



2016 Performance Report
Our journey to be the UK's most sustainable airport

YOUR LONDON AIRPORT
Gatwick

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Welcome



As the single largest company in our region, Gatwick helps businesses to prosper and tourism to flourish, as well as generating employment for 24,000 people on airport and a further 20,000 in the local economy. In creating these extensive economic and social benefits, we also recognise our responsibility to manage a sustainable airport operation.

That's why in 2010 we launched our Decade of Change strategy. This strategy describes how we aim to grow sustainably through responsible environmental management and performance coupled with strong community programmes. It also sets ambitious targets on all key environmental topics including energy and water use, waste management, carbon emissions, air quality and biodiversity for us to deliver by 2020.

Seven years into our Decade of Change, we're continuing to perform strongly. As the most efficient single runway airport in the world, we continue to break our own records, with 43 million passengers in 2016, and 44 million by April 2017.

As you'll see on pages 6-13 of this Report, 2016 was also a year of continuing environmental efficiencies and some key sustainability innovations at Gatwick. These include our world-leading new waste plant, the introduction of Tesla electric taxis by our on-airport taxi company Airport Cars, and achieving carbon neutral certification for Gatwick Airport Limited.

We established the Gatwick Community Foundation Fund to support local causes in Sussex, Surrey and Kent, became the UK's first Autism-Friendly Airport and retained The Wildlife Trusts' Biodiversity Benchmark for the third year in a row.

In January 2017 we moved three of our biggest airlines in a major project that will help our airlines operate more efficiently and sustainably, while delivering more certainty and a better experience for our passengers.

These are tremendous achievements that we can all be proud of – and that everyone working at Gatwick can help to build on as we continue to grow our Airport.

The issues we are addressing in our Decade of Change strategy continue to rise on the public agenda and be central to the viability of runway expansion in the South-East. We recognise the Government's position on airport expansion announced in October 2016. At this crucial time for the country and the economy, Gatwick continues to offer the UK Government a credible and deliverable option for runway expansion.

We're also very committed to working with our airlines and our industry through Sustainable Aviation to continue delivering cleaner and quieter aviation through investment and operational improvements. Government support is also vital, especially to accelerate commercially viable sustainable fuels for aviation and for ground transport.

Gatwick Airport is growing strongly every year and leading the way in enhancing the experience of our passengers; we are also a leader in managing a highly efficient and sustainable airport. Our Decade of Change strategy is fundamental in ensuring we continue to grow sustainably and in maintaining the ongoing trust of our stakeholders.

Stewart Wingate
Chief Executive Officer



ABOUT THIS REPORT

This is our annual Decade of Change Sustainability Report for 2016. It presents our 2016 performance and action plans on our ten Decade of Change issues, our progress on our 2020 targets and KPI data tables, and information on how we run the airport responsibly every day. We have also produced a summary Report. The summary and full Reports are available as PDFs at: www.gatwickairport.com/sustainabilityreport

Gatwick's vital statistics 2016



* At 31 December 2016

Values and ambition

Our brand values

DELIVER

DELIVER GREAT SERVICE EVERY DAY

Approachable
Proactive
Energetic

BETTER

BE BETTER THAN THE REST

Challenging
Innovative
Pace

TOGETHER

WORK TOGETHER AS ONE TEAM

Integrity
Respect
Accountable

Our ambition is to compete to grow and become London's airport of choice. We want to set the standard for airport service, and to be known for the warm welcome, ease of use, on-time performance and exemplary service.

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

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

Operating a responsible Gatwick requires us to continually strike the right balance between the environmental impacts of our operation with the social and economic benefits of the airport while simultaneously offering our passengers and airline partner's excellence in service.

With operational efficiencies come environmental efficiencies, so the better we manage our facilities, the smaller our environmental footprint will become.

We will only achieve our targets by working closely with our stakeholders and business partners to deliver joint work programmes. This means that the people we work with, the companies we engage with and the passengers travelling through Gatwick all have a part to play.

It's not simply about improving our environmental performance; it's about modernising the airport in the most sustainable way that will enable us to achieve our targets. It's also about making sure that during periods of development the benefits to the economy and to our local community are maximised.

Our values will help us achieve our ambition in the best possible way.



10 2016 Performance



EFFICIENCY AND INNOVATION

Sustainability is a key part of Gatwick's transformation since we became an independent airport in late 2009. We've grown from 31 million to over 43 million passengers per year by investing heavily to transform the passenger experience and operational efficiency of our Airport. At the same time, through our Decade of Change we're reducing our environmental footprint and strengthening our community programmes. In 2016 we continued to improve our environmental efficiency while implementing new initiatives on materials recycling, noise management and community investment.

Information on our Decade of Change targets, data sources and boundaries is provided on pages 12, 84-87.

Carbon

5% REDUCTION

in GAL annual emissions from fuel and energy

LEVEL 3+ 'Neutral' Airport Carbon Accreditation



Energy

2.6% REDUCTION

in Airport annual energy consumption per passenger

100% RENEWABLE ELECTRICITY purchased to run the Airport for the 4th year



Water

0.3% REDUCTION

in Airport annual water consumption per passenger

30% water savings from new toilet facilities



Waste

ZERO

untreated operational and commercial waste to landfill

FIRST AIRPORT to convert aircraft waste to renewable energy onsite

3% INCREASE in reuse and recycling to 52%



Surface Transport

44%

of passengers reach Gatwick by public transport

45% of Airport staff commute by public transport, cycling or walking



Biodiversity

Retained The Wildlife Trusts' **BIODIVERSITY BENCHMARK** certification

2,481 HOURS on-airport biodiversity volunteering

45% INCREASE on 2015



Air Quality

Our busiest ever year

280,089

air transport movements

We continued to operate well below annual mean limits for NO₂ and PM₁₀



Noise

99.8%

of aircraft meet noise standards (Chapter 4 or equivalent)

1 noise infringement



Economy

24,000 on-airport employees

55% OF GAL EMPLOYEES FROM THE LOCAL AREA

£139.4m spent with local and regional suppliers

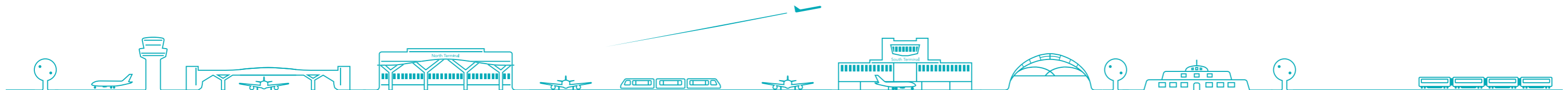


Community

£156,529 raised for charity partners by staff and passengers

43 COMMUNITY EVENTS SPONSORED

168 local causes funded by Gatwick Airport Community Trust (137) and new Gatwick Foundation Fund (31)



10 2016 Initiatives

Carbon neutral

Gatwick Airport Limited has been certified at Level 3+ 'Neutral' by Airport Carbon Accreditation. This applies to our emissions from fuels, electricity and business travel. In 2016 we continued to reduce these emissions and to purchase 100% certified renewable electricity to run the Airport; with our residual 2016 emissions being offset through Gold Standard carbon credits from the Kar-Demir Bozyaka wind farm project near Izmir, Turkey. Airport Carbon Accreditation also requires independent verification of our carbon footprint and collaborative action to reduce third party emissions.



Noise Management Board

Our newly formed Noise Management Board, comprising local community and industry representatives, began meeting in June 2016. Its purpose is to examine ways to alleviate problems reported by local communities in relation to noise from arriving aircraft. Its initial focus is overseeing implementation of the findings from the Independent Review of Arrivals which was commissioned by Gatwick in 2015.

Electric taxis

During 2016, Airport Cars, our on-airport taxi provider, began introducing electric and hybrid vehicles to its fleet, including state-of-the-art Teslas. This will enable Airport Cars to provide emission-free travel within a 10 mile radius of the Airport and reduce emissions by 75% per journey by 2020.

In addition, in a first for a UK airport, Bluecity is bringing its 100% electric point-to-point car sharing service to Gatwick.



Gatwick Foundation Fund

In September, we launched the Gatwick Foundation Fund, a collaboration between Gatwick and the Community Foundations in Sussex, Surrey and Kent. We partnered with the Foundations as they have detailed knowledge and understanding of the community needs across their respective counties. The fund will provide £300,000 each year for grants to non-profit organisations to promote employment, training and skills, support families, the elderly and young people at a local level.

First Autism Friendly airport in the UK

In November, Gatwick became the UK's first Autism Friendly airport. The award, from The National Autistic Society, reflects the efforts of Gatwick and its assistance provider OCS, including providing: clear and accessible information about the Airport and the assistance available; appointing an Autism Ambassador; introducing Autism Champions to expand staff training; and initiatives like the hidden disability lanyard which indicates discreetly that a passenger may require assistance.

In December Gatwick and OCS were awarded the Dementia Innovation Award by the Alzheimer's Society.

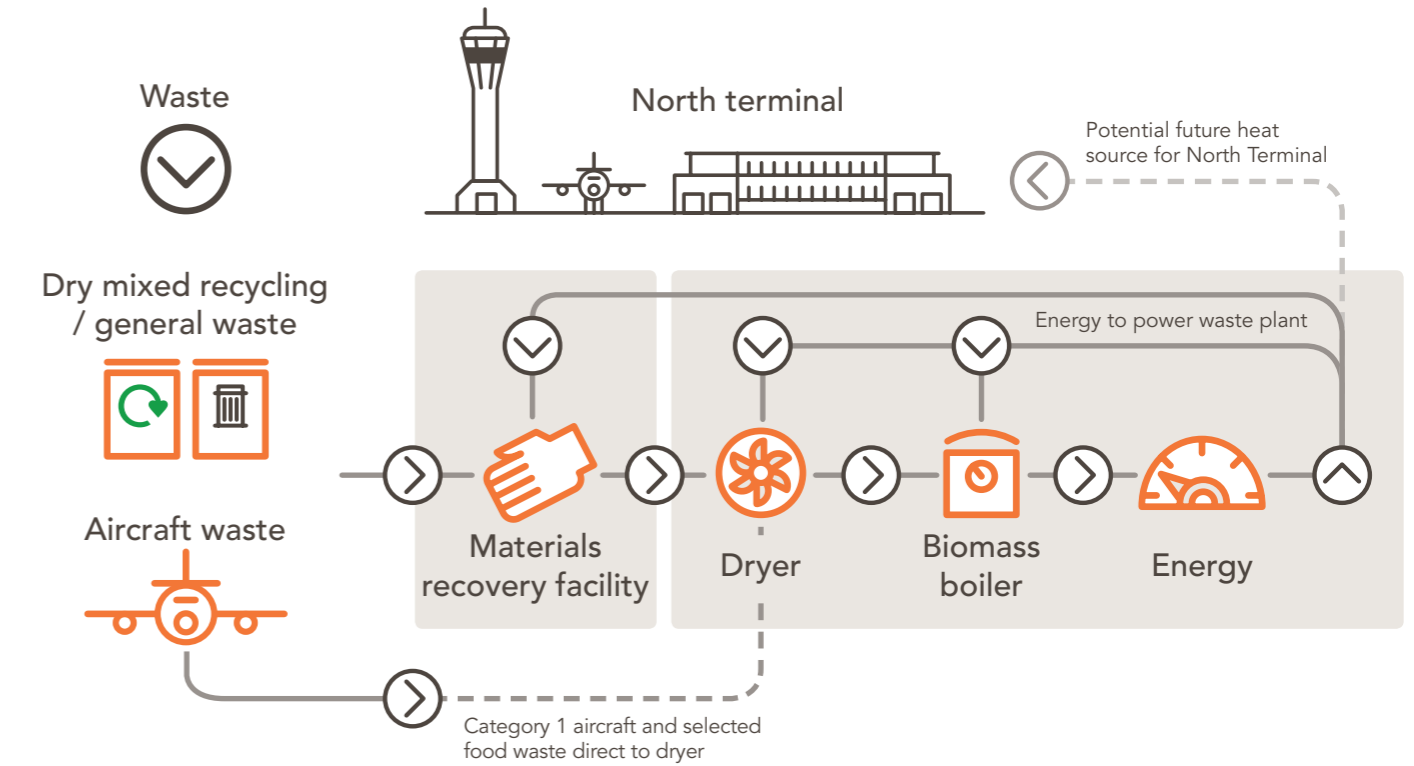


Airline Moves

In January 2017, after two years of meticulous planning, three of our biggest airlines moved terminals over a 72 hour period without a hitch. Easyjet consolidated all its operations in North Terminal, while British Airways moved to South Terminal and Virgin Atlantic to North Terminal. Involving over 80 construction projects, Airline Moves is an essential part of Gatwick's ongoing £2.5 billion transformation to improve every aspect of the passenger experience and create vital new capacity for Gatwick and our airlines to grow sustainably.



Gatwick's world leading airport waste system



Our new on-site Materials Recycling Facility, constructed and now operational in partnership with DHL, delivers two significant breakthroughs:

TAKING AIRPORT RECYCLING RATES TO NEW HEIGHTS

The Facility includes a manual waste sorting conveyor which began operating in September 2016. Together with reclassification of waste streams into 'Dry' and 'Wet', onsite sorting is lifting the Airport's reuse and recycling rate to 60% in 2017 and above 75% by the end of 2018. In addition, by using small balers at our Terminals and large 'mill size' bales to compress waste, there are 200 fewer industrial-size waste bin collections per day at the Airport, reducing lorry vehicle journeys to external waste plants by 50%.

"Another great example of Gatwick innovation, generating genuine operational, financial, and environmentally sustainable benefits for the whole Gatwick Family. Well done to Simon Duggan, from my team, and our partners at DHL for leading the way."

Chris Woodroofe, Chief Operating Officer,
Gatwick Airport Limited

CONVERTING NON-EU AIRLINE WASTE AND OTHER ORGANIC WASTE TO ENERGY

The Facility is the first at any airport in the world to process Category 1 airline waste onsite and convert it to low-carbon energy.

Category 1 waste comprises food waste and anything mixed with it from non-EU flights. Its disposal is governed by strict rules that require specialist processing (until now, offsite) to protect against potential spread of disease and infectious material. Around 20% of the Airport's operational and commercial waste is Category 1.

To treat this waste, and other wet waste that cannot be recycled, the new Facility incorporates an onsite dryer and biomass boiler. The waste is dehydrated and turned into solid biomass fuel which is used to generate heat for the dryer and for the Facility buildings.

Looking ahead, as the Facility will produce more biomass than is needed to heat it, we are also considering installing a second biomass boiler to provide heating for the North Terminal.

Water recovered from the waste-drying stage is also used to clean waste bins, helping to reduce Airport water consumption by 2 million litres per annum.

The biomass boiler has been designed to operate to emission standards that are stricter than required by EU regulation.

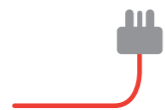
The Facility is set to save £1,000 in energy and waste management costs for every day it operates.



Current accreditations and certifications



2020 targets



	CARBON	ENERGY	WATER	WASTE	PUBLIC TRANSPORT
QUANTITATIVE TARGET	50% reduction by 2020 in GAL CO ₂ e emissions, against 1990 baseline (Scope 1 and 2 emissions)	20% reduction by 2020 in Airport electricity and gas use, against 1990 baseline	25% reduction* by 2020 in Airport water use, against 2010 baseline	No untreated waste to landfill and 70% reuse/recycling rate by 2020 (Operational and commercial waste)	40% public transport mode share for air passengers and staff by the time the Airport reaches 40 million passengers per annum; and 45% stretch target
BASELINE	82,843.5 tCO ₂ e (1990)	240,000,000 kWh (1990)	974,067 m ³ (2010)	N/A	N/A
2016 PERFORMANCE	53,129 tCO ₂ e	208,579,781 kWh	736,772 m ³	Zero untreated operational and commercial waste to landfill and 52% reuse/recycling rate	Passengers 44% Airport staff 45%
2016 % CHANGE ON BASELINE	-35.9%	-13.1%	-24.4%	N/A	N/A

* The original Decade of Change target on water was 20% reduction by 2020; this has been stretched to 25% by 2020



GAL FUEL
AND ENERGY
EMISSIONS

5%
REDUCTION
IN 2016



36%
LOWER

THAN 1990
BASELINE



CARBON
NEUTRAL
ACCREDITED FOR
2016 GAL EMISSIONS



2016 HIGHLIGHTS

Reduced our direct emissions by 5% compared to 2015

Achieved Airport Carbon Accreditation at 'Neutral' level for 2016

Installed first onsite waste-to-energy system at Gatwick, within our new Materials Recycling Facility

2017 PRIORITIES

Continue evaluation of scale solar and additional waste-to-renewable energy systems

Expand collaboration with Airport partners on low carbon initiatives

Identify local carbon offsetting initiative to complement our international project

OUR APPROACH

Aviation accounts for an estimated 6% of UK carbon emissions and 2% of global carbon emissions, and demand for air travel continues to grow strongly. The challenge is therefore to achieve low-carbon growth. This requires implementation of the correct policy levers by governments, collaboration across the industry on aircraft technology and sustainable fuels, and proactive focus on energy and fuel efficient airport operations.

