



HEATHROW 2.0

DETAILED REVIEW
OF SUSTAINABILITY
PROGRESS IN 2017

Heathrow



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About our reporting

This report contains a detailed review of progress in 2017 against our Heathrow 2.0 goals and targets. It is designed to complement our [2017 Progress Summary document](#) and provide an in depth view of the range of activity taking place across Heathrow to deliver sustainable growth and operate the airport sustainably now and in the future.

We have included updates on all activity planned for 2017, as well as activity due to be delivered in 2018 and beyond where work has already commenced. We have not included activities where we have not yet started work.

Key

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



TARGET
NOT MET



BEHIND



PROGRESSING
/ ON TRACK



ACHIEVED

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 our four pillars and twelve objectives are our response to these issues.

Assurance explanation

We engaged ERM CVS to undertake limited assurance in relation to specified processes underlying this report and the qualitative descriptions of progress in 2017 against our Heathrow 2.0 goals. For a full understanding of the engagement scope, activities, limitations and conclusions please see ERM CVS' Assurance Statement on p32 of this report.

Contact

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

**No.1****Safe and well**

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

No.2**Careers, not just jobs**

A place where anyone can reach their potential

No.3**Culture of sustainability**

A place that lives and breathes sustainability

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.





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

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Establish a Team Heathrow Safety Network by 2017, bringing together safety, health and fire safety professionals		We have decided to delay this until our new Safety Director is in post in 2018 and can provide leadership to establish a new network with our Team Heathrow business partners.	n/a	n/a	n/a
Year on year improvement (reduction) in scores for "my health is suffering because of my work" through Heathrow's internal colleague survey		While there hasn't been an improvement in 2017, we have a number of initiatives planned for 2018 which aim to support colleagues at work. For example, we have completed a risk-based screening programme to take a 'fresh eyes' approach to reviewing potential health hazards that colleagues may be exposed to within their role. This has allowed us to look at mitigation and control measures to ensure that they are appropriate and to also review our surveillance and screening programmes in partnership with our Occupational Health provider. Furthermore our safety team will be focussing on a programme of musculoskeletal intervention and we are developing a 'Your Mind Matters' training programme for Line Managers to help them to support colleagues who may be struggling with mental ill-health.	30%	26%	31%
Year on year improvement in scores for "my manager takes an active interest in my wellbeing" through Heathrow's internal colleague survey		This is a positive upward trend, and is aligned to changes in wellbeing culture. In 2016, we set up a dedicated Health and Wellbeing team which has developed a comprehensive strategy of transformation. Colleagues now talk more openly about what is important to them. The strategy is based on the principle that we care about the whole person – both within the work context and outside of work - and is designed to inspire a colleague to take action and own their wellbeing journey.	65%	62%	52%

GOAL

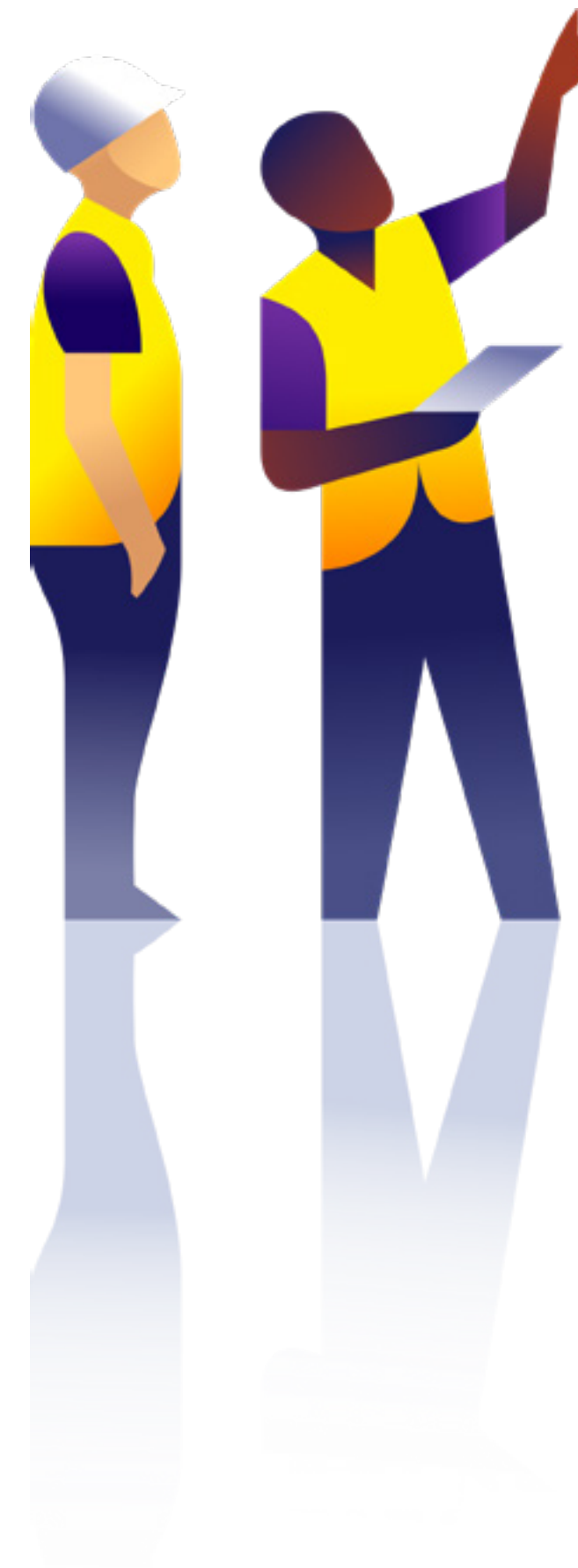
1.2 Provide world class tools and training that empower Team Heathrow colleagues to be proactive about their own safety

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
For Heathrow colleagues, year on year improvement in our colleague home safe measure		The Colleague Home safe frequency rate ended the year at 1.20 incidents per 100k hrs worked which is in line with the previous year's performance (1.17). At year end there had been 161 individual incidents compared to 153 in 2016. There were 12% fewer Lost Time Injuries than in 2016 and hospitalisation incidents were neutral, equalling 2016's performance. Work related stress incidents increased by 24% in the latter half of 2017.	1.20 incidents per 100k hrs worked 161 incidents	1.17 incidents per 100k hrs worked 153 incidents	1.16 incidents per 100k hrs worked 152 incidents
Year on year reduction in our passenger incidents		There were 51 individual incidents compared to 47 in 2016, with slips, trips and falls accounting for 53% of these. Our safety improvement plans for individual business units have a suite of measures to address this trend with a specific focus on reducing this type of incident.	51 incidents MAFR 0.65 per 1 million passengers	47 incidents MAFR 0.62 per 1 million passenger	38 incidents MAFR: 0.51 per 1 million passengers

GOAL

1.3 Create safe and healthy spaces

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Complete a feasibility study by 2018 with recommendations, including costs, for a centralised health and wellbeing centre		Our wellbeing team is making progress identifying a site to set up a trial in 2018. They are also trialling technology options to improve access to health care for our colleagues.	n/a	n/a	n/a





GOAL

2.1 Establish ourselves as the best community employer in the UK

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Increase proportion of Team Heathrow employers engaged in recruiting through the Heathrow Academy from 15% in 2016 to 40% by 2020		The proportion of Team Heathrow employers engaged in recruiting through the Academy reduced slightly from 15% in 2016 to 14% in 2017. In September 2017 the Academy recruited a Partnership Manager who will lead on engagement with Team Heathrow employers. We are also working with our procurement and commercial teams to align engagement with the Academy at time of contract conversations.	14%	15%	n/a

