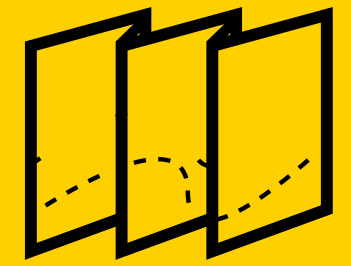


Sustainability Report 2019



Progress on sustainability at London Luton Airport in 2019



Welcome to our 2020 sustainability report which details the progress we made in 2019.

Even though we only published our 2020-2025 Responsible Business Strategy (RBS) at the end of 2019, we have already made some progress and this report presents a picture of where we are at the beginning of our five-year sustainability journey.

Our strategy sets out our current performance and commitment to making London Luton Airport a leader in sustainability.

2019 was another record-breaking year for us, with almost 18 million customers passing through our airport.

As a result, we contributed more than £1.8 billion¹ to the national economy generated both directly and through our on-site partners and suppliers. On a local level it meant that through the concession fee we paid Luton Council, the owner of the airport, more than £57 million which supports the council's vital services and community causes.

With the airport owners allocating more than £9 million to their Community Funding Programme, this means for every passenger that travelled through the airport, 53p was invested directly back into the local community, which is more than 20 times greater than any other major UK airport.²

We are proud to deliver such a positive economic benefit to our local communities in which we operate. We continue to be one of the biggest employers in the region, supporting around 27,500 jobs directly and indirectly at the airport, with 15,600 of those located in the Three Counties region. Local businesses account for a significant proportion of our supply chain. In 2019, we paid local suppliers³ over £46.8 million for their work, which is 30% of all supply chain spend during the year. On top of this, we contributed £150,000 to the Bedfordshire and Luton Community Trust Fund which goes towards providing grants for local organisations and charities.

We recognise the importance of balancing impacts and benefits. In 2019 we continued our partnership with the charity Macmillan Cancer Support, who do great work on improving the health and wellbeing of our neighbours and local communities. We raised a record amount of over £104,000 through various employee, partner, and customer fundraising activities, exceeding our £40,000 target by some degree.

Our scheme of contributing unwanted and confiscated items from the security search area sent over 100,000 items to the Luton Food Bank, and we engaged with 10 local schools on developing skills for future job prosperity.

2019 was a busy year for starting to deliver against our sustainability strategy, and a critical step in the journey towards carbon neutrality. Benefiting from the governance structures we set in place in 2018, the focus in 2019 was about learning how to improve, where we can lead, and what we need to do more of.

Some of our successes during the year include:

- Boiler upgrades reduced our gas and diesel use for heating and power, despite the 8% increase in customer numbers, which contributed to year-on-year carbon emissions reductions of almost 10%.
- We continued to work to leading management practices, achieving level 1 of the Airport Carbon Accreditation Scheme, and being one of the few UK airports to have achieved certification to ISO 14001 (environment), 50001 (Energy), and 45001 (H&S) management standards.
- We refreshed our Surface Access Strategy with a focus on sustainable transport and saw an increase in the percentage of employees (31%) and customers (33%) using sustainable transport modes such as public transport. We will continue to do more in this area and expect to see a step-change when the Direct Air-Rail Transit (DART) is opened in 2021, which will improve air quality, noise and traffic.

¹ Oxford Economics: The Economic Impact of London Luton Airport, 2019 update.

² 2018 data from London Luton Airport Limited.

³ Suppliers with addresses in Bedfordshire, Hertfordshire and Buckinghamshire.

This is year one in our new strategy and the next step in our commitment to better understand and address the risks and opportunities associated with sustainability. By evolving our approach we will continue to drive positive outcomes for our communities, customers, supply chain, our people and the environment, including the universal challenge of climate change. Through our RBS and the hard work from the team and champions within the business, we know what we have to do and that we can achieve it.

As we progress on our sustainability journey, we are implementing best practice reporting standards to ensure transparency and aid understanding and learning. By providing better information we will not only document past achievements, but hope it will start new conversations, spark fresh ideas, and forge lasting partnerships that will help us deliver real change for the future.

Alberto Martin

CEO, London Luton Airport Operators Limited



Welcome to London Luton Airport

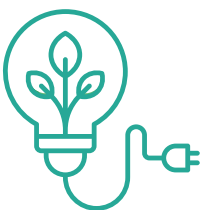
Implementing the Responsible Business Strategy

Taking effective action on sustainability has never been more important and we are committed to playing a leading role. With the effects of climate change already being felt around the world, Luton Council has declared a climate emergency and set out their ambition for the town to become carbon neutral by 2040. The aviation sector, including us and our airline partners, have also made clear commitments to Net Zero by 2050, in line with the UK's Net Zero commitments.

As such, we brought together all our environmental, social and community initiatives into a single, strategic approach for sustainability: our Responsible Business Strategy (RBS). The RBS focusses on taking decisive action where we can have the greatest impact, including climate change, noise, and community investment. We published the strategy in 2019, setting out our framework to embed sustainability principles across all aspects of our operations, to become a leading sustainable airport.

Our action is focussed around 6 key themes:

1. Ensuring environmental responsibility and efficiency
2. Engaging with our communities
3. A safe and secure airport
4. Growing with our people
5. Delivering great customer experience
6. Developing a sustainable supply chain



The strategy is owned by the Management Board, championed by our CEO, and managed by our newly established Sustainability department. Operational departments from across the entire airport are responsible for delivering sustainability programmes, with the targets and KPIs embedded into departmental action plans and budgets.

We have a robust governance structure in place for sustainability and department heads meet periodically with representatives from across the business to report on progress and explore barriers and solutions. Each year our approach and progress are reviewed to seek out opportunities for improvement.

The RBS prioritises the most significant issues for the airport, which includes climate change, noise, air quality, safety and security, and local economic development but our regular reviews allow scope to incorporate emergent issues and opportunities as they arise. We seek out best practice standards to guide us in our continuous improvement journey, especially ISO and ACI standards. And at the end of 2019 we sought out a senior and experienced Head of Sustainability to guide us on our journey, who joins the airport in 2020.



In 2019 we made some great strides on turning ambition into action, for example:

- Installing more air quality monitors helped us to identify peak areas and implement actions. For example, introducing a 'no idling' policy for buses and coaches to improve air quality at the front of the terminal.
- Innovation in how we de-ice aircrafts has already made a difference, resulting in a significant reduction in glycol use - the amount of glycol used per airframe reduced by 44%.
- Identifying where our peak water and electricity use is happening, so that we can target meaningful reductions.
- Looking at what learning and development is needed for our colleagues to identify and capitalise on opportunities, and what wellbeing support is needed to ensure they can thrive healthily and happily.
- Making significant headway with supporting accessibility, hidden disabilities and customer satisfaction, including becoming the first UK airport to attain level 1 of the ACI (Airports Council International) Customer Experience Scheme in 2019.

Building on these early successes, we will implement new programmes that will benefit our customers and people, and drive operational excellence, connectivity, innovation, safety and security. We want to lead on exciting developments that will change our industry, from sustainable aviation fuels to investing in greener fleets, reducing our water, waste and energy use, and pioneering new approaches in air traffic noise reduction.

This report is the most important way we will keep you updated on our sustainability journey. A full list of our targets and progress to date, as well as information about us and how we govern ourselves, is in the Appendix. This report showcases our progress in 2019 across the six pillars of the RBS and celebrates the hard work and successes of our operational staff.

Whether it's the mechanic installing more efficient boilers, the supplier-airside team collaborating to find better de-icing techniques, the Security officer collecting customers' unwanted items for the Luton Food Bank, the Customer Service Representative learning about hidden disabilities, or the Administrator volunteering their time to raise funds for our local community, we want to say a huge thank you.



The first UK airport to attain Level 1 of the ACI Customer Experience scheme.

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1. Ensure environmental responsibility and efficiency

Environmental management is one of the most important themes in the RBS. We have set 25 environmental targets across 9 priority areas:

- Carbon emissions and climate change
- Water use
- Waste management
- Air quality
- Noise
- Sustainable travel
- Spills
- Single use plastic
- De-icing



Progress against each target is reported in the Appendix.

The focus of much of our work during the year was understanding how to turn the ambition in our strategy into action. Despite this, we have made some significant progress. In 2019, we:

- Reduced our total carbon footprint by around 10% from 2018 even as we welcomed an extra 1.4 million customers through our doors.
- Notably reduced both our gas use and our electricity use per customer.
- Significantly reduced our glycol de-icer run-off by almost a quarter.
- Achieved level 1 of the Airport Carbon Accreditation Scheme.

By the end of 2019, a positive step forward had been made in understanding our path towards reducing our environmental impacts and planning our path to carbon neutrality. We look forward to 2020 with a high level of ambition and set targets in our 2019 strategy report accordingly. (At the time of writing, the coronavirus pandemic is becoming an ongoing concern for the aviation sector, so we will be reviewing these targets accordingly throughout 2020.)

1.1 Energy and greenhouse gas emission

- 20% reduction per passenger in gas use.
- 7% year on year reductions in electricity use per customer.
- 16% CO2 emissions reduction per passenger.

Given the importance of reducing our carbon footprint, in 2019 we joined the aviation sector in committing to achieving net zero carbon emissions by 2050. Over the next few years we will be developing and rolling out our carbon zero plan. Meanwhile, we have been monitoring our carbon footprint since 2016, and have achieved year on year decreases. This year we achieved almost 10% reduction in carbon emissions, as well as analysing in more detail where the main energy and carbon impacts of our operations are.

Our high energy use areas include airfield ground lighting, the heating and cooling systems, and our water pump systems. We focused on our heating and cooling systems in 2019 and installed new gas boilers, which have delivered significant carbon emission and financial savings.

As well as reducing our energy use, our ambition is to source energy from renewable sources. In 2019 we started to review our options for sourcing 100% of our electricity from renewables as well as investigating the feasibility of generating our own energy on-site.



Our CEO, Alberto Martin, signing the pledge at a sector event with the Secretary of State and other UK airport CEOs.

	2016		2017		2018		2019*	
	Use	tCO2e	Use	tCO2e	Use	tCO2e	Use	tCO2e
Scope 1								
Gas (MWh)	9,794	1,802	8,748	1,611	9,365	1,723	8,140	1,497
Fuel (heating & power) (litres)	59,514	177	75,193	222	75,679	225	73,718	203
Fuel (operational vehicles) (litres)	353,205	922	403,150	1,048	419,554	1,102	417,067	1,082
Refrigerants (kg)	Not calculated		Not calculated		144	212	27	55
TOTAL (tCO2e)		2,901		2,881		3,262		2,837
Scope 2								
Electricity (MWh)	36,186	14,910	36,727	12,912	35,975	10,184	36,439	9,314
Scope 1 & 2 TOTAL								
Total tCO2e		17,811		15,973		13,445		12,151
Per passenger (tCO2e)		1.22		1.00		0.81		0.68

*Due to COVID-19 lockdown, this data has not been externally validated and so figures may vary slightly.



CASE STUDY

BOILER UPGRADES, REDUCING GAS USAGE BY 13%

The original Viessman boilers were installed in 1998 to meet the capacity of the 5-10 million customers forecast for the airport at that time. Although these were state of the art boilers in the 1990s, in 2019 they still worked but were running at best at 80% efficiency.

In 2019 the Maintenance team lead a project worth over £300,000 to upgrade and implement a new boiler management system. Two Hamworthy Upton UF1050-3 boilers were installed, generating a thermal output of 2MW. The design of these modular boilers allows them to input heating levels as low as 66KW to maintain the system temperature which delivers a significant energy saving compared to the previous boilers. This has resulted in a projected annual gas usage reduction of 17%.

