



HEATHROW 2.0

2018 SUSTAINABILITY PROGRESS

Heathrow



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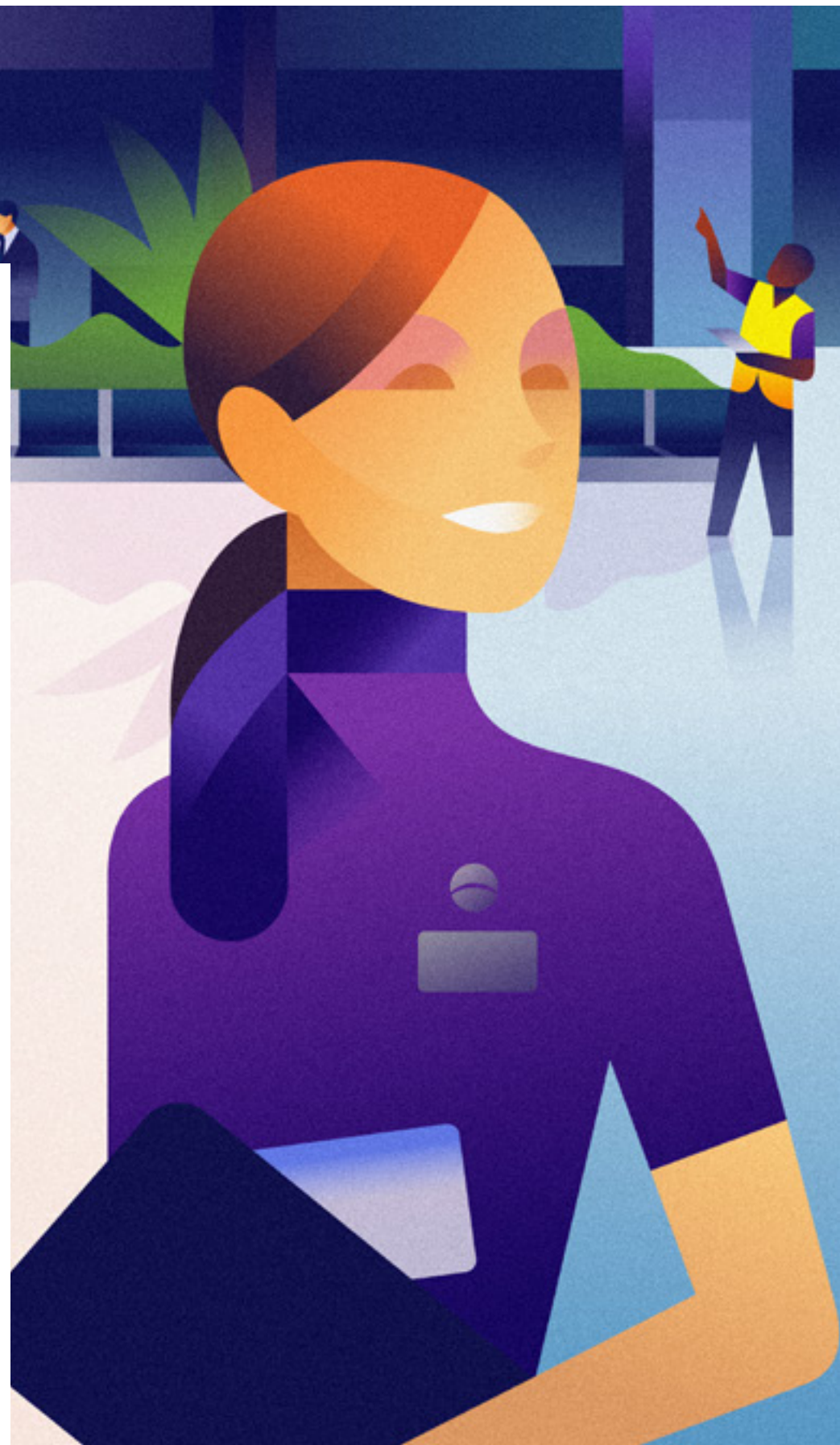
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INTRODUCTION

Heathrow is the UK's premier international airport. From here, some 80 airlines fly direct to over 180 destinations worldwide.

We believe in the power of travel as a force for good. The aviation industry adds trillions to the global economy¹, and employs millions of people. Flying creates priceless opportunities for adventure, connection and progress.

However, we know that the impact of aviation is not all positive. Our business can affect local quality of life, for example, through noise and congestion. And anyone who cares about leaving a better planet for the next generation recognises we must take bold and urgent action on climate change.

With global passenger numbers set to grow to over 7 billion people by 2035², almost double that of today, meeting these challenges has never been more important.

We launched Heathrow 2.0 in 2017 to help inspire and enable a positive future for the aviation sector. It includes ambitious goals and targets for how we will address the negative impacts of our business and go even further to deliver positive change.

This report provides an update on progress in the second year of our plan. It shows how we are taking action on our goals, making progress in key areas but with a long way still to go to deliver truly sustainable growth.

The front half of this report provides an overview of our approach with selected performance highlights and case studies from 2018. From page 53 onwards, there is a more detailed account of progress against individual goals and targets.

We welcome feedback on our plans and performance. Contact us here at: sustainability@heathrow.com



WELCOME FROM OUR CEO

2018 was a very significant year for Heathrow. A record 80 million passengers chose to travel to and from our airport. We achieved record levels of punctuality and baggage connections. The UK Parliament voted overwhelmingly in favour of expanding our airport, unlocking new skilled jobs and trade opportunities for Britain.

With that opportunity comes the responsibility to put sustainability at the heart of our expansion. We are determined to work closely with our neighbours to deliver the project in a way which is fair to local communities and creates a legacy for the next generation. We must do the right thing by the environment as well as the economy. It isn't a choice.

Heathrow 2.0 is a broad and deep plan for sustainable growth. It sets out how we will address the negative impacts our business can have on communities and the environment, and how we will go even further to deliver positive impact in a way that enables others to thrive as we grow.

This year, we have increased apprenticeships, celebrated our second year as an accredited Living Wage employer and published a plan to ensure our direct suppliers also guarantee the Living Wage. We made Terminal 2 our first terminal run entirely on renewable energy and published our carbon neutral growth roadmap. We also launched our first UK peatland restoration project to demonstrate the opportunity for high quality carbon offsetting in this country.

However, there remains much to be done and plenty of challenges to overcome. Our workforce does not yet reflect the diversity of the communities we work in, and while we are on track to our longer-term noise reduction target we did not meet our 2018 milestone. Too many journeys to the airport are still made by car.

There is no greater challenge today than climate change. The Intergovernmental Panel on Climate Change's latest report clearly sets out the benefits of keeping global temperature rises below 1.5 degrees and the risks if we do not. Aviation should not be the problem. We need

to eliminate carbon from our sector and ensure that future generations have a world worth travelling and can continue to fly.

The Committee on Climate Change recently confirmed that aviation growth can be compatible with the Paris Agreement, but aviation must cut emissions. I am clear that we must use our influence to move the global aviation industry to net zero emissions by the middle of the century. We have made a start but we need to increase the rate of change.

'Working together' is one of our Heathrow values, and a cornerstone of our partnership with airlines, retailers and others in Team Heathrow to deliver a seamless service for customers. By getting that right we have gone from the bottom ten airports worldwide to now being rated in the top ten. We must continue to apply this approach to tackling the considerable sustainability challenges facing our sector.

In this report you can find out more about how we are working together to make aviation sustainable. Please join us on that journey.

John Holland-Kaye
CHIEF EXECUTIVE,
HEATHROW



We were delighted to receive
Edie's Sustainable Business of
the Year Award 2019.





HEATHROW IN CONTEXT

OUR VISION

To deliver the best airport service in the world

OUR PURPOSE

Making every journey better

OUR VALUES

- Keeping everyone safe
- Treating everyone with respect
- Giving excellent service
- Working together
- Doing the right thing
- Improving every day



OUR STAKEHOLDERS

We partner and engage with a wide range of stakeholders as we operate the UK's busiest airport and work towards our sustainability goals. Our main stakeholder groups are: passengers, colleagues, local communities, investors, Team Heathrow partners (other businesses working at Heathrow), suppliers and regulators. We also engage with NGOs, local authorities and elected officials and organisations working on sustainable business issues and opportunities.

2018 KEY NUMBERS

Heathrow is the UK and Europe's busiest airport. We were named 'Best Airport in Western Europe' for the fourth year running, and 'Best Airport for Shopping' for the ninth year in the most recent Skytrax World Airport Awards.

OVER 76,000 COLLEAGUES EMPLOYED ACROSS HEATHROW FROM OVER 400 BUSINESSES

WE WELCOMED 80.1M PASSENGERS...

WHO TRAVELLED WITH 84 AIRLINES TO 203 DESTINATIONS...

IN 85 COUNTRIES, ON 480,339 FLIGHTS

WHICH CARRIED 1.7 M METRIC TONNES OF CARGO

BUSINESS STRATEGY

We have four business priorities that help us meet our vision to deliver the best airport service in the world.



OUR PRIORITIES

1

Mojo

To be a great place to work, we will help our people fulfil their potential and work together to lead change across Heathrow with energy and pride.

2

Transform customer service

To deliver the world's best passenger experience, we will work with the Heathrow community to transform the service we give to passengers and airlines, improving punctuality and resilience.

3

Beat the plan

To secure future investment, we will beat our regulatory business plan and deliver a competitive return to shareholders by growing revenue, reducing costs and delivering investments efficiently.

4

Sustainable growth

To grow and operate our airport sustainably, now and in the future.

EXPANDING HEATHROW

In June 2018, 415 MPs (296 majority) voted in Parliament to back the expansion of Heathrow through the Airports National Policy Statement. We will be presenting our preferred masterplan in our Airport Expansion Consultation in June, and following the planning application process, consent is expected to be granted by the Secretary of State in 2021.

It is anticipated that expansion will unlock tens of thousands of new jobs for the local community and 10,000 apprenticeships, and create new trading opportunities for businesses around the UK.

We will put sustainability at the heart of our plans. We published our roadmap for carbon neutral growth in 2018, which sets out our plans to be carbon neutral by 2020 and for airport infrastructure to be zero carbon

by 2050. We have also launched new partnerships to ensure we maximise the employment and skills opportunities offered by expansion.

FUTURE AIRSPACE

As well as the changes we need to make to our airspace to accommodate an expanded Heathrow and to modernise our airspace - in early 2019, we also consulted on a short-term change to make better use of our existing runways. This is known as Independent Parallel Approaches (or "IPA") and would change the way that some aircraft arrive at Heathrow. We would like to introduce this change as it would make Heathrow more efficient and improve punctuality, helping our airport recover more quickly from delays. To find out more about our consultations, visit: www.heathrowconsultation.com



HEATHROW 2.0 STRATEGY OVERVIEW

Heathrow 2.0 is our plan for sustainable growth. It sets out how we will improve life for colleagues and communities, contribute to a thriving economy, and help to tackle global challenges including climate change.

Our plan has four pillars, underpinned by 12 objectives and a range of goals and indicators. It covers our own business as well as the role we will play in driving change across the wider industry. It shows how we aim to go beyond mitigation and deliver positive impacts that enable us and those around us to thrive.

A GREAT PLACE TO WORK

1. Safe and well

A place where everyone can get to their destination and return home, safe and well

2. Careers, not just jobs

A place where anyone can reach their potential

3. Culture of sustainability

A place that lives and breathes sustainability



A GREAT PLACE TO LIVE

4. Respite for residents

A place that's getting quieter

5. Quality air, locally

A place where local air improves

6. Sustainable communities

A place where local people shape their future



HEATHROW 2.0

7. Connecting the UK

A place that provides a gateway hub for the UK to the world and the world to the UK

8. The next economy

A place that nurtures small and medium sized businesses and social enterprises

9. Sustainable supply chain

A place that drives change throughout our supply chain



10. Zero carbon airport

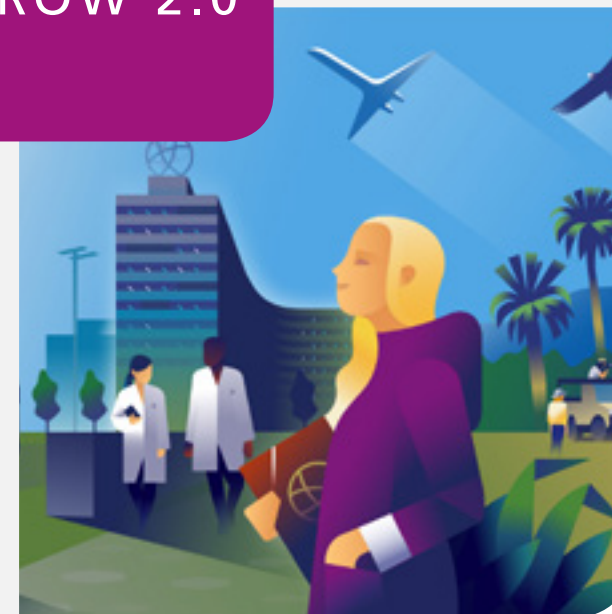
A place that is run on renewable energy and delivers zero waste

11. Accelerating the era of sustainable flight

A place that nurtures small and medium sized businesses and social enterprises

12. Responsible gateway

A place that strives to end trafficking of people and wildlife



A THRIVING SUSTAINABLE ECONOMY

A WORLD WORTH TRAVELLING

HEATHROW 2.0 2018 ACHIEVEMENTS



A GREAT PLACE TO WORK

GENDER PAY GAP REDUCED from 6.53% in 2017 to 0.56% in 2018

159 APPRENTICESHIP starts through the Heathrow Academy

604 SENIOR MANAGERS trained on sustainability to date

RESPONDED TO RECOMMENDATIONS made by the Heathrow Skills Taskforce and launched a new Shared Apprenticeship scheme

A GREAT PLACE TO LIVE

OVER 100 ELECTRIC VEHICLE CHARGING POINTS now installed

72 ELECTRIC AND PLUG-IN HYBRID VEHICLES now in our fleet

60% of movements by aircraft **IN THE QUIETEST CATEGORY**

RECEIVED THE WILDLIFE TRUST'S BIODIVERSITY BENCHMARK for the 11th year



A THRIVING SUSTAINABLE ECONOMY

TENS OF MILLIONS OF POUNDS IN DEALS SECURED by small and medium businesses attending our business summits to date

CELEBRATED OUR SECOND YEAR AS AN ACCREDITED LIVING WAGE EMPLOYER and published a plan to ensure all of our direct suppliers also guarantee the Living Wage

ACHIEVED LEVEL 3 CARBON TRUST SUPPLY CHAIN ACCREDITATION, one of only three companies to do so

A WORLD WORTH TRAVELLING

TERMINAL 2 NOW POWERED ENTIRELY BY RENEWABLE ENERGY (gas, biomass and electricity), and 100% renewable electricity across the airport since 2017

70 HECTARES OF ENGLISH PEATLAND RESTORED with the Lancashire Wildlife Trust, through a £94,000 investment match funded by the UK Government

CARBON NEUTRAL GROWTH ROADMAP published
HELD FIRST TEAM HEATHROW FORUM to tackle illegal wildlife trafficking, followed by a passenger awareness campaign with the UN Environment Programme





OUR FLAGSHIP GOALS



Our 10 flagship goals are some of the key targets and aspirations from Heathrow 2.0. They include goals from each of our four pillars and represent focus areas where we are seeking to have a significant positive impact. Their timescales vary from short, to medium and longer-term.






Heathrow 2.0 includes 35 goals and aspirations. By focusing much of our effort on a smaller number of flagship goals, we can progress more quickly and make it easier for stakeholders to track our progress. Some flagship goals cover Heathrow activities which we are in **control** of. In other cases they also reflect Team Heathrow activities, where we are working with our business partners who operate at Heathrow to **influence** their activities to be able to achieve our targets.



We engaged ERM CVS to undertake limited assurance on the reported 2018 progress for each of our ten Flagship Goals. For a full understanding of the engagement scope, activities, limitations and conclusions please see ERM CVS' Assurance Statement on page 85 of this report.

KEY MAP



	FLAGSHIP GOAL	2018 PLANNED ACTIVITY	2018 PROGRESS UPDATE	NEXT STEPS	CONTROL OR INFLUENCE
A GREAT PLACE TO WORK	10,000 apprenticeships by 2030 to help people develop skilled and sustainable careers	Increase the number of apprenticeship starts to 150 by 2018	 159 people started an apprenticeship through the Heathrow Academy. The impact of the Apprenticeship Levy is continuing to affect our ability to offer apprenticeship placements in Team Heathrow companies. See page 57 for more info	In 2019 our target is 400 apprenticeship starts through the Heathrow Academy. Through our new Heathrow People Leadership Forum, we will be encouraging our Team Heathrow Business Partners to spend their apprenticeship levy at Heathrow and working through other barriers to employment.	Influence
	Reflect local diversity at every level by 2025 so that we can become a truly great place to work whilst helping local people find careers that can fulfil their potential	80% of colleagues feel that people from diverse backgrounds can succeed at Heathrow	 78% of our colleagues who participated in our monthly colleagues' surveys agreed that people from diverse backgrounds can succeed at Heathrow, the same as in 2017. See page 58 for more info	In 2019 we will be establishing baseline data on the diversity profile of our colleagues and the local community. We will use these two data sets to set milestone targets for moving towards our flagship goal.	Control
A GREAT PLACE TO LIVE	As part of our voluntary Quiet Night Charter, by 2022 we will seek to at least halve the number of flights on non-disrupted days which operate late after 11.30pm	Keep the number of late running aircraft post 11.30pm to no more than 235	 268 departing aircraft operated late after 11.30pm, on non-disrupted days. This meant there were 118 nights with no flights between 23.30 -04.30. 2022 target on track See page 63 for more info	In 2019 we have set ourselves a target to reduce the number of flights that leave after 23.30h to 219 on non-disrupted days. We will also engage with the Department for Transport on how Government policy can support our goal to reduce late-running flights.	Influence
	Airside ultra-low emissions zone by 2025 to improve quality of life through cleaner air	Develop a roadmap for the transition of all airside vehicles to Ultra-Low emissions standards	 We developed an internal plan for transitioning all airside vehicles to Ultra-Low emissions standards by 2025 and shared this with our Team Heathrow partners through the Clean Vehicle Partnership. See page 68 for more info	In 2019, we will work with airside users to understand their future fleet strategies. We will improve IT systems to enable us to establish a baseline and monitor progress towards our target. We will publish our updated OSI (operational safety instructions).	Influence
	50% airport passenger journeys made by public transport by 2030 , supporting no more airport-related cars on the road, so local areas can thrive without increased congestion and halve colleague car trips*	43% passengers using public transport in 2018	 40.6% of our passengers used public transport in 2018. We did not meet our expected target increase due to the delay of Crossrail. Our passengers are also increasingly using Uber and other similar services. See page 68 for more info	In 2019, our target is to increase passengers using public transport to 41%. We will also focus on reducing the number of colleague car trips, establishing a process to measure colleague car trips, identify a baseline and set annual targets to 2030.	Influence

*The wording of this goal has been revised to align with the Government's Airport National Policy Statement.



Our flagship goals



FLAGSHIP GOAL



PLANNED ACTIVITY








PROGRESS UPDATE



NEXT STEPS



CONTROL OR INFLUENCE

	FLAGSHIP GOAL	PLANNED ACTIVITY	PROGRESS UPDATE	NEXT STEPS	CONTROL OR INFLUENCE
A THRIVING SUSTAINABLE ECONOMY	Largest 100 towns and cities connected to Heathrow by 2033 to create opportunities all over the country and deliver a stronger UK	60 of the UK's largest towns and cities connected to Heathrow in 2018	 <p>We are connected to 60 of the UK's largest towns and cities. Of the 60 connections, 7 have air links, 23 can be reached via one interchange on rail; 56 have at least a scheduled bus or coach link.</p> <p>See page 73 for more detail</p>	In 2019, we will work with our airline, rail, bus and coach partners to increase the number of our connections to the UK's largest towns and cities to 62.	Influence
	All our direct supply chain colleagues working at Heathrow will be transitioned to be paid the London Living Wage by the end of 2020 and we will encourage commercial partners and our supply chain to work towards the London Living Wage, while continuing to give affordable service to our customers	Publish London Living Wage roadmap	 <p>Our London Living Wage Roadmap was published in November 2018.</p> <p>We also started discussions with our direct suppliers about transitioning direct supply chain colleagues to be guaranteed the London Living Wage by 2020.</p> <p>See page 76 for more detail</p>	In 2019, we will amend and renegotiate 49 contracts to be London Living Wage compliant.	Influence
A WORLD WORTH TRAVELLING	We will be a carbon neutral airport by 2020. This will be measured by achieving level 3+ carbon neutrality within the Airports Carbon Accreditation Scheme. This will require us to offset all the residual scope 1 and 2 Heathrow carbon emissions.	Invest in our first peatland project and convert Terminal 2 to be run on 100% renewable energy	 <p>We purchased renewable gas to fuel Terminal 2. With the switch to renewable electricity across Heathrow in 2017, this means that Terminal 2 is now powered by 100% renewable energy.</p> <p>We invested in a project with the Lancashire Wildlife Trust to restore 70 hectares of peatland. This pilot will help us explore the potential use of peatland restoration as a high-quality carbon offset.</p> <p>See page 78 for more detail</p>	In 2019, we will invest in our next peatland project to develop a portfolio of carbon offsets, and we will forecast the residual emissions and plan offsetting requirements from 2020 onwards	Control
	An aspiration to make growth from our new runway carbon neutral so that we can protect the planet for future generations to discover and enjoy	Publish carbon neutral growth roadmap	 <p>Our Carbon Neutral Growth Roadmap was published in December 2018, setting strong goals and launching investments in carbon offsetting.</p> <p>See page 80 for more detail</p>	In 2019, we will develop a slot strategy with carbon efficiency as a core principle. <p>We will use our Roadmap to engage with industry and government, advocating for more ambitious action to address aviation's impact on climate change.</p>	Influence
	Establish the Heathrow Centre of Excellence for sustainability at airports and in the wider aviation sector and trial 25 sustainable innovations by 2025	Continue to develop plans to be able to launch Centre of Excellence by the end of 2019 and complete one innovation trial on site	 <p>We ran our first Sustainability Innovation prize and have launched a pilot project testing the potential for growing renewable fuels on site at Heathrow. In addition, we piloted three other innovations.</p> <p>See page 81 for more detail</p>	In 2019, we will publicly launch the Heathrow Centre of Excellence, defining the 5-year plan for the Centre and deliver four sustainability innovations.	Control

USING OUR SCALE TO DRIVE CHANGE

Heathrow 2.0 is an ambitious plan. It requires us to make big changes in our own business but to reach our goals we need others to act too.

Heathrow is home to 400 businesses (our Team Heathrow partners), over 80 airlines use the airport each year and we work with many thousands more companies in our supply chain. We can use our scale and influence to require, encourage and facilitate others to act. We can also be a convener, bringing partners together to speed up progress towards our goal of sustainable growth.



Such collaboration is both necessary and desirable. Necessary because we can't make the changes needed on our own - around three quarters of the goals in our Heathrow 2.0 plan need to be delivered in collaboration with others. Desirable because when we work together we can move faster, do more and often find better, more innovative solutions.

We partner with others on specific projects and we meet regularly to share ideas through forums such as the Heathrow Sustainability Partnership. This brings together companies operating at Heathrow including airlines, ground handlers, construction companies and retailers to improve our sustainability performance. We have been working with direct suppliers to reduce supply chain carbon emissions, helping us achieve Carbon Trust Supply Chain accreditation level 3.

Our Centre of Excellence is working with top scientists, experts and entrepreneurs to accelerate the arrival of sustainable air travel for the benefit of local communities, the environment and the wider economy. Read more on page 42.

IN ACTION:

PARTNERING ON SKILLS

We've been partnering on skills for many years. We set up the Heathrow Employment and Skills Academy in 2004 with our business partners, local employers and service providers. This has helped around 5,000 people in the communities around the airport to develop their skills and find rewarding work.

The expansion of Heathrow will see us extend this type of collaboration further, as our demand for people and skills grows. We have set up a Construction Skills Forum and People Leadership Forum with Team Heathrow partners. Together we'll publish an action plan for achieving a diverse, inclusive and skilled workforce. We're also working with suppliers and partners to achieve our goal of 10,000 apprenticeships and 10,000 work experience days by 2030. Read more in Careers, Not Just Jobs on page 16.

MAKING THE SWITCH TO ELECTRIC VEHICLES

Almost all our environmental goals require us to act with others to bring about the changes we need. For example, our goal is for all airside road vehicles to meet ultra-low emissions standards by 2025, reducing carbon emissions and improving local air quality. We are in the process of converting our own cars and small vans to electric models and trialling the use of hybrid lorries.

We are also making it easier for others to make the switch to electric. We have installed one of the biggest electric vehicle charging networks in Europe. Colleagues can purchase low emissions vehicles through a salary sacrifice scheme. Through our Clean Vehicles Partnership (CVP), we are helping others at the airport to convert their fleets to electric or plug-in hybrid. In our supply chain we are encouraging big fleet operators to switch to electric and sign up to the EV100 initiative run by the Climate Group.



OUR CARBON STRATEGY

Climate change is the greatest challenge of our time. We strongly support the Paris Agreement and are committed to playing our part in tackling climate change to keep global temperature rises below 1.5 degrees. Aviation is currently a carbon-intensive industry so it has a key role to play in helping to protect a world worth travelling.

We are ambitious about what can be achieved. We believe it is possible to decouple growth in aviation from growth in carbon emissions. By working together and investing in innovation we can even start moving towards zero carbon aviation. However, there is a long way to go and many challenges to overcome.

Our carbon footprint data for 2018 will be published later in 2019.



Our Heathrow 2.0 plan includes ambitious goals for reducing our impact and for catalysing change in our supply chain and the wider aviation industry. In 2018, we published our Carbon Neutral Growth roadmap setting out more detail on how we will help to reduce and offset carbon emissions from aviation as we expand Heathrow.

Most emissions associated with Heathrow do not come from the airport itself but from the aircraft and people that use it. As well as reducing our direct emissions, it is essential that we do what we can to influence, facilitate and incentivise our partners, suppliers, colleagues and passengers to act too.

Emissions that we can control, such as those from the energy used to heat and light our buildings, account for around 1%

of the total carbon impact associated with Heathrow. This includes the energy we purchase on behalf of the 400 companies that work at Heathrow.

We can't directly control the remaining 99% of emissions but we can have an impact by influencing others including airlines, business partners, suppliers, colleagues and passengers. In some cases, we can have a direct impact. For example, by setting requirements for suppliers. In other cases our influence is less direct and can include investing in research and development into new low carbon solutions and incentivising improvements, such as our commitment to provide a year's free landing charges to the first electric aircraft.

