

Responsible Heathrow

Our Chief Executive's view



Dear colleague,

As I finish my second year as CEO at Heathrow, I feel so proud of the work we've done to further push our performance across such a wide range of

key sustainability issues. Because we've already achieved so much, I know the difference we can make and feel more excited than ever by the opportunity to do more for the passengers and communities we serve by creating a Heathrow that's not only the world's best airport for passenger service, but also the most responsible.

And this year, Heathrow turns 70. While we have ambitious plans for the next seven decades, we know that tough challenges lie ahead. Noise abatement, reducing carbon emissions and pollution and increasing the social and economic benefits that Heathrow has to offer are all part of this challenge, but we're already making good progress. In 2015, we voluntarily signed up to the Paris Pledge on climate change as part of our wider efforts to drive change through the industry. We also signed an open letter from the Airports Council International to call for the industry regulator, ICAO, to back a mandatory offset scheme so that future growth in aviation is carbon neutral. It's clearer than ever that Heathrow's continued success depends on collaborating with others; being a better neighbor, both in our local communities and the wider world.

With this in mind, Heathrow is renewing its commitment to responsibility and sustainability – both within and beyond our periphery fence. With better action plans, behaviours and facilities, we can deliver more of the benefits that aviation brings to our local communities and the wider UK population. For example, last year, we opened 10 new routes and welcomed 75 million passengers. We're achieving these levels of growth with innovative community and operational initiatives so we can cut noise with quieter aircraft and steeper approaches while offering the connectivity that our passengers and economy need.

For decades, we've been continuously improving our performance, and three years ago, we

recognised the need to refocus this commitment when we launched Responsible Heathrow 2020. This programme gave us the framework to further engage with colleagues, align sustainable practices with our core business strategy and push for performance improvements. This report summarises our progress against these ambitions, highlighting our successes, as well as areas where we need to do more. You will also be able to compare our performance against the annual targets we've set. I'm pleased to announce that we've already met some of these goals and we're well on the way to achieving others. That's why we will be stretching these targets and reaching further to put sustainability at the heart of everything Heathrow does. I'm looking forward to updating you on this later in the year.

Sustainability is embedded across my four business priorities.

Priority 1 – Mojo

I love working at Heathrow and I want my colleagues to feel the same, which is why we're investing heavily in making the airport a great place to work. Without our people, we couldn't deliver the excellent service our passengers and partners expect. Our focus on Mojo is all about inspiring and supporting each other to go the extra mile.

We're also investing in developing the talents of our local community. The Heathrow Academy provides training and career opportunities for those who want to join "Team Heathrow" across the airport community and as we grow, we're keen to do more.

Not only am I proud of our contribution in creating opportunities for local people, it's so rewarding to see the people who pass through the Academy put what they've learnt into practice and make each journey better for our passengers.

Priority 2 – Transform Customer Service

Last year we delivered record levels of customer satisfaction with 81% of our passengers rating their Heathrow experience as 'Excellent' or 'Very Good'. We achieved this by speeding up journeys through the airport with state-of-the-art body scanners and more biometric passport readers to reduce queues at security and immigration.

But delivering great passenger experience means going beyond our terminal walls. We've invested heavily in upgrading our existing Instrument Landing System so aircraft can continue to land on time, despite the British weather. This reduces the need for stacking and enables us to land aircraft more quickly – cutting the amount of fuel burnt and minimising disruptions for our passengers.

Priority 3 – Beat the Plan

To grow effectively, we've overhauled our operations to deliver a better return for our investors – and the environment. Since 2012, our energy management programmes have reduced energy consumption, improving the passenger experience with more sophisticated LED lighting, as well as delivering over £10 million in cost savings.

We've made great gains in conserving water, working with our partners at GE to save 100,000,000 litres of water through new facilities. Elsewhere, a new waste treatment plant has turned 1,885 metric tonnes of waste into 2.4 MW of power, helping us to reduce landfill while cutting emissions and costs.

By refocussing Heathrow's operations and making sustainability 'business as usual', we can grow

while still delivering on our environmental and community commitments.

Priority 4 – Win Support for Expansion

As we know, travelling broadens horizons and brings people and businesses together. Naturally, at Heathrow, we see aviation as being at the heart of the global economy and people's desire to explore. We recognise that sustainable growth is essential to grow fairly and preserve a world that's worth travelling, for everyone.

We're proud to say that over 99% of our flights are operated by the quietest category of aircraft and the last two years shows a clear upward trend of airlines using the quieter Continuous Descent Approach, showing Heathrow can grow while still being sustainable and responsible. To build on this, we're going to do more, putting passengers and communities at the heart of our new approach. With big advances in our strategic thinking and the technology we use, we are revolutionising Heathrow for all our stakeholders as we match our achievements with new ambitions.

By continuing to innovate, we can do more. In 2016, our 70th anniversary year, we will unveil the next stage in our journey towards a more sustainable Heathrow.

We know we have to cut carbon emissions dramatically if we're to avoid the worst effects of climate change. But we've shown that by rethinking our operations, we can deliver real change and real benefits. Better public transport, more innovative building materials and new ways of working are already reducing Heathrow's impact on the environment while we keep on growing our business.

By continuing to innovate, we can do more. In 2016, our 70th anniversary year, we will unveil the next stage in our journey towards a more sustainable Heathrow. Our new strategy won't have all the answers but it will guide us and our partners forwards beyond 2020 by asking the fundamental question: how can we create a better world with every Heathrow journey?

I hope you enjoy reading this report, which will give you an overview of our progress this year and a glimpse of the exciting things to come. I look forward to updating you later on our 2016 vision.

John Holland-Kaye
Chief Executive, Heathrow Airport Limited



Our commitment

Achieving our vision to give passengers the best airport service in the world relies on managing the airport responsibly.

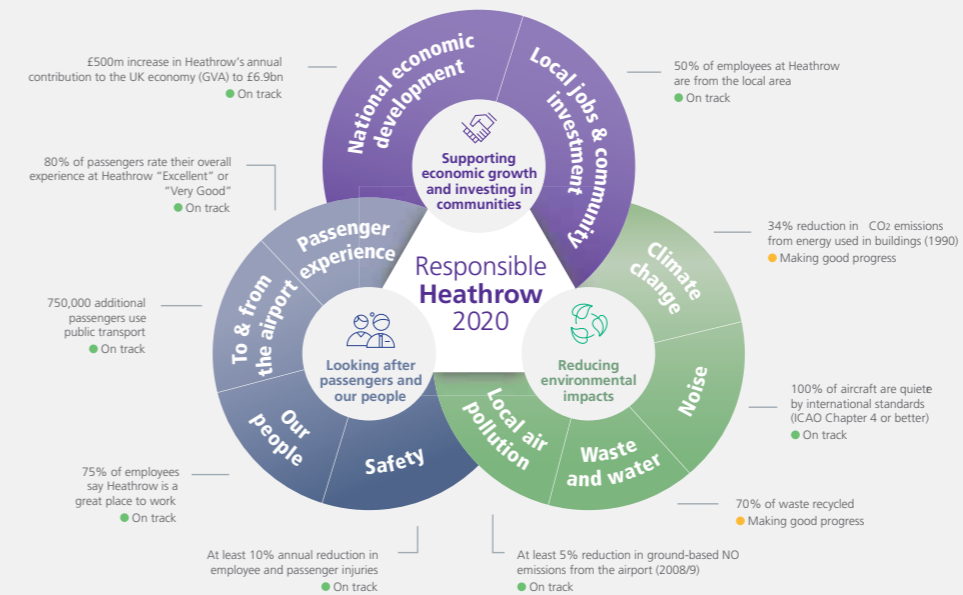


Responsible Heathrow is our commitment to supporting the UK and local economies whilst managing our impacts on communities and the environment.

Achieving our vision to give passengers the best airport service in the world relies on managing the airport responsibly. We're working hard to maximise the economic benefits that Heathrow brings, whilst carefully managing our environmental responsibilities and being a good neighbour to our local communities.

Our Responsible Heathrow 2020 ambition is to enhance the local, regional and national economic and social benefits of Heathrow in a sustainable way.

Our Responsible Heathrow 2020 Goals



Supporting economic growth and investing in communities
Our ambition – Maximise the economic and social benefits of Heathrow.