Gatwick is committed to low-carbon growth. Our Decade of Change strategy set an ambitious 2020 carbon reduction target of 50% below our known 1990 baseline* for Scope 1 and 2 emissions. Our 2020 target is more ambitious than the UK Government's national target to reduce UK carbon emissions by 50% below 1990 levels by 2025.

In addition to reducing our own emissions, we work with our airport partners to reduce emissions from aircraft on the ground and in the take-off and landing cycle, from airport vehicles and from surface transport used by staff and passengers to reach Gatwick.

GATWICK CARBON FOOTPRINT

We calculate and report our annual carbon footprint according to the Greenhouse Gas Protocol Guidelines:

CONTROL



SCOPE 1

Emissions on-site, or an associated process, from the combustion of fossil fuels, i.e. gas, oil, LPG, refrigerants and company-owned vehicles



SCOPE 2

Emissions associated with the use of electricity imported from the grid or from a third party supplier of energy in the form of heat or electricity



SCOPE 3

Emissions as a direct consequence of the use of goods or services provided by the company. Sources include aircraft movements (landing and take off cycle), passenger and staff travel to the airport, airside activities, waste disposal, water, business travel

INFLUENCE



Carbon

*Our 1990 baseline of 82,843.5 tCO2e was constructed using 1992-95 data. The 1990 baseline does not include emissions related to refrigerant gas losses due to non-availability of data. However, this data is included in our annual reporting on carbon emissions since 2008, and in our % reduction to date against 1990 baseline.



Carbon

PROGRESS TOWARDS OUR 2020 TARGETS

Our Decade of Change 2020 carbon reduction target relates to combined Scope 1 and 2 emissions. In 2016, with double the annual number of passengers compared to 1990, our Scope 1 and 2 emissions were 35.9% lower than the 1990 baseline. On a per passenger basis, our Scope 1 and 2 emissions have fallen even more significantly - by 69.6% compared to the 1990 baseline.

Our Decade of Change target on renewable energy is for 25% of our energy to be from renewable sources by 2020. Since 2013, we have purchased renewable electricity certified under the Renewable Energy Guarantee of Origin (REGO). This means that, together with a small amount of on-airport solar energy generation, the renewable share of our total energy consumption is presently just over 70%.

CARBON NEUTRAL ACCREDITATION

Gatwick Airport Limited has undertaken Airport Carbon Accreditation for several years. Our most recent certification, for 2016, is at 'Neutral' level.

This requires a verified carbon footprint including scope 3 emissions, ongoing reductions in direct emissions, engagement with airport partners to reduce emissions, and offsetting of remaining Scope 1 and 2 carbon emissions to show the airport's commitment to achieving carbon neutral operations for all emissions over which the airport has control, using internationally recognised offsets.

We achieved the 'Neutral' certification for 2016 through our purchase of 100% renewable electricity for the Airport, and offsetting our Scope 1, residual market-based Scope 2, and Scope 3 business travel emissions (11,425 tonnes CO₂e) with Gold Standard carbon credits for the Kar-demir Bozyaka wind farm project in Izmir province, Turkey.

We selected the project for its proximity to Izmir, a city that for centuries has been a centre of trade, travel, art and learning. As international tourism is a major component of the Izmir regional economy, contributing to the area's renewable energy transition through our carbon offsets represents a good alignment with our sustainability agenda.

The Kar-demir Bozyaka wind farm project comprises five turbines generating on average 34,690 megawatt hours of renewable electricity per annum. The wind farm is grid-connected and displaces traditional sources of energy such as coal. The project employs local staff and material supplies such as foundations, cables and access roads have been locally sourced.

The project's emission reductions and its additionality have been independently verified. The Gold Standard registry, confirming the retirement of the credits purchased by GAL, can be viewed at: https://mer.markit.com/br-reg/public/index.jsp?name=gatwick%20airport&entity=retirement&entity_domain=Markit,GoldStandard



2016 CARBON FOOTPRINT

Our carbon footprint is independently calculated and verified. The 2016 results are presented here.

Comparative data for 2010 and 2014-2016 is provided in the Performance Indicators table at the back of this report.

The Greenhouse Gas Protocol guidelines on Scope 2 reporting provide for 'dual reporting' of electricity emissions using a location-based method (i.e. average emissions intensity of grids on which consumption occurs) and a market-based method (i.e. reflecting emissions from electricity that has been purposefully chosen, such as certified renewables supply). Under the new GHG Protocol guidelines, the latter can be reported as zero emissions.

We report Scope 2 emissions using both methods. The location-based approach enables comparability with previous reporting in the context of our Decade of Change targets.

Scope 1 'direct emissions'	Scope 2 'electricity (indirect) emissions'	Scope 3 'other indirect emissions'
11,364.1 tonnes CO ₂ e	41,765.3 tonnes CO ₂ e (Location-based method) 10.1 tonnes CO ₂ e Market-based method (Residual non half-hourly electricity consumption not included within Renewable Electricity Guarantee of Origin certification)	428,194.2 tonnes CO ₂ e Aircraft Landing and Take Off cycle
		204,153.5 tonnes CO ₂ e Passenger surface transport
		53,561.4 tonnes CO ₂ e Staff commuting
		30,150 tonnes CO ₂ e Other (water, waste, business travel, third party fuel and electricity)
		Total Scope 3 emissions 719,836.6 tonnes CO ₂ e
0.3% higher than 2015	6.4% lower than 2015 (Location-based method)	3.7% higher than 2015

Total GHG emissions calculated for 2016 are 772,966.1 tonnes CO₂e.

This is approximately 3% higher than the total emissions calculated for 2015.

The main activities for which emissions increased in 2016 are Scope 3 passenger surface access and staff commuting. In 2016, annual passenger numbers were 7.2 % higher and annual air traffic movements were 4.6% higher than 2015.



CARBON REDUCTION INITIATIVES

Reducing carbon emissions from airport operations involves action on several fronts, including energy, surface transport, waste management, and airfield operations.

Energy efficiency continues to be a priority focus to reduce carbon emissions from operations within our direct control, such as our terminals and office buildings. During 2016 we reissued the Gatwick 'Energy, Carbon and Metering Technical Standard' to incorporate specific energy and carbon saving targets for capital works. Other key initiatives include our multi-year lighting upgrade programme; and initial assessment of the feasibility of scale solar projects.

As part of GAL's new Materials Recycling Facility, our first onsite waste-to-energy system has been installed. Once recyclables have been removed from the waste stream, residual waste goes through a drying/heating process to produce a biomass material which is then used as the fuel for the heating process as part of a self-fuelling cyclic process.

During 2016 we commenced an initial assessment of the embodied carbon in the buildings and surfaces of the current Gatwick estate, using GIS tools to develop an indicative baseline to help inform construction design, materials procurement, building methods and recycling policy.

At the Gatwick Transport Forum in October 2016, we announced two pioneering agreements to expand low emission transport services for passengers; with Airport Cars, the on-airport taxi company, and with Bluecity, the electric point-to-point car sharing service.

Through our Fly Quiet and Clean collaboration with our airline partners, we continue to bring about reductions in emissions from aircraft using the airport. This is being achieved through operational practices and the retirement of older aircraft and the introduction of significantly more fuel efficient – and quieter - modern aircraft and engines.

SUSTAINABLE AVIATION CO₂ ROADMAP 2050

In 2016 we continued to participate actively in Sustainable Aviation (SA) which brings together major UK airlines, airports, manufacturers and air navigation service providers to meet the challenge of ensuring a sustainable future for the industry.

During 2016, SA's Working Group on Climate Change focused on updating the SA CO₂ roadmap. This document sets out SA's projection of future CO₂ emissions from UK aviation and explains how governments and the aviation industry can achieve the industry target of reducing absolute CO₂ emissions to 2005 levels by 2050, and halving them in net terms. The updated roadmap shows that UK aviation could achieve this scale of CO₂ reduction while more than doubling passenger numbers by 2050, through a combination of measures including operational improvements, airspace reforms, next generation aircraft and future generation aircraft, sustainable alternative fuels, and market-based measures.

The updated SA CO₂ roadmap was launched in December 2016 at a reception in Parliament, and is available online at www.sustainableaviation.co.uk/road-maps/

LIMITING AND ADAPTING TO CLIMATE CHANGE

Climate change requires action locally, at UK and European levels, and globally. We support the global multilateral framework to address climate change, including the Paris Agreement reached in December 2015, and the aviation specific agreement reached in Montreal in October 2016 under the auspices of the United Nations International Civil Aviation Organisation (ICAO).

We share the view that the global market-based mechanism agreed at ICAO – the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) – is an essential means to ensuring global participation in the reduction of CO₂ emissions from international aviation. It is designed to complement other measures that are already underway, including operational improvements and development of sustainable alternative fuels for aviation.

We are working closely with our airline and industry partners, and the UK Government, to understand how the CORSIA mechanism, due to begin in 2020 for UK and other developed country airlines, will interact with the European Emissions Trading System (EU ETS), both before and after the United Kingdom leaves the European Union.

The EU ETS already applies to an element of Gatwick Airport's operations, i.e. gas oil usage and combustion plant. Our EU ETS data and reporting is audited and independently verified on an annual basis.

In April 2016, we provided our progress report to the Department for Environment, Food and Rural Affairs (Defra) as part of the second round of climate change adaptation reporting by operators of major infrastructure. Defra uses these reports to inform the development of national adaptation policy. Our report covers the integration of climate risk assessment in our strategic and operational risk management; and our strategic action plan for climate adaptation, which focuses on flood prevention and alleviation, and on power resilience.

Our report is available online at www.gov.uk/government/collections/climate-change-adaptation-reporting-second-round-reports

ACCREDITATIONS AND MEMBERSHIPS

Gatwick Airport Limited has undertaken Airport Carbon Accreditation for several years. Our most recent certification, for 2016, is at 'Neutral' level.

Gatwick Airport has been certified with the Carbon Trust Carbon Standard since 2010. In 2016, we achieved 'reducing year on year' certification to The Carbon Trust Standards for Carbon, Water and Waste for 2014-2015. In doing so, we demonstrated the largest absolute carbon reduction in the UK transport sector for 2014-15 compared to 2012-13.

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





2016 HIGHLIGHTS

Provided Fixed Electrical Ground Power (FEGP) on all aircraft stands during core operating hours

Continued conversion of GAL vehicle fleet to electric or hybrid and joined the Government's Go Ultra Low Companies initiative

Launched low-emission taxi service with Airport Cars, our on-airport taxi company, and announced the first point-to-point electric car sharing service at a UK airport

Maintained real-time automatic air quality monitoring programme, the ratified 2016 data showing that all applicable air quality objectives continue to be met

2017 PRIORITIES

Continue Airport emissions monitoring and assessment programme

Complete and commence implementation of Airport-wide Electric Vehicles Infrastructure Study, including consultations with Airport partners

Contribute to Sustainable Aviation project to quantify emissions reductions from reduced engine-taxiing and use of FEGP



Air quality



JOINED THE 2020
GO ULTRA LOW 
COMPANIES INITIATIVE



MANAGING AIR QUALITY

We take our impacts on air quality seriously and value our strong relationship with the Local Authorities, with whom we work closely to continually monitor and manage air quality at and near the Airport.

Our Decade of Change target is to maintain zero breaches of annual limit values for air quality at the Airport, as measured by the real-time automatic monitoring station at the Airport. The air quality limit values are set by UK standards based on EU regulations.

As we develop and grow the airport, we and our Local Authorities continue to identify nitrogen dioxide (NO₂) as the airport related emission requiring the most focus.

The continuous monitoring of air quality at and around the airport has been on-going since 1992. On-airport continuous monitoring is done year-round at the eastern end of the runway. This real-time automatic monitoring station measures NO₂ and PM₁₀ particulates.

Off-airport continuous monitoring at three sites in residential streets near the airport is conducted year-round in partnership with Reigate and Banstead Borough Council (RBBC). These three monitoring sites near the airport are part of the Horley Air Quality Management Area (AQMA) established by RBBC in 2002.

During 2016, in agreement with RBBC, we put in place an enhanced diffusion tube monitoring programme on the A23 Brighton Road to investigate NO₂ concentrations. At the same time, it was efficient to also undertake additional monitoring in the Hazlewick Roundabout area of Crawley. Monitoring in both areas is continuing.





AIRPORT MEASURES IN PLACE TO IMPROVE LOCAL AIR QUALITY

- Restrictions in place governing the use of aircraft auxiliary power units
- All stands are equipped with Fixed Electrical Ground Power thus removing the need for continued aircraft auxiliary power unit usage
- Reduced need for on-airfield aircraft holding due to the full implementation of Airport Collaborative Decision Making
- Gatwick Direct consolidated logistics centre in operation since 2014, significantly reducing airfield 'final mile' delivery traffic
- Regular random checks undertaken of vehicles in use on the airfield to ensure compliance with emissions standards and age restrictions for airside vehicles
- Electrical charging points for electric baggage vehicles and airfield cars
- Undertaking Airport-wide assessment to develop the timeline and site plan for expanding electric vehicle infrastructure at Gatwick
- Airport Surface Access Strategy in place to further encourage the use of public transport for passengers and staff travelling to the airport (presently 44% and 45%, respectively)

AIR QUALITY MONITORING AND REPORTING

Every year, we and RBBC prepare and publish an Air Quality Monitoring Joint Report to the Gatwick Airport Consultative Committee (GATCOM) Steering Group. This Report is discussed at GATCOM and published on the GATCOM website. We also participate in the Gatwick Joint Authorities Air Quality Group Annual Meeting.

We maintain regular dialogue with RBBC on local air quality monitoring and management and contribute £65,000 per annum, and replace equipment as required, in support of this programme.



Air quality



Energy

2016 HIGHLIGHTS

Opened our new Pier 1, featuring high efficiency lighting and baggage systems

Completed major upgrades to North Terminal check-in, security and arrivals areas, incorporating energy efficient lighting and controls

Started a multi-year programme to decentralise South Terminal boiler plant

2017 PRIORITIES

Continue the South Terminal boiler plant decentralisation programme

Continue the upgrade of our lighting systems using LED technology

Support implementation of the updated Energy, Carbon and Metering technical standard within our major projects

GATWICK HAS RUN ON
100%  **RENEWABLE ELECTRICITY**
SINCE 2013

REDUCTION IN AIRPORT ENERGY USE PER PASSENGER SINCE 2010
36% 

 **AIRPORT**
TO JOIN
RE 100
THE GLOBAL COALITION COMMITTED TO RENEWABLE ELECTRICITY

MANAGING OUR ENERGY USE

Gatwick Airport encompasses a wide range of airport operational businesses, buildings and systems which use energy 24 hours a day. Our 2020 target reporting covers the energy supplied by GAL for the site, however not all of the energy used on the site is within Gatwick's direct control; over a third of energy is re-sold to third party businesses. We work with these businesses through our technical standards and pricing to promote energy efficiency. The weather also plays a part in our ability to effectively manage absolute energy consumption in any given period.

ELECTRICITY

In 2016, the Airport's electricity consumption increased by 3.1% compared with 2015; while the Airport's passenger numbers increased by 7%. Nevertheless, normalised energy efficiency i.e. our overall energy consumption per passenger, has continued to fall; reaching 4.84 kWh per passenger in 2016. Recent benchmarking puts this near the forefront of UK airports at the present time.