Despite only being installed in June, in the first month alone we saw a 1,702MWh reduction compared to the same time in 2018. Overall, our 2019 gas usage fell from 0.567KWh per customer to 0.452KWh per customer. This is a 13% reduction despite the increase in customer numbers, contributing significantly to our 2018-19 carbon footprint reduction success.

Ian Green, Maintenance Operations Manager

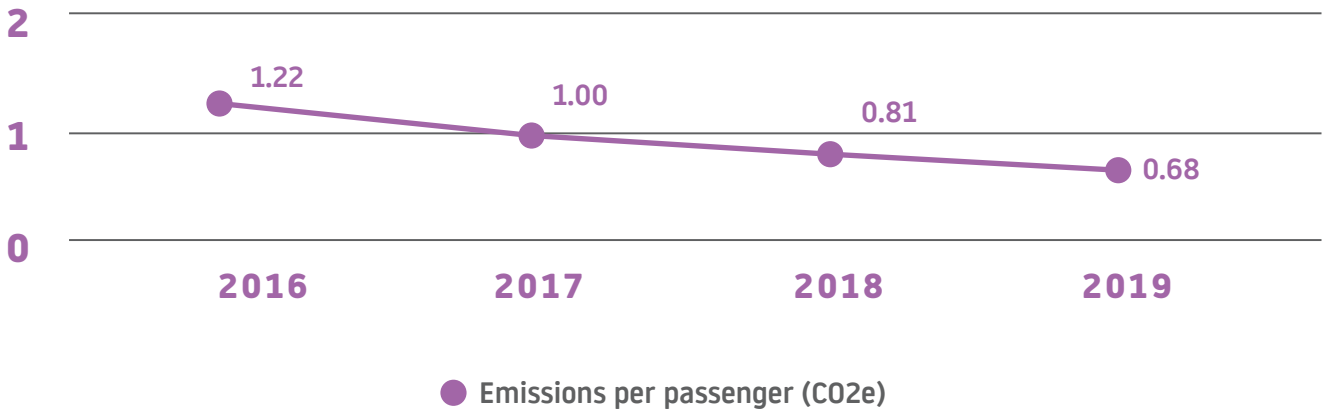


Before: internal view of the old Viessman boiler



After: a new Hamworthy Upton UF1050-3 boiler

4 YEARS OF CARBON REDUCTION



1.2 Waste

2019 presented some challenges relating to changes in the global recycling market. Our recycling rate therefore fell slightly from 64% in 2018 to 60% in 2019 against our target of 70% by 2022. However, as we work closely with our waste contractor, we expect this rate to improve.

We also identified ways for improving how we track where waste is coming from. We will use the information gathered in 2019 to look for ways to improve our collection-and-weight processes specifically so that we can then identify high-waste areas and target them with waste reduction campaigns. For example, we identified that the airside customer and concessionaire areas produce higher levels of waste, and any reductions there will rely on engaging customers on how they dispose of their waste.

As we work towards Airports Council International (ACI) and Global Reporting Initiative reporting standards, in the future we will also focus on reporting hazardous vs. non-hazardous waste.

We worked with our retail concessionaires on identifying sources of single-use plastic, with an audit of what was used across the food outlets. Some concessionaires such as Costa, Hawker, Pret a Manger, and Crepe Affaire already have plastic reduction policies in place. Pret a Manger, for example, is already working nationally to replace their plastic cutlery with compostable cutlery.

However, our audit highlighted that single use plastic take-away bags and drink stirrers are still in common use at the airport. We will work closely with our concessionaires in the future, as well as expanding our audit to other parts of the airport including our own operations.

Year	2016	2017	2018	2019
Recycled waste (Tonnes)	690	1,459	1,430	1,493
Non-recycled waste (Tonnes)	1,292	868	809	999
Total waste (Tonnes)	1,982	2,327	2,239	2,492
Recycling rate (%)	35%	63%	64%	60%

1.3 Water

Target 1.6 of the RBS aims to reduce water use per customer to 5.98 litres by 2023. In 2019 we achieved a reduction from 2018 levels (7.671 litres per customer), to 7.407 litres per customer through the use of the water saving devices that were installed as part of the redevelopment.

As part of our continued water reduction efforts we will work with our water contractor Veolia to carry out more meter and sub-meter readings in order to identify high water use areas, expected thresholds and where further reductions can be made. We plan to engage with our partners where we know water use is high (for example in terminal services and concessionaires' catering facilities). We also need to still identify usage levels of potable water (water treated to be good enough for drinking) that was for non-potable uses (e.g. toilet flushing) and could be reduced.

We will continue working with Veolia to understand our water waste impact. We reduced our overall number of spills (from 99 in 2018 to 94 in 2019), because we improved our reporting processes and investigations of spills. For each spill we engage with the third party to prevent re-occurrences, and faulty equipment is taken out of use and repaired.

0.264 litre of water per customer saved in 2019.



1.3.1 Water quality

Water run-off collection from an airport can have a significant impact because of the glycol used for de-icing aircrafts. This is why in 2018/19 we invested in alternative de-icing techniques, specifically a forced air/blend temperature check technique. You can read more in a case study in the 'Sustainable Supply chain' section of this report.

We also were able to fully use the dedicated spray and collection area (called Taxiway Foxtrot) that was built as part of our redevelopment project, increasing our dedicated de-icing areas to 7 positions. We believe that following the opening of Taxiway Foxtrot in 2019, we have the largest remote de-icing capacity of any UK airport.

The result in 2019 was a significant reduction in glycol use in de-icing of aircraft. We expect the 2019/20 season to likewise show a significant reduction in run-off volumes.

Est. 24% year-on-year reduction in glycol run-off.

1.4 Air quality

An airport typically has a mix of areas with high air pollutant levels, and low pollutant levels. For example, the terminal front (for buses and coaches), runway areas, and car park and drop-off zones typically have high readings, especially of NO₂. Offices, customer areas, and inside the terminal tend to have low readings.

We remain within the annual mean local air quality objectives:

- 2019 annual average PM₁₀: 16 (vs. 17 for 2018).
- NO₂ readings: we now have 18 monitoring locations to ensure we are capturing readings from high use areas.

We installed a new monitor in the drop-off zone and introduced a no idling policy for buses and coaches at the terminal front. Most of the areas monitored do not exceed the permitted thresholds, although the airport approach road, apron, drop off zone exit, terminal front, and under-croft access roads have read above 40 ug/m³ (this is the threshold for areas which are used by the public 24 hours a day, typically residential locations; however, these are not areas where the public are consistently found).



1.5 Sustainable Transport

RBS targets 1.18-1.21 focus on sustainable transport. In 2019 we addressed these with a revised and updated Airport Surface Access Strategy (ASAS) which has two key aims:

- To promote sustainable surface transport options (e.g. reducing employee single occupancy vehicle use, promoting our car sharing scheme, reviewing our own fleet).
- To reduce the impact of surface access to the airport on our local community (e.g. working with local authorities to shift customers to more sustainable transport options, increasing the number of bus bays, improving proximity of coach and bus services, and installing digital totems and signage improvements).

We are particularly focused on encouraging rail, bus and coach usage by customers. The expanded coach and bus bays and the ongoing DART (Direct Air-Rail Transit), when it opens in 2021, will significantly help in this aim. The contract for the bus fleet which runs between the airport car parks was reviewed in 2019 and the contract renewal now has criteria for low emission and environmentally friendly obligations. We exceeded our targets for colleague sustainable travel, with fewer colleagues using single occupancy vehicles (59% in 2019 vs. the target of 64% by 2022), and 31% using sustainable transport (e.g. public transport, cycling). We are on track for these targets for customers, with 37.6% of customers using public transport in 2019 (vs. target of 33% by 2022).

We also run an airport-wide Sustainable Travel Forum, which is open to our partners and other on-site businesses. In 2019 we held two meetings of the Forum, welcoming partners such as APCOA, Arriva, National Express, Enterprise, ABG, LLACC, Addison Lee, Stagecoach, Luton Council, Go-Ahead Thameslink, London Luton Airport Ltd (LLAL), Hertz, and representatives from the Department for Transport. It is through these meetings that policies, such as ‘no idling’ for buses and coaches, are rolled out.

We exceeded our targets for colleagues sustainable travel, with fewer colleagues using single occupancy vehicles.



CASE STUDY

SUSTAINABLE TRANSPORT

Sustainable Transport is a key element of our Responsible Business Strategy. We are reviewing our own fleet, with a target of having a low carbon vehicle strategy in 2021. In 2019 we identified the characteristics of our fleet, which is diesel-based at mainly Euro 4-6 standards. There are some barriers to electric or hybrid vehicles, not least because most of our specialist vehicles do not have electric vehicle (EV) alternatives. However, the market is moving fast. In 2019 we replaced 6 specialist vehicles (e.g. de-icers and snow blowers) to Euro 6 standard, the best option currently on the market.

For example, our Fire Services Manager has identified opportunities for more sustainable vehicles and in 2019 conducted research to identify alternative EV options for when vehicles are replaced.

“Electric or hybrid fire service vehicles are still in development, and it is possibly about 8 years before the industry has a proven concept. But there is some exciting research and development in place. In 2019 I visited the London Fire Brigade who are testing some electric fire tenders from the manufacturer Rosenbauer. The engines sit on a charging pad and are ready to go at a moment’s notice. They have fast acceleration speeds which is critical for when we need to respond to an emergency. We also have some people carriers which could be switched over to EV, and as our fleet is upgraded this is something we are investigating.”

Paul Allen, Fire Services Manager



Paul Allen with one of our existing Fire Tenders.



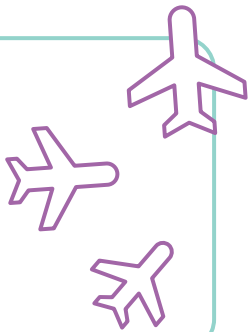
The in-development EV Rosenbauer Fire Tender.

1.6 Noise

Noise is an impact we work hard to reduce, with five dedicated targets in the RBS. Our Flight Operations Team worked hard in 2019 to manage existing noise as aircraft movements increased in line with our growing customer numbers, whilst also developing future noise reduction plans. The 4-year Noise Strategy was launched in 2019, with 5 priority areas for how we manage noise:

- 1. Improving operational procedures
- 2. Quieter aircraft
- 3. Land use planning and mitigation
- 4. Working with the local community
- 5. Working with our industry partners

91% of aircraft used the noise-reducing continuous descent approach technique.



The strategy is available to read here:

www.london-luton.co.uk/corporate/community/noise/noise-action-plan

For more information please see the Annual Noise Monitoring report:

<https://www.london-luton.co.uk/corporate/community/noise/annual-monitoring-report>



1.6.1 Noise control measures

Noise is constantly measured, with restrictions on night-time and early morning air traffic movements. With the increase in air traffic movements in 2019, there was a corresponding increase in noise, and an increase in track violations in 2019 from 2018 (53 vs. 33). We impose fines on airlines for aircraft track violations and donate the money to our Community Trust Fund.

In 2019, £58,000 of airline fines were added to the Community Trust Fund.

Although there was a rise in the total number of noise complaints, these came from fewer complainants than in 2018.

The Continuous Descent Approach (CDA) has been used at LLA for over 10 years now, with 91% of aircraft movements using CDA in 2019. This encourages aircraft to stay at higher altitudes for longer, which helps to minimise the noise and reduce the fuel use and associated carbon emissions. In 2017, the team also conducted a Delayed landing gear deployment trial; once an aircraft deploys its landing gear it can create additional noise. In 2019, approx. 70% of operators delayed the deployment of their Landing Gear, which has been proven to reduce noise by 50%.

