

# corporate responsibility report 2013/14





# WELCOME

As we look back on our first full year of operation under the ownership of Manchester Airports Group (M.A.G) we can be proud that we have continued to make solid progress. Our £80 million investment in the terminal building is transforming the customer experience and with passenger numbers on the increase for the first time since 2007 and long term agreements signed with major airlines, we can look forward to the future with confidence.

As we have set out with the publication of our draft Sustainable Development Plan, we have ambitious plans for London Stansted. As we grow, we must continue to ensure that corporate responsibility remains an important and integral part of our vision to be the best airport in London. To date we're delighted with the progress that we have made.

This year we formed the Airport Community Network, a new way of working and a forum for all 190 companies based at the airport to work in partnership to support community projects. We have also increased our employee volunteering and built on our hugely successful Meet the Buyers event, which last year generated £1.8 million for local business.

Tackling the environmental impacts that result from the operation of the airport and aircraft continues to be at the centre of our corporate responsibility programme. We're proud that we have an award winning waste management programme and that last year we diverted 93% of our waste away from landfill. We have also been at the leading edge of trialling new technologies to ensure that aircraft fly accurately and consistently, minimising the impact of aircraft noise on local communities.

A change in ownership inevitably leads to a period of transition but as we look forward this year to completing a full public consultation on our long term development plan we can then clearly set out the range of commitments and targets that will support our future growth. In doing so it is important that our work reflects the priorities of all those who have an interest in our business and I would encourage you to share your views with us so you can help to shape the future of London Stansted Airport.

I hope you enjoy reading our report.



**Andrew Harrison**  
Managing Director  
London Stansted Airport

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All data within this report, except where indicated, has been externally audited as part of the verification process for our group level MAG Corporate Responsibility Report 2013-14. Where localised data has been included, this has been audited using our standard internal procedures, this is indicated with \* next to the data.

# CONTINUING GROWTH

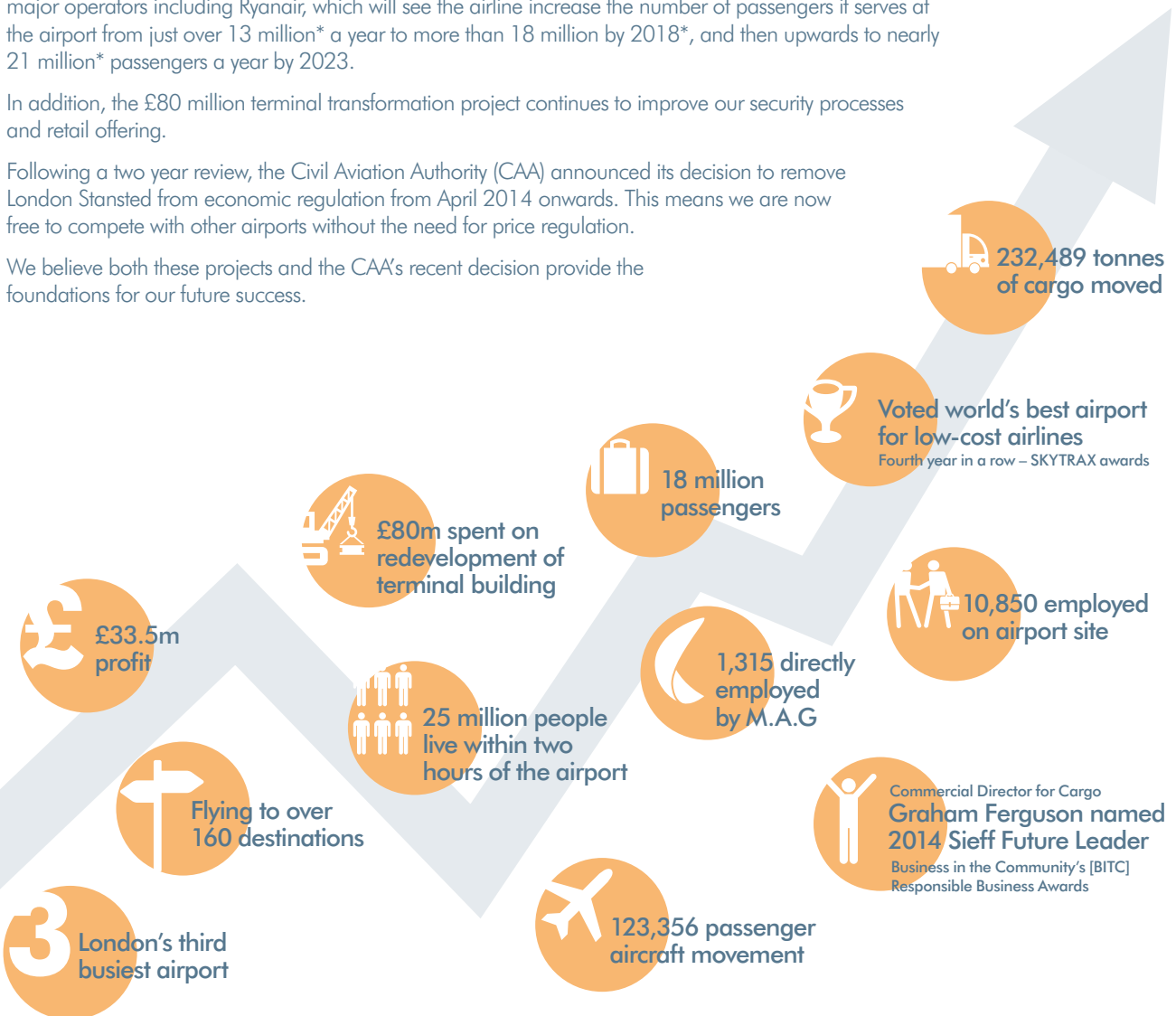
It's been a year of growth for London Stansted Airport. We had 18 million passengers – up by 500,000 from last year – and more than 232,000 tonnes of cargo<sup>1</sup> going through the airport.

Since the change in ownership in February 2013, it has been working towards our overall aim to be the best airport in London. Within the first few months of the acquisition, we secured a long term agreement with our major operators including Ryanair, which will see the airline increase the number of passengers it serves at the airport from just over 13 million\* a year to more than 18 million by 2018\*, and then upwards to nearly 21 million\* passengers a year by 2023.

In addition, the £80 million terminal transformation project continues to improve our security processes and retail offering.

Following a two year review, the Civil Aviation Authority (CAA) announced its decision to remove London Stansted from economic regulation from April 2014 onwards. This means we are now free to compete with other airports without the need for price regulation.

We believe both these projects and the CAA's recent decision provide the foundations for our future success.



<sup>1</sup> Cargo is the total amount of freight and mail.



# OUR APPROACH TO CSR

At London Stansted Airport operating responsibly has long been an integral part of the business.

## Group CSR Objectives



We will make best use of natural resources and minimise the environmental impact of our operations.



We will seek to create a healthy workplace, which attracts committed colleagues. We will support and develop them throughout their careers with us so that they may maximise their contribution to our business.



By building enduring relationships with our local communities, we will seek to understand the issues that are important to them, to understand how our operations affect them and to use our combined skills and resources to work together for our mutual benefit.



We aim to maximise our economic contribution in the regions we serve, whilst always maintaining a fair and respectful relationship with our supply chain and business partners.

By seeking to ensure that the social and economic benefits of the Airport are shared as widely as possible, whilst introducing ways of working that minimise environmental impacts we have sought to balance the needs of all of our stakeholders. Our previous annual reports record many of the highlights from our work.

With a change in ownership to M.A.G, we join an organisation that shares our desire to understand and balance the needs of a wide and diverse group of stakeholders to ensure the long term sustainability of the business. Within M.A.G we have a group-wide CSR Strategy that guides our work in this area.

We take a broad view of CSR and are guided by our four strategic objectives.

Inevitably we are in a period of transition as we understand and adopt the Group's strategy and with the publication for consultation of our draft Sustainable Development Plan we are now consulting on the objectives and targets that will give it full effect.

We will continue to ensure that CSR is central to our future development and that we regularly share our progress.

Find out further in-depth information on the Group wide CSR strategy at:

[www.magworld.co.uk/CSRstrategy](http://www.magworld.co.uk/CSRstrategy)

# OUR CSR HIGHLIGHTS

**£774m**

in gross value added to the region

**244**

people trained at the airport academy

**51%**

of people use public transport making us the number one major airport in the UK for public transport use

**19,000**

jobs with indirect and induced employment included

**450**

people placed into employment through the airport academy

**£1.8m**

of business generated by our Meet the Buyer event



£112,570

donated to 102 local  
community groups

99%

of aircraft complying  
with noise preferential  
departure routes

almost

500

hours of employee  
volunteering to support  
the local community

93%

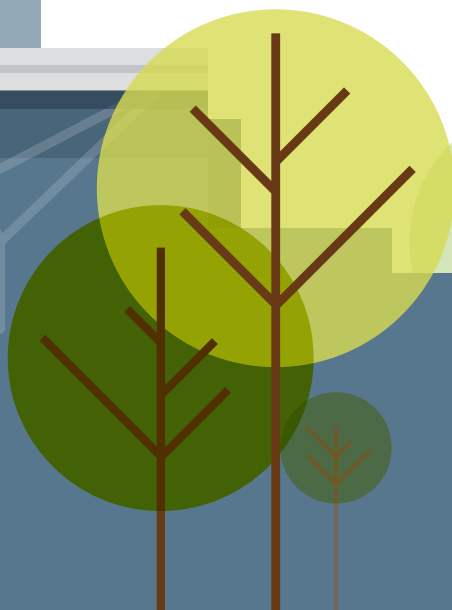
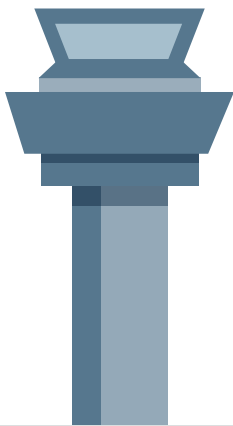
of waste diverted  
from landfill

94%

of aircraft complying  
with continuous descent  
approach on Runway 22

66%

reduction in carbon  
footprint compared  
to 2012/13



# SUPPORTING ECONOMIC DEVELOPMENT

London Stansted Airport is a catalyst for economic growth and productivity. We are committed to growing our business and, in particular, to maximise our economic contribution in the region and support local people to access these economic opportunities.

