

MANCHESTER AIRPORTS GROUP

CSR 2016-17



WELCOME

Welcome to our 2016/17 CSR Report, which follows another successful year for Manchester Airports Group (MAG). Over the past 12 months we have been able to continue to grow strongly, increasing passenger numbers to a record 55.9 million and our economic contribution to £7.1 billion. We have also announced exciting plans to invest more than £1.5 billion in transforming facilities at both Manchester and London Stansted airports.

MAG's approach is guided by our belief that when our business prospers, the regions and communities in which we operate prosper. Working closely with local communities, we continue to support the education and development of young people and to reach out in particular to those communities where need is greatest.

We know too that delivering growth in the right way is one of our most important challenges, and as our airports continue to develop in the coming years, we understand the importance to local communities of being able to grow without increasing the environmental impacts associated with our operations.

Finally, it is important to note that all of our successes this year are possible due to the people that work at MAG. Ultimately, our success as a business is founded on the ability of our colleagues and it is vital that we have a strong team, with a variety of experiences and backgrounds.

I hope you find our report useful in setting out the progress we have made in delivering our long-term CSR Strategy, and look forward to working with you to implement our plans for the coming year.

Charles T. Cornish
Charlie Cornish
Group Chief Executive, MAG

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OUR APPROACH

As a business we plan for long term growth and this year we demonstrated the scale of our ambition by beginning the £1.5 billion programme of investment we have for our airports. Passengers and consumers will benefit enormously from these investments, and future growth will support new jobs and business opportunities in our local areas. Improved connectivity will strengthen the ability of the regions we serve, and the UK as a whole, to trade and compete successfully on a global stage.



OUR APPROACH

We recognise that the size, scale and ambition of our airports brings significant responsibility, to the environment, to our local communities, to our staff, customers and to local businesses.

Our approach and the ambition for our business is to develop responsibly, balancing the needs of all those who work at, live near and use our airports. Our corporate social responsibility strategy and supporting targets are designed to give effect to this aim.

OUR CSR STRATEGY

Our commitment to responsible business is long standing. We seek to take a far-sighted approach that makes the sustainability of our operations part of our core business, and have consistently made decisions and investments for greater improvements over the long term, rather than short term gain.

This approach has challenged our business and demanded commitment from our leadership team to driving improvements in performance that make a real difference.

Our latest CSR goals take us through to 2020, taking a broad view that reflects all of our material areas of corporate responsibility.

We have continued to adapt these goals and our broader aims to meet the regulatory changes in our industry, new challenges in response to colleague and community feedback, and to set new targets where we have managed to achieve our initial aims sooner than originally planned.

This year's objectives and targets, as well as our progress, is reported on pages 30 to 33 and has been verified by an independent auditor.

This report has been prepared in accordance with the GRI Standards: Comprehensive option. This is in conjunction with the GRI 4.0 Sector Guidelines Airport Sector. Content Index can be downloaded from our CSR reporting web page.

MATERIALITY AND RESPONDING TO NEW CHALLENGES

We have again commissioned an independent review of our material issues to ensure that our aims and objectives continue to reflect those issues that are of greatest relevance to our communities, colleagues, investors and customers. Not only does this help us to keep abreast of what matters most to those who matter to us, but it helps to shape our focus for the coming years.

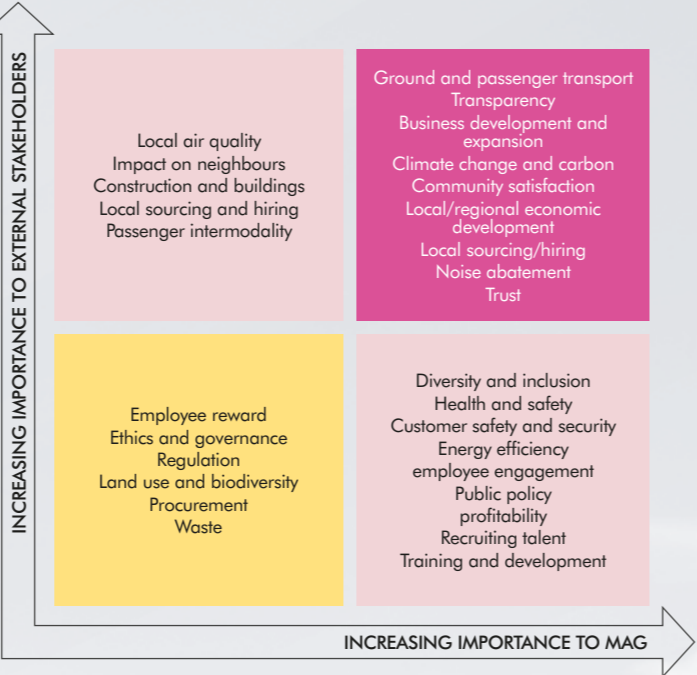
This year we saw a significant increase in the importance of transport to and from the airport, as well as increased recognition for support in the local community, be that through hiring local employees, buying from local businesses, or community investment and engagement. Our impact on the environment has also been high on the agenda of local communities, with issues such as noise abatement remaining an important issue, with our regional economic impact also remaining a prominent area of interest.

MAG has strategies in place to continue to improve our work in this area. A full list of issues is summarised in the figure opposite and we are considering how we need to adapt our plans to reflect the changing priorities raised here.

OUR WORK NEXT YEAR

Whilst this report sets out the results of our work over the past year, it is important too that we state some of the guiding principles that will form the basis of our work in the coming year.

This means that alongside our investment plans to redevelop Manchester Airport and build a new arrivals terminal at Stansted Airport, we are also focusing our efforts on finding and training the staff we need for the future from local areas and areas where jobs are needed most. We are also increasing the work we do to create commercial opportunities for local smaller companies and increase the value we add to our local communities, our regions and the UK as a whole.



We will also be taking on a leadership role within the industry with MAG chairing Sustainable Aviation, a coalition of the UK's major airports airlines and manufacturers working together to ensure a sustainable future for the aviation industry.

Finally, with significant change happening in the aviation sector nationally, alongside the changes to our airports too, we recognise how important it is to maintain our collaborative approach to growth. We will continue over the course of the next year to consult regularly with local people and other stakeholders.

OUR ENVIRONMENT:
We will make the best use of natural resources and minimise the environmental impact of our operations

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

OUR COLLEAGUES:
Keeping them safe at all times, we will support and develop our people so they consistently deliver high performance

OUR BUSINESS:
Working in the spirit of partnership, we will maximise our social and economic contributions in the regions we serve



BUSINESS AND EMPLOYMENT

This year, MAG airports generated economic activity worth £7.1 billion (GVA) to the UK economy, an increase of almost £900 million on the previous year. The increase in economic activity has also supported the creation of over 5,000 new jobs. This growth is felt right across the country through increases in UK trade, tourism, commerce and investment. This means that this year MAG has supported more jobs, more investment and more connections to more destinations than ever before.



BUSINESS AND EMPLOYMENT

We are committed to making sure that the benefits of growth are most keenly felt by the passengers, businesses and communities living and working closest to our airports. One in three of the businesses we work with is now located within 25 miles of our airports, alongside the majority of our 5,367 direct employees.