Heathrow plays a major role in boosting the country's economy by supporting UK jobs and businesses locally and nationally.

We're committed to supporting projects in our local community focusing on education, employment and the environment.

Looking after passengers and our people
Our ambition – Provide a safe, healthy environment and positive experience for our passengers and people.

Heathrow has important responsibilities as a provider of services to millions of people every year and an employer of 6,200 people, with 70,000 more people working for other organisations on our site.

Reducing environmental impacts
Our ambition – Prevent, reduce or offset our impacts on the environment and enhance positive effects.

International airports like Heathrow can have significant impacts on the environment.

By working closely with our people, other Heathrow companies and national and international organisations, we're continuously improving our performance and reducing our impacts.

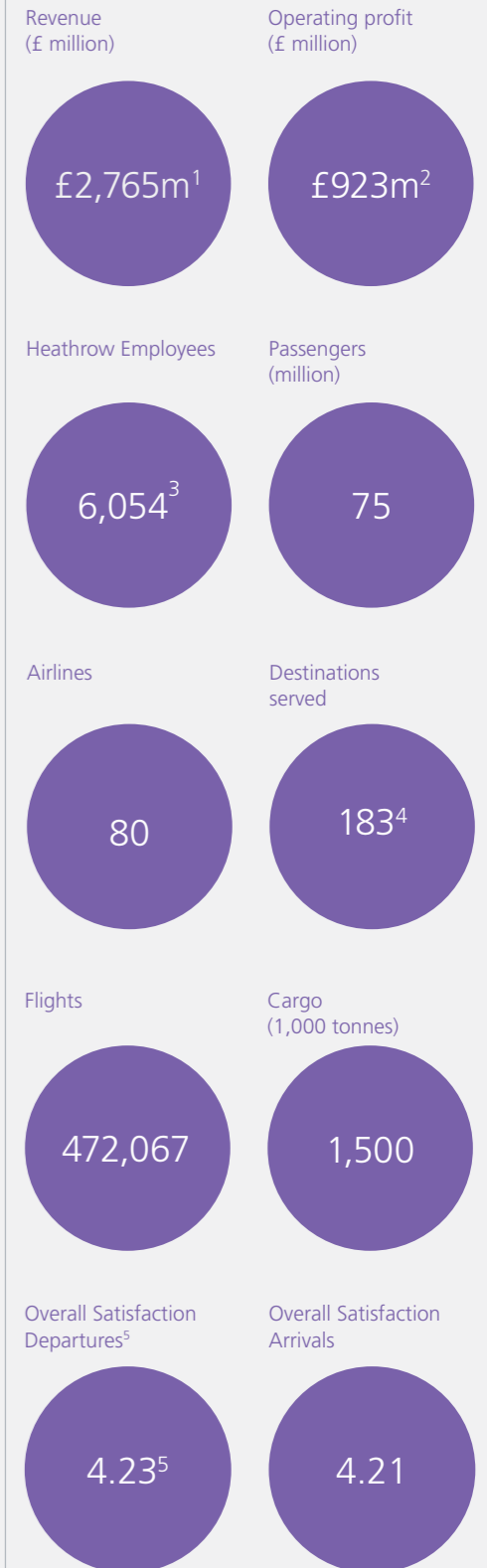
We're committed to looking after our passengers and our people, prioritising their needs, wellbeing and safety at all times.

This report is an overview of the progress we've made in 2014 against our Responsible Heathrow 2020 commitments.

If you would like more information on a specific impact, visit our website here: www.heathrow.com/ResponsibleHeathrow

Heathrow in context: 2015

In 2015 Heathrow delivered a strong business performance, having our busiest ever year



Our commitment

Reduce emissions from our buildings and vehicles and work with partners to reduce emissions that they are responsible for.



Climate change is a significant issue for aviation. Advances in technology, operations and alternative fuels are all helping us reduce emissions – whether that’s from our own buildings and vehicles or working with our partners to reduce their emissions.

In 2015, our Terminal 2, Heathrow Commuter Programme and the Heathrow Sustainability Partnership were all included in Aviation Climate Solutions, a report outlining 100 best practice international aviation initiatives to reduce carbon dioxide emissions and the industry’s impact on climate change.



2020 Goal

34% reduction in CO₂ emissions from energy used in buildings (1990)



2015 target

Reduce operational electricity demand to 7.4 KWh per passenger by the end of 2015



Progress against 2015 target

We exceeded our target by achieving 6.8 KWh per passenger in 2015.

In 2015, Heathrow became the first airport to sign up to the COP21 Paris Pledge to cut global carbon emissions

Commitment	Performance measure	2013	2014	2015
34% reduction in CO ₂ emissions from energy used in buildings (1990) by 2020	Total electricity used in our buildings (GWh)	540	539	511
	Total CO ₂ emissions from energy used in our buildings (tonnes)	272,426	291,552	263,010
	Total CO ₂ emissions from energy used in our buildings reduction (1990: 360,437 tonnes) ¹	24%	19%	27%
	Total CO ₂ emissions (tonnes, million)	2,274	2,258	2,250
	CO ₂ Emissions from colleague travel (tonnes)	195,555	151,590	128,996
Reduce CO ₂ from Heathrow Airport Limited’s vehicles	CO ₂ emissions from HAL (owned / controlled) vehicles (tonnes)	8,013	9,804	9,050
Work with partners to reduce CO ₂ from aircraft on the ground, during take-off and landing (to 3,000ft)	CO ₂ emissions from aircraft on the ground and to 3000ft (tonnes)	1,235,869	1,242,471	1,251,180
Maintain Level 3 accreditation from Airport Council International Airport Carbon Accreditation Scheme	Maintain Level 3 accreditation from Airport Council International Airport Carbon Accreditation	Level 3 - Optimisation	Level 3 - Optimisation	Level 3 - Optimisation
90% of actions in the climate change adaptation risk matrix on track or completed annually	Adaptation actions on track	New Measure	100%	100%

Reducing energy use, improving journeys

For our passengers, our terminals are where the real excitement of traveling starts. Whether its duty-free shopping, a pre-take off brunch or a swim in a ball pool, we aim to get as much of the things you love to do under one roof. And that uses a lot of energy. Serving 75 million passengers each year means Heathrow’s electricity demand is similar to the Isle of Wight’s.

For many years, we’ve been reducing energy use from our buildings through a combination of energy efficiency projects, investment in new, more efficient terminals, and formalising our energy management system to ISO50001 certification.

Simple things like automatic lighting control systems in Terminal 2 or replacing 70,000 lights across the airport with LED lamps are helping us reduce our electricity use and enhance the passenger experience.

All of this adds up. In 2015, we cut electricity use by 28GWh, adding to the 19% carbon reduction we’ve already achieved as part of our 2020 target. And we’re aiming to do more, by reducing the electricity used at Heathrow by up to one kilowatt hour per passenger by the end of the decade. To do this, we’ll look to new ways of generating low carbon energy, across the airport, building on our existing biomass facility.

Local air pollution

A range of emissions in European and UK cities contributes to local air pollution. Through better collaboration and closer partnerships with stakeholders around the airport and across London, emissions of ground-based Nitrogen Dioxide (NOx) from the airport have reduced by 16% between 2008/9 and 2013. We are committed to driving down emissions even further, working with local partners to help reduce their emissions.

Aircraft taxiing produces over 40% of our ground-based aircraft emissions. At Heathrow, we believe every journey matters so we're working with the aviation industry to reduce these, as well as noise and fuel use during taxiing. We developed a code of practice to encourage the use of just one engine while aircraft are on the ground, known as reduced-engine taxiing (RET). In 2015, Heathrow began monitoring the use of RET on departure. By understanding how we can encourage more airlines to adopt this practice, we hope to get 25% of eligible aircraft using RET on departure to drive down emissions.

Our commitment

Work with partners to reduce emissions from aircraft, vehicles and buildings and act as a responsible neighbour

Thanks to a partnership with NATS and BA, 2015 saw 22% of eligible departures report using reduced engine taxi, lowering emissions.



