consent via a DCO application or a Hybrid Bill, construction could commence in 2020 with the first phase opening in 2025.
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 are driven and monitored through our Managing Corporate Responsibility (MCR) group, which is chaired by our Head of Environment, Health and Safety. Progress in this area is then communicated across the Gatwick Executive Management Board and our Shareholder Board.

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

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

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

As a key priority for the business, all people leaders are expected to cascade the Decade of Change message to their teams throughout the business.

The Decade of Change will only be truly effective if the entire airport community works together; everyone has a part to play.

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

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

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

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

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

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

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

### FLY QUIET & CLEAN

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

#### A-CDM

A-CDM (Airports Collaborative Decision Making) is about airport operators, aircraft operators, ground handlers, Air Traffic Control and Eurocontrol working together more efficiently and transparently in the way they work and share data. The purpose of A-CDM at Gatwick is to improve the overall efficiency of operations at our airport, with a particular focus on the aircraft turn-round and pre-departure sequencing process.

The key objectives are operational efficiency, collaborative working and ultimately delivering improvements for our passengers.

The benefits are numerous:

For Gatwick, improved use of stands / gates will increase capacity. More stable traffic flows and reduced taxi times will lead to shorter queues at the runway or congestion on the apron or taxiways.

Air Traffic Control will benefit from improved runway and capacity planning. More accurate take off time predictions will lead to more accurate calculations of the network demand. This enhanced flow and capacity management will result in better Air Traffic Flow Management ATFM slot compliance and reduced number of missed slots.

The Ground Handler will benefit from more accurate arrival times, which allows for more accurate planning with more efficient use of resources.

An Aircraft Operator will have an improved awareness about the status and location of the aircraft. Together with sequence information and better arrival times, more accurate fleet predictions will be the result. Fuel burn due to queues on the apron will be reduced, which has both economic and environmental benefits.

Passengers will benefit from reduction in delays. After disruptions recovery will be faster. For arriving passengers, more accurate information can be delivered to Flight Information Display System FIDS and information desks.
AIRSPACE DESIGN

The current airspace design regulated by the CAA has not changed substantially for many years and there is a need to upgrade our aviation infrastructure to ensure it remains fit for purpose and resilient.

In 2013 and 2014 Gatwick Airport Ltd and NATS consulted on significant changes to the airspace above and around Gatwick Airport as part of the London Airspace Change programme.

Airspace above the south of England is some of the busiest in the world. The consultation was the first stage in a wider programme of proposed changes to deliver the UK’s Future Airspace Strategy (FAS), which will be legally required to come into effect in 2020. Gatwick is the first major airport to consult on all levels of its airspace and all other airports will be required to follow suit.

The initial consultation closed on the 21 January 2014 when we analysed all the feedback received, using it to develop revised arrival and departure routes. In line with guidance from the Civil Aviation Authority, we were required to consult again on any impacts resulting from the proposed route development that were not considered as part of the original consultation.

On 23 May 2014 we launched a Gatwick led phase two of the consultation where we engaged with communities affected by impacts not consulted on as part of phase one of this consultation. These impacts included: changes in noise contours; changes to or new noise preferential routes; and rotating respite options.

The consultation ran for 12 weeks and we gathered feedback on the following design options:

• Options for departure routes and associated Noise Preferential Routes (NPRs) for departure flight paths – this includes options for realignment and options for respite

• Night-time respite options for arrivals

• Updating existing Noise Preferential Routes and their associated swathes to take account of changes to flight path concentration as a result of the switch to Performance Based Navigation (PBN)

We are now reviewing all the feedback from this consultation and are re-visiting all the proposals set out in previous consultations to ensure that we are in a position to put forward the best options possible for the operation of the airport and for local communities.
SUSTAINABLE AVIATION

Sustainable Aviation is an essential link within our programme because of its reputation within industry. Gatwick Airport has a seat on the Council of Sustainable Aviation and you can find out more about our collaborative work at www.sustainableaviation.co.uk

ENVIRONMENTAL NOISE DIRECTIVE NOISE ACTION PLAN (NAP)

The NAP is an evolving five-year plan for how Gatwick manages noise which was revised in 2013 and adopted by the Secretary of State for Environment, Food, and Rural Affairs in August 2014.

The NAP sets out how we manage noise not only on a day-to-day basis, but also in the medium and longer term. An annual update on the progress against our NAP commitments is provided in the Gatwick Airport Section 106 Annual Monitoring Report, which is available on the airport website.

PERFORMANCE BASED NAVIGATION (PBN)

The PBN concept was developed by the International Civil Aviation Organisation (ICAO) and moves aviation away from the traditional use of aircraft navigating by ground based beacons to a system more reliant on airborne technologies utilising Area Navigation and global navigation satellite systems.

PBN sets the level of accuracy, integrity and continuity that the aircraft’s navigation systems will have to meet as well as the required functionality. Within an airspace concept it also requires that the availability of the navigation infrastructure be considered in supporting the desired navigation performance. PBN will allow the implementation of airspace structures that take advantage of aircraft able to fly more flexible, accurate, repeatable and therefore deterministic three dimensional flight paths using on-board equipment capabilities. It has variously been described as reengineering the way we fly.

During 2012, Gatwick Airport undertook a stakeholder consultation regarding implementing a form of PBN known as Precision-Area Navigation (P-RNAV) to departing aircraft. Gatwick was the first airport in the UK to do this. This consultation followed a 6 year small scale trial of P-RNAV on 4 of our standard instrument departure routes. On completion of this consultation a full airspace change proposal was submitted to the Civil Aviation Authority. A decision was given in November 2013 for us to introduce this new form of navigation and this became mandatory for all our departing aircraft from April 2014.

AIRLINE COMMUNITY

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

Our Flight Operations Performance and Safety Committee meets bi-monthly and this is one of the opportunities we have to engage with our airline partners to further improve their adherence to the various noise mitigation measures applicable to the airport as well as exploring further measures whereby noise can be reduced.

SUSTAINABLE AVIATION

Sustainable Aviation is an essential link within our programme because of its reputation within industry. Gatwick Airport has a seat on the Council of Sustainable Aviation and you can find out more about our collaborative work at www.sustainableaviation.co.uk
QUIET AND CLEAN INNOVATION GROUP

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

THE FUTURE

Gatwick Airport has representation on the Department for Transport’s ‘Aviation Noise Management Advisory Committee’ and the Gatwick CEO also sits on the ‘Senior Delivery Group’, which was set up by the Airports Commission with the remit of removing bureaucracy from the process governing airspace change.

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

DEPARTURES AND ARRIVALS CODES OF PRACTICE

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

The Arrivals Code of Practice highlights continuous descent approach (CDA), in the descent from 6000ft to establishment on the final glideslope, as the leading technique for reducing arrivals noise. This Code of Practice therefore strongly emphasises measures intended to improve achievement of CDA. In addition to the noise benefit, reduced fuel burn and hence emissions result from the use of CDA techniques thereby producing an overall environmental benefit.

In addition to CDA, the Arrivals Code of Practice also provides a definition of ‘low power / low drag.’ This is a noise abatement technique for arriving aircraft in which the pilot delays the extension of wing flaps and undercarriage until the final stages of the approach, subject to compliance with Air Traffic Control speed control requirements and the safe operation of the aircraft.

The Departures Code of Practice covers aircraft operations at the airport terminal, aircraft taxi operations from runway to terminal, Continuous Climb Operations and A-CDM.

Interaction between, and requirements of, the airline operators, ground handlers, airport authorities and air traffic controllers are considered for each. Although noise is covered by this Code, additional environmental impacts of aircraft operations are also considered including fuel-burn/CO₂ and local air quality impacts of NOₓ.
Gatwick wants to deliver the service you expect at every stage of the airport journey.

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

Our passenger commitments offer the very best possible experience, keeping queues to a minimum and doing our best to get our passengers away on time - are embedded throughout our operations. In this section we go beneath the surface to expose the plans behind our commitments.

Our commitment to our passengers is quite simple:

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

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

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

To find out more about our passenger commitments visit [http://www.gatwickairport.com/business-community/about-gatwick/at-a-glance/passenger-commitments](http://www.gatwickairport.com/business-community/about-gatwick/at-a-glance/passenger-commitments)
TELL US WHAT YOU THINK AND WE’LL ALWAYS LISTEN

We value the views of our passengers. We listen to what they have to say and always respond promptly. Social media continues to be one of our key communications channels, with over 160,000 followers on Twitter and more than 72,000 Facebook fans.

The number of complaints we received in 2014 increased by 37% compared to 2013, while our compliments increased by 16% for the same period. Reasons for the increase in complaints include the flooding and disruption arising from the flooding of Christmas 2013 and arrivals baggage delays in 2014.

GATWICK CONNECT

Our new Gatwick Connect service is the innovative product changing relationships with airlines and meeting passengers’ needs as we adapt to new travel trends.