To help businesses make the most of the opportunity presented by our airports, we host ‘meet the buyer events’ which provide an exchange for local SMEs and businesses operating at our airports, promoting the development of local supply chains wherever possible. This year these events generated £4.8m of new business for local companies.

This year we were also able to increase our total annual charitable donations by 38% to over £1 million, more than doubling our target of donating £500,000 by 2020, three years early.

Building on our work to date, this year we are launching a new employability programme – MAG Connect – which spells out our commitment to, and investment in,

the people who live and work close to our airports. Our aim is to achieve a significant increase in the number of people that we reach and support into a career at MAG, regardless of background or work experience. MAG Connect will focus on areas that are well connected to our airports where jobs and support to help people into work are most needed.

Our Airports: This year was a significant milestone in MAG’s development, having announced plans to build a dedicated terminal for arriving passengers at Stansted Airport and broken ground on the £1 billion Manchester Transformation Project, the largest private investment in the region. These investments reflect the scale of our ambition and our confidence in the prospects of the regions that our airports serve.

– **Manchester Airport:** Manchester is by some margin the largest UK airport outside London, and as work begins on the Transformation Programme we are playing a key role as a key national asset for the UK aviation industry and supporting growth in the economy. The Secretary of State for Transport, Rt Hon Chris Grayling MP, recently acknowledged that our investment is “great news for the local economy and for passengers who will be able to fly to more destinations more often”. Already this year we have celebrated the launch of new routes to exciting new destinations including as San Francisco, Singapore and Houston, connecting the region to global markets. We expect to see this strong route growth continue in the coming years, increasing the airport’s economic footprint and making a vital contribution to rebalancing the UK economy. This year alone, Manchester’s direct economic contribution to the region was £1.2 billion, a 33% increase on last year driven by services to new destinations and supporting over 23,400 jobs across the UK.

– **London Stansted:** Stansted is the UK’s fourth largest airport and the key freight hub for London and the South East, supporting 11,920 jobs and contributing £730 million to the regional economy. With spare capacity and a full length runway, the airport is also key to meeting demands in the London aviation system over the next 10 years. In this period, we expect Stansted to contribute more new capacity to the London system than Heathrow and Gatwick combined. Our new terminal for arriving passengers will be the next significant step in ensuring that Stansted fulfils its potential. As the airport’s role expands, so too must our commitment to supporting our local area, and for this reason the first phase of our new programme, MAG Connect, will help to support job creation and skills development in communities around the airport.

– **East Midlands:** EMA sits on the boundary between Nottingham, Derbyshire and Leicestershire. Whilst its value as an important regional airport is well understood, its role as the UK’s largest hub for dedicated freight operations is less well known. This year EMA continued to provide UK industry with vital connections to international supply chains, handling 326,533 tons of cargo. The airport’s operations served 4.7 million passengers, supporting 5,850 jobs and providing a contribution to the regional economy of £260 million.

– **Bournemouth:** Bournemouth Airport is an important part of its region’s economy, supporting over 600,000 local passengers each year and 600 jobs. It has a regional economic contribution of £19 million.

MAG CONNECT

As a business we understand how important it is for our airports to make a positive contribution to the communities they serve by ensuring our operations and growth bring opportunity and benefit to local people.

Our commitment to investing in education and skills is long-standing. We have consistently invested in providing support at every level, from our Aerozones that support people at school and college to gain a better insight to the world of work, to our apprenticeship and graduate schemes, right through to our Airport Academies that help people of all ages and levels find an airport job that is right for them. We know too that building a career takes time and that the type, length and amount of support that any individual may need will vary as much as they do.



BUSINESS AND EMPLOYMENT

So we wanted to ensure that MAG offers an environment that gives people the best chance of getting on no matter who they are in terms of aspiration, ability or experience.

We have brought together all of our support under one name, MAG Connect, and in the coming years we will focus on enhancing our existing framework to support those people who want to join our team.

At our airports we have hundreds of jobs at every level, from new apprenticeships right through to our senior leadership team. Making sure that we have a strong and diverse pipeline of employees that we need for the future, with the right skills, values and understanding is an important part of supporting MAG's sustainable growth over the long term. The MAG Connect programme aims to provide the right opportunities to meet our needs as a business, as well as the employment demands of the areas around us. Below we have laid out the four key areas of our work that we are bringing together under MAG Connect, how they will work together, as well as our plans for the year ahead and why they are important to us.

Some of this work is brand new, and we are determined to make it work for the people it is designed to benefit. So if you have any ideas on how we can make our plans work harder or smarter for you, then please contact magconnect@magairports.com and send us your ideas.

MAG CONNECT – 2017/18:

Reaching Out: Taking Jobs to Where They're Needed: Our flagship policy this year looks to take our employment programme out of our airports and into areas where our employment will have both the greatest impact, and support us in expanding our workforce to meet our ambitious growth. So as an example we are trialling a new approach in the areas around Stansted to

encourage people to take advantage of the opportunities on offer at the airport.

For example, Tottenham has a fast and direct rail service to Stansted and we see huge potential to use this to attract people from the area to work at the airport. For this reason, we are partnering with Job Centre Plus in Tottenham to raise the profile of the airport and support people in the area into work at Stansted. With heavily discounted travel and a rail journey that takes just 35 minutes, we hope that our partnership with Job Centre Plus and Haringey Council will make a real difference.

Getting into Work: Technical Skills College (Stansted): In February 2017 London Stansted and Harlow College announced a joint commitment to developing a Technical and Professional Skills College at the airport. The new centre

will provide around 530 young people each year with the skills that employers across the airport need, ensuring that young people around the airport have access to the right training to begin a career with us. The Skills College forms part of our long term commitment to supporting our local community and training people with the skills we need as a business to continue to grow into the future.

OUR PLANS

Work Ready: We want to make sure that from an early age, young people understand the breadth of opportunity available at MAG's airports. So we want to meet with as many young people as possible, at all stages of their primary and secondary education, to inspire them to a future at MAG. In addition to the work below, MAG has also signed up to support the Government's Year of the

Engineer, taking place in 2018, to promote the growth in the skills the UK needs to thrive.

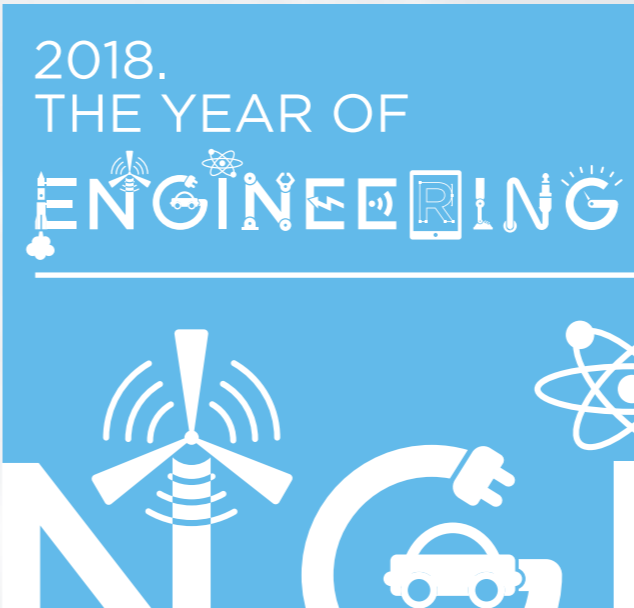
– **Aerozones:** Our Aerozones provide tailored programmes aimed at a variety of age groups, from primary school ages right up to 18, which showcase the career opportunities available at our airports and help to prepare young people for the world of work. They are a free resource for local schools and colleges, and through our facilities at Stansted and East Midlands over 4,000 young adults have attended a day at an Aerozone this year. Plans for an Aerozone at Manchester in the coming years are well advanced, which will enable to extend our support for the education and development of even more children and young adults across the country.