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Increase number of local people completing accredited employability programme to 1,600 by 2020		The number of local people completing accredited employability training increased to 1,455 in 2017 and is on track to meet the 2020 target.	1,455	489	1,050
Increase people helped by the Heathrow Academy into employment at Heathrow to 2,000, of which 80% secure sustained employment (over 6 months) by 2020		1,215 people started in employment in 2016 and 2017, 970 of these were at Heathrow, with the remainder gaining employment outside of Heathrow. 56% secured sustained employment.	462	753	634
Increase the number of apprenticeships completed to 200 by 2017		We faced challenges in 2017 in meeting our target for completed apprenticeships, with 154 achieved against a target of 200. This was due to a big push on starts in 2016, resulting in nearly 50 individuals signing up to a qualification but not completing their programme. We have learnt lessons from this in terms of how we recruit apprentices to ensure that a qualification is right for an individual, therefore minimising the likelihood that they won't complete it. We did however exceed our target of 150 apprenticeship starts in 2017, with 197 people embarking on qualifications. This was despite challenges presented by the introduction of the Apprenticeship Levy in April which significantly impacted on apprenticeship starts across the UK.	154	298	218
Increase the number of job outcomes to 740 by 2017		Job outcomes are defined as "number of people starting in employment". The target for 2017 has not been met due to challenges with employer recruitment packages and job referencing requirements.	452	751	567
% new recruits from the local community		The Talent Acquisition function is creating a new team to specifically target managerial and specialist hires with the aspiration to ensure we have representation in all shortlists from candidates within the local community. We have also re-shaped the attraction strategy for Security Officer hiring to include investing in advertising which will allow us to better target candidates within our local boroughs.	53%	50%	55%
% senior managers from the local community		We continue to invest in attending local careers events to market all of our managerial and specialist roles, alongside our security officer positions. All of this is with the aim of improving the 18% of senior manager hires that we currently get from the local boroughs and this will be a focus for improvement in 2018.	18% from 5 closest boroughs 58% from 15 closest boroughs	n/a	n/a



GOAL

2.1 Establish ourselves as the best community employer in the UK

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Increase the number of young people engaged by Heathrow to 15,000 by 2017		Young people directly engaged is defined as the number involved in a Primary School Challenge, Secondary School Challenge or those who have had contact with Heathrow colleagues through activity to support Scouts, guest lectures, supporting a college or university event or participation in a tour of the airport. We have increased the number of young people engaged by nearly 2000 since 2016 but not met our stretch target of 15,000. We have increased the number of schools we engaged with and will roll the target of 15,000 forward to 2018.	13,558	11,565	n/a

GOAL

2.2 Reflect the diversity of our local community at all levels of our company by 2025

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Increase the % of colleagues who feel that people from diverse backgrounds can succeed at Heathrow from 71% (2016) to 74% in 2017		Heathrow has a clear and committed diversity and inclusion strategy that aims to ensure that anyone can fulfil their potential at Heathrow. In 2017 we invested in our colleague diversity networks.	79%	71%	n/a
100% Heathrow leaders (bands A and B) trained in inclusive leadership and unconscious bias by 2018		Inclusivity and unconscious bias training are included within our Leading Sustainable Growth training programme which launched in 2017 and will continue to be rolled out to all Heathrow managers in 2018.	n/a	n/a	n/a
Establish a baseline and set improvement targets for % of Heathrow colleagues that agree or strongly agree with "my manager treats me fairly" by 2017	REVISED	Due to changes in Heathrow's approach to colleague engagement surveys in 2017, this will now be reviewed during 2018.	n/a	n/a	n/a
Establish an indicator to be able to track the diversity profile of high potential leadership candidates amongst our Heathrow colleagues		Diversity data (gender, age, ethnicity) for 2017 high potential leadership candidates has been collected which will form the basis for an indicator which we will continue to develop in 2018.	n/a	n/a	n/a
Start measuring the diversity profile of our Heathrow leaders (bands A and B) by 2017		Diversity data (gender, age, ethnicity) for 2017 senior leaders has been collected and we will repeat this process in 2018 and track changes over time.	n/a	n/a	n/a
Conduct equal pay audit in 2017 and measure and publish Heathrow's gender pay gap in 2018		Heathrow completed an equal pay audit in 2017 and published its gender pay gap in March 2018. Heathrow's median gender pay gap is 6.53% which is below our peer group average of 16% and the national average of 18.4%.	n/a	n/a	n/a

2.2 Reflect the diversity of our local community at all levels of our company by 2025

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Number of awards won and shortlisted per year which reflect external recognition for our efforts in diversity and inclusion	REVISED	No longer tracked because we have focused on establishing new indicators.	n/a	n/a	n/a
Number of Heathrow companies actively contributing to the Team Heathrow diversity and inclusion network	REVISED	No longer tracked because this network has been replaced by other sector-specific working groups.	n/a	n/a	n/a

GOAL

2.3 Become a top 10, 3-star accredited Best Company by 2023

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
80% Heathrow colleagues agree that "Heathrow is a great place to work" in 2017		Levels of agreement with the statement 'Heathrow is a Great Place to Work' declined by 4% compared to 2016. This was due to a ballot in October in which Heathrow colleagues who are members of Unite the Union, returned a verdict that did not reach legal thresholds required for strike action. We want to continue to build partnerships with all our unions and we remain open to discussions with Unite and its members. At the end of 2017 we launched a Building Together Plan to address feedback from our colleagues, which will be implemented in 2018.	74%	78%	74%
Year on year improvement in scores for "I understand how my performance is measured" through Heathrow's internal colleague survey		64% of colleagues across Heathrow were in agreement that they "understand how their performance is measured" during 2017, the result is, however, 4% points lower than 2016. The year on year decline was driven by colleagues within Support Services whose levels of agreement fell from 67% in 2016 to 62% last year. In comparison, agreement across Operational colleagues only declined by 3% points to 65%.	64%	68%	71%
Year on year improvement in scores for "I understand how my department is measured" through Heathrow's internal colleague survey		During 2017 69% of colleagues across Heathrow were in agreement that they "understand how the performance of their department/business unit is measured", down from 73% in 2016. This is driven by colleagues within Support Services, where levels of agreement fell to 70% (-6% points). Levels of agreement within Operations declined by 3% points to 69%.	69%	73%	70%



GOAL

2.3 Become a top 10, 3-star accredited Best Company by 2023

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Year on year improvement in scores for "I understand the priorities of the business" through Heathrow's internal colleague survey	REVISED	Question not asked in 2017 due to changes in Heathrow's approach to colleague surveys resulting in fewer questions being asked.	n/a	n/a	n/a
Achieve Top 10, 3-star accredited Best Company by the end of 2023		This year we achieved One to Watch and we are aiming to achieve 1-star accreditation in 2018.	n/a	n/a	n/a



No.3 CULTURE OF SUSTAINABILITY

A place that lives and breathes sustainability

We want our people to understand that they play a part in shaping our future. For us to create a true culture of sustainability, everyone at Heathrow needs to live and breathe Heathrow 2.0. That philosophy is at the core of a joined-up programme to attract and retain the best talent, develop our leaders and give every colleague the ability to help deliver our sustainability goals.



3.1 Everyone working at Heathrow understands and values our sustainability plan

GOAL

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Implement a Heathrow colleague sustainability suggestion scheme linked to Heathrow Star by 2017	●	After review we made the decision not to create an additional colleague suggestion scheme but to provide advice on feeding in sustainability suggestions via existing colleague suggestion schemes. In January 2018 we launched a Sustainability Innovation Challenge to colleagues as part of the Centre of Excellence. In 2017 a special Community Award was added to our Heathrow Star scheme to recognise colleagues who have made outstanding effort to support either their own community, those local to Heathrow or raising significant funds for charity.	n/a	n/a	n/a
Establish a baseline for 'Sustainability Culture' indicator by 2017	◐	We have been unable to establish a baseline in 2017 due to changes in our approach to colleague surveys. We have tracked sustainability culture through our internal monthly colleague survey and are working on integrating sustainability questions into the new platform which will launch in 2018. Once this is established we will set a new baseline.	n/a	n/a	n/a

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

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Heathrow senior managers (bands A and B) to have a development objective related to sustainability	◐	All managers set performance objectives against Heathrow's business priorities, one of which is Sustainable Growth.	n/a	n/a	n/a
100% Heathrow colleagues to have access to relevant sustainability information and training interventions by 2017	●	Security colleagues have access to sustainability material through new starter and refresher training and during 2017 all senior managers (bands A and B) were invited to participate in Leading Sustainable Growth, a new leadership development programme. By the end of 2017 60% of invitees had attended or were booked to attend. Sustainability material is also available on Heathrow's intranet and we have drafted a Heathrow 2.0 Elearning module which will be available to all colleagues in 2018.	100%	n/a	n/a
Achieve certification to ISO 14001 and ISO 45001 by 2020 for Heathrow Airport Holdings Ltd	◐	Our Engineering department achieved certification to ISO 14001 in September 2017. We have started working with other departments to embed our company-wide environmental management system in order to achieve our goal of full company certification to ISO 14001:2015 by the end of 2020.	n/a	n/a	n/a
Maintain certification to ISO 50001	●	A full external audit was completed in December 2017 and certification re-confirmed.	n/a	n/a	n/a
Identify the key decision making processes that non-financial metrics could be integrated into by 2018	◐	In 2017 we embarked on a project to create a Sustainability Investment Tool which will give us a broader view on the returns associated with proposed investments. This will launch in 2018.	n/a	n/a	n/a

GOAL

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

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Establish systems and processes to support and measure colleague volunteering by end 2017	◐	Initial work to bring together colleague volunteering activities started in 2017 and will continue with the development of a colleague volunteering strategy in 2018.	n/a	n/a	n/a



No.4

Respite for residents

A place that's getting quieter

No.5

Quality air, locally

A place where local air improves

No.6

Sustainable communities

A place where local people shape their future

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.