Our carbon strategy

OUR ROADMAP FOR CARBON NEUTRAL GROWTH

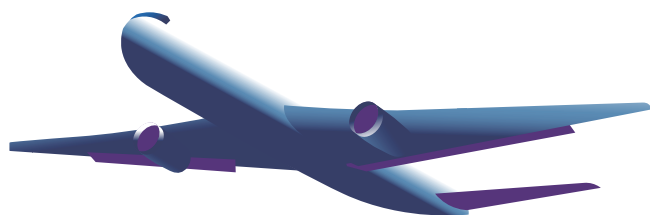
Our aspiration is to make growth from our new runway carbon neutral so that we can protect the planet for future generations to discover and enjoy.

In 2018 we published [our roadmap](#) for how this will be achieved. It will see us working with others to support the development of low carbon aviation and the purchase of carbon credits to offset growth in emissions from additional flights after expansion.

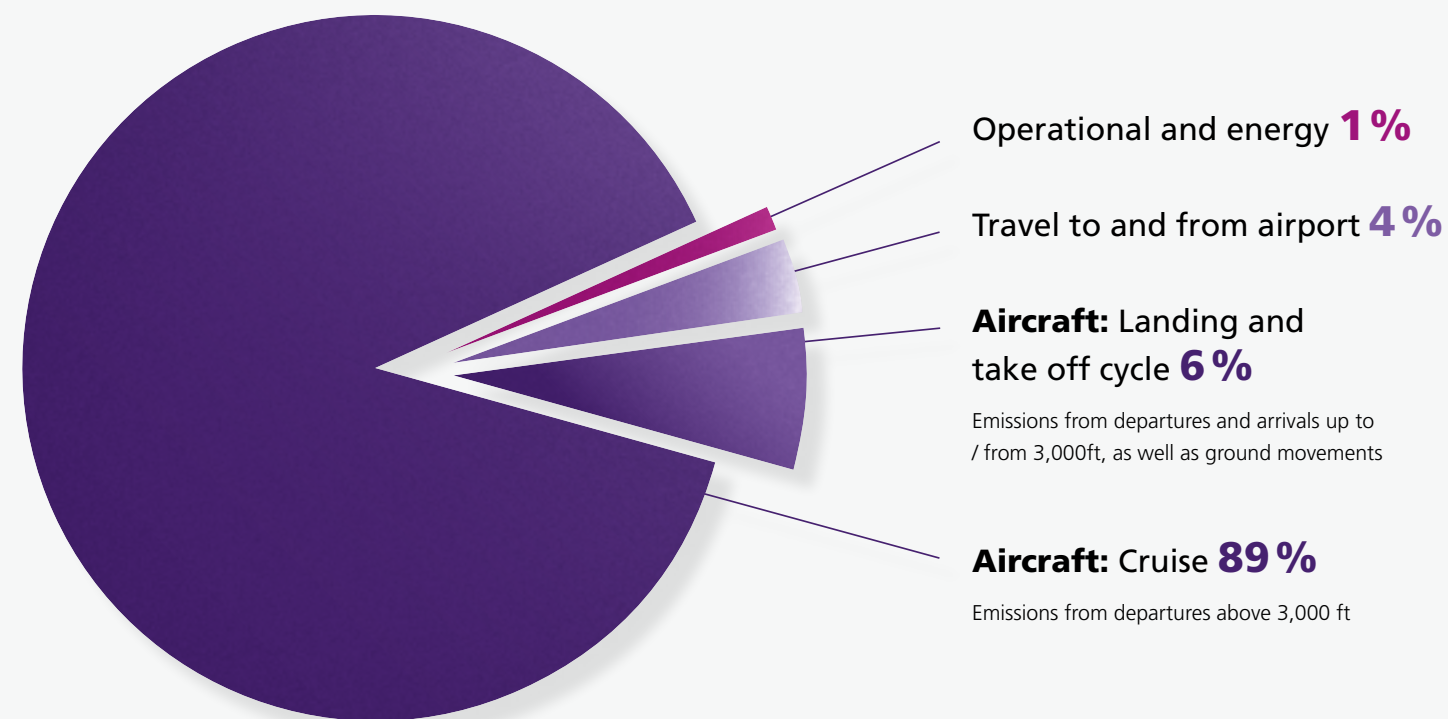
We are focusing on four areas:

1. Accelerating the arrival of new aircraft technology
2. Modernising airspace and making ground operations more efficient
3. Encouraging the production and take up of sustainable alternative fuels
4. Promoting the right carbon pricing to support innovation and developing best practice for offsetting in the UK

More information is on page 39.



BREAKDOWN OF CARBON EMISSIONS FROM HEATHROW IN 2016



2017 figures can be seen in our [Heathrow Carbon Footprint 2017](#) document.

CARBON GOALS AND ASPIRATIONS

Zero carbon airport infrastructure

- Zero carbon by 2050. Our goal is for Heathrow to be run on renewable energy with zero waste by 2050
- Carbon neutral by 2020. It will take time to reach zero carbon. As an interim step we will offset any carbon emissions we can't yet eliminate by purchasing carbon credits

Using our influence

- Cutting emissions from transport: our goal is for 50% of airport passenger journeys to be made by public transport by 2030
- Investing in innovation: we aim to stimulate the development of new solutions through our Centre of Excellence and by piloting 25 sustainable innovations by 2025
- Sustainable aviation: we are focusing on four areas to reduce emissions from flights and meet our aspiration for carbon neutral growth, see sidebar



Heathrow

A GREAT PLACE TO WORK

We believe the places we work should provide people with opportunities and, at Heathrow, that starts with the work itself. We want everyone who works here to feel they can be happy, motivated and developed in ways which encourage them to flourish. We want every individual to know they have the right to put their own safety, and the safety of all those around them, before anything else.

And we want our people to understand that they can shape our future too. For us to create a true culture of sustainability, we must do it together. Everyone at Heathrow needs to live and breathe Heathrow 2.0.

JUMP TO

- Safe and Well p. 14
- Colleague and Passenger Safety p. 15
- Careers, Not Just Jobs p. 16
- Diversity and Inclusion p. 19
- Culture of Sustainability p. 21

1.

SAFE AND WELL

We want everyone working at or visiting Heathrow to go home safe and well. That starts with having the right processes in place to manage safety risks. Just as important though is creating a culture where colleagues feel empowered to put safety first and to prioritise the mental and physical wellbeing of everyone at the airport.



Photo of some of our StRaW Buddies being trained to support colleagues whose lives have been touched by cancer

YOUR HEALTH MATTERS

Your Health Matters is our programme that aims to educate and empower colleagues to look after their health. In 2018 we formed a new partnership with digital health provider Babylon, to make it easier for colleagues to get medical advice and support, 24-hours a day. All colleagues can now use the Babylon Online GP app to access professional, regulated, confidential, real-time health advice whenever they need it – including weekends and evenings. Since the partnership began 1,385 colleagues have signed up to the app and 563 GP appointments have taken place.

Colleagues can also access our on-site occupational health services and complete a free health assessment. We publish a Being Well Toolkit six times a year with personalised health information, to help colleagues make informed lifestyle choices.

YOUR MIND MATTERS

Good mental health is essential if colleagues are to reach their full potential. Through our Your Mind Matters programme we aim to help colleagues look after their mental health at home and at work.

Our peer network of StRaW Buddies (Sustaining Resilience at Work) are recruited from across our business and trained in how to identify signs of stress and to assist colleagues. Around 240 colleagues were supported through the network during 2018.

Our leaders play a key role in creating a culture where people feel able to talk about mental health issues and these are treated as seriously as physical health problems. Our executive leaders have all signed the 'Time to Change' pledge to show their commitment to ending mental health stigma. We're also equipping line managers to support colleagues through our mental health training. This focuses on: creating an environment where people can thrive; how to spot signs of someone who may be struggling with mental health issues; and the tools they can use to help colleagues. 400 managers have attended to date.

We have seen a reduction in absence due to work-related stress during 2018, see page 55.

1.1

COLLEAGUE AND PASSENGER SAFETY

We track our safety performance to help us identify and address safety risks. In 2018, there were fewer accidents involving colleagues but the number of passenger incidents increased compared with 2017.

We were deeply saddened by the death of an airport colleague following an airside vehicle collision in February 2018. Following this tragic incident we remain committed to continually reviewing our processes, procedures and prevention plans so that we can work together with our partners and stakeholders, to stop it from ever happening again. We are focusing on culture change, reminding everyone at Heathrow about the importance of safe driving. This includes our Safety Six awareness campaign run across the airport asking all colleagues to think about their driving, to wear a seat belt and keep to the airport speed limits.

For passengers, the number of preventable incidents increased. Around 46% of these were slips, trips and falls. Falls on escalators accounted for just under a third of

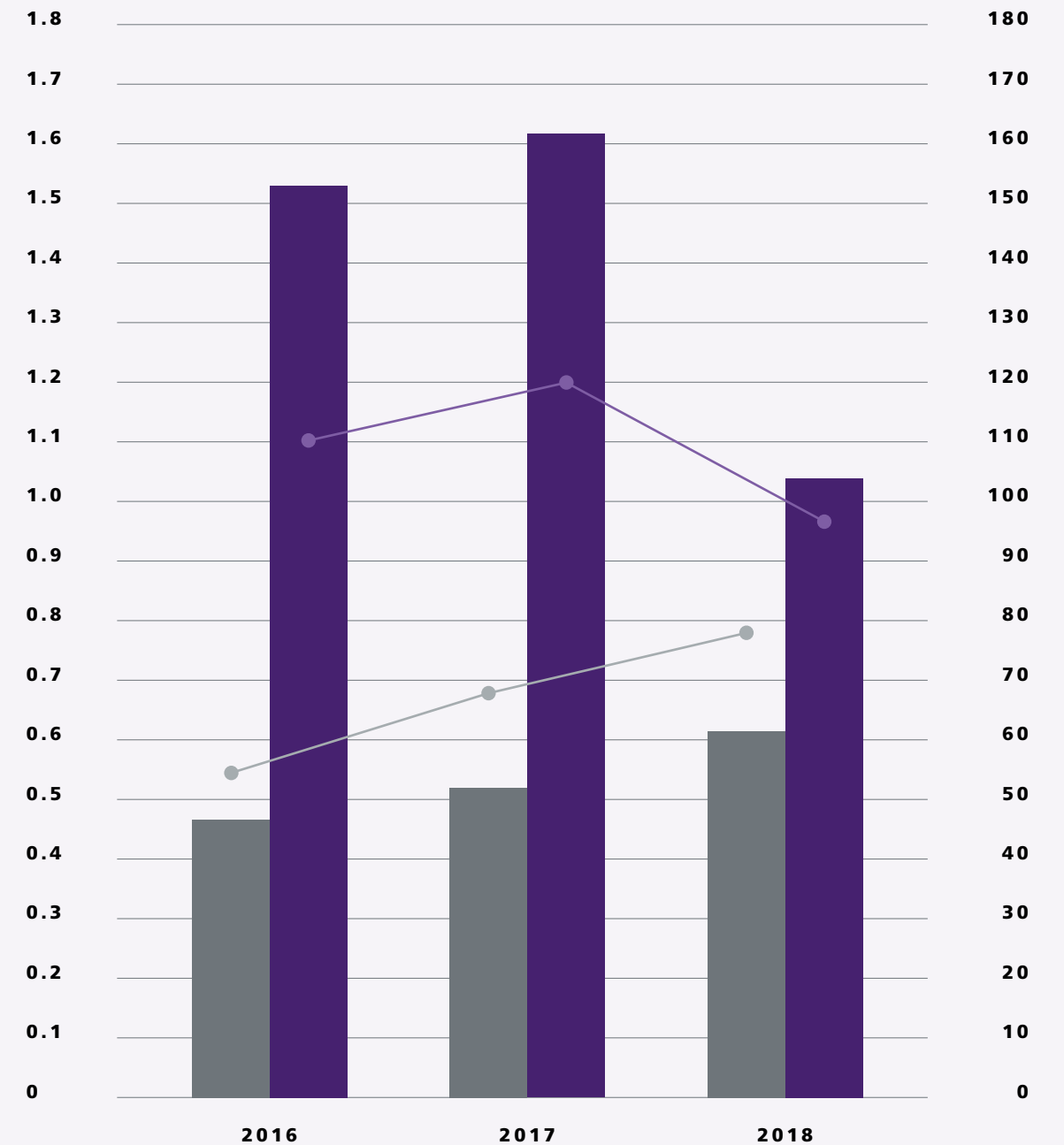
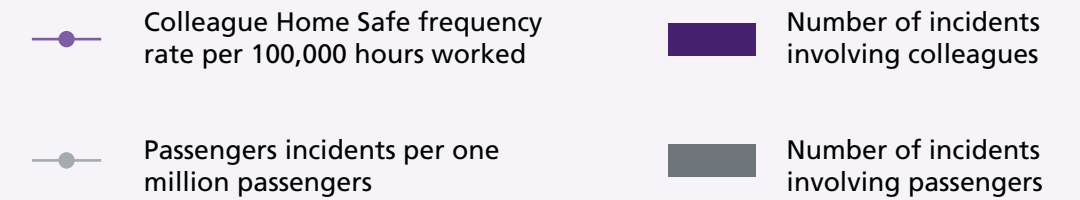
incidents. We set up an Escalator Safety Working Group to review the causes of accidents on escalators and identify ways to reduce them. Actions taken so far include raising awareness among colleagues of the importance of directing vulnerable passengers to use lifts, improving signage and installing physical barriers to prevent passengers carrying large bags onto escalators. We're also co-funding a research project into escalator safety with Portsmouth University and the Health and Safety Laboratory.

We set up the Team Heathrow Safety Network in late 2018. This will encourage collaboration on safety across all the businesses operating at Heathrow, helping us to learn from incidents and share best practice. Representatives from 20 organisations attended the first meeting.

TACKLING DRONE USAGE

We welcome tougher measures to tackle rogue drone usage near all UK airports. We have invested significantly to enhance our capabilities to detect and deter drones at Heathrow. The UK Government has an important role to play in supporting the aviation industry with the right regulations and enforcement tools to keep the UK's skies safe as technology evolves.

HEALTH AND SAFETY PERFORMANCE FOR COLLEAGUES AND PASSENGERS



2. CAREERS, NOT JUST JOBS

At Heathrow we talk about careers, not jobs. Every role should offer a sense of purpose and progress, with opportunities for our colleagues to develop and grow.

We'll need tens of thousands of people with the right skills to help us expand Heathrow. So we've made big commitments to increase our investment in skills, training and work experience.



DEVELOPING SKILLS FOR THE FUTURE

We want to make sure that as we invest in skills and new jobs, we add real value to the economy and to communities around Heathrow and across the UK.

We convened the Heathrow Skills Taskforce, led by the Rt Hon Lord Blunkett, to advise us on the skills and training programmes we need to make Heathrow's expansion a success.

The Taskforce heard from experts in the fields of employment, skills, social mobility, and diversity and inclusion, and many

stakeholders local to Heathrow. It published its five key recommendations during 2018. You can read the Taskforce's report at www.heathrowexpansion.com.

We're already making progress on many of the areas covered by the Taskforce's recommendations and have commitments to go much further. Examples are included in the table on the next page.

2. Careers, Not Just Jobs

RECOMMENDATIONS FROM THE HEATHROW SKILLS TASKFORCE

LEADING BUSINESS CHANGE

Heathrow should influence the actions of other organisations to achieve real lasting change and to maximise the employment and skills opportunities offered by expansion.

CELEBRATING DIVERSITY AND EMBRACING INCLUSION

Heathrow should set the benchmark for workplace diversity, inclusion, and smart mobility.

MAXIMISING APPRENTICESHIP OPPORTUNITIES

Heathrow, its supply chain and commercial partners should promote apprenticeships as a rewarding career choice.

PROMOTING CAREER CHOICES AND ENGAGING WITH THE EDUCATION SECTOR

Heathrow should collaborate with the education sector, to promote a range of career choices and to deliver high quality training and reskilling to support progression and sustainable careers.

ENABLING SKILLS FOR A LASTING LEGACY

Heathrow expansion is an opportunity to future-proof jobs in the areas around the airport, and across Britain.

OUR ACTIONS AND KEY COMMITMENTS

- Set up a People Leadership Forum and Construction Skills Forum which bring together 50 employers from Team Heathrow and our supply chain, collectively employing 46,000 people. We'll work collaboratively to embed responsible employment practices and to build the diverse and skilled workforce we need for the future.
- In 2017, we were accredited as a Living Wage employer. We have now published a roadmap to ensure direct and existing suppliers also guarantee colleagues the Living Wage by the end of 2020. New suppliers and contracts to supply Heathrow are now required to pay the London Living Wage and not use zero-hour contracts at the airport.

- We're embedding diversity and inclusion into our commitments and actions across all the recommendations. This includes establishing new programmes to support people returning from a career break, care leavers and people with disabilities into employment.

- Launched our first higher level technical apprenticeships and degree apprenticeships for airport colleagues.
- We remain committed to double the number of apprenticeships to 10,000 at Heathrow and across the supply chain by end of 2030.
- Launched a shared apprenticeship scheme with our construction supply chain, a first for a UK airport. We will fund 150 apprenticeships during 2019 and 2020.

- Started developing a World of Work programme to help people from all backgrounds achieve their career aspirations.
- Committed to offer 10,000 quality work experience days by end of 2030 across the airport including for adults experiencing barriers to work; care leavers; and people with disabilities.
- We'll offer up to 1,200 work placement days to local T-Level students in construction and digital from September 2020.

- Established an official Skills Partnership with local colleges and universities.
- Committed to develop and trial a Skills Passport at Heathrow to support individuals working at the airport to create a Continuing Professional Development (CPD) log of their skills and achievements. This will make it easier for employers at Heathrow to take into account their transferable skills.

2. Careers, Not Just Jobs

PARTNERING WITH TEAM HEATHROW ON SKILLS

Delivering the huge opportunity for increased jobs and skills from expansion has to be a joint effort with our suppliers and the other businesses operating at Heathrow.

We're asking them to join us by making five commitments:

1. Partner with us to deliver **10,000 APPRENTICESHIPS BY 2030**
2. Offer quality work experience days to help us meet the target of **10,000 DAYS BY 2030**
3. **SIGN UP TO THE NETWORK OF ENTERPRISE ADVISERS**, business volunteers who support schools and colleges
4. Commit to review recruitment practices to **BREAK DOWN BARRIERS TO EMPLOYMENT** and to encourage diversity
5. **INTRODUCE A RETURNERS' PROGRAMME** to support individuals to re-enter the workplace

Many of these goals will be achieved through our joint support for the Heathrow Employment and Skills Academy, see right.



CASE STUDY:

BOOSTING SKILLS IN OUR LOCAL COMMUNITIES

We set up the Heathrow Employment and Skills Academy in 2004 in collaboration with our business partners, local employers and service providers, to help people in the communities around the airport to develop their skills and find rewarding work. We have contributed £14.6m to the Academy to date. 108 Academy apprentices graduated in 2018 of which two-thirds were from Ealing, Hillingdon, Hounslow, Slough and Spelthorne. Since 2004, well over 7,000 people have benefited from the opportunities provided by Heathrow Academy to learn new skills and move into employment.

Thousands of candidates have found new careers at the airport. During 2018, we also hosted one of the UK's biggest careers fairs enabling over 5,600 young people, parents and teachers to meet with 81 companies including employers from across the airport. Delegates were invited from Slough, Spelthorne, Ealing, Hounslow, Hillingdon, South Buckinghamshire and the Royal Borough of Windsor & Maidenhead.

2.1 DIVERSITY AND INCLUSION

We want Heathrow to become a truly great place to work where anyone can fulfil their potential. By 2025 our goal is for our workforce to reflect local diversity at every level. We've made some progress towards this goal, particularly for gender balance and ethnic diversity, but still have a lot of work to do.

"RETURNING TO WORK FOLLOWING MATERNITY LEAVE CAN BE DAUNTING – BUT WITH A BIT OF THOUGHT, STRUCTURE, REALISTIC PLANNING, AND SUPPORT FROM YOUR MANAGEMENT, THIS CAN BE A VERY POSITIVE EXPERIENCE."



**SANGEETA VISHWANATH,
IT PROGRAMME MANAGER**

ADDRESSING UNCONSCIOUS BIAS

Unconscious bias can hamper efforts to increase diversity. Everyone has unconscious biases but with the right training and processes we can minimise their impact. All Heathrow managers are completing training in inclusive leadership, including how to recognise and address unconscious bias. 84% have been trained so far.

We have been making a conscious effort to change perspective, increase diversity and drive inclusion and disability is one of our focal points; we want to become a Disability Confident Leader. We have been concentrating on celebrating disability awareness events, educating our colleagues and implementing an inclusive attraction strategy. We have also recently partnered with Evenbreak in order to further support our aim to become a Disability Confident Leader.

We've reviewed how we recruit new colleagues and we're the first UK airport to use Textio to identify unconscious bias in job adverts. Textio works by scanning recruitment postings and comparing them to millions of other live job listings. When it identifies bias, it suggests alternative language that may appeal to a more diverse range of potential candidates.

**84%
MANAGERS TRAINED
ON UNCONSCIOUS
BIAS IN 2018**

Textio has been shown to have a big impact, for example, other companies using the programme have reported a 23% increase in female applicants. We'll be monitoring the results for our own recruitment.

92% of the people working at Heathrow are employed by our suppliers and other businesses. We've called on our partners to address any bias in their own recruitment practices, see page 58.

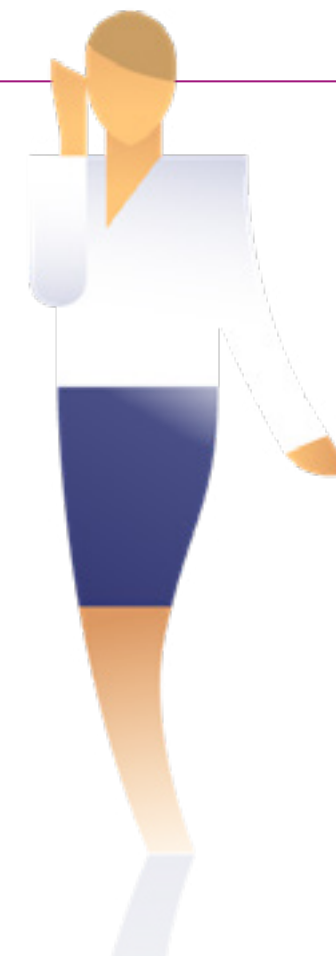
MAKING A SUCCESSFUL RETURN TO WORK

Rejoining the workforce after a career break shouldn't be, but often is challenging. Career returners often have valuable experience and skills that can benefit business.

In September 2018, we launched Career Returners to help more people successfully return to the workplace. Roles were open to anyone who has taken a career break of two years or more, for example to bring up children or care for elderly relatives. They were advertised through the Heathrow careers website, and through Women Returners, an organisation specialising in helping women return to work.

We recruited four people for the first intake, who are now completing a structured six-month placement. Alongside their job, participants are receiving specialised coaching, together with support from a mentor in their department and the opportunity to complete training for their department and specialism and to grow their professional networks. Following the placements, we aim to work with participants to help them find a career at Heathrow.

Throughout the six months they will be able to grow their professional networks and explore opportunities for continuing a career at Heathrow.





2.1 Diversity and Inclusion

TOWARDS A MORE ACCESSIBLE HEATHROW

We want Heathrow to become a disability confident business. We have made a £23 million investment with our airline partners in new equipment, resources and technology to improve service for people with disabilities, as well as innovations such as a distinctive lanyard that helps colleagues identify and assist passengers with hidden disabilities. We are also focusing on raising colleague awareness and attracting more disabled job candidates, including partnering with Evenbreak, the accessible job board.

Our HAND (Heathrow Airport’s Network for Disability) colleague network provides information, support and advice for disabled colleagues, line managers, individuals who work with disabled customers and anyone interested in learning more about disability. It runs events that give colleagues a chance to learn about disabilities and experience a different perspective in an inclusive and fun way. For example, HAND coordinated Wheels4Wings, a successful Guinness World Records attempt, which raised over £22k for charity Aerobility that helps people with disabilities to participate in aviation. This saw 100 people in wheelchairs, including security officers, volunteers and operational colleagues pull a 127.6 tonne 787-9 Boeing Dreamliner over 100 metres.

RAISING AWARENESS AND CATALYSING CHANGE – OUR DIVERSITY NETWORKS

Our diversity networks help us promote an inclusive culture through events, fundraising and awareness campaigns. They include: Proud, our LGBT+ network; HAND, Heathrow Airport’s Network for Disability; en-haNCE our culture & ethnicity network; and Altitude, our women’s network. Each network has an executive sponsor who acts as mentor and supports the successful implementation of network projects. Network meetings are regularly attended by our CEO and members of our executive team.

Highlights in 2018 included our en-haNCE diversity network day. This brought together colleagues from across Heathrow to discuss the challenges faced by Black, Asian, and minority ethnic colleagues and how to overcome them. Attendees heard from inspirational speakers including the Rt. Hon. David Lammy, MP for Tottenham, who shared his own experiences and participated in a Q&A session.

We also relaunched Altitude, our network which aims to empower women to achieve their career aspirations and inspire colleagues by showcasing female role models. The launch event featured high-profile speakers such as Baroness McDonagh, former General Secretary of the Labour Party and head of Pipeline, which is working to increase female representation on boards.

15% OF SENIOR MANAGERS AND **42%** OF ALL COLLEAGUES ARE FROM BLACK, ASIAN AND MINORITY ETHNIC BACKGROUNDS



33% OF SENIOR MANAGERS AND **43%** OF ALL COLLEAGUES ARE WOMEN

78% OF ALL COLLEAGUES FEEL THAT PEOPLE FROM DIVERSE BACKGROUNDS CAN SUCCEED AT HEATHROW



3.

CULTURE OF SUSTAINABILITY

We want to embed sustainability into our culture at Heathrow, so all our colleagues know they have a part to play in shaping our future. That philosophy is at the core of a joined-up programme to attract and retain the best talent, develop our leaders and give every colleague the ability to help deliver our sustainability goals.



LEADERSHIP FOR SUSTAINABILITY

Our Leading Sustainable Growth programme is designed to engage our colleagues on Heathrow 2.0 and help them to lead change in their part of the business. In 2018, the second year of the programme, we guided 509 leaders through a two-day event, encouraging them to think about what “Leading Sustainable Growth” means to them. This covered topics such as leadership skills, with an added focus on diversity and inclusion.

