

Heathrow 2.0 2019 Sustainability Progress



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Introduction

In 2017, we launched Heathrow 2.0, our plan for sustainable growth. It sets out how we will improve life for colleagues and communities, contribute to a thriving economy, and help to tackle global challenges including climate change.

Since then we've reported annually on progress against the plan, providing a detailed view of the highlights and challenges from the previous year. We normally publish our report in the first half of the year, but the severe effects of Covid-19 on aviation during 2020 have delayed our review of 2019.

Given the ongoing challenges facing our business, this report is more concise than in previous years. We have sought to include an account of progress for the period 1st January – 31st December 2019 across the full breadth of Heathrow 2.0. Occasionally we have included detail on progress made in 2020. However, there are some examples where data collection has not been possible due to disruption as a result of the Covid-19 pandemic. This is indicated throughout the report.

Sustainability is core to our strategy and we are working on updating our original Heathrow 2.0 plan, adapting it for the new reality Heathrow will be operating in as we recover from the pandemic and focusing our efforts on the elements where we can have the greatest impact. We want to capitalise on our successes and take forward our learnings so that sustainability remains at the heart of our business, shaping how we build back better. We will share the detail of our revised strategy later in 2021.

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

Expansion of Heathrow

On 16 December 2020 the Supreme Court handed down its judgment on Heathrow's appeal against the Court of Appeal decision regarding the Government's Airports National Policy Statement (ANPS). The Supreme Court has overturned the Court of Appeal's decision which sees the ANPS reinstated as Government policy, ruling that the ANPS had made provision for the Paris Climate Agreement. We are now reflecting on the judgment to work out our next steps, ensuring that our recovery from COVID-19 is prioritised but recognising the vital role Heathrow expansion will play in the UK's future.



Welcome from our CEO

It feels strange to reflect on 2019 at a point late in 2020 when we're still in the thick of dealing with the seismic challenges facing the aviation industry due to the Covid-19 pandemic. However, it marked a fantastic year of progress and we were delighted that this was recognised by Heathrow being awarded edie's "Mission Possible: Sustainable Business of the Year" award.

The events of 2020 have meant that we've needed to focus on protecting our business and continuing to deliver on safety and security as our top priority. However, we've also spent time thinking about how we will win the recovery, ensuring passengers feel safe and confident to fly, and, beyond the crisis, build back better. Sustainability will be core to this, and fundamental to Heathrow being a successful business in the 2020s and 2030s. Mark Carney, the Government's global envoy on climate change and investment, summed up well that, while Covid is a once in a generation challenge, climate is a once in the planet's history challenge.

2019 marked the end of a transformational decade for Heathrow as we welcomed a record 80.9 million passengers. It was also an important year for our progress on sustainability, and a year of huge political, public and investor focus on climate change. The science is clear: every sector needs to get to net zero by 2050. Aviation is no exception. In February this year, the UK aviation industry became the first national aviation sector in the world to commit to achieving net zero carbon emissions by 2050 and published a detailed plan to get there. Through new planes, and particularly through sustainable aviation fuels for long-haul flight, we can take the carbon out of flying and protect the benefits of aviation in a world without carbon.

While we don't fly the planes that are 95% of the airport's carbon footprint, we have a strong stake in finding solutions. Our approach is to use our scale and influence to lead change. With the right actions from government and industry to accelerate sustainable fuel, 2019 can be the year of peak carbon emissions from Heathrow.

Heathrow 2.0 was a bold statement of intent, and the progress we have made gives us a strong foundation to build on in the future. It will enable us to make Heathrow a competitive, clean airport with great service and a great place to work. We're working on updating our plan to reflect the progress we have made and the issues we need to tackle in the next few years and I look forward to sharing the detail later in 2021.

Our strategic framework

Our strategic framework ensures that our purpose is at the heart of what we do. It reminds us of our priorities and values which reflect a simple business logic: engaged people deliver excellent service. Excellent service is our differentiator that makes passengers more likely to choose Heathrow again. Sustainable growth is one of our four priorities, ensuring that sustainability sits at the heart of how we operate the airport. Our values underpin everything we do and have proved more important than ever in guiding us through the challenges we've faced as a result of the Covid-19 pandemic.

Vision	To give passengers the best airport service in the world					
Purpose	Making every journey better					
Priorities	 BEAT THE PLAN	 MOJO	 TRANSFORM CUSTOMER SERVICE	 SUSTAINABLE GROWTH		
Values	 KEEPING EVERYONE SAFE	 TREATING EVERYONE WITH RESPECT	 GIVING EXCELLENT SERVICE	 WORKING TOGETHER	 IMPROVING EVERY DAY	 DOING THE RIGHT THING

Our sustainability strategy

Launched in 2017, our Heathrow 2.0 plan seeks to help inspire and enable a positive future for the aviation sector, the communities around Heathrow and the people who work at the airport. It includes ambitious goals and targets for how we will address the negative impacts of our business and go even further to deliver positive change. Our plan has four pillars, underpinned by 12 objectives and a range of goals and indicators.



A great place to work



1. Safe and well

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

2. Careers, not just jobs

A place where anyone can reach their potential.

3. Culture of sustainability

A place that lives and breathes sustainability.

A great place to live



4. Respite for residents

A place that's getting quieter.

5. Quality air, locally

A place where local air improves.

6. Sustainable communities

A place where local people shape their future.

Plan from 2020

Two significant developments during 2020 mean that we need to refresh our plans: the impact of Covid-19 and the growing understanding of the existential nature of climate risk for aviation. These changes in context reinforce our commitment to sustainability. But we need to review and update our plan to prioritise our efforts on the most significant issues. We want to capitalise on our successes over the last three years and take forward our learnings so that sustainability remains at the heart of our business. We will share the detail of our revised strategy in 2021.

A thriving sustainable economy



7. Connecting the UK

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

8. The next economy

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

9. Sustainable supply chain

A place that drives change throughout our supply chain.

A world worth travelling



10. Zero carbon airport

A place that's run on renewable energy and delivers zero waste.

11. Accelerating the era of sustainable flight

A place where innovators work together for carbon neutral growth.

12. Responsible gateway

A place that strives to end trafficking of people and wildlife.



Our sustainability strategy

Sustainable Development Goals

The United Nations' Sustainable Development Goals (SDGs) were launched in 2015. They are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. To show how our commitments within Heathrow 2.0 support the 17 goals, we have summarised which goals apply to each of the four pillars and throughout the report we've shown which goals apply to each of our 12 Heathrow 2.0 objectives.

A great place to work	       
A great place to live	   
A thriving sustainable economy	     
A world worth travelling	          

Our sustainability strategy, continued

Materiality

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

Data

Our data covers Heathrow activities, and in some cases also reflects Team Heathrow (other businesses working at Heathrow), activities, where we are working with our business partners who operate at the airport to achieve our sustainability goals and targets. Our annual data collection process has been impacted by the Covid-19 pandemic. While we're reporting most of the data against our Heathrow 2.0 goals, there are some gaps which are highlighted within the report.

External assurance

We engaged ERM CVS to undertake limited assurance on the reported 2019 progress for a selection of our goals or targets, as well as our carbon footprint. These are highlighted throughout the report and for the full details please see ERM CVS' Assurance Statements on pp 71.

ERM CVS

Task Force on Climate-related Financial Disclosures (TCFD)

In June 2017, the Financial Stability Board (an international body that monitors and makes recommendations about the global financial system) released its final report on the recommendations of the TCFD. We recognise the importance of these disclosures and are committed to implementing the recommendations in full. For full details please see our [Annual Report and Financial Statements 2019](#).

Our sustainability strategy, continued

Our stakeholders

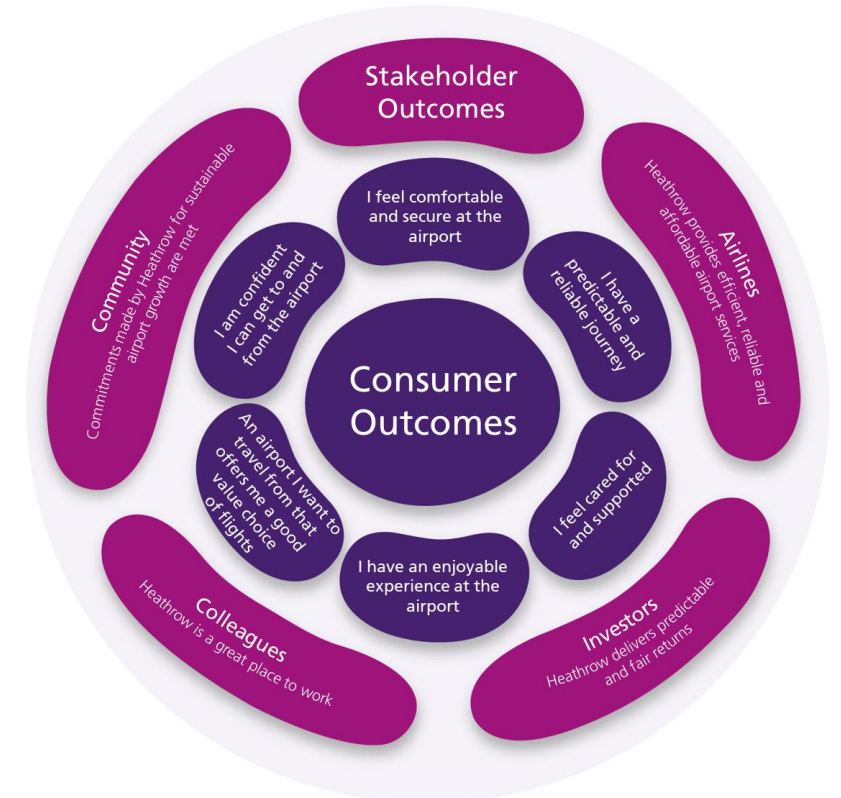
We partner and engage with and listen to a wide range of stakeholders as we work towards our sustainability goals. Our main stakeholder groups are consumers, colleagues, local communities, investors, and airlines. We also engage with Government, regulators, Team Heathrow partners, NGOs, local authorities, elected officials and organisations working on sustainable business issues and opportunities.

Sustainability culture

We have embedded sustainability into our culture through a Leading Sustainable Growth development programme for managers and through our governance structures to drive progress on our targets. We are also integrating sustainability into the management of each department to help make it part of our culture across Heathrow.

Key aspects include:

- **Heathrow Airport Holdings Limited Board of Directors:** Our Board receives monthly written updates on sustainability performance and risks, and in addition discusses proposed new targets and plans. The H AHL Board also has a dedicated sub-committee which reviews and challenges sustainability progress quarterly: the Sustainability and Operational Risk Committee.
- **Executive team:** Our Chief Executive and the Executive leadership team provide strategic direction for the delivery of Heathrow 2.0 through their functions. The Executive team reviews and challenges progress against our flagship goals monthly.
- **Our Sustainability Leadership Team:** Ensures that Heathrow 2.0 is embedded and implemented across the business. Its members are senior departmental leaders.
- **Functional leadership:** Each Heathrow function has a senior sustainability lead, selected from the leadership team and accountable for delivery of the department's annual sustainability improvement plan.



2019 achievements

A great place to work



- Reduction in passenger incidents within Heathrow's control (CAT 3) to **0.59 per one million passengers** from 0.76 in 2018.
- There were **1,093 apprenticeship starts** in 2019 (exceeding our target of 400). 175 were facilitated through the Heathrow Academy, with 918 independently facilitated by Team Heathrow companies. The majority of these were delivered through a new cabin crew apprenticeship programme.
- Developed Heathrow **World of Work**, our youth employment movement aimed at inspiring future careers at Heathrow and beyond.
- **Increased the percentage of women in senior management** from 33% to 35% and **increased the percentage of colleagues from Black, Asian and minority ethnic backgrounds** in senior management from 15% to 17%.
- Continued to roll out our Leading Sustainable Growth development programme, with **1,145 colleagues** having taken part to date.
- Updated our **Sustainability Investment Appraisal Tool** and applied it to a variety of projects, driving more sustainable decision making.

A great place to live



- The trend towards more modern, quieter aircraft continues with an increase to **65.4% of aircraft operating at Heathrow in the Chapter 14 category** (the most stringent noise standard).
- Significant **increase in kWh consumed at landside electric vehicle charging points**, largely driven through the success of charging points provided at the Taxi Feeder Park (accounting for 75% of landside consumption).
- We have **invested over £7 million** to date in developing one of the biggest electric vehicle charging networks in Europe.
- In 2019 **68.1% of flights were made by newer, cleaner aircraft** (CAEP 6 or better), exceeding our target of 60% by 2020. In December, 70.3% of movements were CAEP 6 or better.

A thriving sustainable economy



- Surface access connectivity to the UK improved to **64 of the largest 100 towns and cities**, exceeding our target of 60.
- **64 out of 108 contracts** were amended to ensure workers in our supply chain receive the London Living Wage, exceeding our target of 49. It is estimated over 1,300 Team Heathrow colleagues benefited from a salary uplift as a result.
- We held our **23rd annual flagship Heathrow Business Summit**. This followed a year-long tour consisting of 11 Business Summits in cities across the UK, providing opportunities for 870 SMEs to meet with Heathrow's largest suppliers.
- Delivered the third **'World of Opportunity' SME grant scheme**, awarding £40,000 in vital seed money to 20 firms to fund international trade missions and foreign market research.
- Became the world's first **Sustainable Fish Airport**, with all retail business partners at Heathrow adopting a sustainable fish buying policy. This covers four million meals per year.

A world worth travelling



- **5% reduction in total waste** generated compared to 2018 and a reduction in waste per passenger, despite an increase in passenger numbers.
- Reduced Scope 1 emissions through a reduction in use of natural gas and Scope 2 emissions from electricity by both cutting our and an increase in onsite renewable electricity generation.
- In early 2020 we **purchased credits to offset** our 2018 and 2019 emissions.
- Launched **further projects to take carbon out of the air**. We're funding restoration of peatland (a natural habitat critical for biodiversity), woodland creation and regenerative farming projects across the UK.
- **Commissioned Green Alliance to produce a report** assessing the role the aviation sector should play in supporting nature-based climate projects in the UK.
- Enabled over **£500,000 of investment in sustainable innovation projects** through direct and partnership funding via our Heathrow Centre of Excellence for Sustainability.
- **Trialled new technology** to help turn unrecyclable plastic waste into low-carbon fuels.

Our flagship goals

Our 10 flagship goals are some of the key targets and aspirations from Heathrow 2.0. They include goals from each of our four pillars and represent focus areas where we are seeking to have a significant positive impact. Their timescales vary from short, to medium and longer-term. Further detail can be found throughout the report, indicated by a flag symbol.