– **Educational Partnerships and mentoring:** MAG's educational partnership programme matches volunteers within our business with ambitious pupils at our local schools. The Manchester Enterprise Academy, for example, is Manchester Airport's local secondary school, and the airport acts as lead sponsor to support pupils and enrich their learning. Manchester Airport staff act as mentors to students, support interview and work preparedness training, and offer opportunities to shadow MAG employees to support pupils' career development. Around Stansted we are working with Forest Hall School in Stansted Mountfitchet and Stewards Academy in Harlow to offer mentoring to young people.

"Thank you for all of the help and mentoring advice you have given me! The things you told me will really help me in my upcoming exams. I also know it must have been too early to talk to a teenage boy who hates maths, every Tuesday. So thank you for all of the support!"

Matthew
Student, Forest Hall School

– **Better Transport:** Our colleagues have access to discount travel schemes, as well as season ticket loans to make it as cost effective as possible to get into work. We are also working with travel companies across the country to make sure new services are developed to enable employees and passengers to get to and from our airports by public transport right across the day, making working with us easier than ever before.



Our work in this area has already led to trams running earlier in Manchester, and work to support better public airport access at EMA and staff discounts to ensure affordability at Stansted.

- **Jobs Fairs:** Every year at MAG we host jobs fairs to support local people into jobs at our airports. The fairs are always a huge success, with our most recent fair at Manchester in February offering more than 1,000 jobs at all levels, both with our company and our business partners, with full training programmes offered to successful applicants.

Getting into Work: Regardless of where you are in your early career, we aspire to have as many routes into MAG as possible. Whether someone would like on-site training,

an apprenticeship, has just left university or just knows they have the skills we need, then we aim to provide the right route into MAG, and this year we have announced our largest investment yet in the skills of our future colleagues.

- **Our Academy Network:** Airport Academies have been developed at Manchester, London Stansted and East Midlands Airports as employment hubs for our airports and business partners. We are proud that anyone can come to our Academies at any time, whether they are working for us already, looking for a new career, or need support to find a job. The Academies provide work experience and CV advice to those who need it, and offer short courses on employment skills to help people into work at our airports. The service is free for prospective employees and employers. Last year our

Academies helped to support a record 713 local people into jobs at our airports.

- **Apprenticeships:** We currently have 32 apprentices training with us, and as our investments progress we expect to take on more apprentices in the future, alongside the hundreds of new trainees going through our new on-site college.
- **Graduate Programme:** MAG has 23 graduates currently going through our two year training programme. Our graduates take on roles in different areas right across the business to gain the widest possible insight and understanding into how their departments work and to help develop them into our future business leaders.

Building Careers: As everyone knows, as your career grows the skills you need to progress change. But as technology advances, the way we communicate becomes ever quicker and more efficient, and attitudes, rules and regulations move on, it is important that we have the right training and incentives in place to train, retain and make sure our people keep their skills up to date.

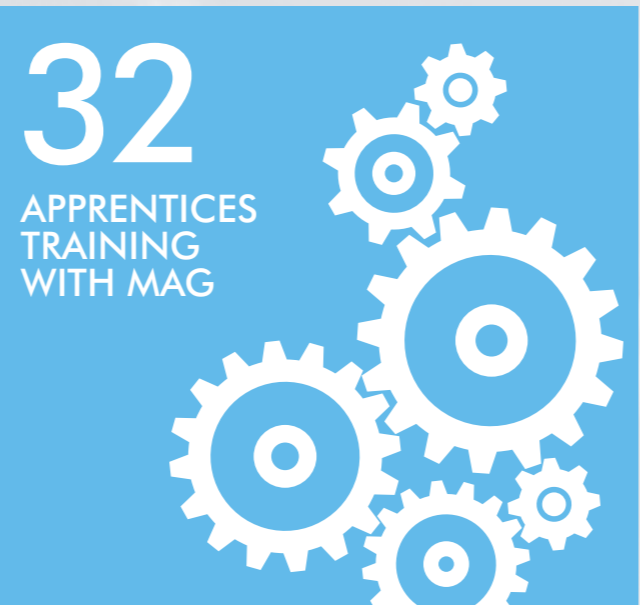
- **Mentoring:** To support the development of our staff we have set up a mentoring programme that allows senior members of our team to take time out of work mentor others in the business, passing on understanding of how MAG works and delivering supportive career advice.
- **Our Incentives:** We want to make sure that we are able to recognise the contribution of every MAG employee

is eligible for an incentive plan, from our apprentice's right through to the top of our business.

- **Internal Promotion:** Already almost a quarter of our promotions to senior leadership positions come from our internal candidates.
- **Diversity:** Having already achieved our targets to increase diversity across MAG, we will be re-evaluating our goals to set a new challenge later this year.

Customer Service: We are determined to ensure that all passengers are able to enjoy ease of access to all of our airports, and following a recent review by the CAA, we acknowledge that more work needs to be done to meet this aim. Already this year we have installed new reporting systems designed to exceed standards in this

area, and are undergoing a specialist consultation to ensure MAG airports are as accessible as possible. We provide specialist travel advice on our websites, showing the services we provide and how we can help and are investing in supporting passengers: highlights this year include East Midlands Airport where we have recently invested in two new Ambulifts and reached an agreement with our business partner Swissport to operate two Aviramps on certain aircraft. The changes and investments that we will continue to make throughout the year will not only ensure improvements in access to our airports.





COMMUNITIES AT OUR AIRPORTS

It takes a big team to run a successful airport. With over 40,000 people working at businesses across all four of our airport sites, our airports employ thousands of people from the cities, towns and villages around us, and serve millions of passengers, parcels and letters every year. Being part of a community means being more than just employing and supplying an area, it means playing an active part in making it a better place to be and listening to those you share your community with. This, at MAG, is what we try to do better each year.

16

17

COMMUNITIES AT OUR AIRPORTS

Working with the Community: With millions of passengers and thousands of aircraft using our airports every year, we know that it matters to local people that we're able to keep them informed about our plans, and understand what matters most to them. MAG has always valued conversation with local people and in 1969 when Manchester was our only airport, we started the Manchester Airport Consultative Committee, 13 years before any requirement to do so.

Our original committee has been going strong ever since, and all of our airports have taken on this original, engaging approach. It means we can hear thoughts and opinions from everyone right across the community, from passengers and councillors to airlines, local businesses and charities on everything we do. Together with our

90 outreach events this year, which help directly inform residents around the airport of what we do, we are able to hear from the people that live and work in the areas around our airports, listening to their views on what impacts them, and supporting good causes and priorities in the areas close to us.

