





"As we transform our business we're also transforming our approach to corporate social responsibility. We're opening up more opportunities, giving local people a greater voice and will lead the way on the environment."

As we transform MAG airports with over £1.5 billion worth of investment, we know that the scale of our businesses means we play a significant role in our local communities, environments and regional economies too.

This year's Corporate Social Responsibility (CSR) Report focuses on MAG's performance in the fourth year of our current CSR Strategy. It looks at the difference this work has made to the people and the places MAG serves, and sets out the pillars that will frame MAG's new Strategy for the years ahead.

Over the last year our teams have been developing a new Corporate Social Responsibility Strategy for the Group. This new Strategy will match the scale of our growth and ambition with our work in protecting the environment, creating opportunities and supporting the people that live and work in our local communities.

MAG will shortly publish the detailed commitments, initiatives and plans that make up our new CSR Strategy. It will be designed to ensure that the environment, communities, customers and economies around our airports benefit further from MAG's growth.

I would like to thank everyone involved in MAG's CSR work to date and I look forward to working with them to deliver on our ambitions for the coming year.

Charles T. Cornist

GROUP CHIEF EXECUTIVE, MAG

from the Chair of MAG's CSR Committee

"MAG's CSR programme is changing.

It has been an exciting year talking about how we can do more and improve. I look forward to seeing those ideas in action and guiding their progress in the future."

MAG's CSR
Committee,
a sub-committee
of our Group
Board, oversees
the development
of the Group's
CSR Strategy
and the delivery
of programmes
and initiatives.

Over the last year I have been the Chair of MAG's CSR Committee and had the pleasure of speaking to people right across the business about their ideas, ambitions and goals for MAG's new CSR Strategy.

The enthusiasm to develop new way of working, new initiatives and new ideas that can spread the benefits of MAG's airports has been palpable. I am pleased to have been able to help guide the development of those ideas throughout the year.

This last year has been busy for the CSR Committee and MAG's CSR teams. From Stansted College's first graduating cohort, to the opening of Manchester Airport's Sunflower Roor and the many other ways MAG has made a difference to people's lives, this year's report is a celebration of this year's achievements.

Last year the CSR Committee's role was enhanced to include assessing the strategic direction and monitoring the performance of MAG's

health and safety programmes. This important step places greater focus upon MAG's work programme to provide a safe airport environment.

Next year will bring exciting and rewarding challenges as MAG launches a new set of ideas and initiatives. I look forward to working with all those I have spoken to this year, and their teams, to deliver on their plans.



VANDA MURRAY OBE

CHAIR OF CSR COMMITTI



MAG'S **CSR REPORT**

2018/19

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Our airports are exciting and rewarding places to work, situated in some of the most vibrant and thriving regions of the UK.

As we look to the year ahead, we are more determined than ever to ensure that the benefits of our success are shared and I am proud of the way that we play our part in providing 'opportunities for all,' particularly where there are areas of inequality and deprivation around our airports.

This year has seen a heightened awareness of the need to protect the environment. We know that, to be successful, our growth must be sustainable. We must ensure that we continue to operate within environmental limits and society's resources.

In June 2019, the UK became the first major economy in the world to pass laws to end its contribution to global warming by 2050, making it a global leader in the fight against climate change. A number of local authorities have already committed to go further and faster, including Greater Manchester which has set a goal to become carbon neutral by 2038 We welcome these commitments and we want to work with all stakeholders to deliver these goals. Our airports were the first in the UK to achieve carbon neutrality and this year's report sets out how we are playing our part in responding to the 'climate challenge'.

Hitting these targets will be demanding for all parts of the economy. Each sector will have its own hurdles to overcome, with aviation facing some particularly tough issues. While strong progress has been made to reduce emissions – including more fuel-efficient aircraft, smarter ways of flying and our own work to make MAG's airport operations carbon neutral – much work remains to be done.

At MAG, we are collaborating with partners, such as Sustainable Aviation, to develop better technology and low-carbon alternatives. As an airport operator we are in a unique position to promote low-carbon aviation, and we will continue to use our influence and programmes to do so. By working together, we are confident that we can build a thriving aviation industry that operates within environmental limits.

Above all, we will continue to work closely with the local communities that we serve. It is these local voices that will ensure that we continue to focus on what matters most.

As well as outlining our performance in 2018-19, this year we're also setting out how we have been developing our new CSR Strategy. It sets out the issues our stakeholders have told us are the most important to them, as well as outlining the areas of focus for our new CSR Strategy, which we will launch in 2020.

N.A. ToEns

NEIL ROBINSON

GROUP CSR AND FUTURE AIRSPACE DIRECTOR



11 RENEWING OUR STRATEGY

OUR **APPROACH TO SUSTAINABILITY**

Being a socially responsible business has been part of MAG's approach and operations since the beginning.

The size and nature of our airports make them important in their local communities, and we take this responsibility seriously. In 2015, we aligned our strategy for responsible business with our plans to grow. We recognised then, as we do now, that growth requires a sustainable and community-focused approach.

We are proud of what we have achieved over the last five years of our current CSR Strategy. Since we made those original commitments, the United Nations has created a co-ordinated global framework for sustainable development. The Sustainable Development Goals (SDGs) are supported by all UN members.

No one country, business or individual can tackle the global sustainability challenge alone. The SDGs set challenging new global targets and it is important that all countries play a role in achieving them. Britain has already played a leading role in the development of the SDGs and as a forward-looking British business we are committed to do our bit by innovating, changing and leading on airport sustainability. Our new CSR Strategy is designed to do just that.

PERFORMANCE OVERVIEW

CARBON NEUTRAL

MAG OPERATES 3 OF THE UK'S **5 CARBON NEUTRAL AIRPORTS**

YOUNG PEOPLE'S EDUCATION **DIRECTLY SUPPORTED BY 2020**

ACHIEVED 102,778

50,000

INVESTED ANNUALLY THROUGH **COMMUNITY FUNDS**

ACHIEVED

£442,739

GOAL £100,000

ISO14001

MAG'S AIRPORTS ARE ACCREDITED TO THIS GLOBAL ENVIRONMENTAL STANDARD

OUTREACH MEETINGS HELD ANNUALLY

> **ACHIEVED** 83

COLLEAGUE **VOLUNTEERING**

ACHIEVED 17.3%

Achieving the UN's Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are a blueprint to achieve a better and more sustainable future for all.

Together, these 17 goals and related targets for 2030 address the challenges we face as a global society, including those related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice.

Our CSR Strategy and social and environmental targets are now directly aligned with the SDGs, with four areas of particular relevance for MAG:

Opportunity for

UN SDG	Explanation	Relevant UN targets	MAG to contribute
8 DECENT WORK AND ECONOMIC GROWTH	Promote sustained, inclusive and sustainable economic growth, full and productive	8.1 Sustain per capita economic growth.	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,
	employment and decent work for all.	8.3 Promote development-oriented policies, job creation, entrepreneurship, growth of micro, small and medium sized enterprises.	locally and regionally.
		8.5 Achieve full and productive employment and decent work for all women and men, including young people and persons with disabilities.	
10 REDUCED INEQUALITIES	Reduce inequality within and among countries.	10.1 By 2030, progressively achieve and sustain income growth of the bottom 40% of the population at a rate higher than the national average.	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
		10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.	deprivation. As a major employer, we can also reduce workplace inequalities by ensuring we are an inclusive and diverse place to work.
11 SUSTAINABLE CITIES AND COMMUNITIES	Make cities and human settlements inclusive, safe, resilient and sustainable.	11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all.	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.
13 CLIMATE ACTION	Take urgent action to combat climate change and its impacts.	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters.	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
		13.3 Improve education, awareness- raising and human and institutional capacity of climate change mitigation, adaptation, impact reduction and early warning.	resilience and climate preparedness of our operations and cultivating collaborative approaches to reduce the impacts of the wider aviation industry.

