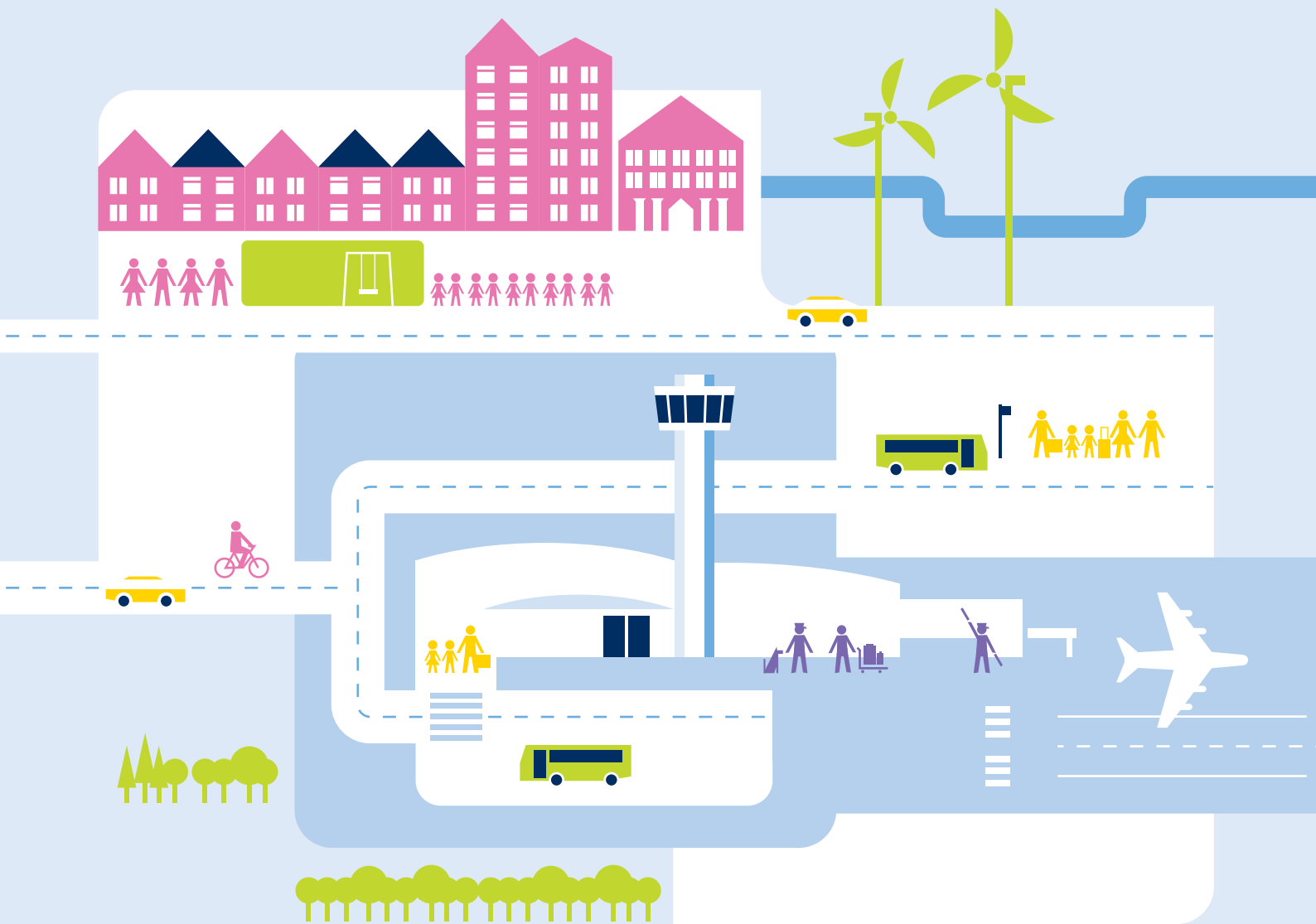


Together, we create our sustainable future



Sustainability Report 2010/11

The Manchester Airport Group PLC



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Our Business

Welcome to Manchester Airports Group's (MAG's) second sustainability report. We are striving to ensure MAG is a responsible, sustainable business, contributing to local, regional and national prosperity.

We continually aim to improve our performance and have a clear programme of action that will ensure we maximise the social and economic benefits of our business, while minimising any harmful impact on the environment and our neighbours.

Highlights from the Year

- Held **five awards** from Business in the Community, recognising our sustainability programme as setting an example for the industry.
- Progressed plans for **Airport City**; a major new employment development to regenerate the area of Wythenshawe, Manchester.
- East Midlands was the **first UK airport to plant a willow farm** to provide biomass fuel for the airport.
- Approved and implemented **32 energy-efficiency schemes** across the Group, saving 16,090 tonnes of CO₂.

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*Together, we're investing
in our sustainable future*

About Manchester Airports Group

Manchester Airports Group (MAG) is the largest UK-owned airport group, made up of:

- Manchester Airport (the largest UK airport outside the South East)
- East Midlands Airport (the UK hub for integrated cargo and a major regional base for low-cost and charter airlines)
- Humberside Airport
- Bournemouth Airport.

We also operate airport-related businesses engaged in managing and developing property, car parking and retail activities. All MAG's operations are within the UK.

MAG is owned by the ten Greater Manchester Councils comprising the Council of the City of Manchester (55%) and the nine neighbouring local authorities: Bolton, Bury, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan (5% each). It is a non-quoted public limited company, headquartered in Manchester.

MAG wholly owns East Midlands, Manchester and Bournemouth airports; and owns 82.7% of Humberside Airport, with North Lincolnshire Council holding the remainder.

Our Objective:

To be the world's airports of choice

We aim to be chosen by passengers for a smooth, safe journey; by airlines for our partnership approach; by employees because we are seen as a great place to work; and by business partners because they want to share in our innovative, customer-focused approach to doing business.

Our Brand Promise:

To make the customer journey easy

We strive to make the journey with us as seamless, relaxed and worry-free as possible.

Our Values

Colleagues

We want to help all our colleagues to make a difference.



Customers

We treat all our customers in the same way that we would like to be treated.



Innovation

We strive to be better every day and take steps to make innovation happen.



Integrity

We are open, honest and we keep our promises.



Social Commitment

We are a responsible neighbour and invest in our community.



Costs

We spend money on the things that really matter.

Our Commitment

To ensure MAG is a responsible, sustainable business, supporting local, regional and national policy.

Our Sustainability Vision

We will continually improve our performance. We have a clear programme of action that will ensure we maximise the social and economic benefits of our business, while minimising any impact on the environment and our neighbours. Sustainability is embedded in all our operations and is reflected in our core values that shape the way we work day to day.

Our Businesses

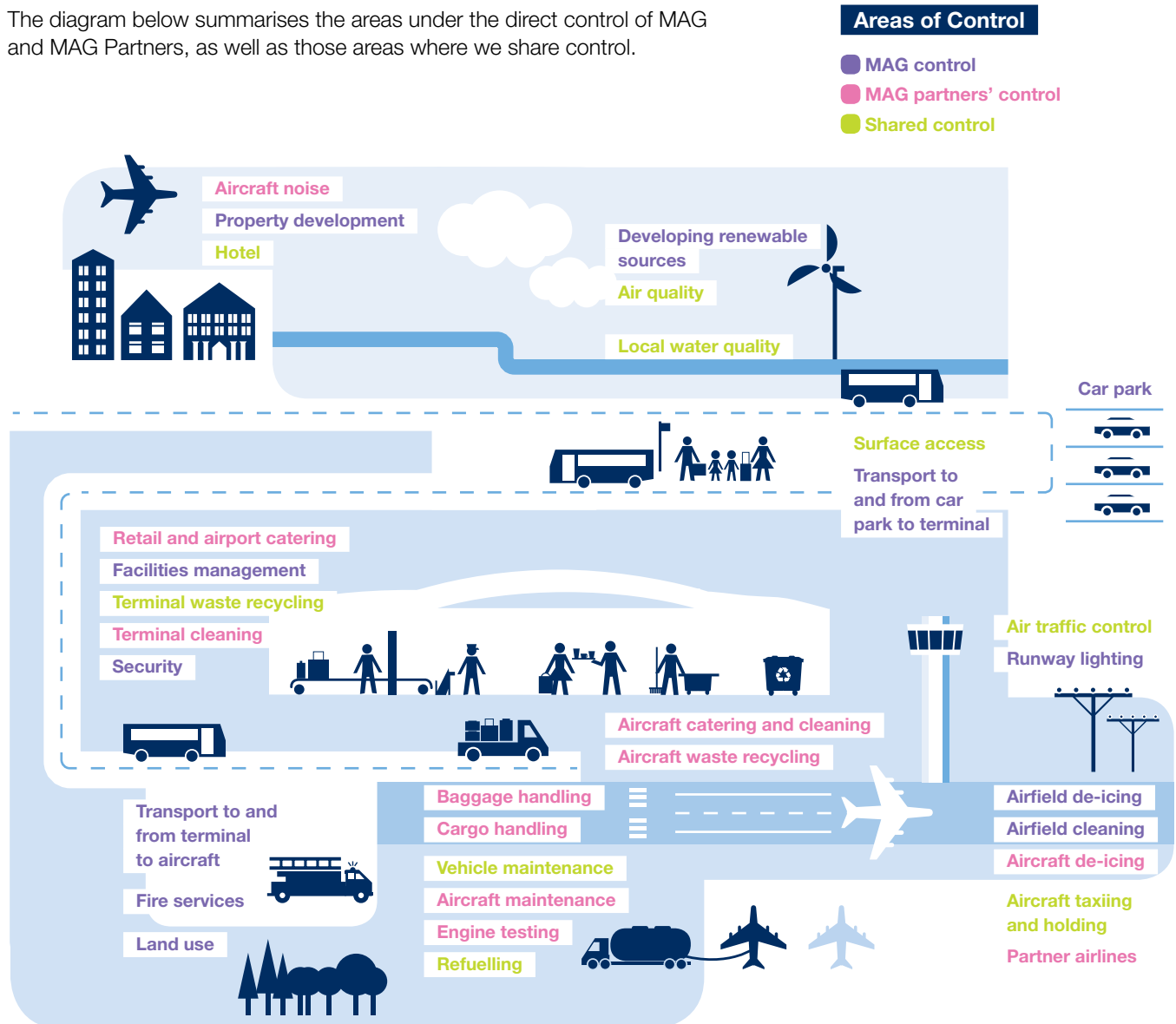
- **Bournemouth Airport** – We have invested £45 million in a major upgrade of the airport, with works to the runway, apron (aircraft parking area), operational facilities, car parks and a new departures terminal, which opened in summer 2010. The final phase was the UK's first low-carbon Arrivals building, which opened in spring 2011.
- **East Midlands Airport** – Having over 90 passenger destinations and supporting the largest pure freight and pure mail operation in the UK, East Midlands Airport provides major benefits to the local economy. We provide employment onsite for 6,500 people and have hubs for DHL, Royal Mail, UPS and TNT.
- **Humberside Airport** – We offer commercial passenger flights, with a service to Amsterdam four times a day, linking the region with destinations worldwide. Humberside is also home to the UK's second largest heliport, serving the offshore industry in the North Sea.
- **Manchester Airport** – This is the largest UK airport outside the South East, contributing some £938 million of economic value (gross value added) to the North West and direct employment for around 19,000 people. It now offers direct routes to around 200 destinations worldwide.
- **MAG Developments** – This is the property and development arm of Manchester Airports Group responsible for: property management, property development activity, estate and facility management, and strategic land acquisition and disposal. MAG Developments' remit extends across all four airports within the Group, managing an estate of over 1,500 hectares.

MAG airports are estimated to support a total of around 135,000 jobs and £3.2 billion of income across the UK. International airports are recognised as vital pieces of infrastructure that contribute significantly to the prosperity of an area. Airports attract high-growth globalised industries, drive inward investment, and facilitate international trade. Airports also bring employment and economic activity to their local area.



Areas of Direct Control

The diagram below summarises the areas under the direct control of MAG and MAG Partners, as well as those areas where we share control.



Recognition

- Manchester Airport won the 2010 North West Business Excellence Award, recognising excellence in a range of categories including the sustainability award.
- For the fourth consecutive year, East Midlands Airport won a Green Apple Award for environmental best practice.
- East Midlands Airport's bus network, Skylink, was Highly Commended at the 10th annual National Transport Awards, in the Travel Information and Marketing category, demonstrating our achievements in creating sustainable transport links to the airport.
- We hold five awards from Business in the Community, recognising our sustainability programme as setting an example for the industry.

For more examples of recognition, see [Improving Customer Service](#).

£938 million

economic value contributed to the North West by Manchester Airport

Board Statement

The past two years have been challenging for many industries, and aviation was no exception. However, with economic recovery underway and passenger growth increasing, we are optimistic about the future.

We believe that by balancing economic and environmental considerations we will successfully support economic growth in our regions by developing new routes, encouraging inward investment and tourism, and helping to create jobs in and around our airports. At present, we indirectly provide employment to around 26,000 people and support a further 50,000 jobs through our supply chain.

Over 2010/11, we continued to focus on the challenges of climate change. Our sustainability strategy aims to make our ground operations carbon neutral by 2015 and in this report, you will see that we have made solid progress towards this, reducing our CO₂ emissions by 25% since 2007. In addition, we remain focused on managing our impact on local communities, by minimising aircraft noise, improving air quality and carefully managing our land holdings.

We have seen some exciting sustainability projects come to fruition this year, including the construction of two commercial-scale wind turbines at East Midlands Airport and the design of our low-carbon arrivals building at Bournemouth Airport.

However, we cannot achieve our sustainability aims alone. We believe that it is vital that we work with our colleagues, business partners and local communities so that together we can create a more sustainable future.

By collaborating with partner companies, we are able to bring valuable employment opportunities to local people, and develop skills and educational standards in areas of need around our airports. Through our work supporting local schools and colleges, we are able to offer an insight into a world of work that is genuinely inspirational and exciting. This helps to build students' confidence and aspirations.

Engaging our people in our sustainability strategy is central to our approach. We know how much they can help in achieving our goals and we are very proud of their involvement – you will see several examples throughout this report. Not only does this benefit local communities through our volunteering programmes, it also helps develop our colleagues' skills, confidence and morale.

In the coming years, we will continue to focus on developing new routes and improving connectivity for the regions we serve; further reducing our CO₂ emissions and developing our community programme so that we can continue to raise levels of educational performance and increase access to employment. We will also encourage our colleagues to get more involved in our sustainability programme.

This is our second Group-wide Sustainability Report and it includes a wide-ranging programme of activity. We have made good progress during 2010/11, but we know that we still have much more to do. We remain committed to reporting our performance honestly, and engaging openly and constructively with our stakeholders.



We cannot achieve our sustainability aims alone. We believe that it is vital to work with our colleagues, business partners and local communities so that together we can create a more sustainable future.



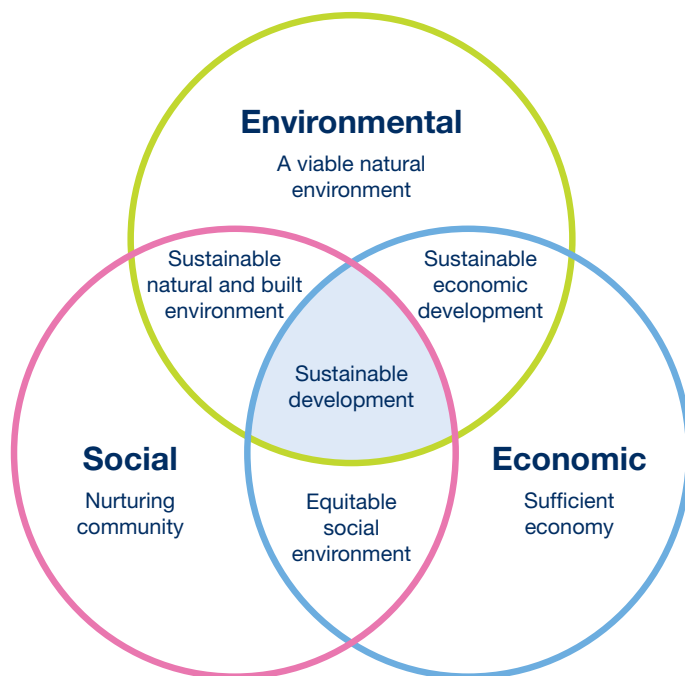
Penny Coates,
Chief Operating Officer and
Board Member for Sustainability

Sustainability Strategy

At MAG, sustainability is an integral part of our business strategy. We intend to maximise the social and economic benefits of our business and ensure we address challenges such as greenhouse gas emissions, land use and impacts on local communities.

All our airports have Master Plans that set out a long-term framework to guide how we operate and grow. It is important that our development is in line with local and national policy, including airport policy and developments in the transport network, as well as the evolving climate change agenda. We will contribute to the Government review of UK aviation policy, which is expected to be complete in 2013. Our Master Plans will be updated to reflect this review.

The following diagram shows how the various aspects of our strategy are interlinked and how they contribute to a sustainable future for our business.



We are continually working towards our sustainability goals in every aspect of our business, particularly our goal for carbon neutrality. Our sustainability strategy is based on:

- **Being an integral part of our regions** – with our airports contributing to the creation of vibrant regional economies.
- **Our community involvement** – we continually strive to be responsible neighbours and to support local communities where possible, while minimising the harm we cause.
- **Our environmental commitments** – including our goal to make the ground operations of our business (buildings and vehicles) carbon neutral by 2012 for Bournemouth, East Midlands and Humberside airports, and by 2015 for Manchester Airport – a first for the UK airport industry.
- **A fair workplace** – we want to be the employer of choice for the 2,575 people who come to work with us and for the 26,000 people on our sites.
- **A strong customer focus** – we aim to make the journey secure and easy for the 23 million people who fly through our airports every year.