Community Funding and Charitable Investment: As well as taking the time to talk with our airport community, MAG has a long-standing commitment to supporting the charities, groups and people that make a difference. Last year MAG spent £279,445 funding 256 local projects, of all shapes and sizes and with worthwhile goals large and small. All of these projects make a difference to the communities around our airports, contributing to a better place to live and work.

Outside of this, MAG is proud to have chosen CLIC Sargent as its corporate charity. CLIC fights for children who have cancer, supporting them through the toughest times in their young lives. MAG is proud to have raised £192,873 for CLIC so far and our work continues.

Volunteering: Our employees have a wide variety of skills and experience; from engineering and accountancy, through to security and HR. As well as putting these to use at MAG we know that local charities and community groups can often benefit from additional support, be it borrowing some professional skills or just an extra pair of hands. At MAG we encourage our colleagues to volunteer for the local projects and charities that matter to us and that are close to their hearts, so we have set ourselves a challenging target of 30% of our workforce volunteering by 2020.

In 2016/17 15% of MAG staff volunteered in their local communities, a total of 11,787 hours or 1,473 working days of support that supported the projects and charities that make a community a better place to be.

Earlier this year Cheshire Connect were approached by Action for Sick Children, a charity working for the highest standards of care policies for Children, requesting the support of two HR professionals to help them better understand the impact of changes to employment legislation.

"I [now] feel more confident in our compliance. The relationship with MAG continues as they have kindly agreed to help in other subject areas of Human Resources which will be another benefit to the charity."

VAL JACKSON
Chief Executive of Action for Sick Children

Supporting Local Art and Culture: Part of being active in our local area means adding too to the vibrancy and spirit of the area. Whilst we undoubtedly have the odd artistic colleague, we also contributed £370,000 to sponsoring local work, including, the Lowry Theatre and the Hallé Orchestra, who run workshops with local schools as part of MAG's sponsorship.

Alongside this funding, MAG this year also sponsored Pride in Manchester, Birmingham, Liverpool and Newcastle. We're proud to do this. Not only is Pride a flagship of equality across the whole of the UK, it's also a lot of fun, and that is well worth celebrating.

90

COMMUNITY OUTREACH EVENTS WERE HELD AT OUR AIRPORTS DURING THE YEAR



MAG HAS RAISED

£192k

FOR CLIC...SO FAR

£279k

WAS SPENT FUNDING 256 LOCAL PROJECTS

MAG CONTRIBUTED

£370k

TO SUPPORT LOCAL ART AND CULTURE LAST YEAR

11,787

COMMUNITY HOURS WERE VOLUNTEERED BY MAG STAFF

AIRPORTS AND THE ENVIRONMENT

There is a responsibility on all companies to work to protect the environment. But we understand that the size, scale and nature of the aviation sector brings with it a much greater expectation and requires greater focus and innovation to tackle this most pressing issue. We do not take this responsibility lightly, and recognise that across a range of areas there is more we can do as an individual business, and as a global sector, to mitigate environmental impact.



AIRPORTS AND THE ENVIRONMENT

MAG has already led UK airports in the drive for carbon neutrality; operating the first three airports in the UK to achieve carbon neutrality following over a decade's worth of research, investment and innovation. We can now announce that the all of our airports are carbon neutral, with Stansted joining Manchester, East Midlands and Bournemouth.

Reducing CO₂: Managing our place in the environment is one of the most important things we do as a business, and for over a decade we have invested heavily to ensure that we can continue to reduce our impact on the natural world. By purchasing renewable electricity we aim to stimulate a market for greater renewable generation and we have bought 100% of our electricity from renewable

sources for more than five years. Our approach is much more encompassing though, and we have been working for ten years to fundamentally change the way we operate so that while we continue to grow our business, we do so in a more efficient and sustainable way.

Despite increasing our passenger numbers from 52million last year to 56million this year, our approach has meant

that our emissions per traffic unit has still fallen. Every passenger that travelled through us this year lowered the carbon footprint of their airport journey by an average of 15% compared with ten years ago.

We have been able to achieve this because our award winning, long term, pioneering approach to carbon reduction, which we have invested in and developed over the last ten years, is paying dividends. On the journey to achieving carbon neutral status, we have shown that renewable technologies, including wind turbines, can be used safely at an airfield, a project pioneered at East Midlands Airport. We have created bespoke lighting systems to reduce our energy consumption, and even helped develop the international methodology now used at all airports across the world to reduce carbon emissions.

To continue to grow sustainably, we will have to push the boundaries of what is possible, trialling new technology and techniques in order to understand and mitigate the emissions that result from all parts of our business.

So this year at Manchester, working with our on-site business partners, we trialled a full 'electric turn-around', a process which uses electric only equipment demonstrated for the first time that it is possible to fully 'turn around' an aircraft, the procedure which readies an aircraft for its next flight, using all electric power and with significantly reduced emissions.

It is innovations like these that will help ensure the industry as a whole can continue to grow, and has helped to establish MAG as an industry leader in improving aviation sustainability.

Global Carbon Reduction: Whilst we have focused on the actions we can take at our airports, the issue of carbon emissions is a truly global one. For emissions that cannot yet be removed (residual emissions), such as those produced by emergency or mandatory equipment, we purchase carbon offsets, which fund reductions in emissions across the world.

This year we chose offsets which supported carbon reduction, electricity generation and food production in rural India. One project supported the purchase of new biomass cooking stoves.

Compared to traditional stoves, this new, affordable cooking equipment improves air quality by reducing household smoke and toxic emissions by 80%, cuts household fuel expenditure by 60%, and because of

increased efficiencies will allow up to 1.8 million trees to be saved too.

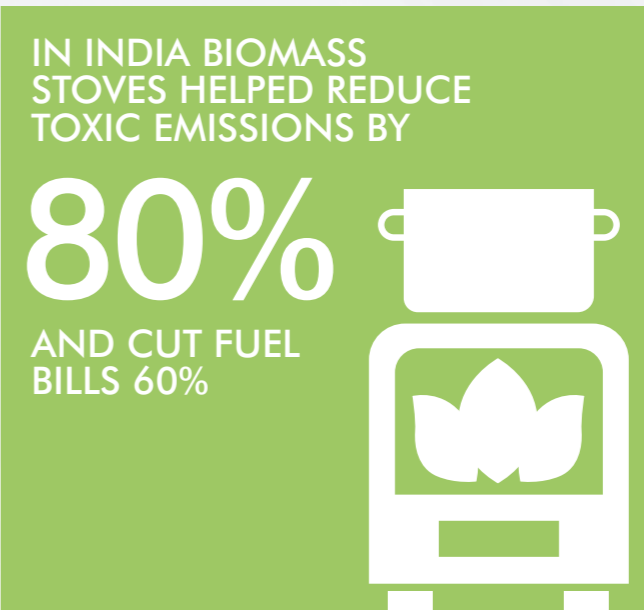
Where MAG has to purchase a carbon offset, we will continue to focus our support on projects which provide wider benefits supporting people and their communities, in addition to improving the environment.

Working Collaboratively and International Standards: We recognise that tackling climate change effectively means that we must also work in partnership with other organisations, both within the aviation industry and beyond. This includes other airports, airlines, air traffic controllers and our supply chain.