KNOWING WHAT'S IMPORTANT

The foundations of our CSR Strategy

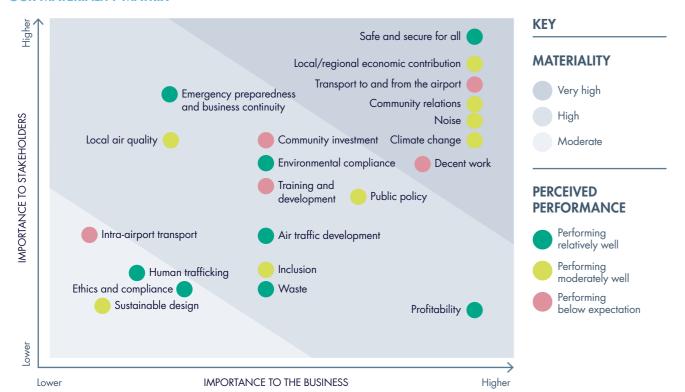
As part of our assessment, we commissioned independent advisers to conduct a 'materiality review', to help us identify the areas we need to focus on in the coming years.

During this review, they spoke with employees, local community partners and the wider public. Their work then informed the matrix below.

This shows the importance and relevance of issues to our stakeholders (y-axis) as well as to our business (x-axis) and also how stakeholders feel we perform in each of these areas.

Through this work we have been able to identify the issues of most importance to our business and our stakeholders, where we need to improve and how these relate to the United Nations' Sustainable Development Goals. This research has been used to shape our future plans and CSR Strategy.

OUR MATERIALITY MATRIX





14 RENEWING OUR STRATEGY

15

OUR CSR STRATEGY:

WORKING TOGETHER FOR A BRIGHTER FUTURE

Our airports are drivers of economic growth. That means 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 we demonstrate the benefits of our growth and do what we can to share the benefits of that growth.







Our materiality review helped us identify the issues which are most important to MAG and our stakeholders and to arrive at our future approach to CSR: 'working together for a brighter future'.

We are currently finalising exciting and wide-ranging programmes which will be set out within the three pillars of our new CSR Strategy, introduced below.

WORKING TOGETHER FOR A BRIGHTER FUTURE

We want people to share the benefits of our growth, locally and regionally.

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.

ZERO CARBON AIRPORTS

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.

OPPORTUNITY FOR ALL

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.

LOCAL VOICES

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.







ZERO CARBON AIRPORTS

INTRODUCTION

Committing to a zero carbon future is essential and we welcome the UK Government's goal to achieve net zero emissions by 2050.

We are proud to say that MAG's airport operations were the first in the UK to achieve carbon neutrality and each of our airports has received ACI's Level 3+ Airport Carbon Accreditation.

This is awarded by Airports Council International (ACI) and means our airports have reduced emissions created by MAG, and have programmes of work which reduce emissions from other companies who operate at our airports. This accreditation is a significant achievement but we recognise that there is more work to do.

We know that responsibility in the aviation industry extends beyond our own operations, which is why we have been working together with our partners in Sustainable Aviation to develop a long-term carbon plan, ensuring we can continue to enjoy the benefits of a growing and successful aviation industry while remaining within acceptable environmental limits. We are excited by the prospect of reducing emissions through smarter

ways of flying, by the potential for alternative low carbon aviation fuels and, in the longer term, the increasing electrification of aircraft.

Working with our industry we will reduce our emissions to support the long-term net zero goal. Collaboration will be vital as we work together as an industry to eliminate our emissions and play our part in ensuring the UK achieves its target.

In addition to eliminating our carbon emissions, we are also fully committed to minimising the impacts of waste, noise and air pollution from our operations. All our airports are certified to the international environmental management standard ISO14001, providing the standards and framework to deliver continual operational improvements.



"Responding to the climate challenge demands strong leadership. As the only carbon neutral UK airport Group MAG is well placed to provide this. Removing our remaining emissions and continuing our spirit of cross-industry collaboration will be critical to our future success."

KAREN SMART

MANAGING DIRECTOR, EAST MIDLANDS AIRPORT



18 ZERO CARBON AIRPORTS 19



Carbon Q&A with Adam Freeman, Group Head of CSR.





Anything we do to address climate change issues delivers significant wider benefits.

Particularly around air quality, which is an important issue for people at all our airports.

The majority of other airport-related environmental impacts are local in nature, typically restricted to our airport sites, maybe very nearby in terms of aircraft noise. But carbon has a global impact. And this isn't just on people, but the natural environment as well. It's a global issue and we're a global industry, so we need to act together to meet the challenge.

What is the difference between being carbon neutral and net zero carbon?

Our operations are already carbon neutral. We have reduced our emissions by cutting energy and fuel use, switching to renewable energy sources and making changes right across our business. But, some of our emissions are more difficult to reduce and we do still have residual emissions. To compensate for these and make our operations carbon neutral we invest in carbon offset programmes, which reduce emissions elsewhere. This means that we're helping others right across the world to lower their carbon emissions, and you can see more about this on page 20.

'Net zero carbon' is slightly different, and means cutting emissions to zero or, where this is not possible, removing an equal amount of carbon dioxide from the atmosphere using natural or mechanical carbon capture.

Transitioning to a zero carbon economy is one of the greatest challenges the modern world faces. Building on our work to date, the way we as MAG respond to this climate challenge will be an important part of our new CSR Strategy.

What are the biggest challenges and opportunities in the next five years?

The UK, and other nations, must act quickly to reduce emissions that contribute to climate change. Our new CSR Strategy will set challenging new targets, removing the remaining emissions from our airports. Achieving these targets won't always be easy, and will require us to integrate sustainability into decisions we make in the future.

We also have a role to play in encouraging and assisting our airlines to reduce their emissions. We've already achieved a lot; introducing more fuel-efficient operating techniques and encouraging the use of the latest, most fuel-efficient aircraft at our airports. But we must do more, pressing for stretching international policy and working with our industry to identify and deliver solutions which reduce emissions and place the Great British aviation industry at the forefront of the global green economy.

"The UK target to achieve net zero emissions by 2050 requires all parts of society, including business, to rise to the challenge. Working with partners across the aviation industry we will play our part in achieving this."





OUR ENVIRONMENTAL IMPACTS

PROGRESS REDUCING EMISSIONS

We are proud to have been the first carbon neutral airports in the UK. We recognise that we have more to do and will continue to drive down our remaining emissions.

In the past year we have focused on reviewing our energy and fuel use, ensuring we are using only the energy we need. We have cut waste and improved inefficient technologies to help drive down our emissions. At Stansted Airport we have replaced 626 airfield light fittings with energy-efficient LED technology, while at East Midlands Airport we introduced energy-efficient motors to our baggage systems. These two projects alone have reduced our energy use by 480,000 kWh each year - the same amount of electricity used by 131 houses.1

To compensate for the small amount of remaining emissions we invest in independently verified, Gold Standard, carbon offsets. The offset programme we participate in provides efficient cookstoves in Malawi, reducing deforestation by 50%, creating new jobs (particularly for women) and improving health by eliminating open fires and indoor smoke pollution.