NATURAL GAS

Natural gas is used mainly for heating buildings and so gas use is significantly affected by winter weather. In 2016, the Airport's gas consumption rose by 7% compared to 2015; when normalised against weather this shows a 2% improvement in heating efficiency for the site.





Energy

ENERGY EFFICIENCY PROGRAMME

GAL continues to invest in energy efficiency as part of our £200 million+ per annum capital investment programme. Notable examples of significant projects in 2016 which have incorporated energy efficient plant, controls and lighting include:

In April 2016 Gatwick opened our new Pier 1, a modern pier and combined baggage handling facility designed to meet our latest technical standards and incorporating high efficiency lighting, heating, ventilation and air conditioning (HVAC) and baggage systems.

Major project work was undertaken in North Terminal to create a new passenger security area, provide a large new airline check-in facility as well as the refurbishment of international arrivals; all these projects allowed us to upgrade the energy efficiency of lighting, controls and plant.

Gatwick also embarked on an ambitious programme to relocate several airlines to different terminals - the 'Airline Moves' project. This project involved the refurbishment of numerous offices, passenger lounges, workshops, check-in and other facilities; this work allowed many systems to be upgraded in terms of energy efficiency – many directly by GAL. In particular, third party office accommodation in Jubilee and Atlantic House, was fully fitted out to GAL technical standards which included energy efficient LED lighting and controls.

MULTI-YEAR PROJECTS

A number of measures identified in our 2015 Energy Savings Opportunity Scheme (ESOS) report have been completed. This included the completion of the work to upgrade all aircraft stand lighting to LED, the upgrade of all external car park lighting to high efficiency induction lighting, and the upgrade of North Terminal immigration hall lighting to LED. These projects have enabled us to continue improving energy efficiency and asset maintainability as well as enhancing the passenger experience.

Meanwhile, a multi-year programme of South Terminal boiler decentralisation was started; a new gas network has been installed as well as the first modern boiler house. Once completed, this project will make a significant contribution to improved heating energy efficiency; initial data analysis shows a circa 8% weather normalised benefit.

As part of our continuing drive to upgrade lighting systems and controls using LED technology, projects were started to improve lighting in three large terminal areas - South and North Terminal reclaim halls and North Terminal check-in area; these projects will be completed during 2017.

ENERGY EFFICIENCY TECHNICAL STANDARDS AND METERING

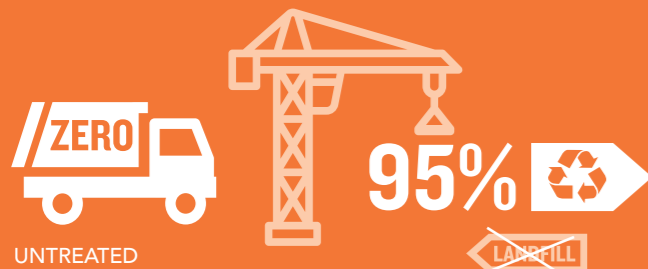
In 2016 the GAL 'Energy, Carbon and Metering' technical standard was re-published, incorporating clear and challenging quantitative targets for energy reduction in development projects and defining the methodology for energy metering as well as meter data acquisition.





1ST AIRPORT IN THE WORLD

TO CONVERT CATEGORY 1 AIRLINE WASTE ONSITE INTO RENEWABLE ENERGY



UNTREATED OPERATIONAL AND COMMERCIAL WASTE TO LANDFILL

CONSTRUCTION WASTE DIVERTED FROM LANDFILL



Waste

2016 HIGHLIGHTS

Increased reuse and recycling performance while implementing new Facility and systems

Secured regulatory approval for Category 1 airline waste labelling system

Engaged business partners across the Airport in process changes to drive zero waste ambitions

2017 PRIORITIES

Maintain focus on implementation and adherence to applicable regulations for Category 1 waste

Improve waste segregation and data reporting

Engage regularly with Airport business partners on Gatwick's goals and procedures

TOWARDS ZERO WASTE

Gatwick encompasses over 120 airport operational and commercial businesses which use and provide - to other businesses or to passengers - a wide range and large volume of materials every day. The Airport is also undergoing a major development and refurbishment transformation. All of these activities generate leftover materials that can - some easily, others only with systemic innovation - be reduced, reused or recycled.

Our Decade of Change goals, set in 2010, are to achieve zero untreated waste to landfill and 70 percent reuse and recycling for operational and commercial waste¹ by 2020.

We achieved the first goal during 2015 and have maintained it throughout 2016. Progress on the second goal has been more incremental, with reuse and recycling increasing from 40% at the start of the decade to 49% in 2015 and 52% in 2016. This is above average performance in the UK but we wanted to do much better. In 2016 therefore we set out to change the way 'waste' is regarded and processed at Gatwick.

¹ Operational and commercial waste arises from airlines, retailers, passengers, staff, security, engineering and airfield operations. Gatwick Airport Limited manages the primary airport waste management contract which covers most of the airport's operational and commercial occupants.





Waste

GATWICK'S NEW MATERIALS RECYCLING FACILITY

Our new on-site Materials Recycling Facility, constructed and now operational in partnership with DHL, utilises technological and operational innovation to deliver two significant breakthroughs:

TAKING AIRPORT RECYCLING RATES TO NEW HEIGHTS

The Facility includes a manual waste sorting conveyor which began operating in September 2016. Together with reclassification of waste streams into 'Dry' and 'Wet', onsite sorting is lifting the Airport's reuse and recycling rate to 60% in the first year of operation and above 75% by the end of 2018. In addition, by using smaller balers at our Terminals and large 'mill size' bales to compress waste, there are 200 fewer industrial-size waste bin collections per day at the Airport, reducing lorry vehicle journeys to external waste plants by 50%.

CONVERTING NON-EU AIRLINE WASTE AND OTHER ORGANIC WASTE TO ENERGY

The Facility is the first at any airport in the world that is able to process Category 1 airline waste onsite and convert it to low-carbon energy. Category 1 waste comprises food waste and anything mixed with it from non-EU flights. Its disposal is governed by strict rules that require specialist processing (until now, offsite) to protect against potential spread of disease and infectious material.

To treat this waste, and other wet waste that cannot be recycled, the new Facility incorporates an onsite dryer and biomass boiler which began operations in March 2017. The waste is dehydrated and turned into solid biomass fuel which is used to generate heat for the dryer and for the Facility buildings. As the Facility will produce more biomass than is needed to heat it, we are also considering installing a second biomass boiler to provide heating for the North Terminal. Water recovered from the waste-drying stage is used to clean waste bins, helping to reduce Airport water consumption by 2 million litres per annum.

AIRPORT AND INDUSTRY COLLABORATION

Constructing the Facility and trialling and implementing new procedures while maintaining recycling performance levels and standards throughout the year required strong teamwork and continuous engagement across the Airport community.

Gatwick and DHL are sharing knowledge and insights from the construction and start-up phase with other UK airports through our industry forum Sustainable Aviation and with interested international airports as well.

Looking ahead, we are examining ways to gradually align construction materials management processes with those of the new Facility. Gatwick already requires airport construction contractors to maximise reuse and recycling and diversion from landfill which in 2016 was over 95%. Taking this further and extending 'circular' approaches is a key goal for the next three years.

99.8%
OF AIRCRAFT IN
CHAPTER 4
OR EQUIVALENT CATEGORY*

88.6%
24 HOUR CONTINUOUS
DESCENT PERFORMANCE

TRACK KEEPING
PERFORMANCE
98.6%

* The Chapter 4 standard required all new aircraft type designs to have a cumulative margin of 10 EPNdB or more over Chapter 3 base levels as of 1 January 2006.



2016 HIGHLIGHTS

- Published the Independent Review of Arrivals Report in January 2016
- Launched the Gatwick Noise Management Board under independent Chairmanship
- Agreed new aeronautical charging structure to apply from 2017
- One night noise infringement, resulting in penalty fine donated to the Gatwick Airport Community Trust

2017 PRIORITIES

- Continue with implementation of the Recommendations arising from the Independent Review of Arrivals
- Implement the new aeronautical charging structure
- Develop the scope of the Noise Management Board beyond the implementation of the Recommendations of the Independent Review of Arrivals

MANAGING OUR NOISE IMPACTS

The management and control of noise continues to be a high priority for the Airport. We aim to be a good neighbour by minimising noise from aircraft through improved performance and by exploring new measures that may assist in this goal. Our Decade of Change target is to be consistently recognised as a best practice operator for noise management.

A summary of noise control regulatory measures applicable to Gatwick Airport, and additional initiatives undertaken by Gatwick and industry partners, is provided overleaf, with links to further information online.

NOISE CONTROL FRAMEWORK

The noise control measures applicable to Gatwick Airport are detailed in the London Gatwick Aeronautical Information Publication and are complimented by additional measures in our Section 106 Legal Agreement with our local authorities. We report regularly on the adherence to these noise mitigation measures in our annual Decade of Change report, S106 Annual Monitoring report and Flight Performance Team reports.

On a national level Gatwick Airport continues to work closely with Sustainable Aviation and the Department for Transport's Aviation Noise Management Advisory Group.

At a local level we remain committed to working with our airline business partners, the Gatwick Airport Consultative Committee, the Noise Management Board and importantly our local communities; with whom we want to build greater trust as we keep people better informed about aircraft noise and our efforts to combat it.

MEASURES IN PLACE TO MITIGATE AIRCRAFT NOISE

- Environmental Noise Directive (END) Action Plan – adopted in August 2014 by the Secretary of State for Environment, Food and Rural Affairs, the END action plan outlines Gatwick's continued commitment to minimise the impacts of aircraft noise
- Decade of Change / Section 106 Noise Management Action Plan
- Airport Collaborative Decision Making (ACDM)
- Continuous Descent Operations (CDO)
- Community engagement
- Noise Insulation Scheme
- Noise monitoring

Further information is available at:
www.gatwickairport.com/business-community/aircraft-noise-airspace/

KEY DEVELOPMENTS IN 2016

INDEPENDENT REVIEW OF ARRIVALS

In response to community concerns about noise from arriving aircraft Gatwick Airport Limited (GAL) commissioned an Independent Review of Arrivals in August 2015. The Review was to consider if everything that can be done is being done to alleviate disturbance from arriving aircraft and also if the way complaints are handled can be improved upon.

The Independent Review of Arrivals, published in January 2016, recommended 23 specific steps to improve the management and mitigation of noise from arriving aircraft, and for better community engagement by GAL.

GAL accepted all of the recommendations of the Independent Review of Arrivals, and in June 2016 published a Final Action Plan detailing how and when it was planned to address and implement each recommended action.

In developing the Final Action Plan and based on additional feedback from communities, GAL identified three priority areas which could deliver meaningful near term noise improvements, considered to be particularly important for initial focus. These priority areas are:

- Noise modification of the Airbus A320 series aircraft using Gatwick
- Continuous Descent Operations (CDO)
- A reduction in the minimum final approach ILS (Instrument Landing System) joining distance

GATWICK NOISE MANAGEMENT BOARD

The establishment of the Noise Management Board at Gatwick in June 2016, under the guidance of independent Chairmanship, has helped bring the various aviation industry organisations together, with Community Noise Groups, for the first time within a formalised structure intended to address aircraft noise issues.

The purpose of the Noise Management Board is to develop, agree, oversee and maintain a coordinated noise management vision and consequent strategies for Gatwick, for all stakeholder organisations, intended to improve the situation for those affected by noise from aircraft using the Airport. The initial focus of the Noise Management Board is the oversight of the implementation of the recommendations of the Independent Review of Arrivals.



Noise



Noise

AIRCRAFT CHARGING

In 2016, take-off and landing charges continued to be differentiated by aircraft noise certification and emissions charges continued to be differentiated by the NO_x rating of the aircraft. Lower charges apply to aircraft that produce less noise and fewer emissions, thereby incentivising airlines to use quieter and cleaner aircraft types.

Higher charges continued to apply to aircraft that operated during the sensitive summer night period (22:30 – 04:59 UTC¹, April to October), incentivising airlines to operate outside of this period where possible.

In September 2016, GAL concluded its consultation on the structure of aircraft noise charges and announced that a number of structural changes will take effect from 1 April 2017 including:

Separate Demand and Noise Charges:

Under the existing charge structure, a single take-off and landing charge applies which reflects demand and noise characteristics. To improve the transparency of pricing signals sent through the tariff, separate demand and noise charges will be introduced.

¹ Coordinated Universal Time.

² Effective from 2017, new large civil aircraft types must be at least 7 EPNdB (Effective Perceived Noise in Decibels) quieter than the current Chapter 4 standard. This will also apply to smaller aircraft types of less than 55 tonnes from 2020.

Noise Charges:

A new noise charge framework will be introduced which recognises the ICAO Chapter 14 noise standard².

- The Chapter 14 noise standard will be disaggregated into High, Base and Minus categories.
- Higher noise charges will apply during the sensitive night period (23:30 to 05:59 local time) and night noise charges will apply year round.
- This new noise charge structure will incentivise the use of aircraft with the best in class noise performance, particularly during the sensitive night period.

A320 Family – FOPP Modification:

With effect from 1 January 2018, higher noise charges will apply to movements performed by A320 family aircraft that do not have the fuel over pressure protector (FOPP) modification. The FOPP modification helps to eliminate a particular source of noise disturbance associated with A320 family aircraft. These charges will apply at all times of the day, all year round.

For all noise charge categories, charges at night are substantially higher than those during the day (by a factor of more than ten). From a demand perspective, the Night period has been reclassified as Off-peak (19:00 – 04:59 UTC).

When the demand and noise charges are combined, Chapter 14 aircraft charges are lower during the Night period than they are during the Base period (05:00 – 18:59 April to October with the exception of July and August where the base period commences at 09:00) but higher than the Off-peak period.

NOISE INFRINGEMENTS

During 2016, one aircraft noise infringement was identified. This was the first noise infringement at Gatwick Airport since 2011. The noise infringement occurred on 12 December 2016 and was caused by a Medview Airline Boeing 747-400 which breached the night time noise limit by 1.3dB. It was scheduled to depart prior to 21:30 but was delayed into the night period. The airline was notified by letter and fined. Gatwick donates fines from noise infringements to the Gatwick Airport Community Trust.

COMMUNITY ENGAGEMENT

With an increased public awareness on aviation matters and in particular the continuing emphasis on future airspace design, 2016 was another busy year for the Airport.

Throughout the year, members of the Airspace Strategy and Flight Performance Team attended meetings of local councils, residents associations and parish councils and hosted three drop-in sessions to provide an overview of the requirement and likely impact of the changes to a departure route known as Route 4. The Airport also conducted several on-airport seminars for parish and town councils during which airspace and aircraft noise issues were discussed. Senior management from the Airport maintained a close dialogue with our Consultative Committee, elected representatives, community groups and individuals to discuss aircraft noise related matters.

In May 2016, Gatwick held its fourth annual airspace seminar at the Effingham Park Hotel, Copthorne. The event again brought together Gatwick's management team with responsibility for airspace and noise along with a range of aviation and environment experts, and was facilitated by Dr Ian Flindell, an independent noise expert. The aim of the airspace seminar was to inform the local community representatives, politicians and business partners about current developments and future plans on noise and airspace initiatives within the airport and airline industry. The event was recorded and published online.

Our community Noise Monitoring programme has continued with reports produced on two study areas (Hever, Kent and Cowden, Kent) this year. These reports once reviewed by the Gatwick Noise Monitoring Group are published on the Airport's website noise pages.





Noise

NOISE INSULATION SCHEME

Our current Noise Insulation Scheme was launched in April 2014 and has been extended to run until 2018. The scheme covers over one thousand more homes across Surrey, Sussex and Kent whose residents are able to apply for up to £3,000 towards double glazing for their windows and doors as well as loft insulation. With over 40% more homes protected from noise than under the old scheme, this continues to be one of the most generous schemes of its kind offered by any airport with over 950 properties benefitting from this scheme.

NOISE MONITORING

The Flight Performance Team is responsible for monitoring and reporting airline compliance with the various noise mitigation measures applicable to Gatwick Airport. The team actively engages with our airline partners and Air Traffic Control to improve performance and also manages the night flight restrictions in accordance with current Department for Transport guidelines.