	Flagship goal	2019 planned activity	2019 status	2019 progress update	Control / influence
A great place to work	10,000 apprenticeships by 2030 to help people develop skilled and sustainable careers	Increase the number of apprenticeships by 400	Achieved	In 2019 we launched and funded a shared apprenticeship scheme with our construction supply chain. This allows apprentices at Heathrow to establish a broad range of skills and experience by working with multiple companies. We also launched a skills partnership to offer over 80 apprenticeship qualifications. 918 apprenticeship starts were independently facilitated by Team Heathrow companies in 2019. These were mainly delivered through a new cabin crew apprenticeship programme that began in 2019. 175 people started their apprenticeships through the Heathrow Academy during 2019. This included 55 apprenticeships with Heathrow Airport Ltd, 29 through the shared apprenticeship scheme and 91 with Team Heathrow companies. This brings the total number of apprenticeship starts to 1,093, exceeding our target of 400.	Influence
	Reflect local diversity at every level by 2025 so that we can become a truly great place to work whilst helping local people find careers that can fulfil their potential	Reflect the diversity of the local community for female colleagues (49% by 2025)	On track	Representation across female colleagues was 43% in 2019.	Control
		Reflect the diversity of the local community for BAME colleagues (39% by 2025)	On track	Representation across black, Asian and minority ethnic colleagues was 43% in 2019 and reflects the diversity of the local community.	Control
		Reflect the diversity of the local community for Senior Managers for female colleagues (CEO, Exec, A-C) (49% by 2025)	On track	Female representation at senior management level was 35% encouraging and we are working on activity to support further progression in future.	Control
Reflect the diversity of the local community for Senior Managers for BAME colleagues (CEO, Exec, A-C) (39% by 2025)	Behind	BAME representation at senior management level was 17% indicating a significant representation gap. Future activity to support progression is being developed.	Control		

Our flagship goals, continued

	Flagship goal	2019 planned activity	2019 status	2019 progress update	Control / influence
A great place to live	As part of our voluntary Quiet Night Charter, by 2022 we will seek to at least halve the number of flights on non-disrupted days which operate late after 23:30	Reduce the number of late running aircraft post 23:30 to 219 by end of 2019	Target not met	The 2019 milestone target of 219 was not achieved, with a total of 257. However, this was an improvement from 268 in 2018. We are continuing to work towards our 2022 flagship goal of 165.	Influence
	Airside ultra-low emissions zone by 2025 to improve quality of life through cleaner air	Finalise plan for airport Ultra Low Emission Zone and improve IT systems to support implementation	Achieved	In May 2019, we announced the world's first airport Ultra Low Emission Zone (ULEZ). In December 2020, due to the impact of Covid-19, these plans were replaced with a proposal to explore the introduction of a Forecourt Access Charge for vehicles in late 2021. An airside ULEZ remains part of our future plans.	Influence
	50% of airport passenger journeys made by public transport by 2030, supporting no more airport-related cars on the road, so local areas can thrive without increased congestion and halve colleague car trips	At least 41% of passengers to use public transport by end of 2019	Achieved	Passengers using public transport increased to 41.5% in 2019 due to a combination of new and improved bus & coach services as well as better performing rail. This has more than offset the trend towards Uber and resulted in public transport mode meeting the 2019 target.	Influence

Our flagship goals, continued

	Flagship goal	2019 planned activity	2019 status	2019 progress update	Control / influence
A thriving sustainable economy	Largest 100 towns and cities connected to Heathrow by 2033 to create opportunities all over the country and deliver a stronger UK	Continue connections to 60 of the UK's largest towns and cities in 2019	Achieved	In December, we increased our surface-access connectivity to the UK; at the end of 2019 Heathrow was connected to 64 of the UK's 100 largest towns and cities, with Warrington and Southport now connected via a new coach service, and Lincoln and Harrogate connected through a change to the London North Eastern Railway train timetable. Although not one of the largest 100, due to it being a significant location within our colleague catchment area, we also launched a new connection to Guildford thanks to a new RailAir coach link with First Bus. The hourly service connects Heathrow with Guildford train station and is timed to coincide with fast trains from the south.	Influence
	All our direct supply chain colleagues working at Heathrow will be transitioned to be paid the London Living Wage by the end of 2020 and we will encourage commercial partners and our supply chain to work towards the London Living Wage, while continuing to give affordable service to our customers	In 2019 we will amend and renegotiate 49 contracts to be London Living Wage compliant	Achieved	We've been a London Living Wage employer since 2017. As we work to move all our direct supply chain colleagues at Heathrow to the London Living Wage by 2020, we are also removing the use of zero-hours contracts. We have exceeded our target by updating 64 out of 108 supplier contracts included in the scope of our London Living Wage Roadmap, uplifting an estimated 1,300 Team Heathrow colleagues to the Living Wage and protecting an estimated 1,275 through contractual changes during 2019.	Influence

Our flagship goals, continued

	Flagship goal	2019 planned activity	2019 status	2019 progress update	Control / influence
A world worth travelling	Aspiration for growth from our new runway to be carbon neutral	Develop a slot strategy with carbon efficiency as a core principle	Revised	2019 saw a huge political, public, investor and business focus on climate. This was driven by the latest science confirming the need to reach net zero by 2050 to avoid the worst effects of climate change. Our strategy evolved significantly during the year and this flagship goal has now been replaced by a goal for aviation to reach net zero by 2050. Our Target Net Zero plan, published in February 2020, sets out the actions we plan to take to deliver the goal.	Influence
	We will be a carbon neutral airport by 2020. This will be measured by achieving level 3 + carbon neutrality within the Airports Carbon Accreditation Scheme. This will require us to offset all the residual scope 1 and 2 Heathrow carbon emissions.	Forecast residual emissions and plan offsetting requirements from 2020 onwards	On track	For 2018 and 2019, in early 2020 we purchased credits to offset Heathrow's gas, electricity, operational vehicles and business travel, making Heathrow carbon-neutral for our scope 1 and 2 emissions. We have since identified an uplift in refrigerant emissions and are in the process of sourcing additional credits to maintain carbon neutrality.	Control
		Invest in next peatland project to develop a portfolio of carbon offsets	Achieved	We are restoring peatlands in the UK - a type of natural habitat critical for biodiversity - to take carbon out of the air. Our first unique project with Lancashire Wildlife Trust, covering 70 hectares, is expected to sequester more than 22,000 CO2 tonnes over 30 years. For our second project we partnered with Montgomeryshire Wildlife Trust to fund the restoration of 34ha of peatland near Machynlleth, Wales. We have also diversified our approach to 'natural climate solutions', also funding woodland creation and regenerative farming projects in both Wales and Scotland.	Control
	As well as establishing the Heathrow Centre of Excellence, we will trial 25 sustainable innovations by 2025. This will be measured by successful pilots completed at Heathrow	Define a 5-year plan for the Centre of Excellence and deliver 4 sustainability innovations	Achieved	A 5-year plan was agreed by the Centre of Excellence steering group, to be reviewed periodically. Innovation projects delivered in 2019 include: <ul style="list-style-type: none"> • The innovation prize winning project from UCL and Catal Ltd to convert non-recyclable Heathrow waste into useful products, including jet fuel; • The delivery of an immersive storytelling experience in Terminal 5 to increase coffee cup recycling rates, in partnership with Costa and Storyfutures; • The roll-out of an innovative incentive scheme to cut single use plastic bag use at Security; • We commissioned a pilot project with EnTrade which involved developing a digital tool to show how farmers could sell increased levels of carbon stored in their soils into a market for environmental services. There is potential to use initiatives of this type as a method of offsetting in the future. 	Control

Our carbon plan

Target Net Zero



TARGET NET ZERO

Heathrow's Plan for the
Critical Decade Ahead

Heathrow

In February 2020 we published our [Target Net Zero plan](#). It is centred on eliminating carbon on the ground – from our own assets and those of our partners – and eliminating carbon in the air.

Finishing the job of getting our own house in order

1. We will keep investing until all our airport infrastructure and vehicles are zero-carbon.

Working with our Team Heathrow partners and with passengers to eliminate carbon on the ground

2. We will support business partners to ensure vehicles at Heathrow meet ultra-low emissions standards by 2025 as a step toward a full zero carbon fleet in the future.
3. We will make it easier for the 76,000 people who work at Heathrow, our passengers and all those who travel in our local area to reduce their emissions from travel on the ground.
4. We will become a world-leader in low-carbon construction, setting a clear baseline and ambitious reduction targets to reduce embodied carbon from expansion of the airport. We will offset residual emissions.

Working with our industry partners, Government and passengers to decarbonise flight

5. We will work to build a global aviation industry 'high ambition coalition' with the aim of agreeing a global net-zero emissions target at the ICAO general assembly in 2022.
6. We will help accelerate the production and use of Sustainable Alternative Fuels (SAFs).
7. We will support the development of technologies which can get aviation to fully zero-carbon flight.

Removing carbon from the atmosphere

8. We will help passengers to offset their flights and increase our own investment in natural and technological solutions to remove carbon from the air until aviation reaches net zero carbon

Climate change is an existential risk to aviation. The science is clear: every sector needs to get to net zero by 2050. Aviation is no exception. Through new planes, and particularly through sustainable aviation fuels for long-haul flight, we can take the carbon out of flying and protect the benefits of aviation in a world without carbon. While we don't fly the planes that are 95% of the airport's carbon footprint, we have a strong stake in finding solutions. Our approach is to use our scale and influence to lead change. With the right actions from government and industry to accelerate sustainable fuel, 2019 can be the year of peak carbon emissions from Heathrow.

In 2020 our work programme has focused on continuing to work with others to build a high ambition coalition in the global aviation sector backing net zero and advocating the policies needed to kick-start the sustainable fuels industry. A growing group of airlines backs net zero. Notably in 2020, the OneWorld Alliance of carriers, 13 airlines representing most regions of the world, set that goal, as did the whole European air transport sector. On sustainable fuels, the UK Government has set up the Jet Zero Council, a group of 25 government, industry and environmental leaders to agree and deliver the plan to decarbonise flight, with the main initial focus on Sustainable Aviation Fuel (SAF). SAF is the only way by 2050 to decarbonise the 70% of global aviation emissions that come from long-haul flight. However SAF is more expensive than kerosene so we need governments to act

Our carbon plan 2019 achievements

Finishing the job of getting our own house in order

We have cut emissions from energy used to power and heat Heathrow by well over 90% since 1990. In 2019 Heathrow was run entirely on renewable electricity and green gas. Some of our heat and power is generated on site from one of the UK's largest biomass boilers, run on sustainable woodchip from the local region. Our goal is to operate fully zero-carbon infrastructure by the mid-2030s.

Working with our Team Heathrow partners and passengers to cut carbon on the ground

More efficient aircraft movement – we continued to work with airlines and NATS on ways to cut emissions from aircraft. They include encouraging airlines to use a reduced number of engines to taxi to and from the runway, adopting smart airfield design to decrease taxiing distance, using plug-in power and improving take-up of pre-conditioned air (PCA) for aircraft at the gate.

Leading the charge towards electric travel - we have invested over £7 million to build one of the biggest electric-vehicle charging networks in Europe.

Working with our partners to decarbonise flight

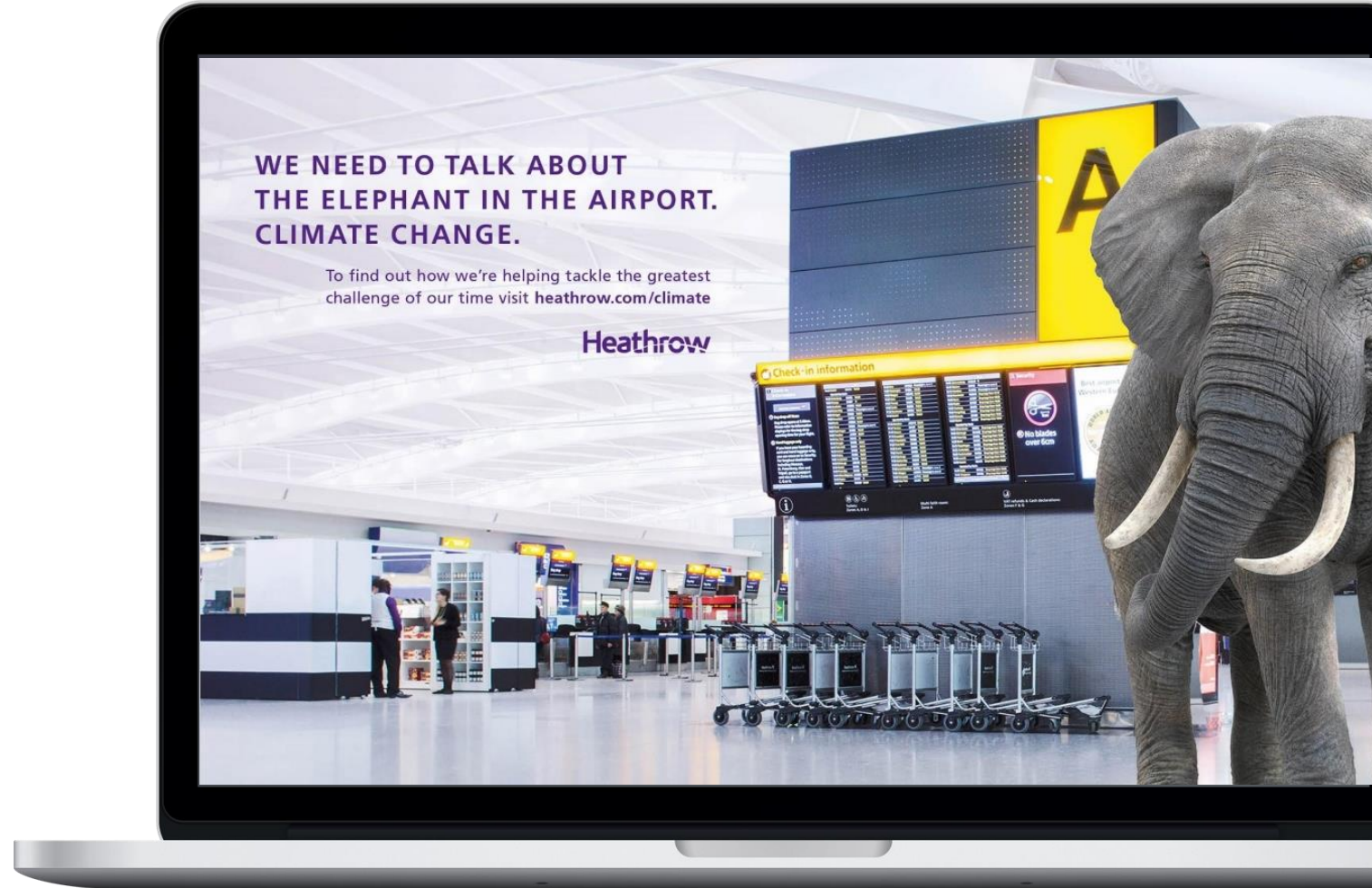
Encouraging greener and quieter aircraft - 64% of flights landing at Heathrow are made by the newest and greenest aircraft. Airlines can benefit from landing fees up to 11 times cheaper by utilising greener and quieter aircraft, steering them towards better choices for people and planet. We have offered a prize of free landing for a year to the first airline to fly a commercial electric or hybrid service from Heathrow, worth up to £1 million

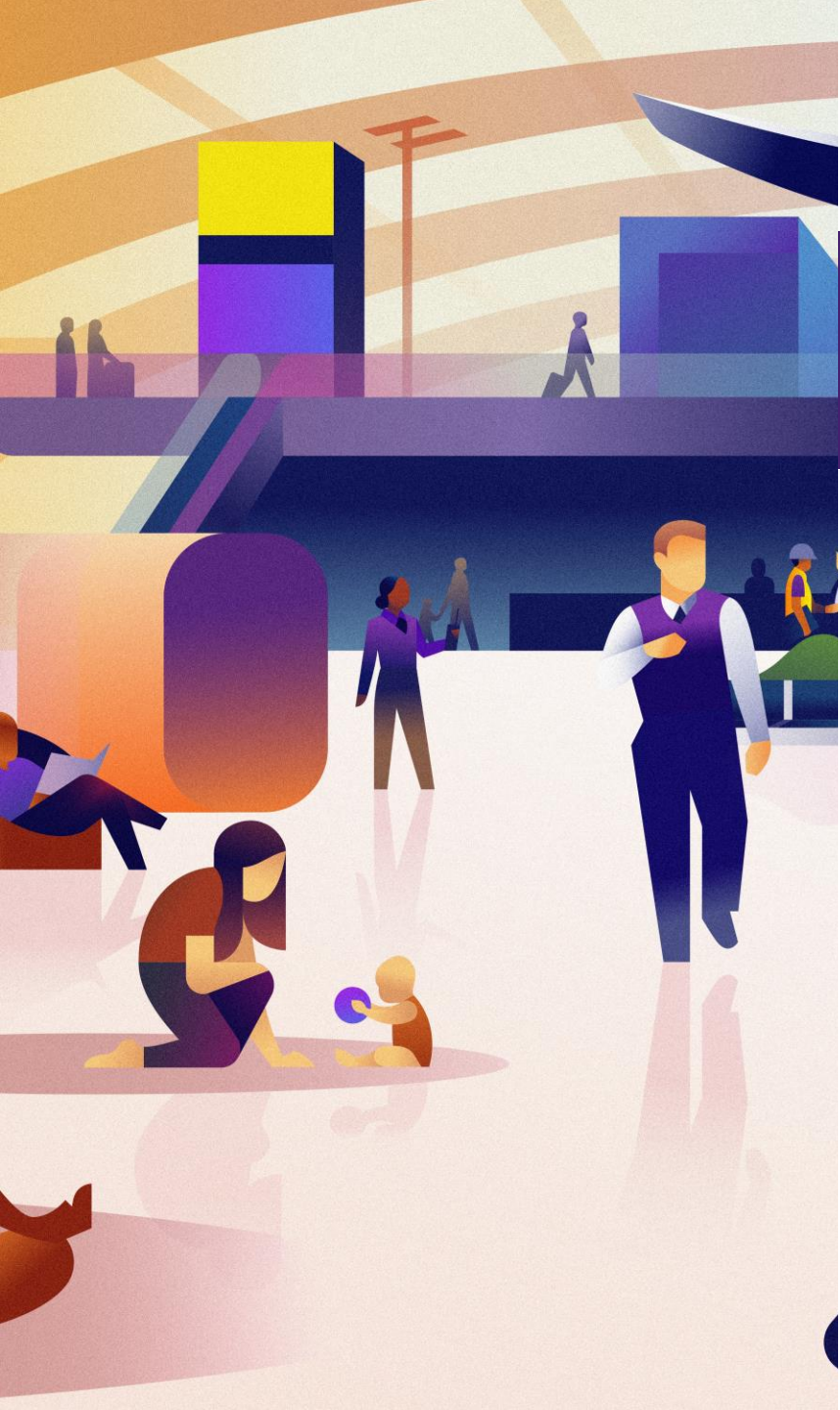
Supporting sustainable fuels pilot projects - our 2019 Innovation Prize, worth £30,000, attracted 34 entries on the theme of zero-carbon air travel. The winning entry was research by University College London and specialist catalyst company Catal, to turn unrecyclable plastic waste into a chemical feedstock that could be used for a range of potential products including low-carbon Sustainable Aviation Fuel.