We are continuing to explore what other options are available to reduce noise on both the ground and in the air, including the continued use of single engine taxi, night-time landing charges, and the use of ground power units.

In December 2018 the CAA published its Airspace Modernisation Strategy, with the aim of modernising how the UK airspace operates. The focus is on providing more choice and value for consumers through the capacity for airlines to add new flights, reduce flight delays and enhance global connections that can help boost the UK economy, improve safety standards, make journeys faster and more environmentally friendly, and help with the management of noise impacts. According to Sustainable Aviation, the strategy has the potential to reduce UK aviation carbon emissions by as much as 10% by 2050.

Airspace Modernisation Strategy has the potential to reduce UK aviation carbon emissions by as much as 10% by 2050.

Through the CAA’s Airspace Modernisation Strategy, we are required to update all of our arrival and departure procedures in a move towards satellite-based technology. We want to use this opportunity to identify the most environmentally efficient way of managing our airspace with the main focus being on reducing the noise impact associated with aircraft operations. Specifically, we want to look at options of aircraft reaching higher altitudes sooner on departure and remaining higher for longer on arrival, enabling significant noise and environmental benefits. More information can be found here: <https://airspacechange.caa.co.uk/PublicProposalArea?pid=109>

In 2019 we focused on two airspace changes known as AD6 (changes to our arrival routes) and FASI South (a multi-airport approach to change all of London’s airspace). Both airspace changes are set to address noise control measures through permanent airspace change to reduce noise for our neighbours.

1.6.2 Community noise mitigation schemes

Our Noise Insulation Scheme is just one element of our plan to reduce the impact of noise on those properties in Hertfordshire and Bedfordshire closest to the airport, and covers both residential and non-residential properties. Depending on any existing insulation in the property, double glazing, secondary glazing and ventilation units can be provided. Rooms eligible for insulation include living rooms, dining rooms, kitchen-diners and bedrooms.

During 2019, works were carried out in properties located in south Luton; 42 properties were contacted, and 34 properties accepted the insulation.

We also conduct local community engagement via public surgeries. There were 6 public noise surgeries attended by more than 150 residents in 2019, where we received constructive feedback from the community. Engagement with the London Luton Airport Consultative Committee also took place regarding the reviewed Noise Management Plan. This was presented to the committee and during a period of feedback a total of 14 responses were received from representatives.

Parameter		2018	2019
Total aircraft movements	↑	136,270	141,481
Day movements	↑	119,937	124,308
Night movements	↑	16,333	17,175
Track violations	↑	33	53
Fines transferred to the Community Trust Fund	↑	£29,500	£58,000
Departure noise infringements (day or night)	→	0	0
Noise complaints	↑	8,275	12,735
Noise complainants	↓	691	664

2. Supporting our community

We have long recognised how important our local community is, and have had a dedicated Community Engagement Strategy since 2008. As the only major airport in the UK that is wholly publicly owned, we are proud to have paid a concession fee of £57.49 million in 2019 to Luton Council. This meant that, via the Council's community funding programme, **community causes received 53 pence for every customer that passed through the airport, a sum which is over 20 times greater than any other major UK airport¹.**

We recognise that our biggest impacts on our communities are on health and wellbeing, and how we can contribute to economic prosperity. We therefore have 7 targets in the RBS which relate to these areas:

- We work to promote healthy lives by supporting Macmillan Cancer Support's local activities; through our employee-matched funding scheme which raises money for health and wellbeing charities important to our employees; and a dedicated fund for local initiatives that promote community cohesion, a proven lever for improving wellbeing.
- We facilitate skills for tomorrow through targeted skills development of young people via our Schools Programme that promotes career opportunities, as well as providing opportunities for them to start meaningful careers in the aviation sector via the Prince's Trust Get into Airports scheme.

We continue to support The Bedfordshire and Luton Community Fund, and in 2019 contributed a total of £150,000 which was distributed between 155,951 beneficiaries who live near the airport. This is an increase of £50,000 from 2018.

£150,000 contributed to the Bedfordshire and Luton Community Fund.

At the end of 2019, the programme planned for 2020 looked busy and with a focus on increasing our positive impact; however, this is being revised in line with the significant global pandemic events that occurred in 2020.

2.1 Promoting a healthy life, today

2.1.1 Colleague volunteering

2019 saw an increase in colleagues volunteering, which we attribute to an increase in effective internal communications. Fundraising activities included a Golf Day, Runway Run, Terminal collections of charity donations, the World's Biggest Coffee Morning, Tug of War and a Cycle Challenge.

Fundraising efforts varied hugely, and our employees walked, ran, waded through mud (for a Tough Mudder), and sky dived! Emma Russell (SeMS Manager) raised over £3,000 running the London Marathon, and our Chaplaincy team raised over £6,000 by running a series of Christmas entertainments. Charities supported included Movember, Children's Cancer Trust, Leukaemia Care, and Metabolic Support UK.

The target was for 5% (or 48) of employees to volunteer in 2019, which we exceeded: 58 volunteered, accounting for 72 working days volunteered to good causes. Based on this success, we have increased our target for 2020 to 10% of the employee base.

72 working days given to local charity causes by our employees.

¹2018 data from London Luton Airport Limited.

2.1.2 Charity partner: Macmillan Cancer Support

We are proud to have supported Macmillan for a number of years and in 2019 we had a record-breaking year and raised over £104,000, resulting in total funds raised in 2018-2019 for Macmillan of £145,450.

Our fundraising efforts were recognised in 2019 at Macmillan Cancer Support's Corporate Thank You Awards, winning the Internal Engagement Award.

Over £104,000 raised for Macmillan in 2019.



Fundraising activities included the tough Paris to Amsterdam cycle challenge, in which 23 employees took part and covered 410 miles in heat and rain and facing challenges such as flat tires, crashes, and unrepairable punctures.

The most successful single event raised over £10,200, which was a Golf Day organised by our Operations Director, Neil Thompson.



Andrew Cowland (Senior IT Project Manager) took on the 'Brave the Shave' challenge, raising just over £1,000 for Macmillan in return for his fine head of hair!

In partnership with
**MACMILLAN
CANCER SUPPORT**

2.1.3 Luton Foodbank initiative

This initiative started in January 2019 from Security Lane Leader Yanii Van Der Logghe's suggestion. All restricted food items and liquids over 100ml would normally have been thrown away as customers pass through the Security procedures. We started donating these instead and over 103,255 items were donated to the Luton Foodbank in 2019. Mostly these consist of:

- Water
- Spreads (Nutella, jams, marmalade etc.)
- Coconut oil
- Toiletries

According to Salma Khan, Project Manager of Luton Foodbank, the number of people accessing their foodbank increased by 30% last year so these additional items are a much welcome boost to the service they provide.



“We’re super proud of Yanii. She was so inspired after visiting a foodbank and seeing how families were struggling that she suggested we get involved. Thanks to her hard work customers have been able to donate restricted items collected in Security to Luton Foodbank.”

Neil Thompson, Operations Director

“Customers are more than happy to donate and at special times of the year, like Easter, colleagues bring in extra things to donate. I’m so pleased it’s working well.”

Yanii Van Der Logghe

2.1.4 Community cohesion

Community cohesion is critical in contributing to our wellbeing, and we have dedicated a fund towards supporting local community cohesion activities.

2019 was our first year of this fund, and we shared over £22,000 on local schemes such as Love Luton, made up of people representing all organisations working together to create confidence, pride and a positive image of Luton.

It is important to recognise outstanding acts of kindness that are occurring in our local neighbourhoods. We sponsored and attended the Bedfordshire Police Community Cohesion Awards, which celebrates Bedfordshire's outstanding community members, and the Bedfordshire Community Interest Awards "Community project of the year".

In line with this we also sponsored awards that celebrated local acts of kindness, specifically awards organised by the Herts Advertiser (The Young Achiever Award) and the Inspiring Herts Awards (the Charity Champion Award).

Over 100,000 items donated to Luton Food Bank.



2.2 Facilitating skills for tomorrow

Career opportunities in aviation are varied, from carpenters to customer service, and fire crew to air traffic control. The local community has a rich talent pool and as a large employer we want to support local young talent.

In 2019 we supported local skills and employment activities such as the Luton Employment, Training and Skills Fair (LETS). In March we attended LETS and promoted the 'Get into Airports' apprenticeship programme and also promote our current vacancies we had to offer. The event was attended by over 500 local people wishing to obtain employment. We also attended the September LETS fair, with over 50 people coming to our stand enquiring about jobs and career path into the aviation sector. This was a joint stand with the Prince's Trust who were promoting our 'Get into Airports' Programme.

2.2.1 School skills and training programme

We engage directly with local schools via our partner Develop, visiting schools to run our Connect programme which develops their communication and problem-solving skills, and inviting pupils to visit the airport site. In 2019 we met our target of engaging with 10 schools, focusing in 2019 on the more deprived wards across Luton and Bedfordshire. This covered 164 students, of whom 93% felt the information they received was useful.

2.2.2 Get into airports

We delivered our 17th 'Get into Airports' programme in partnership with The Prince's Trust and The Launch Group. 12 young people aged 18 to 30 completed the 2019 Spring programme, and 15 completed the Autumn programme.

Since 2011, over 178 individuals have completed the programme, of which 81% have gone into full-time employment. Placements in 2019 included Harrods Aviation, World Duty Free, The Restaurant Group (TRG), Aelia and Signature.

For an update of our targets, please see the Appendix.



Prince's Trust

START SOMETHING

3. A safe and secure airport

The safety and security of our customers, colleagues and our data are our highest priority. This means having a robust approach to health, safety and wellbeing, as well as how we manage risk, and our data.

We have three key themes that our Safe and Secure RBS targets focus on:

- The development of our Security department
- How we manage health, safety and wellbeing
- Ensuring our data is secure

Highlights include in November 2019, successfully retaining our ISO 45001 Occupational Health and Safety Management certification for another 3 years. We received excellent feedback from the assessor regarding our senior management commitment to achieve the Health and Safety Strategy, resources provided to support health and safety and our open reporting culture.

In 2019 we also won the Airport Operator’s Association Award for the best Safety Week Initiative for the Airport Safety Bus.



ISO45001 certification successfully renewed.

Please see the Appendix for further updates on our RBS targets.

3.1 Our overall approach to safe and secure

Underpinning ‘a safe and secure airport’ is our overall approach to risk and safety management. This means understanding what our risks and responses are, from Board level through to our supply chain.

- Following governance best practice, we have a risk register that our Management Board is responsible for. The register includes Environmental, Social and Governance (ESG) issues, including climate change and the impact to the airport. This is managed by a committee and updated each year. Our approach influences why we strive for best practice management, for example with certifications in ISO standards for environment, health and safety, and hopefully soon information security (ISO27001).
- This approach cascades further through to our main departments, who hold a dedicated risk register. The sustainability department continues to work with them to incorporate ESG risks.
- We have a dedicated team which manages our business preparedness and contingency planning, see case study.
- Our Health and Safety team is leading the way through the Safety Differently approach. This has been in place for a few years and has helped us create a culture based on trust and curiosity. This has enabled us to shift our focus from reactive performance measures to proactive measures and adopt a learning culture.
- The sustainability department has earmarked 2020 to develop a risk register for sustainability, with impacts of climate change and challenges to the carbon zero journey high on the planned register.
- In relation to risks from human behaviour, we are currently looking to revitalise our Business Ethics policy, in line with our expanded operations, which is earmarked for 2020.

CASE STUDY

OVERALL RISK MANAGEMENT

Our Risk Management structure assesses the likelihood and impact of various risks and organises the mitigations in place for each. Sometimes this means preparing bespoke plans to deal with events, such as new work in 2019 to meet the risk of a drone strike/incursion at the airport.

