



DECADE OF CHANGE

Roadmaps 2023-2030



Introduction

London Gatwick is committed to building a sustainable future for the airport and its local communities. The airport's second Decade of Change policy sets out ten new sustainability goals for Gatwick Airport to achieve by 2030*. These goals have now been strengthened with the ten roadmaps published below.

The roadmaps form part of a wider strategic and implementation plan for the delivery of our Decade of Change sustainability policy. They set out quantitative and qualitative outcomes for each goal, clearly showing what the airport plans to achieve. The Decade of Change policy and the roadmaps outline Gatwick Airport's approach to creating a truly sustainable airport for the future.



Stewart Wingate
Chief Executive Officer



*Decade of Change outcomes will be achieved by 31 December 2030.



Our Second Decade of Change

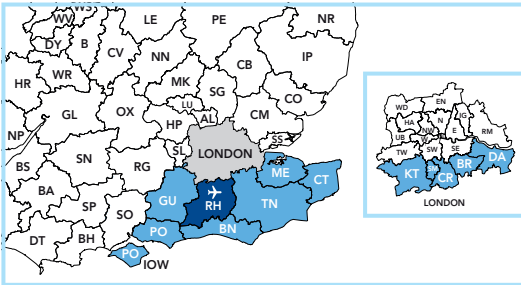
£ 1. Local Economy

Be a partner and advocate for a thriving resilient economy and contribute to local and regional workforce skills partnerships and initiatives.

Through

- Supporting opportunities for local and regional businesses.
- Supporting more job opportunities for local people.

Gatwick recognises the Redhill/Crawley postcode as local, and those illustrated in the map as “regional”.



RH (Redhill/Crawley area) PO (Portsmouth & Isle of Wight)
 BN (Brighton area) ME (Medway area)
 GU (Guildford area) CT (Canterbury area)
 TN (Tunbridge Wells area) BR (Bromley area)
 KT (Kingston-upon-Thames area) SM (Sutton area)
 CR (Croydon area) DA (Dartford area)

By 2030:



The average GAL spend over the decade (2021-2030) will be more than 10% in the local area, with a stretch target of 20%.



The average GAL spend over the decade (2021-2030) will be more than 25% in the region, with a stretch target of 35%.



Gatwick will employ a minimum of 55% of the total Gatwick workforce from the local area, with a stretch target of 65%.



Gatwick will contribute a minimum of 35 hours of specialist colleagues' time (including Executive and Senior Management) to support local workforce skills partnerships and initiatives per year, with a stretch target of 70 hours.





2. Opportunity and Accessibility

Increase workforce diversity through recruitment, training and retention practices and partnerships; and ensure accessibility and opportunity for disabled colleagues and passengers.

Defining the ambition

- *“Workforce diversity”* – Focus on gender and ethnicity in leadership and managerial roles. Through additional data collection this may expand to other characteristics.
- *“Leaders”* – GAL employees in the Executive Committee and Direct Reports to the Executive Committee/Directors.
- *“Managers”* – GAL employees in Managerial grades
- *“Ensuring accessibility and opportunity for colleagues”* – focusing on training in DE&I, and accessibility for Gatwick employees, creating a fit for purpose workplace adjustment procedure and making sure GAL policies and processes are inclusive for all.
- *“Ensuring accessibility for disabled passengers”* – focusing on continuous improvement in the Special Assistance service, and improvements to the holistic accessibility of the airport.

By 2030:

Our ambition is to improve representation of underrepresented groups by 2030 – in particular:



35% women in leadership roles and 40% women in manager roles by 2030.



12% ethnic minorities in leadership and 14% ethnic minorities in manager roles by 2030.



GAL will have completed 50 activities related to leadership and engagement in accessibility.



95% of Gatwick staff will have received training on disability equality and accessibility, with a stretch target of 100%.



70% of on-airport staff will have received training on disability equality and accessibility, with a stretch target of 80%.



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3. Workplace Safety

Be a leading airport for the safety, health and wellbeing of our workforce and passengers, striving to learn and continually improve.

This goal is broken down into four discrete areas:

- Be a leading airport for the safety of our staff.
- Be a leading airport for the health and wellbeing of our staff.
- Be a leading airport for the safety of our passengers.
- Be a leading airport for the health and wellbeing of our passengers.

Continuous improvement underpins the entire workplace safety approach, and is therefore not a discrete outcome. As a leading airport we will continually learn, innovate and improve through demonstratable projects and initiatives while sharing best practices.