2020 Goal

At least 5% reduction in ground-based NOx emissions from the airport (based on 2008/9 levels)



2015 target

At least 90% of the actions in the 2015 Heathrow Air Quality Action Plan described as on track or complete by independent auditors



Progress against 2015 target

We achieved our target in 2015, with 91.8% actions on track

Commitment	Performance measure	2013	2014	2015
At least 5% reduction in ground-based NOx emissions from the airport (2008/9) by 2020	Total ground level Nitrogen Dioxide (NOx) emissions percentage change from 2008/9* (all sources)	16% Reduction	N/A	N/A
	Aircraft ground level NOx emissions (tonnes)	1524	1622	1645
90% Air Quality Strategy actions on track or complete	% Air Quality Strategy actions on-track & complete (%)	88	90	91.8
Increase proportion of cleanest aircraft by international standards (CAEP/6 equivalent or better) to 55% by 2020	Air transport movements at pre-CAEP standard (%)	46.18	54.81	56.8
Reduce proportion of pre-CAEP aircraft to 0% by 2020	Air transport movements with NOx emissions at pre-CAEP standard (%)	7.62%	6.20%	4.85%
Greater than 85% compliance with Auxiliary Power Unit (APU) running time allowances by 2020	Airline compliance to Auxiliary Power Unit (APU) standard (%)	84.15	82.02	88.00
Work with partners to reduce emissions to help to meet EU Limit Values at local air quality monitoring stations (within 2km of the airport)	Monitoring Stations within 2km of the airport within EU Limit Values	9 of 11	9 of 11	9 of 11
At least 75% of flights from Heathrow are operated by airlines which have adopted the Sustainable Aviation Departures Code of Practice by 2020	No. Heathrow airlines adopted Sustainable Aviation Departures Code of Practice	50	100	100

Driving change together

Between 2008 and 2013, emissions at Heathrow decreased by 16% and we worked closely with our partners to achieve this. We know it's not enough to focus just on the emissions we can control, so we work with others to have an even bigger impact. Our partnerships with communities, local authorities, government and business are helping us address shared problems locally.

For 12 years, the Heathrow Clean Vehicles Partnership has worked with over 20 Heathrow-based companies to help them reduce emissions we can control through trialling low and zero emission vehicles, increasing eco driver training and developing emissions monitoring tools, workshops and networking events.

The Heathrow Air Quality Working Group is a partnership between Heathrow, our neighbouring local authorities, GLA, TfL and the Environment Agency. We're working in partnership to develop a shared regional strategy to reduce emissions from road traffic in the West London area.

We raise over £2m per year through our Public Transport Levy, funded by revenue from our car parks, and invest in projects to reduce emissions and improve efficiency. Working collaboratively through the Heathrow Area Transport Forum and the airport business community, we have delivered some innovative solutions. These include the world's largest single site car-share scheme, the UK's only airport 'free travel zone' and our own cycle hub.

While Heathrow brings big benefits to the UK in the form of increased connectivity, jobs and inward investment, an airport of our size also brings challenges – particularly around aircraft noise. At Heathrow, we are committed to seriously addressing noise and reducing the impact it has on residents.

In 2015, we published our blueprint for noise reduction. Developed as a response to feedback received from local communities, the 10-point blueprint includes actions for quieter aircraft, quieter approach and take-off procedures, financial compensation to mitigate the effects of noise and projects we can lead with local communities. Heathrow's Community Noise Forum is the focal point for stakeholder involvement and community engagement around local noise related issues.

Our commitment

Reduce the impact of noise and support local communities with noise mitigation and compensation schemes.



99% of flights at Heathrow were operated by the quietest category of aircraft (ICAO Chapter 4).



2020 Goal

100% of aircraft are quieter by international standards (ICAO Chapter 4 or better)



2015 target

At least 90% of the actions in the Heathrow Noise Action Plan described as on track or complete by independent auditors



Progress against 2015 target

90% actions were described as on track or complete (*subject to independent audit)

Commitment	Performance measure	2013	2014	2015
100% of aircraft are quieter by international standards (ICAO Chapter 4 or better) by 2020	Chapter 4 aircraft (%)	98.1	99.2	99.2
At least 75% of arriving aircraft operate Continuous Decent Approach (CDA)	Average Continuous Decent Approach (CDA) compliance per quarter (%)	87.28	87.43	87.32
0 breaches of current daytime noise limit by 2015 A reduction in night infringements from 2006 – 2015	Infringements of Government day and night take off limits	Night – 32 Day - 11 Total = 43	Night - 26 Day - 9 Total = 35	Night - 27 Day - 9 Total = 36
Improve community perception that Heathrow is doing all it can to manage noise	Noise complainants	NEW MEASURE	8458	5573
Deliver and engage communities in effective noise insulation schemes	No. households responded to our engagement in relation to NIS	897	1003	767
	Adherence to the arrival runway alternation pattern (0700-2300 local) (%)	93.08	92.73	93.2
90% Noise Action Plan actions are on track or complete	Noise Action Plan Actions on track and complete (%)	95	93	90

Planning for a quieter Heathrow

Heathrow is at the forefront of international efforts to tackle noise. This is in part thanks to the solid foundation of our noise approach for almost 10 years – our Noise Action Plan.

The Noise Action Plan sets out how Heathrow manages and mitigates the impacts of aircraft noise over a five year periods. It goes beyond the requirements of European legislation by taking into considering measures which manage ground and air noise for all affected communities. But we recognise we are on a journey of best practice; working collaboratively with our communities and continually evolving our approach to reflect changing issues and concerns through three main themes;

1. Collaboration

Working with local stakeholders groups – such as the Heathrow Noise Forum, Community Noise Forum and the Respite Working Groups – we are gaining a greater understanding of the issues involved and helping us to solve them. Working with the industry; airlines, NATS and the CAA for example is also central to our approach to ensure we are investing in the right procedures and technologies.

2. Transparency

Providing as much accurate information as possible to all our stakeholders is the best way of dealing with what's causing noise at Heathrow and the effect it's having on residents. The first system of its kind in the UK, 'Webtrak My Neighbourhood' provides reliable information to help communities understand the patterns of aircraft movements in their local area. Our Fly Quiet league table compares each of the top 50 airlines across six different noise metrics to recognise good performance and identify specific areas to be targeted for improvement.

3. Getting Results

We've set ambitious targets to continuously push ourselves to improve. For example, we no longer have any Chapter 3 high aircraft operating at Heathrow.

Over the years, we've seen a real step change in reduction of aircraft noise, with the introduction of new fleet, such as A350s, A380s and Boeing 787s. In fact there are more operators of these new generation aircraft at Heathrow than at any other airport in Europe.

Waste

With over 200,000 passengers each day and 76,500 employees, Heathrow manages over 28,000 tonnes of waste a year and we are committed to reducing, reusing and recycling as much waste as possible.

In 2015, we exceeded our annual recycling target, thanks in part to converting all our green waste into compost onsite. This is then used at the airport to replenish our flower beds.

Something from nothing

Those moments before jetting off can be sacred. A time to recuperate and refuel – having some food and a drink is all part of the travelling ritual. Currently, 200,000 passengers visit our cafes, restaurants and bars every day, producing over 1,800 tonnes of food waste every year.

To help achieve our 2020 commitment, we're collaborating with our food and beverage partners at the airport to see how we can reduce food waste from our catering outlets, but in the meantime, we're doing everything we can to recycle it.

In 2015, the food waste we collected from retailers in the terminals was delivered to an Anaerobic Digestion facility and converted into green energy and compost. Trumps Farm in Chertsey, just a few miles from Heathrow, can process up to 50,000 tonnes of waste a year, generating 2.4 Megawatts which is enough energy to power 4,000 local homes. The process also generates a fertiliser liquid which can be used to grow more food.

We sent 1,885 tonnes of waste to a local anaerobic digestion plant last year, generating electricity to power local Homes.



Commitment	Performance measure	2013	2014	2015
10% reduction in waste per passenger by 2020	Tonnes waste per passenger (Kg/Pax)	0.369	0.379	0.360
70% of waste recycled by 2020	Waste recycled or composted including Aircraft Cabin Waste (%)	42	46	48
	% untreated waste to landfill	5.9	4	4
Recycle 90% of construction waste by 2020	Waste from construction projects recycled or recovered (%)	96	98	98

Our commitment

Maximise the reduction, re-use and recycling of our waste.