The **aviation industry** is the only global industry to have **set specific carbon-related targets**; to cut aviation emissions in half by 2050, and for growth to be carbon neutral from 2020. MAG is proud to contribute to this industry-wide commitment.

Sustainable Growth

Our airports make significant contributions to the regions we serve, by providing essential links within the UK, and to Europe and destinations worldwide, but also by providing gateways that connect people to different locations, cultures and ideas.

For our sustainability goals to be achieved, we must integrate our operations with the world around us and share a common vision and purpose. We also need to work together with our business partners, including airlines, retailers, security operators, aircraft manufacturers, freight operators, and cleaning and catering companies.

Future Plans

In all our plans, from employment and environmental management to new developments, we are firmly focused on creating a platform for long-term, sustainable growth. MAG has taken a big step to ensure sustainability and environmental considerations are embedded in our capital investment decisions. As of this year, any proposed expenditure now has to address any changes in energy consumption and the subsequent impact on our carbon output.

- At Manchester, further substantial investment in public transport (£50 million) will see the Metrolink system extended to the airport by 2016. We will continue to work with our partners to develop our plans for Airport City, which is now one of the first of the UK's new Enterprise Zones. This means that there will be tax breaks for businesses and simplified planning rules as part of efforts to grow local economies. This will also help Manchester compete as a world city and potentially create over 7,000 jobs to regenerate the Wythenshawe area.
- At Bournemouth, we are working on plans to make the Airport Business Park an even more important part of the local economy. Last year, we completed Cirrus Court, a development providing new industrial and warehouse units for local businesses. The site is the largest 'brownfield' development site in the region; home to over 200 businesses employing in excess of 2,000 local people.
- At East Midlands, construction of a new four-star hotel is nearing completion. Designed with sustainability firmly in mind, it reflects the local surroundings, uses local materials and will be the first hotel in the UK to be rated 'Excellent' under the Building Research Establishment Environmental Assessment Method (BREEAM) standard. As well as being an important new local employer (with around 90 staff), it will also boost the local tourism economy.
- At Humberside we are working with offshore renewable energy businesses and helicopter operators on the creation of new wind energy developments.

Key Themes and Issues

As a Group, we are committed to building long-term partnerships with our customers, suppliers, communities and other stakeholders. We regularly consult a wide range of stakeholders and use this process as a means of defining and prioritising our key material sustainability themes. These are reported on in five groups, as shown in the table.

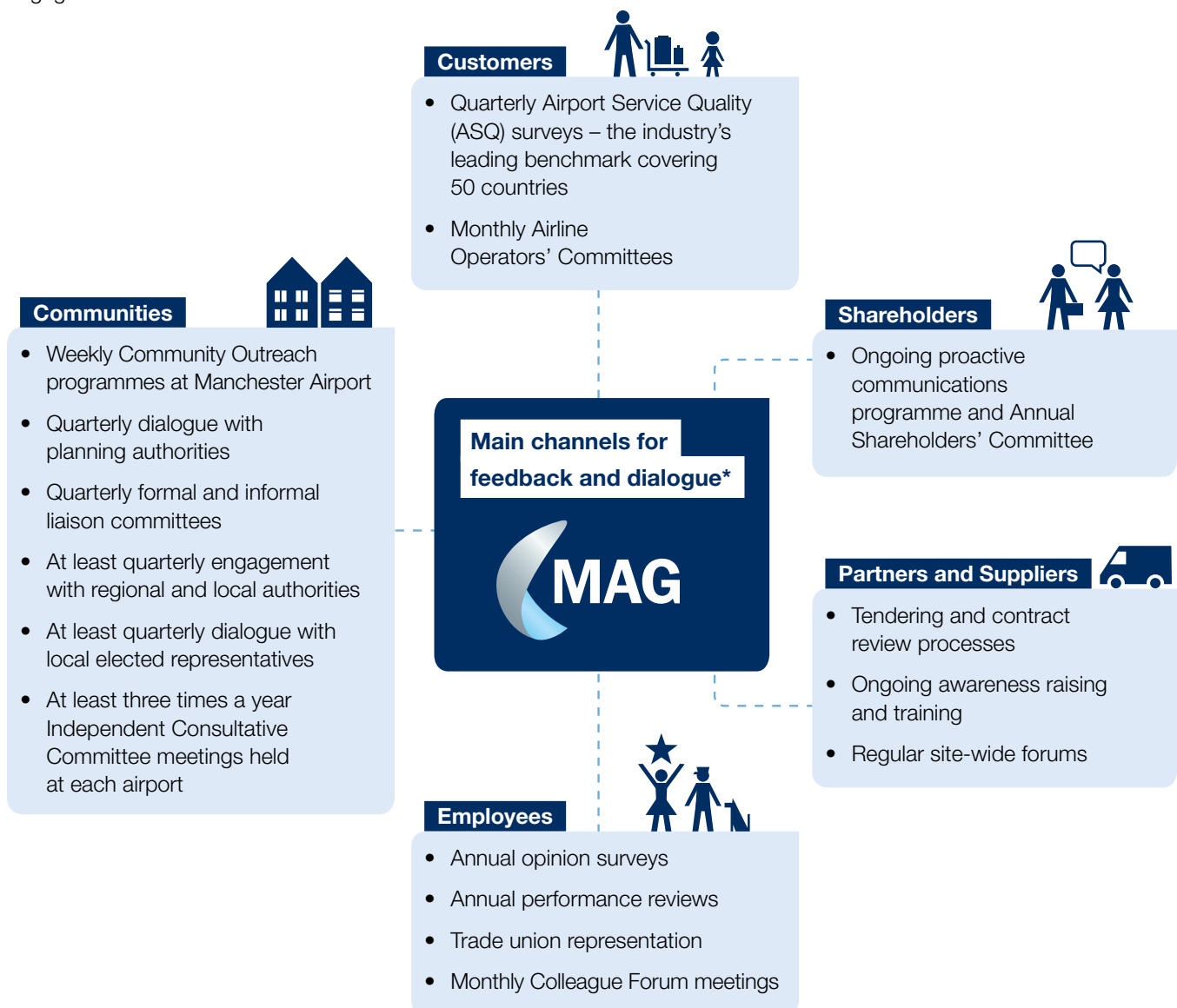
Our Business	Our Communities	Our Environment	Our People	Our Customers
Statutory obligations	Noise	Climate change adaptation/carbon reduction	Health and safety	Passenger security
Integrity and ethics	Air quality	Evolving carbon legislation/compliance	Security	Managing demand and capacity
Corporate governance/strategic policies	Consultation and dialogue	Energy and fuel use	Engagement and motivation	Service and choice
Transparent and honest communications	Mitigation schemes	Land use and new development	Recruitment and skills	Surface access
Economic growth and regeneration (gross value added)	Community investment	<ul style="list-style-type: none"> • Landscape • Biodiversity and ecology • Archaeology and heritage 	Consultation and representation	Social inclusion
Public policy	Employee volunteering	Resource use	Diversity	International connectivity and route development
<ul style="list-style-type: none"> • Sustainable Aviation Strategy • UK Air Transport 	Arts sponsorship	<ul style="list-style-type: none"> • Water consumption • Water emissions 	Absence and sickness	
		Waste and recycling		
		Indirect impacts (supply chain, passengers)		

Listening and Responding to our Stakeholders

Stakeholder management is one of our core strengths, borne out of our commitment to serve the regions where we operate. We have regular formal and informal stakeholder management processes at all levels across our business.

Our key stakeholder groups are selected on the basis of our experience and understanding of which stakeholders are most affected by our operations and also in conjunction with external advice and Government guidelines.

The following diagram shows our key stakeholders and the main channels of engagement with them.



* The frequency of feedback and dialogue given here are indicative: they vary between our airports.

The key topics and concerns raised through our stakeholder engagement related to the impact of our airports on the local community. These include the control of aircraft noise and the reduction in disturbance, as well as developing opportunities for local communities to benefit from our business. Carbon reduction and climate change adaptation are also topics raised by communities and regulatory bodies, and, accordingly, we have incorporated them into our sustainability strategy.

External Engagement

We contribute our opinions to public policy debate on matters affecting our business and our industry. Below are some of the organisations we work with:

- **The International Air Transport Association (IATA)**

IATA represents 230 airlines (93% of scheduled international air traffic) but also partners with airports through its Airport Advisor Programme. Its mission is to lead, represent and serve the airline industry, with priority areas including improving safety standards and minimising the impact of air transport on the environment.

- **Airports Council International (ACI)**

ACI represents the interests of airport operators around the world and fosters cooperation with partners across the air transport industry. It engages, on behalf of airport operators, with the International Civil Aviation Organization to debate and develop international standards for air transport, and with legislators on new policy developments. Best practice in the areas of safety, security and the environment is shared between ACI members.

- **The Air Transport Action Group (ATAG)**

ATAG is the only global association that represents all sectors of the air transport industry. Its mission is to promote aviation's sustainable growth for the benefit of global society.

Enviro.aero is supported and financed by the commercial aviation industry under the umbrella of ATAG. Its purpose is to provide clear information on the many industry measures underway to limit the impact of aviation on the environment.

- **The Airport Operators Association (AOA)**

Representing British airports, the AOA is the principal body with which the UK Government and regulators consult on airport matters. In collaboration with its members, partners and other stakeholders, it promotes aviation security, economic development, sustainability and the continued development of British airports.

- **Sustainable Aviation**

Sustainable Aviation is a group that includes many key players in the aviation industry. As an industry, we believe that we can meet the Government's target to bring the levels of CO₂ emissions back down to 2005 levels from all UK domestic and international departing flights by 2050.

Read more about how we are working with some of these organisations in [Climate Change](#).

In addition, by working closely with academics and experts we can develop our knowledge and resources to extend positive impacts beyond our own business.

We contributed to OMEGA, a UK Government-funded research project to find new technological, operational and business approaches to reduce the environmental impact of aviation. We are also working closely with De Montfort, Loughborough and Nottingham universities to promote research and boost learning. We also work closely with Manchester Metropolitan University's Centre for Air Transport and the Environment, where we created the position of Chair of Sustainable Aviation.

Operating Responsibly

Our objective is to be the world's airports of choice, putting the customer at the heart of everything we do, while remaining committed to sustainable growth. We strive to achieve the highest standards in everything we do, and sustainability is a key area where we working to retain our industry-leading position.

Corporate Governance

The Group is committed to high standards of corporate governance. The Board, accountable for the delivery of Group performance against shareholders' objectives, is responsible for developing and setting corporate strategy.

The Board has a formal schedule of matters that it must decide on. At each meeting, the Board considers finance, and health and safety reports for the Group, and a report from the Chief Executive and the Managing Directors of all four airports. Directors receive timely and accurate information that allows them to carry out their duties effectively.

The Board currently comprises the Chairman, two executive directors and eight non-executive directors.

The roles of the Chairman and Chief Executive are separate and clearly defined. The non-executive Chairman provides leadership to the Board ensuring that it delivers effectively on its accountabilities. The Group Chief Executive, supported by the Group Finance Director, is responsible for the day-to-day management and delivery of Group financial and operational objectives.

The non-executive directors, who are appointed based on objective capability criteria, bring extensive knowledge and experience to their roles providing the Board and its committees with independent, objective judgement.

The Board has also established a number of committees with specific delegated authority – more information on these and our governance structure can be found in the [MAG Annual Report and Accounts](#).

Risk Management

Risk management is embedded in our strategic and operational processes. Risk is assessed formally at divisional level through risk workshops and by maintaining a list of key 'Risk Registers'. We continually update these when individual line managers identify, evaluate and manage risks.

We assess risk exposure by profiling individual risks, their potential impact and the likelihood of occurrence, as well as considering what mitigating and controlling actions are in place. A Group-wide Steering Group, which oversees and moderates the process, meets regularly and ensures completeness of the 'Risk Registers'.

Key issues are reported to senior management and the Audit Committee, and responsibility rests ultimately with the Board. Risk assessment is also integrated into day-to-day management processes and is included in capital investment and project management procedures. The key risks identified are:

- **Security:** Ongoing investment in security technology; independent quality assurance; security staff training; and close cooperation with Government agencies and the police.
- **Health and safety:** Group-wide structure including staff training auditing and specialist advice; health and safety risk built into daily management regimes; and monitoring by a structure of Health and Safety Committees and Board-level oversight.
- **Environmental compliance:** Increased environmental restrictions including noise and air quality; limitations on future growth; managed through monitoring modelling and research.
- **Competition:** The development of existing and newly opened airports; developing and customising the offer at MAG airports to preserve and develop customer preference.
- **Changes in demand:** Threat of downturn in demand due to adverse global economic factors or specific events including terrorism; mitigated through financial controls, business intelligence and contingency planning; flexible response to business interruption.
- **Capacity shortfall:** Failure to secure planning permissions; exposure to operational capacity constraints; medium- and long-term capacity planning.

You can see full details of our risk assessment and management in our [Annual Report and Accounts](#).

Managing Sustainability

The Board considers sustainability a key strategic focus area, and the monthly business update report presented to the Board includes updates on our sustainability programme, as appropriate. The Board periodically receives a broader report on the progress of implementing our sustainability strategy. Each of our businesses has its own processes for reviewing local performance against sustainability targets.

Penny Coates, Chief Operating Officer, is our Board member responsible for sustainability. She advises the Board on progress against our sustainability strategy and objectives, and chairs a Sustainability Board meeting with representation from across the business. In 2011/12, we will establish a Board-level sub-committee, chaired by Penny and including a nominated non-executive director.

Penny is also responsible for legally binding agreements with our local authorities and our own environmental reporting procedures. This helps to maintain a strategic view, while still focusing on the tactical, day-to-day responsibilities of managing our impacts.

We achieve our sustainability objectives through a number of working and technical groups that coordinate day-to-day activities both within MAG and with our partners, for example:

- Community Champions – our network of colleagues responsible for coordinating community activities
- Airport Community Networks – groups of businesses from across our airports, including airlines, hotels and retailers, that collaborate on community projects to achieve more than individual companies could alone
- Liaison groups for Environmental Health Officers, Planning and Transport
- Airport Safety Council.

We also have a more strategic sustainability steering group chaired by the Group Director of Sustainability, which reports to the Chief Operating Officer and the Group Board. Its members are drawn widely from across the business.

Our airports have formal systems to manage their sustainability impacts, including an environmental management system accredited to ISO 14001 at East Midlands Airport. Bournemouth and Manchester airports are working towards ISO 14001 accreditation in 2011/12.

The key internal statements and policies through which we have formulated our approach to sustainability are:

- MAG Strategy
- Airport Master Plans
- Environment Plans
- Business Plans.

A number of Government policies are relevant to MAG, including:

- Air Transport White Paper (2003) and Progress Report (2006)
- Securing the Future – UK Sustainable Development Strategy (2005)
- Aviation and Global Warming (2004)
- Delivering a Sustainable Transport System (2008)
- Low-Carbon Transport: A Greener Future (2009).

Local and national policy has clearly shaped MAG's approach to sustainable development. MAG works to secure a local policy framework that enables the growth and the development of our airports while supporting and protecting our local communities. National aviation policy supports the industry's sustainable growth and the role that regional airports can play in strengthening local economies, and in relieving pressure on congested airports in the South East. National policy also sets out the challenge of climate change and the UK targets. This has influenced our approach to carbon management, demonstrated by our setting of clear energy-efficiency and carbon-neutral targets.

Our Communities

As a responsible business, we aim to be a good neighbour and to be an employer of choice, successfully contributing to regional economic growth.

We want our stakeholders to see the value in our business and the benefits we bring. Where our impacts are negative, we seek to explain why, and to demonstrate how we do all we can to reduce them.

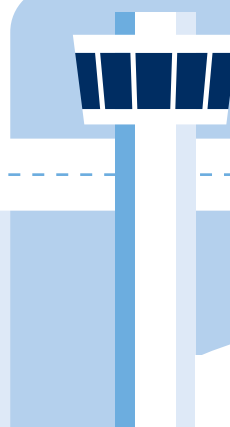
Highlights from the Year

- As a Group, we donated **£575,000** in support of various arts projects around our airports.
- In 2010/11, our Community Funds donated **£217,750** to help support local community groups and charities.
- Since 2009, **1,500 children from local schools** have visited Humberside Airport's Learning and Environment zone.
- East Midlands Airport won a **Big Tick for Climate Change** and an **East Midlands Mayday Award** in the Carbon Positive Footprints category.

27 Air Quality



18 Community Investment



Together, we're being good neighbours

23 Noise



Community Investment

Investing in our local communities is a vital part of our sustainability strategy. We do this in many ways from community funding programmes and initiatives, to investing our time and resources.

To retain a 'licence to grow' we must know, listen to and engage with our communities and we recognise that we can only achieve this through long-term dialogue and understanding.

As a result, we create true partnerships with our local communities, which help to promote the good work we're doing, make it easier to tackle any problems and better understand what communities want from their local airport.

Our community investment programme includes supporting education and employment, art and culture, Community Funds and volunteering programmes. We regularly communicate these with our local stakeholders through community newsletters, outreach events and independent consultative committees.