No. 9 RESPIRE FOR RESIDENTS



A place that's getting quieter

We understand that noise can impact lives in many ways. As one of the world's leading airports in noise management, we're constantly working to reduce any negative effects caused by our operations. We're collaborating with airlines to encourage quieter aircraft and we're researching ways to minimise aviation noise by adapting what we do. According to independent analysis, we're making good progress. But we haven't finished yet.

4.1 Encourage use of the quietest aircraft available, operated with the least noise impact practicable, within an agreed noise envelope

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
0% Chapter 3 aircraft by 2020		While a few Chapter 3 aircraft still operate at Heathrow each month, August 2017 was the first month that there were no Chapter 3 aircraft movements at Heathrow. The fee for landing a Chapter 3 aircraft is 11 times more expensive than the quietest Chapter 14 aircraft which is incentivising airlines to operate their newer, quieter aircraft.	0.1	0.5	0.8
At least 60% Chapter 14 aircraft by 2020		See above	59.9	57.4	55.7
0% Chapter 4 by 2045		See above	40	42.1	43.5
At least 80% A320 movements by retrofitted aircraft by 2017		We did not meet the 80% target in 2017 due to delays to some airlines retrofit programmes. We continue to work with airlines to progress this and the 80% target will roll forward to 2018.	70.1	n/a	n/a
Independently verify 20% of the certification database by 2018		The CAA (Civil Aviation Authority) has been commissioned to deliver the target of 20% of the database audited in 2018.	n/a	n/a	n/a
Commission an independent NTK (Noise and Track Keeping) system verification study every 5 years		The first independent survey was undertaken in July 2016 by the Netherlands Aerospace Centre, a leading international research centre for aerospace. The study concluded that the information available via Heathrow's Noise and Track Keeping system, as well as via the publicly accessible WebTrak system, is based on correct input, is processed in a correct way and is complete.	n/a	n/a	n/a
Launch the Fly Quiet & Green programme in 2017		Fly Quiet and Green was launched in 2017 to further encourage airlines to use quieter and less polluting aircraft and fly them in the quietest way. This was an expanded programme building on the success of the previous Fly Quiet programme.	n/a	n/a	n/a
Publish a report on the survey of airline Standard Operational Procedures (SOP) every 2 years		A report was completed and presented at the Heathrow Community Noise Forum (HCNF) in 2017.	n/a	n/a	n/a



GOAL

4.1 Encourage use of the quietest aircraft available, operated with the least noise impact practicable, within an agreed noise envelope

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Develop and implement minimum flight operations standards for airlines by 2018		Minimum flight operations standards have been developed and we are planning to begin implementation in 2018.	n/a	n/a	n/a
Scope out solutions and viability of automating the monitoring of landing gear deployment during our next regulatory period and establish target		An initial study is being conducted and future work will depend on the outcomes.	n/a	n/a	n/a
88% of operations on Continuous Descent Approach by 2020 and 100% by 2025 (subject to implementation of Precision Based Navigation (PBN) technology and other than in exceptional circumstances)		We continue to work with airlines to promote the use of Continuous Descent Approach through the Fly Quiet and Green programme.	88.3%	87.8%	87.5%
Subject to CAA/ICAO approvals implement second phase of Slightly Steeper Approach (SSA) trials in 2017		Following a previous trial which concluded in 2016, Heathrow undertook a second slightly steeper approach trial between May and October 2017, with 1,815 operations taking part. This voluntary trial saw aircraft arriving into Heathrow on a 3.2 degree approach angle vs the usual 3 degrees. The aim was to understand and monitor the potential noise benefits this suite of approaches could bring to our local communities as well as working to understand any operational restrictions. Both trials have now successfully concluded and Heathrow is working towards implementing these procedures on a permanent basis.	1,815 operations	n/a	n/a
% of operations adhering to runway alternation		2017 total impacted by snow in December, adverse winds, and enhanced Instrument Landing Systems (eILS) implementation.	94.4	94.8	93.2
Implement a new automated 4% noise abatement procedure monitoring tool in 2017 and based on 6 months data establish targets for 2018 and beyond		The tool was implemented in 2017, data has been extracted and airlines informed of non-compliances. Our aim is to achieve an annual compliance rate of greater than 99.7% by the end of 2018 with an aspiration to achieve 100% compliance (subject to emergencies, Air Traffic Control Vectoring or other airspace issues) by 2020.	99.8% (aircraft adhering to Heathrow's AIP 4% noise abatement climb gradient)	n/a	n/a
No pre 04:30 arrivals and continued compliance with night restrictions regime from 2017 onwards		There were no pre 04:30 unauthorised arrivals in 2017.	0	0	0
Implement a Voluntary Quiet Night Charter by 2018		Work has begun on developing a Voluntary Quiet Night Charter and this will be implemented in 2018.	n/a	n/a	n/a

4.1 Encourage use of the quietest aircraft available, operated with the least noise impact practicable, within an agreed noise envelope

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Implement a Voluntary Quiet Night Charter by 2018		Work has begun on developing a Voluntary Quiet Night Charter and this will be implemented in 2018.	n/a	n/a	n/a
Develop a new voluntary Quiet Night Charter points target (23:00-07:00) by 2018 for achievement by 2025		This metric is being tracked and a target will be set in 2018.	24767.25	26071.5	n/a
Reduce the number of late running aircraft post 23:30 from 330 in 2016 to 270 in 2017		2017 finished with 235 late running departures, a reduction from 330 the previous year. The reduction was a result of proactive engagement with airlines and targeting problem flights.	235	330	295
Develop and agree a Ground Noise Management strategy by 2017		The strategy has been developed and agreed. We are continuing to deploy trial monitors.	n/a	n/a	n/a
Number of local authorities within the 55dB Lden with clear noise criteria in relation to new noise sensitive developments		We continue to raise the question of land use planning criteria in relation to noise sensitive developments at forums such as the Heathrow Strategic Noise Advisory Group and the Community Noise Forum Working Groups where Local Authority officers are present. We are aware of three local authorities that have been actively developing local criteria.	3	n/a	n/a

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

GOAL

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Annual noise metrics report and at least every 5 years, provide local authority officers with a forecast noise contour to help inform their future planning policy		Forecast contours are included in each Noise Action Plan every 5 years.	n/a	n/a	n/a
Progress and complete the Adobe building programme for all signed up schools by 2018		We invited 21 schools to take up our Adobe Buildings Scheme and have now completed construction at the 15 schools which took up the scheme offer.	n/a	n/a	n/a
Regularly survey recipients of noise insulation schemes		This is conducted annually.	n/a	n/a	n/a

GOAL

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

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Work with industry and community stakeholders to define airspace design principles in preparation for wider consultation in 2017		We have used feedback from a series of workshops as well as discussions in forums such as the Community Noise Forum and Heathrow Strategic Noise Advisory Group to develop a series of principles which we have been consulting on in the first quarter of 2018.	n/a	n/a	n/a
Publish a programme identifying opportunities to develop quieter procedures in-line with airspace modernisation		This work is covered by the Noise Action Plan, the Heathrow Community Noise Forum and the Airspace redesign programme.	n/a	n/a	n/a
Complete the Noise & Track Keeping tools (NTK) upgrade by 2018		This was completed in 2017.	n/a	n/a	n/a

GOAL

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

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Number of complainants		The number of people making complaints has fallen year on year since peaking in 2014 when airspace trials were carried out at Heathrow.	2,775	4,659	5,573
Annual publication list of community projects funded by monies raised by noise infringements		Annual report produced by Heathrow Community Fund.	n/a	n/a	n/a
Complete a study on respite in 2017 and publish Respite report for the next available international noise conference "Internoise"		This is published on the Heathrow website and a paper was presented at Internoise 2017.	n/a	n/a	n/a
Publication of an enhanced annual noise contour report from 2017		This was published on the Heathrow website in 2017.	n/a	n/a	n/a
During 2017 gather baseline data and develop a target for the percentage of residents agreeing or strongly agreeing with statement that "we are doing all we can to manage noise"		Survey scoped and commissioned and due to take place in 2018.	n/a	n/a	n/a