2020 Goal

70% of waste recycled



2015 target

Recycle 46% of Heathrow's operational contract waste (including ACW)



Progress against 2015 target

48% of Heathrow's operational contract waste (including Aircraft Cabin Waste) was recycled in 2015

National Economic Development

The UK is in a global race for trade, jobs and economic growth. Heathrow is the UK's only international hub airport providing connectivity with global markets, creating the growth that the UK economy relies upon.



Hello world

Our passengers had even greater choice in 2015 with new airlines, new destinations and even more seats available per flight from Heathrow. We welcomed Vietnam Airlines with the introduction of direct flights to Ho Chi Minh and Hanoi – a key emerging passenger and cargo market, as well as, British Airways who started a new service to Kuala Lumpur.

Operating new generation aircraft that can carry more passengers at a time enables Heathrow to continue to operate one of the most efficient hubs in the world. At present, no airport in Europe serves more airlines operating more Airbus 380 aircraft than Heathrow.

10 new routes launched in 2015 and 47.7m long-haul passengers

Our commitment

Ensure that everyone benefits from the opportunities that aviation brings to the UK



2020 Goal

£500m increase in Heathrow's annual contribution to the UK economy (GVA) to £6.9bn



2015 target

Further increase Heathrow's annual contribution to the UK economy (GVA) to £6.728bn



Progress against 2015 target

Heathrow's annual contribution to the UK economy in 2015 was £6.82bn, exceeding our target

Commitment	Performance measure	2013	2014	2015
£500m increase in Heathrow's annual contribution to the UK economy (GVA) to £6.9bn by 2020	Heathrow's annual contribution to the UK economy (GVA) (£bn)	6.58	6.68	6.82
Continue to operate one of the most efficient hubs in the world.	Average aircraft size (no. seats)	202.8	204.5	208.7
Increase the proportion of next generation aircraft operating at Heathrow, such as A380s or newer types	Heathrow flights operated by next generation aircraft (%)	2.3	4.0	6.4
Sustain Heathrow's leading global position as a long haul hub (the number of long haul seats available at Heathrow)	Number of long haul seats (m)	45	46.5	47.7
Increase Heathrow's connections to emerging markets (the number of passengers travelling to emerging markets)	Passengers to emerging markets (%)	25	25	28

Collaboration is key

Whenever we talk about hubs, we think of huge airport systems where passengers and planes converge before flying on to their next port of call. Every day, Heathrow handles over 13,000 flights and 200,000 passengers – and that leaves a big footprint.

From the energy and resources we use to the waste we generate, it's a footprint we're working to minimise. But what if we could harness the power of a hub – the power of people coming together – to create a sustainable hub at the service of the people who use it?

As Heathrow enters its 70th year, we know that big challenges lie ahead. And we know we can't do it alone. Ours is an increasingly inter-dependent world and we're relying as much on our partners as they are on us.

By working together, we can deliver a hub that's a force for good. We're already working with our partners to make big, positive changes across the airport and our local area.

We set up the Heathrow Business Summit to support small and medium-sized enterprises (SMEs) to connect with each other and win business through the workshops we host, as well as connecting SMEs to meet with Heathrow's supply chain. And, it's only by working with local and regional stakeholders that we will be able to deliver on the commitments we've made

across noise, air quality and surface access. The level of collaboration needed to deliver these advantages will have to be increasingly matched by partnerships to deliver the truly sustainable aviation industry that the world needs.

And, we're going beyond our perimeter fence, listening to our neighbours, working with our communities by leveraging the strategic partnerships we're part of. Whether its encouraging our airlines to use greener aeroplanes; investing in technologies that reduce aircraft noise; or developing employment opportunities for local people with our Heathrow Academy, we want to play our part in building our community and delivering sustainable growth.

There are many big questions our industry faces – and we don't have all the answers. That's why we'll collaborate widely to develop our new sustainability strategy and set us on the path to a more ambitious Heathrow. It's this spirit of working together as a team that's driving this vision of a sustainable future, and together, we can make it a reality.

Water and biodiversity

Airports use significant volumes of water and need to manage the release of waste water into sewage systems and local water courses to reduce the risk of environmental impact.

At Heathrow, we are committed to managing water sustainably by sourcing it responsibly, controlling use efficiently and carefully managing its disposal while monitoring the impact on our surrounding environment.

Heathrow's biodiversity management programme has been running for many years across 13 sites around the airport and has earned Heathrow the Wildlife Trust's Biodiversity Benchmark Award for eight years in a row. The only UK national award recognising responsible land management, this unique accolade serves to highlight our important successes in this area.

Our commitment

Zero water quality environmental incidents

2020 Goal
Incur no water quality environmental incidents

Water Consumption

2015 target
Reduce potable water consumption to 24.6 litres per passenger by the end of 2015.

Progress against 2015 target
Potable water consumption was at 25.2 litres per passenger by the end of 2015.

Water Quality

2015 target
Deliver the 2015 phase of the Pollution Prevention Control System investment programme to manage aircraft and airfield de-icing fluids to meet guidelines set out by the Environment Agency.

Progress against 2015 target
Assessed as achieved in consultation with the Environment Agency.

Biodiversity

2015 target
Retain the Biodiversity Benchmark Award for the all existing Heathrow conservation sites in 2015.

Progress against 2015 target
We retained the Biodiversity Benchmark for the eighth year in a row, assessed as achieved in consultation with the Environment Agency.

We worked with teams at GE to reduce the amount of water used on site at Heathrow by 100 million litres in 2015



Commitment	Performance measure	2013	2014	2015
Reduce water consumption per passenger by 2020	Total water used, (all sources m ³ /per passenger)	0.032	0.030	0.029
	Potable water used per passenger (m ³ /per passenger)	New Measure	0.026	0.025
No airport water incidents affecting local rivers and lakes each year	No. of water quality non-compliance incidents (notifications made to the Environment Agency)	0	1	1
Work with partners to retain the Wildlife Trust Biodiversity Benchmark	Retention of biodiversity benchmark certification	Yes	Yes	Yes

Cultivating Heathrow's own Citizen Scientists

As well as runways and terminals, Heathrow also plays a part in managing the diverse natural habitats so important to our local communities. With responsibility for various local rivers and streams, we're encouraging our colleagues to lend a hand and be at the heart of the wider society we serve.

FreshWater Watch, a research project taking place in 25 cities around the world aims to involve 100,000 people in a programme to safeguard the supply of freshwater for future generations.

"Citizen Scientists" take an active role in scientific data-gathering. Supervised by experts, they join a large global community working together to promote freshwater sustainability.

Last year, Heathrow colleagues joined FreshWater Watch to understand how they can play their part in tackling the environmental challenges we face, learning how to test water quality in bodies of water around the airport.

Our very own Citizen Scientists are now primed to take part in FreshWater Watch – Earthwatch's global citizen science project to study water quality. They will test freshwater bodies near their home or around Heathrow for Nitrate and Phosphate levels.

Keeping everyone safe is our primary concern. Looking after everyone at Heathrow is critical to being a responsible business and to running our airport efficiently. Our aim is to ensure that nobody at the airport is affected by accident, illness or injury.



Directly attributable passenger accidents fell to 0.51 per million passengers last year.

Safety Awards

To us, our value “keeping everyone safe” means making sure that every person in and around the airport is protected through eliminating accidents wherever possible. Heathrow is a complex place. With hundreds of different stakeholders managing thousands of people, it’s a massive operational challenge for everyone involved.

We’ve been running annual Health and Safety Leadership awards for four years. The annual ceremony showcases the best of what we achieve together and recognises our suppliers, contractors, retailers and airlines who have made an outstanding contribution to Health & Safety performance at Heathrow.

Last year, over 500 people attended the event and we had over 150 submissions celebrating achievements in areas such as Occupational Health and Wellbeing, Working Together and demonstrating great safety leadership.

The events bring together professionals from across the airport to share knowledge and ideas as well as encouraging continual improvement and innovation.