Restoring English peatland to offset our carbon emissions - our first unique project with Lancashire Wildlife Trust, covering 70 hectares, is expected to sequester more than 22,000 CO2 tonnes over 30 years.

Engaging passengers - we want to make it easier for customers to reduce the carbon impact of their flights. In early 2020, we launched a consumer offsetting platform - making it quick and easy for customers to purchase carbon offsets to cover their flights. The offsets will support a reforestation program in Uganda and a wind farm in Costa Rica. We also ran an awareness campaign focused on tackling the “elephant in the airport” across all terminals and our social media.

For our 2019 carbon footprint please see page 68.





A great place to work

We believe the places we work should provide people with opportunities and, at Heathrow, that starts with the work itself. We want everyone who works here to feel they can be happy, motivated and developed in ways which encourage them to flourish. We want every individual to know they have the right to put their own safety, and the safety of all those around them, before anything else. And we want our people to understand that they can shape our future too. For us to create a true culture of sustainability, we must do it together. Everyone at Heathrow needs to live and breathe Heathrow 2.0.

1

Safe and well

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

2

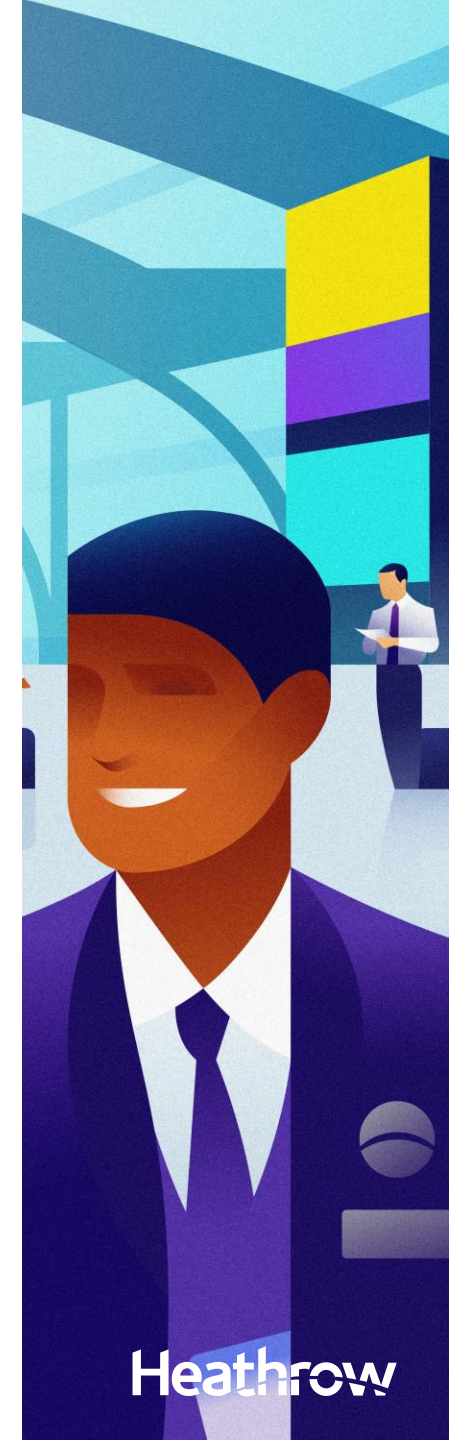
Careers, not just jobs

At Heathrow we talk about careers, not jobs. Every role should offer a sense of purpose and progress, with opportunities for our colleagues to develop and grow. We want Heathrow to become a truly great place to work where anyone can fulfil their potential. By 2025 our goal is for our workforce to reflect local diversity at every level.

3

Culture of sustainability

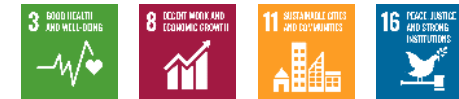
We want to embed sustainability into our culture at Heathrow, so all our colleagues know they have a part to play in shaping our future. That philosophy is at the core of a joined-up programme to attract and retain the best talent, develop our leaders and give every colleague the ability to help deliver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



Heathrow

A great place to work

Safe and well

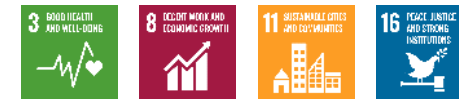


1.1 Enable Team Heathrow colleagues to be visible and passionate leaders in health, safety and wellbeing

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Develop and deliver the Team Heathrow Safety Network	Team Heathrow	On track	Safety directors and decision makers from over 40 Team Heathrow partners came together to collaborate 3 times in 2019 and we continue to work together to embed safety awareness into our common ways of working.	n/a	n/a	n/a
Year on year improvement in scores for 'my health is suffering because of my work' through Heathrow's internal colleague survey	Heathrow	Revised	In 2019 we transitioned to a new internal colleague survey platform with a revised question set. 2019 performance is therefore not comparable with previous years. Our 2019 survey showed 65% of colleagues believe that their health and wellbeing is either positively or neutrally impacted by their work, 35% believe work is having a negative impact on their health. To address this, a number of initiatives are under consideration to be delivered in 2020 and beyond. Mental health continues to be a focus for our health and wellbeing strategy. Following a stand back review of our absence reporting process, we made some enhancements that provided greater insight into the reasons for colleague absence, this in turn will help us create some targeted education products for our managers.	n/a	31%	30%
Year on year improvement in scores for 'my manager takes an active interest in my wellbeing' through Heathrow's internal colleague survey	Heathrow	Revised	In 2019 we transitioned to a new internal colleague survey platform with a revised question set. 2019 performance is therefore not comparable with previous years. In 2019 we educated 693 line managers through our 'Your Mind Matters - for Line Managers' programme, with 98% of attendees rating the course highly for providing them with confidence to support a colleague struggling with mental ill health. Management referrals of colleagues directly to our employee assistance programme (EAP) for counselling have increased, with EAP call volume up 16% in 2019. We have also provided our managers with greater choice to support their teams, through education and empowerment of the bespoke care and support pathways that are available to them.	n/a	65%	65%

A great place to work

Safe and well, continued



1.2 Develop an interactive balanced scorecard

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
For Heathrow colleagues, year on year improvement in our colleague home safe measure	Heathrow	Behind	Performance appears worse in 2019 as a result of a process change to implement greater transparency in the absence reporting process in August, which resulted in an increase in workplace stress incidents. As a result, 2019 performance has been rebased. Hospitalisation performance in 2019 improved by 3.5% to 0.28 incidents per 100k working hours compared to 2018 (0.29) and Lost Time Injuries remained the same as 2018 with MAFR 0.34.	0.76 incidents per 100k hrs worked, rebased to 0.93 incidents per 100k hrs worked. 152 total incidents, 126 actual incidents and 26 rebased workplace stress incidents	0.74 incidents per 100k hrs worked 104 incidents	1.21 incidents per 100k hrs worked. 162 incidents
Year on year improvement in scores for 'my health is suffering because of my work' through Heathrow's internal colleague survey	Heathrow	Achieved	There were 48 individual incidents in 2019 compared with 61 in 2018. The year-end MAFR of 0.59 is better than the 2019 target and is a 22% improvement when compared to the December 2018 figure of 0.76.	48 incidents MAFR 0.59 per one million passengers	61 incidents MAFR 0.76 per one million passengers	52 incidents MAFR 0.67 per one million passengers

A great place to work Careers, not just jobs



2.1 Establish ourselves as the best community employer in the UK

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Increase proportion of Team Heathrow employers engaged in recruiting through the Heathrow Academy from 15% in 2016 to 40% by 2020	Team Heathrow	Data not available	Data not available	Data not available	20%	14%
Increase number of local people completing accredited employability programme to 1,600 by 2020	Team Heathrow	On track	We continued to make progress towards our 2020 target, with an increase in 2019 compared to 2018.	1265	1152	1455
Increase people helped by the Heathrow Academy into employment at Heathrow to 2,000, of which 80% secure sustained employment (over six months) by 2020	Team Heathrow	On track	In 2019 946 people were helped into employment by the Heathrow Academy.	946	751	462
Increase the number of apprenticeships by 400 in 2019, to work towards facilitating 10,000 apprenticeships by 2030 across Heathrow's direct operations, supply chain and Team Heathrow companies to help people develop skilled and sustainable careers	Team Heathrow	Achieved	In 2019 we launched and funded a shared apprenticeship scheme with our construction supply chain. This allows apprentices at Heathrow to establish a broad range of skills and experience by working with multiple companies. We also launched a skills partnership to offer over 80 apprenticeship qualifications. 918 apprenticeship starts were independently facilitated by Team Heathrow companies in 2019. These were mainly delivered through a new cabin crew apprenticeship programme that began in 2019. 175 people started their apprenticeships through the Heathrow Academy during 2019. This included 55 apprenticeships with Heathrow Airport Ltd, 29 through the shared apprenticeship scheme and 91 with Team Heathrow companies. This brings the total number of apprenticeship starts to 1,093, exceeding our target of 400.	1093	310	154
Increase the number of job starts to	Team	Achieved	We exceeded our target of 946, with 946 people starting in	946	751	462

A great place to work

Careers, not just jobs, continued



2.1 Establish ourselves as the best community employer in the UK continued

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
% senior managers live in the local community	Heathrow	On track	The percentage of senior managers from the local community reduced slightly in 2019 compared to 2018.	27.34%	28.14%	27.45%
Continue to deliver Heathrow Skills Taskforce commitments	Heathrow	On track	In January 2019 we announced a series of commitments following the recommendations of the Heathrow Skills Taskforce. For details on progress, please see Heathrow's one-year summary , published in February 2020.	n/a	n/a	n/a
Deliver World of Work, our integrated careers engagement strategy	Heathrow	On track	Following the recommendations of the Heathrow Skills Taskforce we have developed Heathrow World of Work, our youth employment movement aimed at inspiring future careers at Heathrow and beyond. The programme will help people achieve their career aspirations and develop essential skills. Activities include (1) strategic support for schools through a school governors programme, as well as setting up a new Enterprise Advisers Network aimed at supporting teachers to implement school career plans. (2) Practical support for young people including work experience, in-school primary and secondary school activities and on-site tours.	n/a	n/a	n/a
Establish a process to measure the conversion rates of young people engaged in schools' programmes making applications to Heathrow employment opportunities by 2018	Heathrow	Revised	This has been rolled into an ongoing project looking at the total value and impact of our sustainability strategy.	1093	159	154

A great place to work

Careers, not just jobs, continued



2.1 Establish ourselves as the best community employer in the UK continued

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Increase the number of job starts to at least 800 by 2019	Team Heathrow	Achieved	We exceeded our target of at least 800 job starts in 2019, with 946 people starting in employment.	946	751	462
% new recruits from the local community	Heathrow	On track	The percentage of new recruits from the local community increased by nearly 10% in 2019 compared to 2018 but was still lower than the level in 2017.	47.63%	38.38%	53.28%
Develop a measure for understanding the impact of Heathrow colleagues as governors by 2018	Heathrow	Revised	This has been rolled into an ongoing project looking at the total value and impact of our sustainability strategy.	n/a	n/a	n/a
Engage 15,000 young people through education activities in 2019	Heathrow	Target not met	We engaged 14,845 young people in 2019, through the Primary and Secondary School Challenges, the Jobs & Careers Fair, and other ad hoc activities. This total is slightly below our target of 15,000.	14,845	14,537	13,386

A great place to work

Careers, not just jobs, continued



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

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Reflect the diversity of the local community for female colleagues (49% by 2025)	Heathrow	On track	Representation across Female colleagues is encouraging.	43%	43%	Not yet tracked
Reflect the diversity of the local community for Black, Asian and minority ethnic colleagues (39% by 2025)	Heathrow	On track	Representation across Black, Asian and minority ethnic colleagues is positive and reflects the diversity of the local community.	43%	42%	Not yet tracked
Reflect the diversity of the local community for Senior Managers for female colleagues (CEO, Exec, A-C) (49% by 2025)	Heathrow	On track	Female representation at senior management level is encouraging and we are working on activity to support further progression in future.	35%	33%	Not yet tracked
Reflect the diversity of the local community for Senior Managers for Black, Asian and minority ethnic colleagues (CEO, Exec, A-C) (39% by 2025)	Heathrow	Behind	Black, Asian and minority ethnic representation at senior management level indicates a significant representation gap. Future activity to support progression is being developed.	17%	15%	Not yet tracked
Create an inclusive culture by supporting participation in the Heathrow colleague diversity networks	Heathrow	On track	During 2019, Heathrow's diversity networks organised approximately 30 events to raise awareness across all strands of diversity. These events support the development of colleagues and an inclusive culture. In the future networks will record attendee data.	Approx. 30 events	Not yet tracked	Not yet tracked
Increase the % of colleagues who feel that people from diverse backgrounds can succeed at Heathrow to 80% in 2019	Heathrow	Target not met	In 2019 we focused on updating our Diversity and Inclusion strategy. Future planned activities should help to improve performance on this measure.	78%	78%	79%

A great place to work

Careers, not just jobs, continued



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

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
100% Heathrow leaders (Heathrow Bands A, B and C) trained in inclusive leadership and unconscious bias by 2019	Heathrow	On track	In 2019 we continued the roll out of our flagship sustainability development programme (which includes training in inclusive leadership and unconscious bias) to all colleagues in managerial roles. Most leaders have now completed the programme.	Data not available	84%	13%
Measure and publish pay gender gap report in 2019	Heathrow	Achieved	Heathrow published its third gender pay gap report (for 2019) in February 2020, with a median gap of 3% and a greater proportion of women in the top pay quartile than in 2018.	n/a	n/a	n/a
Create an environment where colleagues can record their diversity information and feel confident in doing so - % disability disclosure rate	Heathrow	On track	3.9% (9 colleagues) have declared a disability but membership of our diversity networks suggests the true number is higher. Activity is currently being developed to support colleagues in being confident to disclose.	98.7% disclosure rate yes - 3.9% no - 94.8% prefer not to say - 1.3%	not yet tracked	not yet tracked
Create an environment where colleagues can record their diversity information and feel confident in doing so - % sexuality disclosure rate	Heathrow	On track	4.8% (11 colleagues) have declared that they are LGB but membership of our diversity networks suggests the true number is higher. Activity is currently being developed to support colleagues in being confident to disclose.	95.2% disclosure rate Heterosexual / straight - 90.4% gay/lesbian - 3.9% bisexual - 0.9% prefer not to say - 4.8%	not yet tracked	not yet tracked
Undertake benchmarking to continually improve diversity and	Heathrow	On track	Heathrow was the most diverse UK airport to be named as a World Leader status level 3 in January 2020.	n/a	n/a	n/a

A great place to work

Careers, not just jobs, continued



2.3 83% of colleagues rate Heathrow a great place to work by 2023

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
80% Heathrow colleagues agree that "Heathrow is a great place to work" in 2019	Heathrow	Target not met	In 2019 74% of colleagues agreed Heathrow is a great place to work through our Mini Pulse survey, an increase of 1% compared to 2018.	74%	73%	74%
Year on year improvement in scores for "I understand how my performance is measured" through Heathrow's internal colleague survey	Heathrow	Achieved	During 2019, 63% of colleagues agreed that they understand how their performance is measured, up from 62% in 2018.	63%	62%	64%
Year on year improvement in scores for "I understand how my department is measured" through Heathrow's internal colleague survey	Heathrow	Target not met	Overall levels of agreement with this statement (66%) declined by 1% point vs. 2018.	66%	67%	69%
Achieve 3-star accredited Best Company by the end of 2023	Heathrow	Replaced	In 2019, we elected not to take part in Best Companies, as we were launching our internal InPulse survey, designed to give us a regular and in-the-moment insight into how our colleagues are feeling. Participation increased over the year to 40.2%.	n/a	n/a	n/a