Since it launched in May 2013, Gatwick Connect has changed the travel experience for connecting passengers; over 250,000 have used the service. The first of its kind in a UK airport connecting flights from multiple airlines, perfect for leisure travellers, it’s also the perfect service for ‘suited savers’ business travellers. It means people have more reason to travel through Gatwick and we want to develop this so that passengers can be booked as one ticket.

One of our key priorities is to treat you as our guest, if you fly in and you’ve got a connecting flight we want to make your journey at Gatwick as easy as possible.

CHAPLAINCY

The Gatwick Chaplaincy aims to provide a chapel and resources for different faiths in both the North and South terminals:

- A place that is always open, affirming all the faiths at the airport.
- A place set apart for individual prayer and meditation.
- An oasis of tranquillity and quiet in the rush and stress of work and travel in today’s hectic airport environment.
- A chaplain available for anyone - traveller or staff - facing emotional crisis who needs personal guidance and counselling.

GATWICK TRAVELCARE

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

Around 1500 clients with travel related problems were also helped by TravelCare in 2014 covering a wide range of issues including financial difficulties, missed flights and passport irregularities.

IF YOU NEED EXTRA SUPPORT, WE’LL BE THERE TO HELP

Our passengers are all different and many require additional support while at the airport. We provide dedicated assistance lanes within Security areas and extra help on arrival, including pushchairs for young children.

We’re also committed to working with our airport partners to offer the very best possible experience from the moment you arrive at the airport to when you board your aircraft.
Gatwick has seen a number of incredible changes over the five years since the change of ownership of the airport, particularly within the retail and food and beverage departments. Passenger feedback has highlighted that the airport needs to provide more of a retail mix that is both on trend and relevant to help enhance the airport experience. The recent development of Gatwick's retail and food and beverage facilities has improved passenger choice, which has been a key focus area over the past few years and the planned transformation will help to continue this.

Previous investment within Gatwick’s retail and food and beverage offering has seen a considerable increase in customer satisfaction across both the North and South Terminals. The Airport is now ranked as No1 for its provision of restaurant facilities in the Airport Service Quality survey which benchmarks it against 23 major European Airports.

To mark the recent 5th anniversary since becoming independent, Gatwick announced a fresh new £1billion investment plan, highlighting how the airport will be transforming over the coming years to enhance the passenger experience even further.

As part of this plan, Gatwick’s North Terminal arrival area will be fully refurbished and existing shops and facilities relocated to create a more spacious concourse area to help improve the travel experience.

£21million has been earmarked to create a world class new departure lounge within the North Terminal, which will see an expansion to the retail and restaurant space, with a total of 30,000 square feet of new retail space created throughout the terminal. The new retail space will allow Gatwick to open a new World Duty Free, expected in 2017 to match the South Terminal, which became the world’s largest Duty Free store when it opened in 2012.

**KEY HIGHLIGHTS OF 2014**

**March 2014:**

87% & 85% of customers rated our Food & Beverage and Retail offers as Excellent or Good.

The London Bar opened in South Terminal Departure lounge – exclusive to Gatwick Airport.

**June 2014:**

Jamie Oliver’s portfolio won Airport Chef-Led and/or Fine Dining Offer of the Year at the Moodie Report’s Airport Food & Beverage (FAB) Conference and Awards.

**July 2014:**

Nando’s (Europe’s first airport) opened having been the no.1 choice in brands our customers wanted to see at Gatwick and shortlisted for best opening in a retail or travel environment by the Peach Report.

**December 2014:**

Wagamama announced they are coming to Gatwick in summer 2015 both in the North Terminal and the South Terminal.

**OUTLOOK FOR 2015**

Wondertree are coming to Gatwick in summer 2015.

Cath Kidston to open in February 2015 South Terminal following successful pop-up in North Terminal.
WE’LL MAKE IT QUICKER FOR YOU AT CHECK IN

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

We have introduced new ground handling licences that dictate passenger service levels for check-in and this will be supported by the installation of electronic real time queue measurement later in 2015.

As part of our North Terminal redevelopment, the new check-in area will have 48 self-service bag drop kiosks being used by easyJet together with 12 normal check-in desks. 28 of these will ‘go live’ at phase 1 in November 2016, and the remaining 20 self-bag drops and 12 desks go live in April / May 2017. It is our understanding that 48 self-bag drop kiosks in one zone is the single largest self-bag drop installation in the world.

A BETTER PASSENGER EXPERIENCE AT SECURITY

2014 was a year of change for Gatwick Security, as we built on the success of our Security trials and received approval to roll out new Gen II technology in our South Terminal.

Gen II is a security searching and screening innovation that raises the bar in terms of technology and process. It offers passengers a seamless transition through the security search area, which enables us to deliver a safer, more professional passenger experience. Our customers are now able to spend more time with their families, catch-up on work and relax before boarding their flight. One of the most exciting aspects of Gen II is that we designed it based on feedback from our staff, making it a unique Gatwick innovation that benefits the people who work on it, and the passengers who use it.

Our work doesn’t just happen within the airport terminal; we are also focused on our external security operation. In 2014 we consolidated approaches to the airport and built two new (Northern and Southern) security gates to further enhance safety at the airport.

The next few years will see a significant level of investment of £42.5m, to further develop our security product at Gatwick Airport. It’s all part of our commitment to keep our passengers and staff, safe and secure, and to make Gatwick, London’s airport of choice.
**WE’LL MAKE IT EASIER FOR YOU AT PASSPORT CONTROL**

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

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

- In 2013, we installed 15 new generation 3 E-gates into South Terminal. In September 2014, we broke the European record by processing over 300,000 passengers in one month.
- Border Force previously launched a Registered Traveller pilot scheme which allows eligible passengers from USA, Canada, Japan, Australia or New Zealand to use the UK/EEA channels at border control and don’t need a landing card if you fly into Gatwick. The pilot was a success and during 2014 the scheme has had the joining criteria widened to allow more of our passengers to use this service. Passengers no longer have to have been signed up to the IRIS scheme and we have also enabled the capability for Registered Travellers to use the E-gates.
- Throughout 2014, the Border Security team worked alongside Border Force’s Continuous Improvement Unit to increase efficiency and passenger experience at the border. Together, we improved wayfinding, enhanced E-gate technology, provided additional training to staff in the area and identified a number of longer term improvements which we will incorporate into any future redevelopment.
- We have recently worked alongside Border Force to develop a Dynamic Response Tool. The tool uses arrivals data and Border Force resource data to accurately calculate how many officers are required to keep the queues down to a minimum. The final product will be handed over to Border Force in February 2015 and we hope to see some output data and operational improvements throughout Summer 2015.
- At the start of 2015, we commenced the NT Immigration Redevelopment project. The project is split into 2 phases and will be complete by Summer 2016. In phase 1, we are building a new watch house, adding 8 additional desks and approximately 100 square foot of additional queuing space which will be complete by mid-May 2015. In phase 2, we are carrying out some extensive redevelopment work of the area to create additional queuing space, installing a total of 30 new, and 15 new-generation 3 E-gates, and improving the overall look and feel of the area.

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

We continue to review airfield performance in real time and drive the necessary improvement actions and associated projects. To further enhance the performance of the airfield we have built a state of the art Airside Operations Centre and have brought representatives from our key airlines and third parties together there in order to create a closer and more collaborative working relationship.

Our Airfield Performance transformation program, Airport Collaborative Decision Making (A-CDM 55) was successfully completed, with the airport being fully networked in November in 2014.

**STABLE OPERATIONS**

Stable Operations is a significant improvement over the prior practice of business continuity management at Gatwick. It will be an ongoing exercise in cross-functional and multi-stakeholder integration and continuous improvement, and as such it represents a significant new strategic element for Gatwick.

The governance around stable operations plays a significant role in determining our success in delivering an operationally resilient airport. The objective is to deliver consistent, predictable, uninterrupted service to our airlines and passengers at all times. The first priority is to design out the potential for service loss or reduction, while the second priority is to enable the best service level possible during disruption.

The methodology is based on applying the principles of resiliency to critical systems. This provides focus for capital expenditure to invest in existing systems to make them more robust and to enable them to recover quickly when failure does occur.
With around 38 million people travelling through Gatwick in 2014, and ambitious plans in place to increase that further by the end of the decade, enabling our passengers to make sustainable choices is an integral part of our strategy.

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

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

DEFINING GATWICK’S COMMUNITY PROGRAMME

We want our passengers, the majority of whom 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 2014, our figures have shown that each passenger generates around 0.257 kg of waste whilst consuming 3.93 kWh of electricity and 17.2 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.

ENGAGEMENT

We’ll start by simply talking to our passengers. We’ll tell them what we are doing and get their thoughts on what we can do differently, and importantly, how they can participate. There are a number of ways in which we engage with our passengers and the Passenger Advisory Group of GATCOM is one of these together with Meet Our Team, focus groups (You GOV) and through feedback.

SUSTAINABLE TRAVEL CHOICES

The way passengers and staff travel to the airport contributes to approximately 20% 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.
As a major independent airport competing directly with Heathrow, Stansted, and other UK and European airports, we have established a management system that ensures we have the people, policies and processes to maximise the benefits of competition.

