London Luton Airport

Our Responsible Business Strategy 2020 – 2025

December 2019

OUR RESPONSIBLE BUSINESS STRATEGY

At London Luton Airport (LLA), we believe that being a responsible business makes us a better business. As we continue to grow, the role we can play for our people, our community, the economy, and our responsibility to the environment, has never been more important.

We are committed to playing a leading role in making aviation sustainable and we have brought together all our efforts into an ambitious plan: our Responsible Business Strategy (RBS).

The RBS sets out our commitments in six key areas:

- Ensure Environmental Responsibility and Efficiency
- Community Engagement: A healthy today and a skilled tomorrow
- A Safe and Secure Airport
- Grow with our People
- Deliver Great Customer Experience
- Sustainable Supply Chain

The RBS also establishes new governance processes to provide oversight and leadership on these critical parts of our business.

This strategy integrates objectives and targets from a number of existing community and environmental strategies with new areas of focus, particularly in carbon reduction, customer experience and a sustainable supply chain.

We will review the objectives and targets annually to ensure they are fit for purpose, and we will report on our progress each year.

INTRODUCTION FROM OUR CEO

In recent years, London Luton Airport (LLA) has grown and developed to bring greater benefits to our passengers, employees and our local economy. In that same time, we have worked hard to ensure we make a positive contribution to the communities around us by raising millions of pounds for local causes, supporting local businesses in our supply chain, and by enabling young people into skilled employment.

Now LLA is entering a new phase in its history and we realise that more is required of us today when it comes to how we do business. For our passengers, we will continue to ensure the highest standards of safety and security as well as providing a great experience; for our employees and future employees we need to continue to offer career opportunities and training for the high-skilled roles the airport needs; for our communities, we need to balance the inevitable impacts of the airport with the economic benefits we create for everyone, and we need to do everything we can to minimise the environmental impact of the airport's operations, and encourage our airlines and other companies operating at LLA to do all they can to do the same.

Our airport is entering a new phase, just as the whole industry is. The future of aviation will become more sustainable as it continues to enable more people to visit family and friends, do business and trade, and enjoy the world. We want to play our part in that transition and this Responsible Business Strategy is our starting point for how we do that in the long term.

Through our Responsible Business Strategy, we will be able to make sure that everything our business does is geared towards bringing greater benefits to our partners, passengers, employees, communities, and other stakeholders.

I am proud of how much we have changed and grown over recent years. Our previous Community Engagement Strategy came to a close this year and I was struck by the strides we've made, including donating over £500,000 to local community organisations through our Community Trust Fund, raising over £400,000 for local charities, and supporting 144 local young people into full-time employment through our 'Get into Airports' scheme.

In the future, I want our social and economic impact to be even greater, whilst at the same time ensuring that our future growth is sustainable. It is fitting that, as we recently celebrated our 81st anniversary and completed our £160 million redevelopment, we are setting out our long-term commitment to be a responsible and sustainable business.

This strategy is the start of a new phase and the plan will develop over time, in terms of the ambition of the targets and the ideas that come from it. We'll be seeking input from all those the Responsible Business Strategy has been created for, and welcome positive collaborations to make the airport the best it can be.

I look forward to sharing our progress in the coming months and years.

Alberto Martin
CEO, London Luton Airport

CREATING A RESPONSIBLE BUSINESS STRATEGY

Since 2008, we have delivered two Community Engagement Strategies which set out our commitment to the local community over a five-year period. Our successes have been many.

Timeline of achievements

2008-2012

- Our first Community Engagement Strategy

2011

- First 'Get Into Airport' programme

2013

- First charity partnership
- First £50,000 to Community Trust Fund
- Our second Community Engagement Strategy

2014

- Achieved ISO 14001 (environment) certification and OHSAS 18001 (H&S) certification

2015

- Achieved ISO 50001 (energy) certification
- Regular Public Noise Surgery programme started
- Noise violation limits reduced
- Off-track violation scheme started

2016

- First Runway Run
- Airport's first Jobs Fair
- First schools programme
- Sustainable Aviation membership started
- Noise Insulation scheme began
- Night time movement and QC limits introduced

2017

- Delayed landing gear deployment trial
- Purchased an additional three portable noise monitors bringing total portable noise monitors to seven
- Green Apple Award for the Environmental Best Practice for the construction of Taxiway Bravo

2018

- Reviewed current approach to sustainability management, new strategy created
- Purchased an additional three portable noise monitors bringing total portable noise monitors to ten
- Meet the Buyer event
- Achieved ISO 45001 certification (OH&S), first airport in the UK to be accredited
- Funding to Community Trust Fund doubled (to £100,000)
- 80th anniversary of London Luton Airport
- £160 million redevelopment project completed

2019

- Funding to Community Trust Fund increased to £150,000
- Non-perishable food from security screening processes donated to Luton Food Bank
- Noise Action Plan approved by DEFRA