Around 2.5 million passengers use London Stansted Airport for business purposes. By supporting and facilitating the performance of other industries at a time when trade is increasingly international, aviation makes an important contribution to the economy of the UK. This is particularly important to the UK given our geographical position as an island on the edge of Europe.

## Driving regional economic growth

The airport is strategically placed in the middle of the London-Stansted-Cambridge growth corridor and is an important gateway for these businesses to the global economy. Within the corridor are:

- **Cambridge Cluster** – 1,584<sup>1</sup> technology companies dotted around Cambridge employing 57,601 people and with a combined annual turnover of nearly '£13bn<sup>1</sup>. Companies include: Astra Zeneca, Aurasma, Pfizer and ARM Holdings
- **The City of London**, the world's foremost financial centre, employing up to \*400,000<sup>2</sup> people
- **Tech City** – \*1,472 tech companies in East London including Google, Microsoft and Amazon<sup>3</sup>
- **Harlow Enterprise Zone** – a key cluster for life sciences, medical technology and pharmaceuticals,
- **London Stansted is the largest single-site employer in the East of England**, employing over 10,000 people across 190 companies on-site, highlighting the Airport's importance to the East of England economy and to Essex in particular, where over half of the people working at the airport live. London Stansted generates around £770m million in GVA, of which a substantial proportion is derived directly from activities associated with aviation and air transport. Other important sectors include construction, retail and hospitality, services and 'other' transport activities.

## Improving Access to Employment with Job Fairs

Hundreds of jobseekers attended a free job fair at London Stansted Airport organised by the Airport Employment and Skills Academy in March 2014 to see the many and varied employment and careers opportunities on offer at the airport.

Almost 700 recruits attended to meet with and speak to a wide range of airport companies offering over 120 vacancies, as well as advice on how to get on the job ladder. Among the firms attending were JD Wetherspoon, Premier Inn, No.1 Traveller, M.A.G, Empark, World Duty Free, Boots and The Restaurant Group.



<sup>1</sup> [www.camclustermapping.com/about-data-for-21st-august-2014](http://www.camclustermapping.com/about-data-for-21st-august-2014)  
<sup>2</sup> Office for National Statistics, Business Register and Employment Survey, October 2013  
<sup>3</sup> [www.techcitymap.com/index.html#/](http://www.techcitymap.com/index.html#/)

## Case Study

Julia, a past student of the London Stansted Airport Employment and Skills Academy, is now a full time employee at the airport.



*"I could never have achieved this without the support of everyone at the Academy and the 'Preparation for Employment' course at London Stansted Airport. Thank you to Anita and the team for all their help with interviews, motivation and confidence support. Their continued support when I was transferring between companies was invaluable."*

Julia  
Past student  
Airport Academy

## Supporting Young People with Our Employment and Skills Academy

We understand that some local people experience barriers preventing them from accessing the potential economic benefits of London Stansted Airport, which is why we set up the London Stansted Airport Employment and Skills Academy.

Based at the heart of the Airport, it opened in March 2008 and is managed by Urban Futures, a training provider headquartered in north London.

The Academy is not a conventional job agency but a specialist in airport employment that aims to provide a quality service to individuals looking for work at the airport, as well as a bespoke recruitment service to airport employers. To support local unemployed people into work, the Academy offers a five day accredited pre-employment, preparation for work training programme.

The course covers topic such as:

- Completing applications forms, online applications and CVs
- Personal presentation – airport image or company requirements
- Communication skills – dealing with passengers
- Intensive interview techniques and mock interviews
- Visits from employers for presentations/talks during the course
- Full airport tour, including hotels, retail outlets and speakers from employers during the tour.

Once students have completed the course, the Academy team help them apply for various roles across the airport.



## Employment and Skills Academy Data 2013/14

Total number of job referrals at airport

**265**



Total number of people trained at airport

**244**



Total number of people placed into employment at airport (on-site jobs)

**450**



# ENVIRONMENTAL RESPONSIBILITY

Minimising the environmental impact of our operations is a high priority for the airport and we have continued to actively implement a programme of measures to reduce our impact. To be successful we rely on strong partnership working, to ensure that we address issues on a wider scale and to target activities where they will be most effective.

In the course of the year London Stansted Airport has maintained certification to the international standard for environmental management ISO 14001 and to the Carbon Trust Standard. In 2014/15 we will be applying for accreditation to the European wide Airport Carbon Accreditation programme which recognises robust carbon footprinting and carbon management.



## MANAGING NOISE

Noise is an inevitable consequence of aircraft operations. We have long recognised that, particularly for those who live closest to our airport, noise can be intrusive and disruptive. It is therefore our responsibility to work together with our partners, including airlines and air traffic control, to ensure that we do everything within our control to minimise the effects of aircraft noise.

Whilst our work to date has shown some success, we're not complacent. The review and update of our Noise Action Plan has provided an ideal opportunity to ensure that we continue to challenge ourselves to ensure that we implement a programme of noise mitigation that reflects the latest best practice.

Our updated Noise Action Plan, which now runs through the period 2013-18, has been approved by the Government.

Our Noise Strategy and Action Plan has nine key themes over the next five years. They are:

1. Control of noise generated from departing aircraft
2. Control of noise generated from arriving aircraft
3. Control of aircraft noise generated by ground operations
4. Night noise restrictions
5. Mitigation schemes
6. Monitoring and reporting
7. Policy and planning
8. Continuous improvement
9. Communication

We have reviewed our current strategy and activities for each of these themes and set out how they will be developed through the Action Plan.

Find out further in-depth information on the Noise Action Plan at:

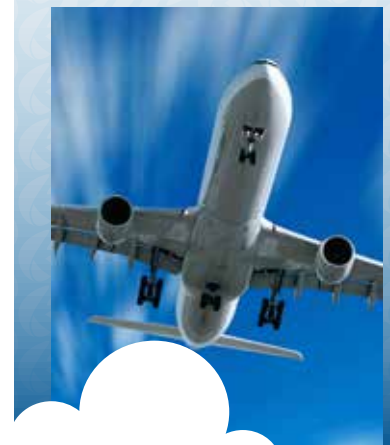
[www.stanstedairport.com/noise](http://www.stanstedairport.com/noise)

## Noise Preferential Routing

Aircraft departing from London Stansted Airport are required to follow specific paths called noise preferential routes (NPRs) up to an altitude of 4,000ft, unless directed otherwise by Air Traffic Control. Our NPRs have been in place since the early 1990s and implemented following public consultation. These NPRs were designed to avoid flying over built-up areas wherever possible.

At London Stansted Airport there are three NPRs at each end of the runway, they are Clacton, Dover and Buzad. Associated with each NPR is a swathe of air space extending 1.5km each side of the NPR centre line, within which aircraft concentrate and are considered to be flying on track.

London Stansted Airport has an existing target of 95% for all departing aircraft to remain on track. To encourage greater adherence and to avoid the over-flight of sensitive areas, we fine aircraft that fly "persistently" or flagrantly outside the NPRs. All track keeping fines are passed to the London Stansted Airport Community Fund.



## Noise Precision Navigational Trials

At London Stansted Airport we are trialling a new system using modern precision navigation technology – departures are concentrated as close as possible to the centre line of the designed route by utilising the on-board navigational capabilities of modern aircraft based on satellite technology.

By successfully concentrating aircraft departures, we are able to decrease the number of people potentially affected by aircraft noise by avoiding the overflight of more densely populated areas. The trial began with easyJet aircraft in May 2013 after a long collaboration between the Airport, the CAA and easyJet. The trial has received the full support of our consultative committee.

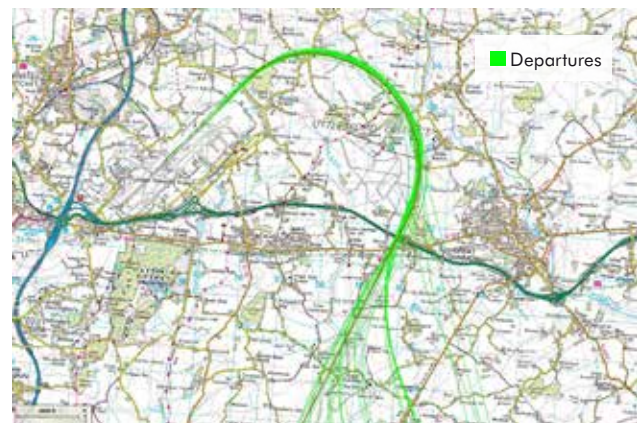
The trial is still in progress on two departure routes (04 DOVER and 22 CLACTON). Early results have been very encouraging, and after an initial period of assessment, the trial was expanded to include other operators. We will also be gathering feedback from our local stakeholders.