These plans are jointly developed with partners in the emergency services, airlines, local authorities and regulators, and then exercised in tabletop form. Where possible and practical, the airport jointly arranges with partners to conduct full, live exercises in order to train and improve the response.

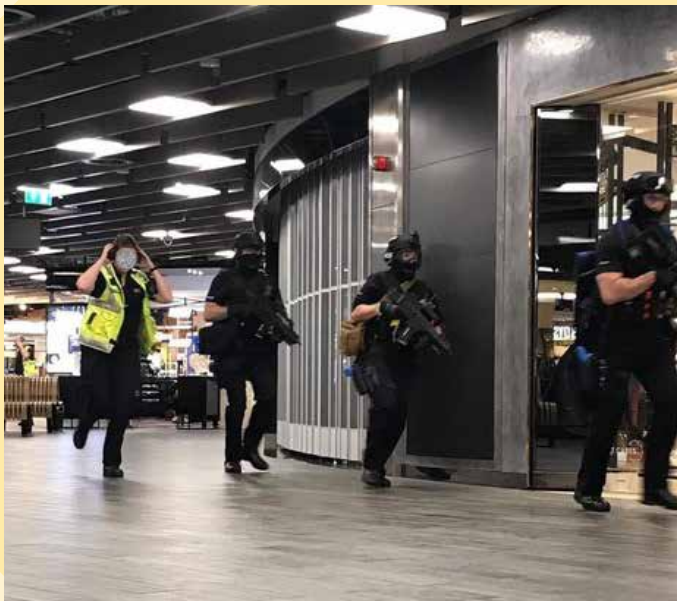
For example, 2019 saw a major live exercise in the terminal simulating a marauding terror attack with firearms and explosives.

Many high impact, low likelihood events such as aircraft accidents or terminal fires have many layers of preventative mitigation as well as detailed exercises and regularly reviewed response plans should the event occur. In order to deal with unforeseeable or complex risks, we have a Crisis Management Plan which can be activated at any point. This plan brings specialists within the business into a structure which directs the effort in line with key objectives set by the Board. All the airport’s senior management and more than fifty other employees across the business are trained in this response plan, which can grow, shrink and change in order to meet the challenge presented.

Nick Orwin, Emergency Planning Manager



Fire crew getting involved in the 2019 major live exercise.



Terminal colleagues role playing for the 2019 major live exercise.

3.2 Our Security department

As the largest team in the airport, our Security department are dedicated to making the service for customers passing through security as straightforward as possible. Our department has a programme of enhanced security development above the minimum standard set by the Civil Aviation Authority (CAA), including customer experience and leadership.

In 2019 there was significant development and disruption to the Security hall and rotas as part of the airport’s redevelopment. We are therefore behind on RBS target 3.1 (career development pathway for Security staff).

3.3 Health and Safety

In 2019, we revised our Health and Safety strategy following engagement with the business and core business sponsors.

As we continue our Safety Differently journey, our strategy vision is to create a proactive safety culture. Our strategy identifies key deliverables which will enable us to achieve outstanding safety performance. It includes four target areas where we will focus our attention in pursuit of our vision: our people, learning from experience, risks management, and proactive monitoring.



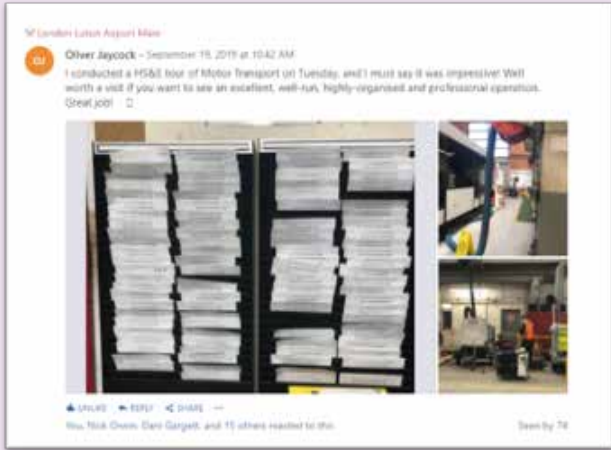
With a focus on learning from experience and adopting the Safety Differently principles, we hosted a series of investigation training sessions and developed our investigating processes to shift the focus to ‘learning’.

This was followed by a series of appreciative investigation training sessions. The objective was to support the application of Safety Differently principles where we start to investigate the ‘work as planned’ versus ‘work as done’ (Target 3.6 Appreciative Investigations). Application of this process enables us to identify opportunities for improvement before accidents occur and therefore apply more proactive measures.

3.3.1. Targets

Our health, safety and environment team went through a transition in 2019 with a replacement Head of Department starting in July 2019. At this point, our targets were reviewed to align with our revised strategy. As a result, for 2019 some of our targets are behind as we focussed on improving the quality of outputs and changed our reporting style.

Our 6 RBS targets for Health and Safety (H&S) align to the principles of Safety Differently, meaning actions are based on the principles of preventing accidents rather than just counting them after they have occurred.



In order to develop a richer understanding of where opportunities for health and safety exist, our senior managers conduct safety tours of other areas of the airport they are not directly accountable for. This process was refreshed in 2019 and our objective transitioned from identifying opportunities for improvement to increasing engagement with workforce and senior management team and identifying good practice.

Our revised target is for 95% of managers to complete 4 tours per year. In 2019 we fell short of this target and 71% of tours were completed. However, due to a review of the objective and a strong focus on engagement and sharing best practice, there was an evident improvement in the quality of outputs.

Accidents did increase in 2019, but we attribute this to a change in reporting practices which widened the criteria for what is classified as an ‘attributable accident’. By adopting a best practice model for reportable and investigating all accidents to establish learning opportunities, we began accounting for a higher number of accidents as ‘attributable’ that would have previously been ‘non-attributable’. Thus, incidents per 100,000 customers rose from 6.82% in 2018 to 8.28% in 2019. Likewise, the number of days a year without an attributable incident fell from 93.7% in 2018 to 87.9% in 2019.

There were no notices received from H&S in 2019.

3.4 Information Security

We take our responsibility for securing the data of our staff, customers, and partners very seriously and can report that there were no data breaches in 2019.

Related to RBS target 3.8, we are pleased to report we are on track with implementing the ISO 27001 standard and hope to attain this in 2020. Likewise, we are on track with Target 3.9, and expect to be compliant with the new Information Security NIS Directive, which is due in 2020.

4. Grow with our people

Despite having grown rapidly over the last five years, we have a relatively small team of people in proportion to our large scale. This means our colleagues are highly dedicated and skilled in what they do.

We employed 854 people in 2019 and the Security department is by far the biggest at the airport. However, across the headcount our skill base varies from mechanical electricians to fire officers, customer service representatives to baggage controllers, and vehicle mechanics to communication and marketing managers.

We have five priority areas for growing with our people:

- 1. Facilitating talent
- 2. Nurturing diversity and ensuring inclusion
- 3. Looking after the wellbeing of our people
- 4. Monitoring our fair pay practices
- 5. Internal engagement of our people

Although these priorities were only set in 2019, there was some progress made. For progress against specific targets please see the Appendix.

10 local schools, covering 164 students, were supported with developing work-related skills.

Two ‘Get into Airports’ programmes run, with 80% of attendees attaining paid employment.

4.1 Facilitating talent

In 2019 we commissioned research to identify what our talent needs were, with a particular focus on entry level talent which typically covers younger age groups. The research highlighted that our technical areas, such as electricians and engineers, were in need of entry level talent that had specialist knowledge and experience which can be hard to find.

Est. 72% of our workforce are entry level roles.

The research also identified that about 70% of the current workforce was classified as holding entry level roles. We have some very good technical training in place, but we recognise we need to develop a company-wide induction programme and set of training modules that are relevant for all, such as business ethics, team management, project management, and engaging with stakeholders.

We are working towards a Facilitating Talent Strategy by the end of 2020 (RBS target 4.1). The work we do with ‘Get into Airports’ and engaging with local schools is helping to address this requirement for more entry level talent (RBS targets 4.2 and 4.3).



4.2 Diversity and inclusion

The aviation sector struggles with gender diversity and as identified through our gender pay gap report, we are on a journey to improve our gender pay gap status.

In 2019 we looked at gender inclusion in our workforce, commissioning research to understand our current status. We identified that overall, 39% of colleagues are female. 85% of women employed by the airport operate at the lowest level (category 5). Whereas some departments have low gender representation in line with industry - such as the fire service, Technical and Airside Operations - some areas have a good balanced representation - such as Security, Terminal Operations, and Marketing.

Some steps have already been made, such as joining the sector group ‘Women in Aviation’, and in 2019 several meetings were run for our colleagues to promote diversity.

4.3 Wellbeing of our people

Our people are important to us, and we recognise that the varied roles we have represent a varied range of wellbeing impacts. Some roles are very manual, for example some of our colleagues can walk up to 8 miles in a single shift, whereas others are customer-facing and can be more emotionally stressful.

In 2019 we explored what a leading wellbeing strategy could look like, identifying our biggest sickness impacts such as seasonal flu, gastrointestinal disorders, musculoskeletal issues, and mental health. We have a dedicated Occupational Health team, private healthcare, and relevant providers of physical support such as an on-site gym, physio and Pilates classes. Our Fire Crew are especially adept; many are Personal Trainer qualified to help colleagues in the on-site gym. In 2019 we continued to train colleagues on mental health first aid (RBS target 4.6); 15% of our colleagues are now mental health first aiders.

We are aiming to have a wellbeing strategy in place by the end of 2020.

15% of our colleagues are mental health first aiders.

4.4 Fair pay

In 2019 we undertook a cost-benefit analysis of achieving Living Wage certification (RBS target 4.7). All our employees meet the criteria, but accreditation is reliant on supply chain following the standard, and so this will be the next step for us to explore.

- 96% of our employees live locally.²

²In Bedfordshire, Buckinghamshire and Hertfordshire.



4.5 Internal engagement

In 2019 our new Internal Communications and Engagement Lead established a series of new processes and platforms for internal communications and engagement. The RBS has four targets focused on internal engagement (targets 4.8-4.11), as we know that this is an area that can make a real difference to satisfaction, productivity, loyalty, and job retention.

We now have an annual employee survey in place, exploring important issues from the effectiveness of communication, team meetings, leadership role modelling to having a voice. In 2019 we also began the process of designing a pulse survey to measure levels of engagement, communications and support - with the aim of running this in 2020.

The internal engagement strategy (called 'ICE') was designed and approved in November 2019. Given the mix of job types we have, not everyone has daily access to a computer – 87% of our colleagues do, and preferred methods of communication are via email and face-to-face.

83% of colleagues feel well informed to vision, values and strategy.



Example internal comms launched in 2019.

Our engagement needs to reach all of our employees and so the strategy includes various communication platforms, such as:

1. A monthly newsletter and seasonal videos from our CEO
2. Yammer /Teams (an internal social media platforms for teams to communicate with each other)
3. A face-to-face internal group (called Co:Labs). This is a forum where volunteers from across the business meet to represent their colleagues and discuss issues of importance, communicate up and down the ranks, and meet people from different departments. This has been of particular success.

In May 2019, the Internal Comms and Engagement function launched 'Engage Co:Lab', an internal working group of volunteers from across the company who collaborate, discuss, trouble shooting and find solutions for both employee and company. The desired outcome is to focus on improving two-way communications, break down silos and run engagement activities that build a sense of pride, belonging and allegiance.

A variety of other platforms are being developed for future use, including engagement events such as a summer festival, Ask Alberto (a series of 'Ask the CEO' sessions for any employee to join in), and the annual engagement survey.