Colleagues could also attend a masterclass where a storytelling approach was used to update and engage managers on the

“I DIDN'T REALISE HOW MUCH COMMUNITY WORK WENT ON AT HEATHROW”

latest sustainability thinking. Speakers included local school children and John Stewart from campaign group Heathrow Association for the Control of Aircraft Noise (HACAN) as well as Sir David King, the former Chief Scientific Adviser to the UK government.

In 2019 we'll roll the training out to 1,200 more colleagues working in operational roles. Around half of these colleagues work in shifts and we'll design the training to fit with their working patterns and to be relevant to their roles.

VALUING THE BENEFITS OF HEATHROW 2.0

To meet our sustainability goals, we need to integrate social and environmental considerations into the way we make business investment decisions. However, traditional financial accounting makes this difficult to do. To address this, we've developed SIAT (Sustainability Investment Appraisal Tool), an easy-to-use tool that puts a financial value on social and environmental impacts and we've integrated it into our business planning and finance processes. SIAT uses the latest best practice to value impacts in relation to the well-established six capitals model for integrated reporting – human, financial, natural, manufacturing, social and intellectual capitals.

SIAT assesses the potential future value of sustainability investments for a range of stakeholders including Heathrow, colleagues, passengers, airlines and wider society. In 2018, we kickstarted our first phase by assessing 13 potential projects for investment with our new SIAT tool, identifying £12.4 million in net positive value, around 13% more than would have been identified using traditional methodologies. We'll be working with our finance teams to further refine and develop the tool and build awareness of its importance.



Heathrow



A GREAT PLACE TO LIVE

Being a responsible neighbour means making sure that we are taking steps to improve quality of life for those living near Heathrow. We want to benefit our local community, not detract from it, and that can only happen if we take the time to listen to the people around us. We know noise impacts lives in many ways, so we're collaborating with airlines and researchers to reduce its negative effects. We know the main cause of local air pollution is road vehicles, so we're cutting our

road emissions in and around the airport. Above all, we're building stronger relationships with our communities. Because only by better understanding their needs can we help them to thrive.

JUMP TO

- [Respite for Residents](#) p. 23
- [Quality Air, Locally](#) p. 25
- [Sustainable Communities](#) p. 27



4.

RESPITE FOR RESIDENTS

Noise from aircraft has an impact on the lives of people living near to Heathrow. We've been working for many years to reduce noise disturbance including by incentivising the use of quieter aircraft and reducing flights at night. Noise levels have fallen but there is still more we can and will do.

REDUCING NOISE FROM HEATHROW

Our data shows a decrease in total noise from the airport. However, some locations have experienced local increases in flight numbers, single-event or average noise levels. We acknowledge that no single metric completely reflects our local community's concerns on noise and therefore, we have and continue to develop and publish a range of metrics describing noise impacts. Changes in noise exposure are a consequence of differences in aircraft types and numbers as well how and when they are operated. This will be reflected in the noise metrics, however, we recognise the challenges raised by community stakeholders to accelerate the continuous improvement across all these areas. The results of our efforts to reduce noise impacts across a range of metrics can be seen in our Annual Noise Action Plan Contour Report. Our 2018 report will be published in summer 2019.



OUR NOISE ACTION PLAN

We've set stretching targets to reduce noise from Heathrow and in 2018 we submitted our third **Noise Action Plan (2019-2023)** to the Government for approval and publication in March 2019. This was developed with the Heathrow Community Noise Forum showing how we will mitigate noise over the next five years. See www.heathrow.com/noise

Advances in aircraft design play an important role in reducing noise levels. We encourage the switch to quieter aircraft by charging higher landing fees for noisier engines. Our goal is 60% of flights made by aircraft that comply with "Chapter 14", the most stringent noise standard of the International Civil Aviation Organization (ICAO) and 0% by the noisiest, Chapter 3, by 2020. In December 2018, we reached our Chapter 14 goal two years early and Chapter 3 movements were down to 0.06%.

Reducing late running departures after 11.30pm is also a priority. In 2018, we had 268 of these late runners which, although over our stretch target of 235, was down from around 500 in 2012. We are still on track to achieve our target of 165 in 2022. In November we published our Quiet Night Charter outlining how we will work with airlines and air traffic control to further reduce night flights. This will include providing more certainty to local communities about periods of respite from aircraft noise.

Other areas of noise reduction include working with airlines to retrofit noise reduction technology on the A320 family of aircraft, a study on the noise impacts of aircraft climb rates, the insulation and ventilation of schools, and publishing detailed noise reports from certain community noise monitors.

OUR NOISE FOOTPRINT (55 DBA LDEN) HAS REDUCED BY 26% IN AREA BETWEEN 2006 AND 2017.

60.9% OF MOVEMENTS WERE BY AIRCRAFT IN THE QUIETEST CHAPTER 14 CATEGORY.

0.06% OF MOVEMENTS WERE BY AIRCRAFT IN THE NOISIEST CHAPTER 3 CATEGORY.

LANDING CHARGES FOR THE NOISIEST CATEGORIES OF AIRCRAFT ARE 11 TIMES HIGHER THAN FOR THE QUIETEST SUBCATEGORY



4. Respite for residents

FLY QUIET AND GREEN

For the last seven years we've published quarterly league tables that rank the largest 50 airlines at Heathrow on their fleet and flight performance. Many airlines respond by working to improve their rankings. It's one of the ways we encourage airlines to use quieter aircraft and to fly them in the quietest possible way. For the last 2 years, we've also included air quality metrics in the ranking.

Some airlines have improved their fleet, decreasing the Chapter 3 aircraft they send to Heathrow. Others have worked with our airside operations team to improve their track keeping, continuous descent approaches (CDA) and late running departures. See [heathrowflyquietandgreen.com](https://www.heathrowflyquietandgreen.com).



5.

QUALITY AIR,
LOCALLY

We're committed to improving air quality around Heathrow so our local communities can breathe clean air. Our Emissions Strategy and Action Plan sets out how we will reduce harmful emissions by: improving efficiency and minimising fuel use; employing the latest technologies; and using our size and scale to encourage others to act.

OVER
£6 MILLION
INVESTED IN
ELECTRIC VEHICLE
INFRASTRUCTURE
INCLUDING OVER
100
CHARGING
POINTS



CUTTING EMISSIONS FROM CAR JOURNEYS

Journeys by car and taxi have the biggest impact on air quality around Heathrow, so we're encouraging the switch to low emission alternatives.

We've invested over £6 million in building one of the biggest electric vehicle charging networks in Europe to meet growing demand and encourage further uptake. We now have over 100 charging points at the airport too. This includes seven rapid chargers for the new fleet of electric black taxis, among the first to be installed in London. We are also participating in a trial with Zapinamo, an electric vehicle charging company and winner of our Clean Vehicle Partnership Champion Award 2018, looking at innovative rapid charging options for private hire vehicles.

Our colleagues can purchase low emissions vehicles through a salary sacrifice scheme, which reduces the overall cost to them. A wide range of new low and ultra-low emissions cars are included and 40 colleagues took advantage of the programme in the first year.

We promote public transport options to reduce the overall number of car journeys. Heathrow is connected to 60 towns and cities by public transport links, see page 30, and the Heathrow Express rail service transports 6 million passengers a year. In 2018, we installed ticket barriers, upgraded ticket machines and made improvements to customer information in train stations ready for the arrival of TFL Rail which will become the Elizabeth Line (also known as Crossrail). This also allows passengers to use contactless and Oyster on both TfL Rail and Heathrow Express services. We're also supporting government proposals for new western and southern rail services to Heathrow.

For colleagues there are discounted season tickets, a car sharing scheme and a cycle hub. We have the UK's largest free travel zone, covering bus, rail and London Underground journeys around the airport for all users.

Read more:

[Heathrow Emissions Strategy and Action Plan](#)
[Heathrow Clean Vehicles Partnership](#)

5. Quality Air, Locally



PARTNERING WITH TEAM HEATHROW

Our goal is for all airside vehicles - our own and those of our Team Heathrow partners - to meet Ultra-Low Emission Zone standards by 2025. We are in the process of converting our own cars and small vans to electric or plug-in hybrid models by 2020, with 72 converted so far. We're also trialling the use of electric and hybrid buses and lorries so we can start switching our large vans and heavy goods vehicles to low carbon options and encourage our freight partners to do the same.

Our Clean Vehicles Partnership (CVP) collaborates with companies operating at Heathrow, helping them to reduce fleet emissions by providing free advice, guidance and training. It runs regular events and seminars as well as annual Awards that celebrate and promote best practice and innovation.

Everyone at Heathrow can play a part in improving air quality. We ran an emissions awareness campaign in 2018, to highlight the health impacts of emissions and promote our Emissions Pledge. 300 colleagues signed up, promising to reduce emissions including by not idling and avoiding unnecessary trips, and encouraging their colleagues, friends and family to do the same.

REDUCING EMISSIONS FROM AIRCRAFT

We incentivise airlines to use their cleanest aircraft at Heathrow, including by charging higher landing fees for the most polluting models. In 2018, 4% of flights were in the oldest emissions category, down from 4.9% the previous year. 28.6% were in the lowest emissions category.

Both pilot behaviour and aircraft performance on the ground can help reduce emission levels. For example, we encourage airlines to turn off one or more engines when taxiing, which reduces fuel use and emissions. In 2018, around 16% of Heathrow's departures reported reduced engine taxiing.

In 2017, the latest year for which data is available, we saw a slight increase in emissions from aircraft on the ground caused by an increase in the use of auxiliary power units (APU) compared to previous years. We're already taking steps to improve the way we track APU activity to drive improvements. We are making pre-conditioned air (PCA) and fixed electrical ground power (FEGP) available for aircraft to use at our stands and are working with our airline partners on our plans to expand PCA to the entire airport.

We also publish our Fly Quiet and Green league table to encourage airlines to use their cleanest aircraft, see page 24.



6.

SUSTAINABLE COMMUNITIES

We aim to have a positive impact on the communities around Heathrow, collaborating with local people and partners on projects that make their areas even better places to live. Whether it's enhancing green spaces, investing in skills or supporting local community group, we aim to support the wellbeing and economic prosperity of our neighbours. We report on our progress regularly through our Better Neighbour Report.



MEASURING QUALITY OF LIFE

What are the key factors influencing local quality of life and how can we measure the impact of our interventions? These are questions we set out to begin answering in a four-month research project with Brunel University, bringing together academic experts in health, wellbeing and design innovation.

The research used focus groups with local people to identify priorities and develop a set of wellbeing indicators relevant to the Heathrow area, helping us begin to better understand our impact and how we could develop our programmes. The findings recommend the creation of a tool that will help

us to assess the relative benefits of different projects and identify where we can have the biggest positive impact on quality of life. The research found that local people welcome opportunities for innovative interventions across themes such as access to green spaces, increasing inclusivity and tolerance in the community and increasing awareness of career opportunities.

We're aiming to further develop this work during 2019, looking to create a wellbeing index for our local communities. The findings will help inform our work in several areas including noise, Heathrow expansion and community engagement.

MAKING SPACE FOR NATURE

We are the size of a small city, and while most of our site is used for airport infrastructure, we also have around 170 hectares of land that is set aside for nature conservation – about 10% of our total footprint. This includes freshwater lakes, reedbeds, meadows and woodland, including some areas of green space open to the public.

To encourage local flora and fauna we use a range of different site management techniques such as coppicing and hedgerows as well as grazing by cows, sheep and goats. We also maintain green corridors to help wildlife move between sites and the two river systems bordering Heathrow – the rivers Colne and Crane. Since 2016 over 30 bee hives have been introduced, supporting 1.5 million bees. We're pleased to be one of just 17 organisations to hold the Wildlife

Trust Biodiversity Benchmark Award which recognises our efforts to create a home for nature. Heathrow was the first airport to achieve the award and we have retained it for 11 years.

The expansion of Heathrow will require the acquisition and use of land, including some areas that are important for local biodiversity. We have committed to ensuring the project delivers a net gain for biodiversity using a biodiversity offsetting metric agreed with Natural England. This means we will leave the natural environment in a measurably improved state by creating multi-functional green spaces that are of value to wildlife and people. We are working with Natural England, local planning authorities, Wildlife Trusts and Colne Valley Park Community Interest Company to help us implement this approach.

6. Sustainable Communities

HIGH5!

Getting back to nature can improve colleague wellbeing, contribute to better team working and boost job satisfaction. That's the idea behind High5!, our outdoor learning programme for frontline colleagues. 1,000 of our security colleagues from Terminal 5 have participated so far, acquiring new knowledge and skills while helping to improve the local environment.

High5! takes place at the Heathrow Community Garden, which is being created with Green Corridor, a local charity working to improve access for disadvantaged 14-25-year olds to employment, education and training.

The Garden is situated on 2.5 acres of scrubland near to Heathrow. Through the programme, the land is being regenerated to incorporate fruit and vegetable plots, heathland and wildflowers that can be used by colleagues and young people taking part in Green Corridor's programmes.

Participants on High5! are helping to build the garden while learning about nature and Heathrow's sustainability strategy. This includes constructing furniture and flower beds out of recycled and unwanted items from the airport such as packaging, security trays and old furniture. Colleagues also have the opportunity to complete training sessions and to visit the Heathrow bee hives to hear about the important role of pollinating insects.



"MY TEAM AND I HELPED OVER A THOUSAND OF MY COLLEAGUES TO GO THROUGH THE HIGH5! VOLUNTEERING PROGRAMME"

**ROSIE MCILROY,
SECURITY MANAGER,
HEATHROW AIRPORT.**





Heathrow

A THRIVING SUSTAINABLE ECONOMY

More than 400 businesses operate from or supply goods and services to Heathrow, but our influence stretches far beyond our boundary. As the UK's hub airport, we have a critical role to play in the national economy – both today and in the future. To us, that means enabling UK businesses big and small to take advantage of an ever-growing range of global opportunities; especially innovative, forward-looking businesses that provide sustainability benefits for all.

And it means rewarding our colleagues fairly for all the work they do to help us achieve our shared objectives.

We want to use our influence to drive change that is ethical, low carbon and sustainable. Change that creates a prosperous future for this and every generation.

JUMP TO

- Connecting the UK p. 30
- The Next Economy p. 31
- Sustainable Supply Chain p. 33
- More Sustainable Retail p. 35

7.

CONNECTING THE UK

Heathrow is the UK's hub airport, used by international passengers connecting to other destinations around the world. We want to make it easy for passengers to complete their journeys via Heathrow and to increase the economic benefits the airport brings across the UK.

We have a target for the airport to be connected to the UK's 100 largest towns and cities by 2033 and we reached 60 in 2018. We encourage lower carbon options such as rail and coach transfers and we also connect to seven UK cities by air.



EXPANDING OUR CONNECTIONS

Our priority is to increase the number of train and coach connections. Major investments such as HS2 and Crossrail will help more people in other UK cities to connect to Heathrow by rail. We are also working with coach operators to encourage new routes and to increase the frequency of coach services.

Domestic flights can also be important - connecting businesses around the UK to trading opportunities as well as improving convenience for passengers. For example, 70% of passengers flying between Heathrow and Manchester are transferring to or from other flights.

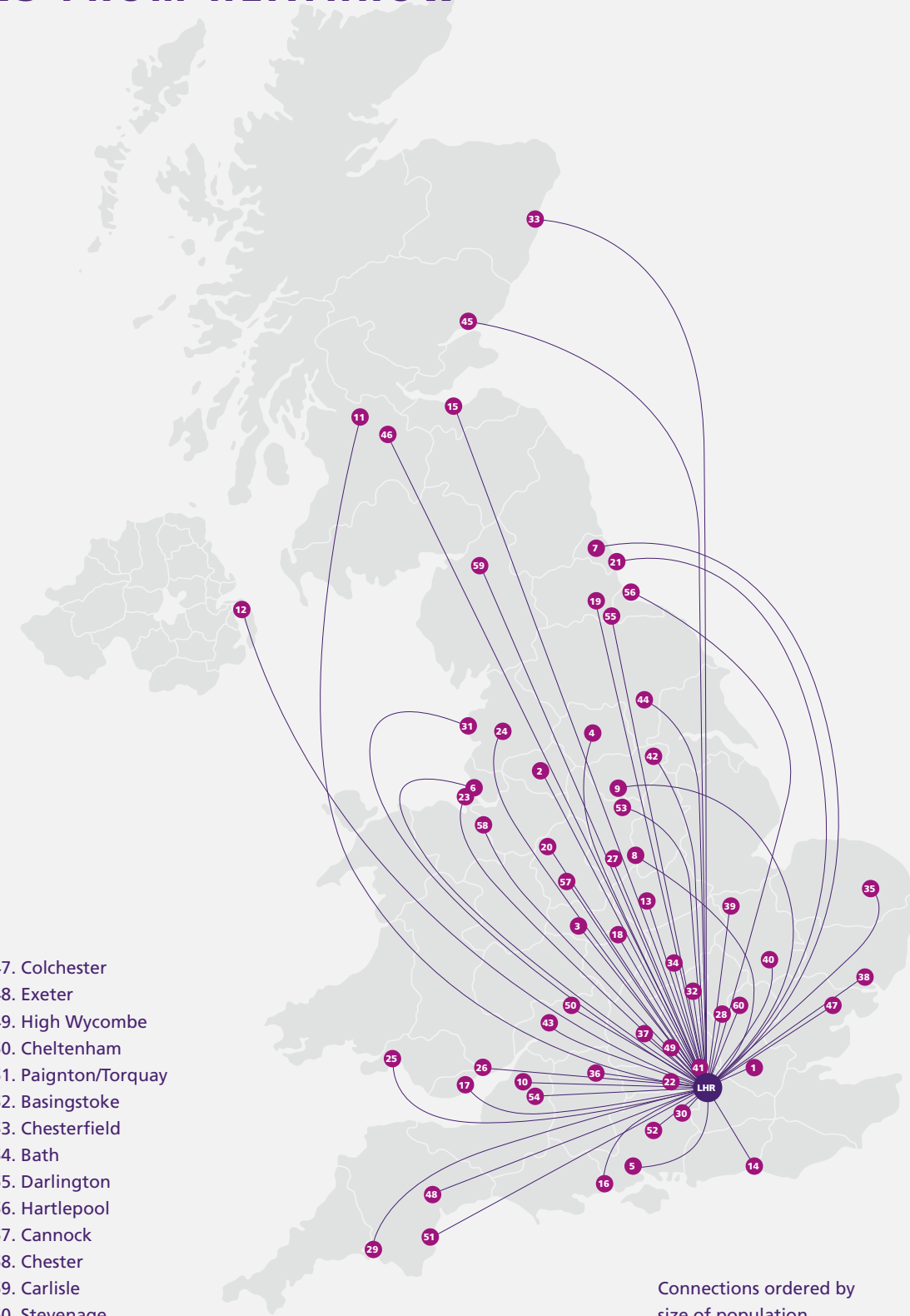
We offer discounts to make domestic air travel more affordable. In 2018, we increased our domestic discount to £15 per passenger per flight.

We aim to increase the number of domestic destinations to 14 with the expansion of Heathrow and have committed to create a £10m fund to provide start-up capital for five new domestic routes. We're also advocating to Government to ring-fence slots at an expanded Heathrow for domestic flights.

CONNECTIONS FROM HEATHROW

01. Greater London
02. Greater Manchester
03. West Midlands
04. West Yorkshire
05. South Hampshire
06. Liverpool
07. Tyneside
08. Nottingham
09. Sheffield
10. Bristol
11. Glasgow
12. Belfast
13. Leicester
14. Brighton and Hove
15. Edinburgh
16. Bournemouth/Poole
17. Cardiff
18. Coventry
19. Teesside
20. Stoke-on-Trent
21. Sunderland
22. Reading
23. Birkenhead
24. Preston
25. Swansea
26. Newport (Newport)
27. Derby
28. Luton
29. Plymouth
30. Farnborough/Aldershot
31. Blackpool
32. Milton Keynes
33. Aberdeen
34. Northampton
35. Norwich
36. Swindon
37. Oxford
38. Ipswich
39. Peterborough
40. Cambridge
41. Slough
42. Doncaster
43. Gloucester
44. York
45. Dundee
46. Motherwell

47. Colchester
48. Exeter
49. High Wycombe
50. Cheltenham
51. Paignton/Torquay
52. Basingstoke
53. Chesterfield
54. Bath
55. Darlington
56. Hartlepool
57. Cannock
58. Chester
59. Carlisle
60. Stevenage



Connections ordered by size of population

8.

THE NEXT ECONOMY

Small and medium sized businesses (SMEs) and social enterprises (SEs) play an important role in the UK economy as job creators and sources of innovation. Through Heathrow 2.0 we aim to support SMEs across the UK, helping them to join our supply chain and offering opportunities for them to showcase their products to Heathrow passengers.

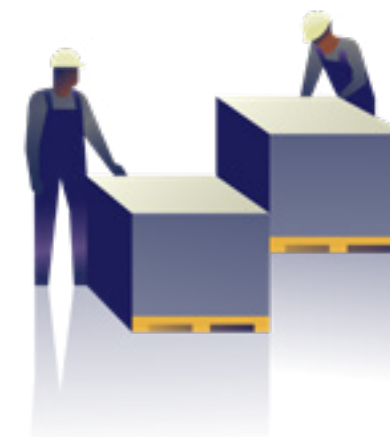


HEATHROW BUSINESS SUMMITS CREATE OPPORTUNITIES FOR SMES

Over a thousand SMEs are benefiting from the opportunity to meet with our suppliers through our Heathrow Business Summits. To date, SMEs have secured deals worth millions of £s through partnerships formed at these events.

Ten Summits were held in 2018, enabling 1,230 SME delegates to hold one-on-one meetings and to hear about trading opportunities and get advice on exporting to a global market via Heathrow.

Our flagship Summit at Heathrow was attended by 50 of our top suppliers and over 200 SMEs including businesses from our five local boroughs. The Summits are organised in conjunction with regional business groups, including Chambers of Commerce and FSB Branches, and are supported by the Department for International Trade. In 2019, we will hold 11 Business Summits in Saltash, Newmarket, Newcastle, Blackburn, Nottingham, Cardiff, Belfast, Edinburgh, and York, supported by our top tier suppliers.



SUPPORTING THE UK'S REGIONAL CONSTRUCTION INDUSTRY

In order to achieve our target of a 60% non-London supply chain for expansion, we will require expertise from every part of Britain. That is why we are locating four Logistics Hubs – off-site centres for pre-assembly and consolidation – across the country. This will help deliver expansion efficiently and sustainably, and enable us to source the skills we need from all across the UK. In 2017, we received 121 Expressions of Interest for potential off-site construction sites from across the UK. In November 2017, we published a longlist of 65 sites and visited these during the first half of 2018.

In March 2019, we announced the names and locations of 18 shortlisted sites invited to enter a formal tender process this Autumn. The final four Heathrow Logistics Hubs will be announced in early 2020, before coming online from 2021.

Logistics Hubs, and the benefits of offsite construction and consolidation, have been a key pillar of the case for Heathrow expansion. The use of Logistics Hubs for pre-fabrication and off-site manufacturing will help spread the benefits and the legacy of this national piece of infrastructure across the nations and regions of the UK. Our ambition is also to support thousands of jobs and opportunities for communities across the UK, and develop new skills needed to build and run Heathrow in the future through new apprenticeships and training opportunities within its supply chain.

8. The Next Economy

COMMITTED TO THE PROMPT PAYMENT CODE

Being paid on time is a particularly salient issue for small businesses, especially in construction. We consider ourselves a responsible client and continue to be signatories of the Prompt Payment Code (PPC), committing to implementing best practice payment procedures including paying our suppliers on time. In 2018, we became sponsors of the PPC to help raise its profile. In 2018 we launched a campaign to encourage other big businesses to make the same pledge to their supply chains and help to tackle bad payment practices and provide SMEs with some certainty as they plan for Brexit.



CASE STUDY:

HELPING BRITISH CRISPS TAKE ON THE WORLD

Savioursmiths is a family-run Duxford-based business that produces gourmet crisps, cut from home-grown local potatoes with each batch cooked by hand. The brand is one of the winners in a recent competition run by 'Exporting is GREAT', a programme of the Department for International Trade (DIT) supported by Heathrow.

Savioursmiths is receiving a grant of £2,000 to help it fulfil its goal to become a global business and begin trading in the Middle East and Asia. The grant can be used to support international trade missions and foreign market research, and the business will also benefit from advice and contacts provided by the DIT's International Trade Advisers. Winners also benefit from a Plaza Premium lounge pass for use at Heathrow.

20 SMEs were selected to receive these grants in 2018 by a panel of experts including Heathrow Chairman Lord Deighton. The winners included many examples of sustainable businesses including a company supporting refugee learning programmes; the UK's oldest bicycle shop; a wooden bowtie maker who uses old whisky barrels; and a compostable food packaging company.

9. SUSTAINABLE SUPPLY CHAIN

With more than 900 companies operating from or supplying goods and services to Heathrow, our influence stretches far beyond our boundary. We want to use that influence to encourage others to adopt ethical, low carbon and sustainable practices.



We became a fully accredited Living Wage Employer in November 2017 recognised by the Living Wage Foundation. This means all our colleagues are now paid at or above the living wage - £10.55 for colleagues in the London area and £9 for the rest of the UK. Around 200 colleagues received a pay rise during 2018 as a result of this commitment.



CHAMPIONING THE LIVING WAGE

We're proud to be a fully accredited Living Wage Employer since November 2017, meaning all our colleagues are now paid at or above the living wage as set by the Living Wage Foundation. Now we're encouraging other Heathrow-based businesses to follow our lead and make the same commitment.

We launched our Living Wage Roadmap in 2018 at our annual Supplier Conference. This is the first such plan by a UK airport and sets out how we will move all our direct supply chain colleagues at Heathrow to the London Living Wage by 2020.

Since December 2018, we've included a requirement to pay the Living Wage in the contracts for new suppliers and we're now updating the contracts for existing suppliers that are in-scope.

We'll also be asking suppliers to phase out the use of zero-hours contracts over the next two years, as well as encouraging commercial partners and other parts of our supply chain to work towards the Living Wage. For example, we are engaging with retailers at Heathrow to encourage them to pay the London Living Wage.

"HEATHROW'S DECISION TO GUARANTEE ITS COLLEAGUES ARE PAID THE LIVING WAGE HAS MADE A HUGE IMPACT ON MY LIFE. BEFORE I EARNED THE LIVING WAGE, I WAS STRUGGLING TO KEEP ON TOP OF ESCALATING DEBT, WHICH WAS AFFECTING MY HEALTH AND QUALITY OF LIFE. ONE YEAR ON I'M NOW ON TOP OF MY FINANCES, MUCH HAPPIER AND MORE MOTIVATED IN MY ROLE."