To support this, MAG works to achieve globally recognised standards, known as ISOs, that are developed by the International Organisation for Standardization. All of our airports are accredited to the international environmental management standard ISO 14001, helping us and our business partners to deliver continual operational improvements. In addition, London Stansted Airport has become the first UK airport to be accredited to the energy management standard ISO 50001.

We are also leading members of Sustainable Aviation, which brings together businesses from across the UK's aviation industry to improve the sustainability of the sector and will take over the leadership of this organisation later in 2017 to continue its work in pushing for a greener, cleaner aviation industry.

Air Quality: The quality of the air around us has received greater attention as an issue over the last few years, with the focus of the debate largely focused on the air in our towns and cities. Whilst emissions at airports generate a very small proportion of overall UK emissions, with aircraft contributing 1% of UK NO_x emissions and 0.1% of UK



AIRPORTS AND THE ENVIRONMENT

PM₁₀ emissions, we recognise our shared responsibility to keep these emissions below specified levels.

We have been working with partners at our airports, as well as with the wider aviation industry, to develop techniques which help maintain clean, healthy air at our airports, and support policies and investments that will help to protect our local air quality. We are pleased that again there were zero breaches of air quality limits at our airports.

At MAG airports we work with airlines to ensure that wherever possible taxiing aircraft use the minimum power and number of engines required; we provide discounted public transport for staff to reduce the number of staff vehicle journeys to and from our airports, we have shown that all electric turnarounds are viable and we are supporting the creation of new cleaner aircraft fuels and

modern airspace infrastructure to bring down delays and overall emission levels. Alongside other initiatives, these policies help to make sure that MAG's airports maintain safe air quality levels.

Reducing the Impact of Noise: We recognise that aircraft noise can be disruptive particularly for those who live closest to an airport, so finding ways to reduce the impacts of aircraft noise is an important part of our environmental work. We work with airlines, air traffic controllers, the Government and regulators, as well as local communities, to better assess and understand the effects of aircraft noise so that we can continue to build programmes of work which seek to contain noise to an acceptable minimum.

This year we saw an increase of 8.1% in the number of people living within the noise contour, a defined noise

level area, of our airports. This is partly a consequence of strong growth in aircraft movements during the year, and the impact of newly mandated changes at Stansted Airport to how some aircraft fly to and from our airports. This year saw the first operations by a new generation of quieter aircraft. In coming years we anticipate that these modern aircraft will become increasingly common and we are excited by the prospect of the significant noise reductions they offer. In particular, we would note the significant investments by Ryanair and EasyJet in new state of the art aircraft.

With increasing aircraft numbers across the UK, the need to modernise the UK's airspace is becoming increasingly pressing. Vital airspace infrastructure has not had a significant update since the 1940s, but recent trials of new technologies and techniques have demonstrated the potential for new ways of operating, and the pressing need for changes to be made. But whilst we know that these changes are vital for both aircraft safety and environmental protection, they have also played a part in increasing the number of people disturbed by noise. However, as technology advances and planned airspace changes come into effect, we do not expect an increase in aircraft movements to mean more noise around our airports.

The Government is in the process of consulting on a new aviation strategy, which will follow the International Civil Aviation Organisation's 'balanced approach'. We will continue to work with all of our partners to minimise the number of people that are impacted by noise based on this principle.

Whilst we are aware of the increase this year in the number of people that fall within our airports' 57 dB Leq contour, our current collaborative approach has seen our overall noise contour fall over the last five years, and

we are confident that we can build on this success into the future. We will continue to hold community outreach sessions, of which 90 were held last year, and ensure that all those within our local community who have concerns over this issue can ensure their voices are heard.

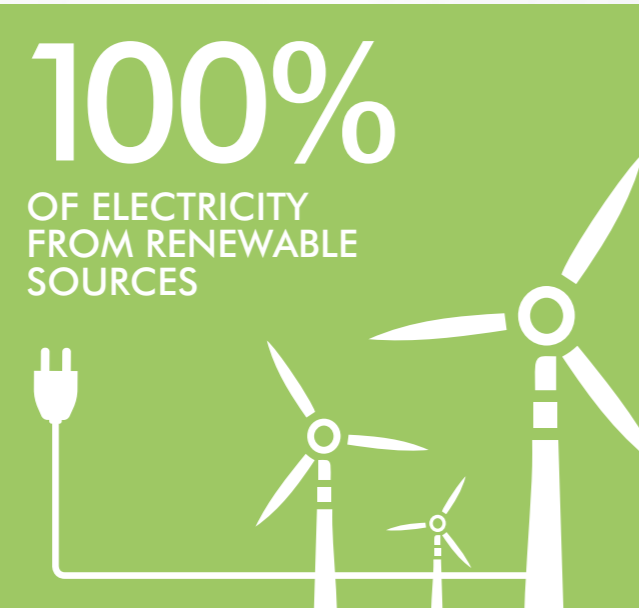
Waste and Recycling: Recycling efficiently at an airport is one of our biggest challenges. Current regulations mean that some international food wastes, which pose a particular risk, have to be dealt with in a particular way which prevents us from recycling some sources of waste. These processes mean there are some limits to the things we can recycle and the processes we can use.

Working within this framework, we have focused on helping local communities with two significant recycling projects. Which allow us to help our local communities

generate renewable electricity, and provide food for a local food bank. Work like this means that across the Group we are able to recycle and recover energy from waste and RDF.

At Stansted Airport, we hit our targets for recycling, with 99% of waste diverted from landfill and 65% of all materials recycled or recovered. To improve further, we have been running a project focusing on food waste within the terminal, and have been working with our retail partners to help them and our customers better segregate their food waste. Not only does this ensure that more material from within our terminal can be efficiently and properly recycled, but hundreds of tonnes of, uneaten food has been used to support our local Harlow food bank, providing for those most in need.

At Manchester Airport, we have also wanted to focus on food waste, but this year's trial project has sought to help generate more renewable electricity. Manchester began a food waste recycling trial in Terminal 2 with our partners SSP, WHSmith, Boots and Caffè Nero to collect surplus or out of date packaged food. We began to send this to a local anaerobic digestion plant in Widnes to convert this food, which would otherwise be wasted, into renewable energy, a fertiliser for local farms and heat to be used by local businesses. Our trial meant that over 40 tonnes of waste was able to be collected and recycled, and the trials success means we will be rolling this out across the whole of Terminal 2 and 3 during 2017.



OUR COLLEAGUES

There is no substitute in any business for an engaged and diverse workforce who value and understand the business they work in. At MAG we are fortunate that some of our colleagues have been with us for more than 30 years, and have a deep working knowledge of our airports that is shared with newer members of our team. We are proud to employ many local people and to have a strong record of promoting people through the organisation to senior positions.



OUR COLLEAGUES

Diversity: We want to ensure our workforce is reflective of the regions they serve. We have committed to drive this issue from the top of our business and reflect the diversity of our workforce in our senior team. We set ourselves an initial target of increasing the number of women on our Senior Leadership Team (SLT) by 10% by 2020. We are pleased that one-third of our SLT are now female, a 13% increase on last year, and we have exceeded our target three years early.