### Stansted easyJet departures on runway 04 Dover SID<sup>1</sup> May 2013



Map 1, shows all easyJet departures.



Map 2, shows easyJet departures using the new procedure only. The red line is the centre line of the trial departure route, within the existing NPR.



## Reducing Noise with Continuous Descent Approach

'Continuous Descent Approach' (CDA) is a technique used by aircraft that land at Stansted Airport. This technique not only minimises the noise impact, but also reduces fuel consumption.

When flying a conventional approach, an aircraft would normally be given clearance by Air Traffic Control to descend from an altitude of 6,000 or 7,000 feet to an altitude of 3,000 feet. The aircraft would then fly level for several miles before making its final approach to land. During this period of level flight, the pilot would need to apply additional engine power to maintain constant speed.

In contrast to the conventional approach, a CDA procedure enables an aircraft to stay higher for longer, descending continuously from an altitude of 6,000 feet and avoiding the noisy engine power required to fly level. By making less use of the aircraft's engines, CDA also reduces the amount of fuel that the aircraft burns and therefore the emissions that result.

<sup>1</sup> SID - Standard Instrument Departure routes are published flight procedures followed by aircraft.

## National Changes to Airspace

Recently National Air Traffic Services (NATS), the air traffic control provider, announced a proposal to change the way some of our flight paths are used. In summary, it is proposed that our routings towards Dover will no longer be used during the daytime, but our routes towards Clacton will be used more intensively. This proposal is subject to public consultation. The changes will separate aircraft departing from Stansted and Heathrow allowing both to climb continuously, reducing noise and carbon emissions.

This is part of a wider programme of changes across the South East called the 'London Airspace Management Programme' (LAMP) which will be progressively developed in coming years to make best use of the busy airspace in the South East of the country more efficient. At this time no new routes are proposed. The current proposal is not connected with growth at Stansted, or the review of runways being undertaken by the Airports Commission.

## Departures within preferred noise routes and continuous descent approach (%)

	Proportion of aircraft complying with noise preferential departure routes	Proportion of aircraft arriving on Runway 22 complying with continuous descent approach criteria
2011	99%	94%
2012	99%	95%
2013	99%	94%
2013/14	99%	94%

## Noise exposure contours

	Area within 57 dBA Leq contour	Population within 57 dBA Leq contour
2010	22.5km <sup>2</sup>	1,400
2011	21.2km <sup>2</sup>	1,250
2012	21.2km <sup>2</sup>	1,250
2013	20.0km <sup>2</sup>	1,250

## Number of Complaints about Noise



	Total number of noise complaints	Number of complaints per air traffic movement
2011	881	5.94
2012	742	5.18
2013/14	839	7.74

## Airline Fines



	Total fines paid by airlines
2011	£30,000
2012	£5,000
2013/14	£9,000

## Sound Insulation Grants



	Total number of sound insulation grants	Total value of sound insulation grants
2013/14	16	£72,457

This data covers 1st Jan 2013 – 31st March 2014 and includes re-work, insurance and admin fees.

Find out further in-depth information at:

NATS consultation on changes at Stansted [www.nats.aero/news/nats-consultation-changes-stansted](http://www.nats.aero/news/nats-consultation-changes-stansted)

London Stansted Airport Noise [www.stanstedairport.com/noise](http://www.stanstedairport.com/noise)

## MINIMISING OUR CARBON FOOTPRINT

Reducing our greenhouse gas emissions by increasing energy efficiency, investing in energy and carbon efficient technology and obtaining energy from low carbon sources has remained a priority during 2013/14.

### Preventing emissions and improving efficiency

At London Stansted Airport, energy efficiency and carbon emissions are considered at every stage of a project and it is our policy to install energy efficient technology wherever possible in new developments and refurbishment projects. For example, throughout the first stage of the redevelopment and refurbishment of the London Stansted terminal building, we have installed LED lighting systems in the passenger search area and the new toilet block in the international departure lounge. We have also installed LED lighting in office block lobbies, lifts and a number of escalators. We will continue to install LED lighting wherever possible in the building upgrades planned for 2014/15 and are developing plans to change more of our existing traditional lighting to LED throughout 2014-15. This will include the wholesale change out of lighting in our terminal service tunnel to LED technology.

We have also focused on the terminal building's heating, ventilation and air conditioning (HVAC) systems. During 2013/14 we undertook improvements to our chilled water systems, which have delivered further reductions in energy consumption. We are currently upgrading the air-handling units in the main terminal building to increase efficiency with variable speed drives and better sensors and controls and we will be looking at HVAC systems in a number of other buildings.

These projects have helped to deliver a 6% reduction in the energy consumed by the airport's operations.

Monitoring and targeting is another key element of our approach to energy management. In 2013/14 we commenced a major programme to upgrade our electricity metering. This will include the installation of over 100\* meters and the connection of meters in our main buildings to an automatic meter reading system (AMR). This programme should be completed by the end of 2014 and will significantly improve our ability to analyse consumption and prioritise energy efficiency measures.

This year we have amended our carbon footprint reporting to align with the wider MAG group and to improve the transparency of our reporting of emissions we can directly control and those we can only influence.

Our net carbon footprint for 2013/14 was 9,940 tonnes of CO<sub>2</sub> equivalent emissions – a reduction of 66% compared to 2012/13. This very substantial reduction is largely due to emissions avoided through our purchase of grid electricity from renewable sources. Our biomass boiler which we installed in 2008 has had some technical difficulties and we are currently reviewing options for low carbon heat generation for the terminal along with our overall approach to on-site generation from renewables.

We continue to work with our partners to support efforts to reduce their emissions. A number of the measures described in the noise section also contribute to reduction of emissions from aircraft. We have maintained our record on public transport with over 50% of passengers using public transport to travel to and from the airport (See Surface Access Chapter).



**NET  
CARBON  
FOOTPRINT  
REDUCED  
BY 66%**

compared to 2012/13.



**51% OF  
PASSENGERS**

use public transport  
to travel to and from  
the airport.

## Equivalent CO<sub>2</sub> Emissions (tonnes)

	2012/13	2013/14
<b>Direct emissions from consumption of:</b>		
Gas	2,589	2,703
LPG	34	48
Gas Oil	3,057	3,010
Diesel	909	3,273
Petrol	73	147
Company cars	0 <sup>2</sup>	20
Refrigerant gases	1,186	739
<b>Total direct emissions</b>	<b>7,849</b>	<b>9,940</b>
<b>Energy indirect emissions from the:</b>		
Purchase of standard grid electricity	21,350	–
Purchase of renewable electricity	–	19,744
<b>Total indirect emissions</b>	<b>21,350</b>	<b>19,744</b>
<b>Gross direct and energy indirect emissions</b>	<b>29,199</b>	<b>29,684</b>
<b>Avoided emissions through:</b>		
Purchase of renewable electricity <sup>1</sup>	–	19,744
<b>Total avoided emissions</b>	<b>–</b>	<b>19,744</b>
<b>Net direct and energy indirect emissions<sup>1</sup></b>	<b>29,199</b>	<b>9,940</b>

### Indirect emissions from the:

Onward supply of standard grid electricity	16,047	–
Onward supply of renewable grid electricity	–	14,350
Onward supply of gas	54	21
Onward supply of diesel	821	2,952
Onward supply of petrol	71	138
Onward supply of gas oil	4,252	2,825
<b>Total indirect emissions</b>	<b>21,245</b>	<b>20,286</b>

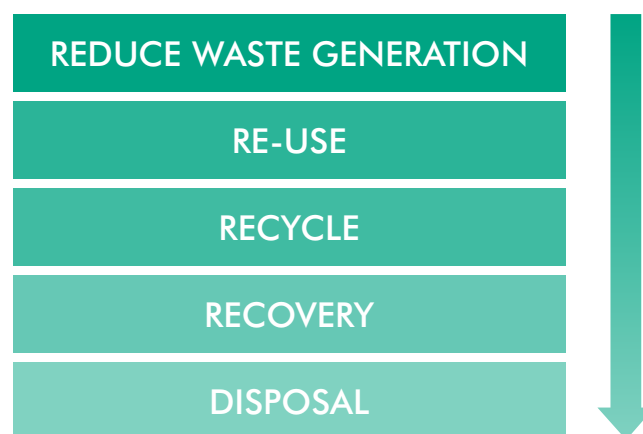
Our carbon footprint has been calculated using the Department for Environment, Food and Rural Affairs (Defra) 2013 conversion factors and restated for 2012/13 in order to account for material changes to the conversion factors provided by Defra for company reporting purposes. Like-for-like data is only available for 2012-13 and 13-14.

<sup>1</sup> M.A.G has a long-standing commitment to purchase electricity from renewable sources. The carbon reduction achieved through this policy is deducted from our gross emissions in line with recent World Resources Institute and UK Government consultations.

<sup>2</sup> London Stansted Airport had no company cars during this period.

## MANAGING AIRPORT WASTE

At London Standard Airport our long standing approach has been to manage waste in accordance with the principles of the waste hierarchy. This aligns well with the MAG CSR objective to minimise waste and promote recycling, leading towards zero waste being sent direct to landfill.



In 2013/14 we have further reduced our reliance on landfill and have increased our recycling and composting to 63% of total airport waste. This exceeds the target we set as part of our 2011 waste strategy to recycle or compost 60% by 2015.

The recycling of waste specifically from the terminal, where the majority of our waste is generated, increased from 51%\* to 56%\*. This was driven by a 20%\* increase in the uptake of our food waste collection service and increased segregation of plastic bottles by retailers and our waste collection team who sort and empty bottles for recycling.