Our focus now is on eliminating this remaining reliance on fossil fuels. We are exploring alternatives to natural gas, such as biogas, and looking to integrate zero carbon technologies into all new on-site developments. We are also working hard to find options to modernise our vehicle fleet to phase out fossil fuels.

Working with the wider aviation industry is essential to finding solutions to these complex problems. We run a 'Collaborative Environmental Management' group, engaging partners across our sites to tackle environmental issues. Some great initiatives to help reduce emissions have come out of these discussions, such as improved

continuous descent approach, and mandated use of fixed electrical ground power at Manchester Airport.

To support this work across the whole of the UK, MAG was a founding member of Sustainable Aviation, a collaboration of companies from across the UK's aviation industry working to improve the sustainability of the sector. MAG's Group CSR and Future Airspace Director, Neil Robinson, is the current Chair of Sustainable Aviation.

AIR QUALITY

The quality of the air we breathe is hugely important, and at our airports we have consistently maintained air quality at safe levels by working in partnership with airport businesses, airlines, passengers and our local communities.

By working with the people and businesses that use our airports every day, we have developed techniques to maintain good quality air. For example, we work with airlines to ensure that, wherever possible, taxiing aircraft use the fewest engines possible and burn the least amount of fuel necessary. We also know that when fuel is burned, it needs to be as clean and green as possible. We actively support the modernisation of UK airspace and the development and introduction of sustainable aviation fuels which bring down emissions.

Journeys to and from the airport by car and taxi can have an impact on air quality. To help address this, we are encouraging the switch to lowemission alternatives wherever possible, incentivising public transport for all our passengers and staff, and working with our transport partners to improve sustainable access to our airports.

We are proud that London Stansted is the UK's leading major airport for public transport use. Over 50% of our passengers travel to and from the airport by rail, coach and bus, and we are working to keep that number rising.

REDUCING THE IMPACT OF NOISE

For some people, particularly those living closest to airports, aircraft noise can be disruptive. All of our airports have a long-term commitment to minimise the effects of aircraft noise on local communities. This long term commitment has resulted in significant improvements. We have successfully reduced the size of MAG's overall noise footprint even while our airports have grown. We are proud of this achievement and we will continue to adhere to, and shape, best practice.

All of our airports have a specific 'Noise Action Plan' in accordance with the Environmental Noise Regulations set by the Government. These plans enable us to set stretching targets to tackle the impact of noise on communities living around our airports, including specific measures ranging from restricting the use of the noisiest aircraft at night, to offering sound insulation grant schemes.

We also work with airlines, air traffic controllers, the Government and regulators, to better assess and understand the effects of aircraft noise. This allows us to develop new techniques and ideas to reduce the impact of aviation noise. This approach has driven changes in the way our airports operate, from flying around towns and villages to the way an aircraft takes off and lands.

Nevertheless, we understand that aircraft noise can still be a source of annoyance. Sometimes an aircraft may have to fly low in bad weather, or later at night because of delays somewhere else in the world.

93% OF AIRCRAFT COMPLYING WITH CONTINUOUS **DESCENT APPROACH**

When this happens, all of our airports have teams which process noise complaints and provide feedback to help reduce problems in the future. We are pleased that the number of people who have filed a complaint this year has fallen, and a full breakdown of the number of complaints can be found in the performance section of this report.

OF AIRCRAFT COMPLYING

WITH NOISE-PREFERENTIAL **DEPARTURE ROUTES**

WASTE

We are committed to improving recycling rates and eradicating waste, which promotes a more circular economy. In line with this commitment, we have a long-term target to send zero waste to landfill.

How much waste can be recycled often depends on local facilities and what kind of waste is produced. To protect the UK's bio-security, some of the waste we receive from other parts of the world has to be sent to specialist landfill sites - this means that some airports have to send more waste to landfill than others. This year, Stansted once again diverted 100% of its waste from landfill, with East Midlands following closely at 97% and Manchester at 75% diversion from landfill.

We are proud of the progress we've made in increasing our recycling. For

example, London Stansted has received recognition for its food recycling scheme. The airport received a 'Gold' award at the Green Apple Awards for Environmental Best Practice. The scheme, which began as a trial in 2017, collects non-perishable food, drink and toiletries which have been surrendered by passengers due to hand luggage security restrictions and distributes these items to local foodbanks across Uttlesford, Essex and East Hertfordshire.

The issue of plastics is increasingly important to people and we are committed to eliminating single-use plastics across our airport terminals and lounges. Over the past year,

ING LED LIGHTING CONTROL SYSTEM MANCHESTER AIRPORT we have installed additional on-site water fountains and bottle refill points, banned plastic straws from our lounges and staff areas, and handed out over 2,500 reusable coffee cups to colleagues to encourage people to reduce their plastic use.

WASTE DIVERSION FROM LANDFILL

STANSTED

100%

EAST MIDLANDS

97%

MANCHESTER 75%



Stansted food recycling initiative

At Stansted we collect transport donations from passengers including food, toiletries and toys.

The donations are sorted by staff who volunteer their time and then provided to local food banks. To date, this recycling initiative has contributed to supporting more than 3,000 local families and diverted thousands of tonnes of waste from landfill.

OPPORTUNITY FOR ALL

INTRODUCTION

"Growth requires long-term investment, not only in our assets but our future employees too. The MAG Connect programme, which includes Stansted Airport College, is the epitome of that future investment in the skills we need for the future."

KEN O'TOOLE

DIVISIONAL CEO, STANSTED AIRPORT

We know how important it is for growth to be sustainable, and that means having the right people with the right skills right across our business, and a reliable way to ensure the next generation of MAG's team can develop and progress over time.

The scale, complexity and ambition of our business means that the different skills and personalities we need are broad and diverse, and meeting this challenge is one of the key pillars of MAG's new CSR Strategy.

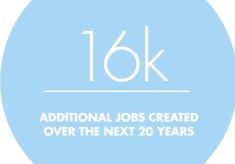
By playing our part in offering opportunity to everyone, and presenting a path to achieve that opportunity, our business can open itself up to the widest talent available. As we invest in, and help to develop, our local communities we are also making our business stronger and more resilient. This is what we mean by Opportunity for All.











MAG CONNECT - AN EMPLOYMENT PROGRAMME FOR EVERYONE

We aim to fulfil the potential of our airports. By doing so we can create an additional 16,000 jobs.

We want to build a future pipeline of talent for our airports to ensure all local people - regardless of age, experience, or skillset – have access to employment opportunities at MAG with all the support they need to thrive in the workplace.

To support this objective, and to enhance economic value within our surrounding communities, our MAG Connect programme brings together an array of employment skills initiatives under one roof. This holistic education and skills infrastructure is rooted in partnership and innovation. From our Aerozones and school partnerships that support people in education to gain a unique insight to the world of work, through to our new Technical Skills College and Airport Academies, we help people of all ages and levels to find support, training or work that is right for them.

We know that building a career takes time and that the type, length, and amount of support each person needs will vary. So MAG offers an environment that gives people the best chance of success no matter where they are in their journey. There is a programme for everyone in our local communities, at every age and stage of their career, providing a holistic service to support people into productive and long-term employment. Every person in our communities, regardless of their level of education or personal situation, has the right to equal opportunities for meaningful employment.