In order to monitor aircraft noise the Airport utilises a Noise and Tracking Keeping system which combines radar data, flight information and noise levels of individual aircraft to produce an accurate picture of aircraft activity within a 40 mile radius. To capture the noise levels of aircraft, we operate a network of fixed and mobile noise monitors which cover a wide geographic area.

Our Noise Lab tool is the public interface of our Noise and Track Keeping system and is available to help the local community evaluate what type of aircraft activity can be expected in their area: www.gatwickairport.com/noise

The Team understands the importance of regular engagement with local people on noise issues. Dealing with complaints about aircraft noise can be difficult as it may not always be possible to respond in a way that removes the cause of any annoyance. Our revised complaints handling procedure aims to provide the public with a comprehensive understanding of aircraft operations in their location, transparency of information and details of what we do to reduce its impact.

These important issues are discussed on a regular basis at our Noise and Track Monitoring Advisory Group (NaTMAG), where detailed data on our key performance indicators are reviewed and discussed by members, with particular focus on community feedback.



FLIGHT PERFORMANCE REPORTING

Gatwick's Flight Performance Team monitor compliance with Continuous Descent Operations (CDO) and flight-path track keeping on a daily basis. The CDO achievement rate is now measured from 7,000ft as opposed to 6,000ft as recommended by the Independent Review of Arrivals and an Airline / Air Traffic Control CDO workshop was also held in October 2016.

Performance against the Aeronautical Information Publication noise abatement requirements continue to be monitored and reported on a regular basis by the Flight Performance Team in their reports to the Flight Operations Performance and Safety Committee (FLOPSC) meetings and NaTMAG.

In both fora, the Arrivals Code of Practice, CDO and aircraft departure track-keeping receive a high level of focus and in instances where individual airline performance is displaying a negative trend, assistance is offered by the Airport to explore opportunities for improvement.

Our Flight Performance Team reports the progress of the Environmental Noise Directive Action Plan annually at GATCOM and quarterly at NaTMAG (standing agenda item). Membership of these committees include key local community stakeholders, Local Authority Members and Officers together with representation from Air Navigation Solutions (Gatwick Tower), NATS (en-route), Department for Transport and the Airport Operators Committee.

AIRSPACE CONSULTATIONS

CAA POST IMPLEMENTATION REVIEW

Following the introduction of R-NAV1 technology on all departure routes the Civil Aviation Authority (CAA) conducted a Post Implementation Review, the findings of which were published in November 2015. The review recommended changes to Route 4, and minor adjustments to Routes 2 and 5.

ROUTE 4

Route 4 is the westerly take off wrap around route that turns aircraft 180 degrees soon after departure. The amendment to this particular route came into effect in March 2016 followed by a six month monitoring period during which performance information and community feedback was collated and provided to the CAA, in order that a decision as regards the effectiveness of the amendment can be made.

ROUTE 2

The CAA is currently undertaking further analysis to ascertain if there remains the requirement to undertake the minor adjustment to Route 2 as originally identified in the Post Implementation Review; the reason being there has been a natural and gradual improvement in aircraft track-keeping when making the turn to the south when following this route.

ROUTE 5

The amendment to the easterly Route 5 is intended to ensure departing aircraft follow the nominal centreline of the Noise Preferential Route. Aircraft flying the current route design follow an easterly track in the southern portion of the Noise Preferential Route. The amendment to this route was devised during 2016 and is due to be implemented in March 2017.

OTHER ACTIVITIES

GAL responded to the Department for Transport evidence gathering sessions in advance of the Night Flying Consultation scheduled for 2017 and also the CAA consultation regarding the airspace change process.





Transport

2016 HIGHLIGHTS

Introduction of Oyster and contactless rail travel between Gatwick and London from January

Announcement of Bluecity and Airport Cars electric vehicle services for passengers

Further development of the Metrobus network with 2 new local routes providing improved access to local communities and more 24 hour services

2017 PRIORITIES

Facilitate expansion of Bluecity's electric car sharing network in the region

Work with Network Rail and Department for Transport to finalise the design of the new Gatwick Airport railway station project

Launch new Staff Travel Plan and Airport Surface Access Strategy



OF PASSENGERS USING PUBLIC TRANSPORT TO GATWICK

ALMOST 38% BY TRAIN



RAIL JOURNEYS A YEAR

THE SOUTH EAST'S

BUSIEST RAIL STATION

(exc. London)



COMMUTING SUSTAINABLY

JUST OVER 50% OF CAR TRIPS ARE DRIVER-ONLY

SURFACE ACCESS TO GATWICK AIRPORT

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

With approximately 58 million passenger and staff journeys to and from the Airport on an annual basis, the demand for travel to Gatwick is substantial. We estimate that this activity accounts for a third of the Airport's total carbon footprint (i.e. including indirect emissions). Increasing sustainable travel to the Airport is key to reducing the carbon, air quality and congestion impacts of road transport.

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

2020 DECADE OF CHANGE TARGETS

In 2016 almost 44% of Gatwick's non-transfer passengers used rail, coach or bus services for their journey to and from the Airport, and 45% of Airport staff commuted by sustainable modes.

Despite disruption to rail services arising from industrial action on the Brighton Main Line, passenger travel by rail remained largely steady at almost 38%.

We have achieved our initial 2020 target for passenger public transport use – 40% by the time the Airport reached 40 million passengers per annum, and we are now working towards our stretch target of 45% of passengers using public transport and staff using sustainable options by the time the Airport reaches 45 million passengers per annum.

ELECTRIC VEHICLES

At Gatwick's 2016 Transport Forum, we announced two innovative initiatives to provide electric vehicle services for passengers.

Airport Cars, our on-airport taxi provider, is introducing electric and hybrid vehicles to its fleet, including state-of-the-art Teslas. These initiatives will reduce emissions by 75% per journey by 2020 and allow Airport Cars to become emission-free within a 10 mile radius of the Airport.

Bluecity plans to bring its 100% electric point-to-point car sharing service to Gatwick, a first for a UK airport. Passengers will be able to pick up a car from the South Terminal and drive to London where they will be able to link into the extensive network of charging points. To support expansion of the Bluecity network in the region, Gatwick's Surface Transport team is also facilitating engagement with local authorities and other stakeholders in the region.

In 2017, Gatwick is undertaking a detailed survey of Low Emission Vehicle Infrastructure needed to support greater uptake by Airport operations, staff and passengers over the next five to seven years.





Transport

RAIL ACCESS

Gatwick sees rail as the main mode of access for passengers and staff over a wide catchment area and works closely with other stakeholders to support improvements to services and infrastructure. From January 2016, Oyster and contactless payment was extended to Gatwick, creating a seamless travel experience for passengers from all over London. By giving passengers greater convenience and choice for purchasing rail tickets, queues in the station have also been significantly reduced.

Gatwick has instigated an Air Rail Partnership Board, chaired by the Coast to Capital Local Economic Partnership. Recognising the significance of Gatwick Airport railway station as an important regional transport hub, the Board has wide representation from stakeholders along the Brighton Main Line corridor and meets to discuss and agree actions in support of continued investment in rail services and infrastructure, lobbying for the whole Brighton Main Line.

GAL and Govia Thameslink Railway (GTR) have worked together closely during the operational disruption resulting from ongoing industrial action on the network. The formal partnership agreement between GAL and GTR achieved BS11001 status in 2016 for Collaborative Business Relationships. Regular operational meetings regarding strike action, bus replacement services and rail improvement works demonstrate the positive and proactive relationship between the Airport and the rail operator. This enabled the Airport to improve communications with staff and passengers during disruption, to help them plan ahead and minimise the impact to their journey.

GAL is providing proactive engagement on behalf of passengers and staff to GTR's 2018 timetable consultation. This will ensure the needs of airport users are reflected in the service changes that will follow completion of the Thameslink Programme infrastructure improvements.

During 2016, GAL, the Department for Transport and Network Rail collaborated on detailed plans for the construction of a new rail station and concourse at the Airport. Options to deliver an affordable scheme that meets objectives for airport users and other rail passengers are still being considered. Further assessment of construction, programme and costs will be undertaken in 2017 with the aim to deliver a completed scheme as early as possible after 2020.



BUS AND COACH SERVICES

In September 2016, Metrobus launched two new routes within the Gatwick Travel Area, including route 21 which links Crawley, Gatwick and Dorking. Both routes also provide access for Charlwood.

However, the 'Early Bird' routes to the South Coast (Bognor Regis and Hastings) were discontinued by Metrobus due to poor passenger numbers which meant the routes were not considered likely to become commercially viable. National Express ended the Kent route for the same reason. Terravision ceased their brief operation at the Airport due to wider operational and financial issues in the UK. GAL is actively engaged with existing and potential operators to secure new or better services, including support for 24 hour and early morning/late night operations.

Gatwick's Transport Forum Steering Group has set up a Bus sub-committee to explore in greater depth and detail options for improving bus services to and from Gatwick. The sub-committee includes local authorities, Transport for London and local and national bus providers. The sub-committee will recommend the most efficient means of funding new routes and best allocation of the Public Transport Levy. Its work will be informed by data from the 2016 Airport Travel to Work Survey to identify and prioritise areas that are currently underserved by public transport and have high concentrations of airport staff.

STAFF TRAVEL

The Airport Travel to Work Survey was undertaken in the summer of 2016. Over 5,300 responses were received, representing 23,800 on-airport staff (22%). The Survey showed that almost half of all employees travel less than 10 miles to work; with an average commute distance of 23 miles. Over half of staff journeys take less than 30 minutes. Overall, 45% of staff travel to work by sustainable modes, including public and company transport, cycling, walking and car share. The number of staff traveling in single occupancy vehicles has reduced to just over 50%, down 8% on 2012. The Survey also provided insights on the reasons for staff commuting choices and will be used to inform Gatwick's Staff Travel Plan, due to be published in Autumn 2017.

ROADS AND CAR PARKS

We continued to work closely with Highways England and its contractors to ensure information on roadworks are well-communicated to passengers, staff and local communities. Regular engagement on upcoming schemes designed to provide reliable journey times across the region, including the M23 Smart Motorway Project, ensures that the needs of airport users are taken into account during the design stages. We continually work with local stakeholders to manage the road network around Gatwick and prioritise targeted investment, ensuring safe and reliable journeys by road whilst promoting the use of sustainable modes.

Newly collected road traffic and journey time data for routes around the Airport is being used to update our assessment of local and Gatwick roads and to support the case for investment. This will be used to develop an implementation strategy during 2017, the first phase of which is an increase in capacity at the North Terminal forecourt to address congestion.

We continue to manage car parking capacity carefully in line with our S106 legal agreement with local authorities, and our capital investment plan. Public car parking provision on airport has been increased by approximately 2,500 spaces, principally through re-designing block park storage areas to increase utilisation. Multi-storey car park 6 was closed for refurbishment throughout 2016. Impacts were mitigated by the use of staff parking areas to provide temporary arrangements for the Valet Parking operation in North Terminal, and the relocation of all car rental operations to the South Terminal.

OUR PLANS BY 2020

- Full integration of smartcard ticketing on local bus and rail network
- Continue to secure improvement in rail services and infrastructure to deliver a better passenger experience and higher mode shares, including the Gatwick Airport railway station project
- Further coach routes on priority corridors
- Improved cycle facilities
- Incorporation of electric vehicles into taxi fleet





£156,529
RAISED
FOR CHARITY PARTNERS BY STAFF AND PASSENGERS




*31 causes supported by Gatwick Foundation Fund and 137 causes supported by GACT

2016 HIGHLIGHTS

Launched the Gatwick Foundation Fund to support local causes in Sussex, Surrey and Kent

Increased involvement in local and regional events and community projects

Held 6 Airport engagement events for neighbourhood groups and parish and town councils

The Gatwick Airport Community Trust, in its 14th year, awarded over £192,000 in grants to 137 local causes

2017 PRIORITIES

Increase engagement in activities promoting biodiversity and the environment

Continue building Gatwick's education partnerships and initiatives with the aim to Inform, Inspire and Invest

Encourage Airport staff volunteering with local causes supported by the Gatwick Foundation Fund



Community

AT THE HEART OF OUR COMMUNITY

Gatwick is committed to being a trusted and valued neighbour that is well informed about community interests and concerns and is both considerate and responsible. In 2016, based on independent local stakeholder research and our own dialogue, we refined our community engagement strategy to focus on:

- Supporting local community projects and events
- Education, employment and skills
- Local economic and business success (see Economy section)
- Environment and biodiversity (see Biodiversity section)

The above programmes also included promotion of health and wellbeing and diversity and inclusion.

SUPPORTING OUR COMMUNITY

Sponsorship of local organisations and events has long been a part of Gatwick Airport's community engagement and 2016 was a landmark year. In September, we launched the Gatwick Foundation Fund, a collaboration between Gatwick and the Community Foundations in Sussex, Surrey and Kent. We partnered with the Foundations as they have detailed knowledge and understanding of the community needs across their respective counties. The fund will award £300,000 of annual grants to non-profit organisations to promote employment, training and skills, support families, the elderly and young people at a local level.

Earlier in the year, we held the biennial GAL staff vote on nominated charities for 2017-2018. Cancer Research UK was selected as the national charity and St Catherine's Hospice was voted the local charity partner, replacing Chestnut Tree House. The Airport chose to proudly continue its relationship with our on-site charity Gatwick TravelCare, which celebrated its 30th year at the Airport, an occasion marked by a small anniversary celebration hosted by Gatwick.



Other examples of events and charitable giving in our broad and varied 2016 programme include:

- Working with The Royal British Legion to host an on-airport Poppy Appeal raising over £30,000
- Partnering with the Disasters Emergency Committee to support emergency fundraising appeals
- Joining forces with The National Autism Society to mark World Autism Awareness Week by hosting 'Autistic Awareness Day' for children on the autism spectrum and their families
- Increasing the funding we provide for a People and Wildlife Officer from the Gatwick Greenspace Partnership to further assist in the management of the award winning Gatwick estate and develop further volunteer opportunities for the Airport community
- Hosting 'Safer Gatwick', showcasing our partnership work with The A21 campaign, Barnardo's, TravelCare and Streetlight combating slavery, trafficking, child exploitation and prostitution



Community

Gatwick Airport was pleased to be headline sponsor of the 2016 Royal Horticultural Society South and South East Britain in Bloom.

More than 45% of the Airport's UK passengers hail from the South and South East Britain in Bloom region, with around two thirds from London and the South East. Britain in Bloom South and South East presented a great opportunity for Gatwick to connect with a broad community of gardeners supporting social inclusion, sustainability and conservation; and recognising horticultural achievements, environmental responsibility and community participation in an inclusive way.

For the third consecutive year, Gatwick hosted the Sussex and Surrey FIRST® LEGO® League regional tournament, which saw teams of students from eight schools in the region compete to build Lego robots. FIRST® LEGO® League is an international robotics-based competition, which the Airport has partnered with, to excite young people aged 9 to 16 years about Science, Technology, Engineering and Maths (STEM). The judging panel included members of Gatwick staff.



OUR EDUCATION PROGRAMME

In 2016 we focused on building existing education partnerships, piloting various projects and shaping Gatwick's future education programme.

Through our Engineering Apprentices and Graduates programmes we maintain strong links and partnerships with local further education colleges and Universities. We also worked with Tomorrows Engineers based at Brighton University to help shape our engineering and STEM programmes and our Engineering Manager and Apprentice spoke at several events. Gatwick has also funded a PhD at Sussex University.

Compiling and researching our education offering gave us a great opportunity to work across the airport campus with our colleagues. An example of this was in working in collaboration with Balfour Beatty, using a programme called 'Learn Live'. We were able to partner with a local school as a pilot project – broadcasting to 200 students in one session, where we could answer questions from students about apprenticeships and construction related careers.

A key goal in our education programme is to offer volunteering opportunities to GAL staff as personal development tools. In 2016 we sponsored a programme called 'Be the Change', through which five of our employees take part in mentoring disengaged students from local schools. Working with other local businesses the programme worked with seven schools across the region and engaged with over one hundred students.

Karen Cullinane, Retail Logistics Manager (pictured in photo) started her career at Gatwick as a Management Trainee 25 years ago and was keen to inspire the students about the world of opportunity available to them within their community for a wide range of skill sets. Karen said "I have been both professionally and personally inspired by the programme. It has been very rewarding to see the students develop and grow over the 6 month programme. There is a huge opportunity for both the students, Gatwick Airport and the wider Gatwick community in terms of future employees."