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

OUR PEOPLE

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

Developing our employees is central to our success. All of our people have individual objectives that are aligned to our business priorities. Each employee can then clearly see how their role contributes to the success of the business. A key focus for Gatwick is to deliver the best possible experience for our passengers and we continually develop our people so that they have the right skills and behaviours to ensure that each passenger has an enjoyable journey through the airport.

The focus on developing great leadership continues with our twice yearly ‘Your Say’ survey. The survey has been running for 4 years now and our recent results are the best yet, showing a significant improvement in line manager capability.

INVESTORS IN PEOPLE

We achieved iIP accreditation at the beginning of 2013 and the assessor recognised that “Gatwick Airport has made great progress in improving people management, customer service and operational effectiveness in a short space of time. The combination of investment, vision, leadership, and some excellent approaches to managing people are all helping to integrate and transform the company into a leading airport. This makes Gatwick an exciting place to work and the business prospects for the future appear to be very attractive.”

Achieving iIP accreditation was a great achievement for us and 2 years on, our progress continues. We will apply for re-accreditation towards the end of 2015.
RECRUITMENT

The Company actively recruits internally, promoting the development and progression of the Company’s employees. During the current year, the Company has continued to focus on improving its selection and recruitment processes both internally and externally. The Company has a range of equal opportunities policies in order to create and support a diverse workforce. It is the policy of the Company that no form of discrimination due to disability, race, sex or age should/will exist in the workplace.

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

HIGHLIGHTS OF 2014 AND PLANS FOR 2015

Turn it UP!

In 2013 we launched our first Turn it UP!, a programme that explored how as individuals and teams we can improve the passenger experience. Following its success, in 2014 we introduced Turn it UP! 2. This focused on the relationships in teams and what we can expect from each other.

In 2015, we’ll be going through significant process change within the operation and it’s important that our teams are able to positively embrace the different ways of working. Turn it UP! 3 looks at how to identify key drivers for change and works through strategies to help our teams deal more effectively with ongoing change.

Developing our Talent pool

In 2014 we continued our focus on developing our high potential individuals. We also launched our exciting new ‘Aspiring Leaders programme’ aimed at developing young people to join our organisation and gain invaluable operational and business experience. Six people joined us and are currently following a structured programme whereby they experience all parts of the business before continuing on their chosen career path with us.

Your Say

The people leader survey, Your Say, was first launched in 2011 and since that time we’ve seen a steady improvement in line manager capability results.
A SAFE AND SECURE AIRPORT

SAFETY

With around 38 million passengers using the airport every year, and in excess of 23,500 staff onsite, it is imperative that we maintain 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.

ORGANISATION

Gatwick continued to build on its Environmental, Health and Safety (EHS) Destination Zero Programme during 2014. The programme is designed to continually improve EHS for employees and third parties working at Gatwick with the ultimate goal of zero incidents.

To add to our impressive EHS accreditations, Gatwick was also awarded the Sussex Wildlife Trust, Biodiversity Benchmark Award. We also received two RoSPA Gold Awards for our continual improvements in Occupational Health and Health and Safety for both or Development and Operational teams.

Gatwick has improved its performance in many of its key EHS metrics in 2014. Near miss reporting has had renewed focus and our terminals team focused their efforts by targeting staff to report 4 a month. This has led to a significant reduction in incidents within our terminals.

We have also widened our gaze to Gatwick’s external areas. Airside is an extremely busy and congested area. We have supplemented our existing EHS resources with a new team to help educate, monitor and improve the safety and environmental impact Airside.
BENEFITS ARE NUMEROUS AND INCLUDE:

- People travelling through or working at the airport go home safe – supporting Destination Zero.
- There is a real reduction in business and passenger disruption. This inevitably presents a cost saving (example – reduced false fire alarm activations).
- Protection of assets through robust change control.
- Promotion of excellence - our Contractor Support Centre holds the real potential to be an industry leader in contractor support and EHS control, building upon and supporting the recent successes of PAS55, OHSAS 18001 and ISO 14001.
- Creating measurable efficiency savings through reducing the time taken to process permits and real reduction in permit rejection rates.
- Reduction in risk exposure to contracted works.

SUMMARY OF 2014 ACHIEVEMENTS

- Biodiversity Benchmark Award.
- Focus on layered audits and leadership tours including the launch of EHS ‘Hot Topics’.
- Improved communication internally highlighting a greater focus EHS performance and compliance.
- Improved communication with Gatwick’s external partners following enhancements to both Gatwick Directives and Gatwick Notices.

2015, THE FUTURE AND BEYOND

- Reportline - is a dedicated free phone number and email service for all staff of all companies working at Gatwick Airport to report concerns that affect Environmental, Health and Safety issues.
RESPONSIBLE PROCUREMENT

OUR APPROACH
We are proactive in reviewing our procurement processes and initiatives to ensure we are continuously improving in our contribution to responsible procurement. Our relationship with strategic suppliers remains the cornerstone for achieving our ambition, strategic objectives and sustainability targets. We have extended our approach to the local economy as we have developed our case for the Airports Commission to demonstrate the value a 2nd runway will bring to the South East.

Our 3rd annual supplier day was well received this year as we extended an invite to our Tier 2 and 3 suppliers, along with our Tier 1 suppliers. This ensured that they had equal opportunity to hear the messages from senior Gatwick staff about the importance of the role they hold at the airport in ensuring we are London’s airport of choice. Our awards part of the event also resulted in two local suppliers being congratulated in recognition of their achievements in EHS and overall performance.

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

In line with our Decade of Change commitments we will target use of renewable materials and reduction in waste generation. We continue to develop our Technical Standards to ensure opportunities to improve our sustainability performance is supported through best practice design and incorporation of latest technology. These opportunities will be backed up by a detailed review of the whole life costs to demonstrate the efficiencies these will bring to the airport in the longer term.

CHARTERED INSTITUTE OF PURCHASING AND SUPPLY (CIPS)
Gatwick Procurement is committed to continuous improvement of its processes and practices. Following our success in becoming the first UK airport to achieve the Chartered Institute of Purchasing and Supply (CIPS) certification standard last year, we have recently completed our CIPS interim audit of our procurement processes and practices. This interim audit has ensured we maintain the standard necessary to retain qualification, while taking stock and evaluating improvements we have achieved since, thus supporting our continuous improvement efforts and vision to be a high quality centre of excellence.

WORKING WITH OUR SUPPLIERS
We are about to introduce our Sustainable Procurement Policy which will steer procurement efforts towards our Decade of Change targets including reduced pollution, waste (hazardous and otherwise) and the use of reusable materials and recycling.
PROCUREMENT PERFORMANCE

SUPPORTING OUR LOCAL ECONOMY
We have continued to grow our commitment to supporting the local economy year on year. Since 2012, we have increased spend with the suppliers in the local economy from 12% to 43%. This equates to an annual spend of £64m (as of June 2014). We are actively promoting our expectations with our first tier suppliers the importance of supporting our local economy and have recently commenced local supplier surveys with these suppliers. It is estimated that a further £24m is returned to the local economy through our Tier 1 suppliers engaging and using local Tier 2 and 3 contractors.

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

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

In line with our environmental and sustainability commitments, Gatwick Airport awarded a contract earlier this year for a portal that facilitates car-sharing opportunities for all staff based at the airport to identify, match and record their journeys.

IMPROVEMENT PLAN UPDATE FOR 2015
In 2015 we are focusing on achieving the following targets:

● Continued support of the Meet the Buyer event.

● Continued support and attendance at all additional local supplier initiatives, such as Understanding Airport Procurement workshop.

● Promote further with our Tier 1 suppliers to identify and maintain spend with local suppliers.

● Conduct a questionnaire to our local suppliers to understand what they consider to be the barriers to success of gaining a contract at Gatwick and make an action plan to address barriers where possible.

● Printer estate review and refresh, replacing current fleet with more energy efficient printers; this project also includes a culture change element through introduction of follow me printing so that waste generated through idle print or mistake print is minimised.
BUILDING A SUSTAINABLE AIRPORT

The effective and efficient delivery of our £1.2bn capital investment programme (CIP) continues to be one of our strategic priorities as we come towards the end of the current extended investment period. Over the last year the results have begun to speak for themselves, with the completion of many more projects which are further transforming Gatwick for our passengers and airlines.

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

OUR PERFORMANCE IN 2014

All of the projects delivered in 2014 were subjected to our rigorous policies and standards relating to sustainable and efficient construction and our performance audited against the requirements of ISO 9001, the quality standard.

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

USE OF OFF-SITE MANUFACTURE

The first section of the refurbishment of Pier 5 has constructed the new arrivals corridor from a kit of parts, bolted together on the apron and then lifted into place. They have also installed the services units from modules, again manufactured off site. Both of these approaches have reduced waste production on site and have reduced the numbers of vehicles delivering to the site and are to also be used in the second phase.
2014 ACHIEVEMENTS

- Our projects were audited twice in 2014 as part of the process for Gatwick’s continued ISO14001 and OHSAS18001 certifications.