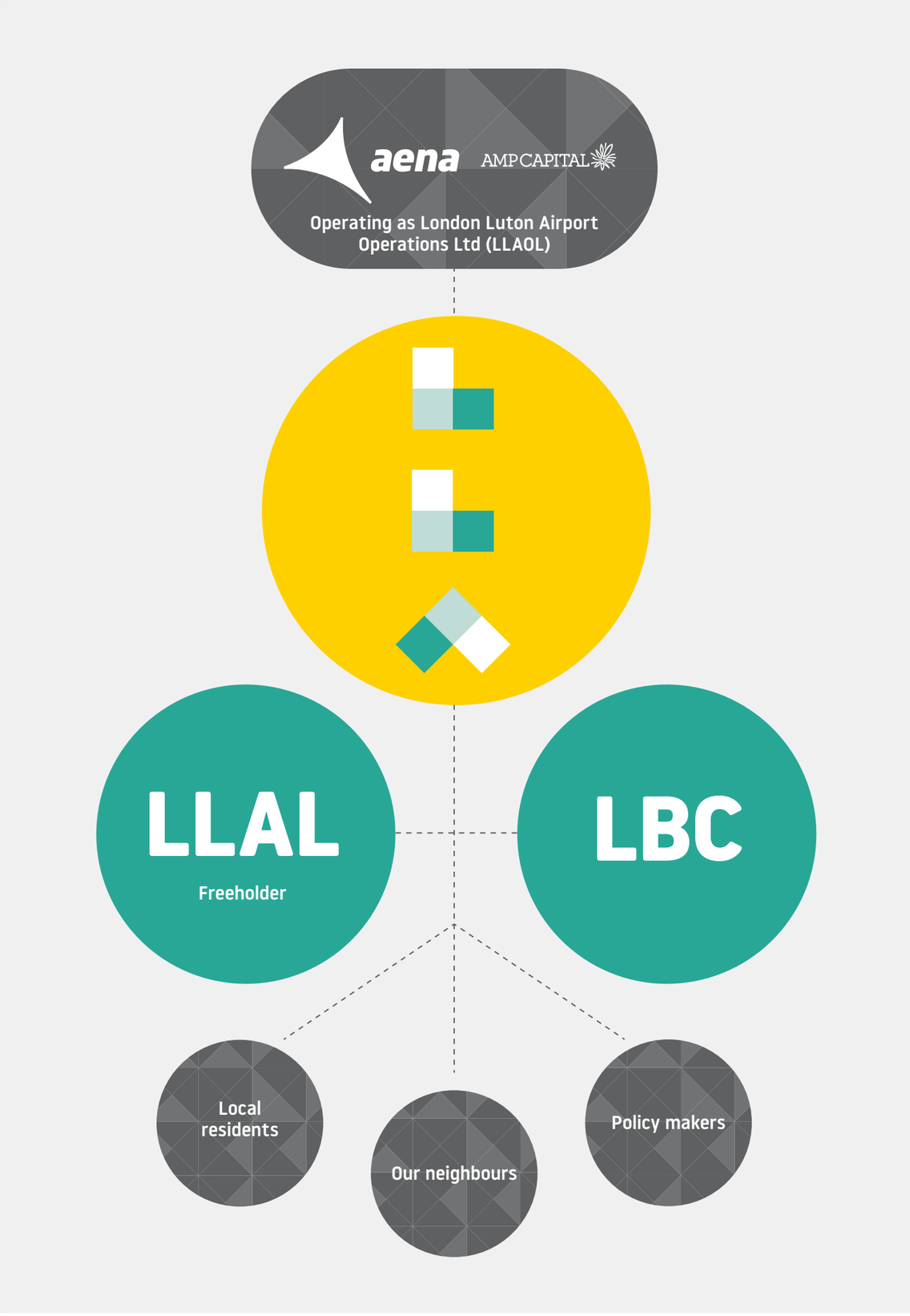
OUR APPROACH
LLA'S UNIQUE POSITION

London Luton Airport is unique in that our freeholder, London Luton Airport Limited (LLAL), is owned by Luton Council (LBC). We work in collaboration with our partners LLAL and LBC and are able to engage closely with our neighbours, local residents, and regional policy makers. This means we have a good view of our impacts as a neighbour and business partner. We have developed our Responsible Business Strategy to align with LBC's sustainability objectives.

Further, as a business owned by the world's leading airport operator and a global investor, we take our broader corporate responsibilities seriously. From how we treat our staff and business partners, reduce our environmental footprint, to how we improve the customer experience, we are always striving to deliver our corporate and societal objectives. As a responsible business partner, we work hard to align these interests of our varied stakeholders to ensure sustainable outcomes.