This year, we have particularly focused on volunteering programmes, offering colleagues up to two working days per year to dedicate to community activities. In 2010/11, colleagues at Manchester Airport donated 3,755 hours to activity in the local community.

To maximise our positive impact, we work with our airport community partners and other local businesses on community involvement activities. This includes the Airport Community Network at Manchester Airport, set up to harness the expertise and resources of onsite service partner companies. Our collective aim is to improve the opportunities and experiences we offer local people.

Community Funds

All four airports have independently managed Community Funds that support local community groups and charities. Local groups can also apply for funding for initiatives benefiting the community or environment. At East Midlands and Manchester airports, we also fine any airlines exceeding our noise limits and invest the proceeds into the Fund. To date, Manchester Airport has donated over £2 million to its Community Fund. See [Noise](#).

Community Funds in 2010/11

	Groups funded	Total donated
Manchester Airport	45	£141,933
East Midlands Airport	108	£60,877
Bournemouth Airport	5	£11,940
Humberside Airport	5	£3,000
Total	163	£217,750

In 2010, East Midlands Airport became the first UK airport and one of only 38 UK businesses to achieve the Business in Community **CommunityMark** for its continued support and investment into local communities.

East Midlands Airport has invested £560,000 in local communities over the past three years through the Community Fund and other projects such as the Aerozone. Examples of projects supported through the Community Fund include:

- £1,000 to Treetops Hospice (Derby) towards a sit-on mower to help manage its gardens and grounds
- £1,000 to Notts Anaconda (Nottingham) towards a new boat for its club
- £480 to Bramcote Park School (Nottingham) towards benches for its garden and wildlife area.

Humberside Airport has awarded funds to:

- The 166 Squadron memorial gardens in Kirmington Parish Church, for new visitor benches. We have a close relationship with the 166 Squadron as it was based on the airfield during the Second World War.
- The Binbrook children's activity club, for a much-needed projector to enable movie evenings, not only for the children but also for their families and the entire village. Tony Lavan, Managing Director of Humberside Airport, presented this to the Group, which hosted its first event in November 2010.
- Brigg United under 14s girls' football team, for training equipment and all-weather jackets. The team is funded solely by parents and is very popular among local girls.

Manchester Airport's Community Trust fund has donated £141,933 in support of 45 local groups and projects including:

- £2,500 towards a new engine for the Mary Sunley Boat, which has provided boat trips to the elderly, people with disabilities and families across Cheshire and Greater Manchester for over 30 years.
- £3,234 towards refurbishing the community kitchen at Hatherlow United Reformed Church, which hosts various activities and acts as a hub for the local community.

Bournemouth Airport awarded five grants to support local community groups, donating a total of £11,940, and projects included:

- £3,000 towards new kitchen equipment for Portfield Community Hall
- £3,500 towards changing areas for Christchurch Football Club
- £3,320 towards three laser dinghies for Highcliffe Sailing Club.

Education and Employment

Our airports work hard to offer opportunities to support local schools and colleges, and provide educational and work experience for young people.

Research shows clearly that young people are more motivated and learn better when they can see what they have learnt put into a practical workplace context. Through our work supporting local schools and colleges, we are able to offer an insight into an exciting world of work. This helps to build students' confidence and aspirations.

Bournemouth Airport provides financial support to the Portfield School – a purpose-built school for young people with autism. Our colleagues also mentor local students through the Young Enterprise Scheme, giving advice on issues such as general business skills and interviewing.

In May 2010, East Midlands Airport launched the Aerozone, an onsite education centre for groups of all ages studying various airport-related subjects, ranging from science and engineering to travel and tourism. To further strengthen our links with local schools, we have launched a new environmental initiative called '[Growing Greener Airports](#)'.

Manchester Airport is proud to be the lead sponsor for the Manchester Enterprise Academy (MEA), which officially opened its purpose-built facility in September 2010. The MEA provides 750 places for 11–16 year olds, with post-16 provision for 120 students, offering diploma qualifications in aviation and travel. We actively support both students to learn about the world of work and MEA staff to motivate young people to learn.

In addition, Manchester Airport's Community Relations team launched a free, online book for primary schools called *The Environment of Manchester Airport*. It introduces children to the work of the Environment Team and helps teachers to discuss topics such as global warming, ecology, habitats and the meaning of a carbon footprint. There are also supporting questions and practical exercises to further engage the children.

We believe that business needs can align with the needs of local communities. This year we look forward to working with the local community on the Airport City development at Manchester Airport. This will create a major new business destination to attract global businesses to the North West. In 2011, a Development Framework was published for consultation with stakeholders and the local community. Phase one of construction is expected to start in early 2012.

Around our airports

Entertaining the Community at Humberside Airport



Since 2009, 1,500 local children have visited Humberside Airport's Environment and Learning Zone to learn about the airport and our approach to sustainability. Over Christmas, Ulceby Community Café brought people from all the local villages to the Environment and Learning Zone.

"You have no idea what this has meant to the people attending, and the goodwill it has generated within the communities – well done Humberside Airport!"

**Dawn Macefield, Organiser and Community Member,
Ulceby Community Café**

940

young people have visited the East Midlands Aerozone since it opened in 2010

**Charlie Cornish,
Chief Executive, MAG**

We can realise the potential for creating over 7,000 jobs, while seeing additional revenues reinvested throughout Greater Manchester. In partnership with our key stakeholders, we will be looking to build on this opportunity for the region. ”

Around our airports

Shining STARS at Manchester Airport



This year, Manchester Airport launched the 'Student Tourist Ambassador Recruits' (STARS) programme, funded by the Government's Future Jobs Fund. Recruits undertake six months' work experience to learn about the business benefits of good customer service at the airport, while completing a Level 2 Customer Service NVQ.

The STARS work in different parts of the business, supporting our colleagues to ease our customers' journey through the airport. Passengers are really benefiting from the assistance they offer.

We have had 129 STARS in total and, by April 2011, 44 had gained employment, and 10 had job offers in place.

Supporting Art and Culture

We are one of the largest arts sponsors in the UK, with our unique sponsorship programme now entering its 22nd year. Our aim is to promote the arts, create jobs in the process and expand the cultural life of our local areas.

Across MAG, our arts sponsorship means that we often receive tickets for performances to plays, ballets, concerts and opera. We offer these to the local community and charitable groups for people who would not normally experience the arts.

Our latest allocation of £575,000 has supported projects ranging from high-profile organisations to smaller community initiatives. Examples include the Hallé Orchestra; Library Theatre Company; Manchester International Festival; Wigan Jazz; Royal Exchange Theatre; Manchester Pride and Queer Up North.

In 2010/11, we supported several artists and projects, with many having an educational element behind them:

- East Midlands Airport worked with local artists and people from a local youth group on enhancing sculptures on our Airport Trail.
- Humberside Airport supported Adopt-a-Player, the Hallé Orchestra's flagship education project, enabling children from inner-city primary schools to attend a concert and take part in a creative music project.

Hallé violinist Elizabeth Bosworth visited Wansbeck Primary School and led a music project based on the Hallé concert at Hull City Hall that evening, which the pupils also attended.

- Humberside Airport funded the Travelling by Tuba experience at Kirmington Primary School for another year – a fun and interactive way for children to learn about musical instruments.
- Manchester Airport partnered the Museum of Science and Industry in Manchester to develop a special aviation exhibition; nine primary schools visited different airport locations sketching features to make into sculptures, which were then displayed in the museum.

£575,000

allocated to supporting arts projects

Championing Colleague Volunteering

Supporting local communities is about much more than offering financial donations. We actively encourage our colleagues to get involved in the community and offer their time and skills, through various initiatives.

Our Community Champions at Manchester Airport are colleagues from across the company who meet monthly to develop schemes for community engagement. At Manchester Airport, each member of staff can use up to two days of work time a year to volunteer in the community. We set ourselves a stretching target to achieve 2,200 volunteering hours with 300 colleagues volunteering. In 2010/11, we were delighted to beat our target with 495 colleagues contributing 3,755 hours to local projects. This was achieved through increased employee communication and engagement with our value of Social Commitment.

2010 was the first year that we recorded colleague volunteering data at East Midlands Airport and we also launched Sustainability Champions. This means that colleagues can now spend one day a year volunteering and getting involved in local community or environmental activities.

Colleague Volunteering at Manchester Airport

	2007/08	2008/09	2009/10	2010/11
Hours	1,223	1,722	2,268	3,755
Volunteers	-	137	319	495

Colleague Volunteering at East Midlands Airport

	2010/11
Hours	363
Volunteers	66

We hope to include details of colleague volunteering at Bournemouth and Humberside airports in future Sustainability Reports.

Noise

As aircraft flying in and out of airports create noise and local disturbance, we use a series of measures to restrict and contain the noise associated with the operations of our airports. The main sources of noise are:

- Aircraft taking off and landing
- Aircraft on the ground, including engine testing
- Construction activities
- Road traffic to and from the airport.

Although advances in technology mean that aircraft are increasingly getting quieter, noise remains the primary concern of our local residents – and it's a subject we take very seriously.

Noise Monitoring

At all our airports we operate a wide range of initiatives to minimise all aspects of aircraft noise impact. Statutory noise action plans have now been prepared at Bournemouth, East Midlands and Manchester airports; building on our earlier locally agreed obligations and agreements.

Calculating noise footprints is a key part of our noise action plans. One way in which we measure the impact of aircraft noise around airports is preparing daytime and night noise contours. They give information on the noise levels from aircraft activity and the areas affected. The noise from actual aircraft movements is run through a computer model to produce a noise contour – the area within which aircraft noise levels exceed a given level. The noise contours take account of the number of aircraft movements and noise of individual aircraft, which is why the noise contour at Manchester is substantially larger than the contours at the other airports. The noise level of 57dB LAeq is generally recognised as the onset of significant noise disturbance, and the areas of the noise contours are shown below.

Noise Contour Areas (sq km)

	Bournemouth	East Midlands	Manchester
57dB LAeq day (07:00 – 23:00)	2009 – n/a 2010 – 4.4	2009 – 8.5 2010 – 9.3	2009 – 29.4 2010 – 29.2
57dB LAeq night (23:00 – 07:00)	2009 – n/a 2010 – 1.1	2009 – 7.8 2010 – 7.6	2009 – 8.9 2010 – 9.5

It is important that our operations are transparent and at all our airports, we monitor our compliance with our procedures and publish results, available to local people. At Bournemouth and East Midlands airports we use WebTrak, a system which enables any visitor to our website to replay the track flown by aircraft operating to and from our airports. In March 2011, Bournemouth Airport upgraded its WebTrak radar replay system to provide clearer, more detailed information about flight movements in the area.

Manchester Airport now operates a more stringent noise penalty limit of 90dB (down from 92dB) as part of our efforts to continually improve performance. We are monitoring our complaints better (see table below) by investing in our website and improved communications. We have introduced videos giving up-to-date and behind-the-scenes information, for example, showing the progress of our runway refurbishment work. We have seen a marked increase in visits to our website, and at Manchester, we only had 1,084 complaints – the lowest number recorded in many years.

Complaints About Noise

Airport	2007	2008	2009	2010
Manchester	1,928	950	1,282	1,084
East Midlands	6,674	2,618	1,064	800

This year, at East Midlands Airport, DHL introduced new quieter and more fuel-efficient aircraft – the Boeing 767 and Boeing 777 represent some of the latest, most technologically advanced aircraft and will significantly reduce noise impact to the local community.

Mitigation Schemes

While it remains our priority to reduce noise at source, where we cannot contain and reduce the disruptive effects of aircraft noise sufficiently, we provide mitigation in those areas most affected. For example, East Midlands and Manchester airports offer a Sound Insulation Grant Scheme to help residents most impacted by aircraft noise to pay for sound insulation.

On rare occasions, the roofs of local properties can be damaged by the vortices of landing aircraft. Vortices are circulating currents of air caused by moving aircraft. While most vortices are broken up by the natural flow of air before they reach the ground, sometimes they can reach roof level, causing movement or slippage to tiles. A trained assessor can identify whether or not particular roof damage resulted from an aircraft vortex.

While it is the airline that is liable for vortex damage, identification of the airline is not always possible, which is why at Manchester Airport, we operate our own vortex damage repair scheme. Damage is inspected and, if confirmed, is repaired to recommended industry standards at our expense. A boundary has been identified within which vortex damage is most likely to occur. If the property falls within this boundary, the individual may also be eligible for a new roof covering at a later date, using tile pinning and clipping that will make the roof resistant to future vortex strikes.

Reducing Noise

Over recent times, we have successfully reduced the number of noise complaints by developing a dialogue and an understanding with our local communities. We work with our airlines to minimise and contain noise in several ways including:

- **Fining noisier aircraft.** Both East Midlands and Manchester airports fine departing aircraft that are excessively noisy. While the system is primarily intended to be a deterrent, fines are donated to the airports' Community Funds. During 2010/11, the noise penalties issued by our airports raised £40,600 for our Community Funds.

At Manchester Airport, the increase in noise fines in 2010 resulted from the reduction in the noise level at which aircraft are fined, and an increase in the amount aircraft are fined. At East Midlands in 2010, there was a significant major noise surcharge on an individual aircraft.

Total Night Flying Noise Fines Paid by Airlines to our Community Funds (£)

Airport	2007	2008	2009	2010
Manchester	38,100	27,550	11,850	23,100
East Midlands	10,650	22,050	3,450	17,500

- **Using Preferred Noise Routes (PNRs).** We work with our airlines to direct aircraft over less-populated areas. At East Midlands Airport, we only allow those airlines which have regular commercial operations to carry out training flights, with no airline permitted to undertake training circuits at weekends, public holidays or at night.

We have worked working closely with Ryanair to direct their training flights away from local villages to further reduce noise impact. At Manchester, 97% of aircraft departures were within the PNRs.

Departures Within Preferred Noise Routes* (%)

Airport	2007	2008	2009	2010
Manchester	98	99	98	97
East Midlands	97	98	98	99

*Bournemouth and Humberside airports monitor noise but not flight tracks.

- **Using Continuous Descent Approach (CDA).** CDA is a quieter, more fuel-efficient way of landing an aircraft using a smooth, gradual descent. Bournemouth, East Midlands and Manchester airports use CDA and we encourage our airline partners to use it. Every year, to recognise the efforts of pilots who successfully fly the PNRs and follow our CDA procedures, East Midlands Airport offers awards to the top-performing airlines.

Flights* Using Continuous Descent Approach (%)

Airport	2007	2008	2009	2010	Target
Manchester	76	81	78	77	n/a
East Midlands	79	84	87	86	All years: 80

*Figures for Manchester are for night flights; figures for East Midlands are for all flights.

We also strive to reduce the noise created from ground operations by discouraging airlines from using reverse thrust to decelerate, restricting when aircraft engine tests are carried out, and providing mains electricity to aircraft stands where feasible, to avoid using noisy generators.

In 2010, we estimated that our work with airlines to promote CDA saved at least 13,200 tonnes of CO₂. Our airports also have regular pilot forums to jointly review performance. These are led by Air Traffic Control and are open to all airline partners, to discuss noise behaviour and reward airlines performing well. At East Midlands and Manchester airports, those airlines that achieve exemplary performance receive an award.

See [Climate Change](#), for our work with industry bodies to reduce the environmental impacts of aviation.

Air Quality

Air quality monitoring is a complex subject and remains a vital part of our environment programme. As with other forms of transport, airport activities produce emissions that can affect local air quality. The main sources are aircraft, local road traffic and airport vehicles. The emissions produced are:

- Oxides of nitrogen (NOx), which include nitrogen dioxide (NO₂)
- Particulate matter (PM₁₀), which are very small particles of a range of materials that can be inhaled
- Non-methane volatile organic compounds (NMVOC), which cover a group of chemical compounds, including benzene
- Sulphur dioxide (SO₂) which is a gas produced when fossil fuels are burned
- Carbon monoxide (CO) which is another gas produced when fossil fuels are burned.

Nitrogen dioxide and fine particulates are the pollutants of most concern in terms of airport emission sources or the likelihood to exceed air quality standards. Sulphur dioxide is no longer a pollutant of concern and is therefore no longer recorded.

We monitor air quality at all of our airports. To be open and provide reassurance to the local community, East Midlands and Manchester airports have installed continuous air quality monitoring equipment. At Manchester Airport, we have an air quality monitoring site which forms part of the National Air Quality Monitoring Network. The results are shown below.

Air Quality Monitoring at Manchester Airport* (µg per m³)

	2007	2008	2009	2010	National standard (annual mean)
NO ₂	21	24	24	28.1	40
PM ₁₀	25.6	23.5	17.7	16.6	40
O ₃	31	33	32	34.0	n/a
SO ₂	1.4	2.0	2.0	–**	n/a

*These figures are annual means for Manchester Airport's air quality monitoring site.

**SO₂ is no longer recorded at the monitoring site as it is no longer considered to be a pollutant of concern.

The concentrations of local air quality pollutants vary between the years, because they are significantly affected by the weather. Changes of nitrogen dioxide and fine particulates vary from one year to the next and in the short term – they should not be considered representative of a trend. Concentrations are monitored over longer periods, and nitrogen dioxide and particulate levels remain below the national limits.

Most emissions are caused by the movement of vehicles (onsite and accessing site) and aircraft. It is important that these pollutants remain below the level considered to pose any risk to health. The Government, advised by an independent expert panel, sets these limits.

Most onsite emissions are the result of our service partners' operations, and are therefore outside our direct control. But we aim to lead by example and promote industry best practice for air quality management. For example, for a service partner to receive a permit to operate on our site, every vehicle must pass an emissions check which is the same standard as an MOT test.