CASE STUDY

ENGAGE CO:LAB – CHANGING THE LANDSCAPE

Our Engage Co:Lab focuses on:

1. Being a communications champion for our department
2. Coming up with engagement improvement ideas
3. Bringing our experience and skills to the table
4. Being a trusted source of information for our colleagues

We started in 2019 with identifying goals and KPIs, and the priority areas to focus on. We then set up four deep dive working groups to look at:

1. Improving understanding of what leadership expected from us
2. Reducing the tendency for people to focus on their direct team and less on other teams elsewhere in the business
3. Reducing change resistance
4. Improving pride in working for the airport

Measurable results

In the first few months of 2019 we achieved around 60% representation from across the airport, and by the end of the year we had 100% representation from our 33 Co:Lab volunteers.

Success is measured through:

1. Making sure our departments are kept up to date on events and initiatives at the airport. We helped engage colleagues on the Princess Royal's visit and the 'Fit for Royalty party in a box' by getting dressed up and sharing selfies. In 2019 we moved to new headquarters and to celebrate this we ran Project Purple, handling the logistics of delivering 860 celebration packs to employees.
2. Running regular surveys in our departments to measure our effectiveness and gather feedback, suggestions and concerns from their teams. Surveys showed a 22% point improvement before vs. after Co:Labs in 'I feel well informed'.
3. Designing and delivering at least 1 engagement initiative per year - across the airport, from start to finish. The Macmillan's World's Biggest Coffee Morning became a great engagement success – helping with the logistics of delivering 50 large cakes and 500 cupcakes!



Talented baking for McMillan World's Biggest Coffee Morning.

5. Deliver great customer experience

The customer experience is at the centre of our business, but often has to be balanced with the critical security responsibilities of an airport and the coordination of delivering services with our key partners. If 2018 was marked by redesigning how our customer service needed to evolve to meet the increase in customer numbers, 2019 was our chance to operationalise those plans - which we did with some success.

Our Responsible Business Strategy has 7 clear targets for excelling in customer service. Our quality standard is designed with best practice in mind, with the aim of exceeding the European Civil Aviation Conference standards. We are pleased to confirm that as a result of the work done in 2019, we achieved one of those targets ahead of schedule and were accredited by the Airports Council International (ACI) for their Airport Service Quality programme, attaining Level 1. This makes us the first UK airport to achieve this, and places us in an elite class of only eight European airports to have achieved this level.

First UK airport to achieve the ACI Customer Experience Level 1 accreditation.

74% customer satisfaction score in 2019.

5.1 Continuous development of our customer service

In 2018 we committed to revitalising the Customer Experience team, and in 2019 the team was reshaped and reskilled with customers front of mind. The team was expanded and began to work more closely with colleagues, for example with Security officers in the Security search area helping with the flow of customers through this process.

Our Customer Experience colleagues need a variety of skills, many are multi-lingual, and all have a unique set of competencies of awareness (for example to identify when a customer needs support), patience (for when customers are in a rush or panicking), and ability to see a situation from a customer’s perspective. To support them, a customer charter is in development (planned for completion in 2021), training is planned, and we are utilising the internal engagement platform Co:Lab to work closer with colleagues in different departments on how to better serve our customers (see the case study in the People section for more information on this).

In 2019 we scored 74% on the ASQ³ customer satisfaction survey (for overall satisfaction) meaning we are on track to reach our target of 80% by 2021.



³ ASQ is an independent company collating and assessing customer satisfaction scores.

5.1.1 Emotional support and faith-based facilities

We continue to provide emotional support and multi-faith facilities, welcoming a diverse range of ethnicities, faiths, and cultures through the airport. Our Chaplaincy team play an important role in providing confidential emotional support.

With the terminal redevelopment, we have installed a dedicated and expanded space for the Chaplaincy team. In the bustle of the terminal, this space is a spiritual haven for people of all faiths and none. Open 24/7, our Prayer Room has directions of prayer marked out and supplies visitors with religious washing facilities, prayer mats, prayer books and other equipment they may need for prayer.

In November, we hosted a chaplaincy conference, welcoming over 40 airport chaplains from across the UK and Ireland. The meeting of the British Isles and Ireland Airport Chaplains’ Network was organised by our Chaplaincy team and is the first time in 16 years that the airport has hosted the event.

A panel made up of local faith groups joined the conference for a discussion on how to best meet the varying spiritual needs of customers in the aftermath of an emergency, a key role of the airport Chaplaincy service.



5.2 Accessibility for all

Accessibility for persons of restricted mobility is a priority and we have three RBS targets related to this.

- 1. **Hidden disabilities: a programme of training all front-line colleagues on hidden disabilities. By the end of 2019, 50% of colleagues were trained - equating to 60 members of staff.**
- 2. **Accessibility Focus Group: we established and ran our first Accessibility Focus Group, ahead of our target to do this by the end of 2020.**
- 3. **CAA Accessibility rating: we are working to achieve the ‘Very good’ score from CAA Persons of Restricted Mobility assessment by the end of 2021.**

After signing up with the Luton Dementia Action Alliance in the first quarter of 2019, we were awarded a “Working to become dementia friendly” award on the 12th December 2019.

We were awarded “Working to become dementia friendly” by Luton Dementia Action Alliance.

Looking forward to 2020, we hope to launch the new Customer Experience Strategy and further develop the Customer Experience charter, roll out training, and continue developing our accessibility support. However, this is being revised in line with the disruptions resulting from the global pandemic that occurred in 2020.

For specific target updates, please see the Appendix.

CASE STUDY

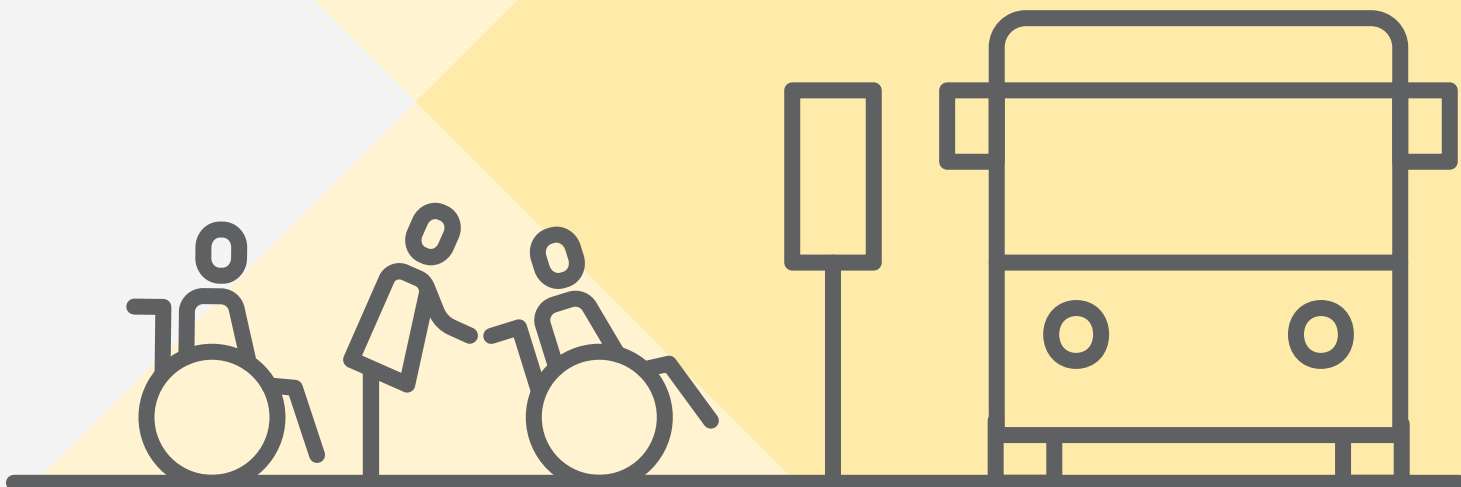
THE ACCESSIBILITY FOCUS GROUP

Our first Accessibility Focus Group was run in November 2019, and we welcomed representatives from the Alzheimer's Society, Hertfordshire Age UK, Action on Hearing Loss, SIA, Colostomy UK, Autism Bedfordshire, The Disability Resource Centre, JDRF, Guide Dog for the Blind, and ICTS. We also welcomed CCTS, a partner in delivering accessibility airport services.

We shared our Customer Satisfaction survey to assess the type of assistance needed and understand current satisfaction levels with our service. The results are due in 2020 and will help us understand further what support is needed where, how easy customers find booking accessibility services, and where we can make improvements.

We also shared results from the CAA accessibility survey, which was conducted in October 2019. 93 responses were received, and 65% of respondents rates our support either Excellent, Good or Acceptable. Overall, we were ranked 'Good' by the CAA, but of course we continue to strive for better.

The meeting was an opportunity to discuss some of the tactical improvements being made, including on-site accessibility equipment, manual handling training for our staff, and training for Security officers on search methodologies for people with special needs.



6. Sustainable supply chain

London Luton Airport has a significant impact on the local area through our supply chain, sourcing 30% of our suppliers from the local community by spend. In 2019 over £46.8 million was spent with suppliers in our local community. An estimated 27,500 jobs were supported both directly and indirectly, with 15,600 of those being generated in the Three Counties region.

We continue to be one of the biggest employers in the region, and our influence therefore reaches far into our local communities and even wider across the UK. With this comes the responsibility to ensure we generate a positive impact, as well as practicing responsible supply chain standards.

Our sustainable supply chain targets focus on four priority areas:

1. Investing in local suppliers and SMEs, ensuring at least 25% of our spend is with them
2. Building a sustainable standard of behaviour for our suppliers
3. Ensuring we support our smaller and local suppliers in building capacity for achieving those sustainable standards
4. Building climate change resilience in our supply chain

For an update of our targets, please see the Appendix.

- 30% of our supply chain spend was with local businesses.
- Over £46.8 million was spent with local suppliers.

6.1 A sustainable standard for our suppliers

Reviewing our supplier contracts to ensure sustainability criteria are included is one of our targets for building a sustainable supply chain. We started with all new tenders and in 2019, 50% of tenders had sustainability requirements embedded in them.

As and when contracts are due for renewal, sustainability criteria continue to be embedded, including awareness of human rights such as ethical treatment of sub-contractors, modern slavery awareness, equality and diversity considerations, health and safety considerations, any social value the supplier contributes, climate change resilience, and standards for waste and resource management.

Social value standards from our suppliers

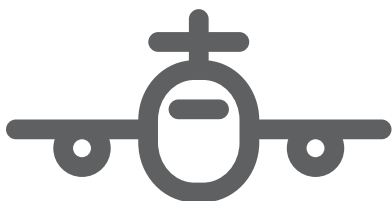
We have a sustainability target to have a positive impact on the surrounding areas of the airport.

We ask our suppliers to demonstrate how their proposal might offer social, economic or environmental benefits to the community and take into account social provisions over and above the provision of the service. This could include (but is not limited to) creating jobs, improving skills, increasing local volunteering opportunities or improving environmental conditions in and around London Luton Airport.

6.2 Building supplier capacity

To help our suppliers – many of whom are smaller local companies – to reach the standards we are rolling out across our supply chain, we have invested in capacity building.

- In 2019 we held four events in the local area to train local businesses and SMEs how to respond to tenders and understanding sustainability criteria.
- We also developed a Supplier Capacity Toolkit in 2019, and Version 1 was developed and launched via our on-line portal, with sustainability guidance incorporated: www.knowledgemaps.co.uk/lla/Processes/2/11EBC208C5C48ECBC9E1B44A0A11C5E.htm



6.3 Building climate change resilience in our supply chain

The impacts of climate change are not just affecting us, but our suppliers as well. There have been challenges to resource availability, changing regulations and expectations for better waste management, and recognition of some of the unintended negative consequences of carrying out our everyday operations such as pollution, waste, and resource overuse. This is why working closely with our suppliers to build in climate change resilience is critical.