OUR MISSION

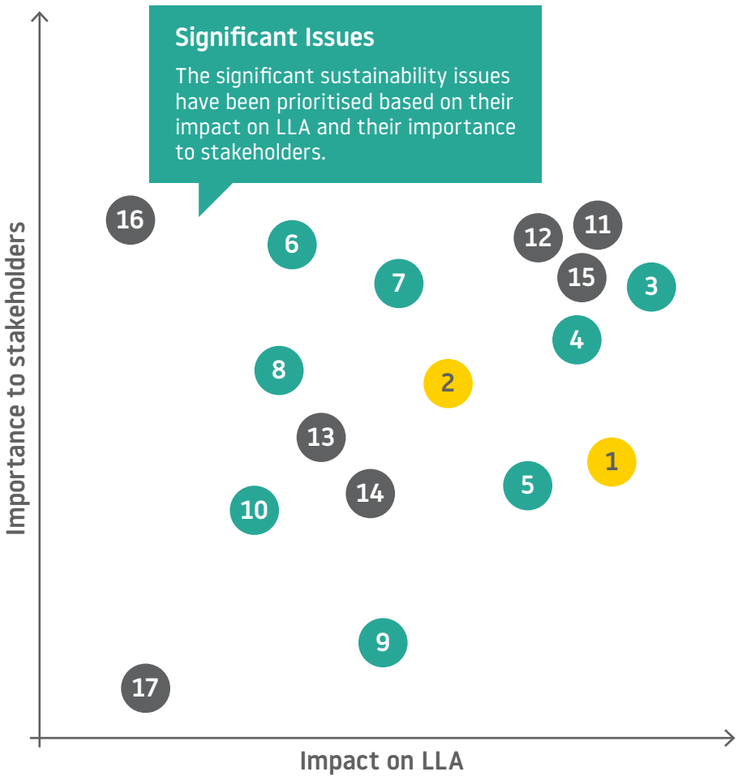
The objective for our Responsible Business Strategy is to be a leader in sustainable aviation. We will be a good neighbour and employer, minimise our environmental impacts, and have a positive impact for our community.



OUR APPROACH
PRIORITY ISSUES

To create our Responsible Business Strategy, we conducted an in-depth analysis of our current actions and potential for improvement, collating extensive input from our network of local stakeholders. We also engaged in consultation with our partners and departments across the business, ensuring that our strategy would be one which worked for everyone by taking into account a broad range of challenges and opportunities. We also analysed sector peers and benchmarked our community engagement strategies to date against best practice.

We identified the most compelling issues across the areas of Environment, Social, and Governance (ESG). The significant ESG issues have been prioritised based on their impact on LLA and their importance to stakeholders.



Governance

1. Responsible business practices
2. Data protection

Social

3. Safety & security
4. Local economic development
5. Philanthropy & community support
6. Airport access
7. Customer experience
8. Employment practices
9. Workplace diversity
10. Supply chain responsibility

Environmental

11. Noise
12. Air quality
13. Environmental policy & management
14. Waste management
15. Carbon emissions – energy use
16. Carbon emissions – aircraft
17. Biodiversity

We believe these areas represent themes which are important to local people, our staff, and stakeholders. To deliver these improvements, our Responsible Business Strategy concentrates on six key areas. This is supported by a robust governance structure which provides the leadership and resources to manage all material responsible business issues at LLA effectively.

The result is this Responsible Business Strategy, which clearly demonstrates where we are today and lays out the road map to 2025 to help ensure our role as a responsible business and force for good. We have identified actions for each of the six focus areas and have set a total of 66 targets, covering all our key environmental, social, and governance issues.

The six focus areas are:

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Ensure Environmental Responsibility and Efficiency

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Community Engagement: A healthy today and a skilled tomorrow

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A Safe and Secure Airport

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Grow with our People

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Deliver Great Customer Experience