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

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

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

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

- We continually strive for ‘Zero Harm’ on our projects, however unfortunately some accidents have still occurred. The level of reportable accidents and Lost Time Incidents are well below that of the industry average and we are actively working with our contractors to improve it further.

- We have replaced the air handling units for the South Terminal arrivals concourse which are 20-40% more energy efficient than previous.

DESIGNING FOR ENERGY EFFICIENCY

- The programme of asset replacement and renewal has continued, including replacement of heating and ventilation systems, lighting, lifts and escalators with more energy efficient solutions, for example a programme to replace a large number of the stand lighting equipment from high pressure sodium lamps to LED fittings.

- The new Airfield Operations Building has been completed and opened, maximising its environmental performance, by using efficient lighting controls and heating systems, recycled water and is being assessed against the ‘BREEAM’ criteria and is expected to obtain a ‘Very Good’ rating.
OUR PLANS FOR 2015

- Following our performance on waste management in 2014, we will continue to monitor our performance against the targets for the re-use and recycling for each of our three waste streams, leaving the targets at existing levels.

- The South Terminal boiler decentralisation project has been approved. The South Terminal centralised boiler house is to be replaced with smaller load centres across the terminal. These new boilers will provide better control and are also significantly more energy efficient, with 25% savings of our South Terminal heating gas consumption envisaged.

- 2015 will see the completion of a number of projects started in 2013 and 2014 including the second phase of Pier 5 and the new Pier 1 and baggage factory.
In 2010 we launched our Decade of Change sustainability strategy. This set challenging targets for delivery across ten key issues by 2020.

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

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

EUROPE’S EMISSIONS TRADING SYSTEM (EU ETS)

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

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

When aviation was originally included in the ETS, the scheme applied to all aircraft operators flying to, from or within the European Economic Area (EEA). However, under international pressure, the EU in 2013 limited the inclusion of aviation within the ETS to intra-EEA flights only. This exemption for flights to or from non-EEA airports was extended in 2014 until the end of 2016, pending negotiations at ICAO on a global agreement for a system of market-based measures to curb aviation emissions. At present therefore, flights that originate in, or are flying to, non-EU airports do not have to surrender allowances for the carbon dioxide they emit under the ETS.
OUR CARBON FOOTPRINT

In 2014 we once again appointed our consultants RSK to calculate our total carbon emissions. We asked RSK to calculate carbon emissions for activities over which Gatwick Airport has direct control together with those which are generated beyond our direct control. The favoured methodology is to report emissions in three levels.

Included in Gatwick Airport’s 2014 Carbon Footprint

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

<table>
<thead>
<tr>
<th>CONTROL</th>
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<tr>
<td>INFLUENCE</td>
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</table>
TOWARDS A LOW-CARBON GATWICK

We continue to make progress towards achieving our Decade of Change target of reducing carbon emissions under our control (Scope 1 and 2) by 50% before 2020, compared to our 1990 baseline. [1]

So far, we have reduced Scope 1 and 2 emissions by 30% on an absolute basis compared to our 1990 baseline - so we are over halfway to our 2020 target by that measure. Within this, gas carbon emissions have been reduced by 42%, and electricity carbon emissions by 28%, on an absolute basis.

On a per passenger basis, our Scope 1 and 2 emissions have reduced even more significantly - by 62% compared to our 1990 baseline.

2014 PERFORMANCE

Scope 1 ‘direct emissions’ calculated for 2014 (10,759.3) are 20.8% lower than Scope 1 emissions calculated for 2013 (13,589.3 tCO2e).

Scope 2 ‘electricity (indirect) emissions’ calculated for 2014 (48,711.6) are 6.4% higher than Scope 2 emissions calculated for 2013 (45,791.9 tCO2e).

Scope 3 ‘other indirect emissions’ calculated for 2014 (692,888.0) are 8.1% higher than Scope 3 emissions calculated for 2013 (641,182 tCO2e). Total GHG emissions calculated for 2014 (752,358.9) are approximately 7.4% higher than the total emissions calculated for 2013 (700,561.8 tCO2e).

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 & 2 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 order to reduce these indirect emissions we are establishing initiatives as part of the International Civil Aviation Organisation (ICAO) defined landing and take-off cycle (LTO). The LTO is defined as being operations below 1000m and is illustrated below.

The LTO represents the limit where the airport has some influence over these activities. We do not look to reduce emissions from aircraft in flight. Firstly, because these are regulated and managed through national polices, such as the recent inclusion of aviation in the EU ETS.

Secondly, emissions from aircraft on the ground and as they approach/depart from an airport are among the more significant sources.

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

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

GATWICK DIRECT

Gatwick Direct is partnership between Gatwick Airport and DHL which began one year ago and is responsible for security screening and transporting all deliveries to airside concessionaires and business partners.

Where each concessionaire or partner used to need their own delivery trucks and drivers, DHL now meets the inbound deliveries at the Gatwick Logistics Consolidation Centre (GLCC), a 47,000 square feet facility which screens the goods and delivers them for the ‘final mile’ direct to door.

In the first year, the number of vehicles travelling airside reduced by 20% (improving health and safety and cutting carbon emissions). The GLCC also scored 82% customer satisfaction in the first month of operation, which increased by 5% throughout the year despite the number of customers doubling. In recognition of this achievement Gatwick Airport awarded DHL their 2014 Supplier Value Award.

This change further bolsters our ability to grow as an airport. We’ve had record breaking passenger numbers this year and we’re expecting even more next year. With more passengers come more deliveries and Gatwick Direct means we can accommodate that growth.
AIRPORT COLLABORATIVE DECISION MAKING 55 (A-CDM55)

A-CDM is about airport partners working closely together by openly sharing data transparently and in real time by implementing a set of operational procedures and automated processes.

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

A-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 A-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 A-CDM process will be more accurate Target Take-off Times (TTOTs) which can be used to improve en-route and sector planning of the European Air Traffic Management Network.

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

Network CDM has numerous benefits for Gatwick Airport, our airlines, our service partners and our passengers, including:

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

Our ACDM 55 programme is summarised below:

<table>
<thead>
<tr>
<th>ACDM 55 Target</th>
<th>Current 2014</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased Runway Capacity - Air Transport Movement (ATM)</td>
<td>55 ATMs now operational since Winter 2013/2014 (3 hours a day at 55)</td>
<td>55 ATM’s (19 days anticipated with over 900 ATMs per day in Summer 2015)</td>
</tr>
<tr>
<td>Improved On Time Performance (ATM)</td>
<td>72.04%</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>Noise footprint maintained (contour and population count decreased compared to 2013)</td>
<td>Maintain existing noise level despite growth</td>
</tr>
<tr>
<td>Improve Turn Performance</td>
<td>60%</td>
<td>75% achievement of Target off Block Time</td>
</tr>
<tr>
<td>Eurocontrol A-CDM Compliance September 2014</td>
<td>Fully networked November 2014</td>
<td>Network Connected</td>
</tr>
</tbody>
</table>
THE GATWICK CARBON COUNCIL

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

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

SINGLE ENGINE TAXIING

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

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

CARBON MANAGEMENT ACTION PLAN

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

CARBON ACTIONS IN OUR DECADE OF CHANGE:

- 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.
- Engaging with airport employees and passengers to ensure they support our approach.
SUSTAINABLE AVIATION

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

A CREDIBLE APPROACH TO CARBON

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

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

AIRPORT CARBON ACCREDITATION

Gatwick Airport holds Airport Carbon Accreditation at ‘Optimisation’ level. The ‘Optimisation’ step of Airport Carbon Accreditation requires third party engagement in carbon footprint reduction. Third parties include airlines and various service providers, for example, independent ground handlers, catering companies, air traffic control and others working on the airport site. It also involves engagement on surface access modes (road, rail) with authorities and users.

To achieve this level of accreditation, Gatwick has had to:

• Fulfil all the requirements of the ‘Mapping’ and ‘Reduction’ stages of Airport Carbon Accreditation.

• Widen the scope of its carbon footprint to include a range of Scope 3 emissions. (GHG Protocol)

• Presentation evidence of engagement with third party operators to reduce wider airport-based carbon emissions.
AT THE HEART OF OUR COMMUNITY

Gatwick is committed to being a good neighbour. We think being a good neighbour means:

• Being well informed as to the concerns of those around us,

• Being considerate of those concerns, and

• Helping where we can.

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

OUR COMMUNITY PLAN FOR 2015

We spend sixty four million pounds a year with local suppliers, and as our business grows that will increase. We support a number of local business programmes and are planning a number of events to support new businesses in the region in 2015. We pledge to encourage local small businesses to bid for contracts in Gatwick’s supply chain.

We believe that charity involves a lot more than money. We have a full and varied approach to our participation and support. In addition to the three charities we support, voted for by our staff for regular sponsorship (currently Cancer Research UK, The Chestnut Tree House and Gatwick TravelCare), we support national charitable activities including Children In Need, The Poppy Appeal and World Cancer Day, to name a few.