GOAL

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

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Invite and encourage the independent benchmarking of our Noise Action Plan, such as verifying monitoring systems and climb gradients, against other airports at least every 5 years		The noise monitoring system was verified by the Netherlands Aerospace Centre (NLR) and the report is on the website. The Civil Aviation Authority (CAA) is currently conducting a climb gradient study.	n/a	n/a	n/a
Annually undertake a NAP audit report and present findings to stakeholder forums		This was conducted and reported to the Heathrow Community Noise Forum.	n/a	n/a	n/a
Annual publication of the Flight Performance report		This is published on the Heathrow website: https://www.heathrow.com/noise/reports-and-statistics/reports .	n/a	n/a	n/a
Observations presented to Heathrow Community Noise Forum as part of the strategic noise mapping and action planning review process at least every 5 years		A presentation on the 2016 Noise contour report was made at the Heathrow Community Noise Forum on 5 Dec 2017.	n/a	n/a	n/a
Produce joint response with community groups to Government on scope of an ICCAN by 2017		This was submitted as a response to the government consultation on 25 May 2017 when the Department for Transport airspace policy consultation closed.	n/a	n/a	n/a
Annually agreed noise monitor deployment strategy based on availability		This is reviewed each year and presented to the Heathrow Community Noise Forum.	n/a	n/a	n/a
Provide quarterly reports on current noise and health related research to the Heathrow Community Noise Forum		This was completed each quarter and presented at the Community Noise Forum working groups and Heathrow Strategic Noise Advisory Group.	n/a	n/a	n/a
Develop departure analysis module for the SoundLab demonstrator facility by 2018		This was made available at the Heathrow expansion public consultation events from 17th January to 28th March 2018.	n/a	n/a	n/a
Publication of the draft new noise action plan for consultation in 2018		This is progressing and due to be submitted to Defra on 31 August 2018.	n/a	n/a	n/a



5.1 Reduce emissions from local road transport by working with partners

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Reduce nitrogen oxide (NOx) emissions from airport related traffic by at least 40% by 2020 and 60% by 2025 (from 2013 baseline)	DATA NOT AVAILABLE	In 2018 we will re-baseline emissions as part of our Heathrow expansion environmental impact assessment programme.	n/a	n/a	n/a
% of vehicles entering Heathrow that are Euro 6 or better		We are currently working to develop a baseline for a proxy for the percentage of vehicles entering Heathrow that are Euro 6 or better. We are using a proxy because we are currently unable to measure absolute numbers. This will be based on Automatic Number Plate Recognition and colleague carpark data. We are currently analysing baseline data from 2016 and 2017 which will be completed as part of Interim Regional Road Transport modelling for the Heathrow Expansion Environmental Impact Assessment.	n/a	n/a	n/a
Year on year increase in EV charging points available to passengers, colleagues, taxis, private hire vehicles, and commercial vehicles		25 charging points were installed in 2017 to charge the electric Mototok pushback tugs which are used by British Airways for their shorthaul programme in Terminal 5. In addition 7 charging points were installed at the taxi feeder park, 12 for passengers, 10 in colleague car parks and 22 for operational vehicles.	109	33	32
Launch a car club for Heathrow passengers that promotes electric vehicles by end of 2017		We have agreed in principle to a scheme with a potential partner and we are working towards launching in 2018.	n/a	n/a	n/a
Launch a salary sacrifice scheme for Heathrow colleagues to facilitate purchase of low emission and electric vehicles by 2017		Scheme launched in August, with 38 colleagues participating by the end of 2017.	n/a	n/a	n/a
Year on year increase in kWh consumed at landside EV charging points		Increase due to installation of additional charging points across a range of landside locations.	53,822.25	11,024.83	1,102.73
Establish baseline, and for % of vehicles using logistics centre that are Euro V1 or better, set 2020 and 2025 targets by 2017		Targets are still in development as it has taken longer than expected to agree the baseline and are expected to be set in 2018.	n/a	n/a	n/a
Year on year increase in % of vehicles using logistics centre that are Euro VI or better		A baseline was established in 2017 for the percentage of vehicles using the logistics centre that are Euro VI or better and this shows steady year on year improvements	23%	12%	3%
Consolidation factor of delivery trips		A baseline was established in 2017 for consolidation factor of delivery trips. We have seen an increase in the consolidation factor which means we are reducing the number of vehicles delivering the last mile into the airport.	1.89	1.81	1.75



GOAL

GOAL

5.1 Reduce emissions from local road transport by working with partners

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Establish Heathrow sustainable freight group by 2017		The Sustainable Freight Group was established in March 2017. The remit of the group is to support Heathrow airport and the freight community at Heathrow to take measures to reduce emissions from freight vehicles at the airport contributing to improved air quality, reduced carbon emissions and more efficiency in freight and logistics activity. Target groups are organisations who operate freight vehicles to and from the airport.	n/a	n/a	n/a
Year on year increase in percentage of low emission/Euro VI freight trips in Heathrow area	DATA NOT AVAILABLE	We are currently analysing baseline data from 2016 and 2017 which will be completed as part of Interim Regional Road Transport modelling for the Expansion Programme's Environmental Impact Assessment.	n/a	n/a	n/a
Year on year increase in kg of H2 filled at Heathrow Hydrogen Filling Station		We are unable to report data on the volume of fuel used at the Hydrogen Filling Station due commercial sensitivity. We are therefore reporting on number of fills over 0.5kg.	688	830	185 (3 months only)
Year on year increase in number of vehicles using Heathrow hydrogen filling station	DATA NOT AVAILABLE	We are working to increase the number of hydrogen vehicles operating in the Heathrow area through our membership of Hydrogen London. We are actively exploring a trial to convert a diesel HGV to dual fuel hydrogen diesel for operating on delivery routes from the Heathrow Consolidation Centre to the terminal areas for retail deliveries.	n/a	n/a	n/a

5.2 Reduce emissions from airside vehicles by working with partners

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Reduce Nox emissions from airside vehicles by at least 50% by 2020 and 70% by 2025 (from 2013 baseline)	DATA NOT AVAILABLE	In 2018 we will re-baseline emissions as part of our Heathrow expansion environmental impact assessment programme.	n/a	n/a	n/a
Develop a roadmap for the transition of all airside vehicles to Ultra-Low emissions standards developed by end of 2017		We have consulted on policy standards with the airside community and we are working towards implementation in 2018.	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	DATA NOT AVAILABLE	We are working to improve the way vehicle data is captured. We will be able to begin tracking and reporting on low emission and electric vehicles in 2018.	n/a	n/a	n/a
% airside vehicles that are low emissions and electric	DATA NOT AVAILABLE	We are currently working to improve the way vehicle data is captured. We will be able to begin tracking and reporting on low emission and electric vehicles in 2018.	n/a	n/a	n/a
Invest £5M in EV charging infrastructure throughout the airport by the end of 2018		We are on track to have invested £5million in charging infrastructure for electric vehicles by the end of 2018.	£3.9m	£812k	£200k
Year on year increase in kWh consumed at airside EV charging points		British Airways, working in partnership with Heathrow, has trialled and commenced implementation of 28 live operation zero emission, remote controlled Mototok aircraft pushback tugs for the entire short-haul operation in Terminal 5A. An additional 25 charging points were installed in 2017 to charge the Mototok pushback tugs, along with 22 for operational vehicles.	13726	6636	0
50 Heathrow cars and small vans converted to electric or plug-in hybrid by the end 2017 and 100% by 2020		41 electric vehicles and 17 plug-in hybrid electric vehicles are currently in operation, bringing the total to 58. A further 6 are on order. 55% of the Heathrow fleet is now Ultra-Low Emissions Zone (ULEZ) compliant.	58	n/a	n/a

GOAL

5.2 Reduce emissions from airside vehicles by working with partners

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
42.3% passengers using public transport by the end of 2017, 45% by 2019 and 50% by 2030, supporting no more airport-related cars on the road, so local areas can thrive without increased congestion and halve today's colleague car journeys		42.3% of passengers used public transport in 2017 which increased from 39.1% in 2016. Improvements to rail services from 2018 with an increased service from Paddington as a result of the Crossrail project should help support future growth.	42.3	39.1	39.0
Reduce the number of single occupancy colleague car journeys by 25% by 2030 and 50% by 2040 (from 2013 baseline of 47.5%)	DATA NOT AVAILABLE	This is based on a survey conducted with a sample of Team Heathrow colleagues. The most recent survey was completed at the end of 2017 but the results have not yet been finalised.	n/a	n/a	n/a
Number of trains per hour arriving at Heathrow (including London Underground)		This is made up of 12 Piccadilly line underground services, 4 Heathrow Express and 2 Heathrow Connect services per hour.	18	18	18