Other Initiatives to Improve Air Quality

We continue to work hard to reduce our contribution to emissions, with the main source of MAG's own emissions coming from road transport to and from the airport, see [Our Environment](#). We have a number of initiatives in place to improve air quality, ranging from extensive bus and rail services through to reducing colleague travel.

For our passengers at Bournemouth Airport, we operate a car-share scheme in conjunction with Dorset County Council. Passengers can register their details on the car-share website (carsharedorset.com), complete the details of their journey and state whether they are offering or seeking a lift.

For our colleagues, we operate the Cycle to Work scheme – a Government green transport initiative helping businesses to offer employees the opportunity to hire bicycles and safety equipment. We promote shared travel between airport sites and also encourage colleagues to sign up to their airport's car-share scheme.

We train our relevant colleagues in fuel-efficient driving techniques, and use aircraft stands within walking distance of the terminal buildings, to avoid needing buses to transport passengers.

Around our airports

Colleagues Travelling Green to Reduce CO₂ at East Midlands

The annual Travel to Work survey saw over 2,250 people at East Midlands Airport describing how they commute to work and how they intend to further reduce their carbon footprint.

Highlights include:

- Single car use has decreased from 77% to 71%
- Bus travel has increased from 8% to 10.2%
- Car sharing has increased from 9.1% to 12.8%
- Cycling and walking has increased from 2.1% to 2.4%
- The East Midlands Airport Fire Station has the most sustainable travellers – 71% of fire fighters travel green.



The overall aim for East Midlands Airport is to encourage 30% of staff members to travel green, further adding to our 2012 commitment to make our ground operations carbon neutral. See [Working Towards Carbon Neutrality](#).

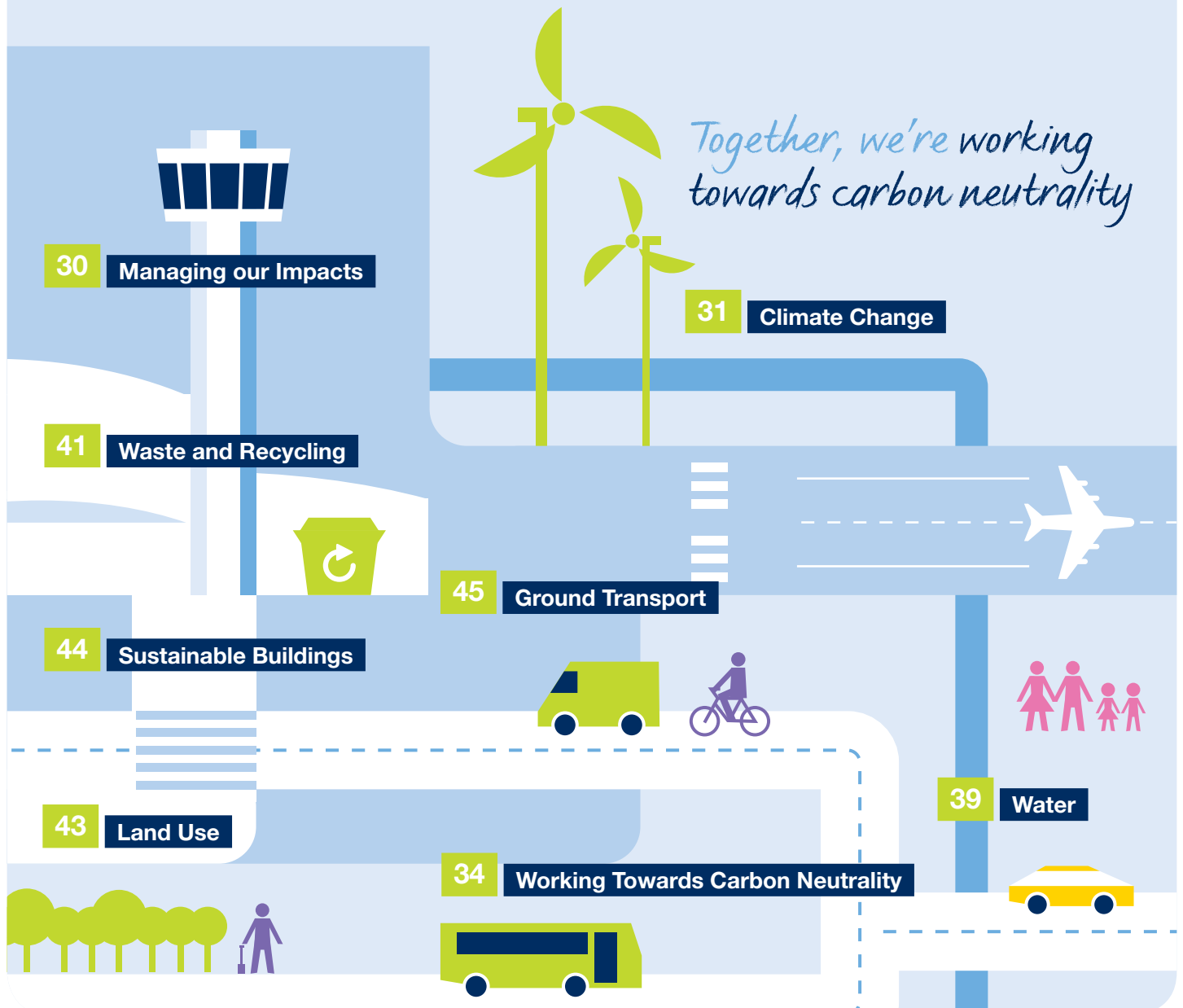
Our Environment

Our goal is to grow our business sustainably by striking a careful balance between the environmental impact of our airports and the social and economic benefits we bring to the areas where we operate.

Throughout this year we have continued to build upon our aims to use resources carefully, make our ground operations carbon neutral by 2015, and actively manage our environmental impacts.

Highlights from the Year

- At East Midlands, built the **first commercial-scale wind turbines** at a UK airport.
- Following the successful accreditation of Manchester Airport in 2008, we received **Carbon Trust accreditation** for Bournemouth, East Midlands and Humberside airports.
- Manchester Airport launched the **Carbon Challenge** – an engagement programme encouraging onsite businesses to reduce their carbon footprint.
- East Midlands Airport launched **Sustainability Champions** – an initiative to engage colleagues in sustainability.



Managing our Impacts

MAG's future growth depends upon our ability to manage and minimise the adverse impact of our operations through a systematic approach.

East Midlands was the first airport in the UK to obtain certification to the ISO 14001 environmental management system and we expect Bournemouth and Manchester airports to gain certification in 2011/12.

Our carbon neutral commitment for our ground operations sits at the core of our environmental strategy. Working collaboratively with our business partners is central to our commitment.

This year, we embedded environmental considerations in all our capital expenditure projects. This included new developments and major maintenance or repair works; allowing us to measure our environmental impacts at project approval stage and to fully account for the cost of CO₂.

We take a wide-ranging and balanced approach to achieving our environmental aims, such as applying increasingly stringent technical standards to limit emissions and noise at source; working with the airlines and air traffic controllers to adopt the cleanest and quietest operational practices; and working with industry and universities to research, develop and introduce cleaner, quieter technology.

Climate Change

At present, the aviation industry accounts for around 6–7% of the UK's total CO₂ emissions and around 2–3% of global emissions. The majority of aviation's emissions are as a result of aircraft in flight. In January 2009, the Government set a target that UK aviation emissions in 2050 should not exceed 2005 levels. The Committee on Climate Change, which advises the Government, sets out that there is potential for aviation demand to increase while still meeting the Government's target.

We will work to contribute to this by rapidly reducing our carbon intensity. In 2010/11, we implemented 32 energy-efficiency schemes across the Group, saving 16,090 tonnes of CO₂ annually.

To grow sustainably, we are focused on improving operational efficiency, making our ground operations carbon neutral by 2015 and using sustainable biofuels where appropriate.

The main sources of CO₂ emissions at our airports are:

- Energy used to heat, cool and light buildings, and to power mechanical systems (MAG)
- Operational vehicles (MAG and service partners)
- Passenger travel to and from our airports (MAG)
- Aircraft taxiing and holding on the ground (Airlines)
- Staff business travel and travel to and from our airports.

Overall, it is estimated that 60% of an airport's emissions are from vehicles and surface access, 20% from energy use, and 20% from aircraft operating on the ground.

All our airports adhere to the Government's mandatory CRC Energy Efficiency Scheme to cut CO₂ emissions in large public and private sector organisations. The scheme features a range of reputational, behavioural and financial drivers, to encourage organisations to develop energy management strategies. In addition, Manchester Airport is part of the EU Emission Trading Scheme for its onsite energy plant.

For the longer term, our airports are preparing climate change adaptation strategies to understand and develop measures for our business to continue operating in the anticipated future climate. These include business resilience, market development and infrastructure requirements.

In the 2011/12 Budget, the Government confirmed that allowances will be priced at £12 per tonne of carbon dioxide, adding a further incentive to reduce the amount of energy we use. Our focus on energy consumption and carbon output in all our capital projects also strengthens our long-term approach to improving energy efficiency.

16,090

tonnes of CO₂ saved through implementing 32 energy-efficiency schemes

Wider Collaboration

To maximise our efforts to tackle climate change, we need to work together as an industry. We belong to a number of aviation industry bodies to contribute and communicate our approach on climate change, including:

- [Sustainable Aviation](#), which has a long-term strategy, setting out the collective approach of UK aviation to tackling the challenge of ensuring a sustainable future for our industry.
- The [Airport Operators Association \(AOA\)](#), which has most recently introduced the Aircraft on the Ground CO₂ Reduction Programme, offering guidelines to airports working with partners to cut aircraft ground movement CO₂ emissions and also improve local air quality.
- The [Air Transport Action Group \(ATAG\)](#), working to promote the concept of sustainable aviation, ensuring an optimal balance between economic growth, social benefits and environmental responsibility.

The airports also engage with local environment groups; for example, Neil Robinson, Group Sustainability Director is a Board member of [Groundwork Derby and Derbyshire](#).

Read more about our affiliations with other industry bodies in [External Engagement](#).

Around our airports

East Midlands Plants the UK's First Airport Willow Farm



In March 2010, we planted the first cuttings for a willow farm at East Midlands Airport. The second phase of planting began in March 2011, with first harvest expected in 2013.

We also hired a local agricultural contractor that used 'coppicing' – a woodland management method which encourages the trees to grow healthier, more abundant shoots for up to 30 years.

The 26-hectare woodland will provide fuel for a biomass boiler to heat and power terminal buildings. We expect the farm to produce around 280 tonnes of wood fuel annually, and in turn, save 350 tonnes of CO₂ emissions. This will help us towards our commitment to be carbon neutral by 2012.

Around our airports

Energy Reduction Programme at Manchester Airport



Started in April 2010, Manchester Airport made a multi-million pound capital investment in energy-reduction technologies.

This is part of an 18-month energy reduction programme that involves introducing lighting controls and LED lights, which typically halve energy use.

The car parks in Terminals 1 and 3 have LED lights. The Terminal 3 car park also has lighting controls around each parking deck, which switch the LED lights off when there is sufficient daylight. This provides total energy savings of 55% or 288 tonnes carbon dioxide per year.

Terminal 2 is currently being fitted with LED lights and we are now using LED lights in the baggage halls in all three terminals, which replaced over 2,000 fluorescent lamps.

The energy-efficiency measures introduced in 2010/11 at Manchester have so far resulted in a saving of 2,588 tonnes of carbon dioxide. Over a full year this will amount to 7,096 tonnes, representing 10% of our total energy use at Manchester Airport.

Working Towards Carbon Neutrality

As part of our business strategy, we set ourselves the target of becoming carbon neutral for our ground operations by 2015 (2012 for Bournemouth, East Midlands and Humberside). Our Carbon Neutral Commitment includes the following objectives:

- increase energy efficiency
- review energy supplies, selecting low-carbon alternatives
- be a market leader, benchmarking innovative approaches to sustainability through all developments
- be a responsible business, reducing our carbon footprint, while facilitating growth in passenger and freight movements
- reduce or mitigate any impacts on local communities
- encourage and promote energy-efficiency and carbon-reduction measures through service partners and colleagues.

In 2010/11, we continued our efforts to use resources carefully, actively manage our environmental impacts and work towards carbon neutrality. Our progress is reflected in the [performance data](#) and in the examples below:

- Construction began on one of the UK's most eco-friendly hotels (with BREEAM rating 'Excellent') at East Midlands Airport.
- Airport Carbon Accreditation – ACI Europe has upgraded Manchester Airport's accreditation to Level 3 (optimisation). Airport Carbon Accreditation is the European carbon standard for airports. The programme assesses and recognises the efforts of airports to manage and reduce their carbon emissions with four levels of award: 'Mapping', 'Reduction', 'Optimisation' and 'Neutrality'.
- The first two of four wind turbines have been installed at East Midlands Airport, which will supply 10% of the airport's electricity.
- Our design brief for the Arrivals building at Bournemouth Airport included the requirement to deliver a low-carbon building with 70–100% lower carbon consumption than a traditional building. Initiatives include photovoltaic panels on the roof.
- A collaborative Environmental Management Group was formed at Manchester Airport with the aim of creating procedures to improve CO₂ emissions.
- A guidance document is being produced by the Airport Operators Association for all UK airports regarding CO₂ emissions from aircraft on the ground.
- We introduced an Automatic Metering System for electricity at Manchester Airport at a capital expenditure cost of approximately £1.2m.
- Electricity and water metering is in place for all onsite tenants at East Midlands Airport and provides wireless, automatic and half-hourly information. Costing £200k to implement, the system enables a much better understanding of energy use across the site.
- Our annual colleague survey demonstrates that over 85% of colleagues believe we take our commitment to sustainability seriously.

The majority of MAG's carbon emissions occur as a result of our energy consumption, and have been significantly affected by the particularly cold winter of 2010/2011. This increased gas consumption at our airports and the amount of gas oil used to run back-up boilers. However, the success of the energy-efficiency schemes together with the purchase of 50% renewable electricity has started to show significant reductions in CO₂.

Total MAG Net CO₂ Emissions (tonnes)

Source	2007	2008	2009	2010
Gas	24,188	17,884	18,301	20,165
Electricity	75,790	70,619	54,024	47,256
Gas oil	1,289	294	332	2,392
Vehicle fuel	4,425	4,483	4,512	4,561
Liquefied petroleum gas	n/a	n/a	n/a	40
Total	105,692	93,280	77,169	74,414

Note 1: Since our commitment to carbon neutrality was made, the voluntary carbon reporting guidelines published by DEFRA have been revised. DEFRA's long-standing advice that electricity from renewable sources such as wind and solar should be assumed to give rise to zero CO₂ emissions has changed. This change creates a significant negative impact on our business case for investment in renewable/zero carbon technology, eliminating the incentive to purchase renewable electricity at a premium. We believe that generating and purchasing renewable electricity can make an important contribution to reducing our CO₂ emissions and that industry can play an important part in stimulating the generation of the UK renewables industry. For this reason we are reporting our carbon emissions this year against our commitment as we originally set it out.

Excluding the benefit of electricity purchased from renewable sources would have increased MAG's emissions by 47,038 tonnes in 2010.

Note 2: The data above shows MAG's total CO₂ emissions as covered by our Carbon Neutral Commitment. This includes Scope 1 (oil, gas, and vehicle fuel), Scope 2 (electricity with green tariff treated as zero CO₂ as outlined in our original commitment) and some Scope 3 (electricity, heating oil and fuel supplied to third-party tenants).

2010 CO₂ Emissions by Source

Source	Airport	CO ₂ (tonnes)	
Direct	Gas	Manchester Airport	18,947
		East Midlands Airport	1,218
		Bournemouth Airport	0
		Humberside Airport	0
		Total	20,165
	Gas oil	Manchester Airport	1,770
		East Midlands Airport	184
		Bournemouth Airport	332
		Humberside Airport	106
		Total	2,392
	Vehicle fuel	Manchester Airport	4,025
		East Midlands Airport	287
		Bournemouth Airport	77
Humberside Airport		172	
Total		4,561	
Liquefied petroleum gas	Humberside Airport	40	
	Total	40	
Indirect	Electricity	Manchester Airport	35,850
		East Midlands Airport	5,652
		Bournemouth Airport	4,905
		Humberside Airport	849
		Total	47,256
TOTAL		74,414	

Direct and Indirect Energy Consumption

	2007	2008	2009	2010	
Direct	<i>Vehicle fuel</i>				
	Diesel (litres)	1,605,695	1,498,716	1,548,521	1,693,753 ¹
	Petrol (litres)	399	219	0	
	Gas oil (litres)	108,213	107,320	99,924	
	<i>Buildings energy</i>				
	Natural gas (MWh)	124,562	87,396	90,764	109,083
	Liquefied petroleum gas (litres)	58	66	54	2,909 ²
	Gas oil (litres)	471,693	12,013	123,972	877,386
	Indirect	<i>Buildings energy</i>			
		Electricity (MWh)	176,120	187,335	182,217

1 This is the total vehicle fuel consumption of diesel and gas oil.

2 This increase is due to use of liquefied petroleum gas at Humberside Airport for back-up heating.

Direct and Indirect Energy Consumption Split by Airport

Source	Airport		
Direct	Gas (kWh)	Manchester Airport	102,496,737
		East Midlands Airport	6,586,751
		Bournemouth Airport	0
		Humberside Airport	0
		Total	109,083,488
	Gas oil (litres)	Manchester Airport	639,751
		East Midlands Airport	63,560
		Bournemouth Airport	135,597
		Humberside Airport	38,478
		Total	877,386
	Liquefied petroleum gas (litres)	Manchester Airport	0
		East Midlands Airport	0
		Bournemouth Airport	0
		Humberside Airport	2,909
		Total	2,909
	Vehicle fuel (litres)	Manchester Airport	1,498,516
East Midlands Airport		108,890	
Bournemouth Airport		24,041	
Humberside Airport		62,306	
Total		1,693,753	
Indirect	Electricity (kWh)	Manchester Airport	133,513,770
		East Midlands Airport	22,575,177
		Bournemouth Airport	9,809,121
		Humberside Airport	2,732,210
		Total	168,630,278

Of the electricity used by MAG, 50% comes from renewable sources. Many partners at our airports source their electricity through us, and we provide them with renewable energy. We have included our requirement for renewable electricity in our Group supply contracts, and we aim to continue increasing the proportion of renewable electricity in our supply chain.