This year we have sharpened our focus on those programmes which we believe will have the greatest impact, whilst scaling down those which have fulfilled their original purpose.

We want to reach members of our community who are currently under-represented at airports, because of factors including cultural difference, lack of awareness or under-developed transport links. We do this through regular outreach and employment events. There are many people who need additional support to get into work; helping them to do this is a central aim of the MAG Connect programme. Over the next year, we will be further exploring and assessing how the programmes can better target and benefit those further away from the workplace.

MAG CONNECT



At MAG we anticipate significant growth over the next 10 to 15 years and to support it we need to think about the next generation of employees today.

Aviation is a highly technical and skilled sector and without a dedicated, highly trained work force the aviation sector across the whole UK will be less competitive and lose its place as one of the most successful aviation markets in the world.

At MAG we took matters into our own hands and built a whole programme of training and education which has something for everyone from age four upwards. Whether it's inspiring children, helping people to retrain, move back to work or even pick up their GCSEs we are now supporting thousands of people every year.

Last year, with the support of MAG Connect programmes we made 10,430 job referrals, placed 1,354 people into employment at our airport sites and directly supported the education of 30,462 young people. We are proud to have won a top award for our National Commitment to Skills and Training at the Better Society Awards and to have been highly commended by Business in the Community.

AEROZONE FACILITIES



London Stansted and East Midlands Airports have on-site Aerozone facilities that are aimed at children from 3 to 18, offering tailored, age appropriate workshops about the range of opportunities within the aviation industry. Sessions can include primary school children dressing up as pilots or secondary school leavers listening to a talk from an air traffic controller about their work at the airport.

Last year, London Stansted welcomed its 10.000th student to its Aerozone.

encapsulating the scale of the impact our facilities can have, and our third Aerozone is due to open at Manchester Airport later in 2019.



AIRPORT ACADEMIES



Across all three of our airports we have on-site skills academies, which are a dedicated and free service allowing job seekers from our local airport communities to find out about current job opportunities at our airports. As well as this, they offer free tailored training programmes and apprenticeships for disciplines across the aviation industry, acting as a forum to identify and explore career opportunities which aid professional development.

Our academies are a support system for those who are out of work, or who are looking for new opportunities within the

industry, making sure they are confident, and best equipped to succeed in their new roles.

All three of our academies work in partnership with local colleges: Harlow College at London Stansted, Trafford College at Manchester and Stephenson's College at East Midlands; ensuring that job seekers are given high level, professional advice and training throughout

London Stansted also holds a unique partnership with Tottenham's Job Centre Plus, providing a wider range of job seekers from the Greater London region the opportunity for professional advice and support to find a career with us.

STANSTED AIRPORT COLLEGE



With support from partners, we saw the opening in September 2018 of the Stansted Airport College, an £11 million purpose built facility. In partnership with Harlow College the on-site facility provides for 500 students per year. The first of its kind to be built at a major UK airport; this technical skills facility is also the only Further Education centre in Uttlesford district.

Stansted Airport College is designed to bridge the STEM skills gap in the East of England, offering technical apprenticeships in aviation roles, including aeronautical engineering,

business communications and logistics and aviation operations. At the heart of the college's role is providing students with directly employable skills for the future, targeting those who do not want to follow the university route.

The college provides direct access to the people and environment that we hope will accommodate their future career – no other aviation college or training facility does this. Students can begin their role with Stansted Airport, one of more than 200 companies on-site as soon as they have completed



We have a strong and longstanding track record in investing in young people. We know that supporting their skills, education and passion is essential if we are to inspire the next generation of aviation professionals.

The children had such a great time and they really got a lot out of the role play experiences. It was great to see a working airport and the traffic control tower was the icing on the cake."

ACORNS PRIMARY SCHOOL
MATHS LESSON AT MANCHESTER AIRPORT

AEROZONES

Our pioneering Aerozone education centres at East Midlands and Stansted Airports host young people from schools and colleges in the surrounding regions. These purpose-built learning hubs are designed to showcase the career opportunities available at the airport, to help prepare young people for the world of work, and to build their confidence in science, technology, engineering and maths (STEM) skills.

At the centres, young people hear from our staff and on-site business partners about the exciting range of opportunities available at MAG, learning about the rich histories of our airports. Aerozones are a free resource for schools and colleges, with all speakers giving up their time voluntarily. We are proud to have welcomed 6,276 young people through the doors over the last year. 2019 will mark the opening of Manchester's Aerozone.

6,276

WELCOMED TO
OUR AEROZONES

"Our children look at jobs in the Travel and Tourism industry. To be able to speak to people that work in that field is invaluable. To get so close to the runway and watch the planes is a brilliant experience."

HARTFORD JUNIOR SCHOOL STANSTED AIRPORT AEROZONE



IMPACT INTERVIEW: DANIEL AND PAUL KAY ON ACCELERATING CONFIDENCE



"I saw it as an opportunity to find out more about the airport, and luckily I got through. I was thinking of following my dad's line in construction, but when we came to the air traffic control tower, and saw the radar room, it was just amazing. I call it my 'lightbulb moment,' and I realised that this is what I want to do."

DANIEL
STUDENT, FARNBOROUGH ACADEMY

Daniel is a student at Farnborough Academy. When he first signed up to the Accelerating Confidence programme in partnership with East Midlands Airport, like most 16-year-olds, his future career plans were not entirely clear.

The programme is comprised of seven sessions to increase exposure to different employment opportunities at the airport. It was designed to improve students' confidence, get them thinking outside the box, and provide an opportunity for the airport to showcase skilled roles that are becoming harder and harder to fill.

"Daniel was quiet and unassuming.
We never had any issues with Daniel,
but he was quiet. Now, since this
programme, he has become Head Boy,
his confidence has improved, and he is
even more motivated towards his goal."

CLARE WATSON

DEPUTY HEAD OF FARNBOROUGH ACADEMY

The programme also led to a unique mentor relationship with Paul Kay, Air Traffic Services Manager at East Midlands Airport. They regularly meet now to discuss Daniel's progress towards his goals, preparation for exams, and how to navigate challenges.

"Daniel definitely has the potential.

He comes across as level-headed,
disciplined, and willing to put himself
up for a challenge. To do this job you
need calm-headedness and confidence
in your own decisions."

PAUL KAY

AIR TRAFFIC SERVICES MANAGER, EAST MIDLANDS AIRPORT

Since finishing the programme, and inspired by his ongoing conversations with Paul, Daniel threw himself into preparations for his GCSEs, completed work experience at East Midlands Airport to stellar reviews, and started training as a football coach, inspired to help others thanks to his ongoing conversations with Paul.

"This programme has helped me put my head down and given me something to achieve."

DANIFI

STUDENT, FARNBOROUGH ACADEMY

We look forward to seeing what the future has in store for Daniel, and for all the students we meet through our education partnerships.





STANSTED AIRPORT COLLEGE

In September 2018, Stansted Airport College welcomed its first class of students. A joint venture with Harlow College, the £11million technical skills facility provides on-site training opportunities for young people surrounding the airport. It is the first purpose-built on-site college at any major UK airport, and the only further education centre in Uttlesford.

Constructed on land made available by the airport, the project is a collaboration between the South East Local Enterprise Partnership (SELEP), Local Growth Fund, Essex County Council, Uttlesford District Council and our education partner Harlow College.