ALISON NEILL IS A HEATHROW COLLEAGUE BASED AT OUR BUSINESS SUPPORT CENTRE IN GLASGOW.



9. Sustainable Supply Chain



WORKING WITH SUPPLIERS TO CUT CARBON EMISSIONS

Carbon emissions from our supply chain exceed those from our strategic operations – so working with suppliers to cut emissions is a priority.

Over the last 2 years we've worked with 56% of our direct suppliers (16 companies) on projects aimed at reducing emissions. Examples include: optimising bus routes around Heathrow during non-busy periods; increasing use of electric vehicles (see page 9); replacing diesel engines with electric vehicles; and sourcing materials with lower embedded emissions.

Together projects like these have resulted in a 1% reduction in supply chain emissions. In 2018, our efforts enabled us to achieve Level 3 Carbon Trust Supply Chain accreditation, the highest level possible – two years ahead of our target. We're one of only three companies and the first airport to do so. The Carbon Trust is the world's leading independent accreditation scheme that recognises companies taking a best practice approach to managing and reducing environmental impacts. We're now working with suppliers to set carbon reduction targets.

We are also partnering with the Supply Chain Sustainability School which provides practical advice, guidance and training to suppliers on topics including the environment and human rights. We hosted a Heathrow Supplier day with the School during 2018, exploring sustainability challenges and opportunities.

“THE COMPLEXITY OF OUR BUSINESS PROVIDES US WITH A REAL OPPORTUNITY TO ENGAGE WITH A WIDE RANGE OF ORGANISATIONS TO PROMOTE SUSTAINABLE SOLUTIONS. WE WERE THE FIRST AIRPORT TO SIGN THE PARIS PLEDGE FOR ACTION AND WE ARE COMMITTED TO DOING OUR PART TO CURB CLIMATE CHANGE. WE ARE INCREDIBLY PROUD TO HOLD THE CARBON TRUST STANDARD.”

**STEVE BALLARD,
COST & PRICING
MANAGER,
HEATHROW AIRPORT.**



9.1

MORE SUSTAINABLE RETAIL

We aim to reduce the sustainability impacts of the products sold at Heathrow and in 2018 we have been focusing on single-use plastics.



PARTNERING TO REDUCE PLASTIC WASTE

Plastic can have a big impact on the natural world and we want to reduce the amount we use. We are starting to work with our suppliers and retail partners to phase out single-use plastics. For example, 95% of our retailers have stopped using plastic stirrers and straws.

Our passengers use millions of disposable paper coffee cups each year but coffee cups can be difficult to recycle since they often have a plastic lining or are disposed of with liquid still inside.

Working with over 20 retail and lounge business partners, we've switched all the disposable cups used at the airport to a standardised paper version that is easier to recycle. We've also trialled different types of collection bins to understand how we can make recycling as easy as possible for passengers. We collected 244,000 cups in 2018, and all of these were recycled at a papermill in the Lake District and used to create new stationery products.

We've also replaced all disposable cups at our head office with reusable versions. Now we're exploring whether a similar system could work for passengers alongside incentives encouraging passengers to bring their own reusable cups when travelling.

We're partnering with City to Sea, a not for profit organisation, to encourage the use of refillable water bottles. We now



have drainage points at security so passengers can empty out water bottles and then refill them once through security checks at over 70 fountains and water dispensers. We ran a passenger awareness campaign on National Refill Day during 2018 promoting City to Sea's Refill app which helps people to find refill stations. Our fountains and water dispensers are all included on the app, as well as all of our cafes and restaurants who offer free drinking water refills to all passengers.

Airside shops are not currently covered by the UK's plastic bag tax so we're looking at other ways to reduce the use of plastic bags. In 2018, we launched our new 'bag for life' in partnership with the Royal Botanic Gardens, Kew. The bags, which are made from 80% recycled plastic, feature illustrations from Kew's Millennium Seed Bank, a global resource for plant conservation. In 2018, we sold 3000 bags, with 25% of all proceeds going to Kew Gardens.

In 2019 and beyond we will be looking at the products, ingredients and services on sale at the airport working to improve their sustainability performance.



Heathrow



A WORLD WORTH TRAVELLING

Travelling through our amazing world is one of life's great joys. But if we want subsequent generations to share in the fullness of that joy, we must do more to protect our unique planet.

Whether it's through developing zero carbon infrastructure, taking the best possible care of everyone and everything that passes through our gates or uncovering innovative new ideas, as a major international airport, we at Heathrow have an extraordinary opportunity to lead a more sustainable future for air travel.

JUMP TO

- Zero Carbon Airport ○ p. 37
- Accelerating the Era of Sustainable Flight ○ p. 39
- Responsible Gateway ○ p. 44

10.1

ZERO CARBON AIRPORT: ENERGY AND WATER

Our goal is for Heathrow to be a zero carbon, resource efficient airport with zero waste. To get there, we're integrating efficiency into the way we design and run our buildings and infrastructure. We're also trialling new technologies and innovative approaches that can help us cut down on the energy and water we use, reduce waste and increase recycling.



ENERGY EFFICIENT, LOW CARBON BUILDINGS

We're working towards a goal of zero carbon airport infrastructure (buildings and other fixed assets) by 2050. We're making good progress and have almost halved our emissions (48% reduction) against our 1990 baseline, exceeding our target of 34% by 2020.

Our starting point is to reduce the amount of energy we use by improving the efficiency of our buildings and equipment. In 2018, 25,000 lights across the Heathrow estate were upgraded to LED, bringing the total to 165,000 since 2014. Around 200 air handling units (used in heating, ventilation and cooling systems) were upgraded to the latest energy efficient fan technology.

Together changes like these resulted in a 2% reduction in electricity use year on year, despite an unusually cold winter and warm summer. Terminals 3, 4 and 5 all achieved an energy

efficient rating of C on their Energy Performance Certificate, compared with previous ratings of D, F and G.

We're making the switch to renewable energy too. For example, we have an on-site biomass boiler that is used in heating and cooling Terminal 2. It is powered by locally sourced woodchip from forestry management waste. When the boiler is off-line, we use natural gas and we switched our supply to a RGGO (Renewable Gas Guarantee of Origin) certified renewable gas supply in 2018. Since 2017, all the electricity used at Heathrow is from renewable sources, from a REGO (Renewable Energy Guarantees Origin) backed scheme. This includes the electricity used by our Team Heathrow business partners. Around 6.5% of our energy is now from on-site or locally generated renewable sources.

SAVING WATER IN OUR BUILDINGS

We're a major water user in a water stressed part of the UK so we are looking for innovative ways to improve efficiency. Our water use has increased as passenger numbers have grown, however we improved efficiency, reducing water consumption per passenger by 3% year on year.

Water Lab, is a new project testing approaches to reducing water use in our airport toilet facilities such as waterless technologies and efficient taps. These are being trialled in four of our washrooms at Terminal 2. We're telling customers what we're doing and asking for their feedback. Their views will be combined with data from sensors and monitoring equipment to help us identify the best approaches to reducing water use. We have installed 250 additional water meters to help us find and fix leaks more quickly.

We've also implemented a successful project that is saving around 50,000m3 of water each year, equivalent to 8 million toilet flushes. This has seen us redesign our system for testing our fire pumps supply. Now, after testing the water is stored in tanks so it can be reused in future tests.

10.2

ZERO CARBON AIRPORT: WASTE

47.7% OF OUR WASTE WAS RECYCLED IN 2018, WHICH IS UP FROM 39.7% ON THE PREVIOUS YEAR. OUR TARGET IS 70% BY 2020.

The improvement this year is due to a reduction in aircraft cabin waste and our new system to remove liquids from plastic bottles, enabling them to be recycled.



TACKLING AIRCRAFT CABIN WASTE

Around one quarter of waste at Heathrow comes from aircraft cabins. There are strict regulations governing how this waste is handled and whether it can be recycled, due to the risk that waste food products originating outside the EU may present. However, we believe that with the right processes we can increase recycling. We've been working with the regulator, airlines and cleaning companies to find ways to do this. For example, we are trialling a new approach with Qantas and Menzies, an aircraft cabin cleaning company, which is seeing plastic bottles collected separately so they aren't contaminated by food waste. In 2018, we were able to recycle 13% of cabin waste (around 900 tonnes) all of which would previously have been incinerated.

BOOSTING RECYCLING FOR SINGLE USE BOTTLES AND CUPS

Millions of plastic bottles are thrown away at the airport each year, many with liquids still inside. This makes it harder to recycle them. In 2018, we installed new equipment that pierces and empties plastic bottles, making it easier to recycle them. An extra 2 million plastic bottles were recycled in 2018 as a result.

We're also cutting down on waste from coffee cups by installing dedicated recycling bins. The bins are on trial in Terminal 3, accompanied by information for passengers encouraging them to recycle. Results so far suggest that passengers want to do the right thing however they need to be presented with a simple clear solution. We're experimenting with different bin designs and labelling to make it clear to passengers that they need to pour away left over liquid and separate cup from cap.

TERMINAL PASSENGER BINS

A trial has commenced in Terminal 3 on providing a clear solution for passengers to deposit their waste.

WE REDUCED WASTE BY **1,000 TONNES** THANKS TO REDUCED AIRCRAFT CABIN WASTE ENTERING OUR WASTE STREAMS AND REMOVAL OF LIQUID FROM PLASTIC BOTTLES.



COFFEE CUP RECYCLING BINS

We're trialling different coffee cup bins in Terminal 3 to make it easier for customers to recycle.

11.

ACCELERATING THE ERA OF SUSTAINABLE FLIGHT



We want to play our part in transforming and decarbonising the aviation industry, helping to speed up the rate of change.

A key priority is to make sure that the expansion of Heathrow does not result in a net increase in carbon emissions. That means reducing emissions as much as possible and offsetting any growth in emissions through the purchase of high-quality carbon credits.

We published our roadmap for carbon neutral growth in 2018 showing how we will do this. It focuses on four areas where we can use our scale and convening power to influence change. We have already made progress but now we will go further.

1

Accelerating the arrival of new aircraft technology

New aircraft entering the fleet today are already much more fuel efficient than previous models. We aim to incentivise further improvements in the development and deployment of low carbon aircraft and fuel.

We already offer cheaper landing fees for cleaner and quieter aircraft. Next we want to make environmental criteria such as aircraft fuel efficiency and emissions a key consideration in the way landing and takeoff slots are allocated as we expand Heathrow.

The technology for electric flights is developing rapidly. In 2018, we announced that the first electric aircraft to operate a commercially-viable flight from Heathrow will have a year's free landing charges, worth up to £1 million. Through the Heathrow Centre of Excellence for Sustainability we are reviewing the charging infrastructure we'll need for electric aircraft.

2

Modernising airspace and making ground operations more efficient

Improvements to how airspace is managed around Heathrow can help to reduce carbon emissions, noise and delays. We're consulting on proposed improvements to airspace and plan to introduce these when our new runway opens.

We're working with airlines and NATS, the air traffic control organisation, to reduce aircraft emissions on the ground. For example, by encouraging aircraft to use only one engine when taxiing. We also supply plug-in power and plug-in airconditioning so aircraft engines can be switched off at the gate.

3

Encouraging the production and take up of sustainable alternative fuels:

We want Heathrow to be a leading hub for the development and deployment of sustainable aviation fuels.

We are already supporting sustainable fuel pilot projects such as British Airways' work with Velocys on converting household waste, and Virgin Atlantic with Lanzatech on using waste industrial gases. We're also looking at how landing charges and investments in infrastructure can support development of sustainable aviation fuels.

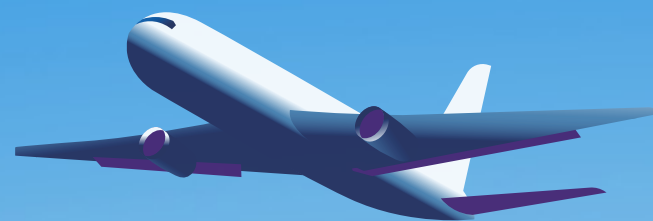
4

Promoting the right carbon pricing to support innovation and developing best practice for offsetting in the UK

Urgent action is needed to tackle climate change. While new solutions for aviation are in development, our sector can help to speed up reductions in net emissions through the purchase of carbon credits. The launch of CORSIA, the new global aviation offset scheme will play a significant role, see box, but a long-term goal also needs to be agreed.

We want to encourage investment in UK carbon offset projects via the CORSIA initiative and have launched a pilot project to show what's possible, see case study on page 41.

11. Accelerating the Era of Sustainable Flight



CORSIA - A NEW APPROACH TO OFFSETTING FOR AVIATION

Following a historic agreement in 2016 by ICAO, the UN body for international aviation, the industry is working with governments to implement the world's first sector-wide market-based measure for offsetting the growth in international aviation emissions after 2020. This is known as CORSIA.

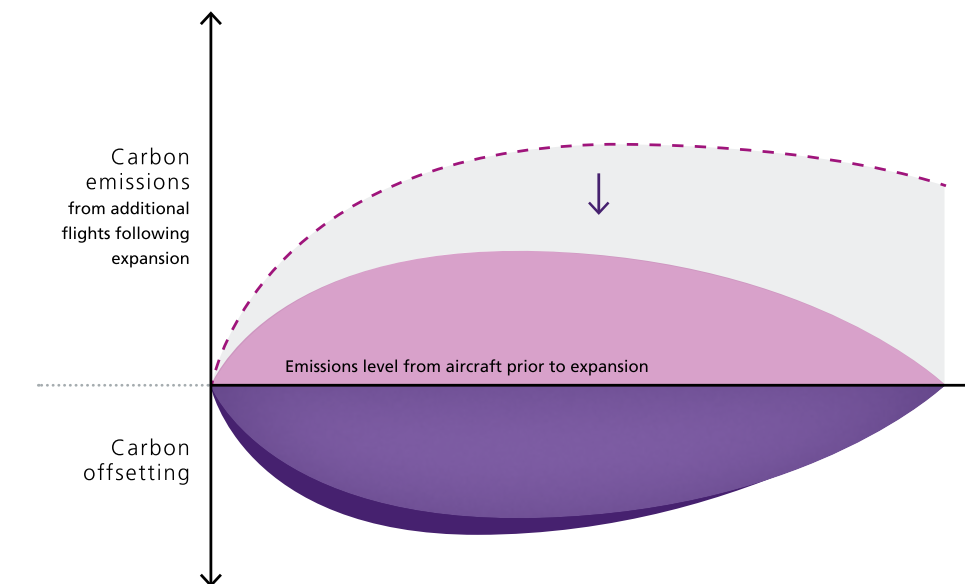
It will start operating in 2021 and will become mandatory from 2026. We supported the development of CORSIA through our work in the Aviation Global Deal initiative. We expect that around 95% of aircraft emissions from Heathrow after expansion will be offset through CORSIA.

CORSIA is an important initiative, however we will need to go even further. The latest scientific analysis from the Intergovernmental Panel on Climate Change shows that the world needs to move to net zero emissions by 2050 to prevent the worst effects of climate change. We want to work with our industry partners, the UK and other Governments and ICAO to define the right long-term goal for aviation, and the right package of measures to achieve it.



THE IMPACT OF OUR CARBON NEUTRAL GROWTH STRATEGY

- Potential growth in emissions under 'Business as Usual' expansion
- Potential effect of cleaner aircraft, airspace and operational improvements, and sustainable aviation fuels
- Potential emissions under Heathrow's carbon neutral growth scenario
- Anticipated offsetting through CORSIA
- Additional offsetting not covered by CORSIA



Note: Figure not to scale, for illustrative purposes only

11. Accelerating the Era of Sustainable Flight



Heathrow and the Lancashire Wildlife Trust visit peatlands

CASE STUDY:

CUTTING EMISSIONS BY RESTORING THE UK'S PEATLANDS

Peatlands are a unique part of the landscape, covering around 10% of the UK and home to many important species. Healthy peatlands capture and store carbon from the atmosphere. However 94% of the UK's natural peatland has been destroyed or damaged. Today many peatbogs are so degraded they emit rather than store carbon – around 16 million tonnes a year. That's not far off the amount emitted by flights from Heathrow.

Peatland restoration has the potential to be amongst the highest-quality, most cost-effective carbon offsetting methods – not only reducing carbon emissions but also benefiting biodiversity and reducing local flood risk.

We've invested £94,000 in a project with the Lancashire Wildlife Trust to explore this potential. Around 70 hectares of peatland in north west England, previously used for commercial peat extraction, are being restored by raising water levels and re-seeding native mosses and plants.

Our peatland projects will help us offset a portion of our emissions to achieve our goal of carbon neutral infrastructure by 2020. More importantly, we'll be able to demonstrate the value of this approach to others and encourage airlines to invest in high quality UK offsets through CORSIA.

11.1

CENTRE OF EXCELLENCE

Sustainable air travel is possible but won't be achieved without radical new ideas and transformative innovation.

We established our Centre of Excellence in 2017 to be a hub of learning and exploration in sustainable air travel. It will play an important role in helping us meet our Heathrow 2.0 goals, through our target to trial 25 sustainable innovations by 2025.

The Centre works in three ways:

- **CONNECT:** bringing together entrepreneurs, scientists and academics to think radically about sustainable aviation
- **EXPLORE:** using Heathrow as a living laboratory, to test and pilot ideas
- **ACTIVATE:** moving nimbly from idea to pilot to prototyping new approaches

We have an expert advisory group to help guide the work of the Centre. This includes senior executives from Heathrow and external sustainability experts.



Centre of Excellence
HEATHROW SUSTAINABILITY

Find out more about the Centre of Excellence [here](#).

PROJECTS, PARTNERSHIPS AND PRIZES IN 2018

In its first year, the Centre of Excellence focused on stimulating ideas, research and new projects under the themes of: 'Waste as a resource', 'Zero carbon airport materials' and 'Better quality of life locally'.

Our first sustainable innovation prize sought new ideas, with the winning entry receiving £20,000 and the opportunity to use the airport as a test bed. See case study on page 43.

The Centre has also forged several academic partnerships to explore potential solutions to sustainability challenges and to help us measure impacts and progress.

For example, we are funding a new 'practitioner doctorate' from the Centre for Environment and Sustainability at the University of Surrey that is examining how we can reduce emissions associated with the production of concrete for use at Heathrow. The doctoral student is working with a number of stakeholders including the Building Research Establishment to identify low-carbon concrete options that will be tested during 2019. Significant amounts of concrete will be needed to expand Heathrow and we aim to reduce its carbon impact. We hope this work will also benefit other infrastructure projects in the UK and around the world.

We also launched a partnership with StoryFutures, a £9.5m Arts and Humanities Research Council funded programme at Royal Holloway, University of London. Our first project is looking at how storytelling techniques can be used to encourage passengers to recycle their waste. A pilot project will begin in 2019 looking to increase coffee cup recycling at Terminal 5 in partnership with Costa.

A research project with Brunel University, is helping us to develop our understanding of how to measure quality of life and wellbeing among local communities, see page 27.



11.1 Centre of Excellence

CASE STUDY:

INCENTIVISING SUSTAINABILITY INNOVATION

An idea that could see us improve the local environment while growing renewable fuel to help power Heathrow is the first winner of our sustainability innovation prize. The project was developed by start-up Energy Crop Solutions, who have received £20,000 in funding to develop their idea in partnership with local educational charity Green Corridor.

The idea is now being tested in a pilot at Heathrow. Over 1,000 saplings of different willow varieties have been planted on a new green space, and it is expected that the trees will offer habitat for small song birds and other species. As they grow the trees will be coppiced, with the harvested wood used to help power the biomass boiler which heats Terminal 2. The first harvest is expected in 2019. We'll be measuring the results to understand the benefits for the environment, local residents and airport users.

We also ran an internal sustainability innovation prize which was won by was won by Heathrow colleague, Andrew Swift. His proposal was to turn airport plastic waste into a material that can be used as a partial bitumen substitute in pavement materials. It is being further developed through a partnership with the University of Surrey.



"I CREATED THE CONCEPT FOR A TRIAL TO USE THE PLASTIC WASTE COLLECTED AT HEATHROW AS A BITUMEN SUBSTITUTE FOR RUNWAYS AND ROADS."

**ANDREW SWIFT,
COST MANAGER**

12.

RESPONSIBLE GATEWAY

We're collaborating with partners across Heathrow and beyond to tackle pressing issues such as slavery, human trafficking and poaching of endangered species.



DISRUPTING THE TRADE IN ILLEGAL WILDLIFE

The illegal international trade in endangered wildlife is having a devastating impact on many of the world's most iconic species. Despite efforts to halt the trade in ivory and rhino horn, 20,000 elephants are still killed each year while around three rhinos are lost every day to poachers. As a major airport we know that people use Heathrow to smuggle illegal wildlife products and we want to stop this.

We're collaborating with Border Force and airlines and raising awareness among our security officers and cargo handlers to help increase the detection of illegal wildlife products and prevent traffickers using the aviation network. We're a signatory to the United for Wildlife Transport Taskforce Buckingham Palace Declaration that includes 11 commitments to combat wildlife trafficking.

In 2018, we held our first Illegal Wildlife Trade Forum, bringing together several of our Team Heathrow partners. Participants

heard from expert speakers about how aviation is used in the trafficking network and shared ideas for steps we can take. A second Forum will be held in 2019.

We've also updated our refresher training for security colleagues to help them spot the signs which may indicate a case of wildlife trafficking.

Not all trafficked wildlife originates outside of Europe. There is, for example, a growing illegal trade in European eel that is threatening the species' survival. We ran an internal awareness campaign during February – May 2018, when eels are most likely to be trafficked, alerting colleagues to the issue and what to look out for.



HELPING TO STEM DEMAND

With over 78 million passengers flying through Heathrow every year we have a huge opportunity to raise awareness of the impact of the illegal wildlife trade.

In 2018, we participated in the UN Environment Programme's Wild for Life campaign, held to coincide with the 4th international conference on illegal wildlife trafficking. This campaign featured striking

images of six celebrities with endangered species on digital boards around the airport. Passengers and colleagues were invited to visit the website where they could identify their own kindred spirit and share images of the animals via social media. Passengers could also purchase a soft toy animal in World Duty Free which raised over £4,700 to support WWF's work on protecting endangered species.

12. Responsible Gateway

TACKLING MODERN SLAVERY AND HUMAN TRAFFICKING

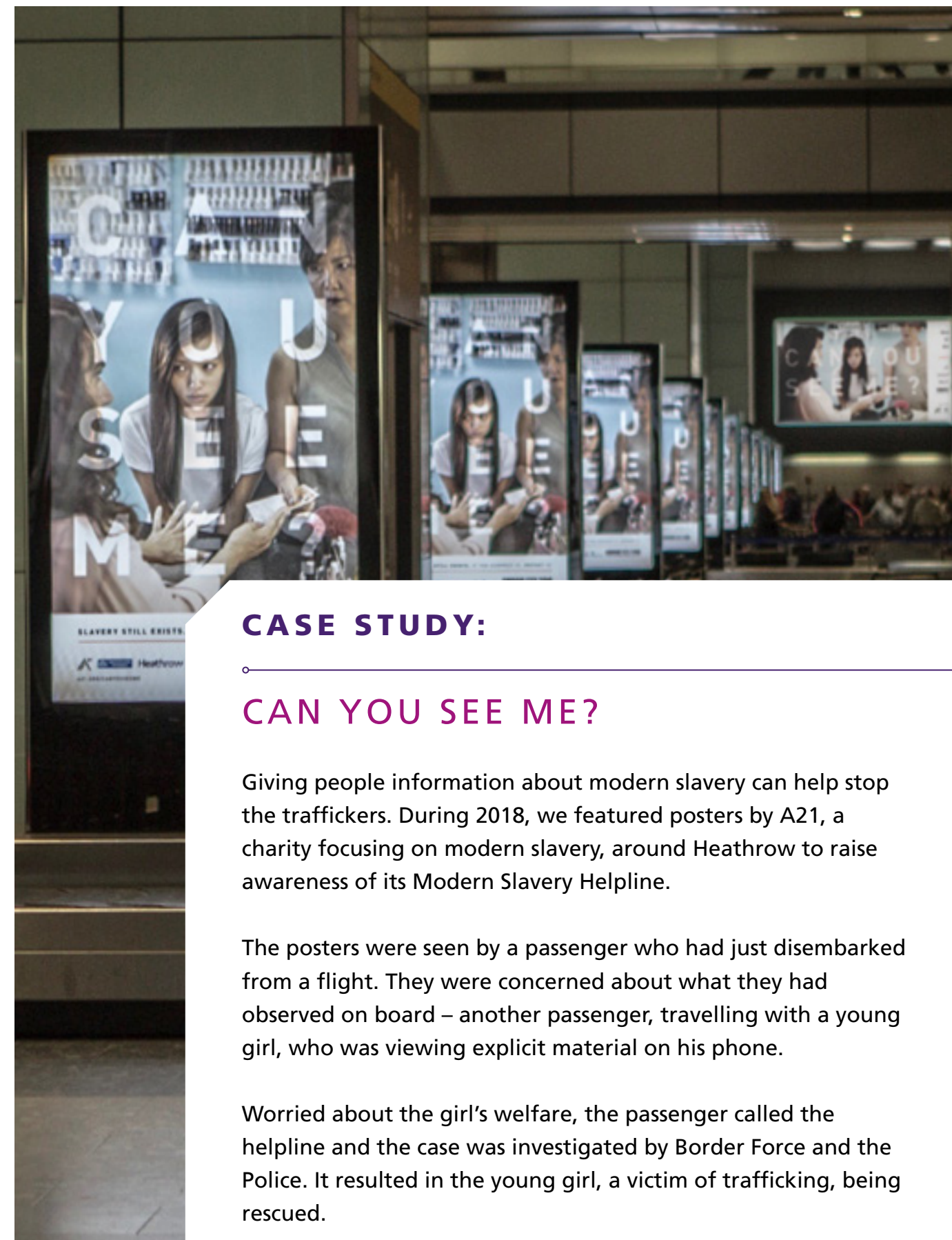
We're working with our colleagues, business partners and suppliers to tackle modern slavery risks and protect vulnerable people travelling through the airport. We know that Heathrow is used by people traffickers and we aim to keep improving our practices to stop this.

Colleagues and passengers can play an important role in identifying cases of modern slavery if they know what to look out for. We partner with anti-slavery organisations to run regular awareness campaigns for passengers and colleagues, see case study, and have launched training for colleagues. Our new immersive e-learning module, launched in 2018, helps raise colleague awareness of modern slavery risks, the signs to look out for and how to escalate concerns. The module is available to all colleagues. In addition, our security colleagues have all completed more detailed training to help them in their role.