In 2019 we made significant headway with reducing glycol use thanks to collaboration with the de-icing specialist supplier, Integrated De-icing Services (IDS). Glycol contamination is a consistent issue for all airports; glycol as an airframe anti/de-icing agent is currently the primary means of achieving flight safety during winter operations. One of its drawbacks is that it has negative environmental consequences if it makes its way into the local water supply or ground water in volume as it depletes oxygen levels and can harm aquatic life.

In 2018 we worked closely with a new supplier to understand how we could manage this impact better, resulting in significant changes to how we de-ice, and with positive consequences on reducing pollutants and costs.

Looking forward to 2020, we hope to continue developing the capacity of local suppliers and further developing the toolkit and code of conduct.

CASE STUDY

WORKING CLOSELY WITH OUR SUPPLIERS

Since the introduction to our airport of Forced Air/Blend to temperature technology in the treatment of airframes in winter operations, we have made significant headway with reducing glycol usage. This is in no small part thanks to collaboration with the supplier IDS and their customers easyJet and most recently Wizz Air.

In 2018 we had 3 dedicated de-icing zones where the glycol solution used to de-ice airframes could be collected and recaptured. The redevelopment saw the construction of a dedicated de-icing area, called Foxtrot, our first fully integrated remote de-icing facility. It is closer to the runway, enabling aircrafts to taxi to the runway as soon as treatment is completed, meaning less glycol is needed to achieve the required safety margin. The drainage surrounding the facility is designed to capture run-off glycol so it can be collected and disposed of in an environmentally responsible way. The new facility offers de/anti-icing capability for up to 4 aircraft at any one time and combined with the 3 existing positions available on the South Apron (area intended for loading and unloading of passengers, cargo, refuelling etc) this gives us the largest remote de/anti-icing capability in the UK.

We engaged with contractor, IDS, on how this dedicated space could be utilised to reduce our glycol use. IDS was offering a new forced air/blend temperature technique to de-ice airframes, boasting significantly less de-icing spray use. We implemented this new technique in the Foxtrot area. The result was instant - 42,000 litres of de-icing fluid at a 15% glycol level was captured in the 2018/19 winter season versus an estimated 55,000 litres at 18% glycol in 2017/18. We were the first airport in the UK to use this technique.

An additional success to improving efficiencies with de-icing was when Wizz Air and easyJet agreed to collaborate on the de-icing process that we introduced with IDS. Looking to the future, we are keen to encourage all our airlines to collaborate and use the forced air/blend temperature method, thus further reducing our fluid use.

Liam Bolger, Head of Airside

The table is titled 'Environmental Benefits of Collaboration' and is part of a presentation slide. The slide includes logos for London Luton Airport, The Inland Group of Companies, IDS, Inland, and easyJet. The table has five columns: Winter Date Period, Product Litres, Number of aircraft de-icing events, Average application Litres per season, and ATMs. The data shows a significant reduction in glycol usage and ATMs from the 2006/07 period to the 2018/19 period.

Winter Date Period	Product Litres	Number of aircraft de-icing events	Average application Litres per season	ATMs
Total 2006/07 – 2009/10	1,423,247	8,157	275,164,219,264	3,282,819,5,088
Average 2006/07 – 2009/10	355,812	1539	225.5	7,075
Total 2014/15 – 2017/18	816,264	5,858	101,126,122,156	1,851,1,451,2,015
Average 2014/15 – 2017/18	204,066	1,464.5	126.25	4,640
Average percentage change	-42.65%	-4.84%	-44%	-36.84%
				+31.08%

A summary of the environmental benefits of forced air/blend temperature technique.



Our new Foxtrot area using IDS’s new forced air blend technique.

Appendix: Data Tables

Data validation:

Due to the unusual circumstances of COVID-19 and 2020 Q1-2 lockdown, much of the data was not able to be externally validated. All effort has been made to ensure accuracy and reliability of the data. Where possible we have used external sources to double-check the data, for example electricity use data is sourced from both our own tracking and checked with our suppliers annual usage statements and emissions metrics.

Note:

Our 5 year Responsible Business Strategy (RBS) was first produced and published in 2019, reporting a set of 2018 data, activities and commitments. For the 2019 report we are therefore able to include these 2018 metrics and as we are on a continuous improvement journey over the 5 year period of the RBS, we are adding additional reporting metrics. We are using the industry standard ACI and the UNGRI reporting criteria as a guide for this continuous improvement journey. Thus, some metrics and targets may not have 2018 data.

Progress key:



Target achieved



Behind target



On track



Target revised




























New target








N/A Not applicable this year













pax = per passenger










Responsible Business Strategy targets












Environmental responsibility and efficiency					
Indicator or activity	Metric/target	Status	Comments	2018	2019
1.1 Carbon accreditation	Achieve Mapping level of certification by end 2020		Level 1 (Mapping) of the ACI accreditation achieved!	n/a	Target achieved
1.2 Carbon reduction	Develop a Carbon Management Strategy with emissions target by end 2020		Baseline established and action plans put in place in 2019.	n/a	Behind target
1.3 Energy sources	Source 100% of electricity from renewable sources by end 2021		Feasibility study started. In 2019 no renewable sources were used.	n/a	On track
1.4 Energy on-site sources	At least 25% of energy used to come from on-site renewable sources by end 2026		Feasibility study started. In 2019 no renewable sources were used.	n/a	On track
1.5 Energy reduction	Reduce operational electricity (excluding vehicles) to less than 2.0 kWh pax by end 2023		Started to identify high electricity usage areas including: lighting (including airfield ground lighting), heating and cooling, water pumping systems, water heaters, lifts and escalators, charging units for tug vehicles, baggage systems, concessionaire units for heating and cooking of foods. Excludes diesel use.	2.177 CO2e pax	2.024 CO2e pax
1.6 Water consumption	Reduce total consumption to less than 5.98 litre/pax by end 2023		Reduction plan still to be developed, will include our meters and sub meters being monitored by our contractor (Veolia) for peaks/low consumption and system leaks. Thresholds and tolerances will then be set to monitor where reduction and responsible water use can be improved.	7.671 litre pax	7.407 litre pax
1.7 Potable water	Identify and quantify operations that currently use potable water but could be served by non-potable water by end of 2021		Audit of use of potable and non-potable water still to be planned.	n/a	Behind target
1.8 Waste recycling	Recycle at least 70% of non-hazardous operational waste by end 2022		Excluding aircraft waste. Main waste impacts are est. 40% general waste for recovery and 60% for recycling. This currently includes hazardous waste, and future work will look at our data capturing and reporting system for waste. Recycling rate drop due to China no longer accepting UK recycling.	64%. 1,430 tonnes of waste to recycling	60%. 1,493 tonnes of waste to recycling
1.9 Operational waste	Reduce to 0.12 kg pax by end 2023		Excluding aircraft waste, including hazardous waste.	0.14 kg pax	0.14 kg pax
1.10 Carbon Trust standard for Zero Waste	Achieve for Zero Waste to landfill by end 2020		This will be progressed in 2020/21.	n/a	Behind target
1.11 Construction and demolition waste	Less than 5% non-hazardous waste by weight from qualifying projects, to landfill by 2021		Two projects (car park and taxiway construction) in 2019 resulted in 13,907.87 tonnes of waste taken off site, plus the 14,280 tonnes redistributed within site. 8,582.97 tonnes was hazardous; 5,324 tonnes non-hazardous.	n/a	On track
1.12 Air quality	Develop an air quality strategy by end 2022		In 2019 the Surface Access Strategy was reissued (2018-22) and updated. To address air quality, the strategy has specific targets to promote sustainable transport options. See Targets 1.18-21.	On track	2019 update achieved
1.13 Noise	No Chapter 3 aircrafts by 2020		140,028 applicable chapter 3 movements in 2019, 4 are marginally compliant (out of a total of 141,841 aircraft movements).	n/a	Behind target

Environmental responsibility and efficiency					
Indicator or activity	Metric/target	Status	Comments	2018	2019
1.14 Noise	100% Chapter 4 aircraft or better by 2022		Using operator noise certificates (a new data set is being developed in 2021 that will be specific to aircraft movements), 61% of certificates are chapter 4 or higher.	n/a	61%
1.15 Noise reduction	Assess Slighter Steeper Approaches and if they can be adopted and provide recommendations by 2023		CDA is the technique used. The target for 2019 was 90% of movements; 91% used CDA. We also encourage Delayed Landing Gear deployment as standard operating procedure, and in 2019 approximately 75% of aircrafts adopted this procedure, which is proven to reduce noise impact.	n/a	On track
1.16 Noise survey	Carry out local communities survey for noise management and complaints procedure, and define improvement targets by end 2020		We conduct 6 local community consultations via public surgeries attended by more than 150 residents in 2019. Consultation occurred in 2019 for the development of the Noise strategy (see Noise Action Plan, Target 1.17).	n/a	On track
1.17 Noise strategy	Develop a strategy to reduce area of noise contours by 2028 for day and night flights by 2020		A Noise action plan was launched in 2019 (2019-2023) with five main areas: operational procedures, quieter aircrafts, land-use planning and mitigation, working with local community and industry partners.	In progress	Target achieved
1.18 Sustainable travel single occupancy vehicle use	Reduce single occupancy vehicle travel (SUV) to airport, by 2022: employees 64%, customers 47%		Employee SOV was 59% in 2019; passenger private car travel 46%.	In progress	59% of employees; 46% of passengers
1.19 Sustainable modes of travel	Greater than 28% of employees and 35% of customers traveling to/from airport, by 2022		By bus, coach, rail, walking, cycling, electric vehicles. By 'customers' we mean passengers. This is measured every 3 years.	n/a	31% of employees; 33% of passengers
1.20 Promote sustainable travel	Promote and monitor. Secure 12% participation in staff travel survey by 2020 and increase number of organisations attending airport travel forum (to 12 by 2022)		Staff travel survey is conducted every 2 years; next one is due 2020. The Airport Travel Forum is held every 6 months; in 2019 13 organisations attended the December meeting, including bus, taxi, rail, and government (DFT, LBC, LLAL) organisations.	n/a	On track
1.21 Sustainable travel plan	Establish a plan for low carbon airside and landside vehicles by mid 2021		In 2019 we identified our fleet for diesel and low carbon vehicles and enablers and obstacles for a low carbon fleet.	n/a	Behind target
1.22 Spills	Reduce number of fuel spills rated Major, to less than 5 per year by 2025, and 0 for Hazardous or Catastrophic		Overall spills reduced in 2019 despite increase in air traffic operations because we improved our reporting processes and investigations of spills. For each spill we engage with the third party to prevent re-occurrence, and faulty equipment is taken out of use and repaired.	99 (9 major, 90 minor or lower)	94 (1 hazardous, 6 major, 87 minor or lower)
1.23 De-icing	More than 95% of airframes de-iced in areas of capture and collection by March 2024		Now have 7 dedicated areas to spray in. Forced/air blend to temperature used, which uses less de-icing spray. De-icing season is Nov-March, so figures here are from Nov 2018-Spring 2019. 2018-19 was a milder winter than 2017-18, so less spraying was done. Identifying percentage of airframes sprayed in Foxtrot still in progress.	55,000 litres run-off at 18% glycol (type 4)	42,000 litre run-off at 13% glycol
1.24 Single use plastic	All new concession contracts to include requirement for single use plastics		Audit done of what single use plastics concessionaires used, contracts now need to be adapted. Volumes not currently captured from concessionaires. Future work includes extending to all offices and other areas (e.g. Cargo).	n/a	Behind target
1.25 Climate change risk	Identify risks and develop a resilience plan and integrate into business risks, by end 2022		Assessment to be conducted in 2021.	n/a	On track