GOAL

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

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
3.7% of flights by pre-CAEP standard aircraft by the end of 2017 and 0% by 2020		This has been challenging due to composition of specific airline fleets where pre-CAEP aircraft are not expected to be retired until 2023. We are engaging directly at a senior level to help confirm phase out dates for these pre-CAEP aircraft so that we can track against a revised target.	5.24%	5.31%	6.22%
At least 60% of flights by CAEP 6 or newer aircraft by 2020		The proportion of flights made by newer, cleaner aircraft (CAEP 6 or better) increased from 57.58% in 2016 to 59.29% at the end of 2017. CAEP 8 only movements increased to 23.41%. The trend is expected to continue as airlines proceed in replacing their older, higher emission aircraft and Heathrow's NO ₂ emission landing charges and engagement encourages the use of best-in-class aircraft.	59.29%	57.58%	56.35%
Emission-based metric added to our Fly Quiet League Table by 2017		Fly Quiet and Green was launched in 2017 with the aim to further encourage airlines to use quieter and cleaner aircraft and fly them in the quietest way. This builds on the success of the previous Fly Quiet programme by including air quality metrics.	n/a	n/a	n/a

GOAL

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

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Increase annual pre-conditioned air consumption by 20% in 2017 compared to 2016		In the future, we expect the arrival of new equipment, which will improve airflow performance from PCA by up to 30%, to enable it to perform at levels which will begin to be a viable alternative to an aircraft's auxiliary power unit (APU). In the meantime we have engaged with airlines to identify and implement measures that will optimise performance from existing PCA, including undertaking live trials on aircraft.	2.9m kWh - 0.087% decrease on 2016	3.0m kWh	n/a
Set 2020 pre-conditioned air improvement target by end of 2017		A target has been set to achieve a year on year increase in kWh pre-conditioned air consumption.	n/a	n/a	n/a
Set a stretch target by end of 2017 to increase the percentage of aircraft using electric towing or single engine taxiing by 2020		We have not yet set a stretch target for Reduced Engine Taxiing. We are first carrying out some research in to what airlines are currently doing and how they are reporting reduced engine taxiing. In November 2017 we sent out a survey to our airline business partners to gain some more insight and we are analysing the results. We plan to set a stretch target in 2018.	n/a	n/a	n/a
Year on year increase in % aircraft using electric towing or single engine taxiing		There has been a slight decline in reported occurrence of reduced engine taxi on eligible departures. We are engaging with airlines to verify and ensure accuracy.	18.6	19.9	21.7
Revise our landing charges to nearly double the price per kg of Nox per flight in 2017		From January 1 2017 new landing fees went into affect which nearly doubled the price per kg of NO ₂ per landing. We continue to regularly review landing fee structure to continue to incentivise change.	n/a	n/a	n/a



No.6 SUSTAINABLE COMMUNITIES

*A place where local people
shape their future*

We recognise that we are part of communities much greater than ourselves. Working collaboratively with local people and partners, we will enhance the area around Heathrow for the benefit of everyone who lives there. This long-term project is intended to improve quality of life by providing better employment and community facilities, transport and green spaces.



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	STATUS	COMMENTS	2017	2016	2015
Provide management support, expertise and company resources to help progress the vision		We are working closely with local authorities, and a joint infrastructure evidence base study has commenced, providing a framework for assessing development needs arising from the proposed expansion of the airport and how that relates to the background growth for which the authorities are already planning. To achieve sustainable development, economic, social and environmental gains should be sought jointly and simultaneously, therefore the production of a fully rounded evidence base will provide an importance starting point for planning for the wider sub-region, potentially as a joint spatial planning framework going forward.	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		We have begun working on this through participation in a Brunel university research programme which will take account of both the public health angle and wider subjective measures of wellbeing.	n/a	n/a	n/a
Develop and publish updated community investment strategy		We have begun development of a community investment strategy. We have reviewed current activity in this area and held two workshops with internal stakeholders. We will draft the strategy in 2018.	n/a	n/a	n/a

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

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Working with recognised cycling organisation, launch cycling strategy and action plan that identifies and tackles the biggest barriers to cycling in 2017		We have been developing our cycle strategy with Sustrans and ensuring alignment with the draft Mayor's Transport Strategy.	n/a	n/a	n/a
Work with local partners and TfL to develop cycle infrastructure plan in 2017 that connects Heathrow to the local area		The cycle strategy sets out a clear plan to improve connections to and from Heathrow. We have already committed funding to support two routes (Staines and Feltham) working with Surrey County Council and Hounslow Council.	n/a	n/a	n/a
Deliver new cycling infrastructure into the central terminal area and wayfinding plan in 2017		Cycle infrastructure is agreed with new road layouts and parking areas identified. This project is dependent on the re-opening of the tunnels which is due later in 2018.	n/a	n/a	n/a

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

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Upgrade cycle parking facilities in T5 and T4 in 2018		Quotes have been received to upgrade T5 cycle parking to include a more robust CCTV system and enclosing the two existing shelters. Plans to upgrade T4 cycle parking have been drawn up and are being considered.	n/a	n/a	n/a
Number of new Heathrow cycle hub members		There has been a decrease in the registration of Heathrow cycle hub members over the last three years. This is due to a number of factors which will be addressed in 2018.	273	311	439
Work with partners to retain the Wildlife Trust Biodiversity Benchmark		The Biodiversity Benchmark Award is awarded by The Wildlife Trust. It is a rigorous annual assessment of all aspects of our Biodiversity Management system from survey and conservation works carried out on the ground right up to Heathrow policy statement and all management levels in between. As a holder of the award we have to show continuous improvements in what we do. Heathrow was the first airport to achieve the award and we have retained it for 10 years.	n/a	n/a	n/a



**No.7****Connecting the UK**

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

No.8**The next economy**

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

No.9**Sustainable supply chain**

A place that drives change throughout our supply chain

A THRIVING SUSTAINABLE ECONOMY

More than 400 businesses operate at 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.





No.7 CONNECTING THE UK

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



Our goal is to increase our connectivity with the whole of the UK through sustainable and reliable routes. We aim to increase choices for accessing the airport, ensure greater resilience in times of disruption and preserve essential connections to regional UK airports.



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

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Largest 100 towns and cities in UK connected to Heathrow by 2033 to create opportunities all over the country and deliver a stronger UK. Measured by number of connections from Heathrow to UK cities, by air (direct), rail (max one change) and bus and coach (direct)		Change to the published date of 2030 because this goal is reliant on the opening of High Speed 2 phase 2b which will be in 2033. This will add a further 6 locations to the list (Mansfield, York, Wigan, Middleborough, Accrington and Darlington). We are making good progress, with an increase of 6 connections in 2017 driven by new coach services to the North East of England.	59	53	n/a
Provide discount to landing fees to UK domestic flights from 2017		From 1 January 2017 we reduced departing domestic passenger charges by £10.	n/a	n/a	n/a

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

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Climate change adaptation report prepared every 5 years and at least 90% of identified actions on track or complete annually		Progress has been made in respect of all the risks for which actions have been identified. The use of climate change prediction data is beginning to be integrated into our long term asset strategies. No new risks were identified as a result of the 2017 review, but steps were taken to better integrate climate change risks into our current risk management practices. A more thorough climate change risk review will be undertaken in 2018 when the updated UK climate change predictions are published.	100%	100%	100%



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

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Establish Heathrow Business Summits in all 12 regions of the UK by 2025 (2016 baseline of 4 regions hosted a Heathrow Business Summit)		In addition to the flagship business summit at Heathrow, annual business summits were held in 6 other locations in 2017: South West (Exeter), North West (Liverpool), Wales (Cardiff), North East (Newcastle), Scotland (Edinburgh), and Midlands (Derbyshire). In 2018 we will be holding business summits in 10 regions of the UK, these being the South West, North West, North East, Northern Ireland, Wales, Scotland, Yorkshire, Midlands, London and our flagship summit at Heathrow.	7	4	1
Number of sustainable products (including ingredients) on offer to passengers per year	NOT YET TRACKED	The results of the product and packaging survey carried out in 2017 of our retail partners will be used to establish a baseline to enable this to be tracked in the future.	n/a	n/a	n/a
Number of SMEs and SEs awarded a grant each year		Awards of £2000 were made to 20 SMEs and SEs in 2017. The winners are based in 10 regions of the UK.	20	n/a	n/a

No.8 THE NEXT ECONOMY

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

Heathrow provides a world of opportunities for all types of business in the UK. There are great opportunities for us to further support small and medium enterprises (SMEs) to take better advantage of all that Heathrow can offer.