We appreciate that our employees feel passionately about particular causes and we encourage and support their activities throughout the year by contributing financially to their fundraising efforts. We actively encourage our staff to volunteer in the community and support this with dedicated volunteering time.

The sponsorship of organisations and events has long been a part of Gatwick Airport’s engagement activity and we seek out further local sponsorship opportunities to include establishing a presence at local events.

In response to requests from the community, a bi-annual newsletter has been created, distributed by email and available online. It’s aim is to keep residents in the region informed about everything going on at the airport and although anyone can sign up to receive a copy, households across West Sussex, East Sussex, Surrey and Kent may find it particularly helpful.

We fund a Wildlife Conservation Officer for The Gatwick Greenspace Partnership to deliver practical conservation and community engagement, 2 days a week, around the award winning Gatwick estate.
ENGAGEMENT WITH OUR NEIGHBOURS

In order to stay better informed we are undertaking a series of meetings with local groups – Parish Councils, Town Councils and neighbourhood groups across the region – at which members of the airport’s management team can discuss Gatwick’s operations and any concerns the communities may have.

We continue to stay in regular touch with the members and leadership of our neighbouring county councils to make sure we understand the issues of concern to them and we will continue to regularly brief MPs on developments at the airport.

In addition to meeting with local government groups we regularly meet with special interest groups who have a particularly strong concern about a single aspect of our operations, be it a route or a particular type of environmental impact.

In 2015 we will affirm our commitment to British business with a package of new initiatives and partnerships to support start-up companies. We strive to enthuse young people about STEM (Science, Technology, Engineering and Maths) and work with the Local Enterprise Partnership, tech startups and the University of Brighton on a series of events and activities.

GATCOM

The Gatwick Airport Consultative Committee (“GATCOM”), is the Airport’s formal consultative body. It’s run by West Sussex County Council, and Gatwick Airport is one of 28 committee members made up of interested groups from across the region representing a wide range of interests including civil aviation, passenger welfare, business development, tourism and environmental interests. GATCOM meets quarterly.
TRAVELCARE
TravelCare is a charity providing assistance and support for passengers who are in difficulty at the airport, whether on a normal day or during times of major incident and emergency. In 2014 the TravelCare team of staff and volunteers helped approximately 1,500 clients.

GATWICK AIRPORT COMMUNITY TRUST
Through our S106 Agreement with West Sussex County Council and Crawley Borough Council we fund the Gatwick Airport Community Trust which is an independent trust supporting local charities. The Trust ensures that as the airport continues to grow, funds are ploughed back in to the local communities most affected by the airport and its operations. In 2014 Gatwick gave £194,000 to the Trust which awarded grants to 148 charities and community groups in the area.

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

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

We are the single largest employer in the region, with over 25,000 people working in & around the airport, 2,600 of whom work directly for Gatwick Airport Limited. A further 7,900 are employed indirectly through contracts placed with local businesses.

We know that our impact on the local economy is far reaching, and our location and excellent transport links also makes us a focus for commuting and ground-based connectivity throughout the region.

As we continue growing to become London’s airport of choice, our aim is to take the local economic region on the journey with us, ensuring everyone can enjoy the benefits of improvements at Gatwick.

WORKING WITH LOCAL BUSINESSES

The airport sits at the heart of a vibrant and diverse economic region, with easy access to London & the South East of England. 45,000 businesses work out of the region in industry sectors as varied as Life Sciences and Advanced Manufacturing & Engineering.

Local companies are key to the success of the airport, and we work hard to maintain links with individual businesses and the business community as a whole.

Our sponsorship of the region’s annual Meet the Buyer’s event is now well established. It’s proved itself to be a useful forum for interested firms to meet the Gatwick procurement team and get advice on tendering practices and accessing our prime contractors. In response to feedback from these events, we have changed our payment practices, introducing the use of procurement cards and also circulated details of our key contractors.

In 2014, we continued to work in partnership with the Coast to Capital Local Economic Partnership, Gatwick Diamond Business and Gatwick Diamond Initiative strengthening relationships and opening new opportunities for dialogue between the business community and the airport.

We also significantly grew our links with business intermediary groups in the region particularly local branches of the British Chambers of Commerce, Federation of Small Businesses and Institute of Directors. We have attended and spoken at a number of membership events which have been well received by the business community, during which we gave updates on recent developments and future plans. In addition, a regular email update detailing activity at the airport is now sent through this network to region’s business community.

OUR PLANS FOR 2015

- We will maintain the activity begun in 2014, ensuring that our new network in the business community is well briefed on our plans & policies in a way which their memberships find meaningful.
SUPPORTING THE LOCAL ECONOMY

**ECONOMY - THE FACTS**

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

- **£1.2billion** invested between 2008 – 2014

- Connections to **800** rail stations, **129** of them directly

- **200** destinations worldwide

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

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

- **£2billion** economic contribution each year

- Serves **47** of the top **50** EU business routes daily

- **25,000** Working in and around the airport
Air quality

MANAGING AIR QUALITY

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

Our Decade of Change target is to maintain current zero breaches of air quality limits.

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

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

MEASURES IN PLACE TO IMPROVE LOCAL AIR QUALITY

• Restrictions in place governing the use of aircraft auxiliary power units

• All stands are equipped with fixed electrical ground power thus removing the need for continued aircraft auxiliary power unit usage

• Reduced need for on-airfield aircraft holding due to the full implementation of A-CDM

• Gatwick Direct established thus reducing airfield delivery traffic

• Random checks undertaken of vehicles in use on the airfield to ensure emissions compliance

• Electrical charging points installed for electric baggage vehicles

• Age restriction in place for vehicles introduced to the airside environment

• Airport Surface Access Strategy in place to further encourage the use of public transport for passengers and staff travelling to the airport
OUR PLANS FOR 2015

- Maintain current level of zero air quality breaches.
- Improve knowledge around sources of on-airfield emissions.
- All new or modified aircraft stands will continue to be fitted with Fixed Electrical Ground power as standard.
- Continue to work with our partners in Sustainable Aviation and the Industry to identify operational improvements that will reduce aircraft fuel burn and so improve local air quality.
MANAGING OUR NOISE IMPACTS

We recognise that aircraft noise is a significant concern to people living close to, or under the flight paths into and out of Gatwick Airport.

Minimising aircraft noise remains a priority for Gatwick Airport and we continually aim to be a good neighbour; setting annual noise targets and exploring new measures to mitigate our noise impacts.

The noise control measures applicable to Gatwick Airport are detailed in the London Gatwick Aeronautical Information Publication and are complimented by additional measures in our Section 106 Legal Agreement with our local authorities. We report regularly on the adherence to these noise mitigation measures in our annual Corporate Responsibility, Decade of Change and Flight Performance Team reports.

On a national level Gatwick Airport continues to work closely with Sustainable Aviation, the Department for Transport’s Aviation Noise Management Advisory Group and the Senior Delivery Group. At a local level we remain committed to working with our airline business partners, the Gatwick Airport Consultative Committee and importantly our local communities; with whom we want to build greater trust as we keep people better informed about aircraft noise and our efforts to combat it.

FLIGHT PERFORMANCE TEAM

The Flight Performance Team is responsible for recording and responding to aircraft noise complaints as well as to monitor and report airline compliance to the various noise mitigation measures applicable to Gatwick Airport. This team actively engages with our airline partners to improve their adherence to the noise mitigation measures and in addition manages the night-time restrictions on flying at Gatwick. The Flight Performance Team also manages a number of fixed and mobile noise monitors within the local area. The mobile monitors are regularly relocated, the data analysed and the findings reported.

The Flight Performance Team understands the importance of regular consultation with local people on noise issues, so noise complaints are raised and discussed on a regular basis at our Noise and Tracking Monitoring Advisory Group. At this meeting a quarterly report focussing on adherence to the noise mitigation measures and complaints statistics is presented and discussed.

The team utilises a specialist noise and track keeping monitoring system which is combined with a complaints handling system. This system replays radar data and reconciles noise complaints with individual aircraft. A flight tracking tool is also available on the Gatwick Airport website.

During 2014, our noise and track keeping system has been enhanced with new functionality, called ‘Noise Lab’ which allows members of the local community to understand what type of aircraft activity to expect in their location. Over a number of years the airport has undertaken a number of long term community noise studies and this tool also allows the public to view information on the noise environment experienced at several locations around the airport.
The Future Airspace Strategy (FAS) is a strategic framework that will enable air navigation service providers (such as NATS) to create an airspace structure that is fit for the future, effective, efficient and ensures that the UK meets any international obligations that are placed upon it. It is not a detailed implementation plan, although such plans will be driven by the outcome of the FAS work.

The aim of the FAS is to provide a policy structure to enable a modernised air traffic management system that provides safe, efficient airspace, that has the capacity to meet reasonable demand, balances the needs of all users and mitigates the impact of aviation on the environment.