Across the wider airport we have worked to reduce and reuse waste. In 2013/14 we made use of approximately 330 tonnes\* of crushed road plannings in our road maintenance programme and we have collected grit used last winter on the roads for re-use during this coming winter. We have also been working with retailers to encourage re-use of metal cages and pallets and in 2014/15 we will be providing a new facility for collection and returning reusable packaging.

As a result of the proactive approach to waste management that we have taken, London Stansted Airport was awarded the National Recycling Stars Gold Award for our recycling in 2013-14.



## Waste Performance Data



	Total waste (tonnes)	Diversion from landfill (%)
2011	5,042	72%
2012	5,511	75%
2013/14	5,809	93%

## Managing Local Air Quality

By measuring and reporting local air quality, we can reassure local communities that it remains within acceptable levels at all times. The results of our monitoring show air quality levels have remained stable and well below the government standard of an average annual concentration of  $40 \mu\text{g}/\text{m}^3$  for both  $\text{NO}_2$  and  $\text{PM}_{10}$ .

### Average annual concentration of each pollutant ( $\mu\text{g}/\text{m}^3$ )

	$\text{NO}_2$ (monitoring station 4)	$\text{NO}_2$ (monitoring station 3)	$\text{PM}_{10}$ (monitoring station 3)
2011	$19 \mu\text{g}/\text{m}^3$	$22 \mu\text{g}/\text{m}^3$	$15 \mu\text{g}/\text{m}^3$
2012	$19 \mu\text{g}/\text{m}^3$	$26 \mu\text{g}/\text{m}^3$	$20 \mu\text{g}/\text{m}^3$
2013/14	$19 \mu\text{g}/\text{m}^3$	$24 \mu\text{g}/\text{m}^3$	$15 \mu\text{g}/\text{m}^3$

## Managing Water

Our water management systems encompass water efficiency programs to reduce the demand for water supply and pollution prevention measures to ensure we control any potential discharges from the airport.

In 2013/14 we have continued our rolling programme of leak detection and repair and building water efficiency audits. In terms of our water discharges, we benefited from an unusually mild winter with minimal use of de-icer chemicals. However we have progressed our plans to install improved aeration at our main balancing pond which can be used in the event of more severe winter conditions.

We also started a project to refurbish the main airport drinking and fire water pumping station. As a part of this project which will be completed in the coming year we will have access to improved information and data on our water consumption for the airport.



	Compliance with surface water discharge consents	Compliance with trade effluent consents	Mains water consumption ( $\text{m}^3$ )
2011/12	95%	100% (2011)	394,805
2012/13	96%	100% (2012)	412,630
2013/14	96%	100% (2013)	669,978

We discovered in 2012 that the main incoming water meter was not set up correctly and had been under reading. Hence the increase in mains water consumption in 2013/14.

## Our Landscape and Biodiversity

London Stansted Airport is the guardian of 957 hectares of land of which 273 hectares is grass or landscaped. We have a specialised team of landscape management experts and ecologists who support us in carefully managing the biodiversity of the land.

In 2013/14 we continued to manage our green areas in line with our commitments, in particular the East End Wood management plan which is a SSSI site we own and manage. We again used rare breed (Suffolk Punch) horses to help remove coppiced logs from east end wood. This avoids using vehicles in a sensitive area.

We compost our green waste on site – some 800 tonnes this year and the end product is applied back to the airport grassland as a soil improver.

During 2014/15 we will be developing our biodiversity and landscaping plans to ensure we continue to manage our high value areas and minimise any loss or damage caused by new developments and projects.

# SURFACE ACCESS

Throughout 2013/14, London Stansted Airport remained the number one major airport in the UK for passengers travelling to and from the airport by public transport. Surface access is critical to operational efficiency, making the well organised transport of passengers and airport site employees an essential part of the process<sup>1</sup>.

## Improving Passenger Access

London Stansted Airport remains the number one major airport in the UK for public transport use and one of the best in Europe. Over 51% of air passengers use public transport at the airport and over 5 million passengers use bus and coach services to travel to and from the airport, with a growth of 29%.



## Travelling by Bus and Coach

There are currently over 700\* coach departures every day, travelling to over fifty towns and cities throughout the UK, including Birmingham, Nottingham and Oxford. At peak times there are 18 departures (2,500 seats)\* an hour to London – the main destinations being London Victoria, Stratford, Old Street and Liverpool Street. A range of express services to key destinations has also been developed, providing a competitive alternative to the car and taxi.

The three operators are easyBus, National Express, and Terravision. These operators have invested in high-quality vehicles, customer service improvements and effective marketing, which has led to a substantial increase in passenger usage from 7% in 2000, to 20% in 2007 and to nearly 30% in 2013. Currently there are over fifty charter or group travel coach movements per day, operated by a large number of bus and coach companies from across the UK.

Local bus services provide an effective alternative to the car for some passengers and employees. They are especially important for employee travel and also provide local bus connections for residents who enjoy enhanced frequency services. There are over 300 daily bus movements.

## Reducing 'Kiss and Fly' Trips

Around 30% of passengers are dropped off by friends or relatives or use private hire taxis. These 'kiss and fly' trips are a significant proportion of our road traffic, as every return air trip generates four car trips. This is double the amount of car trips compared with parking on-site, which adds to congestion and increases pollution. A number of measures have been introduced at Stansted to reduce this mode of travel. For example, a charge is now payable for drop off and pick up in the terminal zone; although a free set down/pick up service is provided in the Mid Stay car park using a shuttle bus to the terminal. New products (e.g. 'meet and greet') and competitive parking charges have also been used to encourage passengers to park rather than 'kiss and fly' or use private hire taxis.



<sup>1</sup> Data within this chapter has been audited using our standard internal procedures.

## Faster and more reliable rail links to London and Cambridge

Over the last year, we have continued to press the case with Government and Network Rail to fund improvements to rail services. It is important for our future development that reliability is improved and that rail journey times are reduced. We aim to reduce the journey time to London to around 30 minutes on all mainline services. In our Rail Vision document launched in 2012, we outlined a number of short, medium and long term recommendations that would improve rail connectivity and strengthen Stansted's competitive position by making it more attractive to both passengers and airlines.

With regards to the short term recommendations, we have had the following successes in 2013/14:

- Stansted Express's punctuality improved from around 88% to over 90%
- Greater Anglia (the operator) has introduced new cheaper duo and flexi ticket options for passengers to make rail a more affordable option.

We will continue to work in partnership with all rail providers to improve the current service and door-to-door experience for all passengers.

This year, following recommendations from the Airport's Commission, we were pleased that the Government agreed to include a Stansted rail study in the National Infrastructure Plan. The report is due to be published in late 2014. In the meantime, in partnership with business groups, transport providers and local authorities, we will continue to build a strong case for long term investment in the rail link, so that it is treated as a genuine priority infrastructure project in Network Rail's next funding settlement in 2019.



## Improving Employee Access

Our Airport Employee Travel Survey, which was conducted by an independent consultancy in August 2013, found that in the 10 years between 2002/3 and 2013 the proportion of car drivers has fallen by 18.8% whilst public transport patronage has more than tripled.

Our Airport Commuter Team have been fundamental in reducing car usage by providing employers and employees information on alternatives to the private car. London Stansted Airport's Staff Travel Plan, which covers the whole airport site, provides the blueprint for employers to promote the alternatives at times of recruitment to ensure staff use the alternative travel method from day one of their employment at Stansted. The airport's Travel Plan works jointly with the Employment Strategy, so we are targeting new airport staff where existing public transport connections exist, e.g. North and East London boroughs.