No.9 SUSTAINABLE SUPPLY CHAIN

A place that drives change throughout our supply chain

With more than 400 businesses operating from or supplying goods and services to Heathrow, our influence stretches far beyond our boundary. We want to use that influence to drive every member of Team Heathrow and every link in our supply chain towards strategies that deliver ethical, low carbon and sustainable outcomes.



9.1 Implement best practice sustainable procurement practices across Heathrow

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Roll out the Supply Chain Sustainability School to all of our strategic suppliers by end of 2018		The Supply Chain Sustainability School provides practical support to suppliers in the form of e-learning modules, tailored self-assessments, action plans and sustainability training which includes ethical business practices, Anti-Slavery and Human Trafficking. Both Heathrow and our suppliers will benefit from this resource becoming more sustainable. It is free for suppliers to become members. In December 2016, Heathrow Airport became a Partner of the Supply Chain Sustainability School. 50% of strategic suppliers in scope have now signed up to the Supply Chain Sustainability School and we will roll it out to remaining strategic suppliers in 2018.	n/a	n/a	n/a
As a signatory to the Prompt Payment Code, ensure that: 97% of our supplier invoices by volume are paid on time by 2018		We are on track to achieve our target of 97% of our supplier invoices to be paid on time by the end of 2018 (we achieved 96.4% in 2017).	96.4%	n/a	n/a
Ensure that 100% of our strategic suppliers are signed up to the Prompt Payment Code by 2018		7 out of 17 strategic suppliers signed up in 2017 with a plan in place to support the remaining 10 to sign up in 2018.	41%	n/a	n/a
New Innovation Networking Forum delivered by 2020		In 2018 innovation will be a focus at 3 Business Summits where we will create an innovative supplier database.	n/a	n/a	n/a
Open supply chain hubs in strategic locations across the UK from 2020		We have begun the process for identifying locations for supply chain hubs and we have a target of 65 site visits in 2018.	n/a	n/a	n/a
Embed circular economy principles in our procurement processes by publishing internal guidance during 2017 to focus on repair, recovery, reuse and leasing models		Circular economy principles have been embedded within processes, guidelines, policies and contracts.	n/a	n/a	n/a

GOAL

9.2 Become a London Living Wage employer

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Heathrow Airport Ltd to achieve London Living Wage employer accreditation in 2017 and we will publish a roadmap that sets out how we can help transition our supply chain employees working at Heathrow Airport to be paid the London Living Wage		Accreditation announced 6th November 2017. As part of accreditation a roadmap was submitted and agreed with the Living Wage Foundation. We will publish a summary roadmap for external stakeholders in 2018.	n/a	n/a	n/a

GOAL

9.3 Enhance the ethical and sustainable passenger experience at the airport

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Complete a study to map the main products sold at Heathrow and their sustainability impacts by the end of 2017		We completed a survey of our retail and lounge business partners to identify products sold at Heathrow with sustainability impacts. We are collaborating with our business partners to undertake further verification of the results and agree areas of improvement.	n/a	n/a	n/a

GOAL

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

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Achieve Level 3 Carbon Trust Supply Chain Accreditation by 2020		We submitted our Level 2 Carbon Trust Supply Chain accreditation report in early 2018 as an interim step towards achieving Level 3 certification by 2020.	n/a	n/a	n/a
Set ambitious long-term carbon reduction targets for our supply chain carbon emissions by 2020		We are working on a supply chain calculator which will enable us to set these targets.	n/a	n/a	n/a

GOAL

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

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Conduct a risk assessment of our supply chain to identify categories and countries of high risk expenditure and identify an effective audit process and all assessed strategic suppliers registered on external auditing software tool by 2017		In 2017 we worked with Sedex (Supplier Ethical Data Exchange) to undertake a risk assessment of our supply chain and to get all medium and high risk strategic suppliers registered on the platform.	n/a	n/a	n/a
All suppliers registered on external auditing software tool by 2018		We are working on the second wave of risk assessment of suppliers in 2018.	n/a	n/a	n/a
Develop and deliver anti-slavery training to key stakeholders in 2017		All training planned for 2017 complete. This included hosting a stand in our head office to raise awareness with colleagues, a Delivery Integrator drop-in event with a presentation from Sedex, bespoke training to our Procurement Team from the Supply Chain Sustainability School and a refresher training module delivered to Security Officers.	n/a	n/a	n/a



No.10

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

No.11

Accelerating the era of sustainable flight
A place that nurtures small and medium sized businesses and social enterprises

No.12

Responsible gateway
A place that strives to end trafficking of people and wildlife

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.





No.10 ZERO CARBON AIRPORT

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

We take a long-term view when planning our fixed assets. How and what we construct or renovate, the way we power and heat our buildings and operations and our impact on local waterways are all key considerations. We're exploring innovative ways to achieve our zero impact targets for waste and energy by 2050.



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

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Zero carbon emissions generated from energy used in fixed infrastructure by 2050 and a 34% reduction by 2020 against a 1990 baseline		Our carbon footprint for 2017 will be published later in 2018 as part of the preparation work for the Heathrow expansion environmental impact assessment.	n/a	225,762	263,010
Further milestone targets will be developed by 2017		Targets have been developed and agreed. They will be published later in 2018 as part of our Emissions strategy.	n/a	n/a	n/a
Reduce operational electricity demand to 6.3 kWh/pax by the end of 2017		2017's consumption was 467 GWh, 3.8% better than 2016. This was delivered by our successful ongoing programme of energy efficiency project including LED lighting, controls, heating, ventilation and cooling.	6.0	6.4	6.8
Develop an appropriate measure of energy efficiency for Business Partners operations at Heathrow by 2018		To be developed through the Heathrow Sustainability Partnership Resources Network, with a series of meetings planned in 2018.	n/a	n/a	n/a
Proportion of energy generated from on-airport or local renewable sources (%)		Heathrow operates a biomass plant that provides heating, cooling and electricity for Terminal 2 and some solar photovoltaics. Further growth in renewable energy generation on site is based on our future business plan and regulatory settlement.	0.55%	0.5%	0.01%
Power Heathrow with 100% renewable electricity from April 2017 as our first step to operate a zero carbon airport		From 1 April 2017, we signed a contract with EON to supply 100% of Heathrow's 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.	100% from 1 April 2017	n/a	n/a

GOAL

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

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
10% reduction in total water consumption by 2020 (against 2010 baseline of 2,186,407)		Increased water use was due to significant hot weather effects last summer which resulted in increased water consumption in the cooling towers.	2,409,858	2,361,768	n/a
20% reduction in total water consumption per passenger by 2020 (against 2010 baseline of 33.26 litres per passenger)		Increasing passenger numbers have led to a reduction in litres per passenger.	31	31.60	n/a
30% reduction in potable water consumption by 2020 (against 2010 baseline of 1,841,720 litres)		In previous years we have focused on reducing potable water consumption in the terminals. In 2018 we plan to complete our first phase of projects to reduce potable water consumption in non-terminal areas.	2,038,949	1,839,004	n/a
40% reduction in potable water consumption per passenger by 2020 (against 2010 baseline of 28.01 litres per passenger)		As above	25.9	24.3	25.2
Increase proportion of total water from non-potable sources (%)		We will increase our non-potable water sourcing in 2018 by increasing the use of our Terminal 5 rainwater harvesting system.	15%	22%	n/a
Baseline an accurate leakage rate at Heathrow and set a reduction target by 2020		Last year we focused on getting 100% of our billed meters working effectively with the introduction of more detailed metering at a building level at the end of 2017. We will complete this project by mid 2018.	n/a	n/a	n/a
Complete a water quality study in 2017, that will inform how we meet these strategies, including future measures and targets.		A water quality study was completed in 2017 to consider how Heathrow can support the Water Framework Directive objectives for our receiving water bodies. The findings will be used to inform Heathrows new water quality targets which we will set in 2018.	n/a	n/a	n/a

GOAL

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

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Year-on-year reduction in total waste generated (tonnes waste)		As well as working to reduce our own waste, we have been working with airport companies over recent years to reduce waste generated. We are now seeing a reduction in total waste generated and waste per passenger.	26,233	27,291	28,107
Sustain operational waste per passenger at 2014 levels (0.38kg) through to 2020 and consider measures that could deliver further reductions		As above	0.33	0.34	0.35
Complete a study of packaging waste generated by business partners at Heathrow by 2017		We completed a survey of our retail and passenger lounge business partners to identify the main packaging types used at Heathrow. We are collaborating with our business partners to undertake further verification of the results and agree areas of improvement.	n/a	n/a	n/a
Recycle 70% of operational waste by 2020 and 58% by the end of 2017		Although aircraft cabin waste recycling has increased by 4% over the year; overall recycling has been lower because of contamination by other non-recyclable waste types (for example food). We are developing a plan to increase recycling that will focus on aircraft cabin waste, engagement with our business partners, better communications to passengers, and working with our suppliers to improve processes.	39.7	44.5	48.2



No.11 ACCELERATING THE ERA OF SUSTAINABLE FLIGHT



A place where innovators work together for carbon neutral growth

If we want future generations to experience the joy of travelling through our world, we must do more to protect our planet. Tackling our impact on global climate change is one of the biggest challenges we face: we'll need to uncover radical, innovative solutions to create truly sustainable aviation. But we believe our rich heritage of innovation puts us in a great position to facilitate the research and development we require.