There are three broad strategic drivers to modernise the UK airspace system and achieve the FAS Vision:

**ENVIRONMENT**

The proposals in the FAS aim to enable aircraft to fly in more environmentally efficient ways while maximising capacity benefits and improving safety. The environmental impact of air travel both in terms of noise and air quality, and globally in terms of climate change, plays an important role in determining how the UK airspace system should develop.

**SAFETY**

The implementation of a modernised airspace system is driven by the need to continuously improve safety (or at the very least maintain safety levels whilst delivering improvements in other aspects of the system or environmental benefits) in particular in light of the forecast growth in demand for airspace and the expected adoption of new technology and operational concepts across the system.

**CAPACITY**

It is likely that the pressure on the UK’s airspace system will continue to grow in the long term with a changing profile of demand from different users groups leading to a tightening in the supply and demand balance for airspace. Even if there is only limited growth in air traffic demand, there are already ‘hot spots’ in the airspace today that could be improved by adopting concepts with the FAS thereby making the system safer, more efficient and address environmental concerns.
**THE SUSTAINABLE AVIATION NOISE ROAD MAP**

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

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

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

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

**MEASURES IN PLACE TO MITIGATE NOISE**

**CONTINUOUS DESCENT APPROACH (CDA)**

Gatwick has developed, as a standard, Continuous Descent Approach (CDA) and is proud to be currently achieving a >90% CDA rate.

A CDA is a noise abatement technique of flight during which a pilot descends at a rate with the intention of achieving a continuous descent to join the glide path at the correct height for the distance. This procedure thereby avoids the need for extended periods of level flight and results in keeping the aircraft higher for longer reducing the need for thrust. In addition to aiding noise reduction, this also reduces fuel burn thereby cutting emissions and producing an overall environmental benefit.

For practical purposes a working definition of CDA is as follows:

‘An arrival is classified as a CDA if it contains, below an altitude of 6,000ft no level flight, or one phase of level flight not longer than 2.5nm.’

**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 working with the Department for Transport’s Aircraft Noise Management Advisory Committee which is exploring what noise reduction opportunities can be delivered by changing the angle of descent.

The regulatory environment is notably against the use of steeper approaches for environmental reasons from International Civil Aviation Organisation level down to national level however the industry remains interested in investigating this concept further.

With regard to the existing Instrument Landing System infrastructure it is generally considered technically feasible to steepen glide slope angles, but of little value at the present time due to the certification and training requirements inherent in utilising them. Indeed the physical limitations on ‘fly-ability’ by larger aircraft types in particular means that short term it is unlikely that any wholesale adoption of steeper approaches by aircraft operators will be possible in the near future.
THE LONDON AIRSPACE MANAGEMENT PROGRAMME (LAMP)

On 15 October 2013 Gatwick Airport Ltd and NATS launched a joint 12 week public consultation on the first stages of a broader airspace change programme called LAMP, London Airspace Change Programme. This consultation contained airspace change proposals across broad swathes of airspace around Gatwick Airport and its environs with a series of possible options for new air traffic routes over the south east.

The airspace under consultation was between ground level and 7,000ft. This consultation closed on 21 January 2014. This consultation was the first stage in a wider programme of proposed changes to deliver the UK’s Future Airspace Policy, developed by the Civil Aviation Authority (CAA) with the support of the aviation industry. It will deliver significant benefits, including fuel savings for airlines which will also mean fewer CO₂ emissions, and less noise overall for people living below.

Part of the Gatwick airspace change proposals included the ability to design P-RNAV routes using the increased accuracy of the flight profile and resultant narrower swathes of departure tracks to improve the avoidance of centres of population to greater effect, than that achieved by the current NPRs. It is proposed that by combining new, more rational take-off routes with the improved technical performance of aircraft, they will gain height quicker and smoother, and so spend less time at heights which are bothersome to people on the ground.

Having reviewed all the feedback from this airspace change consultation some additional impacts below 4,000 feet were identified as requiring further public consultation. This consultation, referred to as LAMP Phase 2, began on the 23 May 2014 and ran for another 12 weeks, concluding on the 15th August. This was a Gatwick Airport Ltd led consultation of specific impacts below 4,000ft and included new departure route options and changes to existing Noise Preferential Routes. A full framework briefing was held with the CAA prior to the commencement of the consultation.

The airport is now reviewing all the feedback from these consultation and are re-visiting all the proposals set out in previous consultations to ensure that the best options possible are put forward both for the operation of the airport and for local communities.
2014 PERFORMANCE

Our Decade of Change target is to be consistently recognised as a best practice operator for noise management. In 2014 our total number of noise infringements was zero. Our noise track keeping rate was 99.33%, an improvement of 1.32% on 2013. Our CDA compliance was 92.59%, an improvement of 1.35% on 2013.

AIRSPACE CHANGE SEMINAR 2014

During 2014 we held a further Noise Seminar which was well attended by over 80 people including members of the Gatwick Airport Consultative Committee, local Councillors, local authority officers, airlines, Air Traffic Control and members of local communities. Hosted by Dr Ian Flindell, speakers included the CEO of Gatwick Airport, Gatwick Airport’s Head of Corporate Responsibility, and representatives from the Department for Transport, easyJet and Gatwick Area Conservation Campaign.

P-RNAV

In 2012 we consulted publicly over a period of twelve weeks on the introduction of a new more modern form of aircraft navigation called P-RNAV for all of our departing aircraft. Gatwick was the first airport in the UK to do this. This consultation followed a 6 year small scale trial of P-RNAV on 4 of our SIDs.

On completion of this consultation a full airspace change proposal was submitted to the Civil Aviation Authority and a decision was given in November 2013 for us to introduce this new form of navigation and this became mandatory for all our departing aircraft from May 2014.

COMMUNITY MEETINGS

Due to the number of public consultations ongoing throughout 2014, members of the Corporate Responsibility and Flight Performance Teams attended numerous meetings of local councils, residents associations and parish councils to explain in details the nature of the airspace change being consulted upon.

Senior management from the airport continued during 2014 to meet with Members of Parliament, community groups and individuals to discuss aircraft noise related matters.

CIVIL AVIATION AUTHORITY POST IMPLEMENTATION REVIEW (PIR)

The purpose of a PIR, as detailed in CAP 725 – stage 7 is ‘to assess and validate the success of an airspace arrangement and its progress to date to identify any operational issues that may have arisen since the introduction of the change. This will normally be at the 12 month point.’

With reference to the implementation of P-RNAV to departing aircraft at Gatwick, the Civil Aviation Authority commenced the PIR in November 2014.

The CAA provided a comprehensive list of data requirements to Gatwick Airport in order for the PIR to be completed. The public were also invited to provide their views and experiences regarding the introduction of P-RNAV direct to the CAA for consideration as part of the review and 15,500 such responses were received.

NOISE INSULATION SCHEME LAUNCH

The new Noise Insulation Scheme was launched in April 2014. The scheme covers over one thousand more homes across Surrey, Sussex and Kent whose residents are able to apply for up to £3,000 towards double glazing for their windows and doors as well as loft insulation. Over 40% more homes will be protected from noise than are covered with the old scheme.

The major changes to the scheme are two-fold. First the noise boundary for the scheme has increased by using a lower level of noise from 66 Leq to 60 Leq as a baseline with the boundary line drawn flexibly to ensure entire roads and communities are included.

Secondly, the noise contour boundary has been drawn along the Instrument Landing System by 15km to both the east and west of the airport. We are not aware of any other airport in world offering a scheme of this magnitude.

During the first year of the scheme, 730 households have signed up to it with 370 installations completed. Gatwick has so far committed over £2.35m.

ENVIRONMENTAL NOISE DIRECTIVE NOISE ACTION PLAN ADOPTED

The revised END Noise Action Plan was adopted by the Secretary of State for Environment, Food and Rural Affairs on 4 August 2014. The plan outlines Gatwick’s continued commitment to minimise the impacts of aircraft noise.
ADNID

On 17 February 2014, Gatwick Airport started a six month trial of a departure route called ‘ADNID’. This trial related solely to westerly departures from runway 26L. This trial route resulted in aircraft that had taken off to the west turning left heading 238° after approximately 1.6 nautical miles and avoided, but flew very close to, Warnham and Rusper. The route then turned south around the north-west of Horsham. This trial route was designed in line with Government Policy, and was intended to gather data in support of the Future Airspace Strategy. The trial was concluded on 8th of August.

R2 GATWICK CONSULTATION PRESENCE

A Second Runway for Gatwick – our April 2014 Runway Options Consultation - was launched on 4 April 2014. The purpose of the consultation was to give both individuals and organisations the opportunity to put forward their views and comments about the proposals for a second runway at Gatwick Airport.

As part of the consultation, Gatwick held a series of public exhibitions. These events provided an opportunity for local people to review the consultation information, understand more about the proposals, and to speak directly with Gatwick staff about the proposed scheme. Members of the Gatwick Airport Corporate Responsibility Team attended the majority of these public exhibitions in order to answer airspace and aircraft noise related questions.