We recognise that there is more to be done and we are now in a position to reassess our targets and set new goals. Over the last few months we have been drawing up new targets and new plans to help move MAG towards a more equal gender balance, in conjunction with our wider employment, promotion and training programmes.



Nurturing Talent: Airports require a wide range of skills including some highly technical roles, from air traffic controllers to meteorologists, through to engineers and security specialists. Retaining and developing these skills is important for us, but so too is ensuring we have the right pathways in place to make sure the next generation can grow into their careers.

At MAG we already have our early talent identification programme to help nurture and retain the best talent, including apprenticeships and graduate schemes, as well as working with Jobcentre Plus and local charities to ensure opportunity is there for those who need additional support to get into work. Over the last three years we have taken on 23 graduates and we currently have 32 apprentices, with this figure set to increase substantially over the coming years.

THE NEW FLAGSHIP

£11m

SKILLS COLLEGE WILL OPEN IN SEPTEMBER 2018 SUPPORTING 500 TRAINING PLACEMENTS



But if we are to continue to grow and thrive as a business, we need to ensure that we have the best possible access to the skills we need, with candidates that are of the highest possible standard and with the most up to date technical training. That is why we are developing a flagship Professional and Technical Skills Centre at Stansted Airport, working together with our local Harlow College, the South East LEP and Essex County Council.

The £11 million centre will be Uttlesford's first College and will open in September 2018, providing specialist further education which is tailored to meet the needs of airport employers filling skills gaps in engineering, business, finance and the wide variety of skills required within airport related Industries. This will help ensure that as a business we have access to the right skills that we need, and can

ACROSS MAG

22%

OF ALL LEADERSHIP APPOINTMENTS COME FROM WITHIN



play a direct and active part in supporting the future of what we hope to be our next generation of colleagues. Across our business 22% of appointments to our leadership teams come from within MAG. As we expand our ability to train, grow and nurture talent across all aspects of our business, we hope to see this figure increase.

Staff Travel: It is important for our customers and colleagues that our airports are well connected. As a 24/7 business we need to make sure that public transport during the early starts and late evenings that are an inherent part of our operations are as easy and cost-effective for our colleagues and customers as they can be. Our airports offer all colleagues discounts on their travel to and from work, and we have worked hard over the last year to make it easier than ever for our staff to



get into our airports, working with partners to introduce new services at the start and the end of the day to both Stansted (train) and Manchester (tram and train), meaning that getting to work has never been easier for our employees. At East Midlands Airport a decade of working in partnership with local stakeholders and over a million pounds of airport investment has resulted in a 24-hour 7-day commercial bus network serving 3 cities, and many market towns and villages and providing connectivity to nearly 2 million passengers locally, bringing job opportunities within easy reach for local communities.

Health and Safety: Airports provide a wide range of working environments, from working in our terminals to working with the aircraft on our airfields. The nature of this diversity means we need to work hard to minimise

the risk of accidents, and as a business our priority is to ensure that all of our employees work within the safest possible environment. We also operate our Vision Zero initiative, which sets us a challenging target of having no injuries to anyone across our airports throughout the year. To support this at Manchester, for example, our Health and Safety teams have met with hundreds of our security staff to make them aware of the hazards they face at work, and the safest way to avoid them. This year, our reportable accidents (RIDDOR) was equal to that of last year, with 8 incidents reported. This has shown significant improvement since 2012, when 23 incidents were recorded, and under our Vision Zero programme we will continue to seek to understand, minimise and eliminate the causes of accidents.



OUR PERFORMANCE

CSR STRATEGY TARGETS AND PERFORMANCE

As part of our CSR strategy we track a wide range of measures to monitor our performance which we have detailed in the table below. To highlight our performance, **GREEN** text shows a positive performance against our targets and **RED** text highlights areas where our performance has not improved.

ISSUE	STRATEGIC CSR OBJECTIVE	TARGET	INDICATOR	2014/15	2015/16	2016/17	CHANGE*
OUR BUSINESS							
SUPPORTING BUSINESS	With a particular focus on the regions we serve, we will maximise the economic impact of our operations.	We will support local, small and disadvantaged businesses so that they are better equipped to supply our airports. We will target and measure our outcomes.	% of local (within 25 miles of airports) businesses supplying MAG.		30.7%	30.2%	-0.5%
		To inform our development strategies, we will regularly analyse and report the economic impact of our operations. We will target and measure our outcomes.	The national economic footprint of MAG airports (GVA) (£M) direct, indirect and induced.		6,160	7,060	14.6%
PROMOTING EMPLOYMENT	We will create opportunity offering jobs and support with skills by developing the scope and scale of our airport academies.	To provide training placements for 5,000 people by 2020, at least 50% placed into employment since 2014/15.	Number of people trained through airport academy.	503	509	948	86.2%
		To provide training placements for 5,000 people by 2020, at least 50% placed into employment.	% of people who have received training through airport academy and then are placed into employment.	38%	52%	75%	23%
MEETING THE NEEDS OF ALL PASSENGERS	We will ensure that we recognise and provide for those passengers who have special needs.	Each MAG airport will undertake a systematic review of special needs provision and then publish programmes to address priorities.	Departing – Pre-booked: Within 20 minutes of request, 95% of passengers should be assisted (% compliance with target for month of March).		New measure	MAN 93.5% STN 100% EMA 100%	
			Departing Non-booked: Within 35 minutes of request, 90% of passengers should be assisted (% compliance with target for Month of March).		New measure	MAN 94.3% STN 100% EMA 100%	
			Arrivals: Arriving at the gate to make flight, (at check-in more than 50 minutes before departure) (% compliance with target for month of March).		New measure	MAN 98.1% STN 100% EMA 100%	

* Change from previous year.

ISSUE	STRATEGIC CSR OBJECTIVE	TARGET	INDICATOR	2014/15	2015/16	2016/17	CHANGE*
OUTSTANDING CUSTOMER SERVICE	We will offer consistently high standard of customer service.	Passenger feedback will place the service at our airports in the top quartile compared to our peers.	ASQ quartile results.		2015 EMA 2 MAN 2 BOH 2 STN 4	2016 EMA 3 MAN 3 BOH 3 STN 3	✓ ✓ ✓ ✓
SPONSORSHIP AND GIVING	We will support organisations that make the regions we operate in vibrant place to live and work.	By 2020 we will invest at least £500,000 in our charitable donations and sponsorships. (Annual)	Total annual given charitable donations and sponsorships. (£)	£ 775,092	£735,416	£1,017,647	38.4%
OUR COMMUNITY							
SUPPORTING YOUNG PEOPLE	We will help young people to prepare them for the world of work and make work an inspiring choice.	To directly support the education of at least 50,000 young people by 2020.	Number of young people's education directly supported by MAG.	New measure	20,530	21,136	3.0%
INVESTING IN THE COMMUNITY	We will continue to operate community funds and encourage all our people to take part in community work.	To promote volunteering with a long term target that 30% of colleagues will participate. Invest £100k annually through community funds.	% of employees who volunteered.	18.0%	15.9%	15.2%	-0.7%
			Number of volunteer hours.	8,759	10,427	11,787	13.0%
			Total community investment through community funds (£).	£281,143	£291,540	£279,445	-4.1%
A TRUSTED COMPANY	We will operate our business in a way that commands trust in our conduct and our communications.	Building on our community impact studies, we will devise a new metric and measure and report the degree to which we are trusted.	Good neighbour feedback (%) from community impacts studies (all main sites).	New measure	69%	73.0%	4.0%
PROMOTING INTERNATIONAL CULTURE	As we seek to foster closer international links to new markets, we will promote the development of language and cultural links.	Bring Language and culture to local school partnerships.	Number of young people who MAG have introduced other international cultures and languages to.	New measure	277	147	-46.9%
REACHING OUT TO THE COMMUNITY	We will deliver community outreach programmes at each MAG airport.	A minimum of 50 outreach meetings annually.	Number of outreach meetings held.	New measure	89	90	1.1%

* Change from previous year.