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

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Roadmap for carbon neutral new runway growth aspiration developed		We have completed a first draft of a carbon policy study, and are undertaking work on forecasting future fleets in order to finalise inputs into the roadmap which will be published in 2018.	n/a	n/a	n/a
Publish Heathrow's plans for peatland restoration and planned partnerships		This activity is planned for 2018.	n/a	n/a	n/a

11.2 Take the lead in incentivising lower carbon flights

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Build competence on Sustainable Aviation Fuels within Heathrow by working with airlines and other business partners		Heathrow participates in Sustainable Aviation's Sustainable Aviation Fuels and Infrastructure Group.	n/a	n/a	n/a



GOAL

11.3 Establish a Centre of Excellence for sustainability at airports and in the wider aviation industry

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Carry out expert consultation and publish plans for a new Centre of Excellence during 2017 and launch by the end of 2019		Further to publishing plans for the Centre of Excellence in 2017, in January 2018 we launched a sustainability innovation prize which is seeking radical new ideas and innovation to make progress on sustainability challenges facing the aviation sector. We are also participating in a Department for Business, Energy and Industrial Strategy (BEIS) initiative called Science and Innovation Audits. Led by Brunel University London our audit is looking at the topic of 'sustainable airports' in the context of the organisations in the Heathrow area.	n/a	n/a	n/a

GOAL

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

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Complete carbon costs and equity study		This activity is planned for 2018.	n/a	n/a	n/a



No. 1 RESPONSIBLE GATEWAY

A place that strives to end trafficking of people and wildlife

As an international travel hub, we have a responsibility to take the best possible care of everyone and everything that passes through our gates. We're working with our business partners and members of Team Heathrow to tackle pressing issues such as slavery, human trafficking and poaching of endangered species, to improve the world we live in.



12.1 No people trafficking occurs through Heathrow

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Hold one awareness campaign per annum until 2020, then review		On anti-slavery day in October, we worked with A21 (a charity focusing on modern slavery) to raise awareness of the issue with Team Heathrow colleagues and passengers.	n/a	n/a	n/a
Work with Border Force to identify reportable metric for detections of vulnerable people		We have held discussions with Border Force and the Modern Slavery Helpline around how to establish a data sharing mechanism and reportable metric (it has not yet been determined whether this metric could be reported publicly in the future).	n/a	n/a	n/a

12.2 No illegal wildlife or animal products pass through Heathrow

ACTIVITY, TARGET OR INDICATOR	STATUS	COMMENTS	2017	2016	2015
Passenger surveys show increased levels of awareness of wildlife trafficking (measured by annual passenger surveys)		Two-thirds of the UK know at least a little about illegal wildlife trafficking. Our survey in December 2017 showed that awareness is higher amongst those closer to Heathrow.	70	n/a - new from 2017	n/a - new from 2017
Hold one awareness campaign on wildlife trafficking per annum until review in 2020		In August 2017, we held a joint passenger campaign with Border Force and IAG for World Elephant Day.	n/a	n/a	n/a
Set protocols for collaboration during 2017		We have established protocols for reporting suspected wildlife trafficking and we are continuing to work with Border Force and our business partners to identify further areas to collaborate on.	n/a	n/a	n/a
Establish data sharing mechanism during 2017		We worked with United for Wildlife to embed information alerts in our processes in 2017 where data can be shared and we'll continue to work with partners on this in 2018.	n/a	n/a	n/a
Set up co-ordinated training programme for Team Heathrow during 2017		We have started to train our own teams to spot potential wildlife trafficking, and we are identifying key business partners, for example cargo handlers, for future training to extend this across Team Heathrow.	n/a	n/a	n/a

CARBON FOOTPRINT

In order to publish our annual sustainability reporting within a reasonable timeframe, and given recent updates to the boundaries of our carbon footprint, we are re-reporting our 2015 and 2016 carbon footprint data in this report while we continue to compile our 2017 footprint. Once completed, the 2017 carbon footprint will be assured by an external verifier and published externally later in 2018.

We have a robust process for compiling our annual carbon footprint which relies on using verified data sets whenever possible. In addition to calculating emissions from flights, vehicles, and energy consumption, we report emissions from passenger surface access.

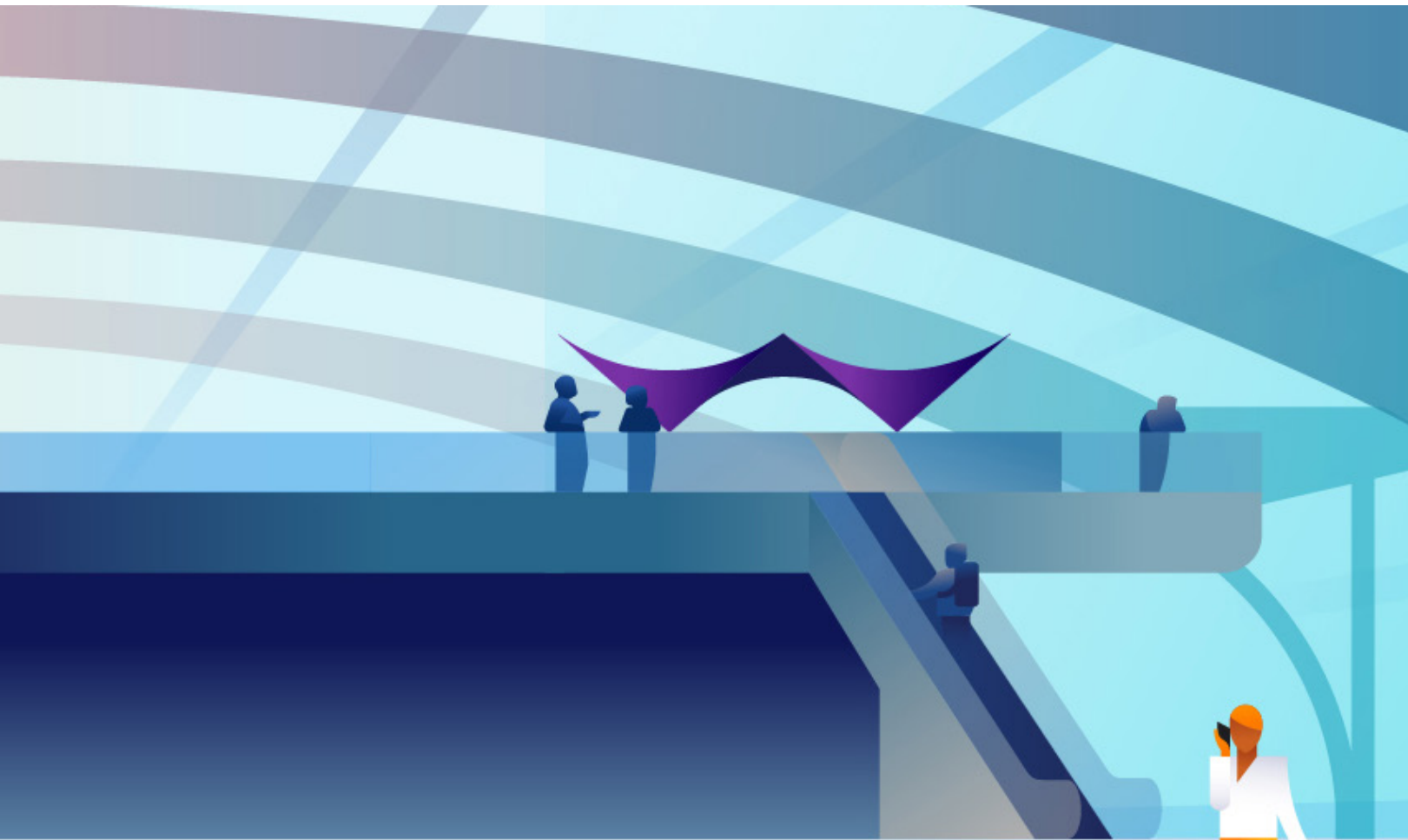
The underlying data sets for passenger surface access are compiled via passenger surveys conducted by the Civil Aviation Authority (CAA) which determine averages for modes of travel and journey origin as well as other information. Heathrow then extrapolates these data in line with total passenger figures in order to calculate the associated carbon emissions from surface access. CAA publish these quarterly data sets one quarter in arrears. Heathrow does not conduct or influence the timing of these surveys and the subsequent publication of verified annual data sets, which are typically made available for the previous calendar year in the second quarter of the following year.