A great place to work

Culture of sustainability

3.1 Everyone working at Heathrow understands and values our sustainability plan

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Integrate sustainability into our colleague recruitment programmes	Heathrow	On track	Following the successful launch of our Career Returners programme in 2018, we repeated this in 2019. We partnered with Women Returners to offer long term employment opportunities for professionals who have been out of the workplace. 2019 saw our first intake of Change 100 interns through the Leonard Cheshire Society - for graduates and interns who have a disability or long term health condition. We introduced targeted advertising on social media to drive local attraction strategies.	n/a	n/a	n/a
Integrate sustainability into our colleague development programmes	Heathrow	On track	In 2019 we continued to roll out our Leading Sustainable Growth development programme, bringing the total who have completed this to 1145. We are now considering how we can build on this in our future development programmes. In 2019 5 senior leaders attended the Prince of Wales Business and Sustainability Programme run by the Cambridge Institute of Sustainability Leadership as part of our on-going plan to deepen understanding at senior levels in the organisation. An adapted version of Leading Sustainable Growth has also been delivered to all Security Leaders and roll out to Customer Relations and Service colleagues is planned.	n/a	n/a	n/a
Integrate sustainability into our rewards schemes	Heathrow	On track	In 2019 we considered how to include sustainability metrics in our senior management bonus scheme, and this will be rolled out in the future.	n/a	n/a	n/a
Deliver Heathrow colleague sustainability suggestion scheme	Heathrow	Achieved	In 2019 we launched our Sustainable Innovation Fund to encourage and support colleague participation in identifying and implementing sustainability improvements. Three ideas were selected, with one implemented in 2019, a second in early 2020 and the third under further investigation.	n/a	n/a	n/a
Integrate sustainability into our colleague recognition scheme	Heathrow	Achieved	Colleague action on sustainability continues to be recognised and celebrated through our Heathrow Star recognition scheme, and through us internally showcasing these examples via our Sustainability Heroes communication campaign.	n/a	n/a	n/a
100% of Heathrow colleagues rating	Heathrow	On track	Since March 2017,	85%	85%	85% (Mar-

A great place to work

Culture of sustainability, continued

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

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Heathrow colleagues to have access to relevant sustainability information and training interventions	Heathrow	On track	In 2019 an eLearning module summarising our sustainability strategy was launched to all colleagues. This supplements our existing technical training offering, delivered through presentations, toolbox talks and external specialist training.	n/a	n/a	n/a
Identify Team Heathrow sustainability awareness needs and delivery mechanism by 2019	Team Heathrow	On track	In 2019 we engaged extensively with suppliers on sustainability to consult on new processes to include sustainability in contracting and performance evaluation. Information and materials such as a Heathrow 2.0 Toolbox Talk have been provided to suppliers on an ad-hoc basis.	n/a	n/a	n/a
Achieve certification to ISO 14001 by 2020 for Heathrow Airport Holdings Ltd	Heathrow	Behind	The Engineering Department, which manages the airport infrastructure that is externally regulated, successfully retained certification to the environmental management system standard ISO 14001 in 2019. Work to build the parts of a management system designed to deliver our sustainability strategy across the full business has continued.	n/a	n/a	n/a
Achieve certification to ISO 45001 by 2020 for Heathrow Airport Holdings Ltd	Heathrow	Behind	We are working towards certification to ISO 45001 in 2021.	n/a	n/a	n/a
Maintain certification to ISO50001	Heathrow	Achieved	Certification of the Engineering Energy Management System to ISO 50001 has been confirmed.	n/a	n/a	n/a
Continue to integrate non-financial metrics into key decision making processes	Heathrow	On track	In 2019 we carried out a comprehensive update to improve the Sustainability Investment Appraisal Tool, including more detail and applying it to a variety of projects. In 2020 we will integrate it into our development decision making processes. We also began using a Total Value methodology at the Heathrow level.	n/a	n/a	n/a

A great place to work

Culture of sustainability, continued

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

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
20% of Heathrow colleagues registered users of the sustainable lifestyle tool by 2025	Heathrow	On track	In 2019 70 colleagues trialed an app which promotes tips and challenges to reduce your carbon footprint. We are considering how we might progress this in the future.	n/a	n/a	n/a
Establish systems and processes to support and measure colleague volunteering	Team Heathrow	Behind	In the future we plan to launch a colleague app which will allow us to gather data and make volunteering easy and accessible for colleagues.	n/a	n/a	n/a



A great place to live

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

4

Respite for residents

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

5

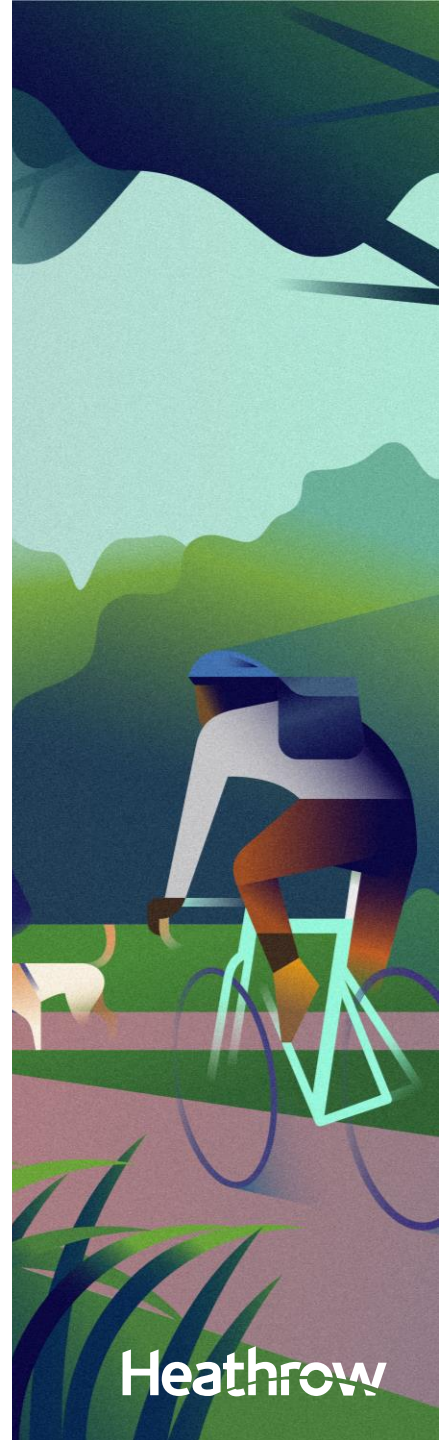
Quality air, locally

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

6

Sustainable communities

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



A great place to live

Respite for residents



4.1 Quieter planes - we will work with our airline partners to ensure that Heathrow operates with a 'best in class' fleet mix and report annually

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
We will continue to engage with our airline partners to achieve the voluntary phase out of Chapter 3 aircraft by 2020 and Chapter 4 (equivalent) by 2045.	Team Heathrow	On track	Engagement with airlines included regular meetings of the Heathrow Community Noise Forum and Heathrow Strategic Noise Advisory Group, consultation on the annual update of the charging regime in the Conditions of Use, and letters from our CEO to each airline CEO covering noise and emissions reductions initiatives. In 2020 we will develop an MOU to agree an end to Chapter 3 aircraft usage by end of 2020.	n/a	n/a	n/a
0% Chapter 3 aircraft by 2020	Team Heathrow	On track	The trend towards more modern, quieter aircraft continues. We maintain committed to voluntarily phasing out Chapter 3 aircraft operating at Heathrow.	0.11%	0.06%	0.07%
At least 60% Chapter 14 aircraft by 2020 (High, Base and Low)	Team Heathrow	On track		65.40%	62.60%	59.90%
0% Chapter 4 aircraft by 2045	Team Heathrow	On track		34.50%	37.30%	40.10%
In line with the annual Airport Charges consultation process, we will review the structure of our landing charges and consult with airlines.	Team Heathrow	On track	New concepts for changes in fees structure were introduced at 2019 airline consultation on charges.	n/a	n/a	n/a
We will annually review the differential between the noisiest and quietest categories in our landing structure to encourage the use of the quietest aircraft practicable at Heathrow. The charges will be published annually in our Conditions of Use.	Team Heathrow	On track	New 2020 charge rates are in our Conditions of Use published at the end of 2019. The noise fee for Chapter 3 aircraft is 11.6 times higher than for a Chapter 14 aircraft.	n/a	n/a	n/a

A great place to live

Respite for residents, continued



4.1 Quieter planes - we will work with our airline partners to ensure that Heathrow operates with a 'best in class' fleet mix and report annually continued

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
We will review the recommendations on charges made by CAA (CAP 1576) including incentives for shifting to best in class, separating landing and take-off charges, and increasing surcharges for unscheduled night-time operations. We will work with our airline partners to identify how to respond and implement them by 2019 as part of our responsibilities under 1.2 and 1.3 above.	Team Heathrow	Achieved	The new 2020 charge structure is in our Conditions of Use published at the end of 2019. The landing noise fee has been divided into landing and departure noise fees, now based on actual time with a factor of 5 penalty for movements in the core night period (2330-0600).	n/a	n/a	n/a
For all new aircraft types with scheduled operation at Heathrow and a representative data set, we will undertake comparative noise studies relative to older equivalent aircraft types with the CAA in order to show the relative performance of new aircraft types.	Team Heathrow	On track	A study of the Dash-8 is being prepared and we are reviewing the conditions to trigger a study.	n/a	n/a	n/a

A great place to live

Respite for residents, continued



4.1 Quieter planes - we will work with our airline partners to ensure that Heathrow operates with a 'best in class' fleet mix and report annually continued

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
To ensure accuracy of our noise certification data, we will commission CAA to undertake an audit of our database by summer 2019. We will continue to regularly audit our database until EASA establish a central European database.	Heathrow	On track	An audit was conducted in 2019 and our database was updated in line with CAA recommendations.	n/a	n/a	n/a
We will publish a league table of airlines operating A320-family aircraft and the percentage of those retrofitted, and another one showing airlines that continue to operate Chapter 3 aircraft by summer 2019.	Team Heathrow	Behind	The A320 league table is delayed and the Chapter 3 table is no longer needed. The target for 85% A320-family movements by retrofitted aircraft was reached (84.9% in Dec 2019). A league table will be developed and consulted on in 2020.	n/a	n/a	n/a

A great place to live

Respite for residents, continued

4.2 Quieter Procedures - we will work with all our stakeholders to explore and employ best practice, lower noise operating procedures to reduce the impact of aircraft on residents

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
We will take steps to work towards a 100% compliance (subject to safety) with the 4% minimum climb gradient by 2019	Team Heathrow	On track	We've worked with airlines to continue to improve compliance against this requirement to over 99%.	99.8% compliance	Not yet tracked	Not yet tracked
We will publish a study on the perceived value of the respite provided by runway alternation by 2019	Heathrow	Behind	Some findings have been presented at the Heathrow Community Noise Forum (HCNF). Phase 3 of the Respite study was commenced to address gaps in Phase 2 findings which were not published.	n/a	n/a	n/a
With the HCNF we will develop a scope for a study on the benchmarking of Performance Based Navigation (PBN) implementation including international experiences and publish a report by 2019	Team Heathrow	Behind	This is delayed but we are aiming to complete it in 2020.	n/a	n/a	n/a
In line with CAA guidance, we will establish and report our Airspace Design Principles which will guide and shape how we approach airspace change at Heathrow	Team Heathrow	Achieved	Airspace Change Process Design Principles were developed for consultation in Jan 2019.	n/a	n/a	n/a
We will develop, publish and implement a Ground Noise Management Plan (GNMP) to monitor and manage ground noise activity including engines ground	Team Heathrow	Behind	A draft ground noise management plan and monitoring programme have been developed but not published or implemented.	n/a	n/a	n/a

A great place to live

Respite for residents, continued

4.3 Land use planning and mitigation - to offer insulation and ventilation schemes to local communities, residents and for community buildings to help provide noise mitigation and work with local government to minimise encroachment into high noise impacted areas

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
To help understand the effectiveness of our home insulation schemes we will undertake surveys of recipients to measure their overall satisfaction with the schemes to help inform our 2021 review and beyond.	Heathrow	On track	All homeowners are surveyed for customer satisfaction after completion of insulation fitouts.	n/a	n/a	n/a
We will proactively work with local authorities to agree local planning principles and guidance consistent with the Noise Policy Statement for England (NPSE) and National Planning Policy Framework (NPPF), to agree noise conditions to be considered for new sensitive developments.	Heathrow	On track	A draft document on Planning Principles has been developed by the Strategic Noise Advisory Group and we are consulting with local authorities to seek consensus.	n/a	n/a	n/a

A great place to live

Respite for residents, continued

4.4 Operating restrictions and voluntary measures - we will seek to introduce voluntary measures to address specific issues and, where required, consider introducing operating restrictions

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
We will continue to implement the night restriction regime in line with government policy and publish adherence	Team Heathrow	On track	We continue on-going compliance with the government regulations.	n/a	n/a	n/a
We will work with airlines and NATS to develop and support and implement the Quiet Night Charter aimed to provide and support predictable operations, fewer off-schedule movements, greater transparency and quieter operations	Team Heathrow	On track	The Quiet Night Charter group meets every month and continues to consider all opportunities to reduce night time noise.	n/a	n/a	n/a
Reduce the number of late running aircraft post 23:30 to 219 by end of 2019 to support our flagship goal to halve the number of flights that leave after 23:30 by 2022	Team Heathrow	Target not met	The 2019 milestone target of 219 was not achieved, although performance improved compared to 2018. We are continuing to work towards achieving our 2022 flagship goal of 165.	257	268	235
We will continue to adhere to the agreed annual ATM cap as set by Terminal 5 planning conditions	Team Heathrow	On track	We have continued to comply and report to the Local Authority.	n/a	n/a	n/a

A great place to live

Respite for residents, continued



4.5 Working with local communities - to engage openly and constructively with local communities to understand and, where possible, address their concerns

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
We will continue to build and improve on our Twitter service which provides real-time runway updates to local communities. This will include: why runway end changes are taking place, accompanied by information such as wind speed and direction at ground level and 3000ft; unscheduled changes to the published runway alternation due to an emergency or severe weather conditions; information on night flights.	Heathrow	On track	Our Twitter service hours have been extended and now provide a forecast of the expected night runway use. See @HeathrowNoise for more detail.	n/a	n/a	n/a
We will continue to support the Heathrow Community Noise Forum (HCNF), provide regular updates from our external activities such as ANMAC, ANEG and ICAO, and fund an independent advisor to the Forum.	Heathrow	On track	An independent advisor to the HCNF was appointed in Q2 2019 and works closely with the community groups. For more detail on the HCNF see https://www.heathrow.com/company/local-community/noise/heathrow-community-noise-forum	n/a	n/a	n/a
We will agree and publish an annual noise monitor deployment plan	Heathrow	On track	The location of our mobile noise monitors is discussed and agreed every year at the HCNF.	n/a	n/a	n/a
We will continue to direct all money raised by departure noise infringements to the Heathrow	Heathrow	On track	Specifically, all noise infringement fines are used to fund the Heathrow Community Trust's Environment & Sustainability Grants programme. In 2019, this programme was used to fund a wide variety of cc e gardens at local schools and a	n/a	n/a	n/a

A great place to live

Respite for residents, continued



4.5 Working with local communities - to engage openly and constructively with local communities to understand and, where possible, address their concerns continued

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
From 2019 onwards, we will publish the total and individual fines each year on our Noise website and annual report.	Heathrow	On track	This data is available here: https://www.heathrow.com/company/local-community/noise/making-heathrow-quieter/departure-noise-infringement-fines	n/a	n/a	n/a
We will continue to carry out annual polling of residents living in the 12 boroughs and within the 55dB Lden contour surrounding Heathrow to establish and track opinions in relation to the airport and the % of residents who believe Heathrow is working to keep the impact of noise to a minimum.	Heathrow	Behind	The poll was delayed to 2020.	n/a	n/a	n/a
We will annually commission the production and reporting of the noise contours report to include summer contours (Leq 16hr day), night (Leq 8hr, Leq 6.5hr) and 'END strategic mapping' noise contours (Lden, Lday, Lnight) as well as additional supplementary contours and information.	Heathrow	On track	The 2018 contour report was published in November 2019 and is available here: https://www.heathrow.com/content/dam/heathrow/web/common/documents/company/local-community/noise/reports-and-statistics/reports/noise-action-plan-contours/Heathrow_Airport_2018_Summer_Noise_Contours_and_Noise_Action_Plan_Contours.pdf	n/a	n/a	n/a
We will develop our forecasting process and issue forecast contours for a five-year projection, annually, and for a 10-year projection, every	Heathrow	Behind	Forecasts have not been published separately.	n/a	n/a	n/a

A great place to live

Respite for residents, continued



4.5 Working with local communities - to engage openly and constructively with local communities to understand and, where possible, address their concerns continued