Community engagement					
Indicator or activity	Metric/target	Status	Comments	2018	2019
2.1 Bedfordshire & Luton Community Trust Fund	Target UK£150,000		In 2019 £150,000 contribution to the Fund covering 155,951 beneficiaries.	£100,000	£150,000
2.2 Employee matched funding scheme	20 employees requesting matched funding		20 employees successfully matched funding of £50, totalling £1,000 in matched funding given in 2019.	n/a	£1,000
2.3 Local initiatives for community cohesion	UK£30,000 invested		£22,345 was invested in 2019; we will look for more opportunities to contribute in 2020.	n/a	£22,345
2.4 Skills development with local schools	10 schools engaged		10 local schools were engaged across Luton & Bedfordshire, across 164 students. 2 on-site school tours.	11 schools	10 schools
2.5 Staff volunteering	5% of staff (48) taking at least 1 day paid time off for volunteering		Target was 48 staff (5% of employees, headcount 810); 58 volunteered, totalling 72 days volunteered (est. 7% of staff).	33 employees volunteering days	58 employee volunteering days
2.6 Community wellbeing	£45,000 raised for charity partnerships in theme of community wellbeing		Over £104,000 raised for Macmillan Cancer Fund in 2019, and over 103,255 items donated to Luton Food Bank.	£45,000	£104,000
2.7 Supporting Community Noise team	Attend 4 community noise surgeries		4 noise surgeries attended by the Community team, where the Community Trust Fund was promoted.	4	4

Environmental responsibility and efficiency					
Indicator or activity	Metric/target	Status	Comments	2018	2019
1.14 Noise	100% Chapter 4 aircraft or better by 2022		Using operator noise certificates (a new data set is being developed in 2021 that will be specific to aircraft movements), 61% of certificates are chapter 4 or higher.	n/a	61%
1.15 Noise reduction	Assess Slighter Steeper Approaches and if they can be adopted and provide recommendations by 2023		CDA is the technique used. The target for 2019 was 90% of movements; 91% used CDA. We also encourage Delayed Landing Gear deployment as standard operating procedure, and in 2019 approximately 75% of aircrafts adopted this procedure, which is proven to reduce noise impact.	n/a	On track
1.16 Noise survey	Carry out local communities survey for noise management and complaints procedure, and define improvement targets by end 2020		We conduct 6 local community consultations via public surgeries attended by more than 150 residents in 2019. Consultation occurred in 2019 for the development of the Noise strategy (see Noise Action Plan, Target 1.17).	n/a	On track
1.17 Noise strategy	Develop a strategy to reduce area of noise contours by 2028 for day and night flights by 2020		A Noise action plan was launched in 2019 (2019-2023) with five main areas: operational procedures, quieter aircrafts, land-use planning and mitigation, working with local community and industry partners.	In progress	Target achieved
1.18 Sustainable travel single occupancy vehicle use	Reduce single occupancy vehicle travel (SUV) to airport, by 2022: employees 64%, customers 47%		Employee SOV was 59% in 2019; passenger private car travel 46%.	In progress	59% of employees; 46% of passengers
1.19 Sustainable modes of travel	Greater than 28% of employees and 35% of customers traveling to/from airport, by 2022		By bus, coach, rail, walking, cycling, electric vehicles. By 'customers' we mean passengers. This is measured every 3 years.	n/a	31% of employees; 33% of passengers
1.20 Promote sustainable travel	Promote and monitor. Secure 12% participation in staff travel survey by 2020 and increase number of organisations attending airport travel forum (to 12 by 2022)		Staff travel survey is conducted every 2 years; next one is due 2020. The Airport Travel Forum is held every 6 months; in 2019 13 organisations attended the December meeting, including bus, taxi, rail, and government (DFT, LBC, LLAL) organisations.	n/a	On track
1.21 Sustainable travel plan	Establish a plan for low carbon airside and landside vehicles by mid 2021		In 2019 we identified our fleet for diesel and low carbon vehicles and enablers and obstacles for a low carbon fleet.	n/a	Behind target
1.22 Spills	Reduce number of fuel spills rated Major, to less than 5 per year by 2025, and 0 for Hazardous or Catastrophic		Overall spills reduced in 2019 despite increase in air traffic operations because we improved our reporting processes and investigations of spills. For each spill we engage with the third party to prevent re-occurrence, and faulty equipment is taken out of use and repaired.	99 (9 major, 90 minor or lower)	94 (1 hazardous, 6 major, 87 minor or lower)
1.23 De-icing	More than 95% of airframes de-iced in areas of capture and collection by March 2024		Now have 7 dedicated areas to spray in. Forced/air blend to temperature used, which uses less de-icing spray. De-icing season is Nov-March, so figures here are from Nov 2018-Spring 2019. 2018-19 was a milder winter than 2017-18, so less spraying was done. Identifying percentage of airframes sprayed in Foxtrot still in progress.	55,000 litres run-off at 18% glycol (type 4)	42,000 litre run-off at 13% glycol
1.24 Single use plastic	All new concession contracts to include requirement for single use plastics		Audit done of what single use plastics concessionaires used, contracts now need to be adapted. Volumes not currently captured from concessionaires. Future work includes extending to all offices and other areas (e.g. Cargo).	n/a	Behind target
1.25 Climate change risk	Identify risks and develop a resilience plan and integrate into business risks, by end 2022		Assessment to be conducted in 2021.	n/a	On track

A safe and secure airport					
Indicator or activity	Metric/target	Status	Comments	2018	2019
3.1 Enhanced Security training	% of staff with career development pathway		Due to development and disruption to Security hall and roostas, there was no staff career development pathway done in 2019.	n/a	Behind target
3.2 H&S: investigations	Share 90% of learnings from investigations each year		Following Safety Differently approach, we share learnings but did not achieve at least 90%. We expect to do so for 2020.	n/a	On track
3.3 H&S: tours	95% attendance of senior management on H&S tours each year		71% attendance on 4 tours achieved.	n/a	71%
3.4 H&S: Safety differently training	By end 2020 all senior management having been on training		Planned for 2020.	n/a	On track
3.5 H&S: Risk governance meetings	Senior managers attend 75% of risk governance meetings each year		This is a target starting from 2020. Despite that, in 2019 we still ran four meetings.	n/a	On track
3.6 H&S: Continuous improvement	Conduct pre-emptive assessments for each department every quarter		Planned for 2021.	n/a	Behind target
3.7 H&S: Safety tours for suppliers	Quarterly safety tours for our key on-site suppliers		Planned for 2021.	n/a	Behind target
3.8 Information security standards	Achieve ISO27001 by end 2020		Training for users implemented in 2019, on track to achieve by end 2020.	On track	On track
3.9 Information security NIS directive	Full compliance by end 2020		Scoped roadmap for implementation in 2019. On track for compliance. Government deadline was extended in 2020 due to COVID-19.	n/a	On track

Grow with our people					
Indicator or activity	Metric/target	Status	Comments	2018	2019
4.1 Facilitating talent strategy	Develop a strategy by end 2020		Initial research was done to identify the need.	n/a	Behind target
4.2 Facilitating talent Princes Trust Partnership	Each year at least 2 Get into airports programmes run, with 15 individuals more, with 75% or higher positive outcomes		In 2019, 2 programmes were run, over 80% got paid employment.	Target achieved	Target achieved
4.3 Facilitating talent airport career opportunities	Attend 10 career and job events for schools, focus on more deprived wards		10 career and job events attended.	Target achieved	Target achieved
4.4 D&I strategy	Develop a strategy by end 2020		Initial research was done to identify gender inclusion.	n/a	Behind target
4.5 Wellbeing strategy	Develop a strategy by end 2020		Initial research was done to identify impacts.	n/a	Behind target
4.6 Wellbeing mental health	15% of staff to have Mental health first aider training by 2020		15% of staff are trained!	n/a	15%
4.7 Fair pay Living Wage analysis	Complete cost-benefit analysis by end 2020		Employee base was reviewed, for certification this needs to be extended to the supply chain.	n/a	On track
4.8 Internal engagement to vision, values, strategy	At least 85% of staff well informed or very well informed in 2020		83% achieved in 2019, on track for 2020 target achievement.	n/a	On track
4.9 Internal engagement 'having a voice'	At least 60% of staff feel they have a voice on what goes on in 2020		Metrics show 38% regularly contribute to the internal engagement platform (Co:Lab) in 2019. Metrics need to be revised when new Pulse survey is conducted in 2020.	n/a	38%
4.10 Internal engagement Leadership	Raise visibility and profile of Executive Team with at least 80% of staff knowing team members, by 2020		69% achieved in 2019, expect to achieve target in 2020.	n/a	69%
4.11 Internal engagement communication skills	Support managers to be better communicators with at least 60% communicating regularly or very regularly by 2020		Meeting still happen infrequently. 39% said they happen frequently (within a week), but 24% said once a month.	n/a	39%

Deliver great customer experience					
Indicator or activity	Metric/target	Status	Comments	2018	2019
5.1 Customer experience training	100% of customer facing staff with training by end 2020		Planned for 2020.	n/a	Behind target
5.2 Customer experience charter	In place by March 2021		A charter is being developed as part of the broader Customer Experience Strategy.	n/a	On track
5.3 Customer satisfaction	By end 2021 customer satisfaction score of 80%; by end 2022 82%		A strategy is being developed to improve customer satisfaction scores. 74% was achieved in 2019.	n/a	74%
5.4 Hidden disabilities training	All front-line staff have training by end 2020		60 staff trained (50% of staff).	n/a	50% trained
5.5 Accessibility	Achieve 'Very good' rating for CAA Persons of Restricted Mobility by end 2021		Met the majority of the targets for number of PRMs waiting times.	n/a	On track
5.6 Accessibility Focus Group	Establish focus group by end 2020		London Luton Airport Accessibility Forum was established and first session held Q4 2019.	n/a	Target achieved
5.7 ACI accreditation	Gain certification to ACI customer experience accreditation programme by end 2020		Accreditation achieved to level 1, the first UK Airport to achieve Level 1, and one of only eight European airports to achieve this.	n/a	Target achieved

Sustainable supply chain					
Indicator or activity	Metric/target	Status	Comments	2018	2019
6.1 Code of conduct	Create code by end 2020		Not started in 2019.	n/a	Behind target
6.2 Sustainability objectives in contracts	75% of supplier contracts by spend to have sustainability objectives by December 2020		50% of tender requests have sustainability objectives embedded in 2019. As contracts are renewed sustainability objectives are being included.	n/a	On track
6.3 Supplier capacity building toolkit	Toolkit in place by Dec 2020		Toolkit Version 1 developed and launched via on-line portal, with sustainability guidance incorporated: https://www.knowledgemaps.co.uk/lla/Processes/2/11EDBC208C5C48ECBC9E1B44A0A11C5E.htm	n/a	On track
6.4 Supplier capacity building events	Number of capacity building events in place each year		This target starts from 2020 onwards, but in 2019, 4 events were held.	n/a	4
6.5 Supplier local spend	Maintain at least 25% spend from local suppliers each year		Suppliers located in Hertfordshire, Bedfordshire and Buckinghamshire.	30%	30%
6.6 Climate change risks and suppliers	Identify and assess risks by end 2021		Risk register includes a series of risks related to sustainability (e.g. fraud, pandemic) but not specific sustainability risks yet identified.		Behind target
6.7 Climate change supplier resilience plan	Develop a supplier climate change resilience plan by 2023		Not yet started.		Behind target