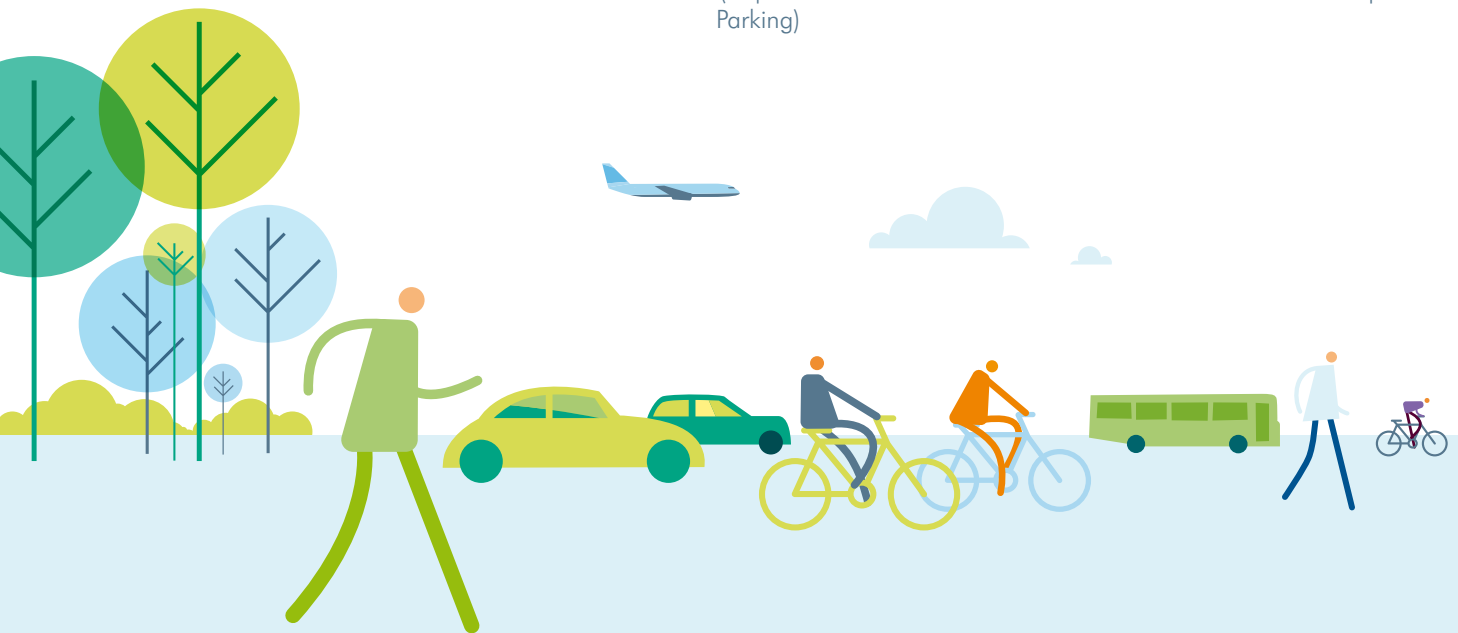
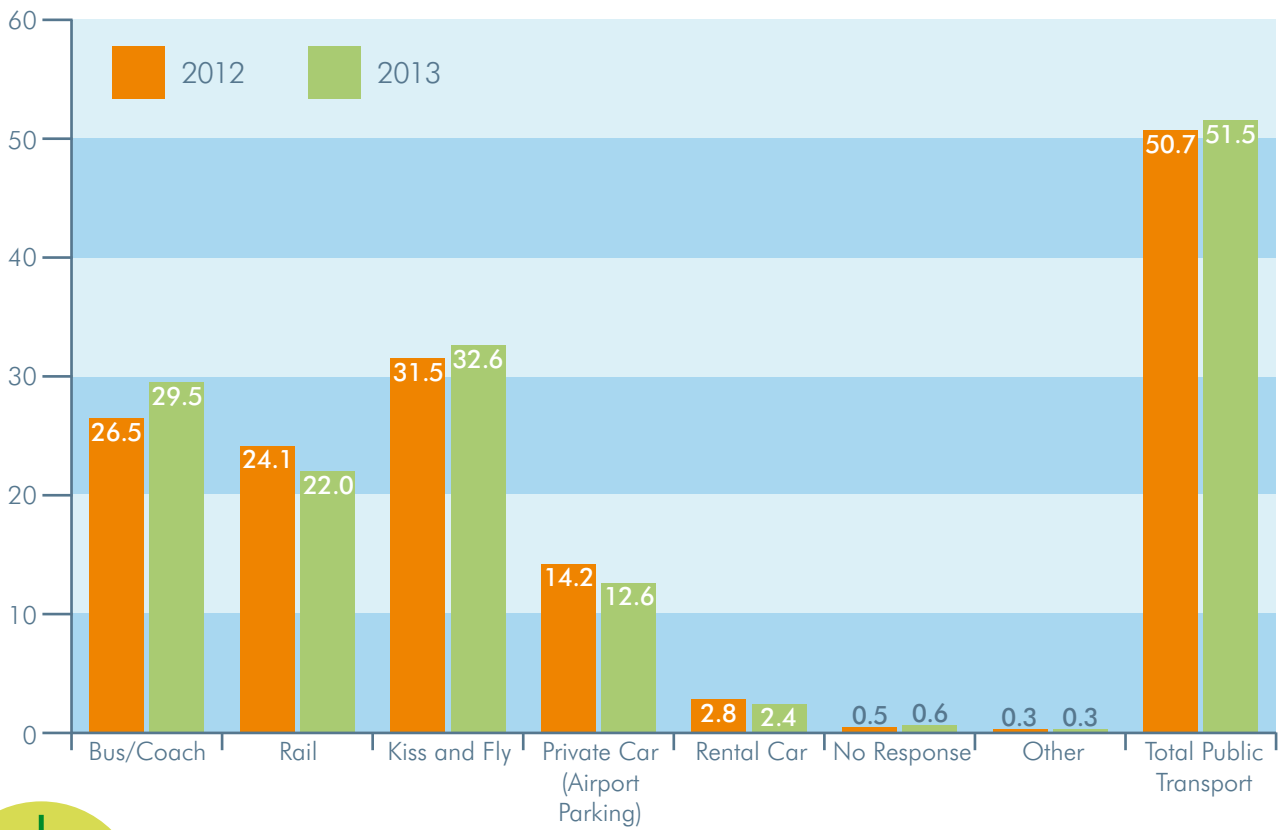
For employees, a number of fare initiatives have helped increase bus use. The Airport Travelcard offers an attractive incentive, with significant savings on standard fares. Over 1,400 Travelcards are sold each month, providing approximately £1 million of income per year to our bus, coach and rail operators. This also assists the further development of services.

A new carnet-style discounted ticket is attractive for employees who only use public transport occasionally. A book of prepaid, non-dated tickets can be exchanged for single journeys. It is currently available on the 308/9, 510/9 and 133 bus services.

In partnership with operators, marketing campaigns are regularly run to encourage passengers and employees to use public transport options to get to and from the airport. These campaigns focus on new and improved services and also areas where we seek to build demand. Employee travel is promoted via regular communications across the site, as well as awareness raising campaigns.

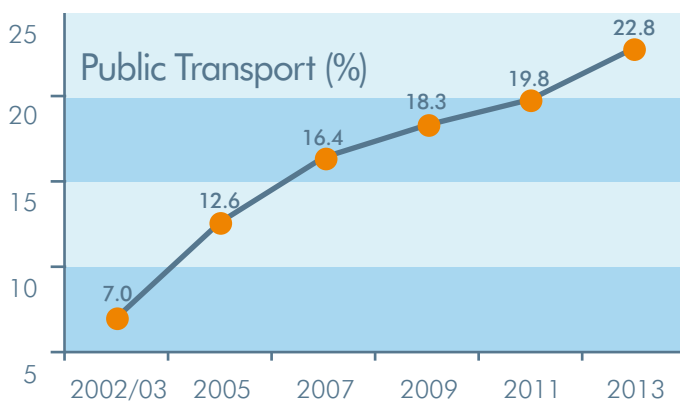
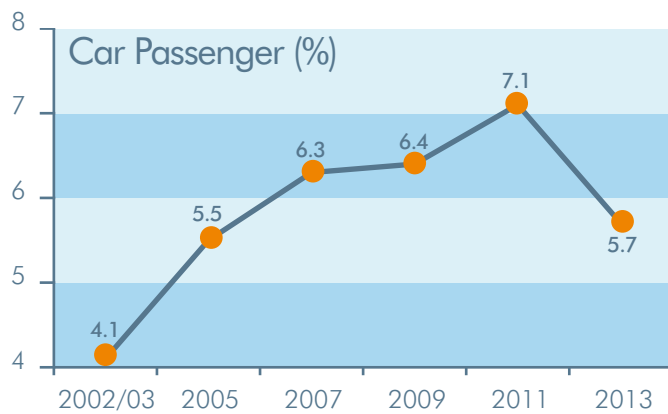
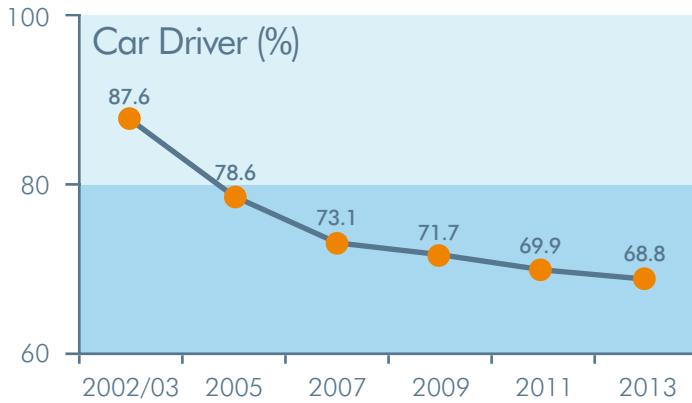
Car Sharing continues to grow at Stansted with around 50 new members each month joining the Liftshare scheme. This is free to all airport employees, with parking bays at the front of our head office and the added incentive of a number of discounts at local stores, restaurants and services.

## Passenger Transport Mode Share 2013



Source: CAA survey 2013 (figures rounded). This data has not been audited by M.A.G

## Employee Transport Mode Shares



All other modes of transport came in at the following: 2002/03 – 1.3%, 2005 – 3.2%, 2007 – 4.2%, 2009 – 3.6%, 2011 – 3.2%, 2013 – 2.7%.

## The Stansted Area Transport Forum

The Stansted Area Transport Forum was established in 1999 to bring together local authorities, Government, transport operators, airport companies, Stansted Airport Consultative Committee and other local businesses and interested parties. The Forum looks at transport issues in an area-wide context with the aim of improving surface access to and from the airport. Over seventy organisations are now represented on the Forum.

It is essential that we work in partnership and through collaboration with the Forum because the airport typically has relatively little direct control over the surface access infrastructure and services used by passengers and staff. Instead, our service partners are generally responsible for the development and maintenance of the airports transport links.

The Forum is driven by a Steering Group which meets quarterly. It includes representatives from STACC, local authorities, Network Rail, Transport for London and the Highways Agency. The Steering Group acts as an executive board for the Transport Forum, setting objectives for the Working Groups and monitoring progress.