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
We will develop and promote a roadmap for research identifying priority research gaps, seek to promote and influence the research agenda (internationally and locally) and support relevant research, through our Centre of Excellence, ACI and attendance at conferences. We will continue to conduct research on key topics such as respite and trialling innovative approaches to managing noise.	Heathrow	On track	Research projects supported by Heathrow include respite, quality of life, sleep disturbance, and innovative noise management.	n/a	n/a	n/a
We will continue to publish up to four noise and health research updates a year through the Heathrow Community Noise Forum (HCNF).	Heathrow	On track	These reports are presented at HCNF and HSNAG.	n/a	n/a	n/a
Through the Noise and Emissions Working Group, we will monitor the performance indicators listed within the action plan on a quarterly basis. Where we determine that further improvement can potentially be achieved we will seek to set an annual target to help address it and we will publish an annual progress report by Q2 each year.	Heathrow	Behind	The publication of an annual progress report has been delayed until 2021.	n/a	n/a	n/a

A great place to live

Respite for residents, continued



4.5 Working with local communities - to engage openly and constructively with local communities to understand and, where possible, address their concerns continued

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Our performance against the Noise Action Plan will be independently audited annually and the findings and recommendations shared with Heathrow Community Noise Forum (HCNF) and Heathrow Strategic Noise Advisory Group (HSNAG) and implemented as agreed, with the annual audit report published on our website.	Heathrow	On track	An auditor's overview of the Noise Action Plan (NAP) 2013-2018 was included in the NAP 2019-2023 Annexes 10 and 13, published in Feb 2019. A new auditor has been appointed for the annual audits of the NAP 2019-2023.	n/a	n/a	n/a

A great place to live

Quality air, locally



5.1 Reduce emissions from road transport by working with partners

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Reduce nitrogen oxide (NOx) emissions from airport related traffic by at least 40% by 2020 and 60% by 2025 (from 2013 baseline)	Team Heathrow	On track	In 2018 NOx emissions from airport related traffic were 25% lower, when compared to the 2013 baseline. This was mainly attributed to a reduction in daily trips by colleagues and overall improvement in vehicle fleet technology. Emissions data for 2019 has not yet been fully calculated and will be updated in the next round of reporting.	Data not available	25% reduction	Data not available
% of vehicles entering Heathrow that are Euro 6 or better	Team Heathrow	Behind	In 2019, we undertook four periods of two-week Automatic Number Plate Recognition (ANPR) surveys across the year in order to establish a baseline for airport-related traffic and vehicle emission standards. The surveys were completed in Q4 2019, with subsequent analysis being undertaken in 2020.	Not yet tracked	Not yet tracked	Not yet tracked
Progress plans for emissions-based charging	Team Heathrow	On track	In May 2019, we announced the world's first airport Ultra Low Emission Zone (ULEZ). In December 2020, due to the impact of Covid-19, these plans were replaced with a proposal to explore the introduction of a Forecourt Access Charge for vehicles in late 2021.	n/a	n/a	n/a
Year on year increase in number of electric vehicles (EV) charging points	Team Heathrow	Achieved	In 2019 efforts were focussed on efficiently strengthening our electric vehicle charging capability by delivering an airside "charging hub" with the capacity to rapidly charge (~30 mins for full charge) up to 10 vehicles simultaneously. Plans are also in place to significantly increase colleague and private hire charging availability.	130	129	109
Year on year increase in kWh consumed at landside electric vehicle (EV) charging points	Team Heathrow	Achieved	The Heathrow Taxi Feeder Park has been a great success and accounts for over 75% of the electricity used to charge electric vehicles landside month-on-month.	375,012	147,593	39,986
Year on year increase in low emissions and electric vehicles salary sacrifice scheme uptake	Heathrow	Behind	We saw a drop to 39 low emission and electric vehicles in the salary sacrifice scheme at the end of 2019. However a further 8 vehicles were on order and the scheme is still open to colleagues wishing to place orders for vehicles.	39	40	38

A great place to live

Quality air, locally, continued

5.1 Reduce emissions from road transport by working with partners continued

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Continue to offer the Zipcar Flex service at Terminal 5	Team Heathrow	Achieved	In 2019, we had over 16,500 journeys to / from T5 with Zipcar flex. We would like to extend Zipcar to other terminals and also potentially look at multi-operator scheme.	n/a	n/a	n/a
Investigate feasibility of a Team Heathrow low emission pool car scheme	Team Heathrow	Behind	For colleagues we continue to provide a pool car scheme consisting of electric and hybrid vehicles. However we have not made progress with assessing the feasibility of extending this to the wider Team Heathrow.	n/a	n/a	n/a
Implement incentive schemes for low or zero-emission buses, coaches and taxis	Team Heathrow	On track	In 2019 we completed a trial of a Zapinamo charger for private hire vehicles and began a project to deliver electric vehicle charging to the Authorised Vehicle Area. Zero emission buses are part of a delivery plan for the Heathrow fleet.	n/a	n/a	n/a
Year on year increase for % of vehicles using logistics centre that are Euro VI or better	Team Heathrow	Achieved	We have revised the methodology for how we report this. Rather than the proportion of vehicles in the fleet that are Euro VI or better, we are now reporting on the number of bookings made by those vehicles. This means that the 2018 baseline has reduced from 65% to 51%.	73%	51%	n/a
Year on year increase for consolidation factor of delivery trips	Team Heathrow	Achieved	We have increased the consolidation factor of delivery trips to 1.2 in 2019.	1.2	1.3	1.4
Year on year increase in percentage of low emission/Euro VI freight trips in Heathrow area	Team Heathrow	Not yet tracked	Freight vehicles coming to Heathrow will be subject to the expanded London Ultra Low Emission Zone (ULEZ) fees (the expanded London ULEZ will apply to HGVs and LGVs in all of London by 2020 – including Heathrow). We expect this will provide sufficient incentive to upgrade vehicles resulting in an increase in the percentage of freight vehicles in the Heathrow area which are Euro VI or better.	Not yet tracked	Not yet tracked	Not yet tracked

A great place to live

Quality air, locally, continued



5.1 Reduce emissions from road transport by working with partners continued

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Year on year increase in kg of hydrogen (H2) filled at Heathrow hydrogen filling station.	Team Heathrow	Behind	Data not available	Data not available	1313	688
Year on year increase in number of vehicles using Heathrow hydrogen filling station	Team Heathrow	Behind	Data not available	Data not available	27	Data not available
Trial refitted hydrogen vehicle in partnership with TfL	Team Heathrow	On track	We're continuing to work with TfL on a plan to undertake a trial.	n/a	n/a	n/a
Complete safety assessment and sign-off on a hydrogen vehicle to be allowed access through the central tunnel	Team Heathrow	Complete	The safety assessment was completed.	n/a	n/a	n/a

A great place to live

Quality air, locally, continued

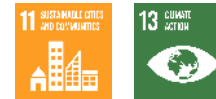


5.2 Reduce emissions from airside vehicles by working with partners

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Reduce NOx emissions from airside vehicles by at least 50% by 2020 and 70% by 2025 (from 2013 baseline)	Team Heathrow	On track	In 2018 NOx emissions from airside vehicles decreased by 35% when compared to the 2013 baseline. This reduction was mainly attributed to the use of cleaner fuels, improvement of the fleet and fuel efficiency. The status is on track because we estimate that the reduction in the number of vehicles operating airside in 2020 will result in emissions reducing further.	Data not available	35% reduction	Data not available
Develop an ultra-low emissions zone for airside vehicles by 2025 to improve quality of life through cleaner air with the highest possible percentage of electric and other clean fuel vehicles	Team Heathrow	On track	In May 2019, we announced the world's first airport Ultra Low Emission Zone (ULEZ). In December 2020, due to the impact of Covid-19, these plans were replaced with a proposal to explore the introduction of a Forecourt Access Charge for vehicles in late 2021. An airside ULEZ remains in our plans for the future	n/a	n/a	n/a
Publish revised Ground Operating Licence setting out airside ULEZ standards for 2025, to support our flagship goal of an airside ultra-low emissions zone by 2025	Team Heathrow	Behind	The revised Ground Operating License was drafted in 2019 and was due to be consulted on in early 2020 but this was delayed.	n/a	n/a	n/a
100% airside vehicles meet latest and most stringent, relevant emission standards (Euro 6/VI, Stage V, etc.) by 2025	Team Heathrow	On track	We have continued to transition our airside fleet to electric and Euro 6/VI. We have also worked to update and improve the data on vehicles with an apron pass which will enable us to track progress towards this goal in the future.	Not yet tracked	Not yet tracked	Not yet tracked

A great place to live

Quality air, locally, continued



5.2 Reduce emissions from airside vehicles by working with partners continued

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Year on year increase in kWh consumed at airside electric vehicle charging points	Team Heathrow	Achieved	As operational fleets are renewed, more vehicles are being replaced by EVs and PHEVs which has helped to increase the quantity of electricity used to charge electric vehicles at the airport.	32,753	23,859	13,726
£ invested in charging infrastructure across the airport	Team Heathrow	Achieved	We have invested over £7 million to date in developing one of the biggest electric vehicle charging networks in Europe.	£7m (cumulative)	£6m (cumulative)	£3.9m (cumulative)
% airside vehicles that are low emissions and electric	Team Heathrow	Behind	Data is not currently available. We are working on improving IT systems which contain data on all airside vehicles and drivable plant, to enable us to identify engine Euro Standards where DVLA info is not available.	Not yet tracked	Not yet tracked	Not yet tracked
100% Heathrow's cars and small vans electric or plug-in hybrid by end of 2020	Heathrow	On track	101 vehicles out of a fleet of 109 are now electric or plug-in hybrid. This is 93% of the total.	101 vehicles	72 vehicles	58 vehicles
Reduce Heathrow vehicle total fuel usage (petrol and diesel) to 500,000 by 2020	Heathrow	On track	Performance in 2019 improved compared to 2018 and we are continuing to work on further reducing fuel usage in 2020.	514,394 litres	515,897 litres	Data not available

A great place to live

Quality air, locally continued



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

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
At least 41% of passengers to use public transport by end of 2019 to support our flagship goal of 50% of airport passenger journeys made by public transport by 2030	Team Heathrow	Achieved	Note: reported data is collected by our own Profiler survey. A combination of new and improved bus & coach services as well as better performing rail has more than offset the trend towards Uber and resulted in public transport mode meeting the 2019 target.	41.5	40.6	42.3
An increase in the number trains arriving at Heathrow from 18/hr in 2017 to 36/hr by 2030	Team Heathrow	Behind	Further delays to the introduction of new trains has resulted in no change to the number of trains arriving at Heathrow in 2019.	18	18	18
Support delivery of major rail projects (Crossrail, Western Rail, Southern Rail) delivered by our rail partners by 2030	Team Heathrow	Achieved	Heathrow has continued to engage with the Department for Transport and Network Rail to progress the Southern Access to Heathrow concept and has worked to refine the design, planning and delivery aspects of the Western Rail Link..	n/a	n/a	n/a
Reduce the number of colleague car trips by 25% by 2030 and 50% by 2040	Team Heathrow	On track	A baseline figure for colleague car trips has been established for 2013 which will be used to measure progress towards achieving the 2030 and 2040 targets. The process for measuring colleague car trips will be based on Automatic Number Plate Recognition (ANPR).	Not yet tracked	Not yet tracked	Not yet tracked
0% of flights by pre-CAEP standard aircraft by 2020	Team Heathrow	On track	In 2019 2.0% of all flights were made by pre-CAEP aircraft, showing a continued reduction compared to 2018 and 2017. This has been driven by pricing incentivising modern fleet at LHR. In December, 1.8% movements were pre-CAEP standard. We are on track to meet our target of 0% pre-CAEP flights by 2020 and we continue to incentivise lower emission aircraft at Heathrow.	2.0%	4.0%	4.9%

A great place to live

Quality air, locally, continued

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

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
At least 60% of flights by CAEP 6 or newer aircraft by 2020	Team Heathrow	On track	In 2019 68.1% of flights were made by newer, cleaner aircraft (CAEP 6 or better), exceeding our target of 60% by 2020. In December, 70.3% of movements were CAEP 6 or better.	68.1%	64%	60%
Undertake an evaluation every three years of the effectiveness of the Fly Quiet and Green League Table, and make recommendations for its improvement, new metrics, and for setting future targets	Team Heathrow	On track	A review of the Fly Quiet and Green League Table is planned to take place in 2020.	n/a	n/a	n/a
Year on year increase in kWh of pre-conditioned air (PCA) consumption	Team Heathrow	Behind	PCA consumption reduced due to the performance of the equipment during high temperatures. We have worked with the airlines to update the current infrastructure and also introduced trials of new options. We saw improvements towards the end of the year as a result.	0.3 m Kwh	1.4 m Kwh	2.9 m Kwh
Year on year increase in % aircraft using electric towing or single engine taxiing	Team Heathrow	Behind	Reported data is based on eligible departures. Following engagement with the airlines they reported a lot of the newer aircraft types, specifically Airbus models, requiring a minimum engine warm up time prior to departure. This is not compatible with Reduced Engine Taxiing (RET). We have since reviewed the aircraft types that are now deemed eligible for RET on departure and will be reporting against this new definition of eligible departures from 2020 onward.	11.8	14.6	18.6
Annually review landing charges price per kg of NOx per flight to inform future revisions of charges	Heathrow	Achieved	Charges were reviewed as part of the annual pricing consultation and NOx charges continue into 2020.	n/a	n/a	n/a

A great place to live

Quality air, locally, continued

5.4 Accurately quantify the contribution from airport sources to emissions and local air quality

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
All sites capture a minimum of 90% of possible data	Heathrow	Behind	All Heathrow-funded sites recorded well above 90% for all monitored pollutants in 2019, with the exception of the Oaks Road monitoring station, where NO2 data capture was 84%. This was due to a number of technical issues across the year which have now been resolved. More information can be found here.	n/a	n/a	n/a
Undertake occupational exposure monitoring to ensure ongoing compliance with occupational exposure limits	Heathrow	On track	In 2019 we undertook a short trial with HAL colleagues which involved 48-hour of continuous monitoring. We continue to work with our Trade Unions, research partners and Team Heathrow companies to further our understanding.	n/a	n/a	n/a
Complete annual aircraft emissions inventory	Heathrow	Target not met	An annual aircraft emissions inventory for 2017 was produced in 2018. It is not our intention to publish an inventory for 2018 but we will produce an update in 2020	n/a	n/a	n/a
Second phase roll-out of APU monitoring trial	Heathrow	Target not met	The APU trial has not yet resumed while we focus on improving provision of Pre-Conditioned Air (PCA).	n/a	n/a	n/a

A great place to live

Quality air, locally, continued

5.5 Increase understanding, research, and awareness of emissions monitoring, modelling and management

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Data from our air quality monitoring is uploaded within 24 hours after collection 95% of the time	Heathrow	Achieved	Website uptime for 2019 was 99.82%.	99.82%	99.86%	Data not available
Minimum of one meeting per year with each organisation. Create stakeholder engagement tracker and update	Heathrow	Achieved	Heathrow hosted quarterly meetings of the Heathrow Air Quality Working Group in 2019 providing oversight on air quality monitoring trends from Heathrow and neighbouring communities as well as updates from Heathrow and member progress in taking action to improve local air quality.	n/a	n/a	n/a

A great place to live

Sustainable communities



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

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Provide management support, expertise and company resources to help progress the vision	Heathrow	On track	We continued to keep the Heathrow Strategic Planning Group (HSPG), a partnership of local authorities and Local Enterprise Partnerships (LEPs), abreast of our developing expansion proposals, holding over 100 engagement sessions in addition to formal consultations in 2019.	n/a	n/a	n/a
As part of the planning process for a new runway develop an airport landscape strategic brief and, when appropriate, implement enhancements identified	Heathrow	On track	In 2019 the landscape team continued to develop the landscape masterplan in consultation with key stakeholders. By early 2020 it had been recognised by external stakeholders that the landscape masterplan/green infrastructure proposals for HEP had made significant steps in the right direction and had gone a long way to delivering a high-quality multifunctional landscape of benefit to the local community and wildlife.	n/a	n/a	n/a
Develop a baseline for local quality of life as part of the planning process for a new runway, and publish accompanying strategies to improve quality of life	Heathrow	Revised	Initial research projects were undertaken which helped develop our thinking, but the project has since been paused.	n/a	n/a	n/a