NOISE STUDIES

In order to gain an understanding of the levels of aircraft noise in the communities surrounding the airport, Gatwick conducts a programme of community noise monitoring. This involves placing a mobile noise monitor in a location for typically 12 months. The findings are reported to the airports internal noise governance structure.

These reports are written by Gatwick Airport Limited’s independent noise consultants. There are two types of report: summary reports which provide a snapshot of the noise climate for the monitoring period and an annual in depth noise study. Reports were written in 2014 for the Domewood and Hever areas.

OUR PLANS FOR 2015

- Re-evaluate options for introducing rotating respite to areas affected by inbound and outbound aircraft.

- Resolve the issue arising from the introduction of P-RNAV on the 26 LAM / CLN / DVR Noise Preferential Route.

- Seek independent confirmation that our noise management and mitigation measures are best in class.

- Formally request the Department for Transport to commission research to understand the effects of aircraft noise on human health.
SURFACE ACCESS

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

With approximately 48 million passengers and staff journeys to and from the airport on an annual basis, the demand for travel to Gatwick is substantial. We estimate that this activity accounts for up to 20% of the airport’s total carbon footprint. Increasing public transport mode share is key to reducing the carbon impact of surface transport as well as reducing congestion on surrounding roads.

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

GATWICK RAILWAY STATION

Following construction of the seventh rail platform in January 2014, agreement has now been reached with the Government, Department for Transport, Network Rail and Gatwick Airport to jointly fund the construction of a new rail station and concourse.

GATWICK COMMUTER

Staff travel has made progress with a high surge in local bus use. As of April 2015, Metrobus ‘Gatwick Travelcard’ holders exceeded 5,000 in number.

2014 PERFORMANCE

In 2014 we saw over 43% of our 38 million passengers consistently using rail, coach or bus services for their journey to and from Gatwick. The addition of platform 7 at the rail station has allowed an increase in services passing through Gatwick Airport which in turn has helped improve the rail modal share following a decline in 2013.

Gatwick Airport remains on target to achieve over 40% of air passengers and staff using public transport when the airport handles 40 million passengers per annum.
OUR PLANS FOR 2015

- Deliver the 2015 activities from the Airport surface Access Action Plan.
- To develop plans on the new station layout with Department for Transport, Network Rail and Govia Thameslink Railway.
- To create an ongoing program with coach operators to develop further new services to Gatwick.
- To undertake quality service studies for all transport modes and identify actions to improve their scores.

OUR PLANS FOR 2020

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

2014 ACTIONS

In early 2014, we welcomed Transport for London to Gatwick’s North Terminal where they subsequently commenced selling pre-paid Oyster cards and rail tickets to London. Transport for London has achieved considerable success from their sales desk, removing passenger volumes from their counterparts at Victoria; as such Transport for London is now keen to progress the option of a desk in South Terminal.

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

A key focus of activity was intensive lobbying to improve the Gatwick Express services through the Thameslink Franchise. This activity was successful with confirmation that the Gatwick Express will have new rolling stock in place for 2016, and similar new rolling stock to London Bridge.
MANAGING OUR ENERGY USE

Gatwick Airport encompasses a wide range of airport operational businesses, buildings and systems which use energy 24 hours a day. We report site consumption however not all of the energy used on the estate is within Gatwick’s direct control; approximately a third of energy is re-sold to 3rd party businesses. Also, the weather plays a large part in our ability to effectively manage absolute energy consumption in any given period.

In 2014 Gatwick has put increased focus on identifying 3rd party energy consumption. This means that these organisations are better able to understand their energy use and look into reducing it either through investment or local management practices. We have also continued working with our maintenance contractors to identify cost effective energy saving ideas, develop business cases and then deliver these solutions.

ENERGY PROJECTS

A number of lower energy solutions came to fruition in 2014. Within the capital development arena this included a new energy efficient airfield operations building, two new airfield access security posts which allowed the security teams to consolidate operations and close older facilities, the first half of a refurbished Pier 5, a refurbished lower level departure lounge in South Terminal and the 2nd phase of an ‘aircraft stand’ lighting upgrade. The engineering team developed a £1m package of lighting upgrade projects with the objective to save circa 2 million units of electricity annually; this project utilised a combination of retrofit LED lamps and new LED luminaires. Our commercial team also worked with one of our advertising suppliers to reduce the energy used in their sign boxes demonstrating that reducing our energy footprint is being considered across the business.

2014 PERFORMANCE

In 2014 our electricity consumption decreased by 2.2% from the prior year; this maintains the trend of year on year reductions made (see energy graph). We are particularly pleased with this result especially when viewed in the context of two new hotels opening and a large increase in passenger numbers. Our performance has been influenced by the energy saving opportunities taken as part of the capital development works and in-house projects described above, however we must also recognise the milder weather experienced in this reporting year; our gas consumption decreased by 22% from the prior year.

PERFORMANCE AGAINST 2014 ACTIONS

Both the airfield and engineering teams developed and delivered a specific set of energy saving projects in 2014 that mainly focused on upgrading lighting for more efficient LED technology.

In the context of two hotels opening in early 2014 we set ourselves a target of ‘zero’ absolute electricity increase for the financial year 2014-15 compared to a 2013-14; this was achieved with an actual electricity reduction of 0.4%.

2014 ENERGY KPIs

<table>
<thead>
<tr>
<th>Energy Type</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity consumption (kWh)</td>
<td>149,603,424</td>
</tr>
<tr>
<td>Gas consumption (kWh)</td>
<td>50,278,095</td>
</tr>
</tbody>
</table>
PERFORMANCE AGAINST DECADE OF CHANGE – 2020 TARGETS

In 2010 we set ourselves an energy target to reduce absolute electricity and gas consumption as follows:

**2020 Target**
- 20% reduction on 1990 base consumption (240 million kWh’s)

**2014 Progress**
- 16.7% reduction on 1990 base

OUR PLANS FOR 2015

In 2015 we are looking to:

- Achieve compliance with the UK’s ‘Energy Savings Opportunities Scheme’ (ESOS).
- Continue to deliver energy saving project plans towards our 2020 target.
- Achieve a 1% reduction in electricity consumption in 2015-16 against 2014-15 base.
MANAGING OUR WASTE

Our Decade of Change targets are to generate no untreated waste to landfill and achieve a 70% waste recycling rate by 2020.

In 2014 Gatwick Airport waste grew by just over 5% to 9,800 tonnes. Although this is an increase in absolute terms from 2013, it is below passenger growth of 7.6% and a reduction in KG per passenger from 2013. This is in line with our waste strategy to maximise our performance under the ‘waste hierarchy’.

The waste Gatwick generates relates to operational (non-construction) activities and includes waste from retailers, passenger, staff, security, engineering and airfield operations.

### 2013 WASTE KPIs

| Re-use and Recycled (%) | 38.7 |
| Per pax (kg)            | 0.263 |
| Total waste (tonnes)    | 9,319 |

### 2014 WASTE KPIs

| Re-use and Recycled (%) | 36.8 |
| Per pax (kg)            | 0.257 |
| Total waste (tonnes)    | 9,803 |
2014 PERFORMANCE

We set ourselves a target of a 5% increase in monthly ‘re-use and recycling’ by March 15 (against April 14 baseline) and we are pleased to report a 8.6% increase. This improvement was the result of several projects working with our partners to better segregate waste at source. Our waste contractor also reviewed its suppliers to maximise performance.

Unfortunately due to operational constraints outside the airports control, our diversion from landfill fell 15.7% during this period. We have taken corrective action with our supplier to address this.

OUR PLANS FOR 2015

For 2015 we will:

- Review our Decade of Change targets after 5 years of operation to ensure they are still relevant & challenging.
- Review our waste strategy to ensure we are continuing to deliver class leading environmental performance.
- Improve our diversion from landfill performance in line with our Decade of Change target.
MANAGING OUR WATER & WATER QUALITY

Gatwick Airport covers over 760 hectares and is surrounded by watercourses including the River Mole, Gatwick Stream and Crawters Brook. Gatwick has a duty to ensure that we protect these watercourses by maintaining a robust water infrastructure to manage the rainwater runoff from the airport.

We actively work with the Environment Agency and Local Authority to minimise the risk of both flooding and pollution. Following the flooding in Christmas 2013 the airport has been working on a number of flood resilience projects with a total spend of £2.94 m. In addition we have contributed funding towards an Environment Agency commissioned survey to update the upper Mole flood map.

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

2014 PERFORMANCE

The first few months of 2014 were extremely wet with frequent spells of heavy rainfall, with the operation focused towards keeping the airport drained. In contrast to previous winters, very little anti-icing chemicals were applied to the airport pavement surface. Throughout 2014 we continued to progress a number of initiatives to improve the resilience of our airport to flood disruption.

Our water consumption fell by 6.5% from the prior year. This is due to Gatwick continuing to take a proactive approach to repairing water leaks and also to the significant water main repair undertaken at North Terminal in autumn 2013.

During 2014 the Gatwick project team completed the refurbishment of balancing pond ‘D’ and the Gatwick Stream flood attenuation ‘reservoir’ project was handed over to the Airport in November. The project to divert the Westfield Stream which will increase storm balancing capacity is now underway and will complete in 2015.