The Forum has helped achieve, for example:-

- Development of the Airports Surface Access Strategy
- Implementation of over 40 new and enhanced bus and coach services since 2000
- Catalyst for growing public transport from 33% in 2000 to over 51% in 2013
- Involvement in the development of infrastructure, e.g. Stansted Airport Coach station and rail platforms.
- Lobbying Government and strategic partners for improvements in rail capacity and reduction of rail journey times

# COMMUNITY INVESTMENT

Being a responsible neighbour is our way of working. Our aim is to build long lasting, collaborative relationships with our local communities, making sure we understand and tackle the issues that are most important to them at the same time as contributing to local economic development.

We support sustained investment in our communities by providing funding, sponsorship, time and resources. In particular, we aim to support education and community projects. We want to target the benefits of employment to local people as well as helping to educate the workforce of the future.



## OFFERING EDUCATIONAL SUPPORT

### Supporting Young Entrepreneurs

Young Enterprise offers a wealth of practical ways to help young people get a taste of the world of work and the excitement of running a business.

A great example of this is when the airport offered business advice to a group of students from Hockerill Anglo-European College in Bishop's Stortford. The airport helped students set up and run their own company, Iris, as a part of the 'Young Enterprise' nationwide initiative. Iris sold trendy woolly hats at a number of public trade events and, after all their hard work, the students made a £620\* profit.

Anna Perkins, their business advisor from London Stansted Airport was delighted with the programme. "Encouraging the students to develop their initially hap-hazard decision making into a professional company that considered costs, competition and sales patter wasn't without its challenges, but both the students and myself were so proud when they presented their company's journey in a report to a group of Stansted directors at the end of the academic year."



*"Both the students and myself were so proud when they presented their company's journey in a report to a group of Stansted directors at the end of the academic year."*

**Anna Perkins**  
Student's Business Advisor  
London Stansted Airport



## Providing Quality Work Experience

We recognise that local young people are our workforce of the future. Our education programmes give them real work experience and a great insight into the world of aviation. Last year, 25 young people spent a week on work experience with M.A.G

Five of these were students from Forest Hall School in Stansted Mountfitchet who spent a week experiencing working life at Stansted Airport. This year eleven students enjoyed a behind the scenes look at some of the most exciting careers Stansted Airport has to offer, including airfield operations, engineering, health and safety, passenger services and retail.



## Mentoring

In December 2013, we launched a mentoring programme, working in conjunction with Forest Hall School in Stansted Mountfitchet. Eleven\* students studying at the school were identified as individuals who would benefit from mentoring support as they completed their GCSEs and made important decisions regarding their futures.



*“The mentoring scheme provides an opportunity to give something back to the local community.”*

**Trevor Waldock**  
Mentor and Head of Airside Operations  
London Stansted Airport

Eleven of Stansted Airport’s senior leaders mentored the students, discussing topics such as approaches to revision and exams, how to balance studies with life outside school, and help in considering next steps after GCSEs.

One of the mentors who took part in the scheme was Trevor Waldock, Head of Airside Operations, who found the experience very useful. “The mentoring scheme provides an opportunity to give something back to the local community. Supporting a student through a challenging time as they approach the final stage of their GCSE studies is very rewarding. I feel working with a local school helps to demonstrate the commitment M.A.G has to improve the airport’s relationship with the local community and, as a local resident, I know it will not go unnoticed.”



## Supporting Local Community Groups and Charities

We are also very proud of the Stansted Airport Community Trust which supports local community groups. It’s funded by the airport and fines from aircraft which infringe our strict noise level regulations.

This year, we were pleased to have donated £112,570 to 102 local charities. Examples of where the money was invested include £1,996 to Age Concern, Harlow and £2,000 to Barnston Village Hall.

The separate Stansted Airport Passenger Community Fund also donates money to local causes within a 20 miles radius of Stansted Airport. The money is raised from unwanted foreign currency which is collected in the terminal – £26,083 was collected from January to December 2013. The fund is used to support local sports clubs, preschool nurseries as well as the elderly and animal charities.

One example of where the money went this year is a £500 donation to a popular nursery in Little Canfield. The money went towards new toys for the 20 children at the Play and Stay group. The centre has been recently taken over by four parents who are busy raising cash to keep this valuable group afloat after the previous owners ran out of funding.

In 2013, airport staff were also very busy, raising £14,426\* from a series of fundraising initiatives. The Essex & Herts Air Ambulance was the focus of their fund raising efforts for 2013 after being chosen by staff as the airport’s charity partner. The charity provides a free life-saving Helicopter Emergency Medical Service (HEMS) for Essex and Hertfordshire. One of the fundraising events was the Runway Run. On 24 June, around 100 runners ‘took off’ on a very early morning run along Stansted’s 3,048 metre long runway. This event alone raised £2,500\*. Other fundraising events included the Colne Valley Cycle Ride, a Paper Plane Competition, the 3 Peaks Challenge and a Wimbledon themed picnic.

Helena Morgan, Essex & Herts Air Ambulance Trust Fundraising Manager, said the organisation had already planned a programme of events, activities and staff volunteering projects at the airport. “We are absolutely delighted to have been chosen as Stansted Airport’s charity partner for 2013. We are extremely grateful for the opportunity and look forward to an exciting year of fundraising ahead.”



## Volunteering

At London Stansted Airport, a total of 499 hours were recorded on various volunteer schemes. These included a dedicated team of employee volunteers who co-ordinated and sat on the London Stansted Airport Passenger Fund committee, others who supported the Panathlon Challenge, as well as those who regularly volunteer as mentors.



## London Stansted Airport Community Network

The recently formed 'Stansted Airport Community Network' provides links and advice to neighbouring businesses about how they can join forces with the airport and participate in a range of education, employment and volunteering projects to help make the local community a more vibrant place to live and work.

Andrew Harrison, Stansted Airport's Managing Director, said: "At Stansted our values and what we stand for really matter; we recognise that for a modern business it's not just what we do but how we do it, and this is why we set up the Community Network. We're excited about the airport's future and have an ambitious vision to be the best airport in London. We will continue to work closely with all stakeholders, particularly our local communities and businesses to ensure they share the benefits of our success. Our sustainability programmes on education and employment contribute to the economic growth in our region and we're increasingly integrating sustainability within all areas of our business.

"We're rightly proud of what we have achieved so far and we recognise that continued success can only be realised by working in partnership with our business and community partners. The Network will help us bring together the airport's corporate responsibility initiatives and provide ideas on how business partners can get involved and give a little back to the community."

The Network offers useful information on how businesses can benefit from the support of the on-site Employment Academy when they're recruiting and training new employees. Also available is advice on our community volunteering schemes and work experience initiatives. As the Network grows, the airport will develop the website and share further information about distributing e-newsletters, including details on how to advertise on the site.

See the Network's website at [www.stanstedacn.com/](http://www.stanstedacn.com/)



*"We're rightly proud of what we have achieved so far and we recognise that continued success can only be realised by working in partnership with our business and community partners."*

**Andrew Harrison**  
Managing Director  
London Stansted Airport

# OUR CUSTOMERS

We aim to provide great customer service and facilities to enhance every customer's experience at every stage of their journey.



In our first year under new ownership, we are investing £80 million in the redevelopment of the passenger terminal. The first phase of this work was opened in March 2014. When it is completed this investment will provide a more intuitive and easier journey through the airport, a bigger and relocated security area, double the space, better restaurants and more shopping choice alongside improved way-finding and additional flight information screens. The new design will also provide flexibility to accommodate future airline requirements as Stansted grows its existing customer base and begins to attract a broader range of airline partners.



## Listening to our Customers

Before we developed the design brief for the terminal's redevelopment, we spoke directly to customers so we could better understand their needs and expectations. For example, people told us they found the experience of using the airport stressful, from queuing in security areas and parking their cars to navigating the airport. To inform its approach, M.A.G used research by psychologists to understand the points when passengers feel confused, stressed and relaxed during their time at the airport.

In addition to the customer feedback sheets, which are placed throughout our airport, we use the Airport Service Quality (ASQ) Survey – the world's leading airport customer satisfaction benchmark programme. It provides the industry standard for passenger satisfaction data. The survey is conducted by Airports Council International (ACI) and helps airports to benchmark their customer satisfaction results against other European airports of a similar size.

The survey focuses on four areas important to customers: cleanliness, ambience, courtesy and helpfulness of the staff, and overall satisfaction.

Our overall ASQ satisfaction score was in 2013/14, 3.74 which is on a scale of 1 – 5. This is slightly down from the previous year's score of 3.77. With the improvements we are making in the terminal and our focus on improving customer satisfaction we are aiming to achieve a score of 4.00 in 2014/15.

We were told...

Car parking and drop off was stressful being away from the terminal.



What we have done about it

The Express Set Down area has moved from below the terminal to the main forecourt, allowing passengers to be dropped off directly outside the main terminal building for a small charge. This gives passengers the most convenient access to the terminal building. We also introduced new, cost effective parking products including meet and greet. This should make passengers' arrival at the airport easier and less stressful.

It is difficult to find my way around the airport.



We have introduced clearer and simpler signage to guide our customers around the terminal. We are also planning to introduce interactive guides.

The search area is crowded and I had to queue for a long time.



The new security area is twice the size, with 20%\* more lanes. It also features 20 automatic self-service entrance gates and dedicated lanes for families and passengers with reduced mobility.

Why do I have to go through check in when I don't have any check in luggage?



The new security area has been relocated so that passengers entering the terminal without check-in luggage can immediately enter the security area. This makes it a more relaxed and convenient experience.



## Family Friendly

Just over 3 million\* of our passengers last year were under 12 years of age. We know that travelling with young children can be stressful which is why we have been working with the Family and Childcare Trust. The Trust conducted a series of audits and provided recommendations on how we could become more family friendly. We are now beginning to implement their recommendations. So far we have introduced baby changing facilities in both male and female toilets, as well as an additional nursing room in the airside area.