Other ESG Data

Indicator or activity	Metric	Comments	2018	2019
Economic contribution: concession fee	UK£	Yearly concession fee paid to Luton Borough Council, March-March financial year.	£51,428,695	£57,492,833
Economic contribution: local jobs	Number of employees on and airport campus	Employment from our operations, close partners on airport area, and other businesses in the airport area.	10,400	11,200
Economic contribution: local supply chain	Total spend in supply chain on local suppliers, by UK£	Local area counted as located in the local counties of Bedfordshire, Hertfordshire, and Buckinghamshire. We have a yearly target of at least 25% of suppliers from local area; achieved 30% in 2019.	n/a	£46,892,190
Economic contribution: tax contributions	UK£ of total tax on profits paid	Responsible taxable rate of 19% paid.	£6,746,000	£7,261,000
Economic contribution: total wage bill	UK£ of total direct employment	Our wage bill for 2019.	£36,510,000	£35,701,000
Economic contribution: value distributed	Revenue, UK£	2019 revenue (PBIT).	£201,315,000	£226,873,445
Economic contribution: value distributed	Operating cost	2019 operating cost. Figures are inclusive of concession fee.	£131,269,040	£142,648,496
Economic contribution: value distributed	Dividends paid, UK£	Dividends were distributed in 2019.	0	£16,736,000
Annual passenger numbers	Total annual number of passengers	Agreed allowance for 2019 was 18 million.	16,581,850	17,999,969
Number of airlines served	Total number of airlines using the airport	Includes commercial passenger, cargo, and private. Easy Jet and Wizz Air were the largest airlines served in 2019. 1 new airline joined the airport in 2019.	8	9
Number of destinations served	Total number of destinations served by the airport	In 2019, 19 additional routes were added, but 21 routes ended.	147 destinations across 42 countries	141 destinations across 41 countries
Aircraft movement	Total aircraft movements across all types of aircrafts (day and night)	Increase from 2018, within agreed allowance.	136,270	141,481
Cargo tonnage	Total cargo by tonnage	Increase from 2018, within agreed allowance.	27,096 tonnes	36,906 tonnes
Passengers for domestic flights	Total passenger numbers for domestic flights	Increase from 2018.	1,188,596	1,197,578
Passengers for international flights	Total passenger numbers for international flights	Increase from 2018, the majority to the EU.	15,393,254	16,802,391
Number of runways	Number of runways	Further development occurred in 2019 to maximise the use of the runway. Runway is 2162 metres in length, with 2 arrival routes and 6 departing routes.	1	1

Good corporate governance				
Indicator or activity	Metric	Comments	2018	2019
Political contributions	By £ spent	No political contributions made.	0	0
Voluntary quality management standards we adhere to	Certifications achieved from standards bodies	Retained ISO standards 14001, 50001 and 45001; Level 1 of the Airport Carbon Accreditation Scheme; ACI Customer Experience Accreditation programme level 1; CAA Persons of Restricted Mobility scheme.	n/a	In place
Business contingency and emergency preparedness	Inclusion in plans	We have a dedicated department in place. See 'Safe and Secure Airport' for more detail.	In place	In place
Corporate risk register	Existence, and inclusion of ESG in register	Corporate risks include Safety and security; Governance, Social and Environmental; Environment; Noise management; Passenger cap; Changes in demand; Industrial relations; Macroeconomic environment; Brexit; Financial risks. ESG issues are included in the risk register.	In place	In place
Business ethics (e.g. Anti-corruption) policy	Updated policy(s) in existence	Last updated in 2015, future work planning includes it being revised and updated.	In place	Behind
Composition of the Boards	By headcount and area of responsibility	Board of Directors composed of (counting those who resigned and joined in 2019) executive (1), non-executive (10) and alternate directors (7). 5 resigned and 8 new were appointed; 6 were the same from 2018. The Management Board consists of: A Martin (CEO), N Thompson (Head of Operations), B Hunter (Chief Financial Officer), J Pollard (Chief Commercial Officer), R Maybank (Construction Director), A Perez Monsalvo (Capex Director), A Bradshaw (HR Manager), O Jaycock (Head of Marketing), S Paul (Legal Council).	In place	In place
Composition of the remuneration committee	By headcount	The remuneration committee is made up of 4 directors: J Leo, R Marabini, M de los Reyes Escring Teigeiro, K Ludeman.	In place	In place

Sustainability governance				
Indicator or activity	Metric	Comments	2018	2019
Composition of the RBS Steering Committee	By headcount and area of responsibility	Senior members from each main department is represented on the committee.	In place	In place
Sustainability obligations register	Register in existence	Obligations register in place, using the framework of RBS.	n/a	In place
Dedicated team in place	Headcount and area of responsibility	Team of 4: RBS Manager, Community Executive, Environment Manager, Energy Manager. At the end of 2019 approval was given to expanded the team with new senior support.	n/a	In place
Strategy ownership	Breadth and seniority of representation	Ultimate owner is the CEO, then Management Board, then Head of Strategic Affairs then a Steering Committee with members from across the business.	In development	In place

Environmental responsibility and efficiency				
Indicator or activity	Metric/target	Comments	2018	2019
Energy use: electricity	MWh	Covers scope 2.	35,975	36,439
Energy use: gas	MWh	Covers scope 1.	9,365	8,140
Energy use: diesel (heating and power)	Litres	Covers scope 1.	75,679 litres	73,718 litres
Energy use: diesel (vehicle)	Litres	Most of our fleet is Euro 4, 5 and 6 diesel. Older vehicles are being replaced as fleet upgrades are made. Covers scope 1.	419,554 litres	417,067 litres
Carbon emissions	Tonne CO2e pax	Total CO2e across all emission sources in own operations (scope 1 and 2).	13,445 CO2e (0.81 pax)	12,151 CO2e (0.68 pax)
Water use	Litres	2019 saw passenger numbers rise, so even though we used more water we used less per passenger than in 2018.	126,792 m3 (7.671 pax)	133,334 m3 (7.407 pax)
Recycling rates	% of waste recycled (total waste)	Including hazardous waste but excluding aircraft waste. Recycling rates fell 2018-9 due to global market changes with China no longer accepting UK recycling.	64%	60%
Wildlife strikes	Number of bird strikes	There were six bird strikes in 2019. We work with local farmers and council to manage neighbouring grassland. Local gamekeepers manage woodland pigeon populations.	n/a	6
Biodiversity	Protected habitats or species	There are no protected habitats or species. There are 6 confirmed uncontrollable species, none are protected, all are birds. We identified Roman snails during DART construction. No restoration projects were required.	0	0
Fines/non compliance for environment	No fines or non-compliance (excluding noise)	No fines or non-compliance for environment in 2019.	n/a	0
Water waste	Waste water type, recycled, destination, run-off and storm water	Not currently tracked, we are reliant on our water contractor and their infrastructure for flow meters. This is part of our future planning work.	n/a	n/a
Water use	Water from non-mains, water use affecting local reserves	Not currently tracked, but all water from mains. Mains water highest usage in terminal, restrooms and concessionaires consumption for cooking and washing. We do encourage responsible water use and in the future will explore how to track heavy use areas.	n/a	n/a
Waste: airside	By tonnage	This data is currently not captured but progress is in place to do so for future reporting.	n/a	n/a
Waste: landside	By tonnage	This data is currently not captured but progress is in place to do so for future reporting.	n/a	n/a
Hazardous waste	Types of waste and how being reduced	Data is currently not separated out from overall waste data. Data will be captured in the future.	n/a	n/a
Air quality	PM10 and NO2	For PM10 levels well within the annual mean local air quality objectives of 40ug/m3. High vehicle traffic areas have levels over 40 for NO2 (although 40 is the target for areas where the public is 24 hours a day), including drop off zone, undercroft access road, and Terminal front. Air quality improvement projects were in progress in 2019 to address this.	PM10 average 17. NO2 under 40 except in high traffic areas	PM10 average 16. NO2 under 40 except in high traffic areas

A safe and secure airport				
Indicator or activity	Metric/target	Comments	2018	2019
H&S: Basic H&S data - working time lost to 1) injury, 2) health & Wellbeing, and 3) overall	Working days lost data	Data not currently available.	n/a	Not reported
H&S: Passenger accidents	Public accidents/number of passengers per year	Per 100,000 passengers. In July 2019 we changes our reporting style to widen definition of 'attributable accident' which we believe accounts for the increase in incidences included.	6.82%	8.28%
H&S: Staff risk management	Risk profiles for each job role, risk register for each department	In progress. We continue to monitor and improve risk profiles, especially high risk profiles where a risk assessment procedure is completed.	n/a	In progress
H&S: Compliance	0% non-compliance notices	No non-compliance notices from H&S in 2019. We successfully renewed our ISO45001 in 2019.	0	0
H&S: Annual targets	93% days/year without attributable accident	The reporting style was changed in 2019 (definition of 'attributable' changed) therefore the percentage decreased as we added more accidents as 'attributable'.	93.70%	87.90%
Information security: Data privacy	Number of breaches and customer complaints	No specific data breaches/IS complaints received in 2019.	n/a	0

Grow with our people				
Indicator or activity	Metric/target	Comments	2018	2019
Demographics	Average headcount, largest departments	Average head count 854 in 2019. Security is the largest department of approximately 55% of the workforce, then Technical Services, Airside Operations, Fire Service, then Terminal Operations (data collected Jan 2019).	n/a	854
D&I demographics	Basic demographic make-up of the organisation	Currently only gender demographic is known: in 2019 39% of the workforce identified as female, 61% male (data collected Jan 2019).	n/a	Gender demographics known
Benefits to staff	Summary of benefits	Over and above the standard benefits such as sickness and holidays (scaled by time served), our benefits include contributory pension, generous private healthcare, on site gym and occupational health support and an annual company wide shared bonus scheme. We also offer matched funding for applicable fundraising by employees, and employees can apply for 1 day a year to volunteer for an applicable charity.	n/a	see Comments
PDRs	% of staff receiving PDRs	Data not curenly available.	n/a	Not reported
Grievances	Number of and main types	We have a process in place if grievances need to be raised, which HR and team leaders are trained on. The staff handbook provides the process for all employees to be informed on. Data not currently available for number.	n/a	Not reported
Unions	Representation	We fully recognise the right to unionisation and have a relationship with Unite. We engage with them in a positive manner, with the purpose of having a constructive relationship that will enable us to create a positive employment environment for our employees. Representation data not currently available.	n/a	Not reported
Employment around the airport	Number employed within the airport boundaries	Uses Standard Industrial Classification 2007, covering Spittlesea Road, part of Frank Lester Way, President Way, Wigmore House, part of Airport Way, Barratt Industrial Park and Airport Executive Park.	10,400	11,200



Further information

For more information please contact us on:
community@ltn.aero

Visit our website on:
<https://www.london-luton.co.uk/corporate/community>

Or write to us at:
**Sustainability Team
Percival House
134 Percival Way
Luton, Bedfordshire
LU2 9NU**

Key stakeholder strategies:

- London Luton Airport Limited sustainable growth plan 2020-2050 and 2019 Sustainability plan: <https://www.llal.org.uk/FUTURELuToN.html>
- London Luton Airport Limited CSR plan: <https://www.llal.org.uk/LLAL-CorporateSocialResponsibility.html>
- CAA 5 year strategic plan: <https://www.caa.co.uk/Our-work/Corporate-reports/Strategic-Plan/Our-five-year-strategic-plan/>
Sustainable Aviation UK: <https://www.sustainableaviation.co.uk/>
- AENA and sustainability: <http://www.aena.es/en/corporate/responsible-business-model.html>
- AMP Capital and sustainability: <https://www.ampcapital.com/europe/en/-media/articles/2019/october/AMP-Capital-launches-ambitious-real-estate-sustainability-strategy>