A great place to live

Sustainable communities, continued

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

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments
Develop and publish updated community investment strategy	Heathrow	On track	<p>Heathrow's community investment is split into two sections, our Better Neighbour Programme, which supports and works with the communities closest to the airport (our 'Neighbouring Villages') and our Responsible Schools Programme, which see's Heathrow provide support to our 5 most local primary schools.</p> <p>Better Neighbour Programme – the activities of our Better Neighbour Programme are guided and influenced by our Better Neighbour Working Group, a group of representatives from the communities that the programme works within.</p> <ol style="list-style-type: none"> 1. Heathrow community rangers - June 2019 saw the introduction of the Heathrow Community Rangers. We have one dedicated full-time Ranger covering the community of Colnbrook and Poyle, and one for the communities of Stanwell and Stanwell Moor. We also fund a part-time supervisor for the Rangers 2. Keep Britain Tidy activities – 2019 saw us introduce planters in Richings Park, plants around the clock tower in Iver, trial a window box scheme in Colnbrook, introduce gateway signage in Colnbrook and install a mural in Iver Recreation Ground in partnership with local children. Lock tower in Iver, trial a window box scheme in Colnbrook, introduce gateway signage in Colnbrook and install a mural in Iver Recreation Ground in partnership with local children. 3. Neighbouring Villages Fund - £30,000 was available to support local community groups in 2019. <p>Responsible schools programme (Heathrow Primary, Harmondsworth Primary, Colnbrook Primary, William Byrd Primary Academy, Pippins Primary).</p> <ol style="list-style-type: none"> 1. The majority of our Primary School activities are run through a partnership we have with national charity, Business in the Community. Working with them, we delivered careers sessions for each school, enterprise activity day for each school, weekly reading partners (which say colleagues give 315.5 hours listening to children read), a leadership morning bringing together school council representatives from each school, personal development opportunities for staff (including 11 of them attending a Courageous Conversations Course) and wellbeing support (including places on Mental Health First aid course). 2. Schools donations – We made £12.5k donations to each of the primary schools towards an area that they had identified as a priority. 3. Additional support – We ran a number of days where colleagues volunteered with 'hand-on' activities on community days, which saw them painting, gardening, sanding etc., something which the schools didn't have the capacity to do themselves (colleagues gave a total of 573 hours to these days). We also hosted 9 visits to the airport, including neurodiversity workshops for all the year 2 children from the five schools, and hosted Heathrow Primary Choir to sing Christmas Carols in T2 International Arrivals in front of the Christmas Tree they'd helped to decorate. <p>Engagement</p> <ol style="list-style-type: none"> 1. The Local Focus [redacted] of engagement with local community representatives. In 2019 it met 7 times (6 regular

A great place to live

Sustainable communities, continued

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

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Number of new members of Heathrow cycle hub	Team Heathrow	On track	The number of new members reduced compared to 2018 but we expect to see an increase in the future. Through our Way2Go initiative, we are seeking to increase the use of the Cycle Hub year on year through highlighting the health benefits to colleagues of active travel, as well as the discounts available through the Cycle to Work scheme and Cycle Hub.	202	253	273
Deliver new cycling infrastructure into the central terminal area	Heathrow	Target not met	The reopening of the side tunnel to allow cyclists access to the Central Terminal Area has been delayed.	n/a	n/a	n/a
Work with partners to retain the Wildlife Trust Biodiversity Benchmark	Heathrow	Achieved	We have retained the Wildlife Trust Biodiversity Benchmark for 12 years.	n/a	n/a	n/a
Develop biodiversity assessment guidance and support for key project managers	Heathrow	Achieved	In 2019 we developed an App-based checklist to help identify potential biodiversity risks and opportunities associated with development projects on the current airport. This is now incorporated into the project management process and links up Project Managers and our internal biodiversity professionals.	n/a	n/a	n/a



A thriving sustainable economy

More than 400 businesses operate from or supply goods and services to Heathrow, but our influence stretches far beyond our boundary. As the UK's hub airport, we have a critical role to play in the national economy – both today and in the future. To us, that means enabling UK businesses big and small to take advantage of an ever-growing range of global opportunities; especially innovative, forward-looking businesses that provide sustainability benefits for all. And it means rewarding our colleagues fairly for all the work they do to help us achieve our shared objectives. We want to use our influence to drive change that is ethical, low carbon and sustainable. Change that creates a prosperous future for this and every generation.

7

Connecting the UK

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

8

The next economy

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

9

Sustainable supply chain

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



Heathrow

A thriving sustainable economy

Connecting the UK



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

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
62 largest towns and cities connected by the end of 2019 to support our flagship goal of largest 100 towns and cities in UK connected to Heathrow by 2033 (measured by number of connections from Heathrow to UK cities, by air (direct), rail (max one change), and bus and coach (direct))	Team Heathrow	On track	In December, we increased our surface-access connectivity to the UK; at the end of 2019 we were connected to 64 of the UK's 100 largest towns and cities, with Warrington and Southport connected via a new coach service, and Lincoln and Harrogate connected through a change to the London North Eastern Railway train timetable. Although not one of the largest 100, due to it being a significant location within our colleague catchment area, we also launched a new connection to Guildford thanks to a new RailAir coach link with First Bus. The hourly service connects Heathrow with Guildford train station and is timed to coincide with fast trains from the south.	64	60	59

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

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Climate change adaptation report prepared every 5 years and 90% of identified actions on track or complete annually	Heathrow	On track	We are working towards reporting for DEFRA's third round of climate change adaptation reporting: Adaptation Reporting Power3 (ARP3) in 2021. We are also working with the Airport Operators Association (AOA) to produce a sectoral climate change adaptation report. As part of this process we will review and update our Climate Change risks and adaptation measures.	n/a	n/a	n/a

A thriving sustainable economy

The next economy

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

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Establish Heathrow Business Summits in all 12 regions of the UK by 2025 (2016 baseline of 4 regions)	Team Heathrow	On track	We held a year-long tour of Business Summits in cities across the UK, including Edinburgh, Newcastle, Stoke, Belfast and Cardiff, and our flagship Heathrow Business Summit in conjunction with local business organisations and supported by the Department for International Trade (DIT). These provided opportunities for over 870 SMEs to meet with our largest suppliers and professional trade advisers.	11	10	7
Develop a programme to enable Small and Medium sized Enterprises (SMEs) and Social Enterprises access to the Heathrow retail offer	Team Heathrow	On track	In 2019 discussions progressed on how best to offer SMEs access to Heathrow passenger base. The next step is to survey key partners to gain further information and set goals based on up-to-date data.	n/a	n/a	n/a
Establish a process to promote sustainable products (including ingredients) and services to our retail business partners	Team Heathrow	On track	In 2019 we continued to work collaboratively with our retail business partners to promote a range of more sustainable products and services to passengers. Initiatives included continued sales and promotion of a reusable shopping bag in partnership with Kew Gardens, WHSmith supported the launch of a RPET (recycled polyethylene terephthalate) water bottle range as a key lead item, all coffee outlets introduced re-useable coffee and water bottle ranges to support recycling and these products were also introduced into a small range of retail stores. We become a Sustainable Fish Airport, with 37 food and beverage outlets committing to offer sustainably sourced fish.	n/a	n/a	n/a
Number of SMEs and SEs securing access to a retail business partner per year	Team Heathrow	Not yet tracked	Retail account managers have started to gather this information to inform our approach.	Not yet tracked	Not yet tracked	Not yet tracked
Number of sustainable products (including ingredients) on offer to passengers per year	Team Heathrow	Not yet tracked	We do not track the number of products at present as our approach in 2019 has been to focus on a series of key initiatives, as detailed above.	Not yet tracked	Not yet tracked	Not yet tracked

A thriving sustainable economy

The next economy, continued

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

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Deliver World of Opportunity grant programme offering awards up to £2k for SMEs to spend on travel and trade missions to help them reach new markets	Heathrow	On track	To better reflect sustainability in the 2019 programme, additional entry criteria on sustainability was added to the application process. In addition to the existing questions for applicants, a new question, on how a World of Opportunity grant could help their SME operate and trade more sustainably, was posed to applicants. Applicants were judged on how well they had interpreted this question and thought about sustainability as part of their export journeys. A learning for Heathrow should be how third parties understand the term “sustainability”. Whereas internally at Heathrow we commonly understand its context, a conspicuous number of applicants misinterpreted the phrase to mean financial viability.	20 grants, 9 regions	20 grants, 11 regions	20 grants, 10 regions

A thriving sustainable economy

Sustainable supply chain



9.1 Implement best practice sustainable procurement practices across Heathrow

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
100% of strategic suppliers (where applicable) signed up to the Supply Chain Sustainability School by 2019	Team Heathrow	Data not available	We continue to engage our strategic suppliers to register with the Supply Chain Sustainability School but precise data on the number registered is not yet tracked.	Not yet tracked	Not yet tracked	Not yet tracked
As a signatory to the Prompt Payment Code, ensure that: 97% of our supplier invoices by volume are paid on time in 2019	Team Heathrow	Achieved	In 2019 we exceeded our target, with 98.7% of supplier invoices paid on time.	98.7%	97%	96.4%
As a signatory to the Prompt Payment Code, ensure that 100% of our strategic suppliers are signed up to the Prompt Payment Code	Team Heathrow	Data not available	We continue to engage our strategic suppliers to sign up to the Prompt Payment Code but precise data on the number is unavailable.	Data not available	93%	41%
New Innovation Networking Forum delivered by 2020	Team Heathrow	On track	In 2019 we continued to integrate innovation into our business summits.	n/a	n/a	n/a
Open supply chain hubs in strategic locations across the UK from 2020	Team Heathrow	On track	In 2019 we announced 18 locations shortlisted for supply chain hubs.	n/a	n/a	n/a

A thriving sustainable economy

Sustainable supply chain, continued



9.2 Become a London Living Wage employer

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
All our direct supply chain colleagues working at Heathrow will be transitioned to be paid the London Living Wage by the end of 2020 and we will encourage commercial partners and our supply chain to work towards the London Living Wage, while continuing to give affordable service to our customers	Team Heathrow	On track	We've been a London Living Wage employer since 2017. As we work to move all our direct supply chain colleagues at Heathrow to the London Living Wage by 2020, we are also removing the use of zero-hours contracts. We have exceeded our target by updating 64 out of 108 supplier contracts included in the scope of our London Living Wage Roadmap, uplifting an estimated 1,300 Team Heathrow colleagues to the Living Wage and protecting an estimated 1,275 through contractual changes during 2019.	n/a	n/a	n/a

A thriving sustainable economy

Sustainable supply chain, continued



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

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Set ambitious long-term carbon reduction targets for our supply chain carbon emissions by 2020	Team Heathrow	On track	The process for setting targets will be linked to science-based targets which we plan to publish in 2021.	n/a	n/a	n/a
90% of strategic suppliers to undertake an assessment of climate change vulnerability and action on adaptation by 2020	Team Heathrow	On track	We held 2 workshops with strategic suppliers providing them with a template to complete in 2020.	Not yet tracked	Not yet tracked	Not yet tracked
All risk assessed suppliers registered on external auditing software tool	Team Heathrow	On track	All our risk-assessed suppliers are registered on the external auditing software tool - Sedex.	100%	100%	Not yet tracked



A world worth travelling

Travelling through our amazing world is one of life's great joys. But if we want subsequent generations to share in the fullness of that joy, we must do more to protect our unique planet. Whether it's through developing zero carbon infrastructure, taking the best possible care of everyone and everything that passes through our gates or uncovering innovative new ideas, as a major international airport, we at Heathrow have an extraordinary opportunity to lead a more sustainable future for air travel.

10

Zero carbon airport

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

11

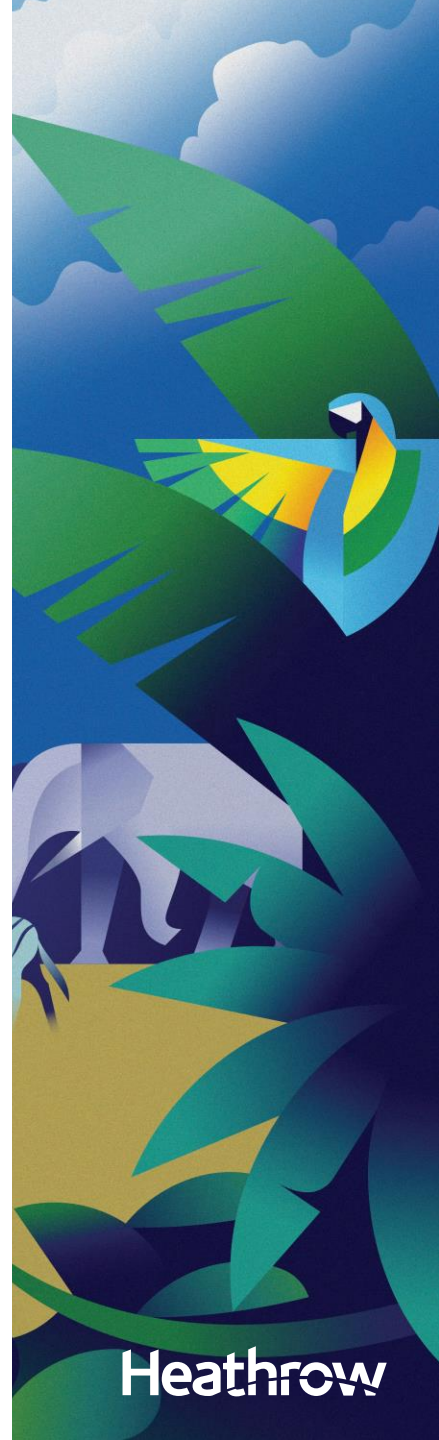
Accelerating the era of sustainable flight

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

12

Responsible gateway

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



Heathrow

A world worth travelling

Zero carbon airport



10.1 Operate zero carbon airport infrastructure (buildings and other fixed assets) by 2050 with clear interim targets

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Zero carbon emissions generated from energy used in fixed infrastructure by 2050; and a 34% reduction by 2020 against a 1990 baseline	Heathrow	Achieved	We compare our annual carbon emissions from fixed infrastructure against a 1990 baseline, using both location and market-based measures. In 2019 we achieved reductions of 61% (against a target of 34%) for location-based emissions and 92% for market-based emissions. The reduction in location-based emissions improved compared to 2018 because of ongoing grid decarbonisation and the reduction in market-based emissions dipped very slightly because of a small increase in natural gas and gas oil for heating.	location based emissions - 61% reduction market based emissions - 92% reduction	location based emissions - 57% reduction market based emissions - 93% reduction	location based emissions - 48% reduction
Improve energy efficiency to 248 KWh/m2 by the end of 2019	Heathrow	Achieved	We have replaced the operational electricity demand per passenger indicator with an energy efficiency indicator which takes area into consideration rather than the number of passengers. This is a more reliable and robust measure of energy efficiency. The increase in energy intensity recorded in 2019 is primarily down to a reduction in floor space following a remeasure and the removal of duplicated space. Electricity and gas consumption continue to decrease.	244 KWh/m2	241 KWh/m2	not yet tracked
Proportion of energy generated from on-airport or local renewable sources (%)	Heathrow	On track	Our biomass plant that provides heating, cooling and electricity for Terminal 2, provides most of the energy generated from renewable sources on airport. We are looking to maximise the output by enabling the biomass to export spare heat to Terminal 5.	7.6%	8.5%	Not yet tracked
Proportion of energy sourced from off-site renewable sources (%)	Heathrow	On track	We purchase our electricity from renewable sources, predominantly offshore wind. We also purchase renewable electricity on behalf of our business partners. This is a Renewable Energy Guarantee of Origin (REGO) backed scheme. In 2018 we signed a contract to supply renewable gas for T2, making this our first terminal run on renewable energy sources.	100% (electricity only) Gas used to heat Terminal 2 is supplied with offsets for renewable gas	100% (electricity only)	100% from 1 April 2017 (electricity only)
We will be a carbon neutral airport by 2020. This will be measured by	Heathrow	On track	For 2018 and 2019 in early 2020 we purchased credits to offset Heathrow's gas, electricity, operational vehicle	n/a	n/a	n/a

A world worth travelling

Zero carbon airport, continued



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

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
10% reduction in total water consumption by 2020 (against 2010 baseline of 2,186,407)	Team Heathrow	Behind	Water consumption is linked to passenger numbers which increased in 2019 compared to 2018. There were also technical issues with our bore holes that increased the amount of potable water used.	2,402,993m3	2,378,395m3	2,409,858m3
20% reduction in total water consumption per passenger by 2020 (against 2010 baseline of 33.19 litres per passenger)	Team Heathrow	Behind	No change from 2018. This shows that water efficiency is improving with additional passengers in 2019 compared to 2018. Metering accuracy has improved with 100% meter coverage achieved across the airport. This has reduced estimated consumption. Water efficiency projects have offset the increased consumption resulting from the temporary failure of borehole supplies.	29.7 litres per passenger	29.7 litres per passenger	31 litres per passenger
Increase proportion of total water from non-potable sources (%)	Heathrow	Behind	Technical issues caused problems with our boreholes for part of 2019. These issues have been resolved and all three boreholes are now working.	15.5%	15%	22%
30% reduction in potable water consumption by 2020 (against 2010 baseline of 1,841,720 litres)	Team Heathrow	Behind	Metering accuracy has improved with 100% meter coverage achieved across the airport. This has reduced estimated consumption. Water efficiency projects have offset the increased consumption resulting from the temporary failure of borehole supplies.	2,030,509m3	2,028,089m3	2,038,949 m3
40% reduction in potable water consumption per passenger by 2020 (against 2010 baseline of 28.01 litres per passenger (include use of rainwater harvesting)	Team Heathrow	Behind	Slight improvement in potable water consumption per passenger. Metering accuracy has improved with 100% meter coverage achieved across the airport. This has reduced estimated consumption. Water efficiency projects have offset the increased consumption resulting from the temporary failure of borehole supplies.	25.1	25.3	25.9
Deliver phase 2 upgrade works to the Eastern Balancing Reservoir pollution control system in 2019	Heathrow	Behind	In 2019 the mild winter meant we couldn't test it to its full capacity which was required for successful handover. The plant has been available this winter but not required due to the mild winter. We expect it to be fully online in time for next winter.	n/a	n/a	n/a