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Sustainable Supply Chain

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1. ENSURE ENVIRONMENTAL RESPONSIBILITY AND EFFICIENCY

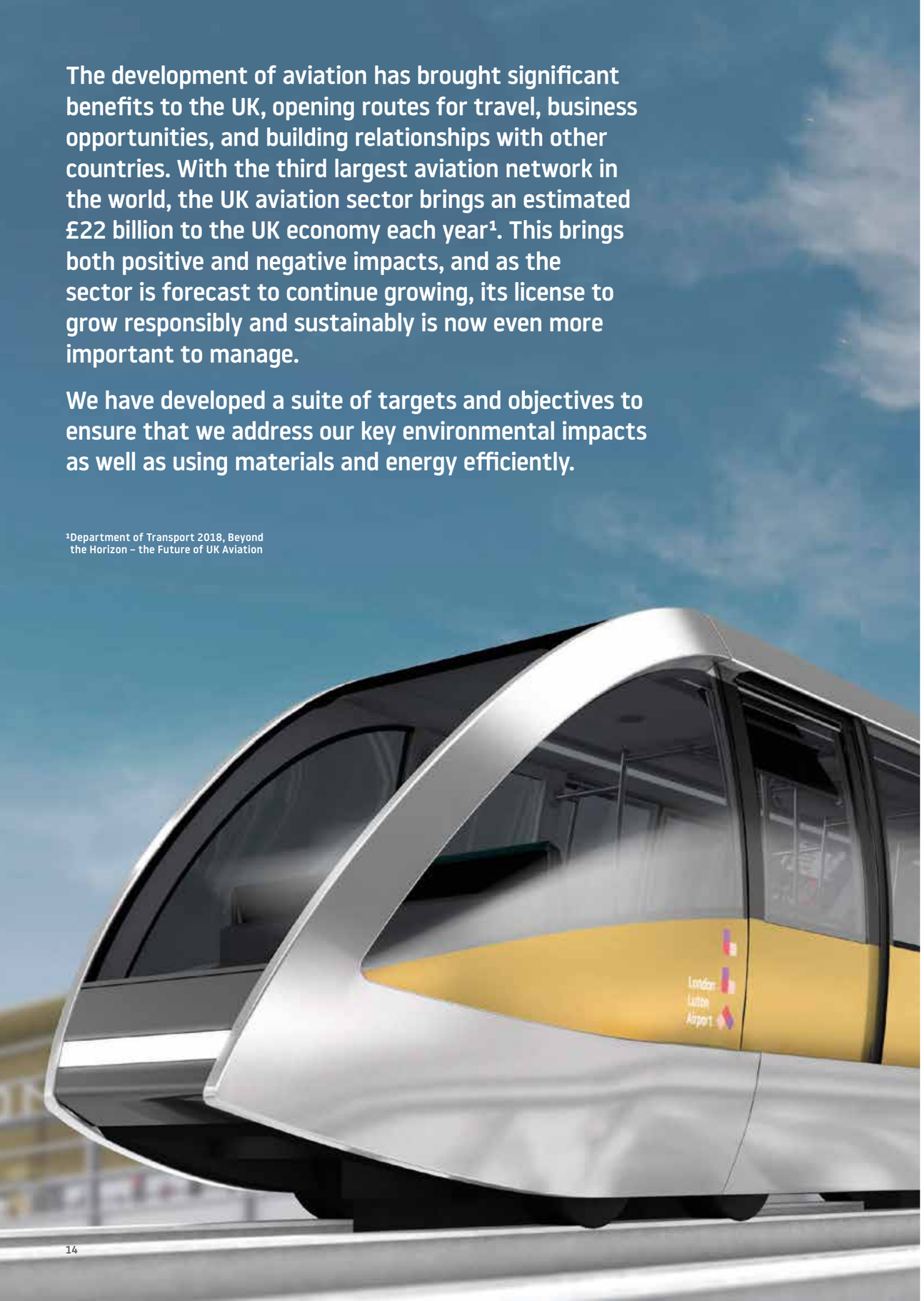
Our aim is to minimise the environmental impacts from the airport. We have set a range of targets that address the key issues for us, including carbon emissions, noise, waste, and air quality.

- Carbon emission and climate change
- Water
- Waste
- Air quality
- Noise
- Sustainable travel
- Spills
- Single-use plastics
- De-icing

The development of aviation has brought significant benefits to the UK, opening routes for travel, business opportunities, and building relationships with other countries. With the third largest aviation network in the world, the UK aviation sector brings an estimated £22 billion to the UK economy each year[1]. This brings both positive and negative impacts, and as the sector is forecast to continue growing, its license to grow responsibly and sustainably is now even more important to manage.

We have developed a suite of targets and objectives to ensure that we address our key environmental impacts as well as using materials and energy efficiently.

[1]Department of Transport 2018, Beyond the Horizon – the Future of UK Aviation



Carbon emissions and climate change

Climate change is one of the most pressing challenges we face as a society and a defining issue of our times. Awareness of the need to protect our environment has never been higher and the requirement for aviation to decarbonise quicker, never clearer.

In June 2019, the UK government signed into law a commitment to make the UK a "net zero" greenhouse gas emitter by 2050. We recognise this target and commit to play our part in achieving it, including developing infrastructure to help airlines to reduce their greenhouse gas emissions. We also commit to review this target annually, as we believe that as each year passes, the opportunities to achieve net zero before 2050 increase.

We have set targets to source all electricity from renewable sources and to generate at least a quarter of our electricity demand from on-site renewables. We will also reduce our energy demand per passenger to ensure we minimise our impact.

In addition, we will further assess climate change risks for the airport and incorporate these into our business resilience plans.

Water

We aim to reduce our water use per passenger and explore where we can use non-potable water across the airport.

Waste

Through the RBS, we will aim to reduce the waste we produce per passenger and increase recycling rates. We have set ambitious targets for our operational and construction waste, and aim to achieve the Carbon Trust Standard for Zero Waste to Landfill accreditation.

Air quality

Air quality has always been an important area for us. Through the RBS, we will develop a new air quality strategy which will build on our previous work in this area and address the changes from the growth in passenger numbers and aircraft movements.

Noise

Responsible growth of course means proactively managing all of our environmental impacts. Noise can have a significant impact on the quality of life of those living under flight paths and this needs to be responsibly managed.