ENGAGEMENT WITH OUR NEIGHBOURS

We continued to build on the programme of increased engagement begun in 2015 with the publication of our community newsletter in June and December and direct engagement with local parish, town and neighbourhood representatives through a series of half-day engagement events at the Airport. Our community investment programme also gave us increased opportunities to engage with local residents and businesses directly through a variety of projects and events.

Local community representatives and residents groups are also represented on the new independent Noise Management Board (NMB), which has been established following a recommendation in the Independent Arrivals Review, commissioned by Gatwick and published in 2016. The core role of the NMB is to develop, agree, oversee and maintain a co-ordinated noise management vision and subsequent strategies for Gatwick on behalf of stakeholder organisations including industry and community representatives.

GATCOM

The Gatwick Airport Consultative Committee (GATCOM) is the Airport's formal consultative body. It's run by West Sussex County Council, and Gatwick Airport is one of 32 committee members made up of interested groups from across the region representing a wide range of interests including civil aviation, passenger welfare, business development, tourism and environmental interests. GATCOM meets quarterly. For more information on GATCOM please visit www.gatcom.org.uk



GATWICK AIRPORT COMMUNITY TRUST

Through our S106 Agreement with West Sussex County Council and Crawley Borough Council we fund the Gatwick Airport Community Trust which is an independent trust supporting local charities. The Trust ensures that as the Airport continues to grow, funds are ploughed back in to the local communities most affected by the Airport and its operations. In 2016 Gatwick gave £206,000 to the Trust which awarded grants to 137 charities and community groups in the area.



2016 NOMINATED CHARITIES



TravelCare is a charity providing assistance and support for passengers who are in difficulty at the Airport, whether on a normal day or during times of major incident and emergency.

ST CATHERINE'S HOSPICE

St Catherine's Hospice is a local charity with a big ambition; to help everyone face death informed, supported and pain free. It's there for people throughout Gatwick and the surrounding area, with expert hospice care, when and where they need it most. Expert staff are on hand to support people living with terminal illness in their homes, community and hospice building.



Cancer Research UK is the world's leading charity dedicated to beating cancer through research. Every day in the UK, there are more than 400 people diagnosed with cancer who will survive the disease for more than 10 years thanks to research.





* RH postcodes ** BN, CR, GU, KT, RH, TN postcodes



Economy

2016 HIGHLIGHTS

Maintained support for Gatwick Meet the Buyer event for the 15th straight year

Published an Employment and Skills Research summary, and engaged local stakeholders with the findings

Finalised new construction-related services framework, with 11 of 17 suppliers from the local area

2017 PRIORITIES

Promote International Trade in the region with the Government and business organisations

Build on our programme of memberships and sponsorships, identifying new opportunities over a wider area

Identify opportunities for increased collaboration with airport businesses, particularly linked to employment, skills and procurement



24,000

ON AIRPORT JOBS



3,000

GAL EMPLOYEES



2016
£139.4m
SPEND
WITH LOCAL AND REGIONAL SUPPLIERS**

55%

OF GAL EMPLOYEES LIVE LOCALLY*



17

GRADUATE + APPRENTICESHIP POSITIONS

ADDING ECONOMIC VALUE

Gatwick has a significant impact in the local economy not only through jobs created and direct spend with local businesses, but also through the companies who have chosen to locate in this region because of the Airport. Our location and excellent transport links make us a focus for commuting and transport connectivity throughout the region.

We are the single largest employer in the region, with over 24,000 people working at the Airport, around 3,000 of whom work directly for Gatwick Airport Limited. We spend close to £140 million with local businesses and attract companies to the region. As we grow to become London's airport of choice, we plan to ensure that the benefits of improvements at Gatwick are enjoyed widely across the local and regional economy.

In 2016 we tailored our activity to further maximise the economic benefits of the Airport by building greater strategic engagement with economic partners and business groups, publishing a report on Gatwick's current and future employment and skills requirements and continuing our support for the Meet the Buyer programme.

LOCAL BUSINESS ENGAGEMENT

Our business engagement programme includes memberships, participation in regional events and activities; and supporting selected business awards.

Throughout 2016 we participated in events and activities with local business and networking groups such as: Gatwick Diamond Business; Manor Royal Business Improvement District; Reigate and Banstead Business Leaders; South East Business Leaders Forum; the Platinum Business Club; and the Chambers of Commerce of Sussex, Surrey, Kent, Crawley and Eastbourne. We also signed up as a Surrey Business Champion with Business South and Surrey County Council.

Our support for the Gatwick Diamond Economic Growth Forum continued as a key sponsor, and participation of our CEO as keynote speaker and senior IT leader as a panel member. We hosted the Develop Croydon Partner Forum at Gatwick; and sponsored both the Develop Croydon Conference and the Gatwick Diamond Speaker Conference.

We supported business innovation and excellence through sponsorship of awards programmes including the Gatwick Diamond Business Awards, Surrey SME Awards, Brighton and Hove Business Awards and the Croydon Business Excellence Awards.

We have participated in Crawley Borough Council's Local Economy Action Group for over a decade. This public and private sector partnership continues to play a strong role locally, enhanced by the neighbouring Manor Royal Business Improvement District.



EMPLOYMENT AND SKILLS

In July 2016 we published a summary of the regional and Airport employment and skills research we commissioned in 2015 to support the development of Gatwick's future employment and skills strategy. A key component of the research included workshops with Gatwick's framework suppliers and other airport companies. The results and key findings were proactively communicated via relevant external meetings and working groups across the region. The research is now being used to develop Gatwick's employment and skills strategy and identify appropriate events and areas for our recruitment team to target.

GATWICK'S SUPPLY CHAIN

For the 15th consecutive year, the Gatwick Diamond Meet the Buyers event was held in July. Through discussions with the Gatwick Diamond Initiative and other partners we identified an opportunity to refresh and expand the scope of the annual Meet the Buyer event. The format will change to a planned programme of SME (small to medium enterprise) capacity building and local supply chain development, extending to the wider region, and introducing new elements relating to innovation and international trade. A tender process has been followed to establish a new format and potential new delivery partner for 2017.

We also actively promote the importance of supporting our local economy with our tier one suppliers.

We are a signatory to the Crawley Developer and Partner Charter, run by Crawley Borough Council. This promotes the principles of sourcing locally, provision and support of local training and education, investment and development in the Crawley region, promotion of the good and sustainable businesses and encouragement of contractors and suppliers to commit to the same charter.



REGIONAL ENGAGEMENT

Reflecting regional priorities, we have expanded our engagement with local business networks, local authorities and regional economic partnerships on the local growth agenda, including how future demographic trends will affect regional skills and employment.

In 2016 we strengthened our engagement in the Coast to Capital Local Enterprise Partnership (LEP), Gatwick Diamond Initiative, Develop Croydon and Tourism South East. We also reached out to Kent Invicta Chamber and the South East LEP where we have started to explore opportunities for further participation in this area.

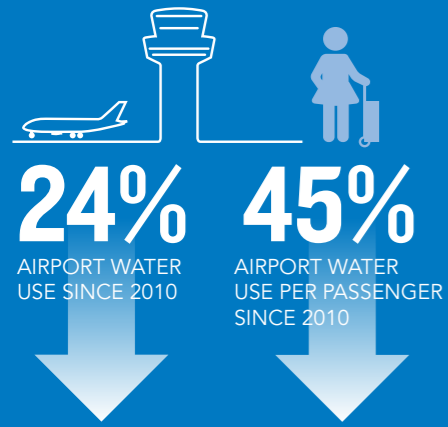
We attended and secured speaking opportunities at more regional events for example Team East Sussex and Skills East Sussex, which form part of the South East LEP.



We have also been working with the Manor Royal Business Improvement District and provided a financial contribution to their Transport Study. We partnered with Gatwick Diamond Initiative and Coast to Capital LEP on the commissioning of a study by Centre for Cities into the economic performance of the Gatwick Diamond region, which will be published early in 2017.



Economy



MANAGING OUR WATER USE AND WATER QUALITY

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

We actively work with the Environment Agency and Local Authority to minimise the risk of both flooding and water pollution. Following the flooding at Christmas 2013, the Airport has initiated and completed several new flood resilience projects in addition to the pre-existing flood alleviation works programme.

Given Gatwick Airport's location in a region of the UK with medium to serious water stress we also seek to reduce the amount of water consumed on-airport through a water efficiency programme which includes technical standards, water use audits, leakage surveys and proactive leak repairs of our water networks.

WATER USE & EFFICIENCY

GAL uses 60% of the water supplied to the Airport. Passenger toilet facilities represent significant water use, with smaller quantities used for operations such as washing, cleaning, jetting, irrigation and process cooling. Airport third parties use 40% of water, this includes usage for food & beverage outlets, car hire, hotels, offices and cargo.

In 2016, the Airport's total water consumption rose by almost 7% compared to 2015 while annual passenger numbers increased by just over 7% - an additional three million people. The Airport's water efficiency metric - litres per passenger - remained steady in 2016, at 17.08 litres compared to 17.13 in 2015 and 17.61 in 2014.

2016 HIGHLIGHTS

- Undertook two leakage surveys, no major leaks found
- Reduction target set for a water intensive construction project
- Tested remote de-icing of aircraft with high percentage recovery of anti-icing material
- Initiated Flood Resilience Review of major airport infrastructure

2017 PRIORITIES

- Continue programme of water network leakage surveys
- Start project to upgrade existing as well as install additional water metering
- Continue to identify projects with potential to integrate rainwater harvesting
- Continue close partnership with Environment Agency on flood alleviation strategies





Water

MULTI-YEAR PROGRAMMES

During 2016 we continued to upgrade toilet facilities, an additional three main toilet facilities were refurbished using GAL technical standards. We conducted a pre- and post-refurbishment analysis of water consumption on one of the upgraded toilet facilities; this showed a 30% reduction in absolute water used, demonstrating that our current technical standards are driving water efficiency improvements.

As part of our planned maintenance programme for water networks two leakage surveys were completed. These surveys identified a small number of potential leaks which have been investigated and repaired; we have continued to deal proactively with the repair of reported leaks.

We also continued to develop the Airport's water consumption map of active main and sub-water meters with the addition of further sub-meters within our Pier 2 building and North Terminal arrivals retail development; the map supports monitoring, planning and reporting.



WATER EFFICIENCY IN CONSTRUCTION AND DEVELOPMENT

Water efficiency is also incorporated into Gatwick's construction sustainability assessments. For example, in the planning phase for the refurbishment of multi-storey car park 6 it was identified that significant water would be needed; the GAL project team, in partnership with the project contractor, agreed a 30% water reduction target against the original estimate. Water consumption has been monitored monthly by the project contractor and this demonstrated a circa 50% reduction was achieved.

The sustainability assessment process has also identified a number of potential opportunities to incorporate rainwater harvesting in larger projects (as occurred with the Airfield Operations Building which opened in 2014). As design phases advance in 2017, the feasibility of rain water harvesting will be evaluated in more detail.

2020 WATER EFFICIENCY TARGETS

In 2020 GAL set a Decade of Change water reduction target for 2020: to achieve a 20% reduction in water consumption against the 2010 baseline. This target has been met so in 2016 an additional stretch target was set: to achieve a 25% reduction in water consumption against a 2010 base. This stretch target has been incorporated in annual target-setting from 2016/17 onward.

During 2016, the 2010 baseline of 956,493 m³ required minor upward adjustment due to resolution of a multi-year invoicing issue. The restated baseline, of 974,067 m³ with explanatory annotation, has been incorporated in the KPIs tables for 2016.



WATER QUALITY

A key aspect of our water management involves storing and treating rainwater run off from the airfield to remove oil and other chemicals. The past winter - 2016/17 - has seen frequent aircraft de-icing due to the incidence of overnight frost and rainfall. This has required careful management of our pollution storage systems.

In 2016 the operational performance of the Airfield drainage ponds and water treatment system was maintained and frequent sampling and monitoring undertaken. No actions or reports were made by the Environment Agency for non-compliance with discharge consents.

We also periodically tested the feasibility of remote de-icing when weather and operations permitted. This approach was successful in terms of aircraft operations. In terms of glycol recovery, the most effective strategy involved cleaning the area with our recovery vehicle after the departure of each wave of aircraft. Due to the viscosity of the glycol/water mixture, a high percentage can be recovered before it reaches the surface water drains.


FLOOD PROTECTION AND PREVENTION

In partnership with the Environment Agency, GAL has contributed £4.02 million to the £20.2 million Upper Mole Flood Alleviation Scheme (UMFAS). This protects the South Terminal and around 1,300 local properties. Three projects, at Tilgate Lake, Worth Farm and Gratton's Park have been completed. The fourth, at Clays Lake, continued to progress during 2016 with completion expected next year.

During 2016 we continued to focus on detailed analysis of flood risk and our asset base and operations. Supported by external consultants, we are undertaking a Gatwick Flood Resilience Review which focuses on critical infrastructure at risk from flooding. This includes appraisal with the Environment Agency of existing flood modelling for the Airport and surrounds. The Review is expected to be completed by mid-2017.


In July 2016, we undertook a desktop exercise on flood readiness with the Environment Agency. Findings from the exercise have been incorporated in GAL's Adverse Weather Plan.



21 
BIODIVERSITY SURVEYS

377 
VOLUNTEERS
 30% INCREASE ON 2015

 **2,481**
 HOURS ON-SITE VOLUNTEERING
 45% INCREASE ON 2015

3RD 
 YEAR OF BIODIVERSITY BENCHMARK ACCREDITATION

2016 HIGHLIGHTS

Retained The Wildlife Trusts' Biodiversity Benchmark for third consecutive year and received the Client Award in CIRIA's BIG Biodiversity Challenge

Detected the Purple Emperor butterfly, Slow Worm and Sallow Clearwing moth at the Airport for the first time

Held Gatwick Wildlife Week and third annual Wildlife Recording Day for staff and their families

2017 PRIORITIES

Work with Gatwick Greenspace Partnership to identify and deliver opportunities to increase the educational benefit of our conservation areas

Determine habitat improvements resulting from existing Biodiversity Action Plans

Retain annual Biodiversity Benchmark



Biodiversity

LOOKING AFTER OUR OUTSTANDING NATURAL BEAUTY

Although Gatwick is a busy international airport you don't have to go far to find areas of Gatwick Airport's land containing woodland, grassland and hedgerows, and all the plant and animal species that they contain, including rare and protected species. Gatwick proactively manages these areas to maximise their biodiversity potential.

In 2016, we undertook recertification for The Wildlife Trusts' Biodiversity Benchmark. The assessors' report noted: "Gatwick Airport Ltd (GAL) were able to show the positive impact that they are making on their sites for biodiversity. The excellent blog written by the Biodiversity Manager is now available to the public via the Gatwick Airport website which is a great advertisement of the great work being undertaken on the site and of the Biodiversity Benchmark scheme. It is evident that all those involved with the Biodiversity Management System at Gatwick remain enthusiastic and committed and this continues to lead to excellent results on the ground".

In addition, Gatwick Airport received the Client Award in the CIRIA BIG Biodiversity Challenge in September 2016.

BIODIVERSITY ACTION PLANS

Gatwick actively looks after two key non-operational areas of our landholding. These are the 'Land East of the Railway Line' and the 'North West Zone'. These areas include meadows, scrub, ponds and woodlands. The Land East of the Railway Line includes Horleyland Wood which is designated as ancient woodland and a Site of Nature Conservation Interest. Both areas total approximately 185 acres of land.

In partnership with our landscape contractor and Gatwick Greenspace Partnership (GGP), part of Sussex Wildlife Trust, we have developed Biodiversity Action Plans for these two areas. These plans detail the species and habitat surveys and habitat management actions we are taking to enhance the biodiversity of these areas. Performance is reviewed regularly through our Environmental Management System (EMS) including internal auditing.





CONSERVATION AND HABITAT MANAGEMENT

In 2016 we continued to actively maintain and enhance woodland, grassland and wetlands in our Biodiversity Action Plan areas. The management of key habitats is reviewed annually and in 2016 included increased emphasis on Goats Meadow and a reduction in coppicing in Upper Pickets Wood to avoid the dangers of over management.