## Accessible Travel

We want all of our passengers to enjoy the same level of ease and comfort at our airports, so we work closely with regional disability organisations to ensure the highest levels of service are available to passengers with additional needs.

We provide specialist travel advice on our websites and passengers are now able to book assistance in advance of their journeys. Wheelchairs are available for any passengers that require them and dedicated assistance desks are in place in our terminal. For the hard of hearing, induction loops are fitted in certain areas of our terminals and are identifiable by the sympathetic ear symbol.



### Total number of passengers 2013-14

	Scheduled Passengers	Chartered Passengers	Total Passengers
	17,434,470	560,8714	17,995,284

### Total number of passenger aircraft movements 2013-14

	Scheduled	Chartered	Total
	120,032	3,324	123,356

### Purpose of the journey (%) 2013

 Business	14%	 Leisure	86%
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### Country of Residence (%) 2013

 UK	56%	Overseas	44%
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### Age (%) 2013

 Under 25	18%	25-54	60%	55+	22%
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# OUR COLLEAGUES

Our colleagues are critical to the success and growth of our business. We are proud of our people and the blend of talent and experience they bring. As a major employer in the region we serve, our aim is to recruit and retain the best people who are ambitious and forward-thinking.

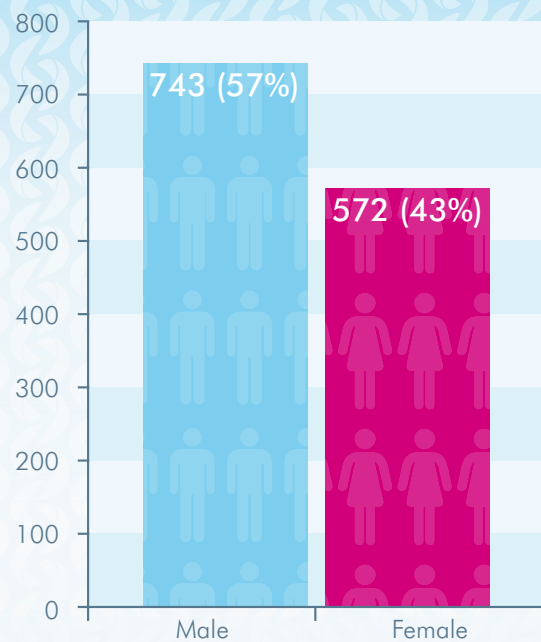
2013/14 has been a time of change for our colleagues with the process of integrating London Stansted Airport with the rest of the M.A.G organisation. Acquisitions naturally create uncertainty, so maintaining motivation and a focus on delivering great performance was vital. It was essential that we got everyone on board with our plans for growth and investment so they became enthusiastic advocates for the business.

Engaging colleagues in the business and actively listening to them is a key element in alleviating uncertainty. So we created a new internal communications team to implement a structured and extensive employee communication and engagement strategy. On day one of the integration, we appointed a new communications manager to develop the communications plans. We also conducted a review to ensure our communications reach all colleagues in all parts of the business. This included the Big Conversation which promoted a two way conversation with our colleagues, with questions and answers being published every week. In addition, we completed three sets of 'all colleague briefings', which meant meeting over 90%\* of our colleagues face to face in order to let them know the business strategy and future plans. Through these activities, we were confident that all our colleagues knew about and understood what was going on during an uncertain period.

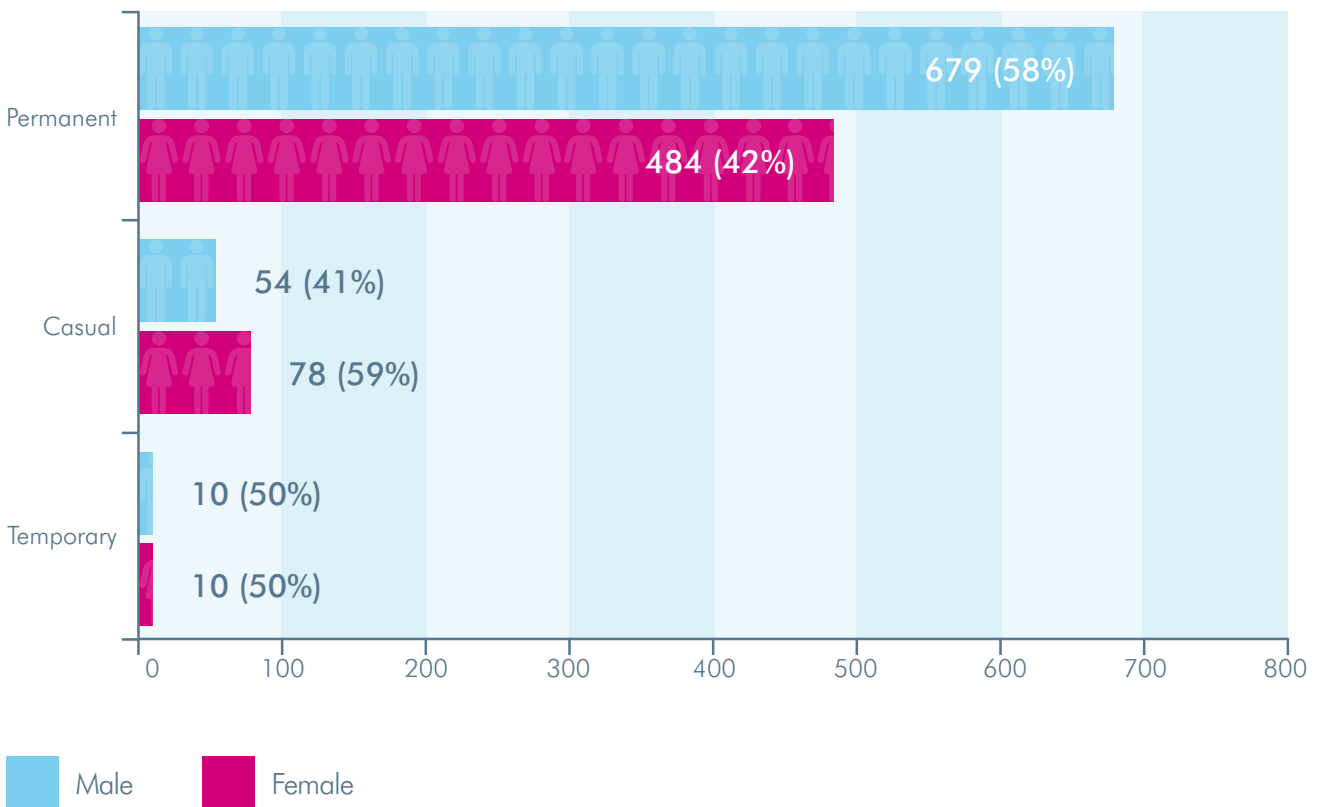
We felt it was also important to work closer with our union representatives and improve industrial relations, which had become strained over the previous years. We established an employee relations strategy to engage unions and build trust through partnership working. We also ran a 'working together' conference which brought operational managers and union reps together. During the conference we explored the historical challenges and considered developing new ways of working. We are pleased to say the conference was very well received and set a different and more positive tone for collaborative working in the future. We built on this by negotiating a new Partnership Agreement to formalise new ways of working with our unions. During the integration, we held many discussions with our unions and other colleagues, using them to explore issues and work up solutions with us.

Our priorities for the coming year include focusing on customer service cultural change, career progression and an improved employee recognition programme.

Number of directly employed colleagues on 31st March 2014



## Employment Types (%) 2013/14



## Health and Safety

We set ourselves the challenging target of achieving the British Safety Council's 5 star rating. We were delighted in February 2014 when, following an external audit by the British Safety Council, M.A.G including London Stansted Airport was awarded the highest 5 star rating. This confirmed that our health and safety systems are robust and that we have plans to continuously improve these to ensure the safety of the public and all those working on our sites.

In addition, at a Group level, including London Stansted Airport, we retained our OHSAS 18001 accreditation for our health and safety management system (HSMS), with no non-conformances identified in the audit. Both the accreditation and 5 star rating provide good external assurances as to the Group's high standard of safety performance.



## Working Together to Promote Health and Safety

To ensure that we maintain our focus on improving our management of health and safety, in 2012 we launched the 'Vision Zero – Making



Safety Personal' campaign, with a target audience of over 10,000 employees across the site. Devising an effective communication campaign which delivers key messages around hazards and risks to Stansted staff, passengers and contractors can make all the difference in the drive to reduce accidents, injuries and ill-health at work. In 2013, as part of London Stansted's on-going commitment to engage with local communities, students undertaking their Foundation Degree in Graphic Design at Harlow College were asked to produce a selection of posters communicating hazard and risk in a new and innovative way for topics ranging from manual handling to working with hazardous substances. The winners of the designs selected for display each won a £50 voucher, and were invited to take part in a 'behind the scenes' site visit of airport areas.

Phil Sparham, Head of Health and Safety at London Stansted Airport said: "Working together with the students on promoting the 'Vision Zero' campaign at Stansted not only offered an opportunity for new and exciting approaches to design and imagery to be used to raise awareness of health and safety in the workplace, it also provided a valuable source of new material for use across the whole site for the ensuing 12 months. We look forward to working again with University College Harlow in the future on further campaigns to get the message across that safety is everyone's responsibility, to ensure we provide a safe and healthy environment for all."



