WORKING TOGETHER FOR A BRIGHTER FUTURE

Our Corporate Social Responsibility Strategy for 2020 - 2025
Welcome to our 2020 Corporate Social Responsibility Strategy

WORKING TOGETHER FOR A BRIGHTER FUTURE

Our new 2020 Strategy sets out a comprehensive, challenging and ambitious plan to deliver sustainable growth across our business over the next five years and beyond.

CHARLIE CORNISH
GROUP CHIEF EXECUTIVE, MAG

Our 2020 Corporate Social Responsibility (CSR) Strategy comes five years after the publication of our last Strategy, and builds on the strong track record that we have developed over that period for improving the way we operate as a business for the benefit of the communities, regions and environment around our airports.

Our new 2020 Strategy focuses on "local voices" as a key element of the new Strategy over the years ahead. It demonstrates our commitment to building a brighter future.

As we take forward our work in these areas, we must also look further into the future, setting the parameters for what continued sustainable growth means in the long term. It is important that our Strategy is dynamic and responds to changes in the world around us, so that it continues to address the most important issues for our stakeholders.

Since the publication of our last CSR Strategy in 2015, we have delivered an industry-leading range of improvements in the way we operate as a business, which taken together, show the value of setting out a wide-reaching and ambitious CSR Strategy. The achievements that have come from the 2015 Strategy have set us up to be more successful and robust in the long term, and I am confident that this 2020 Strategy will do likewise over the next five years.

We have developed our new Strategy at an important time, with growing awareness of the need to tackle both global and local challenges. We can, I believe, reach consensus on three key principles for the future:

- Protecting the environment must be central to every plan we make;
- The UK must remain globally connected to be successful, and;
- The UK economy needs rebalancing to enable all parts of the country to benefit from growth.

We recognise that aviation will be one of the hardest industries to decarbonise and that everyone will need to play their part. By committing our airports to be "net zero carbon" by 2038, we are setting ourselves a clear ambition to reduce our carbon emissions.

Defining a new Strategy as wide-reaching as this, focused on the long term, makes us a safer, more secure and more rounded operator of airports. It demonstrates that we are committed to working for all, in our regions, our communities and for our passengers.

We know that it will be important that we share our experience and we commit to regular and transparent reporting, so that we can understand and respond to changing circumstances. We look forward to sharing news of our progress in implementing the new Strategy over the years to come.

CHARLIE CORNISH
GROUP CHIEF EXECUTIVE, MAG

With the five of these principles in mind, a core element of our new Strategy is a commitment to achieving "net zero carbon" emissions from our airport operations by 2038 at the latest. Our airports have already been carbon neutral for some years, but this new commitment goes even further. It will see us achieve "net zero carbon" significantly ahead of the Government’s national target.

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Our MAG Connect initiative is already benefiting the people in communities around each of our airports by making it easier for them to access education, training and good employment opportunities at airports. It also improves MAG and other employers’ ability to recruit locally, particularly in communities where jobs are most needed but may be under-represented or distant.

Sustainability means more than reducing emissions. A second core element of our new Strategy is a commitment to providing "opportunity for all" through a range of good employment practices. The last five years has seen society refocus on what forward-thinking employment practices can achieve and highlight how important it is to provide stable, meaningful jobs with decent conditions.

Our 2020 CSR Strategy will do likewise over the next five years. It sets out a clear ambition to improve the way we operate as a business, by engaging with local communities, committing to be good neighbours and improving transport links in their areas.

This approach recognises the importance of local airports. We are committed to being good neighbours by engaging with local communities, improving transport links in their areas, and ensuring how we work with them.

You will see from our updated Strategy that we are setting ourselves a clear and ambitious programme of work over the next five years. We will challenge ourselves to continue to play our part in building a brighter future.

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Our new 2020 CSR Strategy

Our vision
To be the premier airport management and services company.

Our mission
To deliver sustainable growth in shareholder value, balancing the needs of our customers, passengers, employees and the communities in which we work, while maintaining the highest safety and security standards.

Our CSR promise
When our business prospers, the regions and communities we serve will prosper too.

Working together for a brighter future.

The launch of our new CSR Strategy is an exciting moment for MAG. The comprehensive and ambitious commitments it includes will guide the sustainable development of our business and the regions we serve.

Our diverse programme of work spans three strategic priorities: Zero carbon airports; Opportunity for all; and, Local voices. It has been developed, from the outset, with the views of our stakeholders in mind.