By 2030:



The airport will develop its risk management and safety management systems by moving from an airport wide safety management system approach to a business unit safety management system approach. Allowing each business unit to have its own bespoke management system will improve accuracy of risk analysis, and therefore risk controls.



The airport will develop a range of health and wellbeing information portals available to employees. Its success will be measured on the percentage it is utilised. The goal is that 90% of Gatwick staff will have used the self-service health and wellbeing tools on offer.

The airport will ensure that Human Factors is considered for 100% of all passenger experience projects.





4. Local Communities

Invest resources in programmes and partnerships for those communities most affected by Gatwick's operations.

Defining the ambition:

"Invest resources in programmes and partnerships" means contributing to a thriving local community and investing in engaging local education opportunities. We will do this by:

- Investing in community funds: Providing access to funding for grass root community projects.
- Supporting our charity partners: Supporting with fundraising, profile elevation and promotion.
- Inspiring the next generation: Engaging students in Gatwick education and skills programmes.

"...those communities most affected by Gatwick's operations" means those communities most affected by the intangible and residual impacts of the airport's operations.

Where possible activity will be prioritised around Crawley and extend across West Sussex, East Surrey, and West Kent.

By 2030:



Gatwick will invest £2.75m cumulative in community funds with a stretch target of £3.25m.



Gatwick will raise £2m cumulative for our charity partners.



Gatwick will support 1 million cumulative student encounters through GAL education programmes.



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5. Noise

Limit and where possible reduce the airport's impact on the local communities by working with partners and stakeholders to create the most noise efficient operation possible.

Through innovation in airspace design:

- Realise early the benefits of the airspace modernisation programme.
- Deploy procedures designed using Performance Based Navigation standards.
- Employ advanced / industry first concepts and techniques.

And through driving changes to behaviours and introducing operational measures, such as:

- The definition and implementation of new low-noise standards in operational procedures.
- The application of more stringent noise limits to reduce noise impacts.
- Optimise low-noise operational procedures.

By 2030:



Gatwick will see 99% conformity with annual Noise Preferential Route track keeping performance for departing aircraft, to provide certainty to communities about where aircraft fly with a stretch target of 99.5%.



Gatwick will see 92% conformity with annual Continuous Descent Operations performance for arriving aircraft, with a stretch target of 93%. This will reduce noise by requiring lower engine thrust and by keeping aircraft higher for longer.





6. Airport Emissions

Defining the ambition:

Net Zero refers to reducing Greenhouse gases (GHG) emissions as far as possible and removing any residual GHG emissions.

“Residual emissions” (if any) in 2030 are likely to be from:

- Fire training, for which current regulations require on site combustion.
- The technological availability of replacements for refrigerant F-gases, used in our air conditioning.
- Airfield de-icer.
- Not having replaced very low-duty non-life expired assets.

“GAL vehicles” refers to any vehicle asset owned by GAL.

“Airport duty vehicles” refers to any road-going vehicle that is involved in or supports the airport operation.

“Mobile construction equipment” refers to non-road mobile machinery (NRMM)¹

“Ground support equipment” refers to apparatus used to service aircraft between flights²

“Zero or ultra-low emission” relates to tailpipe emissions.

- Zero emission means no tailpipe emission e.g. full electric vehicles.
- Ultra-low emissions are defined as “having less than 75gCO₂e/km from the tailpipe”³
- Ultra-low emissions for NRMM is defined as European emissions Stage V⁴ engine and fossil fuel free.

By 2030:



Gatwick will achieve net zero for GAL scope 1 and 2 GHG emissions⁵.



Gatwick will source 50% of airport network electricity and 50% of heat network from UK renewable sources via onsite generation and direct purchase agreements (PPAs).



All Gatwick and airport duty vehicles, ground support equipment and mobile construction equipment will meet zero or ultra-low emission standards.



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¹The Non-Road Mobile Machinery (Type-Approval and Emission of Gaseous and Particulate Pollutants) Regulations 2018.

²GSE's main purpose is to support the safe operations of the aircraft after landing and before taking off again.
<https://www.tronair.com/support/ground-support-equipment-glossary>

³Vehicle Certification Agency: <https://www.vehicle-certification-agency.gov.uk/fuel-consumption-co2/fuel-consumption-guide/zero-and-ultra-low-emission-vehicles-ulevs>

⁴European regulation 2016/1628 for Stage V NRMM engines. The Airport Emissions roadmap was updated in 2024 to provide clarity on the definition of ultra low emissions for NRMM vehicles. This change will be reflected in the 2024 Performance Report and all future reporting.