OUR PERFORMANCE

ISSUE	STRATEGIC CSR OBJECTIVE	TARGET	INDICATOR	2014/15	2015/16	2016/17	CHANGE*
OUR ENVIRONMENT							
ENERGY AND CARBON SMART	Reduce climate change emissions by increasing efficiency and obtaining energy from renewable sources.	Reduce climate change emissions by increasing efficiency by 16,000 MWh, by 2020.	Total MWh.	180,966	173,902.5 ¹	172,714.1	-0.7%
			Carbon emission per traffic unit.	1.5	1.2	1.0	-14.8%
			Net carbon emissions (tonnes CO ₂ e) ² .		3,174	116	-96.3%
PREVENTING POLLUTION	We will control activities and developments at our airports to protect the environment.	Achieve 100% compliance with environmental permits and maintain ISO14001 accreditation.	% of samples within water discharge consent limits.	95.1%	98.0 %	95.2%	-2.8%
			% of samples within effluent discharge consent limits.	73.6%	91.0%	93.6%	2.6%
			% of major operational sites with ISO14001 .	100%	100%	100%	No change
			Total breaches of air quality limits.	0	0	0	No change
REDUCING SUPPLY CHAIN EMISSIONS	We will work in partnership with our suppliers to identify and implement carbon emission savings.	We will measure and report supply chain emissions.	Measurement of supply chain emission has started but is not complete.	NA	NA	NA	
ELIMINATING WASTE	We will minimise waste, promote recycling and eliminate landfill.	Send no waste to landfill after 2018 (excluding International Catering Waste where no other options are available).	% of waste diverted from landfill.	81.5%	83.1%	84.5%	1.4%
			Total waste tonnage.	14,970	15,569.2	17,496.4	12.4%
BALANCED NOISE MANAGEMENT	We will limit and try to reduce the number of people affected by noise from airport operations.	Deliver the measures set out in Noise Action Plans and update each airport's plan by 2019.	% of departures within preferred noise routes.	98.0%	97.3%	97.2%	-0.1%
			% of flights using continuous descent approach.	91.0%	92.2%	91.4%	-0.8%
			Number of complaints per 1,000 air traffic movements.		4.68	16.22 ³	246.3%
			Noise Footprint 57 dB LAeq day (07:00 – 23:00).		2015 Area Population MAN 29.9 31,600 EMA 8.4 1,100 STN 23.6 1,650	2016 Area Population 32.0 34,100 7.9 1,000 24.8 2,050	
			Noise Footprint 57 dB LAeq night (23:00 – 07:00).		2015 Area Population MAN 11.0 6,200 EMA 8.6 1,000	2016 Area Population 12.1 9,000 8.0 1,000	

* Change from previous year.
¹ 2015/16 data has been restated due to over reporting of fuel consumption data.
² Our carbon footprint includes emissions from activities within our direct operational control. It has been calculated using Department for Environment, Food and Rural Affairs (Defra) conversion factors (2015 conversion factors applied to calculate 2015/16 emissions, 2016 conversion factors applied to calculate 2016/17 emissions). Our renewable installations benefit from the Government Feed in Tariff. As such, the renewable electricity we generate reduces the carbon intensity of UK electricity so, in line with World Resources Institute Scope 2 Reporting Guidelines, we report emissions from our renewable electricity generation using the UK electricity emissions factor. MAG purchases and retires carbon offsets from independently verified emission reduction projects. These offsets are certified to the Verified Carbon Standard, Clean Development Mechanism or the Gold Standard. 2015/16 emissions have been restated due to an erroneous conversion factor and over reporting of fuel consumption.
³ In 2016/17 4,094 complaints were received from 10 people.

ISSUE	STRATEGIC CSR OBJECTIVE	TARGET	INDICATOR	2014/15	2015/16	2016/17	CHANGE*
OUR COLLEAGUES							
DEVELOPING OUR PEOPLE	We will build a MAG leadership ethos. We will seek to harness the unique strengths of every individual in the business within a general competency framework that is fit for purpose.	To engage at 90% of colleagues in a documented and meaningful performance process.	% of colleagues who have completed a performance review ³ .		53.0%	56.0%	3.0%
		To achieve 50% of leadership promotions through internally developed candidates.	% of leadership promotions through internally developed candidates.	New measure	27.7%	21.7%	-6.0%
POSITIVE ABOUT DIVERSITY	We will value and actively promote diversity to build a business that reflects the regions we serve.	We will work towards and equal gender split. By 2020 we will increase the number of females at leadership level by 10%.	% of females at leadership level.	22.0%	20.4%	32.8%	12.4%
SAFE AT ALL TIMES	We will provide safe places for our colleagues and customers and continually reduce accidents.	By 2020, accidents to employees involving lost time will be reduced by 30%.	% reduction in accidents to employees involving lost time (Lost time incidents).	11.0%	17.0%	20.0%	3.0
A POSITIVE WORKING ENVIRONMENT	We will engage colleagues, providing an environment within which they can improve their health and well-being.	We will continue to reduce sickness and absence as we work towards a target of 3.5% by 2021.	Annual sickness and absence %.	New measure	4.07%	2.07% ⁴	-2.0%
AN ENGAGED WORKFORCE	We will create an inclusive environment where colleagues can contribute to the improvement of MAG and are proud to be part of the business.	By 2018 we will increase colleague engagement by 15% from 2014/15.	Colleague engagement score.		53%	55%	2.0%

MAG GLOBAL GHG EMISSIONS DATA (TONNES CO₂e)

	2016/17	2015/16	2014/15	2013/14
DIRECT EMISSIONS	16,371	16,334	16,214	19,427
Combustion of fuel and operation of facilities				
INDIRECT EMISSIONS	48,310	54,553	61,393	58,245
Electricity, heat, steam and cooling purchased for own use				
INTENSITY MEASUREMENT	1.028	1.207	1.411	1.548
Emissions per traffic unit ⁵				

MAG supports the Government's drive towards mandatory greenhouse gas emission reporting. Although the Companies Act 2006 (Strategic Report and Directors' Reports) Regulations 2013 do not require greenhouse gas reporting of MAG, we have reported on all of the emissions sources required by the Regulations, including fugitive emissions from refrigerant gases which are not reported in other MAG carbon footprints. These sources fall within our consolidated financial statements. We do not have responsibility for any emission sources that are not included in our consolidated statement.
Our emissions are calculated based on data gathered for voluntary emissions reporting and compliance with the CRC Energy Efficiency scheme and EU ETS. UK Government Conversion factors for Company Reporting published by Defra and DECC in 2015 were used with historic emissions re-calculated where required.