Commitment	Performance measure	2013	2014	2015
At least 10% annual reduction in employee and passenger injuries by 2020	Passenger accidents within Heathrow’s control per 1,000,000 passengers	0.66 31.96% reduction	0.59 10.61% reduction	0.51 13.6% reduction
	Colleague lost time injuries per 100,000 hours worked	0.40 45% reduction	0.27 32.5% reduction	0.30 11.1% increase
Reduce colleague accidents through engaging them in Heathrow Safe – It Starts With Me	Colleague Reportable accidents per 100,000 hours worked	0.11 35% reduction	0.07 36% reduction	0.08 14.28% increase
Create a safety footprint for all companies at the airport by 2015	Create a safety footprint for all companies at the airport	New Measure		In development

Our commitment

Ensure that nobody at the airport is effected by accident, illness or injury.



2020 Goal

At least 10% annual reduction in employee and passenger injuries



2015 target

Reduce Lost Time Injuries (LTI) to 0.20 or less per 100,000 hours worked



Progress against 2015 target

LTI/100,000 hours reduced to 0.30 in 2015

The skills, enthusiasm and dedication of our people is vital if we are to achieve our vision of giving passengers the best airport service in the world. It is important that our people feel Heathrow is a great place to work and we support them across the airport to care for others, maintaining a positive, supportive and safe working environment while providing excellent conditions of employment and rewarding their hard work.

Getting our Mojo back

We all want Heathrow to be a great place to work. We want to be proud of where we are, excited and challenged by our environment, enjoy ourselves and feel motivated. That’s why when our CEO; John Holland Kaye took his position in 2014, he identified “Heathrow being a great place to work” as one of his four top priorities for the business.

In 2015, record numbers of colleagues completed our employee survey Pulse, helping us understand how we can make Heathrow great. Our Pulse champions across the business make sure we’re addressing challenges and while playing to our strengths.

In response to feedback from colleagues, in 2015 we introduced a community activity element representing 10% of our performance review scorecard to better reflect the broader scope of activity being undertaken by our colleagues. In the first year, 5,200 community activities were recorded, from organising fundraising events and sharing skills with local community groups to taking part in local the schools challenges and becoming a governor.

2015 was our best ever engagement score from the employee “Pulse” survey

Commitment	Performance measure	2013	2014	2015
75% of our colleagues say Heathrow is a great place to work by 2020	% positive Pulse response “I would recommend Heathrow to a friend looking for a job”	64%	65%	63%
Respect and value equality, diversity and inclusion	Ratio of male:female employees	60:40	61:39	58:42
	Employees from non-white ethnic backgrounds (%)	37	36.5	37
	% gender split employees in senior positions	70% M 30% F	72% M 28% F	70% M 30% F
Continue to support the health and wellbeing of our colleagues	Absence rate (average days/annum per FTE)	9.48	9.55	9.02
Enhance Heathrow’s position as an employer of choice	% new recruits to HAL from the local community	24	51	52
Continuously improve colleague engagement	% colleague completed employee engagement survey (Pulse Survey)	86%	85%	87%
	Heathrow Star Awards Scheme delivered	Yes	Yes	Yes
Build organisational capability through the continuous development of our people	% colleague receiving performance reviews	99%	100%	100%
	Investment in training and coaching (£million)	4,042	4,500	6,321

Our commitment

Make Heathrow a great place to work



2020 Goal

75% of our employees say Heathrow is a great place to work



2015 target

Reduce absenteeism to an average of 7.5 days per employee



Progress against 2015 target

Absence rate in 2015 was 9.02, a reduction from 9.55 in 2014

Passenger Experience

Our vision is to give passengers the best airport service in the world.

In 2015, we made excellent progress towards this vision with passengers ranking Heathrow as Europe’s best hub airport in terms of the passenger service offered. We also delivered much improved operational reliability in 2015 – even with our busiest days ever.

Happy passengers, travelling on time, with their bags

“Happy passengers, travelling on time, with their bags”. That’s our way and to achieve it, we’re radically improving the customer experience for all of our passengers.

In 2015, Heathrow achieved its highest ever overall passenger satisfaction in the ASQ survey, scoring 4.11 out of a 5, and with 82% of passengers rating their experience as either ‘Excellent’ or ‘Very Good’.

This was in part thanks to the improvements to our facilities that we introduced last year to help make every journey better, including multi-faith prayer rooms with feet washing facilities, interactive way-finding maps, more water fountains after security and more Passenger Ambassadors who provide excellent customer service in over 40 languages.

As Europe’s largest hub airport, any delay can have an immediate impact across the European airspace network. Prior to 2015, over 400,000 minutes were lost every year at Heathrow due to the late arrival of incoming aircraft.

In 2015, we introduced Time Based Separation (TBS) – an innovative new procedure pioneered at Heathrow that allows more aircraft to land per hour during strong winds. TBS has led to a 60% overall reduction in aircraft delays with 25,000 minutes saved in November 2015 alone.

A major, indirect contribution to the punctuality performance at other European airports, this is a world-first, pioneered at Heathrow, and thanks to our collaboration with NATS, Lockheed Martin and EUROCONTROL.

Our commitment

Put great passenger experience at the heart of everything we do we do to make every journey better.

60% overall reduction in aircraft delays



2020 Goal

80% of passengers rating their overall experience with Heathrow as either ‘Excellent’ or ‘Very Good’.



2015 target

Retain overall ASQ rating of 4.12 (‘Excellent’ or ‘Very Good’.)



Progress against 2015 target

Overall rating from passengers in 2015 was 4.11

Commitment	Performance measure	2013	2014	2015
80% of passengers rating their overall experience with Heathrow as either “excellent” or “very good” by 2020	Passengers rating their overall departure very good or excellent (%)	75	78	82
80% of departing and arriving flights are punctual to within 15 minutes of scheduled time	Punctuality (%)	77.2	78.2	78.0

35

We are an asset of national importance and we intend to use our position as the UK's only hub airport to be a force for good.

Flyers are citizens too

Being a good person is something to which most of us aspire and it's an ambition that we share as a corporate citizen. But sustainability goes beyond mere good citizenship. We are not simply a piece of infrastructure – we are an asset of national importance and we intend to use our position as the UK's only hub airport to be a force for good.

Our passengers, partners and neighbours rightly have high expectations that we will always do the right thing. Yes, they come here to travel the world, and as they move through our terminals, their holidays, meetings and loved ones are on their minds. But that doesn't mean they aren't concerned about wider issues too.

Community is incredibly important to British people, and it's with that British sense of fair play that we work tirelessly with those around us, to share the benefits of jobs and travel and to address the airport's impacts through insulation, community investment and world leading air traffic operations.

It's by being part of this society, and living up to expectations, that will help us to get there. Our new sustainability ambition will go further and will put people and the values of our nation at the core of what a hub airport does.

People expect us to take on the major challenges of our industry like climate change, to enable them to fly without compromising the world they want to travel to. To deliver a great experience without leaving baggage for the next generation.



To and from the Airport

Our integrated transport network connects people and freight to Heathrow, connecting UK businesses to existing and emerging markets and supporting our role as the UK's only hub airport.

Investing and promoting sustainable transport benefits passengers, the airport and our communities. In 2015, we continued to subsidise the Heathrow Free Travel Zone, the only airport Cycle Hub and the largest single site car-share scheme in the world.

Our commitment

Get more passengers and employees to use public and sustainable modes of transport to and from the airport.

A new £1 million local transport fund was created by Heathrow to develop and deliver local authority transport projects to reduce congestion – such as supporting bus routes

From first flight to night

Heathrow's 76,000 colleagues need to get to and from the airport – 24 hours a day, 365 days a year. For those working on late night and early morning shifts, we know this can be a challenge.

In 2015, we launched a 24-hour bus route service connecting passengers and Heathrow colleagues from the airport's Central Terminal area, including London Underground services and Heathrow Express, to Slough, and Windsor and Maidenhead.

The new service, operated by hybrid buses has been launched as part of Heathrow's £1 million Local Transport Development Fund, in partnership with Slough and Windsor and Maidenhead Councils and First Group. Colleagues can even use their monthly travel card which allows them to benefit from the cheapest non-subsidised bus travel in the UK.

"This 24-hour bus service is so important to the 5,000 Slough area residents working for the airport. It will also entice drivers out of their cars and onto the buses, helping to reduce congestion and improve air quality, as well as encourage even more Berkshire residents to pursue a career at the airport."