The new centre provides an opportunity for around 530 young people each year to equip themselves with the skills that employers across the airport need. This helps to ensure that young people in our local area have access to the right

training needed to begin a career in aviation. Courses on offer are aimed at specific airport roles such as aircraft and airport engineering, asset management, hospitality and customer service. Finally, to ensure that studying at the college is accessible to students from a wide area, trainees can apply for a generous travel card scheme (also available to all Stansted Airport staff) offering discounts of up to 80% on bus, coach and rail travel.

The College forms part of our long-term commitment to supporting education, employment and training in our local area, with the skills we ourselves need as a business to continue to grow. It shows how education and industry can work together to provide meaningful opportunities for young people and demonstrates the power of partnership between the private and public sector, local authority and LEP, airport and community.

"Harlow College is proud to support the development of London Stansted Airport with the new college at Stansted. We firmly believe in providing students with a clear line of sight to the workplace and excellent career opportunities. The college provides a bridge between young people and employers, as well as supporting our region's economy. We are so excited to have welcomed our new trainees this week - this is where their careers will take off!"

KAREN SPENCER PRINCIPAL OF HARLOW COLLEGE

AIRPORT ACADEMIES

"From attending the two week customer service course, to securing work experience and applying for a position within the customer service team, I was offered a job! I've been out of work for eight years, caring for my husband, and I'd convinced myself I had nothing to offer and that I was too old. With your encouragement, here I am starting work. I can't believe it!"

EAST MIDLANDS AIRPORT

Our Academies, running at all three airports, act as employment hubs between the airports and our business partners. They are a one-stop shop for anyone interested in on-site vacancies, providing tailored aviation training programmes to enable job-seekers to gain the relevant skills necessary to secure a job at the airport. From targeted interventions and employment skills courses, to work experience and CV

development, our academies are open to all. Whether people are already working on site, looking for a new career, or just need a bit of support in finding the perfect job.

This year 759 people received training though our academies, an 18% increase on last year. Of the people who received training, 80% were subsequently placed into employment.

"It is my pleasure to recommend Stansted Airport Skills Academy. I have spent a great week with a group of people working effectively on a project which has allowed me to gain back my self-esteem. I have become familiar with various areas of the diverse airport environment – this has helped me look for a new job, and finally, I have successfully found one! I have become an Airport Security Officer."

MARGITA STANSTED AIRPORT

PURE INNOVATIONS

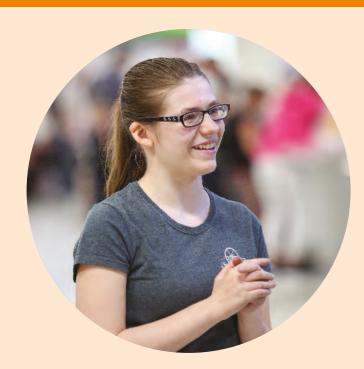
Pure Innovations is a supportive employment provider that works in partnerships with large companies and colleges within Greater Manchester, enabling young people with disabilities to reach their potential and achieve their goals. MAG was the first private employer to partner with Pure Innovations and it has been a natural fit. That first relationship has led to partnerships with 16 other employers at the airport.

"For our interns to be able to go into the workplace, and show their amazing skills, it makes us really proud."

LISA GRIFFITHS

SENIOR EMPLOYMENT OFFICER. **PURE INNOVATIONS**

IMPACT INTERVIEW: RACHAEL ON PURE INNOVATIONS



"I feel happy. Mum doesn't have to keep giving me her money. I can pay for my own stuff. I have freedom. I've actually succeeded, and it feels like everything is going to change. Autistic people can do anything... they can do anything."

STUDENT, MANCHESTER COLLEGE

For many teenagers getting a job is something of a chore, but for Rachael, securing a job at Manchester Airport has literally been a dream come true.

Rachael was born with autism, and like many neuro-diverse individuals, she is switched on in unique and unexpected ways. For years, she has been fascinated by everything to do with the airport, from the electrical innerworkings of the elevators to the intricate mechanisms in body scanners. So, when Rachael's mum discovered the Manchester Airport Partnership Programme with Pure Innovations, she knew it was exactly what her daughter needed.

Rachael joined the programme a little over a year ago and has truly thrived with the balanced offer of practical employment, life-skill training and supported placement internships at the airport.

"I'm like a moth to a light. I love being at the airport."

RACHAEL STUDENT, MANCHESTER COLLEGE

She has made friendships and positive relationships all over the airport and continues to impress people wherever she goes.

Sarah Osborne, Senior Employment Officer at Pure Innovations, lights up when talking about Rachael's journey.

"She is so dedicated and determined. She loves being here, and even though she's travelling the furthest of anyone, she is never late and always ready to learn."

SARAH OSBORNE

SENIOR EMPLOYMENT OFFICER, PURE INNOVATIONS

Sarah and her colleague, Lisa Griffiths, supported 10 interns at Manchester Airport this year, working in partnership with Manchester College to coach these young people in essential employment skills like communication, focus, task orientation, and financial management. This supported internship model is gaining traction because it effectively helps match an individual's talent and skills with the right opportunity, whilst continuing to ensure that each person continues to feel confident in their role.

Rachael is a shining example of how this programme is changing lives. When talking about securing her paid position at the restaurant, Spinning Jenny, she can't contain her excitement.

OPPORTUNITY FOR ALL CONTINUED

MANCHESTER AIRPORT TRANSFORMATION PROGRAMME

Our ambition is to grow the business in a sustainable way, whilst sharing the benefits with the regional economy. We want to support our local communities and local businesses so they can flourish.

At Manchester Airport, we are undertaking one of the largest construction projects in the North of England: the Manchester Airport Transformation Programme (MAN-TP). The £1 billion investment will transform Manchester Airport into a best-in-class operation with significant enhancements to current facilities and a major improvement to customer experience. At the same time, it will allow the airport to grow its role as a job creator and economic provider for the region.

In April, we were thrilled to see the completion of the first major phase of the programme: the first pier and a brand-new multi-storey car park opening. The 216 metre pier - which is longer than Manchester's Beetham Tower is tall – will be used by all airlines currently operating out of Terminal 2. More than 1,750 people are currently working on the project, we have welcomed our 100th apprentice, and we recently celebrated reaching the highest point of construction. The next phase of the transformation is the extension to the existing Terminal 2.

We recognise that small businesses make a significant contribution to the local and regional economy, and we are committed to sourcing locally wherever possible. This year, 15% of our procurement budget was spent on local suppliers (within 25 miles of our airports). To further support the growth of local business Stansted Airport facilitates an annual 'Meet the Buyers' event. A flagship occasion in the regional business calendar, the event brings together local suppliers and buyers, providing businesses of all sizes with an opportunity to pitch their products to senior buyers across the region.





APPRENTICES IN A TEAM
OF 1,750 WORKING
ON MANCHESTER AIRPORT
TRANSFORMATION
PROGRAMME



HEALTH, SAFETY AND WELLBEING

We aim to provide a safe environment for all our employees and customers by building a positive heath and safety culture, which has kept the aviation sector across the world safe for decades. We have a constant focus on health and safety management, and we strive to continuously improve our performance.

We operate a Vision Zero initiative, which sets us an ambitious target of having zero injuries to anyone across our airports throughout the year. Airports are busy, complex and active environments and we are disappointed to have seen an increase in the absolute number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) incidents recorded this year. However, over a five-year period, incidents across the group are decreasing. Any incident is one too many and as a result, we are moving towards accreditation to ISO45001:2018, the new Occupational Health and Safety Standard. The standard will help us to improve employee safety, reduce workplace risks and create better, safer working conditions. It will also enable us to take into account other international and national standards, further assuring the quality of our occupational health and safety management system.