Our Responsible Gateway Forum brings together organisations from across the airport to develop our approach to tackling human trafficking. The Forum, which is chaired by independent charity Heathrow Travel Care met twice in 2018.

We have conducted a modern slavery risk assessment of our supply chain and we require all medium and high risk strategic, critical and operational suppliers to be registered on the Supplier Ethical Data Exchange auditing platform. Our biggest suppliers and those providing the most important products and services must complete the Sedex self-assessment questionnaire.

We are also partnering with the Supply Chain Sustainability School which provides practical support to suppliers on subjects including modern slavery and trafficking through e-learning modules, tailored self-assessments, action plans and training. In 2018 most of our strategic suppliers became members of the school and we plan to roll this out to additional suppliers in 2019.



CASE STUDY:

CAN YOU SEE ME?

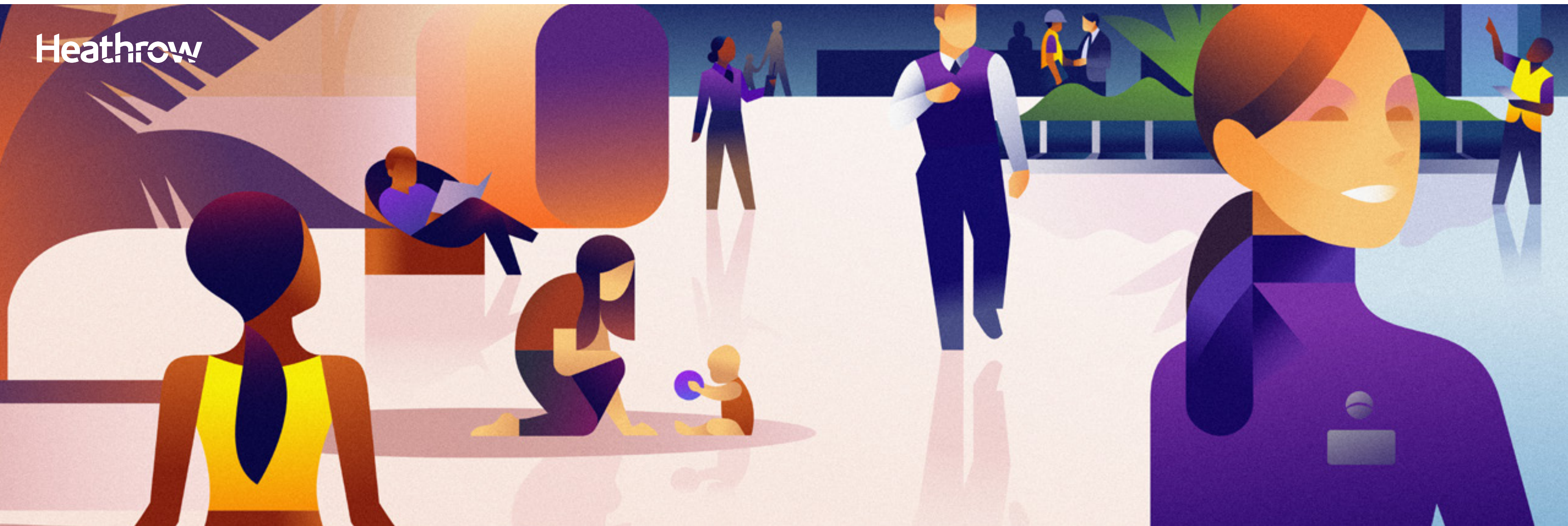
Giving people information about modern slavery can help stop the traffickers. During 2018, we featured posters by A21, a charity focusing on modern slavery, around Heathrow to raise awareness of its Modern Slavery Helpline.

The posters were seen by a passenger who had just disembarked from a flight. They were concerned about what they had observed on board – another passenger, travelling with a young girl, who was viewing explicit material on his phone.

Worried about the girl's welfare, the passenger called the helpline and the case was investigated by Border Force and the Police. It resulted in the young girl, a victim of trafficking, being rescued.



Heathrow



GOVERNANCE & STAKEHOLDERS

We have established strong governance processes to support the delivery of Heathrow 2.0 and our business priority of sustainable growth. We collaborate with our colleagues, stakeholders and partners to help us implement best practice, to learn from others and to bring about change in our business and beyond.

JUMP TO

- Governance [p. 47](#)
- Stakeholders and Partners [p. 48](#)
- Our Charity Partnerships [p. 51](#)
- Engaging Our Passengers On Sustainability [p. 52](#)

GOVERNANCE

We have embedded sustainability into our governance structures to drive progress on our targets. We are also integrating sustainability into the management of each department to help make it part of our culture across Heathrow.

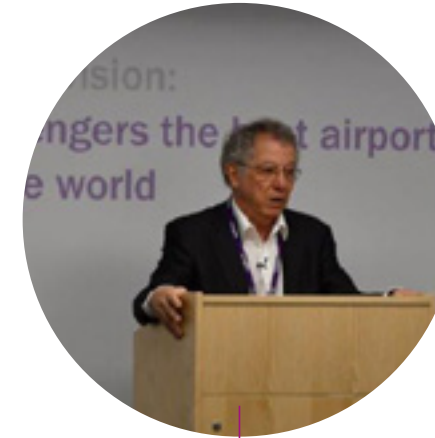


LEADERSHIP AND OVERSIGHT

Our Board receives monthly written updates on sustainability performance and risks and discusses sustainability issues at quarterly Sustainability and Operational Risk Committee meetings.

Our Chief Executive and his leadership team are responsible for providing strategic direction and enabling delivery of Heathrow 2.0 through their departments. The Executive team reviews progress against our flagship goals monthly.

Our Sustainability Leadership Team provides direction to ensure that Heathrow 2.0 is embedded and implemented across the business. Its members are senior departmental leaders. The Team meets monthly to monitor progress against our targets and to review risks and opportunities. There are also other cross-functional groups which focus on specific topics.



SUSTAINABILITY EXPERTISE

Our central Sustainability and Environment team develops our sustainability strategy, engages with stakeholders and is a source of expertise for the business. It provides oversight of governance across all areas of sustainability.

Members of the team also serve as sustainability business partners to each Heathrow department, providing a first point of contact and technical support as required.

We also have dedicated sustainability and environment roles in key areas of the business, such as our Expansion and Engineering teams.



EMBEDDING SUSTAINABILITY IN OUR FUNCTIONS

Each Heathrow function has a senior sustainability lead, selected from the leadership team and accountable for delivery of the department's annual sustainability improvement plan. They work to embed sustainability by following our ten step model.

Each department also has one or two sustainability ambassadors – colleagues in other roles who are passionate about sustainability. Our ambassadors help to raise the profile of sustainability, facilitate change and coordinate sustainability activity in their part of the business.

Sustainability champions support our ambassadors and are responsible for delivering actions in the annual sustainability improvement plan.



STAKEHOLDERS AND PARTNERS

We engage with a wide range of stakeholders to understand their views, learn from their expertise and share our approach and performance. Around three quarters of the targets in our Heathrow 2.0 strategy must be delivered in collaboration with others. This makes partnership and engagement essential.

Our main stakeholder groups are: passengers, colleagues, local communities, investors, MPs, Team Heathrow partners (other businesses working at Heathrow), suppliers and regulators. We also engage with NGOs, industry professionals, and elected officials and organisations working on sustainability and business issues.

Examples of stakeholder engagement in 2018 are included below and throughout the report.



CONSULTING ON THE EXPANSION OF HEATHROW

We are undertaking several stages of consultation on both the physical and operational changes needed to build and operate an expanded airport and on the new flight paths that are needed. This is so that the views of local communities, local authorities, airlines, and all other interested parties can be considered throughout the design and development process.

In 2017 we worked with local stakeholders and airline partners to evolve the plans submitted to the Airports Commission. These consultations were designed to enable additional stakeholders to help shape expansion plans for Heathrow and the way we manage airspace at an early stage, and to tell us what they think we should be prioritising going forward. Stakeholders shared their views at 40 consultation events held in communities surrounding the airport, as well as online and via email or post.

In January 2018, we consulted on the expansion of Heathrow and options for the physical infrastructure changes that will be required, as well as on the key design principles we could use as the basis for developing Heathrow's future airspace.

In January 2019, we consulted on proposals for the operation of three runways at an expanded Heathrow, as well as progressing design for our future airspace for expansion, by understanding what we should consider in different geographic areas when designing future paths. In June 2019, we will hold our Airport Expansion consultation, which will seek feedback on our preferred masterplan for the expanded airport, future operations, and how we propose to manage and mitigate impacts so that we grow sustainably and treat our communities fairly.

For more information, including technical background papers on key sustainability impacts, please see the consultation website. Information on how we are integrating sustainability into our expansion plans is included on pages 16 (careers, not just jobs) and 12 (carbon neutral growth) and on the expansion website.

Stakeholders and Partners

HEATHROW SUSTAINABILITY PARTNERSHIP (HSP)

The HSP brings together businesses operating at the airport (representing around 80% of airport colleagues) to address shared sustainability challenges. It is overseen by a Leadership Board chaired by our Chief Executive and attended by senior representatives from member companies. It includes three networks that address specific sustainability issues, whose members work together to develop strategy, share best practice and track performance.

ULTRA-LOW HEATHROW

focuses on clean vehicles, sustainable commuting and sustainable freight

PEOPLE LEADERSHIP FORUM

focuses on apprenticeships, diversity and inclusion, local employment and training

RESOURCES

focuses on energy and water efficiency, and reducing waste



SCHOOLS CHALLENGES

The Heathrow Education & Skills programme aims to raise the attainment and achievement of young people living near the airport. It includes annual Primary and Secondary School Challenges in our five neighbouring boroughs that develop skills in STEM (science, technology, engineering and maths), as well as creativity and teamwork. Each session is supported by Heathrow volunteers who give an insight into the diverse range of careers available at the airport, and what it's like to work here.

The Primary School Challenge sees year 6 students learn about Heathrow's cargo operation. They learn how to code a fictional cargo load onto the hold of a plane. In 2018, over 3,000 young people from 50 primary schools took part, supported by 103 Heathrow volunteers.

Year 8 students in the Secondary School Challenge learn about the Heathrow Pods, which use cutting-edge driverless technology to transport passengers from the car parks to Terminal 5. In small groups, students build their own Pod and code it to move along a designated route, ending with an exciting race between teams. In 2018, over 3,300 young people from 21 schools took part, supported by 124 Heathrow volunteers. In 2019, the Challenges will be delivered for the first time in South Buckinghamshire and Windsor & Maidenhead.



1

Colleague diversity networks

/Women's, Culture and Ethnicity, Disability, LGBT+

2

Internal cross-functional governance groups

- /Airspace Governance Group
- /APU-PCA Working Group
- /Carbon Policy Steering Group
- /Charity and Communities Committee
- /London Living Wage Steering Group
- /Noise & Emissions Working Group
- /Noise Insulation Steering Group
- /Resources Steering Group
- /Surface Access Leadership Group
- /Vehicles Leadership Group & Working Group

3

Local community forums

- /Heathrow Air Quality Working Group
- /Heathrow Community Engagement Board
- /Heathrow Community Noise Forum
- /Heathrow Strategic Noise Advisory Group
- /Local Focus Forum

4

Team Heathrow groups

- /Clean Vehicles Partnership
- /Construction Skills Forum
- /Delivery Integrator Sustainability Forum
- /Heathrow Sustainability Partnership
- /People Leadership Forum
- /Responsible Gateway Forum

5

Membership of trade associations

- /Airport Council International
- /ATAG (Air Transport Action Group)
- /Airport Operators Association
- /Confederation of British Industry

6

Membership of sustainability organisations

- /Accounting for Sustainability
- /Airport Carbon Accreditation
- /Business in the Community
- /The Prince of Wales' Corporate Leaders Group on Climate Change
- /EV100
- /RE100
- /Sustainable Aviation
- /Green Alliance
- /London Climate Change Partnership
- /Hydrogen London



OUR CHARITY PARTNERSHIPS

We give time and money to support charities working in areas that are relevant to our business, that our colleagues care about and where we can make a positive difference. We have three main charity partners who receive the majority of our donations.



CARE INTERNATIONAL



We launched a new two-year partnership with CARE International UK in 2018 to support their Lendwithcare programme – providing small loans and training to entrepreneurs in developing countries. Through the new partnership, colleagues and passengers will be able to support women and men in countries such as Cambodia, Ecuador, Malawi and Rwanda to change their lives and work their way out of poverty by growing their own businesses.

We also concluded our partnership with Oxfam during 2018, which raised over £1,7m to support some of the world’s most vulnerable people.

DUKE OF EDINBURGH’S AWARD



The Duke of Edinburgh’s Award (DofE) programme transforms young people’s confidence, skills and wellbeing.

We have supported DofE for several years and in 2018 we launched a new three-year partnership aiming to help over 350,000 young people from diverse backgrounds start a life-changing DofE Award each year by 2021.

Our partnership gives colleagues the chance to participate in fundraising events that unlock their own potential and build self-belief and team-working abilities. For example, our third ‘Race the Plane’ event, saw over 400 colleagues working together to complete 30-minute sessions on stationary bikes racing a United Airlines flight from Heathrow to New York. The teams managed to beat the plane, raising over £100,000 in the process.

WHAT WE GAVE IN 2018

IN 2018, WE DONATED £999,250 TO OUR THREE CHARITY PARTNERS.

WE ALSO HELPED TO LEVERAGE FUNDS WORTH £709,533 INCLUDING DONATIONS FROM PASSENGERS AND COLLEAGUES.

YOU CAN READ MORE ABOUT OUR DONATIONS IN OUR [ANNUAL REPORT 2018](#).

HEATHROW COMMUNITY TRUST

Heathrow Community Fund



Heathrow Community Trust is an independently run grant-making charity which operates the Heathrow Community Fund (HCF).

The Trust’s grant programme funds projects that improve quality of life for communities near the airport. It also supports colleague volunteering and fundraising, for example by making donations to community groups or charities where our colleagues volunteer.

As well as input funding from Heathrow, the Trust receives noise fines levied on airlines when they break noise regulations and money generated through fundraising by Heathrow colleagues and others.

ENGAGING OUR PASSENGERS ON SUSTAINABILITY

80 million passengers pass through Heathrow each year. This gives us a huge opportunity to raise awareness of our work on sustainability and encourage others to take action. We run regular campaigns across the airport and provide information and insights via our website and social media channels.

1



Social media posts
regular posts on sustainability topics on Twitter and Instagram.

2



Your Heathrow pages
Our website featured information on our Heathrow 2.0 strategy and our Centre of Excellence.

WEBSITE / BLOG / SOCIAL MEDIA

3



Blogs
We ran six blogs on topics such as carbon neutrality and reducing aircraft noise.

6

CARE International

We launched a new charity partnership with Care International and refreshed our charity marketing activities and posters in our terminals.

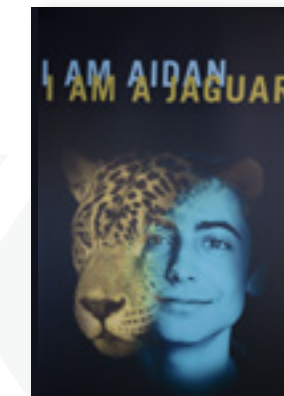


5



Never Done Doing
Campaign highlighting some of our key sustainability messages.

4



Wild for Life
Campaign for the UN Environment Programme – encouraged passengers to protect endangered species.

ON-AIRPORT

7



Can you see me?
Urged passengers to look out for and report suspected trafficking to the Modern Slavery Helpline.



8

Heathrow Express
Highlighted sustainability success stories and celebrated the first 20 years of the Heathrow Express.

9



Bag for Life and WWF
Supported Kew Gardens through sales of our bag for life and raised over £4,700 for WWF through the sale of special soft toys in partnership with World Duty Free.



Heathrow



DETAILED REVIEW OF SUSTAINABILITY PROGRESS IN 2018

JUMP TO

- Introduction p. 54
- Alignment with Sustainable Development Goals p. 84
- Assurance Statement p. 85

DETAILED REVIEW OF SUSTAINABILITY PROGRESS IN 2018

This section of our report provides an in-depth account of progress against our targets for the period 1st January – 31st December 2018. We have included updates on activity planned for 2018, as well as activity due to be delivered in 2019 and beyond where work has already commenced. We have not included activities where we have not yet started work.

Our data covers Heathrow activities, and in some cases also reflects Team Heathrow activities, where we are working with our business partners who operate at Heathrow to achieve our sustainability goals and targets. The scope is indicated in the table as Heathrow (relates only to Heathrow Airport Ltd's activities) or Team Heathrow (it relates to Heathrow Airport Ltd and the other businesses operating at Heathrow).

The carbon footprint data in this report is for 2017. Our carbon footprint data for 2018 will be published later in 2019. This delay in publication is due to the complexity of calculating our footprint which relies, in part, on external data sets such as passenger surveys conducted by the Civil Aviation Authority (CAA).

KEY

Against each activity, target or indicator, we have included a symbol to clearly show how much progress has been made, or whether a target has been met. The categories are:



TARGET NOT MET



BEHIND



PROGRESSING / ON TRACK



ACHIEVED



REPLACED



REVISED



NOT YET TRACKED



FLAGSHIP GOAL

MATERIALITY

In developing Heathrow 2.0, we consulted with our stakeholders to understand their needs and expectations regarding sustainability, and the potential for Heathrow to deliver on them. This process helped us to determine the material issues we should be tackling through our sustainability plan and covering in our reporting. Our four pillars and twelve objectives are our response to these issues.

CONTACT

We welcome feedback on our plans and performance. Contact us here: sustainability@heathrow.com



OBJECTIVE 01

SAFE & WELL

We want everyone working at or visiting Heathrow to go home safe and well. That starts with having the right processes in place to manage safety risks. Just as important though is creating a culture where colleagues feel empowered to put safety first and to prioritise the mental and physical wellbeing of everyone at the airport.



1.1 Enable Team Heathrow colleagues to be visible and passionate leaders in health, safety and wellbeing

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Establish a Team Heathrow Safety Network by 2017, bringing together safety, health and fire safety professionals	Team Heathrow		The Team Heathrow Safety Network was established in October 2018, gathering over 30 Senior Health, Safety and Fire professionals together from a broad range of Team Heathrow operating companies.	n/a	n/a	n/a
Team Heathrow Safety Cultural Survey conducted by 2018 to develop a plan agreed with the Team Heathrow Safety Network	Team Heathrow		The Team Heathrow Safety Network was convened in October 2018. This action will be reviewed by the new network and next steps agreed in 2019.	n/a	n/a	n/a
Work with the Team Heathrow Safety Network to establish Team Heathrow 'Community Who Cares' cultural programme by 2018	Team Heathrow		The Team Heathrow Safety Network was convened in October 2018. This action will be reviewed by the new network and next steps agreed in 2019.	n/a	n/a	n/a
Year on year improvement in scores for 'my health is suffering because of my work' through Heathrow's internal colleague survey	Heathrow		We have seen a 1% decline in results compared to 2017. This trend is disappointing despite a number of interventions and activities that we have put in place to support colleagues. Our Health and Wellbeing Engagement Team are creating a new colleague survey with a free text box to invite colleague feedback on their concerns, so that this can then be reviewed and addressed. The survey will be circulated to colleagues in 2019. During 2018, we saw a reduction in absence due to work-related stress. However, there was an increase in absence due to non-work related stress. We believe this reflects our work to tackle stigma around mental health issues, meaning colleagues feel more able to talk about stress. We believe that in the past, colleagues may have attributed absence due to non-work related stress to other causes. We raised awareness of our Employee Assistance Programme which provides colleagues with confidential and professional advice on personal and work-related challenges. This resulted in an increase in the number of colleagues using the service.	31%	30%	26%
Year on year improvement in scores for 'my manager takes an active interest in my wellbeing' through Heathrow's internal colleague survey	Heathrow		We recognised that our managers had the desire to support colleagues and understood their duty of care regarding colleague wellbeing, however, they lacked the confidence and knowledge in how to best support them, particularly with regards to mental health. This is a statistic reflected in the YouGov report on Thriving at Work. To address this, we co-created a one-day mental health educational programme for all Heathrow leaders and managers to cover: 1. Creating a positive psychological environment for the team; 2. Catching someone before they fall; 3. Supporting them back into the workplace. The course is bespoke and was designed using industry best practice and through focus groups with line managers, colleagues and our union members. It uses anonymised case studies to bring issues to life. 100% of managers that have attended, would recommend the course, and feel that they have more confidence in dealing with mental health issues in the workplace. Our work-related stress absence statistics have reduced by 80% in 2018, demonstrating that managers are better at supporting colleagues and colleagues are better able to identify their true stressors, which helps to direct to our colleagues to the appropriate support. We have also introduced the ability for managers to call our Employee Assistance Programme for extra help to support colleague cases, offering advice and the opportunity to role play a conversation. Managers can also directly refer a colleague to our EAP programme to speak to a counsellor if a colleague is struggling to reach out for help (with their consent), as making the first step is often the hardest.	65%	65%	62%

GOAL

GOAL

1.2 Provide world class tools and training that empower Team Heathrow colleagues to be proactive about their own safety

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Develop business case for an innovation fund by 2018. The plan will include timescales for when the fund will commence	Heathrow		Following a review of this action, we decided not to take forward a business case because we found that it would be better for us to focus on embedding our new operating model and progress other priorities. We are committed to empower Team Heathrow colleagues to be proactive about their own safety.	n/a	n/a	n/a
Work with the Team Heathrow Safety Network to develop a sharing platform to collate and disseminate data relating to health and safety, learning and operational requirements by 2018	Team Heathrow		The Team Heathrow Safety Network was convened in October 2018. This action will be reviewed by the new network and next steps agreed in 2019.	n/a	n/a	n/a
For Heathrow colleagues, year on year improvement in our colleague home safe measure	Heathrow		The Colleague Home Safe frequency rate ended the year at 0.74 incidents per 100,000 hours worked which is an improvement on last year's performance. At year-end, there had been 104 individual incidents compared to 162 in 2017. There were 16% fewer Lost Time Injuries than in 2017, but an increase in hospitalisations of 7%. Work-related stress incidents decreased by 72% across 2018.	0.74 incidents per 100k hrs worked 104 incidents	1.21* incidents per 100k hrs worked. 162* incidents	1.17 incidents per 100k hrs worked. 153 incidents
Year on year reduction in our passenger incidents which are within Heathrow's control (CAT 3)	Heathrow		There were 61 individual incidents compared with 52 in 2017, with slip, trips and falls accounting for 45.8% of these. We continue to focus on these through each department's individual safety improvement plans. Escalator incidents account for 29% – there has been a focus group formed to establish the root cause of the escalator hotspots.	61 incidents MAFR** 0.76 per one million passengers	52* MAFR** 0.67* per one million passengers	47 MAFR** 0.62 per one million passengers

*2017 data updated to take into account late reports of incidents
**moving annual frequency rate

1.3 Create safe and healthy spaces

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Complete a feasibility study by 2018 with recommendations, including costs, for a centralised health and wellbeing centre	Team Heathrow		The initial concept to provide a wellbeing centre for Heathrow colleagues was extended to consider the need for Team Heathrow and passengers. The Heathrow led study worked in partnership with London Ambulance service and the operatives of the Urgent Care Clinic in Hillingdon to assess whether a drop-in centre could reduce the number of people needed conveyed to hospital or the Urgent Care Clinic. The study showed that the volumes of people that would benefit from an onsite service would be very low and not financially viable. In most cases, onward treatment would still be required. This is based on the expert triage that the London Ambulance Service provide upon responding to emergency calls. As an alternative, Heathrow has launched a 24/7, online GP product to all Heathrow colleagues – called Babylon. Colleague take up has been very positive, with 2,500 interactions since launch. By a colleague using a private appointment, it means that they can free up an appointment with an NHS GP for a member of the public to benefit from.	n/a	n/a	n/a



OBJECTIVE 02

CAREERS, NOT JOBS

At Heathrow we talk about careers, not jobs. Every role should offer a sense of purpose and progress, with opportunities for our colleagues to develop and grow.

We'll need up to 40,000 more people with the right skills to help us expand Heathrow. So we've made big commitments to increase our investment in skills, training and work experience.