⁵Using a market-based method for Scope 2 accounting.

Image: Airfield engineers at night



7. Aircraft and Surface Access Emissions

Playing our part in UK aviation and ground transport transition to net zero carbon.

Working with airlines and fuel providers to implement the Sustainable Aviation decarbonisation roadmap.

Working with transport partners to increase airport passenger and staff usage of public transport and zero and ultra-low emission journey modes to 60% by 2030.

Defining the ambition:

“Playing our part in UK aviation and ground transport transition to net zero carbon”

By –

- Engaging with third parties operating at the airport to support their transition to net zero.
- Continuing to seek operational and airspace efficiencies.
- Providing the appropriate infrastructure for sustainable aviation.
- Implementing airport operator related aspects of the UK Government’s Jet Zero strategy.

“Working with airlines and fuel providers to implement the Sustainable Aviation decarbonisation roadmap.”

- In February 2020, Sustainable Aviation, the UK industry coalition published its Roadmap to Net Zero Carbon 2050¹. In April 2023, the Roadmap was updated following positive technological developments.
- Gatwick will continue to sit on Sustainable Aviation’s Council and contribute to working groups, and other groups as necessary, to support delivery of the industry’s decarbonisation goals.



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Image: easyJet A321 NEO



7. Aircraft and Surface Access Emissions (cont.)

“Working with transport partners to increase airport passenger and staff usage of public transport and zero and ultra-low emission journey modes to 60% by 2030.”

- Passenger public transport use is defined as the percentage of combined rail, bus, and coach use of passenger transport
- Ultra-Low Emission Vehicles are defined as having less than 75 gCO₂e/km from the tailpipe. (Typically hybrid vehicles)²
- The focus will be on increasing public transport and active travel mode shares to minimise growth in car trips, in line with *Gatwick’s Airport Surface Access Strategy*

By 2030:



Gatwick will achieve and maintain, as a minimum, Airport Carbon Accreditation level 4+ or equivalent.



Gatwick will reduce landing and take off (LTO) emissions per air traffic movement and per passenger.³



Gatwick will be “On Track” to achieving LTO GHG emissions per passenger (including WTT⁴) of lower than 9 kgCO₂e by 2032



Gatwick aims to achieve 60% passenger and staff travel to the airport by public transport and zero and ultra-low emissions journey modes.

o The 60% target applies to both passengers and staff separately, with the following detailed targets:

- 52% of passenger journeys by public transport by 2030, with remaining journeys by zero and ultra-low emission modes,
- 48% of staff journeys by public transport, shared travel and active travel by 2030; with remaining journeys by zero and ultra-low emission modes.

¹In this context, this applies to industry rather than Gatwick Airport Limited specifically. Sustainable Aviation’s decarbonisation roadmap is available at: <https://www.sustainableaviation.co.uk/goals/climate-change>

²Vehicle Certification Agency. 2022. Zero and Ultra Low Emission Vehicles (ULEVs). Available at: <https://www.vehicle-certification-agency.gov.uk/fuel-consumption-co2/fuel-consumption-guide/zero-and-ultra-low-emission-vehicles-ulevs>

³Limitations apply to the carbon per air traffic movement and carbon per passenger metrics; the former does not take account of the size of the aircraft and the latter does not take account of empty seats or the cabin class. Development of these metrics is ongoing.

⁴This metric includes the well-to-tank GHG emissions associated with the LTO cycle to account for reductions achieved through SAF.



Image: North Terminal Bus Stop



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8. Water

Reduce the airport's potable water consumption by 50% on a per passenger basis by 2030 compared to 2019, continue to improve the quality of water leaving the airport and work with partners to promote local water stewardship.

Defining the ambition:

"Reduce the airport's potable water consumption by 50%" includes:

- Water consumption by GAL and third parties that are supplied from GAL owned water networks.
- All water used within the Gatwick Airport site boundary for terminals, piers, offices, car parks, airfield and the majority of third party facilities.

"Improve the quality of water leaving the airport" is defined as reducing to zero, the volume of water entering local watercourses that exceeds our permitted water quality discharge levels, as measured by Biological Oxygen Demand (BOD).

"Working with partners to promote local water stewardship" will focus on organisations working on initiatives that will improve the flood resilience and biodiversity of the Upper Mole catchment and particularly the watercourses in the vicinity of the Gatwick campus.