Biodiversity

ECOLOGICAL MONITORING

In 2016, 21 biodiversity surveys were conducted at Gatwick including: birds, butterflies, moths, reptiles, bats, bumblebees and invasive species. Through completing these surveys several new species were discovered at the Airport, including the Purple Emperor butterfly, Slow Worm and Sallow Clearwing moth.

EMPLOYEE AND COMMUNITY ENGAGEMENT

Promoting the educational benefits of the Airport's biodiversity to our staff and local community continues to grow, and we are increasing funding for our People and Wildlife Officer to enable more volunteering opportunities.

In 2016 our volunteering programme included:

- Visits with Sussex University, Worth School and Tower Convent School
- Third annual Wildlife Recording Day
- Wildlife Week for staff and their families, including guided walks, live talks, ecological surveys and forest schools for children
- Facilitating the Bumblebee Conservation Trust's delivery of a Beewalk workshop at Gatwick Airport for the second time
- Two university Summer work experience placements completed
- Volunteering activities attracting over 300 volunteers included: Himalayan balsam control, boardwalk and signpost construction, coppicing and scrub clearance
- Developing a pollinator garden in the Jubilee House staff canteen areas
- Ecological volunteer surveys engaged around 30 volunteers and trainee ecologists



Sustainability governance and policies





Sustainability governance

Our strategic priorities are embedded throughout the Airport with a robust governance process, strong technical policies and an innovative employee engagement programme.

Delivery against annual environmental targets is driven and monitored through our Managing Corporate Responsibility (MCR) Committee, which is chaired by our Head of Environment, Health and Safety (EHS).

The Director of Corporate Affairs and Sustainability has responsibility for the delivery and reporting of the Decade of Change, and is a member of the Executive Management Board.

Progress is discussed regularly by the Managing Corporate Responsibility Committee and Executive Management Board and, through the Environment Health Safety and Operational Resilience (EHSOR) Committee, is also communicated to our Shareholder Board.

Our environmental management system tracks progress against our Environment targets and ensures that our approach meets the expectations of our stakeholders and regulators. As a result Gatwick is the largest UK airport to attain ISO 14001 certification – the international environmental standard. In addition, Gatwick holds OHSAS 18001 certification.

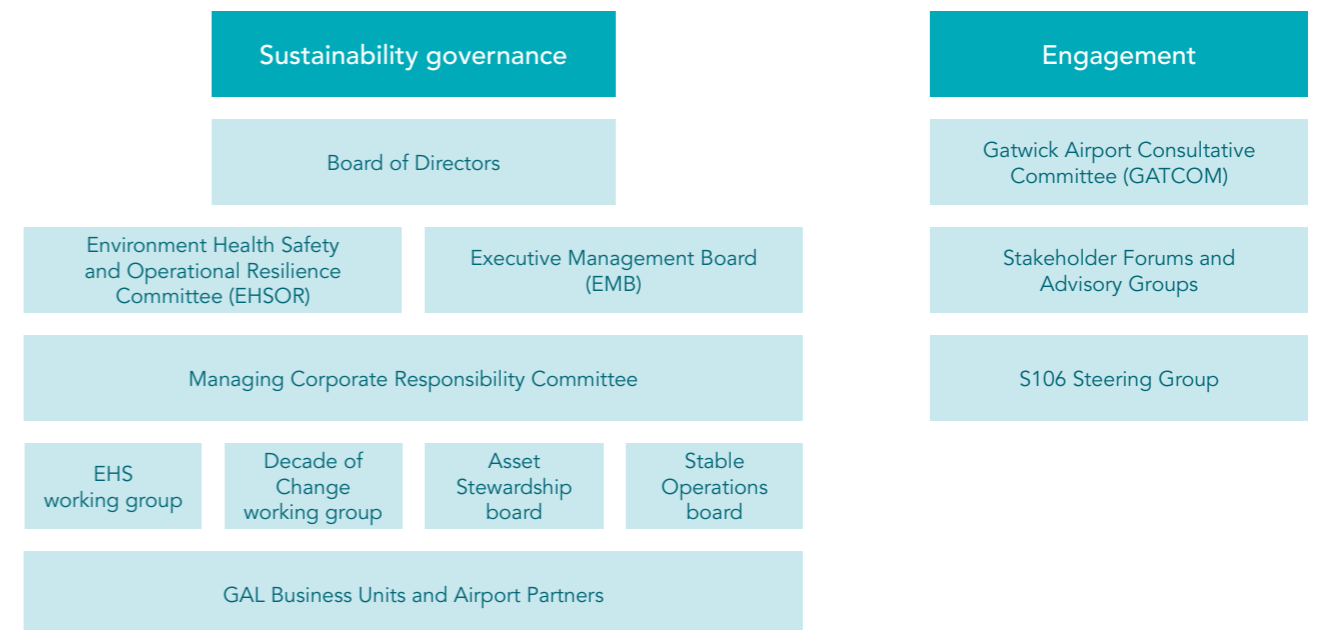
Both certifications demonstrate the company's commitment to implementing robust systems and controls for managing EHS risks, which are independently audited and verified for effectiveness.

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

EHS and Decade of Change also feature prominently in the staff magazine, on interactive question and answer sessions on Yammer and on the company intranet.

Our EHS and Decade of Change performance is regularly communicated to our consultative committee, GATCOM.

Our commitment to sustainable development is also set out in our S106 Legal Agreement, signed in partnership with Crawley Borough Council (CBC) and West Sussex County Council (WSSC) in 2008 and extended in 2015 until the end of 2018. We report annually on our actions under this agreement, and meet regularly with CBC and WSSC throughout the year.





Aviation policy

The UK aviation sector generates a turnover of over £60 billion, supporting 961,000 UK jobs and contributing £52 billion to UK GDP. As a critical element of national infrastructure, we want to do all we can to help safeguard the future growth and development of our industry, whilst minimising the Airport's environmental impact.

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

We continually engage with all levels of Parliament and Government to provide expert insight and enable solutions to the issues they face on both a short and long term basis.

The Aviation Policy Framework was presented to Parliament in March 2013, a decade after the previous Government's policy on aviation, the Air Transport White Paper. The Government has signalled its intention to publish a series of consultations in 2017 to inform a new Aviation Strategy the following year. Gatwick will be fully engaged in the consultation process.

In 2017, the Government is also consulting on proposals to update to UK airspace policy to meet the needs

of passengers, communities, the aviation sector and the wider economy. UK airspace arrangements date back nearly 50 years and inefficiencies in the system can often lead to more emissions from longer journeys and prevent improvements being made that could reduce noise for communities around airports. Gatwick is fully engaged with the consultation, building on Gatwick's recent initiatives to commission and publish the Independent Review of Arrivals and establish the Noise Management Board, to deliver the best airspace arrangements for our airlines and neighbours.

The Government is also consulting on the draft National Policy Statement for Expansion at Heathrow Airport, the next step following the Government's formal decision to adopt Heathrow as its preferred location for the next new runway in the South East.

Throughout the Airports Commission process, Gatwick asserted it has the best proposal for a new runway that would deliver all the economic benefits of expansion at a fraction of the environmental costs. Gatwick still believes that to be the case, but recognises the Government's selection of Heathrow. Since the announcement in October 2016, Gatwick has continually made clear we continue to offer Government a credible, deliverable and fully privately financed runway scheme should they turn to us at any stage.

The other significant political development during 2016 was the referendum on the UK's continued membership of the European Union, with the public voting to leave. Aviation is, by its very nature, international in its makeup, relying on a series of cross-border agreements to allow airlines to fly between and within countries. The ability to fly between the UK and Europe is determined by the single EU aviation market that permits airlines from any European Economic Area country to fly without restriction throughout Europe. Airlines' ability to fly to and from third countries including the USA and Canada is also based on Open Skies agreements signed at an EU level.

Gatwick, along with other airports and airlines across the UK and Europe is working hard to secure early certainty from the Article 50 negotiations that will preserve as many of today's freedoms as possible and ensure passengers continue to enjoy the same levels of choice, competition and service.

Brexit also poses challenges in a number of areas including customs tariffs and processes for freight, border control, airspace collaboration, regulation and safety licences. Gatwick will work hard to secure the best possible outcomes during the negotiation processes, as well as maximising the potential opportunities.

Fly Quiet and Clean



A PARTNERSHIP FOR SUCCESS

Fly Quiet and Clean continues to be our framework unifying all of our noise initiatives, including those that contribute to improving air quality at and around the Airport. Coordination of these initiatives is undertaken by the Corporate Affairs and Sustainability Team at Gatwick.

We engage extensively with our Flight Operations Performance and Safety Committee, the Noise and Track Monitoring Advisory Group, the Gatwick Airport Consultative Committee and the Noise Management Board.

The key components of Fly Quiet and Clean are:

AIRSPACE DESIGN

Designed over 50 years ago, for an industry vastly different in scale to the one we have today, it was never envisaged that our airspace would eventually handle the traffic levels that it does and there is a need to modernise our invisible airspace infrastructure.

Benefits from modernisation include greater use of Continuous Descent and Climb Operations which reduce noise and CO₂ emissions. And it will reduce the need for conventional orbital holding; instead aircraft can be readied for landing higher and thereby reduce noise and CO₂ emissions. In essence, aircraft would be able to fly quieter and more efficient routes.

PERFORMANCE BASED NAVIGATION

Performance Based Navigation allows the implementation of airspace structures that take advantage of aircraft ability to fly more flexible, accurate, repeatable and therefore deterministic three dimensional flight paths using on-board equipment capabilities. It has variously been described as re-engineering the way we fly.

AIRLINE COMMUNITY

Since 2005 UK airlines alone have introduced over 470 new, modern and efficient aircraft into service, representing an investment of over \$49 billion.

Our airlines are also subject to the following charges, designed to incentivise the use of quiet air fleets at Gatwick:

- Separation of aeronautical charges into a demand charge and noise charge
- Recognition of the new ICAO Chapter 14 noise standard – to incentivise use of these quieter aircraft types
- Financial mechanism to incentivise A320 FOPP¹ modification
- Application of year round night noise charges
- Aircraft noise infringements are charged £500 or £1000 per occurrence

At a local level we engage with our airlines, as an essential part of our quiet and clean work, through our Flight Operations Performance and Safety Committee and on an individual basis to improve their adherence to our noise mitigation measures through collaborative working, and by sharing best practice.

NOISE MANAGEMENT BOARD

The core role of the Noise Management Board, made up of a wide range of industry experts, community groups and stakeholders, is to develop, agree, oversee and maintain a co-ordinated noise management vision and subsequent strategies for Gatwick Airport. The main aim of this work is to reduce the impact of aircraft noise on the local community, involving those organisations better able to achieve this aim.

AIRPORT COLLABORATIVE DECISION MAKING

Gatwick implemented Airport Collaborative Decision Making (A-CDM) in 2014 which improves the overall efficiency of airport operations by optimising the use of resources and improving the predictability of events. A-CDM focuses especially on aircraft turn-round and pre-departure sequencing processes. At Gatwick, the benefits include improved utilisation of airport infrastructure, more stable traffic flows and reduced taxi times (thus reducing engine noise and emissions) which allows for less congestion on the apron or taxiways.

ACTION PLANS

Environmental Noise Directive Action Plan

This is an evolving five-year plan for how Gatwick manages noise and sets out how we manage noise not only on a day-to-day basis, but also in the medium and longer term.

Section 106 / Decade of Change Management Action Plans

These outline key initiatives over a three to four year period. Includes Noise, Air Quality and Carbon.

DEPARTURES AND ARRIVALS CODES OF PRACTICE

The Departures and Arrivals Codes of Practice are collaborative initiatives driven by Sustainable Aviation and its member organisations. The Arrivals Code of Practice highlights Continuous Descent Approach as the leading technique for reducing arrivals noise. The Departures Code of Practice covers aircraft operations at the airport terminal, aircraft taxi operations from runway to terminal, Continuous Climb Operations and A-CDM.

SUSTAINABLE AVIATION

Sustainable Aviation is an essential link within our programme because it is a strategic collaboration by the UK aviation industry to ensure a sustainable future for our industry. Gatwick Airport has a seat on the Council of Sustainable Aviation and participates actively within the Air Quality, Carbon, Noise and Operation Improvements Working Groups. You can find more details at www.sustainableaviation.co.uk

THE FUTURE

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



¹ FOPP - Fuel over Pressure Protector – non-retrofitted A320 family aircraft emit a high pitch 'whine' in a certain configuration when on approach to an aerodrome.

Our passenger commitments

Gatwick wants to deliver the service you expect at every stage of the airport journey.

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

Our commitment to our passengers is quite simple:



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



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



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

To find out more about our passenger commitments visit www.gatwickairport.com/business-community/about-gatwick/company-information/passenger-commitments

PASSENGER SERVICE

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



WE'LL TREAT YOU AS OUR GUEST

TELL US WHAT YOU THINK AND WE'LL ALWAYS LISTEN

We value the views of our passengers. We listen to what they have to say and always respond promptly. Social media continues to be one of our key communications channels, with over 300,000 followers on Twitter and more than 115,000 Facebook fans.

The number of complaints we received in 2016 increased by 16% compared to 2015, while our compliments reduced by 17% for the same period with passenger numbers rising by 7%. The main areas of complaint during 2016 included special assistance service, security staff, immigration waiting time and baggage delivery waiting time. Negative feedback as a result of airport disruption featured significantly during the year, including the impact of French industrial action, runway closure, rail strikes and adverse weather. The top areas of compliment were special assistance staff and service, staff helpfulness and security staff.

CHAPLAINCY

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

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

GATWICK CONNECTS

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

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

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

GATWICK TRAVELCARE

TravelCare is Gatwick's on airport charity dedicated to offering vital support to passengers and their families in the event of an emergency, major incident or crisis at the Airport. Around 1650 clients with travel related problems were helped by TravelCare in 2016 covering a wide range of issues including repatriation, missed flights and passport irregularities. Over 80 of these were referrals from the Foreign & Commonwealth Office.



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

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

We're also committed to working with our airport partners to offer the very best possible experience from the moment you arrive at the Airport to when you board your aircraft.

ASSISTANCE FOR PASSENGERS WITH HIDDEN DISABILITIES

In May 2016, Gatwick and OCS, who provide passenger assistance services, launched a first-of-its-kind lanyard for passengers with hidden disabilities who may require additional support when travelling through the Airport.

The lanyard, which is entirely voluntary for passengers with hidden disabilities and their families, acts as a discreet sign for staff that additional support or help may be required. The lanyards are available free of charge from Gatwick's assistance desks.

The lanyard was launched at Gatwick Airport as part of Dementia Awareness Week (15 – 21 May 2016) and is being supported by leading charities like the Alzheimer's Society, The National Autistic Society and Action on Hearing Loss.

Working closely with OCS, the introduction of the lanyard has been supported by extensive training for Airport staff and appointment of 'workplace champions' to provide enhanced assistance for passengers with hidden disabilities.

Gatwick's commitment follows our support of the Prime Minister's Dementia Challenge and the Airport's involvement with the Air Transport Group to improve the travelling experience for all passengers with hidden disabilities.

AUTISM-FRIENDLY AIRPORT

In November 2016, Gatwick became the UK's first Autism Friendly airport in recognition of the Airport's commitment to becoming an accessible and friendly environment for autistic passengers. The airport was presented with the award by The National Autistic Society's Chief Executive.

The award recognises the successful efforts of Gatwick and its assistance provider OCS to meet a range of Autism Friendly criteria which will benefit autistic passengers, their families and caregivers. This includes provision of clear and accessible information about the Airport and the assistance available; the introduction of Autism Champions who will be trained to roll-out further front line staff training; initiatives like the discreet hidden disability lanyard; and the appointment of Gatwick's inaugural Autism Ambassador.

The Government recently held Gatwick's staff training up as an exemplar in this respect and the regulator (CAA) has since issued guidance to all UK airports to support people with hidden disabilities.

In December, Gatwick and OCS were awarded the Dementia Innovation Award by the Alzheimer's Society.

WE'LL GIVE YOU THE RETAIL AND CATERING BRANDS YOU PREFER

In the last year we have undertaken 54 major retail projects to develop both our existing outlets and to create new retail space to improve service and enhance choice. A further £4 million has now been allocated to the next phase of retail developments across both of our terminals.