*"We are pleased to say our Vision Zero campaign was awarded Highly Commended by Business in the Community for Business Action on Public Health."*



### Health and Safety Incidents\*

	2013/14	2012/13	2011/12
RIDDOR incidents** (includes lost time – over 3/7 day incidents)	5	3	8
Lost time incidents (non RIDDOR)	3	1	6
Total	8	4	14

\*\*RIDDOR stands for reporting of injuries, diseases and dangerous occurrences regulations. The regulations stipulate the most serious types of incidents which must be reported to the Health and Safety Executive.



# OUR SUPPLY CHAIN

Our network of suppliers is extensive and we recognise the influence this gives us. We are focused on the dual aims of supporting local businesses so they can share in our success and embedding sustainability standards within our policies and procedures.



## Supporting Local Businesses

London Stansted Airport has recently introduced a new sustainable procurement policy which commits us to enhancing our regional economic and social benefits by working with local suppliers and businesses, ensuring they have access to opportunities to provide services to the airport's supply chain.

Every year the airport holds a successful 'Meet the Buyers' event. The quick-fire concept of Meet the Buyers enables local firms and entrepreneurs to pitch their products and services to a group of carefully selected senior buyers with multimillion pound buying requirements.

In 2013, the event surpassed all expectations – there were 233 delegates from 199 companies engaged in the programme, which included two pre-event workshops and the Meet the Buyers event. Thirty-two buyers from major organisations such as Keir and Capita, as well as 134 delegates from 116 companies participated in the Meet the Buyers event.

To ensure the event has the desired impact in the local region, it is carefully monitored, with evaluations being completed six weeks and then six months after the event has taken place. The total amount of business that local suppliers estimate will result from the event is £1,869,500\* in new contracts – a £341,000 increase on the target. We will use the feedback from this year's event to shape and improve our future work.

## LOCAL SUPPLIER CASE STUDY

### Formara



**FORMARA**  
Print+

Based in Southend-on-Sea, Essex, this was Formara Printers' first time at London Stansted Meet the Buyers. Their conformance to ISO 9001 Quality, ISO 14001, FSC Environment and Carbonzero underlines their commitment to delivering professional printing services responsibly.

Formara left the event with five leads, and subsequently provided a quote for one of them. As a result, they won a contract with Airport Lettings for £900, with the potential for repeat business. They are also positive about winning business with the other buyers with whom they are in discussion.

Phil Wilce, Sales Director at Formara Printers thought it was "a very worthwhile investment in a professionally organised day which has supported our drive to generate new business in Essex".



## Embedding Sustainability Standards

Our aim is to embed our sustainability standards into the way we manage our supply chain. To that end, London Stansted Airport seeks suppliers who are committed to the same high sustainability standards as ourselves.





We use a contract pre-qualification process to assess each company's approach to sustainability to provide us with a balanced supplier appraisal. We work hard to manage our supply chain seeking to build long-term relationships with our suppliers, to support their growth to our mutual benefit. Through openness and transparency we continually seek to improve the sustainability of our supply chain community.



# OUR CSR PERFORMANCE

Under the new ownership of M.A.G we are in a period of transition. This year we have reported a range of performance indicators that align with the CSR Strategy of our wider group. These indicators aim to provide insight into the wide range of issues that are relevant to our operations.








In 2014/15 we will be consulting upon our future Sustainable Development Plan. Subject to a review every five years, this plan will allow us to set out a new programme of forward looking objectives and targets and we will review and update our performance reporting in light of this plan to ensure that our key performance indicators remain relevant and comprehensive.

Issue	Strategic CSR Objective	Indicator	2013/14	Change %
Carbon Reduction – emissions	Reduce climate change emissions by increasing efficiency and obtaining energy from renewable sources	Total net tonnes of CO <sub>2</sub> e emissions <sup>1</sup>	9,940 tonnes 2012/13: 29,199 tonnes	-66% 
Carbon Reduction – emissions	Reduce climate change emissions by increasing efficiency and obtaining energy from renewable sources	Carbon emission per traffic unit <sup>2</sup>	1.46 2012/13 1.46	No change 
Water Consumption	Ensure we protect the natural environment by operating responsibly within environmental limits	Total mains water used (m <sup>3</sup> )	669,978 m <sup>3</sup> 2012/13: 412,630 m <sup>3</sup>	+62% <sup>3</sup> 
Water Quality	Ensure we protect the natural environment by operating responsibly within environmental limits	Samples within surface water consent limits	96% 2012/13: 96%	No change 
Water Quality	Ensure we protect the natural environment by operating responsibly within environmental limits	Samples within effluent discharge consent limits	2013: 100% 2012: 100%	Maintained full compliance

<sup>1</sup>Our carbon footprint has been calculated using the Department for Environment, Food and Rural Affairs (Defra) 2013 conversion factors and restated for 2012/13 in order to account for material changes to the conversion factors provided by Defra for company reporting purposes. Like-for-like data is only available for 2012-13 and 2013-14.1 M.A.G has a long-standing commitment to purchase electricity from renewable sources. The carbon reduction achieved through this policy is deducted from our gross emissions in line with recent World Resources Institute and UK Government consultations.

<sup>2</sup>We have chosen an intensity measurement against a traffic unit, which is defined by the International Air Transport Organisation (IATA) as equivalent to 1,000 passengers or 100 tonnes of freight). Calculated as: Carbon Intensity = Total gross direct and indirect emissions/traffic unit, Traffic unit = Number of passengers/1000 + (freight in tonnes/100)

<sup>3</sup>We discovered in 2012 that the main incoming water meter was not set up correctly and had been under reading. Hence the increase in 2013/14.

Issue	Strategic CSR Objective	Indicator	2013/14	Change %
Waste Generated	Minimise waste and promote recycling	Total waste tonnes	5,809 tonnes 2012/13: 5,511	+5% 
Waste Recycled/Recovered	Minimise waste and promote recycling	% waste recycled/ recovered	93% 2012: 75%	+24% 
Noise	Develop and adopt practices that minimise disturbing and intrusive noise	Departures within preferred noise routes (%)	99% 2012: 99%	No change 
Noise	Develop and adopt practices that minimise disturbing and intrusive noise	Flights arriving on Runway 22 using continuous descent approach (%)	94% 2012: 95%	-1% 
Air Quality	Ensure we protect the natural environment by operating responsibly within environmental limits	Total breaches of air quality limits	0 2012/13: 0	Maintained zero breaches
Community Engagement	Use outreach programmes to positively engage with our communities	Total community investment through Community Funds (£)	£112,570 2012: £252,500	-55% <sup>4</sup> 
Community Engagement	Encourage and support our people to participate in voluntary work that supports our broader CSR objectives and benefits both our business and the local community	Employee volunteering hours	499 hours 2012/13: data not recorded	2013/14 was the first year of recording this data
Health & Safety	Employ a certified and systematic management of health and safety	RIDDOR reportable accidents	5 2012/13: 3	+2 accidents 
Customer satisfaction	Providing a safe, secure and accessible environment for our passengers that meets their travel needs	Overall ASQ ranking (in benchmarking group)*	3.74 2012/13: 3.77	-3% 

<sup>4</sup>2012/13 data includes a £100,000 donation from the previous owners of London Stansted Airport.

## Performance Benchmarking

We believe it is helpful to set our performance reporting in context, where it is practical to do so. Indeed this has been a clear message from consultation with stakeholders. This year, for the first time, we have presented our carbon emissions as both a total emission and also a normalised measure that takes account of the number of passengers and freight tonnage flown from the Airport. More widely we have begun to explore the feasibility of benchmarking our performance against other airports and sectors in a number of important areas. We have completed a preliminary environmental benchmarking assessment to determine the availability of quality, publicly available data and suitable KPIs focusing on three important environmental issues – carbon, waste and water.

As a result, we identified the following three KPIs most feasible to benchmark performance against:

- Carbon – emissions per traffic unit
- Waste – kg of waste created per passenger
- Water – m<sup>3</sup> of water utilised per passenger

Benchmarking London Stansted Airport's environmental performance against five other large and small European airports using these KPIs, we found that London Stansted performed above average on carbon emissions and waste produced, and average for water utilised.

An initial review of data publicly available in other sectors, such as retail and transport, found that comparable data was very limited and insufficient to allow objective comparison.

As we develop our reporting, we plan to expand our benchmarking by increasing the number of airports assessed and focussing on airports which report using the Global Reporting Initiative (GRI) standards in order to maintain data quality. We will also continue to seek publicly available standards for other sectors to benchmark our performance against.

## Carbon Emissions



**Carbon Intensity**  
(emissions per traffic unit)

Benchmark Average <sup>5</sup>	2.2*
London Stansted	1.46*

## Waste Produced



**kg of waste per passenger**  
(kg/pax)

Benchmark Average <sup>6</sup>	0.37*
London Stansted	0.32*

## Water Utilised



**m<sup>3</sup> of water per passenger**  
(m<sup>3</sup>/pax)

Benchmark Average <sup>7</sup>	0.03*
London Stansted	0.03*

<sup>5</sup>Benchmark sample were the airports Malpensa, Paris Charles de Gaulles, Frankfurt, Schipol and Munich.

<sup>6</sup>Benchmark sample were the airports Malpensa, Geneva, Brussels, Paris Charles de Gaulles and Heathrow.

<sup>7</sup>Benchmark sample were the airports Malpensa, Geneva, Paris Charles de Gaulles, Frankfurt and Heathrow. The sample group varied due to the lack of availability of data.

## LONDON STANSTED AIRPORT

Enterprise House,  
Bassingbourn Road,  
Essex,  
CM24 1QW  
United Kingdom

[stn\\_communityrelations@stanstedairport.com](mailto:stn_communityrelations@stanstedairport.com)