Airfield improvements to anti-icer application equipment and the trialling of new, more effective and environmentally benign anti-icing chemicals commenced in December 2013 and were completed by February 2014.

Following the flood disruption in Christmas 2013, Gatwick Airport non-executive Director David McMillan was invited to report on the disruption caused to the airport operation. Gatwick has fully implemented his recommendations to improve flood resilience which include river dredging, substation flood protection, standby electrical generation and purchasing/refurbishing an abandoned attenuation scheme.

We completed our leakage survey of the ‘northern’ water network as planned; no significant leaks were identified.

We set ourselves a water consumption target of sustaining our performance against our 2020 ‘Decade of Change’ target for water i.e. consumption 20% less than 2010. This target was achieved, with an actual consumption 31.5% less than 2010.

2014 WATER KPI’s

Water consumption (m³) 655,064
OUR PLANS FOR 2015

In 2015 we are looking to:

- Complete construction of Westfield stream diversion.
- Undertake improvements to A pond discharge structure using a tilting weir to both contain polluted water and prevent surcharging of pond by high river levels.
- Agree and formalise D pond pond consent / operating agreement.
- Carry out water audits / leakage survey on the ‘North Terminal’ network.

2020 DECADE OF CHANGE TARGETS

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

PERFORMANCE AGAINST DECADE OF CHANGE – 2020 TARGETS

- In 2010 we set ourselves a water consumption reduction target as follows:
  - 2020 Target: 20% reduction on 2010 base consumption (956,493 m³).
  - 2014 Progress: 31.5% reduction on 1990 base.

This target has been met and performance has been sustained. We are currently reviewing this target and in our 2015 report we hope to re-state a new target.
SAFEGUARDING OUR OUTSTANDING NATURAL BEAUTY

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

As a responsible neighbour Gatwick has a responsibility to proactively manage these areas to maximise their biodiversity potential.

We have two key non-operational areas of Gatwick’s landholding that we are actively looking after to enhance their biodiversity potential.

One area is the North West Zone and River Mole and the other is land to the east of the Railway Line. These areas include meadows, scrub, ponds, hedgerows and woodlands. The land east of the railway land includes Horleyland Wood which is designated as ancient woodland and a Site of Nature Conservation Interest. Both areas total approximately 125 acres of land.

In partnership with our landscape contractor JS Agriculture Ltd and Gatwick Greenspace Partnership (GGP) (part of Sussex Wildlife Trust) we have developed Biodiversity Action Plans for these two areas.

These plans detail the surveys that need to be undertaken to determine the species and habitats that are present and also the habitat management and improvement plans to enhance the biodiversity of these areas.

2014 PERFORMANCE

In December 2014, Gatwick Airport Ltd achieved The Wildlife Trust’s Biodiversity Benchmark Award. This is a national award and is given as recognition of the business’ commitment to maintaining and enhancing the biodiversity on airport landholdings. The assessment is rigorous and we shall be assessed annually to ensure that we are maintaining these high standards.

Our People and Wildlife Officer joined in late 2013 and has made leaps and bounds in community engagement and staff involvement and has engaged over 400 volunteers (including Gatwick Airport Ltd staff) in carrying out tasks in our biodiversity areas, which comes to around 2000 hours of man power.

In March 2014, with the help of a local bee keeper and mentor we introduced three bee hives.

Our ecological monitoring has been even more extensive in 2014. We hosted our very first ‘Gatwick Wildlife Day’, engaging the local community, combining the forces of local experts and helping to boost our biodiversity records for the area.

An exciting new species was discovered at Gatwick; a well-established population of Long-horned Bees (Eucera longicornis). This is a priority species for conservation in the UK and it is restricted to a few sites in the south. We are fortunate to have such a charismatic species living on our site and this also indicates the high floral quality of the habitats we are maintaining.
OUR PLANS FOR 2015

- Continue to encourage volunteering and incorporating educational walks and talks.

- We will look to register our bees as a ‘Sentinal Apiary’ with the National Bee Unit, monitoring for imported invasive pests and diseases.

- A forest schools programme has been initiated by our People and Wildlife Officer with Meath Green Primary School in Horley beginning in March.

- Gatwick’s 2nd Wildlife Day shall be taking place in May 2015, with more GAL staff involvement in surveying for a wide variety of wildlife.

- Bumblebee walks and Long-horned Bee counts will be new surveys to take place this summer.
# 2020 Targets

<table>
<thead>
<tr>
<th>QUANTITATIVE TARGET</th>
<th>ENERGY</th>
<th>WATER</th>
<th>CARBON</th>
<th>AIR QUALITY</th>
<th>TRANSPORT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>20% reduction on electricity and gas use (on 1990 base)</td>
<td>20% reduction on water use (on 2010 base)</td>
<td>Reduce our carbon emissions by 50% (Total known CO2 at 1990 baseline vs 2020 scope 1 &amp; 2 emissions)*</td>
<td>Maintain current zero breaches</td>
<td>Achieve 40% public transport share for air passengers and staff by the time the airport reaches 40mppa</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BASE</th>
<th>240,000,000</th>
<th>956,493</th>
<th>82,843.5t</th>
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<th>N/A</th>
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</thead>
<tbody>
<tr>
<td>1990 Baseline</td>
<td></td>
<td></td>
<td>1990 Baseline</td>
<td></td>
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<tr>
<td>2014 PERFORMANCE</td>
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<td>43%</td>
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<tr>
<td>CHANGE</td>
<td>-16.7%</td>
<td>-31.5%</td>
<td>-30%</td>
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<td></td>
</tr>
</tbody>
</table>

*Calculation excludes emissions from refrigerant gas losses
Verification Statement 2014

Jacobs has conducted an independent assurance review of selected information presented in Gatwick Airport Limited’s (GAL’s) Decade of Change 2014 Performance report. The intended users of this statement are the readers of the Decade of Change Performance Report.

RESPONSIBILITIES

The information and presentation of data within the Decade of Change 2014 Performance Report are the responsibility of GAL. This statement is the responsibility of Jacobs and represents our independent opinion and is written to be read in its entirety by readers of the GAL Decade of Change Performance Report.

SCOPE OF THE VERIFICATION

Jacobs’ scope of work included the assurance of the accuracy and completeness of data presented in the Report in relation to the Key Performance Indicators listed below, for the calendar year 2014. These were selected by GAL and the following KPI’s were verified:

- Nitrogen dioxide (NO₂)
- Particulate Matter (PM₁₀ mg m⁻³ (VCM Corrected))
- Noise – track keeping (%)
- Noise Infringements
- Continuous Descent Approach (CDA) compliance (%)
- Total waste generated (t)
- Waste per passenger (Kg)
- Waste recycled & reused (%)
- Water consumption (m³)
- Electricity consumption (kWh)
- Gas consumption (kWh)

METHODOLOGY

This assurance engagement was conducted between July- August 2015 via meetings, telephone discussions and e-mail correspondence with staff responsible for collating and reporting the data. We also reviewed supporting evidence and data collection systems to substantiate the data.

QUALITY ASSURANCE

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

The report provides an appropriate representation of GAL’s 2014 environmental performance data within the scope of this assurance engagement. During the assurance process a few minor anomalies were identified which have now been revised. These anomalies were identified in the track keeping data and Continuous Decent Approach data and were due to human error when selecting the data to be transferred to the performance reports.

A more significant anomaly was identified with the waste recycling and re-use data, which has now been revised. This anomaly was identified as the reported data included recycled waste and but not reused waste.

Although the Decade of Change Sustainability Strategy is discussed at a corporate level, during the assurance process there was found to be limited engagement within the business beyond this to monitor and review actions.

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

It is positive that during 2014, GAL undertook a Waste Stream Analysis Audit. GAL should use this analysis to identify further opportunities to reduce waste and increase recycling rates at the airport.

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

A number of our recommendations relating to verification of the GAL Decade of Change 2012 and 2013 Performance report have not been addressed and are included together with some new recommendations below.

RECOMMENDATIONS FOR FUTURE REPORTS AND DECADE OF CHANGE STRATEGY

It is recommended that GAL:

- Improve the governance and monitoring of the Decade of Change Sustainability Strategy to ensure actions and recommendations are regularly reviewed, monitored and reported.
- Develop a noise data collection procedure and automate noise data collection to avoid manual entry and include an explanation of the data included in the noise track keeping figures.
- Creates a waste data collection procedure and an introductory tab on the waste data collection system to improve ease of use.
- Report performance against its agreed target to generate no untreated waste to landfill.
- Adds a footnote to the waste per passenger KPI explaining how it is calculated, as it could be misleading.
- Creates a water data collection procedure.
- Revises its 2020 water consumption target to ensure it’s a more stretching target and develop a Water Reduction Action Plan.
- Considers reporting additional sustainability performance data within the Decade of Change Performance Report e.g. around community use, economic KPI’s and construction waste.

Jacobs, London, September 2015
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.