This document follows our CSR journey. It sets out the progress we have made since we launched our last CSR Strategy in 2015 and the results of the materiality assessment which identified the issues that are most important to our stakeholders. Finally, it sets out our plan of action – the commitments which make up our new CSR Strategy: Working together for a brighter future.

We published our last CSR Strategy in 2015, setting out the key issues that we intended to focus on over the period to 2020. Our 2015 Strategy included four strategic priorities: Our environment; Our community; Our colleagues; and, Our business.

Since 2015 we have delivered wide ranging benefits to our people, communities and the environment. Our annual CSR Reports have tracked our performance and reported progress against the ambitious commitments we set out. Looking at what we have achieved in the last five years, the value of having a comprehensive and robust CSR Strategy is clear. Now is a good time to reflect on the progress we have made since 2015 and use this to identify areas where our new Strategy should focus on making further progress over the next five years.

On recycling, we set ourselves the target of eliminating waste sent to landfill. Stansted now sends no waste to landfill and we have also made significant progress towards this goal at East Midlands where 97% of waste is now diverted from landfill. At Manchester, excluding aircraft cabin waste, we now divert 99% of our waste from landfill. Over the coming years we will work to divert aircraft cabin waste from landfill. Waste from outside the EU requires special treatment - diverting it from landfill will increase our overall rate from 90 to 100%. Our airports now hold 79 water refill points, reducing plastic waste and giving passengers access to free drinking water beyond security.

On aircraft noise, we set out to deliver our Noise Action Plans, and to update each of these by 2019. Our sustained work to minimise the impacts of aircraft noise saw 12,500 noise continuous decibel approaches last year that at the start of our Strategy – with 93% of airport aircraft now operating in this quieter way.

In 2018 we consulted on new Noise Action Plans for each of our airports. These have now been adopted by Government and will guide our efforts to minimise the impacts of noise on local communities.

Our airport Community Funds have provided discretionary support to local community initiatives. Since we published our last CSR Strategy they have provided over £1.25m to support the work of 1,080 community groups. Our total charitable donations and sponsorship during this period is £3.4m.

On employment and education, we set ourselves the target of supporting the education of 50,000 young people by 2020. By the end of the fourth year of our Strategy we had already supported 102,000 young people. We have now welcomed over 23,000 young people to our on-site education centres at East Midlands and Stansted, inspiring local school children about the world of aviation and introducing them to the skills that will unlock future employment opportunities for them.

We have also piloted the support we offer passengers who need additional help as they pass through our airports. We have introduced the sunflower lanyard for those with hidden disabilities, provided a calming space in the sunflower room at Manchester Airport as well as introducing new quiet seating at Stansted. Over recent years the number of passengers with reduced mobility has increased; enabling them to travel with confidence is a key priority for MAG. Our programme of investment and focus on improving service levels now sees us serve over 99% of passengers with reduced mobility within agreed target times.

Our Vision Zero initiative sets us an ambitious target of no reported injuries to anyone across our airports. Since the implementation of Vision Zero we have significantly improved our approach to health and safety and we will continue to seek to understand, minimise and, where possible, eliminate the causes of accidents.

We understand that our airports have important roles to play in their regions and local communities. Over the last five years we have delivered over £3.4m in community funding and support to over 1,500 local school children at our airports.

Looking to the future, it is right that our 2020 CSR Strategy builds upon the legacy and also challenges us to go further. Our new strategic priorities and the commitments set out in our Strategy will ensure that we continue to focus on the things that matter most, finding better ways to support our regions and tackle the impacts of airport operations.

Working together for a brighter future.

Bulding on Our 2015 CSR Strategy

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Our flagship MAG Connect programme includes Airport Academies, at each of our airports, which provide critical opportunities for those looking for training or employment. These academies have made more than 38,000 job referrals at our airports since 2015.

The opening of the Stansted Airport College in September 2018 was also a pivotal moment – with Stansted becoming the only major UK airport to offer an on-site technical further education college. Stansted Airport College provides relevant qualifications to over 350 students each year.

On people, we set ourselves our most important asset. The last five years have seen the number of leadership appointments filled by the promotion of internal candidates reach 10%. To help all of our colleagues reach their full potential we have launched a renewed focus on diversity and inclusivity.

We have also piloted the support we offer passengers who need additional help as they pass through our airports. We have introduced the sunflower lanyard for those with hidden disabilities, provided a calming space in the sunflower room at Manchester Airport as well as introducing new quiet seating at Stansted. Over recent years the number of passengers with reduced mobility has increased; enabling them to travel with confidence is a key priority for MAG. Our programme of investment and focus on improving service levels now sees us serve over 99% of passengers with reduced mobility within agreed target times.