We will work with airline partners to phase out noisier aircraft and to explore operational changes to reduce noise. We will also engage with our community on ways we can improve our noise management and noise complaints practices, as well as making the strongest possible representations to government for the need to modernise the UK's airspace.

Sustainable travel

Journeys start the moment our passengers leave their home or office, and so we are working hard to help make journeys more sustainable. We have set targets to reduce single car use and increase access to the airport via sustainable travel options, such as the use of rail with the introduction of express rail services and the Direct Air-Rail Transit (DART) linking the station and terminal. We are also exploring how we can transition to more sustainable vehicles within our own operations.

Spills

We aim to further reduce the number and severity of airside spills that occur at the airport (e.g oil/fuel).

Single-use plastics

We will work with all our on-site partners to reduce single-use plastics, and we will include a requirement in all new contracts to avoid their use.

De-icing

We will invest in new equipment and infrastructure to increase the proportion of de-icing fluid that is captured. This will include building a new de-icing pad on the taxiway to ensure that de-icing fluid is collected and recycled.

Our targets

1.1	Carbon accreditation	Achieve the 'Mapping' level of certification within the Airport Carbon Accreditation Scheme by end of 2020 and the 'Reduction' level of certification by end of 2022
1.2	Carbon reduction	Develop a Carbon Management Strategy with ambitious emission reduction target by the end of 2020
1.3	Energy	Source 100% of electricity from renewable sources by end of 2021
1.4	Energy	At least 25% of the energy we use to come from on-site renewables by end of 2026
1.5	Energy	Reduce operational electricity demand (excluding vehicles) to less than 2.0 kWh/pax by end of 2023
1.6	Water	Reduce total water consumption to less than 6.98 litres/pax by end of 2023, representing a 10% reduction from the 2018 baseline
1.7	Water	Identify and quantify operations that currently use potable water but could be served by non-potable water by end of 2021
1.8	Waste	Recycle at least 70% of non-hazardous operational waste (excluding aircraft waste) by end of 2022
1.9	Waste	Reduce operational waste (excluding aircraft waste) to 0.12 kg per passenger by end of 2023
1.10	Waste	Achieve the Carbon Trust Standard for Zero Waste to Landfill accreditation by end of 2020
1.11	Waste	Less than 5% of non-hazardous construction & demolition waste by weight from qualifying projects to be sent to landfill by 2021[2]
1.12	Air quality	Develop an air quality strategy which includes measures to limit the airport's contribution to air pollution by end of 2022
1.13	Noise	No Chapter 3 aircraft operating at the airport by 2020
1.14	Noise	100% Chapter 4 aircraft or better by 2022
1.15	Noise	Assess if Slightly Steeper Approaches can be adopted and implement recommendations by 2023
1.16	Noise	Carry out a survey of local communities to seek feedback on our approach to noise management and our complaints service by end of 2020 and define improvement targets
1.17	Noise	By 2020, develop a strategy to define methods to reduce the area of the noise contours by 2028 for the day-time and the night-time
1.18	Sustainable travel	Reduce single occupancy vehicle travel to the airport for customers and employees (employees: 2022 – 64%; customers: 2022 – 47%)
1.19	Sustainable travel	Greater than 28% of employees and 36% of customers travelling to and from the airport using sustainable modes of transport by 2022[3]
1.20	Sustainable travel	Promote and monitor sustainable travel at the airport. Secure 12% participation in the staff travel survey by 2020 and increase the number of organisations attending the airport travel forum (2022: 12)
1.21	Sustainable travel	Establish a plan for low-carbon airside and landside vehicles by mid-2021
1.22	Spills	Reduce the number of fuel spills with a severity rating of 'Major' to less than 5 per year by 2025, and zero spills with a severity rating 'Hazardous' or 'Catastrophic'
1.23	De-icing	More than 95% of all airframes will be de-iced in areas designed for capture and collection of de-icing fluid by March 2024
1.24	Single-use plastics	All new concession contracts to include a requirement for zero single-use plastics
1.25	Climate change risk	Identify climate change risks and develop a resilience plan and integrate it into business risk assessment process by the end of 2022

[2] Qualifying project will have a value of more than £300k excluding VAT
[3] Sustainable travel modes include bus and coach, rail, walking, cycling, and electric vehicles.

2. COMMUNITY ENGAGEMENT: A HEALTHY TODAY AND A SKILLED TOMORROW

Our community programme is focussed on two key themes: health and wellbeing, and skills. We will work with our community to create opportunities for young people, support good causes and community wellbeing projects, and help residents access airport support through our noise surgeries and noise reduction initiatives.

A key part of our Responsible Business Strategy is supporting positive change in our community.

London Luton Airport is the only major UK airport which is publicly owned, which means the fee we pay as the Operator goes directly back to the local authority. In 2019, this was over £55 million. With more than £9 million allocated to the freeholder's community funding programme, this means for every passenger that travelled through the airport, 53p was invested directly back into the local community.