By 2030:



Gatwick will reduce the airport's potable water consumption by 50% on a per passenger basis compared to 2019.



Gatwick will discharge zero untreated¹ surface water².



Gatwick will spend £80-100k per year with local and national water stewardship organisations on local catchment projects.



¹Untreated surface water is defined as that which is above the Environment Agency discharge consent level.

²This excludes consented emergency discharges which occur during exceptional storm conditions and when flood prevention is prioritised.



9. Waste

Ensure that by 2030 all materials¹ used at Gatwick in operations, commercial activity and construction, are repurposed for beneficial use i.e. repaired, reused, donated, recycled, composted or converted to fuel for heating or transport.

Defining the ambition:

"Operations and commercial activity" includes, but is not limited to, materials managed through airport waste management contracts which captures:

- GAL engineering,
- terminal waste,
- retail and concessionaire,
- GAL accommodation,
- tenanted areas, and
- aircraft cabin waste.

"Construction waste" refers to waste generated from the construction programme.

"Converted to fuel for heating and transport" includes energy from waste where conversion to heat for use is guaranteed, and materials for use in production of SAF or biofuels.

Our ambition is to minimise energy from waste for the production of electricity

By 2030:



100% of commercial and operational materials will be repurposed for beneficial use.



100% of construction materials will be repurposed for beneficial use.



NOTE: Solutions must not conflict with net zero carbon ambitions.

¹Any materials that have prescribed end of life treatment, such as hazardous waste, are excluded.



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Image: Waste Processing Gatwick



10. Biodiversity

Have a sector-leading 'net gain' approach to protecting and enhancing biodiversity and habitats on the airport estate, including zero use of herbicides by 2030; and support biodiversity partnerships in our region.

Defining the ambition:

"Sector leading" means upholding the Biodiversity Benchmark Award as this is the leading standard for biodiversity stewardship in the UK. In the aviation sector, there are only two airports that achieve this standard (end 2022).

"Biodiversity 'net gain' (BNG)" is an approach to development, and/or land management, that aims to leave the natural environment in a measurably better state than it was beforehand.

At Gatwick, "herbicides" are used in grounds maintenance to maintain a compliant airfield. We are striving to eliminate unjustified herbicide use (as per Biodiversity Benchmark Award standard).

Partnerships underpin the entire biodiversity delivery approach, therefore this is not separated out as a discrete outcome. Progress on partnerships will be presented as case studies in the annual Decade of Change Performance report.

By 2030:



Gatwick will increase the land area currently under management from 91ha to 110ha.



Gatwick will increase the Biodiversity Net Gain habitat condition score from a baseline of 936¹ units by 23 units (2.5%), with a stretch target of 47 units (5%).



Gatwick will reduce herbicide application, with a stretch target of zero herbicide use.