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Working together for a brighter future.
Working together for a brighter future

Focusing on our shared priorities

For our Strategy to make a difference, and to build upon our past successes, we must focus our CSR work programmes on the issues which are most important to our stakeholders and where our interventions are most needed.

To ensure we have the right focus, our new Strategy is informed by an independent ‘materiality assessment’, which captures the views of a wide range of our stakeholders, including employees, local community partners and the wider public. Stakeholders have told us which issues relating to our airports are most important to them, and how they believe we are currently performing on these issues.

We have then used this information to assess the relative importance of these issues to the business and to stakeholders. This insight is important to our Strategy and we will regularly review and update our assessment of material issues.

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Our Materiality Matrix

Setting our ambitions in a global context

We embrace the vision set by the United Nations in its Sustainable Development Goals.

Collectively the United Nations’ Goals address global challenges, creating a pathway to a better and more sustainable future. Acting locally, the positive benefits we can deliver regionally and nationally, will enable us to play our part in the global effort to build a brighter future.

MAG’s CSR programme is broadly based and will contribute to many of the Sustainable Development Goals (SDGs). However, our materiality assessment identified four SDGs where the targeted interventions of our new CSR Strategy can have the most impact.

1. **UN SDG**: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
   **Explanation**: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
   **How MAG can contribute**: With over 40,000 people working in businesses across MAG’s airports, we can foster economic growth and productivity and support the creation of good jobs and quality employment, locally and regionally.

2. **UN SDG**: Reduce inequality within and among countries.
   **Explanation**: Reduce inequality within and among countries.
   **How MAG can contribute**: As major businesses in the regions in which they operate, our airports have the opportunity to help to reduce inequalities in our communities. We can do this by supporting people into work and investing in areas of deprivation. As a major employer, we can also reduce workplace inequalities by ensuring we are an inclusive and diverse place to work.

3. **UN SDG**: Make cities and human settlements inclusive, safe, resilient and sustainable.
   **Explanation**: Make cities and human settlements inclusive, safe, resilient and sustainable.
   **How MAG can contribute**: We can work with the communities around our airports to be a positive force. Our businesses generate jobs, infrastructure, income, partnerships and investments and contribute to the sustainable development of the local area.

4. **UN SDG**: Take urgent action to combat climate change and its impacts.
   **Explanation**: Take urgent action to combat climate change and its impacts.
   **How MAG can contribute**: Our airports have a proven track record, reducing emissions from our operations and achieving carbon neutrality. Our airports can go further, reducing remaining emissions, improving the climate resilience and climate preparedness of our operations and cultivating collaborative approaches to reduce the impacts of the wider aviation industry.
Our airports are drivers of economic growth. They provide people with opportunities to travel, support thousands of jobs and make an important contribution to both our regional and national economies.

The nature and scale of our airports mean that it is important that we demonstrate the benefits of our growth and work to share them.

Our objectives

Our new CSR Strategy sets out an ambitious programme of work, reflecting the aspirations of our colleagues, communities and other stakeholders alike.

The three strategic priorities that underpin our new Strategy will ensure we focus in the areas of most importance, whilst our objectives and targets continue to take a broad view of sustainability, reflecting our business priorities and determination to continue to deliver outstanding performance.

Our airports provide opportunities to travel, employ thousands of people and make an important economic contribution regionally and nationally.

We will ensure that both our customers and the communities and regions around our airports benefit from this growth, in a way that means nobody gets left behind.

We will create quality opportunities for work and break down barriers for everyone in our community.

By listening and responding to local voices, and reducing all waste and carbon emissions, we will build a sustainable, successful and inclusive business of which we can all be proud.

Building on our platform of carbon neutrality, we are committed to cutting any remaining reliance on fossil fuels, whilst working alongside our partners to reduce the waste and emissions of activities related to our operation.

Our influence extends beyond our own business, and we commit to working in partnership with the wider aviation industry to build a more sustainable future of transport.

We commit to creating quality employment. We believe in providing opportunity for all, in a safe, inclusive and diverse environment where colleagues are able to fulfil their potential and better meet the needs of our customers.

Our influence extends beyond our own business, and we commit to working with all of our partners on our airport sites to ensure high standards are upheld by all.

We are dedicated to addressing the local issues which matter most to the people living near us.

We commit to engaging local voices, addressing noise and other local priorities, and providing opportunities for local people and businesses.