2.1 Establish ourselves as the best community employer in the UK (*continues on next page)

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Increase proportion of Team Heathrow employers engaged in recruiting through the Heathrow Academy to 20% in 2018 and 40% by 2020	Team Heathrow		Through the Heathrow Academy, we now engage 20% of Team Heathrow employers on recruitment matters. We are also engaging with new businesses in different sectors, and therefore we have vacancies in sectors not previously on offer through the Academy. We are working to help fill skills gaps and work with Team Heathrow employers to improve the attractiveness of their employment packages at Heathrow.	20%	14%	15%
Increase number of local people completing accredited employability programme to 500 by 2018 and 1,600 by 2020	Team Heathrow		We have seen employment trends changing in 2018. The number of candidates requiring 1-week pre-employment training has reduced. Whilst the number requiring 3 weeks plus of bespoke information, advice and guidance has increased.	1152	1455	489
Increase people helped by the Heathrow Academy into employment at Heathrow to 500, of which 80% secure sustained employment (over 6 months) by 2018 and 2,000 by 2020	Team Heathrow		In 2018, 751 people were helped into employment at Heathrow by the Heathrow Academy. We measure sustained employment over 6 months, and therefore we will have this data for 2018 in mid 2019.	751	462	753
Increase the number of apprenticeship starts to 150 by 2018, to support our flagship goal of 10,000 apprenticeships by 2030 to help people develop skilled and sustainable careers	Team Heathrow		We exceeded our 2018 target of 150. However, we continue to face challenges presented by the introduction of the Apprenticeship Levy in April 2018.	159	154	81
Increase the number of job starts to 500 by 2018	Team Heathrow		In 2018, 751 people started in employment (previously referred to as job outcomes). We exceeded our 2018 target as we have more Team Heathrow employers engaged with the Heathrow Academy.	751	452	571
% new recruits from the local community	Heathrow		We are reviewing our methodology for this data.	data not available	53%	50%
% senior managers live in the local community	Heathrow		We are reviewing our methodology for this data.	data not available	18% from 5 closest boroughs 58% from 15 closest boroughs	n/a

GOAL

GOAL

2.1 Establish ourselves as the best community employer in the UK

(*continues from previous page)

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Employment and skills strategy developed by 2018	Team Heathrow		The recommendations of the Heathrow Skills Taskforce were formally launched by Lord Blunkett in September 2018. We published a summary response in January 2019. The commitments we made to the recommendations will form part of a new Education, Employment and Skills Strategy. We will publish this in Autumn 2019, following the second Heathrow Expansion consultation in 2019.	n/a	n/a	n/a
Develop an integrated careers engagement strategy, which is informed by the outcome of the employment and skills task force by 2018	Team Heathrow		Following the recommendations of the Skills Taskforce we are developing a new 'World of Work' programme to help people achieve their aspirations and excel in their careers. In collaboration with our education partners, supply chain and other businesses at the airport, we will offer a range of meaningful work experiences that will equip people with the skills needed, enable them to access opportunities at Heathrow and beyond, both now and in the future, and give them the potential to be employed.	n/a	n/a	n/a
Establish a process to measure the conversion rates of young people engaged in schools' programmes making applications to Heathrow employment opportunities by 2018	Heathrow		We have started to look at how we can ask applicants to Heathrow vacancies if they have been previously involved with Heathrow's schools' programme, and we will continue to develop this in 2019.	n/a	n/a	n/a
Develop a measure for understanding the impact of Heathrow colleagues as governors by 2018	Heathrow		We have started to explore how we can collate feedback from the schools that are being supported by Heathrow colleagues as governors to understand the impact of our involvement.	n/a	n/a	n/a
Increase the number of young people engaged by Heathrow to 15,000 by 2018	Heathrow		We engaged 14,537 young people in 2018, through the Primary and Secondary School Challenges, the Jobs & Careers Fair, and other ad hoc activities such as guest lecturing and lorry safety training. We did not meet the target of 15,000, due to schools bringing fewer young people to the Careers Fair each year. We increased the numbers of schools we engaged with from 63 schools in 2017 to 67 schools in 2018. Increasing our outreach will help us to improve this number in the year ahead.	14,537	13,386*	11,565

*2018 updated following a review of data

2.2 Reflect local diversity at every level by 2025 so that we can become a truly great place to work whilst helping local people find careers that can fulfil their potential

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Increase the % of colleagues who feel that people from diverse backgrounds can succeed at Heathrow to 80% in 2018, to support our flagship goal of reflecting local diversity at every level by 2025	Heathrow		Heathrow has a clear and committed diversity and inclusion strategy that aims to ensure that anyone can fulfil their potential at Heathrow. Through our internal monthly colleague surveys, 78% of our colleagues were in agreement with the statement 'I feel that people from diverse backgrounds can succeed at Heathrow'. In early 2019 we undertook an additional survey of all Heathrow colleagues on diversity and inclusion. The outcomes of this survey are being used to inform our plans in 2019.	78%	79%	71%
100% Heathrow leaders (Heathrow Bands A, B and C) trained in inclusive leadership and unconscious bias by 2018 to support our flagship goal of reflecting the diversity of our local community at every level by 2025	Heathrow		We include training on diversity, inclusivity and unconscious bias within our flagship sustainability development programme - Leading Sustainable Growth. In 2017, we started by training our Directors. In 2018, we rolled this out to our senior managers, and now 604 of our colleagues have attended a 2-day workshop. In 2019, we will continue to roll this out to our colleagues in managerial roles.	84%	13%	n/a
Establish an indicator to be able to track the diversity profile of high potential leadership colleagues	Heathrow		We are continuing to collect diversity data (gender, age, ethnicity) for our high potential leadership candidates.	n/a	n/a	n/a
Start measuring the diversity profile of our Heathrow leaders (Bands A and B) by 2017	Heathrow		We use a combination of data from our database and from our survey at the start of 2019. As well as looking at the diversity profile of our senior leaders, we also look at the diversity profile across all levels of our organisation. Our further analysis also explores the patterns and trends that may impact our diversity profile.	n/a	n/a	n/a
Start measuring return to work and retention rates after parental leave by 2018	Heathrow		We have introduced a return to work programme in 2018. We are continuing to develop plans to centralise measurement of the return to work and retention rates of parents and other carers.	n/a	n/a	n/a
Measure and publish gender pay gap in 2018	Heathrow		Heathrow published its second gender pay gap report in February 2019. Heathrow's median gender pay gap in 2018 was 0.56% - an improvement on 6.53% in 2017.	n/a	n/a	n/a
100% strategic suppliers meet our diversity and inclusion requirements by 2020	Heathrow		We have started to develop a plan to meet this 2020 target. In 2019, we will consult with our strategic suppliers on creating Heathrow diversity and inclusion targets that will help us work together to improve diversity and inclusion across our supply chain, and measure improvements. These targets will be rolled out to Heathrow's strategic suppliers in 2019.	n/a	n/a	n/a

GOAL

2.3 Become a 3-star accredited Best Company by 2025*

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
80% Heathrow colleagues agree that "Heathrow is a great place to work" in 2018	Team Heathrow		Agreement with the statement 'Heathrow is a Great Place to Work', reached 73% - declined by 1% against 2017. We saw a 1% point decline year-on-year for both our Operations and Support Services colleagues.	73%	74%	78%
Year on year improvement in scores for "I understand how my performance is measured" through Heathrow's internal colleague survey	Heathrow		62% of colleagues across Heathrow were in agreement that they 'Understand how their performance is measured' during 2018, a decrease compared to 2017. Whilst our colleagues in Operations showed lower levels of agreement than last year, we saw an improvement amongst our Support Services colleagues.	62%	64%	68%
Year on year improvement in scores for "I understand how my department is measured" through Heathrow's internal colleague survey	Heathrow		During 2018, 67% of colleagues across Heathrow were in agreement that they 'Understand how the performance of their department/business unit is measured', down from 69% in 2017.	67%	69%	73%
Achieve 3-star accredited Best Company by the end of 2023	Heathrow		In 2018, we retained One to Watch with our overall accreditation score increased by 19.8 points. In addition, participation of our colleagues increased by 12.5% compared to 2017. We continue to make our engagement plans one of our main focuses - each department has their own unique plans, that build on the 2018 results. We will continue to focus on delivering those through 2019.	n/a	n/a	n/a



*we have removed the reference to the top 10, as this is now the Best 25 Big Companies in the UK

OBJECTIVE 03

CULTURE OF SUSTAINABILITY

We want to embed sustainability into our culture at Heathrow, so all our colleagues know they have a part to play in shaping our future. That philosophy is at the core of a joined-up programme to attract and retain the best talent, develop our leaders and give every colleague the ability to help deliver our sustainability goals.



3.1 Everyone working at Heathrow understands and values our sustainability plan

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Fully integrate sustainability into our colleague recruitment and development programmes by 2018	Heathrow		The roll-out of our flagship sustainability development programme 'Leading Sustainable Growth' continued in 2018. We supplement this for our Directors with the Prince of Wales Business and Sustainability Programme run by the Cambridge Institute of Sustainability Leadership. We are continuing to explore how we can further integrate sustainability into our other development programmes and throughout our colleague recruitment processes.	n/a	n/a	n/a
Embed sustainability within our Total Rewards package by 2018	Heathrow		In 2018, we have started to explore how we can reward our colleagues who make sustainable travel choices. In 2019, we will continue to focus on sustainable travel choices, and also look at other opportunities to influence personal sustainability behaviour through rewards. We no longer refer to a Total Rewards package and therefore we are revising this action.	n/a	n/a	n/a
Establish a baseline for Sustainability Culture indicator by 2017	Heathrow		Since March 2017, we've been tracking our sustainability culture through responses to our internal monthly colleague surveys assessing the statement 'I think that sustainability is important to our business'. For 2018, the average of respondents agreeing with the statement was 85%. We will continue to look at improvements to our internal colleague surveys, and how we can better measure our sustainability culture.	85%	85% (Mar – Dec)	n/a

GOAL
GOAL
3.2 All Heathrow colleagues have the right skills, knowledge and tools to deliver sustainability improvements in their job

3.3 Our colleagues are supported to make sustainable personal choices and give back to the community

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
% Heathrow senior managers (Bands A & B) to have a development objective related to sustainability	Heathrow		In 2018, all Heathrow senior managers had a development objective to complete our flagship sustainability development programme 'Leading Sustainable Growth'. This is a 2-day workshop, supplemented with a half day Masterclass.	100%	n/a	n/a
Achieve certification to ISO 14001 by 2020 for Heathrow Airport Holdings Ltd	Heathrow		The Engineering Department certification to ISO14001 has been confirmed for another year. Work is ongoing to build the cross-functional parts of a full company environmental management system which will now be part of a broader programme of activity on management systems – termed the Heathrow Management System – that will ensure a consistent approach across all departments and subjects.	n/a	n/a	n/a
Maintain certification to ISO50001	Heathrow		Certification of the Engineering Energy Management System to ISO 50001 has been confirmed for another year.	n/a	n/a	n/a
Identify the key decision making processes that non-financial metrics could be integrated into by 2018	Heathrow		In 2018, we finalised the development of the Sustainability Investment Appraisal Tool for our internal Finance and Development colleagues. The tool calculates a 'Total Value' (including consideration of our workforce, the environment and wider society) for projects based on simple project input data. The output information supports better investment decision making, that delivers both financially sound and sustainable outcomes.	n/a	n/a	n/a

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Establish systems and processes to support and measure colleague volunteering by 2017	Heathrow		In 2018, we created a new role to coordinate our volunteering activity. Our new Volunteering Programme Manager has started to consult on a Heathrow policy that will support our colleagues with their volunteering efforts, and started reviewing different IT solutions that will make searching for volunteering opportunities and recording donated hours easy for all colleagues. In 2019 we plan to launch the policy and our IT platform in order to make volunteering easy and accessible for our colleagues.	n/a	n/a	n/a



OBJECTIVE 04

RESPIRE FOR RESIDENTS

Noise from aircraft has an impact on the lives of people living near to Heathrow. We've been working for many years to reduce noise disturbance including by incentivising the use of quieter aircraft and reducing flights at night. Noise levels have fallen but there is still more we can do.

This section of the report provides an update on progress made in 2018 against the actions published in Objective 4 of Heathrow 2.0. Additional actions published in Heathrow's Noise Action Plan are reported annually and published on our website.



4.1 Encourage use of the quietest aircraft available, operated with the least noise impact practicable, within an agreed noise envelope (*continues on next page)

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
0% Chapter 3 aircraft by 2020	Team Heathrow		The differential charging scheme between Chapter 3 and other aircraft, helped to reduce Chapter 3 movements to less than 0.1%. This represents less than 1 movement per day over the year (271 movements). We are planning to draft a Memorandum of Understanding with our airline business partners to voluntary stop bringing Chapter 3 aircraft to Heathrow after 2020.	0.06%	0.07% ¹	0.5%
At least 60% Chapter 14 aircraft by end 2020	Team Heathrow		This target has been achieved 2 years early. The fee for landing a Chapter 3 aircraft is 11 times more expensive than the quietest Chapter 14 aircraft which is incentivising airlines to operate their newer, quieter aircraft.	60.9%	58.2%	57.3%
0% Chapter 4 aircraft by 2045	Team Heathrow		This is decreasing because the number of Chapter 14 aircraft (quieter aircraft than Chapter 4) is increasing.	39.1%	41.7%	42.1%
At least 80% A320 movements by retrofitted aircraft by 2017	Team Heathrow		The annual figure was 74.3% - short of the target. However, in December 2018 80.3% of A320 movements were by retrofitted aircraft.	74.3%	70.1%	n/a
Conduct studies of the noise performance of retrofitted A320 aircraft by 2018.	Heathrow		We have started a study to measure the noise reduction of the retrofit. The draft report is being reviewed and will be published in 2019.	n/a	n/a	n/a
Conduct studies of the noise performance of each new aircraft type within 2 years of its first scheduled service	Heathrow		No new aircraft type reached sufficient representative operations to trigger a study in 2018. This action has been revised as 'For all new aircraft types with scheduled operation at Heathrow and a representative data set, we will undertake comparative noise studies relative to older equivalent aircraft types with the CAA in order to show the relative performance of new aircraft types (Noise Action Plan, action 1.5).	n/a	n/a	n/a
Verify 20% of the certification database by 2018	Heathrow		We commissioned the CAA to audit the database in 2018 and it was completed.	n/a	n/a	n/a

¹ In our previous Sustainability Report we reported the figure of 0.1% for 2017. We now provide more precision to differentiate between 2017 and 2018 data.

4.1 Encourage use of the quietest aircraft available, operated with the least noise impact practicable, within an agreed noise envelope (*continues from previous page)

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Commission an independent NTK system verification study every 5 years	Heathrow		The first survey was conducted in 2016. We have revised the wording of this action to 'in the case of a substantive change in the Noise and Track Keeping System, we will publish a NTK system verification report. (Noise Action Plan, action 5.5)	n/a	n/a	n/a
Publish a report on the survey of airline Standard Operational Procedures (SOP) every 2 years	Team Heathrow		After the 2017 survey, we have revised the wording of this action to 'We will survey airlines' Standard Operating Procedures (SOPs) every five years and maintain findings'. (Noise Action Plan action 2.7).	n/a	n/a	n/a
Develop and implement minimum flight operations standards for airlines by 2018	Heathrow		This was not implemented in 2018. The new NAP has slightly modified wording to "establish minimum performance standards" in 2019 (Action 2.1)	n/a	n/a	n/a
Scope out solutions and viability of automating the monitoring of landing gear deployment during our next regulatory period (H7) and establish target	Heathrow		The new NAP has slightly modified wording and we continue to "investigate ways to measure and automate reporting in relation to landing gear deployment." (Action 2.11)	n/a	n/a	n/a
88% of operations on CDA by 2020 and 100% by 2025 (subject to implementation of Precision Based Navigation (PBN) technology and other than in exceptional circumstances)	Team Heathrow		The 2020 target of 88% has been achieved and has now been updated to 89% in the new NAP. (Action 2.8)	88.95%	88.3%	87.8%
% of operations adhering to runway alternation	Heathrow		2018 showed improvement on 2017.	95.10%	94.40%	94.80%
% of aircraft adhering to Heathrow's Aeronautical Information Publication (AIP) 4% noise abatement climb gradient	Team Heathrow		The 2018 target of 99.7% was achieved and we continue to work towards 100% compliance by 2020.	99.86%	99.8%	n/a
In 2018, begin work to determine the feasibility and options for introducing an improved noise performance Standard Instrument Departure (SID) for Narrow and Wide Body aircraft	Team Heathrow		The results of the departure noise study have been presented at the Heathrow Community Noise Forum.	n/a	n/a	n/a
No pre 04:30 arrivals and continued compliance with night restrictions regime from 2017 onwards	Team Heathrow		There were no pre 04:30 unauthorised arrivals in 2018.	0	0	0

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Implement a Voluntary Quiet Night Charter by 2018	Team Heathrow		The Quiet Night Charter was launched in November 2018	n/a	n/a	n/a
Develop a new voluntary Quota Count (QC) points target (23:00-07:00) by 2018 for achievement by 2025	Team Heathrow		The Quiet Night Charter group will collaboratively develop metrics and indicators during 2019, and then will develop targets. This metric will be included in the review.	n/a	n/a	n/a
Reduce the number of late running aircraft post 23:30 to 235 by end 2018, to support our flagship goal to seek to at least halve the number of flights on non-disrupted days that operate late after 1130pm	Team Heathrow		The 2018 milestone target of 235 was not achieved. We are still on track to achieve the 2022 flagship goal of 165, and we are targeting 219 in 2019.	268	235	330
Collaborate with all stakeholders to agree on a noise envelope for our new runway to be secured through Heathrow's "Development Consent Order"	Team Heathrow		The Noise Envelope Design Group is being established in 2019 to progress this task.	n/a	n/a	n/a
Develop and agree a Ground Noise Management strategy by 2017	Team Heathrow		The Ground Noise Management Strategy was developed in 2017 and presented at the Heathrow Community Noise Forum in 2018. It continues to evolve and be implemented.	n/a	n/a	n/a

GOAL

4.2 Influence national and international policy and engage with local planning authorities to ensure more effective land planning processes in noise affected areas, to improve our noise mitigation

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Track indicator: Number of local authorities within the 55dB Lden with clear noise criteria in relation to new noise sensitive developments	Team Heathrow		This action has evolved in the NAP as Actions 3.6, 3.7 and 3.8, where we have agreed to develop joint positions on planning principles and encroachment.	n/a	3	n/a
Produce annual noise metrics report and, at least every 5 years, provide local authority officers with a forecast noise contour to help inform their future planning policy	Heathrow		The 2018 contours are currently being developed and are expected to be published in Summer 2019. The forecast 2023 contours were published in March 2019 in the new Noise Action Plan 2019-2023.	n/a	n/a	n/a
Progress and complete the Adobe building programme for all signed up schools by 2018	Heathrow		This was completed in 2018 for all participating schools.	n/a	n/a	n/a
Regularly survey recipients of noise insulation schemes	Heathrow		This is conducted on an on-going basis. In 2018 the satisfaction rate was 85%.	n/a	n/a	n/a
Publish a programme identifying opportunities to develop quieter procedures in-line with airspace modernisation	Team Heathrow		This material was developed in 2018 and the airspace design envelopes were included in the Airspace and Future Operations Consultation in Q1 2019.	n/a	n/a	n/a

GOAL

4.3 Continue to improve the relationship with our local community by working more transparently and collaboratively to develop noise action plans, by improving our communications, monitoring, measuring and research capability

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Complete the Noise & Track Keeping tools (NTK) upgrade by 2018	Heathrow		Upgrades were completed on Webtrak adding rain and noise preferential route information layers.	n/a	n/a	n/a
Track indicator: Number of complaints	Heathrow		This is published annually on our website .	3272	2775	4659
Annual publication list of community projects funded by monies raised by noise infringements	Heathrow		Published and available on the website .	n/a	n/a	n/a

GOAL

4.3 Continue to improve the relationship with our local community by working more transparently and collaboratively to develop noise action plans, by improving our communications, monitoring, measuring and research capability (*continues on next page)

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Publish final Respite report	Heathrow		The Phase 2 report was not published in 2018, due to an identified need to further examine some of the findings. Instead, a Phase 3 including this review will be launched in 2019.	n/a	n/a	n/a
Publication of an enhanced annual noise contour report from 2017	Heathrow		The 2018 report (produced by the CAA) is expected to be published by Summer 2019.	n/a	n/a	n/a
Track indicator: Number of residents agreeing or strongly agreeing with the statement that "we are doing all we can to manage noise"	Heathrow		In 2018, we included the question "We are doing all we can to manage noise" in a community opinion survey. We plan to repeat the survey in 2019.	38%	n/a	n/a
Invite and encourage the independent benchmarking of our Noise Action Plan, such as verifying monitoring systems and climb gradients, against other airports at least every 5 years.	Heathrow		This will be implemented by 2020 as per the new NAP Action 2.5. We will benchmark operating procedures used at Heathrow against other comparative airports by 2020, subject to the relevant data for other airports being publicly available.	n/a	n/a	n/a
Annually undertake a NAP audit report and present findings to stakeholder forums	Heathrow		The new Noise Action Plan 2019-2023 (NAP) includes a summary (Annex 13) of the outcomes of all the actions in the old Noise Action Plan 2013-2018. This was reviewed by an external auditor and the assurance statement is included in Annex 10 to the NAP.	n/a	n/a	n/a
Annual publication of the Flight Performance report	Heathrow		We publish quarterly and annual reports on our website .	n/a	n/a	n/a
Observations presented to Heathrow Community Noise Forum as part of the strategic noise mapping and action planning review process at least every 5 years	Heathrow		Strategic noise maps are presented in the annual contour report and in the Noise Action Plan 2019-2023. Both were presented to the Heathrow Community Noise Forum when published.	n/a	n/a	n/a
Gather baseline data and develop a target for the percentage of residents agreeing or strongly agreeing with statement that "we are doing all we can to manage noise"	Heathrow		We included this in a community survey in 2018 and will do so again in 2019.	38%	n/a	n/a

GOAL

4.3 Continue to improve the relationship with our local community by working more transparently and collaboratively to develop noise action plans, by improving our communications, monitoring, measuring and research capability (*continues from previous page)

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Annually agreed deployment strategy based on availability of our monitors	Team Heathrow	●	This was discussed and agreed the Heathrow Community Noise Forum Work Group in 2018.	n/a	n/a	n/a
Provide quarterly reports on current noise and health related research to Heathrow Community Noise Forum	Heathrow	◐	Quarterly reports with updates on noise and health related research have been tabled at the Heathrow Strategic Noise Action Group and published on our website.	n/a	n/a	n/a
As part of the proposals for a Centre of Excellence, support and seek funding for noise research projects where significant knowledge gaps exist	Heathrow	◐	Through the Centre of Excellence, we have started noise research projects, including Respite Phase 3, a study on the effectiveness of school interventions, and reducing annoyance through novel methods with ANIMA (a pan-European noise research project).	n/a	n/a	n/a
Develop Departure analysis module for the SoundLab demonstrator facility by 2018	Heathrow	●	This was completed. The demonstrator facility concept has evolved into virtual-reality simulator booths used at the 2019 Airspace and Future Operations Consultation.	n/a	n/a	n/a
Publication of the draft new noise action plan for consultation in 2018	Team Heathrow	●	The Noise Action Plan 2019-2023 was approved by DEFRA in February 2019 and published by Heathrow within the required 28 days.	n/a	n/a	n/a



OBJECTIVE 05

QUALITY AIR, LOCALLY

We're committed to improving air quality around Heathrow so our local communities can breathe clean air. Our Emissions Strategy and Action Plan sets out how we will reduce harmful emissions by: improving efficiency and minimising fuel use; employing the latest technologies; and using our size and scale to encourage others to act.



5.1 Reduce emissions from road transport by working with partners (*continues on next page)

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Reduce nitrogen oxide (NOx) emissions from airport related traffic by at least 40% by 2020 and 60% by 2025 (from 2013 baseline)	Team Heathrow		Data not yet available. We are continuing to re-baseline emissions as part of our Heathrow expansion environmental impact assessment programme.	n/a	n/a	n/a
Trial electric buses for airside, passenger and colleague transfers in 2018	Team Heathrow		We trialled electric buses with four vehicle manufacturers, (BYD, Volvo, Yutong and Irizar). The vehicles operated between one of our colleague car parks and Terminal 4. One company was able to support us in trialling their vehicle airside. The trial enabled valuable insight into the suitability of electric vehicles within our operations. We are now tendering the services that provide colleague and passenger transfers to terminals and between terminals airside. Our trial findings will help us decide on the most appropriate fleet to procure during this process.	n/a	n/a	n/a
% of vehicles entering Heathrow that are Euro 6 or better	Team Heathrow		In 2018 we designed a survey to use Automatic Number Plate Recognition (ANPR) to understand the current airport related traffic and vehicle emissions standards. The survey will commence in 2019.	n/a	n/a	n/a
Consult on plans for emissions based charging in 2018	Team Heathrow		We sought views on emissions-based charging proposals as part of the Heathrow Expansion consultation conducted in early 2018. Full details of the proposed scheme are scheduled for publication in the second Heathrow Expansion consultation in 2019.	n/a	n/a	n/a
Year on year increase in number of electric vehicles (EV) charging points	Team Heathrow		In 2018, we trialled a Zapinamo EV charging facility, using battery storage to provide 20 EV charging points in the Authorised Vehicle Area. This area is reserved for private hire vehicles and now black cabs too, helping to support the gradual change of the 3,000 daily users to become EVs with zero tailpipe and zero emissions.	129	109	33
Year on year increase in kWh consumed at landside electric vehicle (EV) charging points	Team Heathrow		In 2018, we saw a significant increase in the use of our electric vehicle chargers located in our landside areas. In our passenger car parks, the usage stayed fairly consistent across the year with a small increase.	147,593	39,986	n/a

5.1 Reduce emissions from road transport by working with partners (*continues from previous page)

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016	ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Year on year increase in low emissions and electric vehicles salary sacrifice scheme uptake	Heathrow		From the launch of the Scheme in August 2017 to December 2017 we saw 11 deliveries of low emissions and electric vehicles to colleagues, with the remainder on order. In 2018 we saw an additional 29 deliveries. The scheme is still open to colleagues wishing to place orders for vehicles.	40	38	n/a	Heathrow Sustainable Freight Group to support delivery of relevant actions from freight blueprint	Team Heathrow		Discussions were held on how improvements can be made to make operator's fleets more sustainable, achieve a higher Fleet Operator Recognition Scheme (FORS) rating and adaptations needed to comply with London ULEZ. Presentations were given by Transport for London on the London ULEZ and the Freight Transport Association on the impacts of Brexit.	n/a	n/a	n/a
Launch a car club for Heathrow passengers that promotes electric vehicles by end of 2017	Team Heathrow		In April 2018, we launched a 90-day trial of the Zipcar Flex service at Terminal 5. We have continued the trial at Terminal 5 throughout 2018, and we are investigating extending this to other areas of the airport in the future.	n/a	n/a	n/a	Year-on-year increase in percentage of low emission/Euro VI freight trips in Heathrow area	Team Heathrow		Freight vehicles coming to Heathrow Airport will be subject to the expanded London Ultra Low Emission Zone (ULEZ) fees (the expanded London LEZ will apply to HGVs and LGVs in all of London by 2020 – including Heathrow). We expect this will provide sufficient incentive to upgrade vehicles resulting in an increase in the percentage of freight vehicles in the Heathrow area which are Euro VI or better.	n/a	n/a	n/a
Investigate feasibility of a Team Heathrow low emission pool car scheme in 2018	Team Heathrow		For colleagues based in our Head Office, we continue to provide a pool car scheme utilising electric vehicles. We began investigating the feasibility of extending this to the wider Team Heathrow, this engagement will continue in 2019.	n/a	n/a	n/a	Year-on-year increase in kg of hydrogen (H ₂) filled at Heathrow hydrogen filling station	Team Heathrow		We are still unable to report data on the total volume of fuel used at the Hydrogen Filling Station due commercial sensitivity. We are therefore continuing to report on the number of fills over 0.5kg. We have seen a year on year increase in the number of fills over 0.5kg over the past year, despite only having data available through September. We are working with the operator of the hydrogen filling station to continue to report usage data.	1313	688	830
Implement incentive schemes for low or zero-emission buses, coaches and taxis in 2018	Team Heathrow		We installed electric vehicle charging units in our Taxi Feeder Park for Black Cabs in 2017. In 2018, we trialled a Zapinamo charger for private hire vehicles. This trial will be completed in 2019, and data to date shows that there has been an increase in the number of times the chargers have been used and the number of drivers using the chargers.	n/a	n/a	n/a	Year-on-year increase in number of vehicles using Heathrow hydrogen filling station	Team Heathrow		The operator of the hydrogen filling station has tracked the estimated individual vehicles using the hydrogen filling station each month. The data shows an average of 27 vehicles each month are using the station.	27	data not available	data not available
Establish baseline for % of vehicles using logistics centre that are Euro VI or better and set 2020 and 2025 targets by 2017	Team Heathrow		We have established a baseline of 65% of vehicles using the construction logistics centre that are Euro VI or better. We have set targets to increase this to 85% by 2020, and 95% by 2025.	n/a	n/a	n/a	Trial refitted hydrogen vehicle in partnership with TfL in 2018	Team Heathrow		The safety validation for the trial was signed off by Heathrow's Airside Safety Leadership Board. Heathrow's Tunnels Board requested an independent review of the safety validation process. The review is underway.	n/a	n/a	n/a
Year-on-year increase for % of vehicles using logistics centre that are Euro VI or better	Team Heathrow		In 2018, we saw a significant improvement in the percentage of vehicles using the construction logistics centre that are Euro VI or better.	65%	23%	12%	Complete safety assessment and sign-off on a hydrogen vehicle to be allowed access through the central tunnel in 2018	Team Heathrow		We have carried out a comprehensive safety assessment for the trial of a dual fuel hydrogen diesel HGV operating for logistics deliveries to the airport. This includes a safety assessment for operating the vehicle through the airport tunnels. An independent consultant is undertaking a review of the safety risk assessment process undertaken before approval of the trial to go ahead. We hope to have this review completed shortly and plan to progress with the trial if approved.	n/a	n/a	n/a
Establish baseline for consolidation factor of delivery trips and set 2020 and 2025 targets by 2017	Team Heathrow		We have agreed a 2018 baseline and set targets for the consolidation factor of our construction logistics centre: 2020 = 1.17 (representing a 10% increase in consolidation) and 2025 = 2025 0.94 (representing a further 20% increase in consolidation).	n/a	n/a	n/a							
Year on year increase for consolidation factor of delivery trips	Team Heathrow		We have increased the consolidation factor of delivery trips to 1.3 in 2018.	1.3	1.4	1.2							