OUR COMMUNITY ENGAGEMENT STRATEGY

We have a comprehensive community engagement strategy that is focussed on two key themes:

Theme A

Promoting a healthy life, today

We aim to:

- Promote community health and wellbeing through our work with our charity partner and our matched funding scheme for employees.
- Promote quality of life by focussing our community trust resources on those under the flight paths, support improved noise management, and invest in local community enrichment initiatives and volunteering activities of our employees.

Theme B

Facilitating skills for tomorrow

We will support skills development for young people in our community and provide opportunities to start meaningful careers in aviation. Through our community engagement strategy, we will:

- Develop a London Luton Airport Schools Programme to support two critical skills for a successful career: communication skills and problem-solving skills.
- Create and promote opportunities for meaningful careers in aviation.
- For those who join us, support their first steps in the aviation sector with an entry-level LLA Skills Induction Programme.

Our approach goes much further than this, and we have developed a suite of initiatives to support our community.

Charitable giving

We provide direct financial support through our Community Trust Fund, which offers grants of £250 to £10,000 to community projects that benefit people across our region. We also have a long-standing charity partnership scheme, and we select a charity partner to fundraise for and help deliver projects that directly benefit our local community. We will also amplify the philanthropic efforts of our staff by offering a match-funding scheme.

Volunteering

We recognise that we can also have an impact by providing practical support, and we have introduced a staff volunteering programme. We aim to increase the proportion of staff volunteering over the course of this strategy.

Skills and training in our community

We will work with local schools to provide career training, with a focus on communication and problem-solving. We will also arrange at least two schools tours each year. We will support young people to start a career in aviation through schemes such as our 'Get Into Airports' programme, run in partnership with the Prince's Trust.

Community wellbeing and noise impact

We will develop a programme to improve wellbeing in our community and our community team will also attend our community noise surgeries to ensure local residents are able to access all the support we have in place to address noise impacts.

Our targets

2.1	Charitable giving	Maintain LLA's contribution to the Community Trust Fund at £150,000 per annum
2.2	Charitable giving	Promote the airport's employee matched-funding scheme and achieve 20 requests for match-funding per year
2.3	Charitable giving	Dedicate £30k per year to support selected local and regional initiatives that support community spirit and cohesion
2.4	Skills and training	Instigate a training and skills development programme for ten local schools per year. Arrange at least two on-site tours for local schools per year
2.5	Volunteering	Increase the proportion of staff taking at least one day of paid time off (PTO) per year for volunteering in the local community meeting the following annual targets: 10% in 2020, 15% in 2021, 20% in 2022, 25% in 2023
2.6	Community wellbeing	Implement a programme that supports wellbeing and increases the standard of living in our community
2.7	Community wellbeing	The community support team to attend at least four community noise surgeries a year to showcase the additional support available to members of the community

3. A SAFE AND SECURE AIRPORT

We have set targets to enhance the levels of safety and security at the airport. We will develop an enhanced skills programme for our security team, expand our health and safety programme, and increase the protection of our IT networks from physical and cyber network risks.

The safety of our passengers, staff, and data is our highest priority. We have robust processes in place to ensure we achieve the highest standards of security and have established a series of targets that build on our excellent record.

Enhanced security training

We will expand our security training so that it exceeds the requirements from the Civil Aviation Authority (CAA) and delivers an excellent customer experience as well as continuing professional development and leadership training for our security teams.

Health and safety

We will expand our award-winning health and safety programme which is based on the 'Safety Differently' approach. Our aim is to review and improve our operations to proactively avoid issues, rather than waiting for something to go wrong. We apply this approach for the health and safety of our staff, customers, and on-site suppliers to embed a culture of exceptional safety and risk management across the whole airport.

Information security

We manage a lot of personal and sensitive information and we are committed to making sure it's kept safe. We will achieve certification for our information security practices to the ISO 27001 standard, and continue to strengthen resilience of our networks against cyber and physical risks in line with the Network and Information Systems (NIS) Regulations.

Our targets

3.1	Enhanced security training	Create a career development programme for airport security above the minimum requirements stipulated by the CAA, including customer experience and leadership
3.2	Health and safety	Across 2020, share the learning from at least 90% of health and safety investigations to embed lessons learned and prevent repeat events
3.3	Health and safety	Senior Managers will complete four safety tours a year and we will align this with a recognition scheme embedded in our risk governance process to reinforce best practice and behaviours
3.4	Health and safety	In 2020, all members of our senior management team will complete training on 'Safety Differently' to support our vision and culture journey
3.5	Health and safety	Senior Managers will be required to attend 75% of risk governance meetings throughout the year
3.6	Health and safety	We will conduct pre-emptive assessments (appreciative investigations) on each department every quarter to identify opportunities to improve
3.7	Health and safety	We will conduct quarterly continuous improvement safety tours for each of our key on-site suppliers
3.8	Information security	Achieve certification to ISO 27001 (information security management system) by the end of 2021
3.9	Information security	Fully compliant with the NIS Directive by the end of 2020

4. GROW WITH OUR PEOPLE

Our objective is to support careers in airports and aviation. We will work with our community to help people take their first steps into the sector and implement programmes that will help our people to gain skills, knowledge, and experience which will further their careers and our combined capabilities.