INCLUSION

We recognise the importance of having a workforce that can relate to our diverse customer base, and which reflects the communities where we live and work. Every colleague should be rewarded for the individual effort they contribute, irrespective of their gender, ethnicity or sexuality. Our inclusivity is central to our longevity and business success.

Our policies and procedures help to protect against discrimination on any grounds. As part of our commitment, we have implemented numerous initiatives across our sites which encourage a truly diverse and inclusive culture. For example, we have found that an accessible recruitment process is essential to ensuring a diverse pool of talent is attracted to work at MAG. To this end, we are in the process of trialling new approaches to recruitment which eliminate unconscious bias. These include anonymising all CVs sent to managers for shortlisting, an examination of available technologies, and a full audit of processes and procedures to remove any barriers to employment.

We have also recently launched an inclusivity forum, for colleagues who are interested in Diversity and Inclusion. Colleagues are asked to comment and give feedback on aspects of diversity and inclusion, and also raise issues that they think we should be exploring. We have launched the forum through an online platform to be as inclusive as possible so that everyone across MAG, no matter what site or shift pattern they work, can participate.

A key area of MAG's focus to date has been supporting women in the workplace and addressing gender representation at all levels of our business. It is important that we challenge the perception and change the reality of the aviation industry as traditional and male-dominated. Over the past year, MAG has been working with colleagues across our business to develop our commitments to balancing gender representation within the business.

This year we published our pay gap report, showing that our gender pay gap is currently 7%. We know there is still work to do, but we are proud of the work we have done to close the gap by 22% since 2016. While women make up a greater proportion of the workforce than in 2017, the salary differential between males and females has increased by 0.9% on last year. This is primarily due to an increase in the number of females in lower paid roles across the organisation.

Whilst we have seen positive improvements in our gender pay gap, particularly at the top of the

organisation, women are still under-represented at this level.
Only 24% of senior roles are held by women and our challenge is to take steps to address this imbalance.

STAFF TRAVEL

In our business, it is crucial for our customers and colleagues alike that our airports are well connected. As a 24/7 business, we need to make sure that public transport is a cost-effective and viable option for all, including those working irregular shift patterns.

We know that the cost of travel can be a barrier for some people, and we therefore offer public transport subsidies wherever possible to ensure everyone is able to access our opportunities. At London Stansted, for example, with the support of our partners, we are pleased to provide employees with an 80% discounted travel card, making it easier than ever to access opportunities in the region.

NURTURING TALENT

Fundamental to our success is ensuring that the jobs we provide enable people to fulfil their potential and pursue careers they are passionate about. We focus on progression and continual learning, and jobs at all of our airports offer the potential for professional development.

We aim to recruit and nurture the future stars of our business through our Early Talent Identification Strategy. Through internships, apprenticeships and graduate schemes, these programmes allow us to invest in young people with lots of potential for growth, to help them to build the right skills and gain a deeper understanding of our business right from the start. This year across MAG, 10% of leadership appointments were to internally developed candidates.

BLOCAL VOICES

INTRODUCTION

Being part of a community is important to MAG. It means playing an active part in making the areas we operate in better places to live and listening to local people.

At MAG, we are dedicated to playing a key role in our communities by engaging with local voices and addressing local issues. We believe in open, honest communication to build trust with those living near to us. Through this close interaction, we can better understand and address local concerns to improve the quality of life for local people.

We also offer support to the local causes that matter most to our local residents, and we encourage our colleagues to volunteer their time and effort to ensure we remain an active member of the wider community.





"Manchester's growth will be on a sustainable footing. That means supporting local initiatives, listening to the views of people around our airport and working together to grow our business. The Manchester Transformation project was built on this principle and is why 150 local apprentices will work on the project."

ANDREW COWAN DIVISIONAL CEO, MANCHESTER AIRPORT



Our aim at MAG is to build long lasting, collaborative relationships with community members, and to build trust and understanding on both sides.

CREATING A DIALOGUE

It is important to us that the communities living close to our airports are aware of our activities, feel comfortable using their voices to shape our work, and trust us to act on their feedback. That means going beyond consultation and into genuine engagement and co-creation. Our aim at MAG is to build long lasting, collaborative relationships with community members, and to build trust and understanding on both sides.

We do our best to ensure that local communities have a platform to express their views and arrange regular outreach sessions in areas surrounding our airports. This year, we held a total of 83 outreach events. Each one helped us to hear from residents about what impacts them as well as directly inform people on our activities and responses to their needs. Our airport consultative committees also allow us to debate and respond to queries regarding operations at our airports and provide regular opportunities for members of the community to express their views.

We are exploring ways to improve our community outreach. We want to increase the scope of our work and ensure we speak with a more diverse group of local people. Our Accessibility Forums, which meet regularly at each of our airports, have helped us better understand the views of customers who require additional support. We are aware that young people's voices are under-represented in our outreach efforts and we will seek to address this in our Strategy.







COMMUNITY PROJECTS

"The funding from Manchester Airport has had a tremendous impact on the local community over the past year. The scheme resulted in a much-improved environment at the station and discouraged vandalism. It also provided enjoyment to well over 200 members of the local community who took part in the actual painting and a series of events held throughout Romiley."

ALFRED CLARK
FRIENDS OF ROMILEY STATION

We continue to play a growing, positive role in our local communities through our charitable actions and community funding. MAG has a long-standing commitment to supporting the charities, groups, people and projects that make a difference in our local areas, helping to make them better places to live and work.

This year, through a variety of funds at our airports, we contributed £386,524 to 344 local projects. We were pleased to see a 52% increase in donations, and a 54% increase in the number of projects funded compared to last year.

We are also committed to enriching the arts and culture, and this year we contributed £225,000 to an arts sponsorship programme which supports the vibrancy of the cities we serve. Since the programme began, more than £8million has been allocated to arts sponsorship projects. Our approach has been to support a range of schemes, from high profile organisations to smaller community initiatives, and to promote art in all its forms to those who might not normally have access to it.

"It's great to see so many worthwhile organisations benefitting from the Community Trust Fund. We know it can make a huge difference to those applying and we'd encourage any local groups looking for funding to get in touch and see if it's something that could work for them."

WENDY SINFIELD

COMMUNITY RELATIONS MANAGER FOR MANCHESTER AIRPORT

£386,524

344 LOCAL PROJECT



VOLUNTEERING

We encourage all colleagues to demonstrate their values by contributing to local community projects.

Our employees have a wide variety of skills and experience; from engineering and accountancy, through to retail and HR. Offering skills on a voluntary basis not only helps to strengthen ties with the areas in which we live and work but has also been linked to improved employee wellbeing and engagement.

In 2018/19, 17% of MAG staff volunteered in their local communities, giving a total of 17,464 hours of support. Colleagues were able to spend their time supporting the causes and programmes closest to their hearts.

Our long-term target is to increase the proportion of MAG staff volunteering to 30%. Due to the nature of our business, we have found it challenging in the past to meet this target. Many of our colleagues work shift patterns and historically, their volunteering levels have been lower. We are exploring how to expand our volunteering offer, make it easier for those working shifts and to ensure everyone has an opportunity to give back to their local community.



IMPACT INTERVIEW: TINA DENNIS ON VOLUNTEERING



"It made me feel really useful, got me out of my comfort zone, got me to interact with different people and really improved my confidence."