We will build trust with our communities and aim to improve their quality of life.
Our plan of action

Our new Strategy will be delivered through a programme of work that is comprehensive, challenging and ambitious.

Our programme will target the areas of greatest importance to our stakeholders and sets challenging priorities for us to consider during our decision making over the next five years and beyond. Setting the bar high, our teams will work hard to deliver improvement in all areas.

Additionally, during the first year of our Strategy our MAG US team will work with their local stakeholders to develop and publish our US approach to CSR, in keeping with the overall principles of MAG’s CSR Strategy.

A Sustainable Transport Fund will be operated at each of our airports to fund improvements in public transport, cycling and walking options. Our ‘STFs’ will be funded through a levy on car park and ‘drop-off’ charges.

We will review the arrangements for consultation at our airports, including, at each airport, the creation a new youth forum.

Our Airport Academies will support everybody who approaches us, assisting a minimum of 7,500 people over the next five years. At least 10% of these people will be from groups defined as ‘disadvantaged’.

As a part of MAG Connect we will work with other partners to open an additional further education facility at Manchester Airport.

We will aim to transition to a fleet of ultra-low emission vehicles so that by 2030 our fleet will be 100% ultra-low emission.

A competition will be launched offering five years free landing fees to the first electric aircraft operating at one of our airports.

We will publish a MAG Employment Charter to ensure we provide a safe, fair and supportive workplace where colleagues can achieve their full potential.

Our Sustainable Transport Funds will support sustainable commuting, including discounted travel for colleagues, facilities for cycling and walking and car share schemes.

As a part of MAG Connect, in 2020 we will open a new Aerzone education centre at Manchester Airport and continue to operate and develop Aerzones at our other airports. We will support at least 60,000 young people over the next five years.

We will work towards our long term ambition that 30% of colleagues participate in volunteering programmes.

We will aim to transition to a fleet of ultra-low emission vehicles so that by 2030 our fleet will be 100% ultra-low emission.

All of MAG’s airport operations will be net zero carbon by no later than 2038.

Highlights from our Strategy

- A competition will be launched offering five years free landing fees to the first electric aircraft operating at one of our airports.
- We will publish a MAG Employment Charter to ensure we provide a safe, fair and supportive workplace where colleagues can achieve their full potential.
- Our Sustainable Transport Funds will support sustainable commuting, including discounted travel for colleagues, facilities for cycling and walking and car share schemes.
- As a part of MAG Connect, in 2020 we will open a new Aerzone education centre at Manchester Airport and continue to operate and develop Aerzones at our other airports. We will support at least 60,000 young people over the next five years.
- We will work towards our long term ambition that 30% of colleagues participate in volunteering programmes.
- All of MAG’s airport operations will be net zero carbon by no later than 2038.
Our plan of action

We are committed to cutting any remaining reliance on fossil fuels, whilst working alongside our partners to reduce the waste and emissions from activities related to our operation.

This has been achieved through our long-term focus on the energy efficiency of our buildings, the purchase of low carbon electricity, and addressing realised emissions through high quality ‘Gold Standard’ carbon offsets.

We know that we need to do more in the future. Our headline commitment is to achieve ‘net zero carbon’ by 2038 at the latest by cutting our remaining carbon emissions to zero and reducing the number of carbon offsets we require. It will require significant planning, investment and technical work but it is important that we play our part.

Improving the global environment by cutting any remaining reliance on fossil fuels, while working alongside our partners to reduce the waste and emissions from activities related to our operation.

Aviation is one of the most challenging industries to decarbonise, with low carbon technology for flights, especially long haul flights, some way off. The UK aviation industry has a plan to reach net zero carbon by 2050, achievable through operational improvements and airspace modernisation, adopting new technologies, sustainable aviation fuels, and carbon removal projects.

The carbon footprint of an airport itself is relatively small (when set against the emissions generated by flights themselves) but still significant and MAG is proud that all of its airports are now carbon neutral.

Opening up real opportunities at our airports for a wider range of local people means we, and our partners, have a long term pipeline of talent to draw on. This work must be cross-generational too, so that all local people feel able to take advantage of the employment opportunities offered by the airport at every stage of their life, including throughout their education.

That is why we are focused on engaging with our communities from the very start, with our popular Aerazones giving schoolchildren an opportunity to learn more about their local airport, and our on-site Airport Academies offering higher level skills and training.

Our innovative Stansted Airport College, delivered in partnership with Harlow College, also cultivates the grassroots of the aviation industry – giving local young people an opportunity to study in an airport environment for relevant qualifications which allows them to work in aviation once they graduate.