We've also updated the boundaries of our carbon footprint to better reflect the levels of operational control that we have the ability to implement.

While the totals for our annual carbon footprints remain unchanged, some of the emissions historically reported in Scope 1 and 2 have been relocated to more appropriate sections in Scope 3 emissions.

Within our Scope 1 emissions, activity reported for operational vehicles and equipment has been updated to only include vehicles owned or leased by Heathrow Airport Limited. We had historically reported emissions associated with contracted passenger and colleague transfer bussing services provided by suppliers; these emissions are now included in Scope 3 under third party operational vehicles which better reflects levels of operational control. Within Scope 2 emissions, we have historically reported all electric consumption for Heathrow and all third parties within this total. In recent years, the levels of sub-metering for electricity consumption from third parties has improved to the point we can accurately quantify the total consumption from third parties. Consequently, we've updated our historic footprints to include third party electricity consumption under Scope 3 emissions.

SCOPE 1		
EMISSION SOURCE	GREENHOUSE GAS EMISSIONS (TCO2)	
FUEL CONSUMPTION – UTILITIES	2015	2016
Natural gas	28,015	25,764
Gas oil	639	1,108
Biomass	0	0
OPERATIONAL VEHICLES AND EQUIPMENT		
Ultra low sulphur gas oil (ULSG)	838	898
Diesel	797	888
Petrol	12	16
LPG	51	28
Refrigerant top ups	0	0
COMPANY CARS		
Fuel use in company cars	0	0
SCOPE 2		
EMISSION SOURCE	GREENHOUSE GAS EMISSIONS (TCO2)	
GRID ELECTRICITY	2015	2016
Grid electricity consumption	234,776	198,889
SCOPE 3		
EMISSION SOURCE	GREENHOUSE GAS EMISSIONS (TCO2)	
Aircraft in landing or take off mode	1,251,180	1,290,339
Passenger surface access	566,293	543,367
Colleague surface access	148,860	146,977
BUSINESS TRAVEL		
Flights	944	909
Personal car	49	39
UK rail	45	33
Petrol purchase	5	0
UK bus and coach	3	2
Taxis	4	4
Overseas rail	0.003	0.01
Overseas bus and coach	0.04	0.21
HEATHROW EXPRESS DEPOT		
Natural gas	0	180
Electricity	0	291
THIRD PARTY OPERATIONAL VEHICLES		
ULSG	28,757	28,550
Diesel	7,883	6,913
Petrol	380	503
WASTE		
Waste generation	0	0
WATER		
Water consumption	0	0
Water treatment	0	0
SCOPE 1	30,352	28,702
SCOPE 2	234,776	198,889
SCOPE 3	2,004,403	2,018,107
TOTAL	2,269,531	2,245,698



SUSTAINABLE DEVELOPMENT GOALS

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

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

SUSTAINABLE DEVELOPMENT GOALS

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

INDEPENDENT ASSURANCE STATEMENT TO HEATHROW AIRPORT LTD.

ENGAGEMENT SUMMARY

Scope of our assurance engagement	A review of the management processes underlying the Report: - Materiality determination - Internal assurance processes for sustainability performance monitoring A review of the qualitative descriptions of 2017 progress against the Heathrow 2.0 indicators/targets as set out in the Report.
Reporting criteria	The indicators and targets set out in the Heathrow 2.0 strategy document 'Our plan for sustainable growth'.
Assurance Standard	ERM CVS' assurance methodology, based on the International Standard on Assurance Engagements (ISAE 3000 Revised).
Assurance level	Limited assurance.
Respective responsibilities	Heathrow is responsible for preparing the Report and for the collection and presentation of the assured performance information and data. ERM CVS' responsibility is to provide conclusions on the agreed scope based on the assurance activities performed and on exercising our professional judgement.

OUR CONCLUSION

Based on our assurance activities as described below,

- Nothing has come to our attention to indicate that the underlying management processes and outcomes for determining material issues are not fairly presented, in all material respects, within both the Report and Heathrow 2.0 strategy;
- Nothing has come to our attention to indicate that the qualitative descriptions of 2017 progress against the indicators/targets in the Heathrow 2.0 strategy are not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

Regarding the internal assurance processes, we can confirm that Heathrow has put a governance structure and internal dashboard system in place for reporting on progress against Heathrow 2.0 strategy. Heathrow is also developing reporting guidance for each indicator/goal. We also found evidence of internal assurance processes around the reporting of performance or some of the more technical indicators/targets, for example for noise and environmental impacts.

OUR ASSURANCE ACTIVITIES

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

- A visit to Heathrow corporate offices where we interviewed:
 - Key members of the corporate sustainability team responsible for embedding sustainability in the Heathrow organisation as well as tracking and internal/external reporting on progress against the Heathrow 2.0 strategy.
 - Management representatives responsible for implementing the various parts of the Heathrow 2.0 strategy including Air Quality and Climate Change, Resources (utilities), Procurement, Noise and Responsible Gateway.
- A review of the Draft Internal Reporting Guidelines and definitions for the Heathrow 2.0 strategy.
- A review of samples of underlying documentary evidence relating to stakeholder engagement, materiality assessment and the reported progress for 2017, including internal and publicly available documents.
- 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

We have not verified the quantitative performance (data) for 2017 for any of the indicator/targets or tested the underlying data sources and do not provide any conclusions regarding the accuracy of these data. 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. In addition, the performance information should be read in conjunction with the information provided in the Introduction to the Report. Our assurance relies on the completeness and accuracy of the information provided to us by Heathrow. ERM CVS disclaims any responsibility for any decision a person or an entity may make based on this Assurance Statement.

OUR OBSERVATIONS

We have provided Heathrow with a separate management report with our detailed findings and recommendations. Without affecting the conclusions presented above, we have the following key observations:

- This is the first progress report against the Heathrow 2.0 Strategy. The strategy and related indicators/targets cover not only the activities of Heathrow Airport Ltd but the wider 'Team Heathrow' and progress therefore relies to a considerable extent on cooperation with the many partner organisations operating at or from the airport. In order to increase transparency in its reporting we recommend that Heathrow more clearly indicates in its annual progress reporting which indicators/targets fall under the direct control of Heathrow Airport Ltd and which ones depend on cooperation with partners.
- The indicators and targets in Heathrow 2.0 have completion dates varying from 1 year to 2050. This increases the complexity of both internal and external reporting of progress. We recommend that Heathrow considers developing a set of 5 year targets to facilitate future reporting and transparency of progress reporting to key stakeholders.
- The list of indicators/targets for each goal is extensive, making external progress reporting very complex. We recommend narrowing down the list of indicators/targets in external reporting to those which reflect the material issues for external stakeholders, for example by identifying 2-4 KPIs per goal, split between Heathrow Airport Ltd and partner organisations, supported by an internal list of actions needed to achieve these.
- Heathrow is in the process of developing its internal reporting guidelines for reporting against Heathrow 2.0 strategy. For the coming year we recommend that Heathrow focuses on finalising these guidelines to ensure complete, consistent and comparable reporting over time.
- Although some internal review processes take place, there is no comprehensive and documented internal quality review process covering each indicator/target. We recommend including written internal quality assurance processes within the reporting guidelines which cover the procedures to be undertaken and the documentation of results, and provide training for internal quality control reviewers where needed.

Jennifer lansen-Rogers
Head of Corporate Assurance
17th April 2018

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