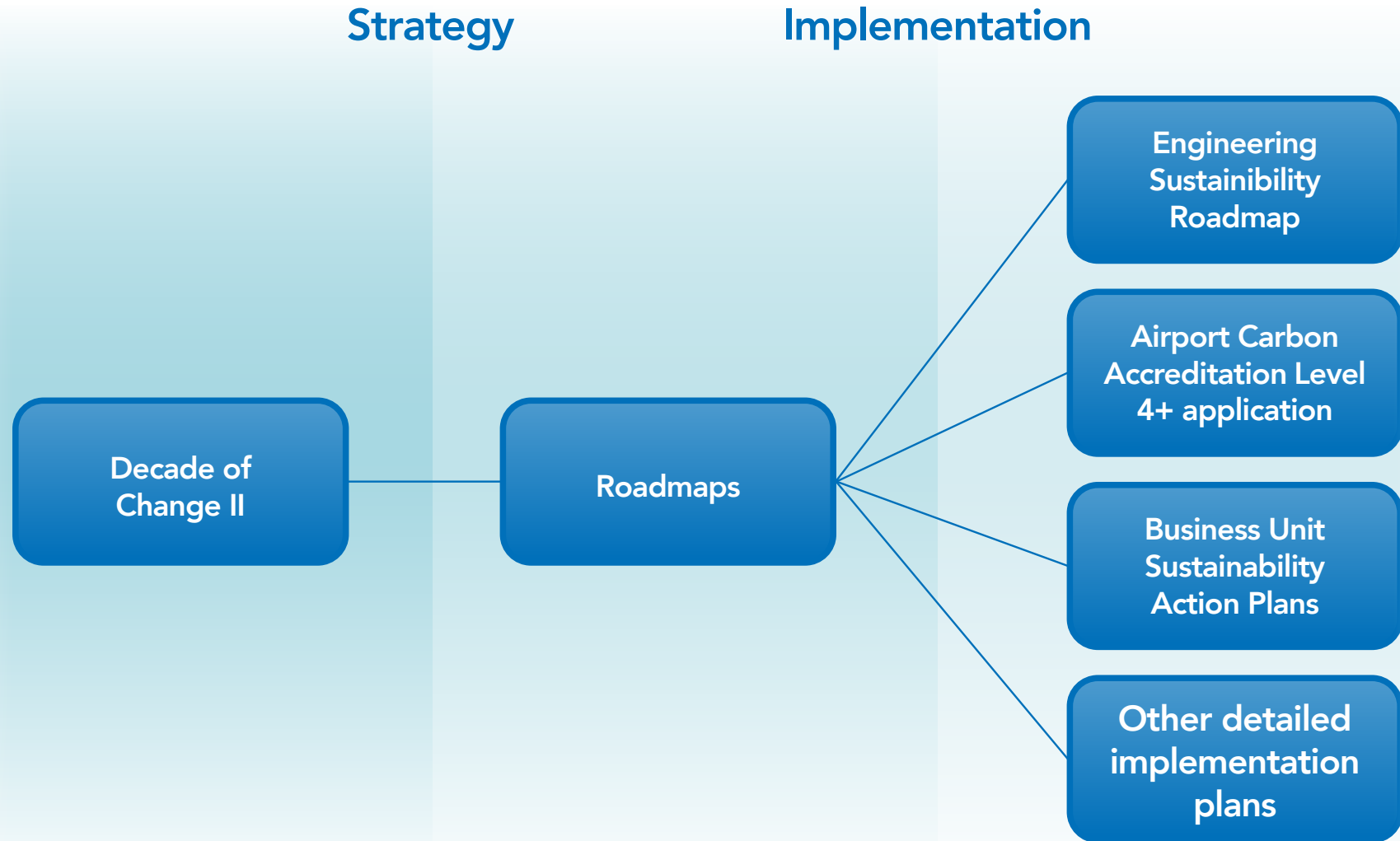


¹The baseline BNG score is based on the current 91ha Biodiversity Area. Should more areas be added, the baseline score will change.



Turning policy into action

These roadmaps form part of a wider strategic and implementation plan for the delivery of our Decade of Change sustainability policy, as illustrated below.



Continuous Improvement

Sustainability at the airport is an evolving subject and we continually evaluate the way we track and monitor progress. We update the Decade of Change Roadmaps to best reflect the information that we have at the time. The following changes have been made since their publication in 2023. Where appropriate, these changes will be reflected in future performance reporting.

2024 updates:

Goal 1 Local Economy

- Clarification that spend data is a measure of average spend over the decade.

Goal 2 Opportunity and Accessibility

- Previously, 'Leaders' was used as a term for all managers in the business. Now, we have distinguished between Leadership and Management to align with external UK benchmarks. The associated KPIs relating to women and ethnic minorities have been updated to reflect this change.
- A leadership and engagement KPI was introduced to reflect the continuous work being done to remain in line with our Accessibility Strategy.

Goal 7 Aircraft and Surface Access Emissions

- Set a quantified decarbonisation target to respond to the urgency of addressing aviation emissions. An LTO GHG emissions reduction target per passenger was introduced. Whilst we acknowledge the limitations of this metric, it allows us to demonstrate the impact that London Gatwick can have on LTO emissions. It allows us to drive decarbonisation to 2030 through changes such as operational efficiency and aircraft loading factors.

2025 updates:

Goal 1 Local Economy

- Clarification that Gatwick will contribute a minimum of 35 hours of specialist colleagues' time.

Goal 4 Local Communities

Update of community funds target to more accurately reflect the level of community funding that is committed by London Gatwick, through the revised legal agreement with West Sussex County Council and Crawley Borough Council.

Goal 7 Aircraft and Surface Access Emissions

- Removed reference to "interim goals" which have been withdrawn from the Sustainable Aviation roadmap.

Goal 8 Water

- Water quality KPI updated following technical scrutiny which demonstrated that the original target was not achievable.

Goal 10 Biodiversity

- The land under management KPI was re-baselined using a new GIS-based method. This new method gives a land area under management of 91ha.
- A BNG KPI was introduced using DEFRA's Statutory Biodiversity Metric Tool.



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