Promoting both the future sustainability of our business and the economic prosperity of the regions in which we operate by creating quality employment, and providing opportunities for all in a safe, inclusive and diverse environment.

Promoting good quality, sustainable and positive employment practices is not only the right thing to do, it also makes long term business sense. Colleagues who are happy at work deliver better service to our passengers and add more value to our business.

We are committed to creating quality employment, providing opportunities for all in a safe, inclusive and diverse environment.

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<tr>
<th>OUR COMMITMENT</th>
<th>TARGET</th>
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<tr>
<td>A competition will be launched offering five years free landing fees to the first electric aircraft operating at one of our airports.</td>
<td>2020</td>
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<tr>
<td>We will target all new buildings to be certified to an ‘Excellent’ standard by BREEAM. Where the unique nature of some airport buildings makes this impractical to achieve our minimum standard will be ‘Very Good’.</td>
<td>2020</td>
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<tr>
<td>A Sustainable Transport Fund will be operated at each of our airports to fund improvements in public transport, cycling and walking options. Our ‘5%’ will be funded through a levy on car park and drop-off charges. By 2021 we will seek to grow this levy.</td>
<td>2021</td>
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<tr>
<td>We will develop a methodology for assessing and reporting the embodied carbon of all large construction projects.</td>
<td>2021</td>
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<td>We will eradicate single use plastics in all of our Escape and 1903 executive lounges.</td>
<td>2021</td>
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<tr>
<td>We will publish information about emissions from aircraft operating at our airports and introduce a league table identifying the most efficient operators.</td>
<td>2021</td>
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<tr>
<td>Environmental management at each of our airports will continue to be certified to the international standard ISO14001 and our energy management will be certified to ISO50001.</td>
<td>2022</td>
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<td>We will introduce emission-based landing charges for airlines.</td>
<td>2023</td>
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<td>Working with industry experts, we will apply our methodology for calculating embodied carbon to reduce the carbon intensity of a selection of our capital projects.</td>
<td>2024</td>
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<tr>
<td>All new and replacement airport infrastructure will run on renewable energy.</td>
<td>2025</td>
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<tr>
<td>We will invest £20m to improve public transport, cycling and walking facilities across our airports.</td>
<td>2025</td>
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<tr>
<td>We will work closely with our business partners to reduce emissions from other airport-based vehicles, regularly reporting progress.</td>
<td>2025</td>
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<td>All of our airport infrastructure will operate on renewable energy.</td>
<td>2030</td>
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<td>We will aim to transition to a fleet of ultra-low emission vehicles so that by 2030 our fleet will be 100% ultra-low emission. *</td>
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<td>All of MAG’s airport operations will be net zero carbon by no later than 2038.</td>
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** Where suitable vehicles are available to meet operational requirements.