The retail developments are completely aligned to the terminal developments – more efficient check-in processes have allowed us to move the security areas, which in turn allows us to develop more retail and catering space to improve the environment in which passengers can relax before their flight.

Development is driven by both listening to customers and offering popular brands such as Wagamama, Next and Havaianas but also about delivering something new, different and exciting which our customers will not have seen before such as the Michelin star chef led Grain store and the world's first airport Gin distillery at the Nicholas Culpeper.

While the customer sees our front of house developments, just as much work is going on behind the scenes. We're working on digital projects to improve our shopping services and we have done extensive work on our environmental impact by increasing the effectiveness of meter recording which has allowed us to inform future energy and water usage.

In 2016, our retailers helped us to achieve Carbon Trust Standard triple certification for carbon, water and waste. Retail also has an important role in helping us meet our Decade of Change goals. For example, in 2016, Gatwick increased operational and commercial recycling and reuse rates to 52%, up from 49% the previous year. At the same time, zero untreated waste was sent to landfill.

Our concessionaires provided over 1000 jobs to the local community during 2016 reflecting Gatwick's continuing growth, particularly throughout the summer months.

KEY HIGHLIGHTS OF 2016

Customer satisfaction remains high; 86% of customers rated our selection of Food & Beverage outlets as Excellent or Good with 86% of customers giving this score to our choice of Retail outlets.

2016 saw Next return to Gatwick, opening a store in the South Terminal following feedback from our passengers. We also opened a brand new Starbucks and completely refreshed the look and feel of The Flying Horse.

In North Terminal, we welcomed North Face into a pop-up unit to cater for the winter months.

OUTLOOK FOR 2017

We will continue to develop and improve our facilities in the coming year with a major focus on the North Terminal departure lounge: a walk-through Duty Free store being a huge development for Gatwick Retail. We will also be welcoming Reiss and increasing the food offering to further enhance South Terminal.





CHECK-IN

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

We have introduced new ground handling licences that dictate passenger service levels for check-in and this has been supported by the installation of an electronic real time queue measurement system and specified service levels for all operators.

In North Terminal we have one check-in zone that has 60 self-service bag drop units, the largest in the world. Easyjet, our largest airline and WestJet, one of our newest airlines use these new facilities.

A BETTER PASSENGER EXPERIENCE AT SECURITY

2016 saw the full introduction of GEN II Security technology in North Terminal as a result of a £42.5 million investment in new facilities. This was accompanied by full roster changes for all security staff, introduction of new uniforms (chosen by staff) and the opportunity to deliver world leading levels of passenger experience across both terminals. The impact on our passengers has been clear with passenger feedback, as measured by our QSM (Quality Service Monitor) scores, having achieved record highs not seen since Gatwick's change of ownership in late 2009.

Recognition from external bodies such as the Future Travel Experience Awards (Best Airport Security Initiative) and the Chartered Institute of Personnel Development (Best Change Management Initiative) further emphasised the scale of change and impact across the organisation.

2016 has also focused on delivering a resilient and stable operation with ongoing recruitment for security officers and the building of internal talent pools across all key operational levels. New facilities such as staff and crew security search areas, introduced as part of the Airline Moves programme, have provided a further step change in facilities for wider stakeholder benefit.

A series of CAA audits focused on all aspects of Airport Security measures and underlined our high standards across all areas of the operation. With tragic events in Brussels and Istanbul though, underlining the ongoing aviation threat context, wider GAL Security measures continue to focus on enhancements to landside security, multi-agency interfaces and technological improvements.

The target for the security team in 2017 continues to be development of the best people with the best technology, operating in the best environment, in order to deliver the world's leading Airport Security Operation.

WE'LL MAKE IT EASIER FOR YOU AT PASSPORT CONTROL

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

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

- The South Terminal Immigration Hall redevelopment is well underway. Phase one saw the completion of two automated Crew Lanes and phase two delivered an additional 10 E-gates which went live in April 2017 bringing the total to 25. Phase three will add brand new passport desks in a new configuration to improve passenger flow, a larger and more secure border holding area, additional fixed queuing space and improved wayfinding.
- Gatwick continues to lead the way on passengers aged between 12-17 using E-gates. This Home Office pilot scheme has been a great success here and has helped to contribute to total usage percentages being the highest they have ever been in both terminals.
- The Border Security team continues to work alongside Border Force's Continuous Improvement Unit to increase efficiency and passenger experience at the border. Together, we improved wayfinding, enhanced E-gate technology, provided additional training to staff in the area and identified a number of longer term improvements which we will incorporate into any future redevelopment.

GETTING AWAY ON TIME

We continue to review airfield performance in real time and drive the necessary improvement actions and associated projects. To further enhance the performance of the airfield we have built a state of the art Airside Operations Centre and have brought representatives from our key airlines and third parties together there in order to create a closer and more collaborative working relationship. Our Airfield Performance transformation program, Airport Collaborative Decision Making (A-CDM 55) was successfully completed, with the Airport being fully networked in November 2014.

STABLE OPERATIONS

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

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

The methodology is based on applying the principles of resiliency to critical systems. This provides focus for capital expenditure to invest in existing systems to make them more robust and to enable them to recover quickly when failure does occur.



Running a responsible airport

As a major independent airport competing directly with Heathrow, Stansted, and other UK and European airports, we have established a management system that ensures we have the people, policies and processes to maximise the benefits of competition.

The following pages include information on our policies and initiatives with regard to our people, to the protection of health, safety and the environment at the Airport, and to how we incorporate sustainability in our procurement and investment programmes.

Our people

We operate the world's most efficient single runway airport 24 hours a day. This takes skill, resourcefulness and a can-do attitude and we rely on a motivated, skilled and friendly workforce fulfilling a wide variety of roles.

INVESTORS IN PEOPLE

In early 2016, Gatwick Airport Limited (GAL) achieved Investors in People (IiP) Gold accreditation, having previously been accredited to the IiP Core standard in 2013. IiP is a well-established, international framework that helps organisations to understand and improve how people contribute to the organisation's success. In the UK, around 15,000 businesses hold the IiP accreditation and out of those only 7% (just over 1000) achieve the Gold standard.

The IiP assessor concluded that the employee experience at Gatwick is of the highest level and our people understand what Gatwick is about, feel a part of it, are engaged and motivated to do a great job and want to play a part in the Airport's success.

FY16/17 RECRUITMENT



358

Airport Security Officers (ASOs) recruited

281

Non-ASO external candidates recruited

266

Internal moves or promotions

OUR PRIORITIES IN 2016

Pensions review

Following a detailed and in-depth review of its Defined Benefit pension arrangements, in September 2016 GAL wrote to all active members (c.1,200) of the Gatwick Airport Defined Benefit Pension Plan (referred to as the 'DB Plan') to put forward a proposal on the future of this plan.

Following this communication, representatives for non-negotiated employees were elected by members and a formal consultation period commenced from 19 September 2016 with employees, non-negotiated employee representatives and Unite the Union, Prospect and PCS (referred to as the 'Trade Unions'). The consultation process enabled members and their representatives to provide feedback on the Company's proposals. There were a number of forums, meetings and other sources of information available to enable them to do so.

The consultation process ran until 18 November 2016 and was followed by a period of review and consideration of the feedback received.

A strong environment, health and safety culture

Frontline leaders review

Following a review of Management grades, a new structure that aims to create more explicit career paths for our people is being piloted in Operations to test its applicability in the business.

Developing our leadership capability

To date, one hundred managers have undertaken our Leading People Programme which will remain part of our leadership development offering. In addition, a leadership programme for senior leaders was launched and has resulted in more effective cross-functional collaboration, peer networking and personal development for this cohort.

Resilient resourcing

As Gatwick grows, resilient resourcing is ever more important for delivering stable operations and enhanced passenger experience. To do this we are focusing on both GAL and the wider Airport community.

Within GAL, we are planning ahead to ensure timely recruitment into key operational roles. For example, in FY16/17 recruitment of over 350 Airport Security Officers (ASOs) and almost 300 non-ASO employees took place, attracting a large pool of good candidates from across our region.

We are also working more closely with Airport business partners to support their resourcing resilience. For example, we work with our retailers to support their seasonal staffing plans by advertising across the local region. We are also working with the Airport's ground handlers to ensure labour resilience for Summer 2017 and beyond, including providing resourcing expertise. Through the Airside Training Consortium, GAL is also investing in a train-the-trainer certification programme for Gatwick ground handling agency employees.

During FY17/18 we will be developing an online portal for vacancies across the Airport.

Graduate engineering programme

Gatwick's engineering apprenticeship programme celebrates its 40th anniversary in 2017. During 2016, we further developed the graduate engineering programme in partnership with the University of Brighton, University College London and Imperial College London.

Each year, three engineering graduates will join Gatwick's engineering team. The three year programme offers experience working across all areas of the engineering and construction functions within the business, covering Civil Engineers, Electrical and Electronic Engineers, Mechanical Engineers and Quantity Surveyors. Gatwick will provide mentoring and support for each graduate to gain Chartered Engineer status, as well as further professional development opportunities.

Employment and skills strategy

In July 2016 we published a summary of the regional and Airport employment and skills research we commissioned in 2015 to support the development of Gatwick's future employment and skills strategy. A key component of the research included workshops with Gatwick's framework suppliers and other airport companies. The results and key findings were proactively communicated via relevant external meetings and working groups across the region. The research is now being used to develop Gatwick's employment and skills strategy and identify appropriate events and areas for our recruitment team to target.

EQUAL OPPORTUNITY

GAL actively recruits internally, promoting the development and progression of the Company's employees and continuously focuses on improving its selection and recruitment processes both internally and externally.

GAL has a range of equal opportunities policies in order to create and support a diverse workforce. It is the policy of the Company that no form of discrimination due to disability, race, sex or age should/will exist in the workplace.

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

At Gatwick Airport, we believe that exemplary environment, health and safety (EHS) leadership is critical to successfully delivering a world-class service. Gatwick Airport considers EHS management a core business value. The objective to deliver and achieve world class performance was launched through our latest framework, 'GatwickSAFE - it's the way we do things around here' following the success of our 2015 strategy of 'Destination Zero'.

Gatwick's push for greater EHS performance and awareness took a people focus in 2016. All EHS resources have been brought under one directorate, with a common strategy and business led goals.

ACCREDITATIONS

Gatwick received our fourth consecutive RoSPA Gold Awards for high standards and continual improvements in Occupational Health and Health and Safety for both our Construction and Operational teams.

Gatwick's in-house Occupational Health and Wellbeing team delivered health and wellbeing surveys to the Operational and Construction teams and retained its SEQOHS certification.

Gatwick continued to maintain certification to ISO 14001 and OHSAS 18001 following assessment by externally appointed auditors.

Gatwick was also recertified with The Wildlife Trusts' Biodiversity Benchmark and capped a great year by becoming a CIRIA BIG Biodiversity Challenge winner.

Also in 2016, Gatwick was awarded triple certification to the Carbon Trust Standard for achieving ongoing reductions in carbon emissions and water use, and improving waste management in 2014 and 2015. The Carbon Trust certifications also require robust Environmental Management policies, procedures and engagement practices.

FY 16/17 PERFORMANCE

Training and competency had renewed focus in 2016, through the delivery of an airport specific training App and dedicated safety culture programme. In support of this programme, all Gatwick Directors and Senior Leaders attended a specific behavioural safety training course in 2016.

This focus on visible and felt leadership, the introduction of safety engagement and inspection tours and departmental safety plans is driven by the desire for a safer environment for all.

Stand-out gains include 63% and 33% reduction in significant passenger and staff injuries respectively and an 11% reduction in staff Lost Time Injuries. The Construction team met a memorable milestone of over one million man hours without a Lost Time Injury.



Building a sustainable airport



CAROUSEL REUSE
 Reusing carousel materials - steel, aluminium and polyurethane - saved 26.4 tonnes of embodied carbon. That's the equivalent of:
 684 tree seedlings grown for 10 years
 936 incandescent lamps switched to LEDs
 13,500 litres of gasoline consumed

The Construction team continues to be responsible for the effective and efficient delivery of Gatwick's £1.2 billion Capital Investment Programme (CIP) over the next five years, in 2016/17 prices.

A number of crucial high-profile projects successfully completed in 2016, including the new Pier 1 and the Airline Moves project.

As our work portfolio continues to increase, the focus on environment, health and safety (EHS) remains a priority across the Airport and throughout our supply chain.

Additionally the delivery and performance of CIP projects has been reinforced with an increased focus on the three pillars of sustainability – environmental, economic and social – in alignment with our Decade of Change targets and objectives where appropriate.

2016 PERFORMANCE

All projects delivered and initiated throughout 2016 were subject to Gatwick's policies, procedures and standards relating to sustainable and efficient construction.

Our performance has been audited against the requirements of ISO 14001 for Environment, OHSAS 18001 for Health & Safety, and ISO 9001 for our Quality standards.

At Gatwick our commitment is to enhance environmental performance and efficient delivery methods which we promote and follow through with our designers and project teams, encompassing sustainability within all new building and refurbishment projects.

Our 2016 achievements included:

- 1.3 million job hours without an LTI (Lost Time Injury) in the 12 month period
- RoSPA Gold Award for the fourth year running
- 95% of construction waste in 2016 was diverted from landfill

- Implementation of a programme of EHS audits – including waste, temporary works, working at height and management supervision
- Over 200 Gatwick construction staff completed internal environment and sustainability training
- Fire Alarm Activations in Construction were reduced by over 40% as a result of improved process and rigorous monitoring
- The Construction EHS team played a significant role in the determination of our Contractor Framework
- Initial embodied carbon assessment of existing buildings and surfaces at Gatwick to develop an indicative baseline and inform construction design, materials procurement and building methods
- High level of engagement in biodiversity volunteering activities at the Airport, including GAL employee and contractor involvement

2016 CASE STUDIES

Material Reuse

To increase flood storage capacity of Pond G approximately 1,000m³ of silt was removed.

Rather than sending the material offsite as waste, an opportunity for its reuse as bunds on the Gatwick campus was identified and approved by the Environment Agency under CL:AIRE (Contaminated Land Applications in the Real Environment).

Benefits of reusing this material included:

- Financial savings - from not sending offsite
- Carbon reduced - fewer haulage movements
- Biodiversity - invertebrate habitats in bunds
- Security - bunds prevent vehicles from entering private land and fly-tipping
- Application for Environmental Permits avoided

Water Management

The structural refurbishment of a multi-storey car park in 2016 involved the cutting of concrete slabs by hydro-demolition.

An example of environmental best practice was the management (treatment and disposal) of water to surface water used during the works.

A Silbuster system removed the sediment and addressed the high pH of the cementitious waste water before discharging to the surface water drainage system, in agreement with the Environment Agency.

Additionally a 53% reduction on the projected water consumption figure of 10,000m³ (10 million litres) was achieved through improvements to working practices during the project.

Embodied Carbon

Completion of a critical baggage construction project resulted in tangible environment and sustainability benefits.

The reuse of a carousel from South Terminal meant a reduction in the use of virgin materials, manufacturing processes and transportation to site. This resulted in an approximate embodied carbon saving of 26.4 tonnes of carbon (CO₂e) - the equivalent of 13,500 litres of gasoline being consumed.

2017 PRIORITIES

- A greater focus on sustainability within the scoping and design of all Construction projects
- Development of a robust suite of sustainability KPIs in collaboration with our contractors
- Sustainability Working Group established with framework contractors to encourage best practice and innovation
- Continue to develop low carbon (including embodied carbon) applications in construction
- Greater engagement with third party concessionaires to ensure sustainability is embedded into fit-out projects
- Upskilling of non-EHS staff in the areas of EHS and sustainability through coaching and mentoring

Responsible procurement

OUR APPROACH

Procurement plays a major role in delivering our Decade of Change strategy through the selection of suppliers – from construction contractors, equipment and technology to expert consultants – who can help us to provide a responsible and sustainable airport.

We are proactive in reviewing our procurement processes and initiatives to ensure we are continuously improving in our contribution to responsible procurement. From the outset of any project that requires the purchase of goods, services or know-how, we work with colleagues across the company on scope definition and pre-qualification processes to ensure that Gatwick obtains maximum value for money for quality products and services.

Our relationship with strategic suppliers remains the cornerstone for achieving our ambition, strategic objectives and sustainability targets. Supplier engagement is emphasised in our Procurement policy and guidelines, and we provide a range of supplier engagement programmes, with a particular emphasis on local and regional suppliers.