* Change from previous year.
³ This is based on on-line population only which does not include a number of operational areas, Aviation Security Officer and Customer Services Advisors.
⁴ 2016/2017 data based on absence data available from August 2016 to March 2017. Data not comparable with 15/16 data.
⁵ We have chosen an intensity measurement against a traffic unit, which is defined by the International Air Transport Organisation (IATA) as equivalent to 1,000 passengers or 100 tonnes of freight).

Note: Previously reported 2015-16 emissions have been updated due to an erroneous conversion factor and over reported fuel consumption data.

DISCLOSURES



ASSURANCE STATEMENT

SGS UNITED KINGDOMS LTD'S REPORT ON THE ENVIRONMENT, COMMUNITY, PEOPLE AND BUSINESS DATA IN THE MANCHESTER AIRPORT GROUP CORPORATE SOCIAL RESPONSIBILITY REPORT 2016-17

NATURE AND SCOPE OF THE ASSURANCE
SGS United Kingdom Ltd was commissioned by Manchester Airport Group (M.A.G.) to conduct an independent assurance of the data contained in the M.A.G. Corporate Responsibility Report 2016-17 (hereafter referred to as 'the Report') and in the GRI Content Index that accompanies it. The scope of the assurance, based on the SGS Sustainability Report Assurance methodology, included 2016-17 data for the following:

- Our Environment**

 - Carbon footprint data including:
 - total net emissions (tonnes CO2e)
 - direct & indirect emissions (tonnes CO2e)
 - avoided emissions (tonnes CO2e)
 - biogenic emissions (tonnes CO2e)
 - carbon intensity
 - Direct and indirect energy use (MWh)
 - Air quality NO2 and PM10 (µg per m3)
 - Number of breaches of air quality limits
 - Compliance with surface water discharge consents (%)
 - Compliance with trade effluent discharge consents (%)
 - Major operational sites with ISO14001 (%)
 - Bird Strikes per air traffic movement
 - Total waste and sources of waste (tonnes)
 - Waste diverted from landfill (%)
 - Aircraft complying with noise preferential departure routes (%)
 - Aircraft complying with continuous descent approach (%)
 - Number of people within noise footprint (57dB LAeq day & night)
 - Noise complaints total and per 1000 ATM
- Our Business**

 - Economic contribution to the regional and national economy (£ and jobs created)
 - Employee Engagement Score
 - Airport Academies – number of people supported and moving into work
 - Total annual charitable donations and sponsorships (£)
 - Number of apprentices
 - Total number of passengers
 - Total number of aircraft movements
 - Overall satisfaction: ASQ average and quartile scores
 - Purpose of journey (%)
- Country of residence (%)

Our Community

 - Number of young people's education directly supported by MAG
 - % employees who volunteered
 - Hours volunteered by colleagues
 - Community Fund donations (£ & projects)
 - Good neighbour feedback (%)
 - Number of young people who MAG have introduced to other cultures and languages
 - Number of outreach meetings held
 - Local suppliers within 25 miles of airports (%)

Our People

 - Number of direct employees broken down by type of employment contract (%)
 - Staff profile: ethnicity (%)
 - Staff profile: gender (%)
 - Staff profile: age (%)
 - Salary Ratio by Employee Category
 - Ratios of standard entry level wage by gender compared to local minimum wage
 - Overall salary ratio for men to women
 - Employees covered by collective bargaining agreements (%)
 - Number of RIDDOR reportable incidents
 - Total LTI accidents
 - Sickness absence (%)
 - % of leadership promotions through internally developed candidates
 - % Women in Senior Leadership positions

- This included the following data reported in GRI Content Index**
- G4-AO9
 - GRI 102-7, 102-8, 102-9, 102-41
 - GRI 202-1, 202-2
 - GRI 305-1, 305-3, 305-5, 305-7
 - GRI 405-1, 405-2

The information in the Report and its presentation are the responsibility of the directors and management of M.A.G. SGS United Kingdom Ltd has not been involved in the preparation of any of the material included in the Report. Our responsibility is to express an opinion on the data within the scope of verification with the intention to inform all M.A.G.'s stakeholders.

Financial and operational data drawn directly from independently audited financial accounts has not been checked back to source as part of this assurance.

This report has been assured at a **moderate level of scrutiny** using our protocols for evaluation of content veracity. The SGS protocols are based upon internationally recognised guidance, including the Principles contained within the Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines (2013) for accuracy and reliability and the guidance on levels of assurance contained within the AA1000 series of standards and guidance for Assurance Providers.

- The verification comprised a combination of interviews with relevant employees and documentation and record review at the following M.A.G. sites:
- Manchester Airport
 - Stansted Airport
 - East Midlands Airport

The sites were selected based on those submitting significant proportions of key data. Documentation and record review included scrutiny of electronic data collection systems at site level, calculation and reporting data, including conversion factors used for calculation of carbon data, and a review of a sample of source documentation for the relevant indicators at the sites visited. Processes for collating and calculating Group level data for the report were checked, including checks of calculation formulae, and interviews with the individuals responsible for compiling the report.

STATEMENT OF INDEPENDENCE AND COMPETENCE
The SGS Group of companies is the world leader in inspection, testing and verification, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability communications assurance.

SGS United Kingdom Ltd affirm our independence from M.A.G., being free from bias and conflicts of interest with the organisation, its subsidiaries and stakeholders. The assurance team was assembled based on their knowledge, experience and qualifications for this assignment.

VERIFICATION OPINION
On the basis of the methodology described and the verification work performed, we are satisfied that the verified information and data contained within the Report is accurate, reliable and provides a fair and balanced representation of M.A.G.'s sustainability activities in the reporting year 2016-17.

The assurance team is of the opinion that the Report can be used by the Reporting Organisation's Stakeholders. We believe that the organisation has chosen an appropriate level of assurance for this stage in their reporting.

SUMMARY OF FINDINGS
We welcome the fact that M.A.G. has chosen to report this year using the Consolidated set of GRI Sustainability Reporting Standards (2016) framework and the republished AOSS. Progress continues to be made each year in formalising and improving data collection processes for CSR reporting and developments continue to be made so that data collection systems are fully integrated. This did not have an adverse impact on the availability, integrity or quality of the data.

Our recommendations for future reporting and assurance engagements include:

- Continue to integrate sustainability management and data collection systems to ensure a consistent approach to reporting across the four airports in the Group, in particular replacing or integrating legacy systems at Stansted.
- Include Bournemouth Airport as part of the verification process, for those data sets where the data from Bournemouth is material
- Include London staff and temporary staff in the calculation of '% employees who volunteered' and 'hours volunteered', in order to be consistent with the rest of the 'Our Community' data
- Improve communication with data owners during the reporting year, in particular for those data sets that are new in the reporting year; or where there have been changes to personnel or process from previous years; or where recommendations for improvement have been made. This will help to identify potential issues and facilitate the provision of supporting information and evidence during the audits.

Authorised by:-

Jan Saunders

UK Business Manager

For and on behalf of SGS United Kingdom Ltd

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