A world worth travelling

Zero carbon airport, continued



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

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Year on year reduction in total waste generated to achieve zero waste generated by 2050 (tonnes waste)	Team Heathrow	On track	Total waste has reduced through a focus on aircraft cabin waste and reducing the liquids from plastic bottles. We are focussing on further improvements in liquid removal and considering wider opportunities to cut waste working with our Team Heathrow partners.	23,937	25,201	26,233
Sustain operational waste per passenger at 2014 levels (0.38kg) through to 2020 and consider measures that could deliver further reductions	Team Heathrow	On track	Waste produced per passenger has reduced in 2019 compared to 2018. This is as a result of the improvements discussed in the above box. This is despite an increase in passenger numbers.	0.3	0.31	0.33
Continue to consider ways to adopt circular resource principles at Heathrow	Team Heathrow	On track	Heathrow awarded a new airport wide operational waste contract in early 2020 which is based on circular economy principles – reducing the waste we produce by considering alternative approaches that generate less or no waste, as well as solutions for generating more value from the waste that is generated. Incentives were built into the contract to drive efficient resource management and circular principles and we will work with our supplier to identify opportunities for continuous improvement.	n/a	n/a	n/a
Recycle 70% of our operational waste by 2020	Team Heathrow	Behind	This is a challenging target given the volume of aircraft cabin waste that has to be incinerated to meet strict regulations on international catering waste. In 2019 we installed new passenger bins, providing passengers the opportunity to better segregate waste at source. Improvements are expected to continue through better management of passenger waste from terminals and increasing engagement with our retail and lounge business partners.	48.9%* (includes secondary recycling)	47.7% (includes secondary recycling)	39.7% (includes secondary recycling)

A world worth travelling

Accelerating the era of sustainable flight



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

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Provide support to the UK Government and airlines, to implement ICAO agreement for growth in air traffic from 2020 to be carbon neutral	Heathrow	On track	In 2019 Heathrow continued to support calls for the greatest possible adoption by airlines of the voluntary phase of ICAO's Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). Heathrow also argued for a more challenging 'Net Zero' objective to be adopted	n/a	n/a	n/a
Continue to deliver Heathrow's plans for peatland restoration	Team Heathrow	On track	We are restoring English peatlands - a type of natural habitat critical for biodiversity - to take carbon out of the air. Our first unique project with Lancashire Wildlife Trust, covering 70 hectares, is expected to sequester more than 22,000 CO2 tonnes over 30 years. For our second project we partnered with Montgomeryshire Wildlife Trust to fund the restoration of 34ha of peatland near Machynlleth, Wales. We have also diversified our approach to 'natural climate solutions', also funding woodland creation and regenerative farming projects in both Wales and Scotland.	n/a	n/a	n/a
Publish and disseminate initial results from UK peatland restoration programmes	Team Heathrow	Achieved	We've collated initial findings from our portfolio of seven natural climate solutions projects. We commissioned Green Alliance to produce a report assessing the role the aviation sector should play in supporting nature-based climate projects in the UK. Based on learning from practical action, we will advocate for wider adoption of direct ecosystem restoration as a means for aviation to contribute to the ICAO goal of Carbon Neutral Growth 2020.	n/a	n/a	n/a

A world worth travelling

Accelerating the era of sustainable flight, continued



11.2 Take the lead in incentivising lower carbon flights

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Develop a proposal for “green incentives” as part of development plans for our new runway project	Team Heathrow	Achieved	In 2019, Heathrow commissioned a study to evaluate initiatives to decarbonise Heathrow by 2050. Restructuring Heathrow landing charges was identified as the most viable type of incentive within Heathrow's direct control to promote the use of sustainable aviation fuel at the airport.	n/a	n/a	n/a
Build competence on Sustainable Aviation Fuels within Heathrow by working with airlines and other business partners	Team Heathrow	On track	During 2019, together with UK airlines and other members of the 'Sustainable Aviation' group, Heathrow contributed to the preparation of a roadmap for sustainable aviation in the UK, published in February 2020. The work placed a strong focus on identifying and forecasting the potential for sustainable aviation fuel production in the UK to 2050 and understanding the contribution that sustainable fuels can make to the decarbonisation of the UK economy.	n/a	n/a	n/a

A world worth travelling

Accelerating the era of sustainable flight, continued



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

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Trial 25 sustainable innovations by 2025. This will be measured by successful pilots completed at Heathrow	Team Heathrow	On track	<p>Innovation projects delivered in 2019 include:</p> <ul style="list-style-type: none"> the innovation prize winning project from UCL and Catal Ltd to convert non-recyclable Heathrow waste into useful products, including jet fuel; the delivery of an immersive storytelling experience in Terminal 5 to increase coffee cup recycling rates, in partnership with Costa and Storyfutures; the roll-out of an innovative incentive scheme to cut single use plastic bag use at Security; We commissioned a pilot project with EnTrade which involved developing a digital tool to show how farmers could sell increased levels of carbon stored in their soils into a market for environmental services. There is potential to use initiatives of this type as a method of offsetting in the future. 	4	4	n/a
Identify further funding source(s)	Team Heathrow	Achieved	In the past year the Centre of Excellence has contributed to further funding bids from EU Horizon 2020 and UK Research and Innovation, and secured match funding commitments for projects on noise impact in the local community and the role of immersive in passenger wellbeing.	n/a	n/a	n/a

A world worth travelling

Responsible gateway



12.1 No people trafficking occurs through Heathrow For Heathrow's 2019 Modern Slavery Policy statement, [click here](#)

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Hold one awareness campaign per annum until 2020, then review	Team Heathrow	Achieved	In 2019 we continued to feature A21's Can You See Me? campaign at Heathrow which promotes the Modern Slavery helpline as a way for individuals to report concerns. We also made online training available to all Heathrow colleagues.	n/a	n/a	n/a
Work with Border Force to identify reportable metric for detections of vulnerable people	Team Heathrow	Behind	We continue to work with Border Force to consider ways to establish a data sharing mechanism in the future and we work collaboratively with Border Force and others via the Team Heathrow Responsible Gateway Forum.	n/a	n/a	n/a

A world worth travelling

Responsible gateway, continued



12.2 No illegal wildlife or animal products pass through Heathrow

Activity, target or indicator	Collaboration with Team Heathrow?	Status	Comments	2019	2018	2017
Passenger surveys show increased levels of awareness of wildlife trafficking (measured by annual passenger surveys)	Team Heathrow	Behind	The figure for 2019 is 39%, which is a significant decline on the 47% in 2018 and brings it back in line with the 2017 figure of 40%.	39%	47%	40%
Hold one awareness campaign on wildlife trafficking per annum until review in 2020	Team Heathrow	Achieved	In 2019 we focused on sharing a variety of content via our social media channels and included messaging around illegal wildlife tracking in communications to launch our reusable bag partnership with Kew Gardens.	n/a	n/a	n/a
Collaborate with key stakeholders to consider ways to share data	Team Heathrow	On track	We have initiated a trial with Microsoft and other stakeholders and their 'AI for Good' programme to identify potential wildlife products from baggage screening images. In Nov 2019 we also hosted a summit with other major international hub airports to share information on the transport taskforce. This resulted in five of the airports signing the Buckingham Palace Declaration.	n/a	n/a	n/a
Continue to provide training and guidance to Team Heathrow colleagues	Team Heathrow	Achieved	We held the second Team Heathrow Illegal Wildlife Trafficking Forum in June, focusing on the difference between legal and illegal wildlife and how permitting works. We also continued to provide training to Security colleagues through our refresher programme.	n/a	n/a	n/a

Heathrow Carbon Footprint 2019

This carbon footprint sets out Heathrow's Scope 1, 2 and 3 emissions:

Scope 1: all direct emissions from owned or controlled sources.

Scope 2: all indirect emissions from the generation of purchased electricity, steam, heating and cooling.

Scope 3: all other indirect emissions that occur in our value chain.

Our methodology for carbon reporting follows the [Greenhouse Gas Protocol](#) and [Airport Carbon Accreditation](#) (ACA) guidelines. This year we have improved data quality and expanded reporting scope. On data quality, by increasing the coverage of our asset register, we have better understood the CO₂e contribution from the loss of refrigerant gases across the airport. By applying this improvement to the carbon footprint of previous years, it has resulted in a small uplift in associated emissions. On reporting scope, we have included additional Scope 3 emissions, namely cruise emissions from all departing flights and transmission losses from electricity supply.

Heathrow Airport Limited had previously achieved carbon neutrality by purchasing the equivalent amount of quality carbon offsets (Verified Carbon Units) to match our scope 1 carbon footprint (tCO₂e) and business travel for 2018 and 2019. Given the uplift in refrigerant emissions reported above we are in the process of sourcing additional credits to maintain carbon neutrality. Achieving carbon neutrality is the first step on the journey to zero carbon.

OFFSETS PURCHASED TO DATE (Equivalent to 1t of CO ₂)		
2019	2018	2017
25,496	29,328	0

Notes:

- We continue to apply the same footprint boundaries to reflect our operational control both at the airport and offsite – including our business parking “Pod” test track and Business Support Centre (BSC) – and to align with the Greenhouse Gas Protocol (GHGP), which provides accounting and reporting standards, as well as sector guidance.
- Market-based grid electricity consumption: market-based emissions for grid electricity have been used to calculate total emissions.
- Guarantee of Origin (REGO) contract: the REGO certificate covers HAL (Heathrow Airport Limited), our “Pod” test track and BSC (in Glasgow), all of which fall under Scope 2 electricity.
- Scope 3: this footprint does not currently include supply chain emissions from freight and logistics activity. However, we are currently mapping out these emissions as part of our Carbon Trust supply chain accreditation.
- Third party fuel consumption – utilities: market-based emissions for grid electricity have been used to calculate total emissions; includes the Heathrow Express (HEX) depot.
- Improvements have been made to our methodology for accounting for refrigerant emissions and so emissions for previous years have been recalculated and uplifted.
- Fuel Consumption Utilities includes gas oil, natural gas, green gas and biomass.

SCOPE 1			
EMISSIONS SOURCE	GREENHOUSE GAS EMISSIONS (tCO ₂ e)		
	2019	2018	2017
Fuel consumption utilities - market based	21,942	23,604	24,779
Fuel consumption utilities - location based **	24,335	25,711	24,779
Operational vehicles	1,668	1,817	1,749
LPG for fire training	35	34	9
Refrigerants*	2,871	2,875	2,678
SCOPE 2			
EMISSIONS SOURCE	GREENHOUSE GAS EMISSIONS (tCO ₂ e)		
	2019	2018	2017
Grid electricity - market based	0	0	15,680
Grid electricity - location based **	71,163	79,921	97,408
Units of grid electricity (MWh)	283,229	285,615	279,639
SCOPE 3			
EMISSIONS SOURCE	GREENHOUSE GAS EMISSIONS (tCO ₂ e)		
	2019	2018	2017
Aircraft in the Landing and Take-off cycle (LTO)	1,250,648	1,325,101	1,321,566
Cruise emissions from all departure flights	18,742,505	18,932,351	18,924,569
Business travel	1,070	998	839
Operational vehicles & equipment	33,015	37,940	36,495
Passenger surface access	632,348	567,106	514,313
Staff surface access	115,531	128,946	120,164
Waste	588	564	799
Water	2,068	1,814	1,752
Third party grid electricity consumption - market based	146	185	10,562
Third party grid electricity consumption - location based **	43,706	50,653	67,223
Units of third party grid electricity (MWh)	170,995	178,943	191,214
Fuel Consumption - Utilities	272	242	297
SCOPE 1	26,515[†]	28,330	29,216
SCOPE 2	0	0	15,680
SCOPE 3	20,778,193	21,045,899	20,998,580
TOTAL	20,804,708[†]	21,074,329	21,043,476

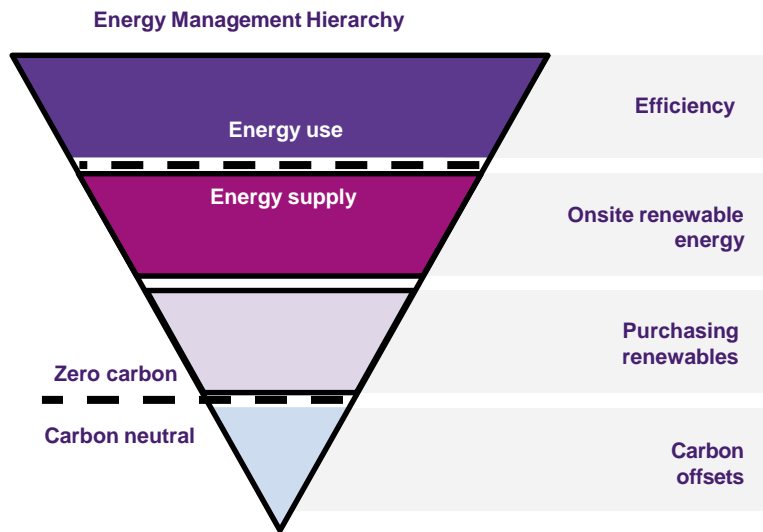
* Current emissions for refrigerants is an estimate based on assumed leakage rates. We anticipate revision in 2020 reporting, as a result of the move to refrigerant re-fill records.

** Location-based fuel and electricity consumption are not included in Total.

Carbon footprint

Scope 1 and 2

Scope 1 are all 'direct' CO₂e emissions from activities at Heathrow under our direct control, such as Heathrow's own vehicles, fuel required to heat our terminals and non-carbon emissions including refrigerant gasses. Scope 2 are all 'indirect' CO₂e emissions from the electricity purchased for the organisation. It is these sources of emissions we must tackle to deliver the goal in our Target Net Zero plan to "get our own house in order".



In 2019 we reduced our Scope 1 emissions by approximately 1,900tCO₂e, primarily through a reduction in use of natural gas relative to 2018.

We reduced our Scope 2 emissions from electricity by cutting our use by 3,922MWh and through an increase of 1,536MWh in onsite renewable electricity generation, including the output from our combined heat & power plant and solar photovoltaics at Terminal 2.

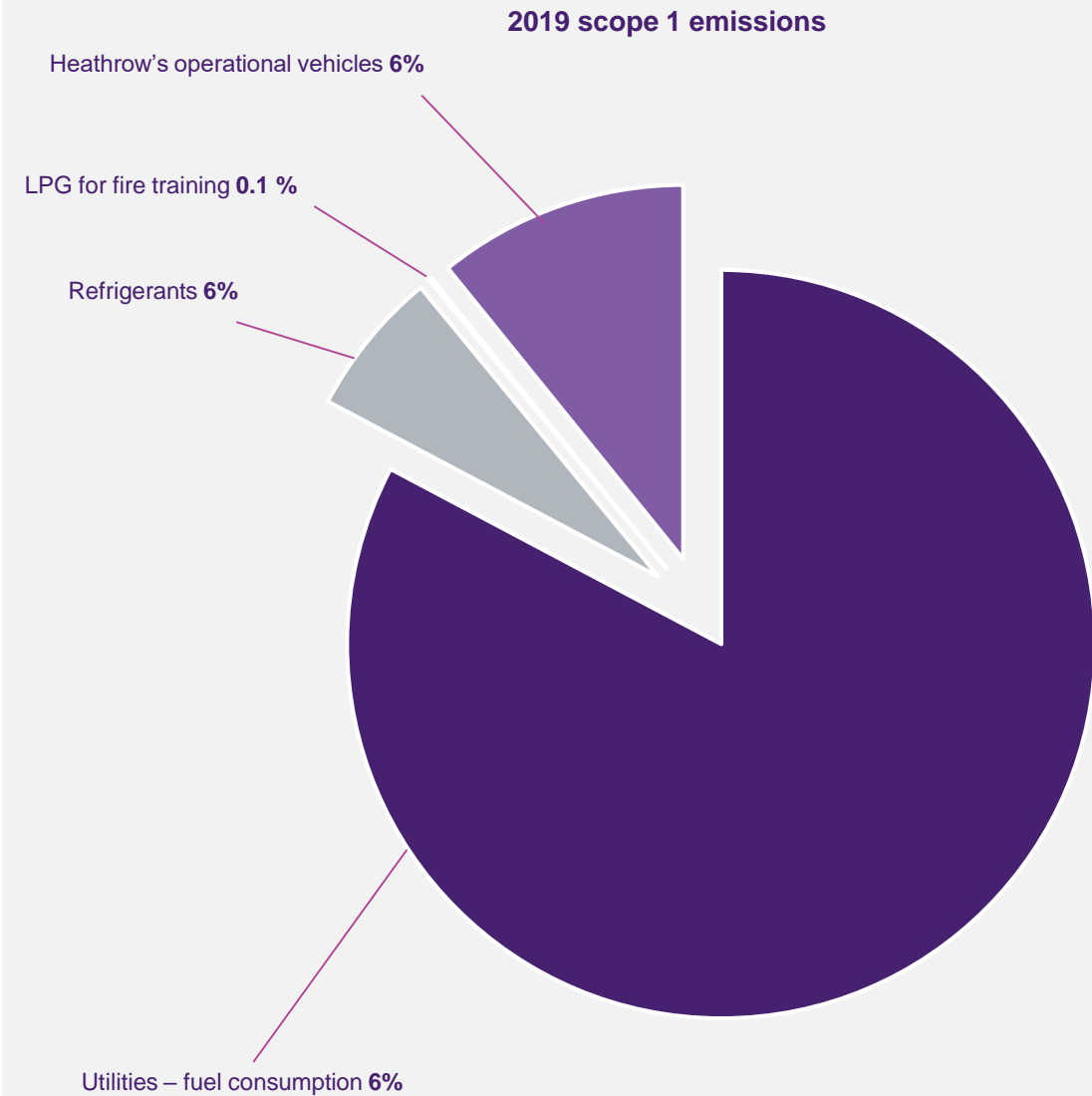
Since 2014, to address both Scope 1 and 2 emissions, we have spent over £100 million on improving energy efficiency and reducing carbon emissions from our infrastructure.