GOAL

GOAL

5.2 Reduce emissions from airside vehicles by working with partners

5.3 50% of airport passenger journeys made by public transport by 2030, supporting no more airport-related cars on the road, so local areas can thrive without increased congestion and halve colleague car trips*

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Reduce NOx emissions from airside vehicles by at least 50% by 2020 and 70% by 2025 (from 2013 baseline)	Team Heathrow		In 2018, we updated the baseline model for 2017 as part of our Heathrow expansion environmental impact assessment programme. In 2019 we are continuing to improve our data processes to establish the airside vehicle fleet standards.	data not available	data not available	data not available
Develop an ultra-low emissions zone for airside vehicles by 2025 to improve quality of life through cleaner air with the highest possible percentage of electric and other clean fuel vehicles	Team Heathrow		We continued consulting with airport operators on the airside ULEZ standards for 2025 and encouraged uptake and use of electric and hybrid vehicles through Heathrow's Clean Vehicle Partnership seminars and events.	n/a	n/a	n/a
Publish revised Ground Operating Licence setting out airside ULEZ standards for 2025, to support our flagship goal of an airside ultra-low emissions zone by 2025	Team Heathrow		The Airside Vehicle Operational Safety Instruction (OSI) was reviewed and amended in 2018 to reflect the future ULEZ requirement and is scheduled for publication in 2019.			
100% airside vehicles meet latest and most stringent, relevant emission standards (Euro 6/VI, Stage V, etc.) by 2025	Team Heathrow		We have been continuing to transition our airside fleet to electric and Euro 6/VI. We are also partnering with IATA to develop a Ground Operating Manual, that will establish the emission standard requirements for airside vehicles.	data not available	data not available	data not available
In 2018, work with our partners to contract a supplier to provide a pooled fleet of baggage belt loaders and aircraft stairs to be used collectively by ground handling companies and ensure that all vehicles provided will be low emission and electric where possible	Team Heathrow		We have been partnering with IATA to develop a Ground Operating Manual which will apply common operating procedures and requirements, including for the provision of pooled ground handling equipment.	n/a	n/a	n/a
Year on year increase in kWh consumed at airside electric vehicle charging points	Team Heathrow		Over £2.5 million has been invested in electric aircraft tugs, Mototok, with plans to introduce this at more terminal stands. Heathrow also continues to switch its airside fleet to electric where possible. An increase in kWh consumed at airside electric vehicle charging points is a good indicator of this transition.	23,859	13,726	6636
Invest £5M in EV charging infrastructure throughout the airport by 2018	Heathrow		We have now installed over 108 electric vehicle charging points across the airport and assisted the introduction of electric ground support equipment to the airport's operation.	£6m (cumulative)	£3.9m	£812k
75 Heathrow's fleet of cars and small vans converted to electric or plug-in hybrid by end of 2018 and 100% by 2020'	Heathrow		72 of our fleet of cars and small vans are now electric or plug-in hybrid. We are on track for all of our fleet to be converted to electric or plug-in hybrid by the end of 2020.	72	58	n/a
Set targets for Heathrow vehicle total fuel usage (petrol and diesel) for 2020, 2030 and 2040	Heathrow		Analysis of current fleet data (mileage/vehicle utilisation) is taking place in conjunction with the operational intelligence teams. A 2020 target of 500k Litres of fuel has been set for Heathrow's vehicles.	n/a	n/a	n/a

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
At least 43% of passengers to use public transport by end of 2018 to support our flagship goal of 50% of airport passenger journeys made by public transport by 2030	Team Heathrow		40.6% of our passengers used public transport in 2018. We did not meet our expected target increase due to the delay in the Crossrail rail service. Our passengers are increasingly using Uber and other similar services.	40.6	42.3	39.1
An increase in the number trains arriving at Heathrow from 18/hr in 2017 to 36/hr by 2030	Team Heathrow		This is made up of 12 Piccadilly line underground services, 4 Heathrow Express and 2 Heathrow Connect services per hour. When the Elizabeth Line becomes operational, this will increase by two additional trains per hour to 20.	18	18	18
Support delivery of major rail projects (Crossrail, Western Rail, Southern Rail) delivered by our rail partners by 2030	Team Heathrow		We continue to work with our rail partners (and provide funding) to ensure that major national rail projects, such as Crossrail, Western Rail and Southern Rail improve the connectivity to Heathrow by public transport.	n/a	n/a	n/a
Reduce the number of colleague car trips by 25% by 2030 and 50% by 2040	Team Heathrow		We have been continuing to improve data collection on a more regular basis, as well as refreshing the information available to all Team Heathrow colleagues to inform their commuting decisions.	data not available	data not available	data not available

*Wording of this goal has been revised to align with the Government's Airports National Policy Statement.

GOAL

GOAL

5.4 Become the world leader in delivering the cleanest aircraft and operations possible

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
0% of flights by pre-CAEP standard aircraft by 2020	Team Heathrow		In December 2018, 2% of all flights at Heathrow were made by aircraft registered as pre-CAEP. This is the lowest monthly figure to date. This reduction has been driven by fewer British Airways 763s and B747 movements of pre-CAEP standard. Overall, there was an improvement in 2018 compared to 2017, with 4.0% of all flights made by pre-CAEP aircraft. However, we remain slightly behind track to reach our target for 0% pre-CAEP flights by 2020, and we continue to incentivise lower emission aircraft at Heathrow.	4.0%	4.9%*	4.6%*
At least 60% of flights by CAEP 6 or newer aircraft by 2020	Team Heathrow		Last year we saw a higher than anticipated proportion of flights made by newer, cleaner aircraft (CAEP 6 or better) and performed above our 2020 target of 60%. We will look to revise that target in 2019 based on recent trends to aim for even better performance.	64.0%	60.0%*	57.6%*
Year on year increase in kWh of pre-conditioned air (PCA) consumption	Team Heathrow		In 2018, we saw a reduction in the use of PCA, which was partly due to performance issues with the equipment. We have continued to work with our airline business partners, listening to their feedback on the usability of the equipment. We have plans to improve the infrastructure and refresh the current equipment and therefore expect to see the use of PCA increase in 2019 and beyond.	1.4 m kWh	2.9m kWh	3.0m kWh
Review APU running time allowances in 2018 and if applicable, consult and publish new guidelines	Team Heathrow		Revised run times have been agreed with airlines within the Operating Safety Instruction (OSI) for Use of aircraft Auxiliary Power Units. We plan to publish the revised OSI in 2019 depending on sufficient improvements to the PCA infrastructure.	n/a	n/a	n/a
Year on year increase in % aircraft using electric towing or single engine taxiing	Team Heathrow		We continue to see a decline in the numbers of airlines reporting reduced engine taxiing (RET) despite a successful trial with one airline in 2018 which saw a saving of over 32,000 litres of fuel during the 6 months trial. We continue to engage with the community to promote RET whenever it is practicable.	14.6	18.6	19.9
Set a stretch target by end of 2017 to increase the percentage of aircraft using electric towing or single engine taxiing by 2020	Team Heathrow		A stretch target of 25% has been set for single engine taxiing on departures by 2020. For arrivals the stretch target is to have a data recording system and process in place by 2020.	n/a	n/a	n/a
Annually review landing charges price per kg of NOx per flight to inform future revisions of charges	Heathrow		As part of our regular process, all landing charges were reviewed in 2018. No changes to NOx charges were proposed for introduction but will be reviewed again in 2019 as part of the annual process.	n/a	n/a	n/a

*Data from 2016 and 2017 updated following review of data.

5.5 (Emissions Strategy & Action Plan) To accurately quantify the contribution from airport sources to emissions and local air quality*

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
All sites capture a minimum of 90% of possible data	Heathrow		All Heathrow-funded sites recorded well above 90% for all monitored pollutants in 2018. More information can be found here .	n/a	n/a	n/a
Undertake occupational exposure monitoring to ensure ongoing compliance with occupational exposure limits	Heathrow		In 2018 we started conversations with our Trade Unions on starting monitoring of colleagues in high risk locations to further our understanding of occupational exposure to certain air pollutants. In 2019, we are progressing with an exploratory monitoring programme.	n/a	n/a	n/a
Complete annual aircraft emissions inventory	Heathrow		The 2017 aircraft emissions inventory was completed and published in 2018 on Heathrowairwatch.org.uk	n/a	n/a	n/a
Second phase roll-out of APU monitoring trial by end of 2018. Testing and proving a potential APU monitoring tool	Heathrow		The second phase APU monitoring trial will undertake further testing and verification of the APU monitoring tool and methodology. We are currently in process to obtain funding approval from airlines.	n/a	n/a	n/a

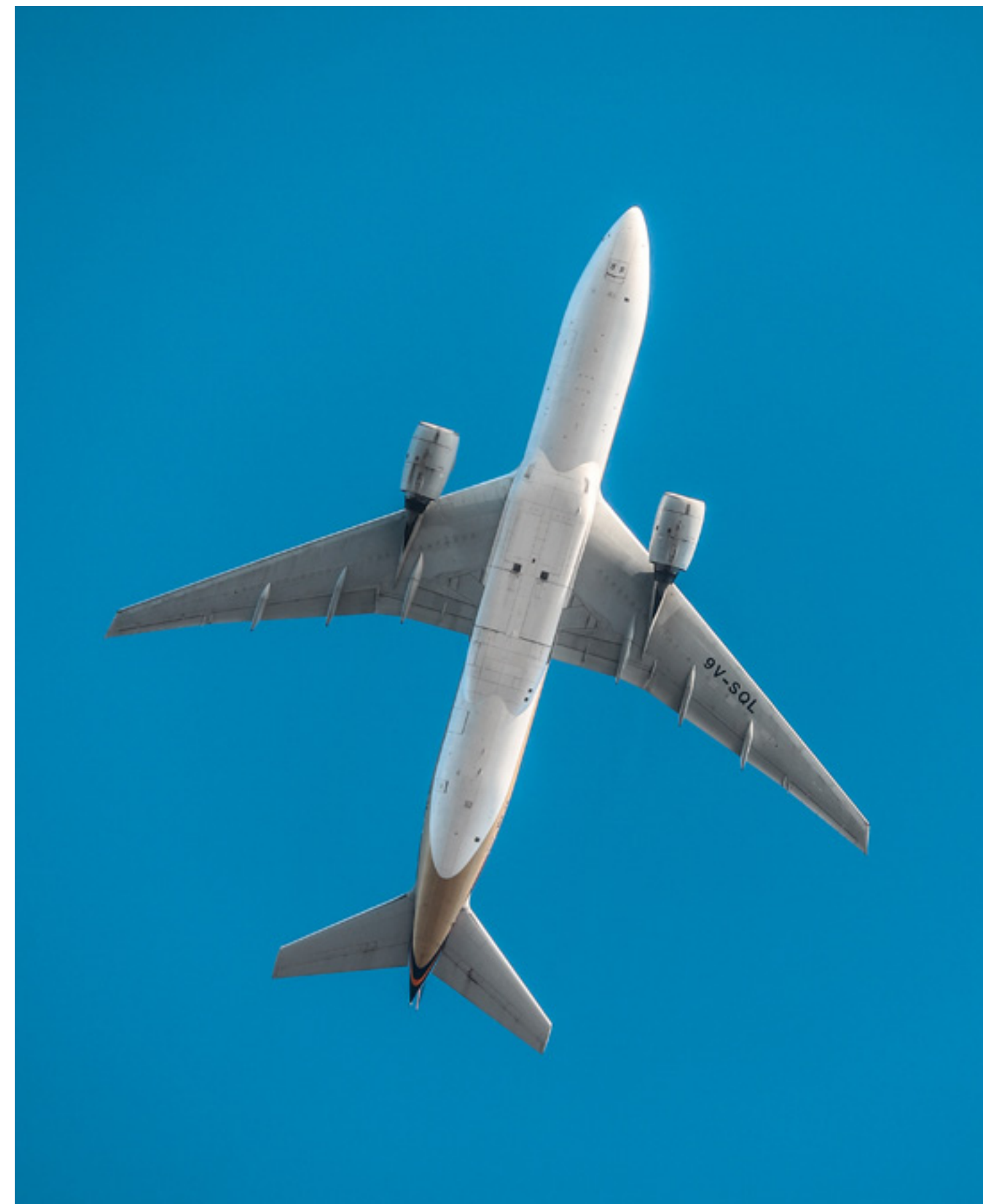
*Additional goals 5.5 and 5.6 were published in our Emissions Strategy & Action plan in May 2018. We will report progress against these through our annual progress reports.

GOAL

5.6 (Emissions Strategy & Action Plan) To increase understanding, research, and awareness of emissions monitoring, modelling and management*

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Data from our air quality monitoring is uploaded within 24 hours after collection 95% of the time	Heathrow		The Heathrow Air Watch website is the source for air quality information in the Heathrow area. The website provides information about where air quality is measured around Heathrow, a month by month compliance dashboard, as well as 24hr and weekly air quality information. The air quality data and quarterly air quality summaries are available for download. The site has been funded by a joint working partnership consisting of the Heathrow Airport Ltd, London Boroughs of Hillingdon and Hounslow, Slough and Spelthorne Borough Councils and British Airways.	96.16%	n/a	n/a
Host quarterly meetings of the Heathrow Air Quality Working Group	Heathrow		All four quarterly meetings of the Heathrow Air Quality Working Group were hosted at Heathrow's offices in 2018 where updates on monitoring trends and members progress towards reducing emissions are tabled as part of the standing agenda.	n/a	n/a	n/a
Minimum of one meeting per year with each organisation. Create stakeholder engagement tracker and update	Heathrow		At least one meeting was held with BEIS, DfT and DEFRA in 2018. A holistic stakeholder management programme including a record of engagement activities is still under development and planned for roll out in 2019.	n/a	n/a	n/a

*Additional goals 5.5 and 5.6 were published in our Emissions Strategy & Action plan in May 2018. We will report progress against these through our annual progress reports.



OBJECTIVE 06

SUSTAINABLE COMMUNITIES

We aim to have a positive impact on the communities around Heathrow, collaborating with local people and partners on projects that improve quality of life.

Whether it's enhancing green spaces, investing in skills or supporting local community groups, we aim to support the wellbeing and economic prosperity of our neighbours. We report on our progress regularly through our Better Neighbour Report. Available on our website.



6.1 Support the Heathrow Strategic Planning Group in developing and implementing a joint sustainability vision for the local community around Heathrow

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Provide management support, expertise and company resources to help progress the vision	Heathrow		The Heathrow Strategic Planning Group (HSPG) is a partnership of local authorities and Local Enterprise Partnerships (LEPs). The Group continues to work towards its vision of integrated sustainable development. We have worked closely with the HSPG and its member local authorities and LEPs throughout 2018 to share with them our evolving expansion proposals and technical assessment work. We have also invited their feedback as our plans take shape. This has included commissioning a joint evidence base, not only to inform our technical work but also to inform the HSPG to help them meet their joint vision and aspirations for a sub-regional planning framework.	n/a	n/a	n/a
Develop an implementation plan during 2018	Heathrow		We have developed a Service Level Agreement with the HSPG to provide necessary resource and technical support to achieve the above.	n/a	n/a	n/a
As part of the planning process for a new runway develop an airport landscape strategic brief and, when appropriate, implement enhancements identified	Heathrow		In 2018, we appointed landscape architects who have now developed the airport Landscape Strategy. The next stage is to share the Landscape Strategy with stakeholders in April 2019 including HSPG, Colne Valley Park and Natural England. The work to understand the extent of landscape mitigation and enhancements is ongoing and will be informed by extensive survey work, baseline studies, preliminary assessment of the scheme (PEIR) and engagement with stakeholders.	n/a	n/a	n/a
Develop a baseline for local quality of life as part of the planning process for a new runway, and publish accompanying strategies to improve quality of life	Heathrow		In 2018, we established a Quality of Life Steering Group which meets on a bi-monthly basis. Brunel University undertook a sprint study which employed focus groups to establish a bespoke set of metrics for Quality of Life and Wellbeing in communities local to Heathrow. An initial set of interventions Heathrow could consider developing were also developed.	n/a	n/a	n/a
Develop and publish updated community investment strategy	Heathrow		In 2018, we continued to develop our Community Strategy and started consulting with colleagues at Heathrow. We published our progress and plans in our Better Neighbour Report which we will update annually. We also established a new governance structure for our charity and community workstreams. Our new Charities and Communities Committee is chaired by our Chief of Staff and meets quarterly. Our new Communities Co-ordination Group is chaired by our Head of Community and Stakeholder Relations and meets monthly to review and align our activities with local communities around Heathrow.	n/a	n/a	n/a

GOAL

6.2 Promote and enable active travel in and around the airport, enhancing health and connectivity benefits

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Number of Heathrow cycle hub members	Team Heathrow		253 new members registered with the Heathrow cycle Hub in 2018. Since Aug 2014 when the Heathrow Cycle Hub was launched 1,451 members have registered with the Hub. We expect to see membership increase over the next few years as we improve the facilities for colleagues across the airport.	253 new members	273 new members	311 new members
Working with recognised cycling organisation, launch cycling strategy and action plan that identifies and tackles the biggest barriers to cycling in 2017	Heathrow		We have a clear Active Travel Strategy. Projects at Terminal 4, Terminal 5 and one of our colleague car parks are underway to begin delivering this strategy.	n/a	n/a	n/a
Work with local partners and TfL to develop cycle infrastructure plan in 2017 that connects Heathrow to the local area	Team Heathrow		The Active Travel Strategy identified corridors that will improve routes for Team Heathrow colleagues to cycle to work.	n/a	n/a	n/a
Deliver new cycling infrastructure into the central terminal area and wayfinding plan in 2017	Heathrow		The Active Travel Strategy focuses on access to the Central Terminal Area and the improvement of facilities which will support cyclists. The reopening of the side tunnel is due later in 2019.	n/a	n/a	n/a
Upgrade cycle parking facilities in T5 and T4 in 2018	Heathrow		The cycle parking facilities in Terminal 4 and 5 are expected to be completed by Spring 2019.	n/a	n/a	n/a
Work with partners to retain the Wildlife Trust Biodiversity Benchmark	Heathrow		The Biodiversity Benchmark Award is awarded by The Wildlife Trust, following an annual assessment of our Biodiversity Management system and continuous improvements. Heathrow was the first airport to achieve the award and we have now retained it for 11 years.	n/a	n/a	n/a
Develop biodiversity assessment guidance and support for key project managers by 2018	Heathrow		We have started to develop biodiversity assessment guidance and support for our internal construction project managers, and this will be completed in early 2019.	n/a	n/a	n/a



OBJECTIVE 07

CONNECTING THE UK

Heathrow is the UK's hub airport, used by passengers connecting to other destinations around the country. We want to make it easy for passengers to complete their journeys via Heathrow whether by air, road or rail and to increase the economic benefits the airport brings across the UK.

We have a target for the airport to be connected to the UK's 100 largest towns and cities by 2033 and we reached 60 in 2018. This includes seven cities connected directly by air with the rest via bus, coach or rail services.


GOAL

7.1 Supporting sustainable surface connections to Heathrow for the 100 largest towns and cities while preserving essential domestic air routes

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
60 largest towns and cities connected by the end of 2018 to support our flagship goal of largest 100 towns and cities in UK connected to Heathrow by 2033	Team Heathrow		Originally, there were no new connections to report in 2018, however, when reviewing our existing connections we identified that we currently have a coach connection to Norton Canes which is in the Cannock Built-Up Area. Of the 60 existing connections: 7 are by air; 23 are by rail; 56 are by bus/coach. In 2019, we will continue to work with our bus and coach partners to establish new connections. We define 'towns and cities' as built up areas as defined by the Office for National Statistics.	60	59	53

GOAL

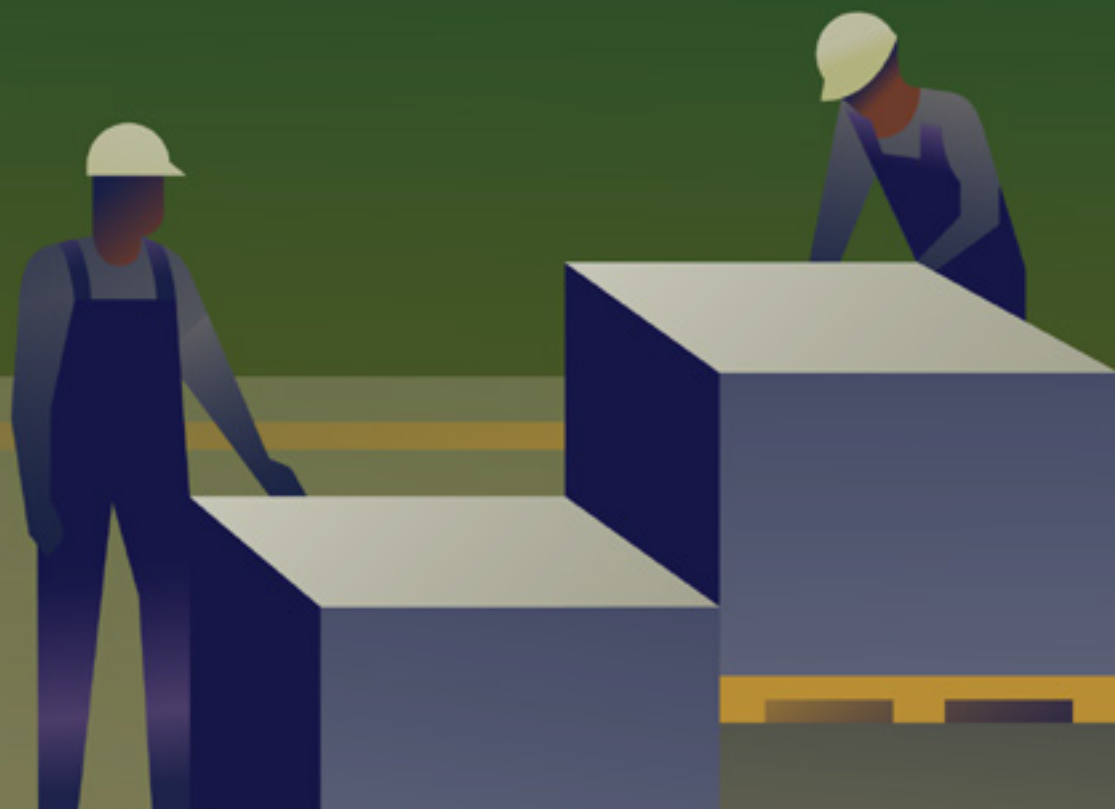
7.2 Ensure Heathrow's operations and surface connections are resilient to potential weather-related disruption

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Climate change adaptation report prepared every 5 years and 90% of identified actions on track or complete annually	Heathrow		Progress has been made in respect of all risks which actions have been identified. We are awaiting the full set of 2018 climate change projections for the UK to be published in 2019, and will review our risks against the new climate projections.	100%	100%	100%

OBJECTIVE 08

THE NEXT ECONOMY

Small and medium sized businesses (SMEs) and social enterprises (SEs) play an important role in the UK economy as job creators and sources of innovation. Through Heathrow 2.0 we aim to support SMEs across the UK, helping them to join our supply chain and offering opportunities for them to showcase their products to Heathrow passengers.


GOAL

8.1 Support the growth of small and medium sized businesses (SMEs) and social enterprises (SEs) across the UK

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Establish Heathrow Business Summits in all 12 regions of the UK by 2025 (2016 baseline of 4 regions hosted a Heathrow Business Summit)	Team Heathrow		Our annual Heathrow Business Summits were held in 10 regions of the UK, these being the South West (Taunton), North West (Manchester), North East (Middlesbrough), Northern Ireland (Belfast), Wales (Cardiff), Scotland (Glasgow), Yorkshire (Doncaster), Midlands (Birmingham), East (Colchester), and our flagship summit at Heathrow. In 2019, we will be delivering Business Summits in 11 of the 12 Nations and Regions.	10	7	4
Develop a programme to enable Small and Medium sized Enterprises (SMEs) and Social Enterprises access to the Heathrow retail offer by the end of 2018	Team Heathrow		In 2018, several of our retail business partners attended the Heathrow Business Summits. We are reviewing whether this is the best way for SMEs and SEs to access the Heathrow retail offer and will complete this review in 2019 (including services as well as products and ingredients).	n/a	n/a	n/a
Establish a process to promote sustainable products (including ingredients) and services to our retail business partners by the end of 2018	Team Heathrow		In 2018, we focussed on encouraging our retail business partners to stock reusable water bottles and reusable cups for sale. As part of the above review, we are also looking at how we can integrate sustainable products and ingredients into the process. We launched the sale of a recycled plastic re-usable bag that promotes Kew Garden's Millennium Seed Bank.	n/a	n/a	n/a
Number of sustainable products (including ingredients) on offer to passengers per year	Team Heathrow		As above	not yet tracked	not yet tracked	not yet tracked
Total number of SMEs and SEs awarded a grant each year	Heathrow		For the second year running, Heathrow funded 20 UK SMEs to take part in trade shows or trade missions around the world to support their exporting ambitions. Once again, Heathrow partnered with the Department for International Trade, who were also able to offer the grant winners tailored advice on their target markets. With the oldest bicycle shop in the UK; a wooden bowtie maker who uses old whisky barrels; and a compostable food packaging company, 2018's winners were full of examples of sustainable businesses from across the country. We were pleased to enable the best of British business to get out into the world and look forward to 2019's entries.	20 grants 11 regions	20 grants 10 regions	n/a

OBJECTIVE 09

SUSTAINABLE SUPPLY CHAIN

With more than 900 companies operating from or supplying goods and services to Heathrow, our influence stretches far beyond our boundary. We want to use that influence to encourage others to adopt ethical, low carbon and sustainable practices.