Simon Earles, Heathrow Director of Planning and Surface Access

Over the last 20 years, Heathrow's passenger numbers have risen by almost 80% but airport-related road traffic has remained static. The number of passengers using public transport has nearly doubled in recent years with 19 million people now using it. To develop this further, Heathrow is putting plans in place to encourage 3,800 more Heathrow colleagues to choose sustainable transport to reduce pollution and congestion in the greater London area.



2020 Goal

750,000 additional passengers per year use public transport to access the airport



2015 target

162,000 additional passengers using public transport to access the airport



Progress against 2015 target

in 2015, 1,330,000 additional passengers used public transport

Commitment	Performance measure	2013	2014	2015
750,000 additional passengers use public transport to access the airport by 2020	No. Passengers using public transport (million)	18.07	18.89	19.26
	Additional number of passengers using public transport compared to 2012 baseline	453,562	1,037,043	1,330,000
Sustain passenger satisfaction with ground transportation to and from Heathrow at 3.99 out of 5 based on the Airports Council International survey (ASQ)	ASQ satisfaction with overall ground transportation	3.99	4.02	4.04
Reduce the number of colleagues travelling in single occupancy vehicles by 5%	Number of employees carsharing	2214	2064	2213
Reduce CO ₂ from colleague travel	CO ₂ Emissions from colleague travel (tonnes)	195,555	152,206	128,996



A new level of ambition

An airport can be a stepping stone to somewhere else – or it can be much more. At Heathrow, we know that what we do has an impact. An impact on our communities, our environment and the nation we serve.

Which is why we want to go further than our Heathrow 2020 plan. Our forthcoming strategy lays out a plan to ensure that the millions of people who make their journey through Heathrow every year access the airport sustainably, experience sustainability within its terminals and fly more sustainably too.

For our passengers, we'll be there for them on their journey to and from Heathrow. We'll make their journeys quicker and more comfortable with faster security and comfortable facilities that are more sustainable and responsibly managed.

For our neighbours, we'll work to improve quality of life by mitigating the challenges of sustainable growth with noisereducing technologies and procedures while working with airlines and the aerospace industry to minimise the impact of our flight paths.

For our partners, we're working with them at the airport to use less and waste less with facilities that are in tune with our passengers' needs. Outside, we're developing integrated public transport to cut emissions and journey times.

For the planet, we're working with airlines to cut carbon emissions by incentivising the use of the least polluting aircraft while the Paris Pledge – which we're proud to be a part of – has set the world on a low carbon path. To meet our commitments, we're using green energy in our terminals, cutting food and general waste and saving water.

We focus on our people's career journeys too, developing opportunities for them to demonstrate their can-do and know-how as they serve passengers in our terminals. Our new sustainability strategy will raise the stakes on what is possible, working with our partners to deliver sustainability across the whole of our customer and cargo.

We are an asset of national importance and we intend to use our position as the UK's only hub airport to be a force for good.

The whole journey matters



Our commitment

Support the economic prosperity of the communities surrounding the airport



We support sustainable economic growth in the communities surrounding the airport by investing in education, employment opportunities, skills and training, as well as business development initiatives. We work with our partners to deliver programmes that enable our local residents to make their contribution to building a successful Heathrow.



2020 Goal

50% of employees at Heathrow are from the local area



2015 target

50% of employees at Heathrow are from the local area



Progress against 2015 target

54% of employees at Heathrow are from the local area³⁸

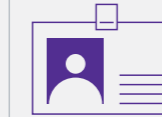
The Heathrow Academy – 10 years of building careers

The concept behind the Heathrow Academy is simple: unlocking the potential of our participants so, together, we can do more. The Academy brings Heathrow together with our business partners, local employers and a range of training and employment service providers – including apprenticeship, training and recruitment specialists – to help Heathrow’s employers attract and retain their people. Catering for entry-level to experienced professional roles, we’re changing lives and giving people the chance to play their part.

We welcome and encourage local Heathrow residents to join the airport and to provide them with the support they need to build long-term careers. That’s why our community engagement team actively working to identify local people who would benefit most from our service.

We know that achieving our ambition to give passengers the best airport service in the world relies on having exceptional employees with the knowledge, skills and passion to play their part. To unlock this potential, it’s down to us to ensure everyone at Heathrow feels that it is a great place to work where they can fulfil their potential and collaborate with energy and pride.

Heathrow Academy



Recruitment

3,188 candidates accessing employment through the Academy 2004 – Oct 2015



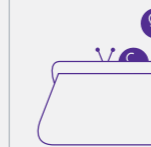
Cultural awareness and language training

138 trained (in languages Arabic, Russian and Mandarin)



Apprenticeship

1,525 candidates into apprenticeships 2004 – Oct 2015



Financial Impact

£8,288,800 savings to the public purse (based on estimate of 50% of candidates paid £100 in benefits for 52 weeks) 2004 – Oct 2015

995 candidates with 516 securing roles on site at Heathrow

Aiming High

Sean graduated from Staffordshire University in 2008 with a BA in Animation. “I came out of university feeling excited and optimistic about the future but I quickly realised that finding a job wasn’t going to be easy.”

After being unemployed for six years, Sean enrolled on Heathrow Academy’s Pre-Employment Training course.

“I was really nervous when I went along but everyone in the Heathrow Academy Team is really good at putting you at ease. They go through every step from writing your CV to helping you prepare for interviews.”

Shortly after completing the course, Sean was invited to an interview at Travelex. “He was a little bit nervous at first but he came across really well and showed all of the skills that we look for. I interviewed several people but nobody impressed me as much as Sean, so I offered him the job,” explains Dev, a team leader at Travelex. “He’s been with us for eight months now and he’s doing really well.”

Commitment	Performance measure	2013	2014	2015
50% of colleagues at Heathrow are from the local area by 2020	Heathrow colleagues living in 5 local boroughs	30,492	35,297	35,297
	Heathrow colleagues living in 5 local boroughs (%)	53	54	54
Support local people into training and jobs through delivery of the Heathrow Jobs & Careers Fair	Employer exhibitors attending Heathrow Career Fair	35	48	38
	Attendees (Schools and colleges) attending Heathrow Career Fair	5,399	5,810	4,922
Support people into training and jobs through delivery of the Heathrow Academy	Academy job outcomes	525	450	516
	Academy training outcomes	1007	1007	995
Facilitate local businesses to grow, at Heathrow and through trade	Number businesses participating in Heathrow Business Summit	93	36	39
Maintain the number of local children receiving Heathrow education programmes at 5,000 per year	No. children receiving primary & secondary challenge	5,319	4941	5,320
Develop and implement a new colleague volunteering programme	Heathrow colleagues volunteering in community projects at Heathrow (volunteer hours)	493 (May - Dec)	394	5,192
Donate £750,000 per year to local community projects through the Heathrow Community Fund	Heathrow investment in Heathrow Community Fund	£750,000	£750,000	£750,000
Collect passenger and colleague donations for Heathrow’s charity of the year	Heathrow Donation to Charity of the Year	£30,112	£28,367	£65,232
Collect passenger and colleague donations for Heathrow’s charity of the year	Third party funds raised through passenger coin collections	£164,324	£253,228	£236,279

Our Stakeholders

With 400 companies employing 76,000 people, running Heathrow is like running a small city – with similar sustainability challenges.

We engage regularly with all of our stakeholders whether they're local community and residents, legal and regulatory authorities, the people that work here or Government, NGOs, charities and the wider public. A few examples:



The Airport Business Community

Heathrow Sustainability Partnership (HSP)

The HSP is a group of the largest companies representing all areas of activity at the airport. From airlines and ground handlers to construction companies and retailers, we all want to work collaboratively to help us do business responsibly. Led by a board of the Chief Executives of some of the biggest companies operating at Heathrow, the HSP has been focusing on projects that address real issues relevant to the whole airport community for over five years.

Projects include: the Heathrow Safety Charter which promotes a shared safety culture; Energy Code of Practice which sets guidelines for partner companies to control operational energy use; and the Heathrow Academy which supports local people in long term unemployment access training and career opportunities within the airport community.



The Heathrow Leadership Group

The group works collaboratively to improve the whole passenger experience at Heathrow. It comprises the Chief Executives of Heathrow, International Airlines Group, Virgin Atlantic, NATS and the CAA. The group meets quarterly, under the Chairmanship of John Holland-Kaye.