Environment, health and safety (EHS) considerations remain at the forefront of our process when it comes to procurement. We have revised and simplified our contract and tender documentation. In particular, we have refreshed the EHS sections to ensure synergy between our EHS targets and services delivered by our suppliers. Our new Approved Contractor List procedure also incorporates questionnaires and scrutiny on environmental issues.

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

SUPPORTING OUR LOCAL ECONOMY

We support the local economy through our longstanding involvement in the Gatwick Diamond Meet the Buyers programme, where we engage with local and prospective businesses and educate on ways to do business at Gatwick. We have extended our support through attending many more workshops and regular attendance at networking events run by Gatwick Diamond (see the Local Economy section of this report).

We are actively engaged with our new construction framework tier one suppliers ensuring compliance and performance is maintained throughout the life of the framework agreement thus promoting innovation, best practice and supporting local SMEs.

We are a signatory to the Crawley Developer and Partner Charter, run by Crawley Borough Council. This promotes the principles of sourcing locally, provision and support of local training and education, investment and development in the Crawley region, promotion of the good and sustainable businesses and encouragement of contractors and suppliers to commit to the same charter.

2017 PRIORITIES

- Continued support of the Meet the Buyer events
- Promote and engage further with our tier one suppliers on our Decade of Change goals and on ways to identify and maintain spend with local suppliers
- Ensure modern slavery policy is embedded within our procurement procedures
- Continue to deliver and support construction contractor sustainability programmes and forums



Environmental performance indicators

A summary of our Environmental performance data is presented here. Decade of Change targets are marked with ●. 2016 data that has been externally verified are marked with ●● or ●●●. Information on data boundaries and on verification is provided overleaf. More information about our performance can be found in the topic sections.

	2010	2014	2015	2016	% Change 2015-16	Data Source	
Passengers	31,353,547	38,127,690	40,267,938	43,136,800	7.1%	GAL	
Carbon¹							
Carbon scope 1 (tCO ₂ eq)	16,499	10,759	11,332	11,364	0.3%	GAL	●●
Carbon scope 2 (tCO ₂ eq)	79,106	48,711	44,627	41,765	-6.4%	GAL	●●
Carbon scope 3 (tCO ₂ eq)	625,897	692,888	693,910	719,837	3.7%	GAL	●●
Total Carbon emissions (tCO ₂ eq)	721,502	752,358	749,869	772,966	3.1%	GAL	●●
Total Scope 1 and Scope 2 (tCO ₂ eq)	95,605	59,470	55,959	53,129	-5.1%	GAL	●●
● Scope 1 & 2 - Cumulative % change on 1990 baseline of 82,843.5 tCO ₂ e (%)	15.40%	-28.21%	-32.45%	-35.9%	--	GAL	
Total Scope 1 & 2 per passenger (kg CO ₂ eq)	3	1.6	1.39	1.23	-11.5%	GAL	

¹ 2015 figures are restated to rectify data gaps, resulting in increases of 181 tCO₂eq (Scope 1), 1 tCO₂eq (Scope 2) and 1 tCO₂eq (Scope 3).

Energy efficiency²							
Total energy consumption (kWh)	237,955,708	199,885,353	200,140,933	208,579,781	4.2%	GAL	●●
Electricity - consumption (kWh)	162,621,805	149,607,258	144,850,628	149,393,195	3.1%	GAL	●●
Gas - consumption (kWh)	75,333,903	50,278,095	55,290,305	59,186,586	7%	GAL	●●
● Total energy consumption - Cumulative % change on 1990 baseline of 240m kWh (%)	-0.9%	-16.7%	-16.6%	-13.1%	--	GAL	●●
Total energy consumption per passenger (kWh)	7.59	5.24	4.97	4.84	-2.6%	GAL	●●
Renewable energy generated onsite (kWh)	n/a	55,758	53,086	43,342	-18.4%	GAL	●●
● % of total energy from renewable sources	n/a	74.8%	72.4%	71.6%	-1.1%	GAL	●●

² 2015 figures restated to rectify omission of 2,264 kWh of electricity consumption.

Water efficiency³							
Water - consumption (m ³)	974,067	671,428	689,922	736,772	6.8%	GAL	●●
● Water consumption - Cumulative % change on 2010 baseline of 974,067 m ³ (%)	--	-31.1%	-29.2%	-24.4%	--	GAL	●●
Water consumption per passenger (litres)	31.07	17.61	17.13	17.08	-0.3%	GAL	●●

³ Water consumption figures do not include rainwater harvesting. During 2016, the resolution of a multi-year Water invoicing issue, in which a small volume of water was incorrectly invoiced by the supplier, requires restatement of annual Total Water Consumption from 2010 to 2015, thus also requiring restatement of the 2010 baseline (from 956,493m³ to 974,067m³).

	2010	2014	2015	2016	% Change 2015-16	Data Source	
Materials waste management⁴							
Total operational & commercial waste collected (tonnes)	9,685	9,803	10,494	11,827	12.7%	GAL	●●
● Operational & commercial waste recycled/ reused (%)	41%	40%	49%	52%	6.1%	GAL	●●
Operational & commercial waste recovered for energy (%)	not known	39.6%	46.6%	48.0%	3%	GAL	●●
● Operational & commercial untreated waste sent to landfill (%)	not known	20.4%	4.3%	0.0%	-100%	GAL	●●
Operational & commercial untreated waste per passenger (kg)	0.31	0.26	0.26	0.27	3.8%	GAL	●●

⁴ From May 2016, when DHL assumed GAL's waste contract, goods pallets have been included in reuse data rather than in recycling data as previously. DHL's retail logistics operation has provided further visibility into the tracking of all pallets on to site and those returned to suppliers for reuse. Previously, only pallets sent for recycling were tracked.

Construction materials waste management							
Construction waste from development projects (tonnes)	--	--	2,372	4,040		GAL	
Diversion from landfill (%)	--	--	93% ⁵	95%		GAL	

⁵ 2015 figure has been restated to reflect construction-only output. Previously reported figure for 2015 (97%) had also included Demolition and Excavation outputs.

Air quality							
Air Quality - Nitrogen Dioxide, NO ₂ annual average at on-Airfield site LGW3 (µgm ⁻³)	37	31	28	30	7.1%	Ricardo	●●
Air Quality - PM ₁₀ (VCM corrected) annual average at on-Airfield site LGW3 (µgm ⁻³)	22	24	22	20	-9.1%	Ricardo	●●

Noise							
Percentage of Chapter 4 (or equivalent) aircraft (%)	98%	99%	99.7%	99.8%	0.1%	GAL	●●
Noise - track keeping (%)	97%	99.27%	99.71%	98.56%	-1.2%	GAL	●●
Noise - total noise infringements	0	0	0	1	--	GAL	●●
Noise - daytime noise infringements	0	0	0	0	0%	GAL	●●
Noise - night-time noise infringements	0	0	0	1	--	GAL	●●
Continuous Descent Operations (CDO) compliance (%)	89.7%	92.61%	89.75%	88.58%	-1.3%	GAL	●●

Public transport use							
● Passenger public transport use (%) (combined rail, bus/coach use)	40.4%	41.4%	43.6%	44.0%	0.9%	CAA	

Biodiversity							
Annual conservation actions completed (%)	--	--	88.2%	90.2%	--	GAL	
Annual conservation actions in progress (%)	--	--	11.8%	0%	--	GAL	
Surveys completed (total number of different surveys)	--	--	19	21	--	GAL	
Volunteering days undertaken (total number) by airport employees, community members and schools	--	--	44	38	--	Gatwick Greenspace	

Local economy and Community performance indicators

	2015	2016	Source
Local economy			
Annual spend with local and regional suppliers (East and West Sussex, Surrey and Kent postcodes)	£71.4m	£139.4m ⁶	GAL
Meet the Buyers - number of buyers attending	45 managers from 23 buying organisations	51 managers from 24 buying organisations	GAL
Meet the Buyers – number of suppliers attending	104 delegates from 79 companies	83 supplier companies ⁷	GAL
Total employed at Gatwick Airport – full site	21,000	24,000	GAL
GAL employees	2,704	3,128	GAL
% GAL employees from local area (RH postcodes)	56%	55%	GAL
Number of GAL graduates and apprentices	20	17	GAL

⁶ 2016 data is Purchase Order Value (committed to spend); rather than Invoice Total as in 2015.

⁷ 2016 delegate attendance data not reported by third party organisers.

Community			
Sponsorships: number of community events supported by Gatwick (includes non-profit, charitable and business events)	32	43	
Nominated charity partners – fundraising total			
Cancer Research UK	£32,027	£43,975.73	CR UK
Chestnut Tree House	£42,004	£11,376.71	CTH
St Catherine's Hospice	n/a	£54,453.63	SCH
TravelCare	£23,315.50	£46,723.85	TravelCare
In-terminal passenger donations (paid in calendar year)	£49,600	£82,864.78	GAL
Employee fund-raising and GAL match-funding for charities of employees' own choice			
GAL match-funding	£17,528	£22,261	GAL
Gatwick Pay as You Earn	£11,218	£12,358	GAL

Gatwick's contribution to the independent Gatwick Airport Community Trust	2010	2011	2012	2013	2014	2015	2016
	£170,000	£176,000	£182,000	£188,000	£194,000	£200,000	£206,000

Environmental performance indicators

The accuracy of the 2016 calendar year data presented in this Report for performance indicators on Carbon were verified by Ricardo Energy & Environment as part of GAL's Airport Carbon Accreditation. The data indicators that have been verified by Ricardo Environment are marked ●● in the Performance tables.

As in past years, Jacobs verified the accuracy and completeness of the 2016 calendar year data presented in this report for Performance Indicators on Energy Efficiency, Water Efficiency, Materials Waste Management (Operational and Commercial Waste), Air Quality and Noise. The indicators for verification were selected by Gatwick Airport Limited (GAL). The data indicators that were verified by Jacobs are marked ●● in the Performance tables. Jacobs' verification statement is included at the end of this report.

Additional performance indicators

In 2015 we introduced additional performance indicators, on Construction Waste Management, Biodiversity, Community and Local Economy.



Environmental data boundary notes

Carbon: Our Decade of Change target covers direct emissions (GHG Protocol Scope 1 and 2), i.e. emissions from GAL fuel and energy use. Indirect emissions, including airport third parties' use of fuel and energy, travel by passengers and airport staff to the airport, and GAL business travel, are reported in Scope 3.

Energy consumption: Our Decade of Change target covers energy consumption by GAL and third parties that are supplied and invoiced from GAL electricity and networks; and renewable energy generated and consumed on site. This consumption includes most but not all large energy users (e.g. the Hilton Hotel is not included). This boundary facilitates airport-wide focus on energy efficiency.

Renewable energy: Our Decade of Change target covers the percentage of total energy consumption (as defined in the Energy target boundary above) that is purchased from certified renewable sources or generated onsite.

Water consumption: Our Decade of Change target covers water consumption by GAL and third parties that are supplied from GAL owned water networks. This includes all water used within the Gatwick Airport site boundary for terminals, piers, offices, car parks, airfield and most but not all third party facilities. Rain water harvested on site is not included.

Operational & commercial waste: Our Decade of Change target covers operational and commercial waste for all facilities within the Gatwick Airport site boundary including offices, terminals, car parks, piers, airfield and some third parties where the waste management of these facilities/companies is handled by GAL waste management contractor. Excluded facilities include construction projects within the Gatwick Airport boundary and some commercial arrangements with third parties operating on the Airport Estate.

Construction waste: Data for construction waste tonnage and diversion from landfill is provided by contractors as part of contractual requirements. Data reported is Development construction-only waste (i.e. excludes Development demolition and excavation; and refurbishment projects). Data collection and performance indicators for those elements are being developed.



Assurance Statement 2016

Jacobs has conducted an independent assurance review of selected information presented in Gatwick Airport Limited's (GAL's) Decade of Change 2016 Performance Report. The intended users of this statement are the readers of the Decade of Change Performance Report.

RESPONSIBILITIES

The information and presentation of data within the Decade of Change 2016 Performance Report are the responsibility of GAL. This statement is the responsibility of Jacobs and represents our independent opinion and is written to be read in its entirety by readers of the GAL Decade of Change 2016 Performance Report.

SCOPE OF THE VERIFICATION

Jacobs' scope of work included the assurance of the accuracy and completeness of data presented in the Report in relation to the Key Performance Indicators listed below, for the calendar year 2016. These were selected by GAL and the following KPI's were verified:

- Air quality – Nitrogen Dioxide, NO₂ annual average at on-Airfield site LGW3 (µgm⁻³)
- Air quality – PM₁₀ (VCM corrected) annual average at on-Airfield site LGW3 (µgm⁻³)
- Percentage of Chapter 4 (or equivalent) aircraft (%)
- Noise – track keeping (%)
- Noise – total noise infringements
- Noise – daytime noise infringements
- Noise – night-time noise infringements
- Continuous Descent Operations (CDO) compliance (%)
- Total energy consumption (kWh)
- Electricity - consumption (kWh)
- Gas - consumption (kWh)
- Total energy - cumulative % change on 1990 baseline of 240m kWh (%)
- Total energy consumption per passenger (kWh)
- Renewable energy generated onsite (kWh)
- % of total energy from renewable sources
- Water - consumption (m³)
- Water consumption - Cumulative % change on 2010 baseline of 974,067 m³ (%)
- Water consumption per passenger (litres)
- Total operational & commercial waste collected (tonnes)
- Operational & commercial waste recycled/reused (%)
- Operational & commercial waste recovered for energy (%)
- Operational & commercial waste sent to landfill (%)
- Operational & commercial waste per passenger (kg)

METHODOLOGY

This assurance engagement was conducted during April 2017 via meetings, telephone discussions and e-mail correspondence with staff responsible for collating and reporting the data. We also reviewed supporting evidence and data collection systems to substantiate the data.

QUALITY ASSURANCE

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

FINDINGS AND CONCLUSIONS

The report provides an appropriate representation of GAL's 2016 environmental performance data within the scope of this assurance engagement.

The air quality data reported for PM₁₀ (i.e. particles whose effective size is less than 10 micrometers) was found to be incorrectly reported as it did not take into account the corrections made using the Volatile Correction Model. The data has since been corrected prior to the report being published.

Some data anomalies were seen in noise track keeping, gas and water consumption data however these did not have a material impact on reporting of GAL's data. They have also been corrected prior to the report being published.

The Decade of Change Sustainability Strategy has continued to receive greater visibility within the business in 2016 and continues to be one of the four key agendas in the Managing Corporate Responsibility (MCR) meetings. These meetings are attended by senior executives and heads of business units and departments. The Decade of Change working group has continued to improve transparency and coordination around key deliverables such as reporting, certification and initiatives.

GAL has continued to complete a significant number of recommendations and suggestions put forward in last year's report. Some of the recommendations and suggestions adopted in 2016 include:

- Reporting all recorded renewable energy generated onsite within its Energy KPIs;
- Reporting their renewable energy use in percentage terms against total energy consumed as per the targets set out in the Decade of Change strategy;
- Reporting GAL's Decade of Change 2020 water consumption performance against a stretching target of 25% reduction in water use against the 2010 base line;
- Reviewed and updated all ten of the Action Plan Actions which covers the following issues – air quality, biodiversity, carbon, community, energy, local economy, noise, surface access, waste and water quality and consumption; and
- Embedding additional internal verification checks within the Water and Energy data collation process.

RECOMMENDATIONS FOR FUTURE REPORTS AND DECADE OF CHANGE STRATEGY

It is recommended that GAL:

- Reviews the KPI around noise standard to include the new Chapter 14 noise standard within future reporting;
- Develops an automated data collection procedure for noise, water and energy where possible to avoid manual entry. It is suggested that this is combined with a documented quality control process for checking data input.

Jacobs, London, May 2017

JACOBS



YOUR LONDON AIRPORT *Gatwick*

Cover photography:
Front: Emirates A380 taking off
from Gatwick runway 26L.
Back: David Holman, Airside
Engineering Technician, checking
a runway approach light.



The publication of this report
supports our Decade of Change.
We've used a 100% recycled
paper and board.



We've also used a local design
agency and a local printing firm
to produce this report.

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