TINA DENNIS

AIR TRAFFIC CONTROL ASSISTANT, EAST MIDLANDS AIRPORT

Tina Dennis has been working at East Midlands Airport for the past 30 years, and she is a shining example of how our employees give back to the community.

Growing up, she and her father, an avid plane spotter, used to spend their Sundays at East Midlands Airport, watching the planes ascend. With fond memories of that time together, she chose to do her work experience at the airport and got an offer to join the team. She took it and has been a valued employee ever since

Five years ago, Tina decided to step outside her comfort zone and volunteer for a 'Give & Gain' day, where employees give their skills and time to local community efforts.

That first experience, with Rainbows Children's Hospice, sparked a passion, and Tina has spent years since giving as much free time as possible to that organisation and many more. Tina is consistently at the top of the leaders' board for volunteer hours, and her efforts inspire other employees to get involved.

"I don't think I'm doing much. I am a shy person, and it was to test myself and my confidence. I am braver than I used to be. Now I have quite a lot of relationships with companies in the community and around the airport."

Tina is one of the hundreds of MAG employees who are improving the lives of people in the communities we serve, inspiring others to give back and make a difference.

KEY

VEAD ON VEAD



ISSUE	STRATEGIC CSR OBJECTIVE	TARGET	INDICATOR	2016/17	2017/18	2018/19	NOTE	YEAR ON YEAR CHANGE	AR	
ENERGY AND CARBON SMART	We will reduce climate change emissions by increasing efficiency	Reduce climate change emissions by increasing efficiency by 26,000	Total MWh.	172,714	172,066	170,527	1	-0.9%	^	
	and obtaining energy from renewable sources.	MWh, by 2020.	Net carbon emissions (tonnes of CO ₂ e).	26	0	0	1	0	<>	
			Carbon emission per traffic unit (tonnes of ${\rm CO_2e}$).	1.022	0.870	0.708	2	-18.6%		
PREVENTING POLLUTION	We will control activities and developments at our airports to	Achieve 100% compliance with environmental permits and maintain	% of samples within water discharge consent limits.	95.2%	89.0%	91.2%		+2.2%		
	protect the environment.	ISO14001 accreditation.	% of samples within effluent discharge consent limits.	93.6%	98.0%	87.7%	3	-10.3%	~	
			% of major operational sites with ISO14001.	100%	100%	100%		0%	<>	
			Total breaches of air quality limits.	0	0	1	4	+100%	~	
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.	We calculated our supply chain emissions for 2015/16, identifying that these were <1% of our carbon footprint.	-	-	-		-	<>	
ELIMINATING WASTE	We will minimise waste, promote recycling and eliminate landfill.		% of waste diverted from landfill.	84.5%	90.3%	90.6%		+0.3%		
			Total waste tonnage.	17,496.4	16,347.6	17,938		+9.73%	~	
BALANCED NOISE MANAGEMENT	We will limit and try to reduce the number of people affected by noise from airport operations.	number of people affected by noise	Deliver the measures set out in our Noise Action Plan and update each	% of departures within preferred noise routes.	97.2%	97.8%	96.0%	5	-1.8%	~
		airport's plan by 2019.	% of flights using continuous descent approach.	91.4%	92.8%	93.0%		+0.2%		
			Number of complaints per 1,000 air traffic movements.	16.22	21.62	30.46	6	+40.9%	~	
			Noise Footprint 57 dB LAeq day (07:00 - 23:00). Airport, Area, Population	MAN 32.0km² 34,100 EMA 7.9km² 1,000 STN 24.8km² 2,050	MAN 34.0km ² 36,950 EMA 9.0km ² 1,700 STN 26.5km ² 2,450	MAN 32.0km ² 35,300 EMA 7.7km ² 900 STN 28.5km ² 2,100		-5.8% -14.4% +7.5%		
			Noise Footprint 57 dB LAeq night (23:00 - 07:00). Airport, Area, Population	MAN 12.1km² 9,000 EMA 8.0km² 1,000 STN 9.2km² 350	MAN 12.6km ² 7,500 EMA 7.8km ² 900 STN 9.6km ² 400	MAN 12.6km ² 8,500 EMA 7.6km ² 900 STN 10.3km ² 450	7	0% -2.6% +7.3%		

- 1 2016/17 and 2017/18 data has been corrected due to a misrepresentation. 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. Our renewable installations benefit from the Government Feed in Tariff. As such, the renewable electricity we get 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 the Gold Standard.
- ² 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 and/or 100 tonnes of freight.
- $^{\scriptscriptstyle 3}$ We have identified traces of hydro-carbons in our discharge, no pollution incident occurred.
- 4 Reporting period for air quality monitoring is calendar year. Due to hot conditions in the summer of 2018 elevated levels of Ozone were measured across the UK, including at Manchester Airport. The results of our air quality monitoring at this site are available online at: www
- 5 We have seen decline in departure track compliance at Manchester and East Midlands Airport. This is principally because our departures were designed to be operated by older, slower, aircraft. We expect our plans to modernise airspace to resolve this issue.
- In 2018/19 72% of complaints at Stansted airport were from one person. However, excluding this complainant the underlying number of complaints has reduced by 13%. The Manchester Airport Consultative Committee agreed that, as required by its policy, 359 complaints from two regular complainants should not be included in this statistic. 2017 EMA data has been restated.
- 7 The night-time noise footprint at Stansted Airport has increased as a result of increased traffic, particularly, between 6 and 7am. 2018 saw increased weather and air traffic control strike disruption across Europe, as a result the number of late evening arrivals increased.

CARBON INTENSITY REPORT	2016/17	2017/18	2018/19	YEAR ON YEAR CHANGE	R
DIRECT EMISSIONS Combustion of fuel and operation of facilities.	16,371	16,520	15,712	-4.9%	^
INDIRECT EMISSIONS Electricity, heat, steam and cooling purchased for own use.	48,310	41,171	33,266	-19.2%	^
INTENSITY MEASUREMENT Emissions per traffic unit (kg CO ₂ e). ²	1.028	0.870	0.708	-18.6%	

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 2018 were used with historic emissions re-calculated where required