Responsible Procurement at Heathrow

The procurement decisions we make directly have an impact on our ability to achieve our Responsible Heathrow commitments.

Our Responsible Procurement policy embeds Responsible Heathrow 2020 principles throughout the procurement process, ensuring that we are working collaboratively as we can with our existing and prospective supply chain to help meet our 2020 goals.

Our local community

We engage openly and constructively with local communities to understand their concerns and help us develop a range of relevant strategies and deliver on them.

Local Focus Forum

We regularly seek feedback from our neighbours through stakeholder groups coordinated by us, including our Local Focus Forum.

Air Quality Working Group

We also seek regular feedback through the Air Quality Working Group, publicly sharing live air quality monitoring data via: www.heathrowairwatch.org.uk

Heathrow Airport Consultative Committee

This committee provides a forum to discuss matters concerning our current operations or any proposed development which has an impact on users or people living and working in areas which may be affected by us. Further details can be found at: www.lhr-acc.org

Heathrow Community Noise Forum

In 2015, we set up the Heathrow Community Noise Forum to keep residents and local stakeholders informed on issues such as, airspace planning, future trials and consultations as well as developing an understanding of airspace and operational issues. For more information, please see: www.heathrow.com/hcnf

Duke of Edinburgh Award

It's important to boost young people's confidence, skills and rounded wellbeing. As a business focused on nation-building, we know that their achievements will drive Britain's prosperity in the future. That's why we are supporting the DoE award.

More young people want to take part in DoE than the charity can currently afford to support. So this year, the DoE's Diamond Anniversary, Heathrow is supporting the charity to give another two million 14 to 24-year-olds the opportunity to take part – including 400,000 who are facing disadvantage. Our shared ambition is to leave a legacy of opportunity for young people in our nearest communities and UK-wide.

More than 600 of our colleagues have signed up to undertake daring DoE Diamond Challenges, raising funds for the DoE. And Heathrow is helping the DoE improve its links with schools and local authority partners in the five boroughs closest to the airport – where 3,000 young people are currently doing the DoE.



Our Industry – collaborating through Sustainable Aviation

We are a founding signatory to Sustainable Aviation – a long term strategy setting out the collective approach of UK aviation to ensure a sustainable future. It is a proactive coalition of aviation partners from UK airlines, airports, manufacturers and air navigation service providers, focused on finding ways to improve environmental performance.

In 2015, Sustainable Aviation celebrated its 10th anniversary and during this time, the aviation industry has shown clear progress in enabling sustainable future growth with 20 million tonnes of CO₂ saved from UK airline flights alone in the last 10 years.

As well as working collaboratively to help develop three roadmaps, explaining how UK aviation is disconnecting growth from CO₂ emissions and noise, Heathrow has significantly contributed to projects such as Aviation Departures Code of Practice and the Continuous Descent Operation.



Footnotes

- 1 Source: Heathrow Airport Limited (HAL) audited annual accounts.
- 2 Earnings before interest, taxes, depreciation and amortization
- 3 Figure for Heathrow payroll as at 31 December 2015 and does not include HEX (473)
- 4 Includes routes that are operated at least 52 times per year
- 5 Heathrow undertakes research into passenger's experience at Heathrow using a Quality Service Monitor (QSM) survey. Around 37,000 passengers participate in the survey each year, which rates specific elements relating to the departure and arrival experience. The rating is based on a scale with 1 = very poor, 5 = excellent
- 6 Applies only to energy consumed by buildings at Heathrow Airport (does not include energy at Heathrow Express depot). Previously reported emissions have been updated to include all energy (electricity and fuels) for all years from Heathrow Airport buildings only. In previous years only emissions from electricity were reported. The Responsible Heathrow 2020 Goal for CO2 reduction was set in the Heathrow Airport Wide Energy Strategy (2010)
- 7 All emissions from electricity have been recalculated using latest DEFRA emission factors. Energy sources include grid electricity, natural gas, and gasoil consumption. CHP electricity is zero rated as emissions are captured from input fuel. Includes emissions from Heathrow Express depot. 2014 emission factor was higher for power. This has reduced, but notable energy consumption reduction (T1 partial closure and energy savings projects)
- 8 The change in emissions from colleague travel reflects both new data available in relation to colleague travel habits and a change in emissions factors over time to reflect improved efficiency from engine and fuel improvements. Figure calculated using the latest reported employee numbers applying the latest DECC carbon emission factors
- 9 2015 figure is a 0.7% increase in emissions, against a 0.3% increase in air traffic movements. However, there is a 2.15% increase in passenger numbers. So in kg/passenger this is an improvement
- 10 Airports Council International (ACI) Europe is the European trade body for airports. ACI's Airport Carbon Accreditation is an independent, voluntary programme which assesses and recognises participating airports' efforts to manage and reduce their CO2 emissions. Level 3 Optimisation is the the highest level of performance achievable without offseing emissions
- 11 There are 24 adaptation actions, all of which are progressing in line with expectation. We will provide Defra with an update on the Climate Change Risk Assessment in June 2016
- 12 Heathrow Airport Emissions Inventory is carried out every five years. Most recent Inventory occurred in 2013
- 13 Relates to 2011 - 2020 action plan
- 14 The International Civil Aviation Organization's Commiee on Environmental Protection (CAEP) regularly tightens aircraft engine emissions standardsto take technological advances into consideration. The current standard, CAEP/6, came into force in 2008 and requires 12% lower NOX emissions that itspredecessor, CAEP/4
- 15 Heathrow sets limits for the use of APUs (Auxiliary Power Units or on-board engines) when aircraft are on the ground to manage emissions. To reduce the need for APUs, 90% of aircraft stands are fitted with electricity connections and 20% provide pre-conditioned air
- 16 Re-measured stations in 2014 to within 2km (total stations are 11 not 9). 2013 updated. Annual average NO2 at the Oxford Avenue monitoring station was 39 µg/m3 in 2013 and 32 µg/m3 in 2014; below EU/ UK limit values. However, data capture for both years was below a 90% capture rate and the average NO2 concentration from this site cannot be compared against limit values"
- 17 From 2014 it is now part of the Conditions of Use
- 18 The International Civil Aviation Organization (ICAO) sets progressively tighter certifications for civil aircraft, with performance standards described as 'Chapters'. ICAO requires that aircraft manufactured from 2006 onward must meet the requirements of the Chapter 4 noise standard. For noise charging purposes we have sub divided Chapter 4 aircraft into High, Base and Low categories and make higher charges for the noisier aircraft. This is based on the All Up Weight Return received in early February 2015.
- 19 Continuous Descent Approach (CDA) is designed to reduce fuel consumption and noise by maintaining a constant 3° descent angle during the approach to the runway before landing, rather than a traditional stepped approach"
- 20 The Government has set noise controls on night flights at Heathrow. Between 2330 and 0600, aircraft movements are limited to a specific number and noise level
- 21 We have started reporting on the total number of individual complainants to provide further context of the complaint stats. In 2015, 5,573 complainants made 108,255 complaints
- 22 Runway alternation provides communities with predictable periods of relief from aircraft noise.
- 23 The 2015 figure will have a verification audit in summer 2016
- 24 The following alternative calculations have been made using the ACI-Europe Economics Impact Calculator
Total GVA - £23.51m based on the following assumptions
2015 data: 75.4m passengers, 1.5m metric tonnes cargo, 26% transfer passengers, 4% low cost carrier passengers
2013 £/€PPP: 1.10 (Source: OECD)
2013 to 2105 UK GDP inflator: 2.1% (Source: ONS)
- 25 Operating larger aircraft that can carry more passengers at a time enables Heathrow to continue to operate one of the most efficient hubs in the world
- 26 Next generation aircraft including B787 and A380
- 27 Flights further than Europe/North Africa
- 28 Passengers to emerging markets (non Organisation for Economic Co-operation and Development member)
- 29 A routine water sample taken by the Environment Agency in December 2014 from the Western Drainage Catchment was higher than Heathrow's permit limit for biological oxygen demand. The incident did not lead to any adverse impact on the

Awards

environment. Heathrow put in place contingency measures and started an investigation which revealed the cause was a programming error in new instrument software recently installed as part of Heathrow's investment in upgrading its pollution control system. The investigation findings were shared with the EA and action taken to address the fault and conduct follow up testing