In addition, we are continuing to explore opportunities to generate renewable power on our airport sites. This includes creating wind energy at East Midlands and we are also exploring the opportunity for solar electricity.

Proportion of MAG's Electricity Use from Renewable Sources (%)

2007/08	2008/09	2009/10	2010/11	2015 target
30	30	50	50	100

Around our airports

Manchester Airport sets the Carbon Challenge

To keep us working together on our environmental commitments, we introduced the Carbon Challenge across Manchester Airport. This is a five-year programme aimed at engaging service partners and occupiers across the site in the five steps of the carbon journey:

- Measure your carbon footprint
- Report your carbon footprint
- Plan for carbon management
- Reduce your carbon emissions
- Engage with colleagues and partners onsite.

Measuring the initial carbon footprint will typically involve calculating scopes 1 and 2 carbon dioxide emissions (direct), which often result from activities such as energy use and fuel used in their own vehicles. However, this will evolve to include significant scope 3 emissions (indirect), such as ground transport and waste.

So far, eight businesses have signed up to the Carbon Challenge.

Water

We have a two-pronged approach to managing water use: mains water consumption and local water quality.

Mains Water Consumption

The vast majority of our water comes from the mains supply and is used by MAG and its tenants and service partners. Water at our airports is mainly used for toilets in the terminals, catering, hotels, drinking water and toilets on aircraft, de-icing, construction, fire services and road sweeping.

The vast majority of our water comes from the mains supply. In total we consumed 907,779 m³ of mains water in 2010/11, and 428 m³ of rainwater harvested at East Midlands Airport. We have water meters in place across our sites and we work with our major tenant companies (hotels, caterers, maintenance and cargo companies) to accurately measure use and to target improvements.

Mains Water Consumption by MAG (m³)

2007/08	2008/09	2009/10	2010/11
908,992	875,223	866,808	907,779

Our mains water consumption has increased in 2010/11 largely as a result of improved data capturing at Manchester Airport, and new onsite developments at Bournemouth.

Local Water Quality

We must ensure a tight control of the rainwater that runs off our site into drains and local waterways, because potential sources of pollution include:

- Chemicals used for aircraft and airfield de-icing
- Detergents used in cleaning
- Chemicals and oils from aircraft and vehicle maintenance
- Silt, chemicals and fuels from construction activities
- Spillages of fuel or sewage from aircraft and service vehicles
- Fire fighting foam, mainly from training procedures.

The Environment Agency imposes strict limits on the quality of water we discharge, and so we work closely with our onsite business partners to minimise the impact of their operations. This includes monitoring onsite operations and issuing guidance notes to their staff when required.

Rainwater runoff from Manchester Airport goes into the River Bollin and a number of small streams bordering the site. Over the year, we have seen continual improvements in water quality in the Bollin Valley with otters and salmon returning to the river.

We also have water quality monitoring and protection programmes in place at Bournemouth and East Midlands airports. The quality of surface water is particularly important at Bournemouth because of the adjacent Site of Special Scientific Interest and the sensitivity of local watercourses.

Water Quality Testing: Samples within Surface Water Discharge Consent Limits (%)

Airport	2007	2008	2009	2010	Target
Manchester	98	92	100	95*	100
East Midlands	90	85	96	100	100
Bournemouth	100	100	100	100	100

* At Manchester Airport, one water sample from Cotteril Clough failed to meet the discharge consent conditions because of some carry-over of de-icer and small spillages of de-icing fluid. Revised procedures have been put in place to eliminate future risks.

Water Quality Testing: Samples Within Effluent Discharge Consent Limits (%)

Airport	2007	2008	2009	2010	Target
Manchester	100	100	100	97.5*	100
East Midlands	100	100	100	100	100

* At Manchester, one sample from the Fire Training Ground failed to meet the trade effluent consent because of an unusually high pH reading. The Training Ground is used for hot fire training and for foam spreading from the fire appliances. Detailed monitoring has been put in place to identify the cause of the consent breach.

The winter of 2010/11 was one of the coldest in recent years, with significant snowfall and continuously low temperatures. In order to keep our airports operational and safe, the winter operations plan requires using a large amount of de-icing and anti-icing chemicals. This can have a significant impact if it reaches local watercourses and major containment systems are in place. During the winter of 2010/11 Manchester Airport used 709,300 litres of de-icer and 36,500 kilos of solid de-icer; and East Midlands Airport used 274,700 litres of de-icer.



John Atkins, MAG Developments
Managing Director

We design all new buildings with sustainability in mind. Design standards specify high levels of energy efficiency and water conservation.

Waste and Recycling

One of our objectives as a business is to produce less waste and increase recycling and waste recovery rates.

The wide range of materials from the diverse activities onsite means that managing waste is a complex issue. Such activities include aircraft cleaning and catering (airlines), terminal cleaning (MAG), office cleaning (MAG), retail and catering partners, aircraft and vehicle maintenance (airlines), and cargo handling. Types of waste include general rubbish, packaging waste, newspapers, pallets, metals and green waste. Additionally, hazardous, clinical, liquid and construction waste is generated onsite.

We work closely with our business partners to encourage and influence how they manage waste and recycling. We provide training and raise awareness with our partners on waste minimisation and recycling, induction training on segregation and using waste facilities.

Sue Hodnett, Environment Advisor at Manchester Airport, chairs a coalition of UK airlines and airports looking at ways to recycle more aircraft waste. Last year, the Group published guidelines for cabin crews on collecting recyclable waste. During 2010, we communicated this data to show them what happens to the material they collect, and also provide feedback on improving quality and reducing contamination with non-recyclables.

We've also involved our cleaning contractors – they are as important as the airlines and airports in delivering recycling, and have been recycling airline literature and cardboard for many years.

Due to the scale of our operations at Manchester and East Midlands airports, we have centralised waste and recycling streams which we control. During 2010/11, 88% of waste handled by East Midlands Airport was diverted from landfill. This was achieved through initiatives such as major charter airlines, Thomas Cook and Tui Travel plc, segregating cabin waste in-flight.

Sources of Waste at Manchester Airport*

Sources	% of total waste from each source
Airfield cleaning	33
Cargo	9
Office cleaning	7
Discarded items	5
Terminal cleaning	10
Retail and catering	25
Rail station	1
Other airfield	9
Miscellaneous	1

* Data from 2009/10.

Total Waste from Manchester and East Midlands Airports (tonnes)

Airport	2007/08	2008/09	2009/10	2010/11
Manchester and East Midlands combined	9,955	8,673	7,331	7,035
Manchester	9,955	8,673	7,331	6,439
East Midlands	Not reported	Not reported	Not reported	596

Of the 596 tonnes of waste from East Midlands, 247 tonnes were segregated at the airport and a further 276 tonnes were segregated by our waste contractor: resulting in 88% of waste diverted from landfill.

Proportion of Waste Recycled*/Recovered (%)

Airport	2007/08	2008/09	2009/10	2010/11	2010/11 target
Manchester	21	21	21	43	25
	2007	2008	2009	2010	2010 target
East Midlands	30	46	84	88	50

* Figures given for waste recycled reflect the weight of waste sent to recycling plants, although a small percentage may not be recycled due to contamination.

Around 600 million UK household batteries are sent to landfill unnecessarily every year. So at Manchester Airport, we introduced a battery recycling programme. Collection facilities for batteries are now available at various locations, accessible to both airport staff and customers.

Around our airports

New Clothing Bank at Manchester Airport

We installed a new clothing bank for people who are over their luggage limit and need to leave behind items of clothing. They then go on sale in one of the charity shops that St Ann's Hospice runs across Greater Manchester. This is part of our aim to reduce waste, encourage recycling and benefit the local community.

Land Use

Within our operational areas we manage over 1,500 hectares of land and are committed to carefully managing, protecting and enhancing its quality. It is important that we recognise the value of our land; its scarcity as a business resource, and its ecological and landscape character. Our Master Plans show how we will achieve this.

Landscape and Ecology

There are substantial areas of land at our airports that are set aside as valuable landscape and ecological resources. As part of the Runway 2 development at Manchester, we committed to manage and improve some 350 hectares of land to support local biodiversity. A large number of new habitats were created and this work is overseen by a 30-year Landscape and Habitat Management Plan. This area includes several Sites of Biological Interest, and the Cotteril Clough Site of Special Scientific Interest lies west of the Airport. The Runway 2 Trail is also a popular local recreational resource.

Preserving the nationally important heathland around the Bournemouth Airport site is a priority for the business. While the Airport's contribution to emissions is low, it works to reduce its impacts by testing vehicle emissions and assessing the result of new building work on air quality. There are sensitive ecological sites in and near the Airport. These include areas of Dorset heath and a Site of Special Scientific Interest north of the Airport. Bournemouth Airport works closely with Natural England, an independent public body protecting and improving England's natural environment, and other stakeholders to monitor the ecology of the heath and protect the habitat.

The Airport Trail at East Midlands Airport has gone from strength to strength in 2010/11, with airport colleagues volunteering to plant willow trees along sections of the trail. Other recent developments include introducing interpretation boards detailing wildlife on the trail, installing picnic benches, planting trees and developing artwork (in conjunction with local primary schools and artists), as well as installing bat boxes and hedgehog hotels. This work is intended to protect a range of species that are in decline in the region.

It is important that we manage the wildlife activity within and around our airports to ensure passenger and aircraft safety. In particular bird activity and local bird populations are monitored and managed to keep the risk of aircraft bird-strikes as low as possible. As such, we record aircraft bird-strikes at all our airports. This is the first year we have included this data in our Sustainability Report.

Bird-strikes 2010

Airport	Bird-strikes per 10,000 movements
Manchester	5.36
East Midlands	4.30
Bournemouth	1.27
Humberside	4.39

Sustainable Buildings

We have introduced a new step in our capital expenditure process by embedding sustainability and environmental considerations in our capital investment decisions for new developments. Representatives from across the Group have worked together to review the approval process for any capital expenditure and incorporated sustainability measures.

Our design standards, which new buildings and refurbishments adhere to, are frequently updated to include the latest advances in environmental design and technology. We aim to ensure all new buildings meet the widely recognised Building Research Establishment Environmental Assessment Method (BREEAM) standard 'Excellent'.

The new Radisson Blu hotel at East Midlands Airport, built by MAG Developments, has been awarded the highest-ever BREEAM rating (Excellent) for a commercial hotel in the UK. The hotel uses a range of low-energy technologies; supplemented by an onsite Combined Heat and Power (CHP) engine with a Pure Plant Oil (PPO) energy centre, taking electricity to the national grid outside normal occupancy hours. This innovative system collects and stores waste heat to heat and cool the whole hotel, delivering an 87% reduction in CO₂ and supplying 90% of the consumed energy from a renewable source.

During repair works to Manchester Airport's apron (aircraft parking area), the concrete dug out was crushed onsite and then around 10,000 m³ of it was reused in the new concrete for the apron, which reduced vehicle movements and waste to landfill.

Around our airports

A sustainable future for Bournemouth Airport

Our design brief for the Arrivals building at Bournemouth Airport included the requirement to deliver a low-carbon building with 70–100% lower carbon consumption than a traditional building by:

- minimising energy use
- maximising natural lighting
- using a solar shading roof to reduce solar gain in the summer months
- using photovoltaic panels on the roof to generate green electricity.

Ground Transport

We work hard to make sure that all our airports are genuinely well connected to the regions they serve and promote environmentally sound travel options to and from our airports.

We have surface access strategies in place at each of our airports to promote public transport and maximise sustainable methods of transport. We work closely with local public transport providers to make sure that our passengers have easy access to a wide range of travel options.

In 2011, construction started on a £1.4 billion project to upgrade and extend the Metrolink to Manchester Airport, due to open in 2016. The new Metrolink line will provide a fast, frequent and greener form of public transport. By making it easier to travel from the city centre to the airport, it will help local people to access the facilities and employment opportunities at the airport.

East Midlands Airport's bus network Skylink, was Highly Commended at the 10th annual National Transport Awards in 2010. Almost half-a-million passengers used the service last year and generated a total saving of 1,600 tonnes of CO₂.

Humberside Airport works closely with a taxi company to promote shared journeys to the airport. Through their website, passengers can search for potential drivers and other passengers going to the airport.

East Midlands Airport launched a **new site-wide travel plan 'iCommute'** to promote green travel options to onsite businesses. This includes measures that businesses can implement and is supported by literature and new website content covering green travel options, and promoting three key messages – save money, time and the environment.

Our People

We aim to be an employer of choice with the goal of attracting, recruiting and retaining a committed and diverse workforce.

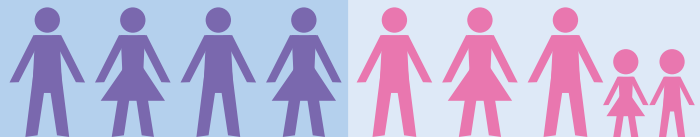
Our Group directly employs 2,575 people, supports a further 130,000 jobs and contributes £3.2 billion to the UK economy.

Highlights from the Year

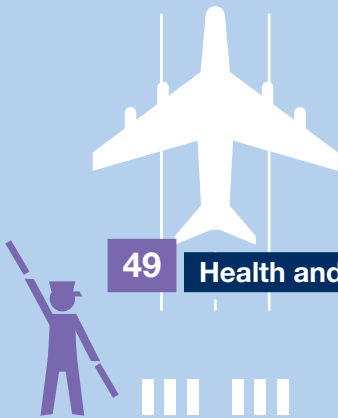
- The Group was awarded **Investors in People** accreditation in January 2010.
- **76% of colleagues** participated in the annual colleague survey, up from 54% in 2009.
- We have started rolling out an online **Learning Management System** to support our colleagues' learning and development needs.
- Our colleagues at Manchester Airport volunteered **3,755 hours** to work in the local community.

Together, we're becoming an employer of choice

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Delivering our People Strategy

We will achieve our aim to be an employer of choice by creating employment opportunities within our local communities, investing in education and engaging both our colleagues and our communities.

Across our airports, we support a wide range of job types, from security officers and ground-lighting technicians, to fire fighters and office workers. Key employee data is shown below.

Average Number of Employees*

Airport	2010	2011
Manchester Airport	2,040	2,072
East Midlands Airport	255	245
Bournemouth Airport	129	125
Humberside Airport	151	149
Total	2,575	2,591

* This is an average number of employees throughout the year due to the seasonal variations of staffing levels during operational peak periods.

Proportion of Employees by Division (%)

Manchester	East Midlands	Bournemouth	Humberside	Group
69	9	5	6	11

Employment Types (%)

	Permanent	Temporary
Full time	78	3
Part time	15	4

Our People Strategy is key to our overall business strategy and supports our other strategic workstreams. We base all the activities on four key areas:

- Ensuring our business is structured, resourced and supported in the right way to enable our sustainable, future growth
- Focusing on employee engagement and addressing those areas that colleagues feel most strongly about
- Ensuring we have the right processes and procedures in place to support our colleagues
- Encouraging our managers to lead by example, and creating a robust talent and succession planning process.

Our annual colleague engagement survey acts as a temperature check to ensure that we're meeting our People Strategy targets and we're focusing on the areas that matter most to our colleagues.

Underpinning our People Strategy is our approach to change management: we aim to inform, involve and consult with our colleagues on any business change programmes. Over the past year we established a new suite of support materials to better equip our leaders when they deliver change, and to help our colleagues understand the need for change. Examples of changes include introducing new security technology and office relocations.

Mark Johnson, our Group Business Services Director, holds overall responsibility for our approach to employee issues. We have a series of policies and procedures in place outlining how MAG and our colleagues should work together, for example:

- Code of Conduct
- Diversity
- Recruitment
- Absence management
- Disciplinary and Grievance
- Flexible working
- Whistleblowing
- Dignity at Work.

Our policies and procedures are underpinned by **our Group values and behaviours**. They support our business strategy and guide our colleagues in living our values in their everyday work. Values and behaviours are measured through annual Colleague Achievement Reviews.

We hold the **Investors in People accreditation**, a standard for businesses that are committed to supporting and developing their employees. Investors in People is a business improvement tool, administered by Investors in People UK and supported by the Department for Business, Innovation and Skills.

Health and Safety

The health and safety of colleagues and customers is a priority for MAG. We have a Group-wide structure in place to support management by providing employee training, auditing and specialist advice on health and safety, for both operational and non-operational requirements.

Health and safety risk assessment is built into daily management routines and monitored by specific committees that are in turn overseen by a corporate Health and Safety Committee with Board-level oversight.

We encourage colleagues to proactively influence effective health and safety through local airport Health and Safety Committee meetings. All ideas and learning are shared at Group level to foster best practice across MAG.