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<tr>
<td>As a demonstration of our commitment, we will become a ‘Committed’ employer under the Government’s ‘Disability Confident’ programme.</td>
<td>2020</td>
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<tr>
<td>Safety is an overarching priority. We will set out our Safety Plan – which will be trialed by three pillars: Culture; Management; and, Performance – and regularly track and report progress.</td>
<td>2020</td>
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<td>The induction of our passenger facilities will be considered at the Design Stage of all projects.</td>
<td>2020</td>
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<td>We will hold formal meet the buyer events annually at each of our airports.</td>
<td>2020</td>
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<td>We will use our diversity forums to inform a broad-based programmes of activity to ensure our services for passengers with reduced mobility responds to customer needs and achieves a minimum CAA rating of ‘Good’.</td>
<td>2020</td>
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<td>As a demonstration of our commitment, we will seek accreditation to the National Inclusion Standard.</td>
<td>2021</td>
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<td>Our Sustainable Transport Funds will support sustainable commuting, including discounted travel for colleagues, facilities for cycling and walking and car share schemes.</td>
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<td>We aim to be a diverse and inclusive business. We will set out our ambitions and regularly track and report progress.</td>
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<td>We will publish a MAG Employment Charter to ensure we provide a safe, fair and supportive workplace where colleagues can achieve their full potential.</td>
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<td>We will review and enhance our retail opportunities to make them accessible to all our airport’s users.</td>
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<td>We will review our policies to create a culture where flexible, agile working is encouraged and improve the flexible benefits we offer to encourage sustainable travel.</td>
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<td>We will work with Government to support the development of a pan-sector national standard for Inclusive Transport, achieving the highest rating across all our facilities.</td>
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<td>We will encourage our business partners to adopt the principles in the MAG Employment Charter.</td>
<td>2022</td>
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<td>We will work with the Slave Free Alliance to assess our approach to Modern Slavery and Human Trafficking, developing, publishing and delivering an action plan to implement best practice.</td>
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<td>100% of people completing a MAG Connect Airport Academy programme will be offered an interview with MAG or an on-site partner.</td>
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<td>As a part of MAG Connect we will work with other partners to open an additional further education facility at Manchester Airport.</td>
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<td>As a part of MAG Connect, in 2020 we will open a new Aerazone education centre at Manchester Airport and continue to operate and develop Aerazones at our other airports. We will support at least 60,000 young people over the next five years.</td>
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<td>We will aim to ensure that at least 80% of people completing a MAG Connect Airport Academy programme will be successful in gaining employment with MAG or an on-site partner.</td>
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<td>Our Airport Academies will support everybody who approaches us, offering a minimum of 7,500 people over the next five years. At least 15% of these people will be from groups defined as ‘Disadvantaged’.</td>
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<td>Over the next five years we will support at least 500 apprenticeships, developing our colleagues and preparing the next generation of airport colleagues for the world of work.</td>
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<td>We seek to provide an environment in which all colleagues can fulfil their potential. As a demonstration of our commitment we will ensure that at least 50% of leadership appointments are promotions or internal candidates.</td>
<td>2025</td>
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<td>We will ensure that 40% of Hose attending MAG Connect Aerazones are from priority areas and priority schools.</td>
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<td>Working with our partner, Harlow College, we will maintain, develop and expand the MAG Connect Stansted Airport College. This will support at least 2,500 people in the next five years, including at least 130 apprenticeships.</td>
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Our plan of action

We are committed to addressing the issues which matter most to people living near us, by engaging with local voices, addressing noise and providing opportunities for local businesses. MAG airports are known to be good neighbours and we work hard to engage with residents near our airports on matters including public transport, noise management and air quality.

There is always more to do and our teams pride themselves on the links they build, not just with local residents but also businesses keen to capitalise on our extensive supply chain opportunities.

We do appreciate that living near an airport is not always easy and we do everything we can to make it as rewarding as possible by mitigating the external impacts and developing opportunities to improve local economic prosperity and infrastructure.

OUR COMMITMENT | TARGET
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All of our senior leadership team will support and participate in volunteering programmes. | 2020
To ensure we continue to improve our performance and respond to developments in best practice we will maintain accreditation to appropriate benchmark(s), publicly reporting the outcomes from any assessment. | 2020
We will continue to build a culture of volunteering, allowing all colleagues up to two days of paid volunteering, to support selected projects in our local communities. | 2020
We will support and promote colleagues’ volunteering in the communities in which they live, sharing MAG’s values for the benefit of the regions we serve. | 2020
We will periodically survey local stakeholders to assess our relationship and understand their priorities. We will introduce a strategic response that addresses any concerns. | 2021
We will review the arrangements for consultation at our airports, including, at each airport, the creation a new youth forum. | 2021
We will use our Sustainable Transport Funds to support local parking measures that are supported by our neighbours. | 2021
We will review and improve our complaint response systems, seeking to respond more quickly and take advantage of technology. | 2022
We will respond to the emerging situation with airspace change and, where it is appropriate to do so, review and update our Noise Action Plans. | 2024
We will deliver our Noise Action Plans and report progress publicly. | 2025
We will maintain our community funds, ensuring they provide effective investment in local communities. We will work with Government to inform the development of any policy in this area. | 2025
We will work towards our long-term ambition that 30% of colleagues participate in volunteering programmes. | 2025
Working alone or in partnership with others, we will identify and sponsor research that helps to advance the sustainability of aviation. | 2025
Governance and review

The success of our CSR Strategy is important to our business.

Our programme will be regularly reported, monitored and challenged by our Executive Committee and our CSR Committee, who will continue to offer an independently-minded view. This process ensures our Leaders and Shareholders are central to the delivery of our Strategy. Each of our Airport Consultative Committees will play an important role in monitoring and advising on the delivery of our CSR programmes locally.

We will report progress against our Strategy through regular, open and accessible reports and commission regular reviews to monitor issues which are important to our stakeholders.

Our Strategy is based on engagement, built on feedback from our wide range of stakeholders and delivered for the benefit of the regions we serve. We firmly believe that providing information about our performance builds a culture of trust, develops mutual understanding and encourages constructive dialogue between stakeholders.