30 Heathrow first achieved the biodiversity benchmark in 2003 and in 2014, retained the biodiversity benchmark award for 9 biodiversity sites and completed the initial assessments to add a further site, Princes Lakes

31 The Safety Working Group forms part of the Heathrow Sustainability Partnership and has set a target to complete a safety footprint before the end of 2016

32 Pulse is Heathrow's annual employee survey.

33 'Heathrow Star awards are Heathrow's employee recognition awards. They aim to recognise individual acts, which help Heathrow achieve its mission of 'making every journey better'

34 Out of the entire Heathrow population only Senior managerial and managerial grades are eligible for performance review. Excluding reviews for leavers and long term absence (like maternity, sickness), we have achieved 100% completion of performance reviews for eligible colleague

35 Departure punctuality is measured as % of flights departing within 15 minutes of their scheduled departure time In 2015, There was notable increases in delay across Europe and also re-routing due to airspace restrictions

36 Data from CAA is not finalised. Figure estimated based on estimation for Q3 and is subject to change

37 Active members of the Heathrow Carshare Scheme

38 Based on 2013 data

39 Heathrow Employment Survey carried out by Ipsos MORI on behalf of Heathrow Airport Limited (HAL) between 5 August 2013 and 28 February 2014. Of the 75,780 staff based at Heathrow assigned address information to 65,930. The remaining 9,850 employees are unclassified and not included in any analysis by area of residence. 35,297 of these 65,930 employees (54%) live within the five local boroughs

40 Training outcomes in years previous to 2013 included apprenticeship and NVQs. From 2013, this also included pre-employment training provided through the Heathrow Academy

41 Heathrow's "Meet the Buyer" event was upgraded in 2013 to the "Heathrow Business Summit. Figure for 2014 and 2015 are just buyers

42 In 2015, we introduced a community activity element to our performance review scorecard. Measurement of this activity, including colleague volunteering changed to better reflect the broader scope of activity being undertaken by our colleagues. In 2015, 5,192 community activities were recorded

43 £725,000 donated by Heathrow Airport Ltd directly to the Heathrow Community Fund , and £25,000 donated to HCF through the Heathrow Active People Initiative (HAPI)

44 Charity of the Year in 2015 was Oxfam



Biodiversity Benchmark

Since 2008, Heathrow has been awarded the Wildlife Trust's 'Biodiversity Benchmark Award' for eight years in a row [- the only UK national award recognising responsible land management]

Sustainable Leaders

Awarded the 'Energy Management' title in recognition for our energy saving initiatives.



Employee Engagement Awards

Generation Y - Recognised for our inter-generation communication and engagement strategy.



ACI Best Airport & Eco Innovation Awards

Awarded the Airport Council International Europe's 'Best Airport Award' for the second time in 2015, and the Eco-Innovation Award for the first time.



Mayor of London's Business Energy Challenge

Bronze winner at the Mayor of London's Business Energy Challenge awards.



Sustainability Leaders Awards

Winner of the energy management award 2015



CR 2015 Index

4 out of 5 stars for our commitment to doing business responsibly in the Business in the Community's annual 'Corporate Responsibility Index.'



Green Fleet Award

Winner 'Private Sector Fleet of the Year' awarded our site vehicles and driver training.



Independent Data Assurance Report
to the Directors of Heathrow Airport Holdings Limited

Scope of engagement

Heathrow Airport Holdings Limited ("Heathrow") commissioned DNV GL Business Assurance Services UK Limited ("DNV GL") to conduct a limited assurance engagement over Selected Information presented in the 2015 Responsible Heathrow Performance Summary (the "Report"), for the year ended 31st December 2015.

Selected information

The scope and boundary of our work is restricted to the key performance indicators included within the Report (the "Selected Information"), listed below:

- Total CO2 emissions from energy used in our buildings (tonnes)
- Total CO2 emissions (tonnes)
- CO2 emissions from colleague travel (tonnes)
- CO2 emissions from HAL (owned / controlled) vehicles (tonnes)
- CO2 emissions from aircraft on the ground and to 3000ft (tonnes)

To assess the Selected Information, which includes an assessment of the risk of material misstatement in the Report, we have used the CDP reporting criteria for Scope 1, 2 and 3 emissions, (the "Criteria").

We have not performed any work, and do not express any conclusion, on any other information that may be published in the Report or on Heathrow's website for the current reporting period.

Our conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Information is not fairly stated and has not been prepared, in all material respects, in accordance with the Criteria.

This conclusion relates only to the Selected Information, and is to be read in the context of this Assurance Report, in particular the inherent limitations explained below.

Standard and level of assurance

We performed a limited assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 revised – 'Assurance Engagements other than Audits and Reviews of Historical Financial Information' (revised), issued by the International Auditing and Assurance Standards Board. This standard requires that we comply with ethical requirements and plan and perform the assurance engagement to obtain limited assurance.

DNV GL applies its own management standards and compliance policies for quality control, in accordance with ISO/IEC 17021:2011 - Conformity Assessment Requirements for bodies providing audit and certification of management systems, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less detailed than, those undertaken during a reasonable assurance engagement, so the level of assurance obtained is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. We planned and performed our work to obtain the evidence we considered sufficient to provide a basis for our opinion, so that the risk of this conclusion being in error is reduced, but not reduced completely.

Basis of our conclusion

We are required to plan and perform our work in order to consider the risk of material misstatement of the Selected Information; our work included, but was not restricted to:

- Assessing the appropriateness of the Criteria for the Selected Information
- Conducting interviews with Heathrow's management to obtain an understanding of the data management systems and processes used to generate, aggregate and report the Selected Information
- Site visit to Heathrow Airport to review processes and systems for preparing consolidated data
- Reviewing data at source and following this through to consolidated group data
- Reviewing information provided by Heathrow's third party contractors
- Reviewing that the evidence, measurements and their scope provided to us by Heathrow for the Selected Information is prepared in line with the Criteria
- Reading the Report and narrative accompanying the Selected Information in the Report with regard to the Criteria.

Inherent limitations

Our assurance relies on the premise that the data and information provided by Heathrow to us as part of our review procedures have been provided in good faith. Because of the selective nature (sampling) and other inherent limitations of both procedures and systems of internal control, there remains the unavoidable risk that errors or irregularities, possibly significant, may not be detected. Energy use data in GHG emissions calculations are subject to inherent limitations, given the nature and the methods used for determining such data. Finally, the selection of different but acceptable measurement techniques may result in materially different measurements.

The following limitations were observed;

- Passenger travel data for 2015 was not available at the time of data collection. Estimations were made based on 2013/2014 emissions data for which actual information on passenger movements was available and combining this with the most recent data for the ratio of private/public transportation methods and passenger numbers for 2015.
- The most recent colleague travel survey was carried out in 2014. This information has been used to calculate the 2015 emissions from colleague travel, applying updated emissions factors. Average colleague numbers, including full and part time split have remained consistent.

DNV GL expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Assurance Report.

Our competence, independence and quality control

DNV GL established policies and procedures are designed to ensure that DNV GL, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV GL) and maintain independence where required by relevant ethical requirements. This engagement work was carried out by an independent team of sustainability assurance professionals, whose members have not been involved in the development of any of the Criteria. Our multi-disciplinary team consisted of professionals with a combination of environmental and sustainability assurance experience.

Responsibilities of the Directors of Heathrow and DNV GL

The Directors of Heathrow have sole responsibility for:

- Preparing and presenting the Selected information in accordance with the Criteria
- Designing, implementing and maintaining effective internal controls over the information and data, resulting in the preparation of the Selected Information that is free from material misstatements - Measuring and reporting the Selected Information based on their established Criteria and
- Contents and statements contained within the Report and the Criteria.

DNV GL's responsibility is to plan and perform our work to obtain limited assurance about whether the Selected Information has been prepared in accordance with the Criteria and to report to Heathrow in the form of an independent limited assurance conclusion, based on the work performed and the evidence obtained. DNV GL has not been responsible for the preparation of the Report.

For and on behalf of DNV GL Business Assurance Services UK Limited

27th May 2016

Jason Perks
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UK Sustainability, DNV GL – Business Assurance

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UK Sustainability, DNV GL – Business Assurance