In 2010, we revised the accident reporting process, and ran a campaign to encourage the reporting of 'near-miss' accident events. This has resulted in a substantial increase in the number of reported incidents which forms part of the Health and Safety programme. However, the number of RIDDOR* reportable incidents has continued to fall. In 2010/11, there were a total of 715 accidents across the Group, of which 530 involved passengers, business partners and other onsite third parties, and 185 involved MAG employees.

Total MAG Health and Safety Incidents

	2007/08	2008/09	2009/10	2010/11
RIDDOR* reportable incidents	70	55	33	26
Other incidents	309	253	254	689
Total accidents	379	308	287	715

* RIDDOR stands for the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations. The regulations stipulate the most serious types of incidents, which must be reported to the Health and Safety Executive.

Our Employee Well-Being Programme offers confidential Life Management and Personal Support services for both everyday situations and more serious problems.

We provide colleagues at all our airports with Occupational Health services. These differ by location but range from eye tests to lifestyle assessments to meetings with an occupational health nurse.

Employee Engagement

We care about what our colleagues think and, as such, we put a lot of time and investment into ensuring their voices are heard. We want them to feel that we address their needs and concerns, and keep them informed about the business. That's why employee engagement is a key measure of success for our People Strategy.

Communicating with Colleagues

We communicate with our colleagues through a number of channels including an intranet site, an employee magazine, emails, notice boards and ad hoc methods such as posters and payslip attachments. These help to keep our colleagues informed; however to truly engage in the business and promote dialogue, we hold several face-to-face communication events each year.

We provide the Leadership Team with a monthly cascade briefing for their teams. The senior management team also hosts a series of roadshow briefings at our airports providing colleagues with an update on our strategic progress.

Around our airports

Engaging Colleagues in our Strategy



To make sure that our colleagues know about our business strategy and opportunities to get involved, we hold an annual employee briefing roadshow at all four airports. It comprises six strategy 'zones'; with each zone showing images and information relating to each aspect of the strategy.

We have face-to-face briefings and a member of the Senior Leadership Team is based at each zone to give colleagues a more personal experience and emphasise two-way communication and interactivity with the strategy. In the 2010/11 annual colleague survey, 89% of colleagues agreed that they fully understood our strategy and the importance of our vision.

Annual Colleague Survey

Our annual colleague survey also helps us to make sure that we are implementing the right communication mechanisms. In 2010/11, we saw a 22% increase in the survey response rate to 76%, giving us a clearer indication than ever before of how our colleagues feel about the business. The colleague engagement score increased by 4% to 64%. Our overall target is to achieve an engagement score of 80% by 2013.

Colleague Engagement at MAG (a Composite Score from our Employee Opinion Survey) (%)

2007	2008/09	2010	2011	2013 target
49	52	60	64	80

Our 2009/10 survey told us that colleagues would like to see increased visibility of the senior leadership team and so we introduced a Back to the Floor programme and coffee sessions with senior executive members. The programme involves members of the senior management team spending time in the operational areas of the business to better understand day-to-day issues and to better engage with the employees.

We also saw a marked improvement in colleagues' views of our sustainability strategy. The survey results show:

- 85% of colleagues believe we take our responsibility for social and environmental issues seriously (2009/10: 82%)
- 78% understand the contribution they can make to achieve our social and environmental targets (2009/10: 77%)
- 58% feel encouraged to take part in community activities (2009/10: 56%).

Several departments have proactively contacted our environment teams to suggest more sustainable ways of working in their area of the business. For example, fire fighters at Manchester Airport set up a project team to look at ways of rationalising lighting at the station.

85%

of colleagues believe we take our responsibility for social and environmental issues seriously

Around our airports

Idea Generation



Taking an innovative approach and generating new ideas will help us to deliver better customer service, make us a better place to work and ultimately, help us to grow sustainably. The best people to generate these ideas are our colleagues who do the jobs every day.

In January 2011, we launched an exciting new scheme called Innovation Activists encouraging colleagues to promote, encourage and support new ideas. To date, 16 colleagues have volunteered to become Innovation Activists, 12 of whom have been through innovation training to help them in their roles.

Engaging Colleagues in Sustainability

To unite our people in our sustainability goals, we need to embed our approach in our behaviours and consider sustainability in all our actions. One of our key values is Social Commitment – to be a responsible neighbour and invest in our community.

We embed our values in our culture across all our airports through a set of behaviours. They focus on clearly demonstrating our sustainability aims and encouraging people to get involved to help achieve them. Living our values is measured through an annual 'Colleague Achievement Review' and recognised through our MAG Stars awards programme. See [Training and Development](#).

Our Environment and Community Relations teams also get colleagues involved in various activities and events throughout the year. Regular employee communications further ensure that our sustainability messages reach all levels of the business. For those employees whose jobs involve specific environmental issues, we provide tailored training.

At Manchester Airport, we ran an environmental training needs analysis for colleagues, and are rolling out personalised training for groups of staff. The training focuses on the relevant impacts associated with their jobs and how they can play a part in environmental compliance and reducing impacts. To date, we have trained 30 external engineering staff and have scheduled training for other operational staff. For service partners, we are also providing training and awareness material about how their job affects the environment.

Around our airports

Sustainability Champions at East Midlands



East Midlands Airport has recently launched a new volunteering scheme 'Sustainability Champions', giving colleagues the opportunity to get involved in environmental and community activities. The Senior Management Team fully supports this scheme and has dedicated one day a year for each employee to volunteer.

Activities range from mentoring to decorating community buildings, from car sharing to recycling, and colleagues can commit to either a one-off challenge or a regular activity. There are three different ways in which colleagues can become Sustainability Champions:

- Green Travel Champion – this includes car sharing, cycling, walking or taking the bus to work
- Environmental Champion – this includes suggesting or implementing green initiatives or getting involved in Big Green Week, our annual event celebrating sustainability
- Community Champion – this includes volunteering in the local community.

Diversity and Equality

MAG is committed to treating all colleagues fairly and equally, ensuring that everyone is able to work and develop in an environment free from discrimination and harassment. Key diversity data is shown below.

Staff Profile*: Ethnicity (%)

	White British	Other**	Unknown
All staff	72	9	19
Senior management	6	0	94

** All other ethnic groups not classed as White British.

Staff Profile*: Gender (%)

	Male	Female
All staff	67	33
Senior management	72	28

Staff Profile*: Age (%)

	17–25	26–35	36–45	46–55	56–65	Over 65
All staff	7	19	27	30	16	1

* As at 31 March 2011.

We encourage colleagues to report any unacceptable behaviour they may witness to a line manager or HR representative. Managers and supervisors are responsible for making sure that our Dignity at Work policy is communicated and put into action; and to investigate and deal with any instances of harassment, victimisation or bullying.

We monitor the ethnic origin, disability status, gender and age of job applicants and our Board annually reviews diversity statistics of candidates and successful applicants.

During 2010/11, we dealt with 13 cases of discrimination at work, compared to 20 in 2009/10. These cases were addressed in line with company policy and appropriate actions were taken. To further reduce this number, we are focusing on Dignity at Work and we delivered training on our policy in several operational areas and launched an online course for office-based colleagues.

Training and Development

We invest in training and developing our colleagues to help them build a successful career with MAG. This is also a key way of attracting new talent to our business and helping to address any skills shortages.

This year, 77% of employees received a performance review. We also continued to develop our online performance management system 'Colleague Achievement Review', originally introduced in 2009/10 to efficiently record a review following a one-to-one discussion between employee and line manager. During 2010/11, we rolled this system out to more departments and now have 945 colleagues registered.

We further developed the online tool by introducing a Learning Management System and a 360 degree review process. Learning management is being used in specific departments and allows colleagues to record their training and development online and to complete web-based training courses, such as Dignity at Work training. The 360 degree process, being used by our senior leadership colleagues, offers both the employee and line manager comprehensive feedback on their performance as part of the Colleague Achievement Review process.

Developing Great Leaders

One of the key focus areas for our People Strategy is to develop great leaders who inspire our colleagues and lead by example. We introduced a new training module, Learning to Lead, which is available for colleagues with the ambition to become team leaders or supervisors.

We also re-launched our Management Development Programme with more tailored content for the different leadership levels within the business. Since launching the new Management Development Programme, 83 leaders within the intermediate level group at both Bournemouth and Humberside airports have completed the programme. In 2011, we will add a sustainability module to the Management Development Programme.

We have made progress in 2010/11 in offering development and career progression opportunities for all levels of the business. Examples include the following two programmes we launched:

- **Aspiring Leaders:** offering five individuals, from any part of MAG, the chance to explore areas of the business outside their current career path. This includes four work placements in different departments over two years, after which they can apply for opportunities in these areas or return to their previous role.
- **Early Talent:** offering up to 20 individuals, based at Manchester Airport, greater learning and development opportunities to help them to progress further and faster in their career. Successful colleagues become part of the Early Talent Pool and benefit from development opportunities including attaining a formal qualification in leading and managing, secondments and project work.

Manchester Airport also celebrated the first anniversary of Airport Learn: a partnership between the airport and trade unions to promote and support lifelong learning. Courses range from business-related skills such as communication and career planning workshops, to more general interests, such as sign language and learning Spanish. The courses are designed to encourage staff to access learning opportunities to enable each individual to fulfil their potential. At our first 'Support our Learners' event held in 2010, 50 colleagues received recognition for completing their training.

For our senior leadership colleagues, we have partnered Warwick University to offer a highly challenging, **bespoke Executive Development programme**. We currently have 15 colleagues participating.

Reward and Recognition

Recognising our colleagues for doing their jobs well and for going over and above what is expected of them is a key part of our People Strategy.

We have a competitive salary structure and a contribution-based pension scheme open to all colleagues. In 2010, we also introduced SMARTpension, which means that our colleagues' pension contributions can benefit from National Insurance Contribution savings.

We offer a flexible benefits package, and our discount scheme, MAG Rewards, offers colleagues discounts and savings with a number of retailers. In the year that this scheme has been running, 1,058 colleagues have registered and spent around £535,000 which equates to an approximate saving of £26,750.

To further recognise the contribution colleagues have made to our business, we run an annual colleague bonus scheme based on financial targets for the business and customer service targets for each airport.

1,058

colleagues registered with
MAG Rewards

Around our airports

Recognising our Stars

It's essential to make sure our colleagues feel valued when they go above and beyond what is expected of them in their daily work. To do this, we operate an instant recognition scheme, where any employee can reward any other employee with either a thank you card or a retail voucher. During 2010/11, 710 colleagues were recognised with instant recognition vouchers.

This scheme is supported by MAG Stars – an awards programme recognising excellent performance and demonstration of MAG behaviours. We give awards at each airport on a quarterly or bi-annual basis and invite all winners to an annual gala dinner hosted by the Chief Executive.

Recruitment

Our in-house HR Shared Service team manages our recruitment programme. We advertise job vacancies internally on our intranet site and externally on our jobs website.

Where appropriate, we use recruitment agencies for specialist roles. East Midlands and Manchester airports provide interactive guides to working at the airport; and at Manchester, we also have an onsite job centre.

Both airports work closely with our onsite business partners to promote job vacancies. Manchester Airport runs an Airport Academy, an employment and training programme helping unemployed people living locally. It helps them prepare for interviews with airport employers through a tailored pre-employment training course.

In 2010/11, Manchester Airport launched the Student Tourist Ambassador Recruits (STARs) programme. This year 129 STARs candidates have been trained and, to date, 44 have gained employment; two of them with MAG as Valet Parking Receptionists and one as a MAG Customer Service Officer.

East Midlands and Manchester airports partner the Government agency **Jobcentre Plus**, to provide opportunities to those with barriers to employment.

Our Customers

MAG's brand promise is to make the customer journey easy; as seamless, relaxed and worry-free as possible.

This year, we continued to focus on working closely with our key airline and retail customers, building high-quality shopping facilities across the Group, and developing new car parking facilities.

Highlights from the Year

- All our airports are in the **upper quartile for customer service** in their ACI Europe benchmark groups.
- **21% of MAG colleagues** are part of a **Customer First Team**, helping to improve our service to customers.
- Construction started on a **Metrolink extension** to Manchester Airport, providing customers with an efficient form of public transport.
- At the Bournemouth Tourism Awards, Bournemouth Airport won the **Outstanding Customer Service of the Year Award**.

Together, we're serving our customers

58 **Serving our Customers**



60 **Customer Security**



61 **Improving Customer Service**



63 **Airport Service Quality Survey**



64 **Promoting Sustainability**



Serving our Customers

Across MAG, we currently serve a total of 22.79 million passengers. We cannot stand still if we want to keep our current customer base and attract new customers. Therefore, we need to offer something more than they can get at other airports. Examples include our Travel Extras Store, offering customers convenient, travel-related products on our airports' websites; a new Escape lounge in Manchester Airport and overseas assistance.

Regular passenger surveys by the Civil Aviation Authority help us to continually refine and improve our offer and respond to any shifts in our customer demographics. The air transport market has been significantly affected by the global economic slow-down, but we are now seeing opportunities for growth. Despite economic conditions driving a significant decrease in Group passenger traffic, MAG has achieved strong year-on-year aviation and commercial income growth on a per passenger basis. Key data from the latest surveys is shown below.

Total Number of Passengers

	Manchester	East Midlands	Bournemouth	Humberside
Scheduled flights	12,331,060	3,048,860	514,218	151,030
Chartered flights	5,428,113	1,064,641	237,113	132,161
Total	17,759,173	4,113,501	751,331	283,191

Total Number of Aircraft Movements

	Manchester	East Midlands	Bournemouth	Humberside
Scheduled flights	123,108	28,866	3,995	4,330
Chartered flights	25,931	26,150	3,494	9,551
Total	149,039	55,016	7,489	13,881

Purpose of Journey (%)

	Manchester	East Midlands	Bournemouth	Humberside
Business	18	8	3	36
Leisure	82	92	97	64

Socio-economic Group (%)

	Manchester	East Midlands	Bournemouth	Humberside
Upper middle class	4	2	7	2
Middle class	26	12	15	10
Lower middle class	30	14	42	17
Skilled working class	12	8	17	10
Working class	5	4	11	5
Those at lowest level of subsistence	0	7	0	1
Unanswered	23	53	8	55

Age (%)

	Manchester	East Midlands	Bournemouth	Humberside
Under 25s	16	14	12	14
25-54	57	48	44	55
55 +	28	38	44	31

Country of Residence (%)

	Manchester	East Midlands	Bournemouth	Humberside
UK	82	87	89	94
Overseas	18	13	11	6

As an airport operator, in many cases, it is not our own colleagues who deliver customer service at each point of the customer journey, and so we work closely with our service partners to ensure consistently good service.

At East Midlands Airport for example, we offer a free training package to the customer-facing colleagues of onsite partners to help standardise the service we offer. Similarly, at Bournemouth Airport, we invite all service partners to attend our annual employee briefings so that they understand and align with our business strategy and customer service targets.

Around our airports**Delivering World-Class Service at Manchester Airport**

To further improve the level of customer service we offer, Manchester Airport ran a new customer service training course.

World-Class Service Training is a new and exciting way of delivering Customer Service Training to Customer Service Team Managers and Security Team Managers. Delegates experience five-star customer service within a different environment and learn about service performance: reliability, responsiveness, assurance and empathy.

Around our airports**Auto Service Centre Drives Success at East Midlands Airport**

In April 2010, East Midlands Airport's in-house Motor Transport team opened an Auto Service Centre, to service or repair customers' cars while they are away, ready for collection on return. The facility is also open to colleagues and the local community.

In April 2011, the Auto Service Centre further expanded its offering by gaining the relevant licences for conducting MOTs. Since opening, the centre has completed almost 1,100 individual jobs and continues to go from strength to strength.

Customer Security

Customer and colleague security is one of our top priorities. Over the past year we continued to invest in security technology linked to an independent quality assurance programme. We also invested heavily in training security staff to deliver even higher security standards.

All our security colleagues at Manchester and Humberside airports attend annual training courses to maintain standards of professionalism and knowledge of the latest security developments. At East Midlands and Bournemouth airports, security is managed by G4S and we work closely with them to align their performance with the Airport Service Quality (ASQ) measures for security.

We maintain close cooperation with government agencies and the police to make sure that our security regime is responsive to changes in external threats. All our airports have the appropriate security procedures to protect our passengers and colleagues, and are fully compliant with the Government's security requirements.

Around our airports

Manchester Airport at the Forefront of Security Technology



At Manchester Airport, we are at the forefront in new security technology and after trialling imaging technology (also known as body scanners) in Terminal 2, we extended its use to Terminals 1 and 3.

Safety and security are the greatest benefits of this

technology, but it also helps to improve the customer experience at security. Since 2009, the trial has shown significantly faster security processes by removing the need for physical checks by security guards.

Improving Customer Service

Across MAG, we encourage colleagues to become members of Customer First Teams, which enable them to put forward their ideas of ways we can improve our customer service. In 2010/11, we increased Customer First Team (CFT) membership by 6%, to 21%.

Customer First Teams 2010/11

Airport	Number of colleagues actively engaged in CFTs
Manchester	396
East Midlands	67
Bournemouth	43
Humberside	26
Total	532

Ideas can be as simple as changing the way we provide a service to introducing new facilities. From waterless toilet cleaners and new baggage trolleys, to snow-clearing teams and improved signage, we have implemented a whole host of projects across the Group this year.

The teams also offer opportunities for our colleagues to develop their teamworking skills and interact with colleagues outside their departments; helping to build good working relationships across the airports.