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ISSUE	STRATEGIC CSR OBJECTIVE	TARGET	INDICATOR	2016/17	2017/18	2018/19	NOTE	YEAR ON YEAR CHANGE	AR
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.	30.2%	14.2%	14.5%		+0.3%	^
		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.	7,060	7,750	8,200		+5.8%	^
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.	948	634	759		+19.7%	^
	scope and scale of our diffort academies.		% of people who have received training through airport academy and then are placed into employment.	75.2%	81.7%	79.6%		-2.1%	()
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: upon arrival at the airport, once passengers have made themselves known to the Passenger Services Team, 90% are assisted within 20 minutes (taken as an annual average, full information is available on individual airport websites).	Alteration in KPI	MAN – 100% STN – 100% EMA – 100%	MAN - 98.5% STN - 100% EMA - 100%		-0.5% 0% 0%	
			Arrivals: assistance should be at the aircraft side/gate. 90% of passengers should wait no longer than 10 minutes (taken as annual average, full information is available on individual airport websites).	Alteration in KPI	MAN – 78.5% STN – 96.8% EMA – 88.7%	MAN - 99.5% STN - 99.6% EMA - 99.95%		+21.0% +2.8% +11.2%	^
SPONSORSHIP AND GIVING	We will support organisations that make the regions we operate in vibrant places 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 (\mathfrak{L}) .	£1,017,648	£885,833	£802,036		-9.60%	~
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	To engage at least 90% of colleagues in a documented and meaningful performance process.	% of colleagues who have completed a performance review.	56.0%	42.0%	45.0%	8	+3.0%	^
	that is fit for purpose.		% of leadership promotions through internally developed candidates.	Updated monitoring methodology, like-for-like historic data unavailable	Updated monitoring methodology, like-for-like historic data unavailable	10.0%		-	()
POSITIVE ABOUT DIVERSITY	We will value and actively promote diversity to build a business that reflects the regions we serve.	We will work towards an equal gender split. By 2020 we will increase the number of females at leadership level by 10%.	% of females at leadership level.	32.8%	27.5%	28.7%		+1.2%	^
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%.	Number of accidents to employees involving lost time (Lost time incidents).	20	17	41	9	+141%	~
A POSITIVE WORKING ENVIRONMENT	We will engage colleagues, providing an environment within which they can improve their health and wellbeing.	We will continue to reduce sickness and absence as we work towards a target of 3.5% by 2021.	Annual sickness and absence %.	2.1%	3.3%	3.6%		+0.2%	^
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.	55%	n/a (no survey carried out this year)	n/a (no survey carried out this year)	10	-	<>
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.	21,136	30,654	30,458		-0.6%	<>
	-								

This is based on on-line population only which does not include a number of operational areas, Aviation Security Officer and Customer Service Advisors.

Last year we experienced an increase in the number of accidents at Manchester Airport, principally with slips, trips and falls. We have taken significant and concerted steps to address the underlying issues and are satisfied that we understand the cause of this spike. The corrective action we have taken has already had a positive effect.



ISSUE	STRATEGIC CSR OBJECTIVE TARGET		INDICATOR	2016/17	2017/18	2018/19	NOTE	YEAR ON YEAR CHANGE	AR
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.	15.2%	17.2%	17.2%		0%	<>
			Number of volunteer hours.	11,787	12,390	17,464		+50.0%	
			Total community investment through community funds (\mathfrak{L}) .	£279,445	£254,105	£442,739		+52.1%	^
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).	73.0%	68.0%	59.5%	11	-8.5%	~
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 to whom MAG have introduced other international cultures and languages.	147	396	693		+75.0%	^
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.	90	99	83		-16.2%	~

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INDEPENDENT ASSURANCE STATEMENT

MANCHESTER AIRPORTS GROUP





OBJECTIVE OF THE ENGAGEMENT

Manchester Airports Group plc (MAG) has engaged TÜV NORD to provide independent assurance over MAG's Corporate Responsibility Report 2019 (herein referred to as "the report"). The assurance engagement has been performed using a moderate level of assurance according to Assurance Standard AA100AS:2008. The aim of the engagement is to provide assurance regarding the report's adherence to the chosen reporting guideline, AccountAbility Principles as well as reliability and objectivity of the reported information. The report has been declared to comply with the "in accordance" – Comprehensive Option of the Global Reporting Initiative's Sustainability Reporting Standards (GRI SRS) and covers all of MAG's business activities and locations.

SCOPE OF WORK

Independent assurance within the reporting period comprised of:

- Reliability of reported information.
- Adherence to the GRI SRS Reporting Principles.
- Adherence to the requirements according to GRI SRS "in accordance" - Comprehensive Option (for those indicators deemed material).
- Adherence to the AccountAbility Principles.

The engagement has been performed using a Type-2 Engagement with a moderate level of assurance according to Assurance Standard AA1000AS:2008 and covered the following chapters of the report:

- Our approach to CSR Our Business Our Environment
- Our Community
- Our Colleagues Our Performance
- Within the assurance scope various reported GRI Indicators have been verified. These included the GRI SRS Standard Disclosures according to the chosen reporting option, Specific Disclosures and GRI G4 Sector Disclosures for airport operators, determined by MAG's materiality analysis as described in "Our approach to CSR":

201-1	201-2	201-3	201-4	202-1	202-2	203-1	204-1
305-1	305-2	305-3	305-4	305-4	305-6	305-7	
405-1	405-2	413-1	413-2	416-1	416-2		
AO3	AO5	A07	AO9				

LIMITATIONS AND EXCLUSIONS

Excluded from the scope of work are the following:

- Statements regarding the Company positioning.
- Information not related to the defined reporting period.
- Specific information of the suppliers.
- Financial data (as provided by MAG's Annual Report).

An engagement with a moderate level of assurance relies on risk-based sampling for assurance of the reported information. It also relies on MAG's internal data collection processes. Hence, based on the mentioned limitations and exclusions, this statement should not be relied upon to detect all misstatements or errors that may exist.

RESPONSIBILITIES

The sole responsibility for the content and presentation of the report lies with MAG.

TÜV NORD did not, in any way, contribute to the preparation of the report and its responsibilities are limited to:

- Assurance of the report content using a Type-2 Engagement with a moderate level of assurance according to Assurance Standard AA1000AS:2008.
- Forming of an independent assurance opinion.
- Reporting the conclusions and recommendations to management.

METHODOLOGY AND SUMMARY OF WORK PERFORMED

The assurance engagement included, but was not limited to:

- Assessment of MAG's internal systems for data collection and aggregation of report content regarding functionality, accuracy, appropriateness, sources of error and limitations.
- Interviews of relevant personnel from various levels throughout the organisation at the following sites:
- Manchester Airport,
- East Midlands Airport,
- Stansted Airport.
- Identification of relevant samples for the assurance of report content.
 - Performance of various verification procedures appropriate to the identified samples.
 - Assessment of the methodology and results of stakeholder-and materiality-analysis to identify report content.
 - Evaluation of the reported information against the requirements of the GRI SRS and G4 Sector Disclosures.

CONCLUSION

Based on our independent assurance engagement, nothing came to our attention to suggest that:

- MAG does not adhere to the AccountAbility Principles.
- The reported has not been prepared in accordance with the GRI SRS.
- The reported information is not fairly stated in all material aspects for the defined reporting period.

RECOMMENDATIONS

Based on our work performed, several recommendations for improving the report could be identified. These recommendations are presented in a separate report to the management of MAG.

STATEMENT OF INDEPENDENCE, IMPARTIALITY **AND COMPETENCE**

TÜV NORD is an independent assurance provider, whose employees have extensive experience in the assessment and assurance of sustainability information and associated processes and systems for data collection. TÜV NORD operates a certified Quality Management System according to ISO 9001:2008, ensuring and actively managing the quality of all processes related to appointment of auditors and compilation of assurance teams.

Members of the assurance team are not involved in any other projects or activities that would cause a conflict of interest with regard to the assurance engagement.

Essen. 22.08.2019

ANDREAS BACKS (LEAD AUDITOR)

Germany

TÜV NORD CERT GmbH Langemarckstr. 20 45141 Essen

DR. TAHSIN CHOUDHURY (SENIOR AUDITOR)

Corporate responsibility is a growing area of importance not just for business but for Governments and international bodies like the UN as well.

We know that all businesses need to play their part in their communities and in facing both national and international challenges.

This report demonstrates the progress we have made over the last year in achieving the targets we set ourselves five years ago, when we first set out our CSR Strategy. Our CSR report shows that we have already laid the foundations of our new Strategy, which is more focused and more ambitious than ever before, and we look forward to revealing the full details in 2020.