9.1 Implement best practice sustainable procurement practices across Heathrow

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Roll out the Supply Chain Sustainability School to all our strategic suppliers by 2018	Team Heathrow		In March 2018, we launched the Sustainability Supply Chain School to our strategic suppliers at Heathrow 2.0 supplier events and covered this through one-to-one contract meetings. As a result, 13 out of our 14 strategic suppliers (that we assessed as being applicable to the Sustainability Supply Chain School) are now registered with the Supply Chain Sustainability School.	n/a	n/a	n/a
Develop a plan by 2018 to rollout the Supply Chain Sustainability School to all suppliers	Team Heathrow		The requirement to join the Supply Chain Sustainability School has been integrated in the end-to-end procurement processes for current and new suppliers. We assessed all our suppliers and identified 24 that would be beneficial to register with the Supply Chain Sustainability School. By the end of 2018, 16 out of the 24 assessed suppliers had registered with the Supply Chain Sustainability School.	n/a	n/a	n/a
As a signatory to the Prompt Payment Code, ensure that: 97% of our supplier invoices by volume are paid on time by 2018	Heathrow		In 2018, we achieved our target that 97% of our supplier invoices are paid on time. We will continue to work to maintain this standard.	97%	96.40%	n/a
As a signatory to the Prompt Payment Code, ensure that 100% of our strategic suppliers are signed up to the Prompt Payment Code by 2018	Team Heathrow		We have 17 strategic suppliers and we assessed that the Prompt Payment Code would be applicable to 14. By the end of 2018, 13 of the 14 in-scope strategic suppliers have now signed up to the Prompt Payment Code. We are continuing to support our remaining strategic supplier to sign-up in 2019.	93%	41%	n/a
New Innovation Networking Forum delivered by 2020	Team Heathrow		We have started by integrating innovation into our business summits, and our Birmingham, Cardiff and Glasgow summits were specifically focused on innovation in 2018. We are developing plans for a new Innovation Networking Forum.	n/a	n/a	n/a
Open supply chain hubs in strategic locations across the UK from 2020	Team Heathrow		In 2018, we completed 65 site visits to locations for supply chain hubs and completed pre-qualification assessments.	n/a	n/a	n/a
Audit strategic suppliers to identify opportunities to increase our focus on sustainable products and services, publishing a progress update in 2018	Team Heathrow		We commissioned an external company to assess all our strategic suppliers. The review focused on three material issues relevant to supply chain products and services: Circular Economy, Carbon and Single use products. The insights and recommendations will be included into our plans for circular economy in 2019.	n/a	n/a	n/a
Embed circular economy principles in our procurement processes by publishing internal guidance during 2017 to focus on repair, recovery, reuse and leasing models	Team Heathrow		Guidance on circular economy principles is embedded within our processes and policies. Going forward we will continue to raise awareness and train our Heathrow colleagues on circular economy principles.	n/a	n/a	n/a

GOAL

9.2 Become a London Living Wage employer

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Publish London Living Wage Roadmap to support our flagship goal that all our direct supply chain colleagues working at Heathrow will be transitioned to be paid the London Living Wage by the end of 2020 and we will encourage commercial partners and our supply chain to work towards the London Living wage.	Team Heathrow		We published our London Living Wage roadmap in November 2018. In 2019, our work continues to ensure all our direct suppliers will pay the London Living Wage by no later than 2020.	n/a	n/a	n/a

GOAL

9.3 Enhance the ethical and sustainable passenger experience at the airport

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Develop a plan by the end of 2018 to improve the sustainability profile of retail across Heathrow	Team Heathrow		In 2018, we focused our activity on reducing the impact of single-use plastics from our retail activities. All single-use cups in our restaurants and cafes are now recyclable, and we have installed dedicated collection bins to collect cups for recycling. We are now reviewing the overall sustainability impact of our retail activities and agreeing a plan for the next few years.	n/a	n/a	n/a

GOAL

9.4 Reduce carbon emissions throughout our supply chain, and support our suppliers to prepare for future changes in climate.

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Achieve Level 3 Carbon Trust Supply Chain Accreditation by 2020	Team Heathrow		We achieved Level 2 Carbon Trust Supply Chain accreditation in March 2018. We also achieved Level 3 Carbon Trust Supply Chain accreditation in December 2018 - two years ahead of schedule and the first airport in the world to achieve this. There are only 3 other companies that have been awarded Level 3.	n/a	n/a	n/a
Set ambitious long-term carbon reduction targets for our supply chain carbon emissions by 2020	Team Heathrow		We are continuing to work with the Carbon Trust to help discuss and agree long-term carbon reduction targets for our supply chain carbon emissions by 2020.	n/a	n/a	n/a

GOAL

9.5 Work with our supply chain and Team Heathrow to tackle anti-slavery and human trafficking in all its forms

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
All risk assessed suppliers registered on external auditing software tool by 2018	Team Heathrow		All of our risk-assessed suppliers are registered on the external auditing software tool - Sedex: 13 strategic suppliers, 14 critical and 6 operational.	100%	n/a	n/a

OBJECTIVE 10

ZERO CARBON AIRPORT

Our goal is for Heathrow to be a zero carbon, resource efficient airport with zero waste. To get there, we're integrating efficiency into the way we design and run our buildings and infrastructure. We're also trialling new technologies and innovative approaches that can help us cut down on the energy and water we use, reduce waste and increase recycling.



10.1 Operate zero carbon airport infrastructure (buildings and other fixed assets) by 2050 with clear interim targets (*continues on next page)

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Zero carbon emissions generated from energy used in fixed infrastructure by 2050; and a 34% reduction by 2020 against a 1990 baseline	Heathrow		Our carbon footprint for 2018 will be published later in 2019 as part of the preparation work for the Heathrow expansion environmental impact assessment. Our 2017 carbon footprint was published in September 2018 and can be found here .	to be published later in 2019	185,786 tonnes 48% reduction	225,762 tonnes 37% reduction
Develop further milestone targets by 2017 for 2030 and 2040	Heathrow		We have developed and agreed the targets for Heathrow and we are considering options for aligning our targets to climate science before publication.	n/a	n/a	n/a
Improve energy efficiency to 248 KWh/m2 by the end of 2018	Heathrow		We have replaced the operational electricity demand per passenger indicator with an energy efficiency indicator which takes area into consideration rather than the number of passengers. This is a more reliable and robust measure of energy efficiency. Our electricity consumption continues to reduce year on year due to energy efficiency projects. An improved controls strategy has reduced Heathrow's gas consumption over the summer months, helping to offset the higher demand driven by the cold start to 2018.	241 KWh/m ²	Not tracked at this time	Not tracked at this time
Develop an appropriate measure of energy efficiency for Business Partners operations at Heathrow by 2018	Team Heathrow		Working with our business partners through the Heathrow Sustainability Partnership, we have agreed an overall airport community energy efficiency measure and a commitment to work collectively to reduce absolute energy consumption. We are continuing to work with our business partners through the Resources Network to work through how we achieve this ambition.	n/a	n/a	n/a
Proportion of energy generated from on-airport or local renewable sources (%)	Heathrow		Our biomass plant that provides heating, cooling and electricity for Terminal 2 has driven the increase in energy generated from renewable sources. We are looking to increase the amount of on-site renewable electricity generated at Heathrow, including the option to include more solar photovoltaics.	8.50%	0.55%	0.50%
Proportion of energy sourced from off-site renewable sources (%)	Heathrow		We purchase our electricity from renewable sources, predominantly offshore wind. We also purchase renewable electricity on behalf of our business partners. This is a Renewable Energy Guarantee of Origin (REGO) backed scheme. In 2018 we signed a contract to supply renewable gas for T2, making this our first terminal run on renewable energy sources.	100% (electricity only)	100% from 1 April 2017 (electricity only)	n/a

GOAL
GOAL

10.1 Operate zero carbon airport infrastructure (buildings and other fixed assets) by 2050 with clear interim targets (*continues from previous page)

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
We will be a carbon neutral airport by 2020. This will be measured by achieving level 3 + carbon neutrality within the Airports Carbon Accreditation Scheme. This will require us to offset all the residual scope 1 and 2 Heathrow carbon emissions.	Team Heathrow		This will be measured by achieving level 3+ carbon neutrality within the Airports Carbon Accreditation Scheme. This will require us to offset all the residual scope 1 and 2 Heathrow. In September 2018, we published our plans to offset our emissions by investing in the restoration of the UK's peatland bogs.	n/a	n/a	n/a

GOAL

10.2 All the water Heathrow uses will come from sustainable sources by 2050 and we will work to enhance our local water catchment

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
10% reduction in total water consumption by 2020 (against 2010 baseline of 2,186,407)	Team Heathrow		There was a decrease in absolute water use from 2017 to 2018 despite increased passenger numbers, and unseasonably warm weather in the summer of 2018 which resulted in higher water consumption for cooling. The reduction was supported by water saving projects covered later in this section.	2,378,395 m ³	2,409,858 m ³	2,361,768 m ³
20% reduction in total water consumption per passenger by 2020 (against 2010 baseline of 33.19 litres per passenger)	Team Heathrow		Water use per passenger improved in 2018 continuing a trend of greater water efficiency over recent years.	29.7 litres per passenger	31 litres per passenger	31.6 litres per passenger
Baseline an accurate leakage rate at Heathrow and set a reduction target by 2020	Heathrow		210 water meters were installed improving visibility of water consumption across Heathrow. We will use the increased data to set a water leak target by the 2020 target date.	n/a	n/a	n/a

10.2 All the water Heathrow uses will come from sustainable sources by 2050 and we will work to enhance our local water catchment

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Develop an appropriate measure of water efficiency for business partner operations at Heathrow by 2018	Team Heathrow		Working with our business partners through the Heathrow Sustainability Partnership, we have agreed an overall airport community water efficiency measure and a commitment to work collectively to reduce absolute water consumption. We are continuing to work with our business partners through the Resources Network to work through how we achieve this ambition.	n/a	n/a	n/a
Increase proportion of total water from non-potable sources (%)	Heathrow		We have had some technical issues with the delivery of non-potable water from the boreholes. Projects are in place to refurbish them. We are also considering options to increase the use of existing non-potable sources, and longer-term opportunities to develop new sources and grow our non-potable distribution network.	15%	15%	22%
30% reduction in potable water consumption by 2020 (against 2010 baseline of 1,841,720 litres)	Team Heathrow		A number of water saving projects have been completed in 2018, saving in excess of 50,000m ³ of potable water. Heathrow also established Waterlab – a project to embed a range of sensors and monitoring equipment in a series of T2 washrooms. The installation analyses water consumption at a very detailed level to identify opportunities to reduce water consumption by improving settings and trialling new technologies.	2,028,089 m ³	2,038,949 m ³	1,839,004 m ³
40% reduction in potable water consumption per passenger by 2020 (against 2010 baseline of 28.01 litres per passenger (include use of rainwater harvesting))	Team Heathrow		Potable water use per passenger improved slightly in 2018. This was supported by water saving projects referred to above.	25.3	25.9	24.3
Deliver phase 2 upgrade works to the Eastern Balancing Reservoir pollution control system in 2018	Heathrow		We commenced construction of a Moving Bed Bioreactor plant to treat de-icing products present in airport runoff during winter months, together with associated infrastructure. We were able to bring 50% of the infrastructure into operation for the winter 2018/19. This is part of plan to improve the airport Pollution Control System.	n/a	n/a	n/a

GOAL

10.3 Deliver a resource efficient, zero waste airport and support a circular economy

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Year-on year reduction in total waste generated to achieve zero waste generated by 2050 (tonnes waste)	Team Heathrow		Total waste has reduced through a focus on aircraft cabin waste and reducing the liquids from plastic bottles. We are focussing on further improvements in liquid removal and considering wider opportunities to cut waste working with our Team Heathrow partners.	25,204	26,233	27,291
Sustain operational waste per passenger at 2014 levels (0.38kg) through to 2020 and consider measures that could deliver further reductions	Team Heathrow		Waste produced per passenger has reduced in 2018 compared to 2017. This is as a result of the improvements discussed in the above box. This is despite an increase in passenger numbers.	0.31	0.33	0.34
Complete an assessment of the potential for adopting circular resource principles at Heathrow and produce an implementation roadmap by 2018	Team Heathrow		This is an ongoing assessment activity with no defined end. We have launched Circular Economy challenges through innovation hubs and the London Waste and Recycling Board. We also trained our Procurement team and suppliers in August 2018 on circular economy principles.	n/a	n/a	n/a
Recycle 70% of our operational waste by 2020	Team Heathrow		This is a challenging target given the volume of aircraft cabin waste that has to be incinerated to meet strict regulations on international catering waste. Improvements are expected to continue through better management of passenger waste from terminals and increasing engagement with our retail and lounge business partners.	47.7%* (includes secondary recycling)	39.7%* (includes secondary recycling)	44.5%
Investigate and report on potential for future resource partnerships by 2018	Team Heathrow		Report was completed in 2018, and highlighted opportunities to improve resource outcomes including partnerships. The renewal of our waste and resources contract is the next step in our circular economy journey. Heathrow's waste contract is structured around a resource partnership and includes requirements for circular thinking and maximising the value of resources.	n/a	n/a	n/a



OBJECTIVE 11

ACCELERATING THE ERA OF SUSTAINABLE FLIGHT

We want to play our part in transforming and decarbonising the aviation industry, helping to speed up the rate of change.

A key priority is to make sure that the expansion of Heathrow does not result in a net increase in carbon emissions. That means reducing emissions as much as possible and offsetting any growth in emissions through the purchase of high-quality carbon credits.

We published our roadmap for carbon neutral growth in 2018 showing how we will do this. It focuses on four areas where we can use our scale and convening power to influence change. We have already made progress but now we will go further.



11.1 An aspiration to make growth from our new runway carbon neutral

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Provide support to the UK Government and airlines, to implement ICAO agreement for growth in air traffic from 2020 to be carbon neutral	Team Heathrow		We continued providing support for the successful implementation of Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) through direct engagement with UK Government in regular bilateral meetings and participation through industry trade groups like Sustainable Aviation, Airports Council International, and Air Transport Action Group.	n/a	n/a	n/a
Roadmap for carbon neutral new runway growth aspiration developed, to support our flagship goal of an aspiration to make growth from our new runway carbon neutral so that we can protect the planet for future generations to discover and enjoy	Team Heathrow		We published our roadmap for carbon neutral growth in December 2018. It includes four key actions to reduce and offset the growth in emissions from new flights: cleaner aircraft technology, improvements to airspace and ground operations, sustainable aviation fuels, and carbon offsetting methods.	n/a	n/a	n/a
Publish Heathrow's plans for peatland restoration and planned partnerships	Team Heathrow		We published our plans for peatland restoration in September 2018. The first carbon offsetting project is investing in peatland restoration at a Lancashire nature reserve. Following this initial project, we plan to invest in more peatland restoration projects over the next 2 years in other UK locations.	n/a	n/a	n/a
As part of our carbon roadmap, publish and disseminate initial results from UK peatland restoration programmes	Team Heathrow		In 2018, we started by investing in the peatland restoration in Little Woolden Moss, part of Chat Moss which is a larger area of peat bog land, west of Manchester. We are reviewing the project results and will be including this in the planned follow-up communication to our Carbon Neutral Growth Roadmap by the end of 2019.	n/a	n/a	n/a

GOAL
11.2 Take the lead in incentivizing lower carbon flights

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Develop a proposal for "green incentives" as part of development plans for our new runway project	Team Heathrow		We are continuing to work with the Department for Transport to look at a reform of the slots allocation regulations; as part of the Government's work within the National Aviation Strategy, to help make environmental criteria such as aircraft fuel efficiency and emissions a key consideration in the process.	n/a	n/a	n/a
Build competence on Sustainable Aviation Fuels within Heathrow by working with airlines and other business partners	Team Heathrow		In 2018, we have continued to participate in pan-industry special interest groups, such as Sustainable Aviation's 'Sustainable Aviation Fuels and Infrastructure Group'. We also had discussions with Lanzatech who have a grant to develop a larger scale production facility.	n/a	n/a	n/a
Establish a process that provides for relevant infrastructure projects to give due consideration to sustainable aviation fuels in 2018	Team Heathrow		Since publishing this action we have furthered our understanding of the future needs to adopt sustainable aviation fuels. The adoption of sustainable aviation fuels by airlines is not influenced by the infrastructure at Heathrow. Neither the hydrant system (owned by Heathrow) nor the receipt facilities and storage tanks (owned by HAFCo) require alteration for sustainable aviation fuels. We will continue to keep this under a watching brief in case there is a change in the current assumption that all fuel will continue to be supplied within specification.	n/a	n/a	n/a

GOAL
11.3 As well as establishing the Heathrow Centre of Excellence, we will trial 25 sustainable innovations by 2025. This will be measured by successful pilots completed at Heathrow

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Launch Centre of Excellence by the end of 2019	Team Heathrow		The Centre of Excellence was formally launched in March 2019. The launch included the announcement of the 2019 innovation prize competition (for external organisations) and the announcement of the first university 'think tank' partners. We also launched a new website.	n/a	n/a	n/a
Trial 25 sustainable innovations by 2025. This will be measured by successful pilots completed at Heathrow	Team Heathrow		Given the long term nature of some of the innovations the Centre invests in, an innovation is deemed piloted when its completion rating is above 80%. 4 innovations fall into this category: • Willow coppice at Green Corridor – Energy Crop Solutions (innovation prize winner 2018) • Quality of Life research by Brunel University • Plastic roads research (colleague prize winner 2018) • Little Woolden Moss peatland restoration	4	n/a	n/a
Identify first funding source(s) by 2018	Team Heathrow		£10m Research England funding was identified for a new build innovation centre. The outcome is yet to be announced and due in spring 2019. Other funding which has already been accessed includes: • £30,000 from Arts and Humanities Research Council through RHUL Storyfutures • c£50,000 funded by Ferrovial re: LAG bag pilot	n/a	n/a	n/a

GOAL
11.4 Advocate policies that price carbon effectively and contribute to fair and equitable access to air travel for all

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Complete carbon costs and equity study	Team Heathrow		We commissioned a carbon policy study in 2018 that informed development of the Carbon Neutral Growth Roadmap and provided an initial indication on impacts to fair and equitable access to air travel. Further work is planned in 2019 that will look in more detail at potential policy options for delivering carbon neutral growth well as a more robust assessment of resulting ticket prices and impacts to equity.	n/a	n/a	n/a



OBJECTIVE 12

RESPONSIBLE GATEWAY

As an international hub, we have a responsibility to take care of everyone and everything that passes through our gates. We're collaborating with partners to tackle pressing issues such as slavery, human trafficking and poaching of endangered species.



12.1 No people trafficking occurs through Heathrow

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Hold one awareness campaign per annum until 2020, then review	Team Heathrow		From January to December 2018 we have featured the A21 Can You See Me? campaign promoting the Modern Slavery helpline. We showed posters and videos across terminals, terminal forecourts, taxi ranks, 3000 washroom doors, 6000 passenger trolleys. We secured 89 media sites both landside and airside. We raised awareness of modern slavery, forced labour, child exploitation and supported the UK Government and NSPCC with their female genital mutilation awareness campaign.	n/a	n/a	n/a
Work with Border Force to identify reportable metric for detections of vulnerable people	Team Heathrow		We have continued to discuss with Border Force and the Modern Slavery Helpline how to establish a data sharing mechanism and a reportable metric to demonstrate that the percentage of detections of vulnerable travellers is increasing each year. It has not yet been determined whether this metric could be reported publicly in the future.	n/a	n/a	n/a



GOAL

12.2 No illegal wildlife or animal products pass through Heathrow

ACTIVITY, TARGET OR INDICATOR	COLLABORATION WITH TEAM HEATHROW	STATUS	COMMENTS	2018	2017	2016
Passenger surveys show increased levels of awareness of wildlife trafficking (measured by annual passenger surveys)	Team Heathrow		We surveyed a sample of Heathrow passengers in December 2018. This showed a 7% increase in their awareness of wildlife trafficking as an issue. Overall in the UK there was a 3% increase in wildlife trafficking as an issue.	47%	40%	n/a – new from 2017
Hold one awareness campaign on wildlife trafficking per annum until review in 2020	Team Heathrow		In October 2018, we featured the United Nation’s ‘Wild for Life’ campaign across the digital screens in all four terminals. This was supported by activities in the terminals, and social media. This coincided with the 4th International Illegal Wildlife Trafficking Conference that took place in London.	n/a	n/a	n/a
Set protocols for collaboration during 2017	Team Heathrow		We collaborate with Border Force, the Royal Foundation and other key stakeholders working to tackle illegal wildlife trafficking through our membership of the United for Wildlife Transport Taskforce.	n/a	n/a	n/a
Establish data sharing mechanism during 2017	Team Heathrow		We continue to circulate intelligence alerts from United for Wildlife’s Transport Taskforce. In our first Illegal Wildlife Trafficking forum for Team Heathrow, we discussed with our business partners how we could share data. Due to the sensitive nature of the data, we agreed to continue to use the data from intelligence alerts and those published by the USAID ROUTES (Reducing Opportunities for Unlawful Transport of Endangered Species) Partnership.	n/a	n/a	n/a
Set up co-ordinated training programme for Team Heathrow during 2017	Team Heathrow		In 2018, we started to include awareness raising on illegal wildlife trafficking in our security officers’ annual refresher training. We also held our first forum with airline and cargo handler business partners to raise awareness of the issue of illegal wildlife trafficking through Heathrow and share information on what business partners are doing across their organisations. Going forward, we will promote the online training available from the USAID ROUTES Partnership and host follow-up Forums.	n/a	n/a	n/a





SUSTAINABLE DEVELOPMENT GOALS

The United Nations' Sustainable Development Goals (SDGs) were launched in 2015. They are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity.

To show how our commitments within Heathrow 2.0 support the Goals, we've summarised which goals apply to which of the four pillars of the plan and also included referencing against each of our 12 objectives within this report.

ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOALS

HEATHROW 2.0 PILLAR	SDG
A GREAT PLACE TO WORK	
A GREAT PLACE TO LIVE	
A THRIVING SUSTAINABLE ECONOMY	
A WORLD WORTH TRAVELLING	

INDEPENDENT ASSURANCE STATEMENT TO HEATHROW AIRPORT LTD.

ERM Certification and Verification Services (ERM CVS) was engaged by Heathrow Airport Ltd. (Further Heathrow) to provide limited assurance in relation to the Heathrow 2.0: 2018 Sustainability Progress (the Report) as set out below.

ENGAGEMENT SUMMARY

Scope of our assurance engagement	Whether the progress made by Heathrow in 2018 for each of the 10 Heathrow 2.0 Flagship Goals as set out in "Our Flagship Goals" on pages 8 – 9 of the Report are fairly presented in accordance with the reporting criteria.
Reporting criteria	The indicators and targets set out in the Heathrow 2.0 strategy document 'Our plan for sustainable growth' and updated in the 2017 Progress Report.
Assurance Standard	ERM CVS' assurance methodology, based on the International Standard on Assurance Engagements (ISAE 3000 Revised).
Assurance level	Limited assurance.
Respective responsibilities	Heathrow is responsible for preparing the Report and for the collection and presentation of the assured performance information and data. ERM CVS' responsibility is to provide conclusions on the agreed scope based on the assurance activities performed and on exercising our professional judgement.

OUR CONCLUSION

Based on our assurance activities as described below, nothing has come to our attention to indicate that the progress made by Heathrow in 2018 for each of the 10 Heathrow 2.0 Flagship Goals 2018 as set out in 'Our Flagship Goals' on pages 8-9 of the Report are not, in all material respects, fairly presented in accordance with the reporting criteria.

OUR ASSURANCE ACTIVITIES

We planned and performed our work to obtain all the information and explanations that we believe were necessary to provide a basis for our assurance conclusions. A multi-disciplinary team of sustainability and assurance specialists performed assurance procedures as follows:

- A visit to Heathrow corporate offices where we interviewed:
 - Key members of the corporate sustainability team responsible for embedding sustainability in the Heathrow organisation as well as tracking and internal/external reporting on progress against the Heathrow 2.0 sustainability strategy and goals.
 - Management representatives responsible for each of the Heathrow Flagship Goals.
- A review of underlying documentary evidence relating to the reported progress during 2019 for each of the 10 Heathrow Flagship goals; and
- A review of the presentation of information relevant to the scope of our work in the Report to ensure consistency with our findings.

THE LIMITATIONS OF OUR ENGAGEMENT

Due to the nature of the indicators/targets, the reliability of the assured information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context. Our assurance relies on the completeness and accuracy of the information provided to us by Heathrow. ERM CVS disclaims any responsibility for any decision a person or an entity may make based on this Assurance Statement.

OUR OBSERVATIONS

Heathrow has adopted a number of the recommendations we made last year which have helped to improve transparency and readability for users. We have again provided Heathrow with a separate management report with our detailed findings and recommendations. Without affecting the conclusions presented above, we have the following observations:

- Heathrow has developed draft internal reporting guidelines for reporting against the Heathrow 2.0 Sustainability Strategy. We recommend that Heathrow finalises these guidelines as soon as possible to ensure complete, consistent and comparable reporting over time, and to facilitate changes in the staff working on future reports.
- Although an internal (report) review process takes place, the reporting and assurance process would benefit from a documented internal quality review process covering each Heathrow 2.0 goal. We recommend including written internal quality assurance processes within the final reporting guidelines covering the review process for each goal, including procedures to be undertaken and the documentation of results, in order to facilitate future internal and external assurance.

Jennifer Iansen-Rogers
Head of Corporate Assurance
13th May 2019

ERM Certification and Verification Services, London
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ERM CVS is a member of the ERM Group. The work that ERM CVS conducts for clients is solely related to independent assurance activities and auditor training. Our processes are designed and implemented to ensure that the work we undertake with clients is free from bias and conflict of interest. The ERM CVS and the ERM staff that have undertaken this engagement work have provided no consultancy related services to this client in any respect.



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