Around our airports

Humberside Airport – It's Snow Problem!



With 2010 seeing the coldest December recorded in the UK since nationwide records began 100 years ago, we certainly weren't short of challenges at our airports.

Despite this, MAG managed to minimise the snow-related disruption caused to our

passengers and keep our airports open. We received several letters of thanks for managing delays and disruptions so well.

At Humberside Airport, our colleagues' efforts to create strong relationships with local communities really shone through – local farmers even helped clear the snow on the airfield with their own equipment.

The Group agreed further plans to deal with future severe weather conditions, including introducing snow-clearing Customer First Teams, and strengthening our Winter Operations plans.



Nigel Martin, Bournemouth
Finance Administrator

Since joining a Customer First Team I have been able to have a direct impact on improving services for passengers using the airports facilities. You don't have to be an expert, just willing to bring your ideas to the table. With teamwork, the rest pretty much takes care of itself! ”

Awards

In 2010, our airports were recognised with a number of industry awards:

- Bournemouth Airport – Outstanding Customer Service of the Year Award, Bournemouth Tourism Awards
- East Midlands Airport – Best Regional UK Airport at the British Travel Awards; Airport of the Year at the National Travel Trade Gazette Awards; Big Tick Award at the Merrill Lynch Climate Change Awards
- Manchester Airport – UK Airport of the Year, Best Major UK Airport and Silver for Best Airport for Business Travel at the British Travel Awards.

Airport Service Quality Survey

The Airport Service Quality (ASQ) survey conducted by Airports Council International (ACI) is the world's largest survey of its kind providing the industry standard for passenger satisfaction benchmark data. We aim to achieve top-quartile ranking in our benchmark groups of similar-sized European ASQ airports. This reflects our vision of becoming the world's airports of choice and focusing on criteria including cleanliness, ambience, overall satisfaction, and courtesy and helpfulness of staff.

Overall Satisfaction: Top-Quartile Target within Relevant European Benchmark Group for Each Airport

	2010	2011
Manchester Airport	Achieved	Achieved
East Midlands Airport	Achieved	Achieved
Bournemouth Airport*	Not achieved	Achieved
Humberside Airport	Achieved	Achieved

* Bournemouth's improvements reflect the completion of works of a £45 million investment to its departure terminal facilities. Source: ACI.

The ASQ survey found our airports to be strong in the areas including:

- Manchester: cleanliness of washrooms, waiting times at security, feeling of being safe and secure, and thoroughness of security inspection
- East Midlands: availability of parking, speed of baggage delivery, ground transportation
- Bournemouth: thoroughness of security inspection, restaurant facilities, availability of parking
- Humberside: waiting time at check-in, courtesy of airport staff, availability of washrooms.

The survey also identified areas for improvement, which we are addressing as priorities, including:

- Manchester: ease of finding your way, and making connections, and comfort of gate and waiting areas
- East Midlands: ease of finding your way, flight information screens and business lounges
- Bournemouth: availability of baggage carts, flight information screens, ease of finding your way
- Humberside: arrivals and passport inspection, restaurant and shopping facilities.

Around our airports

Award-Winning Customer Service



ACI Europe announced both Humberside and Bournemouth airports as winners of the 2010 Airport Service Quality. The awards are based on annual results of overall satisfaction of departing passengers, and the top three performing airports in each region and size category receive an award.

Humberside Airport won the regional award (Europe) for airports of less than two million passengers a year, having secured the top spot in its benchmark group for four consecutive quarters.

Bournemouth Airport won the Best Improvement Award for airports that have experienced the biggest improvement in ASQ overall satisfaction results between 2009 and 2010 in their region (Europe).

Promoting Sustainability

We have comprehensive sustainability sections on our Group and airport websites, which communicate our sustainability approach and objectives. We also promote carbon offsetting on our websites and work with our airline partners to offer customers the opportunity to calculate their flight's emissions and purchase credits to balance these emissions.

Our Environment and Learning Zones in all four airports continue to help us raise customer awareness of our sustainability goals. See [Community Investment](#).

Our Performance

Our airports gather data across all areas of business performance including sustainability. We set ourselves short- and long-term objectives and our progress against these is shown here.

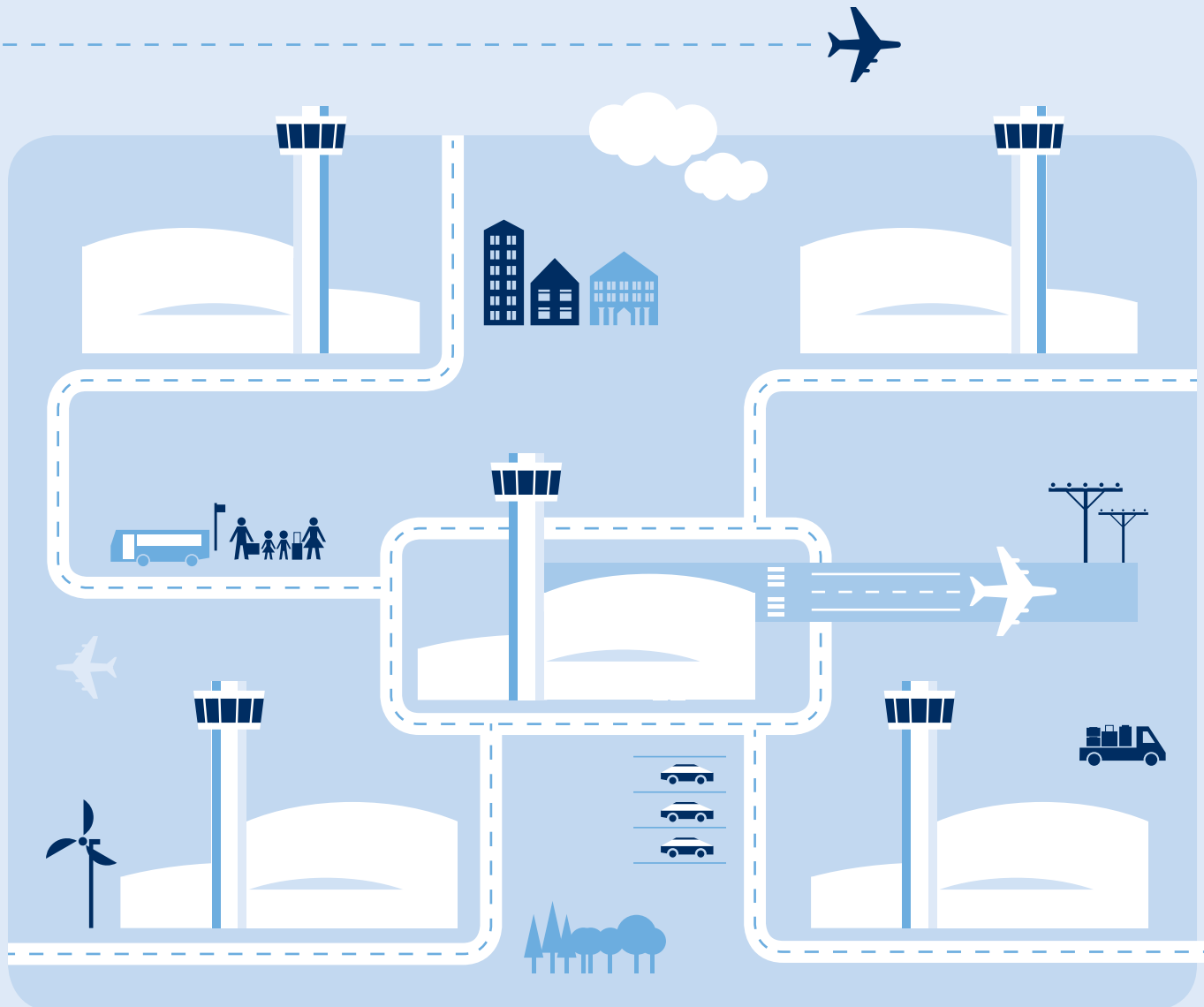
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Together, we're striving to meet our targets



About our Reporting

This is our second annual Group-wide sustainability report. We published our first report in July 2010. This report is produced for our customers, local community members, employees, shareholders, partners and suppliers.

Our individual airports also produce their own theme-specific reports, which are available on their websites:

East Midlands Airport – Community

<http://www.eastmidlandsairport.com/emaweb.nsf/content/community>

Manchester Airport – Community

<http://www.manchesterairport.co.uk/manweb.nsf/content/workinginourcommunity>

Manchester Airport – Environment

<http://www.manchesterairport.co.uk/manweb.nsf/content/environment>

Bournemouth Airport – Environment

<http://www.bournemouthairport.com/bohweb.nsf/content/environment>

Humberside Airport – Community – Noise Monitoring

<http://www.humbersideairport.com/huyweb.nsf/content/noisemonitoring>

These reports include annual community reports for Manchester and East Midlands airports, and reports of compliance with planning obligations at Manchester and Bournemouth airports.

All parts of the Group are included in this report: there are no joint ventures, subsidiaries or other business activities excluded. We report on the full impacts of our airports, including our tenants' and partners' contributions, except where stated otherwise. See areas under our direct control in our diagram in [About Manchester Airports Group](#).

Our data-gathering processes are more advanced at Manchester and East Midlands airports, where our impacts are greater. This means that, in some cases, information is available for one or both of these but not for Bournemouth or Humberside airports.

No significant events have been omitted that might affect stakeholder perceptions of MAG. We have endeavoured to include all material sustainability impacts.

There are no significant changes in the scope, boundaries or measurement processes from last year's report. The data included relates to the financial year April 2010 to March 2011, unless otherwise specified. Some data is captured by calendar years – in these cases, we refer to 2010 rather than 2010/11.

We aim to use standard methodologies for measuring and presenting our performance data, and have stated where this is not the case. This includes adhering to the Global Reporting Initiative (GRI) guidelines wherever feasible.

We have had our report checked by the Global Reporting Initiative. We have not had our report independently verified, but this will be reviewed for future reports. Our environmental programme at East Midlands Airport has been verified to achieve ISO 14001. In 2011, Manchester and Bournemouth airports will target ISO 14001 verification.

We welcome your feedback on the report or any aspect of our sustainability programme. Please send any comments or queries to sustainability@manairport.co.uk. See also [Contact Us](#).

Key Indicators

We set ourselves long-term objectives and short-term targets for our environmental and social performance at all four airports. Our progress is summarised below.

Issue	Indicator	Calendar or financial year	Airports	Performance				Target ¹
				2007 or 2007/08	2008 or 2008/09	2009 or 2009/10	2010 or 2010/11	
Our Environment								
Energy and fuel use²	Total net CO ₂ emissions (tonnes)	Calendar	All	105,692	93,280	77,169	74,414	2012: 0 (EMA, BOH, HUY) 2015: 0 (MAN)
Water	Total mains water used (m ³)	Financial	All	908,992	875,223	866,808	907,779	
	Samples within surface water discharge consent limits (%)	Calendar	Manchester East Midlands Bournemouth	98 90 100	92 85 100	100 96 100	95 100 100	All years: 100
	Samples within effluent discharge consent limits (%)	Calendar	Manchester East Midlands	100 100	100 100	100 100	97.5 100	All years: 100
Waste	Total waste (tonnes)	Financial	Manchester and East Midlands	9,955	8,673	7,331	7,035	
	Waste recycled/recovered (%)	Financial Calendar	Manchester East Midlands	21 30	21 46	21 84	43 88	2010/11: 25 2010: 50
Our Communities								
Noise	Departures within preferred noise routes (%)	Calendar	Manchester East Midlands	98 97	99 98	98 98	97 99	
	Flights using continuous descent approach ³ (%)	Calendar	Manchester East Midlands	76 79	81 84	78 87	77 86	All years: 80
Air quality	Total breaches of air quality limits	Calendar	Manchester East Midlands	0 0	0 0	0 0	0 0	
Community investment	Total community investment (£)	Financial	All	229,851	314,197	244,211	217,750	
	Employee volunteering (hours)	Financial	Manchester East Midlands	1,223	1,722	2,268	3,755 363	MAN 2010/11: 2,200

¹ MAN = Manchester, EMA = East Midlands, BOH = Bournemouth, HUY = Humberside.

² These figures are calculated assuming that electricity provided from renewable sources is zero rated for emissions.

Note: Excluding the benefit of electricity purchased from renewable sources would have increased MAG's emissions by 47,038 tonnes in 2010.

³ The figures provided for Manchester Airport are for night flights (22:00–06:00). The figures provided for East Midlands Airport are for all flights, not just the night-time period.

Issue	Indicator	Calendar or financial year	Airports	Performance				Target
				2007 or 2007/08	2008 or 2008/09	2009 or 2009/10	2010 or 2010/11	
Our People								
Health, safety and security	RIDDOR ⁴ reportable accidents	Financial	All	70	55	33	26	
Employee engagement	Colleague engagement (a composite score) (%)	Financial	All	49	52	60	64	2013: 80
Our Customers								
Putting the customer first	Colleagues involved in Customer First Teams (%)	Calendar	All	-	-	14	21	2010: 20 2013: 40
Customer satisfaction	Within the top-quartile for Airport Service Quality within the Airport's European benchmark group	Calendar	Manchester	-	Not Achieved	Achieved	Achieved	2013: upper quartile position in relevant benchmark group for each airport
			East Midlands	-	Achieved	Achieved	Achieved	
			Bournemouth	-	Not Achieved	Not Achieved	Achieved	
			Humberside	-	Achieved	Achieved	Achieved	

⁴ RIDDOR stands for the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations.

Data List

Here is a list of data charts and tables in the report with links to the data.

Our Communities

- [18 Community Funds in 2010/11](#)
- [22 Colleague Volunteering](#)
- [23 Noise Contour Areas](#)
- [24 Complaints about Noise](#)
- [25 Total Night Flying Noise Fines Paid by Airlines to our Community Funds](#)
- [25 Departures Within Preferred Noise Routes](#)
- [26 Flights Using Continuous Descent Approach](#)
- [27 Air Quality Monitoring at Manchester Airport](#)

Our Environment

- [35 Total MAG Net CO₂ Emissions](#)
- [36 2010 CO₂ Emissions by Source](#)
- [36 Direct and Indirect Energy Consumption](#)
- [37 Direct and Indirect Energy Consumption Split by Airport](#)
- [38 Proportion of MAG's Electricity Use from Renewable Sources](#)
- [39 Mains Water Consumption by MAG](#)
- [40 Water Quality Testing: Samples Within Surface Water Discharge Consent Limits](#)
- [40 Water Quality Testing: Samples Within Effluent Discharge Consent Limits](#)
- [41 Sources of Waste at Manchester Airport](#)
- [42 Total Waste from Manchester and East Midlands Airports](#)
- [42 Proportion of Waste Recycled](#)
- [43 Bird-strikes 2010](#)

Our People

- [47 Average Number of Employees](#)
- [47 Proportion of Employees by Division](#)
- [47 Employment Types](#)
- [49 Total MAG Health and Safety Incidents](#)
- [50 Colleague Engagement at MAG](#)
- [53 Staff Profile: Ethnicity](#)
- [53 Staff Profile: Gender](#)
- [53 Staff Profile: Age](#)

Our Customers

- [58 Total Number of Passengers](#)
- [58 Total Number of Aircraft Movements](#)
- [58 Purpose of Journey](#)
- [58 Socio-economic Group](#)
- [59 Age](#)
- [59 Country of Residence](#)
- [61 Customer First Teams 2010/11](#)
- [63 Airport Service Quality Survey: Overall Satisfaction](#)

GRI Index


We aim to report in line with best practice, and have aligned our report to the Global Reporting Initiative (GRI) G3 Guidelines. The index below lists the GRI indicators we report against and provides links to the relevant information.

This report has been checked by the GRI and achieves Level B. The GRI Application Level Check Statement is on page 85.