The RBS includes a clear commitment to making LLA a great place to work. This means taking action to facilitate talent within our community and our team, and support diversity, inclusion, and fair pay. We are also keen that we listen to our people and will expand our initiatives to engage with our teams.

Facilitating talent

Aviation offers rich career opportunities and through our RBS, we aim to attract the best talent and support our staff to develop meaningful and fulfilling careers. This means developing new strategies for entry-level talent and developing existing talent, as well as contributing to Luton Council's training academy. We will also expand our apprenticeship programme.

Diversity and inclusion

We will take positive action to improve diversity and inclusion within aviation, with a central focus on supporting more women into aviation. This will take the form of a new diversity and inclusion strategy, with supporting actions and targets.

Wellbeing

Making LLA a great place to work means stepping up our efforts on staff wellbeing. We will develop a comprehensive wellbeing strategy and ensure that at least 15% of staff have received mental health first aid training.

Fair pay

Fair pay is integral to making LLA a great place to work. We will look into achieving Living Wage accreditation as part of our fair pay review.

Internal engagement

In the last few years, we have made great efforts to increase the level and quality of internal engagement with staff. We will expand our internal engagement efforts through the RBS to ensure that staff feel informed and engaged.

Our targets

4.1	Facilitating talent	Develop a facilitating talent strategy by the end of 2020, including entry-level talent. Support Luton Council with a financial commitment for their training academy. We will put in place measures that will double the number of apprenticeships by 2021
4.2	Facilitating talent	In partnership with the Prince's Trust deliver no less than two 'Get into Airports' programmes, each with 15 individuals or more, securing a 75% or higher positive outcome
4.3	Facilitating talent	Promote airport career opportunities. Complete ten career and job events for schools including events at the airport and in schools. Activities promoting career opportunities and employment to be focussed within the more deprived wards
4.4	Diversity and inclusion	Develop a broad Diversity and Inclusion strategy by the end of 2020. This will include supporting Women in Aviation and Aerospace Charter making a commitment to work together to build a more balanced and fair industry for women
4.5	Wellbeing	Develop a wellbeing strategy by the end of 2020
4.6	Wellbeing	15% of staff to receive mental health first aid training by 2020
4.7	Fair pay	Undertake a cost-benefit analysis of achieving Living Wage accreditation status and present for decision by the end of 2020
4.8	Internal engagement	At least 85% of staff to confirm they are 'well informed' or 'very well informed' about our vision, values and strategic pillars in 2020
4.9	Internal engagement	At least 60% of staff to feel they have a voice on what goes on at the airport in 2020
4.10	Internal engagement	Raise the visibility and profile of the Executive team with at least 80% of staff knowing the team members by 2020
4.11	Internal engagement	Support and enable managers to become better communicators with at least 60% communicating with their teams 'regularly' or 'very regularly' by 2020

5. DELIVER GREAT CUSTOMER EXPERIENCE

Our objective is to make travelling through LLA an exceptional and positive experience for everyone. We will establish a customer experience charter, extend our training programme, and achieve certification to the ACI's customer experience programme.

Delivering a great customer experience for everyone who travels through LLA is a vital part of our RBS. Having invested £160m in expanding our terminal and upgrading infrastructure at the airport, creating an outstanding customer experience is a key priority.

Customer experience charter and performance

We will develop a new customer experience charter to ensure that we deliver outstanding customer experience across the whole airport. We monitor customer satisfaction closely and have set targets to increase our customer experience scores.

Hidden disabilities

Our team play a vital role in making sure travelling through LLA is easy and enjoyable. We will provide all customer-facing staff with training on customer experience and hidden disabilities.

Accessibility

We are keen that LLA is accessible to everyone and we have worked hard to make sure that our facilities are designed to make travelling through the airport as stress-free and seamless as possible. To ensure we continue to improve, we will establish an accessibility focus group to get feedback on what is working well and where we need to improve. We have also set a target to achieve the highest rating from the CAA for Persons of Restricted Mobility (PRM).

Our targets

5.1	Customer experience training	100% of customer-facing LLA employees undergo training in customer experience by the end of 2020
5.2	Customer experience charter	Customer experience charter in place by mid-2021
5.3	Customer experience	Achieve customer satisfaction score of 80% by the end of 2021 and 82% by the end of 2022
5.4	Training	Provide training to all LLA front-line staff on hidden disabilities by the end of 2020
5.5	Accessibility	Achieve the highest rating of 'very good' in the CAA's Persons of Restricted Mobility (PRM) categorisation by the end of 2021
5.6	Accessibility	Establish our Accessibility Focus Group by the end of 2020
5.7	Accreditation	Gain certification to ACI's customer experience accreditation programme by the end of 2020

6. SUSTAINABLE SUPPLY CHAIN

We aim to extend our good environmental and social management across our supply chain. We will establish a code of conduct and incorporate sustainability criteria into contracts. We will also provide capacity development opportunities for suppliers and encourage local spending, as well as establishing climate change resilience plans.