Finally, we utilise 'market-based instruments' such as buying renewable electricity and gas. In 2019 we continued to procure 100% renewable electricity (REGO) and increased the quantity of renewable gas (RGGO) to cover 19% of our total gas usage (see note).

Heathrow Airport Limited has a total of 101 electric & hybrids of the 109 vehicles in our own light fleet (under 2.4t). With more electrics and hybrids in our fleet we have seen a significant reduction in the consumption of diesel, while also an increase in petrol usage, resulting in a net decrease of 115tCO₂e.

Notes:

For 2020, Heathrow will continue to maintain 100% renewable electricity tariff (REGO- backed) and all heating emissions will be offset by purchasing verified carbon removals. We continue to look at options to purchase more renewable gas (RGGOs) in future combined with our investment in verified carbon removals.



Carbon footprint

Scope 3

These are all other indirect emissions from activities in relation to the airport, occurring from sources we do not own or directly control. We know that getting our own house in order is only the first step and that we must support decarbonisation across the whole industry, including flights.

In our 2019 Carbon Footprint we have included emissions relating to landing and take-off (LTO) and cruise emissions from all departing flights, as well as back calculating cruise emissions for 2018 & 2017. In 2019 Heathrow was at 99% of its Air Traffic Movement (ATM) limit of 480,000 per year, yet saw a drop in emissions of 1.3% from LTO and cruise largely due to the increase in newer, less polluting aircraft bought and operated by airlines operating at Heathrow. Heathrow has pioneered setting landing charges to incentivise cleaner and quieter aircraft which has helped encourage this modernisation.

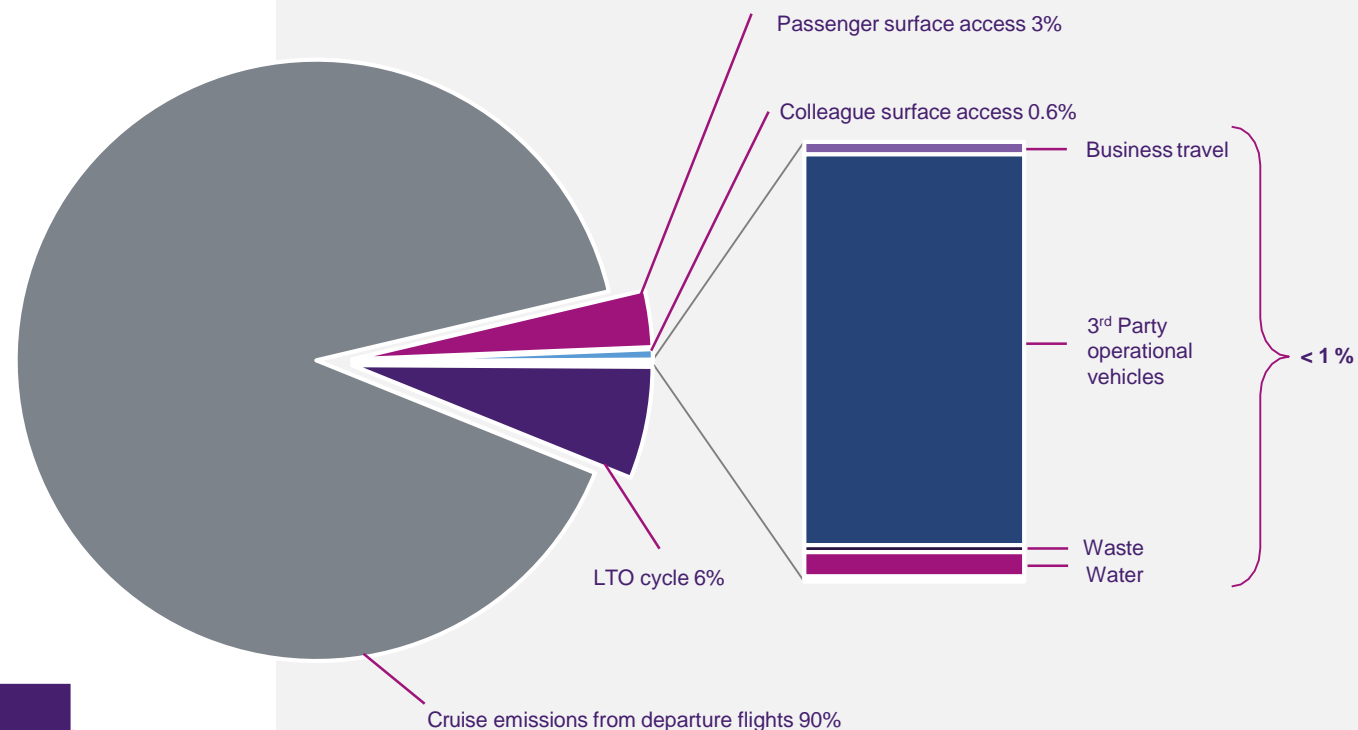
We undertake multiple surveys in order to estimate emissions from our 80 million passengers and 70,000 airport colleagues. The surveys seek to best understand where journeys originate and the mode of transport taken to the airport. This feeds a complex set of models which extrapolate the results. In 2019 we observed an 11.5% increase in emissions relating to passenger surface access due to a slight increase in the length of journeys to the airport and from an increased number of journeys using private hire vehicles.

In 2019 we observed a 14.9% fall in emissions from third party operational vehicles as fleets are replaced with cleaner, more efficient vehicles or electric hybrid vehicles. As seen with Heathrow's own vehicles, as fleets transition towards EV and hybrid, there been a 9% reduction in the use of diesel, yet a 15% increase in petrol consumption, overall resulting in reduction of 4,925tCO₂e.

In line with best practice, our 2019 footprint has also reported well-to-tank, transmission and distribution losses covering the average CO₂e released from the production, processing and delivery of fuel as an energy vector; as well equivalent emissions in relation to the transmission and distribution losses of our electricity supply from the national grid.

Well to Tank and Transmission and Distribution			
	2019	2018	2017
Well to Tank and Transmission & Distribution: Electricity	27,426	32,375	44,094
Well to Tank: Aviation	4,100,822	4,195,852	4,193,867
Well to Tank: Utilities Fuel Consumption	3,950	4,226	3,922
Well to Tank: Vehicles	8,198	8,810	3,978
Well to Tank: Surface Access	182,957	169,715	155,611
TOTAL	4,323,352	4,410,978	4,401,471

2019 scope 3 emissions



Heathrow
Making every journey better

Independent Assurance Statement to Heathrow Airport Limited

ERM Certification and Verification Services (ERM CVS) was engaged by Heathrow Airport Limited (HAL) to provide limited assurance in relation to specified 2019 sustainability performance indicators included in the Heathrow 2.0 2019 Sustainability Progress report (the Report) as set out below.

Engagement summary	
Scope of our assurance engagement	Whether HAL's 2019 performance for the following sustainability indicators, as included in the Report, are fairly presented, in all material respects, with the reporting criteria: <ul style="list-style-type: none">• Apprenticeship starts (Total for Heathrow Academy and Total for Team Heathrow)• Colleagues who are female (% of total and % in senior management)• Colleagues from Black, Asian and Minority Ethnic backgrounds (BAME) (% of total and % in senior management)• Late running aircraft (Unscheduled departing aircraft operating after 11.30pm, on non-disrupted days).• London Living Wage Contracts (Number)• Energy Efficiency (kWh/m²)
Reporting criteria	The indicators and targets set out in the Heathrow 2.0 strategy document 'Our plan for sustainable growth' and Heathrow's internal data management operating procedures
Reporting Period	1 January 2019 to 31 December 2019
Assurance standard	ERM CVS assurance methodology which is aligned with the International Standard for Assurance Engagements ISAE 3000 (Revised).
Assurance level	Limited assurance.
Respective responsibilities	HAL is responsible for preparing the data and for its correct presentation in reporting to third parties, including disclosure of the reporting criteria and boundary. ERM CVS's responsibility is to provide conclusions on the agreed scope based on the assurance activities performed and exercising our professional judgement.

Our conclusions

Based on our activities, nothing has come to our attention to indicate that the specified 2019 performance for the indicators listed above, is not fairly presented, in all material respects, with the reporting criteria.

Our assurance activities

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

- A visit to HAL corporate offices where we interviewed management representatives responsible for each of the sustainability indicators to understand and evaluate the data management systems and processes used for collecting and reporting the selected data;
- A review of underlying documentary evidence relating to the reported performance for 2019 for each of the above listed sustainability indicators;
- For the number of apprenticeship starts we reviewed the detailed data for the Heathrow Academy and written confirmation provided by Team Heathrow companies for their 2019 apprenticeship starters; and
- A review of the presentation of information relevant to the scope of our work in the Report to ensure consistency with our findings.

The limitations of our engagement

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



Jennifer Iansen-Rogers
Head of Corporate Assurance
17 December 2020

ERM Certification and Verification Services, London
www.ermcvs.com; email: post@ermcvs.com

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

Independent Assurance Statement to Heathrow Airport Ltd.

ERM Certification and Verification Services (ERM CVS) was engaged by Heathrow Airport Ltd. (HAL) to provide assurance in relation to the 'Heathrow Carbon Footprint 2019' (the Report) as published in Heathrow 2.0 2019 Sustainability Progress report.

Engagement summary	
Scope of our assurance engagement	Whether the selected 2019 GHG data listed below, and presented in the Report, are fairly presented, in all material respects, with the reporting criteria: <ul style="list-style-type: none"> Total Scope 1 emissions (tonnes CO₂e) Total Scope 2 emissions (tonnes CO₂e) (market based) Total Scope 3 emissions (tonnes CO₂e) (Excluding Well to Tank (WTT) Emissions) Total of Scope 1, 2 and 3 emissions (tonnes CO₂e) (Excluding WTT emissions)
Reporting criteria	HAL's Carbon Footprint Inventory Management Plan
Reporting Period	Reporting period 1 January 2019 to 31 December 2019
Assurance standard	ERM CVS' assurance methodology, based on the International Standard on Assurance Engagements ISAE 3000 (Revised).
Assurance level	Limited assurance.
Respective responsibilities	<p>Heathrow is responsible for:</p> <ul style="list-style-type: none"> Selecting the Reporting Criteria; Measuring and reporting the selected information in accordance with the Reporting Criteria; and Preparing the Report and for the collection and presentation of the selected data within it. <p>ERM CVS's responsibility is to provide a limited assurance conclusion on the agreed scope based on the assurance activities performed and exercising our professional judgement.</p>

Our conclusions

Based on our activities, as described below, nothing has come to our attention to indicate that the selected 2019 GHG data, listed above and presented in the Report, are not fairly presented, in all material respects, with the reporting criteria.

Scope 1 total	26,515 tCO ₂ e
Scope 2 total (market based)	0 tCO ₂ e
Scope 3 total (Excluding WTT emissions)	20,778,193 tCO ₂ e
Total of Scope 1, 2, and 3 emissions (Excluding WTT emissions)	20,804,708 tCO ₂ e

This conclusion is to be read in the context of the remainder of this report, in particular the sections on inherent uncertainty and this report's intended use.

Summary of assurance activities

A multi-disciplinary team of GHG and assurance specialists performed a range of assurance procedures as follows:

- Enquiry with management representatives responsible for preparing modelled and calculated data, which was included in the GHG inventory.
- Enquiry with relevant staff to understand and evaluate the management systems and processes (including internal review processes) used for collecting and reporting the selected data.
- An analytical review of the 2019 carbon emission data.
- Inspection of the underlying calculations used to derive the GHG emission values.
- Cruise emissions are derived using factors obtained from the European Monitoring and Evaluation Programme. ERM CVS reviewed the calculations and agreed sample data back to the stated underlying source and has not separately assured the basis of the source data used in calculating the cruise emissions included within the Scope 3 emissions total. Where flight length distances have exceeded the distances of the EMEP emission factors HAL have extrapolated this data to suit the total distance of the aircraft cruise length distance.

- Landing and Take Off (LTO) emissions: emissions are based upon an estimated/modelled time spent in each mode of the landing or take off and an assumed volume of aviation fuel combusted during this time. Emissions also incorporate the fuel burnt during the operating time of Aircraft auxiliary power unit. The time in mode and a auxiliary power unit values are calculated and provided by a third party. ERM CVS did not receive direct insight into these calculations and has not separately assured this data other than confirming input figures back to the source data provided by the third parties.
- For the surface access GHG emissions the basis of the calculation was confirmed as being data collected by the Civil Aviation Authority (CAA) a separate third party entity. Modelled outputs were obtained and agreed to the data used to calculate passenger surface access GHG emissions. No direct testing of the models used to extrapolate the data used to calculate the GHG emissions was undertaken.
- Confirmation of the conversion factors and assumptions used.
- Reviewing the presentation of information relevant to the scope of our work in the Report to ensure consistency with our findings.
- Agreed a sample of electricity consumption back to supplier invoices.
- Inspection of the Renewable Energy Guarantees of Origin (REGO) certificate for the renewable energy supplied to HAL.
- We did not undertake source data verification at any operated facilities.

Our Observations

We have provided Heathrow with a separate management report with our detailed (non-material) findings and recommendations. Without qualifying our conclusions as presented above, and recognising the improvements made in the carbon footprint for 2019, we have the following key observations:

- The passenger surface access distances travelled, used to calculate the corresponding GHG emissions is based on the Civil Aviation Authority (CAA) survey data which represents 0.06% of the total passengers travelling to and from Heathrow Airport.
- The 2019 Scope 3 GHG emission figures do not include emissions resulting from the transport of freight to and from Heathrow Airport. We recommend the collection of relevant data in order to be able to calculate and report on these emissions in future years.
- The distances used in calculating the 2019 GHG emissions from Passenger Surface Access to Heathrow is representative for the year 2018. These figures were then scaled up to represent the 2019 HAL passenger throughput data.
- The Scope 3 total does not include WTT emissions.
- We note that refrigerant emissions are based on an estimate for the 2019 period, and it is Heathrow's intention to report on CO₂e from actual refrigerant losses for the 2020 period.
- The above items are not only important for improving the accuracy and completeness of the Scope 3 emissions relating to airport access but also to be able to compare emissions over time and monitor the effect of management measures aimed at reducing Heathrow's overall carbon footprint.

Assurance level

The work performed in a limited assurance engagement varies in nature and timing from, and is less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Inherent uncertainty

The reliability of the assured information is subject to inherent uncertainties, given the scientific uncertainty about the measurement of GHGs and the Estimation uncertainty due available methods for determining, calculating or estimating the underlying data. It is important to understand our assurance conclusions in this context.

This report's intended use

This assurance report is made solely to HAL in accordance with the terms of the engagement contract between HAL and ERM CVS. To the fullest extent permitted by law, we accept no responsibility and deny any liability to any party other than HAL for our work, for this assurance report or for the conclusions we have reached.



Jennifer Iansen-Rogers
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17 December 2020

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