-  Fully
-  Partially
-  Not reported

Part 1: Profile Disclosures














1. Strategy and Analysis

Profile disclosure	Description	Reported	Cross-reference section
1.1	Statement from the most senior decision-maker of the organization.		Board Statement
1.2	Description of key impacts, risks, and opportunities.		About Manchester Airports Group Sustainability Strategy Sustainable Growth Key Themes and Issues Operating Responsibly Managing our Impacts

2. Organizational Profile








2.1	Name of the organization.		About Manchester Airports Group
2.2	Primary brands, products, and/or services.		About Manchester Airports Group
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.		About Manchester Airports Group
2.4	Location of organization's headquarters.		About Manchester Airports Group
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.		About Manchester Airports Group
2.6	Nature of ownership and legal form.		About Manchester Airports Group
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).		About Manchester Airports Group Serving our Customers
2.8	Scale of the reporting organization.		About Manchester Airports Group About our Reporting Delivering our People Strategy Annual Report and Accounts: Business Review > Summary (p4–11) Annual Report and Accounts: Financial Review > Headlines (p12–18)
2.9	Significant changes during the reporting period regarding size, structure, or ownership.		About our Reporting There have been no significant changes regarding size, structure or ownership.
2.10	Awards received in the reporting period.		About Manchester Airports Group > Recognition Our Communities > Highlights from the year Ground Transport Improving Customer Service Airport Service Quality Survey

3. Report Parameters

Profile disclosure	Description	Reported	Cross-reference section
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.		About Our Reporting
3.2	Date of most recent previous report (if any).		About Our Reporting
3.3	Reporting cycle (annual, biennial, etc.)		About Our Reporting
3.4	Contact point for questions regarding the report or its contents.		Contact Us
3.5	Process for defining report content.		Key Themes and Issues About Our Reporting
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.		About Our Reporting
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).		About Our Reporting
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.		About Our Reporting
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.		About Our Reporting
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).		There are no restatements of previous data.
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.		About our Reporting There have been no significant changes in the scope, boundary or the measurement methods.
3.12	Table identifying the location of the Standard Disclosures in the report.		GRI Index
3.13	Policy and current practice with regard to seeking external assurance for the report.		About Our Reporting


4. Governance, Commitments, and Engagement












Profile disclosure	Description	Reported	Cross-reference section
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.		Operating responsibly Annual Report and Accounts: Report on Corporate Governance (p30–33) Annual Report and Accounts: The Board of Directors (p34) Annual Report and Accounts: Directors' Remuneration Report (p35–37)
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.		Operating Responsibly
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.		Operating Responsibly
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.		Listening and Responding to Stakeholders Employee Engagement Annual Report and Accounts: Report on Corporate Governance (p32–33)
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).		Annual Report and Accounts: Directors' Remuneration Report (p35–37)
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.		Annual Report and Accounts: Report on Corporate Governance > Conflicts of Interest (p31)
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.		The qualifications and expertise of the executive Board members are clearly outlined in their person specifications and role descriptions, as is the role of the Chair. Operating Responsibly Managing Sustainability Annual Report and Accounts: Report on Corporate Governance (p30–33)
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.		About Manchester Airports Group Sustainability Strategy Managing Sustainability Delivering our People Strategy
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.		Operating Responsibly Managing Sustainability MAG complies fully with Civil Aviation Authority (CAA) Licensing requirements as a Licensed Airport Operator and with the CAA's requirements for licensed aerodromes. Annual Report and Accounts: Report on Corporate Governance (p34)
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.		Executive Directors have annual performance targets that relate to our business scorecard with targets set on economic, environmental and social performance. Annual Report and Accounts: Directors' Remuneration Report (p35)


















Profile disclosure	Description	Reported	Cross-reference section
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.		While the precautionary principle is not specifically named in our policies, our approach to risk management in relation to both environmental and social impacts incorporates assessment of suspected though unproven harm and in such cases we err on the side of caution. Information relating to risk management processes are detailed in the following sections: Annual Report and Accounts: Financial Review > Risk Management (p18) Annual Report and Accounts: Report on Corporate Governance > Risk Management (p33) Operating Responsibly
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.		External engagement Our Environment > Highlights from the year Managing our Impacts Climate Change > Wider Collaboration Working Towards Carbon Neutrality GRI Index
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.		External engagement Climate change > Wider Collaboration
4.14	List of stakeholder groups engaged by the organization.		Listening and Responding to our Stakeholders
4.15	Basis for identification and selection of stakeholders with whom to engage.		Listening and Responding to our Stakeholders
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.		Listening and Responding to our Stakeholders
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.		Key Themes and Issues Listening and Responding to our Stakeholders About our Reporting

Part 2: Disclosures on Management Approach (DMAs)

1. Strategy and Analysis

Profile disclosure	Description	Reported	Cross-reference section
DMA EC	Disclosure on Management Approach EC		Our approach to managing economic performance is covered in our Annual Report and Accounts. Specific information can be found in the following sections: Annual Report and Accounts: Business Review (p4–11) Annual Report and Accounts: Financial Review (p12–18)

Profile disclosure	Description	Reported	Cross-reference section
Aspects	Economic performance		Annual Report and Accounts: Business Review (p4–11) Annual Report and Accounts: Financial Review (p12–18)
	Market presence		Annual Report and Accounts: Business Review (p4–11) Annual Report and Accounts: Financial Review (p12–18)
	Indirect economic impacts		Information on the indirect impacts of our operations is covered in: Board Statement Sustainability Strategy Sustainable Growth Community Investment Community Funds
DMA EN	Disclosure on Management Approach EN		Our approach to environmental management is covered in the Our Environment section. Performance information is reported in Key Indicators. Additional information can be found in: Sustainability Strategy Sustainable Growth Managing Sustainability
Aspects	Materials		This information is covered in indicator EN1.
	Energy		Climate Change Working Towards Carbon Neutrality
	Water		Water Working Towards Carbon Neutrality
	Biodiversity		Land Use
	Emissions, effluents and waste		Air Quality Managing our Impacts Climate Change Working towards Carbon Neutrality Water Waste and Recycling Ground Transport
	Products and services		Noise Air Quality Employee Engagement Air Service Quality Survey Promoting Sustainability
	Compliance		This information is covered in indicator EN28. See our Master Plans at: http://www.magworld.co.uk/magweb.nsf/Content/Masterplans

Profile disclosure	Description	Reported	Cross-reference section
	Transport		Sustainable Growth > Future Plans Air Quality Working Towards Carbon Neutrality Climate Change Ground Transport Serving our Customers
	Overall		This information is covered in indicator EN30.
DMA LA	Disclosure on Management Approach LA		Our management approach to labour aspects is covered in Our People. Performance information is reported in this section and in Key Indicators.
Aspects	Employment		Delivering our People Strategy Recruitment Reward and recognition
	Labor/management relations		This information is covered in indicators LA4 and LA5.
	Occupational health and safety		Health and Safety
	Training and education		Training and Development
	Diversity and equal opportunity		Diversity and Equality
DMA HR	Disclosure on Management Approach HR		Aspects of our approach to human rights are covered in Our People. All MAG's operations are in the UK and do not involve any child labour, forced labour indigenous rights issues. MAG has published a Dignity at Work Policy that covers all employees. We do not invest in other companies. Our procurement policy includes sustainability criteria. Our people are free to join unions and to engage in collective bargaining. They are covered by Unison, Unite and Prospect trade unions, with which we consult and negotiate on a regular basis. We have a clear grievance policy. Our security staff are trained according to the Department for Transport's guidelines and follow their policies and procedures in carrying out their work.
Aspects	Investment and procurement practices		This information is covered in indicator HR1.
	Non-discrimination		Diversity and Equality
	Freedom of association and collective bargaining		This information is covered in indicator HR5.
	Child labor		This information is covered in indicator HR6.
	Forced and compulsory labor		This information is covered in indicator HR7.
	Security practices		This information is covered in indicator HR8.
	Indigenous rights		This information is covered in indicator HR9.
DMA SO	Disclosure on Management Approach SO		Our management approach to society aspects is covered in Our Communities.




Profile disclosure	Description	Reported	Cross-reference section
Aspects	Community		Our Communities
	Corruption		
	Public policy		External Engagement Also see indicator SO6.
	Anti-competitive behavior		
	Compliance		
DMA PR	Disclosure on Management Approach PR		Our management approach to product responsibility aspects is covered in Our Customers.
Aspects	Customer health and safety		Health and Safety Customer Security
	Product and service labelling		
	Marketing communications		
	Customer privacy		
	Compliance		

Part 3: Performance Indicators



Economic performance

Profile disclosure	Description	Reported	Cross-reference section
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.		About Manchester Airports Group Community Investment > Community Funds Annual Report and Accounts: Business Review (p4–11) Annual Report and Accounts: Financial Review (p12–18)
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.		Climate Change Managing our Impacts
EC3	Coverage of the organization's defined benefit plan obligations.		Training and Development > Reward and Recognition Annual Report and Accounts: Financial Review (p17) Annual Report and Accounts: Consolidated Income Statement (p46) Annual Report and Accounts: Notes to the Consolidated Financial Statements (p66–70)
EC4	Significant financial assistance received from government.		We do not receive any significant financial assistance from government.



Market presence










Profile disclosure	Description	Reported	Cross-reference section
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.		
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.		
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.		














Indirect economic impacts

EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.		Sustainable Growth Community Investment Community Funds
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.		<p>A statement of economic impact is reported in Our Business. The economic impact of airports can be measured through the number of jobs that are supported and the income gross value-added (GVA) that is generated. This can be either on-site or off-site, and be direct or indirect. Direct employment and income is that which is wholly related to the operation of the airport and arises at the airport or in the immediate local area. Indirect activity is employment or income generated in the supply chain of goods and services. Research has shown that MAG airports support around 135,000 jobs and generate some £3.2bn of income in the UK.</p> <p>Additional information can be found in the following sections:</p> <ul style="list-style-type: none"> About Manchester Airports Group Sustainability Strategy Sustainable Growth Community Investment Community Funds

Environmental

Profile disclosure	Description	Reported	Cross-reference section
Materials			
EN1	Materials used by weight or volume.		<p>As a service provider, we do not consume large quantities of raw materials. However, we are a major energy user and our energy consumption is reported in EN3 and EN4.</p> <p>The business also consumes fuel which is reported in:</p> <ul style="list-style-type: none"> Working Towards Carbon Neutrality <p>MAG Developments uses construction material, but we do not report these by weight or volume.</p>
EN2	Percentage of materials used that are recycled input materials.		

Profile disclosure	Description	Reported	Cross-reference section
Energy			
EN3	Direct energy consumption by primary energy source.		Our energy consumption is reported in the following section: Working Towards Carbon Neutrality The direct energy sources purchased are vehicle fuel, gas, gas oil, liquefied petroleum gas. Our direct energy consumption is measured in gigajoules as follows: Vehicle Fuel: 51,415 GJ Gas: 394,669 GJ Gas Oil: 27,792 GJ Liquefied petroleum gas: 77 GJ Total 473,953 GJ
EN4	Indirect energy consumption by primary source.		We report our indirect energy consumption in the following section: Working Towards Carbon Neutrality Our electricity consumption is: 607,069 GJ. 50% of our electricity supply was from renewable sources.
EN5	Energy saved due to conservation and efficiency improvements.		Managing our Impacts Climate Change Working Towards Carbon Neutrality We do not report the total energy saved due to conservation and efficiency improvements.
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.		Climate Change Working Towards Carbon Neutrality Ground Transport Sustainable Buildings Promoting Sustainability We do not report reductions in energy requirements as a result of these initiatives.
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.		Managing our Impacts Working Towards Carbon Neutrality Sustainable Buildings
Water			
EN8	Total water withdrawal by source.		Water Our Performance
EN9	Water sources significantly affected by withdrawal of water.		No water sources are significantly affected by our withdrawal of water. The vast majority of our water is from the mains supply.
EN10	Percentage and total volume of water recycled and reused.		428m ³ of rainwater was harvested at East Midlands Airport in 2010/11.
Biodiversity			
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.		Land Use

Profile disclosure	Description	Reported	Cross-reference section
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.		Land Use
EN13	Habitats protected or restored.		Land Use
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.		Land Use
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.		
Emissions, effluents and waste			
EN16	Total direct and indirect greenhouse gas emissions by weight.		Working Towards Carbon Neutrality Our Performance
EN17	Other relevant indirect greenhouse gas emissions by weight.		
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.		Managing our Impacts Climate Change Working Towards Carbon Neutrality Ground Transport Employee Engagement > Engaging Colleagues in Sustainability We do not report reductions achieved from all initiatives to reduce greenhouse gas emissions.
EN19	Emissions of ozone-depleting substances by weight.		
EN20	NOx, SOx, and other significant air emissions by type and weight.		Continual fixed air quality monitoring is in place at Manchester and East Midlands airports and the data is reported in the following section: Air Quality (Manchester reports NO2, PM10, O3; East Midlands reports NO2, PM10) Air quality monitoring is also undertaken at Bournemouth particularly to monitor any effects on adjacent areas of ecological interest.
EN21	Total water discharge by quality and destination.		Water > Local Water Quality We do not report total water discharge.
EN22	Total weight of waste by type and disposal method.		Waste and Recycling Our Performance We do not report total weight of waste by type and disposal method.
EN23	Total number and volume of significant spills.		The individual airports keep records of the total number of spills and the volume of material.
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.		

Profile disclosure	Description	Reported	Cross-reference section
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.		Surface water containment systems are in place and contaminated water is not discharged through local water-courses. Discharge consents are in place and are set and monitored by the Environment Agency. Further information can be found in: Water > Local Water Quality

Products and services

EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.		Noise Air Quality Ground Transport Promoting Sustainability
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.		As a service provider, this indicator is not material to our business.

Compliance

EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.		There was no legal non-compliance and no non-monetary sanctions in 2010/2011.
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Transport

EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.		While MAG does not transport products, there are surface access / ground transport strategies in place at all four airports. They are aimed at increasing public transport use and there are Green Travel Plans to encourage staff travel by non-car modes. Ground Transport Strategy is included in the Master Plans for MAG's four airports (a published source) available at: http://www.magworld.co.uk/magweb.nsf/Content/Masterplans
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Overall











EN30	Total environmental protection expenditures and investments by type.		Environmental management policies are included in the Master Plans for each airport and East Midlands Airport has ISO 14001 accreditation. However, we do not report total environmental protection expenditures and investments by type.
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Social: Labor Practices and Decent Work










Profile disclosure	Description	Reported	Cross-reference section
Employment			
LA1	Total workforce by employment type, employment contract, and region.		Delivering our People Strategy

Profile disclosure	Description	Reported	Cross-reference section
LA2	Total number and rate of employee turnover by age group, gender, and region.		Leavers by Age Group (01/04/2010 – 31/03/2011) 17–25 – 81 26–35 – 70 36–45 – 48 46–55 – 41 56–65 – 44 65+ – 11 Leavers by Gender (01/04/2010 – 31/03/2011) Male – 154 Female – 141 Leavers by Location (01/04/2010 – 31/03/2011) Bournemouth Airport – 11 East Midlands Airport – 20 Humberside Airport – 15 Manchester Airport – 210 Group – 39 (including MAG Developments and MAG Projects)
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.		
Labor/management relations			
LA4	Percentage of employees covered by collective bargaining agreements.		96% of employees are covered by collective bargaining agreements.
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.		
Occupational health and safety			
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.		
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.		Health and Safety There were no fatalities in 2010/11. We do not report rates of occupational diseases, lost days, and absenteeism.
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.		Health and Safety
LA9	Health and safety topics covered in formal agreements with trade unions.		
Training and education			
LA10	Average hours of training per year per employee by employee category.		We report on our approach to training and development in the following section: Training and Development We currently do not record the average hours of training per year per employee by employee category. However we have reported that we are introducing an on-line Learning Management System. This will enable training records to be included in future reports.

Profile disclosure	Description	Reported	Cross-reference section
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.		Delivering our People Strategy Training and Development
LA12	Percentage of employees receiving regular performance and career development reviews.		Training and Development
Diversity and equal opportunity			
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.		Diversity and Equality
LA14	Ratio of basic salary of men to women by employee category.		
Social: Human Rights			
Profile disclosure	Description	Reported	Cross-reference section
Investment and procurement practices			
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.		MAG does not invest in other organisations. Our procurement policy includes sustainability criteria.
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.		
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.		
Non-discrimination			
HR4	Total number of incidents of discrimination and actions taken.		Diversity and Equality The actions taken are not reported.
Freedom of association and collective bargaining			
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.		Our people are free to join unions and to engage in collective bargaining. 96% of employees are covered by collective bargaining agreements.
Child labor			
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.		All MAG's operations are in the UK and do not involve any child labour. All recruitment is within UK law and follows best practice guidelines.
Forced and compulsory labor			
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.		All MAG's operations are in the UK and do not involve any forced or compulsory labour. All recruitment is within UK law and follows best practice guidelines.

Profile disclosure	Description	Reported	Cross-reference section
Security practices			
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.		Our security staff are trained according to the Department for Transport's guidelines and follow their policies and procedures in carrying out their work. Our security staff are subject to regular compliance checks by the Department for Transport. Relevant information can be found in: Customer Security
Indigenous rights			
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.		All of MAG's operations are in the UK and are covered by UK law, and our operations therefore do not involve any issues relating to the rights of indigenous people.
Social: Society			
Profile disclosure	Description	Reported	Cross-reference section
Community			
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.		Community Investment Community Funds Noise Air Quality Ground Transport
Corruption			
SO2	Percentage and total number of business units analyzed for risks related to corruption.		
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.		
SO4	Actions taken in response to incidents of corruption.		
Public policy			
SO5	Public policy positions and participation in public policy development and lobbying.		External Engagement Climate Change > Wider Collaboration
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.		We do not make any financial or in-kind contributions to political parties or individual politicians.
Anti-competitive behavior			
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.		
Compliance			
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.		

Social: Product Responsibility

Profile disclosure	Description	Reported	Cross-reference section
Customer health and safety			
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.		Health and Safety Customer Security The health and safety impacts of our services are regularly assessed for improvement. There are a number of formal licensing audits including an annual aerodrome inspection that is undertaken by the Civil Aviation Authority. This is a formal part of the aerodrome licensing process. There are also a number of health and safety committees in place at the airports that include the airport, airlines, and handling agents that work collectively to improve health and safety.
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.		
Product and service labelling			
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.		Our airports are the subject to a range of European and National Legislation relating to safety and security, boundary and border control, and air transportation. Notices and details of this legislation are clearly placed in our airports.
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.		
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.		Serving our Customers Improving Customer Service Airport Service Quality Survey
Marketing communications			
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.		
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.		
Customer privacy			
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.		
Compliance			
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.		



Statement GRI Application Level Check

GRI hereby states that **Manchester Airports Group** has presented its report "Together, we create our sustainable future" (2010) to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level B.

GRI Application Levels communicate the extent to which the content of the G3 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 20 July 2011

A handwritten signature in dark ink, appearing to read "Nelmara Arbex", is written over a light blue background.

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative



The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 13 July 2011. GRI explicitly excludes the statement being applied to any later changes to such material.

Contact Us

Further information about MAG and sustainability can be found at:
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