Our influence stretches far beyond our own operations. Our supply chain includes hundreds of businesses who either work with us directly on-site or supply us with goods or services. Working with our supply chain partners will allow us to deliver greater impact.

Supplier code of conduct

We will develop a supplier code of conduct to set out how our supply chain partners can help improve the airport's overall sustainability performance. We will also include sustainability criteria into the contracts we award to demonstrate that sustainability is a key part of what we expect from our suppliers.

Local spend

We are committed to using our influence to grow the local economy and want at least 25% of our total supply chain spend to go to companies within a 20-mile radius of the airport. To achieve this, we will work to maximise the opportunities for local organisations to work with the airport, including running training and capacity building events to overcome any barriers that might prevent local businesses from tendering.

Capacity building

We are keen to share our experience and knowledge with our supply chain, which includes SMEs and local businesses. We will develop a supplier toolkit to help supply chain partners improve their own sustainability performance and we will run capacity building events.

Climate change resilience

Climate change will not only affect our business directly, but also poses risks for the airport through our supply chain. We will identify the climate change risk for our strategic suppliers and develop a climate change resilience plan.

Our targets

6.1	Code of conduct	Create supply chain sustainability code of conduct and standards by the end of 2020
6.2	Sustainability in contracts	75% of supplier contracts by spend to include sustainability objectives by December 2020
6.3	Supplier capacity building	Sustainable supply chain toolkit for suppliers in place by December 2022
6.4	Supplier capacity building	Undertake capacity building events for suppliers each year: 6 in 2020, 8 in 2022
6.5	Local spend	Maintain at least 25% of total supply chain spend with suppliers based within a 20-mile radius of the airport, and provide support for local organisations to maximise opportunities to work with the airport
6.6	Climate change risk	Identify strategic suppliers and assess the climate change risks for these suppliers by the end of 2021
6.7	Climate change risk	Develop a supplier climate change resilience plan by 2023

GOVERNANCE APPROACH TO SUSTAINABILITY MANAGEMENT

As a relatively small organisation (headcount under 1,000) we need to be flexible, clever with our resources, and attract skilled people to help us deliver our responsibilities. Therefore, our Responsible Business Strategy is governed, owned by and embedded within the business. Each department has ownership responsibilities of key activities, supported by a central sustainability team.

Accountability

The RBS has a clear set of priorities, with improvements and actions to deliver upon. Each set of targets has an implementation plan that the business takes ownership for and which is supported through a governance and management structure.

- The ultimate owner is our CEO and Management Board. Our CEO, Alberto Martin, chairs the RBS Steering Committee.
- The RBS Steering Committee was set up to oversee progress and a dedicated Head of Sustainability has been appointed to ensure sufficient resources are allocated. The Steering Committee is composed of our principle managers, management board members, and head of each key department (Operations, Finance, Marketing, HR, IT, Procurement, Environment, H&S, Noise & Community).
- We have a central sustainability team, which works very closely with Community, Environment, and Energy team members.

RBS governance

We have also created a governance structure to oversee our approach to responsible business.

- A key part of the governance structure is an annual review, which reviews progress of the strategy and identifies opportunities for improvement.
- To ensure accountability to our stakeholders, we will include a section on responsible business performance in future annual reports. We will also publish a dedicated responsible business report annually, drawing on key metrics from the Global Reporting Initiative (GRI) and sector supplement guidance.
- We will actively engage and communicate with key stakeholder groups and welcome their input on the design and development of our Responsible Business Strategy.
- To facilitate good governance, we also operate compliance registers to monitor our legal, regulatory and stakeholder-led obligations.

Policies and strategies

A set of guiding policies and related strategies have and are being developed as part of the Responsible Business Strategy implementation plan. These are owned and delivered by the business:

1. Surface Access Plan, refreshed in 2019
2. Energy Plan, refreshed in 2018
3. Environmental Management Plan, refreshed in 2018
4. Noise Action Plan, updated and launched in 2019
5. Equality, Diversity & Inclusion Strategy, being refreshed in 2020
6. Health & Wellbeing Strategy, being refreshed in 2020
7. Community Investment Strategy, refreshed early 2019
8. Passenger Satisfaction Strategy, launched in 2019
9. Employee Engagement and Communications Strategy, launched in 2019

Keeping our strategy up to date

Our Responsible Business Strategy includes a range of short and long-term targets. To ensure our strategy and targets remain relevant, we will review them each year and update where necessary. If we introduce new targets or amend existing ones, we will report the changes in our annual Responsible Business report and explain the changes.

Contact

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